

DOWNTOWN COMMUNITY SERVICES & FACILITIES STRATEGY

APPENDICES – SECTOR CHAPTERS AND GROWTH SUMMARY

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Image: ZAS Architects/ Plompmozes



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APPENDIX A - SECTOR CHAPTERS

1 SCHOOLS SECTOR

1.1 Overview of the Sector

A healthy school system is critical for ensuring that Downtown neighbourhoods are vibrant, complete and inclusive communities. Not only are schools the centre of education for students, they also provide needed support and services for the families of students. Schools provide safe play space for neighbourhood children. Their green and open spaces are generally well-used by community members outside of school months, days and hours. Schools often become a second home for the students and their families.

Downtown is home to 26 elementary schools and 13 secondary schools; 30 are operated by the Toronto District School Board (TDSB) and nine are operated by the Toronto Catholic District School Board (TCDSB). There are additional schools operated by both Boards that are outside the study area with catchment area boundaries that extend into and serve Downtown. The French secular school board (Conseil Scolaire Viamonde) operates two schools in Downtown. There are no French Catholic schools (Conseil Scolaire Catholique MonAvenir) in Downtown, but some serve the Downtown catchment area.

The School Boards are responsible for managing their school capital assets. They must respond to changing demographics and program needs while ensuring continued student achievement and well-being; as well as the financial viability and sustainability of the School Boards. **Both the TDSB**

and the TCDSB are challenged with finding a sustainable means of securing funds to support school facilities in areas experiencing growth pressures.

Map 1 shows the location of school sites in Downtown and adjacent neighbourhoods, as well as the estimated population growth by neighbourhood.

1.2 Key Sector Messages

TCDSB

A major challenge for the TCDSB is providing services and programs to meet the needs of the variety of families served by its schools. Key issues include serving populations with low incomes, many of whom are new immigrants, and serving children with special needs. Needed services include:

- Translation and ESL services—Principals noted that St. Paul's families, for example, are 60% newcomers, mostly from Eritrea and Ethiopia.
- Shelter services—Quite a few children live in shelters as their families are refugee claimants.
- Services to help families navigate the system—Holy Rosary families, for example, do not typically require settlement services, but do need assistance navigating the system.
- Summer programs are needed for children whose parents are working full-time.

- Transition programs are needed to support new immigrants.

The high rate of growth predicted for Downtown means that enrollment in TCDSB schools will increase in the medium to long-term. Since **school sites in Downtown tend to be small**, there are limits to outdoor play space and often little or no room for building additions and other improvements such as landscaped greenspace, on-site circulation such as pick-up and drop-off areas, and placement of portables. **School facilities in Downtown are also heavily used outside of the school day and school year by people** other than students, which can have adverse impacts on the safety and quality of the outdoor space and equipment.

The age and state of repair of facilities is another challenge. One of the major problems city-wide and in Downtown is maintaining and refurbishing older schools. There is a critical need for additional funding for the renewal of aging buildings and, while some schools have significant deferred maintenance costs, others may be prohibitive to repair.

Despite the rapid development of Downtown, some schools remain underutilized. This could be attributed in part to high-priced condominium projects, many of which are not suitable for families, and a general shortage of affordable dwelling units suitable for families.

TDSB

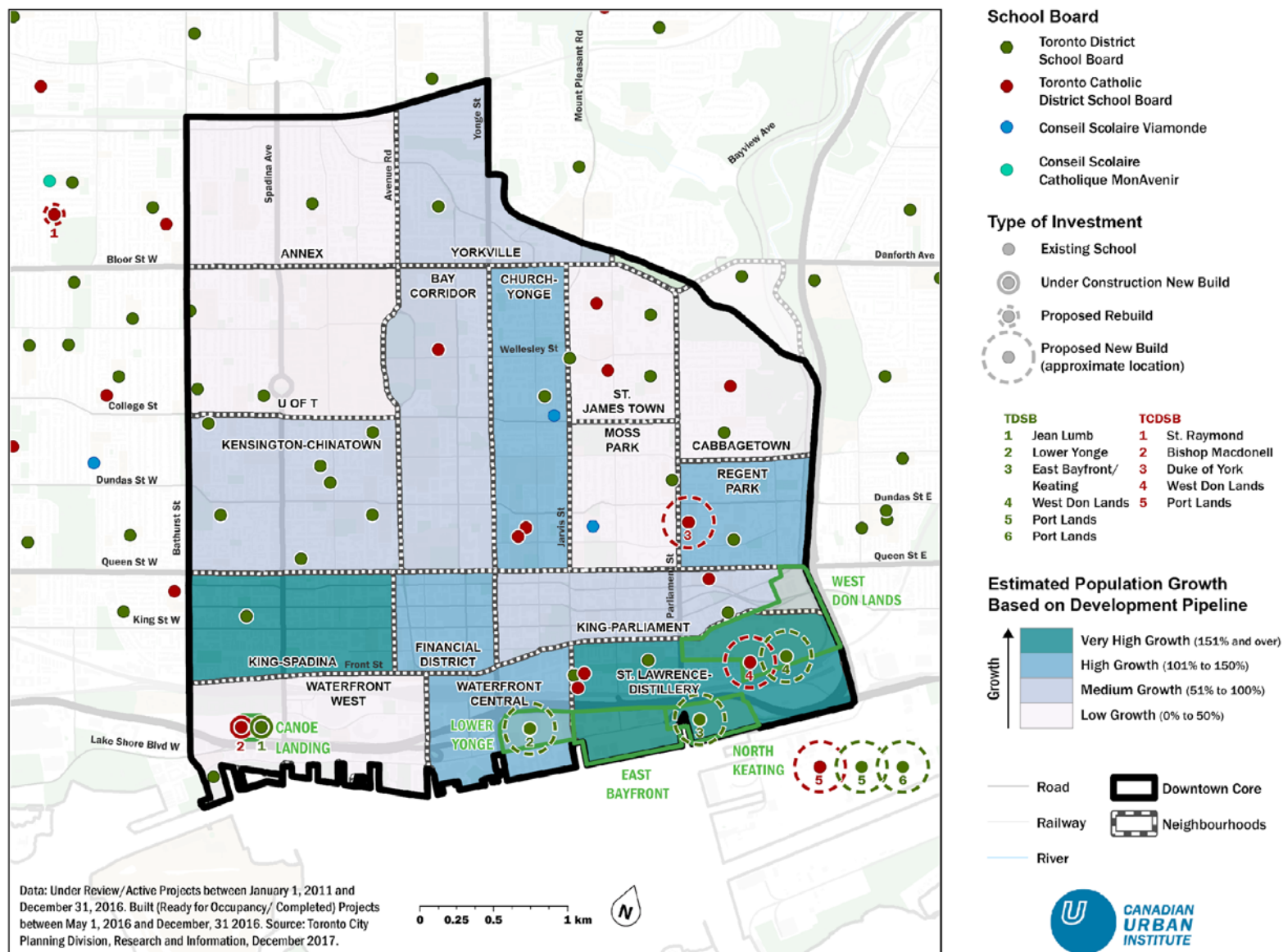
The main challenge for TDSB is that there is no sustainable funding source such as development levies to build new schools and/or to acquire sites to accommodate growth

pressures in Downtown. There is also a lack of funding to address classroom and program enhancements and to provide partnership opportunities for compatible users that may not have funds available. There are currently no funds to acquire new sites.

TDSB also has challenges related to small school sites and growing Downtown populations. School populations are growing and the usual solutions of portables, boundary changes, program changes, or building additions are not feasible in all locations. Issues include:

- The increasing scale of residential buildings creates challenges for existing Downtown schools, for example by shadowing outdoor play areas.
- Certain areas of Downtown, particularly the south-east part and Waterfront Central areas, have inadequate capacity at existing elementary school facilities to accommodate the number of students projected from new development applications.
- The small size of many Downtown school sites and facilities make it challenging to accommodate the number of students projected from the large volume of proposed residential units.
- In some high-density communities, the TDSB will require shared use of City-owned parkland to support the program and operational requirements of students.

MAP 1: LOCATION OF SCHOOLS & ESTIMATED POPULATION GROWTH DOWNTOWN



Due to traffic congestion, many parents perceive walking to be less safe and so they drive their children to school. Many factors contribute to congestion around schools. TDSB provides bus transportation to French Immersion schools. As French immersion catchment areas are large, this can result in a quite a few buses arriving before and after school. A lack of proper driveways and pick-up and drop-off areas for parents and private drivers contributes to the rush hour congestion. Parents get numerous parking tickets and an unsafe situation is created for all users of a street near the school. The TDSB feels that parking and site circulation challenges will worsen if expectations remain unchanged regarding auto-dependency. This in turn will negatively impact the quality of the public realm in dense neighbourhoods.

Getting permits to use TDSB spaces is cost-prohibitive for a number of local non-profit community agencies. All permits are currently charged on a cost-recovery basis to recoup the cost of rent and maintenance. In the past, permits to use TDSB space were free of charge or cost very little for certain user groups. There is a desire from local communities to access school sites, but schools find it challenging to offer services to the community while maintaining facilities and guaranteeing children's safety at the same time. Several schools in Downtown have suffered from vandalism, pet waste, and various security problems with homeless people using the sites for washrooms and shelter. As a result, some schools have placed limitations on community access to their greenspace after school hours.

1.3 Planning for Schools

Methodology & Data Used to Determine Growth Needs

TCDSB

TCDSB's Long-Term Accommodation and Program Plan (LTAPP) is a flexible 15-year road map projecting to 2030. It was recently approved in principle by the Board of Trustees. The Plan outlines the Board's facility direction (school openings/closures) for the next 15 years. Planning has also completed a French immersion program plan which will identify gaps in French immersion programming and recommend new locations for such programming.

The LTAPP incorporates annual updates to reflect changes in ministry policies, demographics and TCDSB priorities. **The LTAPP takes into consideration new and innovative programming options as well as Board-approved enrollment projections, long-range planning projections to 2030, and development pipeline data.** Downtown Plan growth forecasts are used in developing and confirming enrollment projections and long-term growth. All development applications from the City of Toronto are circulated to TCDSB, which also inform enrollment projections. The City shares development pipeline data with the TCDSB to allow them to develop their enrollment projections.

Long-range planning projections also consider other demographic influences ranging from internal city

migration patterns, Census trends, and individual school retention rates.¹

The LTAPP proposes two to three Pupil Accommodation Reviews (PARs) per year. A PAR is the process undertaken by the board to determine the future of a school or group of schools, and often leads to school consolidations and closures. PARs use current and projected enrollment rates.

Downtown schools are well subscribed with the exception of a few. Given a Ministry of Education directive to consolidate small or under enrolled schools, some of the TCDSB Downtown schools have already undergone or will undergo a PAR as outlined in the Board's LTAPP. For example, a PAR took place in 2015-16 involving St. Raymond and St. Bruno schools. The conclusion of the PAR was that after approval of a business case by the Ministry of Education, St. Bruno will be closed and consolidated with the St. Raymond school community when the school is rebuilt. St Raymond Elementary School, which is just outside the Downtown area boundary, received funding in 2016 to be rebuilt to accommodate students from both schools. Additionally, a PAR took place for St. Michael and St. Paul schools. The outcome of the PAR was that after approval of a business case by the Ministry of Education requesting a replacement school on the Duke of York site, St. Michael be consolidated with St. Paul until the new school on the Duke of

York site is built. Nevertheless, a decision was made to keep St. Paul and St. Michael as separate schools.

TDSB

The Long-Term Program & Accommodation Strategy (LTPAS) is the TDSB's road map for the future. It provides an approach to program and accommodation planning with a 10-year timeframe. The Strategy is reviewed annually to allow for responsiveness to growth, changing demographics and to ensure flexibility in a shifting environment. **Up-to-date enrollment forecasts are used to identify gaps including the need for additional school capacity across the city.**

Each year the system inventory (detailed system data such as operational, planning and program data for every school) is refreshed and the program and accommodation studies are reviewed and modified if needed. An Annual Planning Document is presented to the Board for approval of studies, including capital projects, to be done that year. When there is a need for more capacity, TDSB will accommodate by opening previously-closed schools, building new schools, adding additions on existing schools, adding portables at school sites, or changing boundaries to shift students to underutilized schools.²

As part of the annual update, the long-term enrollment projections are recalculated to reflect the most recent enrollments, Board decisions on program locations, boundaries

1

<https://www.tcdsb.org/Board/PlanningandFacilities/ConsultationsLTAPLTPP/Documents/LTAP2016ElementaryReport.pdf>

² <http://www.tdsb.on.ca/Portals/0/AboutUs/StrategyPlanning/t12016.pdf>

and grade ranges, and residential development activity. Staff also conduct a system-wide review of pupil accommodation needs. This analysis includes reviewing operating and closed school sites in all wards with trustee participation and input. The changes are then reflected in the next version of the Long-Term Program and Accommodation Strategy which is a 10-year rolling plan.³

TDSB produces school-by-school long-term elementary and secondary enrollment projections annually. The projections incorporate up-to-date demographic data, historical pupil retention rates, as well as residential development pipeline data. Consideration is given to the type and tenure of development to accurately predict development impacts on local school populations.

In order to effectively serve the growing population of Downtown neighbourhoods, the TDSB is working to develop creative funding solutions to construct new schools. The Board is pursuing innovative school models to address growth such as:

- Planning new urban school facility/satellite models within community hubs and/or private mixed-use developments.
- Establishing community partnerships to promote student achievement and benefit the local community while optimizing the use of public assets.
- Maintaining flexibility to retrofit, revitalize and/or expand existing facilities to accommodate enrollment growth,

program and/or demographic changes while promoting diverse uses and service integration.

The TDSB was an active advisory member of the City's *Growing Up: Planning for Children in New Vertical Communities* study, to explore and understand needs for families in vertical communities.

1.4 Planned Facilities to Support Growth

New Builds

Table 1 identifies 11 **new, rebuilt or proposed** school facilities to accommodate growth in Downtown; six are TDSB and five are TCDSB facilities.

- Canoe Landing: one new TDSB school and one new TCDSB school are under construction at Block 31 in City Place.
- Lower Yonge: potential for one new 450-student TDSB elementary school to be integrated in a mixed use building within the Lower Yonge Precinct. Possible strata purchase in podium (long-term lease not an option).
- East Bayfront/Keating: one TDSB school (in policy only) to accommodate elementary students projected in new developments in the area over the long-term.
- West Don Lands, post-Pan Am Canary District: one TCDSB and one TDSB elementary location is reserved (a two-acre site with an option agreement to purchase by

³ <http://www.tdsb.on.ca/Portals/0/AboutUs/StrategyPlanning/t12016.pdf>

2021). Boards are working with the province to acquire the property.

- Port Lands: two TDSB schools and one TCDSB school.
- TCDSB has requested one replacement school (new build) on the former Duke of York site and one rebuild at St. Raymond School.

1.5 Future Needs to Support Growth

- TCDSB has identified no major renovations in Downtown in the LTAPP.
- The provincial government has committed to fund \$11.2 million to rebuild St. Michael's Choir School to the size of 500 pupil places.
- The TCDSB does not have any schools in the study area west of University Avenue but has several locations just west of Bathurst with catchment area boundaries that extend into Downtown.
- TCDSB has gaps in West Don Lands and possibly Port Lands.
- TDSB has no elementary schools in the Bay Corridor neighbourhood and only two on the outskirts of Waterfront Central and Waterfront West neighbourhoods.
- TDSB has identified the following gaps:
 - small size of many of Downtown school sites is a challenge to accommodating the students projected from the large volume of new residential units.

- inadequate capacity at the existing local elementary schools east of Yonge and south of Bloor to accommodate future students based on the City's projected population growth estimates.
- need to conduct a review of Kensington CS, Ryerson CS, King Edward Jr. and Sr. PS and Lord Lansdowne Jr. and Sr. PS to address underutilization in the area east of Bathurst, south of Bloor.
- need for additional greenspace or investment in the revitalization of existing school yards and playfields (possible *Section 37* allocation).
- The French Catholic School Board does not have any schools in the Downtown study area. The school board has identified an opportunity to build a new French Catholic school in south Toronto which would better serve the Downtown population.

1.6 Partnerships & Co-location Opportunities

Schools should always be located near child care facilities where possible. This is important for working parents, and has the benefit of stabilizing school enrollments as a result of increased predictability for parents.

Both school boards have emphasized this as a good opportunity for partnerships and integrated multi-service approaches to address the increasing and changing needs of school communities in Downtown. **Similarly, underutilized schools can be used as child care hubs to service a number of nearby schools.**

Schools, especially those that are underutilized, have the potential to be used for a variety of community needs. City Council directed the City-School Boards Advisory Committee to examine the feasibility of using underutilized schools as community assets in its 2015-2016 work plan. However, schools find it challenging to offer services to the community while maintaining facilities and guaranteeing children's safety at the same time.

There is an opportunity to locate schools as part of mixed-use developments, such as in the podium of a new condo. Innovative urban school models could be incorporated as part of future mixed-use development and be designed for multi-purpose, multi-user space for the broader community to access beyond educational programming.

Ideally, child care, libraries and public health facilities should be located on school sites to provide a range of services at one location.

TCDSB

Aside from child care agencies operating in their facilities, the TCDSB has very few examples of co-location partnerships and generally prefers to operate in stand-alone locations.

However, a **recently approved partnership policy was developed with a renewed commitment to realize more partnership opportunities**, particularly with Parks Forestry & Recreation, Toronto Public Library and Toronto Children's Services.

The PAR process includes a provision to look for partners at TCDSB facilities that are recommended for future closure. An Educational Partnership Table established through the Phase One CS&F study work is the forum to discuss this matter. The City and stakeholders are also notified annually of space available for partnerships.

TDSB

TDSB values cooperative, collaborative, and compatible community partnerships. These partnerships benefit the Board, students and the community while optimizing the use of public assets owned by the Board. To ensure compatibility, potential partners and partnerships are vetted by central staff, the superintendent of education and school administration. School councils and/or student councils, as appropriate, are part of the consultation process that inform decision-making. The Board is required to make decisions about partnerships through the approval of partnership agreements in the form of leases.

TDSB undertakes an annual systematic review of all operating schools to identify a list of candidate sites that could be explored for community partnership opportunities. In Spring 2016, final approval of the candidate sites was made by the Board of Trustees as a component of the Boards Long-Term Program & Accommodation Strategy.

Within Downtown area the following sites were identified for potential community partnerships:

- Kensington Community School
- Lord Dufferin Jr. & Sr. PS

- Nelson Mandela Park PS
- Central Technical School
- Heydon Park Secondary School

Through the Education Partnership Table, TDSB has held ongoing discussions with City partner divisions (Parks, Forestry & Recreation, and Children's Services) to explore partnerships for the shared use of facilities and greenspaces.

Conseil Scolaire Viamonde (French School Board)

Conseil Scolaire Viamonde has received provincial funding in early 2018 to build a high new school to serve the eastern part of the City (Main/Danforth), just outside the Downtown study area (in the former Greenwood Public School). This new school may provide an opportunity to move students that currently attend College Francais located in Downtown (100 Carlton St.) to the new high school. There is potential to re-purpose this space for community services and facilities, such as a child care facility or community hub.

1.7 Service Targets

Enrollment projections and utilization rates are the basis for service triggers. Each board calculates enrollment projections in a different manner and has different utilization rate thresholds.

TCDSB

The TCDSB monitors development growth very closely and uses pipeline development to inform enrollment projections. The following criteria trigger TCDSB action:

- Target surplus capacity citywide of 4000 pupil places.

- 400-600 pupil place range—considered an ideal size for elementary schools.
- 800-1200 pupil place range—considered an ideal size for secondary schools.

TDSB

TDSB's approach to growth is to open previously-closed schools, build new schools, add additions on existing schools, add portables on school sites, and change boundaries to shift students to underutilized schools.

TDSB could explore using satellite space in private developments such as the base of a condo. A satellite school would be close to its main school and ideally would provide 5,000 sq. ft. (465 sq. m.) —3 or 4 classrooms (one classroom is 750 sq. ft. (70 sq. m)). These criteria trigger TDSB action:

- 400-600 pupil place range—considered an ideal size for elementary schools.
- 1000–1500 pupil places—considered an ideal size for secondary schools.
- A satellite school located close to its main school and ideally would provide minimum 5,000 sq. ft. (465 sq. m.)

TDSB will review and consider school satellite opportunities in developments where:

- The local school is presently operating in excess of its capacity and/or projected to exceed its capacity over the short-term.

- The local school is projected to remain over capacity for a minimum of three years.
- The local school is situated on a constrained site that may not allow for temporary accommodation measures such as portables.
- The local school is situated on a constrained site that may not provide opportunities for future expansion and/or replacement facilities.
- Alternative accommodation measures as outlined in the Board's Long-Term Program and Accommodation Strategy have been fully exhausted and/or are not applicable (i.e., neighbouring TDSB facilities are also operating at or above capacity).
- Development is within close proximity to an existing local school to facilitate the shared use of amenities and/or program supports such as gymnasium and library.
- Development demonstrates an opportunity for shared open space.

