

February 7, 2012

WESTON 2021

ULI TECHNICAL ASSISTANCE PANEL REPORT



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EXECUTIVE SUMMARY

Background:

- Urban Land Institute (ULI) is a nonprofit education and research institute that focuses on the use of land to enhance communities. ULI Toronto was organized as a chapter in 2005 and has quickly grown to over 500 members.
- In 2010 the ULI Outreach Committee decided to conduct a Technical Assistance Panel (TAP) initiative both to provide advice and assistance to a neighbourhood in need and to raise the profile of ULI Toronto.
- The old Village of Weston emerged as an appropriate candidate for a TAP initiative for a number of reasons:
 - (a) It was once a thriving, independent village but has been on a slow decline since the 1960's.
 - (b) It is a magnet for new immigrants to the City who bring vitality but also social and community pressures.
 - (c) Crime is an issue, although the perception is worse than the reality.
 - (d) The community has not participated in the recent building boom taking place in many other parts of the City.
 - (e) There are major infrastructure investments underway by Metrolinx, the regional transportation authority. There will be a Weston stop on the new high-speed rail line between the airport and downtown (currently under construction), and there is a promise of improved GO commuter-train service in the future
 - (f) The City of Toronto is also involved in the community with many different Divisions working on a variety of planning, community and social programs.

Weston 2021:

- In early 2011, the City of Toronto Planning Division began a long-range initiative called Weston 2021 Initiative as an umbrella to coordinate all the projects underway in Weston.
- In May 2011, the first step in the Weston 2021 Initiative was a 2-1/2 day Design Charrette to examine development potential of three main areas in the heart of Weston Village.
- The Design Charrette was based on the assumption that the large public transportation investment, along with the very robust Toronto real estate market, would make Weston a good candidate for private-sector development.

TAP Overview:

- The TAP was organized one month following the charrette in order to examine the charrette development proposals and to assess whether they were feasible — and if not, what it would take to make them feasible.
- The City of Toronto and Metrolinx agreed to act as clients for the TAP.
- The TAP Panel included a group of 10 real estate, planning and design experts from ULI Toronto's membership.
- The TAP workshop was held on May 31 and June 1, 2011, at the Weston Baptist Church in the heart of Weston Village.
- The workshop began with a look at the Village Centre, and examined what it might take to make the whole area work, function and look better in the future.
- The Panel next turned its attention to the three study areas examined at the charrette.
- The Panel examined the design alternatives and then worked with the design volunteers to create images of the revised development possibilities.

TAP Conclusions and Next Steps:

- The Panel concluded that the charrette assumptions about the short-term development of Weston Village were unrealistic.
- The major transportation initiatives — including the new GO station, the stop on the new high-speed train to the airport, the Air-Rail Link (ARL), and modest GO commuter train service improvements — were all very positive, but not sufficient on their own to create a market for neighbourhood development.
- Based on recent market information and their assessment of the area, the Panel concluded that the revitalization of Weston Village was going to require a series of smaller community initiatives that would help Weston create a more positive image.
- The Panel felt that, with the help of the strategies outlined in this report, Weston could become a revitalized and vibrant community in the future.

1. INTRODUCTION

A. THE URBAN LAND INSTITUTE – ULI

ULI is a nonprofit research and education organization supported by its members. Founded in 1936, the institute now has nearly 30,000 members worldwide representing the entire spectrum of land use and real estate development disciplines, working in private enterprise and public service.

As the pre-minent 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.

ULI's mission is to provide leadership in the responsible use of land and in the creation of thriving and sustainable communities worldwide. 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.

B. ULI TORONTO DISTRICT COUNCIL

Toronto is Canada's largest city with a population of 2.6 million and a regional population of 5.5 million. ULI Toronto was the first District Council established in Canada, and is one of the fastest growing councils in the entire ULI network. It currently has over 500 members.

The Toronto District Council is one of the most active organizations in the Greater Toronto Area real estate community, creating programs and presenting events each year that feature international speakers, local experts and international research studies. Events focus on many topical issues and range from intimate members-only gatherings to large public programs.



Population: Ontario: 12.5 million; GTA: 5.5 million; Toronto: 2.6 million



Map of the City of Toronto showing the location of Weston Village in black and the Weston 2021 Study Area in red. The area has very good access to the regional highway system and will receive improved GO commuter-train service and a stop on the new Air-Rail Link.



Sponsoring agencies

C. TECHNICAL ASSISTANCE PANEL PROGRAM

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. 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 to be presented to the clients. The clients for the Weston ULI TAP program are the City of Toronto and Metrolinx.

D. WESTON 2021 REVITALIZATION INITIATIVE

The City of Toronto, through various Divisions, has been undertaking a number of initiatives in Weston over the past decade. The City recently moved to organize and coordinate all of this work into one consolidated effort — the Weston 2021 Revitalization Initiative, which it defines as a collaborative, action-oriented neighbourhood revitalization effort. Weston 2021 builds on the work that Metrolinx, the regional transportation authority, is conducting in the area — specifically, the development of a new high-speed rail line from downtown to the airport, known as the Air-Rail Link (ARL). The ARL will have a stop in Weston and the track improvements will also result in improvements to the existing GO commuter-train service between Weston and downtown.

The goal of the Weston 2021 Revitalization Initiative is to provide inspiration and constructive ideas for how Weston may position itself to thrive and take advantage of the new transit infrastructure over the next decade. The initiative was organized around two major events:

- 1) Design Charrette (May 3 to May 5, 2011)
- 2) ULI TAP Workshop (May 31 and June 1, 2011)

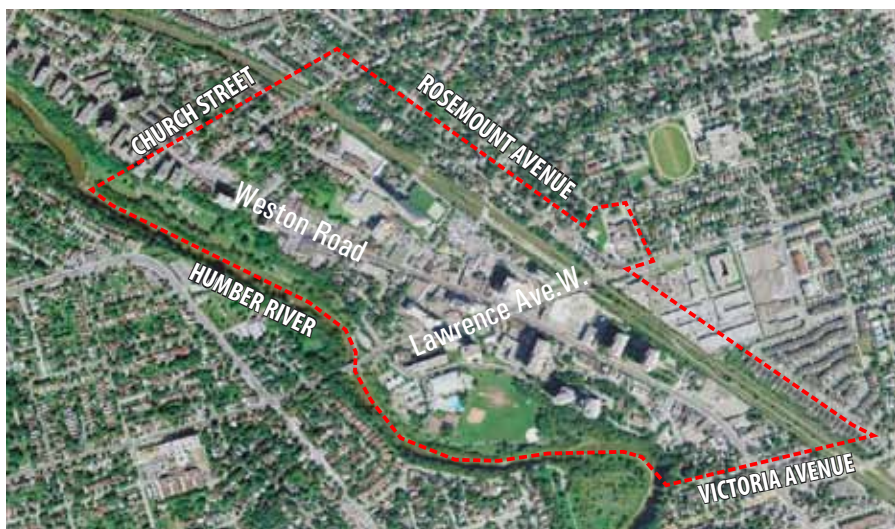
The conclusions from the Weston 2021 Design Charrette were summarized in a charrette report prepared by the urban design consulting firm duToit Allsopp, Hillier - dtah (www.toronto.uli.org/outreachinitiative). Ultimately, the results of the design charrette and TAP exercises will be incorporated into a Weston 2021 Revitalization Initiatives report to be completed in early 2012 for consideration by Etobicoke York Community Council and City Council. The report will identify a range of City and agency initiatives and actions for the Weston Community and set out a coordinating and decision-making framework to oversee, prioritize and advance revitalization initiatives in the area.



Weston 2021 Design Charrette – May 3-5, 2011



A charrette is a multi-day design workshop held on-site by a group of designers, the local community, City staff and key stakeholders. The focused effort allows a large number of design ideas to be examined in a short time and then distilled into a few key alternatives.



The Weston 2021 Design Charrette Study Area – aerial perspective looking northeast.



The Weston 2021 Design Charrette Study Area – bird's-eye view looking northeast.

E. WESTON DESIGN CHARRETTE OVERVIEW

The Weston 2021 Design Charrette (May 3 to May 5, 2011) was a three-day intensive design workshop organized by the Urban Design Section of the City Planning Division. The main goal of the charrette was to provide some preliminary design and development ideas and images for the redevelopment of Weston that could then be tested later by the ULI Technical Assistance Panel experts at the TAP workshop.

A team of designers, led by duToit Allsopp Hillier, examined the area north of Lawrence Ave. near the former GO (commuter train) parking lot. A second team, led by Urban Strategies and Metrolinx, focused on the area south of Lawrence Ave. where the new GO/ARL station and parking lot is being built. A third team, led by Turner Fleischer and ERA Architects along with the City's Tower Renewal Office, focused their attention on a 1960's-era slab-apartment complex at 1765 and 1775 Weston Rd. adjacent to the new station site.

Members of the Weston community participated throughout the charrette. This focused effort allowed a large number of design ideas to be quickly explored and then distilled into a few key, practical, short and long-term design alternatives that the community was able to help shape and endorse.

F. WESTON TECHNICAL ASSISTANCE PANEL (TAP) PROGRAM

The Weston TAP program was unique as it used the ideas generated from the design charrette and tested their development feasibility against current and future market conditions.

As more fully described in this report, the TAP was asked to address the development potential for the Weston Area in general and for the three specific areas studied in the design charrette; (1) Weston Town Centre/John St. Area (2) New GO Station Area, and (3) 1765 and 1775 Weston Rd.

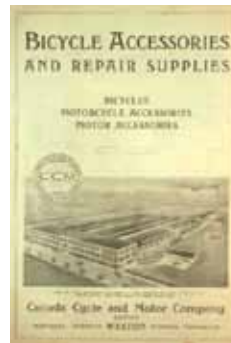
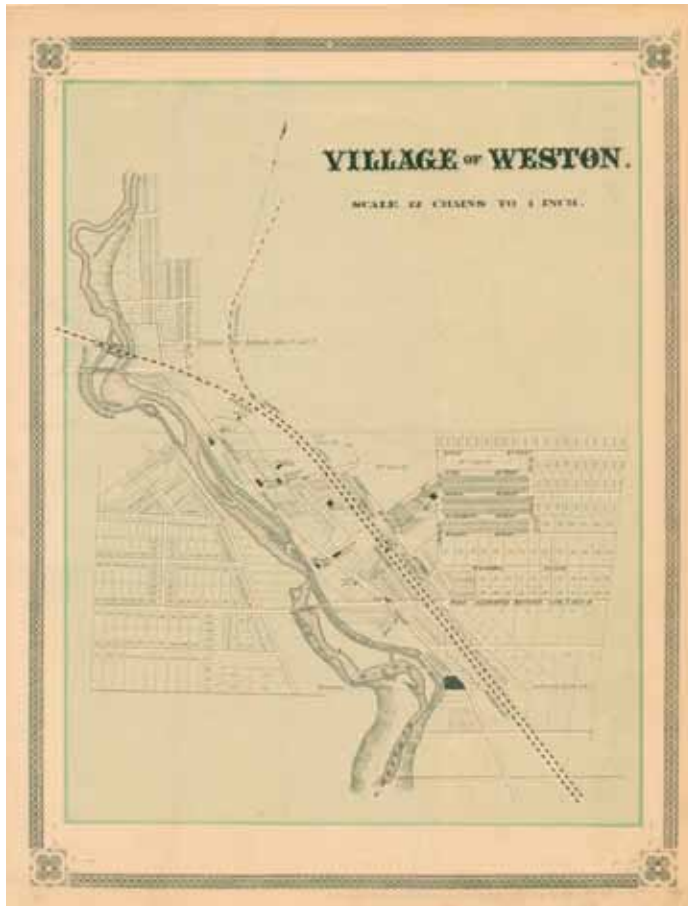
The panel was asked to assess if the upcoming improved transit development would provide an impetus for development in the area, and if not, what would. It was also asked to address the feasibility of the developments proposed by the Design Charrette.

