

SEPTEMBER 2017



# POP-UP INFRASTRUCTURE

RE-INVENTING COMMUNITY SPACE  
*FEASIBILITY STUDY*



Ontario  
Trillium  
Foundation



Fondation  
Trillium  
de l'Ontario



## executive summary

The lack of affordable space available to community organizations in Toronto's inner suburbs continues to disadvantage those communities, hindering efforts of these organizations to address growing social and economic disparities between their communities and other areas of the City. In response, Delta Family Resource Centre has secured funding through a Trillium Grant to complete a feasibility study investigating the problem and looking for solutions.

The research team designed a mixed-method approach to evaluate three representative inner suburban Neighbourhood Improvement Areas (NIAs), Weston-Mount Dennis, Humber Summit, and Woburn. With direction from a steering committee, and with input from Community Animators, these neighbourhoods participated in a series of activities that included community consultations, neighbourhood tours, and a design charrette. Added research involved policy investigation, stakeholder interviews and detailed financial case study analysis of recent local initiatives. Municipal officials, local and provincial politicians, corporate groups with public landholdings, and interested citizens were invited to share their input at an opening roundtable discussion and at a symposium where findings were presented by the team.

The study finds that increasingly, organizations cannot find affordable space, and that earlier efforts to address the problem have been frustrating and have met with only limited success. Within the three selected NIAs, the report asserts that many factors contribute to a shortage of community space including, too high leasing rates, lack of suitable existing spaces, insecure funding sources, and difficulties in negotiating the process of creating new spaces, among others. Notwithstanding that, there appears to be an abundance of underutilized public land available. Nonetheless, a variety of community issues, inadequate policy frameworks and chronic systemic shortcomings are preventing communities from taking advantage of this untapped resource. The study team looked at three public land types: those currently under the control of The Toronto District School Board, the Toronto Community Housing Corporation, and the City of Toronto Parks and Recreation Department. It also looked at private land with Residential Apartment Commercial Zoning currently in place.

The study puts forth a useful definition of Pop-Up Infrastructure, one characterized by buildings, structures and spaces that are flexible, mobile, modular, quickly deployed and that can respond to changing needs. The report also provides a method of screening and selecting suitable available land, and a guideline for matching the intended use and scale of a future building with available land types.

The study proposes a Pop-Up Infrastructure network comprised of four Building Model types. These present users a graduated choice of building scale, level of complexity, and level of permanence, to align with their space and programming needs. Each building model is best suited to one of the landownership types and each model suggests a presumed user type (Trustee Organization, Service Delivery Organization, Small Community Group or Individual). There are nine different business relationship arrangements that make up the Pop-Up Infrastructure Network. These define the possible interconnections between the different community users.

The feasibility study also looks at financial models that can be applied to Pop-Up projects, including some project infrastructure, implementation, and maintenance cost estimates. It also considers current available sources of funding, and suggests ways that Pop-Up Infrastructure can contribute to sustainable community economic and social development independent of these increasingly unreliable sources of funding.

From a strict financial, as well as an economic and social development standpoint, the study finds that a networked approach, like the Pop-Up network suggested by the study group, is a resilient and flexible approach to building capacity within communities and to addressing evolving community needs. The built-in complexity and interconnectedness between different community members allows it to harness the wealth of skills and knowledge already existing within the community. Through considerable research into current policy documents at the provincial and municipal levels, and through an assessment of the available funding streams for capital projects, the study concludes that the Pop-Up Infrastructure Initiative aligns with a decentralized Community Hub approach. It emphasizes streamlining of resource use and connectivity throughout the community.



Given the assumption that the Pop-Up Infrastructure Network is a valuable approach to satisfying community need and current policy initiatives at both the provincial and municipal governmental levels, and understanding that untapped public land is a viable resource to help inner suburban neighbourhoods achieve their economic and social development goals, the study summarizes roadblocks that community groups face. These roadblocks make it difficult or impossible for community groups bring equity to their constituents despite having the land resource and the Pop-Up Network tools at their disposal.

Roadblocks range from municipal policy issues like inconsistency, lack of on-the-ground implementation mechanisms, cloudy overlaps and gaps in implementation of stated municipal policy, to a lack of community awareness of ability resources within their own neighbourhoods. Roadblocks also come in the form of funding source preferences for programming, rather than capital cost initiatives and of an overly burdensome planning process, among others.

Correspondingly, the report makes a range of recommendations directed at Provincial and Municipal Policy Makers, at specific City of Toronto Municipal Divisions, at community organizations of different sizes, at corporate holders of public land assets, at implementation-related professionals, at local business owners, and at individual community members. The summary of recommendations suggests that the issues contributing to inequities across the City of Toronto are complex and systemic, pervasive throughout community and municipal organization.

The recommendations aim to address the reality facing Neighbourhood Improvement Areas as they try to resolve issues of inequity in a comprehensive manner. They recognize that not only are the ill effects of neighbourhood inequity a shared societal burden, but that the solution is also a shared one. While the goal of achieving neighbourhood equity across the city is an onerous one, the benefits that such an achievement promises are considerable.

## Origin of the Project

In 2009, a group of residents in the Weston-Mount Dennis neighbourhood, the Action for Neighbourhood Change (ANC) Weston-Mount Dennis group of Social Planning Toronto and

St. Albans Boys and Girls Club came together as a coalition around a shared concern – the lack of space in existing facilities for growing the much-needed youth programming in their community. After exploring some options, they identified an underused school parking lot at York Humber High School at 100 Emmet Avenue and approached the Toronto District School Board (TDSB) to allow them to install a relocatable building on that site. The initiative was successful, and in 2012 the community coalition opened a new space for St. Alban's Boys & Girls Club, at 100 Emmett Avenue. Initially using one portable unit, the group is now expanding this facility by adding two more portables on site.

