



2014-2018

# CITY COUNCIL BRIEFING BOOK

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 **TORONTO**

# Council Briefing Book

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**VOLUME 2:  
KEY CITY INITIATIVES**

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## Council's Strategic Plan and Strategic Actions 2013 - 2018

### Issue

In October 2013, Council affirmed Strategic Actions for 2013 to 2018 to guide the City's service planning, multi-year budgeting and performance planning processes. The Strategic Actions build on Council's key achievements from the past 10 years and advance Council's vision, mission and goals as laid out in Council's 2002 Strategic Plan.

### Background

#### Council's Strategic Plan

In 2002, Toronto City Council approved its Strategic Plan, Council's leadership document for the City of Toronto.

The Strategic Plan sets out a vision and mission for the City, 20 goals for quality of life across five broad themes of city building, economic vitality, environmental sustainability, social development and good governance; and established 19 directions to guide City programs, services and initiatives. In addition, fiscal principles were approved with the adoption of the Long Term Fiscal Plan (2005) to guide service planning, budgeting and to respond to the City's ongoing financial pressures.

Council's Strategic Plan advances a long-term vision for Toronto as a dynamic, caring, friendly and sustainable city; and the City has made major strides in achieving most of the 19 directions from 2002, setting a foundation for the new city.

These achievements include:

- the adoption of the amalgamated City's first Official Plan in 2006;
- the implementation of economic growth and culture plans;
- targeted neighbourhood investment and revitalization;
- new programs and policies that support environmental sustainability;
- an updated Council decision-making structure to reflect the new powers from the *City of Toronto Act* (2006);
- the establishment of four Accountability Officers; and

- an enhanced fiscal position for the City with a focus on capital and long term planning.

### Strategic Actions 2013 to 2018

In 2012, the City Manager led the development of new Strategic Actions to replace the original 19 directions set in 2002 that were completed. The 26 Strategic Actions for 2013 to 2018, affirmed by City Council at its meeting on October 8, 9, 10 and 11, 2013 reflect how the City will advance Council's vision, mission and goals for the next five years.

The Strategic Actions guide the City's service planning, multi-year budgeting, and performance planning processes and complement current initiatives and Council priorities. Twelve of the Strategic Actions focus primarily on goals related to City Building, Economic Vitality, Environmental Sustainability and Social Development. Fourteen of the Strategic Actions focus on the goals related to Good Governance and Fiscal Sustainability to ensure the continued capacity of the City to serve Council and the public now and into the future.

### **Implications**

Many Strategic Actions include policies or plans approved by City Council that are currently being implemented while others are anticipated to come forward for Council approval in 2015 and future years.

The City Manager, Deputy City Managers, City Clerk and City Solicitor oversee the implementation of the Strategic Actions. Progress reports will be published to provide an overall summary of the implementation of the Strategic Actions measured against indicators.

### **Current Status and Next Steps**

While the Strategic Actions for 2013 to 2018 continue to address the goals set out in Council's Strategic Plan, the City has grown and changed significantly over the last decade. Strategic plans typically have a ten to fifteen year time horizon and the time horizon for Council's 2002 Strategic Plan is coming to an end.

City Council requested the City Manager to bring forward a process in 2015 to update Council's 2002 Strategic Plan including public and stakeholder consultation. The review of the overall Strategic Plan will enable the City to

develop Strategic Actions beyond 2018 that reflect an updated vision, mission and goals for Toronto.

### **Additional Information**

City Council affirms Strategic Actions for 2013 to 2018:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX34.5>

Strategic Actions for 2013 to 2018: <http://goo.gl/TRCWZ2>

Council's Strategic Plan: <http://goo.gl/4pR9XQ>

Council's Key Achievements 2002 to 2012:

<http://www1.toronto.ca/City%20Of%20Toronto/City%20Manager's%20Office/Files/Key%20Council%20Achievements.pdf>

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## Talent Blueprint 2014-2018: Toronto's Workforce Plan

### Issue

The Toronto Public Service (TPS) workforce is one of the City's greatest assets. The City's workforce plan, The Talent Blueprint 2014-2018, was unanimously endorsed by City Council at its May 2014 meeting. It advances Strategic Action #18 Develop and Implement a Workforce Plan.

Making the right investments and optimizing limited resources is integral to the effective delivery of services and programs to the public. The new workforce plan supports the City's objective to have a workforce that is diverse, engaged, high-performing and has the capacity, expertise, knowledge, skills and leadership to sustain productivity to meet the changing needs of residents, businesses and visitors. A strong public service advances customer service objectives and results in greater trust and confidence in our City government.

### Background

#### People Plan 2008-2012

The Toronto Public Service People Plan 2008-2012 was the City's first corporate-wide workforce plan and was founded on the People Strategy adopted by Council in 2003.

The People Plan's five goals were:

- We will be a learning organization;
- We will have safe and healthy workplaces;
- We will attract and retain a skilled, high performing and diverse workforce;
- We will have strong and effective leaders; and
- We will build a positive workplace culture.

There were a number of successes including the implementation of corporate strategies such as the Learning Strategy and Target Zero (an initiative to improve health and safety). The City's 33 divisions also reported that 52 per cent of all actions under the People Plan's five goals were implemented and a further 25 per cent of the actions were described as in-progress.

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### Development of the Talent Blueprint 2014-2018

The City's Human Resources Division led research and internal consultation processes to create the new Talent Blueprint 2014-2018. Discussions were held with senior management, relevant work groups and the City's Unions and Associations. Through this process, the resulting Plan was informed by a wide range of stakeholders who have key roles to implement the plan. Union and association leaders endorsed the plan and will be involved in monitoring progress made on the various actions.

### **Implications**

The goal of the Talent Blueprint 2014-2018 is to have engaged, diverse, high-performing, adaptive and productive employees that meet our current and future needs.

The Talent Blueprint has four focus areas:

- **Employee Engagement** – Employees who are fully involved, proud and committed to their work
- **Diversity** – A public service that reflects the population we serve and values and champions diversity, access, inclusion and respectful behaviour
- **Workforce Capacity** – Adaptable and high-performing employees with the right skills in the right job at the right time to meet current and future needs; and
- **Effective Leaders** – Managers who have the leadership skills and knowledge to build a high-performing organization that has high quality programs for effective delivery of City services

In addition to the four focus areas, there are essential human resources system enablers that are critical to the successful implementation of the strategic actions in City divisions and across the corporation. Further, there is a commitment to ensure health and safety continues to be a priority and is embedded into our organizational culture. Numerous actions were assigned to each of the focus areas and the HR systems and support enablers. Some of the key actions are described in the next section.

### **Current Status and Next Steps**

#### Employee Engagement Survey

A corporate-wide employee engagement survey is planned for 2015 and will indicate important and strategic areas (or drivers) that will need to be addressed to improve levels of engagement. Some of the key drivers that

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may impact on engagement are support for diversity, career and learning opportunities, leadership, communication and positive workplace culture.

The outcomes of the employee engagement survey and specific strategies and actions undertaken by City divisions will improve customer service, increase productivity and performance, lower absenteeism, reduce health and safety incidents and costs, improve retention and attraction of high performing employees, improve quality and effectiveness in the workplace and increase public trust in our municipal organization.

### Positive Space Initiative

Positive Space is a grass roots program that started at the University of Toronto. It has subsequently been implemented in the Ontario Public Service. The objectives are to:

- ensure TPS workplaces are free from discrimination on the basis of sexual and gender identity (i.e., Lesbian, Gay, Bi-sexual, Transgender, Queer and Two-spirited or LGBTQ2S);
- generate a broad and visible commitment to welcome sexual and gender diversity in TPS workplaces; and
- create workplaces where LGBTQ2S staff are fully accepted and thus fully engaged in all aspects of their work life.

A project team has been established and consultations with key stakeholders (e.g., Division Heads, TPS Pride Network, unions/associations) will take place in the fall of 2014. Work has begun on a communication strategy, the design of the positive space sticker/poster and training sessions for Champions and Ambassadors. Data from the 2014 "Count Yourself In" Workforce Survey and the 2015 Employee Engagement Survey will be used to measure the positive space initiative and understand the needs of the workforce.

### Learning Initiatives

- The new enterprise-wide web-based Learning Management System, called ELI, was successfully launched (phase one) in February 2014. Through this new learning system, all employees are able to register for corporate-based courses for the Toronto Public Service and complete mandatory eLearning modules.
- The second intake of the "Emerging Leaders Certificate Program for Supervisors" will launch September 2014 for three cohorts of 30 supervisors.
- A "Transition to Supervisor Program" will be launched in January 2015, providing all staff aspiring to progress to the role of supervisor with a curriculum of courses customizable for a personalized learning plan.



- A new curriculum of the corporate courses available for the TPS Learning program was implemented for 2014 with a focus on broadening the depth and breadth of training areas available for the TPS.

#### Talent Assessment Tool and Executive Development Initiatives

A Talent Assessment Tool has been developed specifically for the Toronto Public Service. Talent Assessment is a structured process to engage in professional conversations with management employees, to provide clear feedback on how they are perceived and to identify leadership performance, potential and aspirations. It will provide senior management with information on their current and emerging talents and the corporate pool of talent so they can ensure leadership continuity, succession and endorse developmental strategies.

A process to commence a new intake for the "Executive Development Program" will be launched in fall of 2014 and will be open to all Directors. An Executive Speaker Series: a half-day event for Deputy City Managers, all Division Heads, Directors, and union and COTAPSA executives is being scheduled for 2015. In addition, a unique coaching skills development opportunity for Directors is scheduled for launch in January – March 2015.

#### **Additional Information**

The Talent Blueprint 2014-2018 can be found at:

<http://insideto.toronto.ca/talentblueprint/pdf/talentblueprint.pdf>

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## **Performance Measurement, Benchmarking and Reporting**

### **Issue**

The compilation and reporting of municipal performance measurement and benchmarking results provide valuable information for monitoring City operations, assessing how well Toronto is doing and supporting resource allocation decisions.

Public reporting of these measures supports the City's goals of accountability and transparency as well as helping Torontonians assess their quality of life.

Toronto's performance measurement results are examined and reported by reviewing multi-year trends and by benchmarking results against other municipalities.

### **Background**

The City's performance measurement and benchmarking work is led and coordinated through the City Manager's Office and involves staff in almost all City divisions and major City agencies and corporations. Toronto staff also work closely with other Canadian and international municipalities participating in the initiatives summarized below:

- The **Ontario Municipal Benchmarking Initiative (OMBI)** is a collaborative effort of 15 Canadian municipalities to examine municipal performance in 36 different service areas encompassing approximately 600 service/activity level indicators and 3 categories of performance measures. OMBI uses a standardized full-costing methodology and detailed technical definitions to ensure comparisons of results between municipalities are as accurate as possible. Members include Toronto, Greater Sudbury, Hamilton, London, Ottawa, Thunder Bay and Windsor as well as the Regions of Durham, Halton, Niagara, Waterloo and York. Other Canadian members are the Cities of Calgary, Winnipeg and Montreal (joining in 2015).
- The **World Council on City Data (WCCD)** and **ISO 37120 (Global Cities Indicators)**. The WCCD is composed of 20 international cities generating data on 99 indicators of service delivery and quality of life for a new international standard (Global City Indicators ISO 37120). City Staff have contributed to the development of the indicators, now

coordinated through the Global Cities Institute at the University of Toronto, since 2005, and will have access to all of the other cities' data by the end of 2014

## Implications

The [Toronto Progress Portal](#) (TPP), accessible by staff, Council and members of the public, consolidates existing performance measures, indicators and supporting information that can be used to inform and assess how well Toronto is doing and progressing on a single website. TPP currently includes:

- Summaries on the performance of 35 different service areas and over 250 measures and indicators based on OMBI results (described above), showing both internal multi-year trends, benchmarked results (by quartile) in comparison to other Canadian municipalities, as well as a listing of initiatives that have and will be undertaken to further improve operations.
- A quarterly Management Information Dashboard that can be used to assess trends and directions of key indicators for Toronto as a whole and for City of Toronto services, in areas such as economic and social indicators, key city revenue sources, crime rates and other divisional statistics.
- Toronto's placement in international city ranking studies conducted by third parties over the past 4 years. These studies show that Toronto consistently ranks as one of the top cities in the world in terms of a high quality of life and high levels of economic competitiveness. The measures and indicators in the [Toronto Progress Portal](#) are at a city-wide level and are complemented by information available at the neighbourhood level through [Wellbeing Toronto](#).

## Current Status and Next Steps

The scope of the performance measures and indicator data included in the Toronto Progress Portal will continue to evolve as additional data and information is developed and becomes available. A capital project is underway to investigate and implement new tools that would allow for enhanced visualization of the measures and indicators presented on the web, as well as automating our data collection processes.

Work is also underway to report on customer service related information such as 311 performance results including both Contact Centre metrics and completion of divisional service requests, as well as reporting on the volumes and timeliness of resolving complaints received by city divisions.

Results comparing Toronto's service delivery and quality of life indicators of the other 19 international cities in the WCCD based on ISO 37120 (noted previously), will also be reported in the Progress Portal in late 2014 or early 2015.

Other measures and indicators to be included in the Progress Portal in the future as data becomes available including progress on the City's Strategic Actions for 2013-2018 and measures on organizational performance

### **Additional Information**

For additional information see the Toronto Progress Portal at [www.toronto.ca/progress](http://www.toronto.ca/progress).

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## **Opening up Government: Building Trust, Transparency and Participation**

### **Issue**

The City of Toronto's Open Government Strategy includes initiatives to make the City government more available and engaged with the public. Two Strategic Actions in the City of Toronto's 2013-2018 Strategic Plan, No. 13 "Open Government by Design" and No. 14 "Engage the Public" will support these initiatives over the next three years.

### **Background**

An Open Government improves the delivery of services and supports initiatives that build trust and confidence in government. The City's Open Government Strategy is guided by four principles: transparency participation, accountability and accessibility. The Strategy is supported by other City initiatives such as the Open Data Strategy, Civic Engagement Strategy and the City's Toronto Progress Portal.

The City of Toronto has increasingly taken a collaborative and integrated approach to opening up government by posting open data on the City's website; making financial and legislative information more transparent, approving an Information Management Framework; hosting the first municipal Open Government Conference in Canada with MaRS Discovery District, City of Guelph and the Province of Ontario; and, fostering the creation of the Open Government Community of Practice with representatives of Ontario municipalities, and the Provinces of Ontario and British Columbia.

The Open Government Strategy is overseen by an Open Government Committee, chaired by the City Clerk, and comprised of senior City staff. The Committee's mandate is to promote a culture of greater collaboration and openness in government as well as provide direction and oversight for corporate information management policies and standards. The Committee's agenda has included the review of the Protection of Personal Information Policy, an Open Government Learning Strategy, Cloud Computing, the Open Data Policy and License, and Wellbeing Toronto.

## Implications

There is increasing public demand for the City to:

- deliver services online, everyday, around the clock,
- be more open, transparent and collaborative in its program delivery and public engagement in decision-making, and
- Increase information and resource sharing beyond City staff.

In order to respond to the public's demand for increased openness, staff need technology, tools and resources such as mobile equipment, social media applications and online consultation tools. The City must ensure a culture of trust and smart risk-taking while continuing to meet privacy requirements and information management needs in a digital world.

Open Government encourages staff to be creative and innovative in the delivery of customer services and programs, increasing the ways the City meets public expectations and leverages emergent technology. Open government results in innovation as well as service efficiencies. Developers use the City's open data sets to create applications that help the public navigate their way using public transit, identify potholes and graffiti by posting photos to 311 and promote greater responsiveness and tracking of infrastructure repairs. Open data also promotes better analytics on various aspects of City operations and programs.

## Current Status and Next Steps

As a leader in Open Data and Open Government in Canada, the City must continue to innovate and take deliberate actions to ensure Open Government policies and principles are applied across the organization, including increasing public access to information through enhanced information management policies and guidelines.

City Council's support of Open Government accelerates the collaborative and integrated approach that the administration has already started and ensures the City will continue to find innovative ways to make government easier for the public to understand and engage with.

The City will:

- Bring more open data and information on line for better analytics;
- Ensure public information is accessible and understandable regardless of the channel of choice (web, phone or in person);

- Work towards enhanced information management policies and procedures to make open information the default while protecting personal and confidential information;
- Review any systemic barriers to information and participation; and
- Encourage staff to engage the public in creative and innovative ways to build trust and confidence that their input and ideas will be incorporated into the decision making process.

The City Clerk's Office will be reporting to Government Management Committee in the spring of 2015 in more detail on the ongoing open government activities at the City.

### **Additional Information**

The City Clerk's Office will be reporting to Government Management Committee in 2015 on the ongoing open government activities at the City.

City Clerk's website (<http://goo.gl/yIsJgh>), Accessing City Information contains information on:

- How to make a Freedom of Information Request;
- Introduction to Open Government;
- City Information Management Library of policies, standards and guidelines; and
- How personal information is protected.

The Open Government Strategy is closely aligned with the City's Civic Engagement Strategy which works to increase public participation, civic literacy and consultation reporting [www.toronto.ca/involved](http://www.toronto.ca/involved).

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## **Civic Engagement Strategy**

### **Issue**

The City Manager's Civic Engagement Strategy supports the public's participation with the City of Toronto, and builds the City's capacity to inform, engage and consult with the public.

"Engage the Public" is one of the City's strategic actions and advances Toronto's commitment to good governance through civic participation.

Oversight of the corporate civic engagement function is with the Strategic & Corporate Policy Division of the City Manager's Office.

### **Background**

The City Manager's Office focuses on enhancing public participation through (1) improving communications including a Web portal with information about public engagement opportunities and outcomes; (2) improving civic literacy about how the City works; (3) building the engagement capacity of the organization through training, tools and a community of practice; and (4) coordinating major, city-wide consultations.

Strategic Action 14, Engage the Public, focuses on building organizational capacity by improving opportunities for public participation in service planning and budgeting, embedding public input in the planning, delivery and evaluation of City programs and services, and engaging the public and stakeholders in the City's strategies, initiatives and policies. The City's objectives also include implementation of web-based engagement tools; clear, accessible information about the City and opportunities to engage; and, integration of the City's access, equity and human rights objectives into the City's engagement activities.

Civic engagement is decentralized across all City divisions, initiatives, programs and services. City staff continuously seek the participation of the public through a wide range of engagement methods including formal and legislated engagement (e.g. elections, polling, deputations, Council advisory bodies), and informal and adaptable methods (e.g. town hall sessions, online dialogues, or community workshops).



City staff have implemented new online tools alongside traditional engagement methods to increase the diversity of participants and build trust and transparency in engagement processes.

## **Implications**

The City Manager's Office's capital IT project "Engage Toronto" will be completed in 2015. The project integrates an online platform enabling the organization to use web-based engagement tools to engage with and consult the public; a knowledge base to improve organizational learning and capacity; improved communication with the public about engagement opportunities; and a database to record, track, monitor and report on City and divisional engagements.

## **Current Status and Next Steps**

Public participation is supported and promoted through the City's Civic Engagement website ([www.toronto.ca/involved](http://www.toronto.ca/involved)) which includes introductory guides to the City, a centralized list, calendar and map of opportunities for public participation, and social media feeds.

The Civic Engagement Strategy builds organizational capacity through:

- Staff training, courses and workshops on civic engagement methods, best practices, emerging trends, related technology, data analysis;
- A community of practice for civic engagement practitioners; and
- Tools and protocols to support engagement practitioners in their work.

For 2014-2016, engagement activities within the City Manager's Office will include:

- An evaluation of the City's engagement capacity and identification of opportunities for improvement;
- An assessment of how the public participates in the City's budget process including an evaluation of participatory budgeting in Toronto;
- Supporting the City's engagement practitioners across the organization through ongoing updates to the online network with resources, toolkits and discussion forums, and training for City staff; and
- Implementing additional civic engagement protocols; current protocols include survey design, open data management and Customer Satisfaction research.

## **Additional Information**

Through their participation, the public helps the City to set directions, create programs and services and introduce innovations that help shape Toronto's communities, neighbourhoods and future. This ensures that Torontonians can play a meaningful role in the life and governance of the City.

Public engagement contributes to Council's decision-making by:

- identifying new and emerging issues;
- providing feedback and recommending improvements to existing City services, programs and policies; and
- contributing to the development and monitoring of future plans.

## **Contact**

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## A Participatory Budgeting Pilot for Toronto

### Issue

In 2014 Council directed the City Manager to report on a potential Participatory Budgeting Pilot program as part of the 2015 Budget process.

### Background

As part of 2014 Budget deliberations, Council directed the City Manager: *"to report on a potential pilot project for implementing a community participatory budgeting program as part of the 2015 Toronto Budget process, such a pilot would allocate a specific amount of the 2015 budget process to participating wards."* (2014.EX37.1)

Participatory Budgeting (PB) is a specific type of civic engagement process where residents propose, develop and vote on community investment projects, to be funded through a pre-determined portion of the municipal budget. Once a community votes, the chosen projects are usually adopted by municipal councils without amendment and are then implemented by municipalities. A Participatory Budgeting process typically takes 6-8 months to complete and is repeated on an annual or bi-annual basis.

Over 3000 PB initiatives have taken place worldwide, including many jurisdictions and government agencies in South America, the UK and Europe. Notable cases in North America include: The City of Chicago (since 2009), New York City (since 2011), The City of Guelph (since 2005), and Toronto Community Housing (since 2002).

Benefits of Participatory Budgeting include:

- Increased alignment between community priorities and municipal budgets.
- Increased engagement and empowerment of populations that are not typically involved in municipal affairs.
- Increased transparency of budget decisions both through education about the budget process and public involvement in decision-making.
- Growth in public awareness, knowledge and engagement on municipal issues.

**Implications**

Participatory Budgeting requires resources to implement, including dedicated staff to support all phases of the process, budgets for advertising, outreach, meeting space and materials, and the development of a secure voting process.

**Current Status and Next Steps**

The City Manager will report on a Participatory Budgeting Pilot program for Toronto as part of the 2015 Budget process.

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## Toronto Ward Boundary Review

### Issue

In 2013, City Council initiated a Ward Boundary Review to ensure effective representation across Toronto, as there are significant discrepancies in ward populations where the variance exceeds the acceptable benchmark of plus or minus 25 percent.

The Toronto Ward Boundary Review (TWBR), undertaken by external third-party consultants, will provide a final report to City Council in May 2016. City Council will determine any new ward boundary by-law following the review.

After a period for possible appeals to the OMB and the Courts, any ward boundary changes adopted by City Council are anticipated to be implemented for the 2018 municipal election.

### Background

Toronto is the largest city in Canada, and contains a wide diversity of communities and interests. A strong and fair foundation for local government is fundamental for the effective governance of Toronto, and begins with the ward structure. Ward boundaries are dynamic and should not be considered permanent fixtures as local government structures must keep pace with population changes and municipal growth.

Council last reviewed Toronto's ward boundaries in 2000 and since that time some Toronto wards exceed or are approaching the plus or minus 25 percent population variance benchmark for acceptable differences in electoral boundaries as established by the courts. Ward population variances leave the City vulnerable to a petition under the *City of Toronto Act* to adjust its ward boundaries. Appendix A provides the City's current ward populations.

The division of ward boundaries is the very basis of representative democracy and must be approached without any preconceived ideas of final ward boundaries including pre-judging the number or populations of wards. The process must be independent and unbiased, include substantial public consultation, and comply with principles set out by the Supreme Court of Canada, Ontario courts and the Ontario Municipal Board (OMB).

## Implications

The Canadian Urban Institute, Beate Bowron Etcetera Inc., and the Davidson Group Inc., have been retained to undertake the TWBR and have initiated the review process approved by City Council in spring 2014.

The TWBR process includes five key components:

- **Research (June 2014 to November 2014)** - that forms the background information for the first round of public consultation including the legal context, jurisdictional reviews, analysis of Toronto's current wards and ward population projections out to 2030.
- **Civic Engagement (Round One: June 2014 to February 2015 and Round Two: May 2015 to November 2015)** - web-based activities (including social media platforms), communication and outreach to educate the public about the purpose of the ward boundary review, keep the public informed about the process and provide a range of opportunities for the public to get involved.
- **Public and Stakeholder Consultation (Round One: June 2014 to February 2015 and Round Two: June 2015 November 2015)** – includes two rounds of public and stakeholder consultation.
- **Generation of Ward Boundary Options (March 2015 to April 2015)** – following Round One of the public and stakeholder consultation, and building on the research, a series of ward boundary review options will be developed for public and stakeholder input in Round Two.
- **Final Report (February 2016 to March 2016)** – following Round Two of public and stakeholder consultation, the final report will be developed with ward boundary options including a recommended option for Council's consideration. The final report will summarize the input of residents, elected officials and stakeholder groups and will identify any issues raised during the TWBR process that were outside of the scope of the review (for example, governance issues, methods of voting etc.)

## Current Status and Next Steps

Toronto's Ward Boundary Review has been initiated including the research component and Round One of the Civic Engagement and Consultation Strategy.

Round One elicits input on Toronto's current ward boundaries and includes interviews with the Mayor and Members of City Council, all four Toronto school boards, and key stakeholders groups as well as 12 public meetings (3 public meetings in each of the City's 4 Community Council districts).

Interviews with the Mayor and Members of City Council are completed and focus groups with key stakeholders groups are underway. The public meetings will begin mid-December and run through to February 2015. A schedule of public meetings will be published in early November 2014.

A public web site and other social media platforms are now available to educate the public about the purpose of the ward boundary review, keep the public informed about the process and provide a range of opportunities for the public to get involved.

### **Additional Information**

Further information on the Toronto Ward Boundary Review is available at: [www.drawthelines.ca](http://www.drawthelines.ca), on Twitter at @DrawTheLinesTO, or by contacting:

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## Appendix A

### City of Toronto Population by Ward – Census of Canada, 2011

Ward	Ward Name	2011 Population	% Difference from Average
1	Etobicoke North	61,320	3.2%
2	Etobicoke North	56,720	-4.6%
3	Etobicoke Centre	52,245	-12.1%
4	Etobicoke Centre	54,665	-8.0%
5	Etobicoke-Lakeshore	64,020	7.7%
6	Etobicoke-Lakeshore	58,980	-0.8%
7	York West	52,070	-12.4%
8	York West	50,330	-15.3%
9	York Centre	46,065	-22.5%
10	York Centre	64,820	9.1%
11	York South-Weston	62,380	5.0%
12	York South-Weston	54,000	-9.1%
13	Parkdale-High Park	53,265	-10.4%
14	Parkdale-High Park	53,770	-9.5%
15	Eglinton-Lawrence	62,055	4.4%
16	Eglinton-Lawrence	53,975	-9.2%
17	Davenport	50,510	-15.0%
18	Davenport	44,975	-24.3%
19	Trinity-Spadina	57,245	-3.7%
20	Trinity-Spadina	76,610	28.9%
21	St. Paul's	48,645	-18.2%
22	St. Paul's	65,510	10.2%
23	Willowdale	88,440	48.8%
24	Willowdale	62,340	4.9%
25	Don Valley West	58,305	-1.9%
26	Don Valley West	64,895	9.2%
27	Toronto Centre-Rosedale	78,670	32.4%
28	Toronto Centre-Rosedale	66,580	12.0%
29	Toronto-Danforth	44,935	-24.4%
30	Toronto-Danforth	53,285	-10.3%
31	Beaches-East York	53,575	-9.9%
32	Beaches-East York	57,365	-3.5%
33	Don Valley East	57,155	-3.8%
34	Don Valley East	59,410	0.0%
35	Scarborough Southwest	62,455	5.1%
36	Scarborough Southwest	54,125	-8.9%
37	Scarborough Centre	64,340	8.3%
38	Scarborough Centre	66,830	12.4%
39	Scarborough-Agincourt	54,965	-7.5%
40	Scarborough-Agincourt	62,035	4.4%
41	Scarborough-Rouge River	68,150	14.7%
42	Scarborough-Rouge River	77,665	30.7%
43	Scarborough East	55,120	-7.3%
44	Scarborough East	60,240	1.4%



## Local Appeal Body for Minor Variance and Consent Application Appeals in Toronto

### Issue

City Council has directed the establishment of a Local Appeal Body (LAB) to hear appeals of Committee of Adjustment (C of A) minor variance and consent decisions in Toronto, with the LAB to be in place for appeals made after September 1, 2015.

Council has directed that funding for the LAB be included for consideration in the 2015 budget process and that the City Manager report back to Executive Committee on the governance and administration of the LAB, including number of members, their remuneration and a proposed fee structure.

### Background

The *City of Toronto Act, 2006* (COTA) provides City Council the authority to establish a LAB to deal with minor variance and consent appeals. *COTA* contains a number of provisions related to the establishment and operation of a LAB including, among other matters, some restrictions on appointments to avoid conflicts of interest and the perception of a conflict of interest.

The Chief Planner initiated a public consultation process to elicit input on the establishment and implementation of a LAB in Toronto with the results reported back to Planning and Growth Management Committee and City Council in spring 2014.

While members of the public expressed some interest in establishing a LAB, the prevailing position was that a LAB should only be established if certain assurances were in place to keep appeal fees affordable, provide a rigorous and transparent appointments process, investigate ways of making the hearing process more accessible to participants and ensure quality written decisions. Without such assurances, some participants questioned the value of replacing the OMB with a LAB, commenting that City resources would be better directed to continuing to improve the C of A decision-making process.

To ensure the LAB is able to perform its mandate in an effective and independent manner, City Council approved eight principles to guide implementation including:

- Appointment – Members will be appointed using a fair and impartial recruitment process where the most qualified candidates are appointed by City Council.
- Qualifications – Members will have adjudicative experience, familiarity with land use planning and planning law, ability to make sound, balanced decisions and be free of conflicts of interest.
- Remuneration – Members will be remunerated at a level that ensures they are able to effectively perform their role.
- Oversight and Accountability – The LAB will operate as an independent decision-making body free from influence by outside parties, and subject to appropriate legislation and policies.
- Practices and Procedures – The LAB will determine its own hearing practices and procedures in accordance with relevant legislation such as the *Statutory Powers and Procedures Act* and *COTA*.
- Structure and Relationship with the City – The LAB will be structured to provide efficient and timely due process with administrative support from the City.
- Implementing and Maintaining a LAB – The City will provide adequate start-up and ongoing operational funding to the LAB to ensure that it functions effectively and independently.
- Appeal Filing Fees – In establishing fees for the LAB, Council will be guided by the legislation, the City's User Fee Policy and principles of natural justice.

## **Implications**

The establishment of a LAB will replace the OMB's role in hearing appeals of minor variance and consent applications in Toronto. COTA provides that once a LAB is established by City Council, it cannot be dissolved.

It is estimated that there will be approximately 300 annual appeals of minor variance and consent applications in Toronto with an ongoing estimated operating cost of \$2M. One-time start-up costs for the LAB will be approximately \$905,000. To achieve full cost recovery for a LAB, an appeal fee of approximately \$6,700 per application would be required.

## Current Status and Next Steps

Start up costs for the establishment of a LAB will be included in the 2015 budget process and the City Manager will report further in 2015 on the governance and administration of the LAB, including number of members, their remuneration and a proposed fee structure.

A number of related initiatives are also underway to improve the planning process including improvements to Committee of Adjustment decision-making, and advocating for changes to the Ontario Municipal Board and the *Planning Act* to improve Ontario's land use planning and appeals process. These initiatives will have implications on the analysis of the establishment of the LAB and may also impact LAB requirements.

## Additional Information

PG33.14, "Implementing a Local Appeal Body for Toronto – Public Consultation Comments and Guiding Principles" (July 8, 2014 City Council):  
<http://goo.gl/E6axCb>

PG33.14, Supplementary Report from the City Manager – "Implementing a Local Appeal Body for Toronto – Public Consultation Comments and Guiding Principles"  
<http://goo.gl/OdfpCr>

PG34.22, "Towards a Functional Committee of Adjustment" (June 19, 2014 PGM):  
<http://goo.gl/JgZNuV>

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## Shared Services Project

### Issue

Shared services is the consolidation of administrative services into one business unit in an organization, reducing duplication and allowing other business units to focus on delivering their core service.

The goal of the Shared Services Project is for the City and its agencies to collaborate to identify and implement opportunities that will achieve cost savings, enhance customer service and improve service. Implementing Shared Services is Strategic Action #22 in Council's Strategic Actions 2013-2018.

### Background

#### The Shared Services Study

The City uses a shared services model to deliver administrative services to City divisions through Cluster C divisions. City agencies manage and deliver their own administrative services, sharing services with the City in a non-standardized approach.

In 2012, the City Manager identified eight corporate support services (information technology, internal audit, insurance and risk management, legal services, human resources/labour relations, procurement & materials management, real estate, and records management) for review. KPMG LLP was retained to conduct the Shared Services Study.

KPMG focused on the City's six largest agencies (Exhibition Place, Toronto Parking Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, and Toronto Transit Commission) with a view to expanding identified opportunities to other City agencies, where appropriate.

City Council approved the implementation of eighteen of twenty identified opportunities. Eleven opportunities were implemented in the short term and reported out either through the City's 2014/2015 budget process, to a standing committee or specific agency board. The remaining seven opportunities were broad transformational directions to the City and its agencies and require significant business process re-engineering, organizational change, and information technology investment to

successfully implement. The City Manager referred these opportunities to the Deputy City Manager & Chief Financial Officer, in consultation with City agencies, for further due diligence, planning, and the development of a five-year shared service implementation plan.

Savings will be dependent on the viability of the opportunities as determined by this more detailed review, due diligence, and implementation planning. Financial impacts of shared service models will be reported through future years' budget processes as required.

### The Shared Services Project

In January 2014, City Council requested that the Deputy City Manager & Chief Financial Officer report back with options to accelerate the implementation of opportunities in the KPMG Shared Services Efficiency Study to achieve potential costs savings ranging from \$10 million to \$15 million in 2014.

The Deputy City Manager & Chief Financial Officer created a project team that established an Executive Steering Committee and 13 working groups. The Executive Steering Committee expanded the project scope beyond the opportunities identified by KPMG to include 3 functions – Fleet Services, Facilities Management, and Information & Technology Contract Management and 2 centres of excellence – Internal Audit and Real Estate.

High-level analysis performed by the working groups has determined that:

- In order to estimate the actual potential savings and service improvements, a more detailed review and due diligence must be performed and an implementation plan created; and
- Full implementation of many recommendations depends on successful implementation of a common information technology infrastructure.

### **Implications**

The Shared Services Project is a multi-year initiative requiring regular updates to be reported to Council and agency boards.

The Shared Services Project team is developing a five-year plan that outlines the steps to implement shared services opportunities between the City and its Agencies. This plan will include expanding the scope of the project to examine functions not included in the KPMG study and will outline timelines to report to Council and the agencies boards.

## Current Status and Next Steps

Summary of the status of the shared services recommendations.

<b>Recommendation</b>	<b>Status</b>
<b>Implement and Report as Required</b>	
Share generic training and learning functions	In Progress
Coordinate and standardize common Health and Safety functions	In Progress
Enhance the use of the City's Internal Audit by agencies	Complete
Establish a Quality Assurance Centre of Excellence	In Progress
Continue to rationalize City Stores and automate P2P processes	In Progress
Provide the City's application for FOI submission to agencies	In Progress
Expand the City's provision of lessor services to TTC and TPA	Complete
Insure TTC and TPA under the City's insurance	In Progress
<b>Implement Pending Further Due Diligence and Planning</b>	
Develop a labour relations and collective bargaining strategy	In Progress
Share procurement of common goods, and implement strategic sourcing	In Progress
Standardize human resource information systems and share payroll administration	In Progress
Share common information technology infrastructure	In Progress
Rationalize information technology applications	In Progress
Coordinate real estate contract and vendor management	In Progress
Establish a Change Management Centre of Excellence	In Progress
Include the agencies in a plan to transition to digital records	In Progress
<b>Additional Shared Services Opportunities</b>	
Incorporate the agencies in the Facilities Transformation Project	In Progress
Create a Fleet Management Centre of Excellence	Complete
Establish an IT Contract Management Centre of Excellence	In Progress
Create an Internal Audit Centre of Excellence	Complete
Create a Real Estate Centre of Excellence	Complete

## Additional Information

Private and public sector organizations began implementing Shared Services structures in the early 1990s, resulting in considerable cost savings and improved customer service. Governments in Canada, Australia, Germany,

the United Kingdom, and the United States have successfully implemented shared services. Successful projects have focussed on change management, strategic technology investments, and performance measurement.

Shared services models can lead to cost savings and service improvements, through leveraged economies of scale, redesigned business processes, and common standards and performance metrics.

Council Reports:

- EX32.3, Results of the Shared Services Study–Agencies  
<http://goo.gl/gqSD4q>
- EX43.21, Update on the Shared Services Project, <http://goo.gl/1alt5X>

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## Customer Service Excellence: Channel/Counter Strategy Project

### Issue

The Channel/Counter Strategy Project will improve customer service at designated City counters, and enhance delivery of City information and services across a variety of channels i.e. counters, web and telephone.

### Background

City services need to provide standard information and services to citizens at designated City counters, rationalize service, streamline the number of counters and enhance the delivery of City information and services across a variety of channels.

The 2004 *3-1-1 Customer Service Strategy* led to the development of a formal Customer Service Framework and Plan, approved by Senior Management in 2010. Formal complaints processes were established, Service Standards were posted and Customer Service Improvement Teams were established in each division.

A 2013 Service Efficiency Study of the City's counter services identified the need for a corporate channel strategy and improved customer service at the City's counters. As one of the key activities for the City's Strategic Action #19 to "Improve Customer Service", the Counter/Channel Strategy aims to:

- Develop a **Counter and Multi-Channel Strategy** to provide standard information and services to citizens at designated City counters and enhance the delivery of City information and services across a variety of channels i.e. counters, web and telephone.
- Work towards a City **Customer Service Centre of Excellence** to lead and coordinate customer service improvement initiatives and serve as a resource to divisions in the development, alignment, and implementation of divisional customer service activities.

### Current Status and Next Steps

A Governance Model for the Channel/Counter Strategy Project has been developed. Short-term deliverables include:



- Consolidation of counter functions for Revenue Services and Court Services at York Civic Centre;
- Coordination of Building and Planning service counter solution at North York Civic Centre; and
- Establishment of a Corporate-wide approach for managing customers waiting to speak with City counter staff.

The Channel/Counter Strategy is under development in consultation with stakeholders and customers, and be brought forward to City Council for consideration in mid-2015.

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## Comprehensive Reviews of Licensing and Standards By-laws

### Issue

Municipal Licensing and Standards division is currently conducting comprehensive reviews, include jurisdictional scans, stakeholder and public consultations and staff reports to Licensing and Standards Committee with proposed by-law amendments for City by-laws: Chapter 545, Licensing; Chapter 629, Property Standards; Chapter 693, Temporary Signs; Chapter 591, Noise; and Chapter 548, Littering and Dumping of Refuse.

### Background

The by-laws under review contain regulations aimed at maintaining public health and safety and community order and require comprehensive reviews to ensure they are current. The purpose of reviewing these by-laws is to consider changes to the regulations or relevant policies that may be necessary to improve or modernize the by-laws.

- **Chapter 545, Licensing** contains regulations related to the licensing of businesses and trades which are open to and serve the public, including but not limited to, taxicabs, street food vendors, restaurants, nightclubs and adult entertainment parlours.
- **Chapter 629, Property Standards** outlines maintenance standards and duties that must be met by persons owning and/or occupying residential premises in Toronto. The by-law outlines standards for such things as floors, stairs and landings; walls and ceilings; doors, passageways and exits; and maintenance of exterior elements.
- **Chapter 693, Temporary Signs** contains regulations pertaining to the placement of various types of temporary signs on public and private property. Temporary signs are signs that are not permanently installed or affixed to the ground or any structure or building (e.g. mobile, portable, A-frame, real estate, open house directional, garage sale and construction hoarding signs). Regulations in the by-law include the lengths of time signs may be displayed, permitting requirements, the distance from an intersection that signs must be erected, and the type of content that may be displayed on signs.
- **Chapter 591, Noise** regulates the amount of noise that may be emitted from activities on public and private property including the use of vehicles, loudspeakers and construction equipment. The by-law lists

specific prohibitions on noise creation at certain times and places, and contains a prescribed exemption provision process.

- **Chapter 548, Littering and Dumping of Refuse** prohibits the placement, dumping or depositing of any garbage, refuse and waste on any public property in the City. The by-law also lists recyclable materials, prohibited waste and special collection materials.

## **Implications**

The purpose of these by-laws is to maintain public safety and community order, and to limit nuisance in the public realm. The regulations are intended to balance these levels of protection with residents' rights to express themselves freely, and to conduct business and leisure in the City.

Over the course of the past Council term, members of Council and the public, as well as City staff, have identified potential issues or concerns with the various by-laws under review. Given the breadth and extent of the regulations contained in these by-laws, staff are reviewing them to ensure that they appropriately address public safety and community order concerns, and that through enforcement of these by-laws, service is being delivered to the public in an appropriate manner.

## **Current Status and Next Steps**

Staff have begun internal staff consultations on the by-laws under review. Staff will consult publicly with interested stakeholders in the spring and summer of 2015 and report to Licensing and Standards Committee on recommended changes to the respective by-laws in mid to late 2015.

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# Council Briefing Book

## Volume 2: Key City Initiatives

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- 2.2 Section 37
- 2.3 Comprehensive to the Core: Planning Toronto's Downtown
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#### *Waterfront*

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## Official Plan Review

### Issue

The Official Plan, a broad policy framework required by the provincial *Planning Act*, sets out goals, objectives and policies to manage physical growth and change across the City.

Section 26 of the *Planning Act* requires a municipality to review its Official Plan within 5 years of it coming into force. The City initiated its review of the Official Plan in 2011 and has enacted amendments to the Official Plan policies on the themes of heritage, Section 37 policies related to housing, employment lands, and transportation.

The Official Plan Review will continue in the new term of Council, with new policies on transit, neighbourhoods, environment and urban design to be brought forward for consideration in 2015.

### Background

The Official Plan sets out a policy framework to guide successful city-building and guides the social, economic and environmental context of growth. All municipal by-laws, including zoning by-laws, public works and public undertakings are required to conform with the Official Plan. Toronto adopted its Official Plan in 2002, and in June 2006 the Ontario Municipal Board approved the Official Plan.

The statutory review of the Official Plan is an important undertaking to guide the continued growth of Toronto. Toronto is experiencing unprecedented levels of new development, the vast majority of which is occurring in the areas directed by the Official Plan. The Official Plan review and updating will provide the vision and direction required to manage growth within the City.

Due to the complexity of the City's Official Plan, Council approved conducting the Official Plan Review in stages by thematic areas. The City's Official Plan Review process involves background research, public consultation, the creation of draft policies, further public and stakeholder consultation on the draft policies, and finally, consideration by Council. Once Council enacts new policies, they must be approved by the Province. Provincially-approved policies may be appealed; appeals are heard by the Ontario Municipal Board.

## Implications

In the last term of Council, several new Official Plan policies were adopted.

In April 2013, Council unanimously enacted new Heritage Official Plan policies (Official Plan Amendment 199), to strengthen the City's heritage policies and implement the Provincial policy framework. These policies won the Canadian Association of Heritage Professionals Award of Excellence in 2013. The policies were approved without modification by the Province in November 2013 and have been appealed in their entirety. An Ontario Municipal Board hearing is scheduled to commence in March 2015.

Official Plan Amendment 214 was enacted and is in effect, and provides new policies to allow for registered condominium units conveyed to a non-profit housing provider to be included as affordable rental housing under the Section 37 policies of the Official Plan.

The *Planning Act* requires that an Official Plan review include consideration of the policies and designations of the City's Employment Lands. City Planning, working closely with Economic Development and Culture, carried out considerable fieldwork and policy development resulting in Official Plan Amendment 231 adopted by Council in December 2014. The effect of the new Official Plan policies were to preserve 97 per cent of the City's employment lands for business and future job growth; limit sensitive uses in employment areas that could affect the functioning of area businesses; create new Official Plan designations for Employment Areas; and to promote the maintenance and growth of office space and jobs on rapid transit. The policies were unanimously adopted by Council. These policies were approved, with minor modifications by the Province in July 2014 and have been appealed in their entirety to the Ontario Municipal Board. No hearing date has been set.

In August 2014, Council approved Official Plan Amendment 274 to revise and enhance the transportation policies of the Official Plan dealing primarily with pedestrian and cycling policies, goods movement and the promotion of 'complete streets'. This amendment is before the Minister of Municipal Affairs and Housing for a decision. Policy development and public consultation on revisions to transit policies will continue into 2015.

In July 2014, Council approved draft revisions to the Official Plan policies for *Neighbourhoods*, *Apartment Neighbourhoods* and *Healthy Neighbourhoods*. The focus of these changes is to strengthen the existing policies to preserve the physical character of the low-rise *Neighbourhoods*; implement the City's

Tower Renewal initiative and to provide additional guidance for infill development on sites with an existing apartment building. Stakeholder discussions will commence in October 2014, and meetings with groups of residents associations and Open Houses are scheduled for November 2014.

In August 2014, Council approved draft revisions to the environment policies of the Official Plan. The Official Plan has strong environmental policies that have been implemented through many civic undertakings such as the application of the Toronto Green Standards to new development. The intent of the changes is to update the Official Plan to capture Council initiatives for district energy provision and climate change resiliency. The changes include the addition of environmentally sensitive areas across the City that was identified through council approved research since the Plan was brought into force.

Council also adopted direction to review the Urban Design policies of the Official Plan, commencing with consultation to begin in late 2014 and into 2015.

Revisions to the housing policies of the Official Plan are also scheduled to come forward in 2015 to deal with matters such as securing affordable housing.

### **Current Status and Next Steps**

The various policy elements of the Official Plan Review are at different stages. Some policy amendments including the Heritage and Employment policies are under appeal at the Ontario Municipal Board awaiting a hearing in 2015. Other policy components of the Review, including Transportation policy revisions, are before the Province for approval.

Public and stakeholder consultation is commencing on the draft policies on *Neighbourhoods*, *Apartment Neighbourhoods*, and *Healthy Neighbourhoods* in 2014 and will continue into 2015. Work on environmental policies, urban design policies, transit policies, and the Urban Structure Review are also underway and will continue into 2015.

All components of the Review are reported to Council's Planning and Growth Management Committee. Staff reports recommending revised policies are scheduled to be brought forward for Council's consideration throughout 2015.

**Additional Information**

All reports and documents related to the review of the Official Plan may be viewed at the project's dedication website: [www.toronto.ca/opreview](http://www.toronto.ca/opreview).

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## Section 37

### Issue

The *Planning Act* provides tools to help municipalities create new parks, open space and community infrastructure for the additional residents and workers that growth brings. Used thoughtfully and consistently these mechanisms help ensure that balanced growth makes the City a good place to live, work and play.

Section 37 of the *Planning Act* provides one means by which the City can achieve responsible, balanced growth. Section 37 allows the City to grant a height and/or density increase for a particular project that is greater than the zoning by-law would otherwise permit. In return, the project developer provides community benefits such as additional parkland, non-profit arts, cultural or child care facilities, public art, conservation of heritage buildings, transit improvements or purpose-built rental housing.

### Background

Section 37 of the *Planning Act* authorizes municipalities to grant increases in height and density of development in exchange for the provision of 'facilities, services or matters'. However, Section 37 is not a vehicle to generate general revenue within a community. Section 37 contributions to capital facilities should be over and above the facility costs to be funded through development charges.

The City's Official Plan contains policies for the use of Section 37. In addition, Council has adopted Implementation Guidelines to assist in applying the policies of the Official Plan along with a Protocol for Negotiating Section 37 Community Benefits.

Following the results of a consultant study undertaken to review the Section 37 implementation process in April 2014, Council adopted recommendations to improve the Section 37 implementation process, in order to provide greater clarity and transparency. Council also requested the Province to amend the *Planning Act* to introduce new language to enable municipalities to establish a value-based formula or quantum approach to Section 37 contributions that is based on the land value of the density increase.

## **Implications**

While the Section 37 Official Plan policies have been effective in achieving city building objectives, there are concerns that the policies and implementation are not applied consistently. In addition, there are concerns regarding how the value of the contribution is determined.

The Implementation Guidelines are being updated to add clarity around what a reasonable planning relationship is with respect to the development and the location of community benefits. While a geographic relationship to the development is a requirement of the Guidelines, upon agreement between an owner and the City, cash contributions may be made to special accounts already established by Council and intended to be used for capital facilities in the broader community such as the Capital Revolving Fund for Affordable Housing.

The updated Guidelines will also provide clarity about the timing and co-ordination of Section 37 contributions. Development projects are often approved well before the delivery of Section 37 benefits in the community. In addition, some community facilities may rely upon Section 37 contributions from more than one development project in order to be implemented, which requires the co-ordination of contributions.

## **Current Status and Next Steps**

As described above, City Planning is in the process of improving the Section 37 Implementation Guidelines per Council direction. Staff will continue to dialogue with the Province regarding *Planning Act* changes pertaining to Section 37 and related issues.

In addition, City Planning is preparing educational materials to explain the process for securing benefits, the timing between the approval of the development and the receipt of benefits, and the possibility that contributions from other developments may be required to provide any given benefit.

City Planning will also prepare an annual report summarizing the previous year's achievements regarding Section 37 benefits. This will provide for improved transparency of the process and the benefits secured.

**Additional Information**

All reports and documents related to the review of the Official Plan may be viewed at the City's website:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG31.4>

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## **Comprehensive to the Core: Planning Toronto's Downtown**

### **Issue**

The past five years have seen the most active period of growth in the Downtown since the 1970s. A sizeable development pipeline points to strong residential and non-residential growth in the years ahead. This growth puts Toronto in an enviable economic position. However, it also places pressure on finite hard and soft infrastructure assets. The Comprehensive to the Core study (TOcore) is looking at how Toronto's Downtown should continue to grow, ensuring that it has the necessary infrastructure to remain a great place to live, work, learn and play. Study boundaries are Lake Ontario, Bathurst Street, CP Rail corridor/Rosedale Valley Road, and the Don River.

### **Background**

Toronto's Downtown is the growing, multifaceted and vibrant core of our city. It accounts for one third of Toronto's jobs, delivers a quarter of the City's tax base, and produces half of our export-based GDP. Downtown is home to over 200,000 residents and its population is growing at four times the rate of the City as a whole. This reflects its success in attracting residents seeking liveable, mixed-use neighbourhoods in proximity to employment opportunities. With almost 450,000 jobs drawing workers from across Toronto and beyond, Downtown is the region's premier and most accessible employment centre. It is also a hub of culture, entertainment, retailing, higher learning, health care, research and innovation, and government.

The purpose of TOcore is to safeguard the long-term livability and economic health of the Downtown by ensuring that the City's planning framework is configured to manage rapid and intense growth and that planning and implementation for hard and soft infrastructure keeps pace with development.

The study will develop a renewed Downtown planning framework to manage growth and achieve infrastructure improvements in a comprehensive and coordinated manner. It will determine what infrastructure we will need, where it will go, and how we will secure it. A priority is being placed on reinforcing the historic role of the Downtown as an inclusive place for vulnerable populations.

Five infrastructure baskets are being examined: parks and public realm; transportation; community services and facilities; water and waste water; and environment and energy. This will require sustained inter-Divisional collaboration during the course of the Study.

At its May 13, 2014 meeting, Toronto and East York Community Council received, for information, a report from the Director, Community Planning, Toronto and East York District and the Director, Strategic Initiatives, Policy & Analysis, entitled "Comprehensive to the Core: Planning Toronto's Downtown". Work is proceeding on Phase 1 of the Study.

## Implications

TOcore will:

- Engage the diverse population groups that live, work, study and visit Downtown to understand their broad range of needs, issues and priorities;
- Develop a renewed planning framework for Downtown Toronto that: a) promotes the continued development of vibrant, mixed-use neighbourhoods offering a broad range of housing options (families and vulnerable populations) within complete communities; b) strikes a balance between residential and non-residential uses (office, retail, institutional, entertainment) to guarantee the future economic prosperity of the city; c) identifies a Downtown urban structure, networks and hard and soft infrastructure priorities necessary to accommodate anticipated future residential and employment growth; and d) places limits on growth, where necessary, in neighbourhoods facing rapid intensification;
- Develop a water and waste water infrastructure strategy for Downtown that determines upgrades necessary to accommodate future population and employment growth scenarios;
- Develop an integrated Downtown transportation strategy that prioritizes walking, cycling and transit and identifies network improvements to enhance mobility for the growing number of people living, working, and visiting the Downtown;
- Develop an integrated parks and public realm master plan for Downtown that enhances place-making and identifies priorities for improvements, expansion and acquisition within an intensifying core;
- Develop a community services and facilities strategy for Downtown that is responsive to the needs of a growing and diverse population for recreation, child care, libraries, schools and human services;

- Inform a strategy for addressing the future energy requirements of a growing Downtown while maximizing the City's ongoing efforts towards conservation and resilience within the core;
- Identify order of magnitude costs for hard and soft infrastructure improvements; and,
- Strengthen the City's capacity to secure and integrate the provision of required hard and soft infrastructure through the development approvals process.

### **Current Status and Next Steps**

The Study is being conducted in three phases:

- Phase One – Taking Stock (2014-15): existing conditions, SWOT (strengths-weaknesses-opportunities-threats) analysis, development potential, emerging priorities.
- Phase Two – Planning and Analysis (2015-16): planning framework directions, draft infrastructure and operational strategies, prospects for growth, quick-start projects.
- Phase Three – Final Plans and Implementation Strategies (2016-17): update to planning framework (statutory and non-statutory) and final infrastructure and operational strategies.

City Planning has fully engaged all divisions working in the Core in developing and coordinating the work program.

### **Additional Information**

Visit the project website at [www.toronto.ca/tocore](http://www.toronto.ca/tocore)

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## **Nathan Phillips Square Revitalization Project**

### **Issue**

Nathan Phillips Square (NPS) is Toronto's premier public space for civic gathering, a leading tourist destination for the City and a national and provincial landmark. The City launched a project to revitalize the square in 2006, recognizing that some areas of NPS were underdeveloped and underutilized.

Construction began in 2010 and is reaching substantial completion, with major construction on the square to be completed in 2014. Work to upgrade the underground PATH pedestrian walkway and restaurant facilities is ongoing.

### **Background**

The City has invested in a capital project to revitalize Nathan Phillips Square (NPS) in an effort to beautify and restore this public space. Many of its structures and facilities had fallen into a state of disrepair, and some had been closed. Modern-day modifications were needed to meet the new functional requirements of NPS and to enable the hosting of a greater number and variety of public activities and special events on the Square.

An international competition completed in 2007 produced the Nathan Phillips Square Revitalization design which includes:

- a new rooftop garden on the City Hall podium roof;
- a new public skate pavilion and concession building;
- a larger and enhanced Peace Garden at a new location in the western landscaped area of the Square;
- children's playground equipment replacement;
- a seasonal disappearing water fountain featuring jets in the centre of NPS;
- a new permanent theatre stage structure with a roof canopy;
- a redesigned landscape around the edges of the Square and west side;
- a variety of sustainable design achievements linked to Toronto's Green Standard;
- a new free-standing restaurant; and
- upgrading the existing concrete block building at the corner of Queen and Bay Streets.

## Implications

The completion of the NPS Revitalization project will beautify this public space, meet the new functional requirements of NPS and enable the hosting of a greater number and variety of public activities and special events on the Square.

Funding for the Nathan Phillips Square Revitalization project is outlined in Table 1:

<b>Table 1 – Nathan Phillips Square Revitalization Funding Sources (\$ millions)</b>	
Debt Funding	16.000
Contribution from Transportation Services (Bike Station)	1.200
Contributions from Toronto Parking Authority	2.536
Pan Am Games Funding	4.146
Reserve Funds – LARF** & Capital Financing Reserves	27.013
Reserve Funds – Public Realm	9.500
<b>Total Project Cost:</b>	<b>60.395</b>

\*The total project cost consists of approved funding for the NPS Revitalization elements of \$51,749 million and state of good repair and other works of \$8,646 million.

\*\*Land Acquisition Reserve Fund.

## Current Status and Next Steps

The Nathan Phillips Square project is reaching substantial completion. Project implementation was phased to accommodate various activities and events taking place on the Square on an ongoing basis.

Staff provide a progress report to Council each year during the second quarter, and additional reports as required.

Current project reporting on the key project phases and milestone deliverables are as follows:

- Phase 1A - the construction and official opening of the City Hall Podium Green Roof - completed in 2010
- Phase 1B - completed in 2011 as follows:
  - replacement of the children's playground equipment;
  - new Skate Pavilion and Concession Building;



- installation of Mechanical & Electrical infrastructure in parking garage level below the Square;
- removal of existing Peace Garden from the middle of the Square.
- Phase 2 - completed in 2013 as follows:
  - New northwest vehicular laneway at Chestnut & Armoury streets;
  - New Theatre stage;
  - New nine-jet disappearing water fountain feature;
  - New electrical and data hydrants in the middle of the Square;
  - Relocated Peace Garden;
  - Installation of a new rain water irrigation system and cistern tanks; and
  - Infrastructure for the new bicycle storage facility.
- Phase 3 - construction commenced 2013 - scheduled to be completed by the end of 2014 as follows:
  - Completion of the Peace Garden;
  - New landscaping at the Queen Street Forecourt area;
  - Reconstruction of the Osgoode Pedestrian Laneway;
  - Relocation of the Sir Winston Churchill Monument to the Northwest Quadrant Sculpture Court;
  - Renovation to the Rabbit Stair building structure at Queen and Bay to meet barrier-free requirements, including the modernization of the existing elevators; and
  - Bay Street streetscape.
- Phase 4 - scheduled for completion by 2017 as follows:
  - Upgrading the underground PATH pedestrian walkway
- Restaurant Phase as follows:
  - The proposed new restaurant will be constructed separately and will be scheduled once a successful proponent is selected based on an RFP selection process to design, build, finance and operate the restaurant.

### **Additional Information**

The following staff reports and presentations outline the scope of the NPS project and the expected timelines for completion of the various project elements:

Project history and site plan: <http://goo.gl/7jYTd5>

Itemized report on all capital projects on the square with timelines:  
<http://goo.gl/kAG7wp>

2013 staff report with a status update of the Nathan Phillips Square Revitalization project: <http://goo.gl/un52Xu>

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## **Redevelopment of St. Lawrence Market North Project**

### **Issue**

The St. Lawrence Market Precinct is a major City asset and a public focal point for residents and visitors of Toronto. However, the St. Lawrence Market North building is currently underutilized. The redevelopment of the St. Lawrence Market North building will result in the replacement of the existing structure with a multi-purpose, energy efficient facility for public use.

### **Background**

The St. Lawrence Market North initiative commenced in 2002 with the objective of maximizing the site's full potential and improving the St. Lawrence Market complex. In 2004, City Council adopted development parameters for St. Lawrence Market North and endorsed a strategic vision statement for the St. Lawrence Market complex. A design competition followed, with the winning design ultimately being endorsed by Council in 2010.

In 2009, City Council approved the original project budget of \$74.9M (excluding the design competition). In 2013, City Council adopted a revised financing plan, including additional funding of \$15.3 million, and directed staff to proceed with the Design Development and Bid Document stages for the new St. Lawrence Market North Building.

### **Implications**

The redevelopment of the St. Lawrence Market North facility will result in a multi-purpose, energy efficient facility. Future planned uses of the facility include additional public parking for the surrounding area, a farmer's market, event space available for use by the community, as well as space for Court Services' administrative operations and courtrooms. Table 1 outlines the proposed tenant composition by floor.

Below Grade	250 parking spaces (operated by TPA)
Floor 1 - Market Hall	Farmers Market, Commercial Events, Retail Café
Floor 2 - Mezzanine	Restaurant, Kitchen Incubators, Court Services Administrative Offices
Floor 3	Court Services Head Office, Operations and Administrative Offices and Police Services
Floor 4	JP offices, City and Provincial Prosecutions Offices, and 5 courtrooms
Floor 5	9 Courtrooms
All	5 Storey Atrium

Funding for the St. Lawrence Market North Redevelopment Project is \$91.5 million and the funding sources are outlined in Table 2.

Recoverable Debt	39.7
Contribution from Toronto Parking Authority for Underground Garage	14.0
Toronto Parking Authority - Yorkville Garage Joint Venture	15.0
Court Services Stabilization Reserve	4.4
Development Charges	5.0
Section 37/42/45	3.0
Capital Reserves / Debt Funding	10.4
<b>Total:</b>	<b>91.5</b>

### **Current Status and Next Steps**

The expected completion date for the St. Lawrence Market North Redevelopment Project remains 2016. Schedule milestones are as follows:

#### St. Lawrence Market North Building

- Design Completion, including cost checks, Q4 2014;
- Construction Tender Call, Q4 2014;
- Construction Contract Award, Q1 2015; and
- Construction Completion, Q4 2016.

### Temporary Market

- Design Completion, Q2, 2014;
- Construction Tender Call, Q3 2014;
- Construction Contract Award, Q3 2014; and
- Construction Completion and client move-in, Q4 2014.

City staff have completed the design development stage with the architect and the project is currently in the bid documents stage. City cost checks milestones during this stage include a final pre-tender cost estimate; this is the Architect's best estimate of construction costs based on 100% complete design. If the estimate is within budget, a construction tender call will be issued. If the estimate exceeds budget, staff will report back to City Council.

The following items have the potential to impact project timelines and cash flow forecasts going forward.

### Design cost checks / value engineering

City cost checks are required during the current bid documents stage, at 50%, 90% and 100% document completion. Should construction cost estimates come in over budget, more value engineering will be required. The City will not award a construction contract for the temporary market building, nor demolish the existing building, without assurance that the price of the new building is within budget.

### Timely stakeholder sign-off on design

The St. Lawrence Market Precinct Advisory Committee was established to be an advocate for the Market Precinct and provide advice on the mandate, strategic direction, growth, planning, budgeting, and operations of the Market Precinct. The Advisory Committee has provided input to City staff on potential changes to the North Market layouts which are currently being reviewed and discussed.

### Site archaeological remediation

The Market Precinct has served as a City landmark for over 200 years and remains as one of the most valuable historical sites in Toronto. The site archaeological remediation process involves 4 stages, namely Stage 1: Background Study, Stage 2: Property Assessment, Stage 3: Site Specific Assessment, and Stage 4: Mitigation. The Stage 1 background study has been completed to date.

**Additional Information**

More information on the St. Lawrence Market North Redevelopment is available at: [http://www.toronto.ca/stlawrence\\_market/design/](http://www.toronto.ca/stlawrence_market/design/)

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## Development Permit System

### Issue

The Development Permit System (DPS) offers an alternative approach to the site specific rezoning, minor variance and site plan processes. It encompasses area-based planning at a neighbourhood scale and provides an effective means of securing certainty of outcome as well as specified community services and facilities.

The DPS provides the opportunity to reset the planning process by focusing on area based plans and rules that take into consideration redevelopment pressures and reflect local character and distinctiveness.

At its meeting of July 2014, Council adopted Official Plan Amendment No. 258, an amendment containing policies for the implementation of a development permit system. The policies for a DPS must be in effect in order to implement a DPS by-law in any area of the City.

### Background

In January 2007 Ontario Regulation (OR) 608/06 came into effect and permitted all municipal councils in Ontario to establish a development permit system. OR 608/06 requires specific operational features of a development permit to be described in the Official Plan including the goals, objectives and scope of the delegated authority for issuing development permits. The types of criteria and conditions that may be included in any development permit by-law must also be set out in Official Plan policies. This approach provides the opportunity to develop a development permit system to be tailored to the needs of each municipality with the limits of the Regulation. Under a development permit system, the separate processes of zoning compliance, granting minor variances and site plan approval are combined into a single application for a development permit.

In May 2013, Council directed the Chief Planner and Executive Director, City Planning to develop a framework for the use of the development permit system as a means of managing height.

In November 2013 staff presented Committee with draft policies and sought authorization to consult on draft Official Plan policies authorizing the implementation of a development permit system. On December 4, 2013,

Committee requested the Chief Planner to consult with the public and key stakeholders on the matter of implementing a development permit system; conduct a community consultations process to obtain comments and feedback including clusters of resident associations and condo boards in consultation with members of council; conduct open houses and to report back on April 10, 2014 on the outcome of the consultations.

In April 2014, Committee considered the report of the Chief Planner summarizing the consultation process, comments and proposed changes to the draft policies as a result of the consultations and directed the Chief Planner to submit a final report with a proposed Official Plan Amendment to its meeting of June 2014. At its meeting of July 2014, Council adopted an official plan amendment containing the policy framework for the implementation of a DPS for the City.

The amendment was appealed by 13 parties. No Ontario Municipal hearing date has been scheduled. Staff are reviewing the appeals to determine next steps and establish the hearing strategy.

## **Implications**

The DPS provides an opportunity for a more effective and efficient means of development approval in the City.

It is an alternative approach to the site specific rezoning, minor variance and site plan processes in place today. It encompasses area based planning at a neighbourhood scale and provides an effective means of securing certainty of outcome as well as specified community services and facilities.

The creation of development permit by-laws will be an outcome of the current program of area based study and review. The creation of development permit by-laws will follow the current approach to the Avenue studies work program where prioritization is given to undertaking such studies following reports to Council. Consultants will be retained to help deliver studies for the area with funding allocations being included in the Division's annual budget.

Amendments to the by-law will be based on the comprehensive concept plan for the area, resulting in amendments to the by-law being considered in the context of the overall vision for the area.



The creation of the initial development permit by-laws will be challenging given the lack of familiarity in the drafting of these by-laws and the need to establish internal review procedures.

The initial areas for the application of a development permit by-law are important and priority setting should be directed to areas of growth where up-to-date secondary plans exist or under development.

### **Current Status and Next Steps**

City Planning and Legal Services are developing a strategy to address the appeals to OPA 258.

In the new term of Council, staff will begin developing a framework for the establishment of a development permit by-law. The framework will include the structure and components of the by-law including the internal review procedures to advance work necessary to be undertaken as the City proceeds with the creation of a DPS.

Staff will be reporting further to Council on the potential application of a DPS in Etobicoke Centre, Scarborough Centre, the Yonge-Eglinton Centre, the King Spadina Planning District and the area located within the North Yonge Secondary Plan east of Yonge Street.

Additional reports to Council will be presented on how to improve and broaden the consultation process for the DPS addressing the outstanding issues from resident associations. This will include a proposed community engagement process for the implementation of a DPS.

### **Additional Information**

All reports and documents related to the review of the Official Plan may be viewed at the City's website:

<http://goo.gl/x2XbnT>

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## Regeneration Area Studies Resulting from Employment Lands Official Plan Review

### Issue

In December 2013, Council passed Official Plan Amendment 231 regarding employment lands as part of the Official Plan Review. In this amendment Council designated seven 'Regeneration Areas,' totaling 51.6 hectares.

Regeneration Areas are one of the key elements to the Official Plan's growth strategy and provide the opportunity to reintegrate these under-utilized areas into the urban fabric of the city and to achieve a variety of city building objectives. The designation opens up unique areas of the City to a wide array of uses to help attract investment, re-use buildings, encourage new construction and bring life to the streets.

Each Regeneration Area requires a tailor-made planning framework informed by a detailed study and community consultation to guide future growth.

### Background

A *Regeneration Area* designation means that the City, led by City Planning staff, will undertake a study of the area to develop a planning framework for the intensification of land use. The goal is to provide a mix of compatible uses which may consist of office, retail, light industrial, institutional, residential and parks and open space in an urban form.

The seven designated *Regeneration Areas* are:

Ward No.	Regeneration Area	Hectares
6	Mimico-Judson	11.4
9	Murray Road	3.9
9	Dufferin-Wilson	3.6
10	Wilson-Tippett	12.2
19	Bathurst-Strachan	6.0
19, 20	Dupont Corridor	4.8
39	Steeles-Redlea	9.7
<b>Total</b>		<b>51.6</b>

*Regeneration Area* studies assess matters such as a streets and blocks plan, open space needs, a community service strategy where residential may be contemplated, policies to ensure there is a net gain of employment gross floor area as well as any residential development. A number of the *Regeneration Areas* have access to rapid transit providing the opportunity to increase employment in the form of offices near the stations. Work with other City divisions may be required to ensure that infrastructure is in place to realize the potential of some of these areas.

At the August 2014 meeting of Council, City Planning reported on the status of the seven studies. In addition, at this meeting, Council adopted final recommendation reports for two of the *Regeneration Areas* studies. The adopted studies pertain to the South Niagara and Dupont Street Regeneration Study areas.

The South Niagara (Bathurst/Strachan) study sets out a strategy for the development of a mix of employment and residential uses. The area for the Dupont Street Regeneration Study between Kendal and Ossington Avenues was also redesignated as a *Mixed Use Area* providing for a mix of residential and employment uses. Major landowners have appealed OPA 231 seeking residential permissions over all the lands, higher heights and a reduced setback from the rail corridor. It is anticipated that the landowners will also appeal the implementing by-laws for this *Regeneration Area* study.

## **Implications**

The establishment of a development framework for these underutilized lands on public transit for both employment and residential uses will result in increased transit ridership, an increase in the City's tax base, and the establishment of new neighbourhoods and community facilities, services and infrastructure to support these intensified areas.

## **Current Status and Next Steps**

Two of the seven *Regeneration Area* studies are complete, and one Study has not yet commenced. The remaining studies are at various stages of development and are anticipated to be completed and reported out to Committee and Council throughout the course of 2015. Each study area is unique and will result in differing frameworks to address the unique land use challenges associated with each area including land use compatibility with

nearly industrial operations, and the provision of open space, heights and densities.

The Murray Road study will commence in 2015. Unlike a number of the other studies, there are no development applications in this area. The landowner supports the *Regeneration Area* designation but has also appealed OPA 231 as they wish to have the Official Plan acknowledge the existing concrete batching operation. The site also contains the former site of Sunrise Propane.

### **Additional Information**

Additional information is available on the City Planning Division website at [www.toronto.ca/planning](http://www.toronto.ca/planning)

Official Plan Review: [www.toronto.ca/opreview](http://www.toronto.ca/opreview)

South Niagara Planning Strategy – Final Report:  
<http://www.toronto.ca/legdocs/mmis/2014/pg/bgrd/backgroundfile-71922.pdf>

Final Report on the Dupont Street Regeneration Area Study – Official Plan and Zoning Amendment – Final Report:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014PG35.6>

Official Plan and Municipal Comprehensive Reviews: Regeneration Area Studies Status Report:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014PG35.17>

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## Waterfront Overview

### Issue

The revitalization of Toronto's Waterfront is a key priority of the City of Toronto to ensure its competitiveness and attractiveness in the global economy. Key to the success of the waterfront are important city-building projects that provide new public amenities such as parks, promenades, streets and cultural facilities which attract redevelopment throughout Toronto's Designated Waterfront Area (see map in Appendix 1).

The benefits of waterfront revitalization are felt City-wide. This is especially true with respect to economic benefits, such as increased employment, tax revenues, private investment and tourism visits/spending. The waterfront area is currently home to approximately 30,000 people and the area's businesses and industries employ approximately 22,500 people.

Numerous initiatives are ongoing and planned. The initiatives are being led by a variety of City divisions and agencies who work in partnership with Waterfront Toronto, as well as other Federal and Provincial agencies (see Appendix 2 for a sample list of initiatives).

### Background

The Toronto Waterfront Revitalization Initiative is a tri-governmental partnership to which the three orders of government committed \$1.5 Billion in 2001. The initiative included the creation of WT to deliver waterfront revitalization projects in the Designated Waterfront Area.

A number of initiatives fall outside of the tri-government \$1.5 billion WT initiative but are significant and will have a long-term impact on the waterfront. Examples include the Billy Bishop Toronto City Airport expansion proposal, the Ontario Place revitalization project, the Fort York Pedestrian Bridge project, and the Gardiner Expressway rehabilitation.

