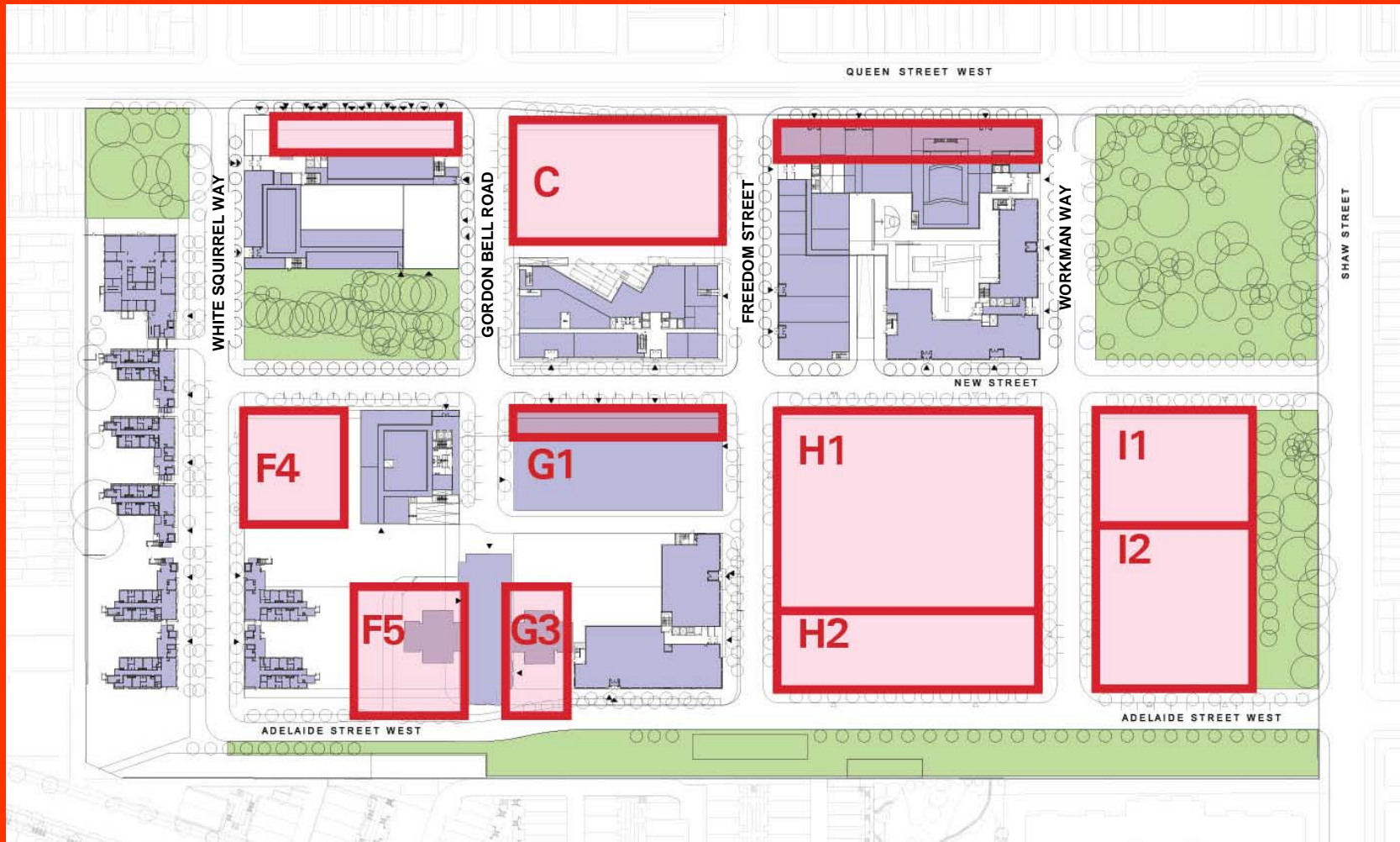


WHY CREATE A DEVELOPMENT STRATEGY? THE NON-CAMH LANDS ARE IMPORTANT.



WHY CREATE A DEVELOPMENT STRATEGY?

DECISIONS AFFECTING THESE BLOCKS WILL IMPACT THE SHORT AND LONG-TERM FUTURE OF THE:

VISION OF CAMH: A SUCCESSFUL URBAN VILLAGE

FINANCIAL RETURN FROM VALUABLE PROPERTY

FUTURE FLEXIBILITY FOR CAMH OPERATIONS

**THE DEVELOPMENT STRATEGY IS A DECISION-MAKING TOOL
FOR INFORMING, ASSISTING AND DISCUSSING THESE
DECISIONS.**

ITS KEY COMPONENTS INCLUDE:

IDENTIFICATION OF AN APPROPRIATE RANGE OF LAND USES

A DECISION-MAKING FRAMEWORK

AN IMPLEMENTATION STRATEGY

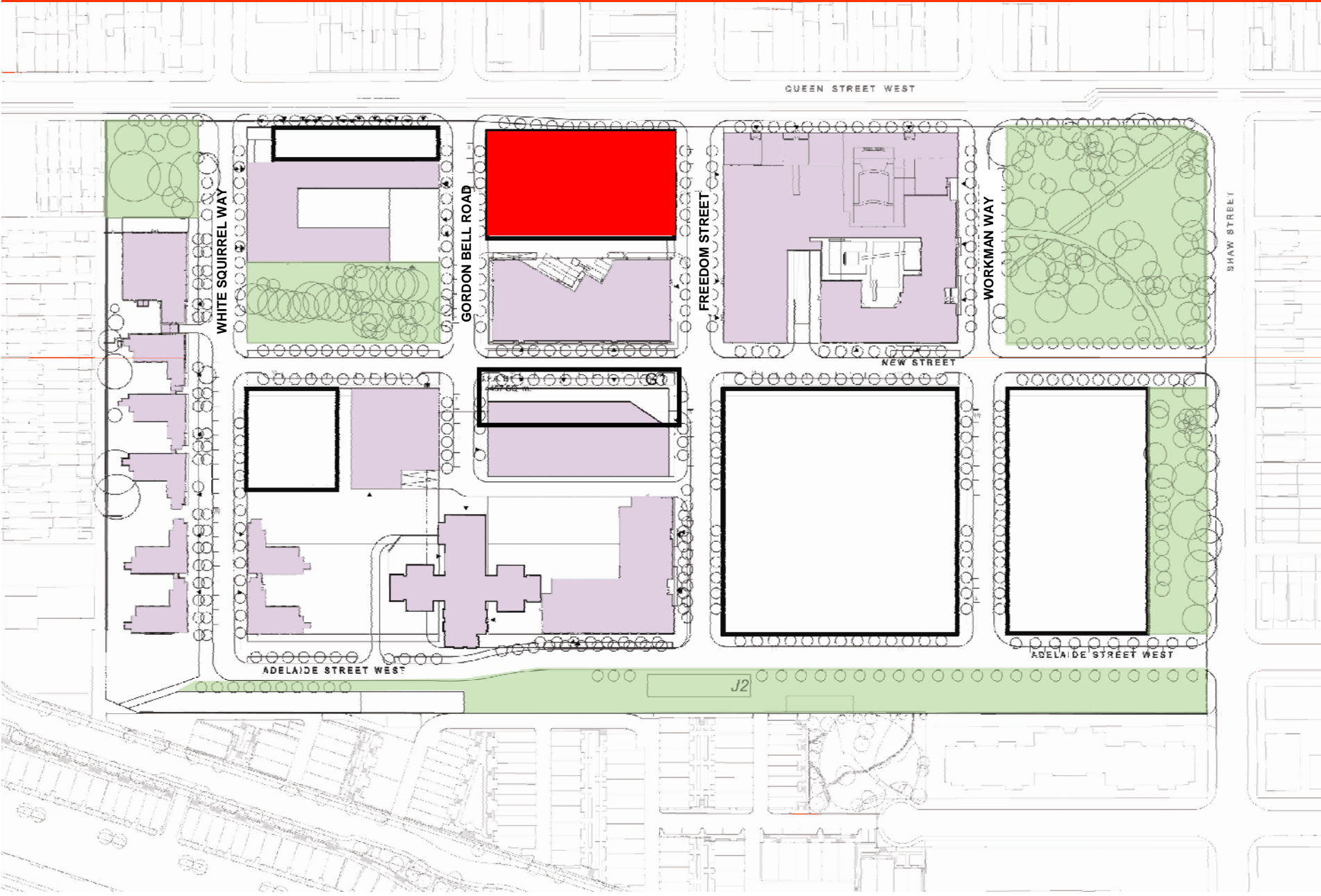
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8. IMPLEMENTATION
9. CONCLUSION

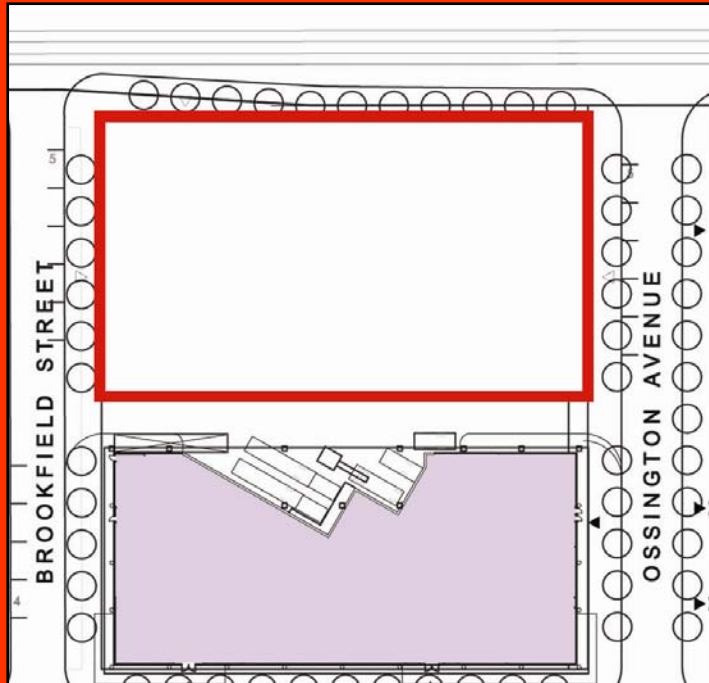
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C BLOCK



C BLOCK



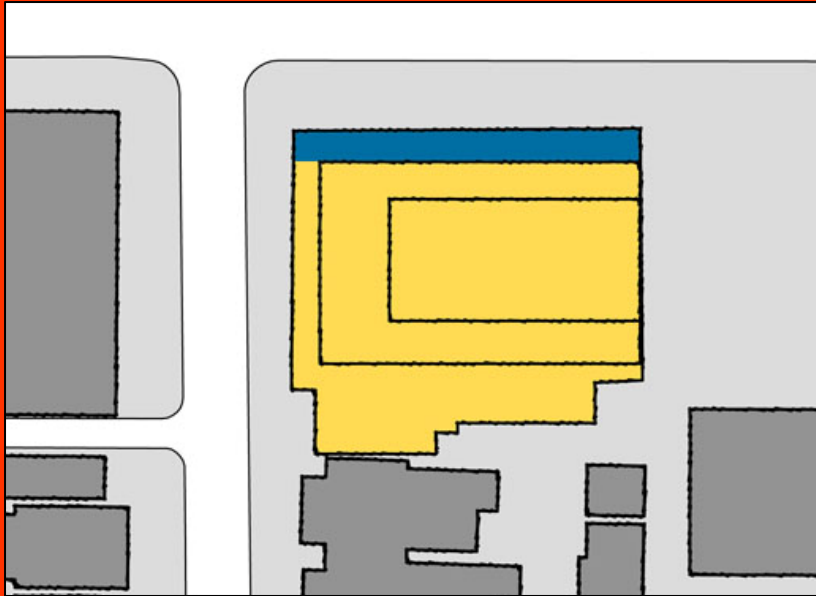
Location: Queen Street between Ossington (Freedom) and Brookfield (Gordon Bell)

Height: 6 Institutional, 8 Residential

Frontage: 76m Queen; 44m Ossington

Area: 3300 sq.m (35,500 sq.ft)

BUILDING TYPOLOGY: RESIDENTIAL MID-RISE



Location: College & Bathurst

Floor Area: 9,000 sq.m.

