

UNLEASHING DEVELOPMENT POTENTIAL IN

DUKE HEIGHTS BIA

FINAL REPORT



"LOVE WHERE YOU WORK"

THE TEAM: SOUTH BOND PARTNERSHIP



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1.0 Executive Summary

The South Bond Partnership has been retained by the DUKE Heights Business Improvement Area (BIA) to deliver a final report that speaks to unleashing development potential within DUKE Heights. Deliverables are:

- A planning case study for 1280 and 1300 Finch Avenue West that maximizes its employment and development potential; and
- The creation of a “basket of tools” that will serve to inform a Community Improvement Plan (CIP) for the DUKE Heights BIA lands and other initiatives

This final report includes our firm’s research, interpretation and analysis of: current conditions of the development test site and the BIA as a whole; applicable policy framework and guidelines; analysis of best practice; and the proposals for both the development test site and the “basket of tools”.

The DUKE Heights BIA has been organized to provide business promotion and improvement functions within the Employment District bounded by Keele Street to the West, Dufferin Street to the East, Steeles Avenue to the North, and Sheppard Avenue West to the South. With a large established employment base, the area has experienced a decline in employment and establishment count within the last 14 years. Of recent, there has been some investment within the BIA with some high-profile industrial, office and retail developments coming to fruition. These characteristics have primed the organization to explore ways of unleashing further development potential within the area.

Through research, the South Bond Partnership has established four main areas of concern to be addressed within DUKE Heights BIA. These are:

- Poor connectivity;
- Lack of public realm;
- BIA policy that is inapplicable to employment and industrial BIAs; and
- Insufficient funding to accomplish the BIA’s underlying goals.

For the Development Test Site, the South Bond Partnership has proposed to amend to the Former General Zoning By-law 7625 (North York) as well as the City of Toronto By-law 569-2013 for a site specific permissive exception. The site is currently zoned Commercial Industrial Exception 67 “MC(67)(H)”. This proposed exception will seek to permit Residential uses at 1300 Finch Avenue West, permit a greater density on site, and decrease parking requirements.

The proposal outlines that the 7-storey office building at 1280 Finch Avenue West will remain as it is currently successful and at capacity. It is proposed that the one-storey commercial condominium at 1300 Finch Avenue West be redeveloped to an 8-storey office building to the north of the site, and a 14-storey Commercial-Residential building to the southwest. The office building has been strategically oriented to act as a buffer for the sensitive residential use in relation to the nearby gas plant. All parking will be located on-site underground, and access to the site will occur via Tangiers Road. A glass atrium will be situated between the new developments on-site to allow for year-round use. The test site will adhere to high quality landscaping and urban design guidelines, while incorporating several walking paths, and a proposed underground connection to the incoming Finch West TTC Subway Station.

In understanding the general situation of the BIA, and transferring lessons learned in creating a proposal for the development test site to the entire DUKE Heights BIA, the South Bond Partnership has devised a set of general recommendations to be further studied, and recommended a blueprint “basket of tools”.

First, to improve connectivity throughout the BIA, recommendations are:

- Road extensions and connections;
- Bus transit intensification;
- Improving the bicycle path network;
- Maintaining operations of the York University Go Transit Station.

Next, improved public realm recommendations are:

Planting of trees throughout the BIA to address DUKE Heights having the smallest tree canopy within the City of Toronto;

- Implementation of sidewalks and pedestrian crossings;
- Placement of street furniture such as tables and benches;
- Strategic placement of public art;
- Wayfinding information stands; and
- Increased street lighting measures.

Finally, the “basket of tools” consists of two components - Policy Tools and Financial Tools.

Policy tools/recommendations are:

- The recognition of Employment BIA's as unique/different from Tourism BIA's;
- Creating a DUKE Heights BIA by-law to permit a wider range of accessory/ancillary uses on properties within the boundaries, while amending current permitted uses; and
- Requiring any new developments to conform to the highest quality of landscaping requirement to ensure a positive public realm within the area.

The financial tools that will look to provide incentive for developers to redevelop in the area are:

- Municipal Loan;
- Beneficiary Tax;
- Grants above and beyond what is currently available to the BIA - Tax Increment Equivalent Grants, Building Permit and Planning Application Grants, Development Charges Grants; and
- Revenue Tools - Density Bonuses.



2.0 Introduction

2.1 Purpose of Report

2.2 Guiding Principles

2.3 Client Description

2.4 Team Description

2.0 Introduction

With approximately one third of the jobs in the City of Toronto located within Employment Districts¹, these protected areas provide a range of opportunities for the residents and regional labour force of Toronto. Since the year 2002, these destinations have grown in significance by retaining significant employment opportunities, and encouraging the incubation of new businesses.

It is vital to recognize the uniqueness of the individual Employment Districts across the City of Toronto. Some areas are more suited to specific types of business activity, but it is important to preserve and enhance all sectors. Through the City of Toronto's planning and economic development toolbox, the City needs to accommodate significant growth in employment by 2031 to meet the set Growth Plan target of 1.64 million². Achieving significant new investment and employment intensification in the Employment Districts will be fundamental to this growth.

A Business Improvement Area (BIA) is an association of property owners and tenants within a designated area uniting with the help of the municipal government to organize, finance and carry out physical improvements, beautification and business promotions. A by-law is passed by local Council to designate these areas³.

The BIA concept originated in Toronto in the year 1970, and has since kickstarted a public-private business partnership model that has spread on an international basis. The City of Toronto is home to 81 BIA's that contribute to a dynamic and influential cultural fabric, and the City continues to have the largest number of BIAs of any urban centre in the world.

2.1 Purpose of Report

The South Bond Partnership has been retained to provide planning assistance to the DUKE Heights Business Improvement Area Board of Directors. The purpose of this report is to present our final findings and recommendations that will ultimately include: a planning case study for 1280 and 1300 Finch Avenue West that maximizes its employment and development potential; and a "basket of tools" that will serve as the framework for the establishment of a Community Improvement Plan and other initiatives for the DUKE Heights BIA. This pilot study will ultimately look to create and improve policy for the DUKE Heights BIA, which in turn will be used in conjunction with the City of Toronto to foment growth within the area.

2.2 Guiding Principles

The final report consists of:

- An overview of the DUKE Heights BIA
- Policy framework and guidelines
- An introduction to the test development site at 1280-1300 Finch Avenue West
- Analysis of best practices related to achieving project objectives
- Recommendations, conceptual site plan, and planning justification for the development test site at 1280-1300 Finch Avenue West
- BIA-wide recommendations and corresponding "basket of tools" to be applied on a BIA-wide basis
- Conclusion and steps moving forward

First, the report will begin with a general overview of DUKE Heights and serve to establish the backstory of the BIA in terms of its population demographics, employment demographics, and potential areas of improvements in the area. Second, the report will address and lay out the applicable policy framework and guidelines that apply to DUKE Heights in its entirety. Analyzing these policies will create the foundation to which our recommendations are built upon at the most basic level.

¹ City of Toronto, Planning & Economic Development Department. (2010). Employment Districts Profile. Retrieved from: https://www1.toronto.ca/city_of_toronto/city.../employment-districts-profile-2010.pdf.

² Ibid.

³ Cambridge (Municipality), Economic Development Branch. (2016). BIAs. Retrieved from: http://www.cambridge.ca/economic_development/business_improvement_areas_b_i_a_s.

Third, the report will introduce the development test site and explain the reasoning for the selection of this site. Fourth, the report will include research, identification, and analysis of best practices within the City of Toronto that we have used to assist in the development of our recommendations for the next two components. Fifth, the report will focus on the test development site at 1280 & 1300 Finch Avenue West. This portion will establish the current context of this site, reveal our development proposal and justification, and illustrate a conceptual site plan. Sixth, the report will take into consideration all of the above information and lessons learned from the development proposal, and apply it to the BIA-wide scale to recommend a blueprint which will ultimately lead towards the establishment of a Community Improvement Plan for the BIA. Finally, the report will draw upon a conclusion and highlight further steps to be taken in order to make these proposals a reality.

Guiding principles of this project are:

- Establishing the gateway on Finch Avenue West between Keele Street and Tangiers Road;
- Establishing a balance of users (pedestrians, cyclists, public transit, motorists);
- Establishing green foundations;
- Establishing consistent Design quality;
- Cultivating vibrant street life;
- Establishing the DUKE Heights BIA brand;
- Stimulating Private Investment;
- The IBI Group Report “Duke Heights BIA Economic Development Study and Strategy Recommendations”; and
- The Keele-Finch Plus Study.

2.3 Client Description

In 2013, the DUKE Heights BIA was established as one of 81 Business Improvement Areas (BIA) across the City of Toronto. The organization was formed by a group of enterprising business leaders that envisioned the great potential of the community, and its possible role within the future of the city and the province. Currently, it represents 2,500 businesses employing approximately 30,000 people. The BIA is unique as it is not retail oriented - it is composed of mainly industrial employment uses. The BIA’s Board of Directors decided it was an appropriate time to deviate from the old perceptions of the area, and move forward in creating a new vibrant community that is connected and committed to growth. The DUKE Heights BIA seeks to improve the economic and employment growth of the area by attracting investment through improving public realm, providing new transit, and improving the overall pedestrian experience. The DUKE Heights BIA aims to unleash the development potential within its boundaries. The client contacts for the DUKE Heights BIA include: Executive Director Matias de Dovitiis; and Special Advisor Joe Pantalone.

2.4 Team Description

The South Bond Partnership is a full-service Urban Planning Consulting firm based in the heart of Downtown Toronto, which has helped to transform urban, regional and rural spaces for leading public and private sector clients. Innovation, practicality, and attention to detail are essential parts of any project that the South Bond Partnership takes on. The South Bond Partnership’s team of professionals offers a thorough knowledge of the planning process, policy planning and regulations, and trends within the development industry. In applying our desire for building great cities and communities, our firm has established a reputation for delivering high-quality projects in a timely manner.



3.0 About the DUKE Heights BIA

3.1 Population Demographics

3.2 Employment Characteristics

3.3 What Needs to be Addressed and Why?

3.0 About the DUKE Heights BIA

The DUKE Heights BIA is located in the northwest end of Toronto, and is the third largest employment district in the city (see Appendix Item A). The district is bound by Dufferin Street to the east, Keele Street to the west, Steeles Avenue to the north, and Sheppard Avenue to the south.

The BIA area is served by edge arterial roads, major 400 Series Highways, GO Transit, edge arterial TTC bus transit routes, and is a short distance from the current TTC Downsview Subway Station on the Spadina subway line. Improved future subway and LRT transit access will be established soon, as the Toronto-York Spadina subway extension is planned to cross through the Duke Heights BIA via the TTC Finch West Station at the intersection of Keele Street and Finch Avenue West, and the LRT is planned to come across Finch Avenue West to the same intersection. There will also be a new GO Transit Station at Downsview Station within the next year.

DUKE Heights is a unique Business Improvement Area. Over 34,000 people come into the DUKE Heights BIA every working day. It is not retail oriented, and the location and composition of the BIA makes the DUKE BIA Board of Directors focused on the creation of employment - something other BIA's have not previously done. The DUKE Heights vision is as follows:

“The Duke Heights BIA will leverage its strategic location both at the gateway to the City of Toronto and at the center of the regional economy, along with proximity to world class academic and government institutions, high order transit and a supportive business network to foster development in advanced manufacturing, healthcare, research and development and professional services”⁴

3.1 Population Demographics

For the BIA to fully utilize its strategic location and promote its potential, it is necessary to get a sense of the general population demographic for the area. The compiled demographics were retrieved from 2011 Census data for the “York University Heights” and “Bathurst Manor” areas. These census tracts provide the most recent and applicable population information available at this time. The challenge with retrieving population demographics for DUKE Heights is due to its industrial nature, and employment designation under the Toronto Official Plan, there is no population actually living within the boundaries. Therefore, an analysis for population has been performed by expanding the boundary both west and east to York University Heights and Bathurst Manor respectively (see Figure 1). This expansion of the boundaries will serve to capture and accurately represent residents that would largely use the area, or live within the surrounding area of the BIA.

Analysis of the population demographics was performed using PRIZM5 Segment Snapshots. PRIZM5 is a tool that caters to businesses that want to better understand their customer demographic. Data is retrieved from two of the company's databases, the Statistics Canada's 2011 Census, and marketing and media sources⁵.

According to the census data, the total population for the York University Heights area as indicated by (Figure 2)⁶ is 27,713, with the majority of the population (44%) being of working age (25-54 years of age). As shown in (Figure-3)⁷, the total population for the Bathurst Manor area is 15,425 also with 44% of the population being of working age.

⁴ IBI Group. (2016). Duke Heights BIA Economic Development Study and Strategy Recommendations. Retrieved from: <http://www.dukeheights.ca/wp-content/uploads/DUKE-Heights-Economic-Development-Study-and-Executive-Summary-FINAL-2016...pdf>. commentations.

⁵ The Huffington Post. (2015). New Online Tool Sums Up Your Life Based On Your Postal Code. Retrieved from: http://www.huffingtonpost.ca/2015/04/09/prizm5-postal-code-profile_n_7035464.html.

⁶ City of Toronto, Social Development, Finance, and Administration Department. (2014). Demographic Profile: York University Heights. Retrieved from: <https://www1.toronto.ca>

⁷ City of Toronto, Social Development, Finance, and Administration Department. (2011). Neighbourhood Profiles. Retrieved from: <https://www1.toronto.ca>

Demographics

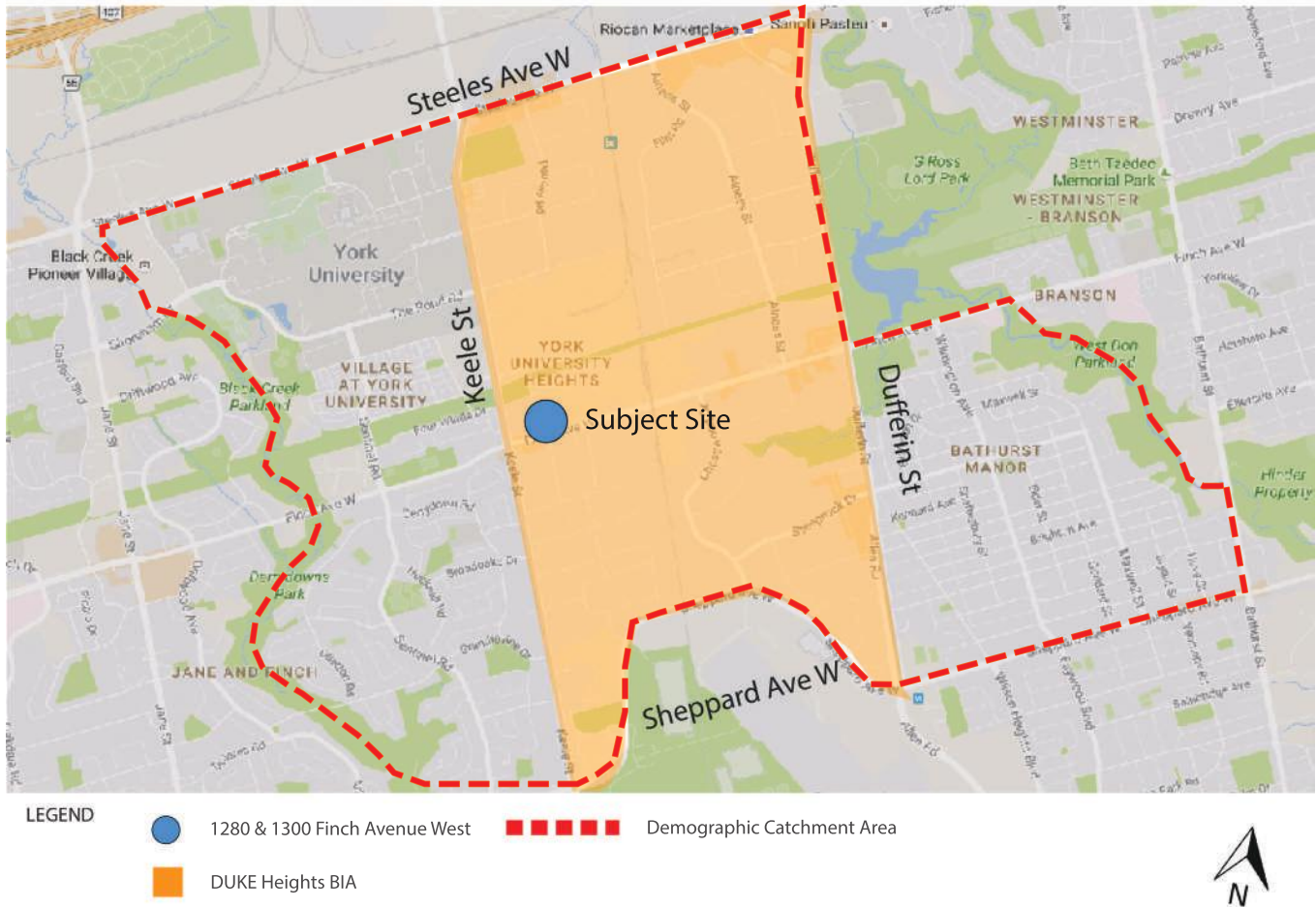
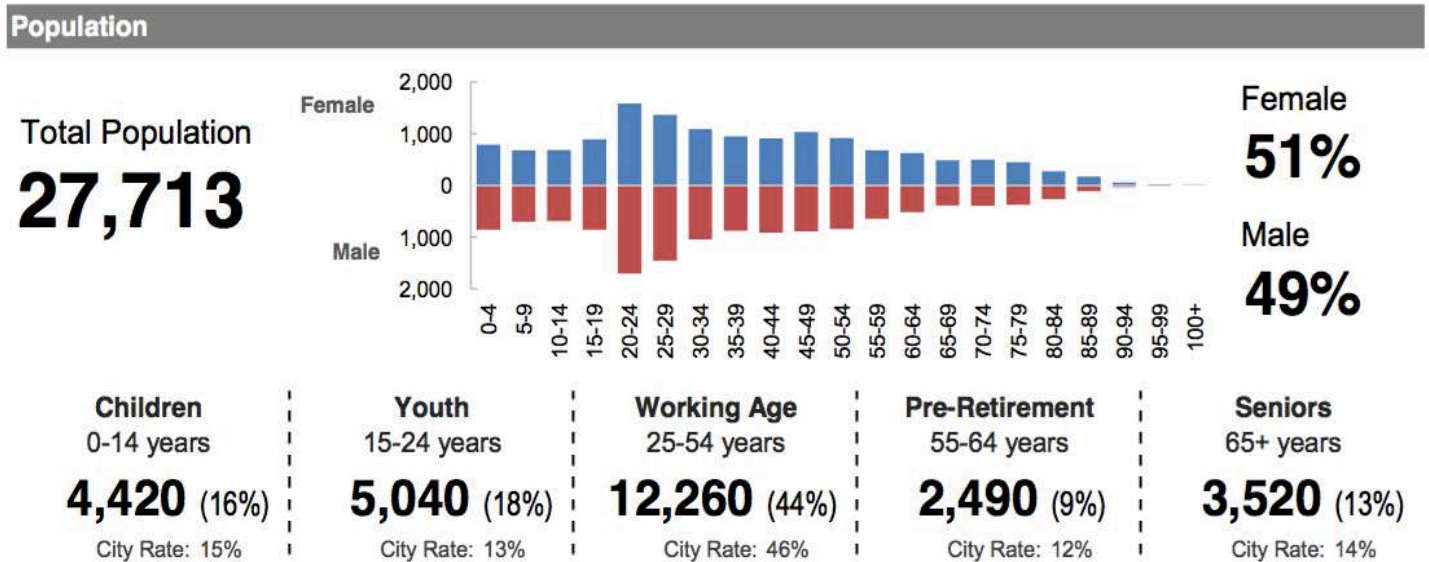