Both the Charrette and ULI TAP reports will serve as the background for a more intense and involved Weston 2021 Revitalization Initiative led by the City of Toronto. The intent of the initiative is to coordinate, prioritize and advance the investment actions and capital improvements in Weston over the next decade.

2. WESTON'S HISTORY AND BACKGROUND

Weston was first established in the 1790's when Governor Simcoe felt it was desirable to settle British soldiers on the land. This early settlement remains in the present-day physical form and lay of the land. Weston continued to grow in the early 1800's due to the proximity of the Humber River and nearby natural resources. Industries were subsequently established, such as sawmills and gristmills operating at the edge of the river. The Farr brothers, operators of a sawmill and a grist mill, named the village after their hometown of Weston, Hertfordshire, in England.

Weston has a rich and diverse history in transportation of various forms including wagon, rail, aviation, car and bicycle. The coming of the Grand Trunk Railway (now the CN) in 1856 and the Toronto, Grey and Bruce Railway (now the CP) in 1869 provided a tremendous economic stimulus to the Village of Weston, leading to the expansion of local industries. In 1881, the Village of Weston was described as "having excellent railway facilities, an abundance of water power and proximity to Toronto." These attributes continue to have a strong correlation with the Weston we know today, particularly in view of the new Metrolinx and GO Transit plans. Starting in 1850, James Cruickshank built a carriage and wagon works factory on Weston Rd., north of Lawrence Ave. W. The family converted it to a Ford Motor dealership in 1945. Cruickshank Motors Ltd. remained in the family until 2006, when it was sold to another Ford dealer who has kept the Cruickshank name.



Early CCM bicycle catalogue

The most recognizable transportation sector linked to Weston is the bicycle. Weston is often referred to as "The Home of the Bicycle." In 1917, the Canada Cycle and Motor Co. Ltd. (CCM) was built on Lawrence Ave. W. just east of Weston Rd., where CCM manufactured bicycles for 66 years, until it closed its doors in 1983. Weston enjoyed its existence as a thriving, independent community with several local industries that formed the backbone of the local economy until the 1970's, when industrial uses began leaving the area.

In 1967 Weston became part of the Borough of York, and in 1998 it was amalgamated, along with the other former municipalities, into the City of Toronto. Today, Weston is no longer thriving as it once was. It has an average household income below the city-wide average, and it has faced significant job losses over the past three decades. There are concerns about personal safety and crime. Weston is an area in need of revitalization and is recognized as a Priority Neighbourhood by the City of Toronto.



Weston Rd looking north at Lawrence Ave. W. – early 1900's



Weston Rd looking north at Lawrence Ave. W. – 2011

Early map of the Village of Weston

Despite the challenges, Weston continues to have a strong sense of community with an active residents' association and Business Improvement Area (BIA) group. During the warm weather months the Weston BIA operates a very successful farmers' market on the current GO parking lot north of John St. The market was opened in 1979 and became an instant hit with local residents and beyond. The Weston Farmers' Market runs every Saturday morning from mid-May until the end of October. This mid-sized seasonal market has approximately 25-30 vendors and includes a small antiques and collectibles section. It continues to grow in popularity, with an estimated 750-1,500 people in attendance every week. The market generates approximately \$30,000 a year in vendors' fees for the BIA, which goes into its annual operating budget. The community is quite diverse, with more established neighbourhoods east of the tracks and a largely new immigrant population that occupies the apartments along Weston Rd. The one place that seems to attract all Weston residents is the farmers' market.

Recently, there have been a number of events that could have a positive impact on the Weston Area. Foremost, Metrolinx is working on a rapid transit rail system between Pearson International Airport and Union Station to be in place by 2015. This transit corridor will benefit the Weston community, as it will have a stop in Weston providing very frequent service to both the airport and downtown in less than 20 minutes. The existing GO Transit service along the corridor will also be modestly improved.

The City has also undertaken a number of initiatives that could positively impact the Weston Area, including the Tower Renewal Program and a study to consider the possibility of introducing an Arts and Cultural Centre into the area. Further, George Brown College has considered the area for a potential new campus.

The City of Toronto and Metrolinx believe the new transit line and other potential initiatives may help stimulate revitalization in the area. The visions created at the design charrette and the market examination by the ULI TAP have a common goal: to better understand how to create positive change for the area through development in the community.



Weston Farmers' Market



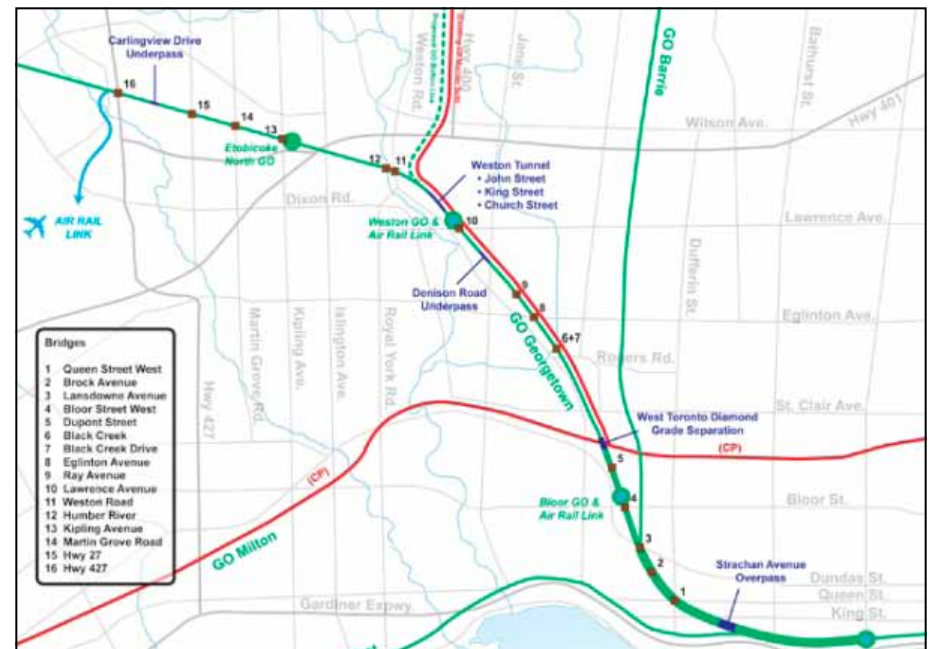
Weston Farmers' Market



John St. looking east



Existing GO station



Metrolinx map showing ARL and GO routes

3. CHARGE TO THE PANEL

A. PROBLEM STATEMENT AND PANEL'S ASSIGNMENT

Toronto has been experiencing a phenomenal building boom over the past decade and is now a world leader in condominium development. Unfortunately, this development and revitalization have not been shared equally by all areas of the City – areas such as Weston have received almost no new development.

Once a prosperous and self-contained small town, Weston lost much of its manufacturing base during the 1960's and 70's. During the same period, a number of large, slab-form apartment towers were constructed. These towers have recently become home to large numbers of relatively low-income, new immigrants who have brought a new sense of vibrancy to the area while also placing a strain on social services. Weston also has some issues with crime and suffers from the perception that crime is prevalent in the neighbourhood. On a positive note, Weston has retained a sense of small-town pride and boasts a very well organized and committed community association as well as a successful Business Improvement Area (BIA).

The community was instrumental in convincing Metrolinx to create a stop in Weston on the proposed Union-Pearson Air-Rail Link to be in place by 2015. This line will provide all-day service to both the airport and downtown in less than 20 minutes. The GO Transit service along the corridor will also be improved within the next few years.

Development often follows major investment in community infrastructure and transit, and long-term benefits are likely to come to the community in terms of development and community revitalization. The ideas proposed at the design charrette and the market examination by the ULI TAP intend to understand how to attract this reinvestment and development and create positive change in the community.

The TAP was asked to expand on the work completed at the design charrette and to examine the feasibility of the charrette's development concepts. Design charrettes can be very inspirational, but sometimes they result in images and ideas for a community that are not feasible. The TAP was asked to ground the ideas formulated at the charrette in reality by testing them against current and potential market conditions.



Weston TAP walking tour – May 31, 2011



Weston TAP Team Study Areas

B. QUESTIONS POSED TO THE WESTON 2021 TAP PARTICIPANTS

i. Neighbourhood Potential

The Panel was asked to address the following questions and challenges related to Weston Village in general:

1. With the major investment in the rail corridor, what is the potential for market development in the Weston Area?
2. If development is not feasible at this time, what needs to be done to encourage/facilitate development in the future?

ii. Site-Specific Potential

The Panel was also asked to address questions related to the following three areas:

- Study Area 1 – Weston Centre/John St. Area: TPA parking lot & adjacent sites
- Study Area 2 – New GO Station Area: The Metrolinx & adjacent sites
- Study Area 3 – Tower Renewal Area: 1765 & 1775 Weston Rd.

The site-specific questions asked of the Panel were as follows:

1. Are the design ideas developed during the charrette currently feasible?
2. What is the current development potential for the site?
3. What is the future development potential for the site?

iii. TAP Workshop

The TAP workshop was held on May 31 and June 1, 2011, in the Weston Park Baptist Church (located adjacent to the proposed new Metrolinx Train Station). The first day began with a series of brief background presentations to the Panel members given by ULI, City staff, community stakeholders and the team leaders from the design charrette. This was followed by a site tour of the three study areas and the immediate surrounding context.

The Panel members spent the remaining day-and-a-half in various groups and as a whole addressing the questions posed to them.



