

Just Start! Thinking Outside the Box

Revitalizing the Danforth Garage Car Barns

June 2022

ULI Toronto Technical
Assistance Panel Report

Prepared for
CreateTO



Table of Contents

- 03** Executive Summary: Thinking Outside the Box
- 04** What is a Technical Assistance Panel (TAP)?
- 06** Background Information
 - The Site: The Danforth Garage – History & Heritage Value
 - The Master Plan Vision
 - Current and Proposed Uses on Site
 - Scale and Projects Comparisons
- 15** Purposeful Brainstorming: Testing the Danforth Garage Potential
- 16** Objectives, Obstacles & Opportunities Identified in the Master Plan
- 18** In Summary: TAP Recommendations
- 21** Conclusion
- 23** Appendix A: TAP Bios
- 27** Appendix B: TAP Assumptions Used to Arrive at Density Recommendation
- 28** Appendix C: About the Urban Land Institute

EXECUTIVE SUMMARY

JUST START!

THINKING OUTSIDE THE BOX

The vision for a new community hub at the southeast corner of Danforth and Coxwell Avenues is brilliant. **This epic redevelopment and revitalization project will take Thinking Outside the Box, and there is an opportunity to start right now.**

In May 2022, Urban Land Institute (ULI) Toronto organized a Technical Assistance Panel (TAP), gathering an esteemed group of planning and development experts, as well as professionals in the arts and culture sector, to examine the 5-acre Danforth Garage site. Their aim was to test the potential for the transformation of the Danforth Garage Car Barns to embody the vision for a vibrant cultural, community and employment destination - that acts a catalyst for neighbourhood revitalization and a magnet for investment in the surrounding area.

The panel was initially asked to stay inside the 70,000 square feet (sq. ft.) Danforth Garage Car Barns ‘box,’ but they couldn’t do it. They quickly realized that they had to expand the box. The group looked at unlocking potential within the site’s boundaries to bring the community’s vision for the Barns to life but were challenged again, primarily by the current and proposed uses on it.

After a day-long workshop, the expert panel agreed that the proposed framework, The Danforth Garage Master Plan, is too prescriptive and that **more flexibility is required** to achieve the vision of a community hub. The panel also identified that there are **not enough revenue generating uses** on the site to make it a reality, and as it stands now, the Danforth Garage Car Barns as a **community hub is not self-sustaining**.

All agree that the historic Barns are the gem of the site and must be maintained.

The question is: how?

On page 19 of this report, the expert panel provides detailed recommendations to achieve the ‘how’ in the short and long-term. In summary, the panel recommends:

1. Expanding to a larger district by moving proposed uses on other city-owned properties (two across the street on Danforth Avenue and one just west of Coxwell Avenue) and directing community benefit funding to the revitalization project.
2. Don’t wait. Just start. Open up the site and let people in, perhaps considering an event like Doors Open Toronto in May 2023 as a potential grand opening. Allow “meanwhile” uses while the long-term development unfolds over time. Let the community explore and get excited about the revitalization of this historic site.

Staying within the site’s proverbial boxes restricts creativity and the ability to achieve all that the vision sets out to do. In this report, the TAP members make some bold recommendations that require Thinking Outside the Box to kick-start the redevelopment and revitalization of the Danforth Garage and give the vision of a community hub a real chance.

WHAT IS A ULI TECHNICAL ASSISTANCE PANEL (TAP)?

The ULI Technical Assistance Panel (TAP) is a high-profile industry program that brings together the finest expertise in the real estate, planning and development fields to collaborate on complex land use and redevelopment projects and explore current issues in real estate. The program is organized by the ULI Outreach Committee and typically convenes 6-12 members of the ULI Chapter to provide a meaningful contribution toward the revitalization of a city neighbourhood or district. At the conclusion of the TAP program, ULI compiles a summary of the presentations and recommendations in a TAP Report.

In May 2022, ULI Toronto organized a TAP of professionals from across the real estate, planning and development industry and arts and culture sector to examine the 5-acre Danforth Garage site at the southeast corner of Danforth and Coxwell Avenues.

The TAP's purpose was to test the potential for the transformation of the Danforth Garage Car Barns - formerly TTC streetcar and bus repair barns - to embody the preferred vision for a community hub:

- to see the heritage-protected car barns transformed into a vibrant cultural and community destination, that acts a catalyst for neighbourhood revitalization and a magnet for investment in the surrounding area;
- to identify interim and long-term uses and potential tenants that could be attracted to the site that could financially help support the realization of the vision;
- and to take into consideration capital and operating costs so the project is self-sustaining over time.

Chaired by urban mentor and former Toronto Chief Planner, Paul Bedford, the Danforth Garage TAP consisted of an esteemed group of 15 experts from ULI Toronto's membership (see Appendix A – TAP Panel Bios). The group was strategically formed to examine and provide recommendations to guide the revitalization of the Danforth Garage.

The group participated in a walking tour of the site before attending a full-day session on May 13, 2022 at the Toronto Public Library Danforth/Coxwell Branch. The session included a series of presentations about the site, a discussion with residents, arts and music leaders, and business owners, and a working session that resulted in a set of recommendations intended to inform the revitalization of the Danforth Garage Car Barns, in the short and long-term.



