



# T0core

## T0core Community Services & Facilities Study Phase One: Taking Stock

**PREPARED FOR:** CITY OF TORONTO, CITY PLANNING DIVISION  
**DATE ISSUED:** 2016-03-21

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**NOTE TO READER:**

*TOcore is a three-year inter-divisional initiative, led by City Planning. The purpose of the Study is to ensure growth positively contributes to Toronto's Downtown as a great place to live, work, learn, play and invest. It will do so by determining: a) how future growth will be accommodated, shaped and managed, and b) what physical and social infrastructure will be needed, where it should go and how it will be secured. The TOcore Study is a response to the rapid intensification of Downtown that is placing pressure on finite hard and soft infrastructure assets. An important aspect of TOcore is the planning for the important community services and facilities to maintain a high quality of life within complete communities as growth and intensification proceeds. More information can be found at [toronto.ca/tocore](http://toronto.ca/tocore).*

*The TOcore Community Services & Facilities Phase One – Taking Stock report was prepared by a team of consultants – Canadian Urban Institute, Social Planning Toronto and Swerhun Facilitation – retained by Toronto City Planning. The work of this study was supported by an inter-divisional and inter-agency working group comprised of Parks, Forestry and Recreation (PF&R), Toronto Public Health, Social Development Finance and Administration (SDF&A), Toronto Employment and Social Services (TESS), Children's Services, and Shelter, Support and Housing Administration (SSHA). The Toronto Public Library (TPL), Toronto District School Board (TDSB), and Toronto Catholic District School Board (TCDSB) also participated as well as more than 100 human service organizations.*

*The consultant team prepared a draft of each of the Sector Profiles based on data received from City divisions and agencies, a Human Services Survey and what we heard during interviews and focus groups. Each Sector Profile was then reviewed by staff of City Planning and those on the City's working group, and in some instances included a Director-level review. The Priorities and Opportunities sections were similarly reviewed. A reasonable effort was made to accommodate the suggestions for changes to the text received from City Divisions and the Boards as well as to faithfully represent what we heard in focus groups and key informant interviews.*



# 1. EXECUTIVE SUMMARY

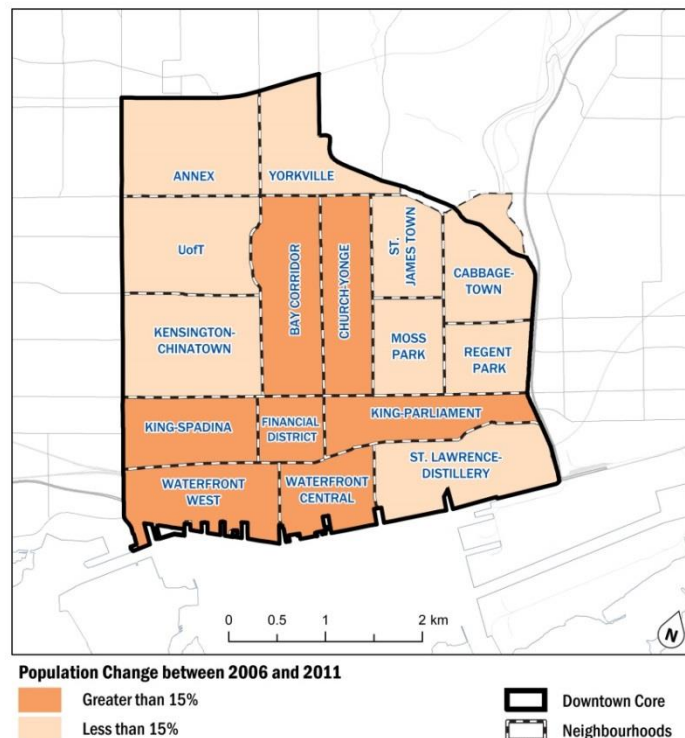
The **Community Services & Facilities (CS&F) Report, Phase One - Taking Stock** is an assessment of community services and facilities in the 16 defined neighbourhoods comprising Toronto's Downtown. This study engaged key internal and external stakeholders to examine needs and gaps in the community services and facilities sector, including: recreation, child care, libraries, schools, human services and public health. It identifies 13 strategic actions to increase capacity, innovation and collaboration and 27 opportunities to secure new facilities or improvements to existing facilities. A summary table and map of these identified opportunities can be found in Sections 8 and 9 of this report.

The two key **priorities** that emerged from Phase One of TOcore's CS&F Study are:

1. the need for affordable, appropriate and accessible space and;
2. the need to develop innovative partnerships and collaborations to meet the challenges of growth in the Downtown.

## GROWTH

People are changing the Downtown. Its population has more than doubled since 1976. In 2015, roughly 250,000 people lived Downtown, close to half a million people worked Downtown and almost 300,000 Torontonians commuted to Downtown jobs from all wards across the city. On any given day there may be as many as a million people in the 17-kilometre study area bounded by Bathurst Street to the west, the midtown rail corridor and Rosedale Valley Road to the north, the Don River to the east and the Lake Ontario shoreline to the south.



Most of the population growth over the past ten years has been concentrated in fast-growing neighbourhoods spreading east and west along the waterfront and in the King-Spadina and King-Parliament neighbourhoods, and on a north to south axis centred on the Bay/Yonge corridor. Downtown has a youthful population, with roughly half of residents aged 20-39 years old. Over 17,000 families with children call Downtown home and there is evidence that the number of babies being born to people living Downtown is beginning to surge. People living in Downtown's stable neighbourhoods and apartment neighbourhoods want services that allow them to age in place. At the same time, Downtown agencies provide a wide range of services to vulnerable populations. In 2011, 23% of people living Downtown reported incomes less than \$20,000 per year with one in five households paying more than 50% of income on rent. On the employment side, the number of people working Downtown continues to grow significantly. Projections indicate that this trend will continue for the foreseeable future.





Faced with fast growth of both population and employment in the Downtown, City Divisions and community service providers have been inventive and opportunistic in addressing the diversity of service needs and pressures that increase the cost and reduce the supply of space to deliver programs. Participants in the study identified inadequacies in the availability of **affordable, appropriate and accessible space** as a key challenge to meeting the growth and diversity of service needs in the Downtown. To help the CS&F sector respond to unprecedented growth in the Downtown, the City needs to facilitate **new and innovative partnerships** with internal and external stakeholders and other orders of government to address emerging CS&F priorities and pursue the opportunities identified in this report.

## **ENGAGEMENT**

The Phase One findings contained in this report are based on broad consultation with various City Divisions and partners, including City Planning, Parks, Forestry and Recreation (PF&R), Toronto Public Health, Social Development Finance and Administration (SDF&A), Toronto Employment and Social Services (TESS), Children's Services, Shelter, Support and Housing Administration (SSHA), Toronto Public Library (TPL), Toronto District School Board (TDSB), and Toronto Catholic District School Board (TCDSB). SDF&A, PF&R, TPL, Children's Services, TDSB, and TCDSB, as well as 211, provided data to inform the mapping and sector profiles.

Discussions were held with staff from 8 City Divisions<sup>1</sup> and 3 City Partners<sup>2</sup> at inter-divisional meetings chaired by City Planning, as well as through key informant interviews and focus groups. Participation from the human services sector was unprecedented. 136 of 215 (63.3%) Downtown human service organizations participated in the CS&F Study through the following opportunities:

- 59 organizations took part in a February 9, 2015 roundtable
- 101 organizations completed a Downtown human services survey
- 83 organizations completed an organizational profile
- 41 organizations took part in a total of 8 focus groups
- 34 organizations took part in a second, follow-up roundtable held September 28, 2015

## **1.1 PRIORITIES**

### **STRATEGIC ACTIONS TO PROVIDE FOR NEW FACILITIES/SPACE OPPORTUNITIES**

The need to enhance existing facilities and/or provide new facilities to support growth was identified as one of the highest priorities by participants in Phase One of this Study. To increase the capacity of agencies and the City to provide for new facilities/space opportunities that respond to growth, the study identifies a number of strategic actions to:

- Improve, expand and reconfigure existing facilities to address current and future space needs;

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<sup>1</sup> 8 City Divisions include City Planning, Parks, Forestry and Recreation, Public Health, Social Development Finance and Administration, Toronto Employment and Social Services, Children's Services, and Shelter, Support and Housing Administration.

<sup>2</sup> 3 City Partners are Toronto District School Board, and Toronto Catholic District School Board, and Toronto Public Library.



- Secure new and innovative facilities in high-growth or under-served areas of the Downtown through existing planning and funding tools such as Sections 37 and 45, DCs and Capital Budgets based on the findings of this study and the CS&F strategy to be developed under phase two of TOcore;
- Make the space accessible and affordable to non-profit agencies through a review of the Below Market Rent Space Policy; and
- Leverage community assets Downtown through hub models and other co-location approaches.

## **STRATEGIC ACTIONS TO BUILD NEW PARTNERSHIPS FOR COMPLETE COMMUNITIES DOWNTOWN**

Agencies and City Divisions have been inventive and opportunistic in response to growth pressures in the Downtown. There is a high degree of interconnectedness and collaboration. To build upon this foundation and create new and innovative partnerships to address CS&F priorities and seize emerging opportunities, the study identifies a number of strategic actions to:

- Set the foundation for future partnerships by sustaining and in some cases broadening membership in the partnership tables that support TOcore;
- Build partnerships with Downtown institutions including hospitals (through the LHIN) and post-secondary institutions to explore opportunities to collaborate on emerging CS&F priorities;
- Strengthen partnerships with School Boards to leverage assets to develop multi-service community hubs; and
- Build partnerships with community-based agencies to explore innovative opportunities to increase the availability of community services and facilities Downtown.

### **1.2 OPPORTUNITIES**

A range of opportunities were identified in the six CS&F sectors that have been addressed as part of this study. TOcore offers a process to work in collaboration and forge new partnerships between City Divisions, the Toronto Public Library Board, School Boards, community-based agencies, private sector developers, and the major Downtown institutions (e.g. hospitals, college and universities) to explore new opportunities to meet the challenges of growth.

## **NEW AND PLANNED SCHOOL FACILITIES TO RESPOND TO GROWTH**

The study identifies the 7 new and planned school facilities in the Downtown to serve growth areas that have been identified by the TDSB and TCDSB. As well, the study identifies an opportunity for the School Boards to investigate innovative urban school models to be incorporated as part of future Downtown development and to be designed for multi-purpose, multi-user space for the broader community to access beyond the traditional full-day education programming.

## **LIBRARY FACILITIES AND FUTURE SERVICE**

Libraries serve as "urban living rooms" for a diverse Downtown population, including high-rise condo dwellers, post-secondary students, office workers, new immigrants along with the vulnerable populations. Toronto Public Library (TPL) provides space for a full range of library services including computer learning centres, digital innovation hubs, early literacy centres for children, middle childhood discovery areas, large collections, individual and group study spaces, and flexible programming and meeting spaces. All of these library services are important service enhancements required to support the Downtown population. Some Downtown neighbourhood branches are



undersized and below the minimum size for a new neighbourhood branch. As the Downtown population continues to grow, these branches may face challenges housing collections, delivering a wide range of services/programs and providing sufficient study and seating spaces.

This report recommends that Toronto Public Library explore the potential redesign, relocation or renovation of neighbourhood branches located in the study area as opportunities arise and look at innovative ways to expand access to library services both in branches and in the community including satellite, pop-up, kiosk and self-service options.

## **ENSURING CHILD CARE FOR ALL CHILDREN AND FAMILIES IN THE DOWNTOWN**

Building a vibrant and healthy Downtown requires investment in a full range of child care services for families. Child care is an integral part of the CS&F ecosystem. It serves a number of purposes: it allows families to have working parents, it stabilizes school populations in some cases, it allows for new immigrant families to become more integrated into their communities and it connects families to many supports and services.

The study identifies planned opportunities for 7 child care facilities to address growth and additional child care facilities as part of private developments and potential Section 37 opportunities such as co-location within mixed use and office buildings.

## **NEW COMMUNITY AND RECREATION CENTRES TO SERVE GROWTH**

Downtown is home to an integrated network of City recreation facilities and other community-based facilities, including facilities of the Association of Community Centres (AOCCs) and Toronto Neighbourhood Centres (TNCs). These important community and recreation centres provide a wide range of recreation programs and human and social services to Downtown residents and workers.

The study recognizes the need for additional community recreation facilities to serve growth in the Downtown. These facilities may be addressed through co-location opportunities with a focus on pursuing complimentary services including recreation, child care, cultural spaces, libraries and appropriate social services/social innovation partners. There are a number of facilities that currently serve Downtown neighbourhoods that could potentially be adapted for re-use or expanded to accommodate growth and capacity issues. The study also recognizes the need for a greater supply of indoor aquatic facilities, particularly in the West Waterfront area.

The study identifies a number of opportunities to develop innovative partnerships to ensure that new community and recreation centres are built to serve growth in the Downtown, and suggests that they be configured to support multi-service delivery in order to function as integrated service hubs to reflect the diverse needs of their communities. The study also identifies future planned waterfront opportunities in the East Bayfront, West Don Lands and Waterfront West (Block 31); future opportunity sites/areas (Lower Yonge Precinct, Waterfront West) as well as planned recreation facilities such as the Wellesley Pool. It calls for a long-term capital strategy for the AOCCs, the exploration of opportunities to expand programming space at Harbourfront Community Centre, the consideration of community service needs in the Moss Park Redevelopment Feasibility Study and the convening of Interdivisional Working Groups to explore revitalization opportunities for Scadding Court Community Centre and Harrison Pool / University Settlement House.





## AFFORDABLE, ACCESSIBLE AND APPROPRIATE SPACE TO PROVIDE HUMAN SERVICES

The Downtown human services sector is made up of over 200 non-profit community-based organizations with approximately 400 sites in the Downtown. The study includes subsector profiles for six groups: 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.

While these agencies are being innovative and engaging in partnerships in response to emerging needs, this sector emphasized that it cannot single-handedly overcome the problems presented by a lack of public investment in key programs and services such as affordable housing, shelters, health, and mental health and addiction services. The lack of a national housing strategy and substantial, ongoing funding commitments by provincial and federal government have directly contributed to homelessness and challenges within the shelter system. These in turn place pressure on the existing social infrastructure Downtown including libraries, community and recreation centres, and parks and public spaces.

Human service organizations across all six subsectors identified several common pressures and challenges – the struggle to find **affordable, accessible and appropriate space; funding challenges** and the challenge of locating and providing human services due to **resident opposition** in a gentrifying Downtown. Critical service gaps identified by all agencies included the **shortage of affordable and supportive housing** which makes the need for **more shelters and shelter beds** more critical particularly in light of recent shelter closures and the relocation of shelters out of Downtown. Organizations identified the need for more **mental health and addictions programs and services** and a range of **health services** to support low income people with chronic diseases and provide home care to aging populations.

The City already has some important initiatives underway (See Section 2.7) that align with the TOcore work to address pressures, challenges and service gaps affecting Toronto residents including those living Downtown, with many of these related to housing, health/mental health and shelter service areas. Organizations consulted noted that, while these initiatives are promising, many come without clear commitments to funding from the City or from other orders of government. The sector identified leadership and investment from all orders of government as a requirement to fully respond to human service gap challenges identified in the Downtown and across the City.

In the next phase of TOcore, it is recommended that the City explore collaborative opportunities with human service organizations through partnership tables and stakeholder consultations to: (1) secure additional community agency space based on innovative community hub models and (2) to undertake program coordination and planning to improve resident access to programs and services. Through this outreach process, opportunities will be explored to maximize existing resources and services (e.g. shared space, satellite programming, IT supports), develop clustered specialized services and/or programs (e.g. health, employment, parent and child), and identify design and space requirements for specialized services and/or programs (e.g. smaller counselling rooms, flexible multi-purpose programming and drop-in space).

### 1.3 NEXT STEPS

#### TOcore CS&F Study - Phase Two

In Phase Two of TOcore, the findings from Phase One will serve as the foundation upon which to assess the impact of the projected growth-related CS&F needs, both from a facility (space) and program perspective in the Downtown. The CS&F partnership tables (Social Infrastructure Table, Education Partnership Table) will continue to work



closely with human services agencies in the Downtown to help them understand the impact of projected growth on their capacity to serve their constituencies, including vulnerable populations.

## **UNDERSTANDING THE PEOPLE WHO LIVE AND WORK DOWNTOWN**

Throughout Phase One it became clear that planning for CS&F in the Downtown requires a more detailed understanding of the characteristics, values and needs of people living and working Downtown. This is an important next step in Phase Two of the TOcore CS&F Strategy.

## **ENGAGEMENT TO TEST PARTNERSHIPS AND OPPORTUNITIES**

Phase Two will also be an opportunity to continue to convene, and in some cases expand the membership of the partnership tables to advance the work under TOcore.

Phase One has identified 27 opportunities to address CS&F space/facility issues in the Downtown and another 13 strategic actions to build partnerships and collaborations and/or assess new approaches to providing additional space for community services and facilities in the Downtown.

Some challenges that will need to be addressed in Phase Two include:

- Identifying Divisional, Board and agency leads that have the capacity to move the opportunities forward;
- Focusing on strategic actions to leverage current opportunities for space in the Downtown;
- Engaging with community-based agencies, user groups and residents to participate in Phase Two; and
- Identifying specific agency leads and/or community leaders who will work with the City to move forward the initiatives identified in Phase One.



## 2. INTRODUCTION

### 2.1 HOW TO THINK ABOUT THIS REPORT

This report is **Phase One – Taking Stock** of the **Community Services & Facilities (CS&F)** component of **TOcore**.

TOcore is a three-year interdivisional study examining how Toronto's Downtown should grow and what physical and social infrastructure it will require. The purpose of TOcore is to ensure growth positively contributes to Toronto's Downtown as a great place to live, work, learn, play and invest by determining how future growth will be accommodated and shaped; and what physical and social infrastructure will be needed, where it will go, and how it will be secured.

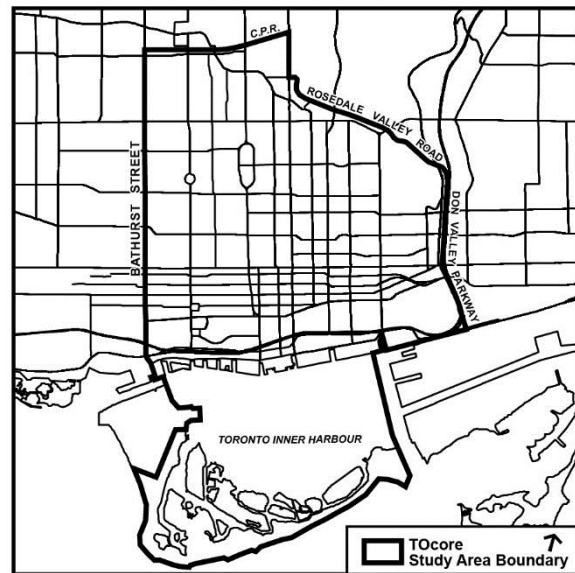


Figure 1: TOcore Study Area Boundary

The study is structured around six building blocks. These are:

- Planning Framework
- Parks & Public Realm
- Transportation
- Community Services & Facilities
- Water
- Energy

The overall TOcore Project is being conducted in three phases:

- Phase One – Taking Stock (2014-2015)
- Phase Two – Planning and Analysis (2015-2016)
- Phase Three – Final Plans and Implementation (2016-2017)

### 2.2 STUDY AREA

The study area is bounded by Bathurst Street to the west, the midtown rail corridor and Rosedale Valley Road to the north, the Don River to the east and the Lake Ontario shoreline to the south. (See **Figure 1**).

### 2.3 PURPOSE OF THE DOWNTOWN CS&F STUDY

The CS&F Report, Phase One -Taking Stock is an assessment of community services and facilities in the 16 neighbourhoods comprising Toronto's Downtown. This study will help identify needs and gaps in services and facilities and suggest priorities and opportunities to secure facilities or improvements to existing facilities. These will be more fully explored in Phase Two. The CS&F Building Block will help inform the other building blocks as part of an integrated planning framework for the Downtown.



## 2.4 WHAT ARE COMMUNITY SERVICES AND FACILITIES AND WHY ARE THEY IMPORTANT?

Community Services & Facilities (CS&F) includes 6 key sectors - child care, recreation, libraries, schools, human services and public health. CS&F are vital to all residents. At some point in their lives every resident and most workers, students and visitors to the Downtown will access community services and facilities. CS&F contribute to the social, economic and cultural development of the city. Access to these programs and services profoundly shapes the quality of life of residents in and outside of the Downtown. The collective well-being and quality of life of the city rest on a strong CS&F system working in partnership with the City of Toronto, agencies, boards and commissions, funders and other orders of government.

## 2.5 THE ROLE OF THE CITY IN CS&F

The City of Toronto plays a number of important roles in the Community Services & Facilities sector. It has an important leadership role as a convener, facilitator and innovator. It is a direct service provider; a funder, through community grants and below market rents; and a contractor with agencies for the provision of specific programs and services through fee for service. As the order of government closest to the community, it can be a strong advocate for healthy and complete communities. As a regulator, the City can use the development approval process to secure new facilities and/or improve those that already exist.

There are a number of City Divisions that support the sector. **City Planning** has a unique role to play because it represents the broad constituency of all residents of Toronto. Through its Official Plan with a focus on city-building policies applicable to Downtown, City Planning develops policies to manage growth and development and undertakes CS&F Strategies in collaboration with other City Divisions to plan for healthy and complete communities.

The human services sector includes more than 200 organizations with approximately 400 locations in the Downtown. Some of these organizations receive funding through the City's **Social Development, Finance and Administration Division (SDF&A)**. Human Service Agencies are non-profit, community-based organizations providing services and programs to the area. They include large multiservice organizations; specialized multiservice organizations 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 organizations.

Other community services are provided directly by the City or through local agencies and boards. **Parks, Forestry and Recreation (PF&R)** operate four (4) community recreation centres, five (5) indoor pools and one (1) outdoor pool in Downtown. Recreation has many partnerships in the delivery of sport and recreation programs and has a long-established volunteer base that supports the delivery of seniors services, community sport, community events, youth programming and arts & cultural programs and services. In addition the City supports four (4) AOCC facilities (**Association of Community Centres**) in the Downtown.

**Children's Services** supports the 78 child care centres, 3 child care agencies operating in 21 homes, and 26 family support programs in the Downtown. The **Toronto Public Library (TPL)** operates 9 neighbourhood and district libraries and 1 research and reference facility in the Downtown. This study has scoped in two (2) additional libraries outside but adjacent to the study area. These 12 libraries play an important role providing programs, services and space for the wide variety of users who live in and visit the Downtown.

The Downtown is home to 26 elementary schools and 13 secondary schools, a total of 30 operated by the **Toronto District School Board (TDSB)** and 9 by the **Toronto Catholic District School Board (TCDSB)**. There are additional schools operated by both boards that are not located in the Downtown, but have their catchment areas



cross into the Downtown. All of these schools have a broader role to play than education alone. They provide needed support and services for the families of students, provide safe play space for neighbourhood children and their green and open spaces are generally well-used by community members outside of school months, days and hours. The City provides other important services such as shelter assistance to homeless individuals and families with children through **Shelter Support & Housing Administration (SSHA)** and community health services through **Toronto Public Health (TPH)**.

## **2.6 THE ROLE OF 3<sup>RD</sup> SECTOR ORGANIZATIONS AND PARTNERSHIPS WITH THE CITY**

Partnerships are key to service delivery in the Downtown. The CS&F system is characterized by a high degree of complexity and interconnectedness across a diversity of populations, geographies, ages, services and needs. The community and recreation system has developed over the last century and each type of facility in the Downtown has partnership arrangements in place based on its unique character and constituency. Libraries are currently delivering services in communities in partnership with non-profit organizations, such as employment and ESL cafés, out-of-the-cold programs and community information hubs. The human services sector is complex and highly collaborative involving partnerships among agencies. Many human services are provided through a mixed service delivery model involving the direct provision of services by the City of Toronto and human service organizations. Toronto Public Health (TPH), for instance, is a significant partner in the Health, Mental Health and Support subsector. Shelter Support & Housing Administration (SSHA) works with community agencies to provide emergency and transitional shelter.

Community-based agencies and City Divisions have been highly inventive and opportunistic in response to the growth pressures in the Downtown over the past ten years, but in many cases the effectiveness of these responses has reached a limit. This study identifies opportunities for new investment in space, programming capacity, facility and program design to meet current and future growth.

## **2.7 EXISTING CITY PLANS, FRAMEWORKS & INITIATIVES**

City Divisions work collaboratively to achieve a number of Council-adopted priorities related to the various strategies, plans and initiatives that align with TOcore. In some cases, the strategies, plans and initiatives of one Division drive the overall need for space and services managed by another. For example, SDF&A does not operate facilities and therefore its corporate strategies (i.e. Youth Equity, Newcomers Strategy, etc.) generally fall to PF&R to deliver in terms of service levels and space allocation.

The City has a number of aligned initiatives underway, both city-wide and local, that address CS&F issues in the Downtown, including:

### **Affordable Housing and Emergency Shelter**

- Mayor's Open Door initiative
- Close the Housing Gap Campaign
- Housing Opportunities Toronto: An Affordable Housing Action Plan, 2010-2020
- Housing Stability Service Planning Framework
- Infrastructure and Service Improvement Plan for the Emergency Shelter System
- Mayor's Task Force on Toronto Community Housing
- George Street Revitalization
- Rental Housing Preservation and Replacement

### **Public Health and Welfare**

- Toronto Public Health Strategic Plan, 2015-2019: A Healthy City for All
- Council endorsement of Child Care 2020: Call for a National Child Care Plan



- City-School Boards Advisory Committee
- Toronto Middle Childhood Strategy
- TO Prosperity: Toronto Poverty Reduction Strategy

#### **Parks, Forestry & Recreation**

- Parks Plan 2013-2017
- Recreation Service Plan 2013-2017
- Parks and Recreation Facility Master Plan

#### **Child Care**

- Toronto Children's Services Service Plan: 2015-2019
- Council endorsement of Child Care 2020: Call for a National Child Care Plan
- City-School Boards Advisory Committee
- Toronto Middle Childhood Strategy
- Licensed Child Care Growth and Demand Study

#### **Employment**

- "Working as One" Workforce Development Strategy
- Workforce Initiative
- Youth Employment Action Plan

#### **Social Development**

- Toronto Strong Neighbourhoods Strategy 2020
- Social Development Strategy
- Seniors Strategy
- Newcomers Strategy
- Youth Equity Strategy





## 3. BACKGROUND AND CONTEXT

### 3.1 HOW TO THINK ABOUT THE DOWNTOWN

#### THE POLICY CONTEXT

In 1976, **Toronto's Central Area Plan** introduced for the first time policies and zoning designed to encourage residential development in the Downtown. It was accompanied by investments in new social infrastructure that would enhance the livability and quality of life in the Downtown. These included facilities like Scadding Court Community Centre, Cecil Street Community Centre, and Kensington Community School. In the early 1980s, the City continued its commitment to Downtown living with a significant investment in the regeneration of former industrial lands east of Jarvis Street and south of Front Street. The St. Lawrence neighbourhood had affordable housing, schools, recreation and open space for its residents. A timeline of Downtown's growth is shown in **Figure 2**.

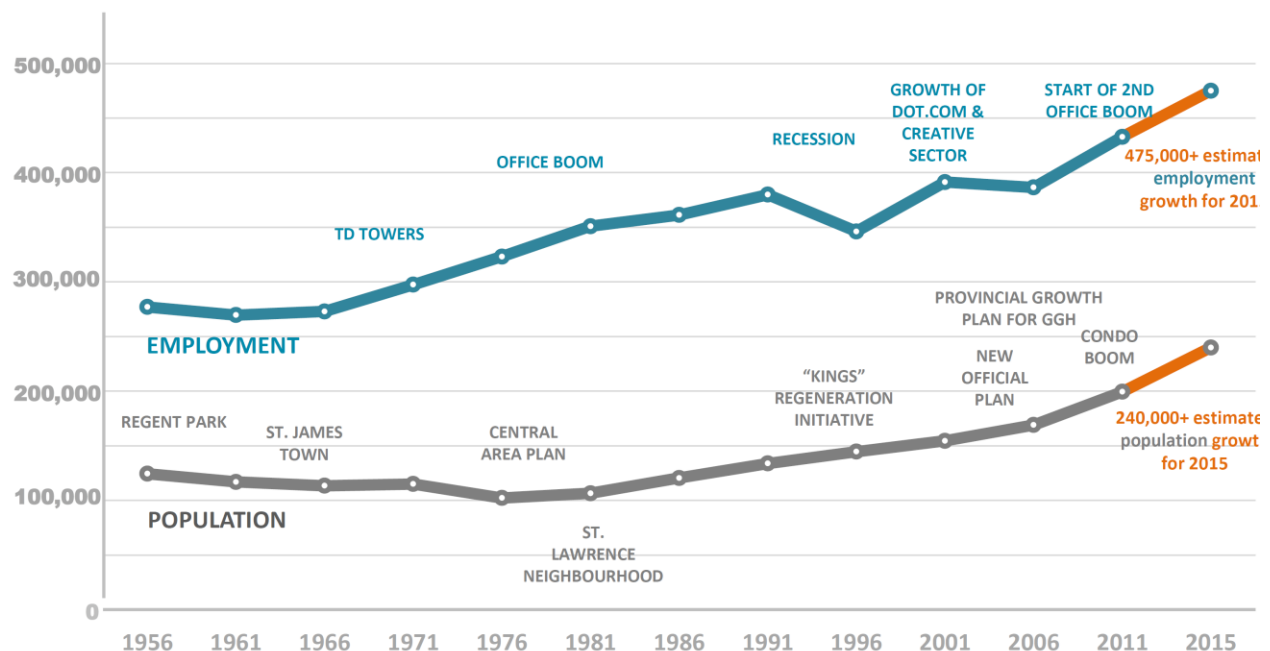


Figure 2: Downtown Growth (1956-2015)

**The Future of Downtown Toronto<sup>3</sup>**, a study that helped shape Toronto's current policy approach to the Downtown, is based on the premise that "Downtown Toronto plays a unique role within the city of Toronto and the region and that, in many respects, the quality of life available to all residents of the city and the region is determined by the success, vibrancy and economic health of the Downtown."

<sup>3</sup> *The Future of Downtown Toronto: A Report Prepared for the City of Toronto Urban Development Services Department, June 2000, GHK International (Canada) Ltd. In Association With: Dr. Larry Bourne, University of Toronto Dr. Colin Lizieri, University of Reading Dr. David Nowlan, University of Toronto Dr. Jim Ward, Jim Ward Associates accessed at <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.201.4303&rep=rep1&type=pdf>*



**Toronto's Official Plan**<sup>4</sup> (OP) was adopted by Council in 2002 and consolidated in 2010. In Section 2.2.1 *Downtown: The Heart of Toronto* recognizes the unique character of Downtown. It states “Toronto has only one Downtown. It plays a vital role in our growth management strategy. A dynamic Downtown is critical to the health of a city and to the region that surrounds it”.

The OP makes a number of other points that help provide a context for this study. First, while Downtown is expected to accommodate growth, the OP indicates that growth is not to be spread evenly across the whole Downtown. The OP indicates that, while the population mix is anticipated to change, many Downtown neighbourhoods should not experience much physical change at all. The OP directs growth to mixed use and regeneration areas.

Residential development and population growth in the last ten years has conformed to this Plan. While the Downtown is growing about 4 times faster than the City as a whole, some areas have experienced unprecedented growth between 2006 and 2011 – Waterfront West (105.6%), Waterfront Central (67.7%), King-Spadina (86.3%), King Parliament (31.2%), and Bay Corridor (26.5%). It should be noted that Waterfront West includes the build out of the Railway Lands, accounting for the very high rate of growth. Older residential neighbourhoods have experienced more standard growth scenarios between 2006 and 2011 – Annex (6%), Yorkville (2.4%), Cabbagetown (0.5%). Neighbourhood population profiles are explored in detail in Appendix A.

The OP also recognises that “planning for Downtown community services and facilities cannot follow a broad city-wide template”<sup>5</sup> It acknowledges that there is a great deal of social and economic diversity among the Downtown population and that different communities have different needs in terms of community services and support.<sup>6</sup>

With over 200 human service agencies operating in 400 locations, 78 licensed child care centres, 39 schools and 12 libraries, the Downtown has a unique social infrastructure. It serves close to 250,000 Downtown residents and may also provide support to some of the almost 500,000 workers. Close to 300,000 Toronto residents travel to Downtown jobs from all wards across the City, and people from all over the city and region have ready access to services and facilities located Downtown through transit and commuter rail. In addition, the Downtown has added a population the size of Midland, Ontario in the five years from 2006 to 2011. There is every indication that population growth will continue at this pace.

These factors explain why the Downtown so urgently needs a CS&F strategy to identify a full range of facilities to expand the capacity of service providers. Chapter 3 of the OP indicates that this is a responsibility to be shared by the City, the public and the development community. The OP Section 3.2.2 Community Services and Facilities states:

For the City and local agencies to deliver services and meet community needs, they require ready access to community service facilities such as a community and recreation centres, arenas, community health clinics, community gardens and publically funded schools and libraries located across the City and with neighbourhoods.<sup>7</sup>

Policy 1(c) in Chapter 3.2.2 reads:

<sup>4</sup> Accessed at [http://www1.toronto.ca/static\\_files/CityPlanning/PDF/chapters1\\_5\\_dec2010.pdf](http://www1.toronto.ca/static_files/CityPlanning/PDF/chapters1_5_dec2010.pdf) p. 2-4

<sup>5</sup> Toronto Official Plan, 2010 p. 2-9 accessed at [http://www1.toronto.ca/static\\_files/CityPlanning/PDF/chapters1\\_5\\_dec2010.pdf](http://www1.toronto.ca/static_files/CityPlanning/PDF/chapters1_5_dec2010.pdf)

<sup>6</sup> Policy 3(d) of the OP indicates that “The quality of life in Downtown will be improved by preserving and strengthening the range and quality of social, health, community services and local institutions located Downtown” IBID, p.2-10

<sup>7</sup> Toronto Official Plan, 2010 p. 3-18 accessed at [http://www1.toronto.ca/static\\_files/CityPlanning/PDF/chapters1\\_5\\_dec2010.pdf](http://www1.toronto.ca/static_files/CityPlanning/PDF/chapters1_5_dec2010.pdf)



Adequate and equitable access to community services and local institutions will be encouraged by: (c) ensuring that an appropriate range of community services and facilities and local institutions are provided in areas of major or incremental growth<sup>8</sup>

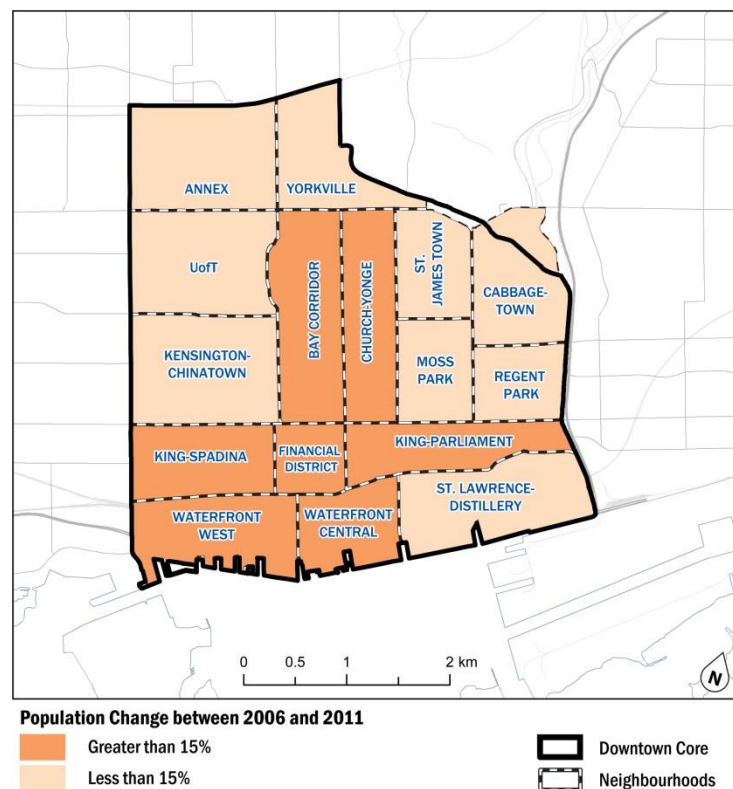
This CS&F Study- Phase One –Taking Stock looks at the existing network of facilities in the Downtown and identifies priorities and opportunities to improve and enhance facilities in areas experiencing major growth. Sections 6 and 7 identify the priorities and opportunities that will be explored in Phase Two of the CS&F study.

Much of the information in the Sector Profiles was compiled based on data and service plans prepared by City Divisions<sup>9</sup> or Boards augmented by key informant interviews and focus groups. These service plans form the policy context for programing and service delivery. Parks Forestry & Recreation are currently undertaking a 20-year Facilities Master Plan (from 2017 – 2037), which is anticipated to be completed by the fourth quarter of 2016. This two-year city-wide study of indoor and outdoor recreation facility provision will provide policy and program recommendations for future facility planning across Toronto based on actual and projected demographic, leisure and recreation trends.

### A UNIQUE, COMPLETE COMMUNITY

The intersection of the local, district, regional, national and international in one place gives Downtown a considerable strength of character and makes it a unique place.

