

EAST SCARBOROUGH
STOREFRONT
a project of **TIDES**canada

The Tower Community That Could



Tower Neighbourhood Renewal
and The Storefront Approach
to Community Development

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If you give me a fish
You have fed me for a day.
If you teach me to fish
Then you have fed me until
The river is contaminated or
The shoreline seized
for development.
But if you teach me to organize
then whatever the challenge
I can join together
with my peers
And we will fashion
our own solution.

RLM Arts



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Introduction



East Scarborough Storefront is proud of the convening role it has played in the Kingston Galloway/Orton Park (KGO) Tower Neighbourhood Renewal Initiative: helping to build relationships between and among tenants and the landlord (CAPREIT) at 4000 and 4010 Lawrence Ave East (the Towers), and professional and community partners.

Drawing on a community development paradigm, and the learnings from the Community Design Initiative (Appendix A), we worked with residents to create grassroots momentum, and build capacity to lead. We developed a relationship with CAPREIT and their staff to ensure that they were fully committed to the renewal process, and we brought in key partners who could add support for the work that was being done.

In 2008, Graeme Stewart of ERA Architects inspired us all with his vision for livable tower communities in Toronto's inner suburbs. In his work, he outlined four key pillars needed for inner-suburban tower neighbourhoods, to survive and become places where people can thrive:

foster local civic engagement, make environmental improvements, and provide the residents of the towers strong connections to social supports and economic possibilities.

These are the four pillars of Tower Neighbourhood Renewal.

The City of Toronto Tower Renewal office was established in 2009, as a way to make progress on a wide range of City initiatives. Since then the sites at 4000/4010 and 4040 Lawrence Ave East have been designated as a case study for the Tower Renewal office. In 2012, the site was also designated a demonstration site for United Way Toronto's Tower Renewal Initiative.

The Storefront's history with Tower Neighbourhood Renewal is long and varied and has meant different things to different people at different times. All the players share the larger vision of a more livable tower neighbourhood which too means different things to different people...and therein lies the complexity of working collaboratively using a community development approach. It's not easy, it's complex and it's messy...and oh so rewarding.

The following is documentation of how the Tower Neighbourhood Renewal initiative at 4000/4010 began, the steps we took to ensure that authentic resident leadership is at the heart of all our endeavours and it describes what we learned along the way thus far.

Key Success Factors & Learnings

In the introduction to this narrative, we spoke about Graeme Stewart and the four pillars of Tower Neighbourhood Renewal, and we also spoke about complexity. The East Scarborough Storefront and its approach to community development is designed to manage and streamline complexity, to bring together the various people, ideas and threads and weave them into a whole that moves a project forward. Over the course of the last several years, we have woven together inspiration, ideas, talents and skills of residents, landlords, architects, artists, environmentalists, City staff, funders and more. The following describes what we have learned through this process and from these diverse players.

One of the key success factors to our development of this project was the fact that we did not begin by defining what exactly the outcomes of our work would be. Instead we focused on building solid relationships, communication channels, knowledge, information and tools that would allow residents and their landlord to make collective decisions around this initial project, but even more importantly to make decisions together over the long term. The project did not invest in what was decided, but rather how it was decided.

The Storefront's approach to community building (which can be read about elsewhere, including the book *The Little*

Community that Could by Cathy Mann) sees the role of The Storefront as connector, catalyst, facilitator and bridge between and among people and organizations. As such we work in an emergent framework which we describe as finding the sweet spot where momentum meets opportunity. We look for and nurture momentum, we search out and foster opportunity and then we very intentionally connect the two together. And that's what we have been doing with residents of the Towers at 4000/4010 Lawrence Ave E, their landlord

CAPREIT and architect, design, environmental, arts and funder partners...and what we plan to continue doing for years to come.

The Storefront has approached Tower Neighbourhood Renewal from an Asset Based Community Development

perspective. We ask not what is missing, what is wrong or what the landlord should be doing that they're not, we rather ask how can residents have more say in the environment in which they live? What is the best landlord/tenant relationship to realize both tenant and landlord aspirations? What are the assets of the tower community that can be built upon and celebrated? What role can The Storefront play so that residents are as autonomous as possible in their decision making and in their relationship building and negotiation with their landlord? These are the questions that have been foundational in The Storefront's success in Tower Neighbourhood Renewal.



Tower Neighbourhood Renewal is not the type of work that we often see taken on by service delivery organizations...it is a challenging new way to look at our work in community...what we do has major implications for how landlords, tenants and social service organizations relate to one another. There are complex power

Storefront project, but a catalyst for people to work together differently. Philosophically, we also believe that change will be more meaningful and sustainable if residents have as much power, responsibility and say as possible.



dynamics between and among the residents who live in the towers, between the residents and their landlord, between residents and the organizations developed to support their needs, and between the residents and landlords and the broader community, including City regulatory bodies.

The Storefront has taken Tower Neighbourhood Renewal on with the philosophical approach that it is our role to ensure that all the players work together to improve livability in tower communities. What this means is that we see our role as communicator, translator, convener and bridge between the different worlds that need to come together to make real, meaningful and lasting change. Tower Neighbourhood Renewal is not so much a



To that end, we structured our Tower Neighbourhood Renewal initiative using a community development framework.

Coming from the above perspective, the Storefront would recommend that organizations taking on this work:

1. Identify the philosophic perspective from which they come to this work
2. Explore vision, values and roles with all partners and co-create a foundational framework that is values based, understood and agreed to by all
3. Test the philosophic perspective with partners and funders periodically throughout the process to see if actions match what was laid out in the foundational framework



If the organization shares a community development framework we further recommend that organizations:

1. Take the time to achieve the levels of trust required to fully engaged tenants, landlords and partners.
2. Prioritize good process over quick product; the benefits of building lines of communication and good relationships between all the players will, in the long run be the foundation upon which tangible changes are built, sustained, adjusted and re-imagined over time.
3. Articulate regularly that the organization (in this case Storefront), is facilitating a process, but that the process ultimately belongs to the residents and the landlord; the residents are not "helping Storefront" with a project. If tenants don't want a tenants association, but would rather have a social club, that is their prerogative. It is not our role to "get" residents to do things.
4. Support residents to work from an asset based and aspirational approach. What this means is supporting residents to understand what they have control over, what they can do, what assets they bring to the table and looking at projects undertaken in and around the towers as mutually beneficial for residents and landlords. This is a very different approach from determining what is wrong with the buildings and residents demanding change from landlords (this approach, of course, requires a landlord interested in improving the livability of their properties and in working with their tenants).
5. In concert with recommendation #3, take the time to understand what it is that is important to the landlord...what are their aspirations for the community, what kinds of things are important and not important to them. Connect what is important to the residents and to the landlord and find common ground as the place to start working together.

Project Overview

At The Storefront, we often use the expression “we make the path by walking”. Our approach to embarking on the Tower Neighbourhood Renewal included exploring possibilities and opportunities for improving the livability of the tower community at 4000/4010 Lawrence Ave E by:

1. Working with a wide variety of partners to engage residents in extensive capacity building and mentoring so that they are able to a) prioritize the changes they want to see for the physical outdoor space surrounding the CAPREIT owned buildings at 4000 and 4010 Lawrence Ave East, b) design a site plan that articulates a mutually-held vision for the site, and, c) design particulars for the site (possibly a sports pad and/or splash pad).
2. Providing support and capacity building for residents to form a well thought-out and effective tenant council so that they can a) plan and prioritize resident wants and needs, b) work collectively to improve living conditions at 4000 and 4010, and, c) develop a positive and responsive relationship with the landlord, CAPREIT.
3. Helping residents achieve individual and smaller group goals by connecting them with appropriate networks, services and supports (including connecting with Morningside Park in a more meaningful way, improving economic well-being of individuals and the organizing of specific programs).
4. Building relationships with, and facilitating the work of, a wide variety of players to increase opportunities and reduce barriers to achieve the other three goals.

Foundational focus:

1. Meaningful resident engagement and ownership of project components.
2. Effective facilitation among partners at all levels.

Specific short-term goals:

1. A well-articulated and thoroughly explored site plan for the CAPREIT properties at 4000 and 4010 Lawrence Ave and the Storefront property at 4040 Lawrence. This site plan:
 - a. Maximizes green space, activity space and resident gathering space.
 - b. Increases efficiency of space required for parking and garbage.
 - c. Is designed by a group of residents and endorsed by the majority of residents in the two buildings.
2. A well thought-out and effective tenant council that
 - a.Plans for and prioritizes resident wants and needs.
 - b.Works collectively to improve livability at 4000 and 4010.
 - c.Develops a positive and responsive relationship with the landlord, CAPREIT.
3. Active, resident-led initiatives supported by the appropriate organizations, structures and networks in the community.



Principles and Assumptions

Principles:

Since 2009, The Storefront in close collaboration with a diverse group of players, has been developing a successful model of participatory design: Community Design Initiative (CDI - more information on CDI can be found in Appendix A and at <http://visioningscarborough.com/>). We based our work in Tower Neighbourhood Renewal on that model. The fundamental principles of the model stem from our belief that residents should guide the project from initial planning stages through to completion of the project. We are therefore committed to:

- Community participation at every level.
- An inclusive, collaborative approach to the project.
- Put people and process before product.
- Investing long term in people and in property.
- Overall benefit to people who have traditionally been marginalized and who live in poverty.
- Commitment to facilitating good, respectful process in all decision-making.
- Design responsive to community needs.
- Integrity and transparency in all functions.
- Local sustainable sourcing where possible.



Assumptions:

1. We believe that in order to make real change in the living conditions of people in tower neighbourhoods, one of the key things that needs to change is the fundamental way in which residents and landlords interact with one another. In order for these relationships to shift in any meaningful way we believe that:

- Residents need to understand and, as much as possible, commit to good process when working to organize amongst themselves.
- Both residents and the landlord will need to embrace a positive, non-adversarial approach to working with one another.
- Tenant roles and responsibilities in collective organizing and in maintaining the property need to be clearly articulated, documented and understood by residents and by the landlord.

- The landlord will need to be open to making new investments in their properties and be guided in decision making about what those investments will be by the residents themselves.
- Residents and the landlord need to believe in each other's good intentions.
- A process needs to be in place for when the landlord and tenants disagree on the best course of action for a particular issue.
- This process will take time and will be ever-evolving.

2. By improving the outdoor environment surrounding their homes, tower residents will experience greater health and well-being within a diverse, safe, vibrant and resilient community.

3. We believe the community will be strengthened by The Storefront and its partners engaging in the following activities:

- Working alongside residents and partners to articulate their ideas for a vibrant community.
- Assisting residents to create a structure to support organizing around issues that affect their lives so that they are able to work together to find solutions to common challenges.
- Providing capacity building opportunities so that residents can redesign the outdoor space surrounding their buildings.
- Working with the property-owner and potential funders to create new outdoor space that residents can use for informal gathering, thus increasing social cohesiveness.
- Providing a conduit for residents to the other resources, structures and opportunities in the neighbourhood.
- Creating a mechanism for other networks and groups in the neighbourhood to develop plans with residents on a wide range of issues.

4. Further, it is our assumption that these activities will result in:

- Safer, more appealing outdoor places for children, youth and adults to engage in active outdoor activities, gathering and community building.
- Positive dialogue between CAPREIT (property owners) and residents.
- Resident ownership and responsibility for the site.
- Increased investment by CAPREIT in the property and its tenants.
- More active participation by residents of 4000 and 4010 Lawrence Ave East in programs, services, opportunities and community building activities in the broader neighbourhood.
- Opportunities not yet foreseen as a result of multiple people working together, sharing their wisdom and expertise.

The Project



The Towers

What we knew about the towers when we started:

The apartment buildings at 4000/4010 Lawrence are owned and managed by CAPREIT.

There are a total of 365 units combined and approximately 1220 residents. (Note: there is a small discrepancy in the total number of units. All numbers below come directly from CAPREIT.)

34% (124 units) are subsidized.

4000 Lawrence Ave East - 48 units subsidized, 34% of total units
37 rent supplements
8 housing allowances
1 unit STRSP (short term rent support program)
2 units Mental Health Commission of Canada, At Home/Chez Soi

4010 Lawrence Ave East - 76 units subsidized, 34% of total units

- 73 rent supplements
- 2 housing allowances
- 1 unit STRSP
- 0 units for At Home/Chez Soi program

The age breakdown of residents, as estimated by CAPREIT is:

4000 Lawrence - 141 units

- 0 - 8 : 100
- 8 - 18 : 120
- 18 - 60 : 200
- Seniors : 50

4010 Lawrence - 220 units

- 0 - 8 : 200
- 8 - 18 : 200
- 18 - 60 : 250
- Seniors : 100

- There was no organizing structure or tenant council in these buildings when we started.
- There were no groups of residents working together around common goals.
- Individuals had expressed a desire to work on issues but had not taken initiative to form working groups or organize.
- Residents direct link to CAPREIT is through the building superintendent.
- Through the superintendent, individual concerns were raised but there was no work done to bring residents together around similar concerns.
- CAPREIT is interested in improving the livability of its properties through more tenant engagement.
- CAPREIT is willing to invest in their property as part of a long term capital plan.

