# 11. Implementation Plan

## 11.1 Implementation Scenarios

**Section 10** of this report identified the infrastructure elements of the Preferred Solution for the Highland Creek Village study area to support future growth and development of the Village. This includes streetscape changes and improvements, new traffic signals, re-aligned roads, bicycle lanes, property impacts for road widenings and changes to on-street parking. It is recognized that many of the proposed infrastructure elements will be implemented in conjunction with development as it occurs in different parts of the study area; infrastructure implementation timelines and priorities will largely be tied to the pace and locations of development.

Although development timelines are uncertain, it is expected that infrastructure improvements will be phased in gradually over the next 10-20 years, and that the recommended projects will be driven by one or a combination of the following factors:

- **Development**:
  Development applications will be reviewed for consistency with TMP recommendations and the Zoning By-law for the study area. New development may also be required to provide localized improvements adjacent to their site as identified in this Master Plan (e.g., streetscape improvements along the frontages of the property), or to support the development proposals (e.g., improvements to intersections). Many projects could also be wholly or partially funded through Section 37 contributions under the Planning Act[23].

- **Public Realm Initiatives**:
  Streetscape improvements that are advanced through the City's Public Realm Initiatives (e.g., Neighbourhood Improvements, StreetARToronto, etc.) and state of good repair program, potentially independent from development. There is City-wide demand and competition for projects that would be implemented through these initiatives. State of good repair refers to the City of Toronto's internal capital improvement program which is updated annually. Planned infrastructure improvements like road resurfacing and road reconstruction can be used to implement infrastructure recommendations contained in this Master Plan.

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*23. Currently, Section 37 contributions can only be secured when more height and/or density than is otherwise permitted in the Zoning By-law is approved, in return for the provision of community benefits. Streetscape improvements not abutting a site are considered a community benefit. The Planning Act was recently amended by the Province. One of the amendments was to Section 37. The current system is being replaced by a new Community Benefits Charge that will be implemented once the City completes its Community Benefits Charge Strategy.*

- **Schedule C Environmental Assessment – Phase 3 and 4**:
  Schedule C projects will require further study to advance a final recommended design. The anticipated timing for the implementation of the elements of the Recommended Solution will also be impacted by the following:

- **Timing of the removal of the Highland Creek Overpass**.
  The Overpass was reconstructed in the year 2000, and a recent bridge assessment completed in 2018 determined that the bridge has an expected 10 plus year service life. It is not the intent of the City to revisit the need for this structure over the short term, but rather to plan for its potential removal in the long-term. Therefore, infrastructure elements and developments that are dependent on the Overpass' removal are most likely to occur in the long-term.

- **Level of dependence of each project on development within the Village**.
  Some projects may occur in advance of development, while others are only likely to occur together with development due to private property requirements. For example, the property required to support the new laneway, some of the Old Kingston Road streetscape improvements, the Military Trail traffic signal installation and the new "loop" road will be secured together with proposed development as part of the development application process.

Given that the location and pace of development will be influential in determining how this TMP's recommendations are implemented, the following sub-section outlines a number of reference development scenarios and identifies key considerations that can assist City staff with the future planning and development application review processes. Different scenarios are identified for each major infrastructure element. The project numbering is consistent with the scheme previously used in **Exhibit 10-1**.

### Old Kingston Road Laneway (#1)

Scenarios: The laneway will be achieved through development since it requires property to be taken from the rear of the commercial land uses that front Old Kingston Road (271 to 297 Old Kingston Road) and from the northern end of one property on Military Trail (1610 Military Trail) and another property on Morrish Road (34 Morrish Road). The laneway will be a public laneway.

Considerations: The laneway may be difficult to achieve unless all of the above noted properties (or a significant continuous proportion) on Old Kingston Road are slated for re-development. If development applications are received for only one property at a time, the City will ensure that the required property is dedicated for the future construction of the laneway once a critical mass of development has occurred.

There may also be an opportunity to revisit the location of the laneway to shift it further to the north so that property is only required from the parcels that abut Old Kingston Road (so that the laneway is wholly located within proposed developments). This will need to be balanced along with the need for maintaining a developable property depth.

### Military Trail Streetscape, Traffic Signal, and Ramp Closure (#2 and #3)

Scenarios: Development along Military Trail can occur at any time with a number of properties already being the subject of preliminary development applications.