ULI TAP members at Danforth Coxwell library May 13, 2022

ORGANIZING COMMITTEE

Richard Joy

Executive Director, ULI Toronto

Alexandra Rybak

Director, ULI Toronto

Linda Weichel

Principal, Weichel Consulting

Laura Sellors

CEO, Frontier Design
(ULI Outreach Committee Co-Chair)

Arthur Ho-Wong

Director and Counsel, Planning &
Real Estate Development, Habitat
for Humanity GTA (ULI Outreach
Committee Co-Chair)

Catherine Truong

Agnes Kazmierczak

Senior Associate, Gensler

Alecsandra Parvu

Architect, CS&P Architects

TAP MEMBERS

Paul Bedford

Chair, ULI Toronto Technical Advisory
Panel Danforth Garage and Chair,
Waterfront Toronto Design Review Panel

Hana Elmasry

Development Support Manager, Akin
Collective

Brad Keast

Head of Development & Construction,
Dream; Chair, MOCA (Museum of
Contemporary Art)

LoriAnn Girvan

Principal, LoriAnn Girvan Advisors

Jonah Letovsky

Principal, Ezra Projects

Michael McClelland

Principal, ERA architects

Marcel Parsons

VP, Asset Strategy, First Capital REIT

Yasmeen Nematt Alla

Marketing Specialist, Akin Collective

Max Reim

CEO, Co-Managing Partner &
Founding Principal, Live Work Learn
Play

Nadia Stolfi

Senior Manager, Communications and
Community Development, Live Work
Learn Play

Mary Mowbray

Senior Vice President, Canadian Retail
Group, Colliers

Jennifer Johnson

Senior Director and Director, North
America, MurrayTwohig

Jonathan Tinney

Principal, SvN Architects + Planners

TAP TEAM

Report written by Amy Lazar Kleiman,
Founder and Chief Creator at Written by
Amy, in collaboration with the TAP Chair,
panelists, and ULI staff. Report design
provided in kind by Frontier Design.

Background Information



Photo: TAP members on a walking tour inside the Danforth Garage Barns, May 2022.

THE SITE: THE DANFORTH GARAGE HISTORY & HERITAGE VALUE

From the sidewalk, the Danforth Garage may not look like much, but if you examine it closely, it tells a story of our collective transit history, the evolution of employment in the city's east end, and the vibrant diversity that defines Danforth and Coxwell – not just today but going back many, many generations.

On a 5-acre site located in Toronto's Ward 19, the Danforth Garage is bound by Danforth Avenue to the north, Coxwell Avenue to the west and Hillington Avenue to the east. Just south of the site are two-storey residential dwellings with frontage onto Woodrow Avenue. Directly opposite the front entryway of the Danforth Garage is the south entrance to the Coxwell subway station.

The original building, known as the Danforth Garage, the Danforth Car Barns or simply "the Barns," was constructed in 1915 to support the provision of transit services to Toronto's east end. There was an expansion to the south in 1921 to accommodate increasing service needs as streetcar transit boomed in the east end, and then another small single-storey addition in 1965.

A year later, the Bloor-Danforth Subway Line opened and the facility was adapted for bus storage. Fast forward two decades, in 1988-91, the site was parceled and in-filled along Danforth Avenue with the addition of a local library branch and a six-storey non-profit residential building, Tobias House. By 2002, the majority of the garage functions had been moved to a new bus garage facility and today only a few TTC administrative functions remain.

Photo: View of Tobias House from southeast portion of site.



THE BARNS' HERITAGE VALUE

The Danforth Garage site's heritage value comes from the story of the emergence and evolution of public transit services in Toronto's east end. Specifically, the carhouse has cultural heritage value for its design as an important surviving example of a carhouse, a combination office, repair and storage facility for streetcars, which is a rare surviving building type in Toronto, according to the city's Heritage Preservation Services. The presence of an industrial streetcar-barn typology and the Edwardian Classicist architectural detailing, most notably in the front façade window arching, has also been deemed valuable to continue to tell this part of the city's history.

The Danforth Garage is the second oldest surviving carhouse built by the Toronto Civic Railways after the St. Clair Carhouse, now restored as Artscape Wychwood Barns. However, unlike the Wychwood Barns, this facility has a prominent public face on Danforth Avenue, with service and maintenance functions to the rear. The Danforth Garage has a significant role to play in the retelling of the city's transit history as well as guiding the revitalization of this part of the Danforth.¹

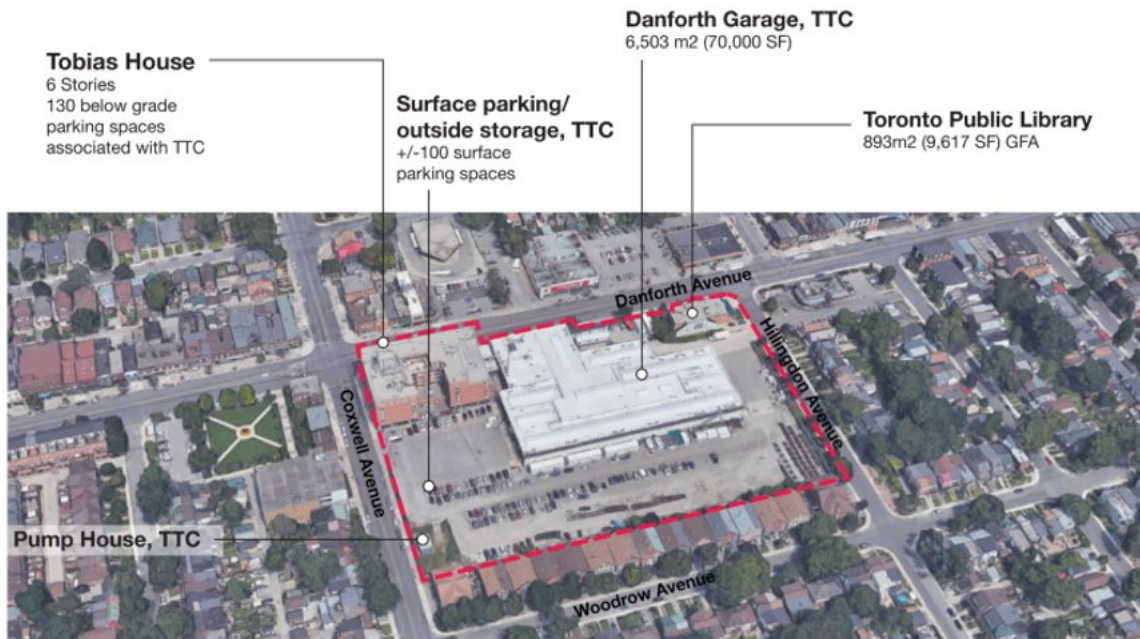
¹Source: *Report For Action Inclusion on the City of Toronto's Heritage Register - 1627 Danforth Avenue*
Photo: *Inside Danforth Garage Barns.*