The Players

Tenant Council: 18 dedicated and passionate residents of 4000/4010 Lawrence Ave E.

CAPREIT: inspired and collaborative landlord.

City of Toronto: Tower Renewal office, Councillor Paul Ainslie, Toronto Public Health – exploring possibilities and breaking down barriers.

Architects and designers: ERA Architects (CUGR), SUSTAINABLE.TO Architecture + Building, archiTEXT – pioneering resident and youth led design in KGO and beyond.

Funders: Laidlaw Foundation, Metcalf Foundation, United Way Toronto, Trillium Foundation, MLSE – supporting tangible change in the tower neighbourhood.

Environmentalists: Parks People, Toronto & Region Conservation Authority – putting the environment front and centre in each and every agenda

Arts organizations: Scarborough Arts Council, Mural Routes – helping to beautify the tower neighbourhood.

The contractors and engineers who help turn dreams and plans into reality.

The Storefront: facilitating and connecting various partners to work together to achieve common goals



Partners and their roles

The partners engaged each took on specific roles that related to their own area of interest. Cross-sector expertise is critical in this complex project and includes:

1. Providing The Storefront and the residents technical and design insight to help them to re-imagine the outdoor space at 4000 and 4010 Lawrence Ave E: Working with residents to refine their ideas, bringing expertise from various professions including architecture, urban planning and design, and advising on “built environment” and physical infrastructure features of the plan.
2. Mentoring the residents (adults and youth): 5-6 hours per week for 8 weeks is dedicated to teaching residents about architecture, design, ecological processes, and the systems and urban planning issues related to the redesign of the outdoor spaces.
3. Developing of curriculum: each session requires custom-made curricula so that, by the end of the 8 weeks, the residents have the tools, skills information and resources they need to make the informed decisions necessary to design and build physical changes to the property.
4. Breaking down barriers and building relationships: Many of our partners have relationships with individuals within various City departments and are able to provide support in building relationships with them to help move the project forward. Our partners also help introduce the project to other funders and organizations that may want to join or support the TNR project.
5. Exploring options and foci for documentation and evaluation: with such a complex project, it is very difficult to capture the process we are undergoing. Partners explore possibilities around sharing of fundamental principles and capturing process on film.
6. Using their skills and their organizational mandates to broaden the scope of opportunities available to the residents of the towers: there are so many possibilities for supporting residents in this kind of project that works intensively with a relatively small number of people living in close proximity. For example, partners explore possibilities for connecting people with local parks and green spaces and improving residents' economic well-being.
7. From 2012-2014, project partners included:
 - a. City of Toronto Tower Renewal Office: breaking down barriers within the City (eg advocating for more creative by-law creation; working to document the key principles that make this such a **dynamic an vibrant project**).
 - b. ERA Architects: mentorship and architectural expertise and overall Tower Neighbourhood vision.
 - c. SUSTAINABLE.TO Architecture + Building: mentorship, vision, and architectural and construction liaison expertise.
 - d. archiTEXT: mentorship, curriculum design, vision, evaluation and working to document the key principles that make this such a **dynamic an vibrant project**.
 - e. United Way of Toronto: funding and bringing new partners to the table.
 - f. Parks People and Toronto & Region Conservation Authority: supporting residents to make more meaningful use of local green spaces, especially Morningside Park.

- g. Metcalf Foundation: exploring possibilities for enhancing the economic well-being of residents in the Towers.
- h. Centre for City Ecology: working with residents interested in visioning and planning for the physical infrastructure of the broader community (ie KGO as a whole and not just the tower neighbourhood).
- i. Expect Theatre: documenting the process on film (see <https://www.youtube.com/watch?v=BGOPp8Sv2lo>).
- j. Councillor Paul Ainslie: support and advocacy.
- k. Scarborough Arts: supporting residents to integrate arts and celebration into their community building work.

The role of Storefront staff in the Tower Neighbourhood Renewal project is threefold:

- To ensure that the residents living in the towers at 4000 and 4010 Lawrence Ave E have all the knowledge, tools and access to power that they need to make decisions around use of outdoor space at their residence.
- To ensure that all the professionals engaged in the project, including the property owner, have the tools, information, trust, good will and opportunity to contribute meaningfully and effectively in the project.
- To facilitate a process that results in actual physical changes and upgrades to the existing property surrounding 4000 and 4010 Lawrence Ave.



Engagement and Interventions

The Storefront took a lead on the following activities to give the project the best chance to tangibly and incrementally increase livability of the tower community over time:

Site design

- Work with design professionals to develop curriculum and mentoring processes that will effectively support residents to lead outdoor design changes.
- Teach design professionals about effective community development from a social perspective.
- Work with residents and professionals to advocate for changes to the zoning by-laws that will benefit residents of the towers.
- Support the communication and resident participation during the construction process in order to ensure that residents constantly see the link between their actions and site changes (we anticipate that all the site changes will likely take place over a 5-10 year period and possibly beyond – community development is a long term process and investment in people and property).

Tenant Council

- Work with a core group of residents to engage the broadest number of people in the buildings as possible in the discussion of what they want their council to look like.
- Assess which residents are willing to put in the work to create the council.
- Perform a skills inventory of the core group leaders.
- Engage a core group of leaders in discussion about where the capacity gaps are.
- Provide appropriate capacity building opportunities.
- Assist residents in making and documenting initial decisions.
- Facilitate a process with residents to determine the most appropriate model for relationship building with CAPREIT.
- Ensure that residents understand that the tenant council is their responsibility.
- Continue to provide supports (meeting space, connecting with other groups etc) over the long term as part of Storefront's overall role in the community.

Connecting with broader opportunities and supports:

- Search out and foster opportunities to bring to residents which will help them to turn their plans and ideas into reality.
- Facilitate a broader TNR table which will integrate the work of environmentalists, artists, economic development workers and others into the overall TNR plan.
- Advocate for the work of the residents and partners with City politicians and City agencies, boards, commissions and departments.
- Connect residents with broader movements as appropriate.



Process for Engaging Residents:

In order for residents to undergo the process of site planning and making other operational recommendations to improve livability in their apartments, they need to create a plan and structure for fully engaging all the tenants and decide on how to ensure all voices are heard. The Storefront's role is to work with tenants to organize and help them to explore various models and decision making structures but the actual organizing structure was and continues to be determined by residents.

The tenant council that evolved from this model undertook a priority setting process to determine what changes they wanted to see in their buildings and how to go about achieving those changes. Many processes designed to engage residents start in this way with general ideas from residents but by focusing on the process and structure for decision making plans and priorities can shift and change as residents go through the site planning process /self organizing process and learn what is possible. Through this process, residents delve deeper into understanding each other, the complexities of planning for over 1000 people in an apartment framework and all the laws, bylaws and systems that are at work. The initial steps we took in helping residents to organize in this way included:

Weekly outreach activities and informal polling of residents, and asking various questions throughout:

- Developed trust with residents.
- Facilitated initial information sharing.

Informal discussions with a Community Outreach Team (made up of residents and staff) took place in the lobbies of the two target buildings. Information gathered was recorded in outreach reports:

- Providing the framework and foundation necessary for residents to voice their ideas, concerns and opinions.

Three large group meetings were held with approximately 60 residents to categorize and prioritize information gathered through outreach, polling and informal conversations:

- Brokering relationships between residents and professional mentors.

Facilitating development of custom-designed curriculum and mentoring sessions with professional designers and architects:

- Articulating the overall plans developed by residents in clear, plain language.
- Helping residents to build their capacities as visionaries, designers, planners, artists.
- Facilitating the involvement of residents in all aspects of the project's development: employment as available, or volunteer work in construction, art, greening, etc.



Introducing the concept of stewardship to residents:

- Working with residents to develop a model for using and taking care of the space.
- Assisting residents to organize around use and care of space.
- Once the tenant council began to formalize, Storefront staff connected them with neighbourhood-wide resident organizing initiatives, and the resulting peer mentorship helped develop their capacity, as well as grounding their work in the broader context of KGO. In addition, this opened doors for additional capacity building for individuals living in the tower community.

Facilitating three types of capacity building activities:

1. A mentorship program so that residents can learn the skills that they need to prioritize their ideas and the ideas generated by their neighbours. The goal of the mentorship program is to give residents the tools they need to create a site plan that will guide the development of the property, both in the short term and the longer term.

2. Providing assistance to create a tenant council. This structure allows residents to prioritize ideas and visions, work together to make change and build a relationship with their landlord. Through TNR, Storefront staff act as a capacity building resources, helping residents to: run effective meetings, understand leadership and leadership roles, develop documentation of their agreements and processes and build and understand appropriate mechanisms to work with their landlord to get what they need.
3. Creating mechanisms to ensure that residents who wish to pursue other activities outside of site planning and creation of a tenant council will be connected with the people, resources and opportunities that will ensure capacity building support for their initiatives



Process for Partnership Development:

The Storefront facilitated an evolving and complex process with the project partners with the aim that specific strategies fulfill specific partners mandates and aspirations for the project:

1. The Storefront took the time to listen to each of the partners and understand what their mandate and aspiration for the project was. The Storefront works on a philosophy that it is our job to help the partners figure out the best way to meet their own mandates. As mentioned in the introduction, The Storefront works in an emergent framework. We look for momentum among residents, intentionally engaging in discussions to bring out possibilities and connect that momentum with the opportunity a project partner brings. So, for example, we had environmental partners who were looking to connect people with the natural environment surrounding the towers, there was also momentum in the towers for forming a "green team". The Storefront's role was to connect the two and support them to develop shared vision and eventually plans.
2. Exploring possibilities beyond the original goals. While the initial goals for the project were improving the green and resident space surrounding the buildings and creating a resident organizing structure for future planning and decision making, The Storefront also worked with its partners to enhance economic opportunities (eg through the Healthy Corner Store initiative and/or environmental opportunities (eg through composting opportunities).
3. Documenting /evaluating and legacy work includes, developing an authentic evaluation process, capturing the elements of the project on film and creating

Brokering relationships between and among CAPREIT, professionals, and City representatives; solidifying agreements with CAPREIT around financial investment and commitment to working with residents.

Ensuring that the professionals and residents were on the same path by ensuring that partners' plans were well-grounded in the momentum and vision among the residents and CAPREIT. One of the first steps we took to ensure that the residents' aspirations remained front and centre was to teach professionals how to work with residents using a social community development lens. We then facilitated connections between the professionals and residents by arranging opportunities for the professionals to speak at tenant council meetings, and by organizing mentoring sessions.

Key to the success of the project is the good will of the landlord CAPREIT. CAPREIT is the property owner and building manager of the two apartment buildings directly behind The Storefront and part of the TNR project. CAPREIT and The Storefront were in discussions for more than two years regarding the needs and future plans of the two properties and CAPREIT committed high level support early on in the project.

- Improve their capacity to enhance the desirability of the community.
- Be known as the community landlord.
- Have a show piece they can use for promotion.

Although CAPREIT supports our work, they looked to The Storefront to help put in place the mechanisms which will allow residents to plan and articulate together their aspirations for the property at 4000/4010 Lawrence Ave E.

Once we agreed on a shared vision for the Tower Neighbourhood Renewal project, we established some early objectives:

- Establish a formal parking agreement with CAPREIT to optimize available space on Storefront and CAPREIT properties.
- Assist residents to meet with CAPREIT around one specific goal.
- Present site planning options generated by residents for approval by CAPREIT.
- Explore possibilities for CAPREIT to invest money in at least one of the physical site changes and set timelines and processes for its creation.

The landlord asked us to present three options for site plans based on a process that teaches residents how to plan for possibilities and understand the restrictions of the property and the various regulations that impact on site planning. The model has architects, planners, designers, engineers and others working with residents to help them to plan for what they want and explore with CAPREIT the viability of the various options.

Process for weaving together work with residents and work with partners to create an overall site plan and move forward with capital projects

One of the primary lessons from this process is that relationships and good process are more important than developing a plan quickly. In order for everyone to be fully committed to the plan longer term relationship building is imperative. Critical roles which Storefront staff have played include ensuring that:

- Residents as a whole see their ideas reflected in the final plan.
- All levels of CAPREIT staff on board every step of the way.
- CAPREIT's ideas and aspirations are woven together with residents'.
- The professionals have the opportunity to really engage with residents and use their considerable people and technical skills.
- CAPREIT is connected with the City Councillor and the Tower Renewal office to help to minimize perceived and actual barriers to a successful site plan.