Considerations: A new traffic signal at Military Trail is not required to be in place prior to development. However, all development applications should provide for the ROW width recommended in **Section 10.1.5**, requiring a dedication of 3.5 m of land on each side of the roadway. It should be noted that the ROW changes along Military Trail may need to be implemented all at once since the proposed curb-to-curb width (paved area) differs from the existing curb-to-curb width. A piecemeal approach that upgrades frontages as development occurs will make implementing Military Trail improvements difficult. Furthermore, proposed bike lanes must be implemented along the full segment between Highway 2A and Old Kingston Road for them to be operationally feasible.

There may be an opportunity to secure the new traffic signal through Section 37 benefits (i.e., in exchange for additional height or density being allowed), or the City may decide to implement the traffic signal together with Military Trail development or to expand Highway 2A access options prior to moving forward with one of the TMP's other recommendations (e.g., new "Loop" road or Overpass removal).

It is also important to note that the new traffic signal is more complex than most standard signal installation projects since Highway 2A would also have to be converted to an arterial roadway classification as part of the project. The arterial conversion would have to extend to the east of the new intersection to allow for a safe transition from the highway speeds further east.

### Old Kingston Road Streetscape and Parking (#4)

Scenarios: Proposed upgrades to the Old Kingston Road streetscape and changes to angled parking may occur at any time either through development, public realm initiatives, and/or the state of good repair program. However, it is unlikely that these changes are implemented in advance of development since area parking levels will need to be carefully managed. There are several separate projects that encompass the Old Kingston Road Streetscape projects, which will be delivered individually. As a result, each individual project is considered a Schedule A+ undertaking.

Considerations: Development applications along Old Kingston Road will need to be carefully reviewed to provide the ROW width recommended in **Section 10.1.2,** requiring a property dedication of 3.0 m on the south side of the street. Since the existing and proposed curb-to-curb distance is consistent both in existing and future conditions, there is an opportunity to implement streetscape changes on a frontage-by-frontage basis as development proceeds. Once a critical mass of the streetscape has been changed along a block, the City may be able to fill any remaining gaps as part of future road reconstruction work.

As discussed in **Section 10.4**, the reconfiguration of parking along Old Kingston Road, especially the conversion of angled parking to parallel parking, will need to be carefully managed to account for the impacts on overall parking supply in the Village. To the extent that is possible, each development should provide for parking to serve its own internal site traffic (based on parking rates in Zoning By-law) and the City may consider opportunities to prioritize the implementation of additional parallel parking in other areas (e.g., Military Trail, Morrish Road, Kingston Road, other parts of Old Kingston Road) to offset losses that would be experienced when converting angled parking to parallel parking.

### New "Loop" Road Connecting Morrish Road and Kingston Road (#5)

Scenarios: The new "Loop" is not achievable without the acquisition of property from two parcels (21 Morrish Road and 27-31 Morrish Road) and a small amount of property from a third parcel (371 Kingston Road). The City will implement this connection through the development process.

Considerations: There may be an opportunity to combine the "Loop" road with the Military Trail signal project (#2) since the new "Loop" (and associated closure of existing ramps from Morrish Road and Kingston Road to Highway 2A) would require the provision of alternate access to Highway 2A elsewhere. Furthermore, the rationalization of the surplus property between Highway 2A and the new "Loop" would provide the impetus for cross-sectional changes to Highway 2A (i.e., the change to an arterial roadway classification) that are required to support the Military Trail signal. Another option would be to consider implementing a cul-de-sac at the end of Morrish Road or Kingston Road at the location of the proposed "Loop" connection. This may provide flexibility to accommodate partial development in these areas.

Development applications along Morrish Road and Kingston Road will need to be carefully reviewed to provide the ROW widths recommended in **Section 10.1.3** (i.e., 1.5 m ROW widening on each side for Morrish Road) and **Section 10.1.4** (i.e., 1.5 m ROW reduction on each side for Kingston Road) and to allow for the future "Loop" connection to be implemented. All ROW changes are likely to be dedicated through the Site Plan Control process.

In some cases, required ROW widths may be dedicated as part of the development application process and cross-section improvements deferred for longer term implementation “all at once” (e.g., as part of road resurfacing or reconstruction). A piecemeal approach to implementing ROW changes as development occurs may not be desirable or feasible in cases where the existing ROW geometry (i.e., the paved area) is significantly different from the proposed ROW. In particular, Morrish Road currently has a rural cross-section, and it is likely that improvements would be implemented here all at once with a triggering development to provide a more urbanized cross-section that includes continuous sidewalks, drainage, and curbs.

