

PUBLIC CONSULTATION STRATEGY REPORT

2150 LAKE SHORE BLVD. W.
OCTOBER 21, 2019

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PURPOSE OF CONSULTATION

This Public Consultation Strategy Report has been prepared by Lux 9 Inc., MacKinnon Public Affairs and Urban Strategies Inc. on behalf of the land owners, FCR (Park Lawn) LP and CPPIB Park Lawn Canada Inc., in support of an Official Plan Amendment application for the redevelopment of 2150-2194 Lake Shore Boulevard West and 23 Park Lawn Road (“the site” or “2150 Lake Shore”).

First Capital Realty is a long-term property owner and developer committed to creating a successful addition to the Humber Bay Shores community, and will be working closely with local residents and stakeholders to ensure that the Master Plan for 2150 Lake Shore Blvd. W. will enhance the value and quality of life for residents and visitors. Having already hosted two community engagement sessions, the First Capital Realty Project Team looks forward to continuing an open dialogue with residents and stakeholders in Humber Bay Shores and its surrounding neighbourhoods throughout the duration of the project.

This part of Toronto is experiencing rapid growth, and local residents have expressed a strong interest in shaping and influencing how their community continues to evolve. This was most clearly evidenced at the two ‘Idea Fairs’ hosted by the First Capital Realty Project Team in 2018. Both events were attended by hundreds of local residents and stakeholders who had the opportunity to share ideas and aspirations for the area, express concerns, ask questions and speak directly to the Project Team. Feedback was generated via digital surveys on iPads, written comment forms and

interactive forms of feedback generation such as a graphic recorder and sticky notes. All feedback was summarized into “Big Ideas”, which the community was asked to comment on to ensure this 28-acre property meets the needs of those who live, work, enjoy and will eventually visit this new mixed-use community.

Public engagement is a key part of the planning process and will allow for the Project Team to understand community values, concerns and aspirations for the future of the site. Local and future resident as well as stakeholder input on amenities, transit, environmental sustainability, shops, restaurants and services, employment, housing and design will be considered, alongside existing property conditions and constraints, developer aspirations and applicable planning policies, to inform the development of the Master Plan for the site. It is the people who live in the area who understand what is missing or needed to improve their quality of life from now into the future and understand that this development is the driving catalyst to deliver the infrastructure, transit and amenities desired.

The goal of the First Capital Realty Project team is to continue to build and nurture this relationship, with the community input as an important driver in the transformation of this geographically unique area of the City – from an industrial past to an urban, complete community. This input will also inform investment decisions that will attract future customers, retailers, buyers and tenants to this new mixed-use development.

KEY MESSAGES

- First Capital Realty is committed to working with local residents, stakeholders and government officials to ensure that its Master Plan will enhance the value and quality of life for residents and visitors to Humber Bay Shores and the surrounding community.
- First Capital Realty's vision for the property is a revitalized transit-oriented mixed-use community with a high-quality urban design that integrates a range of uses while delivering additional community needs.
- First Capital Realty aims to maintain open communication with interested parties throughout the various planning and approvals processes. The views and aspirations of local residents and stakeholders have been and will continue to be valued considerations during the review and analysis of the proposed Master Plan.
- To ensure that a complete community is developed in Humber Bay Shores, the proposed Master Plan seeks to address existing deficiencies by creating new transportation options, adding significant new employment opportunities and delivering new lifestyle amenities and options.
- The redevelopment of 2150 Lake Shore Blvd W. is an important catalyst to transforming Humber Bay Shores from super-congested to super-connected. The creation of the much-needed new GO/TTC transit hub will unlock the mobility potential of the community and connect it to the rest of the City and Region with reliable and timely access for generations to come. During settlement discussions on the future of the property, FCR and the City agreed residential uses may only be permitted

once the Park Lawn GO Station is Provincially approved and endorsement by the Metrolinx Board with secured funding is received; on-site TTC improvements must also be secured to the City's satisfaction.