Toronto's Downtown is not homogeneous. East and west of Yonge have different characteristics, urban form and histories. The urban form makes the Downtown attractive to residents including vulnerable populations, tourists, workers, corporations and people from across the region, country and around the world. Downtown's compact urban form makes walking easy and interesting. The density of public facilities makes them accessible to everyone. The Downtown has a diversity of shops, services and people and is well served by transit. It has 24 hour activity, seven days a week and is a relatively safe place for street-related populations.



**Figure 3: Population Change in the Downtown**

The four post-secondary institutions in the Downtown attract students, researchers and teachers from around the world. And many of them stay. 125,000 students are enrolled in the Downtown campuses of the four main post-secondary institutions (University of Toronto, Ryerson, George Brown and OCAD).<sup>10</sup> New residential development

<sup>8</sup> *IBID*, p. 3-18

<sup>9</sup> City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019; Toronto Public Library; Planning and Development (2007, September 19). Service Delivery Model. Toronto. Revised June 25, 2012; City of Toronto (2015, March 9). Infrastructure and Service Improvement Plan for the Emergency Shelter System.*

<sup>10</sup> From email correspondence with City Planning, 29 June 2015.



along the waterfront has attracted a stratum of young people. About half the population living in the Downtown is aged 20-39 years. The number of babies being born to people living Downtown is surging. At the same time, the population in stable neighbourhoods like Cabbagetown and the Annex is shifting as people grow older and require services to age in place.

The number of people working Downtown continues to grow significantly. Downtown Toronto is the region's largest employment centre with over 480,000 jobs, accounting for one-third of all employment within the City. Projections indicate that office employment will continue to grow fueled by a strong financial services sector and associated head office support functions.

The 16 neighbourhoods that make up the Downtown together comprise something very close to a complete community. Complete communities are defined as communities “that meet people’s needs for daily living throughout an entire lifetime by providing convenient access to an appropriate mix of jobs, local services, a full range of housing, and *community infrastructure* including *affordable* housing, schools, recreation and open space for their residents. Convenient access to public transportation and options for safe, non-motorized travel is also provided”<sup>11</sup>.

The Downtown is home to a large number of non-profit human services agencies, housing and supports, health and supports, employment settlement, seniors and people with disabilities, legal, education, arts culture and youth services that support the particular needs of the Downtown and the rest of the city and surrounding regions. Downtown agencies and City divisions also provide valuable, locally-based services such as community and recreation centres, publically funded schools, libraries and non-profit child care. The service system and associated community facilities that are located in the Downtown are complex and have adapted to serving local, district and regional needs.

But the agencies and service providers in the Downtown are also faced with a fast growing population, increasing diversity of service needs and pressures that increase the cost, and reduce the supply, of space to deliver programs.

Liveability and quality of life are inextricably linked to peoples’ access to a full range of CS&F. The OP speaks to the need to strengthen CS&F to respond to growth and change. Phase One of this CS&F study is the first step toward developing a strategy for a full range of facilities to expand the capacity of service providers to support a unique complete community in the Downtown.

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<sup>11</sup> *Growth Plan for the Greater Golden Horseshoe, 2006 Office Consolidation, June 2013* accessed at [https://www.placestogrow.ca/index.php?option=com\\_content&task=view&id=359&Itemid=12](https://www.placestogrow.ca/index.php?option=com_content&task=view&id=359&Itemid=12)



## 4. METHODOLOGY

10 MONTHS | 200+ CS&F AGENCIES | 8 CITY DIVISIONS | 3 CITY PARTNERS

We developed an iterative, highly collaborative approach to carry out the Phase One work of taking stock of CS&F in the Downtown and better understand the needs, challenges, and opportunities in the CS&F sector related to rapid growth in the Downtown. The approach ensured that the engagement stream of work informed, refined, and confirmed the technical stream of work.

The technical work, which included mapping and the sector profiles, was developed based on discussions with various City Divisions and City partners, including City Planning, Parks, Forestry and Recreation (PF&R), Public Health, Social Development Finance and Administration (SDF&A), Toronto Employment and Social Services (TESS), Children's Services, Shelter, Support and Housing Administration (SSHA), Toronto Public Library (TPL), Toronto District School Board (TDSB), and Toronto Catholic District School Board (TCDSB). SDF&A, PF&R, TPL, Children's Services, TDSB, TCDSB, and TPL, as well as 211 provided data to inform the mapping and sector profiles.

The engagement stream of work focused on the primary data collection from two major audiences – internal and external stakeholders. Internal stakeholders included 8 City Divisions and 3 City Partners. These stakeholders were consulted through an inter-divisional working group chaired by City Planning, key informant interviews, and focus groups. The external stakeholders of 200+ community service providers in the Downtown had an opportunity to provide their input at the 2 stakeholder roundtables, through a human services survey, and focus groups.

Additionally, three (3) TOcore: Planning Toronto's Downtown public meetings were organized by the City for each Downtown ward to engage community members.

**Figure 4** illustrates the engagement approach used in Phase One of the TOcore Community Services and Facilities Study.

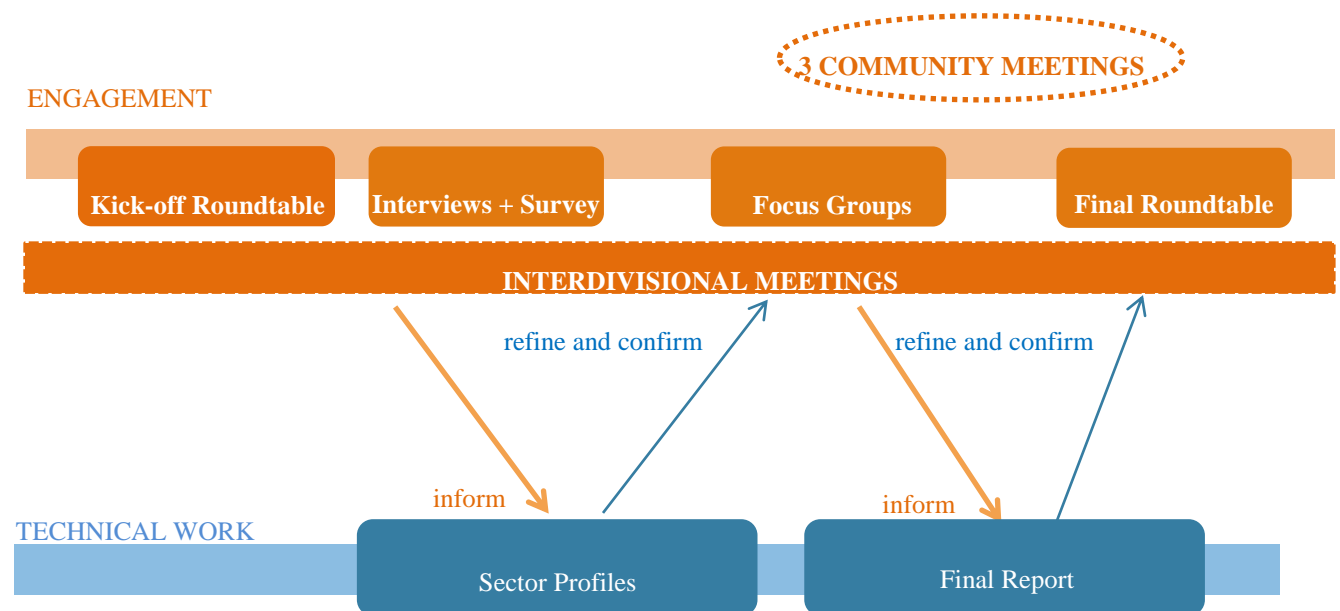


Figure 4: Engagement Approach



## Summary of Consultant-led Engagement Activities

The engagement process for the first phase of TOcore Community Services and Facilities Study included a number of different consultation and outreach activities to gather, refine, and confirm information on the existing CS&F in Toronto's Downtown, as well as growth-related challenges and opportunities. One hundred and thirty-six (136) human service organizations, 14 libraries, 8 City Divisions, 8 schools, and 3 funders participated in the Phase One: Taking Stock of TOcore Community Services and Facilities Study. The Phase One consultation with community service organizations included:

CONSULTATION ACTIVITY	DATE	NUMBER OF PEOPLE AND ORGANIZATIONS ENGAGED
First TOcore CSF Stakeholder Roundtable	February 9, 2015	110 people from 59 CS&F organizations
Human Services Online Survey	March-May 2015	101 human services organizations
Human Services Organizational Profile	March-May 2015	83 human services organizations
Key Informant Interview with Toronto Children's Services	March 19, 2015	5 staff from Toronto Children's Services
Key Informant Interview with Toronto Public Library	April 10, 2015	14 Downtown library representatives and 1 TPL staff
Key Informant Interview with Toronto Hostel Services	April 15, 2015	2 staff from Housing and Homelessness Services
Key Informant Interview with Toronto Catholic District School Board	May 19, 2015	4 TCDSB principals
Key Informant Interview with Toronto District School Board	June 8, 2015	4 TDSB principals and 2 TDSB planning staff
Focus Group with Youth Workers	May 28, 2015	4 CS&F organizations and 4 youth outreach workers from PF&R
Focus Group 1	June 9, 2015	4 CS&F organizations
Focus Group 2	June 9, 2015	16 participants from 13 CS&F organizations
Focus Group 3	June 11, 2015	19 participants from 18 CS&F organizations
Recreation Focus Group	June 15, 2015	8 participants from 7 CS&F organizations and City Divisions





Healthcare Focus Group	June 16, 2015	24 people from 15 CS&F organizations and City Divisions
Funder Focus Group	July 3, 2015	4 participants from 3 funding organizations
Online Focus Group	June, 2015	6 CS&F organizations
Final TOcore CS&F Stakeholder Roundtable	September 28, 2015	65 people from 34 CS&F organizations

#### **4.1 KEY ELEMENTS OF METHODOLOGY**

##### ***Neighbourhoods***

The 16 neighbourhoods are sub-geographies of the 17 square kilometre study area and were developed by City Planning to meet the needs of the overall TOcore study. It should be noted that these TOcore neighbourhoods are distinct from the City of Toronto neighbourhoods developed by SDF&A to monitor Toronto's social change on a longitudinal basis and described in SDF&A's neighbourhood profiles.

##### ***Population needs by proxy***

The City Divisions and CS&F agencies<sup>12</sup> served as proxies in determining population needs. Consulting the Downtown population was not part of Phase One of this study. One of the key pieces of feedback received from external stakeholders was to consult with the Downtown population in subsequent phases of the CS&F Study. This activity has been identified as part of the next steps moving forward.

##### ***Maps***

The population profiles for the 16 TOcore neighbourhoods were constructed using the most recently available data from Statistics Canada's 2006 and 2011 *Census of Canada*, 2011 *National Household Survey (NHS)*, IntelliHEALTH ONTARIO, and the City of Toronto Clerk's Office. The variables included in the neighbourhood profiles are organized into the following categories: population structure, household composition, housing, socioeconomic, and immigration & language. They were selected based on their relevance to the TOcore study and do not represent all variables available from the various sources used. Selected variables were limited by the original data sources. For example, while the census counts respondents who identify their sex as male and female, it does not collect information about gender. Similarly, due to data limitations for income, median household income should be treated as estimated. Average household income has also been included.

Due to high non-response rates (>50%), 2011 NHS data for census tract 014.00, used to construct the Census Profile for the Financial District neighbourhood, have been suppressed by Statistics Canada and therefore may not be

<sup>12</sup> CS&F agencies include recreation centres, child care centres, libraries, schools, and human service organizations, such as multi-service organizations, housing and supports, health and mental health organizations, employment agencies, youth organizations, senior centres and agencies for people with disabilities, etc.



representative of the population. Housing, Socioeconomic, Education and Immigration variables were not available for the Financial District. Detailed population profile maps are available in Appendix A.

### ***Human Services Survey & Organizational Profiles***

The Downtown Human Services Survey was an online survey developed to help create a snapshot of Downtown human service organizations. The survey focused on four key areas: where human service organizations currently provide programs and services; who they provide them to; how much capacity they have in terms of space and staffing to deliver programs and services; and what opportunities organizations identified for the future of community services in the Downtown. Draft organizational profiles were also developed for each organization which included basic information about the programs and services that they deliver. (See Appendix G).

Based on the 211 Toronto data, organizational lists from the City and the consulting team, and referrals from other human service organizations, 215 human service organizations were identified as operating in the Downtown. Organizations were invited via email to take part in the survey and review and make changes, if needed, to their organizational profile.

Extensive outreach was conducted to encourage agency participation. Organizations that did not respond to the original invitation received follow up phone calls and emails. Social Planning Toronto (SPT) used its community contacts to encourage participation. Networks emailed their members to invite them to participate in the survey. In addition, the deadline for participation was extended by 10 days to increase the agency response rate.

A total of 101 of 215 human service organizations participated in the survey. Data from the survey was downloaded and analyzed using standard statistical software. Basic descriptive statistics were generated. Qualitative responses were coded for key themes. Findings are summarized in the human services sector profile. The survey is available in Appendix E and the Human Services Organization Participation in Appendix F.

### ***Interdivisional Meetings***

The internal stakeholder engagement was done through a number of inter-divisional working group meetings. The team consisted of City Division partners from City Planning, Parks, Forestry and Recreation, Public Health, Social Development, Finance and Administration, Toronto Employment and Social Services, Children's Services, and Shelter, Support and Housing Administration, and Toronto Public Library. A total of 10 meetings were convened by City Planning.

The purpose of the inter-divisional working group meetings was to discuss and carry forward the first phase of the CS&F study through a collective effort. Additionally, the consultant team had an opportunity to present and seek feedback on the emerging thoughts and findings throughout the study before engaging the external stakeholders. The feedback received at the inter-divisional meetings helped the consultant team confirm and refine the direction of the technical work and the engagement process.

The consultant team attended 8 of the 10 inter-divisional meetings. Feedback was captured and summarized by City Planning.

### ***Stakeholder Roundtables***

Two Stakeholder Roundtables were held as part of the Phase One stakeholder engagement.



The first Stakeholder Roundtable was held on February 9, 2015. The purpose of the First CS&F Stakeholder Roundtable was to introduce Phase One of the study and seek feedback on: (i) growth-related issues, trends and impacts in the CS&F sector, as well as (ii) the study process. The Roundtable opened with an overview presentation followed by a question and answer period. The facilitated plenary discussion was preceded by small group discussions, where participants had an opportunity to exchange their thoughts and ideas with others at their table before sharing key discussion points with the rest of the room. The shared points were typed live and projected on a screen for everyone to see.

The purpose of the Second Stakeholder Roundtable was to share and seek feedback on the findings of the Phase One TOcore CS&F Study. It followed the same format as the first Stakeholder Roundtable.

Meeting reports summarizing the oral and written feedback received at and within one week of the roundtables were shared with participants in draft before being finalized. Final roundtable summary reports contributed to the Phase One report findings.

### ***Key Informant Interviews***

The key informant interviews were held with two (2) City Divisions (Children's Services and Hostel Services) and three (3) City partners (Toronto Public Library, TDSB, TCDSB) to better understand growth-related challenges and opportunities in the Downtown and to collect missing data needed to assess CS&F needs and opportunities. Discussions were accompanied by maps showing locations of public assets in the Downtown.

Feedback collected at the key informant interviews was captured and distributed for participant review in the form of a draft memo before being finalized. Final key informant interview memos contributed to the Phase One report findings.

### ***Focus Groups***

There were four (4) targeted focus groups and four (4) general focus groups, including an online focus group. The purpose of the focus groups was to confirm the findings of the first Roundtable, the human services survey and key informant interviews and to have an in-depth discussion about service pressures, programming, and facility priorities within the context of the presented findings.

The targeted focus groups were held with youth workers, healthcare providers, recreation staff, and funders. The general focus groups were held in three different Downtown locations at various times and online for a period of 3 weeks. The facilitated focus group discussions were accompanied by an overview presentation and maps of CS&F assets in the Downtown.

Feedback collected at the key informant interviews was captured and distributed for participant review in the form of a draft memo before being finalized. Final focus group memos contributed to the Phase One report findings. See Appendix B for the Consultation Summary.

### ***Community Meetings***

The City's TOcore project team hosted three community consultation meetings in the three Downtown wards (20, 27, 28). The Ward 28 community meeting was held on Thursday, June 18, 2015 at Wellesley Community Centre. The Ward 20 community meeting was held on Tuesday, June 23, 2015 at Metro Hall. The Ward 27 community meeting was held on June 29, 2015 at Jarvis Collegiate Institute. Altogether, approximately 120 people participated in the community meetings.



The purpose of the meetings was to introduce the goals of TOcore: Planning Toronto's Downtown study, its 6 building blocks including CS&F and to provide an opportunity for the public to share their questions, comments and feedback on the study. Each meeting started with an open house, where participants could provide feedback on the twenty-two panels put on display as individual stations. It was followed by an overview presentation of the TOcore study and a Q&A period.

The feedback collected at the community meetings was captured and summarized by City Planning and posted on the Study website.



## 5. SECTOR PROFILES AND NEEDS ASSESSMENTS

The information included in the Sector Profiles has been drawn from a variety of sources that formed the engagement process for the study. These include key informant interviews; an online survey conducted with community service agencies; data provided by City Divisions and attached in Appendix D; an examination of maps prepared by the consulting team; and focus groups held with community service agencies and City staff. The profiles are a reflection of the information that was shared through these opportunities and sources and is a distillation of what was learned through the process.

### 5.1 OVERVIEW OF DOWNTOWN CS&F INVENTORY

(See Appendix C for a complete inventory)

- Libraries (12 – 2 are outside the study boundary)
- Child Care
  - Licensed centres (78)
  - Licenced home care agencies (3 serving 21 homes)
  - Family support programs (26)
- Community and Recreation
  - PF&R Community Recreation Centres (4)
  - PF&R Pools (6)
  - Association of Community Centres (4)
  - Toronto Neighbourhood Centres (4)
  - YMCAs (2)
- Schools (39 total)
  - TDSB Elementary (21) & Secondary (9)
  - TCDSB Elementary (5) & Secondary (4)
- Human Services (200+ organizations serving at 400 locations)
  - Large Multi-Service
  - Specialized Multi-Service
  - Health, mental health & supports
    - Toronto Public Health
  - Employment, Training & Settlement
  - Housing, Homelessness Services & Food Banks
    - Shelters
      - Emergency beds (1,589)
      - Transitional bed (1,218)
  - Community Development, Planning, Information & Referral



## 5.2 LIBRARY SECTOR

### A. Library Sector Overview

The twelve libraries in the Downtown<sup>13</sup> (10 Neighbourhood, 1 District, and 1 Research and Reference facility) play a critical role providing programs, services and space for those who live in and visit the core. **Toronto Public Library** branches are community hubs bringing residents together to access library materials, 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. Library staff note that they 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 the Downtown. Library cards are free to those who live, work, attend school, or own property in Toronto.

The Toronto Public Library's (TPL) Service Delivery Model sets out the characteristics of the three tiers of library service referred to in this profile: Neighbourhood, District, Research and Reference branches<sup>14</sup>. The fourth tier includes city-wide and virtual services that enhance and extend the library's service beyond branch locations. TPL provides 24/7 virtual access to library resources and services. This access extends the user experience beyond the library branches and community locations.

### B. Key Findings

- **Libraries in Toronto's 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 and over 2,700 programs offered and over 57,000 program attendees at the 11 neighbourhood and district branches located in the Downtown. The Toronto Reference Library (TRL) had over 1.2 million annual visits, a total circulation of over 380,000 and over 1,100 programs and over 43,000 program attendees.
- **Library branches are well-distributed across the Downtown.** Using TPL's 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.
- **Most residents in the Downtown live within 1 km of a library.** There are three notable pockets where the distance to the nearest library is more than 1 km, though still within TPL's 1.6 km service delivery model criteria. These three areas are located within Downtown neighbourhoods that experienced high population growth between 2006 and 2011: the Bay Corridor (26.5%), Waterfront West (105.6%) and St. Lawrence Distillery (8%). The area identified in the southeast of the St. Lawrence Distillery neighbourhood will likely be addressed through the TPL's planned relocation of the existing St. Lawrence Neighbourhood branch to become a larger district branch located at Front St. and Parliament St.
- **According to the TPL, the library needs of the population in the Downtown are diverse and growing.** Libraries serve the whole spectrum of the Downtown population as well as those who come from outside the 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 shelters and longer stay shelters. They use libraries during the day when the shelters close, or when there are extreme

<sup>13</sup> College-Shaw and Palmerston branches are located just to the west of the study boundary yet serve the study area.

<sup>14</sup> Toronto Public Library; Planning and Development (2007, September 19). *Service Delivery Model*. Toronto. Revised June 25, 2012. Another revision of the Service Delivery Model is in progress at the time of writing. Changes to the Service Delivery Model will reflect changing community needs, future population growth and library trends.

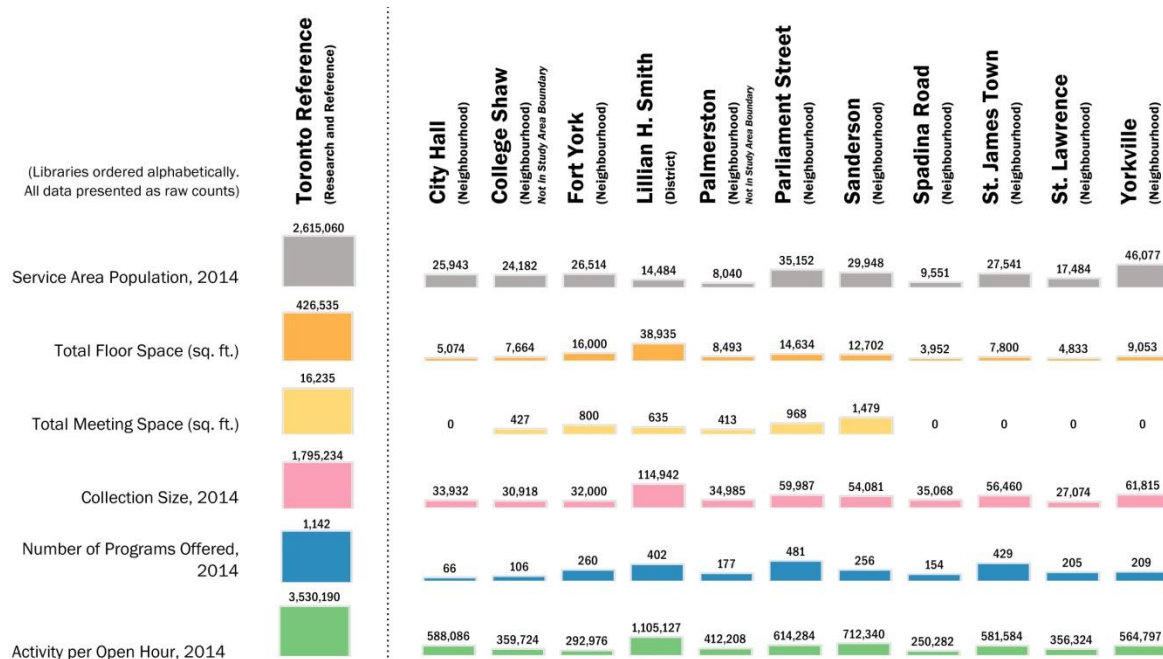




- weather conditions. They use library resources and services including computers, collections, information services, and seating areas.
- Librarians also indicate that students from the University of Toronto, George Brown, OCAD and Ryerson use Downtown libraries primarily for individual and group study spaces, free internet, and circulating materials. International students often frequent the Toronto Reference Library.
  - Library staff notes that small business owners who require work/desk space and computer access are a growing user group of the libraries in the Downtown.
  - **The growing population and increasingly diverse user groups in the Downtown mean that TPL is taking a proactive approach and considering new or reconfigured programs and services, and enhanced, renewed or rebuilt facilities.**
    - A need has been identified by TPL for more flexible space within the existing branches for library collections, community and program spaces, collaborative learning and meeting spaces, quiet study/work areas and for people to sit and congregate in non-programmed space.
    - Many capital facility needs and repairs have been identified by TPL and seven branches do not meet the space requirement as set out in the Service Delivery Model.
    - TPL data shows that programs for babies and toddlers; user education (e.g. computer training) and digital innovation (green screens etc.) are in high demand and are experiencing significant waiting lists.
  - **There are already many collaborations and partnerships taking place in libraries to provide programs and services to the community. TPL indicates that these could be enhanced and expanded to provide more programs and services to a growing and changing population, including exploring co-location opportunities where possible with City partners including Children's Services and PF&R**

### C. Libraries in the Downtown: By the numbers

Key information for the 12 branches in the Downtown is included here. For detailed information about specific branches, see Appendix D1.



**Figure 5: Branch Information**

- The Downtown has 12 libraries comprising 10 neighbourhood branches, 1 District branch and the Toronto Reference Library, which is a Research and Reference branch that serves the whole city and attracts visitors from outside Toronto
- Eight (8) libraries in the Downtown are stand-alone facilities. The other four (4) libraries co-locate with other facilities: City Hall (located inside City Hall), Sanderson (shared with Scadding Court Community Centre), St. James Town (shared with Wellesley Community Centre), and St. Lawrence (shared with non-profit housing).
- TPL indicates that there is a wide variety of programming offered at all locations. Program delivery is based on community needs and interests. See Appendix D1 for more detailed information including all regular, long-term specific programs.

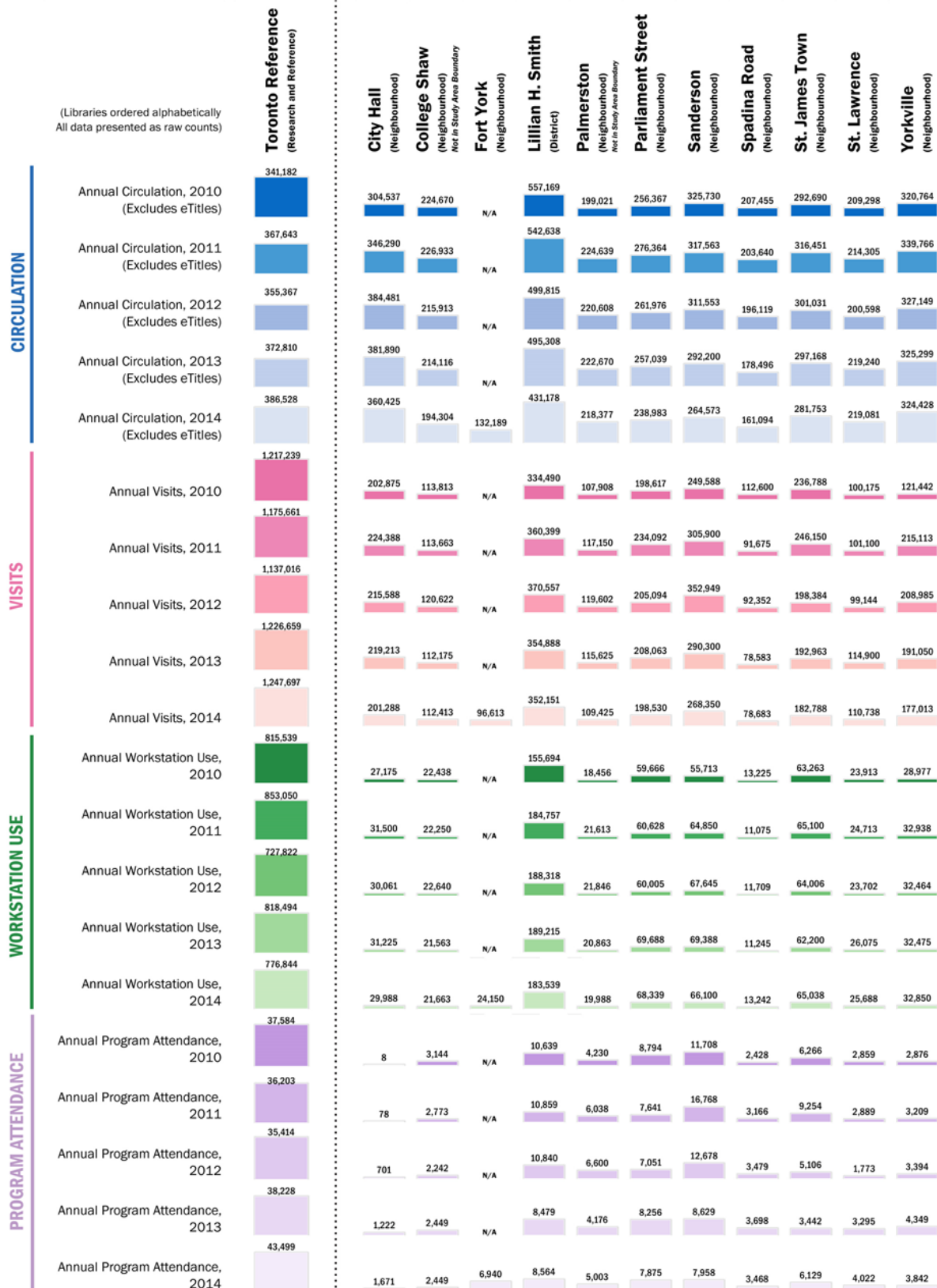


Figure 6: Library Trends



- Seven (7) libraries in the Downtown provide meeting space. These are College-Shaw, Fort York, Lillian H. Smith, Palmerston, Parliament Street, Sanderson and the Toronto Reference Library. **Figure 7** demonstrates that meeting space south of Dundas Street is only available at the Fort York branch located at the western boundary of the Downtown.
  - The Toronto Reference Library has seven (7) rooms with the largest – the Bram and Bluma Appel Salon - seating 576.
  - The other six branches have one to two rooms seating 30 to 80 people each. Palmerston houses a 120 seat theatre.
- Needs have been identified for additional funding for capital improvements and upgrades to all branches in the study area. Three (3) branches have major capital projects planned as part of the 2016-2025 capital budget (Parliament Street, St. Lawrence, and Sanderson). See Appendix D1 for detailed descriptions of capital improvements identified by the TPL.
- There are many existing partnerships within the libraries, and the TPL indicates that new partnerships continue to be formed on an ongoing basis. Partnerships exist to maximize resources and deliver programs and services effectively. Some types of existing 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. Appendix D1 includes a list of the partnerships in place in the various branches at the time of writing.

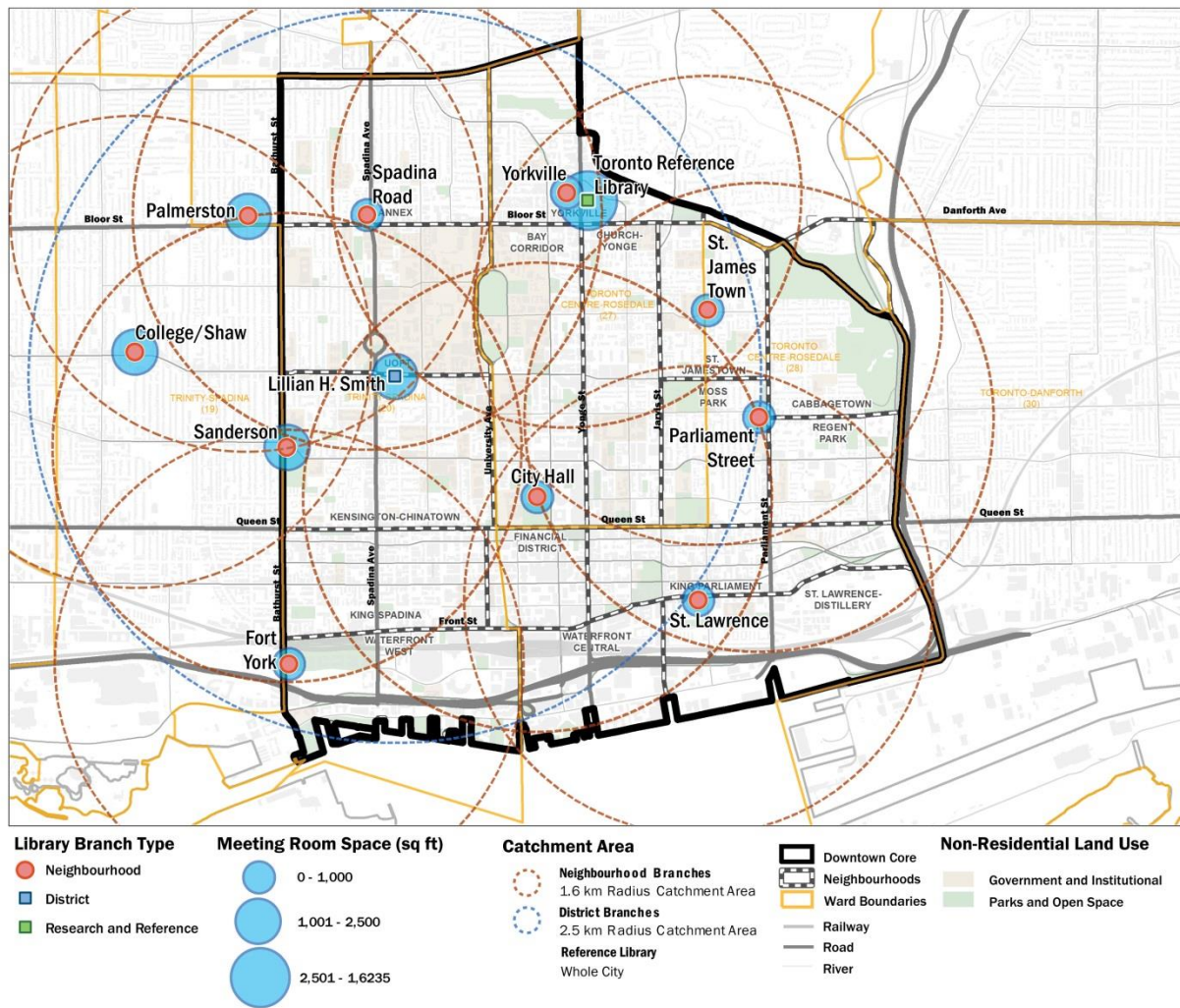


Figure 7: Library Locations and Meeting Space





### **TPL's Service Delivery Model**

As outlined in the Toronto Public Library's Service Delivery Model, TPL defines four tiers of service:

- The first tier is neighbourhood branches which provide general informational and recreational collections and services for adults and children in areas with populations ranging from 25,000 to 50,000. The primary service area of neighbourhood branches is within 1.6 km radius. Neighbourhood branches are to be centrally located within a neighbourhood or in proximity to other services and well served by public transit. While the Service Delivery Model recognizes that existing branches may be smaller, new builds are recommended to be 10,000 -15,000 square feet. Seven Neighbourhood branches in the study area are less than 10,000 square feet, indicating that they are or will be operating at capacity in the near term as populations continue to grow. The branches are City Hall – 5,074 sq. ft.; College-Shaw 7,664 sq. ft.; Palmerston 8,493 sq. ft; Spadina Road – 3,952 sq. ft.; St. James Town – 7,800 sq. ft.; St. Lawrence – 4,833 sq. ft.; and Yorkville - 9,053 sq. ft.
- The second tier of branch service is district branches. The role of district branches is to provide extensive recreational and informational collections, reference and a broad range of services to diverse populations by offering more in-depth resources than neighbourhood libraries. District libraries are locations with maximum access and user convenience, strategically located in the community and accessible by transit<sup>1</sup>. They have larger service areas (minimum of 100,000 people) within a 2.5 km radius and a minimum size of 25,000 sq. ft. The Downtown has one District branch, Lillian H. Smith, located at 239 College St. The branch occupies the first, second, and part of the third floor of a four storey 38,935 sq. ft. building. Library staff have identified a need for more space for collections, community and program spaces, collaborative learning and meeting spaces, quiet study/work areas and seating at this branch.
- Research and Reference libraries are the third tier of branch service. They are the largest branches at a minimum of 150,000 sq. ft., centrally located on public transit and serve the entire city. The Downtown has 1 of Toronto's 2 Research and Reference branches, the Toronto Reference Library. The role of these two libraries is to provide an extensive range and depth of services and collections to all people living in the city of Toronto. This tier offers collections that meet the research, information and recreational needs to all types of users throughout the city and in the immediate community. These libraries are cultural destinations that enhance access to the civic, cultural, social and intellectual life of the city. Toronto Reference Library provides a unique and necessary resource for the Downtown given the significant range of users that the area is challenged to serve. In addition this facility offers exhibits and ancillary services and large program rooms for community meetings and events.
- The fourth tier includes city-wide and virtual services that enhance and extend the library's service beyond branch locations. The role of community based city wide services is to bring service to every corner of the city. Alternate service options respond to diverse needs of residents and address social isolation, provide outreach through programs and services, and enable residents to engage in their communities. Services include Bookmobile Service, Home Library Services, Deposit Collections, and Adult Literacy Program. TPL provides 24/7 virtual access to library resources and services. This access extends the user experience beyond the library branches and community locations. Users can access the online library catalogue, borrower account services, extensive electronic online programs, discussions, and much more. Online and self-service features enable the library to extend open hours efficiently.

All branches in the Downtown are well-served by public transit and are proximal to other services.





## **D. Pressures and Challenges**

Based on the key informant interview with the TPL, data provided by the TPL, and focus groups held with community service agencies and City staff, a number of pressures and challenges have been identified related to program and service delivery and facilities and space in the Downtown.

