



id8 Downsview

PUBLIC CONSULTATION STRATEGY REPORT FOR THE
PROPOSED REDEVELOPMENT OF DOWNSVIEW LANDS,
CITY OF TORONTO

Prepared for Northcrest Developments and
Canada Lands Company CLC Limited
September 2021

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Note to Reader:

This Public Consultation Strategy Report was written by Swerhun Inc., a third-party facilitation team retained by Northcrest Developments (Northcrest) and Canada Lands Company CLC Limited (Canada Lands) to help design and facilitate their pre-application engagement activities. It was developed in collaboration with Northcrest and Canada Lands and is one important requirement of an Official Plan Amendment (OPA) application for the area generally bound by Sheppard Avenue to the north, Allen Road to the East, Wilson Avenue to the south, and Downsview Park and the Park Commons to the west (referred to as the “Subject Lands”).

The Subject Lands are owned by the Public Sector Pension Investment Board (PSP) and Parc Downsview Park Inc. (PDP). Northcrest is a subsidiary company of PSP. PDP is a subsidiary company of Canada Lands Company Limited (CLCL), however PDP’s subject lands are administered by CLCL’s real estate subsidiary, Canada Lands. Together, Northcrest and Canada Lands are responsible for leading the redevelopment of these lands in Downsview.

The Subject Lands are governed by the 2011 Downsview Area Secondary Plan. This planning framework was created under the basis that the Bombardier manufacturing and runway operations would continue into the foreseeable future – as such the in-force policies including land uses, densities, and urban structure reflect this assumption.

On May 3, 2018, Bombardier announced the closure of its manufacturing and runway operations by the end of 2023. The anticipated decommissioning of the airfield provides an opportunity to reconsider the potential of such a large and strategically located site in the centre of a growing city and region. Since 2018, Northcrest and Canada Lands have been working in partnership to establish an overall vision and a Proposed Framework Plan for the Site. On March 4th, 2021, the Site was predominantly re-designated from *Employment Area* to *Regeneration Area* through SASP 596. An Official Plan amendment application has been prepared by Northcrest and Canada Lands to illustrate the ambition and vision for the site, to help guide the City’s update of the Downsview Area Secondary Plan.

INTRODUCTION

This Public Consultation Strategy Report has been prepared in support of the Official Plan Amendment application submitted by Northcrest Developments (Northcrest) and Canada Lands Company (Canada Lands) for approximately 210 hectares (520 acres) of land in Downsview. These lands (referred to as the “Subject Lands”) represent one of the largest redevelopment sites in Toronto. For context, High Park is 400 acres and Toronto’s Port Lands are 880 acres. Given the scale of the site, it will take decades to develop.

SUBJECT LANDS



There is a complex urban mix of cultures, communities, interests, and stakeholders that exists on and around these lands in Downsview. The public engagement and consultation process is critical to understanding and responding to the various perspectives and interests that will influence, and be influenced by, how the planning and decision-making process unfolds.

Since the beginning, Northcrest and Canada Lands have been committed to planning a future for these lands that is informed by community and stakeholder priorities, public policy priorities, and their priorities as landowners. As a result, meaningful engagement with a range of sectors and interests has been a core focus of the work completed prior to submission of Official Plan Amendment (OPA) application.

This report summarizes the activities implemented, the people engaged, and the connection between the feedback received and the OPA application submitted. It fulfills the requirements of the City of Toronto's Terms of Reference for the Public Consultation Strategy Report as part of the OPA application, including a proposed approach to continuing the public engagement and consultation process following submission of the application.

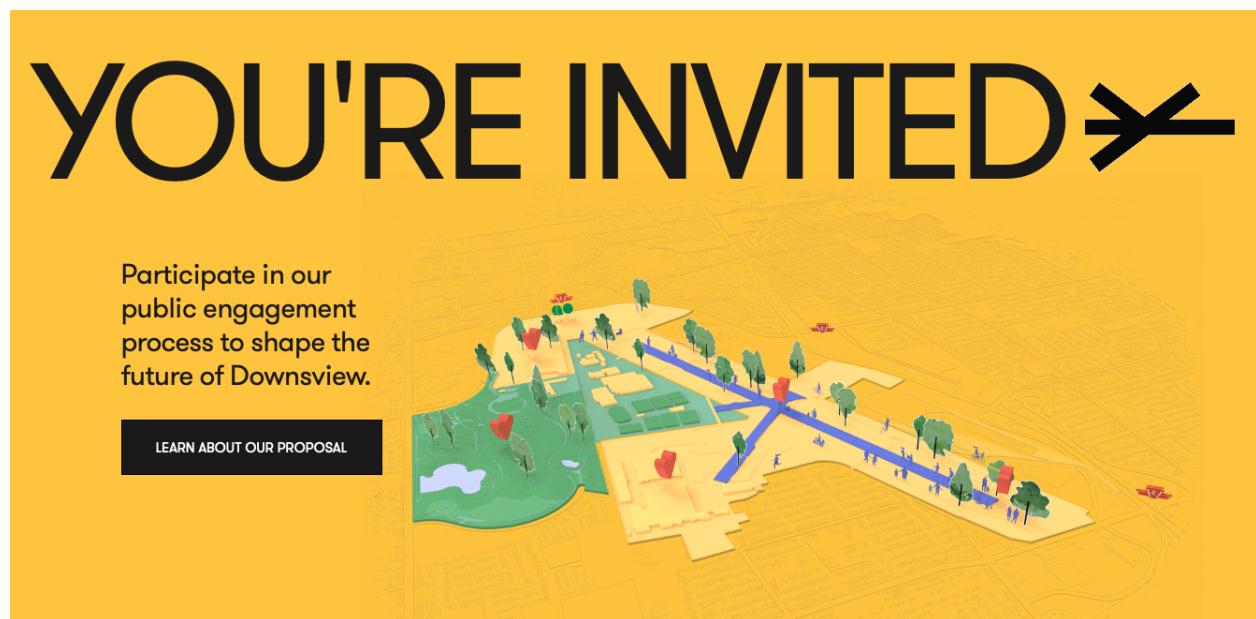
Based on the size, complexity, and duration of the planning and development process and these lands, there are a few considerations which are foundational to our thinking related to public engagement and consultation pre- and post-submission of the OPA application. These include:

- *Context.* It is essential that the engagement process respond to the context in which it is being delivered. This includes the impacts of the COVID-19 pandemic in northwest Toronto (and across the city and region); the recommendations from the Truth and Reconciliation Commission of Canada; the Black Lives Matter movement; and the need for large institutions to demonstrate that they are moving forward in a way that shows respect for, and earns the trust of, the many communities and stakeholders that are influenced by their actions. This context will change over time, and the engagement process will need to change with it.
- *Other big projects.* The past and ongoing consultation activities related to major planning and infrastructure projects around the Subject Lands influence how the engagement process focused on these Downsview lands are received by communities and stakeholders locally and citywide. These projects include but are not limited to: CreateTO's consultation on the Allen District; CreateTO and the City of Toronto's consultation on the Housing Now site located on the current parking lot for the TTC's Wilson subway station; Canada Lands' consultation on the William Baker District and previous consultations related to the Stanley Greene District and Downsview Park; Metrolinx's consultation on the Jane-Finch Community Hub facility; the City of Toronto's Jane-Finch Initiative; and Toronto Community Housing's Lawrence Heights revitalization project
- *Mandates.* The engagement process needs to be transparent about the mandates of different stakeholders involved. This includes the landowners, the City of Toronto, and the many other individuals, organizations, governments, and institutions influenced by the decisions made related to the future development of these lands. The community and stakeholder engagement process creates the opportunity to identify and work together to achieve shared objectives while at the same time ensuring clarity around decision-making power and public accountability mechanisms. The engagement process will need to evolve in response to the needs and interests of stakeholders as new opportunities to collaborate and partners emerge.
- *Scale.* The engagement process needs to be clear about the scale at which decisions are being made. Planning for the future development of these lands is starting at the largest scale (the Secondary Plan), and then will become more detailed through the creation of

District Plans and ultimately plans for specific sites. The regulatory process directly influences the engagement process, including the information shared and feedback sought. Where feedback received is more detailed than required for decision-making related to the scale being discussed, the key is to be clear about whether the decisions at hand do or do not preclude the opportunity to address that feedback at a future point in time when decision-making is focused on smaller scales. Carrying forward that feedback is essential to making best use of time, energy, and resources dedicated by all stakeholders to the engagement process.

As directed by the City of Toronto's Terms of Reference, this Public Consultation Strategy Report is reflective of the location, complexity, scale and nature of the proposal. It summarizes the pre-application feedback received, including how the pre-application engagement approach evolved in response to the process priorities shared by participants. It also proposes the purpose of future consultation efforts, key messages, desired outcome(s), the scope of the consultation, the audience, the list of matters to be addressed, a communication and consultation strategy, as well as an approach to evaluation.

This Report should be considered a "living document" that may need to be updated and revised in collaboration with City of Toronto planning staff, at a later time in the Development Application review process, in order to stay relevant during the entire process.



Screenshot of id8downsvieW.ca landing page.

PRE-APPLICATION CONSULTATION

Overview

From May 2020 through to August 2021, Northcrest and Canada Lands implemented a comprehensive pre-application community and stakeholder engagement process called “ideate” Downsview (known as “id8 Downsview”). Over these 16 months, three rounds of engagement were held to share information with and seek feedback from a wide range of different voices and interests related to the future of these Downsview lands. Total participation in pre-application engagement activities was over 3,000 including representatives of over 105 organizations from a range of sectors. Participation grew at each stage in the process, bringing together people new to the process with others who participated in multiple activities over time. Participants were extremely generous and, with some exceptions, generally very constructive with their contributions.

The material shared and feedback sought through the process was deliberately linked to the technical work being completed in support of the OPA application:

- *Round One (May – June 2020)* introduced the project and asked participants what they value in the neighbourhoods in and around Downsview, what could be improved, and to identify opportunities that they would like to see Northcrest and Canada Lands explore in the development of a future plan for these lands.
- *Round Two (July – November 2020)* focused on sharing and seeking feedback on early design ideas related to parks and nature, getting around and across the site, jobs and employment, and people and neighbourhoods. These ideas were developed in response to (and inspired by) community and stakeholder priorities shared during Round One, public policy priorities shared by Toronto City Council in June 2020, and the priorities of Northcrest and Canada Lands as landowners.
- *Round Three (December 2020 – August 2021)* focused on sharing and seeking feedback on an emerging plan for the future that, informed by feedback received during Round Two, included a ten-point vision for what these lands will include along with details related to delivering public spaces and infrastructure as well as building vibrant neighbourhoods.
- *Ongoing dialogue* focused on being open to any and all feedback received throughout the process, as well as dedicated discussions with First Nations Rights Holders, as well as meetings with key stakeholders focused on equity and inclusion, confronting anti-Black racism, community and social infrastructure, and arts and culture.

