Yonge-Eglinton Centre Additions
Toronto, Ontario

Urban Design Workshop - November 14, 2009
Summary Report

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1.0 Introduction

The City of Toronto is currently reviewing an application for an expansion to the RioCan Yonge Eglinton Centre. RioCan REIT has proposed to increase the gross floor areas of the two office buildings located on the northwest corner of Yonge and Eglinton as well as build an additional retail structure at grade. The proposed development is summarized as follows:

- An addition of 5 storeys to the existing 22 storey southerly office building and an addition of 7 storeys to the existing 30 storey northerly office building for a total of 19,449m² in new gross floor area.
- A new 3 storeys high retail space (4,287m²) added on the west side of the existing pedestrian plaza.
- Renovation of the existing internal mall.
This workshop was seen as an important step in the review of the application before the City and was organized to be an inclusive, participatory, constructive and productive exercise.

This report is a summary document, which captures the key concepts, comments, observations, recommendations and answers during the workshop and is not intended to be a verbatim record, or transcript of the proceedings.

The workshop was organized and led by Mr. Moiz Behar, OAA, MRAIC, MCIP, RPP of M. Behar Planning & Design Inc. (MBPD) as a “third party” organizer and facilitator. In the preparations, Mr. Behar obtained a considerable amount of assistance from the City of Toronto staff and representatives of the applicant.

2.0 Workshop Intent

The workshop was specific to the RioCan REIT development application before the City of Toronto. However, the workshop also provided the scope to contribute to the development review process by examining the application with regard to its prominence in the neighbourhood, and its role in contributing to the character of the four corners of Yonge and Eglinton intersection as a focal point in a mature urban centre.

The goals of the workshop were as follows:

1. Identify the larger built form and open space context and set the application into the area and public realm.
2. Consider the development application in light of policy objectives of the Provincial Growth Plan and the Toronto Official Plan.
3. Ascertain the more immediate built form and open space context of the application, including height and density, and the streetscape of the four corners of Yonge and Eglinton.
4. Examine options for a clear and legible open space and circulation pattern through the northwest corner of Yonge and Eglinton.
5. Identify opportunities to integrate/reorganize TTC entrances as related to infrastructure, both current (subway/interim bus terminal) and future (LRT, redesigned bus terminal).

The primary product of the workshop is this report, which is a summary record of the findings and recommendations during the proceedings.

3.0 Workshop Preparations

The organizer/facilitator, City of Toronto staff representatives, and applicant’s representatives cooperated closely in preparations of the workshop.

The planning for the workshop included:

- Review of relevant planning information.
- Preparation of the terms, the list of participants and the logistics of the workshop as well as related follow up material.
- Coordination meetings involving City staff, the applicant and representatives of the community.
- Preparation of reference and presentation materials, base mapping and aerial photography, and drawing implements.
- Dissemination of information to participants.

Refer to Appendices 1, 2 and 3 for details of the preparations: Yonge Eglinton Workshop Outline; Yonge Eglinton Workshop Handout; Handout for Breakout Group Facilitators.
4.0 Workshop Participants

Forty-one participants took part in the workshop. The participants’ list comprised of:

- Representatives of the local community
- Council members and their assistants
- City of Toronto staff
- Representatives of the applicant
- Charrette organizer and support staff

Refer to Appendix 4 for List of Invited Participants.

5.0 Workshop Day

The workshop was conducted in one day, over an eight and a half hour time frame, between 8:30am and 5pm. This uninterrupted day-long session ensured continuity among the initial presentations, general discussion, breakout groups and summaries outlined below.

The Agenda of the day consisted of:

8:30am   Registration and refreshments – 30 minutes
9:00am   Introduction by workshop organizer/facilitator – 10 minutes
9:10am   Presentation by City staff – 45 minutes
9:55am   Presentation by applicant and consultant team – 30 minutes
10:25am  General discussion; question and answer period – 45 minutes
11:10am  Break – 10 minutes
11:20am  Commence breakout groups session – 4 hours and 30 minutes
3:50pm   Workgroup summaries – 60 minutes
4:50pm   Organizer/Facilitator’s summary – 10 minutes
5:00pm   Adjournment

5.1 Initial Presentations

Introduction by the coordinator

Workshop organizer/facilitator Moiz Behar of MBPD provided a brief introduction, outlining the workshop intent and the agenda for the day. He noted that the workshop is seen as an important step in the review of the application before the City and is organized to be an inclusive, participatory, constructive and productive exercise. The coordinator explained the format of the workshop and listed the three primary questions that each of the breakout tables would endeavour to answer. He added that a summary report will be prepared outlining the findings of the charrette, including issues raised, and planning and design related considerations which will aid in the evaluation of the application. He emphasized that the summary report will be a written record of the workshop, and will be made available to all participants.

Presentations by City of Toronto Planning Staff

Christian Ventresca provided contextual background including: the City of Toronto policy framework applicable to the Yonge Eglinton area; inventory of existing conditions (northwest block and the four corners); current development activity in the district/neighbourhood; existing pattern of development in the subject area, including densities and lot coverage; and an overview of open spaces in the area. The presentation noted that: under the Provincial Growth Plan, Yonge and Eglinton is an Urban Growth Centre; the Toronto Official Plan assigns the highest densities to Mixed Use Areas; a transition occurs from stable low rise Neighbourhoods in the perimeter of the Yonge-Eglinton Centre; the southwest quadrant proposes an FSI of 7; and heights of developments in the subject area do not necessarily match densities.
Leo Desorcy presented an overview on the typology of urban open spaces in Toronto. The types of open spaces reviewed included: forecourt; walkway; urban garden; plaza; and courtyard. Definitions for each type of open space were provided along with illustrative examples. The presentation emphasized the importance of open spaces to the streets and noted that the Yonge Eglinton area does not have a clear open space pattern.

Presentation by the Toronto Transit Commission representative

Stephanie Rice, Eglinton LRT Project Manager provided an overview of the ongoing preparations for the design and construction of the 33km long line from Kennedy Station in the east to Pearson International Airport. The Eglinton LRT will be built in stages until 2020. Design work will start in 2010 and will be complete by 2012. Construction is scheduled to start in 2013 and will be conducted in the “cut and cover” method at the stations and by boring equipment between stations. Between Leslie Street and Keele Street, the LRT will be located four levels below the surface and will operate in twin tunnels. The Eglinton Road right of way is generally 26m, which is too narrow to have an above-grade LRT. During construction, decking will allow the street to function while work is proceeding below grade. Preliminary work is on-going and it is difficult to have details available at this stage.