Figure 1



Wellbeing Toronto: www.toronto.ca/wellbeing
Demographics: www.toronto.ca/demographics
 Prepared by Social Policy, Analysis & Research
 Social Development, Finance & Administration



Source: 2011 Census / National Household Survey
Copyright 2014 City of Toronto. All rights reserved.
Date of Publication: March 2014
Contact: spar@toronto.ca

Figure 2: York University Heights

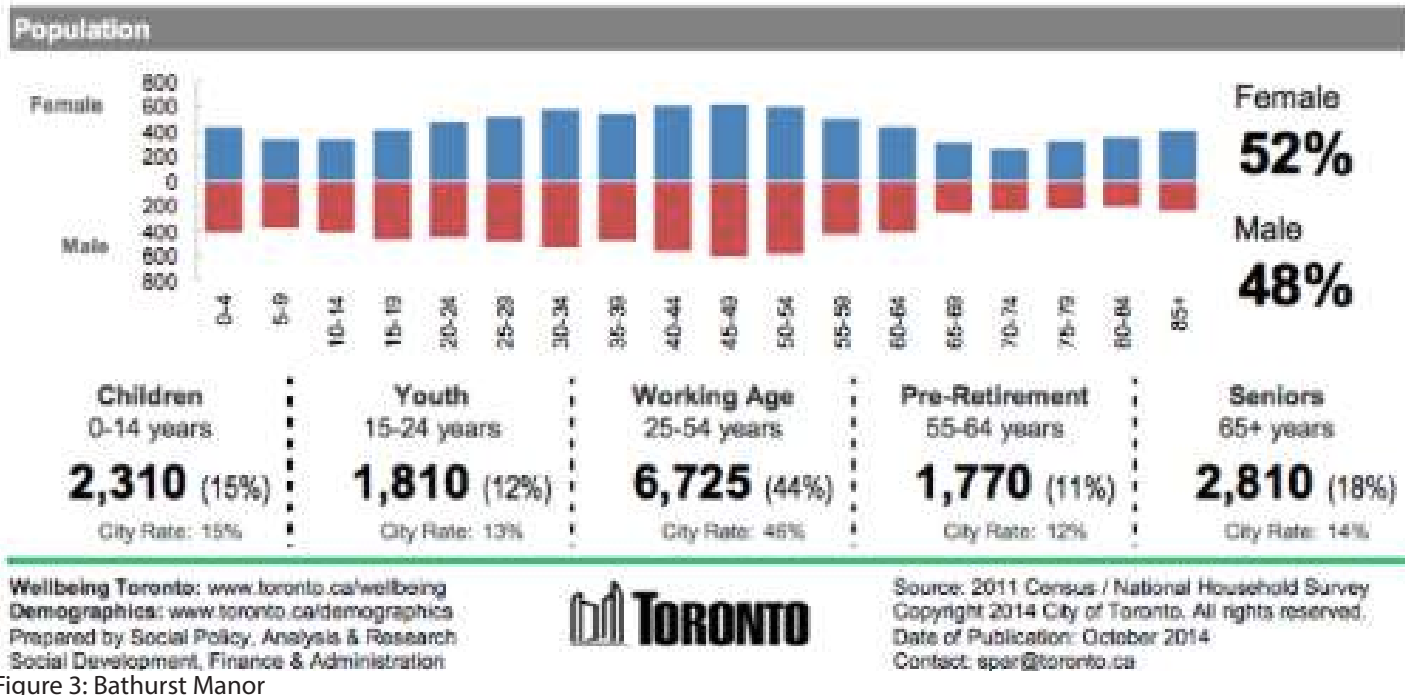


Figure 3: Bathurst Manor

Based on the “after-tax household income” and the types of residential built form for York University Heights (Figure 4)⁸:

- The highest percentages of households (16%) range within \$60,000 to \$79,999
- 26% of the population is deemed to fall within the Low-Income category - a value higher than the City rate of 19%.
- Approximately 49% of privately owned dwellings are located within apartments of over five storeys in height.

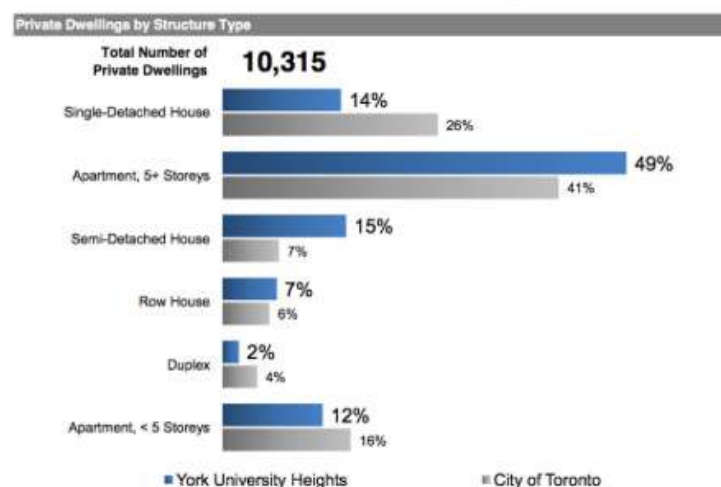


Figure 4

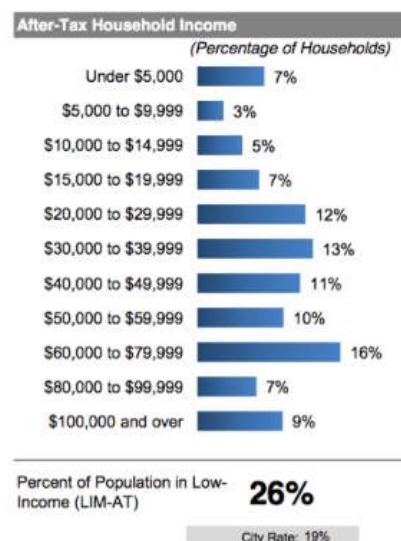


Figure 5

Based on the “after-tax household income” and the types of residential built form for Bathurst Heights (Figure 6)⁹:

- 33% of households make an after-tax household income in the range of \$20,000 to \$49,999 with the average being \$65,489
- 18% of the population is considered in the Low-Income category, just below the city rate of 19%
- Of the 6,055 private dwellings located in Bathurst Manor, approximately 34% are single-detached houses and 32% are apartments higher than five storeys

⁸ City of Toronto, Social Development, Finance, and Administration Department. (2014). Neighbourhood Demographic Estimates: York University Heights. Retrieved from: <https://www1.toronto.ca>

⁹ City of Toronto, Social Development, Finance, and Administration Department. (2011). Neighbourhood Profiles. Retrieved from: <https://www1.toronto.ca>

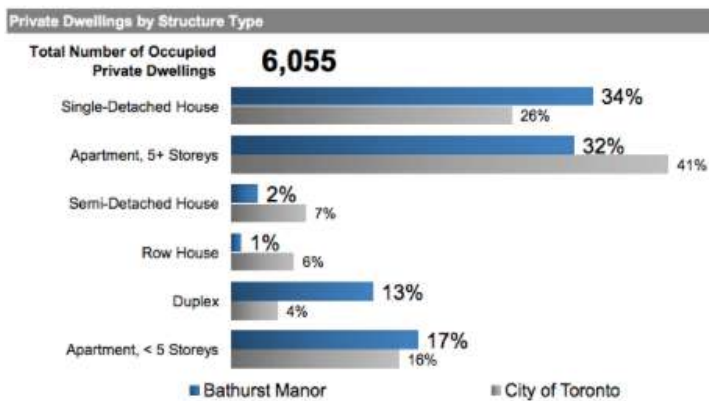


Figure 6

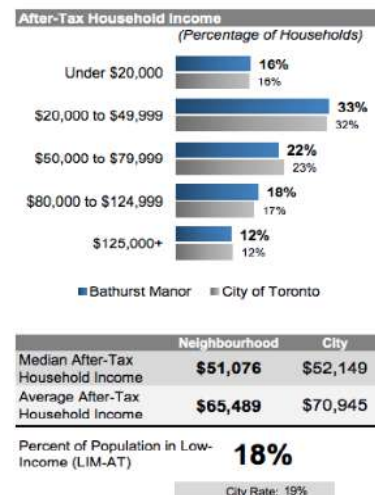


Figure 7

3.2 Employment Characteristics

Designated as an Employment District within the City of Toronto, having a sense of the employment characteristics of the area is extremely important in understanding how to approach the overall goals set out by the DUKE BIA Board of Directors. Currently, 22,200 establishments are located within Toronto's Employment Areas - accounting for 28.6% of all jobs in Toronto ¹⁰. The amount of jobs in the employment area stresses the vulnerability that employment areas face.

As previously mentioned, the BIA consists of around 2,500 businesses employing approximately 30,000 people. The great mix of businesses, along with markers of commercial/industrial property assessment, full and part-time employment, and operating budgets are illustrated in Figure 8. While there are a large amount of businesses within the boundary, over 40% of them are concentrated within the northeast portion of the BIA. This is an area of concern, which will be further elaborated on in this report, as this area is highly underserved.



Figure 8

¹⁰ City of Toronto, City Planning Division. (2015). Employment Bulletin. Retrieved from: <http://www1.toronto.ca>

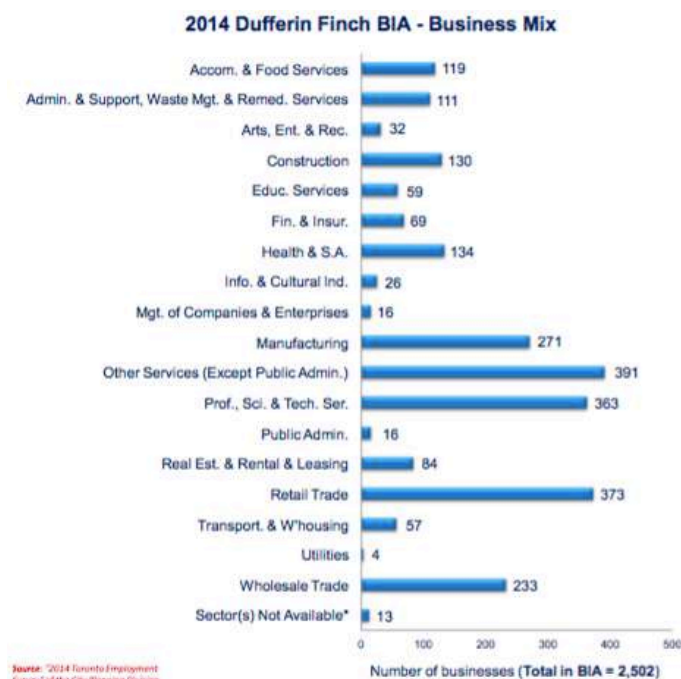


Figure 9

3.2.1 Toronto Employment Survey

The purpose of the Toronto Employment survey is to monitor economic activity in the city and provide information and context for informing policy and decision-making regarding infrastructure and services¹². Within the last decade, the number of jobs in Toronto has increased from 1.26 million to 1.42 million (12.7%)¹³. All categories except manufacturing have grown within this time, which represents the shift in Toronto from a goods-producing economy to a service-based economy. The continued loss of manufacturing jobs increases vulnerability to employment areas, and stresses the importance of maintaining, protecting, adapting and revitalizing these employment areas that hold more than a quarter of the jobs in Toronto.

According to the 2015 Toronto Employment Survey, the DUKE Heights BIA contains 7.6% of employment found in the Employment Areas, with a total of 30,980 jobs¹⁴.

Over the past year, the DUKE Heights added 130 jobs, an increase of 0.4%. Within the BIA, the Office category and Manufacturing category are the largest, accounting for 35.1% and 30.3% of employment respectively¹⁵. While manufacturing is declining in the city as a whole, within the BIA manufacturing category employment has increased by 8.9%, adding 770 jobs since 2010¹⁶. This highlights the importance of the BIA as an employment area. The BIA contains many facets of employment, including the service sector, which also has increased over the past five years by 23.7%.

In the past few years, commercial/industrial property assessment, full time employment, and part time employment have all experienced an increase¹¹. Having this range of businesses is crucial to the BIA, in terms of being a successful employment centre and for future investment potential in the area. All current planning policy documents stress the need to preserve and promote employment areas - so if these numbers are increasing the assumption could be made that the area is thriving.

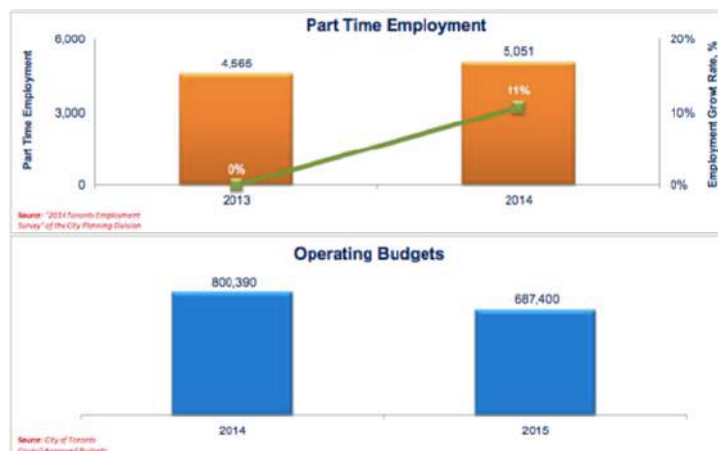


Figure 10



Figure 11

11 City of Toronto, Economic Development Department. (2016). Dufferin & Finch BIA. Retrieved from: <http://www1.toronto.ca>

12 City of Toronto, City Planning Department. (2015). Employment Bulletin. Retrieved from: <http://www1.toronto.ca>

13 Ibid

14 Ibid

15 Ibid

16 Ibid

3.3 What Needs to be Addressed and Why?

Through research, analysis, site visits, and meetings with DUKE Heights BIA personnel, the South Bond Partnership has identified four main underlying issues that the BIA should address moving forward. These four issues will be addressed in this final report through the Test Development Site Proposal, general recommendations, and the “basket of tools” components. The four issues are listed below, and are further expanded upon in Table 1.

- Poor connectivity and services throughout the BIA
- Lack of public realm
- Policy inapplicable to an employment/industrial BIA - moreso catered to tourism BIAs
- Insufficient funding

Lack of Connectivity and Services	<ul style="list-style-type: none"> • Lack of internal street connections, paths, and active transportation networks • The last mile - lack of connectivity east of the GO line. Especially to the northeast portion of the BIA where over 40% of total employment is present within the BIA • Insufficient transit service • Plans to cease operation of the York University GO Transit Station
Lack of Public Realm	<ul style="list-style-type: none"> • Lack of greenspace, landscaping, tree canopy • Lack of walkability (sidewalks and pedestrian crossings), seating areas, wayfinding • Lack of services (they are largely located outside of the boundaries, concentrated west of the Keele and Finch intersection)
Inapplicable Policies	<ul style="list-style-type: none"> • Policies largely apply to Tourism BIAs, and there are not any policies that directly address employment BIAs • Example is the IMIT Grant that does not address condoized buildings - which is prevalent within DUKE Heights BIA
Insufficient Funding	<ul style="list-style-type: none"> • Low land values • No incentive to develop • The BIA does not generate enough money for significant change

Table 1

4.0 Policy Framework and Guidelines

4.1 Provincial Policy

4.2 Municipal Policy

4.3 Guidelines

4.0 Policy Framework and Guidelines

4.1 Provincial Policy

4.1.1 Planning Act, 1990

The purpose of this Act as specified in section 1.1 is to promote stable economic development in a healthy natural environment, implement provincial interests in both provincial and municipal planning decisions, providing a fair, accessible and efficient planning process, and to encourage cooperation and coordination amongst various interests. Section 37 of the Planning Act authorizes municipalities to grant an increase in height and density to buildings in return for provisions of facilities, services or matters set out in the by-law. Section 42(1) of the Planning Act outlines that a municipality may by By-law, require parkland dedication that as a condition of development or redevelopment of a land - 2% for commercial or industrial uses and 5% for all other uses. The South Bond Partnership's recommendations for 1280 and 1300 Finch Avenue West will be consistent with the goals of the Planning Act as well as all of the municipalities By-laws. Furthermore, it is anticipated that section 42(1) may be used to achieve the themes identified for the BIA. While it is not anticipated that section 37 will be used, it remains an option if circumstances call for its use ¹⁷.