ULI Toronto District Council – Technical Assistance Panel (TAP)

4. TAP FINDINGS AND RECOMMENDATIONS

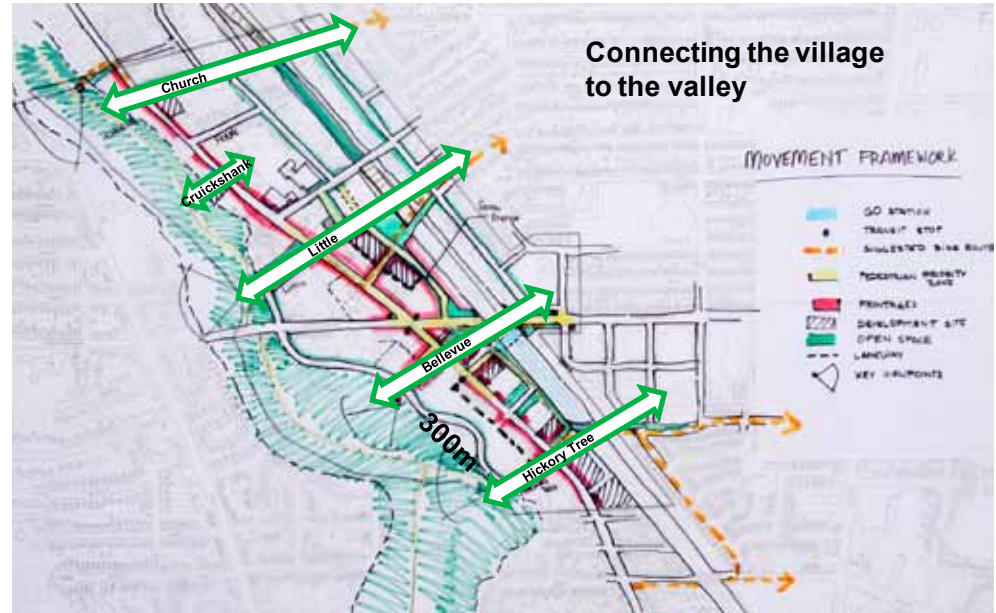
A. THE DEVELOPMENT POTENTIAL OF WESTON VILLAGE

i) Issues and Questions

- The TAP was asked to comment on the visions created at the charrette and assess the current development potential in Weston, taking into consideration the upcoming transit improvements.
- If the Panel did not feel that development was feasible, it was to recommend actions that could help generate development in the future.

The charrette’s visions for Weston Village were as follows:

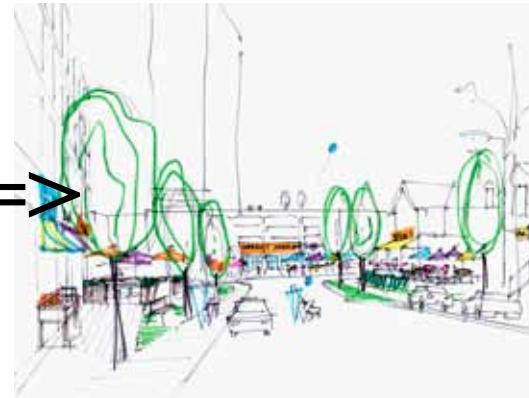
- The street system could be improved to make it easier and more convenient for people to move around and through the neighbourhood. For example: (a) South Station St. could be improved to connect the Weston Market Area to the new GO station;
- (b) the Humber Valley could be better connected to Weston Rd. via the east-west secondary streets;
- (c) a new green “Emerald Necklace” could connect the new rail tunnel lid to Weston Rd. and the Humber Valley.
- The “main street” feel and character should be maintained, although cosmetic upgrades and more desirable retail would enhance the experience.
- Stepping back from the main street and further to the north and south along Weston Rd., more substantial development could be supported, bookending and showcasing the main street.



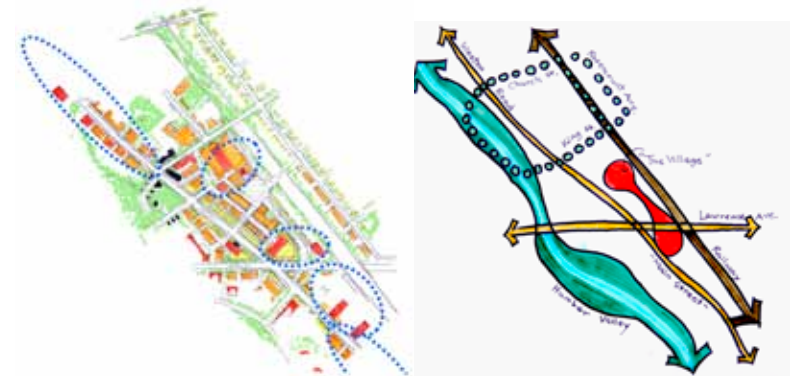
Neighbourhood connectivity diagram from the Weston 2021 Design Charrette



South Station St. looking north toward John St. (April 2011)



South Station St. looking north toward John Street showing proposed streetscape improvements



Charrette diagram showing proposed neighbourhood connectivity improvements including South Station St. between the new GO station and John St. and the “Emerald Necklace” connecting the neighbourhood to the Humber Valley

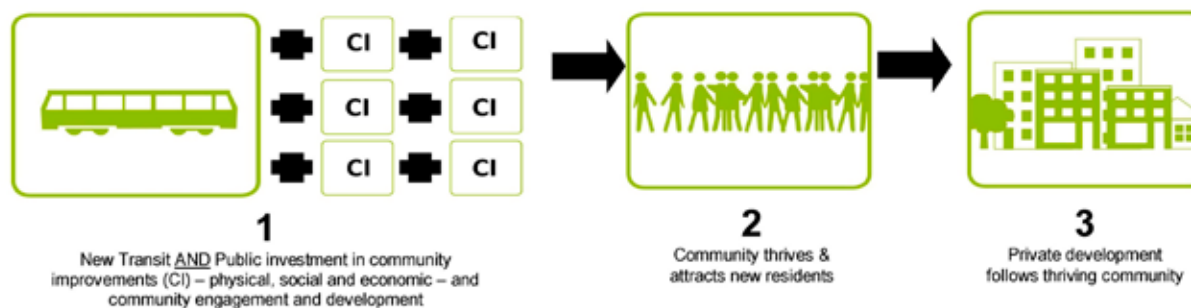
ii) Findings

- Overall, the TAP supported the vision of Weston developed at the charrette; however, in the short term it felt there was a limited likelihood of new market development as proposed by the charrette perspective on revitalization.
- In the last several years there has been some low-rise townhouse and walk-up development in the area, but almost no high-rise development.
- There is currently one site (the former Cruickshank Motors site – a superior site along the Humber River) where development is being considered. The owners have recently received City approval of a rezoning application for an 18-storey condominium tower with retail space at grade. The building is not yet being marketed, and the units would have to sell for approximately \$400 p.s.f. to make development feasible based on current construction costs and market conditions.
- The TAP did not feel the development potential for the area would improve sufficiently with the new rapid transit rail system between Pearson International Airport and Union Station (estimated by 2015) and the improved GO service alone.
- It was the opinion of the Panel that until transit was proven to be both affordable and true all-day service it would not on its own significantly enhance the potential for development in the area.
- Other areas throughout the City would be chosen before Weston due to the potential for higher returns, lower risks and easier marketability.
- The TAP perspective on revitalization is that there would have to be physical, social and economic improvements to Weston before market development would occur.
- The determination was that at this time the most likely viable option was low-rise, stick-built development. However, the Panel expressed a more positive feeling about development in Weston in the longer term, once some of the physical, social and economic issues were addressed.
- The area has many great attributes: proximity to a range of retail and service commercial uses, a great amenity in the Humber Valley, superior recreational infrastructure, excellent highway access, a well-established heritage community and good proximity to downtown and Pearson Airport.

The Charrette perspective on revitalization:



The TAP perspective on revitalization:



Development Viability Economics

As mentioned above, based on current market conditions, there is a limited likelihood of new development in Weston as illustrated in the following examples:

RETAIL DEVELOPMENT



Weston retail rent:

\$6-\$10 p.s.f. (net)



Market rent – new retail prime locations:

\$23-\$26 p.s.f. (net)

RESIDENTIAL RENTALS



Weston high-rise rent – 2 bedroom:

\$1,000

= approximately \$1.00 p.s.f. / mo.



Market rent – new multi-res 2 bedroom:

\$1,875 - \$2,250

= approximately \$2.50 - \$3.00 p.s.f. / mo.

There have only been a handful of new residential rental developments in the GTA over the past two decades, primarily in the most central locations.

HIGH-RISE CONDOMINIUM DEVELOPMENT



Weston resale condominiums:

\$200 - \$250 p.s.f.



Minimum Toronto new condo sales price:

\$400 p.s.f.

LOW-RISE TOWNHOUSE DEVELOPMENT



Weston resale townhouse price:

\$200 - \$250 p.s.f.



Minimum Toronto new townhouse sales price:

\$300 p.s.f.

Weston has experienced some low-rise infill development, and it appears to have been reasonably successful (Country Homes – Weston Rd. and St Philips Rd.). Some opportunities exist for infill townhouses or infill “laneway” housing.

iii) Recommendations and Next Steps

- In order to attract development to Weston the TAP concluded the community would have to continue to improve itself and improve its image.
- The TAP provided a number of initiatives that may help in this regard. Some were smaller first steps within the control of the community. Others were larger items which the community may not have control over but may be able to influence.

Some suggestions were:

1. Create a marketing campaign for Weston. For example: “GO to Weston” and “I LIVE Weston”
2. Improve neighbourhood connectivity and walkability

3. Improve safety and perceived safety in the area
4. Create more community events that unite the whole of Weston
5. Pursue an Arts and Cultural Centre (see TAP Study Area 1 below)
6. Try and attract an Institutional or Educational User (See TAP Study Area 2 below)
7. Provide regular and affordable transit

- TAP members generally felt that City efforts to reduce the cost of development could provide another building block to increase the potential for private development; however, on its own, this may not be enough. It was suggested that the City could further enhance Weston through a series of small investments to market and improve the local amenities to attract more residents and visitors to the area.

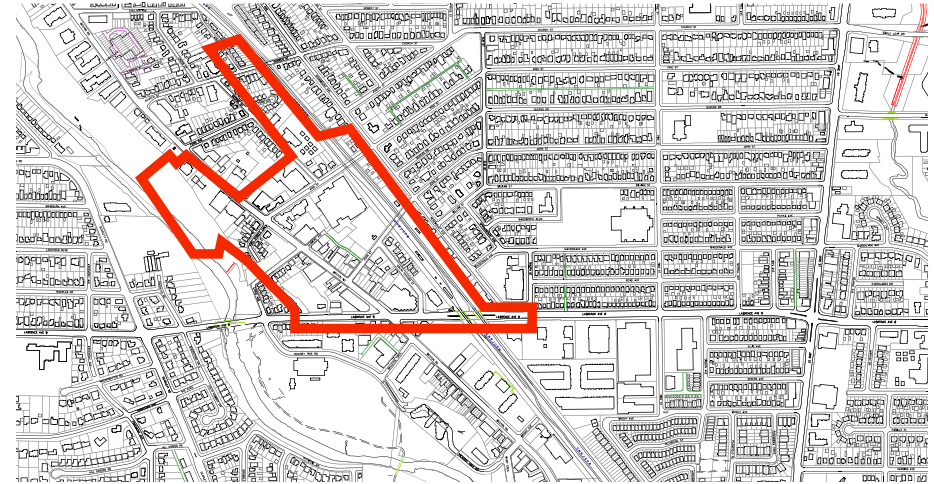


Examples of neighbourhood-scale, quick-start initiatives

B. TAP STUDY AREA 1: WESTON CENTRE / JOHN STREET AREA: TORONTO PARKING AUTHORITY (TPA) SITE

i) Issues and Questions

- The TAP examined the area northeast of Weston Rd. and Lawrence Ave., centred on John St. and the Toronto Parking Authority (TPA) site.
- The TPA site consists of 1.4 acres and has 190 parking stalls, located on the north side of John St., just east of Weston Rd. There is a 0.41-acre vacant site adjacent to the property on the west side.
- The TPA parking lot currently serves the existing GO station on weekdays as well as retail uses on Weston Rd.
- On Saturdays during the warm-weather months the parking lot also serves as the home of the successful, longstanding, BIA-run Weston Farmers' Market.
- Once the new GO station is built there will no longer be a commuter-parking requirement for the lot.
- The local councillor and community feel strongly that the farmers' market should stay on this site. The TPA would like to keep 100 parking stalls on the site to service Weston Rd.
- The local councillor has worked to have an Arts and Cultural Centre added to Weston and believes the TPA site would be the ideal location. A study on the feasibility of this plan was conducted by Artscape, a local not-for-profit organization specializing in this field. The TPA believes that the opportunity exists to create revenue from the site by selling it as a residential development site. The revenue from this development could generate funds for the Arts and Cultural Centre and/or the centre could be housed in the new development.
- Based on the direction provided by the councillor and the TPA, the charrette contemplated high-density development on the site that would help to partially fund the Arts and Cultural Centre
- The TAP panel was asked to assess the findings of the charrette in context of the desires of the community, the local councillor and the TPA.



