

## **Applegrove Community Complex: Update on Relocation Options**

**Date:** April 8, 2026  
**To:** Economic and Community Development Committee  
**From:** Executive Director, Social Development;  
Executive Director, Corporate Real Estate Management; and  
General Manager, Parks and Recreation  
**Wards:** Ward 14, Toronto-Danforth

### **REASON FOR CONFIDENTIAL INFORMATION**

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This report deals with a proposed or pending acquisition of property.

### **SUMMARY**

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The City of Toronto operates ten community centres, known as Association of Community Centres (AOCCs), managed by volunteer Boards of Management appointed by City Council. These multi-purpose facilities serve as catalysts for neighbourhood transformation—providing inclusive spaces that strengthen civic engagement, build local leadership capacity, and advance equity-focused outcomes. All Board-approved programming is carried out by AOCC staff, who operate as City employees within the AOCC [Relationship Framework](#), ensuring operational accountability and alignment with City standards. The City Council adopted [AOCC Expansion Framework](#) and [Implementation Strategy](#) affirm the AOCC model as essential community development infrastructure that advances equity, social cohesion, and neighbourhood resilience.

[Applegrove Community Complex](#) (“Applegrove”) became an AOCC in 1983 and is one of two AOCCs located in leased premises, occupying 7,911 square feet at the Toronto District School Board’s (TDSB) Duke of Connaught Public School, which serves as its primary program and administrative location. Facility constraints were first documented in 1988 by the City-appointed Applegrove Relocation Task Force, which concluded that the existing space could not meet program or service requirements, and a purpose-built City-owned facility was required. Sustained capital funding pressures, combined with limited suitable real estate opportunities, have constrained progress toward securing a relocation facility.

This report responds to City Council direction ([2026.CC38.1](#)), and evaluates multiple relocation options for Applegrove, each assessed for program fit, facility adequacy,

capital and operating cost implications, and implementation feasibility. The facility scenarios currently under consideration include:

1. Maintain operations at the existing TDSB-leased facility at 60 Woodfield Road;
2. Relocate or expand S.H. Armstrong Community Recreation Centre at 56 Woodfield Road, as a hybrid 'Integrated Facility' with a global operating budget;
3. Acquire and fit-up a privately owned building in the Greenwood-Coxwell area; or
4. Incorporate Applegrove within the mixed-use Toronto Builds development at 1631 Queen Street East.

While several relocation options may be viable under varying future conditions, the analysis identifies that the acquisition and fit-up of a privately owned facility in the Greenwood–Coxwell area presents the strongest potential alignment with long-term programmatic and operational requirements, contingent upon the availability of new capital funding. Additional site-specific and financial details associated with this option are outlined in Confidential Attachment 1.

The AOCC portfolio faces significant state of good repair obligations, as well as expansion and relocation pressures. The City Council-directed ([EC24.2](#)) AOCC Facilities and Operations Plan will build upon and operationalize the AOCC [Implementation Strategy](#) by establishing a prioritized, citywide, multi-year framework to support the long-term sustainability and strategic growth of the AOCC portfolio. Through this Plan, Social Development and Corporate Real Estate Management will consider facility renewal and capital improvement needs across all AOCC locations, with reinvestment decisions aligned with lifecycle asset-management principles and for consideration through the City's Budget process.

## **RECOMMENDATIONS**

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The Executive Director, Social Development, the Executive Director, Corporate Real Estate Management and the General Manager, Parks and Recreation recommend that:

1. City Council receive this report for information.
2. City Council direct that Confidential Attachment 1 to this report remain confidential at this time as it relates to a proposed or pending acquisition of a property by the City and a plan to be applied to negotiations carried on by the City.
3. City Council authorize the public release of Confidential Attachment 1 of this report following the closing of any real estate transactions.