Frontage: 37m

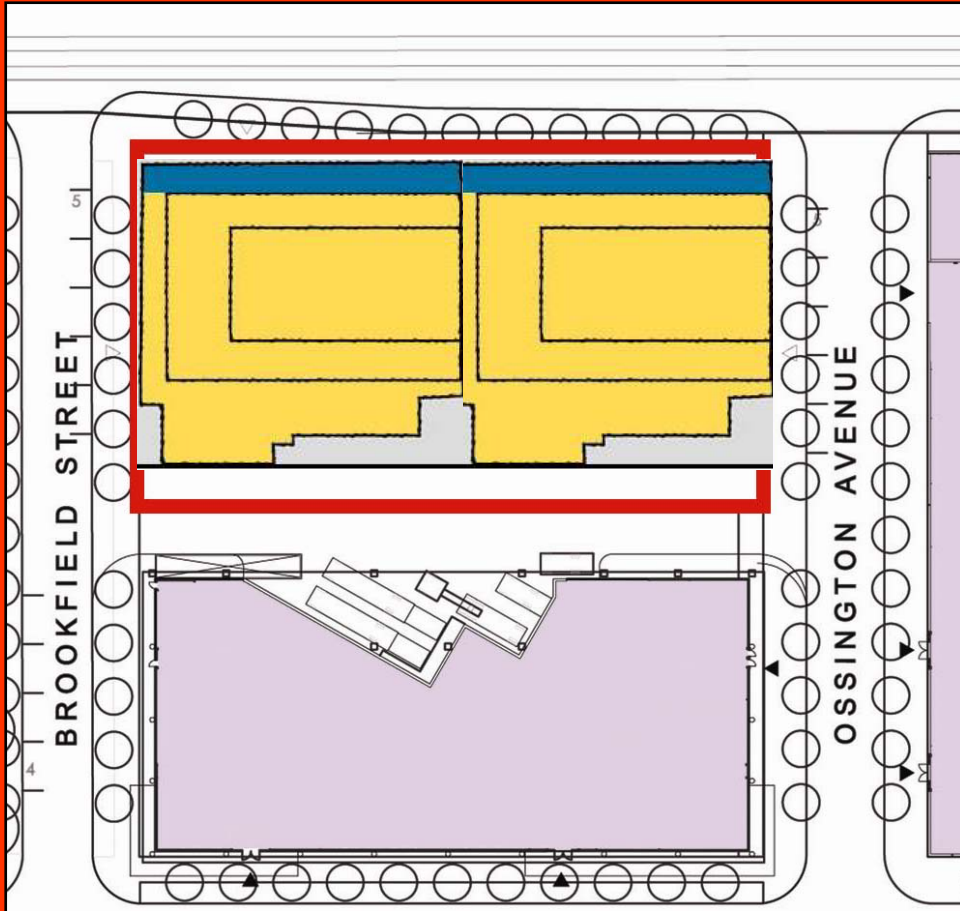
Height: 9 storeys

Qualities:

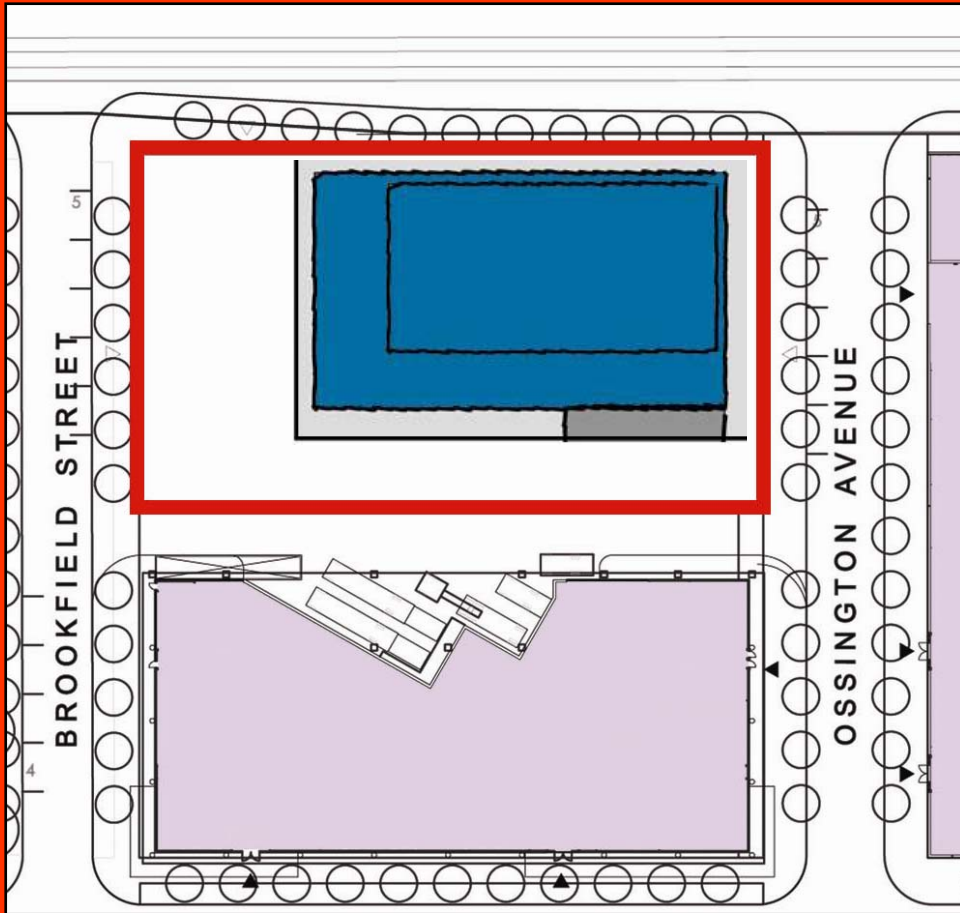
- excellent example of main street intensification: density, transparency, transition
- flexible, mixed-use building: residential, commercial, live-work