Presentation by the Applicant

Jordan Robins, Senior Vice President of Development for RioCan REIT stated that his company purchased the subject property in 2007. They have their head office in this location and they are a major stakeholder in the area. They are committed to revitalizing the property. He stressed that while there is flexibility in the design there are also constraints to the retail footprint due to distinct tenant requirements - the application should be looked at as a package, which includes the office towers, the improvements to the internal circulation space, and the additional retail space. He summarized his comments by stating that planning and economic viability must both be relevant considerations.

Brian Sickle, Executive Vice President of Page+Steele/IBI Group stated that the proposal follows City rules applicable to this important urban centre. A major objective of the design is sustainable development: the re-cladding of the buildings will make them function more efficiently; and the complex will integrate with public transit more efficiently. He explained that there are three interlocking elements: upgrades to the plaza will make it a more meaningful space; a new retail building will finance the improvements to the plaza; and additions and improvements to the existing office towers will make them function better.
5.2 General Discussion

Drawing on the information provided during the presentations, in an open forum format, participants contributed their views and inquired about a variety of matters related to the application as well as planning policies of the City of Toronto and the Province. Representative comments, questions and answers (in italics) are noted below:

- This development proposal should not be a missed opportunity. This can be a win-win situation for the City and RioCan.
- The emphasis should be on creating a high quality public space at the northwest corner of the Yonge and Eglinton intersection.
- Sustainability is an important goal, how is it being handled? Green roofs are proposed; the existing building plant will be replaced with new more efficient systems; re-cladding of the existing towers will save energy; no strains on the existing water and sewer capacities – representative of the applicant.
- The square is not large enough. There should be a nice outdoor space with landscaping as well as coffee shops and restaurants.
- Re-cladding the building is good news but we should not lose open space. Something special is needed at this key location.
- How does the retail work? There are 3 retail levels; grade level is the most important - representative of the applicant.
- Are the RioCan office buildings currently at their maximum density? Yes, they require a zoning by-law amendment for increased floor area and height - representative of the City.
- The matters of added height and density in this proposal should be carefully looked at.
- Would RioCan be receptive to alternative locations for the proposed 3 storeys high retail? RioCan is willing to listen to any feasible suggestions. However, the retail building is an integral piece of the redevelopment package that makes the proposal work. The development has to make economic sense to proceed - representative of the applicant.
- Who is coordinating the LRT construction? TTC, City Transportation Services, City Planning and Councillors’ offices are involved in the process. Construction management plans will be drawn up incorporating input received - representative of the applicant.
- RioCan REIT should be commended for putting together this session. The owners will have some flexibility particularly as all the four quadrants of the Yonge Eglinton intersection should be taken into account. This is an opportunity to create a town centre, which will attract people.
- How the retail works with the open space is very important. Having a multi-function open space is very important.
- All four corners of the intersection should be connected and function as seamlessly as possible. Particular attention should be paid to connecting the northwest and southwest quadrants.
- Has Yonge and Eglinton achieved its Provincial Growth Plan density target? The Province has measured the Yonge-Eglinton Centre as achieving 435 jobs/population per hectare and Growth Plan policy indicates this will be the new minimum density target for the urban growth centre to be implemented by the Official Plan. The intersection of two transit lines is very important in this instance in the context of Toronto’s other growth centres - representative of the City.
- How does Yonge and Eglinton compare to Toronto’s other Growth Centres in terms of open space? This is a hard comparison to make at this time, however it should be noted that this area does not have a civic function in the form of a municipal office building - representative of the City.
- What percentage of the revenue for the development would be coming from the proposed 3-storey retail building? This information is not available at this time. Also, it is hard to know if the development proposal would still make sense if the either of the key components is taken out of the equation. Retail and plaza improvements would constitute phase 1; the office additions and re-cladding would proceed subsequently - representative of the applicant.
- Can the TTC representative elaborate on the LRT construction matters? Extensive geotechnical work and other preparatory work are currently being conducted. There will be upcoming community meetings to advise the public on the progress of the work - representative of the City.
- User friendly accesses to the TTC are very important, including larger entrances.
5.3 Breakout Groups

Following the initial presentations and general discussion, participants were divided into five breakout groups, with each group containing: area residents; Councillor and/or an executive assistant, City staff, and representatives of the applicant. The workshop organizer and his assistant were the roving facilitators, which observed and participated at each table.

Each table was provided with base mapping and aerial photography, and equipment for drawing, taking notes and making presentations.

Each breakout group contained a facilitator, who was a City of Toronto, City Planning Division staff member. Under the general guidance of the breakout group facilitator, participants were asked to prepare their ideas and thoughts in both written and graphic formats as appropriate, and provide their observations and recommendations on the following:

1. Considering a context area bounded by Castlefield to the north, Mount Pleasant to the east, Hillsdale to the south and Avenue Road to the west, what influence would the proposed redevelopment have on the larger surrounding area? In this regard, provide your views and recommendations on where the RioCan Yonge Eglinton Centre, and specifically the subject development application, fit with: the surrounding existing built form; open spaces; areas of development/redevelopment emphasis; and TTC infrastructure.

   Base mapping at a 1:2000m scale.

2. Considering a context area of the four quadrants bounded by Orchard View Boulevard to the north, Holly Street to the east, Berwick Avenue to the south, and Duplex Avenue to the west, what effect does the proposed redevelopment have on the immediate context of the Yonge-Eglinton Centre? In this regard, produce a character statement of each quadrant and provide your comments and recommendations as they relate to potential future development features and attributes, including:
   a. Uses, densities, building heights and massing
   b. Uses at the principal levels - below, at, or above grade
   c. Types and locations of retail uses
   d. Locations of active, articulated frontages
   e. Streetscape improvements
   f. Open space circulation patterns
   g. TTC station entrances
   h. Phasing

   Address how the subject development application could provide an appropriate fit in providing the above features.

   Base mapping at a 1:1000m scale.

3. Are there any design refinements and elaborations necessary for the subject development proposal? If yes, provide observations and recommendations as they relate to: building placement; quality and use of open spaces, including hard and soft landscaped areas; areas of visual emphasis and public art; the relationship among all the public and publicly accessible streets and spaces; placement of retail uses at grade, particularly as they relate to adjacent public or publicly accessible streets and open spaces; pedestrian circulation patterns within the Centre through the various levels; and access to transit.

   Base mapping at 1:500 and 1:200m scales.

The breakout groups deliberated on the above questions for approximately 4.5 hours.
Group 2 deliberations

Group 3 and 5 deliberations

Mapping showing larger and more immediate contexts for the Yonge-Eglinton Centre
Upon the completion of their deliberations, a community representative from each of the breakout tables presented their findings and recommendations in both text and graphic formats to the larger group.

