

# Attachment 1

## DOWNTOWN COMMUNITY SERVICES & FACILITIES STRATEGY

Prepared by the Canadian Urban Institute for the City of Toronto | April 2018

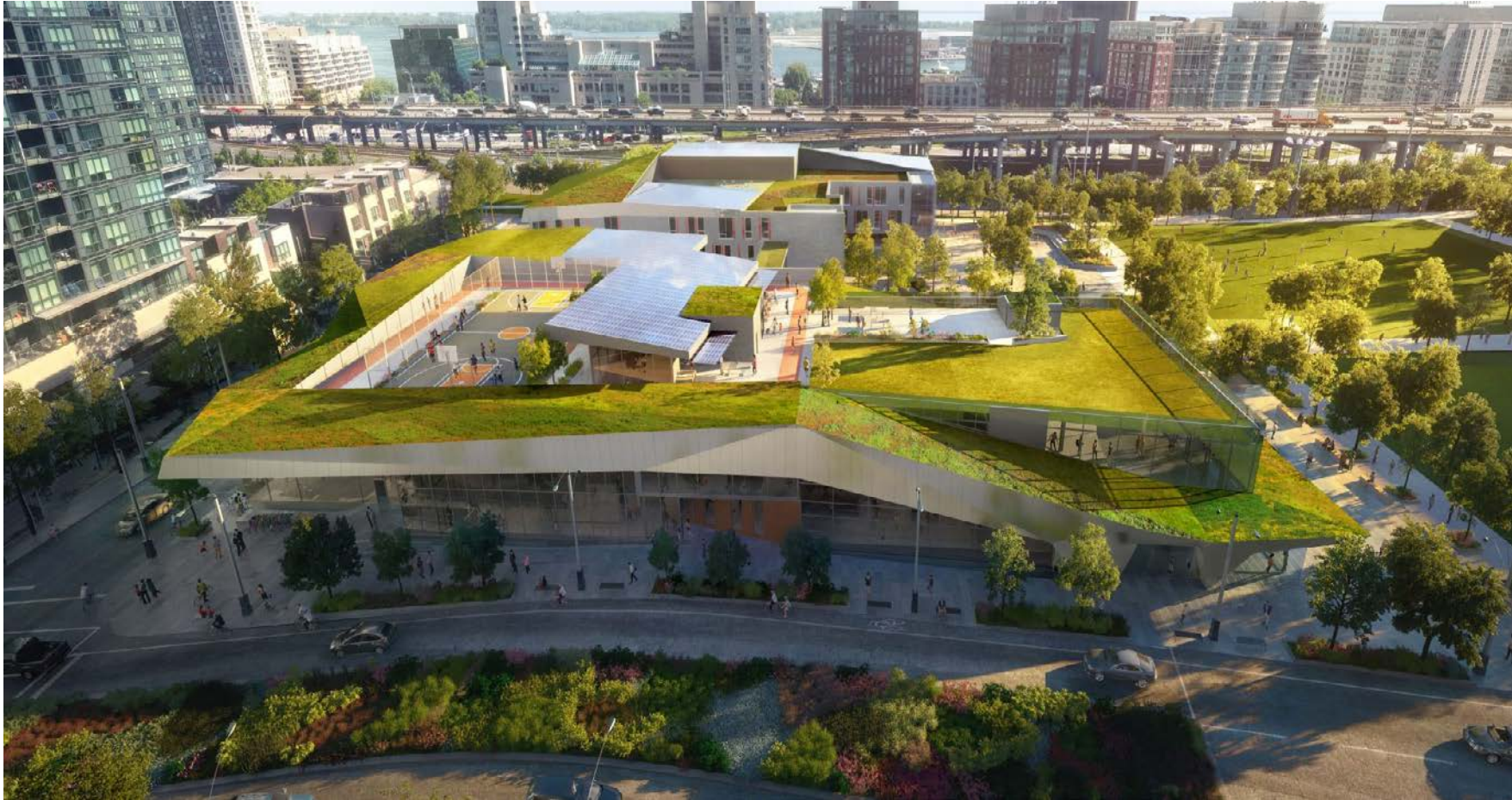


Image: ZAS Architects/ Plompmozes



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“The City’s ability to grow wisely depends on responding in a timely way to the demand for new or additional services and facilities generated as the population grows. To ensure this kind of timely response, a standard component of local community planning must be a strategy setting out the facilities required to expand the capacity of local service providers.”

City of Toronto Official Plan 3-27

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We acknowledge that the City of Toronto is located on the traditional territory of the Huron-Wendat Confederacy, the Haudenasaunee Confederacy, the Mississaugas of New Credit First Nation, and the Métis people, and is home to many diverse Indigenous peoples.

## ACKNOWLEDGEMENTS

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## 1 WHAT THE CS&F STRATEGY IS:

The Downtown Community Services & Facilities (CS&F) Strategy supports the goal of achieving complete communities Downtown that are healthy, liveable, safe and accessible. The CS&F Strategy provides the implementation framework to achieve the goals of the Downtown Plan; and the direction to secure space and/or capital resources that reflect the needs, priorities and opportunities of each of the five community service sectors – schools, child care, libraries, recreation and human services – for the next 25 years.

Community services and facilities are defined as "lands, buildings, structures for the provision of programs and services provided or subsidized by the City or other public agencies, boards and commissions, such as recreation, libraries, child care, schools, public health, human services, cultural services and employment services."

The CS&F Strategy is the result of a comprehensive review and engagement process completed over three years (2015-2018) in collaboration with service providers and representatives of these City Divisions, Boards and Agencies:

- City Planning
- Shelter Support and Housing Administration (SSHA)
- Real Estate Services (RES)
- Parks, Forestry and Recreation (PFR)
- Toronto Employment and Social Services (TESS)
- Social Development, Finance and Administration (SDFA)
- Toronto Children's Services (TCS)

- Toronto Public Library (TPL)
- Toronto District School Board (TDSB)
- Toronto Catholic District School Board (TCDSB)
- Toronto Public Health (TPH)
- Association of Community Centres (AOCCs)
- Toronto Neighbourhood Centres (TNCs)

## 2 WHAT THE CS&F STRATEGY DOES:

The Downtown CS&F Strategy examines the needs for Downtown comprehensively. It identifies community space and facility needs and sets priorities to support growth by sector and by geography.

Community services and facilities are vital to all residents, contributing to the social, economic and cultural development of the city. Access to the programs and services within community facilities shapes the quality of life of residents within and beyond Downtown and supports Downtown's growing residential and employment population.

The Consulting Team worked closely with City Planning, other City Divisions and sector representatives to develop the CS&F Strategy based on the methodologies used by each sector to plan for residential and employment growth and their priorities for community facility investments in Downtown.

TOcore Community Services & Facilities Study: Phase 1 - Taking Stock provides more detail and information to support the Strategy:

<https://www.toronto.ca/wp-content/uploads/2017/12/8444-city-planning-tocore-csf-phase1-2016-aoda.pdf>

### 3 HOW TO USE THE CS&F STRATEGY:

The CS&F Strategy supports the implementation of the Downtown Plan by linking the Plan's policies to the City's capital and service plans as well as other key documents in each of the sectors. The CS&F Strategy identifies needs, priorities and opportunities to align space requirements with capital funding.

This CS&F Strategy is a reference document for all stakeholders to inform and direct the provision of community services and facilities through the planning approval process, as well as through capital planning. The CS&F Strategy should be referenced early in the planning approval process to inform facility priorities and development design considerations. The School Boards, Toronto Public Library, and Parks, Forestry and Recreation Division are all circulated development applications for review and comment. This CS&F Strategy will facilitate application review.

The CS&F Strategy will be reviewed and updated on a regular basis in collaboration with each of the sectors to ensure its continued relevance as an implementation document for the Downtown Plan.

The CS&F Strategy:

- Provides an estimate of population and employment growth;
- Provides the implementation framework to address growth-related needs;
- Identifies by sector:
  - key documents to determine service levels and capital allocations;
  - service targets and triggers;
  - facility and space needs, priorities and opportunities; and,
  - funding status, costing and timing estimates.
- Contains a detailed Appendix that provides additional background information and rationale for each sector.

### 4 GROWTH TRENDS

Between 2006 and 2016, the Downtown population increased by 41%, adding 68,600 people. In the last five years, the Downtown population grew by 38,300 people or 19%, nearly five times the rate of growth for the City of Toronto. Waterfront West and King-Spadina continued to account for most of this growth with 18,000 new people.

In the past ten years, major population growth in Downtown has occurred in the pattern of an inverted "T" south of Queen Street, along the waterfront and up the Bay Street corridor (see Map 1). The greatest change was observed in Waterfront West and King-Spadina which accounted for 45% of this growth.

Over the last five years, the Downtown population grew at a higher rate than the City of Toronto in all age cohorts except children aged 10 to 14 years. The greatest growth was among adults 25 to 34 years old, which grew by 16,600 people, accounting for nearly 45% of the total population growth. Both the total population and change in population for this cohort were greatest in Waterfront West and King-Spadina, 12,000 (+4,100) people and 9,000 (+4,800) people, respectively. Downtown also added 5,300 youth aged 20 to 24 years, primarily in the Bay Corridor (44%) and to a lesser extent in

Waterfront West and King-Spadina (24% and 25%, respectively). The number of seniors aged 65 years and over grew by 5,100, but these changes were relatively evenly distributed across all Downtown neighbourhoods. Finally, the number of infants aged 0 to 4 years in Downtown grew by 1,200, representing an increase of 18% over the last five years. The corresponding trend in the City of Toronto was 3%. The greatest growth of infants aged 0 to 4 years occurred in Waterfront West. This is shown in Figure 2.