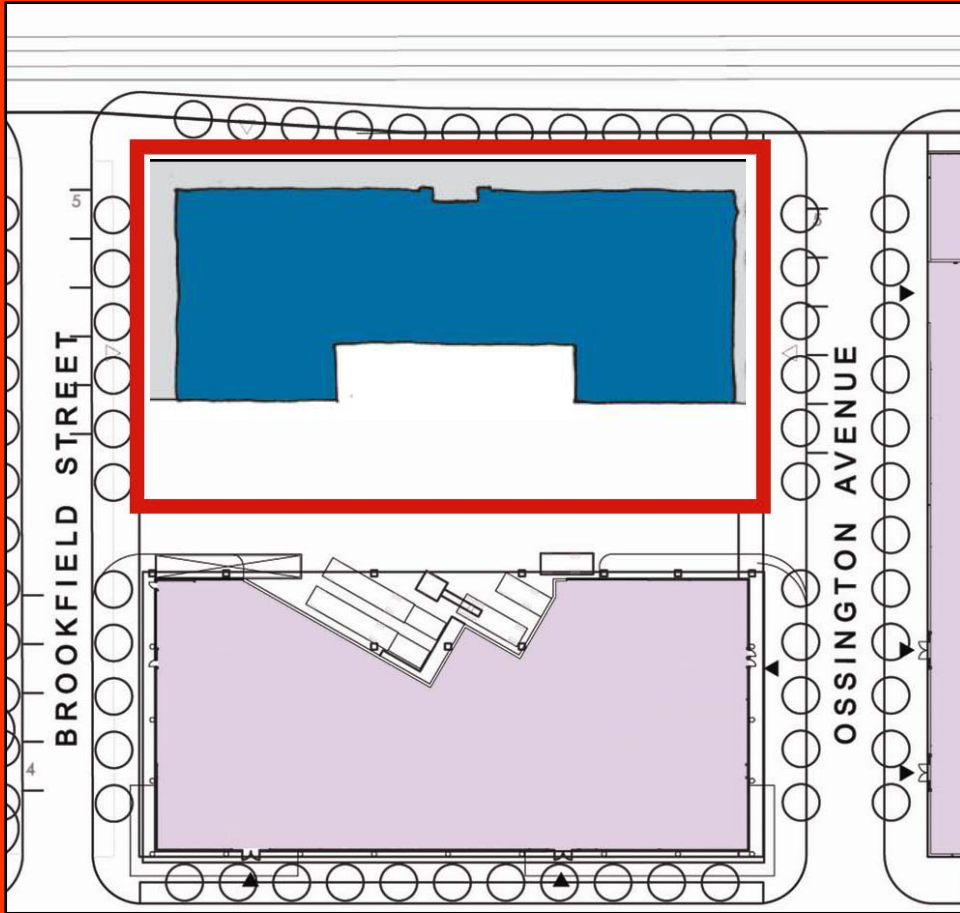
C BLOCK: RESIDENTIAL MID-RISE



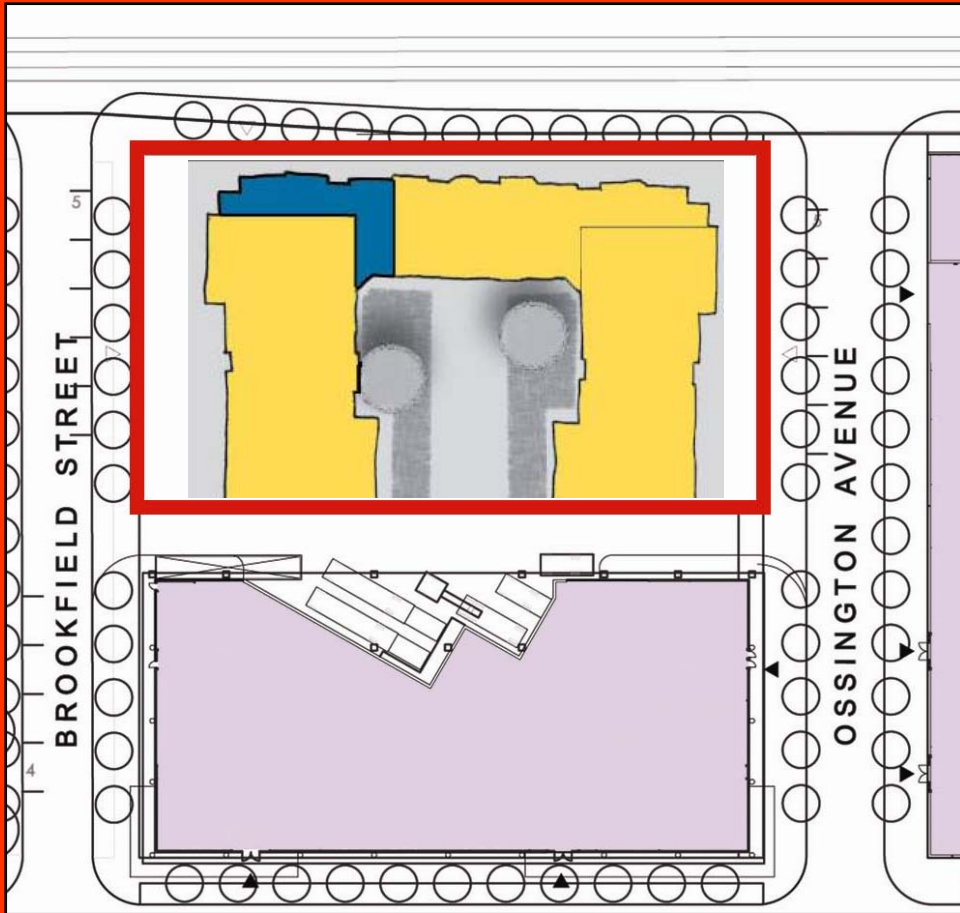
C BLOCK: PROFESSIONAL OFFICE SPACE



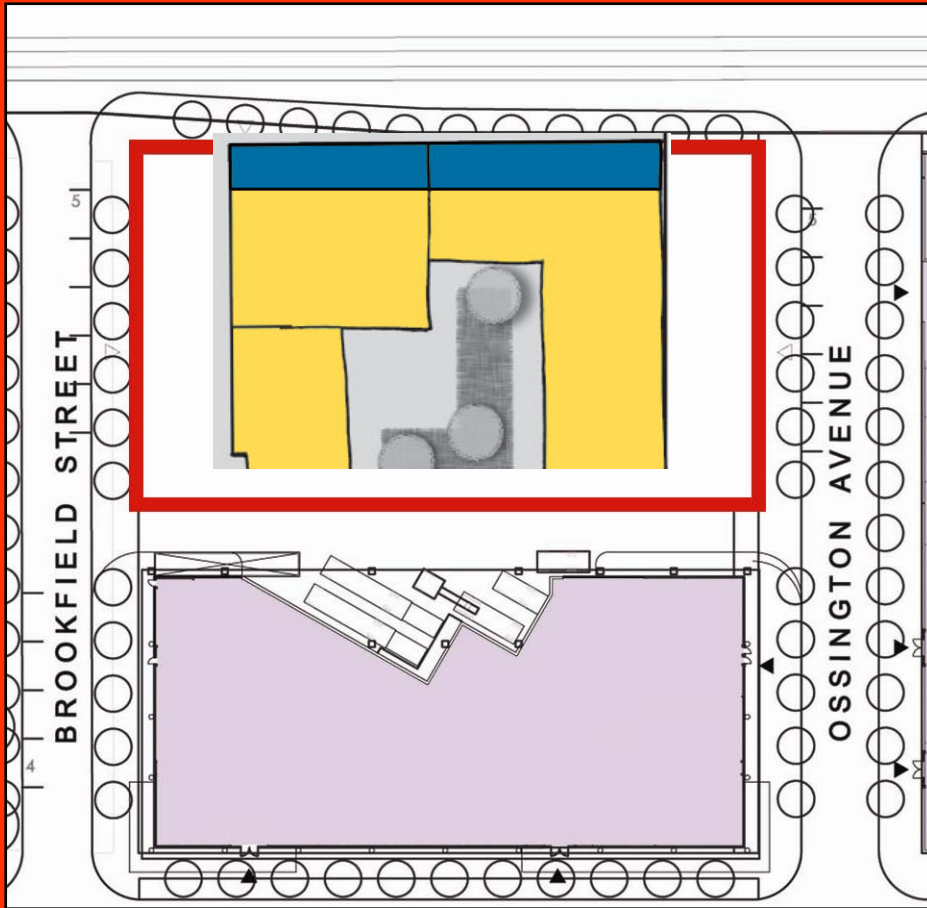
C BLOCK: MEDICAL OFFICE BUILDING



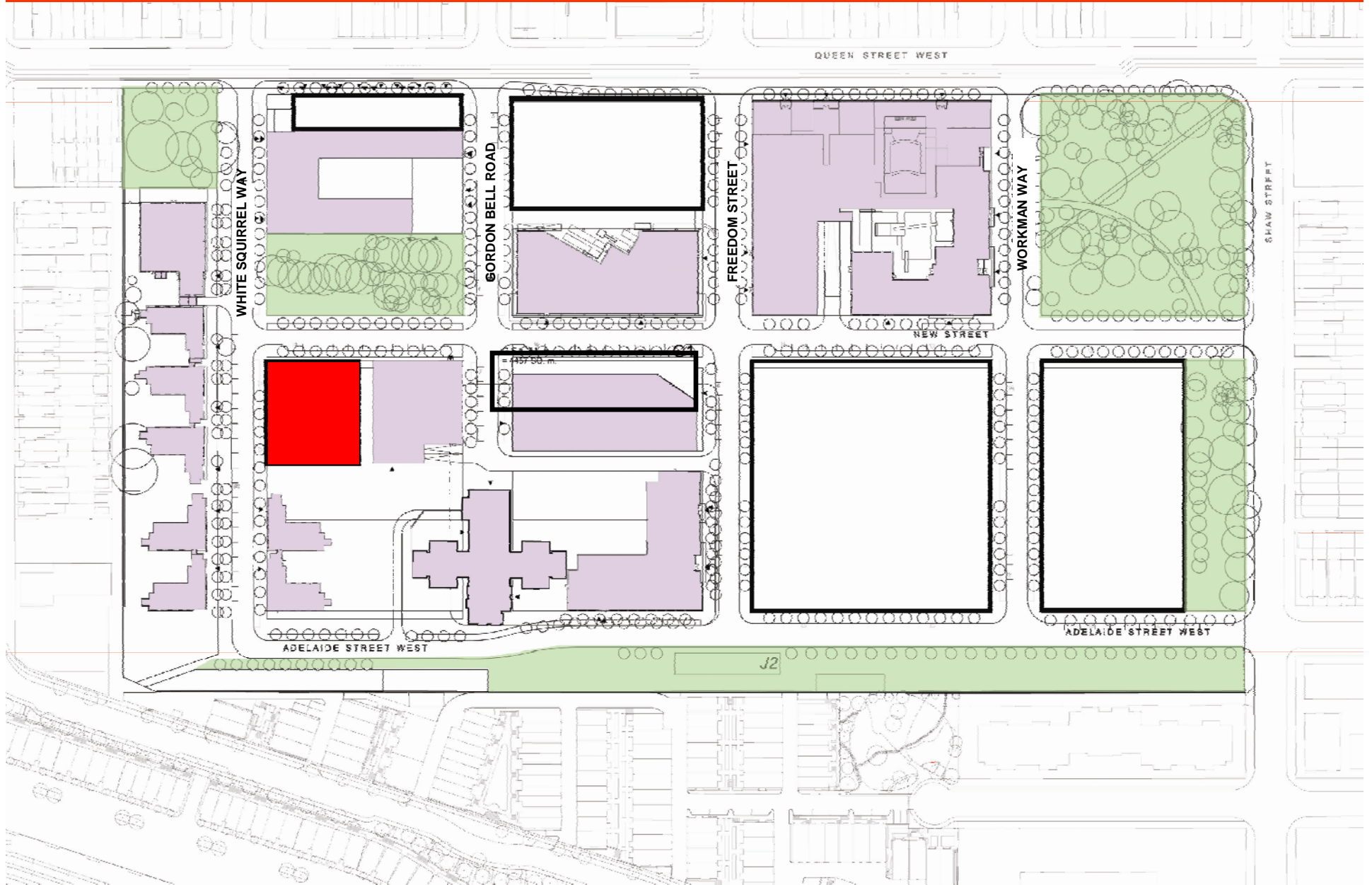
C BLOCK: STUDENT RESIDENCE MID-RISE



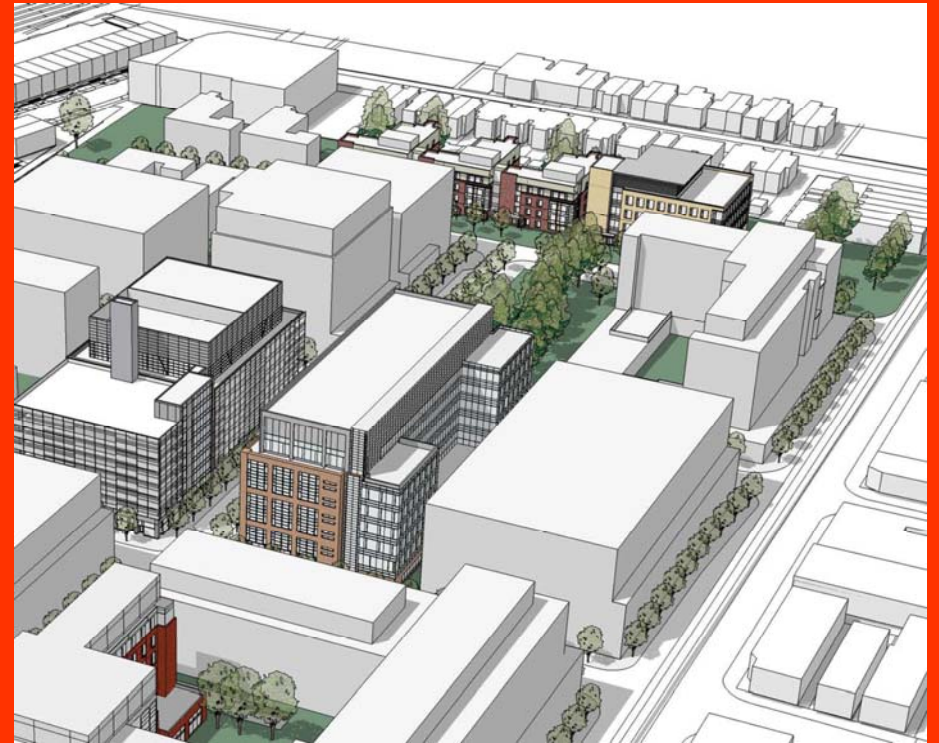
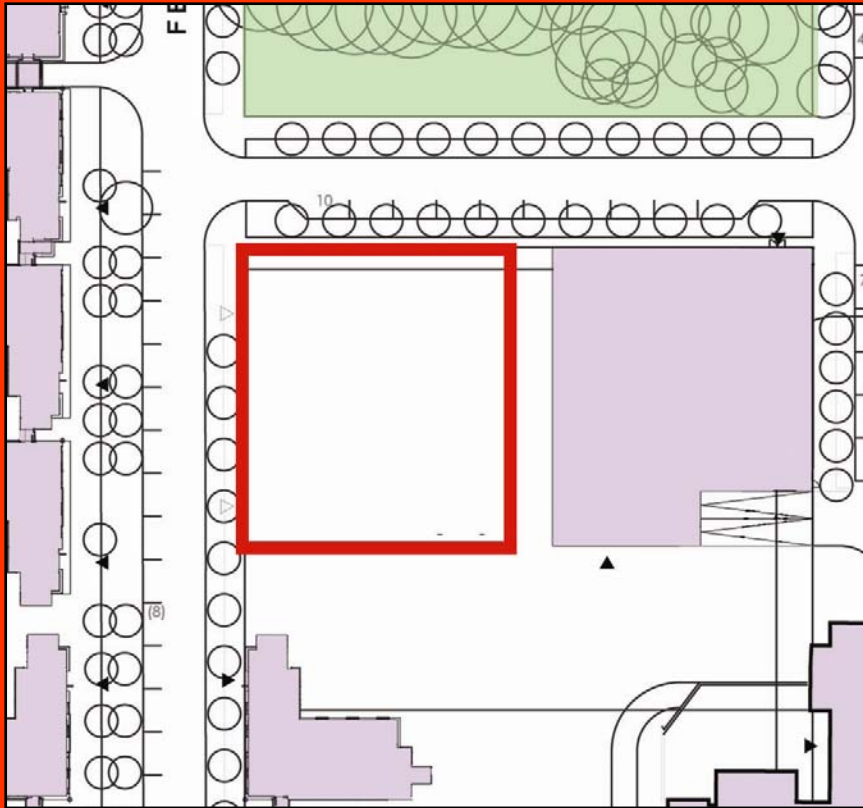
C BLOCK: STUDENT RESIDENCE TOWER



F BLOCK



F BLOCK



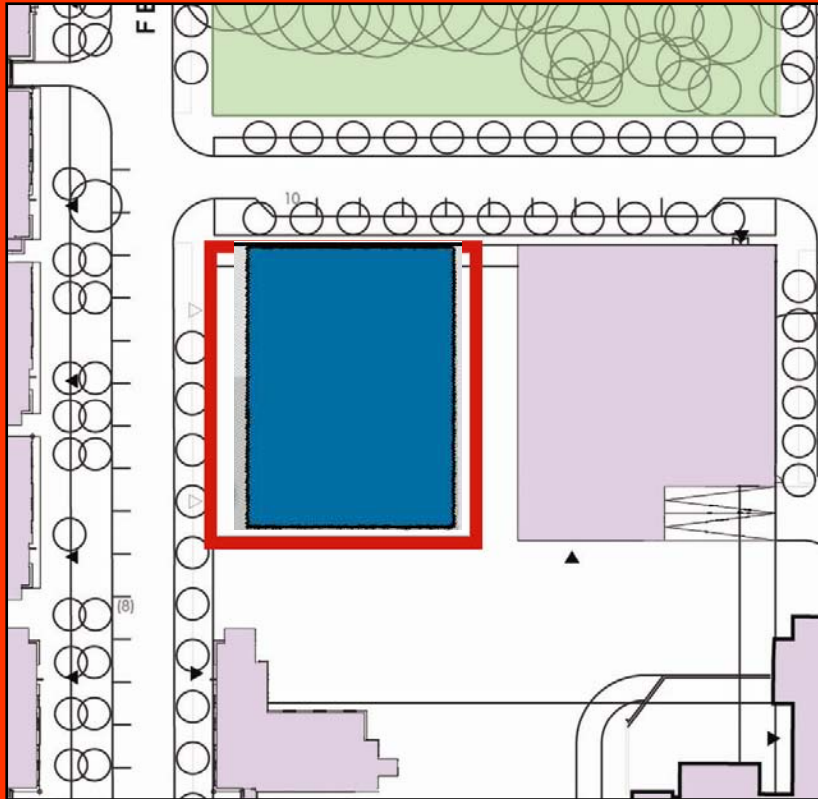
Location: Fennings (White Squirrel) and New Street

Height: 8 Institutional, 11 Residential

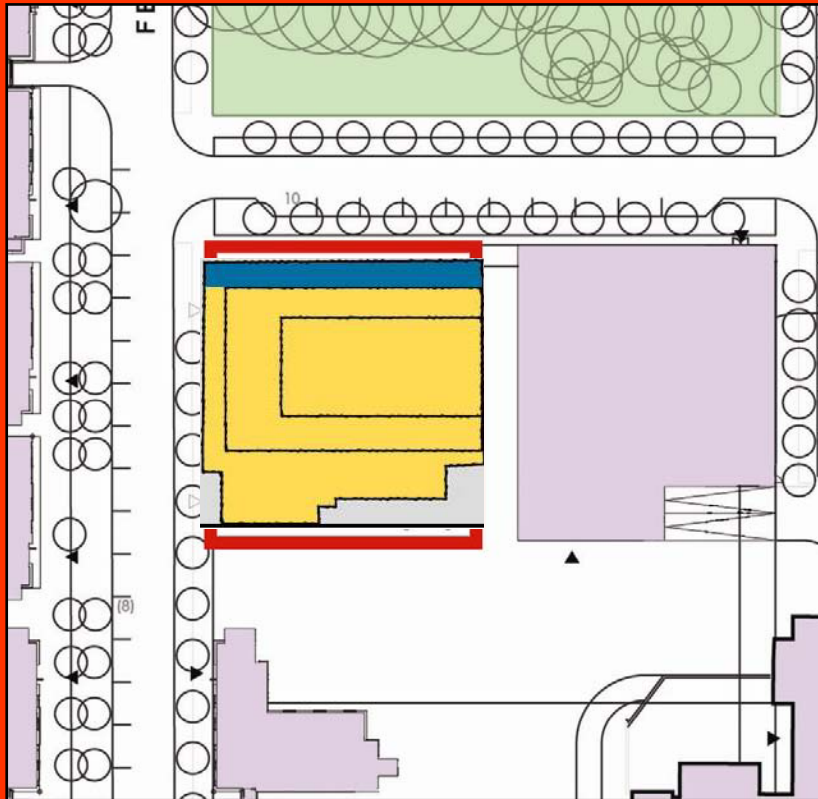
Frontage: 37m New Street; 42m Fennings Street

Area: 1,500 sq.m (16,100 sq.ft)