In each of the three rounds of engagement a variety of activities were implemented, including: public and stakeholder virtual meetings, online surveys, mail-in and phone participation, and in-person engagement. Activities were promoted through project mailing lists, online and on social media, local elected officials, flyers mailed to everyone within 2km of the Subject Lands (which reached over 63,000 households and businesses), and ads in the community (e.g. posters at local bus stops). During Round Three, materials were available in English, and on request in French, Italian, Spanish, Tagalog, and Vietnamese.

Summary of Materials, Activities and Reports

Round One May – June 2020	Round Two July – November 2020	Round Three December 2020 – August 2021
Material shared publicly by Northcrest and Canada Lands		
<ul style="list-style-type: none"> • Round One Discussion Guide • 3 videos (3-7 minutes in length, introducing the project, reviewing planning and design, and the engagement process) • Slide presentation delivered at Town Hall 	<ul style="list-style-type: none"> • Round Two Discussion Guide • Discussion Guide “inserts”, one for each of Parks & Nature, Getting Around & Across the Site, Jobs & Employment, and People & Neighbourhoods • Powerpoint presentations, one for each of Parks & Nature, Getting Around & Across the Site, Jobs & Employment, and People & Neighbourhoods 	<ul style="list-style-type: none"> • Round Three Discussion Guide • Slide presentation for each Town Hall, including Creating Great Public Spaces & Public Infrastructure and Building Vibrant Neighbourhoods • Community Context Study completed by the Centre for Connected Communities • Overview presentation for Community and Social Infrastructure Meeting 1* and Meeting 2 <p><i>*Included in the meeting summary</i></p>
Engagement activities and associated reports summarizing feedback received		
<ul style="list-style-type: none"> • Round One Feedback Report • Online and Mail-In Workbook Feedback (May 20 – Jun 30) • Mail-in Reply Card Feedback (May 20 – Jun 30) • Public Townhall (Jun 10) • Public Small Group Discussions (Jun 17) <p>Focus Groups with:</p> <ul style="list-style-type: none"> • Business Interests (Jun 1) • Educational Interests (Jun 2) • Community Services and Facilities (Jun 3) • Local Community Development (Jun 4) • Aging in Place & Health (Jun 5) • Resident and Tenant Associations (Jun 8) • Citywide Stakeholders (Jun 9) 	<ul style="list-style-type: none"> • Round Two Feedback Report • Meeting on Equity and Inclusion (Jul 23)* • Online, Mail-In Workbook, and Phone Feedback (Aug – Oct)* • Fieldnotes (on-the-street interviews) (Aug – Oct, 2020) • Virtual Public Townhall (Sep 29) • Pop-Up Tent* (Oct 2) • Indigenous Community Sharing Meeting (Oct 7)* <p>Public Workshops on:</p> <ul style="list-style-type: none"> • Parks & Nature (Oct 6) • Getting Around & Across the Site (Oct 8) • Jobs & Employment (Oct 13) • People & Neighbourhoods (Oct 15) <p><i>*Feedback summarized in the Round Two Feedback Report</i></p>	<ul style="list-style-type: none"> • Round Three Feedback Report • Community and Social Infrastructure Meeting 1 (Mar 2) and Meeting 2 (Jul 20) • Engagement by Youth (May) • Arts and Culture Roundtables and Interviews (June) • Online, Mail-In Workbook, and Phone Feedback (Jun 28 – Aug 9) • Public Townhall 1 - Creating Public Spaces and Public Infrastructure (Jul 8) • Public Townhall 2 - Building Vibrant Neighbourhoods (Jul 13) • Indigenous Community Sharing Meeting (Jul 14) <p>Focus Groups with:</p> <ul style="list-style-type: none"> • Business Interests (Jul 15) • Citywide Stakeholders (Jul 16) • African, Caribbean and Black Communities (Jul 21) • Resident and Tenant Associations (Jul 22)

Round Three Discussion Guides in Italian, Spanish, and Vietnamese



Summary of Participation Numbers

The table and infographics below summarizes the total participation in the three rounds of consultation, organized by the various consultation mechanisms conducted by Northcrest and Canada Lands for over a year.

	Round One	Round Two	Round Three	Total
Virtual Meetings	215	233	373	821
Online and Phone	230	222	416	868
Mail-in	112	72	78	262
In-person	0	100	0	100
Youth-led Engagement	0	0	988	988
Total	557	627	1855	3039

List of Rights Holders and Stakeholder Organizations

The following list identifies the three First Nations Rights Holders engaged in the id8 Downsview process, the 340 organizations and groups who were invited to participate, and the 105 organizations and groups that participated (identified in **green text**). In some cases, representatives of these organizations were attending events to listen only. In other cases, representatives were actively sharing their perspectives. The list is organized alphabetically by sector. Organizations that work in more than one sector are only listed once.

FIRST NATIONS RIGHTS HOLDERS

Huron-Wendat
Mississaugas of the Credit
Six Nations of the Grand River

INDIGENOUS-SERVING ORGANIZATIONS

Aboriginal Labour Force Development Circle
Anishnawbe Health Toronto
City of Toronto Indigenous Affairs Office
Eshkiniigjik Naandwechigegamig, Aabiiish
Gaa Binjibaaying (ENAGB) Indigenous
Youth Agency
Miziwe Biik
Native Child and Family Services of Toronto
Native Canadian Centre of Toronto
Native Men's Residence
Native Women's Resource Centre of Toronto
Nishnawbe Homes
Ontario Federation of Friendship Centres
Thunder Woman Healing Lodge Society
Toronto Aboriginal Support Services Council
(TASSC)
Toronto Council Fire Native Cultural
Centre
Toronto Inuit Association
Toronto & York Region Metis Council
2 Spirited People of 1st Nations
Wigwamen

AFRICAN, CARIBBEAN AND BLACK SERVING ORGANIZATIONS

Black Planning Project
African Canadian Social Development
Council (ACSDC)
AfriCanada Commerce Exchange Inc.
Afro-Canadian Chamber of Commerce
Afro-Canadian Contractors Association
Black Artist Community Support at Toronto
Arts Council
Black Businesses and Professionals
Association
Black Creek Steering Committee
Black Farmers Collective Toronto
Black Health Alliance
Black Legal Action Centre
Black North Project
Black Urbanism
Blackcreek Farm
Canadian Association of Urban Financial
Professionals
Canadian Black Chamber of Commerce
City of Toronto Confronting Anti-Black
Racism Unit
Dream Maker Inc.
Ellis Don
Federation of Black Canadians
Friends In Toronto (F.I.T) Community
Service
Hope & Hustle Heights
Ontario Black History Society
SOCA | Studio of Contemporary
Architecture
Tahj Consulting Inc.
TAIBU
Urban Alliance on Race
Wellesley Institute

AGING IN PLACE/HEALTH

Across Boundaries - An Ethnorracial Mental
Health Centre
Alliance for Healthier Communities
Association of Spanish Speaking Seniors of
the Greater Toronto Area
Centre for Addiction and Mental Health
Downsview Long Term Care Facility
Humber River Hospital

Lumacare
Meta Centre
North York General Hospital
Ontario Public Health
Primacare Living Solutions
Revera Sierra Senior Living
SPRINT
Sunnybrook Health Sciences Centre
Toronto Public Health
Toronto Central LHIN
Vibrant Healthcare Alliance
York Centre Seniors Steering Committee

ARTS

Academy of Realist Art
AI & Malka Green Artists' Health CentreAGYU
Akimbo
Airsia
Akin Projects
Alexander Showcase Theatre
Art Starts
ArtSpin
ArtworxTO - Year of Public Art
Axiom Circus
Black Curators Collective
Brant Matthews
Canada Film Day
Casa Maiz
Cinemascope
City Choir
Columbus Centre Cultural Arts
CARFAC
Danillo Deluxo McCallum
Earth Sky Collective
Dusk Dances Inc.
Inside Out Film Festival
Imagine Arts Academy of Toronto
Immigrant Writers
Indigenous Performing Arts Alliance
Indigenous Routes
Inner City Angels
Jewish Russian Community Centre of
Ontario
JNY - Jewish North York Centre
Jumbies Theatre
June Kim Art
Just B Graphic
Kurdish Community Centre
Mural Routes
MuseArts
Myseum Toronto
Native Earth
Native Women in the Arts (NWIA)
Neighbourhood Arts Network
North York Arts
PACE IL
Partners in Art
Red Pepper Spectacles
Red Sky Performance
Russian House Toronto
Sketch
Steps Public Art
StreetARToronto
Tangled Art + Disability
Trinity Theatre
The Centre for Spanish-speaking Peoples
The Cyborg Circus Project
The Morris and Sally Justein Heritage
Museum
Toronto Animation Image Society
Toronto Bengali Drama Group
Toronto Biennial of Arts
Toronto School of Circus Arts
The Independent Curator
OCAD gallery
Toronto Latin American Film Festival

Toronto School of Circus Arts
U For Change
VibeArts
York Region Arts Council
YYZ Artists Outlet
WorkInCulture

BUSINESS AND COMMERCIAL INTERESTS

Downsview Aerospace Innovation and
Research (DAIR) Hub
DUKE Heights BIA Wilson Village BIA
FlightSafety International
Retail Council of Canada
Toronto Region Board of Trade

CHILD CARE

ACEPO
Air-O-Down Child Care Centre
Arpi Nursery School
Baycrest After School Program
Beyond 3:30
Blaydon Community Day Care Centre
Branson Pre-School Ltd.
Carousel Child Care Development Centre
Children's Playgarden /Toronto Military
Family Resource Centre
Delisle Youth Services
Downsview Child Care Centre
Downsview Derrydown YMCA
Friendly Times Child Care
Garderie Du Soleil Levant
George Brown - Esther Exton Child Care
Centre
Graydon Hall - Finch Business Park Child
Care
Highview Wilson Child Care
JVS Toronto
Ontario Ministry of Children, Community
and Social Services
March of Dimes Canada
Network Child Care Services - Dane Avenue
Child Care Centre
Sheppard Africentric Daycare
The Kinder Connection (Wilson)
The Spot
Tot World Child Care Centre

CITY BUILDING

Artscape
Canadian Urban Institute
Ryerson City Building Institute
Social Planning Toronto
Swedish Consulate
TTC Riders
University of Toronto - School of Cities
Urban Land Institute
8-80 Cities

COMMUNITY DEVELOPMENT & CULTURAL ORGANIZATIONS

Afghan Association of Ontario
Bathurst Finch Unison Hub
Canadian Ukrainian Immigrant Aid Society
Children Aid Society
City of Toronto Community Development
Officer (Downsview Roding Neighbourhood
Action Partnership)
City of Toronto Community Development
Officer (Jane Finch)
Centre for Independent Living
Centre for Immigrant and Community
Services
Centre francophone du Grand Toronto
COSTI
Economic Opportunities Action Group of
Jane-Finch Toronto Strong Neighbourhoods