### Old Kingston Road and Kingston Road Intersection Reconfiguration (#7)

Scenarios: The intersection reconfiguration will likely be advanced by the City and occur together with development.

Considerations: The feasibility of this scenario is complicated by the timing of the implementation of the loop road (#5) and the implementation of the Military Trail signal (#2).

This project will also need to be co-ordinated with Old Kingston Road streetscape improvements and state of good repair to make sure that the ROW widths proposed in **Section 10.1.2** are achieved. Future development applications for 385 Old Kingston Road will need to be carefully reviewed to maintain the flexibility for this re-alignment.

### Highland Creek Overpass Removal (#8) and Highway 2A Ramp Closure (#9)

Scenario(s): Will not occur until the existing structure reaches end of service life (10+ years). The City will monitor the bridge condition as a part of its state of good repair program. Removal of the bridge structure will occur in the long term and will likely be planned in conjunction with new development.

Considerations: It is recommended that the Military Trail signal (#2) be in place prior to the initiation of the removal of the Overpass to provide additional access options to/from Highway 2A that will offset the closure of the ramps. This will also be an important consideration during construction / demolition.

The ROW width recommended in **Section 10.1.6** should be protected and maintained as part of the redevelopment of surplus lands.

Opportunities should also be explored to provide additional separation between Highway 2A and Lawson Road to leave room for queueing vehicles (see **Section 9.2** for details).

### Closure of access between Highway 2A and Lawson Road (#10)

Scenarios: The ramp closure (#9 and #10) will occur together with the removal of the Highland Creek Overpass (#8). This will necessitate the creation of a new signalized intersection along Highway 2A at Lawson Road.

Considerations: Currently, these accesses provide connections from Highway 2A to Lawson Road and Colonel Danforth Trail. It is recommended that these ramps to/from eastbound Highway 2A stay in place until the Overpass is replaced with a signalized intersection.

### Pedestrian Connections (see Exhibit 10-11)

Scenarios: New sidewalks will be implemented together with the improved streetscapes along each of the ROWs noted above. Pathways that provide connections through private properties, on the other hand, will be wholly completed through the development process.

Considerations: As previously noted, for Old Kingston Road there is an opportunity to allow sidewalk and streetscape improvements to occur on a frontage-by-frontage basis as development proceeds since the paved roadway area from curb-to-curb remains the same between the existing and proposed condition. For other roadways, the sidewalk improvements will likely have to be implemented for an entire block since the paved areas are expected to change between existing and future conditions.

Development applications will need to be reviewed to provide for pedestrian paths / walkways through development areas. These pedestrian facilities will facilitate pedestrian travel and provide connections to the proposed Village Green (Morrish Parkette) and between Morrish Road and Kingston Road to Highway 2A.

### Cycling Connections (see Exhibit 10-12)

Scenarios: New bike lanes can be implemented along Military Trail once the ROW is expanded. This project will need to be closely co-ordinated with the overall implementation of the ROW improvements to Military Trail and associated traffic signal (#2 and #3). An interim cycling connection in lieu of the expanded ROW's can also be pursued.

The new multi-use trail that connects the intersection of Military Trail and Highway 2A to the Highland Creek Overpass and Lawson Road will need to be implemented together with the closure of the ramps to/from Highway 2A (#3) and the Highland Creek Overpass removal (#8).

Considerations: Implementing bike lanes along Military Trail is dependent on providing a safe crossing and connection across Highway 2A to the south. The detailed design for the Military Trail Traffic signal (#2) will need to provide for this cycling crossing and connection to the south.

This should include an assessment of alternatives that do not require cyclists to dismount and cross as a pedestrian; measures that are clearly visible to motorists will need to be considered at this major intersection (e.g., intersection crossing markings, cyclist traffic signals). As part of detailed design for the Military Trail ROW, a 0.5 m to 1.0 m buffer may also be considered to minimize the potential hazard of motor vehicle doors opening into the travelled portion of the bicycle lane.

As part of detailed design activities for the closure of the ramps to/from Highway 2A (#3) and the removal of the Highland Creek Overpass (#8), different cycling facility options should be evaluated for the connection between Military Trail and Lawson Road. The appropriate level of separation should also be examined in detailed design, including conventional bicycle lanes, separated bicycle lanes (with physical, marked, or un-marked buffer), raised cycle track, or in-boulevard facilities, and weighed against available ROW space / constraints.