The City is a funder and partner of waterfront revitalization, like the Federal and Provincial governments. However, the City also has authority and responsibilities for land use planning and servicing decisions. As the future owner of new infrastructure, the City also plays a strong role in establishing project designs and specifications.

City staff, through the Waterfront Secretariat, are closely involved in the implementation and coordination of WT projects. Through the Secretariat, the City coordinates new waterfront infrastructure, such as transit, water, roads,

stormwater management and flood protection, with City-wide projects and capital plans.

## **Implications**

Inter-jurisdictional coordination is vital to ensuring the ongoing success of the district due to the variety of governments and public agencies that own land and/or operate in the waterfront. The Waterfront Secretariat (which is part of the City Planning Division), in coordination with the City Manager's Office, manages the City's financial contributions to Waterfront Toronto and is the primary point of contact with agencies operating in the waterfront such as the Toronto Port Authority, Toronto Port Lands Company, Ontario Place and Infrastructure Ontario.

Waterfront city-building has required the participation of senior levels of governments as funders. For example, Waterfront Toronto's work has been funded by \$500M in contributions from the Federal, Provincial and City governments. It is expected that the original \$1.5 Billion contribution will be spent by 2017 and staff are currently reviewing funding options for a second phase of projects. The Province has also signaled interest in the renewal of Ontario Place. It is anticipated that continued participation of the Federal and Provincial governments will be required to further the City's waterfront agenda.

## **Current Status and Next Steps**

The implementation of waterfront projects is ongoing and will continue through the 2014 to 2018 Council term. Numerous planning, design and engineering studies and processes that will lead to further implementation are underway. This includes the Billy Bishop Toronto City Airport runway EA and Bathurst Quay Precinct Plan, Gardiner East EA, Port Lands Planning Framework and related precinct plans, and Planning for waterfront transit.

In 2015, City staff will be preparing Council reports on a number of waterfront issues including: next phase of waterfront revitalization, Billy Bishop Toronto City Airport, Gardiner East EA, Port Lands Acceleration Initiative (Phase 2), Ontario Place, and Exhibition Place.

Discussions are underway through the City Manager's office on Federal and Provincial funding programs to support further investment in the waterfront. These include the New Building Canada Fund (NBCF) as well as the NBCF National Infrastructure Component. The outcomes of these discussions will be reported to Council.

## **Additional Information**

Next Phase of Waterfront Revitalization, July 8, 9 10 and 11, 2014 City Council Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX43.13>

Waterfront Toronto Strategic Business Plan, Waterfront 2.0 (2013):

[http://www.waterfronttoronto.ca/uploads/documents/wt\\_strategic\\_business\\_plan\\_2014\\_2023\\_1.pdf](http://www.waterfronttoronto.ca/uploads/documents/wt_strategic_business_plan_2014_2023_1.pdf)

Billy Bishop Toronto City Airport review, April 1 and 2, 2014 City Council Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX40.1>

Gardiner East EA, March 4, 2014 PWIC Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW29.2>

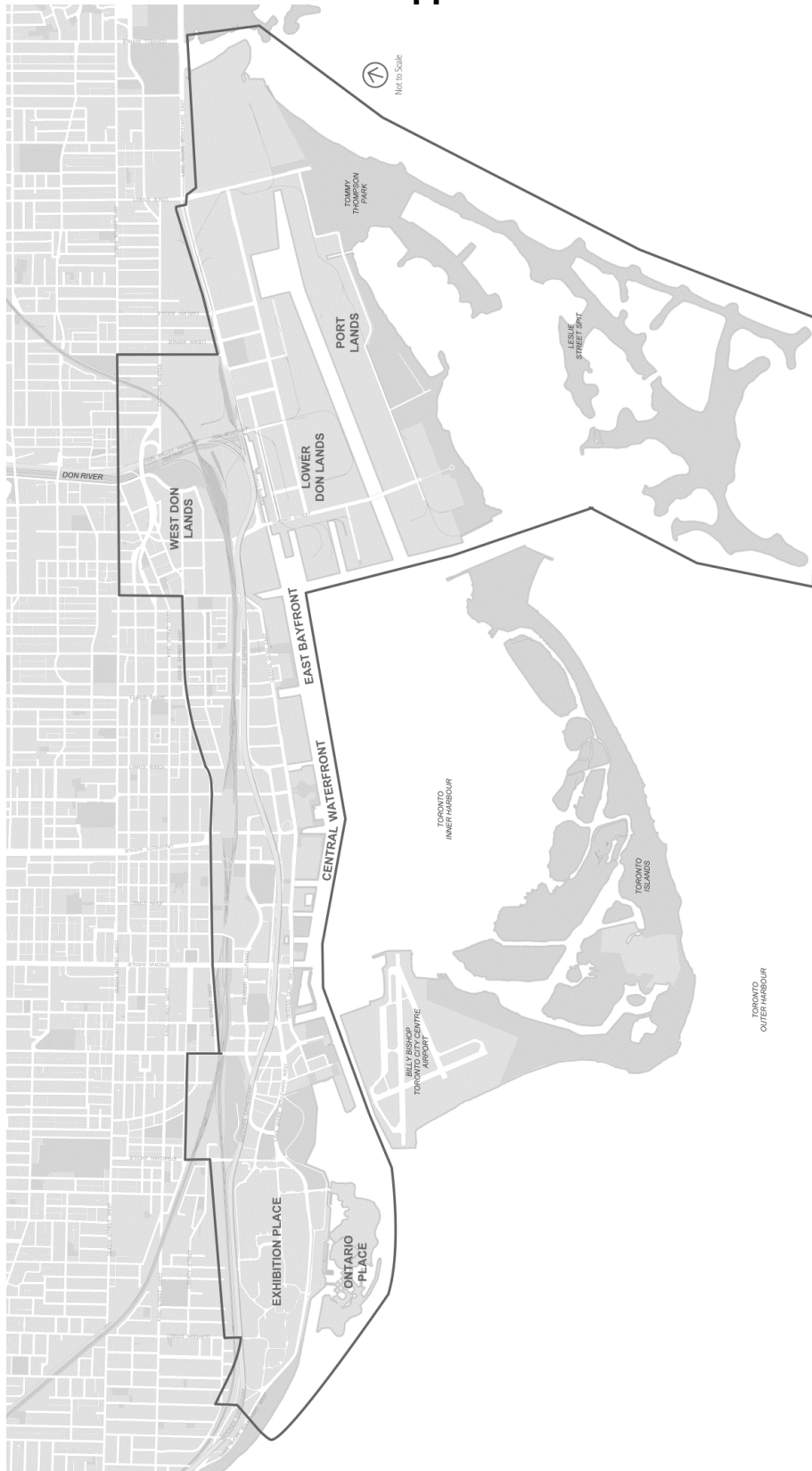
Port Lands Acceleration Initiative Phase 2, July 8, 9 10 and 11, 2014 City Council Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.11>

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**Appendix 1**



**Designated Waterfront Area**



## Appendix 2

### Sample List of Waterfront Initiatives and Lead Agencies

Initiative	Lead Agencies
West Don Lands/Athlete's Village build-out	WT, City, Infrastructure Ontario, TRCA
Queens Quay revitalization	WT, City, TTC
East Bayfront infrastructure (transit, servicing, community services)	WT, City
Waterfront transit LRT projects	City, TTC, Metrolinx
Harbourfront Centre	WT, City, Harbourfront
Lower Don flood protection	WT, City, Toronto Region Conservation
Port Lands Acceleration Initiative (planning, infrastructure, flood protection and financing/funding)	WT, City, Toronto Region Conservation
Gardiner East EA	WT, City
Gardiner Expressway rehabilitation	City
Billy Bishop Toronto City Airport expansion review	TPA, City
Ontario Place and Exhibition Place (park, redevelopment planning and EA)	Province, City, Exhibition Place
TPLC leasing and revenue generation (management of risks from soil and groundwater contamination)	TPLC, City
Fort York Pedestrian Bridge	City, Build Toronto

## Next Phase of Waterfront Revitalization

### Issue

Since Waterfront Toronto was established by the governments of Canada, Ontario and Toronto in 2003, almost \$1.5 billion in tri-government funding has been invested in waterfront revitalization. City of Toronto funding along with Waterfront Toronto land and development revenues will largely complete the capital projects that are underway through to 2017. However, waterfront revitalization is at the half way point and progress could stall without continued participation by the three governments. City Council, at its July 2014 meeting, directed staff to undertake a strategic review related to the next phase of waterfront revitalization.

### Background

Significant work has been completed in the Designated Waterfront Area (Appendix A) and beyond. However, numerous city-building projects remain unrealized. These include waterfront transit, notably the extension of transit to East Bayfront and eastern points, as well as flood protection and servicing in the Port Lands. New projects of significance are also emerging. For example, Great Gulf Corporation's proposed employment hub at 21 Don Roadway beside the Don River and the relief line, under review. These initiatives will have city-wide impact.

Waterfront investments to date have resulted in a series of achievements including:

- New public parks and open spaces, including two new parks in the wider waterfront (Port Union and Mimico);
- Build-out of the West Don Lands neighbourhood and Pan Am Games Athletes' Village;
- Infrastructure and new development in East Bayfront and the West Don Lands;
- Reconstruction of Queens Quay West;
- Construction of the Union Station, Second Platform;
- Comprehensive flood protection plan for the Lower Don and Port Lands; and
- Comprehensive planning and public consultation to enable future development in new precincts (examples include Keating Channel and Villiers Island/Cousins Quay).

Given the need for additional funding, specifically a tri-governmental long term commitment, combined with the timeliness of a review of the waterfront model, City Council directed a strategic review be undertaken.

The review will include an assessment of the current waterfront governance structure and examination of the long-term sustainability of the delivery model. Efficiency and value for money will be considered, and issues associated with risk management, transparency and accountability will also be examined. The review will propose a funding framework and provide recommendations for advancing the next phase of waterfront revitalization.

### **Implications**

According to Waterfront Toronto's Economic Impact Analysis (urbanMetrics, 2013), shared government investments have generated \$3.2 billion in economic output for the Canadian economy and 16,200 full time years of employment. Tax, tariff and fee revenues of \$348 million to the federal government, \$237 million to the provincial government, and \$36 million to the City of Toronto have resulted. In the first six development projects, \$2.6 billion in private sector funding has been leveraged.

The city-building benefits of waterfront revitalization will be visibly apparent to the public in 2015 as waterfront projects are completed in preparation for the Pan Am/Parapan Am Games.

The first phase of waterfront revitalization relied on a single commitment of \$1.5 billion in long term funding from the three orders of government. A continuation of this type of long term funding commitment would allow for the multi-year planning and contractual arrangements which will build confidence among WT's private development partners regarding the ultimate completion of the broader initiative. The City will be able to fund a significant portion of its contribution to the next phase of waterfront revitalization through development charges and landowner contributions.

### **Current Status and Next Steps**

Led by Waterfront Secretariat, City Manager's Office and Corporate Finance staff have begun a Strategic Review. The review includes consultation with City Councillors, waterfront agencies, stakeholders and the public. In tandem with the review, staff will be investigating funding opportunities with federal and provincial government officials. Staff will report findings and provide recommendations in Q2 of 2015. Staff will also report on specific

requests regarding Waterfront Toronto and its policies on Freedom of Information, open meetings and whistle blower protection, as well as the re-establishment of the Toronto Waterfront Reference group.

### **Additional Information**

The July 2014 Council decision directing staff to undertake a strategic review related to the next phase of waterfront revitalization can be found at: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX43.13>

Waterfront Toronto's proposed Strategic Business Plan (known as Waterfront 2.0) can be found at: [http://www.waterfronttoronto.ca/uploads/documents/wt\\_strategic\\_business\\_plan\\_2014\\_2023\\_1.pdf](http://www.waterfronttoronto.ca/uploads/documents/wt_strategic_business_plan_2014_2023_1.pdf)

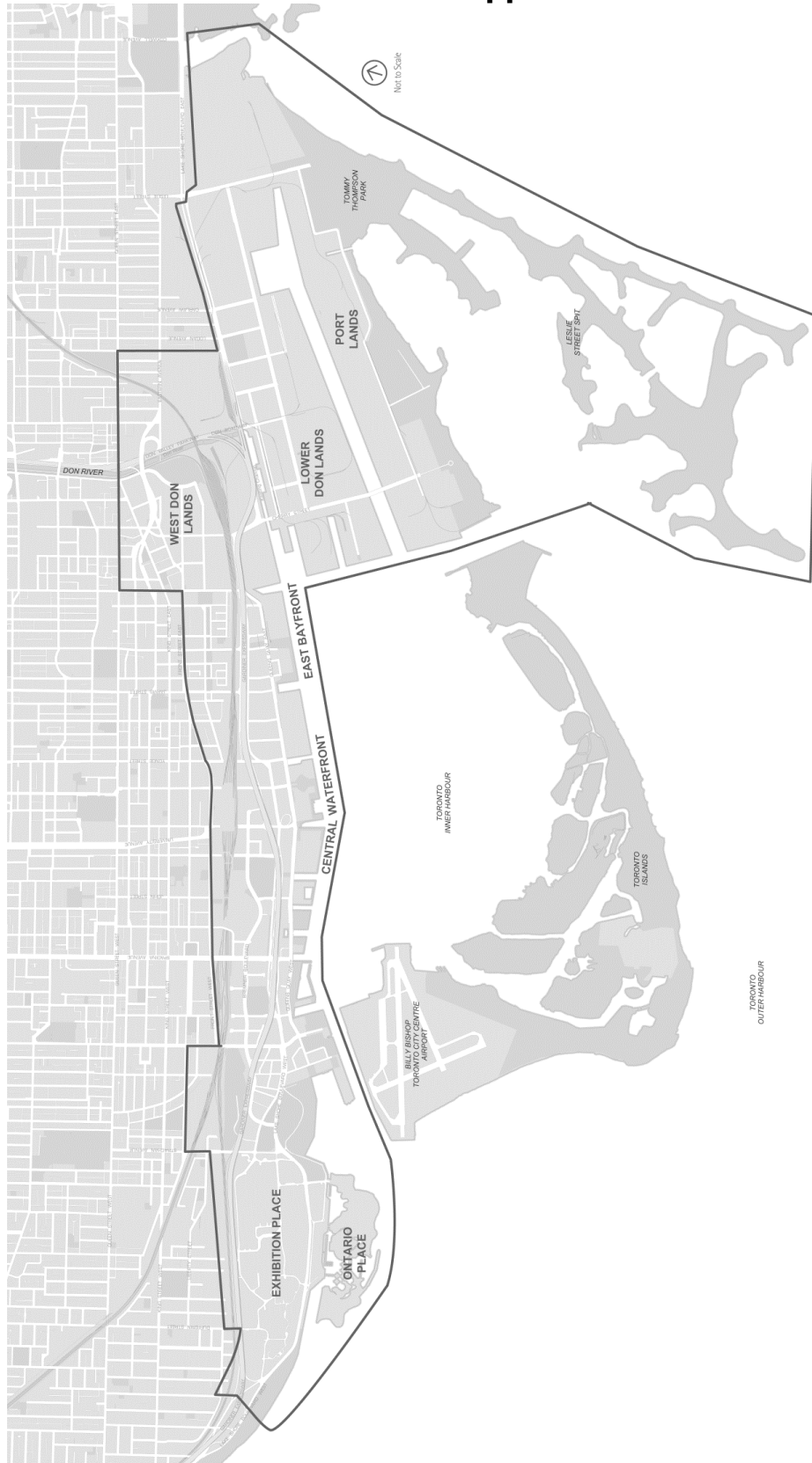
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### Appendix A



## Designated Waterfront Area

## **Billy Bishop Toronto City Airport Expansion**

### **Issue**

In April 2013, Porter Airlines requested that the City of Toronto consider amending the Tripartite Agreement that governs the Billy Bishop Toronto City Airport (BBTCA) to permit jet-powered aircraft and to allow expansion of the 1219 metre main runway by an additional 400 metres. City staff completed a review of this request, which included extensive public and stakeholder consultation in the summer and fall of 2013.

In April, 2014, City Council endorsed the review recommendations which request the airport owner and operator (the Toronto Port Authority) and Transport Canada to agree to a caps and phasing framework for airport expansion, and to conduct further studies. Staff will report back to City Council in 2015.

### **Background**

The BBTCA is located on the western end of the Toronto Islands at the base of Bathurst Street. The airport is currently the ninth busiest airport in Canada, with annual passenger volumes of 2.3 million (2013). Porter Airlines and Air Canada provide commercial service from the airport to regional destinations using Q400 turboprop aircraft. The airport occupies lands owned by the Toronto Port Authority, City of Toronto and the Federal Government under a 50-year lease. The lease (Tripartite Agreement) contains specific restrictions relating to the operation of the airport, including a prohibition on jet-powered aircraft and runway extensions. The lease expires on June 30, 2033.

Porter Airlines has requested the removal of restrictions in the Tripartite Agreement to allow for the operation of jet-powered aircraft extensions to the airport's main runway in order to operate Bombardier CS-100 jet aircraft. On May 7, 8 and 9, 2013, City Council directed staff to review the Porter Airlines request and report back with recommendations for proceeding to the next stage of the project.

Staff retained consultants with the following expertise to assist with the review of the airport: aviation, land use planning, economic impacts, coastal processes and water quality, transportation impacts, health impact assessment, air quality, noise impact assessment, polling and

public/stakeholder consultation. Over 1,000 people in total attended four public meetings in the fall of 2013.

Staff provided a final report in December 2013 and a supplementary report in April 2014, which recommended a framework for negotiation with the Toronto Port Authority and Federal Government based on specific requirements tied to a phasing framework with passenger volume and flight slot caps. The framework was adopted by City Council on April 1 and 2, 2014.

A summary of the proposed phased framework for managing growth is attached as Table 1.

## **Implications**

The framework for negotiation adopted by City Council includes specific requirements to be provided by the Toronto Port Authority and Federal Government as conditions precedent for amendments to the terms of the Tripartite Agreement. These conditions include:

- Agreement to a phasing framework for growth at BBTCA (caps and phasing on passenger volumes and aircraft slots);
- Commencement of an Airport Master Plan, runway extension design detailed design and environmental assessment;
- Implementation of operational impacts to address traffic, environmental and noise issues;
- Improved community and stakeholder engagement and accountability strategy for the airport;
- Confirmation of no material impact on the airport's Marine Exclusion Zones (MEZs) at the ends of the main runway;
- Confirmation of ground-side infrastructure and community benefit funding; and
- Certification of the Bombardier CS-100 jet aircraft for use at BBTCA.

The caps and phasing framework is based on forecasted passenger volumes and local road capacity. Increases to the cap levels are tied to improvements to groundside transportation infrastructure and performance of other modes of transport to BBTCA such as transit and shuttle bus. The City requires confidence that the other signatories to the Tripartite Agreement will deliver on a commitment to co-develop and agree to a growth management framework for BBTCA with the City of Toronto.

## **Current Status and Next Steps**

The Toronto Port Authority has retained a consultant team to complete an environmental assessment of the runway extension. It is also amending the draft airport master plan and completing a detailed runway extension design for review by Transport Canada. City Planning staff have retained a consultant to conduct a precinct plan for the Bathurst Quay community and Canada Malting lands. These studies will include extensive stakeholder and community consultation and are expected to be completed in mid-2015. It is anticipated that public and stakeholder consultation on the environmental assessment and Bathurst Quay precinct plan will begin in November 2014.

At this time, there is no agreement with the Toronto Port Authority or Transport Canada on the implementation of caps and phasing at BBTCA as directed by City Council. Until such time as the Toronto Port Authority and Transport Canada agree to a framework for caps and phasing, there will be no discussion or negotiation on amendments to the Tripartite Agreement.

## **Additional Information**

Table 1: Summary of Proposed Phased Framework for Managing Growth (attached as Appendix A)

April 1 and 2, 2014 City Council Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX40.1>

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**Appendix A**

**Table 1: Summary of Proposed Phased Framework for Managing Growth**

<p><b>Upon Receipt of Letters from TPA and Transport Canada Confirming Engagement</b></p> <ul style="list-style-type: none"> <li>• Caps BBTCA to 2.4 million O/D passengers and 202 daily flight slots under existing runway and aircraft permissions, with hourly flight and slot caps;</li> </ul>		
<p><b>Phase One</b></p>	<p>Address Current Operational Impacts</p>	<ul style="list-style-type: none"> <li>• Commencement of an updated Airport Master Plan, environmental assessment for runway extension, area planning study and detailed runway design;</li> <li>• Requirement for a series of immediate operational impact mitigation strategies to improve traffic, environmental impacts and noise management; and</li> <li>• Requirement for an improved community engagement and accountability strategy for the airport.</li> </ul>
<p><b>Phase Two</b></p>	<p>Provide Details of Runway Extension and Jet Proposal</p> <p>Negotiate Tripartite Agreement Amendments</p>	<ul style="list-style-type: none"> <li>• Complete an updated Airport Master Plan, area planning study and any required Official Plan Amendments;</li> <li>• Complete environmental assessment of runway extensions, runway design accepted by Transport Canada;</li> <li>• Confirmation of no material impact to Marine Exclusion Zones;</li> <li>• Confirmation of groundside infrastructure and community benefit funding; and</li> <li>• Certification of CS-100 aircraft for use at BBTCA.</li> </ul>
<p><b>Staff Report Back to Council to Authorize Tripartite Agreement Amendments to Permit Jets and Runway Extensions, with Conditions</b></p> <p>If approved by Council, satisfaction of all Phase 2 conditions would result in permissions for runway extensions and jet aircraft operation at BBTCA provided:</p> <ul style="list-style-type: none"> <li>• Annual passengers are capped at 2.7 million O/D passenger and daily flight slots to 202, with hourly passenger and slot caps; and</li> <li>• Council approves the implementing Tripartite Agreement amendments.</li> </ul>		
<p><b>Phase Three</b></p>	<p>Long-term Growth Management</p>	<ul style="list-style-type: none"> <li>• Advancement of long-term transit improvements, including Western Waterfront LRT plans;</li> <li>• Confirmation of Canada Malting Site plans;</li> <li>• Funding for additional groundside traffic and community improvements; and</li> <li>• Review of Tripartite Agreement extension beyond 2033.</li> </ul>
<p><b>Staff Report Back to Council to Authorize Tripartite Agreement Amendments to Permit Increases to Caps</b></p> <ul style="list-style-type: none"> <li>• New caps: annual and peak hour passenger, and daily and peak hour slot (to be determined through Airport Master Planning process); and</li> <li>• Tripartite Agreement amendments would require Council approval.</li> </ul>		

## **Port Lands Acceleration Initiative - Progress Update**

### **Issue**

The City of Toronto, Waterfront Toronto, and Toronto and Region Conservation Authority (TRCA) staff are working to accelerate flood protection, land use planning and parks and infrastructure work to expedite the development of the Port Lands. This work is important because of the significant economic, social and environmental opportunities that will be realized through this phase of waterfront revitalization. The work is closely coordinated with land use planning for the South of Eastern Employment Area.

All required studies will be completed in early 2015.

### **Background**

The Port Lands are approximately 356 hectares (880 acres) in area (see Appendix A). They represent the largest phase of revitalization within the Designated Waterfront Area. The Port Lands Acceleration Initiative is being coordinated with the South of Eastern Strategic Direction planning study, and with First Gulf on the emerging office and commercial redevelopment concept for the Unilever site located on the west end of the South of Eastern area.

Staff reported to Council in 2012 on the first phase of the Port Lands Acceleration Initiative, including the Don River Mouth and Lower Don Lands Infrastructure Environmental Assessments, which have now been completed and are in the final stages of approval.

Staff reported in 2014 on the second phase of the Initiative. Council approved a land use strategy as well as recommendations to seek a tri-government funding partnership for flood protection between the City and the Federal and Provincial governments. Council also directed staff to complete the planning framework, the two priority precinct plans and related planning amendments and by-laws, in early 2015.

### **Implications**

This work is consistent with the Official Plan, the Waterfront Secondary Plan and the City Planning Strategic Plan. It reflects current and emerging

thinking on city building, environmental and fiscal sustainability, compact urban form, transit imperatives and a high-quality public realm. The delivery of flood protection works will be based on a cooperative intergovernmental effort. Implementation of the flood protection will take approximately seven years, with the first phase estimated to be shovel-ready by 2016.

### **Current Status and Next Steps**

Current work includes the completion of the planning framework for the Port Lands, related precinct plans for the Villiers Island and Film Studio districts, infrastructure environmental assessment work for the eastern part of the Port Lands, and securing tri- government funding for flood protection works.

The City has started to generate funds for the flood protection works. The project was included in the 2013 City-wide Development Charges By-law. An Area-Specific Development Charges By-law will be drafted for City Council consideration in early 2015. Development Charges revenue will form the basis of the City's one-third contribution to the project.

Next steps include the flood protection detailed design, a tri-government funding agreement, and a report to Council in Q2 of 2015.

### **Additional Information**

#### Port Lands Acceleration Initiative Phase 2 – Progress Report

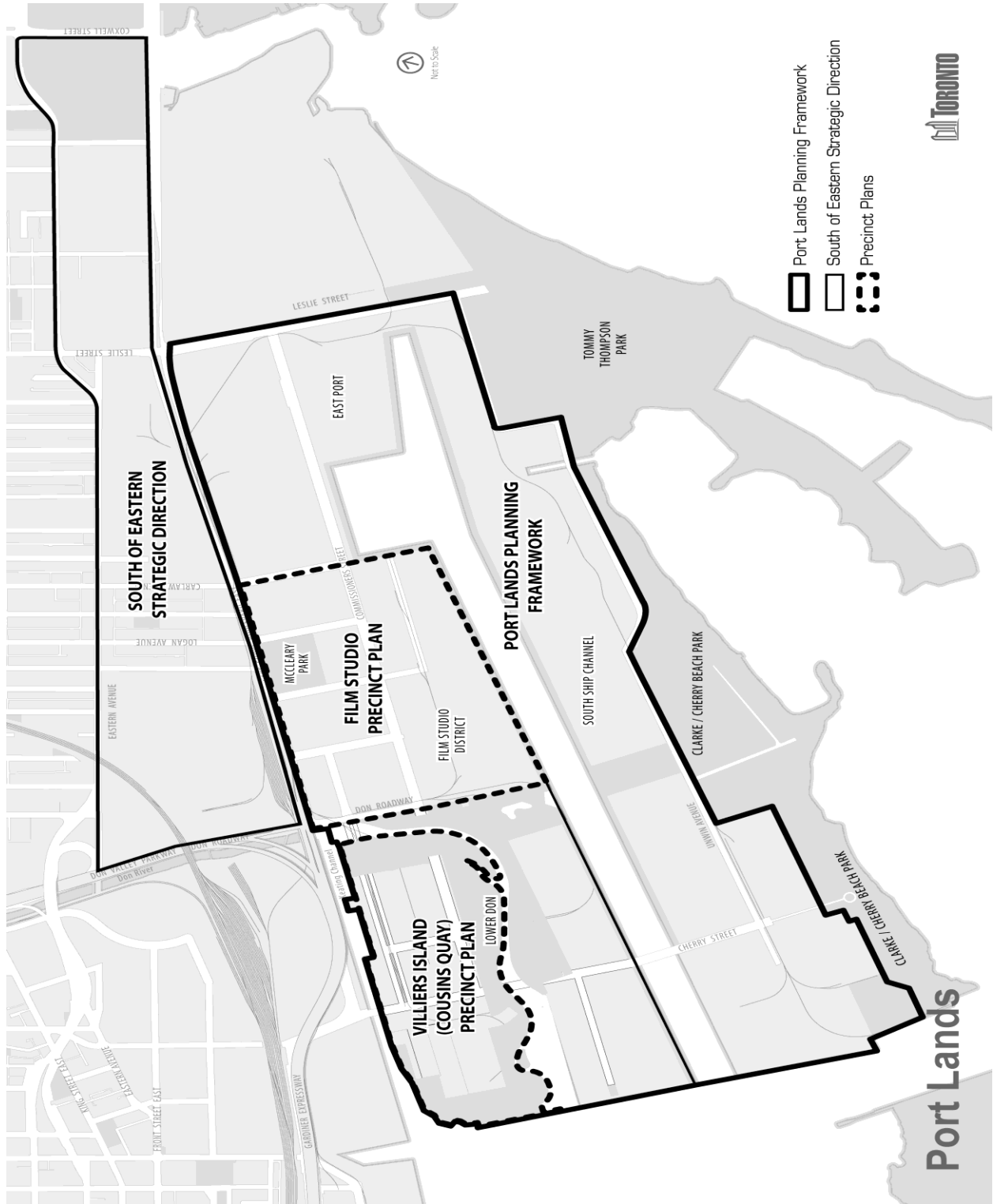
- Identifies the progress achieved in 2013 and 2014 with respect to flood protection, area planning, infrastructure cost estimation and funding: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.11>

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**Appendix A: Port Lands Map**



## **Improvements to the Public Realm - Coordinated Street Furniture Program and Wayfinding Strategy**

### **Issue**

The Coordinated Street Furniture program is a significant public-private partnership between the City and Astral Media (Bell Media) to provide over 25,000 pieces of street furniture – transit shelters, litter bins, benches, information boards and kiosks, newspaper vending boxes and corrals, information pillars and public washrooms – across Toronto streets. The contract, including advertising revenues, the infrastructure, and the maintenance is worth in the order of \$1 billion to the city over the 20 year agreement.

The City's Wayfinding Strategy is underway to develop a consistent signage and information system. It is in the second pilot phase of implementation and will be in place on City streets in the financial district in Spring 2015.

### **Background**

In 2007, City Council approved a 20-year agreement with Astral Media Outdoor (now Astral Media, Bell Media) to provide a coordinated street furniture program in exchange for advertising solely on transit shelters and informational pillars. The street furniture is limited to placement within the public right-of-way (streets and sidewalks).

At this time about 14,031 street furniture elements have been installed as follows:

- 2,451 Transit shelters
- 7,835 Litter bins
- 1,426 Benches
- 84 Info Pillars
- 54 Non-ad Info Pillars
- 59 Multi-publication Boxes
- 703 Multi-publication Corrals
- 500 Poster Columns
- 917 Poster Boards
- 2 Public washrooms

The Wayfinding Strategy will extend across transportation modes to provide a consistent signage and information system.

A pilot project in the downtown core in advance of the Pan Am/Parapan Am Games will support Games-related transportation and visitor assistance objectives, and allow the City to complete Phase Two of the approved Wayfinding Strategy.

The pilot project area is bounded by the Gardiner Expressway on the south, Queen Street to the north, John Street to the west, and Scott Street to the east. This area includes Union station, access ramps to and from the Gardiner Expressway, the Toronto Financial District BIA, several major cultural destinations (Air Canada Centre, Four Seasons Centre, Hockey Hall of Fame), the PATH system, new residential neighbourhoods, and is adjacent to the Rogers Centre and City Hall.

### **Implications**

The City receives guaranteed revenues of \$428.8 million over the 20-year terms of the partnership with Astral Media, which funds the Public Realm Section of Transportation Services and the Public Realm Reserve. Annual payments continue to be made to the City based on a formula of the greater of the minimum annual guaranteed amount, or a percentage of gross revenue. Astral provides a capital investment in street furniture of about \$202.4 M, ongoing maintenance estimated at \$294.3 M, and other added value items including a certain amount of free public service advertising space on its transit shelters, as well as spots on radio and television.

The Wayfinding Project is partially funded by the Financial District BIA (\$100K), Tourism Toronto (\$100K) and the TTC (\$250K). The balance of funds comes from the Public Realm Reserve (\$300K) and the Major Special Event Reserve Fund (\$300K).

### **Current Status and Next Steps**

City Council authorized City staff in 2014 to allow creative and digital advertising on a certain number of transit shelters, in accordance with a number of financial obligations for Astral Media. These funds would be over and above what the City is already receiving from the company. It is expected that the arrangements will be finalized in autumn 2014, with up to 40 digital transit shelters installed on streets by the end of the year.

For the Wayfinding Strategy, City staff will bring forward a report for Council on proposed changes to the City's highway destination signage policy for Council's consideration in Spring 2015. A second report will also be

submitted based on the evaluation of the pilot project, and will include recommendations on the potential to roll-out the system city-wide.

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## Complete Streets Guidelines

### Issue

The City of Toronto is developing new Complete Streets Guidelines to guide street design in order to address the needs of all users in diverse street contexts in Toronto.

Street design policies are currently dispersed among many City Divisions and Agencies. The Complete Streets Guidelines will create an integrated document on street design that builds upon and unifies existing policies, and incorporates leading practices.

### Background

In May 2014, City Council requested the Deputy City Manager, Cluster B to develop Complete Streets Guidelines. The Guidelines are to include consideration for stormwater management and green infrastructure, and consultation with a broad range of stakeholders.

The work is being led by the City's Transportation Services and City Planning Divisions. A Steering Committee oversees the initiative and is made up of senior management from City Planning, Engineering & Construction Services, Transportation Services and Toronto Water. An interdivisional Technical Committee includes over 25 different divisions, agencies, and external partners.

A consultant team will be hired to develop and produce the Complete Streets Guidelines. Engagement and consultation will involve internal and external stakeholders including City Council members; staff from affected City divisions and agencies; advocacy groups; business associations; community groups and professional associations; the Disability Issues Committee; and the Design Review Panel.

The Guidelines will contain context-sensitive guidance for designing streets and street elements. They will also include decision-making processes. An implementation strategy will be developed in conjunction to support the application of the Guidelines, and will consider issues such as capacity building, capital planning, budgets, operations, maintenance, construction standards/specifications, cost-benefits and life cycle costs.

The Complete Streets initiative is being closely coordinated with related City projects such as Official Plan transportation policy updates, street tree



standards, work on harmonizing boulevard café and marketing bylaws, health evidence on street design, and more detailed green infrastructure standards.

## **Implications**

The vision for the Complete Streets Guidelines is that Toronto's streets and street network will become safer and more accessible, as well as healthier, greener, more attractive and economical. Street design and process improvements are also expected to save time and money. The Guidelines will apply to all street projects in Toronto and are intended to inform planned projects in the City's capital program to improve their outcomes.

## **Current Status and Next Steps**

The City is in the process of retaining a Consultant team to draft and consult on Toronto's Complete Streets Guidelines and advise on leading practices. A public engagement and consultation strategy will be part of the consultant's work, with oversight by City staff. The final Guidelines and a recommended implementation strategy are expected to be brought forward to Council for consideration in late 2015/early 2016.

## **Additional Information**

The report to Council on an Approach to Developing Complete Streets Guidelines from May 6-7, 2014, and an overview presentation from April 2014 can be found at: [www.toronto.ca/completestreets](http://www.toronto.ca/completestreets)

The Complete Streets presentation to the Disabilities Issues Committee on September 26, 2013 can be found at:

<http://www.toronto.ca/legdocs/mmis/2013/di/bqrd/backgroundfile-62247.pdf>

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## **Beautification of the Public Realm – Graffiti Management Plan (GMP) and Street Art Toronto (StART) Program**

### **Issue**

The Graffiti Management Plan (GMP), including the Street Art Toronto (StART) program, is a comprehensive and progressive approach to manage graffiti vandalism and to support legal street art. There are four pillars to the Plan:

- Strict enforcement against graffiti vandalism;
- Support for victims of graffiti vandalism;
- Support for legal street art and artists; and
- Better coordination by all City forces in addressing all aspects of Graffiti and Street Art.

### **Background**

The Graffiti By-law, updated in 2011, now differentiates between legal graffiti art and illegal vandalism:

- Street art is created with the permission of the owner of the wall surface and serves to enhance or beautify the space.
- Illegal graffiti vandalism is created without permission – such as a "tag", image or text that may incite hatred or violence, or contains profane or offensive language.

There are various partners responsible for the Graffiti Management Plan:

- Transportation Services – Lead Division responsible for coordination, communications, benchmarking, prevention and the City's Street Art Program (StART), as well as removal of graffiti from the public right-of-way (streets and sidewalks).
- Municipal Licensing and Standards – Responsible for the enforcement of the Graffiti By-law and for the removal of graffiti from private property.
- Parks, Forestry & Recreation – Responsible for the removal of graffiti from parks.
- Facilities & Real Estate – Responsible for the removal of graffiti from all other City property.
- Toronto Police Services – Mobilization and Engagement Model on Community Policing.

Members of the public can now report graffiti vandalism through 311 and a special graffiti mobile phone app.

Legal graffiti art, street art, and murals are known deterrents to graffiti vandalism. The street art community worked with the City on the Graffiti Management Plan, but also spoke to the need for more opportunities for legal street art.

The Street Art Toronto program (StART) has provided partnership funding averaging \$350,000 a year for over 50 murals. Other initiatives have been developed as follows:

- StART UP – Underpass program to create murals and improve underpasses including their walking conditions and lighting.
- StART Support – Assists property owners experiencing repeated graffiti vandalism.
- Metrolinx has provided \$1M to StART to commission 13 murals along the Georgetown South rail corridor.
- Outside the Box – Over 65 traffic signal boxes have been painted or wrapped.

## **Implications**

Through the Graffiti Management Plan (GMP) and Street Art Toronto program (StART), the City now has a way to respond to all aspects of graffiti vandalism in Toronto as well as a consistent and community-based approach to securing high-quality street art.

## **Current Status and Next Steps**

In 2015 City staff expect to extend the reach of the programs across wards that have not yet participated and to increase graffiti removals from City property.

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## **Overview of Federal and Provincial Infrastructure Funding Agreements**

### **Issue**

This note provides an overview of the City's current intergovernmental funding agreements and information on the New Building Canada Fund. Detailed information on each program can be found in the Appendices.

### **Background**

The City of Toronto has a \$28.7 billion tax and rate supported ten year capital budget and plan (2014-2023). The City's Capital Plan supports investments in transit and transportation infrastructure, water and wastewater infrastructure, and other capital projects. Through various intergovernmental agreements, the federal and provincial governments contribute funding towards City of Toronto infrastructure which is captured within its Plan, in addition to funding transit expansion directly through Metrolinx.

City Council has identified additional infrastructure priorities that require new matching federal and provincial funding. Specifically, City Council has supported the \$2.6 billion social housing state-of-good-repair (SOGR) requirements of Toronto Community Housing (TCH) with a one-third contribution of \$864 million. The TTC has identified approximately \$3 billion in unfunded capital works to address SOGR and growth-related requirements. Council has yet to consider a review of local transit expansion priorities that are beyond the scope of existing funding envelopes.

The federal and provincial governments have not responded to the City request for funding for TCH. City staff are working with the provincial Ministry of Economic Development, Employment and Infrastructure (MEDEI) and Infrastructure Canada on project specific applications for funding, including TTC projects, under the New Building Canada Fund.

### Federal Infrastructure Funding: New Building Canada Plan

On February 13, 2014, the Government of Canada announced details of its new \$47 billion New Building Canada Plan (NBCP). The NBCP replaces the existing Building Canada Plan which expired on March 31, 2014.

**Table 1: Comparison of components of Federal Infrastructure Plans**

Building Canada Plan Components	New Building Canada Plan Components
<ul style="list-style-type: none"> <li>• 7-year plan, no review period</li> <li>• \$2 billion/year – Gas Tax Fund, permanent</li> <li>• \$900 million/year – 100% Municipal GST Rebate, permanent</li> <li>• \$8.8 billion over 7 years – Building Canada Fund, expires 2014</li> <li>• \$1.25 billion over 5 years – P3 Canada Fund</li> </ul>	<ul style="list-style-type: none"> <li>• 10-year plan with a 5 year review</li> <li>• \$2 billion/year plus 2% indexing beginning 2014-15 - Gas Tax Fund, permanent</li> <li>• \$900 million/year – 100% Municipal GST Rebate, permanent</li> <li>• \$14 billion over 10 years – New Building Canada Fund (NBCF)</li> <li>• \$1.25 billion over 5 years – P3 Canada Fund</li> </ul>

1) New Building Canada Fund

The NBCF includes three primary components:

- National infrastructure component (NIC)- \$4 billion,
- Provincial-Territorial Infrastructure Component (PTIC) - \$10 billion
- Small Communities Fund (SCF) (within the PTIC envelope) - \$1 billion

The Province of Ontario is developing a process with the Government of Canada to intake and review applications for the province's \$2.7 billion allocation under the PTIC. The City of Toronto is currently developing applications in anticipation of the province's announcement on how it will review NBCF-PTIC applications. The City is also developing applications for the NIC funding envelope, which is a merit-based program (i.e no formal jurisdictional allocations). The City does not qualify for funding under the SCF. See Appendix A for further details.

2) P3 Canada Fund

The \$1.25 Billion P3 Canada Fund (Round 6, annual intake process) received applications in spring 2014. The City submitted an initial screening application for the F.G. Gardiner Expressway Rehabilitation project. The next round of applications for the P3 Canada Fund will likely open in Spring 2015.

3) Federal Gas Tax Fund

The federal Gas Tax Fund is a population-based allocation for municipal infrastructure originally premised on 5 cents worth of the revenue from the 10 cent federal excise tax on automobile fuels. In Budget 2013, the Government of Canada announced that, the federal Gas Tax Fund (GTF) would be permanently indexed at 2 per cent per year beginning in 2014. In

February 2014, the City entered into a Gas Tax Fund Administrative Agreement with the Federal government, the Province, and the Association of Municipalities of Ontario (AMO), for the transfer of federal revenues from 2014 to 2023. The agreement will provide approximately \$1.5 billion over ten years to the City for infrastructure investments. The City's allocation for 2014 is approximately \$152 million. City Council has committed federal GTF funds to transit capital needs through the budget process. See Appendix B for further details.

#### 4) 100% Municipal GST Rebate

The NBCP includes the ongoing 100 per cent municipal GST rebate as part of the Plan's total amount – totalling approximately \$900 million per year. This ongoing commitment has been profiled by the federal government as an investment in municipal infrastructure.

Since Feb 1, 2004 municipalities have been allowed the full GST rebate claim (the federal portion of the HST since July 2010). Prior to this date, municipalities could claim only a portion (57.14%) of the GST. The amount of relief to Toronto in the last five years depends on expenditure levels and is estimated to range from \$35 million to \$42 million annually.

### Provincial Infrastructure Funding

#### 1) Moving Ontario Forward Plan

In Budget 2014, the Province announced a \$15 billion 10-year contribution toward Greater Toronto and Hamilton Area (GTHA) transit infrastructure to fund the Next Wave of Metrolinx's The Big Move Plan and other potential projects like the East Bayfront LRT. The province also indicated that expanded GO Transit service – i.e. Regional Express Rail (RER) – is a provincial transit priority. The Province will work with Metrolinx and municipalities to determine the prioritization of other projects that can be accommodated within the GTHA fund. Ten percent of revenue for this investment is expected from the federal Building Canada Fund.

#### 2) Provincial Gas Tax

The Provincial Gas Tax is a permanent funding source for municipalities dedicated to supporting transit infrastructure. The Province introduced the Provincial Gas Tax (PGT) in 2004. The allocation is based on revenues from 2 cents of the 14.7 cent provincial excise tax revenues on automotive fuel sales, distributed in proportion to transit ridership and population (70/30). The Province of Ontario made PGT permanent in 2013. The City's allocation

under the program is re-calculated annually. In 2014 it is approximately \$162 million and is split between the TTC operating and capital budgets. See Appendix C for further details.

### 3) City of Toronto/TTC-Ontario-Streetcar Fleet Replacement

On June 19, 2009, the Province of Ontario allocated up to \$416.3 million towards up to one-third of the eligible costs for the TTC procurement of 204 replacement streetcars. The Transfer Payment Agreement between the Province and the City was executed on January 21, 2013, and is managed by a joint oversight committee between the parties. See Appendix D for details.

### **Current Status and Next Steps**

The City Manager's Office administers and coordinates funding under the federal Gas Tax Fund, the provincial Gas Tax Fund and the provincial contribution towards the TTC replacement streetcar project.

The City Manager's Office also coordinates the City's priorities and funding agreements under the federal Building Canada Fund.

The City submitted an application for the F.G. Gardiner Expressway Rehabilitation project to the P3 Canada Fund. The City may receive an indication that it is screened in to the next phase, which would mean the submission of a fulsome business case, by March 31, 2015. Should this be the case, the appropriate Council reporting will be undertaken.

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## Appendix A

### New Building Canada Fund

#### Issue

The New Building Canada Fund (NBCF) is one component within the overall \$47 billion New Building Canada Plan (NBCP).

Spring 2014, the Federal government announced the program details of the New Building Canada Fund (NBCF), which represents \$14-billion of the \$47-billion New Building Canada Plan (NBCP).

The fund has two components:

- \$4-billion National Infrastructure Component (NIC) that will support projects of national significance; and
- \$10-billion Provincial-Territorial Infrastructure Component (PTIC) for projects of national, regional and local significance. Of this amount, \$1 billion is dedicated to projects in communities with a population of fewer than 100,000 residents.

The Federal government also announced \$1.25 billion in funding for the P3 (Public-Private Partnerships) Canada Fund to be administered by PPP Canada.

NBCF projects having total eligible costs over \$100 million will be required to undergo a P3 screen administered by PPP Canada. If the P3 screen determines that a project could be successfully procured through a public-private partnership and a P3 procurement would generate better value for money, the determination is binding and federal funding will be contingent upon the project being delivered as a P3.

#### Background

##### Provincial-Territorial Infrastructure Component (PTIC)

Under the PTIC, each province and territory receives a base amount of \$250 million plus a per capita allocation over the 10 years of the program. The per capita amount is based on the Statistics Canada Final 2011 Census figures. As a result of the base allocation the Province of Ontario received a smaller share of the PTIC funding envelope than anticipated.



The Province of Ontario has been allocated \$2.7 billion under the PTIC funding envelope, with 10% (\$272 million) carved out for small communities (population under 100,000). The \$660 million federal contribution to the Scarborough Subway is committed under the PTIC envelope, subject to key terms and conditions.

National Infrastructure Component (NIC)

The \$4 billion NIC is a merit-based fund for large, strategic infrastructure projects of national significance that support job creation, economic growth and productivity.

P3 Canada Fund

The \$1.25 billion P3 Canada Fund is a merit-based program designed to incent innovation in P3s as well as encourage inexperienced governments to consider P3s in public infrastructure procurements. Round Six of the P3 Canada Fund opened on April 14, 2014, and closed on June 13, 2014. The City has submitted an application for federal funding under this program for the F.G. Gardiner Expressway Rehabilitation Project.

**Table 1: Summary of Eligible Project Categories by Funding Envelope**

<b>National Infrastructure Component</b>	<b>Provincial-Territorial Infrastructure Component</b>	<b>P3 Canada Fund</b>
<ul style="list-style-type: none"> <li>• Highways and major roads</li> <li>• Public transit,</li> <li>• Rail infrastructure,</li> <li>• Local and regional airports,</li> <li>• Port infrastructure,</li> <li>• Intelligent transportation systems (ITS), and</li> <li>• Disaster mitigation infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Highways and major roads</li> <li>• Public transit</li> <li>• Connectivity and broadband</li> <li>• Drinking water</li> <li>• Wastewater</li> <li>• Solid waste management</li> <li>• Green energy</li> <li>• Innovation</li> <li>• Brownfield redevelopment</li> <li>• Disaster mitigation infrastructure</li> <li>• Local and regional airports</li> <li>• Short-line rail</li> </ul>	<ul style="list-style-type: none"> <li>• Water</li> <li>• Wastewater</li> <li>• Public transit</li> <li>• Core national highway system infrastructure</li> <li>• Green energy</li> <li>• Disaster mitigation</li> <li>• Solid waste management</li> <li>• Brownfield redevelopment</li> <li>• Culture infrastructure</li> <li>• Connectivity and broadband infrastructure</li> <li>• Local road</li> </ul>

	<ul style="list-style-type: none"> <li>• Short-sea shipping</li> <li>• Northern infrastructure (applies to Yukon, Nunavut and Northwest Territories)</li> </ul>	<ul style="list-style-type: none"> <li>• Short line rail</li> <li>• Short sea shipping</li> <li>• Regional and local airport</li> <li>• Tourism infrastructure</li> </ul>
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**Current Status and Next Steps:**

The Federal government has committed \$660 million to the Scarborough Subway under the PTIC envelope, subject to key terms and conditions. The City submitted an application for federal funding under the P3 Canada Fund for the F.G. Gardiner Expressway Rehabilitation Project in Spring 2014.

The City has also identified a number of projects for application to the NBCF and P3 Canada Fund, taking into consideration the following principles:

- Project is included within Council approved 10 year Capital Budget and Plan, with consideration given to whether capital financing strategy assumed future Provincial/Federal funding
- Council gave direction to seek funding for unfunded (below-the-line) projects through the creation of an intergovernmental task force (e.g. TTC/City Transit Funding Task Force)
- Project meets NBCF/P3 Canada Fund program objectives and eligibility criteria and is likely to form a successful application
- Project is likely to be delivered within 10 year time frame of programs.

Applications for project funding under the PTIC envelope of the NBCF require Provincial support. The Province and Federal Government will work together to determine priorities under the PTIC. The Province has not yet established the process for receiving applications from municipalities for funding under the PTIC. The City is currently preparing the necessary application materials for the NIC funding envelope. An application to Round Six of the P3 Canada Fund has been made for the F.G Gardiner Expressway Rehabilitation project.

**Additional Information:**

New Building Canada Fund Website:  
<http://www.infrastructure.gc.ca/plan/nbcf-nfcc-eng.html>

P3 Canada Fund Website:  
<http://www.p3canada.ca/en/apply-for-funding/>

## Appendix B

### Federal Gas Tax Fund

#### Issue

In February 2014, Toronto entered into a Gas Tax Fund Administrative Agreement with the Government of Canada, the Province of Ontario, and the Association of Municipalities of Ontario (AMO) for the transfer of federal revenues from 2014 to 2023.

The Agreement will provide over \$1.5 billion over ten years in federal revenues to the City for capital infrastructure investments from 2014 to 2023.

Under the Agreement, Toronto has responsibilities to report on expenditures and communications, to track infrastructure projects, to participate in Oversight Committee meetings, and to work with the Federal and Provincial governments, and AMO on devising an asset management planning methodology.

#### Background

In 2004, the Federal government announced the *New Deal for Cities and Communities* that included a provision for the transfer of federal gas tax revenues for investment in environmentally sustainable municipal infrastructure. Allocations to municipalities across the country are based on the municipal population.

In 2005, the City of Toronto entered into the Canada-Ontario-AMO-City of Toronto Agreement for the Transfer of Federal Gas Tax Revenues providing for the transfer of \$407.3 million to the City of Toronto for public transit over five years from 2005 to 2010. At the time the agreement was executed, Ontario decided that it did not want to play a role in the allocation of federal gas tax funding to all 444 municipalities in the province. As a result, the Ontario gas tax model is unique in Canada, as the City is a direct signatory to the agreement, administering its allocation directly, while AMO administers funding for its 443 member municipalities and the Province administers funding for the unincorporated areas in northern Ontario. In the 2007 Federal Budget, the Government of Canada committed to extending the transfer of the federal gas tax to municipalities to March 31, 2014.

In 2011, the Federal government introduced Section 161 of the *Keeping*

Canada’s *Economy and Jobs Growing Act*, S.C. 2011, c. 24, under which it agreed to make up to \$2 billion per year available for municipal, regional and First Nations infrastructure starting in 2014-2015.

In 2012, Canada introduced the *Economic Action Plan 2013*, through which the renewed GTF would be indexed at two percent per year, with increases to be applied to the overall program at \$100 million increments. The renewed \$21.8 billion GTF is a major component of the New Building Canada Plan, which will provide \$53 billion in infrastructure funding between 2014 and 2023.

Federal GTF contributions to the City from 2005-2013 resulted in over \$1 billion in federal infrastructure funding for TTC projects, including new streetcars, Rocket Subway cars and diesel buses.

The Administrative Agreement will provide federal funding of more than \$791 million to the City of Toronto between 2014 and 2018. Allocations for 2019-2023 have not been determined and will be based on 2016 census data.

The following table summarizes the annual Federal Gas Tax Contribution to the City since 2005/06:

Federal fiscal year	¢/litre shared	Federal Gas Tax Funds received (\$M)
2005/06	1.5 ¢	48.9
2006/07	1.5 ¢	48.9
2007/08	2 ¢	65.2
2008/09	2.5 ¢	81.4
2009/10	5 ¢	162.9
2010/11	5 ¢	154.4
2011/12	5 ¢	154.4
2012/13	5 ¢	154.4
2013/14	5 ¢	154.4
2014/15	5 ¢	152.2
2015/15	5 ¢	152.2
2016/17	5 ¢	159.8
2017/18	5 ¢	159.8
2018/19	5 ¢	167.4
2019 - 2023	5 ¢	TBD

### **Current Status and Next Steps**

Through the annual budget process, City Council determined that all GTF funds will be used for public transit. There are eighteen categories of projects eligible for funding under the new agreement for the GTF program. City staff will report to City Council annually on GTF targets and expenditures as part of the capital budget process.

The City Manager's Office will work with Infrastructure Canada to meet communications requirements as set out per the agreement. The Government of Canada is interested in holding events to highlight the investments made through the federal Gas Tax Fund. The Mayor or the Mayor's delegate is invited to these events to represent the City.

### **Additional Information**

Federal Gas Tax Fund Website:

<http://www.infrastructure.gc.ca/plan/gtf-fte-eng.html>

## Appendix C

### Provincial Gas Tax Fund

#### Issue

The Province of Ontario introduced the Provincial Gas Tax (PGT) in 2004. The PGT involves the transfer of two cents per litre of provincial gas tax revenues to municipalities to expand and improve their public transit systems. PGT allocations are based on a formula of transit ridership (70%) and municipal population (30%). The Province of Ontario made PGT permanent in 2013.

#### Background

In October 2004, the Province provided 1 cent/litre of gas tax funds to municipalities to support local public transportation services, and to increase overall ridership through the expansion of public transportation capital infrastructure and service levels. Gas tax funds were increased to 1.5 cents/litre in 2005 and 2 cents/litre in 2006.

Gas tax revenues must be used to support municipal public transportation expenditures above the City's baseline spending. It cannot be used to reduce or replace current levels of municipal funding. The agreement also requires the City to make annual contributions to GO Transit Capital expansion.

The Province has established an allocation formula based on 70% transit ridership and 30% municipal population. Annually the City is required to sign a Letter of Agreement with the Province in order to receive the PGT. The funds are deposited into a dedicated gas tax fund reserve account. The City is required to report how funds are spent on an annual basis.

In Budget 2013, the Province announced that the PGT would be made permanent.

Up till 2013, the payment cycle for PGT ran from October 1 to the following September 30. For 2013-14, the Province implemented a 6-month bridging program to transition to a new fiscal year ending Mar 31, 2014. The 2014-15 program began on April 1, 2014. The Province has yet to announce the City's funding allocation for the new fiscal year.

The following table summarizes the Provincial Gas Tax received since 2004:

Provincial payment cycle	¢/litre shared	Provincial Gas Tax Funds received (\$M)
2004/05	1 ¢	81.3
2005/06	1.5 ¢	120.1
2006/07	2 ¢	161.1
2007/08	2 ¢	161.2
2008/09	2 ¢	164.1
2009/10	2 ¢	160.8
2010/11	2 ¢	164.8
2011/12	2 ¢	162.2
2012/13	2 ¢	163.0
2013/14 *	2 ¢	82.3

\* 6-month bridging program from Oct 1, 2013 to March 31, 2014

## Appendix D

### City of Toronto/TTC-Ontario Streetcar Fleet Replacement

#### Issue

The Province of Ontario has committed up to \$416.3 million for 204 new streetcars that will go into service between now and 2019.

The TTC's Replacement streetcar purchase will increase passenger capacity and transit ridership by carrying more passengers than the existing streetcars; improve transit vehicle and service reliability; and improve overall energy efficiency by using less power than existing streetcars.

The Transfer Payment Agreement (TPA) between the Province and the City was executed on January 21, 2013, and is managed by a joint oversight committee between the parties. The TPA sets out the terms for reporting, auditing, and communications in relations to the project.

#### Background

At its April 27, 2009 meeting, the TTC approved the staff recommendation to award the contract for the supply of replacement streetcars to replace the aging streetcar fleet and accommodate marginal future growth to Bombardier. Toronto City Council's approval of the Contract was, amongst other conditions, subject to a funding commitment by the Province. The TTC and Bombardier executed the Contract on June 30, 2009.

On June 19, 2009, the Province allocated up to \$416.3 million towards up to one-third of the eligible costs of the streetcar replacement project. Subsequently in a special meeting on June 26, 2009, City Council approved the funds required to complete the purchase.

The TTC Streetcar Fleet Replacement Transfer Payment Agreement was signed by the Province of Ontario, City of Toronto and Toronto Transit Commission in January 2013.



**Current Status and Next Steps**

The City Manager's Office supports the ongoing administration of the transfer payment agreement and co-chairs the program's oversight committee with the Province.

The first new streetcar entered into revenue service on August 31, 2014.

## Toronto Hydro Infrastructure Renewal Program

### Issue

Compounded by unprecedented growth, aging Toronto Hydro Corporation (Toronto Hydro) electrical infrastructure is affecting the reliability of the electricity distribution system in Toronto. To address this problem, Toronto Hydro has proposed an infrastructure renewal plan and a rate increase starting May 1, 2015, subject to Ontario Energy Board (OEB) approval.

### Background

Approximately 40 per cent of Toronto Hydro's electrical infrastructure is past the end of its useful life. As part of a long-term asset management renewal plan, Toronto Hydro filed a 5 year, \$4 billion rate application with its regulator, the OEB, on July 31, 2014, to address this problem over the next 10-15 years.

### Implications

A strong, stable electrical distribution system is an integral part of a world-class city, helps power growth in Toronto and supports business retention. Toronto Hydro is proposing \$4 billion in funding for increased maintenance, operational support and much-needed investments into the system. This will replace aging assets, meet growing demand, help improve reliability and safeguard against extreme weather events.

Toronto Hydro is solely funded by rates paid by our customers. Toronto Hydro is not subsidized by and does not receive federal, provincial or municipal tax dollars. Toronto Hydro's rates are set by the OEB and customers are only charged for the electricity they use.

Toronto Hydro has developed a long-term plan to invest in the distribution grid gradually over the next 10 to 15 years to spread out costs and limit pressure on rates. In the short-term, immediate investments must be made to the grid over the next five years with the focus on delivering value-for-money for customers and making planned, strategic investments.

## Current Status and Next Steps

The OEB's rate approval process takes time. Toronto Hydro expects a decision from the OEB sometime in the spring of 2015. If the OEB approves the plan, we anticipate that the average residential customer's Toronto Hydro bill will increase by 2.4 per cent, an increase of approximately \$3.54 per month for each of the next five years. Subject to approval from the OEB, customers could see an increase effective May 1, 2015.

## Additional Information

Helping Customers Manage Rising Rates – Saving electricity helps the grid, is better for the environment and helps customers manage their consumption and costs. To help customers, Toronto Hydro offers a number of conservation and demand management programs, energy saving tips and tools. Incentives range from coupons for electricity products and rebates for the replacement of inefficient heating, ventilation and air conditioning systems to cash incentives up to 50 per cent of project costs to help customers invest in efficient technologies like new LED lighting. Visit [torontohydro.com/conservation](http://torontohydro.com/conservation) to learn more.

Seniors and low income customers may also qualify for assistance programs including the Low Income Energy Assistance Program (LEAP), which offers a one-time grant per year; and the saveONenergy<sup>OM</sup> HOME ASSISTANCE PROGRAM (HAP) which offers products and services to improve home energy efficiency. For more information and to learn about program eligibility and requirements, please visit [torontohydro.com/leap](http://torontohydro.com/leap) and [torontohydro.com/homeassistance](http://torontohydro.com/homeassistance).

Toronto Hydro also offers payment plans, including an equal billing program and arrears management program to help customers manage their electricity costs during difficult times. The Emergency Energy Fund (EEF) is also available for Torontonians who are not receiving social assistance. For more information, please visit <http://goo.gl/FLK9dj>.

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## **Toronto Public Library – New Technologies**

### **Issue**

The Toronto Public Library (TPL) is experiencing increasing demand both for traditional services and collections as well for electronic services and content. This overall growth in demand creates financial and operating challenges for TPL.

Digital technology serves as a new vehicle to fulfill TPL's mission to provide free and equitable access to services which meet the changing needs of Torontonians and promote universal access to a broad range of knowledge, experience, information and ideas in a welcoming and supportive environment.

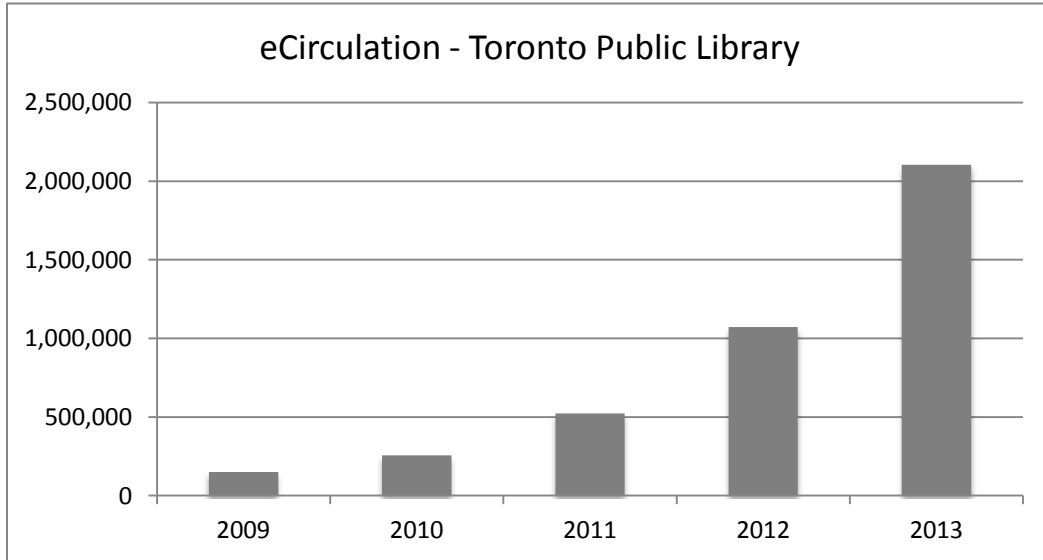
### **Background**

TPL's website has become a major service delivery point, supporting tens of thousands of self-service transactions and eBook loans every day. Each month, the Toronto Public Library receives 2.2 million virtual visits from over 600,000 unique visitors. Visits to the website from mobile devices have increased and now represent 29% of overall use. This trend reflects the growth in smartphone use across all segments of society, including the less affluent, who often rely on cellphones as their primary means of Internet access.

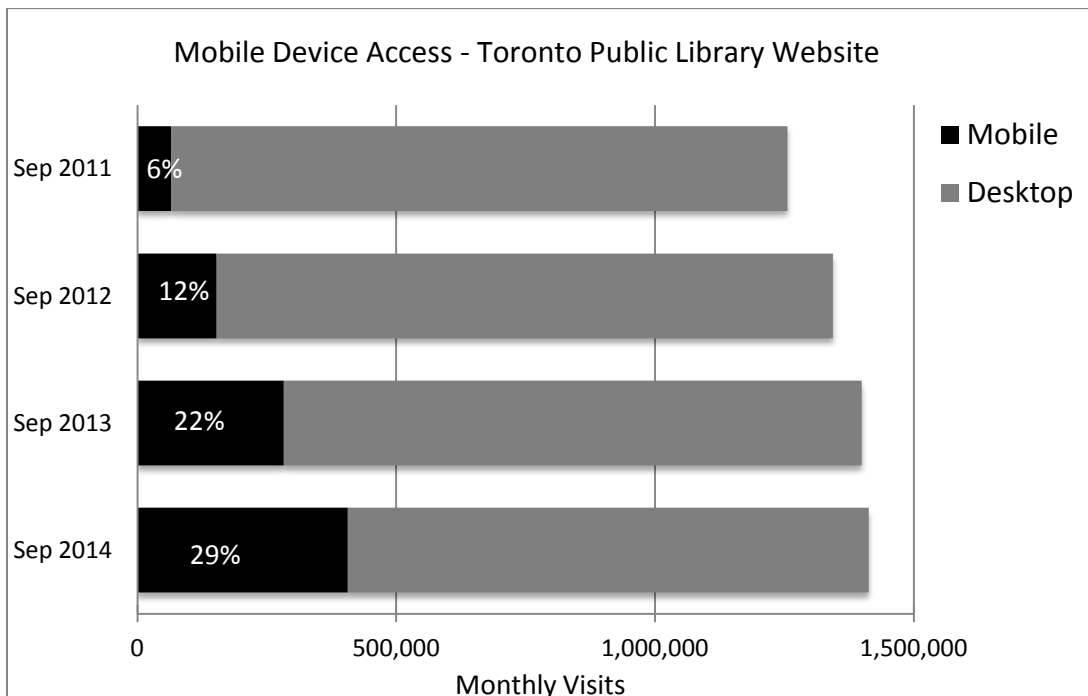
All TPL branches offer wireless access, public computers with Internet access, computer training classes, and staff support. Digital Innovation Hubs at two locations offer leading-edge technology and classes in audio/video editing, 3D printing, computer programming, and other digital skills.

The demand for electronic collections is also growing exponentially and is forecast to reach 10% of total circulation by the end of 2014. This demand for new electronic content is balanced against a still very strong requirement for Library material in physical formats. In addition, because of current licencing practises, e-collections are more expensive to purchase. Taken together these conditions result in pressures on the TPL budget. City Council and the Library Board support the Library's transition to more e-collections, and have endorsed the important role of public libraries in making e-collections available by advocating that all publishers make these collections available to public libraries on fair and reasonable terms.

The chart below shows that demand for eBooks and other online content has experienced dramatic growth. In 2013, the Library circulated 2.1 million eTitles (up 96.2% over 2012), accounting for 6.5% of total circulation (up from 3.4% in 2012).



Library customers increasingly visit the website to make use of self-service options for managing their accounts. In 2013, two new self-service features were introduced: personal settings for managing account notifications and online payment for Library fines and fees. This chart shows the growth of TPL website traffic, especially among mobile devices:



At the same time, Torontonians continue to visit TPL branches in person, often to take advantage of wifi access, computers, and technology-focused programs and classes. 2013 saw a 21% increase in the number of wireless sessions and a 5.3% increase in computer use. Demand for these services is particularly high among students, entrepreneurs, and job-seekers.

## **Implications**

It is important to emphasize the impact of recent technological change on public libraries. Demand for Library service continues to be high, and methods of delivering the service are undergoing rapid change.

The transition to e-reading and e-content presents opportunities for libraries to extend their reach beyond the barriers of physical locations and open hours. Customers can gain increased access to collections and the Library can realize new efficiencies through customer self-service. However, because demand for traditional Library services and collections in physical formats remains strong, the Library is required to support existing services and collections. The tension between meeting the need to add new digital content, formats and services, while maintaining existing services is straining the resource capabilities of the Library. The challenges are not only budgetary, but also operational, as the Library strives to become more flexible and innovative as technology changes.

Torontonians also face economic barriers to accessing digital technology. The most recent Statistics Canada report indicated that approximately 46% of Canadians in the lowest income quarter do not have internet access. The Library addresses this digital divide by providing up-to-date digital technology throughout its branches. In addition, customers who use the Library as a collaborative workspace expect up-to-date, sophisticated, professional equipment and software. For others, the Library provides a supportive environment where they may have their first experience of reading an eBook, downloading content from the Internet, or using a new type of software.

## **Current Status and Next Steps**

The following projects are currently underway:

- Redesign of the TPL website to function well across all devices, including mobile.

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## **Current Status and Next Steps**

The following projects are currently underway:

- Redesign of the TPL website to function well across all devices, including mobile.

- Re-development of children and youth focused online services that support strategic priorities.
- Development of additional online self-service options to meet customer demand and achieve greater efficiency.
- Improve access to eBook borrowing services through the main Library website to provide a one-stop, seamless experience.
- Digitization of historical and rare materials and photographs expanding the reach of archives for discovery and research.
- Digital Innovation Hub programs and workshops, including the Innovator in Residence program.
- Opening of a third Digital Innovation Hub at the new Scarborough Civic Centre Branch and developing pop-up Digital Innovation Hubs for use at various branches.
- Partnerships with the private sector and other organizations to enhance the equipment and programming available through the Digital Innovation Hubs.

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## Building Activity

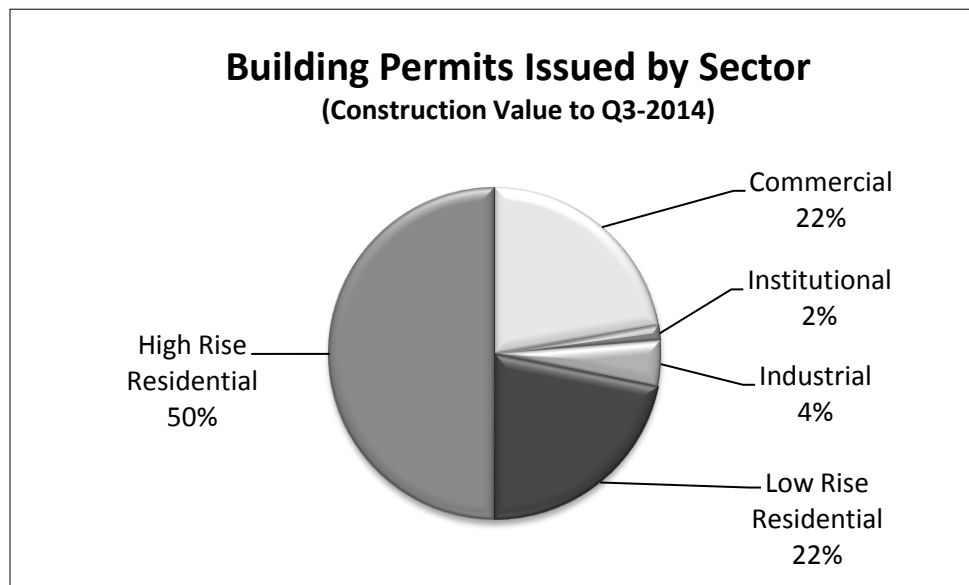
### Issue

This note provides an overview of 2014 building activity in Toronto, including a forecast of large projects expected to receive building permits in 2015.