Harriet Tubman Community Organization
Hispanic Development Centre
Homes First Society
Finch Action Against Poverty
Jamaican Canadian Association
Jane Finch Family Centre: Green Change Office
Jane Finch Collaborative Bridging Education to Employment (JFBEE)
Jewish Immigrant Aid Services Toronto
Kababayan Multicultural Centre - Bathurst and Finch Community Hub
Lao Association of Ontario
Lawrence Allen Centre Employment Centre
Lawrence Heights Revitalization Coalition
Lawrence Heights Inter-Organizational Network
Northwood Community Services
Ontario Municipal Social Services Association
Prosserman Jewish Community Centre
Rainbow/Korean Information and Social Services
Silent Voice Canada
Toronto North Local Immigration Partnership
Vietnamese Association Toronto
Working Women Community Centre
York University - TD Community Engagement Centre
Windmill Microlending - Toronto Office

COMMUNITY SERVICES AND FACILITIES & ACCESSIBILITY

Canadian Hearing Society Toronto Regional City of Toronto - Northwood Community Centre
City of Toronto Local Community Centres (Grandravine, Roding, Ancaster)
Delta Family Resource Centre
Downsview Community Legal Services
Elspeth Heyworth Centre for Women
Family Inter-Generation Link
Fred Victor
Jewish Family & Child Services
LOFT Community Services
Manantial Neighbourhood Services
Midaynta Community Services
North York Community House
North York Women's Shelter
Northwood Neighbourhood Services
Ontario Community Support Association
Ontario Council of Agencies Serving Immigrants
Ontario Wheelchair Sports Association
Society for the Living Food Bank
St Clare Inn
St Stephen's Community House
Success Beyond Limits
The Neighbourhood Organization
Toronto Public Library - Downsview Branch
Unison Health and Community Services - Lawrence Heights
University Settlement - North York Office
YMCA Toronto

EDUCATION

Centennial College
Children Are People Education
Conseil Scolaire Viamonde
Montessori Jewish Day School
Northview Heights Early Learning Centre
Ontario Ministry of Education
People for Education

Poslun Education Centre
The Toronto Heschel School
Toronto Catholic District School Board
Toronto District School Board
Toronto Lands Corporation
York University - TD Community Engagement Centre & City Institute
University of Toronto - School of Cities

FOUNDATIONS

Atkinson Foundation
Canadian Foundation For Physically Disabled Persons
Goodwill Industries
Jewish Foundation of Greater Toronto
Ontario Learning Development Foundation
Salvation Army
United Way Greater Toronto

FAITH BASED GROUPS

Adath Israel Congregation
B'nai Brith Canada
Beth Emeth Bais Yehuda Synagogue
Beth Joseph Chabad
Bnei Akiva Of Toronto
Borochoy Cultural Centre and Kol Yisroel Congregation
Church of St. Stephen Downsview
Daru-Al-Ullum Education Community center
Downsview Baptist Church
Downsview Church Of God Of Prophecy
Downsview Presbyterian Church
다운스뷰장로교회
Downsview Seventh-day Adventist
Downsview United Church
Faith Lutheran Day Care Centre Of Downsview
Ghana Calvary Methodist United Church
Imdadul Islamic Centre
Jane and Finch Community Ministry
Lodzer Centre
Mennonite New Life Centre of Toronto
Metropolitan Baptist Church
Mount Zion Filipino Seventh-day Adventist Church
North York Church of Christ
Pride of Israel
Revivaltime Tabernacle, Downsview
Rhema Christian Ministries
Sheep Gate Fellowship Church
Spanish Seventh-day Adventist Church
St Philip Neri Catholic Church
St. John's Anglican Church Willowdale
Temple Sinai Congregation of Toronto
The Toronto Cheder
Toronto Buddhist Church
Uptown Chabad
West Toronto Church Of God

HERITAGE

North York Historical Society
Ontario Jewish Archives

HOUSING

Habitat for Humanity GTA
Housing Now TO
New Commons Development
Office Connect Housing Project
Options for Homes
Toronto Community Housing Corporation

MOBILITY

Cycle York Regeneration
CycleTO

Walk Toronto

PARKS, NATURE & ENVIRONMENT

Bird Studies Canada
Black Creek Conservation Project
Our Greenway Conservancy
Park People
Toronto and Region Conservation Authority
Toronto Beekeepers Collective
Toronto Environmental Alliance
Toronto Ornithological Club
Toronto Wildlife Centre

RECREATION

Blyth Academy Downsview Park - School for Elite Athletes
Hoop Dome
Ontario Ministry of Heritage, Sport, Tourism and Culture
Toronto Kite Fliers
Urban Squash Toronto

RESIDENTS AND TENANTS

Balmoral Homeowners Association
Banting Park Homeowners' Association
Bathurst Manor Advocacy Group
Downsview Lands Community Voice Association
Downsview Roding Community Association
Federation of North Toronto Residents' Association (FoNTRA)
Sheppard West Neighbourhood Association
Stanley Greene Condo Board
Seeley Drive Tenant Association

URBAN AGRICULTURE & FOOD

Afri-Can FoodBasket
Black Creek Community Farm
Evergreen
FoodShare Toronto
North York Harvest Food Bank
Second Harvest
Sundance Harvest
Toronto Food Strategy
Toronto Urban Growers

WORKFORCE DEVELOPMENT, UNIONS & EMPLOYMENT

ATU Transit Union Local 113
Carpenters District Council of Ontario
Employment Ontario
LIUNA LOCAL 183
LiUNA Local 506
Ontario Ministry of Economic Development, Job Creation and Trade
Ontario Ministry of Labour, Training and Skills Development
Toronto & York Region Labour Council
Toronto Community Benefit Network
Toronto Employment Social Services
Toronto Workforce Innovation Group
Unifor Local 673

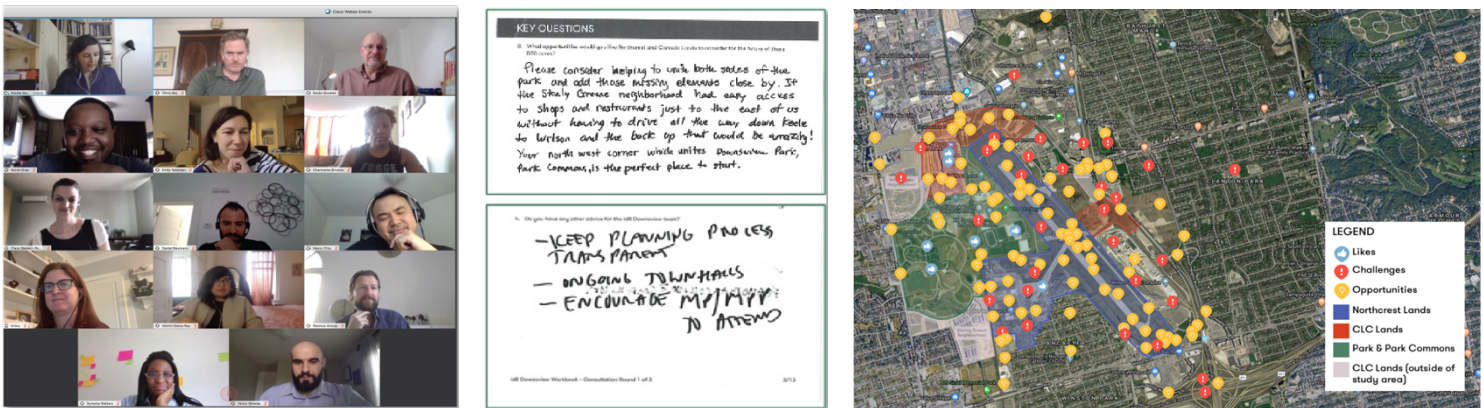
YOUTH

Neighbourhood Action Youth Employment Committee
Toronto Youth Cabinet
Youth Assisting Youth
Youth Association for Academics, Athletics & Character Education (YAMACE)

Engagement Round One

During May and June 2020, over 550 people, including representatives of over 60 organizations, participated in engagement Round One. Round One introduced the landowners, their consultants, and the project, as well as the process Northcrest and Canada Lands would follow to generate a vision and plan to guide future development of the Subject Lands, including the relationship of the Subject Lands to Downsview Park, the Park Commons, and surrounding communities. Early thinking about opportunities for the future were identified and shared with participants, focusing on transit, connections, jobs, and City-nature. Participants were asked:

- What do you value in your neighbourhood? These are things that you like, and potentially want to see more of.
- What challenges do you see or experience in the neighbourhood? These are things that you don't like and wouldn't want to see repeated.
- What opportunities would you like Northcrest and Canada Lands to consider for the future of these 520 acres?



Engagement activities during Round One, including (from left to right) screenshot of participants in one of many virtual focus groups, two examples of the many hand-written reply-cards received, and a map showing “pins” placed by participants using an online tool to identify likes, challenges, and opportunities on and around the Subject Lands.

Round 1 Feedback Summary

What people value in their neighbourhood. The importance of Downsview Park to local communities was raised repeatedly. People use the park for many different reasons – walking, cycling, playing sports, and disconnecting from the intensity of everyday life in the city. The wildlife in Downsview Park (birds, pollinators, other insects) is highly valued by many. Participants said that they appreciate the diverse, locally-owned businesses around Downsview that make the neighbourhood unique. Many said that they like the existing buildings in Downsview Park and the Park Commons (like the Hangar, the Merchant’s Market) and how they’ve been adapted to new uses like sports, entertainment, and the film industry.

What challenges people see or experience in their neighbourhood. Participants said that it takes a long time to get places, the walking, cycling and transit routes are not direct and they're not safe enough. We heard that there's a history of job losses that has been challenging to the local community, and particularly small businesses. People also told us that there isn't a community space that allows everyone to come together regardless of the neighbourhood they come from, their socio-economic status, or ethnic/cultural heritage. Participants also said that the area is a food desert, an issue that's exacerbated by the fact that there are surrounding neighbourhoods that face systemic issues related to equity and inclusion at the same time as they struggle with the city's housing affordability crisis. Seniors face unique challenges that have been highlighted because of the COVID-19 pandemic. And participants also flagged challenges facing youth, like schools that are at or over capacity and a lack of spaces and programs accessible and engaging for youth.

Opportunities that people would like Northcrest and Canada Lands to consider. Building from what people value and the challenges they face, the vast majority of discussion focused on opportunities that participants would like to see Northcrest and Canada Lands consider as they plan the future of these 520 acres, including:

1. Employment should be a big part of Downsview's future.
2. Ensure neighbourhoods are walkable, bikeable, and connected.
3. Expand and improve access to usable green space.
4. This area needs new and more community facilities and walkable amenities.
5. Provide housing, including affordable housing.
6. Recognize the history and heritage of the site and the area.
7. Be proactive in looking at issues of equity, inclusion, and power.
8. Be a leader in sustainability, ecology, biodiversity, and hydrological function.
9. Support aging in place.
10. Be bold, be ambitious, and be unique with design and architecture.
11. Attract people to Downsview.
12. Look at the area holistically and look at ways to push boundaries and deliver a truly innovative approach to planning and design.