THE DANFORTH GARAGE MASTER PLAN

CreateTO, the City of Toronto's real estate agency, completed a series of studies, which included a comprehensive and consultative public process with area residents, businesses and stakeholders, to create The Danforth Garage Master Plan. Prior to the TAP working session, members reviewed the Danforth Garage Master Plan and the objectives for the adaptive reuse of the site. The intention of the Danforth Garage Master Plan is to establish a vision for a multi-use civic hub accommodating the needs of significant public-sector partners with the community's vision for new cultural, community and employment uses at the corner of Danforth and Coxwell Avenues.²

Danforth Garage Site



² Source: CreateTO, Final Report, Danforth Garage Master Plan, page 5
Photo: Danforth Garage Master Plan

CURRENT USES ON THE SITE

Toronto Public Library Danforth/Cowell Branch

The 30-year-old standalone public library, that spans 9,617 sq.ft. over two storeys and a basement, represents an opportunity to expand and modernize the facility and use the prominent corner of the site to capture land value.



TTC Danforth Garage

The 70,000 sq.ft. building consists of TTC administrative space, garage space for TTC storage and maintenance and approximately 100 surface parking spaces. There is also outside storage, as well as a pump and treat station located in the southwest corner of the property that is required for environmental and ground water monitoring. According to the master plan, neither of these structures are currently listed on the City's Heritage Register or designated under the Ontario Heritage Act. In 2015, City Planning staff were directed to examine the potential listing of the Property on The City of Toronto's Heritage Register under Part IV on the Ontario Heritage Act.³

³ Source: CreateTO, Final Report, Danforth Garage Master Plan, page 29

⁴ Source: CreateTO, Final Report, Danforth Garage Master Plan, page 30
Photo: Danforth Garage Master Plan



Tobias House of Toronto Caring For People in the Spirit of St. Francis Incorporated

This non-profit housing corporation provides personal supportive services to individuals with physical challenges and includes 130 below grade parking spaces, which are used for TTC parking. The facility is situated on City lands leased to Martap Development 87 Limited for 99 years, which was subsequently sub-leased to Tobias House.⁴



photo : Aykler.com

PROPOSED USES ON THE SITE

Toronto Transit Commission (TTC)

Existing on site is the TTC Traffic Office, a use intended to stay on the property in the future. Additionally, the TTC seeks to develop a new administrative facility requiring a range of 20,000-40,000 sq.ft. of interior area over three storeys, with additional parking needed and not requiring direct street frontages.⁵

Toronto Police Service

Identified as a site for a new consolidated 54 and 55 Division District Headquarters, with a 69,000 sq.ft. facility over two or three storeys with a significant parking requirement for fleet and personal vehicles below grade in a secure area. The new division is in the design phase of the project.⁵

Toronto Public Library

The Toronto Public Library would like to develop a 20,000 sq.ft. library on the property to expand its presence in the community, ideally on one contiguous storey and with direct visibility and pedestrian access from Danforth Avenue.⁵



⁵Source: CreateTO, Final Report, Danforth Garage Master Plan, page 21-22
Photo: Danforth Garage Master Plan

SCALE AND PROJECT COMPARISONS

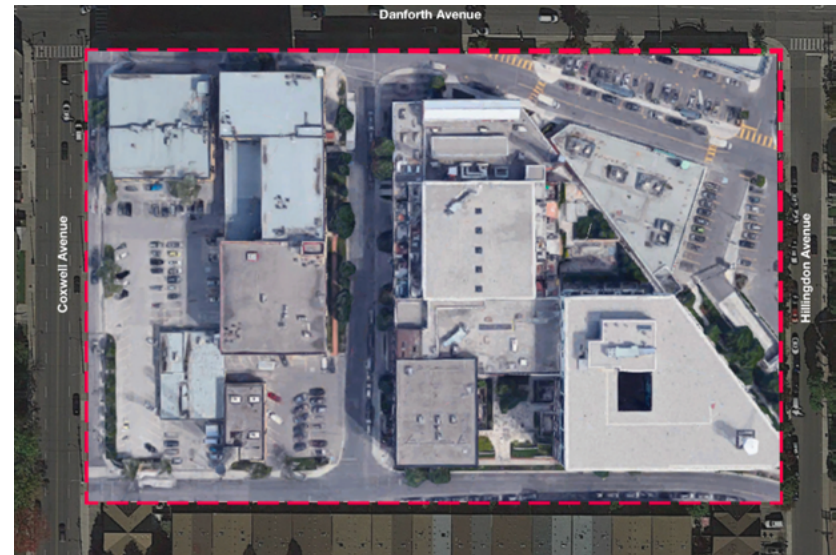
Members of the TAP examined overlays of some recognizable revitalization projects from across the city, which provided a useful lens demonstrating the relative size of the Danforth Garage site. The comparable projects below accommodate a mix of heritage structures and new, mixed-use development, plus a variety of pedestrian access points, open spaces and building forms. Many of the TAP members brought their past experience working on some of the projects below and shared valuable insight and lessons learned, all which has been captured in the recommendations.

SCALE COMPARISONS

The Danforth Garage Master Plan states, “as evidenced by these comparisons, the Danforth Garage site is large enough to accommodate significant volumes of development and open space, including multiple pedestrian access points, open spaces and building forms.”

