

TORONTO STAFF REPORT

June 16, 2006

To: Administration Committee

From: Chief Corporate Officer and the General Manager of Economic Development
Culture and Tourism

Subject: Don Valley Brick Works – Lease of Part of 550 Bayview Avenue to Evergreen
Environmental Foundation
(Ward 29 - Toronto-Danforth)

Purpose:

To authorize the lease of part of 550 Bayview Avenue to Evergreen Environmental Foundation ("Evergreen").

Financial Implications and Impact Statement:

The recommendations in this report would result in a capital investment of approximately \$38 million for the restoration and adaptive re-use of the Don Valley Brick Works site (the "Site").

Sources of funds for the project include a contribution of \$10 million from the Province of Ontario and a contribution of \$15 million from the Government of Canada. Evergreen, a charitable organization, has currently raised over \$6 million in pledges toward a target of \$25 million in private donations. The total projected funding of \$50 million would contribute to the \$38 million capital cost, with the remainder dedicated to programming costs and an endowment for Evergreen.

Due to the nature of federal and provincial contributions being paid in arrears, Evergreen may have to request a joint and several guarantee from the City and Toronto and Region Conservation Authority ("TRCA") for Evergreen to its financial institution in the amount of \$3 million to assist in project cash flow management prior to the flow of government funding to Evergreen. Staff will report on this request if and once a formal request is made by Evergreen. All financing arrangements are to be secured prior to commencement of the Lease.

Subject to parts of the project being declared a municipal capital facility and exempted from taxation for municipal and school purposes, Evergreen and its permitted occupants will be responsible for any and all tax assessments levied against the project.

Pursuant to the memorandum of understanding between the City, TRCA and Evergreen authorized by Clause No. 2 of Report No. 6 of the Economic Development and Parks Committee adopted by City Council at its meeting held on September 28, 29, 30 and October 1, 2004 (the "2004 MOU"), the City remains responsible for Site remediation. The latest estimate on the cost to abate the historic contamination on Site is approximately \$840,000. If, when the assessments are completed the costs will be significantly more, further direction will be sought. Culture has included in its Capital budget for 2007, a request for \$100,000 funded from debt for Site remediation. The General Manager of Economic Development, Culture and Tourism will review the Culture 5 year Capital Plan to identify an additional source of funding and report to Economic Development and Parks Committee.

The MOU also provides that the City is also responsible for providing a signalized intersection at the entrance of the Site on Bayview Ave at the appropriate time, and that the City and TRCA are to share responsibility to make appropriate connections to the existing trail system in the Don Valley. These future incremental and operating budget pressures for Parks, Forestry and Recreation as well as Transportation Services programs will be reported back to Council for approval through the budget process. The budget pressures will not arise until 2007, the bulk of which is predicted for 2008.

The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

Recommendations:

It is recommended that:

- (1) authority be granted to enter into a Lease with Evergreen for the Lease Premises substantially on the terms and conditions set out in Appendix "A" attached, and in a form acceptable to the City Solicitor and TRCA's legal counsel;
- (2) authority be granted to the Chief Corporate Officer in consultation with the General Manager of Economic Development, Culture and Tourism to negotiate and approve the respective easements, rights-of-way, licences, heritage easement agreements and other agreements or related documentation deemed necessary or desirable by them to give effect to the Lease, in a form acceptable to the City Solicitor;
- (3) the Chief Corporate Officer shall administer and manage this Lease, including the provision of any consents, approvals, notices and notices of termination, provided that Chief Corporate Officer may, at any time, refer consideration of such matter (including the content) to City Council for its determination and direction;
- (4) the City Solicitor be authorized to complete the transactions on behalf of the City, including payment of any necessary expenses and amending the commencement or other date(s) in the Lease, including conditions to be satisfied, to such earlier or later dates and on such terms and conditions as she may from time to time consider reasonable;

- (5) the Deputy City Manager and Chief Financial Officer, in consultation with the City Solicitor and General Manager of Economic Development, Culture and Tourism, be requested to consider and report back to Administration Committee on the feasibility of declaring the Leased Premises or any part(s) thereof, a municipal capital facility and exempting it or such part(s) from taxation for municipal and school purposes and from development charges;
- (6) the Deputy City Manager and Chief Financial Officer, in consultation with the City Solicitor and General Manager of Economic Development, Culture and Tourism, be requested to consider and report back to Policy and Finance Committee on the feasibility of approving a joint and several loan guarantee with TRCA for Evergreen to its financial institution in the amount of \$3,000,000.00, if formally requested by Evergreen for its project;
- (7) the Deputy City Manager and Chief Financial Officer, in consultation with the City Solicitor and General Manager of Economic Development, Culture and Tourism, be requested to consider and report back to Policy and Finance Committee on the feasibility of waiving any requirement for performance or construction lien security from the Tenant other than the general contractor security and assignments of the Federal and Provincial funding contributions for the project as described in the Report;
- (8) the General Manager of Economic Development, Culture and Tourism be authorized to immediately undertake a Risk Assessment on the remaining Site contamination and prepare a Risk Management Plan resulting in a Record of Site Condition for the Leased Premises;
- (9) the General Manager of Economic Development, Culture and Tourism be directed to review the Culture 5 year Capital Plan to identify a source of funds to complete the Site remediation and report to Economic Development and Parks Committee;
- (10) Transportation Services and Parks, Forestry and Recreation work with Evergreen and TRCA before concluding transportation studies currently underway to optimize the trail connections to the Site and to reflect those solutions in their capital budget in 2007 and 2008;
- (11) Transportation and Technical Services undertake an analysis of the access and servicing requirements for the Site and the uses anticipated by the Evergreen Master Plan to complete the outstanding obligations on the City's part under the 2004 MOU bearing in mind the Tenant's stated desire for a LEEDS Platinum designation;
- (12) Preservation Services, working in co-operation with Evergreen, TRCA and the Ontario Heritage Trust, be requested to work towards devising a single Heritage Easement Agreement for the Site; and
- (13) the appropriate City Officials be authorized and directed to take the necessary action to give effect thereto.

Background:

Council, at its meeting on September 22, 23, 24 and 25, 2003, designated Evergreen as the preferred proponent pursuant to RFP 9155-03-7045. It was Evergreen's intention to raise the appropriate capital necessary to adaptively re-use the designated heritage structures on the Site to create a centre for environmental learning and urban ecology. Evergreen envisioned converting the large shed buildings into a garden centre and native plant nursery including a series of teaching and demonstration gardens. The balance of the structures on Site would be put to cultural and community uses respecting the themes of youth and leadership, visual arts and music, health and wellness, food and nutrition. Ancillary office space would accommodate Evergreen's national headquarters together with some like-minded conservation organizations.

Council directed the Commissioner of Economic Development Culture and Tourism to negotiate a Memorandum of Understanding containing key terms of an agreement that would facilitate the adaptive re-use of the heritage structures by Evergreen and to provide for appropriate levels of maintenance and public programming to animate the Site on terms satisfactory to the Commissioner, in form satisfactory to the City Solicitor. Council on September 28, 29 30 and October 1 2004 approved the 2004 MOU setting out key terms and conditions of a twenty one (21) year less-a-day lease to be negotiated.

The entire Site is owned by TRCA. The City manages the Site, as well as other TRCA-owned properties, under a long term management agreement. As a result, under the terms of the contemplated Lease, Evergreen will become a Tenant of the Leased Premises (industrial pad) while the City remains manager of the remainder of the Site primarily consisting of the Weston Quarry Garden. A working team comprised of Culture, Legal, Finance, Real Estate and Parks, together with senior staff of TRCA and their legal counsel, have worked diligently with Evergreen in brokering this Lease proposal. It is anticipated that if all of the conditions precedent to the start of construction will be resolved over the following year, construction would likely commence in the fall of 2007 or spring of 2008.

Comments:

Project Financing

Evergreen's original pledge in the 2004 MOU was to raise \$25 million. After preparing a master plan for the appropriate development of the Site, Evergreen's target for their capital campaign has now risen to \$50 million. Evergreen currently has pledges and government commitments for over \$30 million of that campaign (the \$50 million target includes a capital and operating endowment). This satisfies the minimum threshold of \$20 million established by Council in the 2004 MOU as a pre-qualification to lease the entire industrial pad.

The most important part of the capital campaign, i.e., the commitments of both the Provincial and Federal Governments to this project have now been announced. The next phase of the capital campaign is about to begin. The hard cost of construction for a full build out is anticipated at approximately \$38 million.

Should the fundraising campaign fall short of its ultimate target, pre-selected adjustments (deferring the discovery centre for example) can be made to the capital program allowing construction to proceed without major consequence to the core business plan.

Financial Guarantee

The Tenant will receive the bulk of its funding from the two senior levels of government, \$25,000,000, approximately, which is to be paid in stages, but only after the work for each particular stage is complete. The Tenant advises that it may require necessary interim funding of approximately \$8,000,000. The Tenant also states that it has received in various forms \$5,000,000 of funding from a variety of sources and may require the remaining \$3,000,000 of interim financing from a chartered bank. If so, however, the Bank will require the City and TRCA to guarantee the payment of this \$3,000,000. Any such joint and several guarantee will be subject to meeting the City's policy for line of credit guarantees (See Appendix "A", Paragraph 12), including the City's requirement that it and TRCA be satisfied with the business plan of the Tenant, including the Tenant's ability to repay the loan. If the City or TRCA is called upon to honour their guarantee, they will have the right to terminate the Lease, have a claim against the Tenant and take an assignment of whatever security the Bank has received. The City and TRCA, in that instance, would also obtain the benefit of whatever work had been completed on the Site, subject of course to any liens mentioned below, and clean-up costs.

Construction Liens

Another noteworthy concern is with respect to construction liens. The Lease provides that the Tenant's general contractor will have in place various bonds or other security to ensure all of its suppliers and trade are paid. Typically, a tenant should also provide security to ensure that its obligations to the contractor will be fulfilled, otherwise, the general contractor if unpaid, could lien the property and the City and TRCA may be at risk for the unpaid amount.

TRCA and the City had asked the Tenant to provide a separate letter of credit or bond in the amount of at least \$3,000,000 to mitigate such risks on the assumption that the contractor, at any one time, would not be unpaid for more than \$3,000,000. However, Evergreen has stated that it is unable to provide such credit facility because it is a registered charity with minimal assets.

Evergreen's Master Plan

The Tenant's "Master Plan" referred to in this Report is essentially a conceptual design for the industrial pad of buildings comprising the Leased Premises which spells out in sufficient detail Evergreen's intention for each building. Elements that lack specific detail are described in principles (see **Appendix "C"**).

This document is meant to be a tool to facilitate decision-making by Evergreen and its Board of Directors, to help finalize partnerships and to set the context for the business plan. Moreover, the Master Plan helps clearly communicate the visitor experience, dimension the project's budget

and to provide resolution to technical site and urban design issues for authorities having jurisdiction.

Evergreen's Operational Model

Evergreen's business plan is contained in **Appendix "D"** and divides its operation into two distinct realms. The first is the over-arching property management function that will manage the facilities to be occupied by a core group of Evergreen's program partners such as Outward Bound, YMCA of Toronto, the Gardiner Museum of Ceramic Arts, Jamie Kennedy Kitchens, the University of Toronto's Health Knowledge Lab, FoodShare Toronto and the Merchants of Green Coffee.

Evergreen will have its National Headquarters occupy a substantial portion of on-Site office space and will occupy a majority of the programmable space with their retail initiative, native plant nursery and demonstration gardens.

The second realm concerns the garden centre and native plant nursery retail operation which will serve as a main anchor tenancy. The goal is to have a triple bottom-line venture (i.e. it is meant to be a self-financing enterprise demonstrating environmental, social and economic sustainability) that becomes a year round destination for discovery and learning about nature and culture that will change the way we think about our city, the environment and our health. These two distinct operations are rolled together into one comprehensive operating pro-forma and balance sheet estimating revenues of over \$5 million in the first full year of operating with the cost of goods at \$1.2 million and operating expenses of \$3.4 million.

Contribution of the Don Valley Brick Works Advisory Committee ("DVBW")

The volunteer effort of this committee must be commended for their advocacy of this Site. Most of the members of this group have been associated with the Site for many years and provided the institutional memory at a time when the City's corporate memory was severely fractured. An insightful perspective is captured by a discussion paper (See **Appendix "E"**). Almost all of the recommendations have influenced the project physically, procedurally and have had impact on the Lease negotiations.

If there is any criticism of the project it is a subtle nudge for Evergreen (once the project is built and Evergreen gets its operational bearings) to raise their sights. The committee would encourage Evergreen to seize the opportunity to become an international leader in urban sustainability to help focus and reverse the threat of global warming.

Involvement by the Community at large

Over the past 4 years, Evergreen has consulted extensively with a full array of community stakeholders in an effort to engage the community at key decision points in the planning process to help shape the project and to be transparent in the thinking behind it. In addition to hosting numerous workshops, public meetings, one-on-one meetings, regular correspondence with stakeholders and frequent public notifications in community newspapers, Evergreen has also co-

ordinated a large number of stewardship events on Site as well as conducted a series of interpretive tours. **Appendix "C"**, section 2.3, page 11 of the Master Plan (contains an extensive list of community engagement activities).

Archaeology

The City is responsible for undertaking a Stage 1 and Stage 2 Archaeological Assessment of the property. The Stage 1 background overview of the Site has been completed. This report recommended no further (Stage 2) archaeological work except in the area of the Chimney Court and in the area of the down-draught kilns, and this report was submitted for approval to the Ontario Ministry of Culture in September of 2005. A necessary letter of clearance was not issued by the Ministry because the limits of proposed construction and other activities were not stated and no rationale or context for the archaeological study was therefore provided. Subsequent discussions with Evergreen and others have more specifically identified the proposed scope of work and limited the areas of development where there might be a negative impact to archaeological resources. Additional Stage 2 archaeological work will now be scheduled to investigate these areas either in advance of development or as construction monitoring. A letter of clearance for the Site is anticipated once the nature and extent of proposed development and Stage 2 archaeological investigations are described in a revised report to be provided to the Ministry of Culture.

Archaeological consultants will be directed to revise their Stage 1 archaeological assessment report to identify any the limited areas where development might have a negative impact on archaeological resources and to recommend appropriate Stage 2 work in these areas. This Stage 2 work will be undertaken once clearance for the revised report is received from the Ministry of Culture. Monitoring of future construction or development projects should also be recommended.

Heritage

Evergreen retained ERA Architects to advise them through the master planning process. A Heritage Impact Statement was prepared (**Appendix "F"**).

This heritage impact report provides information on the cultural value of the Site in order to assist in the Site's revitalization. The Heritage Impact Statement catalogues and assesses the available cultural resources. In turn, it assesses the impact of the proposal on the existing heritage resources and ensures that the redevelopment is based on sound conservation principles. Special attention is being paid to retain as much heritage fabric as possible, to preserve the industrial/architectural character of the Site, and to facilitate adaptive re-use of these heritage buildings by allowing for some additional new construction.

Both the City's Preservation Board and the Ontario Heritage Trust will require heritage easement agreements prior to the Tenant obtaining a building permit. The Ontario Heritage Trust, the agency chosen to flow the Provincial capital contribution monies, will insist the City, TRCA and Evergreen enter into their easement agreement jointly. It would be a desirable circumstance if

both the municipal and provincial easement agreements mirrored each other in order not to cause any long term confusion on how heritage preservation is to be administered and by whom.

Natural Heritage

Evergreen has retained a consultant to prepare a Natural Heritage Impact Study and Enhancement Strategy. The study will assess the potential impacts of Evergreen at the Brick Works and make recommendations on the management of any impacts. Going a step further, the study will provide direction on how the natural heritage of the Brick Works property could be enhanced. Staff of Parks, Forestry and Recreation and TRCA are represented on the project steering committee. The study's findings will satisfy the natural heritage-related regulatory requirements of the City Planning Division as well as the management and operational needs of Parks, Forestry and Recreation. The study will be completed in July 2006.

The Brick Works Park will remain under the management of the City and TRCA. Thus, the funding and decision-making related to the findings of the Natural Heritage Impact Study and Enhancement Strategy will remain the responsibility of the City and TRCA. Nevertheless, Evergreen is eager to assist with the stewardship of the remainder of the Site, including the Weston Quarry Garden over the long-term. These lands are subject to an agreement with the W. Garfield Weston Foundation and the Lease will have to be consistent and in compliance with the terms of this agreement. Evergreen will mobilize its staff, volunteer and fundraising resources in support of the work of the City and TRCA, and their community partners.

Environmental Remediation

The City remains responsible for Site remediation. The latest estimates on the cost to abate the historic contamination on site to be \$840,000.

In its approved five-year Capital Plan, Culture identified \$100,000.00 for 2007, funded from debt, to complete the environmental remediation of the Site. With the undertaking of the Environmental Assessment by CH2MHILL in January 2006, the estimated cost to remove the designated substances has increased significantly from the original estimate of \$100,000 to \$840,000. This new estimate has been prepared by City staff and reviewed by a qualified contractor, but is not a firm, tendered price. The removal of designated substances from the Site must be complete in order for Evergreen to secure a building permit through the Buildings Department

To date, City staff has completed Designated Substance Survey and Phase I Environmental Site Assessment. A Phase II ESA is currently underway and upon completion will enable Culture to undertake a Site Specific Risk Assessment. The Qualified Professional will be submitting a Pre-Submission Form to the Ministry of the Environment in early August, with the intention of submitting a Risk Assessment in late September.

Planning Approvals

Toronto is unique in that it has a system of deep ravines and valleys that form cultural corridors that define and connect much of the city with Lake Ontario. In 1954 in the aftermath of deadly

Hurricane Hazel, local governments agreed to put new zoning regulations in place to protect the vulnerable ravine and valley lands for conservation.

The Site is zoned as parkland "G" in Borough of East York Zoning By-law 6752. The zoning permits the following uses:

- Uses incidental and contributory to the operations of the City of Toronto and Toronto Region Conservation Authority;
- Public Recreational Uses; and
- Accessory Uses.

A Preliminary Project Review (PPR) application was submitted to the Building division on May 15, 2006. The PPR report was completed on June 7, 2006. The review determined that a majority of the uses proposed in Evergreen's Master Plan are educational and recreational in nature, and, as such, can be defined as Public Recreational Uses. In the opinion of Building division officials, three of Evergreen's proposed uses will require additional approvals: the proposed retail nursery, restaurant and administration space (for Evergreen and its non-profit partners). These required approvals will be sought from the Committee of Adjustment through a Minor Variance application filed by TRCA as owners of the Site.

Culture division staff, TRCA staff and the DVBW Advisory committee are of the opinion that a procedural path that involves the Committee of Adjustment is appropriate because:

- The uses in question are subordinate to and supportive of the proposed main public recreational uses, in terms of the floor area, the on-Site public experience and the long-term sustainability of the proposed facilities;
- Evergreen's facilities will contribute to the operations (i.e., educational programming) of the City and TRCA;
- The uses in question can be found in other City parks, including High Park, Edwards Gardens and the Toronto Islands, as well as at City/TRCA-operated cultural assets, including the Toronto Zoo and Black Creek Pioneer Village;
- Evergreen, in partnership with the City and TRCA, has managed a thorough community consultation process in support of the development in Evergreen's Master Plan (over 700 members of the community have been consulted); and
- City Council and TRCA will have substantively endorsed the project by entering into this Lease with Evergreen.
- In addition, it is the opinion of the Culture staff, TRCA staff and the DVBW Advisory Committee that a full-scale rezoning amendment application cannot be supported from any other perspective, as a zoning amendment application would anger the very citizen groups that fought to have the Site expropriated for public use. Further, any full-scale rezoning may also call into question the terms of the expropriation agreement.

There are a number a number of planning-related permits/approvals required as conditions precedent to Evergreen obtaining a building permit. They are;

- Toronto Preservation Board (the buildings and Site are designated);
- Ontario Heritage Trust (Provincial heritage easement agreement)
- TRCA (the Site is in a regulated flood plain);
- Ontario Ministry of the Environment (a Record of Site Condition); and
- City Planning Division (Site Plan Control)

Transportation and Site Access

The City is responsible for providing a signalized intersection at the entrance of the Site on Bayview Ave at the appropriate time. The City and TRCA are to share responsibility to make appropriate connections to the existing trail system in the Don Valley. These future incremental and operating budget pressures for Parks, Forestry and Recreation as well as Transportation and Technical Services programs, will be reported back to Council for approval through the budget process. The budget pressures will not arise until 2007, the bulk of which is predicted for 2008.

Conclusions:

The Master Plan prepared by Evergreen captures one of the most innovative solutions to turning a complicated and difficult urban brown-field Site into a cultural beacon of green and sustainable initiatives to make cities healthier and more liveable. The Tenant's proposal delivers all of the public objectives established by the original Request for Proposal and fulfills the public vision contemplated by the original Site acquisition. This project will demonstrate this Site's significant contribution to the City's built history and will appropriately interpret the Site's natural and industrial heritage. The Evergreen Master Plan repositions the Site from a contaminated industrial site in a flood plain to a publicly accessible centre to promote the benefits of new urbanism -celebrating the themes of nature, culture and community.

The City and the TRCA have not been in the financial position to move the Site's opportunities forward or to address the significant risks and challenges that this Site poses. Conversely, there is no known (publicly-spirited and conservation-related) charity other than Evergreen capable of marshalling significant financial resources to make something great happen. This project is worthy of public support at all levels and the City and TRCA will need to share in some of the risks by buttressing Evergreen's leadership if they are to share handsomely in the public rewards.

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List of Attachments:

Appendix "A" - Major Terms and Conditions
Appendix "B" - Draft Reference Plan
Appendix "C" - Evergreen's Master Plan
Appendix "D" - Evergreen's Business Plan
Appendix "E" - Don Valley Brick Works Advisory Committee's Discussion Paper
Appendix "F" - Heritage Impact Statement

APPENDIX "A"
Major Terms and Conditions
Leasing of 12 acres (app.) of Don Valley Brick Works Site
550 Bayview Avenue, Toronto

1. Parties:

Owner/Consenting Party: Toronto and Region Conservation Authority ("TRCA").

Landlord: City of Toronto pursuant to a memorandum of agreement made between TRCA and the City dated June 14, 1961.

Tenant: Evergreen Environmental Foundation, a not-for-profit charitable corporation incorporated under the *Corporations Act* (Canada) and registered under the *Income Tax Act* (Canada).

2. Leased Premises:

Approximately twelve (12) acres comprising the southerly portion of the approximately 40.7 acre site formerly occupied by the Don Valley Brick Works (the "Site") located on the west side of Bayview Avenue, just north of the Bloor Street Bridge, being the lands shown more or less as **Parts 1-8** inclusive on draft Reference **Plan 66R-___** attached as **Appendix "B"** together with the existing buildings and structures thereon. Under memorandum of understanding between the Parties contained in Clause No. 2 of Report No. 6 of the Economic Development and Parks Committee adopted by City Council meeting held on September 28, 29, 30 and October 1, 2004 (the "2004 MOU") the Leased Premises are limited to the horizontal land strata from the surface of the ground up and do not include the subsurface or ground water (the "Retained Lands").

3. Reservation of City Rights in Buildings 4, 5 and 9:

The City will be allowed to continue to occupy Building 4 at one dollar (\$1) rent, and Building 5 at one dollar (\$1) rent plus a proportional share of additional rent until satisfactory alternative space can be found to relocate Culture's wood-working shop. The City will also be allowed to use the interior of Building 9 at one dollar (\$1) rent until such time as the Tenant can demonstrate a bona fide use for it with an approved budget to match at which time the City will surrender these premises.

4. Assumption of Existing Tenancies and Occupancy Arrangements:

Tenant assumes the following:

<u>Building</u>	<u>Space</u>	<u>Subtenant/Licensee/Occupant</u>	<u>Base Rent</u>
Bldg 1	Large room on the 2 nd Floor (or like space)	Don Valley Art Club	TBD
Bldg 1	A.P. Coleman room on 2 nd Floor (or like space)	Parks, Forestry and Recreation Department	\$1+ % share of add'l rent
Bldg 4	Storage Room	Culture Division (until replacement space is secured)	\$1
Bldg 5	Existing Shop	Culture Division (until replacement space is secured)	\$1+ % share of add'l rent
Bldg 9	Ground Floor	Storage by Parks, Forestry and Recreation Department (until new use & budget by Evergreen is secured)	\$1

5. Reservation of Mutual Satisfactory Easements and Rights-of-Way:

The Lease will reserve satisfactory compensation-free easements, rights-of-way, licences and other privileges in favour of the City and TRCA, including members of the public, permitting ingress and egress to and from and use of the balance of the Site, including the Weston Quarry Garden Lands and the parking area, in a form acceptable to the City Solicitor and legal counsel for TRCA. The City and TRCA will also have the compensation-free right, as long as they do not materially affect the Tenant's use and enjoyment of the Leased Premises, to grant easements, licences, rights-of-way, road widenings and other rights and interests to others.

6. Term:

21 years less a day.

7. Commencement Date:

May 1, 2008, subject to extension by agreement of all Parties to a date not later than December 31, 2008. Unless otherwise agreed to in writing by all Parties, on or before December 31, 2006, the Parties shall have negotiated and entered into a Lease consistent with the terms and conditions set out in Appendix A to the satisfaction of TRCA and the City and their respective legal counsel.

8. Option to Renew:

None.

9. Nature of the Project:

The Brick Works shall be an innovative and diverse range of mixed-use programs, facilities and attractions modelled on the Themes described in the 2004 MOU and consistent with the Tenant's Site Charter, setting out the purpose and vision of the Leased Premises and the roles and responsibilities of the Tenant and all permitted occupants at the Leased Premises. Contemplated uses include: a Visitor's Centre; a Garden Centre; a native plant nursery; demonstration gardens; children's camps; leadership and youth at risk programs; health and wellness programs; community meeting space, arts studios food service functions including a café; a fine dining restaurant; an organic food market; office/administration space for non-profit organizations and socially responsive businesses (including some for-profit that conform to the conservation nature of the site charter); conference and event facilities; and winter activities such as a skating facility. Certain of these uses may be weather dependent. Although there will not be any prohibition on significant life events such as "weddings" and "sporting events" carried out in the spirit of a "good neighbour policy" and in accordance with applicable laws, the Lease will contain such provisions as are considered appropriate by the General Manager of Economic Development, Culture and Tourism (the "General Manager") and TRCA, to warn all sub-tenants and other permitted occupants of the Tenant as well as the public of the risks of cancellation of such events on short notice due to force majeure or other reasons considered appropriate by the Chief Corporate Office in consultation with the General Manager.

10. Minimum Annual Rent:

\$1 plus GST on the Commencement Date and every anniversary.

11. Additional Rent:

Except for space in Buildings 1, 4, 5 and 9 which will continue to be used by the City as described in paragraphs 3 and 4 above, this will be a triple net and carefree Lease to the City including taxes, insurance, electricity, water, gas or oil, heat and air conditioning, sewers and all other services, supplies, utilities, communication services and repair and maintenance.

12. TRCA and City's \$3 Million Line of Credit Guarantee:

The Tenant has expressed concern with respect to its operating cash flow during construction which will be constrained and, secondly, its capital cash flow since

the timing for its pledges and the flow of recently announced Federal and Provincial funding to the Tenant will not correspond directly with the Tenant's spending on construction. The Tenant may require a joint and several TRCA and City guarantee on a \$3,000,000 line of credit that it is currently negotiating with its banker in order to meet its cash flow requirements for construction purposes. The intent of the loan guarantee is to provide bridge financing between the receipt of various funds raised from private and public donors as well as the Federal and Provincial governments and progress payments required by various contractors, firms and suppliers during the course of completing various stages of the Project.

Therefore, in connection with and to facilitate completion of the Tenant's construction work, Evergreen may request TRCA and the City to issue a joint and several guarantee on the \$3,000,000 credit facility that Evergreen is currently negotiating with its financial institution (a Canadian chartered bank) and, if so, to enter into a four-party agreement with the Tenant and its financial institution, for a loan guarantee in the maximum amount of three million dollars (\$3,000,000.00) (inclusive of all interest payable by the Tenant) for a three year period commencing on the Commencement Date of the Lease, such guarantee to be consistent with the City's policy and terms and conditions for capital loans and line of credit guarantees embodied in Report No. 2 of the Policy and Finance Committee as adopted by City Council at its meeting held on March 6, 7 and 8, 2001, as amended, and including, without limitation, the concurrence and approval of the Deputy City Manager and Chief Financial Officer and the General Manager with the Tenant's financial statements, business plan as well as other documentation and information as required by Deputy City Manager and Chief Financial Officer and, to the extent possible, assignments of any funding contribution agreements or related commitments from all levels of government and other financial contributors (private and public) will be obtained on terms and conditions entirely acceptable to the City and TRCA, in form acceptable to the City Solicitor and TRCA's legal counsel.

13. Construction Lien Concerns:

Typically, the Tenant should provide security to ensure that its obligations to the contractor will be fulfilled, otherwise, the general contractor, if unpaid, could lien the Leased Premises and the City and TRCA may be at risk for the unpaid amount. There is a concern with respect to possible construction liens attaching to the Leased Premises because the Tenant has not provided confirmation that any acceptable security against this risk to TRCA and the City will be provided. Until the Tenant's construction and payment schedules are determined and staff has had an opportunity to review them and the Tenant's financing commitments, it is not possible to quantify this risk. We are awaiting further assurances.

14. Environmental:

1. Under the 2004 MOU approved by Council, the Tenant was not to assume

responsibility for existing contamination of the Leased Premises. Accordingly, TRCA and the City are to remediate the existing buildings on the Leased Premises by removing the asbestos roofs and other historical contamination found within these buildings at an estimated cost of approximately eight hundred and forty thousand dollars (**\$840,000.00**). The Tenant has agreed to be responsible for disposal of the existing asbestos roofs at an estimated cost of approximately two hundred and seventy thousand dollars (**\$270,000.00**).

2. Under the 2004 MOU approved by Council, TRCA and the City are also responsible to ensure that the Retained Lands comply with Ontario Regulation 153/04 under the *Environmental Protection Act* (Ontario) for the Tenant's uses. Accordingly, the City and TRCA will provide a Record of Site Condition ("RSC") for the Retained Lands based on a Risk Assessment ("RA") accepted by the Ministry of the Environment and will pay all costs associated with the implementation of risk management measures in accordance with such RA and Risk Management Plan ("RMP"), except that the Tenant shall pay the disposal costs of any soil where:
 - a. the Tenant elects to excavate or requests the City to remove the soil, and
 - b. removal of such soil from the Retained Lands would not have been required to permit the use of the Retained Lands for parkland.
3. Once the RSC is registered on the Environmental Site Registry, the Tenant will not require the City or TRCA to perform any additional remediation of the historical contamination except as provided in the RMP or as ordered by the Ministry of the Environment. The Tenant will release TRCA and the City from all risks that the Tenant may incur, including economic loss, direct or indirect, relating to or arising from or associated with the historical contaminants and the condition of these lands as described in the RSC. The Tenant will also require that the same release be included in all subleases and occupancy agreements that the Tenant may enter into for the Leased Premises.
4. During the term of the Lease and upon its termination or expiration, the Tenant will remediate any contamination it or its permitted occupants as defined in the Lease have caused or allowed to the Leased Premises and the remaining Brick Works site, including the Retained Lands and the Weston Quarry Garden lands, to the extent required by all applicable laws, including Ontario Regulation 153/04 under the *Environment Protection Act* (Ontario) and the RA and RMP, as amended.
5. No digging or excavation of any part of the Retained Lands will be

permitted without the prior written approval of the City and TRCA, acting reasonably, whether or not such digging or excavation is contemplated in the Master Plan or the Lease.

6. Once the RSC is registered on the Environmental Site Registry, if additional contamination is discovered in, on or about the Retained Lands which the Ministry of the Environment orders the City, TRCA and/or the Tenant to investigate, manage or remediate in compliance with then current environmental legislation and regulations:
 - a. TRCA and the City will use their commercially reasonable efforts to comply with such requirements, up to a cumulative aggregate sum of five hundred thousand dollars (**\$500,000.00**) inclusive of soil testing, excavation and related work, which sum shall be CPI adjusted on an annual basis from the Commencement Date.
 - b. If the cumulative aggregate cost of such requirements is more than five hundred thousand dollars (\$500,000.00), as adjusted,
 - i. The Tenant will have the option to pay the additional costs of complying with such requirements that are reasonably attributable to the occupancy of the affected area by the Tenant or its permitted occupants as defined in the Lease, i.e., those costs that the City and TRCA would not be required to pay if the affected area were excluded from the Leased Premises. If so, the City and TRCA shall pay the remaining costs and shall comply with the regulatory requirement;
 - ii. If the Tenant does not agree to pay the additional costs as set out in clause a:
 1. the Parties will endeavour to negotiate the terms and conditions of a mutually satisfactory cost-sharing agreement to deal with such excess costs, in form acceptable to the City Solicitor; or
 2. if the Parties, acting reasonably, do not wish to enter into any such cost-sharing agreement, then:
 - a. the City and TRCA may isolate the contaminated area or areas in question and may delete such portion(s) from the Lease, for the period of time required to comply with the Order;

- b. If the Order requires remediation of the entire Leased Premises, the area deleted from the Lease may be the entire Leased Premises, and the Lease will be suspended for the period of time required to comply with the Order;
- c. If the Order permits the City and TRCA a choice of options for compliance, including an option of non-use or limited use, the Tenant will not require the City and TRCA to select an option that requires unlimited use or a more expensive option;
- d. The Tenant will have an option of terminating the entire Lease if it demonstrates to the satisfaction of the General Manager and TRCA, acting reasonably, that isolation and deletion of any such contaminated area would materially and negatively affect an integral area of the Tenant's operation;
- e. If all or part of the Leased Premises are deleted from the Lease under this clause, or if the Tenant terminates the Lease under this clause, each Party will be released from all obligations to the other arising after such deletion or termination and for all related liabilities including economic loss, mutatis mutandis. The Tenant will have the reasonable right to remove its fixtures and chattels from the Leased Premises if not in default; and
- f. The Tenant will require that an acknowledgement to the foregoing effect and the same release in favour of TRCA and the City be included in all permitted subleases and other occupancy agreements that the Tenant may enter into for the Leased Premises.

15. Maintenance and Repair:

The Tenant will build and retrofit all buildings and other improvements to flood-proofing TRCA regulatory standards. Since the Leased Premises are in a flood plain, the Tenant's all-risk insurance coverage may exclude flood coverage if unavailable at commercially reasonable rates. If so, the Tenant's obligation to repair and to leave the Leased Premises in good order and condition will necessarily exclude damage due to an uninsured catastrophic flood. In this regard, the Lease will require the Tenant to reserve and to set aside from its operating funds, one hundred thousand dollars (\$100,000.00) annually up to a maximum cumulative amount of two hundred and fifty thousand dollars (\$250,000.00) to be applied for clean-up and remediation in the event of such major flood damage on terms and conditions acceptable to TRCA and the City.

16. General Pre-Conditions to Lease Commencement for all Parties:

Receipt of satisfactory approvals from the Minister of Natural Resource to the Lease and related agreements pursuant to s.42 of the *Expropriations Act* (Ontario) and s.21 of the *Conservation Authorities Act* (Ontario).

Approval of a satisfactory transportation and access plan for the Site, including the Leased Premises, to be prepared by the City.

All Parties will have entered into a tri-party use agreement, in form and substance satisfactory to them, concerning rights of access and egress to and from certain portions of the Site and the timing and method of the Tenant's construction work to ensure minimal interference with the City and TRCA's use of the remainder of the Site.

All Parties will have entered into a heritage easement agreement, in form and substance satisfactory to them, for the protection, management and enhancement of the heritage landscape, designated buildings including the heritage building fabric as well as industrial heritage artefacts and equipment, which is to be registered by the Tenant on title at its expense.

Approvals of all authorities required to permit construction of the Tenant's Project in accordance with plans and specifications to be approved by TRCA and the City, shall be obtained by the Tenant and be final and unappealable including, any minor variance approvals from the local Committee of Adjustment, site plan approvals and building permits. TRCA shall, at the Tenant's expense, consent to the submission of any application contemplated by this condition in its capacity as owner.

All Parties will have entered into a further tri-party agreement, in form and substance satisfactory to them, in which TRCA and the City assign all their rights,

benefits and obligations in respect of existing tenancies and occupancy arrangements at the Leased Premises and the Tenant assumes the same.

17. Pre-Conditions to Lease Commencement in favour of City and TRCA:

On or before May 1, 2008, the Tenant will submit to TRCA and the City for approval, its construction plans and specifications, pre-tender cost estimates and a detailed construction schedule and shall demonstrate it has fulfilled all the preconditions necessary to obtain a building permit.

On or before May 1, 2008, the Tenant will have entered into a binding lump sum construction contract and all necessary agreements with the architect and architect's consultants for the project and a general and specific assignment of the benefit of such agreements, as continuing collateral security, all in form and substance satisfactory to the City and TRCA.

On or before May 1, 2008, the Tenant will have entered into a binding offer of interim financing from an institutional lender acceptable to TRCA and the City in an amount not less than three million dollars (**\$3,000,000**) and on terms and conditions entirely satisfactory to TRCA and the City and providing for an assignment of such financing on Tenant default to TRCA and the City upon requested and for a forbearance and priority agreement to be entered into between the Parties and such institutional lender, in a form acceptable to the City Solicitor and legal counsel for TRCA.

On or before May 1, 2007, the Tenant will have entered into a binding offer of finance and contribution agreement with the Province of Ontario in the principal amount of not less than ten million dollars (**\$10,000,000**) and with the Federal Government of Canada in the principal amount of not less than fifteen million dollars (**\$15,000,000**) on terms and conditions entirely acceptable to TRCA and the City in their unfettered discretion and providing for an assignment thereof or alternative assignment arrangements in respect thereof satisfactory to the City and TRCA and for a forbearance and priority agreement to be entered into between the Province of Ontario and Her Majesty the Queen in Right of Canada and the Parties, in a form acceptable to the City Solicitor and legal counsel for TRCA.

On or before May 1, 2008, the Tenant will provide TRCA and the Chief Financial Officer and Treasurer of the City with evidence of the Tenant's receipt of not less than thirty five million dollars (**\$35,000,000.00**) in unqualified capital fundraising for its Project on terms and conditions entirely acceptable to TRCA and the Deputy City Manager and Chief Financial Officer of the City, and the Tenant shall have entered into one or more binding agreements for the assignment thereof or alternative assignment arrangements in respect thereof to TRCA and the City, in a form acceptable to the City Solicitor and legal counsel for TRCA.

On or before its application for a building permit in respect of the Project, the Tenant will submit a hoarding and construction access plan to the City and TRCA for their approval by them in their capacity as Parties to the Lease.

On or before the Commencement Date, the Tenant's architect shall have provided TRCA and the City with satisfactory written evidence of the Tenant's receipt of all necessary approvals from all authorities required to construct and complete the Project, including all requisite building permits.

There shall be no material default under the interim licence or permit arrangement which the Tenant has requested the Parks, Forestry and Recreation Department to issue for its limited use and occupancy of certain parts of the Leased Premises prior to the Commencement Date and any other obligation of the Tenant to the City or TRCA in respect of the Site or any part, including any heritage easement agreement.

18. Tenant Construction Obligations:

The Tenant will not let any capital contracts or commence any construction until it has secured all agreed-upon funding commitments for 120% of the anticipated construction obligation to the satisfaction of the Treasurer.

The Tenant shall apply for all required building permits within twelve (12) months after delivery by TRCA and the City of a RSC and, in no event, later than December 31, 2008.

The Tenant shall comply with the City's "Fair Wage" and "Labour Trades Contractual Obligations in the Construction Industry" policies during demolition and until completion of its Project and, thereafter at any time during any further construction, maintenance, repair or other similar work in respect of the Leased Premises during the Term. The Tenant will provide the City at least thirty (30) days prior to the Lease Commencement Date and, thereafter, upon request, with a satisfactory release and indemnity related to these issues in form and content satisfactory to the City Solicitor.

The Tenant shall comply with all collective agreements in the Construction Industry (under the *Labour Relations Act* (Ontario), as amended) to which the City is or may become bound prior to the commencement of any Project construction work. The Tenant will provide the City, upon request, with a complete list of all unions, including construction trades, that hold certificates and/or have collective bargaining rights with the Tenants and any of its subsidiaries or related companies.

At all times during the Term, including during the period of any project construction work and any time thereafter during any further period of construction, maintenance, repair or other similar work in respect of the Leased

Premises, the Tenant will comply with the City's purchasing policies respecting non-discrimination and interprovincial fairness legislation and the *Municipal Freedom of Information and Protection of Privacy Act* (Ontario).

TRCA and the City have the right to terminate if the Tenant does not commence construction on or before December 31, 2008 or if the Project is not substantially completed on or before December 31, 2010

The Tenant shall provide TRCA and the City with a bid bond posted by the contractor in the minimum amount of ten percent (10%) of the construction cost of the overall capital improvements contract price and performance and labour and material bonds posted by the contractor for construction of its capital improvements, each in the minimum amount of fifty percent (50%) of the overall capital improvements contract price, with the City and TRCA named as dual obligees on terms and conditions acceptable to the City.

19. City Obligations:

Subject to the City completing a favourable traffic study, the City will install traffic lights, an appropriate stacking lane and a pedestrian trail link to enhance public access to the Site.

Subject to Council approval, the City will construct and maintain appropriate way-finding signage along the Don Valley Parkway, Bayview Avenue and Bloor Street to promote the Leased Premises.

Subject to Council approval, Parks, Forestry and Recreation Department will establish the Weston Quarry Garden, as a "Regular" city park or as a "Garden Park" to be maintained in accordance with the current Parks policy from time to time.

20. Sub-tenancies:

The Lease requires the assignment by the City and TRCA of existing tenancies, licences or occupancy arrangements of the Don Valley Art Club on the second floor; and for the office space currently utilized by Parks, Forestry and Recreation Department in Building 1.

The Lease will permit various subleases, licences, and other occupancy arrangements by the Tenant to its permitted occupants as defined in the Lease, conditional upon compliance with numerous specific safeguards and other terms and conditions to protect the interest of TRCA and the City, including the provision of appropriate releases and discharges relating to any injury or damage from such permitted occupants' use of the Leased Premises or the remainder of the Site and the acknowledgement and releases from such permitted occupants in favour of the City and TRCA as contemplated in section 14 of Appendix "A".

21. Signage:

The City shall name the Project the "Evergreen at the Brick Works".

Subject to obtaining municipal approvals, the Tenant shall be permitted to honour donors making significant capital donations to the Tenant from time to time, by associating the name of such donors with respective buildings, spaces and facilities in the Leased Premises for an appropriate period of time during the Lease. Spaces in the Weston Quarry Garden lands will not be named without the prior approval of the W. Garfield Weston Foundation. Representatives from the City and TRCA will participate in the decision making of all donor honours, including naming. If any naming privilege is anticipated to extend beyond the term of the Lease, the City and TRCA may, in their sole discretion, consider extending donor recognition agreements beyond the Lease Term on a case-by-case basis, provided that no such recognition will extend in perpetuity.

22. Municipal Capital Facility and Development Charges Exemption:

The Deputy City Manager and Chief Financial Officer of the City, in consultation with the City Solicitor and the General Manager of Economic Development Culture and Tourism, will be requested to consider the feasibility of declaring the Leased Premises or any part(s) thereof, a municipal capital facility and exempting it or such part(s) from taxation for municipal and school purposes and from development charges.

23. Other:

Such other lease terms and conditions as are deemed appropriate to the Chief Corporate Officer, in consultation with the General Manager and TRCA, in a form acceptable to the City Solicitor and TRCA's legal counsel.



EVERGREEN AT THE BRICK WORKS

MASTER PLAN



June 2006

Special Thanks

This Project is based on vision, passion and commitment. *Evergreen at the Brick Works* has galvanized support from many people, lending credence to the belief that good ideas attract good people. Evergreen is very grateful to all who have helped by sharing their ideas, their time, and their resources. While we started out with an initial concept to create an innovative native plant nursery that gave back to the community by employing at-risk youth and furthering our community-based restoration projects, the Project presented in this Master Plan is truly the amalgamation of many voices. In particular, Evergreen wishes to thank David and Robin Young and Family, our Founding Patrons, for believing in this Project enough to get behind it with a generous contribution of \$3 million, which in turn has acted as a catalyst for drawing in the support of the Province of Ontario through the Ontario Heritage Trust, the Government of Canada and other funders. We also thank all of the members of our Campaign Cabinet for their continued support, Evergreen's Board of Directors and Project Advisors for their guidance, and the staff of the City of Toronto's Culture and Parks, Forestry and Recreation Divisions and Toronto and Region Conservation Authority for their ongoing time and dedication to realizing this Project and creating a beacon for transforming the cities of the future.



Evergreen thanks the following donors and partners for their contributions to RETHINK SPACE:

Founding Patrons:

Robin & David Young and Family

Site Partners:



Member of Conservation Ontario



Government Support:



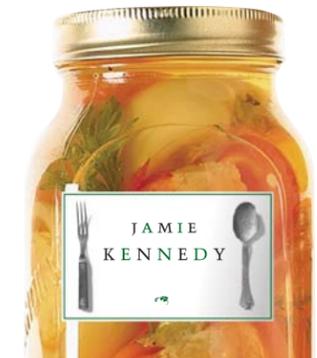
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Gouvernement
du Canada

Government
of Canada

Program Partners:



Helping kids shape brighter futures



Summary

The Don Valley Brick Works, located on Bayview Avenue just north of the Bloor Street Viaduct in downtown Toronto, was one of Canada's pre-eminent brickyards from 1889 until 1989. Following Toronto's Great Fire of 1905, bricks from the Brick Works literally rebuilt the city, including many of Toronto's landmark buildings. The Don Valley Brick Works ceased operations in 1989. The property was subsequently expropriated by the Toronto and Region Conservation Authority (TRCA) in 1990 to protect its unique geological, historical and environmental features, and was rezoned by the City of Toronto as Open Space / Parkland. The property was designated under the Ontario Heritage Act in 2002. Today, the Don Valley Brick Works encompasses 16.4 hectares (40.7 acres), which comprises two distinct areas:

1. Brick Works Park (11.5 hectares) at the northern end of the property, which includes wetlands, wildflower meadows and four kilometres of trails
2. Industrial Pad (4.9 hectares) at the southern end of the property, which consists of 16 heritage buildings, (13 of which are largely abandoned), 1 chimney stack, kilns, historic brick making machinery, landscape features and other heritage resources, all of which have significant cultural heritage value.

While some investment has helped to establish the Brick Works Park, new dollars, ideas and energy are required to fully restore the property, and in particular the Industrial Pad, in such a way that it can once again contribute to the broader community.

Rising to the challenge, Evergreen, a national charity with a mandate to bring nature back to our cities, proposes to redevelop the Industrial Pad into a mixed-use centre for experiencing the relationship between Nature, Culture and Community. *Evergreen at the Brick Works* will model sustainability on all fronts — from the adaptive use of the heritage buildings using green design, to creating an economically self-sustaining operation. The natural and cultural significance of the Brick Works offers the opportunity to create a destination for hands-on learning about how nature and culture influence the design of our cities, and how human actions in turn are influencing the environment and urban fabric. A wide range of activities are being designed to engage and educate communities, and ultimately help restore the environment and the quality of life of our cities, towns and villages. The experience is intended to encourage people to bring the lessons

learned home and to incorporate them into their lives.

Evergreen is working with both the City, which operates the site, and the TRCA, which owns the site, to realize the Project. It is also collaborating with a broad range of other organisations, which — along with Evergreen — will animate the site with year-round programs and activities. These attractions include a native plant nursery, demonstration gardens, a Visitor's Centre, an organic food market, artesian food outlets, conference and event facilities, office space for non-profit organizations and socially responsive businesses, youth leadership and children's camps, a trail centre with information about Toronto's extensive ravine system, pottery classes, creative family and children programming, youth-at-risk programs, and winter activities.

The Master Plan for the Project provides a blueprint for the redevelopment of the site. This blueprint comprises:

1. Landscape Plan, which describes outdoor areas
2. Floor Plans, which describe the building complex
3. Site Access, Parking and Circulation Plan, which demonstrates how people access and move through the site
4. Heritage Impact Statement, which specifies the heritage resources to be affected and provides a conservation strategy for the site's redevelopment / adaptive reuse
5. Interpretive Strategy, which shows how the themes of Nature, Culture and Community are interpreted for visitors
6. Natural Heritage Enhancement Strategy, which illustrates how the impact of increased visitor traffic on the Brick Works park are managed
7. Water Management Plan, which demonstrates how stormwater and flooding are managed
8. Green Design Plan, which summarizes and elaborates upon the green dimensions of the Master Plan.

The result — *The Master Plan for Evergreen at the Brick Works* — succeeds in three important ways. It creates an exciting destination for families and individuals to enjoy a natural refuge, while sampling a rich offering of programs and services. It is a unique and creative social enterprise housed in one of Canada's most sustainable building complexes. And, most importantly, it provides an important lesson for policymakers and others on how a vacant industrial site can be transformed into a space that helps us think about how we can create more sustainable cities.



Birds eye view of the Project



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View of Quarry Gardens and the Brick Works from the North Slope



EVERGREEN

MASTER PLAN
EVERGREEN AT THE BRICK WORKS

1 Introduction

1.1 Purpose of the Master Plan

In the fall of 2005, Evergreen launched a master planning process for *Evergreen at the Brick Works*. The objectives of this process were to:

1. Facilitate decision-making by Evergreen and its Board of Directors
2. Finalize program plans and partnership arrangements
3. Help Evergreen prepare a final Business Plan
4. Clearly communicate an expression of the visitor experience to all stakeholders
5. Inform the Project's capital budget
6. Provide resolution to technical site and urban planning issues.

The master planning process was also designed to provide ongoing opportunities for public input, to engage staff of government approval agencies in identifying and addressing critical issues, and ultimately to define the methodology, scope and requirements of the subsequent design and development phases of the Project.

The Master Plan for *Evergreen at the Brick Works* comprises five chapters:

1. Introduction
2. The Site
3. The Project
4. The Plan
5. Financial and Business Plan.

The next steps for the Project are as follows:

1. Approval of the Master Plan by Evergreen's Board of Directors
2. Negotiation of Evergreen's lease of the Industrial Pad, including all existing built and natural heritage resources, with the City of Toronto and Toronto and Region Conservation Authority (TRCA)
3. Preparation of a Heritage Easement for the Industrial Pad with the Ontario Heritage Trust
4. Receipt of necessary planning and development approvals
5. Detailed design and production of working drawings.