Process feedback. Many participants said that they supported and appreciated the id8 Downsview engagement process and there was a lot of interest in staying connected as the project unfolds and many who attended meetings said they were encouraged by the discussions. Several process suggestions were shared, with many focusing on the importance of involving people before decisions are made, as well as collaborating with community organizations that represent and serve the local communities. It was suggested that a stakeholder advisory group be established. Intentional engagement with the Black community and local youth was suggested, along with advice to stay away from planning jargon and recognize the power of storytelling.

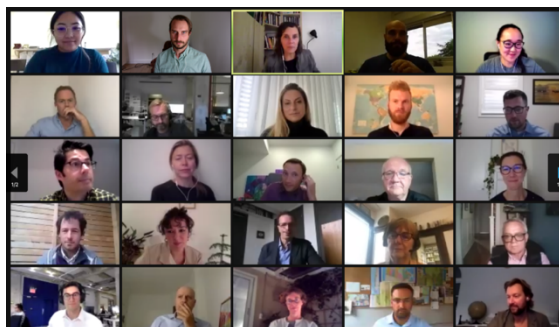
Engagement Round Two

From July through to November, 2020 over 620 people participated in Round Two of the id8 Downsview engagement process. The focus of Round Two was on sharing early thoughts on some ideas for the future and finding out what people think about them. The City's important role in managing growth was also shared, as was an update on the landowners appeal related to the City's updated policies for all Employment Lands. The City of Toronto's priorities for the future of these lands were shared, as reflected in the fourteen Draft Principles adopted by City Council on June 29, 2020 (and made public on July 7, 2021) for these lands.

Reflecting on all of the priorities that had been shared to date, Northcrest and Canada Lands shared emerging ideas for the future related to Parks & Nature; Getting Around & Across the Site; Jobs & Employment; and People & Neighbourhoods.

Participants were asked:

- What do you think about the emerging ideas? Are there any you especially like or don't like, and why? How well do you think the ideas respond to the priorities shared to date and the site's opportunities?
- Given that the implementation will take decades, how do you see yourself, your kids, or grandkids, and/or people from other communities using these 520 acres?
- The implementation will take decades, are there some things that should be prioritized over others? If so, which ones and why?
- Do you have other ideas that the id8 Downsview team should consider? Do you have additional comments or feedback?



Engagement activities during Round Two, including (from left to right) a photo of the one in-person “pop-up” held in the Coffee Time parking lot on the southwest corner of Wilson and Dufferin, a screenshot of participants in one of many virtual public workshops, and a discussion with a member of the public who dropped by the pop-up.

Overall Round 2 Feedback Summary

Participant feedback during Round Two was largely affirming of the emerging ideas.

Many participants especially liked:

- the aspirations for parks, especially recognizing the value of nature, the effort to weave natural systems into the urban design, and creating great, accessible public spaces where people can connect and gather with neighbours and families;
- 15-minute neighbourhoods that mix residential and employment uses and that are accessible to all ages;
- the new connections proposed to make it easier to get around and through the Subject Lands, including the central spine proposed, the complete multi-modal transportation networks, and building the community around people and not cars; and
- the fact that the team is examining the area as a series of neighbourhoods.

Suggestions focused on:

- including arts and culture into the emerging ideas for the Subject Lands;
- celebrating the unique heritage and infrastructure of the site, including the runway;
- making the Subject Lands attractive as a destination; and
- providing equitable investments and meaningful employment opportunities

Area-specific priorities were revealed, including:

- a strong desire from participating Ancaster residents (as well as others) to ensure that any new development is compatible with the existing neighbourhood, and ideally removes some of the irritants they currently experience living adjacent to the Subject Lands; and
- the need for planning efforts to recognize that the current mobility reality in Downsview requires reliance on the car and to ensure that future development minimizes spillover traffic and congestion impacts.

Different perspectives were shared in a few areas, including:

- some who strongly support affordable housing and others who are much more cautious about this direction; and
- some who strongly support tall buildings and density on the Subject Lands (especially close to the transit stations), and others who are concerned about height and would prefer much lower density spread around the site.

Beyond providing feedback on the emerging ideas shared by Northcrest and Canada Lands, participants also shared their thoughts on what the id8 Downsview process and project need to consider and include in order to best meet the needs of participants and their communities, including:

- using the redevelopment opportunities on these Subject Lands to contribute to making the city as a whole better;
- building on the emerging ideas reflected in City Nature;
- really doing something different when it comes to Indigenous placekeeping;

- helping address affordable housing needs (both affordable rental and affordable ownership), which is one of the highest priorities when dealing with Indigenous communities and also a high priority for many who live in surrounding neighbourhoods;
- supporting communities interested in accessing land and space on the site, accessing employment and economic opportunities as part of the redevelopment efforts, and celebrating unique culture and experiences here; and
- being accountable to communities.

Process feedback. Many participants were appreciative of the opportunity to participate in the process, and some were more doubtful about its value. Overall, there was encouragement to Northcrest and Canada Lands to demonstrate their commitment and accountability to delivering a meaningful engagement process that connects feedback to decisions made.

Engagement Round Three

From December 2020 through to August 2021, over 1,800 people participated in Round Three of the id8 Downsview planning process. The focus of Round Three was on sharing and seeking feedback on an emerging plan for the future that (informed by community and stakeholder feedback received during Rounds One and Two, as well as public policy priorities and landowner priorities) included a ten-point vision for what these lands will include along with new information and details related to the planning of public spaces and infrastructure as well as building vibrant neighbourhoods. Northcrest and Canada Lands proposed connected, complete communities that make full use of existing transit stations, with implementation guided by a thoughtful, step-by-step approach to creating new neighbourhoods, prioritizing community and collaboration. They also shared that the early focus will be on 3 new, mixed-use neighbourhoods, anchored by Downsview Park and the runway— with plans to animate the lands in the interim with local arts, activities, and culture.

In terms of the engagement process, Round Three continued previous efforts to engage broadly through public townhalls, online, through Canada Post, using social media, and by phone. Distinct discussions with Indigenous voices, African Caribbean, and Black communities, youth, arts and culture organizations, and community-based community-serving organizations working in surrounding Neighbourhood Improvement Areas (NIAs) were also held. In addition to informing the OPA application, this feedback also resulted in a Community Context Study for Downsview (presented for feedback as part of Community Services and Social Infrastructure Meeting 2) and is helping to inform decision-making related to arts and culture.

Participants were asked:

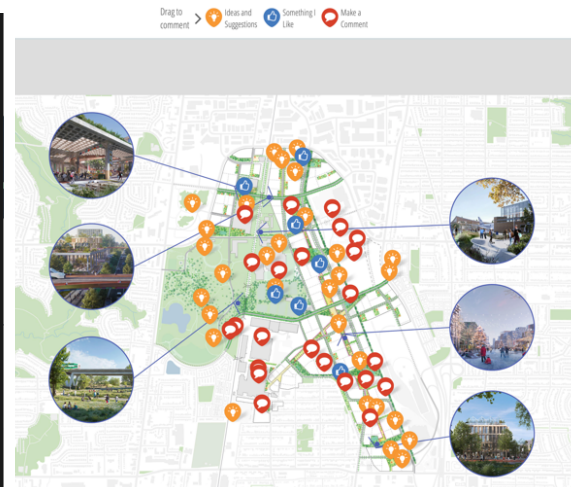
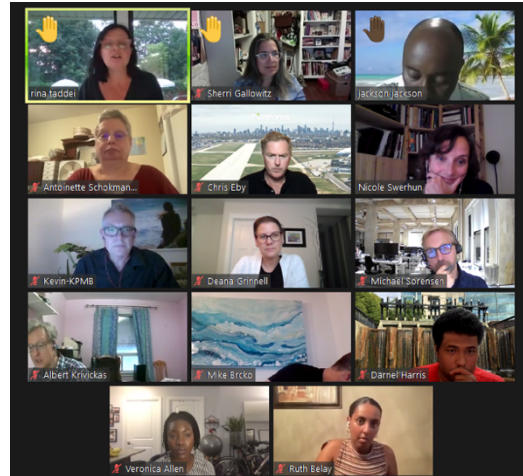
- Overall, how well do the core elements of the future plan reflect your priorities?
- Are there specific elements of the future plan that you find most compelling? If so, what are they?

- Are there specific elements of the future plan that you find concerning? If so, what are they? And what suggestions do you have, if any, to address your concerns?
- What would you like to see explored further when more detailed planning begins on the three neighbourhoods?
- What interim uses would you like to see considered? And how should we decide which interim uses should be prioritized?

VISION

Review the 10 key points included in our vision for what the future of these lands will include (see chart below, and also on page 2 of the Discussion Guide) and let us know what you think.

POINTS IN OUR VISION	I like it.	I'm not sure.	I don't like it.
1. 100 acres (40 hectares) of new parks and open spaces linked to the cherished Downsview Park and connected to the William Baker corridor.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Thousands of new jobs, and four-times more employment space than what is on-site today – with a priority on workforce development and education to provide a range of opportunities, especially for local residents.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. New connections across the rail and new streets that stitch these lands back into the surrounding city.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. New housing supply that delivers on the city's needs and Council's vision for transit-oriented, complete communities.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Reimagining the runway into an important new public space and destination in the long-term, and in the short-term, an exciting opportunity for the public to enjoy the runway and a wide range of interim uses.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Financial support and land for a new on-site community centre at Keele and Sheppard and the introduction of other new community facilities as neighbourhoods get built over time.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Reuse of heritage buildings to celebrate the site's innovation history and make space to sport great ideas as well as arts and culture opportunities throughout the site, in the short- and long-term.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Celebrating Indigenous peoples, history and living culture through collaboration and a focus on Indigenous placekeeping.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. A new standard for urban development that integrates urban and natural systems in a concept we call City Nature, including using resilient, climate responsive design, innovative stormwater management, and enriched natural habitat.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. A comfortable scale, with mostly midrise building heights across the site (up to 15 stories), with taller development near transit stations and at key intersections, with appropriate transitions to existing neighbourhoods.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Overall, what do you think about our vision?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



Engagement activities during Round Three, including (from left to right) a scan of a hard-copy workbook completed by one of the over 100 people who participate in the id8 Downsview engagement process by mail, a screenshot of participants in one of many virtual focus groups, and a screenshot of “pins” dropped onto an online map and renderings of the emerging plan showing ideas and suggestions, likes, and other comments.

Overall Round 3 Feedback Summary

There were clear themes in the feedback shared across all engagement mechanisms and audiences. Some of these focused on participant responses to the ideas and plans shared by Northcrest and Canada Lands during Round Three. Others focused on opportunities and issues that participants said are important to consider during the planning process because they are of high priority to communities and stakeholders who are also unclear if or how these priorities get reflected in an OPA application focused at the scale of a Secondary Plan.

Overall, there was a lot of support for the vision and planning ideas shared by Northcrest and Canada Lands that provided more detail than shared in Round Two. Many participants said the renderings were inspiring and the ideas ambitious and exciting. Many participants especially liked key elements and ideas related to parks and open spaces, connecting to and across the Subject Lands, the community centre, sustainable and resilient urban development, creating a destination, and supporting the local economy.

