

## **Guidelines for the development of non-CAMH lands**

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### **Vision**

The Centre for Addiction and Mental Health is committed to redeveloping its Queen Street West site as an urban village, wherein the facilities of CAMH's new hub will be integrated with the surrounding urban fabric. This integration will be accomplished in a variety of ways – by extending the existing street network through the site, by creating three new public parks and, most importantly, by adding a mix of non-CAMH uses onto the site. When complete, the new urban village will contain a roughly equal proportion of hospital and non-hospital uses.

Ultimately, the urban village is to be welcoming and comfortable for everyone – CAMH clients, members of the community and CAMH staff. The normalized living environment that the urban village provides will be an important component of client recovery and healing. The village will contain a balance of uses that will draw people into the site, promote street-level activity, help reduce the lingering stigma of 999 Queen Street West and add to the energetic and dynamic neighbourhood of Queen West. Furthermore, the inclusion of non-CAMH lands will also contribute to other important goals such as promoting client employment and providing the financing necessary to complete the redevelopment.

CAMH aims for nothing less than a dramatic change to the status quo. In little more than a decade's time, inviting patios will dot tree-lined streets. Professionals on their way to the office will rub elbows with people on their way to a support group session or perhaps a young mother carrying the day's groceries back to her apartment. The new urban village will not only be CAMH's new home, it will be a crucial component of a genuine neighbourhood. The purpose of this document is to set forth a simple set of guidelines to direct CAMH's pursuit of this vision.

### **Guidelines**

Within the vision outlined above, the following guidelines will be applied in considering the development of the non-CAMH lands.

- As Canada's largest mental health and addiction facility, a teaching hospital and an important centre of research, CAMH seeks other uses and activities that are complementary and synergistic to its mission, philosophy and objectives. CAMH will encourage the creation or relocation of educational, research and health care-related uses within the urban village. Complementary community land uses, such as a fitness centre or a public library, are also encouraged.
- Retail uses will be an important component of the land use mix. CAMH's goals with respect to retail are to create a lively pedestrian-friendly environment, in keeping with the atmosphere of Queen Street West, and to offer a variety of outlets that will cater to the preferences and needs of CAMH clients and staff, and the wider community.

- The completed urban village is intended to be a place that many different people can call home. The purposes of including new residential uses within the urban village are to draw people into the interior of the site, create a more neighbourhood-like feel and reduce stigma.
- While it is widely understood, and required by the City of Toronto, that Queen Street West will include publicly accessible active uses at grade, CAMH would like to create a series of secondary nodes of active pedestrian use at prominent intersections throughout the redeveloped urban village. Specifically, CAMH wants to establish the intersections of New Street and Workman Way and New Street and Freedom Drive as vibrant secondary nodes within the urban village.
- Of major importance to CAMH is the creation of training and employment opportunities for clients. Land use proposals that offer an opportunity for the creation of a significant number of training and employment opportunities for CAMH clients will be looked upon favourably.
- CAMH believes that employment lands are a crucial component of a balanced neighbourhood and that an urban village with a preponderance of residential uses is not reflective of our vision of a mixed-use urban village. Thus, offices, studio space and live-work style developments are welcome uses.
- Queen Street West and the surrounding areas are in a period of significant transition and rapid change. Artists have established studios and galleries throughout the area; to the south of CAMH, a media and design hub as well as a new residential area are taking shape. Development proposals that reflect the emerging character and specializations of the local area are encouraged.
- Proposal calls for the development of the non-CAMH lands will be open, transparent and prescriptive. They will clearly enumerate the criteria that will be used to evaluate proponent submissions, a high level of architectural design quality for example, and assign relative weights to each criterion.
- Different procurement strategies should be explored for each non-CAMH development block, or part block, especially with regard to unique partnerships that offer the opportunity to further the vision and guidelines for non-CAMH development.
- The vision for the Queen Street redevelopment project includes respect for the landscape of the Queen Street site and the creation of a health-promoting environment. Therefore, the criteria for evaluating non-CAMH development proposals shall give preference to proposals that meet a high standard of environmentally sustainable design.
- While it is CAMH's intention to retain land title for the non-CAMH development blocks, the Board of Trustees may choose to sell certain lands if the sale is deemed to be in CAMH's best interests.

- Land lease terms will be between 51 and 99 years of length, and may vary to accommodate CAMH's need for future expansion space.

While the guidelines apply to the urban village as a whole, development decisions on individual blocks, or part blocks, will also be driven by the following concerns:

- A high level of architectural design quality, while important throughout the project, is especially important for those sites that are visible from Queen Street. Specifically, design quality will be a very important consideration in any development on Blocks C, I and the New Street frontage of Block H.
- CAMH may require expansion space in the future. If CAMH were to expand, Blocks C and F would be the most likely and logical location for such expansion. Block H is a less likely location for future CAMH expansion, with Block I being least suited for future CAMH use.
- As stated throughout this document, one of our core objectives is to develop an urban village with a vibrant mix of uses. In keeping with this goal, CAMH's development preferences are for commercial on Block C, a research or educational partnership on Block F and residential on Block I. Block H, due to its size, offers a mix of development possibilities.

It may be that not all of CAMH's objectives will be achieved in every opportunity for development; however, the aim is to maximize the positive results implicit in the above guidelines that will lead us towards achieving the overarching vision.

## **Conditions**

On the basis of the following conditions, CAMH is prepared to enter into development agreements with those who can facilitate the development of the non-CAMH portions of the site within the overall vision and in support of the guidelines listed above.

- The Board of Trustees of the Centre for Addiction and Mental Health is the decision-making authority with respect to approving development proposals and is the custodian of these guidelines. Any subsequent modifications to these guidelines and the vision for development of the non-CAMH portions of the redevelopment will require the approval of the Board.
- CAMH shall exercise ultimate control over land lease arrangements and shall exercise reasonable control over building lease arrangements, including design, specifications, tenants, maintenance and operation. In keeping with CAMH values, provisions in leasing arrangements will ensure that publicly used parts of the site are welcoming and accessible to the people who we serve.
- Development proposals are to be consistent with CAMH's Master Plan for the redevelopment of the Queen Street site, the Design Guidelines for the Centre for

Addiction and Mental Health as well as all relevant City of Toronto Official Plan and Zoning By-Law requirements.

- No development proposal shall jeopardize the fiscal viability of CAMH or that of its local share contribution towards the costs of the redevelopment project.
- Retail outlets (such as the LCBO, the Beer Store, casinos) that exclusively or primarily promote substance use and gambling behaviour, are not permitted on-site. Furthermore, prospective land uses that conflict with CAMH's values and mission will not be permitted. CAMH reserves the right to review any prospective land use that involves the sale of alcohol or tobacco on a case-by-case basis.