## **FINANCIAL IMPACT**

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Four relocation options for the Applegrove Community Complex have been identified and evaluated with the objective of balancing program delivery needs against both capital and operating cost considerations. This assessment examines program

suitability, financial requirements, operational impacts, real estate constraints, and implementation risks. The estimated capital and operating costs, which are currently unfunded and require significant investments to acquire, fit out, and maintain a facility tailored to specific program needs, as well as related administrative and program delivery impacts, are summarized in Table 3 of this report.

Longer-term funding requirements, including capital and operating projections for the Applegrove Community Complex, will require further review with interdivisional partners to ensure alignment with City-wide priorities, affordability, and feasibility. Funding requests will be considered through future budget processes and evaluated under the City's Capital Prioritization Framework.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

## **EQUITY IMPACT STATEMENT**

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The AOCC Implementation Strategy ([EC24.2](#)) introduces AOCCs as a viable community development option within Toronto's broader network of social infrastructure. AOCCs serve as catalysts for neighbourhood transformation—advancing social cohesion, community resilience, wellbeing, and civic engagement for equity-deserving groups. The continued operation and stabilization of Applegrove Community Complex will have a positive equity impact by enhancing access to inclusive, community-based programs for children, youth, families, and seniors in the Greenwood-Coxwell area.

Local demographic indicators show a higher-than-average proportion of seniors living alone and a significant number of children aged 0–14, both of whom face increased risk of social isolation and reduced access to developmental supports. Strengthening Applegrove's program delivery, facility accessibility, and operational sustainability will help mitigate these disparities by stabilizing and expanding equitable access to social, recreational, and educational services.

## **DECISION HISTORY**

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On February 10, 2026, City Council adopted the item, entitled, "Budget Implementation Including Property Tax Rates, User Fees and Related Matters", and requested Deputy City Manager, Community Development and Social Services, and the Deputy City Manager, Community and Emergency Services, in collaboration with the Executive Director Corporate Real Estate Management, to report to the April 9, 2026 meeting of the Economic and Community Development Committee, with options to secure the long-term, sustainable future of Applegrove Community Complex, including the advancement of a new facility and consideration of hybrid co-location at S.H. Armstrong Community Recreation Centre.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.CC38.1>

On November 12, 13 and 14, 2025, City Council adopted the Association of Community Centre Expansion Implementation Strategy. The Strategy establishes AOCCs as a viable community development model and advances place-based assessment guidelines, scalable facility models, and the development of an AOCC Facilities and Operations Plan to modernize existing AOCCs and advance citywide expansion efforts. <https://secure.toronto.ca/council/agenda-item.do?item=2025.EC24.2>

On July 25, 2024, City Council adopted the report, entitled “Targeted Expansion of the Association of Community Centres to Support Community Development in Toronto”, and directed Executive Director, Social Development and other relevant divisions and agencies to report back in the third quarter of 2025, with recommendations to advance the City of Toronto’s Association of Community Centres Expansion Framework, including an Implementation Plan and Resourcing Strategy. <https://secure.toronto.ca/council/agenda-item.do?item=2024.EC14.7>

On December 13, 14 and 15, 2023, City Council adopted the item, entitled, “Securing the Future of Applegrove Community Complex”, and requested the Executive Director, Corporate Real Estate Management to report back to Economic and Community Development Committee by the second quarter of 2024 on options for alternative suitable sites for Applegrove Community Complex. <https://secure.toronto.ca/council/agenda-item.do?item=2023.MM13.30>

On October 27, 28 and 30, 2020, City Council adopted the report, entitled, “Applegrove Community Complex Operations - Update”, and directed the Executive Director, Corporate Real Estate Management to identify alternative suitable sites for Applegrove Community Complex both within the City’s existing portfolio and within possible new redevelopment sites that are located in the Community Complex’s service area currently contemplated by either Toronto Community Housing or CreateTO and to identify any other potential properties included within Applegrove’s catchment area. <https://secure.toronto.ca/council/agenda-item.do?item=2020.EC16.2>