This initiative sparked a dialogue among community organizations in Weston Mount Dennis, and in other inner suburban neighbourhoods, about how marginalized and underserved groups could use relocatable building models dubbed “Pop-Up Infrastructure” as a tool to access underused land for community purposes. While the success of the 100 Emmett Avenue facility inspired many groups, it also revealed the many challenges community groups face in pursuing such initiatives. The greatest frustration for the community coalition that led to this initiative was the length of time it took to realize the project—nearly 5 years before they received the approval to access the site and it was not until 2014 that the first portable was finally installed. From negotiations to regulatory approvals they seemed to be hitting roadblock after roadblock at every step.

ANC Weston-Mound Dennis realized that such a process would be extremely discouraging for other less experienced community groups. They also realized that portables had many limitations and that there are other building models that are better suited for the same purpose. The ANC began exploring these questions in their preliminary research report titled “Pop-Up Infrastructure: Creating Low Cost Community Spaces in Toronto.” (2013)

While the Weston Mount Dennis group was wrestling with the challenge of acquiring community space, Delta was consulting with residents to identify key issues and priorities. Repeatedly, the need for space was flagged as a critical issue, as residents wanted to open small businesses but were unable to afford the high rents in the area and other community members wanted to acquire space where they could deliver programs for youth in the community.

Faced with these challenges, Delta explored the Scadding Court model, inviting the Business Manager and his team to make presentations to a group of local residents in Humber Summit. There was much interest in the concept. Subsequently, Delta began to explore the idea of relocating, and the idea of erecting a Pop-Up structure on the grounds of the nearby Humber Summit Library was briefly explored. It became apparent that more information was required, and through networking and engaging with other community partners about the idea, a connection was made with the ANC Weston Mt Dennis group, which had already done extensive research on the concept.

With the Emmet Avenue experience in mind, both groups wanted to further explore ways to make access to space easier for underserved residents and groups in the inner suburban neighbourhoods. The ANC's initial research provided the background for the DELTA's seed grant application to the Ontario Trillium Foundation (OTF), to undertake a more extensive feasibility study on Pop-Up Infrastructure as an alternative approach for creating community space and for building vibrant communities.

# Acknowledgments

This feasibility study was supported by an Ontario Trillium Foundation Seed Grant, under the action area of Connected People. This action area supports collaboration among diverse groups as a means of building and maintaining vital communities.

Delta Family Resource Centre (Delta) commissioned Urban Priorities to undertake this study to explore the feasibility of creating affordable community spaces using Pop-Up structures on underused public land

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**Delta Family Resource Centre (Delta)** is a non-profit organization that strengthens healthy communities by providing capacity building programs and services that address the needs identified by residents they serve in the Humber Summit neighbourhood. As the lead agency, Delta Family Resource Centre is responsible for the coordination of the community development component (e.g. community outreach) of the initiative.



**Scarborough Arts** is a non-profit arts organization serving the Scarborough community. As an organization, Scarborough Arts is invested in building new partnerships and producing spaces that promote local arts. Scarborough Arts is interested in the potential in using the Pop-Up Infrastructure model as a service-delivery tool to re-energize the community on the ground level.



**ANC Weston - Mount Dennis Office/Social Planning Toronto** is a non-profit community organization that services the Weston – Mount Dennis neighbourhood through community capacity building programs and partnership development. Serving as a key partner in the initiative, SPT brings social policy analysis expertise and supports the community development function.



**African Canadian Heritage Association (ACHA)** is a community organization serving Scarborough communities that specializes in African heritage and cultural programming. As a smaller community organization, ACHA brings insight to discussion surrounding barriers faced by similar sized organizations like difficulties in accessing affordable community space

Toronto Community Housing



**Toronto Community Housing Corporation (TCH)** is the largest social housing provider in Canada and landowner in the City of Toronto. TCH services low to moderate - income households in over 350 developments across the city. TCH supports the lead agency's interest in exploring the feasibility of the Pop-Up Infrastructure model to create community spaces that are adaptable to resident population's needs.



**Giant Container Services** is an established container production company based in Toronto, Ontario. Giant has been an industry leader in modifying shipping containers for a variety of innovative purposes. Giant Container Services is committed to partnering, collaborating with, and donating to communities to make a difference. As an industry partner, Giant Container Services brings expertise in the field of prefabricated/modular structures, their operations and their cost. (SHOW LOGO)

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## EXPLORING AN ALTERNATIVE SOLUTION FOR AFFORDABLE COMMUNITY SPACE

Community space is essential for building healthy and vibrant communities. The benefits of equitable access to community space, such as positive health outcomes, improved trust, and increased sense of belonging, among others, are well documented. Research by the United Way including, *Opening the Doors: Making the Most of Community Space* (2002), *Poverty by Postal Code* (2004) and *Vertical Poverty: Poverty by Postal Code 2* (2011), and *It All Begins with Space*, a report by Social Planning Toronto all demonstrate these benefits and they all call for increased investment and preservation of community infrastructure and public space in Toronto's neighbourhoods.