### Background

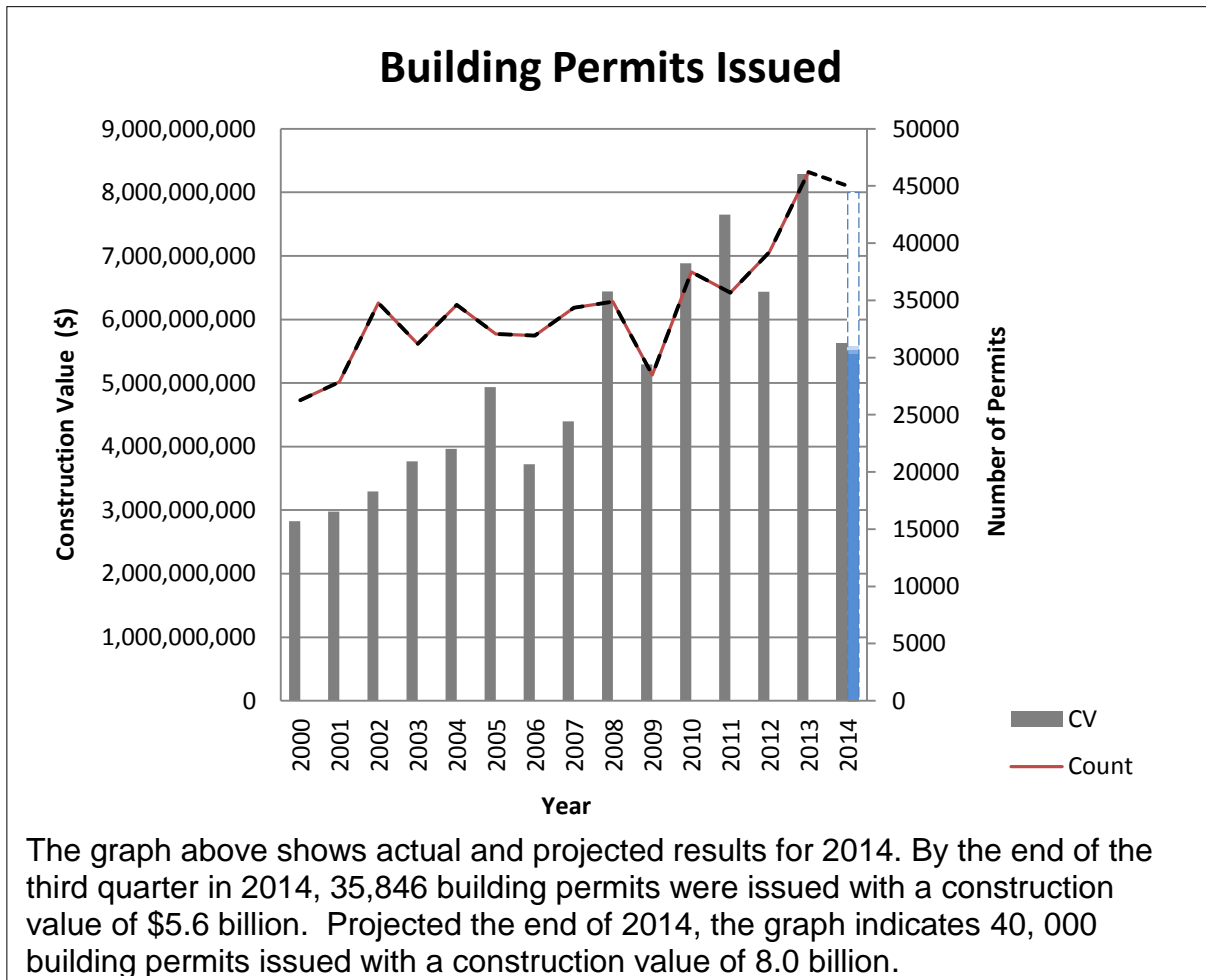
Toronto has experienced high levels of building permit activity in recent years, with peak activity being reached in 2013. This reflects positive economic growth in Canada and the GTA, low interest rates, increasing demand for high rise residential product, continued demand for office space, and the ongoing effects of stimulus projects.

The chart below compares 2014 permits issued by construction sector (to the end of the third quarter). The share of permit activity by sector is determined by market demands. High Rise Residential development accounts for half of building permits issued.



The next graph provides a per-year comparison of the construction value of building permits (left axis) with the number of permits issued (right axis) from 2000 to 2014. 2014 activity has been projected into the fourth quarter.

It is expected that by the end of 2014, permit activity will reach close to the record level experienced in 2013.



The following major projects are expected to receive building permits by the end of 2014 and into 2015:

- YC Condos – 460 Yonge St
- Centennial College Residence – 941 Progress
- The Code Condos – 282 St Claire Ave W.
- Imagine Condos – 3560 St. Claire Ave E
- The Eighty Three Sorauren Condos – 383 Sorauren Ave.
- Shuter St. Condos – 68 Shuter St.
- Alexandra Park Apartments – 571 Dundas St. W.
- The Taylor – 1230 Dundas E.
- Dragon Condos – 270 Spadina Ave.
- The Britt Condo – 955 Bay St.
- King East Centre Condo – 351 King St E.

- Lawrence Midland Secondary School – 1555 Midland Ave.
- Aqualina at Bayside Condo – 261 Queens Quay E.
- Oben Flats – 1075 Queen St E.
- Harbour Plaza Condos – 90 Harbour St.
- Massey Tower – 197 Yonge St.
- GO Station Office Towers – 45 Bay St.

## Implications

Toronto's high volume of construction activity is expected to continue into 2015. Construction activity fluctuates with market conditions and the economy. Toronto Building operates on a cost recovery model, which means that the workload to administer and enforce the Building Code across the City is managed to accommodate these fluctuations on a district by district basis and is delivered to meet required service levels.

Under the Ontario *Building Code Act*, the total fees authorized by Council must not exceed the anticipated reasonable costs of the City to administer and enforce the Act in the City of Toronto. The Act requires the City to report annually on how new revenues collected have been used to cover the direct and indirect costs of administering and enforcing the Act and the Building Code.

## Current Status and Next Steps

To the end of the third quarter, Toronto Building received 35,808 building permit applications in 2014. Much of the work to process these applications will occur during 2015, with the work of permit enforcement occurring in 2015 and beyond.

## Additional Information

Toronto Building Web site: [www.toronto.ca/building](http://www.toronto.ca/building)

## Contact

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Toronto Building  
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# Council Briefing Book

## Volume 2: Key City Initiatives

### Tab 3 – Transit and Transportation

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- 3.2 Metrolinx-Toronto Light Rail Rapid Transit Program
- 3.3 Scarborough Subway Extension
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## Metrolinx Overview

### Summary

Metrolinx, an agency of the Government of Ontario under the *Metrolinx Act, 2006*, is the regional transportation agency for the Greater Toronto and Hamilton Area (GTHA). Metrolinx's mandate is to:

- provide leadership in the co-ordination, planning, financing, development and implementation of an integrated, multi-modal transportation network that supports growth plans under the *Places to Grow Act, 2005*;
- act as the central procurement agency for the procurement of local transit systems, vehicles, equipment etc. on behalf of municipalities;
- operate the regional transit system;
- develop and adopt a regional transportation plan; and
- develop an Investment Strategy.

Metrolinx has a number of projects underway that require collaboration and partnership with the City of Toronto and TTC to ensure successful implementation and achievement of economic development, land use and transportation objectives. Key projects include the Eglinton Crosstown, Relief Line Assessment, Finch West LRT, Sheppard East LRT, Georgetown Corridor Electrification, Yonge North Subway Extension, and PRESTO implementation.

### Background

The Province of Ontario created the Greater Toronto Transportation Authority (GTTA) in April 2006. The agency was renamed Metrolinx in 2009. The agency has grown since its inception, merging with GO Transit in 2009, and adding two more operating divisions—the Union Pearson Express in 2010 and PRESTO in 2011. Two key areas of responsibility include developing a regional transportation plan, and developing an Investment Strategy to implement the regional plan.

#### The Big Move, Regional Transportation Plan

In 2008, Metrolinx approved The Big Move, a 25-year, \$50 billion capital expansion plan investing in regional transportation for the GTHA. The Big Move contains multi-modal solutions such as rapid transit, road and highway projects. The Province of Ontario committed \$9.5 billion to support

implementation of the first phase ("the Big Five Projects") of the regional transportation plan. Four of the first phase projects are in Toronto—Eglinton Crosstown LRT, Finch West LRT, Sheppard East LRT, and the Scarborough RT replacement. Funds committed by the Province for the Scarborough LRT to replace the aging RT, are now committed to the Scarborough Subway project (approved by Council in October 2013).

The Big Move Plan includes a number of Toronto projects in the Next Wave of priorities that are currently unfunded:

- Relief Line
- Yonge-North Subway Extension
- Dundas Street Bus Rapid Transit
- Durham-Scarborough Bus Rapid Transit
- Electrification of GO Kitchener line and Union Pearson Express
- GO Lakeshore Express Rail Service- Phase 1 (including electrification)
- GO Rail Expansion: More Two-Way, All-Day and Rush Hour Service

Under the *Metrolinx Act, 2006*, the agency is required to undertake a review of the Big Move every 10 years. 2016 marks the end of the first 10 year cycle. At the June 2014 Metrolinx Board meeting, the agency outlined the objectives of the review which include:

- review and update the Big Move Plan,
- review and confirm the Vision and Goals,
- review planning and policies, including aligning the review with the Provincial Growth Plan review; and
- address implementation and phasing through an implementation plan.

Metrolinx has identified that next steps include the establishment of a Municipal Technical Advisory Committee. Public and stakeholder engagement on the vision, goals and objectives of the Big Move will begin in fall 2014.

### Funding Regional Transportation

In 2013, a series of reports were prepared by Metrolinx, the Toronto Board of Trade, Civic Action, and other entities on new revenue tools to fund the \$34 billion of Next Wave transit priorities outlined in the Metrolinx Big Move Plan. City staff undertook a series of public consultations in relation to transportation issues, including potential Metrolinx revenue sources. City Council considered the results of these consultations, and provided input to Metrolinx in early May 2013. In June 2013, Metrolinx delivered their Investment Strategy outlining 24 recommendations which included new

revenue tool options to raise \$2 billion annually. Key recommendations included:

- Dedicating new revenue tools, which include a one percentage point increase to the harmonized sales tax, 5 cents per litre regional fuel and gasoline tax, business parking levy, and development charges; and
- Allocating 25% of the \$2 billion raised annually to local transportation priorities.

In September 2013, the Premier of Ontario appointed the Transit Investment Strategy Advisory Panel to review the Metrolinx report. The final Panel report was delivered in December 2013. The Panel identified potential revenue options for provincial consideration, estimating resultant revenues of approximately \$1.6 billion to \$1.8 billion annually.

In the 2014 Budget, the Province announced the "Moving Ontario Forward" plan, which included a new \$15 billion GTHA fund over 10 years dedicated exclusively to public transit, and in particular the Next Wave of Metrolinx's Big Move Plan. In the 2014 Budget, the Province also identified a number of transit priorities including GO Rail Service Expansion and the East Bayfront LRT. The Province has indicated it will work with Metrolinx and municipalities to determine the prioritization of projects that can be accommodated within the new GTHA fund. The Province has also indicated that ten percent of revenue for the fund is expected from the federal New Building Canada Fund.

The opportunity for the City to fund local transit priorities under the new GTHA Fund is unclear given the funding envelope available is smaller in scale than the \$34 billion fund proposed by Metrolinx. The new dedicated GTHA fund does not offer a 25% municipal share of new revenues for local transportation priorities as requested by Council and outlined in the Metrolinx Investment Strategy. This revenue is considered crucial to support investment in local transit enhancement requirements as identified in the 'Feeling Congested' planning study.

### Metrolinx Board Governance

Metrolinx has experienced a series of changes to the composition of its Board since the agency was first established in 2006. The first Board of Directors consisted of eleven members appointed by the Province, composed of:

- two persons to be the chair and vice-chair;
- four persons recommended by the City of Toronto; and

- one person recommended by each of the City of Hamilton and Regions of Halton, Peel, York and Durham.

In 2009, changes to the legislation prohibited elected and public service officials from serving on the board. Metrolinx is governed by a board of directors (see Appendix B) consisting of 15 provincial appointees. The current board structure lacks direct accountability to GTHA municipalities and their local transit authorities.

In their Investment Strategy report, Metrolinx identified the need to have stronger partnerships with municipalities to deliver transit and transportation infrastructure projects in the region, given the municipal role in land use planning, local roads and transit systems. Metrolinx proposed one option for amending the Board governance structure, recommending municipalities be allowed to nominate up to six citizen members to the existing board. Details on how the six new members will be equitably allocated across the region have not been provided.

City Council in April 2014 requested the Province undertake a comprehensive review of the Metrolinx Board governance structure that includes changes to the composition of the board to include municipal political and citizen representation, and consult GTHA municipalities in the process. The Province has not made any announcements with respect to reviewing the board structure of the agency.

### **Additional Information**

Metrolinx Act, 2006,

[http://www.e-laws.gov.on.ca/html/statutes/english/elaws\\_statutes\\_06g16\\_e.htm](http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_06g16_e.htm)

#### The Big Move

The Big Move: Transforming Transportation in the Greater Toronto and Hamilton Area (GTHA), November 2008

[http://www.metrolinx.com/en/regionalplanning/bigmove/big\\_move.aspx](http://www.metrolinx.com/en/regionalplanning/bigmove/big_move.aspx)

Regional Transportation Plan Legislated Review Work Plan, June 26, 2014, Metrolinx Board Meeting.

[http://www.metrolinx.com/en/docs/pdf/board\\_agenda/20140626/20140626\\_Board\\_Mtg\\_RTP\\_Legislated\\_Review\\_EN.pdf](http://www.metrolinx.com/en/docs/pdf/board_agenda/20140626/20140626_Board_Mtg_RTP_Legislated_Review_EN.pdf)



## Funding

EX31.3 Metrolinx Transportation Growth Funding-Dedicated Revenues, May 2013

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX31.3>

Metrolinx Investment Strategy: Investing in Our Region, Investing in Our Future, May 2013

[http://www.metrolinx.com/en/regionalplanning/funding/investment\\_strategy.aspx](http://www.metrolinx.com/en/regionalplanning/funding/investment_strategy.aspx)

Transit Investment Strategy Advisory Panel: Making the Move, Choices and Consequences, December 2013

[http://www.mto.gov.on.ca/english/news/transit-reports/TISAP%20Report%20Dec10\\_Report%20Full%20x.pdf](http://www.mto.gov.on.ca/english/news/transit-reports/TISAP%20Report%20Dec10_Report%20Full%20x.pdf)

EX39.2 Metrolinx Investment Strategy Update, April 2014

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX39.2>

## **Contact**

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## Appendix A: Big Move Plan

SCHEDULE 2: 25-YEAR PLAN FOR THE REGIONAL RAPID TRANSIT AND HIGHWAY NETWORK



First Wave Projects	Next Wave Projects
<ol style="list-style-type: none"> <li>1. Mississauga BRT</li> <li>2. UP Express</li> <li>3. Georgetown South Project</li> <li>4. Finch West LRT</li> <li>5. Toronto-York Spadina Subway Extension</li> <li>6. Eglinton Crosstown LRT</li> <li>7. Scarborough RT Replacement and Extension</li> <li>8. Sheppard East LRT</li> <li>9. Union Station Revitalization</li> <li>10. VivaNext Rapidways</li> </ol>	<ol style="list-style-type: none"> <li>A. Hamilton LRT</li> <li>B. Dundas Street BRT</li> <li>C. Hurontario-Main LRT</li> <li>D. Brampton Queen Street Rapid Transit</li> <li>E. Relief Line</li> <li>F. Yonge North Subway Extension</li> <li>G. Durham-Scarborough BRT</li> <li>H. GO Rail Expansion</li> <li>I. GO Lakeshore Express Rail Service-Phase 1 (including Electrification)</li> <li>J. Electrification of GO Kitchener line and UP Express</li> </ol>

**Appendix B: Metrolinx Board of Directors**

J. Robert S. Prichard (Chair)	Chairman of Torys. Previously served as President and CEO of Metrolinx
Stephen Smith, Vice Chair	Co-Founder, Chairman and President of First National Financial LP
Rahul Bhardwaj	President & CEO of the Toronto Community Foundation
Iain Dobson	Co-Founder of Strategic Regional Research Association, The Value Planning Group and Real Estate Search Corporation
Janet Ecker	President and CEO of the Toronto Financial Services Alliance (TFSA). Former Ontario Finance Minister
Anne Golden	President and CEO of The Conference Board of Canada. Chair of the Premier of Ontario's Transit Investment Strategy Advisory Panel.
Joseph A.G. Halstead	Former Commissioner responsible for Economic Development, Culture and Tourism in the City of Toronto
Richard Koroscil	Former President and CEO, John C Munro Hamilton International Airport
Marianne McKenna	Founding partner of KPMB Architects
Nicholas Mutton	Executive Vice President, Human Resources and Administration, Four Seasons Hotels and Resorts
Rose M. Patten	Former Senior Executive Vice-President, Head of Human Resources and Senior Leadership Advisor, BMO Financial Group
Bonnie Patterson	President and CEO of the Council of Ontario Universities
Howard Shearer	Chairman of the Board of Hitachi Power Systems Canada Ltd
Douglas Turnbull	Managing Director, Global Head of Government Relations.
Bruce McCuaig,	President and CEO, Metrolinx. Former Deputy Minister, Ministry of Transportation

## Metrolinx-Toronto Light Rail Transit Program

### Summary

In November 2012, Metrolinx, the City of Toronto and the TTC entered into a Master Agreement for construction of the Toronto Light Rail Transit ("LRT") Program. The Master Agreement provides the legal framework between the parties for the delivery of the program which includes the following projects outlined in Schedule E of the Agreement:

- Eglinton Crosstown LRT
- Scarborough LRT
- Finch LRT
- Sheppard East LRT
- Metrolinx Light Rail Vehicles- 182 Bombardier Flexity LRVs
- Scarborough RT/Sheppard East LRT Maintenance and Storage Facility (MSF)
- Eglinton Crosstown Maintenance and Storage Facility
- Finch West LRT Maintenance and Storage Facility
- Common Elements: PRESTO for fare collection, Automatic Train Protection, International Standard Gauge Track, Operation Control Centre, Use 100% low floor Light Rail Vehicles, compliance with the Accessibility for Ontarians with Disabilities Act (AODA).

The Province of Ontario has committed \$8.4 billion (\$2010) towards the program, with the Federal Government contributing \$0.33 billion under the previous Building Canada Fund for the Sheppard East LRT.

In October 2013, City Council approved a Scarborough Subway, and authorized the City Manager to amend the Master Agreement to remove the Scarborough LRT from the program. Council also authorized the City Manager to enter into a separate contribution agreement with the Province to transfer the \$1.48 billion (\$2010) previously dedicated to the Scarborough LRT to the City for the subway project.

Metrolinx is currently seeking a private consortium to design, build, finance and maintain for 30 years the Eglinton Crosstown LRT. Metrolinx expects to negotiate commercial and financial terms with the successful proponent by mid-2015, at which time the successful bidder ("ProjectCo") will finalize design and commence construction of the stations and at-grade section. Tunnel construction for the Eglinton Crosstown is already underway.

Requests for proposals for the Finch and Sheppard LRT projects will be issued during 2015.

The City is coordinating all current and planned municipal, utility and transit construction that will be affected by the Metrolinx transit program.

**Background**

On November 28, 2008, Metrolinx adopted the regional transportation plan ("The Big Move"), which included four Toronto LRT projects as part of Metrolinx's list of "Top 15" priority projects. City Council approved the key Environmental Assessment/Transit Project Assessment Studies for the projects between 2008 and 2010.

<b>Environmental Assessment</b>	<b>Council Approved</b>
Eglinton Crosstown LRT	November 30, 2009
Eglinton Crosstown MSF	May 7, 2013
Finch West LRT	January 26, 2010
Finch West MSF	EA in progress
Sheppard East LRT	July 15, 2008
Sheppard East LRT MSF	June 8, 2010

In February 2012, City Council confirmed support for the LRT program for Toronto and the early implementation of the Finch West LRT from Spadina Subway to Humber College, Eglinton Crosstown LRT from Jane Street to Kennedy Station and the Scarborough RT conversion to LRT from Kennedy Station to Sheppard Avenue. In March 2012, City Council confirmed that LRT is the preferred transit mode for Sheppard East, and the LRT as a priority line.

In November 2012, the City of Toronto and TTC entered into the Master Agreement with Metrolinx for the delivery of the Light Rail Transit Program (the Program).

The Master Agreement

The agreement describes the Parties' roles, relationships, responsibilities, mutual expectations and accountability mechanisms relating to the Program construction, and is intended to ensure collaborative and consultative cooperation between the parties.

Metrolinx is the owner and developer of the Program and has the following roles and responsibilities:

- Ownership, control and overall responsibility for delivering the Program;
- Metrolinx will pay for the Program subject to the terms of the Agreement; and
- Metrolinx will pay for the costs to relocate, modify and protect City infrastructure and TTC infrastructure that may be impacted by the Program.

The City is the owner of the Road Right-of-Way in which the Program will be constructed, and of the City infrastructure (such as watermains, sewers, streetscape, etc) located within Right-of-Way. The City has the following roles and responsibilities:

- To grant exclusive and permanent easements to Metrolinx for the underground and surface portions of each transit line;
- To pay the cost of any enhancements (i.e., larger pipes, new standards) that it decides to make to City infrastructure as part of the construction of the Program; and
- To ensure reviews and approvals for permits, etc. are completed in a timely manner and in accordance with the Master Agreement.

The TTC is the owner and operator of the transit system which intersects and connects with the Metrolinx Program at a number of locations. The TTC has the following roles and responsibilities:

- To operate the Program lines when completed, subject to negotiating an operating agreement with Metrolinx.

### Subsidiary Agreements

Various agreements related to the Master Agreement are still to be completed, and are not included in the current version of the Master Agreement. These include:

- The Easements to be granted by the City to Metrolinx in the Road Right-of-Way;
- Access/Maintenance Agreement(s) between the City and Metrolinx to govern the access and maintenance of Program and City Infrastructure that will be overlapping; and
- TTC Operating and Maintenance Agreement setting out the terms for the TTC's operation of the LRT Lines.

**Current Status and Next Steps**

- Status of Master Agreement Amendments – amendments to remove the Scarborough LRT have been proposed and will be finalized in tandem with a Provincial Contribution Agreement to the Scarborough Subway.
- Status of Other Subsidiary Agreements that are required:
  - Easements – The City and Metrolinx are negotiating key principles of the easements. The Master Agreement stipulates that the easements are not required to be transferred until just prior to the start of revenue service on the Eglinton LRT line, but may be transferred earlier if the City and Metrolinx agree to do so
  - Operating Agreements – The City, TTC and Metrolinx will negotiate the terms of other agreements that will be required for collaboration involving, maintenance, repair and replacement of, and access to, overlapping and adjacent infrastructure, cost reimbursement and fare apportionment.

Project Schedules:

LRT Project	RFP Issued	Construction	In Service
Eglinton Crosstown	December 2013	2016-2020	Late 2020
Finch West LRT	Early 2015	2017-2020	Late 2020
Sheppard East LRT	Early 2015	2017-2021	Late 2021

**Additional Information**

Master Agreement:

[http://www.metrolinx.com/en/projectsandprograms/transitexpansionprojects/Master\\_Agreement\\_Nov\\_28\\_2012.pdf](http://www.metrolinx.com/en/projectsandprograms/transitexpansionprojects/Master_Agreement_Nov_28_2012.pdf)

CC27.6 Metrolinx-City of Toronto-Toronto Transit Commission Master Agreement for Light Rail Transit Projects, October 30, 2012

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC27.6>

EX41.2 Metrolinx Rapid Transit Program-Allocation of the Public Realm Amount, May6-8, 2014

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX41.2>

**Contacts**

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### Appendix A: Map of Toronto Light Rail Transit Program

The Government of Ontario has committed \$8.4 billion (\$2010) in support of new transit for Toronto.

- The Eglinton Crosstown LRT- 19 kilometres from Mount Dennis (Weston Road) to Kennedy Station
- The Sheppard East LRT- 13 kilometres along Sheppard Avenue from Don Mills subway station to east of Morningside Avenue
- The Finch West LRT - 11 kilometres along Finch Avenue from the Finch West subway station (under construction) at Keele Street to Humber College
- A \$1.48 billion (\$2010) investment to replace the current Scarborough RT

**Figure 1: Map of Toronto Light Rail Transit Program**



## Scarborough Subway Extension

### Issue

The Scarborough Subway Extension (SSE) involves an approximately 7.6km extension of the Bloor-Danforth subway line, from Kennedy Station to Sheppard Avenue East, with stations at Lawrence Avenue and Scarborough Centre. The SSE will replace the existing Scarborough RT line, which is at the end of its useful life.

City Council approved the project in October 2013, following funding commitments from the province (\$1.48 billion in 2010 dollars, estimated to be \$1.99 billion in escalated dollars) and the federal government (\$660 million) towards the project. The City and TTC are currently undertaking the necessary negotiations with provincial and federal partners, and the preliminary work required to implement Council's October 2013 decision.

### Background

The need to replace the SRT line was identified in the Scarborough RT Strategic Plan (2006), and the Scarborough Rapid Transit, Environmental Project Report (2010). A further report by the TTC (January 2013) identified that from a technical and engineering perspective it is feasible to build either a subway or LRT.

In October 2012 Council approved the terms of the Master Agreement for the delivery of four light rail transit (LRT) projects by Metrolinx, including a Scarborough LRT. The Master Agreement between the City, TTC and Metrolinx was signed in November 2012, and provides the legal framework for the \$8.4 billion (\$2010) Metrolinx-Toronto Light Rail Transit Program.

City Council on July 16, 2013 adopted replacing the SRT with a subway instead of an LRT, conditional on receiving financial contributions from the provincial and federal governments. On October 8, 2013, City Council reconfirmed support for the SSE.

All three orders of government have committed to funding the SSE:

- The Government of Canada committed \$660 million in federal funding under the New Building Canada Fund (NBCF);

- The Province has committed \$1.48 billion (2010\$, equivalent to \$1.99 billion in escalated dollars). This amount was previously dedicated to the Scarborough LRT; and
- City Council approved \$910 million in municipal financing for the project to be paid through property tax increases and development charges.

Based on the current level 2 estimate, the total project costs are identified at \$3.56 billion (\$escalated over the construction period, which is planned for 2018-2023).

		(\$millions)	
Total SSE Cost Estimate (\$ escalated)		<u>\$3,560</u>	
<b>Funding Sources:</b>			
Federal Funding	\$660	19%	
Provincial Transfer <sup>1</sup>	\$1,990	56%	
City	<u>\$910</u>	<u>26%</u>	
Total Funding for Subway Options	\$3,560	100%	
<b>City Funding:</b>			
Estimated Development Charges	\$165		
Estimated Tax Supported Cost	\$745		
		<u>Year</u>	<u>Percentage</u>
Total Residential Tax Increase 2014 -2016 approved by Council, October 2013	1.6%	2014	0.5%
		2015	0.5%
		2016	0.6%

1. Provincial Contribution net of \$85 million estimated sunk costs

2. Calculation of \$escalated assumes inflation rate of 2% p.a. from 2011-2013, and 4% p.a. thereafter

Federal funding for the SSE is conditional upon:

- A formal project application being received and assessed by Infrastructure Canada under the NBCF;
- The project meeting the NBCF terms and conditions, including the requirement for a P3 assessment; and
- The signing of a federal contribution agreement that will include project scope, schedule, and funding parameters.

Provincial Funding for the SSE is conditional upon:

- Sunk costs for the Scarborough LRT being reimbursed by the City;
- Costs associated with the renegotiation of the contract with Bombardier for the supply of LRVs will need to be reimbursed by the City;

- Provincial contributions beginning no earlier than 2018/19;
- The SSE will be a City/TTC project and the City/TTC would therefore be responsible for project scope, and schedule. The Province/Metrolinx will work with the City/TTC to align the scope of the project and the routing with provincial growth and transportation objectives; and
- The subway alignment will be subject to review as part of the environmental assessment process.

See the full report, *CC39.5 Scarborough Rapid Transit Options: Reporting on Council Terms and Conditions*, for further details.

Per Council's October 8, 2013 decision, the City Manager has been authorized to:

- Negotiate amendments to the Master Agreement to remove the Scarborough LRT from the Master Agreement and enter into a separate agreement to redirect the provincial funding to the City for the SSE;
- Negotiate a contribution agreement with the federal government;
- Negotiate with the Province and Metrolinx payment for the actual sunk costs (verified by a third party) related to the Scarborough LRT;
- Negotiate an agreement that defines the roles of the City and Metrolinx in the funding of operating and maintenance costs of new rapid transit projects, including the SSE; and
- Authorized the City Manager (and as required the Mayor) to enter into any agreements to give effect to City Council's decision.

## Implications

The SSE provides higher speed transit service, elimination of a transfer to the Bloor Danforth line at existing Kennedy station, and a projected ridership estimated to be in the range of 9500 to 14,000 persons/hr (peak direction) reflecting current transit network and land use forecasting assumptions. There is also no need to shut down the Scarborough RT during construction of a subway extension if the approved alignment does not follow the existing SRT corridor.

There are a number of land use and transportation planning issues requiring further review. These include:

- The impact of the subway extension on the transit network as a whole;
- Refinement of forecast subway ridership as it relates to network planning considerations;

- The ridership growth attributed to the SSE could accelerate the need for other major system improvements to relieve overcrowding on the Yonge Subway, south of Bloor, and at Bloor-Yonge Station; and
- A robust program to attract significant employment growth (and to a lesser extent residential growth) to the Scarborough Centre will be required to increase ridership. The subway's design capacity exceeds 2031 forecast ridership levels.

These issues will be studied through a combination of the project EA and transit network recommendations/priorities determined through the Official Plan review "Feeling Congested".

Financial Implications of the SSE project:

- Council has approved in principle a 1.6% residential property tax increase phased in over three years to pay for the City's estimated share of the project.
- The SSE requires the City to debt finance a portion of the costs, resulting in an increase in the City's debt burden.
- Incremental capital and incremental capital maintenance costs are in addition to other capital state of good repair pressures.
- Other unfunded transit expansion priorities are likely to emerge from the Official Plan review process.
- An amendment to the City's Development Charges Bylaw will be required to implement a development charge (D.C.) in respect of the SSE.

## **Current Status and Next Steps**

### Master Agreement Amendments & Sunk Cost Negotiations

Revisions are currently being negotiated to the Master Agreement for the MX-Toronto Light Rail Rapid Transit Program to reflect the removal of the Scarborough LRT from the program scope. Amendments are still to be finalized and are being negotiated along with the Provincial Contribution Agreement as detailed below.

A recent third party audit was conducted in relation to sunk costs incurred by Metrolinx for work previously undertaken on the Scarborough LRT project. Audit results were received, and subsequent negotiations are underway to determine the amount of sunk costs owed by the City to Metrolinx.

Negotiations are currently underway between the City/TTC, Metrolinx, and Bombardier relating to contractual penalties that may apply as a result of the cancellation of LRT vehicles.

The resolution of sunk costs and potential contractual penalties is anticipated in the first quarter of 2015.

#### Provincial Contribution Agreement

A separate agreement is being sought to transfer the provincial contribution to the City for the SSE. Negotiations with Metrolinx and the Province are required to resolve such matters as the timing of transferring the funds to the City, the payment of sunk costs by the City to the Province/Metrolinx for work previously undertaken on the Scarborough LRT, and identifying the appropriate parties to the contribution agreement. The Corporate Finance division is leading negotiations. Securing a provincial contribution agreement is required prior to finalizing an amended Master Agreement.

#### Federal Contribution Agreement

The City is currently completing the initial application and P3 review required by Infrastructure Canada as part of the application process to the NBCF. If Infrastructure Canada determines that the project may suitably be delivered as a P3, the project will be subject to a more fulsome "Procurement Options Analysis", to be prepared by the City/TTC. Following the above, the City and Federal Government will enter into a NBCF contribution agreement.

#### Environmental Assessment

An Environmental Assessment (EA) is underway that will determine the final alignment, using the Transit Project Assessment Process (TPAP). The study area for the EA is highlighted in Appendix A. City Planning Division in consultation with the TTC will be managing the EA. The recommended station locations and alignment for the SSE will be presented to Planning and Growth Management Committee, TTC Board and City Council in late 2015/early 2016.

#### Development Charges

City staff have been directed by Council to prepare a development charge in support of the project. A report to Council is expected in the first half of 2015.

## Additional Information

January 21, 2013. TTC: Response to Commission Enquiry: Service/ Technology Choices for Sheppard East and Scarborough RT Corridors  
<http://goo.gl/2w2khq>

July 16, 2013, CC37.17 Scarborough Rapid Transit Options  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CC37.17>

September 25, 2013, TTC Board Report, Scarborough Subway Options  
<http://goo.gl/ClcWJs>

October 8, 2013, CC39.5 Scarborough Rapid Transit Options: Reporting on Council Terms and Conditions  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CC39.5>

June 24, 2014, TTC Board Report, Scarborough Subway Extension Update  
<http://goo.gl/dXKdWp>

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**Appendix A:  
Environmental Assessment Study Area**





## Toronto-York Spadina Subway Extension Project

### Issue

The Toronto-York-Spadina Subway Extension (TYSSE) Project is an interregional project to extend the existing York-University-Spadina subway line from Downsview Station (to be renamed 'Sheppard West') to Vaughan Metropolitan Centre Station. The project involves an 8.6 kilometre, 6-station extension, at an estimated cost of \$2.6 billion (nominal dollar). Revenue service is currently anticipated in late 2016. The subway alignment is shown in Appendix A.

### Background

#### Funding by Partner

Partner:		\$ millions	% of funding
Provincial		\$1,059*	40.2%
Federal		\$697	26.5%
Total Municipal		\$878	33.3%
Toronto	59.96%	\$526	
York Region	40.04%	\$352	
Total		\$2,634	100.0%

\*includes estimated interest income

#### Provincial

In the 2006 Ontario Budget, the Province announced the creation of "Move Ontario" for the purpose of investing in public transit, municipal roads and bridges, including allocation of \$670 million for the TYSSE Project. These funds were deposited into the Move Ontario Trust created for the purpose of funding the Project. In December 2007, the Province contributed an additional \$200 million to the Trust. The funds held in Trust continue to accrue interest earnings, which are also used to fund the Project.

The Move Ontario Trustees are the City's Deputy City Manager & Chief Financial Officer, York Region's Commissioner of Finance and Treasurer, and the Provincial Deputy Minister of Transportation.

## Federal

At its September 2006 meeting, City Council adopted the recommendations of the Policy and Finance Committee Report No 7, Clause 35, as amended, which set various conditions for proceeding with the Project, including receiving a federal funding commitment.

In March 2007, the federal government pledged \$697 million towards eligible Project costs providing an up-front payment of \$75 million, attributed under the Public Transit Capital Trust, which was deposited into the Move Ontario Trust.

The remaining amount of up to \$622 million was pledged through the Building Canada Fund, and is being received over the life of the Project. A contribution agreement between the federal government, the City, and York Region sets the terms and conditions associated with receiving the federal funding. At its June 2008 meeting, City Council adopted the recommendations of report EX 21.8, authorizing senior staff to negotiate and execute the federal contribution agreement on certain terms and conditions.

## Municipal

Council also authorized senior staff to negotiate and execute a capital cost allocation agreement for the Project on behalf of the City with York Region as part of the Policy and Finance Committee's report No 7, Clause 35.

Key agreement terms and conditions include:

- a municipal capital cost allocation of 59.96% City / 40.04% York Region, which was determined based on recognition of geographical boundaries and sharing of common costs; and
- a one-time payment by York Region to the City of \$29.98 million in recognition of investments previously made by the City in the subway system which benefit the extension. In return for this payment, the City agreed to continue to maintain the existing system in a state of good repair without levying an associated depreciation charge against York Region.

At City Council's May 2007 meeting, recommendations of report EX 8.5 were adopted, as amended, authorizing senior staff to negotiate and execute an Operating Memorandum of Understanding on behalf of the City and TTC, with York Region.

Key agreement terms and conditions include:

- TTC ownership of, and responsibility for, the subway extension infrastructure, its operations, maintenance, and regulation;
- funding participation of York Region for Project construction capital costs; and
- TTC/City assuming full responsibility for operating and maintenance costs, all future capital maintenance costs, along with the risk of revenue realization.

The Operating Memorandum of Understanding will be replaced by a final operations and maintenance agreement, to be finalized prior to revenue service.

#### Project Delivery and Governance Structure:

TYSSE is a unique interregional project requiring the cooperation of the City, York Region, federal, and provincial funding partners. Both municipalities agreed to the following project delivery and governance structure:

- the TTC is the Project Manager for project construction; and
- an "Executive Task Force" will perform a project oversight function, in order to ensure project delivery in accordance with the instructions of both municipal Councils. Membership includes 3 senior staff members from each municipality, with the Chair rotating between municipalities.

### **Implications**

#### Traffic Management

Traffic Management requirements for the Project are primarily at two locations:

- Keele Street/Finch Avenue West (Finch West Station); and
- Steeles Avenue West/Northwest Gate (Pioneer Village Station).

Key traffic management staging plans have been included in TTC contracts, and are reviewed by City staff at the outset. Changes to the traffic management staging plans have required ongoing consultation and coordination between TTC and City staff, and local councillors to ensure that work can progress. Permitting and implementation of traffic management plans by TTC contractors is being closely monitored by both TTC and City staff.

In order to facilitate completion of the Project, there are a number of long term lane closures in place:

- Keele Street- reduced to a single lane per direction, between Toro Road and The Pond Road;
- Steeles Avenue West- reduced to two lanes per direction between Founders Road and Murray Ross Parkway. Steeles Avenue West is also reduced intermittently at off-peak times to one lane per direction.

In addition, Tangiers Road has been extended northward to intersect with Murray Ross Parkway through to Keele Street, providing road users with a route to bypass the construction area. This road extension is permanent, which adds to the City's network.

### **Current Status and Next Steps**

To date, TYSSE Project construction has progressed as follows:

- Tunneling was completed in November 2013. A news release was issued on December 3, 2013, along with a YouTube Video chronicling the last tunnel boring machine breakthroughs.
- Track installation is complete for tunnels south of Finch West Station.
- Construction is underway on all 6 stations and on the expansion of Wilson Yard.

TTC and City staff are undertaking ongoing monitoring of all aspects of the Project and will report back to City Council as required.

### **Additional Information**

Toronto-York Spadina Subway Extension Project Website:

<http://www.ttc.ca/Spadina/index.jsp>

Consolidated 2006 Policy and Finance Committee Report No 7:

<http://www.toronto.ca/legdocs/2006/agendas/council/cc060925/pof7rpt/cl035.pdf>

June 2008 Report EX 21.8:

<http://www.toronto.ca/legdocs/mmis/2008/ex/reports/2008-06-03-ex21-cr.pdf>.

May 2007 Report EX 8.5:

<http://www.toronto.ca/legdocs/mmis/2007/ex/reports/2007-04-30-ex08-cr.pdf>.

Project Governance Structure:

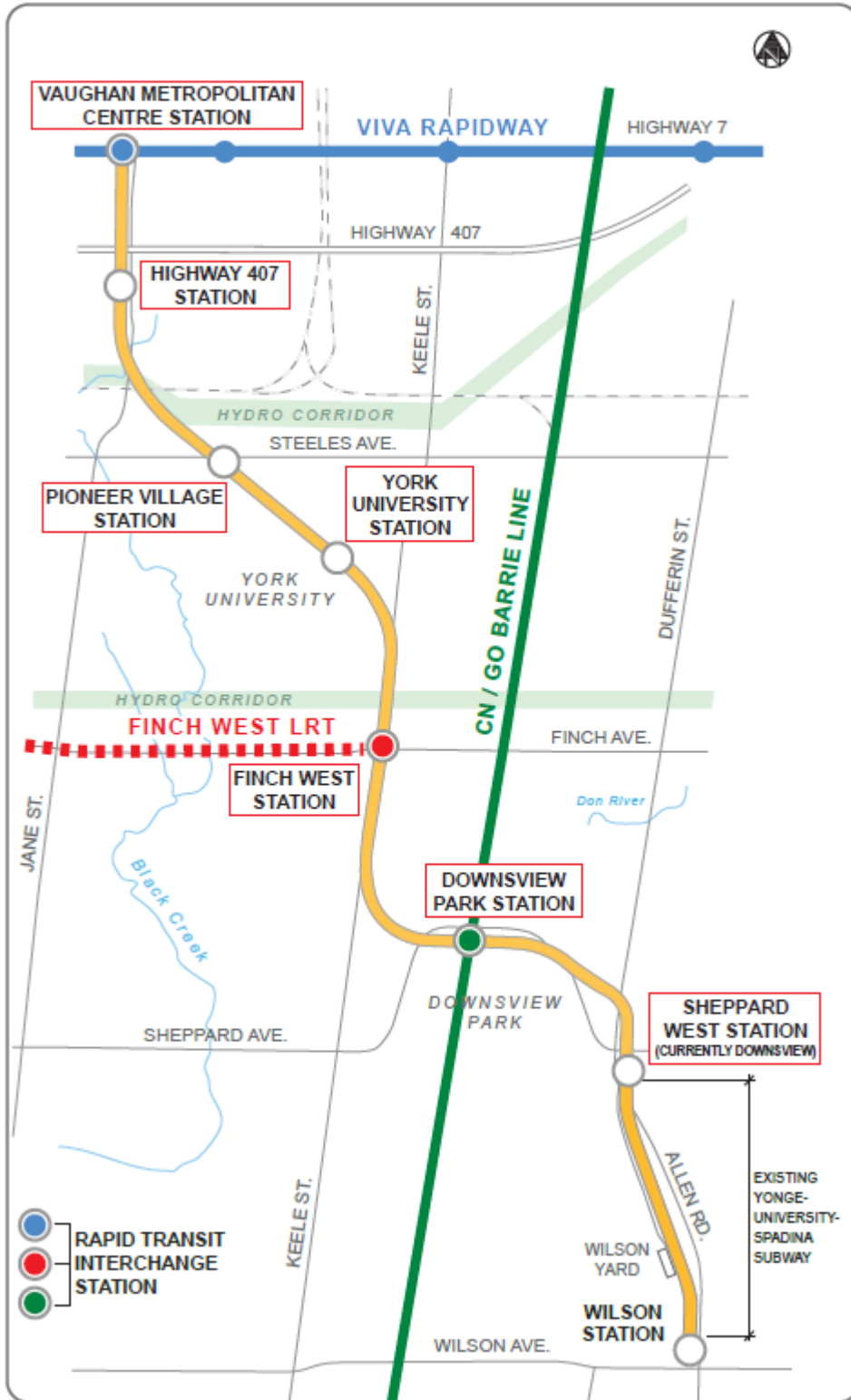
<http://www.toronto.ca/legdocs/mmis/2007/ex/reports/2007-04-30-ex08-cr.pdf>

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**Appendix A:  
TYSSE Alignment Map**



## **Relief Line Project Assessment**

### **Issue**

The City/TTC is conducting an Environmental Assessment for the "Relief Line", a future rapid transit line that would connect downtown Toronto to the Bloor-Danforth Subway (Subway Line 2) east of the Don River.

The Relief Line project is part of the Metrolinx Big Move transportation plan. It is also identified in the 2014 Ontario Budget as one of the "Next Wave" projects from which the province will select priorities for funding under the new \$15 billion Greater Toronto Hamilton Area (GTHA) transit fund.

### **Background**

The history of a relief line serving the downtown can be traced back several decades, including the 1985 Downtown Rapid Transit Study that responded to significant growth in the downtown, and the more recent 2002 Rapid Transit Expansion Study (RTES) which among other things, looked at a new subway line into the downtown core to relieve Yonge subway crowding.

Building on this history, the current Relief Line Project Assessment was born out of Toronto City Council's January 2009 approval of an Environmental Assessment Study for the extension of the Yonge Subway line from Finch Avenue to Highway 7. Specifically, City Council indicated concerns at the time that the extension of the Yonge subway line would further exacerbate crowding conditions that occur on the line during peak periods.

In particular, City Council approved the following motions:

- *"Metrolinx be requested to prioritize the Downtown Relief Line within its 15-year plan . . .";*
- *"Metrolinx be requested to prioritize the Downtown Relief Line in advance of the Yonge North Extension in order to accommodate capacity issues resulting from the extension of the Yonge Subway";*
- *"The Toronto Transit Commission be requested to commence the proper studies, including Environmental Assessments as required, to evaluate the merits of the Downtown Rapid Transit Line . . .";*

- *"The Toronto Transit Commission be requested to come up with a more inspiring name for the Downtown Relief Line that reflects communities and neighbourhoods that it will serve..."; and*
- *"The Toronto Transit Commission be requested to proceed with the studies necessary to construct the Downtown Relief Line".*

The Downtown Rapid Transit Expansion Study (DRTES), Phase 1 Strategic Plan (2012), was initiated by TTC with support from the City in 2010 in response to City Council's request. The study assessed the need for additional rapid transit capacity into downtown Toronto in the context of the proposed Yonge Subway Extension and other planned transit improvements serving downtown Toronto.

DRTES found a future Relief Line between downtown Toronto and the Bloor-Danforth Subway east of the Don River would provide the greatest and most immediate benefit to relieving overcrowding on the Yonge Subway line. The study also concluded that there is currently enough capacity in the west to support the projected demands in 2031, specifically on the University Subway Line south of St. George Station. The City/TTC has commenced the Relief Line Project Assessment to determine the alignment and station locations for the eastern portion of the Relief Line (see Appendix A).

### **Current Status**

Council approved the Terms of Reference and Public Consultation Plan for the Relief Line Project Assessment at its meeting of June 10-13, 2014. The Terms of Reference and Public Consultation Plan are the guiding documents for the study process that is being utilized to determine the route alignment and station locations for the Relief Line. This future rapid transit line is required to accommodate current and future ridership demands on the Yonge Subway (Line 1), increase capacity and relieve crowding at the Bloor/Yonge Interchange station, and provide new transit capacity to relieve overcrowding on the surface transit network.

The initial phase of the Relief Line between downtown Toronto and the Danforth Subway (Line 2) east of the Don River would provide the greatest and most immediate impact to relieving overcrowding on the Yonge Subway (Line 1). The first phase of the proposed new line offers benefits to transit users from Scarborough, North York, East York and Toronto while providing more travel options and increased transit capacity to/from Downtown Toronto.



Metrolinx is also concurrently conducting the Yonge Relief Network Study. This study will consider a wider range of options for relieving Yonge Subway (Line 1) crowding including, policy measures, new infrastructure and making better use of existing infrastructure. Analysis is being conducted on options in 2014 and recommended options will be submitted to the Metrolinx Board in 2015.

Metrolinx is commencing work on developing a Regional Express Rail (RER) program across the existing GO rail system. The Province has identified RER as a priority in the 2014 Budget. RER would entail an electrified service with 15-minute frequency, expansion of rail service in all time periods as well as a mix of all-stop and limited stop service to align with demand. Metrolinx staff are presently initiating work to determine the phasing of delivery of the RER program which will consider business case analysis, ridership growth, sequencing of infrastructure projects and other evidence-based factors.

## **Implications**

Assuming a significant increase in the Yonge Subway Line capacity from the implementation of the new Toronto Rocket Subway Trains and the Automatic Train Control signal system, which allows for a higher frequency of trains, the Yonge Subway (Line 1) will still be approaching capacity. Capacity will continue to be constrained south of Bloor-Yonge interchange station, resulting in continued overcrowding.

Currently, nearly all demand from the east and significant demand from the west on the Bloor-Danforth Subway (Line 2) is destined to the downtown core, and, transfers at Bloor-Yonge interchange station. This has resulted in very large transfer volumes at the Bloor-Yonge station. At the same time, the Yonge line operates beyond capacity south of the Bloor-Yonge interchange station during weekday AM peak periods. Despite passenger flow management strategies implemented at Yonge-Bloor station, existing passenger loads continue to result in overcrowding of the platforms and walkways, which in turn results in prolonged transfer times, network wide (Line 1 & 2) performance impacts, and longer customer journey times.

## **Next Steps**

City/ TTC staff have commenced work on Phase 1B which includes:

- public engagement for the finalization of the problem statement and project rationale;
- providing a synopsis of existing and future conditions in the study area;

- confirming the rapid transit technology for the new line; and
- inviting the public to participate in a naming contest for the Relief Line.

City and TTC staff will introduce the long list of station location and route alignment options in Phase 2 for public comment and feedback in 2015. The recommended alignment and name for the Relief Line will be submitted to the TTC Board and City Council in 2016.

The City and TTC will provide updates to the Planning and Growth Management Committee and the TTC Board respectively as the project proceeds.

### **Additional Information**

June 10, 2014, PG33.12 Relief Line Project Assessment: Finalized Terms of Reference and Public Consultation Plan

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG33.12>

December 4, 2013, PG29.7 Proposed Approach to Study the Relief Line Initiative

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PG29.7>

December 4, 2013, PG22.5 Downtown Rapid Transit Expansion Study (DRTES) Phase 1 Strategic Plan

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PG22.5>

Regional Relief Website:

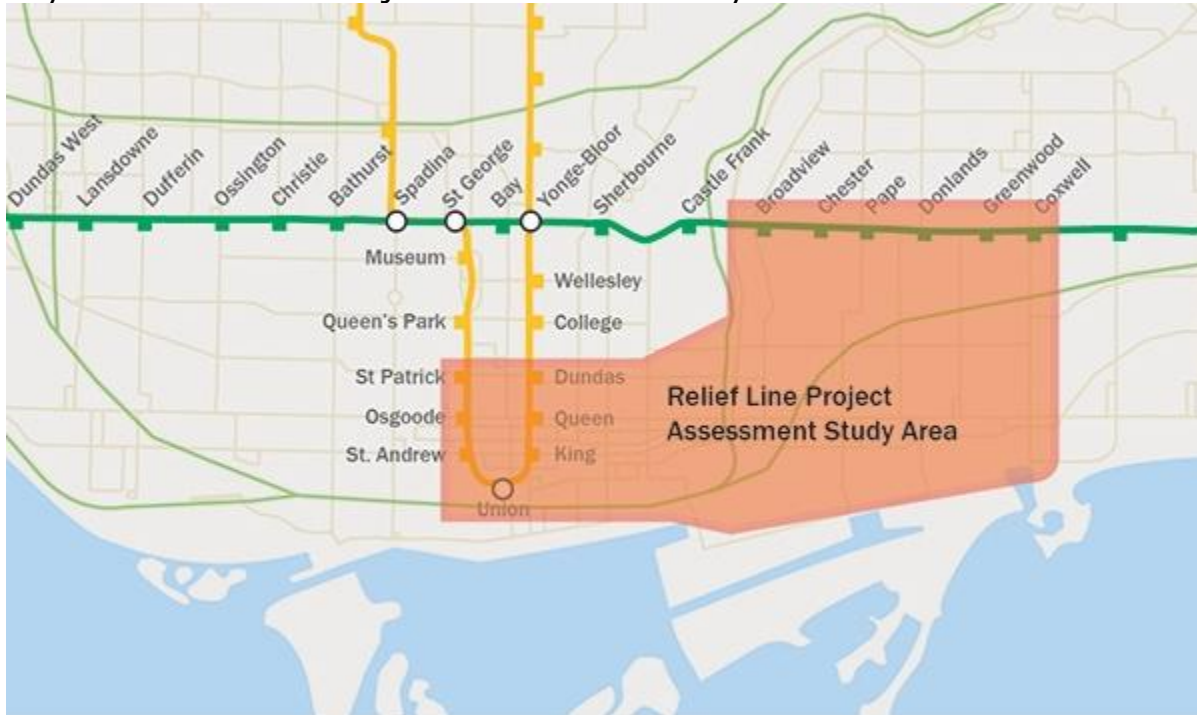
<http://www.regionalrelief.ca/home>

### **Contact**

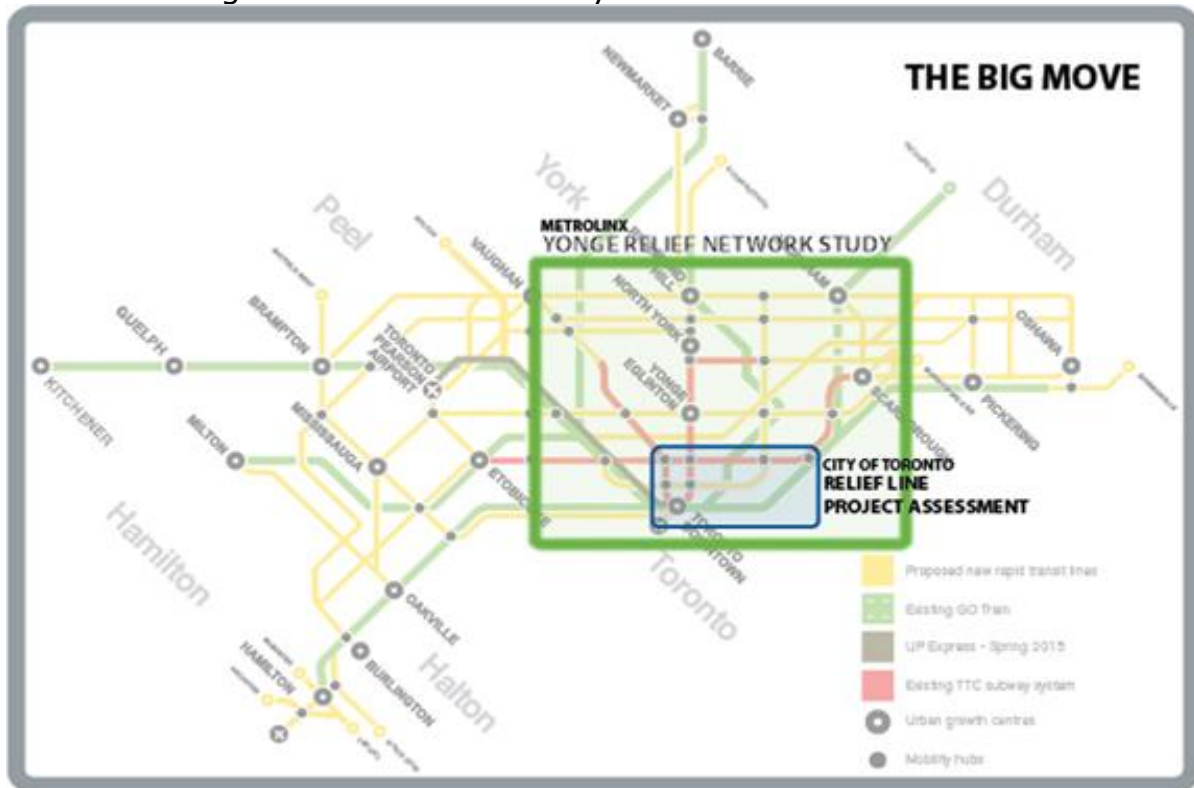
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**Appendix A: Study Area Maps**

City-TTC Relief Line Project Assessment Study Area:



Metrolinx Yonge Relief Network Study:



## Union Station Revitalization Project

### Issue

The Union Station Revitalization project is the centrepiece of City Council's vision to transform, restore and expand a vital transportation hub as described in the Master Plan approved by Council in July 2006.

The vision had three main objectives to be achieved:

1. Expansion and enhancement of the transportation purpose, primarily through improved pedestrian flows,
2. Restoration of this National Historic Site, and
3. Creation of a destination, a commercial retail hub as important in Toronto as Grand Central Station is in New York and others in similar world-class cities.

The Union Station Revitalization Project is funded by all 3 orders of government.

### Background

#### Intergovernmental Co-ordination

The Union Station Intergovernmental Committee (IGC) is an executive level tri-partite co-ordination body composed of Federal (Transport Canada), Provincial (Ministry of Transportation and Metrolinx) and City (City Manager's Office, CFO) representatives. Its role is to support the Union Station revitalization project; provide oversight to assist in protecting the parties' respective financial and strategic interests; and to resolve issues.

#### Project Lead

There are numerous construction elements underway at Union Station being led by the City of Toronto, the Toronto Transit Commission, (TTC) and Metrolinx. The City's project is led by the Chief Corporate Officer.

#### Project Budget

This section outlines the project budget for the City's portion of the construction at Union Station.

The City project had an original approved budget (2009) of \$640.2 million, with a net contribution of \$303.8 million by the City of Toronto and federal and provincial funding covering the rest of the budget.

Between 2012 and 2014, City Council approved updated Capital Plans annually for the Union Station Revitalization project, as part of the City's capital budget process. (See the Additional Information section for a history of Council Decisions.) An increase of \$27 million was granted in 2012 and a subsequent increase of \$8.2 million (Station) plus \$40M (Northwest Path) in 2013 and \$81 million in 2014 for additional work carried out on behalf of various stakeholders at Union Station, funded by a number of external and internal funding sources (see Table 1). The current total Council approved project budget is \$796 million.

**Table 1: Union Station Revitalization Funding Sources (\$ millions)**

	<b>Original Budget</b>	<b>Current Approved Budget</b>
External Funding Sources:		
Metrolinx	172.0	222.8
Transport Canada	133.0	133.0
Transport Canada – Transit Secure	6.5	6.5
VIA Rail	24.9	24.9
Other Stakeholders	0.0	2.4
<b>Total External Funding</b>	<b>336.4</b>	<b>389.7</b>
Internal Funding Sources:		
City Debt	148.0	168.0
Recoverable Debt	130.5	190.5
Reserves	24.9	45.0
Development Charges	0.4	0.43
Section 16 Agreements	0.0	2.75
<b>Total Internal Funding</b>	<b>303.8</b>	<b>406.7</b>
<b>Total Funding</b>	<b>640.2</b>	<b>796.4</b>

The project has been divided into three stages. Stage 1 represents approximately 66% of the total project budget while stages 2, 3, and the Northwest PATH represent the balance.

Ownership and Key Occupants

While the City owns the land and buildings (Metrolinx owns the strata of property between the railway tracks and trainshed roof), the final outcome

of the project will result in Metrolinx owning the west wing office building (acquired in 2012) and the two new GO Transit concourses being constructed within the station. Portions of the remainder of the building will continue to be leased to GO Transit for their office and operational purposes.

VIA Rail is a long-term tenant, most notably in the centrally located VIA concourse and in the Great Hall ticket counter area.

To finance the recoverable debt portion of the City funding, the City entered into a long-term head-lease agreement with Osmington, who will have responsibility for all commercial activities (ie. retail, advertising, events) throughout the station. As the City completes the various phases of construction, Osmington will begin to create the destination retail hub, primarily on the lower levels of the station. Osmington's vision is to provide an engaging civic experience that encompasses culinary, culture and retail experiences, targeting six key consumer groups: downtown residents, commuters, UP Express riders, tourists, event goers and office workers.

## **Implications**

The Union Station Revitalization Project is now in its fourth year of a multi-year construction schedule. It is one of the most complicated projects in the country, in one of the most congested parts of the City. This revitalization project has experienced some challenges over the first half of its implementation.

The Union Station Revitalization project began physical construction in 2010, with major construction work beginning in 2011. The total project design was only at 60% completion at the time the construction management contract was awarded. Accordingly, estimates were still subject to change. The contract was awarded in order for the City to comply and leverage federal and provincial stimulus funds associated with the project.

Significant progress has been made on the project with the total design near 100% completion in 2014 and the Stage 1 construction is approximately 60% complete. Stage 1 consists of major items such as the York Concourse and base building systems, Stage 2 includes Bay Concourse, and Stage 3 includes the finishing connection to the TTC subway station.

The North-West PATH is being completed as two (2) separate consecutive contracts:

- Contract 1 will connect to the northwest corner of Union Station and extend across Front Street to the northwest corner of Front Street and

York Street, exiting through a street-level pavilion in front of 1 University Avenue; and

- Contract 2 will extend the tunnel north on York Street to Wellington Street.

The following provides a synopsis of the status of the construction work:

#### Work completed to-date

##### **(1) VIA Elements:**

- Panorama Lounge
- York West Team-way Catering space
- East Concourse offices
- Baggage Handling System
- VIA Concourse heritage washrooms
- Fourth floor office space
- Great Hall east and west ticket offices

##### **(2) York West Concourse:**

- Structural concrete and steel including all stairs to platforms and team-ways
- New loading dock, with access/egress through Air Canada Centre and Telus buildings tunnels

##### **(3) West Wing:**

- Floors 2 through 4 complete, strata sold to and occupied by Metrolinx

##### **(4) Structural Support Column Excavation and Replacement:**

- York Concourse: 111/111
- VIA Concourse: 152/191
- Bay Concourse: 29/29
- Overall Stage 1 completion for column work is 88%

##### **(5) Mechanical/Electrical systems:**

- Significant progress with fire/sprinkler systems
- Cooling system for West Wing complete
- Heating systems online at October 2013
- West Mechanical Penthouse completed in Spring 2013

##### **(6) North West PATH:**

- Structural work for Contract 1 is complete
- Commissioning for Contract 1 will be complete by late October 2014
- Design for Contract 2 is underway (approximately 30% complete) and will be complete by the end of 2015
- Construction for Contract 2 will be in 2016

## Current Status and Next Steps

The next project milestones include:

- York Concourse completion October 2014; turnover to Metrolinx for operational trials & active service for passengers
- Go Transit final fixtures & fit-out of York Concourse to follow turnover
- Life safety systems to be complete to support York Concourse operation
- All base building support mechanical and electrical systems to be complete to support York Concourse operation
- Centre Block exterior façade restoration to be completed end of the third quarter of 2014

Although certain internal milestones have slipped behind schedule, notably completion of the York Concourse and overall completion of Stage 1, they do not impact scheduled project completion for 2016 due to the built-in schedule float buffer.

The project team is striving to mitigate any and all impacts of the project on the 2015 Pan Am Games. The York Concourse will be operational for the Pan Am Games. Completion of the entire project was never planned for the Pan Am Games.

The project team has received from the General Contractor/Construction Manager (GC/CM) construction cost forecasts that are higher than the current budgeted amounts. To determine whether these forecasts are attributable to the City, the project team is conducting appropriate studies (including value engineering, constructability changes, challenging of tender results, retendering, minor scope adjustments and consideration for different construction methodologies, and an internal assessment of the forecasts).

The GC/CM is also currently sending multiple notices of intent to claim against the City. The claim amounts are substantial but the validity of the claims is questionable and untested; the factual resolution of these claims on this project will be lengthy and complex. In addition, a number of claims have been filed by subcontractors against the GC/CM and, in some cases, against the City. Unfortunately, this is to be expected in large, transformational projects spanning years up to a decade. The project and legal teams continue to take necessary and practical steps to protect the City's interests in these matters.



Project substantial completion is forecast for year-end 2016 which remains well within our overall schedule delivery window to our stakeholders and partners.

### **Additional Information**

Staff Reports that outline project status and decision points (in chronological order):

- In 2006, City Council approved a report outlining the Union Station Revitalization recommended approach:  
<http://www.toronto.ca/legdocs/2006/agendas/council/cc060725/pof6rpt/cl011.pdf>
- In 2009, City Council granted authority to proceed with the design for the revitalization of the Station and the Northwest PATH:  
<http://www.toronto.ca/legdocs/mmis/2008/ex/bgrd/backgroundfile-16776.pdf>
- In 2009, City Council granted authority to proceed with the Union Station Revitalization Project, approved an original budget of \$640.2 million (with the City's net portion being \$303.8 million), and confirmation of Federal and Provincial Funding commitments, as well as authorization to execute the necessary agreement with a Head Lessee for the commercial space within Union Station:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.EX33.44>
- In 2009, City Council authorized the award of a General Contractor / Construction Manager contract to the recommended proponent, and the extension of various professional services contracts to carry out the Union Station Revitalization Project:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.GM26.32>
- In 2012, City Council approved the 2012 Capital Budget and 2013 - 2022 Capital Plan for the Union Station Revitalization project. This included an increase to the original capital budget of \$25 million all related to work being carried out on behalf of various stakeholders at Union Station, funded through third party contributions.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX14.1>

- In 2012, City Council approved the amendment of five existing contracts required to carry out the remainder of work within the Union Station Revitalization project, as well as for additional work to be carried out on behalf of third parties, namely Metrolinx:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.GM11.4>
- In 2012, City Council approved an increase to the Union Station Revitalization budget of \$1.75 million to provide heritage architectural lighting and a heritage interpretation plan for Union Station, funded from a development agreement for 15 York Street:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.EX18.8>
- In 2012, City Council approved an increase to the 2012 approved budget and 2013 capital plan of \$0.25 million for the installation of a commemoration of the Walks and Gardens Trust:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.GM11.6>
- In 2012, City Council adopted the Auditor General recommendations after a detailed on-site project audit:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.AU9.7>
- In 2013, City Council approved the 2013 Capital Budget and 2014 - 2023 Capital Plan for the Union Station Revitalization project. This included an increase to the original capital budget of \$8.2 million for additional work being carried out on behalf of various stakeholders at Union Station, funded through third party contributions, and an increase of \$40 million for the Northwest PATH project:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX27.1>  
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-54840.pdf>
- In 2013, City Council approved the "Union Station Revitalization – Status Update" report including authorization for the Chief Corporate Officer to change the delivery method for construction work and the amendment of four existing contracts required to carry out the remainder of work within the Union Station Revitalization project, as well as for additional work to be carried out on behalf of third parties, namely Metrolinx:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.GM26.5>

- In 2014, City Council approved the 2014 Capital Budget and 2015-2024 Capital Plan for Union Station Revitalization Project. This included an increase of \$80 million for additional work and \$1 million for Heritage Plan and chandeliers:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX37.1>  
<http://www.toronto.ca/legdocs/mmis/2014/ex/bgrd/backgroundfile-65945.pdf>

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## Toronto Waterfront Transit

### Issue

Growth in population, employment and tourism destinations along Toronto's waterfront is prompting renewed interest in waterfront transit plans. In 2003, City Council approved a transit-first approach to waterfront revitalization in the Central Waterfront Secondary Plan. The approach calls for the timely creation of a higher-order transit to link new waterfront neighbourhoods and reconnect the waterfront to the rest of the city.

The attached map illustrates existing as well as proposed waterfront LRT lines. The existing 509 Harbourfront LRT serves Queens Quay West to Exhibition Place, with connections to Spadina Avenue and Bathurst Street. Eastward extension of the LRT would serve the emerging East Bayfront neighbourhood on Queens Quay, as well as facilitate redevelopment in the Port Lands and eastern waterfront. Westward extension would improve service to Ontario Place / Exhibition Place, neighbourhoods west of the downtown and the western waterfront.

### Background

Current planning for waterfront transit is based on the City's Central Waterfront Secondary Plan, which Council approved in 2003, as well as the transit-first principles of the City's Official Plan.

The need for waterfront transit corridors has been established in numerous City, TTC and Metrolinx plans, including the Metrolinx Regional Transportation Plan ("The Big Move") and the City's Five-Year Official Plan Review, known as "Feeling Congested?". Metrolinx now coordinates regional transit planning efforts on behalf of the Greater Toronto and Hamilton Area (GTHA).

The City's aim is to create a robust transit network in the waterfront, among other areas of the City. In addition to the development of waterfront precincts, the need to address transit priorities is underscored by current City-Provincial planning efforts for Exhibition Place and Ontario Place, as well as growth west of Toronto's downtown in Liberty Village, CityPlace, Ordnance Street, Fort York, Humber Bay Shores and Mimico, for example.

### *Eastern Waterfront Transit*

Extension of transit to East Bayfront (EBF) and the Port Lands is critical to realizing the full potential of waterfront revitalization, including aggressive employment targets planned for mixed-use communities in the eastern waterfront.

An EBF Transit EA was completed in 2009. The full cost of the project is estimated at \$520 million (\$2014), including rolling stock and reconstruction of Queens Quay East.

A Transportation and Servicing Master Plan EA is underway to detail transportation and other infrastructure needed for the future build-out of the Port Lands and South of Eastern neighbourhood. An early estimate for extending transit to these areas is approximately \$500 million.

### *Western Waterfront Transit*

In addition to extending transit to the Port Lands and eastern waterfront, the City is examining strategies for improving transit to Exhibition Place, Ontario Place and the western waterfront.

As part of Transit City, the TTC initiated an environmental assessment for a Waterfront West LRT Line from Union Station through Exhibition Place to Long Branch GO Station. While the EA was not finalized, early estimates of constructing the line were \$540 million (\$2007). The project (Union Station to Port Credit Lake Shore LRT) is part of the Metrolinx "Big Move" Regional Transit Plan.

## **Current Status and Next Steps**

Both eastern and western waterfront transit projects, including the EBF and Waterfront West LRT, score well in preliminary evaluations now underway as part of the City's "Feeling Congested?" Five-Year Official Plan Review of transportation policies. The final evaluation results will be identified in a report to Council targeted for the second quarter of 2015, which will recommend a Rapid Transit Decision-Making Framework intended to assist Council in evaluating and prioritizing rapid transit projects.

Tri-government and other funding approaches to waterfront transit programs are being explored through the offices of the City Manager and Deputy City Manager.

## Additional Information

Central Waterfront Secondary Plan (2003)

<http://www1.toronto.ca/City%20Of%20Toronto/Waterfront%20Secretariat/Shared%20Content/Files/CWSP07.pdf>

Waterfront West Light Rail Transit (LRT) Environmental Assessment (2007)

[http://www.ttc.ca/About\\_the\\_TTC/Commission\\_reports\\_and\\_information/Commission\\_meetings/2007/Mar\\_21\\_2007/Other/Toronto\\_Transit\\_City.pdf](http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2007/Mar_21_2007/Other/Toronto_Transit_City.pdf)

Metrolinx Regional Transportation Plan "The Big Move" Lakeshore West – introduction of rapid transit along Lakeshore Road from Union Station to Port Credit (2008)

[http://www.metrolinx.com/en/regionalplanning/bigmove/big\\_move.aspx](http://www.metrolinx.com/en/regionalplanning/bigmove/big_move.aspx)

East Bayfront Transit Environmental Assessment: Streetcar Service on Queens Quay East Between Yonge Street and Parliament Street (2009)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.EX33.18>

East Bayfront LRT (2012)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PG16.18>

Five-Year Official Plan Review – "Feeling Congested?" (2013)

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=3649837c1b915410VgnVCM10000071d60f89RCRD>

Port Lands Acceleration Initiative Phase 2 – Progress Report (2014)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.11>

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Final Proposed Alignments TBD

**Appendix A:  
Toronto Waterfront Transit Map\***

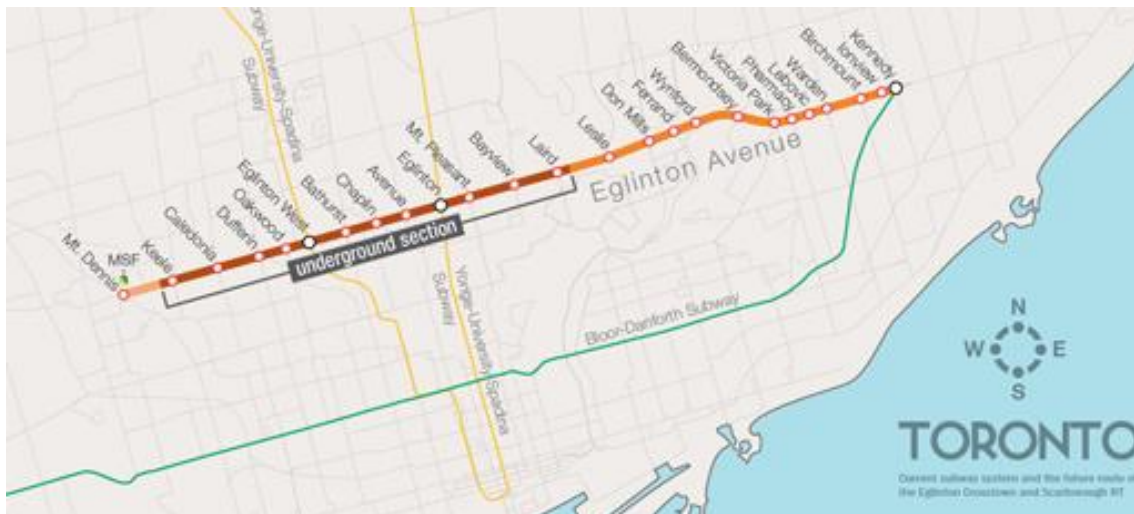
\*proposed LRT lines are illustrative and have no status

## Eglinton Crosstown LRT

### Issue

The Eglinton Crosstown Light Rail Transit (LRT) project is one of three LRT projects funded as part of the Metrolinx LRT Program in Toronto.

The Eglinton Crosstown LRT is a 19 km LRT running along Eglinton Avenue between Weston Road and Kennedy Subway Station. The estimated cost of the project is \$5.3 billion (in 2010 dollars). The Crosstown will have 15 underground stations and 10 surface stops. It will link to 54 bus routes, three subway stations and various GO Transit lines. Interchange stations with the TTC subway system are located at Kennedy, Yonge and Allen Road. The portion between Black Creek Drive and Brentcliffe Road will be underground, the rest will run along the surface in the centre of Eglinton Avenue.