Evergreen's objective is to begin construction in 2007 for an opening scheduled for 2008.

1.2 Background

The Don Valley Brick Works, located on Bayview Avenue just north of the Bloor Street Viaduct in downtown Toronto (see **Figure 1**), was one of Canada's pre-eminent brickyards from 1889 until 1989. Following Toronto's Great Fire of 1904, bricks from the Brick Works literally rebuilt the city, including many of Toronto's landmark buildings, such as Casa Loma, Old City Hall, Queen's Park, Osgoode Hall, and the Royal Ontario Museum. Over the years, its bricks also contributed to many nationally significant buildings, including Winnipeg's Timothy Eaton Building, Montreal's Acadia Apartments and Moncton's Timothy Eaton Building.

The Don Valley Brick Works ceased operations in 1989. The property was subsequently expropriated by the Toronto and Region Conservation Authority (TRCA) in 1990 to protect its unique geological, historical and environmental features, and was rezoned by the City of Toronto as Open Space / Parkland. The property was designated under the Ontario Heritage Act in 2002.

Two master planning studies (undertaken in 1990 and 1995) have guided the redevelopment of the site, including the establishment of the Weston Quarry Garden within the Brick Works Park, the reconnection of Mud Creek to the Don River, the restoration of two buildings into office and community programming space, and the restoration of the only remaining chimney. However, despite an investment of over \$32 million dollars for acquisition, redevelopment and management, much of the site remains vacant, and many of the buildings continue to deteriorate year-by-year.

Today, the Don Valley Brick Works encompasses 16.4 hectares (40.7 acres), which comprises two distinct areas (see **Figure 2**):

1. Brick Works Park (11.5 hectares) at the northern end of the property, which includes wetlands, wild flower meadows and four kilometres of trails (see **Figure 3**)
2. Industrial Pad (4.9 hectares) at the southern end of the property, which consists of 16 heritage buildings, (13 of which are largely abandoned), 1 chimney stack, kilns, historic brick making machinery, landscape features and other heritage resources, all of which have significant cultural heritage value. (see **Figure 4,5 and 6**).



Figure 1

Context Map

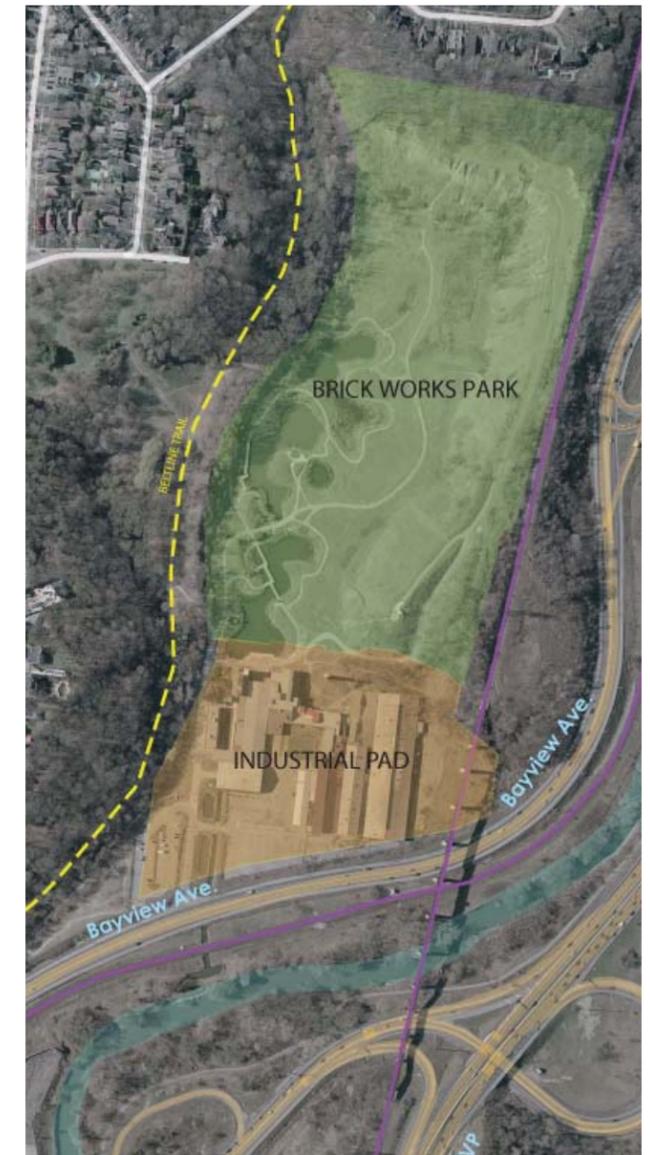


Figure 2

Aerial Photo of Brick Works

The natural and cultural significance of the Brick Works — and particularly the Industrial Pad — offer a unique opportunity for creating an exciting destination. However, new dollars, ideas and energy are required to fully restore the property in such a way that it can once again contribute to the broader community.

Rising to the challenge, Evergreen, a national charity dedicated to urban greening, proposes to redevelop the Industrial Pad into a mixed-use environmental centre that demonstrates and celebrates sustainable urban environments and lifestyles.

Evergreen's goals for the centre are exciting and ambitious:

1. To build on Evergreen's mandate of "bringing communities and nature together for the benefit of both"
2. To serve as a year-round destination for experiential learning, collaboration, fun and celebration
3. To build on the themes of Nature, Culture and Community in transforming the way we think about cities and sustainability
4. To demonstrate and promote practical solutions that make our cities more sustainable and more liveable, and our urban lifestyles healthier
5. To attract the citizens of Toronto and visitors from across Canada and around the world
6. To act as the gateway to Toronto's unique ravine system
7. To provide space for some of Canada's leading non-profit organizations
8. To showcase the best in green design concepts and technologies
9. To serve as a "triple bottom line" enterprise — i.e., an economically, environmentally and socially sustainable venture.

Evergreen is working with both the City, which operates the site, and the TRCA, which owns the site, to realize the Project, named *Evergreen at the Brick Works*. It is also collaborating with a broad range of other organisations, which — along with Evergreen — will inhabit and animate the site with year-round programs and activities.



Figure 3a Photo of Brick Works Park from the Industrial Pad



Figure 3b Photo of Weston Quarry Gardens and Brick Works Park from North Slope



Figure 4a Photo of Industrial Pad from Brick Works Park



Figure 4b Photo of Industrial Pad from South

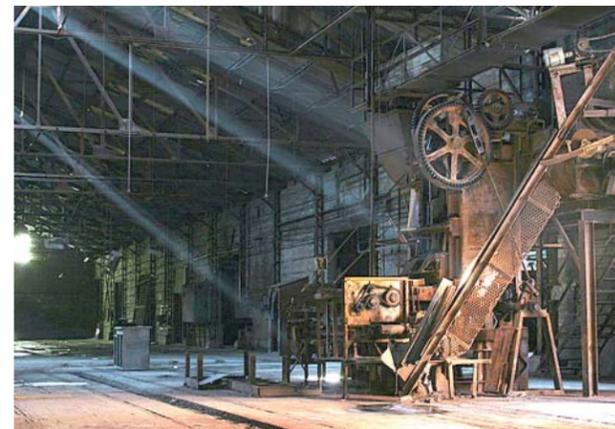


Figure 5 Photo of John Price Brick Press

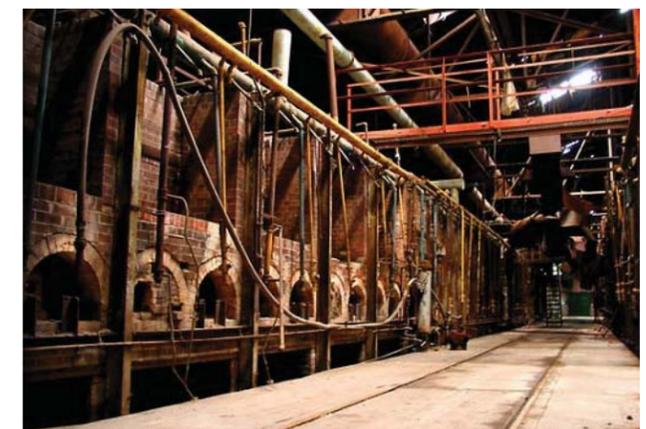


Figure 6 Photo of Kiln

1.3 Evergreen and its Partners

1.3.1 Evergreen

Evergreen is a national charitable organization. Founded in Toronto in 1991, with a mandate to bring nature back to our cities. Its entrepreneurial business model and award-winning programming have served millions of Canadians. The organization has over 50 employees working across the country. In addition to offices in Toronto, Vancouver and Calgary, Evergreen has a network of associates in Edmonton, Winnipeg, Waterloo, Ottawa, Montreal, and Halifax.

Evergreen's programs are diverse and innovative. They have been designed to actively engage Canadians in restoring nature's place in our cities, through participatory design, hands-on planting activities, and ongoing site stewardship. The organisation has three main programs: Learning Grounds, Common Grounds and Home Grounds. These programs have inspired Canadians to naturalize school grounds, restore parkland and create natural landscapes in their own backyards. In short, Evergreen is actively promoting and encouraging a culture of environmental stewardship that will help our cities thrive and prosper into the twenty first century.

While a national organization, Evergreen has long had a specific focus on and interest in Toronto. In the early 1990's, Evergreen was among Toronto's first grassroots organizations to mobilize volunteers in efforts to help restore natural areas in the Don River watershed. Since that time, Evergreen has mobilized over 30,000 volunteers to assist in stewardship projects at over 200 parks and school sites across the Greater Toronto Area, and has overseen the planting of more than 125,000 native trees, shrubs and wildflowers. Importantly, the organisation has been active at the Brick Works since 1998 in managing community stewards from all walks of life in creating and tending the wildflower meadows in the Brick Works Park.

1.3.2 Project Genesis and Partners

In early 2002, Evergreen began to explore a new strategy for furthering its mission, strengthening its programs, and building its capacity. The idea was straightforward — a large-scale native plant nursery housed in the abandoned heritage building complex at the Brick Works, which would employ at-risk youth and supply native trees and plant material to support urban greening. The

idea subsequently grew to encompass the creation of an innovative, mixed-use environmental centre that models new approaches to urban sustainability.

In the fall of 2002, Evergreen submitted an unsolicited proposal to the City of Toronto to redevelop the Industrial Pad at the Brick Works. After several months, the City concluded that an application process was required and created a Request for Proposals for the "Adaptive Reuse of the Heritage Structures at the Don Valley Brick Works." In September 2003, Toronto City Council selected Evergreen as the preferred proponent for the Project.

Following extensive negotiations, planning and stakeholder consultation, Evergreen concluded a Memorandum of Understanding (MOU) with the City and the TRCA in the fall of 2004. The MOU was unanimously approved by City Council on October 1, 2004 and gives Evergreen the option to lease the Industrial Pad for \$1 per year, for 21 years once the organisation has raised the funds necessary for the adaptive reuse of the buildings. Importantly, the MOU focuses only on the Industrial Pad and the buildings contained therein, with the explicit understanding that the Brick Works Park remains a public park, managed by the City.

The MOU set the stage for an ongoing, collaborative working relationship between the three signatories. This relationship has comprised regular meetings of senior leadership and technical staff from all three organisations, sharing of information and resources, and ongoing participation in the integrated design process for the Master Plan.

Following signing of the MOU, Evergreen launched a capital campaign to raise \$50 million to make Evergreen at the Brick Works a reality. With the Provincial Government's contribution of \$10 million, the Ontario Heritage Trust — the funding agency and a key Provincial regulatory body — became an active participant in the master planning process, working collaboratively alongside Evergreen, TRCA and the City.

1.4 Master Planning Team

1.4.1 Team

Evergreen formulated an internal Project Development Team comprised of senior staff, as well as an internal consultant specializing in the project management of mixed-use destination facilities. This team had primary responsibility for preparation of the Master Plan.

The Project Development Team was guided by the following:

1. Evergreen Board of Directors
2. Evergreen Brick Works Board
3. City of Toronto Brick Works Advisory Committee
4. Senior Staff at the City of Toronto
5. Senior Staff at the TRCA
6. Project Advisors.

The Project Development Team retained and managed a number of consultants to undertake the Master Plan under its direction. An overall Project organisational chart is provided in **Figure 7**.

1.4.2 Process

The above team prepared the Master Plan in three phases:

1. Review of background information (Fall 2005)
2. Preparation of a conceptual master plan (Fall 2005)
3. Preparation of a final master plan (Winter-Spring 2006).

The team followed an integrated design process that involved every member of the above team, including technical staff at the City, TRCA and Ontario Heritage Trust. Over the nine-month period, the team convened a number of charettes, workshops and working sessions to negotiate and elaborate the emerging Master Plan, and to create synergies among the large number of professional disciplines represented on the team. A particular emphasis of this process was reducing the environmental footprint of the Project to an absolute minimum, through the employment of appropriate green design concepts and technologies.

The integrated design process was made richer through an extensive stakeholder engagement process, the results of which informed the ongoing development of the Master Plan (see **Section 3.3**).

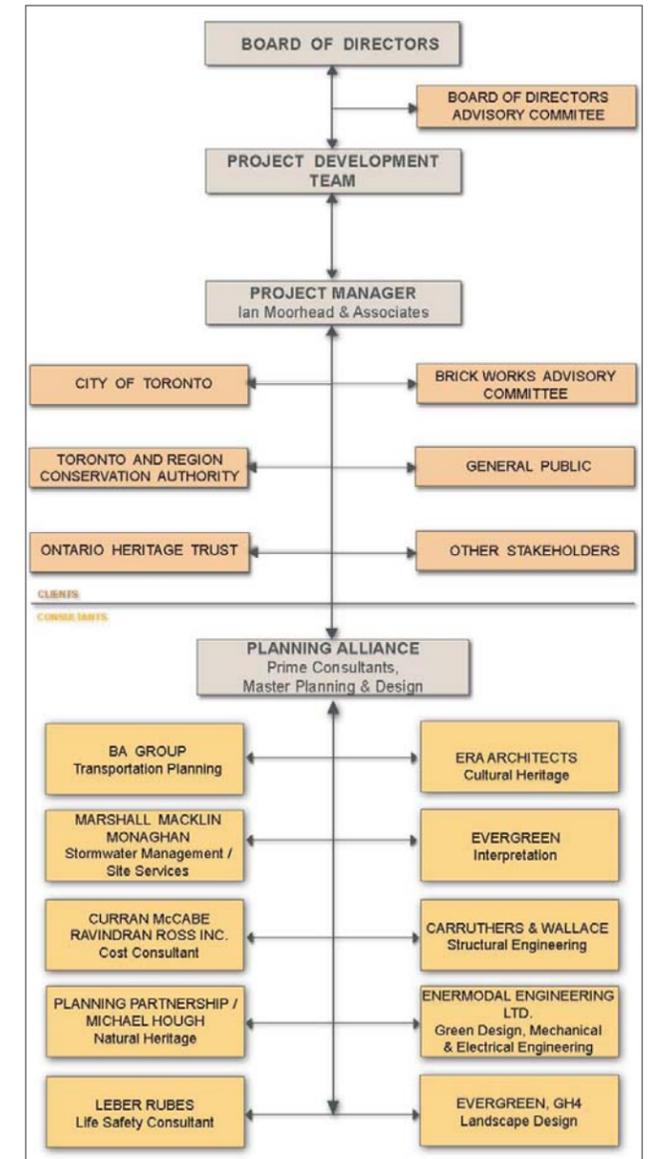


Figure 7 Project Organisational Chart

2 The Site

2.1 Planning Context

2.1.1 History of the Don Valley

The Brick Works is located in the northernmost portion of lower Don Valley, the east ravine that frames Toronto's downtown. Since pre-settlement, this cultural corridor has played a significant role in the City's development and growth. As a ravine and waterway, it has supported both agricultural and industrial development, provided park space, housed significant civic institutions and functioned as an important transportation corridor. (see Figure 8).

There is little documentation of the Don Valley prior to the late eighteenth century, though archaeologists believe a succession of First Nations groups inhabited the ravine prior to the arrival of Europeans. Early documentation of the Don Valley from the 1600s by French settlers recorded the changing inhabitants of the Valley, including the Hurons, the Senecas, and finally the Mississaugas (part of the Ojibway).

In 1788, Lieutenant Governor Simcoe completed the "Toronto Purchase," the acquisition of land from the Mississauga Nation for the new capital of Upper Canada. The Town of York was officially founded in 1793, and the Valley provided a prominent site for many early estate homes and civic institutions. For example, Elizabeth Simcoe, wife of Lieutenant Governor Simcoe, selected a lot on the west shore of the lower Don River, just south of the Brick Works, for their summer home, Castle Frank. In 1856, the City purchased land east of the Don River for the development of a Jail, House of Correction, House of Refuge, and Industrial Farm (see Figure 9a).

The Don Valley provided an industrial backbone for the young developing city. It was a popular location for industry due to its direct access to the Toronto Harbour, clean water and waterpower, natural resources, and the growing worker population living in adjacent neighbourhoods. The construction of mills, breweries and distilleries began in the late 1790s and continued through the next century. The Taylor Family, the founder of the original Don Valley Pressed Brick Works, owned three mills along the lower Don River (including Todmorden Mills) and built their family home, Bellehaven, on the east bank of the Valley.

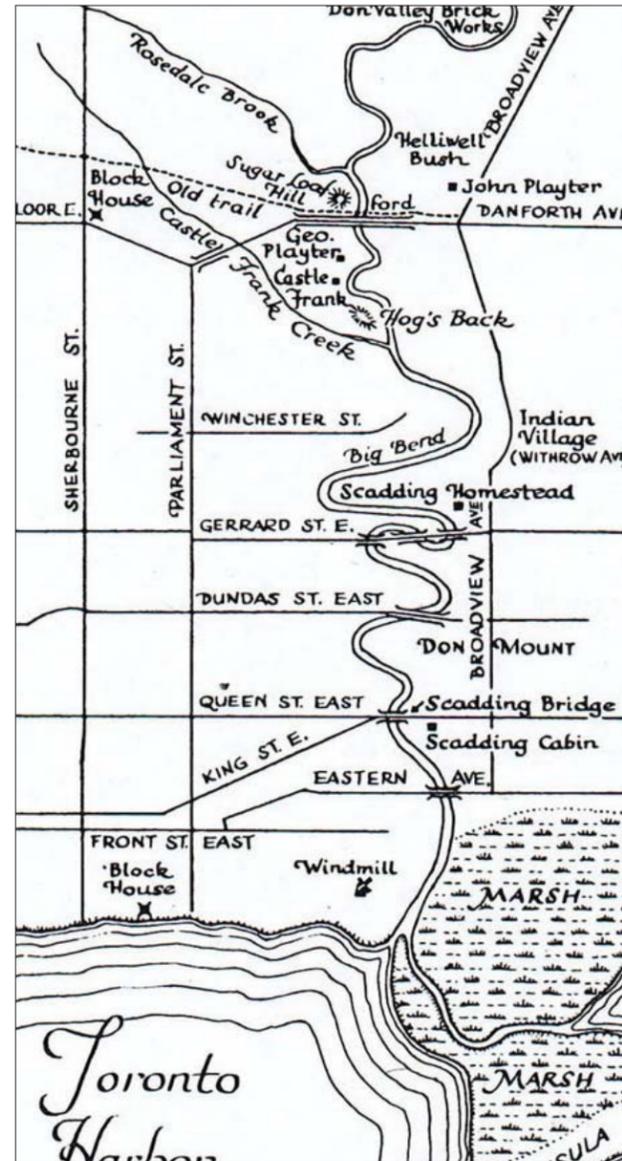
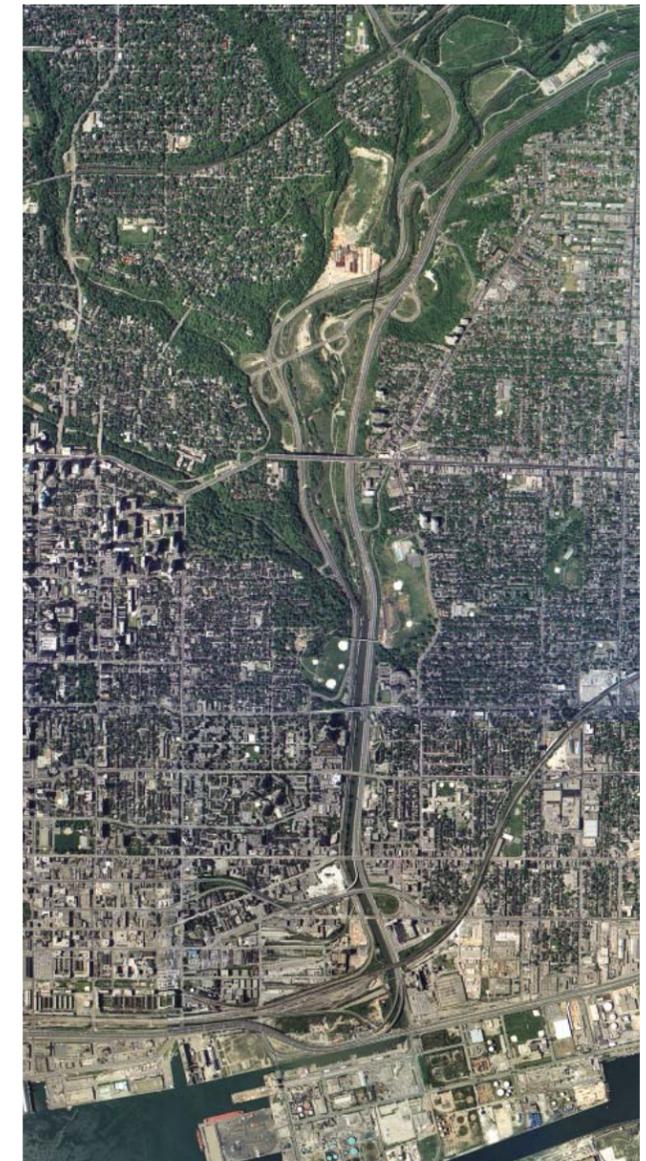


Figure 8



Evolution of Don Valley Corridor



In the 1880s, the City undertook a series of “Don Improvements,” which involved straightening the lower section of the river, providing a shipping channel, expanding the City’s industrial lands, and facilitating the introduction of new railways. From this point until the mid-twentieth century, the Don was increasingly a “working river” that endured ongoing industrial development, pollutants, and frequent flooding.

Nevertheless, the Valley remained a popular destination for city residents. Local neighbourhoods — including South Rosedale, Cabbagetown, Regent Park, Corktown, Riverdale and East Chinatown — were strongly linked to the Valley, as many of the original residents served as labourers in the mills, taverns, breweries and farms located there. As a result, the Valley was well-used for recreational purposes, including skating and sledding in winter, picnicking in Riverdale Park and visiting the Riverdale Zoo (see **Figure 9b**).



Figure 9a Historical photo of the Don Jail



Figure 9b Picnicking in Riverdale Farm

2.1.2 Natural Context

The Brick Works is located in the floodplain of the lower Don River, near the mouth of a small tributary called Mud Creek and just south of “The Forks” — where Taylor Massey Creek and eastern and western branches of the Don converge. The River itself winds past the site less than 100 metres to the south, separated from it by a railway berm and Bayview Avenue.

The floodplain at this section of the river consists of a wide, flat, relatively featureless plain, dissected only by the Don River as it slowly meanders to Lake Ontario. At one point, the floodplain would have been forested, but much of these woods have been cleared to make room for the industrial and city-building activities described above. The floodplain is flanked by steep ravine slopes, which remain thickly wooded.

Today, the floodplain and slopes make up the Don Valley ravine system, a necklace of parkland that extends through much of the City (see **Figure 10**). This necklace is the legacy of Hurricane Hazel, which in 1954 flooded both the Humber and Don Rivers with devastating effect, leading to the virtual abandonment of the ravines by Torontonians. For a short while thereafter, the ravines were viewed by city planners as ideal infrastructure corridors, which, for example, led to the construction of the Don Valley Parkway and the Bayview Extension. In time, however, the ravines were embraced by planners and citizens alike as valuable green space, and a number of natural regeneration projects were launched to reclaim the valley from urban and industrial uses, under the direction of the Task Force to Bring Back the Don and others and including the Chester Springs Demonstration Wetland, the Belt Line Pond, the Beechwood Wetland, and the ongoing the Mouth of the Don Naturalization Project. The Brick Works was one of a number of Don Watershed properties acquired for remediation and public use by the TRCA and the City in the 1980’s; two others, the Domtar and Polyresins properties are just upstream of the Brick Works.

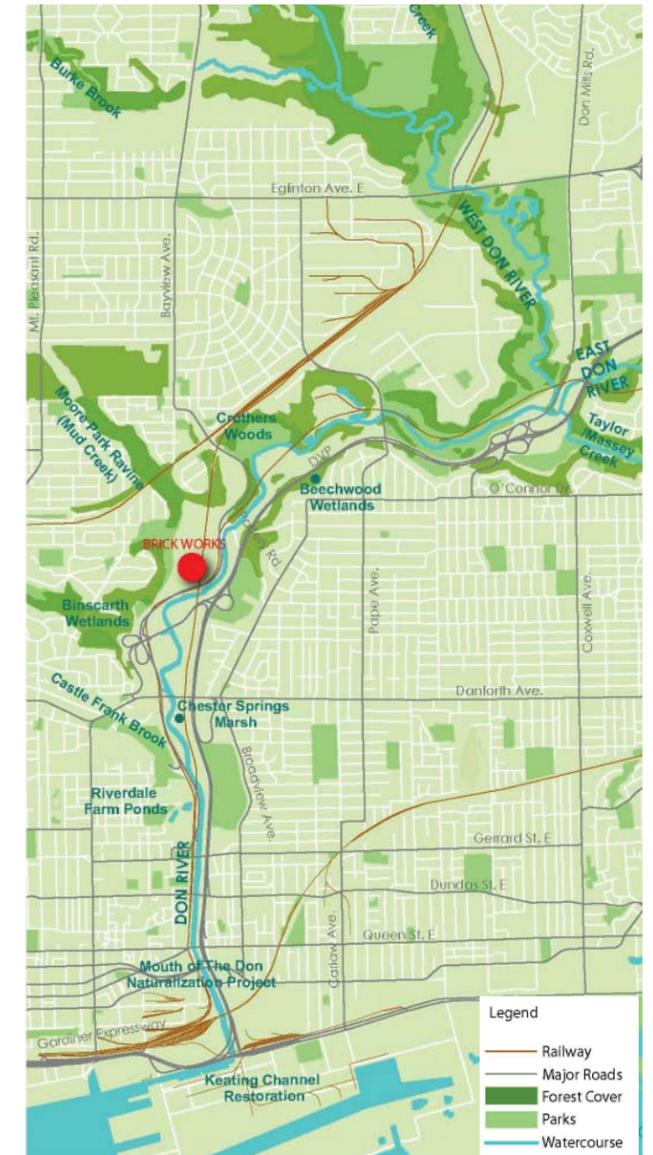


Figure 10 Brick Works Natural Context

2.1.3 Cultural Context

The Don Valley has long played a significant role in the city's development and growth. Today, there is an increasing understanding of the value of this corridor as both a gateway between the lower and upper Don Valley and as a cultural landscape.

The Brick Works occupies a critical location in the Don Valley corridor. It sits at the northernmost end of the lower Don Valley, the ravine that defines the eastern boundary of the city's downtown. This ravine has been intensively used throughout the city's history. Moving upstream from the site, the Don River branches into its three main tributaries, which cover a large area of North Toronto and East York. These ravines have not been as intensively used as the lower Don Valley. In this context, the site can be viewed as an important gateway between the upper and lower Don Valleys, and the trails that connect the two.

The Don Valley comprises an important cultural landscape for the city, as it illustrates hundreds of years of use by Torontonians, as well as fundamental changes in the conception of nature over that period. A growing appreciation of this cultural landscape has fostered a number of efforts to re-inhabit the ravine in appropriate ways to celebrate its history and role in city building (see **Figure 11**), including ongoing work in the Valley to:

1. Redevelop heritage buildings and building complexes, including this Project, the Distillery District, Bridgepoint Health, the Don Jail site and Todmorden Mills
2. Recognise the significance of key institutions, including the Don Jail, Sunnybrook Hospital and Ontario Science Centre, and their connections with the Valley
3. Allow appropriate residential development, including the West Don Lands Project
4. Create new public parks, including Lake Ontario Park, and trail systems.

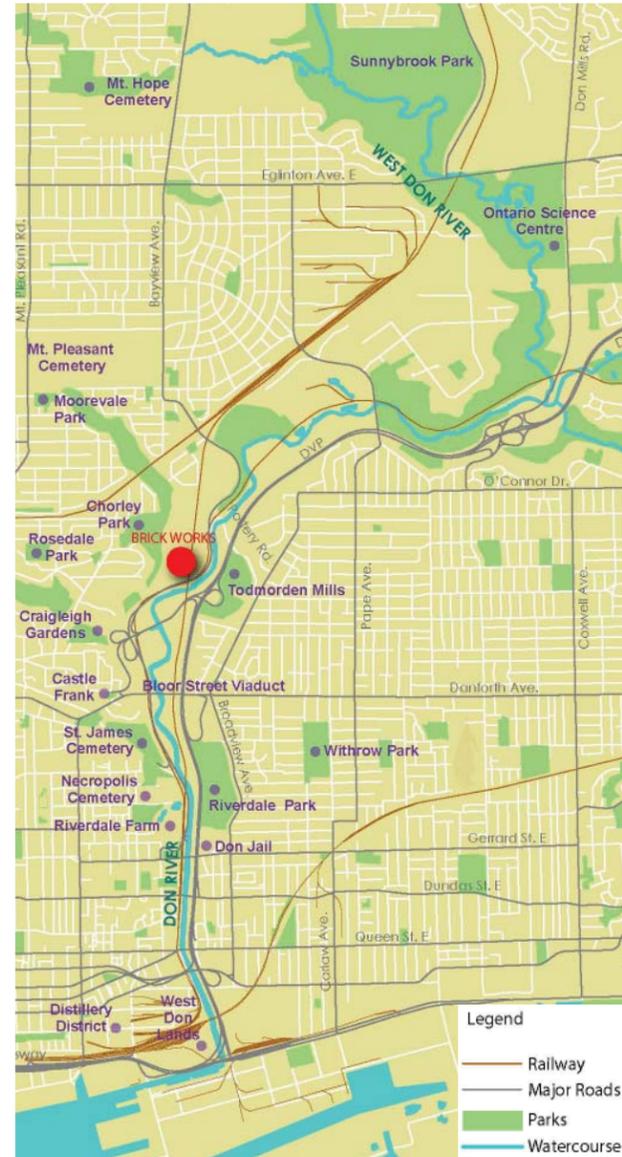


Figure 11 Brick Works Cultural Context

2.1.4 Community Context

As noted above, following Hurricane Hazel, the Don Valley ravine was abandoned, for all intents and purposes, by city residents. This abandonment led to its redefinition as an infrastructure corridor and more recently as green space. As a result, the ravine had been without a constituency until a relatively short time ago, and was believed by many during that time to be off-limits and dangerous, accessed only by the occasional dog-walker and jogger, as well as marginalized social groups.

Due in part to this lack of constituency, the Brick Works still feels remote, despite its location (a) in the heart of the city, (b) within walking distance of tens of thousands of people, and (c) within easy reach of a number of important pieces of transportation infrastructure (see **Figure 12**).

With respect to (b), the site is ringed by a wide range of different types of neighbourhoods, including low-density upper-income neighbourhoods (Rosedale, Moore Park, Governors Bridge, Riverdale), low-density working-class neighbourhoods (East York), and some of Canada's highest density and poorest neighbourhoods (Thorncrest Village and St. Jamestown). Important from a Project feasibility perspective, tens of thousands of people live within a 30-minute walk (2 kilometres) of the site.

With respect to (c), the only direct access to the site is via Bayview Avenue or the Belt Line Trail, despite its proximity to significant transportation infrastructure, including the Don Valley Parkway, a number of arterial roads (Bloor Street, Danforth Avenue, Broadview Avenue, and Mount Pleasant Road), and the Yonge and Bloor-Danforth subway lines.

The challenge for this Project, therefore, is to stitch the site into the fabric of the city, making it feel accessible and close-at-hand — one of the jewels in a necklace of truly important civic places that make-up the city.

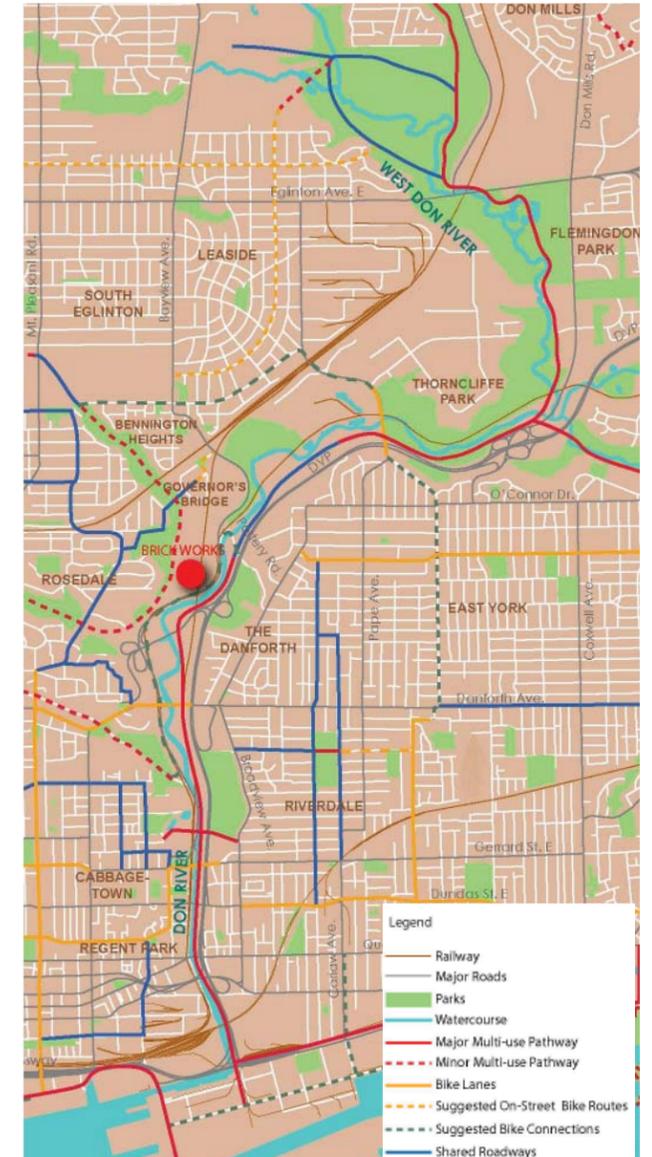


Figure 12 Brick Works Community Context



2.2 Description

2.2.1 History of the Brick Works

In 1889, the Taylor Brothers founded the Don Valley Pressed Brick Works. The brothers were the second generation of an industrial family that had owned property in the Valley since the 1830s.

The late 18th century was a time of considerable growth and construction in the city. The establishment of the Brick Works was concurrent with the opening of dozens of other brick-making companies in the city, although it quickly became one of the largest and most significant brick manufacturers in Canada. The Don Valley Pressed Brick Works was the longest operating brick works in the province, and closed in 1989 after a century of production.

The first bricks made on site were produced using a traditional soft-mud process, in which clay was mixed with water, put in moulds, dried and fired in kilns. Soon after opening, the Brick Works developed new methods, including the production of new kinds of brick (i.e., dry-press brick, extruded stiff-mud brick, and enamelled brick), automation of stiff-mud brick production, and innovative kiln operations. Throughout its history, the company relied on locally extracted clay, shale and sand, as well as water from the Mud Creek Channel, a channel built to divert water from Mud Creek through the Industrial Pad.

Products from the Don Valley Brick Works were used in some of Toronto's most famous buildings. The bricks won two gold medals at the World's Columbian Exposition in Chicago in 1893 and one gold medal at the Toronto Industrial Fair of 1894, and were sold throughout Canada and the United States.

The Taylor Brothers sold the factory to their brother-in-law, Robert Davies, in 1901 and the enterprise continued to be profitable, in large part due to the Great Fire of 1904, which destroyed much of the downtown core and prompted new City by-laws requiring fire-proof (brick) construction.

The Brick Works changed owners several more times between 1909 and 1980, and continued to undergo alterations, including the construction and demolition of numerous buildings that contained and protected the brick-making machinery: as technologies on site changed, existing kilns and buildings were demolished to

make way for new buildings to house new equipment (see Figure 13). By the early 1980s, the quarry was almost exhausted and brick production essentially ceased. In 1984, the Brick Works was sold to Torvalley Associates Ltd., which planned to convert the site into housing. Torvalley began filling in the quarry and leased the land to Brampton Brick until 1989, when the Brick Works closed permanently.

Interestingly, the Brick Works site is almost entirely man-made. Only the southernmost portion of the site was once located in the floodplain, the remainder was upland, which lay between the Mud Creek valley and the Don Valley. The enterprise, by excavating the clay and shale slopes of the wall to make bricks, carved out not only the rest of the Industrial Pad, but also the entire Brick Works Park. The scale of this mining operation was enormous (see Figure 14).

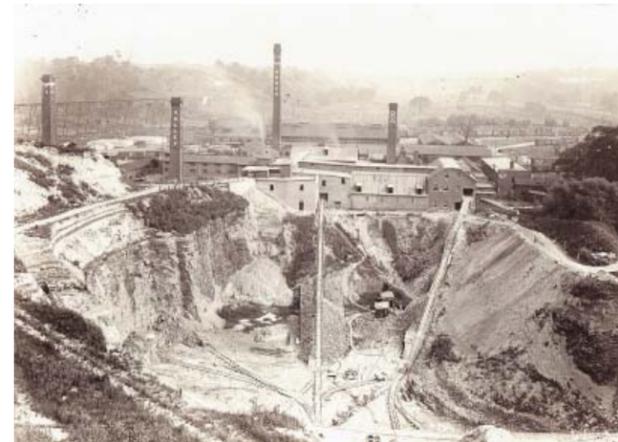


Figure 14 The Quarry (circa 1920's)

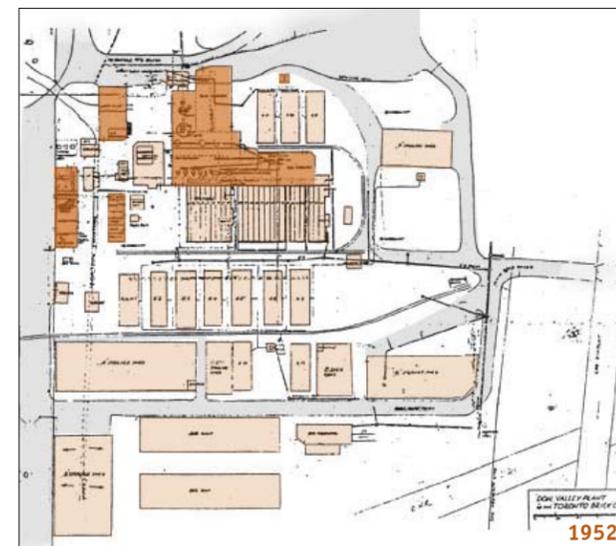


Figure 13



Evolution of the Brick Works

2.2.2 The Brick Works Park

The Brick Works Park is the 11.5-hectare park located immediately north of the Industrial Pad. It is framed by the North Slope and residential properties on Douglas Drive to the north, the West Slope, Beltline Trail and Chorely Park to the west, the East Slope and the CPR rail line to the east, and the Industrial Pad on Bayview Avenue to the south. The center portion of the park is known as the Weston Quarry Garden.

The various slopes and aspects throughout the site have helped to create a range of habitat types. As a result, the park supports a diversity of flora and fauna, including mature deciduous woodlands, Carolinian woodlands, successional shrub thickets, grassland meadows, and wetlands (see **Figure 15**).

The existing wooded slopes of the Don River Valley and its ravines act as a backdrop to the Park. Species include sugar maple, red oak, ash and a variety of understory species. These deciduous woodlands are used by foxes, raccoons and a variety of resident and migratory bird species.

The wetland was created in 1997 to restore a stretch of Mud Creek and create new aquatic habitat. Narrow-leaved cattail dominates the wetland, but water lily, arrowhead and other aquatic species are also present. The dense cattail shoreline provides habitat for amphibians, reptiles, birds and insects; species of note include green frog, snapping turtle, painted turtle, belted kingfisher and green heron.

The meadow consists largely of herbaceous vegetation: long, cool season grasses at the rear of the quarry and a mixture of wildflowers and native grasses near the ponds; species include Cup plant, New England Aster and Bergamot. The meadow is used by Red-Winged Blackbirds, American Goldfinches and several notable migratory species.

The site also possesses two significant geological features: the North Slope and West Slope. Exposed by quarrying, the North Slope reveals 135,000 years of global climatic history, including four periods when Toronto experienced a tropical climate and four periods of active glaciation. Geologists have made landmark discoveries at the site, including the fossilized tooth of a



1a. Residential	6. Wetland Complex
1b. Residential	7. Successional to Mixed Deciduous Woodland
1c. Residential	8. Mixed Woods, North Facing Slope - Ferns, Hemlock
2. Parkland	9. Meadows
3. Deciduous Woodland	10. North Slope
4. Mixed Hardwood	11. East Slope - Managed Succession
5a. Carolinian Zone - Wetter Mesic	12. Pine Oak Savannah
5b. Carolinian Zone	13. Industrial Pad
5c. Carolinian - Drier	

Figure 15 Vegetation Communities of the Brick Works

440-pound (200-kilogram) giant beaver. On the West Slope, the exposed shale beds contain a wide range of fossils, which can be readily studied.

The park is programmed primarily for passive use, including walking, wildlife viewing and dog-walking. To this end, the park features four kilometres of walkways and boardwalks, a series of interpretive stations, various seating areas, and a lookout on the highpoint of land immediately north of the Industrial Pad.

Overall, in relation to other city parks, the Brick Works Park is underutilized, in part the result of its perceived remoteness. Visitors include those who visit the site as a stop along one of the nearby trails and those who travel directly to the site as a destination. This latter group includes:

1. Local residents and dog-walkers
2. Commercial dog-walkers
3. Experts in nature, geology and industrial heritage
4. Guided tour participants
5. Stewardship volunteers.

Notwithstanding their underutilization, the Park and Weston Quarry Garden still exhibit signs of human activity, including:

1. Erosion on slopes caused by mountain bikers and playing children
2. Damage to vegetation from park visitors and off-leash dogs leaving trails
3. Damage to wetland edges from park users and off-leash dogs accessing the water
4. Vandalism from fire pits and other inappropriate uses
5. Damage to the West Slope from visitors hunting for fossils.

2.2.3 The Industrial Pad

Basic Profile

The Industrial Pad is 4.9 hectares (12.1 acres) in size, and is located between the Brick Works Park to the north, the Beltline Trail and associated parkland to the west, the CPR rail viaduct to the east, and Bayview Avenue to the south. The pad is dominated by large expanses of exposed concrete and contains 16 industrial buildings, a few of which are occupied / used today (see **Table 1** and **Figure 16**)

1. Building 1 contains office and program space for the City, the Don Valley Art Club and Evergreen, and is used occasionally for meetings, site tours, workshops and educational events. The building has also been used as a base for a City day-camp program, and contains outdoor washrooms that are accessible in warmer months
2. Building 5 contains a City wood-working shop
3. Buildings 6, 7 and 8 are large open-air sheds, which are sometimes used for special events, such as markets.

In addition to the above, site visitors are free to wander around the outdoor areas to the south and north of the buildings. The buildings themselves, however, are closed to public access, with the exception of Buildings 6, 7 and 8.

The south façade of Buildings 14, 15 and 16 is decorated by a large mural, which was commissioned by the City from local artist Sady Ducros and installed in 1996.



Figure 16

Building Key

BUILDING #	DESCRIPTION DATE	PRELIMINARY SUMMARY OF ARTIFACTS, NOTES	GROSS FLOOR AREA (SF)
1	Office, c. 1910		8,314
3	Welding Shop (Originally water treatment plant), c. 1926		473
4	Sand-Lime Storage Building (Originally Shale Grinding and Dust Collection Building), 1912 - 1913	Contains four large storage and mixing hoppers	3,240
5	Lunchroom (Originally Brick Enamelling Plant), c. 1910		1,816
6+7	Sand-Lime Brick Production Plant, 1961	Contains tracks on the floor and the foundations of three brick presses	17,047
8	Sand-Lime Brick Storage Building, 1961 - 1962		10,434
9	Clay-Shale Storage Building (Originally Clay Grinding and Dust Collection Building), 1925	Contains hoppers used for clay and shale storage, along with related machinery and ductwork	8,704
10	Clay Grinding Building (originally Dry-Press Brick Production Plant), 1891	Contains three large clay and shale grinders and two hoppers	5,194
11a+ 11b+ 11c	Screening and Dust Collection Building (formerly part of the Dry-Press Brick production Plant), 1910	Contains many artifacts, including sieves, dust collectors, ground clay dust bins, shale bins, surge bins, additives machinery, and a unique circular track and distributor machine	14,247
12	Holding Room, 1960-61	Contains tracks imbedded in the concrete floor	13,601
13	Brick Storage Shed, 1972	Building is a one-storey open air shed	6,550
14	Wire-cut Brick Production Plant, 1960-61	Contains brick extruder machine and other machine parts	18,726
15	Dry-Press Brick Production Plant, 1956-57	Contains John Price Machine (relocated from another brick works), an elevated interior structure, tracks imbedded in the floor, and brick signage of the former company name "Toronto Brick"	22,402
16	Tunnel Kiln and Dryer Building, 1956-57	Contains three long, tunnel kilns and six single-track tunnel dryers	52,744
17	Valley Chimney, 1906	Chimney is the only remaining of four which once stood at the complex: they were named "Don," "Valley," "Brick" and "Works."	
TOTAL			183,492

Table 1

Heritage Assessment

Relationship to the River

Given its location relative to the Don River, the site is subject to periodic flooding. Flood levels at the site have been determined by the TRCA and are summarized in **Table 2**. The extent of flooding at the site during the 350-year and Regional Floods — the most significant floods adopted for planning purposes — is shown in **Figure 17**.

Ground elevations at the site vary from about 78.2 metres to 78.8 metres above sea level. As a result, the site is susceptible to flooding during even the two-year flood, and can be expected to flood practically every year (as occurred on August 19, 2005). It reportedly flooded three times in 1986. Bayview Avenue is typically closed to through traffic in response to such flooding.

Flood depths at the site are on the order of four metres (13 feet) during the 350-year flood and six metres (19 feet) during the Regional Flood.

The site is located within a widened area of the Don Valley where the entire floodplain is not subject to the full impact of flood flows in the Don River. Of critical importance to the Project has been the delineation of the hydraulic floodway through the site. The hydraulic floodway is defined as that part of the floodplain where flood velocities are the highest, and where structures, people, and vehicles are at the greatest risk during floods. The estimated limits of the hydraulic floodway are shown in **Figure 17**. Only the southernmost extent of the site falls within the floodway.

RETURN PERIOD (YEARS)	FLOOD ELEVATION (M)	FLOOD DEPTH (M)	% RISK OF OCCURRENCE IN 20 YEARS
2	79.02	0.2 - 0.8	100
5	79.79	1.0 - 1.6	99
10	80.26	1.5 - 2.1	88
25	81.13	2.3 - 2.9	56
50	81.54	2.8 - 3.4	33
100	81.92	3.1 - 3.7	18
350	82.30	3.5 - 4.1	6
Regional	84.93	6.2 - 6.7	?

Table 2 Flood Regime at Site

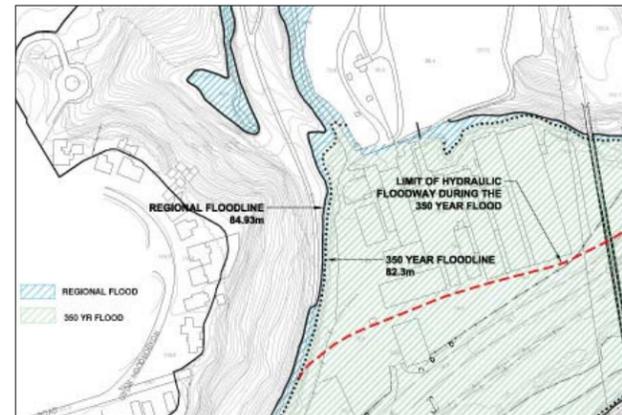


Figure 17 Extent of Flooding on Site

Structural Assessment of Existing Buildings

The condition of the buildings varies from very poor (i.e., structurally unstable and deteriorated) to very good (i.e., newly renovated). **Figure 18** presents the results of a comprehensive structural assessment undertaken by the Project Team, which rates each building on its suitability for adaptive reuse.

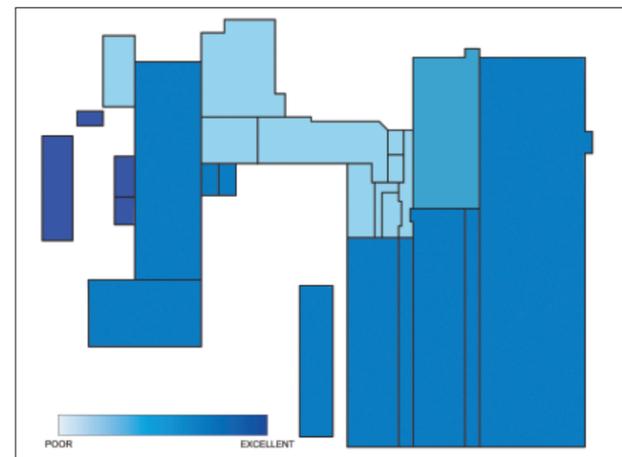


Figure 18 Structural Assessment of Existing Building

Heritage Buildings and Artifacts

The Brick Works is an important part of Toronto's heritage, and was designated by the City as a heritage property under Part IV of the *Ontario Heritage Act* in 2002. Sixteen buildings are included in the designation bylaw, as presented in **Table 1**.

Buildings 11b and 11c are not designated, and lie in partial ruin. In this plan "artifacts" are defined as: kilns, machinery, landscape features, infrastructure and structures that were used for brick-making, all of which have significant heritage value. The general location of artifacts is provided in **Figure 19**.