Nevertheless, accessing community spaces has been a recurring challenge for many residents and community groups. This challenge disproportionately affects Toronto's inner suburbs. Based on the Neighbourhood Equity Index, of the Toronto Strong Neighbourhood Strategy 2020, there are 21 to 39 community places for meeting within a 10-minute walking distance of each residential block in downtown neighbourhoods. Whereas the document found just 3 to 12 in the inner suburbs designated as Neighbourhood Improvement Areas. Even with the existing spaces, access is a challenge due to prohibitive cost and issues related to user equity. Working with limited resources, agencies that service low-to-moderate income communities feel that they are effectively being priced out of their own neighbourhoods.

Access to community services and infrastructure continues to be a focus for research, policy review and increased investments by the City of Toronto, the Province of Ontario, and the United Way. However, as of yet, these actions have been unable to produce lasting changes on the ground. As a result, local agencies and organizations, such as ANC Weston Mount Dennis and St. Albans Boys and Girls Club, have begun to explore and create their own alternatives. They see abundant open spaces and underused public land as valuable community assets that can be repurposed and mobilized to satisfy pressing community needs. Inspired by international experiences and by local cases, including the Scadding Court Market 707, the proposed solution uses prefabricated modular structures such as repurposed shipping containers, to create Pop-Up Infrastructure community spaces on their underused sites.





This document reports on research that further explores the feasibility of a Pop-Up solution to provide an alternative for creating and accessing community space. In doing so, it aims to bring a new perspective to the ongoing discourse surrounding potential ways to re-invent community spaces in Toronto's inner suburbs.

#### The study includes:

- 📍 A working definition of Pop-Up Infrastructure based on design principles reflecting the physical qualities of Pop-Up structures and that define an approach to social organization;
- 📍 An overview of resident and community organizations' community space needs;
- 📍 Four Pop-Up Models suitable for four land ownership types prevalent in the pilot communities, each indicating corresponding proposed business models;
- 📍 Identified opportunities for Pop-Up Infrastructure to support city-building and community development objectives and strategies;
- 📍 A list of roadblocks that hinder the implementation of Pop-Up Infrastructure projects;
- 📍 Recommendations aimed at different stakeholders to help address the existing roadblocks.



# what is pop-up infrastructure?

AN APPROACH BASED ON DESIGN PRINCIPLES

Based on a scan of global precedents, Pop-Up Infrastructure encompasses a set of alternative spatial and socio-economic strategies and practices that respond to some increasingly common urban conditions. These include the growing unaffordability of urban space and the disparity between urban neighbourhoods resulting from uneven investment and displacement driven by gentrification. These conditions are symptomatic of a broader social and economic context characterized by austerity, precarity and ensuing built environment challenges. Cities and neighbourhoods are the epicenters where these conditions unfold, materialized in the challenges of residents, community groups and entrepreneurs.

Responding to this reality, Pop-Up Infrastructure strategies and practices challenge policy makers and urban placemakers to rethink how we build and to reconsider who can create urban spaces. They shift the focus toward building the agency of residents and groups so that they can shape their own neighbourhoods through direct action. They work through innovative partnerships and collaboration to create more flexible and adaptable solutions that address multiple needs.

As a spatial strategy, Pop-Up Infrastructure focuses on using non-traditional building materials and pre-fabricated building methods that are less costly, both in the sense of shortened construction time and reduced square foot cost of the construction itself.

Modified multi-modal shipping containers, either new or re-purposed, are one such material. Many architects, such as Slovenian Jure Kotnik, promote container architecture or container urbanism as its own



TOP: Temporary Kindergarden Adja  
by Jure Kotnik,  
source: [jurekotnik.com](http://jurekotnik.com)

BOTTOM: Zubabox Youth Education  
Centre by Squire and Partners,  
source: [bit.ly/2f9ksuM](http://bit.ly/2f9ksuM)

unique branch of architecture. In 2008, Kotnik published a book on container architecture showcasing 140 projects from around the world. Web-based design and architecture fora, including Dezeen, ArchDaily, and inhabitat, among others, also share a variety of container-built projects. Lauded as an abundantly available and sustainable (when re-used) building material, shipping containers are widely used to create affordable housing and retail space. Several precedents also include community purpose spaces. Retail and other companies have embraced containers as structures in which to set up shops promoting new products on city streets or in public spaces



*Cite A Docks by Cattani Architects,  
source: bit.ly/2xuSI10*



*Collision Works by KOOP Architecture & Media  
source: detroitcollisionworks.com*

Despite much interest in container architecture, there are warranted criticisms, especially when shipping containers are promoted as technology alone and when they are presented as un-contextualized catch-all solutions.

Modular and pre-fabricated (prefab) structures represent another type of alternative building system that is being actively explored and pursued around the world. These structures also provide the same benefits of requiring less on-site construction time and minimal foundations (depending on building height). Modular architecture implies buildings designed to function as systems consisting of individual modules or units. Each unit is pre-fabricated individually and assembled together with others to make one structure. In most cases, each individual module can stand independently as a separate building as well.

These structures can use different materials and can be constructed in different ways. Container architecture, in fact, represents a type of a modular building form. Another key feature of this building approach is that it allows for buildings to be expanded easily, either horizontally or vertically as needs evolve.