4.1.2 Provincial Policy Statement, 2014

The Provincial Policy Statement, 2014 (PPS), is a guiding document providing policy direction for matters of provincial interest related to planning and development. The PPS outlines Ontario's land use policies, including employment policies and objectives in terms of economic development and competitiveness. It states that planning authorities must "provide for an appropriate mix and range of employment and institutional uses to meet long-term needs". Additionally, opportunities for a diversified economic base must be provided by "maintaining a range of suitable sites for employment uses which support a wide range of economic activities and ancillary uses, and account for the needs of existing and future businesses." ¹⁸

Specific to improving the DUKE Heights BIA, the PPS employment area policies encourage "compact, mixed-use development that incorporates compatible employment uses to support liveable and resilient communities", which includes the necessary infrastructure to support projected needs.

4.1.3 Growth Plan for the Greater Golden Horseshoe, 2006 ¹⁹

The Growth Plan for the Greater Golden Horseshoe, 2006 (The Growth Plan) sets out growth management policies within the Greater Golden Horseshoe, including the City of Toronto, to the year 2041. Major Transit Stations, and Employment Lands are a major component of the Growth Plan.

Major transit station areas are identified as the area within approximately 500 metres of a transit station. These areas are designated and planned to achieve: increased densities to support and ensure viability of the transit service levels; a mix of residential, office, institutional and commercial development where appropriate; and access from various transportation modalities.

Employment lands are to be maintained, and promote economic development by the municipality. This is to be done in ways such as "providing for an appropriate mix of employment uses" while "providing opportunities for a diversified economic base"; and "ensuring the necessary infrastructure is provided to support current and forecasted employment needs".

The South Bond Partnership's recommendations shall be consistent with the policies and objectives set out in section 2.2.6 in the Growth Plan. Section 2.2.6.10 specifically shall be implemented in the directions of the recommendations for the BIA's "Basket of Tools".

¹⁷ Government of Ontario. (1990). Planning Act (R.S.O. 1990 c. P13). Retrieved from: <https://www.ontario.ca/laws/statute/90p13>.

¹⁸ Government of Ontario, Provincial Planning Policy Branch. (2014). Provincial Policy Statement. Published by Ministry of Municipal Affairs and Housing.

¹⁹ Ministry of Municipal Affairs and Housing. (2016). Growth Plan for the Greater Golden Horseshoe Area. Retrieved from: https://www.placestogrow.ca/index.php?option=com_content&task=view&id=359&Itemid=12.

4.1.4 City of Toronto Act, 2006

The City of Toronto Act, 2006 (CoTA) is the legislative framework that defines the City of Toronto's scope of authority, including matters regarding Business Improvement Areas, Public Utilities, and Site Plan Control Areas. The CoTA states that every City Board and other Local Boards of Management "come into force for a business improvement area, and they are continued as a local board of the City until the board of management is dissolved by the City". The CoTA also outlines the City's authorities, permissions, and exemptions concerning Public Utilities through Sections 62 to 73. The City of Toronto is given the power under the CoTA, by By-law, to "designate the whole or any part of such area as a site plan control area". Decisions made under CoTA are appealable to Ontario provincial court, but not to the OMB.²⁰

4.2 Municipal Policy

4.2.1 The City of Toronto Official Plan, 2015²¹

The current Official Plan was adopted by City Council in November 2002, and approved with modifications by the Ontario Municipal Board in June 2006. The June 2015 Office Consolidation was used for the purpose of this report. The City of Toronto's Official Plan (the OP) is a "holistic" and "integrated" strategic document outlining the municipality's policy objectives. The OP is enabled under the terms of the Planning Act, 1990.

Section 2.2.4 of the OP discusses employment districts and how to support business and employment growth. It highlights that employment lands can accommodate substantial growth in jobs that are the focus of the City's Economic Development Strategy. Stability and certainty in which businesses can make major investments must be provided. One of the factors implemented this possible is good transit service to the employment district, which is arriving to the DUKE Heights BIA.

Public Realm is addressed in Section 3.1.1 of the OP. It speaks to how improving the quality of an area draws people together, and creates strong social bonds within an area. Policy 5 advocates for the use of urban design guidelines, competitions, and urban design panels to enhance the quality of the public realm, as these foster creativity and excellence in forming public spaces that support the development of sustainable, economically vibrant communities. Section 3.1.2 speaks to built form, and the impact it has on "our personal enjoyment of our streets and open spaces depends largely on the visual quality, activity, comfortable environment, and perception of safety in those spaces".

Section 4.4 of the OP discusses utility corridors. Specifically, policy 5 speaks to appropriate development or redevelopment of lands nearby or adjacent to utility corridors. It guides for the "protection for access to any potential bicycle and pedestrian trail or park and open space, and provide access where such a recreation facility exists". This is relevant to the DUKE Heights BIA as there is a utility corridor that runs horizontally through the area, and therefore provides an opportunity for open space.

Mixed-use areas are addressed in Section 4.5 of the OP. The OP encourages the creation of a "balance of high quality commercial, residential, institutional and open spaces" to create sustainable, safe and fulfilling employment opportunities to Torontonians. They must provide a transition between areas of different densities and scale, and this can be done through setbacks, or stepping down heights to limit factors such as shadowing. Important to the success of these areas is the ability to take advantage of nearby transit.

Section 4.6 discusses employment areas within the City. The OP guides for a broad and inclusive approach to employment uses in these areas, and advocates for uses that support the "prime economic function" of the areas, such as parks, small scale retail, and services to meet the daily needs of workers. Policies advise that the establishment of key clusters of economic activity, limiting excessive traffic, sharing parking, mitigating environmental consequences (i.e. noise, odors, etc.), and landscaping and screening are all development criteria that are needed to ensure that Employment areas are attractive and functional.

²⁰ Government of Ontario. (2016). City of Toronto Act 2006. Retrieved from: <https://www.ontario.ca/laws/statute/06c11>.

²¹ Toronto City Planning. (2015). Toronto Official Plan. Retrieved from: <http://www1.toronto.ca/planning/chapters1-5.pdf>

4.2.2 Official Plan Amendment 231 (OPA 231), 2013 ²²

Official Plan Amendment 231 was adopted by Council on December 18, 2013, and contains economic policies and new policies and designations for Employment Areas. Key directions included “promoting office space on rapid transit”, accommodating growth of retail and institutional sectors, and preserving the City’s employment areas. Key policies and directions within OPA 231 to entice employment and investment, while enhancing sustainability within the employment areas include:

- Implementing programs and incentives (fiscal and priority processing of development applications) to target key economic clusters and the development of offices and industries;
- Balancing between employment and residential growth so that Torontonians have a greater opportunity to live and work in the City, rather than commuting distances;
- Investing in key infrastructure, and enhancing transit services;
- Promoting and improving a diverse retail sector;
- Implementing Zoning By-law(s) to create a gradation of zones that distinguish between employment uses on the basis of their potential operations and impacts to ensure a compatibility of uses; and
- Integrating subway and underground light rapid transit stations into multi-storey developments wherever feasible.

4.2.3 City of Toronto Zoning By-law 569-2013

Passed in 2013, the City of Toronto Zoning By-law regulates the use of land, the bulk, height, location, erection and use of buildings and structures, the provision of parking spaces, loading spaces and other associated matters in the City of Toronto. It will help organize the location of specific business activities within Employment Districts by recognizing the varying impacts that businesses can have on one another and on adjacent non-employment areas. While the City of Toronto has passed this current, new Zoning By-law, the Former North York General Zoning By-law 7625 is still in effect in several locations throughout the City. The BIA encompasses both the By-laws within its boundaries. ²³

4.2.4 Former North York General Zoning By-law 7625

The zoning by-law divides Toronto into different land uses through a series of maps and corresponding permitted uses and performance standards. It details specific uses and standards that are required. The By-laws regulate how land is to be used, as well as the locations, height, and lot coverage of buildings, and other provisions to ensure proper development. Both parcels of land (1280 Finch Ave. W. and 1300 Finch Ave. W.) are subject to the Former General Zoning By-law 7625 (North York). The lands are zoned Mixed Industrial Commercial Zone MC(67)(H) by Zoning By-law 7625 as amended. Exception 67 permits a larger range of uses on the subject lands. ²⁴

4.3 Guidelines

4.3.1 Tall Buildings Design Guidelines ²⁵

The Tall Buildings Design Guidelines is a city wide urban design guideline that focuses on the design of new tall buildings to ensure they limit local impacts and fit within their existing or planned context. The Tall Buildings Design Guidelines are necessary to achieve Toronto’s vision which is set out in its Official Plan. These guidelines apply to the design, review and approval of all tall buildings in the city. They must be read in combination with the Toronto Official Plan, Zoning by-laws, Secondary Plans, the Toronto Development Guide, Heritage Conservation District Plans, and any other applicable city guidelines, documents or regulations.

Section 1.0 of the Tall Buildings Design Guidelines outlines how buildings should fit within the physical context of their site. Buildings should be coordinated with Master Plans, as well as fit in transition of areas. Skylines and sunlight should be preserved as much as possible, as well as accommodation for heritage infrastructure.

Section 2.0 deals with how new buildings should be constructed in order to achieve optimal efficiency and accessibility. The Tall Buildings Design guidelines emphasize the public realm that surrounds the buildings and promotes methods that increase the pedestrian experience on the site. The public realm is further accounted for in section 4.0, which focuses on more public amenities and accessibility for pedestrians.

²² City of Toronto. (2013). Amendment No. 231 to the Official Plan of the City of Toronto. Retrieved from: <http://www.toronto.ca/legdocs/mmis/2013/pg/bgrd/backgroundfile-63574.pdf>.

²³ City of Toronto, City Planning Division. (2013) City of Toronto Zoning By-law 569-2013. Retrieved from: www.toronto.ca/zoning

²⁴ City of Toronto, City Planning Division. (1952) Former North York General Zoning By-law 7625.

²⁵ City of Toronto, City Planning Division. (2013). Tall Buildings Design Guidelines. Retrieved from: http://www1.toronto.ca/city_of_toronto/city_planning/urban_design/files/pdf/tall-buildings.pdf.

Section 3.0 of the guidelines is concerned with the design and functionality of the building. It emphasizes that base buildings should be constructed to allow tall buildings to fit with a low density streetscape. Commercial uses at grade is promoted as it adds to public realm. The South Bond Partnership recognizes the implications of the Tall Buildings Design Guidelines and will look to implement the policies at the test development site (1280 and 1300 Finch Avenue West). Adhering to these guidelines will result in development that embraces the vision of the Official Plan.

4.3.2 Flight Path Restrictions (Downsview Airport)

Building heights in the DUKE Heights BIA are limited by the flight path of Downsview Airport. Schedule D of North York Zoning by-law 7625 displays maximum heights for buildings within the area of the Downsview airport flight path (See Appendix B).

According to Schedule D of the North York Zoning by-law 7625, the subject site at 1300 Finch Avenue West has a maximum building height of 30.48 metres. The rest of the DUKE Height BIA has varying maximum height restrictions. Southern portions of the BIA (south of Keele Street) include maximums of 9.14, 15.24 and 30.48 metres. Northern portions of the BIA (north of Keele Street) include maximums of 30.48, 45.72, and 60.96 metres.²⁶

The Obstacle Limitation Standards which are outlined by Transport Canada in TP312 Aerodrome Standards and Recommended Policies, permit a greater height that is allowed in the current Zoning By-law. In the subject site, height limits are 1.3 to 4.1 times greater depending on the location.²⁷ The South Bond Partnership is aware of the flight path restrictions and will comply with all regulations when recommending proposals for 1280 and 1300 Finch Avenue West.

4.3.3 D-6 Compatibility Between Industrial Facilities Guidelines²⁸

The D-6 Compatibility between Industrial Facilities is a guideline which directly applies the Ministry Guideline D-1 "Land Use Compatibility". The purpose of this guideline is to prevent future land use issues due to the encroachment of sensitive land uses adjacent to each other. The guideline is intended to be applied when a change in land use is proposed.

Section 4.1 addresses the distance which areas may experience adverse impact from industrial land uses. The distance categories are separated into Class I (70m) Class II (300m) and Class III (1000m). Section 4.2 outlines land use planning guidelines, it deals with determining permitted land uses, dealing with existing land uses, on-site as well as off-site separation distances. Section 4.3 is concerned with minimum separation distances and section 4.4 deals with measuring separation distances, site specific plans, zoning/site plan control, ancillary land uses, vacant industrial land, and changing industrial uses. Section 4.5 covers land uses proposals, including changes in lands use in a potential influence area, and incompatibilities. Section 4.6 deals with air quality, noise, dust and odour studies.

The South Bond Partnership is aware of the D-6 Compatibility between Industrial Facilities guideline and will use them to guide the vision of the BIA to ensure there are no compatibility issues between existing industrial uses and adjacent proposed land uses.

²⁶ City of Toronto, Community Planning Department. (2016). Airport Hazard Map Schedule "D" to By-law 7625 of North York. Retrieved from: https://www1.toronto.ca/City%20Of%20Toronto/City%20Planning/Community%20Planning/Fil%20es/pdf/D/Existing%20Airport%20Hazard%20Map_1_1.pdf.

²⁷ City of Toronto. (2016). Keele Finch Plus Downsview Airport Operational Needs Assessment Executive Summary. Retrieved from: <http://www.toronto.ca/legdocs/mmis/2016/ny/bgrd/backgroundfile-97996.pdf>.

²⁸ Government of Ontario (2016). D-6 Compatibility between Industrial Facilities. Retrieved from: <https://www.ontario.ca/page/d-6-compatibility-between-industrial-facilities>

5.0 Introduction to the Test Development Site

5.1 Current Context

5.2 Property Characteristics of 1280 and 1300 Finch Avenue West

5.0 Introduction to the Test Development Site

The development test site is currently a commercial condominium property located at 1280 and 1300 Finch Avenue West, set back from the northeast corner of the Keele and Finch intersection. The test site is one of the few properties that would allow some type of mixed use development within the DUKE Heights BIA, and offers interesting development potential to meet DUKE Heights BIA's employment growth objectives, while also providing life to an intersection that has seen years of uninterrupted subway construction, which in itself has had a negative effect on local businesses.

5.1 Current Context

IMMEDIATE SURROUNDING LAND USES

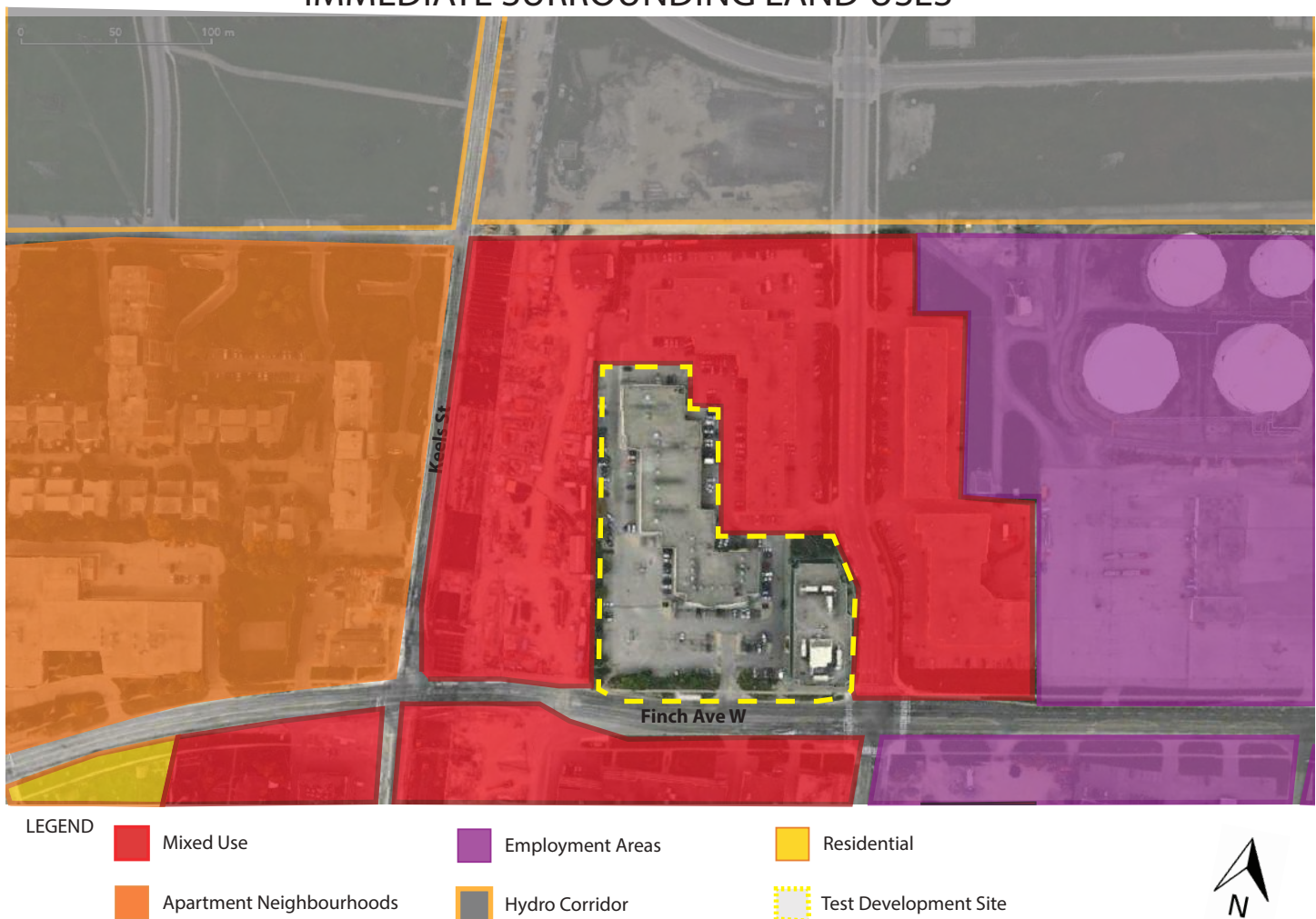


Figure 12

Immediate uses surrounding the site will be illustrated by orientation of north, south, east and west. Reference to Figure 12, will assist in showcasing the uses adjacent the site.