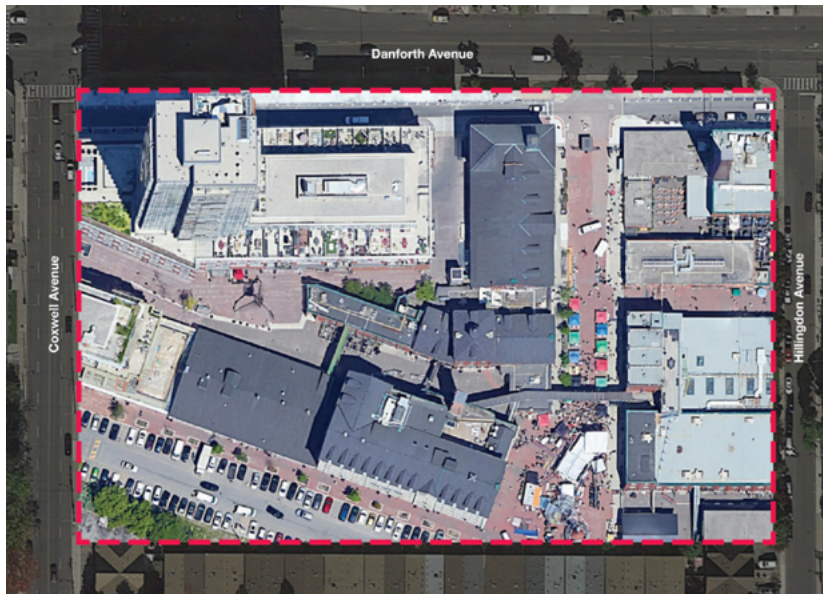


St Lawrence Market Scale Comparison

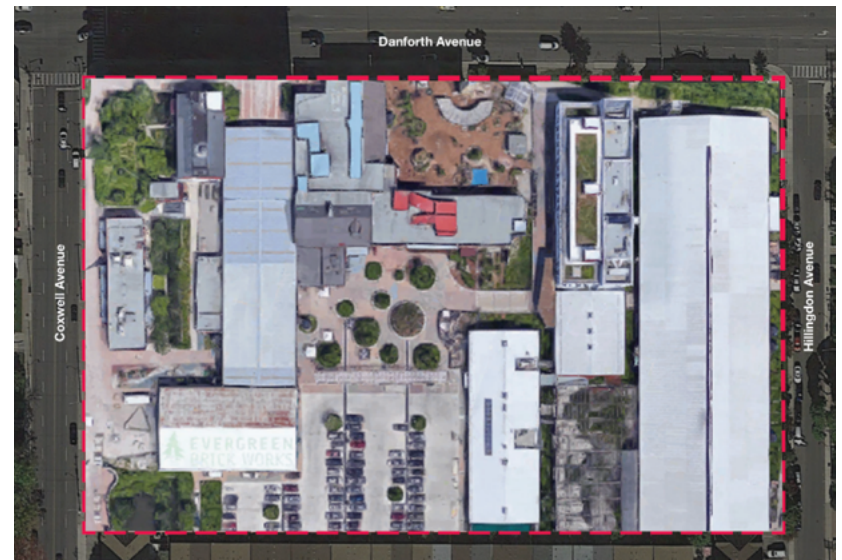


Liberty Village Works Scale Comparison

Photo: Danforth Garage Master Plan



Distillery District Scale Comparison



Evergreen Brick Works Scale Comparison

Photo: Danforth Garage Master Plan

SIMILAR PROJECT COMPARISONS

During the working session, the TAP considered comparable projects around Toronto and in other global cities.



Weston Common Project Comparison
credit: Artscape



Artscape Wychwood Barns Project Comparison
credit: Artscape



Northern District Library/Stanley Knowles Housing Co-operative
credit: Paul Bedford

Purposeful Brainstorming: Testing the Danforth Garage Potential



OBJECTIVES, OBSTACLES & OPPORTUNITIES IN THE MASTER PLAN IDENTIFIED BY THE TAP

OBJECTIVES	OBSTACLES	OPPORTUNITY
<p>Create a Community Hub</p>	<p>The Danforth Garage Master Plan needs to be more flexible and less prescriptive. The proposed mix of uses does not include sufficient revenue-generating uses to make it self-sustainable.</p>	<p>Consider zooming out to include surrounding context and unlock funding potential, such as but not limited to Development Charges, Tax Increment Financing, Parkland Dedication and more, by intensifying city-owned properties nearby, such as the Coxwell subway station, the Toronto Parking Authority site to the north and the west of the site and perhaps enticing the single-storey Shoppers Drug Mart Store and parking lot across the street from the Barns site to be intensified.</p>
<p>Have Employment on Site</p>	<p>Some of the proposed employment uses for the site are not harmonious with a community hub vision. Office buildings don't make sense and don't help to animate the site in off hours.</p>	<p>The Toronto Public Library branch inside The Barns is a harmonious use for the building and enhances the vision. The TAP suggests giving serious consideration to moving the police station to a publicly-owned site at the northeast corner of Coxwell and Danforth. This would free up more of the Barns site to accommodate revenue generating mixed-use buildings.</p>
<p>Bring More Retail to Add Continuity Along Danforth Avenue, and Infuse Energy and Vibrancy to The Site with Consideration Toward Equity and Inclusion</p>	<p>The site and surrounding area can handle more density to bring people and foot traffic to make retail viable. Also, the current programs and site configurations don't appear to have been tested for functional private and public event use and servicing.</p>	<p>Bring retail uses to animate the Danforth Avenue frontage. Introduce indoor and outdoor public and private programming and submissions to allow for revenue generation and site activation. For example, allow for installations, sculptures or site-specific art to activate the space; source elders, youth and other members of the →</p>

OBJECTIVES	OBSTACLES	OPPORTUNITY
		<p>community and engage them in meaningful art that speaks to the area. Seize the opportunity to future-proof and test commercial, retail and pedestrian circulation in and around the site now. For example, test truck loading for markets, vendor stall locations, music/busker performance areas, sculpture/installation space and weight and other tests as well.</p>
<p>Community Programming and Community Residencies: Allow Public Access to the Barns and Celebrate Cultural Diversity.</p>	<p>Allow for short and long-term uses and have people use the site as the revitalization evolves over time. Don't keep waiting to open up the barns!</p>	<p>Welcome people to explore the site by introducing some "meanwhile" uses to the site now. Also consider the concept of incubator uses. For example, open the Barns for productive businesses that support the area's film cluster, or consider a food festival to celebrate the area's cultural diversity. Some possible organization/uses with profitable gain include but are not limited to: art studios with low build-out costs; rentable team meeting space; rentable performance space; rentable photography studio space; rentable workshop or program space and more.</p>
<p>Be Financially Sustainable</p>	<p>Proposed density massing overshadows the heritage components and does not work financially.</p>	<p>Move massing and density to other parts of the property and other city-owned sites nearby and direct community benefit funding to the revitalization project.</p>

IN SUMMARY: TAP RECOMMENDATIONS

For the working session, the multi-disciplinary members of the TAP were divided into two groups. One examined the information from an economic and commercial real estate perspective, the other looked at it from an arts, culture and heritage perspective.