Source: Metrolinx

The Eglinton Crosstown Maintenance and Storage Facility will be located at Black Creek Drive and Eglinton, with capacity for 76 vehicles and possible expansion for a total capacity of 130 vehicles.

### Background

In September 2008, Metrolinx launched a regional transportation plan – The Big Move. The Eglinton Crosstown LRT is in the first wave of funded projects.



In November 2009, City Council approved the Eglinton LRT Project Assessment Study. In November 2012, the City signed a Master Agreement with Metrolinx for the delivery of the Metrolinx-Toronto Light Rail Transit Program and construction related to tunnel boring and utility relocation commenced. In December 2013, Metrolinx issued an RFP to design, build, finance and maintain for 30 years the Eglinton Crosstown LRT. Metrolinx expects to select the successful proponent by mid-2015. Detailed design and station construction is expected to occur between mid-2015 until the LRT is open in late 2020.

## **Implications**

When completed, the LRT will reduce travel times in the corridor and eliminate most bus traffic on Eglinton, improving traffic flow. Ridership is projected to be 5,400 people per hour in the peak direction in 2031. Maximum capacity of the system is 15,000 people per hour.

The Eglinton Connects Planning Study (see Appendix A), conducted in concert with this initiative, proposes to intensify and beautify Eglinton Avenue.

## Construction Impacts

Surface disruptions connected to tunnel construction have started. Metrolinx's current schedule has the at-grade trackway and station construction starting in early 2016. During certain periods of construction, sections of Eglinton Avenue will be reduced to one lane per direction. Transportation Services staff have been working closely with Metrolinx to mitigate traffic impacts related to the tunneling contracts and station construction.

Construction is also having an impact on TTC service and customers.

- Significant weekend closures of TTC's subway Line 1 (Yonge-University Spadina Subway) are planned for the Crosstown construction. These closures are in addition to those planned by TTC for state of good repair and improvement projects; TTC and Metrolinx will work together to minimize the overall number of closures by scheduling work to occur during the same closure window whenever possible.
- Significant impact at Eglinton, Eglinton West, and Kennedy Subway stations affecting TTC customers. TTC, and TTC Board, will review and approve the proposed designs and construction staging to minimize the impact to customers.

- Significant impact on 8 bus routes. Travel time has increased by as much as 25% on some routes. In an effort to maintain service reliability 6 to 14 buses have been added at different times of the day.
- Reduction in service frequency and route diversions have resulted in a reduction in ridership as customers seek alternative ways to travel.

### Metrolinx Community Relations

Metrolinx has established the Crosstown Community Office, currently located at Eglinton Ave. West and Dufferin Street. The Crosstown Community Relations team works with communities, businesses and stakeholders to identify issues early and mitigate construction impacts. A series of public meetings and townhalls, and other communications tactics have been used to communicate to local residents and businesses about the project and related construction activities.

### **Current Status and Next Steps**

The twin tunnels for the underground section are under construction. Metrolinx's schedule calls for the line to open in late 2020. Two consortia are currently preparing designs and bids to construct the stations/stops, tunnel systems, at-grade trackway and a maintenance and storage facility at Black Creek Drive. The contract will be awarded in early 2015 with detailed design and construction of the stations starting soon thereafter. City and TTC staff are currently involved in reviewing the early design proposals.

### **Additional Information**

Metrolinx Project Website:  
<http://www.thecrosstown.ca/>

CC42.7 Eglinton LRT Transit Project Assessment, November 2009:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.CC42.7>

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## **Appendix A: Eglinton Connects Planning Study**

### **Issue**

Over the last two years, the City of Toronto has undertaken the Eglinton Connects Planning Study. The study examined the future land uses, built form, public realm, and road layout for 19 kilometres of Eglinton Avenue (between Weston Road and Midland Avenue). This work was undertaken in anticipation of the Metrolinx Eglinton Crosstown LRT project, which is expected to open for service in 2020. Together with many stakeholders and communities along the corridor, a vision for the future of Eglinton Avenue was developed.

### **Background**

The study resulted in a Plan with 21 recommendations relating to 'Greening', 'Travelling' and 'Building Eglinton', which were adopted by City Council in May 2014. Through a detailed study of local conditions and intensive feedback, a site by site strategy has emerged. Council adopted Phase I implementation measures in June and August 2014 with direction for City Planning to pursue Phase 2 implementation measures.

### **Implications**

Implementation measures include Official Plan Amendments and Zoning By-law Amendments to support mixed use, mid-rise development (up to 8 storeys depending on lot depth) along most of the "Avenues" section of Eglinton with appropriate step-backs and setbacks to ensure adequately sized sidewalks. Public Lanes will now be required behind all new developments to improve the Eglinton streetscape and access. Six "Focus Areas" in the Study Area were identified for greater heights and densities.

An Environmental Assessment, conducted as part of the Eglinton Connects Planning Study and led by Transportation Services, recommends a configuration of two traffic lanes and separated bike lanes in each direction, except between Avenue Road and Mount Pleasant Avenue, where the road will consist of one lane of traffic in each direction plus a continuous centre turning lane. The layout is reflective of traffic volumes throughout the corridor, includes new turn lanes at key intersections, and allows for widened sidewalks and improved streetscaping, particularly in the pedestrian-heavy central section near Yonge Street. This Eglinton Connects

streetscape will be implemented gradually as funding is available, generally beginning with the LRT station areas.

### **Current Status and Next Steps**

A number of appeals of the OPAs approved in the Implementation Report have been received. They primarily relate to the requirement for public lanes on development sites and permission for townhouses on one block in Leaside. These will be reviewed with City legal staff.

The Zoning By-law Amendments which were approved by City Council in August 2014, are currently in the appeal period. The Study identified areas where further planning work is required. The City Planning Division is reviewing the inclusion of this work in the 2015 and forward work plan.

A report on funding options for implementation of the approved streetscape, including possible reallocations from the 10-year Capital Budget and other funding sources, will be submitted in early 2015.

### **Additional Information**

PW30.7 Eglinton Connects-Environmental Assessment Study, May 2014  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW30.7>

EX41.2 Metrolinx Rapid Transit Program- Allocation of the Public Realm Amount, May 2014  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX41.2>

PG32.4 Eglinton Connects Planning Study- Final Directions Report (21 Recommendations), May 2014  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG32.4>

PG34.1 Eglinton Connects Planning Study- Phase 1 (Part 1) Implementation Report, July 2014. (Official Plan Amendments)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.1>

PG35.3 Eglinton Connects Planning Study- Phase 1 (Part 2) Implementation Report, August 2014, (Zoning By-Law Amendments)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG35.3>

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## Finch West LRT

### Issue

The Finch West Light Rail Transit (LRT) is funded as part of the Metrolinx Light Rail Transit Program in Toronto.

The Finch West LRT is an 11km LRT running along Finch Avenue West between Keele Street and Humber College at Highway 27 just south of Finch. The estimated cost of the project is \$1 billion (in 2010 dollars). Ridership is projected to be 2,800 persons per hour in the peak direction in 2031. Maximum capacity of the system is 15,000 people per hour.

The eastern terminal station will be an interchange station with the Toronto York-Spadina Subway Extension (TYSSE) at Keele Street. The line will run along the surface in the centre of Finch Avenue West and Highway 27 except for the interchange with the subway which will be underground. The at-grade trackway and underground interchange station construction will start in 2016.

A Maintenance and Storage Facility (MSF) for the line will be constructed on Finch Avenue West between Norfinch Drive and Yorkgate Boulevard.

### Background

City Council approved the Finch West LRT on January 26, 2010. City Council reconfirmed support for the Finch West LRT on February 8, 2012, by adopting the recommendations of an expert panel on transit projects.

On November 28, 2012, Metrolinx, the City of Toronto and TTC signed a Master Agreement for the implementation of the Metrolinx Toronto LRT Program. The Agreement formalizes the construction and future operation of the Program, which includes the Finch West LRT. Metrolinx will own the LRT line and the TTC will operate it.

### Implications

The Finch West LRT will replace 35 peak period buses, increasing capacity and reliability of service along the route, and significantly reduce travel times for transit users in the corridor. The Finch West LRT will connect employment districts, priority neighbourhoods and educational institutions

like Humber College to the TYSSE at Finch West Station (Keele Street). The LRT will improve transit access to the rest of the City for thousands of residents in the Finch West corridor.

### Construction Impacts

During certain periods of construction, sections of Finch Avenue West may be reduced to one through lane per direction. Transportation Services staff will work closely with Metrolinx to mitigate construction impacts on traffic. Mitigation strategies will include a Remote Signage plan, a Travel Demand Management plan, the installation of additional arterial cameras for area traffic monitoring as well as financial incentives for the contractor to minimize lane occupations of Finch Avenue West.

### **Current Status and Next Steps**

The line is expected to open for service in late 2020. Metrolinx is currently preparing preliminary designs. City staff are involved in the design process. An Environmental Assessment process for the MSF is currently ongoing. Public consultations commenced with an open house on July 9, 2014.

### **Additional Information**

Master Agreement: <http://goo.gl/7iY7l>

CC27.6 Metrolinx-City of Toronto-Toronto Transit Commission Master Agreement for Light Rail Transit Projects, October 30, 2012  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC27.6>

CC17.1 Metrolinx Transit Projects in Toronto, February 8, 2012  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC17.1>

EX39.18 Request for Approval of the Etobicoke-Finch West LRT Environmental Assessment Study, January 26, 2010 <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2010.EX39.18>

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## **Sheppard East LRT**

### **Issue**

The Sheppard East LRT is funded as part of the \$8.4 billion (in 2010 dollars) Metrolinx Light Rail Transit Program in Toronto. The Government of Canada has contributed \$333 million to the Sheppard East LRT project under the Building Canada Fund.

The Sheppard East LRT is a 12km LRT running along Sheppard Avenue East between Don Mills Road and Morningside Avenue. The estimated cost of the project is \$1 billion (in 2010 dollars). Ridership is projected to be 3,000 persons per hour in the peak direction in 2031. Maximum capacity of the system is 15,000 people per hour.

The western terminal station will be an interchange station with Don Mills Station on the TTC Sheppard subway. The line will run along the surface in the centre of Sheppard Avenue East except for a short stretch of track between the interchange and just east of the Don Valley Parkway, which will be underground. The at-grade trackway and underground interchange station construction will start in 2016. A Maintenance and Storage Facility for the line will be constructed on Sheppard Avenue East at Conlins Road.

### **Background**

City Council approved the Sheppard East LRT on July 15, 2008. City Council reconfirmed their support of the Sheppard East LRT on March 21, 2012, by adopting the recommendations of an expert panel on transit projects.

On November 28, 2012, Metrolinx, the City of Toronto and TTC signed a Master Agreement for the implementation of the Metrolinx-Toronto Light Rail Transit Program. The Agreement formalized the construction and future operation of the program, which includes the Sheppard East LRT project. Metrolinx will own the LRT line and the TTC will operate it.

### **Implications**

The Sheppard East LRT will replace bus service in the Sheppard Avenue East corridor, increasing the capacity and reliability of transit service, and reduce travel times for transit users. The Sheppard East LRT will provide enhanced transit service to new development occurring in this corridor, and provide a



direct route between the Sheppard Subway and the future Scarborough Subway extension (SSE).

### Construction Impacts

During certain periods of construction, sections of Sheppard Avenue East may be reduced to one through lane per direction. Transportation Services staff will work closely with Metrolinx to mitigate construction impacts on traffic. Mitigation strategies will include a Remote Signage plan, a Travel Demand Management plan, the installation of additional arterial cameras for area traffic monitoring as well as financial incentives for the contractor to minimize lane occupations of Sheppard Avenue East.

### **Current Status and Next Steps**

The line is expected to open for service in late 2021. Metrolinx is currently preparing preliminary designs. City Staff are involved in the design development process.

### **Additional Information**

Master Agreement: <http://goo.gl/7iY7I>

CC27.6 Metrolinx-City of Toronto-Toronto Transit Commission Master Agreement for Light Rail Transit Projects, October 30, 2012  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC27.6>

CC20.1 Report from the Expert Advisory Panel Regarding Transit on Sheppard Avenue East, March 21, 2012  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CC20.1>

PG17.8 Request for Approval of the Sheppard East LRT Environmental Assessment Study, July 15, 2008  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.PG17.8>

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## Yonge Subway Extension

### Issue

The Yonge Subway Extension (YSE) is an unfunded project, included in the Regional Transportation Plan (i.e. The Big Move) and has been identified as one of several "next wave" transit investment priorities by Metrolinx. The YSE is forecasted to have annual ridership of 50 million and it is anticipated that it will alleviate traffic congestion and encourage development within the corridor both in the City of Toronto and York Region. The anticipated ridership growth from this development will compound the existing capacity problems on the Yonge Subway Line.

### Background

The YSE project is 7.42km in length and runs north of Finch subway station with 1.6km located in Toronto (south of Steeles Avenue) and 5.81km in York Region (north of Steeles Avenue). The project comprises a total of 5 km of twin bored tunnel, five stations, two major bus terminals, and a below grade triple track train storage facility north of the Richmond Hill Centre Station. The current estimated cost in 2012 dollars is \$3.4 billion, and includes fleet requirements (12 trains) and the maintenance and storage facility.

On June 2, 2007, York Region Council authorized a functional planning study in coordination with the City of Toronto and TTC for the extension of the subway. The functional planning study was completed on October 3, 2008 at which time York Region initiated the Transit Project Assessment Process (TPAP) for the YSE project.

On January 27, 2009 Toronto City Council adopted the following:

- Submission of the TPAP as a co-proponent with York Region and the TTC;
- Confirmed the major components of the project;
- Directed the City Manager and Chief General Manager of the TTC to commence discussions with Metrolinx, the Province of Ontario, York Region and Government of Canada for the purposes of securing funding and service agreements on the basis of the following requirements:
  - The City expects the Province will be responsible for all capital costs;
  - No additional operating costs to the City of Toronto;
  - TTC will be responsible for project management and delivery;
  - TTC will operate and maintain the subway infrastructure;
  - TTC will own the property, assets and subway facilities within York Region;

- The Spadina Subway Extension and Automatic Train Operation/Control on the YUS must be in place prior to the opening of the YSE;
- Costs to address capacity of Bloor-Yonge Station and the North York Service Road are to be included as project costs;
- Metrolinx be requested to prioritize the Downtown Relief Line within its 15 year plan; and
- Metrolinx be requested to prioritize the Downtown Relief Line in advance of the Yonge Subway Extension.

The City of Toronto and the TTC became co-proponents of the transit project which received final approval from the Ontario Ministry of the Environment on April 7, 2009. In July 2009 Metrolinx completed the initial Benefits Case Analysis (BCA) for the YSE based on the findings of the TPAP.

In October 2009, the City of Toronto and the Regional Municipality of York authorized the TTC and York Region Rapid Transit Corporation (YRRTC) to proceed with the Conceptual Design Study for the YSE. The purpose of the study was to undertake the additional analysis resulting from the July 2009 Metrolinx BCA, including an update of the projected ridership and estimated capital costs. The conceptual design also continued to advance the design of the YSE project to maintain a state of readiness for implementation.

The Yonge Subway Conceptual Design Study was completed in the spring of 2012 and identifies estimates of costs, benefits, impacts and risks. The study resulted in the development of a specific project with definitive scope elements, alignment and design features which provide reasonable assurance that the project will meet the objectives and identifies the amount of funding required to complete the project.

## **Implications**

The Yonge Subway Line is currently over capacity and the YSE will significantly compound this problem. Before the YSE can be built, initiatives to reduce the current and future capacity deficiencies must be completed.

## **Current Status and Next Steps**

The initiatives currently being undertaken to resolve the capacity issue on the Yonge Subway Line are as follows:

- 1) The City/TTC is conducting an Environmental Assessment for the "Relief Line", a future rapid transit line that would connect Downtown Toronto to the Bloor-Danforth Subway east of the Don River.
- 2) Metrolinx is conducting the Yonge Relief Network Study, which is considering and evaluating options for relieving Yonge Subway (Line 1) crowding from a broader regional network perspective including policy measures, new infrastructure and making better use of existing infrastructure. Analysis is being conducted on options in 2014, with a recommended suite of options that will be submitted to the Metrolinx Board in 2015. The Yonge Relief Network Study is being undertaken in coordination with the City/TTC Environmental Assessment for the "Relief Line".
- 3) The TTC is undertaking projects to improve capacity on the Yonge Subway Line which include upgrading the signaling system to enable more frequent train service, addition of new higher capacity rocket subway trains.
- 4) Yonge Bloor Station Conceptual Design and Alignment Project to address constraints the station has on the Yonge Subway Line Capacity.

To date only funding for items in initiative 3) has been secured.

### **Additional Information**

EX28.1 Yonge Subway Extension - Environmental Assessment Submission and Project Update Presentation Item, January 2009

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2009.EX28.1>

The Yonge Subway Conceptual Design Study, March 2012

<http://www.vivanext.com/files/EnvironmentalAssessments/YongeExtension/Conceptual%20Design%20Report/ConceptualDesignReport.pdf>

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## **"Feeling Congested?" Review of Official Plan Transportation Policies**

### **Issue**

The review of the Official Plan's transportation policies is being undertaken under the banner of the "Feeling Congested?" initiative which was launched in February, 2013. Section 26 of the Planning Act requires each municipality to conduct a review of its Official Plan within five years of it coming into force.

The key objectives of the "Feeling Congested?" consultative process are:

1. Review and refine the existing transportation policies in Toronto's Official Plan;
2. Make Toronto's Official Plan more directive by establishing decision-making criteria to inform how transportation infrastructure decisions, and especially transit expansion decisions, should be made;
3. Establish Toronto's transportation priorities based on that decision-making framework;
4. Solicit public input to better inform the City's position on proposed revenue tools as part of the Metrolinx Investment Strategy;
5. Provide greater clarity to public and private sector partners on the direction of the City's transportation infrastructure investment; and
6. Provide a stronger alignment between transit planning and land use planning.

### **Background**

In September 2012, a report (PG 17.17) from the City Planning division presented a framework for the review of the City's official transportation policies in the context of the ongoing 5 year review of the Official Plan. The report also set out a public consultation strategy to allow stakeholders to provide input on future policy directions.

A status report on the "Feeling Congested?" initiative was adopted by Planning and Growth Management Committee at its meeting in December 2013 that advanced a work program along two broad fronts. The first work stream is a policy review related to four areas including: a Rapid Transit Evaluation Framework; a revised Surface Transit Network; a Cycling Policy

Framework; and, a Rights-of-Way Map and related Schedules. A progress report (PG 34.12) on this work was submitted to Planning and Growth Management Committee in June 2014. Staff will conclude their review of these policy areas in 2015.

The second work stream comprises a number of "Other" transportation policies to be brought forward prior to the end of the 2010-2014 term of Council. These "Other" proposed transportation policies are categorized under the headings of:

- Integration with Land Use;
- Streets and "Complete Streets";
- Active Transportation;
- Auto, Travel Demand Management (TDM) and Parking; and
- Goods Movement.

Planning and Growth Management Committee adopted staff's recommended Official Plan Amendment (PG 35.2) concerning the proposed "Other" policy changes on August 7, 2014 and Council adopted the recommended Official Plan Amendment at its August 2014.

## **Implications**

Transit planning issues comprise the largest portion of the remaining Official Plan review work program. Transit planning is an important component of the Official Plan review given the Plan's strong policy orientation which aligns the growth of the City to planned transit infrastructure. Strengthening the Plan's transit planning policies is important because they guide capital investment decisions by both the public and private sector, provide a public process for establishing the City's investment priorities and provide certainty concerning the City's infrastructure planning direction.

## **Current Status and Next Steps**

Staff are currently reviewing transportation policies regarding: a comprehensive rapid and surface transit plan; a Cycling Policy Framework; and updates to Street Related Maps and Schedules. An Official Plan Amendment concerning these policy areas will be advanced in 2015. Rapid Transit Projects under consideration are included in Appendix A. Additional public consultation will precede any recommended Official Plan Amendment.

## **Additional Information**

Official Plan Review: Transportation Planning Policy in Support of a Comprehensive Transit Plan (August 29, 2012)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PG17.17>

Update on the "Feeling Congested?" Initiative - A Consultative Approach to Transportation Planning (November 28, 2013)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PG29.6>

"Feeling Congested?" Draft Transportation Policies: Official Plan/Municipal Comprehensive Reviews (March 13, 2014)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG32.3>

"Feeling Congested?" - Update on Progress to Date (May 26, 2014)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.12>

"Feeling Congested?" Public Consultation on Draft Transportation Policies: Official Plan/Municipal Comprehensive Reviews (May 26, 2014)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG34.13>

"Feeling Congested?" Recommended Official Plan Amendment for Selected Transportation Policies: Official Plan Comprehensive Reviews (July 11, 2014)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PG35.2>

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**Appendix A: Transit Project List**

Table 1: List of Metrolinx and City of Toronto Unfunded Rapid Transit Proposals (excluding GO Rail)

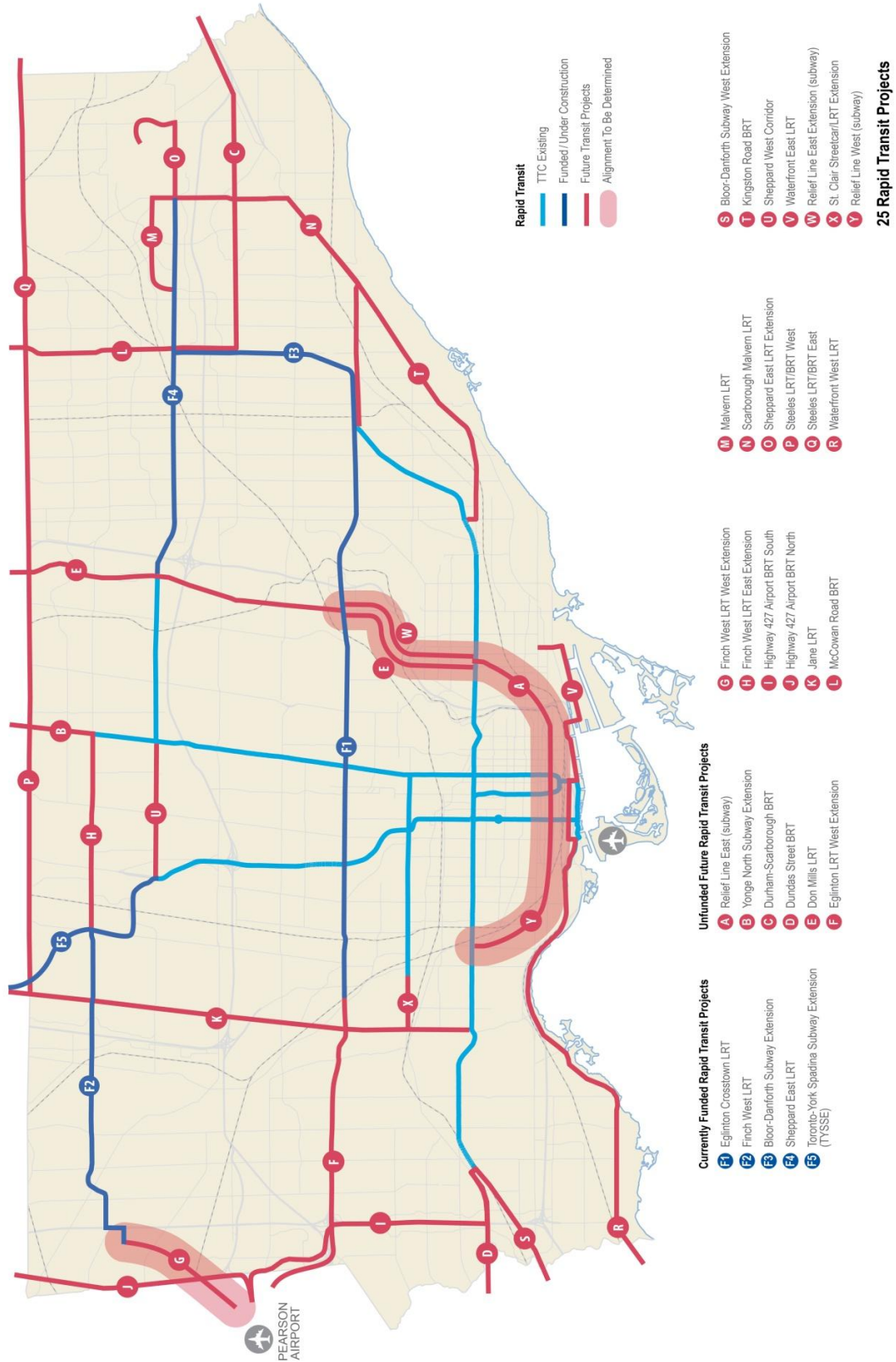
<u>Projects</u>	<u>Metrolinx</u>	<u>City of Toronto</u> <sup>1,2</sup>
A. Relief Line East (subway)	X	X
B. Yonge North Subway Extension	X	X
C. Durham-Scarborough (BRT)	X	
D. Dundas Street West (BRT)	X	X
E. Don Mills Road (LRT)	X	X
F. Eglinton Crosstown West Extension (LRT)	X	X
G. Finch West Extension to Pearson (LRT)	X	
H. Finch West Extension to Yonge Street (LRT)	X	X
I. Highway 427 South (Pearson to Kipling) (BRT)	X	
J. Highway 427 North (Pearson to Brampton) (BRT)	X	
K. Jane Street (LRT)	X	X
L. McCowan Road (BRT)	X	X <sup>3</sup>
M. Malvern LRT	X	X <sup>4</sup>
N. Scarborough Malvern (LRT)	X	X
O. Sheppard East Extension to Meadowvale (LRT)	X	X
P. Steeles West, Jane to Milliken GO (BRT/LRT)	X	X
Q. Steeles East, Milliken GO to Oshawa (BRT/LRT)	X	
R. Waterfront West (LRT)	X	X
S. Bloor Danforth Subway Extension to Sherway		X
T. Kingston Road (BRT)		X
U. Sheppard West Subway (Yonge to Downsview)		X
V. Waterfront East (LRT)		X
W. Relief Line Extension from Danforth to Eglinton (subway)		X
X. St. Clair Extension to Jane Street (LRT)		X
Y. Relief Line West (Subway)	X	X



**Notes to Table 1:**

1. City of Toronto projects consist of those shown on Map 4 of the Official Plan and other projects endorsed by actions of Council since the adoption of the Plan.
2. In considering Clause EX 31.3 "Metrolinx Transportation Growth Funding," at its May 2013 meeting, City Council referred a number of rapid transit proposals to the Chief Planner and Executive Director of City Planning for consideration in the report scheduled for the Planning and Growth Management Committee in November, 2013, which would add to the list of City proposals in Table 1 as follows:
  - a) Replace the Scarborough RT line with an underground extension of the Bloor-Danforth subway line to Scarborough Town Centre and north to Sheppard Avenue;
  - b) The extension of the Sheppard Subway line from Don Mills Station to Scarborough City Centre;
  - c) Construct a subway along Finch Avenue West from the University-Spadina Subway line to Humber College; and,
  - d) Further extension of the Sheppard East LRT from Meadowvale to the Toronto Zoo.
3. The Official Plan only provides for the McCowan Bus Rapid Transit (BRT) between Scarborough City Centre and Finch Avenue
4. City Council, at its July 2013 meeting, gave further approval for the replacement of the Scarborough RT line by extending the Bloor-Danforth subway line, subject to certain funding agreements being in place. Subsequently, at its October 2013 meeting, City Council approved the funding for the construction of this subway line extension (CC39.5-<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CC39.5>)

**Map of 25 Rapid Transit Projects**



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## **Measures to Mitigate Construction-related Traffic Congestion**

### **Issue**

Construction on expressways, in the city right-of-way and on adjacent properties may require lanes of traffic to be closed and can therefore have significant traffic impacts. Increased road construction, utility work, and development over the past decade have contributed to an increase in traffic congestion. The increased congestion results in slower travel times, slower speeds, increased pollution, and driver frustration.

### **Background**

Construction activities are coordinated by the City at two levels. Large-scale and planned projects are scheduled and coordinated years in advance by the Major Capital Infrastructure Coordination group. This is a critical first step of coordination that bundles work so construction occurs on a street only once, and attempts to align projects so that construction isn't occurring on alternative corridors during the same year. (Additional information on this program is provided in the briefing note related to Capital Coordination.)

Shorter term coordination of lane and street closures for planned capital projects by both City and other public agencies and utilities, and larger-scale private construction adjacent to, and often impacting, City streets are managed and permitted by Transportation Services. Coordination often begins up to a year in advance with adjustments made up to, and during, construction to account for changing circumstances due to weather, project delays, other unplanned work, film shoots, and special events.

Transportation Services also issues site service permits to utilities to access their infrastructure within the public right of way. These permits include standard permissions for lane closures, identifying the hours when a contractor can work on various classifications of streets.

Finally, Transportation Services also issues permits for emergency work, but they are usually issued after the fact, simply as a means to document cuts into roads or sidewalks; however, street or lane closures involving emergency work are not "coordinated" as they are unplanned.

To better address the broader impacts of traffic congestion, Transportation Services developed a five-year Congestion Management Plan that was adopted by City Council in December of 2013. The plan includes a construction coordination strategy that is intended to better inform motorists of traffic conditions within work zones, reduce the amount of time that space in the right-of-way (streets and sidewalks) is occupied, and improve the coordination and management of these occupancies. Implementation of the Plan began in 2014, and builds on the existing processes that are used to manage construction disruption.

#### Coordination, Scheduling and Permitting

Transportation Services is responsible for ensuring public safety within the right-of-way. In order for any lane occupancy to be permitted, the contractor is required to apply for permit(s) from the Division.

Transportation Services employs Work Zone Traffic Coordinators (WZTC) to coordinate planned lane and roadway closures in their specific area to manage impacts to a host of roadway users, including pedestrians, cyclists, transit, and motor vehicles. They review and approve work zone traffic plans for signs, pavement marking and traffic signal modifications. They also liaise with internal and external clients, including transit, police, and other emergency services, and provide feedback and guidance to contractors. Contractors are responsible for notifying impacted residents and businesses.

WZTCs schedule work based on competing priorities such as capital construction, special events, and work on parallel routes. WZTCs try to maximize the windows of time that can be provided to contractors in an effort to minimize the duration of work.

#### Intelligent Transportation Systems

When construction occurs on corridors, traffic signals are often retimed on parallel routes to accommodate diverted traffic volumes. Over the last three years, signals have been retimed along corridors adjacent to major construction projects, such as the Gardiner rehabilitation work, TTC intersection closures, and the Eglinton Crosstown LRT.

Information on disruptions is collected and disseminated through the Road Disruption Activity Reporting System (RoDARS). The data is available to users through the City's web site, and also by Open Data. Information on current traffic conditions is provided to motorists through a variety of communications tools, including media releases, social media, temporary

signage, and variable message signs. Since 2012, 13 new variable message signs have been installed on the Don Valley Parkway, Gardiner Expressway, and Lake Shore Boulevard.

Sixty-seven traffic cameras are used to monitor conditions on the Don Valley Parkway, the Gardiner, and Lake Shore Boulevard. Fifteen new traffic cameras have been installed on arterial roads in the downtown area. These cameras are monitored 24 hours per day by the Transportation Operations Centre (TOC). Real-time adjustments can be made based on the changing traffic patterns and disruptions. A recent upgrade to the TOC increased the number of traffic cameras that can be monitored from 75 to 200. Expansion in the number of variable message signs and traffic cameras is on-going; 120 new cameras are planned for installation on arterial roads in the next two years.

### Enforcement

Right-of-Way (ROW) Management Units exist within each of the four Districts within the Transportation Services. Enforcement relating to the right-of-way are handled by Transportation Standards Officers (by-law officers), who enforce bylaws related to road occupancy and associated permitting within the City's road allowance. Enforcement activities are guided by the applicable bylaw: Chapter 743, Use of Streets and Sidewalks.

Transportation Standards Officers enforce the conditions of permits related to road occupancies to ensure that the associated occupancies/lane closures comply with all conditions of the permit. These conditions usually include times for occupancy such as specific hours permitted during the day and the number of days, required traffic management plans and configuration, hoarding requirements, signing and associated general safety features.

In addition to Standards Officers' proactive and complaint-based inspections, periodic enforcement blitzes are scheduled to maintain heightened awareness and ensure compliance. A September 2014 blitz of construction zones, which was conducted with the assistance of Toronto Police Services (who have the ability to enforce traffic regulations such as No Parking, No Stopping, and other Highway Traffic Act infractions), resulted in 403 charges being laid during a one-week period. The blitzes are generally advertised in advance through media releases and notices to contractors. Blitzes are used to communicate the City's commitment to managing and improving the condition and safety of work zones, and better managing construction disruption.

## **Implications**

Pending the results of a study to determine the congestion-related cost of lane closures, there may be opportunities to accelerate the completion of public sector construction projects. Further discussion would be required between Transportation Service and Engineering & Construction Services to evaluate the cost and benefits, and to develop the business case and processes to support this strategy. In addition, it will be necessary to consult with the construction industry to determine the industry's ability to accelerate projects based on more stringent contract provisions. The study is expected to be completed in early 2015.

## **Current Status and Next Steps**

Additional elements of the Congestion Management Plan to be reviewed and implemented include the following:

Smart Work Zones - Develop a standardized approach to work zone management including the use of portable electronic messaging signs to better inform Motorists, as well as the possible use of CCTV cameras to monitor traffic in work zones.

Lane Occupancy Permit Management - Implement an electronic system that streamlines the application, approval, receipt and management/tracking of lane occupancy permits. Approved permits would be electronically available to contractors, City enforcement officers and Transportation Operations Centre staff, as well as media outlets and private traveler information services.

Lane Occupancy Permit Review - Review the impact of lane closures on traffic congestion and develop permit pricing that better reflects congestion costs. It is anticipated that permit costs will be increased. Increased costs should provide a motivation for private entities to limit the duration of their lane closures. A report reviewing the fees charged for third-party occupations of the right-of-way is planned for early 2015.

Work Zone Performance Management and Monitoring - Implement changes to contract requirements to reduce the duration of construction. Consider monitoring the traffic performance within the work zone through portable traffic cameras.

In addition to the Congestion Management Plan, City Council approved the recommendations of the Downtown Transportation Operations Study (DTOS)

in late 2013, which included a number of projects to reduce the impacts of construction on traffic congestion. As a result, staff are currently reviewing the potential for requiring a Disruption Mitigation Plan to be submitted when a permit to close a portion of the right-of-way (or traffic lanes) is requested. This plan would include measures to mitigate disruptions in the road network, and provide consideration of all modes of transportation.

In addition to disruption mitigation plan requirements, staff are currently studying the use of Traffic Assistance Personnel to be placed at problematic intersections. These Personnel could be deployed, as needed, to manage short-term term traffic issues (emergencies, special events), as well as longer term issues relating to construction projects.

Another aspect of the DTOS was to make adjustments to parking and turning restrictions along arterial roads, recognizing the extended length of time that peak travel occurs. In July, City Council approved extending peak hour clearances to 7:00AM to 10:00AM, and 3:00PM to 7:00PM along King Street West, from Bathurst Street to Roncesvalles Avenue. This extended clearance was enacted to provide additional road capacity along King Street as an alternate route to the Gardiner Expressway, which is under construction parallel to this stretch. Additional review of parking and turning restrictions will be undertaken through the downtown area, especially in consideration of corridors under construction.

### **Additional Information**

Downtown Transportation Operations Study – Project Descriptions:  
<http://goo.gl/xhVxQb>

Congestion Management Plan 2014-2018:  
<http://goo.gl/9cw4vq>

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## **Street Closures During Special Events and Construction Activities**

### **Issue**

Special events, road and sidewalk construction, and development activity require regular street closures throughout the City. This results in an increased burden on residents, employees, business operators, and visitors who travel on the road and sidewalk network.

### **Background**

Special Events (street events) encompass a variety of charitable, promotional and recreational activities such as races, runs, walks, parades, festivals, cultural/social events and parties on city streets.

Construction activities associated with road and sidewalk rehabilitation or reconstruction also close streets. These programs are part of the City's Capital Works Program, which is coordinated with that of other public utilities, including Toronto Water, to minimize disruption to the travelling public. Permits are issued for all street closures to mitigate the associated impacts to traffic flow, parking and access, and address potential conflicts among simultaneous closures.

The City has experienced, and continues to experience, an influx of high-rise development applications in the central area, redevelopment of industrial areas, and the revitalization of the Toronto Waterfront (including the Pan Am Games Village). The intensification of these areas usually means that developments are built to the property line making construction almost impossible unless space on public sidewalks, roads, and laneways is used to accommodate the staging and protection required for such projects. While City staff always attempt to provide staging space on laneways and smaller side streets, this is not always possible, resulting in closures of sidewalks, boulevards, and travel lanes on streets to accommodate private construction. The manifestation of swing cranes, hoarding along sidewalks, closed traffic lanes and queuing of construction vehicles often result under these circumstances.

Transportation Services, Right of Way Management unit is responsible for facilitating events, large and small, on streets and sidewalks of the City. It is also responsible for the issuance of street occupancy permits for



facilitating the construction on or adjacent to roadways. Right of Way staff are involved from the first call from an applicant through to the end of either the event or the construction activity. Applications for parades and marches are received by the Toronto Police Service.

In 2014, over 680 of these events took place in Toronto and approximately 530 took place in the downtown core. The majority of these events take place every year. In addition to the construction activities for private development and road projects, Transportation staff have issued over 36,000 utility cut permits in 2014 to public utility companies to carry out the necessary installation/rehabilitation of their infrastructure within the street.

### **Implications**

The demand and frequency of street closures associated with events and construction results in an increased burden on residents, employees, business operators, and visitors who travel on the road and sidewalk network.

Transportation Services staff work with event organizers to plan the date of their events to minimize the impact on traffic, transit, and the local community. Staff also work to minimize any conflicts with planned construction activities on both the proposed route and surrounding alternate routes. Construction activities, wherever possible, are planned to accommodate annual street events. From time to time, annual events may need to be adjusted to different dates or locations due to conflicts with required construction activity.

Any events that require closure of major expressways or Lake Shore Boulevard require City Council approval. These have included Ride for Heart, Honda Indy, Caribbean Carnival, and various running events.

### **Current Status and Next Steps**

Transportation Services continues to improve the coordination and advance planning for street events, construction activities and parades by working with other City divisions and Toronto Police Services.

Transportation Services also works with the major event venues in the downtown core to coordinate their event planning and development of traffic management plans. The ability to accommodate events and minimize disruption is improved when applicants and City staff are engaged as early as possible.

**Additional Information**

The following link provides further information on street events in the City, including the guidelines for community-led street events, and access to the calendar of ongoing and upcoming events: <http://goo.gl/JiROhy>

Transportation Services also provides up-to-date information about ongoing road closures at: <http://www.toronto.ca/torontostreets/>

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## Coordination of Capital Programs

### Issue

City Council authorizes significant capital investments on an annual basis for City divisions, agencies and corporations. For the period between 2014 and 2018, forecast capital expenditures could exceed three billion dollars per year. The pace and value of infrastructure construction is increasing, requiring proactive coordination to ensure that approved capital budgets are spent efficiently, capital projects are delivered effectively, potential conflicts are avoided, and disruption to the public is minimized.

### Background

A significant number of capital projects impact the City's roadways, which is unavoidable, but causes disruption and inconvenience to all road users and others that share the public realm. In 2014, more than 200 kilometres of roadway and 300 kilometres of underground infrastructure beneath the roadway were scheduled for repair or replacement.

The scope of construction performed by the City is amplified each year by the simultaneous construction of other public and private utilities including Provincial investment in transit and transportation infrastructure, and private development that spills over into the roadway.

The City's 2014-2013 tax and rate supported capital plan is \$28 billion in consolidated spending. The City's expenditures will be supplemented by transit, transportation and utility investments that will be made by other organizations. The amount and timing of capital investment is a response to the pace of growth occurring within the city, and the age and condition of existing infrastructure.

The scope of work to repair, replace and expand infrastructure networks will be performed by a wide range of public and private organizations. Currently, there are more than twenty City divisions, agencies, corporations, private utilities, and external organizations that have a mandate to construct and maintain infrastructure across the City. Each organization has a different planning horizon, but they share a common interest in working on or within the City's roadways.

Roadways accommodate most of the linear infrastructure that runs through the city. As a result, the organizations that provide for the infrastructure needs of the city, and their corresponding investment in that infrastructure, directly impact the city's transportation corridors and associated public realm.

City Council has acknowledged the need to manage competing demands for access to the city's roadways by supporting measures to improve capital coordination.

Coordination of numerous, overlapping and recurring capital programs requires effective:

- Identification of opportunities to synchronize and stage work;
- Pre-emption of potential conflicts; and
- Communication to raise awareness and understanding between all participants and the public.

To achieve those goals, the Major Capital Infrastructure Coordination Office ("MCIC") was established in the office of the Deputy City Manager, Cluster B. The mandate of MCIC includes the provision of:

- High-level coordination of all capital programs, including those of the City and external agencies, to be constructed in the City's right-of-way;
- Development and sustainment of a revolving, coordinated, five-year capital plan;
- Problem solving and conflict resolution to minimize construction disruption;
- Elimination of barriers and bottlenecks to efficient capital planning and construction;
- Liaison among the capital planning groups within City divisions, agencies, public utilities and other organizations; and
- Monitoring and reporting key performance indicators with respect to capital program delivery and expenditures.

## **Implications**

MCIC has established procedures and tools that allow City divisions, agencies, utilities and other infrastructure owners, to specify the scope and schedule of their capital programs several years prior to construction.

The projected level and mix of investments are incorporated in a revolving five-year coordinated capital plan. Proposed revisions to the plan within two years of construction are vetted through a change management process.

Commitments from City divisions and other infrastructure owners to participate in the City's capital coordination process are contributing to:

- Less construction disruption to residents, businesses and commuters by consolidating the scope of multiple programs into a single construction project that proceeds in a coordinated manner;
- Lower construction costs by avoiding duplicative construction that is not delivered in a logical sequence;
- Improved predictability of capital delivery rates for infrastructure owners, and improved reliability of construction notifications to the public;
- Reduced incidence of missed opportunities to bundle work together at one time, or in one contract, by creating a transparent capital planning and coordination process;
- Reduction in the backlog of the City's state-of-good-repair requirements; and
- Opportunities to minimize TTC service disruptions by implementing prescriptive coordination and communication requirements on key transit routes.

### **Current Status and Next Steps**

Capital coordination relies on new web-based applications and an increasing commitment to automation. In particular, MCIC has developed and continues to expand the utility of T.O. INview ("Toronto Infrastructure Viewer") as a common platform for the coordination of all capital projects, regardless of ownership, across the city.

T.O. INview is a web-based mapping system that displays the locations and details of planned capital projects. The map interface provides a quick and intuitive depiction of scheduled construction for each program year. The planning component of the system also consolidates multi-year capital programs to provide a single illustration of sequential construction activity. The system interprets data supplied by all participants to identify situations requiring coordination to pre-empt or resolve conflicts, and flag opportunities to link separate projects under one contract. MCIC relies on T.O. INview to facilitate the scheduling of capital projects in a logical and cost-effective sequence.

In addition to actively managing and automating the coordination process, MCIC has provided leadership with respect to several city-wide, multi-year infrastructure programs including those sponsored by the TTC, Toronto Hydro and provincial agencies including Metrolinx.

### **Additional Information**

City Council's December 2013 request that capital coordination for City projects be conducted through the Major Capital Infrastructure Coordination Office:

<http://goo.gl/hpBsfc>

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## Cycling Plan and Infrastructure

### Issue

The Toronto Bike Plan (2001) has led to a significant expansion of the cycling network across the city. Transportation Services is currently developing an updated Cycling Network Plan for consideration by City Council in mid-2015.

### Background

The current Bike Plan, adopted by City Council in July 2001, established the framework for developing the bikeway network.

In 2011, City Council adopted the Transportation Services staff report, Bikeway Network – 2011 Update which confirmed Council's implementation priorities for the 2010-2014 term of Council. These priorities were to accelerate the construction of the trails component of the network and to upgrade and expand the downtown network of bike lanes.

In June 2012, City Council adopted the multi-year Bikeway Trails Implementation Plan which recommended 26 new trail projects (77 km), and existing trails to be upgraded over 10 years at an estimated cost of \$6.0 million per year.

Between 2012 and 2014, Council adopted reports authorizing the upgrade and expansion of the downtown cycling network, including:

- Upgrading existing bicycle lanes to cycle tracks and/or buffered bike lanes on Sherbourne Street, Wellesley Street, Harbord Street and Hoskin Avenue; and
- Pilot project cycle tracks on Simcoe, Adelaide and Richmond Streets.

The downtown bikeway upgrades/expansion projects will be completed by summer 2015.

### Implications

The City's Cycling Plan supports the Official Plan and Strategic Action #3 Develop a Long-Term Transportation Plan and Policies which includes

"creating an integrated framework for movement in the city that supports walking, cycling, transit and goods movement as key priorities." The Cycling Infrastructure 10-Year Capital Plan commits approximately \$9.0 million per year for cycling infrastructure projects, primarily bikeways and bicycle parking.

**Current Status and Next Steps**

Toronto’s Bikeway Network currently consists of 536.6 lane km of on-street bikeways and 294 km of trails, as described below.

**Table 1: Bikeway Network Status (August 31, 2014)**

<b>On-Street Bikeway Type</b>	<b>Length (lane-km)</b>
Cycle Tracks	6.2
Bicycle Lanes	202.8
Contra-flow bicycle lanes	4.2
Shared lanes (sharrows)	21.3
Signed Routes	302
Sub-total km	536.5
<b>Off-Street Bikeway Type</b>	
<b>Length (trail-km)</b>	
Bikeway Trails	294.1
<b>Total Bikeways</b>	<b>830.6 km</b>

Approximately 37 km of new bikeway trails and 34 km of on-street bikeways were completed during the 2011-2014 term of Council.

Key Bikeway Projects Completed and Underway:

- Finch and Gattineau Hydro Corridor Trails - 2011
- Don Mills Trail – 2011
- East Don Trail Phase 1 – Lawrence to Wynford – 2011
- Waterfront Trail – Mimico Waterfront - 2012
- Waterfront Trail – Port Union to Rouge River - 2012
- Sherbourne Cycle Tracks – Bloor to King – 2012
- Mid-Humber Trail Gap – Phase 1 – 2013
- Waterfront Trail – Marie Curtis Park - 2013
- Wellesley Cycle Tracks – Parliament to Yonge - 2013
- Sherbourne Cycle Tracks – Front to Lake Shore – 2014
- Various contra-flow bicycle lanes – 2013 and 2014
- Wellesley Cycle Tracks – Yonge to Queens Park Crescent - 2014
- Richmond-Adelaide-Simcoe Cycle Tracks Pilot Project - 2014



- Harbord-Hoskin cycle track and buffered bicycle lanes - 2014
- Humber Trail – Claireville extension - 2014
- Queen's Quay Waterfront Trail - Parliament to Bathurst – 2013 to 2015
- East Don Trail E.A. Study - 2014
- West Toronto Railpath Extension E.A. Study – 2014
- Richmond-Adelaide Cycle Tracks E.A. Study – 2015

In addition, there are several new major bikeway network initiatives that have been approved, and/or are in final stage of consultation / design for installation over the next few years, including:

- West Toronto Railpath Extension;
- East Don Trail;
- Pan Am Path;
- Waterfront Trail as part of Queen's Quay Revitalization;
- Richmond and Adelaide Street Cycle Tracks; and
- Cycle tracks and bicycle lanes included in transit projects along Eglinton Avenue, Sheppard Avenue East and Finch Avenue West.

#### New Bikeway Network Plan:

Transportation Services is leading development of a new cycling network plan for consideration by Council in mid-2015. The new cycling network plan will recommend 5- and 10-year implementation plans for the expansion of the cycling network.

Key objectives of the new plan:

- Evaluate existing network;
- Close gaps in the existing network;
- Upgrade existing cycling infrastructure where required;
- Expand the network to link more communities;
- Adopt best practice design principles; and
- Develop an implementation strategy

#### **Additional Information**

Toronto Bike Plan (2001)

<http://goo.gl/AQH4Qr>

Bikeway Network – 2011 Update

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.PW5.1>

Bikeway Trails Implementation Plan (2012)

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PW15.2>

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## **Gardiner East Expressway and Lake Shore Boulevard Reconfiguration Environmental Assessment & Integrated Urban Design Study ("Gardiner East EA")**

### **Issue**

In mid-2015, City Council's Public Works & Infrastructure Committee (PWIC) will consider a report on a preferred Environmental Assessment (EA) alternative for a portion of the elevated Gardiner Expressway east of Jarvis Street to approximately Logan Avenue. This section of the Gardiner is in need of full deck replacement, which has been scheduled for 2020 to 2025. A decision to Maintain, Improve, Replace, Remove or implement a Hybrid of these options for the Gardiner East is critical given the condition of the deck, which is currently being maintained in a safe and operable condition with interim repairs.

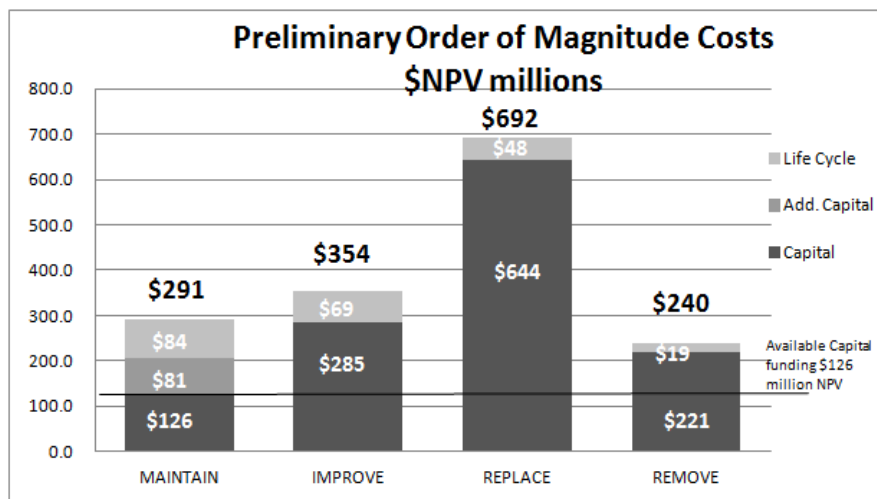
### **Background**

The 2014 to 2023 approved Capital Budget and Plan for Transportation Services includes a \$230M cost estimate for easterly deck rehabilitation, which forms the basis of the Maintain option in the EA. In 2013, Council deferred full reconstruction of the Gardiner East deck to 2020, pending completion of the EA being led by the City of Toronto and Waterfront Toronto.

A report to March 2014 meeting of the PWIC recommended Remove as the preferred EA alternative that best meets the transportation and infrastructure, urban design, economic and environmental objectives of the study. The PWIC deferred a decision in order to permit further review of the recommended Remove option and the development of measures to mitigate the impact of this option on congestion. PWIC also directed staff to develop an additional option that combines certain components of the Maintain and Replace options. This option, referred to as the "Hybrid" option, will preserve the expressway linkage and functionality between the Gardiner Expressway and Don Valley Parkway, and is currently being developed and evaluated.

## Implications

In the chart below, preliminary order-of-magnitude infrastructure and 100-year lifecycle costs for each EA option are shown in comparison to planned Gardiner East rehabilitation costs. Costs for the Hybrid option, yet to be determined, are expected to be greater than Maintain but less than Replace. Estimated costs are \$692 million, \$354 million, \$291 million, and \$240 million for the Replace, Improve, Maintain, and Remove options respectively.



Source – Project Engineering Consultants – Morrison Hershfield, Peer Reviewed by Delcan

## Current Status and Next Steps

Goods movement and economic competitiveness studies are underway with stakeholder input, as are technical evaluation and preliminary design for the Hybrid and Remove options. Public consultation is planned for early 2015, following which a report to PWIC will be tabled.

Should Council endorse the Maintain option, staff would consult with the MOE on withdrawing from the current EA process. Full deck rehabilitation east of Jarvis Street would be undertaken as scheduled from 2020 to 2025, or earlier if an accelerated model of rehabilitation is adopted.

Should Council endorse a preferred EA option other than Maintain, alternative designs would be developed to address travel time, traffic flow and design improvements, and accelerate demolition and/or construction. The final design, detailed financial implications and EA Report would then be sent to the Minister of the Environment and Climate Change for approval.

## Additional Information

Link to March 4, 2014 PWIC Decision:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW29.2>

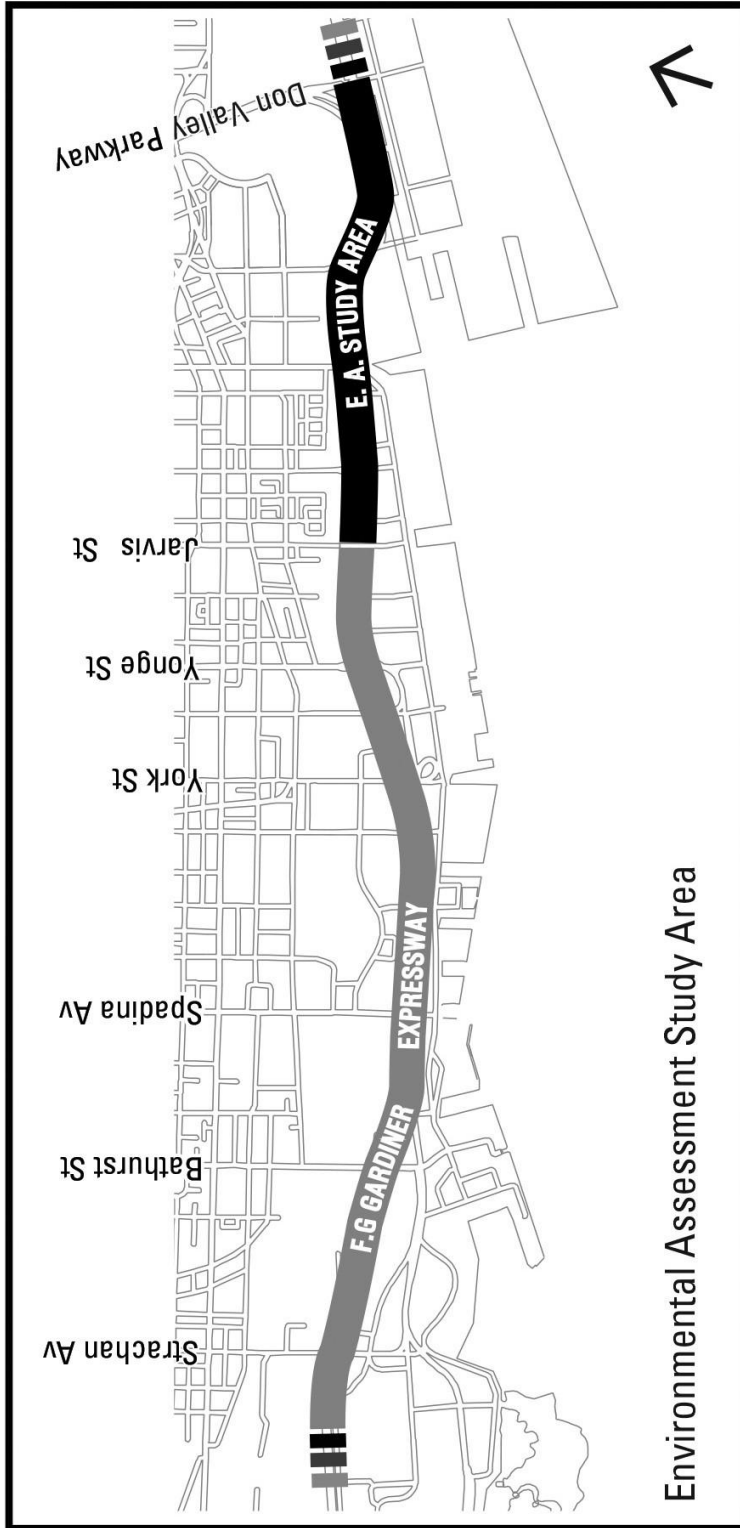
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**Appendix: Gardiner East EA Study Area Map**

The map below illustrates the Gardiner East Environmental Assessment Study Area.



## Strategic Plan and Rehabilitation Projects for the F.G. Gardiner Expressway

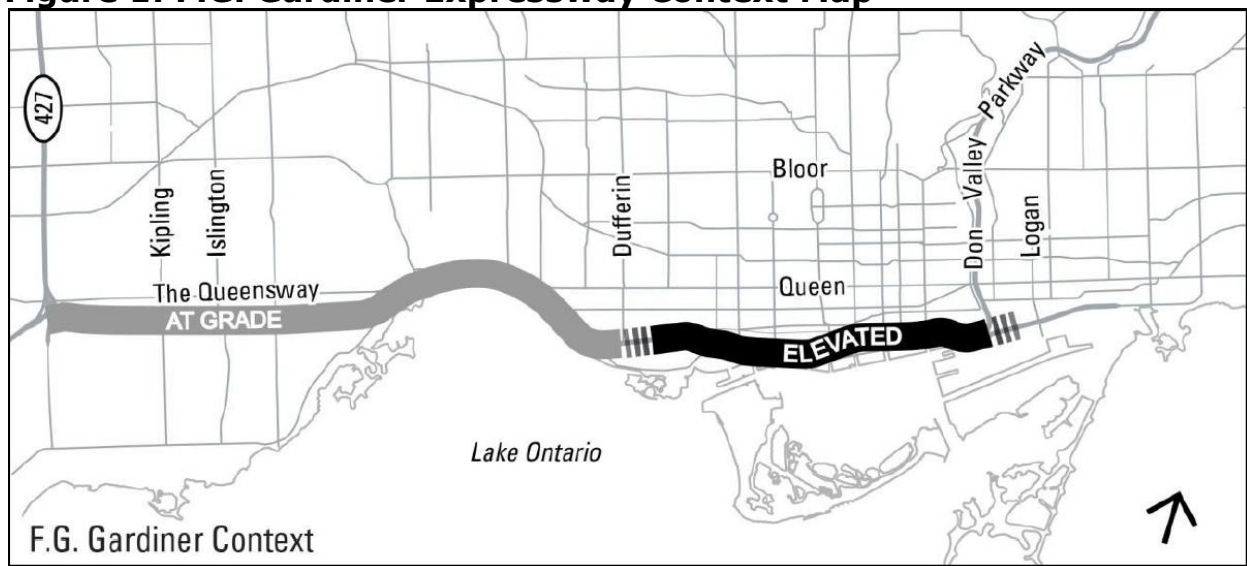
### Issue

The F.G. Gardiner Expressway has been in service for almost 60 years and is well into the latter part of its service life. The Expressway has been the subject of ongoing maintenance and repair, and now requires rehabilitation to maintain it in a safe and serviceable condition.

### Background

The Frederick G. Gardiner Expressway (Expressway) is a key transportation artery that extends 18 km from the Queen Elizabeth Way at Highway 427 to east of the Don Valley Parkway. It is owned and maintained by the City of Toronto. The 18-kilometre long Expressway consists of an 11 km at-grade section in the west and a 7 km "elevated" section in the east.

**Figure 1: F.G. Gardiner Expressway Context Map**



The at-grade section of the Expressway extends from Highway 427 to approximately 300m east of Dufferin Street, and includes 32 structures (i.e. bridges and culverts). The number of driving lanes along the at-grade section ranges between six-to-ten lanes, west of the Humber River, and six lanes east of Humber River.

The elevated section of the Expressway extends from just east of Dufferin Street to approximately Logan Avenue in the east. The elevated section consists of a series of approximately 335 bridge spans, supporting 6 driving lanes; and includes, 17 ramps.

### Rehabilitation Projects

Three rehabilitation projects are currently underway:

1. Interim repairs from Jarvis Street to the Don Valley Parkway, scheduled for completion in the winter of 2014/15;
2. Structural rehabilitation of three bridges west of the Humber River, scheduled for completion in the winter of 2014/15; and
3. Replacement of the west deck from the Exhibition Place to Grand Magazine Street, scheduled for completion at the end 2016.

Projects (2 & 3), have lane closures in both directions for the duration of their contracts.

One project, the replacement of the centre median from Dufferin Street to Ellis Ave, was completed in August 2014.

The 2014 to 2023 Capital Budget and Plan currently includes \$535M in funding for the Gardiner Rehabilitation Project for work to occur over the 2014 to 2023 period.

### Strategic Plan for the Rehabilitation of the F.G. Gardiner Expressway

A Strategic Plan ("Plan") for the rehabilitation of the Expressway was considered and approved by City Council in 2014. The Plan identifies the immediate, short and long-term rehabilitation needs of the F.G. Gardiner Expressway and a schedule for the necessary rehabilitation works for the next 25 years. The estimated cost for rehabilitation of the entire structure (including rehabilitation of the bents) is between \$1.7 and \$1.9 billion.

The costs for the rehabilitation projects currently underway were not included in the Plan as these will be considered under the 2015 Capital budget process. These costs are considered essential rehabilitation work.

The Gardiner East Environmental Assessment (EA) for the elevated section east of Sherbourne Street is concurrently underway and no final decision has been made. The estimated costs of \$1.7-1.9 billion included in the Plan for this section of the Expressway represent the costs associated with the "Maintain" option considered in the EA.



The Plan addressed the feasibility of using an accelerated bridge construction approach to rehabilitate the elevated section, condense the schedule and mitigate traffic impacts from construction. This approach was approved by City Council in April 2014.

The accelerated construction approach involves scheduling rehabilitation work for the at-grade section with the replacement of deck for the elevated section, which has reached the end of its service life, using prefabricated deck/girder sections. While this approach represents an initial increase of an estimated \$400 million in Transportation Services' 2014 to 2023 Capital Budget and Plan, the longer term cost differential over the 25 year implementation period using the conventional approach is estimated to be \$115 million.

The accelerated construction approach would eliminate eight years of traffic restrictions and could potentially reduce user delay costs by almost \$3 billion (an estimated \$400 million per year of construction). Additional benefits of the accelerated approach over the conventional deck replacement include:

- mitigate noise, vibration, and dust
- less weather dependent;
- highest quality achievable by fabricating the structural elements in a more controlled environment;
- the service life is 15-years longer; and
- reduce 'interim' repair requirements.

In 2015, Council will consider the funding and delivery options for the accelerated bridge construction approach along with other Strategic Plan deliverables as part of Transportation's 2015 Capital Budget and 2016-2024 Capital Plan.

## **Implications**

Construction on the F.G. Gardiner Expressway must be coordinated with other capital works for nearby arterial roadways as lane reductions can cause traffic delays on alternate routes.

The accelerated approach to the F.G. Gardiner Rehabilitation project will result in an estimated increase of \$400 million to the Transportation Services' 2014 to 2023 Capital Budget and Plan of \$535 million for this project. However, this accelerated approach, when viewed over a 25-year period (2014 to 2038), represents an increase of an estimated \$115 million over the estimated 25 year total cost of \$1.763 billion using the conventional approach.

The increase in initial cashflow is more than offset by the reduction in traffic or user impact by an estimated 8 years (valued at an estimated \$3 billion in user impact). In addition, there are a range of project delivery options and financing models which could further accelerate the construction schedule and reduce the short term capital costs, which will be further explored.

Engineering & Construction Services and Transportation Services will report to the Budget Committee as part of Transportation's 2015 Capital Budget and 2016 to 2024 Capital Plan on:

- project delivery schedule, multi-year cashflow requirements and financing strategy, proposed project delivery model and proposed procurement process for the implementation of the Strategic Plan for the rehabilitation of the F.G. Gardiner Expressway; and
- a revised Strategic Plan for the rehabilitation of the F.G. Gardiner Expressway, including project delivery schedule, multi-year cashflow requirements and financing strategy for the implementation of the Strategic Plan should City Council opt for either the remove, replace or improve option for the Gardiner East Environmental Assessment Study.

Staff are exploring funding options for the Gardiner Expressway, which may include a submission to P3 Canada for federal funding of up to 25% of eligible capital costs. These options and financing implications will be presented as part of the staff report in 2015. Council has directed staff not to consider tolling as a potential funding source for this project.

### **Current Status and Next Steps**

- Complete the *Gardiner Expressway and Lake Shore Boulevard East Reconfiguration Environment Assessment*;
- Engineering & Construction Services and Transportation Services will report to the Budget Committee as part of Transportation's 2015 Capital Budget submission on the implementation of the Strategic Plan;
- Complete P3 Canada and Federal funding applications and assessment of alternative project delivery options; and
- Complete current construction projects on the F.G. Gardiner Expressway

## **Additional Information**

### **Rehabilitation Projects Underway**

#### Interim Repairs from Jarvis Street to Don Valley Parkway

In December 2012, Council adopted a recommendation to revive an Environmental Assessment (EA) of the F.G. Gardiner Expressway from the Don Roadway to Jarvis Street. Interim repairs were necessary to keep this section of the F.G. Gardiner Expressway safe and serviceable until 2020. This provided time to complete the EA and for the recommendations of the EA to be adopted by Council. More information about the repair work that is underway is available at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.BD126.5>

#### Structural Rehabilitation of At-grade Bridges West of the Humber River

On March 4, 2014 City Council awarded Contract 13SE-21S to Soncin Construction Corporation for the rehabilitation of the three (3) at-grade bridges on the F.G. Gardiner Expressway between Park Lawn Road and the Humber River. More details about the contract and its background can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW29.3>

#### West Deck Replacement from CNE to Grand Magazine

On April 1, 2014 City Council awarded Contract 13SE-19S to Grascan Construction Ltd. and Torbridge Construction Ltd for the F.G. Gardiner Expressway West Deck Replacement (Exhibition Place to Grand Magazine Street) and Garrison Road Bridge Demolition. More details about the contract and its background can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW29.1>

### **Completed Projects**

#### Median Replacement from Dufferin to Ellis

On December 18, 2013 the Bid Committee Contract 13SE-20S awarded Contract 13SE-20S for the Median Replacement of the Gardiner Expressway from Ellis Avenue to Dufferin Street to Dufferin Construction Company. More details about the contract and its background can be found at the following link:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.BD158.5>

**Council Direction**

At its meeting of April 1, 2014 Council requested that staff report to the Budget Committee. More details on the direction can be found at this link: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW29.1>

Strategic Plan for the Rehabilitation of the F.G. Gardiner Expressway  
<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-67051.pdf>

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## **Allen Road/Downsview Environmental Assessments**

### **Issue**

#### Allen Road

The City of Toronto is studying how to make Allen Road better for the people that travel on it and the communities that surround it. The purpose of the Allen Road Environmental Assessment (EA) is to address current challenges and opportunities in the Allen Road study area and define the scope of potential future work.

#### Downsview

Transportation Services is carrying out an Environmental Assessment (EA) to determine the preferred design of the major roads that are needed to support the development of the Downsview Area Secondary Plan.

### **Background**

#### Allen Road

Currently, Allen Road has operational issues, is in need of repairs, and does not integrate well with the local neighbourhood. To address these issues, in 2010 City Council directed Transportation Services to develop the Allen Road EA Terms of Reference (ToR) to further study the Allen Road corridor. The study area encompasses the section of Allen Road from Eglinton Avenue West to Transit Road.

As part of the EA, a range of alternatives will be considered to address the needs within the corridor. A successful solution will balance three main objectives: state of good repair, transportation function, and urban design.

#### Downsview

In 2008, City Planning initiated a review of the Downsview Area Secondary Plan. The review reassessed the previous Secondary Plan (1999) against current policies and placed a specific focus on the Toronto-York Spadina Subway Extension as a key consideration in developing and evaluating updated Secondary Plan options.

As part of the Secondary Plan review process, a Transportation Master Plan (TMP) was prepared to evaluate the broader transportation infrastructure needs of the area. The current EA will complete the process by fulfilling requirements for the major roads identified in the TMP. These include:

- a 2.3 km extension of Transit Rd from Allen Rd to Chesswood Dr.;
- a 1.2 km westerly extension of Transit Rd from Chesswood Dr to the Keele St/Grandview Avenue Dr intersection;
- a 2.6 km section of Perimeter Rd (formerly known as the National Urban Park Ring Rd) that extends from the future Transit Rd along the west side of the airport runway to the east side of the National Urban Park; and
- two grade-separated crossings of the GO Transit Barrie rail corridor.

## **Implications**

### Allen Road

Transportation Services included \$2.5 million in its 2014 Capital Budget in order to retain a Consultant to initiate the Allen Road EA.

### Downsview

Under the Downsview Secondary Plan, all streets and servicing infrastructure will be constructed by the area's landowners, to City standards and at approved locations before they are conveyed to the City. Accordingly, capital funding has not been identified for the Downsview major roads or servicing infrastructure. A staged implementation of major and minor streets over a number of years is anticipated.

## **Current Status and Next Steps**

### Allen Road

On September 5, 2014, the City of Toronto submitted a proposed Terms of Reference (ToR) for the Allen Road Individual EA to the Ministry of Environment and Climate Change (MOECC) for review. A decision is expected within three to five months. Should the Minister approve the ToR, the City can then proceed with the Allen Road EA. Preparation of the EA can be expected to take at least two years. The EA is not expected to commence until 2015, at the earliest.

### Downsview

The Class EA commenced in October 2013 and it is anticipated to be completed in mid-2015. Following the completion of the EA process, Council will be requested to endorse the EA and authorize the commencement of a 30-day public review period.

Design and construction of the major roads will be carried out over a number of years by the landowners within the Secondary Plan area. A core servicing agreement will be required to ensure that the infrastructure is coordinated and constructed to City standards prior to the City's assumption of these facilities.

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## Winter Services Overview

### Issue

Transportation Services has successfully developed a winter plan that standardizes winter service levels throughout the City of Toronto while still recognizing the uniqueness of the City's many communities.

### Background

Transportation Services provides a full suite of winter services including roadway de-icing, roadway plowing, driveway windrow opening, cycle track clearing, Martin Goodman Trail clearing, sidewalk clearing, bus stop clearing, seniors sidewalk clearing and snow removal (haulage or on-site melting), including laneway frontages. Where mechanically possible, these services are delivered consistently and equitably to all areas of the city. Toronto has a high level of service in providing mechanical sidewalk clearing on most city streets, save for the inner areas where it is not feasible. A seniors sidewalk clearing program is provided in those areas where the City does not provide mechanical clearing.

The 2014 Operating Budget for winter maintenance is approximately \$84M. The breakdown is as follows:

<b>Contract</b>	<b>In-House</b>	<b>Salt</b>	<b>Total</b>
\$59,000,000	\$8,000,000	\$11,000,000	\$84,000,000

There is a further \$19M in the Extreme Weather Reserve fund for use in the event of a severe winter.

### Implications

Revisions to the existing winter maintenance levels of service have been approved by City Council for implementation beginning with the 2015/16 winter season. The enhanced levels of service are for winter maintenance of cycling facilities, sidewalks with higher pedestrian volumes, transit stops, and for expanded geographic coverage of the windrow opening and mechanical sidewalk clearing programs. The additional costs are as follows:



Service	Annual Cost (Projected)	Notes
Enhanced levels for cycling facilities, including priority routes	\$650,000	Based on the size of the 2014 bikeway network
Enhanced levels for high-volume sidewalks, and transit stops	\$2,900,000	Includes sidewalks on arterial roads, school zones, and transit routes where mechanical clearing is provided
Mechanical Sidewalk Clearing Program Expansion	\$50,000	Additional locations in wards 11, 12, 22, 27, and 29
Windrow Opening Program Expansion	\$50,000	Additional locations in wards 22, 29, and 31

**Current Status and Next Steps**

The majority of the winter services provided by the Division are delivered using contractors. This has traditionally been the most efficient and reliable method by which to deliver the service and manage costs.