FIGURE 1: POPULATION AND GROWTH - BY NEIGHBOURHOOD

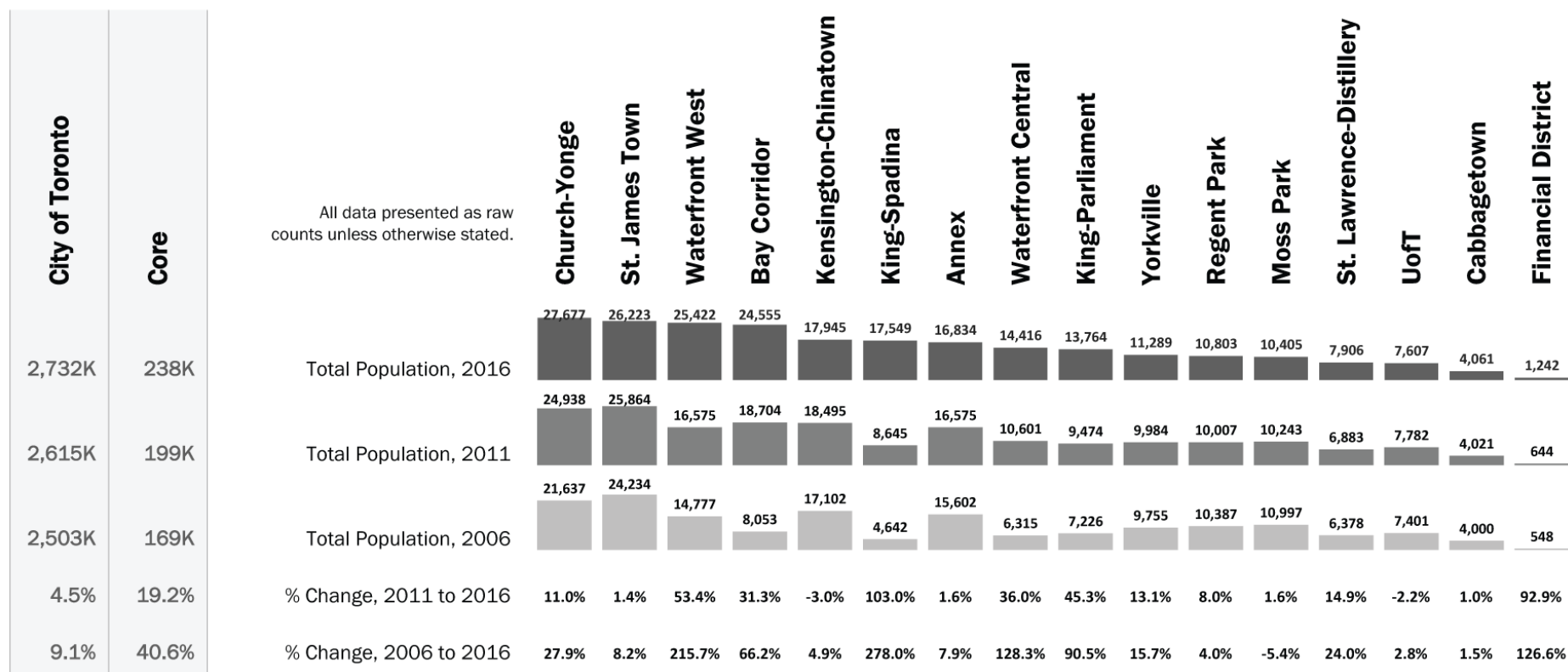
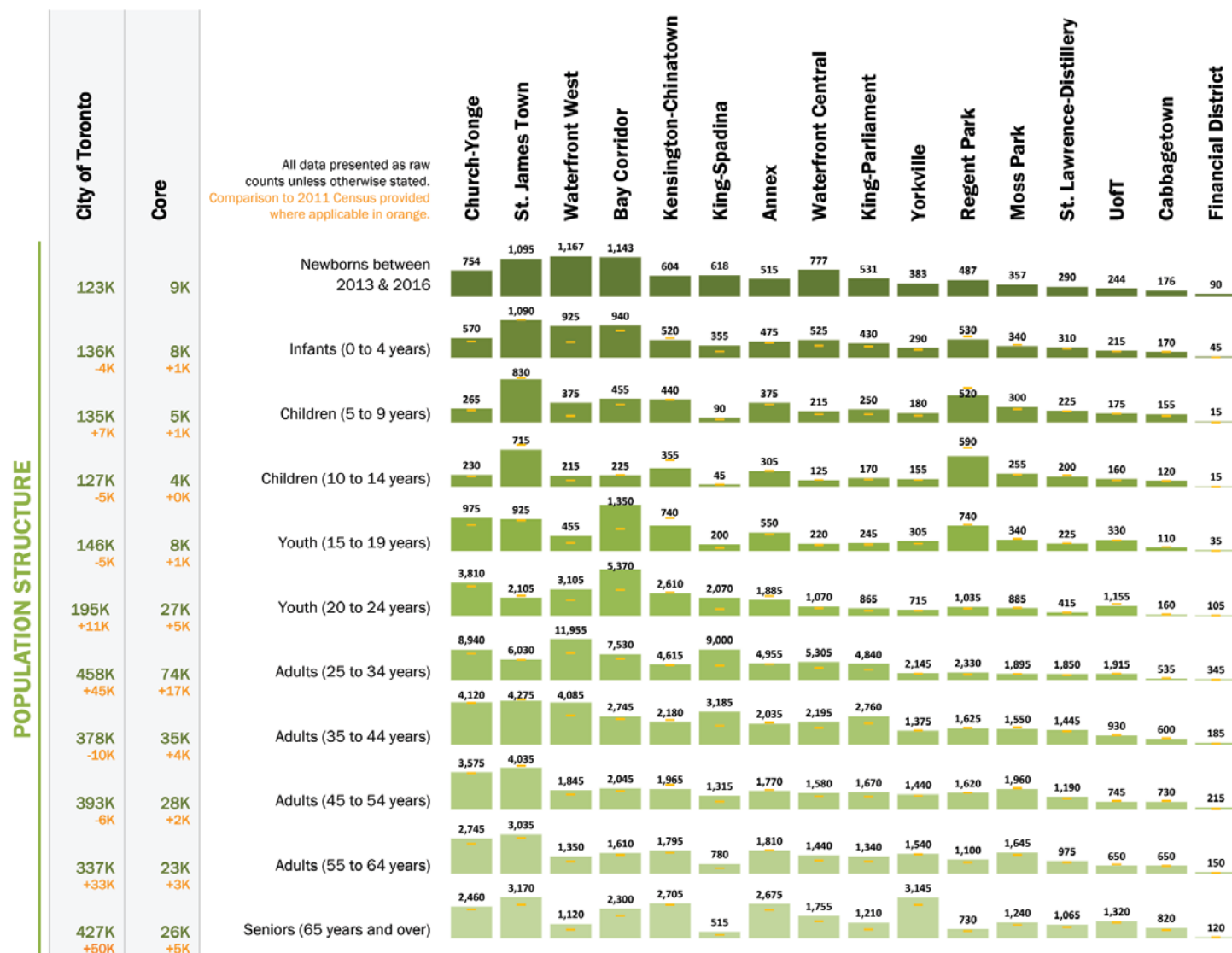
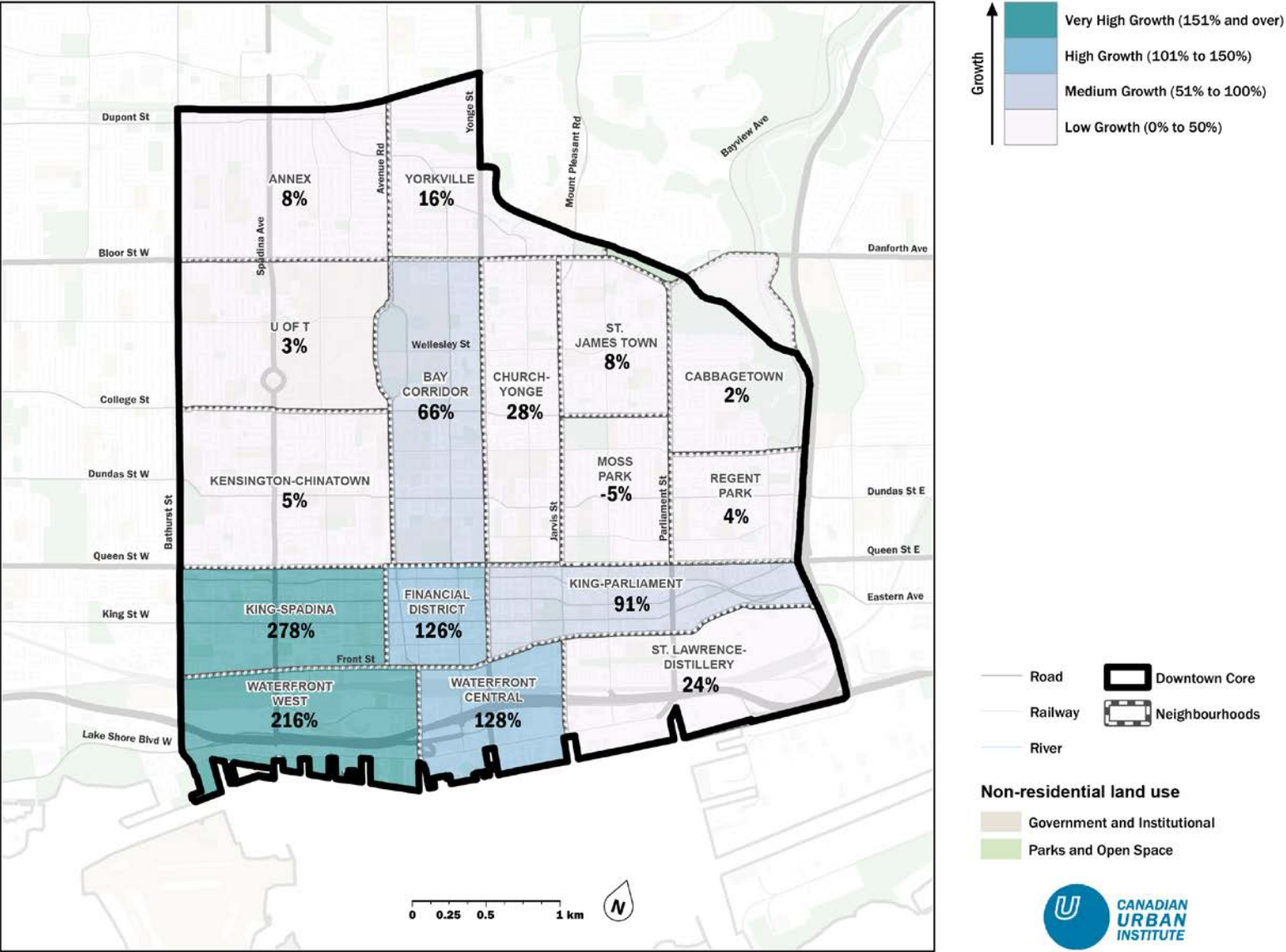




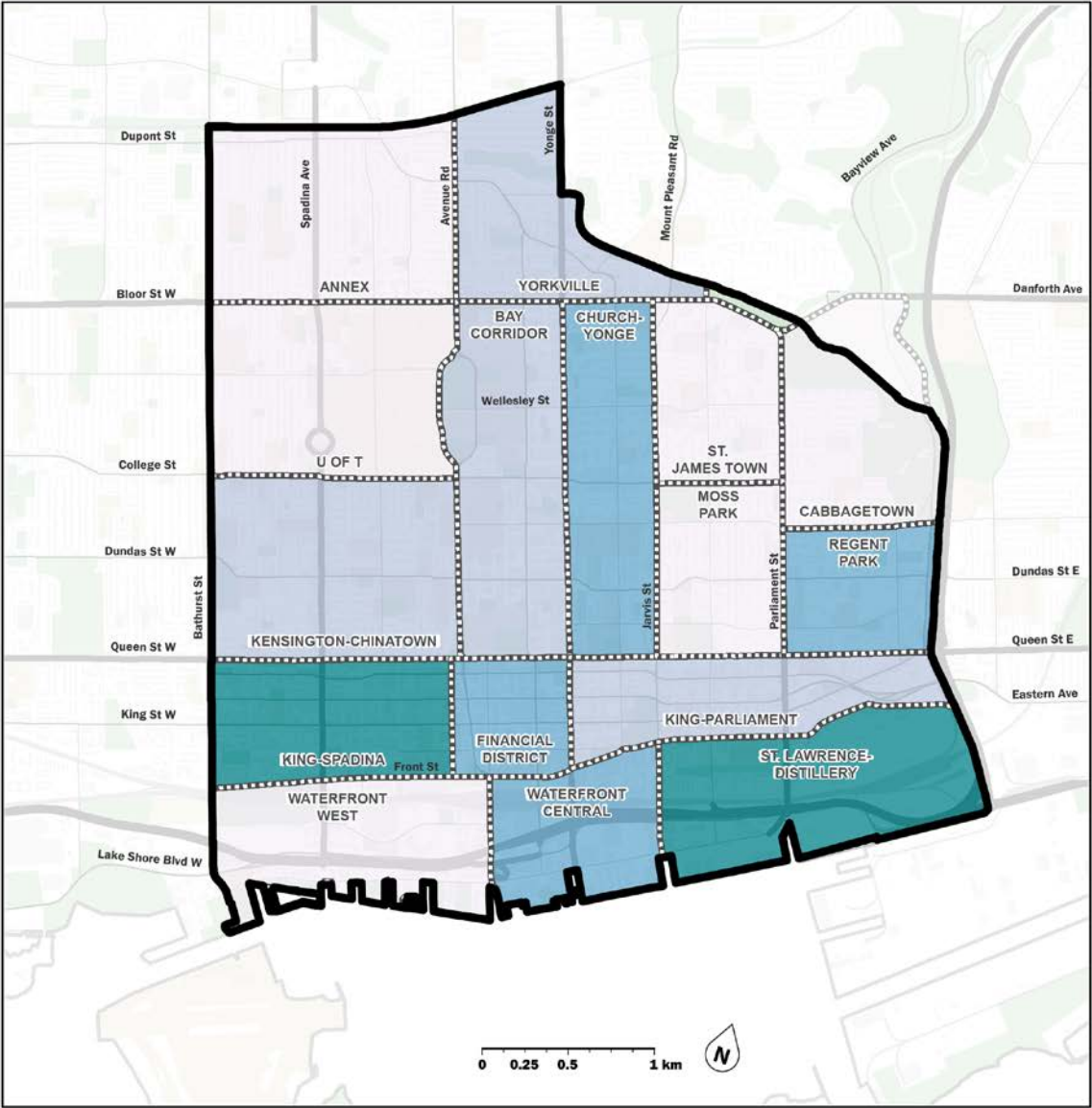
FIGURE 2: POPULATION AND GROWTH - BY AGE COHORT AND NEIGHBOURHOOD (2016)



MAP 1: POPULATION CHANGE 2006 TO 2016

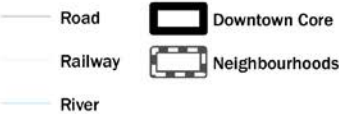


MAP 2: POPULATION GROWTH ESTIMATE BY NEIGHBOURHOOD



Data: Under Review/Active Projects between January 1, 2011 and December 31, 2016. Built (Ready for Occupancy/Completed) Projects between May 1, 2016 and December, 31 2016.

Source: Toronto City Planning Division, Research and Information, December 2017.



## 4.1 ESTIMATED FUTURE POPULATION GROWTH

The development pipeline data used by City Planning to prepare estimated population and future growth estimates in April 2016 consists of all *built*, *active*, and *under review* projects over a five-year time frame (2011 to 2016). The 2016 Downtown population of 238,000 people could grow to between 403,000 and 421,000 people if active and under review residential units are fully occupied (See Map 2 and Figure 6 in Appendix B).

Map 2 shows that six of the sixteen Downtown neighbourhoods are likely to experience very high or high growth in which potential future populations may double or more. Four of these neighbourhoods are located south of Queen Street. King-Spadina and St. Lawrence Distillery are expected to have the highest growth according to the development pipeline data. Waterfront West is the only neighbourhood south of Queen Street which is projected to experience low growth (between 0 and 50%) which indicates that after a significant 215% growth spurt in the decade between 2006 and 2016, it has been largely built out.

## 4.2 PROJECTED EMPLOYMENT GROWTH

In 2016, there were approximately 577,700 employees in Downtown.

