

PUBLIC CONSULTATION STRATEGY REPORT

ZBL APPENDIX
2150 LAKE SHORE BLVD. W.
MAY 14, 2020

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

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OVERVIEW

The Master Plan for the site has further evolved, both in response to comments and suggestions from stakeholders, including City staff, and as a result of a more detailed review to support this combined Zoning By-law Amendment application, Draft Plan of Subdivision application, and OPA resubmission. The fundamental vision and key elements of the Master Plan remain consistent, including introduction of a new local street network, a relief road to direct traffic away from Park Lawn and Lake Shore, and an integrated transit hub centred around a new GO station. The Master Plan also continues to provide a diverse network of open spaces, including a public park and two large squares. The galleria, located at the heart of the project, provides a focal point and key pedestrians connections that knit together the project's range of new residential, employment, retail and entertainment uses. The project continues to include diverse range of building types and distinct architecture, including fifteen towers with heights ranging from 16 to 70 storeys. Key revisions to the Master Plan include approximately doubling the size of the proposed park, a significant increase in the provision of office-type employment, and the potential inclusion of two elementary schools, subject to further discussion with the Toronto District School Board, Toronto Catholic District School Board, and provincial approval and funding.

The 2150 Lake Shore Project Team is fully committed to growing and maintaining an engaging and interactive public consultation process during all phases of the review of its various planning applications. Discussions and information sharing with local residents and interested stakeholder groups during the past few years has proved valuable to our project team as we continue to shape our plans for a seamless integration of our new development within the neighbouring community. At the same time, feedback from these same interested residents and stakeholders has indicated a positive appreciation for the Project Team's efforts to share information and respond to inquiries in a transparent and detailed fashion. Continuing to grow this two-way rapprochement is an ongoing goal for this project team.

The arrival of the COVID-19 Pandemic has necessitated restrictions on physical social interactions that will likely prohibit large gatherings such as those experienced at previous Idea Fairs and Public Meetings for the duration of 2020. The absence of face-to-face conversations may initially be seen as a setback for those that rely solely on those meetings and open houses to exchange information, but it doesn't preclude dynamic and widespread engagement opportunities available through online channels. In fact, the present situation has simply accelerated the use of alternative tools that were already gaining widespread use, acceptance and deeper community penetration.

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OVERVIEW

CONTINUED

To ensure the widest possible reach into the community, the Project Team will have the opportunity to augment current outreach efforts to the public and stakeholders with new virtual experiences that are informative and conveniently available 24/7 on the project website. These can include video “fly throughs” of the proposed site via CGI, new presentations by team members and scheduled live Q&A online sessions that could be available to the whole community at different times of the day; instead of the normal constraints that exist such as traffic and parking, AODA compliant and/or accessible room availability, time of day or community schedules, and other logistical issues that traditionally restrict the window of opportunities for public engagement.

These and other new virtual communications tools are currently being developed as additional resources on the project website and their availability will be promoted to coincide with the submission of the ZBA application to the City later this Spring. By reaching out to our contacts and enlisting the aid of interested stakeholders to help us broadcast news and updates, we will be able to reach a large, expanded demographically diverse audience in the Humber Bay Shores and South Etobicoke area. Since the inception of the project website, regular updates and details about the application have been provided, including the complete Official Plan application as soon as it was initially submitted for review by the City in October 2019.

As a result of these efforts and previous public meetings, submissions and news reports, we have amassed a sizable email database that enables easy contact with people and organizations that have indicated an interest in this future development. Past experiences dictate that any news about the site will generate a spike in traffic to our website because this community is so connected. Our efforts will also include notifying and collaborating with the City to ensure participants of City-led consultation activities can also be informed such via the Christie’s Planning Study website, and any related email lists.

As previously noted, although physical access to the project team and related resources may be problematic for a small segment of the community, in our experience and observations, news about the project travels very quickly in and around the Humber Bay Shores/ South Etobicoke community as its ongoing development has generated a very sophisticated and knowledgeable community when it comes to planning-related and other topical issues. The lines of communication (virtual, digital or otherwise) throughout the community are well-established, extensive and efficient when there is local news to report or when information is sought. There are numerous Facebook Pages with thousands of active members, very well-organized community/residents’ associations and individual condominium corporations – all of which employ various methods of communications with members on a range of matters.



The tools and tactics to be described and activated will respect and complement the City's own outreach efforts to engage the community and local stakeholders on the Secondary Plan and Transportation Master Plan processes. We will endeavour to provide detail without confusion in order to provide those interested with access to information that is timely, accurate and mindful of timelines, stressors, resources and the potential for consultation fatigue associated with unnecessary and repetitive announcements.

The strategy we will be pursuing is nimble, interactive, accessible by all and designed to be as transparent as possible; most questions can and will be answered and supported by the intensive efforts and ongoing collaboration by the project team, City staff and related agencies, interested community residents and stakeholders. The following strategy is being presented as a roadmap with options that are flexible to changing conditions COVID-19 related or otherwise, and to will complement new initiatives, timelines and activities to be determined by City staff as they lead the overall processes concerning all the applications associated with the redevelopment of 2150 Lake Shore.