Again, housing is a major focus of these efforts, though modular is also an approach widely used by schools to accommodate their fluctuating space needs. Currently, most schools use portables as the standard structure for this purpose. However, there is growing interest in innovating the portable typology to realize environmental



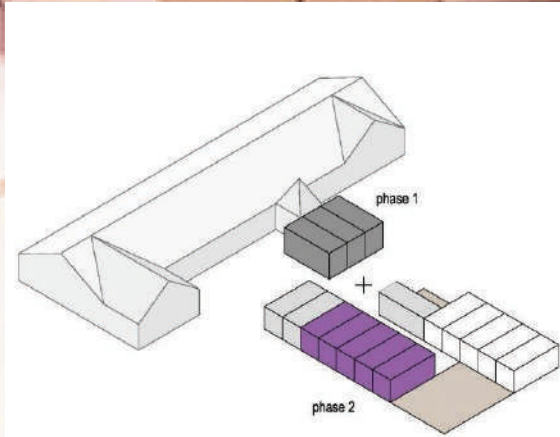
*Community Cubes by Included,  
source: http://included.org/the-work/centers*



improvements and to avoid the health hazards that standard portables have been associated with. (eg. Sprout Space by Perkins +Will). The Toronto District School Board explored modular construction for its building additions in 2012, to replace portables. However, it did not go forward with this approach given the nascent nature of the modular construction industry in the Greater Toronto Area at that time.

Pre-fabricated structures are widely used in urban regeneration projects to provide temporary or “meanwhile” uses for sites that are slated for future development and that require short-term activation. These situations can be exploited to fill urgent social service gaps. Some examples of this type of project are, Box Park, in London, UK and the proposed Temporary Shipping Container Market at 28 Bathurst St. in Toronto. However, the value of Pop-Up Infrastructure is not primarily in the use of alternative building materials nor of technology alone, but in the integration of these new building approaches with complementary socio-economic strategies. Among existing precedents, these strategies include: empowering underserved groups (Community Cubes, by included), building community-mindedness and solidarity through collaboration in project development and construction stages (projects by Recetas Urbanas in Spain, Collision Works Hotel in Detroit). Other economic development strategies like creative multi-sectoral partnerships (Vancouver’s Attira Oneesan Container Housing and Scadding Court’s Market 707), and employing innovative business models (Collision Works and Scadding Court) have also proven to be effective.

Drawing on these global and Canadian experiences, this study defines Pop-Up Infrastructure through a set of design principles that reflect and support these spatial and socio-economic strategies



Example of modular phasing using shipping containers, source: jurekotnik.com





## pop-up infrastructure design principles

Pop-Up Infrastructure can take the form of different construction types. These can range from shipping containers, to steel frame or tent structures, to structural panel systems, or even a combination of more than one building type if the particular use or specific building site calls for it. The important characteristics of a Pop-Up building system are as follows:

- 👁️ **Pop-Up Infrastructure is affordable.** It provides savings in material and construction costs and in land lease rates.
- 👁️ **Pop-Up Infrastructure is flexible.** The system can accommodate a variety of uses based on local needs. From computer labs, to daycares and produce shops, it can be adapted to any local context. Its flexibility also extends to accommodating a diversity of users, from established service providers to small groups and individuals.
- 👁️ **Pop-Up Infrastructure is quickly deployable.** It has the ability to quickly address urgent community space needs.
- 👁️ **Pop-Up Infrastructure is modular.** The structure can be adapted to changing needs over time. Additional components can be phased in as resources grow or needs of an organization evolve. Modular design does not only describe shapes of the same size, but how the built form expands in ways that transform the space or the structure to adapt to changing circumstances
- 👁️ **Pop-Up Infrastructure is relocatable.** Just as easily as the building can be assembled, it can be disassembled and relocated if needed. This mobility means that an installation need not hinder future development of a site.

### A Pop-Up building system engenders innovative administrative frameworks and business models that rely on the following principles:

- 👁️ **Pop-Up Infrastructure is networked.** It links small community groups, individual residents, and budding entrepreneurs together with larger more established service agencies and organizations. It builds a community of practice among these different groups.
- 👁️ **Pop-Up Infrastructure is collaborative.** Projects are built and enriched through partnerships among community groups, residents, landowners, the private sector, and municipal and provincial governments.
- 👁️ **Pop-Up Infrastructure builds self-reliance.** Residents and community groups ease capital cost burdens by developing new business strategies to increase revenues and to grow their services

- Pop-Up Infrastructure uses pre-fabricated building modules. On average the cost per square foot of pre-fabricated buildings is half that of traditional brick-and-mortar construction. (Brick and mortar: \$150-250/ft<sup>2</sup>, shipping container: \$20-180/ft<sup>2</sup>; steel frame modular: \$90-150/ft<sup>2</sup>)
- Pre-fabricated buildings save costs by minimizing on-site construction time
- When built on public lands, Pop-Up Infrastructure has the potential to substantially reduce leasing costs as well.

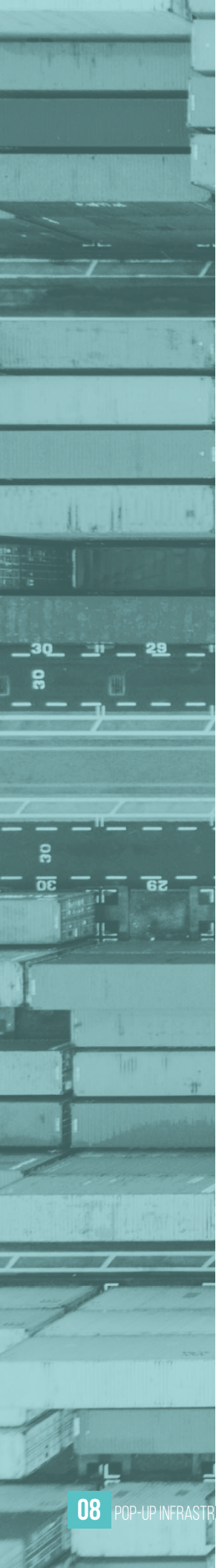
- Mobile/DIY – landowners could be private businesses or public land owners
- Micro-Business Unit – Toronto Community Housing Corporation land, or Residential Apartment Commercial-zoned, privately owned land
- Seasonal/Temporary – Parks, Forestry and Recreation land
- Large Community Node – Toronto District School Board land.