TAP Study Area 1: Weston Centre / John St. Area



Example of an indoor farmers' market



TPA parking lot – home of the Weston BIA Farmers' Market



Wychwood Barns – example of a successful Arts and Cultural Centre



John St. looking east toward the rail tracks

ii) Findings

- Based on current economics the Panel did not feel that high-rise development would be likely in the short term, particularly given the further constraints of adding an Arts and Cultural Centre and the 100-stall parking requirement. Even if it was feasible, it would not generate significant revenue toward community benefit. Although low-rise development may be more achievable, the Panel did not feel it would be the best use of the land.
- The Panel believed that Weston Farmers' Market is of significance to the community and that it should continue. However, tying up the site for a few days' use in the summer was not the best use of the site.
- The Panel also felt that bringing an Arts and Cultural Centre to the community could be a great benefit and a further catalyst for the revitalization of Weston.
- With the new rail link, John St. would be closed to vehicular traffic across the tracks. A pedestrian bridge would link the residential neighbourhood to the east to the commercial centre to the west.



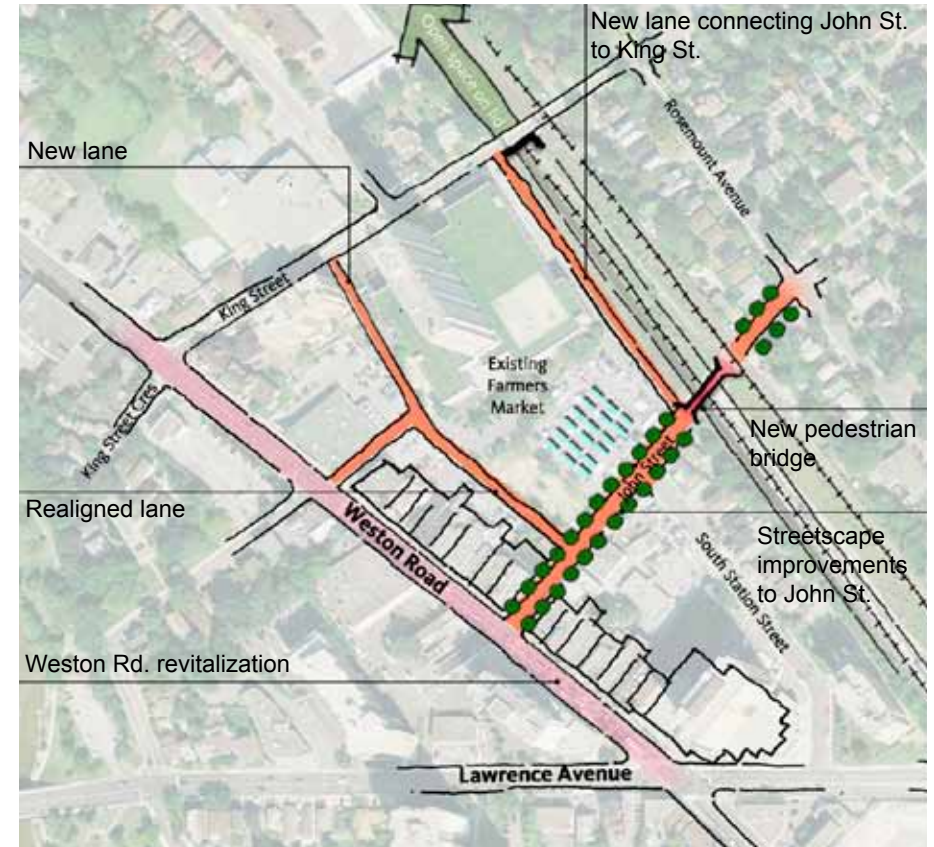
Aerial photo looking south across the TPA parking lot down South Station St. John St. runs across the middle.

iii) Recommendations and Next Steps

The Panel felt that the TPA site and surrounding area could be developed and improved over time in phases. Three basic phases were identified.

Phase I – Improve the Streetscape

- Phase I includes investment in the public realm. The TAP felt that John St., with Metrolinx already investing in the new pedestrian bridge, could be further enhanced by improving the quality of the public realm. Improvements to John St., such as tree plantings, landscaping, aesthetically pleasing streetscape materials and furniture could vastly improve the feel of the area. A new lane to connect to King St. would improve traffic and public flow.



TAP Study Area I: Phase I

Phase 2 – Relocate Farmers’ Market

- Once the streetscape improvements have been made to John St., a new “Market District” can be created by shifting the Weston Farmers’ Market from the TPA lot onto John St. The location has the benefit of leaving the market in the area that everyone is familiar with while at the same time extending the vibrancy of the market along John St. all the way to the main retail strip on Weston Rd. This frees up the TPA site for development.



John St. existing conditions: Looking east from Weston Rd.



John St. Proposal: Showing streetscape improvements and the relocated Farmers’ Market



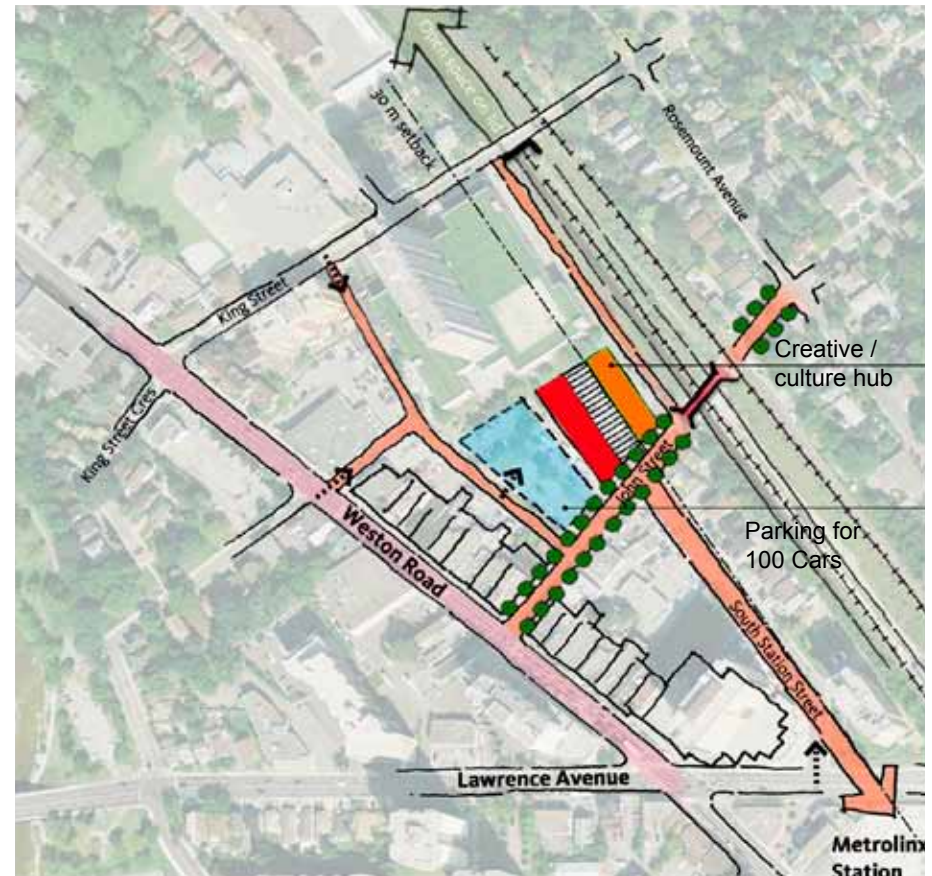
Phase 2 showing the improvements to John St., the proposed new laneway connection to King St., the relocated Farmers’ Market, the potential Arts and Cultural Centre site, and the new TPA parking lot



Examples of successful street-related farmers’ markets

Phase 3 – Develop the TPA Site

- Phase 3 would be the development of the TPA site. If feasible, acquiring the 0.41-acre vacant site to the west of the parking lot would enhance the overall potential of the site.
- The TAP agreed that building an Arts and Cultural Centre, inclusive of live-work residences, would be a great benefit to the area and could further help to create a “Market District.”
- The proposed Arts and Cultural Centre could include a year-round indoor farmers’ market, similar to the Quincy Market in Boston, MA, to complement the artistic uses.
- With these changes, other soft sites in the area would become more attractive for development.



Phase 3 showing the potential development of a Weston Arts and Cultural Centre on the former TPA parking lot