### **1. Programs and Services**

- TPL staff identified a need for additional resources to help library users with mental health issues and addictions.
- The high demand for programs introduced or expanded since 2014 reflects some of the changing demographics in the Downtown. A few examples of the range of programs that are in high demand include:
  - Babytime (Ready for Reading Preschool Program) added at City Hall and Fort York in 2014, waiting lists at both locations. (Note: According to the 2011 Census, 8000 babies were born to people living in the Downtown between January 2011 and August 2014).
  - Digital Innovation Hub programming – introduced at both Fort York and Toronto Reference Library, significant interest especially in ‘3-D Printing Certification’ – on-line registration fills up within seconds. (Note: According to the 2011 Census, 25-34 year olds are the largest population group within the Downtown).
  - Book Clubs – Brown Bag Lunch Time book club at City Hall and Proud Readers LGBTQ book club at St. James Town are very popular programs.
- TPL staff indicate that there is a need for more technology access both in library branches and in the community.

### **2. Facilities and Space**

- In the survey conducted with human service agencies in the Downtown as part of the Community Services and Facilities Study, 20% of community agencies surveyed indicated that they use library spaces to provide their programs and services.
- TPL provides access to meeting rooms for rental in local communities; annually there are over 6,500 bookings by community groups. When not booked, program/meeting rooms are used for TPL programs and to extend study space.
- Five (5) libraries in the Downtown do not have bookable rooms (City Hall, St. James Town, St. Lawrence, Spadina, and Yorkville), they refer booking inquiries to the nearest library with community meeting rooms.
- There is a central Room Booking Office through which TPL rooms can be booked, most rooms are available for online booking.
- Meeting room rental fees may be a barrier to some community groups, though TPL staff indicate that non-profit groups generally book within library open hours to avoid the security costs. There are different costs for non-profit and commercial users.
- TPL Staff indicate that meeting spaces at some libraries (e.g. Sanderson, Palmerston and College Shaw) need to undergo a retrofit to make the spaces more suitable and appealing for community use.
- TPL staff note that branch seating is very heavily used. They estimate that sometimes up to 75% of computer room seating in TRL and Lillian Smith Library is occupied by vulnerable populations.
- TPL staff indicate that one-floor libraries are desirable for branch and building operations. Toronto Public Library locations are vibrant community hubs that provide neutral and convenient community space to residents of all ages and backgrounds. TPL focuses on designing flexible space that responds to the needs of different age



groups, including children, teens, adults and seniors and different types of uses including quiet study, reading lounges, literacy areas, children's space, collection space etc.

## **E. Emerging Priorities**

Based on a key informant interview, data provided by the Toronto Public Library, and focus groups held with community service agencies and City staff, a number of emerging priorities have been identified related to program and service delivery as well as facilities and space in the Downtown.

### **1. Programs and Services**

- Libraries are currently delivering services in the communities in partnership with non-profit organizations, such as employment and ESL cafes, out-of-the-cold programs and community information hubs. As the need and the population Downtown continues to grow, these existing partnerships are seen as an opportunity that could be enhanced and expanded to reach more customers.
- TPL is exploring opportunities to expand access to library services beyond branch locations. This could include bookmobile stops and self-service options, including kiosks..
- TPL staff suggested integrating a full range of community services to allow for collaboration of programs/services. Some examples:
  - Partnerships with agencies that offer mental health services and are experienced working with the homeless population would assist in reducing incidents at the library while also offering supports for these vulnerable populations. Considering joint programming opportunities and providing library staff with additional resources are examples of opportunities.
  - Recognizing the daytime need for space for the homeless populations. This could include extending hours for shelters and/or expanding programs/facilities for the various agencies that serve this population. Ensuring that all library facilities in the Downtown provide enhanced access to technology to meet the needs of all user groups is an emerging priority.
- Small business owners are a growing user group of the libraries in the Downtown. TPL offers free or low-cost small business programing and lectures on a wide variety of topics across the Downtown and the City. TPL provides spaces and services to small business owners to meet and work that includes free Wi Fi, Internet and computer access, MS Office and places to meet. In addition, small business owners have access to expert library staff and specialized resources that include a wide range of resources.

### **2. Facilities and Space**

- Most residents in the Downtown live within 1 km of a library. There are notable pockets where the distance to the nearest library is more than 1 km, but still within TPL's 1.6 km criteria (see **Figure 7**). These three areas are located within neighbourhoods in the Downtown that experienced high population growth between 2006 and 2011: the Bay Corridor (26.5%), Waterfront West (105.6%) and St. Lawrence Distillery (8%). The area identified in the southeast of the St. Lawrence Distillery neighbourhood will likely be addressed through the TPL's planned relocation of the existing St. Lawrence Neighbourhood branch to become a larger district branch located at Front St. and Parliament St. Expanded or additional locations could be considered in the Bay Corridor and Waterfront East and West neighbourhoods.
- Seven Neighbourhood branches in the study area are less than 10,000 square feet, indicating that they are or will be operating at capacity in the near term as populations continue to grow. The branches are City Hall – 5,074 sq. ft.; College-Shaw - 7,664 sq. ft.; Palmerston - 8,493 sq. ft.; Spadina Road – 3,952 sq. ft.; St. James Town –



7,800 sq. ft.; St. Lawrence – 4,833 sq. ft.; and Yorkville - 9,053 sq. ft. Expansion of these branches could be considered to accommodate the growing populations in these areas.

The TPL has identified a range of minor and major capital improvements to all locations in the Downtown. Some have been included in the 2016-2025 Capital Budget and others do not yet have funding. See Appendix D1 for more information.

#### **Major Capital Projects Identified (part of the 2016-2025 Capital Budget)**

- A major capital project for **Parliament Street** is planned to begin in 2018. The renovation will include a revitalization of all public service areas and will incorporate a complete redesign of current space to provide a more efficient layout. Program rooms will be updated for flexible use for programming and events. Exterior spaces could be improved with outdoor reading areas and flexible space for programming and community gathering.
- A major capital project for **Sanderson Branch** is planned. This project will be either a renovation of the existing 12,702 sq. ft. facility or a reconstruction and redevelopment of this facility to a 15,000 sq. ft. neighbourhood branch as part of a redevelopment of the existing site. Renovation will include a revitalization of all public service areas and incorporate a complete redesign of current space to provide a more efficient layout, improved sightlines and security. The project will address building deficiencies and bring the building up to service standards.
- The relocation project for **St. Lawrence Branch** is in its planning phase. The project is for a design and construction of a 25,000 square foot district library on City-owned property at the site of the former First Parliament at the South West corner of Parliament St. and Front Street. Library services such as a computer learning centre, Digital Innovation Hub, an early literacy centre for children, as well as a middle childhood discovery area would be included in this project. A larger collection, additional individual and group study space, a large flexible programming space will be important service enhancements in this community.

#### **F: Potential Opportunities**

- To address existing gaps in library services, TPL to explore innovative opportunities to expand access to library service both in branches and in the community including satellite, pop-up, kiosk and self-service options. To increase access to library services provided in branches, TPL will continue to seek opportunities to implement the Doors Wide Open plan to extend branch open hours.
- To increase 24/7 access to library e-collections, resources and services, TPL will continue to advance its Digital Strategy.
- Shelter, Support and Housing Administration and Toronto Public Health to initiate discussions with TPL and community-based agencies to address the need for daytime support to serve the homeless and vulnerable populations in the Downtown. The suggestions captured as part of this phase of work included the need to consider extending hours for shelters and/or expanding programs/facilities for the various agencies that serve this population.
- Investigate opportunities to leverage existing partnerships to enhance and expand skill sets and programs offered within libraries. Partnerships with agencies that offer mental health services and are experienced working with the homeless population would assist in reducing incidents at the library while also offering supports for these vulnerable populations. As part of the Phase 2 CS&F Strategy for TOcore, TPL to undertake a detailed assessment of future library facility needs to support the projected growth in the Downtown and consider ways to redesign, relocate or renovate existing facilities to maximize the use of public space that is flexible and adaptable to support 21<sup>st</sup> century library service. TPL will monitor and review space and service requirements and explore co-location opportunities with key City partners including Children's Services and PF&R, to support the projected growth in the Downtown.



## 5.3 CHILD CARE SECTOR

### A. Child Care Sector Overview

Discussions with Children's Services and community-based agencies clearly indicated that child care plays an important role in the Downtown and is an integral part of the community services and facilities ecosystem. In the Downtown in particular, it serves a number of purposes: it allows families to have working parents, it supports and stabilizes school populations in some cases, it allows for new immigrant families to become more integrated into their communities and it connects families to many supports and services. The Downtown is also unique as 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. Children's Services staff has indicated that the major challenge ahead is ensuring that the child care system can accommodate the growth in the Downtown (residential and office) and continue to meet the areas needs and serve these purposes. Currently, there are 78 child care centres, 3 home child care agencies operating in 21 homes, and 26 family support programs in the Downtown. Twelve (12) out of the 78 centres are purpose-built work place facilities. For a complete list of these, see Appendix D2.

In the City of Toronto, licensed child care for children up to age 4, 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 the Downtown these homes are contracted through 3 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.<sup>15</sup>

Family support programs deliver a range of responsive services for parents, caregivers and children (prenatal to age 12). According to the Children's Services Service Plan, programs are flexible, accessible and offered in an informal atmosphere by professional and knowledgeable staff members who work in partnership with families and the community. Opportunities are provided for children, families and caregivers to enhance strengths, build capacity and promote healthy development. They also provide opportunities for parents and caregivers to meet and develop social networks.<sup>16</sup>

The most significant change to the provision of child care in recent years, according to the City's Child Care Service Plan and as indicated by Children's Services staff, has been the introduction of full-day kindergarten (FDK). As four and five year olds move to FDK, many child care operators will adapt their service model to match demand by serving younger children. Since 2010, 3,942 preschool spaces have closed or transitioned to kindergarten spaces in the City of Toronto as a result of FDK. Recognizing the need to increase spaces for infants and toddlers, Children's Services indicated that they managed the allocation of Provincial capital funding to operators to reconfigure the spaces left vacant by kindergarten children. This resulted in a City-wide increase of 535 infant and 2,343 toddler spaces since 2010.<sup>17</sup>

<sup>15</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 38.*

<sup>16</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 51.*

<sup>17</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 31.*



### **Full-Day Kindergarten**

Children's Services staff indicated that the introduction of Full-Day Kindergarten (FDK) has created the most significant recent challenge in the delivery of child care. The movement of 4 and 5 year olds away from child care centres and into schools has resulted in vacant space for child care centres in this age cohort and more demand in schools which are unable to accommodate the large increase. This has resulted in child care centres operating under subcontract from the TDSB to provide before and after school programs. Subsidized children move to FDK, and preferably also attend school-based before and after school programs.

FDK has drawn many qualified Early Childhood Educators to the school board where they are sometimes better paid, have shorter days, and summers off. Kindergarten-aged children were also a significant revenue source for child care centres. Infant care is the most expensive child care to provide.

Some child care centres were able to change their kindergarten rooms into infant rooms, but for others the change was too expensive to make. This transition is still underway, with organizations continuing to test their viability in this new environment and adjusting their business models.

## **B. Key Findings**

- Children's Services indicated that **there are not enough child care spaces in the Downtown to accommodate the children who need it, specifically infants and toddlers**<sup>18</sup> regardless of how much one can afford to pay. In the Downtown, there are 5,040 spaces for children under 12 which accommodate about 38% of the 13,200 children under 12. About 40% percent of these spaces are available for preschool children.
- **Subsidy waitlists indicate that there are not enough subsidies available for the Downtown.** 1,155 children are on subsidy waitlists in the three Downtown wards. However, from an equity stand point, Children's Services indicated that the Downtown receives more than its fair share of child care subsidies. Children's Services noted that it has to prioritize resources in the City to serve the areas with lower incomes and lower access to child care.
- **There are no child care spaces in the Cabbagetown neighbourhood, and very few in King-Parliament, Church-Yonge, Regent Park and Waterfront West.** The population growth in some of these neighbourhoods has been high and may require additional child care supply capacity.
- Children's Services data indicates that **there are seven (7) new child care facilities planned for the Downtown which will create an additional 444 spaces.** Given the growth in the Downtown and especially along the Waterfront, Children's Services felt that these new spaces alone will not meet the need.
- As child care space is very expensive to build, difficult to locate and needs to be highly customized and specialized, Children's Services felt that **opportunities to integrate custom-built child care space into new developments through partnerships and Section 37 funds need to be prioritized.**

<sup>18</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 31.*



### C. Child Care in the Downtown: By the numbers

Children's Services provided data which can be found in Appendix D2. Further information was provided through interviews with Children's Services staff.

- Children's Services staff indicate that all licensed child care spaces can currently accommodate about 20% of the children in the city. This includes both subsidized and full-fee spaces with licensed child care providers. The remaining 80% of children are likely cared for through unlicensed home care, by family members or nannies. A license is not required for informal home child care (e.g. looking after up to 5 children in one house), and it's difficult to estimate how many of these situations there are in the Downtown.
- In the Downtown, about 38% of the 13, 200 children under 12 can be accommodated by the 5,040 spaces for children under 12. Forty percent of these spaces are available for preschool children. Children's Services believes that this demonstrates that the Downtown is better served by child care than the city overall.
- 1,155 children are on subsidy waitlists in the three Downtown wards (20, 27, 28). There are a total of 5,896 child care spaces available in these three wards. The wait list therefore represents 20% of the total capacity, with infant spaces being in the highest demand at 416 spaces or 36% of the waitlist.
- There are 78 child care centres, 3 home child care agencies providing service in 21 homes, and 26 family support programs in the Downtown. For a complete list of these, see Appendix D2.
- Of the 78 child care centres located in the Downtown, 58 accept subsidized children.
- There are no child care spaces in the Cabbagetown neighbourhood, and very few in King-Parliament (36), Church-Yonge (191), Regent Park (201) and Waterfront Central (250). Population growth in some of these neighbourhoods has been high and may require additional child care capacity.
- Relative to other parts of the city, Children's Services staff felt that very little home care is offered in the Downtown, with most located east of Yonge Street in St. James Town, Regent Park and the St. Lawrence – Distillery neighbourhoods.
- According to census data, 8,022 babies were born to parents living in the Downtown in the period between January 2011 and August 2014. Most of these were born to parents living in the Bay Corridor (1,030), St. James Town (1,029) and Waterfront West (890).
- There are 1,895 children in subsidized child care spaces in the Downtown, with most subsidies going to preschool children (33%). Of the 1,895, 77% live in the Downtown and 23% live outside the Downtown.<sup>19</sup>
- 29% of child care centres in the Downtown are located in schools. Purpose-built child care facilities represent only 6% of locations in the Downtown.
- The average distance traveled to get to a child care location in the Downtown is 1.93 linear kilometers.<sup>20</sup>

<sup>19</sup>Information provided in email correspondence with Children's Services, 1 June 2015.

<sup>20</sup>Information provided in email correspondence with Children's Services, 1 June 2015.





**Child Care Fee Subsidy** (Excerpt from Children's Services Service Plan 2015-2019, pp. 43-44)

The fee subsidy program – which is managed and administered by Children's Services – helps families in financial need. There are currently 25,116 subsidies available in Toronto. This is an increase of 1,116 subsidies over the last five years. The fee subsidy program is fluid with children moving in and out on a regular basis. In 2014, approximately 34,963 children from 24,516 families benefitted from a fee subsidy. There are 16,802 children on the waitlist for a fee subsidy.

To be eligible for a child care fee subsidy, families must live in Toronto and parents/guardians must be employed, in school, or in a training program. However, there can be exemptions for families in special circumstances. Families can also appeal a decision about their eligibility. A provincially-mandated test is used to calculate the amount of child care fee subsidy a family qualifies for, based on their income and the number of children they have in care. Currently, 55 per cent of families with a fee subsidy are subsidized for the full cost of care. The other 45 per cent receive a partial fee subsidy and are responsible for paying the remainder of the cost. This is referred to as the "parent contribution" or "user fee".

Fee subsidies are allocated on a first-come, first-served basis. However, since there are a limited number available, the following methods are used to distribute subsidies:

- **Ward of residence:** Each City ward is assigned a percentage of the available fee subsidies based on the proportion of Toronto's low-income children that live in the ward. The purpose of this ward equity target is to provide eligible families with equitable access to a subsidy regardless of where they live.
- **Age of child:** Within each ward, fee subsidies are further distributed by age. These age targets are meant to create pathways for children to move through the system, based on how long a child spends in each age group. They also take into account factors such as the cost of care for each age group and other options available (i.e. authorized middle childhood programs).

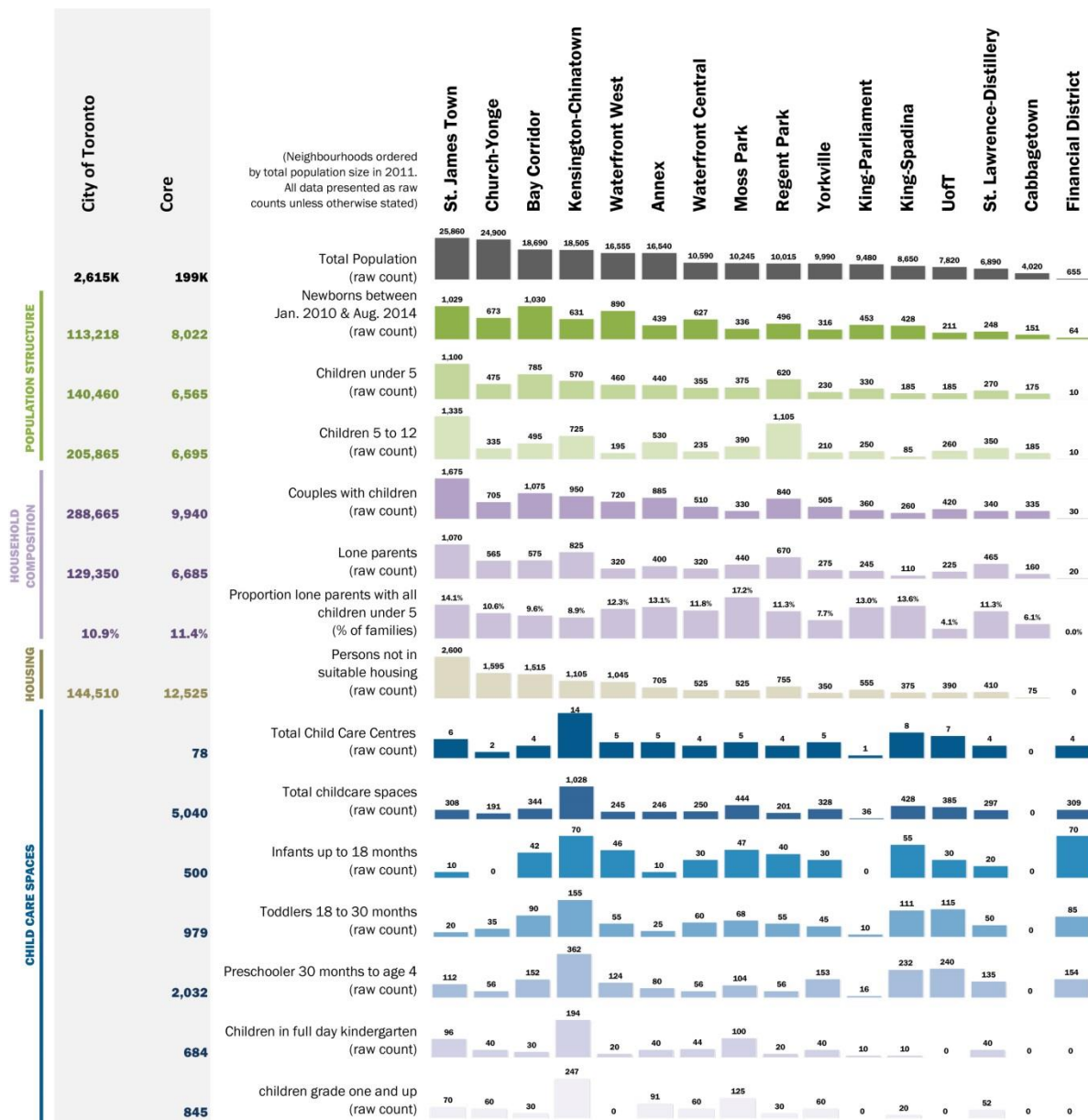


Figure 8: Child Care Data by Neighbourhood

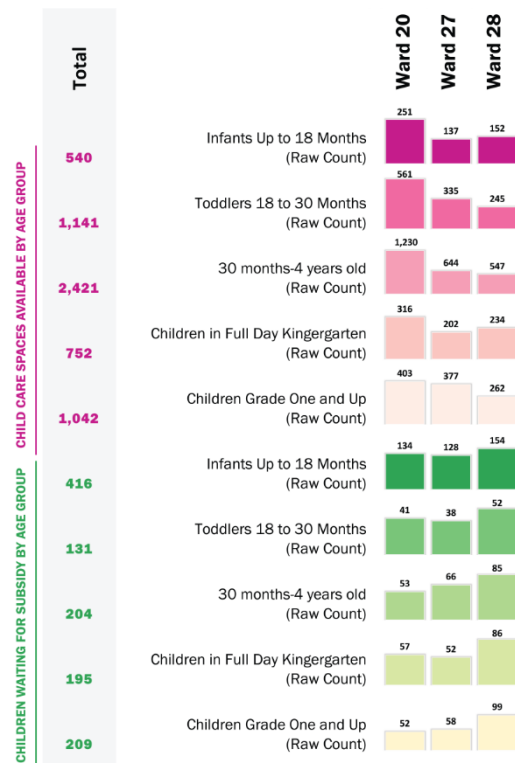


Figure 10: Subsidy Waitlist Data by Downtown Ward

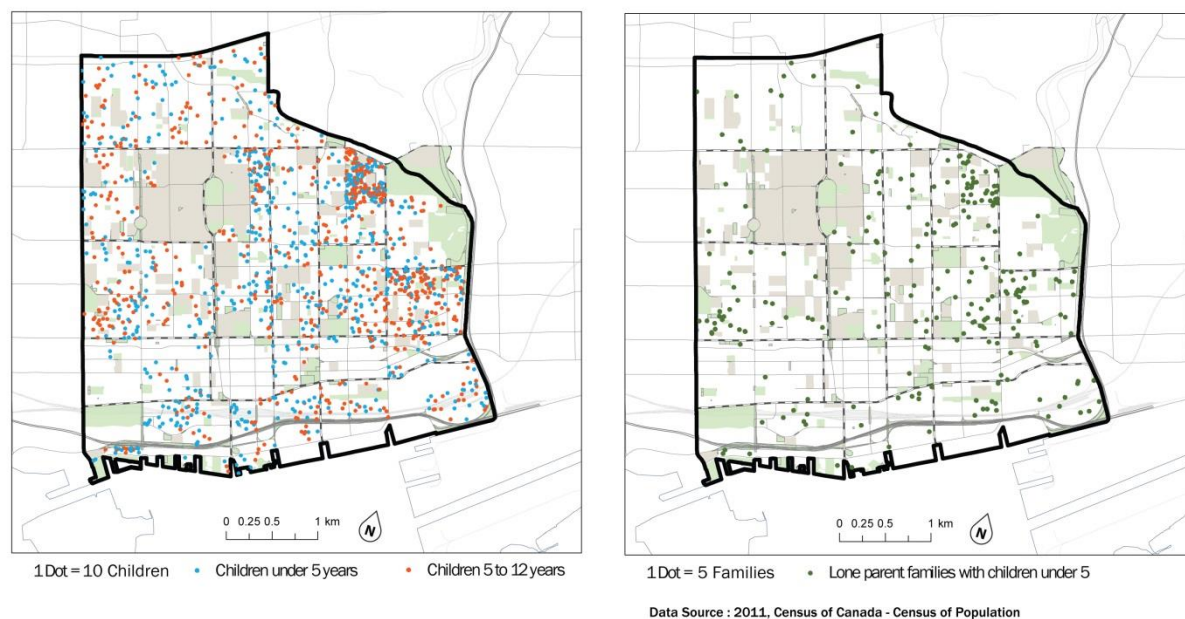


Figure 9: Children and Lone Parent Families in the Downtown

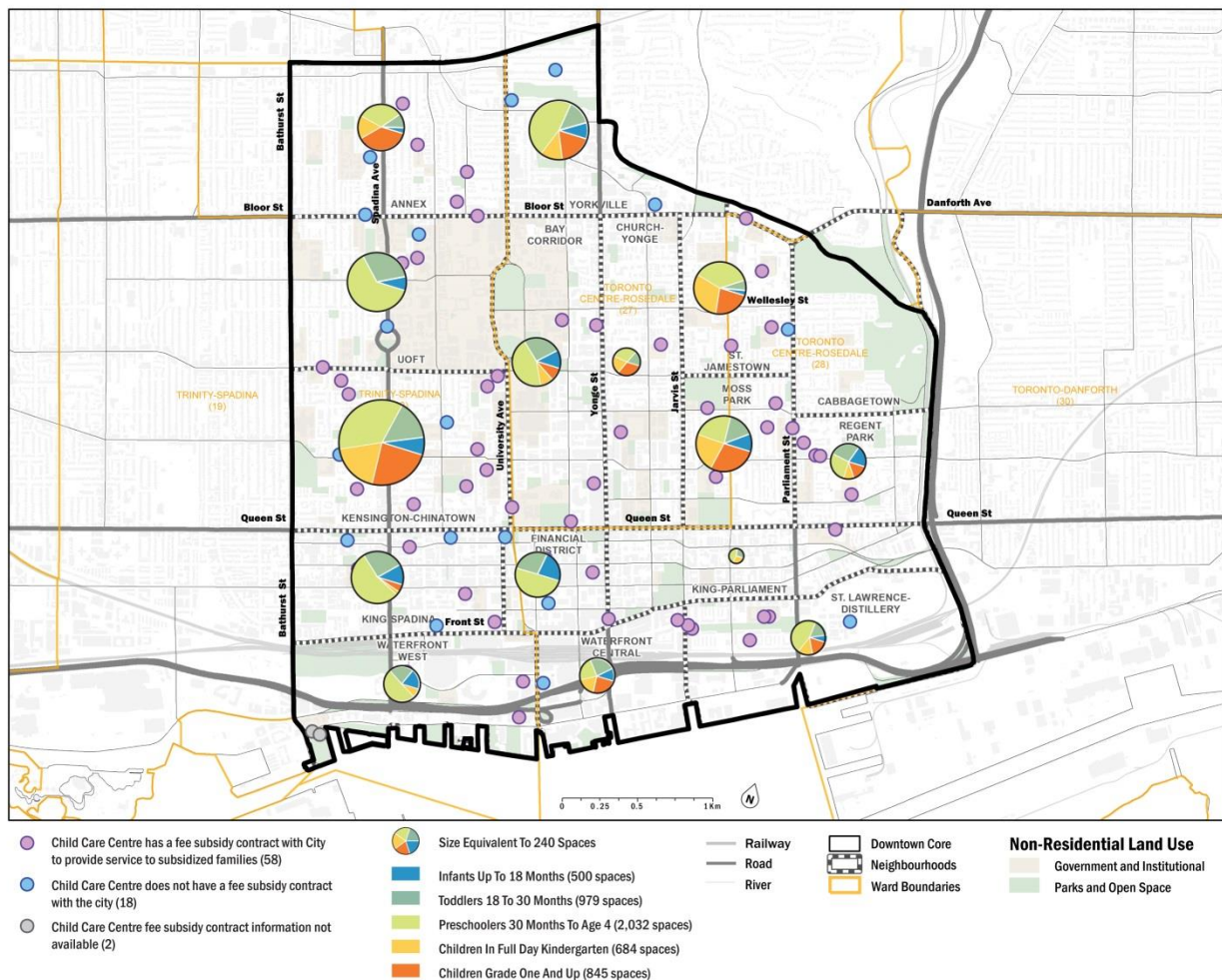


Figure 11: Child Care Centres and Spaces in the Downtown

## D. Pressures and Challenges

Based on the key informant interview and data provided by Children's Services and focus groups held with community service agencies and City staff, a number of pressures and challenges have been identified related to program and service delivery and facilities and space in the Downtown.

### 1. Programs and Services

- The Children's Services Service Plan states that the current supply of licensed child care in Toronto is far from adequate. In a survey of over 6000 families undertaken by Children's Services over two years, the most significant issues that families face in finding licensed child care are the lack of availability and cost.<sup>21</sup> In the Downtown, the total supply of licensed child care can only accommodate 40% of children under 12.
- The Service Plan also states that the biggest supply need is the ongoing shortage of child care for infants and toddlers in Toronto.<sup>22</sup>

<sup>21</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 28.*

<sup>22</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 31.*





- In addition to the inadequate supply of licensed child care in Toronto, the current supply of subsidies in the Downtown does not meet the need.<sup>23</sup> There are 1,155 children on subsidy waitlists in the three Downtown wards (20, 27, 28). Children's Services staff noted that long child care waitlists are influenced by a number of factors, including workers bringing their children with them into the Downtown, and increased knowledge of how the system works and how to get on a waitlist.
- Children's Services staff indicate that in some Downtown neighbourhoods, people use child care for social integration (e.g. Kensington-Chinatown). However, in other Downtown neighbourhoods people are not using child care. Based on their knowledge, staff speculate that this is perhaps due to a culture of one parent staying at home or having extended family help. Staff indicated that one of the main challenges facing child care is maintaining full enrollment, despite a generally high demand for it. Enrollment in child care centres can fluctuate and centres may choose to relicense and operate programs for different age groups as demand changes.
- Some Children's Services staff feel that child care should not be planned for the local community only because it is a much broader issue. For example, there are full-fee and subsidized child care services in the Downtown used by those who come Downtown to work. Some infants, toddlers and pre-schoolers who attend child care in the Downtown do not live in the area and travel with their working parents Downtown for child care. Children's Services data shows that 23% of subsidized children attending child care in the Downtown live outside of the area. Anecdotally, Children's Services staff say that child care centres along the Bay corridor and on University Avenue (the hospital sector) are full with children of people who work Downtown.

## **2. Facilities and Space**

- Children's Services staff indicated a difference between east and west of Yonge Street in terms of housing type, income, and the needs around children's services. East of Yonge Street is characterized by a mix of tower-in-the-park apartments, some lower rise and emerging high rise areas. This mix has made it difficult to establish new child care centres. Children Services would consider options such as street front locations, although this can be challenging given the Child Care and Early Years Act (CCEYA) standards to ensure a minimum amount of natural light.
- Children's Services staff indicated that the construction and design of child care must consider the requirements of the CCEYA when attempting to site or build new child care spaces. Child care needs customized space in order to be licensed. It cannot simply fit in any space. The Act sets out requirements for space per child, outdoor play areas, window coverage, storage, food preparation, space for eating and resting, among others. A Term Sheet has been prepared by Children's Services and City Planning outlining the facility and space requirements for integrating child cares in new developments and is available on the Children's Services website.
- Children's Services staff indicate that the cost to construct a new 62-space child care centre is approximately \$4 million without the cost of land. Expansion and reconfiguration of existing non-profits is a more economical way to increase capacity particularly for younger children. There is some limited capital funding to build new child care centres; however, it is targeted to the areas of the city that are considered to have inadequate capacity in terms of licensed child care spaces to meet a ward's equity target<sup>24</sup>.
- Child care fee subsidies are allocated to the family. This means that a family can choose a child care space in another ward if a space is available. For instance, Children's Services staff say that while St. James Town and Regent Park are heavily subsidized, child care centres in the Annex have few children receiving subsidies.

## **E. Emerging Priorities**

Based on the key informant interview and data provided by Children's Services and focus groups held with community service agencies and City staff, a number of emerging priorities have been identified related to program and service delivery and facilities and space in the Downtown.

## **1. Programs and Services**

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<sup>23</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 28.*

<sup>24</sup>The ward equity target is the ward's share of the 25,116 child care fee subsidies available to eligible families in the City of Toronto.



- Children's Services staff recognize that Section 37 funds and Development Charges have assisted in the creation of new child care facilities. While Section 37 can be used to secure new facilities, the developer determines the timing of when they are built as they proceed in tandem with the project that they are located in. This can prove challenging in terms of planning for service delivery in growth areas.
- Some Children's Services staff believe that child care needs to become a core service (like schools) in order to be properly funded. They said that, typically, 80-85% of child care costs are associated with staffing and food is the second biggest cost. The cost-sharing model between the City (20%) and the Province (80%) makes funding reforms complicated.
- Data on the length of existing leases for child care facilities would be helpful to plan for and address the conversion of child care centres to other uses in the Downtown and to prevent the loss of child care spaces. The City now requires any non-profit child care facility that is secured through Section 37 to have a 99-year lease term.

## 2. Facilities and Space

- Increasing licensed child care capacity in Toronto is a priority for Children's Services over the next five years.<sup>25</sup> A comprehensive Capital Strategy has been created that documents potential resources available to Children's Services and identifies targets to be achieved over the next five years.
- The Service Plan indicates that a primary focus of the Capital Strategy will be on creating licensed spaces for infants and toddlers (from newborn to age 3). The Plan also states that, as a general rule, families prefer child care close to home.<sup>26</sup>
- Children's Services staff indicated that there are seven (7) new child care centres planned for the Downtown. They are to be located in the Railway Lands (Block 31), two locations in East Bayfront, two locations in North Keating and two locations in West Don Lands. Combined, these will produce 444 new child care spaces for infants, toddlers and preschoolers.
- It was noted that there are zero child care spaces in the Cabbagetown neighbourhood, and very few in King-Parliament (36), Church-Yonge (191), Regent Park (201) and Waterfront West (245). Children's Services staff noted that the population growth in many of these neighbourhoods has been high and that additional child care capacity may be required.
- To help address the issue of lack of physical space to develop in Toronto and to reduce the cost of development, the Service Plan indicates that Children's Services 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 are regularly explored and can be continued.<sup>27</sup>

## F. Potential Opportunities

- Seven (7) new child care facilities are planned for the Downtown, providing an additional 444 new spaces for infants, toddlers and preschoolers.
- Continue to seek additional child care opportunities to accommodate high-growth communities in the Downtown, including the waterfront, and to explore the use of Section 37 to secure non-profit child care facilities as part of the development approval process.
- Continue to align services such as child care with schools.
- Continue to pursue partnerships with City Divisions, TDSB, TCDSB, TCH and other partners on planning capital developments to explore the hub model of providing access to a suite of services in children's home schools.
- Explore opportunities to increase the current supply of child care subsidies in the Downtown.

<sup>25</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 32.*

<sup>26</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 32.*

<sup>27</sup>City of Toronto, *Children's Services (2015). Children's Services Service Plan 2015-2019. Toronto. p. 32.*





## 5.4 COMMUNITY AND RECREATION SECTOR

### A. Community and Recreation Sector Overview

The provision of recreation programs and human/social services in the Downtown is part of a highly interconnected system of City of Toronto and community-based facilities providing different types of recreation programs and services. The Downtown is home to 10 City of Toronto facilities (4 community recreation centres, 5 indoor pools, 1 outdoor pool), 4 AOCCs (Association of Community Centres), 4 Toronto Neighbourhood Centres (TNCs)<sup>28</sup> and 2 YMCA locations. This system has developed over the last century. Each type of facility is owned and operated differently and provides a wide range of recreation programs, services and facilities to residents and workers.

#### PF&R Facilities

The City of Toronto's Parks, Recreation and Forestry (PF&R) Division offers a broad service delivery of community recreation programs in the Downtown, including providing a full range of programs for all age and interest groups out of their four community recreation centres as well as operating many programs and services at satellite locations in schools and other city-owned assets. These centres include various facility components such as pools, rinks, gymnasiums, weight and fitness rooms, and multi-purpose program and meeting rooms. Three of the four PF&R locations are centres where programs are free. PF&R plays an important community resource role by acting as facilitators of community space for agencies to deliver a range of social, cultural, recreational and education programs and services to the community.

Parks Forestry & Recreation have just completed and recently opened a new Regent Park Community Centre. They also have capital plans for the construction of a new community centre in the Railway Lands adjacent to Canoe Landing and the addition of a pool at the Wellesley Community Centre. PF&R is currently undertaking a 20-year Facilities Master Plan, which is anticipated to be completed in the first quarter of 2017. This two-year, city-wide study of indoor and outdoor recreation facility provision will provide recommendations for future facility planning based on actual and projected demographic, leisure and recreation trends. Findings from this Study will inform the TOcore recreation sector work. For more detail on the specifications of the PF&R Facilities, see Appendix D4.

#### AOCC and TNC Facilities

Community-based centres serving Downtown residents and workers include the AOCCs and TNCs. These larger multi-service centres are operated by independent, not-for-profit community-based organizations that deliver a broad range of human and social services in the local community. These centres are hubs for social participation, provide valuable neighbourhood supports and foster partnerships with many social service agencies. For this reason, they are also included in the Human Services sector profile.

### B. Key Findings

- **Many recreation facilities in Toronto's Downtown are very well-used** with waiting lists for many programs.
- **There are currently no Community Recreation Centres west of Yonge and in the north-west quadrant of the study area and these areas are served by AOCCs.**
- **AOCCs and TNCs are experiencing challenges to maintain the same level of service and performance in the face of increasing pressure and demand for service.** Currently there is no long-term capital strategy for AOCCs, as the current funding practice only provides for state of good repair.
- **Need for updated facilities and more space including:**
  - space for indoor and outdoor informal gatherings;
  - flexible multi-purpose spaces;
  - renovating and replacing aging or outdated spaces/facilities; and
  - upgrades to pools: single-tank pools provide limited programming opportunities and no longer meet expectations of residents.

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<sup>28</sup> All downtown AOCCs are also TNCs.