Diverging opinions continued to be shared around height, density, and affordable housing. Consistent with the feedback shared in the previous rounds of the id8 Downsview engagement process, different perspectives were shared in a few areas, including:

- some who strongly support affordable housing and others who are much more cautious about this direction; and
- some who strongly support tall buildings and density on the site (especially close to the transit stations) and others who would prefer much lower density because of their concerns about traffic, pollution, basement flooding, and demand for community services that are at capacity.

Many participants shared suggestions and interests related to implementation, phasing, interim uses, and process. It was suggested that Northcrest and Canada Lands:

- plan for and overcome potential implementation challenges over the decades-long redevelopment process by continuing meaningful collaboration with communities and stakeholders;
- understand what needs to be built first to facilitate successful development of the first three neighbourhoods and to foster local support;
- incorporate learnings from the COVID-19 pandemic into more detailed planning and design work at the district planning level;
- ensure that local businesses, communities, and Downsview users benefit from the future development through improved connections, affordable spaces, workforce development, community amenities and social infrastructure, and prioritizing those who contribute to local arts and cultures; and
- focus on interim uses that support various local communities and groups, prioritize equity-seeking groups, provide opportunities to contribute to citywide initiatives, and that help imagine what this area could look like in the future.

Beyond providing feedback on the vision and plans shared by Northcrest and Canada Lands, participants also shared their thoughts on what the id8 Downsview process and project need to consider in order to best meet the needs of participants and their communities.

Participants have consistently said that it is important to recognize that the future development of new neighbourhoods on these Downsview lands will create opportunities for, and impacts on, existing communities in and around the Subject Lands and citywide. They have also said that the best way to ensure that the planning and development of these lands achieves better outcomes for all is for Northcrest and Canada Lands to continue engaging with communities and stakeholders to identify and achieve shared priorities and build strong working relationships with them. This feedback came from a range of participants, including people from Indigenous communities, African, Caribbean, and Black communities, youth, seniors, local businesses, citywide leaders, and local residents. Many said that this is especially important because distrust persists that the Downsview land development claims to do better but is unlikely to follow through on new ways of working in partnership and collaboration with the community.

The Neighbourhood Improvement Areas (NIAs) around these Downsview Lands are facing many unique issues and struggles that are impacted by large scale investments. There were 76 unique grassroots groups, organizations, networks and institutions identified through the Community Context Study that was implemented during Round Three of the id8 Downsview engagement process. Interviews with grassroots leaders revealed that people are organizing to address issues related to racial justice, economic inclusion, housing and gentrification, food systems, community health and safety, and climate mitigation and adaptation. Feedback received during Round Three indicated that there is an important opportunity to plan and develop these Downsview lands in a way that doesn't perpetuate these issues and ideally finds new ways to reduce the negative impacts they have on communities. There are many existing policy levers that typically fall outside of the responsibility of City Planning and the planning approvals process that could be very helpful in identifying new ways for the City, the community, landowners, and other stakeholders (for example the schools boards, libraries, health care providers, and other service providers and employers) to work together to achieve shared priorities.

Given the scale of the Subject Lands, the mandates and identities of the landowners, and the work done to date to engage with communities and stakeholders, there is an opportunity to innovate and do things differently. As was consistently expressed throughout all rounds of the id8 Downsview engagement process, there were participants who said that the development of these lands provides an important opportunity to do things better, in a different way. They said that changing systems is often difficult because people are used to doing things a certain way. Their advice was to learn from others and accept that the most successful path forward will be created together with communities and stakeholders with an interest in what is planned and developed on these Downsview Lands. They encouraged Northcrest and Canada Lands to: apply an equity lens and hold space for different community actors; to be accountable and transparent with communities; tap into local knowledge and expertise and commit to specific targets for working together; retain flexibility and foresight to plan for future generations; and continue to engage broadly and deeply.

Engagement with Rights Holders and Indigenous Communities

The Subject Lands that are the focus of the id8 Downsview process are covered by Treaty 13 with the Mississaugas of the Credit. These lands are the traditional territory of the Michi Saagig Anishnaabeg, and the historic homelands of the Haudenosaunee, and the Wendat peoples, and we know today that Toronto is home to many diverse First Nations, Inuit, and Métis peoples. Northcrest and Canada Lands have met and started discussions regarding the future of these lands with: Mississaugas of the Credit First Nation; Six Nations of the Grand River; and Huron-Wendat First Nation.

With facilitation led by Bob Goulais of Nbisiing Consulting, the id8 Downsview team has also been connecting with other Indigenous voices. An Indigenous Community Sharing Meeting was held in November 2020 and again in July 2021 with leaders from Indigenous-led, Indigenous-serving organizations. The invitation to the second Indigenous Community Sharing

Meeting was also promoted through flyers distributed to all residential and business addresses within 2 kilometres from the boundary of the Subject Lands.

In addition to sharing many of the perspectives raised by other participants in the process, Indigenous participants at these sharing meetings focused particularly on the importance of meaningful Indigenous inclusion that goes beyond commemoration, creation of ceremonial and cultural spaces and a small space for ceremonies; environmental sustainability and preservation of nature in a way that aligns with Indigenous ways of knowing and ways of being. The need for deeply affordable housing dedicated specifically for Indigenous people is also a priority.

Other Engagement Efforts

African, Caribbean, and Black Communities

Based on feedback received during Round One of the id8 Downsview engagement process, Northcrest and Canada Lands hosted a follow-up discussion in Round Two with a small group of primarily Black leaders whose comments had focused on equity, inclusion, and the need to deliberately engage Black communities. Two meetings were also held with the City of Toronto's Confronting Anti-Black Racism Unit to better understand each other's work and priorities.

During Round Three, a focus group with African, Caribbean, and Black communities was held. Participants discussed the importance of applying an intersectional and inclusive lens to the design and engagement process and opportunities for great alliances and hard commitments to Black and Indigenous involvement. A focus on different housing models, community farming and food security, inclusive economies, and Community Benefits Agreements (CBAs) were all raised, and many participants offered to help Northcrest and Canada Lands connect with existing Black networks and tap into existing policies and practices to learn from and implement.

Youth

Based on feedback received during Round One, Northcrest and Canada Lands invested in the hiring and training of four local youth to engage with their peers and others regarding their priorities for the future of the Subject Lands. Youth priorities aligned well with the themes emerging in the feedback provided by other participants. Their priorities for development of these lands include more recreational spaces, more greenspaces, improved public transit, more local amenities and youth-centred employment opportunities, improved community safety, affordable housing, attracting people to Downsview, supporting seniors' health, invest in community facilities (including schools, libraries, and community education opportunities), and preserve and protect natural ecosystems and wildlife.

Community Services, Facilities, and Social Infrastructure

Northcrest and Canada Lands hosted two distinct discussions with local and citywide stakeholders focused on community services, facilities, and social infrastructure in March and July 2021. The purpose of the meetings was: to explore the opportunity presented by the Subject Lands for innovation and collaboration; to seek feedback on how to best align the delivery of community facilities with community-identified priorities; and look for areas of alignment between community-identified priorities and existing City plans and strategies. A Community Context Study was completed and presented in partnership with five grassroots leaders and the Centre for Connected Communities. This process informed the work that Northcrest and Canada Lands are doing to strategically plan for investments in community services, facilities and social infrastructure that align with community and stakeholder priorities and public policy priorities.

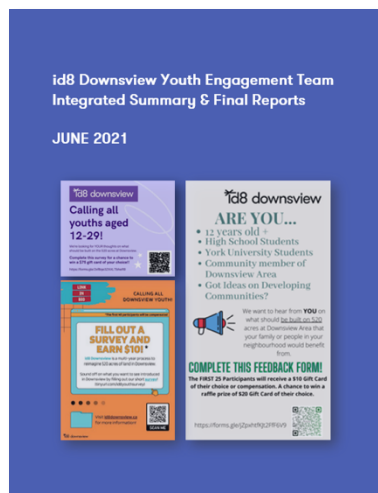
Arts and Culture

Arts and culture were consistently identified as a priority during the id8 Downsview engagement process. Many participants noted that arts and culture are necessary for vibrant neighbourhoods to truly achieve their fullest potential and to make Downsview a destination on regional, national, and international levels. In addition to the feedback received in virtual townhalls, online, and through mail-in feedback forms, Northcrest and Canada Lands held two virtual arts and culture roundtables and follow-up interviews. These meetings were held to discuss short- and long-term priorities and a framework for id8 Downsview's arts and culture, placemaking, and placekeeping strategy.

Events hosted by others

Northcrest and Canada Lands shared information, answered questions, and received feedback related to the id8 Downsview process through participation in a meeting convened by the Black Creek Fair Economies project focused on new developments in Downsview and a meeting convened by the Toronto Community Benefits Network focused on community benefits opportunities in Downsview.

Covers from Youth Engagement Team Integrated Summary (left) and Downsview Community Context Study (right) completed by the Centre for Connected Communities



Ongoing Engagement Commitments already made

While Round Three of this id8 Downsview process marks the end of the pre-application engagement process, it is just the beginning of a long process through which Northcrest, Canada Lands, the City of Toronto, other public agencies, and communities and stakeholders will continue discussing the future of these lands. During Round Three, Northcrest and Canada Lands encouraged everyone to apply to the id8 Downsview Community Resource Group (CRG). The CRG, convened by Northcrest and Canada Lands, will be a multi-interest, multi-sector group composed of a mix of individuals and organizations which will serve as a forum for sharing perspectives and advice with the landowners through the process of planning and developing their lands at Downsview. The CRG is intended as a resource group, not a decision-making body, that will meet roughly every quarter (or four times each year.) The length of term for members will be two years, staggered to support continuity as the membership changes over time.

In addition to creating and convening the CRG, Northcrest and Canada Lands will be holding a public townhall at least twice per year to provide updates and seek feedback (as relevant) on what is happening on the Subject Lands. With multiple projects and initiatives underway, this regular check-in mechanism will help the landowners and the public, including a broad range of communities and stakeholders, share information and learn from each other.

id8 downsvievw Community Resource Group

TERMS OF REFERENCE

Updated as a result of feedback received from participants during Round 3

Northcrest Developments and Canada Lands Company are working together to plan the future of their lands in Downsview – a process we call id8 Downsview. An essential part of the process is effective communication and engagement with members of the public, communities, and stakeholders. The landowners are creating and convening the Community Resource Group (CRG) to support a transparent, accountable, and meaningful process informed by multi-way communication between multiple interests.