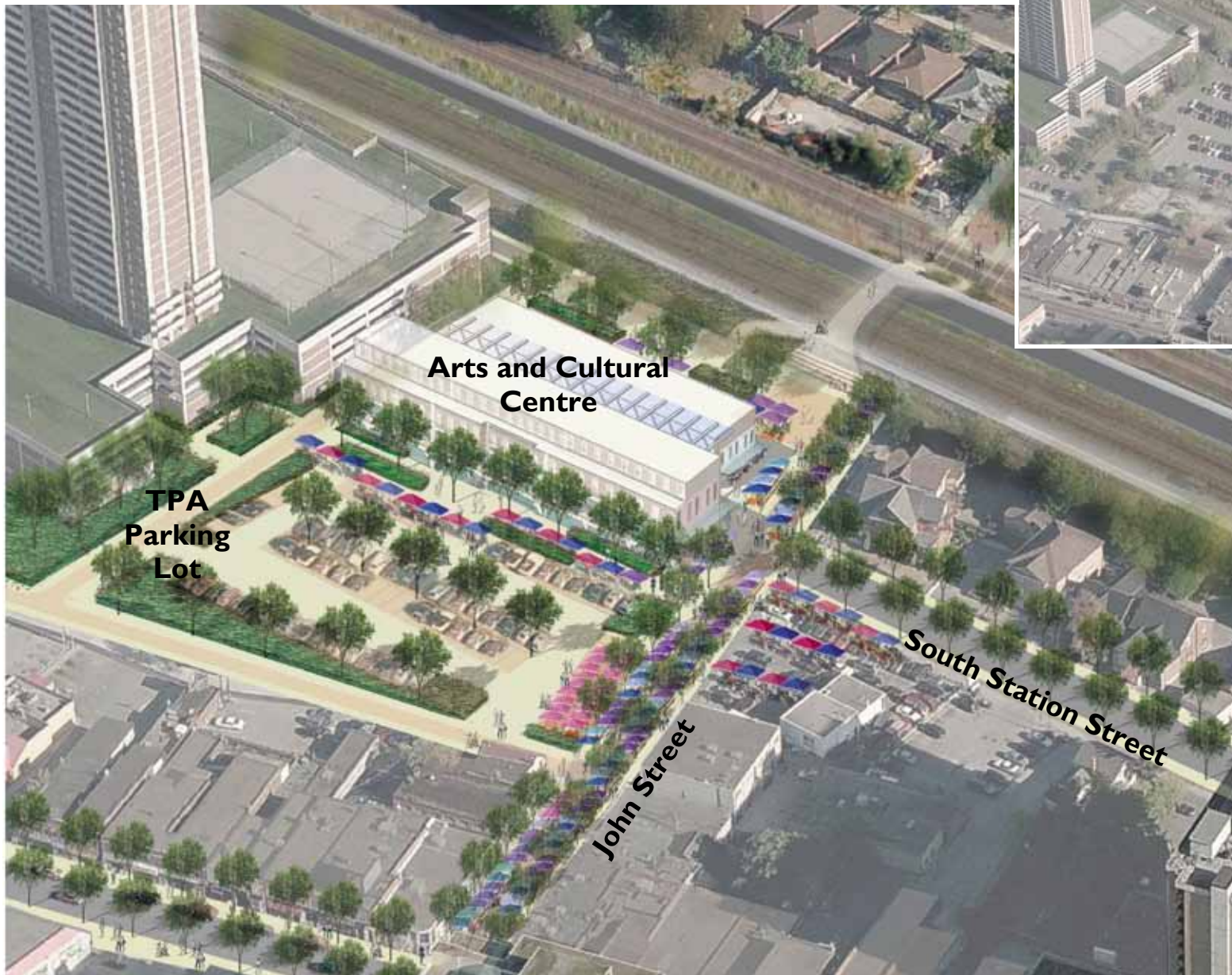
Example of an Arts and Cultural Centre



Example of an indoor farmers' market



Example of an outdoor farmers' market



TAP Study Area I:
Existing conditions

TAP Study Area I: TAP development proposal showing improvements to John St. and South Station St. which could serve as an expanded location for the Weston Farmers' Market, the proposed Weston Community Arts and Cultural Centre and parking area, and the location for the John St. Bridge

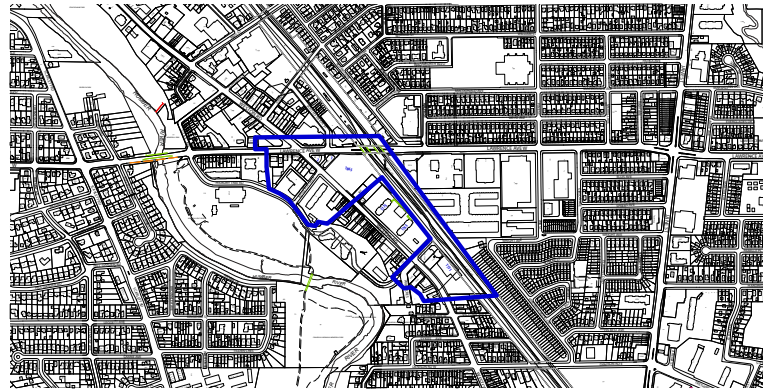


- KEY**
- Long range development opportunities 
 - Lanes / mews 
 - Active frontages : Activate backs of Main Street buildings 
 - Open spaces 
 - Creative / cultural hub 
 - Weston Road revitalization 
 - John Street Market 
 - John Street Bridge 
 - Access during market days 

C. TAP STUDY AREA 2: METROLINX SITE

i) Issues and Questions

- The TAP examined the area southeast of Weston Rd. and Lawrence Ave. W., centred on the new GO train station and parking lots.
- Metrolinx currently owns two sites in this area – 1865 and 1731 Weston Rd. The northerly site, 1865 Weston Rd., will be the location of the new GO station.
- Between the northern site and Lawrence Ave. W. to the north exist two sites: (1) a site owned by the Weston Park Baptist Church with a church and a vacant parcel of land, purchased for the construction of a centre for the community and a new home for their youth centre, Frontlines; and (2) a site owned by Scotiabank and home to a local branch of the bank. These sites were considered in conjunction with the Metrolinx site.
- The southerly site is separated from the main site by two large apartment buildings (1765 and 1775 Weston Rd.) and is expected to remain a secondary GO parking lot for the foreseeable future.
- At the design charrette, the designers divided the site into a number of blocks and examined a series of different density scenarios in order to determine the most appropriate density and best use and to determine whether a community benefit can be derived from the development of the site.
- The TAP Panel was asked to assess the findings of the charrette and determine the development potential of the site(s).



Study Area 2: The Metrolinx station lands and adjacent properties



Closeup of Study Area 2 – the new GO Station site and the long-term parking area to the south.



Weston Rd. and Lawrence Ave. looking north



The new GO station site looking south



The Weston Park Baptist Church site looking northeast



Massing model showing the new GO station and the potential development of the Metrolinx site and adjacent properties (this also includes land to the south not owned by Metrolinx or WPBC)

ii) Findings

- The TAP believed that this site has a great a number of positive attributes and could act as a catalyst for development in Weston. The site has the best near-term development potential of those examined, and would be well suited for some high-density development.
- At the charrette and TAP there were discussions of bringing an educational institution such as a community college like George Brown College or a facility such as the YMCA to the site. The TAP agreed that these potential uses should be actively pursued.

iii) Recommendations and Next Steps

- As with the TPA site, the Panel felt that the station site and surrounding area could be developed and improved over time in phases.
- The TAP recommends starting with the station area of the site, as it provides the best area for potential immediate returns.
- The TAP recommendations included four development phases, stressing the importance of streets, blocks and open spaces. The completion time for this development could be 10-15 years.



Potential road connections and circulation patterns in and around the Metrolinx site



Potential development scenario from the Weston 2021 Design Charrette

Phase I – The New GO Transit and Air-Rail Link Station

- This phase would begin with the development of the temporary GO/ARL station and surrounding parking lot.
- Because of its key location at the main village intersection the area could quickly become an anchor for the whole community.
- Enhancements will include a pedestrian plaza, surface parking, public art and street furniture, pedestrian stair connections down to Lawrence Ave. W. and a new pedestrian bridge across Lawrence Ave. W. adjacent to the rail bridge.
- The site should also include bicycle rentals and parking to foster multi-modal transportation and local tourism.
- View corridors from the station to Weston Rd., the Humber River and South Station St. would ensure that the area is a visible and accessible focal point.



Phase I: New GO and Air-Rail Link station and parking area. The station has been located to provide views down to the Humber River and along South Station St. to the proposed Weston Community Arts and Cultural Centre



Precedent images that were used to inspire the Phase I design concepts



Rendering showing the proposed Phase I development, which includes the new GO station and landscaped parking area, the pedestrian plaza and stairs on Lawrence Ave. W and the pedestrian link across Lawrence Ave. W. adjacent to the rail bridge

Phase 2 – Initial Modest Redevelopment of the Site

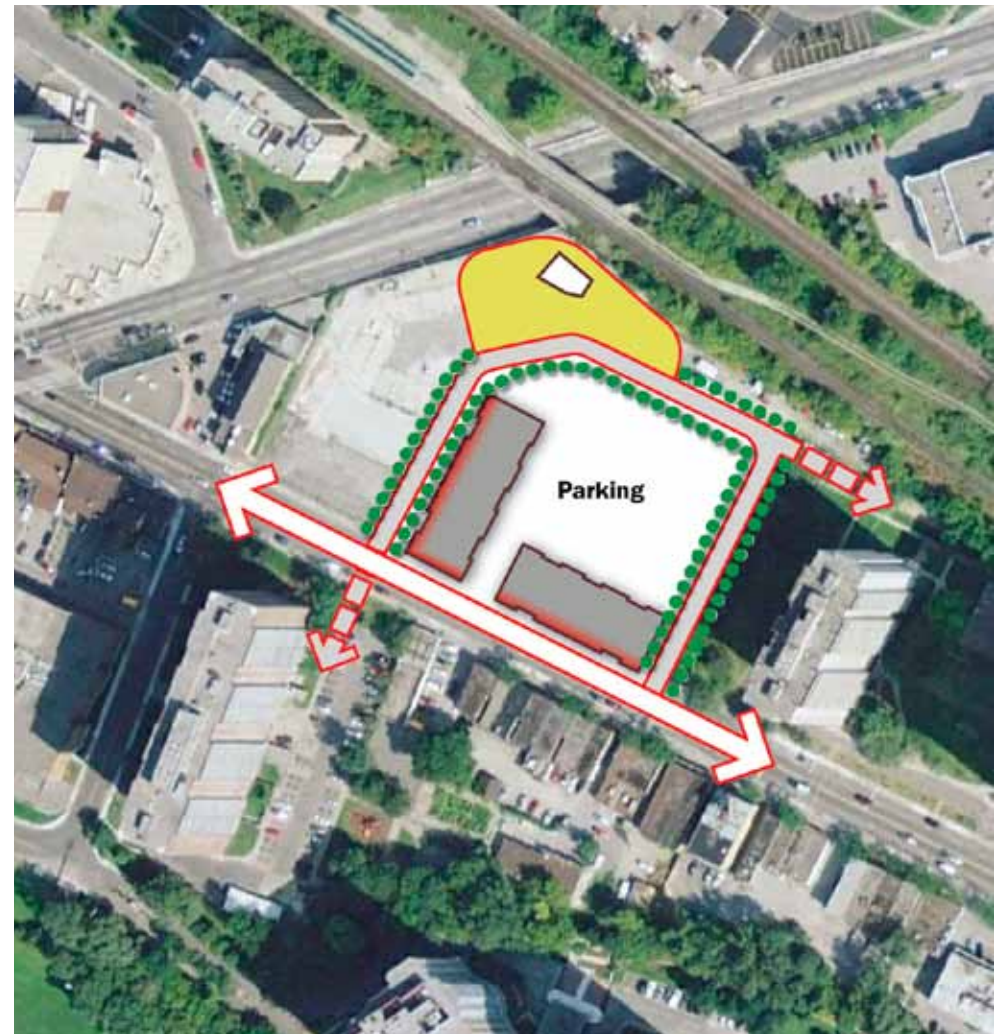
- Phase 2 could include continued modest redevelopment and the introduction of new streets and blocks that will define future development sites.
- This phase might include mid-rise residential, new retail and service shops lining both Weston Rd. and the new “Station Street” leading to the GO/ARL station.