On January 29, 2020, City Council adopted the report, entitled “Neighbourhood Food Hub Model at 1470 Gerrard Street East – Update”, and directed the Executive Director, Social Development, to invite Applegrove Community Complex to apply to the Community Service Partnerships grant program to promote access to food and support broader community initiatives. <https://secure.toronto.ca/council/agenda-item.do?item=2020.EC11.3>

## **COMMENTS**

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### **Applegrove’s Facility Constraints and Relocation Pressures**

The City has ten community centres managed, operated and maintained by volunteer Boards of Management, called the Association of Community Centres (AOCCs). These Centres are multi-purpose facilities that provide public space, programs, and services to address the social and recreational needs of the communities they serve. AOCC staff are City employees who carry out programming approved by the Board of Management.

The City Council adopted [AOCC Expansion Framework](#) and [Implementation Strategy](#) affirm the AOCC model as essential community development infrastructure that advances equity, social cohesion, and neighbourhood resilience.

[Applegrove Community Complex](#) became an AOCC in 1983 and is one of two AOCCs in leased premises, occupying 7,911 square feet at the Toronto District School Board’s (TDSB) Duke of Connaught Public School, which serves as its primary program and administrative location. Applegrove provides community development programming to the Greenwood-Coxwell neighbourhood, with a catchment area of Jones Avenue, Woodbine Avenue, Lake Ontario, and the rail corridor north of Gerrard Street.

*Demonstrated Community Impact and Sustainable Financial Performance*

Applegrove delivers more than 90 programs and services per year, reaching over 2,500 unique participants and recording approximately 25,000 program visits. More than 45 staff and 100 volunteers deliver Applegrove’s programs, ensuring reliable, high-volume service delivery across all program areas.<sup>1</sup>

Additionally, Applegrove demonstrates strong financial leverage: every \$1 of core administrative funding from the City attracts an additional \$1.46 from a range of sources, yielding \$2.46 that expands programs, enhances services, and strengthens community impact. Applegrove’s 2024 audited financial statements indicate the City’s program funding contribution accounted for only 32% of Applegrove’s total program revenue, with the remaining 68% generated through a diversified mix of fundraising and self-sustaining revenue sources, like donations, grants, user fees or space rentals.<sup>2</sup>

Table 1: Summary of Applegrove Program Areas and Current Space Profile

Service Area	Programs	Current Space Profile
<b>Arts, Culture and Recreation</b>	Programs for children, youth, adults, and seniors, including after-school activities, leadership development, seasonal camps, fitness, dance, creative socials, and music programs.	<b>60 Woodfield Road</b> (Duke of Connaught Public School): <ul style="list-style-type: none"> <li>- Open reception area</li> <li>- Three administrative offices</li> <li>- One multi-purpose program room with an adjacent kitchen</li> <li>- One archive/storage room</li> <li>- Two EarlyON program rooms</li> </ul>
<b>Food Security</b>	Supports for low-income households through the East End Food Hub, volunteer meal preparation, seniors’ café, and collaborative meal programs.	
<b>Income Supports</b>	Free income tax clinics and program subsidies for residents with low income or indicated need.	<b>1470 Gerrard Street East</b> (East End Food Hub): <ul style="list-style-type: none"> <li>- One administrative office</li> <li>- Two meeting rooms</li> <li>- Five storage rooms</li> <li>- One kitchen (Shared)</li> <li>- Two program rooms Shared)</li> <li>- Two multi-purpose rooms (Shared)</li> </ul>
<b>Individual and Family Services</b>	Operates EarlyON programs alongside pre- and post-natal supports, and social, recreational, educational, and culturally-relevant programs for seniors—such as workshops, clubs, outings, and community events.	