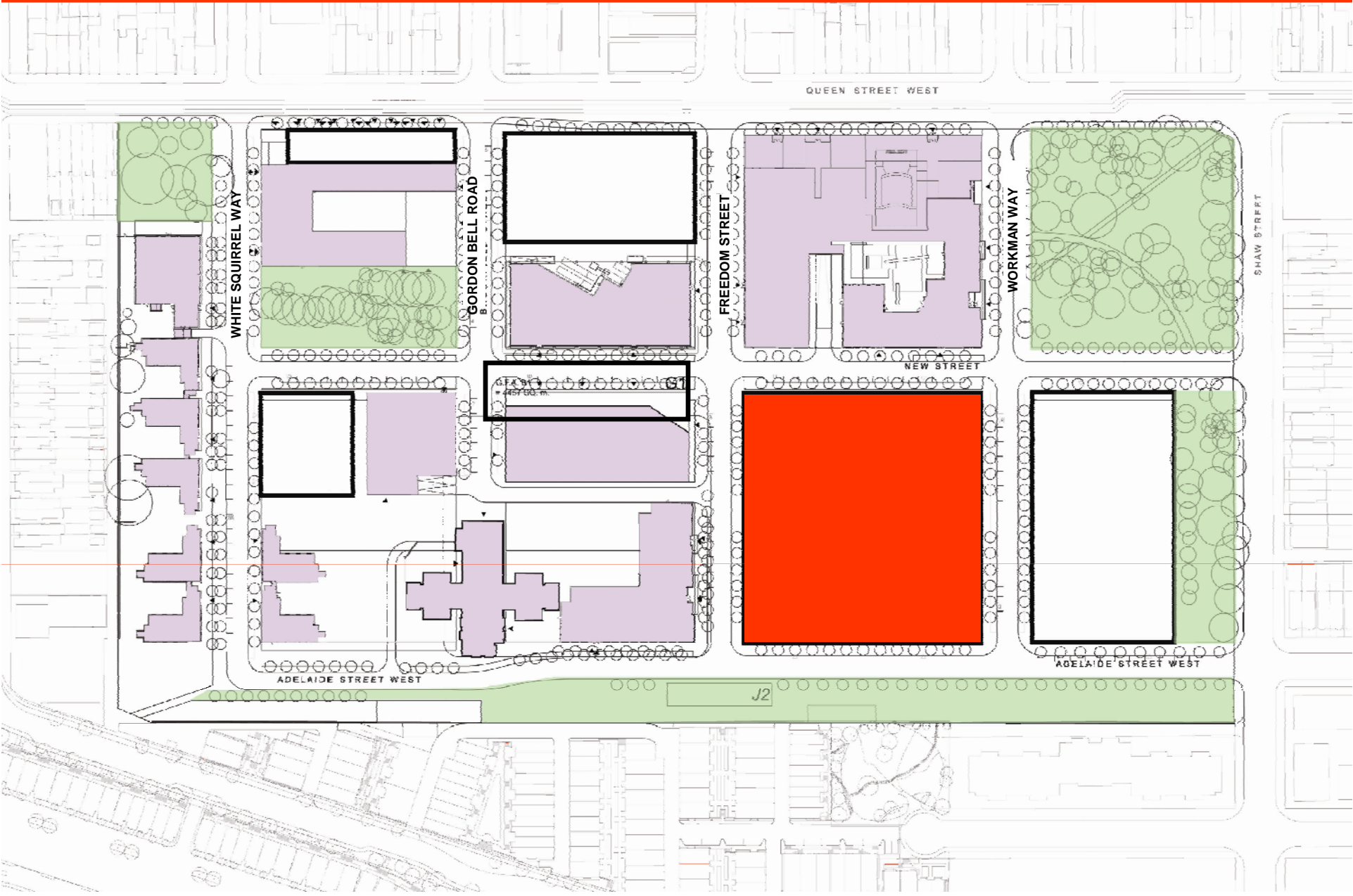
F BLOCK: INSTITUTIONAL OFFICES



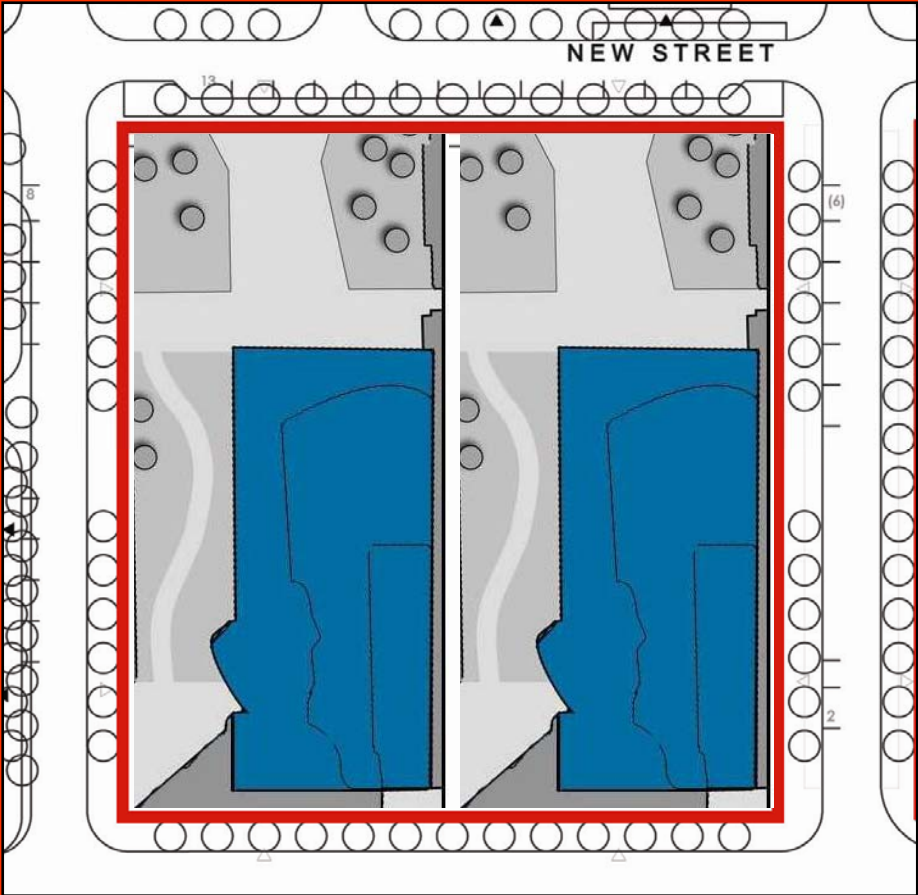
F BLOCK: INSTITUTIONAL OFFICES



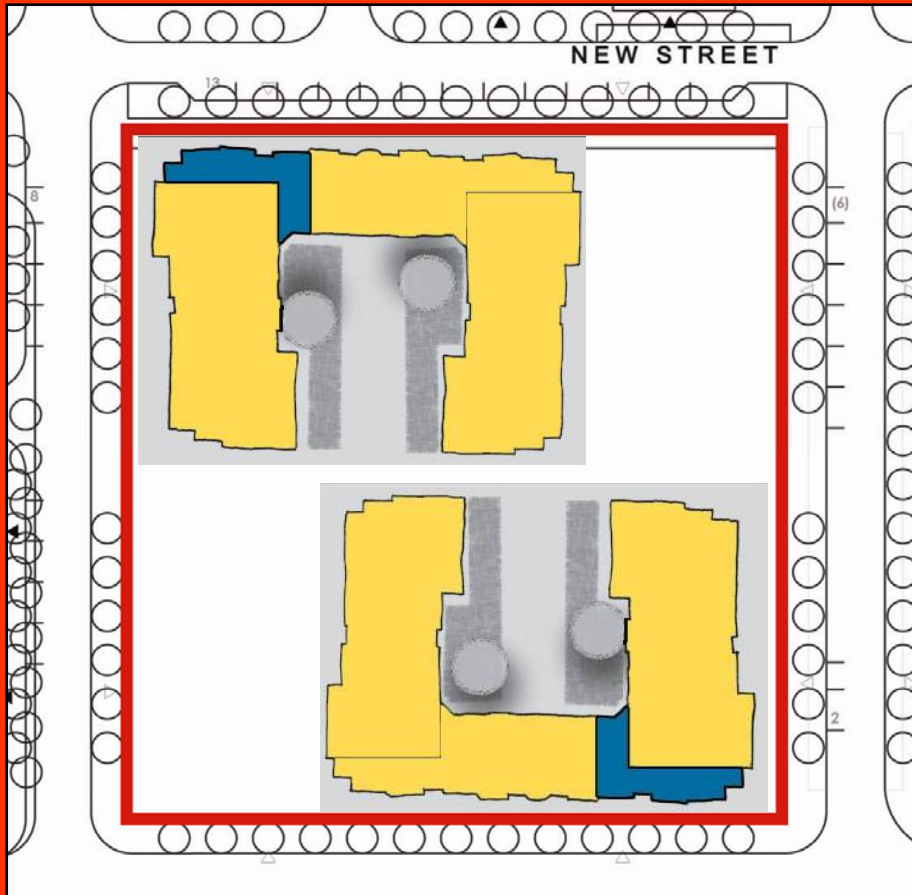
H BLOCK



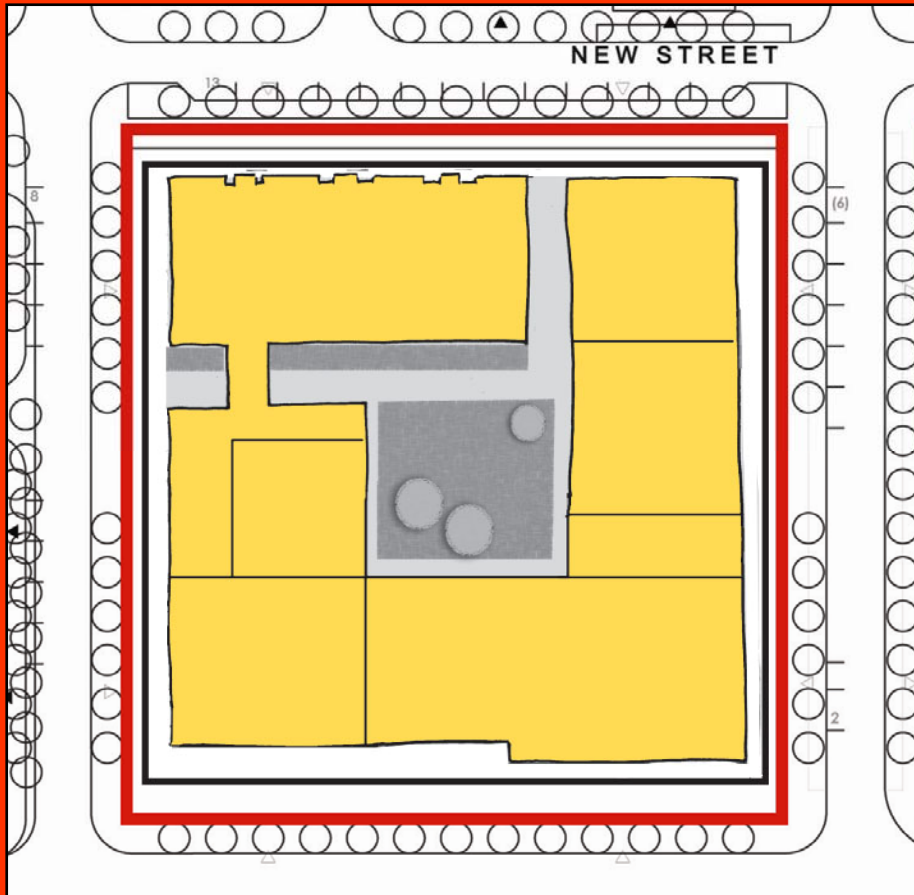
H BLOCK: INSTITUTIONAL RESEARCH



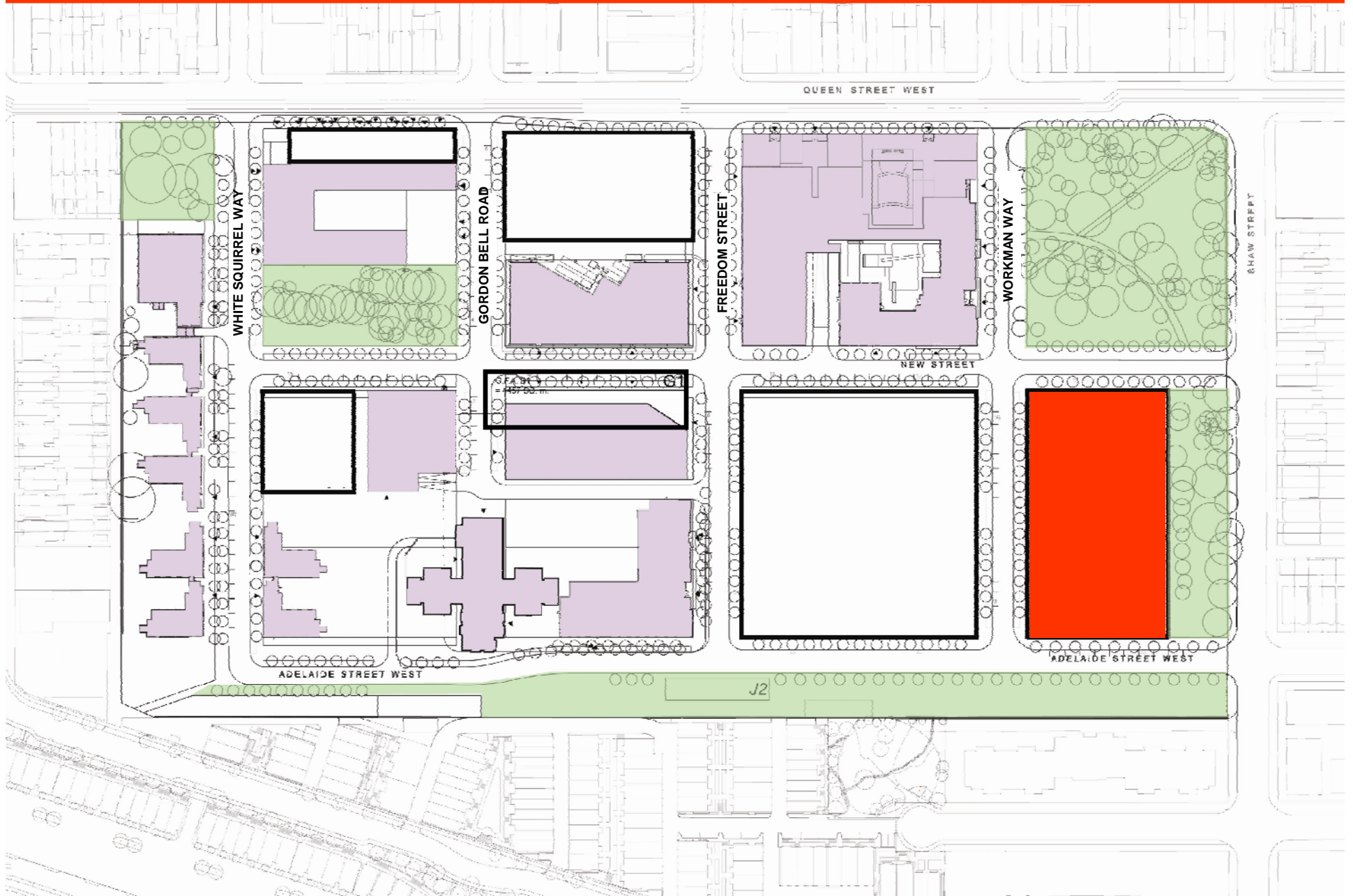
H BLOCK: RESIDENTIAL COMMERCIAL



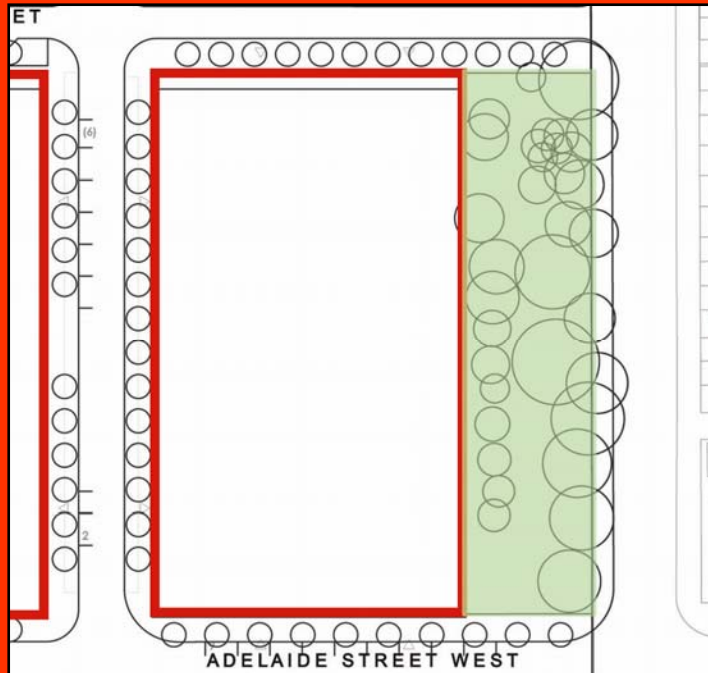
H BLOCK: RESIDENTIAL URBAN BLOCK



I BLOCK



I BLOCK



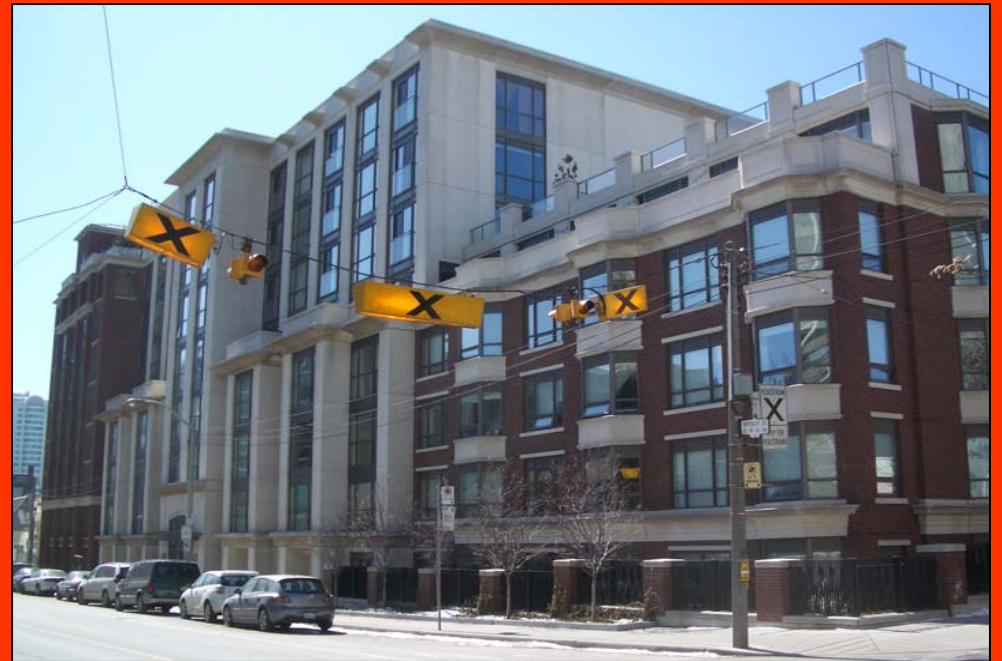