- North of the development test site is the Finch Hydro Corridor. Along this corridor is the York University Busway, which runs east-west and acts as an express route for York University students to move to and from the institution quickly and efficiently. The corridor also contains a recreational bike trail along its course.
- South of the development test site are mainly commercial uses. There is a multi-storey building used as a medical laboratory, with retail at grade. Adjacent to the medical laboratory is a restaurant, and a retail shoe store.
- East of the development test site is an oil processing plant, which through Line 9 supplies oil to the GTA and beyond.
- To the west of the development test site is the arriving TTC LRT Station, and the arriving TTC Finch West Subway Station. This positively impacts the immediate area by providing a major connection to the downtown Toronto core. See Appendix C for the Finch West Subway Landscape Plan.

5.2 Property Characteristics of 1280 and 1300 Finch Avenue West

The building at 1280 Finch Avenue West is a 7-storey mixed use building, while the building at 1300 Finch Avenue West is a 1-storey commercial building. The test development site spans an area of 31,500 square meters. Access to the site is available from the south along Finch Avenue West, and two points to the east along Tangiers Road. The building addressed 1280 occupies the smallest footprint on the parcel, and is located at the southeast corner of the parcel - closest to the intersection of Tangiers Road and Finch Avenue West. The building addressed 1300 is located along the western boundary of the parcel.

The buildings are majorly serviced by above-grade parking on-site, which surrounds all three structures located on the parcel of land. 1280 Finch Avenue West is serviced by 163 underground parking spots. With this said, the property features very minimal landscaping, all of which is the result of buffering because of development standards. There are some trees in a linear fashion along Finch Avenue West to the west of the point of access to the site; along the west boundary of the land parcel beginning at Finch and following a line north to approximately half way up the boundary; and in a linear fashion along Tangiers Road, north of the access point closest to Finch Avenue West. Sidewalks are implemented along both Finch and Tangiers.

The test site is designated as a Mixed-Use Area by the City of Toronto Official Plan, and is currently zoned Commercial Industrial Exception 67 "MC(67)(H)" by the North York Former Zoning By-Law 7625. Appendix D is an illustration of the site with zoning parameters, and Appendix E is the current zoning standard set for the "MC(67)(H)" designation.



Figure 13: 1300 Finch Avenue West



Figure 14: 1280 Finch Avenue West

6.0 Analysis of Best Practices

6.1 Keele-Finch Plus Study

6.2 35 Tangiers Road

6.3 Futura Condos

6.4 Emery Village BIA

6.5 Laird and Eglinton Focus Area

6.0 Analysis of Best Practices

In creating a conceptual development proposal that maximizes the potential of the development test site, and in creating a “basket of tools for development” that will form the basis of a Community Improvement Plan and other initiatives for the DUKE Heights BIA, the South Bond Partnership has looked to a number of best practices and studies to inform our deliverables. These practices and studies are outlined below:

6.1 Keele-Finch Plus Study²⁹

The Keele-Finch Plus Study is a critical document with regards to the efforts being put forward by the DUKE Heights BIA. The main focus of this study surrounds the impacts of the new rapid transit improvements in the area, and how it can stimulate growth, change and community building. As rapid transit alone will not entice private sector investment, this report, looks at creating incentives for private sector investment along this major corridor.

The Phase I Study highlights tools that can be implemented through planning studies. These tools include:

- As-of-right zoning
- Public realm improvements
- Incentives such as the City’s Imagination Manufacturing Innovation Technology (IMIT) Grant

These stimuli along with the introduction of higher order transit can result in positive growth and change. This can further be illustrated through the Figure 15 below.

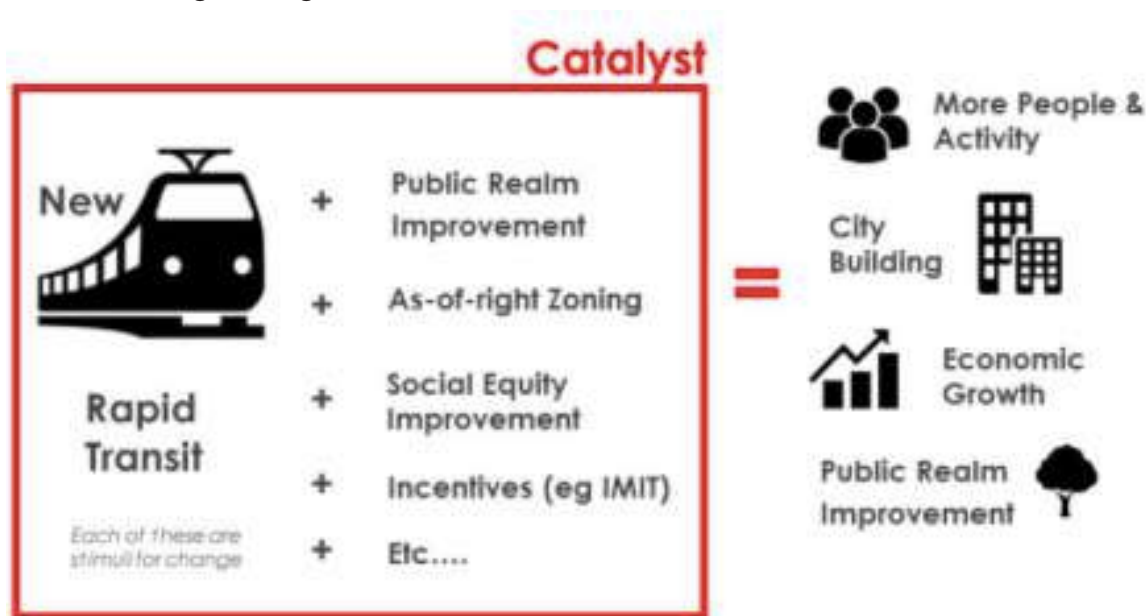


Figure 15

a) Keele Finch Plus Downsview Airport Operational Needs

Developments in the area adjacent to the Downsview Airport are subject to a height restriction imposed by the Downsview flight path, under the “Schedule D” of Former General Zoning By-Law 7625 (North York) “Airport Hazard Map”. Exceptions have been made to these height restrictions, as observed for the development at 35 Tangiers Road, however the solution to implement the Obstacle Limitation Surfaces defined by TP312 5th Edition should form the basis for municipal zoning by-law controls. The majority of the Keele Finch Plus area are within the horizontal plane of the Outer Surface regulation. The permissible building heights under TP312 5th Edition are much greater than the currently municipal zoning. This height increase will support the objectives of increasing residential and employment densities.

²⁹ City of Toronto, City Planning Division. (2016). Keele-Finch Plus Phase I: Encouraging Growth and Community Building. Retrieved from: <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=57f21159537d-2510VgnVCM10000071d60f89RCRD>

b) Air Quality Study Recommendation

The Keele-Finch Plus Study suggests that an Air Quality Study be prepared in understanding the impacts that the industrial nature of the BIA has on sensitive uses including: residential, schools, daycares, hospitals, places of worship, etc. as identified by the City. The Province of Ontario identifies guidelines for separation distances and areas of influence for the potential adverse effects of Industrial Classes in Guideline D-6: Compatibility Between Industrial Facilities and Sensitive Uses . In the immediate area of the Keele and Finch intersection, Five “Class III” industrial uses were identified in or near the 800 metre area, including three fuel distribution facilities and two manufacturers. Three “Class II” and one “Class I” industrial use were also identified. These uses must be taken into consideration moving forward with recommendations.

6.1.1 Relevance to the Deliverables

As the area analyzed in the Keele-Finch Plus Study includes the test development site, the report is key in understanding the context and vision for the intersection. The Economic development and Culture Division are working with the DUKE Heights BIA on an economic development strategy for employment industrial BIAs, as these BIAs differ from the traditional tourism BIAs. Although the physical travel distance for pedestrians to transit in the BIA may appear short, the amount of travel time to arrive at these destinations is long due to the disjointed block and road patterns and poor pedestrian path networks. The need for improved walkability can contribute to shorter times to access transit.

As the boundaries for both scopes of study overlap, “Schedule D” of the Former City of North York Zoning By-Law 7625 “Airport Hazard Map” developable height restrictions exist as an important factor. Introducing the Obstacle Limitation Surfaces defined by TP312 4th Edition can mitigate the current restrictions in place and support our recommendations to increase densities and promote a friendly and more profitable environment for private sector investment.

The importance of identifying potential impacts to mitigate measures can occur by conducting an Air Quality Study. This will ensure that new development would not be adversely impacted by the existing employment industrial uses, and any new uses would be made compatible with existing and as-of- right employment uses.

6.2 35 Tangiers Road



Figure 16

The application is for a new 8-storey commercial development totaling 180,000 square feet comprised of retail space at grade and medical offices above on the upper levels. The structure will qualify as the Toronto Green Standard 2 qualification. The new development will have 260 parking stalls, 250 of which will be underground.

City Staff: According to the City of Toronto Staff Report, the agreement required a \$250,000 cash-in-lieu towards parkland and streetscape improvements along Finch Avenue West. The initial application to the City was to lift the hold (H) on the Zoning By-law, which required a traffic study to be conducted. Community consultation meetings determined that there were major concerns of added traffic to the area and if there would be sufficient enough parking to serve the new commercial units. The site falls within a parkland priority area and is subject to alternative parkland dedication rate through the City Wide Parkland Dedication By-law 1020-2010.³⁰

Relevance: 35 Tangiers Road provides an important example of what may happen on 1280 and 1300 Finch Avenue West. Our site may see a similar Section 37 contribution of around \$250,000 which is an important precedent going forward with the development process. The application of lifting the hold on the by-law also provides key precedent as 1280 and 1300 Finch Avenue West has a Hold in place. Community consultation meetings also provided a sufficient understanding of public concerns, primarily being traffic and servicing which should be regarded moving forward.

6.3 Futura Condos



Figure 17

Futura Condos located at 1050 Sheppard Avenue West is a residential development totaling 14 storeys, built by UrbanCapital, Allegra Homes, and ALIT. The structure contains retail at grade and is located at one of two entrances to the TTC Sheppard West subway station. The building is still in the pre-construction phase and is set to consist of 199 units.

City Staff: According to the City of Toronto Staff Report, the City determined that if the Ontario Municipal Board approves the proposal, under Section 37 of the Planning Act the developer should contribute \$337,500 towards parkland contribution. Community concerns were aimed towards added traffic congestion, shadow impacts, nuisance during construction, decreased property values for existing low rise homes, and privacy. An early concern from the preliminary report was the relation of the proposed building to the existing TTC entrance and subway tunnel.

³¹ Director, Community Planning, North York District. (2013). 1050 Sheppard Avenue West - Official Plan and Zoning By-law Amendment Application - Preliminary Report. Retrieved from: www.toronto.ca/legdocs/mmis/2013/ny/bgrd/backgroundfile-62032.pdf

An additional concern were flight paths by Bombardier Inc, which resulted in the building proposal being changed from 15 to 14 storeys. Bombardier Inc. has concurred that this height is an absolute maximum.³¹

Relevance: 1050 Sheppard Avenue West (Futura Condos) is an important example of what may happen at 1280 and 1300 Finch Avenue West. The concern of a building's relation to the existing TTC station and subway tunnel is a possibility of what may happen on our site as the new TTC Finch West station is on the western property line. The flight path concern from Bombardier Inc. gives precedent as Bombardier Inc. concurred that 14 storeys is an absolute maximum. This number may be applied to our site as well, though may not be exact.

6.4 Emery Village BIA

The Emery Village BIA is located at Finch Avenue West and Weston Road. This commercial, industrial and retail BIA was established in 2003 and employs approximately 25,00 people, which is similar to DUKE Heights as it is one of Toronto's largest designated Employment Areas.³² Efforts by this BIA include beautifying the streetscape, and creating a sense of place and sustainability with inviting environments. These investments have instilled a sense of community and civic pride. Emery Village BIA has also made considerable efforts with infrastructure improvements in the physical environment connecting the live, work and play ideology which is their method of staying relevant in this city. Encapsulating Emery Villages rich cultural history has given this BIA an unique identity with great potential.



Figure 18

Programs such as the Commercial Façade Program, the Mural Program and the Community Program are aimed at improving these integral aspects of the community. Similar to DUKE Heights, Emery Village is at odds with a lack of funding to support the growth and maintenance of this BIA. Creating financial incentives is a priority for Emery Village, as well as for DUKE Heights. In saying this, DUKE Heights BIA can look to apply lessons learned from the Emery Village BIA's process.

6.5 Laird and Eglinton Focus Area

With the introduction of the Crosstown LRT, Laird and Eglinton, an area that was formerly strictly employment, is being redesignated as a Mixed-Use Area in order to facilitate and manage a higher density that is planned upon the arrival of the new LRT Station. The key of this case study is to maintain the employment lands while maximizing the potential of this growing hub. Similar to DUKE Heights, this growing hub must consider ways to strengthen and protect the employment of this area, while fostering mixed use opportunities located at the Keele-Finch intersection. Some suggestions what can be applicable to DUKE Heights are as follows;³³



Figure 19

- Integrating open space/plaza and development opportunities with new station entrances;
- Opportunities to provide relief to congestion at with additional public road network;
- Explore the opportunity to set buildings back from the street and provide enhanced new green spaces within the large site into new developments;
- Improving the pedestrian realm (ex. trees and wide boulevards) and connections between sites; and;
- Creating buffer to protect the industrial uses to provide new services/facilities if density increases.

7.0 1280 & 1300 Finch Avenue West Case Study

7.1 Recommendations

7.2 Conceptual Site Plan

7.0 1280 & 1300 Finch

Avenue West Case Study

7.1 Recommendations

The South Bond Partnership recommends the following for the Test Development Site of 1280 & 1300 Finch Avenue West:

1. Amend to the Former North York General Zoning By-law 7625 as well as the City of Toronto Zoning By-law 569-2013 for a site specific permissive exception. This exception will seek to permit Residential uses at 1300 Finch Avenue West, permit a greater density on site, and decrease parking requirements;
2. Maintain the 7-storey office building on 1280 Finch Avenue West, as it is currently at capacity with tenants and successful in terms of business;
3. Redevelop 1300 Finch Avenue West. The South Bond Partnership is proposing two buildings in place of the current 1-storey development in place. The proposals are as follows:
 - a) A 14-storey Commercial-Residential building on the Southwest corner of the property. This building will have commercial-at-grade, with residential above;
 - b) An 8-storey Office building to the northwest corner of the property. This will act as a barrier to the proposed sensitive residential use on the property. Also, having an office building adjacent to higher order transit prospects the building to be successful;
4. Conduct an Air Quality Study to address the sensitivity of potential on site residential uses;
5. Ensure that façades on the 2 new buildings will reflect high-quality urban design guidelines to promote attractive built form and streetscape. This includes concepts such as frontage onto streets, high quality landscaping, public art, etc.;
6. Connect the new developments on the test development site with an adjoining glass atrium/amenity area. This glass atrium will serve as a year round amenity area for employees, residents and pedestrians that travel through the site on a daily basis;
7. Connect each building to the Finch West LRT and TTC Keele Subway station via an underground pedestrian connection. Further, ensure that there are plenty of pedestrian pathway access points throughout the test development site, and to the surrounding area;
8. That access to the development test site by vehicle be located at the current entranceway on Tangiers Road. At the recommendation of the City of Toronto, this access on site will potentially become a laneway, so that the office development has frontage onto a road. This will serve to benefit services such as fire, police and ambulance; and
9. All parking for the test development site will be provided underground. A Parking Study is recommended to determine parking rates, as the proposal seeks a lower parking rate. The lower parking rate is due to feasibility concerns, proximity to higher-order transit, and practices to be used on site such as shared parking procedures.

7.2 Conceptual Site Plan

The following images are representative of the conceptual site plan for the test development site at 1280 and 1300 Finch Avenue West. Refer to Appendix F for larger size renders. Following the images is a description and justification for each component of the conceptual development proposal.



Figure 20: Site Plan



Figure 21: Looking Northwest

a) 14-Storey Commercial-Residential Building:

A 14-storey (43.5 metre tall) mixed use development is proposed for the southwest corner of the 1300 Finch Avenue West property. The South Bond Partnership believes the building can achieve a height of 14 storeys, through the provision of higher potential standards as outlined in the Keele-Finch Plus Study, as the study suggests that a modification to Schedule D of the Former North York General Zoning By-law 7625 is plausible. However, this proposed height may be subject to adjustment during the development application process.