Summary

Storefront believes strongly in supporting emergence: supporting initiatives where there is both momentum and opportunity. There was momentum in the community for increased recreational space, however, it was matching that momentum with the tangible opportunity to build a multi-purpose sports pad that created the dream and the reality that we are building today. So, rather than Storefront working to nail down concrete plans for recreational space with the tenants, Storefront focused on helping residents to define the kinds of things that would meet their recreational goals. Having explored these underlying aspirations, when MLSE came to the table, the momentum was there, but the actual plans could be co-created, making for a mutually beneficial, rewarding and exciting project (See Appendices B and C for descriptions of the creation of the sports pad).

It was this project that solidified Storefront's thinking about emergence. Storefront was very intentional in the way that we worked with the residents: not planning specific projects that may or may not get funded, but to focus on aspirations goals and defining the types of things that would improve tower livability. This approach helped Storefront to be nimble and respond quickly to take up the opportunity that MLSE presented to build a multi-purpose sports pad...it met residents' goals even though that actual "multi-purpose sports pad" project had not yet been envisioned.

The project's two pillars, facilitating partnerships and engaging residents, each supports the other: working with residents

informs and supports the partnerships. And the partnerships support and inform residents so they can more fully engage as community leaders. Storefront has undertaken a number of activities to foster collaboration to co-create a meaningful initiative which will allow residents to develop leadership skills and support community revitalization in this apartment neighbourhood.

Significant lessons from the Community Design Initiative have helped the Storefront frame the TNR project. We see our role as connector, convener, facilitator and catalyst. And what we're trying to foster in KGO is a resilient neighbourhood where residents feel engaged and optimistic. In the words of an Anonymous Welsh poet: "Our job is to make hope more concrete and despair less convincing". Building trust happens over time; it is not a one-time consultation. Resilience too, is not a one-time event; it is repeated efforts to overcome, to adapt, and to grow. Every interaction between residents and Storefront staff or its partners is an opportunity to strengthen that trust and an opportunity to bring out the talents and dreams of residents so that they can create the vibrant, resilient community they want.

Through the development of the tenant association we developed our understanding of the importance of spending time initially defining a common understanding, common values and common vision for the project. This became particularly evident in terms of the relationship between the tenant association and the landlord; it was critically important that we developed the tenants' understanding of the landlord perspective,

and that we focused on a constructive process in which there is mutual respect.

We learned by working with CAPREIT staff (local, regional and national) the importance of nurturing the landlord's long term investment in the tower renewal process and of ensuring buy-in at every level of their organization. The purpose of the relationship with local building staff was different from the purpose of relating to the regional staff, but the nature of the relationships and the components therein were the same: mutual trust and respect, commonly understood values and vision.

As we continue on with our Tower Neighbourhood Renewal work and other community development initiatives, Storefront will continue to build on the lessons learned from this project and work with residents to explore where momentum lies and what is behind it. This will provide residents with the maximum number of possibilities to connect their momentum with opportunities that emerge.

Appendix A

East Scarborough Storefront Engaging Youth Report



The Storefront recognized long ago, that youth, when provided the appropriate supports and opportunities, can lead the community in positive change.

When, in 2009, residents came together to ask for improvements to accessible space in Kingston-Galloway/Orton Park, it was not a far stretch for The Storefront to decide to use the new momentum towards design and construction as infrastructure to nurture youth leadership.

Youth Participant on his CDI Experience:

What I really liked about the Community Design Initiative (CDI) is the community exposure it gives me. It gives me a chance to participate in my community from a totally different perspective. I had no idea that so many different professions come together to make Kingston/Galloway a great place to live.

With CDI, I knew I was part of an organization that gives back. I finally found a way to contribute my community and help make it bloom and I am so grateful because I know not a lot of teenagers have this amazing chance. CDI is changing the way the East Scarborough Storefront looks, but it's more than that. Yes, we are renovating a boring building, but we are showing the outside world the heart and soul of this community.

I think CDI has changed the community because hopefully it has changed the stereotype or perceptions of teens in this area. Believe it or not I notice a difference in how people talk to me and even how they perceive me. The idea of a teenager working alongside professionals - respected in their fields like architecture and design - really surprises people.

As an ambassador I set an example for the youth who walk into the Storefront. I am proud to represent the youth in this community and to show our true potential to those who think that teens are the problem, not the solution.

Overall Goals

1. Design and build a safe accessible space at 4040 Lawrence that will support community members of all ages and cultures to find and share the supports and resources they need.
2. Design and build a community space in which the Storefront model can grow and flourish
3. Support local youth to be the lead designers of the project
4. Build the capacity of local youth by introducing them to the possibilities offered through various professions, including design, architecture, project management and numerous trades
5. Use a co-creation approach to the project that would ensure reciprocal learning at all levels: professionals learning from the youth while youth learn from professionals and from each other
6. Where possible, provide economic opportunities for local residents
7. Include the broader community in guiding the overall direction of the project
8. Use sustainable materials and reuse or reclaim wherever possible
9. Develop and implement a community design process model that can be replicated by others
10. Use a multi-media approach to capture the community design process and share it across the country

Residents (youth and adult), architects, Storefront staff, artists, urban planners, academics, film makers, politicians and others underwent a dynamic charrette process which resulted in the co-creation of a project that is both meaningful and transformative. By the end of 2009, the excitement and momentum had built to encompass a wide range of goals and the idea of the Community. Design. Initiative. was born. (See sidebar)

The overall project involves renovating the existing building, expanding the building, including a 2nd floor to include more community gathering space, and rehabilitating the exterior grounds of the property. Youth are learning about sustainability and accessibility, in addition to architecture and design.

The Community. Design. Initiative. is unique in its approach to reciprocal learning. While our mentors are professionals in their world, we are very intentional about teaching the mentors about how to work in the community. Everyone learns from each other and respects the skills and experience people bring regardless of their age, education or profession.



What I really like about this project is that it is AUTHENTICALLY YOUTH LED! I've seen so many other projects that claim to be, but what they really mean is that youth are choosing paint colours.

With CDI, we're working with youth on how to make good decisions; who needs to be involved; what kind of factors they need to consider; and the impact of their decisions. Then, we leave them to it and trust the process.

~Sherry Lin, Design Mentor

Facilitating Meaningful Youth Leadership

With CDI we are taking the approach of stewardship: the youth are vital members of their community and have so much to give. What we are creating is the foundation and infrastructure that makes it possible for local youth to play a leadership role in designing a key neighbourhood space. See below for principles guiding the project.



1. Engage youth to help them envision, articulate and share their overall dreams for their community...and their community centre
2. Exploring with youth the materials and tools that can be used to design creative spaces
3. Introducing youth to progressive, enthusiastic, respectful and fun professionals who will help them to learn the skills they need to bring creative spaces to reality
4. Supporting design professionals to work authentically with local youth, ensuring that the youth are the one's leading the design process
5. Developing effective communication mechanisms to ensure a true partnership among professionals, residents and community organizers
6. Exploring with youth the possible ways they can contribute not only to the design and building of their community centre, but possibilities for their future
7. Trusting the youth and the process: making sure youth know what decisions that can make and then trusting that they will make them well
8. Welcoming all local youth who want to contribute: university students, high school drop outs, youth with special needs etc
9. Building curriculum and process that starts where the youth are adapts to the youth who are present at each planning day
10. Developing meaningful curriculum that corresponds directly to the next phase of construction
11. Putting every effort into securing funding and working out logistics so that the youth can see the realization of their planning and designs as immediately as possible
12. Building curriculum and process that starts where the youth are adapts to the youth who are present at each planning day
13. Developing meaningful curriculum that corresponds directly to the next phase of construction
14. Putting every effort into securing funding and working out logistics so that the youth can see the realization of their planning and designs as

We help
young people
feel safe
enough to try
new things
and new
ways of being
themselves.



Shade and Naturalization Project

January is slated for exterior landscaping and a “shade and naturalization project in which the youth will:

- Plan for The Storefront's exterior landscaping, implementing concepts of environmental sustainable construction and naturalization strategies
- Explore the possibilities offered through various professions, including design, architecture, urban agriculture, energy management, eco-education and the building trades
- Design and create movable shade structures
- Develop presentations for the broader community and facilitate discussions that will guide the overall direction of the project
- Using “conceptual” knowledge to create practical solutions to a local problem
- Helping youth learn public speaking and presentation skills

In addition to building social connections, these youth are building and mastering skills, and developing confidence in their ability to master their environment. CDI encourage young people to try something just beyond their current abilities.

CDI youth have learned about water conservation, shade, rehabilitating green space, sustainable construction and how to read architectural drawings, use software to sketch out their plans, and how to present all of their ideas to the broader community.

Each week, the curriculum is designed to teach a new concept, allow the youth to experiment with the ideas, and present their ideas to the other youth. Then collectively, they take the best elements from each of the ideas presented and incorporate them into a final plan. Most youth participants came into CDI with absolutely no knowledge of architecture or design. After just three months, they can not only understand, but also articulate concepts.

Every week we show and explain our ideas to others in the group. I used to hate that because I was so nervous speaking in front of a group! But now I'm used to it and it's even helping me in school. It's no big deal anymore.

And it's funny – I actually know more about design and architecture than my family and friends. My teachers are so impressed with everything I've learned.

Yea, I really do use the skills that I learned at CDI!

~Youth Participant

- Training of professional mentors: ensuring that all the professionals engaged in the project have the tools, information, trust, good will and opportunity to meaningfully support youth leadership in KGO. Each mentor is trained in how to engage effectively with youth and how to support them while nurturing their ability to lead
- Ensuring that youth are welcomed into the process and are able to take advantage of the opportunity: reaching out and engaging with new youth not yet involved in the process, checking in with youth currently in the process, building and sustaining trust and ensuring there are as few barriers as possible for youth who want to take a lead in designing community space.
- Brokering relationships between residents and professional mentors: helping to bridge the two worlds
- Organizing mentoring sessions: co-coordinating the schedules of multiple professionals and youth, keeping everyone aware of updated information on the design, funding and opportunities, ordering snacks, facilitating field trips to inspiring and informative spaces in and around Toronto.
- Providing framework and foundation for community input: assisting youth in leading community discussions where residents of all ages can voice their ideas, concerns and opinions

The Storefront has several staff dedicated to developing and maintaining the support system and infrastructure that allow youth leadership to flourish. As the project develops, more and more of the staff functions are provided by our Youth Ambassadors: local youth who work with the other staff, the youth leaders and the professionals, by taking on pieces of the work normally done by adult staff.

Storefront's Youth Ambassadors are youth from the community who have gone through at least one semester as a participant and are hired on as staff for a minimum of one year. Ambassadors receive extensive training in youth programming, community development, and public presentation skills. Youth Ambassadors find ways to honor the uniqueness of each individual youth and the cultures represented, as well as balance the adult desire to "get things done" with the ability level of the participants. They take pride in being considered as equals – an experience they don't find in many places. This bridging role between adult professionals and youth participants is one of the key success factors for CDI.

Professional Mentors

CDI youth may join the program not knowing much about architecture, but they're not the only ones learning new things. The professionals in the project may join in not knowing much about youth engagement.

This is where the mentoring takes an interesting turn. Storefront staff and the Youth Ambassadors help the professionals learn how to work with youth, using best practices from community development and youth engagement principles.

Underlying every activity and lesson is the question: How do we plan our curriculum to ensure that every youth is properly engaged and supported to accomplish their goals?

The Youth Ambassadors, alongside the mentors ensure that:

- ❑ Young people receive adult attention which focuses on the needs of the individual youth
- ❑ Youth participants know "what's next" and have an agenda posted
- ❑ Tasks are assigned based on interest and ability.
- ❑ There is a plan for those who are not engaged
- ❑ Youth participants understand the assignment and any questions are answered before they get started
- ❑ Lessons are engaging and varied, including breaks and "energizing" activities
- ❑ There is a "check out" at the end of the evening and youth know what's coming up in the next session

The professionals engaged in this project provide numerous supports to the project, including:

- Advising on overall project: developing the overall structure for the eight phases of development, making connections with guest mentors, exploring possibilities for capital funding (including introducing us to possible donors), assisting in capital funding proposals
- Developing of curriculum: each session requires custom made curricula so that, by the end of the 16 weeks, the youth have the tools, skills and resources they need to make the decisions necessary to design and build the next phase
- Mentoring the youth: 5-6 hours per week for 16 weeks dedicated to teaching youth about architecture, design, ecological processes, and the systems and urban planning issues related to the renovation and expansion of The Storefront building.