Precedent images that were used to inspire the Phase 2 design concepts



Phase 2: Precedent image showing second phase-type development and character



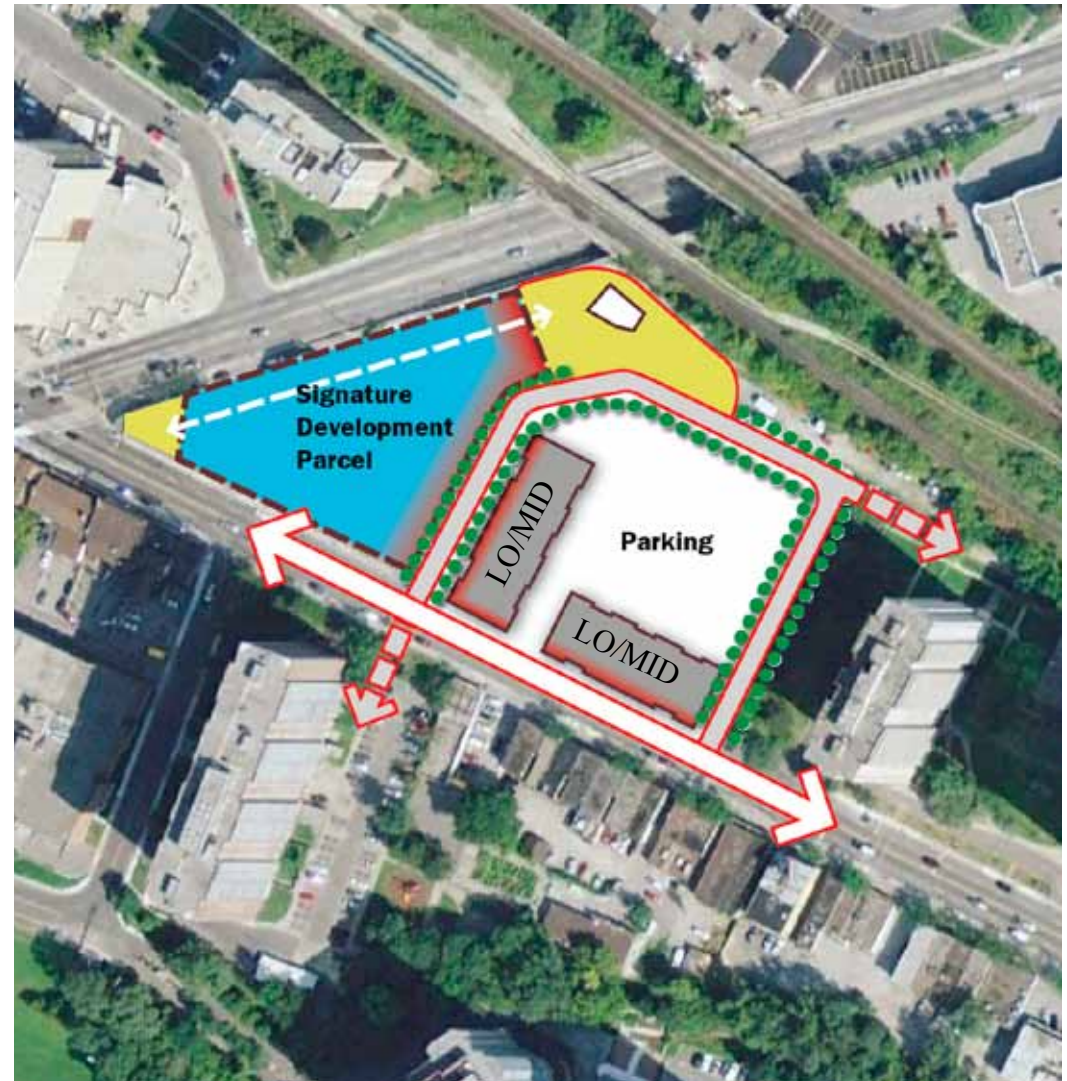
Phase 2 concept plan showing new streets and development blocks

Phase 3 – Signature Development

- As the value of the land increases and the area improves there will likely be an opportunity to introduce a new signature use. The TAP endorsed the idea of attracting an institutional use to the site.
- Uses may include a local college, university or YMCA, which will introduce new demographics to the community, bring more eyes on the street and provide for a new consumer base for local businesses to thrive.
- The ideal location would be the area adjacent to the station right at Weston Rd. and Lawrence Ave. W. and would include the adjacent sites.
- This institution could further enhance connections from the station building to the Weston Rd. and Lawrence Ave. W. intersection.



Examples of recent institutional developments at a scale that would work well in this location



Phase 3: New anchor and community-related facilities

Phase 4 – High-Density Development

This phase builds upon previous phases to include higher-density development due to anticipated increased value of the station area and elimination of surface parking on the north site.



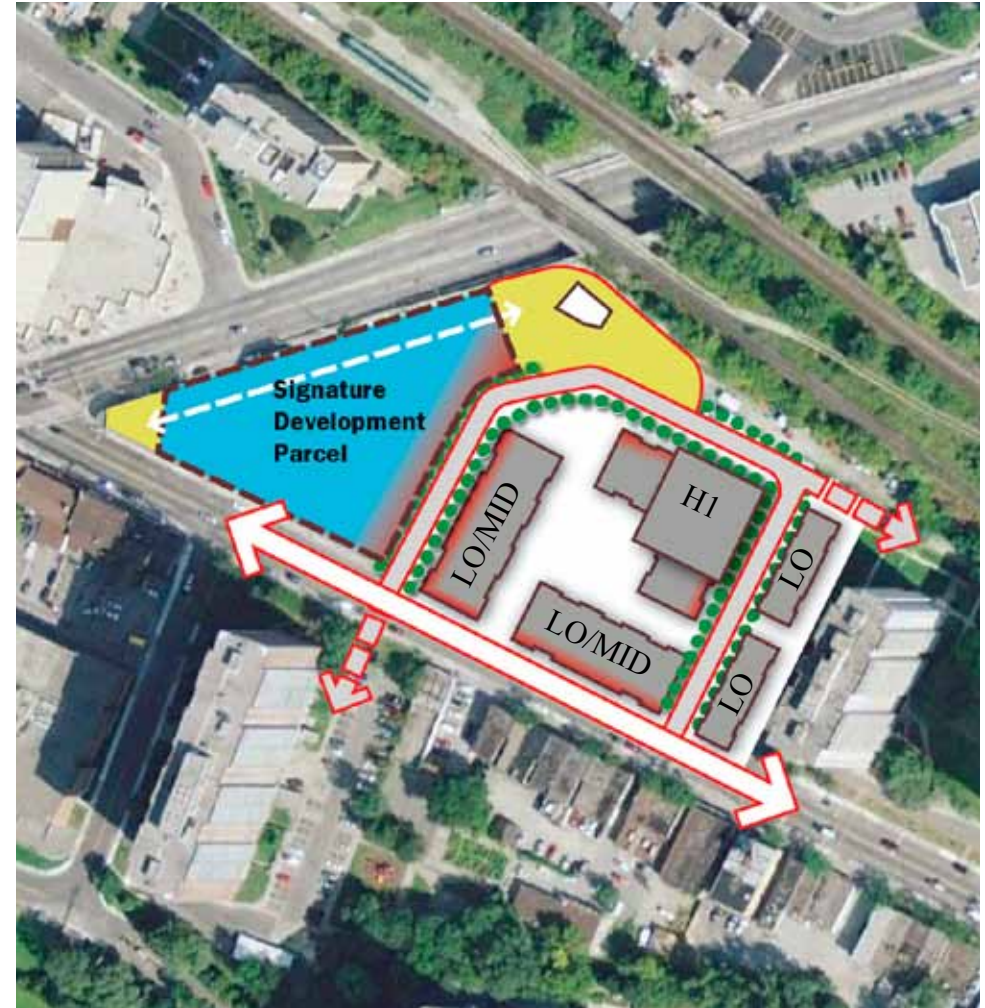
Example of recent infill, mid-rise condominium building on Spadina Rd. (near Bloor) on a site that was originally developed with one large, slab-form apartment building, that provides a sense of the scale of development that could work well in Phase 4



Examples of recent Toronto developments (SAS Building and the Ballet School) that provide a sense of the scale of development that could work well in Phase 4

New buildings and uses could include:

- Mid-rise and high-rise condominiums
- Commercial buildings (retail and office)
- Institutional uses
- Underground, public and private parking
- A public plaza at the intersection of Lawrence Ave. and Weston Rd.

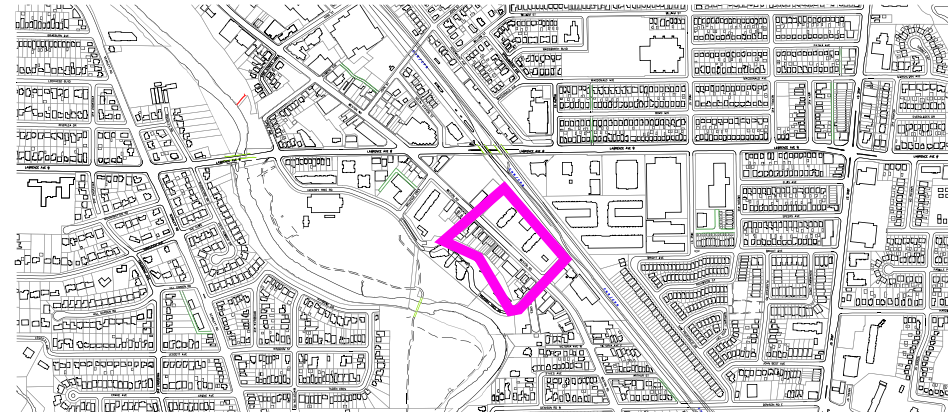


Phase 4: Continued redevelopment of the station area showing the buildout of the former surface parking lot with residential, commercial and institutional uses

D. TAP STUDY AREA 3: 1765 and 1775 WESTON ROAD

i) Issues and Questions

- Study Area 3 consisted of the two residential towers located at 1765 and 1775 Weston Rd., and the commercial buildings across Weston Rd. This site was selected for the ULI TAP program due to its site-specific assets and high potential to be integrated with the existing Metrolinx/GO Transit development plans.
- The site includes two 25-storey slab-form apartment towers with a total of approximately 500 units. There is also a recently renovated swimming pool building between the towers that is not presently being used. The underground two-level parking garage covers almost the entire site and contains approximately 500 spaces (the majority of which are unused). The property includes basketball courts and large areas of underused open space.
- The owners of this site have expressed an interest in improving the property and potentially adding new development. The owners would be prepared to invest a limited amount of capital at this time.
- The owners of 1765 and 1775 Weston Rd. had participated in a unique City program called Tower Renewal at some of their other sites in Toronto. This program is strategically designed to improve and upgrade older towers and to drive environmental, socio-cultural and economic change. The owners are interested in applying Tower Renewal principles to this site.
- The Tower Renewal initiative has a program called Sustainable Towers, Engaged People (STEP). It offers a path to continuous improvements to older high-rise apartment buildings to save on their utility bills (energy, water and waste) as well as improving other important aspects of the apartment building community, including safety and operations.
- The TAP examined the feasibility of redeveloping the site following the recommendations from the design charrette, which included: (a) adding infill buildings at grade at either the front or the back of the site, (b) opening the apartment building lobbies onto Weston Rd., (c) attaching grade-related units facing the courtyard, and d) refurbishing the landscaping and programming the amenity building.



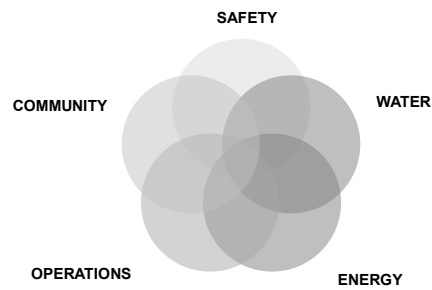
Study Area 3: 1765 and 1775 Weston Rd.