- When the Mr. Christie Bakery was closed in 2013, local officials, residents and various stakeholders lamented the loss of hundreds of jobs from this community. The Settlement reached by First Capital Realty and the City of Toronto requires an exponential increase in the number of jobs to be created on the site to at least 3,500. This arrangement creates opportunities for thousands of residents to work closer to home and for Humber Bay Shores to function as a more complete community.
- The sustainability measures embedded in the Master Plan design support the City of Toronto's Resilience Strategy, and will minimize the development's environmental impact, encourage biodiversity, enhance the well-being of residents, contribute to a sense of place and create local community connections.
- First Capital Realty is fully aware of community frustration associated with the vehicular traffic and congested local streets, as commuters transfer between the Gardiner Expressway and Lake Shore Boulevard travelling to and from the downtown area. First Capital Realty is proposing a new street network that redirects commuter traffic and enables existing arterial roads to become complete streets that are more amenable to residential and retail uses as well as cycling, pedestrian and transit access.



Idea Fair #2, 2018



Idea Fair #2, 2018



Idea Fair #2, 2018



Idea Fair #2, 2018

DESIRED OUTCOMES

The First Capital Project Team seeks to establish a positive and open relationship with local residents and stakeholders during future consultations regarding the redevelopment of the site. Desired outcomes include the following:

- A community that feels it has been adequately informed about plans to redevelop the property and that the Project Team is largely seen to be responsive to issues, concerns and feedback provided by local interests.
- That an effective means of two-way communication becomes firmly established, allowing local residents and stakeholders to remain updated and current on the status of the redevelopment plan and all relevant activities associated with the property that are of interest.
- A supportive and cooperative community will want to work with First Capital Realty and the responsible departments and agencies at the City to provide input on the delivery of new infrastructure such as a transit hub; roads that address current and forecasted congestion issues; new cycling and pedestrian connections, and other new amenities that may be viable in the future.
- That participation in the review process helps to generate a supportive community that will take advantage of the new infrastructure and amenities built, ensuring they patronize its shops, restaurants and other businesses and enjoy its public spaces.
- A supportive and engaged community will contribute to a successful redevelopment that attracts employers, retailers and new residents. The Project Team seeks to understand which connections, amenities, services and retailers they will support, and in turn, the uses and users that will succeed as future tenants on site.
- Developing relationships with the community enables the Project Team to enhance attributes of the project that are sensitive to local norms and conventions. Establishing this dialogue benefits future discussions about phasing and managing potentially disruptive issues associated with construction.



Idea Fair #2, 2018

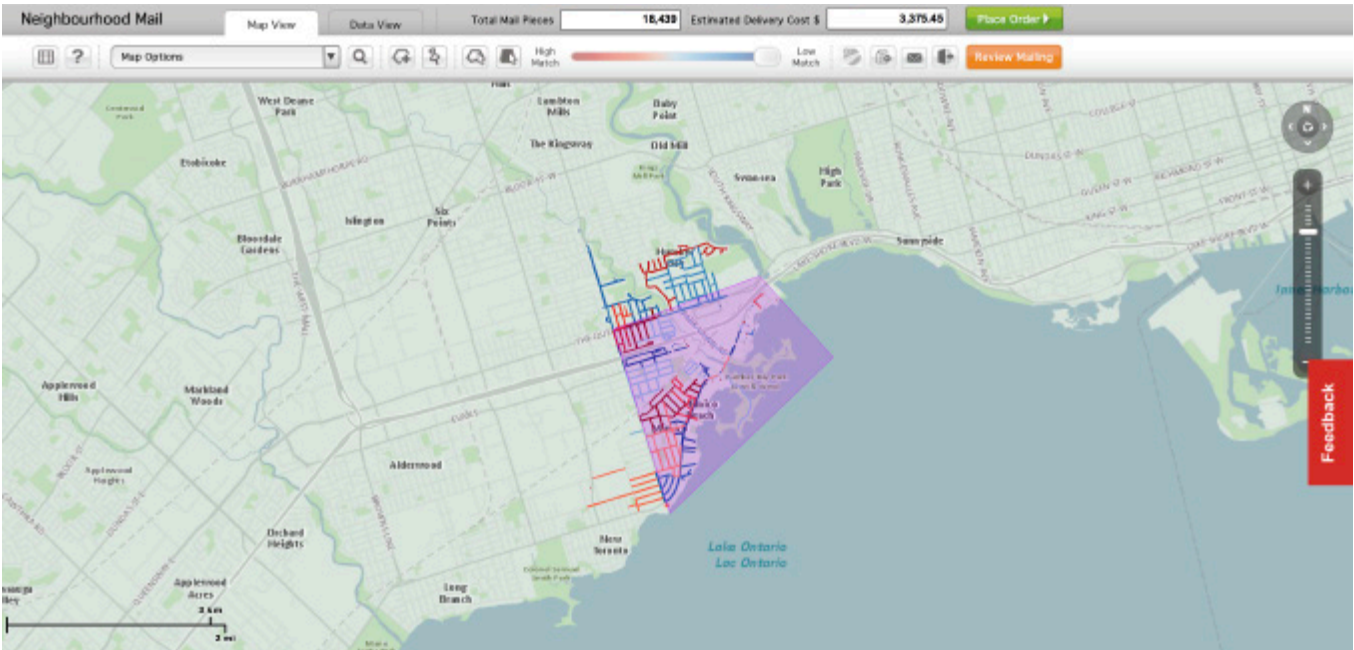
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SCOPE OF CONSULTATION