- Pop-Up Infrastructure projects create new and interim uses for underutilized sites, including interstitial spaces and over-looked sites that are incompatible with traditional buildings and construction methods.
- Pop-Up projects have the potential to create revenue for land owners from land lease arrangements.
- Pop-Up projects have the potential to reduce costs for land owners through sharing of property tax and maintenance costs.
- Pop-Up projects can demonstrate the future development potential of sites.

- Pop-Up projects can be installed quickly, requiring as little as 3 days of construction time on site.
- Pop-Up projects can animate the public realm by creating a unique visible presence on site, enhancing pedestrian activity, public safety and by creating spaces for gathering.
- Pop-Up projects demonstrate the need for and they build enthusiasm and momentum toward further built environment improvements in the NIAs.







**Pop-Up Infrastructure provides an opportunity to empower community organizations and enhance their financial resiliency.**

- ◉ Pop-Up Infrastructure allows community service agencies to reduce their administrative costs. This is something that many organizations struggle with, given the structure of public and donor funding.
- ◉ Using Pop-Up Infrastructure, community service organizations can create additional revenue sources from rent, franchise fees or sales of goods and services.
- ◉ Ownership of space and access to additional revenue sources has the potential to limit community service organization reliance on public funding.
- ◉ By developing Pop-Up projects, community service organizations can improve their financial management through focused business and financial models and through continual reassessment of their economic strategies.

**Pop-Up Infrastructure projects create a space to strengthen the voice of and to create opportunities for marginalized residents and smaller community groups.**

- ◉ Addressing residents' and community needs is the *raison d'être* for Pop-Up Infrastructure. Understanding these needs and building resident buy-in is the first step in developing Pop-Up projects.
- ◉ Pop-Up Infrastructure projects provide affordable access to space for marginalized individuals and for less organized resident groups that would otherwise not be able to access similar spaces in traditional or existing facilities.
- ◉ Pop-Up Infrastructure business models outlined in this report allow for individual residents and smaller non-incorporated groups to be partners in the development of community spaces.
- ◉ Pop-Up Infrastructure provides employment and income-generating opportunities for marginalized residents and groups through involvement with micro and small businesses.
- ◉ Pop-Up projects provide opportunities for marginalized residents to be involved in community building through volunteering.

**Pop-Up Infrastructure is a flexible solution for addressing service gaps where they are needed the most.**

- ◉ Pop-Up projects bring services closer to residents by creating a healthy mix of uses in built environments that currently suffer from the practice of separating residential, commercial, institutional and recreational areas
- ◉ As quickly-deployable projects, Pop-Up Infrastructure can address the urgent need for community spaces to serve at-risk groups.
- ◉ Pop-Up Infrastructure buildings are modular and can be flexibly expanded as needed over time.

### **Pop-Up Infrastructure projects call for collaborative and partnership-based business models.**

- 👁 Pop-Up Infrastructure business models presented in this report use a network-based approach that connects larger incorporated community service organizations and smaller un-incorporated groups and residents.
- 👁 Pop-Up Infrastructure entails partnerships between public and private landowners and community organizations.
- 👁 Pop-Up Infrastructure business models support the use of innovative financing structures.

### **Pop-Up Infrastructure provides an innovative approach to support existing community development strategies and city-building initiatives in the NIAs.**

- 👁 Pop-Up Infrastructure proposed business models provide the opportunity to extend the Community Hubs in Ontario: Strategic Framework and Action Plan using a virtual and decentralized community hubs approach.
- 👁 Pop-Up Infrastructure offers practical initiatives to advance the Toronto Strong Neighbourhood Strategy 2020.
- 👁 Pop-Up Infrastructure provides an opportunity to implement Residential Apartment Commercial zoning as part of the Tower and Neighbourhood Renewal Strategy in the NIAs.
- 👁 Pop-Up Infrastructure supports other provincial and municipal strategies and plans.

### **Pop-Up Infrastructure requires buy-in and collaboration among the City of Toronto, Province of Ontario, land owners, and funders to remove the existing roadblocks that hinder the realization of community development projects:**

- 👁 Community service organizations require support to access or to develop in-house expertise that enables them to implement Pop-Up Infrastructure projects.
- 👁 Community service organizations require increased access to funding for capital expenses and administrative costs.
- 👁 There is a need for the City of Toronto to recognize Pop-Up Infrastructure as a viable means of realizing a meaningful and rapid shift towards neighbourhood equity.
- 👁 There is a need to review and update the planning framework to allow for as-of-right development of Pop-Up Infrastructure projects in suitable land use zones and sites.
- 👁 There is a need to establish a coordinated approach among public land owners for partnerships with community groups to enable development of Pop-Up Infrastructure, including streamlining of lease and partnership agreements.
- 👁 There is a need for the City of Toronto to formally align policy to match their stated economic and social develop