TABLE 1: SCHOOLS SECTOR: FACILITIES, OPPORTUNITIES & FUNDING SUMMARY

	Facility Name/ Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source *Provincial Capital Priorities Grant	Project Status	Est. Timing 2016- 2021	Est. Timing 2021- 2026	Est. Timing 2026- 2031	Est. Timing 2031+
Map #	TDSB									
1	Jean Lumb <i>Elementary school</i>	New (co-location with TCDSB Bishop Macdonell)	\$67M (shared)	Allocated	Area Specific Development Levy	Under construction	x			
2	Lower Yonge <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
3	East Bayfront/Keating <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
4	West Don Lands <i>Elementary school</i>	New	TBD	No funds allocated	PCPG					
5	Port Lands	New	TBD	No funds allocated	TBD			x	x	
6	Port Lands	New	TBD	No funds allocated	TBD			x	x	
Map #	TCDSB									
1	St. Raymond (subject to name review) <i>Elementary school</i>	Rebuild to accommodate size of 500 pupil places		\$11.2 million	Province	Design stage	x			

	Facility Name/ Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source *Provincial Capital Priorities Grant	Project Status	Est. Timing 2016- 2021	Est. Timing 2021- 2026	Est. Timing 2026- 2031	Est. Timing 2031+
2	Bishop Macdonell <i>Elementary school</i>	New (co-location with TDSB Jean Lumb)	\$67M (shared)	Allocated	DC	Under construction	x			
3	Former Duke of York Site (Purchased from TDSB) <i>Elementary school</i>	New	\$14M	Need to re-apply for Ministry funding. Business case not successful.	Purchased with DCs	Awaiting funding		x		
4	West Don Lands <i>Elementary school</i>	New	Unknown		DC	No site currently acquired				x
5	Port Lands <i>Elementary school</i>	New	Unknown		DC	No site currently acquired				x

2 CHILDREN'S SERVICES SECTOR

2.1 Overview of the Sector

Child care plays an important role in Downtown and is an integral part of the community services and facilities system.

It serves a number of purposes: it allows parents to work or pursue education or training opportunities; it supports and in some cases stabilizes school populations; it allows for new immigrant families to become more integrated into their communities; and it connects families to other supports and services.

Downtown is unique in that it has the highest concentration of both purpose-built work place child care facilities as well as neighbourhood-based centres that serve a large working population.

Toronto Children's Services (TCS) is the service system manager responsible for the planning, management and provision of a range of early years and child care programs including: licensed child care (home and centre-based); fee subsidy for families; operating grants for child care providers; Child & Family Programs; supports for children with special needs and licensed before and after school care.

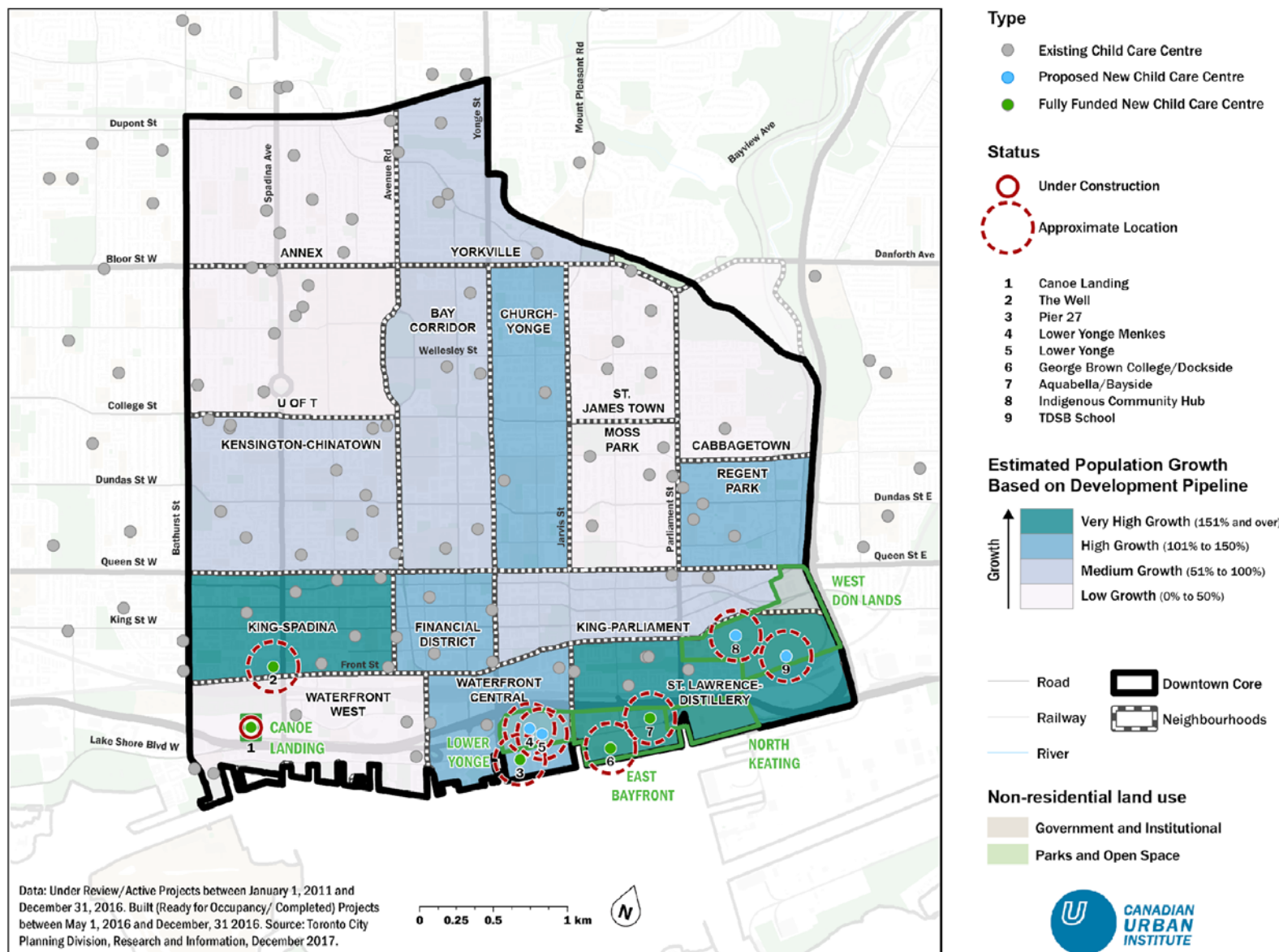
It is a priority of City Council to grow the licensed child care system. One of TCS's core objectives is to increase access to high-quality licensed child care by growing the number of licensed child care spaces and improving affordability.

There is also a significant unlicensed (informal) child care sector in Toronto. Unlicensed care is not regulated and is not required to meet provincial or municipal standards.

In the City of Toronto, licensed child care for children up to age 12 including infants, toddlers, and preschoolers is provided through centre-based care or by a home child care provider who has a contract with a licensed home child care agency. Home child care provides licensed child care in approved private homes across Toronto. In Downtown, these homes are contracted through three licensed home child care agencies. Families may choose home-based care for a number of reasons, but it is particularly vital for families with parents or caregivers who work shifts, part-time or irregular hours, as home providers may have more flexibility to adapt to families' schedules.⁴

⁴ City of Toronto, Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 38.

MAP 2: LOCATION OF CHILD CARE FACILITIES & ESTIMATED POPULATION GROWTH DOWNTOWN



There are 5,907 child care spaces in Downtown. There are 83 child care centres, three home child care agencies providing service in 21 homes, and 36 Child & Family Programs. Of the 83 child care centres, 61 provide subsidized child care spaces. According to the 2016 Census of Canada, there are approximately 8,000 children aged 0-4 years and 17,000 children aged 0-14 years living in Downtown.

Map 2 shows the location of child care facilities in Downtown and adjacent neighbourhoods, as well as the estimated population growth by neighbourhood.

2.2 Key Sector Messages

The major challenge ahead for Children's Services is ensuring that the child care system can accommodate the residential and office growth in Downtown and continue to meet the area's needs.

On September 12, 2016, the provincial government committed to creating 100,000 new child care spaces over five years for children up to four years old across the Province. Based on historical shares of Provincial investments, this could result in approximately 30,000 new spaces for children aged 0-4 years in Toronto.⁵

In addition, on June 16, 2017, the federal and provincial governments reached a three-year bilateral agreement that will contribute \$435 million towards increasing the accessibility and

affordability of licensed child care and early learning in Ontario. In order to meet the goals of this investment, Children's Services is working with community partners including child care operators, school boards and other City divisions, to increase the number of licensed spaces available through capital development.

The lack of physical space, limited capital resources and the high cost of land limit TCS's ability to increase licensed child care capacity Downtown. Capital projects can be long-term and slow to address the immediate service needs. As building stand-alone child care facilities is costly, partnerships are preferred to help defray some of the capital costs.

Although child care facilities are now being secured for 99 years through *Section 37* agreements, ensuring the long-term security of non-profit licensed child care facilities obtained through previous *Section 37* agreements remains a challenge. As child care space is very expensive to build, difficult to locate and needs to be customized and specialized, opportunities to integrate custom-built child care space into new developments through partnerships and *Section 37* funds need to be prioritized.

Subsidy waitlists indicate that there are not enough subsidies available for Downtown. As of March 7, 2018, there were 758 children on the waitlist for fee subsidy in the three

⁵ Toronto's Licensed Child Care Growth Strategy For children under 4, 2017-2026, April 2017 Appendix A, pg.1

Downtown wards, with the majority of children (67%) waiting for an infant space.

2.3 Planning for Child Care

Methodology & Data Used to Determine Growth Needs

Toronto's Licensed Child Care Growth Strategy (2017-2026)⁶ is the key strategic framework for the delivery of new licensed child care spaces. Its vision to serve 50% of children aged 0-4 years by 2026 will be achieved through a phased approach which includes growing the number of licensed child care spaces, improving affordability for families through lower public fees, increasing the number of fee subsidies (40% to 50% subsidy to space ratio), and supporting operators through workforce development and operating grants.⁷

TCS Service Plan (2015 – 2019) guides the planning and delivery of services for children and families in Toronto. TCS develops an annual work plan with specific deliverables, targets, and timelines that move towards a set of five-year objectives. These plans will be made available to the public each year. The 2015-2019 plan includes a **Capital Strategy** which outlines the priorities for capital expansion to ensure there is minimally enough licensed capacity to serve children in receipt of a fee subsidy.

The updated Capital Strategy will use the provincial and federal funding allocations to expand licensed child care to serve 50% of children aged 0-4 years by 2026. This will provide additional child care capacity through the expansion and construction of new programs in the community.

Newly announced provincial funding to expand licensed child care and Child & Family Centres will provide additional capacity through additions and renovations to existing and new school and community sites. TCS will work with the school boards and community operators to assess and recommend appropriate locations.

The **Child Care Development Guide** is a reference/guideline for developers entering into *Section 37* and other agreements with the City of Toronto. It is meant to be used by City Planning and other staff to customize agreements; to define parameters for future lease agreements as well as to identify desirable security of tenure with developers that are considering child care spaces within their projects.⁸

TCS relies on **Section 37** funding to increase licensed capacity in those areas of the city that benefit from significant development. The child care sector has benefitted greatly over the years from this type of funding. TCS recognizes that there is an overall system shortage of spaces throughout the city, and continues to encourage growth through *Section 37* funding. By

⁶ Accessed at <http://www.toronto.ca/legdocs/mmis/2017/cd/bgrd/backgroundfile-102626.pdf>

⁷ When measured against the 50% mark Downtown city neighbourhoods range from as low as 5% of space available for population to as high as 168%

⁸ Child Care Development Guideline, Toronto Children's Services, September 2016

taking advantage of these opportunities in high-development areas of the city, other capital resources can be strategically placed in those areas identified as highest need.

2.4 Planned Facilities to Support Growth

As of 2017, there are **seven new child care centres planned for Downtown**. They are to be located in the Railway Lands/Block 31, the Well development site, two in the Lower Yonge Precinct, two in East Bayfront, and one in the West Don Lands. An additional two potential child care facilities in Lower Yonge and the West Don Lands are under discussion. Combined, these will produce 522 new licensed child care spaces for infants, toddlers and preschoolers. Table 2 identifies the planned and proposed child care facilities.

Development charges will account for approximately 50% of the capital funding with the remaining 50% financed through debt funding, the Child Care Capital Reserve fund, *Section 37* and provincial investment. In addition, TCS partners with other City divisions and community stakeholders to leverage funding where possible.

Child Care Facility Model

It is assumed that some of the spaces to be created over the next 10 years will be through new developments, and some will be created through retrofitting existing buildings to be able to accommodate licensed child care programs.

The preferred child care facility model recommended by TCS is a 62-space centre to accommodate one infant room, two toddler rooms, two preschool rooms, and all common areas. This model

has been shown to be operationally efficient. However, it should be noted that costing for such a facility model may vary considerably depending on the building type being proposed (i.e. within first and second storeys of a condominium podium or integrated within a public facility such as a school or community recreation centre). This does not include the cost of land acquisition. When developing a child care facility as part of the development review process, it is critical that TCS are involved at the early stage of the process to determine the appropriate location, size and design considerations as part of the ongoing planning approval discussions with City Planning and the developer.

2.5 Partnerships & Co-location

Child care space is very expensive to build, difficult to locate and needs to be customized and specialized. To help address the issue of a lack of physical space to develop in Toronto and to reduce the cost of development, TCS **staff actively pursue partnerships with other City divisions and partners who are planning expansions or capital developments**. For example, opportunities in new service hubs and partnerships with school boards and Toronto Community Housing (TCH) are regularly explored.

There is an opportunity to continue to pursue partnerships with other City divisions, school boards, TCH and other partners on planning capital developments to explore the hub model of providing access to a suite of services in schools. There is also an opportunity to integrate custom-built child care space into

new developments through partnerships and the use of *Section 37* funds.

2.6 Service Trigger

It is estimated that an additional 3,713 child care spaces (approximately 60 child care facilities based on a 62-space model) will be required in Downtown, in addition to those already planned for in Table 2, to meet potential demand. This demand is based on: Council approved Child Care Growth Strategy target of providing licensed child care spaces to 50% of children aged 0-4 years, and the estimated proportion of children aged 0-4 years associated with the population increment in Downtown to 2041. Note that this estimate only reflects population growth and does not incorporate estimated demand that may result from employment growth.

2.7 Monitoring & Review

The **Capital Strategy**⁹ quantifies the demand for child care and the availability of licensed child care spaces. It identifies the tools and resources available to TCS to meet the demand. When the Capital Strategy is updated the focus will be to

address affordability and to increase access to licensed child care for children aged 0-4 years to 50%.

The **Growth Strategy** and the **Capital Strategy** align with Downtown Plan in the following ways and should be reviewed each year in the fall (September/October):

- Exploring opportunities to increase licensed child care capacity within existing assets (e.g., expand the size/capacity of current programs).
- Integrating new child care as part of larger development projects through *Section 37*.
- Working with City partners to identify opportunities for shared use.
- Purchasing land to develop child care where partnerships are not available.
- Investing in the non-profit and public sectors.

Spaces will be reviewed annually in September to align with the timing of the City's budget process.

⁹ Accessed at
https://www.toronto.ca/wp-content/uploads/2017/11/91bd-childcare_forum_material_3A.pdf

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

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

3 LIBRARY SECTOR

3.1 Overview of the Library Sector

The Toronto Public Library Board is established under the *Public Libraries Act* of Ontario to **provide a comprehensive and efficient public library service that reflects the community's unique needs**. The libraries in Downtown and adjacent areas play a critical role in providing programs, services and space for those who live in and visit the core. Toronto Public Library branches are hubs that bring residents together to access library materials, use computers and technology, to study, to attend programs, and to engage with other members of their community. Branches provide seating and meeting room space for individual and group study, relaxed reading, library programs and community events.

Libraries function as "urban living rooms" for everyone in the community. Informal gathering spaces are becoming increasingly important as private residential spaces become smaller, especially in Downtown. Library cards are free to those who live, work, attend school, or own property in Toronto.

Branches offer the opportunity to preserve and repurpose the city's iconic architecture as welcoming and well-used public space while providing residents with a unique opportunity to experience Toronto's rich and layered history through indigenized spaces. Libraries are safe and welcoming hubs that provide resources for learning, culture, health, leisure, entertainment and work. Branches connect people to collections, resources, and other members of the community;

strengthen community identity; provide a safe and welcoming location for community services; and encourage collaboration among residents.

Downtown is served by 14 libraries comprising 12 neighbourhood branches, one district branch and the Toronto Reference Library which serves the whole city and attracts visitors from outside Toronto. Two of the neighbourhood branches (Riverdale and Queen Saulters) are located outside the Downtown Plan boundaries and provide services to the area. Eight libraries in Downtown are stand-alone facilities. The other four libraries co-locate with other facilities. Using Toronto Public Library's (TPL) Service Delivery Model criteria of a 1.6-km service delivery area for Neighbourhood Branches, the entire Downtown is served by a library and many Downtown areas are within walking distance of more than one branch.

Libraries in Downtown are very well-used with over 1.8 million annual visits (not including Toronto Reference Library), a total circulation of over 2.8 million with over 2,700 programs offered and over 57,000 participants at the 11 neighbourhood and district branches located in Downtown. The branches are well-distributed across Downtown.

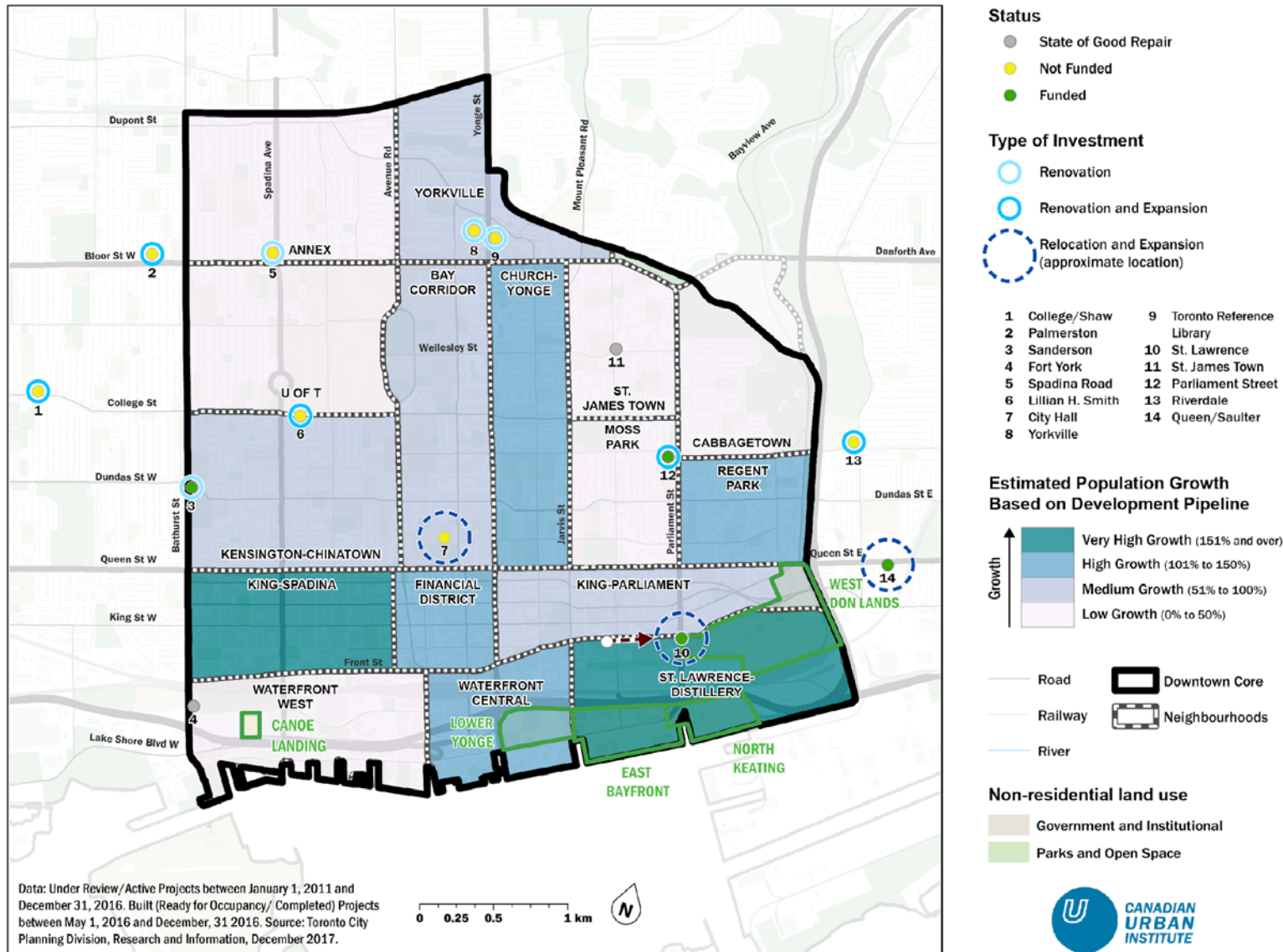
TPL's vision for service in Downtown core aligns with and supports Downtown Plan's vision of a liveable, connected, prosperous and resilient heart of Toronto where Torontonians of all ages, incomes and abilities can live, work learn and play and

where residents feel connected to each other and the city beyond.

The growing population and increasingly diverse user groups Downtown mean that TPL is taking a proactive approach and considering new or reconfigured programs and services and enhanced, renewed, or rebuilt facilities.

Map 3 shows the location of TPL facilities in Downtown and adjacent neighbourhoods, as well as the estimated population growth by neighbourhood.

MAP 3: LOCATION OF LIBRARY FACILITIES & ESTIMATED POPULATION GROWTH DOWNTOWN



3.2 Key Sector Messages

In-person visits are growing along with demand for new online services such as e-books.