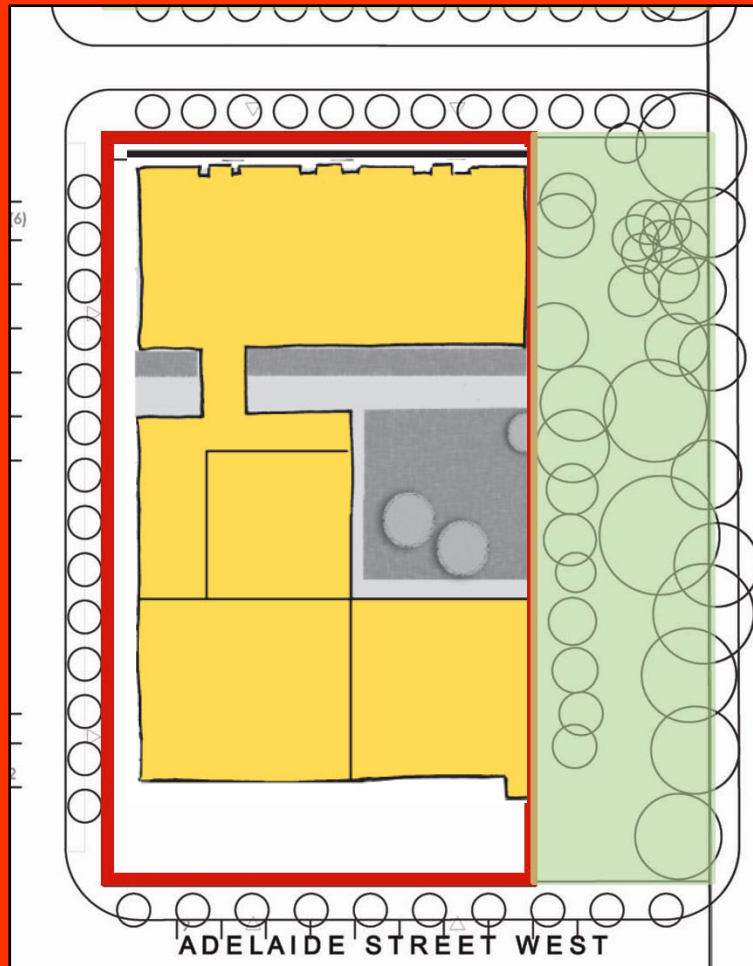
Location: Brookfield (Gordon Bell) between New Street and Adelaide

Height: 6-8 Institutional, 8-11 Residential

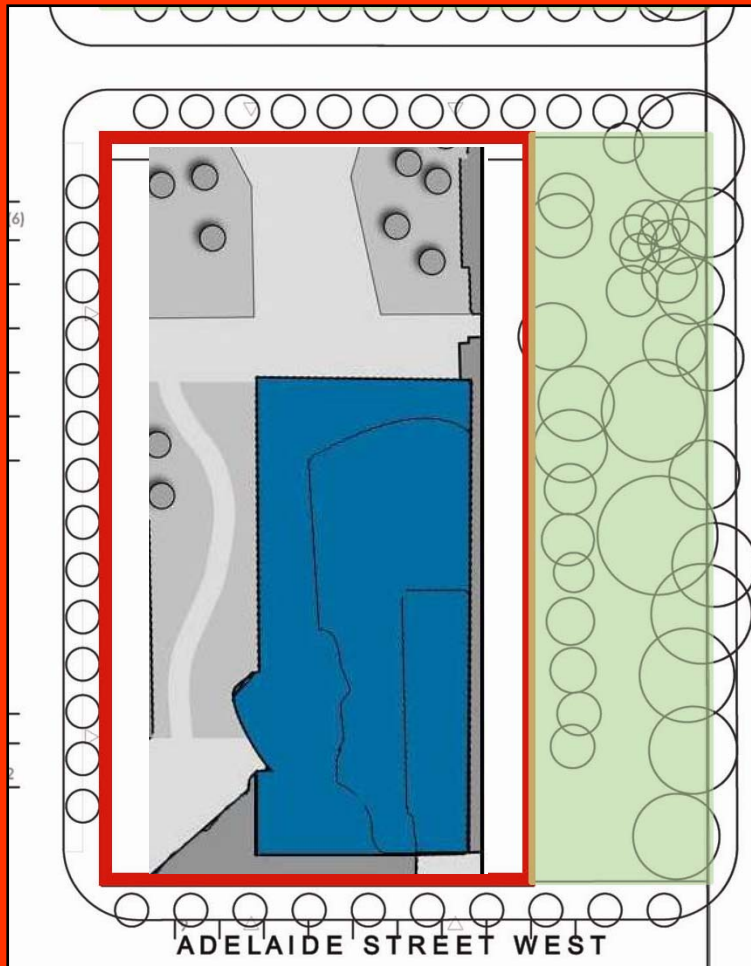
Frontage: 57m New Street, 100m Givins Street

Area: 5,700 sq.m (61 350 sq.ft)

I BLOCK: RESIDENTIAL URBAN BLOCK



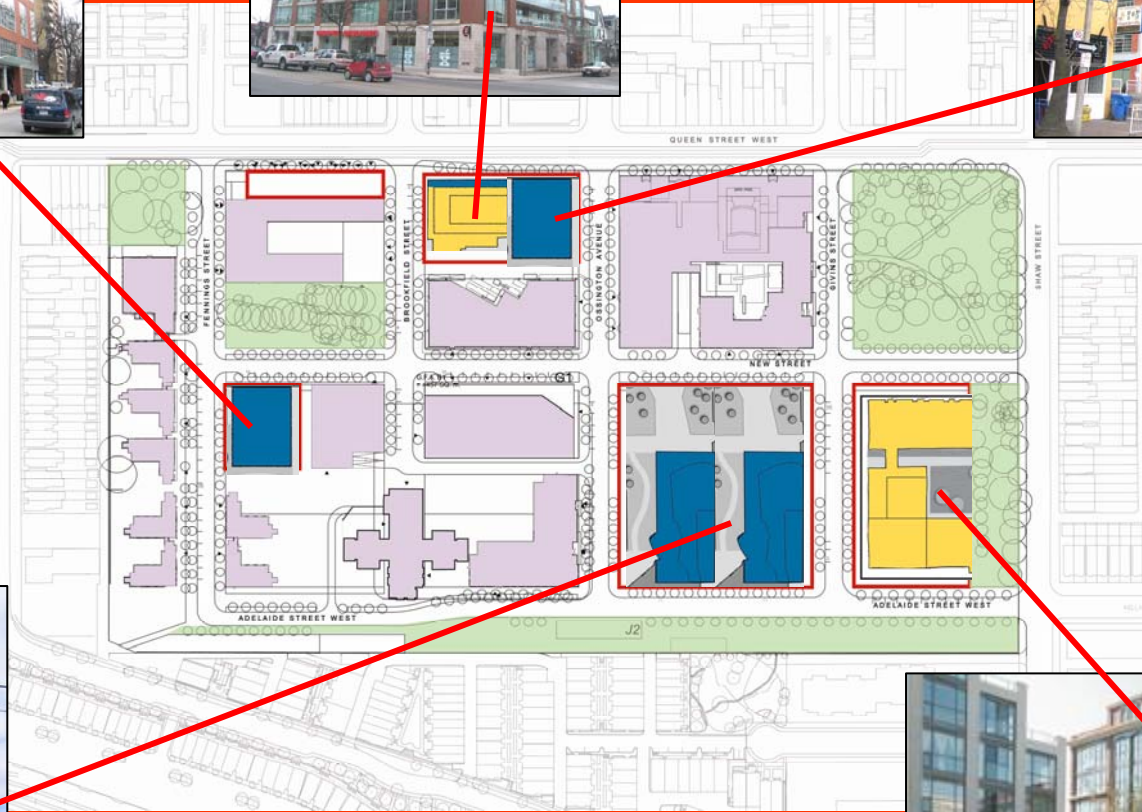
I BLOCK: INSTITUTIONAL RESEARCH



PERMUTATIONS



PERMUTATIONS



PERMUTATIONS

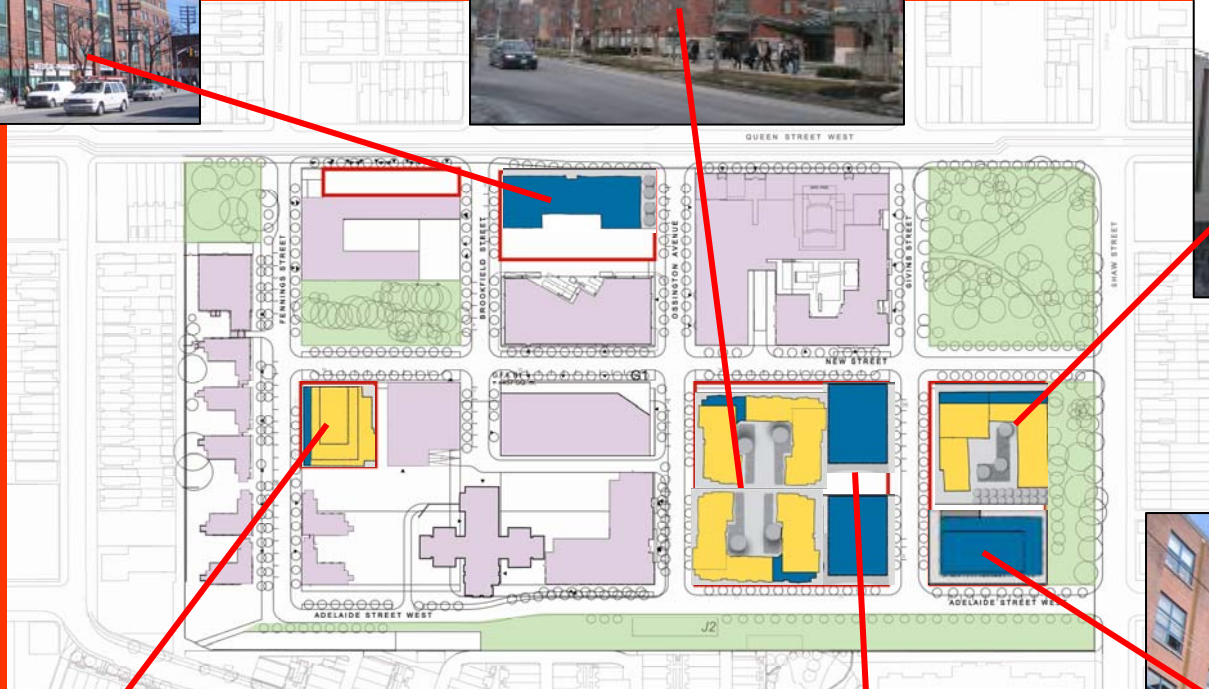
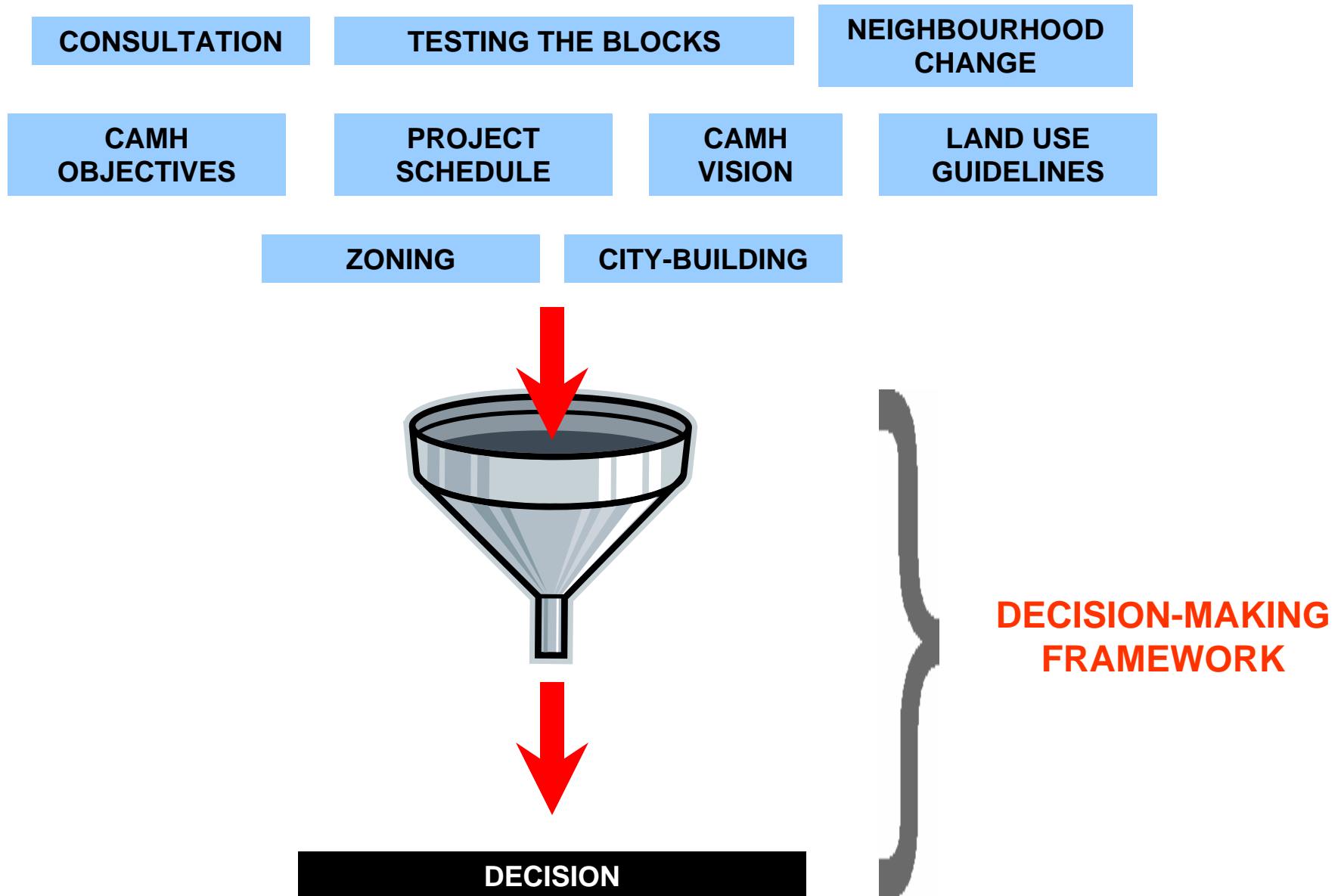