## RESEARCH PROCESS

### APPROACH AND METHODOLOGY

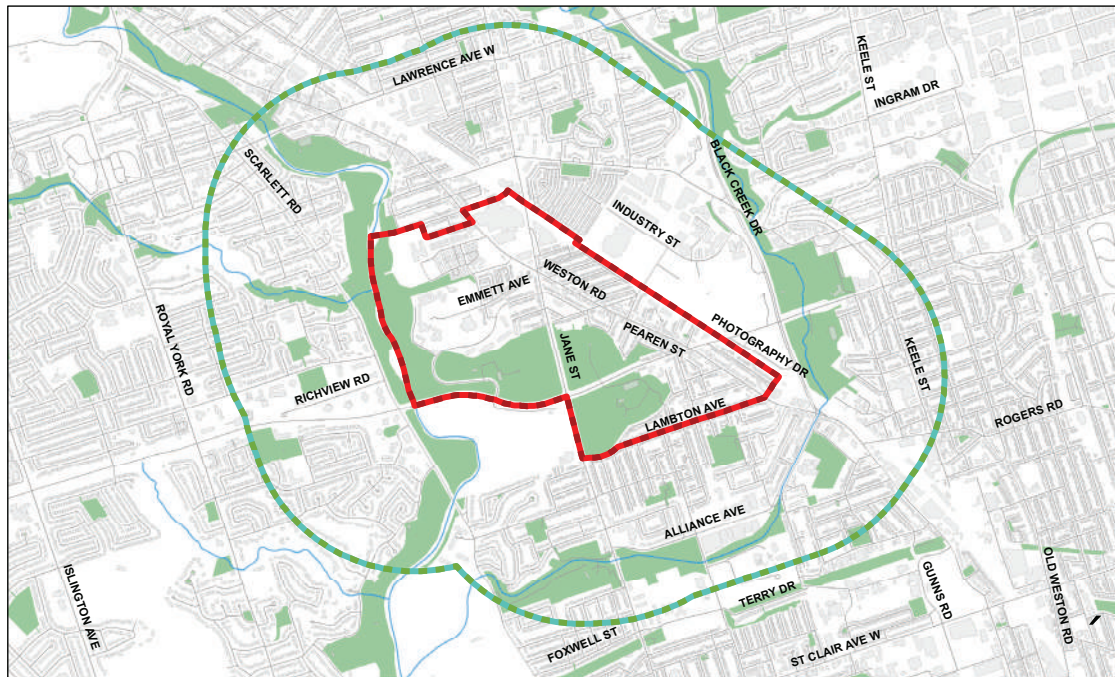
This document reports on the findings of a collaborative research process completed over a period of seven months, January to July 2017. Research methodology relied extensively on primary sources, employing participatory methods aimed at engaging residents and stakeholders and at gaining an in-depth understanding of the context of the three pilot communities. The following is a summary of the research methods and activities undertaken.

### THREE PILOT NEIGHBOURHOODS

The study focused on three pilot communities – Humber Summit, Weston-Mount Dennis and Woburn – located in Toronto’s inner suburbs, all designated as Neighbourhood Improvement Areas by the City of Toronto.



# PILOT NEIGHBOURHOOD 1: Weston/Mound Dennis



- Weston Mount Dennis Boundary
- 1 km Buffer Zone
- Rivers and Creeks
- Green Space

The following map identifies a 1 kilometre buffer zone adjacent to the Weston Mount Dennis Neighbourhood Study Area. This element will help to broaden the scope of the study area and include neighbouring amenities and sites.

Urban Priorities  
 Data: City of Toronto - Open Data  
 Projection: UTM NAD83 17N  
 Date: June 2017