The following is a distillation and summary of the presentations. It should be noted that the summaries below are a reflection of both the presentations made by representatives of each group, their written notes and graphics, either presented to the whole group or not, as well as the coordinator's observations made while attending and participating at each of the tables in his role as the roving facilitator. It is further noted that the comments have been compiled for logical continuity and organized, to the extent possible, to avoid repetition and correspond with each of the three levels of inquiry.
Breakout Group No. 1 – Facilitator: Christian Ventresca

Item/Question 1

- This group charted each participant’s last ten trips in the Yonge and Eglinton area. The chart indicated that the Yonge-Eglinton Centre was by far the most popular destination in the area.
- The group noted that the area is a multi-functional centre and has a distinct attraction in comparison to other nearby centres.
- The Centre is a magnet; it is where people like to gather and linger.
- Yonge and Eglinton isn’t an area of ‘passive’ recreation and contemplation; not the way that ravines perform the function of ‘break’ from the urban – this is a highly urban space.

Item/Question 2

- Generally, active storefronts are recommended along the streets.
- Wider sidewalks throughout the area recommended.
- All the four corners of the Yonge and Eglinton intersection should be providing for the open space needs of the area not just the northwest corner.
- What makes some areas or routes preferred? The answer includes: climate/wind protection; accessibility; variety and quality of streetscape; destination; attractiveness; wider sidewalks; building articulation (bump-outs); and visual interest.
- Southeast corner of the Yonge and Eglinton intersection is relatively finished. It currently contains an 8 storeys high building with CIBC at grade level, does not make a substantial contribution to the area.
- Northeast corner of the Yonge and Eglinton intersection, which currently contains the 2 storeys high TD Canada Trust building, is a commercial/retail node that has fractured ownership making consolidation almost impossible.
- Southwest corner of the intersection has major potential to contribute to the area. This quadrant could provide future services not found elsewhere in the area. Also, this is a transit gateway.
- Northwest corner of the intersection provides a transition to the neighbourhood to the north.
- The northwest corner should be a place to: sit, bring kids to; a place of visual interest; engage in people watching, and have comfortable pedestrian access thereto.

Item/Question 3

- Question: Should Starrett Avenue, which previously cut through the northwest block and is no longer a public right of way be recreated?
- The proposal should address both Yonge Street and Eglinton Avenue.
- The square/open space should be used for sitting, meeting and providing relief from high buildings. It should be a space for community, cultural and charitable events. This is community space but it is also RioCan’s property.
- Is the square only about quantity; how about the quality of the space?
- The square/open space should be programmed.
- Weather protection and reduced wind impacts are recommended. As well, the square should be a sunny space.
- The amount of open space in this northwest corner should be adequate to provide a strong level of animation for the area.
Item/Question 1

- From a City-wide perspective Yonge Street is more prominent than Eglinton Avenue.
- The group conducted a brief open space analysis along Yonge Street between Finch Avenue and the lake, including right of way and boulevard widths. In the larger context of these open spaces, Yonge and Eglinton intersection contains the following characteristics: urban; easily accessible; and a meeting space. It should be a place to rest and socialize, as well as inviting.
- Open space needs of the area should potentially be satisfied on all four corners.
- Public open space is an important asset, influences quality of life and should not be diminished.
- The area has the characteristics of a “Town Centre” even though it currently does not contain hotels, live theatre and a youth centre.

Item/Question 2

- Overall, wider sidewalks are needed in the area.
- The northeast corner has a “mom and pop” feel. Also, it has narrow sidewalks and the hydro wires detract from the streetscape. An open space at this intersection is recommended.
- The southeast quadrant is nice to walk along. This is a stable block. Mid-block connections are missing in this quadrant but would be desirable. One improvement would be to have an open space at the corner, which would connect to the other three corners of the intersection.
- Currently, the open space at the northwest corner of the Yonge and Eglinton intersection is not a good space as it: is windy; has bad grades; has no programming; has no street furniture; and has piles of snow and salt. This corner should have added retail.
- A “scramble” intersection is recommended.
- One idea is to have above-grade open spaces at +15 ft. level bridging all four corners of the intersection.
- The southwest intersection is the worst quadrant. It is not walkable. Smaller stores along Eglinton Avenue are desirable. Also, an open space in this area is recommended.
- Buildings should be set back to add to the available boulevard space along streets.

Item/Question 3

- Canopies along the edges of the square are recommended.
- The square should be designed for use throughout the year. For example, windbreaks should be used.
- Changes to the interior of the mall are supported. Interior public/meeting spaces should be improved.
- High quality connections from the mall to Orchard View Boulevard and Duplex Avenue should be provided.
- Fountains and waterfalls, both indoor and outdoor, should be considered in the design.
- Green walls, planting, upgraded lighting, seating and public art - preferably large size, should be considered in the square.
- The square should be multi use.
- Provide escalator and elevator access to the TTC entrances from this quadrant for full accessibility.
- Provide bike racks in the square.
- The square should be re-graded.
Breakout Group No. 3 - Facilitator: Helene Iardas

**Item/Question 1**

- Growth will happen; Yonge and Eglinton area is a transit hub and at the geographic centre of the city.
- A realignment of political boundaries and a new governance model is required. One of the advantages would be that all the four corners of the Yonge and Eglinton intersection would be in one ward.
- Throughout the larger context area, vehicular traffic should be deemphasized and the needs of the pedestrian as well bicycle riders should be emphasized.
- Linkages should be provided at grade and below grade; no linkages should be provided above grade.
- Scramble intersection at Yonge and Eglinton is recommended.
- Long term open space master plan is needed across the larger context area.
- It is important that all four corners of the intersection at Yonge and Eglinton contribute to the open space needs of the area.
- Height of buildings should reflect pedestrian scale; do not create “canyons” along streets.
- Yonge and Eglinton area is both a destination and a meeting place.

**Item/Question 2**

- Generous sidewalk widths are required throughout the main street of the area to encourage pedestrian use. Consider 10m wide boulevards – combination of public and private lands.
- Trees, planters, street furniture will help create the right streetscape for the area. A unique streetscape design is recommended.
- Public art opportunities should be sought.
- Retail, particularly restaurants should be located at the grade level of buildings.
- Podium buildings with 6 to 8 storeys height are preferable.
- Guidelines or controls are required for an improved streetscape.
- Section 37 of the Planning Act should be used to get benefits for the area.
- A focal point at the intersection is needed; it should have a “wow” factor. One idea is a tent-like structure over the intersection to make it a unique landmark.
- Excellence in urban design is required, ensured through urban design guidelines.
- There is a need for cultural draw into the area, such as an art gallery.
- Parks and open spaces should be connected with green links.
• Open spaces are required at all four corners of the Yonge and Eglinton intersection.
• Enhanced TTC accesses should be created, especially at the southwest corner, and should be integrated into buildings.
• Underground linkages should be enhanced with retailing. Above-grade linkages should also be considered.
• Area-specific policies for signage are required.