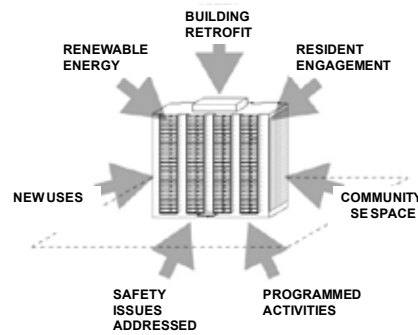
Aerial photo of the two apartment towers located at 1765 and 1775 Weston Rd.

ii) Findings

- The TAP felt that before there could be new development on the site the property owners need to address all of the characteristics that make an apartment community a desirable place to live, including improvements to the existing building aesthetics, capital components and area safety.



The five elements of the Tower Renewal Program



The Tower Renewal Program breathes new life into older buildings by employing a number of different strategies.

iii) Recommendations and Next Steps

Based on the owners' desire to invest only so much capital at once, the TAP developed an integrated approach to improving the site, based on the Tower Renewal STEP program outlined in the diagram below.

- The TAP recommended first investing in the existing site with a series of quick-start initiatives, identified in Phases 1 and 2.
- In the short term, this will lower vacancies and tenant turnover, and improve the site's aesthetics and public realm in a way that increases the quality of life for current residents.
- In the longer term, this will reduce the net operating costs of the two towers and also create a more attractive environment that could support future development.

PHASE 1

Activate the Central Green Space. Make it family-friendly

PHASE 2

Make major capital improvements to existing buildings and grounds

PHASE 3

Set the stage for new condo or new rental building(s)

2012

2021 +

The TAP recommended a three-phase approach. Start by improving the existing grounds and buildings in a way that improves quality of life for current residents, improves the bottom line for the owner, and sets the stage for future development.

Phase I – Activate the Central Greenspace & Amenity Building

The site's best asset is its large central greenspace facing Weston Rd., which provides a blank canvas for new and exciting outdoor uses. The TAP suggested the space should be converted to a place where families can play and socialize. The cost of this conversion would be relatively modest.

Improvements to the central greenspace could include:

- new children's play equipment – separate areas for tots and older children
- new, well-lit basketball courts for youth and adults
- outdoor movie nights and community dinners
- new decorative fencing around the play-area and courtyard
- BBQs (charcoal), picnic tables and waste bins in the patio area, and removal of the fence and bushes to open up the space
- removal of the lay-by and installation of a small fence next to Weston Road

There is currently a vacant amenity building, with an unused swimming pool, located at the back of the site between the two towers. Ideas to improve this building could include:

- renovating the amenity/swimming pool building into a great indoor community space
- providing rooms for non-governmental organization (NGO) programming, such as English language classes, before and after school homework clubs, or a large meeting/activity room

A similar undertaking has been successfully undertaken by the San Romanoway Revitalization Association (an apartment complex in Rexdale with many similar attributes), which built a floor over an unused indoor pool. It is now used as a meeting and activity room and cinema.



Phase I: Convert the pool to a program space and draw people in



Phase 1: Activate the central greenspace to make it a family-friendly area



Conceptual images showing what the large central greenspace could look like with picnic tables, waste bins and play equipment

Phase 2 – Make Major Capital Improvements to Existing Buildings and Grounds

Phase 2 would be more capital-intensive and could include more major improvements to the existing building and grounds, such as:

- creating a new street, adjacent to the railway tracks, connected to the new GO station which would improve community safety
- constructing new lobbies for the apartment buildings that front onto Weston Rd., which would make the buildings more inviting and feel safer
- increasing visitor parking
- renovating ground-level units for families, with their own front yards and front entrances facing the courtyard, to attract families, provide more eyes on the greenspace, and provide a greater return to the owners
- treating the blank walls that front Weston Rd. to make them more inviting and aesthetically pleasing
- introducing indoor and outdoor security (more cameras, more security patrols)
- retrofitting the existing buildings to reduce operating costs, by upgrading insulation, boilers, windows and lighting



Phase 3 – Add Buildings to the Site

Phase 3 involves constructing new residential buildings on the site. Once many of the improvements outlined in Phases 1 and 2 have been successfully completed, and with the introduction of improved GO service, the ARL stop and the new GO station on the adjacent site, there could be potential for new development on this site.

Some of the opportunities identified at the charrette and endorsed by the TAP include:

- a mid-rise residential building fronting onto Weston Rd., to the north of 1775 Weston Rd.;
- a second mid-rise residential building, fronting on to Weston Rd.; and backing onto the central greenspace; and
- a high-rise residential building, with a mid-rise base, at the corner of Weston Rd. and Wright Ave.

There is limited opportunity for commercial uses at grade, as other parts of Weston Village offer better opportunities than this site.



Massing sketch from the design charrette showing the improved central green, as well as a potential new tower at the south end of the site



Massing sketch from the design charrette showing an option for redevelopment that includes three mid-rise buildings along Weston Rd.

5. CONCLUSION

The TAP concluded that in order to revitalize Weston it is going to take more than large scale public investment in the transportation infrastructure. Weston needs to change its image. The TAP recommended that a series of quick-start community initiatives would be a great way to change the way people perceive Weston.

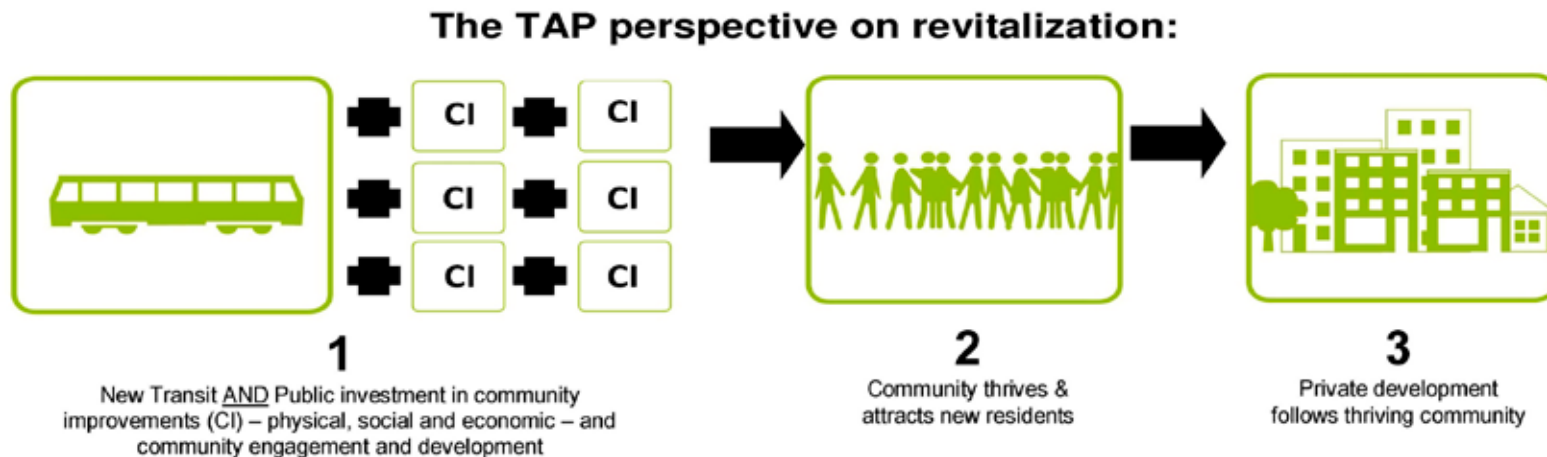
The City has already begun to make small investments in Weston to encourage incremental change. A number of City divisions (including Social Development, Finance and Administration, Economic Development and Culture, and City Planning) have ongoing projects in Weston. These projects include an Integrated Local Labour Market, a Neighbourhood Action Partnership, and a Local Immigration Partnership, as well as the Weston 2021 Design Initiative itself. The combined work of these various efforts will be summarized in a City Report (Weston 2021 Revitalization Initiative Report) to provide a roadmap for the coordinated long-term revitalization of Weston.

TAP participants advised that the City, area residents and other stakeholders should continue to make investments in Weston to encourage incremental change. The TAP suggested the City consider quick-start initiatives like marketing Weston’s great assets; improving

neighbourhood safety; adding new attractions; improving connectivity; encouraging lively programming of public spaces; improving Main Street; introducing development incentives; and making a commitment to frequent and affordable transit. These public investments can then set the stage for private investment that can also support community improvements.

The longer-term revitalization of the Weston neighbourhood is going to require a number of catalysts and a concerted approach to enabling these initiatives to move forward. Potential catalysts could include Metrolinx station development and a multi-tenanted arts and cultural centre (including a significant affordable live/work housing component), a community centre such as a YMCA or an institutional use such as a community college campus.

The creation of a Community Improvement Plan (CIP) for the neighbourhood may allow for grants, loans and property tax assistance for projects such as brownfield environmental assessment, remediation or redevelopment (Brownfield Financial Tax Incentive and Brownfield Remediation Tax Assistance), commercial building façade improvements,



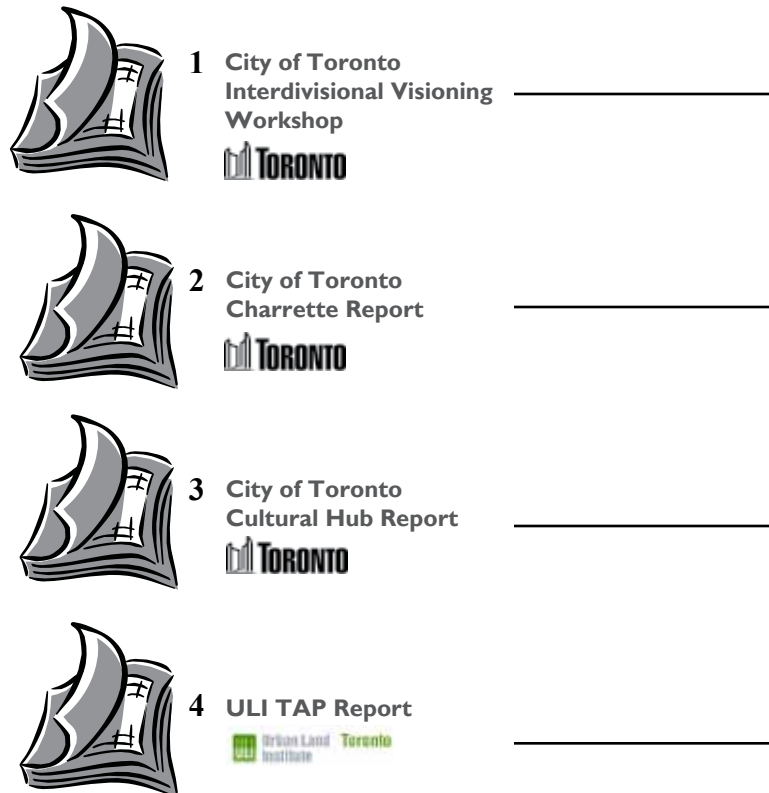
preservation and adaptive reuse of heritage buildings, affordable housing, space conversion, structural improvements, energy efficiency improvements and accessibility enhancements.