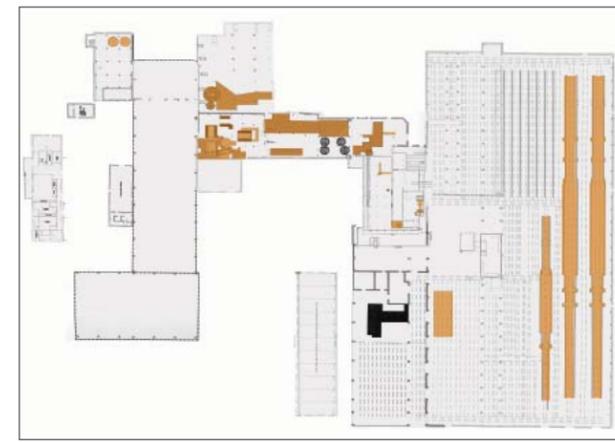


Figure 19 Location of Artifacts

Site Access and Parking

The Brick Works is located on the north side of Bayview Avenue at the foot of the Moore Park Ravine and just to the west of the CPR Belleville Sub-Division rail viaduct over the Don River (see **Figure 20**).

The Belt Line Trail runs along the western periphery of the site and connects with the broader network of pathways and trails extending up the Moore Park Ravine to the Mount Pleasant Cemetery (and beyond) and along the Don Valley.

Bayview Avenue is an arterial road that runs generally north-south within the Don Valley from the Lake Ontario waterfront to just north of Pottery Road and then northwards to Highway 401 and beyond. Connections are provided to / from the Don Valley Parkway at a grade-separated interchange just south of the Brick Works. No facility exists to turn to / from the south to connect to Danforth Avenue at the interchange.

Bayview Avenue forms the only means by which vehicular access can be provided to the Brick Works, given the steepness of the valley sides as they rise into surrounding residential areas.

The site is not well-served by public transit. There is currently no transit service provided on Bayview Avenue, and the nearest TTC service is the Route 82 bus service, which runs through Rosedale. The Castle Frank subway station on the Bloor-Danforth subway line is located on Bloor Street just over one kilometre south of the Brick Works. It is noteworthy in this regard that the City has recently completed the Don Valley Corridor Transportation Master Plan Study (Spring 2005). This study looked at various initiatives that could be implemented to increase the passenger carrying capacity of the corridor. Opportunities considered include the potential introduction of rapid transit linkages along Bayview Avenue connecting to the Bloor-Danforth Subway Line (Castle Frank station) and the downtown via an extension of Redway Road as a transit-only facility and a potential modification to the Don Valley Parkway / Bayview Avenue interchange located just to the south of the Brick Works. These initiatives may provide enhanced transit service opportunities for the Brick Works in the future.



Figure 20 Area Transportation Systems

The site itself is currently accessed via a single STOP controlled driveway onto Bayview Avenue, as well as both formal and informal connections to the Belt Line Trail and Don Trail. A large concrete paved area is located to the south of the existing buildings. The majority of this area is accessible and is used today for event parking. A culvert bridge structure over Mud Creek provides access to the parking area from the main driveway. In the order of 150 cars can be parked within the accessible portion of this area.

A parking lot is also provided to the west of the main driveway. On the order of 75 parking spaces are provided within this area, as well as a small lay-by facility that is used for bus pick-up and drop-off.

Recent Improvements

The site has recently had a series of capital improvements along the western portion, including:

1. Access improvements to the Weston Quarry Garden from the parking areas including a formalized gateway and new brick pathways (see Figure 21)
2. An off-leash dog park at the south west corner of the Industrial Pad
3. Improved trail connections to the site to prevent natural erosion and reduce the impact of cyclists in the Weston Quarry Garden
4. Improvements to Building 1 for enhanced community use
5. New sign on Building 6 announcing the Project (see Figure 22).



Figure 22 New Sign "Rethink Space"

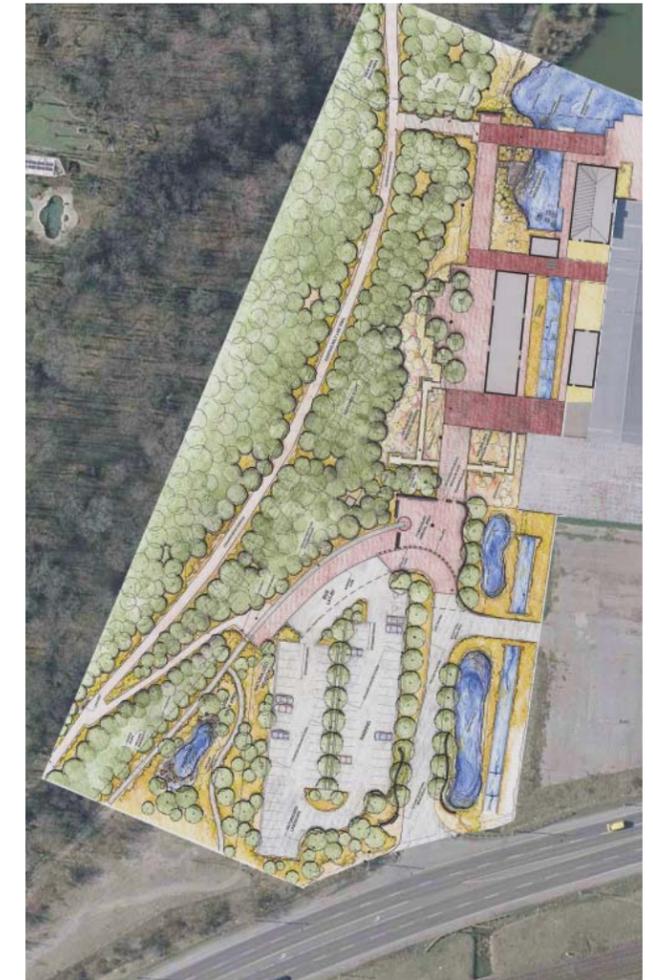


Figure 21 Entrance Improvements

3 The Project

3.1 Vision

The Don Valley Brick Works presents an unparalleled opportunity for learning about how nature shapes our cities, and how we in turn, shape our natural world. By looking to and learning from the past, *Evergreen at the Brick Works* will transform the way we think about nature in our cities and communities. Its bold message will be that, when you restore the past in a fundamentally different way, you can invent a new kind of future.

As Jane Jacobs wrote, “new ideas need old buildings” and this is particularly true of the Brick Works. But this sentiment is deeply enriched when put in the context of the geological and cultural significance of the Brick Works site. Our world today is faced with unprecedented ecological challenges. As populations continue to migrate to urban environments, it is critical that we find collaborative approaches to creating more sustainable cities.

Evergreen has rooted the vision of the Brick Works in the three, interrelated themes of: Nature, Culture and Community. While each theme in and of itself is powerful, it is a combination of the three that shapes and defines this Project at all levels. This Project is about environmental education, but more importantly it is about exploring our relationship with the natural world in ways that engage people and allow them to be active participants in shaping this relationship.

Nature:

The Brick Works site is a natural oasis in the heart of Toronto. It is a place that links the built, natural and cultural heritage, as clay extracted from the site was manufactured into brick that helped build our city. The program plan will interpret the natural significance of the site through authentic, hands-on activities that encourage people to learn about nature and to become active participants in bringing nature back to our cities. Ultimately, through education and hands-on experiences, *Evergreen at the Brick Works* will cultivate the relationship between people and the natural environment and will serve as the “hub” for Canada’s green cities movement.

Culture:

The rehabilitation and adaptive re-use of the heritage buildings will breathe new life into this industrial facility and restore its place as a Toronto landmark. Inspired by the site’s natural surroundings and its cultural influence, *Evergreen at the Brick*

Works will showcase local food, artisans, theatre and musical performances, representing a new kind of dynamic cultural centre that engages visitors in creative ways of making our cities more sustainable.

Community:

Evergreen at the Brick Works will be a focal point for fostering social networks — at the site, across Toronto, and throughout Canada. The Project is as much about cultivating ideas and relationships as it is about cultivating the land. Among the community of NGO partners, a unique blend of synergistic programs will be offered. *Evergreen at the Brick Works* will embody diversity through our partners and programs, and it will be a place where people can come to think and imagine, eat and be entertained, experiment and practice.

Evergreen at the Brick Works will operate according to a “triple bottom line.” It will provide a social and environmental return to the community in the form of new programs and services that improve environmental quality and promote health and wellness, and it will be economically self-sustaining in terms of ongoing operations and maintenance. Evergreen has looked to precedent projects around the world, and while many encompass social innovation and engage participants in environmental and community-based activities, none bring together social, environmental and economic sustainability the way this project will.

3.2 Program

3.2.1 Strategy and Goals

Building on the core themes of Nature, Culture and Community, Evergreen, in concert with numerous partners, has developed a program plan for the Brick Works that actively engages participants in creating more sustainable urban environments and healthier lifestyles.

Specific programming goals include:

1. Celebrate Nature by —

- a. Interpreting the natural significance of the site — its geology, location within the Don Valley corridor, and recent efforts to restore the site through natural regeneration
- b. Encouraging people to learn about nature and to become active participants in bringing nature back to our cities
- c. Showcasing the best in green design concepts and technologies

2. Celebrate Culture by —

- a. Adaptively reusing the existing heritage buildings
- b. Interpreting the cultural heritage of the site and its role in city-building
- c. Showcasing local food, artisans, theatre and musical performances

3. Celebrate Community by —

- a. Embodying diversity through our selection of partners and programs
- b. Building relationships and social networks
- c. Being accessible to all, regardless of income, abilities or geography.

These goals will be realized through a range of integrated activities and attractions, led by Evergreen and its partners, and delivered via the following building program.

3.2.2 Building Program

The building program comprises ten components, as described below.

The Discovery Centre:

A new structure on site, the family-friendly Discovery Centre acts as a point of arrival and orientation (see **Figure 23**). The Discovery Centre comprises both a Visitor’s Centre and interpretive and interactive areas focusing on geology, ecology, industrial heritage, the history of Toronto and the future of cities. The Discovery Centre also houses a children’s play area in which these major themes will be interpreted for children.

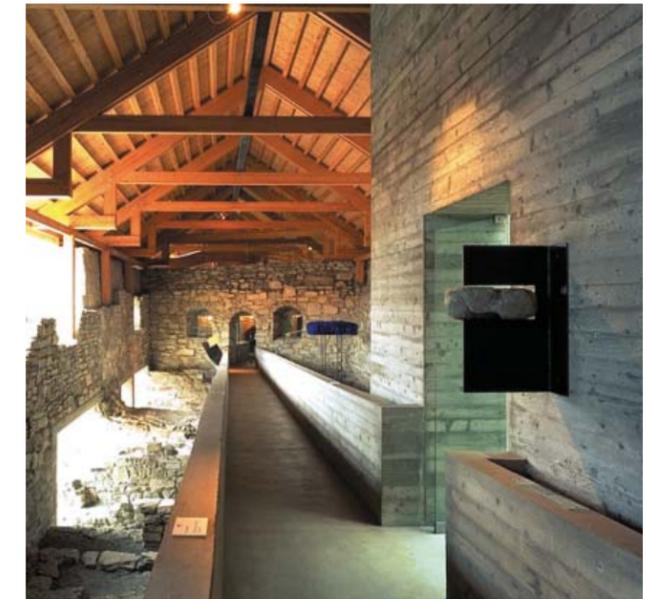


Figure 23

Photo of Hedmark Museum in Norway

Evergreen Gardens:

The Gardens showcase the latest innovations in school ground greening, restoration projects on public lands, and pesticide-free residential landscaping (see **Figure 24**). The Gardens comprise both indoor event / program space and extensive outdoor Demonstration Gardens, including a children's garden and teaching areas where children and youth groups can participate in planting and caring for native plants, helping them to better understand our local ecosystems and the impact we can have on them. A greenhouse serves both a plant propagation function, as well as provides a forum for engaging volunteers and others in restoration activities. Evergreen plans to coordinate youth-at-risk employment training opportunities in the Gardens.



Figure 24 Photo of Institute for Forestry and Nature Research (IBN), Netherlands

Evergreen Plant Nursery:

Inspired by the Gardens, visitors find a selection of native plants and other gardening supplies for sale at the nursery (see **Figure 25 and 26**). Tips for getting started on your own naturalized or organic food garden are readily available.



Figure 25 Photo of Lady Bird Johnson Wildflower Centre, Texas



Figure 26 Photo of Lady Bird Johnson Wildflower Centre, Texas

Marketplace Pavilions:

The Marketplace Pavilion provides a home for a weekend Farmer's Market focused on locally grown and organic produce, as well as environmentally-friendly products and fair-trade goods, such as coffee and chocolate (see **Figure 27 and 28**). It also hosts on occasion, an antiques market and an arts and crafts fair.



Figure 27 Photo of Atwater Market, Montreal



Figure 28 Photo of Granville Island Public Market in Vancouver

Space for Community and Arts Programs:

The Project reserves space for both existing and future community use (see **Figure 29**). Local art groups, such as the Don Valley Art Club, woodworker collectives, theatre groups and community groups use the Brick Works as a meeting and work space. The Gardiner Museum of Ceramic Art operates kilns at the site and leads pottery classes as an active form of interpreting the site's geological and industrial heritage. Evergreen has been approached by numerous artisan and community groups interested in renting space on a full or part-time basis and the intent is to provide as accessible a space as possible, providing that users meet the Values Charter.



Figure 29 Photo of Mill City Museum in Minneapolis

Preserved Heritage Artifacts:

Two of the most significant heritage buildings, containing large pieces of machinery, remain untouched in order to preserve and interpret the contained heritage features in-situ (see **Figure 30**). Visitors are able to look into these buildings through judiciously created windows to learn about the brick-making process and the history of the Brick Works. Outside of this space, existing artifacts are retained throughout the site and remain in situ.



Figure 30 Photo of Mill City Museum in Minneapolis

Administration Space:

Evergreen will move its national headquarters to the administrative space where it will be joined by other socially and environmentally responsible organizations, whose coming together creates new opportunities for collaboration (see **Figure 31**).



Figure 31 Photo of Housing Complex designed by Herman Hertzberger in Germany

Restaurant and Marché:

The Brick Works offers food and beverage services that integrate with the values and ethics of the site (see **Figure 32**). A slow food restaurant incorporates herbs and produce from the adjacent gardens into its menu and teaches about healthier eating, while a family-friendly marché offers fair trade coffee, artisan cheese, fresh bread, sandwiches, and beverages at affordable prices.

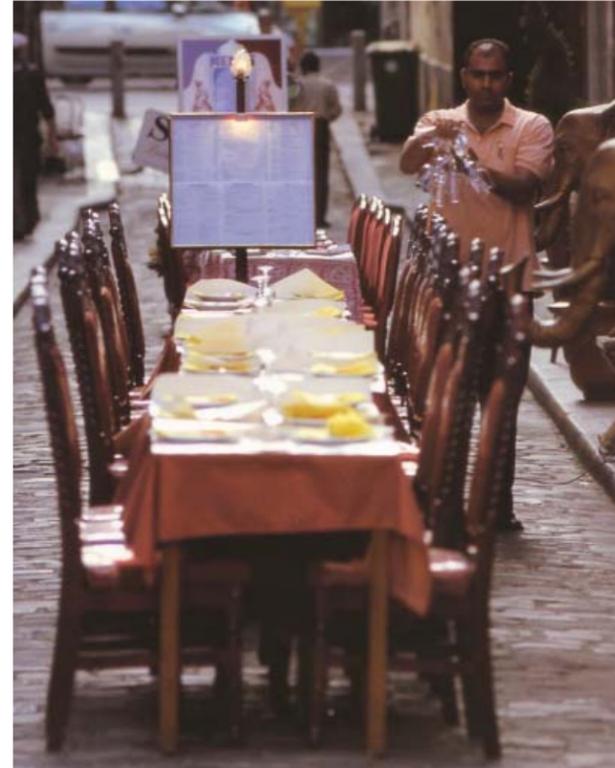


Figure 32 Photo from Williams Sonoma Cookbook

Rooftop Garden:

A large public rooftop garden, featuring native grasses, flowers, shrubs and trees, serves as a green design feature, and includes benches and viewing platforms for marvelling at the views of the North Slope and the downtown skyline (see **Figure 33 and 34**).



Figure 33 Photo of Green Roof, Chicago City Hall, Chicago



Figure 34 Photo of Green Roof example care of WYTECH, 2006 held at Boston



Open-Air Courts:

Evergreen at the Brick Works includes two large, open-air courtyards that welcome, guide and entertain visitors: the Brick Works Court (new) and Chimney Court (existing) (see **Figure 35**). These spaces also host on occasion a variety of cultural events, including theatre, art exhibitions, film screenings, conferences, music performances and weddings.



Figure 35 Photo of Garden of Eden by Earthwork Artist Adam Purple in New York City

3.2.3 The Visitor Experience

The strength of this initiative will be due, in large part, to the strength of the partnerships that Evergreen has assembled. Evergreen is pleased to be working collaboratively with some of Canada's leading non-profit organizations and social business ventures, including:

- Outward Bound Canada
- Gardiner Museum of Ceramic Art
- Jamie Kennedy Kitchens
- Moorelands Community Services
- YMCA of Toronto
- Bridgepoint Health
- Merchants of Green Coffee
- FoodShare Toronto.

Together Evergreen and its partners will provide year-round, accessible experiences for visitors that build on the site's natural and historic setting. Working within the building program, a series of anchor programs and attractions will serve as permanent attractions that engage people and encourage return visits. These will be complemented by rotating activities that continually offer something new and exciting to appeal to a broad range of visitors.

Community Food Programs

Working with Jamie Kennedy Kitchens, the Merchants of Green Coffee, Fifth Town Artisan Cheese, bread makers and others, the Pavillion Market Place will be a food court of sorts. Unlike the typical mall or facility that offers a standard range of fast foods, the Market Place will focus on organic and locally grown foods that support Ontario's farmers and specialty food shops. The Market will also work synergistically with the hands-on programs for visitors, for example, by using produce grown in the food gardens and community bread ovens. The highlight of the Market Place will be a weekly organic farmers market, offered throughout the spring, summer and fall.

FoodShare Toronto will bring its expertise in creating community food gardens to the site. Working with school groups, at-risk youth, and other volunteer participants they will grow herbs and vegetables for the restaurant and market place.

Youth Leadership and Children's Camps

Outward Bound Canada (OBC) will establish an urban-based program built on the educational tenets that have made it the leader in experiential education and leadership development throughout the world. Outward Bound programs provide personal and social renewal for challenged populations and help to develop a broad spectrum of community leaders. As Canada becomes increasingly urban and culturally diverse, Outward Bound's mission and programs provide an important service. Modeled on Outward Bound's highly successful urban wilderness programs offered in Central Park, New York, the Brick Works activities will include ropes courses and climbing walls. The programming will be designed to meet the unique needs of the educational community including universities, community colleges, secondary schools and primary schools. OBC will also engage community organizations, youth serving organizations and a variety of health service organizations. The goal is to provide summer camps and professional training for educators and leadership.

YMCA of Toronto will also run several youth leadership programs focused on providing job training and skills development for at-risk youth. These programs will be concentrated in the nursery, although there will also be integration with other programming on-site such as Evergreen's gardening and stewardship activities, arts programming and the climbing and ropes courses.

Moorelands Community Services, a local agency that provides services and camping experiences to over 1,600 children and young people from some of Toronto's poorest and most under-served communities, will run a summer day camp program on-site for over 60 children from the surrounding under-served communities of Thorncliffe Park and Flemingdon Park. There is little if any green space available in these neighbourhoods and the Brick Works site would offer these children the opportunity to experience an urban wilderness environment just minutes from their home. Programming will include crafts, cooperative games, nature hikes and sports, cooking sessions, literacy activities, educational workshops, special theme days, daily breakfast and afternoon snack programs and local day trips.

Arts and Culture Programming

The Gardiner Museum of Ceramic Art will be one of our first partners on site. Given the heritage of clay and kilns at the Brick

Works, ceramic programs are a natural fit. Gas fired, wood burning and open-pit kilns, teaching facilities and artist studios will be developed with the Gardiner Museum in celebration of the art of clay and design.

Skating and Winter Activities

As a year round destination centre, beginning in September the site's infrastructure will begin to shift from warm weather activities to those that support a colder climate and with a greater emphasis on indoor activities. We will offer a classically Canadian experience – skating – at a scale not available in any other Toronto location. From November through to March, the artificial ice surfaces will provide a unique public skating and hockey experience. An ice trail for skating will wind through the gardens inside buildings 15 and 16 – under the stars, past the marché and around the kilns. As part of the Design Development process, a strategy to protect and conserve the kilns from the impact of the skating path will be developed. Music and soft lighting will help to create a more intimate skating experience than that typically offered at an arena or outdoor public facility. A whole host of special winter activities will also be developed such as Christmas festivals and events, an ice sculpture exhibit, outdoor winter leadership activities such as orienteering and food preparation classes geared to creating hearty winter meals.

Theatre and Performance Space

The courtyards, interpretive areas and demonstration gardens will all form a unique backdrop for hosting educational classes and a wide range of performances such as outdoor classrooms, readings, live theatre, concerts and outdoor film projections. Evergreen will work with local and international artists in collaboration with volunteers from the community to animate these spaces.

Health Programming

Lifestyle health activities will meld alternative and traditional medicines and bring together the best health care minds from around the world to create individual and community solutions for preventive health. Established by Dr. Mike Evans from the University of Toronto's Centre for Effective Health, the Brick Works will provide an innovative preventative medicine and an integrated health centre will be established to offer visitors information and access to professional advice from health care experts. As well, occupational and horticultural therapy will be provided

by Bridgepoint Health to provide an alternative environment for palliative and long-term care patients.

The Family Guest Experience

Looking for refuge from the heat and concrete on a summer weekend, a young family heads down to the valley in the heart of the City to Evergreen at the Brick Works. There they pick up some fresh locally-grown produce – some spicy arugula and edible wildflowers – in the bustling farmers’ market before strolling the cobblestone courtyards to the garden centre. The nursery is lush and enticing and it is easy to get inspired by all of the amazing garden designs. Before long, they are imagining the possibilities for creating their own naturalized garden space on their small urban lot. But while Mom and Dad talk garden design with the nursery staff, the kids have the urge to motor. When they start to discuss with the nursery design staff how they may get started, the kids begin to get restless. So off they go to do a rope’s course at Outward Bounds climbing wall, agreeing to meet back up with their parents at the fresh market café for lunch at 1:00 pm. Ah, a gift of calm for the parents. They browse through the garden centre, picking up a flat of Black-eyed Susans to add a splash to their front yard. They decide to sign up for a mid-week workshop on creating a wildflower garden, before rendez-vousing with the kids for a fabulous, relaxing lunch of hearty sandwiches on fresh bread and summer vegetable soup, prepared with produce grown at the site.

Youth Engagement Visitor Experience

Abel found it hard to fit in at high school and was utterly stumped about what to do after graduation. But since he started working in the Evergreen Gardens nursery, he’s felt more and more confident. Plus, being part of a team under the guidance of the YMCA staff is pretty cool, much better than sitting in a classroom watching the clock tick. At first he didn’t know anything about plants, let alone seed propagation. But now he can identify over 25 native species and he and his team-mates do a great job of planting and pruning. In fact, the garden centre manager said that their plants look so healthy they are all top sellers. Abel loves the total body exhaustion he feels falling into bed at the end of the long day. It is so good to accomplish something, to be part of something. Maybe the idea of enrolling in a landscape program after high school is not such a bad one.

3.2.4 Events Calendar

Evergreen at the Brick Works will also offer a dynamic seasonal calendar of events. The activities will range in size and complexity from entire facility-themed seasonal festivals such as the Winter Frost Festival that will celebrate the activities and behaviours of Canadians in a classically cold winter season; a Spring Flood Festival that will celebrate water and all that it gives life to; the Summer Solstice Festival will focus on the sun and all the offerings that it energizes, and the Fall Harvest Festival will showcase the exquisite food and drink that comes from the earth. Other activities will include:

1. Food preparation and slow cooking demonstrations from leading personalities in the slow food movement
2. Book signings, readings and a special speakers forum delivered by celebrated authors of literature related to the overall themes of the site
3. Topical exhibits that will have a finite exhibition and viewing period prior to re-locating to some other location
4. Scheduled music performances and festivals for a range of musical tastes
5. Socially conscious, environmental demonstrations, that individuals can adapt, to lessen some of city’s environmental problems
6. Sport competitions and skill demonstrations such as speed rock climbing and skate boarding
7. Open tournaments such as broomball, ball hockey, curling, etc.



3.2.5 Brick Works Values Charter

All partners on-site are guided by the Evergreen Values Charter, which defines a shared vision of inspiring social change by demonstrating leadership and innovation. This Charter is tied to operating conditions and tenant leases to ensure all partners are contributing positively to shared environmental and social goals.

The draft text of the Values Charter is as follows:

Who we are:

- We are a community of organizations whose mission and values celebrate the three core themes of the *Evergreen at the Brick Works* — Nature, Culture and Community
- We are organizations that operate in a financially, socially and environmentally responsible manner
- We strive for excellence in our respective fields.

Why we are here:

- We honour the history and sense of place that define the Brick Works and recognize the important role it plays promoting the conservation of Toronto's natural and cultural heritage
- We bring together our shared values that include trust, transparency and inclusiveness to all of our work
- We believe that working together creates synergies that can make a more significant contribution than if we were working on our own.

Therefore, we are committed to:

- Inspiring social change by demonstrating leadership and innovation
- Making our cities more livable
- Working collaboratively in the spirit of the shared values that underlie *Evergreen at the Brick Works*
- Being accountable to our partners at the Brick Works and the broader communities that we serve.

3.2.6 Good Neighbour Policy

Evergreen will develop a good neighbour policy, in consultation with neighbouring residents' associations and concerned individuals. The policy will be designed to prevent noise impacts, traffic impacts and other nuisances from programming and events at *Evergreen at the Brick Works*. Evergreen will welcome and seek input from neighbours of the Brick Works in monitoring the implementation of the policy.

3.2.7 Community Advisory Committee

When *Evergreen at the Brick Works* opens, Evergreen will establish a permanent community advisory committee to help with the ongoing management of the facility. The committee will include representatives of the stakeholder groups, the broader community and the program partners, and assist with the monitoring of Good Neighbour Policy.

3.3 Community Input

Over the past four years, Evergreen has consulted extensively with a wide range of stakeholders to help shape the Project. With the launch of the master planning process, Evergreen formalized its outreach efforts to ensure that it engaged community members and other stakeholders at key decision points in the planning process, in an attempt to both inform the emerging Master Plan and manage stakeholder expectations in an open and transparent manner.

Engagement activities included:

1. Hosting over 700 participants at workshops and public meetings to discuss the Project, including natural heritage information meetings, cultural heritage conservation strategy sessions, site interpretation meetings, area resident meetings, and formal presentations of the conceptual Master Plan in November 2005 and draft final Master Plan in April 2006
2. Guiding roughly 3,000 visitors around the site during Doors Open at the Brick Works in May 2005, 2006
3. Participating in dozens of one-on-one meetings with stakeholder groups, including the Task Force to Bring Back the Don, ratepayer groups (North Rosedale, Governor's Bridge and South Rosedale), Brick Works Advisory Committee, Toronto Field Naturalists, Friends of the Don East, Heritage Toronto, Toronto Historical Association, Don Watershed Regeneration Council, Green Tourism Association of Toronto, Todmorden Mills Heritage Museum and Arts Centre, historical societies / associations (East York, North York and Toronto), Don Valley Art Club, and Community Bicycle Network
4. Corresponding regularly with over 1,000 stakeholders through e-mail invitations and updates
5. Distributing over 10,000 notification flyers prior to the November 2005 and April 2006 Master Plan presentations
6. Posting regular announcements in community newspapers and community listings, and on Evergreen's web site.

Evergreen also coordinated a large number of on-site stewardship, as well as a series of interpretive tours. Topics included the Brick Works heritage buildings, native plants of the Don Valley, ecology of the Brick Works Park and photography.

Input, while wide-ranging in nature, focused on four themes:

1. Roles and responsibilities of project partners
2. Site access
3. Heritage conservation and interpretation
4. Natural heritage protection.

4 The Plan



4.1 Overview and Principles

The Master Plan provides a blueprint for the redevelopment of the Industrial Pad at the Brick Works. This blueprint comprises the following:

1. Landscape Plan, which describes outdoor areas
2. Floor Plans, which describe the building complex
3. Site Access, Parking and Circulation Plan, which demonstrates how visitors access and move through the site
4. Heritage Impact Statement, which specifies the heritage resources to be affected, how these impacts are to be mitigated, and provides a conservation strategy for the site's sensitive redevelopment
5. Interpretive Strategy, which shows how the themes of Nature, Culture and Community are interpreted for visitors
6. Nature Conservation Strategy, which illustrates how the impact of increased visitor traffic on the Brick Works Park are managed
7. Water Management Plan, which demonstrates how stormwater and flooding are managed
8. Green Design Plan, which summarizes and elaborates upon the green dimensions of the Master Plan.

The development of the Master Plan was guided by eleven principles, as follows:

1. The Plan should reflect the themes of Nature, Culture and Community
2. The Plan should build on the civic axes of the site, which reflect the City's grid pattern and were established by the original British survey of the area, as well as echo more natural influences, such as the movement of water across the site
3. The Plan should address the site's two fronts — one facing Bayview Avenue and the Community (i.e., city), and one facing the Brick Works Park and Nature
4. The Plan should naturalize the Industrial Pad through extension of the ecological habitats established in the Brick Works Park
5. The Plan should serve as an exciting example of how the City's ravines can be enjoyed in a sensitive and appropriate manner
6. The Plan should manage the site's flood regime by designing the ground plane as a "floodable" space

7. The Plan should commit to the preservation of the site as a cultural heritage landmark and retain as many of the heritage features, built and natural, on-site as possible and as to be identified in the Heritage Easement Agreement.
8. The Plan should showcase the very latest in sustainable green design concepts and technologies
9. The Plan should explore ways of building linkages to nearby neighbourhoods, trails and transportation infrastructure, in order to ensure suitable and sufficient access
10. The Plan should be economically sustainable, meaning that revenues from parking, admissions to certain paid access areas, leases and other sources must cover operating expenses
11. The Plan must recognise the diversity of the site's stakeholders and be accessible to all, regardless of income, abilities or geography.

A rendering of the Master Plan is provided in **Figure 36**. Key features of the plan comprise the following:

1. Definition and programming of two large courtyards, framing the two "fronts" — the Chimney Court in the north and the Brick Works Court in the south
2. Establishment of Outdoor Gardens in altered Buildings 15 + 16, which is open to the sky and exposed to the elements
3. Careful insertion of a new building within the heritage building fabric of the site
4. Preservation of all artifacts remaining in situ and to be relocated on site. Final treatment of artifacts in being developed as part of the design development process and completion of Interpretation Strategy
5. Installation of a publicly accessible garden on the roof of the new building
6. Provision of clearly defined connections to the Brick Works Park, Belt Line Trail and Bayview Avenue
7. Construction of a new pedestrian and bicyclist path on the existing CPR rail viaduct.



Figure 36

Birds Eye View of Project



4.2 Landscape and Building Complex

The heart of the Master Plan comprises a Landscape Plan, which describes outdoor areas, and a series of floor plans, which describe the building complex itself.

4.2.1 Landscape

The approach to the outdoor areas was guided by the desire to reflect the three themes of Nature, Culture and Community:

1. **Nature** — Naturalize the outdoor areas of the Industrial Pad by removing the concrete slab in places and planting species that reflect the ecological habitats of the Brick Works Park and reassert a natural pattern that reflects the predominant direction of water drainage on the site, as opposed to the grid-like orientation of buildings and adjacent urban areas
2. **Culture** — Protect existing heritage features, including the concrete slab that underlies the site, as well as the buildings, structures and artifacts located thereon
3. **Community** — Provide interpretive opportunities and build community participation through demonstration of various urban ecological and landscape techniques.

The rendered landscape plan is presented in **Figure 37**. As presented therein, the concrete slab that underlies the site remains largely intact as an important heritage feature in-and-of itself. In specific areas, the slab is incised notionally and literally to reflect the direction of water flowing across the Industrial Pad. These incisions are occupied by plant material and/or navigable permeable surfaces to begin greening and breaking down the slab.

Plant material will be selected to reflect the location of the site and to extend the habitats developed in the Brick Works Park.

Along the southern edge of the site, plant material comprises a vegetative sound filter of Trembling Aspen, which serve to dampen the traffic noise associated with Bayview Avenue. Along the other edges of the Industrial Pad, plant material comprises a native meadow, which visually reinforces the contrast between the industrial and the natural, and extends the adjacent meadow in the Brick Works Park.

Major components of the Landscape Plan are described below.

Evergreen Gardens:

Evergreen Gardens comprises both Outdoor Gardens and indoor Event / Program Space, the latter of which forms part of the building complex (see below). The Outdoor Gardens occupy the ground floor of Building 15 and 16, the roofs of which are open to the elements. Planting material reflects broadly the mixed deciduous forest that occupies part of the Brick Works Park. The main entrance to the Gardens is located in the Visitors Centre, with a separate staff entrance off the east parking area and a Members-Only entrance in the south. Key elements of the Outdoor Gardens include:

1. Signature gardens, created by local artists and landscape designers to showcase innovative environmental design ideas related to urban ecology and the future of cities. These gardens are dynamic, in that they are ever-changing as new people are invited to demonstrate different ideas over time.
2. Demonstration gardens, where participants learn to garden with nature — ecologically, inexpensively and creatively. These gardens provide a venue for hands-on workshops on garden design and installation using ecologically sound landscaping techniques and products. Participants experience dynamic educational gardens that stimulate learning about their community, green design and organic gardening. Theme areas demonstrate urban agriculture, water recycling, composting, and other techniques to support a sustainable approach to urban life.
3. Outdoor classrooms, which showcase school-ground design elements, teaching techniques and curriculum-related programming that engage children’s imagination and sense of wonder while supporting outdoor living and learning for children of all ages.
4. Children’s adventure and water play areas, including a large-scale water feature, opportunities for sand and water play, a challenge course (i.e., with high and low ropes elements, and a few initiatives), a climbing wall and tree houses.
5. Garden maze, that includes grade changes, tunnels and secret passageways, climbing vines, and sculptures. The maze is a sensory garden that includes a variety of interactive components and is both enchanting and mysterious.

6. Winter skating trail, that is integrated with the large water feature, winds through the kilns, and serves as an extension of the children’s adventure and water play areas.
7. Greenhouse, which is located in the southeast corner of the Gardens and provides year-round space for undertaking — and learning about — plant propagation and horticulture.
8. Ceramics studio, in which both children and adults can learn about pottery. The studio also produces clay pots and other ceramics, which are available for sale in the Nursery.

Importantly, large sections of the existing kilns (over 50%, including one full kiln, apart from breaks for pedestrian circulation) are retained for educational and interpretive purposes, along with a number of other heritage artifacts. This artifacts will be integrated with the above programming, including the use of kilns as meeting/exhibition space and the installation of gardens within the dryers.

Brick Works Court:

The Brick Works Court is the “welcome mat” for the facility and serves as a point of arrival and orientation for visitors. The Brick Works Court has been heavily naturalized using plant material that reflects a mixed deciduous forest, and extends the outer zones of the Brick Works Park into and around the Industrial Pad. Shade and seating is provided for visitors, as well as basic way-finding and information signage. The court features a new chimney-like interpretive feature, which provides a physical memory of the historic “Works” chimney that was once located here. The court includes two main entrances into the building complex: one into the Visitor’s Centre and one into the Nursery.

Chimney Court:

The Chimney Court is a multi-use event space. Some fixed seating is provided, but most of the court is a transformable space that includes moveable container gardens and seating. Movie screenings, projected onto one of the north-facing walls, are frequent, as well as programming for children. Plant material is Carolinian in nature and serves as an extension of adjacent Carolinian zones in the Brick Works Park.

Soil and groundwater contaminants may limit the ability of Evergreen, the City and TRCA to pursue some of the landscape enhancements described above. The City is currently assessing the

site’s soil and groundwater risks, and preparing a Risk Management Plan, with a view to obtaining a Record of Site Condition from the Ministry of Environment. The Risk Management Plan will inform the detailed design phase of the Project, as the Project must comply with this Plan.

A close-up view of the Outdoor Gardens is presented in **Figure 38**. Additional views are provided in **Figures 39, 40, 41, 42 and 43**.



Figure 37

Landscape Plan Rendering



Figure 38

Detail of Evergreen Gardens



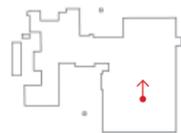


Figure 39

View of Evergreen Gardens (Summer)



Figure 40

View of Evergreen Gardens (Winter)

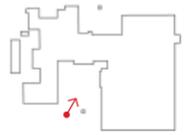
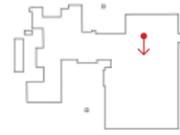


Figure 41

View of Evergreen Gardens



Figure 42

View of Brick Works Court





Figure 43

View of Chimney Court

4.2.2 Building Complex

The approach to the building complex was guided by a desire to address and underscore the natural and heritage characteristics of the site, including its history as an industrial facility and its location both next to a quarry and in the middle of a floodplain.

The architecture of the new building is purposefully in contrast to and serves to reflect (quite literally through the predominant use of glass) the existing rough patina of the existing heritage structures. The addition of a clean, modern architecture that is “of our time” as an additive layer serves to heighten the didactic potential of the site. This architectural design is in keeping with heritage charters and guidelines.

The architecture is largely anonymous (authorless) — i.e., void of an overwhelming stylistic intent. Instead, it is elegant and quiet, conveying the accessibility and openness of the new uses, as well as balancing the utilitarianism of the existing industrial heritage.

The building complex comprises a ground floor, main floor, second floor and rooftop, and totals 215,928 square feet. A summary of the building program is presented in **Table 3**.

BUILDING PROGRAM		AREA (SF)	AREA (M2)	DESCRIPTION
Ground floor				
Discovery centre				
Visitors Centre	Indoor	8,772		New Building
Exhibit + Program Space	Indoor	4,041		New Building
Evergreen Gardens				
Outdoor Gardens	Outdoor	53,818		Adaptive Reuse of Building 15 + 16
Event + Exhibit Space	Indoor	2,045		New Building
Evergreen Plant Nursery				
Seasonal	Outdoor	6,026		Adaptive Reuse of Building 15
Year-Round	Indoor	7,051		New Building
Marketplace Pavilions	Covered, Outdoor	27,533		Adaptive Reuse of Building 6,7, + 8
Space for Community Programs				
Existing	Indoor	4,243		Building 1
Future	Indoor	11,205		Future Adaptive Reuse of Building 4 + 9
Preserved Heritage Artifacts	Indoor	10,862		Buildings 10 + 11a
Nursery	Indoor	8,603		New Building
Changerooms for Groups	Indoor	1,909		Adaptive Reuse of Building 5
Main Floor				
Discovery Centre				
Exhibit + Program Space	Indoor	8,603		New Building
Evergreen Gardens				
Event + Exhibit Space	Indoor	16,162		New Building
Restaurant	Indoor	4,814		New Building
Space for Community Program				
Existing	Indoor	4,243		Building 1
Back-of-House	Indoor	1,143		New Building
Second Floor				
Administration Space	Indoor	30,837		New Building
Roof Top				
Accessible Rooftop Gardens	Outdoor	5,315		Roof of New Building
Total		215,928		

Table 3

Building Program



Ground Floor Plan

The ground floor plan is presented in **Figure 44**, and comprises a number of different program elements.

Evergreen Gardens: Evergreen Gardens comprises both Outdoor Gardens and indoor Event / Program Space, the former of which forms part of the outdoor landscape. A small area of indoor space is located on the ground floor, and serves primarily as a storage room.

Evergreen Plant Nursery: The Evergreen Plant Nursery is divided into a year-round indoor space and a seasonal, outdoor space, which spills into the Outdoor Gardens in the spring and summer. The indoor nursery is housed in the new building, and accessed via the Visitors Centre and the Brick Works Court.

Marché: The Marché is accessed via the Visitors Centre. Space for ten different stalls is provided for vendors, along with seating for up to 60 people.

The Discovery Centre: The Discovery Centre comprises both a Visitors Centre and Exhibit / Program Space. The Visitors Centre is accessed via a main entrance off of Brick Works Court and serves as the main point of arrival and orientation for the site. Direct access is provided from the Visitors Centre through to Chimney Court via a passage cut between retained artifacts in the Preserved Heritage Artifacts space described below. The Exhibit / Program Space is accessed via a paid entrance, and features a variety of interpretive attractions with broad appeal for children and adults.

Preserved Heritage Artifacts and Features: Two of the most significant buildings from a heritage perspective — Buildings 10 and 11a — are preserved for archival and interpretive purposes. As noted above, a passageway is provided through these buildings to provide direct access into Chimney Court. Windows are provided for visitors to interpret the artifacts and learn about their role in the brick-making process. Further windows / viewing portals are provided on the Main Floor and Second Floor of the new building, which also serves to stabilize the existing buildings.

Marketplace Pavilions: The Marketplace Pavilions occupy Buildings 6, 7 and 8. Public washrooms are provided on the western end of the new building.

Change Rooms for Groups: Building 5 provides change rooms for school groups and others. Showers are also available.

Space for Community Programs: Building 1 remains dedicated to existing community programs. In addition, Buildings 4 and 9 are reserved for future community programming and maintained by Evergreen to prevent further deterioration.

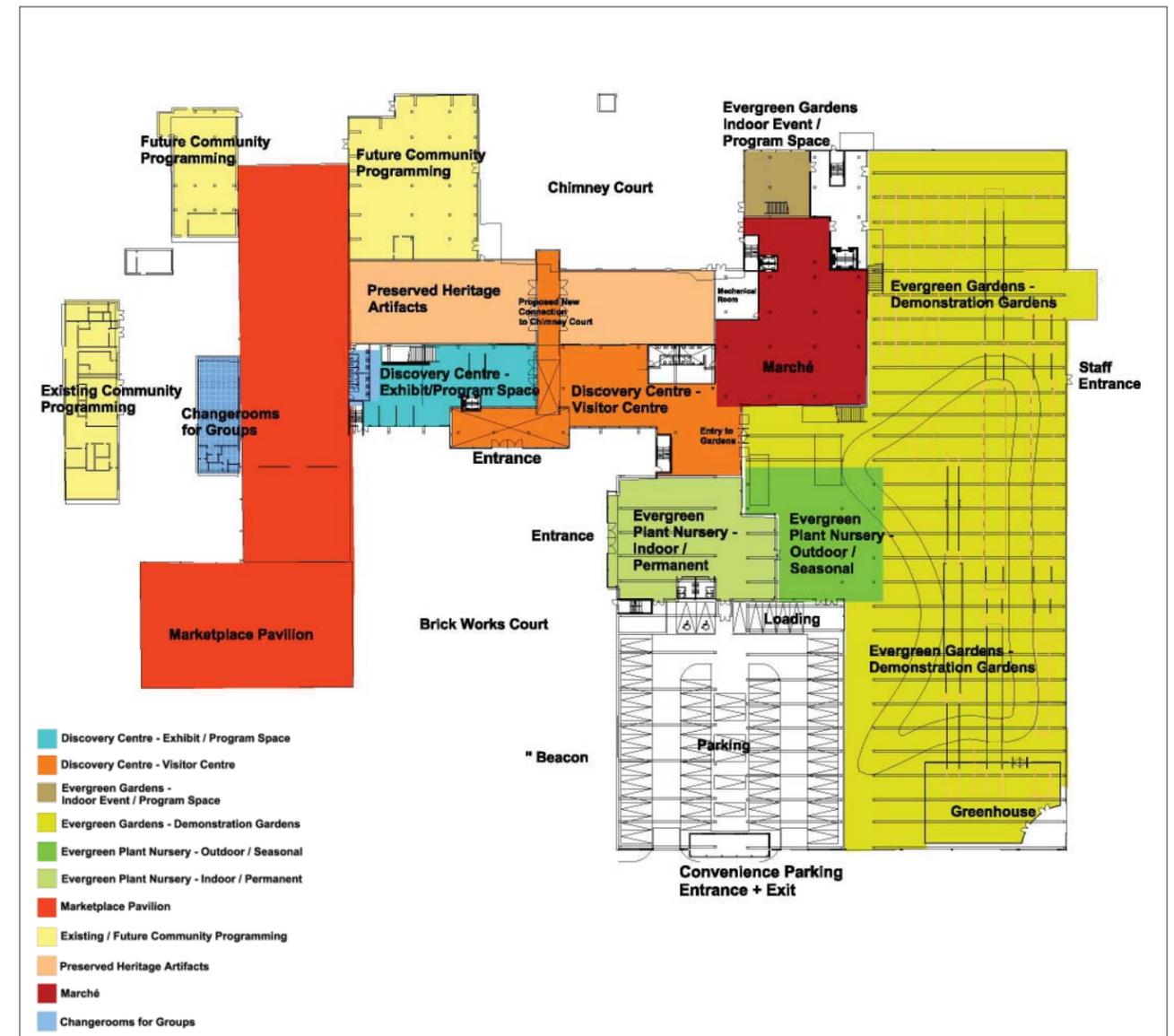


Figure 44

Ground Floor Plan



Main Floor Plan

The main floor plan is presented in **Figure 45**, and comprises a number of program elements.

Discovery Centre: The bulk of the Exhibit / Program Space associated with the Discovery Centre is located on the main floor and accessed via a stairwell and elevator.

Evergreen Gardens: The majority of the indoor Event / Exhibit Space associated with the Gardens is located on the main floor, above the Evergreen Plant Nursery, Visitor's Centre and Marché. It is accessed by both passenger and freight elevators and features windows onto the Outdoor Gardens and Brick Works Court.

Restaurant: The Restaurant provides seating for 60 to 90 people and overlooks both the Outdoor Gardens and Chimney Court. Two large patios are provided, with additional seating for up to 60 people. The restaurant is accessed via a dedicated elevator and stairwell from the Visitors Centre, as well as a staircase linked directly to the Outdoor Gardens.

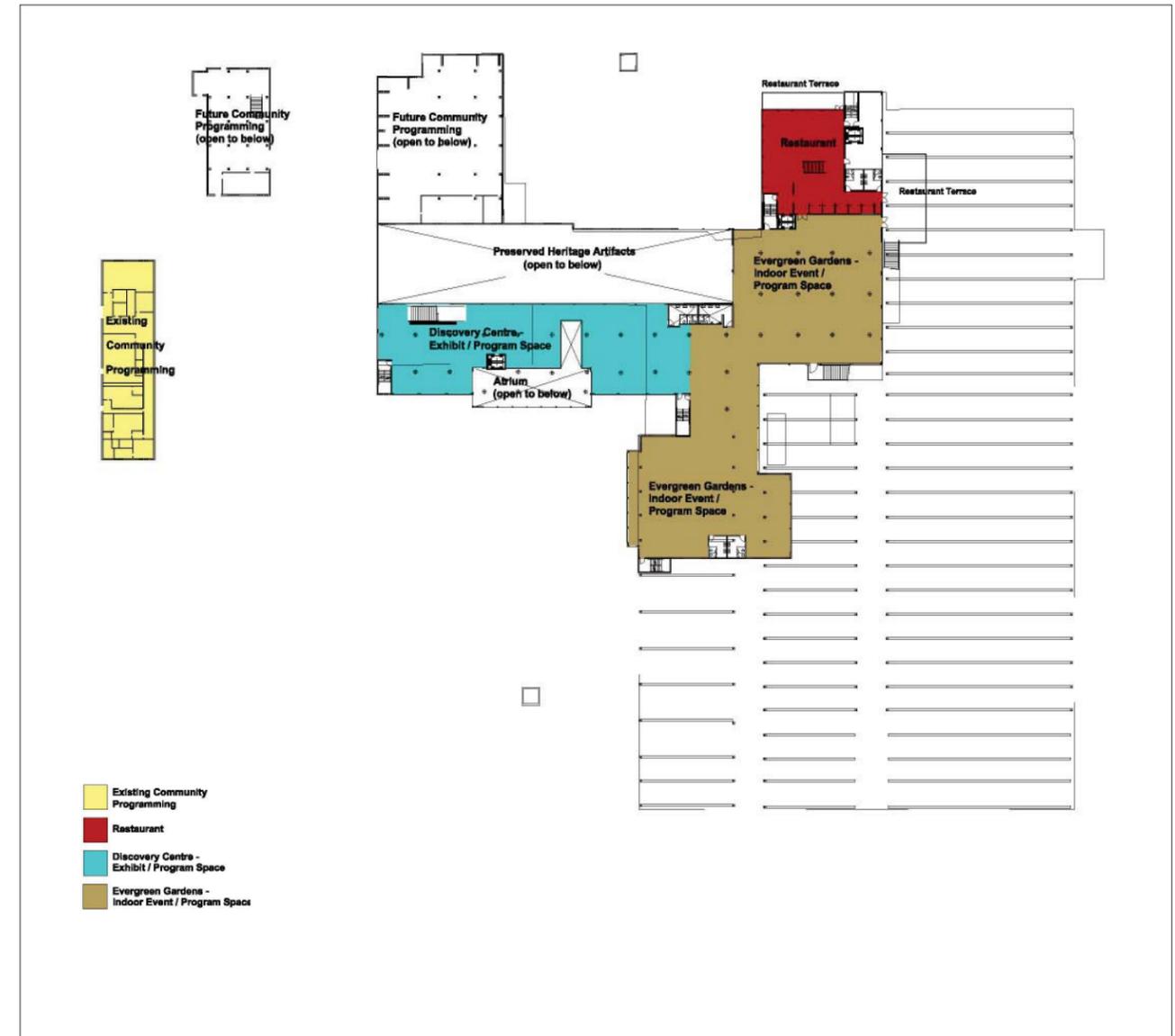


Figure 45

Main Floor Plan



Second Floor Plan

The second floor plan is presented in **Figure 46**. The floor is occupied entirely by Administration Space for Evergreen and other socially responsible organizations involved in the programming on-site, and is accessed by two passenger elevators. This space includes outdoor patios overlooking both the Brick Works Court and the Outdoor Gardens, and features a large “living wall” (i.e., a vertical garden) in the main reception area.