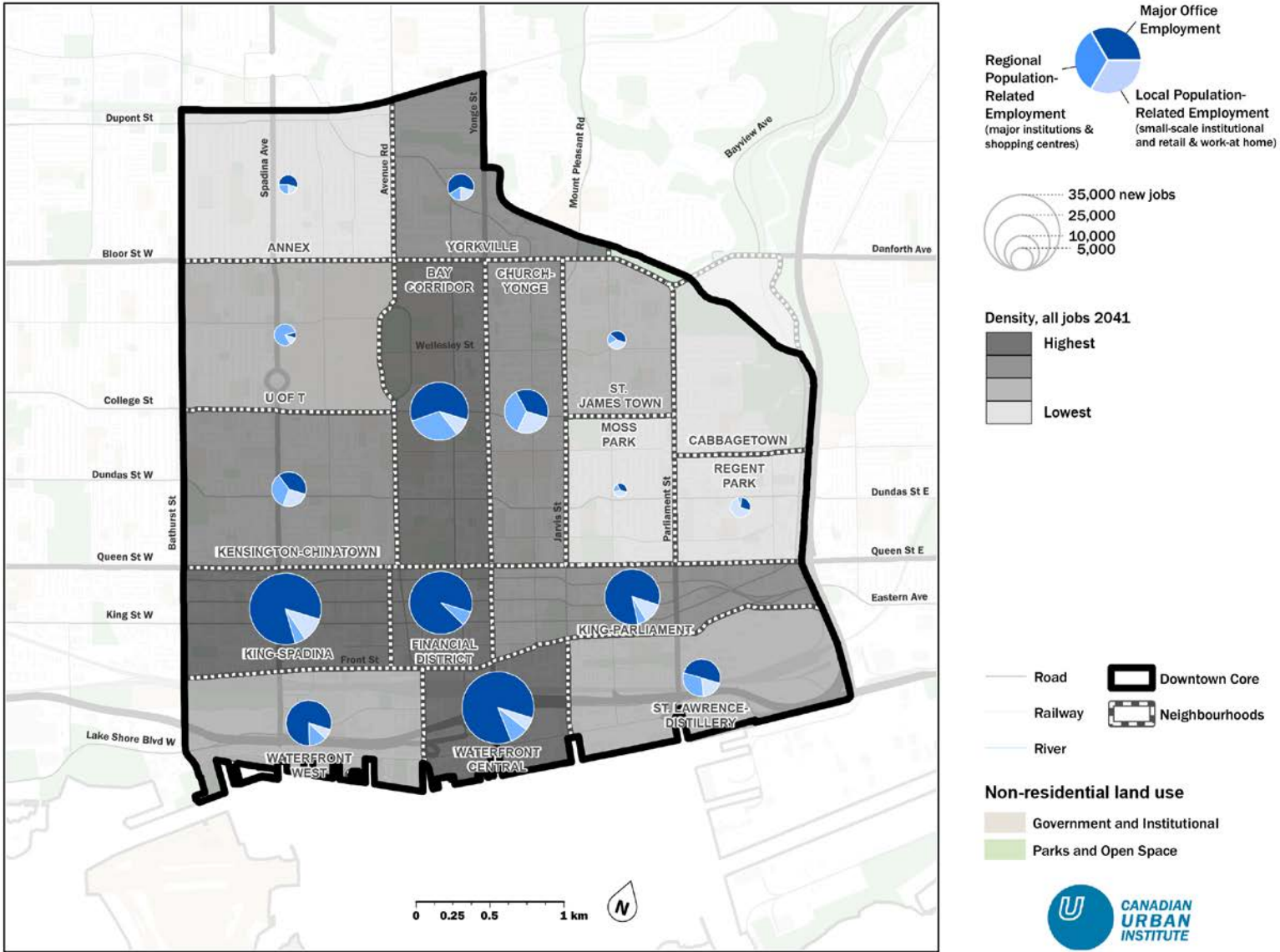
Employment projections developed for the City of Toronto predict that the number of employees in Downtown will continue to grow, increasing by somewhere between 180,000 and 261,000 by the year 2041. This significant growth in employment will have an impact on community service providers, particularly on child care centres, recreation centres, and libraries.

The greatest growth in employment is projected to be in Waterfront Central (36,380 new jobs) slightly more than in King-Spadina (35,990 new jobs). The highest employment density in 2041 is projected to be the Financial District, King-Spadina, Bay Corridor, and Waterfront Central in descending order. And the lowest employment density is projected to be Cabbagetown, Moss Park, the Annex, and Regent Park in ascending order.

Map 3 shows the estimated employment growth by neighbourhood.



MAP 3: EMPLOYMENT GROWTH ESTIMATE BY NEIGHBOURHOOD





## 5 POLICY RATIONALE

The Provincial policy direction and the City's Official Plan provide a strong foundation and rationale for planning for community services and facilities and ensuring that their delivery keeps pace with growth. These policies support the more detailed policy direction of Downtown Plan. Different terms referenced in the policies – community services and facilities, public service facilities, social infrastructure, community infrastructure, and community services are all speaking to the same objective.

### 5.1 PROVINCIAL POLICY FRAMEWORK

The Province uses the term **Public Service Facilities** to identify the range of facilities, programs and services that support and contribute to the achievement of complete communities. This term is defined in the **Provincial Policy Statement 2014 (PPS 2014)** along with policy direction around optimization and effectiveness:

**“Public Service Facilities:** means land, buildings and structures for the provision of programs and services provided or subsidized by a government or other body, such as social assistance, recreation, police and fire protection, health and educational programs, and cultural services....”

The PPS 2014 contains important policy guidance for municipalities to inform their community services and facilities planning:

- Planning for...*public service facilities* shall be coordinated and integrated with land use planning so that they are: a) financially viable over their life cycle, which may be

demonstrated through asset management planning; and b) available to meet current and projected needs. (Policy 1.6.1)

- Before consideration is given to developing new *infrastructure* and *public service facilities*: a) the use of existing *infrastructure* and *public service facilities* should be optimized; and b) opportunities for adaptive re-use should be considered, wherever feasible. (Policy 1.6.3)
- *Public service facilities* should be co-located in community hubs, where appropriate, to promote cost-effectiveness and facilitate service integration, access to transit and active transportation. (Policy 1.6.5)

The **Growth Plan for the Greater Golden Horseshoe 2017 (Growth Plan 2017)** references **Public Services Facilities** policies within the chapter on **Infrastructure to Support Growth** and directs that "(i) investment in public service facilities – such as hospitals, long-term care facilities, libraries and schools – should be planned and located to keep pace with changing needs, maximize existing infrastructure and to support the achievement of complete communities, co-locating services in community hubs and prioritizing strategic growth areas as appropriate". (**Growth Plan, Section 3.1**)

The Growth Plan 2017 includes the following policies relevant to the CS&F Strategy:

#### **Policy 2.2.1 (4) a & b**

Applying the policies of this Plan will support the achievement of *complete communities* that:

- a) feature a diverse mix of land uses, including residential and employment uses, and convenient access to local stores, services, and *public service facilities*;
- b) improve social equity and overall quality of life, including human health, for people of all ages, abilities, and incomes;

### Policy 3.2.8

1. Planning for *public service facilities*, land use planning and investment in public service facilities will be coordinated to implement this Plan.
2. *Public service facilities* and public services should be co-located in community hubs and integrated to promote cost-effectiveness.
3. Priority should be given to maintaining and adapting existing *public service facilities* and spaces as community hubs to meet the needs of the community and optimize the long-term viability of public investments.
4. Existing *public service facilities* that are located in or near *strategic growth* areas and are easily accessible by *active transportation* and transit, where that service is available, should be the preferred location for community hubs.
5. Municipalities will collaborate and consult with service planning, funding, and delivery sectors to facilitate the co-ordination and planning of community hubs and other *public service facilities*.

## 5.2 CITY OF TORONTO OFFICIAL PLAN

Our neighbourhoods are more than our homes. Our trees, parks, schools, libraries, community centres, child care centres, places of worship and local stores are all important parts of our daily lives. The Official Plan establishes and recognizes that strategic investment in social infrastructure encourages greater levels of equity, equality, access, participation and social cohesion across the City and within communities.

The City's ability to grow wisely depends on responding in a timely way to the demand for new or additional services and facilities that are generated as the population and employment grows. Addressing the community service and facility needs of Toronto's neighbourhoods requires effective and coordinated planning, the involvement of all human service sectors and investment in a comprehensive social infrastructure.

Ensuring this kind of timely response requires a CS&F Strategy that sets out the facilities required to expand the capacity of local service providers. The Official Plan requires that CS&F Strategies be prepared for areas experiencing major growth or change and acknowledges the importance of pursuing the most efficient use of existing resources, promoting shared use and identifying and aligning funding.

An existing network of community facilities provides a strong foundation upon which to build. Preserving and improving access to facilities in established neighbourhoods and providing for a full range of community services and facilities in areas experiencing major or incremental physical growth is a

responsibility to be shared by the City, public agencies and private developers.

Key policies are found in Chapter 2.3.1 (Healthy Neighbourhoods), Chapter 3.2.2 (Community Services and Facilities) and Chapter 4.1 (Neighbourhoods) and 4.5 (Mixed Use Areas).

The Official Plan policies implement provincial policy direction and provide the foundation and context for the specific policy direction and needs in Downtown.

#### **Policy 2.3.1.6**

Community and neighbourhood amenities will be enhanced where needed by: a) improving and expanding existing parks, recreation facilities, libraries, local institutions, local bus and streetcar services and other community services; and b) creating new community facilities and local institutions, and adapting existing services to changes in the social, health and recreational needs of the neighbourhood.

#### **Policy 3.2.2**

1. Adequate and equitable access to community services and local institutions will be encouraged by: a) providing and preserving local community service facilities and local institutions across the City dedicated to this purpose; b) improving and expanding local community service facilities and local institutions in established neighbourhoods that are under or poorly served; and c) ensuring that an appropriate range of community services and facilities and local

institutions are provided in areas of major or incremental physical growth.

2. Keeping surplus schools for community service purposes will be pursued where the need for such facilities has been identified as a priority. Where this is not feasible, alternate uses of closed schools must be compatible with the surrounding neighbourhood and should provide City residents with continued access to school playgrounds and playing fields.
3. Shared use of multi-service facilities will be encouraged. Shared use of municipal and/or school facilities, places of worship and lands for community service purposes will be particularly encouraged. The addition of other uses on school sites, including other community service facilities, residential units or office space, is permitted provided all uses can be adequately accommodated.
4. Council recognizes that schools are an integral community resource that serve not only as learning institutions but also as socio-cultural centres and a source of valuable community open space. The City will encourage and promote the shared use of schools, parks and public open space. The City will consider acquiring publicly owned school sites.... for parks and open space purposes should they no longer be needed as learning institutions.
5. Strategies for providing new social infrastructure or improving existing community service facilities will be developed for areas that are inadequately serviced or experiencing major growth or change and will be informed

through the preparation of a community services strategy, which will include: a) a demographic profile of area residents; b) an inventory of existing services within the area, or readily accessible to area residents; c) identification of existing capacity and service gaps in local facilities; d) identification of local priorities; e) recommended range of services and co-location opportunities; and f) identification of funding strategies including, but not limited to, funds secured through the development approval process, the City's capital and operating budgets and public/private partnerships.

#### **Policy 4.1.1**

In *Neighbourhoods*, low scale institutions play an important role in the rhythm of daily life in *Neighbourhoods* and include such uses as: schools, places of worship, community centres, libraries, day nurseries and private home daycares.

#### **Policy 4.5.2(g)**

In *Mixed Use Areas* development will: have access to schools, parks, community centres, libraries and child care.

### **5.3 DOWNTOWN PLAN**

Growth and change varies in scale and intensity across the city. To implement provincial policy direction and the City's Official Plan policies around community services and facilities, the Downtown Plan provides a localized policy framework based on a comprehensive assessment of growth-related needs over the next 25 years. The Downtown Plan states that “the provision of community services and facilities are essential to fostering complete communities”, with two important policy goals:

#### **Policy 3.1**

Growth will be accompanied by the *community services and facilities*, parkland, *green infrastructure*, and *physical infrastructure* required to support *complete communities* and the health of residents, workers and visitors.

#### **Policy 3.2**

All neighbourhoods will provide walkable access to the complete range of amenities, services and infrastructure that support *complete communities*.

Section 10 of the Downtown Plan establishes a series of policies related to enhancing community services and facilities, which should be referenced in conjunction with this CS&F Strategy.

## **6 KEY STRATEGIC DIRECTIONS**

The Phase One CS&F Study identified the following strategic directions based on extensive analysis, stakeholder consultations and collaboration with sector representatives:

- Reinvesting in and maximizing use of public assets through retrofits, expansions and improvements;
- Developing partnership/co-location opportunities with City Divisions, agencies and boards and community-based organizations;
- Identifying innovative and integrated service delivery models to address CS&F needs;

- Ensuring that new space/facilities keep pace with growth over a 25-year time horizon;
- Prioritizing space/facility opportunities through collaboration with sector partners; and
- Setting the foundation of future partnerships through the establishment of new partnership tables to share information and to explore space/facility opportunities.

These strategic directions have informed the key directions and actions in the sector summaries that follow.

## 7 IMPLEMENTATION APPROACH

The Downtown CS&F Strategy will be regularly reviewed and, when appropriate, revised to reflect changes in sector service or capital plans and emerging needs related to growth. Sector leads will be consulted to provide annual updates to their actions and/or recommendations. These updates may relate to the addition of new and/or completed actions or recommendations along with updates to the timing of funding and/or construction for particular facility reinvestments.

Sections 8 to 12 of the CS&F Strategy contain the Policy Rationale and Summary Tables outlining the planned and proposed facilities for each sector along with their respective cost, funding status and estimated timing. Each sector concludes with key directions and actions to guide the implementation of planned, proposed and future facilities.

**Appendix A – Sector Chapters contains additional information and rationale to support the growth needs for each of the sectors.**



# SECTOR SUMMARIES

## 8 SCHOOLS SECTOR

*Downtown is home to 26 elementary schools and 13 secondary schools; 30 are operated by the TDSB and 9 by the TCDSB. There are additional schools operated by both Boards which are not located in the study area, but whose attendance boundaries extend into and serve Downtown. The French Secular School Board (Conseil Scolaire Viamonde) operates two schools in Downtown. There are no French Catholic (Conseil Scolaire Catholique MonAvenir) schools in Downtown, but some serve the Downtown catchment area. The schools sector portion of the CS&F Strategy identifies space and facility needs, priorities and opportunities in Downtown and works with Downtown Plan policies to secure space and/or capital resources to support the delivery of schools.*

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### 8.1 POLICY RATIONALE

The Official Plan recognizes that school sites and facilities have a broader role to play than education alone. They provide needed support and services for the families of students, provide safe play space for neighbourhood children and their green and open spaces are generally well-used by community members when school is not in session. Schools also serve as vital community hubs and are often a second home for families and their children.