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EACH BLOCK HAS MANY BURDENS, INPUTS, OBJECTIVES



DECISION-MAKING FRAMEWORK – 4 STEPS

1) IDENTIFY ALTERNATIVES

3 OPTIONS: LEASE; SELL; WAIT



2) UNDERSTANDING OBJECTIVES

*THE 3 PILLARS OF THE MASTER PLAN:
ACHIEVING THE VISION
GENERATING FINANCIAL RETURN
MAINTAIN FLEXIBILITY FOR EXPANSION*



3) MEASURING THE BLOCKS

EVALUATION MATRIX

ACHIEVING THE VISION

ACHIEVING MIX

INTERFACE WITH COMMUNITY

ANCHOR / DRAWS PEOPLE

QUEEN OR GREEN

BLOCK	ACHIEVING MIX		ANCHOR / DRAWS PEOPLE		INTERFACE WITH COMMUNITY		QUEEN OR GREEN		SUMMARY		
	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score out of 40	Indexed Score out of 10
C1	critical for achieving mix given CAMH uses on 3 sides	10	critical anchor site for Queen West; possesses three valuable retail frontages	10	needed balance to CAMH presence on Queen; creates normalized streetscape	10	appropriately designed will provide active, animated frontage to Queen	10	As a primary interface and component of Queen, C Block is critical for achieving the Vision	40	10.00
F4	critical for achieving mix given CAMH uses on 4 sides	10	will draw people into the site, better if non-residential	6	poor connection to community / obscured visibility	2	north edge could leverage and improve adjacent park space	8	F4 should play an important role in drawing people through the site, animating park space and balancing adjacent CAMH uses	26	6.50
F5	good for achieving mix given CAMH uses on 2-3 sides	8	will draw people into the site	6	poor connection to community / obscured visibility	2	no connection to either Queen Street or parks and open space	0	F5 could play a role in drawing activity through both Brookfield and Adelaide and balancing adjacent CAMH uses	16	4.00
G3	good for achieving mix given CAMH uses on 2-3 sides	8	will draw people into the site	6	poor connection to community / obscured visibility	2	no connection to either Queen Street or parks and open space	0	G3 could play a role in drawing activity through both Brookfield and Adelaide and balancing adjacent CAMH uses	16	4.00
H1	fronting CAMH on 2 sides; large enough to accommodate mix of CAMH and non-CAMH	8	will draw people into the site, better if non-residential	8	some connection to community through Shaw Park	6	good contribution to adjacent Shaw Park	6	H1 has the potential to create a strong edge along New Street, and is critical in anchoring the intersection of New and Ossington	28	7.00
H2	fronting CAMH on 2 sides; large enough to accommodate mix of CAMH and non-CAMH	8	will draw people into the site, better if non-residential	6	poor connection to community / obscured visibility	4	little contribution to park spaces	0	H2 could function as a residential or commercial anchor though is less critical assuming H1 remains non-CAMH	18	4.50
I1	important anchor on eastern edge of site; provides needed balance to CAMH concentration on western edge	8	will draw people into the site and anchor the east side with non-CAMH	9	wall obscures connections but visible through Shaw Park and functions as an eastern gateway on New Street	8	excellent potential to provide activity and passive surveillance along park edges	10	I1 is a critical edge for both New Street and Shaw Park, and gateway for the eastern edge of the site	35	8.75
I2	important anchor on eastern edge of site; provides needed balance to CAMH concentration on western edge	8	will draw people into the site and anchor the east side with non-CAMH	6	wall obscures connections functions as a gateway on Adelaide Street	4	potential to provide active edge to private park space and linear park on Adelaide	5	I2 is also an important gateway site but plays a less critical role than I1	23	5.75

EVALUATION MATRIX

ACHIEVING THE VISION

BLOCK	ACHIEVING THE VISION		ANCHOR/DRAW PEOPLE		INTERFACE WITH COMMUNITY		QUEEN OR GREEN		SUMMARY		
	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score	Score out of 40	Indexed Score out of 10	
C1	critical for achieving the given CAMH uses on 2 sides	10	critical anchor site for Queen West processes three valuable retail frontages	10	needed balance to CAMH presence on Queen, creates normalized streetage	10	appropriately designed will provide active, animated frontage to Queen	10	As a primary interface and component of Queen, C1 Block is critical for achieving the Vision	40	10.00
F4	critical for achieving the given CAMH uses on 4 sides	10	will draw people into the site, better if non-residential	0	poor connection to community / obscured visibility	2	north edge would leverage and improve adjacent park space	0	F4 should play an important role in drawing people through the site, activating park space and balancing adjacent CAMH uses	20	5.00
F5	good for achieving the given CAMH uses on 2-3 sides	0	will draw people into the site	0	poor connection to community / obscured visibility	2	no connection to either Queen Street or park and open space	0	F5 could play a role in drawing activity through both Blockaded and Adelaide and balancing adjacent CAMH uses	10	4.00
G3	good for achieving the given CAMH uses on 2-3 sides	0	will draw people into the site	0	poor connection to community / obscured visibility	2	no connection to either Queen Street or park and open space	0	G3 could play a role in drawing activity through both Blockaded and Adelaide and balancing adjacent CAMH uses	15	4.00
H1	strong CAMH on 2 sides, large enough to accommodate mix of CAMH and non-CAMH	0	will draw people into the site, better if non-residential	0	some connection to community through Sher Park	0	good contribution to adjacent Sher Park	0	H1 has the potential to create a strong edge along New Street, and is critical in anchoring the intersection of New and Douglas	20	7.00
H2	strong CAMH on 2 sides, large enough to accommodate mix of CAMH and non-CAMH	0	will draw people into the site, better if non-residential	0	poor connection to community / obscured visibility	4	little contribution to park spaces	0	H2 could function as a residential or commercial anchor through to be a critical accounting of retail uses CAMH	10	4.50
I1	important anchor on eastern edge of site, provides needed balance to CAMH on western edge	0	will draw people into the site and anchor the east side with non-CAMH	0	will obscure connections but visible through Sher Park and functions as an eastern gateway on New Street	0	residential potential to provide activity and provide surveillance along park edge	10	I1 is a critical edge for both New Street and Sher Park, and gateway for the eastern edge of the site	30	8.75
I2	important anchor on eastern edge of site, provides needed balance to CAMH on western edge	0	will draw people into the site and anchor the east side with non-CAMH	0	will obscure connections functional as a gateway on Adelaide Street	4	potential to provide active edge to private park space and draw park on Adelaide	5	I2 is also an important gateway site but plays a less critical role than I1	23	5.75

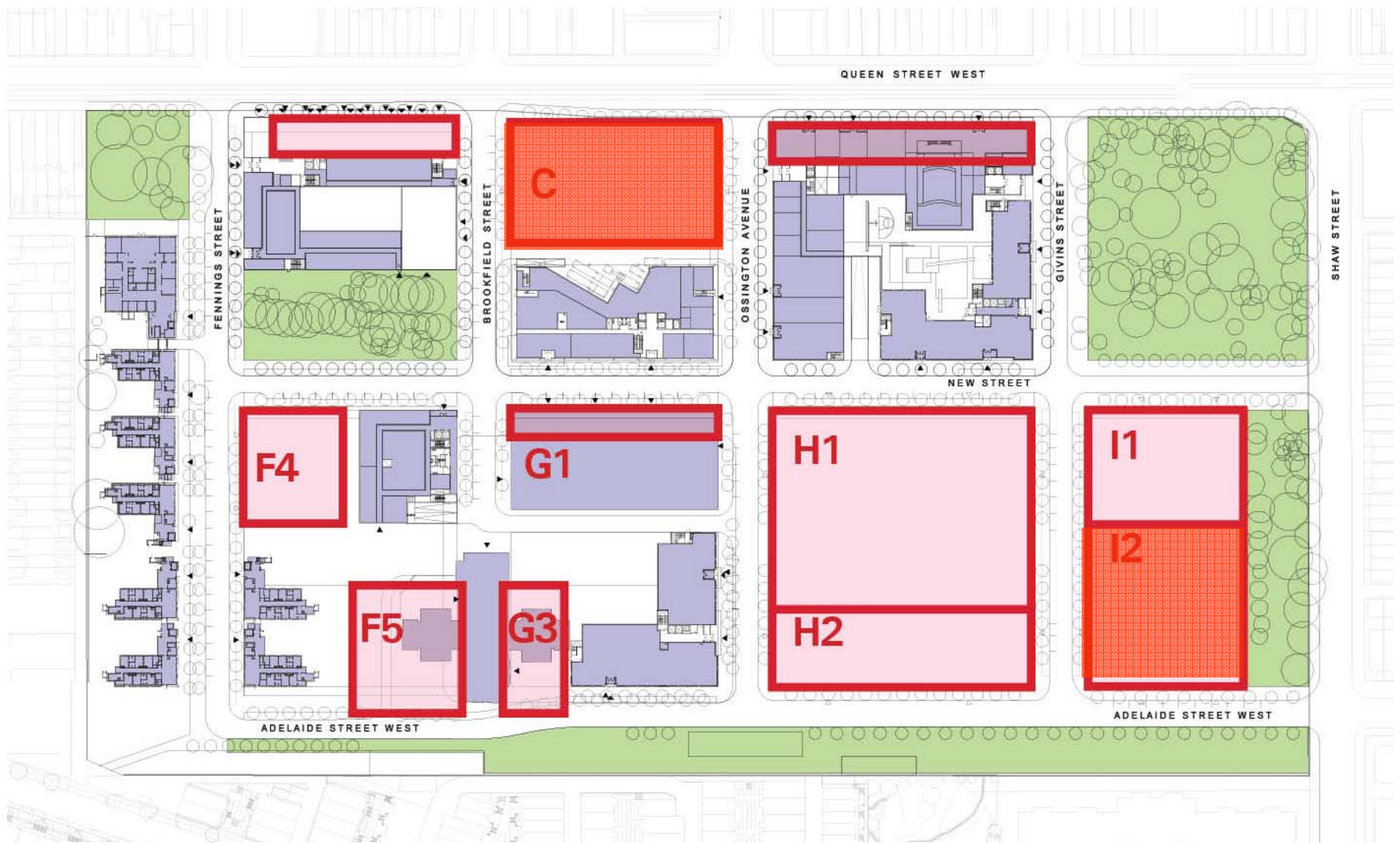
PRESERVING FLEXIBILITY

BLOCK	FUTURE CAMH		DOES PERMIT BOTH CAMH AND NON		SUMMARY		
	Assessment	Score	Assessment	Score	Score out of 20	Indexed Score out of 10	
C1	not appropriate for CAMH uses given adjacent CAMH blocks and important Queen frontage	0	not appropriate for CAMH uses	0	C1 should not be considered a candidate for future CAMH expansion; C1 block is more appropriate to a private mixed-use development	0	0.00
F4	not appropriate for CAMH uses given adjacent CAMH blocks	0	site does not permit both CAMH and non-CAMH uses	0	F4 should not be considered a candidate for future CAMH expansion; the block should provide a balance to adjacent CAMH uses at this corner and on the opposite side of the park	0	0.00
F5	non-CAMH use should anchor this intersection and south-western portion of entire site	2	site does not permit both CAMH and non-CAMH uses	0	F5 has limited potential for CAMH expansion	2	1.00
G3	non-CAMH use should anchor this intersection and south-western portion of entire site	2	site does not permit both CAMH and non-CAMH uses	0	G3 has limited potential for CAMH expansion	2	1.00
H1	ideal for a major CAMH expansion and can include HC, could accommodate CAMH uses and still provide mix	10	large block area permits flexibility in use	10	H1 provides CAMH a great deal of flexibility in future decision-making	20	10.00
H2	ideal for a major CAMH expansion and can include HC, could accommodate CAMH uses and still provide mix	10	large block area permits flexibility in use	10	H2 provides equal flexibility to H1 though that be better suited for CAMH expansion	20	10.00
I1	ideal for CAMH uses, and with C2 a mix of uses can be accommodated	10	large block area permits flexibility in use	0	I1 provides CAMH a great deal of flexibility in future decision-making	10	5.00
I2	ideal for CAMH uses, and with C2 a mix of uses can be accommodated	10	large block area permits flexibility in use	0	I2 provides equal flexibility to I1 though it is better suited for CAMH expansion	10	5.00