AREAS OF IMPACT

As part of First Capital Realty's outreach for Idea Fairs #1 and #2 in 2018, over 17,000 invitations were mailed to all addresses within two kilometres of 2150 Lake Shore Blvd. W. This area includes residences along the shores of the Lake in the south to Berry Road in the north, and from Palace Pier in the east to the streets just west of Legion Road. In geographic terms, it is this community that will be most directly affected by the proposed redevelopment. Those most interested in this project live in the buildings that immediately surround the site south of Lake Shore Blvd. W. and to the west at Park Lawn and Legion Road; hundreds of residents look down on the site everyday or pass by during their daily commute. The development at 2150 Lake Shore Blvd. W. will no doubt play a major part in their future everyday life.

While residents in close proximity to the site are important stakeholders in the development of this project, residents and stakeholders from the broader South Etobicoke community have indicated a strong interest in the future of this site – mostly from a transportation perspective. Many South Etobicoke residents and business owners are increasingly concerned that investments in transportation infrastructure have drastically failed to keep pace with the growth of their area and that substantial improvements are needed now, before more businesses and residents move into an area they already regard as overly congested and poorly served by transit. A new Transit Hub at Park Lawn could benefit communities as far west as Long Branch and in the neighbourhoods north of the proposed GO Station by allowing for the rearrangement



Postal Walk Map – Idea Fairs #1 & #2

and improvement of commuting times, travel patterns and mobility options for thousands of people outside the immediate Humber Bay Shores area. This project has a lasting and critical impact outside its perimeter; this project could potentially change the lives of residents across South Etobicoke by providing new transit options and encouraging the use of other modes of transportation to reduce car congestion and traffic.

There are several exercises that will be required as part of the planning process, including the Secondary Plan, the OPA Review and the Transportation Master Plan. First Capital Realty recommends that the planning reviews be focused on residents located within two kilometres of the designated property; the City-run Transportation Master Plan will likely involve stakeholders from a broader area of South Etobicoke due to the fact that proposed transit improvements and new roads will affect the overall transportation network of all of South Etobicoke; the initial consultation on the Transportation Master Plan in the fall of 2016 hosted by the City of Toronto included invitations to 20 stakeholder groups. The First Capital Realty Project Team will work with City officials to determine a consultation schedule that meets their statutory needs and then discuss options to build on those activities as appropriate.

It is to be noted that residents in the Humber Bay Shores / Mimico are very active on social media, including on the local Facebook discussion page and other forms of digital media. Outreach initiatives have been extended

outside traditional direct mail to include email communication (over 600 contacts), website, and eventually social media as a means to alert residents and stakeholders of upcoming events, meetings and other consultative activities to ensure all are aware, informed and current on the latest project details.

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AUDIENCE

The City’s Ward Profile is normally an excellent resource for identifying the demographic attributes associated with a particular area of the City, however it is unclear if the Humber Bay Shores community is reflective of the larger Ward 3 community of South Etobicoke. In a review of the 11 Census Tracts (2016) covering South Central Etobicoke, it shows that the population in this area is growing at a rate 3 times faster than the City’s average. The Project Team will be monitoring when new buildings and/or subdivisions are opened for occupancy as a means to capture new residents that may not have been exposed to previous communications or have not received information from the established social networks that typically pass on information about projects such as 2150 Lake Shore Blvd. W. For example, the two large Eau du Soleil Towers are currently being occupied with new residents in its 1,285 suites.