## NIA 113 - Weston

Neighbourhood Equity Score 36.0



18,170



59%



53%



24%



15.3  
within 10 min  
walk



6.2  
within 10 min  
walk

## NIA 115 - MOUNT DENNIS

Neighbourhood Equity Score 36.0



13,145



41%



50%



24%



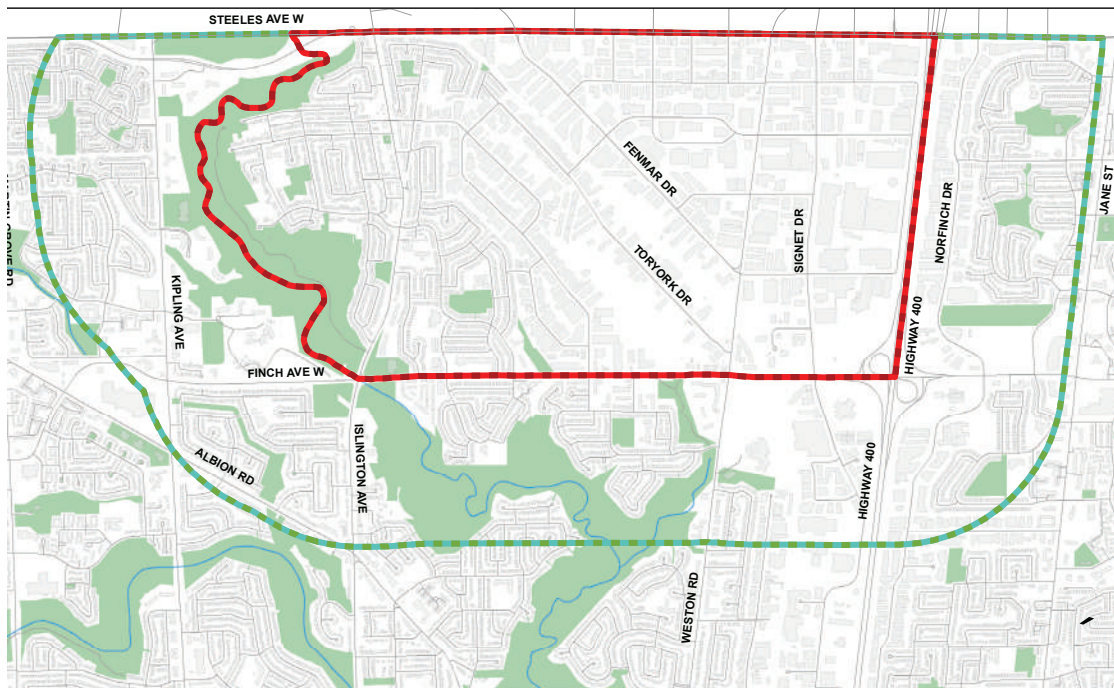
8.4  
within 10 min  
walk



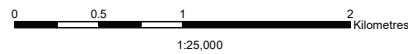
1.6  
within 10 min  
walk

Source: City of Toronto, NIA Profiles

# PILOT NEIGHBOURHOOD 2: Humber Summit



- Humber Summit Boundary
- 1 km Buffer Zone
- Rivers and Creeks
- Green Space



The following map identifies a 1kilometres buffer zone adjacent to the Humber Summit Neighbourhood Study Area. This element will help to broaden the scope of the study area and include neighbouring amenities and sites.

Urban Priorities  
Data: City of Toronto - Open Data  
Projection: UTM NAD83 17N  
Date: June 2017

## NIA 21 - Humber Summit

Neighbourhood Equity Score 34.3



12,525



19%



47%



15%



12.1  
within 10 min  
walk



2.2  
within 10 min  
walk

## NIA 2 - Mount Olive - Silverstone - Jamestown

Neighbourhood Equity Score 29.3



32,788



62%



49%



27%



10.5  
within 10 min  
walk



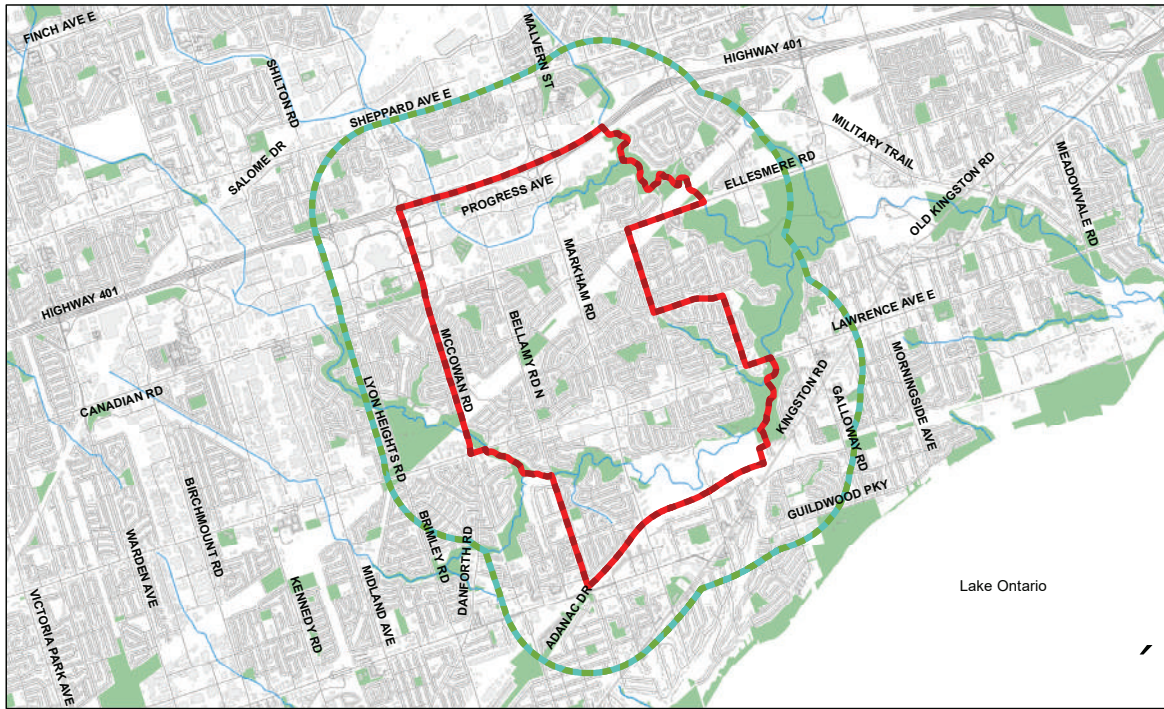
2.1  
within 10 min  
walk

Source: City of Toronto, [NIA Profiles](#)

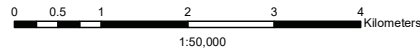


# PILOT NEIGHBOURHOOD 3: Woburn

Neighbourhood Study Area - 1 Kilometres Buffer Zone: Woburn (2017)



- Woburn Boundary
- 1 km Buffer Zone
- Rivers and Creeks
- Green Space



The following map identifies a 1 kilometre buffer zone adjacent to the Woburn Neighbourhood Study Area. This element will help to broaden the scope of the study area and include neighbouring amenities and sites.

Urban Priorities  
Data: City of Toronto - Open Data  
Projection: UTM NAD83 17N  
Date: June 2017

## NIA 137 - Woburn

Neighbourhood Equity Score 39.0



53,350



50%



60%



25%



9.2



2.9

## **STEERING COMMITTEE**

At the start of the project, Delta convened a Steering Committee to monitor the progress of the feasibility study and to oversee the community engagement component of the study. Below are the organizations represented on the committee:

**Delta Family Resource Centre**

**Social Planning Toronto- ANC Weston Mt Dennis**

**Resident and Community Services, Toronto Community Housing Corporation**

**Social Development, Finance and Administration, City of Toronto**

**Scarborough Arts**

**African Canadian Heritage Association**

## **COMMUNITY ANIMATORS**

In addition, six community animators engaged by Delta supported community outreach and consultations. As residents of the pilot communities, or through their involvement with the project partner organizations, community animators contributed important local insights to the study. Community animators were also members of the Steering Committee.