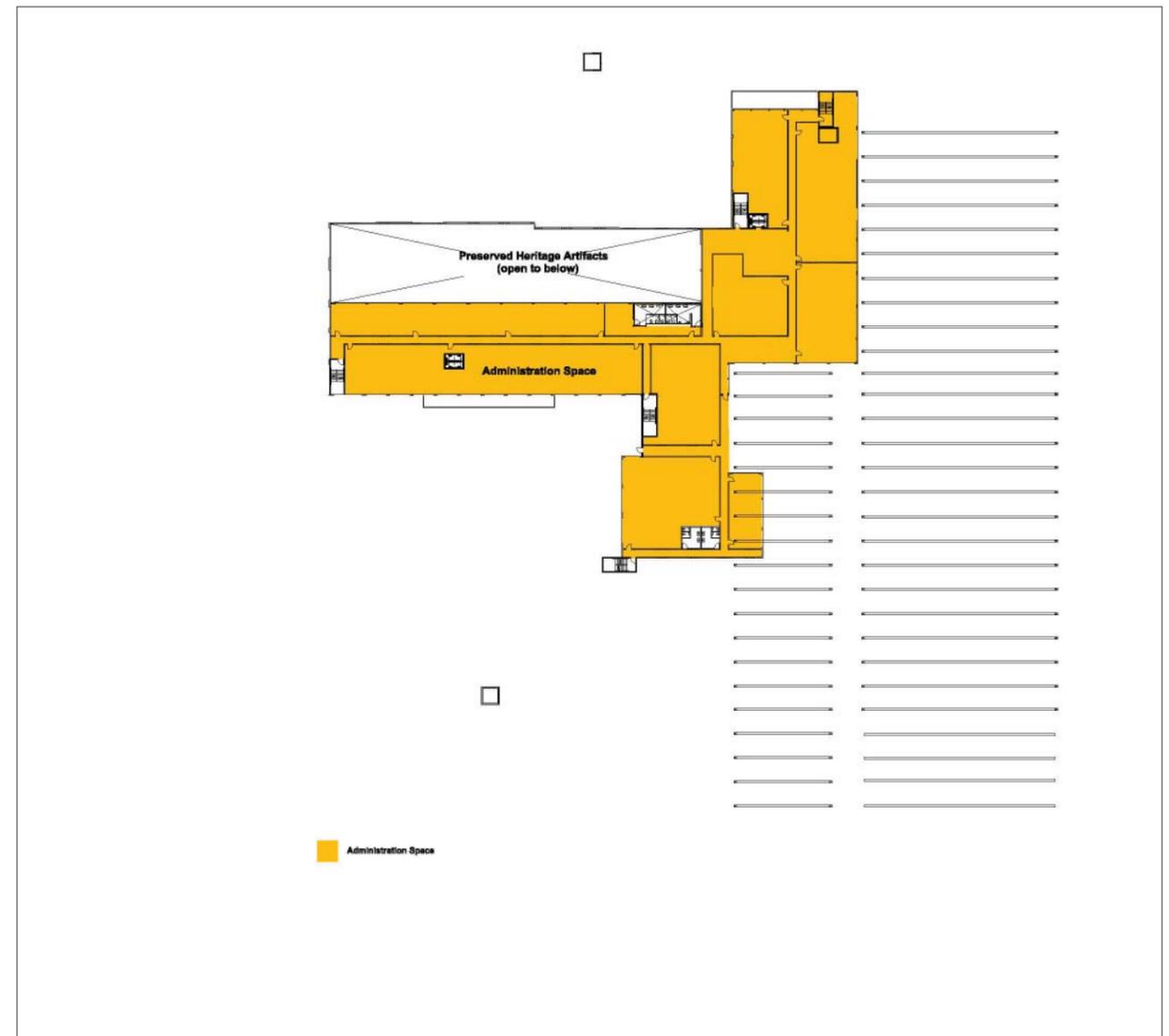


Figure 46

Second Floor Plan

Roof Plan

The roof plan is presented in **Figure 47**. As noted in the landscape plan, Building 15 and 16 are roofless, thereby exposing the gardens to the elements. Small sub-roofs are provided over remaining kilns for protection, and a new greenhouse is provided in the southernmost portion of the buildings.

The existing roofs on Buildings 14 (half of the new parking area), 10 and 11 (the Preserved Heritage Artifacts) and the vast majority of Building 7, 8 and 9 (the Marketplace Pavilions) are used to collect rainwater. This rainwater is stored in underground cisterns, and potentially in the large oil drums located to the east of Building 16.

The new building features two types of green roof. The majority of the area comprises an extensive green roof, meaning a low-profile grassed roof, which is inaccessible to pedestrians. A smaller area located directly over the Discovery Centre features an intensive green roof, which includes grasses, shrubs, and trees, and is publicly accessible, serving as an outdoor patio and viewing platform.

A large solar photovoltaic array covers the southern half of the roof on Building 7, and solar water heaters occupy a portion of the roof over the restaurant.

The roofs remain untouched on Buildings 1, 4 and 9 — i.e., the spaces reserved for community use.

Rendered views of various building elements are presented in **Figures 48, 49, 50 and 51**.

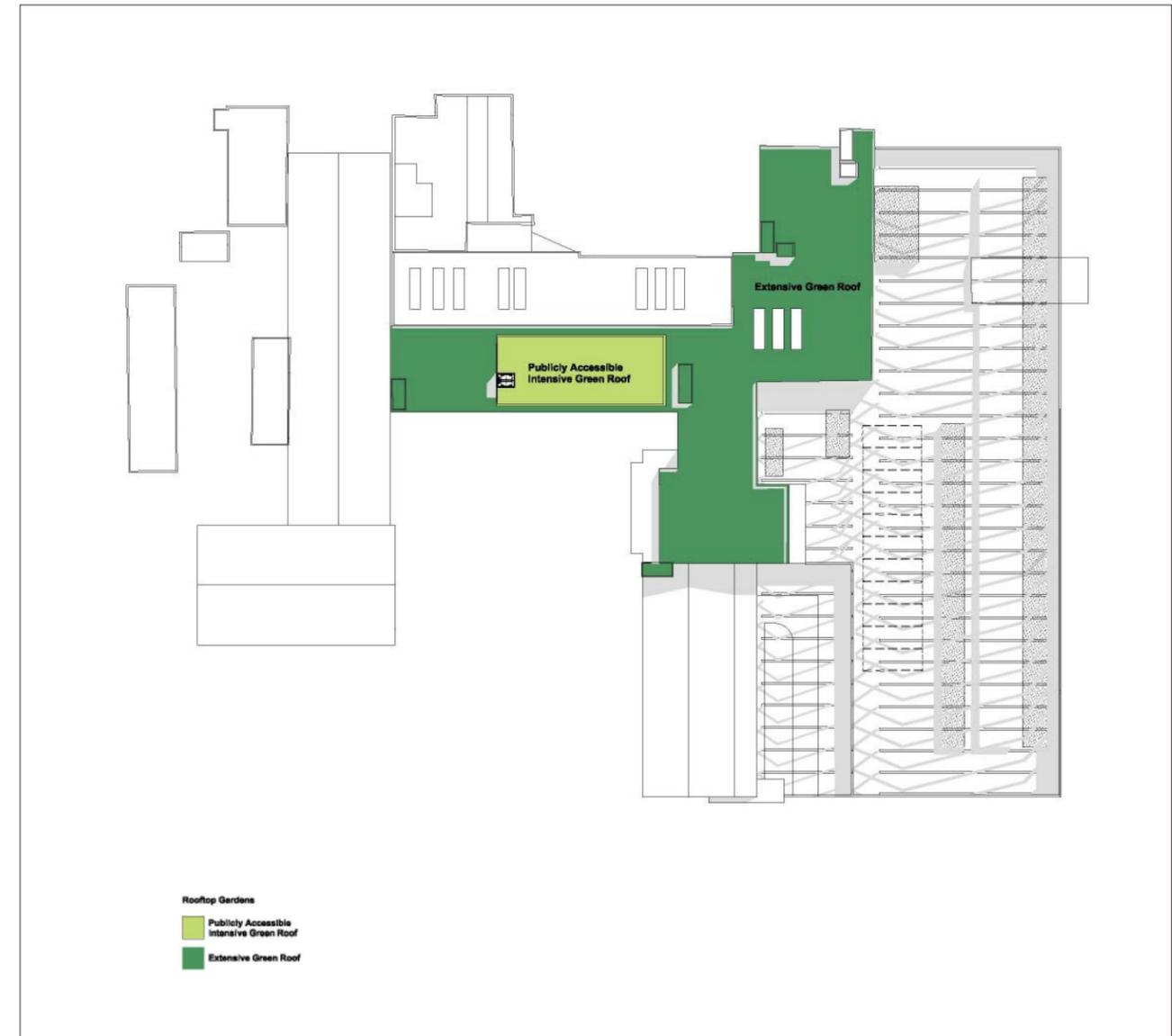


Figure 47

Roof Plan



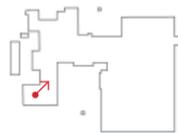


Figure 48

View of Marketplace Pavilion





Figure 49

View of Restaurant Patio, Overlooking Gardens



EVERGREEN

MASTER PLAN
EVERGREEN AT THE BRICK WORKS

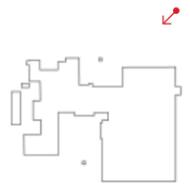


Figure 50

View of New Building from North





Figure 51

Bird's Eye View of the Project



4.3 Site Access, Parking and Circulation

Planned external connections associated with the Master Plan are illustrated in **Figure 52**. The configuration of parking is presented in **Figure 53**.

4.3.1 Vehicular Access

The Brick Works site is accessed by an existing driveway onto Bayview Avenue. Evergreen is working with the City to facilitate the installation of a new traffic signal at this location to enhance the operation and safety of this access point.

In addition to the above, a secondary emergency service vehicle-only access is provided onto Bayview Avenue at the extreme easterly corner of the site. Access is controlled, using break-away bollards for example, to avoid inadvertent general use. This access is located at the “highest” part of the property, and serves as both an emergency vehicle access point and a flood-condition evacuation route, given that it floods some time after the main entrance. This access route is described further in **Section 4.6**.

Required emergency service fire routes are provided on the Industrial Pad itself, including routes to the main building entrances located in the Brick Works Court.

4.3.2 Pedestrian / Bicyclist Linkages

The Master Plan improves pedestrian and bicyclist connections to the site in three important ways. First, the City is improving the links between the site and the Belt Line Trail to the west of the site.

Second, the new traffic signal on Bayview Avenue described above would provide a well-located, formalized and safe pedestrian / bicyclist crossing facility. This facility would not only encourage access to the site, but would create a much needed linkage across Bayview Avenue between the trail systems on the west side of the Don Valley (i.e. The Belt Line Trail) and those running along the Don River on the east side of Bayview Avenue.

Third, Evergreen and the City are exploring the possibility of providing a new pedestrian / bicyclist crossing of the Don River using the CPR rail viaduct — either by converting the structure itself into a trail, or by suspending a trail off of it — which

would link to the Don Trail. Like the Bayview Avenue traffic signal, this crossing would both encourage non-vehicular access to the site and provide an essential connection over the Don River, south of Pottery Road.

Bicycle racks are provided at appropriate places throughout the site, and showers and change rooms are available for site staff who bike to work.

4.3.3 Circulation Plan

General

On the Industrial Pad, visitors are encouraged to circulate throughout the site and to explore the adjacent Weston Quarry Gardens and Brick Works Park through well-defined gateways. For example, the entrance to the Park is located behind Building 9, a key convergence area for visitors coming from the Belt Line Trail, the main entrance driveway, the Market Place Pavilions, and the Chimney Court.

Paid Access Areas

The public enjoys free access to the entire site and the adjacent Weston Quarry Garden, with the exception of two paid access areas, for which a small admission fee will be charged: Evergreen Gardens (both the Outdoor Gardens and the indoor Event / Exhibit Space) and the Exhibit / Program Space associated with the Discovery Centre.

The admission charge is low (e.g., five dollars per person) so as to attract families and repeat visitors. Discounts and subsidies will be offered to target communities — e.g., school groups and social service agencies serving youth.

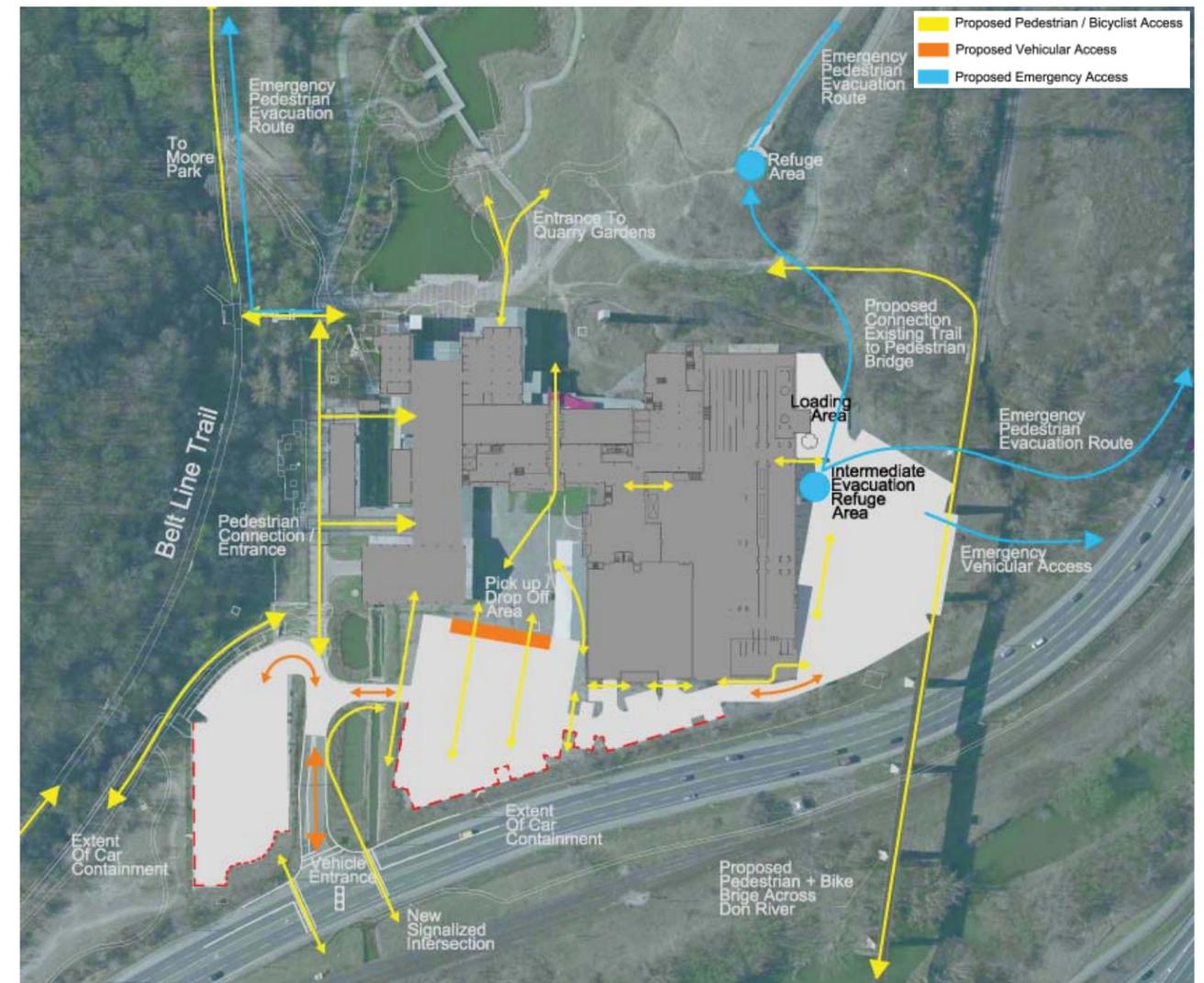


Figure 52

Site Access Plan

4.3.4 Transit and Carpooling

Evergreen, the City and the TTC are discussing the potential of enhancing transit service to / from the Brick Works. Currently, there is no transit service provided on Bayview Avenue, and the nearest TTC service is the Route 82 bus service, which runs through Rosedale. Evergreen hopes that the TTC will agree to establish regular bus service on Bayview Avenue.

In the absence of such service, Evergreen has committed to introducing a regular shuttle bus service from select subway stations (e.g., Broadview and Rosedale) to the site and other nearby attractions, such as Todmorden Mills.

Evergreen also encourages regular visitors and employees to carpool wherever feasible, and provides preferential access to parking for those who do.

4.3.5 Parking Supply

The existing paved areas and parking lot within the Brick Works property can be used for parking purposes. However, the limited amount of parking that can be provided within these areas is insufficient to meet the demands of the contemplated development programme.

Given the above, additional parking has been incorporated into the Master Plan. In all, 400 to 435 spaces are provided, as follows (see **Figure 53**):

1. Existing parking lot west of the main entrance — this lot can be modestly re-configured to provide an additional 15 parking spaces, for a total of 90 spaces
2. Existing paved area in front of the Brick Works buildings — a total of 145 spaces
3. New parking area to the east of Building 16 on lands located under the rail viaduct and leased from the CPR — a total of 140 spaces
4. New parking area located within Buildings 14 and 15 adjacent to the Evergreen Plant Nursery — a total of 60 spaces.

An additional 50 or so spaces are available on a temporary basis within the Marketplace Pavilions, when this space is unused.

Parking Demands

Parking demands at the Brick Works can be broken down into two basic categories:

1. Demands related to permanent uses (i.e., recurring demands)
2. Demands generated by events.

Recurring Demands: Recurring “baseline” parking demand forecasts have been developed for key design periods of activity. These forecasts are based upon the contemplated development program, hours of operation, space allocations and anticipated usage levels, as well as the temporal parking demand characteristics of such uses. Temporal considerations reflect, for example, that the Administration Space generates greater parking activity during the weekday daytime than during the weekday evenings or weekends.

Summary “baseline” demands for the key design periods are outlined below. These demands include allowances for activities related to the off-leash dog park and Brick Works Park.

Weekday daytime	175 to 200 spaces
Weekday evening	100 to 125 spaces
Weekend daytime morning	225 to 250 spaces
Weekend daytime afternoon	250 to 275 spaces
Weekend evening	100 to 125 spaces

Demands peak during the weekend daytime, when activity levels at the Nursery and other attractions are at their greatest. Recurring demands are expected to peak at roughly 250 to 275 vehicles during this period.

Event-Related Demands: A range of events and functions are held at the Brick Works, including organic farmers’ markets, antique markets, and formal receptions. Depending upon the function, related parking demands are significant and vary based upon the size and intensity of the event.

Due to the finite level of parking that can be provided and the recurring demands outlined above, it is not possible to simply



Figure 53

Parking Plan

allow events to occur within the indoor or outdoor event spaces without proper coordination. As a result, Evergreen is developing an Event Management Plan that will enable event-related parking demands to be appropriately and practically accommodated on the site. This plan will outline a series of management measures that can be proactively employed by Evergreen to manage parking demands at the site, including measures related to:

1. Scheduling of events
2. Size of events, including the definition of an attendance "cap"
3. Number and specifics of events that may occur simultaneously
4. Monitoring and operational refinement program.

In general, the largest events can be accommodated during weekday and weekend evening periods (post 6:00 p.m.), when the greatest amount of parking will be available above recurring demand levels (approx. 300 spaces). Smaller events can be accommodated during the weekday daytime and critical weekend daytime periods, when less parking would be available within the on-site parking facilities (in the order of approx. 125 spaces).

A preliminary outline of likely upper-end total event attendance limits that could form the basis for the Event Management Plan are:

Weekday Daytime	+/- 500 people
Weekend Daytime	+/- 325 people
Weekday and Weekend Evenings (post 6:00 p.m.)	+/- 700 people

Attendance levels could be increased modestly (by approx. 100 people) for select events by allowing visitors to park within the Marketplace Pavilion, assuming, of course, that this area is available.

Larger events may be held on occasion at the site but would require that special and extraordinary measures be adopted, including the use of free charter bus services from specified pick-up points to transport people to / from the Brick Works.

Importantly, it is assumed for the above peak attendance forecasts that vendor related parking demands for the Farmers' Market within the Marketplace Pavilion (e.g., stall operators) are met within the Market Place Pavilion itself and not within the main visitor parking areas.

Parking Demands

A fee for parking is charged seasonally and on weekends; at other times parking will be free. Fees will be in line with what is charged at other City parks. Revenue supports programming at the site. A small number of spaces (10 to 15) remain free for short-term visits (30 minutes to 1 hour) to the Brick Works Park.

4.3.6 Bus and Vehicle Pick-Up / Drop-Off

A bus and other vehicle pick-up / drop-off facility is situated along the entire northern side of the main parking area adjacent to the Brick Works Court, and provides a fully protected, pedestrianized area where, amongst other activities, school buses can load and unload passengers. The edge of the parking lot and the Brick Works Court is delineated (potentially using wooden posts, curbing or surface treatment) to define the edge of the driveable area and to provide a clearly designated safe pedestrian zone within which passenger loading and unloading can occur.

The lay-by area is accessed through the parking lot and provision has been made for wider aisles to facilitate bus and other large vehicle ingress / egress.

4.3.7 Loading and Delivery Activity

Delivery and garbage collection activity occur within a centralized loading facility located in the north-eastern corner of the site to the rear of Building 16, adjacent to the Outdoor Gardens and Restaurant. This facility provides a flexible area within which deliveries can be made using a variety of truck sizes, ranging from vans to large semi-trailers. Access to the loading facility is provided via the central aisle of the main parking lot, around the south-eastern corner of Building 16 and through the eastern parking area. Modestly widened drive aisles are provided to accommodate the turning and manoeuvring requirements of these vehicles.

4.4 Heritage Conservation

The purpose of the Heritage Conservation Strategy is to specify the significant heritage resources, identified by the City of Toronto and the Ontario Heritage Trust, which may be affected by the Project and to demonstrate how they will be conserved in the redevelopment of the Industrial Pad.

The strategy actually consists of two separate documents: a Heritage Assessment Report and a Heritage Impact Statement. The purpose of the Heritage Assessment Report is to provide background information regarding the cultural value of the site in order to assist in the site's revitalization. This work is presented in **Section 2.2.3**.

The purpose of the Heritage Impact Statement is to catalogue and assess the impact of the proposal on the existing heritage resources and ensure that the redevelopment is based on sound conservation principles. It looks at each potential impact (both additive and subtractive) and explores how this effects on the value, understanding and integrity of the heritage assets. The Heritage Impact Statement is also a municipal requirement of any Site Plan Approval.

The intent of the Master Plan is to retain as much heritage fabric in place as possible while allowing for the new construction and the adaptive reuse of the buildings on the industrial pad. The Master Plan has been prepared in accordance with the Parks Canada *Standards and Guidelines for the Conservation of Historic Places*, the Ministry of Ontario's *Eight Guiding Principles in Conservation of Historic Properties*, and the *Appleton Charter for the Protection and Enhancement of the Built Environment*. The objectives of the Master Plan with regard to heritage conservation are:

1. Retain as much heritage fabric in place as possible
2. Preserve the industrial and architectural character of the site
3. Allow for new construction and the adaptive reuse of heritage buildings.

The Master Plan involves the adaptive reuse of most of the heritage buildings on site. The scope of work for these buildings depends on the condition of the existing building: some buildings require very little restoration while others require significant upgrades and alterations. The adaptive reuse scope of work for these buildings is presented in **Table 4**.

The Master Plan includes the construction of one new building (see **Figure 54**). The design of this building maximizes the amount of new construction located inside the existing building footprint, minimizes potential impacts on archaeological resources, is strongly influenced by the value and structural integrity of the existing buildings, and results in a minimal impact on remaining heritage structures. Specifically, it requires the demolition of Building 11b and 11c, both of which are not included in the heritage designation and are in ruin, Building 12, which is structurally unsound, and Building 13, which occupies the site of the historic beacon chimney to be rebuilt as part of the new Brick Works Court.

The Master Plan also retains the vast majority of artifacts in situ for interpretive purposes. These artifacts are a major part of the cultural heritage of the site, and Evergreen recognizes their intrinsic value and importance. Of particular note, Evergreen is retaining the John Price Brick Press and at least 50% of the kilns in Building 15 and 16, including one full kiln altered only for pedestrian circulation (see **Figure 55**). The final conservation strategy for the treatment of the artifacts is to be determined as part of the Design Development process and completion of Interpretation Strategy.

Evergreen is in the process of negotiating a Heritage Easement Agreement with the TRCA, City and Ontario Heritage Trust. A Heritage Easement is a legally binding agreement between the property owner and the OHT and registered on title. This agreement is means by which the OHT ensures the property's preservation and controls demolition. It identifies elements of a property which are to be maintained in perpetuity and may also set out permitted alterations and development. Appended to the agreement will be a legal property description, and an inventory of the significant heritage resources (e.g. buildings, structures, industrial machinery, landscapes and archeology) to be protected. A separate document — Baseline Documentation Report — will be prepared upon completion of the easement and will act as the legal record of the heritage character and fabric, physical conditions and state of the heritage resources protected by the easement agreement.

The development of the building complex combines a number of different strategies:

1. Adaptive reuse of the majority of buildings on the site (i.e., 5, 6, 7, 8, 14, 15 and 16)
2. Continuation of existing uses in Buildings 1 and 3
3. Demolition of —
 - a. Buildings 11b and 11c, both of which are not included in the designation and are in ruin.
 - b. Building 12, which was found structurally to be a very poor candidate for adaptive reuse.
 - c. Building 13, a steel shed constructed in the 1970s.
4. Preservation of heritage structures and artifacts on site, of note the preservation of all those located in Buildings 10 and 11a, the John Price Brick Press, and at least 50% of the kilns in Building 16, including one full kiln altered only for pedestrian circulation. Final treatment and location of all artifacts to be determined as part of design development process and completion of interpretation strategy
5. Construction of new building, which has been located on existing building footprints as much as possible to limit impact on Archeological resources to the south of the Buildings 10 and 11a and in the footprints of Buildings 11b, 11c and 12. Proposed areas of excavation to be submitted for review and approval. All areas of excavation to receive archeological monitoring.

Importantly, these strategies are in keeping with the built history of the site, which — as noted above — has been characterized by continual evolution in relation to changing use, as the Brick Works operators added and demolished a number of buildings over the years to meet the needs of their business.



Figure 54 Extent of New Building

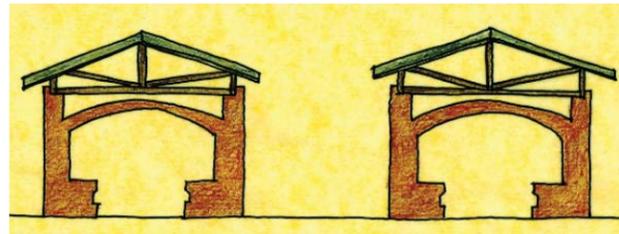
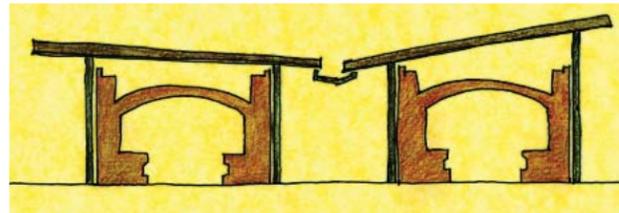
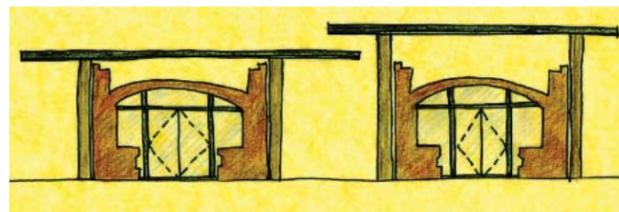
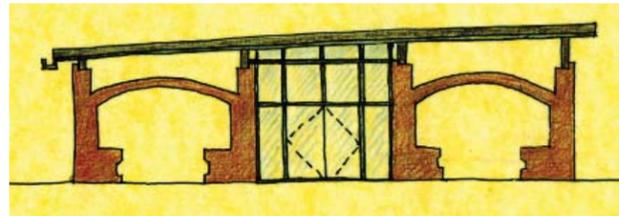


Figure 55 Kiln Protection Options

BUILDING #	NEW PROGRAM FUNCTION	SUMMARY OF CONSERVATION STRATEGY (from Heritage Impact Statement, ERA Architects Inc., June 2006)
1	Existing Community Use	Repaint the building's interior walls; provide selective exterior masonry repair at northeast corner.
2		Document and assess building and artefacts, retain artefacts in situ
3	Transformer Room	Maintain current site function.
4	Future Community Room	Preserve building as part of a proactive maintenance plan that will include: documenting and assessing the buildings in their current state, stabilizing and securing the buildings, monitoring the buildings' condition and undertaking repairs on an as needed basis.
5	Change Rooms for Groups	Provide new interior partitions; upgrade existing mechanical system; undertake selective masonry repointing.
6,7 + 8	Marketplace Pavillions	Retain artifacts and incorporate into interpretation strategy; provide electrical outlets; repair corroding steel structure.
9	Future Community Use	Preserve building as part of a proactive maintenance plan (see Building 4 above).
10 + 11a	Preserved Heritage Artifacts	Retain artifacts in situ for archival and interpretive purposes; provide new openings in south masonry wall for viewing artifacts; provide new 8'-0" wide north-south corridor through Building 11 for new access / exiting corridor at grade level with new concrete floor; provide additional structural support of masonry walls as needed; provide new skylights in roof of Buildings 10 and 11; undertake selective masonry repairs; and, demolish existing garage addition to southwest corner of building.
11b + 11c	Various (See Conservation Strategy)	Demolish buildings; incorporate traces of the ruin for interpretation purposes or use the former building to inform the patterning, massing and / or proportions of the new building; salvage brick for masonry repairs at other buildings on site and interpretive path construction.
12	Various (See Conservation Strategy)	This one-storey building is in very poor condition and is structurally unstable and will be demolished, to allow for the construction of a new three-storey building housing Evergreen Gardens, the Restaurant and Marché, and Administration Space. Design of new building will respect the existing building footprint and elements may be retained for interpretation purposes or used to inform the patterning, massing and / or proportions of the new building.
13	Brick Works Court	Demolish building.
14 + 15	Various (See Conservation Strategy)	Retain artifacts (incl. John Price Brick Press and brick extrusion machines) and incorporate into interpretive strategy (NOTE: may require their relocation within the site); remove / relocate mural to reveal decorative brick signage beneath Evergreen Plant Nursery and Evergreen Gardens; Remove existing roof and mezzanine for new three-storey structure; provide new partition walls dividing the parking area from the new building; provide a new storefront window on the west elevation of Building 14. Interior Parking Area: Upgrade building to City parking guidelines; upgrade structure for parking use; provide new / enlarge existing openings on south elevation for parking entry; provide new storefront window on the south elevation of Building 14; undertake selective masonry repointing and repairs; Remove existing asbestos roof panels on Building 15.
16	Evergreen Gardens	Retain over 50% of existing kilns and dryers in situ, including one full kiln (apart from breaks for pedestrian circulation), and incorporate into interpretive strategy; remove / relocate mural to reveal decorative brick signage beneath; provide a new green house within building (along south interior wall); remove existing asbestos roof panels; restore existing roof structure; undertake selective alterations to masonry walls at dryers for new gardens and salvage brick for reuse; undertake selective removal of mechanical ducts and steel structure above dryers and kilns; provide new / enlarge existing openings for storefront windows; undertake selective masonry repointing and repairs; dismantle selective areas of kilns and salvage brick to repair damaged kilns to be retained; restore retained kilns, including masonry restoration, new roof protection and interpretation.
17	Valley Chimney	Chimney lean to be assessed periodically and stabilized if required.

Table 4 Summary of Conservation Strategy



4.5 Interpretation

The Brick Works is rich in stories. These stories can be broadly divided into the themes of Nature, Culture and Community, and form the basis of the interpretive plan for the site (see **Figure 58**).

Stories are powerful communication devices because they allow a balance between mythic and scientific thought, permit both a systematic and a holistic reading of the site, and deliver content in an imaginative, innovative, creative and celebratory manner.

Evergreen, its partners and visitors to the site will participate in shaping the stories that will make up the interpretive elements on site. These stories combine well-researched information, humour, wit and creativity, and will be both educational and entertaining in nature.

The stories are communicated in words (either poetic or narrative), images, song, art, design and dance, and delivered by a combination of skilled artists and artisans, everyday people and children. Media include audio tours, docent guides, interpretive panels, photo mounts, and physical models, as well as live performances and hands-on, whimsical interactive elements that offer participants a fun and rewarding experience.

In addition, stories are literally integrated into the design of the overall site, including the parking lot, landscape, lamps, benches, way finding and architecture. This strategy connects everyday objects, such as garbage cans, with stories to create forms that are both meaningful and functional.

The interpretive strategy comprises two distinct components: a centralized interpretive experience and a decentralised interpretive one. The centralized experience is delivered in the Discovery Centre, a new, elegant, green-designed space that acts as both a point of arrival and orientation for all visitors and a place of interaction, learning and contribution. Colourful tactile displays communicate stories describing the history of the site, its impact on Toronto and how we can think about our past, present and future cities. These displays focus on exploring process and change, experimentation and research, learning through doing, asking challenging questions, and working together to find answers. Starting with the local past and moving towards the global future, visitors learn about the geology, industrial heri-

tage, ecology, urbanization and how all of these subjects come together to help us imagine our future cities.

Evergreen is exploring the possibility of incorporating a Ravine Centre as one of the primary interpretive attractions of the Discovery Centre. Specifically, the City has professed an interest in mounting the exhibit to celebrate Toronto's ravine system, educate visitors of their history and ecology, and serve as a gateway to the trail systems located in the Don River watershed.

The decentralized interpretive experience is provided throughout the site via a network of nodes and paths, and starts at a circular landscaped space in the Brick Works Court called the Source. This symbolic form functions as a collective gathering space, which will provide school groups, tour groups and individuals with an initial orientation.

Three brick-pattern paths representing Nature, Culture and Community spiral out from the Source (see **Figure 57**). Telling some seventy stories in all, ranging from native plants and brick-making to water management, these paths act as blueprints for considering our past, present and future cities. The content that is interpreted within each path relates to the path's theme. For example, the Culture Path is more intensely filled with the historical aspects of the site, whereas the Nature Path provides stories of ecology.

Developed with the help of visitors, these paths represent the need for balance between Nature, Culture and Community and how we might achieve this goal together. The paths offer visitors, including young curious explorers, the discovery of a new story around every turn as they circulate throughout the entire site. Like meandering streams or growing vines, these paths tell stories of fact and fiction, myth and science, which transform the site into a magical experience of celebration and fun. At times the paths cross, at other places they merge, but each remains distinct in its material construction. At other times, the Paths support the memory of the site as they literally trace the brick-making process that produced the millions of bricks. The stories focus in particular on the heritage artifacts on site: large, significant artifacts like the John Price Brick Press and the Tunnel Kilns are surrounded by interpretive stories, which describe the brick-making production process in detail (see **Figure 56**).

Nodes are created where the paths of Nature, Culture and Community overlap. These nodes — of which there are four (named Air, Water, Earth and Fire) — are places of heightened interpretive experience. Designed to accommodate groups and other visitors, these nodes act as small public plazas to provide points of repose and contemplation along the path system. These destination points provide space for meeting, rest, discourse and contemplation, and assist in the creation of a meaningful visitor experience. In the summer, these places could provide shade and cooling, and in the winter warmth and food. They could be places for visitors to dig their hands into the earth and places to look up and think about the air that they're breathing. They could be places where the interpretive stories become three-dimensional, fantastical and unique. Full of colour, texture and sound, these blossoming spaces of activity are popular places to gather to learn about the many stories present on site.

The detailed design and implementation of the interpretive strategy will take into account any constraints from historic soil and groundwater contamination, as well as any incompatibility with the preservation of cultural heritage features and archeological resources.



Figure 56

Views of Kiln Adaptation

Figure 57

Views of Paths



Figure 58a

Proposed Plan from Interpretation Strategy



 Nature Path  Culture Path  Community Path  Non-Accessible paths  The Source - Collective Gathering Place / The Beginning of Paths The Nodes - Gathering Places and Points of Repose  N1 Air  N2 Water  N3 Earth  N4 Fire	<h3>Stories on Nature Path</h3> <table border="0"> <tr><td>na1</td><td>Green Cities</td></tr> <tr><td>na2</td><td>Environmental Initiatives Around the World</td></tr> <tr><td>na3</td><td>Native Plants</td></tr> <tr><td>na4</td><td>Slow Food</td></tr> <tr><td>na5</td><td>Biodiversity</td></tr> <tr><td>na6</td><td>Waste and recycling</td></tr> <tr><td>na7</td><td>Medicinal Plants</td></tr> <tr><td>na8</td><td>Story TBD</td></tr> <tr><td>na9</td><td>The Culture of Food</td></tr> <tr><td>na10</td><td>Water Conservation</td></tr> <tr><td>na11</td><td>Story TBD</td></tr> <tr><td>na12</td><td>Migration Systems</td></tr> <tr><td>na13</td><td>Watersheds</td></tr> <tr><td>na14</td><td>Animals of the Don Valley</td></tr> <tr><td>na15</td><td>Fossil Finding</td></tr> 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Figure 58b

Proposed Stories and Locations from Interpretation Strategy

4.6 Natural Heritage

The Master Plan is significantly increasing the natural heritage value of the Industrial Pad by replacing existing swaths of concrete and metal with expansive gardens. This naturalization of the site provides habitat for urban wildlife, assists in stormwater management, and provides shade for visitors.

Although not an objective of the Project, the Master Plan is likely to indirectly increase the number of visitors to the Brick Works Park. This potential impact, coupled with concerns regarding the carrying capacity of the park, has motivated Evergreen to prepare a management strategy for the park, in consultation with the City, TRCA, and public. This strategy comprises the following five key recommendations:

- 1. Establish Habitat Zones** — The Brick Works Park contains 13 habitat zones. Each zone has specific management requirements in regards to appropriate level of use and access, maintenance, infrastructure requirements and interpretation/education
- 2. Establish Use Zones** — Certain types of uses should be discouraged throughout the park, including off-leash dog walking and biking, because of their ongoing and significant impacts on the ecology of the park. In addition, three use zones should be defined, which progressively restrict pedestrian visitor access. Zone 1 should be located close to the Industrial Pad and provide easy access for most visitors. Zone 2, which includes the lookout, should provide access further into the site but present users with a more rustic experience due to a reduction in pathway width, a change in pathway surfacing, and increased grades. Zone 3 should be a “no-go” zone and encompass areas that are ecologically sensitive and unable to withstand impacts from visitors (see **Figure 59**)
- 3. Restrict Access to the Main Entrance** — Currently people are able to access the site from various informal points of entry. To help protect the integrity of the park, perimeter fencing should be erected to eliminate these informal access points and to reaffirm the primacy of the main entrance behind Building 9 on the Industrial Pad. An ongoing maintenance and monitoring program should be established to repair fences and prevent new trails from becoming established

- 4. Establish Learning Stations** — Learning stations with interpretation and educational elements should be located at key locations throughout the park to provide information on the unique aspects of the park, as well as to illustrate the relationships between people, natural processes and behaviour. Interpretation will include information on the role of the Brick Works site in the broader Don Watershed and regional natural heritage system
- 5. Create Monitoring Protocol** — A monitoring protocol should be created to help inform park managers in regards to user numbers, activities, and expectations. This information should be used to refine the management approach over time.

With implementation of the above strategy, Evergreen anticipates that the impacts of any additional visitor traffic in the Brick Works Park can be managed. Evergreen is working with the City and TRCA in order to identify specific roles and responsibilities for each organization, as well as other community partners.

The Brick Works Park will remain under the management of the City and TRCA. Thus, the funding and decision-making related to the implementation of the recommendations described above will remain the responsibility of the City and TRCA. Nevertheless, Evergreen is eager to assist with the stewardship of the Weston Quarry Garden and the larger Brick Works Park over the long-term. Evergreen will mobilize its staff, volunteer and fundraising resources in support of the work of the City and TRCA, and their community partners.

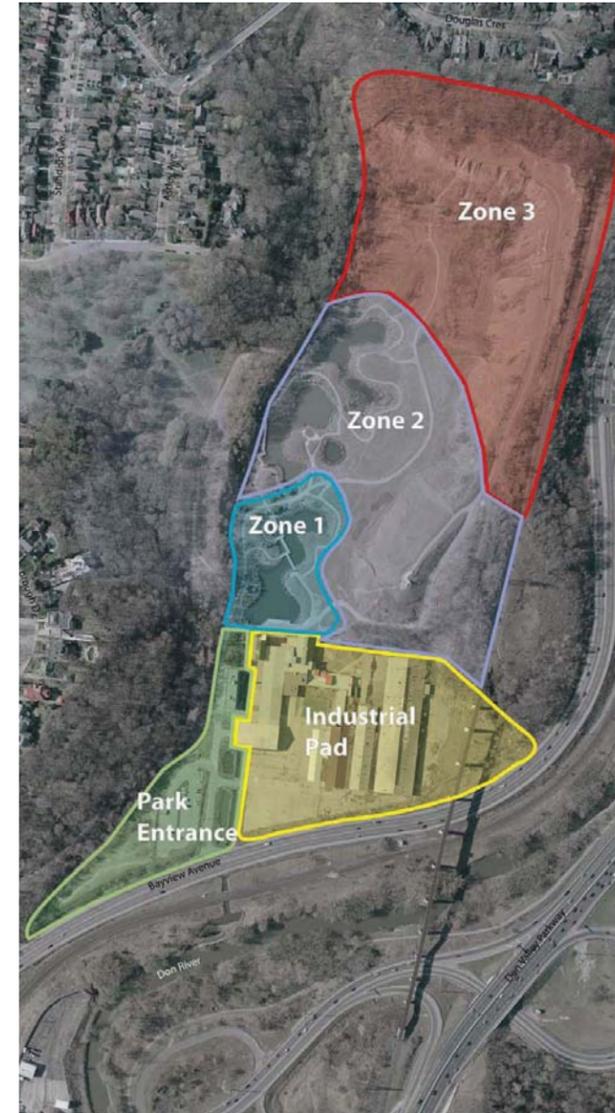


Figure 59

Proposed Use Zones in Brick Works Park

4.7 Water Management

4.7.1 Stormwater Management

The Industrial Pad is currently almost completely impervious and provides little management of stormwater runoff, from the perspective of both stormwater quantity and quality. Given this poor performance, the Project significantly improves stormwater management on the site as follows:

1. It reduces the rate and volume of post-development runoff
2. It considerably improves the quality of post-development runoff (in the order of 80% removal of total suspended solids).

The system comprises the following (see **Figure 60**):

- 1. Green Roofs** — A total green roof area of 3,154 square metres is provided, which corresponds to 21% of the existing Industrial Pad. Runoff from the green roofs is collected and reused for irrigation of the green roof itself
- 2. Collection and Reuse of Rainwater** — Runoff from 3,365 square metres of existing (conventional) roof area is collected and reused, corresponding to 23% of the existing industrial Pad. Runoff is stored in underground and above-ground cisterns, and is used for irrigation
- 3. Bio-Retention Areas** — Bio-retention areas are pervious vegetated areas within the site designed to retain and absorb runoff
- 4. Bio-Swales** — Bio-swales are vegetated flat-bottomed channels designed to intercept and filter runoff before it enters the receiving watercourse. A total bio-swale area of 285 square metres is created along the east bank of Mud Creek where it provides treatment of runoff from the existing parking lot
- 5. Oil/Grit Separator** — An oil/grit separator is provided to treat runoff from the existing parking lot at the western limit of the site
- 6. Porous Pavement** — The new parking lot at the eastern limit of the site is made with porous pavement, which significantly reduces the amount of runoff from its surface compared to an asphalt surface.

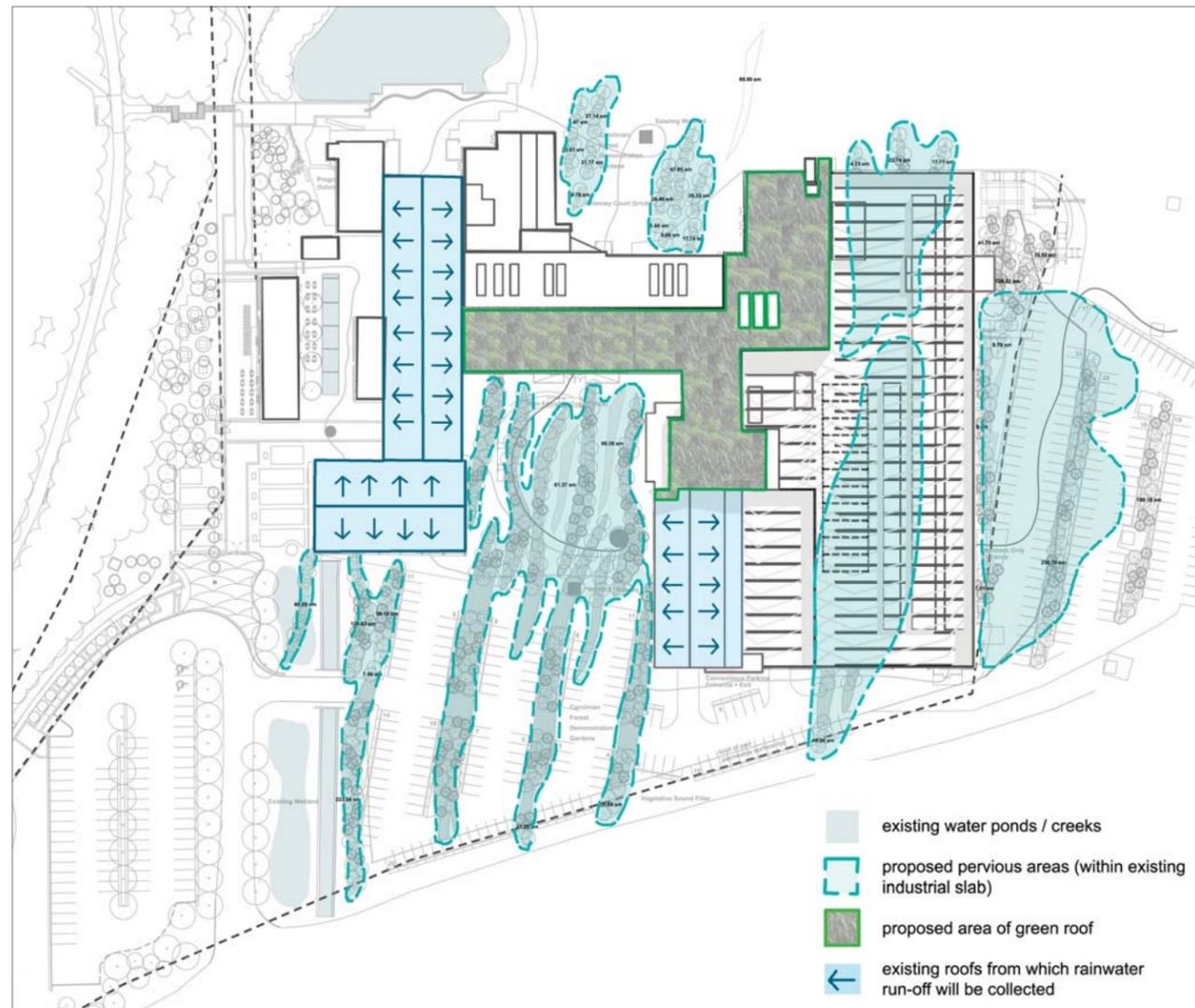


Figure 60

Stormwater Management Plan

The benefits of the above stormwater practices include:

1. Reduction of the rate and volume of runoff from the site compared to existing conditions by reducing site imperviousness by roughly 50%
2. An enhanced level of treatment of the runoff from the existing parking lot at the western limit of the site
3. Retention of all runoff from roughly 50% of the site from the proposed green roof and from part of the existing roof
4. Retention of the first 15 to 25 mm of rainfall from the proposed new porous parking lot at the east limit of the site
5. Retention of the first 25 mm of rainfall from the existing parking area at the south of the site through the use of bio-retention areas.

Soil and groundwater contaminants may limit the ability of Evergreen, the City and TRCA to pursue some of the stormwater management opportunities described above. The City is currently assessing the site's soil and groundwater risks, and preparing a Risk Management Plan, with a view to obtaining a Record of Site Condition from the Ministry of Environment. The Risk Management Plan will inform the detailed design phase of the Project, as the Project must comply with this Plan.

4.7.2 Flood Management

The site floods regularly. The Master Plan welcomes and celebrates this flooding as a natural process. In response, it has "wet floodproofed" the building complex and landscape, avoided inappropriate uses of the hydraulic floodway, and defined an evacuation plan to guide the safe evacuation of the site.

With regard to wet floodproofing, the ground plane / ground floor is designed such that it can be flooded on occasion, and features plant species, building materials, finishes, fixtures and equipment that can either get wet or be moved easily. In contrast, the main floor of the building is designed to lie above the design flood level (i.e., the 350 year flood).

The ground plane / ground floor is uninhabited, and immovable / hazardous materials (e.g., mechanical and electrical equipment) are stored either in dry floodproofed compartments on the ground plane / ground floor or above the design flood level.

The Project Team recognizes that a silt management plan will be required to ensure that silt deposited by floods is cleaned up, for disposal or use in on-site gardens, assuming soil quality is suitable. The team is also working with the TRCA in the process of examining the possibility of raising the ground plane / floor in some areas by approximately three feet in order to reduce the impact and frequency of nuisance floods.

In response to the presence of the hydraulic floodway, there are no new buildings in the hydraulic floodway, and all parking areas include a containment system (i.e., fencing), to ensure that vehicles are not washed away during flood events.

With respect to the evacuation plan, the Project Team noted that Bayview Avenue floods regularly along with the site and explored a number of alternative "floodproof" access routes to / from the site. These alternatives involved linking the site to areas located on top of the Don Valley ravine slope. All such options, however, were either prohibitively expensive, involved significant environmental impacts and/or were likely unacceptable from the perspective of site neighbours, do not represent practical ways to provide for evacuation and emergency services access to the Brick Works under flood conditions. Accordingly, the Project Team examined developed a flood condition access plan that utilizes a more practical / feasible access route that connects to a site frontage "high-point" (the secondary emergency access) onto Bayview Avenue that and therefore floods less frequently and "later" than the main entrance on Bayview Avenue at the main driveway. This proposed route allows for an extended period for emergency access to the site as well as orderly evacuation of the site, should it become necessary. This access road is shown in **Figure 52**.

In addition, the Project Team identified the need to provide a walkable and flood proof pedestrian evacuation connection from the Brick Works that facilitates final evacuation of people in all flood conditions (i.e., flash flood). One candidate connection would run along the west side of Bayview Avenue on the embankment (with modification) to Pottery Road.