<sup>1</sup> 2024 Association of Community Centres Report, administered by Social Development

<sup>2</sup> [Applegrove Community Complex – 2024 Audited Financial Statements](#)

## *Evolution of Real Estate and Capital Planning Oversight*

Before municipal amalgamation in 1998, the City Property Department served as the City's centralized authority for real estate and facilities, with responsibility for capital planning, maintenance, and long-term stewardship of City-owned buildings across all service areas. Capital investments were prioritized through a centralized, City-wide budget process approved by City Council, with project delivery typically led by the City Property Department—irrespective of the operating division or agency using the facility.

After amalgamation, these functions were gradually adjusted into a decentralized approach, whereby operating divisions develop and manage their own facilities capital plans aligned with service delivery needs. Capital planning for City-owned AOCC facilities is advanced through CREM's capital plan, coordinated through the City's broader capital budgeting and approval process.

## *History of Relocation and Facility Constraints*

Facility constraints were first documented in 1988 by the City-appointed Applegrove Relocation Task Force, which concluded that the existing space could not meet program or service requirements, and a purpose-built City-owned facility was required.

In the early 1990s, Applegrove completed the City's required planning process, and City Council approved the need for a purpose-built 12,000-square-foot facility. The project did not proceed after the planned site acquisition failed, and associated capital funding was removed from the 1994 Capital Budget. Through the mid-1990s, capital commitments were repeatedly deferred while service pressures continued to increase. In 1998, Applegrove issued a Relocation Fact Sheet reiterating persistent facility gaps.

In 2020, a secondary leased site was secured for the [East End Food Hub \(EC11.3\)](#) to address food security needs, expand program and storage capacity, and partially mitigate pressures at Applegrove's primary Duke of Connaught facility. Sustained capital funding pressures, combined with limited availability of suitable real estate, have prevented progress toward securing a permanent facility.

## *Rationale for a Permanent, Purpose-Built City-Owned Facility*

Applegrove's primary program and administrative facility at the TDSB's Duke of Connaught Public School (60 Woodfield Road) is undersized, spatially fragmented, and functionally constrained by its co-location within an operating school—conditions that do not meet the facility standards of a modern AOCC. Operational challenges include:

- limited public access and visibility;
- insufficient and fragmented spaces for programs and staff, inhibiting growth;
- restricted hours tied to school operations, including no access on Sundays;
- increasing TDSB permit costs for after-hours and seasonal program use; and
- limited control over space, affecting program planning and delivery.

The leased nature of the facility creates financial pressures unique to Applegrove, including an annual rent of \$76,500 and additional permitting costs (estimated at

\$83,300 in 2026). Both lease and permit costs are expected to increase, particularly given the overhold status of the lease and the absence of recent rent adjustments.

*A Community-Informed Vision for a New 20,000 Square Foot Facility*

Over 38 years, Applegrove has received consistent facility-related feedback through multiple community needs assessments, staff consultations, and strategic-planning engagements, with additional input collected annually through program evaluations. In 2023, in response to City Council direction, Social Development and Corporate Real Estate Management conducted a program and space-use assessment of Applegrove’s leased and permitted facilities at Duke of Connaught as part of broader facility and relocation planning work.

Across all engagement activities and technical reviews, staff and stakeholders consistently identified that the existing facilities are inadequate and constrain program access, quality, and operational efficiency. Based on prior facility-planning work and projected program growth, a 16,000-20,000 square foot facility is required, and should incorporate the following elements:

Table 2. Facility Requirements Identified Through Community and Program Planning

Site and Building Characteristics	Program and Service Spaces	Administrative and Support Areas
<ul style="list-style-type: none"> <li>- Visible street-level presence</li> <li>- Proximity to transit and green space</li> <li>- Barrier-free, age-friendly design</li> <li>- Potential for extended or seven-day-per-week access</li> </ul>	<ul style="list-style-type: none"> <li>- Accessible public lobby/reception area</li> <li>- Flexible community and program spaces</li> <li>- Multi-purpose rooms</li> <li>- Community kitchen</li> <li>- Children’s program room</li> <li>- Multi-purpose arts studio</li> </ul>	<ul style="list-style-type: none"> <li>- Office space (administrative and staff areas)</li> <li>- Adequate storage areas</li> <li>- Archive room</li> <li>- Stroller and bike parking</li> </ul>