- **Need for specific programs, amenities and design considerations to accommodate older adults, youth, children and transgender clients.** This aligns with PF&R's Recreation Service Plan which aims to increase overall participation, decrease financial barriers and improve local and geographic access to recreation.
- **Planned Capital Facilities include:**
  - New Regent Park Community Centre (opened in January 2016)
  - New multi-service facility at Block 31 (City Place), which will include two schools, a child care centre and community centre; and
  - New pool at Wellesley Community Centre
- **Future Opportunity Sites to explore include:**
  - The Moss Park Redevelopment Project to study the feasibility of redeveloping the Moss Park Arena, Moss Park and John Innes C.C.;
  - Partnership opportunity at 505 Richmond Street with YMCA;
  - Undertake a visioning study to explore opportunities for potential facility improvements at the Harrison Baths and University Settlement House;
  - Revitalization of Scadding Court CC, in conjunction with TPL;
  - An aquatic facility to serve the West Waterfront community;
  - A new community centre to serve growth within the Lower Yonge Precinct; and
  - A new recreation facility in East Bayfront with focus on youth and social services.



### C. City of Toronto Community and Recreation Facilities in the Downtown:

The Downtown is home to 10 City of Toronto recreation facilities, 4 AOCC locations, 4 Toronto Neighbourhood Centres (TNCs) and 2 YMCA locations. For more detailed information about specific locations, see Appendices D3, D4 and D5.

#### 4 Community Recreation Centres

- John Innes Community Recreation Centre\*<sup>29</sup>
- Regent Park Community Centre\*
- St. Lawrence Community Recreation Centre
- Wellesley Community Centre\*
- Railway Lands Community Centre – *Planned*

#### 6 City-run Pools

- Harrison Pool\*
- John Innes Community Recreation Centre\*
- Regent Park Aquatic Centre\*
- Scadding Court Indoor Pool\*
- St. Lawrence Community Recreation Centre
- Alexandra Outdoor Pool
- Wellesley Community Centre Pool – *Planned*\*

#### 4 Association of Community Centers (AOCCs)

- Scadding Court Community Centre\*<sup>30</sup>
- 519 Church Street Community Centre
- Cecil Street Community Centre
- Harbourfront Community Centre

#### 4 Toronto Neighbourhood Centres (TNCs)

- St. Stephen's
- Central Neighbourhood House
- Dixon Hall
- University Settlement

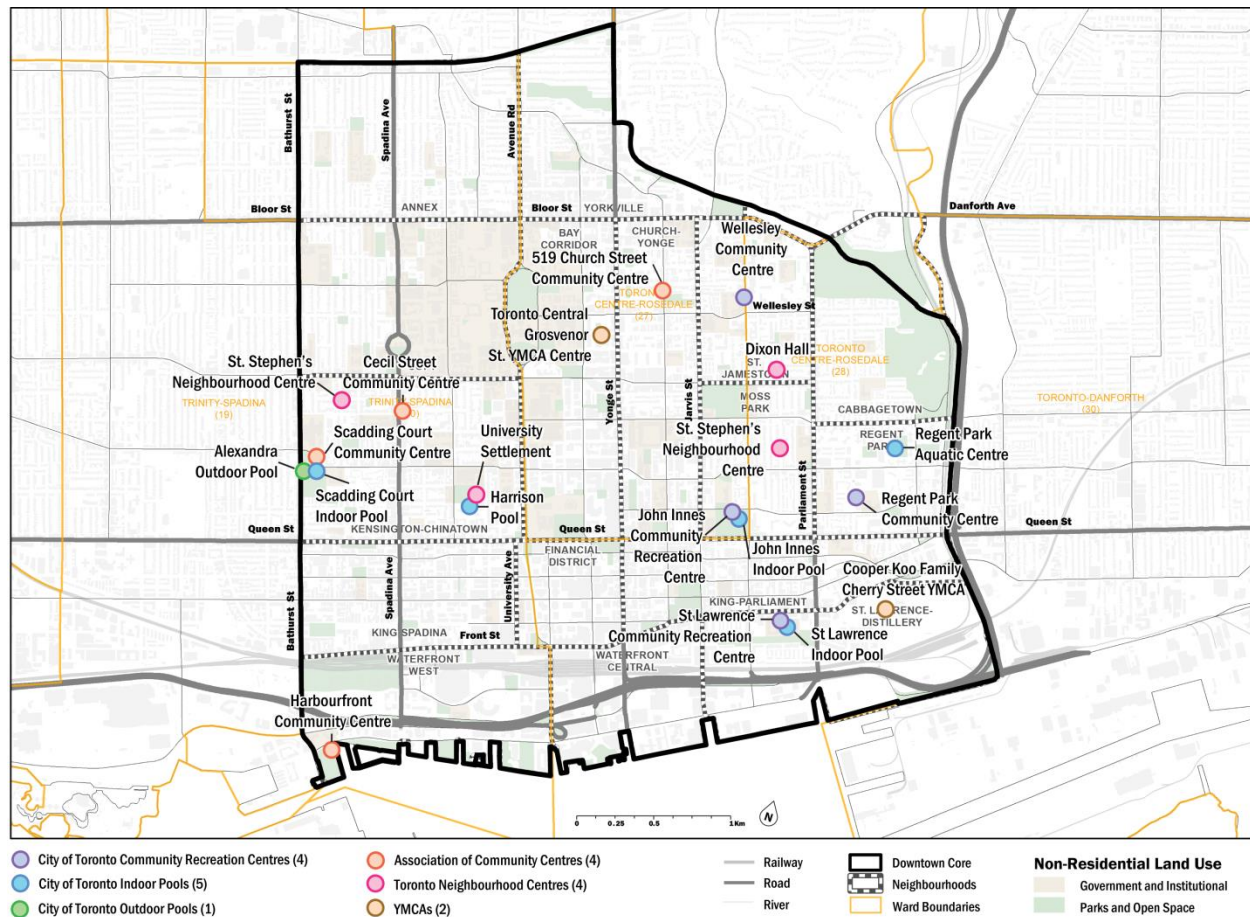
#### 2 YMCAs

- Cooper Koo Family Cherry St. YMCA
- 20 Grosvenor Street YMCA
- 505 Richmond Street YMCA – *Planned Partnership with PF&R*

**Figure 12** shows the distribution of these facilities across the Downtown. The area west of Yonge has more AOCCs and the area east of Yonge has more City of Toronto Community Recreation Centres.

<sup>29</sup> \* indicates Centres where Programs are Free

<sup>30</sup> PF&R also delivers fitness programs at Scadding Court



**Figure 12: Map of Downtown Community and Recreation Centres**

### High Demand PF&R Programs

- In 2012, the four City-run centres in the Downtown along with the City-programmed aquatic component at Scadding Court CC<sup>31</sup> offered a total of 995 courses with 5,343 registrations. 2,205 people were on waiting lists for the programs, approximately 40% of program capacity.
- Swimming programs had the highest number of registrations of all program areas, with 1,064 registrations in 2012. Clubs were the program area with the fewest registrations (17).
- In 2012, the main age groups that registered for programs were child (6-12) with 2997 registrations and early child (0-5) with 1029 registrations. Older adults (60+) had the lowest registration rates of all age groups, at 210.

### **D. Pressures and Challenges**

Based on the focus groups held with community agencies and City staff, a number of pressures and challenges have been identified related to program and service delivery and facilities and space in the Downtown. For those related to specific facilities, see Appendix D3.

<sup>31</sup> The City of Toronto does not have full-time use of the Scadding Court indoor pool, therefore there are other programs offered through Scadding Court that are not included in these numbers.



## 1. PF&R Facilities

### Programs and Service Challenges

- PF&R Recreation Centres are open to everyone, and some City-run community recreation centres have special features and programs that draw people from across the City making them very busy
- Majority of the Downtown CRCs are free centres and programs book up quickly.
- Some recreation programs such as after-school learning, camps for kids over age 4 and aquatics are in very high demand and book up quickly with long waiting lists.
- Need to provide more therapeutic programming for the aging population.
- Despite the free recreational programming opportunities offered in the TOcore, there is a request to provide additional incentives to attract youth including free Wi-Fi, TTC tokens, snacks and more arts and cultural programs.
- Providing more programs would require additional staffing implications.

### Facilities and Space Challenges

- Although some existing assets in the Downtown were constructed at a time when accessibility, gender neutrality, aging demographics and energy conservation – to name a few, were not considerations, staff have and continue to address opportunities to improve access and building comfort through retrofits and programming.
- PF&R strives to provide aquatic, gymnasiums and program spaces in the Downtown (as in all areas of the City) in areas that have high visibility, are transit-oriented, can be integrated into existing developments or be incorporated into new developments providing they:
  - Have accessible amenities
  - Consider the demographics and offer flexible spaces (meeting/program rooms, gender neutral change spaces)
  - Are designed using standards that consider operational efficiencies, natural light, energy consumption, safety and security
  - Can be adapted in the future to accommodate changing leisure interests and trends
  - Provide for a range of fitness and health programming that appeal to all ages and abilities
  - Provide functional space for targeted populations including youth, seniors, after-school child-based programming based on need and community profile.
- There may be particular Downtown locations that can accommodate these space and functional requirements including Harrison Pool as well as the City's own existing inventory of recreational assets. These locations should be explored for opportunities to redevelop, redesign and renovate in addition to proposed new developments that are occurring in the TOcore study area.

## 3. AOCC and TNC Facilities

Findings from the *Multi-Service Community Centre Profiles* Report section entitled Overall Themes in the Downtown Core has identified a number of program and space challenges and issues facing AOCCs and TNCs. These findings were based on surveys and/or interviews undertaken by a City Planning student intern between May-June 2014. The full report is included in Appendix D5.

### Programs and Services

- Insufficient programming for specific user groups, including:



- People with mental illness - Many organizations reported an increase in clients with mental illness accessing their services. These organizations do not have adequate funding or training to adequately serve these clients;
- Homeless people and the under-housed - The homeless and under-housed population were commonly identified as a group largely under-served in the Downtown. Many organizations indicated that their housing and homeless programs are currently operating at full capacity;
- Youth- Several organizations identified the need for additional youth programming and funding; and
- LGBTQ community – Some organizations reported need for specialized programming for subsets of their community, including LGBTQ youth and native LGBTQ.
- Diversity in the Diversity - Many community centres in the Downtown generally serve a diverse group of clients. However, some centres including Cecil CC, Miles Nadal Jewish CC and Native Child and Family Services of Toronto reported seeing more diversity in the diversity.
- Lack of Marketing - Several organizations reported a lack of marketing and advertising of their services. Organizations chose not to market either because of a lack of funds or because their programs are currently at capacity. As a result, community members are not aware of all the services they provide and the current capacity does not reflect the demand for the services in the community.

### **Facilities and Space**

- Lack of affordable programmable space to address service pressures and changing needs of diverse client groups.
- High rents in the Downtown are preventing AOCCs/TNCs from securing and creating welcoming, usable and programmable space. While shared-space arrangements are used when possible, these spaces restrict the modifications needed to create these types of spaces.
- This issue was raised by St. Stephens Community Centre, University Settlement, Native Child and Family Services of Toronto, Dixon Hall, Toronto Kiwanis Boys and Girls Club and Toronto Kiwanis Boys and Girls Club.

### **E. Emerging Priorities**

The City of Toronto Parks Forestry & Recreation's Recreation Service Plan identifies equitable access, quality, capacity building and inclusion as its primary principles for city-delivered community recreation programs, services and facilities. For those related to specific facilities, see Appendix D3 in this profile for PF&R information-

### **PF&R - Programs and Services**

- PF&R might consider and review the feasibility of a number of service-level changes to reflect the growth and changes that are occurring in the Downtown neighbourhoods, including:
  - Operating hours – Explore extending of operational hours where appropriate for various community recreation amenities.
  - Innovative service partnerships
  - Affordable access to programs and spaces
  - Community consultations on programming
  - Marketing and communication channels
  - Improving the use of technology (e.g. wi-fi in public spaces)
- Integrating child care and employment services within community recreation centres, involving partnership divisions such as Children's Services and TESS.





## PF&R -Facilities and Space

- Need for a full range of recreation spaces in the Downtown, including but not limited to: gymnasiums, aquatic and ice facilities, community gathering spaces, program spaces, and youth and after school spaces.
- Develop design guidelines for future recreation facilities, including aquatic facilities, in an effort to meet the needs of all age groups and users.
- Collaborating with key partners (e.g. TDSB, Children's Services, TESS, TPH) in order to provide increased access to nearby green play areas for active sports use and to co-locate child care, and social services at one location.

### 1. AOCC and TNC Facilities

## Programs and Services

AOCC and TNC staff have identified some key priorities respecting programs and services, including:

- Increased service pressures due to growth and changing client needs which are more complex
- Funding challenges to expand program and service delivery in their local communities
- Increased demand for more programs and services, particularly for user-specific groups such as vulnerable populations and new immigrants.

## Facilities and Space

- AOCC and TNC 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.
- Currently there is no long-term capital strategy for AOCCs as the current funding practice only provides for state of good repair which does not address growth and/or expansion needs
- Need for multi-service approach to integrate service delivery to maximize existing resources

## F. Potential Opportunities

### 1. PF&R Facilities

- PF&R is currently undertaking a 20-year Facilities Master Plan which is anticipated to be completed by the first quarter of 2017. This two-year city-wide study of indoor and outdoor recreation facility provision will provide recommendations for future facility planning based on actual and projected demographic and leisure and recreation trends.
- PF&R staff anticipate that there will be a need for additional recreation facilities to address growth pressures, which will be identified through the Facilities Master Plan as well as through development opportunities in area or sector plan studies including:
  - New Community Recreation in East Bayfront Precinct (25,000 s.f.) involving potential partnership opportunity between TCH and PF&R and other institutions including universities and colleges, to provide youth-focused programming; and
  - New Community Recreation facility in West Don Lands (39,000 s.f.) to be co-located with a school and child care.



- Redevelopment opportunities identified by PF&R to incorporate potential community recreation facilities include:
  - Lower Yonge Precinct serves as the best opportunity along the waterfront to establish a new 50,000 sq. ft. community recreation centre with the traditional recreation amenities including: pool, gym, fitness centre, youth space and multi-purpose programming space. It will serve the growing Central Waterfront neighbourhood that has seen a 67% population growth between 2006 and 2011 in an area with few recreation facilities; and
  - a new pool in the Waterfront West Community.

Planned Capital Facilities identified by PF&R include:

- New Community Recreation Centre (42,000 s.f.) in Block 31, Railway Lands (City Place); and
- Wellesley Community Centre new pool addition which will feature a 7700 sq. ft. indoor pool to include a 5-lane pool, a teaching/leisure pool, spa tub and steam room.

New Recreation Facilities Currently in Progress include:

- Regent Park Community Centre (opened in January 2016), is a redevelopment of the Regent Park South and replacement of Regent Park North Community Centres. The new 57,000 sq. ft. community centre is part of a "community hub" which will feature an employment services centre (TESS), new Blevins Child Care Centre and newly renovated Nelson Mandela Public School.

Build on existing partnerships and co-sharing of space which is already occurring, including:

- John Innes CC has program partnerships with Regent Park CC, a men's shelter, and health support and advocacy agencies. The partnership with COPA has resulted in a successful weight room program for older adults.
- Wellesley CC has partnerships with Toronto Public Health, an Internet Service Provider for resource community corner, and after-school programs. It also has program coordination with community partners.
- Regent Park CC and Regent Park Aquatic Centre have existing partnerships with the Salvation Army, Dixon Hall and Pathways that can be built on. New partnerships can be created for space and program expansion in both of these centres.

## **2. AOCC and TNC Facilities**

- Seek new collaborative ways with AOCCs, TNCs and other community-based organizations to build new and strengthen existing partnerships in order to maximize the sharing of resources.
- Opportunity to expand the network of AOCCs east of Downtown through the potential development of a new 200,000 sq. ft. LGBTQ Sport and Recreation Centre, a partnership between the City and 519. On May 5, 6 and 7, 2015, City Council directed SDF&A in consultation with PF&R and Shelter, Support and Housing Administration, the Moss Park Arena Board and the Councillors for Wards 27 and 28, to undertake a due diligence review in partnership with The 519 project team to determine the viability of redeveloping Moss Park.
- Explore partnership opportunities for the revitalization of Scadding Court C.C., which will include renovations/expansion of the Sanderson Branch Library.
- As part of the Bathurst Quay Neighbourhood Plan Study, there may be an opportunity to expand the Harbourfront Community Centre to include additional programming space, including multi-purpose program rooms, support spaces (offices) and a kitchen for programming and permitting purposes.



## 5.5 SCHOOLS SECTOR

### A. Schools Sector Overview

The Downtown is home to 26 elementary schools and 13 secondary schools, a total of 30 operated by the TDSB and 9 by the TCDSB. There are additional schools operated by both boards which are not located in the study area, but whose attendance boundaries extend into and serve the Downtown. All of these schools have a broader role to play than education alone. As described by Principals, they often provide needed support and services for the families of students, provide safe play space for neighbourhood children and their green and open spaces are generally well-used by community members when school is not in session.

While the two boards emphasize different approaches, they both express similar challenges operating in the Downtown. The TDSB emphasizes its history of providing choice to students in terms of its range of specialized programs like French Immersion and alternative education. It has the ongoing mandate to ensure availability and access of programs and will endeavour to maintain a local school presence where possible within the Downtown by providing accommodation to serve the emerging needs of communities. Similarly, the TCDSB strives to maintain a local school presence where possible in the Downtown and, both Boards operate schools as open, welcoming and inclusive places. Principals from both school boards note that the schools often become a second home for the children and their families, and they describe schools as a unique focal point for families during the (up to) ten-year period they have students.

### B. Key Findings

- **Despite the rapid development and population increase of the Downtown, many schools remain underutilized** and can accommodate projected enrolments in the Downtown. Both Boards indicate the Downtown needs to be family-friendly in terms of housing, urban form, public realm and green space in order to retain and attract families with children.
- **Schools are generally well distributed across the Downtown, however there are few currently along the waterfront.** The TCDSB has no schools west of University Avenue, but has several locations just west of Bathurst with attendance boundaries that extend into the Downtown. The TDSB has no elementary schools in the Bay Corridor neighbourhood and only two on the outskirts of Waterfront Central and Waterfront West neighbourhoods. Six new schools are planned for the waterfront to serve these existing and emerging communities.
- **For both Boards, French Immersion is a highly sought after program** which draws students from beyond the typical school attendance boundaries. This has impacts on child care and transportation. The TDSB also lists alternative programming and specialized schools like the Downtown Vocal Music Academy as being popular.
- **Both Boards are finding it challenging to meet the diverse needs of students and families** who require a range of services such as language education, settlement services, translation services, health care, food banks, mental health care, and before and after school child care.
- **Aging school facilities and lack of funding for infrastructure renewal are concerns for both Boards.**
- **Additional green space is needed at schools in the Downtown.** People see school playgrounds as public spaces, which is especially true with a shortage of green space in the Downtown. Additionally, school sites in the Downtown tend to be small. Given the high use of school facilities and spaces by the community, the size and state of the existing spaces are not adequate. The current facility sizes also provide little or no room for building expansion, placement of portables, and on-site circulation such as pickup and drop-off areas.
- **Child care is a critical issue for schools.** It is important to allow parents in two-working-parent or single-parent households to work, and has the benefit of stabilizing school enrolments as a result of increased predictability for parents. Many of the community agencies surveyed raised the need to explore the opportunity to use underutilized schools as child care hubs to service a number of nearby schools. This



model was supported by the TCDSB as a way to offer child care to a number of their schools in the Downtown.

- **City Council has directed the City-School Boards Advisory Committee to prioritize in its 2015-2016 work plan the examination of the feasibility of using underutilized schools as community assets.** Both boards emphasized this as a good opportunity for partnerships and integrated multi-service approaches to address the increasing and changing needs of school communities in the Downtown. The Brant Street School was raised as a potential community hub location.
- **Both boards discussed the need to explore opportunities to secure additional improvements to school facilities and sites to benefit the community through Section 37 funds.** While development applications are circulated to school board planning staff as a commenting agency, some participants expressed a need to be better informed around the development approvals taking place in the high growth areas of the Downtown.
- **There are a total of 7 planned and potential future schools facilities located in the Downtown, 6 of which are along the Waterfront.** The Waterfront West neighbourhood has seen extreme growth of over 105% between 2006 and 2011; one new TDSB school and one new TCDSB school will be located here at Block 31 in City Place. There are site reservations for two new schools in the area of the post-Pan Am Canary District (West Don Lands) – one for the TCDSB and one new TDSB elementary location. There are an additional two schools being considered – one by the TCDSB at the former Duke of York site and the other by the TDSB in the East Bayfront and North Keating Secondary Plan areas to accommodate elementary students projected from the new developments in the Downtown area over the long-term. There is also a potential new TDSB school to be located in the Lower Yonge Precinct.

### C. Schools in the Downtown: By the Numbers

Key information from the baseline data for the 39 schools located in the 16 neighbourhoods Downtown is included here. The data is presented by neighbourhood in order to provide information about schools based on the 16 neighbourhoods examined in the study. Note that the enrolment data at these schools does not necessarily reflect the neighbourhood due to significant optional attendance (i.e. open to students out of district based on available space in the school). For a list of schools and additional detailed information, see Appendices A and B for the TDSB and TCDSB respectively.

The Downtown is home to 26 elementary schools and 13 secondary schools, a total of 30 operated by the TDSB and 9 by the TCDSB. Additional schools are located outside of the Downtown boundary whose attendance boundaries extend into and serve the Downtown area.

Despite the rapid development and population increase in the Downtown, many schools remain underutilized. There are 39 schools located in the Downtown with a total 2014 enrolment of 11,790. No Downtown schools have been identified for closure at this time. Both Boards feel that the Downtown needs to be made more family-friendly in terms of housing, urban form, public realm and green space in order to retain and attract families with children.

**Schools are generally well distributed across the Downtown, however there are few currently along the waterfront.** Two new schools (one from each Board) are planned for the Railway Lands Block 31 site in the Waterfront West neighbourhood. The TCDSB has no schools west of University Avenue, but has several locations just to the west of Bathurst with attendance boundaries that overlap the Downtown. The TDSB has no elementary schools in the Bay Corridor neighbourhood and only two on the outskirts of Waterfront Central and Waterfront West neighbourhoods.

### TDSB

- There are 30 schools located in the Downtown, and an additional 7 schools whose boundaries include the Downtown (27 elementary and 10 Secondary). These 37 schools are located in 31 facilities (some alternative schools share a facility with another alternative school or with a local composite school).
- Some of these elementary and secondary schools (12 total – 5 elementary and 7 secondary) offer alternative and specialized school programs, providing non-traditional education services to students. According to the TDSB, these schools offer specialized programs that draw students from a larger geographic area than a typical school,



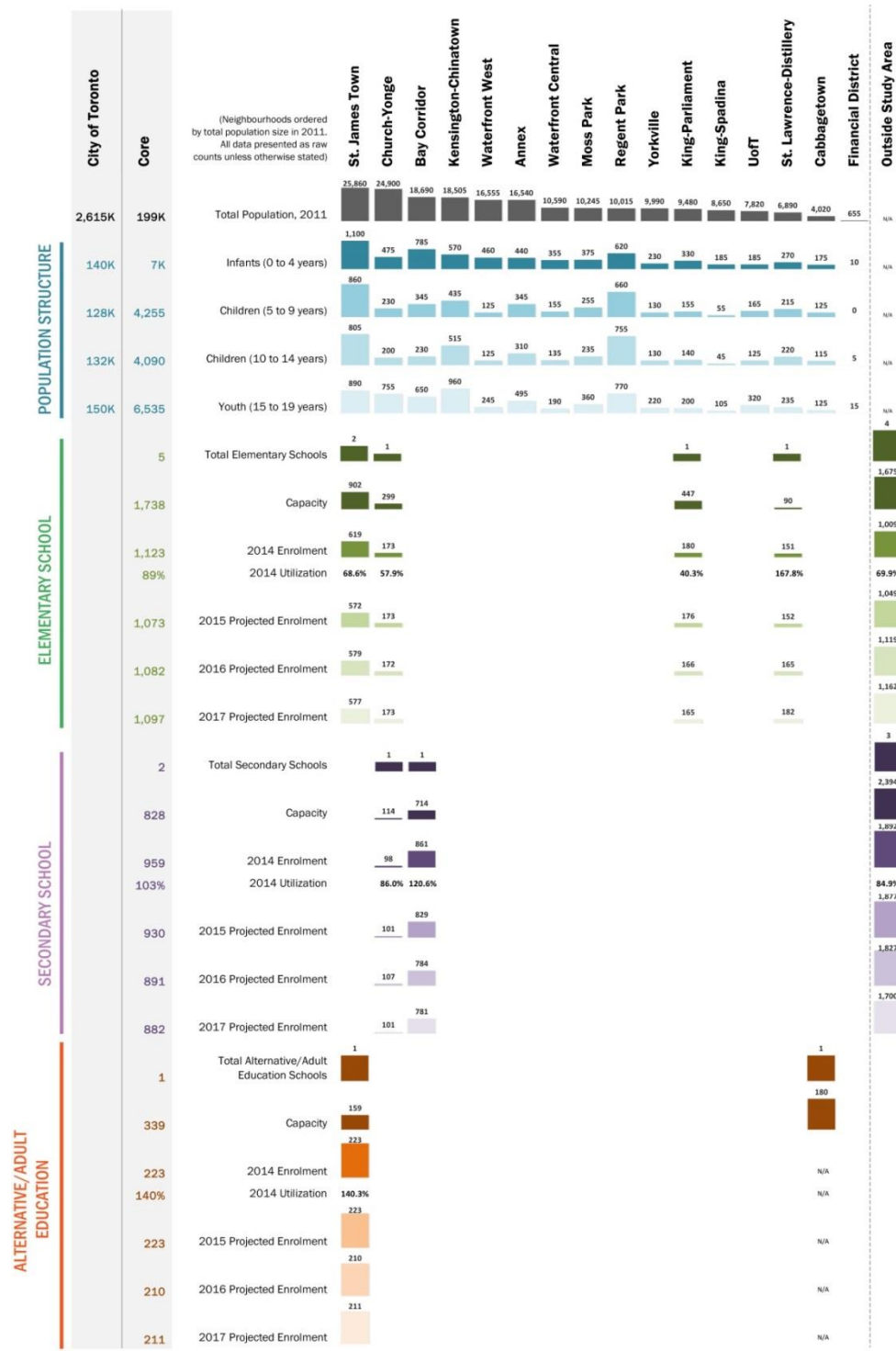
generally not only encompassing the entire Downtown but the whole city. The remaining schools are neighbourhood-based offering composite programs where students are assigned to the school based on their residential address.

### **TCDSB**

- The TCDSB's presence in the Downtown consists of 9 schools. There are 3 elementary schools located within the study area boundary. The area is also served by 4 elementary schools situated outside the area whose attendance boundaries extend into and serve the Downtown. The Downtown also has within its boundary a single-gender (male) choir school for which admission is based on a successful audition. At the secondary level, there is a single-gender (female) school and a single-gender (male) choir school which requires a successful audition for admission. The choir schools offer a specialized program which draws students from across the City. Two mixed-gender and a further single-gender (female) secondary schools likely to serve the area fall outside the study area boundary. Two alternative learning centers are also located in the area. There is an additional temporary school location. Elementary school attendance boundaries are presented in **Figure 16**.<sup>32</sup>
- The TCDSB offers a variety of programs and services such as special education, supplementary to regular programming, within the Downtown area. TCDSB's nutrition programs provide breakfast and/or nutritious snacks throughout the school day and operate in some of the Downtown elementary schools. Additionally, St. Raymond also offers programming for gifted students as well as the deaf and hard of hearing and St. Paul operates an Ontario Early Years Centre.
- At the secondary level, the TCDSB also offers nutrition programs in many schools as well as gifted and advanced placement programs. The Hospital for Sick Children's PHAST program for children who have difficulty reading also operates at St. Patrick and St. Mary's secondary schools. TCDSB's alternative learning centers also offer co-op opportunities as well as continuing education for adult students.

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<sup>32</sup> As of September, 2015, St. Michael has recently moved back to their original location from the temporary site on Linden Street. Msgr. Fraser now operates their 'Isabella North' campus within the Linden St. facility.



Note: Capacity and Projected Enrolment numbers were not provided for Future School Locations

Figure 13: TCDSB Schools Data by Neighbourhood



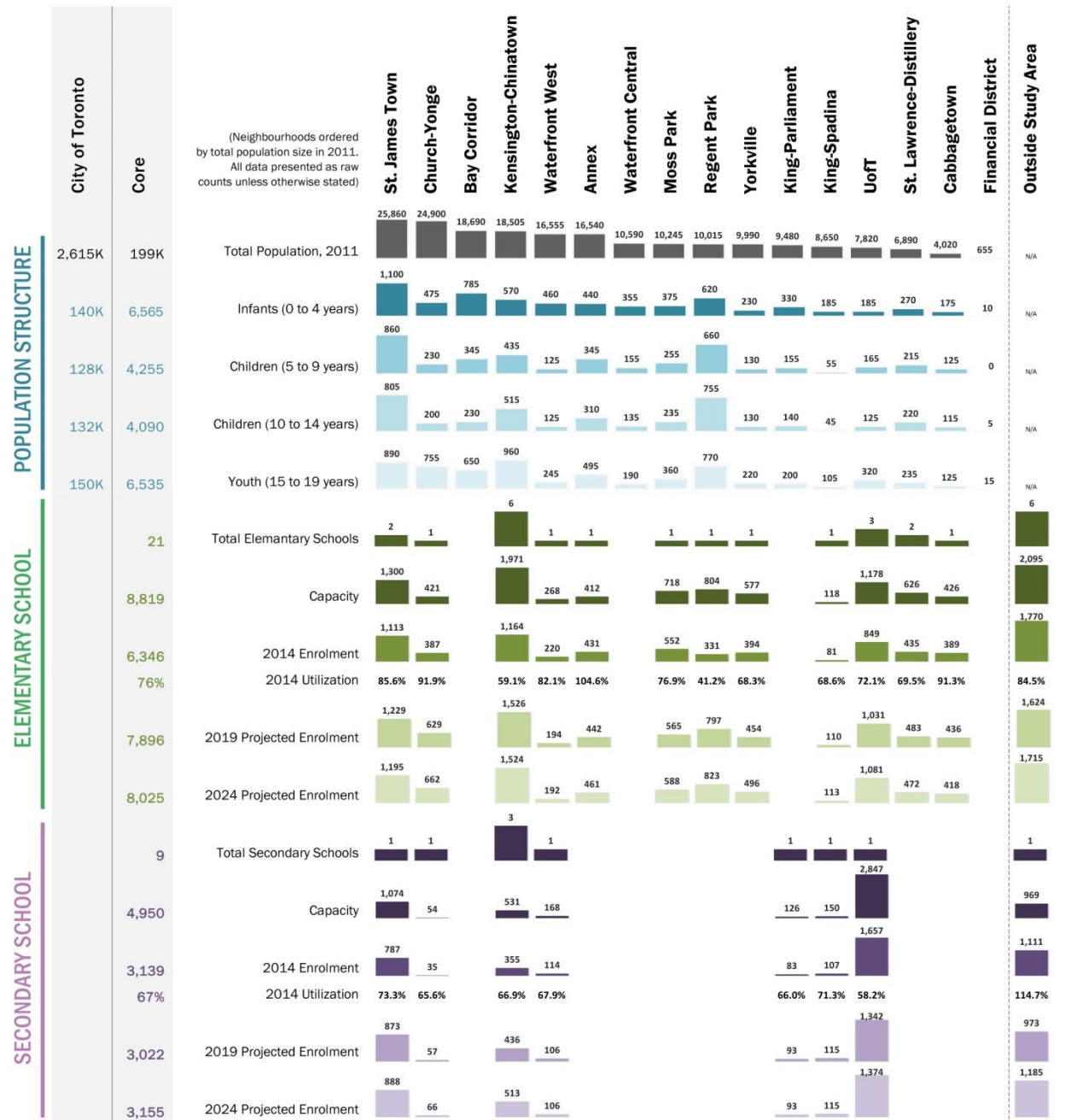


Figure 14: TDSB Schools Data by Neighbourhood



### **TDSB's Long Term Program and Accommodation Strategy**

In May 2014, Trustees approved the Long Term Program and Accommodation Strategy. This Strategy is a work plan for ensuring all students have equal access to inspiring programs across the city. By identifying a series of studies that will be undertaken each year, the strategy will give the TDSB a better understanding of program and space needs across the system.

(<http://www.tdsb.on.ca/AboutUs/StrategyPlanning/LongTermProgramandAccommodationStrategy.aspx>).

Through a key informant interview with TDSB planners and principals, the following attendance model was described:

- The TDSB indicated that historically, the Board has provided Torontonians with a lot of choices to shop around for public school programs, particularly in the Downtown. In addition, it is easier for those who work downtown to drop off their kids at school or kindergarten closer to work. For these reasons, the flexible limited optional attendance model (open to students out of district based on available space in the school) is much more prevalent in the Downtown.
- TDSB schools (with the exception of alternative schools and schools for children with disabilities), both French Immersion and English, have area boundaries. However, these boundaries have the potential to change. As there is a significant amount of optional attendance at Downtown schools these boundaries do not necessarily represent the school population. Specific schools are assigned by the TDSB to offer French Immersion programs. These programs often have larger area boundaries than neighbourhood English schools. For example, the area boundary for Lord Lansdowne Public School French Immersion program currently includes areas from west of Bathurst to Bay and from Davenport to the lake.
- The closed optional attendance model is symptomatic of high-growth areas. Although a residential address within the school boundary guarantees a spot in the school, the school might not be physically able to accommodate more students. To warn potential buyers in high growth areas about this potential, TDSB can include a warning clause in purchasing agreements for new condo buildings stating that buying a unit in this building does not guarantee enrolment in the neighbourhood school.
- School enrolment projections are different from neighbourhood population projections due to the amount of program choice and optional attendance in the Downtown. This means that many students come from outside the school's catchment area. For example, Jesse Ketchum Public School is located in Yorkville, but very few students are actually from Yorkville. With a 50% optional attendance rate and an attendance boundary that extends beyond the defined Yorkville neighbourhood, many students come from all across the Downtown. Therefore, a direct connection cannot be made between a school's enrolment projection and changes in the neighbourhood in which the school is located.

### **TCDSB's Long Term Accommodation and Program Plan**

The TCDSB indicated that, while there are programs in high demand that attract students from across the city (such as French Immersion), most of their students are local. The TCDSB is currently in the process of developing its long term accommodation and program plan. This plan will guide the Board in its decisions around school facilities and programming to better serve the needs of all its students throughout the City for the next 10 years. The plan is currently under review and will be completed in the near future.