## 11.2 Projects

Based on the possible implementation scenarios discussed in **Section 11.1,** the infrastructure improvements that have been proposed as part of the Recommended Solution have been grouped into logical projects that could be advanced as individual assignments within the larger project, with other surrounding improvements in the Village area. **Exhibit 11-1** identifies the elements that are included within each project, along with the likely implementation scenario that applies. Please refer to **Exhibit 10-1** for an illustration of the individual infrastructure elements that are included within each project.

## Exhibit 11-1: Implementation Scenario by Project

| Project | Included TMP Improvements | | Implementation Scenario: Development | Implementation Scenario: Public Realm / State of Good Repair | Implementation Scenario: Major Project Delivery |
|---|---|---|---|---|---|
| Military Trail Traffic Signal | 2 | New signalized intersection at Hwy 2A & Military Trail | ✓ | ✓ | |
| | 3 | Closure of Military Trail ramps / accesses | | | |
| | | Streetscape improvements and parking on Military Trail | | | |
| | | Bicycle lanes on Military Trail from Hwy 2A to Old Kingston Road | | | |
| | | Cycling connection between Military Trail & Lawson Road | | | |
| Old Kingston Rd Streetscape | 4 | Streetscape improvements and conversion to parallel parking on Old Kingston Road & Morrish Road | ✓ | ✓ | |
| | 7 | Reconfigure Kingston Road & Old Kingston Road intersection | | | |
| Re-Alignment of Kingston and Morrish Rd | 5 | Realignment of Kingston Road and Morrish Road (New "Loop") | ✓ | ✓ | |
| | | Streetscape improvements and parking on Kingston Road & Morrish Road | | | |
| | 6 | Closure of Kingston Road & Morrish Road ramps / accesses | | | |
| New Laneway | 1 | New laneway between Military Trail & Morrish Road | ✓ | | |
| Highland Creek Overpass Removal | 9 | Highland Creek Overpass removal and ramp closure | | ✓ | ✓ |
| | 8 | New Hwy 2A signalized intersection | | | |
| | | Conversion of Hwy 2A into arterial near Overpass | | | |
| | | Conversion of Hwy 2A into arterial near Military Trail | | | |
| | 10 | Closure of Lawson Road ramps / accesses | | | |

*Note: (#) note that in this table the number within the yellow symbol corresponds to the TMP Improvement identified in **Exhibit 10-1***

It is recognized that the need to undertake future Class EA studies and detailed design activities will also play a role in the timing of each of the above projects, particularly for projects that may be implemented in the short-term (see **Section 11.3** for details). Finally, it should be noted that the City of Toronto may choose to implement the recommended projects in a different order or phasing than has been suggested above to accommodate other priorities such as the need to co-ordinate with other infrastructure works through the City of Toronto's state of good repair program, planned developments in the area, or other considerations beyond the scope of this project.

## 11.3 EA Assessment Requirements

As previously discussed in **Section 1.1,** this TMP is following the Master Planning process outlined in the Municipal Class EA. As a result, the TMP is intended to address the requirements of Phase 1 and 2 of the Municipal Class EA Planning process by providing an assessment of the problem or opportunity and an assessment of alternative solutions. According to the Municipal Class EA, projects can be classified into three main categories according to their environmental impacts. These categories are called Schedules (i.e., Schedule A/A+, Schedule B, and Schedule C). There are no Schedule B projects recommended as part of this TMP.

Schedule A and Schedule A+ infrastructure projects, which are limited in scale and include limited municipal maintenance and operation activities (e.g., streetscape improvements and traffic signals), are pre-approved and may directly proceed to implementation without following the full Class EA planning process.

The Schedule C project identified in this TMP will have to fulfill Phases 3 and 4 of the EA process as part of separate studies that examine alternative design concepts and measures to mitigate identified impacts prior to the filing Environmental Study Reports (ESRs) for public review. **Exhibit 11-2** outlines the TMP Phases (Phases 1 and 2) and the phases to be followed for the identified Schedule C project (i.e., Phases 3 and 4).