Libraries serve the whole spectrum of Downtown population as well as those who come from outside Downtown to use library services. Downtown users vary by branch and include local residents, workers, students, small business owners, street-involved people, and clients of the shelter system.

- Library staff have observed increased use by families with children living Downtown, international students, professionals, and seniors using technology.
- Librarians describe frequent use of Downtown branches by transient populations who use emergency and longer stay shelters. They use libraries during the day when the shelters close, or when there are extreme weather conditions. They use library resources and services including computers, collections, information services, and seating areas.
- Librarians also indicate that students from the University of Toronto, George Brown, OCAD University and Ryerson University use Downtown libraries primarily for individual and group study spaces, free internet, and circulating materials. International students often frequent the Toronto Reference Library.

- Library staff note that small business owners who require work/desk space and computer access are a growing user group of the libraries in Downtown.

Seven neighbourhood branches in or adjacent to the study area are less than 10,000 sq. ft. (929 sq. m.), indicating that they are or will be operating at capacity in the near term as populations continue to grow. These branches are:

- City Hall – 5,074 sq. ft. (471 sq. m.)
- College-Shaw - 7,664 sq. ft. (712 sq. m.)
- Palmerston - 8,493 sq. ft. (789 sq. m.)
- Spadina Road – 3,952 sq. ft. (367 sq. m.)
- St. James Town – 7,800 sq. ft. (725 sq. m.)
- St. Lawrence – 4,833 sq. ft. (449 sq. m.)
- Yorkville - 9,053 sq. ft. (841 sq. m.)

Expansion of these branches could be considered to accommodate the growing populations in these areas.

In a dense Downtown where families are raising children in vertical communities **there is an increased need for public space for work, study, collaboration and play**. Public libraries require a larger, accessible physical footprint to accommodate a wide variety of users of all ages and backgrounds. **Changing patterns of school, work and leisure** also necessitate longer open hours including evenings and weekends as standard service options.

There is a state-of-good-repair backlog for branches and a need to improve technological infrastructure when building and expanding existing facilities.

3.3 Planning for Libraries

Methodology & Data Used to Determine Growth Needs

Facilities Master Plan

TPL is developing a city-wide Facilities Master Plan (FMP) to assess the current 100-branch infrastructure, identify issues/gaps and develop a long-term capital plan to address infrastructure and accommodate growth within the city. The FMP is targeted for completion in 2018.

The FMP will prioritize investment in the development, maintenance and repair of existing library facilities and make recommendations on expansion and relocation according to the research findings. It will enable strategic investment decisions including sustainability and accessibility considerations, and will help fulfill the TPL's 2016-2019 Strategic Plan goals. The FMP will suggest medium and short-term priorities for capital investment (2018-2027) and consider longer-term investment that aligns with known planning processes that extend to 2037. It will also include a roadmap for investment based on equitable access to library services, community needs and requirements, and the library system's capacity to meet these requirements.

The FMP will facilitate decision making for the 10-year Capital Plan including both building and information technology infrastructure. It will also be used to provide input to the real

estate strategy being developed by the City's new real estate agency, CreateTO.

Changes may result from the FMP's review of existing library assets, utilization rates and conditions, in particular the undersized branches that may have potential for renewal or expansion.

TPL Board is not in favour of opening new branches, but is open to expanding within an existing footprint. However, 100 branches may not be enough. This approach may also change based on the population projections identified in the Downtown Plan.

Service Delivery Model

TPL's Service Delivery Model is the key planning framework to ensure equitable access to library services through four tiers of service that are sized to respond to citywide, district and local neighbourhood needs efficiently.

Four tiers of service

- Tier 1: Neighbourhood branches (81) and bookmobiles (2) 10,000 to 20,000 sq. ft. (929 to 1,858 sq. m.)
- Tier 2: District branches (17), 25,000 sq. ft. (2,323 sq.m.)
- Tier 3: Research and reference (2), 150,000 sq. ft. (13,935 sq. m.); citywide
- Tier 4: Online and digital

Proximity

- Neighbourhood: minimum 25,000 people within 1.6 km

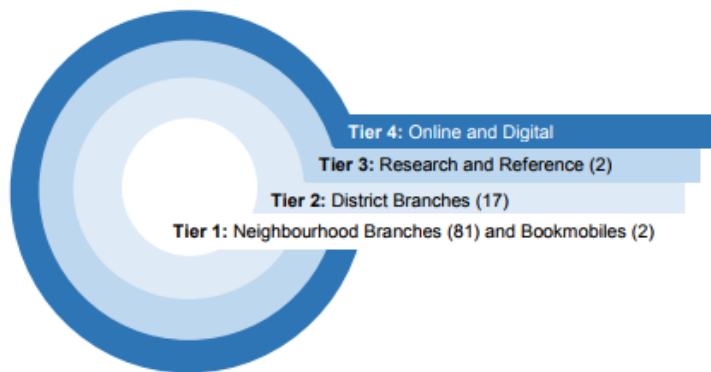
- District: minimum 100,000 people within 2.5 km

Population growth

- Calculated every five years by Census.
- There is no population threshold that triggers a new library or expansion.

The Service Delivery Model was changed in 2017 to adjust branch sizes to accommodate population growth and intensification Downtown:

- If 25,000 people live within a 1.6 km radius of a library, the service standard now allows a facility sized between 10,000 and 20,000 sq. ft. (929 sq. m. to 1858 sq. m.)
- If 100,000 people live within a 2.5 km radius of a library, the service standard calls for a facility sized at 25,000 sq. ft. (2,323 sq. m.)
- Research and reference libraries serve a citywide function and are sized at 150,000 sq. ft. (13,935 sq. m.)



Currently, the service delivery model does not reflect employment population. TPL should consider employment growth projections as part of the Facilities Master Plan. Due to intensification and current and projected population growth in Downtown, the Facilities Master Plan may also consider a different service delivery model and standards for Downtown.

The growth projected by the Downtown Plan was incorporated into TPL service and capital planning in 2017. This has had a number of implications:

- TPL current facilities infrastructure is not adequate to address the changing nature of library service and the increasing population density Downtown.
- Rapid growth in Downtown is accelerating the need to expand and refresh existing facilities and build new branches to respond to growth.
- Based on projected development growth, Downtown branches are undersized (e.g., the Fort York branch is already too small for the population).
- The optimum branch sizes identified in TPL's Service Delivery Model will be reviewed and possibly increased to meet demand in high-density areas.
- TPL's approach of using its state-of-good-repair (SOGR) budget and a 'make do' approach—adjusting hours, shrinking staff space, partnering with other agencies—in order to keep pace with population growth will have to change.

- The state-of-good-repair approach is not going to meet the growing need in Downtown. TPL is only allowed to apply *Section 37* money to new or expanded services. It can not be applied to address state-of-good-repair issues, such as a roof leaking, accessibility issues, etc.

Capital Budget and Plan Preview Report

This report describes the 10-year Capital Budget and Plan and provides details on sources of funds and status (timeline) of capital by geography.

Strategic Plan

TPL's Strategic Plan provides a framework for increasing services in existing facilities including enhanced technology access and open hours. It informs priorities for service delivery within its 100-branch infrastructure.

3.4 Planned Facilities to Support Growth

Parliament Street – Renovation or Relocation & Expansion

A major capital renovation project for the Parliament Street library is planned to begin in 2018. The 2018-2027 capital budget process will examine the funding envelope and determine if the approved project will need to be increased due to demand from population growth and nearby intensification through the revitalization of Regent Park.

Consideration will be given to a possible relocation and construction of a new 20,000 to 25,000 sq. ft. (1,858 to 2,323 sq. m.) branch to replace the existing building. Any expansion to the capital project will require additional funding that will be beyond the library's current established City debt target.

Sanderson Branch – Renovation or Redevelopment

A major capital project for Sanderson Branch is planned. CreateTO is undertaking a Feasibility Study to develop a functional building program, conceptual plans, and high level costing for a new Scadding Court CC, Sanderson Library, PFR pool/facility and other community service uses through a consultation process. This project will be either a renovation of the existing 12,702 sq. ft. (1,180 sq. m.) facility or a reconstruction and redevelopment of this facility to a 15,000 sq. ft. (1,394 sq. m.) neighbourhood branch as part of a redevelopment of the existing site. The approved project for Sanderson does not address population growth as identified in Downtown Plan. The 2018-2027 capital budget process will examine the funding envelope to determine if the approved project will need to be increased due to the demand that population growth and intensification will place on this facility. An expansion to the capital project will be considered and additional funding may be required that will be beyond the current established City debt target.

St. Lawrence Branch – Relocation and Expansion

The relocation project for St. Lawrence Branch is in its planning phase. The project is for a design and construction of a 25,000 sq. ft. (2,323 sq. m.) district branch on City-owned lands at the south west corner of Parliament and Front Streets as a replacement for the St. Lawrence branch. Library services such as computer learning centre, Digital Innovation Hub, an Early Literacy Centre for Children, along with a Middle Childhood Discovery Centre would be included in the project. A larger collection, additional individual and group study space, a large

flexible programming space will be important service enhancements to serve this community.

CreateTO is undertaking a two-phase plan to develop a heritage interpretation plan (started in 2017) and a site master plan (2019).

The cost to acquire City-owned land and to remediate the soil at the First Parliament site has not been budgeted and will need to be addressed before construction. At its meeting on July 28, 2014, the Toronto Public Library Board Budget Committee recommended that no further debt funding over and above what has already been committed be made available for the First Parliament site without explicit Board approval, and that this be communicated to the City of Toronto.

Future Opportunities

As part of the 2019–2028 Capital Budget process, TPL will be developing business cases for projects at the Toronto Reference Library, Lillian H Smith, and City Hall branches that are beyond the current established City debt-funding targets.

City Council at its January 31, 2018 meeting directed City staff to further develop a design and plans for Old City Hall that include a Toronto Public Library Branch. This could provide TPL with an opportunity to relocate and expand the existing 5,000 sq. ft. (465 sq. m.) City Hall branch to a 25,000 sq. ft. (2,323 sq. m.) space in Old City Hall, providing for additional space and expanded programs and services. Table 3 identifies the planned and proposed library facilities.

3.5 Service Targets

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

3.6 Partnerships and Co-location Opportunities

Joint-Use Facilities Policy

TPL's Joint-Use Facilities Policy establishes criteria for successful partnerships allowing the library to leverage opportunities for joint-use facilities. Requirements for joint facilities and joint-use facilities include promoting greater community connections and interactions, convenience for users, and improved access for vertical communities. Partnerships exist to maximize resources and to deliver programs and services effectively. Some types of partnerships include shared use of event equipment, use of library space to offer programs and services, hold events or conduct meetings, and funding for programs.

Maximize Use of Existing Resources

TPL will work with City division partners through their Facilities Master Plan Study work to identify and advance priority projects that respond to growth and change, including opportunities at the Sanderson and City Hall Branches.

3.7 Monitoring and Review

TPL and City Planning agree to meet once a year to review the draft capital budget and to update the facilities chart. The end of

October/late fall is a good time for this; when TPL's capital budget has been developed, but hasn't yet been approved by the Board.

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

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

Map #	Facility Name/ Class/	Type of Investment *State of Good Repair (SOGR)	Funding Source (in 2018) Debt	Funding Source (in 2018) Dev. Charges	Funding Source (in 2018) Section 37	Funding Source (in 2018) Total	Project Status	Est. Timing 2016-2021	Est. Timing 2021-2026	Est. Timing 2026-2031
7	City Hall Neighbourhood Branch	Relocation and expansion	\$4.121 M	\$7.705 M		\$11.826 M	Beyond established City debt target. Requested as part of the 2018 – 2027 capital budget. Not approved.		x	
8	Yorkville Neighbourhood Branch	Renovation	\$8.276 M	\$0.818 M		\$9.094 M	No planning completed / no budget requested			
9	Toronto Reference Library City-wide Branch	Renovation, SOGR	\$19.645 M	1.942 M		\$21.587 M	Beyond established City debt target. Requested in 2018. Not approved.	x		
10	St. Lawrence-Parliament District Branch	Relocation / expansion /New Build to address growth	\$5.097 M	\$16.879 M		\$ 21.976 M	\$21.976 M approved as part of the 2018 – 2027 Capital Plan		x	
11	St. James Town Neighbourhood Branch	SOGR	\$0.100 M			\$0.100 M	Part of 2018 multi-branch budget request	x		

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

4 COMMUNITY RECREATION SECTOR

4.1 Overview of the Sector

The Value of Recreation

Recreation is integral to quality of life in Toronto. Participation in recreation keeps people active, healthy, and connected to their communities; and has benefits for both physical and mental health. It promotes personal development, trains future leaders, builds social connections within neighbourhoods, and plays a key role in maintaining healthy, strong, and vibrant communities. Strong communities, in turn, inspire Torontonians to invest their time and energy in their city.

Recreation facilities and the services they provide play a role in place-making, inclusion, culture and local history, and many services contribute to environmental stewardship and sustainability, economic vitality, public health, poverty reduction and other pressing issues faced by the City of Toronto. New and renewed parks and recreation facilities, for example the award-winning Regent Park Aquatic Centre, also provide opportunities to engage institutions and partners in city-building and contribute to the revitalization of surrounding neighbourhoods.

The Role of the City & Other Providers

The provision of recreation programs and services in Downtown is achieved through an interconnected system of City and community-based facilities. Downtown is home to 10 City facilities operated by Parks, Forestry and Recreation (four community recreation centres, five indoor pools, one outdoor pool), four AOCCs (Association of Community Centres), four

Toronto Neighbourhood Centres (TNCs), and two YMCA locations. A variety of private recreation providers also operate in Downtown. Each type of provider operates differently—some serve specific user groups, apply a membership model or offer niche services.

Collectively they provide a wide range of recreation programs, services, and facilities to residents and workers.

Parks, Forestry and Recreation's (PFR) role within this landscape of providers is to provide recreation facilities and services that are available and accessible to all residents, and to provide public spaces that encourage communities to come together for celebration, learning and local action.

PFR offers a range of community recreation programs and services, the majority of which are delivered through community recreation centres. Community recreation centres provide a common set of learning and recreation experiences that are open to all, such as swimming lessons and age-specific activities. The facilities function as community hubs where people of all ages and abilities gather to share interests, exchange ideas, experience diversity, and build the attachments that create a sense of belonging and contribute to complete communities. PFR also facilitates access to space within its facilities from which diverse organizations deliver social, cultural, recreational, and education programs and services to the community.

As Downtown's population grows, recreational needs evolve, and space for recreation facilities becomes more limited, the City continues to explore a variety of facility provision options including new and enhanced partnerships with other facility and service providers.

Planning for Parks, Forestry and Recreation Facilities and Services

In 2017, PFR developed the Parks and Recreation Facilities Master Plan 2019–2038 (FMP). This plan forms the basis of the recreation sector facility priorities for the City's community recreation centres, indoor swimming pools, gymnasiums and program space.

The FMP is informed by Toronto's growing and changing population and the ongoing high demand for parks and recreation programs and services. It commits to building new facilities and renewing PFR's current assets to meet demand, and making the most of existing facilities while finding new and creative ways to provide services including partnerships with other divisions, institutions and developers. This 20-year plan will be reviewed and updated every five years, based on progress, updated service planning priorities, demographic data, and emerging needs.

The FMP is an update to the 2004 Recreation Facilities Report. It is part of a broader divisional planning framework that includes PFR's service plans as well as multiple strategic and policy initiatives such as the Sport Plan, Skateboarding Strategy, and Tennis Strategy. Facility requirements in the FMP were identified within the context of the service priorities set out in

these plans and reports, particularly the Recreation Service Plan which sets strategic directions for planning and delivering recreation services, provides a framework for decision-making and management of City recreation programs and services, and emphasizes sector partnerships to ensure coordinated planning, reduce duplication, and maximize access to recreation.

Downtown - A Focus on Growth-Related Infrastructure Needs

The growth that is anticipated Downtown puts greater pressure on existing facilities, increases the demand for recreation spaces, and will result in additional facility needs. Growth-related investment in City recreation facilities will include the expansion and renewal of existing facilities as well as the development of new facilities.

Much of the growth in Downtown is in the form of high-density and high-rise development. This provides opportunities for recreational facilities in condominium/rental residential developments and working with developers on providing recreational amenities. However, it also means that land will become more expensive and less available, creating challenges for acquiring land for parks and recreation purposes.

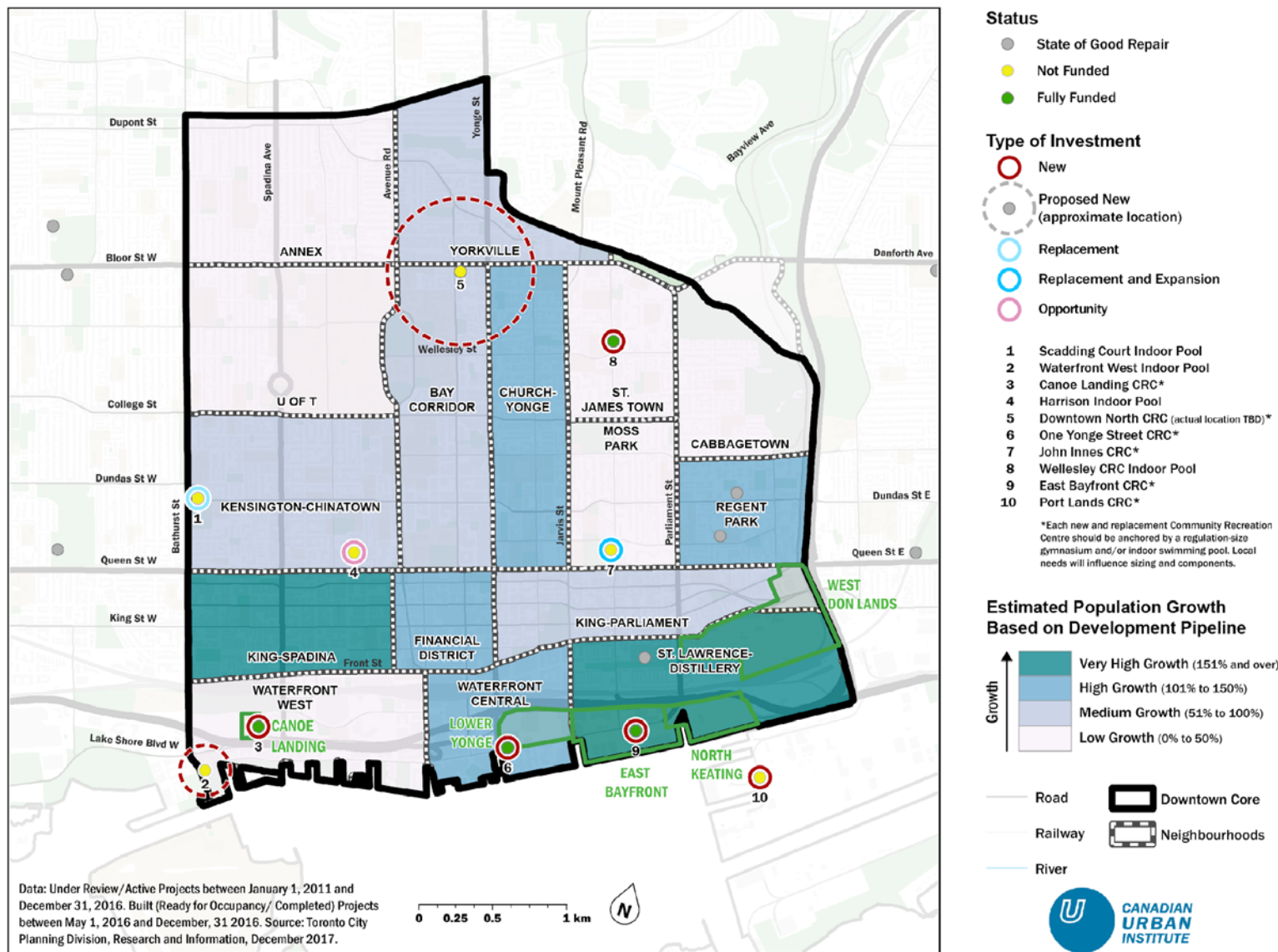
Intensification and rising land values require different models of infrastructure provision. The City is increasingly working with landowners to implement innovative models of community recreation centre design and delivery within condominium podiums, for example at the One Yonge Street development.

The FMP makes facility recommendations based on current growth estimates and demographic data. PFR will continue to monitor Census and other available data, as well as the

availability of non-municipal recreation providers over time, to assess demand for additional recreation facilities and services, and will update its facility and service planning based on existing planning cycles. The FMP is a 20-year plan that will be reviewed and updated every five years.

Map 4 shows the location of community recreation facilities in Downtown and adjacent neighbourhoods, as well as the estimated population growth by neighbourhood.

MAP 4: LOCATION OF COMMUNITY RECREATION FACILITIES & ESTIMATED POPULATION GROWTH DOWNTOWN



4.2 Key Sector Messages

Responding to a Changing City

Toronto is growing and changing at a rapid pace, with an estimated 450,000 additional residents projected over the next 20 years.¹⁰ Forty percent of proposed residential development is currently located Downtown, largely in high-rise condominiums.¹¹ Intensification and rising land values require different thinking about infrastructure provision, such as maximizing current assets and new forms of development and partnerships.

An ever-changing population requires flexible and multi-purpose facilities that can adapt to meet residents' needs over time. Planning for recreation facilities and services in Toronto must consider a range of socio-demographic factors, including those described below.