Both groups, independent of each other, examined, discussed and debated the plan, vision and proposed uses on the site and concluded that there are too many competing objectives with too little support for the transformation of The Barns.

The city's desire to house various municipal uses on the site is not harmonious with the vision for a cultural and neighbourhood hub, and the demand for community and employment uses is not supported by an appropriate amount of density and funding from development.

The panel has identified economic, development and employment potential, and not just within the Barns and the 5-acre site, but beyond, by expanding into a district and leveraging nearby city-owned properties.

Everyone agreed that The Barns are the gem of the site and need to be treated as such. Therefore, the proposed massing on the existing building is counter to the vision and a very expensive endeavor when heritage aspects must be maintained.

The panel suggests increasing allowed density on the site and in a larger district area and redirecting the proposed massing to other sections of the site, as well as other properties in the district. There are two city-owned sites on the north side of Danforth Avenue, the Coxwell subway station and a Toronto Parking Authority lot, as well as another parking lot just west of Coxwell Avenue on the south side that have major potential for

intensification and could better serve the community. This could entice the intensification on the single-storey Shoppers Drug Mart directly across the street from the site, fronting Danforth Avenue.

The Danforth Garage Master Plan compares the 5-acre site to similar ones in the city (see images for scale comparison) and states, "as evidenced by these comparisons, the Danforth Garage site is large enough to accommodate significant volumes of development and open space, including multiple pedestrian access points, open spaces and building forms."

This is beneficial for many reasons. It helps to achieve the vision of bringing more people to the area, improves the viability of retail continuation along Danforth Avenue east of Coxwell Avenue, and directs development fees back to the Barns project to revitalize it as a community hub.

Community resident and business organizations that met with members of the TAP selfidentified as YIMBYs ("Yes In My Back Yard"). They welcomed development of the area, and reiterated their support for the Danforth Barns to be transitioned into a community hub where people could gather, businesses could thrive and a key aspect of the city's heritage could be on display.

KEY RECOMMENDATIONS

1. Think outside the Danforth Barns box. Consider looking at the project as a district to better use land and unlock potential funding sources beyond the 5-acre site.

Consensus among the expert panel is to Think Outside the Box – more specifically, the Danforth Barns ‘box.’ Zoom out and consider looking at this project as a district that allows the city to unlock potential funding sources beyond the 5-acre site. To capture funding such as, but not limited to Development Charges, Parkland Dedication and Tax Increment Financing and more, consider intensifying sites around the broader district such as the Coxwell subway station, which is directly across the street from the Barns. There is potential to intensify those lands and direct development fees into the rehabilitation and revitalization of the Barns. There is also a Toronto Parking Authority site on the north site of Danforth Avenue that has potential to be intensified and beside it, a private-owned surface parking lot adjacent to a single-storey Shoppers Drug Mart that has potential for intensification.



“During their walking tour of the Danforth Garage and surrounding area, the TAP noted that beyond the 5-acre site, there is potential to intensify city-owned properties in the surrounding area, directing development fees into the revitalization of the Barns. This image shows the city-owned properties beyond the Danforth Garage site. The precise boundaries of a broader district would need to be determined through a planning study.” Photo: ULI Google Map

2. Increase the allowed density on the 5-acre site, as well as on city-owned properties within the district. Add 750,000 sq.ft. of market residential housing to achieve the vision of a community hub for the Barns.

The panel suggests adding a minimum of 750,000 sq.ft. of additional market residential density to the larger district. Some key assumptions were made to arrive at this suggestion with respect to costs, rental rates, and cap rates (See Appendix B for detailed assumptions). This would need to be considered within the context of the Danforth Garage site being one of the properties included in the Housing Now initiative. Development on these properties is guided by City Council’s directive to target a minimum of one-third affordable rental units with average rents not to exceed 80 percent of annual Canada Mortgage and Housing Corporation average market rent; one-third market rental housing; and a maximum of one-third ownership homes.

For context and visualization purposes, Mirvish Village in the city’s west end is a 4.5-acre site with a floor space ratio of 5.6, roughly 950,000 sq.ft. of density, and over 900 residential units. For the 5-acre Danforth Garage site, adding a mix of housing, including but not limited to affordable, market, rental, co-op, and live/work units, will be an infusion of life onto the site and into the surrounding area. This will boost local businesses and attract the economic activity needed to spur new employment opportunities in the area.

If the library branch moves from the northeast corner of the site into the future redeveloped Barns, the TAP sees an opportunity for density at both northern corners of the site, which optimizes the animation of two frontages at grade. The panel also sees an opportunity to redevelop and upgrade Tobias House and potentially move it to another part of the site.

3. Treat the Danforth Barns like a business incubator and start introducing interim uses.

In their current state, the Barns are robust and safe for certain uses following a clearing of storage items. Introducing interim uses (also called ‘meanwhile’ uses) and a sense of wonder will bring people to explore the site, infusing energy, bringing patrons to that part of the Danforth and demonstrating this place’s commitment to becoming a welcoming community destination, now and in the long term.