**Exhibit 11-2: Municipal Class EA Process by Phase**

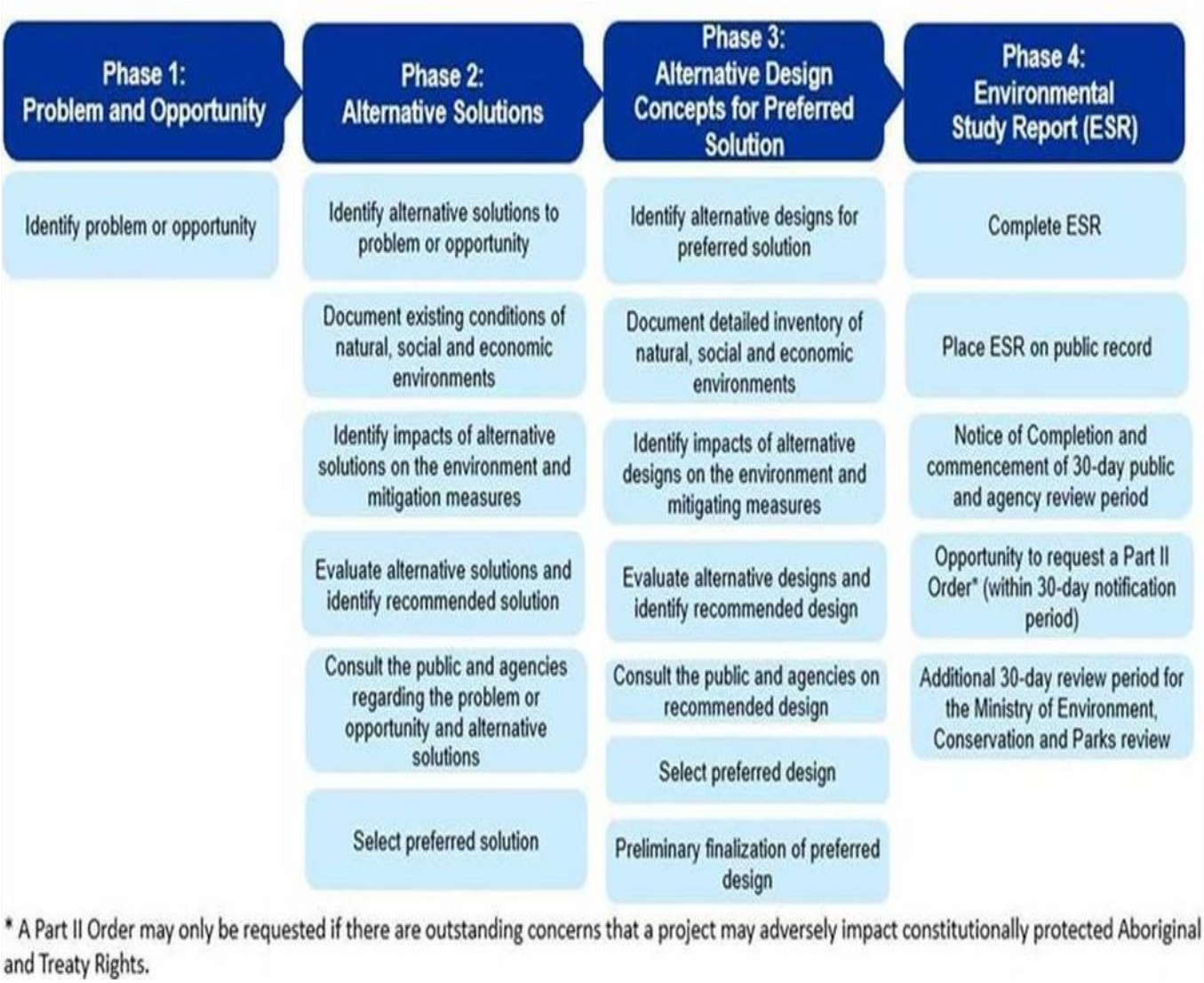


**Exhibit 11-3** identifies the applicable EA schedule for each of the transportation infrastructure projects identified within this TMP. The EA schedule has been determined by considering the level of environmental impact and an estimate of the cost of each project. The EA schedule governs the extent of further study that is required to be undertaken prior to implementation. Please refer to **Section 13.2** for more details on the cost estimates that were produced as part of this TMP.