The Census Tracts also describe a community where 73% speak English as their first language and that there is no sizable community that speaks a different language that needs to be accommodated. It also shows that the area has a larger number of couples without kids (55%) compared to the City average of 35% which also helps to explain the fewer number of children in this area and a noticeably smaller number of youth (7% vs city average of 10%). The area contains a relatively larger population of people between the ages of 25-39 (27% vs 24) and is generally more affluent than the City average.

Based on the appearance of the attendees at the two Idea Fairs and by reviewing the survey and comment forms collected, the majority of people that have been consulted

are over 55 years of age. There is a large constituency of younger people living in and around Humber Bay Shores; the Project Team will employ multiple tactics to generate greater participation from a broader cross-section of the community. This includes highly targeted social media ads based on postal codes located within a defined distance for informing on upcoming meetings, digital surveys and other ways to provide feedback, project updates and more.

COMMUNITY STAKEHOLDERS HUMBER BAY SHORES CONDOMINIUM ASSOCIATION

This is the primary Residents’ Association for at least 22 condominium buildings in the immediate vicinity of 2150 Lake Shore Blvd. W, with a very strong and active voice in the community that is recognized by elected officials, City departments and other agencies involved in this community.

The HBSCA is governed by a Board of Directors that represent the individual condominium buildings and is involved in all community matters; the communication with residents in their respective buildings is excellent and executed via various channels. First Capital Realty has presented to the Board on two separate occasions and is in regular contact with the President and other Board members. It is expected that the HBSCA will a central stakeholder in all discussions regarding the future of 2150 Lake Shore Blvd. W.

MARINA DEL REY CONDOMINIUM ASSOCIATION

This association has expressed a strong interest in advocating for better transit in the area and hosted Transit Town Halls in 2017 and 2018; First Capital representatives were in attendance to provide updates on the status of 2150 Lake Shore and answer questions from the audience. It should be expected that this association will be active participants in the planning process for 2150 Lake Shore Blvd. W.

MIMICO RESIDENTS’ ASSOCIATION

This association represents residents in the area bounded by the Gardiner Expressway, Lake Ontario and from Royal York Road to Legion Road in the east. The President of the Association was on the Councillor/City Working Group and it should be expected that this association will become active in the planning process and in the Park Lawn Lake Shore Transportation Master Plan process as this group has demonstrated strong support for the establishment of a Park Lawn GO station.

ONTARIO FOOD TERMINAL

The Ontario Food Terminal is located immediately north of 2150 Lake Shore Blvd. W. on the north side of the Gardiner Expressway/GO Rail tracks. The Food Terminal is a significant employer and a key part of Ontario’s large agri-food sector. Access to and from its property is critical to its operations and it is expected that they will be an interested stakeholder in any future transportation-related developments in the vicinity.

BUSINESS IMPROVEMENT ASSOCIATIONS

There are two BIA’s located in the area that may become directly engaged in the planning and transportation consultations, including shop the Queensway BIA and the Mimico By-the-Lake BIA. There is also the Humber Bay Shores Business Alliance which operates under the umbrella of the Humber Bay Shores Condominium Association.

Other community-based stakeholders may emerge during formal consultation processes.

It is anticipated that a number of other stakeholder groups may participate in the planning and Transportation Master Plan consultations either formally or as individuals that keep their organizations informed about local events and activities, including but not limited to:

- South Etobicoke Transit Action Committee
- Etobicoke Lake Shore Planning Council
- Mystic Pointe and area Residents Association
- Lakeshore Arts
- LAMP Community Health Centre
- Etobicoke South Cycling Committee
- Mimico Lake Shore Community Network

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MATTERS TO BE ADDRESSED

TRANSPORTATION

As noted previously, there is a palpable concern in this area about existing levels of traffic congestion; local residents stated traffic on arterial roads (Park Lawn and Lake Shore) is flooded with commuters alternating between the Gardiner Expressway and Lake Shore Boulevard as a means for getting into or out of the downtown area. This is compounded by the fact that few viable transportation alternatives are available to residents in the immediate vicinity, resulting in a car-dependent neighbourhood that uses one or both of these two roads to get in or out of their community. It is for this reason that there is a general acceptance in South Etobicoke that new transportation infrastructure is required to service today’s population and accommodate future growth before it arrives.

The 2150 Master Plan recognized this view and has conducted extensive transportation studies to propose a highly integrated transportation network focused on the site that delivers a transit hub, new roads and a network of cycling and pedestrian-friendly connections and streetscapes.