Appendix B

Project status 2014

1. Site planning: all residents of the two towers have been invited to contribute their ideas and vision for the physical changes in the outdoor space. Residents who are interested have been mentored to understand the complexities of site planning and designing of the site. The residents who designed the site have taken the plan back to larger body of residents to ratify the plan.

Original plans in 2012	Status at the end of 2014
Outdoor play space	Multi-purpose sports court built and in use
Splash pad	In masterplan currently undergoing various planning studies to assess viability
Increased shading	15 trees planted, sky-o-swale provides shaded seating
Soccer pitch	Multi-purpose sports court built and in use for soccer
Accessibility ramp	Installed by CAPREIT
Benches and outdoor furniture	Installed and in use
Pedestrian walkways	In masterplan and currently undergoing planning studies to assess viability
Increased safety features	Camera's installed other features still being discussed between residents and CAPREIT
Increased energy efficiency	4000/4010 awarded most energy efficient rental building award in 2012
Dog walking park	Still being negotiated among residents

2. Tenant Council: Residents have created a structure with our support that will help them organize collectively to make change to their living situation. The structure was initially for the purpose of organizing groups of people to take on specific projects and work with the landlord to make changes to the buildings themselves and/or the systems for maintaining the buildings. Residents have created:
 - An Increased sense neighbourliness
 - A better relationship with building management
 - A more environmentally responsible building through establishing a green team
 - Regular community clean-ups and stewardship of the sports pad
3. Programs and Initiatives: Engagement with residents has been ongoing . They have put forth a number of “wishes” and are interested in further filtering these ideas into workable action plans. As a result of being intensively engaged with residents, Storefront staff have learned about all kinds of individual and small group goals that are outside

of the scope of the TNR project. Residents who want to pursue these goals have been connected with structures and opportunities that will support them (eg, Local Economic Opportunities, Neighbourhood Trust, Community Volunteering, Community/University and others – See Storefront website for details on these initiatives www.thestorefront.org). Residents who have plans and initiatives that fall outside of TNR have been connected with partners who have compatible goals and have undertaken a variety of successful initiatives including:

- Youth Programs
- Homework Clubs
- Cooking Groups
- Re-envisioning the local corner store as a market
- Ravine walks

Site planning:

- Storefront has been offered an opportunity to fulfill one of the residents' early wishes for site improvements: the creation of a multipurpose sports pad which will include facilities for basketball and soccer. There are some fairly major complexities in taking advantage of this opportunity including an amendment to the zoning by-law
- Storefront has been working with several partners including CAPREIT and others to address the parking issues emerging from the creation of the sports pad. This work is being done in conjunction with the Storefront's own site plan and zoning amendment application.
See <http://www.toronto.ca/legdocs/mmis/2012/sc/bgrd/backgroundfile-51261.pdf>
- Storefront staff and mentors have developed a model whereby CDI youth are being engaged to mentor TNR residents in architectural landscape design and planning skills. Formal mentoring is scheduled to begin at the end of February 2013.
- We have had initial conversations with CAPREIT about investing in a splash pad... we are continuing to explore this possibility

Tenant council:

- The residents have organized themselves into work groups to begin surveying the more than 1000 people in the buildings, develop a structure for the council and working on other ways that residents can organize to create effective improvements to their living circumstances.
- Residents have so far had capacity building sessions on effective organizing and running effective meetings
- The success of the Tenant Association was predicated by the following critical factors:
 - Ensuring that the tenants understood that they were not helping Storefront with their funded project, but rather ensuring that tenants were interested in moving forward in their own right and that the associations that formed were not Storefront committees, but tenant committees that Storefront would support when, where and how we could.

Using the tools and techniques of appreciative inquiry, our initial approach to tenant engagement was relationship-based, developing trust relationship with individuals, then connecting them to each other, then mapping assets and developing capacities over time.

Appendix C



Reaching for the Sky-O-Swale

JAMIE BRADBURN | WEDNESDAY, JULY 23, 2014

For years, a water tower was the major physical landmark of east Scarborough's Kingston-Galloway-Orton Park neighbourhood. Built in 1952 on Lawrence Avenue East, just as the then-township began its postwar boom, it was decommissioned in 1970. Until its demolition in 2007, the tower's decay reflected the economic and social problems surrounding it.

At the same address, a new landmark is rising. For the past few months, residents have watched curiously as construction of a community-designed project with a tongue-twisting name proceeds. Its evolving appearance has induced some head-scratching—one passer-by pointed out to an onsite engineer that the recycled hydro poles sticking out of the ground were crooked.

But the angles are intentional, and are among the many complexities involved in the development of Sky-O-Swale. Intended as both an eco-friendly water filtration system and a community gathering space, the project displays the collaborative spirit and community goodwill fostered by its host, the East Scarborough Storefront (ESS).

By August, a former ESS parking lot will transform into a combination of shade structure, elevated bioswale and multi-sport pad.

"Everybody's had to be extremely creative, collaborative, and co-operative in order to get this done," observes ESS director Anne Gloger.

Development of Sky-O-Swale has drawn in local volunteers,

organizations like ArchiText, Live Green Toronto, MLSE Foundation, the Toronto Community Foundation, and United Way, and firms such as Blackwell Engineers, Direct Construction, ERA Architects, and Sustainable TO.

Youth taking ideas to new heights

But the key component may be the engagement of the community's youth through ESS's Community Design Initiative. As part of the site's overall redevelopment, around 160 people, most between the ages of 12 and 19, have participated in design consultations, discussion groups, and mentorship programs over the past five years. For some who attended an early design charette with professional architects in November 2009, it was their first

trip downtown. Their passion and energy inspired the adults, making all realize that they couldn't lose the momentum shown at that time. The youth have offered solutions when projects like Sky-O-Swale have hit roadblocks, building confidence in their leadership and decision-making abilities—especially when they teach the adults new tricks.

Take the design of the Sky-O-Swale itself. Originally, according to Sustainable TO architect Paul Dowsett, the concept was “a water channel filled with plants that would filter rain water coming off the parking lots,” but engineers determined the clay soil was unsuitable. During a subsequent discussion session, one youth suggested placing the bioswale atop the shade structure. As ESS manager Jaime Elliott-Ngugi puts it, the youth “don't let obstacles stand in their way.”

Professionals in the room embraced the idea. As the bioswale and shade structure were merged together, so was the funding for each element from Live Green Toronto. The name “Sky-O-Swale” arose, and is currently being trademarked.

For the canopy, the youth looked at the fence which long served as a physical barrier between ESS and its neighbouring residential towers. The fence also served as a symbolic reminder of the negative connotations of site's past as a police station. The fence was recycled into the canopy's base.

To fill it, E.R.A. architect Brendan Stewart looked to the California Academy of Sciences in San Francisco, where separate planters were installed into its green roof. With ArchiText as a partner, containers used to stack 2L pop bottles were obtained. The containers included perforations

for drainage and bore each other's weight. The plants that would fill these containers were planted in the ground two years ago, and transferred last year. Around 50 volunteers spent eight hours moving the containers to the ESS's roof, where they remain until construction is completed. When activated, the filtered water will go into underground cisterns, which users of the adjacent community garden will pump out.

Besides recycling hydro poles (acquired with the assistance of the United Way) and fencing, Sky-O-Swale is reusing wood from an unusual source. Decking for the stage under the canopy is utilizing material salvaged from “Migrating Landscapes,” an architectural exhibition that appeared at the 2012 Venice Biennale. On a cross-country tour, the show needed to downsize before reaching Halifax, so ArchiText arranged to send the excess wood to Scarborough. According to Stewart, two weekends were spent pulling the pieces apart and sorting it before it was reassembled into modules ready for installation.

The sport of building communities

When renderings were made of Sky-O-Swale, a sports pad was sketched in to fill the space in front of it. The drawing took on a life of its own. When the MLSE Foundation called Gloger to inquire if there was space nearby to build or refurbish a basketball court, she looked at the rendering and said, “Sure we do!”

The development of the sports pad pleases nearby tower resident and ESS community resource specialist Khushbu Narogho. “There aren't many areas where kids can safely play,” she says. “There is a pool, but it's very dirty, and there is a

little park but it is not safe at all.” The park in question includes a slanted basketball court, which often forced kids to chase balls into the adjacent wooded ravine. For Narogho, the new pad provides a safer space for her younger siblings to play.

Producing safer surroundings has long been a goal for the ESS. It evolved as a response to a lack of legal, social, and youth support services in the community during the late 1990s, especially among rising numbers of refugees housed along the Kingston Road motel strip. What evolved was a partnership involving up to 40 agencies offering at least 10 hours a week to provide their expertise. “We provide the space, we provide the relationships between community members,” says Gloger. ESS has hired local youth like Narogho to serve as liaisons brokering these relationships.

ESS also promotes and fosters knowledge between a series of local networks involving residents, service delivery hubs like the Toronto Public Library, architects and urban planners, the city's Tower Renewal Program, businesses, and University of Toronto Scarborough. It is developing a sports network, training 30 coaches to work with local youth at Sky-O-Swale and at the UTSC's fields.

Tackling community issues

When Gloger was asked what she felt was the community's main issue, she channelled Rob Ford: “transportation, transportation, transportation.” Low walkability and weak TTC service make it difficult for people to get around within east Scarborough, often requiring two or three buses to get to local destinations. For example,

with no TTC service to UTSC's fields on Old Kingston Road, ESS has had to co-ordinate buses for service programs there. But that sense of isolation has always been a factor in the neighbourhood. Direct Construction president Frank Cecchetto grew up nearby and remembers having that feeling as a kid. After winning the tender for Sky-O-Swale, he was impressed by the passion and vision everyone invested in the project, as well seeing others care for the old neighbourhood.

"What we're doing is complex," Gloger observes. "We love working in complexity. It's not going to be a shiny showpiece. It is something that is truly meaningful to the community on all kinds of levels. We can tell this story to someone who's interested in the environment, sports, youth, architecture. This story comes at it from all different angles."

Jamie Bradburn is a Toronto-based writer whose work has appeared in *Torontoist*, *The Grid*, *Spacing*, and *Toronto Life*. He frequently explores Toronto's past to provide context for its present. With Kevin Plummer and David Wencer, he won a 2014 National Magazine Award for *Torontoist*'s "Historicist" column.

Appendix D

Plans and agreements for the next phase of Tower Neighbourhood Renewal

PROJECT Agreement

Updated May 23, 2014

This document is intended as a communication tool so that each participant in the East Scarborough Storefront Tower Neighbourhood Renewal Initiative (the "Project") can be assisted in understanding, coordinating and executing their activities in carrying out the initiative.

The Project finds its origins in three programs:

East Scarborough Storefront (The Storefront) is an innovative community development organization grounded in the neighbourhood of Kingston Galloway Orton Park. The Storefront plays a unique role in the neighbourhood, that of a Community Backbone Organization. As a Community Backbone Organization, The Storefront leverages the power of collaboration, convening, catalysing and providing grounding and logistical support to multiple players who share a common aim: that the residents and KGO will learn and create together, live healthy lives, find meaningful work, play and thrive.

Centre for Urban Growth and Renewal (CUGR) is a non-profit research organization formed in 2009 to conduct cross-disciplinary research to further knowledge about the creation and renewal of sustainable urban, suburban and rural environments in Canada and elsewhere. CUGR's objective is to develop research to enhance public policy and promote private initiatives that foster City Regions and local communities that are: well planned and designed, economically vibrant, socially diverse, culturally integrated and environmentally sustainable. CUG+R officially launched in December 2010 with the release of **Tower Neighbourhood Renewal in the Greater Golden Horseshoe**, a report jointly prepared by CUG+R's founding partners, ERA Architects and **planning Alliance**.

Canadian Apartment Properties Real Estate Investment Trust (CAPREIT) is committed to providing safe, secure and comfortable accommodation throughout a portfolio of well-managed and attractive apartments, townhouses and land-lease communities. It is a growth-oriented investment trust owning freehold interests in multi-unit residential properties, including apartment buildings, townhouses and land lease communities located in or near major urban centres across Canada.

City of Toronto Tower Renewal (TR) is a program to drive broad environmental, social, economic, and cultural change by improving Toronto's concrete apartment towers and the neighbourhoods that surround them. The apartments are some of the city's most inefficient buildings, and they present an incredible opportunity for improving building performance measures and leveraging this as a means to community revitalization.

At a meeting in March 2011 representatives of these initiatives met and determined that there was an important opportunity to combine efforts that will result in the objectives of all to be more fully met.

In May 2014, representatives of these initiatives reaffirmed their commitment to working together in order to further meet their respective goals.