**Item/Question 3**

• Major entrances should be brought out to the square, including off Yonge Street.
• A rethink is required for the northwest quadrant. In this regard, consider: active uses at street walls of buildings; retail along the square; limited expansion into the square; redistribution of retail space within the building; and changing office lobby entrance to Yonge Street.
• Consider the option of lifting a podium building above the square to have retail above the grade level.
• The square should be programmed for activities. RioCan should consult with the residents in this regard.
• Canopies and awnings on buildings are recommended.
• Consider building retail above the square as well as other locations such as at below grade level adjacent TTC or under the office buildings.
• Consider partial translucent cover over the square for weather protection. Also use canopies and awnings.

**Breakout Group No. 4 - Facilitator: James Parakh**

**Item/Question 1**

• Yonge Eglinton is the smallest urban growth centre in Toronto. It is a truly modern and transit oriented centre.
• This is a significant centre that requires significant results.
• Various services and facilities should serve Yonge-Eglinton Centre.
• “Houseform” neighbourhood surrounds the Yonge Eglinton Centre.
• Walkability in the larger context as well as for the Yonge Eglinton area is important; it should be more walkable and safer, particularly for women.
• People move into the area and stay.
• Open space resources are important for the area.

**Item/Question 2**

• All four quadrants contribute to the character of the Yonge Eglinton intersection.
• The substantial blocks of combined properties are located west of Yonge Street. Both the north and south sides of Eglinton Avenue could fulfill the commercial and retail needs of the area and are the keys for substantive improvements for the area.
• The southwest quadrant has great potential for new roads, buildings, parks.
• The northeast corner: fractured ownership/small storefronts imply limited and piecemeal development potential. An important feature of this quadrant is that a large amount of people move through it to the intersection due to the presence of large apartment blocks in this area. Mid-block connections should be studied for this quadrant.
• The northwest corner is a focal point and a regional destination. This quadrant needs a refit in its mid-life. The square needs to be redesigned and improved.
• All four corners of the Yonge Eglinton intersection should contribute to the open space needs of the area.
• The four corners should have a scramble intersection.
• Two levels of retail below grade and two levels of retail above grade should be considered around the intersection.

**Item/Question 3**

• Generally, keep the existing open space in-tact. However, the space currently is not well defined; particularly the changes in grade levels are not helpful.
• Below-grade retail should be strengthened and well connected to the future LRT.
• Allocate green spaces in the square.
• The square should be programmed for events. More community oriented events are recommended.
• The inside of the mall is important to the community.
• Mechanical levels should be moved from their current location on the buildings.
• This development proposal should be harmonized with Build Toronto site at the southwest quadrant of the Yonge Eglinton intersection.
• The proposed re-cladding of the buildings is a huge improvement. Energy efficiencies gained from it is positive.
• The proposed heights of buildings should be looked at closely, particularly with a view to minimizing shadows.

**Breakout Group No. 5 – Facilitator: John-Barry Livingstone**

**Item/Question 1**

• In the context of the larger area, Yonge-Eglinton Centre is a very significant area and a major meeting place for people. It is a convergence point. As such it needs to be more user-friendly and inviting.
• Yonge-Eglinton Centre is an important location that contains jobs and should provide for future increases in number of jobs.
• The built form and open space attributes of the Centre will set the tone for the larger area.
• The square at RioCan Yonge Eglinton Centre should provide relief from high buildings.
• The area would benefit from having a more comprehensive and broader vision.
• A design review panel is recommended to review development applications in the area.

**Item/Question 2**

• The four quadrants of the Yonge Eglinton intersection need to be looked at together. In this regard an assembly of open spaces on all four corners should be considered together as a package.
• The area is more than a transit and a retail node. This area should set an example for ecologically sensitive design.
• The northeast quadrant has potential for major transit entrance and open space.
• The southeast quadrant contains large population density. This corner should also contain an open space.
• The southwest quadrant should ideally have a strong streetwall along Eglinton Avenue. Tall buildings in this quadrant should be designed to minimize shadowing impacts on the northwest quadrant’s open space.
• The open space at the northwest corner is most significant of the four corners. This is a commercial hub.
Item/Question 3

- Ecologically sensitive design is important. In this regard the re-cladding of the existing towers is a good idea.
- A landmark entrance to the TTC from the square should be created.
- The square should be designed as a four season space. Wind studies should be conducted in this regard.
- Canopies and bump-outs should be incorporated into the buildings adjacent the square.
- A new entrance into the mall from Yonge Street is recommended.
- Planters with trees should be incorporated along the Eglinton Avenue frontage of the square.

Subsequent to the workgroup presentations, the workshop organizer/facilitator briefly summarized the findings of the day and thanked all participants.
6.0 Summary of Findings and Recommendations

The following is a summary, which focuses on the common elements and points presented, discussed, and elaborated upon throughout the workshop day. In this regard it should be noted that a more complete version of the comments, ideas and recommendations have been noted in Section 5 of this report.

It is emphasized that this summary is a distillation that: covers the major headings dealt with during the day; includes areas of general agreement; and does not necessarily include all ideas presented and discussed.

1. Under the Provincial Growth Plan, Yonge-Eglinton Centre is one of five urban growth centres in the City of Toronto. This area is a focal point of development, particularly in its Mixed-use Areas as designated in the Toronto Official Plan.

2. The new Eglinton LRT line will make the area an even more prominent transportation hub and help reinforce the prominence of Yonge-Eglinton Centre. One of the challenges is the appropriate management of the construction of the LRT line over the coming years with a view to minimizing disruption to the neighbourhood.

3. There are many types of open spaces in Toronto, each with their unique functions, sizes and characteristics. The open space needs and considerations for Yonge-Eglinton Centre should be looked at in light of these urban open space typologies.

4. Yonge-Eglinton Centre is the focal point of the larger context area bound by Castlefield Avenue, Mount Pleasant Road, Hillsdale Avenue, and Avenue Road. In the more immediate context of Orchard View Boulevard, Holy Street, Soudan Berwick Avenue, and Duplex Avenue, all four quadrants should contribute to the reinforcement of the Yonge and Eglinton area as a multi-functional urban centre and as a prime location to live, work, shop, and be entertained. This area contains a significant amount of employment uses, which should be preserved and enhanced.