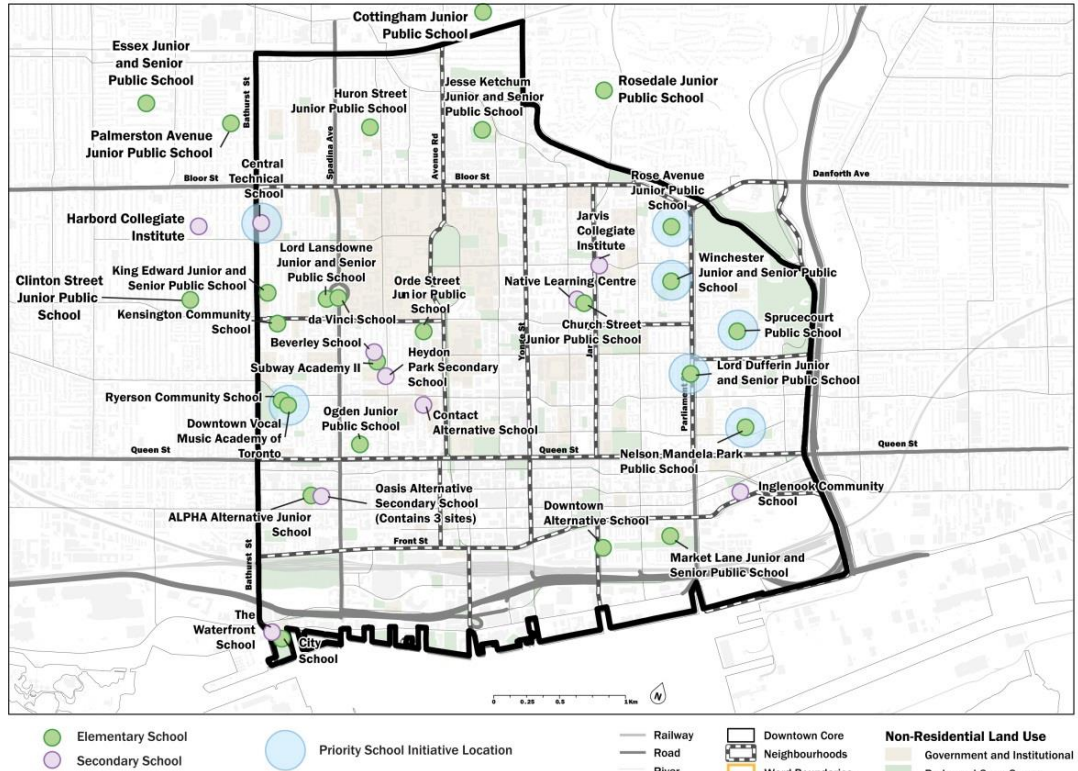


Figure 15: Map of TDSB Schools in the Downtown

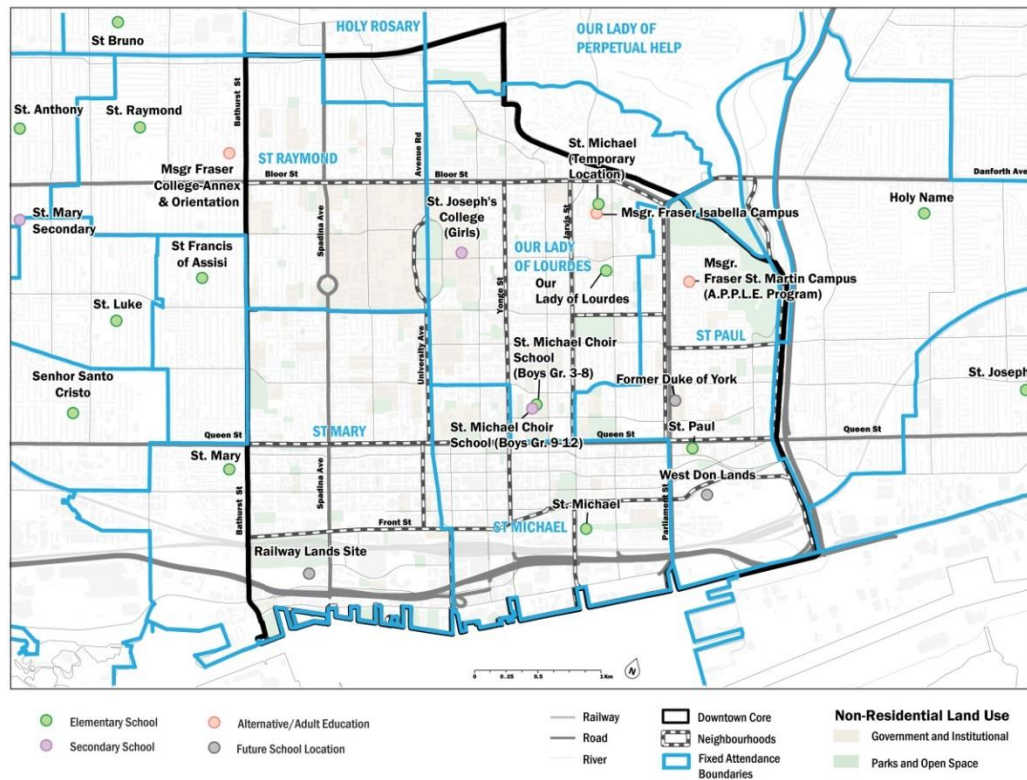


Figure 16: Map of TCDSB Schools in the Downtown



## **D. Pressures and Challenges**

Based on the key informant interviews with the Boards, data provided by both Boards and focus groups held with community service agencies and City staff, a number of pressures and challenges have been identified related to program and service delivery and facilities and space in the Downtown.

### **1. Programs and Services**

#### **TDSB**

- The TDSB indicates that funding is a major challenge faced by the Board. Specifically, funding to address classroom and program enhancements and to provide partnership opportunities for compatible users that may not have funds available.
- The Board has identified the French Immersion programs becoming more popular in schools. These programs fill up quickly and due to this high demand, Winchester Public School has now transitioned to a single French Immersion track from SK to Grade 6.
- Another big attraction raised by the Board for parents is bussing. Due to congestion of the Downtown streets, walking to school is considered less safe by some parents. TDSB transportation policies make French Immersion schools even more attractive, as the programs cover longer distances for bussing due to the larger French Immersion attendance areas.

#### **TCDSB**

- The TCDSB indicated that one of their major challenges is being able to provide services and programs to meet the needs of the variety of families served by their schools. Principals raised key issues being low socioeconomic status, high rates of immigrants, and children with special needs. According to the Principals, these populations require the following services:
  - Translation services and ESL services – Principals noted that St. Paul's has 60% African newcomers, mostly from Eritrea and Ethiopia.
  - Shelter services – Quite a few children live in shelters as lots of newcomers 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 for children whose parents are working full-time.
  - Transition programs for immigrants.
- Principals indicated that ideally, child care, libraries and public health should be present on site at schools to provide a range of services at one location.
- There is a high demand for the French Immersion program.

### **2. Facilities and Space**

#### **TDSB**

- The TDSB emphasized the need for funding to address state of good repair and/or to build new schools to accommodate the growing population Downtown.
- The Board indicated that there are currently no funds to acquire new sites.
- The Board indicated there are challenges related to small site sizes 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).
- The Board feels that the increasing scale of residential intensification (i.e. shadows arising from massing and height) will continue to have repercussions for school outdoor/playground programming as well as affect the quality and nature of school sites as community resources and amenities.





- Principals indicate that walking is perceived by many parents to be less safe Downtown, so many parents still drive their children to school. Some students are driven by private drivers. Lack of proper driveways, pick-up and drop-off areas contribute to the rush hour congestion and result in numerous parking tickets for parents, creating unsafe situations for all users of a street near the school. The Board feels that parking/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.
- Principals feel that permitting TDSB spaces is cost-prohibitive for a number of local non-profit community agencies. All permits currently need to cover the cost of rent and maintenance (a cost-recovery basis). In the past, permitting TDSB space was free of charge or very reasonable for certain user groups.
- Discussions indicated that there is a desire from local communities to access school sites, and 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 the Downtown have suffered from vandalism, pet defecation, and various security problems with homeless populations using the site for washrooms and shelter. As a result, many schools have closed off their green space to the community after school hours.
- The TDSB has identified that in certain areas of the Downtown, particularly the south-east part and Waterfront Central areas, there is inadequate capacity at existing local operating elementary school facilities to accommodate the students projected from new development applications. The concerns are due to the small size of many of the Downtown school sites and facilities which will be challenged to accommodate the students projected from the large volume of residential units. Despite the small unit sizes and presumptions about the lack of families and children, local school enrolments have increased.

#### **TCDSB**

- The Board emphasized that the age and state of repair of facilities is a number-one priority. One of the major problems city-wide and in the 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. (St. Paul's receives several inquiries about permitting the gym but when people see the gym they are no longer interested).
- In addition to the problem of aging school facilities, the TCDSB notes that school sites in the Downtown tend to be on the small side, which limits outdoor play space and provides little or no room for construction of additions and other improvements such as landscaped green space, on-site circulation such as pickup and drop-off areas, and placement of portables.
- Principals indicate the importance of additional green space on existing schools sites. They also note that school facilities are heavily used outside of the school day and school year by users other than students. This has adverse impacts on the safety and quality of the existing open spaces.
- The TCDSB indicates that despite the rapid development of the 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.

#### **E. Emerging Priorities**

Based on the key informant interviews with the Boards, data provided by both Boards, and focus groups held with community service agencies and City staff, a number of emerging priorities have been identified related to program and service delivery and facilities and space in the Downtown.

##### **1. Programs and Services**

#### **TDSB**

- The TDSB has indicated that additional school accommodation options should be pursued in support of community hubs and multi-service integration, including partnerships with other service providers through cross-sector integrated development/partnerships. Relying on existing operating sites may not be as practical as



the sites have limitations for facility expansion or portables. ‘Satellite’ schools may be required to provide accommodation relief.

- Discussions with the Board indicate that child care helps stabilize school enrolment at least to the third grade. A child in a child care within a school is considered in-district to that school and if the child lives out of area he/she does not need to apply to attend the school in kindergarten under optional attendance. It was suggested that the TDSB should partner with Children’s Services and child care operators to identify optional attendance and capacity to set up new care rooms.
- The TDSB feels that the Downtown needs to be made more family-friendly in terms of housing, urban form, public realm and green spaces in order to retain and attract families with children.

### **TCDSB**

- The TCDSB indicated that child care is a key priority. It may be advantageous to have a child care hub in one of the underutilized schools and bus children to this central hub from local schools. This would mean one site for child care to serve many schools. This may be a solution for the problem of not having a critical mass in many individual schools. Students are polled when they register to see if they need before or after school care. Typically, about 20 families need to express an interest before child care agencies are approached.

## **2. Facilities and Space**

### **TDSB**

- The TDSB feels that innovative solutions to securing community space in support of school accommodation will need to be explored and seized where possible to ensure that children’s educational needs are sufficiently met at the local level.
- As outlined in the Board approved report *Schools Within Mixed Use Buildings: Commercial and Condo Buildings*, the TDSB may in the future explore creative solutions to accommodate students from new developments as traditional options at providing accommodation relief become exhausted due to the built-up nature of the Downtown. The TDSB would be interested in a site that would support an elementary school’s needs in collaboration if necessary with the city or public stakeholder or perhaps jointly with another partner as part of an integrated development model.
- Improved public realm and promotion of walking and cycling to schools is considered by the TDSB to be very important for the Downtown and for the areas with lower-income populations.
- Dog parks were suggested as a way to minimize risk for students and damage to school open space.
- In addition to the Block 31 Railway Lands site in the Waterfront West neighbourhood, elementary school sites have been reserved in the West Don Lands (St. Lawrence-Distillery neighbourhood), and identified in the East Bayfront and North Keating Secondary Plan areas to accommodate elementary students projected from the new developments in the Downtown.
- Discussions suggested that some TDSB schools could become community hubs – not just a place of education, adult programming and social services, but also an outdoor site that the community can use. Sprucecourt Public School was considered a good example of a community hub. It is surrounded by community services and has outdoor community space. The Brant Street School was mentioned as a potential opportunity site that should be explored for a community hub.

### **TCDSB**

- The TCDSB suggested that creative ways to bring families into the Downtown and make it a more inclusive community need to be explored. This would help increase enrolment as many Downtown schools are operating under capacity.
- Participants raised the need to explore opportunities to secure additional improvements to school facilities and sites to benefit the community through Section 37 funds and to be better informed about potential Section 37 funding opportunities for schools.





- Opportunities identified by the TCDSB to provide further accommodation for the growing Downtown population include the former Duke of York school site (the site has been purchased but no decision has been made yet about its use), a new site in the West Don Lands (still to be identified), and a confirmed future school on Block 31 in the Waterfront West neighbourhood (Spadina Ave. and Fort York Boulevard).
- The age and state of repair of facilities remains a key priority as there is a critical need for additional funding for the purposes of facility renewal. Since Downtown school sites tend to be undersized, of critical concern is the limited outdoor play space for students, limited room for building expansion, placement of portables and on-site circulation such as pickup and drop-off areas.

## **F. Potential Opportunities**

- There are a total of 7 planned and potential future schools facilities located in the Downtown; 6 of which are along the Waterfront. The Waterfront West neighbourhood has seen extreme growth of over 105% between 2006 and 2011; one new TDSB school and one new TCDSB school will be located at Block 31 in City Place. There are site reservations for two new schools in the area of the post-Pan Am Canary District (West Don Lands) – one for the TCDSB and one new TDSB elementary location. There are an additional two schools being considered – one by the TCDSB at the former Duke of York site and the other by the TDSB in the East Bayfront and North Keating Secondary Plan areas to accommodate elementary students projected from the new developments in the Downtown area over the long-term. There is also a potential new TDSB school to be located in the Lower Yonge Precinct.
- City Council has directed the City-School Boards Advisory Committee to prioritize in its 2015-2016 work plan the examination of the feasibility of using underutilized schools as community assets. Both boards emphasized this as a good opportunity for partnerships and integrated multi-service approaches to address the increasing and changing needs of school communities in the Downtown. The Brant Street School was raised as a potential community hub location and many people have raised opportunities to use underutilized schools as child care hubs to service a number of nearby schools.
- Both Boards discussed the need to explore opportunities to secure additional improvements to school facilities and sites to benefit the community potentially through Section 37 or other coordinated funding approaches. They also want to be better informed about potential opportunities to be better aware of development proposals and how they could impact the schools Downtown.

### **Schools as Community Assets**

In early April 2014, City Council adopted the Schools as Community Assets policy agenda which directs the City-School Boards Advisory Committee to prioritize, in its 2015-2016 work plan, the development of a new multilateral, consultative relationship for the City of Toronto, the School Boards and the Province of Ontario with respect to schools lands utilization and disposition.

This should:

- a. take into consideration the full value of schools as community assets, in addition to their value as educational institutions;
- b. provide a viable framework for retaining public ownership of former school properties when there is agreement among the parties that the site should be retained;
- c. identify alternative funding sources beyond municipal funding to keep schools as community assets;
- d. recommend changes to the “pupil accommodation” formula and Regulation 444/98 of the Education Act to address issues of common concern related to utilization of school space for education and community use; and
- e. develop a new model for more coordinated capital and land-use planning.

The Advisory Committee is directed by Council to report back to the Executive committee on these issues by the fourth quarter of 2015.



## 5.6 HUMAN SERVICES SECTOR

### A. Sector Overview

#### 1. Key Messages

##### a. About the Sector

Human services are vital to all residents and contribute to the social, economic and cultural development of the city. Access to these programs and services profoundly shapes the quality of life of residents in and outside of Downtown. Our collective well-being rests on a strong human services sector working in partnership with the City of Toronto.

The Downtown human services sector includes more than 200 non-profit community organizations with approximately 400 locations in Downtown. Human services encompass a broad range of programs and services including adult day services, advocacy, arts and culture programs, child care, civic engagement, clothing banks, community and economic development, counselling and crisis intervention, drop-in programs, early childhood development, education, emergency shelter, employment and skills training, eviction prevention, food and meal programs, general community services, health care including acute, primary and rehabilitation, home care, hotlines, housing access, information and referral services, language and literacy, legal services, long-term care, outreach, recreation, settlement, social housing, student nutrition, and supportive housing.

The human services sector is complex and highly collaborative involving extensive partnerships among agencies. The City of Toronto plays an important role in the human services sector as a direct service provider, funder of community grants, and contractor with the sector to provide specific programs and services. Many human services are provided through a mixed service delivery model involving the direct provision of services by the City and human service organizations. Through the work of a range of service providers, the City and the sector seek to meet the diverse needs of Toronto communities.

The human services sector profile is based on extensive consultation with Downtown community agencies, City divisions, Toronto Public Health (TPH), the Toronto Central Local Health Integration Network (LHIN), and a group of Toronto human services funders. Human service agencies participated in a variety of ways, including Stakeholder Roundtables, the Downtown Human Services Survey, organizational profiles, group interviews, and focus groups. A total of 136 of 215 (63.3%) Downtown human service organizations took part in the Community Services and Facilities Study (CS&FS). In addition, staff from City divisions, TPH, the Toronto Central LHIN, and funding organizations and foundations participated in the CS&FS.

The human services sector profile includes subsector profiles for six groups: 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. Following the subsector profiles, a summary of issues raised by human service organizations is provided.

#### *Pressures/Challenges*

Through participation in the Study, human service organizations across all six subsectors identified several common pressures and challenges.



- Organizations struggle to find **affordable, accessible and appropriate space** to provide programs and services in Downtown. Downtown Human Services Survey results show that almost half of human service spaces are not fully wheelchair accessible; one-quarter of spaces are too small for current needs. Most human services spaces are rented rather than owned, leaving service providers vulnerable when leases expire and landlords have the option to sell Downtown properties in the lucrative real estate market. High rental costs for facilities was a common challenge across sectors as well.
- Agencies face **funding challenges**, including funding freezes and cuts and limits of project funding, which undermine their ability to provide needed programs and services.
- Many organizations face challenges in locating and providing human services in Downtown due to **resident opposition**. NIMBYism (not-in-my-backyard) was identified as a problem related to the gentrification of Downtown.

Agencies across all subsectors identified critical service gaps affecting their service users:

- **Housing** – Human service organizations identified the critical need for affordable housing, supportive housing, second stage/transitional housing, and affordable housing that includes supports for mental health and addiction issues.
- **Shelters** – While affordable and supportive housing offers the long-term solution needed to respond to the homeless crisis, it is in extremely short supply. In the absence of a ready supply of affordable housing, shelters are a basic and critical support for people who are homeless.

Within this context, agencies identified the need for more homeless shelters or shelter beds, as well as, violence against women (VAW) shelters. A need for a “wet” shelter operating under harm reduction practices was also mentioned. Several voiced concerns about recent shelter closures and the anticipated relocation of shelters out of Downtown.

- **Mental Health and Addictions Programs and Services** – Organizations identified the need for more mental health and addictions programs and services, including trauma-informed counselling, crisis intervention and counselling, harm reduction programs, and withdrawal management services.
- **Health Services** – Health service needs identified include 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** – Lack of access to licensed, high quality, affordable child care is a problem for many working families. While the Downtown is better served than the inner suburbs, the need for greater access to child care spaces and subsidies remains an issue in Downtown. Please see the Child Care Sector Profile for more in-depth analysis of child care issues in Downtown.

While human service organizations are digging deep to find innovative approaches to meet an increasing demand for programs and services, including creative collaborations and partnerships, there’s a limit to what agencies can accomplish without additional resources.



### *Emerging Priorities/Opportunities*

Human service organizations identified opportunities for action to address some of these pressures and challenges.

Study participants identified the **need for support to access affordable, accessible and appropriate space, to facilitate co-location and to develop and support the ongoing operation of community hubs**. United Way Toronto & York Region has considerable experience developing new hubs. The City of Toronto's Social Development, Finance and Administration division (SDF&A) works extensively to support human service organizations in City-owned shared spaces under the City's Below Market Rent Policy (BMR Policy). Existing funders' tables could convene to explore further how each funder could contribute to the development and ongoing operation of these critical 'hub' spaces, including clustering of specialized services (e.g. health, employment, education, etc.).

City Planning and funding tools, such as development charges, Section 37 and 45 provisions, and the use of the City's Capital Budgets and City-owned land, could aid in the creation of new community agency spaces.. In conjunction with the City's BMR Policy and development approval process, these tools could result in the creation of new affordable space for human service organizations to provide programs and services.

Study participants also suggested that the City could take the lead on various new initiatives, including offering loan guarantees for long-term leases to assist human service organizations in accessing new space and to develop a fund to provide seed money to support new co-location and community hubs for human services.

Study participants also called for the development of schools as community hubs, particularly where schools may face closure in the future. Increased funding to the provincial government's Community Use of Schools program could also support the expansion of schools as spaces for human services.

Recognizing the importance and potential of community hubs for residents across Ontario, Premier Wynne appointed Karen Pitre as a Special Advisor on community hubs in March 2015. Ms. Pitre led the Community Hub Framework Advisory Group with a mandate to "review provincial policy and develop a framework for adapting existing public properties to become community hubs." In August 2015, the advisory group released *Community Hubs in Ontario: A Strategic Framework & Action Plan*.<sup>33</sup> Findings and recommendations can help inform the local approach to community hub development in Downtown and across the city. The Premier's commitment to community hub development bodes well for the development of these vital community spaces across Ontario.

In addition to space, **funding** is a significant challenge for human service organizations. The City plays an important role as funder of human service organizations. Human service organizations recommend that the City develop a human services funding strategy, similar to its arts and student nutrition 5-year plans, to support key programs and services across Toronto. The City also acts as an advocate to senior orders of government and should include a focus on social service funding in its advocacy efforts with provincial and federal government.

**Resident opposition** to the location of human services also contributed to sector challenges. Human service organizations recommend that the City develop a strategy to support the location and provision of human services in Toronto and to challenge the effects of NIMBYism. This issue is not limited to Downtown. Community groups and housing organizations have taken steps to address NIMBYism in the development of affordable and supportive

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<sup>33</sup> Premier's Community Hubs Framework Advisory Group (2015). *Community Hubs in Ontario: A Strategic Framework & Action Plan*. <http://www.ontario.ca/page/community-hubs>



housing.<sup>34</sup> These organizations and initiatives can help inform a broad approach to responding to NIMBY in the provision of human services in Toronto.

Community-based agencies have recommended that the City move forward on an inclusionary zoning policy to ensure that new residential developments include affordable housing as part of their planning requirements. However, it should be noted that this would require enabling legislation from the Province in order to become fully implemented.

In addition to the expansion of housing allowances and rent supplements, participants also suggested that the City explore a dedicated municipal fund for affordable housing. As well, organizations supported continued advocacy to senior orders of government for a national housing strategy.

On the shelter issue, in April 2013, Toronto City Council passed a motion re-establishing an occupancy target of 90% or less for each sector of the shelter system to ensure access to this critical service. However, the City has not yet met its target. Most recent shelter use figures show occupancy at 95%.<sup>35</sup> Crowding is a problem for all parts of the shelter system, but particularly for shelters serving homeless men. As the lead division, Shelter, Support and Housing Administration (SSHA) is currently monitoring this issue.

The lack of a national housing strategy and substantial, ongoing funding commitments by provincial and federal governments have directly contributed to the homelessness crisis and challenges within the shelter system. Human service organizations, while advocating for senior orders of government to take action, also look to the City for leadership on this serious issue.

Troubling **service gaps** are affecting residents, which in turn are resulting in greater demand on human service organizations. While agencies are being innovative and engaging in partnerships in response to emerging needs, this sector cannot single-handedly overcome the problems presented by a lack of public investment in key programs and services such as affordable housing, shelters, health, mental health and addiction services, and child care.

### *Alignment of City Initiatives to Address Service Gaps*

The City has some important initiatives that align with the TOcore work to address service gaps affecting Toronto residents. Many are related to the housing, health/mental health and shelter service areas.

The City and Toronto Community Housing (TCH) launched the *Close the Housing Gap* campaign in 2013 which calls for provincial and federal investment in social housing and repairs. The campaign has engaged hundreds of tenants and community organizations in actions, including an overflow rally with over 400 people packing Council Chambers in April 2015, in support of housing investment.

In its recent interim report, the Mayor's Task Force on Toronto Community Housing announced that an additional \$371 million would be made available for repair and maintenance of tenant homes through refinancing of some TCHC buildings. The City has committed to providing one-third of the funds for long-term repair and maintenance of TCHC tenant homes and is requesting matching contributions from the provincial and federal governments. Senior orders of government have yet to make a commitment to these critical capital needs.

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<sup>34</sup> *Affordability and Choice Today* (2009). *Housing in My Backyard: A Municipal Guide for Responding to NIMBY*. Ottawa, Ontario: Federation of Canadian Municipalities.

[https://www.fcm.ca/Documents/tools/ACT/Housing\\_In\\_My\\_Backyard\\_A\\_Municipal\\_Guide\\_For\\_Responding\\_To\\_NIMBY\\_EN.pdf](https://www.fcm.ca/Documents/tools/ACT/Housing_In_My_Backyard_A_Municipal_Guide_For_Responding_To_NIMBY_EN.pdf)

<sup>35</sup> *City of Toronto shelter use figures for August 2015*.



*TO Prosperity*, the City's Poverty Reduction Strategy, promises increased investment in anti-poverty measures on a local level. Released in June 2015, the interim strategy identifies stable housing as a key component of the plan. The plan, passed by Council, includes several recommendations to improve the quality of social and private rental housing, to support access to quality, stable housing for people with low income, and to expand the stock of affordable housing in mixed income, inclusive and complete communities.

Participants also identified the need for investment in health, mental health and addictions services and child care spaces and subsidies. *TO Prosperity* includes recommendations to expand subsidized child care spaces, and to work with the health and social services sector to create a seamless system of support, guided by a recognition of the social determinants of health. Under *TO Prosperity*, Toronto Employment and Social Services (TESS) will be developing innovative programming to remove barriers to employment for lone-parent families.

In March 2015, Toronto City Council passed an Infrastructure and Service Improvement Plan for the Emergency Shelter System to improve capacity and conditions. Future directions from the report include: 1) piloting housing support programs to assist long-term shelter clients to exit the shelter system to housing, 2) relocating and redeveloping shelters, where possible in partnership with the Affordable Housing Office, and 3) making efficiencies through policy/administrative changes. In recent years, the City added new shelter space for women and initiated work on a new shelter for LGBTQ youth, slated to open in 2016.

In December 2013, Toronto City Council adopted a Housing Stability Service Planning Framework. The framework has a stated goal of transforming Toronto's housing and homelessness services into an integrated, client-centred, outcome-focused service system that improves the ability of residents to find and remain in homes that are safe, secure and affordable.

These initiatives are promising but many come without clear commitments to funding from the City or from other orders of government. The sector identified leadership and investment from all orders of government as a requirement to fully respond to the service gap challenges identified in Downtown and across the city.

## **2. Human Services in the Downtown**

### **a. Programs and Services**

The Downtown human services sector is made up of over 200 non-profit community organizations with approximately 400 sites in Downtown.<sup>36</sup> It is a highly collaborative and complex sector that provides a broad range of programs and services 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.

We are all recipients of human services. Our need for specific programs and services may vary over time as individual and family life changes. Specific programs and services have been designed for particular groups defined by gender or age, for parents and caregivers, for refugees and immigrant communities, for LGBTQ communities, for racialized groups, for Aboriginal communities, and for linguistic groups. Agencies may tailor programs to the needs of people with HIV/AIDS, physical disabilities, cognitive/developmental impairments, mental health issues, and addictions. Organizations support people who are homeless or at risk of homelessness, tenants, workers with precarious employment, people who are unemployed, individuals and families with low income, survivors of abuse,

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<sup>36</sup> The list of non-profit community organizations was compiled from multiple sources including City of Toronto Divisions, consulting partners, 211 Toronto database, and information provided by community agencies through the CS&F consultation process. Thanks to Find Help Toronto for providing 211 data on non-profit organizations working in Downtown.





and people who have been in conflict with the law. Finally, agencies work with other community organizations and City divisions to improve the human services system.

According to the Downtown Human Services Survey<sup>37</sup>, organizations vary in terms of where people come from to access their programs and services.

- Over half of organizations reported that the majority of their clients live in Downtown
- About 1% reported that the majority work in Downtown but don't live in Downtown
- Almost 6% reported that the majority neither live nor work in Downtown
- Over one-third said they have an even mix of program and service users who either live in Downtown; work in Downtown but don't live in Downtown; or neither work in nor live in Downtown.

While no single classification system can adequately capture the expansive work of human service organizations, we have identified six subsectors<sup>38</sup> to give a sense of the diversity of programs and services offered. Subsector names are based on the specific organizations included in each.

- Health, mental health and support
- Housing, homeless services and food banks
- Large multi-service organizations
- Specialized multi-service organizations<sup>39</sup>
- Employment, training and settlement
- Community development, planning, and information and referral

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<sup>37</sup> The consulting team, Canadian Urban Institute, Swerhun Facilitation and Social Planning Toronto, conducted a survey of downtown human service organizations as part of the Community Services and Facilities Study.

<sup>38</sup> The consulting team conducted a survey of human service organizations in Downtown. The six subsectors are based on an analysis of the 101 responding organizations in the survey.

<sup>39</sup> Specialized multi-service organizations provide a range of services for a specific population such as children, youth, seniors, people with disabilities, a particular ethnocultural group, and people leaving incarceration.



Within these six subsectors, human service organizations provide a wide range of programs and services<sup>40</sup> including:

Adult day services	Health care including acute, primary and rehabilitation
Advocacy	Home care
Arts and culture programs	Hotline: distress centre
Child care	Hotline: information and referral
Civic engagement	Housing access
Clothing bank	Information and referral centre
Community and economic development	Language and literacy
Counselling and crisis intervention	Legal services
Drop-in programs for specific groups including drop-ins for people who are homeless	Long-term care
Early childhood development	Outreach
Education	Recreation
Emergency shelter	Settlement
Employment and skills training	Social housing
Eviction prevention	Student nutrition
Food and meal programs	Supportive housing
General community services	

### ***The City's Role in Supporting the Delivery of Human Services***

The City of Toronto is an important partner in the provision of human services in Toronto. The City provides many services directly through the public service, invests in the human services sector through community grant programs, and contracts with community organizations to provide specific services through purchase of service agreements.<sup>41</sup> It also supports the sector by providing some organizations with below market rent in City facilities, offering a program that waives waste collection fees for eligible charitable organizations, providing a property tax rebate for charitable organizations, and facilitating access to data through its Community Data Program. In addition, the City consults regularly with sector organizations in the development of public policy and programs.

The City provides community grants through its Community Partnership and Investment Program (CPIP) to human service and arts organizations to advance the social, economic and cultural goals of the city. In 2014, the City allocated just over \$22.5 million in community grants to organizations whose main office was located in one of the three Downtown wards (wards 20, 27 and 28).<sup>42</sup>

However, the use of these grants is not restricted to the residents of Downtown wards. CPIP funds are provided to non-profit organizations to deliver programs and services on a local, area or city-wide basis. The majority of the

<sup>40</sup> Social Planning Toronto (2014). *Building Toronto, Creating Community: The City of Toronto's Investment in Nonprofit Community Services*. Toronto.

<sup>41</sup> Social Planning Toronto (2014). *Building Toronto, Creating Community: The City of Toronto's Investment in Nonprofit Community Services*. Toronto.

<sup>42</sup> Based on 2014 City of Toronto Community Grants Allocations.

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=a6a9aa572acd5410VgnVCM10000071d60f89RCRD&vgnnextchannel=1a66e03bb8d1e310VgnVCM10000071d60f89RCRD>



funds allocated to organizations headquartered in these Downtown wards supported programs and services provided on a city-wide rather than an area or local basis. Of the \$22.5 million in total allocations to organizations with Downtown headquarters, 87% (\$19.6 million) supported programs and services delivered city-wide compared to 13% (\$2.9 million) for local and area programming.

Both the City and community organizations provide human services directly to the community. Human services including child care, emergency shelter, employment and skills training, health care, recreation, and social housing are provided through a mixed service delivery model involving the public service and the human services sector. For example, the City's SSHA division directly operates 10 shelters. An additional 49 shelters are operated by human service organizations through purchase of service agreements with the City of Toronto.<sup>43</sup>

In addition to human service organizations, City Divisions including Children's Services, Parks, Forestry and Recreation (PF&R), SSHA, and TESS, as well as, TPH and Toronto Community Housing provide human services directly to the community. This mixed delivery service model with its broad range of service providers works to meet the diverse needs of Toronto communities.

## **b. Facilities and Space**

As mentioned, the Downtown human services sector includes over 200 organizations with approximately 400 spaces located in Downtown.

The following findings are based on the Downtown Human Services Survey.

### ***Facilities and Space Issues***

Issues of *access to affordable, accessible and appropriate space* emerged strongly in the survey findings.

- Just over half of Downtown human service spaces are rented and just under half are owned<sup>44,45</sup>
- Over one-quarter of spaces are shared with other groups
- Just over half of spaces are fully wheelchair accessible; almost 30% are partially wheelchair accessible (some rooms are accessible), and one in five spaces is not wheelchair accessible
- 70% of spaces include a wheelchair accessible washroom
- Just over one-quarter of spaces are too small for current needs; almost 2/3rds are adequate and 10% are considered large
- Almost two-thirds of human service organizations use other space to provide programs and services including community-based centres (, AOCCs; TNCs), public libraries, parks, schools, City-run recreation centres, faith-based organizations, other community organizations, Toronto Community Housing rooms, health centres, colleges and universities, hotels, private businesses and client homes

### ***Change in Physical Capacity in Last 5 Years***

Several organizations found ways to expand their space over the last five years.

<sup>43</sup> City of Toronto's "See Our Shelters" webpage.

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=512ff8763dd46410VgnVCM10000071d60f89RCRD>

<sup>44</sup> The percentage of spaces owned by organizations may be overstated as larger, more established organizations had greater capacity to take part in the survey and also would be more likely to own space than smaller agencies.

<sup>45</sup> One organization received rent-free space and only paid for parking.



- About 30% of Downtown human service organizations increased their physical capacity (size of space) in the last five years
- 9% reported that their physical capacity had decreased
- Just over 60% had no change in their physical capacity

#### *Plans to Expand, Relocate or Close in the Next 5 Years*

Almost half of Downtown human service organizations have plans to expand or relocate within the next five years.

- Almost 15% of Downtown human service organizations plan to relocate within Downtown
- One in ten plans to expand space at their current Downtown location
- 8% plan to open a satellite office in Downtown
- Just over one in ten plans to open a satellite office outside of Downtown
- Two organizations plan to relocate outside of Downtown
- One organization plans to close its Downtown space and not relocate
- Just over half of organizations have no plans to expand, relocate or close

#### *Capacity Problems*

Over the past 5 years,

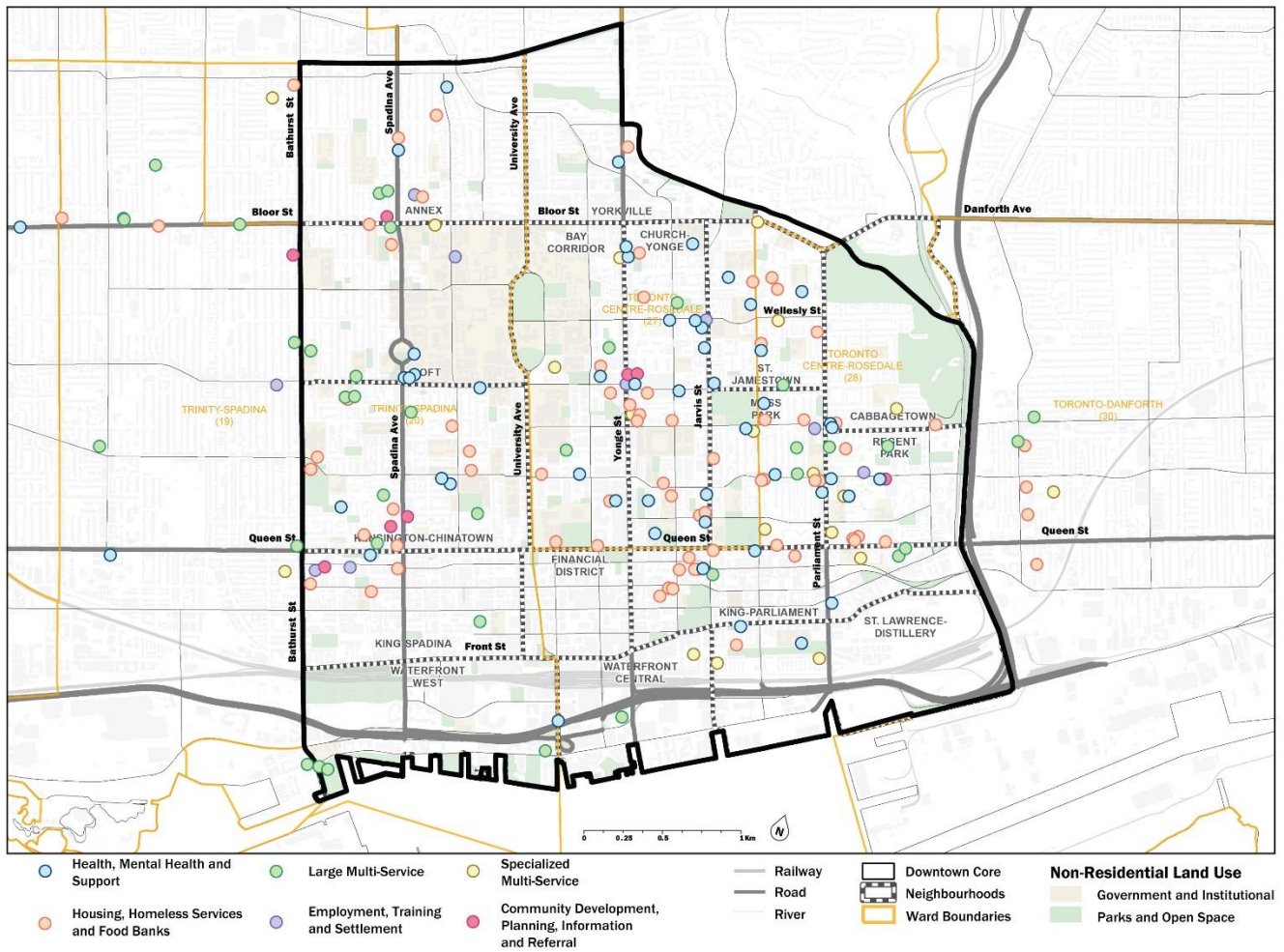
- 80% of organizations have experienced an increase in demand for their programs and services
- Over 70% cannot respond to all requests for services
- Almost half have a waiting list for services

No doubt, these pressures are contributing to the expansion of human services space in Downtown. Some organizations also note that they are relocating due to expiring leases and the high cost of rent in their current locations. As well, some organizations are expanding their services outside of Downtown in response to urgent needs in the inner suburbs and other communities outside of Toronto.

### **3. Maps/Infographics**

A total of 136 of 215 (63.3%) human service organizations participated in the Study. Participating organizations took part in one or more of the following: February and September 2015 Stakeholder Roundtables, Downtown Human Services Survey, organizational profile, group interviews, and focus groups.

**Figure 17** shows the locations of participating human service organizations by subsector. Main and satellite office locations are included. As shown in **Figure 17**, a diverse group of organizations located in neighbourhoods across Downtown took part.