4.8 Green Design

In conjunction with this preferred access road, the Project Team defined the following operational protocol to ensure the safety of visitors and staff at the Brick Works:

1. Site will have a direct connection to Environment Canada water level gauge at Todmorden Mills
2. Evergreen staff will receive TRCA flood notices by fax and cell phone and will monitor the weather forecasts every morning
3. Following receipt of a Safety Bulletin from the TRCA, Evergreen staff will be put "on alert" and will monitor the weather and the water levels at the Todmorden gauge more frequently
4. Following receipt of a Flood Advisory, Evergreen will evacuate all visitors from the site and will monitor the water level at the Todmorden gauge every 15 minutes
5. A rise in the water level at the Todmorden gauge above a critical threshold following a Flood Advisory will trigger the evacuation of all Evergreen staff from the site
6. Following receipt of a Flood Warning, Evergreen will immediately cease all vehicular evacuation and implement a pedestrian evacuation plan, which will include the following:
 - a. Definition of an area of refuge, which is dry, floodproof and weather protected
 - b. Definition of pedestrian evacuation routes on dry land
 - c. Training for staff to provide an appropriate trained staff to visitors ratio
 - d. Provision of an ATV type vehicle for use on dry path for the elderly and/or infirm.

Evergreen has chosen the Leadership in Energy and Environmental Design (LEED®) rating framework to guide the master planning process. The LEED® Rating System recognizes leading-edge buildings that combine healthy, high-quality and high-performance advantages with reduced environmental impacts. This rating is established through a rigorous application, review and audit process. Credits are awarded for a number of different parameters within six categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, indoor environment, and innovation and design process.

The Project Team has undertaken a preliminary analysis of the Project using the LEED® rating framework. This analysis is summarized below (see **Figure 61**).

4.8.1 Sustainable Sites

Site Usage: The site is a brownfield. In selecting this site to redevelop, as opposed to a "greenfield," Evergreen has demonstrated a practical means of protecting green space.

Transportation: The Master Plan comprises an integrated transportation management plan including paid parking, carpool discounts, bicycle storage and change rooms. Methods of providing a TTC connection are being explored in the form of shuttles to the subway and/or bus stops. Alternative means of transportation are encouraged, thereby reducing employee and visitor dependence on automobiles and their associated environmental impact.

Habitat Rehabilitation: The site is extensively renaturalized. The design provides integration with and connection to the trails and habitat zones in the Brick Works Park to the north. Swaths of vegetation serve to break up the existing Industrial Pad.

Stormwater Management: Through a comprehensive system of landscaping and water use, stormwater is controlled largely onsite, thus removing suspended solids that would normally enter downstream water ecosystems.

Heat Island Reduction: An integrated approach that utilizes both grade-level and rooftop vegetation (green roofs) reduces and minimizes the heat island effect.

4.8.2 Water Efficiency

Landscape: Use of native species on the site to minimize the amount of irrigation water required. Water collected from the building roof areas (both existing and new) is stored in cisterns to help meet roof and grade-level landscaping demands, among other uses, resulting in a 70% reduction in water use over more conventional systems.

Wastewater: Waterless urinals, and dual-flush toilets reduce the amount of white water generated. The water that is used for sewage conveyance in the water closets is augmented by the rainwater collection cistern. There is no onsite water treatment due to cost and regulatory constraints.

Indoor Water Use: Use of low-consumption fixtures, including ultra low-flow infra-red-controlled lavatory faucets and low-flow showerheads, result in a 30% reduction in water use over more conventional systems. There is no reuse of greywater on the site due to cost and regulatory constraints.

4.8.3 Energy and Atmosphere

Optimize Energy Use: Evergreen is committed to reducing its energy consumption as much as possible. The building is designed to conserve energy, using a high-performance envelope and energy efficient equipment, including:

1. High efficacy lighting fixtures and lighting controls
2. Efficient motors/fans
3. High efficiency chiller
4. Heat recovery on all ventilation air
5. Optimal ventilation distribution effectiveness
6. High efficiency condensing natural gas fired, hot water heating boilers
7. Hydronic heating by radiant floors and radiators
8. Cooling from chilled water fan coils and cooled slabs
9. Low-flow faucets, and waste water heat recovery
10. Dehumidification of ventilation air with energy recovery wheel and chilled water cooling coil in main air handling unit
11. Highly efficient building envelope system.

The building will meet and exceed Commercial Building Incentive Program (CBIP) requirements. The target energy savings is 50% or more compared to the Model National Energy Code for Buildings.

Commissioning: All building systems are to be reviewed and commissioned as part of the integrated design and construction process. This commissioning ensures that systems are designed and installed in accordance with client expectations and applicable standards and codes.

Ozone Protection: All base building refrigerants are HFC free (i.e., CFC/HCFC free) and fire suppression equipment shall contain no halons, thus reducing the ozone depleting potential of the systems.

Renewable Energy: Solar is the most viable technology for this site. Solar energy is captured by both solar thermal (hot water heaters) on the roof of the new building and a 467 square metre photovoltaic (solar electric) array on the south-facing roof of the Marketplace Pavilion, which produces 60,000 kWh electricity / year. The heated water is used in the kitchen, and the electricity offsets the grid electricity purchased from Toronto Hydro.

Monitoring: A Building Automation System monitors energy and water consumption, as well as controls the operation of building HVAC and plant systems. The system allows Evergreen to monitor energy usage and make operational adjustments to ensure equipment performs optimally. A subset of this monitoring data is presented to the public within interpretive displays about water and energy collection and use.

4.8.4 Materials and Resources

Waste Diversion: *Evergreen at the Brick Works* minimizes waste during construction and operation through a comprehensive source separation program. Conventional "waste" is separated into metal, wood, gypsum, concrete, plastic, glass and compost. 75% or more of construction waste is recycled. Onsite composting demonstrate residential-scale composting technologies.

Salvaged / Reused Materials: Materials from the existing site (e.g., bricks for pathways) are re-used, pending a review of economic and environmental considerations.



New Material Selection Criteria: New materials for the Project are sourced and selected to maximize recycled and sustainably harvested content. Preference is given to materials regionally sourced (i.e., in Southern Ontario).

Building Durability: The building is designed to take into account the Design Service Life of all components. The evaluation of a building as an integrated system facilitates the minimization of operational and maintenance costs for the life of the Project.

4.8.5 Indoor Environment

Outdoor Air Ventilation: The design of the mechanical systems is in accordance with ASHRAE 62-2004 to ensure appropriate ventilation for all occupants. The ventilation is decoupled from the heating and cooling operations, as these are provided by the radiant slabs/radiators. The design of the air distribution ensures a ventilation effectiveness of 0.9 or greater according to ASHRAE 129-1997. To integrate the mechanical and natural ventilation systems, a carbon dioxide monitoring system samples the air quality and provides ventilation as required.

Indoor Air Quality — During Construction: A comprehensive source control strategy protects workers and removes all construction-related contaminants from the space prior to occupancy.

Indoor Air Quality — Material and Product Selection: The concept of source control is carried from design to construction and into occupancy. This starts with the selection, specification and installation of low-emitting materials and products and continues into operation with the implementation of housekeeping procedures that use Green Seal certified cleaning products.

Indoor Air Quality — Remediation and Filtration: Specific areas that could potentially contain contaminants are separately isolated from the other regularly occupied areas. Outdoor air brought in to the building is filtered using MERV 13 filters. Finally, air on the second floor of the new building is purified by a Living Wall located in the reception area.

Indoor Environment: Comfort and Control: Natural ventilation and day lighting has been optimized through the use of operable windows and reactive lighting controls. The mechanical system

responds to the natural ventilation and day lighting to ensure that ASHRAE 55-2004 thermal comfort criteria is maintained.

4.8.6 Innovation and Design Process

In terms of sustainability, the integrated design process has rewarded Evergreen with a superior facility. LEED provides “exemplary performance” credits for those projects that greatly exceed given requirements. Credits may also be earned for innovative strategies not already covered by LEED, including educational outreach.

4.8.7 Conclusion

The above analysis indicates that this Project achieves a LEED® “GOLD” status, which will identify it as one of the most sustainable buildings in Canada. Evergreen will work towards achieving a LEED® “PLATINUM” level of certification.

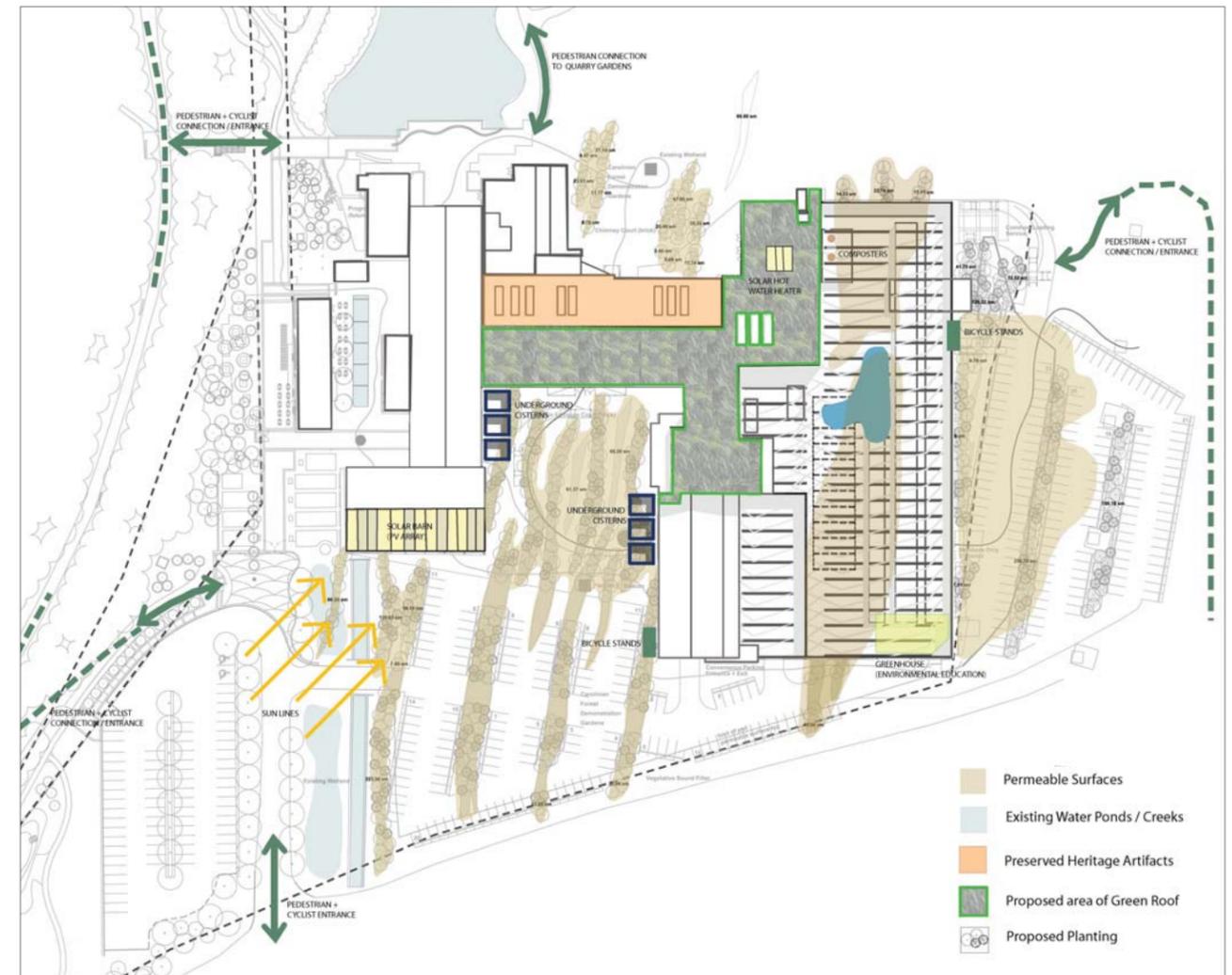


Figure 61

Green Design Plan

5 Financial and Business Plan

5.1 Financial Plan

5.1.1 Capital Campaign Plan

A \$50 million capital fundraising campaign is underway to generate the funds required for the project, including planning and design, construction and restoration, project management, legal fees, fundraising, donor recognition and related costs (see **Table 5**). The goal includes an allowance of \$1 million in seed funding for an endowment fund to support Evergreen's on-going operations.

ITEM	BUDGET
Construction	\$36,883,020
Planning, Design and Management	\$4,166,167
Pre-Opening	\$4,751,198
Evergreen Support	\$3,199,615
Endowment	\$1,000,000
TOTAL	\$50,000,000

Table 5

Project Budget

Half the campaign goal will come from government sources. Of that amount, \$10 million is held by the Ontario Heritage Trust on behalf of the Province of Ontario. Payments to cover the design stage of the project have been received, and a comprehensive contribution agreement is being negotiated. The federal government announced its intention to support the project in its budget speech of May 2, 2006 and has named the project in the budget plan.

Public sector contributions will be matched by \$25 million in donations from the private sector. Most of these gifts will come in the form of pledges that will be paid over three to five years. To date, \$6 million has been pledged (see **List of Donors**), leaving a balance of \$19 million to be raised over the next two and one half years. The federal government's May 2nd announcement of the removal of capital gains tax from gifts of listed securities will give the campaign a definite advantage.

List of Donors:

Public support
Government of Canada
Ontario Heritage Trust, Government of Ontario

Founding Patrons
David and Robin Young and Family

Site partners
City of Toronto
Toronto and Region Conservation

Founding partners
CIBC
The Davies Charitable Foundation
Federation of Canadian Municipalities
Hamilton Community Foundation
The Michael Young Family Foundation
The Salamander Foundation
T.R. Meighen Family Foundation
Anonymous (1)

Donors
Ashoka
Bealight Foundation
David & Fiona Berry
Mrs. Robertson Davies
Donner Canadian Foundation
Estate of Margery J. Warren
Nancy & John McFadyen
The Northpine Foundation
Andrew & Valerie Pringle
The Printing House Limited
Jennifer Surridge

Tides Canada Foundation
Toronto Atmospheric Fund
Jane & Eb Zeidler
Anonymous (1)

In-kind support
Blake, Cassels & Graydon LLP
Boston Consulting Group
Dianne Saxe Environmental Law
JC Williams Group
McKinsey & Company
ZIG

Evergreen is recruiting a Campaign Cabinet of 25 to 30 highly motivated, well connected volunteers to lead the capital campaign; 17 members are confirmed to date (see **Table 6**). The Cabinet is supported by experienced campaign staff as well as full-time development, marketing and communications staff at Evergreen. It will concentrate its efforts on identifying and cultivating prospects with the capacity to make the largest contributions in the first "quiet" phase of the campaign. Prospective donors for the pacesetter gifts will include individuals, corporations and foundations. When 75% to 80% of the total goal has been pledged, the campaign will enter the second more public phase at which time the team will continue to solicit both large and smaller contributions.

Recognition opportunities will be available at gifts levels from \$25,000 to \$10 million. Large donations will be recognized through naming of the signature features and buildings, such as the Discovery Centre and Garden Atrium. All donors will receive recognition in published materials such as annual reports. Naming opportunities are expected to have at least a 20 year term (falling within the term of the lease Evergreen is negotiating with the City of Toronto and TRCA). Longer terms may be negotiated in some cases.

CAMPAIGN CABINET	
Nancy McFadyen	Campaign Co-Chair
Susanne Alexandor	Director, Products and Services, UBS Wealth Management
Max Beck	National Executive Director, Easter Seals, March of Dimes
David Berry	Community Volunteer
George Booth	Community Volunteer
George Dark	Partner, Urban Strategies
Ron Dembo	Founder & CEO, ØFootprint
Mark Hilson	Managing Director, Onex Corporation
Krista Kerr	President, Kerr Financial Corp.
Bartlett (Bart) MacDougall	Chairman, MacDougall, MacDougall & MacTier Inc.
Susan McArthur	President, McArthur & Associates Ltd.
Kelly Meighen	President, T.R. Meighen Foundation
Leith Moore	VP Land Tactics, The Sorbara Group
Andrew Pringle	President, Canadian Foundation for AIDS Research
Mark Robert	Managing Partner, The Carlu
Jane Zeidler	Art Consultant, Zeidler Roberts Partnership Architects
Adam Zimmerman	CEO, Merman Holding Ltd.

Table 6

Campaign Cabinet

5.1.2 Financing

Total borrowing for the project is projected to be \$7.6 million based on conservative estimate of a 5 year collection period for half the pledges required to complete the campaign. Evergreen will repay the principal as these pledges are realized. Loans will be required to bridge payments from Ontario Heritage Trust, and from the federal government once a contribution agreement has been negotiated. Debt servicing costs will become part of the operating budget once the capital project has been completed in 2008.

Evergreen has received offers for capital loans for the project at preferential rates from Toronto Atmospheric Fund, Federation of Canadian Municipalities and Ashoka. A total of \$3 to 4 million is expected from these agencies. Evergreen will approach the chartered banks for the balance of \$3.6 to 4.6 million.



5.2 Business Plan

5.2.1 The Opportunity

The formulation of the Evergreen at the Brick Works business plan spans three years of research, analysis and review by some of the most well respected industry leaders and management-consulting firms in Canada, such as McKinsey and Company, JC Williams Group, University of Toronto (Joseph L. Rotman School of Management), Watt International and Boston Consulting Group. The plan takes into account numerous case studies of similar initiatives as well as extensive benchmarking of local Toronto market conditions and comparative revenue and expense performances.

The plan is divided into two distinct statements of activities that are then rolled into one comprehensive operating proforma and balance sheet. The first activity of business is the overarching property management of the mixed-use facility that Evergreen is developing. The second activity focuses on the native plant nursery retail operation that Evergreen will open at the facility that will serve as a main anchor tenancy.

In its first full year of operations the consolidated financials of Evergreen at the Brick Works (property management) and Evergreen Plant Nursery (retail) will combine for an accumulative total estimated revenue of over \$5,000,000.00 with a cost of goods at \$1,200,000.00 and operating expenses of \$3,400,000.00, producing an estimated positive operating income of \$500,000.00 and a \$50,000 Charitable contribution after the deduction of depreciation, amortization and interest expenses.

The Brick Works will be Evergreen's national office with Evergreen utilizing approximately 10,000 sq. ft. Evergreen will also occupy the majority of the programmable space with their retail initiative, native plant nursery and demonstration gardens. The demand for this venture is demonstrated by the core group of well-established program partners we have already secured intent from: Outward Bound Canada, YMCA of Toronto, the Gardiner Museum of Ceramic Art, Jamie Kennedy Kitchens, the University of Toronto's Health Knowledge Lab, FoodShare Toronto and Merchants of Green Coffee.

5.2.2 Goals, Objectives, Value Proposition

Goals

As an innovative, triple bottom line venture, Evergreen at the Brick Works and Evergreen Plant Nursery will be a:

1. Year-round destination for discovery and learning about nature and culture that will change the way we think about our cities, the environment and our health
2. Self-financing enterprise, demonstrating environmental, social and economic sustainability.

A preferred retail destination of choice for those looking to purchase their gardening products and learn about creating natural, pesticide-free gardens.

Business Objectives

1. Cover 100% of operating costs through office space and event rentals, conferences, parking, admissions and other earned revenue by the second year of operation
2. Generate over \$ 5,000,000.00 in annual revenues by the end of the first full year of operation, 2009
3. Maintain an occupancy rate of at least 90% by providing unique program and rental facilities at competitive rates to suitable organizations and businesses
4. Provide a social and environmental return to the community in the form of new programs and services that improve environmental quality and promote health and wellness.

5.2.3 Revenue sources and expenses

Evergreen at the Brick Works/Property management

The primary drivers for the property management-operating plan are tenant/partner rental and admission revenues. The facility will rent out approximately 67,000 square feet of space and anticipates 100,000 patrons per annum paying a nominal entrance or membership fee to enter the paid admission area.

A secondary driver of revenue will be achieved through group event sales both corporate and private.

The tertiary categories for revenue consist of on site third party revenue sharing, occasional paid parking and site sponsorship.

Expenses to operate the site will run at 82% of gross revenue.

Evergreen Plant Nursery/anchor retail

Evergreen Plant Nursery will consist of over 17,000 square feet of enclosed and open operating space and will be comprised of three integrated units: demonstration gardens, a retail garden centre and native plant nursery and propagation centre.

The plant nursery has gross sales estimated at just over 1.8 million per year and a cost of goods sold of approximately 1.18 million producing a gross margin of \$615,000 in the first full operational year.

The operational expense for the nursery have been estimated at \$660,000 per year resulting in a operating loss for the first full operational year of \$44,000.

The business plan assumes a steady growth in the retail operation that will produce a positive operating return by the 5th year of operations.



Statement of Activities (property management & plant nursery consolidated)

	year ending December 31,					
	2008	2009	2010	2011	2012	2013
Revenue	2,497	5,096	5,391	5,682	5,941	6,217
Cost of goods sold	(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Gross margin	1,932	3,909	4,085	4,245	4,397	4,557
Operating expenses	1,701	3,395	3,522	3,655	3,785	3,922
Operating income (loss)	231	514	563	590	611	635
Interest earned (expense)	(310)	(460)	(257)	(32)	-	-
Contribution to (from) Evergreen core programming	(79)	54	306	558	611	635

Statement of Activities (property management)

	year ending December 31,					
	2008	2009	2010	2011	2012	2013
Revenue						
Tenants	505	1,019	1,040	1,060	1,077	1,095
Group events	293	591	600	609	618	628
Attractions & programming	563	1,159	1,238	1,307	1,379	1,456
Other	262	524	527	529	531	534
Total revenue	1,623	3,294	3,404	3,504	3,606	3,712
Operating expenses						
Executive Management	194	393	405	417	430	443
Marketing	214	434	447	460	474	488
Operations	515	1,043	1,070	1,097	1,125	1,155
Maintenance & grounds	245	498	512	528	544	560
Utilities	130	267	283	300	318	337
Contingency	50	100	100	100	100	100
Total operating expenses	1,347	2,735	2,818	2,903	2,991	3,082
Operating income (loss)	276	559	587	601	615	630
Add: amortization of capital contributions - not a cash revenue	681	1,372	1,392	1,412	1,432	1,105
Less: depreciation and amortization expense - not a cash expense	(681)	(1,372)	(1,392)	(1,412)	(1,432)	(1,105)
Less: Interest expense	(310)	(460)	(257)	(32)	-	-
Contribution to (from) Evergreen core programming	(34)	99	330	569	615	630

Statement of Activities (plant nursery)

	year ending December 31,					
	2008	2009	2010	2011	2012	2013
Revenue						
Retail sales	820	1,723	1,895	2,084	2,241	2,409
Other	54	80	92	93	95	96
Total revenue	874	1,803	1,987	2,177	2,335	2,505
Cost of goods sold	(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Gross margin	309	615	681	741	791	845
Expenses						
Retail employee costs	122	255	271	289	306	324
Greenhouse employee costs	17	35	36	37	38	39
Administrative employee costs	73	151	156	161	165	170
Less: cost savings through volunteer workers	(90)	(185)	(191)	(197)	(203)	(209)
Subtotal: employee costs	122	256	272	290	307	325
Other retail costs	31	57	59	61	62	64
Greenhouse other operating costs	15	18	18	19	19	20
Advertising and marketing (external)	87	135	149	163	175	188
Other administrative expenses	44	83	86	89	92	95
Rent	44	90	99	109	117	125
Electricity	10	20	21	22	22	23
Total operating expenses, including employees	354	660	704	752	794	840
Operating income (loss)	(45)	(44)	(24)	(11)	(3)	5
Add: amortization of capital contributions - not a cash revenue	126	270	306	342	378	296
Less: depreciation and amortization expense - not a cash expense	(126)	(270)	(306)	(342)	(378)	(296)
Less: interest	-	-	-	-	-	-
Contribution to (from) Evergreen core programming	(45)	(44)	(24)	(11)	(3)	5

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13. Functional Servicing System
14. Conceptual Mechanical and Electrical Systems
15. Conceptual Building Envelope Systems
16. Preliminary Project Review Materials



For more information, please visit Evergreen's website

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Evergreen adheres to the Ethical Fundraising and Financial Accountability Code of Imagine Canada
Charitable Registration Number: BN 131815763 RR0001

architectsAlliance



EVERGREEN

Imagine your city with nature

EVERGREEN at the Brick Works

DRAFT - Business Plan

May 2006

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Executive Summary

Evergreen has recognized the tremendous opportunities for developing an innovative mixed-use program facility, retail nursery and demonstration gardens modeled on the themes of nature, culture and community. This opportunity is greatly enhanced when located at the Don Valley Brick Works – a 40.7-acre industrial heritage site in the heart of the City of Toronto that has been restored into a community park and whose unique characteristics allow for a diverse range of experiential on-site programming.

Building on Evergreen’s mandate “to bring communities and nature together for the benefit of both”, Evergreen at the Brick Works will be an exciting local and regional destination, demonstrating how nature can make cities more livable through experiential learning, collaboration, fun and celebration. The site will be a unique economic, social and environmental venture, designed to provide a diverse range of programs and attractions as well as retail and garden experiences.

From 1889 to 1984 the Don Valley Brick Works operated as one of the preeminent brick manufacturing sites in Ontario. The Toronto and Region Conservation Authority acquired the site in 1989 and with the City of Toronto, undertook significant restoration efforts. While the quarry lands have been restored, 13 of the 15 buildings on-site remain in a derelict state, boarded off from public use. The Brick Works has been designated a heritage property and it is zoned as open space/parkland, thus any redevelopment of the property must respect the unique attributes of the site.

With a reputation for innovation and collaboration, Evergreen will demonstrate that nature is something that can and should be experienced in the middle of a bustling metropolis, not just in the wilderness or a conservation area on the urban fringe. We will provide practical solutions that help improve air and water quality and restore habitat and we will showcase our environmental values by using green design technologies.

We will provide a quantifiable social return by bringing \$50 million in new capital to a heritage facility, leveraging over \$32 million invested in the site to date. By bringing non-profit organizations and socially conscious private businesses together, the Brick Works will create opportunities for collaboration that create program synergies with broader public reach and appeal. And we will return a social and economic investment to Toronto by creating new jobs and meaningful employment opportunities.

Ultimately, we will create a self-sustaining and economically viable enterprise. To finance construction, promotions, marketing and start-up costs, Evergreen has launched a capital campaign to raise the \$50 million required. To date over \$16 million has been secured. In its first full year of operations the consolidated financials of Evergreen at the Brick Works and Evergreen Plant Nursery will have total estimated revenues of \$5,000,000.00 with COGS at \$1,180,000.00 and operating expenses of \$3,300,000.00 thereby delivering an estimated positive operating income of \$500,000.00. Detailed financials are in section 4.0 of this document.

The Brick Works will be Evergreen's national office with Evergreen utilizing approximately 10,000 sq. ft. Evergreen will also occupy the majority of the programmable space with their retail initiative, native plant nursery and demonstration gardens. The demand for this venture is demonstrated by the core group of well-established program partners we have already secured intent from: Outward Bound Canada, YMCA of Toronto, the Gardiner Museum of Ceramic Arts, Jamie Kennedy Kitchens, the University of Toronto's Health Knowledge Lab, FoodShare Toronto and the Merchants of Green Coffee.

We believe that this triple bottom line venture is relevant and timely. Progressive companies and all levels of government are seeking ways to achieve greater economic, social and environmental sustainability. We believe the public is looking for ways to spend their recreational time learning and being entertained in ways that are interactive, social and that offer delicious healthy food. Evergreen at the Brick Works will serve as an innovative model of what sustainable cities of the 21st century can accomplish through sound investment, environmentally sustainable design and the active participation of its citizens. It is this vision, so timely and compelling, combined with a sound business and operating model, which ensures that Evergreen at the Brick Works will not only succeed, but will become a model for other triple bottom line initiatives across Canada and beyond.

1.0 Description of Business

1.1 EVERGREEN AT THE BRICK WORKS/PROPERTY MANAGEMENT

Evergreen at the Brick Works will provide an innovative program and office facility to a range of non-profit, charitable organizations and socially conscious private enterprises. It will also provide an estimated 150,000 annual visitors in its first full year of operation with a variety of core anchor programs, visitor attractions and activities modeled on the themes of nature, culture and community. These themes are inspired by the unique built and natural heritage of the Brick Works site as well as Evergreen's mission of "bringing communities and nature together for the benefit of both."

Evergreen at the Brick Works will be a centre for experiencing how nature makes our cities more livable and it will demonstrate these values by showcasing the best in green design technologies adapted to a heritage site. Through collaboration and the sharing of resources, the office facilities at the Brick Works will increase the capacity of participating charitable organizations to serve their clients, while providing practical solutions for improving urban environmental quality and promoting healthier lifestyles.

1.2 EVERGREEN PLANT NURSERY/ANCHOR RETAIL

Evergreen Plant Nursery will consist of just over 17,000 square feet of enclosed and open operating space and will be comprised of three integrated units: demonstration gardens, a retail garden centre and native plant nursery and propagation centre. It will be a destination for those seeking gardening material, decorative and home products, native plants and ideas and inspiration for creating natural, pesticide-free gardens.

The three collaborative elements will support one another and the business model in a cohesive manner. The demonstration gardens will be Evergreen's opportunity to showcase a wide variety of native plant gardens in their natural setting thereby offering the consumer the opportunity to experience before they purchase. The retail component will focus on selling native plant species, seasonal offerings to support its year long activity and typical SKU's of hard and soft goods. The native plant nursery and propagation center will act as both a revenue generator and educational tool for consumers and visitors to the location.

1.3 GOALS, OBJECTIVES, VALUE PROPOSITION

Goals

As an innovative, triple bottom line venture, Evergreen at the Brick Works and Evergreen Plant Nursery will be a:

- Year-round destination for discovery and learning about nature and culture that will change the way we think about our cities, the environment and our health.
- Self-financing enterprise, demonstrating environmental, social and economic sustainability.
- A preferred retail destination of choice for those looking to purchase their gardening products and learn about creating natural, pesticide-free gardens.

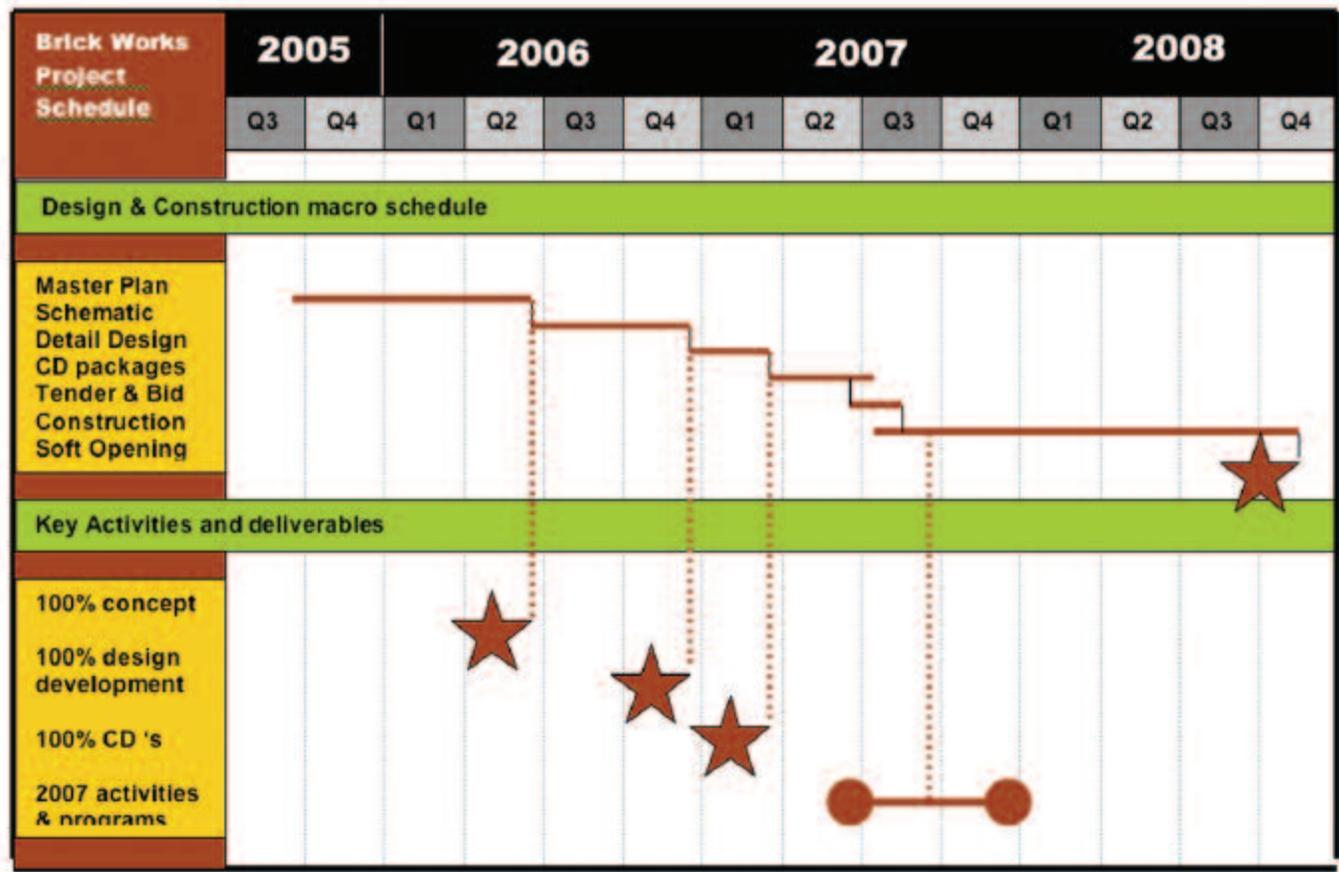
Business Objectives

- Evergreen at the Brick Works will cover 100% of operating costs through office space and event rentals, conferences, parking, admissions and other earned revenue by the second year of operation.
- Evergreen at the Brick Works and Evergreen Plant Nursery will generate over \$ 5,000,000.00 in annual revenues by the end of the first full year of operation.
- Maintain an occupancy rate of at least 90% by providing unique program and rental facilities at competitive rates to suitable organizations and businesses.
- Provide a social and environmental return to the community in the form of new programs and services that improve environmental quality and promote health and wellness.
- Generate over \$ 500,000.00 of operating income by the end of the first full year of operations to augment Evergreen's core mission of sustainability.

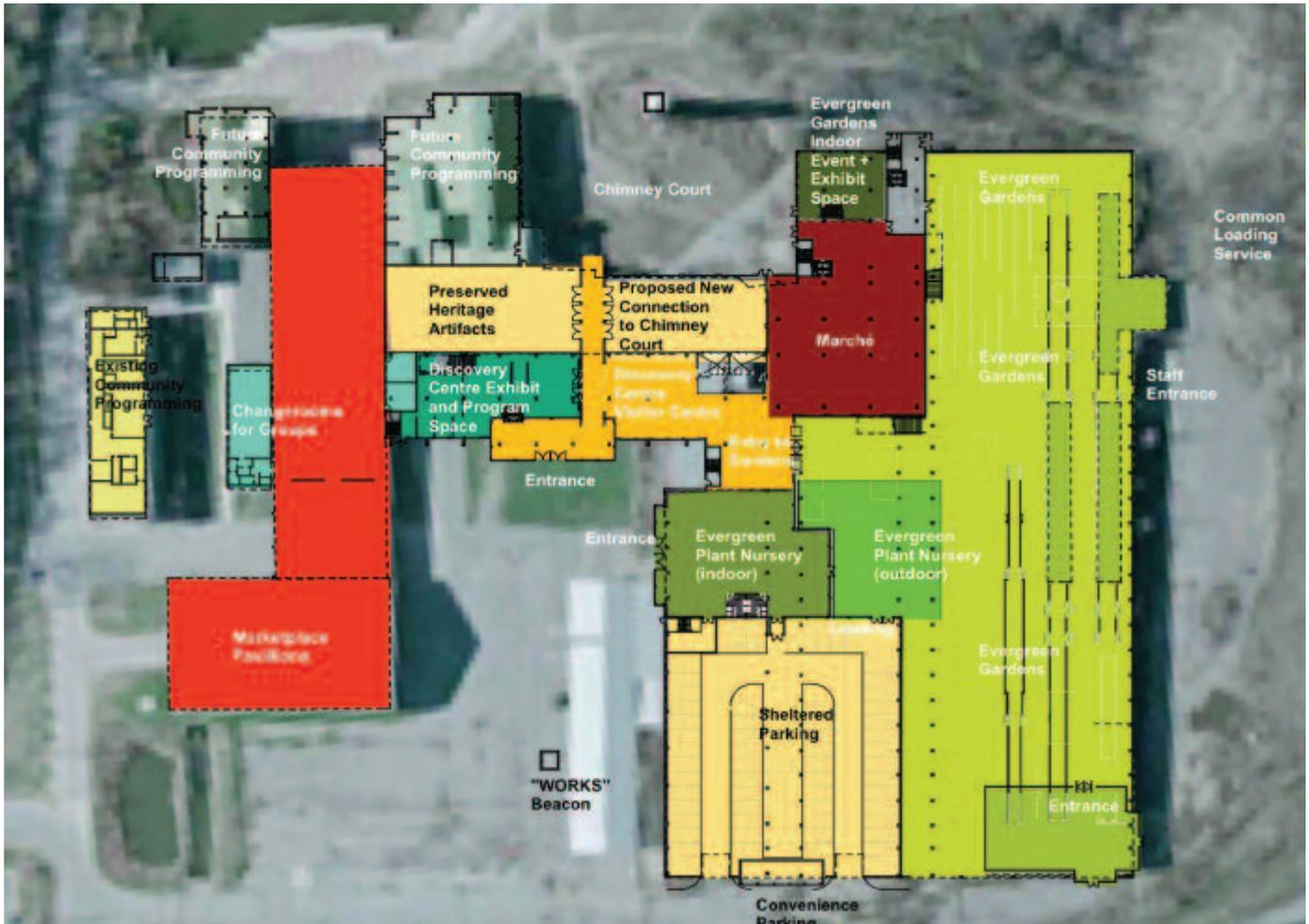
Value Proposition

Evergreen at the Brick Works’ unique value proposition is its advancement of social, environmental and economic sustainability by providing experiential programming and by directly supporting ecological gardening at a location whose inherent characteristics allow for alignment and delivery on the themes of nature, culture and community. In so doing, Evergreen will create a one-of-a-kind visitor experience that promotes healthier urban living, builds community and that demonstrates the critical role that nature plays in making our cities more livable.

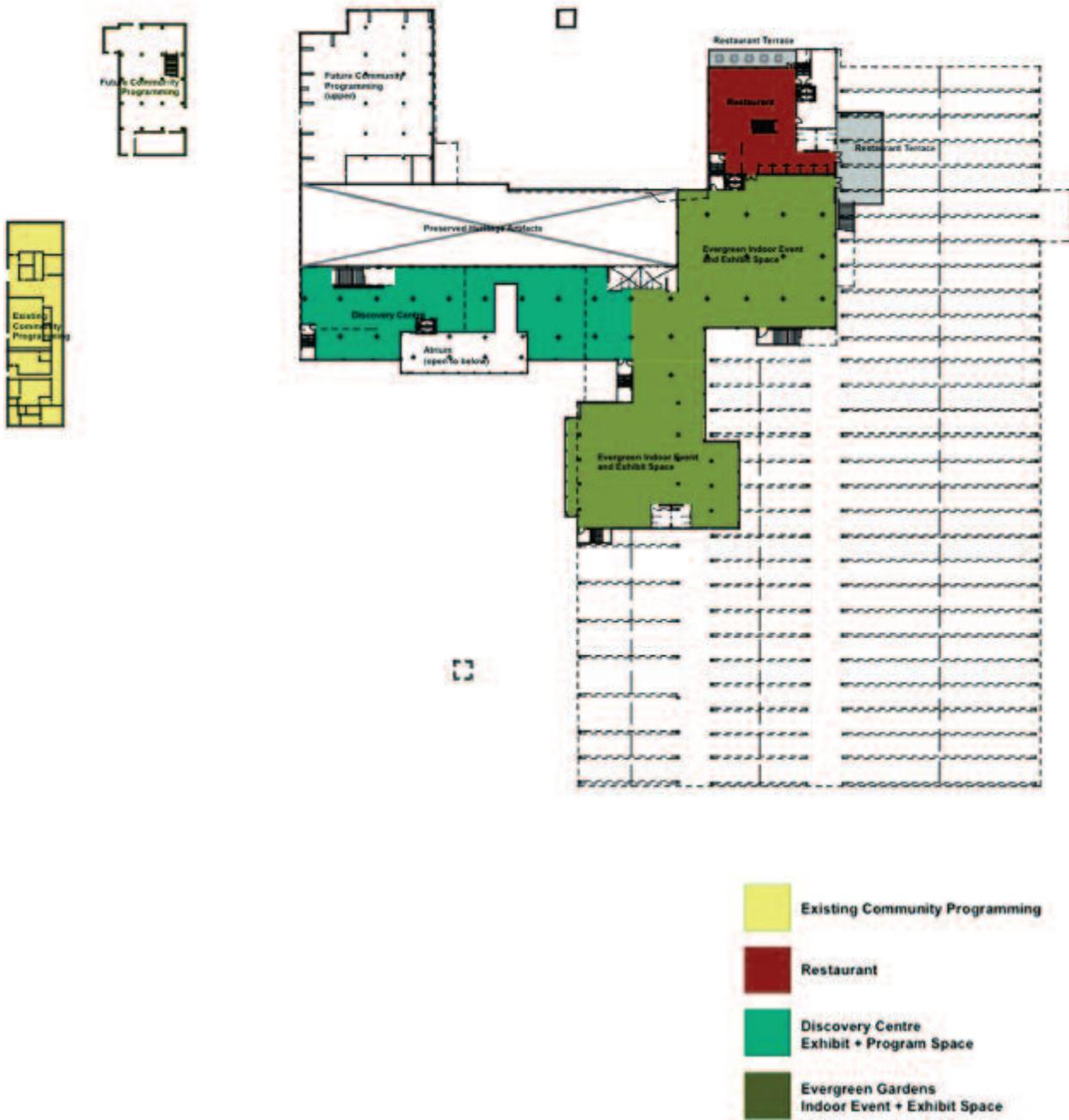
1.4 SCHEDULE/TIMING



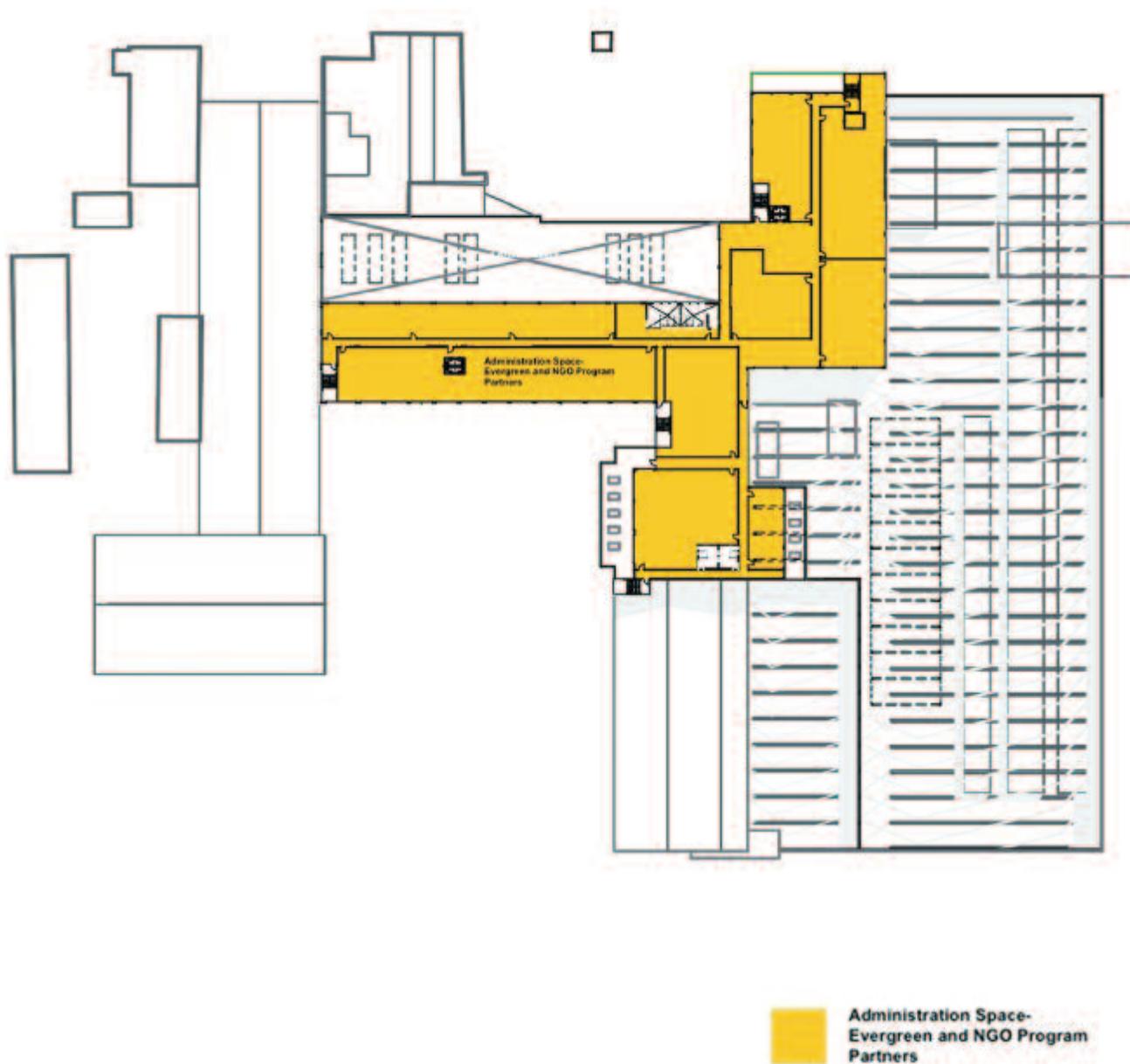
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2.0 Economic Viability

2.1 EVERGREEN AT THE BRICK WORKS / PROPERTY MANAGEMENT

REVENUES

Tenant Revenues

Tenant revenue represents the more established and typical commercial uses of a mixed-use facility. The restaurant, marche market, Evergreen Plant Nursery, administration and program space tenancies are included in this category. The total gross square footage of this program category is approximately 67,000 sq/ft.

The administration and programming space has been calculated at approximately \$20.00 gross rent per sq/ft (excluding electricity, property tax and parking). The rent income from the restaurant and Evergreen Plant Nursery has been calculated as a percentage of gross sales at 8% and 5% respectively.

Event Revenues

There is consensus among the advisors and regional event industry experts canvassed in the research for this business plan that the potential revenue generated by conferences and special events at Evergreen at the Brick Works will be significant.

Typically, event venue managers charge a "landmark fee" for the basic room/space for the event (we have assumed \$15.00 per person), as well as a list of preferred catering and equipment supply companies that the client is obligated to choose from. The event venue manager will then receive a percentage of the gross spend for all contracts on site. We have used the industry standard of 12.5% of gross supplier contracts.

Attractions and Program Partner Revenue

Evergreen at the Brick Works will predominantly consist of non-paid access areas that include the Weston Quarry, the grounds & courtyards of the industrial pad, the main circulation of the Discovery Center, the Evergreen Plant Nursery and food & beverage facilities.

There will be two areas that will require a nominal entrance fee. The first is the area with the largest concentration of interpretive exhibits within the Discovery Center, and the second is the demonstration and attraction gardens. We have anticipated an attendance of 100,000 visitors to these paid areas per annum at an advertised entrance of \$5.00 per person (children under 3 years of age are free). This fee will allow guests access to both paid admission areas.

The partner revenues reflect a “percentage of proceeds” that the program partners will forward to the Evergreen facility for the use of the site. These partners include Outward Bound and Mooreland’s day camp to name a couple. We have projected receiving a 15% usage fee from a projected \$500,000 gross camp and external partner programming revenues.

Parking Revenues

Total parking spaces at the site will be 400 (+/-). Our business plan assumes charged parking for weekends only for six months of the year. We have also calculated additional weekday parking revenue for 115-week days per year.

The parking revenues have been estimated in association with the Toronto Parking Authority. The TPA will operate parking operations at the site.

The TPA calculated parking revenue based on comparable parking facilities. The assumption was to apply a 90% utilization rate to the total spots available. Half of the spots were deemed short stay. The other half of the spots assumed a long-term stay at a daily rate of \$6. That total was multiplied by 85% for P.S.T & G.S.T contribution. A 52 day multiple was applied reflecting 26 weekends broken into individual days.

The TPA assumed weekday parking revenue based on a flat rate parking fee of \$6 per car applied to 60 days, whereby the activities and special events on site, would warrant paid parking. P.S.T & G.S.T were then deducted to provide a gross weekday annual total.

Additionally, an approximated \$64,000 operational fee and a \$32,000 administration and enforcement fee for management services rendered by the TPA were then deducted from the gross total. The operational and administration fees applied reflect the capitalization and management of the self-service parking payment machine, enforcement, repairs and maintenance and cleaning, credit card fees and financial reporting. A property tax contribution has not yet been factored into the net annual revenue calculations but will be applied if deemed applicable.

The projected Evergreen parking revenue of \$148,000 during the first full year of operations reflects a 75% Evergreen / 25% TPA revenue split of the net annual parking revenue (\$198,000).

Sponsorship

Sponsorship revenue estimates the total of sponsorship generated by events and attractions on site per annum. This sponsorship money is over and above the pre-opening menu of opportunities capital revenue pledges generated during the development phase. The total projected sponsorship revenue of \$300,000 is below the actuals achieved by existing comparable regional cultural attractions such as Harbourfront.

EXPENSES

Operational expenses for the opening year (2008) have been pro-rated to 50% of gross expenses in the first full operational year (2009), adjusted for inflation. Expenses incurred before the site opens in mid-2008 are included in the capital budget.

A variety of actual operating expense statements were used to project the operational expenses to maintain the overall site on a yearly basis. The operational actuals utilized consisted of comparable mixed use commercial buildings where the central management assumed a landlord/property management role and in most cases had very little site-dedicated operational staff. Our operational expenses are slightly higher than the standard model to reflect a greater provision of full time on-site property management support. These additional expenses will fulfill the requirement for on-site promotion, special events, programming, attraction management and group sales and event supervision.

Utility costs have been forecasted using actuals and standard rules of thumb, assuming that Evergreen will pay the up front costs for all utilities incurred at the site, while recuperating the tenant consumption by way of the operating and maintenance charges.

The current utility cost assumptions do not take into account the potential for reduced energy requirements resulting from the successful integration of green technological systems throughout the facility. This potential savings is considered a contingency.

Executive Management

This expense category (\$393,000 per annum or 12% as a percentage of gross annual revenue) include salary and wages of senior management personnel, general office and administration costs, legal, accounting and insurance.

Marketing and Promotion

This expense category (\$433,000 per annum or 13% as a percentage of gross annual revenue) includes the salary and wages of the marketing manager and the group sales managers as well as the general advertising and promotion costs for the overall facility.