*Screenshot from
id8downsvievw.ca website
with Terms of Reference for
the Community Resource
Group (and where
application form was hosted)*

POST-APPLICATION CONSULTATION

1. Purpose of Consultation

Northcrest and Canada Lands would like to accomplish the following objectives when engaging and consulting the public regarding the OPA application on the Subject Lands (illustrated in the map above and consistent with the focus of pre-application engagement efforts):

- a) **Improve planning processes and outcomes** through engagement processes that create, maintain, and strengthen relationships with the public, communities, and stakeholders and that support ongoing, multi-way information sharing and learning.
- b) **Continue to build awareness and understanding about the contents of the OPA application to support informed discussions about it.** This includes information that was shared during the pre-application engagement process as well as new information that is publicly available for the first time as part of the application.
- c) **Seek public and stakeholder feedback on the OPA application and explore opportunities to refine it, as necessary, in response.** Demonstrate accountability by providing explanations on how feedback may or may not influence decisions made by the regulator and the proponents (Northcrest and Canada Lands).
- d) **Meaningfully engage Indigenous communities.** In addition to ongoing discussions with First Nations rights-holders, continue to connect with Indigenous communities to ensure their perspectives and priorities inform decision-making.
- e) **Ensure historically under-served groups are provided meaningful opportunities to participate in, and contribute to, the engagement process.** This includes, but is not limited to, consultation with African, Caribbean and Black communities and other equity-seeking communities. Applying an equity and inclusion lens is particularly important because of the uniqueness of Northwest Toronto and the substantial change that development of the Downsview lands will bring to surrounding neighbourhoods.
- f) **Build trust in the capacity of the landowners and the City of Toronto as the land use regulator** to implement transparent planning processes that are meaningful for all participants and that lead to defensible outcomes that respond to community and stakeholder priorities, public policy priorities, and landowner priorities.
- g) **Deepen understanding of the respective mandates, roles, and responsibilities of the landowners, the City of Toronto, other orders of government and public agencies, as well as local and citywide communities and stakeholders.** Bring clarity to who has

decision-making authority related to future land use and development decisions and create opportunities to work together in new ways to better achieve shared priorities.

- h) **Strengthen public understanding of how the the City of Toronto considers this OPA application for the Subject Lands in the context of planning efforts at both larger and smaller scales** in order to inspire public understanding and confidence in the comprehensive approach being considered.
- i) **Meet, and ideally exceed, regulatory requirements for engagement and consultation with all audiences, including planning and Environmental Assessment-related requirements.**

2.KEY MESSAGES

Key messages to be shared with the public during the consultation period will include a focus on both process and content.

Process-focused key messages include:

- a) **The large size of the Subject Lands, the decades-long timeline for development, and the landowners' commitment to taking a thoughtful, step-by-step approach to creating new neighbourhoods, prioritizing community and collaboration.** These lands are a remarkable opportunity to think differently about how we plan for and accommodate our growing city. Northcrest and Canada Lands have consistently communicated their intention to create an OPA application informed by community and stakeholder priorities, public policy priorities, and landowner priorities.
- b) **Development will happen in phases, starting with three new, mixed-use neighbourhoods, anchored by Downsview Park and interim activation space on the runway.** These three neighbourhoods are in areas close to transit (Downsview Park and Wilson Stations) and support the creation of new jobs – including in the existing Bombardier hangars, which will be repurposed. These first steps will likely take several years to realize, and in the meantime Northcrest and Canada Lands want to keep the rest of the area lively and interesting with engaging uses to make Downsview a place where people want to be and a destination loved by Toronto. Interim uses create the opportunity to test and grow concepts – the best of which can ultimately be incorporated into the permanent development.
- c) **A commitment to collaboration with the City of Toronto.** Northcrest and Canada Lands understand the important mandate of the City of Toronto in managing growth and the value of working together to ensure that the OPA application for the Subject Lands best meets the city's needs. **Northcrest, Canada Lands, and the City of Toronto intend to approach the preparation of the updated Downsview Area Secondary Plan in partnership**

with one another. This includes close work with City Planning and the many other divisions with plans, policies, strategies, and initiatives that development on these Subject Lands can help support. By adopting this collaborative approach, the mutual goal of creating a vibrant, mixed-use community in the heart of North Toronto can be better achieved.

Ultimately, the decision on whether to approve the OPA application is the responsibility of Toronto City Council.

- d) **A commitment to ongoing community and stakeholder engagement.** The OPA application represents the landowners' best efforts to respond to the opportunities, challenges, and priorities shared by the over 3,000 participants in the pre-application id8 Downsview engagement process. Northcrest and Canada Lands will continue to prioritize the engagement of community members, particularly those from historically marginalized communities such as Indigenous peoples and members of African, Caribbean and Black communities, and will maintain a continuous and ongoing conversation throughout each round of proposed consultation.
- e) **Northcrest and Canada Lands will strive to bring a new model for development and city building that prioritizes equity, diversity, and inclusivity.** These outcomes will be informed by applying an equity lens and holding space for different community actors; being accountable and transparent with communities; tapping into local knowledge and expertise; retaining flexibility and foresight when planning for future generations; and continuing to engage broadly and deeply.
- f) **An explanation of how this OPA application fits within the Downsview Area Secondary Plan, the City of Toronto Official Plan, and the Provincial Growth Plan for the Greater Golden Horsehoe.** A description of how the OPA application relates to the Secondary Plan amendment, and existing and future district plans, is also an important key message.
- g) **An introduction to the shared commitment between Northcrest, Canada Lands, and the City of Toronto to integrate concurrent and related regulatory requirements.** This includes completion of a Master Environmental Servicing Plan (MESP) by Northcrest and Canada Lands. The combined MESP and Framework Plan will be undertaken using an Integrated Master Plan approach to meet the needs of both the *Environmental Assessment Act* and *The Planning Act*. This approach is suitable when planning for this significant geographical area in the long term where interdependent decisions which impact servicing and land use are being made and the range of servicing alternatives needs to be addressed in an integrated fashion in order to recommend the best overall solution for the community.
- h) **An explanation of the relationship between this OPA application, the Master Environmental Servicing Plan (MESP), and future Environmental Assessments (EAs) that will be undertaken to implement the street network.** This includes a description of: how the pre-application id8 Downsview engagement process helped inform the MESP; how (following submission of the OPA application) engagement and consultation efforts will be coordinated and inform each other; how consultation requirements may vary depending

the type and phase of the infrastructure project being proposed; and the different mandates and authorities that exist related to MESP, EA, and infrastructure approval with the City of Toronto and the Province of Ontario.

Content-focused key messages include:

- a) **The OPA application's focus on creating connected, complete communities that make full use of existing transit infrastructure.** This includes building great public spaces and public infrastructure, as well as vibrant neighbourhoods.
- b) **Parks and open spaces will be a focal point of the Downsview lands development.** Northcrest and Canada Lands will deliver 100 acres (40 hectares) of new connected parks and open spaces linked to the cherished Downsview Park and connected to the William Baker woodlot.
- c) **A people-first, complete street network will improve connectivity and safe access for all modes of transportation to and through the lands.** There will be four new crossings of the GO rail line: two vehicle and multi-modal, and two to walk, bike and roll across. Dufferin Street will be extended north through the Subject Lands, and strong new north-south and east-west connections will link the surrounding neighbourhoods. There will be opportunities to rely on transport other than private vehicles.
- d) **There will be significant investments in new community services and facilities on these lands.** This includes financial support and land for a new on-site community centre at Keele and Sheppard and the introduction of other new community facilities as neighbourhoods get built over time. Northcrest and Canada Lands are interested in working with the City of Toronto (as the decision-maker for community services and facilities) in exploring new ways to work collaboratively with institutions, community service providers, and grassroots organizations to best support landowner priorities, public policy priorities, and community priorities.
- e) **Arts and culture will be incorporated throughout the Subject Lands through interim and permanent installations and spaces.** Activations will continue while development unfolds over time.
- f) **The Downsview lands will be a site that celebrates Indigenous peoples, history and living culture.** This will be done through collaboration and a focus on Indigenous placekeeping as part of the development of the Downsview lands with Indigenous outdoor ceremonial space and spaces for sacred fire. It also includes efforts in architecture, landscape architecture, public art, commemoration and naming, and public education.
- g) **Job creation and economic development are a priority for the landowners.** Northcrest and Canada Lands are committed to attracting jobs and businesses and partnering with local institutions to grow their reach and impact. There will be a minimum of

approximately 12 million square feet of employment space (four times more space for jobs than exists today), thus providing the ability to create thousands of new jobs.

- h) **Inclusion will help create economic opportunities for local residents.** Workforce development will be prioritized to provide a range of job opportunities and training, especially for Indigenous peoples, under-served communities, equity-deserving groups, local residents and youth, in collaboration with community-based organizations.
- i) **New housing supply will support the City’s policy vision for a diversity of housing for young and old, and all types and sizes.** This includes looking at affordability and implementing the City’s Large Site policy options, such as conveying land to accommodate 20% of residential units as affordable housing, or equivalent measures.
- j) **There will be existing buildings and heritage assets that will be repurposed and new neighbourhoods knit into the existing fabric of northwest Toronto.** Public spaces will reflect Downsview’s history and future. The runway will be reimagined as a new public space and destination in the long-term, and in the short-term, an exciting opportunity for the public to enjoy the runway and a wide-range of interim uses. Heritage buildings and existing assets will be repurposed to celebrate the site’s innovation history and make space to spark great ideas.
- k) **Development will raise standards for urban development where urban and natural systems are integrated (“City Nature”), inseparable, and resilient.** Climate responsive design will be used, along with innovative stormwater management and enriched natural habitat. Stormwater will be managed on site and through the use of blue-green infrastructure. The Subject Lands development will contribute towards mitigating flooding, where possible. There is potential, through modeling and design optimization within the Subject Lands, that some of the existing issues could be mitigated as a result of the new development.
- l) **Development will be of a comfortable scale and support exceptional transit-oriented communities.** Northcrest and Canada Lands will provide a range of housing options and great architecture that’s pragmatic and human-scaled. Development will be mostly midrise (up to 14 storeys) across the Subject Lands, with higher buildings near the transit stations and at key intersections. Transitions will respect existing neighbourhoods.