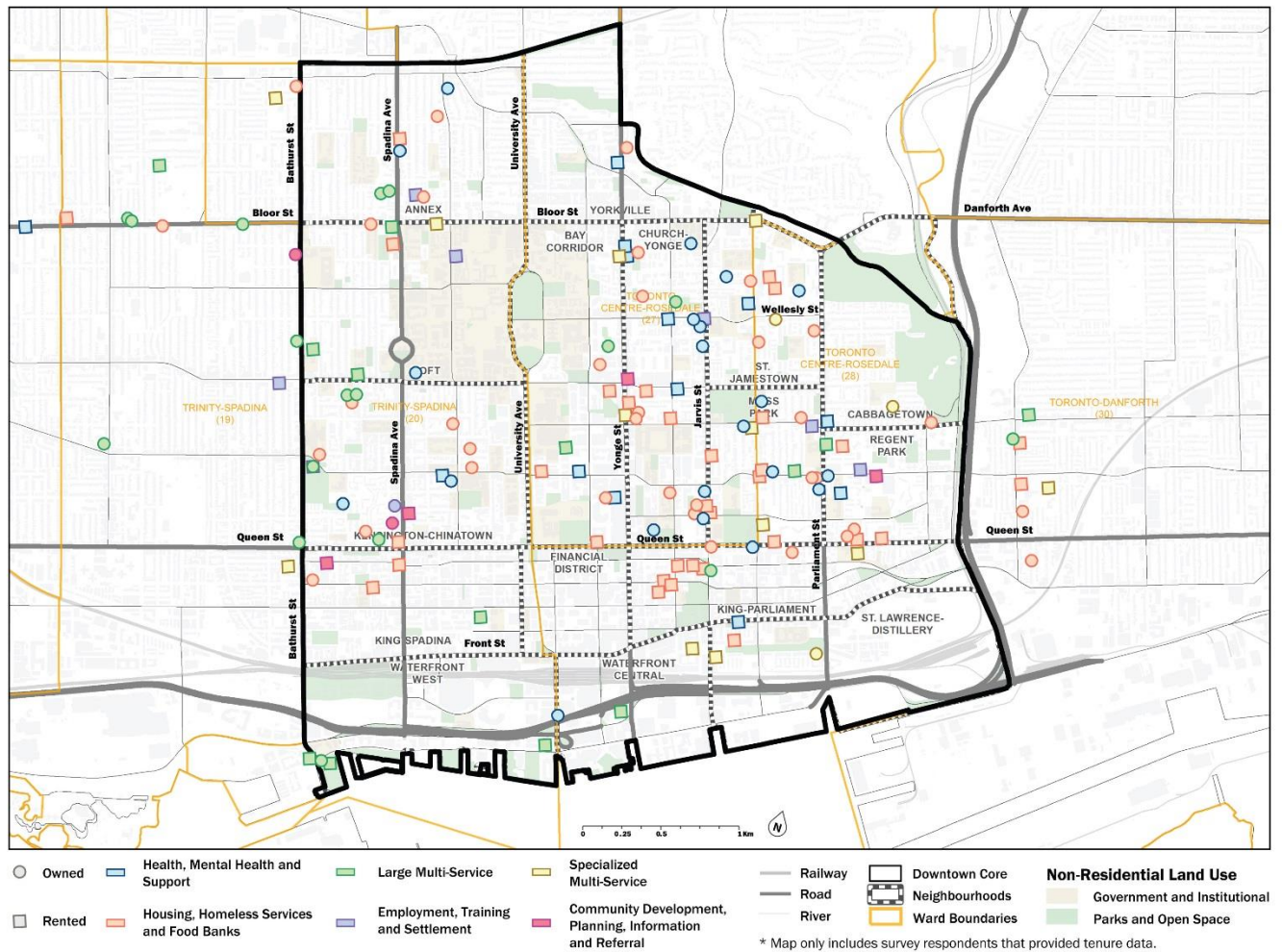


**Figure 17: Human Services Sector Participants by Subsector**





**Figure 18** shows the tenure of human service spaces for organizations that participated in the Downtown Human Services Survey. The tenure of the spaces is shown as owned or rented based on survey responses.<sup>46</sup> As shown in **Figure 18**, just over half of spaces are rented and just under half are owned.



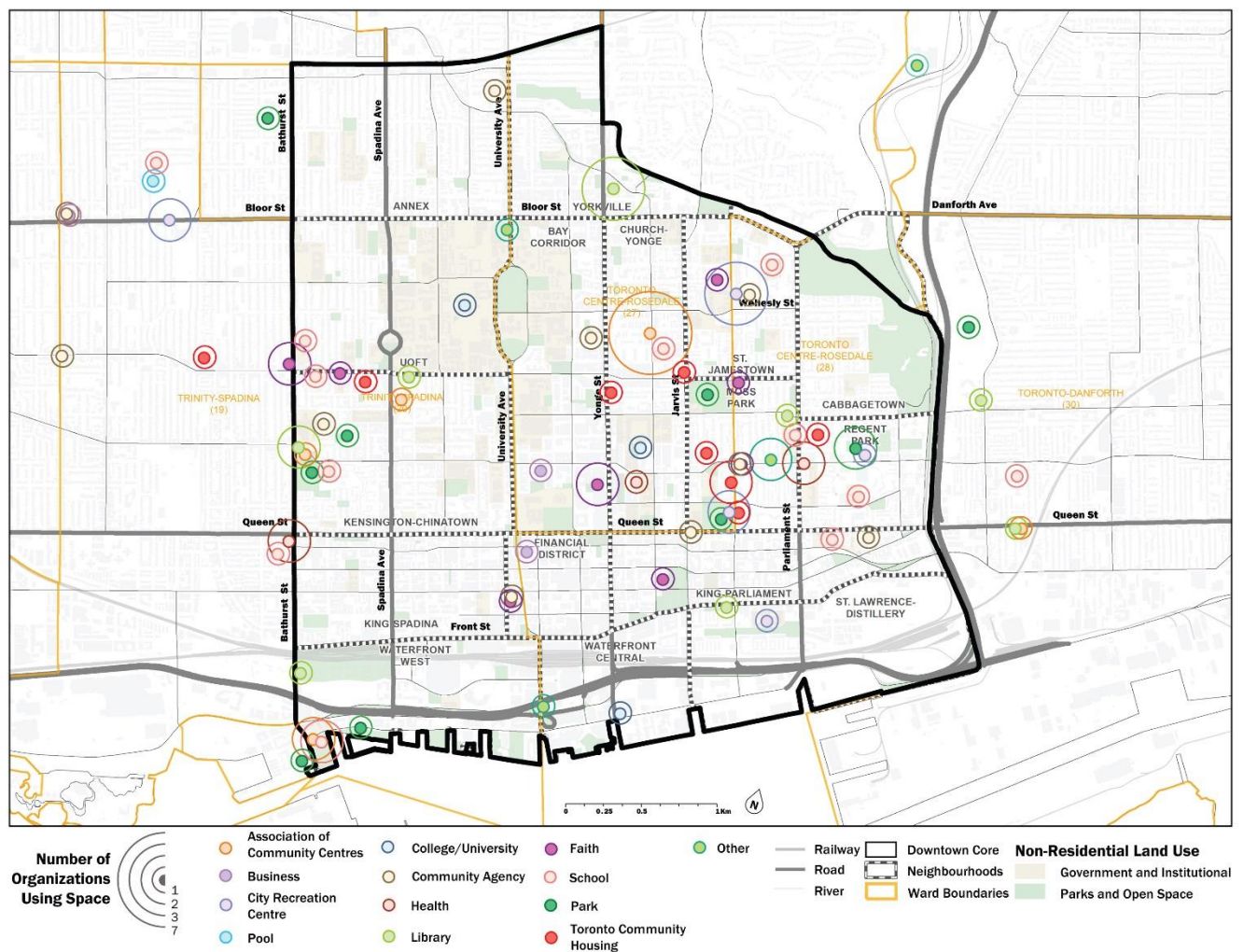
**Figure 18: Tenure of Human Services Sector Spaces by Subsector (survey participants only)**

<sup>46</sup> One organization, coded as rented space, receives the space free of charge and pays only for parking.





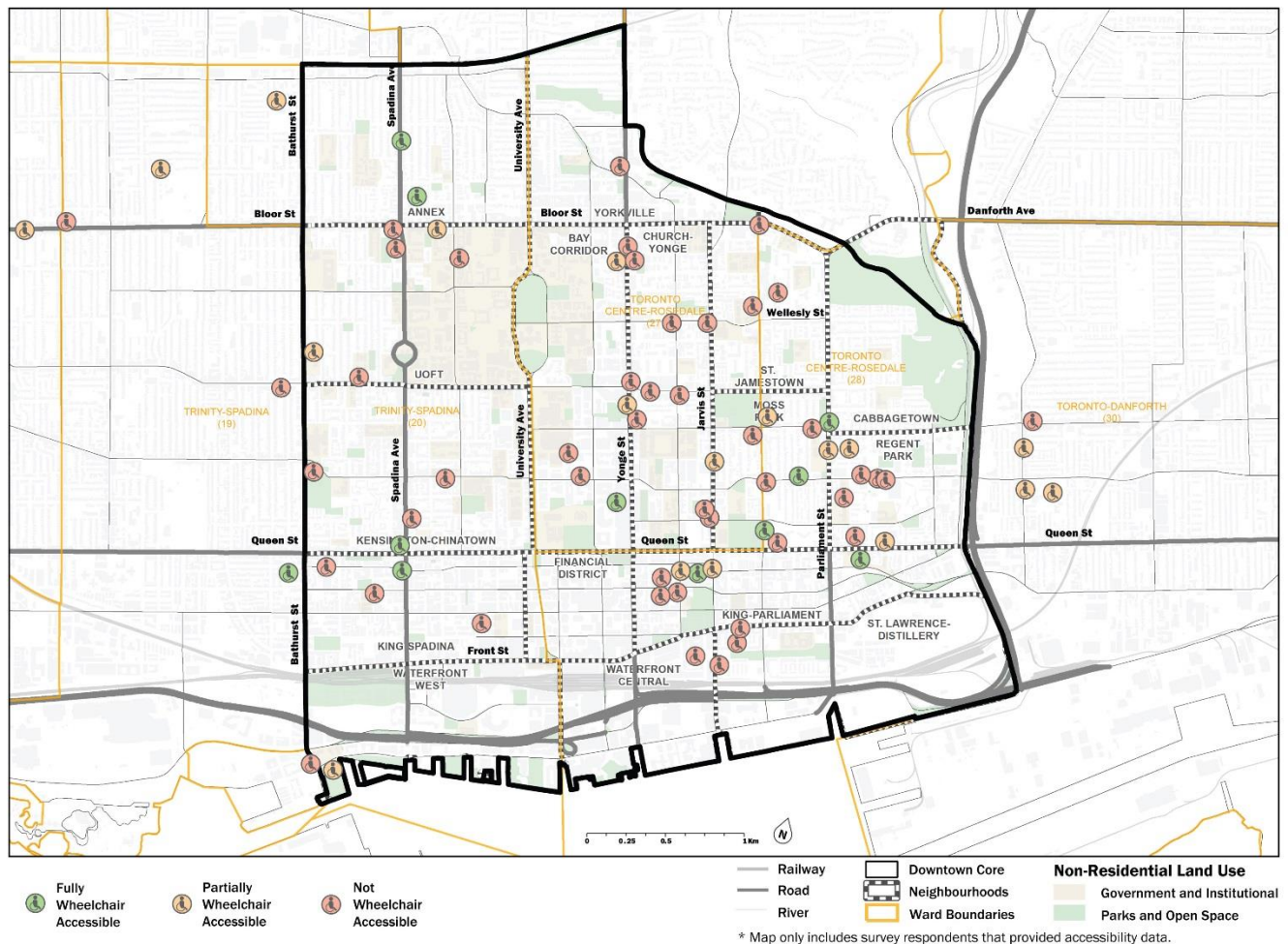
**Figure 19** shows the location of other spaces that human service organizations use to provide programs and services in Downtown. As mentioned, two-thirds of organizations use space other than their main and satellite offices to provide programs and services. These spaces include community centres, public libraries, parks, schools, City-run recreation centres, faith-based organizations, other community organizations, Toronto Community Housing rooms, health centres, colleges and universities, hotels, and private businesses.



**Figure 19: Other Spaces Used by Human Services Sector Participants (survey participants only)**



**Figure 20** shows the wheelchair accessibility of human service organization spaces for agencies that participated in the survey. Spaces shown include main and satellite offices. Locations are coded as fully wheelchair accessible, partially wheelchair accessible (some rooms are accessible) and not wheelchair accessible. Just over half of spaces are fully wheelchair accessible. Considerable work is needed to create a fully accessible human services system in Downtown.



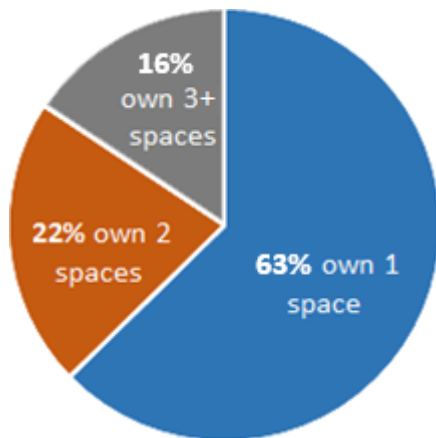
**Figure 20: Level of Wheelchair Accessibility of Human Services Sector Spaces (survey participants only)**



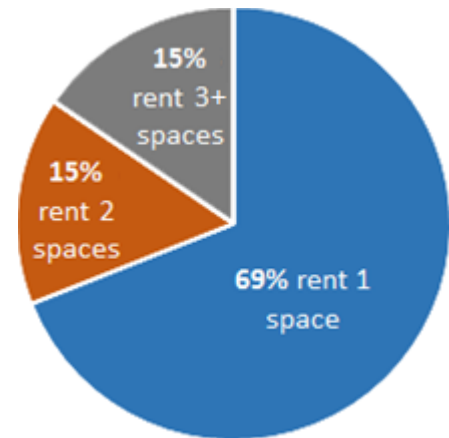
## Human Services by the Numbers

Over 200 organizations with approximately 400 spaces

**50.5%** own space



**57.4%** rent space



## TWO-THIRDS OF ORGANIZATIONS USE OTHER SPACE TO PROVIDE PROGRAMS AND SERVICES (62.0%)

Faith-based organizations	12.0%
City recreation centres	14.0%
Schools	18.0%
Parks	20.0%
Libraries	21.0%
Community centres	26.0%
Spaces not mentioned above	29.0%

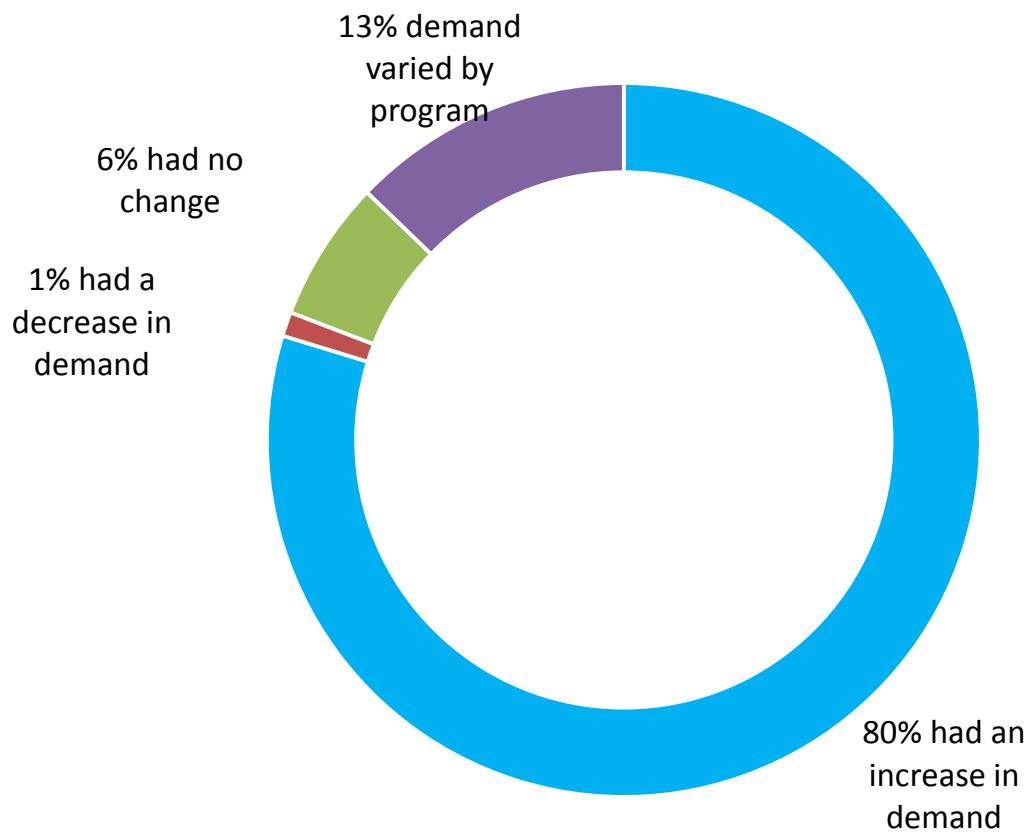


## WHERE CLIENTS COME FROM

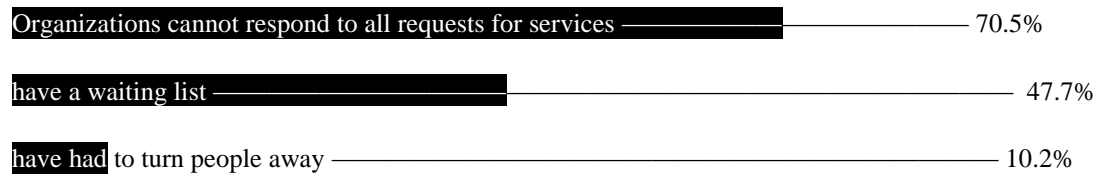




## CHANGE IN DEMAND FOR SERVICES IN LAST 5 YEARS

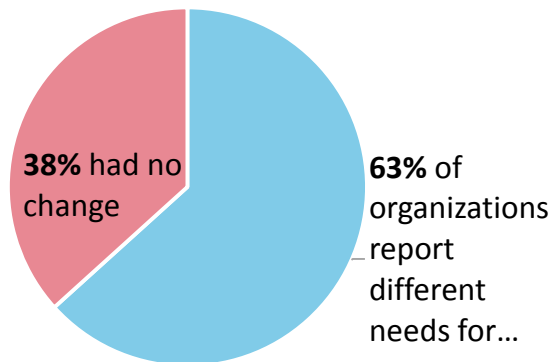


## SERVICE PRESSURES

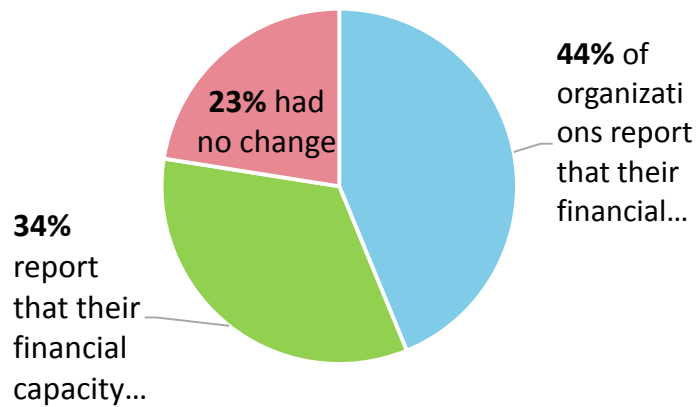




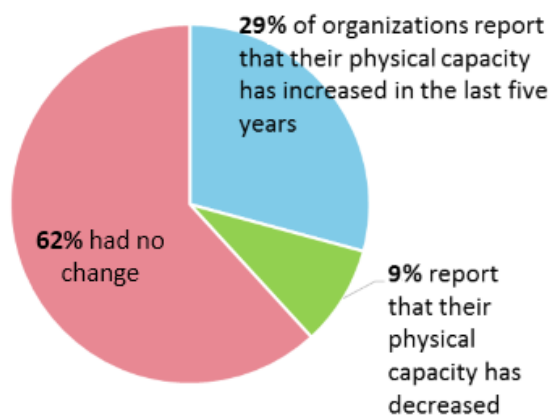
### CHANGE IN CLIENT NEEDS IN LAST 5 YEARS



### CHANGE IN FINANCIAL CAPACITY (ORGANIZATIONAL REVENUE) IN LAST 5 YEARS



### CHANGE IN PHYSICAL CAPACITY (SPACE) IN LAST 5 YEARS







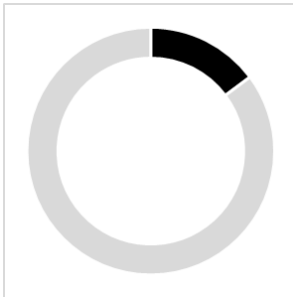
## CAPACITY TO PROVIDE NEW OR EXPANDED PROGRAMS AND SERVICES

**35.2%** of organizations have staff available to provide new or expanded programs or services

**42.5%** of organizations have space available for new or expanded programs or services

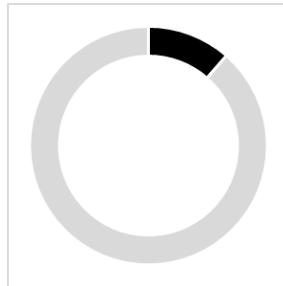
## PLANS TO EXPAND, RELOCATE OR CLOSE IN THE NEXT FIVE YEARS

Organizations plan to relocate within the downtown



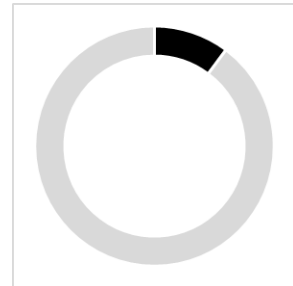
**14.8%**

Plan to open a satellite office outside of the downtown



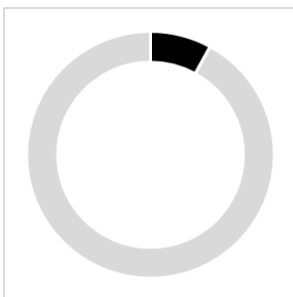
**11.4%**

Plan to expand at their current downtown location



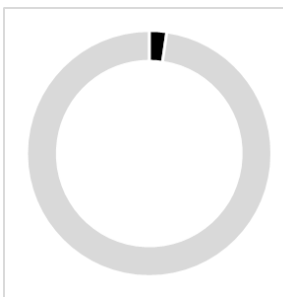
**10.2%**

Plan to open a satellite office in the downtown



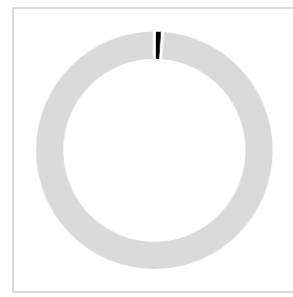
**8.0%**

Plan to relocate outside of the downtown



**2.3%**

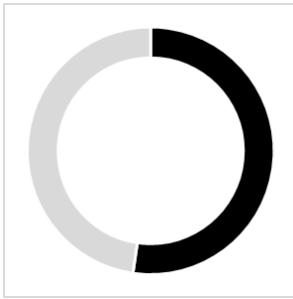
Plan to close their downtown space and not relocate



**1.1%**



No plans to expand, relocate or close



**52.3%**



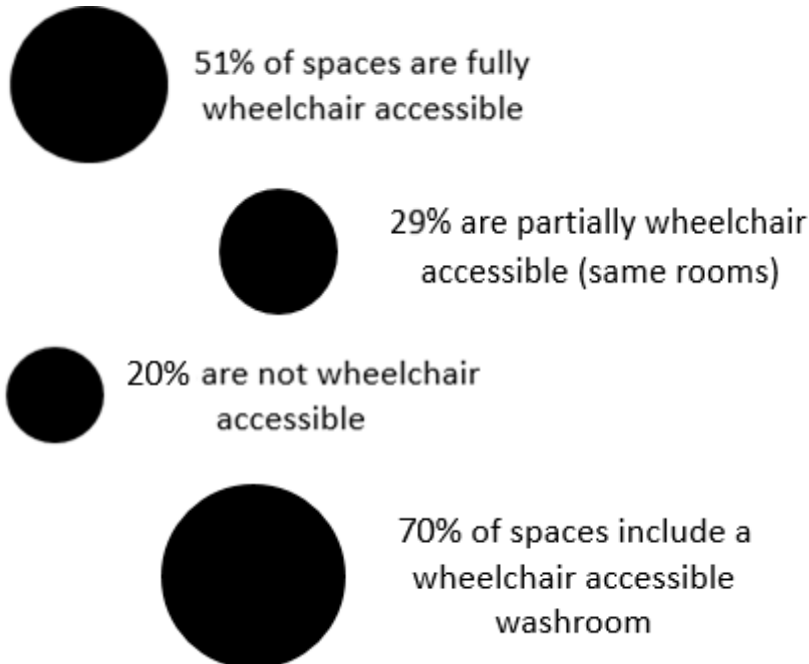
## HUMAN SERVICES – THE SPACE

### TENURE OF SPACE

**47.1%** of spaces are owned

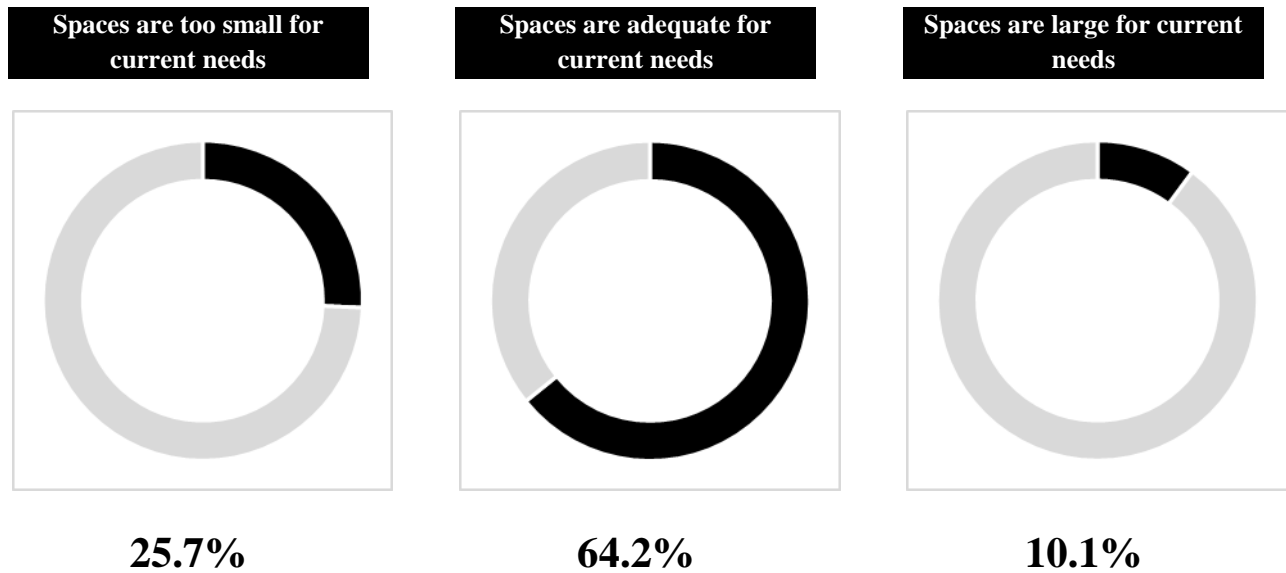
**52.9%** of spaces are rented

### WHEELCHAIR ACCESSIBILITY





## SIZE OF SPACE





## SHARED SPACE

27.4% of spaces are shared with other groups

## SPACE USE

62.7% of spaces include rooms for administration

94.1% of spaces include rooms for programs and services

## TYPES OF SPACES

Spaces include office space	81.6%
include meeting space	78.8%
include a multipurpose room	57.1%
include a counselling space	54.6%
include a kitchen for community use	52.2%
include social housing, supportive housing, transitional housing or a group home	31.5%
include a treatment space for health services	29.7%
include a community computer station	23.4%
include an indoor play space	15.8%
include a playground	10.3%
include a gymnasium	8.7%
include an emergency shelter	7.6%
include a pool	2.7%

\* Space figures are based on 101 participating organizations from the Downtown Human Services Survey reporting on 187 spaces that they own or rent



## **B. Human Services Subsectors**

Within the human services sector, six subsectors were identified based on the programs and services provided by 101 responding organizations in the Downtown Human Services Survey. Subsector names are based on the specific organizations included in each. Participating organizations were provided with an opportunity to review and if desired, change their original subsector classification. The following section provides a brief description of participating organizations by subsector and the key issues and opportunities associated with each.

### **1. Health, Mental Health and Support**

This subsector profile is based on Downtown Human Services Survey responses from 28 health, mental health and support organizations, focus group consultations with 23 staff from the health, mental health and support area, and profile information from TPH.

Twenty-eight health, mental health and support organizations took part in the Downtown Human Services Survey<sup>47</sup>, including community health centres, mental health and addiction service providers, agencies that support people with serious health problems and their families, and organizations focused on specific communities and client groups. This latter group included organizations that serve Aboriginal people, Chinese communities, people with HIV/AIDs, survivors of child abuse, survivors of torture, hospice clients, mothers with breast cancer, people who are homeless, people with eating disorders, and children and youth.

Twenty-three participants from the health, mental health and support area took part in a CS&F focus group on health services in Downtown. This group included staff from the Toronto Central Local Health Integration Network (LHIN), TPH, Downtown Toronto hospitals, health and mental health service providers, and community organizations.

Toronto Public Health (TPH) is a significant partner in the Health, Mental Health and Support subsector. It has two locations within the study area – 44 and 277 Victoria Street. Programs and services provided through these sites include a dental clinic, TB program storefront, and The Works (harm reduction storefront service). There are also some limited parenting classes offered on-site. TPH also runs dental clinics at various community locations. Facilities and spaces belonging to TPH and their partner organizations must meet several conditions for services to the public. These include accessibility, breast feeding positive, and free of discrimination including, but not limited to, racism, homophobia, and transphobia. TPH provided a detailed breakdown of its programs and services, target populations, pressures and challenges, emerging priorities and opportunities, and supporting data. Key themes are summarized in this section. Please see the Appendix D8 for the full TPH profile.

#### **Health, Mental Health and Support**

Access Alliance Multicultural Health and Community Services

AIDS Committee of Toronto (ACT)

Anishnawbe Health Toronto

Boost Child Abuse Prevention & Intervention

Canadian Centre for Victims of Torture

Casey House

CATCH Program - St Michael's Hospital site

Distress Centres (Survivor Support Program)

Fife House

Gerstein Crisis Centre

Hong Fook Mental Health Association

Hospice Toronto

Nanny Angel Network

Ontario Association of Social Workers, Central Ontario Branch

Oolagen Community Services

Regent Park Community Health Centre

Salvation Army: Toronto Harbour Light and Homestead Addiction Services

Sheena's Place

Sherbourne Health Centre

Sound Times Support Services

Street Health Community Nursing Foundation

The Access Point

The Hincks-Dellcrest Centre

Toronto North Support Services

Turning Point Youth Services

We Care

Wellspring Cancer Support Foundation

York Region Therapy

<sup>47</sup> While headquartered in York Region, York Region Therapy is setting up a satellite office in Downtown.





#### a. Pressures/Challenges

Downtown Human Services Survey results show:

- The majority of the health, mental health and support organizations own rather than rent their space. However, many smaller organizations rent their space. Most participants also use other space, such as community centres and parks, to provide programs and services.
- Service demands within this subsector have increased over the past five years, and most organizations have not been able to respond to all requests for services. Almost half of participating agencies have waiting lists.
- Health and mental health organizations are seeing more clients with complex needs which require greater staffing resources to respond to.
- Change in financial situation over the past five years varied by organization.
- Over the past five years, one in five health, mental health and support organizations increased their physical capacity (i.e. expanding current location, moving to a bigger space or opening a satellite office).
- One in five spaces is too small for their current use.
- Over four out of five spaces are fully wheelchair accessible.
- About half of the participating organizations have plans to relocate or expand in or outside of Downtown in the next five years.

Several critical issues were identified by health focus group participants:

- **Informal and formal health care services have not kept pace with growing needs in Downtown; both are important and require thoughtful planning to meet community needs now and in the future.** Regarding formal care, study participants described conditions that are forming a “perfect storm” for the health care system. New neighbourhood development in Downtown lacks primary health care facilities. One problem stems from the development approval process that does not consider the need for health care facilities or services as it does other human services. Because health care facility consideration is excluded, there is a lack of health care facilities to address the growth in population in these neighbourhoods.  
  
Future growth will exacerbate the existing problem, resulting in more people using hospital emergencies to meet their non-emergency health care needs. With further development growth, space will be at an even greater premium. Good planning is needed now to secure space for formal health care providers such as doctors’ offices and family health teams. Informal care is critical, particularly for marginalized communities that will be less likely to access formal health services. Welcoming centres with health services attached can reduce barriers to health service access for vulnerable populations. Targeted health services are needed to meet these needs. High rents in Downtown are diminishing resources available for programs and services. Access to affordable, accessible and appropriate space is essential to both formal and informal health services in Downtown.
- **Addressing the lack of affordable and supportive housing in Downtown (and across Toronto) is critical to health needs.** Participants referred to the long waiting lists for supportive and affordable housing that leave residents vulnerable, worsens health crises and puts greater pressure on the health care system. The need for investment in these key areas was echoed by participants from all subsectors. Related issues identified include the health impact from inadequate access to shelter beds in Downtown, and future need for long-term care homes with the aging of the population.



- **Specialized services are needed to respond to the unique needs of specific populations.** Study participants identified groups that require specialized services including people who are homeless and on the street, homeless individuals struggling with mental health and addiction issues, people that receive home care, individuals with developmental disabilities who live with aging parents, and methamphetamine users. Participants also identified the need for integrated approaches tailored to specific populations. Palliative and hospice care, and professional development for service providers to ensure culturally-appropriate service provision were also mentioned. Participants also mentioned the challenge of addressing resistance from some residents that oppose the location of specific health services for marginalized groups in the neighbourhood. As well, participants identified the need for emergency health care planning that takes into account vertical tower communities in Downtown.
- **Funding cuts, freezes and constraints are restricting the ability of health service providers to respond to physical and mental health care needs in the community.** Participants called for a re-examination of health service funding models, increased funding and an end to funding freezes to allow the subsector to respond to urgent health care needs. Human service organizations noted the increase in clients with complex physical and mental health challenges, as well as, concurrent mental health and addictions issues. Service pressures related to the aging of the population and associated declining health were identified.

TPH identified pressures and challenges related to two of its broad program areas: Communicable Disease Control Directorate, and Chronic Disease and Injury Prevention Directorate. Key issues are described below.

- **TPH programs and services are experiencing an increase in demand.** Programs and services affected include harm reduction services and supplies, and sexual health clinics. With population growth, TPH anticipates an increased need for treatment and prevention programs to respond to sexually transmitted infections (STIs). This anticipated increase in need is related to a combination of factors including population growth in Downtown, a higher prevalence of young people and other at-risk groups who live in Downtown. It is not known if this increase will be a long-term trend.
- **Program development and improvements are needed in certain areas.** For example, ensuring access to healthier foods in shelters, drop-ins and boarding houses is a significant challenge for some service providers. As well, development of emergency plans is needed to address the risks to vulnerable populations, such as seniors and residents with mobility issues, in Downtown during emergencies such as extreme weather and power outages.
- **TPH has identified the need for action to address certain health risks in Downtown.** For example, second-hand smoke from neighbouring units in tower buildings presents a health risk to residents which can be addressed through the provision of smoke-free buildings. As well, with increased development in Downtown, large green spaces must be protected to promote health and physical activity, safeguard residents against harmful UV rays and air pollution, and mitigate the impact of climate change.
- **TPH requires new and expanded space to provide a variety of programs and services in the communicable disease control, and chronic disease and injury prevention areas.**

## b. Emerging Priorities/Opportunities

Focus group participants identified some opportunities to respond to emerging issues:



- **The City should take the lead on the creation of new community hubs and shared spaces for formal and informal health services in Downtown.** Participants stressed the need for good planning and action now to begin to address the health service challenges in Downtown. One critical aspect is the lack of affordable, accessible and adequate space for health services. The City has an opportunity to take the lead in creating new community hubs and shared spaces, working in partnership with the Toronto Central LHIN, community-based health service providers and developers.
- **Partnerships between Downtown Toronto hospitals and health and mental health service providers could increase access to vital health services in Downtown.** The University Health Network is partnering with local health providers to maximize the use of its space to promote general health. Further exploration of these emerging models could inform future partnerships.

TPH identified emerging priorities and opportunities to address its pressures and challenges in the areas of communicable disease control, and chronic disease and injury prevention.

- **Expand programs and services in high demand.** TPH recommends that any new health or social service located in Downtown should have the ability to provide harm reduction supplies to people who use drugs. Close access to harm reduction services and supplies is critical for effective programming. Expansion of service hours to weekends and overnight is important to ensure effective program delivery. Regarding sexual health clinics, additional resources may be needed to expand these in-demand services.
- **TPH can use its expertise and resources to improve existing programs.** TPH is considering several initiatives to support access to healthy nutritious food in shelters, drop-ins and boarding houses. Initiatives include: raising awareness of cost-effective healthy options with service providers, having a registered dietician conduct annual reviews of shelter menus and provide advice, working with boarding houses that have a challenge providing more nutritious food, supporting partnerships with cooking schools/local chefs to facilitate education and food skills training for volunteers and food service staff, and safeguarding existing funding for Creating Health + which supports bulk healthy food buys. TPH can also work with City divisions and partners to develop an emergency plan for vulnerable residents during extreme weather, power outages and other emergency situations.

The current Toronto Shelter Standards and a revised version under review by Toronto City Council requires shelter providers to meet Canada Food Guide nutritional requirements in menu preparation. As well, the Toronto Hostels Training Centre offers courses on menu preparation. The City's SSHA division is a partner in the Creating Health + initiative for drop-ins and shelters. Creating Health + is incorporated in the revised Shelter Standards under review by Council. As well, the revised standards require shelter providers to have an emergency plan in their programs to deal with service interruptions related to blackouts, bad weather, fire, and other emergency situations.