The number of youth aged 15-19 years in Toronto as a whole has decreased since 2001, as has the proportion of youth within the city's total population.¹² While youth population has increased in Downtown, Downtown neighbourhoods still have a significantly lower proportion of youth than areas further from

the city centre. Youth facility needs include traditional facilities with structured programming such as gymnasiums and pools, and progressive spaces that let them create their own activities such as youth drop-in spaces and skate parks.

Census data show significant growth in the number of seniors in Toronto since 2001, and the proportion of seniors in the city is expected to increase steadily in the coming decades.¹³ Seniors live in all areas of the city and are largely concentrated outside of Downtown neighbourhoods. Seniors have more leisure time than other residents but face barriers to participation associated with health, mobility, and finances. Their facility needs include accessible local multi-purpose spaces and hubs, warm water pools, and seniors' spaces within community recreation centres.

A long-term trend of income polarization across Toronto is characterized by a concentration of income into wealthy neighbourhoods, many in the centre of the city, and growth of disadvantaged neighbourhoods in other areas^{14,15}. This leaves fewer residents with disposable income and time for participating in recreation, highlighting the importance of affordable and accessible facilities and services.

¹⁰ Hemson Consulting. Greater Golden Horseshoe Growth Forecasts to 2041. November 2012.

¹¹ City of Toronto. Report for Action EX21.7. TOcore: Planning Downtown - Legislative Tools to Support Growth. January 4, 2017

¹² Statistics Canada. Table 051-0062 - Estimates of population by Census division, sex and age group for July 1, based on the Standard Geographical Classification (SGC) 2011, annual (persons)

¹³ Ontario Ministry of Finance, Ontario population Projections, Table 10: Toronto, population by five-year age group, 2013-2041, reference scenario.

¹⁴ United Way, Closing the Prosperity Gap

¹⁵ Hulchanski, J.D., University of Toronto Cities Centre (2007) The Three Cities within Toronto – Income Polarization Among Toronto's Neighbourhoods, 1970-2005

New immigrants are settling across the city, with pockets of concentration in Toronto's outer neighbourhoods and to a lesser degree in Downtown. New immigrants have unique recreational needs, and recreation can support integration by building community connections. Research has shown that immigrants represent a large proportion of the volunteer pool, suggesting potential to engage these residents through recreation services and facilities.¹⁶

Reshaping Facilities to Fit Evolving Needs

Recreation facilities are typically built to respond to the needs of the day, often when neighbourhoods are first built. To remain relevant, they must evolve in response to social and economic trends, changing user expectations, and emerging demands driven by trends in sport and leisure as well as demographic changes.

Broad social and economic trends that influence the provision of recreation facilities include:

- Urbanization—Large scale intensification makes it more difficult and costly to find land and requires more creativity with existing spaces.
- Changing fiscal landscape—Municipal infrastructure deficits, rising facility costs, and emphasis on revenue generation and cost recovery mean that new financial models are needed to ensure that funding remains available to invest in facilities over time.

- Sedentary lifestyles—Lack of time is consistently cited as the number one reason for not participating in recreation. Unstructured activities that fit into busy schedules and do not require specialized equipment or facilities are becoming more popular.
- Activity trends—Recreation interests change with time. For example, curling and aerobics have generally given way to activities like cricket and skateboarding. Keeping up with changing demands requires flexible facilities and program development models.
- Customer-driven models—People want recreation that offers choice and meets their needs with respect to interest, timing, and cost. This leads to partnership opportunities and requires a focus on user access, experience, and service.
- New technologies—New technologies continue to improve the data available for recreation planning and public expectations regarding technology are on the rise. Many people consider Wi-Fi to be a basic amenity at recreation facilities.
- Focus on design and function—Users expect open, accessible, and interesting buildings that incorporate place-making principles and good landscape design, connect to the public realm and are close to transit. This supports adaptable facilities, integration with other providers, and enhanced facility linkages in communities.

¹⁶ Volunteer Canada, Bridging the Gap, 2011

Major North American recreation facility trends include:

- Movement away from small, single-use facilities to larger multi-use facilities.
- Multi-component design e.g. multiple pool tanks in one location to accommodate learn-to-swim, aquatic fitness, therapy, water play, and lane and competitive swimming.
- Shift toward facilities that enable spontaneous rather than structured recreation.

Providing Quality Facilities

The City maintains thousands of parks and recreation assets, many of which were built decades ago. There is strong pressure to keep existing facilities in good working order. Despite significant investment, the state-of-good-repair backlog is growing. Many facilities owned by other providers, including school boards, face similar challenges. Older facilities typically cost more to operate and often have design limitations that restrict their appeal, functionality, accessibility, and the types of activities that can be provided.

The average age of the four City-operated community recreation centres Downtown is 26 years. While this is younger than the city-wide average age of 39 years, these community recreation centres will continue to face escalating use due to rapid population growth. This will in turn, accelerate the need for ongoing state-of-good-repair work. This increased need will be identified through regular lifecycle condition audits done for City recreation facilities, used to identify and prioritize state-of-good-repair projects.

With a growing emphasis on inclusive, unstructured and multi-generational recreation, people are looking for modern facilities with multiple components (e.g., gymnasium, swimming pool, etc.), sufficient amenities (e.g., change rooms, seating, etc.), multi-purpose space, and public space that can be animated by user and community groups in different ways. This requires flexible design that can adapt to shifting needs and multiple user groups over their lifecycles. For existing facilities, retrofits are also required to meet modern performance targets in the areas of climate change, environmental sustainability, energy conservation and accessibility.

Working with Others to Meet Needs

Many public, not-for-profit, and private organizations offer recreation facilities and services. Which sector is involved is generally less important to users than the availability of a quality facility or service at an affordable price. In order to support broad access to recreation facilities and services, PFR engages in a wide range of partnerships.

Co-located facilities, shared space arrangements and new service relationships between City and community partners are, and will increasingly become part of, facility provision models in Toronto. Integration improves service performance, programming outcomes and operational efficiency. The public recognizes this and is supportive of partnerships between recreation and other facilities such as schools, libraries, child care centres and non-profit organizations. Research and consultation for the FMP support partnerships that leverage resources, avoid duplication, accelerate innovation and create convenient community and service hubs for users.

Downtown is home to both existing and planned co-located facilities. Examples include the Scadding Court Community Centre site, an existing facility that features a City-funded Association of Community Centre (AOCC), City-operated swimming pool, and library; and the planned Canoe Landing Community Recreation Centre with two schools and a child care centre.

Improving Accessibility for Everyone

In general, recreation facilities should be located close to the communities they serve. This improves accessibility and supports fairness in access to resources. The geographic availability of a facility however, does not guarantee access. In Downtown, the high volume of people using the facilities limits access to programs and community space, and contributes to the need for expanded or additional facilities.

The City strives to offer recreation facilities that can be used by all and City-run community recreation centres are open to everyone. Most offer free drop-in programs and the City's Welcome Policy provides a fee subsidy to help low-income individuals and families access programs. Downtown community recreation centres are located in high-density neighbourhoods and some have special features and programs that draw people from across the city, making them very busy. Three of the four centres in Downtown are centres where programs are free, as a result programs fill quickly and typically have long waiting lists.

The City's new and redeveloped facilities are built in accordance with multiple layers of technical requirements for barrier-free accessibility provided in the *Ontario Building Code, Accessibility*

for Ontarians with Disabilities Act 2005 (AODA), and the City's Accessibility Design Guidelines. Typically, accessible design elements improve the facility experience for all users. Accessibility also requires the availability of comprehensive information about facilities, trained staff that is sensitive to the needs of persons with disabilities, and adapted and integrated programming.

Resolving the Funding Challenge

The pressures on the City's budget are substantial. New parks and recreation facilities are made possible largely through funds from growth and new development, while tax dollars go toward operating and maintaining facilities. The cost of land is very high, especially in Downtown. The City cannot afford to simply replace facilities once they reach a certain age, nor can new facilities be built (or existing ones upgraded or expanded) without adequate land and funding.

4.3 Planning for Community Recreation

Methodology & Data Used to Determine Growth Needs

PFR has mapped existing and planned recreation facilities in relation to population levels based on Census data to identify potential gaps in the distribution of facilities. Estimated population growth and development application pipeline data has also been considered to identify high growth neighbourhoods where additional facilities may be needed in the future.

Within these identified areas, with consideration of additional factors such as the condition and use of existing City facilities,

area demographics, and other facility providers, facility gaps were identified.

This work identified Downtown as a major growth area where additional community recreation facilities will be required including community recreation centres and indoor swimming pools. Growth in Downtown will also contribute to an overall increased need for facility types that are typically offered across larger geographies, such as sports fields and skate parks.

Recreation facility planning for Downtown is guided by PFR's Parks and Recreation Facilities Master Plan 2019-2038 (FMP). This 20-year plan is based on a systems approach that emphasizes the equitable distribution of different facility types across the city. Facility needs within Downtown are addressed within context of this city-wide plan.

The FMP addresses three strategic goals:

- 1) **Renew and upgrade existing facilities**—identify opportunities to expand, repurpose and redevelop facilities.
- 2) **Address gaps and growth-related needs**—identify current and future facility gaps based on the city's existing and projected population.
- 3) **Work with others and explore new opportunities**—maximize opportunities for partnerships and leverage investments.

The Facilities Master Plan is an evidence-based plan with recommendations based on a comprehensive needs assessment process that considers: information and data on the

distribution, condition, capacity and use of City facilities; the availability and role of other providers; demographic and socio-economic data; recreation and leisure trends and best practices; budget and funding sources; existing strategies and initiatives, legislation such as the *Accessibility for Ontarians with Disabilities Act (2005)*; and extensive input from the public, stakeholders and City staff. FMP consultation summaries are available at www.toronto.ca/parks/facilitiesplan.

Needs Assessment

The FMP needs assessment model objectively identifies, evaluates and prioritizes investment in parks and recreation facilities. The model was designed to identify current and future needs and priorities while examining opportunities to resolve gaps, optimize assets, and plan for growth.

The needs assessment process involved:

- Assessing the current state of the City's facilities, including existing provision levels, state of good repair, facility capacity and utilization, and accessibility (AODA).
- Creating evidence-based provision targets based on catchment area and per capita provision rates, with consideration of current provision levels, participation trends, recreation and leisure trends, socio-demographic factors including age, benchmarking against GTA municipalities and major cities in Canada and the United States.
- Identifying gaps and growth-related needs by:

- applying the provision targets against the current facility inventory, with consideration of geographic distribution, other facility and service providers, and high needs (Neighbourhood Improvement Areas and low-income areas)
- applying provision targets against 20-year population growth estimates with consideration of geographic distribution, other providers, population density and timing of growth.

Based on the needs assessment findings and building on work that is already underway through the 2004 Recreation Facilities Report and PFR's 10-year Capital Plan, the FMP provides high level strategic directions by facility type to guide investment decisions and makes recommendations on facility requirements.

The FMP does not tailor its analysis to Downtown or other geographies, but rather identifies facility gaps and growth-related needs in areas across the city that can inform ongoing City Planning initiatives.

For community recreation centres and indoor swimming pools, the FMP identifies gaps and facility needs in specific geographic areas or locations, for example in the Waterfront West area or at Canoe Landing. For gymnasiums and program space, gaps and facility needs are identified at the City District level, for example in Toronto East York. Specific locations will be determined as part of the Facilities Master Plan implementation and based on a variety of factors including land availability, site suitability, more detailed assessment of local needs, and other factors.

In addition to making recommendations for new and expanded facilities, the FMP recommends increased investment in state of good repair for all facilities across the city, including in Downtown. State-of-good-repair funding is used to keep facilities in good working order. It prevents facility deterioration and extends the useable life of facilities, thereby maximizing their capacity to consistently and reliably meet the needs of residents.

4.4 Future Needs to Support Growth

The Facilities Master Plan sets out a strategic framework for addressing the City's parks and recreation facility needs. Downtown priorities and policies are aligned with this framework which is based on the three Master Plan strategic goals and associated objectives, and supported by related policy recommendations:

Goal 1: Renew & upgrade existing facilities

Objectives:

- Be proactive and innovative in making the most of existing facilities (i.e., optimize facilities, improve operational efficiency).
- Invest more in renewing and upgrading facilities (i.e. reduce state-of-good-repair backlog).
- Closely monitor facility utilization and make adjustments to ensure alignment with facilities master plan guiding principles.

- Seek ways to use facilities year-round and for multiple purposes.
- Strengthen asset management practices and enhance facility resiliency.

Related policy recommendations emphasize increased investment and process improvements for maintaining the state of good repair of existing facilities. Recommendations also address: flexible, age-friendly and barrier-free facility design; facility spaces that can be animated through community use and programming; and criteria to guide the optimization and/or conversion of under-utilized facilities into spaces that address identified recreation needs.

Goal 2: Address gaps & growth-related needs

Objectives:

- Take an evidence-based approach to facility planning, using a variety of inputs based on facilities master plan guiding principles.
- Expand and develop facilities to serve gap areas and growth areas.
- Design facilities that provide appealing spaces, features and amenities and that respond to a broad range of organized and self-directed activities.
- Use the facilities master plan to become project-ready and seek to streamline facility planning, design and construction.

Related policy recommendations support locating facilities along transit lines and in places that are accessible by the trail and cycling network. New facility provision models will reflect the realities of high-density residential communities while ensuring convenient public access to needed spaces. Policies also support integrating identified facility needs into the City's evaluation of surplus school sites for potential acquisition.

Goal 3: Work with others & explore new opportunities

Objectives:

- Prioritize co-location and shared space with other City services and community partners and seek partnerships that enhance public access to needed spaces.
- Coordinate and align objectives with divisional, city-wide and Council projects and goals.
- Engage communities in the planning and stewardship of local facilities.

Related policy recommendations support: co-location with other City divisions, agencies and commissions; increased information sharing and collaboration among all types of recreation facility providers in order to collectively understand and address needs within the city as it continues to grow; and strengthened agreements with school boards to support consistent public access to facilities. Policy recommendations further support consistent community engagement in planning for the City's local recreation facilities and proactive facility partnership development that prioritizes meeting the needs identified in the FMP.

4.5 PLANNED FACILITIES TO SUPPORT GROWTH

Community Recreation Centres (CRCs)

Within Downtown, there are currently:

- Four existing CRCs (John Innes Community Recreation Centre, Regent Park Community Centre, St. Lawrence Community Recreation Centre, and Wellesley Community Recreation Centre)
- Three new CRCs in the planning/construction phase (Canoe Landing, One Yonge Street, East Bayfront)
- One replacement CRC being assessed for feasibility (John Innes Community Recreation Centre) as part of a broader initiative also considering the redevelopment of the Moss Park Arena and surrounding parkland.

Currently, there are **no existing community recreation centre gaps** within Downtown, however additional community recreation centre facilities will be required to serve longer-term growth:

One new community recreation centre in Downtown North (focused on serving the northern quadrants of Downtown Wards 20/22/27)

One community recreation centre **replacement and expansion**—John Innes Community Recreation Centre

One new community recreation centre outside the Downtown Plan Area – Port Lands

A variety of provision and partnership models may be considered in Downtown's increasingly vertical neighbourhoods,

and monitoring of development applications will be necessary to continue to track growth and identify site opportunities.

When expanding and developing community recreation centres, mid-size (up to approximately 4,180 sq.m.) and large multi-component centres (up to approximately 6,040 sq.m.) will be the primary models. Each community recreation centre should be anchored by a gymnasium and/or pool. Local needs will influence sizing and components.

Indoor Swimming Pools

Most of the City's indoor pool projects are associated with existing or new community recreation centres. Within Downtown there are currently:

- Five existing indoor swimming pools (John Innes Community Recreation Centre, Harrison Pool, Regent Park Aquatic Centre, Scadding Court Community Centre, St. Lawrence Community Recreation Centre).
- Two indoor swimming pools in the planning/construction phase (Wellesley Community Recreation Centre, One Yonge Street).

Other aquatic facility providers in Downtown include YMCAs, school board pools, private fitness clubs, and condominium pools. These have a varying degree of public access and may not offer supervised use. These were considered in assessing the need for City facilities.

When providing new or replacement indoor pools, a focus should be placed on facilities that provide multiple tanks, as these facilities are best positioned to respond to a wide variety

of user groups requiring different water temperatures and design standards. Stand-alone aquatic centres tend to have higher operational costs and do not offer the range of cross-programming common in multi-use centres, and are not recommended. Table 4 identifies the planned and proposed community recreation centres and indoor pools.

One indoor swimming pool gap that impacts Downtown was identified south of Midtown. This gap will be addressed through the pool addition at Wellesley Community Recreation Centre.

Additional indoor pool requirements to address growth will be addressed through:

One new indoor pool—in the Waterfront West community

Two indoor pool replacements—Scadding Court Community Centre and through replacement of John Innes Community Recreation Centre

One new indoor pool outside the Downtown Plan Area – Port Lands CRC

Gymnasiums

City gymnasiums are typically located within community recreation centres. Within Downtown there are:

- Four existing gymnasiums (John Innes Community Recreation Centre, Regent Park Community Centre, St. Lawrence Community Recreation Centre, Wellesley Community Recreation Centre)
- Two gymnasiums in the planning/construction phase (Canoe Landing, One Yonge Street)

- One replacement gymnasium being assessed for feasibility (John Innes Community Recreation)
- Access to gymnasiums is available through other providers such as school boards, however they may not be accessible during the daytime whereas City-owned facilities are available on days, evenings and weekends. These were considered in assessing the need for City facilities.

One existing gymnasium gap is identified within Downtown. This gap will be addressed through the gymnasium within the community recreation centre project at Canoe Landing.

Additional gymnasium requirements to address growth will be addressed through:

Two new gymnasiums—at community recreation centre projects in East Bayfront and one additional unidentified Downtown site

One gymnasium replacement—replacement of John Innes Community Recreation Centre

In addition, one gymnasium addition is required within the Toronto East York District. The location for this addition will be determined as part of Facilities Master Plan implementation.

Program Space

The Facilities Master Plan needs assessment identified one additional program space required within the Toronto East York District, to be achieved through a program space addition at an existing community recreation centre. The location for this

expansion will be determined as part of the Facilities Master Plan implementation.

4.6 Service Triggers

Based on service radii for large CRCs (2.5 km) and mid-sized CRCs (2.0 km), the CRCs that are existing and in progress provide full geographic coverage in Downtown. They will however, be unable to accommodate all needs relative to the population growth coming over the next decades.

In order to maintain the 1:34,000 average city-wide per capita provision target, additional CRCs will be required to respond to growth in Downtown over the next 20 years. New CRCs will be prioritized in areas that are 2 to 2.5 km away from an existing mid-size or large centre with sufficient population.

4.7 Partnerships & Co-location

PFR creates partnerships with a host of organizations and agencies to expand its reach into the community and to increase the variety of programs, services and facilities that are available to Torontonians. Additional and innovative partnerships and collaborations with schools, non-profit organizations, developers, and more, will support the realization of Downtown facility needs, as will the exploration of co-location opportunities with other City divisions.

Relationships with partners that are able and willing to either financially contribute to a project or to help facilitate its development will improve the likelihood that facility projects can be brought to fruition in a timely manner. Given the nature of these types of relationships (i.e., potentially long-term

agreements involving capital, infrastructure development and/or facility maintenance responsibilities) the planning and implementation of partnerships can be very complex. Through the Facilities Master Plan implementation, PFR will develop a standard framework and/or criteria to simplify and expedite the partnership process.

4.8 Monitoring & Review

Facility needs for Downtown are integrated into the FMP recommendations. The FMP identifies high-level cost estimates for all facilities recommended in the plan, and recommends increased investment in the state of good repair of facilities across the City.

An implementation strategy for the Facilities Master Plan will be submitted for Council approval in 2019 to prioritize and provide timelines for recommended facility projects across the city. Prioritization will be determined based on a number of factors including filling gaps as a priority, the timing of growth and funding availability.

The implementation strategy will include a detailed financial plan to outline the capital costs required to deliver new and improved facilities over the 20-year master plan period. This will inform PFR's 10-year capital plan, and the City will make decisions on individual projects and funding sources annually through the budget process.

The timeline for implementing the Facilities Master Plan will be based on affordability and financial capacity, including the projected funding sources available in PFR's 10-year capital

budget, and on current and emerging Council and local priorities that can impact facility funding and implementation. Detailed implementation timelines and financing sources will be considered in the context of City capital plans and priorities overall.

Implementation will involve the pursuit of alternative funding sources, and the establishment of various relationships with community organizations, schools, developers and other partners. Should facility partnership and site opportunities arise that are not currently addressed in the Facilities Master Plan, these will be explored and assessed on a case-by-case basis.

The Facilities Master Plan identifies facility needs over the next 20 years based on currently available data. Performance measures will be established that will enable PFR to update, monitor and evaluate facility needs and priorities on an ongoing basis. The Facilities Master Plan will be reviewed and updated every five years based on progress, updated service planning priorities, Census updates, current facility data, emerging needs and opportunities, and City priorities.