Consider treating the Barns like a business incubator that allows physical space for productive businesses and/or hosting public-facing events such as a food festival to celebrate the neighbourhood’s diversity and worldly cuisine. The TAP also suggested a thoughtful and focused consultation with Indigenous community members. At this stage, the TAP recommends not being prescriptive about the cultural users/uses within the Barns as it would be more appropriate for an entrepreneurial development partner to propose harmonious cultural uses within the larger project. That said, given the significant employment focus in the larger area and need to drive vibrancy to the Danforth, a theme of “production” for both interim and permanent uses would be appropriate. This could include visual arts production, product design and manufacturing, small-scale food production, and other artisan uses. A successful comparison project would be Industry City in New York City.

4. Future-proof the site by testing the circulation network in and around the site and find out what works and what doesn’t, with different uses in mind.

Seize the opportunity to test the circulation in and around the site now, before further planning or construction gets underway. Consider possible future uses, how adjacencies might interact, and study the circulation required to see what works and what doesn’t. For example, the community has asked for a continuation of retail businesses to animate Danforth Avenue east of Coxwell. Test for entry points and circulation through the main

building. Also, specifically test-fit for large public vendor-based events such as farmer’s markets and festivals, and meetings and private events, which may require a loading area for trucks, accessible facilities, power supply, flexible street furniture, and pedestrian access points. It is suggested to test by conducting outreach into the community by creating and distributing online/digital surveys. Now is a great time to test from all angles.

5. Attract a creative developer and funding partner to kick start the revitalization of the site, help unlock potential city-owned real estate value in the, and phase and maintain the project over time.

The most successful district redevelopment projects have one experienced and entrepreneurial creative developer at the table. Having one long-term partner, instead of a mix of residential developer and cultural anchor tenant, for the entire site, or the majority of it, will ensure the realization of the cross subsidy across the site and will ensure the commitment and partnership needed to shape the future of the site for those who live nearby and those who come to enjoy it. Working in partnership with the city, this valuable role would assist in identifying ways to unlock the planning and development potential within the district; leveraging density to direct development fees back to the revitalization project; recognizing appropriate massing; focusing on heritage conservation, prioritizing public space and much more. The partner should bring expertise in curating space and a willingness to stay with the project as it evolves over time.

CONCLUSION

It's extremely rare to find a 5-acre parcel of land with so much potential in the city. It's even more rare to find one located across from a subway station and other valuable city-owned land that can be unlocked to bring more people and businesses to the area.

To ensure that the Danforth Garage site lives up to its potential – and really, exceeds expectations – it's imperative to **Think Outside the Box**. And as explained in this report, there are a few 'boxes' to consider.

Thinking outside the 70,000 sq.ft. 'box' of the Danforth Barns, the heritage gem that will attract people from across the city, is the most important recommendation to come from the ULI Technical Assistance Panel. **Zoom out and consider the area around the Danforth Garage as a district** to make a bigger impact, attract investment, and start funding the vision for a community hub and the revitalization of the Barns.

The panel believes the proposed framework, The Danforth Garage Master Plan, is too prescriptive and leaves little room for flexibility and creativity, which is needed to **add a minimum of 750,000 sq.ft. of additional market residential housing to the larger district**, and includes market, affordable, rental, co-op, live/work and other housing that will infuse the area with residents.

Leveraging city-owned property within the district so that it's not all on the 5-acre Danforth Garage site presents an opportunity to move some of the proposed future uses off the site while intensifying. This is needed to achieve the vision of a community hub, as well as the desire to continue viable retail east of Coxwell Avenue.

The panel suggests **treating the Barns like a business incubator for both meanwhile and permanent cultural and economic uses**. Invite people to the site with public-facing events such as food festivals that celebrate

the area's diverse cultures. Introduce interim uses such as productive businesses that support the area's film industry. This also presents a **unique opportunity to test the circulation in and around the site** for a wide variety of public and private events and activations, which can be difficult to coordinate on dense urban sites. Consider how the site would be used and study what works and what doesn't before further planning and construction commences.

Finally, the panel recommends that CreateTO bring on board an **entrepreneurial creative developer as a partner to kick start the development**, bring on a curator of space and stay with it as the site evolves over time.

The vision of the Danforth Garage as a community hub is an ambitious one, and one that will require thinking outside the box – or as we've discovered, a few boxes. This TAP has provided recommendations on how to begin to bring that vision to life and in the words of the ULI TAP Chair and former Toronto Chief Planner, Paul Bedford, "**just start.**"

APPENDICES



Photo: ULI TAP members at Danforth Coxwell library May 13, 2022

APPENDIX A: TAP BIOS

Paul J. Bedford, FCIP, RPP, OALA (Honourary), Urban Mentor and Former Toronto Chief Planner Chair, Waterfront Toronto Design Review Panel

Paul Bedford is a Fellow of the Canadian Institute of Planners with over 50 years of experience in urban planning and city building. As Toronto's Chief Planner from 1996-2004, he challenged everyone to embrace new ways to think, act and plan. He was the architect of the King-Spadina and King-Parliament renaissance, the driving force behind a new Official Plan for the amalgamated city of Toronto and the Central Waterfront Principles Plan "Making Waves".

After 31 years of public service to Toronto he assumed a variety of roles to advance creative planning. These included teaching graduate and undergraduate students at both the University of Toronto and Ryerson University Planning Schools, the National Capital Commission Advisory Planning and Design Committee, the University of Toronto Design Review Panel and Dean of the Urban Land Institute Leadership Program. As a Metrolinx Board member, he championed the development of the Big Move regional transportation plan, the Crosstown LRT, the Union-Pearson Express train and electrification of the regional GO train rail network in addition to the development of new transit funding tools as Vice-Chair of the Ontario Transit Investment Strategy Advisory Panel.

He has been an inaugural member of the Waterfront Toronto Design Review Panel since 2005 and assumed the role of Chair in 2018. He is dedicated to ensuring that Toronto's waterfront belongs to everyone and is passionate about making a continuing contribution to his city and the planning profession.

Hana Elmasry, Development Support Manager, Akin Collective

Hana is an artist, educator and counsellor. Hana's praxis engages with concepts in cognitive science, the spirit and visual art. She is represented by Corkin Gallery and has work in the private collections of the Royal Ontario Museum (ROM). Hana has worked alongside United Nations, CAMH, Power

Plant Contemporary Gallery and various community spaces and shelters to empower children, youth and adults.