GENERATING FINANCIAL RETURN

BLOCK	RANGE OF USES		PRESENT VALUE		POTENTIAL FOR GREATER DENSITY		APPRECIATION OVER TIME		SUMMARY		
	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score out of 40	Indexed Score out of 10
C1	full mixed-use capability	10	Queen Street frontage and presence; could be developed with Phase 1-B, 2009 demolition Admin Building; occupation 2012	10	constrained by low-rise, finer-grained character of Queen Street; too early to question zoning	2	block to appreciate in value with completion of subsequent phases	10	high value for CAMH; particularly through sale of land for private mixed-use development	32	8.00
F4	residential or commercial, no retail	6	demolition planned 2015, construction 2016, occupation 2018	0	constrained by limited area of site and proximity of park,	5	obscured site and surrounded by CAMH uses; block to appreciate in value with completion of subsequent phases	6	too early to take seriously	17	4.25
F5	residential or commercial, no retail	6	beyond scope of current project	0	small site	5	obscured site at the intersection of two new streets	6	too early to take seriously	17	4.25
G3	residential or commercial, no retail	6	beyond scope of current project	0	small site	5	obscured site at the intersection of two new streets	6	too early to take seriously	17	4.25
H1	Large site linked to H2, full mixed-use capability, challenged for retail	8	demolition planned 2013, construction planned late 2013; occupation 2016	4	large site with H2 permits greater flexibility in rezoning	9	block to appreciate in value with completion of subsequent phases	10	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	31	7.75
H2	large site linked to H1, full mixed-use capability, challenged for retail	8	demolition planned 2013, construction planned late 2013; occupation 2016	4	large site with H1 permits greater flexibility in rezoning	9	block to appreciate in value with completion of subsequent phases	10	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	31	7.75
I1	large site linked to L2, full mixed-use capability, challenged for retail	7	demolition planned 2013, construction planned late 2013; occupation 2016	4	large site with L2 and proximity to existing high-rise permits greater flexibility in rezoning	10	block to appreciate in value with completion of subsequent phases	10	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	31	7.75
I2	large site linked to L1, full mixed-use capability, challenged for retail	7	could be developed today	8	large site with L1 and proximity to existing high-rise permits greater flexibility in rezoning	10	block to appreciate in value with completion of subsequent phases	10	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	35	8.75

EVALUATION MATRIX - SUMMARY



EVALUATION MATRIX - SUMMARY

ACHIEVING THE VISION

BLOCK	ACHIEVING MIX		ANCHOR / DRAWS PEOPLE		INTERFACE WITH COMMUNITY		QUEEN OR GREEN		SUMMARY		
	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score out of 40	Indexed Score out of 10
	C1	critical for achieving mix given CAMH uses on 3 sides	10	critical anchor site for Queen West; possesses three valuable retail frontages	10	needed balance to CAMH presence on Queen; creates normalized streetscape	10	appropriately designed will provide active, animated frontage to Queen	10	As a primary interface and component of Queen, C Block is critical for achieving the Vision	40
I2	important anchor on eastern edge of site; provides needed balance to CAMH concentration on western edge	8	will draw people into the site and anchor the east side with non-CAMH	6	wall obscures connections functions as a gateway on Adelaide Street	4	potential to provide active edge to private park space and linear park on Adelaide	5	I2 is also an important gateway site but plays a less critical role than I1	23	5.75

EVALUATION MATRIX - SUMMARY

PRESERVING FLEXIBILITY FOR CAMH LONG TERM USE							
	FUTURE CAMH		SIZE PERMITS BOTH CAMH AND NON		SUMMARY		
BLOCK	Assessment	Score	Assessment	Score	Assessment	Score out of 20	Indexed Score out of 10
C1	not appropriate for CAMH uses given adjacent CAMH blocks and important Queen frontage	0	not appropriate for CAMH uses	0	C1 should not be considered a candidate for future CAMH expansion; C block is more appropriate as a private mixed-use development	0	0.00
I2	ideal for CAMH use, and with I2 a mix of uses can be accommodated	10	large block area permits flexibility in use	8	I2 provides equal flexibility to I1 though is better suited for CAMH expansion	18	9.00

EVALUATION MATRIX - SUMMARY

GENERATING FINANCIAL RETURN											
RANGE OF USES		PRESENT VALUE		POTENTIAL FOR GREATER DENSITY		APPRECIATION OVER TIME		SUMMARY			
BLOCK	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score	Assessment	Score out of 40	Indexed Score out of 10
C1	full mixed-use capability	10	Queen Street frontage and presence; could be developed with Phase 1-B, 2009 demolition Admin Building; occupation 2012	10	constrained by low-rise, finer-grained character of Queen Street; too early to question zoning	2	block to appreciate in value with completion of subsequent phases	10	high value for CAMH; particularly through sale of land for private mixed-use development	32	8.00
I2	large site linked to I1, full mixed-use capability, challenged for retail	7	could be developed today	8	large site with L1 and proximity to existing high-rise permits greater flexibility in rezoning	10	block to appreciate in value with completion of subsequent phases	10	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	35	8.75