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

Map #	Facility Name/Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est Timing 2016-2021	Est Timing 2021-2026
1	Indoor Pool at Scadding Court CC	Replacement	\$22 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
2	Indoor Pool Waterfront West	New (partnered site)	\$22 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
3	Canoe Landing CRC	New	\$78 million (funded by City of Toronto, TDSB, TCDSB).	Funded	PFR 10-yr capital plan, Section 37, 42.	Under construction	x	
4	Harrison Indoor Pool	Explore options for converting to other uses with programming shifted to nearby facilities.	TBC	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
5	Downtown North CRC (Wards 20/22/27)	New (Required to serve long term growth)	\$26 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
6	One Yonge Street CRC (Lower Yonge)	New	\$30 million	Funded	Developer funded, 10-yr Capital Plan, Section 37	Approved and in design		x
7	John Innes CRC	Replacement and expansion	TBC	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		
8	Indoor Pool at Wellesley CRC	New (expansion to Wellesley CRC)	\$20 million	Funded	PFR 10-year capital plan,	Under construction	x	

Map #	Facility Name/Class	Type of Investment	Cost (Estimated)	Funding Status	Funding Source	Project Status	Est Timing 2016-2021	Est Timing 2021-2026
					Section 37, 42, 45.			
9	East Bayfront CRC	New (Required to serve long term growth)	\$15 million	Funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		x
10	Port Lands CRC (Outside Downtown Plan area)	New (Required to serve long term growth)	\$30 million	Not funded	TBC	To be confirmed through Facilities Master Plan Implementation Strategy		

5 HUMAN SERVICES SECTOR

5.1 Sector Overview

The Downtown Human Services Sector is made up of over 200 non-profit community organizations. It is a highly collaborative and complex sector that provides a broad range of programs and services from more than 400 sites to a diversity of communities that live in Downtown, work in Downtown and travel from other parts of the city and region to access programs and services in Downtown. The Phase One Community Services & Facilities Study profiled six sub-sectors: large multi-service organizations; specialized multi-service agencies focused on specific groups such as people with disabilities, youth and seniors; health, mental health and support services; housing, homeless services and food banks; employment, training and settlement services; and community development, planning, and information and referral. Map 5 identifies the locations of the human service program locations by sub-sector.

The City of Toronto plays an important role in the human services sector. Toronto Employment and Social Services (TESS), Toronto Public Health (TPH), Social Development Finance and Administration (SDFA) and Shelter Support and Housing Administration (SSHA) are involved in the delivery of a range of human services through a mixed-use service delivery model including: homeless and housing services; health promotion services; employment services and community agency space planning. As well, facilities operated by the Association of Community Centres (AOCCs) and Toronto Neighbourhood Centres (TNCs), part of the Large Multi-Service

Organization group, play an important role in providing space for and delivering programs and services to communities in Downtown.

Through the development review process, City Planning has a key role in securing community space and/or capital resources as well as maintaining and preserving existing community spaces that serve as important human service delivery assets Downtown.

5.2 Key Sector Messages

The need for affordable, accessible and appropriate space:

The CS&F Strategy addresses the identification and delivery of space. Space is needed to keep pace with population growth, facilitate co-location, and to develop and support the ongoing operation of community hubs and other innovative approaches to meet increased demand for programs and services.

Growth of service demand: Over the past five years, 80% of organizations have experienced an increase in demand for services/programs with almost half having waiting lists for services. Funding has not kept pace.

Increasing property values in Downtown neighbourhoods has long-term implications for human service delivery. Many agencies are relocating due to expiring leases and the high cost of rent in their current locations. Some charities are tempted to sell their high value properties and redirect resources to areas

outside Downtown. This will have implications Downtown in the medium to longer term.

There is increased resident opposition to locating and providing adult human services in Downtown residential neighbourhoods.

Limited experience with space-planning. Space planning in human service agencies is largely driven by funding rather than by planning to keep pace with population growth. Usually the duration for secure program funding is three years. Support for longer-term space planning is needed.

Need for data. Data that could help human service agencies with longer-term space planning includes:

- Type of developments in the approval pipeline (e.g. unit sizes and number of bedrooms).
- School board data and projections.
- Information that counts low-income and/or marginalized people by geography.

Human services are a vital part of the creation of complete communities. Access to these programs and services profoundly shapes the quality of life of residents in and outside of Downtown. They should be planned for and provided in lock-step with residential and non-residential development.

AOCC facilities are aging and require considerable building renewal and potential building expansions while addressing increased demand for programs and services due to growth and changing demographics.

Program capital funding is available through the City's CreateTO but current funding practice only provides for state of good repair which does not address growth and/or expansion needs. There is a need for a long-term capital strategy for AOCCs.

Critical service gaps. Human service agencies across all groups identified critical service gaps affecting their service users. They are:

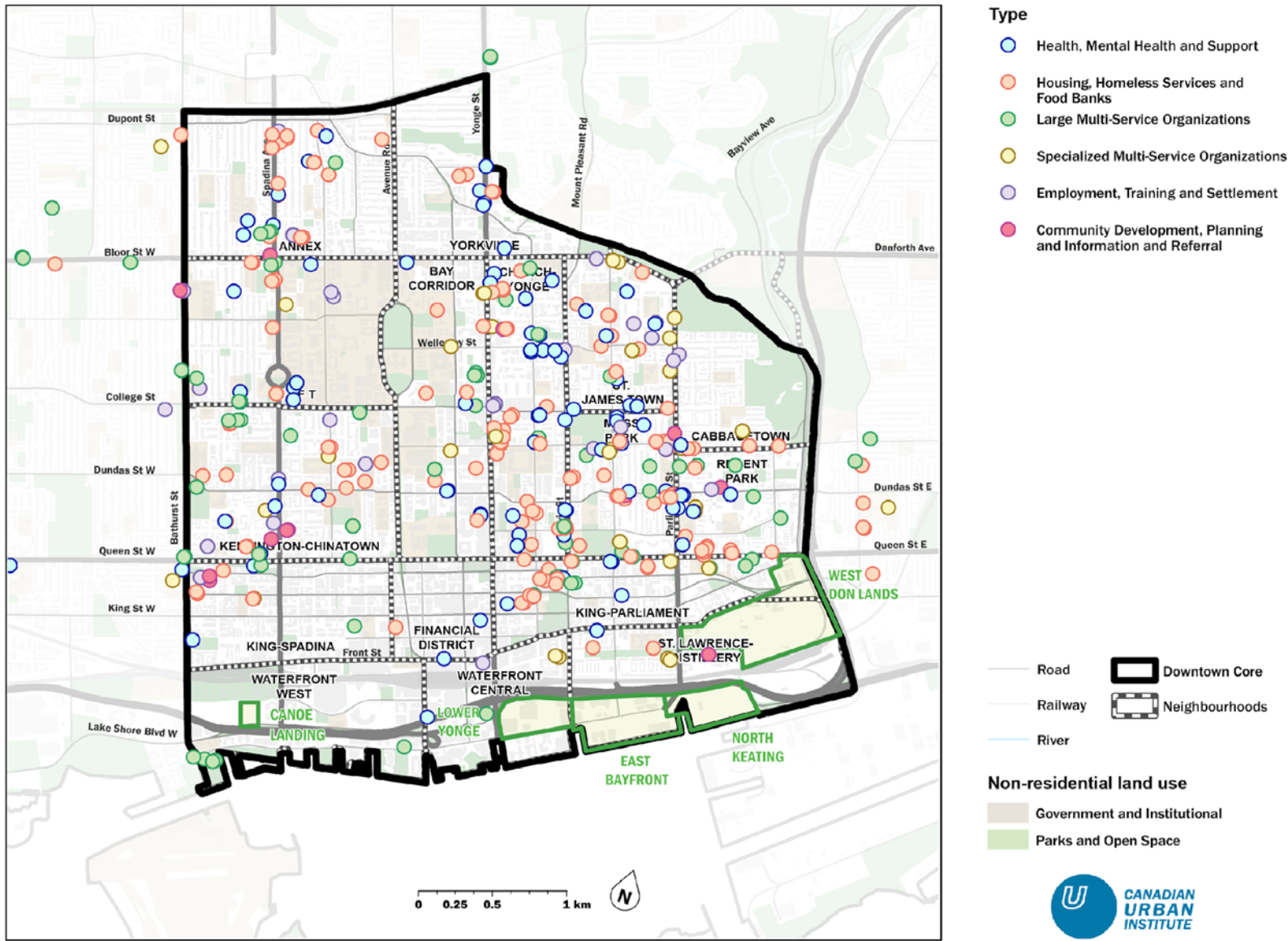
- **Housing:** critical need for affordable housing, supportive housing, second stage/transitional housing, and affordable housing that includes supports for people with mental health and addiction issues.
- **Shelters:** more homeless shelters or shelter beds, as well as, violence against women (VAW) shelters. In September 2016, average shelter occupancy rate was 95%.
- **Mental health, substance use and addictions programs and services:** trauma-informed counselling, crisis intervention and counselling, overdose prevention sites, safe consumption sites, harm reduction programs, and withdrawal management services.
- **Health services:** health care for chronic disease management, physiotherapy, optometry, dental care for low income workers, medical escort programs and transportation to and from medical appointments, respite and support for caregivers with seriously ill family members, and an expansion of home care and personal support worker services including home cleaning. In addition, assisted living residences and long-term care were deemed critical to the aging population.

- **Child Care:** need for licensed, high quality, affordable child care for working families in Downtown. Planning projections are based on current service delivery standards and growth calculations and do not take into account the latent demand, or the number of residents and workers that would take advantage of the services if there was more supply.

Examples of programs and services in this sector include:

- Adult day services
- Advocacy
- Arts and culture programs
- Childcare
- Civic engagement
- Clothing banks
- Community and economic development
- Counselling and crisis intervention
- Education
- Emergency shelter
- Employment and skills training
- Eviction prevention
- Food and meal programs
- General community services
- Health care including health promotion, acute
- primary and rehabilitation
- Home care
- Hotline: distress centre
- Information and referral centre
- Language and literacy
- Legal services
- Long-term care
- Outreach
- Recreation
- Settlement
- Social housing
- Student nutrition
- Supportive housing
- Drop-in programs
- Early childhood development
- Hotline: info & referral
- Housing access

MAP 5: HUMAN SERVICE PROGRAM LOCATIONS BY SUB-SECTOR



5.3 Planning for Human Services

Shelter Support & Housing Administration (SSHA)

Shelter Infrastructure Plan

SSHA works with CreateTO, Social Development, Finance & Administration (SDFA) and City Planning to find suitable shelter sites that meet both operational requirements and those of the Municipal Shelter By-law. Opportunities for new shelter sites are identified through the **Shelter Infrastructure Plan**, updated annually, that identifies the need for new and replacement shelters in Toronto neighbourhoods including Downtown. Map 6 shows the 42 shelter locations in Downtown. Some of these locations have several shelters.

Integrated Service Delivery

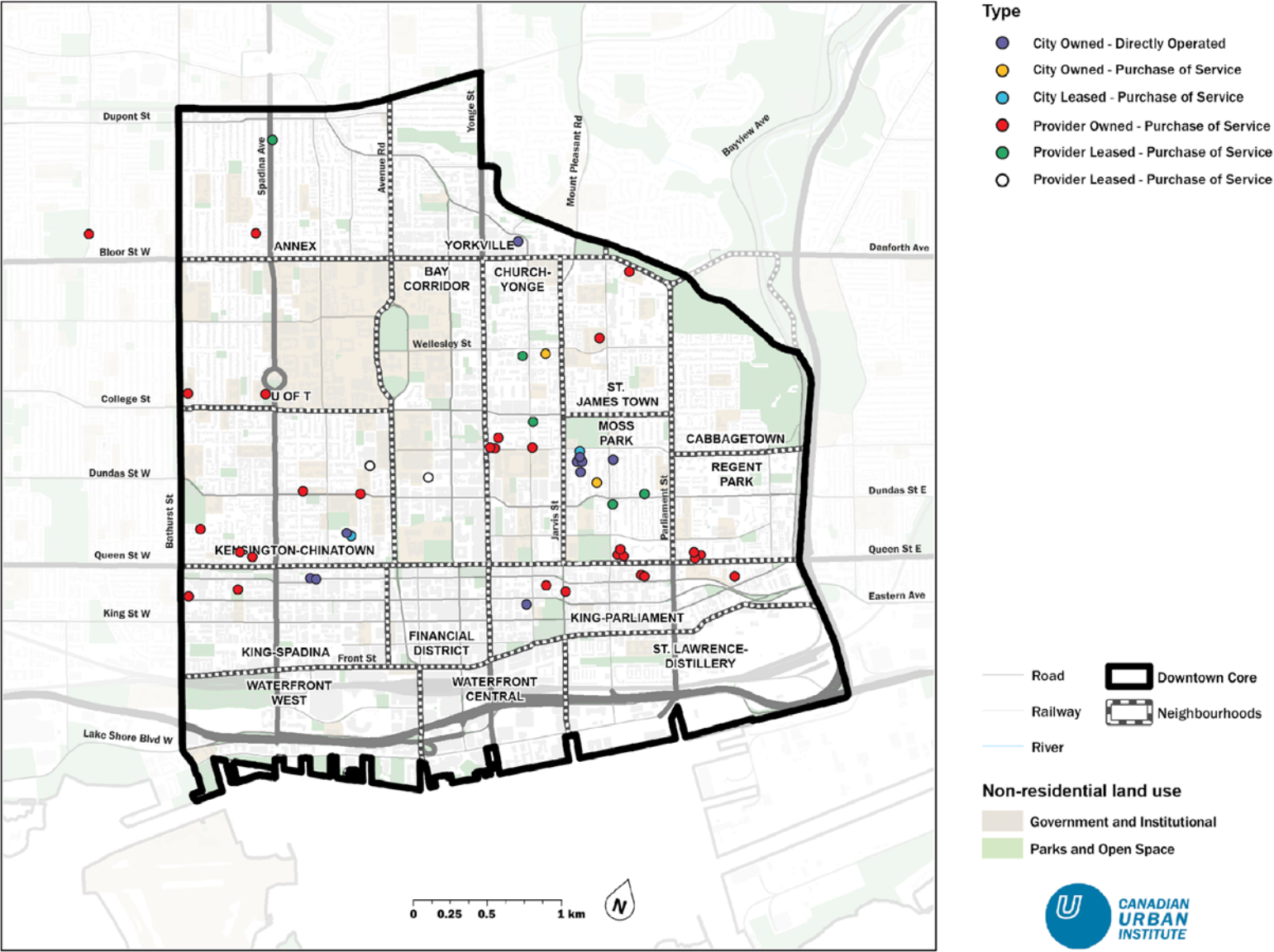
A new program model being introduced into shelter services recommends that SSHA include integration with services on site and in the community and integration with other facilities. This means, whenever possible, co-locating with hospitals, community health centres, affordable housing sites, private real estate developments, faith communities and other community hubs. Community use of new sites should be encouraged. The George Street Revitalization is an opportunity to explore this service delivery model.

Toronto Public Health (TPH)

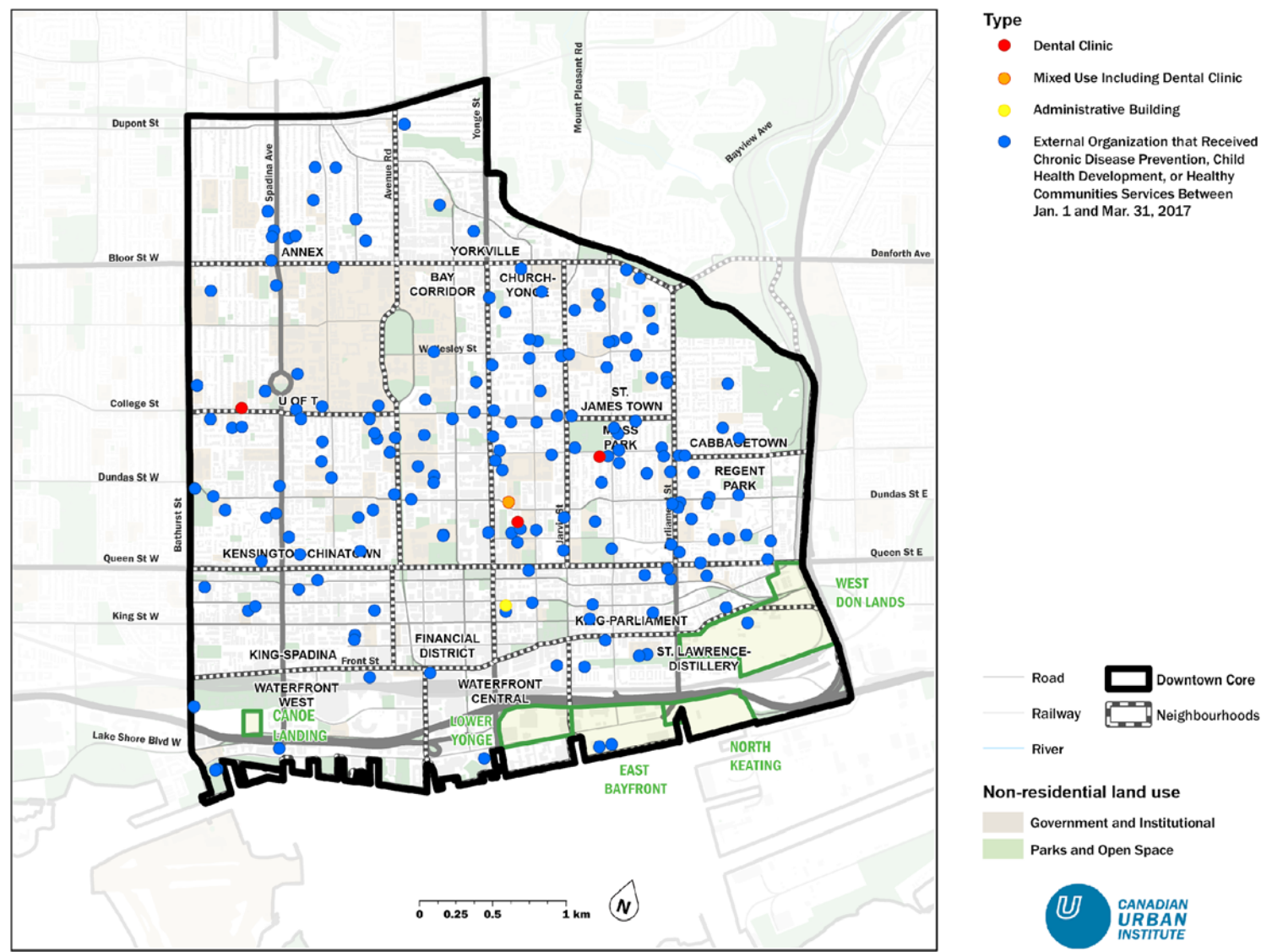
Nearly all (80%) TPH health programming is delivered to clients at spaces in external non-profit organizations through a variety of mostly informal arrangements, TPH delivers a range of satellite health programs at more than 180 locations in Downtown. In some instances, TPH can deliver four or five unique services at the same address. This space is not generally secured through any formal lease arrangement.

TPH provides four dental clinics Downtown in space ranging in size from 186 sq.m. (277 Victoria Street.) to 157 sq.m. (340 College Street.) to 46 sq.m. (80 Bond Street.) and 36 sq.m (179 Gerrard Street.) All but 277 Victoria occupy leased space. The lease at College St. expires in 2019. The 44 Victoria Street office location is largely administrative space. Map 7 shows the TPH service locations in Downtown.

MAP 6: SSHA SERVICE LOCATIONS IN DOWNTOWN



MAP 7: TPH SERVICE LOCATIONS



Toronto Employment & Social Services (TESS)

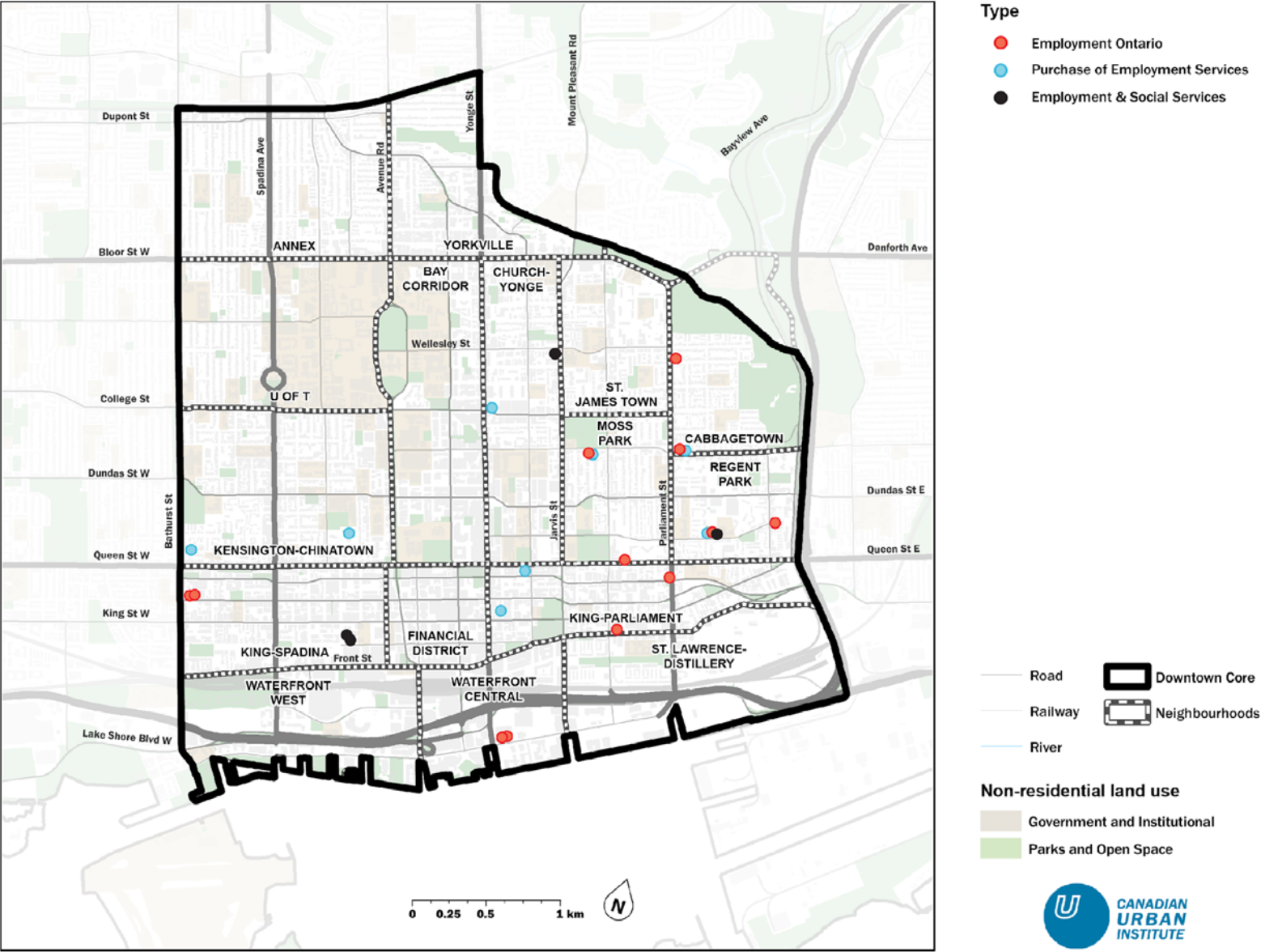
TESS has four sites in Downtown:

- Wellesley Place Employment and Social Services which will be co-located with the Ontario Disability Support Program (ODSP).
- Regent Park Employment Services (a satellite employment center) co-located and shared space with Dixon Hall Neighborhood Services.
- Metro Hall Employment & Social Services, co-located and shared space with Toronto Children's Services.