Staff are currently in the process of preparing and tendering contracts for the upcoming 2015-2022 term. It is anticipated that there will be an increase in the overall value of the contracts for existing levels of service (in addition to increases for enhanced service levels). Transportation Services staff are working with Financial Services to develop a plan to offset the cost increases through the 2015 Operating Budget preparation process. The 2014 winter contract budget is approximately \$60M.

**Additional Information**

Transportation Services has recently presented three reports to Council through the Public Works & Infrastructure Committee that describe the range of winter maintenance services delivered by the Division in detail. They are listed below.

Confirmation of Levels of Service for Roadway and Roadside Winter Maintenance Services: <http://goo.gl/hrlZ9F>

Confirmation of Levels of Service for Winter Maintenance of Bikeways, Windrow Opening, Sidewalks and AODA Compliance: <http://goo.gl/xcxKLX>

Supplementary Report: <http://goo.gl/ttzjFO>

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# Council Briefing Book

## Volume 2: Key City Initiatives

### **Tab 4 – Economic Vitality**

- 4.1 2015 Pan/Parapan American Games
- 4.2 Key Economic and Cultural Development Policies
- 4.3 Advancing Workforce Development in Toronto
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- 4.6 Exhibition Place: Growth Strategies – Centre for Professional Sports Activities
- 4.7 Street Food Vending By-law – One Year Review

## TORONTO 2015 Pan/Parapan American Games: Key Agreements, Investments and Activities

### Issue

Toronto is the official Host City of the TORONTO 2015 Pan/Parapan American Games which run, respectively, from July 10 – 26 and August 7 – 15, 2015. The Games Organizing Committee, TO2015, is a not-for-profit organization responsible for planning, organizing, promoting, financing and staging the Games.

TO2015 and the City are delivering the Games in partnership with the Government of Canada, the Province of Ontario, the Canadian Olympic & Paralympic Committees and more than a dozen other municipalities. The rights and funding and service responsibilities of Games partners are set out in the *Pan Am Games Multi-Party Agreement* (“MPA”).

Key Games related agreements, Council approved investments, and anticipated operational impacts are outlined in this briefing note.

### Background

Held every four years with athletes from 41 countries competing in 51 sports, the Pan/Parapan Am Games are the world’s third largest multi-sport event. The TORONTO 2015 Games is expected to attract 10,000 athletes and officials and up to 250,000 visitors to the Toronto region, and generate an estimated 26,000 jobs and \$3.7 billion in GDP through direct and indirect economic activity province-wide.

Through the MPA and Council approvals, the City is committed to investing in three types of Games related or inspired activities:

Infrastructure – To support Games requirements and secure a legacy of new and upgraded community recreation infrastructure, City Council approved an investment of up to \$96.5M in 10 capital projects. Toronto’s contribution to these ten projects is expected to leverage up to \$252M from Games partners (primarily the Federal government) for a total investment in City assets of up to \$348M.

Operations – Toronto is obliged under the MPA to provide, at its own cost, normal levels of municipal services during the Games (e.g. transit, EMS, fire,

waste management, etc.) to ensure a safe, attractive and welcoming environment for residents, visitors and Games participants. The MPA also specifies that costs for any “incremental” (i.e. above normal) services which may be required will be recovered by the City through a separate agreement with the Provincial Government.

Host City Showcase Program – In July 2013, Council authorized up to \$20 million for a *Showcase Program* to enhance the Games experience for residents, visitors and athletes and to advance City goals related to economic development, tourism, sport development, health, resident engagement and culture. Funding for most *Showcase Program* initiatives is drawn from the Major Special Event Reserve Fund (i.e. a non-tax funding source).

## **Implications**

City divisional and agency staff are working closely with TO2015 and other Games partners to ensure Toronto takes full advantage of the infrastructure, economic, social and cultural benefits which the event offers and to appropriately identify and manage financial, security, operational and reputational risks and impacts.

Infrastructure – Toronto’s 10 Pan Am capital projects will leave a legacy of new and improved community recreation facilities and infrastructure in all parts of the city. They include:

- Site remediation and construction of the Toronto Pan Am Sport Centre (co-owned by the City and the University of Toronto-Scarborough);
- Upgrades to the Etobicoke Olympium;
- Upgrades to City tracks in Centennial Park, Birchmount Park and at the Toronto Track & Field Centre at York University;
- Road resurfacing (for the cycling road race) in the Exhibition Place / High Park area;
- A new BMX course in Centennial Park in Etobicoke;
- Nathan Phillips Square Revitalization; and
- Improvements to the West Channel watercourse at Marilyn Bell Park.

Though not developed on City-owned land or directly funded by Toronto, an Athletes’ Village in the West Don Lands, a new Field Hockey centre on the Back Campus at the University of Toronto, and a new athletics stadium at York University are also part of the infrastructure legacy of the Games in Toronto. Of note, Ontario’s investment of \$709M in the Athletes’ Village is helping to create a dynamic new transit-oriented mixed use neighbourhood in the West Don Lands which includes more than 250 units of affordable

rental housing, a YMCA facility, George Brown College's first student residence, and the recently opened 18-acre Cortktown Commons park.

Operations – City officials are working closely with TO2015, Ontario and other partners to ensure that Games related operational requirements (e.g. reliable transport for athletes, etc.) are met in a manner which minimizes disruption to City services, residents and businesses. Most Games activities and competitions in Toronto, for example, will be held in venues which are designed for and accustomed to hosting significant events and crowds (e.g. Exhibition Place, Nathan Phillips Square, York University and University of Toronto campuses). As with any major international multi-sport event of this magnitude taking place in a large urban centre, some transportation related impacts are anticipated on roadways (e.g. DVP, QEW, etc.) that will be used by athletes and Games officials. Motorists who normally travel on these roads will be encouraged to use alternative routes, car-pool, travel at off-peak times or take public transit to help avoid undue impacts or delays.

Showcase Program – Reflecting Toronto's pride in hosting the Games and because the MPA itself does not directly address the (non-sport infrastructure) legacy, public celebration, cultural festival or promotion activities which are typically undertaken by host jurisdictions of major international multi-sport events, in 2013, City Council endorsed a \$20 million "Host City Showcase Program" which includes investments in a public celebration and cultural festival at Nathan Phillips Square; enhanced marketing, communication and visitor services; and 28 innovative projects to advance Toronto's economic development and tourism, sport development and healthy living, and resident engagement and cultural celebration goals. Examples of Showcase Program initiatives include:

- Development of the Pan Am Path connecting and animating 84 kilometres of multi-use trails across the city;
- Illumination of the Prince Edward Viaduct; and
- Implementation of a Wayfinding Strategy pilot.

## **Current Status and Next Steps**

Infrastructure – All ten capital projects which are part of the City's Pan Am Games capital program are expected to be either complete or underway as of November 2014. The two most expensive and complex projects – site remediation and construction of the Toronto Pan Am Sports Centre in Scarborough – have been finished on-time and under budget.

Operations – City officials will continue to work with TO2015 to ensure that Games related service impacts are communicated to City residents and businesses and that best efforts are made to address local concerns.

In early 2015, City Council will receive a staff report describing anticipated Games period transportation impacts and recommending a series of traffic management measures (e.g. turn and lane restrictions, signal timing adjustments, etc.) needed to support effective and safe Games operations.

In addition, the Staff Recommended 2015 Operating Budget will identify and distinguish between:

- costs for Games Planning & Preparation phase activities (City-funded)
- costs for Games Operations phase activities for incremental City services requested by Games partners (Ontario-funded)
- costs for Games Operations phase activities for discretionary enhanced services not requested by Games partners (City-funded)

Showcase Program – Host City Showcase Program initiatives (e.g. Torch Relay community celebration, Pan Am Path festival, etc.) will be implemented prior to, during and after the Games in 2015. Updated information on Showcase Program activities will be posted on the City's website at [www.toronto.ca/panam2015](http://www.toronto.ca/panam2015) and, as appropriate, reported to City Council.

### **Additional Information**

Pan Am Games Multi-Party Agreement  
<http://goo.gl/G2bzHf>

Toronto 2015 Organizing Committee Website  
<http://www.toronto2015.org/>

City of Toronto Pan/Parapan Am Games Website  
<http://www.toronto.ca/panam2015/>

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## Key Economic Development and Culture Policies

### Issue

Two long-term strategies for economic and cultural development (*Creative Capital Gains* and *Collaborating for Competitiveness*) are currently being implemented to ensure the City's economic development efforts reflect and support Toronto's vibrant cultural scene.

### Background

In May 2011, City Council unanimously endorsed the recommendations contained in "*Creative Capital Gains: An Action Plan for Toronto*". This strategic plan sets out six (6) recommendations and 33 actions designed to enhance Toronto's place as a leading international cultural centre and to increase the role of culture in the economic and social development of the city.

In February 2013, City Council endorsed the strategies, recommendations and associated actions contained in the report "*Collaborating for Competitiveness: A Strategic Plan to Accelerate Economic Growth and Job Creation in Toronto*". The Plan includes nine (9) recommendations and 18 actions to advance four key strategies to accelerate economic growth and job creation. The Plan also sets out explicit targets related to the key strategies.

Both current strategic plans are premised on a collaborative approach involving internal and external stakeholders, including other orders of government and the private, not-for-profit and institutional sectors.

### Implications

City staff will continue to assist businesses and residents to adapt and thrive in challenging and changing economic times while advancing specific initiatives consistent with the objectives of the current Economic and Cultural Strategic Plans and City Council's Strategic Plan. It must also be noted that some actions have financial and operational risks for the City and its partners that must be identified.



## **Current Status and Next Steps**

The Economic Development and Culture Division has identified a variety of activities/initiatives intended to improve Toronto's competitiveness and cultural offerings including the following:

### Advance the adaptive reuse of heritage sites:

#### Fort York National Historic Site Visitor Centre

Promote new Visitor Centre and major improvements to the historic landscape surrounding Fort York to attract significant public and media attention.

#### Magna Carta

In late 2015, two 800-year-old documents - the Magna Carta and the Forest Charter - will be exhibited in the new Fort York Visitor Centre. This is expected to be a major event attracting significant public and media attention.

#### Museum of Toronto

A private citizens group is carrying out initial consultations on establishing a Museum of Toronto and intends to define its objectives and concepts in greater detail over the coming months.

#### The Guild Inn

Continue negotiations on a Letter of Intent with Dynamic Hospitality and Entertainment Group for the design, construction and operation of a restaurant and/or banquet centre and other complementary facilities at the site.

### Major cultural sites and programs programming initiatives:

Continue to work on special projects such as the adaptive reuse of heritage sites including the John Street Roundhouse, Casa Loma and the Hearn Generating Station.

### Impact of Municipal Property Assessment Corporation (MPAC)'s approach to assessment of commercial and industrial properties:

Consult with MPAC and the Province to implement a revised approach to assessing commercial and industrial properties based on current use and development permissions rather than the potential value that could be achieved through redesignation and/or rezoning.

Remove barriers and promote incentives for the use of vacant commercial and industrial properties:

Consult with property owners, community groups, Province and other stakeholders in regard to potential amendments to the Vacant Commercial and Industrial Property Tax Rebate Program in order to encourage vacant properties to be put back into productive use.

Increase the number of Business Improvement Areas (BIAs):

Continue the City's support for BIAs through the BIA Office and the Capital Cost-Share Program to enable BIAs to leverage funds through levies, sponsorships, grants and donations for investments in streetscape improvements, area maintenance, special events, marketing, promotion, safety and security.

Improve the labour market information system:

Work collaboratively with the Province to establish a sustainable, evidence based approach to identifying the critical knowledge and skills needs of strategic industry sectors.

### **Additional Information**

Creative Capital Gains: An Action Plan for Toronto

<http://goo.gl/mkLJou>

Collaborating for Competitiveness: A Strategic Plan to Accelerate Economic Growth and Job Creation in Toronto

<http://goo.gl/Qbfg7g>

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## Advancing Workforce Development in Toronto

### Issue

In March 2012, City Council unanimously endorsed the City's first Workforce Development Strategy (WDS) – *Working as One: A Workforce Development Strategy for Toronto*. The Workforce Development Strategy is a key component of the City's Strategic Actions 2013-2018 on Economic Vitality and focuses on increasing employment opportunities for residents and accelerating economic growth.

The Strategy seeks to ensure the City better meets the needs of employers and job-seekers, and improve outcomes for both. City divisions and agencies, businesses, community organizations and other key stakeholders are working together to provide services to employers and residents that are better aligned, more appropriate, accessible, efficient and effective.

### Background

The Workforce Development Strategy was developed following consensus that the City was experiencing significant challenges with respect to the nature of employment. The labour market was experiencing a decline in full-time, well-paid manufacturing jobs and an increase in temporary, part-time and contract jobs or self-employment. There was high and persistent unemployment and concerns about skills mismatches. Lastly, there was wide recognition of a lack of an integrated employment services system, with limited coordination among governments or service providers.

Presently, at approximately 10%, Toronto's overall rate of unemployment continues to be higher than those of the regional Toronto Census Metropolitan Area (CMA), Ontario and Canada. Rates of unemployment among youth and newcomers are twice as high and are even higher in the city's poorest neighbourhoods.

Fewer than 25% of unemployed Toronto residents qualify for Employment Insurance (EI), meaning that fewer residents can access training that depends on EI eligibility. Toronto residents in receipt of Ontario Works are staying on social assistance longer and many are 'distant' from the labour market, experiencing multiple barriers to employment.

Toronto Employment and Social Services (TESS), Economic Development and Culture (EDC) and Social Development, Finance and Administration

(SDFA) are collaborating to address the needs of seniors, youth and newcomers, notably in support of *Collaborating for Competitiveness* (the City's Economic Growth Plan) and the *Toronto Strong Neighbourhoods Strategy 2020*.

The Provincial Commission for the Review of Social Assistance in Ontario (2012) has called for further reform in the provision of social assistance with recommendations promoting an employment-focused, simplified and streamlined social assistance system. The 2014 Ontario Budget also called for government-wide integration of employment and training programs. The City has long sought changes to the federal EI program to ensure that more City residents can access necessary financial and employment supports.

## Implications

Consistent with the directions contained in the Workforce Development Strategy, the City is demonstrating its leadership in workforce development through its focus on three key areas:

Employment Planning: Working with businesses to connect their workforce needs with the training and employment needs of jobseekers.

Integrated Employment Service Management: Better coordinating internal and external activities to leverage resources, reduce duplication and ensure employers and jobseekers can access needed services.

Service Delivery: Transforming key elements of service delivery, such as customer service, programming and technology, to provide better services to employers and job seekers. A comprehensive review of employment services and benefits was completed in 2013.

## Current Status and Next Steps

City staff are implementing the City's Workforce Development Strategy by engaging and entering into partnerships with employers, developing and implementing sector- and population-specific employment plans and strategies, and connecting residents with employment opportunities. The City will continue to advance the objectives of the WDS in a number of important ways, including:

Workforce Development Leadership Table: Given the importance of partnerships to the success of workforce development, a Table will be

established to bring together government, employers, community organizations and other stakeholders to advance a more streamlined, responsive and coordinated workforce development system in Toronto.

Workforce Development Week: Initiated in 2012, the City's Workforce Development Week brings together employers, service users and deliverers, and other partners, including other governments to showcase the broad range of workforce development activities the City supports and the outcomes achieved.

Request for Proposal for Contracted Employment Services: Based on recent research and past experience, Toronto Employment and Social Services has identified opportunities to improve the design and delivery of contracted employment services for Ontario Works clients. Completed in Spring 2014, the new RFP includes enhanced programs for job seekers at all distances from the labour market and emphasises sector-specific and population-specific training programs.

Evolving Intergovernmental Relations: As the service system manager for social assistance in Toronto, the City continues to monitor the evolution of provincial and federal reforms on social assistance and employment services with respect to potential impacts on the delivery of employment services in Toronto, as well as to develop and communicate appropriate policy positions to other orders of government. As the Province proceeds with implementation of its *Realizing our Potential* five-year Poverty Reduction Strategy and government-wide integration of employment and training programs, the City continues to work with its Provincial counterparts to advance reforms that best meet the needs of Toronto residents.

### **Additional Information**

Implementing Toronto's Workforce Development Strategy: Progress to Date and Necessary First Steps

<http://goo.gl/NGKeka>

Workforce Development Strategy: 2013 Progress Report

<http://goo.gl/xLuRFQ>

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## Culture Investment

### Issue

The City's Economic Development & Culture (EDC) division was directed by City Council to increase City investment in culture to \$25 per capita by 2017. This means increasing operating expenditures by \$17.5M from the 2012 level. Funds from the Third Party Sign Tax reserve ("billboard tax") are being used to ease the impact on the property tax base.

### Background

In 2003, City Council approved the "Culture Plan for a Creative City" which set a target of \$25 per capita investment in culture. That target was reaffirmed by City Council in 2010, and again in May 2011, when Council unanimously endorsed "Creative Capital Gains: An Action Plan for Toronto."

In 2012, Toronto invested \$18.30 per capita in culture. An additional investment of \$6.70 per capita totalling \$17.5 million was required to reach \$25 per capita. Phasing in of \$17.5 million by the City began in 2013 with a \$6 million increase drawn solely from the Third Party Sign Tax reserve fund.

The City collects revenues from the Third Party Sign Tax (TPST) as part of its general revenue; however an alliance of artists and organizations has encouraged the City to dedicate TPST annual revenues to fund the arts. Prior to 2013, TPST revenues collected were placed by the City in the TPST Reserve Fund to allow for a phase-in of culture investment. In order to ease the pressure and impact on the property tax base, in 2014 City Council approved a plan to draw down the reserve fund while gradually increasing funding from the property tax base. The chart below illustrates this funding transition from 2013 to 2017.

Year	Total Increased Culture Spending Sign Tax + Tax	Sign Tax Funding	Property Tax-Base	Tax-Base Pressure
2013	6,000	6,000	0	0
2014	10,500	7,500	3,000	3,000
2015	12,500	5,500	7,000	4,000
2016	15,500	3,500	12,000	5,000
2017	17,500	0	17,500	5,500

In 2013, a \$6 million increase to culture funding raised per capita investment to \$20.60, with \$5.3 million directed to grants and \$0.7 million to EDC culture programs. In 2014, increased funding for culture programs of \$4.5 million raised per capita investment to \$22.30 with \$3 million directed to grants and \$1.5 million to EDC culture programs.

### **Implications**

New funding investments will be tracked to measure economic impact, funding leveraged from other levels of government and the private sector to support cultural activities, the amount of new jobs created for cultural workers, and the increase in affordable access to cultural activity across the city.

### **Current Status and Next Steps**

As part of the 2014 Budget process, Council approved a four year phase-in plan to achieve the \$25 per capita expenditures in culture by 2017. In 2013 and 2014, cultural investments have been made in keeping with the Council-approved plan. In 2015, the phase-in plan calls for a draw on the TPST Reserve of \$5.5 million and an additional tax base pressure of \$4 million.

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## **Exhibition Place: Growth Strategies – Launch of a Privately Funded Convention Hotel**

### **Issue**

Trade and consumer events, conferences, conventions, and meetings are a major activity at Exhibition Place that has an annual positive economic impact of \$400 million (2013) in the Toronto economy. Toronto has a very competitive marketplace for these activities, and maintaining and upgrading the facilities is a requirement to preserving the competitive edge of Exhibition Place. Meeting planners prefer, and in many cases insist, on meeting venues with an on-site hotel.

In 2007, City Council approved the construction of a privately funded hotel on the grounds of Exhibition Place.

### **Background**

The Federal, Provincial, and Municipal governments contributed \$60 million each for the construction of Direct Energy Centre Complex – a consumer / trade event venue completed and opened in April 1997. Direct Energy Centre has 1,000,000 sq. ft. of contiguous event space and is Canada's largest tradeshow facility and the 11<sup>th</sup> largest in North America. It competes with major USA venues such as McCormick Centre in Chicago and competitive venues in Toronto – the Metro Toronto Convention Centre, the International Centre and the Toronto Congress Centre.

A 1999 study validated that a major deficiency of Direct Energy Centre was its limited meeting room space compared to other competitors' facilities in North America. In 2004, the Board of Governors and City Council approved a \$47.0 million renovation plan to upgrade the existing 80-year old Automotive Building. Reopened as Allstream Centre – A Convention and Conference Facility in October 2009, the former Automotive Building retained its heritage exterior but was renovated completely inside to provide a 160,000 sq. ft. conference facility with 20 meeting rooms, and a 44,260 sq. ft. ballroom, the largest in Toronto. In October of 2012, Allstream Centre was the first conference centre in Canada to achieve LEED Silver Certification.

The last major facility required to allow Exhibition Place to be more competitive for convention business was a hotel. Through a public competitive process, the Board and City Council approved a long-term lease agreement with a private hotel developer, Princes Gates Hotels LLP, to construct a 410-room convention hotel on site (Phase I), named "Hotel X" and an option to build a second hotel tower in the future (Phase II). This first hotel tower project includes the construction of a District Energy System to support the hotel heating and cooling requirements. The hotel investment by the private sector is estimated at \$200.0 million and will open in 2015.

Major features of this luxury 29-storey hotel will be a 5-acre park created around the historic Stanley Barracks, the last remaining building of New Fort York. The construction has included a major archeological dig and will result in the exposure of the former Enlisted Mens' Quarters, previously buried beneath a parking lot. The hotel will boast many amenities for its guests and Exhibition Place visitors including a 71,000 sq. ft. sports facility which will be open for membership by the local community.

A 2006 Economic Impact Study conducted by the University of Guelph School of Tourism Management and Tourism Toronto indicated that Direct Energy Centre generated \$330.0 million in new direct spending within Toronto; created 3,300 full-time equivalent jobs and yielded nearly \$85.0 million in new federal, provincial and local tax revenues. Since its opening in 1997, Direct Energy Centre has generated an average annual surplus of \$4.1 million, inclusive of parking net revenues

With the opening of Phase I of "Hotel X" in 2015 and the potential for a second phase of the hotel to follow, Exhibition Place will be in a better position to pursue expanded exhibition and convention space on its grounds.

## **Implications**

- There will be major direct and indirect financial return from the new hotel through base rent, percentage rent, property taxes and sales taxes, and estimated job creation of 186 FTEs; and
- The financial surplus generated by convention business assists in offsetting the cost of maintaining the 192 acres of the Exhibition Place park and its 22 historic buildings and structures.

## Current Status and Next Steps

- Successful launch of the new “Hotel X” and planning for commencement of the Phase II hotel project;
- Expansion of Exhibition Place's capacity to accommodate more medium to large Canadian and USA association events;
- Work with the hotel operator and City Heritage to repurpose and restore Stanley Barracks while protecting the heritage and historical attributes of the building;
- Negotiate with Princes Gates Hotel LLP the terms and conditions for the Phase II hotel project;
- Continued support by the City of a Capital Reserve Fund for Exhibition Place with contributions from any operating surplus generated by Exhibition Place and this Reserve, to allow for funding to ensure these facilities stay competitive;
- Undertake a planning process for one hall expansion and meeting space of Direct Energy Centre and a feasibility study for this project;
- Undertake an economic impact study for the trade and consumer events and convention and conference activities at Exhibition Place;
- Establish a capital replacement strategy to meet ongoing maintenance needs of our first class facilities; and
- Continue to implement an aggressive marketing strategy to attract new convention business.

## Additional Information

For more information, visit the Board’s website at [www.explace.on.ca](http://www.explace.on.ca) and refer to the Exhibition Place profile in the Council Briefing Book.

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## **Exhibition Place: Growth Strategies – Centre for Professional Sports Activities**

### **Issue**

Exhibition Place Park has been a major site for professional sports for decades. Professional sports have a huge economic impact on Exhibition Place and the Toronto economy.

### **Background**

Exhibition Place has historically been a centre for professional sports activities that were held in the 50,000-seat Exhibition Place Stadium. With the move of the Toronto Argos and the Toronto Blue Jays to Rogers Centre in 1989, the Exhibition Place Stadium stood empty and was eventually demolished in 1999.

In 2001, Exhibition Place set a goal to return professional sports to the grounds. Major sports infrastructure investments include the following:.

#### Ricoh Coliseum

A public-private partnership renovated the 80-year old Coliseum Arena in 2003. This \$38.0 million project converted the 114,000 sq. ft. arena to a hockey facility and now is home to the Toronto Marlies. With 9,200 seats and 38 private suites, this arena provides a very competitive venue within the American Hockey League and hosts over 44 hockey games annually. In addition, Ricoh Coliseum is a key entertainment venue for the Royal Agricultural Horse Show, the annual CNE, the Toronto Boat Show and numerous concerts and events.

#### BMO Field

BMO Field, completed in 2007 at a cost of \$62.8 million, with contributions from the Federal (\$27.0 million), Provincial (\$8.0 million), Municipal (\$9.8 million) governments and the private sector (\$18.0 million). It is home to the Toronto FC and the Canada National Soccer Teams. Built for the FIFA Under 20's Men's World Cup, this 21,566-seat facility hosts approximately 20 soccer games a year and has been the site for Major League Soccer's All Star Game in 2008 and the FIFA Under 20s Women's World Cup in 2014. The Field is managed through an agreement between Exhibition Place, the City and Maple Leaf Sports & Entertainment (MLSE). In 2010, MLSE contributed, at its sole cost, \$3.5 million to upgrade the soccer field from

field turf to natural grass and at the same time upgrade Lamport Stadium and a playing field in Etobicoke to allow for exclusive community soccer use in those 2 facilities.

At its meetings of April and July 2014, the Exhibition Place Board and the City approved major improvements to BMO Field to increase the number of seats by 10,000 to 30,000 seats and add a roof over the seat decks at a total construction cost of \$100 million. While a further expansion to make the field compatible for the Toronto Argos has been delayed, the additional seats and entertainment areas will be completed by May 2015 and the roof added by May 2016.

The City will contribute \$10.0 million to the renovation of this City-owned facility which will be repaid with interest by MLSE over the term. It is forecast that the City/Board will realize a net incremental financial benefit of \$4.3 million over the 2014-2037 licence period. Another benefit of the project is that MLSE will now pay a guaranteed annual fee to Exhibition Place / City regardless of performance and be fully responsible for any construction cost overruns and all annual operating and capital costs – costs that were previously shared on a 50/50 basis by Exhibition Place and MLSE.

#### Development of a New Basketball Training Centre

At its meeting in August 2014, the Board and City Council approved the lease of lands to MLSE for the location of a new Basketball Training Centre at a cost of \$30.0 million. MLSE will be responsible for paying annual market rents to Exhibition Place and for all construction costs and annual operating costs of this new facility. If the lease is not renewed by the Board / City, ownership of the Centre will fall to the City at the end of the 30-year term.

A principal benefit to the City of this project is the extensive availability of premium basketball court space for community use. The time allocated to Parks, Forestry and Recreation at the training centre will increase the available permits for basketball by 10% and increase the capacity of City instructional programs by 3%.

#### The Indy Race Car Series

In addition to the significant sports infrastructure built at Exhibition Place park in the last 10 years, the site has also been the location of the Indy Race Car series for 26 years. Held in mid-July each year, this 4-day international race event attracts an estimated 75,000 attendees and has an economic impact of \$50.0 million. The Honda Indy starts to construct the track in May each year and it is completely removed from the site by the beginning of the CNE in August.

## Implications

- Average annual revenues (direct & indirect) earned from Ricoh Coliseum is \$1.0 million;
- Average annual revenues (direct & indirect) from BMO Field operations is \$1.1 million from 2008 to 2014;
- The City / Exhibition Place receive an annual guaranteed payment of \$.865 million which will be used to repay the City \$10.0 million contribution and keep Exhibition Place whole;
- Market rent to be paid by MLSE for the Basketball Training Centre is \$7.6 million over the 30-year term with annual property taxes estimated to be \$0.500 million; and
- Toronto 2015 Pan/Parapan American Games will host 14 sporting events at Exhibition Place CIBC PanAm Park.

## Current Status and Next Steps

- Revision to dates of the Honda Indy Race because of the 2015 Pan/Parapan American Games;
- Full site plan approval for both BMO Field and the Basketball Practice Centre to be completed prior to December 31, 2014;
- Construction of Phase I of BMO Field expansion to 30,000 seats and the addition of club suites and restaurant / entertainment spaces will be completed by May 2015 in time for the Toronto 2015 Pan/Parapan American Games;
- Construction of Phase II of BMO Field expansion to cover the field seats with a roof will be completed in May 2016;
- Ongoing negotiations between the Toronto Argonaut Football Team, MLSE and the Board to bring the Argos to BMO Field and would require a further \$20.0 million investment by a third party to reconfigure the stadium for CFL games;
- Construction of the Basketball Training Centre will commence in 2014 and be completed by February 2016 in time for the NBA Allstar Game in Toronto, which event is estimated to generate \$95 million economic impact for Toronto;
- The NBA Allstar Game will bring a week long Fan Festival to Direct Energy Centre and the NBA Legends Brunch to Allstream Centre

- To ease on-site congestion, MLSE and Exhibition Place have contributed a total of \$0.400 million to the design and implementation of an on-site wayfinding signage program;
- MLSE has contributed \$0.200 million to a Parking Study to be completed by Exhibition Place on or before December 31, 2015;
- In addition, MLSE has contributed \$1.8 million and the City \$2.0 million to the construction of a future parking facility at Exhibition Place on or before December 31, 2019, as recommended by the Parking Study; and
- Following construction of the new parking facility, MLSE will contribute \$1.0 million to creation of community green space on the Exhibition Place site.

### **Additional Information**

The Board of Governors, formed in 1982, has a mandate to govern and manage the lands and assets of Exhibition Place on behalf of the City of Toronto, in keeping with the uses outlined in the *City of Toronto Act, 2006* and the Relationship Framework between the City of Toronto and Exhibition Place. Composed of nine members representing the City of Toronto Mayor and Council and the citizens of Toronto, the Board provides leadership and oversight. With some 133 full-time employees and growing to 700 during major events, Exhibition Place is financially self-sufficient from the City's tax base, earning surpluses of approximately \$12.7 million over the last five years (2009 to 2013). Visit the Board's website at [www.explace.on.ca](http://www.explace.on.ca) and refer to the Exhibition Place profile in the Council Briefing Book.

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## Street Food Vending By-Law – One Year Review

### Issue

In April 2014, City Council adopted a new Toronto municipal by-law, Chapter 740, Street Vending, which sets out new opportunities for Toronto's street food vendors, and harmonized the regulatory framework across the City.

This new by-law creates increased small business opportunities for vendors in Toronto and contributes to the variety and diversity of foods available to residents and visitors.

### Background

In 2011, Council directed staff to form a Street Food Working Group, including relevant divisions and industry stakeholders, to assess the potential for expanded vending opportunities and to harmonize the regulatory framework across the City. Food Vending by-laws for North York, Toronto and East York varied in terms of what types of food vendors were permitted and where they were allowed to operate. Street food vending of any kind was prohibited in Scarborough, Etobicoke and York.

In July 2012, Council adopted the Working Group's recommendations to amend by-laws governing food vending in the former municipalities to allow food cart vendors to expand their menu options.

In April 2013, the Working Group reconvened and met monthly to discuss improving opportunities for vendors and issues associated with harmonizing the vending by-laws. One of the main issues was the inability for all but a handful of vendors to make those menus regularly and conveniently available to the public, due to the restrictions on permissible vending locations.

Municipal Licensing and Standards (ML&S) conducted public and stakeholder consultation in late 2013 and early 2014. Consultation activities included public meetings to discuss the street food experience and to comment on potential by-law changes, an online survey and the collection of comments by mail, phone and email. In total, approximately 255 people attended the consultation sessions, including food cart, ice cream truck and food truck vendors, restaurant owners, members of BIAs and members of the public.



In April 2014, City Council adopted a new harmonized municipal by-law, Chapter 740, Street Vending. The new city-wide by-law introduced a permitting system which allows food trucks to operate in a mobile capacity at pay and display parking spaces on major and minor arterial roads.

The by-law improves opportunities for food carts and ice cream trucks to operate on the right of way in all areas of the City. The recent review resulted in the removal of restrictions on food carts, ice cream trucks and food carts operating on private property, enabling them to operate for the first time in commercial parking lots. Vendors retained the ability to operate at special events and at City parks and squares, by obtaining the approval of the City division that manages the space. There are currently no restrictions on what Toronto's vendors may sell, provided that they have the appropriate storage and preparation capacity to sell the items safely, according to provincial health standards.

## **Implications**

With more than 600 street food vending businesses in Toronto, the industry employs more than one thousand people every year, particularly during the summer months. The recent changes to the City's street food vending regulations have increased opportunities for small businesses. Since the changes came into effect in May 2014, 14 of the City's 26 'gourmet' food trucks have purchased the new Mobile Food Vending Permit, and 18 new food truck and ice cream truck licences have been sold.

In the past five years, with the growth and number of food trucks in Toronto, the public has sought a more diverse street food experience. By improving the opportunities for vendors to operate on both public and private property, the new regulations have increased the public's access to diverse street food menus across the City.

While seeking to enable the public's access to street food, the City's primary interest in regulating the industry is to maintain the health and safety of the public and to manage the many competing uses of the public streets and sidewalks. Over the long-term, the City has an interest in monitoring the evolution of the street vending industry, to maintain the appropriate balance between regulations necessary to protect public health and safety, and opportunities for vendors to sell diverse street food to the public.

## **Current Status and Next Steps**

Staff are currently reviewing the new street food vending regulations in concert with the Street Food Working Group.

In April 2014, City Council directed staff to review and report back in one year's time on:

- The feasibility of allowing a licensed restaurant wishing to operate a food cart on the sidewalk outside of their restaurant;
- Waste reduction and collection policies;
- The noise, idling and environmental impacts of using generators and recommendations for reducing the impact of discharges to the City's sanitary sewer system;
- Designating Queen St. south of Nathan Phillips Square as a special vending area;
- The demand for enforcement and any additional resources necessary; and
- The viability of directing a portion of permit revenues to City programs in support of Business Improvement Areas.

Staff will also consider the appropriateness of the distance food trucks must operate from restaurants and other vendors, the number of food trucks that can operate on a block, and seasonal permits.

In concert with the Street Food Working Group, staff will conduct consultations with industry stakeholders, including food cart, food truck and ice cream truck owners, restaurants owners, and Business Improvement Areas. Based on these consultations, staff will develop options to further improve street food vending opportunities in the City and hold public consultations on these options in winter 2015. Throughout the review, members of the industry and public will have an opportunity to participate in person, online and by phone or mail.

Staff will report to the Licensing and Standards Committee in March 2015.

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# Council Briefing Book

## Volume 2: Key City Initiatives

### Tab 5 – Environmental Sustainability

#### *Climate Change*

- 5.1 Resilient City: Preparing for Climate Change
- 5.2 Emergency Management
- 5.3 Addressing Climate Change in Toronto
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#### *Water Management*

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#### *Solid Waste Management*

- 5.11 Long-Term Waste Management Strategy

## **Resilient City: Preparing for a Changing Climate**

### **Issue**

The quality and reliability of City services are affected by a changing climate and the advent of more extreme weather, in particular extreme rain storms and heat events.

Efforts are underway to identify and mitigate the environmental, health and economic risks to Toronto from a changing climate. Actions and investments are required to improve the resilience of City infrastructure and programs and ensure the City continues to provide services to all residents, particularly vulnerable communities.

### **Background**

Resilience is defined as "the ability of a system, entity, community or person to withstand shocks while still maintaining its essential functions and to recover quickly and effectively." A resilient city is one that plans for and designs its infrastructure and services to reduce the potential effects of a changing climate and extreme weather.

In contrast, emergency preparedness establishes the plans and resources to support residents and businesses when an event occurs that severely disrupts services and potentially puts people at risk. Improving resilience is an aspect of emergency preparedness and being prepared for an emergency is an element of making a community resilient.

Examples of divisional resilience measures:

- Toronto Water – Wet Weather Flow Master Plan was revised in 2006;
- Transportation Services – Climate Change Risk Assessment completed in 2012 leading to revisions in operations and services;
- Parks, Forestry and Recreation – Strategic Forest Management Plan; and
- Toronto Public Health – currently developing a climate change and health vulnerability assessment for the City.

The 2013 flood and ice storm demonstrated how vulnerable the City can be to changes in extreme weather resulting from climate change. These events affect infrastructure, and public safety, security and quality of life.

At its July 2014 meeting City Council adopted:

- A '*Climate Change Risk Management Policy*' which identifies the roles, responsibilities and processes for identifying and mitigating the risks arising from a changing climate;
- An approach for identifying infrastructure and services at-risk due to a changing climate, setting priorities and a direction to work in partnership with the private and broader public sector; and
- Directives that will provide resources to Divisions and Agencies in addressing climate change resilience. Council requested staff report during the 2015 Budget on the implications of an additional 5 to 7 FTEs and \$1.35 million a year to help prepare for climate change.

Further, the report identified the need for the provincial and federal governments to formally recognize climate change and take action in partnership with municipalities to protect the health and safety of residents.

## **Implications**

The financial costs to the City, residents and businesses from extreme weather events are well documented, in addition to the potential health effects associated with more extreme heat events, reduced air quality and increased exposure to vector-borne disease.

The City has experienced large direct financial costs as a result of a changing climate and extreme weather - in 2005 \$47 million due to flooding and in 2013, \$171 million due to flooding (\$70.1M) and an ice storm (\$106M). Investments that improve the resilience of City infrastructure and services will help avoid potentially more significant long term costs.

## **Current Status and Next Steps**

The Environment and Energy Division is responsible for coordinating, monitoring, research and reports to City Council on climate change. In 2016, the Division will commence annual reporting on the progress of implementing Council's Climate Change Risk Management Policy.

## **Additional Information**

2014 (PE28.6), Resilient City: Preparing for a Changing Climate - <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PE28.6>

2013 (PE24.3), Resilient City: Preparing for Extreme Weather -  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PE24.3>

2013 (PE18.2), Toronto's Future Climate: Study Outcomes -  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PE18.2>

2010 (EX46.35), Climate Change Risk Assessment Process and Tool -  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2010.EX46.35>

2008 (EX22.4), Climate Change Adaptation Strategy -  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2008.EX22.4>

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## Emergency Management

### Issue

The City's Emergency Plan ensures the City is prepared for emergencies, like the 2013 flooding and ice storm, by efficiently and effectively managing its resources to restore normal conditions. The City's Emergency Management program must conform to Provincial regulations.

### Background

Most unplanned events are small and managed by City services on location. When emergency events are large or complex, extraordinary measures may be taken to protect the health, safety and welfare of Toronto residents. The Office of Emergency Management coordinates City staff and others to work effectively together when this happens.

The City prepares for emergencies by completing risk assessments, maintaining plans and procedures, conducting training and exercises, educating the public, mitigating against risk, and responding to and recovering from emergency incidents. The Toronto Emergency Management Program Committee (TEMPC), comprised of the Mayor, Deputy Mayor and senior staff, oversee these activities.

The Office of Emergency Management (OEM), with the Canadian Red Cross, responds to the urgent need of people and their pets once they are out of immediate danger. Services include accommodation, food, clothing, registration and inquiries, personal support services and reception centers.

### Implications

In compliance with Provincial regulations, the City's Emergency Management program is reviewed and updated annually. This review involves completing a hazard analysis and risk assessment, mapping critical infrastructure, conducting an annual exercise and training, and public education and nuclear preparedness programs. Risks to the City include natural hazards, such as flooding and severe weather; technological hazards, such as train derailments; and human-induced risks and emergencies, like special events and civil disorder. The Emergency Operations Centre which coordinates the City's emergency response must be operational at all times.

A City audit highlighted the need for a business continuity program to ensure the City resumes normal operations promptly and efficiently following any disruptions to City business. OEM leads this program in partnership with the Information and Technology Division. All Divisions will complete business continuity plans by the end of 2014 and be responsible for annual exercises and plan updates with assistance from the OEM.

The 2013 ice storm and power outage triggered a large scale and complex response to assist affected residents. In July 2014, Council approved the establishment of a Working Group to improve assistance to vulnerable populations, to pre-identify reception centres and develop a plan to support Councillors during emergencies. Actions to assist vulnerable populations, with external partners, will continue in 2016 and 2017.

### **Current Status and Next Steps**

- During emergencies, Councillors support City efforts and provide leadership in their wards. A draft Councillor Role Operational Support Function will be reviewed with Councillors in 2015.
- By 2017, the City will have completed program changes that were approved by Council in 2014, following the Ice Storm.
- Four Emergency Human Service reception centre sites have been pre-identified. Staff will develop a curriculum and provide training for people who will be working at the reception centres and ensure supplies are pre-staged.

### **Additional Information**

- Council review of the 2010 Emergency Human Services policy following an Ombudsman report on the 200 Wellesley fire: <http://goo.gl/bZP09U>
- The City of Toronto Emergency Plan, Operational Support Functions and Risk Specific Plans: <http://goo.gl/vcocIU>
- Review of the City of Toronto's Emergency Response to the December 2013 Ice Storm report: <http://goo.gl/Tg45SP>

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## Addressing Climate Change in Toronto

### Issue

The Intergovernmental Panel on Climate Change's 2014 report shows that global greenhouse gas (GHG) emissions are increasing at an accelerating pace, that the impacts of climate change are being realized, and that aggressive reduction of emissions is urgently required.

Toronto is experiencing impacts associated with climate change including heavy rainfalls, ice storms, more intense and longer summer heat waves, and a greater number of invasive species, like the emerald ash borer.

City Council established GHG reduction targets in 2007. Due to community, provincial and City actions, City-wide emissions are now 16% below 1990 levels. Further actions are needed to meet 2020 and 2050 GHG reduction targets and achieve multiple benefits for Toronto's health, security and economic development.

### Background

Cities are world leaders on climate action since many of the levers and tools to reduce emissions are at a local level. In 2007, the City of Toronto set City-wide targets to reduce greenhouse gas emissions: 6% by 2012, 30% by 2020 and 80% by 2050, compared to 1990 levels. The 2050 goal is shared by many other world cities and reflects the scientific understanding that reductions of this scale are required to stop climate change.

Since the 1990s, the City's initiatives to reduce GHG emissions include:

- creating and endowing the Toronto Atmospheric Fund, a City Board, to spearhead innovations to address climate change locally, while operating at a zero annual cost to the City;
- energy conservation in buildings via specialized programs and policies;
- promoting waste diversion and installing methane capture systems at active landfills to ensure GHG produced by decomposing organic waste does not escape to the atmosphere;
- reduced electricity use through operating efficiencies in city facilities;
- implementing low-carbon technologies like Deep Lake Water Cooling;

- supporting the Ontario government's closure of all coal-fired generating stations, which has dramatically reduced GHG emissions associated with electricity use; and
- creating the Climate Change, Clean Air & Sustainable Energy Action Plan and sustainable energy strategy, each of which set a range of actions to be taken, and the Environment and Energy – 5-year Business Plan, adopted by Council in November, 2013.

These efforts are showing results: 2011 GHG emissions across the City of Toronto are 16% lower than in 1990, exceeding the 2012 goal.

## **Implications**

The City is half-way to the 2020 target, but accurate information, tools, and coordination across city divisions, with stakeholders and with other levels of government are needed to address all sources of Toronto's GHG emissions,

- Reducing energy waste in buildings. Approximately 50% of climate emissions in Toronto come from buildings. Most buildings use more energy than necessary due to aging or inefficient equipment, lack of maintenance, or poor building design. Retrofitting and improving the energy performance of Toronto's building stock is the biggest, fastest and cheapest way to reduce emissions, resulting in savings for building owners and residents and local employment opportunities.
- Providing more transportation options. Thirty-eight percent of climate emissions in Toronto come from transportation. While emissions in other areas are dropping, transportation emissions continue to grow, contributing to illness caused by air pollution. Stemming this trend will require regionally co-ordinated, transportation options to reduce or provide alternatives to driving.
- Reduce waste. In Toronto, 12% of climate emissions come from waste. Diversion of residential organic waste and methane capture at landfills has made a difference. Additional diversion of residential, commercial and industrial waste will help minimize methane emissions and create new resources, such as high-quality soil conditioner.
- Measure progress and convey leadership. A GHG inventory is essential to guide City actions and monitor progress towards targets. Regular reporting, analysis and open data will help engage key stakeholders and help focus the City's limited resources on key opportunities.

## Current Status and Next Steps

Several initiatives to advance energy efficiency in buildings are underway:

- Pilot of Local Improvement Charge financing.
- Efficiency requirements for new buildings via Toronto Green Standard.
- Development of a new Energy Reporting Requirement for large buildings.

A range of Provincial and City policies, more involvement by gas (Enbridge) and electric (Toronto Hydro) utilities, and more active promotion of the business case for retrofits are needed to achieve cost-effective conservation.

Key decisions regarding expansion of local transit options and integration of a Complete Streets active transportation approach as advocated in the City of Toronto Official Plan are needed. Intensification and “location efficient” development will be key drivers of emission reduction by reducing travel distance, and will require policy, stakeholder support and investment for implementation.

In July 2014, Council directed staff to develop and present transformative actions and required resources to be reported on in 2015. The City’s direct emissions represent only 6% of the total GHG profile; while significant reductions have been achieved, additional opportunities exist. A long-term waste management strategy under development by the City’s Waste Management Division should include carbon-reduction objectives. Local deployment of renewable energy opportunities can be accelerated, which can help address current energy constraints.

## Additional Information

Intergovernmental Panel on Climate Change – 2014 Report

<http://mitigation2014.org/>

Climate Change, Clean Air & Sustainable Energy Action Plan

<http://goo.gl/Y0TCaU>

Sustainable Energy Strategy <http://goo.gl/Ry6q6x>

Environment and Energy – 5-year Business Plan, adopted by Council November, 2013 <http://goo.gl/8u1E3T>

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## Toronto's Tree Canopy

### Issue

The City is responsible for the maintenance of over 4 million trees on streets and in parks. Toronto has a target to increase the city's overall tree canopy of an estimated 10.2 million trees by approximately 13% over the next 40-50 years. Recent weather events, the Emerald Ash Borer and Asian Longhorned Beetle have significantly impacted this target.

### Background

Toronto's urban forest provides a wide range of environmental, ecological, social, cultural and economic benefits. To be sustainable and maximize the benefits from urban trees, experts recommend a 30%-40% tree cover.

In 2013, City Council adopted *Sustaining and Expanding the Urban Forest: Toronto's Strategic Forest Management Plan*. The Plan identifies challenges which range from insect infestation and the effects of climate change, to pressures associated with human habitation and activities. The Plan provides a number of strategies, and forty specific actions to address current challenges, and support the City's goal of 40% canopy cover over the next 40-50 years.

### Implications

Toronto's tree canopy cover is estimated to be between 26.6% and 28%. Of the total tree population, 6% (600,000 trees) are City owned street trees, 34% (3.5 million trees) are in City parks and natural areas, and 60% (6.1 million trees) are on private lands. Toronto's urban forest has an estimated structural value of \$7.1 billion, provides over \$28.2 million in ecological services each year, stores 1.1 million metric tonnes of carbon annually, and is estimated to reduce energy use from heating and cooling of residential buildings by \$9.7 million per year. The urban forest also provides an additional \$483,000 in value per year by reducing the amount of carbon emissions released by fossil-fuel based power plants, and intercepts air pollutants equivalent to \$16.9 million per year.

Currently, the most significant threat to the urban forest is Emerald Ash Borer. Toronto could lose approximately 8.4% of the tree population (860,000 ash trees representing 2.2% to 2.3% canopy coverage) worth an estimated \$570 million in structural value. Urban Forestry has identified

13,000 trees which are suitable candidates for treatment with TreeAzin™, which should save the trees. The remaining trees are being scheduled for removal and replacement as they decline.

The Canadian Food Inspection Agency (CFIA) identified a new Asian Long-horned Beetle (ALHB) infestation and Regulated Area in Mississauga and Toronto. With no known natural predator in North America, the ALHB poses a serious threat with the potential to destroy up to 70% of the urban forest. 42% of Toronto's street trees are the preferred species for ALHB. In 2014, approximately 2,500 maple, poplar, willow and birch trees were removed within Toronto. Staff will conduct surveys and map the scope and extent of the infestation, and work closely with CFIA on eradication to manage ALHB.

Staff use City by-laws to advise homeowners, developers, and builders on how best to protect trees and natural areas. Where preservation is not possible, by-laws require replacement planting. Urban Forestry reviews a variety of development applications, determining if existing trees and natural features will be impacted, ensuring that retained trees will be adequately protected, and that sufficient tree planting is proposed.

The damage caused by the 2013 Ice Storm to the city's tree canopy was unprecedented, impacting trees of all species, age and condition. Urban Forestry: 1) assisted Toronto Hydro in restoring electricity to homes and businesses, removed imminent hazards and cleared roadways for emergency vehicles and residents to travel safely; 2) cleared storm debris from streets and sidewalks and removed overhead hazards within the City right-of-way and high-use park areas; and 3) is identifying canopy repair and recovery requirements, assessing the structural integrity of street trees and select park trees, identifying hidden hazards, and prioritizing work to ensure public safety to be completed in late 2014.

### **Current Status and Next Steps**

The multi-year Urban Forestry Service Plan identified the incremental investment of financial resources required until 2023 to manage the urban forest and maximize investments and produce optimum benefits.

### **Contact**

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## Wet Weather Flow Master Plan

### Issue

The Wet Weather Flow Master Plan (WWFMP), adopted by City Council in 2003, is a long-term plan with the goal of reducing and ultimately eliminating the adverse impacts of wet weather flows, or stormwater runoff. The City is implementing the WWFMP through the completion of Environmental Assessment (EA) studies and the construction of recommended stormwater management, stream restoration and basement flooding protection projects.

When the WWFMP was adopted, it did not have explicit provisions for climate change resilience. Subsequent widespread flooding that has occurred has caused severe stream erosion and significant damage to City infrastructure and private property. As a result, the original 25-year implementation schedule for the WWFMP has been refocused to take new priorities into consideration, specifically the Basement Flooding Protection Program.

### Background

Throughout Toronto's history, wet weather flows, which consist of stormwater runoff generated when it rains or by melting snow, have adversely impacted the city's environment. These impacts include degraded water quality at the City's beaches, impaired ecosystem health of watersheds and Lake Ontario, damage to sewer infrastructure from stream bank erosion and flooding of properties during extreme storms.

The WWFMP has adopted a watershed-based and hierarchical approach to manage wet weather flows starting with source controls, followed by conveyance controls, and finally end-of-pipe controls.

### Source Control Initiatives

Source controls are measures to manage rainfall where it falls. The City's major source control initiatives include:

- The Mandatory Downspout Disconnection By-law that comes into effect over three phases to include the entire city by December 2016; and,

- The Wet Weather Flow Management Guidelines (2006, currently being updated) that aid in the review and approval of stormwater management plans for new development or redevelopment.

### Conveyance Control Initiatives

Conveyance control refers to the design of the public stormwater collection system so as to slow down and minimize the amount of stormwater flowing into receiving waters. This involves the "greening" of streets to encourage infiltration, tree growth and, where appropriate, the provision of ditches and swales. Toronto Water is working with Transportation Services, Parks, Forestry, and Recreation and City Planning to incorporate stormwater management within the Right-of-Way as part of the City's Complete Streets Project.

### End-of-Pipe Control Initiatives

End-of-pipe controls are necessary to deal with existing stormwater discharges, which in the older parts of Toronto often contain combined sewer overflows (CSOs) – a mixture of untreated sewage and polluted stormwater. Toronto Water has completed several Environmental Assessment (EA) studies to address stormwater and CSO discharges and improve water quality in watercourses across the City and along the lakefront (see Appendix). Implementation of completed EA projects is identified in the 10-year Toronto Water Capital Program (2015-2023) and beyond.

An EA study is being completed by Toronto Water and the Toronto and Region Conservation Authority (TRCA) for Ashbridges Bay that will provide the land base for a future high-rate wet weather flow treatment facility for the Don River and Central Waterfront. Toronto Water and TRCA are also undertaking an EA Scoping Study for the Humber Bay Landform Project to improve water quality and recreational uses at Sunnyside Beach.

### Basement Flooding Protection Program (BFPP)

Since the adoption of the WWFMP in 2003, extreme storm events have caused widespread basement flooding, notably in 2005. In 2006, the BFPP was launched to investigate the causes of flooding and identify solutions to reduce risk of future flooding in 31 basement flooding study areas.

After an extreme storm in July 2013, it was determined that the entire city was equally at risk to severe storms and Council approved the expansion of the BFPP to the entire city. EA studies are being completed to identify necessary infrastructure improvements, followed by engineering design and



construction of the recommended improvements on a prioritized basis. Approximately \$962 million has been identified in the approved Toronto Water 2014 Capital Budget and 2015-2023 Capital Plan for the BFPP.

### Stream Restoration Projects

Another key component of the WWFMP is the protection of sanitary sewer infrastructure located in the City's valleys and watercourses. Extreme storms have caused significant erosion in the city's rivers and streams, which has put sanitary sewer infrastructure at a high risk of failure, and also damaged aquatic ecosystems and private property. The City, with TRCA, is completing Stream Restoration Master Plans for Taylor-Massey Creek and Wilket Creek to restore and protect these watercourses and vulnerable sewer infrastructure from future erosion impacts.

### Stormwater Financing

Given the significant expenditures for WWFMP projects, in particular the BFPP, City Council has requested Toronto Water and Corporate Finance to explore and report back on alternative financing models for the Toronto Water Capital Plan. One model being explored is a stormwater fee that reflects the amount of stormwater runoff generated on private property.

## **Implications**

The WWFMP is a long-term city-building initiative that contributes to a better quality of life in Toronto. Its key benefits include improved water quality at the City's beaches, in rivers and streams and along Lake Ontario, the protection of Toronto Water assets and the reduction of flooding risks to protect private and City property.

## **Current Status and Next Steps**

- Wet Weather Flow Management Guidelines currently being updated by Toronto Water. New guidelines to be released in 2015.
- Completion of EA Study for the Ashbridges Bay Landform Project and commencement of detailed design with TRCA in Fall 2014. Detailed implementation plan to be presented to Council through the 2015 Toronto Water Capital Budget submission.

- Completion of the EA Scoping Study for the Humber Bay Landform Project in late 2014/early 2015 and commencement of Terms of Reference process for Individual Environmental Assessments in 2015.
- Ongoing completion of Basement Flooding EA studies for 41 study areas and ongoing implementation of recommended sewer improvement projects on a prioritized basis.
- Completion of the Taylor-Massey and Wilket Creek Stream Restoration Master Plans in late 2014. Ongoing implementation of stream restoration projects in the Toronto Water 10-year Capital Plan.
- Toronto Water and Corporate Finance consulting with stakeholders and the public (Fall 2014) on financing options for the Toronto Water Capital Plan, including a stormwater fee. Report to be provided to City Council as part of the 2015 Toronto Water Capital Budget submission.

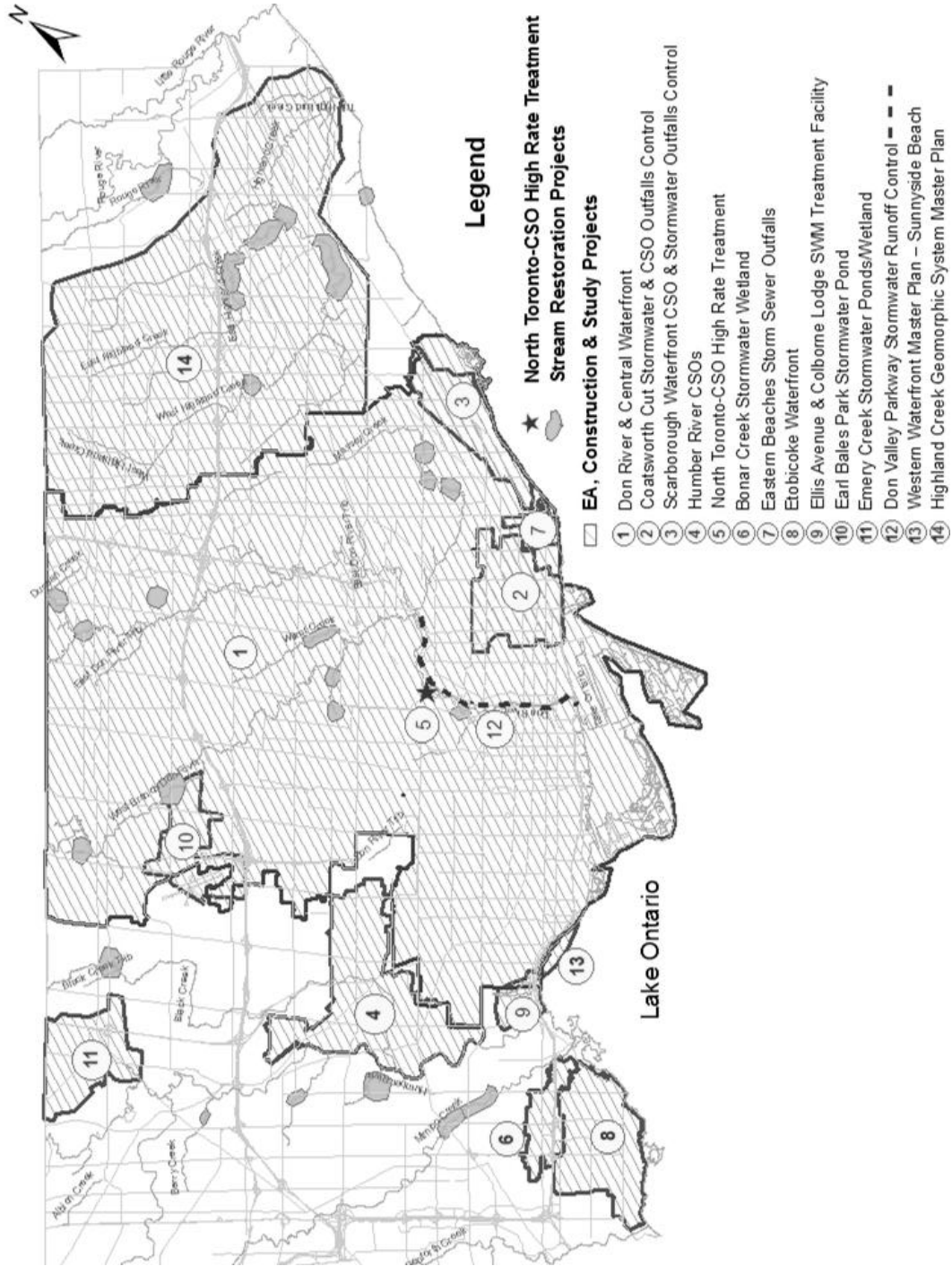
### **Additional Information**

- Wet Weather Flow Master Plan and Basement Flooding Protection Program Update Staff Report (August 12, 2011)  
<http://www.toronto.ca/legdocs/mmis/2011/pw/bgrd/backgroundfile-40671.pdf>
- Ashbridges Bay Landform Project - Erosion and Sediment Control Class Environmental Assessment Staff Report (April 28, 2014)  
<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-69016.pdf>
- Future Options and Public Attitudes for Paying for Water, Wastewater and Stormwater Infrastructure and Services Staff Report (October 16, 2013)  
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-62753.pdf>

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**Appendix: Toronto Water Wet Weather Flow Master Plan – Completed Class EA Studies**



## Basement Flooding Protection Program

### Issue

Toronto is experiencing more severe storms that have resulted in widespread and recurring basement and surface flooding. During these storms, the heavy rainfall that occurs over a short duration can exceed the design capacity of the sewers and overload the sewer system, causing streets to flood, sewers to back up and basements to flood.

The City's Basement Flooding Protection Program (BFPP) is a multi-year program aimed at reducing the risk of future flooding during extreme storm events. Under the program, the City is undertaking Basement Flooding Environmental Assessment (EA) studies that recommend sewer infrastructure improvements to reduce the risk of flooding. Recommended improvements are then implemented on a prioritized basis.

### Background

There are three key elements to the City's Basement Flooding Protection Program:

- Basement Flooding Environmental Assessment (EA) studies and the implementation of Basement Flooding Protection Projects;
- the Basement Flooding Protection Subsidy Program; and,
- the Mandatory Downspout Disconnection By-law.

### Basement Flooding EA Studies and Implementation of Basement Flooding Protection Projects

In April 2006, City Council approved a Basement Flooding Work Plan to undertake comprehensive engineering studies and identify infrastructure improvements in 31 basement flooding study areas that experienced significant flooding during extreme storms in May 2000 and August 2005. New service level standards were adopted in these areas for sanitary sewer, and storm drainage systems to provide protection for a 1 in 100 year storm, where feasible.

Subsequent extreme storms in 2008, 2012, and on July 8, 2013 impacted different parts of the city and resulted in thousands more flooding complaints. In December 2013, City Council approved the expansion of the Basement Flooding Protection Program and the addition of seven new study

areas for a total of 41 areas (see Appendix A for map). Remaining study areas will be identified in a report back to City Council in 2015.

For each basement flooding study area, the first step is the completion of a comprehensive Basement Flooding EA study (as per the requirements of the Provincial *Environmental Assessment Act*), which takes an average of two years. The EA study recommends solutions, including infrastructure improvements, to increase the capacity of the sewer system and reduce the risk of future flooding. Public consultation is an important part of the EA process and public meetings are held at different stages of the study.

Once an EA study is complete, the recommended basement flooding protection projects for that area are sequenced into a 5-year BFPP Project List, which is presented on an annual basis to City Council, to undergo engineering design and construction. The projects are prioritized and scheduled, as per Council approved criteria to protect the greatest number of properties as soon as possible, within approved budgets, and are coordinated with other capital projects.

The engineering design and construction of basement flooding protection projects is delivered by engineering consulting firms, through contracts managed by Engineering and Construction Services (ECS). Construction of projects began in 2009 and approximately \$173 million in projects has been constructed as of August 2014. Appendix B provides maps that identify completed 2014 and 2015 Basement Flooding Protection Projects for City wards with completed Basement Flooding EA studies.

The length of time to complete the engineering design and construction of basement flooding protection projects depends on the scope and complexity of each project, the amount of design review required, the receipt of regulatory approvals, coordination with other capital works and the tendering and awarding of the contract. In August 2014, Council approved an expanded program management capital delivery model for the BFPP to more quickly and more efficiently deliver a larger number of infrastructure improvements, and meet the needs of an expanded program.

#### Basement Flooding Protection Subsidy Program

To assist homeowners, the City offers owners of single-family, duplex and triplex residential homes a financial subsidy of up to \$3,400 per property (increased from \$3,200 in January 2014) to install flood protection devices including a backwater valve, a sump pump, and pipe severance and capping of the home's storm sewer or external weeping tile connection.

### Mandatory Downspout Disconnection By-law

In 2009, City Council approved a by-law making it mandatory for property owners to disconnect their downspouts from the sewer system, except where it is not technically feasible or where doing so would create a hazardous condition. The by-law is being implemented in three phases that will include the entire city by December 2016.

### **Implications**

The long-term benefit of the Basement Flooding Protection Program is an improved level of flooding protection against extreme storms. As the EA studies and engineering designs are complex assignments that take time to complete and cannot all be done at once, construction of the recommended projects will take many years. Some residents have to wait longer than others for remedial works to be completed in their neighbourhood.

Construction must be coordinated with other capital works in the road allowance and this can cause delays in needed road repairs or utility projects. When it is necessary to temporarily store floodwater, parks typically provide the only possible locations in already built-up areas. This may require the temporary closure and reconfiguration of some parks, but also provides an opportunity to coordinate with planned park improvements.

The capital costs of Basement Flooding Protection Program (\$962 million in the approved Toronto Water 2014 Capital Budget and 2015-2023 Capital Plan) are significant and are in addition to the budget needed to address the state-of-good-repair backlog. The desire to complete these works as quickly as possible creates Capital Budget and other resource pressures.

### **Current Status and Next Steps**

- EA studies have been completed for 19 of the 41 basement flooding study areas.
- Complete ongoing EA studies for 14 basement flooding study areas by late 2014/early 2015, and commence EA studies for eight study areas (Areas 34-41) in 2015 (see Appendix A).
- Report back to City Council in early 2015 on the addition of new study areas for the remainder of the city.
- Add and prioritize projects from recently completed EA studies to the Basement Flooding Protection Program project list for 2015-2019, which

will be presented to Council with the 2015 Toronto Water Capital Budget submission.

- Implement Capital Budget increases and the expanded program management capital delivery model for the BFPP to meet the needs of an expanded program and to accelerate the BFPP's capital delivery.
- Implement the Mandatory Downspout Disconnection By-law for the remainder of the city by December 3, 2016.