**Assessment of Current Facility Options**

Social Development, Corporate Real Estate Management, and Parks and Recreation evaluated multiple relocation options currently available to identify a suitable permanent location for Applegrove, assessing each against program fit, facility adequacy, financial and operational impacts, real estate considerations, and implementation feasibility. Table 3 provides a consolidated summary of the advantages, limitations, and long-term implications of each of the facility scenarios currently available.

Table 3. Applegrove Facility Options

Option	Summary	Conclusion
1. <b>60 Woodfield Road</b> (Duke of Connaught)	The 7,911-square-foot TDSB-leased facility is undersized, fragmented, and subject to restricted access during and outside school hours, limiting operational flexibility and program delivery. Co-location within an active school further introduces daytime operational and	<b>This option is viable only as an interim solution.</b>  While it avoids immediate capital expenditures and maintains operational

Option	Summary	Conclusion
Public School)	<p>safety considerations, and current program and office spaces are insufficient for staffing and service needs.</p> <p>The facility presents escalating financial risk. The current lease with the TDSB, executed in 2009 with the Toronto Lands Corporation (TLC) at \$76,500 per year, remains in overhold and is projected to escalate upon renewal. In 2026, Applegrove is also projected to incur \$83,300 in permit costs to access additional space needed for after-school and summer programming.</p>	<p>continuity, it does not address service-critical facility deficiencies or long-term program and staffing requirements. Continued reliance on a leased facility exposes the City and Applegrove to escalating lease and permit costs and limits operational flexibility.</p>
2. 56 Woodfield Road (S.H. Armstrong Community Recreation Centre)	<p>The approximately 20,000 square-foot (gross-floor area), City-owned S.H. Armstrong Community Recreation Centre is located on TDSB-leased land (1953–2052) and co-located with Duke of Connaught Public School. The facility includes several program spaces, including a gymnasium that the school accesses during school hours. In its current configuration, the facility does not meet Applegrove’s administrative or program space requirements, necessitating continued permitting of external space for core functions. Integrating Applegrove into this facility would also require addressing additional operational, spatial, and access constraints to meet AOCC operational requirements.</p> <p>Three scenarios for integrating Applegrove within the S.H. Armstrong Community Recreation Centre were assessed, as outlined below:</p> <p><b>1. Full Transition of the Facility to Applegrove:</b>  This scenario would displace more than 200 Parks and Recreation programs, including after-school recreation care, and approximately 5,000 annual program hours, affecting up to 3,000 registrants and creating potential labour impacts for existing Parks and Recreation staff. Current program uptake confirms ongoing demand for these services. Parks and Recreation would need to secure net-new leased space to relocate displaced programs, resulting in additional rental costs. Discontinued programs would result in revenue losses, partially offset by reduced direct program costs. In addition, the transition would require an estimated \$150,000 in fit-out costs, with recurring operating and utility costs of approximately \$315,000 per year.</p>	<p><b>This option is not viable in the long term.</b></p> <p>Both a full transition and a hybrid “Integrated Facility” model would displace significant Parks and Recreation programming, affect thousands of registrants, and introduce potential labour, operational and scheduling impacts, while creating ongoing dependencies with the TDSB. Neither option addresses the facility’s fundamental space limitations.</p> <p>An expansion of the facility was also considered; however, the scale of required capital investment (\$11.9M–\$18.3M, excluding additional fit-out and site-specific costs), combined with the location on leased land, presents significant long-term value and feasibility risks and would result in substantial service disruption.</p> <p>Overall, service impacts, cost uncertainty, and the risk associated with major capital investment on leased lands outweigh potential efficiencies, limiting this option’s feasibility as a sustainable AOCC facility.</p> <p>Parks and Recreation will continue to support Applegrove, where operationally feasible, by providing access to available program space to address</p>