- Metro Hall Employment Services.

TESS clients can also access services through 12 Employment Ontario Agency locations supporting individuals with training, skill development and employment goals. There are eight agency locations in Downtown with employment service agreements that provide customized supports to TESS clients with a focus on training in high-demand sectors with good job opportunities. Map 8 shows the TESS service locations Downtown.

MAP 8: TORONTO EMPLOYMENT & SOCIAL SERVICES (TESS) LOCATIONS



Social Development, Finance & Administration (SDFA)

Community Space Tenancy Policy (CST)

On January 1, 2018, the Below Market Rent (BMR) Program was replaced by the new **Community Space Tenancy (CST)** policy. It ensures that the City continues to meet its original policy objectives to provide a consistent, fair, accountable and transparent approach to leasing City space to community-based service sector and cultural organizations at less than market rates, and to foster partnerships that support these organizations to meet resident needs.¹⁷ The CST policy responds to the needs of the City and the non-profit sector by creating three new types of tenancies:

- Community Partner;
- Incubator; and
- Community Hub.

A fourth type of tenancy is historical tenancies where SDFA and RES/CreateTO will formalize current agreements.

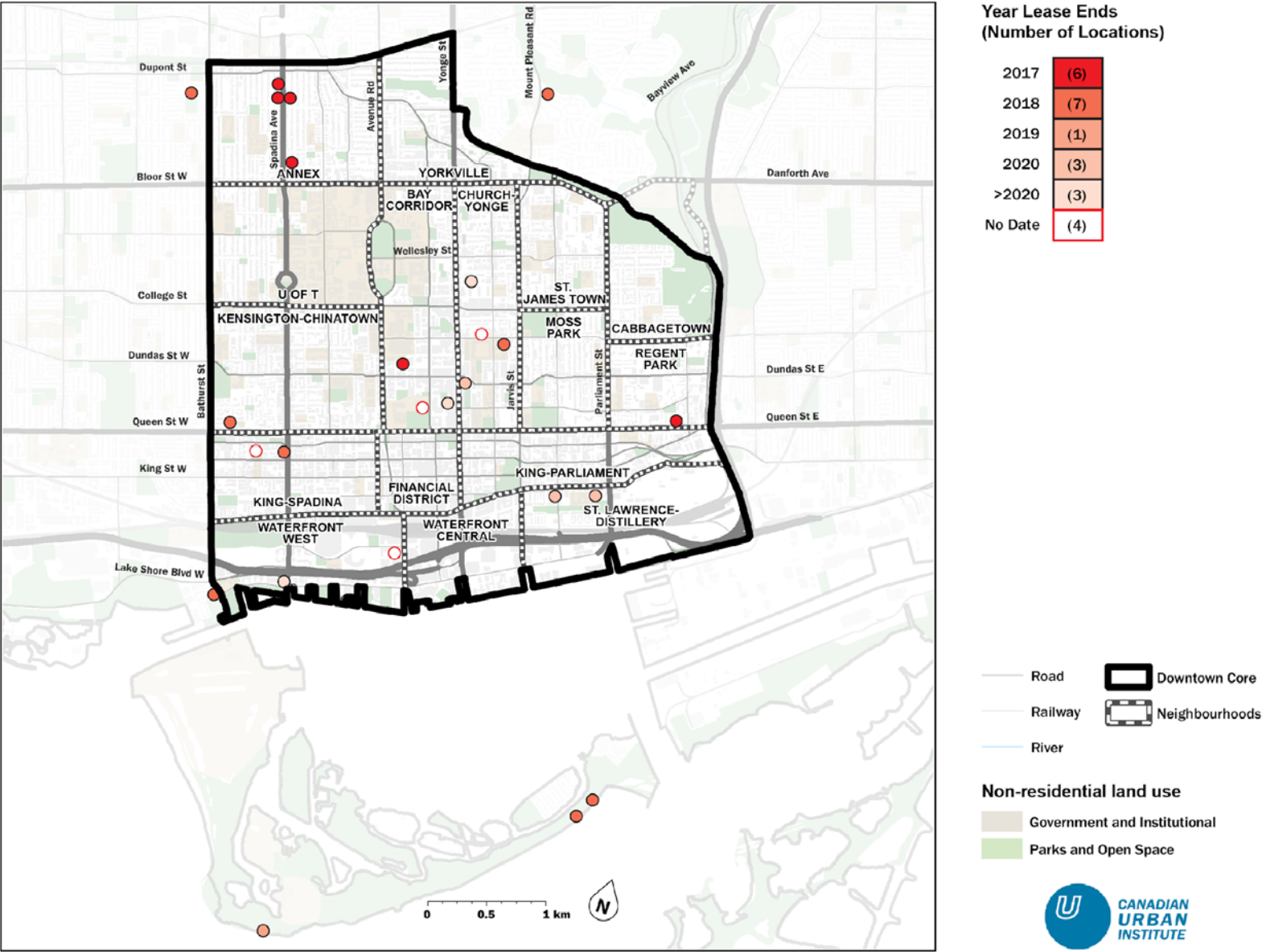
The Whole-of-Government Framework to Guide City of Toronto Relationships with the Community-Based Not-for-Profit Sector, adopted by City Council in December 2017, provides a vision, objectives, principles and commitments to enable the City to optimize its relationship with the sector and to respond to the sector's contributions to the City in a more strategic and consistent manner. Three short-term actions of this framework are of relevance to planning for the sector:

- the establishment by SDFA of a **City/Sector Advisory Table** to identify issues, opportunities and challenges;
- actions to **strengthen and sustain collaborative planning** including planning for integrated programming; and,
- a **sharing of best practices** to maximize collaboration and consultation.

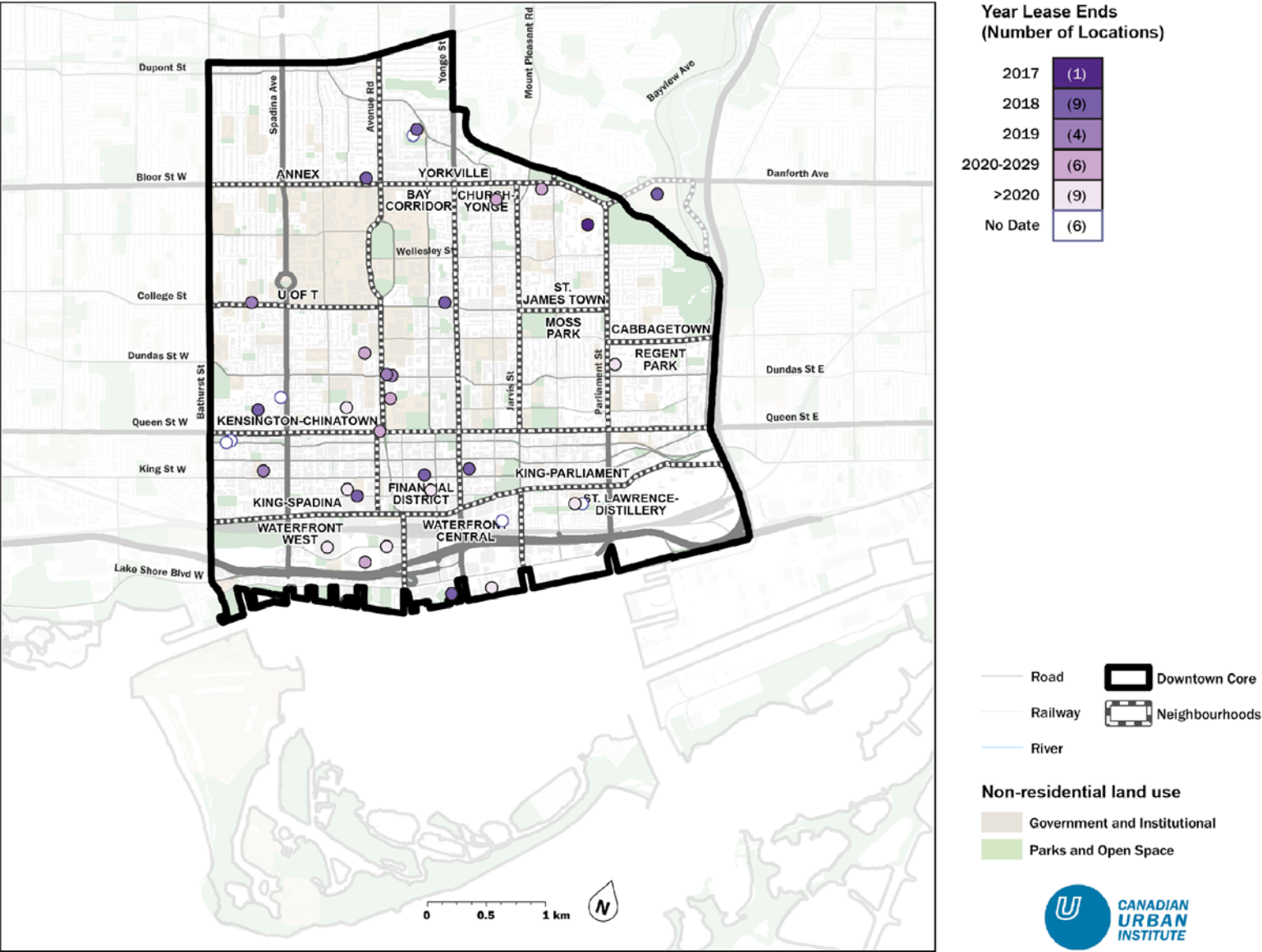
Map 9 shows the BMR/CST Sites (City as Landlord) and Map 10 shows the BMR/CST sites (City as Tenant).

¹⁷ Report to Executive Committee, Community Space Tenancy Policy, Accessed at <http://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-104379.pdf>, May 26, 2017

MAP 9: BMR / CST SITES - CITY AS LANDLORD



MAP 10: BMR / CST SITES - CITY AS TENANT



Association of Community Centres (AOCCs)

The AOCC model is a hybrid between a City agency and an independent not-for-profit community-based organization. The City funds defined core administrative costs including all salaries and benefits, facility operations, and maintenance costs except those directly associated with a specific program. The program component is funded through fees, donations, and grants and is treated like an independent not-for-profit community-based organization. AOCC staff are City employees. The AOCC Program has been functionally aligned with the Social Development, Finance and Administrative Division (SDFA) as the strategic directions outlined in the Social Development Strategy for the City relate directly to the community centres' activities.¹⁸

There are no Community Recreation Centres west of Yonge and in the north-west quadrant of Downtown. These areas are served by AOCCs. There are four AOCC facilities in Downtown. They are:

- 519 Church Street Community Centre – 1975
- Cecil Street Community Centre - 1978
- Scadding Court Community Centre – 1979

- Waterfront Neighbourhood Centre (formerly Harbourfront Community Centre) - 1991

As Downtown's population grows and space for community services and recreation facilities becomes more limited, the City needs to explore a variety of facility provision options including enhanced and expanded partnerships with other service providers and partners including the four AOCCs in Downtown.

The City currently does not have a long-term capital strategy for its volunteer board-run multi-purpose facilities (AOCCs) that provide a broad range of community, recreation and social service programs to residents in the local community.

There is a need for the City to support the renewal and potential expansion of the City's community-based facilities particularly given that these agencies are currently located in City-owned facilities and on City-owned land.

5.4 Planned Facilities to Support Growth

Shelter Support & Housing Administration (SSHA)

The George Street Revitalization Project is a Council-approved initiative to redevelop City-owned lands on George Street for a long-term care facility, an emergency shelter and a community service hub with on-site support services including publicly accessible community space. This initiative is underway

¹⁸ City of Toronto, Transition To 2014-2018 Term, Council Briefing Vol.1 p.3 Section 7.4 accessed <https://www.toronto.ca/wp-content/uploads/2017/12/956b-city-council-briefing-book-volume-1a.pdf>

and is an example of integrated service delivery consistent with the principles of developing hubs.

Public Health (TPH)

Other than renovations under way at 277 Victoria Street for the supervised injection site, there are no plans for retrofits or renovations of TPH spaces Downtown. Toronto Employment & Social Services (TESS) has not identified any additional space requirements Downtown. Space requirements for new TESS locations would be procured through a process managed by RES/CreateTO.

111 Wellesley Street

City capital funding of \$5 million has recently been invested to modernize TESS' office at 111 Wellesley Street which serves a caseload of 5,500 residents annually and houses up to 150 staff. The renovation makes this facility more accessible, open and inviting, and supports the integration of employment, financial and social supports in one location, including services provided by the Ontario Disability Support Program (ODSP) and the City's Shelter, Support & Housing Administration (SSHA) division. Renovations are expected to be completed by end of 2018.

Association of Community Centres (AOCCs)

Moss Park Redevelopment

The 519 Community Centre is partnering with the City to plan for an expanded AOCC facility through the development of a new 200,000 sq. ft. (18,581 sq. m.) LGBTQ Sport and Recreation Centre. The new and expanded facility is part of the overall

Moss Park Redevelopment Plan (the 'More Moss Park' initiative) that is being led by SDFA in consultation with PFR and SSHA.

Scadding Court Redevelopment

A feasibility study is being led by CreateTO to explore functional building program analysis (needed operations and space requirements); conceptual designs; and high level costing for the redevelopment of the Scadding Court Community Centre including an indoor City aquatic pool and other community uses together with the adjacent Toronto Public Library Sanderson Branch. This work involves an Inter-Divisional Advisory Committee that includes PFR, Children's Services, City Planning, Affordable Housing Office, Toronto Public Library, Scadding Court CC Staff, as well as Toronto Community Housing staff who are leading the Alexandra Park redevelopment.

Waterfront Neighbourhood Centre Expansion

This project will involve enhanced community services and facilities, including **a new City aquatic facility and additional programming space** to respond to increased demand for recreation and human services to serve this high growth waterfront neighbourhood.

Community-Based Agency

The **Yonge Street Mission Evergreen Centre for Street Youth** is relocating in 2018 from its Yonge and Gerrard Street location to a new 24,000 sq. ft. (2,230 sq. m.) space, near Spadina Avenue and College Street. This organization delivers programs and services to street youth and other vulnerable

populations including drop-in, art space, counselling, legal services, and life skills.

5.5 Service Targets

There is no methodology to quantify the demand for growth-related human services space and/or facilities.

Consultation with the sector regarding various program and service space needs and operational characteristics has

enabled the development of a reference to identify approximate facility size requirements that can be used as a benchmark when pursuing opportunities to secure space as part of the planning approvals process.

Table 5 summarizes the types of human service space facility requirements by sub-sector.

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

Type of Facility/By Sub Sector	Description and Space Needs	Approximate Size (square feet)
Large or Multi-Service Hub Model (AOCCs, TNCs)	Large multi-purpose rooms at 1,000 sq. ft. (93 sq. m.) each, kitchen, staff rooms, program rooms	25,000 - 30,000 sq. ft. (2322 – 2787 sq. m.)
Specialized Multi-Service Hub Model	Specialized programs and services for specific groups or communities such as seniors, youth, children, Aboriginal women, people with disabilities, others <ul style="list-style-type: none"> Youth Services 2,000-3,000 sq. ft. (186-279 sq. m.) Parent Resource Centre Drop-in space for parent and child programs and multi-purpose program space 5,000 sq. ft. (465 sq. m.) 	10,000 - 20,000 sq. ft. (930 – 1900 sq. m.) Youth Services and Parent Resource Centre can co-locate within larger hub model.
Health, Mental Health and Support Services	Meeting Room, Office Space, Group Rooms, Counselling Rooms, Kitchen, Reception and Waiting Area	5,000 sq. ft. (465 sq. m.) Ideally to be co-located within a larger hub facility.

Type of Facility/By Sub Sector	Description and Space Needs	Approximate Size (square feet)
Housing, Homeless Services and Food Banks	Food Bank Program: Staff Rooms, Cooking Area, Storage Space	5,000 sq. ft. (465 sq. m.) Program could be operated within larger spaces such as affordable housing, shelters, churches and City facilities.
Employment Training and Settlement	Client Resource and Information Space 800 sq. ft. (74 sq. m.) 1,000 sq. ft. (93 sq. m.) classroom and multi-purpose space for training, particularly for newcomers, seniors and youth.	Up to 8,500 sq. ft. (790 sq. m.)
Community Development, Planning and Information Referral	Multi-purpose meeting and programming space, and administrative space	1,000 sq. ft. (93 sq. m.) Ideally to be co-located within larger spaces.

5.6 Key Directions and Actions

Partnership and Co-Location Opportunities

The foundation of future partnerships will be advanced through establishment of new partnership tables to share information and to explore space/facility sharing opportunities through a number of City-led initiatives, including:

Partnerships

A New Partnership Table and Community Space Inventory to Support CST: Establish a **Multi-Service Organization Partnership Table** led by SDFA, CreateTO and PFR, with support from City Planning and the participation of representatives of the **province** and **multi-service organizations** including **AOCs and TNCs** serving Downtown.

The purpose of the table would be to develop **an inventory of space needed** to ensure the adequate provision of human services to meet current and projected population growth in Downtown; as well as to identify opportunities to re-purpose public space to reflect the changing needs of Downtown. Other City divisions and the school boards would participate as required. Currently, there is no centralized intentional approach for identifying space needs among large multi-service providers.

The inventory would identify space needed by sub-sector and geography and would detail the design specifications for the space required. The inventory would be updated on a regular basis.

The inventory of space needs would be made available to City Planning for use in the development review process. It would provide the rationale and specifics of requests for space from developers as a community benefit. After being secured by a *Section 37* agreement, the space would be conveyed to the City as a Community Space Tenancy opportunity. The opportunity would be made available to interested organizations in Downtown on a property-specific basis taking into account the goals and objectives of the City for meeting human service program delivery objectives in Downtown.

The inventory process and the collaboration with human service delivery organizations would provide a rationale for space requirements by sub-sector and geography and would increase the strength of the business case that would be brought by SDFA, RES/CreateTO and/or PFR to the internal City property allocation process and by interested organizations to the Community Space Tenancy panel review process.

The process would operate on the principle that the City should encourage collaboration and new partnerships between non-profit community-based agencies, private developers and City divisions, boards and agencies to develop innovative opportunities to increase the availability of community services and facilities Downtown. The Table could explore how each division, agency and board could contribute to the development, re-purposing and ongoing operation of ‘hub’ spaces, including clustering of specialized services (e.g., health, employment training and child care etc.).

Additional issues that could be addressed at the Partnership Table may include:

- A mechanism that would allow non-profit service providers to buy the municipal property they operate in after the lease has expired.
- A mechanism that would facilitate the sale of real estate from charities, churches and non-profits to the City, if/when these organizations would like to sell. A portion of cash from *Section 37* payments in the three Downtown wards may be pooled to provide funds to buy these sites.
- Clarity on how *Section 37* agreements on titles (negotiated for 99 years) are to be integrated into the new Community Space Tenancy policy, which allows a “reset” on lease agreements after 20 years.
- Lease Expiry on BMR / Community Space Tenancy **spaces:** Maps 9 and 10 indicate (by geography) when leases for human services and cultural spaces expire. This will allow Planners, in cooperation with SDFA and RES/CreateTO to understand when and where there may be a need to seek replacement space for certain services in Downtown.

City/Non-Profit Sector Advisory Table SDFA's establishment of a City/Sector Advisory Table through The Whole of the Government Framework to Guide City of Toronto Relationships with the Community-based Not-for-Profit Sector with support from RES/CreateTO and participation with the non-profit sector, will identify issues, challenges and opportunities to better understand needs of the human services sector and how that

relates to planning for facilities and space in Downtown. This collaborative process will help to ensure that the non-profit sector has the capacity to provide integrated programming and the sharing of best practices to maximize collaboration and consultation.