### **Additional Information**

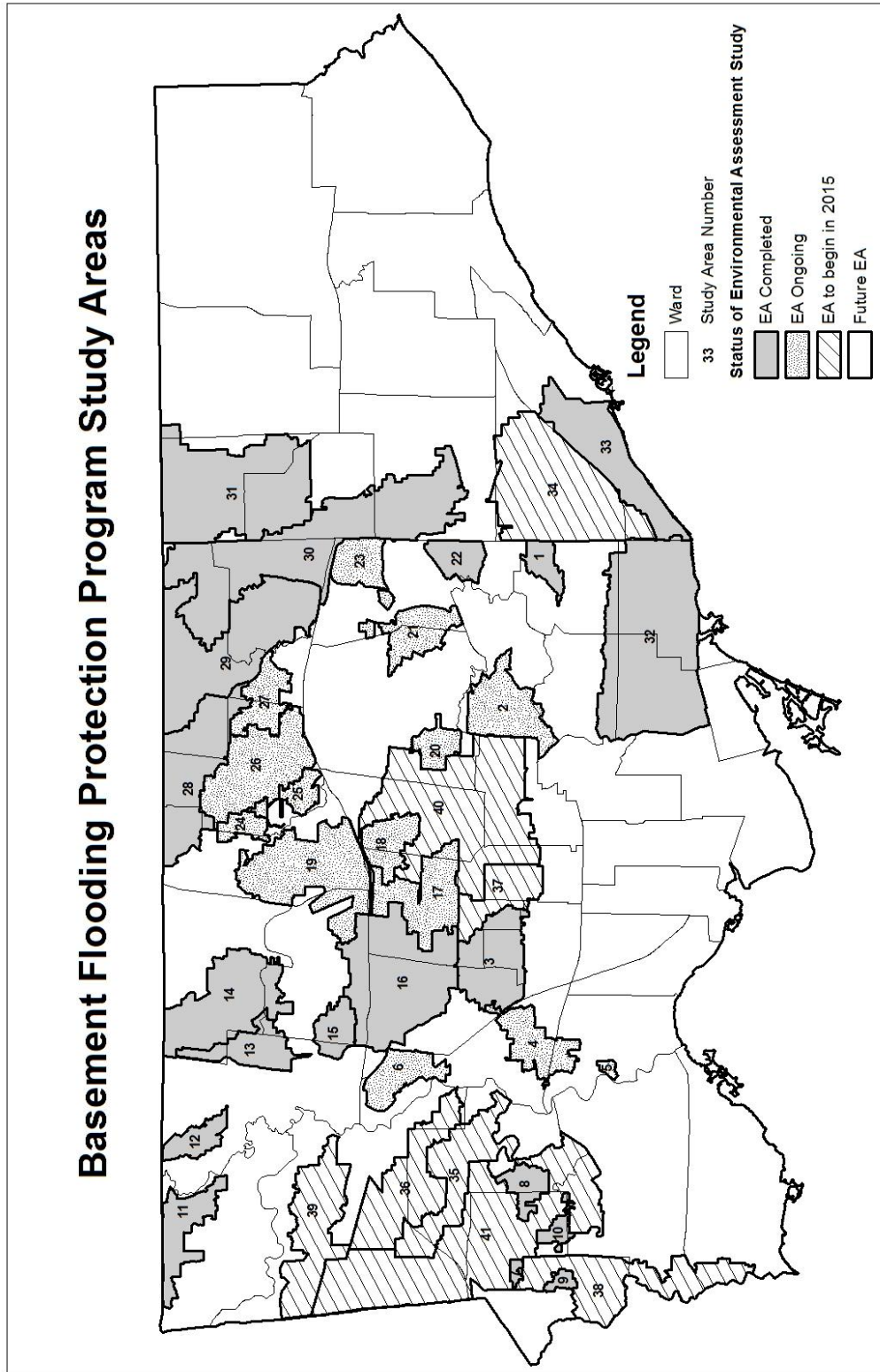
- Wet Weather Flow Master Plan and Basement Flooding Protection Program Update Staff Report (August 12, 2011)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2011.PW7.6>
- Expansion of the Basement Flooding Protection Program's Priority Study Areas Staff Report (October 30, 2013)  
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-63918.pdf>
- 2014 Capital Budget Briefing Note #1 on Basement Flooding Protection Program — Project List: 2014 to 2018 (October 29, 2013)  
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-63902.pdf>
- Capital Works Administrative Procedure Change to Support the Acceleration of the Basement Flooding Protection Program Staff Report (July 29, 2014)  
<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-72352.pdf>

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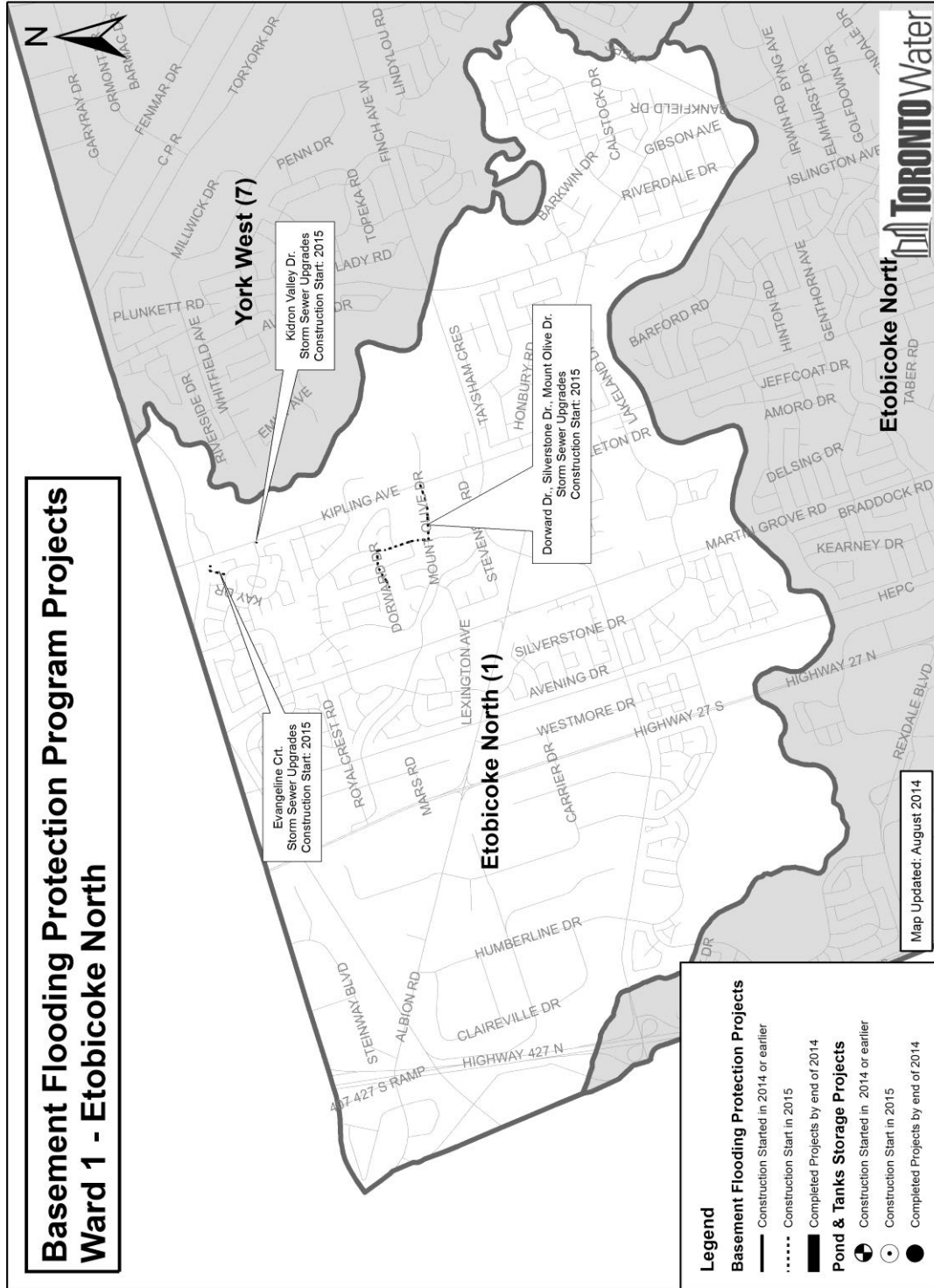
**Appendix A – Basement Flooding Protection Program Study Areas**



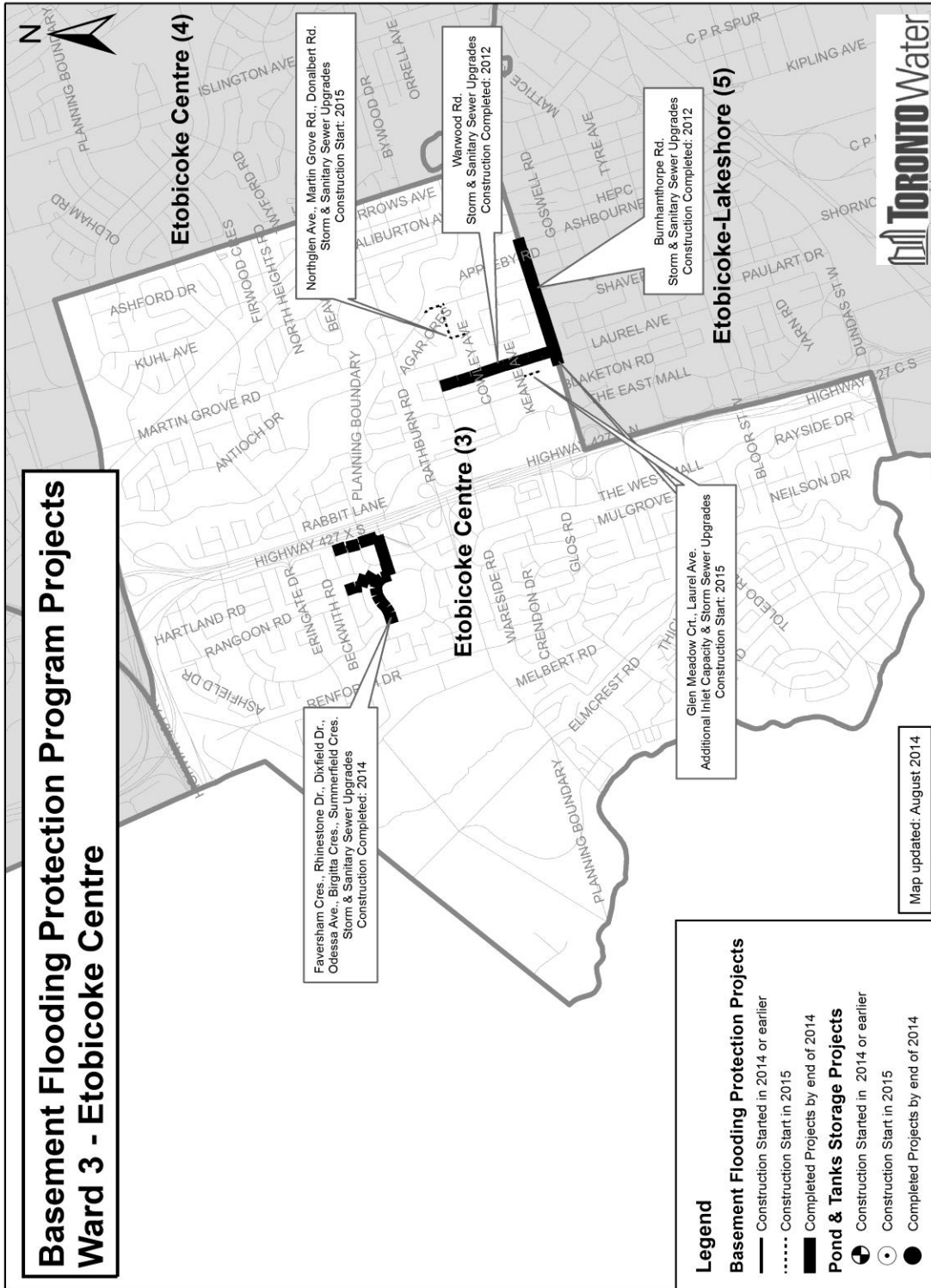


**Appendix B – Basement Flooding Protection Projects – Ward Maps**

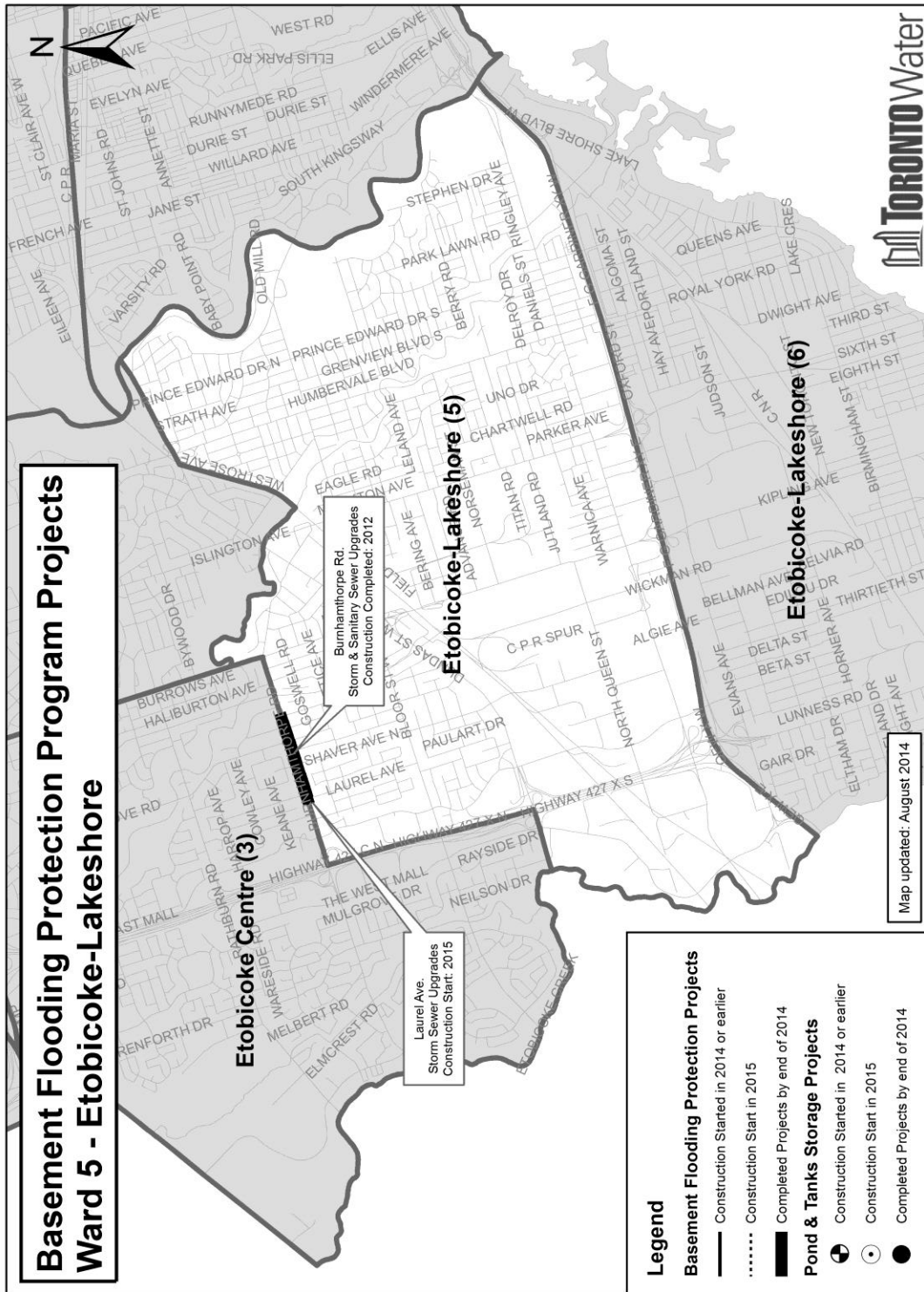
**Ward 1 – Etobicoke North**



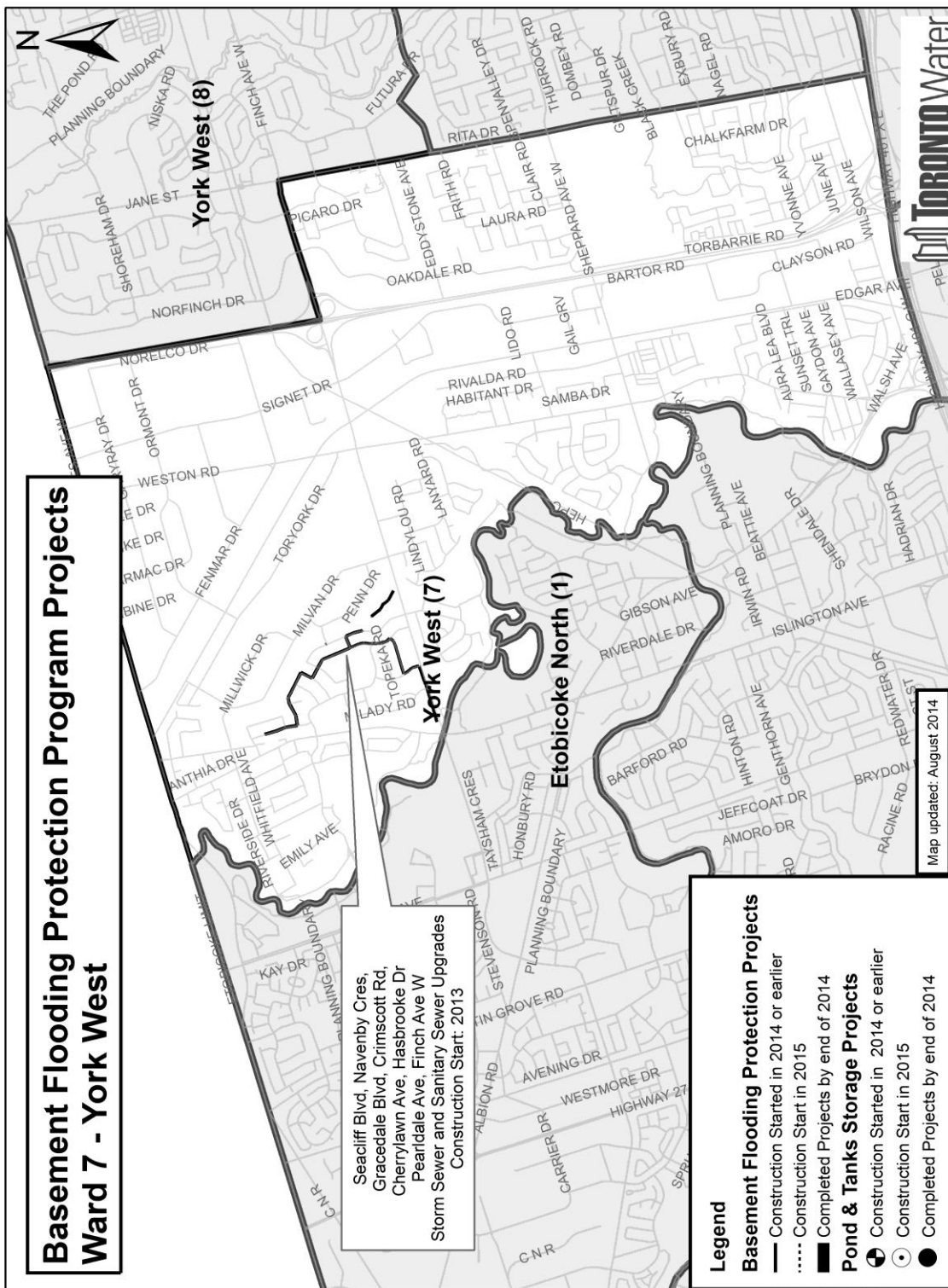
**Ward 3 – Etobicoke Centre**



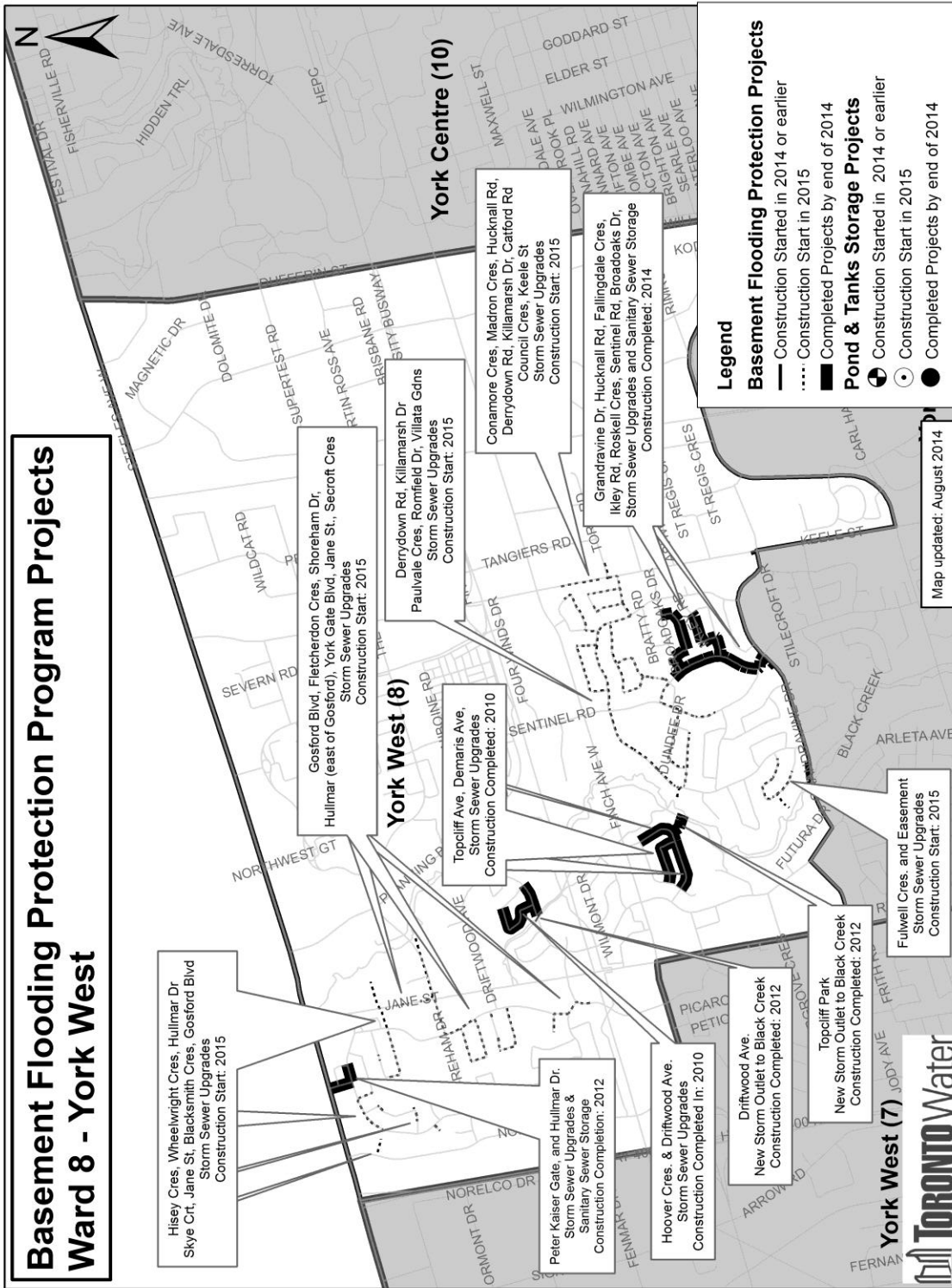
**Ward 5 – Etobicoke-Lakeshore**



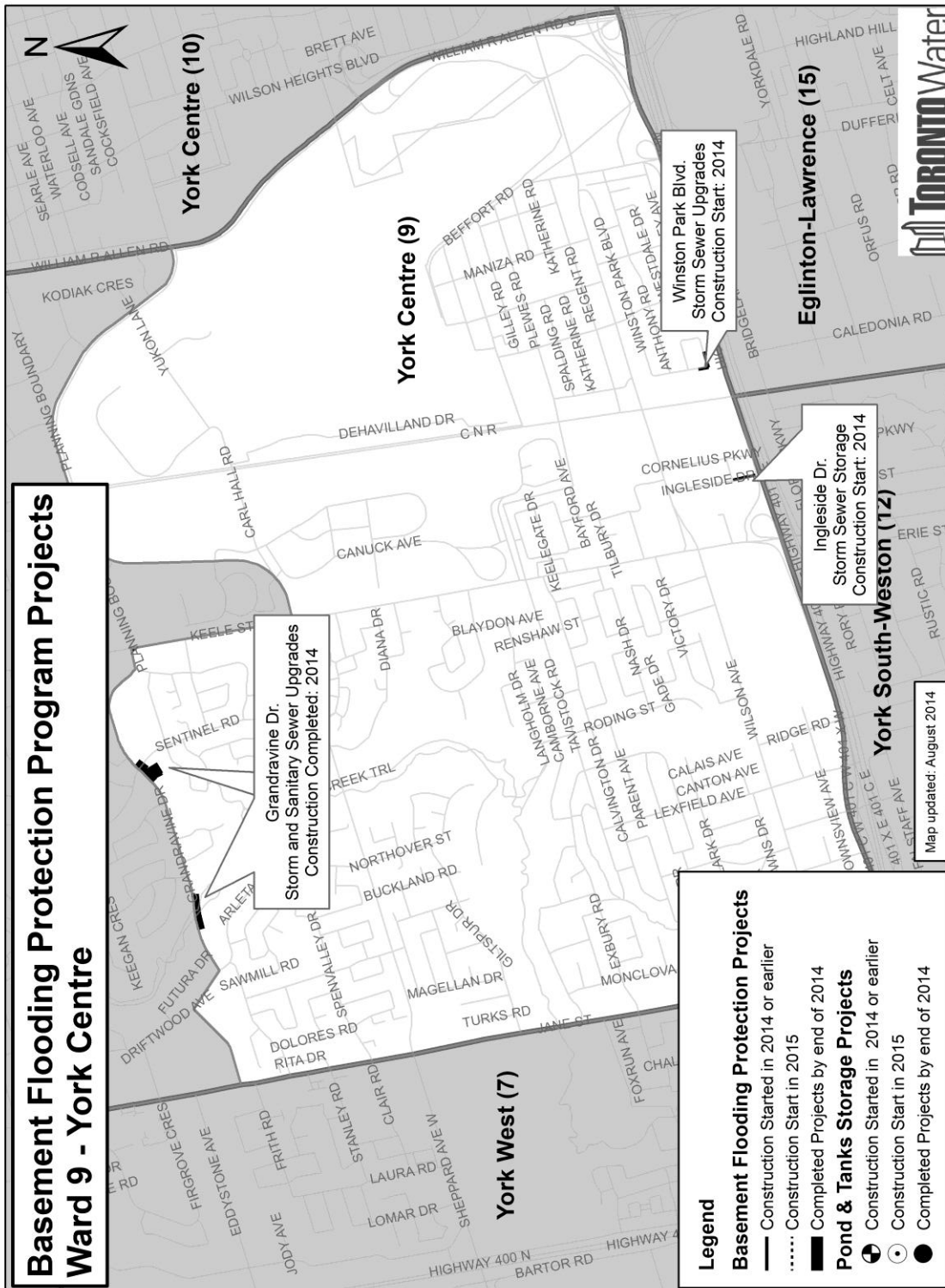
**Ward 7 – York West**



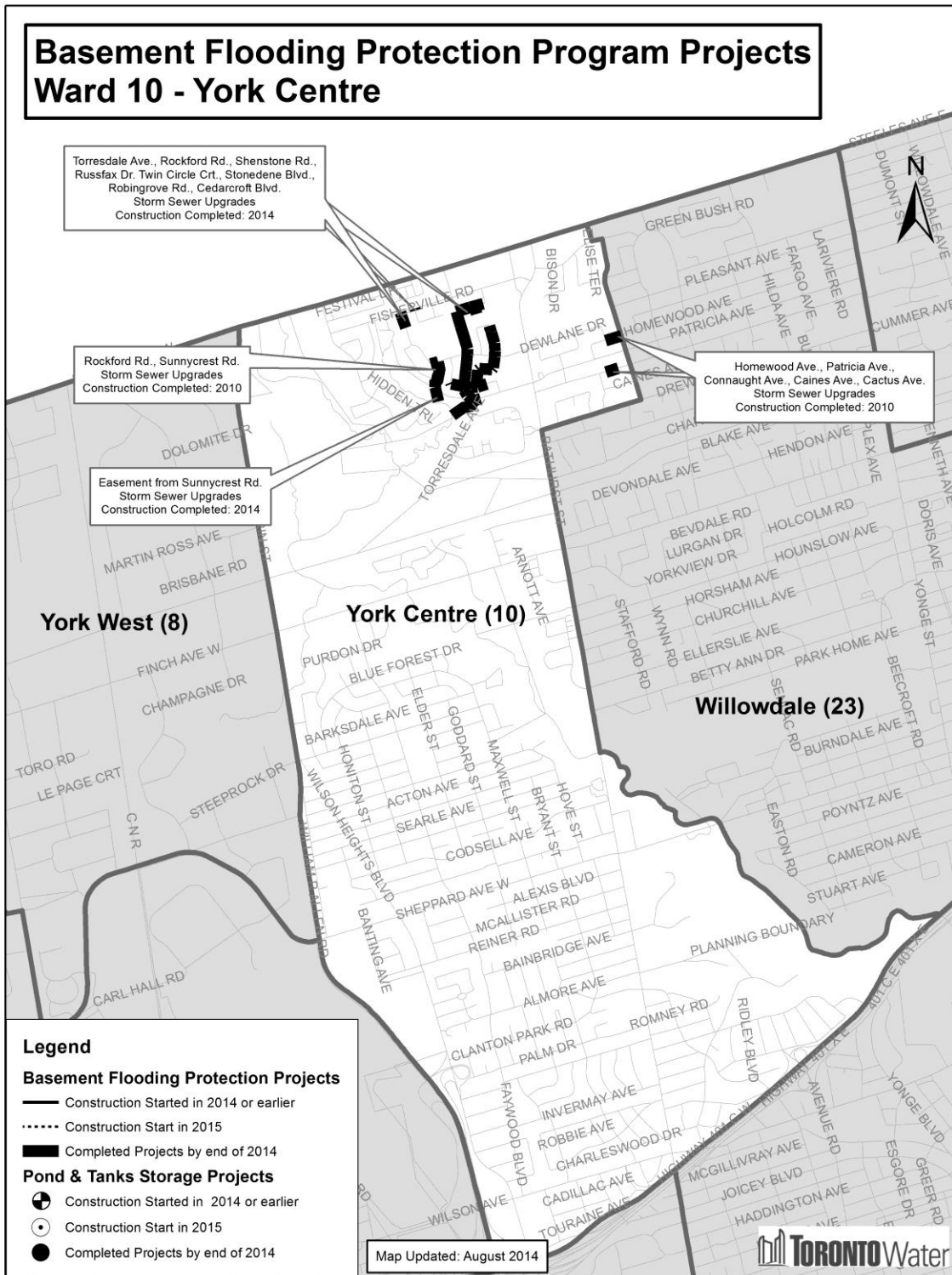
**Ward 8 – York West**



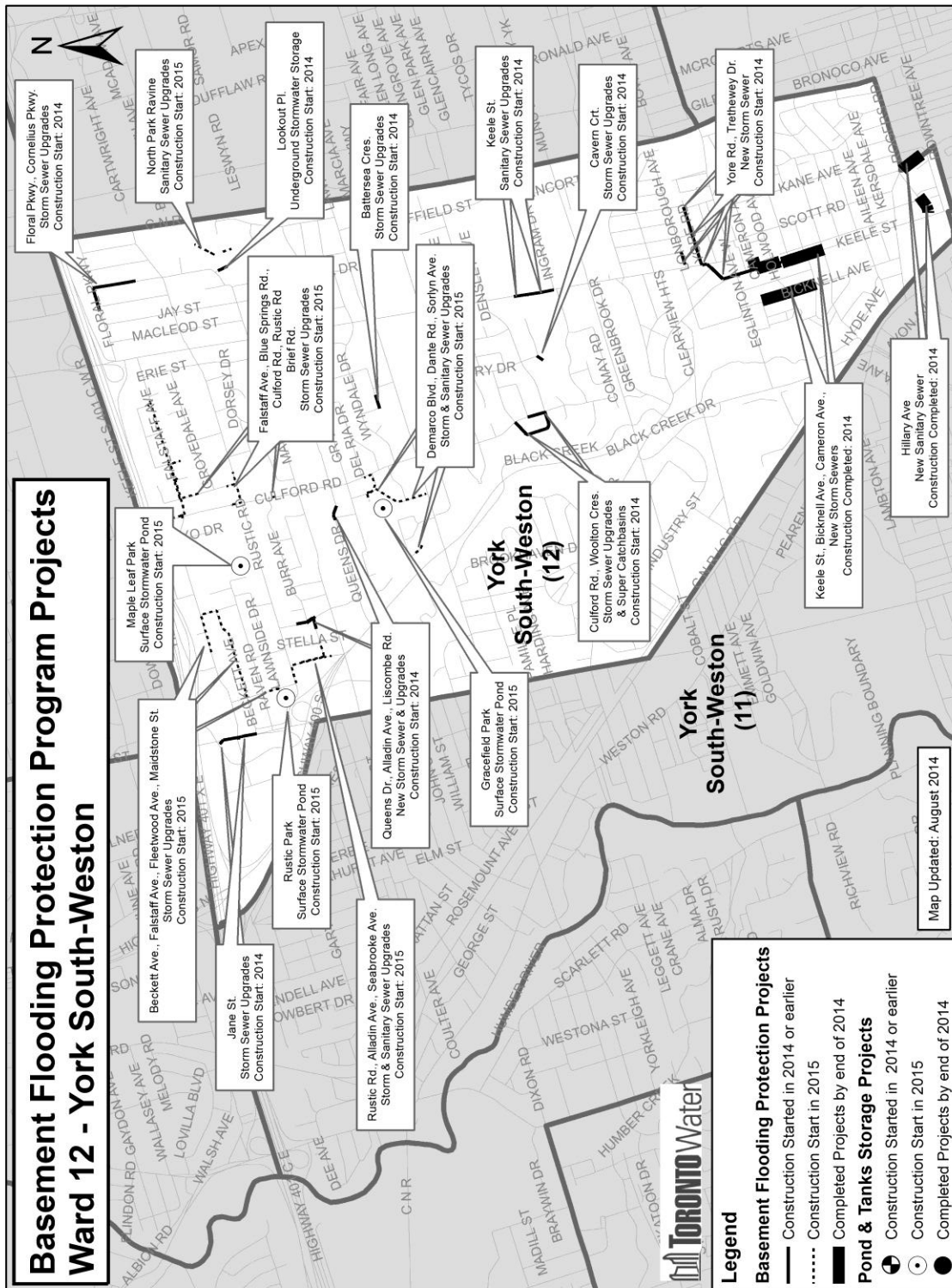
**Ward 9 – York Centre**



**Ward 10 – York Centre**

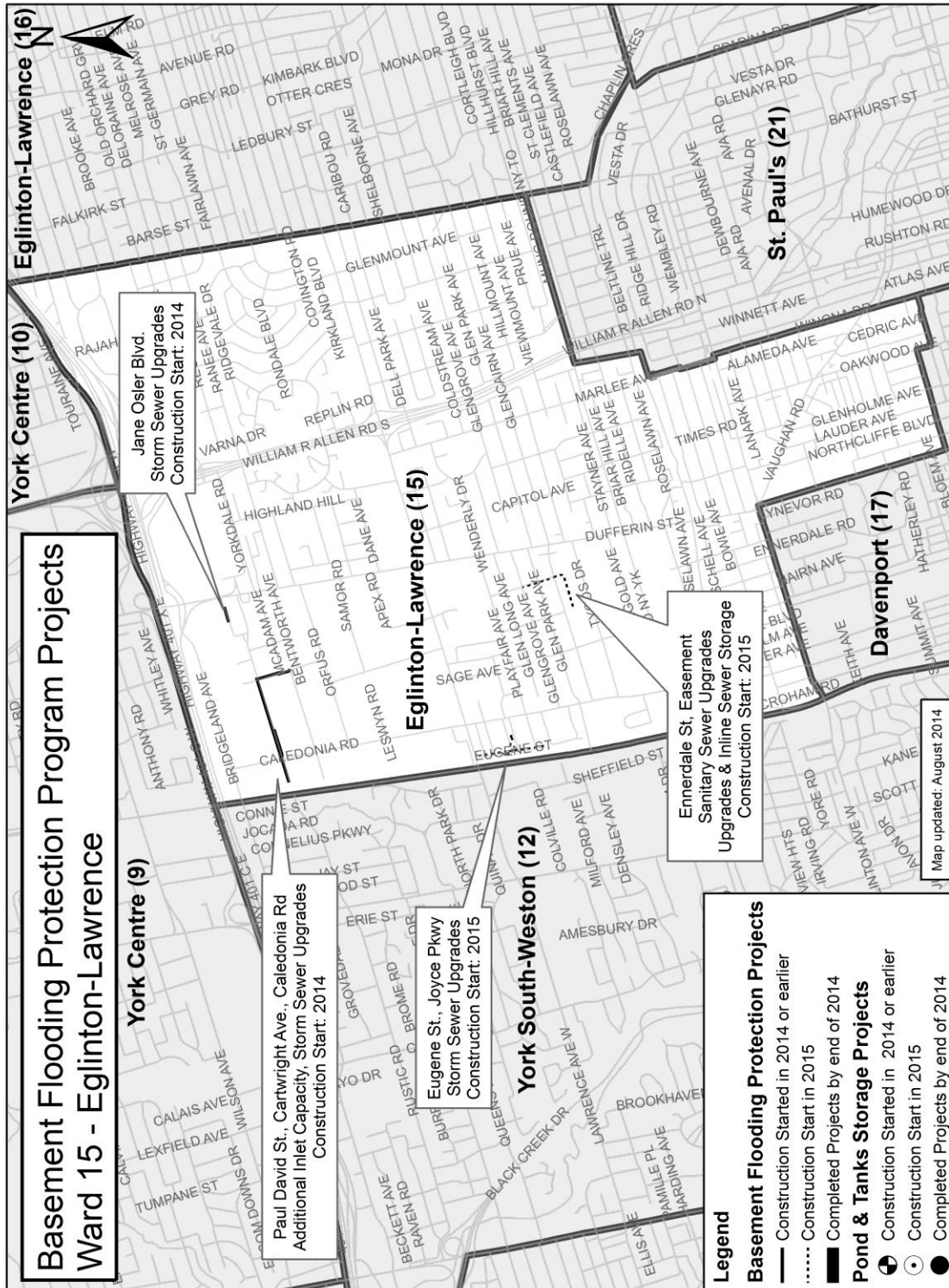


**Ward 12 – York South-Weston**

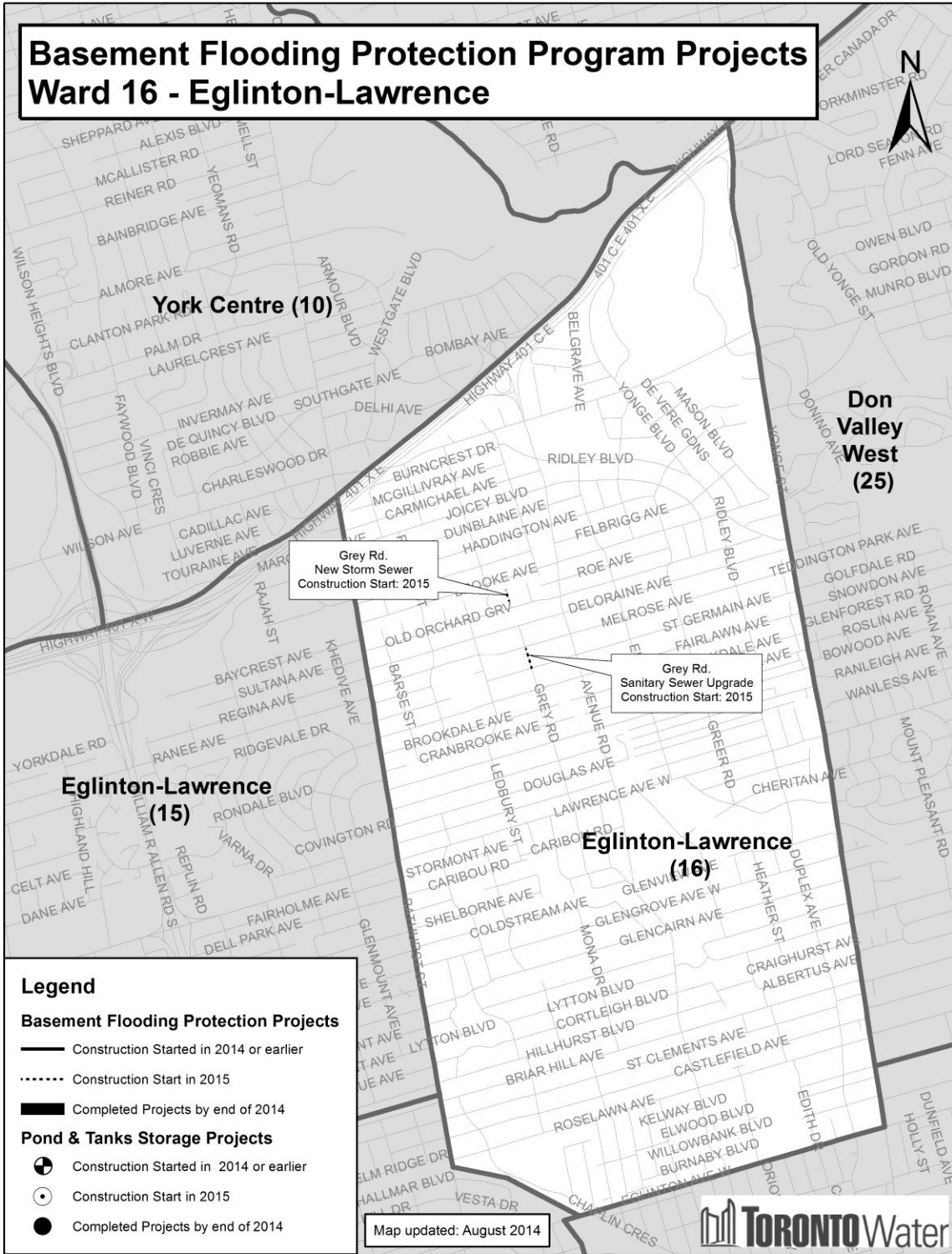




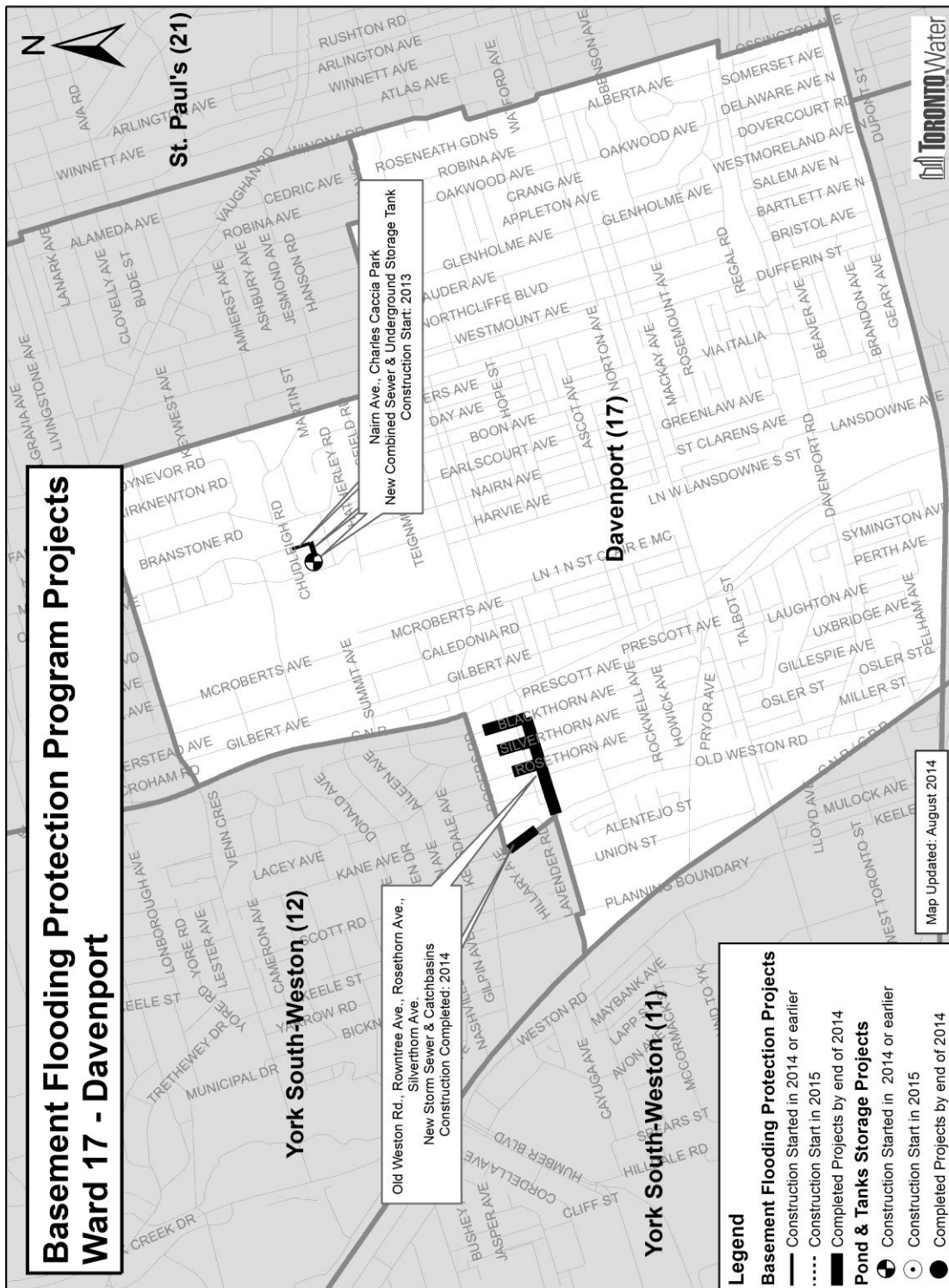
**Ward 15 - Eglinton-Lawrence**



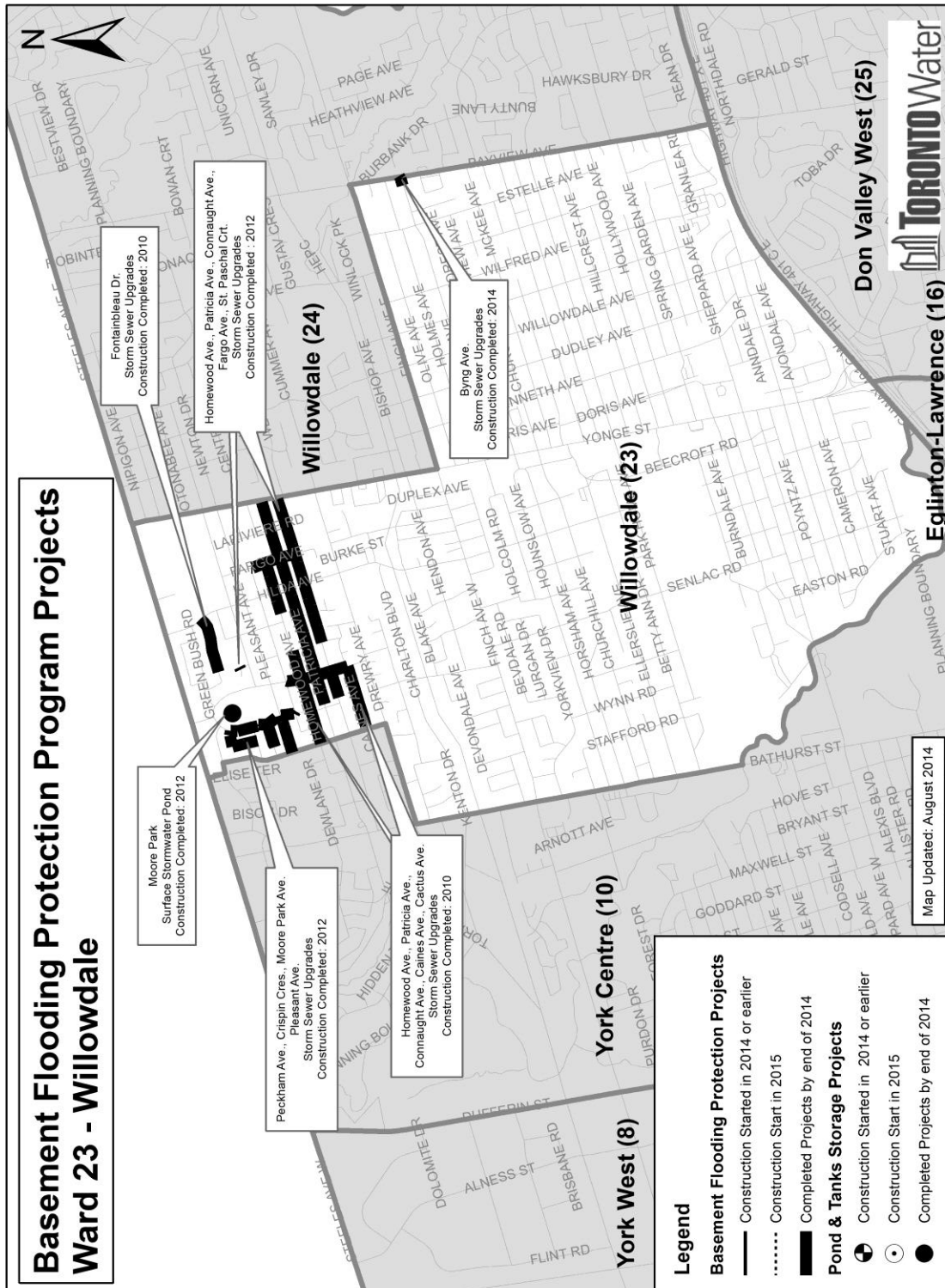
**Ward 16 – Eglinton-Lawrence**



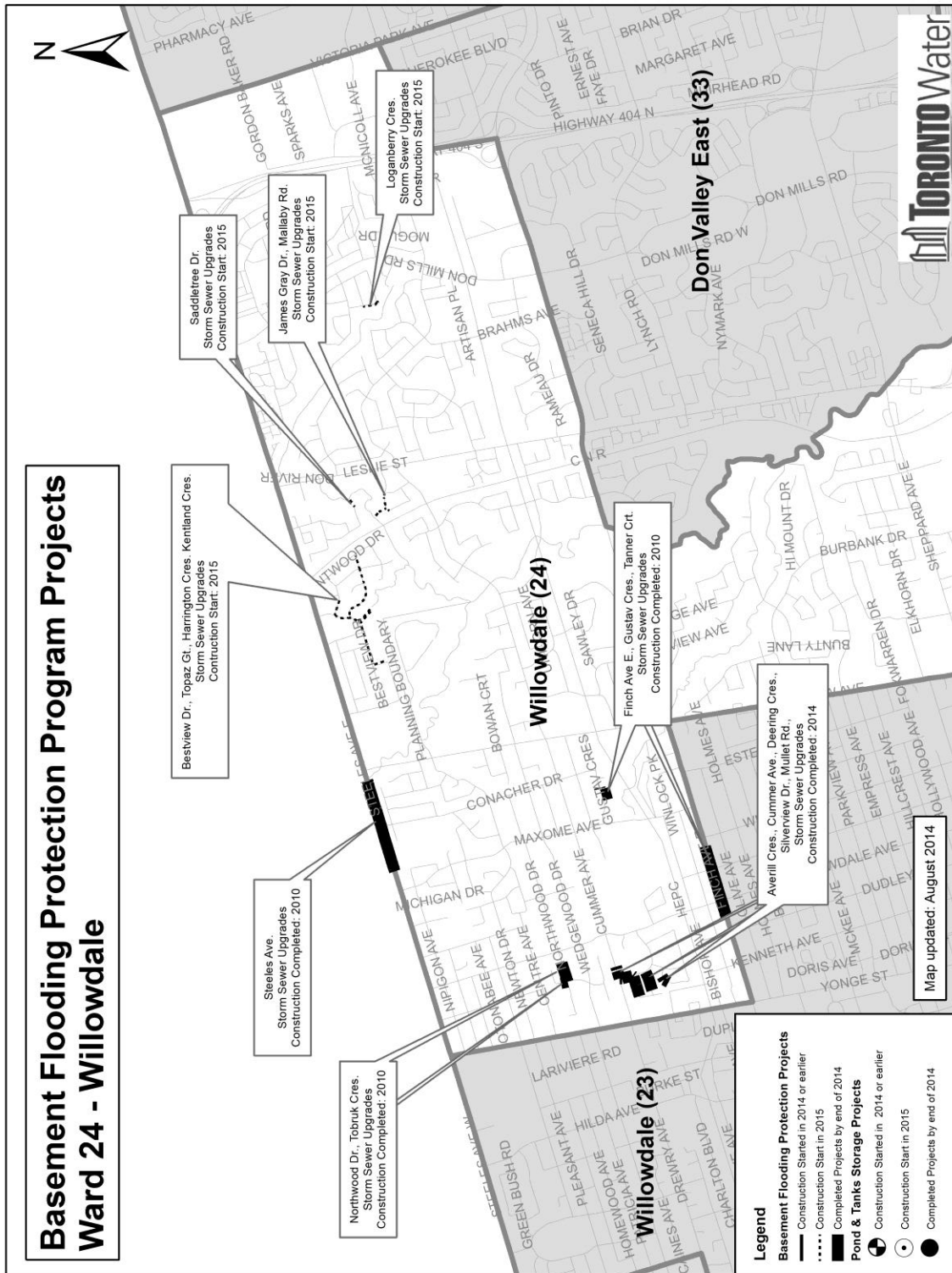
**Ward 17 - Davenport**



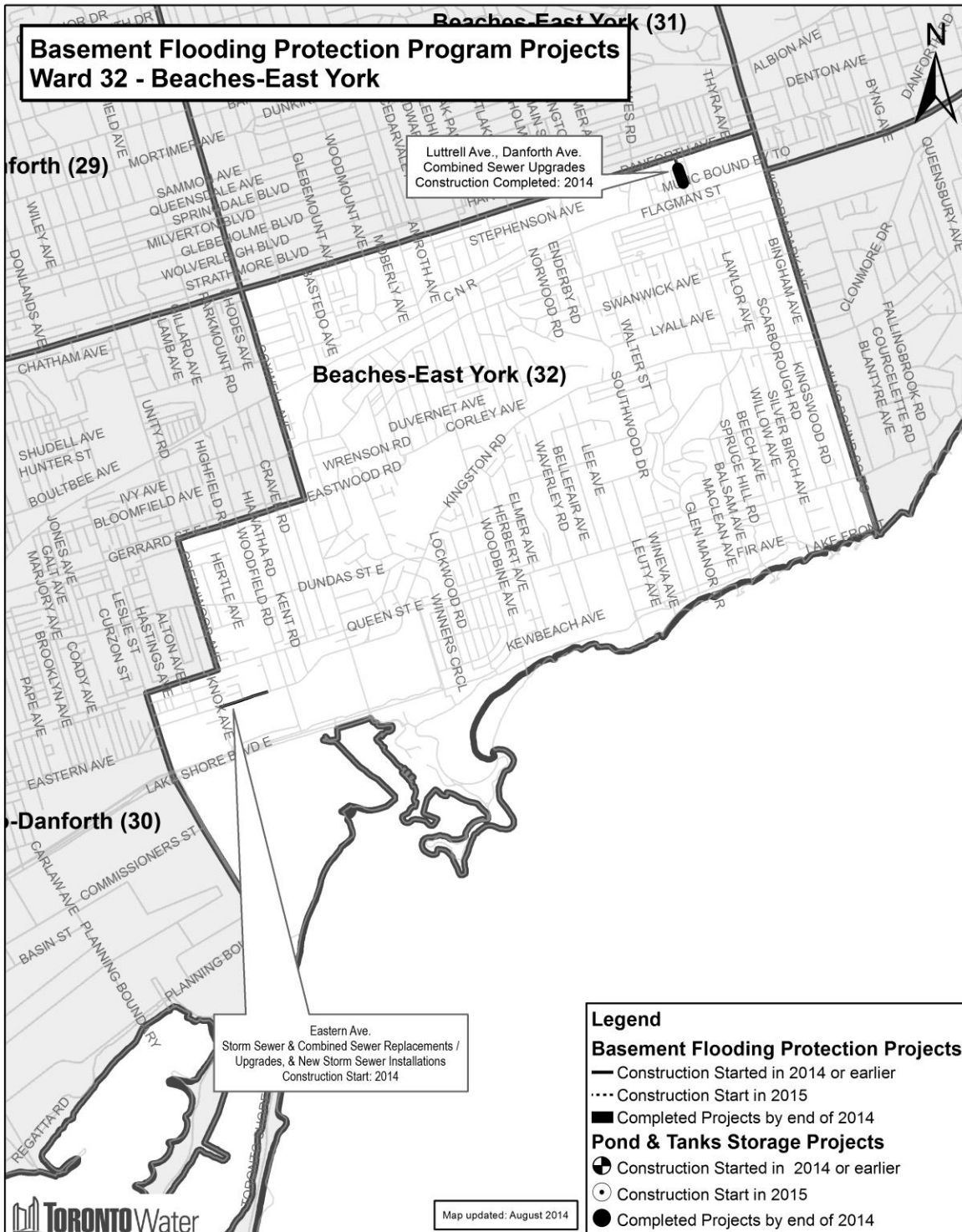
**Ward 23 – Willowdale**



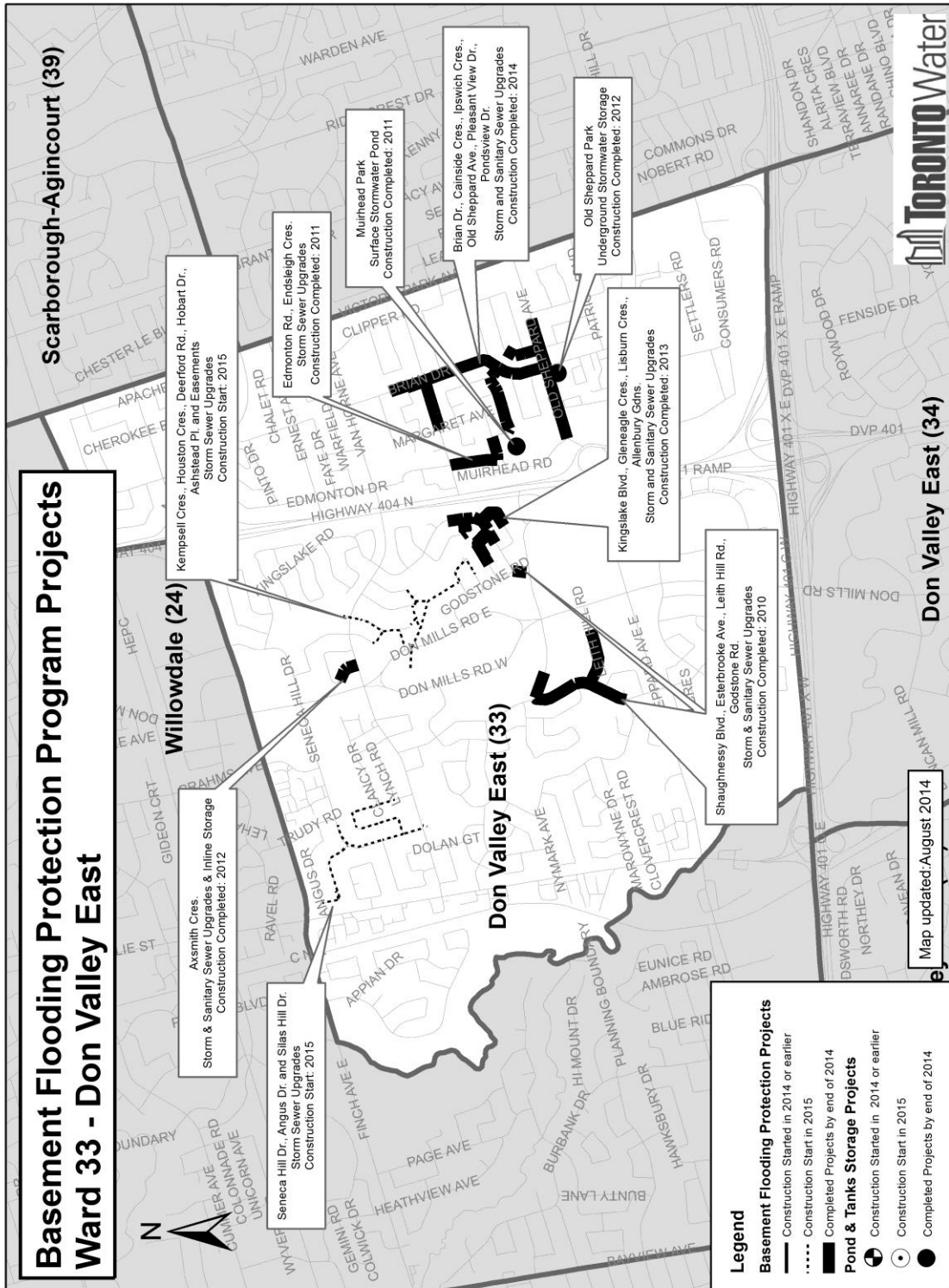
**Ward 24 - Willowdale**



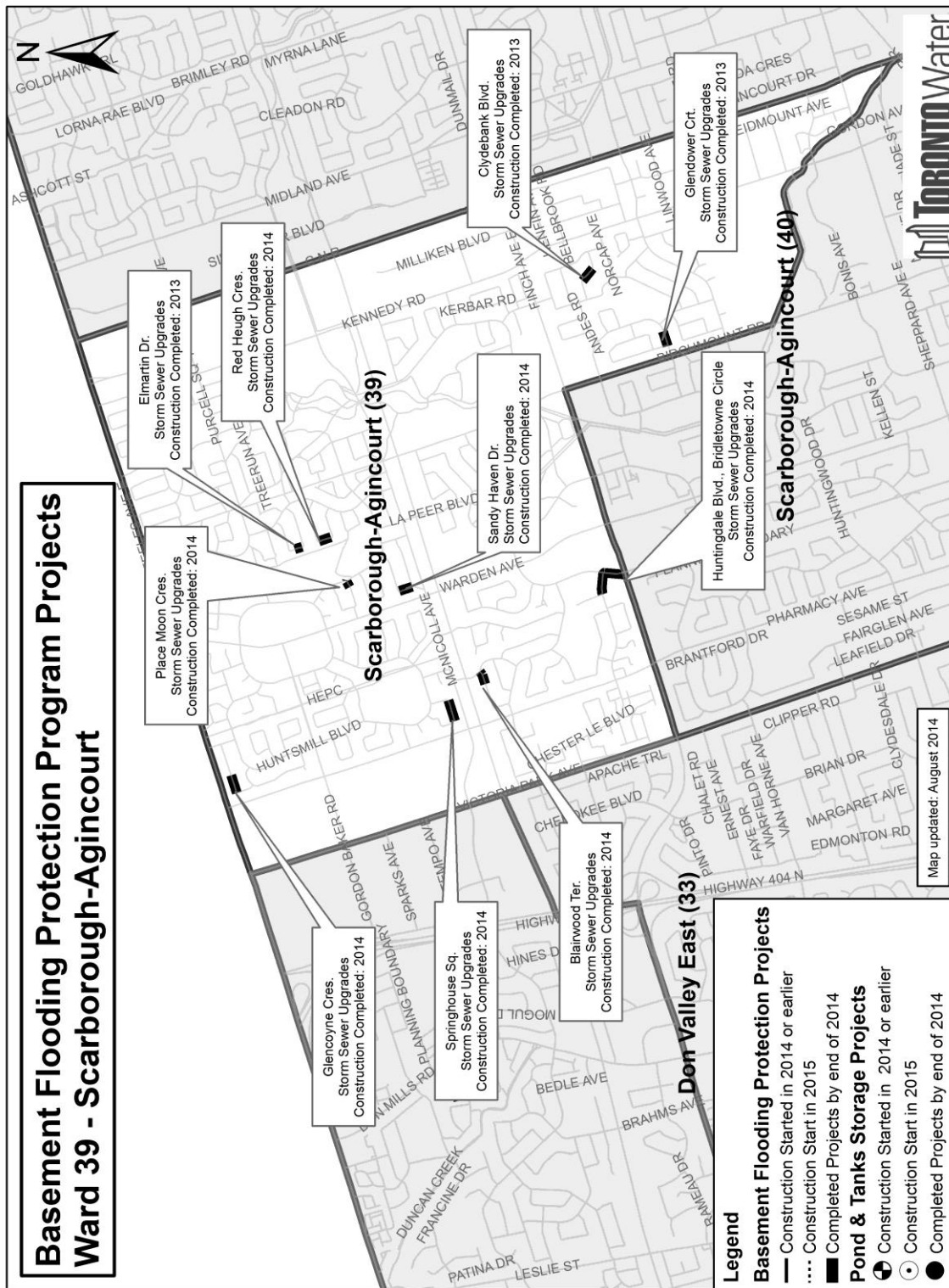
**Ward 32 – Beaches-East York**



**Ward 33 – Don Valley East**

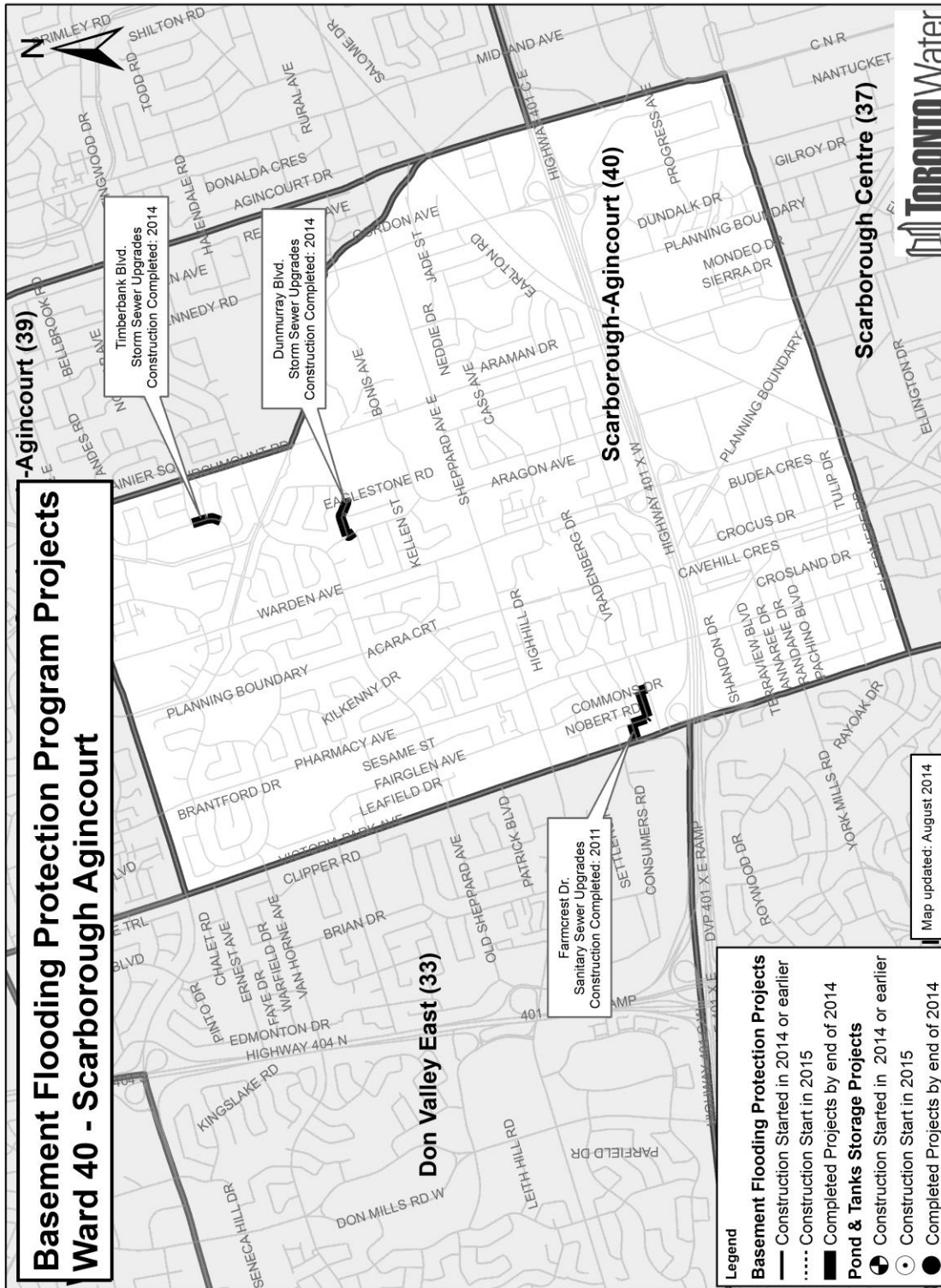


**Ward 39 – Scarborough-Agincourt**





**Ward 40 – Scarborough-Agincourt**



## **Don River and Central Waterfront Wet Weather Flow System to Control Combined Sewer Overflows**

### **Issue**

Toronto's waterfront has been designated as one of 43 polluted Areas of Concern in the Great Lakes Basin largely because of impaired water quality conditions in the Don River and the Inner Harbour. The discharges from combined sewer overflows (CSOs) and storm sewers have been identified as the principal sources of pollution.

The City is implementing the Don River and Central Waterfront Project – an integrated system of wet weather flow tunnels, storage and treatment to address CSOs and polluted stormwater discharges. The system will also provide long-term servicing needs and operational improvements for the City's Don Trunk and Waterfront Interceptor Sanitary Sewer System.

### **Background**

In 2011, City Council approved the Don River and Central Waterfront Project Class Environmental Assessment Study, which carried forward the recommendations of the City's 2003 Wet Weather Flow Master Plan (WWFMP) and identified a conceptual design for a weather flow system to capture and treat CSOs and polluted stormwater discharges to the lower Don River, Taylor-Massey Creek and the Central Waterfront.

The Don River and Central Waterfront Project provides a comprehensive integrated systems approach that includes:

- Wet weather flow control projects to manage CSOs and stormwater discharges from the 50 combined sewer outfalls to the Don River, Taylor-Massey Creek and the Central Waterfront;
- Infrastructure upgrades necessary to ensure operational security for the City's critical Coxwell Sanitary Trunk Sewer (STS) System, which services over 750,000 residents; and
- Upgrades necessary to meet longer-term servicing needs within the Don Trunk and Waterfront Interceptor Sanitary Sewer System.

The conceptual design of the Project is shown in the Appendix and includes the following components:

Sanitary Trunk Sewer System

- Coxwell Bypass Tunnel – a 10.5 km sewer (in tunnel) to provide redundancy to the Coxwell STS; and
- Four underground storage tanks for offline storage of peak sanitary flows, where additional capacity is required to service forecasted growth within the Don Sanitary Trunk Sewershed.

Wet Weather Flow Collection, Storage and Treatment System

- Three interconnected tunnels connected to 15 underground vertical storage shafts (30 metres in diameter) that will collect and temporarily store CSOs, and convey these flows to a new high-rate wet weather flow treatment facility;
  - The three tunnels include the Coxwell Bypass Tunnel (10.5 km), Taylor-Massey Creek Tunnel (6 km); and the Inner Harbour Tunnel (5.5 km);
- Three underground storage tanks for offline storage of CSOs from four remote outfall locations;
- A new wet weather flow pumping station;
- A new wet weather flow treatment facility to be built on future lakefill in the waterlot, immediately south of the Ashbridges Bay Wastewater Treatment Plant; and,
- Implementation of a computerized Real Time Control System for the waterfront interceptor system to maximize storage of CSOs.

The estimated cost for all components of the Don River and Central Waterfront Project is \$1.5 billion (in 2012 dollars). Due to the scale and funding availability for the Project, the system is being implemented in stages over a 25-year time horizon, as shown in Table 1 below.

Table 1 – Don River and Central Waterfront Project Implementation

<b>Stage and Estimated Timeframe</b>	<b>Project Component</b>
Stage 1 (Years 1 to 9)	Coxwell Bypass Tunnel
Stage 2 (Years 6 to 12)	Taylor-Massey Creek Tunnel
Stage 3 (Years 12 to 15)	Offline Storage Facilities
Stage 4 (Years 12 to 20)	Inner Harbor Tunnel
Stage 5 (Years 15 to 25)	CSO and storm outfall connections and vertical storage shafts
Stage 6 (Years 15 to 25)	Wet Weather Flow Treatment Facility

In Spring 2014, City Council approved the selection of Black & Veatch Canada Company to complete the preliminary engineering design for Stages 1 through 5 of the system, and the detailed design and construction administration for Stage 1 – the Coxwell Bypass Tunnel.

As part of the preliminary design assignment, Black & Veatch will explore the opportunity to construct a sanitary sewer as part of the Inner Harbor Tunnel and the section of the Coxwell Bypass Tunnel along the waterfront. A deep sanitary sewer was an alternative (Alternative 5) considered in the City's 2012 Waterfront Sanitary Servicing Master Plan (WSSMP) to service future growth in the Central Waterfront to 2031, but was not recommended as it was significantly more costly and required a longer delivery time than the recommended alternative (Alternative 2B). Toronto Water is taking steps to initiate a review of the 2012 WSSMP to ensure there is an infrastructure plan in place to service proposed levels of development and population beyond what was planned for when the WSSMP was completed.

## **Implications**

The implementation of this Project will achieve the following outcomes:

- Provide redundancy (i.e. bypass route) for the Coxwell STS - the City's most critical trunk sanitary sewer that services 30 per cent of Toronto's residents. Currently, the City has no ability to reroute sewage flows in the event of an emergency such as a structural failure, or to allow for periodic maintenance of the Coxwell STS;
- Upgrade the City's Don Sanitary Trunk Sewer system to ensure the system has capacity to effectively service future population growth;
- Virtually eliminate untreated sewage (from CSOs) from entering the Don River and Central Waterfront, which will lead to improved water quality, enhanced recreational opportunities, improved aquatic habitat, and ultimately move us closer to delisting the City of Toronto as a polluted Area of Concern in the Great Lakes Basin;
- Achieve a higher level of control for CSOs than Provincial requirements, and support commitments made by Federal and Provincial Governments for the clean-up of the Areas of Concern through the Canada-Ontario Agreement and Federal Government's commitment through the Bi-National Great Lakes Water Quality Agreement; and

- Address projected trunk sanitary servicing needs with the wet weather flow control requirements as a complete and integrated system.

The construction of all stages of the Don River and Central Waterfront Project is estimated at \$1.5 billion over 25 years, which requires significant funding in the Toronto Water 10-year Capital Program and in the longer-term.

Funding for engineering design and construction of Stages 1 and 2 of the Don River and Central Waterfront Project is identified in the approved Toronto Water 2014 Capital Budget and 2015-2023 Capital Plan for a total of approximately \$327 million. The remaining Project stages are currently forecasted outside of the approved 10-Year Toronto Water Capital Plan (2015-2023). The City will pursue opportunities for funding with the Provincial and Federal governments for the Project's implementation.

### **Current Status and Next Steps**

- Preliminary engineering design for the entire Project and detailed engineering design for Stage 1 – the Coxwell Bypass Tunnel commenced in Summer 2014. The preliminary design of the entire Project is expected to be completed by Q3 2015. The detailed design of Phase 1 is expected to be completed by Q3 2017.
- Public and stakeholder consultation and outreach will be undertaken during the engineering design process to ensure that the design of above-ground facilities blends into the local surroundings and integrates with natural and park features.
- Pending design completion, regulatory approvals and easement negotiation, construction of Stage 1 of the Project is expected to begin in 2018.
- A separate Environmental Assessment Study for the Ashbridges Bay Landform will be completed by the City and TRCA in Fall 2014. The Ashbridges Bay Landform will provide the land base for the future high-rate wet weather flow treatment facility, south of the Ashbridges Bay Treatment Plant.
- Toronto Water is taking steps to initiate a review of the Waterfront Sanitary Servicing Master Plan in late 2014 that will revisit the preferred sanitary servicing alternative and reconsider a sanitary trunk sewer alternative along the waterfront among other servicing alternatives.