Tax Increment Equivalency Grants (TIEGs) are one of the tools that can be applied in CIPs. The City of Toronto's Economic Development Imagination, Manufacturing, Innovation and Technology (IMIT) program recognizes several sectors eligible for TIEGs, including creative industries, tourism attractions, convergence centres and incubators. A Weston-specific CIP or TIEG could address Weston's particular needs, such as commercial façade improvements on Weston Rd., retrofits or infill on the apartment sites, a plan for the arts centre and public realm improvements to streets and open spaces like the Humber Riverfront.

Waiver of development charges would also provide an incentive. Toronto's development charge bylaw exempts public hospitals, colleges and universities, industrial uses and nonprofit

housing from paying development charges. Toronto does not currently have geographically based DC exemptions for residential uses.

Projects that have received a grant under the IMIT program (for which creative industries may be eligible) are also exempt from paying development charges. Artscape's pro formas for the proposed arts and cultural centre indicated a waiver of development charges based on the fact that the proposed model consists primarily of affordable housing units.



Weston 2021 Revitalization Initiative Report, February 2012

Quick-Start Initiatives

The TAP recommends a combination of quick-start initiatives and longer-term catalysts to create the conditions for private-sector investment in Weston.

- Putting in place a marketing campaign (e.g. GO Weston – that emphasizes 17 minutes to downtown, the Farmers’ Market, the Humber Valley bike trail and its access to Lake Ontario and the heritage architecture of the surrounding residential neighbourhoods)
- Improving community safety e.g. through Toronto Anti-Violence Intervention Strategy (TAVIS), etc.
- Adding new attractions (e.g. a bicycle/City of York museum, BIXI/bike rental facilities)
- Improving connectivity (e.g. John St. Bridge, Lawrence Ave. Bridge, streets, etc.)
- Setting up lively programming of public spaces (e.g. expand/move the Farmers’ Market, create an outdoor movie theatre, etc.)
- Improving Main Street (e.g. improve retail mix, improve window displays, set-up patios, make commercial building façade improvements, etc.)
- Using development incentives (e.g. waive development charges, land transfer tax, and/or park land levy requirements)

These public investments can then set the stage for private investment that can also support community improvements.

The TAP representatives have been advised that the City has acted on a quick-start initiative to implement a streetscape plan to transform John St. The John St. Revitalization/ Streetscape plan will provide an expanded venue for popular Weston Farmers’ Market; an improved environment for existing and future retail, restaurants and core opportunities; and a streetscape link between the commercial core and the heritage neighbourhood of Old Weston Village. The City was selected as part of a competition submission for ULI’s Urban Innovation Fund. A grant of \$23,750 has been awarded and when matched with partner organizations will provide approximately \$80,000 to move the plan to action.

Weston-Specific Longer-Term Catalysts

The longer-term revitalization of the Weston neighbourhood is going to require a number of catalysts and a concerted approach to enabling these to move forward.

Potential catalysts include:

- The Metrolinx station development
- The potential development of a multi-tenanted arts and cultural centre (including a significant affordable live/work housing component)
- Upgrading John St. and the Farmers’ Market
- Commitment to frequent and affordable rail service
- Retrofits and improvement to existing apartments, for efficiency, safety and aesthetics
- Space conversion of underused buildings (e.g. ground floor of 33 King St, recreation/ pool building at 1765 and 1775 Weston Rd.)
- Waiver of development changes in a Weston Revitalization Zone
- Attraction of a major institution to Weston (YMCA, college, etc.)
- Improvements to Humber River Valley
- Improvements to Weston Rd.

6. APPENDIX

A. PANEL CHAIR

Mark Guslits

Principal of Mark Guslits and Associates, Chair, ULI Toronto TAP

Mark Guslits is a graduate architect, development consultant and developer with over 40 years of experience. Mark's primary career focus has been on the development of affordable housing along with market-driven urban infill and larger mixed-tenure and mixed-income communities, including the creation of new seniors' housing communities.

Mark is Principal of Mark Guslits and Associates, a residential and community development, design, planning and consulting firm, created in 1997. Currently, he is a consultant to HOK on business development initiatives in Toronto and Vancouver, and Project Lead – master planning and development coordination for the Athletes' Village for the 2015 Pan-American Games: a 2000-unit mixed income/mixed-tenure new neighbourhood on Toronto's waterfront.

B. PANEL MEMBERS

Remo Agostino, M.Sc.Pl., MCIP, RPP, LEED AP

Director of Development
Daniels Corporation

Remo Agostino joined Daniels in 2003 after seven years with a private planning consulting firm, specializing in land use development. Remo is a graduate of the University of Toronto Masters in Planning program, is a Registered Professional Planner, and is LEED accredited.

Remo's responsibilities include analyzing land acquisition opportunities, taking developments through the approvals process, obtaining municipal permits (building permits, etc.) and condominium registration. Remo has managed the development approvals for a number of Daniels developments, such as the Kilgour Estate, First Home Markham, WRP Neighbourhood Housing (an affordable housing development constructed for a charitable organization), The Woodlands, etc. In addition, Remo oversees all development-related matters associated with the Regent Park Revitalization project in Toronto.

Paul Bedford, RPP, FCIP

Urban Mentor/Former Chief Planner, Principal, Paul Bedford & Associates

Paul Bedford is a Member and Fellow of the Canadian Institute of Planners, with 40 years of experience in urban planning. As Toronto's Chief City Planner for eight years, he championed numerous innovative planning strategies including the Kings, a new city-wide Official Plan and a new plan for the Central Waterfront.

Since his retirement in 2004, he has been Adjunct Professor at the University of Toronto and Ryerson University planning schools. He is also on the Board of Directors of Metrolinx, serves on the National Capital Commission's Planning Advisory Committee, the Waterfront Toronto Design Review Panel and the Centre for Addiction and Mental Health Property Committee to help guide the long-term redevelopment of Canada's largest mental health campus.

He is also a Senior Associate of the Canadian Urban Institute, a frequent public speaker and a passionate advocate of the planning profession and Toronto.

Brad Caco

Senior Director, Development
Trinity Development Group Inc.

Brad Caco is Senior Director, Development at Trinity Development Group Inc. Brad joined Trinity in 2003 and was promoted to Senior Director in 2010. He has more than 16 years' experience in the real estate development industry, offering a diverse set of skills. Throughout his career, in addition to management of the development process, Brad has overseen the design and master planning of over 4 million square feet of commercial retail space. Recently, Brad has been involved in leading Trinity's newest venture into urban infill, mixed use, and brownfield developments in the GTA.

Brad is a member of ULI, the International Council of Shopping Centers (ICSC) and the Retail Design Institute.

Trinity Development Group is a leader and innovator in the development and leasing of high-quality shopping centres. Established in 1991, Trinity has created over 20 million square feet of large-format retail space across Canada.

Mark Conway, MCIP, RPP, PLE

Partner

N. Barry Lyon Consultants Limited

Mark Conway is an urban planner and land economist with a broad base of experience, ranging from municipal and corporate planning and real estate strategies to site-specific development. Mark has worked throughout Canada and in Europe.

As an urban planner, Mark brings a unique perspective and understanding of not only the financial and market side of real estate but also the design and approval aspects that can impact heavily the viability of developments. Under Mark's direction, NBLC has completed numerous market and feasibility studies for both large-scale community master plans and specific developments.

Christina Giannone

Project Coordinator

FRAM Building Group

Christina Giannone is a Project Coordinator at FRAM Building Group. In this role, Christina is involved in the development of large-scale residential and mixed-use projects, from land acquisition to construction and closings. She participates in the detailed design process, through sales and marketing campaigns, and is responsible for obtaining municipal approvals. She is responsible for coordinating consulting teams, participating in community workshops and meetings, and working with various levels of governments and approval authorities.

Christina's current projects include the fifth phase of the award-winning Port Credit Village (Northshore Condominium and Port Credit Retirement Residences), the residential component of the Shops at Don Mills development, and the revitalization of Calgary's East Village.

Christina graduated with an Honours Bachelor Degree in Commerce and Finance from the University of Toronto. She is a member of ULI, and is currently completing the organization's Real Estate Development Certificate program. She is also a member of the Building Industry and Land Development Association.

Norman Hibbert, MCIP, RPP

Senior Urban Designer / Planner, Planning and Environmental Design

MMM Group

Norman Hibbert is an Urban Designer and Planner specializing in community design. He combines the hands-on technical knowledge required to produce accurate and functional plans with an excellent understanding of current planning and design theories and issues. This allows him to develop creative, exciting solutions while at the same time producing feasible, realistic plans that meet the needs of all stakeholders. He has a broad knowledge base which allows him to work with a wide spectrum of land development professionals, from surveyors, engineers and architects to marketing analysts and policy planners.

Norman has worked on a wide range of projects, including designing master-planned communities, producing draft plans of subdivisions, developing site analysis and site plans, and producing urban design studies. He works both in the suburban and urban realms and has recently been specializing in transit-oriented community design. He has an extensive knowledge of residential and commercial development requirements, and his attention to detail and graphic design abilities allow him to produce accurate and easily understandable plans and drawings in a timely manner.

Mark Johnson

Earth Development

With 10 years' experience in real estate development, investment origination and underwriting, development management and tenant coordination, Mark Johnson has a strong track record of industry engagement through considerable involvement in major capital projects. Part of the core development teams on the 180 Queen and 18 York Toronto office developments, the Evergreen Brick Works, as well as on over 4 million square feet of commercial and industrial properties working for EllisDon and GWL Realty Advisors, Mark combines development acumen with financial rigour to generate risk mitigation and value creation strategies.

Mark holds a Bachelor of Commerce from McGill University and a Masters of Business Administration from Nyenrode University (The Netherlands).

Mark Patrin

Vice President
Milborne Real Estate

Mark Partin has over 25 years of experience in residential and resort real estate marketing, sales and development, including acquisition, development, sales, design, master planning, marketing and administration. Mark has been involved in projects across Canada as well as the United States, the Caribbean, India, Europe and Central America. Mark is Vice President of Milborne Real Estate Inc. (MIRC), North America's most accomplished broker of new condominiums, having assisted clients in over 500 projects in the sale of over 50,000 condominium units. Mark is a frequent speaker at North American real estate development conferences, including the U.S. National Association of Homebuilders and the Florida Association of Realtors.

Linda Warth, MCIP, RPP.

Director of Planning & Development
Lanterra Developments

Linda Warth has over 20 years' experience in the land development and real estate industry. She began her career at H&R Developments and continues currently with Lanterra Developments Ltd. as the Director of Planning & Development.

She has been extensively involved in all levels of land use planning, including official plan amendments, rezonings, site plan approvals, plans of subdivision and condominiums for numerous residential, commercial and industrial developments over the years.

Currently, her work focuses on high-rise and mixed-use developments within the City of Toronto. She is on the front line dealing with City staff, including planning, urban design and legal, as well as municipal council members and community groups.

She is a member of the Ontario Professional Planners Institute.

Among Lanterra's projects are 18 Yonge, WaterParkCity, 22 Wellesley, Maple Leaf Square, Murano on Bay, One Bedford and ICE Condominiums.

C. TAP REPORT TEAM

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City of Toronto

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