Operational

This expense category (\$1,043,000 per annum or 31% as a percentage of gross annual revenue) predominantly includes the cost of senior, full-time and part-time operational staff to manage and operate the attractions and programming at the facility. This cost category also includes a shuttle and transportation contingency as well as a programming budget to finance special event and seasonal attractions that compliment the fixed and permanent attraction offerings.

Repairs and Maintenance

Repairs and Maintenance (\$498,000 per annum or 15% as a percentage of gross annual revenue) includes all salary and wage costs for the general preventative and on-going facility maintenance including general repairs, landscaping and grounds, general and janitorial equipment and supplies. This expense category also includes service contracts such as security, cleaning and snow removal.

Utilities

Utilities (\$267,000 per annum or 9% as a percentage of gross annual revenue) are estimated for the entire facility except electricity (which is metered separately and paid directly by the tenants). For all utilities except electricity, tenants will be responsible for an allocated portion of actual utility costs each year based on their gross square footage. The forecast of tenant revenues includes an estimated amount to pay for "common area" utilities costs.

Contingency

This expense category (\$100,000 or .03% of gross revenue) consists of a operational contingency reserve.

2.2 Evergreen Plant Nursery/anchor retail

Market Overview

Analysis derived from Ken Netwig (M.L.A and leader of JJ Neilson Arboretum, Ridgetown College, University of Guelph) and surveys of U.S. and Ontario consumers and businesses provides "an estimate of the landscape and horticultural business operations in Canada of between \$14 and \$21 billion in 2001 ... in addition, recent survey statistics for an estimated 8,000 Ontario horticultural industry businesses show that gross revenues may be greater than \$5 billion in Ontario. ... an even higher estimate produced from the Ontario surveys, considering that up to twelve thousand businesses may be in operation, gives provincial horticultural industry gross revenues of \$7.5 billion, and nationally \$21 billion."

It is not overly optimistic to believe that at least 50% of all revenues from the Ontario horticultural industry come from the Golden Horseshoe (\$2.5 billion) the extended target market for the Evergreen Plant Nursery. Our direct target is the GTA and specifically the 12 neighborhoods generally surrounding the site, wherein the average household is \$138,000.00. This is double the average Canadian hhld income of \$68,100.00 (economic families two people or more, Statistics Canada, 2004) and significantly higher than the \$85,700.00 of two income families. (two parent families with children/two earners, Statistics Canada, 2004).

In addition, the Evergreen Plant Nursery model reflects the demographic trend as Canadians will pay 10 – 15% more for environmentally friendly products (Environics 2001). More than 80% of Canadians have in their home a product that was purchased specifically for its environmental merit (Environics, 2001) and Gardening has become the number one leisure activity in Canada by 2003 (Environics 2001).

Revenue

Indoor Retail

This area totaling 8,000 square feet of enclosed year round operational space will be a unique retail destination with multiple SKU's reflecting the consumers desire for plant material, gardening products, decorative accessories and lifestyle amenities. Through extensive market research, it is apparent that the Evergreen Plant Nursery does not fit into a typical definition of specialty home furnishings, mass merchant or nursery. With sales per square foot ranging from \$50.00 (US) for garden centers to over \$500.00 (US) for specialty home furnishings, we have determined to approach our sales per square foot in a blended and conservative manner.

In the first year and a half of operations we are assuming that sales per square foot will be \$175.00 for indoor retail. After the first full two years of operations, Evergreen Plant Nursery revenue per square foot is positioned to grow to \$212.00 due to the fact that we will have 30 months to gather, read and react to sales trends in addition to the site becoming well known. As well, we have not included future revenue opportunities for Evergreen Plant Nursery, such as online transactions of selected SKU's, landscape services and the "fee for service" home consultation practice which is currently being tested by Evergreen in the Vancouver market.

Seasonal Outdoor Retail

The seasonal retail will be a flexible space in the demonstration garden area and will comprise an average of 3,000 square feet per year realizing over \$300,000.00 in sales in its first full year of operations. In peak periods, such as May and June, the seasonal space requirement may grow to 12,000 sq ft due to the need for significant quantities of plant material. The area development team has taken the need for flexibility into consideration and is therefore not designing any type of permanent structures in the immediate and surrounding area.

Sales per square foot are targeted at \$125.00 which is a conservative mid-range target when compared to industry norms which vary significantly with nurseries averaging between \$35.00 - \$185.00 and big box retailers garden centers between \$215.00 - \$225.00.

Rent – 3rd Party Vendors

A unique vision for Evergreen Plant Nursery will be to invite a select number of 3rd party vendors to establish themselves within the demonstration gardens and seasonal retail area to offer their products and services to consumers. These vendors will be selected based upon their ability to meet the criteria in the values charter and the type of offerings that they have. One of the selling features for this partnership will be product placement within the demonstration gardens themselves.

The niche sales proposition for the 3rd party vendors will be to have a venerable retail location to partner with and the opportunity to showcase their products in the demonstration gardens so that consumers can see and experience the various product offerings in their natural settings. The transactions will flow through Evergreen Plant Nursery check out so that we can track the sales of the various product lines for our own intelligence and be in a position to establish revenue sharing relationships in the future.

We have estimated the revenue per sq ft of 3rd party vendor space to be \$18.00. If we conservatively assume 10 participating vendors their cost would be just slightly under \$5,000.00 for the year/season, or about \$400.00 a month for 12 months, (assuming we allow them to have product placement/signage in the gardens year round) or \$900.00 per month for the peak 5 months of the season. In the same way that the seasonal retail expands and contracts so will this space. Pending on the success of this endeavor we can expand our partnerships or take the space ourselves for more Evergreen Plant Nursery seasonal revenues.

Wholesale Plant Sales

Evergreen Plant Nursery will not only be a unique retail destination it will also be a showcase on how to propagate native plant species. Housed within the demonstration gardens will be a self contained 3150 sq ft greenhouse, where visitors and consumers can see the propagation process first hand. Serving as not only a demonstration and educational centre, Evergreen Plant Nursery will wholesale the plant material grown in the greenhouse. Through market research and discussions with Ontario Native Plants, a grower and supplier of native plants to Evergreen, we have built a model that realizes over \$30,000.00 in revenue in its first full year of operations and increases marginally in the following years.

Although this part of the plan is not a significant revenue driver it is essential to the vision of educating visitors to the site about the benefits of native plants. In addition, the opportunity to scale this portion of the business is quite simple, especially with the support of a strong volunteer group and use of additional off-site propagation facilities.

Gross Margin

The gross margin for Evergreen Plant Nursery is between 30% - 38% resulting from a bottom-up category analysis. This projection is in-line with industry averages such as home furnishings at 29% - 43%, mass merchants at 25% - 35% and nurseries at 22% - 25%.

Expense

Pre-Opening Capital Costs / Fit Out

Typical costs to outfit a similar retail space average between \$50.00 - \$60.00 a square foot and include interior store elements; fixtures, flooring, lighting, basic equipment and some graphic communications. For Evergreen Plant Nursery we are estimating \$75.00 a square foot for interior pre-opening costs as per above which includes the raised concrete pad and excludes fixed costs such as computers and software/hardware which we are estimating at \$120,000. In addition, we are estimating a cost of \$150,000.00 for retail branding, packing and design. The total pre-opening cost estimation is \$1,600,000.00 and includes capital spending, staff, operating and inventory costs.

Rent

The rent paid by Evergreen Plant Nursery to Evergreen property manager will be a percentage of gross revenues, currently targeted at 5%, inclusive of all operating and maintenance costs. This percentage when factored as a dollar per square foot rental cost is below the projected rental rates for all other tenants on-site. The rationale for this being; the rental payment by gardens to property manager is essentially an internal transfer/cross charge; we want Evergreen Plant Nursery to be successful as the primary tenant and partner and are therefore investing in its launch; the rental rate as a percentage of gross revenues will increase with the success of Evergreen Plant Nursery in future years.

Labor

Evergreen Plant Nursery has a competitive advantage to leverage the keen interest and good will of volunteers, passionate horticulturists and gardening clubs to offset the typical labor costs of retail endeavors. For this reason we are targeting a labor cost at 15% of total sales versus industry average of 25% of sales (recognized in Schedule 1 as cost savings through volunteer workers and detailed in Schedule 9). Success models in our sector such as Habitat for Humanity Re-stores, Paper Things and Ten Thousand Villages have proven that a strong volunteer base can replace the typical cost of having to staff positions such as sales clerks, check-out staff, and in some cases buyers and administrative positions.

Administrative employees consist of one full time General Manager/Buyer, and part time employees and/or shared with Property Manager to fulfill the roles of information technology, accounting/book-keeping and marketing. Marketing

For the first year of operations Evergreen Plant Nursery is assuming a higher than average investment in its Marketing and Communications due to the fact that this is a startup of a non-typical retail strategy and we will need to communicate its benefits. Year one we are projecting 10% of sales and in the following years moving to 7.5% which is more indicative of industry norms.

2.3 Capital Campaign Plan

A \$50 million capital fundraising campaign is underway to generate the funds required for the project, including planning and design, construction and restoration, project management, legal fees, fundraising and related costs. The goal includes an allowance of \$3.5 million in seed funding for an endowment fund to support Evergreen's core programs.

Half the campaign goal is expected to come from government sources. Of that amount, \$10 million has been committed by the Province of Ontario, and the federal government has been approached for the balance. The public sector contribution will be matched by \$25 million in donations from the private sector. Most of these gifts will come in the form of pledges that will be paid over three to five years. To date, \$6 million has been pledged.

Evergreen is recruiting a Campaign Cabinet of 25 to 30 highly motivated, well connected volunteers to lead the capital campaign. The campaign team will concentrate its efforts on identifying and cultivating prospects with the capacity to make the largest contributions in the first "quiet" phase of the campaign. Prospective donors for the pacesetting gifts will include individuals, corporations and foundations. When 75% - 80% of the total goal has been pledged, the campaign will enter the second more public phase at which time the team will continue to solicit both large and smaller contributions.

Recognition opportunities at gifts levels from \$25,000 and above will be available, including naming opportunities for parts of the site, and all donors will receive recognition in published materials such as annual reports. Naming opportunities are expected to have at least a 20 year term that falls within the term of the lease Evergreen is negotiating with the City of Toronto. Longer terms may be negotiated in some cases.

The current target for the fundraising campaign is \$50 million, plus additional in-kind support of approximately 10%. Funds will be used to cover the costs of the planning and design, construction, furniture, fixtures, fundraising and other related costs such as project management and legal.

3.0 Social and Environmental Benefits

There are numerous social and environmental returns associated with the successful implementation of Evergreen at the Brick Works. Among other things, these benefits speak to the broader public benefits of creating an exceptional new community centre for public educational and recreational purposes (where currently there is a deteriorating heritage property fenced off from public use), to the creation of new jobs, to the environmental and educational benefits realized through a green design facility that models best practices.

The environment remains a top concern among Canadians. 77% of Canadians believe environmental conditions have gone downhill since the early 1990's and this is particularly true for Torontonians, 90% of whom are very concerned about the environment (The Globe and Mail, August 2001). This project will result in significant environmental benefits ranging from enhanced air quality through integrated green design technologies, contributing to Toronto's carbon sinks through plant propagation in the native plant nursery and improved water quality in the Don River through storm water infiltration approaches. Evergreen at the Brick Works will provide visitors with tangible examples of how local action can contribute to creating a healthier environment. It will respond to the growing concern of poor quality urban park spaces and urban open spaces under development pressure by providing citizens with the inspiration, training and materials to become active stewards in bringing nature back to cities.

Evergreen at the Brick Works will also seek to address the growing economic costs of poor environmental health, for example, lost productivity and rising health care costs due to air pollution through its active promotion of community engagement in urban greening. This citizen participation contributes directly to individual physical and mental health, as well as the general sense of community well-being. Native tree planting programs and school, community and residential gardens also improve

**Evergreen at the Brick Works
Capital Plan**

In thousands (000)'s

	Total	Pre-Development	Master Planning		Detailed Design				Renovation & Construction				Inspections & Testing		Operation					
		August 2002 July 2005	August 2005 March 2006	April 2006 June 2006	July 2006 September 2006	October 2006 December 2006	January 2007 March 2007	April 2007 June 2007	July 2007 September 2007	October 2007 December 2007	January 2008 March 2008	April 2008 June 2008	July 2008 September 2008	October 2008 December 2008	2009	2010	2011	2012	2013	
CASH INFLOW																				
Province of Ontario	10,000																			
Federal Government	15,000		500	160	250	346	401	25	2,831	3,991	1,496									
Others, Secured	5,141	1,209	1,029	415	346	321	11	52	412	22	302	2	322					637	37	2
Private Sector Projection	19,859			263	263	263	1,023	1,023	1,023	1,023	1,262	1,262	1,262	1,262	1,986	1,986	2,979	1,986		993
TOTAL CASH INFLOW	50,000	1,209	1,529	838	859	930	1,435	1,100	7,078	9,007	8,691	3,544	1,890	1,284	2,623	2,023	2,981	1,986	993	
CASH OUTFLOW																				
Construction																				
Horizontal Development	2,681	-	-	-	-	-	-	-	666	874	943	198	-	-	-	-	-	-	-	-
Evergreen Gardens	9,777	-	-	-	-	-	-	-	1,866	2,870	3,768	1,273	-	-	-	-	-	-	-	-
Food and Beverage	2,896	-	-	-	-	-	-	-	509	858	1,131	367	31	-	-	-	-	-	-	-
Discover Centre	5,788	-	-	-	-	-	-	-	956	956	1,154	1,272	1,112	338	-	-	-	-	-	-
Centre for Sustainable Living	6,671	-	-	-	-	-	-	-	1,334	2,001	2,668	668	-	-	-	-	-	-	-	-
Market Place Pavilion	136	-	-	-	-	-	-	-	68	68	-	-	-	-	-	-	-	-	-	-
Additional Items	4,628	-	-	-	-	-	-	-	849	1,197	1,599	783	110	90	-	-	-	-	-	-
Construction Total	32,577								6,248	8,824	11,263	4,561	1,253	428						
Construction Fees																				
Construction Management	1,200	-	-	-	-	-	150	150	150	150	150	150	150	150	-	-	-	-	-	-
Fees & Permits	500	-	-	-	32	-	365	365	103	103	103	103	103	103	-	-	-	-	-	-
Contingency	1,629	-	-	-	-	-	-	-	407	407	407	408	408	408	-	-	-	-	-	-
Escalation	977	-	-	-	-	-	-	-	244	244	244	245	245	245	-	-	-	-	-	-
Construction Fees Total	4,306				32		150	515	801	904	801	803	150	150						
Design and Architecture																				
Master Plan	626		276	350																
Schematic Design	162				32	49	65	16												
Design Development	216				43	65	86	22												
Contract Documents	1,121				224	336	448	113												
Tender	108				22	32	43	11												
Construction Review	540				108	162	216	54												
Design and Architecture Total	2,773		276	350	429	644	858	216												
Professional Fees																				
Project Management	400	67	56	35	9	9	9	9	35	35	34	34	34	34	-	-	-	-	-	-
Interpretation Strategy & Developm	356	62	108	54	24	24	24	24	9	9	9	9	9	9	-	-	-	-	-	-
Business Modeling	72	16	20	36											-	-	-	-	-	-
Program Development	565	117	143	119	93	93									-	-	-	-	-	-
Professional Fees Total	1,393	262	327	244	126	126	33	33	44	44	43	43	34	34						
Other Project Costs																				
Project Management - Internal Cost	2,474	457	368	202	173	173	151	151	121	101	87	87	202	201	-	-	-	-	-	-
Marketing & Communications	1,090	69	11	66	73	79	86	92	100	106	112	119	126	51	-	-	-	-	-	-
Fundraising	1,362	72	86	78	78	78	113	113	112	112	130	130	130	130	-	-	-	-	-	-
Pre-Opening Expense	335																			
Printing & Materials	294	59	16	5	6	1	12	13	26	33	26	27	33	37	-	-	-	-	-	-
Travel	43	8	2	3	3	3	3	3	3	3	3	3	3	3	-	-	-	-	-	-
Evergreen Overhead	727	106	121	27	27	27	29	29	29	29	31	31	31	210	-	-	-	-	-	-
Legal	48			6	6	6	6	6	6	6	6	-	-	-	-	-	-	-	-	-
Insurance	50				50										-	-	-	-	-	-
Financing Expense	1,528						191	191	191	191	191	191	191	191	-	-	-	-	-	-
Endowment Reserve	1,000														-	-	-	-	-	1,000
Other Project Costs Total	8,951	771	604	387	416	558	591	598	588	614	653	688	834	649						1,000
TOTAL CASH OUTFLOW	50,000	1,033	1,207	981	1,003	1,328	1,632	1,362	7,681	10,386	12,760	6,095	2,271	1,261						1,000
Cash excess (shortfall)	-	176	322	(143)	(144)	(398)	(197)	(262)	(603)	(1,379)	(4,069)	(2,551)	(381)	23	2,623	2,023	2,981	1,986	(7)	
Cash on hand @ August 1, 2005	\$	176	498	355	211	(187)	(384)	(646)	(1,249)	(2,628)	(6,697)	(9,248)	(9,629)	(9,606)	(6,983)	(4,960)	(1,979)	7	-	

Total Bridge Financing need 7,655

Evergreen at the Brickworks
in \$ thousands unless otherwise stated

Statement of Activities (property manager & nursery)

	year ending December 31,	2008	2009	2010	2011	2012	2013
Consolidated							
Revenue		2,497	5,096	5,391	5,682	5,941	6,217
Cost of goods sold		(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Gross margin		1,932	3,909	4,085	4,245	4,397	4,557
Operating expenses		1,701	3,395	3,522	3,655	3,785	3,922
Operating income (loss)		231	514	563	590	611	635
Interest earned (expense)		(310)	(460)	(257)	(32)	-	-
Contribution to (from) Evergreen core programming		(79)	54	306	558	611	635

Evergreen at the Brickworks

in \$ thousands unless otherwise stated

Statement of Activities (property manager)

	year ending December 31,	2008	2009	2010	2011	2012	2013
Property Management							
Revenue							
Tenants		505	1,019	1,040	1,060	1,077	1,095
Group events		293	591	600	609	618	628
Attractions & programming		563	1,159	1,238	1,307	1,379	1,456
Other		262	524	527	529	531	534
Total revenue		1,623	3,294	3,404	3,504	3,606	3,712
Operating expenses							
Executive Management		194	393	405	417	430	443
Marketing		214	434	447	460	474	488
Operations		515	1,043	1,070	1,097	1,125	1,155
Maintenance & grounds		245	498	512	528	544	560
Utilities		130	267	283	300	318	337
Contingency		50	100	100	100	100	100
Total operating expenses		1,347	2,735	2,818	2,903	2,991	3,082
Operating income (loss)		276	559	587	601	615	630
Add: amortization of capital contributions - not a cash revenue		681	1,372	1,392	1,412	1,432	1,105
Less: depreciation and amortization expense - not a cash expense		(681)	(1,372)	(1,392)	(1,412)	(1,432)	(1,105)
Less: Interest expense		(310)	(460)	(257)	(32)	-	-
Contribution to (from) Evergreen core programming		(34)	99	330	569	615	630

Evergreen at the Brickworks

in \$ thousands unless otherwise stated

Statement of Activities (nursery)

	year ending December 31,	2008	2009	2010	2011	2012	2013
Evergreen Plant Nursery & Greenhouse							
Revenue							
Retail sales		820	1,723	1,895	2,084	2,241	2,409
Other		54	80	92	93	95	96
Total revenue		874	1,803	1,987	2,177	2,335	2,505
Cost of goods sold		(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Gross margin		309	615	681	741	791	845
Expenses							
Retail employee costs		122	255	271	289	306	324
Greenhouse employee costs		17	35	36	37	38	39
Administrative employee costs		73	151	156	161	165	170
Less: cost savings through volunteer workers		(90)	(185)	(191)	(197)	(203)	(209)
Subtotal: employee costs		122	256	272	290	307	325
Other retail costs		31	57	59	61	62	64
Greenhouse other operating costs		15	18	18	19	19	20
Advertising and marketing (external)		87	135	149	163	175	188
Other administrative expenses		44	83	86	89	92	95
Rent		44	90	99	109	117	125
Electricity		10	20	21	22	22	23
Total operating expenses, including employees		354	660	704	752	794	840
Operating income (loss)		(45)	(44)	(24)	(11)	(3)	5
Add: amortization of capital contributions - not a cash revenue		126	270	306	342	378	296
Less: depreciation and amortization expense - not a cash expense		(126)	(270)	(306)	(342)	(378)	(296)
Less: interest		-	-	-	-	-	-
Contribution to (from) Evergreen core programming		(45)	(44)	(24)	(11)	(3)	5

Evergreen at the Brickworks

in \$ thousands unless otherwise stated

Balance Sheet (property manager & nursery)

	year ending December 31, opening	2008	2009	2010	2011	2012	2013
Assets							
Short-term							
cash and equivalents	-	-	-	-	1,384	3,677	4,998
accounts receivable	-	34	69	76	84	90	96
other current assets	-	189	208	229	246	265	285
Long-term							
leasehold improvements, net of depreciation	16,876	30,274	29,606	28,936	28,266	27,594	26,922
capital equipment, net of depreciation	1,606	2,704	2,707	2,654	2,547	2,385	2,291
other pre-opening expenditures, net of amortization	8,535	11,613	10,929	10,245	9,561	8,877	8,535
Total assets	27,018	44,814	43,518	42,141	42,088	42,889	43,126
Liabilities and net assets							
Short-term liabilities							
accounts payable	-	53	118	127	137	146	155
Long-term liabilities							
debt	35	6,257	3,868	1,856	-	-	-
capital contributions, net of amortization	26,982	38,583	39,557	39,876	41,111	41,292	40,885
Net assets							
restricted investments (capital improvement & endowment reserves)	-	-	65	394	964	1,578	2,208
unrestricted net assets	-	(79)	(89)	(113)	(124)	(127)	(123)
Total liabilities and net assets	27,018	44,814	43,518	42,141	42,088	42,889	43,126

Evergreen at the Brickworks

in \$ thousands unless otherwise stated

Statement of Cash Flows (property manager & nursery)

	year ending December 31,	2008	2009	2010	2011	2012	2013
Cash from (to) operations							
Net income		(79)	54	306	558	611	635
Depreciation and amortization		-	-	-	-	-	-
Changes in inventory		(9)	(19)	(21)	(17)	(18)	(20)
Changes in other working capital		19	29	2	3	3	3
		(69)	64	288	544	595	618
Cash from (to) investments							
Leasehold improvements		(633)	(19)	(19)	(19)	(19)	(19)
Capital equipment		(186)	(274)	(274)	(274)	(274)	(274)
Other capital spending		(1,621)	-	-	-	-	-
		(2,440)	(293)	(293)	(293)	(293)	(293)
Cash from (to) financing							
Debt		(364)	(2,389)	(2,012)	(1,856)	-	-
Capital contributions		2,873	2,618	2,018	2,989	1,991	995
		2,508	228	5	1,133	1,991	995
Net change in cash							
		-	-	-	1,384	2,294	1,320
Opening cash balance		-	-	-	-	1,384	3,677
Closing cash balance		-	-	-	1,384	3,677	4,998

Evergreen at the Brickworks

in \$ thousands unless otherwise stated

Sensitivity Tables

Effect of variation in Plant Nursery revenues
on 2009 consolidated contribution to core programming

		indoor sales in \$/sq. ft.				
		125	150	175	200	225
seasonal sales in \$/sq. ft.	75	(48)	(5)	39	83	127
	100	(41)	3	47	91	134
	125	(33)	11	54	98	142
	150	(26)	18	62	106	150
	175	(18)	26	69	113	157

Effect of variation in Plant Nursery shrink (COGS)
on 2009 consolidated contribution to core programming

		cost of shrink - indoor				
		8%	6%	4%	2%	0%
cost of shrink - seasonal	16%	(39)	(9)	21	51	81
	12%	(22)	8	38	68	98
	8%	(6)	24	54	84	114
	4%	11	41	71	101	131
	0%	28	58	88	118	147

Effect of variation in Plant Nursery labour cost
on 2009 consolidated contribution to core programming

		# of volunteers (fte)				
		3	6	9	12	15
# of buyers (fte)	2	(187)	(118)	(49)	20	88
	1.5	(135)	(66)	3	71	140
	1	(83)	(14)	54	123	189
	0.5	(31)	37	106	173	239
	0	20	89	157	223	288

Effect of reduction in Property Management revenue
on 2009 consolidated contribution to core programming
(downside risk only)

		vacancy rate in tenanted space				
		20%	17.5%	15%	12.5%	10%
paid admissions ('000s of people)	79	(164)	(134)	(105)	(75)	(45)
	83	(141)	(111)	(82)	(52)	(22)
	88	(117)	(87)	(57)	(28)	2
	93	(91)	(62)	(32)	(2)	28
	97	(65)	(35)	(5)	25	54

Statement of Activities							
	year ending December 31,	2008	2009	2010	2011	2012	2013
Revenue							
Tenants		505	1,019	1,040	1,060	1,077	1,095
Group events		293	591	600	609	618	628
Attractions & programming		563	1,159	1,238	1,307	1,379	1,456
Program partners		38	76	78	81	83	86
Parking		74	148	148	148	148	148
Site sponsorships		150	300	300	300	300	300
Total revenue		1,623	3,294	3,404	3,504	3,606	3,712
Operating expenses							
Executive Management		194	393	405	417	430	443
Marketing		214	434	447	460	474	488
Operations		515	1,043	1,070	1,097	1,125	1,155
Maintenance & grounds		245	498	512	528	544	560
Utilities		130	267	283	300	318	337
Contingency		50	100	100	100	100	100
Total operating expenses		1,347	2,735	2,818	2,903	2,991	3,082
Operating income (loss)		276	559	587	601	615	630
Add: amortization of capital contributions - <i>not a cash revenue</i>		681	1,372	1,392	1,412	1,432	1,105
Less: depreciation and amortization expense - <i>not a cash expense</i>		(681)	(1,372)	(1,392)	(1,412)	(1,432)	(1,105)
Less: Interest expense		(310)	(460)	(257)	(32)	-	-
Contribution to (from) Evergreen core programming		(34)	99	330	569	615	630

Property Management financial projections

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Balance Sheet									
	year ending December 31,	pre-2008	2008	2008	2009	2010	2011	2012	2013
			(June 30)						
Assets									
Short-term									
cash and equivalents				-	-	-	1,384	3,677	4,998
accounts receivable				-	-	-	-	-	-
other current assets				-	-	-	-	-	-
Long-term									
leasehold improvements, net of depreciation		16,876	29,605	29,904	29,236	28,567	27,899	27,231	26,563
capital equipment, net of depreciation		1,606	1,772	1,922	1,942	1,942	1,921	1,881	1,856
other pre-opening expenditures, net of amortization		8,535	10,035	11,343	10,719	10,095	9,471	8,847	8,535
Total assets		27,018	41,411	43,169	41,897	40,604	40,676	41,637	41,952
Liabilities and net assets									
Short-term liabilities									
accounts payable				-	-	-	-	-	-
Long-term liabilities									
debt		35	6,622	6,257	3,868	1,856	-	-	-
capital contributions, net of amortization		26,982	34,789	36,946	37,964	38,354	39,712	40,059	39,744
Net assets									
restricted investments (capital improvement & endowment reserves)				-	65	394	964	1,578	2,208
unrestricted net assets				(34)	-	-	-	-	-
Total liabilities and net assets		27,018	41,411	43,169	41,897	40,604	40,676	41,637	41,952
Statement of Cash Flows									
	year ending December 31,	pre-2008	2008	2008	2009	2010	2011	2012	2013
			pre-opening						
Cash from (to) operations									
Net income				(34)	99	330	569	615	630
Depreciation and amortization				-	-	-	-	-	-
Changes in working capital				-	-	-	-	-	-
				(34)	99	330	569	615	630
Cash from (to) investments									
Leasehold improvements		(16,876)	(12,728)	(633)	-	-	-	-	-
Capital equipment		(1,606)	(165)	(186)	(100)	(100)	(100)	(100)	(100)
Other capital spending		(8,535)	(1,500)	(1,621)	-	-	-	-	-
		(27,018)	(14,393)	(2,440)	(100)	(100)	(100)	(100)	(100)
Cash from (to) financing									
Debt		35	6,586	(364)	(2,389)	(2,012)	(1,856)	-	-
Capital contributions		26,982	7,807	2,838	2,390	1,782	2,771	1,779	790
		27,018	14,393	2,474	1	(230)	915	1,779	790
Net change in cash									
Opening cash balance		-	-	-	-	-	1,384	2,294	1,320
Closing cash balance		-	-	-	-	-	-	1,384	3,677
		-	-	-	-	-	1,384	3,677	4,998

Rentable Space & Rent Schedule

Area Program Summary	Gross square feet (in '000s)			total
	HVAC	covered	outdoor	
Tenanted - admin & programming space	37	-	-	37
Tenanted - Marche & restaurant	10	-	-	10
Tenanted - Evergreen plant nursery & greenhouse	11	6	-	17
Tenanted - Gardiner Ceramic	3	-	-	3
Event space	22	-	-	22
Demonstration gardens	-	-	49	49
Marketplace Pavilions	-	27	-	27
Community programming	4	24	5	34
Discovery Centre	27	-	-	27
Total facility	114	57	54	225

	year ending December 31,	2008	2009	2010	2011	2012	2013
Operating & maintenance per gross sq. ft.							
Executive Management (including insurance)		1.72	1.75	1.80	1.85	1.91	1.97
Maintenance & grounds		2.18	2.21	2.28	2.34	2.42	2.49
Natural gas (HVAC space only)		0.50	0.52	0.55	0.58	0.61	0.65
Water		0.20	0.21	0.22	0.23	0.25	0.26
Waste disposal		0.05	0.05	0.05	0.06	0.06	0.06
Total excluding electricity		4.65	4.73	4.89	5.06	5.24	5.43
Electricity		1.40	1.44	1.53	1.62	1.72	1.82
Quarters of tenant occupancy		2	4	4	4	4	4

Rent per gross square foot

	gross s.f. market*		burden per gross s.f. ex. prop. tax					
	(000's)	gross rent						
Tenanted space								
admin & programming space	37.1	\$20.00	21.40	21.52	21.77	22.04	22.31	22.60
restaurant	5.1	revenue share	-	-	-	-	-	-
Marche	4.7	\$25.00	26.40	26.52	26.77	27.04	27.31	27.60
Evergreen plant nursery - indoor	8.0	revenue share	-	-	-	-	-	-
Evergreen plant nursery - seasonal	6.0	revenue share	-	-	-	-	-	-
greenhouse propagation	3.2	revenue share	-	-	-	-	-	-
Gardiner Ceramics	3.0	\$10.00	11.40	11.52	11.77	12.04	12.31	12.60
Total tenanted space	67.1	<i>* excludes electricity & property tax</i>						

Revenue Sharing & Total Tenant Rent

	year ending December 31,	2008	2009	2010	2011	2012	2013
Revenue sharing from estimated on-site tenant sales							
	\$ '000s/month						
restaurant	8% of sales > 0	40	82	86	90	95	100
Evergreen plant nursery & greenhouse	5% of sales > 0	44	90	99	109	117	125
		84	172	185	199	212	225
Estimated annual on-site tenant sales (to calculate revenue sharing above)							
restaurant	5% annual sales growth	500	1,025	1,076	1,130	1,187	1,246
Evergreen plant nursery & greenhouse		874	1,803	1,987	2,177	2,335	2,505
Rent revenue							
admin & programming space		397	799	809	818	829	839
restaurant (revenue share)		40	82	86	90	95	100
Marche		62	125	126	127	128	130
Evergreen plant nursery & greenhouse (revenue share)		44	92	99	105	108	110
Gardiner Ceramics		17	35	35	36	37	38
Total rent revenue before vacancies		561	1,132	1,155	1,177	1,197	1,216
less: estimated vacancy rate	10%	(56)	(113)	(116)	(118)	(120)	(122)
Total tenant revenue		505	1,019	1,040	1,060	1,077	1,095

Event Revenues

Events per year	sq. ft. (‘000s)	space type	event size type	# of people per event	# of events per year					
					2008	2009	2010	2011	2012	2013
indoor event space	18.0	HVAC	large daytime	175	8	15	15	15	15	15
			large evening	150	35	70	70	70	70	70
			small daytime	40	13	25	25	25	25	25
			small evening	40	13	25	25	25	25	25
chimney court	15.0	seasonal	large daytime	125	4	7	7	7	7	7
			large evening	125	5	10	10	10	10	10
			small daytime	40	5	10	10	10	10	10
			small evening	40	5	10	10	10	10	10
demonstration gardens	40.0	seasonal	large evening	75	5	10	10	10	10	10
			small evening	40	5	10	10	10	10	10
	<u>73.0</u>				96	192	192	192	192	192
Total attendees per year					9,600	19,200	19,200	19,200	19,200	19,200
Event revenues	average spend per person	event size type	facility share of revenue							
				2008	2009	2010	2011	2012	2013	
indoor event space	\$50	large daytime	12.5%	8	16	16	16	16	16	
	\$150	large evening	12.5%	98	197	197	197	197	197	
	\$50	small daytime	12.5%	3	6	6	6	6	6	
	\$150	small evening	12.5%	9	19	19	19	19	19	
chimney court	\$50	large daytime	12.5%	3	5	5	5	5	5	
	\$150	large evening	12.5%	12	23	23	23	23	23	
	\$50	small daytime	12.5%	1	3	3	3	3	3	
	\$150	small evening	12.5%	4	8	8	8	8	8	
demonstration gardens	\$150	large evening	12.5%	7	14	14	14	14	14	
	\$150	small evening	12.5%	4	8	8	8	8	8	
Facility portion of spend per person (in \$ thosand)				149	299	299	299	299	299	
landmark fee (\$ per person)				\$ 15.00	\$ 15.23	\$ 15.68	\$ 16.15	\$ 16.64	\$ 17.14	
Total landmark fee revenue per year				144	292	301	310	319	329	
Total event revenue				293	591	600	609	618	628	

Attractions & programming revenue							
	year ending December 31,	2008	2009	2010	2011	2012	2013
Interpretative attractions (demo & play gardens)							
annual attendance (thousands of people)		49	97	102	105	108	112
individual admission (in \$)		5.00	5.15	5.30	5.46	5.63	5.80
family season's passes (thousands of passes)		2.5	5.1	5.3	5.5	5.7	5.8
price per family pass (in \$)		60.00	61.80	63.65	65.56	67.53	69.56
audio assistance (thousands of rentals)		20	41	43	44	45	47
price of audio assistance (in \$)		3.00	3.09	3.18	3.28	3.38	3.48
misc. revenue (eg, lockers, skate rentals)	0.10 \$ per paying attendee	5	10	10	11	11	11
Attractions revenue		458	955	1,028	1,090	1,156	1,226
Seasonal festivals							
number of festivals		2	4	4	4	4	4
sponsorship revenue per festival (in \$ thousand)		25	26	27	27	28	29
		50	103	106	109	113	116
number of attendees at each festival		500	500	500	500	500	500
average spend per person (in \$)		40	-	-	-	-	-
facility share of revenue		12.5%	12.5%	12.5%	12.5%	12.5%	12.5%
festival earned revenue (in \$ thousand)		5	-	-	-	-	-
Total festival revenue (net)		55	103	106	109	113	116
Other programming revenue							
City program support		50	102	105	108	111	114
Other programming revenue		50	102	105	108	111	114
Annual attractions & programming revenue		563	1,159	1,238	1,307	1,379	1,456
Program partners							
On-site sales by partners (e.g., day camps)		250	508	523	538	555	571
Brickworks revenue share		15.0%	15.0%	15.0%	15.0%	15.0%	15.0%
Total program partner revenue		38	76	78	81	83	86

Parking and Sponsorship Revenues

Parking revenues (partner-operated)

	high season weekend		weekday event	
parking spaces	400		400	
reserved - no direct revenue	15		75	
utilization rate	90%		90%	
net spaces	347		293	
long-stay	50%	173	90%	263
short-stay	50%	173	10%	29
# 1/2-hr units	11		3	

year ending December 31,

2008 2009 2010 2011 2012 2013

days applicable:

high season weekend

weekday events 60% of total private events (above)

rate per 1/2 hr

max. rate

	26	52	52	52	52	52
	58	115	115	115	115	115
\$	1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00	\$ 1.00
\$	6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00

Gross revenue

less: PST & GST

less: operating expense

less: admin expense

net revenue

Brick Works' share 75%

Annual net parking revenue (Brick Works' share)

	173	345	345	345	345	345
	(26)	(52)	(52)	(52)	(52)	(52)
	(32)	(64)	(64)	(64)	(64)	(64)
	(16)	(32)	(32)	(32)	(32)	(32)
	99	198	198	198	198	198
	74	148	148	148	148	148

Site sponsorships

1
2
4

@
@
@

100.000
50.000
25.000

sponsors @ value

Site sponsorship revenue

	50	100	100	100	100	100
	50	100	100	100	100	100
	50	100	100	100	100	100
	150	300	300	300	300	300

Property Management financial projections

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Staffing Plan		year ending December 31,	2008	2009	2010	2011	2012	2013
Executive Management								
General Manager	# positions (or prorated seasonally) @ base salary or annualized wage		0.5	1.0	1.0	1.0	1.0	1.0
			84	85	88	90	93	96
Director of operations			0.5	1.0	1.0	1.0	1.0	1.0
			65	66	68	70	72	74
Accounting manager			0.5	1.0	1.0	1.0	1.0	1.0
			35	36	37	38	39	40
Administration & reception			0.5	1.0	1.0	1.0	1.0	1.0
			35	36	37	38	39	40
			110	222	229	236	243	250
Marketing								
Marketing manager	# positions (or prorated seasonally) @ base salary or annualized wage		0.3	0.5	0.5	0.5	0.5	0.5
			70	71	73	75	78	80
Sales manager			0.5	1.0	1.0	1.0	1.0	1.0
			40	41	42	43	44	46
Sales representative			0.5	1.0	1.0	1.0	1.0	1.0
			30	30	31	32	33	34
Event coordinator			0.5	1.0	1.0	1.0	1.0	1.0
			30	30	31	32	33	34
			68	137	141	145	150	154
Operations								
Food & beverage manager	# positions (or prorated seasonally) @ base salary or annualized wage		0.5	1.0	1.0	1.0	1.0	1.0
			55	56	57	59	61	63
Attractions manager			0.5	1.0	1.0	1.0	1.0	1.0
			50	51	52	54	55	57
Attractions asst manager			0.5	1.0	1.0	1.0	1.0	1.0
			45	46	47	48	50	51
			75	152	157	162	166	171
Maintenance & grounds								
Maintenance Manager	# positions (or prorated seasonally) @ base salary or annualized wage		0.5	1.0	1.0	1.0	1.0	1.0
			70	71	73	75	78	80
Electrician			0.5	1.0	1.0	1.0	1.0	1.0
			60	61	63	65	67	69
Carpenter/painter			0.5	1.0	1.0	1.0	1.0	1.0
			37	38	39	40	41	42
Grounds & garden manager			0.5	1.0	1.0	1.0	1.0	1.0
			37	38	39	40	41	42
Assistant grounds & garden staff			0.5	1.0	1.0	1.0	1.0	1.0
			36	37	38	39	40	41
			120	244	251	258	266	274
Total salaried staff			8	16	16	16	17	18
Total salaries			372	755	778	801	825	850
Total salaries including benefits			420	853	879	905	932	960

Staffing Plan cont'd

Operations line staff hours & wages

Facility hours		days	hrs/day							
High season (May - Sept)		153	13	eg, 10 am to 11 pm						
Low season (Oct - April)		211	11	eg, 10 am to 9 pm						
year ending December 31,					2008	2009	2010	2011	2012	2013
Quarters of wages paid					2	4	4	4	4	4
Wage positions		8-hr shifts per day			Hourly wage					
		May-Sept	Oct-April	total hours						
Ticketing admissions/guest services		3	2	7,048	10.00	10.15	10.45	10.77	11.09	11.42
Turnstiles / service host/hostess		3	2	7,048	10.00	10.15	10.45	10.77	11.09	11.42
Parking and information attendents		0	1	1,688	10.00	10.15	10.45	10.77	11.09	11.42
Attraction staff		4	6	15,024	10.00	10.15	10.45	10.77	11.09	11.42
Supervisors										
tickets/retail		0	1	1,688	10.00	10.15	10.45	10.77	11.09	11.42
groups		0	0	-	10.00	10.15	10.45	10.77	11.09	11.42
turnstiles		0	1	1,688	10.00	10.15	10.45	10.77	11.09	11.42
parking		0	1	1,688	10.00	10.15	10.45	10.77	11.09	11.42
Total wages					179	364	375	386	398	410
Benefits		10%			18	36	38	39	40	41
Total wages including benefits					197	401	413	425	438	451

Property Management financial projections

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Site Operating Expenses		year ending December 31,	2008	2009	2010	2011	2012	2013
Executive Management								
Salaries and wages			110	222	229	236	243	250
Benefits	13%		14	29	30	31	32	33
Office equipment and supplies			8	15	16	16	17	17
Legal and accounting			8	15	16	16	17	17
Insurance			50	102	105	108	111	114
Bad debt	0%		-	-	-	-	-	-
Travel			5	10	10	11	11	11
			-	-	-	-	-	-
Total Executive Management			194	393	405	417	430	443
Marketing								
Salaries and wages			68	137	141	145	150	154
Benefits	13%		9	18	18	19	19	20
Advertising and communications	6%	of total revenue	97	198	204	210	216	222
Large group events			40	81	84	86	89	91
Small group events			-	-	-	-	-	-
Total Marketing			214	434	447	460	474	488
Operations								
Salaries			75	152	157	162	166	171
Salary benefits	13%		10	20	20	21	22	22
Line staff wages			179	364	375	386	398	410
Wages benefits	10%		18	36	38	39	40	41
Shuttle/transport to site	3	\$000s/wk	78	156	156	156	156	156
Seasonal events	placeholder		80	162	167	172	177	183
Ongoing programming			75	152	157	162	166	171
Total Operations			515	1,043	1,070	1,097	1,125	1,155

Property Management financial projections

DRAFT 5/10/2006

Site Operating Expenses		year ending December 31,	2008	2009	2010	2011	2012	2013
Maintenance & grounds								
Salaries and wages			120	244	251	258	266	274
Benefits	13%		16	32	33	34	35	36
Security service			30	61	63	65	67	69
Landscaping								
Exterior landscaping			10	20	21	22	22	23
Interior landscaping			3	5	5	5	6	6
Janitorial and supplies								
Janitorial contract			13	25	26	27	28	29
Misc. building & washroom supplies			13	25	26	27	28	29
Repairs and maintenance								
Building repairs & maintenance			8	15	16	16	17	17
Air conditioning maintenance & repair			3	5	5	5	6	6
Heating maintenance & repair			2	3	3	3	3	3
Window washing & repairs			3	6	6	6	7	7
Parking lot repairs & maintenance			1	2	2	2	2	2
Electrical & plumbing services			8	15	16	16	17	17
Elevator licensing & maintenance			2	4	4	4	4	5
Exterior lighting			2	3	3	3	3	3
Miscellaneous								
Snow removal			6	12	13	13	13	14
Flood clean-up reserve			5	10	10	11	11	11
Fire safety related			2	3	3	3	3	3
Locks and card access system			1	2	2	2	2	2
Signage			2	3	3	3	3	3
Pest control			1	1	1	1	1	1
Total Maintenance & grounds			245	498	512	528	544	560
Utilities								
Electricity			79	162	172	182	193	205
Natural gas			28	59	62	66	70	74
Water			23	46	49	52	55	59
Total Utilities			130	267	283	300	318	337
Contingency								
			50	100	100	100	100	100

Property Management financial projections

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Miscellaneous		2008	2009	2010	2011	2012	2013
	year ending December 31,						
Assumed inflation		3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Capital improvement reserve		-	300	300	300	300	300
Reserve for endowment fund		-	500	500	500	500	500
	<i>a balance sheet account: restricted assets</i>						
Capital spending summary							
Leasehold improvements		16,876	12,728	633	-	-	-
Capital equipment		1,606	165	186	100	100	100
Other capital spending		8,535	1,500	1,621	-	-	-
Depreciation schedule	<u>Life (years)</u>						
Leasehold improvements	20	334	668	668	668	668	668
Capital equipment	5	35	80	100	120	140	125
Other capital spending	5	312	624	624	624	624	312

Evergreen Plant Nursery financial projections

DRAFT 5/10/2006

all amounts in \$ thousand unless otherwise stated

Schedule 1

STATEMENT OF ACTIVITIES

	year ending December 31,					
	2008	2009	2010	2011	2012	2013
Revenue						
Sales (indoor)	642	1,348	1,482	1,630	1,753	1,884
Sales (seasonal retail)	179	375	413	454	488	524
Rent (seasonal third-party vendors)	23	46	46	46	46	46
Wholesale plant sales	31	34	46	47	49	50
Total revenue	874	1,803	1,987	2,177	2,335	2,505
Cost of goods sold	(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Gross margin	309	615	681	741	791	845
Expenses						
Employee costs						
Retail employee costs	122	255	271	289	306	324
Greenhouse employee costs	17	35	36	37	38	39
Administrative employee costs	73	151	156	161	165	170
Less: cost savings through volunteer workers	(90)	(185)	(191)	(197)	(203)	(209)
Subtotal: employee costs	122	256	272	290	307	325
Other retail costs	31	57	59	61	62	64
Greenhouse other operating costs	15	18	18	19	19	20
Advertising and marketing (external)	87	135	149	163	175	188
Other administrative expenses	44	83	86	89	92	95
Rent	44	90	99	109	117	125
Electricity	10	20	21	22	22	23
Total operating expenses, including employees	354	660	704	752	794	840
Operating income (loss)	(45)	(44)	(24)	(11)	(3)	5
Add: amortization of capital contributions - <i>not a cash revenue</i>	126	270	306	342	378	296
Less: depreciation and amortization expense - <i>not a cash expense</i>	(126)	(270)	(306)	(342)	(378)	(296)
Less: interest	-	-	-	-	-	-
Contribution to (from) Evergreen core programming	(45)	(44)	(24)	(11)	(3)	5

Schedule 2

BALANCE SHEET

	year ending December 31,	2008 (6/30)	2008	2009	2010	2011	2012	2013
Assets								
Short-term								
cash and equivalents			-	-	-	-	-	-
accounts receivable			34	69	76	84	90	96
inventory		180	189	208	229	246	265	285
Long-term								
leasehold improvements, net of depreciation		380	371	370	369	366	363	359
capital equipment, net of depreciation		869	782	765	713	626	504	435
other pre-opening expenditures, net of amortization		299	269	209	150	90	30	-
Total assets		1,728	1,645	1,622	1,536	1,412	1,252	1,174
Liabilities and net assets								
Short-term liabilities								
accounts payable			53	118	127	137	146	155
Long-term liabilities								
debt								
capital contributions, net of amortization		1,728	1,637	1,593	1,522	1,399	1,233	1,142
Net assets								
restricted investments (capital improvement reserve)								
unrestricted net assets		-	(45)	(89)	(113)	(124)	(127)	(123)
Total liabilities and net assets		1,728	1,645	1,622	1,536	1,412	1,252	1,174

STATEMENT OF CASH FLOWS

	year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Cash from (to) operations								
Net income		-	(45)	(44)	(24)	(11)	(3)	5
Depreciation and amortization		-	-	-	-	-	-	-
Changes in inventory		(180)	(9)	(19)	(21)	(17)	(18)	(20)
Changes in other working capital		-	19	29	2	3	3	3
		(180)	(35)	(34)	(42)	(25)	(19)	(12)
Cash from (to) investments								
Leasehold improvements		(380)	-	(19)	(19)	(19)	(19)	(19)
Capital equipment		(869)	-	(174)	(174)	(174)	(174)	(174)
Other pre-opening expenditures		(299)	-	-	-	-	-	-
		(1,548)	-	(193)	(193)	(193)	(193)	(193)
Cash from (to) financing								
Debt								
Capital contributions	2,860		35	227	235	218	212	205
		1,728	35	227	235	218	212	205
Net change in cash		-	-	-	-	-	-	-

Schedule 3

Use of space	gross sq. ft.	space
indoor	8,000	HVAC
seasonal - garden centre	3,000	covered
seasonal - 3rd party	3,000	covered
greenhouse propagation	3,150	HVAC
	<u>17,150</u>	

Retail sales assumptions year ending December 31, 2008 2009 2010 2011 2012 2013

Method 1 - Sales per square foot estimation *source of revenue projection in this model*

Sales per square foot (in \$)	opening year					
% growth per full year - indoor			5%	10%	10%	7.5%
% growth per full year - seasonal			5%	10%	10%	7.5%
indoor	50%	83	175	193	212	228
seasonal - garden centre	50%	60	125	138	151	163
seasonal - 3rd party	50%	60	125	138	151	163
Average sales per sq. ft. (in \$)		73	154	169	186	200
Total annual sales excl. 3rd party	<u>sq. ft.</u>	<u>net selling</u>				
indoor	8,000	95%	642	1,348	1,482	1,630
seasonal - garden centre	3,000	100%	179	375	413	454
seasonal - 3rd party	3,000	0%	-	-	-	-
	<u>14,000</u>		820	1,723	1,895	2,084

Method 2 - Visitor and till run estimation *created as a "check" against method 1 - not used in model*

Assumed total visitors to Evergreen Commons site (in thousands)	100	200	225	250	250	250
Assumed percentage of visitors that are "Plant Nursery-focused"	12%	12%	12%	12%	12%	12%
Average till run of "Plant Nursery-focused" shoppers (in \$)	100	103	106	109	113	116
Annual sales to "Plant Nursery-focused" shoppers	1,200	2,472	2,864	3,278	3,377	3,478
Assumed "spill-over" of Commons visitors into Plant Nursery	10%	10%	10%	10%	10%	10%
Average till run of "spill-over" shoppers (in \$)	25	26	27	27	28	29
Annual sales to "spill-over" shoppers	250	515	597	683	703	725
Assumed annual growth rate of sales = inflation rate	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Sales "leakage" to 3rd party vendors (= their % of square footage)	17%	17%	17%	17%	17%	17%
Yearly total Plant Nursery customers (in 000's)	22.000	44.000	49.500	55.000	55.000	55.000
Total annual sales excl. 3rd party		1,196	2,464	2,856	3,268	3,366
Sales surplus (deficit) compared to method 1		376	742	961	1,184	1,059

Schedule 4

Retail product margin contribution

	% mark-up	contribution % revenue	margin contrib. margin	within segment	
Indoor year-round					
1 pots, vases (planting)	80	10	8.0%	20.5%	
2 books, magazines, kits	15	2	0.3%	0.8%	
3 hand tools	40	5	2.0%	5.1%	
4 personal effects	50	3	1.5%	3.8%	
5 decorating accessories	80	10	8.0%	20.5%	
6 specialty tools (greenhouse)	50	2	1.0%	2.6%	gross margin
7 specialty tools (handicapped)	50	1	0.5%	1.3%	38%
8 seeds	70	2	1.4%	3.6%	
9 indoor plants	20	4	0.8%	2.1%	COGS
		39%		60%	62%
Seasonal					
10 outdoor plants (annual)	15	14	2.1%	3.4%	
11 outdoor plants (perennial/shrub)	30	10	3.0%	4.9%	
12 outdoor plants (bulbs)	30	3	0.9%	1.5%	
13 soil amendments	35	5	1.8%	2.9%	
14 organic fertilizers & pesticides	40	5	2.0%	3.3%	
15 precast (non-planting)	30	4	1.2%	2.0%	gross margin
16 greenhouse	40	2	0.8%	1.3%	30%
17 furniture & outdoor structures	80	8	6.4%	10.5%	
18 construction materials	80	10	8.0%	13.1%	COGS
		61%		43%	70%

assume all plants sold in retail sourced elsewhere

COGS

	year ending December 31,	2008	2009	2010	2011	2012	2013
Cost of goods sold - indoor high end		260	546	601	661	710	763
Cost of goods sold - indoor variable use		140	295	324	357	384	412
Cost of goods sold - seasonal		125	262	289	318	341	367
Cost of shrink - indoor	4% of retail sales (indoor)	26	54	59	65	70	75
Cost of shrink - seasonal	8% of retail sales (seasonal)	14	30	33	36	39	42
Total cost of goods sold		565	1,187	1,306	1,437	1,544	1,660
Gross margin - indoor high end		157	329	362	398	428	460
Gross margin - indoor variable use		85	178	195	215	231	248
Gross margin - seasonal		54	113	124	136	146	157
Total gross margin		295	619	681	749	805	866

Schedule 5

Retail direct operating expenses

year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Cashier & sales staff estimations							
est. indoor cashiers & sales staff per thousand sq. ft.		0.8	0.8	0.8	0.8	0.8	0.8
est. indoor cashiers & sales staff per \$1 million of sales		4	4	4	4	4	4
total indoor cashiers & sales staff (fte) using average of above estimations		2.9	6.0	6.3	6.6	6.8	7.1
est. seasonal cashiers & sales staff per thousand sq. ft.		0.8	0.8	0.8	0.8	0.8	0.8
est. seasonal cashiers & sales staff per \$1 million of sales		4	4	4	4	4	4
total seasonal cashiers & sales staff (fte) using average of above estimations		1.0	2.0	2.0	2.1	2.2	2.2
Retail employee costs							
<u>Number of operations employees (average over year)</u>							
buyer/merchandising year-round	0.5	0.5	1.0	1.0	1.0	1.0	1.0
indoor cashiers & sales staff	0.2	2.9	6.0	6.3	6.6	6.8	7.1
garden centre manager/plant stock buyer	-	-	-	-	-	-	-
seasonal horticultural & cashiers (fte)	0.1	1.0	2.0	2.0	2.1	2.2	2.2
Total operations employees	0	4	8	8	9	9	9
<u>Salaries/wages (full-time equivalent)</u>							
buyer/merchandising year-round	60	60	62	64	66	68	70
indoor cashiers & sales staff	20	20	21	21	22	23	23
garden centre manager/plant stock buyer	60	60	62	64	66	68	70
seasonal horticultural & cashiers (fte)	20	20	21	21	22	23	23
Total retail salaries/wages	36	108	226	240	256	271	287
Benefits		13%					
Retail employee costs (incl. benefits)	41	122	255	271	289	306	324
Other retail operating expenses							
Buyer's travel	15	10	30	31	32	33	34
Packaging		30	7	13	14	14	15
Tools & equipment repair		3	3	3	3	3	3
Uniforms	6	6	6	6	7	7	7
Misc. shipping & deliveries	5	5	5	5	5	5	5
Total other retail operating expenses	26	31	57	59	61	62	64

Schedule 6

Third party vendor revenue & expense assumptions

Booth rentals

	sq.ft. gross	utilization	sq.ft. booths	booth rental
seasonal space	3,000	85%	2,550	\$ 18.00 per net sq. ft. annualized

Annual booth rental revenue

	opening year	2008	2009	2010	2011	2012	2013
seasonal space	50%	23	46	46	46	46	46
		23	46	46	46	46	46

Greenhouse propagation revenues & expenses

	year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Greenhouse space (in 000's sq. ft.)			3.15	3.15	3.15	3.15	3.15	3.15
Total wholesale plant sales			31	34	46	47	49	50

Greenhouse employee costs

Number of greenhouse employees (average over year)

greenhouse manager	-	0.13	0.25	0.25	0.25	0.25	0.25
standard horticultural	-	0.38	0.75	0.75	0.75	0.75	0.75
Total greenhouse employees	-	1	1	1	1	1	1
Salaries/wages (full-time equivalent)							
greenhouse manager	-	60	62	64	66	68	70
standard horticultural	-	20	21	21	22	23	23
Total greenhouse salaries/wages	-	15	31	32	33	34	35
Benefits	-	2	4	4	4	4	5
Total greenhouse employee costs	-	17	35	36	37	38	39

Greenhouse propagation other operating costs

	-	15	18	18	19	19	20
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Schedule 7

Rent expense

	year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Rent expense								
Revenue sharing	5% of sales > 0 \$ '000s/month		44	90	99	109	117	125
			44	90	99	109	117	125

Note: utilities other than electricity are included in rent.