The City’s Secondary Plan and Park Lawn Lake Shore Transportation Master Plan, along with concurrent development approvals for FCR’s Master Plan will together necessitate intensive study and commitments to transportation improvements; extensive community consultation is inherent in all these processes.

These reviews and analyses and the magnitude of the infrastructure investments required to accommodate current and future needs will be an important factor to all parties in reviewing the overall plan for the site.

COMMUNITY AMENITIES

During consultations conducted with the community thus far, it has been made clear that while the waterfront trails and parks are a fantastic amenity serving this emerging community, there is a general lack of other amenities and community resources available nearby. In consultations with the community thus far, access to resources like libraries, community centres and day care facilities were often mentioned in addition to schools, particularly if the demographics of the community expand to include more families with children. Although access to transit was a dominant theme, it is clear that many residents feel that access to a range of additional resources/amenities is required to help complete their community.

In addition to the above, many in the community also cited a need for a greater variety of retail – noting that in their high-density living urban environment it would be preferred if they could access more shops, restaurants and other services, which are currently not present in the community.

EMPLOYMENT

The lack of employment opportunities in this area is often cited by local residents and officials, noting that not everyone likes to commute to work on a daily basis. For many, the prospect of being able to walk or take a short transit ride to work is a very desirable objective. How significant employment can be integrated into the Humber Bay Shores community will be a very popular topic as people seek ways to enhance their quality of life and limit their individual impact on the natural environment.

HOUSING

Access to a variety of different housing types and formats was mentioned frequently by local residents and officials in interactions with them. The availability of affordable housing in the City is a very hot topic as finding suitable housing is beyond the reach of a growing segment of the population. There is also a bias against developing a homogeneous community and instead a preference for a variety of rental and home-ownership options that can accommodate new families, large families, down-sizing seniors and everything in-between. It is important to the Project Team to develop an inclusive community that offers housing for all incomes and needs, with access to amenities at their doorstep.

ENVIRONMENTAL SUSTAINABILITY

City officials, residents and local stakeholders all have high expectations that today's developments will be 'green', even in a high-density urban environment. The First Capital Realty Project Team is fully cognizant that issues related to sustainability and resource use will be topics of interest during the upcoming planning and consultation exercises – from energy sources to green roofs to walkability and promoting a healthy lifestyle, to stormwater management, a range of environment-related issues and features will be important matters to be addressed.

URBAN DESIGN/ARCHITECTURE

High quality design and unique built form that enhances the current neighbourhood is the cornerstone of this project. Offering a mix

of uses that are woven into the fabric of the waterfront community with significant public realm improvements, amenities and a transit hub will enhance the quality of life for current and future residents.

A revitalized 2150 Lake Shore Boulevard West can contribute to the vibrancy of Humber Bay Shores through thoughtful design and community spaces that are woven into the landscape. Our approach will integrate art within public realm spaces to offer residents an active and animated streetscape to enjoy, and foster a shared sense of place that creates community. A diversity of housing type and tenure, including affordable, rental, and family-sized condominiums can provide accessible and appropriate housing options for Torontonians.

Significant public benefits such as improved pedestrian connections, community facilities and enhanced public realm will be key components of the Master Plan to support the creation of a more accessible, walkable complete community. Leading sustainability practices are an expectation of the community, including high-quality and lasting design.

CONSTRUCTION PHASING

Residents in Humber Bay Shores will be very interested to know what features will be implemented in the early phases of development, such as addressing transportation issues (new GO station) before new buildings are built to avoid generating additional traffic to the area. There will be other features and public amenities in the new development where the potential timing of their delivery will be of great interest to residents and stakeholders, such as new restaurants, shops and services.

Due to its recent emergence as a residential area, Humber Bay Shores is under constant construction as new buildings emerge. As a result, stakeholder groups and residents of the area have remained very active and involved in how disruption associated with construction in their neighbourhood is managed.

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COMMUNICATIONS & CONSULTATION STRATEGY

TOOLS, METHODS & TECHNIQUES

METHODOLOGY

2150 Lake Shore Blvd. W. is a complex project with a broad scope of impact, and a sophisticated, engaged community that understands municipal planning. This is likely due to the rapid change the area has undergone in recent years and the community's strong involvement in multiple development approval planning processes. This is important as it requires an adaptable framework for engagement, allowing for communication across a broad spectrum of topics and supporting potential shifts in engagement priorities as we move through the planning process. This framework should consider the timeline for approvals, subject to the details of the City/First Capital Realty LPAT Appeal Settlement, ongoing dialogue with municipal staff, Metrolinx, community input and endorsement by City of Toronto and potentially the Province of Ontario.