## **Additional Information**

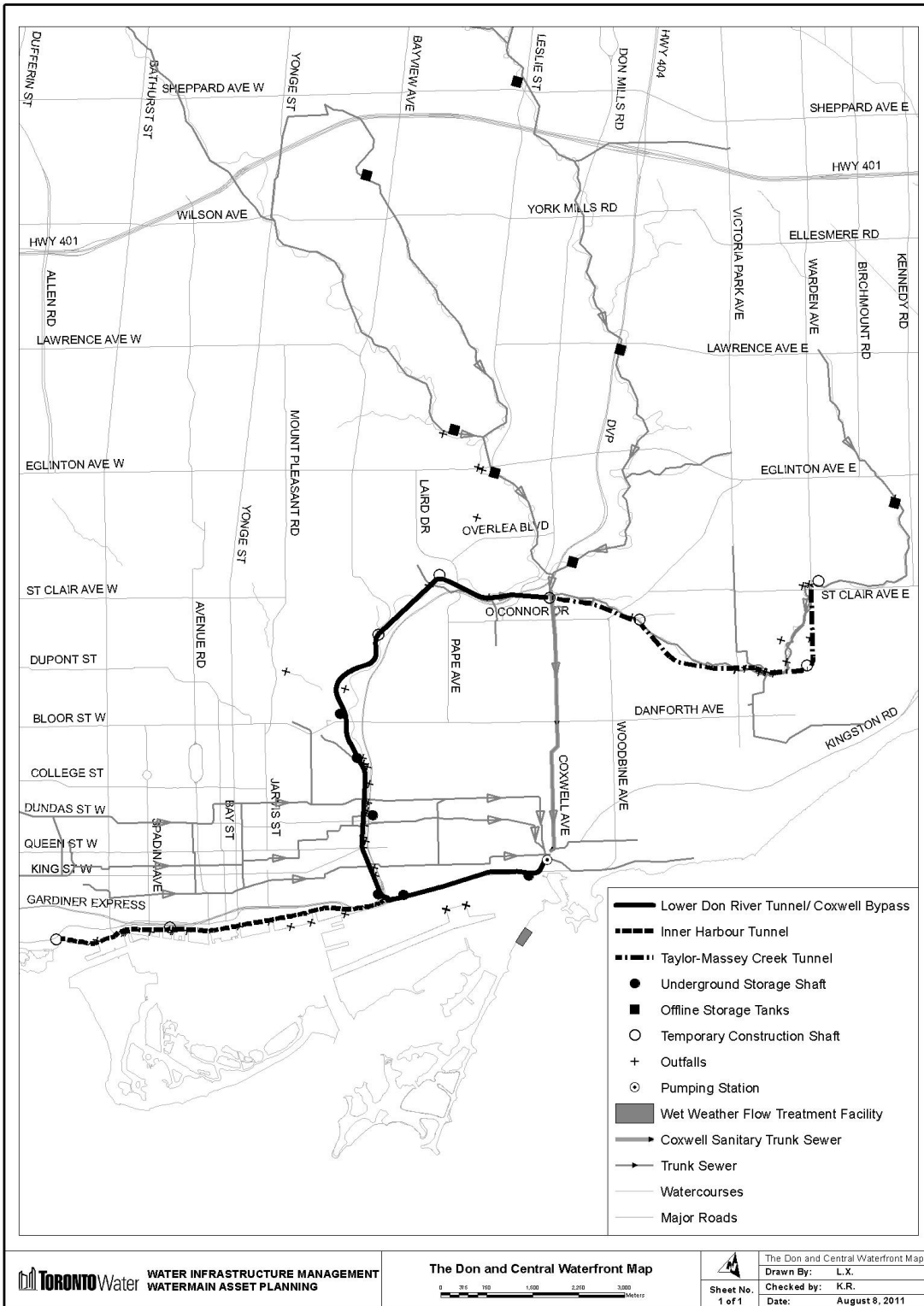
- Wet Weather Flow Master Plan and Basement Flooding Protection Program Update Staff Report (August 2011)  
<http://www.toronto.ca/legdocs/mmis/2011/pw/bgrd/backgroundfile-40671.pdf>
- Contract Award - Request for Proposals No. 9117-13-7210 Professional Engineering Services for the Design and Construction Administration of the Wet Weather Flow System to Control Combined Sewer Overflow (CSO) Discharges to the Don River and Central Waterfront Staff Report (February 2014)  
<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-67056.pdf>
- Don River and Central Waterfront Project website  
<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=f812ffa6ee33f310VgnVCM10000071d60f89RCRD>
- Waterfront Sanitary Servicing Master Plan Class Environmental Assessment 2012 webpage  
<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=8fd78da78b151410VgnVCM10000071d60f89RCRD>

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# Appendix – Don River and Central Waterfront Project – Conceptual Design



WATER INFRASTRUCTURE MANAGEMENT  
WATERMAIN ASSET PLANNING

The Don and Central Waterfront Map



The Don and Central Waterfront Map  
 Drawn By: L.X.  
 Checked by: K.R.  
 Date: August 8, 2011  
 Sheet No. 1 of 1

## **Watercourse Erosion Management and Floodplain Management**

### **Issue**

Toronto has experienced flooding in its watercourse floodplain areas and watercourse erosion due to the impacts of urbanization and severe storms. Watercourse erosion has increased the risk of failure of City infrastructure by exposing buried sewers, utilities, and road and bridge foundations, and has also impacted private property.

In recognition of the increasing risks to infrastructure and private property, a Coordinated Watercourse Erosion Management Plan has been adopted by City Council. This plan's goal is to define the erosion protection needs across the City and the roles of City divisions and the Toronto and Region Conservation Authority (TRCA) in protecting the City's assets from the risks of watercourse erosion and flooding in floodplains.

In the city's floodplain areas, TRCA is undertaking floodplain assessments for 17 high risk flooding areas that will recommend works to reduce river flooding risks to City infrastructure and property. TRCA is expected to submit future funding requests to the City for the recommended works.

### **Background**

#### Watercourse Erosion Management

Watercourses are in a continual state of change, with erosion and deposition continually changing the size and location of rivers, creeks and shorelines. These changes can be gradual and slow, or sudden due to the impacts of severe storms. Overall, the rate of change has been accelerated due to urbanization of the City and upstream communities over the past 100 years, and due to the impacts of climate change.

The degradation of existing erosion control structures, many of which were constructed in the 1960s to 1990s, has accelerated due to frequent severe storm events in Toronto. Most recently, the extreme storms of August 19, 2005, and July 8, 2013 resulted in considerable damage and the failure of erosion control structures and City infrastructure.

Watercourse erosion across the city is managed through the combined efforts of several City divisions and TRCA. In June 2014, City Council



approved a Coordinated Watercourse Management Plan with the goal of clarifying the responsibilities and roles of City divisions and TRCA for watercourse management and erosion control works pertaining to public and private property.

To address longer-term erosion impacts, Toronto Water is undertaking Fluvial Geomorphic Environmental Assessment (EA) studies of the watercourse systems throughout the city, as part of the City's 2003 Wet Weather Flow Master Plan. The studies identify and prioritize the risks of erosion to City infrastructure, and recommend projects to protect vulnerable sewer infrastructure over the long term. Two current studies are the Taylor-Massey Creek and the Wilket Creek Stream Restoration Master Plan EAs.

### Watercourse Floodplain Management

Conservation Authorities are mandated by the Province to administer Regulation 166/06 under the *Conservation Authorities Act*, which includes regulatory and delegated responsibilities for hazard lands such as floodplains. Within Toronto's boundaries, the TRCA, working under its delegated and regulatory responsibilities, maintains and updates regulatory floodline mapping, identifies flood hazard areas, and operates a Flood Protection and Remedial Capital Works program.

In 2013, TRCA released a Flood Protection Management Strategy that identified 42 priority areas at high flood risk within the TRCA's nine watersheds. The Appendix contains a map of the 17 priority areas within the city of Toronto. Approximately 7,000 residents and 2,800 structures are located within the regulatory floodplain in these areas.

For each of these 17 areas, the TRCA will undertake floodplain assessments to update floodplain boundaries and to identify works and property acquisition that could be implemented to reduce existing risks to infrastructure and property in floodplain areas. Some of the 17 potential flood remediation projects will be small in nature (e.g., replacing an undersized culvert to alleviate flooding). However, the majority of the projects are anticipated to be large-scale construction projects, involve multiple stakeholders, have complex design challenges and require significant capital investment.

TRCA is currently completing a pilot project (the Black Creek Flood Management Class EA), in consultation with City staff, for the Rockcliffe area in the Black Creek Watershed, to identify the reasons for river flooding and potential solutions to mitigate future flooding. City Council has requested that TRCA, in consultation with City staff, report back to Council on the

recommended projects from the Black Creek Flood Management EA and the estimated costs to implement the works.

## **Implications**

The key benefits of the Coordinated Watercourse Erosion Management Plan are:

- Establishes principles for defining the roles of City divisions (Toronto Water, Parks, Forestry and Recreation and Transportation Services) and TRCA in watercourse erosion management to better coordinate the response to severe storm impacts;
- Clarifies the roles and responsibilities of the City, TRCA and private property owners concerning erosion control works on private property and formalizes a process by TRCA to assess erosion hazard sites that impact private property and to prioritize erosion control works;
- Documents the framework used for addressing financial pressures from the July 8, 2013 extreme storm, which provides a potential basis for responding to future storm events and impacts to watercourses;
- Establishes priorities for undertaking flood mitigation studies and remediation projects in order to reduce flooding risks to property within floodplain areas; and,
- Informs TRCA's flood risk remediation and management initiatives, ensuring capital works funding is directed to high risk areas, as well as providing the greatest risk reduction per dollar spent.

Funding needs for the TRCA are expected to increase in future years for erosion control and flood protection works, which will place additional pressure on the City's capital budgets.

## **Current Status and Next Steps**

### Watercourse Erosion Management

- Toronto Water will complete the Taylor-Massey Creek and Wilket Creek Stream Restoration Master Plan EA studies in Fall 2014. Recommended projects from these studies will be sequenced for implementation into Toronto Water's 10-year Capital Plan.

- Toronto Water will continue to report to City Council, as part of the annual Toronto Water budget submission, the 10-year TRCA/TW coordinated capital plan of erosion improvement works.
- The City of Toronto and TRCA will continue to apply available land use planning tools to assist in reducing slope and ravine erosion of private and public property.

### Watercourse Floodplain Management

- TRCA is completing the Black Creek Flood Management Class EA, which has been coordinated with the City's Basement Flooding EA Studies for Areas 4 and 5.
- TRCA will report to Council (anticipated early 2015) on the recommended projects in the Flood Management Class EA and estimated costs to mitigate valley land flooding.
- The General Manager of Toronto Water will continue to report to City Council, as part of the annual Toronto Water Capital Budget submission, the 10-year TRCA/TW coordinated capital plan for floodplain protection works.
- Toronto Water, with Corporate Finance, will report back to Council on financing strategies to support Toronto Water's long term Capital Plan, which will form one of the bases for considering future funding for the TRCA's Capital Program for the Flood Protection Strategy.

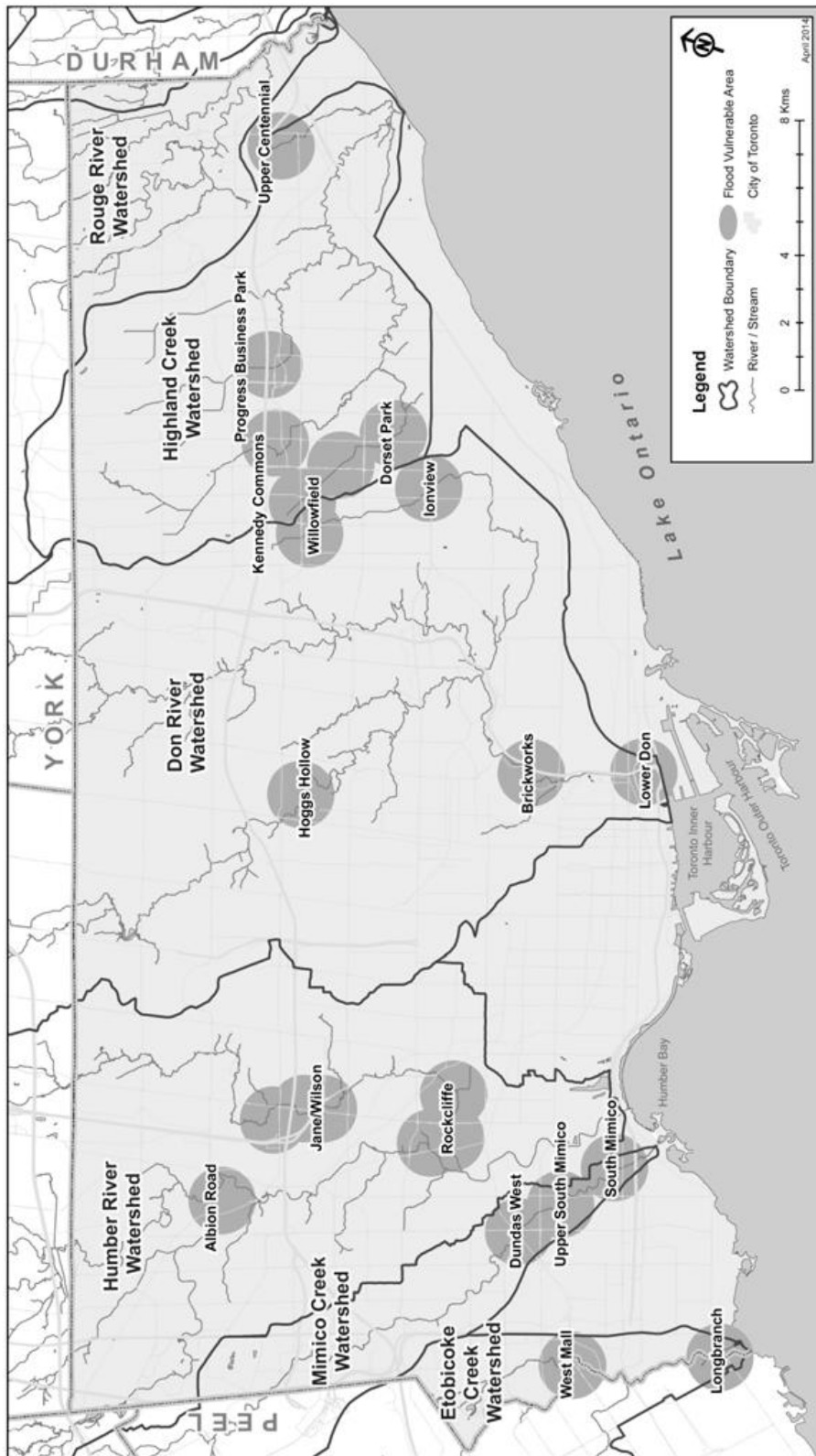
### **Additional Information**

Coordinated Watercourse Management Plan Staff report (April 29, 2014)  
<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-68981.pdf>

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### Appendix - Priority Areas in Toronto, Identified in TRCA's 2013 Flood Protection Strategy



**Toronto and Region Conservation Authority**  
 Flood Protection Program / Flood Vulnerable Areas  
 -City of Toronto-

## **Lead in Drinking Water Mitigation Strategy**

### **Issue**

Lead in drinking water can pose a health risk to some people. According to Toronto Public Health, those most vulnerable include infants, children under the age of six and pregnant women. Lead in drinking water is primarily a result of corrosion of, or wearing of, materials containing lead that may be found in water services and internal building plumbing. The City is undertaking various initiatives to address this issue.

### **Background**

In 2007, Toronto Water was required to begin sampling lead concentrations in plumbing as a result of amendments to the Ontario Ministry of the Environment and Climate Change (MOECC) Regulation 170/03, under the *Safe Drinking Water Act, 2002*. Lead was measured above the Ontario Drinking Water Quality Standard of 10 parts per billion in more than 10 percent of the premise samples. As a result, Toronto Water was mandated by the Ministry to prepare a corrosion control plan to lower lead concentrations at the tap.

In 2011, Toronto City Council approved the Lead in Drinking Water Mitigation Strategy, comprised of corrosion control, lead service replacement, a faucet filter program and public education to reduce lead levels in drinking water.

#### Corrosion Control

Corrosion control is a city-wide long-term solution that enhances the water treatment process through the addition of phosphate. Phosphate works by forming a protective coating inside water pipes and fixtures to reduce corrosion and the leaching of lead from surfaces in contact with drinking water. The addition of phosphate for corrosion control is supported and endorsed by Toronto Public Health.

#### Lead Service Replacement

Prior to the mid-1950s, the service pipes that deliver water from the watermain in the street into each home were commonly made of lead. Many of those pipes remain in service.

The pipe is divided into two sections: the City-owned portion that runs from the watermain under the street to the property line, and the private portion that runs from the property line into each home. The City is responsible for the repair or replacement of the City-owned portion of the water service connection, and the individual property owner is responsible for the repair or replacement of the privately-owned portion.

Recent research findings indicate that partial lead service replacements may increase lead exposure over the long term.

There are three programs in place to replace lead service water lines:

- **Planned Water Service Replacement:** The City-owned portion of the lead pipe that supplies water to residential homes is replaced in coordination with other planned construction projects.
- **Emergency Water Service Replacement:** Replacement when a pipe that supplies water to a home is broken or has low flow.
- **Priority Lead Water Service Replacement:** Replacement of the entire lead pipe that supplies water to a home – the property owner replaces the privately-owned section of the lead pipe at the same time or before the City-owned portion, and the City commits to replacing the City-owned pipes on a priority basis.

**Number of Lead Pipe Replacements: 2012-2014**

		2014 (to June 30th)	2013	2012
<b>Planned Water Service Replacement (substandard and lead)</b>	<b>Capital Program</b> (watermain replacement, structural relining, sewer and road reconstruction)	44 <sup>+</sup>	1206 <sup>+</sup>	1313**
	<b>Unplanned Water Service Replacement</b>			
	<b>Priority Lead Program</b>	630	1390	1019
	<b>Emergency Replacement (substandard and lead)</b>	465	321	344
<b>Total</b>		<b>1139</b>	<b>2917</b>	<b>2676</b>

<sup>+</sup> Service cards are received in batches. The numbers reflect service cards incorporated to date.

**Faucet Filter Program**

This program is directed at proactively addressing public health concerns in high risk households until corrosion control is implemented and addresses the possible short-term increase in drinking water lead levels immediately

following a partial or full service line and/or meter replacement. It allows for the provision of a one-time free faucet filter and/or annual \$100 rebate.

#### Public Education

Toronto Water and Toronto Public Health continue to provide information on lead in drinking water to residents through a wide range of communications resources and methods. Public education efforts advise that replacing both sides of the lead service at the same time is still important as it causes the least disruption to the service line, minimizes any potential lead precipitation into the water and eliminates the need for ongoing filtering of water for lead.

#### Non-Regulated Residential Lead Testing Program

Non-regulated drinking water quality testing for lead continues to be provided at no cost to property owners.

### **Implications**

The long-term benefit of the Lead in Drinking Water Mitigation Strategy is a reduction in health risks associated with exposure to lead, and compliance with the Ministry of Environment and Climate Change (MOECC) Regulation 170/03. There will be ongoing annual costs associated with each initiative including the operation and maintenance of the phosphate chemical system at each water treatment plant (WTP), the replacement of lead service pipes, the supply of faucet filters and the on-going public education campaign.

It should be noted that corrosion control using phosphate will provide health benefits to all residents, including those unable to afford lead pipe replacement on private property. Toronto Public Health, however, notes that there are no safe levels for lead exposure. As such, they recommend the continued replacement of lead service pipes along with full implementation of corrosion control.

### **Current Status and Next Steps**

- The MOECC mandated corrosion control project is proceeding on schedule. It has been implemented at the R.L. Clark and R.C. Harris WTPs and will be commissioned in Fall 2014 at the Island and F.J. Horgan WTPs.
- Based on the results of Toronto Water's corrosion control tests and the experience of other municipalities that have implemented phosphate systems for corrosion control, Toronto Water anticipates a significant

reduction in the leaching of lead into drinking water and full compliance with MOECC's Regulation 170/03.

- On August 13, 2014, Public Works and Infrastructure Committee approved the creation of a loan program to encourage more owners to replace the lead service connections on private residential properties. A report to the committee is due in Q2 2015 on the details of program implementation.

### **Additional Information**

Lead in Drinking Water Mitigation Strategy – Update July 28, 2014 Report from Toronto Water to PW&IC

<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-72320.pdf>

Appendix A - Corrosion Control Implementation Plan – Backgrounder

<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-72321.pdf>

Appendix B - Priority Lead Service Replacement Program - Work Order Process Flow

<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-72322.pdf>

Feasibility of Introducing a Residential Private-Side Lead Water Service Connection Replacement Funding Program July 29, 2014 Report from Toronto Water, the Deputy City Manager and Chief Financial Officer to PW&IC

<http://www.toronto.ca/legdocs/mmis/2014/pw/bgrd/backgroundfile-72379.pdf>

Health Impacts of the City of Toronto's Lead in Drinking Water Mitigation Strategy August 18, 2014 Report from the Medical Officer of Health to the Board of Health

<http://www.toronto.ca/legdocs/mmis/2014/hl/bgrd/backgroundfile-72536.pdf>



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## Water Treatment & Supply Sustainability Strategy

### Issue

The City's Water Treatment & Supply (WT&S) Sustainability Strategy objectives are to meet future growth requirements, address regulatory changes, optimize processes, achieve revenue benefits, and maintain effective and reliable service delivery to approximately 3.5 million residents and businesses in Toronto and portions of York Region.

The Strategy is based on the four key elements of water quality, water quantity, infrastructure renewal and energy optimization and includes the following plans and studies: a Water Quality Master Plan, Joint Optimization Study, System Sustainability Study, Toronto Water Energy Optimization Master Plan, and Facility Condition Assessments.

### Background

Toronto Water operates under an Ontario Ministry of Environment License and Permit to produce Safe Drinking Water with stringent requirements placed on the City for Duty of Care and maintenance of assets.

The current Toronto WT&S infrastructure was largely built from 1954 through to 1980 by the former Metropolitan Toronto, although there are some system elements dating back to the early 1900s. As such, most facilities are either at the middle or end of normal lifecycles.

The WT&S Sustainability Strategy encompasses 4 key elements:

1. Water Quality: The Water Quality Master Plan Study, currently underway, will identify treatment process requirements considering the best available technologies, practices and emerging source water concerns.
2. Water Quantity:  
Future Demands: WT&S began the most recent system upgrade and rehabilitation program in 2005 in accordance with the Toronto-York Water Supply Agreement (adopted by City Council in May, 2005). The agreement specified certain works to be completed and cost-shared, to ensure adequate future water supplies to Toronto and York Region. A series of engineering reports titled "Joint Optimization Studies (JOS)" continually update the program to incorporate the latest available

projected population and industrial/commercial consumption trends. Derived from JOS were such key projects – completed or underway:

- F.J. Horgan Water Treatment Plant expansion (2012)
- Milliken Pumping Station and Reservoir expansion (2012)
- Dufferin Reservoir expansion (2012)
- Avenue Road water main replacement (2012)
- Gerrard water main construction (underway). Preparation is now underway to initiate the next JOS update in 2015.

System Sustainability: In August, 2003, a widespread electrical blackout in Southern Ontario revealed gaps in Toronto Water's ability to provide adequate drinking water supply for extended periods to all areas of the City. A study on system sustainability was completed in 2008 to specify standby power and water storage requirements to enable the City to supply water for at least 72 hours following a major power loss. Since then, while some localized enhancements including generator installations and reservoir expansions have been made, further work is required on a system-wide basis. Updating of the System Sustainability Study has been initiated in 2014.

3. Infrastructure Renewal: A series of plant, pumping station and reservoir Infrastructure Condition Assessments completed from 2008 to 2013 documented the current condition of WT&S physical assets, provided end-of-lifecycle repair and replacement estimates and strategies and initiated various facility and process upgrades. Updated assessments of the four water treatment plants are planned within the next two years.
4. Energy Optimization: Given the amount and cost of electricity used in producing and transmitting drinking water, there is a need from both environmental and financial perspectives to ensure the efficient use of energy. Although optimization initiatives have been implemented in recent years, a more comprehensive review of all aspects of WT&S processes is required to maximize efficiencies and cost savings. An Energy Optimization Master Plan study has just been initiated and will identify opportunities for energy optimization of processes and facilities, potential revenue generation, and innovations in energy use. The study, while emphasizing electricity use related to water processes, will also encompass other Divisional areas to review wastewater and stormwater processes and facilities, and their usage of various energy resources.

The WT&S Sustainability Strategy is aligned with Toronto Water's Strategic Plan (2010-2020), in accordance with its five guiding principles, and with the City's Strategic Actions (2013-2018).

## Implications

- The Water Treatment & Supply section of Toronto Water has so far estimated \$650 million in the Toronto Water 2015-2024 Capital Program for ongoing Energy, Infrastructure, Water Quality and Sustainability plans.
- This level of investment will ensure Toronto Water is capable of producing and delivering sufficient high quality drinking water for all its customers, meeting all current and potential legislated requirements.

## Current Status and Next Steps

- 2015: The System Sustainability, Energy Optimization and Water Quality Master Plan reports will be completed in 2015 to further refine requirements and cost estimates.
- 2015/2016: The JOS Update Study will be initiated in 2015 and completed in 2016. As approved recommendations emerge from the various studies, they will be reflected in Toronto Water's capital budget submissions in 2015 and 2016 for City Council approval.
- 2016: The condition assessment of the water treatment plants will begin in 2016.
- Ongoing WT&S Capital projects related to previous studies and reviews are currently in the design and construction phases.

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## Long Term Waste Management Strategy

### Issue

Solid Waste Management Services has initiated the development of a Long Term Waste Management Strategy (the Strategy). This Strategy is needed to plan for how Toronto will manage its waste over the short and long term. The Strategy will guide the Division's policy and programs for the next 30 to 50 years. The development of the Strategy will include a review of potential options for the diversion, disposal and potential energy recovery from all of Toronto's waste streams (residential and non-residential sectors).

### Background

The Green Lane Landfill has a finite capacity. It has been projected that, at the 2013 waste generation rates, the Green Lane Landfill will reach capacity in 2029. A new Waste Reduction and Diversion Plan, which will be completed as part of the Strategy, is required to decrease the amount of waste sent to landfill and extend its lifespan.

City Council approved the Terms of Reference to hire a consultant to undertake the Long Term Waste Management Strategy in July 2013. Capital funding is committed for this project in 2014 and 2015.

The Strategy development will consider the following options:

- Comprehensive review of waste diversion techniques, policies and practices;
- Technologies review including, but not limited to, Mechanical Biological Treatment and Energy From Waste;
- Redirecting waste to other landfills, expansion of the Green Lane Landfill site, purchase of another landfill, reduction/elimination of paid private waste at transfer stations and the landfill;
- Public/Private Partnerships and municipal partnerships; and
- Extended Producer Responsibility and recommendations for amendment to the existing *Waste Diversion Act, 2002*.

## Project Timeline

The project began in March 2014 with the contract awarded to HDR Corporation. The recommended Strategy is anticipated to be completed and presented to City Council in the Fall of 2015.

## Key Deliverables/Tasks

The following table provides a breakdown of the project work plan:

<b>Services for Long Term Waste Management Strategy</b>		<b>Estimated Timeline</b>
Task 1	Stakeholder and Public Consultation and Study Communications Plan	Completed Spring 2014
Task 2	Document Current Waste Management Profile	Summer/Fall 2014
Task 3	Determine Needs (Needs Assessment)	Fall 2014 – Winter 2015
Task 4	Identify Options to Address Needs	Winter 2015
Task 5	Screen Options and Identify Recommended Options	Winter – Spring 2015
Task 6	Preparation of the Long Term Waste Management Strategy Document	Spring - Fall 2015

## Stakeholder and Public Consultation and Communication

The Project Team established a Stakeholder and Public Consultation Plan in April 2014 with the goal to develop a strategy that is supported by the community and takes their concerns, ideas and feedback into account. A summary of all consultation activities, including feedback received, will be presented in the final study report.

The Public Consultation Plan includes the following elements: General Stakeholder Identification; Councillor Engagement; Stakeholder Advisory Group; Public Information Centres; Key Stakeholder Meetings; Community Outreach Events; and Communication and Engagement Tools.

## **Implications**

Solid Waste Management Services is committed to achieving 70% diversion by 2016 in order to extend the life of the Green Lane Landfill site until 2036. However, even if 70% diversion is achieved, there is still a need for residual

disposal capacity. The Long Term Waste Management Strategy will address this need. Most residual waste management options require several years to undergo extensive consultation and planning and environmental approval processes. Therefore, planning needs to begin now.

The Division's previous Target 70 Plan considered waste diversion targets that focused on the residential sector. A new plan is required to ensure all other waste generators are also considered and to ensure proper planning for the future, including the need to address residual disposal capacity.

Following Council approval of the recommended Long Term Waste Management Strategy, development of strategic and policy directions for the Division will begin. This will allow staff to complete a multi-year rate structure plan, which will provide the fiscal sustainability necessary to support the Strategy and the Division's operating and capital requirements.

### Current Status and Next Steps

The following table outlines the estimated public and stakeholder consultation schedule and Standing Committee reporting schedule.

<b>Public and Stakeholder Consultation</b>	
Round 1 Stakeholder & Public Consultations	Spring – Fall 2014
Round 2 Stakeholder & Public Consultations	Winter – Spring 2015
Round 3 Stakeholder & Public Consultations	Fall 2015
<b>Report to Public Works and Infrastructure Committee</b>	
Update Report to Public Works and Infrastructure Committee: summary of Round 1 public consultation activities, Task 1	June 18, 2014
Update Report to Public Works and Infrastructure Committee: preparation for Round 2 public consultation activities, Tasks 2 – 4	Winter 2015
Update Report to Public Works and Infrastructure Committee: preparation for Round 3 public consultation activities, Task 5	Summer 2015
Report to Public Works and Infrastructure Committee with draft Strategy: Task 6	Fall 2015

On November 19 & 20, 2014, staff hosted Vendor Days in association with the Canadian Waste to Resource Conference and the Canadian Waste & Recycling Expo. Interested vendors were required to respond to a Request for Information that included a series of questions specific to the Long Term

Waste Management Strategy. Various trade publications and communications were utilized to promote the event and an email was also sent to vendors that had previously expressed interest in the development of the Waste Strategy. In total, staff met with 19 vendors that represented a variety of technologies and solutions including, but not limited to, recycling and organics processing, landfill options, Energy from Waste, Mechanical Biological Treatment, and collection options.

Staff are also considering hosting a potential Waste Management Symposium or Speaker Series (for Spring 2015) that would invite waste management industry experts and academics to discuss various reduce, reuse, recycle and recovery options. The purpose of this event is to learn about current and innovative waste management practices and to generate debate and interest in the development of the Waste Strategy. This event would be open to the public and members of Council.

### **Additional Information**

The Long Term Waste Management Strategy has a dedicated website at [www.toronto.ca/wastestrategy](http://www.toronto.ca/wastestrategy).

Long Term Waste Management Strategy (March 19, 2013) - This report discusses Target70 waste diversion initiatives completed to date, associated costs, why 70% diversion was not achieved, moving forward initiatives, and an introduction to the Long Term Waste Management Strategy.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW21.1>

Long Term Waste Management Strategy – Terms of Reference (July 16, 2013) - This report outlines the Terms of Reference for the Strategy.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW24.3>

Results of Request for Proposals No. 9119-13-3146 Contract for the Long Term Waste Management Strategy (October 21, 2013) - This report outlines why HDR was selected as the consultant to help develop the Strategy.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.PW26.7>

Update on the Development of the Long Term Waste Management Strategy (June 18, 2014) - This report provided a status update on the development of the Long Term Waste Management Strategy.  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.PW32.20>



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# Council Briefing Book

## Volume 2: Key City Initiatives

### Tab 6 – Social Development

#### *Child Care*

- 6.1 Toronto's Child Care System

#### *Housing*

- 6.2 Affordable Housing Plan and Investments
- 6.3 Transformation of the Housing and Homelessness Services
- 6.4 Social Housing Operating Funding Issues
- 6.5 Toronto Community Housing Capital Repair Needs and Financing Plan
- 6.6 Comprehensive Review of Rooming Houses
- 6.7 Multi-Residential Apartment Buildings (MRAB) Audit and Enforcement Program

#### *Long-Term Care Homes*

- 6.8 Long Term Care Homes and Services Capital Renewal Strategy
- 6.9 George Street Revitalization

#### *Community Development*

- 6.10 Municipal Poverty Reduction and Social Equity Strategies
- 6.11 Toronto Strong Neighbourhoods Strategy 2020
- 6.12 Toronto Transit Fare Equity
- 6.13 Interdivisional Enhanced Responsiveness for Vulnerable Individuals (SPIDER program)
- 6.14 City Partnership with Toronto School Boards
- 6.15 Funding Partnerships for City Programs
- 6.16 Student Nutrition Program
- 6.17 Automated Income Verification for Income-Tested Benefit Programs

#### *Community Recreation*

- 6.18 Parks, Forestry and Recreation Facility Planning
- 6.19 Registered Recreation Programs, Permits and User Fees

*Community Safety*

- 6.20 Master Fire Plan
- 6.21 Toronto Paramedic Services Growth Plan
- 6.22 Toronto Police Paid Duties

## Toronto's Child Care System

### Issue

Toronto Children's Services promotes access to high quality early learning, child care and supports for families through a well-planned and managed system of services. As the legislated service system manager for child care, Children's Services meets the diverse needs of Toronto's children and families through services that promote healthy child development and family well-being, and support families in the workforce. Services include administering child care fee subsidies, directly operating child care centres, providing special needs resourcing, and funding family resource programs, summer camps, and After-School Recreation Care (ARC) programs.

The current child care system serves less than 20% of Toronto's children. Many families have difficulty accessing affordable, high quality child care. Provincial funding levels are not indexed to inflation, so Children's Services relies on annual draws from the Child Care Expansion Reserve to maintain existing service levels.

### Background

Children's Services is the provincially-designated service system manager for child care in the city. In this capacity, the Division develops and implements service plans; ensures that provincial changes and initiatives are implemented in a locally responsive way; and monitors programs to ensure they meet the City quality standards.

Funding for Children's Services is comprised of three different forms of funding: i) 100% provincial dollars; ii) 100% City dollars; and iii) cost-shared dollars, where the Province contributes 80% of program and 50% of administrative costs. Of the Division's 2014 \$420.6 million operating budget, \$273.1 million is cost-shared. Due to a lack of indexing, however, in 2014 it is projected that the Province will contribute only 74% (or \$183.3 million) to cost-shared program costs and 26% (or \$6.6 million) to cost-shared administrative services. This results in a pressure on the City of \$30.8 million, which is funded from divisional revenues and the Child Care Expansion Reserve Fund.

As of September 2014, the child care system includes:

- 24,932 subsidized spaces, with 17,849 children on the wait list for fee subsidy;
- 932 licensed child care centres operating 57,825 spaces;
- 645 of these (69.2%) that are operated by non-profit organizations, 235 (25.2%) that are operated by commercial organizations, and 52 (5.6%) that are directly operated by the City;
- 645 centres that have a contract with the City to provide care to families in receipt of fee subsidy and participate in the City's Early Learning and Care Quality Assessments;
- 19 licensed home child care agencies that provide 3,100 spaces in over 1,100 homes. Nine of these agencies have a service contract with the City and also participate in quality assessments;
- 52 child care centres and one home child care agency that are directly operated by Children's Services; and
- 22 agencies that provide support for children with special needs who are enrolled in licensed child care.

## Implications

### Child Care Service Levels and Underfunding

The number of licensed child care spaces in Toronto serves less than 20% of the child population age 0-12 years, meaning that the majority of children are cared for in unlicensed, unregulated, and potentially low-quality settings. Current funding levels provide for 24,932 fee subsidies, only enough for approximately 33% of Toronto's low-income children (based on Statistics Canada's after-tax Low Income Measure).

Despite modest increases in provincial funding to the City of Toronto over the past four years, the City continues to rely on the Child Care Expansion Reserve Fund to maintain service levels by funding 2,000 child care subsidies. Increased provincial funding has paid for inflationary costs and one-time funds for health and safety and capital investments. Since 2013, Children's Services has used almost all of the increased funding to support on-going legislated funding requirements, existing core programming, and to fund only a modest increase in the number of child care subsidies. At present, 22,932 subsidies are supported by provincial resources. The remaining 2,000 subsidies are funded by the City to maintain service levels.

There remains an outstanding need for the Province to commit to indexing base funding so that cost of living increases are not funded by the City.

The Child Care Expansion Reserve Fund and municipal tax dollars fund approximately 2,000 fee subsidies. This Reserve Fund is projected to be depleted by 2016. When this happens, the City will lose the 2,000 fee subsidy spaces that it has been fully financing.

One of the key Child Care Service Plan principles is that service access be based on age and geographic equity. Children's Services accomplishes this by allocating subsidies to wards based on the ward's share of the overall low-income child population, and by allocating a percentage of fee subsidies by age groups in child care. This ensures that families have equitable access to the available child care fee subsidies regardless of where they live or how old their children are. Other key Child Care Service Plan principles include first-come, first-served admission to subsidized child care, that child care expansion take place through public and/or not-for-profit delivery, and that resources be directed to improving the quality of children's services in Toronto.

#### New Child Care Funding Framework

A new funding framework and formula for child care was introduced by the Ontario Ministry of Education (MEDU) in December 2012. The framework streamlines the number of funding lines from MEDU to the City and provides the City with more flexibility in how it allocates funding to operators.

Currently, the City supports child care affordability in two ways:

- 1) By providing fee subsidies to eligible families based on a provincially-mandate income test (\$314 million invested in 2014); and
- 2) By partially base funding the operating costs of some child care operators through various grant programs (\$54.8 million invested in 2014). These grants are primarily wage subsidies (\$49 million) paid to operators to maintain staff salaries and the payment of occupancy costs to school boards (\$5.8 million) on behalf of child care operators located in schools. Parents experience lower child care fees as a result of the provision of grant-based funds to operators.

The impact of the grant-based funding paid to operators varies significantly across the city. A family with an infant in care will have lower child care fees as a result of grant based funding to operators. This funding ranges from \$350 to \$7,260 per year based on historical distribution.

In response to concerns regarding the variation in grants and their impact on affordability, Children's Services is consulting with operators on a new,

made-in-Toronto funding model. It is important to note that, without additional funding, the redistribution of grant-based funding to improve equity will be challenging.

Redistribution of grant-based funding is particularly difficult since the majority of current base funding is in the form of wage grants to support child care worker salaries. Any change to this existing funding allocation could have an impact on the salaries of child care workers across the City of Toronto. Children's Services is expecting details on a new provincial wage enhancement program for child care workers that was announced in the 2014 Ontario budget. These new funds may create opportunities to move forward on a more equitable funding model.

#### Full-Day Kindergarten (FDK)

FDK was fully implemented in September 2014 and is now in every elementary school in the province. It has had a significant impact on both child care operators located in schools as well as community-based child care operators. As FDK has been introduced, the Province and the City have provided funding to support child care operators to retrofit child care space previously used for four and five year olds to serve younger children. As of December 2013, infant and toddler spaces in Toronto had increased by 71 spaces and 810 spaces respectively. Approximately 230 infant spaces and 710 toddler spaces will be added in the TDSB over the next two years as the Province's Schools-First Child Care Capital Retrofit Policy is implemented. Additional spaces are expected in the TCDSB. Even with this increase, there is still inadequate capacity to meet the City's Service Plan goals and family demand for infant and toddler spaces.

Full-Day Kindergarten has also had an impact on care for school-aged children. As children age out of expanded kindergarten before and after school programs, the demand for six to 12 year old children's programs has been exacerbated. Recent provincial funding initiatives which have focused on services for the zero to six age group have not offered solutions to families seeking care for their school-age children. The City's Middle Childhood Strategy recognizes the need to increase access to age-appropriate programs for six to 12 year olds. As a priority, Children's Services is partnering with other divisions to improve access to middle childhood services in identified areas of the city.

### **Current Status and Next Steps**

The Division is currently finalizing its consultation and engagement process on the 2015 – 2019 Child Care Service Plan. The Plan will outline the

challenges facing the child care system and propose a service plan for City Council's consideration in early 2015. . It will also guide the Division's efforts over the next five years, including cross-divisional, intergovernmental and service integration activities. With a modest increase in the number of subsidies available to Toronto families, a priority of the next service plan will be to implement a capital strategy that ensures the availability of physical spaces for younger children in underserved areas of the City.

Framed by Service Plan directions and consultation with child care operators, the Division will be recommending a new child care funding model. The proposed funding model and transition plan will be presented to City Council in 2015, with implementation expected in 2016. The recommended model will be based on feedback from child care operators, parents, and expert reference groups, as well as principles and evaluation criteria approved by City Council.

### **Additional Information**

Toronto Child Care Service Plan 2010-2014

<http://goo.gl/dtIqh9>

Toronto Child Care Funding Model

<http://goo.gl/IE2DzS>

Toronto Middle Childhood Strategy

<http://goo.gl/wJpqrO>

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## Affordable Housing Plan and Investments

### Issue

The City of Toronto plays a leadership role in the provision of a full range of housing and homeless policies, programs and services and is guided by the *City's Housing Opportunities Toronto—An Affordable Housing Action Plan 2010-2020*. A range of funding sources support the City's housing and homeless goals and objectives, including federal and provincial funding from the *Investment in Affordable Housing (IAH)* program 2014-2020.

Despite ongoing efforts Toronto is experiencing a significant shortage of affordable housing opportunities that has resulted in more than 92,000 households on the social housing waiting list and high shelter occupancy levels. Overall, there is a significant shortfall in funding required to achieve Toronto's housing goals and objectives. The City continues to seek innovative solutions and partnerships to create affordable housing and is working with a range of stakeholders to secure long-term, sustainable housing commitments from the federal and provincial governments.

### Background

*Housing Opportunities Toronto (HOT)*, approved by City Council in 2009, describes the power of affordable housing through the creation of economic prosperity, liveable neighbourhoods, a greener city, and healthier people.

The HOT plan contains 67 actions, with specific targets and costs, to help households struggling with high housing costs and inadequate accommodation. In addition to establishing the City's housing and homelessness priorities over ten years, the HOT plan includes actions directed to the federal and provincial governments with the goal of securing their commitment to adequate long-term, sustainable funding for housing and homeless initiatives.

In 2013, Council approved the *SSHA 2014-2019 Housing Stability Service Planning Framework*. The Framework is a blueprint for the transformation of Toronto's housing and homelessness services into an integrated, client-centred, outcome-focused service system to enable residents to remain in their homes longer and improve their well-being. Council has also affirmed the City's housing and homeless activities in the *City of Toronto Strategic Actions 2013-2018*.

A range of funding sources help to support the City's housing and homeless objectives. Federal and provincial funding from the *Investment in Affordable Housing* (IAH) program 2014-2020 supports affordable housing initiatives including housing allowances, new rental supply, home renovations and homeowner down payment assistance as well as administration fees; however, the repair of existing social housing under agreements with the federal government is not eligible for IAH program funding.

In August 2014, as part of the IAH funding, the federal and provincial governments announced a combined province-wide investment of more than \$801 million over five years to help more individuals and families in housing need. The City is awaiting further details from the province on the program guidelines, the administrative agreement, and the six-year allocation to Toronto.

City Council has approved an implementation strategy for IAH 2014-2020, allocating 48% of the funding to home repairs, new rental housing construction and home ownership loans, and 52% to housing allowance and rent supplement programs.

The City also supports the creation of affordable rental and ownership housing through a range of financial incentives. Non-profit rental housing providers are eligible for the waiving of development charges, permit fees and property taxes where there are long term agreements to provide affordable housing.

## **Implications**

Toronto is well-positioned to implement solutions to housing and homelessness issues due to numerous strategies and plans in place.

The HOT plan focuses on upgrading existing private and social housing, building 1,000 new affordable rental homes annually and making home ownership more affordable. A critical component of HOT is its housing-first approach, based on the principle that the best way to end homelessness is to assist people to find permanent housing and provide appropriate supports so they can remain in their homes.

The challenge to overcome is the significant shortfall in funding required to achieve Toronto's housing goals and objectives. The City continues to seek innovative solutions and partnerships to support new affordable housing opportunities. This includes the use of Section 37 benefits, inclusionary

housing strategies and partnerships with Toronto Community Housing, Build Toronto, Waterfront Toronto and the private and non-profit sectors.

Through the *Close the Housing Gap* campaign and other initiatives, the City is working with a range of stakeholders to secure long-term, sustainable housing commitments from the federal and provincial governments.

Over the next 10 years, the City will need \$864 million from both the federal and provincial government to match the City's contribution of one-third of Toronto Community Housing's long-term repair needs. A new funding partnership with the federal and provincial governments is required to address expiring non-profit and co-op social housing agreements.

Toronto also needs a renewed federal/provincial long-term funding partnership to repair and create social housing.

### **Current Status and Next Steps**

- The Shelter, Support and Housing Administration Division and Affordable Housing Office are scheduled to provide City Council with an implementation update for Housing Opportunities Toronto in 2015/2016.
- The Shelter, Support and Housing Administration Division and Affordable Housing Office are well positioned within approved Council policies to invest the limited funding provided through the new federal/provincial Investment In Affordable Housing Program 2014-2020 to provide residents with access to housing allowances, home renovation loans, down payment assistance and new rental housing.
- The City will continue to advocate for sustained, long-term funding with the provincial and federal government to assist Toronto in meeting targets contained in Housing Opportunities Toronto.
- The City will work with Toronto Community Housing to continue its participation in the Close the Housing Gap advocacy campaign for sustainable federal and provincial housing commitments in 2015.

### **Additional Information**

Housing Opportunities Toronto –An Affordable Housing Action Plan 2010-2020

<http://goo.gl/icaktW>

Investment in Affordable Housing Program Extension – City Council Decision  
<http://goo.gl/FsU5zz>

Shelter, Support & Housing Administration Housing Stability Service Planning Framework  
<http://goo.gl/yWNpfO>

City of Toronto Affordable Housing Achievements: 2011-2014  
<http://goo.gl/HfwLWX>

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## Transformation of Housing and Homelessness Services

### Issue

City Council approved the *2014-2019 Housing Stability Service Planning Framework* in December 2013 to guide the transformation of the City's housing and homeless services to a client-centered, outcome-focused housing stability service system. A number of key initiatives are underway including a choice-based system for access to housing, development of new Shelter Standards, and other service enhancements for women and LGBTQ2S youth.

### Background

The Housing Stability Service Planning Framework (HSSPF) will guide Shelter, Support, and Housing Administration (SSHA) and its partners in the planning, management and delivery of SSHA's full range of housing and homelessness services over the next five years. It is intended to support the transformation of these services from a loose network of programs into an integrated, client-centered, outcome-focused service system.

The plan was developed through extensive public consultation and the contributions of more than 2,000 service users, providers of services, City and agency staff, other City divisions providing support to vulnerable residents, and members of the public.

Nine strategic directions are outlined in the framework and each is linked to a set of key actions that will strengthen programs and the service delivery system. The nine directions are:

1. Preventing homelessness
2. Supporting the transition to housing
3. Creating housing opportunities
4. Fostering system stewardship and innovation
5. Improving access and equity
6. Delivering high quality services
7. Strengthening partnerships and coordination
8. Continuing to maintain a strong emergency shelter system
9. Advocating to other orders of government to develop new housing and provide homeless-related operating funds.

### Funding for Housing and Homelessness Services

SSHA strategically invests funding in the community from all three orders of government to deliver housing and homelessness services with its partners.

In 2013, the Province consolidated five separate provincial funding streams for housing and homelessness services into the Community Homelessness Prevention Initiative (CHPI). As a single funding envelope, CHPI provides the City with greater flexibility on how it allocates funding to meet local needs. However, the total amount of funding is capped at an amount that is insufficient to meet the service needs of homeless and marginally housed Torontonians. This is further compounded by the lack of affordable housing options in the city.

## Implications

A number of key initiatives are currently underway as part of the service system transformation outlined in the *2014-2019 Housing Stability Service Planning Framework*, including:

1. Choice-based system for access to Social Housing

In July 2014, City Council authorized SSHA to implement a choice-based system for social housing based on the success of the "MyChoice Rental" pilot program, a joint initiative between SSHA, Toronto Community Housing, and Housing Connections to improve access to rent-geared to income (RGI) housing. A choice-based system for access to social housing will not solve the larger issue of social and affordable housing supply, but it will make access to the system more proactive, responsive, and effective to better connect applicants to available units.

2. Changes to the Local Rules for Social Housing

In July 2014, City Council approved a number of changes to the local rules for social housing to ensure the system is client-centered and provides choice to applicants, while also making efficient use of the housing stock. These include a change to a single-date application system, the local occupancy standards, and housing provider mandates.

3. Service enhancements to better serve people experiencing homelessness

SSHA has been directed by City Council to explore the feasibility of developing service enhancements based on community need. These enhancements include a 24-hour drop-in service for women, an emergency shelter or transitional housing program for Lesbian, Gay, Bisexual, Trans, Queer/Questioning, and Two-Spirited (LGBTQ2S) youth, an overnight drop-in program during Extreme Cold Alerts, and a new

women's shelter. It is anticipated that many of these service enhancements will be implemented in 2015, subject to the City's annual budget planning and approvals process.

4. Permanent Housing Allowance Program

SSHA is working to develop a permanent housing allowance program. Through the flexibility CHPI provides, the City is able to shift funding over time from reactive, emergency responses to homelessness to prevention-focused interventions such as housing allowances that support long-term housing stability.

5. Updated Shelter Standards

SSHA is currently updating the Toronto Shelter Standards to ensure that emergency shelter services are responsive to the diverse clients that use shelters. The Toronto Shelter Standards guide how shelter services are delivered and the level of service clients can expect when accessing shelter in Toronto.

6. Community Engagement Strategy

SSHA is developing an extensive community engagement framework to increase and enhance engagement opportunities to support ongoing service planning.

Implementation of these and other key actions outlined in the Framework will continue throughout 2014 and future years, subject to annual budget approvals where required.

### **Current Status and Next Steps**

SSHA will report on the implementation status of the *2014-2019 Housing Stability Service Planning Framework* in early 2015. The report will include a status update on key actions and an implementation plan for the remaining four years.

### **Additional Information**

Housing Stability Service Planning Framework  
<http://goo.gl/ZgKqTU>

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## Social Housing Operating Funding Issues

### Issue

The City's social housing operating budget faces increasing pressures due to reduced investment by both the federal and provincial governments, including the most recent loss of Toronto Pooling Compensation (TPC) equaling \$114 million over three years and the ongoing withdrawal of federal funding for social housing.

### Background

#### Overview of Social Housing

Unlike all other provinces in Canada, municipalities in Ontario are the primary funders of social housing. Under the provincial *Housing Services Act, 2011* (HSA) the City is legislated to provide 240 social housing operators, including Toronto Community Housing, with funding to operate social housing, and is also required to fund and maintain rent-geared-to-income (RGI) subsidies for approximately 70,000 households in perpetuity. The City has no flexibility to change these RGI service levels. In total, the City is responsible for administration of more than 95,000 units of social housing. Currently, more than 91,000 households are on the waiting list to access social housing.

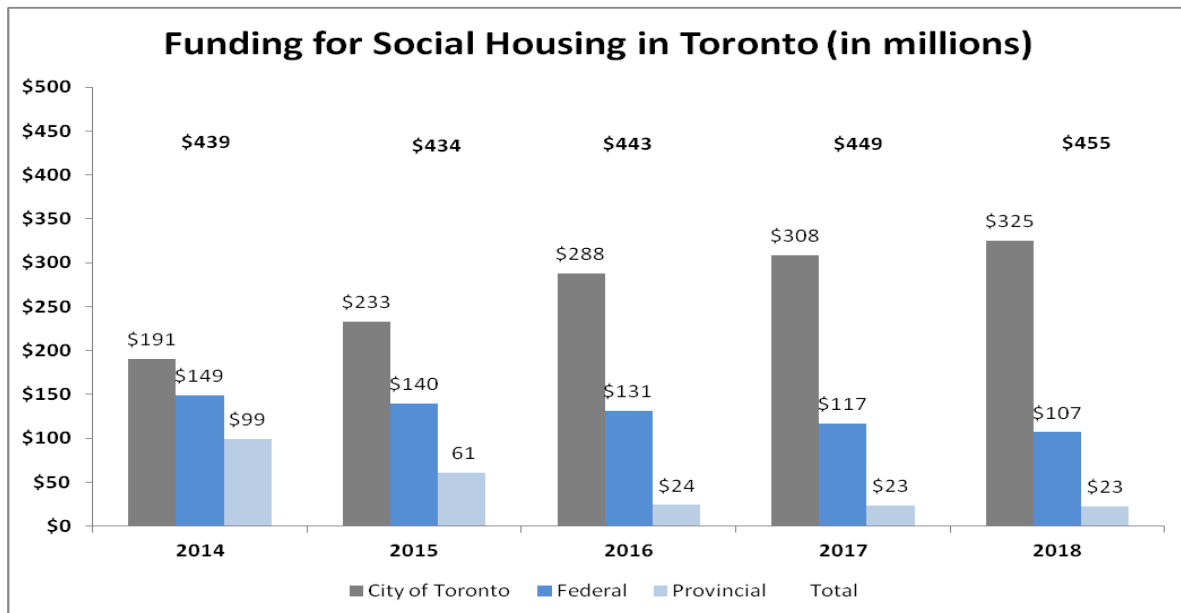
#### Social Housing Operating Funds and Reductions

To date, social housing has been funded by all three orders of government – federal, provincial and the City - through a variety of different programs. Currently, both the federal and provincial governments are reducing and/or withdrawing financial support for social housing through respective programs (details of the programs and funding reductions are summarized below). Given the legislative requirement to supply social housing, the City must address shortfalls left by the reduction of federal and provincial funding.

In 2014, the City will transfer an estimated \$438.7 million to all of its social housing providers. Of that amount, 22.5% (\$98.8 million) comes from the provincial government, 34.0% (\$149.1 million) comes from the federal government, and 42.5% (\$190.79 million) is funded by the City.

Toronto's share of social housing funding, already the highest among the three funders, will continue to rise with the ongoing withdrawal of federal and provincial funding for social housing as illustrated in Figure 1. It is estimated that the City's share will increase from 43.5% in 2014 to 54% by 2015, while the provincial and federal shares will decrease from 22.5% and 34% to 14% and 32%. By 2018, the City's funding share will rise to 71%.

**Figure 1: Funding for Social Housing in Toronto**



Federal and Provincial Reductions to Social Housing

a. Provincial - Toronto Pooling Compensation (TPC)

In June of 2013, the Province announced that it would be phasing-out the TPC, equaling a loss of \$114 million over three years from the social housing budget. This funding was agreed to under the Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR) in 2008 to help equalize the disproportionate cost of social housing in Toronto. Toronto has funding and administrative responsibility for 40% of all social housing in the province, and 76% of all social housing in the Greater Toronto Area.

b. Provincial - Rents Scales for Rent-Geared-to-Income (RGI)

The Provincial *Housing Services Act, 2011 (HSA)* establishes rent scales for RGI households in receipt of social assistance, which provides a significantly

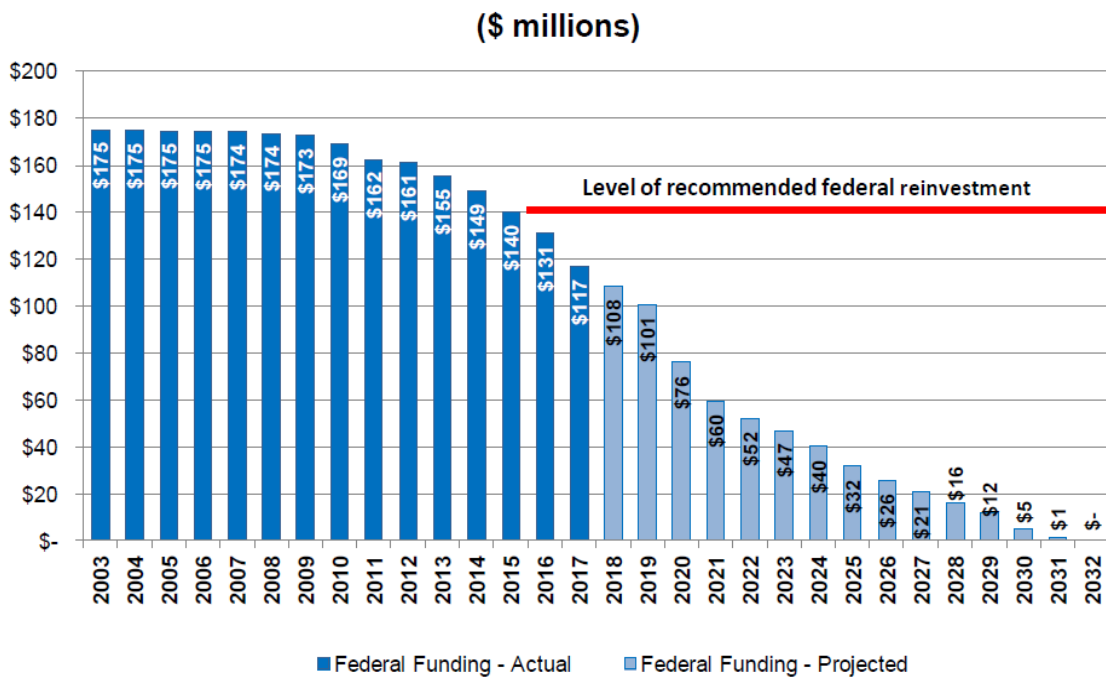
reduced shelter benefit when compared with social assistance recipients living in private market housing. For example, a single person in receipt of Ontario Works who rents in the private market can receive a shelter benefit of up to \$376 a month. If that same individual is renting in social housing and receives Ontario Works, the *HSA* limits the shelter benefit to just \$85 a month. The difference of \$291 is then borne by the City through the property tax base. This inequity transfers a financial burden, estimated at \$81 million annually, to the City and runs counter to the Province's commitment to upload the full cost of social assistance through PMFSDR.

#### c. Federal - Operating Agreements

Currently, federal funding for social housing in Toronto amounts to \$149.1 million annually. The federal funding covers mortgage and debenture repayments and operating costs including capital repair for social housing projects.

Federal funding for social housing is declining each year as existing operating agreements expire. As illustrated in Figure 2, by 2032, all federal funding for social housing in Toronto will have been withdrawn, representing an annual gross loss of \$175.1 million from 2003 funding levels. After taking into account the reduction in debt repayment costs and the ongoing capital repair and operating costs, the City will experience an estimated net loss of \$71 million as a result of the withdrawal of federal funding by 2032. In response, City Council has requested the province to work with the federal government to renegotiate the 1999 Federal-Provincial Social Housing Agreement to ensure expiring federal funding is reinvested back into social housing to ensure the viability of the housing stock.

**Figure 2: Declining Federal Funding for Social Housing**



**Implications**

Declining federal and provincial funding has placed significant pressures on the City’s social housing operating budget.

Legislation setting out the requirements and funding obligations for social housing is very prescriptive. As the City has no flexibility to change these service levels, funding for social housing will have to be found from increased property taxes, service reductions or securing new funding commitment from the federal and provincial governments.

**Current Status and Next Steps**

City Council has requested that the Province rescind its decision to eliminate Toronto Pooling Compensation by 2016 or, at a minimum, maintain the social housing component of Toronto Pooling Compensation in perpetuity, and has requested the federal government to reinvest expiring federal funding back into social housing to ensure the viability of the housing stock.

The City will leverage every opportunity to raise the issue with the federal and provincial government. Protecting public investment in social housing is

also a key action identified in SSHA's *2014-2019 Housing Stability Service Planning Framework*. Staff will report to Council in 2015 on a plan for continued operation of expiring social housing projects.

### **Additional Information**

Further details on the elimination of Toronto Pooling Compensation are available in a staff report considered by Council on July 16, 2013:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CC37.5>

More information about the *Close the Housing Gap* campaign is available at:

<http://www.toronto.ca/putpeoplefirst>

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## Toronto Community Housing Capital Repair Needs and Financing Plan

### Issue

Toronto Community Housing (TCHC) was created in 2001 without a stable, long-term source of funding for capital repairs to its housing stock. Buildings are aging: on average, they are more than 40 years old and will require \$2.6 billion over the next ten years to address new capital requirements and maintain the TCHC portfolio in its current 'fair' state of repair.

The Toronto Community Housing Ten-Year Capital Financing Plan was approved unanimously by Council in November 2013 to address these capital repairs in the short-term and provide the funding necessary for TCHC to effectively manage its assets over the long-term. The Plan assumes a federal/provincial/City partnership, where each government contributes an equal one-third share (\$864 million) of the funding required by TCHC from 2013-2022. The City has already committed its share. From 2023 onward, the capital requirements stabilize to more manageable levels and TCHC will be able to address future repairs from within its existing funding sources.

The City of Toronto and TCHC are pursuing a broad range of innovative funding options to achieve the City's share of \$864 million, and launched the *Close the Housing Gap* campaign in 2013 to secure a funding commitment from the federal and provincial governments to each invest \$864 million over 10 years.

### Background

#### Overview of Toronto Community Housing

TCHC is the largest social housing provider in Canada and second largest in North America with a portfolio of over 58,500 units in 2,200 buildings including high, mid, and low-rise apartments, townhomes and houses across the city.

The City, as legislated Service Manager, administers and funds TCHC according to the terms of the *Housing Services Act, 2011 (HSA)*. As the City's Local Housing Corporation, as defined under the HSA, TCHC provides

affordable and subsidized rental housing in a state of good repair to low and moderate income households in Toronto.

TCHC tenants include low-income families, seniors, persons with disabilities and some of the most vulnerable residents of our city. These residents depend on this housing for security, stability, and quality of life. Residents also include youth - about one-quarter of residents are young people - and new Canadians.

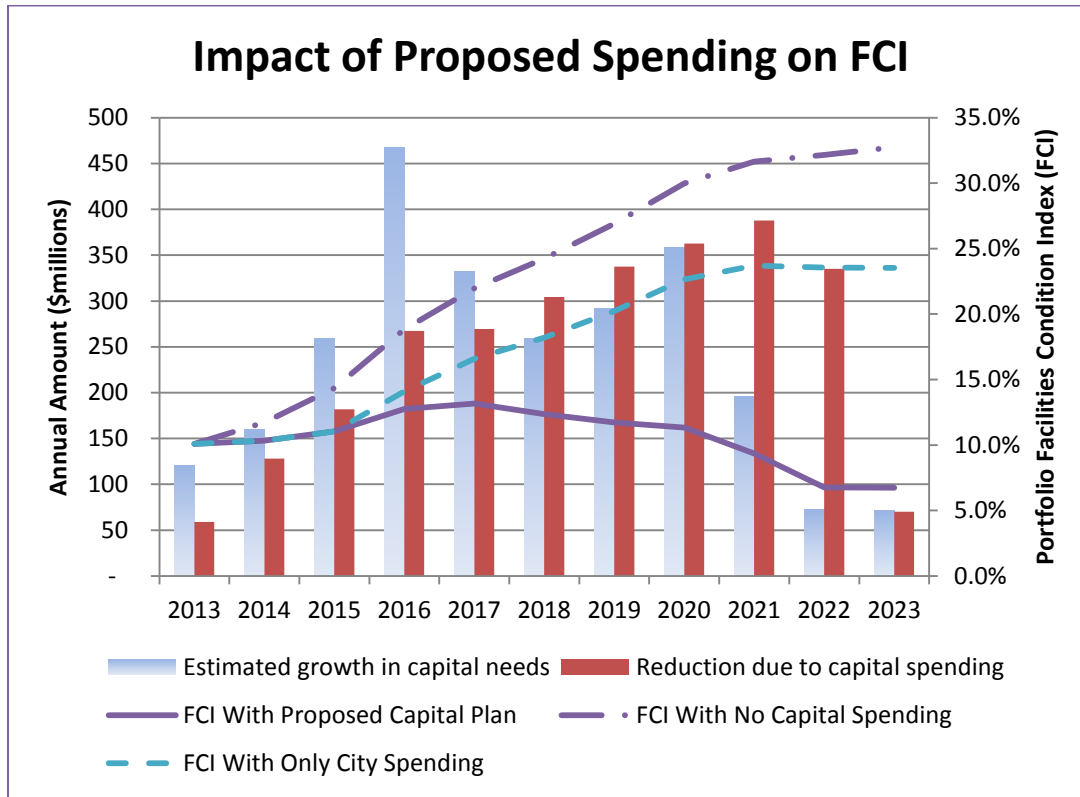
#### Overview of TCHC Capital Backlog

The TCHC portfolio was developed under a variety of provincial and federal housing programs and was jointly funded until the signing of the 1999 Canada-Ontario Social Housing Agreement. Shortly thereafter, the Province of Ontario transferred the responsibility for social housing to municipalities. The City inherited responsibility for the 58,500 TCHC units from the Province with few existing capital reserves and no dedicated sources of capital funding.

The average age of TCHC buildings is 40 years, and more than 1,000 of its buildings are over 50 years. Many buildings are reaching the end of their life cycle, and now TCHC faces an imminent spike in repair needs of \$2.6 billion over the next ten years.

As detailed in Figure 1, without the required investments, TCHC's social housing portfolio will continue to deteriorate and average building conditions will regress from Fair (6-10% Facilities Condition Index (FCI)) to Poor (11-30% FCI) and reach Critical (>30% FCI) by 2020. Without the means to carry out necessary repairs, the capital repair backlog will continue to grow to a critical level and the housing for tens of thousands of residents will be threatened.

**Figure 1: Ten Year Impact of Capital Spending on Average Condition of TCHC Portfolio**



Securing the City's One-Third Share for TCHC Capital Repairs

The City of Toronto, in collaboration with TCHC, has pursued a broad range of innovative funding options to achieve its one-third share of the ten-year capital needs, including:

- TCHC annual capital funding allocation from Operating (\$547 million)
- Sale of vacant and high-value standalone homes (\$65 million)
- Property tax exemption savings (\$92 million)
- Refinancing of TCHC mortgages (\$153 million)
- Allocation from the Development Charge Reserve Fund for Subsidized Housing (\$10 million)
- Refinancing of City loans to TCHC (\$33 million)

Together, the City and TCHC have already taken action and are on track to exceed the City's committed one-third share over ten years.

TCHC is also partnering with the private sector to leverage the sale of private condominiums to build replacement social housing and revitalize



entire communities, such as Regent Park, Lawrence Heights and Alexandra Park. Revitalization reduces the overall capital repair needs of TCHC as older housing is replaced by new homes in revitalized communities. In addition, TCHC is finding efficiencies and savings in procurement and management where possible.

### Securing Funding from the Federal and Provincial Government

*Putting People First – Transforming Toronto Community Housing*, the report of the Special Housing Working Group was adopted by City Council in October 2012. Recommendations included creating a capital financing plan and securing new revenues to tackle capital repair needs.

The Toronto Community Housing Ten-Year Capital Financing Plan was unanimously approved by Council in November 2013. The Plan affirms the City's position that social housing is a shared responsibility, and calls for the federal and Ontario governments to match the City's investment and contribute each an equal one-third share (\$864 million) to address the \$2.6 billion capital repair needs of TCHC over the next ten years.

The City and TCHC launched the *Close the Housing Gap* campaign in 2013 aimed at building public support to convince the provincial and federal governments to match the City and TCHC's one-third contribution of \$864 million over 10 years for social housing repairs. The campaign is a two-year initiative that will continue in 2015. To date, neither the federal nor provincial governments have made a capital funding commitment for social housing.

### **Implications**

Without the required investments, TCHC's social housing portfolio will continue to deteriorate and average building conditions will regress from Fair to Poor and reach Critical condition by 2020. The TCHC capital repair backlog will continue to grow and the housing for 164,000 of low and moderate-income tenants will be threatened.

### **Current Status and Next Steps**

Given the current capital repair backlog and the spike in capital requirements over the next ten years, there is an urgent need for funding from the federal and provincial governments. Since the *Close the Housing Gap* campaign was launched in 2013, it has steadily gained momentum,

broadened its reach and engaged politicians, the public and stakeholders on a national, provincial, and local level. It has been endorsed by 48 national, provincial, and local organizations. The campaign will continue into 2015 in the lead up to the next federal election.

The City will continue to leverage every opportunity to raise the issue with the federal and provincial governments to ensure the future viability of the housing stock.

### **Additional Information**

Further details on the Ten-Year Capital Financing Plan is available at:  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX35.4>

More information about the *Close the Housing Gap* campaign is available at:  
<http://www.toronto.ca/putpeoplefirst>

*Putting People First – Transforming Toronto Community Housing* report is available at:  
[http://www1.toronto.ca/city\\_of\\_toronto/affordable\\_housing\\_office/files/pdf/tch-report.pdf](http://www1.toronto.ca/city_of_toronto/affordable_housing_office/files/pdf/tch-report.pdf)

More information on Toronto Community Housing’s capital repair needs is available at:  
<http://www.torontohousing.ca/capitalrepairs>

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## Comprehensive Review of Rooming Houses

### Issue

The demand for affordable housing in Toronto has given rise to a variety of accommodations, including rooming houses. The City is experiencing an increasing number of complaints related to community impacts and impaired life safety conditions in neighbourhoods where illegal rooming houses operate. Illegal rooming houses present a variety of challenges for the City, as demonstrated by a number of primarily fire-related incidents in illegal rooming houses that have resulted in injuries and fatalities to house occupants, property damage and jeopardizing the safety of house occupants, neighbours and the surrounding community.

In the investigation of illegal rooming houses, City staff have encountered a range of unsafe living conditions including:

- homes where the density of occupants is beyond the capacity of the building to provide healthy or safe living conditions;
- accommodations that are substantially below those required by Building and Fire Codes; and
- individuals residing in buildings with significantly diminished standards and not suited for human occupancy.

### Background

In August 2014, the Executive Committee directed the Executive Director, Municipal Licensing and Standards and the Chief Planner, City Planning, to undertake research and extensive community-based consultations on rooming houses and report to the Executive Committee on issues, preliminary findings and a discussion paper on rooming houses by June 2015.

Executive Committee further directed staff to form an Interdivisional Rooming House Working Group with a mandate to undertake a review and make recommendations. The Working Group will include the following City divisions: Municipal Licensing & Standards (ML&S), City Planning, Toronto Building, Toronto Fire Services, the Office of Emergency Management, Legal Services, the Affordable Housing Office, the Shelter Support and Housing Administration, Social Development, Finance and Administration, and Toronto Public Health.

As of July 1, 2014, there were 214 rooming houses licensed in the City of Toronto. Research demonstrates that rooming house occupants include students, seniors, low-income earners, new immigrants, and others who seek affordable single occupancy housing. While this is a city-wide issue, the number and concentration of complaints regarding rooming houses are particularly high in various areas of the city, such as those near post-secondary institutions.

## **Implications**

Currently, the City's zoning by-law permits rooming house operations in the former municipalities of Toronto, Etobicoke and York. In Toronto and Etobicoke, rooming houses must be licensed. In all other areas of the city – North York, East York and Scarborough – rooming houses are not permitted under the zoning by-laws.

In areas where rooming houses are operating in a permitted/licensed environment, the enforcement objective of ML&S and other City divisions is to ensure operators comply with the licensing regulations, property standards and all other applicable by-laws that govern the operation of rooming houses. Other City divisions also focus their enforcement efforts to ensure adequacy of building standards and life safety systems.

Complementary to these objectives, the City, through provincial/federal funding, offers forgivable loans to assist rooming house operators in a zoning permitted area to complete renovations and repairs to upgrade the safety standards of the building.

In areas where rooming houses are not permitted, ML&S' enforcement officers will direct the rooming house to cease operation with enforcement actions that may include the issuance of charges, and obtaining convictions and orders through the courts to end the rooming house operations. There are significant costs and impacts associated with this enforcement strategy. This approach of ceasing illegal rooming house operations may also result in the de-housing of residents. De-housing creates an emergency situation for the rooming house residents and often requires significant support from various City divisions and agencies that provide programs to assist evacuated residents in finding new permanent accommodation.

## **Current Status and Next Steps**

ML&S and City Planning are undertaking a four phase review of rooming houses.

In phase one, in October 2014, staff are conducting research into rooming houses through jurisdictional scans, data collection and analysis, and a review of applicable federal and provincial legislation and relevant City of Toronto by-laws.

In phase two, between November 2014 and February 2015, the City will engage key stakeholders and members of the public in community-based consultations. These consultations will be designed with input from Members of Council to identify issues and listen to community members, to inform policy and decisions on the regulatory regime. To facilitate public input, staff will offer various opportunities to participate in person, online and through written submissions.

In phase three, staff will analyze the research and compile the results of the consultations into a discussion paper. The discussion paper will form part of the preliminary report to the Executive Committee along with recommendations from the Interdivisional Working Group. The preliminary report will be submitted to the Executive Committee by June 2015.

In phase four, subject to direction from the Executive Committee, staff will undertake additional consultations. A final report with recommendations on a regulatory structure will be submitted to the Executive Committee by December 2015.

## **Additional Information**

Proposed Consultation Plan on Rooming Houses

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.2>  
[1](#)

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## **Multi-Residential Apartment Buildings (MRAB) Audit and Enforcement Program**

### **Issue**

The Multi-Residential Apartment Building audit program (MRAB) is a proactive building inspection program that commenced in 2009, focused on addressing maintenance issues in the aging residential rental apartment building stock. If basic maintenance of the building is not addressed, the conditions can negatively impact both the well-being of tenants and potentially reduce the lifespan of rental buildings in Toronto. The fundamental goal of MRAB is to improve living conditions of residents in residential rental apartment building properties through ensuring that building owners maintain compliance with minimum property standards.

Since its inception, the program has identified 51,880 deficiencies in 980 buildings; to date, the program's enforcement activities have resolved approximately 73% of these deficiencies. Throughout 2014, the program has been undergoing a process review, which includes recommendations from Internal Audit, direction arising from the annual MRAB report to Licensing and Standards Committee, and input from stakeholders.