5. RioCan REIT is a major stakeholder in the Yonge and Eglinton area. The proposal for the redevelopment of its lands presents significant opportunities to help in the strengthening of Yonge-Eglinton Centre as an important commercial hub and popular community focal point; this opportunity to do it and to do it well should not be missed.

6. The two westerly quadrants hold the most significant promise for redevelopment and to substantially contribute to Yonge-Eglinton Centre in the near future.

   o The southwest quadrant possesses major redevelopment potential with a mix of uses. The elevation facing Eglinton Avenue West at grade should be primarily retail and a strong streetwall should be located along the street. High buildings should be located with a view to minimizing shadowing impacts on the north side of Eglinton Avenue West. This quadrant also possesses significant potential to provide open spaces, which should contribute to the overall inventory of urban open spaces in the Centre.

   o The northwest quadrant is a commercial hub, a focal point, and a regional destination. However, this quadrant needs a refit in its mid-life, including added retail and redesign of the indoor plaza. As well, currently, the square is not a good quality and pedestrian supportive environment as it is: a windy space with bad grades; without appropriate programming; lacking in adequate street furniture; and is seasonally constrained with piles of snow and salt. Therefore, the square in this quadrant, which is one of the key open spaces in the area, should be redesigned and improved.

7. The two easterly quadrants of the Centre have challenges related to fractured ownership and existing development forms that defer redevelopment to the mid and long term future.
- The southeast quadrant is a stable block, which contains an 8 storeys high commercial building at the Yonge and Eglinton intersection. For the longer term, this quadrant should also contain an open space that contributes to the intersection.

- The northeast quadrant which currently contains the 2 storeys high TD Canada Trust building is a commercial/retail node and has fractured property ownership. A large amount of people move through it to the intersection due to the presence of large apartment blocks in this area and as such mid-block connections should be studied for this quadrant in the mid to longer term.

8. Commercial retail is a major land use for Yonge-Eglinton Centre. Therefore, retail uses should be incorporated into the grade levels of buildings along both Yonge Street and Eglinton Avenue. As well, opportunities should be sought to supplement retailing at below grade levels, particularly those connecting to the TTC entrances.

9. As part of any redevelopment in the Yonge and Eglinton area, improved accesses to the TTC should be sought, which are generous in scale, easy to use, comfortable and safe.

10. Rigorous urban design guidance should be provided for all development and streetscape initiatives at Yonge-Eglinton Centre.

11. The Centre’s streetscape needs improvement; it should be of high quality and unique to the area. In this regard, a pedestrian supportive streetscape should be sought. In particular, wider sidewalks with more pedestrian amenities are recommended.

12. Public art opportunities should be actively pursued to provide visual amenity, to contribute to a sense of place, and to highlight the prominence of Yonge-Eglinton Centre in the context of Toronto and the surrounding region.

13. There is a shortage of open space at or near the intersection of Yonge and Eglinton. It is recommended that all four quadrants abutting the intersection contribute to remedy this shortage. Issues related to quantity of open space should be balanced with consideration for high quality design, pedestrian vitality and interest.

14. "Scramble intersection" is a pedestrian crossing system that stops all vehicular traffic and allows pedestrians to cross an intersection in every direction at the same time. Given the pedestrian emphasis mandated for Yonge-Eglinton Centre as an important transit hub, this type of design should be seriously considered for the intersection.

15. The current size of the square at the northwest corner of the Yonge Eglinton intersection should be maintained to the extent feasible, particularly as it is the only available open space that currently exists at the intersection. At the same time, it is noted that the square is an integral part of the four corners. As such, keeping in mind the mid to longer term planning of the Yonge-Eglinton Centre, additional open space opportunities should be sought at the remaining three corners, which on balance, could reduce the requirements for the northwest quadrant. Therefore, as part of the redevelopment application by RioCan REIT, the available open space area at grade should be carefully reviewed to ensure that the amount of space available is adequate, designed to be programmed for multiple uses, and treated appropriately in keeping with this important focal point, while keeping in mind that the other corners would eventually be contributing to the achievement of a critical amount of open space for the intersection.

16. The design of the northwest corner of the Yonge Eglinton intersection should incorporate at grade retail located adjacent the open space as a means of creating active edges, which help animate the square. Built form elements such as canopies, awnings and windbreaks as well as water fountains, tree and shrub plantings and bike racks should be incorporated into the design to make it a very
comfortable open space for people to want to come to and linger. As well, the design should ensure proper grading of the square to improve accessibility.

17. Sustainability is a major component in the consideration of any major new development in the City of Toronto. The proposal for additional stories for the two office towers in the subject RioCan REIT proposal will include the re-cladding of the buildings, which is a very desirable improvement that will substantially improve upon the energy needs of the complex and will be complemented by green roofs and new, more efficient mechanical systems.

18. The indoor mall at the base of the RioCan REIT buildings is an important gathering and meeting space and provides services for the community. The proposed upgrades to the mall are supported. The changes should improve on the users’ experience of the mall and enhance on its connectivity to the adjacent streets – Orchard View Boulevard and Duplex Avenue, the square and the TTC.
APPENDIX 1

Yonge Eglinton Workshop Outline
Workshop Intent and Background

The City of Toronto is currently reviewing an application for an expansion to the Yonge-Eglinton Centre. RioCan REIT has proposed to increase the gross floor areas of the two office buildings located on the northwest corner of Yonge and Eglinton as well as build an additional retail structure at grade. The proposed development is summarized as follows:

- An addition of 5 storeys to the existing 22 storey office building and an addition of 7 storeys to the existing 30 storey office building for a total of 19,449m² in new gross floor area.
- A new 3 storeys high retail space (4,287m²) added on the west side of the existing pedestrian plaza.
- Renovation of the existing internal mall.

This workshop is specific to the development application before the City of Toronto. However, the workshop will also have the scope to contribute to the development review process by examining the application with regard to its prominence in the neighbourhood, and its role in contributing to the character of the four corners of Yonge-Eglinton as a focal point in a mature urban centre.

The goals of the charrette are as follows:

6. Identify the larger built form and open space context and set the application into the area and public realm.
7. Consider the development application in light of policy objectives of the provincial Growth Plan and the Toronto Official Plan.
8. Ascertain the more immediate built form and open space context of the application, including height and density, and the streetscape of the four corners of Yonge and Eglinton.
9. Examine options for a clear and legible open space and circulation pattern through the northwest corner of Yonge and Eglinton.
10. Identify opportunities to integrate/reorganize TTC entrances as related to infrastructure, both current (subway/interim bus terminal) and future (LRT, redesigned bus terminal).

This workshop is seen as an important step in the review of the application before the City and is organized to be an inclusive, participatory, constructive and productive exercise.