The Province of Ontario and City of Toronto Council encourage planning for schools to be undertaken in a coordinated manner that supports shared use, co-location and cost effectiveness.

### 8.2 OPPORTUNITIES AND CHALLENGES

School facilities in Downtown are important public assets that contribute to complete communities. These facilities play a broader role than education alone as they provide opportunities for the delivery of needed support services for the families of

students; safe play spaces for neighbourhood children; access to play fields and green space as well as use of school space for community meetings. These facilities contribute to the provision of CS&F by functioning as vital community hubs.

Schools in Downtown face similar challenges to those across the entire city but the scale and pace of growth in Downtown presents particular challenges:

- School buildings are relatively older and their sites are relatively smaller than the rest of the city. This means that maintenance and refurbishment of existing buildings are likely not enough to accommodate growth and there may be limited opportunities to expand or intensify existing school sites.
- School facilities including outdoor playgrounds and open spaces for a number of sites, are heavily used outside school hours. The important role and contribution of schools in supporting broader community needs presents opportunities to consider shared use and responsibility to

ensure 24/7 community access to safe and well-designed and maintained outdoor spaces. A more detailed assessment of these spaces should be undertaken on a site-by-site basis.

- Urban school delivery models will likely be required to serve growth in Downtown including alternative school facilities, shared/multi-use facilities, and identifying creative funding solutions.

### 8.3 PLANNED FACILITIES TO SUPPORT GROWTH

Table 1 identifies 11 new, rebuilt or proposed school facilities to accommodate growth in Downtown, six of which are TDSB and five are TCDSB facilities. Map 4 shows how these facilities are distributed across Downtown and adjacent neighbourhoods.

Based on the estimated growth in Downtown to 2041 and the service triggers for each of the TDSB and TCDSB identified below, it is expected that additional facilities will be required to serve the population.

### 8.4 PLANNING FOR SCHOOLS

Each Board undertakes on-going evaluation and monitoring to inform program and accommodation planning. The City circulates all development applications to the TDSB and the TCDSB for review and comment. The key reference documents used by each Board are summarized as follows:

#### TCDSB

- The LTAPP (Long Term Accommodation and Program Plan) outlines the Board's facility direction (school

openings/closures) for the next 15 years to 2030. The LTAPP is generally reviewed and updated annually.

- Pupil Accommodation Reviews (PARS) are undertaken by the Board to determine the future of a school or group of schools, and often lead to school consolidations and closures. The LTAPP proposes two to three PARS per year. PARS use current and projected enrolment rates.
- TCDSB Planning Services staff monitor development growth very closely and use the City's development pipeline data to inform enrolment projections.

#### TDSB

- The LTPAS (The Long-Term Program & Accommodation Strategy), a ten-year rolling plan, provides program and accommodation planning. It is reviewed annually to produce an Annual Planning Document that is presented to the Board for approval of studies – including capital projects – to be done that year.
- TDSB's approach to growth is guided by provincial requirements. These require that the Board first review and explore the potential to open previously closed schools, add portables on school sites, change boundaries and/or programs to shift students to under-utilized schools prior to any significant capital expenditure requests such as additions on existing schools or new builds.

## 8.5 SERVICE TARGETS

### TCDSB

- A target surplus capacity city-wide of 4000 pupil places (Catholic Service Factor).
- 400-600 pupil place range is considered an ideal size for elementary schools.
- 800-1200 pupil place range is considered an ideal size for secondary schools.

### TDSB

- 400-600 pupil place range is considered an ideal size for elementary schools.
- 1000 – 1500 pupil places is considered an ideal size for secondary schools.
- A satellite school located close to main schools ideally provides a minimum 5,000 square feet.

## 8.6 FUTURE NEEDS TO SUPPORT GROWTH

**TCDSB** expects to be able to support growth in Downtown in the short to medium term through the planned facilities identified in Table 1 as well as the following:

- The provincial government has committed to fund \$11.2 million to rebuild St. Michael's Choir School to the size of 500 pupil places. Growth west of University Avenue will be served by existing schools just west of Bathurst Street with attendance boundaries that extend into Downtown Plan area.
- Over the long term, it is expected that there will be gaps in the West Don Lands and possibly the Port Lands

areas. A CS&F Strategy is in place to address the Port Lands growth and identify new school sites.

**TDSB** has identified a number of challenges that will need to be addressed to meet future needs:

- There are no elementary schools in the Bay Corridor neighbourhood.
- There are two elementary schools on the outskirts of Waterfront Central and Waterfront West neighbourhoods which may not be adequate to support growth.
- The small size of many of Downtown school sites is a challenge to accommodating the student population that is projected to be generated from the large number of new residential units proposed and estimated.
- Inadequate capacity at the existing local elementary schools east of Yonge Street and south of Bloor Street to accommodate future students based on the City's population growth estimates.
- The need to conduct a review of four underutilized elementary schools located east of Bathurst Street and south of Bloor Street, including: Kensington Community School, Ryerson Community School, King Edward Junior and Senior Public School and Lord Lansdowne Junior and Senior Public.
- Continued monitoring of the current programming at the Brant Street school site to address growth needs in Downtown
- The need for additional green space or investment respecting the revitalization of existing school yards and playfields.

- Section 37 cash contributions could be used for community services and facilities on school properties and service program space where the municipality has a funding and long-term public access agreement with the School Board.

**Conseil Scolaire Catholique MonAvenir** (French Catholic School Board) has no schools within the Downtown Plan area. However, the schools that serve Downtown are over capacity. Conseil Scolaire Catholique MonAvenir has identified a need to build a new school in south Toronto to better serve the Downtown and surrounding population.

**Conseil Scolaire Viamonde** (French Public School Board) has two schools located in the Downtown Plan area: one is an elementary school (JK-6) and the second is a secondary school (Grades 7-12). The Board received funding in early 2018 to build a new high school in Toronto's east end along the Danforth. This planned school provides an opportunity to move students that currently attend College Francais (100 Carlton Street) to the new high school. This would free up space at the College Francais site which could be re-purposed for community services and facilities, such as a child care facility or community hub.

## 8.7 KEY DIRECTIONS AND ACTIONS

### 1) Develop partnerships and co-location opportunities

School Boards will develop partnership and co-location opportunities with:

- The TDSB to work with the City and the development industry to coordinate early in the development review

process, preferably prior to circulation of development applications, to inform facility priorities and development considerations. The TDSB will continue to review and comment on all development applications.

- The TDSB to work with the City to monitor growth and attendance for schools serving: Waterfront West and Waterfront Central; and elementary schools east of Yonge Street and south of Bloor Street.
- The TCDSB to work with the City and Waterfront Toronto to review opportunities to address accommodation in the West Don Lands.
- The City and TDSB to discuss opportunities for improved coordination around the shared use of school facilities and green space in new developments based on site-by-site review.

### 2) Reinvest in and maximize use of existing assets

School Boards will prioritize reinvestment in their existing school sites and facilities through:

- Retrofits, expansions and improvements to maximize use of their assets for delivery of alternative and/or specialized schools; and/or to increase school accommodation numbers to respond to growth.
- Identification of underutilized school assets that could support other community uses, including community hubs. Specifically, the TDSB should explore preserving and/or enhancing existing school facilities such as Kensington CS, Ryerson CS, King Edward Jr and Sr and Lord Lansdowne Jr and Sr PS that would benefit the school community.



- Monitoring of the current programming at the TDSB Brant Street site to address growth needs in Downtown.

### **3) Identify innovative and integrated service delivery models**

School Boards will develop innovative and integrated service delivery models:

- The TDSB will work with the City to explore urban school delivery models such as satellite schools to address the challenges of small site sizes and estimated growth needs.
- The City will work with the School Boards to develop co-located facilities to integrate programs and services as part of hub models that are easily accessible to school communities.
- The City will work with the French Public School Board (Conseil Scolaire Viamonde) to explore potential partnership opportunity to establish community hub and/or child care space at the College Francais site located at 100 Carlton Street.

MAP 4: SCHOOLS SECTOR - PROPOSED FACILITIES & TYPE OF INVESTMENT

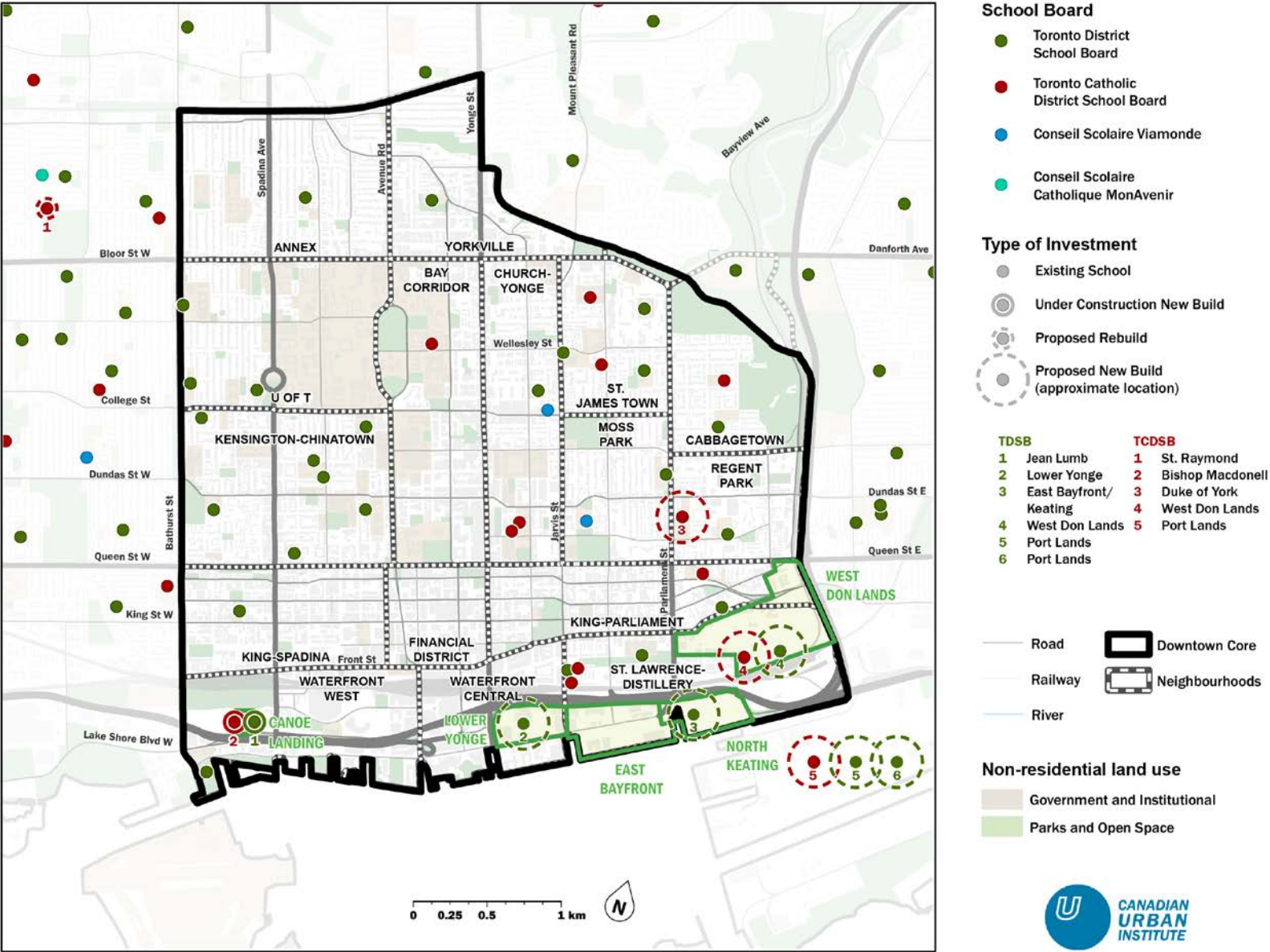


TABLE 1: SCHOOLS SECTOR - SUMMARY OF PLANNED AND PROPOSED FACILITIES

	Facility Name /Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source  *Provincial Capital Priorities Grant	Project Status	Est. Timing 2016- 2021	Est. Timing 2021- 2026	Est. Timing 2026- 2031	Est. Timing 2031+
Map #	TDSB									
1	<b>Jean Lumb</b> <i>Elementary school</i>	New (co-location with TCDSB Bishop Macdonell)	\$67M (shared)	Allocated	Area Specific Development Levy	Under construction	X			
2	<b>Lower Yonge</b> <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
3	<b>East Bayfront/Keating</b> <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
4	<b>West Don Lands</b> <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
5	<b>Port Lands</b>	New	TBD	No funds allocated	TBD			X	X	
6	<b>Port Lands</b>	New	TBD	No funds allocated	TBD			X	X	

	Facility Name /Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source *Provincial Capital Priorities Grant	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026	Est. Timing 2026-2031	Est. Timing 2031+
Map #	TCDSB									
1	<b>St. Raymond</b> (subject to name review) <i>Elementary school</i>	Rebuild to accommodate size of 500 pupil places		\$11.2 million	Province	Design stage	X			
2	<b>Bishop Macdonell</b> <i>Elementary school</i>	New (co-location with TDSB Jean Lumb)	\$67M (shared)	Allocated	DC	Under construction	X			
3	<b>Former Duke of York Site (Purchased from TDSB)</b> <i>Elementary school</i>	New	\$14M	Need to re-apply for Ministry funding. Business case not successful.	Purchased with DCs	Awaiting funding		X		
4	<b>West Don Lands</b> <i>Elementary school</i>	New	Unknown		DC	No site currently acquired				X
5	<b>Port Lands</b> <i>Elementary school</i>	New	Unknown		DC	No site currently acquired				X

## 9 CHILDREN'S SERVICES SECTOR

*According to the 2016 Census, there are approximately 8,000 children aged 0-4 years and an additional 9,000 children up to age 14 years living in Downtown. There are 83 child care centres providing a total of 5,907 licensed child care spaces and three home child care agencies providing service to families that live and work in Downtown.*

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### 9.1 POLICY RATIONALE

The Official Plan establishes the importance of access to community services. Policies contained in the Official Plan encourage CS&F including child care facilities in Healthy Neighbourhoods (Chapter 2.3.1), Neighbourhoods (Chapter 4.1), and Mixed Use Areas (Chapter 4.5). In addition, Chapter 3.2.2 of the Plan requires the undertaking of CS&F Strategies to identify CS&F priorities, including child care facilities to respond to growth and change across the City.