3. DESIRED OUTCOMES

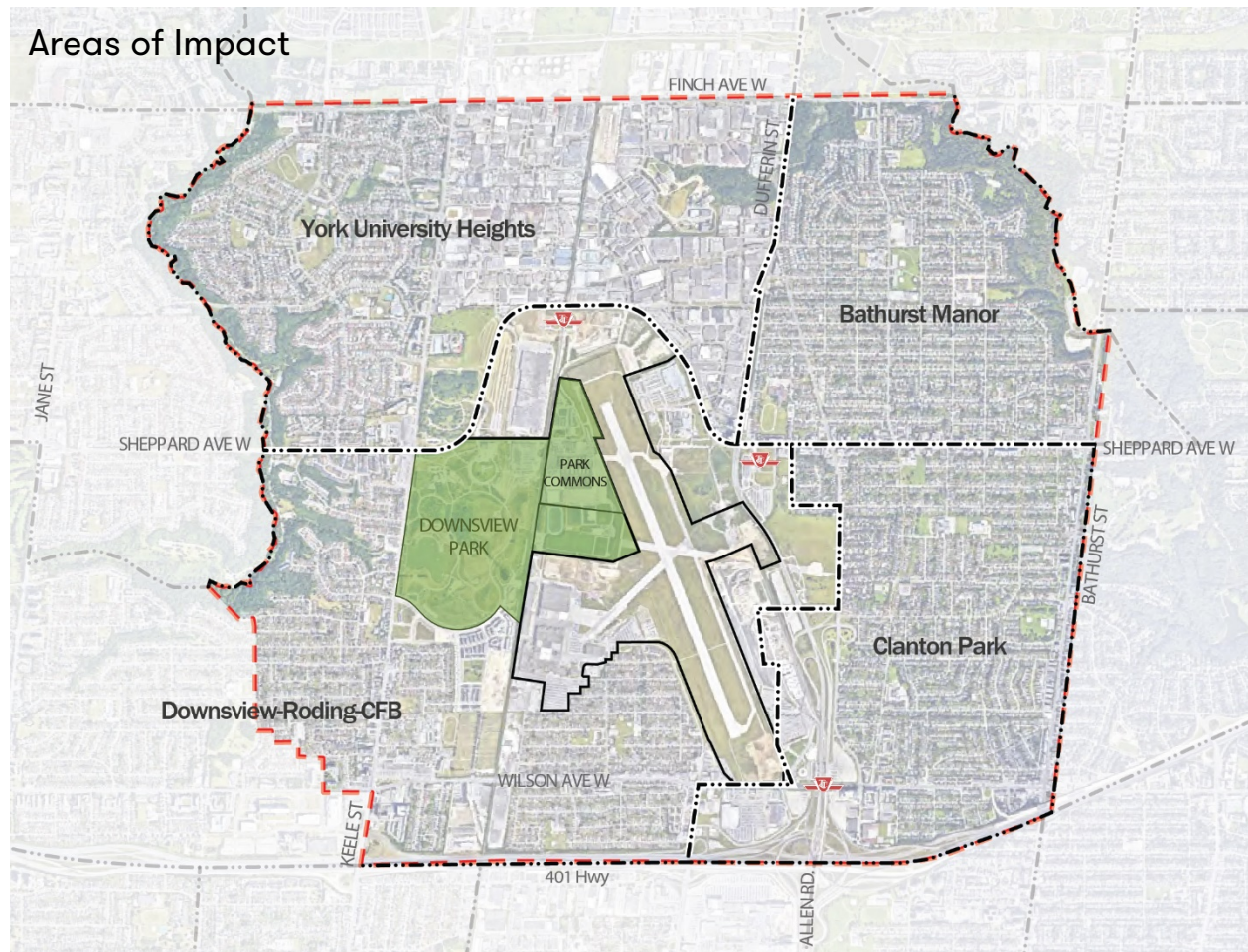
The following outcomes are desired over the course of, and by the end of, the consultation process:

- a) **A broad range of communities and stakeholders were consulted and engaged through different consultation activities implemented.** Stakeholder and members of the public are sufficiently informed about the proposed development and understand its opportunities, implications and next steps. All participants – including the landowners and the City – consider the process to have been meaningful and constructive.
- b) **A defensible, broadly supported, OPA.** Regardless of the degree of support a person or organization has for the OPA, they will agree that they had a meaningful opportunity to share their perspectives through the process.
- c) **Strong long-term relationships are established** between the proponents (Northcrest and Canada Lands), the regulator (the City of Toronto), and the community through transparent decision-making and a broadly supported process that builds trust and demonstrates the extent to which the proponents and the City has sought, listened to, heard and responded to a range of priorities, perspectives and interests.
- d) **Indigenous and equity issues remain a high priority and clear next steps are identified.** Ongoing conversations are maintained to dive deeper into issues and opportunities that were raised by Indigenous communities, African, Caribbean and Black communities, and other equity-deserving groups in the pre-application consultations, with clear next steps identified to ensure that participation from marginalized communities is meaningful.

4. SCOPE OF CONSULTATION - AREAS OF IMPACT

The Subject Lands are located in Ward 6: York Centre and are generally bound by Sheppard Avenue to the north, Allen Road to the east, Wilson Avenue to the south, and Downsview Park and the Park Commons to the west. The immediate surrounding area consists of residential neighbourhoods, commercial space, including numerous small businesses, three transit stations, and Downsview Park.

The local geographic area of impact identified for this development includes portions of the surrounding neighbourhoods, including York University Heights, Bathurst Manor, Clanton Park, and Downsview-Roding CFB.



York University Heights

This area of impact is bounded by Finch Avenue to the north, Dufferin Street through Allen Road to the east, Sheppard Avenue West to the south, and Black Creek Ravine to the west. The area is primarily comprised of low-density, detached residential units, with commercial uses along the major arterial roads. The area also contains Duke Heights, a low-density industrial employment district.

Bathurst Manor

This area of impact is bounded by Finch Avenue to the north, the West Don Parkland through Bathurst Avenue to the east, Sheppard Avenue West to the south, and Dufferin Street through Allen Road to the west. The majority of the area is comprised of low-density, detached residential units, with commercial uses along the major arterial roads.

Clanton Park

This area of impact is roughly bounded by Sheppard Avenue West to the north, Bathurst Street to the east, Highway 401 to the south, and Dufferin Street through Allen Road and Wilson Heights Boulevard to the west. The majority of this area is made up of low-density, detached residential units, with commercial uses along the major arterial roads. However, this area

continues to see development growth– primarily at the transit station – where formerly low-density commercial uses and surface parking are being redeveloped as high-rise, mixed-use clusters.

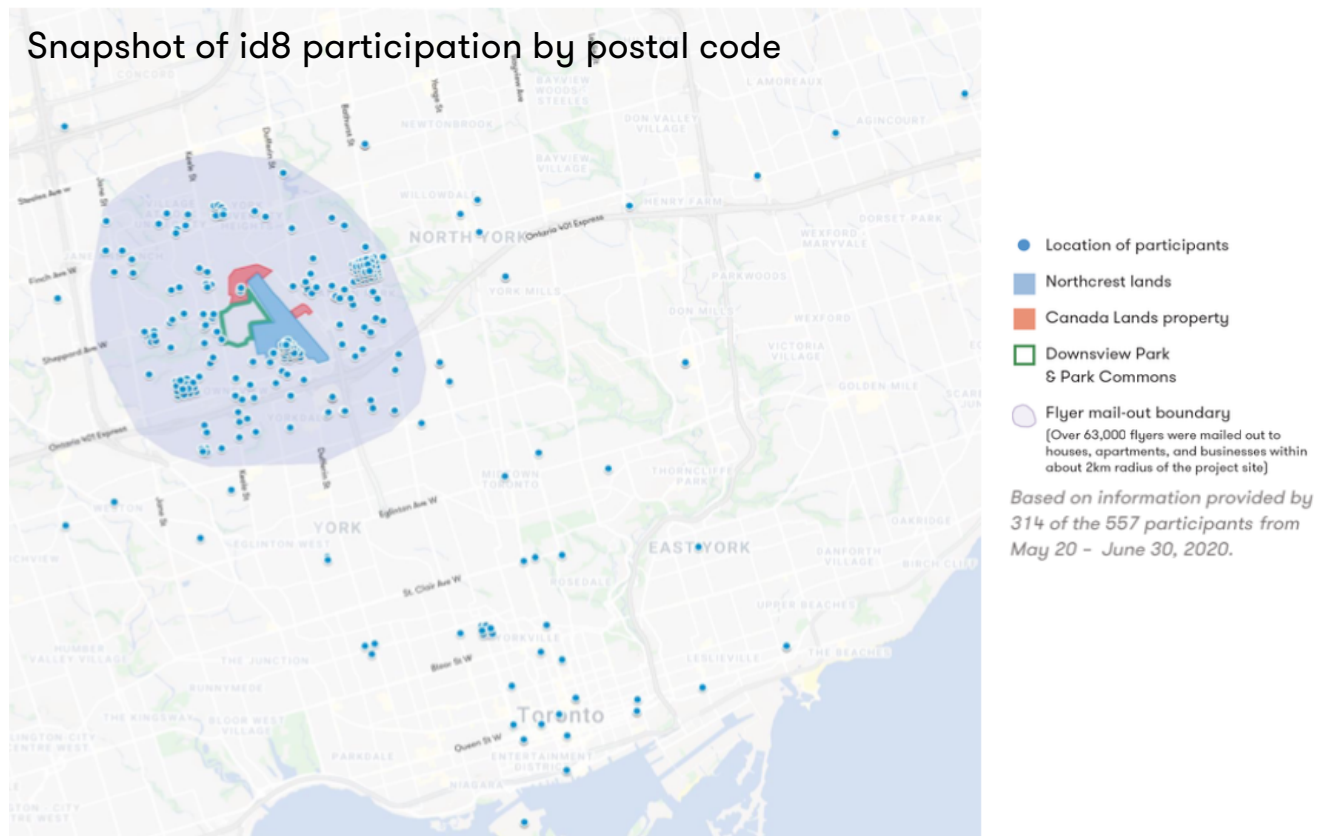
Downsview-Roding-CFB

This area of impact is roughly bounded by Sheppard Avenue West to the north, Dufferin Street through Allen Road and Wilson Heights Boulevard to the east, Highway 401 to the south, and Keele through the Black Creek ravine to the south. The majority of this area are comprised of low-density, detached residential units, with commercial uses along the major arterial roads and avenues.

Neighbourhood Improvement Areas (NIAs) in the Areas of Impact

Downsview-Roding-CFD and York University Heights are both identified in the Toronto Strong Neighbourhood Strategy (TSNS) as NIAs, and significant portions of both are contained within the Study Area. These NIAs suffer from inequities and are identified as requiring additional investment in services. To the effect that investment in CSF within the Downsview lands supports these surrounding neighbourhoods, development at Downsview is an opportunity to support the TSNS.

Citywide stakeholders were an important part of pre-application consultations (as also evidenced in the “Area of Local Impact” map below) and their continued involvement will also be critical going forward. The id8 Downsview Community Resource Group will include a mix of both local and citywide organizations.



5.AUDIENCE

The following section analyzes the demographic profile within the areas of impact against the demographic profile of Toronto as a whole. All analysis was derived using 2016 Census Data obtained from Statistics Canada. A high-level summary of demographic trends is included below with a more detailed analysis available in Appendix B of the Community Services and Facilities Report.

Population growth. Population growth within areas of impact is consistent with the overall city, however Clanton Park has experienced significant population growth in Dissemination Areas most associated with development. The population in Clanton Park grew by 12.7%, compared to the areas of impact and the city average of 4.5%.

Age. The average and median age in the areas of impact is higher than the city overall, as a result of the older population in both Bathurst Manor and Downsview- Roding-CFB. The average age in Clanton Park is lower than the city's.

Household and Family Composition. The neighbourhoods within the areas of impact have a consistently higher average household size than the city overall, leading to an average household size of 2.6 compared to the city average of 2.4. The areas of impact also has higher share of lone-parent households, the result of much higher shares within York University Heights and Downsview-Roding-CFB.