This document describes the scope of the activities that will form the Project.

The Project seeks to:

1. Provide additional opportunities for residents to engage in improving their community
2. Provide useful education and training opportunities for residents
3. Provide useful education and training opportunities for building management
4. Promote a cohesive approach shared by residents and building management
5. Improve the apartments' social and environmental performance (i.e. permeable landscaping, improved outdoor amenity areas)

The initial focus of these objectives will be improvements to the open spaces at 4000, 4010 and 4040 Lawrence Avenue East (the 'site'). There may be other specific focus areas identified to support meeting the objectives as the Project further develops.

All of the parties will have the right to approve any materials to be published or publicized which refer to them.

The parties participating in the activities are:

1. East Scarborough Storefront and its partners
2. Centre for Urban Growth and Renewal
3. CAPREIT
4. City of Toronto Tower Renewal Office

The activities originally undertaken were:

The Storefront arranged for residents to participate in the project by:

- i) Identifying and contacting individuals likely to have interest in the design/function of the open space with particular regard for including residents of 4000 and 4010 Lawrence Ave. East.
- ii) undertaking general outreach to residents
- iii) undertaking a design imaging process for the open space areas on the site
- iv) producing communication materials that document the creative process undertaken, including the production of a documentary

CUGR furthered the project by

- i) participating in a community engagement activity to design the open spaces on Lawrence Ave
- ii) providing renderings to illustrate the design concepts generated from the community engagement process
- iii) providing high level implementation requirements with respect to structural and budget considerations

CAPREIT undertook efforts to implement measures identified by residents, including acting to:

- i) scheduling meetings with the resident group or representative(s)
- ii) providing access to necessary information to assist with engagement activities
- iii) reviewing recommendations from its residents and respond with specific feedback, if appropriate
- iv) participating in the preparation of communication materials associated with the project, including the making of a documentary on the process

TRO supported the project by:

- i) assisting with City approvals that required and co-ordinating with opportunities
- ii) monitoring and reporting on the project activities, for the purpose of establishing a business case that will demonstrate the opportunities available for private property owners to link with community groups in achieving common objectives
- iii) developing a framework for this type of project, based on the Tower Renewal STEP Program, that can be used for other types of activities in the East Storefront service area and at other apartment sites

A summary of progress on joint projects and successes can be found in Section A.

The original project commenced in April 2011 and activities were ongoing through 2014.

In May 2014, it was agreed that the partners would continue their work together for another three year period May 2014-April 2017, each partner continuing to play the role that they have been playing for the past three years, with a focus on fulfilling the work plan outlined in Section B.

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Section A

INITIAL CO-OPERATIVE PLANS (April 2011-April 2014)
BETWEEN

EAST SCARBOROUGH STOREFRONT, CAPREIT AND CITY OF TORONTO TOWER RENEWAL

	Storefront	CAPREIT	City Tower Renewal	Progress
Parking Garage		<ul style="list-style-type: none"> • Upgrade in accordance with 5 year capital plan • Share survey, and any other drawings related to the property 		Completed
Landscape Planning	<ul style="list-style-type: none"> • Engage residents from 4000 and 4010 in discussions about shared landscape possibilities • Explore options for shared landscape ideas with CAPREIT • Explore options for alternative driveway design with CAPREIT • Explore options for shared and/or redesigned surface parking with CAPREIT 	<ul style="list-style-type: none"> • Explore options with Storefront to eliminate on driveway that would be converted to landscaped space rerouting one driveway to align with Overture. 	<ul style="list-style-type: none"> • Support in the removal or reduction of barriers with the City of Toronto around executing landscape, parking and traffic flow plans 	Conceptual plans agreed to by residents and CAPREIT and outlined in Section C
Parking	<ul style="list-style-type: none"> • Enter into a parking agreement with CAPREIT 	<ul style="list-style-type: none"> • Enter into a parking agreement with Storefront 	<ul style="list-style-type: none"> • Advocate with site planning authorities to approve a shared parking model 	Parking agreement in place as of June 2014

	Storefront	CAPREIT	City Tower Renewal	Progress
Fence down	<ul style="list-style-type: none"> • Plan for the celebratory removal of fencing (possibly partial fencing to start with due to construction) between Storefront property at 4040 and CAPREIT property at 4000 and 4010 Lawrence Av • Include in landscape plans (above) walkways between two properties • Source funds to take down the fence • Share financial responsibility for celebration with CAPREIT 	<ul style="list-style-type: none"> • Participate in celebratory removal of fence • Include in landscape plans (above) walkways between two properties • Share financial responsibility for celebration with Storefront 	<ul style="list-style-type: none"> • Participate in celebratory removal of fence 	Celebratory section of the fence removed August 2012
Landscape execution	<ul style="list-style-type: none"> • Recruit local residents to work on landscape project (through employment incentives, placement opportunities, apprenticeships and volunteers) • Recruit local artists to work on specific pieces of the landscaping 	<ul style="list-style-type: none"> • Engage landscapers • Fund landscaping 		Carrying over to new agreement. Feasibility study to commence summer 2014
Documentation	<ul style="list-style-type: none"> • Use film and other media to capture the co-operative nature of this project • Use film and other media to capture specific innovations in planning, design and architecture implemented in this project • Profile CAPREIT as a progressive property owner 	<ul style="list-style-type: none"> • Agree to be profiled in print and other media • Agree to have key staff interviewed 	<ul style="list-style-type: none"> • Use documentation to promote similar approaches in other communities across the City 	Resident engagement and Tower Neighbourhood Renewal document created May 2013.

	Storefront	CAPREIT	City Tower Renewal	Progress
				Video showcasing project as leading the way in Tower Neighbourhood Renewal complete May 2014
Planning other initiatives	<ul style="list-style-type: none"> • Planning and executing annual resident led clean up of properties • Assisting with logistics at CAPREIT annual barbeque and picnic 	<ul style="list-style-type: none"> • Engage Storefront in the planning and executing of the annual barbeque and picnic • Fund annual barbeque and picnic 		Annual clean up days and barbeques executed with tremendous success

Section B

Second Phase CO-OPERATIVE PLANS (May 2014-April 2015) BETWEEN

EAST SCARBOROUGH STOREFRONT, CAPREIT, TORONTO PUBLIC HEALTH AND CITY OF TORONTO TOWER RENEWAL

Year	Project	CAPREIT role	Storefront Role	Partner Role
1	Feasibility study re: <ul style="list-style-type: none"> a) Driveway realignment b) Reconfiguration of parking c) Playground installation d) Consolidated loading (i.e. garbage and other services) e) Splash pad construction f) Improvements to the exterior of the store in 4000 Lawrence: <ul style="list-style-type: none"> • Move door • Increase signage • Improve accessibility Overall site plan See Section C for details	a) Identify opportunities for efficiency b) Engage architecture firm (ERA – experts in landscape architecture and closely connected with tenants and Storefront	Co-ordinate work of various partners, specifically: a) work with the City to find ways to reduce or eliminate barriers b) to work with residents so that they are involved in the planning process	City of Toronto Tower Renewal Office: helping to navigate the regulatory system Paul Ainslie, City Councilor: helping to advocate for the project
	Healthy Corner Store Project: Work with owners of store at 4000 Lawrence E to undergo a "healthy corner store" transformation.	Finance some infrastructure upgrades and repairs	Work with Public Health and City partners to pilot progressive zoning to accommodate changes in conjunction with the feasibility study (above)	Public Health: lead the Healthy Corner Store project -Fund a pre & post-household survey among residents

Year	Project	CAPREIT role	Storefront Role	Partner Role
				-Fund business consultant support for store owners
2	Realignment of driveway As per Section C	Approval of plans Financing of realignment	Communication with tenants	Tbd
	Playground installation As per Section C	Approve the space and design Commit to long term maintenance plan Provide some of the financing (primarily financed by partners)	Facilitate playground design by tenants Bring playground partners (KABOOM) to the project Facilitate professional led, volunteer build of playground	KABOOM: playground expertise, project management, 50% of financing ERA/sustainable: co-ordination with large scale vision and plan
3	Construction of a splash pad (likely in concert with closing of the pool)	Finance design of splash pad Approve space and design Commit to long term maintenance plan Finance construction of splash pad	Facilitate splash pad design by tenants	ERA/sustainable: design splash pad
	Plan for the rest of the site in place			

Section C

CAPREIT Master plan Phases Revised 2014-04-01



MASTERPLAN - LAWRENCE AVE E (OVERTURE TO KINGSTON RD)

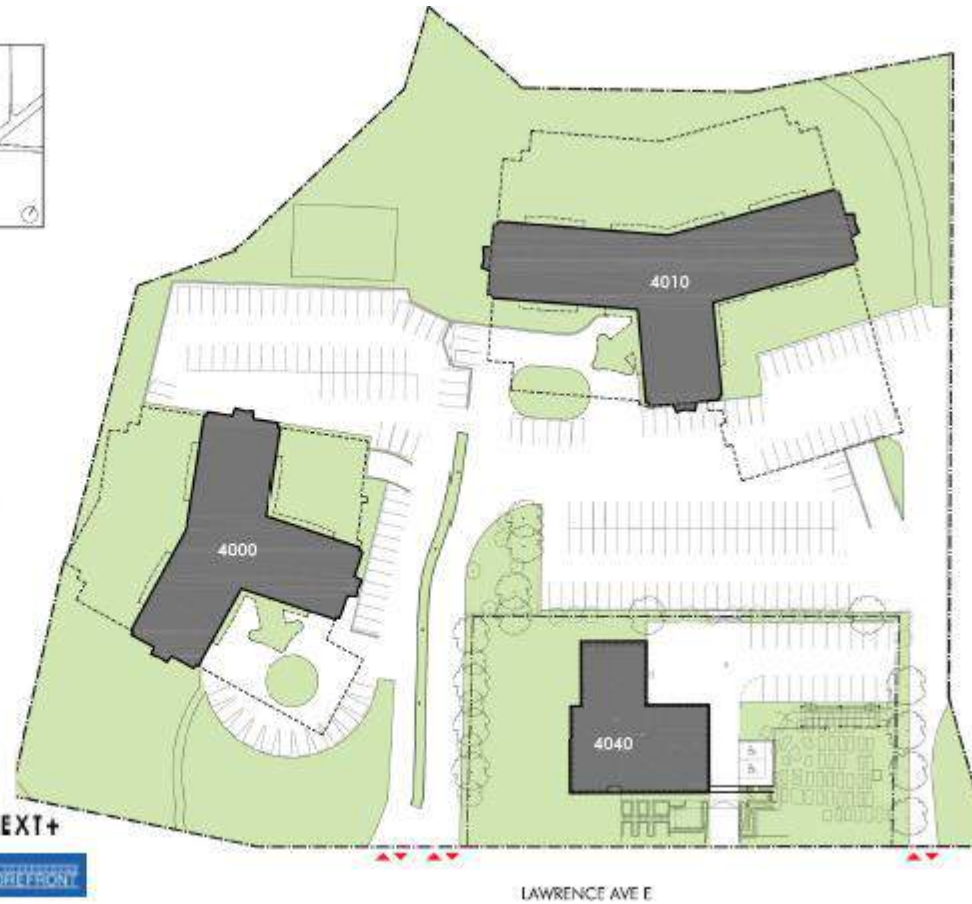
CURRENT PHASE	- PARTIAL STREET GREENING - OCADU TENT PROJECT
YEAR 1] SITE IMPROVEMENT STRATEGIES AT 4000/4010/4040 LAWRENCE AVE E
YEAR 2	
YEAR 3	
FUTURE PHASE(S)	- GREENING OF LAWRENCE AVE E, FROM OVERTURE RD TO KINGSTON RD





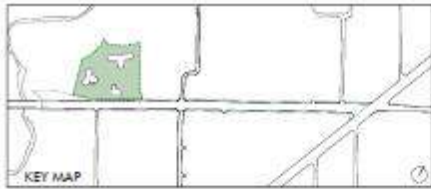
EXISTING SITE

- Original site plan designed for vehicular circulation for two separate lots, rather than one unified area
- Unsafe vehicular corridors; lack of safe pedestrian walkways between buildings on site, including the East Scarborough Storefront (4040 Lawrence Ave E)
- Surface parking unused and poorly organized
- Unsafe intersection at Overture Rd and Lawrence Ave E for vehicles turning into the site, pedestrians crossing to the ESS, and public transit users
- Lack of public transit stops in close vicinity of community building
- Lack of safe spaces for activities, including playgrounds and sports grounds
- Lack of public street furniture and seating on site



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YEAR 1

- Consolidated Loading Study
 - Building Permit/Site Plan Approval Process
- (1) Corner store at 4000 Lawrence Ave E: accessibility, allowable signage, door and window replacement
 - (2) Pedestrian pathway connecting 4000 Lawrence Ave E to the East Scarborough Storefront (4040 Lawrence Ave E)
 - (3) "Ka-Boom" playground community-build
 - (4) Driveway realignment feasibility study



LAWRENCE AVE E



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E.S.A.