### **Background**

The MRAB program focuses on purpose-built, non-condominium, rental accommodations of six or more dwelling units. A team of 14 Municipal Standards Officers implement building audits and re-inspections across the City. An MRAB audit includes a comprehensive inspection of all common areas of a building (e.g. garage, mechanical rooms, waste disposal facility, property grounds) as well as random inspections of rental dwelling units. Occupants can also initiate complaints about their units at any time by contacting 3-1-1 Toronto.

Once property standard violations are identified during the audit, officers issue orders to direct compliance within a set time-frame. Time-frames are dependent upon the scope of the work to be undertaken. Re-inspections of the property are conducted to ensure that landlords undertake the mandated repairs.

Property owners may appeal the orders and are entitled to a hearing before the Property Standards Committee. The Committee may confirm, modify or rescind an order as well as extend the time for compliance.

If the landlord does not comply with the order by the set date, the City has the authority to either prosecute the offending landlord and/or undertake remedial action. Remedial action is a City initiated action to hire contractors to rectify the property violation. The costs incurred from this enforcement activity are added to municipal property taxes.

## **Implications**

As a result of the 2013/14 review of the MRAB program, City staff are implementing a number of improvements to the program, in the following areas:

### Program Goals

City staff have formalized the following program goals for MRAB:

- Increase compliance with property standards by-laws;
- Prioritize the enforcement of violations that pose the greatest risk to the health and safety of tenants;
- Generate greater awareness about property standards and the enforcement process among tenants and landlords; and
- Ensure minimum property standards are sustained over time.

### Performance Measures

MRAB will be evaluated based on its activities and outputs, as well as measures of efficiency, effectiveness and timeliness, such as:

- Percentage of deficiencies remedied;
- Average time it takes to achieve compliance; and
- Number of complaints for audited buildings over time.

### Audit Selection Criteria and Process

Risk-based criteria and a formalized selection methodology to assist in prioritizing the efforts of the MRAB team on buildings that pose a greater risk to the health and safety of tenants.

### Service Standards

The MRAB program will be held accountable through newly established service standards which will provide clear direction and integrate accountability in the performance of the MRAB program. One example is completing an assessment of the property within ten days of an audit request to assess if the building meets the risk-based criteria.

### Focus on Resolution and Enforcement

The revised focus of the MRAB program will be to dedicate greater attention and resources to the resolution of property standards issues through timely re-inspections and escalated enforcement actions.

### Public Access to Records

The Municipal Licensing & Standards (MLS) division website includes several web pages dedicated to MRAB where the public can access reports resulting from audits as well as the online enforcement and compliance records of investigated properties. City staff are working to improve the accuracy and accessibility of online enforcement and compliance records for tenants and the public, such as by uploading audit reports within two days, as opposed to the current once per week.

### Stakeholder Engagement

Tenant organizations such as ACORN and Federation of Metro Tenants' Association (FMTA) regularly communicate with MRAB staff to learn about upcoming audits or to bring attention to the state of certain buildings. MRAB staff also regularly engage internal stakeholders such as Toronto Public Health, Toronto Fire Services and Toronto Building, during audits.

## **Current Status and Next Steps**

In 2013, City Council's Licensing and Standards Committee requested that fees for re-inspection be increased to achieve full cost recovery for the program, in addition to reviewing the feasibility of licensing landlords. As part of a divisional review of all fees, the current fee structure for re-inspections is being reviewed. City staff are also working to ensure that all costs associated with current re-inspections are fully recovered.

The current review of MRAB is ongoing, and program improvements will be implemented over the next year. City staff provide a report on MRAB on an annual basis to the Licensing and Standards Committee. The next annual report on MRAB is expected in April 2015.

## **Additional Information**

Multi-Residential Apartment Buildings (MRAB) Audit and Enforcement Program – Updated Annual Report

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.LS29.4>



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## **Long-Term Care Homes & Services (LTCHS) Capital Renewal Strategy**

### **Issue**

The Ministry of Health and Long-Term Care (MOHLTC) has mandated that six of Toronto's ten long-term care homes (1,569 of its 2,641 Ministry-approved beds) need to be redeveloped or retrofitted over a 10-15 year period that commenced in 2009.

The Redevelopment of Kipling Acres (Ward 2) is currently in progress. Phase One of the redevelopment, home to 192 residents, has been completed and is fully operational, while Phase Two construction of the facility's remaining 145 beds is underway and scheduled for completion in late 2015.

Five other long-term care homes identified for redevelopment are Carefree Lodge (Ward 24), Castleview Wychwood Towers (Ward 21), Fudger House (Ward 28), Lakeshore Lodge (Ward 6) and Seven Oaks (Ward 43).

### **Background**

At its December 2013 meeting, City Council approved a planning framework that gave Long-Term Care Homes & Services (LTCHS) approval to undertake due diligence to prepare a comprehensive capital renewal plan.

The staged approach recommended by LTCHS supports high-quality specialized resident-focused care. The approach sustains the division's current levels of service and avoids full closure of existing homes to minimize resident disruption.

Throughout the multi-year (2015–2027) development, redevelopment and retrofitting of homes, LTCHS is seeking to promote and preserve partnerships, including ethnocultural, volunteer and community linkages while responding to emerging community needs and serving vulnerable individuals.

Redeveloping existing homes without acquiring or accessing another property to support LTCHS' staged approach would have resulted in temporary closure of homes. The George Street Revitalization (GSR) project provides a unique opportunity for LTCHS to move ahead with its capital renewal strategy while meeting a critical community need.

## Implications

The LTCHS Capital Renewal Strategy focuses on the need to redevelop rather than increase the City's long-term care bed inventory. The City may wish to consider increasing the number of long-term care beds it operates in the future as Toronto's demographics shift toward an aging population.

The City will need to provide upfront funding for the re-development projects. Per diem funding is also available from the Province's capital renewal strategy. Under the Provincial strategy, funding is allocated over a 25-year period following project completion and occupancy to help offset construction costs.

## Current Status and Next Steps

Redevelopment of designated long-term care homes (1,569 beds) is mandatory and provincial construction funding is guaranteed provided each redevelopment project receives the necessary approvals before proceeding. Historically, provincial funding for capital projects has represented about 50% of the total project cost; however, the current construction per diem rate of \$13.30 falls short of that and is closer to 40%. City Council formally requested the Provincial Government to increase the construction per diem for long-term care homes. The Ministry of Health and Long-Term Care (MOHLTC) has undertaken a review of the construction per diem rate, but the results are unknown at this time.

LTCHS will report to City Council on overall Capital Renewal Strategy status by mid-year 2015, and include information from studies underway on feasibility, massing and costing estimates for the five long-term care homes identified for redevelopment. This includes a review on the number of beds, zoning and parking requirements in keeping with the Ministry of Health and Long-Term Care Design Standards, and an exploration of possible alternate uses for Carefree Lodge (Ward 24) and Fudger House (Ward 28). Stakeholder consultation is underway and will further inform the plan along with an analysis of current and future service demands.

## Additional Information

Long-Term Care Homes and Services Capital Renewal Strategy  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD25.8>

Update and Next Steps of Proposed Redevelopment of Seaton House and Revitalization of George Street

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX33.17>

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## George Street Revitalization Project

### Issue

In July 2013 City Council approved in principle a corporate initiative for the redevelopment of Seaton House emergency shelter and revitalization of George Street. The initiative includes development of a long-term care home, affordable housing, a service hub, and possibly an assisted living residence.

This City-building initiative will harmonize services to address the complex needs of homeless, vulnerable and elderly individuals. Plans will respect the historic character of the street and serve the local community, contributing to a healthier, safer neighbourhood. City staff will report to City Council in mid-2015 regarding program, design, transition, budget and financing details for the George Street initiative.

### Background

Seaton House is a 543-bed City-operated emergency shelter for men located at 339 George Street in the downtown east neighbourhood of Moss Park. The facility is in critical need of redevelopment due to the building's aging condition and its challenges in providing appropriate emergency shelter programs.

The shelter redevelopment project is led by Shelter Support and Housing Administration (SSHA) and Long-Term Care Homes & Services (LTCHS) along with other partner divisions. Through a multi-divisional approach to the project the City is able to incorporate innovative solutions to the requirement the Seaton House redevelopment address the need for a long-term care home in downtown Toronto, and responds to community calls for increased safety. When completed, the City anticipates that the needs of both short-term homeless men and an aging vulnerable population will be more effectively addressed. Some men currently living at Seaton House are eligible for long-term care but are unable to stay there due to behavioural or substance-use issues that strain the resources of long-term care homes.

This redevelopment project would create a new and more efficient purpose-built emergency shelter, with long-term care beds and shared programs and services where feasible, and affordable housing with supports on adjacent surplus lands. A service hub would be integrated into the new facility to

provide programming space to community agencies and the community at large.

The George Street redevelopment initiative also provides the City the opportunity to facilitate redevelopment of two other City downtown long-term care homes. Fudger House (250 beds) and Castlevue Wychwood Towers (456 beds) need to be redeveloped as part of the LTCHS Capital Renewal Strategy. Neither home has the land capacity to redevelop while occupied and temporary closure during construction would negatively impact the critical community need and the active community partnerships. The opportunity exists for LTCHS to transfer a number of these beds to the George Street site, which would enable service levels to be maintained while beds are redeveloped within the City. LTCHS currently estimates that a total of 384 long-term care beds could be transferred and redeveloped at the George Street location.

This project, originally called Seaton House Redevelopment, has been renamed George Street Revitalization (GSR) to reflect the multiple stakeholders and broader community impact. The GSR initiative is being undertaken within the context of the Downtown East Revitalization Strategy and would be a major catalyst for the redevelopment of that area. The interdivisional Strategy complements the GSR project, which will serve to strengthen the broader community.

## **Implications**

In December 2013, City Council adopted SSHA's 2014-2019 Housing Stability Service Planning Framework. The GSR project supports the Framework's intent to develop an integrated, client-centered, outcome-focused service system that improves the ability of residents to achieve greater housing stability. Due to its current size and its impact on both the shelter system and the neighbourhood, the redevelopment of Seaton House will be a key element in the development of a ten-year capital management and infrastructure strategy for the shelter system, sensitive to the changing and diverse needs of people who are homeless. One of the priorities in the development of this strategy is a transition plan for clients of Seaton House. The City will ensure that existing shelter beds are replaced as most appropriate for shelter clients' needs and consistent with City Council's mandate for a shelter occupancy rate no higher than 90%.

The GSR project is aligned with the Toronto Seniors' Strategy adopted by Council in May 2013. The City is mandated to provide a continuum of high quality services to eligible Torontonians, including those using emergency

shelters, street respite and outreach programs. The GSR project provides a unique opportunity to implement an innovative partnership between the SSHA and LTCHS divisions to provide services in a more effective, efficient and comprehensive way to homeless, formerly homeless, and vulnerable individuals in a geographic area that has a greater proportion of under-served and hard-to-serve populations.

Throughout the long-term care system, acuity and complexity of resident need continues to increase. LTCHS is committed to sustaining service levels, creating community hubs and forming strategic alliances to better care for these residents and clients, in line with its overall Capital Renewal Strategy.

### **Current Status and Next Steps**

Because current City lands are insufficient to implement this project, in July 2013 City Council also approved the acquisition of derelict properties adjacent to Seaton House. The City acquired some of these properties in 2014, and is currently in negotiations for the remaining properties necessary to proceed with the GSR project. A project governance structure and a stakeholder advisory group have been developed for the redevelopment initiative, and consultations are underway to develop program plans.

In August 2014, City Council awarded a contract to a project management consultant firm that is to begin working on the GSR project in September. The City expects to retain an architectural team through a competitive process by early 2015. City Council has also authorized staff to consult with the Province regarding the proposed uses of vacant provincial properties opposite Seaton House for possible inclusion into the project. These discussions have begun but have not borne results to-date.

Staff expect to report to City Council in the summer of 2015 with additional details regarding program and design plans, a client transition plan, a budget and financing plan and recommendations for the GSR project.

### **Additional Information**

Update & Next Steps of Proposed Redevelopment of Seaton House and Revitalization of George Street

<http://goo.gl/quCTEz>

Long-Term Care Homes & Services Capital Renewal Strategy

<http://goo.gl/JQIoOk>

2014-2019 Housing Stability Service Planning Framework  
<http://goo.gl/VXQbsw>

Downtown East Revitalization Action Plan  
<http://goo.gl/b9uz51>

Project Management Contract Award for Proposed Redevelopment of Seaton House and Revitalization of George Street  
<http://goo.gl/NbGNg9>

The Toronto Seniors Strategy  
<http://goo.gl/UYTIw9>

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## **Municipal Poverty Reduction and Social Equity Strategies**

### **Issue**

Income inequity is growing. Based on current trends, by 2025 Toronto will become a city sharply divided between wealthy (30%) and poor neighbourhoods (60%). Key drivers of this trend include changes in the labour market, erosion of income supports, and increased concentration of poverty in specific groups/neighbourhoods.

In this context, City Council directed City staff to develop a Poverty Reduction Strategy alongside a Social Equity Strategy to bring sharper focus to municipal actions that will achieve greater equity in Toronto.

### **Background**

In October 2013, City Council affirmed 26 Strategic Actions for 2013 to 2018. The Strategic Actions call for the development of a Social Development Strategy aimed at enhancing the quality of life in Toronto. This Strategy has now been reframed as a Social Equity Strategy to highlight Toronto's growing challenges of disparity and inequity.

At its meeting in April 2014, City Council directed staff to develop a Poverty Reduction Strategy focused on actions that can be implemented by the City, its Agencies and partners, and key areas for intergovernmental advocacy.

### **Implications**

Reducing poverty and growing inequity are problems that cannot be solved by municipal interventions alone. They require comprehensive and effective approaches that acknowledge opportunities and limitations of the municipal role and responsibility. There are macro-level trends that challenge City efforts to reduce unnecessary, unfair and unjust differences among Torontonians. Yet, the City has steadily been developing municipal tools, policies, and approaches to contribute towards greater equity for Torontonians, including:

#### Population-Based Approaches for Greater Equity:

- The *Child Care Service Plan* guides the funding and management of Toronto's child care system in a way that delivers services in a rational, accountable and equitable manner.
- The *Toronto Seniors Strategy* strives to make Toronto an Age-Friendly city built on the service planning principles of Equity, Respect, Inclusion and Good Quality of Life.
- The *Toronto Newcomer Strategy* recognizes the disproportionate impact of poverty on recent immigrants and their families and aims to improve newcomer settlement through shared leadership, stronger collaboration and coordinated service.
- The *Recreation Service Plan* aims to increase overall participation in recreation, decrease financial and others barriers facing low-income families, and improve local and geographic access. The yearly credit through The Welcome Policy and Community Centres where programs are free remain important recreation access tools.

#### Place-Based Approaches for Greater Equity:

- The *Housing Stability Service Planning Framework* is focused on transforming housing and homelessness services into an integrated, client centered, outcome-focused service system that will enable residents to remain in their homes longer and improve their wellbeing.
- The *Toronto Strong Neighbourhood Strategy 2020* is working to advance equitable outcomes across all Toronto neighbourhoods.
- The *Transit Fare Equity* work is focused on determining a viable model make the TTC more affordable for low income Torontonians.

#### Job-Based Approaches for Greater Equity:

- The *Workforce Development Strategy: Working as One* seeks to create a service system that better connects and supports employers and jobseekers, against a background of ongoing changes to the labour market, and persistently high unemployment.
- *Collaborating for Competitiveness* efforts are aimed at building an attractive climate for business growth and investment attraction, fostering job creation, and improving job quality.
- The *Toronto Social Procurement* work is building a policy case through test pilots for ensuring that jobs created through the City's procurement processes can be accessed by under- and unemployed Toronto residents and that the City diversifies its supply chain by removing barriers to access for small and medium-size enterprises.
- Quality Jobs efforts are focused on ensuring that City Council decisions are informed by a comprehensive understanding of job quality through the development of a job quality assessment tool.

Taken together, these service plans, strategies, and policies articulate a vision of a city that provides equitable access to quality jobs, services, and places to live for all of its residents.

### **Current Status and Next Steps**

Social Development, Finance & Administration has begun working with other City divisions, agencies and community partners to develop frameworks for both Strategies for City Council consideration in early 2015.

Each framework report will include principles, general direction, key issues and approaches, an engagement plan and next steps towards the final strategy. Part of the work is to determine how the Poverty Reduction Strategy fits within a broader Social Equity Strategy.

A community Poverty Reduction Advisory Group representing a cross-section of leaders from key partner organizations knowledgeable about poverty issues was formed in August 2014. The Advisory will provide City staff with expert advice to help define poverty reduction issues, develop targeted outreach and engagement approaches to advance the Framework, review feedback and consider recommendations.

### **Additional Information**

Developing a Toronto Poverty Reduction Strategy  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD27.9>

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## Toronto Strong Neighbourhoods Strategy 2020

### Issue

The vision of the Toronto Strong Neighbourhoods Strategy 2020 (TSNS 2020) is to ensure that all Torontonians have equitable opportunities for wellbeing regardless of the neighbourhood they live in. The strategy adopts a place-based approach that focuses on the City's 140 social planning neighbourhoods and complements other place-based work such as the George Street Revitalization, an initiative that will redevelop the Seaton House emergency shelter. TSNS 2020 has been designed to complement the City's population-based strategies, such as Working as One (the City's labour force development strategy), and its service strategies, such as the Recreation Services Plan.

### Background

The City introduced the Toronto Strong Neighbourhoods Strategy ("Strategy") in 2005. All Toronto neighbourhoods were assessed based on the availability of community services, levels of gun and gang violence, and socio-demographic indicators. Twenty-three (23) neighbourhoods were identified as priorities for targeted investment and support, and grouped into 13 "Priority Neighbourhoods Areas for Investment" for implementation purposes. Under the Strategy, the City primarily focused its efforts on youth, with the objective of developing employment and engagement opportunities to advance the Strategy's goal of enhancing community safety.

The implementation of the Strategy brought significant activity and investment to priority neighbourhoods in the form of:

- improved City and community services;
- investments in new programs, facilities and initiatives by the City, United Way Toronto, the federal and provincial governments, the private sector, and community partners;
- new and strengthened partnerships among service providers from all sectors; and
- significant expansion in resident engagement and leadership at the local level.

The Strategy launched over 1,200 initiatives, reached more than 50,000 youth and 38,000 other residents, and left a legacy of playgrounds, community and youth program spaces, community multi-service hubs, parks, and multiple sports facilities that residents, neighbourhoods and communities will continue to experience lasting benefits.

In 2012, City staff reviewed the Strategy and approved an update that broadened its focus, introduced monitoring and evaluation, and mandated broader systemic changes required to improve wellbeing across all neighbourhoods. Renamed the Toronto Strong Neighbourhoods Strategy 2020 (TSNS 2020), the strategy now designates neighbourhoods for targeted investment using the name Neighbourhood Improvement Area (NIA) to parallel the terms Business Improvement Area and Community Improvement Area already in use at the City.

TSNS 2020 includes a new evidenced-based Neighbourhood Equity Score and Benchmark. The Neighbourhood Equity Score is a number that measures the total weight of differences in the areas of Economic Opportunities, Social Development, Healthy Lives, Participation in Decision Making, and Physical Surroundings across Toronto neighbourhoods. The Neighbourhood Equity Benchmark is the score that determines whether a neighbourhood requires immediate attention.

## **Implications**

Thirty-one (31) of Toronto's 140 social planning neighbourhoods have Neighbourhood Equity Scores below the Benchmark. These neighbourhoods were designated as Neighbourhood Improvement Areas by City Council in April 2014, and work is underway to roll out the Strategy in these areas.

Eight (8) of the 23 neighbourhoods that were designated for targeted investment under the 2005 Strategy were not designated as NIAs in 2014. These neighbourhoods have a Neighbourhood Equity Score that is above the Benchmark, and have outcomes that are better than those most in need of targeted investment.

An Emerging Neighbourhoods Strategy is currently under development to ensure these 8 neighbourhoods maintain the gains that have been made since 2005. A total of \$300,000 in community funding in 2014 and 2015 has been designated to support the neighbourhood transition process.

## **Current Status and Next Steps**

Work is now underway in designated NIAs to identify local assets, including programs and services, facilities, community agencies, service networks and partnerships, and resident leaders. Local priorities for investment in community infrastructure are also being identified and will inform the new Partnership Opportunities Legacy Fund (POL2), an updated version of the capital investment fund first developed to support the Strategy from 2006 - 2009.

Under the original \$13 million POL fund, an additional \$25 million was leveraged from external funders to generate almost \$38M in capital funding that built a legacy of community facilities in targeted neighbourhoods. City Council has allocated \$12 million in capital funding for POL2 beginning in 2015. The fund will target projects that require a minimum of \$50,000 in funding, have existing funding partners, and that will have a strong community impact and a youth capacity building element. The POL2 Fund is expected to leverage external funding for projects similar to the first POL Fund.

Work is also underway to ensure that all City programs and services, policies and funding priorities also support neighbourhood wellbeing. As a part of this work, a monitoring and evaluation plan for TSNS 2020 is being developed to provide residents, community partners and Council with regular updates on neighbourhood wellbeing and the impact of the strategy.

## **Additional Information**

[Toronto Strong Neighbourhoods Strategy 2020](#)

Webpage - [www.toronto.ca/neighbourhoods](http://www.toronto.ca/neighbourhoods)

Council Decision -

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.CD10.3>

Implementation -

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD22.7>

Neighbourhood Improvement Areas -

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD27.5>

Toronto Strong Neighbourhoods Strategy 2005

Council Decision -

<http://www.toronto.ca/legdocs/2005/agendas/council/cc051026/pof9rpt/cl006.pdf>

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## Toronto Transit Fare Equity

### Issue

Currently, every TTC rider pays the same adult, senior, student, or child fare, regardless of their ability to pay. In July 2014, City Council directed staff to prepare a transit fare equity plan to make the TTC more affordable for low-income Torontonians. This will complement ongoing transit expansion into low-income neighbourhoods. Due in late 2015, the plan will include eligibility criteria, costs, and options for pursuing funding partnerships.

### Background

Transit affordability has been an ongoing concern for the City. Moreover, the City has traditionally lacked a corporate-wide approach to the issue. On a program-by program basis, transit supports have sometimes been offered to ensure that vulnerable residents can access the City's employment, shelter, and public health services. For example, the Streets to Homes program provides TTC tokens for clients to travel to emergency shelters during Extreme Cold Weather Alerts.

Transit expansion in Toronto is bringing thousands of low-income residents closer to high quality public transit routes. But the economic and social value of investments in new transit infrastructure will not be fully realized if the services are too costly for residents to use. The provincial government has a policy platform that emphasizes transit expansion in the Greater Toronto and Hamilton Area (GTHA). The Board of Health and others have emphasized that transit affordability and transit expansion are strategic policy issues that should be closely linked, and addressed through intergovernmental cooperation.

In practical terms, the rollout of the PRESTO fare card system across the TTC (to be completed by 2017) will make it easier to implement transit fare subsidies, and to harmonize with other GTHA transit providers.



## Implications

Over the past year, various City Divisions and Agencies were directed to look at transit affordability. Staff identified the need to work together to respond to these directions and to develop a City-wide policy framework and funding approach.

The 2015 Transit Fare Equity Policy Framework will:

1. Advance the City's strategic goals for city building, social development, and economic vitality;
2. Reflect the expertise and perspectives of stakeholders from across the City of Toronto and beyond;
3. Equip the City to build the necessary intergovernmental, regional, and other partnership agreements to finance affordable, equitable transit fares;
4. Ensure that low-income Torontonians benefit from planned transit fare harmonization in the Greater Toronto and Hamilton Area (GTHA);
5. Leverage the technical capabilities of the PRESTO smartcard fare system for implementing fare discounts; and
6. Set out a systematic, evidence-based process for achieving transit affordability, including objectives, eligibility criteria, and a transparent process for measuring the effectiveness of transit discount models.

## Current Status and Next Steps

A Joint Steering Committee, which includes Social Development, Finance and Administration (SDFA), the Toronto Transit Commission, Toronto Public Health, Toronto Employment and Social Services (TESS), City Planning, the City Treasurer, and Financial Planning, is responsible for preparing the Policy Framework for City Council consideration. The Framework will include,

- strategic objectives and performance measures for a transit fare equity policy;
- results of consultations with community stakeholders, City divisions, and potential funding partners;
- proposed eligibility criteria;
- an inter-jurisdictional review; and
- cost projections.

Financial impacts will be presented for the 2017 budget cycle, to coincide with implementation of PRESTO fare cards in the TTC.

**Additional Information**

Next Stop Health: Transit Access and Health Inequities in Toronto

- Toronto Board of Health - <http://goo.gl/5XZBbl>
- Community Development & Recreation Committee - <http://goo.gl/GzxcQR>

Fare Policy - Requests for Fare Discounts

<http://goo.gl/b0JST0>

Providing Affordable TTC Fares for Low Income Riders

<http://goo.gl/LXqSXg>

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## **Interdivisional Enhanced Responsiveness for Vulnerable Individuals**

### **Issue**

Various City Divisions and Agencies are called upon to deal with complex and chronic health and safety issues affecting vulnerable Torontonians, their homes or property, and their neighbours. Effective resolution of cases of extreme hoarding, multiple property standards violations, bed bug and pest infestations, among others, often require the coordination of multiple City programs given their chronic and complex nature. No single City division or agency has the capacity and/or authority to oversee and coordinate the various services and responses required.

The City is committed to ensuring equitable service to residents with complex needs and has identified the need for a coordinated service model coupled with enhanced customer service training for staff. The Specialized Program for Interdivisional Enhanced Responsiveness (SPIDER) is a pilot program approved by City Council to improve the internal capacity of City divisions and agencies to respond to extreme cases of risk and increased resident vulnerability. In August 2014, the SPIDER program was launched with a central coordinating Situation Table reviewing and responding to cases.

### **Background**

In December 2013, City Council adopted the report, "An Integrated Service System Approach to Vulnerability" in response to several Council directions related to the need for improved coordination between service systems in extreme cases of risk involving chronic hoarding, multiple property standards and fire code violations, pest infestations, etc. The report included a recommendation that SPIDER be developed on a 'proof of concept' basis (i.e. on the condition that staff demonstrate the feasibility of such a program).

Since January 2014, Social Development, Finance and Administration (SDFA), has been working with multiple divisions and agencies to lead the design and development of SPIDER. The SPIDER pilot project supports participating divisions and agencies to develop coordinated, integrated responses to complex and unresolved health and safety risks that involve vulnerable Torontonians, their homes or property, and their neighbours.

## Implications

The SPIDER pilot project has three components:

1. A Situation Table involving frontline staff from participating City divisions, agencies and external partners to develop fast-turnaround, coordinated responses to specific local risk situations.
2. A System Reform Table to drive policy or legislative changes required to enable service system to better support vulnerable Torontonians.
3. A Steering Committee for program oversight.

The SPIDER program does not supersede normal procedures or services provided through divisions and agencies. Instead, SPIDER is designed to address complex situations that have not been successfully resolved through the demonstrated application of a division's normal service standard. SPIDER further adds value by engaging intergovernmental and community-based service and policy tools to support City efforts.

The City continues to provide various services, supports and programs to support residents facing increased vulnerability and to make referrals to existing health, social and community services.

The System Reform Table, led by senior City and intergovernmental leaders, will identify and seek resolution to legislative and policy gaps that impedes effective supports to vulnerable Torontonians. The System Reform Table is an integral program feature that is expected to help identify and address barriers that may impede the City's response to cases addressed by SPIDER and by other similar City initiatives, such as:

- Community Crisis Response Program that supports communities impacted by violent and traumatic incidents across the city;
- FOCUS Rexdale that provides a targeted, wrap around approach to supporting individuals, children, youth and families that are experiencing heightened levels of risk involving anti-social behaviour as well as victimization;
- Vulnerable Adults and Seniors Team that supports vulnerable adults and seniors living in Toronto, with a focus on older adults over 55 years; and,
- Toronto Youth Equity Strategy that supports service improvements for Toronto youth most vulnerable to involvement in violence and crime.

SPIDER adheres to a strict information-sharing protocol that ensures that no personal information is disclosed except where authorized by applicable legislation.

## **Current Status and Next Steps**

Since August 2014, the SPIDER Situation Table has been reviewing and responding to referred cases on a bi-weekly basis. Referrals are made to the SPIDER Situation Table through a participating division or agency.

Through the Social Development, Finance & Administration division, the SPIDER Steering Committee will report to Council in the fall of 2015 on results of the SPIDER pilot project's 'proof of concept'.

## **Additional Information**

An Integrated Service System Approach to Vulnerability

<http://goo.gl/gxVmhG>

The City's Ability to Assist Vulnerable Adults

<http://goo.gl/HdKMPA>

Unpacking Problem Properties

<http://goo.gl/KXCCrs>

Guide to Good Practice: Providing equitable service to individuals of all abilities

<http://goo.gl/Q1hFU4>

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## City Partnership with Toronto School Boards

### Issue

Schools are vital public assets. Changes to the school system can have a significant effect on local neighbourhoods and city-wide service strategies. The closure and sale of schools and their lands can have significant impact on neighbourhoods, particularly those that are already underserved and also those facing the impacts of new residential and mixed-use development.

Staff and political leaders from the City and school boards often work together closely, but usually on specific or local issues. The City has recently been working with the four Toronto-area public school boards to form stronger strategic partnerships.

### Background

School boards face significant financial pressures. They do not have taxation powers and instead rely on the Ministry of Education for their funding. The Ministry of Education's funding formula assigns funding based on student enrolment and the number and size of schools in a given board. However, school buildings and properties serve many roles in their communities, including providing locations for child care, recreation programs, community meetings and neighbourhood green space. The funding formula does not recognize the role or use of schools for any purpose other than formal education.

The funding formula encourages school boards to close and sell under-enrolled facilities. The process for a school board to sell surplus real estate must follow Regulation 444/98 of the *Education Act*. This process presents significant challenges to the City's ability to respond to the potential loss of important community assets. The City of Toronto has identified an interest in ensuring that select school properties that are vital to service delivery in neighbourhoods, including recreational opportunities and spaces for social development activity, are maintained for public use.

The City has advocated to the Province for changes to the regulation, particularly regarding the amount of time provided to respond to school property offered for sale and to how the circulated properties should be valued. To date, no changes have been made to the regulation.

In addition to advocacy to the Province, the City created a framework to respond more quickly and effectively to school board properties. The School Lands Acquisition Framework is a means to identify and prioritize properties that become available for sale by local school boards. This framework was accompanied by funding from the Land Acquisition Reserve Fund (LARF) to help fund school land acquisitions that are identified as a priority.

City Council also recognized the need to engage school boards at the political level to share information and plan collaboratively. In July 2013, Council established a Task Force composed of City Councillors and School Trustees from the four Toronto-serving public school boards. The Task Force's mission was to investigate means to more effectively share information and to coordinate strategic direction on matters of mutual interest. The Task Force provided its recommendations to the City's Executive Committee in July 2014.

## **Implications**

School boards, particularly the Toronto District School Board, face continued pressure to close and sell school properties. As School Boards devise new ways to deal with their funding challenges, these ideas can produce both conflict and opportunity for the City. Some examples include:

- TDSB contracting with private operators to refurbish and operate school fields has led to concerns including local traffic and noise at Monarch Park Collegiate and potential traffic and heritage landscape preservation at Central Technical School;
- Redevelopment plans for TDSB sites such as Midland-Lawrence can add significant new residential density to a local neighbourhood, but can also create opportunities for new community infrastructure; and
- Sale of surplus school board properties (or subdivided portions of school grounds) can create pressure for the City to purchase the land, even in situations where the neighbourhood has sufficient parkland and is not identified as a priority for parkland acquisition.

## **Current Status and Next Steps**

The Executive Committee forwarded the Toronto School Boards Task Force Recommendations report to the City Manager, requesting that he consider including the City School Boards Advisory Committee as a recommended Advisory Committee in the new term of City Council.

City staff are currently following up on a number of City Council directions:

- Report back in 2015 on City-building opportunities at the Midland-Lawrence TDSB redevelopment site (EX42.19);
- Report regularly to City Council on surplus school sites under the School Lands Acquisition Framework (EX42.19); and
- Initiate discussions with the Ministry of Education regarding Ontario Regulation 444/98 of the Education Act (MM51.38).

City Council also adopted motions supporting political advocacy:

- Deputy Mayor and Chair of the School Boards Task Force to meet with Minister of Education to discuss City concerns with Regulation 444/98 (EX43.34); and
- Council request the Province to reconsider its funding formula for capital expenditures for school boards (MM41.38)

### **Additional Information**

Toronto School Boards Task Force Recommendations

<http://goo.gl/UI4tzz>

School Lands Property Acquisition Framework and Funding Strategy

<http://goo.gl/aBpTjF>

Update on School Board Properties and the School Lands Acquisition Framework

<http://goo.gl/ANb6A8>

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## **Funding Partnerships for City Programs**

### **Issue**

The City's traditional funding sources (property taxes and government transfers) have not been keeping pace with the cost of providing municipal programs and services. In 2007, the Toronto Office of Partnerships (TOP) was created in recognition of the need to diversify the City's revenue base and generate incremental income through partnerships with external entities. Over the past seven years, TOP and other City divisions have secured over \$200 million in revenue from external sources including almost \$26 million in 2013.

### **Background**

TOP is responsible for increasing the quality and quantity of partnership opportunities at the City. As part of its mandate, TOP creates, facilitates and administers partnerships both within the City and with external parties (businesses, not for profit groups, etc) in order to promote City building and enhance Toronto's reputation as a "partner of choice". Additionally, TOP's work includes:

- The Development of policies to promote a more professional and cohesive approach to partnership development and management (e.g. the City's Donations, Sponsorship and Naming Rights policies);
- Enhancing collaboration amongst City divisions and supporting their efforts when cultivating and managing relationships throughout the lifecycle of a partnership;
- Providing seamless service to external parties that are looking to partner with City divisions;
- Administering the Unsolicited Proposal Policy, which establishes TOP as a "window" to consider and direct business proposals;
- Managing a corporate partnership strategy which includes maintaining an inventory of partnership opportunities, tracking partnership progress and coordinating outreach efforts; and
- Providing guidance, direction and training for staff in developing and managing partner relations. To date, over 350 staff have received formal training.

TOP's work allowed the City to secure 275 major partnerships (those valued at \$5k or more) in 2013 that totalled \$24.6M that benefited various programs and services in 16 city divisions. Sixty percent of all partnerships were generated by Economic Development and Culture (98 partnerships) and Parks Forestry and Recreation (71 partnerships) divisions in 2013.

The Toronto Office of Partnerships has supported initiatives such as Scotiabank's Nuit Blanche, the Smart Commute Program, the Cardiac Safe City Initiative, and the Clean Toronto Together Clean-up.

TOP also received 8,000 tax-receipted donations, totalling \$1.09M, in 2013. Thirty-five City programs including shelters, museums, and parks, benefited from these donations. These numbers only pertain to donations for which tax receipts were issued by the City itself. Programs that issue their own tax receipts, such as the Toronto Public Libraries and the Toronto Zoo, are not included in the tally.

## **Implications**

The experience of the Toronto Office of Partnerships in supporting partnerships and donations to the City in 2013 identified a number of points of consideration.

### Partnerships achieved by the City valued in excess of \$5,000

Year-over-year, the number of City partnerships TOP has supported has increased by 10%, but the value of those partnerships has fallen by 5.3%.

The 275 partnerships achieved in 2013 involved 166 different partners, including businesses (e.g. Astral Media, RBC, etc.), charitable foundations (Weston, Jays Care, etc.), not-for-profit groups (Canadian Museums Ass., CIMA Canada, etc.) and government bodies (Metrolinx, Service Canada, etc.). While the majority of the City's partnerships occurred with the private sector in 2013 (153 vs. 63 government and 59 not-for-profit partnerships), it was the City's experience that partnerships with the government sector provided the greatest value (\$11.83 million). This compares to \$10.62 million gained from the private sector and \$2.2 million from not-for-profits.

The 275 partnerships achieved in 2013 represented 103 sponsorships, 70 donations, 68 grants and 34 joint-ventures. Although joint ventures accounted for the least number of partnerships, they brought in 41% of total funding (\$10.13 million of \$24.6 million). This was significantly more than sponsorships (\$5.91 million), grants (\$5.82 million) and large donations

(\$2.78 million). Multi-year partnerships represented the majority of partnership funding (67%) achieved in 2013, although 178 of the 275 partnerships were one-time partnerships. 80% (\$19.64M) of the funds received from these partnerships were applied to multi-ward initiatives.

### Donations to the City

In 2013, almost 8,000 donations were accepted with a total value of \$1.09 million. This represented a decrease in both the number (9,121) and total value (\$1.28 million) of donations received in 2012. It is TOP's experience that the number of donations and the amounts received often fluctuate significantly due to specific donation campaign and large one-off contributions.

Donations benefit a number of City programs, with more than 35 City programs receiving donations in 2013; but it is TOP's experience the majority of donations to the City are to a limited number of programs. In 2013, 72% of all donations received (5,763 of 8,000) were designated for Municipal Licensing & Services' Toronto Animal Services program, representing a total value of \$232,000 (21% of total value of 2013 donations.) Other City divisions to benefit from donations to the City in 2013 include Parks, Forestry and Recreation and Long-Term Care Homes and Services, which each received approximately \$205,000 in funds.

Sixty percent (60%) of donations to the City in 2013 were comprised of small contributions \$25 or less, with \$20 being the most common contribution to the City. In 2012, the City initiated the Volunteer Contribution program which offered an easy way for residents to contribute to City programs and services by including a donation with their property tax payment. A total of 218 donations have been processed from this program, ranging in size from \$10 to \$1,500, and totaling almost \$20,000.

### **Current Status and Next Steps**

TOP will continue to foster collaboration internally and externally through training, policy development (including the forthcoming City of Toronto Advertising Policy) and outreach.

TOP is leading the development of a corporate online donation system to address some of the limitations of the current donation process and to facilitate opportunities for giving. Limitations of the current donation process include a labour-intensive transaction process, manual tax receipting and donor recognition/privacy limitations. Development of an E-Donations and

Volunteer Management System procurement is underway, and an application is expected to be operational in 2015.

In 2014, TOP developed a Corporate Partnership Strategy to ensure that the City takes a more systematic approach to identifying priority programs for partnerships. The process and outcomes of this strategy will be evaluated in 2015.

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## Student Nutrition Programs in Toronto

### Issue

Student nutrition programs are meal and snack programs that mainly operate in schools. They provide at-risk children and youth with access to culturally appropriate nutritious food in a non-stigmatizing way. Research indicates that eating healthy meals and snacks improves student performance and reduces child and youth obesity rates. Although these programs have been successful, they are facing funding pressures due to rising food costs, greater participation rates, and limited capacity to raise more funds or purchase food in bulk. In 2012, the Board of Health endorsed a five-year plan to strengthen student nutrition programs.

### Background

Student Nutrition Programs in Toronto are locally run by students, parents and volunteers, with program oversight by a partnership consisting of the Boards of Education, their charitable foundations, Toronto Public Health, and FoodShare Toronto. Programs are currently funded by the City of Toronto, Province of Ontario, parent contributions, community and school-board fundraising and corporate grants, and non-monetary support (e.g., food, product and equipment donations, in-kind use of space, volunteer time, and training).

The City of Toronto is recognized as a leader for its investment in children and youth through student nutrition programs. A Board of Health report in 2012, "Nourishing Young Minds: a Review of the Student Nutrition Program in Toronto", reviewed student nutrition programs worldwide and found that the Toronto partnership and funding models employs best practices but requires adequate and sustainable funding to maintain long-term program viability. The report recommended the development of a long-term funding strategy to strengthen existing programs and support expansion to more schools.

The Board of Health also endorsed a cost-shared partnership funding model and a five-year plan to increase municipal investment in student nutrition programs. The funding model proposed that all orders of government, the private sector, and parents/local communities each contribute 20% of program costs on the basis that communities and governments share the

benefits of improved child and youth nutrition. At present all sectors except the federal government provide financial support.

In 2013 and 2014, City Council approved funding increases to the Student Nutrition Program. The preliminary impact of the 2013 increase shows that programs were able to provide more complete meals during the school year. In 2014, 91% of the 681 programs are located in higher-need school communities, while the remaining 9% are located in schools where higher need subgroups have been identified or are long-established programs that started out as higher need. Forty-three percent (43%) of programs are located within the City's Neighbourhood Improvement Areas and Emerging Neighbourhoods under the Toronto Strong Neighbourhoods Strategy. Student Nutrition Programs have also acted as a catalyst for community capacity building and job skills training, engaging almost 4,000 parent and community volunteers who contributed 274,722 hours to programs in the 2012/2013 school year.

## **Implications**

From 2013-2017, the Five-Year Student Nutrition Program Plan proposes an annual inflationary cost of food increase and an annual 2% increase to the municipal contribution rate until the City's target of 20% funding of program costs is reached. The City's contribution is currently 14% for 2014. By 2017, 127 new morning meal programs would also be funded in higher-need publically funded schools which currently do not have programs.

The Student Nutrition Program includes funding of \$7,071,839 gross and net in Toronto Public Health's 2014 Approved Operating Budget. Toronto Public Health is requesting an increase of \$1,901,079 in 2015 for a total of \$8,972,918 funding by the City. This increase would bring the municipality's share to 16% of total program funding in 2015 and add 27 new programs in higher-need communities. The projected program funding increase to be requested from the City for 2016 is \$1,983,500 and \$2,212,359 in 2017. If all program funding requests are approved by City Council, the City will have increased Student Nutrition Program spending by \$9,349,197 to achieve the 20% program funding level at the end of the Five-Year Student Nutrition Program Plan. If the Plan is fully implemented, it is estimated that about 185,000 students would access 760 programs across Toronto by 2017.

Municipal funding leverages investment by the Government of Ontario, with annual and one-time increases. In 2013, as part of the Government of Ontario's response to the Healthy Kids Panel recommendations, an additional investment of \$702,200 was made to Toronto's programs. The 2014

provincial budget included another increase in funding, the details of which are pending.

### **Current Status and Next Steps**

In 2014, the City's investment in Student Nutrition supported 681 programs with student participation that represents 45% (155,484 children and youth) of students in publically funded Toronto schools. The partnership overseeing Toronto's student nutrition programs is working to best align the Program for future growth and success. It is investigating options for an on-line food ordering and distribution system, exploring approaches to enable new and strategic corporate partnership development, and reviewing the Program's governance structure to recommend options to strengthen its capacity for fundraising, accountability, efficiency, and quality assurance.

Core government funding is essential to for the development and delivery of high-quality sustainable student nutrition programs and encourages donor confidence in programs, leveraging greater financial and in-kind support. Student nutrition programs seek to be delivered in all Toronto schools where there are students who can benefit from such programs.

### **Additional Information**

Student Nutrition Program Proposed Expansion in High Need Schools, 2013-2017

<http://goo.gl/bpshPh>

Student Nutrition Program Update on the First Year of the Five-Year Plan and 2014 Operating Budget Request

<http://goo.gl/PYrhKV>

Student Nutrition Program Five-Year Plan Status Update & 2015 Operating Budget Request

<http://goo.gl/MwhPOI>

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## Automated Income Verification for Income-Tested Benefit Programs

### Issue

The City of Toronto is working to integrate and simplify the delivery of human services including income support programs (rent geared to income, child care fee subsidy and Ontario Works), to improve service delivery, reduce duplication and provide residents with a streamlined experience. An Automated Income Verification (AIV) approach using Canada Revenue Agency tax data will simplify the income verification process for these programs, and reduce unnecessary in-person appointments and paperwork. The City is seeking a commitment from the Ontario Ministry of Finance to work in partnership with the City and other municipalities to develop a full-scale AIV program for multiple income-tested programs.

### Background

Income verification for rent geared to income (RGI) and child care fee subsidies is currently completed by residents providing paper documents in-person. If residents fail to provide required documents, they will not receive or may lose needed benefits. People who are vulnerable are at particular risk, as they may face additional challenges to providing income verification.

Two investigations into evictions of seniors at Toronto Community Housing (TCH) identified barriers to providing income verification and the resulting loss of RGI eligibility as key contributors to evictions of seniors for arrears. In her 2013 *Housing at Risk* report, the City of Toronto Ombudsman recommended that TCH explore system access to Notices of Assessment from the Canada Revenue Agency, to simplify the income verification process for seniors on fixed incomes.

Automated Income Verification (AIV) entails the development of an automated process that uses Canada Revenue Agency (CRA) data to verify income, simplifying the client experience and reducing unnecessary in-person appointments and paperwork.

The Province of Ontario partnered with the CRA more than five years ago to create an AIV service that is now used by several provincial income-tested programs (e.g. Ontario Child Benefit, Northern Ontario Energy Credit). The City currently participates in two such programs, using AIV to verify income



for social assistance clients and housing allowance recipients. The Province has recently committed to continue the AIV service for housing allowances until 2020.

The expansion of AIV to other benefit programs including RGI and child care fee subsidy is a critical component of human services integration, and is best achieved through a partnership with the Province. The move to AIV is in keeping with the new provincial Poverty Reduction Strategy, supporting the strategic directions to end child poverty, help parents enter the workforce and end homelessness. The Province has been exploring new models of service delivery through its Benefits Transformation Office at the Ministry of Finance, and has both the experience and the infrastructure to implement AIV processes for benefit programs with eligibility criteria that include income. The Province is in the best position to make an efficient, cost-effective AIV service available to all municipalities.

## **Implications**

AIV will provide the following benefits:

- a) Significantly reduce administrative costs freeing up staff to spend more time on case management and in-person meetings with clients;
- b) Improve service delivery to all clients;
- c) Simplify the provincial income test and calculation for RGI; and
- d) Link with the broader provincial benefits transformation initiative which aims to automate service delivery of income support programs.

The implementation of AIV will improve accountability and efficiency of program delivery. It will meet the recommendation in Deloitte's Service Efficiency Study of Children's Services to enable online child care fee subsidy assessments.

The implementation of AIV will address the recommendations from the City Ombudsman's report (Housing at Risk) which directed Shelter, Support and Housing Administration (SSHA) to simplify income verification for seniors on fixed income. It will improve the accuracy of RGI administration as recommended by the Auditor General.

The AIV initiative also meets the Council direction to the Deputy City Manager, Cluster A to take steps to integrate the administration of access to rent-geared-to-income housing with administration of other housing benefits and supports, and other income-tested human services by developing an integrated service delivery model for intake and eligibility determination for

rent-gear-to-income assistance, housing allowances and other housing and related City-administered human services.

Toronto will be the Province's first client for AIV for child care fee subsidy and RGI. Toronto can play a leadership role in influencing the development of an AIV program, and building support with other municipalities for an AIV program across the province.

### **Current Status and Next Steps**

Children's Services and Shelter, Support & Housing Administration have formed a working group to develop a vision for an AIV program and to plan next steps to developing an intergovernmental working group with the Province, CRA and other municipalities.

The Human Services Integration (HSI) project is developing a future state service delivery model for Ontario Works, child care fee subsidy, and RGI over the next six months, with a view towards integrating common functions over the next two to three years. The enablement of AIV aligns with the future state vision for HSI at the City of Toronto and is an important component of improved service delivery to residents.

### **Additional Information**

The Update on the Review of the Centralized Waiting List for Social Housing is available at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CD30.10>

The City of Toronto's Ombudsman's *Housing at Risk* report is available at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.CC50.3>

The Auditor-General's report on Strengthening the City's Oversight of Social Housing Programs is available at:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.AU16.19>

The Service Efficiency Review of Children's Services is available at:

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=bf676056e60c3410VgnVCM10000071d60f89RCRD>

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## **Parks and Recreation Service and Facility Planning**

### **Issue**

In 2012 and 2013, City Council approved the "Recreation Service Plan 2013-2017" and "Parks Plan 2013-2017" respectively. Each Plan was developed based on consultations with City staff, stakeholders and members of the public to identify strategies and actions to better serve residents in the years ahead. These Plans establish the types of services to be provided by Parks, Forestry and Recreation (PFR) division in future years and articulate their intended benefits in measurable ways.

Both Plans recommended development of a 20 year Facilities Master Plan to guide investment in parks and recreation facilities. The Service Plans are currently being implemented by PFR staff and the Facilities Master Plan will be completed over the next 18 months.

### **Background**

#### Recreation Service Plan

In 2009, City Council approved the development of a city-wide, multi-year Recreation Service Plan based on four guiding principles - equitable access, quality, inclusion and capacity building.

City residents contributed 4,400 comments at four public, 15 stakeholder and nine focus group consultation sessions in 2011. Over 230 stakeholders, 176 members of the public and approximately 170 focus group participants including newcomers, homeless individuals, youth and women's groups attended these sessions. Over 2,500 surveys were completed on-line or returned to staff by mail or in-person.

The 2013 - 2017 Recreation Service Plan is the first service plan for recreation in the City of Toronto. The Plan aims to increase overall participation in recreation, decrease financial barriers to recreation and improve access. It outlines the role that the City plays in meeting the recreation needs of Torontonians.

The Recreation Service Plan was approved by City Council on November 29, 2012 to guide the delivery of recreation programs and services over the next five years.

## Parks Plan

In 2010, City Council approved the development of a City-wide Parks Plan based on seven guiding principles.

Over 3,750 surveys were completed and more than 400 residents participated in public and stakeholder sessions. Over 100 youth, newcomers, people with disabilities and parks system partners and sponsors were engaged through focus groups. Along with survey data, over 14,700 comments were received through these activities to inform the development of the Parks Plan.

The Parks Plan aims to connect people and communities with parks, advance greening and environmental sustainability, improve the quality of parks, and strengthen the parks system as a legacy for Toronto. It builds on work already being done to maintain and improve the parks system, outlines priorities, and will inform policy-making, guide decision-making and define a program of investment.

The Parks Plan 2013-2017 was approved by City Council on May 7, 2013 to guide the development, management and operation of the system of public parkland in the City of Toronto over a five-year period.

## Facilities Master Plan

The Recreation Facilities Report, approved by City Council in 2004, has provided the City with recommendations and directions for facility planning for the past 10 years. An update of this plan is required to identify future investments and opportunities in parks and recreation facility provision, and recognize the changing planning context and policy initiatives of the City. An updated Facilities Master Plan will complement the Parks Plan, 2013-2017 and the Recreation Services Plan, 2013-2017 and support the comprehensive approach to facilities planning recommended by both Plans.

## **Implications**

The Recreation Service Plan and Parks Plan are closely aligned to current City strategic priorities including improving customer service, organizational excellence, and enhancing capacity to serve Toronto's diversity. The PFR division is already proceeding with the implementation of elements of each Plan that are within the Division's 2014 approved budget. However, some elements of both Plans such as the city-wide "Swim to Survive" program and the "Park Ranger" program require additional resources to achieve their City

Council-approved goals. The Facilities Master Plan is closely aligned to the goals of city building and fiscal sustainability. The Master Plan will strengthen long-term fiscal planning for the sustainment of existing infrastructure and alignment with the City's service delivery plans.

### **Current Status and Next Steps**

Many of the Parks Plan and Recreation Service Plan recommendations have already been implemented or are in progress. For example, significant progress has been made in improving parks and green space, such as efforts to enhance the quality of sport fields. Planning is also underway to improve trails and expand the use of technology to improve efficiencies.

In recreation, great strides have been made in enhancing youth leadership development capacity through approval of 10 new youth drop-in lounges to be implemented over the next three years. Similarly, accessibility to recreation has been enhanced through the expanded delivery of free programs at 16 additional centres where low income is a barrier to a significant proportion of local residents, bringing the total to 39 community centres where programs are free (formerly Priority Centres). The Division is also continuing its efforts to enhance quality standards, communication and community engagement for recreation service planning and delivery.

The PFR division has retained a consultant to prepare the Facilities Master Plan with the support of City staff. The Master Plan will include comparisons with other municipalities, analysis of trends in sport and leisure, and analysis of the City's changing demographic landscape, complemented by extensive community and stakeholder engagement in 2015. The Facilities Master Plan will be presented to City Council for consideration in 2016.

### **Additional Information**

Recreation Service Plan, 2013-2017

<http://goo.gl/6n2OOC>

Parks Plan, 2013-2017

<http://goo.gl/XtkaQz>

Free and Low Cost Options for Recreation Programs

<http://goo.gl/d0irlk>

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## Registered Recreation Programs, Permits and User Fees

### Issue

The Parks, Forestry and Recreation Division strives to provide people in Toronto's diverse communities with full and equitable access to high caliber, locally responsive recreation programs, efficiently operated facilities, and safe, clean and beautiful parks. Despite various efforts to respond to community need, high demand has created capacity issues in program availability, ice allocation and sport field permits. In addition, a variety of community-based groups have identified permit and program fees, as well as processes and administration as a barrier to accessing services and/or permits.

### Background

#### Recreation Programs

Toronto residents participate in over 15,000 different recreation programs which include those that are drop-in and others that require registration. In 2013, there were over 8 million visits to community recreation facilities for drop-in and registered programs.

- Program Availability/Registration  
Program registration is launched prior to each season during the first weeks of September, December, March and June. The system is first come first served; residents register by using the internet, touch tone, call centre and in-person. Due to high demand, program utilization is very high resulting in significant waiting lists in a number of program areas. Residents have expressed frustration with the current on line automated registration system (CLASS) as the system has challenging customer interfaces with no capacity for concurrent searches. Although City Recreation facilities are programmed to their maximum capacity, popular programs fill quickly, with the majority of popular programs filled within the first two (2) hours of registration. This has created resident frustration with both the capacity of the registration system and with the unmet demand for a variety of programs.
- Program Fees  
To make City recreation programs affordable for low-income residents, the City offers both individual and geographic-based fee subsidies. The Welcome Policy is an individual-based subsidy and provides a free



subsidy to help low income individuals and families who live in Toronto access recreation programs. Each year, approximately \$10 million in fees are subsidized by the Welcome Policy; these funds are allocated geographically to ensure equitable access. Eligible families receive an annual credit of \$483 for children and youth and \$225 for adults and seniors that can be used to register in City of Toronto recreation programs. On a geographic basis, 39 of the City's 135 community recreation centres, offer all programs free of charge. These community centres have been identified according to number of low-income residents in their immediate vicinity. The City also offers free drop-in programs for children and youth, and free indoor and outdoor recreational swimming throughout the City.

Although the City's recreation fee subsidy programs are in place, a number of residents and stakeholder groups have advocated for the waiving or lowering of all program fees. In 2013, there were 554,000 program registrations which generated approximately \$25 million in fee revenue.

#### Ice Allocation and Permits

City Council approved an Ice Allocation Policy in 2005. The policy was established to ensure fair and equitable access to ice based on policy criteria. The policy ensures that the total amount of City ice is allocated in the following fashion:

Community Youth	60%
Competitive Youth	25%
Competitive Junior	0.5%
Community Adult	14%
Commercial	0.5%

Staff utilize a formula, as found in the policy, which highlights residency, priority category and number of group members which determines the weekly hours of ice to which a group is entitled. Each year, the number of prime time hours requested by ice users exceeds PFR's facility capacity in most areas of the city. This has created geographically-based unmet demand for ice as well as competition amongst user groups for existing ice.

#### Sports Facility Allocation and Permits

City Council approved a Sports Field Allocation Policy in 2004. Staff use residency, priority category, number of members and permit history to determine the weekly hours and facility location for the groups/individuals who have submitted permit requests. Each year, the number of hours requested for a variety of facilities exceeds PFR's field capacity. In addition, user fees were recently introduced for non-premier facilities. Sports groups

have raised concerns with PFR that these new user fees may function as a potential barrier to recreation participation.

### Special Event Permits

Groups, organizations or individuals interested in holding small to medium sized events in City parks may do so by obtaining a Special Event permit. There are strict criteria for issuing these permits. Those holding an event must first provide proof of non-profit status, that the event is open to the public, it is non-promotional in nature and they are free of charge. PFR has received a variety of concerns regarding the issuing of special event permits, including requests for the elimination of fees for a variety of event types, concerns regarding maintaining the accessibility of park systems to local communities and the need to improve the accessibility of the permitting system through online automation.

## **Implications**

### Recreation Programs

- Program Availability/Registration  
As the PFR division will continue to program facilities to their maximum capacity, expansion of programs and capital development to meet demand is under consideration through the development of a 20 year Recreation and Parks Facility Master Plan.

Until a new registration program system is implemented, the CLASS registration system will continue to be a frustration for many residents. The CLASS registration system is approaching its end of life and a new system is currently being identified. The business analysis for the new system will ensure that existing concerns are resolved.

- Program Fees  
All program fees are approved annually by City Council through the budget process. City budgets are under great pressure and the waiving of any additional fees will result in significant budget shortfalls.

### Ice Allocation and Permits

As a result of changing demographics, there has been a growing demand for ice time in some areas of the City with a decreasing demand in others. Over the next few years the geographically disproportionate demand for ice by groups and organizations will impact future Capital plans and arena construction. The development of a 20 year Recreation and Parks Facility

Master Plan will seek to resolve issues regarding the availability of ice across the City.

#### Sports Facility Allocation And Permits

Changing demographics and leisure trends will continue to impact the demand for sports fields. The growth of sports such as soccer and cricket coupled with a decrease in the popularity of baseball and slow pitch have presented Parks, Forestry and Recreation staff with some challenges. Community demand for additional space at soccer and cricket facilities as well as proposals for facility retrofits to accommodate the new sports trends has meant a fundamental shift in allocation practices. In addition, sports organizations are continuing to manage sports field permit fees that were introduced by City Council in 2013.

#### Special Event Permits

Customer surveys indicate that the primary reason for visiting parks is to enjoy nature, but the popularity of participating in organized activities is growing quickly. PFR has addressed some of these issues through the Parks Plan and Recreation Service Plan. PFR staff continue to review permitting procedures for park events and volunteer activities to address concerns over community use and increased demands to permit park space, and report as necessary to City Council with recommended adjustments.

### **Current Status and Next Steps**

#### Recreation Programs

- Program Availability/Registration  
While work will continue on the development of next generation registration software, PFR is considering interim solutions that may allow for limited online permit requests.

The opening of four (4) new community recreation facilities in 2014/15 will assist with program capacity issues. In September 2014, the Toronto Pan Am Sports Centre was opened and in 2015 the opening of the new Regent Park, Parkway Forest and York Community Centres will address some over-enrollment issues. Ten (10) new Youth Drop in Centres will be added from 2014-2016 and the Afterschool Recreation Care Program (ARC) program has been expanded with 8 additional sites in 2014 for a total of 41 locations. Additional planned new recreation facilities in 2016 and beyond will continue to address this issue.

- Program Fees

As recommended in the Recreation Service Plan, PFR recently implemented 16 additional Community Centres where programs are free for a total of 39 across the city to help address issues of affordable access. In addition, the Welcome Policy will continue to support low-income residents across the city.

#### Ice Allocation and Permits

The ice allocation process for 2014-2015 has been completed. In November 2014, staff will begin the process for city arena ice requests for 2015-2016. The ice allocation work plan and the final city wide allocation will be posted at [www.toronto.ca/parks](http://www.toronto.ca/parks). Staff continue to manage requests equitably based on the Ice Allocation Policy given the high demand.

#### Sports Facility Allocation and Permits

PFR division staff will continue to meet with the sports organization to ensure ongoing field condition improvements and a streamlined approach to permits for 2015.

#### Special Event Permits

PFR will conclude the Commercial Special Events in Parks Pilot in 2014, and will report on the results of the pilot project and permit options for a variety of groups to the Parks and Environment Committee in 2015.

### **Additional Information**

Recreation Program Registration - <http://goo.gl/EMqg2Y>

The Fun Guide - <http://goo.gl/RfF5K>

Ice Allocation and Permits - <http://goo.gl/jyzTxf>

Sports Facility Allocation and Permits - <http://goo.gl/iqW08k>

Commercial Recreation Activity Permits - <http://goo.gl/LaaySR>

Special Events - <http://goo.gl/BVKxrK>

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## Master Fire Plan

### Issue

An updated Master Fire Plan for the City of Toronto will integrate current and planned improvements across all fire programs and services, and will align with the City of Toronto's "Strategic Actions, 2013 to 2018" and the Toronto Fire Services' (TFS) "Strategic Plan for 2013 to 2018" to ensure that fire requirements resulting from growth are considered. In accordance with City Council's direction, TFS will develop the Master Fire Plan in consultation with other City divisions to ensure proposed development and intensification within the City is appropriately addressed. Public engagement and consultation will also form part of this process. The TFS expects it will submit the new Master Fire Plan for City Council's consideration in 2015.

### Background

The City of Toronto's Master Fire Plan 2007 was developed to serve as a strategic planning framework to guide policy, organizational, capital and operational decisions over a five-year period for the Toronto Fire Service. Between 2007 and 2012, the TFS made progress on the implementation of many of the recommendations contained in the 2007 Master Fire Plan. The TFS provided a status update on this progress to City Council's Community Development and Recreation Committee in May 2011.

Throughout 2012 and 2013, a number of studies were conducted:

- (i) The City Manager initiated an organizational and service review of Toronto Emergency Medical Services (EMS) and TFS, including consideration of the opportunities identified by KPMG in 2011 through the City's Core Services Review. The results of the review were endorsed by City Council in July 2013 and included direction to the Fire Chief to move forward with a fire services accreditation process;
- (ii) In November 2013, City Council adopted the Auditor General's report "Improving the Administration and Effectiveness of Firefighter Training and Recruitment." The City's Auditor General reviewed training activities at TFS and made recommendations on opportunities for improvement; and

- (iii) City Council requested that TFS report on opportunities and associated costs to improve the City of Toronto's Public Fire Protection Classification (PFPC). The Fire Underwriters Survey (FUS) undertook a study of the City's fire protection efforts and published a report in the fall of 2013 that set-out options the TFS could undertake to achieve City Council's directive. Based on the FUS report, TFS recommended strategies to improve Toronto's PFPC over the period of 2014 to 2017, which were approved by City Council in December 2013.

Due to the importance of completing these reviews in order that the findings of the reviews be incorporated into the development of a new Master Fire Plan, the development of a new five-year Master Fire Plan for the TPS was deferred until the results of the studies were considered by City Council.

In keeping with City Council's directions in December 2013, TFS staff have initiated the development of an updated five-year City of Toronto Master Fire Plan for City Council's consideration in 2015.

## **Implications**

In keeping with City Council's direction, the Toronto Fire Service is currently proceeding with organizational, service planning and service delivery accreditation through the Centre for Public Safety Excellence.

The accreditation process enables emergency response organizations to monitor and improve operational performance and compare themselves against industry best practices leading to improved service delivery. The Accreditation Program, administered by the Commission on Fire Accreditation International (CFAI), enables emergency response providers to use the accreditation process to set goals, develop strategic action plans and continuously evaluate and improve services provided to the public. The accreditation process involves examining performance across 10 categories, 44 criteria and 253 key performance indicators (KPIs). The accreditation process takes approximately 18 months and includes a detailed self-assessment, a peer review and formal accreditation by an 11-member commission representing a cross-section of the fire safety and prevention industry. Once achieved, the accreditation is valid for five years.

One of the key deliverables of the CFAI process is a city-wide risk assessment. The risk analysis will form the basis for goals associated with response times and on-scene resource allocations and will drive objectives related to fire station location, staffing levels and other critical deployment needs.

As part of TFS' accreditation process, the new Master Fire Plan will be a transition document designed to update the City's 2007 plan and will incorporate and reflect components of the fire accreditation process, such as language and performance measures. The TFS will employ the 10 broad categories of the CFAI to form the basic framework for the new five-year Master Fire Plan which includes: Governance and Administration; Assessing and Planning; Implementation of Goals and Objectives; Financial Resources; Programs; Physical Resources; Human Resources; Training and Competency; Essential Resources; and External Systems Relationships.

### **Current Status and Next Steps**

The TFS has commenced work on the Master Fire Plan and will submit the Plan for City Council's consideration in 2015. The TFS has also commenced work in preparation for the CFAI's accreditation process.

### **Additional Information**

Toronto Fire Services Master Fire Plan 2007- <http://goo.gl/tYcU5K>

Fire Services Master Plan, 2007 – Implementation Status – May 10, 2011  
<http://goo.gl/xohhDx>

Results of the Service and Organizational Review of Toronto Emergency Medical Services and Toronto Fire Services  
<http://goo.gl/cOLFIE>

Toronto Fire Services – Improving the Administration and Effectiveness of Firefighter Training and Recruitment  
<http://goo.gl/QYdAFb>

Results of the Fire Insurance Grades Study - <http://goo.gl/zMzL7I>

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## Toronto Paramedic Services Growth Plan

### Issue

Toronto Paramedic Services protects the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities.

Demand for emergency medical response and transport has increased significantly over the last ten years and is increasing at a rate greater than the city's population growth. Since 2005, emergency calls have increased by 39.9% while additional paramedic positions have grown only by 6.8%. In the 2013 budget process, City Council approved a four-year staffing plan to increase paramedic staff in Toronto Paramedic Services to better meet emergency call demand.

### Background

In July 2013, City Council adopted recommendations from the City Manager's report on the results of the service and organizational review of Toronto Paramedic Services and Toronto Fire Services. The review confirmed that emergency call demand was being driven by Toronto's growing and aging population and would likely continue to increase over the next ten years. The report noted that increased paramedic capacity was required to meet current call demand and annual growth projections. City Council authorized the Chief, Toronto Paramedic Services to submit a business case through the 2014 and future years' budgets to add 169 paramedic positions over the next three years from 2014 through to 2016.

### Implications

Over the past few years, Toronto Paramedic Services has implemented numerous efficiencies to make improvements in the system. These include:

- Paramedic and dispatcher schedule changes that better match paramedic and dispatcher staffing to emergency call demand;
- Innovative dispatch technology that maximizes paramedic availability and better patient distribution among hospitals;



- Use of clinical evidence to strategically target the most appropriate paramedic resource type and reduce multiple resource responses;
- Continued work to reduce hospital offload delays to ensure greater availability of paramedics in the community to service emergency call demand;
- Increased call referral to alternative services such as Telehealth Ontario; and
- Completion of bargaining for part-time Paramedics.

These improvements have helped mitigate the increase in call volume. However, patients requiring transport continue to outstrip available resources as the system requires two paramedics and an ambulance to transport patients to hospital. Overtime is still used to cover some of the increasing demand including the mandatory extension of shifts. Service stabilization requires continuation of the four-year growth plan.

### **Current Status and Next Steps**

In the 2013 budget process, City Council approved an increase of 51 paramedics. Another 56 paramedics were approved in 2014. In the 2015 and 2016 budget processes, City Council will need to consider continuation of the four-year staffing growth plan started in the 2013 budget process. Approval of 56 paramedics (2015) and 57 paramedics (2016) will help stabilize service demand of Toronto Paramedics Services.

### **Additional Information**

Results of the Service and Organizational Review of Toronto Paramedic Services and Toronto Fire Services

<http://goo.gl/cOLFIE>

A Service and Organizational Study of Toronto's Paramedic Services and Fire Services

<http://goo.gl/7fhtDc>

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## Toronto Police Paid Duties

### Issue

City Council and the Toronto Police Services Board (TPSB) have directed a review of the use of paid duties performed by the Toronto Police Service (TPS). City staff and the Toronto Police Services Board are jointly reviewing the paid duty requirements for special events and will engage the Province regarding potential legislative changes to permit alternatives to police officers for traffic control.

### Background

The *Police Services Act* restricts police officers from performing secondary activities, except for paid duty arranged through the police service. Under this provision, the Chief of Police has authorized that paid duties be performed with the purpose of:

- Increasing public safety;
- Meeting certain legislative requirements; and
- Making business and event organizers financially responsible for police resources they may require as a result of their activities.

A number of policing activities are regularly performed as paid duties, including traffic and/or pedestrian control or security for various events. These events include construction, special events, film shoots, concerts and sporting events, vehicle escorts, and emergency site security.

The minimum requirements for traffic control purposes are defined by the Transportation Services Division (based on Ministry of Transportation guidelines). Under current legislation and regulation, police officers are required for traffic control in situations where no other person can be authorized and for pyrotechnical events. There are no legislated requirements for police officers to provide security at events.

Although it may not be required, many contractors, event organizers and film producers request paid duty officers to support their activities. Beyond statutory minimums, policing resources to fill paid duty requests are determined through a consultation process involving City permitting authorities, customers and TPS representatives. The TPS ensures the requests are for permitted duties only and that the number of officers present does not risk public or officer safety.

Compensation for paid duties of police officers is set by the Toronto Police Association as per the current collective agreements. The current rate for a paid duty officer is \$68/hour for a minimum of three hours, plus equipment charges, a 15% administration fee and HST.

In March 2011, Toronto's Auditor General (AG) reported to the Toronto Police Services Board on its audit of the paid duty system. The purpose of the audit was to assess the operational effectiveness and efficiency of the paid duty system, and officer compliance with paid duty policies. The AG made ten recommendations, of which nine have been implemented.

One of the AG's recommendations was for the Transportation Services Division to review permit criteria for determining paid duty policing requirements. In November 2011, Council approved new guidelines proposed by the Transportation Services Division, and requested the TPSB enter into a Memorandum of Understanding with the City to use the guidelines. The Division now makes the guidelines available to all relevant transportation permit applicants to clarify where policing is required or where it is discretionary.

A number of the AG's recommendations resulted in the centralization of paid duty administration and the implementation of an online request system. The new system reduces manual procedures, assists with equitable distribution of assignment among officers and enhances tracking capabilities.

**Implications**

Despite process improvements, expenditures on paid duty have continued to rise in Toronto. This may be due in part to increased construction, more and larger special events and greater film production taking place on an annual basis. However, costs attributed to City divisions and agencies have fallen. The table below shows paid duty costs incurred by all customers increased by 8.9% between 2010 and 2013, from \$28.5 million to \$31.0 million, respectively. However, paid duty costs attributed to City division and agency work decreased by 24.9% over the same time period, from \$2.6 million to \$1.9 million.

***Paid Duty Costs, 2010 to 2013***

	<b>2010</b> <b>(\$ ,000)</b>	<b>2011</b> <b>(\$ ,000)</b>	<b>2012</b> <b>(\$ ,000)</b>	<b>2013</b> <b>(\$ ,000)</b>	<b>% change</b> <b>2010-2013</b>
<b>All Paid Duty</b>	28,502	32,021	29,188	31,048	8.9%
<b>City Divisions &amp; Agencies</b>	2,567	2,523	2,487	1,927	-24.9%

*Source: TPS. Notes: Figures include 15% administration charge by the TPS, paid duty for CNE (although CNE is no longer a City agency as of 2013) and charges to electrical contractors likely to have been working on behalf of the City. Figures exclude equipment charges and HST.*

## **Current Status and Next Steps**

In 2014, Council directed staff to discuss with the Province legislated changes that would permit alternatives to police officers for required traffic control (such as in Vancouver) and a review of police resources supporting special events. Staff will report to Council on these issues in early 2015.

On May 15, 2014, the Board established a Paid Duty Working Group. The Group's objective is to liaise with the Chief and relevant representatives from the City, and coordinate a public and stakeholder review of the policies governing requirements for paid duty officers at special events held within the City. This review includes examining the new Toronto Police Service Staffing Matrix for special events. The Working Group is reporting back to the Board with recommendations in November 2014.

## **Additional Information**

PW19.10: Paid Duty Officers – Status Update

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.PW19.10>

Toronto Police Service – Police Paid Duty – Balancing Cost Effectiveness and Public Safety

<http://www.toronto.ca/legdocs/mmis/2013/au/bgrd/backgroundfile-52327.pdf>

EX44.34: Response to City Council Motions Pertaining to Paid Duty

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.EX44.34>

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# **Council Briefing Book**

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- 28 [Energy Conservation and Demand Management Plan \(2014-2019\)](#)
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