Housing. The character of the areas of impact is defined by low-rise, detached housing – with the majority of it built prior to 1980. However, with the development taking place in Clanton Park, there is an increase of both mid- and high- rise condominiums and apartments. The share of renters and owners across most of the identified areas of impact is generally consistent with the broader city, with just under 50% renter and just over 50% owners. However, Bathurst Manor has a much higher share of homeowners, at 68% – which skews the average for the areas of impact.

Cultural Affiliation. The impact areas have a lower share of individuals who identify as racialized or a member of the global majority compared to the city's average; this is due to lower levels of cultural diversity within Bathurst Manor and Clanton Park. Important to note that Downsview-Roding- CFB and York University Heights are both associated with significant levels of ethno-cultural diversity – in particular York University Heights, where many residents identify as Black, African-Canadian, or of the Afro-Caribbean Diaspora.

Labour Force Characteristics and Participation. Within areas of impact, shares of the population employed in trades, transportation, and manufacturing are much higher than the city overall, and the share of those employed in management-related jobs is much lower. This difference is particularly pronounced in York University Heights and Downsview-Roding-CFB.

Educational Attainment. Education attainment levels in York University Heights and Downsview-Roding-CFB are lower than the impact areas' average and the city overall: within these two neighbourhoods, the share of population without a university or college certificate, diploma or degree are almost twice that of the city overall. Similarly, these neighbourhoods have lower proportions of Bachelors', Masters', and Doctorate degrees.

Income. The median income within the Study Area is similar, and indeed a little bit higher than the City average. However, the average income within the Study Area is much lower than the City overall, as a result of lower average and median incomes within both York University Heights and Downsview-Roding-CFB.

Immigrant Status. There are higher levels of residents who identify as immigrants within the Study Area, with the highest shares living in York University Heights and Downsview-Roding-CFB. Most of the difference is due to the proportion of immigrants who have lived in Canada since before 1981.

The demographic analysis reinforces the findings of Toronto's Strong Neighbourhood Strategy. Both Downsview- Roding-CFB and York University Heights report:

- higher levels of racialized residents who identify as a member of the Global Majority;
- high levels of manufacturing or industrial employment;
- lower levels of educational attainment; and
- lower incomes.

Consultation Target Audience & Stakeholders

The consultation and engagement strategy will engage a range of audiences that represent different community interests. First and foremost this begins with those that participated in the pre-application id8 Downsview engagement process, as well as those who signed up to stay informed about the development process. This includes:

- people living and working at the approximately 58,000 residential addresses and approximately 5,000 business addresses within a 2 kilometre radius of the Subject Lands;
- over 340 organizations invited to participate (see Figure 3 for complete list);
- additional organizations identified through the Community Context Study; and
- the general public.

6. MATTERS TO BE ADDRESSED

Key matters to be brought forward for discussion and/or consultation during the review of application include [order of the points is not intended to reflect an order of priority]:

- a) Jobs and employment
- b) Connectivity and safe, accessible travel for all
- c) Usable and accessible parks and open spaces
- d) Community facilities, services, and social infrastructure
- e) Housing, including affordable housing
- f) Indigenous placekeeping
- g) Sustainability, ecology, biodiversity, and hydrological function
- h) Aging in place
- i) Impact on schools
- j) Design and architecture
- k) History and legacy
- l) Equity, inclusion, and how planning for these Subject Lands can help address chronic and emerging issues in northwest Toronto

7. COMMUNICATION & CONSULTATION STRATEGY

Proposed Principles of Consultation

The overarching engagement and communications will be guided by the following principles:

- a) **Accountability.** All participants will be accountable to each other by providing accurate, timely information through the engagement process. Northcrest and Canada Lands will demonstrate how information, feedback, and ideas shared through the engagement process are considered as part of their decision-making on the future of the Subject Lands.
- b) **Openness and inclusivity.** Participation will be open to any member of the public and other stakeholder groups that want to be involved. The continued participation of key communities will be ensured, including but not limited to, Indigenous communities, African, Caribbean and Black communities as well as other historically under-served communities.
- c) **Clarity.** Northcrest and Canada Lands will strive to clarify which decisions are open for influence through this engagement process, which ones are not, and the roles of the project's respective audiences.
- d) **Flexibility.** The engagement process will accommodate the needs of different communities and stakeholder, considering different schedules, information formats, need for a separate discussion space to provide a safe and comfortable engagement environment, especially for those who are often underrepresented in engagement processes, etc.

- e) **Timeliness.** The engagement process will begin as early as possible in the application review process to allow a greater range of opportunities and issues to emerge and to raise the chances of successful issues resolution and implementation.
- f) **Accessibility.** All meeting materials will adhere to the Accessibility for Ontarians with Disabilities Act (AODA). Materials will also be translated, on request, into select languages to ensure engagement is accessible to residents in the community. Based on the pre-application consultation, the top languages to translate materials into are Italian, Spanish, Tieng Viet, Tagalog, and French.

Proposed Consultation Activities

Note about COVID-19 and consultation activities:

All directives and recommendations of public health officials will be followed.

It is important that the engagement and consultation process on this OPA application build on the work completed to date through the pre-application planning and engagement process led by Northcrest and Canada Lands.

Public Update by Northcrest and Canada Lands on the Submission

In and around the time of the OPA application submission to the City of Toronto, Northcrest and Canada Lands will hold two virtual public town halls to brief the public on the contents of the submission. Notification of these town halls will be provided through the same channels used through the id8 Downsview process, including postcards to the approximately 63,000 addresses within a 2 kilometre radius of the Subject Lands, email notification to the id8 Downsview contact list, and through social media. Materials will also be mailed to the approximately 150 residents who have requested to participate through Canada Post. These town halls will be an opportunity to have questions answered. It will be clear that future consultation with the public will be determined following the receipt of feedback from the City of Toronto on the submission.

It is anticipated that the details of the post-application consultation will be developed in close collaboration with the City of Toronto, based on their feedback on the OPA application. This may happen in one or more “rounds” of consultation, where potential refinements to the OPA application are shared and feedback sought.

At this stage, the following engagement and consultation activities are proposed:

- **Focused conversations with Rights Holders.** This includes the Mississaugas of the Credit, the Huron-Wendat, and Six Nations of the Grand River.

- **Focused conversations with specific communities and interests.** It is expected that the groups engaged in the pre-application phase will continue to be invited to participate in the consultation process and that invitations to others will be extended as they emerge in response to specific issues or opportunities that interest them. These discussions are expected to include (but not be limited to): business and commercial interests; resident and tenant associations; youth; African, Caribbean and Black communities; community services, facilities, and social infrastructure stakeholders (including grassroots groups); and citywide stakeholders.
- **Public Town Halls.** Canada Lands and Northcrest are interested in holding a public town hall twice annually and it makes sense that these could be timed to align with key points during the City's review of the proposed plan when there is new information to share and feedback to be sought in response to proposed refinements to the OPA application. The town halls could include presentations, and a mix of small group and plenary discussions all of which can be accommodated whether the meetings are held virtually or in-person. For all virtual meetings, opportunities for people to join online and/or by phone will be made available. It is expected that Northcrest and Canada Lands – possibly alongside the City of Toronto – would work together to provide content, answer questions and explain how the public's feedback has been considered through the process. The town halls also present an excellent opportunity to increase civic literacy and understanding about the very different and distinct roles and responsibilities of Northcrest, Canada Lands, the City in the development and implementation as well as development applications.
- **Community Resource Group.** To support ongoing engagement, Northcrest and Canada Lands are working to establish an id8 Downsview Community Resource Group (CRG) that will meet approximately four times each year to share information and seek feedback on the activities that will unfold over time. Northcrest and Canada Lands propose that the work of the Community Resource Group be a key tool for collecting and sharing relevant information with the local community.
- **Pop-up consultations.** If COVID-19 restrictions continue to be lifted and it is safe to do so, Northcrest and Canada Lands would propose a number of in-person pop-up consultations at easily accessible sites throughout the neighbourhoods and in areas where community members often go to and gather (e.g. public libraries, local businesses). The purpose of these pop-up consultations would be to share information with local community members who may not otherwise be aware of the OPA application for the Subject Lands and answer any questions they may have about the project in real time.
- **Asynchronous feedback tools.** Sharing information and seeking feedback outside of in-person and virtual public meetings (e.g., online, by mail, and by phone) is a best practice in public consultation that ensures that people who are unable to participate in a meeting have an opportunity to learn about the process and provide feedback. This generally involves sharing the same or similar materials presented at in-person and virtual public

meetings on relevant project websites (including id8downsvieW.ca hosted by the landowners and toronto.ca hosted by the City of Toronto) and by mail upon request as well as providing opportunities for people to share feedback online, by phone and/or by mail (with materials translated, on request).

Proposed Communication Tools

- **Meeting notices and invitations.** Content will be developed for the meeting notices and invitations distributed through existing channels such as contact lists, newsletters, Northcrest and Canada Lands and City websites and social media channels, Elected Officials and their network, physical posters in the community, and mail-outs to everyone in the impact area. When applicable, invitations will include relevant information to provide participants with background information prior to meetings and information about how to join and participate in meetings.
- **Project content materials.** The project content materials will be developed prior to consultation events that provide information for participants, including information about feedback from the City and revisions made by Northcrest and Canada Lands. These materials could include presentations, display boards, and text and images to be made available on the project website. Materials shared at public meetings will be made available online shortly after the meeting for review and feedback.
- **Project website.** Northcrest and Canada Lands have developed an id8 Downsview specific project website (www.id8downsvieW.ca). The project website has and will continue to serve as a one-stop-shop for people interested in learning more about the project and process. It is anticipated that the City will also include information about the process on the City's online "[Application Information Centre](#)".
- **Feedback forms.** All consultation activities will include a feedback form to provide participants an opportunity to submit their feedback. Feedback forms will be made available online and by mail on request for a set period of time following public meetings. Feedback collected will be included in the public meeting consultation summaries.
- **Contact list.** Northcrest and Canada Lands have an existing contact list developed during the pre-application consultation. The existing contact list identifies participant names, affiliations, contact details, and tracks attendance from the various consultation activities. Northcrest and Canada Lands, possibly in collaboration with the City, will maintain and expand this list throughout the OPA application review period. The contact list will only be shared with the project team and will be used for meeting invitations and distributing draft summaries and reports for participant review.

8.EVALUATION – FEEDBACK AND NEXT STEPS

Northcrest and Canada Lands will provide an evaluation of the public consultation held during the City’s review of the OPA application and make this evaluation available to the public consultation process participants at the conclusion of the public consultation period, prior to the Development Application proceeding to Council for approval or refusal.

In addition, all feedback received through the engagement and consultation process will continue to be captured in feedback summaries that will be shared with meeting participants for review prior to finalizing to ensure they accurately capture the discussion. Summaries, recordings of meetings and presentation slides will be made available to the public on the project website.