Once a schedule is clearly defined by the City for weaving the various review processes together, details of this engagement strategy can be further outlined to ensure that it is both robust and designed to educate without overwhelming community members with process details or causing meeting fatigue. This will include working with the City to determine strategic opportunities to coordinate consultation efforts at key moments and milestones within the inter-related Secondary Plan, Transportation Master Plan EA, and

private development approvals processes to avoid over-consultation and audience fatigue.

The Engagement Strategy for 2150 Lake Shore Blvd. W. is designed to:

- Inform
- Consult
- Involve/Collaborate

To support the effective implementation of these levels of engagement, a variety of techniques may be utilized.

INFORM

The purpose of this level of engagement is to share information to build awareness and understanding. In the context of the 2150 Lake Shore development, ensuring that statutory notices for public meetings, public events, and other opportunities to provide input are well advertised is necessary. Further, regular and timely updates and access to informative materials for keeping people connected while enabling the ability for feedback and providing responses to public comments/inquiries are critical. The distribution of key visuals, studies, online surveys or new materials serves to educate the public while providing project transparency. The use of multiple approaches and tools to inform a varied public will support an accessible and inclusive process. The Inform level of engagement is suitable throughout the duration

of the project and can shift with changing operations/processes and community priorities.

The Inform level of engagement usually takes place at the beginning phases of the planning process; feedback is generated from a conceptual level that addresses aspirations and generates thematics based on the needs and wants of the community.

Tactics to Inform:

1. Website
2. Social Media Outreach
3. Email database – notifications & regular updates
4. Newsletters, handouts, brochures, letters
5. Community Meetings
6. Feedback and Meeting Summaries/Reports
7. Mail drops, canvassing
8. Signage: site signage, event signage, Master Plan signage, podium signage
9. Interactive Digital Kiosk
10. Site tours, walking tours
11. Virtual reality and other forms of interactive digital media

Content produced for this cycle:

1. Notices for public meetings, open houses, events, commentary deadlines
2. Updates on site operations, construction notices
3. News articles
4. Simple feedback forms and short surveys based on general concepts or ideas
5. Contact information
6. Development application status and timeline
7. Submission Materials
8. Community Feedback Raw Data

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TOOLS, METHODS & TECHNIQUES [CONT'D]

CONSULT

We have a responsibility to consult with stakeholder groups and the general public throughout the development application process. This level of engagement emphasizes listening to community concerns and ideas as well as fostering two-way dialogue between the project team and the community to gain input on proposed plans and ideas, inform alternatives and solutions and enhance mutual understanding.

The Consult level of engagement is most appropriate during the Detailed Master Plan and subsequent development application processes when the project is further along in the process lifecycle. At this stage, community participation and feedback are delivered from both a high-level perspective as well as nuanced details in reference to the preliminary plans proposed.

Format:

1. Online surveys

2. Statutory Public Meetings

3. Community Engagement Events (Idea Fairs)

4. Stakeholder or Advisory Panel meetings

5. Potential for workshops, site tours, pop-up displays in the community

INVOLVE & COLLABORATE

This level of engagement consists of effective collaboration with City Staff and the various Departments as well as other potential public and community partners. 2150 Lake Shore Blvd. W. is a large and complex project. It requires a collaborative approach beyond what constitutes a typical development application process to achieve ambitious collective goals for the site. This level of engagement may be appropriate throughout the lifespan of this development timeline and include works such as transit and road networks, planning for parks and innovative sustainability features, provision of affordable housing, community programming, among others.