This building will serve as a dominant structure that fronts onto the intersection of Keele Street and Finch Avenue West. The urban design features, welcoming landscape and public realm associated with the development is sure to attract pedestrians into the heart of the site. With components such as commercial at grade, proximity to transit, and an underground connection on the property to the Finch West Station, the building will serve as a potential daily destination for workers and visitors. The South Bond Partnership believes that a residential component is needed in order to attract developers to build on this site from a feasibility standpoint, as a strictly office development could decrease profitability and deter redevelopment of the site.

The parcel of land northeast of the intersection of Keele Street and Finch Avenue West is the only Mixed Use Area designated land parcel under the Toronto Official Plan within the DUKE Heights BIA. This forms our underlying justification as to why we have recommended a residential component for the test development site. A residential use is appropriate as it would not remove or threaten employment lands; it is adjacent to higher order transit; and it supplies the potential to serve the large workforce with housing for people that want to live in proximity to their place of work. The development would facilitate and assist in managing the higher density of people that are anticipated along with the introduction of the Spadina Subway Extensions as well as the Finch West LRT. This is reflective of the Eglinton-Laird Planning Study highlighted in Section 6.5 as well as the Keele-Finch Plus Study highlighted in Section 6.1.



Figure 22: Looking Southeast

b) 8-Storey Commercial-Office Building:

This building, is proposed to be located at the northwest portion of the 1300 Finch Avenue West property. It is an 8-storey commercial-office building, and is positioned just north of and adjacent to the 14-storey commercial-residential building. This building will front onto a private laneway to be named at a later time, to ensure that there is frontage onto a street for emergency service purposes.

This building has been strategically placed to act as a physical barrier between the sensitive residential units and the hydro corridor/Line 9 just north of the property (in response to the D-6 Guidelines for Compatibility). This building also seeks to achieve an addition of commercial and office units on site in to provide employment, and to respond to the anticipated density of commuters and pedestrians that are coming to and from the higher order transit adjacent the site. From a feasibility standpoint the height of the building was limited to 8 storeys due to a lack of investment in building office units in regards to low rent rates in the area. There is not much incentive to build a higher office building as the market dictates this would not be feasible.

Looking at the case study of 35 Tangiers Road, which is an 8-storey commercial-office building, it provides a framework and the justification for marketable and achievable height requirements for a predominantly office use.

c) Existing 7-Storey Commercial-Office Building:

The South Bond Partnership recommends that this building be maintained as it is currently successful and it at full capacity. It conforms to zoning standards, and has favorable street frontage onto Finch Avenue West. Further, it is considered to be a complementary and beneficial use to the entirety of the development test site. Demolition of the structure would not be financially viable at this time.

d) Access and Parking:

Access to the site will occur via a laneway off of Tangiers Road to the test development site. This is largely in response to the restricted left hand turn on to Finch Avenue West. Upon access to the site via the above noted laneway, parking on the site will be diverted underground in effect minimize surface parking, and maximize public realm.



Figure 23

e) Public Realm and Pedestrian Movement:

In response to poor public realm conditions, the South Bond Partnership proposes an atrium between the 14 storey commercial-residential building and the 8 storey commercial-office building in order to provide users with an enjoyable year-round public space. Throughout the site, patio space will be provided to allow restaurants and cafes to come onto the open space on the property. Trees and high quality landscaping will be planted on site to improve the public space.

Image 23 above outlines the potential pedestrian movement within the site. The South Bond Partnership recommends an underground connection from all buildings on site to the new Finch West LRT station and TTC Keele Subway Station. The underground path would act as an all-season connection through the site that would promote pedestrian movement.



Figure 24: Atrium



Figure 25: Wayfinding



8.0 BIA Recommendations and “Basket of Tools”

8.1 BIA Wide Recommendations

8.2 Basket of Tools

8.0 BIA Recommendations and “Basket of Tools”

The IBI Group Report titled “Duke Heights BIA Economic Development Study and Strategy Recommendations” has guided the South Bond Partnership’s current research project, and in doing so has recommended the establishment of a Community Improvement Plan and other initiatives for the BIA. The South Bond Partnership has been tasked to develop the blueprint, in broad strokes of this plan. Upon a complete analysis of the BIA, the South Bond Partnership has made some general recommendations and created a “basket of tools” to develop the Plan that the DUKE Heights BIA can then make available to promote development throughout the whole area. First recommend improvements to the BIA as a whole will be made, highlighting general suggestions for connectivity and public realm improvements. Connectivity improvements will speak to improved road connections in the area, new and improved transit routes, and an improved bicycle network, while public realm improvements will highlight factors such as trees, sidewalks, public art, and wayfinding. From here, the recommended “basket of tools” will then recommend the re-assessment and selection of certain policies and programs, so they can be better implemented to serve the situation of the DUKE Heights BIA. The final component of the basket of tools will consist of recommended financial incentives that can be implemented BIA-wide to promote further development.

8.1 BIA Wide Recommendations

8.1.1 Enhanced Connectivity

The South Bond Partnership recommends that enhanced connectivity must occur throughout DUKE Heights in order to improve the overall cohesiveness of the area, and foster the goals that the BIA looks to achieve. These recommendations have been informed through research and analysis of the current street block pattern, and the desire to address “the last mile” issue whereby workers can get to the outskirts of the BIA, but not through it efficiently. The BIA is ultimately divided into artificial quadrants by the GO Transit line and the Hydro Utility Corridor, which creates a great amount of disconnect in the area. This disconnect is particularly noted in the northeastern quadrant of the BIA where over 40% of the employment is located, yet there is minimal public transit to this destination. Among the recommendations for enhancing connectivity are: proposed road extensions and connections, bus transit intensification, bicycle lanes, and improvements to the York University GO Station.

8.1.1.1 Proposed Road Extensions and Connections

The South Bond Partnership proposes that studies be performed to evaluate the viability of the following road connection recommendations. Recommendations are illustrated in red as shown on Figure 26, and described further below.

1. The northerly extension of Tangiers Road, connecting with The Pond Road. Tangiers Road will run parallel with Keele Street to provide an additional North-South connection within the DUKE Heights BIA. The extension on Tangiers Road will also provide an easy access to the Development Site at 1280 & 1300 Finch Avenue West.
2. The easterly extension of Apollo Place, connecting with Supertest Road. The extension of Apollo Place will provide a much needed West-East connection within the DUKE Heights BIA, connecting the Northeast quadrant to the rest of the BIA.

Connectivity: ROAD NETWORK

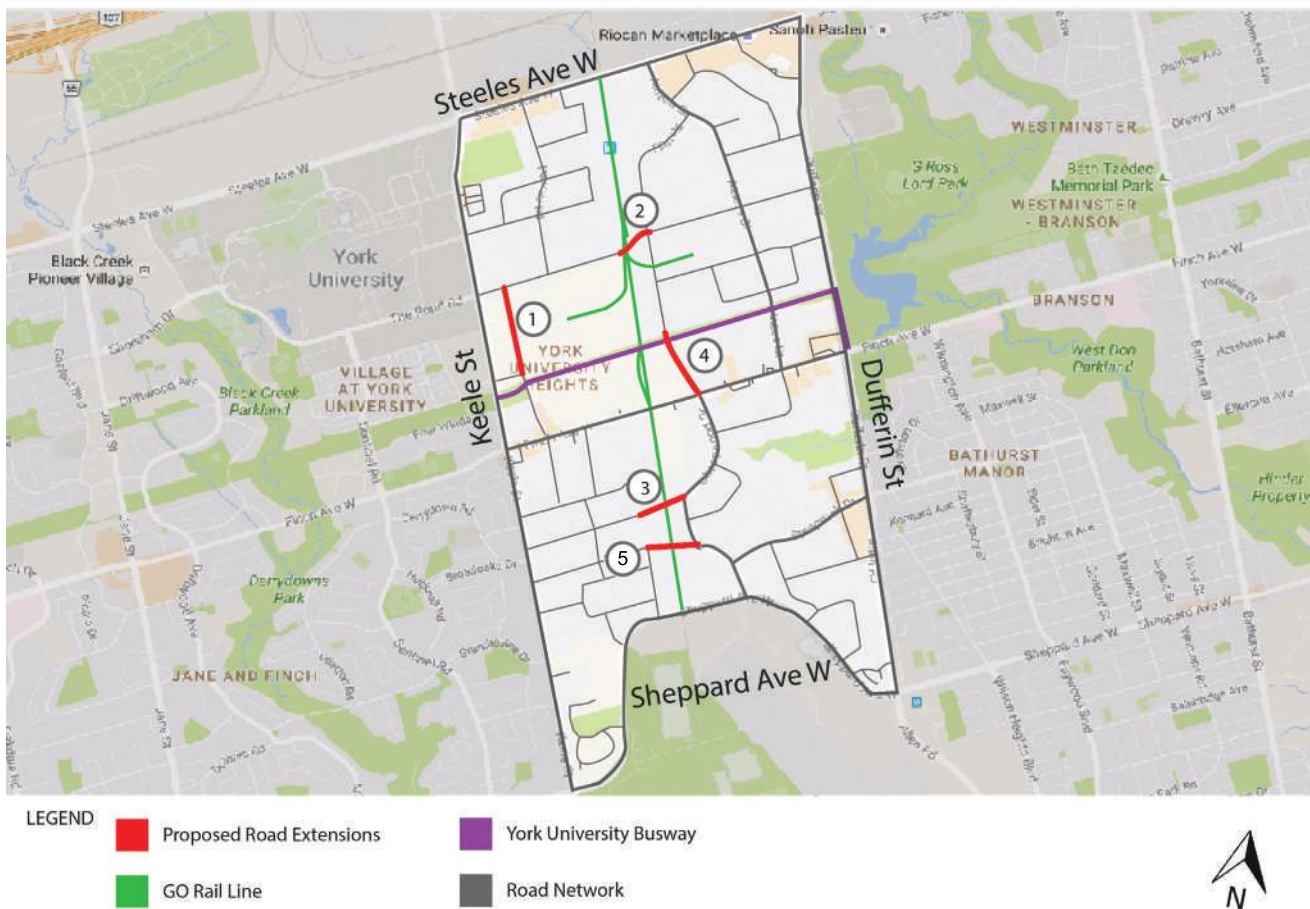


Figure 26

3. The easterly extension of LePage Court, connecting with Chesswood Drive. The extension of LePage Court will provide a much needed midway West-East connection within the DUKE Heights BIA, connecting the Southwest and Southeast quadrants.
4. The southerly extension of Flint Road, connecting with Chesswood Drive. The extension of Flint Road will provide a much needed North-South connection within the DUKE Heights BIA, connecting the Northeast and Southeast quadrants.
5. An easterly extension of Ashwarren Road, connecting with Chesswood Drive. The extension of Ashwarren Road will provide an additional West-East connection within the DUKE Heights BIA, connecting the Southwest and Southeast quadrants.

Priority of the road extensions falls upon connecting the Northeast quadrants of the DUKE Heights BIA. Furthermore the extensions of Apollo Place (#2) and Flint Road (#4) would be given immediate priority over the other proposed road extensions shown in Figure 26.

Connectivity: BUS ROUTES

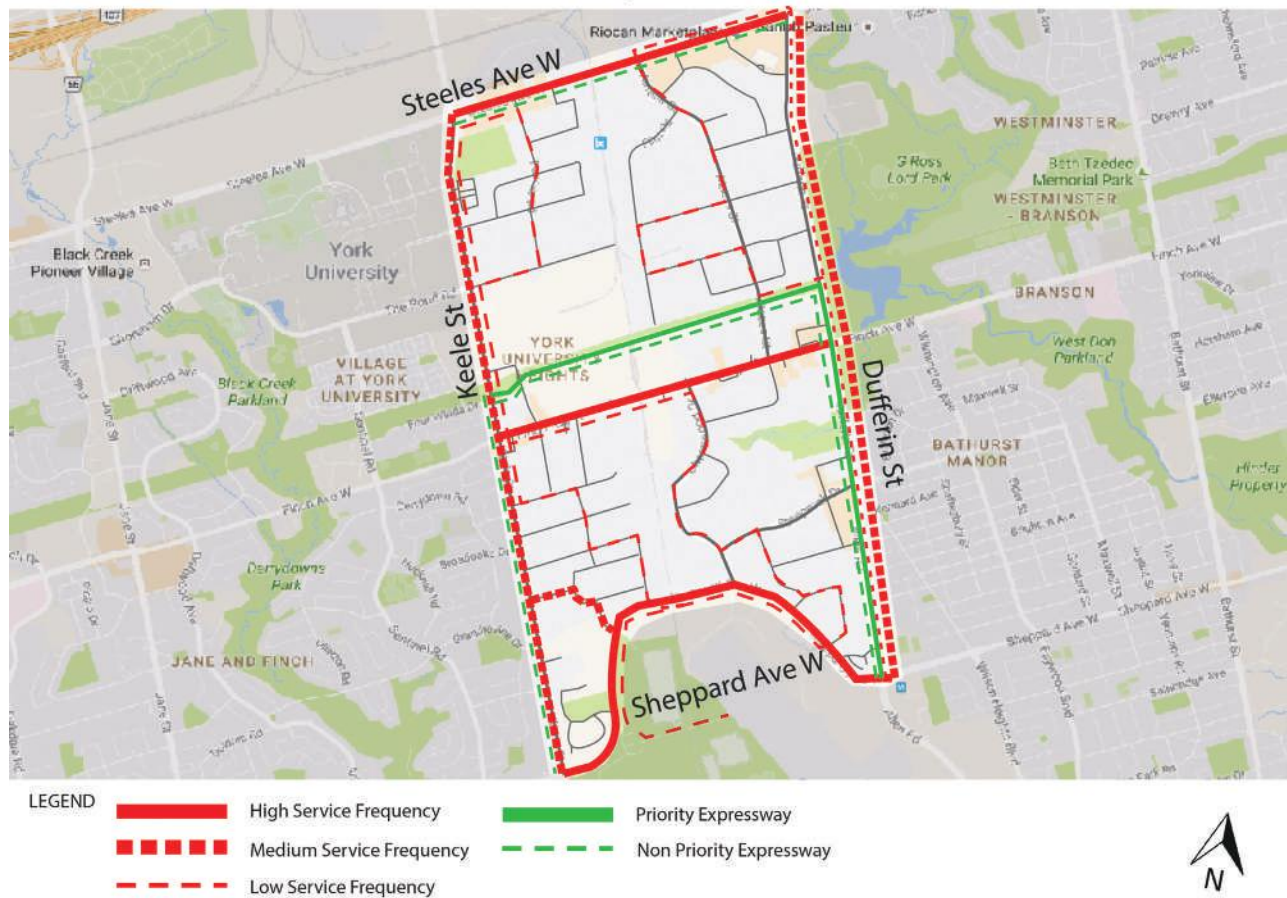


Figure 27

8.1.1.2 Bus Transit Intensification

Through analysis and research, The South Bond Partnership has identified the need for improved transit throughout the BIA. Currently, bus service is minimal and of low-service frequency throughout the BIA. The only high-service frequency bus lines run across Steeles Avenue West, Finch Avenue West and Sheppard Avenue West. Varying levels of servicing throughout DUKE Heights can be seen above in Figure 27. In response, recommendations include intensifying current TTC Bus routes, and exploring the option of a BIA-wide transit/shuttle system. Recommendations are as follows:

1. To conduct a transit study in regards to increasing TTC bus frequency within the inner streets of the BIA during peak hours. The underlying purposes are to eliminate the “last mile” of travel to workers place of employment, to eliminate reliance on automobiles to get to work, and to generate more pedestrian traffic through the BIA. It will also serve to improve connectivity throughout the BIA from quadrant to quadrant, eliminating the artificial barriers created by the Go Rail tracks and Hydro Utility Corridor. Ideally, bus transit would be improved over the course of the entire day as the overall goal is to make the area a live-work-play community, however, peak hours are currently of priority.
2. To take advantage of the York University Busway route that is currently situated along the Hydro Utility Corridor. Once the York-Spadina Subway Extension is complete, the use of this line is anticipated to diminish. As the infrastructure is already there, this area has the potential to act as an express route throughout the BIA, whereby it can be used to move citizens from the LRT or subway station at the west of the BIA as far as Dufferin Street. There is potential for stops along the way, which would largely address the deficiency of connectivity to the northeast quadrant of the BIA. Alternatively, this roadway can be used to remove buses off of Finch Avenue West in an attempt to have a better flow of traffic through the major arterial roads in the area.

3. To conduct a study on the viability and feasibility of establishing a private bus/shuttle system for employees of DUKE Heights to have access to. This recommendation would effectively be an approach to eliminate “the last mile”, and disconnect issues that are currently prevalent in the area. The shuttles would circle to all quadrants of the BIA, likely originating from the TTC Bus Terminal that will be located adjacent the Development Test Site alongside the LRT Station. This shuttle would have a planned route that would ensure major generator activities are destinations. With this being said, the option must also explore the option of a partnership with the TTC, as their Bus Terminal will be a significant destination of this recommendation becoming a reality - The Keele-Finch intersection will have people arriving by Subway, LRT and Bus transit.

8.1.1.3 Bicycle Lanes

The South Bond Partnership is in recognition improved bicycle paths throughout the BIA can be a key component to improving connectivity. While there are currently existing, approved, and proposed routes in the BIA, it is recommended that the BIA in partnership with the City of Toronto continue to expand this network. Current and proposed routes are highlighted below and in Figure 28..