Utilities

Utilities (\$ per sq. ft. annually)		1st yr. prorated						
Electricity	HVAC	50%	0.70	1.40	1.48	1.57	-	-
	covered	50%	0.50	1.00	1.06	1.12	-	-
	outdoor	50%	0.30	0.60	0.64	0.67	-	-
Utilities expense								
Electricity			10	20	21	22	22	23

Schedule 8

Overhead costs

	year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Administrative employee costs								
<u>Number of administrative employees</u>								
general manager/buyer		0.5	0.5	1.0	1.0	1.0	1.0	1.0
information technology (IT)		0.10	0.10	0.20	0.20	0.20	0.20	0.20
accounting/bookkeeping		-	0.10	0.2	0.2	0.2	0.2	0.2
marketing	<i>all signs, stickers, brochures, etc.</i>	0.25	0.25	0.5	0.5	0.5	0.5	0.5
Total administrative employees		1	1	2	2	2	2	2
<u>Salaries/wages (full-time equivalent)</u>								
general manager/buyer		80	80	82	85	87	90	93
information technology (IT)		50	50	52	53	55	56	58
accounting/bookkeeping		50	50	52	53	55	56	58
marketing		60	60	62	64	66	68	70
Total administrative salaries		60	65	134	138	142	146	151
Benefits	13%	8	8	17	18	18	19	20
Total administrative employee costs		68	73	151	156	161	165	170
Advertising and marketing (external)								
Web site development		-	-	-	-	-	-	-
Retail branding, packaging & design		150	-	-	-	-	-	-
advertising - creative	10% of advertising budget	-	9	14	15	16	18	19
advertising - production	10% of advertising budget	-	9	14	15	16	18	19
advertising - placement	80% of advertising budget	-	70	108	119	131	140	150
Total advertising and marketing		150	87	135	149	163	175	188
<i>advertising as a % of total revenue</i>			10.0%	7.5%	7.5%	7.5%	7.5%	7.5%
Other administrative expenses								
Other administrative expenses		2	2	5	6	6	7	7
Phone		5	15	20	21	21	22	23
Legal and audit (external)		-	5	10	10	11	11	11
Insurance		-	5	20	21	21	22	23
Automotive & travel		5	10	15	15	16	16	17
Industry memberships		2	2	3	3	3	3	3
Security		-	5	10	10	11	11	11
Total other administrative expenses		14	44	83	86	89	92	95
Total overhead operating costs		232	205	369	391	413	432	453

Schedule 9

Staffing plan and labour cost summary

year ending December 31,	2008	2009	2010	2011	2012	2013
Number of employees						
Management & administrative employees						
general manager/buyer	0.5	1.0	1.0	1.0	1.0	1.0
information technology (IT)	0.1	0.2	0.2	0.2	0.2	0.2
accounting/bookkeeping	0.1	0.2	0.2	0.2	0.2	0.2
marketing	0.3	0.5	0.5	0.5	0.5	0.5
Retail employees						
buyer/merchandising year-round	0.5	1.0	1.0	1.0	1.0	1.0
indoor cashiers & sales staff	2.9	6.0	6.3	6.6	6.8	7.1
garden centre manager/plant stock buyer	-	-	-	-	-	-
seasonal horticultural & cashiers (fte)	1.0	2.0	2.0	2.1	2.2	2.2
Wholesale nursery employees						
greenhouse manager	0.13	0.25	0.25	0.25	0.25	0.25
standard horticultural	0.4	0.8	0.8	0.8	0.8	0.8
Total employees (full-time equivalent)	5.8	11.9	12.2	12.6	12.9	13.3
Labour cost (including benefits) before volunteers						
Management & administrative wages and salaries	73	151	156	161	165	170
Retail wages and salaries	122	255	271	289	306	324
Wholesale nursery wages and salaries	17	35	36	37	38	39
	212	441	463	486	509	534
<i>Labour cost as a percentage of revenues (before volunteers)</i>	24%	24%	23%	22%	22%	21%
Number of volunteers						
Retail volunteers						
youth at risk						
misc. volunteer	4	7	7	7	7	7
Wholesale nursery volunteers						
youth at risk						
misc. volunteer	1	2	2	2	2	2
Total number of volunteers (full-time equivalent)	5	9	9	9	9	9
Value of volunteers (labour cost savings)						
Annual value per volunteer (fte)	20	21	21	22	23	23
Total value of volunteers (labour cost savings)	90	185	191	197	203	209
<i>Labour cost as a percentage of revenues (adjusted for volunteers)</i>	14%	14%	14%	13%	13%	13%

Schedule 10

Capital spending assumptions

Pre-opening equipment costs (\$ per sq. ft.) <i>excluding fixed computer costs below</i>	indoor				seasonal	
	high-end	variable	3rd party	BOH	retail	3rd party
Lighting	10.00	10.00	-	-	10.00	10.00
Flooring (including raised pad)	30.00	30.00	-	-	-	-
Fixtures	10.00	10.00	-	-	5.00	5.00
Signage	8.00	8.00	-	-	8.00	8.00
Carts	2.00	2.00	-	-	2.00	2.00
Misc. tools, equipment, other	20.00	20.00	-	-	20.00	20.00
Office furniture	5.00	5.00	-	-	-	-
Total \$ per sq. ft.	85.00	85.00	-	-	45.00	45.00
total sq. ft.	5,000	3,000	-	-	3,000	3,000
total \$ 000's	425	255	-	-	135	135

Capital spending costs per year	year ending December 31,	pre-opening	2008	2009	2010	2011	2012	2013
Lighting		140		7	7	7	7	7
Flooring (including raised pad)		240		12	12	12	12	12
Fixtures	<i>based on</i>	110		22	22	22	22	22
Signage	<i>per sq. ft.</i>	112		22	22	22	22	22
Carts	<i>costs above</i>	28		6	6	6	6	6
Misc. tools, equipment, other		280		56	56	56	56	56
Office furniture		40		8	8	8	8	8
Computer hardware		20		4	4	4	4	4
Computer software, incl. CRM		100		20	20	20	20	20
Misc. capital		140		28	28	28	28	28
Other office equipment		10		2	2	2	2	2
Greenhouse equipment costs		29		6	6	6	6	6
Pre-opening staff & other misc.		299						
Total capital spending costs		1,548	-	193	193	193	193	193
Total capital spending in \$ per sq. ft (indoor, seasonal, greenhouse)		\$ 90.26		\$ 11.24	\$ 11.24	\$ 11.24	\$ 11.24	\$ 11.24

Retail inventory							
Opening balance	-	180	189	208	229	246	265
Purchases	180	574	1,206	1,327	1,454	1,563	1,680
Cost of goods sold	-	(565)	(1,187)	(1,306)	(1,437)	(1,544)	(1,660)
Target closing inventory as % of next year's retail sales	22%	11%	11%	11%	11%	11%	11%
Closing balance	180	189	208	229	246	265	285

Other working capital								
Accounts receivable	3.8%	of sales	34	69	76	84	90	96
Accounts payable	5.8%	of capex, COGS & operating costs	53	118	127	137	146	155
Net working capital requirement (source)			(19)	(48)	(51)	(54)	(56)	(59)

Appendix “E”
DON VALLEY BRICK WORKS PUBLIC ADVISORY COMMITTEE

**Comments on Evergreen's Proposed Use
of the Brick Works**

In 2002, the City of Toronto charged its Culture Division with responsibility for soliciting and reviewing proposals for appropriate use of the Don Valley Brick Works, a site that is owned by the Toronto and Region Conservation Authority (TRCA) and administered by the City's Parks Department.

A Public Advisory Committee was appointed by Council to include citizens who had expressed an interest in the site, including a number who had served on previous Brick Works committees. The Committee's purpose is to review and advise on current and proposed activities on the site. Regular meetings are held under the auspices of the Culture Division, and representatives of the TRCA and other City departments attend as appropriate.

The Committee's citizen members are:

*Jeffrey Smyth (Chair); Ed Freeman (Vice Chair); Francis Cadeau; John Carter;
Camilla Dalglish; Ronald Graner; Katherine Kirzati; John Routh; John Wilson*

The Committee has discussed a variety of topics related to the site, but central to its work has been consideration of proposals for use of the site by Evergreen, a not-for-profit environmental organization. The Committee has been asked to provide formal feedback on these proposals. That is the purpose of this report, whose sections are as follows:

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BACKGROUND

Conservation Zoning

In 1954 in the aftermath of Hurricane Hazel, the most devastating hurricane to strike Toronto in modern times, local governments agreed to put new zoning laws in place that would eliminate the chance of any re-occurrence of the death and destruction that Hazel caused. Valleys and ravine lands lower than the surrounding table land were permanently rezoned for conservation, though existing businesses in that zone were grandfathered until the time that their operations ceased.

The Swiss-German owners of the Brick Works at 550 Bayview Avenue, one of the grandfathered sites, understood these conditions. In 1984, having concluded that out-of-control costs in their operations made brick-making no longer viable, they offered the 43-acre site for conservation purposes for the sum of \$4 million.

Lawyers and developers close to the provincial and local governments, backed by a major chartered bank, saw an opportunity to make a quick profit. They offered an extra thousand dollars over the listed price, and having acquired the site, lobbied to change the official East York and Metro Toronto Plans, suggesting a new zoning designation for all the grandfathered valley sites that they fancifully labelled "Urban Valley."

The impertinence of this move outraged many of Toronto's citizens, as well as its municipal government, and after much political manoeuvring, Metro Toronto and the Province jointly set up a fund of \$50 million to acquire and rehabilitate the remaining privately held properties in the ravine and valley system when they became available. Sequentially, all political parties supported this direction, including the Tory Miller government, the Liberal Peterson government and the NDP Rae government.

The acquisition of the Brick Works by the Metro Toronto and Region Conservation Authority, using the money set aside in this fund, was the first test case of this policy. The expropriation hearing attracted much interest and daily media coverage, and it was clear that it was a battle of principle about the use of Toronto's ravines and valleys.

The hearing found that the Authority had every right to expropriate the site, situated as it is within the flood plane that had been protected by zoning everywhere else after Hurricane Hazel. The inflated amount subsequently paid for the expropriation reflected the fact that the planning department of East York had encouraged and accompanied the new owners in their quest to have the official plans amended to allow development.

Because the expropriation of this site was so politicized, and because it was a precedent that has subsequently been used to acquire a number of other privately owned properties in the valleys, the Brick Works site can never again be rezoned. If new zoning were ever to be implemented, the Conservation Authority would lose all credibility in any future expropriation proceedings, at huge potential cost to the taxpayers.

- 1. The Committee believes that the grounds used to justify the expropriation must be supported in their entirety in any future use of the site, and that the conservation zoning must remain intact.***

Friends of the Valley

Friends of the Valley was the citizen group that successfully pressed for the expropriation of the Brick Works. This was an informal coalition of various individuals and groups who were interested in the site, including the Toronto Field Naturalists, the University of Toronto's Geology Department and representatives of local historical, architectural, pottery, gardening, ratepayer and archaeological societies. Initially, the organization was funded by the Governors Bridge Ratepayers Association and was legally represented by David (now Senator) Smith. Subsequently, Friends of the Valley received financial support from more than 1,000 donors right across Toronto.

The Friends put together an idealistic vision for the site representing the various interests in the coalition. They presented this in meetings across many parts of the City, aided by a scale model of the site built for the Metro Toronto Parks Department, which was very interested in adding the property to its own operations as a downtown park and garden centre. The head of the Metro Parks Department at that time, Commissioner Bob Bundy, later headed a fund-raising drive on behalf of the site.

The Friends' vision for the site was not a plan, but a recognition of the many inherent qualities of the site, including, of course, the unique geological deposits in the North Slope. It is worth noting that in 1983 the Ministry of Natural Resources declared the North Slope an Area of Natural and Scientific Interest and in 1986 the Peterson minority government declared the North Slope a Provincial Heritage Site, the first time such a designation had ever been used in Ontario on anything other than a building. These designations prevented the developers from moving bulldozers on to the site and effectively blocked their plans.

This heritage designation of a geological feature was never challenged in court and presumably stands. More recently, the buildings and property have also been designated for their architectural and historical value and interest, under the Ontario Heritage Act.

- 2. The Committee believes that any adaptive use of the site must respect the historic designations of the North Slope and of the buildings, and Evergreen should apply for all appropriate approvals for any proposed alternation to their fabric.***

Post-Expropriation

Since the expropriation in 1986, there have been a number of plans as to how best to use the site as a public asset. The most ambitious called for an expenditure of almost \$50 million for a public garden and natural heritage centre, but as a recession was looming, Metro politicians called for a scaled-back plan. Over subsequent years, several other schemes were proposed and two phases of a more modest plan were implemented.

The head of Metro Toronto's Parks department, Frank Kershaw, chaired the Brick Works planning committee, on which both East York's Mayor and the former City of Toronto politicians sat, as well as representatives of the MRTCA and local interests. There was an operating budget that one year reached almost \$3 million to implement Phase One of a modified master plan; public fundraising added another \$800,000, followed by the building of the Weston Quarry Garden supported by the Weston Foundation.

There has always been plenty of local interest and plenty of local financial support, most recently evidenced by the million dollar private donation for the construction of new entrances, as well as two dog runs, now under way as Phase 3 of the master plan.

Then on January 1, 1998, the sky fell in.

The Amalgamation of the City of Toronto turned out to be a total disaster, for the city's finances in general, and for the Brick Works site in particular. After Amalgamation, the Brick Works, a Metro property, was simply abandoned at the political level, virtually left to drift without budget or resources, buried way down a long list of priorities.

After some years of drift, and turning for help to the funding mantra of the times, the new City of Toronto decided to look for an inexpensive way out of its obligation to the site in the form of a 3P public-private partnership, with the hope that as much of the cost as possible could be transferred to a private party. The responsibility for finding such a partner was assigned to the Department of Economic Development and Culture.

In the meantime, the City has allocated practically nothing for the site, which should be a matter of extreme public embarrassment. Security fences have been torn down, the buildings are deteriorating and are being vandalized by squatters and partying youths, and the North Slope is slumping and becoming increasingly dangerous as cyclists carve out new dirt tracks.

3. The Committee has noted on several occasions the City's exposure to liability in the face of vandalism and urges that use of the site should immediately, from today forward, include appropriate security measures for the park as well as for the buildings, even before negotiations with Evergreen are concluded.

In contrast, the recreational aspect of the park has become popular with dog walkers, cyclists and joggers. Many of the people who use the park live in close proximity in communities on both sides of the valley. The return of an amazing variety of birds and other animals to the park is well documented and much appreciated by naturalists and photographers, and there is a growing and active community that claims the park as their own -- they do not want to see the site's natural beauty overrun by crowds that any development of the industrial pad might attract. They fear that this beautiful regenerated natural habitat could again be trampled by a heavy human footprint.

4. In the Committee's view, maintaining a "good-neighbour policy" between the residential community that lives adjacent to and uses the park and new activities on the industrial site is an important objective for any future use.

The Site

The Brick Works site is owned by the Toronto and Region Conservation Authority (TRCA) and managed on its behalf by the City of Toronto Parks Department. It is composed of three parts.

The first part, closest to Bayview Avenue, is the industrial pad containing some renovated but now mainly derelict building that were erected in various stages when the Brick Works was an active brick making plant.

Brick making started in 1889 after the Taylor family, owners of Todmorden Mills, found good brick-making clay on the site. Indeed, an interesting history of Toronto could be based on the public and private buildings constructed from bricks made in the Don Valley Brick Works.

It is for use of this part of the site that the City of Toronto has signed a Memorandum of Understanding with Evergreen, a not-for-profit environmental organization.

The second part of the site is the Weston Quarry Garden, an aquatic and wildflower garden that is maintained by the City's Parks Department under a contract with the Weston Foundation, which made a major contribution to the construction of the garden. As a garden, the site has a unique characteristic in that it faces due south and is protected on the east, north and west by higher ground, potentially enabling plants to be grown here that would not normally survive this far north. However, after a highly energetic initial planting, fully supported by the Toronto Garden Club, the garden has been allowed to run down.

The third part of the site is the rest of the park. Within this area is the North Slope, the area designated as a Provincial Heritage site. Since its description and early publicization by Prof. Coleman of the University of Toronto, it is considered by geologists to be one of the most important geological sites in North America. Because of the quarrying activities during the brick-making period, the sand and clay sediments in the North Slope were systematically cut back to reveal the entire sequence of deposits laid down during the last interglacial period in this part of North America, covering approximately 150,000 years. It is one of the very few sites where the entire sequence can be studied.

In fact, saving these world famous geological deposits from development was an underlying motivation for the public expropriation of the site.

In this age of concern about possible global warming, the fossil remains of the North Slope provide a complete history of the climate in this region for 150 millennia. It is interesting to note that when Governor Simcoe was living nearby at Castle Frank, the local climate was warmer than it is now -- sycamores grew here at that time but are now found only further south, suggesting that this region may have been starting to head back toward another glacial period. If so, this makes the effect of current global warming even more alarming.

Parts 2 and 3 of the site are managed by the Toronto Parks Department. These are the parts of the site that are currently used by joggers, cyclists, dog walkers and bird watchers -- the site is on the flyway for the many species of birds migrating across Lake Ontario and is a resting and gathering site both before and after the long flight south. It is also the part of the site that borders settled residential neighbourhoods.

In a broader context, the Brick Works site is part of the Don Valley and is connected to Toronto's system of ravines, the unique feature of this city that Charles Sauriol, the historian and guru of the Don, used to refer to as "the lungs of the City." Much effort has been devoted to the revitalization of the Don by an army of citizens and by the City, and now, under the leadership of the Toronto Waterfront Revitalization Corporation and the TRCA, the natural mouth of the Don is being restored.

The Don Valley is an important artery in the City's past and in its future, and the acquisition of the Brick Works as a public asset reflects the depth of the public's sentiment for protection of nature within the urban environment.

5. The Committee calls for the City's Parks Department to re-establish an appropriate budget and operating plan to take advantage of the unique natural heritage and ecological potential of the Brick Works quarry garden, and for measures to protect the North Slope from further damage and erosion. To achieve this, the Committee believes it would be advantageous if the Department had a permanent operations base on the site as it has had in the past.

PROPOSALS

Profile of Evergreen

The City of Toronto has signed a Memorandum of Understanding with Evergreen to allow it to begin operations on the industrial pad with a view to transforming that part of the site into "a cultural centre for experiencing how nature makes our cities more livable."

Evergreen's Mission is...

"to bring communities and nature together for the benefit of both. We engage people in creating and sustaining healthy, dynamic outdoor spaces -- in our schools, our communities and our homes. We believe that local stewardship creates vibrant neighbourhoods, a healthy natural environment and a sustainable society for all."

Evergreen envisions...

"a sustainable society where individuals live in harmony with and contribute meaningfully to their local environment. Evergreen will be at the forefront of the movement to create this society, by empowering communities, by creating innovative resources and by transforming educational values."

Evergreen is...

"a national non-profit environmental organization with a mandate to bring nature to our cities through naturalization projects. Evergreen motivates people to create and sustain healthy, natural outdoor spaces and gives them the practical tools to be successful through its three core programs:

*Learning Grounds - transforming school grounds
Common Grounds - conserving publicly accessible land
Home Grounds - for the home landscape"*

In developing its plans for the Brick Works, Evergreen has explored many options and activities in a continuing and changing process. It is the Committee's understanding -- perhaps impression is a better word -- that Evergreen's move into the Brick Works is not the result of having outgrown its current space and of needing more room to expand, but rather of rethinking its current business by exploring new opportunities in collaboration with a new group of partners.

The plans that have been presented to the Committee over the past couple of years suggest flexibility as well as a searching for a sustainable business model. Encouraged by a large grant from the Province of Ontario to feature the natural heritage of the brick-making past, emphasis has been placed on preserving historical artifacts.

6. *The Committee believes that in line with the environmental emphasis in its Mission and Vision, Evergreen should base its stewardship both on the historical significance, as recognized in the heritage designations, as well as on its unique environmental characteristics and potential for learning.*

Cultural/Heritage Significance

In 1877, William Morris, founder of the Society for the Protection of Ancient Buildings, wrote about the role society plays in built-heritage preservation. He noted:

"It has been most truly said that these buildings do not belong to us only: that they have belonged to our forefathers and that they will belong to our descendents unless we play them false. They are not in any sense our property, to do as we like with them. We are only trustees for those that come after us."

Morris's words are still applicable today, and his sage thoughts should be adopted and addressed in any approved plans associated with change at the Don Valley Brick Works.

Industrial sites such as the Brick Works are often not well regarded for their cultural/heritage importance. Many are neither old nor beautiful. They are not churches, institutional or government buildings, nor residences of the powerful and wealthy. Most are utilitarian in design, developed and built for industrial manufacturing and production. In a sense, they are "orphans" in the world of built heritage preservation.

As such, we collectively face challenges in transforming redundant industrial sites and buildings, machines and landscapes to other uses. The future use of these places should not diminish their heritage value. Plans for "adaptive reuse" must not lead to a situation where "adaptive destruction" is the ultimate outcome.

Designation: In the Notice of Intention to Designate issued by the City of Toronto, it is noted that *"the Don Valley Brick Yards contains an important collection of industrial buildings that reflect the history of brick making in Toronto and Ontario. The property is a landmark in the former municipality of East York and a dominant feature of the Don Valley."*

In Reasons for Designation, the Historical Significance of being one of the oldest industrial brick producing facilities in the province and the longest operating brick works in Toronto and Ontario is noted. The Unterman/McPhail/Cuming Report states that the property's *"most outstanding characteristic is its ability to portray the complexity of a long standing and well-used industrial site and brick works in which buildings and spaces are periodically being added to, adapted and reused to accommodate technical changes, new markets...social conditions, new materials and processes of construction and new forms of transportation, sources of capital and power."*

From the same report, the authors note the Architectural Significance of the Brick Works. The assemblage of buildings represents an important collection of industrial structures that reflects the additions and modifications to the building stock during the century-long operation of the site.

The Contextual Significance of the property must also be taken into account. The Brick Works is an integral feature of the Don Valley in an area of international geological significance. The collection of buildings anchored by the "Valley" chimney is visible from many vantage points in the Don Valley and surrounding area. The Brick Works is important in context with the neighbouring Todmorden Mills, as both sites reflect the industrial development in the Don Valley and early industry in Toronto.

Accepted International Good Practice: The Burra Charter tells us that many places are important to us because they tell us about who we are, and the past that has formed us. This is very applicable to the Don Valley Brick Works as a heritage place. Such places of cultural/heritage significance enrich people's lives, often provide a deep and inspirational sense of connection to community and landscape, to the past and to lived experiences. They must be conserved for present and future generations.

Use: Where the use of such a place is of cultural/historical significance, it should be retained. The place should have a compatible use which respects the cultural/historical significance. Such a use involves no impact, or minimal impact on the significance. Cultural significance includes aesthetic, historic, scientific, social or spiritual value for past, present or future generations. It is embodied in the place itself, its fabric, setting, use, associations, meanings, records, related spaces and related objects.

Change: Change may be necessary to retain cultural significance, but is undesirable where it reduces cultural significance. The amount of change to a place should be guided by the cultural significance of the place and its appropriate interpretation. When change is being considered, a range of options should be explored to find one that minimizes the reduction of cultural significance and conserves the place in a sustainable way. Changes which reduce cultural significance should be reversible, and be reversed when circumstances permit. Demolition of a significant fabric is generally not acceptable.

Adaptation: Adaptation is acceptable only where the adaptation has minimal impact on the cultural significance of the place. Adaptation should involve minimal change to significant fabric, achieved only after considering alternatives. Adaptation should not down-grade the place and the components that make it significant.

New Work: New work such as an addition to the place may be acceptable where it does not distort or obscure the cultural significance of the place, or detract from its interpretation and appreciation.

If the course of action outlined above is followed, we will partially address the challenge presented many years ago by William Morris. For the industrial heritage features at the Brick Works, we will not "play them false." Instead we will act as trustees, speaking on behalf of industrial heritage resources which cannot present arguments for their own protection and preservation

7. *The Committee recognizes that with the exhaustion of its clay deposits, the Don Valley Brick Works can never again be used as a brick making facility and accepts that another appropriate use for the site should be found that will likely result in some changes to the fabric. Left alone, the site will continue to rapidly degrade through neglect, weathering and vandalism.*

Good practice for heritage places (e.g. as per the Burra Charter) should be central tenets in any of Evergreen's proposals for future use of the Brick Works. These measures signify a basic philosophy in any plans to preserve and to protect the important, collective heritage resources at the site.

The Environmental Issue

*"It may be that we're not going to solve global warming. The earth is going to become an ecological disaster, and, you know, somebody will visit in a few hundred million years and find there were some intelligent beings who lived here for a while, but they just couldn't handle the transition from being hunter-gatherers to high technology." Marty Hoffert, a physics professor at New York University as quoted in *Field Notes from a Catastrophe*, by Elizabeth Kolbert*

Elizabeth Kolbert, a writer for the New Yorker, is just one voice in a loud chorus who are drawing attention to a growing threat to humanity's continued use of this planet, and as one observer wryly remarked several years ago, we should look after our planet, because good planets are hard to come by!

In the review of Kolbert's book in the March 12, 2006 New York Times Book Review, Carl Zimmer wrote:

"The science of global warming has been making dramatic headlines. NASA scientists recently reported that 2005 was the hottest year on record. Researchers studying the oldest core of Greenland ice yet extracted have also reported that there is more heat-trapping carbon dioxide in the atmosphere now than at any other point in the past 650,000 years. The vast majority of climate scientists agree that if we continue pumping green house gases into the atmosphere the world's temperature will climb significantly, and new computer models project a grim scenario of droughts and rising sea levels."

In a lengthy article in the December 1, 2005 Focus Section of the Globe and Mail, Martin Mittelstaedt wrote: *"Ocean currents that weave around the Atlantic like huge rivers, moving vast volumes of warm water from the tropics to moderate the climate of Europe, have suddenly begun to weaken, according to a team of researchers from Britain's National Oceanography Centre. After studying long-term data on ocean currents, the researchers estimate that these flows have fallen by about 30 per cent since 1957." A contributor to this slowing current, which could spell doom for Northern European agriculture, is the large amount of fresh water flowing into the North Atlantic from melting ice caps in Greenland.*

In the March 18, 2006 Books Section in the Globe and Mail, a review of Terry Glavin's book *Waiting for the Macaws*, quotes that *"12.5 per cent of the world's known plant species are threatened with extinction; one in eight bird species; one in four mammals; one in three known amphibians...and 90 per cent of all the fruit and vegetable varieties grown by U.S. farmers early in the 20th century have vanished, no longer in cultivation due to the monocultural forces of globalization and industrial agriculture."*

- 8. The Committee acknowledges growing scientific concern about the future of the planet because of climate change, and recommends that Evergreen use the unique geological characteristics of the Brick Works to address that challenge as a theme in its educational and discovery centre programs.***

A Sharper Focus

Evergreen has been wrestling with a variety of ideas in trying to plan its use of the site. Of course, its first priority is to transfer its current nursery and planting business into the large spaces on the industrial pad, and to expand into a retail garden operation, while at the same time going to great lengths to maintain as far as possible the integrity of the site as well as providing a lively interpretation of its historic significance.

Beyond that, it has envisaged a restaurant dedicated to the use of organic ingredients (the use of chemicals to control nature, and genetic modification to alter plants are both highly controversial environmental topics that are greatly increasing interest in organic production methods) and a focus on the issue of organic alternatives is a logical and educational extension of Evergreen's experience with plants.

Evergreen has also sought out other compatible non-profit groups to share the space and provide focus for activities, and has spent a great deal of time, thought and money into how best to use and generate income from the site.

9. The Committee acknowledges Evergreen's studies and proposals, and encourages Evergreen to sharpen its focus and raise its sights even higher to take greater advantage of the unique and internationally recognized characteristics of the Brick Works.

The Brick Works site is unique:

- In an age when people are worried about climate warming, the Brick Works contains a 150,000 year thermometer to check the current state of our planet's health -- the only site in North America where this is possible
- At a time when people are beginning to seriously worry about the prospects for future generations, the Brick Works contains a historical beacon of where Industrial Age industry has been, how it related to the natural resources of the planet, and, perhaps if we are honest, a suggestion of where we might have started to go wrong
- When many major cities of the world are watching their skies gradually cloud over with permanent pollution, it is a prime example of the vital importance of preserving "the lungs of a city"
- For an increasing number of the world's young people who have never seen a bird or a wild animal in an urban environment, it demonstrates that our species can co-habit successfully with other life forms
- For a cynical generation that worries that corporate interests are totally in control of their lives, the expropriation of the site as a conservation resource demonstrates the power of the democratic will of the people

There are many important lessons to be taught and for Toronto and the world to learn from the Brick Works!

10. The Committee's suggests that Evergreen should narrow its proposed broad span of activities from "nature, culture and community" to a more purposeful focus on education and learning from "geology, industrial heritage, ecology, urbanization and how all these subjects come together to help us imagine our future cities."

What might that mean?

That might best be achieved by attracting a vibrant onsite community -- a creative think tank of like-minded organizations -- who are dedicated to our planet's future and who are committed to studying and redirecting the suicidal course on which our species appears to be headed. Such a community would act as a critical mass for thinking about the issues, and out of it would come practical learning, teaching and contributions to urban life style adjustment.

For example, and this is only meant to be an illustrative list to stimulate further discussion and thought:

- a Resolution of the General Assembly of the United Nations has designated 2008 as the International Year of Planet Earth. Toronto has been identified as a possible participant. The Brick Works is a natural centre for this initiative as Evergreen starts to operate on the site in that time frame
- Evergreen's experience with plants, green regeneration and education will still be central to its own participation, but it would receive new momentum if the organization refocused its leadership on a broader environmental and planetary objective
- organics and a discussion of the organic movement would fit nicely, and would provide a much-needed teaching and study context in an urbansetting about agricultural methods and alternatives
- the University of Toronto's Geology Department (and other related UofT research) is an essential collaborator in explaining the implications of the geology and climatic history of the site, as it was with Friends of the Valley
- at one time, one of Canada's large mining companies came close to making a commitment to geological education on the site. The newly prosperous mining industry could perhaps be persuaded to re-think its commitment to environmental sustainability as the industry worldwide seeks to lighten its sometimes leaden footprint on the planet
- natural heritage based on the brick-making past would be an ideal marker of the Don Valley's early industrial activities and a vibrant study centre for appropriate industrial behaviour in the future, offering many opportunities to teach visiting school children about the lessons to be learned from early industrial and transportation activity

- a reminder about the damage to Toronto caused by Hurricane Hazel (and other more recent floods) and subsequent conservation measures might also be an appropriate topic for children to study -- tied in perhaps with a more general study of the threat of hurricanes in an age of rising sea levels and broken protective levees -- as Hazel is unlikely to be the last hurricane ever to visit Toronto
- most people recognize that solving the issue of energy is the key to sustainability -- perhaps an automotive company that is dedicated to finding a non-polluting engine might be a good associate (Toyota? Ford? Ballard?) as well as a popular educational attraction in Evergreen's Discovery Centre
- an oil company that is dedicated to new energy sources might also bring a useful perspective (BP is a past supporter of the Brick Works), or a partnership with a local company that is working on renewable energy for both industrial and residential purposes
- in the engineering profession there is an active movement toward green LEED buildings -- Evergreen's commitment to have one of Canada's leading green buildings is particularly welcome as a demonstration and study centre for the new technologies. This is something to build on and propagate
- the latest developments in solar and wind power for homes is close to the tipping point of being economic -- Toronto Hydro has a Vice President of Renewable Energy; Enbridge is moving forward with the creative EnWave project to use Lake Ontario's cooling power; the CNE has a wind turbine in place and this year will be demonstrating solar and geo-thermal energy; earlier this year Ontario changed regulations to allow small home electricity producers to sell unlimited amounts of power into the grid. All these initiatives are potential partners for Evergreen, at least in an advisory and educational capacity
- the Ontario Science Centre is just up the valley from the Brick Works and its Director at the time of the expropriation was on the advisory board of Friends of the Valley (as was the director of the ROM). Collaboration with the Centre on the issue of global climate change would be a natural fit.
- representatives of the pottery community were very active in Friends of the Valley, and the inclusion of the Gardiner Museum as one of Evergreen's partners is totally compatible with site's history and its educational promise
- the Toronto and District School Board would make an excellent partner to bring children to a study location that is devoted to environmental sustainability with easy-to-remember messages that are constantly being updated
- the Brick Works is in the heart of the Don ravine and valley system and would make a good symbolic centre to emphasize the importance of nature in the city through the proposed Ravine Centre which should be educational in nature and more than an empty place to lock up a bike

- whether through Kyoto or some alternative protocol, senior governments should be pursued as partners for Evergreen in increasing public awareness of environmental sustainability in a made-in-Canada solution

Since its inception, Evergreen has been known in Canada for its green space activities. The move to the Brick Works now offers it a chance to grow in outlook and stature. In 1996 Evergreen was a winner of the highly prestigious Drucker award for non-profit innovation. To quote Peter Drucker: "*The **one** thing worth being remembered for is the difference one makes in the lives of people.*"

11. The Committee encourages Evergreen, building on its past success, to develop a first class environmental think tank and study centre to address the clear challenges facing the Planet, and in so doing to generate pride in its operations, not only in neighbouring communities, but throughout the City of Toronto.

CONTRACT ISSUES

The Committee is neither a party to nor privy to the negotiation of a contract between Evergreen, the City and the TRCA. Several members, though, have made suggestions about particular items that should be discussed in those negotiations, and the Committee believes the following points should be covered in the agreement:

1. The TRCA, as the owner of the site, and the body that expropriated the site for conservation purposes, should have a permanent presence on the site. For example, it should use the site by cycling exhibits from the Kortright Centre through the new educational space, bringing the country to the city, as well as attracting the city to the country. The presence of the TRCA on the site also validates its expropriation for conservation purposes.
2. The quarry and the rest of the public park should not be shuffled off to Evergreen to take care of, enabling Evergreen to focus its resources on the industrial pad for which it is contracted. The City of Toronto should remain accountable for the park property it manages on behalf of the TRCA, perhaps with the support of any interested private groups or individuals, such as the Weston Foundation, the Salamander Foundation, or others.
3. The park should be managed in collaboration with the environmental focus that Evergreen brings, and should take better advantage of its unique location and climate. With an increased number of visitors, access to some parts of the park may need to be closed off during breeding season, or even permanently, and visitors more have to be confined to pathways. Off-the-leash dogs have killed nesting birds in the ponds, but the recent construction of two free dog runs should ameliorate this threat.
4. In the event that Evergreen fails to fulfil its obligations under the contract, the industrial pad should revert to the City to operate on behalf of the TRCA. Evergreen should not have the right to sublease the site to another party. The land was expropriated for conservation purposes -- whatever the tenancy agreements, that status must be permanent.
5. The contract should reflect a partnership between the City, the TRCA and Evergreen and should have commitments on all sides. It would be appropriate for the City to commit a reasonable annual fee toward maintenance (lighting, sewer, water and a link to Todmorden) to ensure that the industrial property remains in good repair and that Evergreen remains a viable tenant. For example, recent flood damage to Building 1 and the washout of mortar in the building's lower brick courses still needs to be re-pointed.
6. Flood protection and the provision to minimize flood water damage needs to be a prime consideration in Evergreen's use of the site, and the Committee notes that Evergreen has recognized this need by drafting a public evacuation plan in the case of flooding.

7. The contract should commit the City and the TRCA to make best efforts to support Evergreen's operations by acquiring plants and other materials needed in their other operations as appropriate. Creating a steady cash flow will be an important aspect of Evergreen's survival after its initial burst of construction.
8. The question of public transportation to the site needs to be addressed. There is no direct bus route on Bayview, and the stop at Chorley Park requires a trek down a steep slope that is currently poorly paved and not accessible by wheelchair.
9. Detailed Points raised by individual members of the Committee (these are not intended to be comprehensive) and that need to be addressed in terms of Evergreen's use of the site include:
 - Removing roofs from buildings 15 & 16. A consulting architect and structural engineer have both stated that removing the roof creates more problems than leaving or replacing it. Repair of the roof and inserting/replacing panels in a “greenhouse” manner may be the best and most cost effective solution for these buildings. Evergreen's plan to open the roof to the weather and fast deterioration of the building is puzzling.
 - Kilns. These are a problem for interpretation since so much has been vandalized and dismantled. There are two varieties of kilns present and for interpretation and industrial heritage both types should be preserved.
 - Passageway into the chimney court from Discovery Centre. This can occur in one spot with minimal disruption to machinery. But only at one spot. The present illustration on Evergreen's plans shows a connection that is disruptive to machinery and should be relocated to the appropriate location.
 - Parking. Parking for large highway intercity bus coaches should be available on the lot west of the entrance. The bridge into the parking on the east side needs to be tested for tonnage capacity. Planting vegetation in strips in this parking area, while needed and useful, will necessitate archeological documentation as they cut across many industrial foundations and tunnels.
 - Vandalism. Evergreen’s architect should specify vandal proof materials for the exterior of existing and new construction. For example, impact resistant plastic windows, materials that can be easily cleaned of graffiti, etc.
 - Discovery Centre. Evergreen’s architects show a modern flat roofed box along building 10 and 11. Why not construct this to reflect the past building that existed here with a peaked roof whose outline can still be seen on the building? This enhances the industrial heritage and could form part of the interpretation itself.
 - Works chimney. This can easily be interpreted with a simple brick square where the base used to be. There is no need for another large expensive structure at the front of the site. Evergreen’s focus should be on adaptive reuse of the buildings!

- At this point, Evergreen should be meeting Ontario Heritage Trust and obtaining what alterations will be permitted rather than designing proposals for change without knowing if they will be approved by the Trust later. Put the horse before the cart!
- Non-Permanent Changes/Improvements: When a Tenant erects a sign on a building, or attaches a shed, most commercial leases require that the Tenant be responsible for the removal of the sign on termination of the lease and the restoration or repair of any damages caused by its removal (at the Landlord's option) Any improvements permanently attached to the property belong to the Landlord. Structural parts of the building, such as roofs and supporting walls are the responsibility of the Landlord. Evergreen has voluntarily agreed to construct sub-roofs over protected kilns; other major changes will need to be negotiated.
- Construction of New Buildings (Improvements): New buildings fall into the category of non-permanent changes. If, twenty years from now, Evergreen chooses not to renew its lease, the landlord(s) have the option of keeping these improvements, or demolishing them. If the newly constructed buildings are removed, then the Brick Works could then be restored to almost its original or current state.

12. In the forthcoming contract negotiations, and for the benefit of all parties, the Committee looks to the City and the TRCA to enter into a supportive relationship with Evergreen in an ongoing working arrangement, and as responsible partners, to provide the site to Evergreen in an environmentally approved condition. To this end, the committee supports the City proceeding with a Site Specific Risk Assessment leading to a Record of Site Condition and it urges the City to commit the funds required to complete this.

**If such a learning centre is not in Toronto, then where?
If we don't do it, then who will?**



**Heritage Impact Statement
Evergreen Don Valley Brick Works Master Plan**

FINAL DRAFT

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1.1 HERITAGE STATUS

The property at 550 Bayview Avenue, commonly known as the Don Valley Brick Works, is included in the City of Toronto's Inventory of Heritage Properties and is designated under Part IV of the Ontario Heritage Act. City of Toronto Council enacted by-law No. 986-2002 designating the property on November 28, 2002. The heritage designation includes a thorough description of the property's historical, contextual and architectural significance.

The Toronto Regional Conservation Authority acquired the property in 1987 and with the City of Toronto the site was converted to a park. Open since 1997 the park includes the property north of the industrial pad. The buildings on the industrial pad have been dutifully maintained including the stabilization of the chimney stack, the repair / replacement of many of the roofs and the adaptive reuse of buildings 1 and 5 for city and community use. This site also owes its survival to the many local community groups and persons who have acted as its stewards.

1.2 CITY OF TORONTO HERITAGE REQUIREMENTS

This Heritage Impact Statement for the Evergreen Don Valley Brick Works Master Plan is being submitted in partial fulfillment of the recommendations included in the City of Toronto Staff Report dated June 2, 2004. This report was related to Memorandum of Understanding between Evergreen, the City of Toronto and the Toronto Regional Conservation Authority:

- (1) the adaptive reuse of the heritage property at 550 Bayview (Don Valley Brickworks) as set out in the report titled "Don Valley Brick Works Centre, Draft Development Plan", dated March 2004 prepared by the Evergreen Foundation be approved in principle subject to:
 - (i) prior to any planning approval, the applicant submitting, to the satisfaction of the Manager, Heritage Preservation Services:
 - (a) detailed plans that identify the alterations to the heritage features of the property approved by City Council;
 - (b) a Conservation Plan prepared by a qualified conservation consultant and containing the conservation strategy for mitigating impacts on the heritage buildings, proposals for the machinery and an interpretation program focused on the history, architecture and industrial processes of the site;
 - (c) a detailed Landscape Plan;
 - (ii) the applicant retaining a consultant archaeologist licensed by the Ministry of Culture under the provisions of the Ontario Heritage Act (R. S. O.

1990) to carry out an archaeological assessment of the property and mitigate, through preservation or resource removal and documentation, adverse impacts to any significant resources found. A copy of relevant assessment report(s) shall be submitted by the consultant archaeologist to the Heritage Preservation Services Unit;

- (iii) no demolition, construction, grading or other soil disturbances shall take place on the subject property prior to the City's Culture Division (Heritage Preservation Services Unit) and the Ministry of Culture (Heritage Operations Unit) confirming in writing that all archaeological licensing and technical review requirements have been satisfied.

1.3 ONTARIO HERITAGE TRUST HERITAGE REQUIREMENTS

The Ontario Heritage Trust (OHT) is managing the transfer of provincial funding for the redevelopment of the site to Evergreen. The OHT will also be preparing the heritage easement agreement to be registered on title for the property. To avoid duplication City of Toronto Heritage Staff has agreed to adopt the heritage easement agreement to be produced by the Ontario Heritage Trust.

1.4 PREVIOUS HERITAGE REPORTS

Due to the unique significance of the site many heritage reports and talks have been prepared on its cultural value. Of these the following were referenced as part of the preparation of this report:

- *Building for Beauty, Permanence and Individuality* by the Don Valley Brick Works, Ltd., 1930.
- *A Don Heritage Centre* by Louise Herzberg [Prepared as a talk for the Toronto Brickworks Project Planning Committee], April 1988.
- *Don Valley Brick Works* by Metro Parks & Culture, ca. 1997.
- *The Don Valley Brick Works: The Company and Its People* by Stephen Otto [for East York Local Architectural Conservation Advisory Committee, February 1988.
- *Don Valley Brick Works Heritage Documentation and Analysis* by Unterman McPhail Cuming Associates, December 1994.
- *Evergreen Commons at the Brick Works, Structural Analysis Report* by Carruthers & Wallace, October 13, 2005.
- *Toronto Rocks: The Geological Legacy of the Toronto Region* by Eyles, Nick, 2004.
- *Student documentation of Don Valley Brick Works buildings and artifacts* by University of Waterloo. 2000-2002.

As well as the many books about the Don Valley and the early settlement of Toronto including, but not limited to the following:

- *Don Valley Legacy, A Pioneer History* by Ann Guthrie, 1986.

- *Over the River Don* by Ron Fletcher, 2002.
- *Pioneers of the Don* by Charles Sauriol, 1995.
- *Remembering the Don: a rare record of earlier times within the Don River Valley* by Charles Sauriol, 1981.
- *Tales of the Don* by Charles Sauriol, 1984.

2.0 SITE HISTORY

2.1 DON VALLEY BRICK WORKS

In 1889 the Taylor Brothers - John F. Taylor, William T. Taylor and George A. Taylor - founded the Don Valley Pressed Brick Works. The brothers were the second generation of an industrial family who had owned property in the valley since the 1830s. The Taylor Family had established themselves along the Don River, building and purchasing mills and manufacturing industries as well as farming.

The late 18th century was at a time of great growth and construction in the City of Toronto. The establishment of the Brick Works was concurrent with the opening of dozens of other brick companies, though the Don Valley Pressed Brick Works quickly became one of the largest and most significant brick manufacturers in Canada.

Producing more bricks than any other brick works in Ontario; the Don Valley Brick Works was the longest operating brick works in the province, closing in 1989 after a century of production.

The first bricks made on site used the traditional soft-mud process in which clay is mixed with water, put in moulds, dried and fired in kilns. Soon after opening the Brick Works developed new manufacturing and production methods including: the production of dry-press brick, extruded stiff-mud brick, and enameled brick; the automation of stiff-mud brick production; and kiln operations. The company also produced a wide variety of brick and terra cotta types, shapes, textures and colours using locally extracted clay, shale and sand mixed with water from the Mud Creek Channel, a channel built to divert water (originating from the Don River) through the industrial pad.