Option	Summary	Conclusion
	<p><b>2. Hybrid Co-location Model:</b>  A hybrid “Integrated Facility” model was assessed, whereby Applegrove and Parks and Recreation would co-locate within the facility. Under this approach, Applegrove would still require external leased space, and S.H. Armstrong would need to reduce existing programming and service levels. The model introduces additional operational complexity, including coordinating access to shared program spaces among multiple operating parties, including the school. While co-location could provide some shared-resource efficiencies, such as a consolidated operating budget, it does not address fundamental administrative or program space deficiencies.</p> <p><b>3. Expansion of the S.H. Armstrong Facility for Multiple Operators:</b>  Staff also considered an expansion of the S.H. Armstrong facility to increase available space. This option would require detailed zoning, structural, cost, and operational analysis to confirm feasibility with Toronto Lands Corporation (TLC). Preliminary estimates indicate an expansion of this scale could range from \$11.9M to \$18.3M, with total costs likely to increase once fit-out requirements and site-specific conditions are incorporated. Construction would result in material disruptions to Duke of Connaught Public School, Parks and Recreation operations, and Applegrove programming.</p>	<p>short-term or surge-capacity needs.</p>
<p>3. <b>Greenwood-Coxwell Area</b> (Private Acquisition)</p>	<p>A 14,000–15,000 square foot property located within Applegrove’s existing catchment represents the strongest opportunity to deliver a modern, purpose-built AOCC facility. This option would enable full program and administrative consolidation, improved service integration, and greater long-term operational efficiency, aligned with Applegrove’s current and future program needs. However, the option carries significant financial pressures and technical challenges.</p> <p>Preliminary capital estimates range from \$11M to \$12M for acquisition and fit-out, with operating costs projected at \$25–\$30 per square foot.<sup>3</sup> A range of typical real-estate, legal, and technical considerations associated with acquiring and retrofitting an existing building would need to be resolved. Project timelines and</p>	<p><b>This option is viable in the short term, but it cannot proceed without capital funding.</b></p> <p>The acquisition and fit-up of a privately owned building in the Greenwood–Coxwell area offers the strongest alignment with Applegrove’s long-term programmatic, accessibility, and operational requirements, while enabling consolidation into a permanent facility within its established catchment area. Advancement of this option is contingent upon newly secured capital funding</p>

<sup>3</sup> Preliminary ‘Rough Order of Magnitude’ estimates, subject to refinement through site, structural, engineering, and design review.

Option	Summary	Conclusion
	capital requirements may also be influenced by market conditions and the sequencing of negotiations, design development, permitting, and retrofit planning. These factors introduce uncertainty related to scope, schedule, and total capital costs.	commitments and confirmation of site suitability, and remains subject to standard real estate, legal, and technical due diligence.
4. <b>1631 Queen Street East</b> (City-Owned, Toronto Builds Site)	The current design does not include space for Applegrove. Approximately 13,892 square feet could be made available at 1631 Queen St E. Integration would require a redesign and would result in approximately 14 fewer residential units, 15 fewer parking spaces and the relocation of internal building amenities. Preliminary cost estimates to accommodate Applegrove are \$12.7M. The preliminary cost estimates are subject to change based on future design and cost inflation related to delivery timelines. Cost estimates will be further refined as the project advances. Currently, there is no committed capital funding and no confirmed delivery timeline.	<b>This option is viable in the long term, but it cannot proceed without capital funding.</b>  While the site could accommodate an Applegrove facility aligned with broader Toronto Builds objectives, integration would require a redesign, resulting in the loss of residential units, parking, and operating income. The absence of committed capital funding and a confirmed timeline further constrains feasibility. Without dedicated funding and City Council direction to amend the development program, this option cannot proceed.