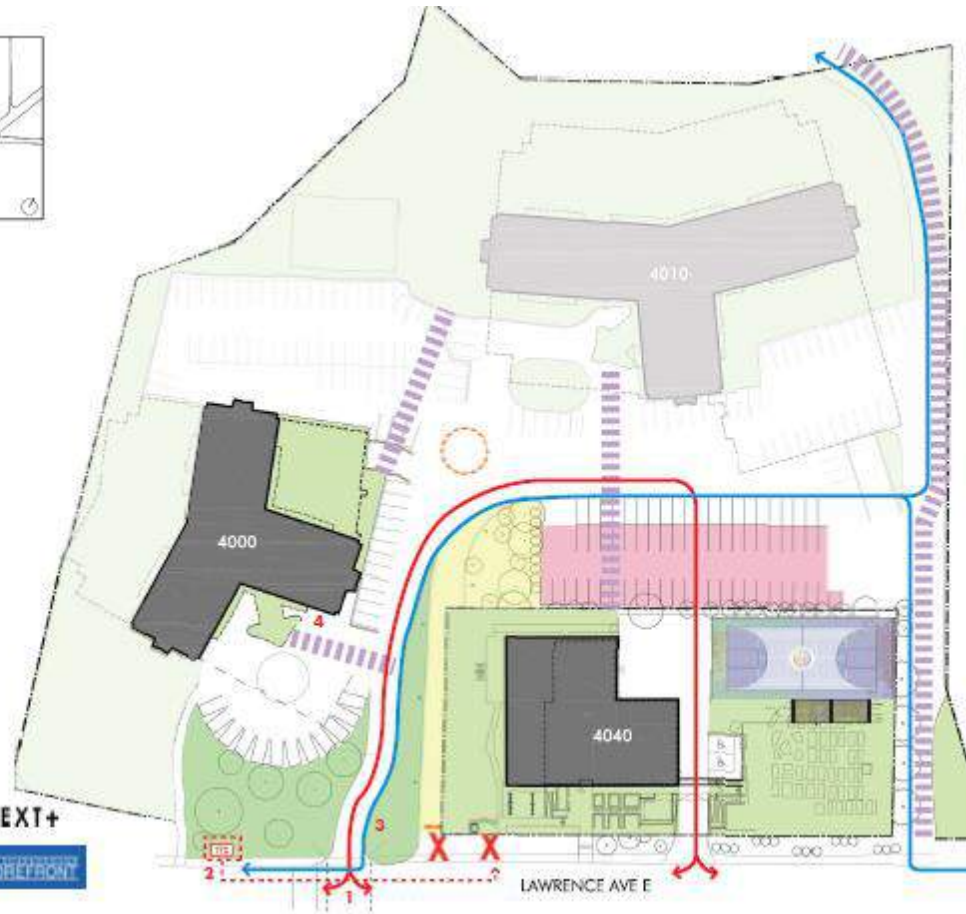
TORONTO

STREETFRONT



YEAR 2

- (1) Realignment of driveway to create a 4-way intersection at Lawrence Ave E and Overture Rd (currently an unsafe T-intersection)
- (2) TTC stop relocation (closer to ESS, to east of intersection)
- (3) Pathways along realigned drive aisle, with new parallel parking spots to create division between vehicles and new pedestrians/cyclists laneways (purple/blue lines)
- (4) New seating outside of corner store at 4000 Lawrence Ave E
- (5) Additional pedestrian paths to connect buildings on site



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E.H.A.

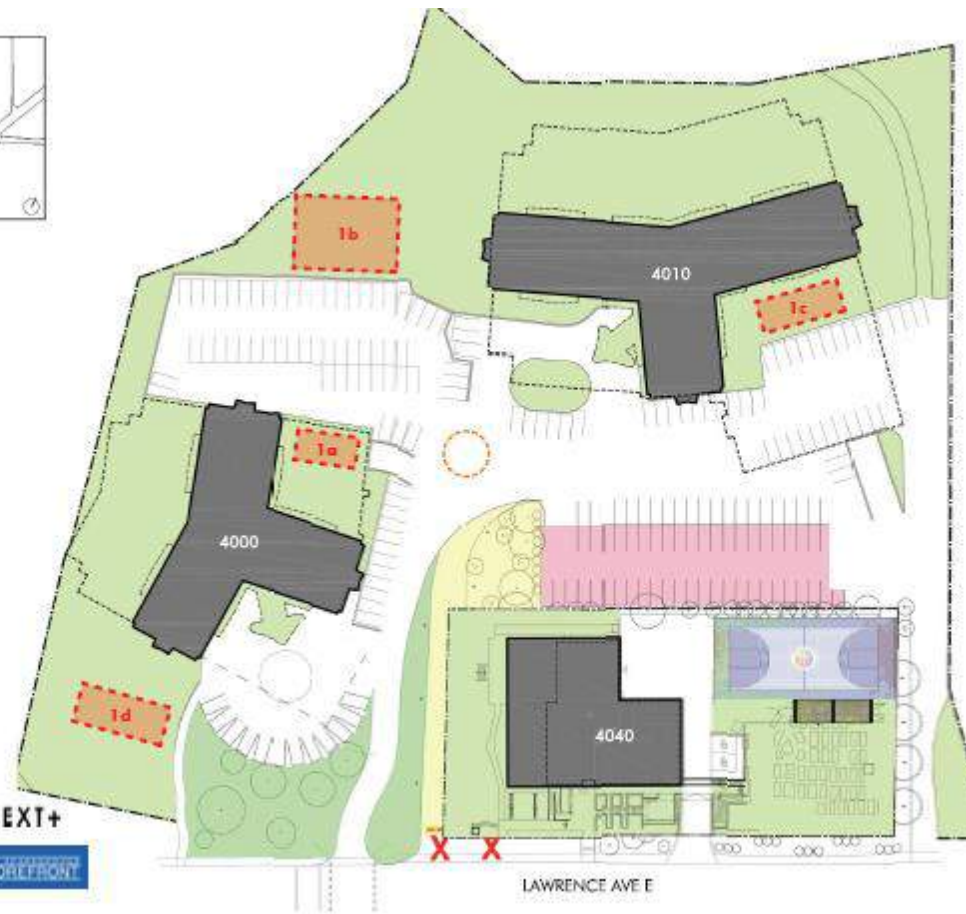
Toronto

BYRONFRONT



YEAR 3

- (1) Splash pad installation (various site options)
 (1a) North of 4000 Lawrence
 (1b) Use of existing, underutilized pool at north of lot
 (1c) Outside of daycare at 4010 Lawrence
 (1d) South of 4000 Lawrence



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Appendix E

Tower Neighbourhood Design Charrette Renewal



United Way

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Paul D'Amato Architects Inc. (PDA)
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On January 18, 2014, the East Scarborough Storefront (the Storefront), gathered over 50 participants, which included youth and residents from the Kingston Galloway Orton Park (KGO) neighbourhood, as well as a store owner, urban planners, architects, designers, property managers and public service workers, as part of a resident engagement process connecting local residents to the Tower Neighbourhood Renewal (TNR) initiative. Participants were asked to re-envision three critical spaces in context with the underlying TNR of social, cultural, environmental and economic development. The three areas included:

- Overall site of 4000/4010 and 4040 Lawrence Avenue East
- Community garden located east of the Storefront
- A-Z Variety Store located at the base of 4000 Lawrence Avenue East

The Storefront worked with archiTEXT to create the foundation for significant long-term space transformation. archiTEXT, in collaboration with sustainable.TO, ERA Architects and the Toronto Public Health, facilitated a day-long charrette which not only emphasized the TNR priorities of resident engagement and access, economic development and environmental design, but also captured the hopes and dreams of residents and engaged residents, Storefront staff as well as CAPREIT staff with architect and planners. The result was a common theme across all three working groups of increased community-building spaces - where applicable, residents emphasized specific practical needs, such as increased water and electrical access in the community garden as well as basic fresh produce needs in A-Z Variety Store, but in every situation, they always indicated a strong desire for increased public spaces for families to gather. It has become evident that there is a lack of public communal spaces in the neighbourhood. What is also evident is that there is already a strong sense of community among the residents - they need the physical infrastructure to nurture, maintain and grow the community.

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BACKGROUND

The City of Toronto's Tower Neighbourhood Renewal (TNR) office was established in 2009 as an opportunity to make tremendous progress on a wide range of City initiatives. Since then, the sites of 4000, 4010 and 4040 Lawrence Avenue East (the Site) have been designated as a case study site for the TNR office. The Site was also selected as a demonstration site by the United Way of Toronto's Tower Renewal Initiatives. Over the past few years, the Storefront has been engaging residents with architects, planners, designers and building owners to envision opportunities and spaces for social, cultural, and economic development that responds to community needs.

This charrette was an opportunity to continue those conversations while also taking into account the capital plans and strategies of CAPREIT, the real estate owner of the two apartment towers located at 4000/4010 Lawrence Avenue East, as well as the outdoor architecture plans currently underway at the Storefront.



ACTIVITIES

The purpose of the charrette was to better understand the wants, needs and wishes of the users of the Site. The participants started by listing out their daily, weekly and monthly activities. Of these activities, participants were asked to place them in quadrants based on two axis: near-far, rare-frequent. Participants were then asked to identify which activities in the near category were actually carried out on the Site and if there were any activities that they would like to see take place on the Site. The purpose of these exercises was to help identify what programming would be ideal for the Site based on current activities as well as the wants, wishes and needs of the residents and the community.

Based on the programming established, participants were asked to envision a plan for the Site

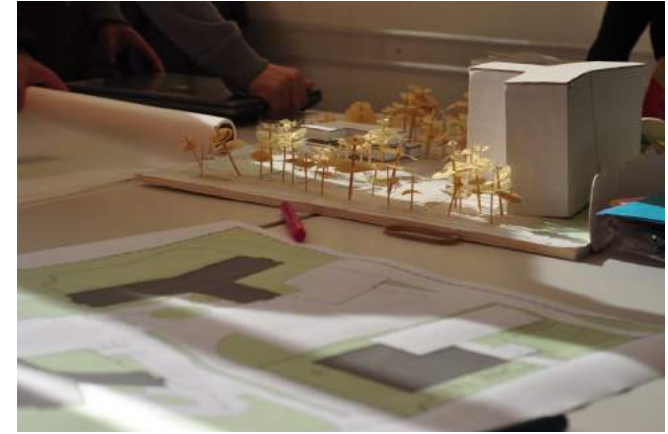


INSIGHTS

Most of the participants in this working group were young adults which resulted in many of the wants, wishes and needs being more focused around leisure activities. Not many had cars and so, much of the Site was re-purposed from parking to other activities.

There are no spaces within the apartment buildings or even within walking distance for young adults to carry out their daily and weekly activities. As many of the activities were focused around sports and school, most of the programming and design were focused around such activities.

The participants had a strong desire to create a community feeling on the Site - to them, community meant family, activities that families can do together creates a better sense of community. As such, most of the programming and design were youth and family friendly ideas. An opportunity for future visioning sessions would be to bring in a broader demographic group to ensure that the broader community's activities can be included on the Site.





BACKGROUND

The Storefront has been involved with the Community Design Initiative (CDI) since 2008. What started out as an initial conversation to create art in orphan spaces led to creating a project to engage local youth in envisioning and redesign the Storefront space into one which reflects the bounty of services offered and the true spirit of the community at large. Through a participatory design process, the Storefront has completed renovated its existing space and plans have been designed for an extension and expansion of the building. As a result of the expansion, as well as the construction of a multi-purpose outdoor sports pad, the existing parking lots will be re-located to a shared parking arrangement with CAPREIT and the accessible parking spaces re-allocated to be east of the Storefront. This will mean encroaching on the current community garden.

The community garden plots have already been slightly re-positioned due to the construction of the Sky-o-Swale by the multi-purpose sports pad. With the additional re-allocation due to the accessible parking requirements, the community has an opportunity to re-envision a more efficient layout for the community plots as well as voice their wants, needs and wishes for the garden.



ACTIVITIES

The purpose of the charrette was to better understand the wants, wishes and needs of the community gardeners. The participants started by first establishing when the garden is used during the year. Then for each month, participants listed out the users and their needs. This helped establish the daily needs of those who use the garden during the year, established the activities that are currently being carried as well as those that are desired. Based on the list of activities, the programming was identified for the garden.