The primary product of the charrette will be a set of guiding principles and recommendations for the redevelopment of Yonge-Eglinton Centre along with any accompanying graphic sketches, which will be compiled by the workshop organizer in a summary report.

Workshop Facilitator

The charrette will be led by Mr. Moiz Behar, OAA, MRAIC, MCIP, RPP of MBPD Inc. as a “third party” facilitator. Mr. Behar will obtain the assistance of the City of Toronto staff and representatives of the applicant as required in organizing and compiling the findings of the charrette.

Mr. Behar is the founder and president of MBPD Inc. He has more than 30 years of experience in planning, urban design and architecture in both the private and public sectors. Between 1987 and 1998 he served in senior capacities in the municipal sector (cities of Etobicoke and North York) as a planner and urban designer. Before establishing his own planning and urban design consulting firm (MBPD) in late 1998, Mr. Behar was the Director of Urban Design in the City of Toronto (North York).
Workshop Participants

The workshop will focus on obtaining input from stakeholders for the redevelopment plans. Stakeholders invited to the charrette will include:

- Representatives of the local community
- Council members
- City of Toronto staff
- Representatives of the developer
- Charrette organizer and related staff
- Nearby landowners/developers

Up to forty (40) participants will be invited and divided into five working groups in separate tables. The tables will be organized to contain representatives of each of the stakeholder groups to the extent possible.

Workshop Day – Presentations, Work Groups, and Deliverables

The workshop will be conducted over one day, within a eight hour time frame, between 9am and 5pm. An uninterrupted eight hour session will ensure continuity among the presentations, general discussion, breakout groups and summaries outlined below.

Initial Presentations

In order to provide necessary background and context to workshop participants a series of presentations will be given.

Introduction by the facilitator: Workshop organizer and facilitator Mr. Moiz Behar of M. Behar Planning & Design Inc. will provide a brief introduction, outlining the workshop intent and agenda.

The Application in Context: City of Toronto staff will provide contextual background including: inventory of existing conditions (northwest block/four corners); current development in the district/neighbourhood; types of open spaces; open space and streetscape patterns through the larger area context; and TTC infrastructure improvements.

Development Application: Representatives from RioCan and members of its consulting team will provide a factual outline of the development application, highlights of the proposal, and the project’s features.

General Discussion

Drawing on the information provided during the presentations, participants will have an open forum to contribute their views and inquire about a variety of matters related to the application, including:

- Any clarifications required based on the presentations.
- What they believe the area needs and suggested improvements.
- The proposed development within the context of the larger area.
- The built form and appearance of the Yonge and Eglinton Centre.

The intent of this component of the workshop is to ensure any required clarifications, a broadly based dialogue, and exchange of ideas and observations in the lead up to the smaller workgroups. This discussion will be moderated by the facilitator.
Workgroups (Breakout Groups)

Following the initial presentations and general discussion, participants will be divided into breakout groups, with each group containing a mix of area residents, City staff, nearby area landowners/developers, and members of the consulting team. The workshop organizer and the Councillors will be roving facilitators. Each table will be provided with base mapping, aerial photography, metric scales, rolls of sketch paper, chart paper on easels, and markers in a variety of colours. Each breakout group will contain a table facilitator, anticipated to be a City of Toronto Planning Department staff member. Each breakout group will nominate a member to present its findings and recommendations.

Under the general guidance of the breakout group facilitator, participants will be prompted to prepare their ideas and thoughts in both written and graphic formats as appropriate, and will be asked to provide their observations and recommendations on the following:

4. Considering a context area bounded by Castlefield to the north, Mount Pleasant to the east, Hillsdale to the south and Avenue Road to the west, what influence would the proposed redevelopment have on the larger surrounding area? In this regard, provide your views and recommendations on where the Yonge-Eglinton Centre, and specifically the subject development application, fit with: the surrounding existing built form; open spaces; areas of development/redevelopment emphasis; and TTC infrastructure.

*Use mapping at a 1:2000m scale.*

5. Considering a context area of the four quadrants bounded by Orchard View Boulevard to the north, Holly Street to the east, Berwick Avenue to the south, and Duplex Avenue to the west, what effect does the proposed redevelopment have on the immediate context of the Yonge-Eglinton Centre? In this regard, produce a character statement of each quadrant and provide your comments and recommendations as they relate to potential future development features and attributes, including:

   a. Uses, densities, building heights and massing
   b. Uses at the principal levels - below, at, or above grade
   c. Types and locations of retail uses
   d. Locations of active, articulated frontages
   e. Streetscape improvements
   f. Open space circulation patterns
   g. TTC station entrances
   h. Phasing

Address how the subject development application could provide an appropriate fit in providing the above features.

*Use mapping at a 1:1000m scale.*

6. Are there any design refinements and elaborations necessary for the subject development proposal? If yes, provide observations and recommendations as they relate to: building placement; quality and use of open spaces, including hard and soft landscaped areas; areas of visual emphasis and public art; the relationship among all the public and publicly accessible streets and spaces; placement of retail uses at grade, particularly as they relate to adjacent public or publicly accessible streets and open spaces; pedestrian circulation patterns within the Centre through the various levels; and access to transit.

*Use mapping at a 1:200m scale.*
Summaries

Once participants at each breakout table have completed the above exercise, they will have a nominated representative present their findings and recommendations in both text and graphic formats to the larger group. It is recommended that the presenters from each table be one of the participants other than the breakout group facilitator.

Subsequent to the workgroup presentations, the workshop organizer/facilitator will orally summarize the highlights and findings of the day.

Workshop Preparations

Organizer/Facilitator

In preparation for the charrette, the facilitator will:

- Review relevant planning information including:
  - Yonge-Eglinton Centre Focused Review, Final Report - City of Toronto, January 5, 2009
  - Yonge Eglinton Design Guidelines - City of Toronto, January 2009
  - Planning Rationale Report – Macaulay Shiomi Howson Ltd., February 2009
  - Other relevant planning policy or application related documentation
- Set and coordinate the terms of the workshop and disseminate the information as required to City staff, community representatives and applicant for agreement. Coordination will include meetings with City representatives, the applicant and other stakeholders as required to determine and finalize the workshop intent and format.
- Prepare brief Handout for Workshop document, which summarizes the intent and format of the workshop and the agenda for the day, and which would be made available to the invited participants in advance.
- Help determine workgroup table assignments.