Hana is a graduate with distinction of the Ontario College of Art and Design (OCAD) University with a BFA in Drawing and Painting. She is part of the Art & Design Education Lab (ADEL), a collaborative cross-disciplinary program focusing on the development of learning and education co-facilitated in partnership between the AGO and OCADU. There, she worked alongside Inner City Angels and another organization, Sheena's Place. Hana holds an Applied Behavior Analysis Certificate from The Geneva Centre for Autism. She majors in Cognitive Science at University of Toronto and Minors in English Literature as well as Buddhism, Psychology & Mental Health in Education.

Hana's role at Akin Collective is to support in the development of sustainable, adaptable protocols and policies. She supports the development of ongoing equity and inclusion work. This encompasses various things such as developing clear, transparent policies and contributing in mediation for the Conflict Resolution Committee and the Rent Relief Fund. Hana is also responsible for developing programs, drives and procedures for members, staff and other stakeholders. She supports staff hiring and training. Hana also supports the Director and Operations Manager with projects, initiatives and tasks. As the Development Support Manager, Hana's overall responsibilities include the support and development of the organization, which include the procedures, programs, members, staff and collaborating stakeholders.

Brad Keast, Head of Development and Construction, Dream Chair, MOCA Toronto (Museum of Contemporary Art)

With a background in systems engineering and real estate development, Brad is a hands-on senior real estate executive and social infrastructure board director that unlocks value by challenging assumptions; finding asymmetrical opportunities; and encouraging cross functional collaboration.

He has built and led internal teams through design and construction; engineering; investment analysis; communications and branding; as well as large, multidisciplinary external consultant teams. Brad has also led or been instrumental in numerous joint venture negotiations complex, multilateral, negotiations and operational environments where the counter-parties include major real estate companies, landowner groups, municipalities, and provincial agencies. His experience spans project management of software development for Canadian Navy's Command and Control System through complex mixed-use urban developments.

LoriAnn Girvan, Principal, LoriAnn Girvan Consulting

LoriAnn Girvan is an entrepreneurial leader with over 30 years of experience in urban revitalization, affordable housing, community planning and nonprofit management in the United States, Canada and Africa. Her practice is centered on working with resident-led and nonprofit organizations on the who, why and how of high-impact housing, placemaking and regeneration. Her social purpose real estate achievements include facilitating the development and stewardship of over 2,000 affordable and supportive housing units and multiple community and cultural facilities.

From 2016-2020, she was Chief Operating Office for Toronto Artscape Inc an urban development organization that leverages the power of arts and culture for inclusive city building and transformative neighbourhood change. Prior to making Canada her home in 2010, she established and led the national arm of Breaking Ground that is now Community Solutions, a US non-profit helping communities solve social problems that contribute to homelessness. She has been recognized as a Women's Leadership Institute Champion - Urban Land Institute Toronto and was a 2004-2006 University of Pennsylvania Center for Urban Redevelopment Excellence Fellow.

Jonah Letovsky, Principal, Ezra Projects

Jonah Letovsky is an award-winning real estate development & urban policy leader passionate about building equitable and sustainable cities. He has substantial executive experience with both Westbank and Dream, two of Canada's most innovative developers, leading the creation of two affordable

housing non-profits: Creative Housing and the Dream Community Foundation. Over the past 6 years, he has managed the development of 4 major mixed-used projects in Toronto and Vancouver, most notably as project lead for the 1M ft² Mirvish Village development and the Squamish Nation's 4M ft² Señákw development. In total, he has helped to deliver ~7,500 rental residential units and 500,000+ ft² of commercial space at a combined value of over \$5 billion CAD. Jonah is a recipient of the Canadian Institute of Planners' 2019 Award for Planning Excellence for Mirvish Village.

Michael McClelland, Principal, ERA Architects

A registered architect and founding Principal of ERA Architects, Michael McClelland OAA, AAA, FRAIC, CAHP has specialized in heritage conservation, heritage planning, and urban design for over 30 years. Having begun his career in municipal government, most notably for the Toronto Historical Board, Michael continues to work with a wide range of public and private stakeholders to build culture through thoughtful, values-based heritage planning and design. Michael is a frequent contributor to the discourse surrounding architecture and landscape in Canada, and has edited a number of books on urban conservation including *East West – a Guide to where people live in Downtown Toronto* *Concrete Toronto – a guidebook to concrete architecture from the fifties to the seventies*; *The Ward – the Life and Loss of Toronto's first Immigrant Neighbourhood*, and *The Ward Uncovered – the Archaeology of Everyday Life*.

Marcel Parsons, Vice President, Asset Strategy, First Capital

Marcel re-joined First Capital REIT in 2020 and leads the Asset Strategy team that optimizes property strategies and portfolio values. Prior to rejoining First Capital REIT, he held roles with leading real estate asset management and advisory firms. Marcel holds a Master of Science in Real Estate Investment & Finance and an AACI designation. He has over 15 years of experience with an extensive background in retail, multi-residential, land, and mixed-used asset management. He is passionate about mentoring the next generation of real estate professionals and BIPOC youth and Co-Chairs FCR's EDI Council.

Yasmeen Nematt Alla, Marketing Specialist, Akin Collective

Yasmeen Nematt Alla (she/her) is an Egyptian immigrant and settler living in Tkaronto, Turtle Island (colonially known as Toronto, Ontario). She has a BA in Fine

Arts from the University of Waterloo and is an MFA candidate and a Gilbert Fellow at Cranbrook Academy of Arts. She has most recently exhibited at the Bronx River Art Centre in Bronx NY, Heaven Gallery in Chicago IL, and Xpace Cultural Centre in Toronto ON. She has previously been an artist resident in the Banff Centre, ACRE, STEPs Public Art, UKAI Projects, La Centrale Galerie Powerhouse, and is currently an artist resident at Ferment AI and HXOUSE Creative Think Tank. As an artist worker, she supports art organizations in creating accessible and anti-racist modes of communications in their day-to-day operations.