Based on the programming, participants were asked to envision a plan for the garden.

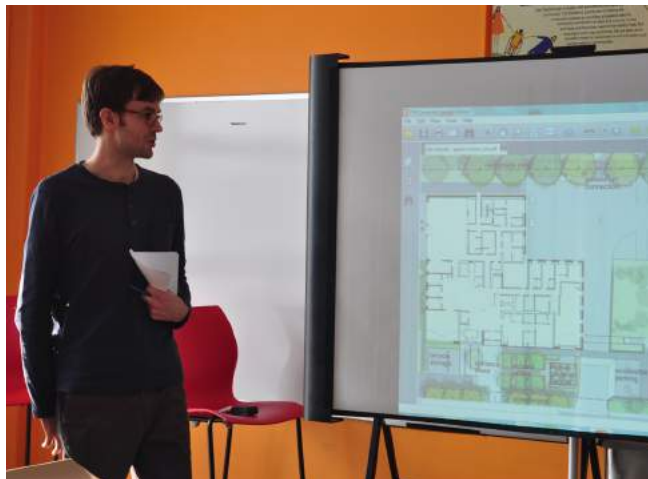
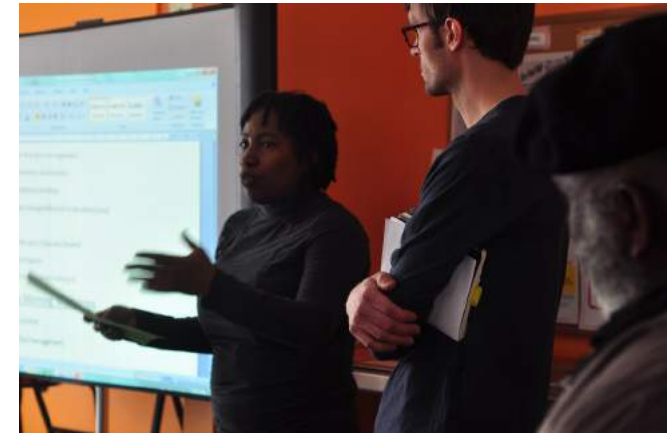
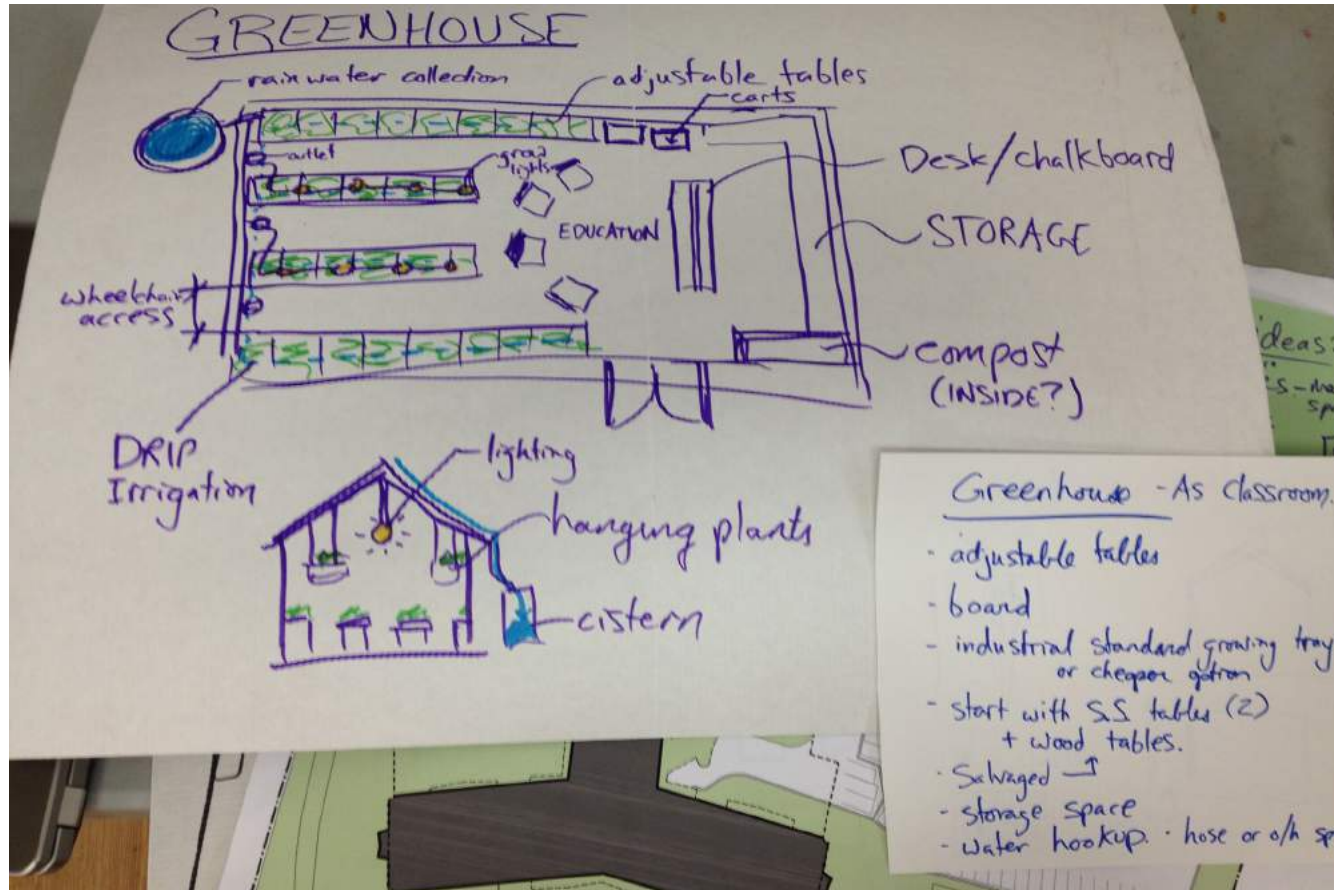


INSIGHTS

There is already a strong sense of community within the community garden (most of the gardeners already know each other well) so the primary concern was not to create a sense of community, but rather to maintain it. As such, the focus was on the specific, practical needs of the gardeners, such as increased access to water and electrical outlets, washrooms, shaded benches to rest, rain shelter, better quality hoses and trellises, more compost and better security measures.

Among the list of wants were things to maintain the community sense: communal fire pit/BBQ, picnic tables, shaded area for kids, new gardener orientation, flower garden, water fountain and birdhouses. Though there is already a strong community among the gardeners, there was also a strong desire for knowledge sharing opportunities (workshops on weekends on variety of gardening topics) and, as such, a need to create a shade public space within the garden in order to do so.

Community Garden





BACKGROUND

The Toronto Public Health's (TPH) Healthy Corner Stores Project aims to bring the health sector, the business sector and the community together to help breathe new life into the small food retail (convenience store) model. They have selected the A-Z Variety Store (the Store) located at 4000 Lawrence Avenue East as its pilot store and, partnering with the Storefront, hope to transform it into a more successful business that can also better meet the food needs for nearby residents, with the bigger picture goal of creating a toolkit of solutions that can be applied to any of the other 2500 similar convenience stores across the city. TPH's role is to bring together the various experts to co-develop an operations solution - distribution, procurement, store design, access to capital for physical improvements, marketing, building the connection with the community and conducting research to measure any impacts of the project on food purchasing and diet of residents.

As one of the pillars of the TNR initiative is local economic development, the re-envision of the Store was a natural fit into the community visioning session of the day with the hopes that the community vision will take the Store beyond simply being a successful convenience store to being a fixture in community activity.



ACTIVITIES

The purpose of the charrette was to better understand the wants, needs and wishes of the users of the Store as well as work with Lucy, the store owner, in co-envisioning the future of the Store and the role it could play in the community. The participants started by listing out their weekly food purchases, including fresh, frozen and packaged. They were asked to place the items on a spectrum indicating where they purchased their items, from near to far. They were then asked to list out items that, if given the opportunity, they would purchase in a nearby location. The purpose of these exercises was to determine the current and ideal food purchasing habits of the residents. Participants were then asked to sketch out amazing shopping experiences that they have encountered in order to better understand what kind of shopping experience they would like to see.

Based on the needs and wants established as well as the experiences shared, participants were asked to envision a plan for the Store.



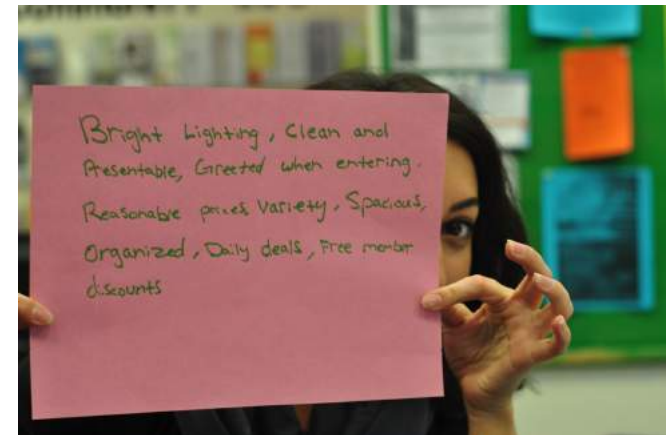
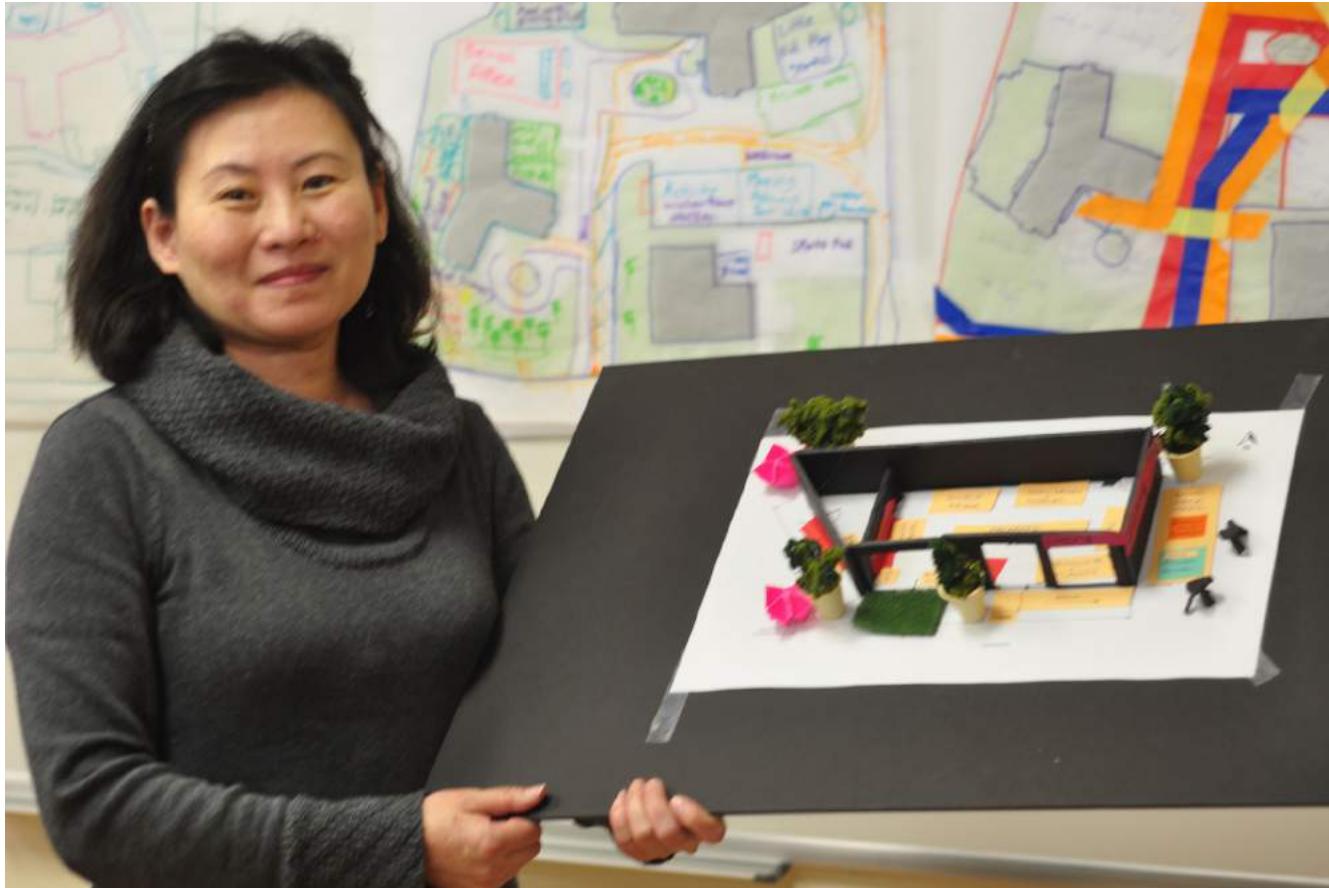
INSIGHTS

The open and receptive nature of Lucy and the residents resulted in collaborative idea generation session on what a convenience store could mean to the community.