Techniques

- Regularly scheduled meetings with City Staff

• Monthly meetings/regular coordination Stakeholder Groups

• Regular coordination with relevant agencies prior to and post submission of materials

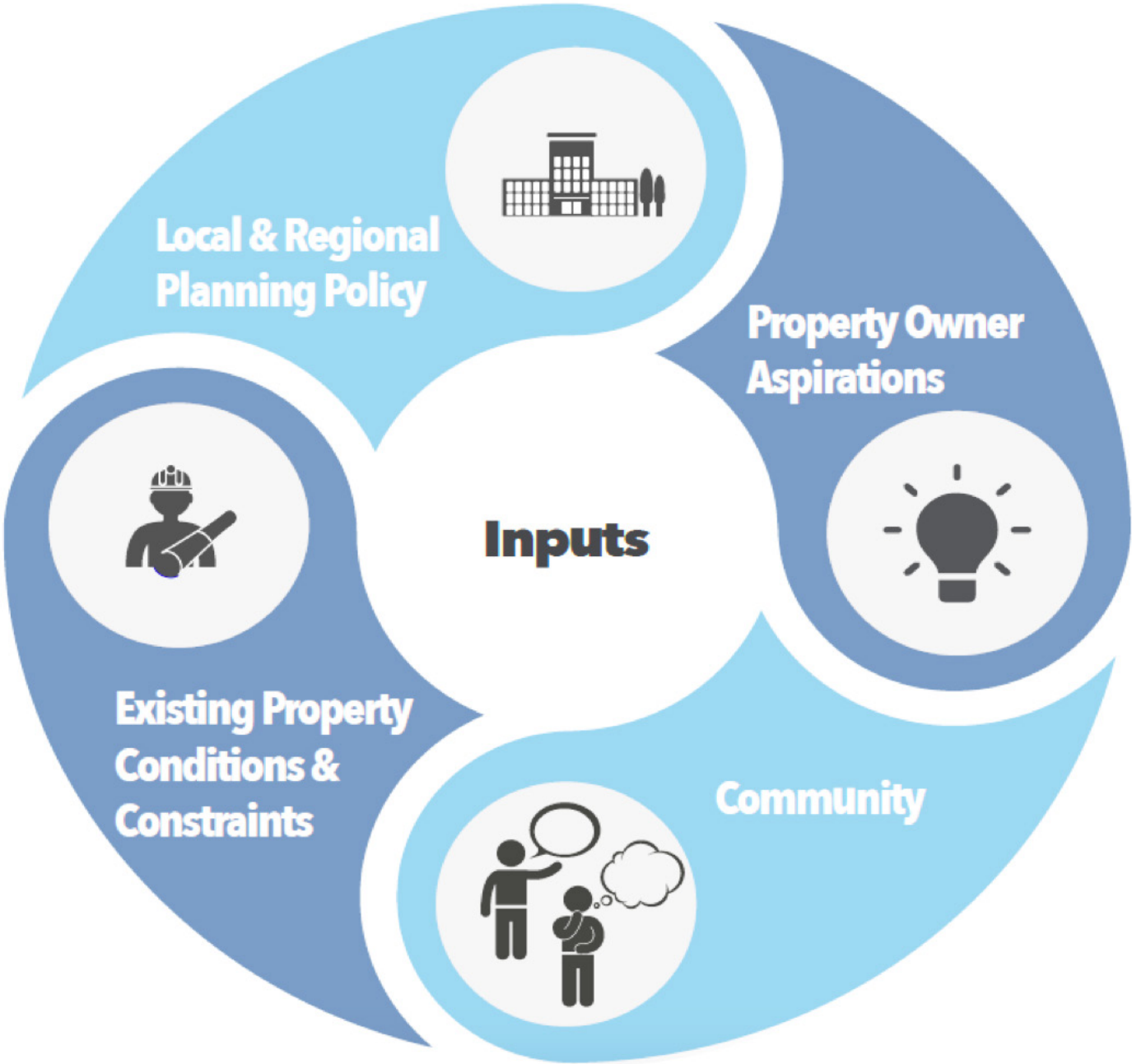
Content

- Technical and financial feasibility challenges

• Program development

• Affordable housing provision

• Strategic partnerships



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EVALUATION & NEXT STEPS

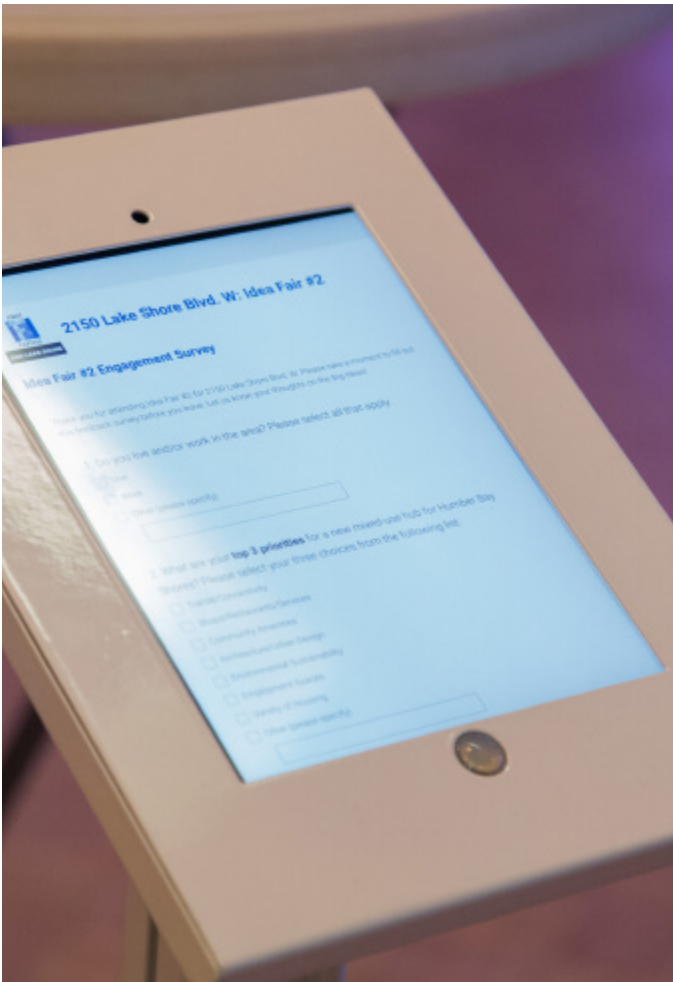
FEEDBACK REVIEW, INTEGRATION & TRANSPARENCY

We will continue to incorporate public feedback where feasible into the plan and work to enhance overall understanding of physical, political and policy opportunities and constraints. Doing so in a transparent and meaningful way means being able to show feedback data and the process by which input is applied in decision making. To date, Idea Fairs 1 & 2 Community Feedback Reports including raw data (appended to this document) have been made publicly accessible on the project website. This information