DECISION-MAKING FRAMEWORK – 4 STEPS

1) IDENTIFY ALTERNATIVES

3 *OPTIONS*: LEASE; SELL; WAIT



2) UNDERSTANDING OBJECTIVES

THE 3 PILLARS OF THE MASTER PLAN:
GENERATING FINANCIAL RETURN
ACHIEVING THE VISION
MAINTAIN FLEXIBILITY FOR EXPANSION



3) MEASURING THE BLOCKS

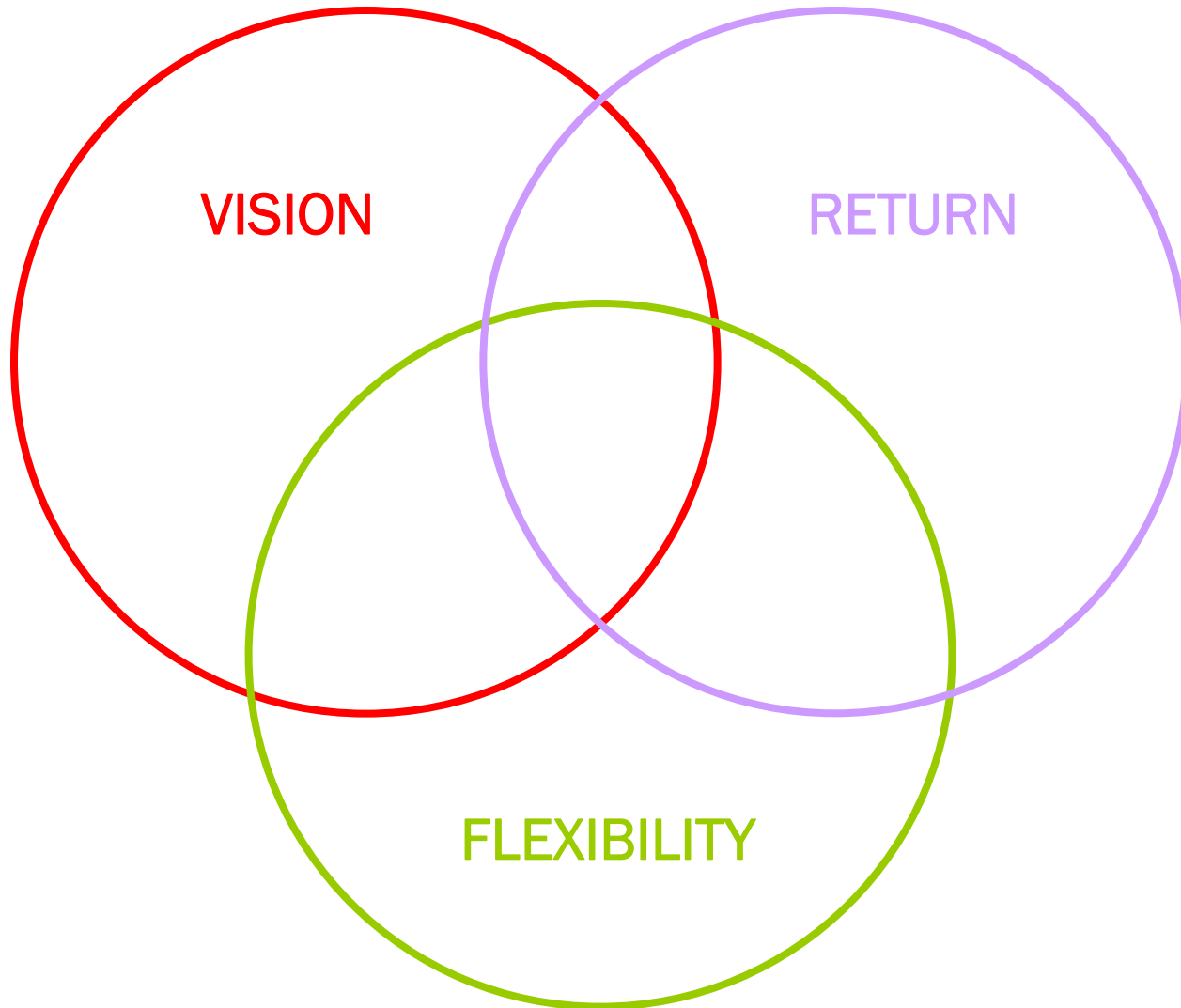
EVALUATION MATRIX



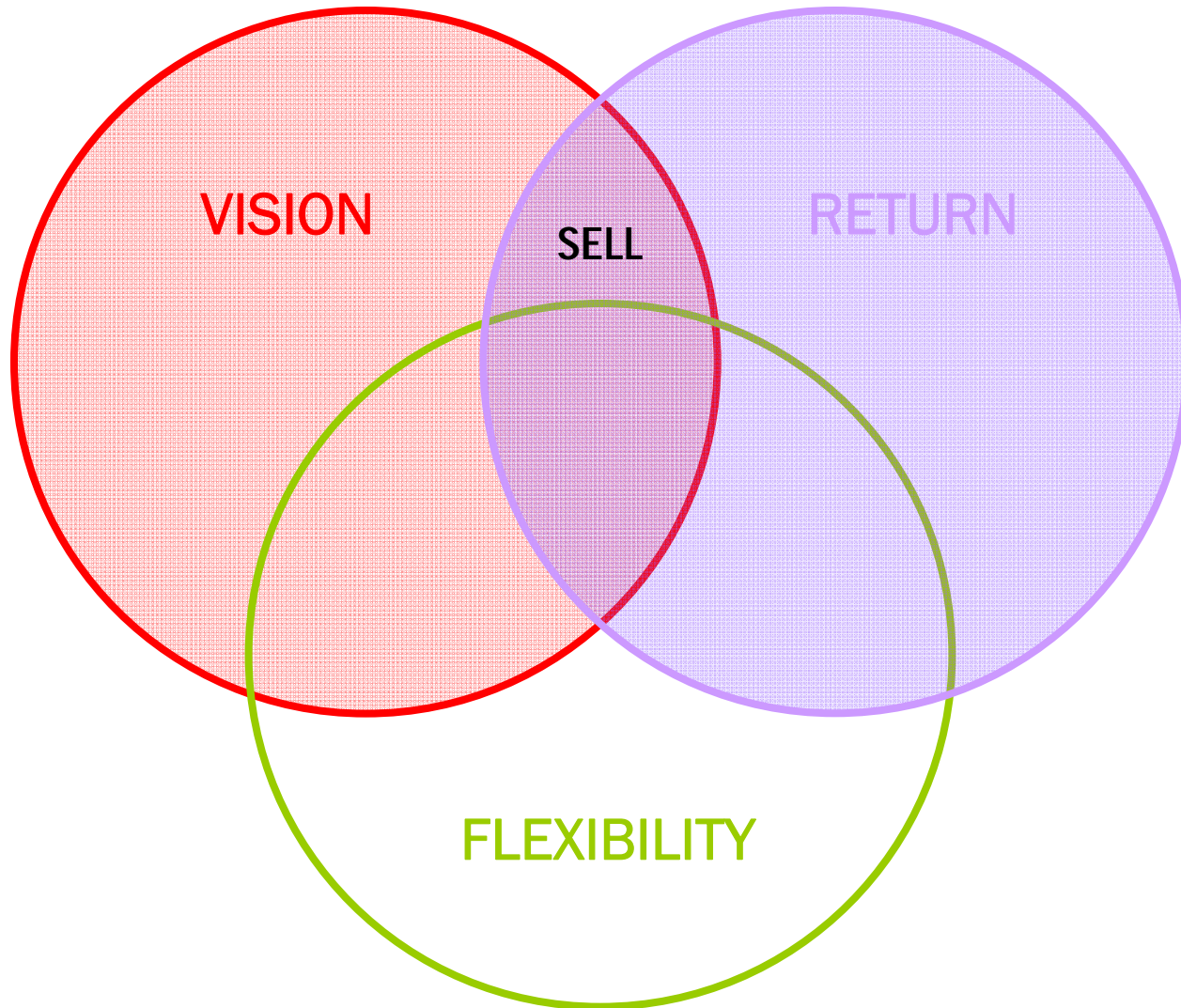
4) RECOMMENDED ACTIONS

ADVANCES A PREFERRED ALTERNATIVE

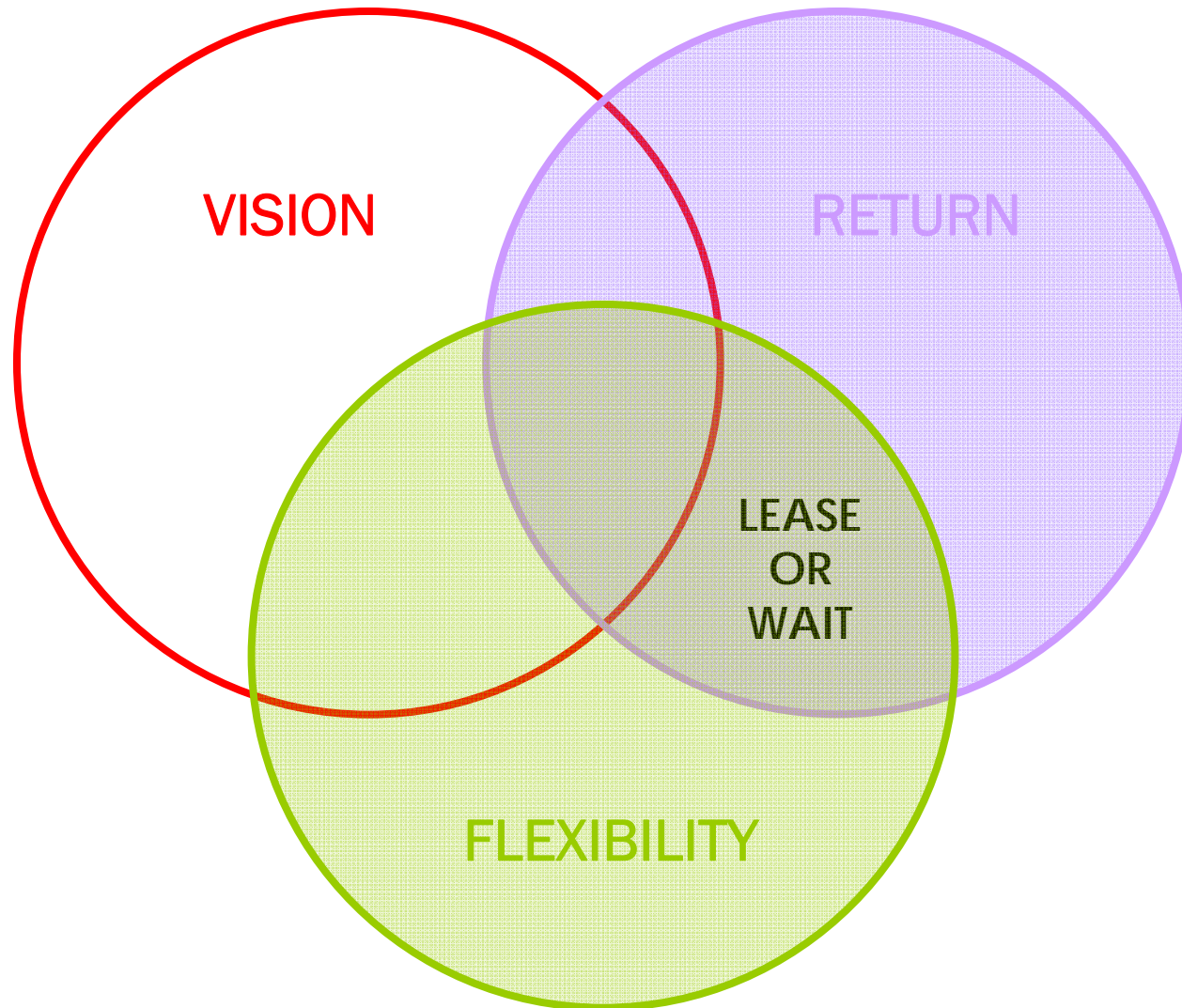
OBJECTIVES + ALTERNATIVES = ACTIONS



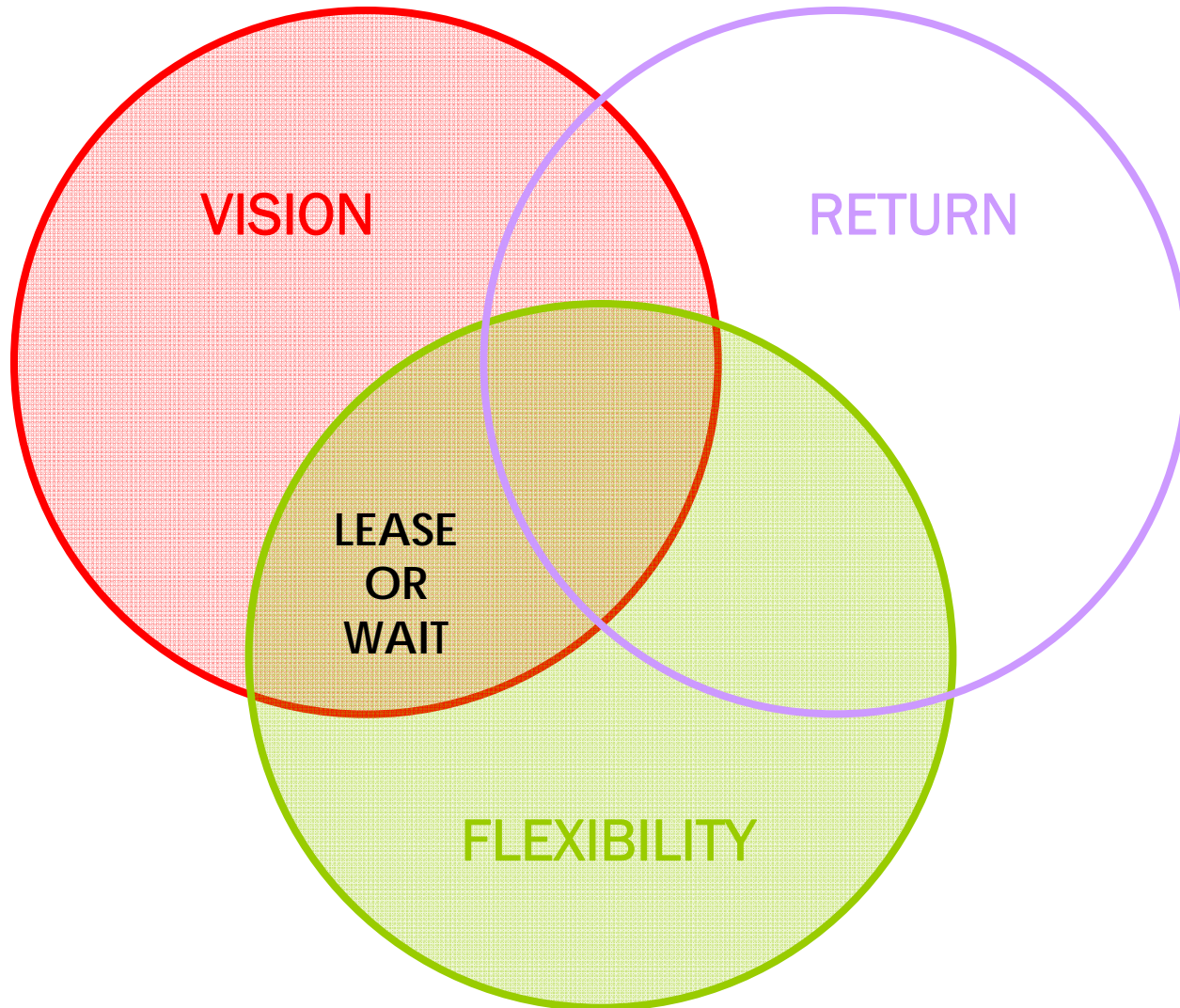
OBJECTIVES + ALTERNATIVES = ACTIONS



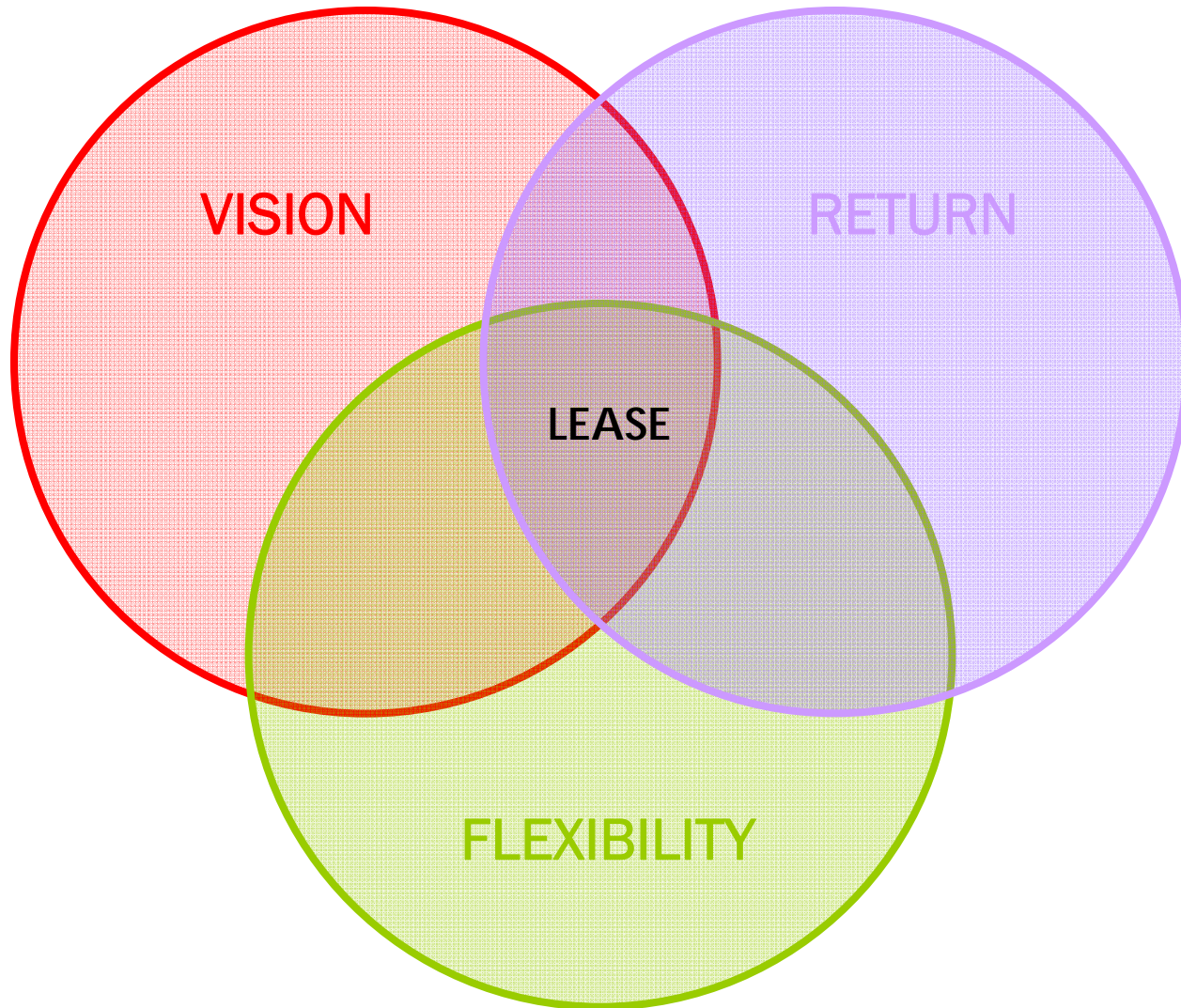
OBJECTIVES + ALTERNATIVES = ACTIONS



OBJECTIVES + ALTERNATIVES = ACTIONS



OBJECTIVES + ALTERNATIVES = ACTIONS



EVALUATION MATRIX - RESULTS

BLOCK	RETURN		ACHIEVING THE VISION		PRESERVING FLEXIBILITY		PREFERRED ALTERNATIVE
	Assessment	Score	Assessment	Score	Assessment	Score	
C1	high value for CAMH; particularly through sale of land for private mixed-use development	8.0	As a primary interface and component of Queen, C Block is critical for achieving the Vision	10.0	C1 should not be considered a candidate for future CAMH expansion; C block is more appropriate as a private mixed-use development	0.0	SELL: C1 will generate higher return as a private development block; will be more efficiently managed; will look and function as a part of the city; will not deter from future expansion needs.
I2	residential likely to generate highest return through either sale or rental; also suitable for office or cultural	8.8	I2 is also an important gateway site but plays a less critical role than I1	5.8	I2 provides equal flexibility to I1 though is better suited for CAMH expansion	9.0	LEASE: I2 is exceeded only by C1 in the value it currently affords CAMH, and possesses the highest overall score due to its wide range of possible uses and flexibility and suitability for future CAMH expansion. This site would be an excellent candidate for a long-term lease with a prestigious cultural or institutional use that would benefit from the ease of access from Shaw and the adjacent park.

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2. BACKGROUND & STUDY DESCRIPTION
3. CONSULTATION OUTCOME
4. DESCRIPTION OF BLOCKS
5. DESCRIPTION OF TYPOLOGIES
6. TESTING THE BLOCKS
7. DECISION-MAKING FRAMEWORK
- 8. IMPLEMENTATION**
- 9. CONCLUSION**

KEY FINDINGS AND RECOMMENDATIONS INCLUDE:

QUEEN STREET IS CRITICAL

SELL NORTHERN HALF OF C BLOCK THROUGH AN RFP PROCESS

TOO EARLY TO DECIDE ABOUT MOST NON-CAMH BLOCKS

ESTABLISH A DESIGN REVIEW PANEL

questions?