**Next Steps for Applegrove’s Relocation Planning**

*A Time-Sensitive Opportunity to Secure a Permanent Facility*

Four relocation options have been explored to address Applegrove’s long-standing facility constraints and to assess pathways toward a sustainable, long-term solution. Based on the assessment of relocation scenarios, one option has been identified as immediately actionable and capable of meeting Applegrove’s long-term programmatic, operational, and facility requirements within its established catchment area. The availability of a suitable private-market property under Option 3 represents a time-limited opportunity, subject to market availability and acquisition timelines.

Subject to City Council direction, the identification of capital funding, and completion of standard real estate due diligence and negotiations, City staff could pursue the acquisition and fit-up of a privately owned building in the Greenwood–Coxwell area as a pathway to securing a permanent, City-owned facility for Applegrove. Pending the outcome of these steps, Applegrove would continue to operate from its primary facility at 60 Woodfield Road as an interim measure.

### *Integrating Applegrove into Long-Term Facilities and Asset-Management Planning*

The City Council-directed ([EC24.2](#)) AOCC Facilities and Operations Plan will build upon and operationalize the AOCC [Implementation Strategy](#), and establish a prioritized, citywide, multi-year plan to ensure the long-term sustainability and strategic growth of the AOCC portfolio. The Plan will guide reinvestment in existing AOCC facilities through lifecycle asset-management principles, to support evidence-based prioritization of state-of-good-repair needs. It will integrate place-based assessment guidelines, scalable AOCC facility models, and strategic real-estate analysis to assess relocation, renewal, expansion, and co-location opportunities, alongside associated operational and core funding requirements.

Through the AOCC Facilities and Operations Plan, Social Development and Corporate Real Estate Management will consider ongoing facility renewal and capital improvement needs across all AOCC facilities, ensuring reinvestment decisions are advanced in alignment with lifecycle asset-management principles and through established City budget and reporting processes.

### *Advancing Integrated AOCC Facilities Through Coordinated Capital Planning*

The City Council approved AOCC [Implementation Strategy](#) ([EC24.2](#)) establishes three facility models to guide both the development of new AOCCs and the renewal or expansion of existing Centres. Consistent with this direction, staff will advance the 'Integrated Facility' model where service needs and site conditions align. The Integrated Facility model embeds AOCC program and administrative functions within new or redeveloped Parks and Recreation Community Recreation Centres, providing a combination of dedicated and shared spaces that support operational efficiency, coordinated service delivery, and shared infrastructure investment. Opportunities to incorporate Integrated Facilities will be assessed in alignment with Parks and Recreation capital planning, facility renewal, and growth-related investment priorities.

Staff will also develop and report back, through the AOCC Facilities and Operations Plan and the Parks and Recreation Facilities Plan and associated Implementation Strategy, on a shared capital delivery envelope to enable the planning and capital delivery of future co-located AOCC Integrated Facilities, subject to City Council approval through future budget processes.

## **CONTACT**

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Zenia Wadhvani, Director, Community Resources, Social Development,  
[Zenias.Wadhvani@toronto.ca](mailto:Zenias.Wadhvani@toronto.ca), 416-392-8641

Alison Folosea, Director, Real Estate Services, Corporate Real Estate Management,  
[Alison.Folosea@toronto.ca](mailto:Alison.Folosea@toronto.ca), 416-338-2998

Aydin Sarrafzadeh, Director, Community Recreation, Parks and Recreation  
[Aydin.Sarrafzadeh@toronto.ca](mailto:Aydin.Sarrafzadeh@toronto.ca), 416-392-7252

## **SIGNATURE**

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Mohamed Shuriye  
Executive Director, Social Development

Patrick Matozzo  
Executive Director, Corporate Real Estate Management

Terry Ricketts  
General Manager, Parks and Recreation

## **ATTACHMENTS**

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Confidential Attachment 1