City of Toronto staff

In preparation for the charrette, City staff will:

- Coordinate with the facilitator in the preparation of the workshop and act as a liaison with the community and members of Council if/as required.
- Determine the list of participants and breakout group compositions in coordination with facilitator.
- Determine the list of breakout group facilitators.
- Distribute the Handout for Workshop document to all participants. A notice should be sent to all charrette participants a minimum of 2 weeks in advance to ensure appropriate notification.
- Prepare a presentation/s for the beginning of the charrette.
- Coordinate with the facilitator and the applicant to prepare summary reference materials to all participants in advance of the workshop and send out along with the Handout for Workshop document prepared by the facilitator.
- Prepare and make available for the charrette day the required base mapping and aerial photographs – also showing property lines - for contextual analysis at the scales of 1:2000m and 1:1000m.

The applicant

In preparation for the charrette, the applicant will:

- Make all the relevant application material available to the facilitator.
- Prepare a presentation for the beginning of the charrette, which provides a detailed explanation of the development proposal.
• Prepare and make available for reference at the workshop a full set of drawings and reports of the subject application. Some key drawings should be mounted on boards and set up on easels for immediate reference during the workshop.
• Prepare and make available for the charrette day the required base mapping and aerial photograph of the subject site at the scale of 1:200m.
• Prepare and make available at the charrette rolls of sketch paper, metric scales, chart paper on easels, and markers in a variety of colours.
• Arrange for venue and for lunch to be brought in.

**Workshop Agenda**

8:30am  Registration and refreshments – 30 minutes
9:00am  Introduction by workshop facilitator Moiz Behar – 10 minutes
9:10am  Presentation by City staff – 45 minutes
9:55am  Presentation by applicant and consultant team – 30 minutes
10:25am General discussion; question and answer period – 45 minutes
11:10am Break – 10 minutes
11:20am Commence breakout groups session – 4 hours and 30 minutes
3:50pm  Workgroup summaries – 60 minutes
4:50pm  Facilitator’s summary – 10 minutes
5:00pm  Adjournment

**Note:** Working lunch - participants will have access to sandwiches commencing at approximately 11:00am.

**Workshop Follow-up**

As the organizer and facilitator, Moiz Behar will provide a summary report outlining the findings of the charrette, including issues raised, areas of agreement and a set of principles, which will aid in the evaluation of the application. The summary report will be a written record of the workshop and will be made available to all participants. A draft of the summary report may be circulated to staff/table facilitators for comments.

Moiz Behar, OAA, MRAIC, MCIP, RPP
MBPD Inc.
Yonge-Eglinton Centre Additions, Urban Design Workshop (Charrette)

Date: Saturday, November 14, 2009
Location: 2300 Yonge Street, Toronto (Yonge-Eglinton Centre)

Workshop Intent and Background

The City of Toronto is currently reviewing an application for an expansion to the Yonge-Eglinton Centre. RioCan REIT has proposed to increase the gross floor areas of the two office buildings located on the northwest corner of Yonge and Eglinton as well as build an additional retail structure at grade. The proposed development is summarized as follows:

- An addition of 5 storeys to the existing 22 storey office building and an addition of 7 storeys to the existing 30 storey office building for a total of 19,449m² in new gross floor area.
- A new 3 storeys high retail space (4,287m²) added on the west side of the existing pedestrian plaza.
- Renovation of the existing internal mall.

This workshop is specific to the development application before the City of Toronto. However, the workshop will also have the scope to contribute to the development review process by examining the application with regard to its prominence in the neighbourhood, and its role in contributing to the character of the four corners of Yonge-Eglinton as a focal point in a mature urban centre.

The goals of the charrette are as follows:

11. Identify the larger built form and open space context and set the application into the area and public realm.
13. Ascertain the more immediate built form and open space context of the application, including height and density, and the streetscape of the four corners of Yonge and Eglinton.
14. Examine options for a clear and legible open space and circulation pattern through the northwest corner of Yonge and Eglinton.
15. Identify opportunities to integrate/reorganize TTC entrances as related to infrastructure, both current (subway/interim bus terminal) and future (LRT, redesigned bus terminal).

This workshop is seen as an important step in the review of the application before the City and is organized to be an inclusive, participatory, constructive and productive exercise.

The primary product of the charrette will be a set of guiding principles and recommendations for the redevelopment of Yonge-Eglinton Centre along with any accompanying graphic sketches, which will be compiled by the workshop organizer in a summary report.

Workshop Facilitator

The charrette will be led by Mr. Moiz Behar, OAA, MRAIC, MCIP, RPP of MBPD Inc. as a “third party” facilitator.

Workshop Participants

The workshop will focus on obtaining input from stakeholders for the redevelopment plans. Stakeholders invited to the charrette include:

- Representatives of the local community
- Council members
- City of Toronto staff
• Representatives of the developer
• Charrette organizer and related staff
• Nearby landowners/developers

Close to fifty (50) participants have been invited and will be divided into six (6) working groups in separate tables. The tables will be organized to contain representatives of each of the stakeholder groups to the extent possible.

**Workshop Day – Presentations, Work Groups, and Deliverables**

The workshop will be conducted over one day, within an eight hour time frame, between 9am and 5pm. An uninterrupted eight hour session will ensure continuity among the presentations, general discussion, breakout groups and summaries outlined below.

**Initial Presentations**

In order to provide necessary background and context to workshop participants a series of presentations will be given.

*Introduction by the facilitator:* Workshop organizer and facilitator Mr. Moiz Behar of M. Behar Planning & Design Inc. will provide a brief introduction, outlining the workshop intent and agenda.

*The Application in Context:* City of Toronto staff will provide contextual background including: inventory of existing conditions (northwest block/four corners); current development in the district/Neighbourhood; types of open spaces; open space and streetscape patterns through the larger area context; and TTC infrastructure improvements.

*Development Application:* Representatives from RioCan and members of its consulting team will provide a factual outline of the development application, highlights of the proposal, and the project’s features.

**General Discussion**

Drawing on the information provided during the presentations, participants will have an open forum to contribute their views and inquire about a variety of matters related to the application, including:

• Any clarifications required based on the presentations.
• What they believe the area needs and suggested improvements.
• The proposed development within the context of the larger area.
• The built form and appearance of the Yonge and Eglinton Centre.

The intent of this component of the workshop is to ensure any required clarifications, a broadly based dialogue, and exchange of ideas and observations in the lead up to the smaller workgroups. This discussion will be moderated by the facilitator.

**Workgroups (Breakout Groups)**

Following the initial presentations and general discussion, participants will be divided into breakout groups, with each group containing a mix of area residents, City staff, nearby area landowners/developers, and members of the consulting team. The workshop organizer and the Councillors will be roving facilitators.