Due to a variety of reasons, from use of public transit to financial constraints, it was evident that the residents have some established food purchasing habits. Just because something is a better value in bulk does not mean that one would necessarily buy it due to travel limitations (the quantity of items that can be transported is limited), opportunity cost (overall cost is still higher) as well as space limitations at home.

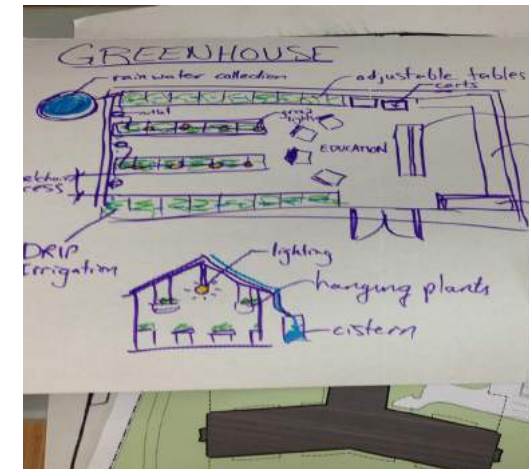
It was evident that residents had a pre-conceived notion of what the convenience store meant to them. When asked to re-envision the convenience store, many of the initial ideas were very practical but minute in detail. When asked to re-envision the Store as a market or community gathering space, the ideas became broader and more generative. In order to improve the business model of the Store, some re-branding of what a convenience store can be may be required as well as introducing new items to the store, such as fresh produce (specifically heavier items), that residents have limited access to and are forced to buy less of at regular supermarkets.

A - Z Variety Store



pg
7

Examples of participants' sketched proposed site plan. Included above is a taped out map of proposed pathways (blue = bike path, red = roadway, orange = walkway, yellow = speed bump).

pg
8

Examples of participants' sketched proposed community garden plus surrounding area ideas. Included above is a sketch of the larger site plan landscaping plan and ideas as well as a plan for the proposed community greenhouse.

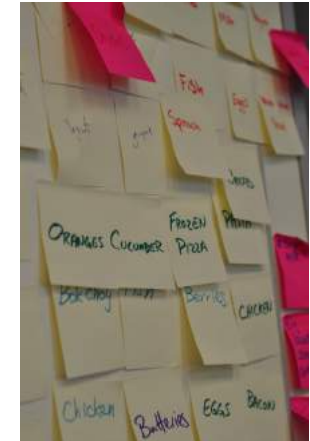
Appendix - C: A-Z Variety Store

A - Z VARIETY STORE: POST-IT EXERCISE DATA

Participants were asked to write down (on post-it notes) items they purchase regularly from the grocery store and place them on a scale to show how near or far they for the items.

NEAR									
Meat	Dairy	Canned/Bottled Goods	Frozen	Beverage	Produce	Grains & Grain Products	Snacks & Desserts	Personal & Household items	Other
<ul style="list-style-type: none"> • fish x4 • unspecified • chicken x6 • deli meat • bacon 	<ul style="list-style-type: none"> • milk x4 • eggs x4 • cheese • unspecified • yogurt x3 • cream 	<ul style="list-style-type: none"> • soup • 	<ul style="list-style-type: none"> • pizza 	<ul style="list-style-type: none"> • orange juice • water • tea 3 • juice • coffee • beer 	<ul style="list-style-type: none"> • kale x2 • pineapple x2 • avocado x2 • blackberries • grapes x3 • spinach x3 • cucumber x3 • jalapeno • eggplant • bok choy x2 • bananas x3 • strawberries • carrots x2 • bell peppers • onions x2 • tomato x2 • unspecified greens • berries • apples x3 • mushrooms • cherries • oranges 	<ul style="list-style-type: none"> • pasta • bread x4 	<ul style="list-style-type: none"> • ice cream bars • gold fish crackers • candy • chips 	<ul style="list-style-type: none"> • toilet paper • detergents x2 • cleaning supplies • soap • batteries • deodorant 	<ul style="list-style-type: none"> • hummus x2 • tofu • soy milk • mustard • gift cards

Appendix - C: A-Z Variety Store



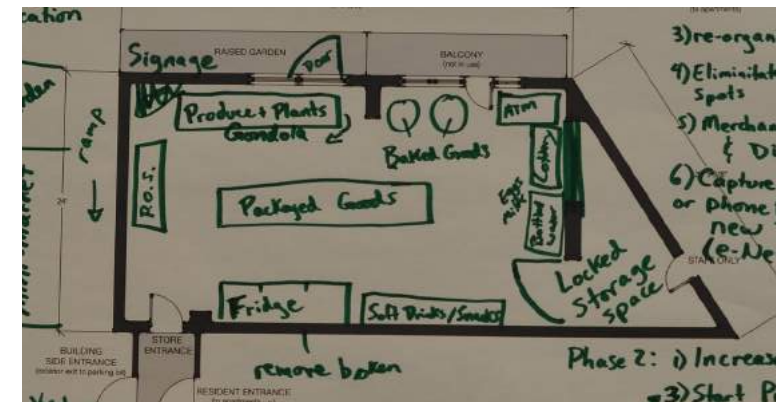
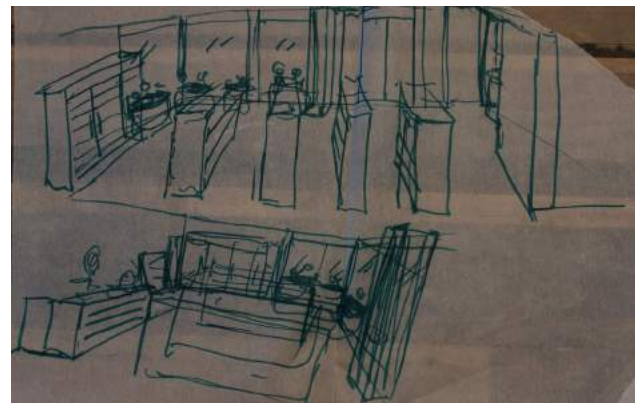
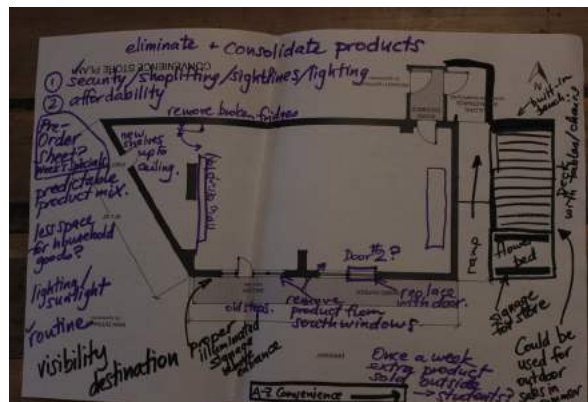
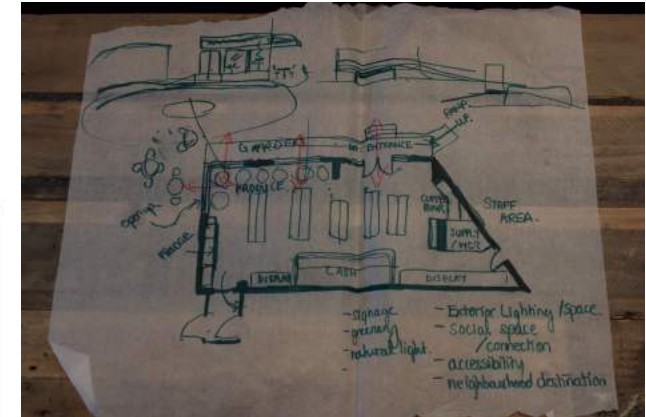
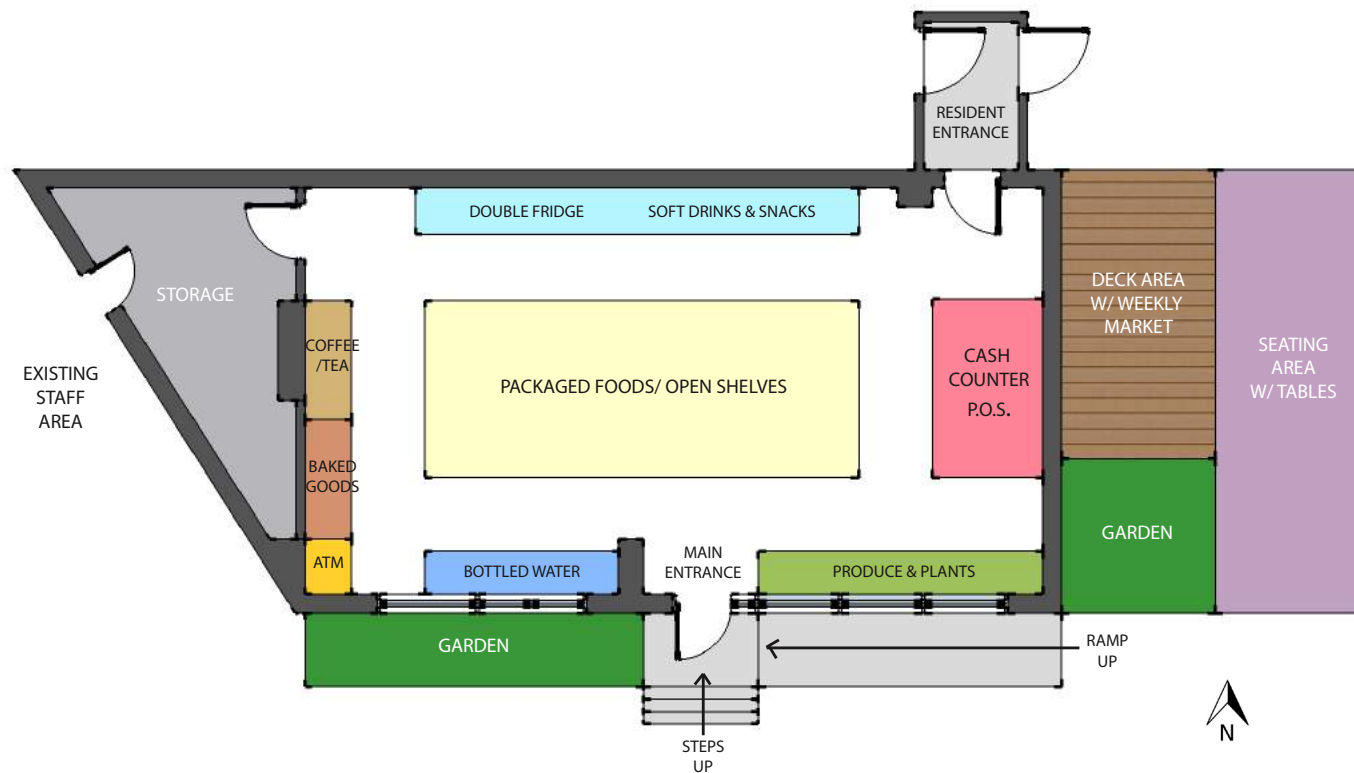
FAR

Meat	Dairy	Canned/Bottled Goods	Frozen	Beverage	Produce	Grains & Grain Products	Snacks & Desserts	Personal & Household items	Other
<ul style="list-style-type: none"> • pork • beef • fish • shrimp 	<ul style="list-style-type: none"> • yogurt • milk • eggs • cheese 	<ul style="list-style-type: none"> • pasta sauce • canned tomatoes 		<ul style="list-style-type: none"> • juice 	<ul style="list-style-type: none"> • potatoes • onions • unspecified veggies • grapes • apples x2 • oranges • bananas • unspecified fruit x2 • okra • cilantro • cherries • unspecified fruit 	<ul style="list-style-type: none"> • unspecified grains • bread 	<ul style="list-style-type: none"> • cookies 	<ul style="list-style-type: none"> • detergent x2 • organic soaps & creams • diapers • toilet paper 	<ul style="list-style-type: none"> • gum • vegetable oil • vinegar • cigarettes • shopping cart • ttc pass • ethnic foods x2 • gas

Appendix - C: A-Z Variety Store

STORE SKETCHED PLANS

Participants broke out into teams and in collaboration came up with a sketched floorplan proposal for the re-envisioned variety store. Ideas were then combined and later translated into a physical model.





Thank you!



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