### 9.2 OPPORTUNITIES AND CHALLENGES

- Recent Federal and Provincial funding allocations will help to provide for new child care space/facility opportunities through program expansions along with additional capacity through additions and renovations to existing and new school sites.
- The lack of physical space, limited capital resources and the high cost of land limit Toronto Children's Services' ability to increase capacity of licensed child care spaces in Downtown.
- Subsidy waitlists indicate that there are not enough subsidies available for Downtown.

- The priority for Toronto Children's Services is to co-locate new child care facilities within new and existing schools.

### 9.3 PLANNED FACILITIES TO SUPPORT GROWTH

**Table 2** identifies seven new child care facilities planned for Downtown and an additional two potential child care facilities in Lower Yonge and the West Don Lands that are under discussion. Map 5 shows how these facilities are distributed across Downtown and adjacent neighbourhoods.

Combined, these new child care facilities will produce a minimum of 522 new child care spaces for infants, toddlers and preschoolers.

### 9.4 PLANNING FOR CHILD CARE

**Toronto's Licensed Child Care Growth Strategy (2017 – 2026)** is the key strategic framework to guide growth. This Council approved document has a vision to serve 50% of children aged 0-4 years by 2026 through an approach that includes growing the number of licensed child care spaces.

**The Children's Services Service Plan (2015 – 2019)** guides the planning and delivery of services for children and families in the city and informs the development of an annual work plan



with specific deliverables, targets and timelines. The 2015-2019 Plan includes a **Capital Strategy** which outlines the priorities for capital expansion.

The **Updated Capital Strategy** will use newly announced provincial and federal funding allocations to provide program expansions and additional capacity through additions and renovations to existing and new school sites.

Toronto Children's Services (TCS) relies on **Section 37** funding to increase capacity of licensed child care spaces in those areas of the city that experience significant development. TCS recognizes that there is an overall system shortage of spaces throughout the city and that the opportunities provided by Section 37 funding allow other capital resources to be strategically placed in the areas identified as highest need.

## 9.5 SERVICE TARGETS/TRIGGERS

It is estimated that approximately 3,700 new child care spaces (60 child care facilities based on a 62-space per facility model) will be required in Downtown, in addition to those already planned for in **Table 4**, to meet the demand generated by growth. This child care growth demand target of 3,700 spaces is based on two factors: the Council approved Child Care Growth Strategy target of providing licensed child care spaces to 50% of children aged 0-4 years; and, the estimated proportion of children aged 0-4 years associated with the population growth in Downtown to 2041. This estimate only reflects residential population growth and does not incorporate demand that may result from employment growth.

## 9.6 FUTURE NEEDS TO SUPPORT GROWTH

The major challenge for Toronto Children's Services is ensuring that the child care system can accommodate the residential and employment growth in Downtown and continue to meet the area's needs. Downtown is unique as it has the highest concentration of both purpose-built workplace child care facilities as well as neighbourhood-based centres that serve a large working population. Twelve out of the 83 centres in Downtown are purpose-built workplace facilities. Employment growth may require the provision of additional child care facilities which will serve both the resident and worker population.

Children's Services methodology is based on estimates of licensed child care spaces. It is expected that some of these spaces will be realized through existing space retrofits, but the majority of spaces will be achieved through the construction of new facilities. Given the estimated requirement of 3,700 spaces over the next 25 years, the provision of licensed child care facilities as part of development should be considered a priority.

Development charges account for approximately 50% of the capital funding within the TCS Capital Plan with the remaining 50% financed through debt funding, the Child Care Capital Reserve Fund, Section 37 and provincial investment.

## KEY DIRECTIONS AND ACTIONS

### **1) Applying TCS service targets to secure growth-related child care facilities through the development review process**

Where there are opportunities to secure growth-related child care facilities through the development review process, Toronto Children's Services will determine the need by:

- Reviewing the number of new child care spaces in Downtown against the child care growth demand target of 3,700 spaces.
- Considering any new child care spaces secured through the TCS Child Care Capital Strategy in the revised child care growth demand target.

### **2) Identify innovative and integrated child care models to respond to growth through the development review process**

TCS will support the planning and provision of child care spaces/facilities to address growth by identifying innovative and integrated child care models as part of the development review process based on:

- Section 37 opportunities to secure innovative and integrated child care facilities in residential and non-residential buildings.
- Reference to key TCS and Planning documents for use by planners and the development industry to build innovative and integrated child care facilities, including: the Child Care Development Guideline; the Toronto Child Care Design & Technical Guidelines, Growing Up: Planning for Children in New Vertical Communities, and the Toronto Accessibility Guidelines.

- Ensuring that the planning and design of child care facilities occurs at the early stage of the planning review process.

### **3) Develop partnership and co-location opportunities**

TCS will take the lead in developing partnership and co-location opportunities with:

- The school boards to identify allocation of funding for child care facilities in existing and/or new schools.
- The school boards who will be encouraged to share growth data to identify child care demand for certain geographies.
- City partner divisions, agencies and boards to integrate child care facilities through hub models within various City assets including libraries, recreation centres and community-based organizations (i.e. AOCCs, TNCs).

MAP 5: CHILD CARE SECTOR - PROPOSED FACILITIES & TYPE OF INVESTMENT

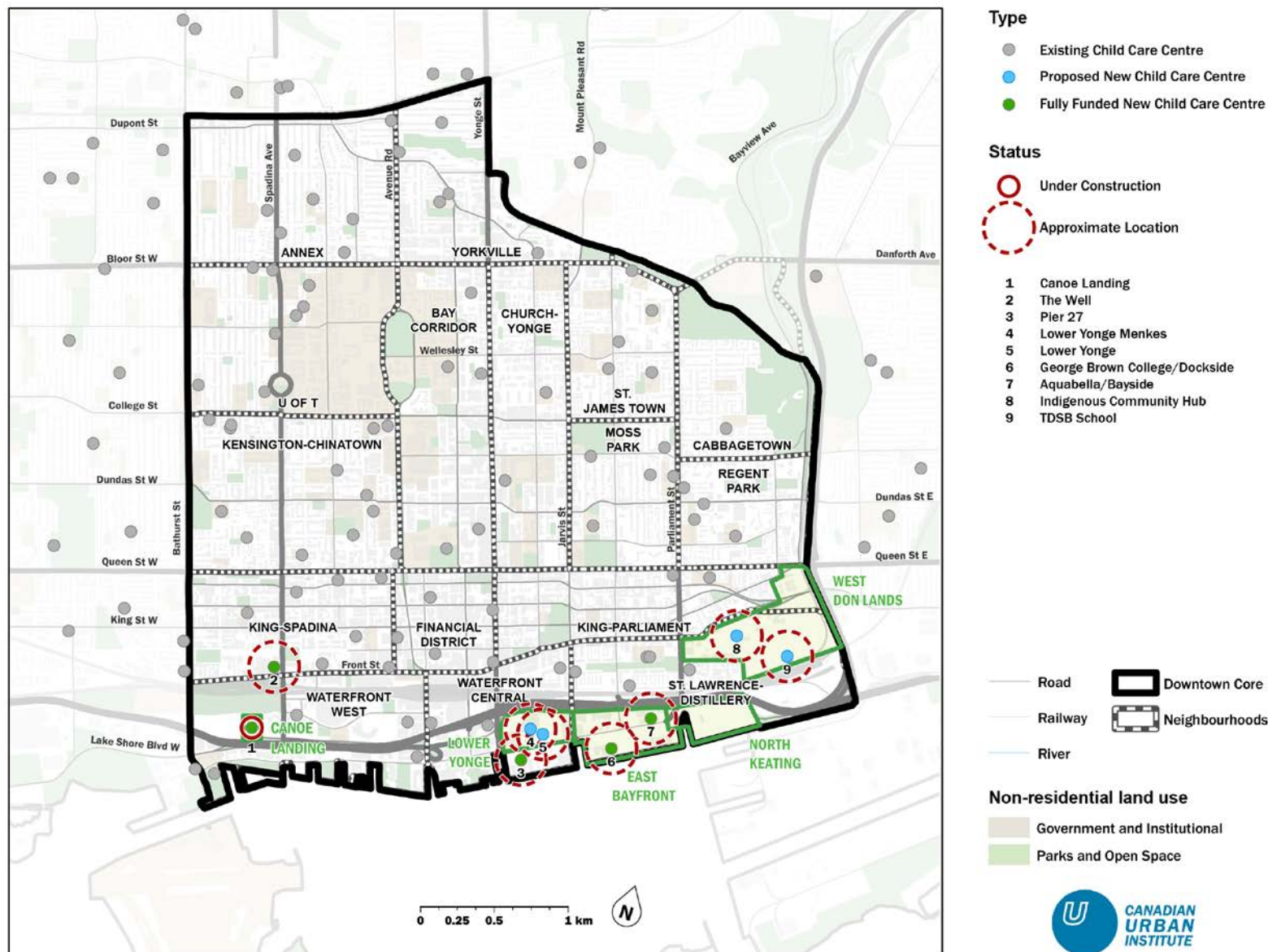


TABLE 2: CHILD CARE SECTOR – SUMMARY OF PLANNED AND PROPOSED FACILITIES

Map #	Facility Name	Number of Spaces	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026
1	Canoe Landing	52	New (co-location)	\$4.35 M	Funded	Area Specific Development Levy; Section 37; Capital Budget	Under construction	X	
2	The Well	62	New		Funded	Section 37	Design stage		X
3	Pier 27	52	New		Funded	Section 37	Design stage	X	
4	Menkes/TDSB School (Lower Yonge Precinct)	62	New			Section 37			
5	Lower Yonge Precinct	62	New			Section 37			
6	George Brown College/Dockside	62	New		Funded	Waterfront Toronto + Developer contribution	Approved		X
7	Aquabella/Bayside	72	New		Funded	Waterfront Toronto + Developer contribution	Design stage	X	
8	Indigenous Community Hub	36	New		Funded	Capital Budget + Developer contribution	Approved		X

Map #	Facility Name	Number of Spaces	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026
9	West Don Lands TDSB school	62	New			TBD			

## 10 LIBRARY SECTOR

*Downtown is served by fourteen library branches. Twelve libraries comprising ten Neighbourhood Branches, one District Branch and the Toronto Reference Library play a critical role providing programs, services and space for those who live in, work, play and visit Downtown. Two additional neighbourhood branches (Riverdale and Queen Saulter) are located adjacent to Downtown and serve the Downtown population.*

### 10.1 POLICY RATIONALE

The Official Plan establishes that community and neighbourhood amenities will be enhanced where needed by: a) improving and expanding existing parks, recreation facilities, libraries, local institutions, local bus and streetcar services and other community services. (Policy 2.3.1.6 (a))

### 10.2 KEY SECTOR MESSAGES

- Libraries are safe and welcoming community hubs that provide resources for learning, culture, health, leisure, entertainment and work. They are becoming increasingly important as private residential spaces become smaller, especially in Downtown.
- There is a state-of-good-repair backlog for branches and a need to improve technological infrastructure while building and expanding existing facilities to address areas of growth and development in the City including Downtown.
- In a dense Downtown where families are raising children in vertical communities, there is an increased need for public space for work, study, collaboration and play.

- An increased student and worker population accessing Downtown libraries for meeting and study spaces and the demand for free internet and circulation materials are also adding to the growth pressure on these facilities.
- Toronto Public Library's (TPL) current facilities infrastructure is not adequate to address the changing nature of library service and the increasing population density in Downtown.
- Rapid growth in Downtown is accelerating the need to expand and refresh existing facilities and build new branches to respond to growth.

### 10.3 PLANNED FACILITIES TO SUPPORT GROWTH

The service gap in Downtown is related to branch size rather than geographic distribution.

**Table 3** shows that eight of the 14 branches serving Downtown need relocations, renovations or expansions that are not funded.

They are:

- College Shaw
- Palmerston



- Spadina Road
- Lilian H. Smith
- City Hall
- Yorkville
- Toronto Reference
- Parliament Street

Four library branches will be renovated, expanded or relocated as part of the 2018-2027 capital budget. They are:

- St. Lawrence
- Sanderson (Bathurst and Dundas)
- Parliament Street
- Queen/Saulter

Map 6 shows how these facilities are distributed across Downtown and adjacent neighbourhoods.

## 10.4 PLANNING FOR LIBRARIES

### Facilities Master Plan

The TPL is undertaking a city-wide Facilities Master Plan (FMP) study targeted for completion in 2018. The FMP will suggest **short and medium-term priorities** for capital investment (2018 - 2027) and will also consider longer term investment that aligns with known planning processes that extend to 2037.