Given the impact of residential (and commercial) development on the four adult acute care hospitals in Downtown **a closer link between Toronto Planning and the Toronto Central Local Health Infrastructure Network (TC LHIN) is required.** A recent study recommended that TC LHIN should work collaboratively with City Planning to explore opportunities to develop community-based health services to respond to growth and change in the Downtown. It also recommended that the adult acute care hospitals Downtown should work with the TC LHIN (and indirectly with City Planning) to understand the implications of planned residential and commercial development on the future demand for hospital services, especially Emergency Departments and the resultant requirement for additional facilities and funding.¹⁹

Co-Location Opportunities

Some human services are ideally co-located, as it can improve service delivery, help to reduce costs, and create efficiencies by allowing organizations to share security, reception, cleaning services, etc.

Future opportunities for co-location with multi-service organizations or satellite employment centres such as in Regent

Park could be identified through the new Multi-Service Organization Partnership Table.

The First Step Housing and Services model recommends that the provision of employment services to vulnerable populations be integrated with shelter services. Toronto Employment & Social Services (TESS) should work with Shelter Support & Housing Administration (SSHA) to identify opportunities to integrate services.

For language instruction for new Canadians (LINC), continuous levels of language instruction, each with their own classroom, are ideally co-located with child care and counselling. An ideally-sized facility would be about 800 sq.m. (including 420 sq.m. for six or seven 60 sq.m. classrooms; 185 sq.m. for care for children; 100 sq.m. for a lounge; 25 sq. m. for staff offices; and 30 sq.m. for a kitchenette).

Larger community spaces that can serve a variety of programming needs are needed in Downtown to replace auditoria that are being lost to school redevelopment. A large community hall (300 sq. m.) that can hold 150 people seated can double for a variety of community uses--an indoor playground space for preschoolers, a fitness class for adults and seniors, space for music recitals for children, a meeting space for a volunteer-run Narcotics Anonymous group; gym space for school-aged children after school and during summer months, a public meeting space for the local Business Improvement

¹⁹ Impact of Urban Growth on Acute Care Hospitals in Toronto Central LHIN.

Association, City Planning public consultation events, all-candidate meetings, etc.

TPH has identified a need for multi-purpose space for its group workshops. The space would be 45-55 sq.m., ideally situated on a main floor, or on an upper level if a building has accessibility features. The space would require accessible washrooms, ideally fitted change stations for infants. Space in buildings on main arteries and with proximity to TTC is always preferred. Space in lower-income or high-newcomer population neighbourhoods is a goal. Access to a kitchen for some programs also would be a requirement.

TPH also delivers programs at co-located facilities including the acute care hospitals Downtown. Co-location is facilitated through the Toronto Central Local Health Infrastructure Network.

Services for people experiencing homelessness need to be aligned with other human services in the community. An inventory of community services and assets will help to identify opportunities to share shelter space with other City of Toronto providers for vulnerable populations such as TESS, SDFA and Public Health. Arrangements to bring together community partners (e.g. housing and homelessness services, multi-service agencies, community health services, etc.) create linkages and efficient co-locations.

Reinvest In and Maximize Use of Existing Assets

An **Inter-Divisional Working Group** led by SDFA, RES/CreateTO, and PFR, with support from City Planning, should be established to develop a long-term capital strategy for **AOCC** facilities and other City-owned community facilities (excluding facilities operated by PFR). This will help to address community space/facility pressures in Downtown through the potential retrofit, expansion and improvements to these well-used City assets that deliver a range of programs and services to diverse communities.

To support and advance the objectives of the Province and a number of divisions within the City, opportunities to co-locate or integrate programs and services on existing public assets should be prioritized. For example, University Settlement House, Harrison Pool, and St. Patrick's Market and Square sites are located close to each other and were identified as an opportunity location in the Phase One CS&F Study. RES/CreateTO, PFR, SDFA and City Planning in partnership with University Settlement House will explore opportunities to develop a vision and comprehensive plan for these three sites to meet the emerging needs of the community and to align with other City initiatives.

APPENDIX B – POPULATION AND EMPLOYMENT GROWTH SUMMARY

1. Population Growth Overview

Between 2011 and 2016, the Downtown population increased from 199,000 to 238,000 people, meaning that over a five-year period, the population grew by 39,000 people; a 19.2% increase. In the ten-year period since 2006, the population grew by 70,000 people.

The population growth between 2011 and 2016 occurred in all age cohorts, with the exception of children aged 10-14 years, which dropped by approximately 200 children. There was a major increase in youth (20 to 24 years) and adults (25 to 34 years) which is consistent with the growth in the city overall, but to a lesser degree. The youth population (20 to 24 years) in Downtown increased by approximately 5,000 people, most of whom were in the Bay Corridor, Church-Yonge and Waterfront West neighbourhoods. The adult population (25-34 years)

increased by 17,000 people, comprising a large portion of the overall population increase in Downtown.

2. Number of Households and Household Composition

There are 135,000 households in Downtown. This includes 71,000 single-person households, 29,000 couples without children, 12,000 couples with children, 8,000 lone-parent households, and 4,000 families with children over 25 years old.

Since 2011, the number of households Downtown increased by approximately 23,000. Both couples without children and couples with children increased proportionately more in Downtown than in the city as a whole. Single-person households also increased more, proportionately, in Downtown than in the city overall.

FIGURE 1: POPULATION & GROWTH - BY NEIGHBOURHOOD (2016)

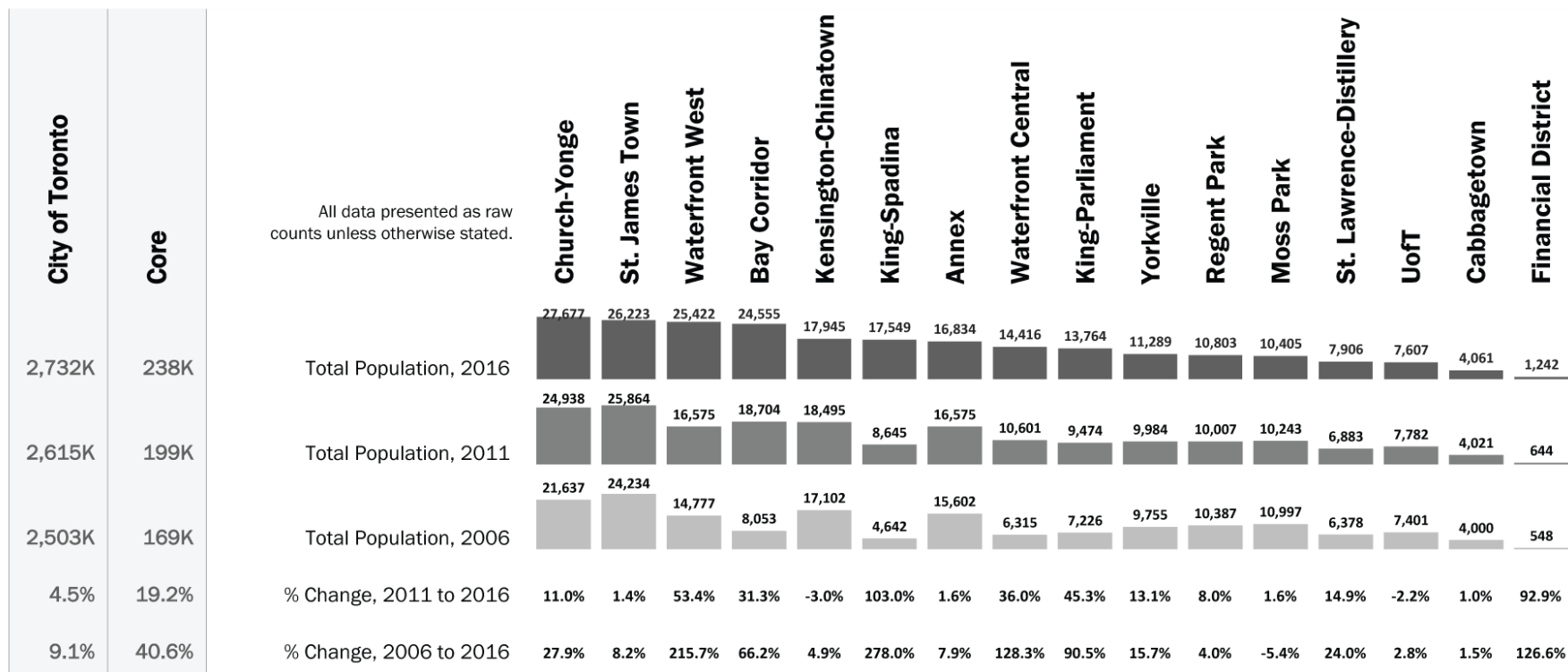


FIGURE 2: POPULATION & GROWTH - BY AGE COHORT & NEIGHBOURHOOD (2016)

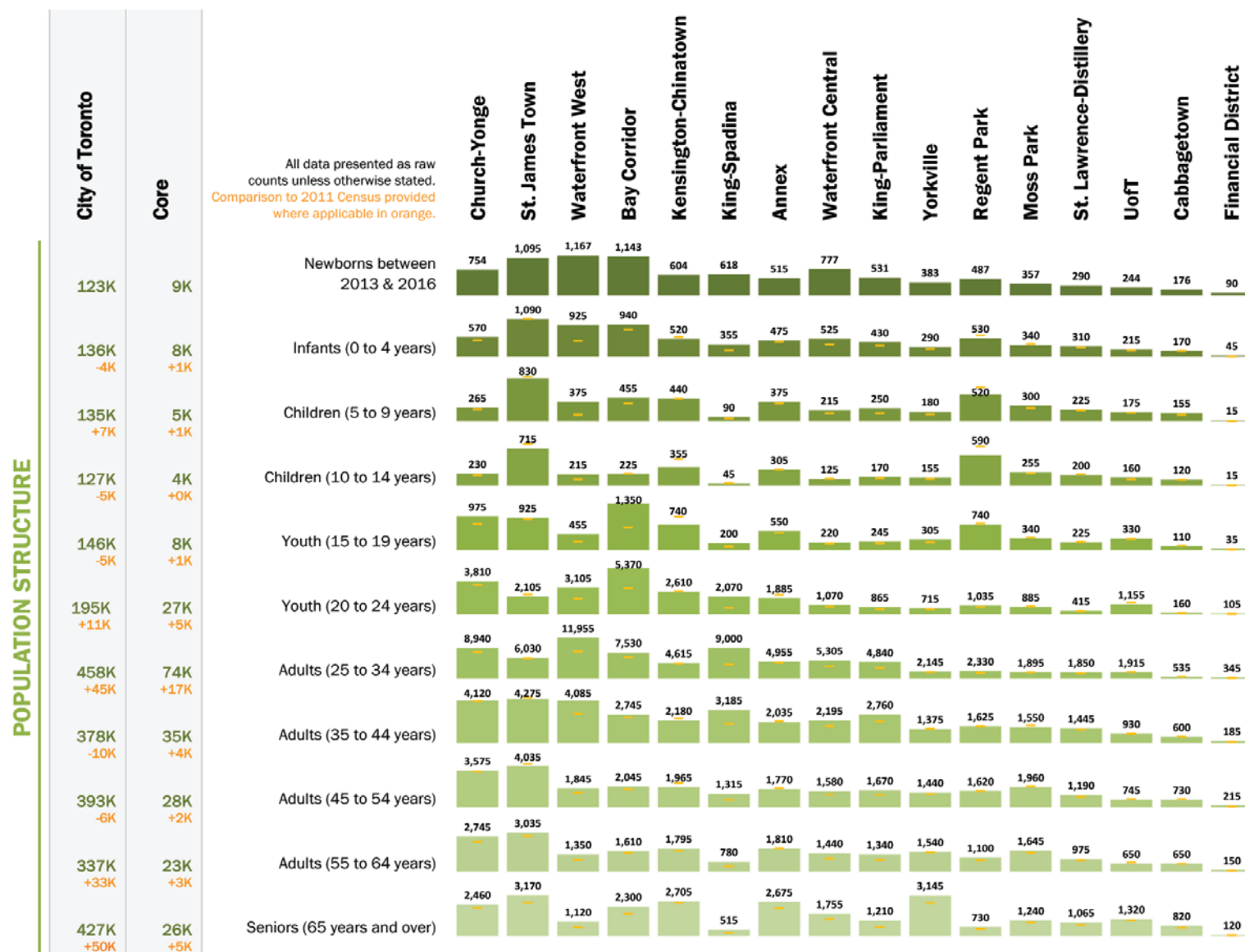


FIGURE 3: HOUSEHOLD COMPOSITION & GROWTH – BY NEIGHBOURHOOD (2016)

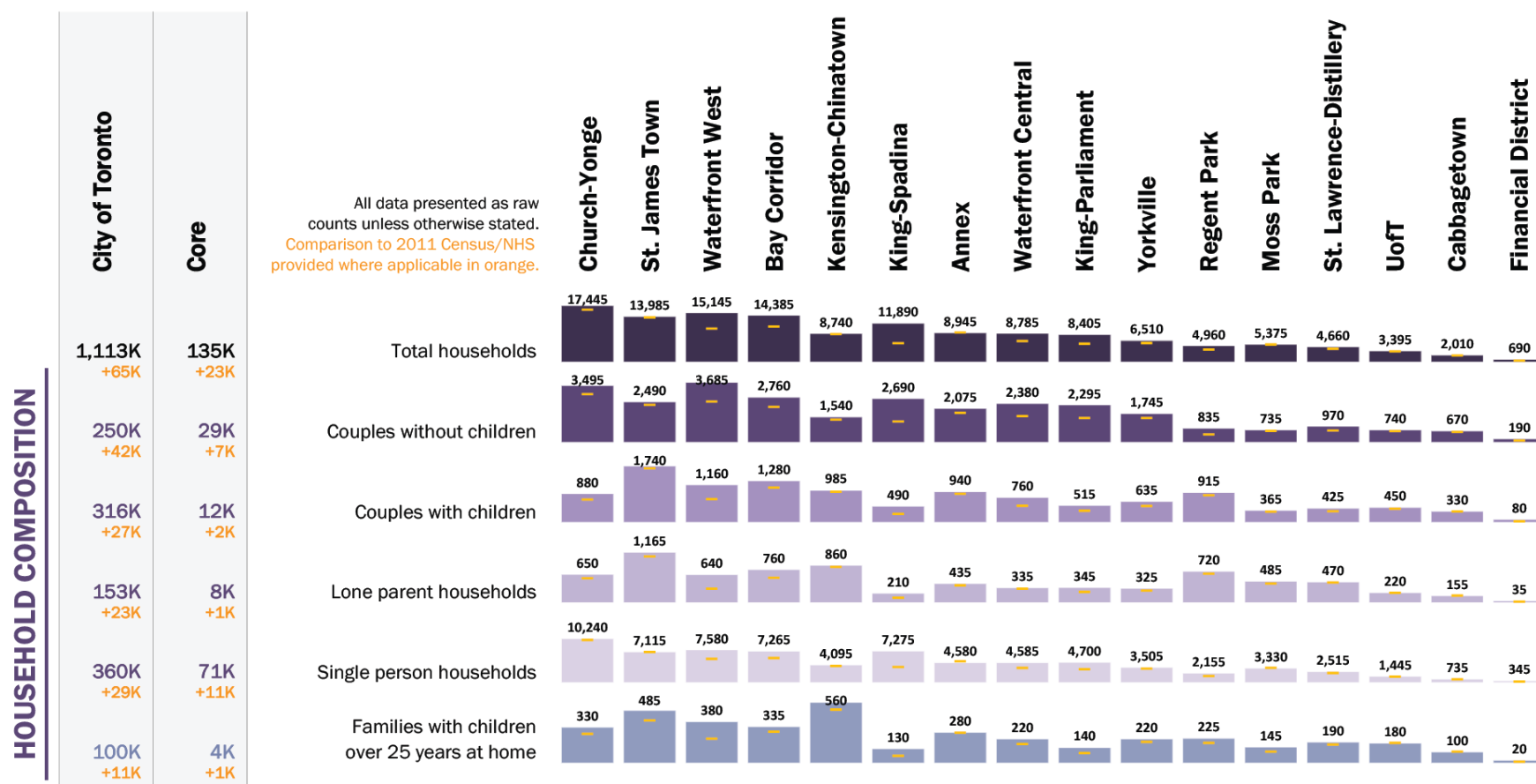
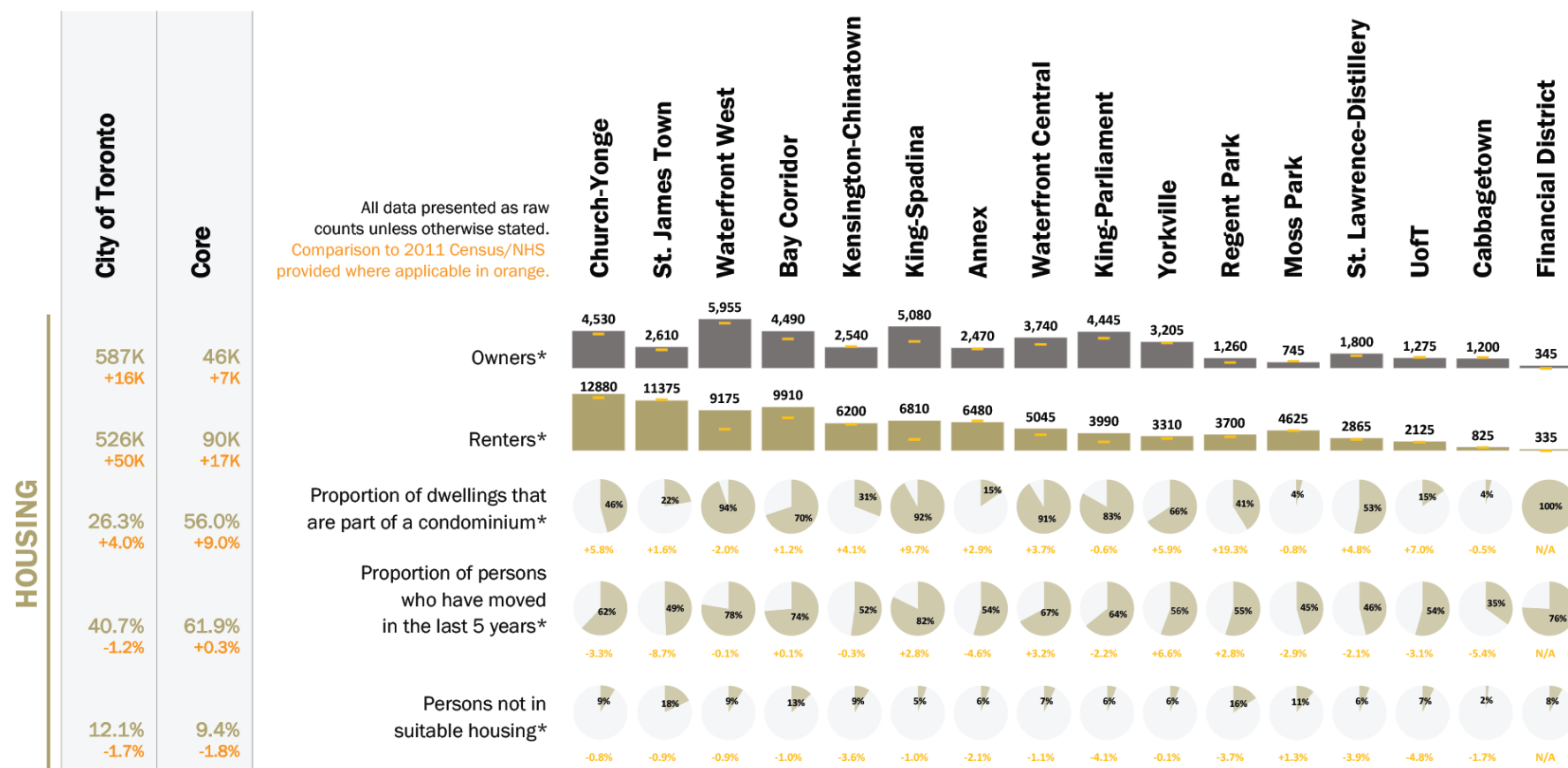


FIGURE 4: HOUSEHOLD COMPOSITION & GROWTH – BY NEIGHBOURHOOD (2016)



* Indicates data previously captured through the 2011 National Household Survey (NHS). Due to high non-response rates in the 2011 NHS, caution should be exercised in comparing to 2016 Census data.

3. Location of Population Growth

In the past 10 years, major population growth in Downtown has occurred in an inverted “T” pattern south of Queen Street, along the waterfront and up the Bay Street corridor. The neighbourhoods with the highest increase in population were King-Spadina (278%) and Waterfront West (216%).

In some areas this growth has slowed in the last five years, compared to the previous five. Although Waterfront West and Waterfront Central have continued to increase in population (by over 30%), they have done so at a much slower rate than in the period between 2006 and 2016. In Kensington-Chinatown and University of Toronto, populations decreased slightly in the past five years.