Current

- East-west along the Hydro Utility Corridor from Keele Street to Dufferin Street
- North from the Hydro Corridor along Flint Road to Supertest Road, where it then heads east to Dufferin Street

Approved and Planned

- East-west along Finch Avenue from Keele Street to Chesswood Drive. This lane has been engineered to be raised off of street level in order to deter conflict with motor vehicles

Proposed

- East-west along Sheppard Avenue West from Keele Street to Dufferin Street
- North-south along Chesswood Drive from Sheppard Avenue West to Finch Avenue West
- East west along Tuscan Gate and St. Regis Crescent, from Keele Street to Sheppard Avenue West
- Along Champagne Drive and Allness Street, from Chesswood Drive to the Utility Corridor
- Along Steprock Drive between Chesswood Drive and Dufferin Street.

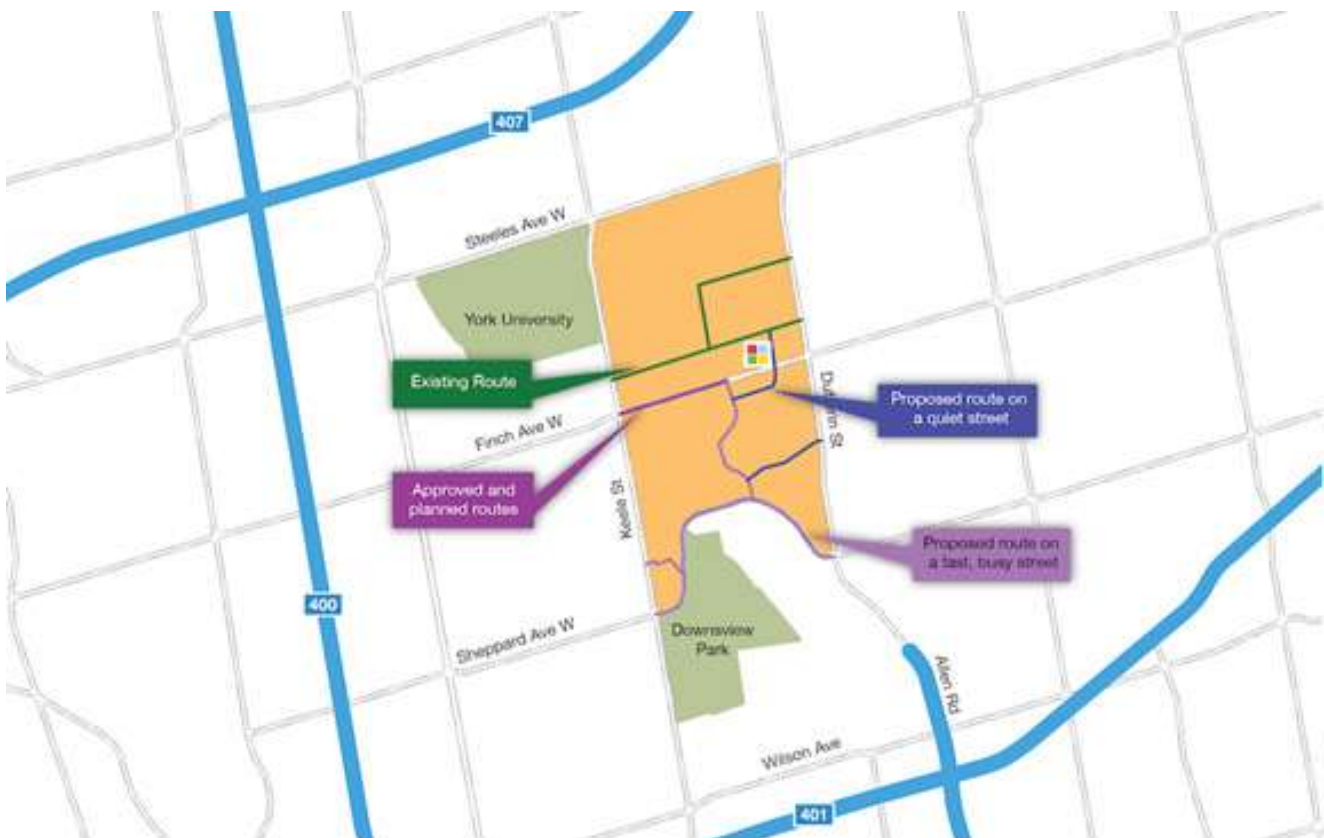


Figure 28

8.1.1.4 York University GO Transit Station

The South Bond Partnership is recommending that the City of Toronto, Metrolinx and DUKE Heights BIA work in partnership to maintain the York University GO Station. By maintaining this Station, and with the anticipated arrival of a new GO Transit Station at Downsview Station in the next year, these two stops will provide vital connections to both the northern and southern portions of DUKE Heights BIA. Moreover, the infrastructure for the stop at York University GO is currently in place, and it would be beneficial to keep this station operating.

Further a study should be done to assess the feasibility of creating a pedestrian bridge over the rail tracks as currently the platform only provides access to the west of the rail line. This path would be beneficial as over 40% of the BIA's working population is located in the northeast quadrant of the area.

8.1.2 Enhanced Public Realm

Toronto's most successful neighbourhoods attract businesses, workers, residents and shoppers partially due to their high quality public realm. This has been done through initiatives such as including public squares, parks, gardens, public art, and designs that ensure traveling as a pedestrian or cyclist is a comfortable and inviting experience. The landscape within the BIA has the potential to improve and include many of the elements required for a successful public realm. With this said, in order to create an inviting and more enjoyable pedestrian experience, the South Bond Partnership is recommending the following public realm improvements throughout the BIA:

1. The DUKE Heights BIA should continue to work with the City of Toronto in regards to planting trees wherever possible. DUKE Heights currently has the lowest tree canopy in the City of Toronto. Trees add to local character, helping to define a sense of place, and softening the built environment, contributing to citizens physical, cultural and spiritual well being. Further they have environmental benefits, social benefits and economic benefits.

Trees provide environmental benefits as they absorb and filter gaseous pollutants (ozone, sulphur dioxide, carbon monoxide, nitrogen dioxide) through their leaves. The physical properties of trees can also have a direct influence on pollution levels in the area they are planted. They can be especially significant in the BIA as the employment uses largely disperse these kinds of pollutants into the environment.³⁴

Socially, the aesthetic value of trees may arguably be the greatest potential contribution to DUKE Heights. Trees create places and can symbolize focal points in communities by either by acting as physical barriers to movement, visual barriers which create the illusion of space, as navigational aids to direct people, and as objects of beauty to attract people. It is these qualities that can help to create an attractive and comfortable streetscape that will encourage citizens to linger and make contact with others.³⁵

Economically, trees have the potential to increase property values. They perform the function of enhancing spaces, and providing an attractive environment or space for several purposes such as business, leisure, and residents.³⁶

2. The DUKE Heights BIA should work with the City of Toronto to build sidewalks on both sides of roads, and incorporate pedestrian crossings and wayfinding measures to improve the pedestrian experience. Sidewalks, pedestrian crossings and wayfinding measures will all serve to provide a comfortable, safe pedestrian experience throughout the BIA. Currently, the BIA lacks in these three components of the public realm. Further measures can be taken to widen narrow sidewalks, place sidewalks further from the street etc.

Studies should be undertaken for placement of sidewalks, crosswalks and wayfinding measures. As this is an employment BIA, there is a high volume of large vehicles, and several areas where sidewalks and crosswalks may not be appropriate. This study should focus on key areas around the BIA in terms of employment density, transit stations etc. As seen in the Bike Lane proposal for Finch Avenue West, the lane is elevated as a means to deter conflict with motor vehicles. Measures such as these may be required to be employed to ensure public safety.

3. Wherever possible the DUKE Heights BIA should place benches, picnic tables, and seating areas to improve the public realm. There is currently limited public seating available within the BIA. Well placed and designed public seating provides pedestrians with the opportunity to sit, relax, eat lunch, and congregate while outdoors. This produces an increased positive relationship with the area, encouraging visits to retail locations and decreasing worker stress.
4. Wherever possible the DUKE Heights BIA should implement improved street lighting to enhance the pedestrian experience during night hours, as it also serves the purpose of providing eyes on the street for safety concerns. Lighting throughout the BIA is sparse currently. With improved lighting measures, there can be elements of deterred crime, and more comfort to pedestrians. This is especially important as the DUKE Heights BIA has a vision moving forward of an “all-day use” whereby citizens do not just work and leave - they choose to stay within the area.
5. Where possible, DUKE Heights BIA in concert with the City of Toronto should include Public Art within the areas boundaries. Public Art is a public benefit to be enjoyed and experienced by citizens that travel through or travel to an area. Privately-owned art is intended to make buildings and open spaces more attractive and interesting and to improve the quality of the public realm.³⁷ Ideally, artwork would be clearly visible at all times from publicly accessible areas.

8.2 Basket of Tools

8.2.1 Policy Tools

1. For the City of Toronto to address Employment BIA's as unique/different from Tourism BIA's. A Majority of the BIA's in Toronto are Tourism BIA's, and the existing policies and programs are reflective of this. There is not a lot of support for Employment or Industrial BIA's such as DUKE Heights. It is recommended that DUKE Heights propose to the City of Toronto a new classification for BIA's of an industrial nature.
2. To permit a wider range of accessory/ancillary uses on properties within the DUKE Heights BIA. Duke Heights BIA is limited in the allowed land-uses for the area. It is recommended that specific areas be allowed to be developed as accessory uses to support the existing employment uses. This will allow the BIA to be a better space that people would enjoy using during non working hours.
3. BIA-wide by-law amending the permitted uses throughout the BIA to promote desired uses. A by-law will list the permitted uses inside the BIA. This allows DUKE Heights BIA to exclude uses that they deem undesirable for the area (i.e. massage parlours, places of worship) as it does not fall within the overall vision for the area. Further, it could permit a range of uses such as coffee shops, grocery stores, etc. which will better serve the community.
4. Any new development within the DUKE Heights BIA shall conform to landscaping requirements in order to produce an adequate public realm. A set of requirements for future developments will be created to enforce the creation of better public and green spaces. Care will be taken so that these requirements do not intrude on certain industrial and employment uses. Future public spaces will be developed in a manner that is safe and considerate of any surrounding industrial uses.

¹

³⁷ City of Toronto, City Planning Department. (2016). Urban Design Percent for Public Art Program. <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=f6f65297faa58410VgnVCM10000071d60f89RCRD>.

8.2.2 Financial Tools

8.2.2.1 Currently Available

Current grants available to DUKE Heights through the City of Toronto include: the Streetscape Improvement Program; the Brownfield Remediation Tax Program; and the Imagination, Manufacturing, Innovation, Technology (IMIT) Incentive Program.

*Streetscape Improvement Program*³⁸

One financial tool that can be implemented within the BIA is the Streetscape improvement Program. The program provides financial support to BIAs to undertake streetscape improvements such as decorative sidewalk treatments, pedestrian lighting, kiosks, banners and murals, BIA theme signage, fountains, street furniture, landscaping and tree planting.

Investments in the DUKE Heights BIA streetscape can enhance physical environment, enhance public realm for visitors, shoppers and potential investors while helping to “brand” the business community. Further, streetscape investments can help to leverage additional private investment and property improvements.

Funding of the program is provided on a 50/50 matching capital basis. The program also provides cost-share funding for surveying, inspection costs and the preparation of professional working drawings, where City staff is unable to do so within project deadlines. The maximum annual cost-sharing request from an individual BIA is not to exceed \$600,000 gross, although larger projects may be considered at Council.

Brownfield Remediation Tax Program

The Brownfield Remediation Tax Program is meant to insure that contaminated industrial properties are redeveloped through a Tax Increment Equivalent grant on the remediation costs. This current program gives developers a break on the reassessed value for up to three years to insure full remediation costs are covered. Eligible recoverable costs are³⁹:

- Environmental studies, (i.e. Phase II Environmental Site Assessment and/or Phase III Environmental Site Assessment/Remedial Workplan);
- Environmental remediation;
- Environmental insurance premiums;
- Demolition or removal of debris relating to remediation;
- Costs of complying with a Certificate of Property Use.

The BIA should recommended to the City of Toronto an extension to the current program to ensure all eligible cost are covered. The Duke BIA is unique as it is an industrial BIA increasing the chances of Brownfield sites. There is a requirement for stronger financial policy to ensure that remediation does not pose a barrier to redeveloping land.

Imagination, Manufacturing, Innovation, Technology (IMIT) Incentive Program

IMIT is currently implemented by the city of Toronto and is used to help reduce the costs of growth for the following sectors⁴⁰:

- Biomedical Operations
- Creative Industries
- Financial Services
- Information and Communications Technology
- Manufacturing
- Tourism Attractions

This program is similar to the brownfield remediation tax program, as it is a grant that gives properties a 60% break on the reassessed value. This program is meant to insure that business in Toronto can stay competitive with other regions even though land and construction costs are exponentially more expensive. The South Bond Partnership is recommending that the City of Toronto amend policy surrounding this grant to be more inclusive of employment uses, and that this program be eligible to condoized buildings.

³⁸ City of Toronto, City Hall. (2016). Community Improvement Program. Retrieved from: <http://www.toronto.ca/311/knowledgebase/60/101000039260.html>.

³⁹ City of Toronto. Brownfield Remediation Tax Assistance. Retrieved from: <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=725b4b5073cfa310VgnVCM10000071d60f89RCRD&vgnextchannel=6e4032d0b6d1e310VgnVCM10000071d60f89RCRD>

⁴⁰ City of Toronto. Imagination, Manufacturing, Innovation, Technology (IMIT) Incentive Program. Retrieved from: <http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=bc2c4b5073cfa310VgnVCM10000071d60f89RCRD&vgnextchannel=6e4032d0b6d1e310VgnVCM10000071d60f89RCRD>

8.2.2.2 Proposed Tools

Beyond the above noted available grants, the South Bond Partnership is recommending the following financial tools for inclusion in the Community Improvement Plan for DUKE Heights BIA. These tools have been dissected into: Loans, Grants, Revenue Tools and a BIA Beneficiary Tax.

Loans

Municipal Loan:

This financial tool will be the most useful as it gives the BIA the ability to get a loan to invest in infrastructure upgrades for the area. The recommendations that we are suggesting need a lot of funding in order to implement. This tool gives the BIA the ability to implement and fund any program of their choice. Through Section 32(2) of the Planning Act, a BIA in Bracebridge, Ontario applied this loan to fund components of their Community Improvement Plan. Repayment of the loan was interest free for a maximum 5-year term. Their funds supported the following 2 aspects of the CIP ⁴¹:

- Facade Improvement Loan and Grant Program
- Signage Improvement Program

This financial tool allows for the BIA to apply to the municipality for funding. The funding is then sourced through the capital budget on a yearly basis. A municipal loan can assist the BIA in funding any of the following grant programs that look to incentivize and unleash development in DUKE Heights BIA. Repayments of the loan should be calculated on a decided term, commencing the approval of the Financial Assistance Agreement between DUKE Heights BIA and the City of Toronto.

Grant Programs

Building Permit and Planning Application Grants:

This grant is intended to strengthen other incentives to create the desire to develop or redevelop in a timely manner. It consists of a grant equal to an amount offsetting full or partial rebate/credit of most planning or building permit fees. This program will allow property owners in the CIP area to have all or a portion of the planning or building fees refunded upon completion of the project under agreed conditions. Criteria for eligible applications should be laid out in the CIP by-law, and shall prioritize key office uses in the subject area.

These grants will be subject to the availability of funding approved by Council. The Building Fees and Planning Applications Grant Program will cease once: total grant payments reach the maximum amount permitted by the program in any single year, and upon termination of the Financial Incentives Program by Council.

Development Charges Grant

As a part of the CIP, Toronto can choose to relieve DC's in part or whole within the BIA area by financing property owners through a grant system. This grant should solely apply to development within the BIA.

There are different ways a DC grant may be structured. For example, the CIP for office development in the City of Vaughan VMC implemented a DC freeze, where the rates in effect prior to the enactment of the 2013 DC by-laws would be the rates that applied for any office development in the area. So, the rate applied would be \$20.35 per square metre, while other forms of non-residential development would pay according to the current DC rates identified in the new by-laws (\$53.68 per square metre). Another example is the Oshawa's CIP for the Downtown Shoulder Area, whereby DC Grant coverage would be provided based on the number of performance criteria met.⁴⁴ One criteria met would net the developer 15% savings on DC's, while 6 performance criteria met would yield 100% coverage of DC's.⁴⁵ While this was catered to residential development in the area, this may be an option for the Toronto to translate to DC grants for office development.

Another example for a DC Grant can be seen as performed by and in the Niagara Region. As of September 2016, the Niagara Region provides an industrial development charge grant where 100% of the Regional development charges on eligible industrial developments may be waived at the time of issuing a building permit.⁴⁶ Toronto can potentially translate this idea to office development within the BIA, as development will support the infrastructure put in place by the Toronto.

⁴¹ Town of Bracebridge. (2012). Town of Bracebridge Community Improvement Plan. Retrieved from: <https://bracebridge.civicweb.net/document/11907>

⁴² City of Vaughan. (2014). Community Improvement Plan: A Strategic Tool to Accelerate Office Development. P. 10

⁴³ Ibid. Pg. 10

⁴⁴ City of Oshawa. (2006). Downtown Shoulder Area Renaissance Community Improvement Plan. Pg. 16.

⁴⁵ Ibid. Pg. 16

BIA Tax Increment Equivalent Grant (TIEG)

TIEGs are financial incentives designed to offset the costs associated with estimated property tax increases that arise upon the (re)development of a property.⁴⁷ Municipalities provide grants typically spanning 10 years, which are paid in increments.⁴⁸ The grant declines gradually over the course of the 10-year period by a set percentage. So, should a municipality choose to implement a TIEG that recovers the entire cost of the increase in property tax over a 10 year span, the grant can decrease 10% each year until expiry by the tenth year (Figure 29).