Each table will be provided with base mapping, aerial photography, metric scales, rolls of sketch paper, chart paper on easels, and markers in a variety of colours. Each breakout group will contain a table facilitator, anticipated to be a City of Toronto Planning Department staff member. Each breakout group will nominate a member to present its findings and recommendations.
Under the general guidance of the breakout group facilitator, participants will be prompted to prepare their ideas and thoughts in both written and graphic formats as appropriate, and will be asked to provide their observations and recommendations on the following:

7. Considering a context area bounded by Castlefield to the north, Mount Pleasant to the east, Hillsdale to the south and Avenue Road to the west, what influence would the proposed redevelopment have on the larger surrounding area? In this regard, provide your views and recommendations on where the Yonge-Eglinton Centre, and specifically the subject development application, fit with: the surrounding existing built form; open spaces; areas of development/redevelopment emphasis; and TTC infrastructure.

*Use mapping at a 1:2000m scale.*

8. Considering a context area of the four quadrants bounded by Orchard View Boulevard to the north, Holly Street to the east, Berwick Avenue to the south, and Duplex Avenue to the west, what effect does the proposed redevelopment have on the immediate context of the Yonge-Eglinton Centre? In this regard, produce a character statement of each quadrant and provide your comments and recommendations as they relate to potential future development features and attributes, including:

   a. Uses, densities, building heights and massing
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   f. Open space circulation patterns
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   h. Phasing

Address how the subject development application could provide an appropriate fit in providing the above features.

*Use mapping at a 1:1000m scale.*

9. Are there any design refinements and elaborations necessary for the subject development proposal? If yes, provide observations and recommendations as they relate to: building placement; quality and use of open spaces, including hard and soft landscaped areas; areas of visual emphasis and public art; the relationship among all the public and publicly accessible streets and spaces; placement of retail uses at grade, particularly as they relate to adjacent public or publicly accessible streets and open spaces; pedestrian circulation patterns within the Centre through the various levels; and access to transit.

*Use mapping at a 1:200m scale.*

Summaries

Once participants at each breakout table have completed the above exercise, they will have a nominated representative present their findings and recommendations in both text and graphic formats to the larger group. It is recommended that the presenters from each table be one of the participants other than the breakout group facilitator.

Subsequent to the workgroup presentations, the workshop organizer/facilitator will orally summarize the highlights and findings of the day.
### Workshop Agenda

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**Note:** Working lunch - participants will have access to sandwiches commencing at approximately 11:00am.

### Workshop Follow-up

As the organizer and facilitator, Moiz Behar will provide a summary report outlining the findings of the charrette, including issues raised, areas of agreement and a set of principles, which will aid in the evaluation of the application. The summary report will be a written record of the workshop and will be made available to all participants. A draft of the summary report may be circulated to staff/table facilitators for comments.
As the organizer, Moiz Behar will provide an introduction to the workshop, will be the roving facilitator assisting each of the breakout tables as necessary, and will provide a summary of the findings and recommendations at the conclusion of the day. A full written summary of findings and recommendations will be made available subsequent to the workshop.

Following the introductory presentations and general discussion, the key segment of the workshop involves the breakout group discussions where a cross section of staff, community representatives, Councillors and representatives of the applicant (RioCan) will analyse and provide solutions and recommendations to three questions dealing with different scales of inquiry in and around the Yonge Eglinton area.

Each breakout group will have a table facilitator. The table facilitators will have a very important role in achieving the intent of the workshop, which is seen as an important step in the review of the application before the City.

An important aspect of the workshop is the emphasis on having an inclusive, participatory, constructive and productive exercise.

Under the general guidance of the breakout group facilitator, participants at each table will be prompted to prepare their ideas and thoughts in both written and graphic formats as appropriate.

The table facilitators should endeavour to:

- Nominate a presenter, preferably not the facilitator, and a note taker at the beginning of the breakout group session.
- Make sure each of the three questions is addressed using the provided mapping at different scales.
- Allocate enough time to deal with each of the three questions within the overall time limit of 4.5 hours. In this regard, assuming an 11:20am to 11:30am start for the breakout groups, the following time frames are suggested:
  - Question 1: 1 hour – finished by approximately 12:30pm
  - Question 2: 1.5 hours – finished by approximately 2:00pm
  - Question 3: 1.5 hours – finished by approximately 3:30pm
  - Prepare overall summary for presentation – finished by 3:50pm
- Use the pads mounted on easels available at each table to note their written analysis, observations and recommendations.
- Use, and encourage other participants to use, the sketch paper, scales and markers to express their ideas and recommendations graphically as well as in writing.
- Ensure that each of the participants is included in the discussion, heard and encouraged to participate and provide solutions.
- Ensure, to the extent possible, that the session is constructive. In this regard, encourage participants not to only provide analysis and criticism but to provide ideas that resolve stated concerns and problems for all three questions.
- Refrain from dominating the discussion while still being a participant.
- Allow revisiting of each of the three questions to clarify matters as time permits.
- Allow for any minority opinions to be expressed as necessary and recorded.
- Ensure a comprehensive summary of text and graphics is ready for the presentation of the breakout group’s presentation.
- During the presentation by the nominated presenter, provide clarifications and key findings as necessary.
APPENDIX 4

List of Invited Participants
<table>
<thead>
<tr>
<th>Table Facilitator</th>
<th>Table 2</th>
<th>Table 3</th>
<th>Table 4</th>
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<tr>
<td>Table 1: Christian Ventracea</td>
<td>Leo Desorcy</td>
<td>Helene Iardes</td>
<td>James Patiah</td>
<td>John-Barry Livingstone</td>
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<td>Community Members: Tom Cohen</td>
<td>Neil Sandel</td>
<td>Charlotte Maher</td>
<td>Jane McKinnon</td>
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<td>Janice Webster</td>
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<td>Naomi St John</td>
<td>Gretchen Skitmore</td>
<td>Lancelyn Watters</td>
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<td>Ben Daube</td>
<td>Malcolm Martin</td>
<td>Terry Mills</td>
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<td>Paula Greco</td>
<td>Patrick Smyth</td>
<td>Ariene Herbst</td>
<td>Margaret Walker</td>
<td>Michael Visser</td>
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<tr>
<td>RoCan: Bruce Gorton</td>
<td>Peter Cresswell</td>
<td>Cheng Li</td>
<td>Brian Sidde</td>
<td>Alan Stobodsky</td>
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<td>Jordan Babson</td>
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<td>Brief: David Olesnar</td>
<td>Paul Byrne</td>
<td>Neil Cossavell</td>
<td>Chen Tian</td>
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<td>Councilor’s EAs: Karen Stintz</td>
<td>Michael Walker</td>
<td>Chris Setors</td>
<td>Cliff Jenkins</td>
<td>Neil Carter</td>
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