Max Reim, CEO, Co-Managing Partner & Founding Principal, Live Work Learn Play

Max is recognized as a world leader in conceiving, developing and activating large-scale mixed-use placemaking projects and leads LWLP's projects around the globe. For over 38 years, Max has led the envisioning and conceptualization, acquisition and divestiture, programming and planning, economic development, real estate development and activation, sales and leasing, governance and operations of mixed-use and other real estate assets. Max's leadership and direct involvement in over 125 large-scale complete community projects, including cities, towns and districts in eight different countries, has resulted in over 100 million people living, working, learning, playing and thriving in marvelous and memorable places.

Nadia Stolfi, Senior Manager, Communications and Community Development, Live Work Learn Play

Nadia is a seasoned communications strategist with multi-disciplinary expertise and experience in business development, marketing, and public relations across a range of sectors. Nadia's career has taken her on many creative adventures, from advertising and entertainment to media relations and event planning, and, of course, real estate. She has held strategic communications roles across national and multinational organizations as a trusted advisor helping to drive company objectives and business priorities

forward, and has served as a leader in community engagement and culture setting. During her time at Intrawest Corporation, she discovered the exciting world of real estate development. She learned about the true art and vision behind making memorable places and contributed to conceiving and implementing several mixed-use development strategies in Canada, the US and Europe. This broad range of experience has contributed to Nadia's resiliency, comfort with complexity, her great sense of humour, and a natural ability to build meaningful relationships with people. She holds a bachelor's degree from Ryerson University in media production and communications.

Mary Mowbray, Senior Vice President, Canadian Retail Group, Colliers International

Mary leads Colliers Retail Group in the Greater Toronto Area. She has a strong understanding of every major retail market in Canada, including enclosed and open-air shopping centres and street retail areas. Mary's success is based on her ability to fully understand her clients' objectives and businesses, beyond their immediate real estate needs. She brings a strategic perspective and extensive market knowledge to her clients' real estate requirements. Mary is a past President of Toronto CREW (Commercial Real Estate Women) and served for five years on its board. Through Toronto CREW, she was instrumental in starting a mentoring program for young women in Toronto commercial real estate industry.

Jennifer Johnson, Senior Director, MurrayTowhig

Jennifer Johnson is an experienced researcher, urban planner and project manager with global experience in the built environment sector. She has worked with public, private and community organizations to build consensus, create place visions and strategies, and collaboratively plan for major urban mixed-use redevelopment projects, master planned new communities, landmark real estate assets, and transit infrastructure.

Jonathan Tinney, MCIP, RPP Principal, SvN Architects + Planners

With more than 18 years of experience as an urban planner and land economist, Jonathan Tinney has spent a career supporting his public and private sector clients in innovative planning that moves their vision toward reality. He leads a range of planning and design-related projects at SvN primarily focused on urban policy, development economics and TOD with an eye to leveraging projects to maximize public benefit in concert with private return on investment. Prior to joining SvN, Jonathan served as the Chief Planner for the City of Victoria, BC, where he led a range of projects aimed supporting Victoria's goal to be the most vibrant and equitable mid-sized city in Canada. Jonathan has also held a leadership role overseeing the development of UniverCity (an awardwinning, sustainable community adjacent to Simon Fraser University) along with prior consulting roles that have given him a broad range of experience in various aspects of urban development, transit project implementation, land use planning and public engagement. He is active with the Urban Land Institute and Lambda Alpha. Jonathan has also presented as a guest lecturer at universities in Canada, the UK, Denmark and China on topics such as the economics of city building, sustainable community development and affordable housing.

APPENDIX B: TAP ASSUMPTIONS USED TO ARRIVE AT DENSITY RECOMMENDATION

Key assumptions that led to the suggestion of adding a minimum of 750,000 sq.ft. of sellable/leasable gross construction area included*:

- Land provided to proponent at \$0 (no cost)
- Site servicing costs \$3 million per acre
- Amount of affordable rental compared to total residential, by area - 20%
- Condominium sales at \$1,400 per square foot
- Market rental housing at \$3.50 per square foot per month
- Residential construction costs (hard and soft) at \$600 per square foot
- Office net rental rates at \$20 per square foot per year
- Retail net rental rates at \$25 per square foot per year
- Community uses pay \$10 per square foot per year net rent (no assumptions made on community use financial models but they will need to be sustainable otherwise the site doesn't work as intended)
- Commercial construction costs at \$525 per square foot
- Office Tenant Allowance at \$50 per square foot
- Retail Tenant Allowance at \$75 per square foot
- Community use construction costs at \$350 per square foot
- Community Tenant Allowance at \$100 per square foot (assumes Not for profits (NFP) will need help with buildout for decent office fit out. Any special space such as, performance/museum/recording studios/etc would need to be funded by NFP/community use)
- Cap rate assumptions are: residential 3.5%, office 5.5%, retail 5%, community 10%

Construction inflation must be added to adjust to realistic schedule.

**All assumptions made in 2022 dollars.*

APPENDIX C: ABOUT THE URBAN LAND INSTITUTE

THE URBAN LAND INSTITUTE (ULI)

ULI is a nonprofit research and education organization supported by its members. Founded in 1936, the institute now has 45,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service. As the preeminent multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information and experience among local, national and international industry leaders and policy makers dedicated to creating better places. Our mission is to shape the future of the built environment for transformative impact in communities worldwide. We provide our members with independent forums for discussion and debate about city building issues and best practices. Members say that ULI is a trusted idea place where leaders come to grow professionally and personally through sharing, mentoring and problem solving. With pride, ULI members commit to the best in land use policy and practice.

ULI TORONTO DISTRICT COUNCIL

Supported by 2500 public and private sector members, ULI Toronto is the largest chapter worldwide. It carries forth ULI's mission while helping to shape a sustainable and thriving future for the Toronto Region with independent forums for discussion and debate about city building issues and best practices.

Thank you!