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2 / **Scope of Consultation**

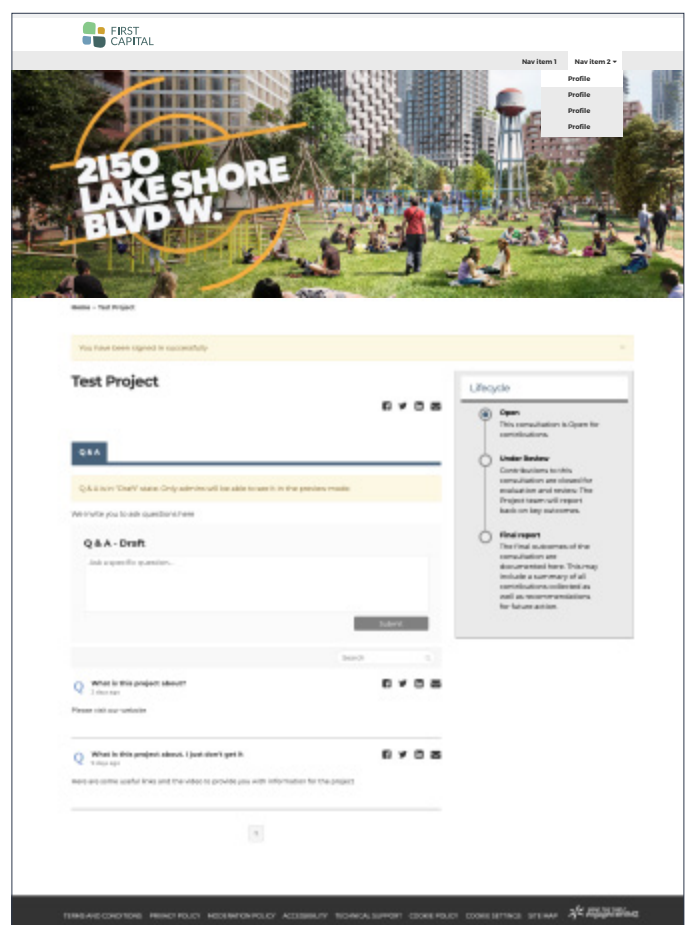
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SCOPE OF CONSULTATION

As part of First Capital'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. While mailed notices are important to bringing residents to First Capital's Idea Fairs and keeping the community continuously informed, we are now in an era where self-isolation, social distancing measures and general sentiment around public gatherings require a shift in the way we engage. First Capital is considering adopting a series of digital tools, techniques and platforms to inform, engage and gather feedback from the community, drawing on social media and digital outreach (email, web) to bring people to this platform. Past efforts via digital outreach have already established connections with interested residents and stakeholders, demonstrated by our growing email database and continual traffic to the 2150 Lake Shore project website. Leveraging these established connections in combination with highly targeted ads to postal codes in the area will expand our scope of consultation to include a larger, more demographically diverse set of audiences (age, location, interests) outside the 120m catchment area; this includes direct connection to key local stakeholders as well as community members from the South Etobicoke area and beyond. Digital engagement will become the new normal for future consultations and can support various levels of engagement as we move through the planning process.



Sample engagement platform

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MATTERS TO BE ADDRESSED

- **Transportation:**

The specifics of the 2150 Lake Shore Master Plan that address the concerns surrounding existing levels of traffic congestion and the requirement for new future-proofed transportation infrastructure include an integrated transit hub, a relief road, and a new local street network. A key revision to this plan is the extension of Station Square to Park Lawn Road to realize the integrated transit hub with improved pedestrian activity and accommodate bus activity.

- **Community Amenities:**

In past community consultations, access to amenities and community resources particularly schools, libraries or community centres is of importance. In addition to a variety of retail to help complete the community, a key revision to the Master Plan includes two potential elementary schools that would follow an urban school model similar to the new shared schools at Canoe Landing. The owners are also actively discussing the inclusion of other community services and facilities with the City, which the team intends to locate within future iterations of the Master Plan once the appropriate package of community benefits are agreed upon.

- **Employment:**

An increase of 21,515 m² to the proposed employment offering expands the employment options for local residents of Humber Bay Shores while further enhancing employment uses within the site.

- **Housing:**

Consistent with the original Master Plan proposal, the Master Plan proposes approximately 7,139 units, including a range of unit sizes, typologies and tenure, including a significant commitment to affordable housing and a high percentage of larger units appropriate for families (10% 3+ BD, 15% 2B+Den, 25% 2B).

- **Environmental Sustainability:**

A key revision to the original plan is the expansion of the existing park to 1 ha, close to double its size in the original Master Plan. This change further promotes a walkable, outdoor-embracing community that promotes a healthy lifestyle for the entire neighbourhood.