### The Service Delivery Model

The TPL Service Delivery Model serves as the key planning framework to ensure equitable access to library services. It is based on three tiers of service, proximity and population growth based on census data. The Service Delivery Model was

changed in 2017 to adjust building sizes to accommodate population growth and intensification Downtown.

### Capital Budget and Plan Preview Report

The Capital Budget and Plan Review Report describes the ten-year capital budget and plan. It provides details on the sources of funds and status (timeline) of capital by geography.

## 10.5 SERVICE TARGETS/TRIGGERS

Currently, TPL has no population threshold that triggers a new library or an expansion of an existing branch. The FMP may establish triggers, such as the population projected by development applications that would trigger a requirement to provide a new library.

## 10.6 FUTURE NEEDS TO SUPPORT GROWTH

Due to increasing densities and current and projected population growth in Downtown there may be a need to consider a different Service Model (and standards) for Downtown. The optimum branch sizes identified in the Service Delivery Model (revised in 2017) will be reviewed by the FMP process and possibly increased to meet demand in high density areas.

Currently, the TPL Service Delivery Model does not reflect employment population. TPL will consider employment growth projections as part of its service planning for Downtown libraries given the high proportion of workers (e.g. small business) that access TPL branches.

TPL is only allowed to apply Section 37 money to new or expanded services. No Section 37 dollars are currently allocated for downtown libraries.

## 10.7 KEY DIRECTIONS AND ACTIONS

### 1) Develop partnerships and co-location opportunities

- Use TPL's Joint-Use Facilities Policy to identify partnerships that allow the library to leverage opportunities for joint-use facilities.

### 2) Reinvest in and maximize use of existing assets

TPL should take a proactive approach to identifying opportunities to enhance, renew or rebuild Downtown branches and develop new or reconfigured programs and services through:

- Collaboration with city division partners through their Facilities Master Plan Study work to identify and advance priority projects that respond to growth and change, including Sanderson and City Hall Branches. City Council at its January 31, 2018 meeting directed City Staff to further develop a design and plans for Old City Hall that include a TPL Branch. This could provide TPL the opportunity to relocate and expand the existing 5,000 square foot City Hall Branch to a 25,000 square foot space in Old City Hall, providing for additional space and expanded programs and services.
- Prioritizing by geography the existing Neighbourhood Library Branches that are currently undersized for potential expansion, retrofit and improvements.

### 3) Identify innovative and integrated service delivery models

TPL's updated Service Delivery Model recognizes the growing role of library branches as spaces to support and meet

community needs. These innovative approaches enable the TPL to respond to growth and change in communities, including:

- Greater flexibility in layout and furniture to ensure easy reconfiguration of space to accommodate multiple uses that support a broad range of users.
- Improved access to meeting rooms for community use and their outdoor spaces to support community gathering activities.

MAP 6: LIBRARY SECTOR - PROPOSED FACILITIES & TYPE OF INVESTMENT

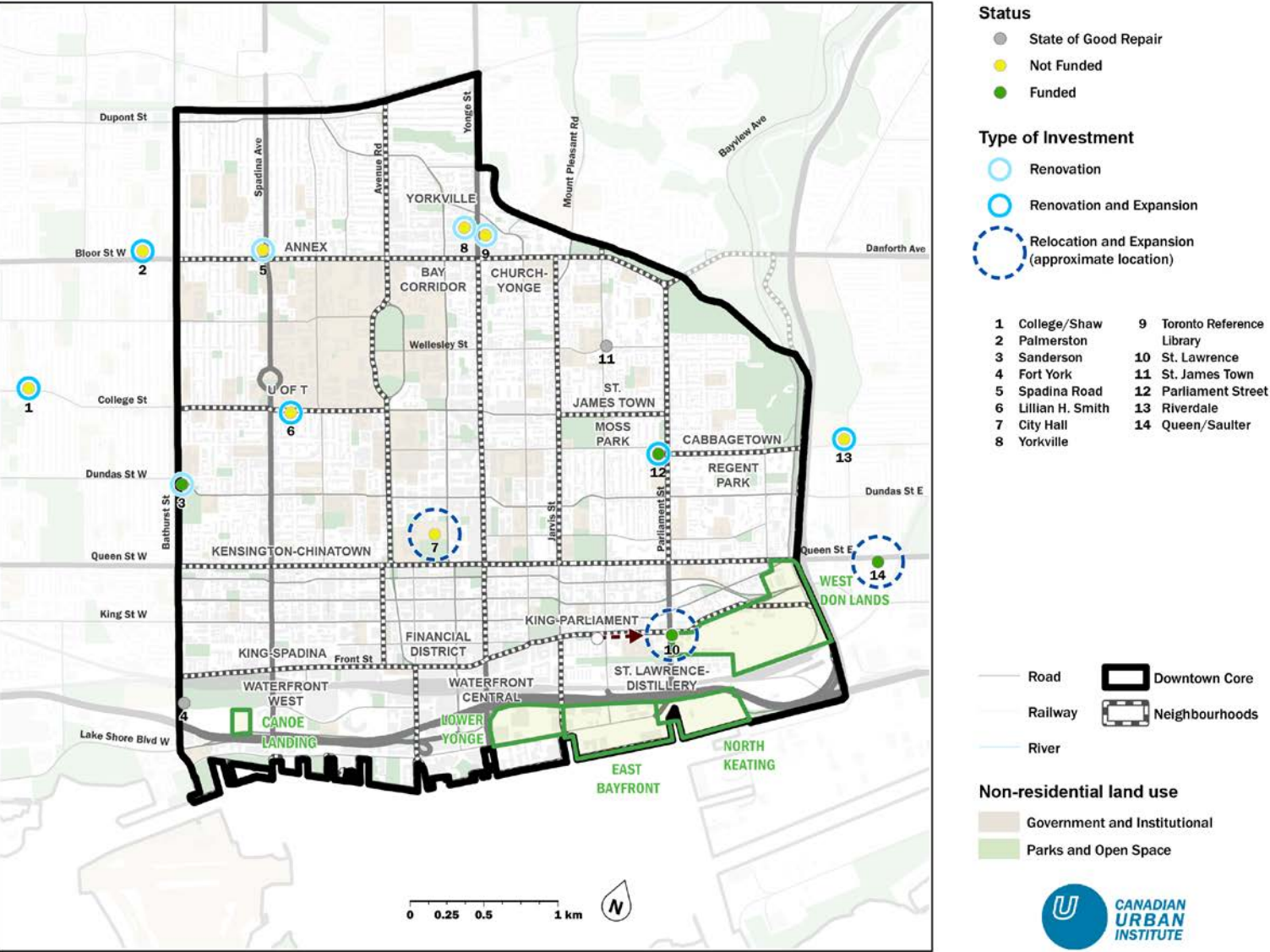


TABLE 3: LIBRARY SECTOR – SUMMARY OF PLANNED AND PROPOSED FACILITIES

Map #	Facility Name/ Class/	Type of Investment *State of Good Repair (SOGR)	Funding Source (in 2018) Debt	Funding Source (in 2018) Dev. Charges	Funding Source (in 2018) Section 37	Funding Source (in 2018) Total	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026	Est. Timing 2026-2031
1	<b>College Shaw</b> Neighbourhood Branch	Renovation and expansion	\$4.556 M	\$0.451 M		\$5.007 M	No planning completed / no budget requested		X	
2	<b>Palmerston</b> Neighbourhood Branch	Renovation and expansion	\$5.618 M	\$0.882 M		\$6.50 M	No planning completed / no budget requested			
3	<b>Sanderson</b> Neighbourhood Branch	Renovation (possible expansion)	\$6.353 M	\$0.628 M		\$6.981 M	Approved in 2018-2027 as part of the 10-year capital plan		X	
4	<b>Fort York</b> Neighbourhood Branch	SOGR					N/A			
5	<b>Spadina</b> Neighbourhood Branch	Renovation	\$2.31 M	\$0.250 M		\$2.56 M	No planning completed / no budget requested			
6	<b>Lillian H. Smith</b> District Branch	Renovation and expansion	\$10.508 M	\$6.142 M		\$16.65 M	Beyond established City debt target. Requested as part of the 2018 – 2027 capital budget. Not approved.	X		

Map #	Facility Name/ Class/	Type of Investment  *State of Good Repair (SOGR)	Funding Source (in 2018) Debt	Funding Source (in 2018) Dev. Charges	Funding Source (in 2018) Section 37	Funding Source (in 2018) Total	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026	Est. Timing 2026-2031
7	<b>City Hall</b> Neighbourhood Branch	Relocation and expansion	\$4.121 M	\$7.705 M		\$11.826 M	Beyond established City debt target. Requested as part of the 2018 – 2027 capital budget. Not approved.		X	
8	<b>Yorkville</b> Neighbourhood Branch	Renovation	\$8.276 M	\$0.818 M		\$9.094 M	No planning completed / no budget requested			
9	<b>Toronto Reference Library</b> City-wide Branch	Renovation, SOGR	\$19.645 M	1.942 M		\$21.587 M	Beyond established City debt target. Requested in 2018. Not approved.	X		
10	<b>St. Lawrence-Parliament</b> District Branch	Relocation / expansion /New Build to address growth	\$5.097 M	\$16.879 M		\$ 21.976 M	\$21.976 M approved as part of the 2018 – 2027 Capital Plan		X	

Map #	Facility Name/ Class/	Type of Investment  *State of Good Repair (SOGR)	Funding Source (in 2018) Debt	Funding Source (in 2018) Dev. Charges	Funding Source (in 2018) Section 37	Funding Source (in 2018) Total	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026	Est. Timing 2026-2031
11	<b>St. James Town</b> Neighbourhood Branch	SOGR	\$0.100 M			\$0.100 M	Part of 2018 multi-branch budget request	X		
12	<b>Parliament</b> Neighbourhood Branch-	Renovation and expansion (Possible relocation)	\$10.769 M	\$5.605 M		\$16.374 M	\$16.374 approved as part of the 2018 – 2027 Capital Plan	X		
13	<b>Riverdale</b> Neighbourhood Branch	Renovation and expansion	\$6.71 M	\$3.04 M		\$9.75 M	No planning completed / no budget requested			
14	<b>Queen Saulters</b> Neighbourhood Branch	Relocation and expansion to Port Lands	\$4.058 M	\$12.812 M		\$16.870 M	Approved in 2018 - 2027 as part of the 10-year Capital Plan			X



## 11 COMMUNITY RECREATION SECTOR

*Downtown is home to ten City facilities operated by Parks, Forestry and Recreation (four community recreation centres, five indoor pools, one outdoor pool), four AOCCs (Association of Community Centres), four Toronto Neighbourhood Centres (TNCs), and two YMCA locations with a third under construction. The AOCCs include: Scadding Court CC, 519 Church Street CC, Cecil Street CC and Waterfront NC. The TNCs include: St. Stephen's, Central Neighbourhood House, Dixon Hall and University Settlement House. Public recreation facilities and services are available and accessible to all residents, and provide public spaces that create a sense of belonging and encourage communities to come together for celebration, learning and local action.*

### 11.1 POLICY RATIONALE

The Official Plan notes that community and neighbourhood amenities will be enhanced where needed by: a) improving and expanding existing parks, recreation facilities, libraries, local institutions, local bus and streetcar services and other community services (Chapter 2).

### 11.2 KEY SECTOR MESSAGES

- Based on service radii for large Community Recreation Centres (CRCs) (2.5 km) and mid-sized Community Recreation Centres (2.0 km), the CRCs that are existing and in progress provide full geographic coverage in Downtown; however, they will be unable to accommodate all needs relative to the population growth over the next decade.
- There are currently no Community Recreation Centres west of Yonge and in the north-west quadrant of Downtown service area and these areas are served by AOCCs.

- There is a need for specific programs, amenities and design considerations to accommodate older adults, youth, children and transgender clients.

### 11.3 PLANNING FOR COMMUNITY RECREATION Parks and Recreation Facilities Master Plan 2019–2038 (FMP)

The FMP is a 20-year facilities plan projecting to 2038. It will be updated every five years based on progress, updated service planning priorities, census updates, current facility data, emerging needs and opportunities, and City of Toronto priorities. An implementation strategy for the FMP will be submitted for Council approval in 2019 to prioritize and provide timelines for recommended facility projects across the city.

The implementation strategy will identify capital costs required to deliver new and improved facilities to 2038 and recommend increased investment in state-of-good-repair to accommodate intensification in the Downtown. These costs will be considered as part of future capital budgets.

## 11.4 SERVICE TARGETS/ TRIGGERS

The FMP established a 1:34,000 average city-wide per capita provision target. Additional CRCs will be required to respond to growth in Downtown over the next 20 years.

## 11.5 PLANNED FACILITIES TO SUPPORT GROWTH

**Table 4** identifies priorities and opportunities identified in Downtown.

### *Community Recreation Centres*

The priorities / opportunities in Downtown are six new Community Recreation Centres (CRCs):

- Canoe Landing (funded)
- One Yonge Street (Lower Yonge - funded)
- East Bayfront (funded)
- Downtown North (Wards 20/22/27) (not funded)
- John Innes Community Recreation Centre – as part of a broader initiative also considering the redevelopment of the Moss Park Arena and surrounding parkland (not funded)
- Port Lands Community Recreation Centre (not funded)

Each CRC should be anchored by a regulation gymnasium and/or pool. Local needs will influence the size and components of each facility.