Products from the Don Valley Brick Works were used in some of Toronto's most famous structures including Casa Loma, Massey Hall, the Canadian National Exhibition buildings, the Royal Ontario Museum and Old City Hall. Their bricks won two gold medals at the World's Columbian Exposition in Chicago in 1893 and one gold medal at the Toronto Industrial Fair of 1894. The Brick Works' products were sold throughout Canada and the United States.

The Taylor Brothers sold the factory to their brother-in-law Robert Davies in 1901 and the brick works industry continued to be profitable.¹ The Brick Works changed owners several more times from 1909 to 1965. The Don Valley Brick Works site continued to undergo alterations including the demolition of buildings to make way for larger, more efficient equipment. By the early 1980s, brick production had essentially ceased, as the quarry was almost exhausted.

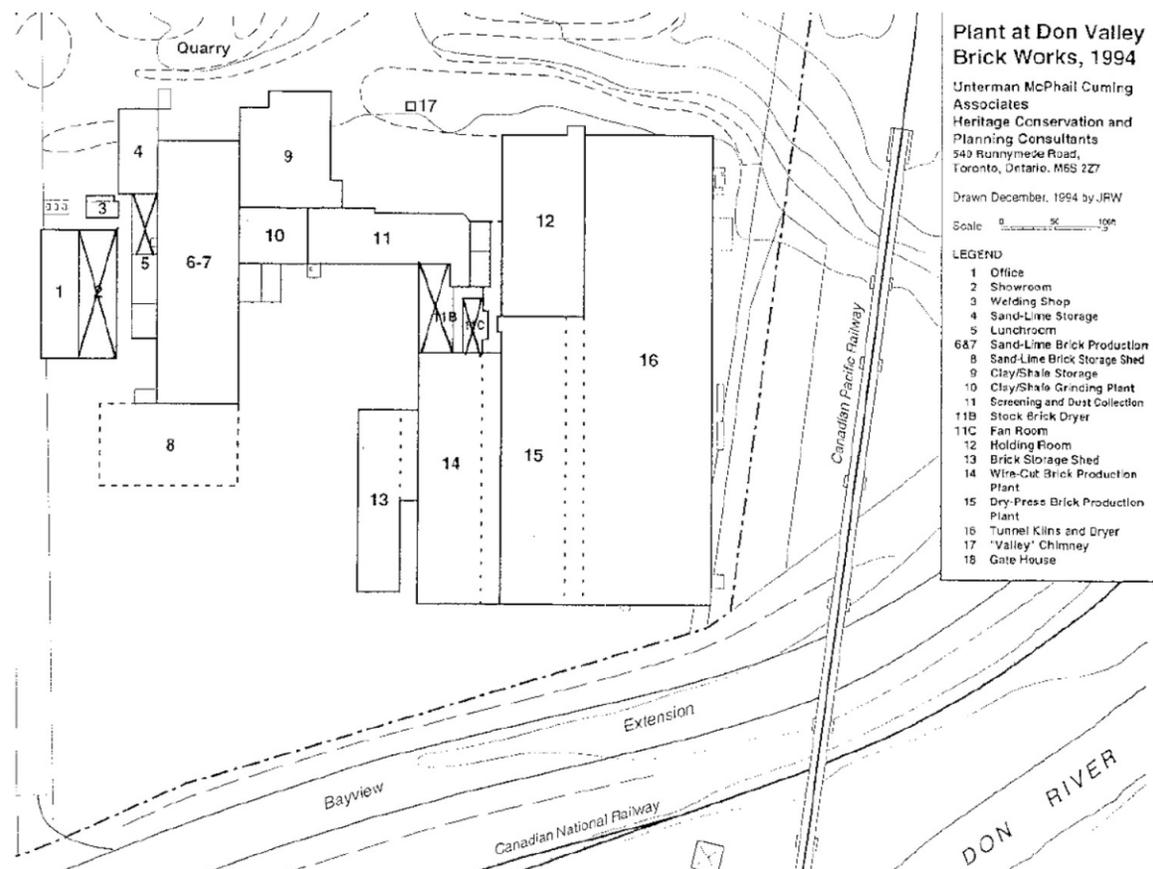
¹ The continued growth of the brick making industry was in part due to the Great Fire of 1904. This fire destroyed much of the downtown core and prompted new City by-laws requiring fire-proof (masonry) construction.

In 1984, the Brick Works was sold to Torvalley Associates Ltd. Which planned to convert the site into housing. Torvalley began filling in the quarry and leased the land to Brampton Brick until 1989. The Brick Works closed in 1991 after permit setbacks and the property's heritage designation resulted in the development being abandoned.

The site was expropriated by Metropolitan Toronto and the Regional Conservation Authority, and in 1992 the infilling of quarry was complete. In 1994, the area was converted to a park - the quarry was converted to marshland and the North Slope was protected as an archaeological site. Two of the designated buildings were adaptively reused for city use and the remainder received minimal maintenance.

2.2 HERITAGE BUILDINGS

The Don Valley Brick Works is an important part of the Toronto's heritage. As the longest operating brick works in Ontario and one of the most prolific brickworks in the country, it provided materials for the construction of countless Toronto landmarks and homes. Further, its proximity to other landmarks along the Don River links it to the historical and cultural interpretation and appreciation of this unique ravine.



Site map of Brick Works site from City of Toronto designation description, 2002

The property at 550 Bayview Avenue, commonly known as the Don Valley Brick Works, is designated by the City of Toronto as a heritage property for its cultural value or interest and is designated under Part IV of the Ontario Heritage Act.

These industrial buildings were originally constructed to manufacture and store brick. The condition of the buildings varies from very poor (structurally unstable and deteriorated) to very good (newly renovated). Many of the buildings contain artifacts related brick production (as noted).

Within the industrial pad there are 16 buildings that are included in the designation bylaw. The following is summary of the role each building played in the brick-making process (for a more detailed description see the City of Toronto By-law No. 986-2002 designation description):

- **Building 1: Office, c. 1910**
This building is historically significant as the office for the sales and promotion of products manufacturing on site.
- **Building 3: Welding Shop (originally Water Treatment Plant), c. 1926**
This structure was a water treatment and softening facility, collecting water from the Mud Creek Channel that runs directly underneath the building. Water was prepared for mixing with the clay and shale for the production of soft-mud, stiff-mud and dry-press brick. This building was later converted into a welding shop
- **Building 4: Sand-Lime Storage Building (originally Shale Grinding & Dust Collection Building), 1912-1913**
This building was first used for shale grinding and dust collection for the production of dry-press brick. In the 1950s the building was a glazed brick plant. In 1962 a new sand-lime brick making process was introduced on site. Building 4 contained the sand and lime storage bins, and 2 reactors where the materials were mixed. The building was converted into a laboratory in the 1970s.
- **Building 5: Lunchroom (originally Brick Enameling Plant), c. 1910**
This building was constructed for the enameled brick production line. The bricks were enameled here and then fired in a muffle kiln located east of Building 5 (now demolished). In the late 1940s the building was converted into a worker lunchroom with lockers and washrooms.
- **Buildings 6 & 7: Sand-Lime Brick Production Plant, 1961**
These buildings were built for the re-introduction of the sand-lime brick production (destroyed by fire in 1946). In Building 6 were the brick presses and feed bins, and the dryers and autoclaves were in Building 7. The brick were then moved to Building 8 for storage.

- **Building 8: Sand-Lime Brick Storage Building, 1961-62**
Building 8 was built to store and transfer sand-line brick.
- **Building 9: Clay-Shale Storage Building (originally Clay Grinding and Dust Collection Building), 1925**
This building was constructed to replace the former storage shed. It housed the clay grinding and dust collection equipment required for the stiff-mud and dry-press brick processes. It later housed a hollow tile plant at its southeast corner. In the 1960s, the building was used for clay and shale storage.
- **Building 10: Clay Grinding Building (originally Dry-Press Brick Production Plant), 1891**
Thought to be the first brick structure on site, this building first housed the presses for the dry-press brick production line and later the extrusion machine for the wire-cut brick. The clay grinding machinery was relocated to this building from Building 9 in the early 1960s.
- **Building 11: Screening and Dust Collection Building (formerly part of the Dry-Press Brick production Plant), 1910**
Building 11 was first used in the soft-mud and stiff-mud production lines. After World War II, it was used for screening, dust collection and storage of clay and shale. In 1962, the John Price Brick Machine was relocated from the John Price factory to this building to manufacture “antique” bricks.

Building 11 contains more artifacts than any other structure at the site including sieves, dust collectors, ground clay dust bins, shale bins, surge bins and additives machinery used in the processing and storage of clay and shale as well as for the production of “antique” bricks. There is also a unique circular track and distributor machine at the rooftop level, used for the distribution of material in to the tops of the Sieves and Bins.

Buildings 11B and 11C are not included in the designation.

- **Building 12: Holding Room, 1960-61**
This one-storey building was built to house the woodworking shop, lumber storage and a brick holding area.
- **Building 13: Brick Storage Shed, 1972**
This shed was constructed for open storage of dry-press and wire-cut bricks. It is located on the site of the former “Works” chimney that was demolished in 1964.
- **Building 14: Wire-cut Brick Production Plant, 1960-61**
Building 14 was used for the production of stiff mud and wire-cut brick. It also contained an enamel spraying room, compressor room, packing room and storage. The building was extended north in 1964.

- **Building 15: Dry-Press Brick Production Plant, 1956-57**
This structure was built for the dry-press brick production line, specifically to dry and fire wire-cut brick.

The John Price Machine (relocated from another brick works) is located in this building. There is also an elevated interior structure and tracks imbedded in the floor. On the south elevation there is brick signage of the former company name “Toronto Brick”.

- **Building 16: Tunnel Kiln and Dryer Building, 1956-57**
Building 16 is the largest building on the site and was used for drying and firing brick. Inside the building are three tunnel kilns and six single-track tunnel dryers. The kilns are railway-tunnel style designed by G.W. Booth and were among the first installed in Ontario.
- **Building 17: Valley Chimney, 1906**
This chimney originally ventilated three former kilns located just to its south. The chimney is the only remaining of four which once stood at the complex; they were named “Don,” “Valley,” “Brick” and “Works.”

Building 2 was demolished prior to the designation and was located next to building 1 above the Mud Creek Channel. It was not included in the reasons for designation.

As well as having architectural, contextual and historical value, the site is also of geological significance. Evidence of the region’s geological history is most prevalent at the north end of the site, where the hills, which were mined for clay and shale, now exhibit 135,000 years of history.

3.0 CONSERVATION STRATEGY

3.1 PROJECT INTRODUCTION AND SCOPE

Evergreen is proposing to invest \$50 million in the redevelopment of the currently vacant Don Valley Brick Works as an environmental-based mixed-use cultural centre.

The Discovery Centre -- As the largest new structure on site, the family-friendly Discovery Centre is an elegant and exciting space that acts as a point of arrival and orientation. The Discovery Centre comprises both a Visitors Centre and a more museum-like space for exhibits and programs, in which colourful tactile displays describe the history of the site and its importance to Toronto. Starting with the local past and moving towards the global future, visitors learn about geology, industrial heritage, ecology, urbanization and how all of these subjects come together as we rethink the future of our cities.

Evergreen Gardens -- The Gardens showcase the latest innovations in school-ground greening, restoration projects on public lands, and pesticide-free residential landscaping. The Gardens comprise both indoor event / program space and extensive Outdoor Gardens, in which children and youth groups participate in planting and caring for native plants, helping them to better understand our local ecosystems and the impact we can have on them.

Evergreen Plant Nursery -- Inspired by the Gardens, visitors can find a selection of native plants and other gardening supplies for sale at the nursery. Tips for getting started on your own naturalized or organic food garden are readily available.

Marketplace Pavilions -- The Marketplace Pavilion provides a home for a weekend Organic Farmer's Market, which showcases locally grown produce, environmentally friendly products and fair-trade goods, such as coffee and chocolate. It also hosts on occasion an antiques market and arts and crafts fair.

Space for Community Programs -- The Project reserves space for both existing and future community use. Existing users, such as the Don Valley Art Club and the Task Force to Bring Back the Don, continue to occupy the site, and Evergreen hopes that other similarly minded community based organizations will decide to call the Brick Works home.

Preserved Heritage Artifacts -- Two of the most significant heritage buildings, containing large pieces of machinery, remain untouched for archival and interpretive purposes. Visitors are able to look into these buildings through judiciously created windows to learn about the brick-making process and the history of the Brick Works.

Restaurant and Marché -- The Brick Works offers food and beverage services that integrate with the values and ethics of the site. An organic restaurant and wine bar incorporates herbs and produce from the adjacent gardens into their menu, and a family-friendly café emphasizes fresh, healthy alternatives to fast food at affordable prices.

Administration Space -- Evergreen's national headquarters is the anchor tenant in a space dedicated to social, environmental and economic sustainability. Evergreen is joined by other socially responsible organizations, whose coming together creates new opportunities for collaboration and efficiency. All tenants sign a Values Charter that defines a shared vision of inspiring social change by demonstrating leadership and innovation. This Charter is tied to operating conditions and tenant leases to ensure all partners are contributing positively to shared environmental and social goals.

Rooftop Garden -- There is a large public rooftop garden, featuring native grasses, flowers, shrubs and trees, as well as benches and viewing platforms of the North Slope and the downtown skyline.

Open-Air Courts -- The Brick Works includes two large, open-air courtyards that will welcome, guide and entertain visitors: the Brick Works Court and Chimney Court. The spaces also host on occasion a variety of cultural events, including theatre, art exhibitions, film screenings, conferences, music performances and weddings.

As Evergreen is in devouring to create a community, it is in the process of partnering with other local like-minded organizations to have a presence on site, some on a part-time or seasonal basis. Some of the partners are Bridgepoint Health, the Gardiner Museum of Ceramic Art, Outward Bound, the Toronto District School Board, and the YMCA of Greater Toronto.

3.2 ADAPTIVE REUSE PRECEDENTS

As part of the Master Plan process, research was undertaken to locate examples of historic sites (most industrial) that have been adaptively reused as mixed-use cultural developments. These served to guide and inspire the redevelopment plan for the Brick Works. This research included projects as the Tate Modern (London), Design Stadt Zollverein (Germany), Mass MOCA (Massachusetts), Mill City Museum (Minnesota), Hedmark Museum (Norway), Granville Island (Vancouver) and the Distillery District (Toronto).

These projects were reviewed for their adaptive reuse intent, their conservation approach as well as their financing model. It was found that many of these heritage industrial redevelopment projects required a very significant investment, generally in the \$50 million range. Almost all the examples were made feasible through significant government funding and / or tax incentives (United States). It was evident that without outside funding or incentives that the cost to rejuvenate these industrial sites would be prohibitive. These projects also showcased innovative new uses with long-term self-sustaining business approaches.



Mill City Museum, c. 1878 / 2003

The Mill City Museum, a national historic site, was once the world's largest and most technically advanced flour mill. The facility was closed in 1965 and left vacant until the early 1980s when it was purchased by the city. In 1991 a fire gutted the building leaving behind an eight-storey shell. The Minnesota Historical Society, in cooperation with architect Meyer, Scherer & Rockcastle, Ltd. (MS&R), state agencies and the City of Minneapolis, stewarded the site's adaptive reuse as the Mill City Museum.

The mixed-use redevelopment of this site mill provides public and private office space, residential lofts, a museum on the history of the milling industry, an open-air courtyard and a roof top observation deck. The new architecture is inserted within the remains of the original structure and machinery. The industrial artifacts are fully integrated into the hands-on museum exhibits including the Flour Tower - an eight-story experiential elevator ride through the industrial process.

Minneapolis, Minnesota
www.millcitymuseum.org
National Trust Preservation Honor Award, 2004
Cost: \$32 million US
Construction period: 1991 - 2003



Vancouver, British Columbia
www.granvilleisland.com
 Cost: \$25 million in federal funding (CMHC) + undisclosed private sector investment
 Construction period: 1973-1982

Granville Island, c. 1913 / 1973-1982
 In the late 19th century, today's Granville Island was two sandbars within an inlet called False Creek. Circa 1913 the Vancouver Harbour Commission embarked on a 35-acre land reclamation project for industrial use. By 1923 "Industrial Island" was a centre for secondary industries, all housed in corrugated-tin factory buildings. Post war, with the demand for industrial products in decline and a polluted False Creek, the island was slowly abandoned.

In the 1970s a plan emerged to reinvent the 37-acre site as mixed-use development with waterfront access. Old industrial buildings (750,000 sf) were converted into multi-use structures for cultural, educational, commercial and some industrial uses, and False Creek was rehabilitated. The first public market opened in July 1979 and success grew from there. Owned by the Canadian government, the island has been self-supporting since 1983. Today it houses 275 businesses from public, private and non-profit sectors, and generates \$250 million in economic activity.



Toronto, Ontario
www.thedistillerydistrict.com
 Cost: +\$50 million including \$1million in federal funding (Parks Canada Commercial Heritage Properties Incentive Fund)
 Construction period: 2001- present

The Distillery District, c. 1832 / 2001-present
 The Gooderham & Worts Distillery began distilling alcohol on the site in 1837, and operated as such until its closure in 1990. The national historic site is comprised of 44 victorian brick buildings on a 13-acre brownfield site near the mouth of the Don.

Reopened as the Distillery District in May 2003, this revitalization of the former industrial block as an arts and culture precinct with 300,000 square feet in usable area has been a catalyst for the further revitalization in this once underutilized and relatively unknown part of Toronto. Still in progress, the redevelopment of this complex site involves the adaptive reuse of 44 buildings, the integration of a new residential tower, landscaping, artifact retention and interpretation.

3.3 ARCHAEOLOGY

In 2005, the City of Toronto engaged Archaeological Services Inc. to completed at Stage 1 Archaeological Resource Assessment of the Brick Work. Prior to this report, ASI had completed on site archaeological monitoring in 1995-1996 and 2000. The 2005 report is currently under review by the Ministry of Culture for a Letter of Clearance.

The Stage 1 Report:

- Indicates that since the site has undergone continuous and significant alteration during its 100 years as a brick-making site that little valuable archaeological material remains (Grade III resource); and
- Identifies 2 key areas of potential archaeological interest at down draft kilns (see map below) for further investigation and interpretative potential (Grade I Resource).

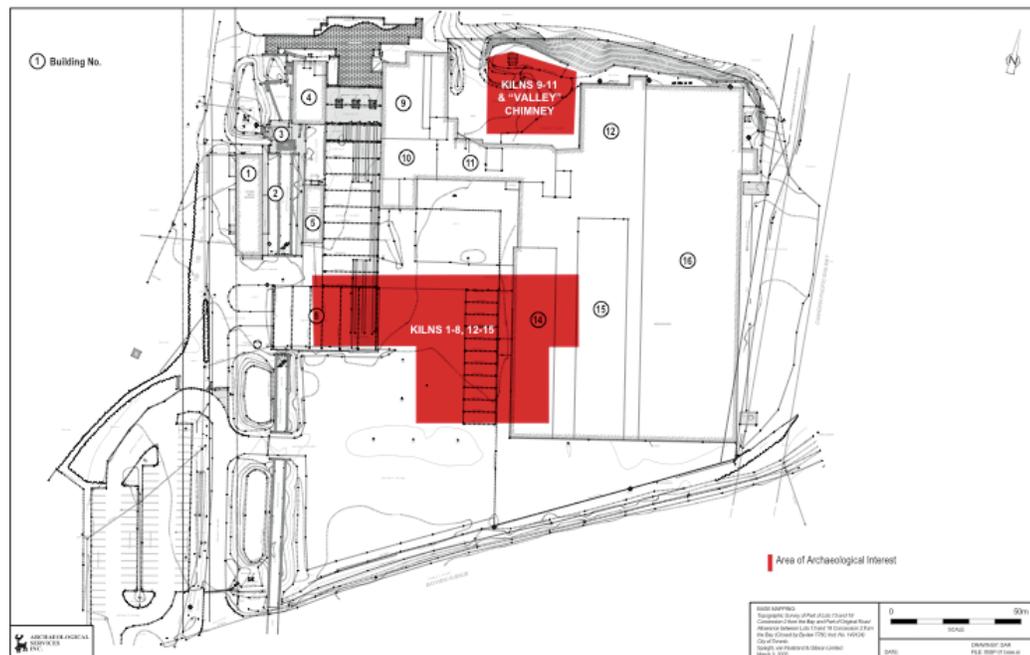


Figure 18: Areas of Potential Archaeological Interest (Rectangular Down Draft Kilns)

Map of Areas of Archaeological Interest from ASI Stage 1 Report, 2005

In preparing the Master Plan significant effort has been made to minimize impact on potential archaeological resources by adaptively reusing existing buildings, inserting new construction within existing building envelopes and being selective about areas of new landscaping (see map on following page). Exceptions include:

- New Discovery Centre building south of buildings 10 and 11;
- Selective cutting into existing soil and asphalt paving to provide new landscaping; and
- Interpretive element at location of former “Works” chimney.



Map of proposed areas for soils (alteration / excavation) by architectsAlliance, 2006

Further to the Stage 1 Report, ERA recommends that the following archaeological work:

- Undertake archaeological monitoring during the completion of the environmental test pits;
- Undertake a Stage 2 Archaeological Resource Assessment at the identified areas of archaeological interest (at the location of buried down draft kilns). These areas are to be partially impacted by new building construction and new landscaping;
- Undertake a Stage 3 Archaeological Resource Assessment directly at the location of any new construction outside of the existing building envelope including the new Discovery Centre south of buildings 10 and 11, and the interpretation piece at the location of the former “Works” chimney;
- As required, undertake a Stage 1 (and possibly 2) Archaeological Resource Assessment for the Canadian Pacific land to the east. Evergreen is pursuing leasing this area from CP for over-flow parking; and
- Since the Brick Works operated as an industrial site for 100 years, care should be taken to avoid archaeological work in potentially hazardous or toxic zones.

3.4 LANDSCAPE PLAN



Plan of proposed landscape plan including upgrading currently being undertaken by the City of Toronto by architectsAlliance, 2006

The approach to the outdoor areas was guided by the desire to reflect the three themes of Nature, Culture and Community:

Nature

- Naturalize the outdoor areas of the Industrial Pad by selectively removing the concrete slab and planting species that reflect the ecological habitats of the Quarry Garden; and
- Reassert a natural pattern that reflects the predominant direction of water drainage on the site, as opposed to the grid-like orientation of buildings and adjacent urban areas.

Culture

- Protect existing heritage features, including the concrete slab that underlies the site, as well as the buildings and artifacts located thereon and archaeological potential beneath.

Community

- Provide interpretive opportunities and build community participation through demonstration of various urban ecological and landscape techniques.

Plant material was selected to reflect the unique site, to teach and to extend the interpretive landscape heritage work being undertaken by the city at the Quarry Garden:

- Within the Brick Works Court the plant material will be deciduous trees to provide shaded gathering / seating areas for visitors;
- Within the Chimney Court the plant material will be Carolinian, extending the adjacent Carolinian zones in the Quarry Gardens;
- Along the southern edge of the site, a vegetative sound filter of Trembling Aspen will be introduced to dampen the noise associated with Bayview Avenue on the site;
- At the other edges of the Industrial Pad, there is to be a native meadow, which visually reinforces the contrast between the industrial and the natural, and to extend the adjacent meadow in the Quarry Garden;
- At the parking and within Buildings 15/16 the plant material will be Mixed Deciduous Forest, extending the outer buffer zones at the Quarry Garden.

The landscape plan includes three feature open spaces:

- **Brick Works Court**

The new front entrance to the industrial site will be the Brick Works Court; it is to be located within the existing southern area formed by the existing industrial buildings. The area is currently surfaced with a concrete pad.

In order to introduce nature within the industrial pad, the intent is to selectively cut into the existing concrete pad to facilitate the new plant material: a mix of deciduous trees to provide shaded gathering / seating areas for visitors.

The patterning of the new landscape is an interpretation of the natural flow of water through the site; the industrial pad is to be incised notionally and literally to reflect water flow pattern erosion. These incisions are occupied by plant material and/or navigable permeable surfaces to green the concrete pad.

The court will also host other architectural interpretive features included in the Interpretive Strategy:

- a new chimney at the location of the former WORKS chimney to provide a point of orientation for visitors;
- the Source; and
- story-telling paths related to the history of the site and brick-making as detailed in the Interpretive Strategy

This area has been recommended for further archaeological monitoring / assessment related to the down draft kilns located beneath the concrete pad (the new trees will require excavation to +/- 5'-0" below grade) and the former WORKS Chimney (where the new interpretive chimney feature is to be).

- **Chimney Court**

The Chimney Court is an outdoor multi-use event space. There will be some fixed seating is provided, but most of the court is a transformable space that includes moveable container gardens and seating. Movie screenings, projected onto one of the north-facing walls, are proposed, as well as frequent programming for children. Plant material is Carolinian in nature and serve as an extension of adjacent Carolinian zones in the Quarry Garden.

This area has been recommended for further archaeological monitoring / assessment related to the down draft kilns located beneath the concrete pad (the new planted trees will require excavation to +/- 5'-0" below grade).

- **Evergreen Gardens**

Evergreen Gardens comprises both Outdoor Gardens and indoor Event / Program Space. The Outdoor Gardens are to occupy the ground floor of Building 15 and 16; the existing roof decking is to be removed to facilitate plant growth.

Planting material will reflect broadly the mixed deciduous forest that occupies part of the Quarry Garden.

Key elements of the Outdoor Gardens include:

- Signature gardens: to showcase innovative environmental design ideas related to urban ecology and the future of cities.
- Demonstration gardens: where participants learn to garden with nature – ecologically, inexpensively, and creatively.
- Outdoor classrooms: to showcase school ground design elements, teaching techniques and curriculum-related programming for children of all ages.
- Children’s adventure and water play areas
- Garden maze
- Winter skating trail
- Greenhouse: which is located in the southeast corner of the Gardens and provides year-round space for undertaking plant propagation and horticulture.
- Ceramics studio: to learn about pottery and clay firing processes.

Importantly, large sections of the existing kilns, over 50% including one largely intact, are to be retained and protected for educational and interpretive purposes, along with other heritage artifacts.

At this time we are not recommending any further archaeological monitoring / assessment as this area was not including in the Areas of Archaeological Interest.

3.5 BUILDING CONSERVATION STRATEGY

The goal of the Evergreen Master Plan is to transform this largely vacant heritage site into a vibrant cultural community that reflects and interprets its history as an industrial site while envisaging a new future for cities.



Heritage designation map overlaid on current landscape plan

As such, the intent of the Master Plan is to retain as much heritage fabric (architecture, nature, geology, archaeology and artifacts) in place as possible while allowing for the new construction and the adaptive reuse of the buildings on the industrial pad. This strategy has been prepared in accordance with the Parks Canada *Standards and Guidelines for the Conservation of Historic Places*, the Ministry of Ontario's *Eight Guiding Principles in Conservation of Historic Properties*, and the *Appleton Charter for the Protection and Enhancement of the Built Environment*.

The Master Plan proposes the retention and adaptive reuse of most of the heritage buildings and artifacts on site. The scope of work for the heritage buildings based on:

- The condition of the existing building - some buildings are in ruin, others would require significant upgrades and alterations, and a few require very little restoration/repair;
- The selection appropriate new uses related to usable building floor area and building location within the industrial pad;
- The retention of many artifacts in situ as possible;
- The limitations of building within a flood plain – the site floods to a height of approximately 3'-0" once a year; and
- The implementation of a comprehensive interpretive strategy.

3.5.1 ADAPTIVE REUSE

The adaptive reuse scope of work is as follows:

Building 1: Centre for Sustainable Living



View of west elevation, 2005



Water damage at northeast corner

This building was restored and renovated by the City of Toronto (1997 and 2005). It is currently occupied by City of Toronto staff and used by various community groups.

Building 1 is to be the new home of the Centre for Sustainable Living. This use was selected for this building because:

- It has already been renovated and would allow Evergreen to occupy space on site prior to construction completion;
- It is located at the entrance to the site;
- The new use is similar to its original use; and
- The application of this new use will not impact the heritage resources located on the interior or exterior of this building.

The conservation strategy for Building 1 is:

- Repaint the interior walls; and
- Complete urgent masonry repairs such as the significant water damage at the northeast corner of the building.

Building 3: Transformer Room



View of south and east elevations, 2005

This building is the transformer room and is to maintain its current site function.

There is no restoration work required for this building.

Building 5: Program Partner Facility



View of south and west elevations, 2005



View of east elevation, 2005

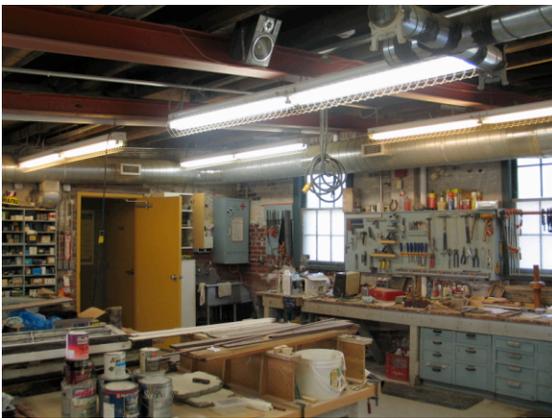
This building has been maintained by the City of Toronto and is currently occupied by city employees.

This building is to be reused as the Program Partner Facility vending, change room and locker area. This use was selected for this building because:

- It has already been renovated and would allow Evergreen to use the building to operate programs on site prior to construction completion;
- The new use is similar to its use as a worker lunchroom with lockers and washrooms (since the 1940s); and
- The application of this new use will not impact the remaining heritage fabric on the interior or exterior of this building.

The conservation strategy includes:

- Provide new interior partitions;
- Upgrade the existing mechanical system; and
- Undertake selective masonry repointing.



Interior view facing south, 2005



Interior view facing north, 2005

Buildings 6, 7 & 8: Marketplace Pavilions



View of south and east elevations of Building 8, 2005



Interior view of Buildings 6 and 7, 2005

These buildings have been minimally maintained by the City of Toronto and are used in the summer for antique markets.

This building is to be reused as the outdoor covered Marketplace Pavilions. This use was selected for this building because:

- It is in stable condition and would allow Evergreen to use the building to operate seasonal programs on site prior to construction completion;
- The new use allows for the buildings to maintain their open air shed construction (not enclosing buildings); and
- The new use allows for the remaining artifacts (the tracks related to the movement of sand-lime bricks partially embedded in the concrete pad of Buildings 6 and 7, and the foundations of three presses in the concrete pad of Building 7) to be preserved in place and be incorporated into the Interpretive Strategy; and
- The application of this new use will not impact the remaining heritage fabric on the interior or exterior of this building.

The conservation strategy includes:

- Provide painted “RETHINK SPACE” signage on roof of Building 8 (already completed);
- Provide electrical outlets for exterior heaters and power for vendors; and
- Repair corroding steel structure at Building 8 by removing corrosion, treat with rust converter and paint.

Buildings 14 & 15: Parking and Evergreen Plant Nursery



View of south elevation of Buildings 14 and 15, 2005

These two one-storey enclosed shed buildings are currently vacant and are to be divided into two areas of new use:

- The north area of the buildings is to be altered to allow for the new Evergreen Plant Nursery building; and
- The larger south portion is to be reused for indoor parking.

This use was selected for these buildings because:

- The basic structure is in stable condition except for the north area of Building 14 adjacent to Buildings 11B and 11C;
- For the proposed new use the city requires significant parking on the site, but since the property is located within the flood plain all parking must be located above ground. Building 14 was selected for parking to reduce the amount of exterior surface parking and provide sheltered indoor parking for visitors (especially during the winter months and rainy seasons); and
- The application of this new use will have a minimal impact on the remaining intact heritage fabric on the interior or exterior of this building.

For the new Evergreen Plant Nursery building (north) the conservation strategy includes:

- Remove roof decking and trusses of north third of Building 14 (adjacent to Buildings 11B and 11C) and a small section of Building 15 (west sides) to provide new two-storey Evergreen Plant Nursery building;
- Selective masonry repointing and repairs;
- Selective roof repairs;
- Provide new partition walls dividing the parking from the new building; and

- Incorporate remaining artifacts (the John Price Brick and the brick extrusion machine) into the Interpretive Strategy for the Evergreen Plant Nursery building.



North section of Building 14 adjacent to Buildings 11B and 11C

For the new interior parking (south) the conservation strategy includes:

- Upgrade building to meet City of Toronto parking guidelines with respect to drainage, lighting, exiting, etc. and including the provision of a new floor;
- Upgrade and repair roof and structure as needed for parking use (including the removal of the an asbestos roof panels on Building 15);
- Provide new / enlarge existing openings on south elevation for parking entry;
- Selective masonry repointing and repairs;
- Convert flat roof between Buildings 14 and 15 into a green roof;
- Retain existing tracks in place in Building 15 (though some maybe covered by new floor as required for parking);
- Remove existing mural to reveal TORONTO BRICK signage in south elevation; and
- Relocate remaining artifacts to another building on site and incorporate into Interpretive Strategy.



Interior of Building 15 facing north, 2005



Concealed signage on south elevation, 2005

Building 16: Evergreen Gardens

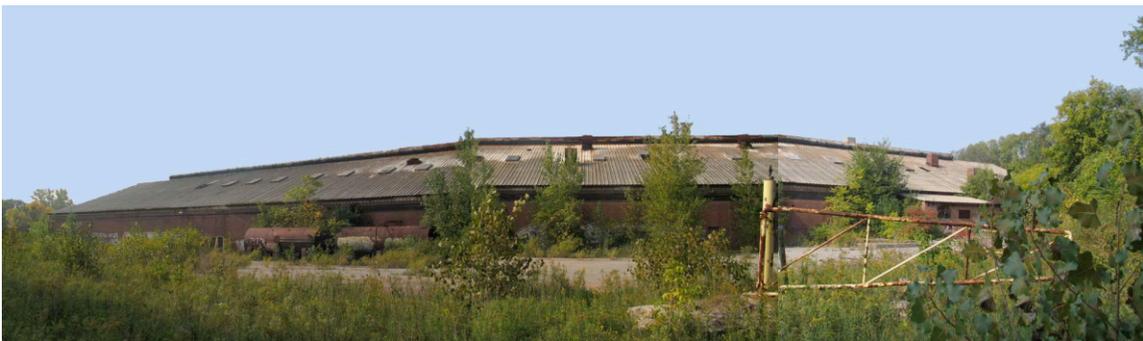


South elevation of Building 16, 2005

This one-storey enclosed shed building is currently vacant and is to be converted into Evergreen Gardens.

This use was selected for these buildings because:

- The basic structure is in stable condition except the roof decking which is in very poor condition and not protecting the kilns from deterioration;
- Evergreen required one large open space for its new Gardens and this building has the largest floor area on site and (by removing its roof) provides the best sun exposure for growing (reroofing the existing trusses with glazing was investigated but found too costly);
- The building's location within the flood plain limits ground floor occupancies to those that can endure yearly flooding;
- This new use provided the greatest opportunity to retain and interpret the largest percentage of artifacts in situ; and
- The application of this new use will have an acceptable impact on the remaining intact heritage fabric on the interior or exterior of this building.

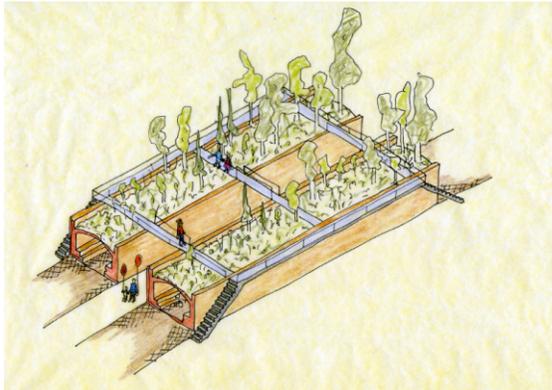


East elevation of Building 16, 2005

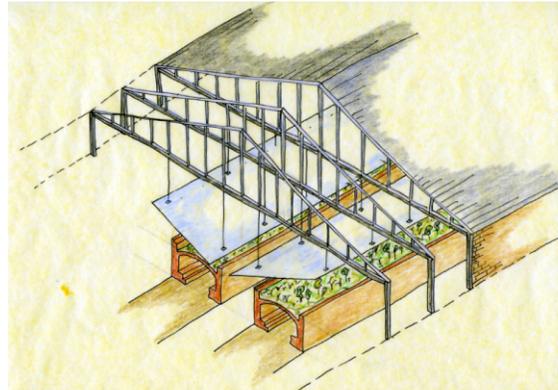
The conservation strategy includes:

- Concert flat roof between Buildings 15 and 16 into a green roof;
- Remove existing asbestos roof panels;
- Restore existing roof structure by removing corrosion, treating with rust converter and painting;
- Provide new green houses within building footprint (along south interior wall) for plant Propagation and Demonstration Gardens;
- Enlarge existing opening for access to Propagation and Demonstration Gardens on south and east elevations;
- Selective masonry repointing and repairs to elevations;
- Selective alterations to masonry walls of dryers for adaptive reuse as the Children's Maze Garden, to comply with Ontario Building Code guidelines and to provide salvaged brick for on site repairs;
- Retain more than 50% of kilns including one kiln full length (except alterations required to meet Ontario Building Code guidelines);
- Selectively dismantle areas of kilns and salvage brick to repair damaged kilns to be retained;
- Restore kilns including masonry restoration, new roof protection and interpretation.
- Review existing mechanical ducts and steel structure above dryers and kilns to determine extent that can be retained in situ.

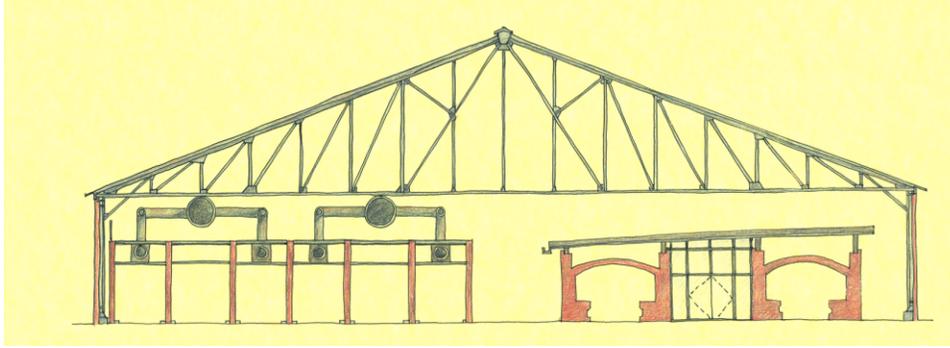
The following area conceptual diagrams of possible roof enclosures kilns to remain:



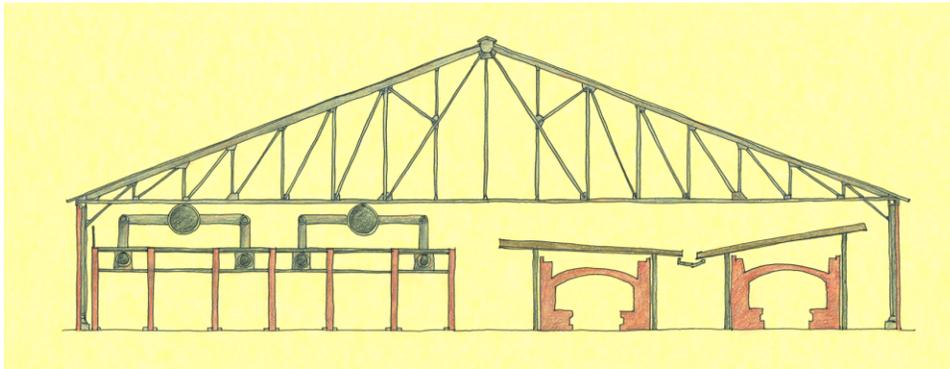
Green roof with mezzanine walkways



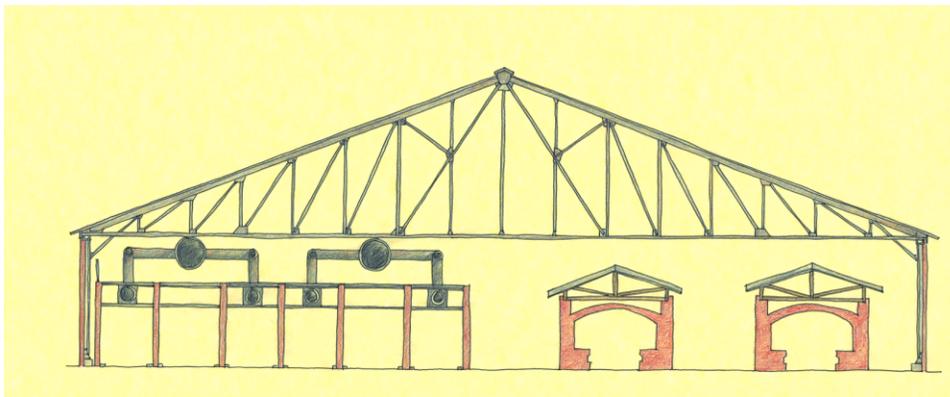
Green roof with new roof hung from structure



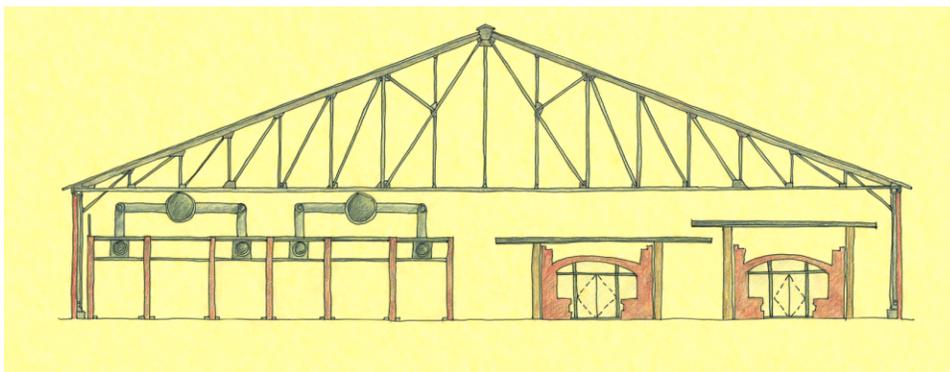
Single shed roof with enclosed year round meeting area between kilns



Shed roofs with central scupper



Shed roof with enclosed year round meeting area between kilns



Flat roofs with enclosed meeting areas inside (at firing zone)

3.5.2 NEW CONSTRUCTION

The Master Plan includes new buildings to house the Discovery Centre, Evergreen Nursery, Centre for Sustainable Living (including administration), the interior event space and exhibition space, and the Restaurant and Marche.

Buildings 10, 11 & 11B: The Discovery Centre



South elevation of Buildings 10 and 11, and west elevation of Building 11B

These masonry buildings are the oldest on site and shelter the largest number of intact brick making equipment. It is proposed that these original buildings (except the garage addition) are to be retained as is and that the new Discovery Centre will be built directly south of it.

This approach was selected for these buildings because:

- This approach provided the greatest opportunity to retain and interpret all the artifacts in situ and related to the new museum component of the site – the Discover Centre;
- The new building to the south is to structurally support Buildings 10 and 11;
- Building 11B is not included in the designation description and is in extremely poor condition; the best strategy is to salvage brick for repairs on site and relocate artifacts for inclusion in the Interpretive Strategy;
- The garage building south of Building 10 is a late addition that covers the south elevation of the original Building 10; and
- The application of this new use will have minimal impact on the heritage fabric on the interior or exterior of the designated buildings.

The conservation strategy includes:

- Demolish the south garage addition to Building 10 and Building 11B;
- Provide a new transparent glass and steel building to the south of Buildings 10 and 11 for the new Discovery Centre – the south elevation of Building 10 and 11 is to remain exposed within the new building;
- Provide new openings in south masonry wall for artifact viewing and interpretation;
- Provide new 8'-0" wide north-south corridor through Building 11 for an access / exiting corridor at grade level with new concrete floor;
- Provide additional structural support of masonry walls as needed – on the south wall integrated into structure on new building;
- Provide new skylights in roof of Buildings 10 and 11 to illuminate artifacts;
- At Buildings 11B and the garage addition salvage brick for repairs on site and relocate artifacts for inclusion in the Interpretive Strategy; and
- Undertake selective masonry repairs.

Buildings 11C and 14 (part): Evergreen Nursery



Views into Building 11B and 11C and looking south to Building 14

The area occupied by Building 11C and the north third of Building 14 are proposed to be demolished for the construction of a new building to house the new Evergreen Nursery. The new building is to stay within the footprint of the existing buildings and its design may incorporate traces of the ruin for interpretation purposes or use the former building to inform the patterning, massing and / or proportions of the new.

This approach was selected for these buildings because:

- By keeping the new building within the footprint of the existing buildings to be demolished it has the least impact on potential archaeological resources;
- Building 11C is in extremely poor condition (in ruin) and not included in the designation description;
- The roof of the north area of Building 14 is in very poor condition; and
- This Nursery is located to provide a link between the Works Court and Evergreen Gardens.

The conservation strategy includes:

- Demolish Building 11C and remove roof decking and trusses of north third of Building 14;
- At Building 11C salvage brick for repairs on site and relocate artifacts for inclusion in the Interpretive Strategy;
- Provide a new three storey building to house uses that cannot be located within the floodable area; and
- The intent is for the new design to incorporate traces of the ruin for interpretation purposes or use the former building to inform the patterning, massing and / or proportions of the new.

Building 12: Indoor event / exhibition space, Marche and Restaurant, Centre for Sustainable Living



View facing south in Building 12

The area occupied by Building 12 is proposed to be demolished for the construction of a new three storey building to house event / exhibition space, the Marche and Restaurant and more space for the Centre for Sustainable Living. The new building is to stay within the footprint of the existing buildings and its design may incorporate traces of the ruin for interpretation purposes or use the former building to inform the patterning, massing and / or proportions of the new.

This approach was selected for this building because:

- Building 12 was found to be in poor structural condition;
- By keeping the new building within the footprint of the existing buildings to be demolished it has the least impact on potential archaeological resources; and
- This provides the opportunity for the Marche, Restaurant and event spaces to spill out onto the north chimney court during the summer months.

The conservation strategy includes:

- Demolish Building 12;
- Salvage brick for repairs on site and relocate artifacts for inclusion in the Interpretive Strategy;
- Provide a new three storey building to house uses that cannot be located within the floodable area; and
- The intent is for the new design to incorporate traces of the ruin for interpretation purposes or use the former building to inform the patterning, massing and / or proportions of the new.

Building 13: Brick Works Court



South and west elevations of Building 13

This one-storey open air shed is to be demolished and the area will become part of the new Brick Works Court - a new front entrance to the industrial site located within the southern area formed by the industrial buildings.

The court will showcase architectural interpretive features included in the Interpretive Strategy:

- A new chimney at the location of the former WORKS chimney to provide a point of orientation for visitors;
- The Source; and
- Story-telling paths related to the history of the site and brick-making as detailed in the Interpretive Strategy

This approach was selected for this building because:

- The foundation of the former WORKS chimney is located within Building 13; and
- The WORKS Chimney is to be the primary orientation and interpretive feature with the court,

The conservation strategy includes:

- Further investigate into the possible relocation of Building 13.

3.5.3 MAINTENANCE PLAN FOR VACANT BUILDINGS

Buildings 4 and 9 are proposed to remain vacant and set aside for future growth.

These buildings are both in stable condition (as they have received general repairs and structural stabilization by the City of Toronto), but they would require a significant investment for adaptive reuse.

These buildings are to be preserved as part of a proactive maintenance plan. This is a continuation of the maintenance program already undertaken by the City of Toronto, and would include the following;

- Prior to mothballing the buildings, assess and document in detail the buildings and any artifacts in their current condition;
- Based on the assessment prepare a long-term maintenance plan that will ensure that the buildings are structurally stable and protected from water damage;
- Secure the buildings;
- As part of the maintenance plan, provide for ongoing monitoring of the buildings' condition; and
- Undertake repairs outlined in the maintenance plan as well as any repairs which arise from the monitoring that are required to ensure the buildings are structurally stable and generally water resistant.



South elevation of Building 4, 2005



North and west elevations of Building 9, 2005

3.6 INTERPRETATION STRATEGY

As part of the site's redevelopment, Evergreen has committed to developing a comprehensive Interpretive Strategy to tell the stories of the Don Valley Brick Works. Evergreen has commissioned a separate document called, *Evergreen at the Don Valley Brick Works: Interpretive Strategy* by Andrew Davies and Ferruccio Sardella to undertake detailed site interpretation. This is an integral component of the conservation strategy for the site.

This interpretive strategy focuses on three major themes: nature, culture and community. From these themes the strategy subdivides into a matrix of topics and stories, the primary sub-categories of:

- The history of the site;
- Urbanization;
- Future cities; and
- Ecology.

Specifically looking at the industrial heritage of the Brick Works site, the strategy looks at such themes as, but not limited to:

- The discovery of clay by William Taylor;
- The development of brick making technology around the world;
- The brick making process and technologies on site;
- Toronto buildings built with Brick Works brick;
- The worker's story; and
- Interpreting brick making artifacts in situ.

The architectural features linking the stories to the site are:

- The Source – a gathering node at the Brick Works Court;
- Paths – that follow the main interpretive themes through the site; and
- Nodes – located at key intersections of themes for gathering and reflection.

The execution of the architectural features is to be completed in compliance with the same heritage charters and guidelines identified earlier in the report. Further detail regarding the installation of the architectural features is to be provided with the Conservation Plan as part of the Building Permit application.

Similar to the Landscape plan, there may be requirements for archaeological monitoring during the completion of the Source and the path system. The new paths on the exterior may require excavating down +/- 1'-0" below grade. On the interior they are intended to be set on top of the existing floors.

4.0 CONCLUSION

This proposal by Evergreen for the redevelopment of the Don Valley Brick Works site transforms into a vibrant cultural destination. The benefits of this undertaking are numerous including, but not limited to:

- Re-occupation of a largely vacant industrial heritage site (vacant since approximately 1989);
- Adaptive reuse of a large number of the heritage designated buildings;
- Creation of a new cultural centre in the city focused on history, ecology, urbanization and future cities;
- Creation of a central destination for the Don Valley ravine;
- A maintenance plan for buildings identified for future growth;
- The retention of almost all brick making artifacts on site; and
- A detailed interpretive strategy to reflect and educate on the importance of this heritage site.

This report describes the conservation strategy for the Don Valley Brick Works site and should be read in conjunction with the Master Plan Report, the Artifacts Plan (appended) and the Interpretive Strategy. This report provides the framework and context for the Heritage Easement Agreement with the Ontario Heritage Trust which is to be prepared in relation to the Evergreen Master Plan.