- **Urban Design & Architecture:**

The Master Plan continues to feature a range of building types that blend forms and uses, and respond to the distinct geometry of the proposed street and block pattern. Fifteen towers are proposed on the site with heights ranging from 16 to 70 storeys.

- **Construction Phasing:**

The Master Plan will be constructed over six phases, with the GO Station and relief road included in the first phase of development. The phasing strategy works to include a mix of uses, key infrastructure, and public realm amenities and improvements in every phase, so that development will feel complete at every stage.

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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. As we move through this next phase of the planning process, it is crucial to ensure the community remains informed on the latest changes to the Master Plan and has the opportunity to provide feedback. This new age of COVID-19 and social distancing requires us to redefine how we engage the public with a new methodology and consultation strategy that is nimble, interactive, considers residents' safety as well as drives to support the feedback loop for both quantitative and qualitative data. First Capital has the opportunity to, and is considering implementing a digital platform with a range of online tools that allow for two-way communication across a broad spectrum of topics and support all levels of engagement (Inform, Consult, Involve/Collaborate) while ensuring greater accessibility, transparency, and measurable data that can be leveraged to continue to inform the plan for the weeks and months to come.

INFORM

The use of multiple approaches and tools to inform a varied public audience 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, community priorities and the current COVID-19 climate to ensure residents safety while still allowing for meaningful feedback and community engagement to take place.

Various tactics outlined in our previous Public Consultation Strategy included website, social media outreach, email, handouts/newsletters/mail drops, meetings, reports, signage, site tours, and digital/interactive media such as virtual reality. Based on the new COVID-19 era, tactics to inform can be expanded to include an expanded set of online tools such as:

1. Webinars, video conferencing and webcasting for hosting consultation meetings in a virtual 'live' environment; can also be achieved via pre-recorded video
2. Continue to post all submission materials and future consultation feedback; expanded engagement pages will include 'what we learned' and 'what you can expect' based on a revised digital engagement plan
3. A series of feature stories used to inform on key areas of the plan
4. Highly targeted social media ads to reach a larger audience; drives to platform to support consultation phase of engagement

Content produced for this cycle typically includes public notices, news articles, planning cycle information, project timelines, applications and submission materials as well as summarized data from public feedback; these will be produced in a digital format where appropriate and be available via the 2150 Lake Shore website. Additional digital content produced for this cycle can include:

1. Informational videos and “sizzle reels”: used to encourage online engagement; can highlight or focus on key themes of the plan such as transportation, amenities, employment, parks and open space
2. Master Plan Video: showcases key changes in the plan; can include diagrammatics, animations or CGI
3. ‘Fly-through’ videos; a 3D rendering experience that allows users to experience or visualize the plan from a bird’s eye view; can be supported by voice over, diagrammatics, overlays and/or additional CGI
4. Presentations by Project Team members: hosted via live webcasting and/or pre-recorded video
5. Digital creative for social media ads, email, website and online engagement platform
6. 1-pagers on ‘how to’ engage and for sharing with stakeholders
7. Precedent images, renderings, diagrammatic images with content overlays to showcase ‘lifestyle’ and pedestrian/ground-level experiences

CONSULT

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.

This level of engagement was typically supported by in-person community meetings, or ‘Idea Fairs’; in consultation with the City in order to complement their outreach efforts, First Capital is considering deploying a digital platform and set of tools and tactics to ensure community participation remains at the forefront. These can include:

1. An online ‘ideas’ board where community members can share comments via ‘virtual post-it notes’; can include imagery or short/long form content
2. Digital mapping for the community to share feedback via ‘pin’ drops; location-based
3. Moderated Q&A tool; users can submit questions and receive answers either privately or publicly
4. Virtual ‘Town Hall’; leverages video conferencing for presentations + open or live Q&A moderated by a host
5. A digital ‘stories’ tool for open community feedback; public, visible and highly engaging
6. Online polls and surveys; quantitative and qualitative data via sentiment analysis

INVOLVE & COLLABORATE:

This level of engagement may be appropriate throughout the lifespan of the planning process and typically focuses on specific themes in the Master Plan such as transit, cycling or pedestrian experiences, parks planning, the provision of affordable housing, community programming and amenities. Tools and tactics could include focus groups or stakeholder roundtables, working sessions with City staff, as well as:

1. Online forums: a closed platform for special interest groups or stakeholders to discuss key topics within a private space
2. Video conferencing: for hosting City and FCR working session.

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EVALUATION & NEXT STEPS

First Capital is mindful that during these times, the consultation process must be fluid and responsive to the rapidly changing times. Our consultation strategy will reflect the ever-changing needs of our community and abide by government regulations to ensure safety measures are in place and enforced.

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 via highly targeted social media ads, local newspaper advertisements, website updates and emails to our database. We will endeavour to reach out to people of all ages, lifestyles and needs, 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.