**Exhibit 11-3: EA Requirements by Transportation Infrastructure Project**

| Project | EA Schedule | EA Requirements |
|---|---|---|
| **Military Trail Traffic Signal** | Schedule A+ | • Pre-approved.<br>• May proceed to detailed design and construction at any time.<br>• The individual improvements included in this project will be delivered through private development and/or Public Realm/State of Good Repair. |
| **Old Kingston Rd Streetscape** | Schedule A+ | • Pre-approved.<br>• May proceed to detailed design and construction at any time.<br>• The individual improvements included in this project will be delivered through private development and/or Public Realm/State of Good Repair. |
| **Re-Alignment of Kingston and Morrish Rd** | Schedule A+ | • Pre-approved.<br>• May proceed to detailed design and construction following the completion of the TMP.<br>• The individual improvements included in this project will be delivered through private development and/or Public Realm/State of Good Repair. |
| **New Laneway** | Schedule A+ | • Pre-approved.<br>• May proceed to detailed design and construction at any time.<br>• The individual improvements included in this project will be delivered through private development. |
| **Highland Creek Overpass Removal** | Schedule C | • Requires additional investigation and consultation following the completion of the TMP.<br>• Phase 3 (Alternative Design Concepts for Preferred Solution) and Phase 4 (Environmental Study Report) must be completed.<br>• Includes additional mandatory public consultation.<br>• May be incorporated with other City projects under Public Realm/State of Good Repair. |

## 11.4 Plan Monitoring

This TMP outlines a strategy for infrastructure improvements and policy planning to attain its multimodal and sustainable transportation vision for the Highland Creek Village area. The success of the TMP as a long-range plan is dependent on a number of variables and the ongoing monitoring of relevant conditions, actions, and impacts. The City must be aware of the progress made towards achieving its transportation goals and objectives through a monitoring framework that ensures priorities are added, modified, or deleted as necessary.

Components of the plan are based on relevant provincial and municipal policy documents and guidelines as well as forecasted future travel demands over the transportation network based on future land use development patterns. As growth in population and employment changes over the next several years, the City should consider the need to update the TMP to take advantage of or reflect changes beyond the scope of this study. The Plan must be able to respond to changes that might affect demand, or the emphasis placed on different modes of transportation.

Depending on the extent of change there may be a need to re-assess, amend, or update components of the TMP. It is recommended that the TMP be monitored every five years, taking into consideration the following:

- Progress towards achieving the TMP's transportation vision;
- New transportation issues that may arise in the future;
- Provincial and City initiatives, policies and funding related to transportation infrastructure programs; and
- Pace of population growth, development, and land use changes within the Village area.

Moreover, it is recommended that the City considers the following activities as part of a proactive monitoring program for the study area:

- **Pace of Growth**:
  Obtain annual population, employment, and dwelling unit data to provide context for an assessment of whether the study area is growing at the rate anticipated. This information will in turn be used to assess whether the pace of TMP implementation and completion is proportional to the pace of development.
- **Traffic Counts**:
  Schedule regular traffic counts in the Village area at key locations using ATRs and key intersections using Intersection Turning Movement Counts to identify and confirm issues.

- **Land Use and Policy Changes**:
  Monitor future opportunities such as changes in land use and policy changes that may impact the transportation network changes recommended in the TMP.

- **Parking Utilization and Monitoring**:
  Monitor parking utilization within the study area and consider implementing parking management policies, as outlined in **Section 10.4**.

- **Transit Network**:
  |Monitor the need for potential changes to the transit system by considering route performance and customer satisfaction. Potential changes to the TTC route network should be considered on the basis of future development patterns and the timing of the road network changes that are implemented (see **Section 10.3** for more details).

- **Active Transportation Network**:
  Monitor the status of improvements to the Village's pedestrian and cycling networks. It is anticipated that streetscape improvements will be implemented through the development application and approval process, which may result in a patchwork of improvements in the near to medium-term. Once there is a critical mass of development, there may be an opportunity for the City to "finish" the limited gaps that may remain between developed lands.

- **Highland Creek Overpass Service Life**:
  Monitor opportunities to further the transportation and land use planning associated with the Highland Creek Overpass' eventual removal and replacement with an at-grade intersection. This planning should be completed well in advance of the Overpass' planned service life and consider the results of future structural inspection and assessment studies.

Given the close integration between land use planning, land use policy, and transportation. any updates to the TMP should be undertaken in conjunction with Official Plan updates (including the Highland Creek Secondary Plan). All major TMP updates should include a proactive and comprehensive public consultation program featuring formal public consultation, stakeholder workshops, and other innovative outreach strategies to solicit input from a wide cross-section of the community.