- **To address specific health risks, TPH can work collaboratively with City divisions and community partners to develop new policies and programs.** For example, TPH supports Recommendation 29 from City Planning's Condominium Consultation Report which encourages the building industry to build smoke-free buildings (or floors/zones within buildings) by including a smoke-free status in the Condominium documents. Working collaboratively with City Planning and developers, TPH can provide the evidence base for smoke-free buildings. TPH can also work with City Planning and PF&R division to support the protection and expansion of the green canopy in Downtown.



Please see the Appendix D8 for a full listing of TPH pressures/challenges and emerging priorities/opportunities.

## **2. Housing, Homeless Services and Food Banks**

Thirty-five housing, homeless services and food bank organizations participated in the Downtown Human Services Survey. These organizations included affordable, social, supportive and senior housing providers, emergency and refugee shelters, faith-based organizations, organizations that support people who are homeless and socially isolated, tenant support organizations, and food banks.

Housing and homeless service organizations also participated in the CS&FS focus groups. In addition, City staff from the SSHA Division took part in an interview for this study.

### **a. Pressures/Challenges**

Downtown Human Services Survey results show:

- Housing and homeless service organizations are almost equally split between owned and rented spaces with more housing providers owning space. About half of the organizations also use other space, such as community centres and libraries, to provide programs and services.
- Service demands within this subsector have increased over the past five years, and most organizations have not been able to respond to all requests for services. Just over one-third of participating agencies have waiting lists, particularly the housing providers who report long waiting lists for affordable and supportive housing.
- Housing and homeless service organizations are seeing more clients with complex needs that require greater staffing resources to respond to.
- Slightly more organizations experienced a worsening of their financial situation over the past five years compared to those who saw an improvement.
- Over the past five years, one-quarter of housing and homeless service organizations increased their physical capacity.
- One in four spaces is too small for their current use.
- Less than one-third of spaces are fully wheelchair accessible.
- About half of the participating organizations have plans to relocate or expand in or outside of Downtown in the next five years. One organization plans to close and not relocate.

This subsector identified several service gaps in Downtown. Major issues identified include:

- **Housing** – Organizations identified the critical need for affordable housing, supportive housing, second stage/transitional housing, and affordable housing that includes supports for mental health and addiction issues. Organizations pointed to some specific groups in need of permanent affordable housing including people who are homeless, people with HIV/AIDS, Aboriginal youth, Aboriginal seniors, people with severe mental health issues requiring onsite care (i.e. alternative level of care population), individuals leaving incarceration, and individuals who face barriers in accessing housing.



- **Shelters** – Currently, 45% of Toronto’s emergency beds and 55% of its transitional beds are located in Downtown. Recognizing the lack of affordable and supportive housing, agencies identified the need for more homeless shelters or shelter beds, as well as violence against women (VAW) shelters. A need for a “wet” shelter operating under harm reduction practices was also mentioned. Several voiced concerns about the recent closure of shelters and the anticipated relocation of shelters out of Downtown. In the absence of a ready supply of affordable housing, shelters are a basic and critical support for people who are homeless.
- **Space** – Agencies identified the need for affordable, accessible and appropriate space to provide programs and services in Downtown. High rents are putting pressure on agencies to maintain their space.
- **Funding** – As was the case across subsectors, the problems of inconsistent funding, funding cuts and freezes were identified by this subsector.

In addition, this subsector emphasized the importance of mental health and addictions services to support people who are homeless and precariously housed. Concerns regarding affordable and supportive housing and shelter access were echoed by all subsectors.

Additional service gaps identified include lack of affordable public transit, tenant support including issues regarding pest control and hoarding, and need for more food and meal programs. Organizations also identified the problem of NIMBYism (not-in-my-backyard) that makes it difficult to locate and provide human services in Downtown. Service providers also identified the need for better coordination between agencies and funders.

SSHA staff identified service pressures and challenges related to housing and homeless services.

- Homeless shelters are running at near capacity every night.
- The City has identified six shelters that will have to be relocated over the next five years due to the sale of leased property, revitalization plans, and unsuitable conditions and repair problems.
- Many shelter users are connected to Downtown where they rely on support services and transportation options, and have familiarity with the area. Many Downtown service users feel isolated when they are relocated to areas outside of their communities with no supporting services. Other Downtown shelter users would prefer to be

#### **Housing, Homeless Services and Food Banks**

Accommodation, Information and Support  
 Advocacy Centre for Tenants Ontario  
 Canadian Red Cross  
 Church in the City  
 Church of the Holy Trinity, Trinity Square, Toronto  
 Covenant House Toronto  
 Daily Bread Food Bank  
 Davenport Senior Living  
 Deep Quong Non-Profit Homes Inc.  
 Eden Community Homes  
 Evangel Hall  
 Federation of Metro Tenants' Associations  
 Fred Victor  
 Good Shepherd Refuge Social Ministries  
 Homes First  
 Houselink Community Homes  
 LOFT Community Services  
 Lourdes Food Bank  
 Margaret's Housing and Community Support Services  
 Mon Sheong Home for the Aged  
 Nishnawbe Homes Inc.  
 Options for Homes  
 Our Place Community of Hope  
 Pilot Place Society  
 Sancta Maria House  
 Sanctuary Ministries  
 Sistering  
 Sojourn House  
 St. Felix Centre  
 St. John the Compassionate Mission  
 St. Jude Community Homes  
 St. Michael's Homes  
 STAR Learning Centre  
 The Good Neighbours' Club  
 Trinity-St. Paul's United Church



in the inner suburbs for work and personal reasons. However, there is a lack of shelters outside of Downtown.

- The growing real estate value in Downtown is making it hard for organizations that own places to pass up on opportunities to sell property.
- The City's priority is to find appropriate spaces for shelter beds. While proximity to other services is a factor, the City will not turn down space that is available and appropriate for relocation which may move some shelters out of Downtown.
- Shelters are intended for short-term use only. However, a lack of investment in affordable housing is directly related to the crisis of homelessness and pressure on the shelter system. A combination of solutions, including supportive housing, rent supplements and housing allowances, are required to address the needs of homeless people with mental health and addiction issues, if shelter use is to be kept to a short term support.
- There is a growing need for long-term care homes to respond to the needs of a large aging homeless population in Downtown.
- Rooming houses and informal accommodation, such as rooms for rent for a day, week, month or more, are important forms of affordable housing in Downtown. These accommodations keep thousands of people out of shelters. There is a need to understand more about these forms of accommodation in order to protect tenants and safeguard these forms of housing in Downtown.

## **b. Emerging Priorities/Opportunities**

Organizations in this subsector have recommended that the City of Toronto move forward on an inclusionary zoning policy to ensure that new residential developments include affordable housing. However, it should be noted that this would require enabling legislation from the Province in order to become fully implemented. In addition to the expansion of housing allowances and rent supplements, participants also suggested that the City explore a dedicated municipal fund for affordable housing. The need for a national housing strategy with investment by senior orders of government was also highlighted.

On the shelter issue, in April 2013, Toronto City Council passed a motion re-establishing an occupancy target of 90% or less for each sector of the shelter system to ensure access to this critical service. However, the City has not yet met its target. In March 2015, Toronto City Council passed an *Infrastructure and Service Improvement Plan for the Emergency Shelter System* to improve capacity and conditions.<sup>48</sup>

Human service sector providers stressed that, in lieu of affordable housing, access to emergency shelters in Downtown is critical.

City staff have identified the need for:

- A coordinated strategy for delivering community services and developing facilities
- New funding models for shelters are needed that are predictable and performance-based
- Replication of the “Cornerstone” model, where SDFA, TESS, TPH, Toronto Public Library (TPL), and SSHA worked together to address service needs
- Exploration of a quasi-model of combined housing and shelter to address some existing challenges. Some existing shelters could provide a prime site for affordable housing development combined with shelter.

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<sup>48</sup> City of Toronto (2015, March 9). *Infrastructure and Service Improvement Plan for the Emergency Shelter System*. <http://www.toronto.ca/legdocs/mmis/2015/cd/bgrd/backgroundfile-77792.pdf>





Human service organizations and City staff expressed different viewpoints regarding Downtown shelter users' preference for using Downtown shelters as opposed to those in the inner suburbs. Many community organizations suggested that shelter users prefer to be Downtown. Some City staff made the point that there are Downtown shelter users that would rather be in the inner suburbs. It will be important for SSHA to consult directly with Downtown shelter users to understand this issue and get a sense of the numbers of people who would prefer one location over another.

### 3. Large Multi-service Organizations

Fourteen large multi-service organizations participated in the Downtown Human Services Survey, including Association of Community Centres members, neighbourhood centres, faith-based organizations, ethnocultural centres, and recreation and community service agencies. Large multi-service organizations also participated in the CS&FS focus groups.

Organizations in the Association of Community Centres (AOCCs) are part of the large multi-service subsector. According to the City of Toronto, the AOCCs is "comprised of 10 volunteer board-run multi-purpose facilities providing a broad range of community, recreation and social service programs to residents in the local community.

The AOCC model is a hybrid between a City agency and an independent not-for-profit community-based organization. The core administration activities are funded by the City and treated like a City agency. The program component is funded through fees, donations, and grants and treated like an independent not-for-profit community-based organization."<sup>49</sup>

#### Large Multi-Service Organizations

Catholic Charities of the Archdiocese of Toronto  
 Christie Ossington Neighbourhood Centre  
 Harbourfront Community Centre  
 Miles Nadal Jewish Community Centre  
 Native Canadian Centre of Toronto  
 Native Child and Family Services of Toronto  
 S.E.A.S. Centre  
 Scadding Court Community Centre  
 St. Stephen's Community House  
 The 519 Community Centre  
 The Salvation Army Gateway  
 West Neighbourhood House  
 YMCA of Greater Toronto  
 YWCA Toronto

Within the Downtown study area, there are four AOCC and four TNC facilities<sup>50</sup> that have a long history of serving diverse communities. The AOCC facilities include:

- 519 Church Street Community Centre opened its doors in 1975.
- Cecil Street Community Centre opened in 1978. However, the building served as a centre of community life for several decades before the City acquired it.
- Scadding Court Community Centre opened in 1979.
- Harbourfront Community Centre opened in 1991.

The TNC facilities include<sup>51</sup>:

- Central Neighbourhood House
- Dixon Hall

<sup>49</sup> City of Toronto "Association of Community Centres" webpage.

<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=299700ad867a0410VgnVCM10000071d60f89RCRD>

<sup>50</sup> West Neighbourhood House also participated in the CS&FS. West is a key multi-service agency and TNC member with a headquarters just west of the Downtown study area. It has two program sites within the Downtown.

<sup>51</sup> West Neighbourhood House is a TNC member. Its main site is located at Ossington and Dundas and operates programs in Downtown.



- St. Stephen's Community House
- University Settlement House

The neighbourhood centres<sup>52</sup> developed out of the Settlement House Movement in England dating back to 1883. Some neighbourhood centres are more than a century old and deliver a broad range of community services, including:

- Seniors, Youth and Family Programs
- Employment and Skills Training
- Settlement Services
- Community Development Initiatives
- Literacy and ESL Programs
- Housing and Food Access
- Social Recreation Activities

TNCs are hubs and anchors for social participation. They play a central role in fostering key characteristics of supportive communities, including:

**“INCLUSIVENESS:** empowering individuals and groups who have been left out of the planning, decision-making and policy-development processes in their community; promoting increased awareness, respect and an active celebration of people's diversity.

**OPPORTUNITY:** working to ensure that all community members, especially those most vulnerable, have access to adequate income, education and a network of relationships they need to participate as valued members of society.

**MUTUAL SUPPORT:** assisting community members to help each other and work together to address shared concerns.”<sup>53</sup>

In addition to the AOCCs and neighbourhood centres, the large multi-service subsector includes Aboriginal organizations, faith-based service providers, an immigrant-serving organization, a women's organization, and a recreation and community services agency.

#### **a. Pressures/Challenges**

The pressures and challenges faced by the Multi-Service centres in Downtown were identified through the Downtown Human Services Survey results and the focus group discussions.

- Slightly more large multi-service organizations own rather than rent their spaces. Most participants also use other space, such as schools and parks, to provide programs and services.
- Service demands within this subsector have increased over the past five years, and over half of the organizations have not been able to respond to all requests for services. More than half of participating agencies have waiting lists.

<sup>52</sup> All 9 Downtown neighbourhood centres participated in the TOcore CS&F Study. Forms of participation varied, including Stakeholder Roundtables, Downtown Human Services Survey, and focus groups. In addition to the 9 Downtown neighbourhood centres, Christie Ossington Neighbourhood Centre, located just west of Downtown, also participated.

<sup>53</sup> Toronto Neighbourhood Centres webpage. [http://neighbourhoodcentres.ca/about/neighbourhood\\_centres](http://neighbourhoodcentres.ca/about/neighbourhood_centres)



- Organizations are seeing more clients with complex needs that require greater staffing resources to respond to.
- Only about half of the large multi-service organizations reported an improvement in their financial position over the past five years. One reported a decrease in financial capacity, and the rest remained about the same.
- Over the past five years, four organizations experienced an increase in their physical capacity, two experienced a decrease, and seven stayed the same.
- Over one in four spaces is too small for their current use.
- Less than half of spaces are fully wheelchair accessible.
- Half of the participating organizations have plans to relocate or expand in or outside of Downtown in the next five years.

Large multi-service organizations identified service issues for the communities they serve. The major issues included:

- Affordable and supportive housing and shelter access, including housing for aboriginal youth, aboriginal seniors and key workers including community sector workers are needed.
- A need for more mental health and addictions services, including counselling, crisis intervention, cognitive-behavioural therapy, psychological supports, support for hoarding behaviour, addiction and rehab services for women were identified.
- A shortage of affordable, accessible and appropriate space for programs and services was identified across all subsectors. Participants in this subsector mentioned space needs including gym space, indoor running and walking track for seniors, general meeting and program space.
- Problems with aging facilities were also identified. Regarding space needs, some multi-service organizations proposed specific expansion plans for their sites. Please see Appendix D9 for details.
- Many large multi-service organizations provide programs and services from multiple locations across the city, including in Downtown and throughout the inner suburbs.

Participants also mentioned the following service gaps: youth and seniors services, infant child care, recreation, adequate income security programs, affordable public transit, and programs to address increased violence and drug use.

Community opposition to youth and homeless agencies by residents, the impact of gentrifying neighbourhoods, and the lack of federal and provincial funding for affordable housing were also identified as challenges.

#### **b. Emerging Priorities/Opportunities**

Participants identified the following key priorities and opportunities:

- Investment in affordable and supportive housing and mental health and addiction services was identified as a key priority. The important role of the federal government was underscored. Inclusionary zoning was proposed to create affordable housing in new developments.
- Program coordination, coordination between funders and health and community service organizations, and coordination between different orders of government were stressed.
- Participants recommended that an improved process be developed to ensure greater transparency and clear criteria for decision-making in the allocation of Section 37 funds. Participants also wanted to have input into the criteria and priorities used in assessing applications for the City's Below Market Rent (BMR)



program. The need for leadership to create co-location, shared space opportunities and community hubs was also stressed.

- The City needs to support the renewal and expansion of facilities for agencies that are currently located in City-owned facilities and on City-owned land. Current funding practice only provides for state of good repair, which is also fairly limited and does not address the outstanding backlog. Agencies are interested in partnering with the City to review opportunities that will result in improved services and facilities for the growing needs of the population they serve.
- Participants also proposed housing partnerships where funders provide space to service providers who offer services to residents, and where organizations provide space to TPH staff to offer services. Agencies identified the potential for technology to aid in better service coordination as well.

Additional priorities included services for youth in transition, a temporary housing initiative for aboriginal youth, youth lounge programs for urban aboriginal youth, and development of family-friendly services.

#### **4. Specialized Multi-service Organizations**

Specialized multi-service organizations provide a full range of programs and services to specific groups and communities, such as children, youth, aboriginal women, seniors, people with disabilities and others. Eleven specialized multi-service organizations took part in the Downtown Human Services Survey, including specialized legal services, boys and girls clubs, seniors organizations, aboriginal agencies and a French-language seniors service. Specialized multi-service organizations also participated in the Community Services and Facilities Study focus groups.

##### **a. Pressures/Challenges**

According to the Downtown Human Services Survey, organizations face the following challenges:

- The majority of the specialized multi-service organizations rent their space. Most participants also use other space, such as parks and schools, to provide programs and services.
- Service demands within this subsector have increased over the past five years, and most organizations have not been able to respond to all requests for services. Almost half of participating agencies have waiting lists.
- Almost half of organizations are seeing more clients with complex needs that require greater staffing resources to respond to.
- Six organizations saw an improvement in their financial position over the past five years. Two reported a decrease in financial capacity, and two remained about the same.
- Over the past five years, the physical capacity of specialized multi-service organizations stayed the same.
- Almost half of spaces are too small for their current use.
- Almost half of spaces are fully wheelchair accessible.

##### **Specialized Multi-service Organizations**

Aboriginal Legal Services of Toronto  
 ARCH Disability Law Centre  
 Centres d'Accueil Héritage  
 Clarendon Foundation (Cheshire Homes) Inc.  
 Elizabeth Fry Toronto  
 Native Women's Resource Centre  
 Older Women's Network  
 Senior Adult Services in the Annex  
 Society of Sharing: Inner City-Volunteers  
 St. Alban's Boys and Girls Club  
 Toronto Kiwanis Boys & Girls Clubs



- Half of the participating organizations have plans to relocate or expand in or outside of Downtown in the next five years.

Specialized multi-service organizations identified service gaps faced by the people they serve. The major issues included:

- Affordable and supportive housing, including housing for people who are newly released from custody, were identified as a significant service gap.
- Mental health services, including services for people with complex needs was stressed.
- Affordable, accessible and appropriate space for programs and services was identified across all subsectors.

Participants also mentioned the following service gaps: friendly visiting and medical escort programs, caregiver relief, access to legal services, after-school programs for children, youth programs, recreation programs for seniors, and adult and youth employment and job training programs.

### **b. Emerging Priorities/Opportunities**

Participants identified the following key priorities and opportunities:

- Investment in affordable and supportive housing and mental health and addiction services was identified as a key priority.
- Participants mentioned the need for affordable space for programs and services and suggested the repurposing of schools slated for closure to deliver human services.
- Participants also mentioned the need for program coordination and planning to improve resident access to programs and services.

## **5. Employment, Training and Settlement**

The City of Toronto plays an important role in employment and training. TESS provides employment supports, financial benefits and social supports to people living in Toronto. Its Employment Centres (EC) are open to all Toronto residents. Staff provide a range of services including helping people with:

- Finding a job or the training they need to find work
- Accessing financial benefits available through the Ontario Works program
- Connecting to health, housing, child care and other social services.

There are three ECs in the downtown core, including the new facility opening in Regent Park. The City of Toronto has leveraged its position in large-scale revitalization projects, such as Regent Park. Regent Park Employment Services (RPES) will operate an 8,600 square foot employment centre as part of a community hub, in partnership with PF&R, with Children Services and a TDSB school close by.

Community organizations are strong partners in this subsector. Eight employment, training and settlement organizations took part in the Downtown Human Service Survey. Employment, training and settlement organizations also participated in the focus groups.

**Employment, Training and Settlement**  
Alexandra Park Neighbourhood Learning Centre  
JVS Toronto  
KCWA Family and Social Services  
Rise Asset Development  
Toronto Centre for Community Learning & Development  
Toronto Community & Culture Centre  
Toronto Workforce Innovation Group  
World Education Services



### **a. Pressures/Challenges**

Downtown Human Services Survey results show:

- Eight participating organizations operate nine spaces in Downtown. Eight out of nine employment, training and settlement spaces are rented rather than owned. Three participants also use other space, such as libraries and community centres, to provide programs and services.
- Over the past five years, service demands increased for six out of eight organizations. Four out of eight organizations could not respond to all requests for services. Three had waiting lists.
- Three organizations are seeing more clients with complex needs which require greater staffing resources to respond to.
- Three organizations saw an improvement in their financial position over the past five years. Two reported a decrease in financial capacity, and three remained about the same.
- Over the past five years, three organizations experienced an increase in their physical capacity and five stayed the same.
- Eight out of nine spaces are adequate for their current use.
- Seven out of nine spaces are fully wheelchair accessible.
- Five of the participating organizations have plans to relocate or expand in Downtown in the next five years.

Employment, training and settlement organizations identified pressures and challenges including increased caseloads, fragmented service provision, changes in government funding, lack of funding to update facilities, lack of appropriate space for adult literacy programs, and high rental costs for facilities. The growing need for programs and services outside of Downtown was also identified.

Additional service gaps included lack of accessible transit, language interpreters, services to integrate newcomers, and mental health support. Organizations noted the impact of high unemployment and underemployment on residents which contributes to service needs.

### **b. Emerging Priorities/Opportunities**

Participants identified priorities and opportunities including improved communication and collaboration among agencies, ongoing specialized training for staff, and increased access to space and additional resources for programs and services. The need for space for newcomer, seniors and youth programming was specifically identified. Service providers also identified pressing service gaps including affordable housing, child care, and multilingual services.

## **6. Community Development, Planning, and Information and Referral**

Five community development, planning, and information and referral organizations participated in the Downtown Human Services Survey.

### **a. Pressures/Challenges**

Downtown Human Services Survey results show:

#### **Community Development, Planning, and Information and Referral**

Centre for Social Innovation  
Findhelp Information Services  
/211 Central

Management Advisory Service  
Social Planning Toronto  
Urban Alliance on Race Relations





- Five participating organizations operate eight spaces in Downtown. Six out of eight community development, planning, and information and referral spaces are rented rather than owned. Three participants also use other space, such as community centres and faith-based organizations, to provide programs and services.
- Over the past five years, service demands increased for four out of five organizations. Three could not respond to all requests for services. None kept waiting lists.
- One organization is seeing more clients with complex needs that require greater staffing resources to respond to.
- Two organizations saw an improvement in their financial position over the past five years. One reported a decrease in financial capacity, and one remained about the same.
- Over the past five years, one organization experienced an increase in their physical capacity and three stayed the same.
- Six out of eight spaces are adequate for their current use.
- Seven out of eight spaces are fully wheelchair accessible.
- Two of the participating organizations have plans to relocate within Downtown in the next five years.

Community development, planning, and information and referral organizations identified pressures and challenges including cost of program space and funding limitations, and need for better coordination of services for growing elderly cohort. Some agencies commented on a lack of commitment of senior orders of government to support social services.

Service gaps included lack of affordable housing and shelter access, mental health and addiction services including withdrawal management, free or low cost health care including dental, mobile food bank, limited home care service hours, IT needs of more tech-savvy service users, and lack of capacity to take on legal cases. Poverty and precarious employment are contributing to growing service needs.

## **b. Emerging Priorities/Opportunities**

Participants identified priorities and opportunities including:

- Increase access to affordable and appropriate space for programs and services through various means including better governance structures to enable communities to own and manage real estate assets; potential of shared spaces focused on social innovation; good shared-space models such the Centre for Social Innovation; increased opportunities for shared space for rent, collaboration and clustering of services; free City-owned space made available for community services; use of development charges and Section 37 funds for community-purpose real estate; online space registry for community groups to access space
- More partnering to share on resources; more shared services to assist small- and medium-size nonprofits; shared IT support among organizations
- Longer funding cycles, and more funding for community services

In response to the lack of affordable housing, service providers identified the need for a national housing strategy, for senior orders of government to make substantive investments in affordable housing, and for the City to explore the development of a dedicated municipal fund for affordable housing and the expansion of housing allowances and rent supplements.



### C. Summary of Issues Identified by Human Services Sector

Through the roundtables, focus groups and survey, participating organizations identified key issues affecting the Downtown human services sector and its service users. The following table summarizes these issues, the primary concerns and key actors involved in the issue. Issues are divided into two categories: *organizational issues* that affect human service agencies (and in turn, service users), and *community issues* experienced by service users (that increase service demands on human service providers).

Issues	Primary Concerns	Key Actors
<i>Organizational Issues</i>		
Space	Lack of affordable, accessible, appropriate space; precariousness of rental vs. owned space	All orders of government; school boards; United Way; other funders; City Planning; SDF&A; PF&R; TPL; Children's Services; human service sector
Funding	Funding freezes, cuts, limits of project funding, funding that keeps pace with growth	All orders of government; other funders; human service sector
NIMBYism (not-in-my-backyard)	Resident opposition to location of community services in Downtown	City Planning; SDF&A; human service sector
Service Demands	Most organizations can't meet all service needs; growth is resulting in greater service needs; clients with more complex issues	All orders of government (varies by specific community service); other funders; SDF&A; human service sector
<i>Community Issues</i>		
Affordable Housing	Lack of affordable housing, supportive housing, housing allowances and rent supplements	All orders of government; Affordable Housing Office; SSHA; housing providers
Emergency Shelter	Crowded shelter system; need for shelter system due to lack of affordable housing; need for homeless, VAW, "wet" shelters; concerns about relocation of shelters out of Downtown	SSHA (shelter); all orders of government (housing); shelter providers
Mental Health and Addictions Programs and Services	Lack of access to programs and services including trauma-informed counselling, crisis intervention, harm reduction	TPH; Toronto Central LHIN; Ontario Ministry of Health; health providers



	programs and supplies, withdrawal management services; too few programs and services; long waiting lists	
Health Services	Need more health care for range of programs and community groups; need for space for health services; need for long-term care homes; development process doesn't consider need for health care facilities	TPH; Toronto Central LHIN; Ontario Ministry of Health; health providers; City Planning
Child Care	Lack of subsidized child care; long waiting lists	All orders of government; Children's Services; child care providers
Public Transit	Lack of affordable, accessible public transit for service users and agency workers to get to services	All orders of government; TTC
Interpreter Services	Need for language interpreters for newcomers whose first language is not English	All funders; SDF&A; human service sector
Unemployment and Underemployment	Lack of employment, low wage and precarious work undermine mental health of service users, contribute to service needs	All orders of government; TESS; private, public and community sectors



## 6. OVERALL EMERGING CS&F PRIORITIES & STRATEGIC ACTIONS

### 6.1 PRIORITIES

The two key priorities that have emerged from Phase One of TOcore's CS&F Study are: 1) the need for affordable, appropriate and accessible space, and 2) the need to develop innovative partnerships and collaborations to meet the challenges of growth in the Downtown.

People are changing the Downtown. Its population has more than doubled since 1976 with roughly 250,000 people living in the core today. Much of this growth has occurred in the past ten years concentrated in fast growing neighbourhoods spreading east and west along the waterfront and north and south centred on the Bay/Yonge corridor. Roughly half of Downtown's population is aged 20-39 years. The number of babies being born to people living Downtown is surging. A significant vulnerable population remains concentrated in the Downtown where supports are available. At the same time, the number of people working Downtown continues to grow significantly. Projections indicate that this trend will continue for the foreseeable future.

Faced with this fast growing population, City divisions and community service providers have been inventive and opportunistic in addressing the diversity of service needs and pressures that increase the cost, and reduce the supply of space to deliver programs. All participants in the study identified inadequacies in the availability of **affordable, appropriate and accessible space** as a key challenge to meeting the growth and diversity of service needs in the Downtown.

To help the CS&F sector respond to unprecedented growth in the Downtown, the City needs to build upon this foundation of interconnectedness and collaboration to create **new and innovative partnerships** to address emerging CS&F needs and pursue the numerous opportunities identified in this section of the report.

TOcore has created a platform for the City's Divisions and its agencies, boards and commissions, other orders of government, community-based agencies and the private sector to think creatively about building and sustaining social infrastructure and multi-service planning in the Downtown. City Divisions and community agencies will need to challenge themselves to determine how best to facilitate partnerships and conversations that can effectively pursue new opportunities to better serve and support both the current and future populations that live, work, learn and play in the Downtown.

### A. PROVIDING FOR NEW FACILITY/SPACE OPPORTUNITIES

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The need to enhance existing facilities and/or provide new facilities to support growth was identified as one of the highest priorities by the agencies that participated in this Study. Work needs to begin immediately to explore the opportunities to secure space and improve facilities. Ensuring that these spaces are both affordable and where feasible, shared, is critical to support the "eco-system" of community infrastructure in the Downtown. Phase One of the TOcore Study opens the door for the City and agencies to be diligent in terms of exploring opportunities to enhance existing space and/or provide new space. Phase Two of TOcore should extend the analysis of the sector to address the additional CS&F required to support future growth.



The priorities that address the need for space in the Downtown to increase the capacity of agencies and the City to meet program needs and respond to growth include:

### **IMPROVE, EXPAND AND RECONFIGURE EXISTING SPACE AND FACILITIES**

Facilities in the Downtown are aging. City divisions, boards and community agencies need to explore opportunities to enhance existing assets through either facility improvements, renovations or expansion. Reconfiguration and space updates can assist in improving the capacity of agencies to address growth pressures and serve new demand. As Downtown land costs are the highest in the city, there may be opportunities to leverage the use of existing sites and assets to address current and future space needs.

- 1. Action: Using an opportunity-driven approach, City Divisions and School Boards (TDSB, TCDSB) in consultation with major multi-service agencies (AOCCs, TNCs) initiate a strategic review of existing assets to address current and future community facility needs (Real Estate Services, SDF&A, City Planning, Parks, Forestry and Recreation, School Boards, Children's Services, TESS, TPL, Public Health and TCH).*

### **SECURE NEW INNOVATIVE FACILITIES AND MAKE THE SPACE AFFORDABLE**

New facilities that can provide both large and small spaces are required to meet current needs and address the recent growth that has taken place in the Downtown. Innovation is required as new facilities are planned and designed. There is a need to recognize that high land costs will require a more integrated approach to service delivery in the Downtown. Innovative urban school models can be incorporated as part of future Downtown development and be designed for multi-purpose, multi-user space for the broader community to access. This is particularly urgent in the higher growth areas: King-Spadina and Waterfront West; Lower Yonge, East Bayfront and West Don Lands; St. Lawrence/Distillery and east of Yonge due to the reinvestment that is happening in Regent Park and at Dundas and Jarvis.

Where appropriate, Section 37 should be used to secure improvements to existing facilities and/or secure new community facilities to support growth in the Downtown. The findings from this Study should begin to inform the appropriate Section 37 priorities for the Downtown.

The need for affordable community agency space is one of the top priorities identified by all sectors through this Study.

- 2. Action: The City through SDF&A and Real Estate Services should undertake a further review of the current Below Market Rent Space Policy (BMR Policy) to ensure that the rents reflect a level that is affordable to a range of non-profit community-based agencies.*
- 3. Action: The School Boards (TDSB, TCDSB) and partner City Divisions, through the Educational Partnership Table, should undertake a review of the Downtown development pipeline and forthcoming population growth projections to assess the current and future demand for school accommodation, the need for new school sites and opportunities for the development of innovative community hub models.*



## LEVERAGE COMMUNITY ASSETS DOWNTOWN THROUGH HUB MODELS

“Community hubs provide a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish community life”.<sup>54</sup>

Study participants including agencies and funders pointed to multi-service delivery and community hubs as an effective and efficient model to serve intensifying urban communities. The Downtown is a prime location to explore the hub model by maximizing the use of existing City and school, as well as institutional and non-profit sites. There are a number of locations in the Downtown that may be under-utilized and where community assets could be maximized for multi-service hubs. By expanding membership in the tables<sup>55</sup> that have been established to support the Phase One TOcore work, the City can ensure that multilateral relationships are in place with School Boards, the Province of Ontario, community agencies and other partners like libraries to leverage these assets to meet the diverse space needs of Downtown communities.

Opportunities to cluster services for convenient access and sharing of resources (e.g. staffing, volunteering) in an integrated service hub model should be explored in the human services sector. This would include representatives of key service areas, including: health, libraries, employment services, parent and child resources and education.

4. **Action:** *The City (SDF&A, PF&R, TPL, Real Estate Services and City Planning) in partnership with the TDSB, TCDSB and the Province of Ontario through the Community Hubs Secretariat should identify short- and medium-term opportunities for community hubs in the Downtown in consultation with community agency partners. This should include a review of all existing publicly owned facilities, space and land (City, Provincial and School Board lands).*

## B. BUILDING NEW PARTNERSHIPS FOR COMPLETE COMMUNITIES DOWNTOWN

Agencies and City divisions have been inventive and opportunistic in response to growth pressures in the Downtown. There is a high degree of interconnectedness and collaboration. The City needs to build upon this foundation to create new and innovative partnerships to address emerging CS&F needs, opportunities and priorities with integrated solutions.

### SETTING THE FOUNDATION FOR FUTURE PARTNERSHIPS

Two key tables provide support to the TOcore CS&F Study. They are the:

- Social Infrastructure Inter-divisional Team (referenced elsewhere in this report as the TOcore CS&F Working Group) which includes City Division and Agency partners who have provided technical support and sector knowledge/expertise to the Study. They include: PF&R, Children’s Services, Public Health, TESS, SDF&A, and SSHA and TPL. This table will continue to meet to support the second phase of the downtown CS&F strategy work.
- Education Partnership Table (EPT): The EPT was established to coordinate and integrate the existing schools analysis and projected school accommodation needs for the Downtown. The partners currently

<sup>54</sup> *Community Hubs in Ontario: A Strategic Framework and Action Plan (2015) p. 7*

<sup>55</sup> *Social Infrastructure Steering Committee; Education Partnership Table*





participating at this table include: TDSB, TCDSB, PF&R and Children's Services. City Planning chairs this table. This table will also continue to meet to support the second phase of the downtown strategy work.

Findings from the TOcore Phase One Study point to the need to broaden membership in these tables and potentially create a new table(s) to continue with the discussions and information sharing that has taken place as well as to explore the opportunities for new spaces and partnerships that have been identified. The kinds of new partnerships identified are:

## **PARTNERSHIPS WITH DOWNTOWN INSTITUTIONS**

**Health:** There are emerging partnerships amongst the LHIN, Downtown hospitals and health and mental health service providers. This creates an opportunity to better understand the space needs/program and service pressures of health service providers at the community level in the Downtown.

5. *Action: Toronto Public Health (TPH) to engage the Toronto Central LHIN to identify partnership opportunities with Downtown hospitals and health and mental health service providers, to determine the space needs of the health services in the Downtown and to explore opportunities to increase access to health and clinical services in the Downtown.*

**Post-Secondary:** The Study revealed that post-secondary institutions play an important role in the Downtown. TOcore is well-positioned to connect with these institutions to further investigate the role that these institutions play as well as better understand the students who live, work and visit the Downtown to attend them.

6. *Action: City Planning Division through its work program should investigate the role that the Downtown post-secondary education institutions play in community services and facilities as well as learn more about the needs of students who attend them.*

## **PARTNERSHIPS WITH SCHOOL BOARDS**

The City has a clear interest in schools as community assets. Council has directed staff to pursue a multilateral relationship with the School Boards and the Province of Ontario. TOcore should continue to pursue and enhance these kinds of multilateral relationships. Schools in the Downtown are often situated on small, undersized sites that are deficient in outdoor play space (both hard and soft), on-site circulation, pick-up and drop-off areas, with limited or no flexibility for expansion. There are a number of opportunities in the Downtown to develop multi-service hubs and to ensure that the design of programming and specifications for school facilities in the Downtown are configured to meet the specific needs of Downtown communities now and in the future (e.g. large flexible use space, safe drop-off bays).

7. *Action: The City and the School Boards (TDSB, TCDSB) should consider adding members to the TOcore Education Partnership Table to explore opportunities for innovative school models and/or community hubs in the Downtown.*



Through the TOcore Education Partnership Table, the City, School Boards and other partners, should undertake a review of partnership opportunities between existing operating schools and local community service agencies, including:

- Potential re-use of the existing **Brant Street Public School** site as a community hub. TDSB has identified Brant St. as an underutilized school asset that could potentially serve as an opportunity site for a multi-service hub; and
- Exploring partnership opportunities with the School Boards, TPL, PF&R, Children's Services, TESS, TPH and TCH as part of future multi-service hub models to deliver satellite rooms for programming and/or serve as future locations for shared facilities.

8. ***Action: The TOcore Education Partnership Table, the City, School Boards and other partners, should undertake a review of partnership opportunities between existing operating schools and local community service agencies to assess the potential re-use of existing school sites, including the Brant Street Public School site, as potential community hubs along with other opportunities to develop multi-service hubs for satellite programming and/or serve as future locations for shared facilities.***

## **PARTNERSHIPS WITH COMMUNITY-BASED AGENCIES**

Educating community-based agencies on the City's planning process for community services and facilities and the City's Below Market Rent City Space Policy process will enable agencies to be aware of opportunities to access space and to plan proactively. This will be of particular interest for the large multi-service organizations as they have the scale of operations and the financial capacity to form partnerships with smaller agencies to improve access to spaces that could be acquired through the development approval process. These agencies have up-to-date community-based knowledge of program and space needs and are experienced at dealing with multiple funding sources and delivering community services.

Community-based organizations (AOCCs, TNCs) indicated an interest in partnering with the City to review opportunities that could result in improved services and facilities for the growing needs of the population they serve. SDF&A and City Planning should explore how best to facilitate this discussion.