4. Estimated Future Population Growth

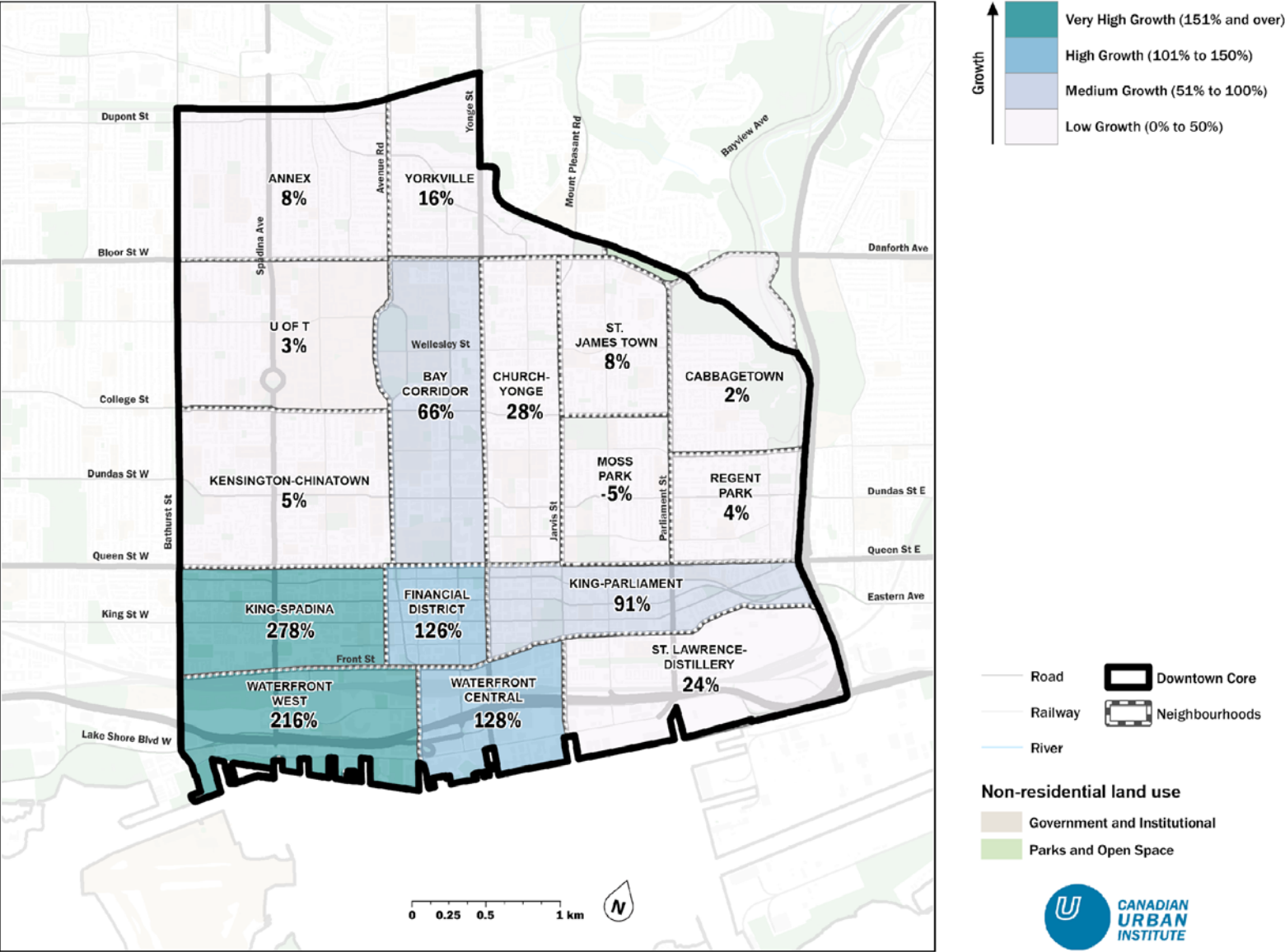
The development pipeline data used by City Planning to prepare population and future growth estimates in April 2016 consists of all built, active, under review projects over a six-year timeframe, from 2011 to 2016. The population of 238,000 people at the time of the 2016 Census is expected to grow to between 403,000 and 421,000 people when the active and under review residential units are fully occupied (See Figure 6 and Map 18).

Map 17 shows the location of the built, active and under review projects in Downtown. It shows that many of the projects are located along Yonge Street. This impacts growth in the adjacent Church-Yonge and Bay Corridors along with King Spadina have the most built residential units in the development pipeline. The rate of population growth in these areas is expected to continue with these new developments.

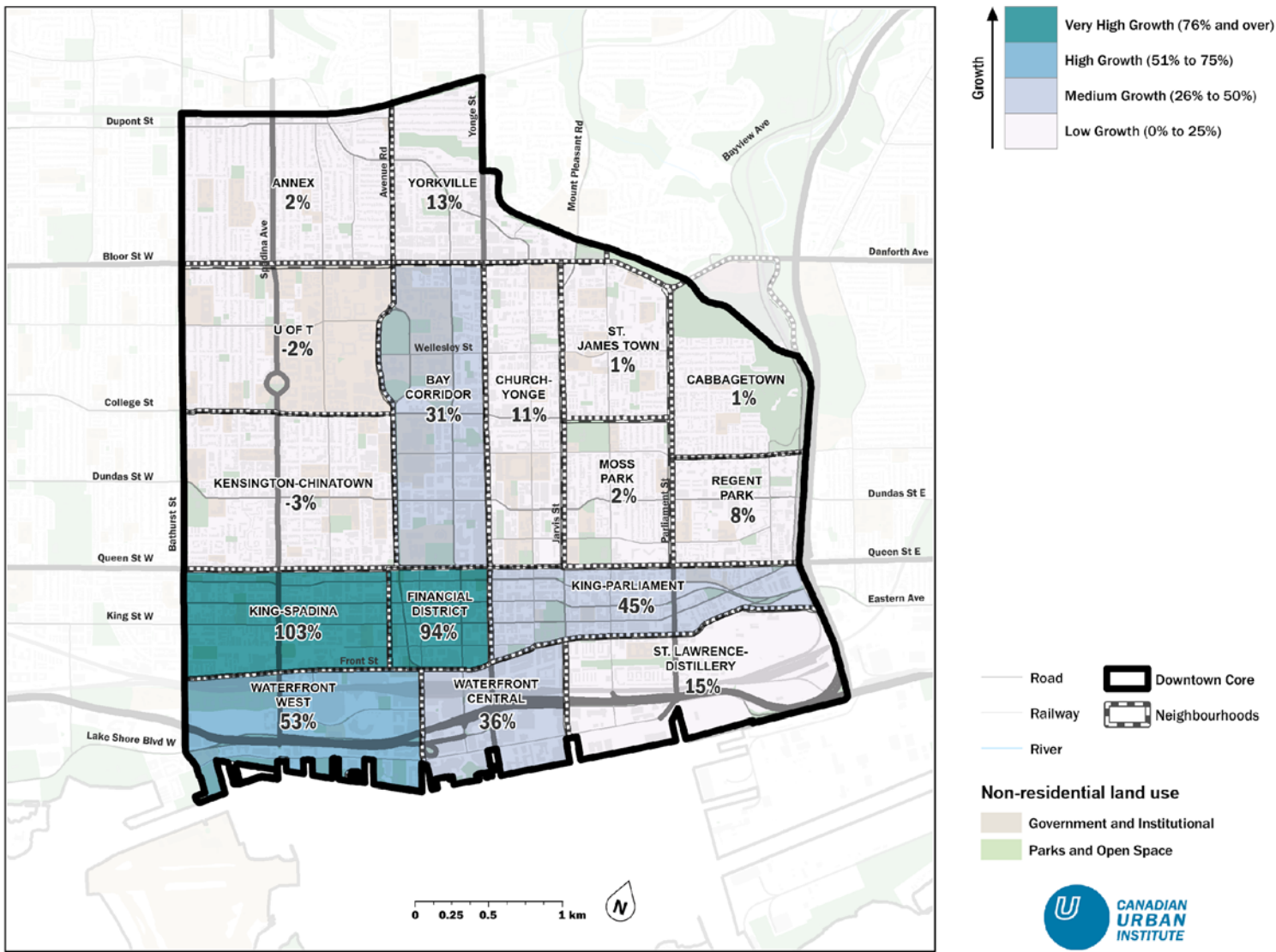
There are also a number of large projects in Waterfront Central and in St. Lawrence-Distillery. The number of active and under-review projects in St. Lawrence-Distillery means that there will likely be an almost three-fold population growth in the next several years.

Map 18 shows that six of the 16 neighbourhoods are likely to experience very high or high growth in which potential future populations may double or more. Four of these neighbourhoods are located south of Queen Street. King-Spadina and St. Lawrence Distillery are expected to have the highest growth according to the development pipeline. Waterfront West is the only neighbourhood south of Queen Street which is projected to experience lower growth (between 0 and 50%) which indicates that it has been largely built out in the past decade between 2006 and 2016.

MAP 15: POPULATION CHANGE 2006 TO 2016



MAP 16: POPULATION CHANGE 2011 TO 2016



MAP 17: DEVELOPMENT PIPELINE PROJECTS

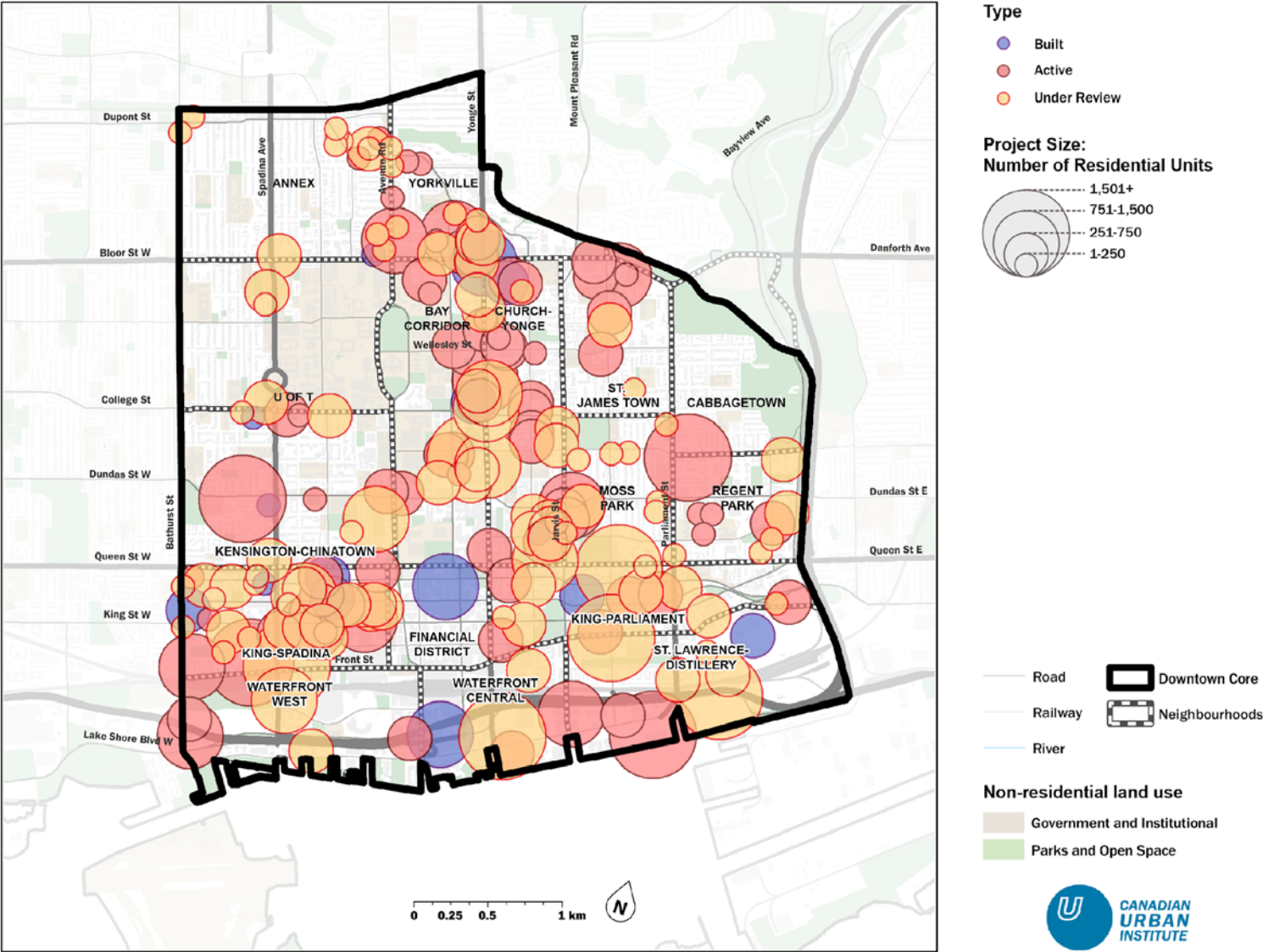
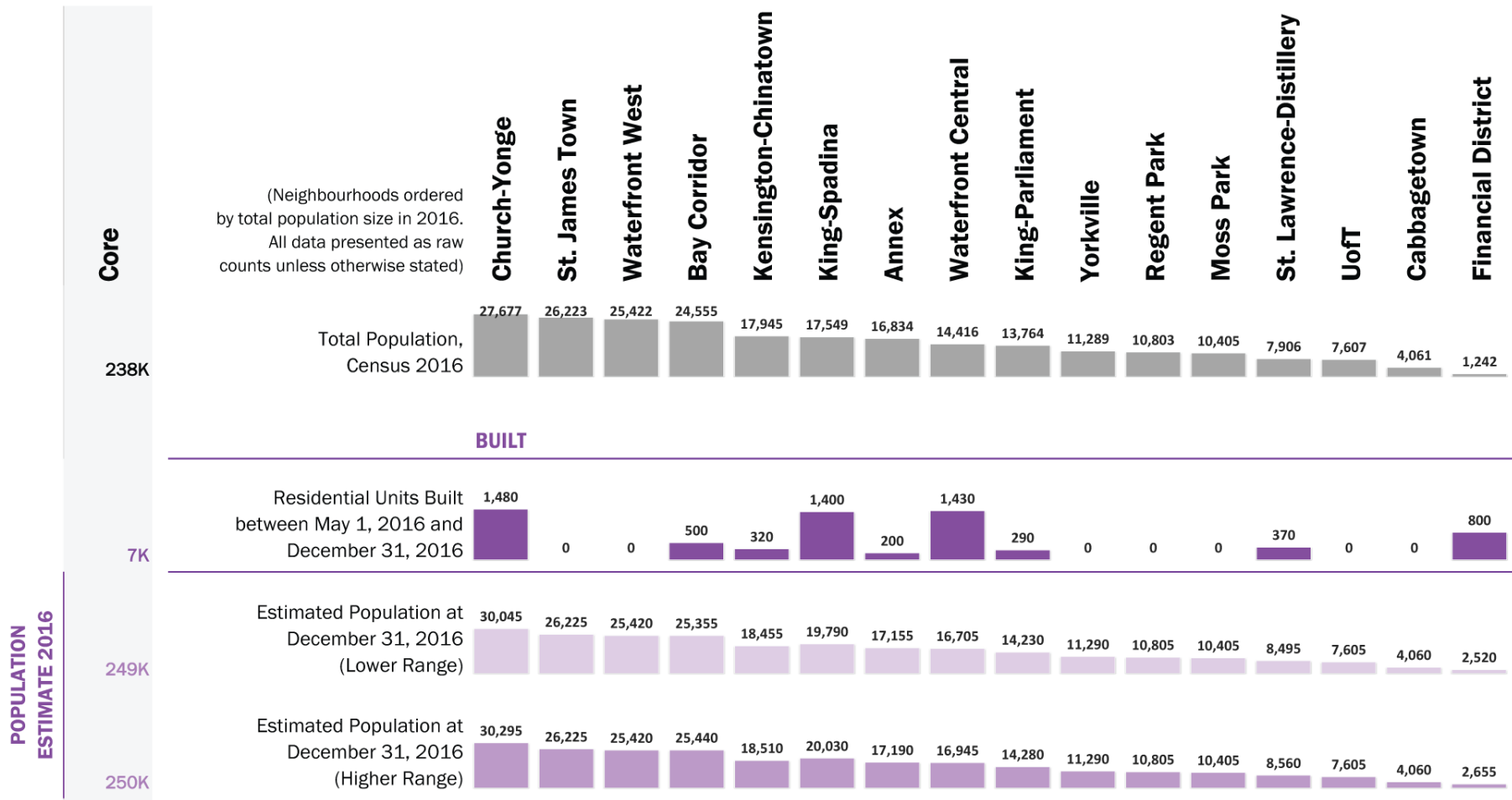


FIGURE 5: ESTIMATED POPULATION GROWTH (BUILT PROJECTS) – BY NEIGHBOURHOOD



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

PPU for Population Estimate Lower Range = 1.6. PPU for Population Estimate Higher Range = 1.77.

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

FIGURE 6: ESTIMATED POPULATION GROWTH – BY NEIGHBOURHOOD

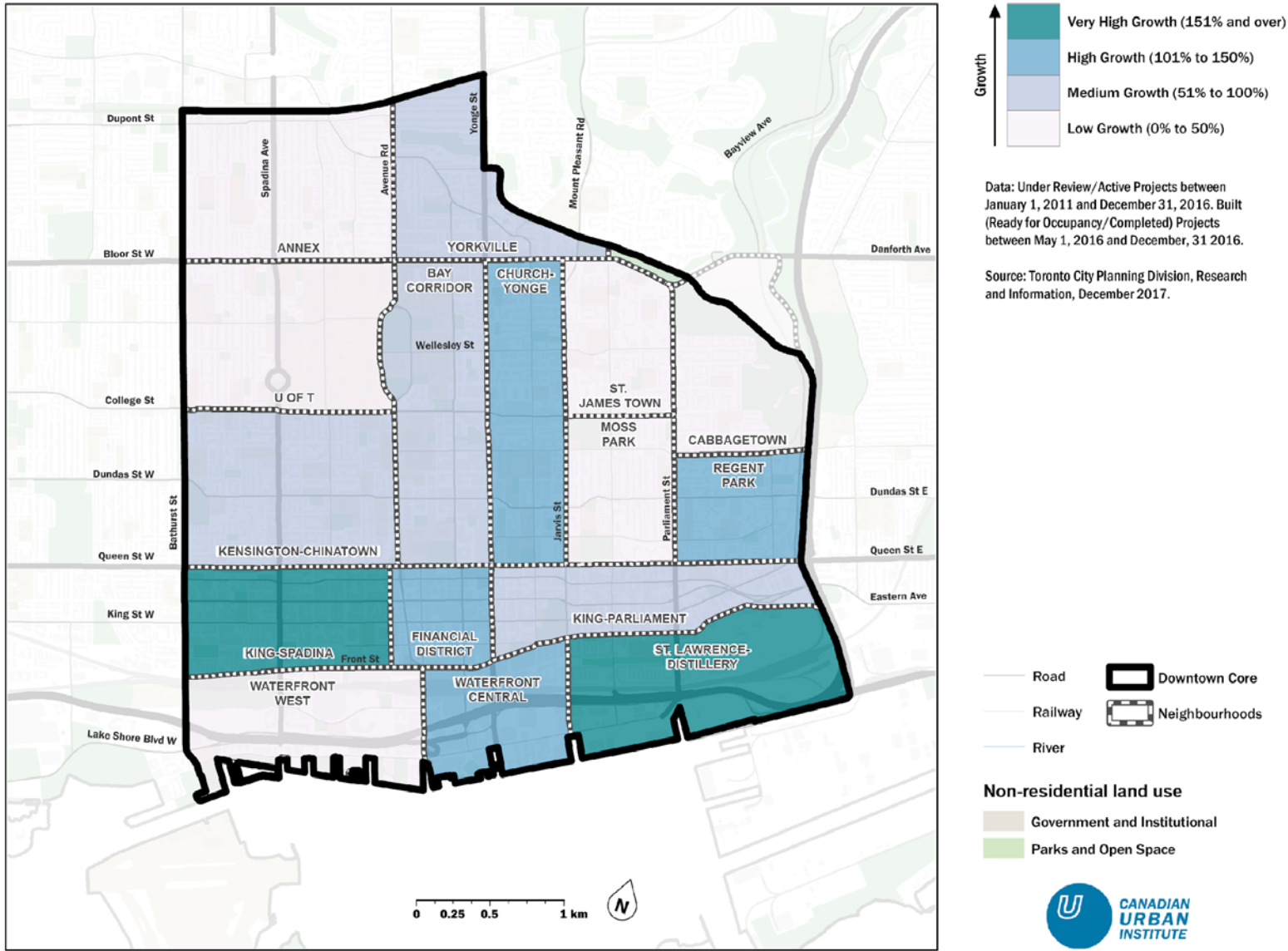


Data: Under Review/Active Projects at December 31, 2016. Built (Ready for Occupancy/Completed) Projects between May 1, 2016 and December, 31 2016.

PPU for Population Estimate Lower Range = 1.6. PPU for Population Estimate Higher Range = 1.77.

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

MAP 18: POPULATION GROWTH ESTIMATE BY NEIGHBOURHOOD



5. Employment Projections

In 2016, there were 577,000 employees in the Downtown. This number has grown by 69,000 since 2011; a 13.7% increase.

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

The employment growth will be the highest in the Waterfront Central neighbourhood. The second highest growth neighbourhoods for employment are King-Parliament and the Financial District. The Financial District, Bay Corridor, and King-Spadina neighbourhoods will have the highest employment density in 2041. Cabbagetown, Regent Park, and Moss Park will have the lowest employment density of the Downtown neighbourhoods.

MAP 19: PROJECTED EMPLOYMENT GROWTH