### *Indoor Swimming Pools*

The Facilities Master Plan identifies six indoor pools:

- Wellesley Community Recreation Centre – new indoor pool (funded)
- Waterfront West – new indoor pool (not funded)
- John Innes Community Recreation Centre – indoor pool replacement (not funded)
- Scadding Court Community Centre – indoor pool replacement (not funded)
- Harrison Pool – explore options for converting to other uses with programming shifted to nearby facilities. (not funded)
- Port Lands Community Recreation Centre – new indoor pool (not funded)

Map 7 shows how these facilities are distributed across Downtown and adjacent neighbourhoods.

## 11.6 FUTURE NEEDS TO SUPPORT GROWTH

Based on City of Toronto development pipeline population estimates, the anticipated growth Downtown will result in additional community recreation facility needs. Growth-related investment in City recreation facilities will include the expansion and renewal of existing facilities, as well as the development of new facilities.

The FMP (2017) identifies future growth-related priorities / opportunities in Downtown and recommends:

- Mid-size CRCs (up to approximately 45,000 square feet / 4,180 square metres) and large multi-component centres (up to approximately 65,000 square feet / 6,040 square metres). These will be the primary models for expansion or new construction. Each CRC should be anchored by a gymnasium and/or a pool;
- New or replacement indoor pools that provide multiple tanks to respond to a wide variety of user groups requiring different water temperatures and design standards (e.g. learn-to-swim, aquatic fitness, therapy, water play, and lane and competitive swimming);
- Facilities that enable spontaneous versus structured recreation; and
- Three new CRCs will be required to serve longer-term growth – East Bayfront, Downtown North (Wards 20/22/27), and Port Lands CRC which is located outside Downtown.

## 11.7 KEY DIRECTIONS AND ACTIONS

### 1) Develop partnerships and co-location opportunities

The strategic goals of Parks Recreation and Forestry's (PFR) FMP and related policy supports encourage a range of partnerships including:

- Co-location with other City divisions, agencies and commissions, institutions and developers;

- Increased information-sharing and collaboration with all types of recreation facility providers to understand and address growth needs;
- Strengthening of agreements with local school boards to support public access to facilities; and
- Developing a standardized framework and/or criteria to simplify and expedite the partnership process.

### 2) Identify innovative and integrated service delivery models

- PFR should explore opportunities for a variety of provision and partnership models including innovative models of community recreation centre design and delivery within condominium podiums.
- PFR should develop a design template for an urban recreation centre model for high-rise development based on programming components for various facility sizes.

### 3) Reinvest in and maximize use of existing assets

- PFR should prioritize recreation facilities to be upgraded, expanded and improved to respond to growth pressures and demographic changes.

MAP 7: COMMUNITY RECREATION SECTOR - PROPOSED FACILITIES & TYPE OF INVESTMENT

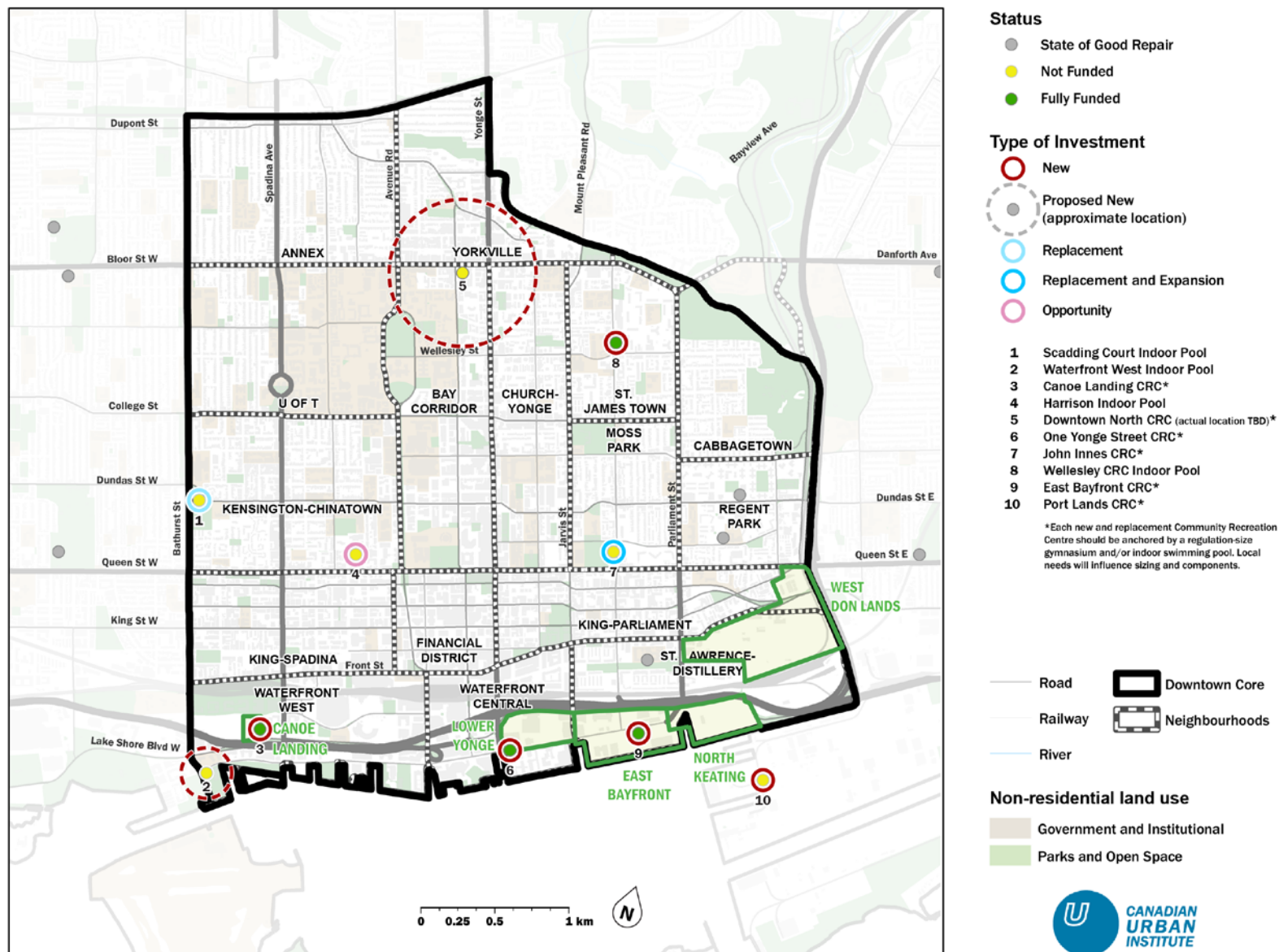


TABLE 4: COMMUNITY RECREATION SECTOR – SUMMARY OF PLANNED AND PROPOSED FACILITIES

Map #	Facility Name/Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est Timing 2016-2021	Est Timing 2021-2026
1	<b>Indoor Pool at Scadding Court CC</b>	Replacement	\$22 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
2	<b>Indoor Pool Waterfront West</b>	New (partnered site)	\$22 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
3	<b>Canoe Landing CRC</b>	New	\$78 million (funded by City of Toronto, TDSB, TCDSB).	Funded	PFR 10-yr capital plan, Section 37, 42.	Under construction	X	
4	<b>Harrison Indoor Pool</b>	Explore options for converting to other uses with programming shifted to nearby facilities.	TBC	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
5	<b>Downtown North CRC (Wards 20/22/27)</b>	New (Required to serve long term growth)	\$26 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		

Map #	Facility Name/Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est Timing 2016-2021	Est Timing 2021-2026
6	<b>One Yonge Street CRC (Lower Yonge)</b>	New	\$30 million	Funded	Developer funded, 10-yr Capital Plan, Section 37	Approved and in design		X
7	<b>John Innes CRC</b>	Replacement and expansion	TBC	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
8	<b>Indoor Pool at Wellesley CRC</b>	New (expansion to Wellesley CRC)	\$20 million	Funded	PFR 10-year capital plan, Section 37, 42, 45.	Under construction	X	
9	<b>East Bayfront CRC</b>	New (Required to serve long term growth)	\$15 million	Funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		X
10	<b>Port Lands CRC (Outside Downtown Plan area)</b>	New (Required to serve long term growth)	\$30 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		



## 12 HUMAN SERVICES SECTOR

*The Downtown Human Services Sector is highly interconnected with numerous partnerships and includes more than 200 non-profit community-based organizations within approximately 400 locations in Downtown.*

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The human services sector is complex and highly collaborative involving extensive partnerships among agencies. The TOcore Phase One CS&F Study work identified six sub sectors to help shape and reference this sector given the volume and breadth of the non-profit human services sector, including: health, mental health and support; housing homeless services and food banks; large multi-service organizations; specialized multi-service organizations; employment, training and settlement; and community development, planning and information and referral. City division partners involved in the delivery of human services include Social Development Finance and Administration (SDFA), Shelter Support and Housing Administration (SSHA), Toronto Public Health (TPH) and Toronto Employment Services (TESS). As well, facilities operated by the Association of Community Centres (AOCCs) and Toronto Neighbourhood Centres (TNCs), part of the Large Multi-Service Organization sub sector, play an important role in providing space for and delivering programs and services to communities in Downtown. Map 8 shows the location of human services programs by sub-sector in Downtown and adjacent neighbourhoods.

### 12.1 POLICY RATIONALE

Provincial policy direction around public service facilities focuses on the coordinated and efficient use of existing infrastructure and consultation with sectors to facilitate the planning and coordination of community hubs.

The Official Plan policies recognize the need to ensure that local service providers have the capacity to support growth and that the human services sector is involved in developing strategies to address the quality of life and health and well-being of Toronto's communities.

### 12.2 OPPORTUNITIES AND CHALLENGES

- Many of these agencies cluster in Downtown due to its direct accessibility by public transit along with Downtown having the highest concentration of hospitals and universities across the GTA.
- Organizations struggle to find affordable, accessible and appropriate space to provide programs and services in Downtown.
- Organizations cannot meet service needs and growth is increasing those needs. Over 80% of human service

organizations have experienced an increase in demand for services and/or programs and over 70% are unable to respond to all requests for services.

- Organizations at times face resident opposition to the location of community services.
- AOCC and TNC facilities are aging and require renewal and reinvestment while addressing increased demand for programs and services due to growth and changing demographics.
- Hospitals are challenged to meet the local needs of a growing population while also maintaining their longstanding role as leaders in the provision of highly specialized patient care and centres for academic research.

## 12.3 PLANNED FACILITIES TO SUPPORT GROWTH

Given the large number of organizations and the varying scales and types of spaces and facilities that house services in this sector, it is not possible to know of all the changes or improvements underway or planned. The following initiatives highlight some of the work underway in this sector:

**New and expanded facility:** The 519 Community Centre (AOCC facility) is engaged in a partnership with the City as part of the Moss Park redevelopment at Sherbourne Street and Shuter Street for the development of a new approximately 20,000 square foot community recreation centre focused on servicing the LGBTQ community. This initiative is being led by

SDFA in consultation with Parks Forestry and Recreation (PFR) and Shelter Support & Housing Administration (SSHA).

**Integrated service delivery:** The George Street Revitalization Project is a Council-approved initiative to redevelop city-owned lands on George Street for a long-term care facility, an emergency shelter and a community service hub with on-site support services including publicly accessible community space. This initiative is underway and is an example of integrated service delivery consistent with the principles of developing hubs.

**Co-location:** The Scadding Court Community Centre (AOCC facility) is undergoing a feasibility study lead by the City's Real Estate Services (RES) Division/CreateTO to explore design options for redevelopment of the existing community centre and the adjacent Toronto Public Library Sanderson branch. This study will include functional building program analysis (needed operations and space requirements); conceptual designs; and high-level costing. This work involves an inter-divisional advisory committee that includes PFR, Children's Services, City Planning, Affordable Housing Office and Toronto Public Library. RES is also consulting with Toronto Community Housing to ensure this study is informed by the planned redevelopment of the Alexander Park Community Centre to the east.

**Relocation:** The Yonge Street Mission Evergreen Centre for Street Youth is relocating from its Yonge and Gerrard Street location to a new 24,000 square foot space near Spadina Avenue and College Street in 2018. This organization delivers

programs and services to street youth and other vulnerable populations including drop-in, art space, counselling, legal services, and life skills.

## 12.4 PLANNING FOR HUMAN SERVICES

A number of City divisions are engaged with the human services sector to support the delivery of a wide range of programs and services. The City's primary focus is on the not-for-profit sector that delivers hundreds of programs and services from hundreds of locations in Downtown. City Planning can support the work of City divisions and the needs of the sector by addressing facility space needs.

The **SDFA** division has two key initiatives that support the sector:

**For Public Benefit: Whole-of-Government Framework to Guide City of Toronto Relationships with the Community-Based Not-for-Profit Sector** was adopted by City Council in December 2017. It provides a vision, objectives, principles and commitments to enable the City to optimize its relationship with the sector and to respond to the sector's contributions to the City in a more strategic and consistent manner. Three short-term actions of this framework are relevant to planning for the sector: the establishment by SDFA of a **City/Sector Advisory Table** to identify issues, opportunities and challenges; actions to **strengthen and sustain collaborative planning** including planning for integrated programming; and a **sharing of best practices** to maximize collaboration and consultation.

The **Community Space Tenancy (CST) Policy** was adopted by City Council at its meeting of November 7, 8 and 9, 2017. The Policy is an updated Below Market Rent policy that will provide the framework for a consistent, fair, accountable and transparent approach to leasing City space to the non-profit community based sector and cultural organizations at less than market rates and foster partnerships that support these organizations to meet resident needs.