9. ***Action: Identify lead City Divisions (SDF&A and Real Estate Services along with City Planning) to help community-based agencies learn more about the City's planning and development review process and Below Market Rent City Space Policy (BMR Policy) to assist in securing affordable and flexible multi-purpose community space.***
10. ***Action: Establish a Partnership Table led by SDF&A with support from City Planning, PF&R, TESS, TPH, TPL, SSHA, TCHC and the School Boards to encourage collaboration and new partnerships with community-based agencies, human service organizations, private developers and City Divisions, Boards and Agencies, to explore innovative opportunities to increase the availability of community services and facilities Downtown.***
11. ***Action: Add a representative of a large multi-service agency currently serving the Downtown to the Partnership Table, the Social Infrastructure Interdivisional Team and/or the Education Partnership Table.***



As Toronto becomes an increasingly global centre, many financial, health care and hospitality workers may want to access community and recreation centre facilities through extended hours.

***12. Action: PF&R to explore the feasibility of extending hours for some of their Downtown community recreation centres to respond to the needs of a Downtown population.***

Toronto Public Library, TESS and PF&R staff identified the importance of expanded and enhanced resources to help patrons with mental health issues and addictions.

***13. Action: PF&R and TESS should join with TPL to explore opportunities to enhance and expand the skill sets of staff and programs offered within libraries, employment centres and community recreation centres by continuing TPL's partnering initiatives with agencies that offer mental health services and are trained to work with the homeless population.***

## **C. TOCORE PHASE TWO**

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### **IMPACT OF PROJECTED GROWTH ON SPACE AND CS&F CONSTITUENCIES**

The Phase One – Taking Stock CS&F Report has looked at the space and program issues of the CS&F sector in response to the current level of growth. In Phase Two, the findings from Phase One will serve as the foundation upon which to assess the impact of the projected growth related CS&F needs, both from a facility (space) and program perspective in the Downtown. The CS&F Tables (Social Infrastructure, EPT) will continue to work closely with human services agencies in the Downtown to help them understand the impact of projected growth on their capacity to serve their constituencies, including vulnerable populations.

### **INPUT FROM CITY DIVISIONS & BOARDS**

As an interdivisional study, Phase Two of the CS&F Study will be informed by work already underway and/or anticipated by City Divisions and Boards including:

- PF&R's *Facilities Master Plan* and Children's Services' *Licensed Child Care Growth and Demand Study* to assess facility requirements to address growth and change;
- TPL's initiative to review and assess future growth and its impact on existing library facilities and the Board's ability to service the new and growing population;
- TPH's emerging collaborative work with both the LHIN and community-based service providers to determine the health facility and programming needs of the Downtown;
- SDF&A's work on Tower and Neighbourhood Revitalization and within Neighbourhood Improvement Areas, including the revitalization of Downtown neighbourhoods (Regent Park, St. Jamestown, Alexandra Park), in partnership with TCH, City Divisions and community-based agencies, to respond to diverse community needs; and
- SSHA's work including the George Street Revitalization, in partnership with City Divisions and local human service agencies, to respond to diverse service needs in the Downtown with a focus on supporting the vulnerable population.



## **UNDERSTANDING THE PEOPLE WHO LIVE AND WORK DOWNTOWN**

Throughout Phase One it became clear that planning for community services and facilities in the Downtown requires a more detailed understanding of the characteristics, values and needs of people living and working Downtown. This is an important next step in Phase Two of the TOcore CS&F Strategy. How do families raising children in high density housing use public space like libraries and community centres? What are the service needs of people working Downtown in an increasingly global and 24/7 environment? What is the impact of intensification on vulnerable populations and street-related people including young people and urban aboriginals?

Just as growth data will inform service planning, the Phase Two work should examine the characteristics, values and needs of people living and working Downtown to help community agencies and City Divisions to configure community facilities and determine service offerings. The social infrastructure the City is building now may need to be configured in new ways to meet the needs and conditions of people living and working in the Downtown up to 2041.

## **ENGAGEMENT TO TEST PARTNERSHIPS AND OPPORTUNITIES**

Phase Two will be an opportunity to advance the work of the partnership tables convened to support TOcore during its first phase. Expansion of representation at these partnership tables may be required given the complexity of the challenges at hand and the partnerships needed to tackle them.

Phase One has identified 27 opportunities to address CS&F space/facility issues in the Downtown and another 13 strategic actions to build partnerships and collaborations and/or assess new approaches to providing additional space for community services and facilities in the Downtown.

Some challenges that will need to be addressed in Phase Two include:

- Identifying leads within Divisions and the Boards that have the capacity to move the opportunities forward;
- Focusing on strategic actions to leverage current opportunities for space in the Downtown;
- Engaging with community-based agencies, user groups and residents to participate in Phase 2; and
- Identifying specific agency leads and/or community leaders who will work with the City to move forward the initiatives identified in Phase One.



## 7. OPPORTUNITIES

### **New Partnerships for Complete Communities**

In response to the significant growth and needs of the population who both live and access services in the Downtown, agencies and City Divisions have been inventive in pursuing opportunities to address current unmet gaps/needs. A range of opportunities were identified in each of the five CS&F sectors that have been addressed as part of this study. There is a high degree of interconnectedness and collaboration. The City needs to build upon this foundation to create new and innovative partnerships to address emerging CS&F priorities. TOcore offers a process to explore new opportunities to work in collaboration and forge new partnerships among City Divisions, the Toronto Public Library, School Boards, community-based agencies, private sector developers, and the major Downtown institutions (e.g. hospitals, colleges and universities) to address the challenges of growth.

### **SCHOOLS SECTOR**

#### *New and Planned School Facilities to Respond to Growth*

New and planned school facilities in the Downtown to serve growth areas have been identified by the TDSB and TCDSB.

1. TDSB has identified three (3) new and planned elementary schools to serve growth areas for the Downtown including: West Don Lands, Block 31 (City Place), and East Bayfront. In addition, a new elementary school has been identified by TDSB to serve anticipated growth in the Lower Yonge Precinct. Additional satellite school facilities may be required to address future growth that is occurring in other Downtown areas including the West Waterfront community.
2. TCDSB has identified the need for three (3) new elementary schools to address the growth Downtown, including: Block 31 City Place, a new site within the West Don Lands and the former Duke of York school site (purchased from the TDSB with no plans determined at this point).
3. There is an opportunity for the School Boards to investigate innovative urban school models to be incorporated as part of future Downtown development and to be designed for multi-purpose, multi-user space for the broader community to access beyond the traditional full-day education programming. TDSB will update the City through the EPT process regarding their current research-based initiative "*Schools Within Mixed Use Buildings: Commercial and Condominium Buildings*" approved by their Board on June 10, 2015. The purpose of this initiative is to examine options for a new urban school model which can be co-located within proposed mixed use development (e.g. within tower podiums) as part of the City's development review process.

#### *Downtown School Engagement*

School Boards are facing challenges with respect to their aging facilities that require considerable building renewal to accommodate current school programming (e.g. French Immersion, Arts and Music).



4. Broadening public awareness of schools and the range of programs offered in the Downtown will assist in promoting the public's awareness of the range and quality of the Downtown schools. New schools will offer both Boards the opportunity to re-engage with their respective school communities.

## **LIBRARY SECTOR**

### *Libraries as Urban Living Rooms*

Libraries serve as "urban living rooms" for a diverse Downtown population, and are increasingly used by high-rise condo dwellers, downtown families with children, post-secondary students, office workers, new immigrants along with vulnerable populations. Toronto Public Library (TPL) provides space for a full range of library services including a computer learning centre, digital innovation hub, early literacy centre for children, middle childhood discovery areas, large collections, individual and group study space, and flexible programming and meeting space. All these library services are important service enhancements required to support the Downtown population. Some neighbourhood libraries serving Downtown communities are currently below the minimum identified size for a new neighbourhood branch and therefore, as populations continue to grow, may face challenges housing collections, delivering a wide range of services/programs and providing sufficient study and seating spaces. TPL provides 24/7 virtual access to library resources and services. This access extends the user experience beyond the branch and into the community.

### *Library Facilities and Future Service*

5. Toronto Public Library to monitor and review space and service requirements to support the projected growth in the Downtown.
6. In order to address the current and future demand for library services, Toronto Public Library has identified a range of minor and major capital improvements for their Downtown libraries:

- a) Major Capital Improvements

Three (3) key capital projects are included in the TPL's 2016-2025 Capital Budget:

- Sanderson Branch major capital project that involves renovation or reconstruction to a Neighbourhood Branch facility at 15,000 sq.ft;
- Parliament Street is a major planned capital project to begin in 2018 that involves renovation to redesign existing program spaces; and
- St. Lawrence Branch relocation project, which will involve the design and construction of a new 25,000 sq.ft District Library at the south west corner of Parliament St. and Front St.

- b) Minor Capital Improvements

Minor capital improvements have been identified for a number of libraries, including barrier free upgrades, information technology upgrades and creating flexible spaces for additional programming and special event space to address increased community needs. Some of these library facilities have capital funding while others require funding, possibly through Section 37 development opportunities, to undertake the identified improvements to support growth related pressures, including:

- City Hall (Neighbourhood)
- College-Shaw (Neighbourhood)
- Palmerston (Neighbourhood)





- Spadina Road (Neighbourhood)
  - St. James Town (Neighbourhood)
  - Yorkville (Neighbourhood)
  - Lillian H. Smith (District)
  - Toronto Reference (Research and Reference)
7. Toronto Public Library to explore the potential redesign, relocation or renovation of branches located in the study area as opportunities arise.

***Expand Library Services to Address Gaps***

8. To address existing gaps in library service, Toronto Public Library to explore innovative opportunities to expand access to library services both in branches and in the community including satellite, pop-up, kiosk and self-service options.
9. To increase access to library services provided in branches, Toronto Public Library to continue to seek opportunities to implement the Doors Wide Open plan to extend branch open hours.
10. To increase 24/7 access to library e-collections, resources and services, Toronto Public Library to continue to advance its Digital Strategy.

**CHILD CARE SECTOR**

***Ensuring Child Care for All Children and Families in the Downtown***

Building a vibrant and healthy Downtown requires investment in a full range of child care services for children and families. Child care is an integral part of the community services and facilities ecosystem. It serves a number of purposes: it allows families to have working parents, it stabilizes school populations in some cases, it allows for new immigrant families to become more integrated into their communities and it connects families to many supports and services.

***Planned and New Child Care Facilities***

11. Children's Services have identified seven (7) planned child care facilities to address growth particularly along the Downtown waterfront including: West Don Lands (2 child cares, 1 to be co-located with a school and community recreation centre), East Bayfront (2 child cares), Keating (2 child cares) and Block 31 Railway Lands – City Place (1 child care to be co-located with 2 schools and a community recreation centre). These facilities would provide an additional 444 new spaces for infants, toddlers and preschoolers to serve the growing Downtown resident and worker population.
12. Children's Services will continue to seek additional non-profit child care facilities through potential Section 37 opportunities that are located within high growth Downtown communities, including the Central and West Waterfront, King-Spadina and St. Lawrence Distillery. Agreements should provide security of tenure to non-profit child care providers to help ensure that services remain affordable.
13. Through the TOcore Interdivisional Staff Team process, develop collaborative ways to support Children's Services on the sharing and updating of data to identify growth-related child care needs, aging child care



facilities and existing lease arrangements for Downtown child care facilities in order to maintain the inventory of child care spaces as well as to plan for future child care facilities.

## **COMMUNITY AND RECREATION SECTOR**

Downtown is home to an integrated network of City recreation facilities and other community-based facilities, including the Association of Community Centres (AOCCs) and Toronto Neighbourhood Centres (TNCs). These important community and recreation centres provide a wide range of recreation programs and human and social services to the Downtown residents and workers.

### ***New Community and Recreation Centres to Serve Growth***

There are a number of opportunities to develop new and innovative partnerships to ensure that new community and recreation centres are built to serve growth in the Downtown. Where possible, these facilities need to be configured to support multi-service delivery in order to function as integrated service hubs to reflect the diverse needs of their communities. These opportunities will help to inform PF&R's Facility Master Plan process.

### ***Planned Future Facilities (PF&R)***

14. The East Bayfront Precinct Plan has identified the inclusion of a 25,000 square foot community recreation facility involving a potential partnership opportunity between PF&R and Toronto Community Housing, and other City Divisions (TESS, TPH, SDF&A, TPL) and institutions, including universities and colleges to provide youth focussed programming.
15. The opportunity for a new 39,000 square foot community recreation centre in the West Don Lands to be co-located with a TDSB elementary school and child care.

### ***Planned Capital Facilities***

16. A new 42,000 square foot community recreation centre in Block 31 (City Place) is planned to serve the growth in the West Waterfront area.
17. A new pool addition to the Wellesley Community Centre, will feature a 7700 sq. ft. indoor pool, with a 5-lane pool, a teaching/leisure pool, spa tub and steam room.
18. A new 57,000 sq. ft. Regent Community Centre (part of the Regent Park Revitalization) officially opened January 2016. The facility is part of a multi-service community hub that features a child care centre (Blevins Child Care), a newly renovated school (Nelson Mandela PS) and an employment services centre (to be operated by TESS staff).

### ***Future Opportunity Sites To Explore***

19. PF&R staff have identified the need to secure a new 50,000 square foot community recreation centre to support the projected growth being considered for the Lower Yonge Precinct Plan, located in the Central Waterfront community that saw a 67% growth between 2006-2011, and will continue to grow with



increased development. This is a unique opportunity to design and locate a community recreation facility within a proposed condominium building with the traditional recreation amenities including a gym, fitness centre, youth space and multi-purpose programming space.

20. PF&R will explore opportunities to secure a new pool to serve the growing West Waterfront and Downtown West communities.
21. Council has directed City staff, in partnership with The 519, to complete a detailed feasibility study to determine the viability of redeveloping Moss Park, including the John Innes Community Centre, the Moss Park Arena and surrounding sports fields and parklands.
22. TOcore is well-positioned to convene an Interdivisional Working Group to explore opportunities for the revitalization of Scadding Court Community Centre. City Council at its meeting of May 6, 2014 adopted recommendation authorizing the Director of Planning, TEY and the Director, SDF&A, to convene an Interdivisional Working Group from: City Planning, SDF&A, PF&R, Facilities and Real Estate, Legal Services, Transportation Services, Engineering and Construction Services, TPL and Scadding Court C.C. Staff, to explore partnership opportunities for the revitalization of Scadding Court. TPL has allocated \$5.2 million in its 2013-2022 Capital Budget for either a renovation of the existing Sanderson Branch or reconstruction/redevelopment of the site.
23. TOcore is well-placed to convene an Interdivisional Working Group (City Planning, SDF&A, PF&R, TESS, SSHA, Real Estate Services) to undertake a Visioning Study for Harrison Pool and University Settlement House. This partnership initiative will focus on the development of a community facility precinct plan that explores a potential partnership opportunity between the City and University Settlement House.

### ***Community Centres (AOCCs)***

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. The core administration activities are funded by the City and treated like a City agency. The program component is funded through a combination of fees, donations, and grants and treated like an independent not-for-profit community-based organization.

Program capital funding is available through the City's Real Estate Services but current funding practice only provides for state of good repair, which is also fairly limited and does not address the outstanding backlog. This study has identified the need 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.

24. TOcore should establish an Interdivisional Working Group to develop a long-term capital strategy for the AOCCs. Supporting these important community assets with a unique and well-established operating methodology will assist in addressing the infrastructure pressures in the Downtown. Partner divisions involved should include: City Planning, SDF&A, PF&R, and Real Estate Services.



25. Through TOcore Phase Two, partner Divisions and agencies should work collaboratively to explore opportunities to expand programming space at the existing Harbourfront Community Centre recognizing the program pressures being faced by this facility.

## **HUMAN SERVICES SECTOR**

The Downtown human services sector is made up of over 200 non-profit community-based organizations with approximately 400 sites in Downtown. The study includes subsector profiles for six groups: 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.

While these agencies are being innovative and engaging in partnerships in response to emerging needs, this sector emphasized that it cannot single-handedly overcome the problems presented by a lack of public investment in key programs and services such as affordable housing, shelters, health, and mental health and addiction services. The lack of a national housing strategy and an absence of substantial, ongoing funding commitments by provincial and federal government have directly contributed to homelessness and challenges within the shelter system. These in turn place pressure on community services and facilities throughout the Downtown including libraries, community and recreation centres and parks and public spaces.

### *Affordable, accessible and appropriate space to provide Human Services*





26. TOcore through its partnership tables and stakeholder outreach, should collaborate and partner with City Divisions, Boards and Agencies, community based agencies, private sector and other levels of government, to explore innovative opportunities for:
- a) the creation of affordable, accessible and appropriate community agency space, including community hub models and clustering of specialized services and/or programs; and
  - b) the development of design and space requirements to reflect program and service priorities identified as part of new space opportunities.

### *Multi-Service Approach to Integrate Service Delivery*




27. TOcore through its partnership tables and stakeholder outreach, should explore opportunities to develop a multi-service approach to integrate service delivery, including:
- a) program coordination and planning to reflect the diverse program and service needs of Downtown residents and workers; and
  - b) maximization of resources (e.g. shared space, volunteers) and services (e.g. shared IT support, administration) to effectively run a wide range of programs and/or services.






## **8. SUMMARY TABLE OF TOCORE PHASE ONE OPPORTUNITIES**

Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
<b>PLANNED FUTURE FACILITIES</b>				
<b>New and Planned School Facilities to Respond to Growth</b>				
1	Schools – TDSB (1) 	3 new elementary schools: West Don Lands, Block 31 (City Place), and East Bayfront.	TDSB	Additional satellite school facilities in the Downtown including the West Waterfront may be required.
2	Schools - TCDSB (2) 	3 new elementary schools: the former Duke of York school site (purchased from the TDSB), Block 31 City Place and a new site within the West Don Lands.	TCDSB	No plans have been determined for the Duke of York site.
<b>Planned and New Child Care Facilities</b>				
3	Child Care (11) 	7 planned child care facilities to address the growth particularly along the Downtown waterfront including: West Don Lands (2 child cares), East Bayfront (2 child cares), Keating (2 child cares) and Block 31 Railway Lands – City Place (1 child care to be co-located with 2 schools and a community recreation centre).	Children’s Services	444 new spaces for infants, toddlers, & preschoolers  Opportunities to secure child care facilities through Section 37 agreements.
<b>Future Planned Facilities (PF&amp;R)</b>				
4	Community & Recreation (14) 	A new 25,000 square foot community recreation facility in the East Bayfront Precinct	PF&R/TCH	Configure to support multi-service delivery & to function as an



Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
				ntegrated service hub.
5	Community & Recreation (15) 	A new 39,000 square foot community recreation centre in the West Don Lands co-located with a school and child care.	PF&R	Co-located facility with child care and school.
<b>PLANNED CAPITAL FACILITIES</b>				
<b>New Recreation Facilities Currently In Progress</b>				
6	Community & Recreation (17)  Wellesley Community Centre (New Pool)	A 7700 square foot new pool addition to the Wellesley C.C. to include a 5-lane indoor pool, a teaching/leisure pool, spa tub and steam room.	PF&R	Expected to be constructed by 2018 (pending 2016 capital funding approval).
7	Community & Recreation (18)	A new 57,000 square foot Regent Community Centre. Facility is part of a multi-service hub that includes: Blevins Child Care, Nelson Mandela PS and an employment services centre (to be operated by TESS staff).	PF&R	Opened in January 2016
8	Community & Recreation  505 Richmond St. W (Proposed YMCA Centre)	505 Richmond St. West (City-Owned Lands)	Build Toronto/City Planning/PF&R	City Council at its meeting of September 30, 2015 supported in principle a YMCA as an appropriate use in the potential redevelopment of the City-owned property at 505 Richmond St. W.

<b>Category / Sector</b> (Numbers in brackets correspond to Opportunities in Section 7)		<b>Opportunity</b>	<b>Lead</b>	<b>Notes</b>
9	Community & Recreation  261 Jarvis/ Centre for Sport Development	261 Jarvis/ Centre for Sport Development	TCH with support from SDF&A	MLSE /TCH Partnership
10	Community & Recreation (16)  Block 31 (City Place) Community Recreation Centre	A new 42,000 square foot community recreation centre in Block 31 (City Place) is planned to serve the growth in the West Waterfront area.	PF&R	
<b>Expanded &amp; Improved Libraries -Major Capital Improvements</b>				
11	Library (6)  Sanderson Library	Sanderson Branch major renovation or reconstruction to a Neighbourhood Branch facility at 15,000 square feet.	TPL	Included in TPL's 2016-2025 Capital Budget
12	Library (6)  Parliament St Library	Parliament Street Branch renovation to redesign existing program spaces	TPL	Scheduled to begin in 2018
13	Library (6)  St. Lawrence Library	Construction of a new 25,000 square foot District Library (St. Lawrence Branch) at the south west corner of Parliament St. and Front St.	TPL	Included in TPL's 2016-2025 Capital Budget

Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
<b>Expanded &amp; Improved Libraries - Minor Capital Improvements</b>				
14	Library (6)	Minor capital improvements have been identified for a number of libraries - barrier free upgrades, information technology upgrades, creating flexible spaces for additional programming, special event space to address community needs.	TPL	City Hall, Spadina Road, St. James Town, Yorkville, College-Shaw, Palmerston, Lillian H. Smith, Toronto Reference.  Potential Section 37 funding through development opportunities to support growth related pressures.
<b>Other Planned Capital Facilities</b>				
15	 Dundas/Jarvis Redevelopment (New Community Space)	Dundas/Jarvis Redevelopment	City Planning/ SDF&A	New community space – Below Market Rent Protocol
16	 Shelter/Long Term Care  George St Revitalization	George St. Revitalization	SSHA/ SDF&A/LTCHS	In July 2013, Toronto City Council approved the redevelopment of Seaton House and revitalization of George Street in principle. OPA and Zoning By-law Amendment Application have been submitted to City in February 2016.

Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
<b>FUTURE OPPORTUNITY SITES TO EXPLORE</b>				
17	Schools (1)  <b>10</b> Lower Yonge Precinct - Potential New TDSB School	New TDSB School to serve the Lower Yonge Precinct	TDSB/ City Planning	TDSB are exploring innovative urban school models for this new school.
18	Schools (Community Hub)  <b>12</b> Potential Hub (Brant St School)	A review of partnership opportunities between existing operating schools and local community service agencies to assess the potential re-use of Brant Street Public School and other potential sites for community hubs.	Educational Partnership Table/TOcore	The City, School Boards and other partners.
19	Community & Recreation (19)  <b>16</b> Lower Yonge Precinct - Potential New PF+R Facility	A new 50,000 square foot community recreation centre as part of the Lower Yonge Precinct redevelopment.	PF&R/ City Planning	PF&R have identified a need for a community recreation facility to support the area's growth. Potentially secure this facility within proposed condominium building and as part of the planning approval process.
20	Community & Recreation (21)  <b>15</b> Moss Park Redevelopment Project (John Innes/ 519)	Moss Park Redevelopment Feasibility Study: Facilitate the involvement of community-based agencies and other partners in planning and visioning for this site.	PF&R,SDF&A,The 519	City staff in partnership with The 519 to complete a detailed feasibility study to determine the viability of redeveloping Moss Park, including the John Innes Community Centre, the Moss Park Arena and surrounding sports fields and parklands.

<b>Category / Sector</b> (Numbers in brackets correspond to Opportunities in Section 7)		<b>Opportunity</b>	<b>Lead</b>	<b>Notes</b>
21	Community & Recreation (22) <b>11</b> Scadding Court Community Centre and Pool	Convene an Interdivisional Working Group to explore opportunities for the revitalization of Scadding Court CC.	Scadding Court CC/Interdivisional Working Group	City Council at its meeting of May 6, 2014 adopted recommendation authorizing the Director of Planning, TEY and the Director, SDF&A, to convene an Interdivisional Working Group from: City Planning, SDF&A, PF&R, Facilities and Real Estate, Legal Services, Transportation Services, Engineering and Construction Services, TPL and Scadding Court CC Staff.
22	Community & Recreation (23) <b>14</b> Harrison Pool/ University Settlement House	Harrison Pool and University Settlement House. Convene an Interdivisional Working Group (City Planning, SDF&A, PF&R, Real Estate) to develop a community facility precinct plan as part of an overall vision for the area involving a partnership between City and University Settlement House.	City Planning, SDF&A, PF&R, Real Estate	Explore opportunity to redevelop the Harrison Pool and University Settlement House facilities.
23	Community & Recreation (20) <b>13</b> Potential New Pool Site (Waterfront West)	A new pool to serve the growing West Waterfront community.	PF&R	Explore opportunities to secure a new pool for West Waterfront community.

Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
24	Community & Recreation (25)	Through the TOcore second phase, work collaboratively with partner agencies to explore opportunities to expand programming space at the existing Harbourfront Community Centre. Align with Bathurst Quay Neighbourhood Plan Study work.	City Planning  Harbourfront C.C.	At its meeting of April 1, 2 and 3, 2014, City Council identified the need for a planning study for the Bathurst Quay neighbourhood. City Planning initiated the Bathurst Quay Neighbourhood Plan Study in 2014. The Study will evaluate improvements to public realm and community services, including space for an aquatic centre and expansion of the Harbourfront C.C. with enhanced outdoor space.
<b>Future Opportunities to Explore</b> (not related to specific sites)				
25	Schools (3)	Innovative urban school models in future Downtown development designed for multi-purpose, multi-user space for the broader community to access beyond the traditional full-day education programming.	TOcore/EPT	See " <i>Schools Within Mixed Use Buildings: Commercial and Condominium Buildings</i> " approved by TDSB June 10, 2015
26	Schools (4)	Campaign to promote the public's awareness of the range and quality of the programs offered in Downtown schools.	TDSB/TCDSB	New schools will offer both Boards the opportunity to re-engage with their respective school communities.
27	Child Care (12)	Continue to seek additional child care facilities through potential Section 37 opportunities that are located within high growth Downtown communities, including the Central and West Waterfront, King-Spadina and St. Lawrence Distillery. Agreements should provide security of tenure to non-profit child	Children's Services / City Planning	Opportunities to secure child care facilities through Section 37 agreements. Reference Child Care Term Sheet developed by Children's Services and City Planning.



<b>Category / Sector</b> <b>(Numbers in brackets correspond to Opportunities in Section 7)</b>		<b>Opportunity</b>	<b>Lead</b>	<b>Notes</b>
		care providers to help ensure that services remain affordable.		
28	Child Care (13)	Share and update data to identify growth related child care needs, aging child care facilities and existing lease arrangements for Downtown child care facilities.	Children's Services	Maintain inventory of child care spaces; find collaborative ways to help Children's Services plan for child care Downtown
29	Community & Recreation (24)	Establish an Interdivisional Working Group to develop a long term capital strategy for dealing with AOCCs – important community assets with a unique and well established operating methodology.	SDF&A (Lead), City Planning, PF&R, Real Estate	City has no long term capital strategy for its community-based facilities (AOCCs) providing a broad range of community, recreation and social service programs to residents.
30	Library (5)	Monitor and review space and service requirements to support the projected growth in the Downtown.	TPL	
31	Library (7)	Explore the potential redesign, relocation or renovation of branches located in the study area as opportunities arise.	TPL	7 Neighbourhood Branches in the study area are less than 10,000 sq. ft. (TPL's Service Delivery Model recommends size of new Neighbourhood Branches to be 10,000-15,000 square feet.).
32	Library (8)	To address existing gaps in library service, explore innovative opportunities to expand access to library services both in branches and in the community including satellite, pop-up, kiosk and self-service options.	TPL	Explore alternative service points and service options at various community gathering places across the Downtown.

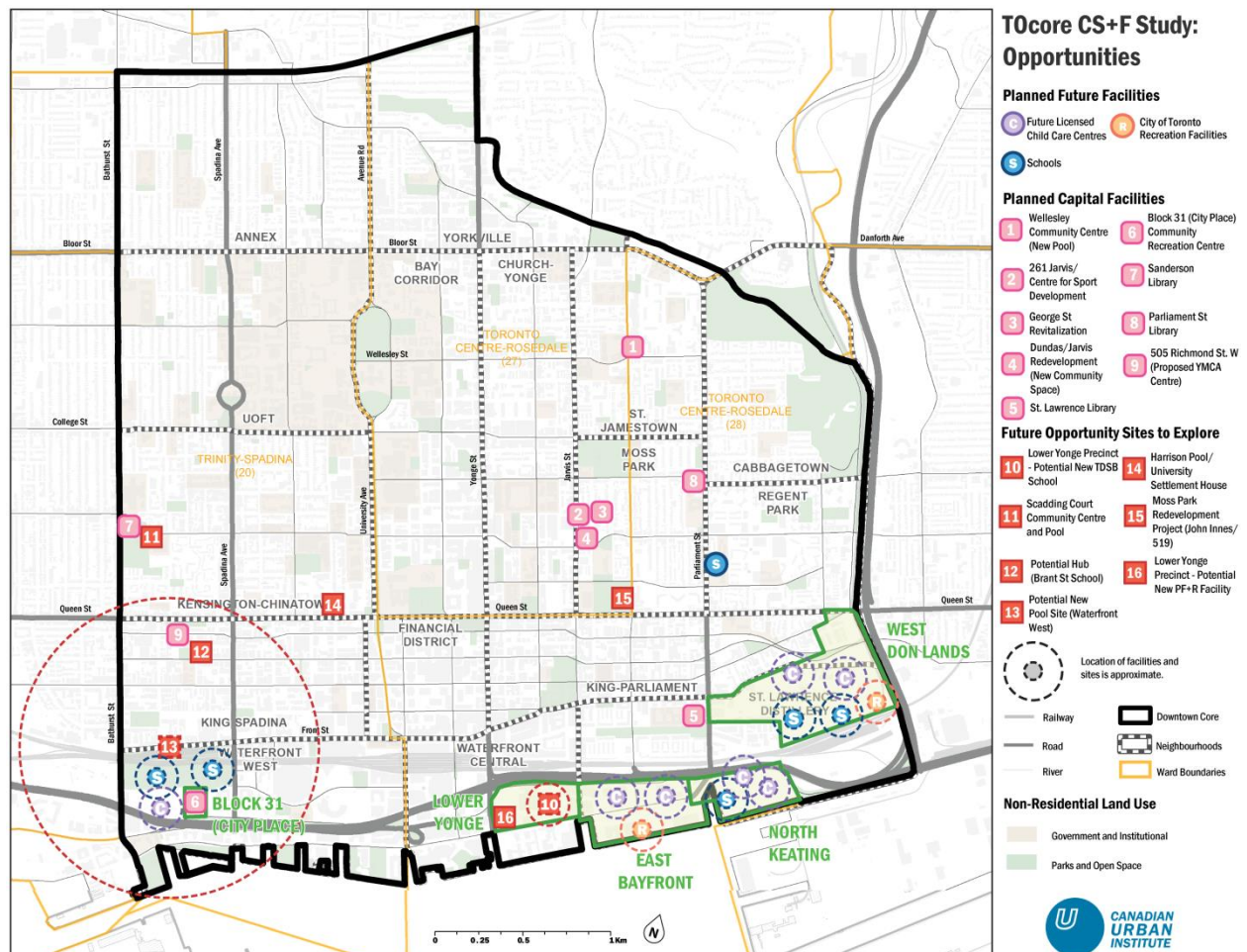
<b>Category / Sector</b> (Numbers in brackets correspond to Opportunities in Section 7)		<b>Opportunity</b>	<b>Lead</b>	<b>Notes</b>
33	Library (9)	To increase access to library services provided in branches, continue to seek opportunities to implement the Doors Wide Open plan to extend branch open hours.	TPL	
34	Library (10)	To increase 24/7 access to library e-collections, resources and services, continue to advance its Digital Strategy.	TPL	
35	Human Services (26)	<p>TOcore through its partnership tables and stakeholder outreach, should collaborate and partner with City Divisions, Boards and Agencies, community based agencies, private sector and other levels of government, to explore innovative opportunities for:</p> <ul style="list-style-type: none"> <li>a) the creation of affordable, accessible and appropriate community agency space, including community hub models and clustering of specialized services and/or programs; and</li> <li>b) the development of design and space requirements to reflect program and service priorities identified as part of new space opportunities.</li> </ul>	TOcore partnership tables	
36	Human Services (27)	TOcore through its partnership tables and stakeholder outreach, should explore opportunities to develop a multi-service approach to integrate service delivery,	TOcore partnership tables	

Category / Sector (Numbers in brackets correspond to Opportunities in Section 7)		Opportunity	Lead	Notes
		<p>including:</p> <ul style="list-style-type: none"> <li>a) program coordination and planning to reflect the diverse program and service needs of Downtown residents and workers; and</li> <li>b) maximization of resources (e.g. shared space, volunteers) and services (e.g. shared IT support, administration) to effectively run a wide range of programs and/or services.</li> </ul>		
	<b>Strategic Actions (Numbers correspond to Strategic Actions in Section 6)</b>			<b>Lead</b>
1	Using an opportunity-driven approach, City Divisions and School Boards (TDSB, TCDSB) in consultation with major multi-service agencies (AOCCs, TNCs) initiate a strategic review of existing assets to address current and future community facility needs (Real Estate Services, SDF&A, City Planning, Parks, Forestry and Recreation, School Boards, Children's Services, TESS, TPL, Public Health and TCH).			Lead to be determined
2	The City through SDF&A and Real Estate Services should undertake a further review of the current Below Market Rent City Space Policy (BMR Policy) to ensure that rents in City-owned and City-leased spaces reflect a level that is affordable to a range of non-profit community-based agencies.			SDF&A and Real Estate
3	The School Boards (TDSB, TCDSB) and partner City Divisions, through the Educational Partnership Table, should undertake a review of the Downtown development pipeline and forthcoming population growth projections to assess the current and future demand for school accommodation, the need for new school sites and opportunities for the development of innovative community hub models.			EPT + TOcore

4	The City (SDF&A, PF&R, TPL, Real Estate Services and City Planning) in partnership with the TDSB, TCDSB and the Province of Ontario through the Community Hubs Secretariat should identify short- and medium-term opportunities for community hubs in the Downtown in consultation with community agency partners. This should include a review of all existing publicly owned facilities, space and land (City, Provincial and School Board lands).	SDF&A, City Planning, Real Estate, PF&R, TPL, EPT
5	Toronto Public Health (TPH) to engage the Toronto Central LHIN to identify partnership opportunities with Downtown hospitals and health and mental health service providers to determine the space needs of the health services in the downtown and opportunities to increase access to health and clinical services in the Downtown.	TPH
6	City Planning Division through its work program should investigate the role that the Downtown post-secondary education institutions play as well as learn about the students who live, work and visit the Downtown to attend them.	City Planning
7	The City and the School Boards should consider adding members to the Education Partnership Table to explore opportunities for community hubs in the Downtown.	EPT + TOcore
8	The TOcore Education Partnership Table, the City, School Boards and other partners, should undertake a review of partnership opportunities between existing operating schools and local community service agencies to assess the potential re-use of Brant Street Public School site as a community hub along with other opportunities for multi-service hub models to deliver satellite programming and/or serve as future locations for shared facilities.	EPT + TOcore
9	Identify lead City Divisions (SDF&A, Real Estate Services, City Planning) to help community-based agencies learn more about the City's planning and development review process and Below Market Rent City Space Policy (BMR Policy) to assist in securing affordable and flexible multi-purpose community space.	SDF&A and Real Estate with support from City Planning
10	Establish a Partnership Table led by SDF&A and City Planning (through the Interdivisional Staff Team process), with support from PF&R, TESS, TPH, TPL, TCHS, SSHA and School Boards to encourage collaboration and new partnerships with community-based agencies, private developers and City Divisions, Boards and Agencies, to increase the availability of community services and facilities Downtown.	SDF&A/City Planning/EPT
11	Add a representative of a large multi-service agency serving the Downtown to the Social Infrastructure Interdivisional Staff Team and/or the Education Partnership Table.	TOcore
12	PF&R to explore opportunities to pilot extended hours for their Downtown community recreation centres to respond to the needs of a Downtown population.	PF&R
13	PF&R and TESS should join with TPL to explore opportunities to enhance and expand the skill sets of staff and programs offered within libraries, employment centres and community recreation centres by continuing TPL's partnering initiatives with agencies that offer mental health services and are trained to work with the homeless population.	TPL, PF&R, TESS



## 9. OPPORTUNITIES MAP





## 10. TECHNICAL APPENDIX

### UNDER SEPARATE COVER

#### Appendix A: Neighbourhood Population Profiles (16)

#### Appendix B: Consultation Summary

#### Appendix C: Inventory of Community Services and Facilities

#### Appendix D: Sector Profiles

##### Library

Appendix D1: Toronto Public Library Downtown Libraries, September, 2015

##### Child Care

Appendix D2: Children's Services' Child Care locations in the Downtown, August, 2015

##### Community and Recreation

Appendix D3: Challenges and Emerging Priorities by AOCC Location

Appendix D4: City of Toronto, Parks Forestry & Recreation, Indoor Community Recreation Opportunities in the Downtown, September, 2015

Appendix D5: City of Toronto, City Planning. *Multi-Service Community Centre Profiles*, 2014.

##### Schools

Appendix D6: TDSB – Profile of Existing School Facilities for TOcore Study, October, 2015

Appendix D7: TCDSB - School Profiles for TOcore Study, September, 2015

##### Human Services

Appendix D8: TOcore Public Health Sector Profile

Appendix D9: Organizational Space Needs

Appendix D10: Human Services Subsectors by the Numbers

#### Appendix E: Downtown Human Services Survey

#### Appendix F: Human Services Organization Participation

#### Appendix G: Human Services Organizational Profiles