For the proposed DUKE Heights BIA, the TIEG should only apply to new developments that meet intended zoning targets implemented by the CIP By-law once in full force and effect. Upon review of current property tax rate structure, available grant funding and other pertinent information, Council and Staff should decide on an appropriate tax increment to be implemented for this incentive. This rate should not jeopardize or strain the financial capacity of the City of Toronto. This program provides an incentive to facilitate desirable development of key uses that will assist in accelerating and attracting development to the DUKE Heights BIA as it provides developers with significant savings.

Revenue Tools

Density Bonusing

Density bonusing is proposed to be implemented across DUKE Heights BIA as another incentive to promote development. Density Bonuses offer developments a higher density allowance in terms of Floor Space Index (FSI), in exchange for amenities needed in the community.

These amenities typically include parks, heritage preservation and affordable housing.⁴⁹ Density bonuses must be established in Zoning By-laws that set out the specific conditions needed in order to receive the increased FSI. This incentive tool is less effective in communities where density isn't valued by developers or where land is more affordable and developers are content to build out instead of up - this is not the case in the DUKE Heights BIA.

BIA Beneficiary Tax

A BIA Transit Beneficiary Tax would use a portion of the already collected BIA Tax, and amount the proceeds to a transit program within the BIA boundaries. Currently the BIA collects a Beneficiary Tax by increasing property tax rates within its boundaries. The BIA has two mass transit systems within its boundaries, and accessibility throughout the BIA is still limited as these systems have not been able to accommodate the "final mile". This option would largely be employed in concert with the recommendation made in Section 8.1.1.2 of this report. The service would be managed by the BIA with the intention of increasing connectivity and promoting growth.

Through these funds, businesses would provide transit passes to their employees at a reduced rate to promote transit use within the area. As the beneficiary tax is based on land value, passes will be distributed according to tax contributions. Other costs of the transit service will be recovered through user fees of individuals that are using the service, and that are not passholders.

The BIA will have to work with the City of Toronto to request the permittance of a bus charging service within the BIA. Currently, Section 56 of the City of Toronto act does not allow for the collection of fees in the proposed situation.⁵⁰ In order to promote and ensure the density to support the vast amount of transit intensification in the area, the initial investment is required. We believe the intensification of transit within the BIA will promote growth. The permittance of this recommendation will create another incentive for development in the BIA, and create a larger assessment pool with no investment from the City required.

TIEG Grants to Achieve 60% Overall Incremental Tax Grant

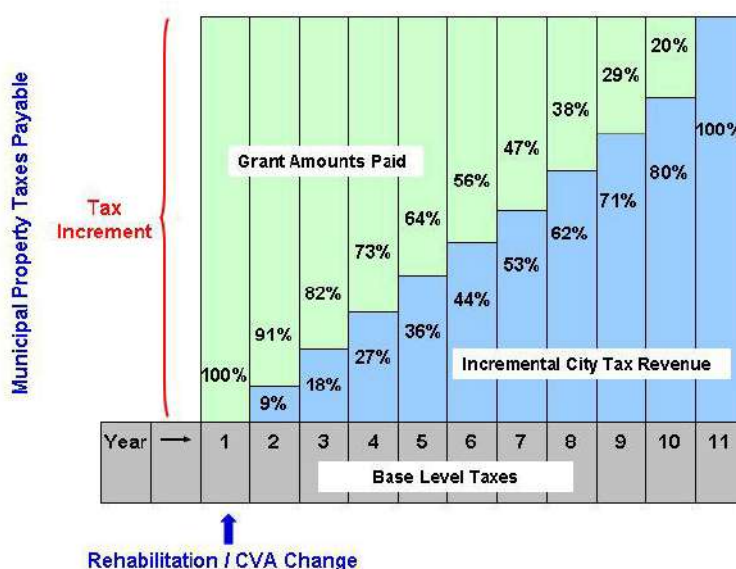


Figure 29

⁴⁶ Niagara Region. (2016). Current Fees for Development Charges. Retrieved from: <https://www.niagararegion.ca/business/property/current-fees.aspx?navfeat=1>.

⁴⁷ Weirfoulds LLP. (2011). Urban Renewal and Community Revitalization: Tools That Can Help. Retrieved from: <http://www.weirfoulds.com/urban-renewal-and-community-revitalization-tools-that-can-1>.

⁴⁸ Ibid

⁴⁹ Michael Wilson and Taylor Zeeg. (2007). Energy Efficiency and Buildings: A Resource for BC's Local Governments. Community Energy Association and Fraser Basin Council.

⁵⁰ Government of Ontario. (2016). City of Toronto Act 2006. Retrieved from: <https://www.ontario.ca/laws/statute/06c11>.

9.0 Conclusions

9.0 Conclusions

Unleashing the development potential of the BIA lands can be best achieved, based on our analysis, by introducing a mixed-used development concept for the test site located at 1280 and 1300 Finch Avenue West, and employing a “basket of tools” to achieve a range of financial, design and policy enhancements .

The proposed redevelopment of 1300 Finch Avenue West to an 8-storey commercial-office building and a 14-storey residential building with commercial at grade will establish a respectable, complementary, practical, and iconic space for a location where higher order transit is scheduled to arrive. Further it sets precedent to the quality of redevelopment that the DUKE Heights BIA is seeking throughout the BIA in its entirety. The proposed redevelopment maintains development consideration, as it is the only mixed use location within the Employment BIA, and should anticipate intensification and higher density development. It is with hope that this proposal will spur redevelopment throughout the BIA.

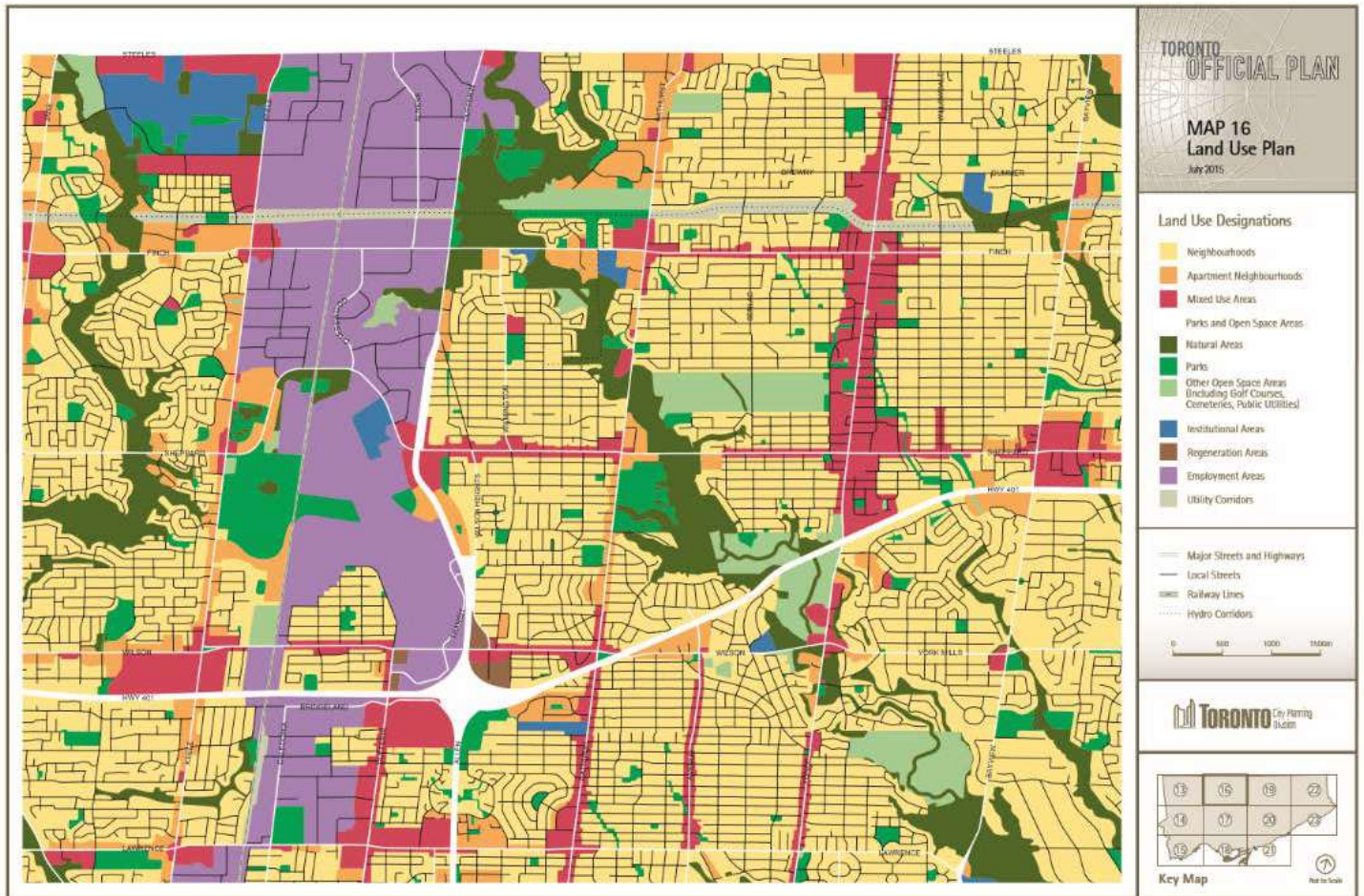
The general BIA-wide recommendations include improvements to connectivity and public realm. Enhanced connectivity needs to be a staple within DUKE Heights moving forward. Improvements to the current street block pattern, solving “the last mile” dilemma, and ensuring connectivity between all four artificial quadrants of the BIA require a high level of consideration. Enhanced public realm attracts businesses, workers, residents and shoppers. The landscape within the BIA provides a plethora of opportunity to improve and enhance what is currently a lackluster experience for pedestrians and workers within the BIA. Improvements to public realm have the potential to increase property values, and beautify the overall landscape of the BIA.

The “basket of tools” will serve to provide the BIA with a framework for the development of a Community Improvement Plan and other initiatives. Above the current programs available to BIA’s, the recommendation of policy adjustments to better address employment BIAs, and the recommendation of applying for other financial tools that will be components of a Community Improvement Plan are necessary in working with the City of Toronto to make the BIA project come to fruition.

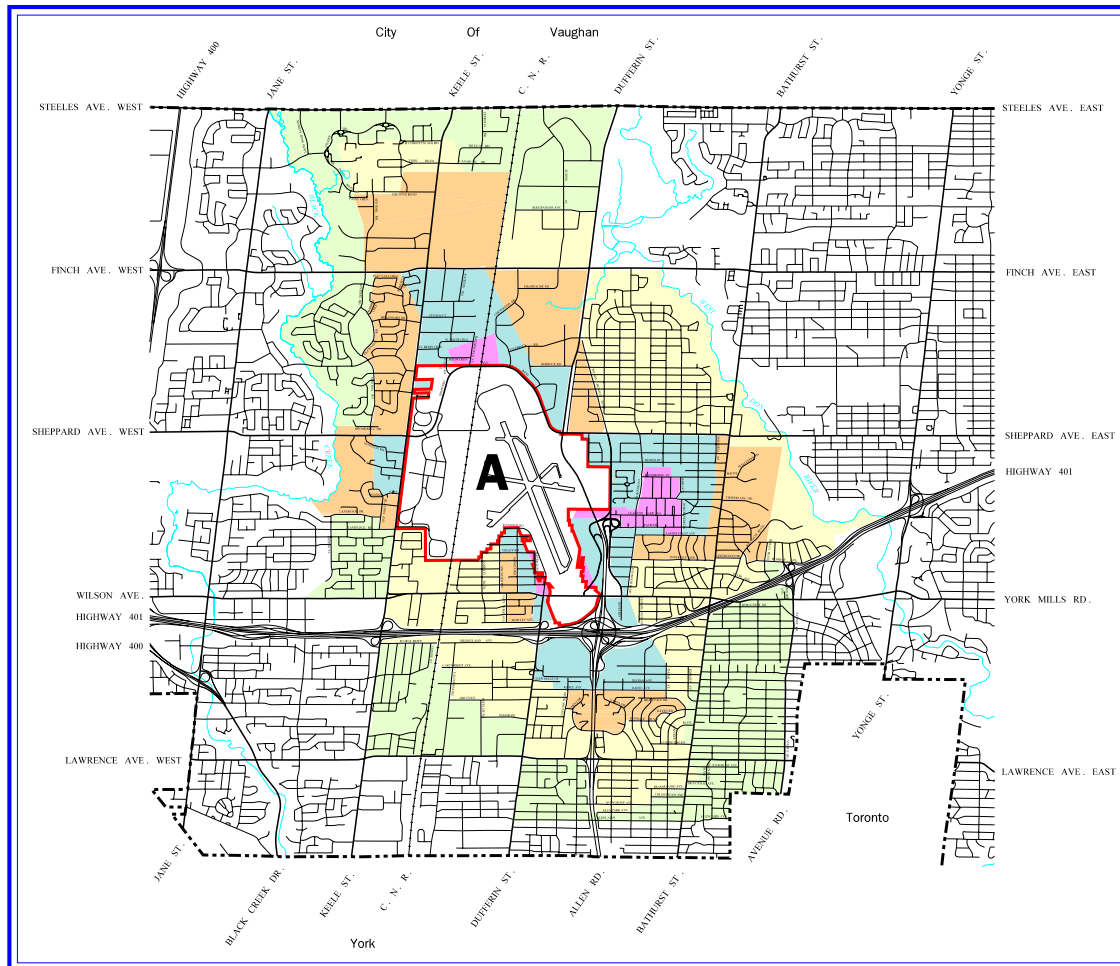
In our opinion, the proposals are consistent with Provincial and Municipal policies, municipal guidelines, and conform with objectives to intensify around higher order transit. The subject proposal, recommendations, and basket of tools are appropriate and represent good planning. They are supported by various studies, research and analysis that demonstrate the appropriate consideration of the context and overall vision of the DUKE Heights BIA. Moving forward, this proposal should look to work closely in concert with the Keele-Finch Plus Study, as both projects involve the Keele-Finch intersection, which is a major component to the DUKE Heights BIA.

10.0 Appendix Items

Appendix A: Official Plan Map 16



Appendix B: Airport Hazard Map



AIRPORT HAZARD MAP SCHEDULE "D" TO BY-LAW 7625 OF NORTH YORK

LEGEND :

- A** DOWNSVIEW AIRPORT BOUNDARY
- PINK MAXIMUM STRUCTURE HEIGHT 9.14m
- TEAL MAXIMUM STRUCTURE HEIGHT 15.24m

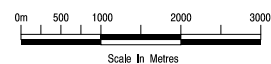
- ORANGE MAXIMUM STRUCTURE HEIGHT 30.48m
- YELLOW MAXIMUM STRUCTURE HEIGHT 45.72m
- LIGHT GREEN MAXIMUM STRUCTURE HEIGHT 60.96m



THIS PLAN HAS BEEN EXAMINED IN RELATION TO THE DEPARTMENT OF NATIONAL DEFENCE ZONING PLAN, DRAWINGS T16-1-1003-1 AND 2, AND HAS BEEN CERTIFIED TO COMPLY THEREWITH BY THE CHIEF TECHNICAL SERVICE OFFICER, OF R. C. A. P. STATION DOWNSVIEW, REFERENCE LETTER NUMBER, 20-05-01 (CTSO) DATE 23 JULY 1964 AND SIGNED PLAN DATED 20 OCTOBER 1964

THIS IS TO CERTIFY THAT THE INFORMATION PERTAINING TO MAXIMUM STRUCTURE HEIGHTS SURROUNDING THE AIRPORT IS A TRUE COPY OF THAT SHOWN IN THE SCHEDULE TO BY-LAW 19398, ENACTED BY COUNCIL ON NOVEMBER 30, 1964

ROB DOLAN DATED: AUGUST 15, 1999
DIRECTOR OF COMMUNITY PLANNING
CITY OF TORONTO (North York District)