SDFA, RES, CreateTO and the Multi-Service Organization Partnership Table will produce an **inventory of community space needs** to help inform decision making for leasing City space.

The **AOCCs** and **TNCs** provide a broad range of community, recreation and social service programs to residents in the local community. West of Yonge Street, these organizations are the primary community recreation space in their communities as there are no PFR community centres in this part of Downtown. SDFA provides grants to AOCCs and TNCs and RES is involved in the operations of these facilities through ongoing maintenance and repair. Most, but not all facilities, are located on City-owned land.

The City does not have a long-term capital strategy for AOCCs and TNCs which presents a challenge as these ageing facilities require considerable building renewal and potential building expansions to address the increased demand for programs and services due to growth and changing demographics.

**SSHA** has a **Shelter Infrastructure Plan** that involves both RES and SDFA in finding shelter sites to meet operational requirements. A new program model is being implemented into shelter services to include integration of services on/within shelter sites as well as integration and/or co-location with other facilities. The George Street Revitalization Project is an example of this program model.

**Toronto Public Health:** TPH has two facilities within Downtown at 277 and 44 Victoria Street. These facilities deliver several direct services including a Dental Clinic, TB Program, harm reduction and some parenting classes. TPH also runs dental clinics at 340 College Street, 80 Bond Street and in Anishinawbe Health at 179 Gerrard Street. Nearly all TPH health programming is delivered to clients at spaces in external organizations. Through a variety of largely informal arrangements, TPH delivers a range of health programs at more than 180 locations in Downtown.

TPH also delivers programs at co-located facilities including the large Downtown hospitals, facilitated through the Local Health Infrastructure Network (LHINs).

**Toronto Employment & Social Services:** TESS provides employment services, financial assistance and social supports to Torontonians. TESS has four locations within Downtown that deliver employment and social services. TESS clients can also access services through the 12 Employment Ontario Agency locations supporting individuals with training, skill development and employment goals. There are eight agency locations in

Downtown with purchase of employment service agreements that provide customized supports to TESS clients with a focus on training in high-demand sectors with good job opportunities. Through the Human Services Integration (HSI) strategy, TESS and other divisions (Children Services and SSHA) are looking at ways to better coordinate case management and service access to recipients of various income support programs delivered by the City, including potentially at TESS' 111 Wellesley Street location.

**Local Health Integration Network LHINs:** In 2016 the Toronto Central Local Health Integration Network (LHIN) produced a report entitled *Impact of Urban Growth on Acute Care Hospitals in Toronto Central LHIN*. The objective of the report was to understand the impact of recent growth in Downtown on the use of Emergency Department (ED) and emergency admissions and whether funding was being equitably allocated to accommodate Downtown growth.

Downtown hospitals were found to be carrying a disproportionate burden in accommodating the increasing need for emergency services emanating from Downtown and were being inadequately funded for the increase in ED volumes (and ED admissions) emanating from the high growth areas of the city.

## 12.5 TRIGGER/ TARGETS

Given the wide range of programs and services provided by the sector and the nature and availability of program funding from various levels of government there is no methodology to

quantify the demand for **growth-related human services space** and/or facilities. Based on the work completed in Phase One, it is clear that access to affordable space is a key challenge facing the sector and that most organizations have experienced increased demand for services. Consultation with

the sector has led to the development of a reference that identifies approximate facility size requirements that can be used as a benchmark when pursuing opportunities to secure space as part of the planning approvals process. Table 5 below summarizes types of human service space facility requirements.

*TABLE 5: TYPES OF HUMAN SERVICES SPACES AND/OR COMMUNITY-BASED FACILITIES*

Type of Facility/By Sub Sector	Description and Space Needs	Approximate Size (square feet)
<b>Large Multi-Service Organization - Hub Model</b>	AOCCs and TNCs are part of this sub-sector, along with faith-based organizations, ethno-cultural centres (i.e.: Miles Nadal Jewish Community Centre) and recreation and community service agencies (i.e.: YWCA, YMCA).  Large multi-purpose rooms at 1,000 square feet each, kitchen, staff rooms, program rooms	25,000 - 30,000 (2322 – 2787 m <sup>2</sup> )
<b>Specialized Multi-Service Organization - Hub Model</b>	Specialized programs/services for specific groups or communities including: seniors, youth, children, aboriginal women, people with disabilities, others.  Programming space within this model may include: Youth Services drop-in space (2,000-3,000 square feet) (185 - 280 m <sup>2</sup> ) Parent Resource Centre (5,000 square feet) (465 m <sup>2</sup> )	10,000 - 20,000 (930 – 1900 m <sup>2</sup> )
<b>Health, Mental Health and Support Services</b>	Meeting room, office space group rooms, counselling rooms, kitchen, reception waiting area.  Could be operated within a larger space/facility.  Street level space preferred.  Toronto Public Health is an important City division partner in this sub-sector; other key partners include Toronto Central LHIN, health and mental service providers.	5,000 (465 m <sup>2</sup> )

Type of Facility/By Sub Sector	Description and Space Needs	Approximate Size (square feet)
<b>Housing, Homeless Services and Food Banks</b>	<p>Organizations include affordable, social, supportive and senior housing providers, emergency and refugee shelters, faith-based organizations that support people who are homeless and socially isolated, tenant support organizations and food banks.</p> <p>SSHA is the lead City division in developing housing and providing for integrated services within this sub-sector.</p> <p>Food bank program: staff rooms, cooking area, storage space</p>	<p>5,000 (465 m<sup>2</sup>)</p>
<b>Employment Training and Settlement</b>	<p>Client resource and information space (800 square feet) (75m<sup>2</sup>)</p> <p>Classroom and multi-purpose space for training (1000 square feet) (93 m<sup>2</sup>)</p> <p>Language Instruction for New Canadians (LINC Program) approximately 8,500 square feet in total comprised of: 6-7 classrooms (4,500 square feet); lounge (1,000 square feet); staff offices (250 square feet) (23m<sup>2</sup>); kitchenette (300 square feet) (28m<sup>2</sup>); and child care space and/or counselling space (2,000 square feet)</p>	<p>up to 8,500 (790 m<sup>2</sup>)</p>
<b>Community Development, Planning and Information and Referral</b>	<p>Generally prefer to share space in larger spaces/facilities such as community centres and faith based organizations.</p> <p>Client counselling and information space (between 800 and 1,000 square feet)</p>	<p>1,000 (93 m<sup>2</sup>)</p>



## 12.6 KEY DIRECTIONS AND ACTIONS

### 1) Develop partnership and co-location opportunities

Building partnerships to share information and to explore space/facility opportunities will be advanced through a number of City-led initiatives, including:

- SDFA's establishment of a City/Non-Profit Sector Advisory Table through *The Whole of the Government Framework to Guide City of Toronto Relationships with the Community-Based Not-For-Profit Sector* with support from RES, CreateTO and participation with the non-profit sector. The advisory table will identify issues, challenges and opportunities to better understand needs of the human services sector and how they relate to planning for facilities and space in Downtown. This collaborative process will help to ensure that the non-profit sector has the capacity to provide integrated programming and share best practices to maximize collaboration and consultation.
- Establishment of a SDFA, RES, CreateTO, and the Multi-Service Organization Partnership Table led by SDFA and RES with support from City Planning and the participation of the province and multi-service organizations serving Downtown. The Table would develop an inventory of community space needed to ensure the adequate provision of human services to meet current and projected population growth in Downtown; and identify opportunities to re-purpose existing public spaces so they are responsive to changing needs in Downtown. The inventory

would be a key input for decision-making around SDFA's Community Space Tenancy Policy (CST). The CST policy will provide an implementation framework for a consistent, fair, accountable and transparent approach to leasing City space to the community-based service sector and cultural organizations at less than market rates.

- Toronto Central LHIN and City Planning continue to collaborate on the identification of opportunities for community health-based services/programs that serve local programs.

### 2) Identify innovative and integrated service delivery models

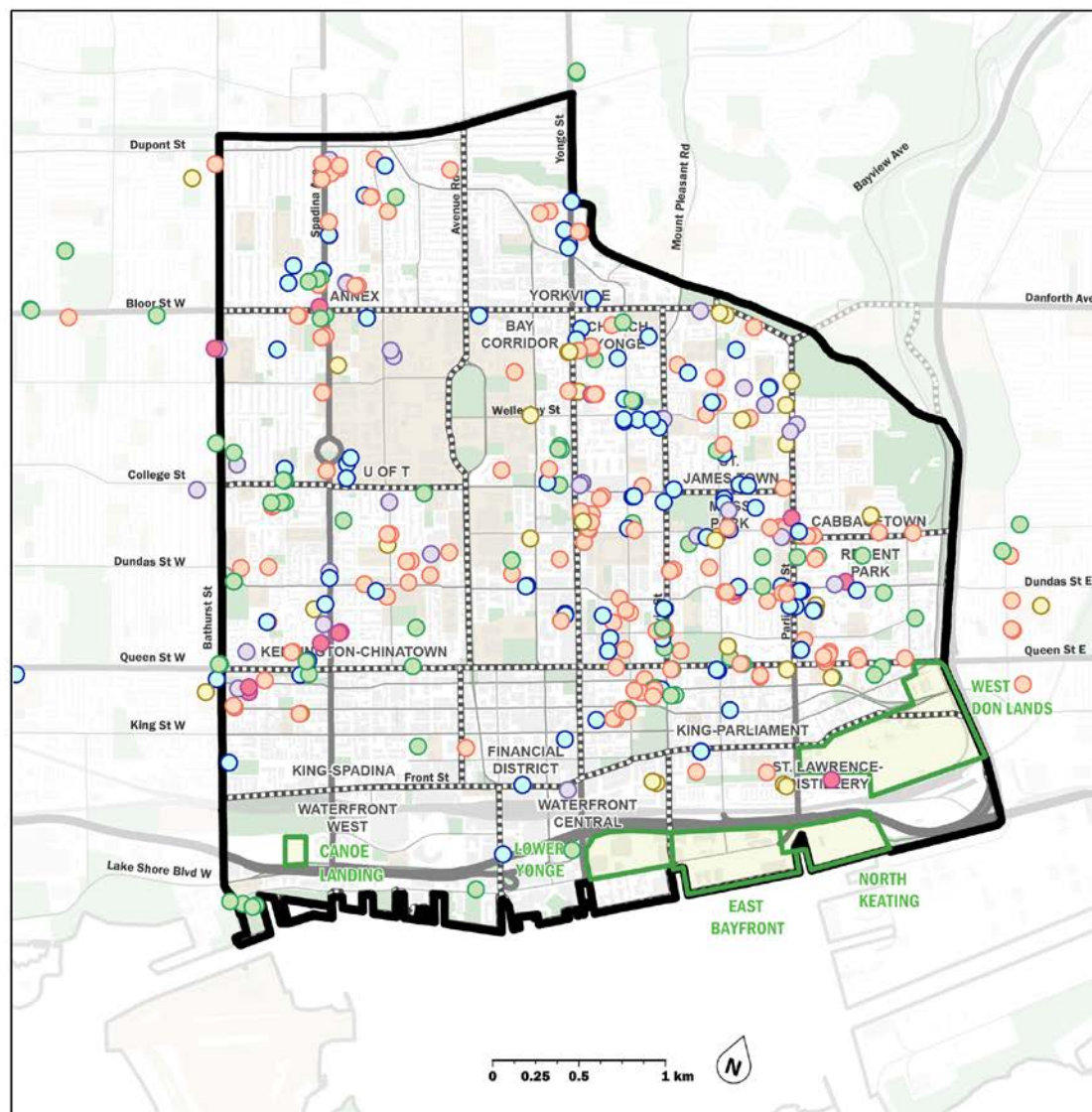
- Through the securing of new affordable and accessible space, opportunities to identify innovative and integrated service delivery models may be achieved. This work is led by:
- City Planning through the development review process which will ensure that existing community space/facilities are maintained and preserved as part of any redevelopment projects.
- SDFA, RES and CreateTO and the Multi-Service Organization Partnership Table will produce a Community Space Inventory in support of the Community Space Tenancy Policy and use this inventory of community space needs/criteria to inform the evaluation and securing

of non-profit community space through the development review process.

### **3) Reinvest in and maximize use of existing assets**

- Establishment of an Inter-Divisional Working Group led by SDFA, PFR, RES and CreateTO, in consultation with City Planning, to develop a long-term capital strategy for the AOCCs and City-owned community facilities (excluding facilities operated by PFR) serving Downtown in consultation with AOCCs and TNCs. This work will help to address community space/facility pressures in Downtown through the potential renewal, retrofit, expansion and/or improvements to these important City assets that deliver a range of programs and services to diverse communities.
- SDFA with RES, PFR, City Planning and CreateTO, in partnership with University Settlement House, to explore opportunities to develop a plan for the University Settlement House, Harrison Pool and St. Patrick's Square and Market sites to better meet the emerging needs of the community and ensure the further development of these sites is aligned with other City plans and initiatives as well as parks and public realm improvements.
- To support and advance the objectives of the Province and a number of divisions within the City, opportunities to co-locate or integrate programs and services within existing public assets should be prioritized. For example, this could mean exploring opportunities to co-locate City services and programs on provincially-owned lands.

MAP 8: HUMAN SERVICES PROGRAM LOCATIONS BY SUB-SECTOR



Type

- Health, Mental Health and Support
- Housing, Homeless Services and Food Banks
- Large Multi-Service Organizations
- Specialized Multi-Service Organizations
- Employment, Training and Settlement
- Community Development, Planning and Information and Referral

- Road
- Railway
- River
- Downtown Core
- Neighbourhoods

Non-residential land use

- Government and Institutional
- Parks and Open Space