is collected, synthesized and reviewed by the Project Team before determining a response or course of action. Some feedback may reach a level of detail more appropriately applied in later stages of the development process. Regardless of direct applicability at any stage of development, feedback is banked to feed a growing database of ideas to inform the planning and design process.

This review process will continue to improve and evolve the engagement process. The Project Team will seek to increase the amount of data and feedback gathered, implement inclusive outreach strategies to a larger demographic outside the 120 metres catchment area ensuring all ages, lifestyles and needs are addressed, and respond to feedback based on key planning pillars. Effective techniques will continue to be applied moving forward to ensure each opportunity for engagement is accurate, inclusive, measured and meaningful.



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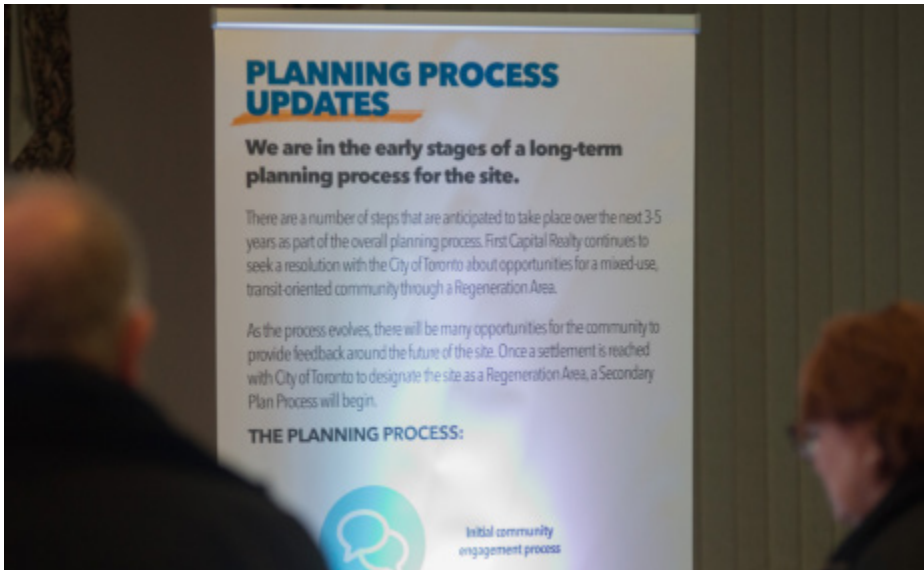
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