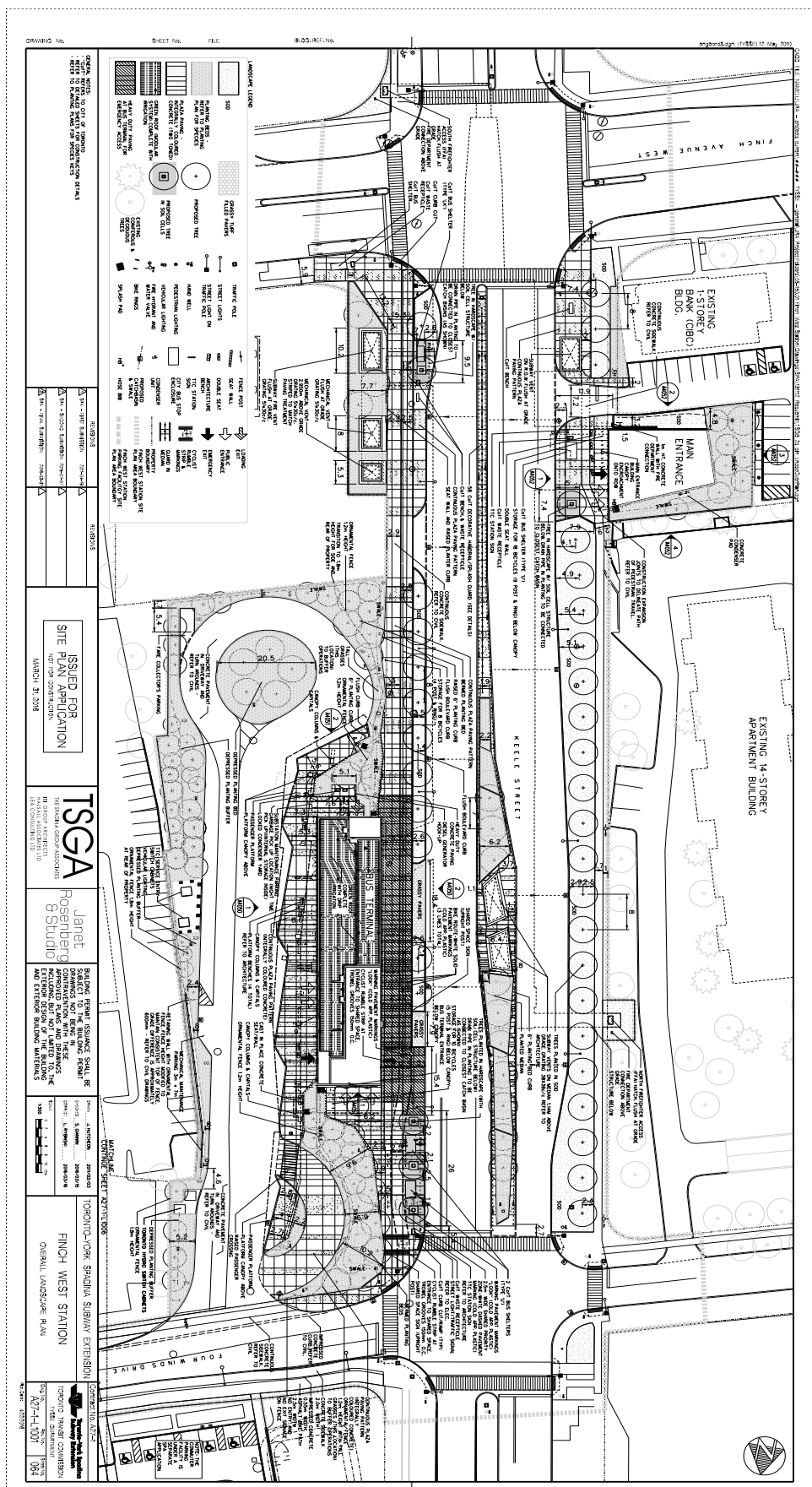


Prepared By: SYSTEMS, INFORMATION & MAPPING SECTION
Date: Apr. 06, 1998 File Name: M:\NYKMAP\KM35.dgn

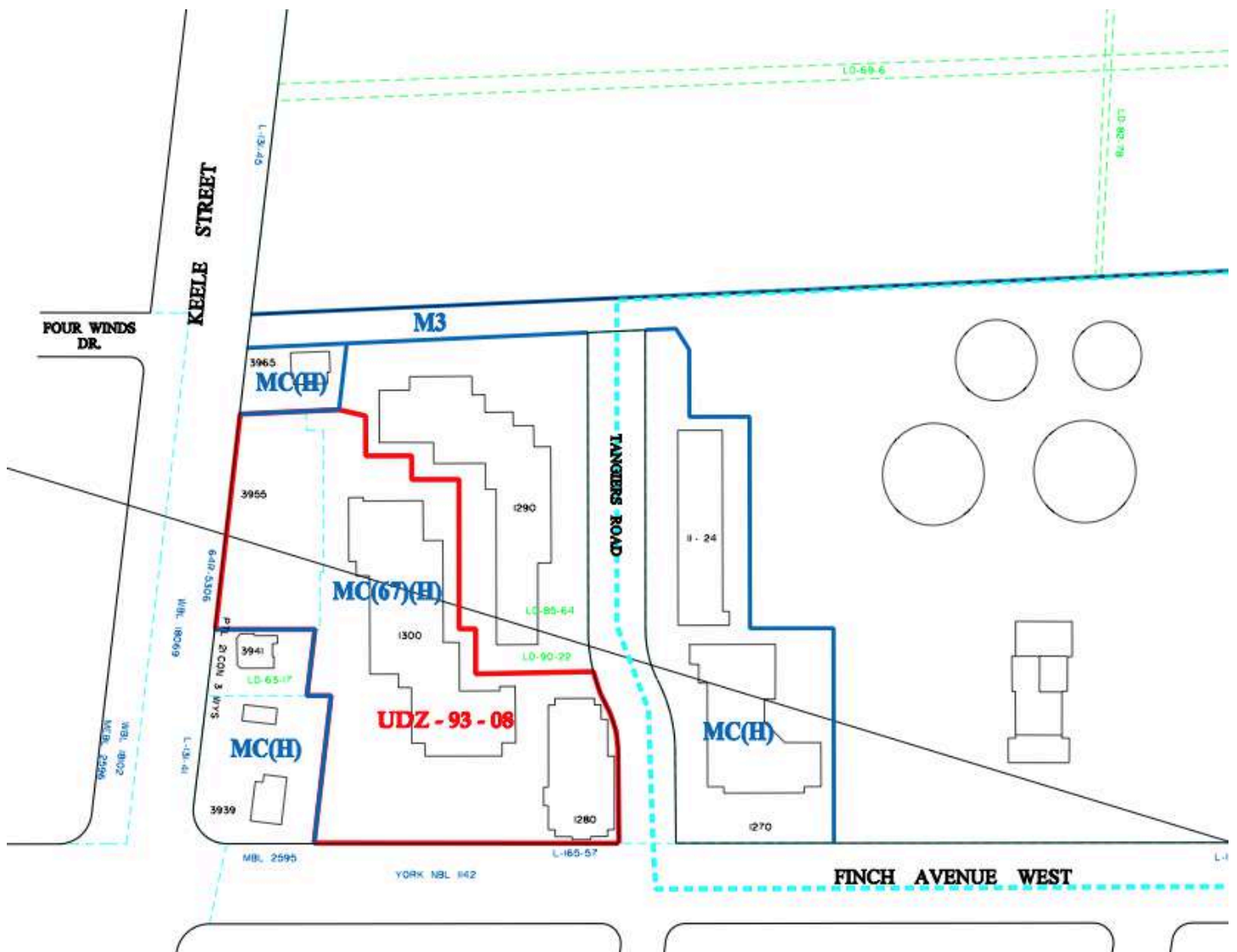
Source: Street Line Map and Street Name data - Metro, Land Information Services, Dec. 1996.
Source: Maximum Structure Height Restrictions - North York Planning Department.

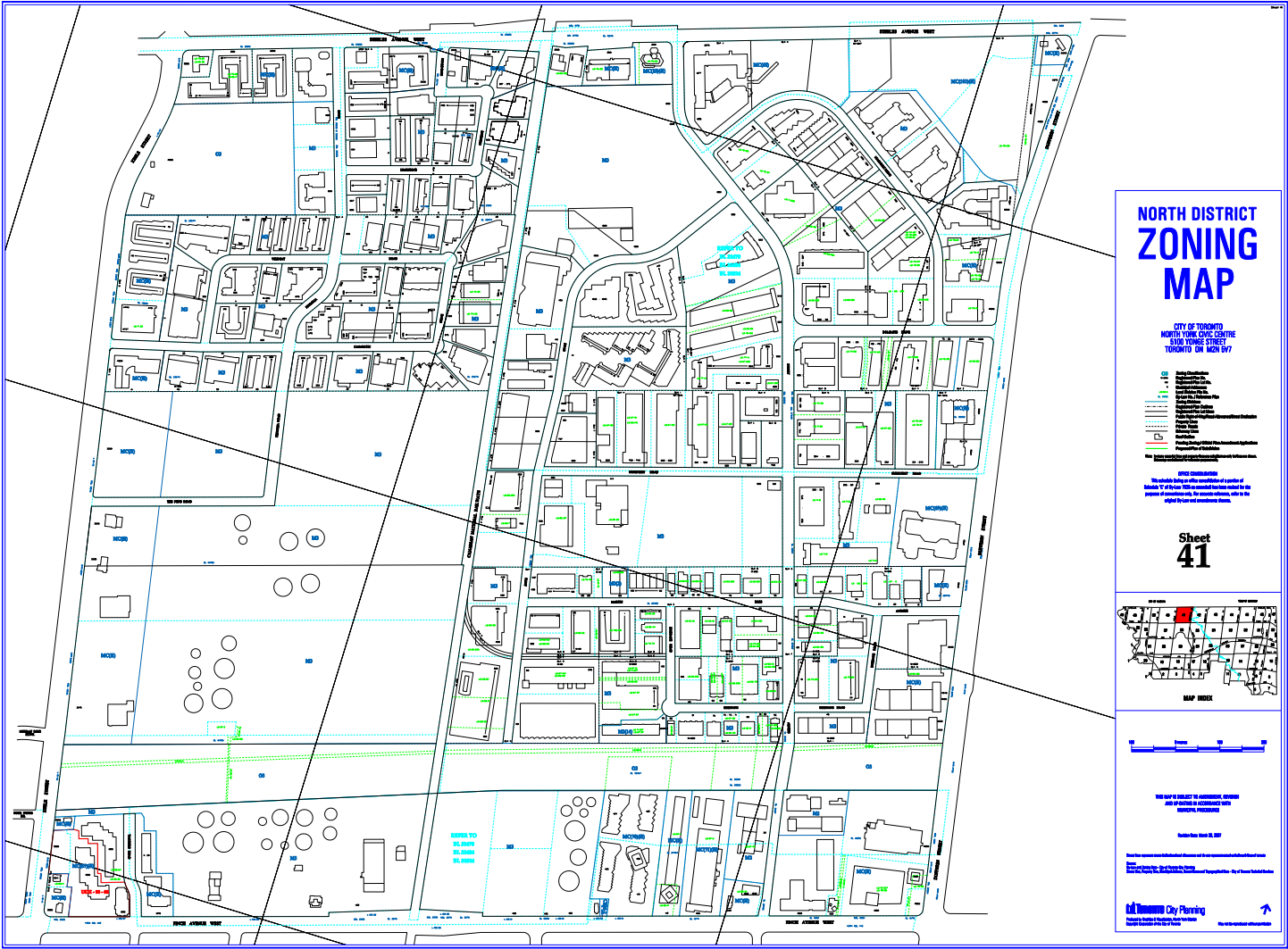
Street lines represent approximate centre line of road allowance and do not represent as-built curb lines of streets.

Appendix C: LRT Landscape Plan



Appendix D: Site Specific Zoning





Appendix E: North York Zoning By-law

PERMITTED USES in the North York Former Zoning By-Law 7625 include Single Family dwelling units and Semi-Detached dwelling units.

40.10.20 Permitted Uses

40.10.20.10 Permitted Use

(1)	<u>Use - CR Zone</u>
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In the CR zone, the following uses are permitted under the letter "c" in the zone label referred to in regulation 40.5.1.10(3)(A)(i):

Ambulance Depot
Art Gallery
Artist Studio
Automated Banking Machine
Community Centre
 Courts of Law
Education Use
Financial Institution
 Fire Hall
 Library
Massage Therapy
 Medical Office
Museum
 Office
Park
Passenger Terminal
Performing Arts Studio
Personal Service Shop
Pet Services
 Police Station
Post-Secondary School
Production Studio
Religious Education Use
Retail Store
Software Development and Processing
Veterinary Hospital
Wellness Centre

(B)	<p>In the CR zone, the following uses are permitted under the letter "r" in the zone label referred to in regulation 40.5.1.10(3)(A)(ii):</p> <p> Dwelling Unit in a permitted building type in Clause 40.10.20.40 Hospice Care Home Nursing Home Religious Residence Residential Care Home Respite Care Facility Retirement Home Student Residence </p>
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40.10.20.20 Permitted Use - with Conditions

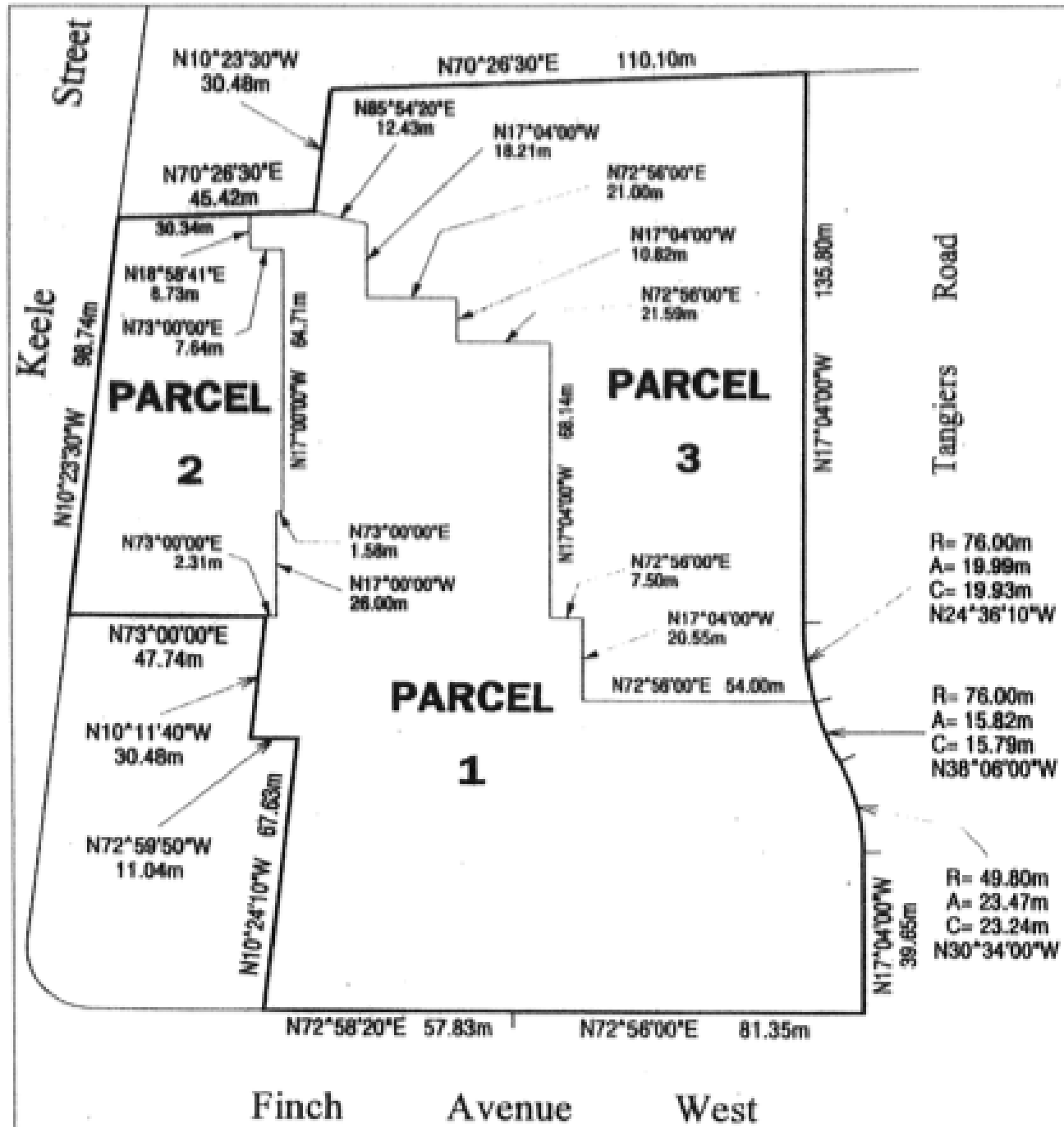
(1)	<u>Use with Conditions - CR Zone</u>
(A)	<p>In the CR zone, the following uses are permitted under the letter "c" in the zone label referred to in regulation 40.5.1.10(3)(A)(i) if they comply with the specific conditions associated with the reference number(s) for each use in Clause 40.10.20.100:</p> <p>Amusement Arcade (23, 46, 47)</p>

		<p> Cabaret (1) Club (1) Cogeneration Energy (56) Custom Workshop (16) Day Nursery (27) Drive Through Facility (37) Eating Establishment (1,33) Entertainment Place of Assembly (1, 46) Funeral Home (24) Hotel (4) Laboratory (15) Nightclub (2) Outdoor Patio (21) Outdoor Sales or Display (20) Place of Assembly (1, 29) Place of Worship (40) Private School (28) Public Parking (7,8,9,10,11) Public School (28) Public Utility (54,57) Recreation Use (1, 46) Renewable Energy (56) Retail Service (17) Service Shop (6) Secondary Suite (58) Sports Place of Assembly (46) Take-out Eating Establishment (1) Transportation Use (55) Vehicle Dealership (26) Vehicle Fuel Station (13,38) Vehicle Service Shop (13,39) Vehicle Washing Establishment (25) </p>
	(B)	<p>In the CR zone, the following uses are permitted under the letter "r" in the zone label referred to in regulation 40.5.1.10(3)(A)(ii) if they comply with the specific conditions associated with the reference number(s) for each use in Clause 40.10.20.100:</p> <p> Crisis Care Shelter (43) Group Home (30) Home Occupation (45) Municipal Shelter (31) Private Home Daycare (44) Rooming House (48) Seniors Community House (42) Tourist Home (22) </p>

64.33-22

EXCEPTIONS TO THE MC ZONE

SCHEDULE MC(67)



EXCEPTION REGULATION

- (a) For the areas shown as parcels 1, 2, and 3 on Schedule MC(67) the combined maximum gross floor area of all buildings is:
- (i) 16,316 m² for parcel 1;
 - (ii) 11,302 m² for parcel 2; and
 - (iii) 5,370 m² for parcel 3.

(By-law 33093; 1290, 1300 Finch Ave. W., Map 41) {original Site Specific By-law 30970}

December 31, 2012

Appendix F: Site Renders