## **OPENING ROUNDTABLE**

The study kicked off with an opening Roundtable, on January 17th, 2017. This event introduced the concept of Pop-Up Infrastructure to community and political stakeholders and engaged them in an exploratory conversation. The roundtable helped to identify the preliminary research focus based on the ideas, experiences and concerns shared by participants in response to the concept.

## **POLICY RESEARCH AND STAKEHOLDER INTERVIEWS**

Primary research also included a series of interviews with representatives of key stakeholder groups: landowners, regulators, and community organizations. In total, the study team conducted twelve meetings with representatives from:

Capital Projects & Building Partnerships, Toronto District School Board (TDSB)  
Resident & Community Services, Toronto Community Housing Corporation (TCH)  
City of Toronto Parks, Forestry and Recreation  
City of Toronto Planning  
City of Toronto Economic Development & Culture  
City of Toronto Social Development, Administration and Finance  
City of Toronto Real Estate  
Community Organizations

Additionally, Steering Committee meetings contributed information about the experiences and needs of community organizations, residents and landowners, and later, they acted as an ongoing feedback forum that helped to refine the research process through this iterative process.

The opening Roundtable and the closing Symposium further enriched the study by gathering experiences and perspectives from the widest variety of stakeholders available. A list of event participants is attached in Appendix 1.

## SECONDARY RESEARCH

Secondary research strategies included a review of many existing policies at the provincial and municipal scale, as well as a review of relevant literature and precedent projects within the City of Toronto and from around the world.

## FINANCIAL CASE STUDY ANALYSIS

Financial research drew on the data collected through stakeholder interviews, Steering Committee meetings, the Roundtable and the Symposium. It also included a detailed review of two local case studies: Business out of the Box, at Scadding Court Community Centre and the Moss Park Container Market, by Building Roots and Food by Ward. Results of Financial Case Studies are found in Appendix 2.



Images: Research Team





## COMMUNITY CONSULTATIONS AND TOURS

The research team and project partners conducted two community consultations in each pilot neighbourhood between February and April 2017, as follows:

### **Humber Summit:**

February 22nd: North Etobicoke Residents Council Meeting

February 22nd: Humber Summit Residents at Delta

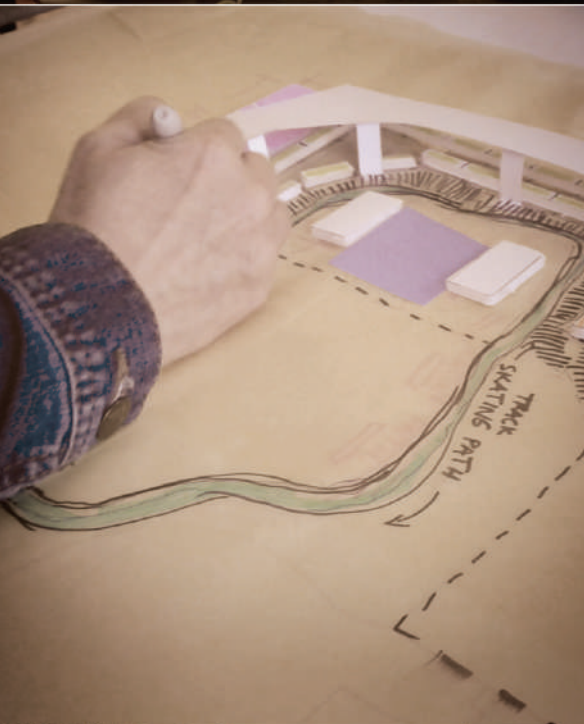
**Weston & Mount Dennis:** March 9th: Weston-Mount Dennis residents at the ANC office

April 6th: Neighbourhood Action Partnership Table

### **Woburn:**

March 22nd: Woburn Residents at Scarborough Arts

April 18th: Co-op members and ACHA representatives at Miliken Co-op



Each consultation ran as a focus group, with a brief overview presentation of the Pop-Up Infrastructure concept and precedents, followed by a facilitated discussion about a series of questions aimed at better understanding the participants' community space needs, barriers to access of existing facilities, and their current capacity to undertake Pop-Up projects. As part of the discussion, participants helped to identify potential sites within their neighbourhood, that would benefit from the attention and animation that a Pop-Up project promises.

Prior to each consultation, the research team conducted site visits and community tours led by the Community Animators and project partners. These tours helped the research team to familiarize themselves with the pilot neighbourhoods from a local perspective and to begin to identify types of sites that would be suitable for Pop-Up projects.



Images: Research Team

# design charrette

Through the course of public consultations, the study team identified potential Pop-Up Infrastructure sites within each of the three pilot Neighborhood Improvement Areas.

From all potential sites flagged during consultations, the study team selected one from each land ownership type. These selections are based on each site being representative of a typical set of physical and contextual characteristics, generalizable across all inner suburban neighbourhoods. Accordingly, it is assumed that findings from the charrette can be broadly applied to other sites of the same land ownership type, located anywhere throughout the inner suburbs.

The charrette assembled four teams exploring community needs, roadblocks, and potential design solutions for these representative sites:

## **PARKS, FORESTRY AND RECREATION**

Facilitated by Leigh Jeneroux from RAW design  
Scarborough Village Park – 23 Gatesview Avenue

## **TORONTO DISTRICT SCHOOL BOARD**

Facilitated by Mathew Lawson from RAW design  
West Humber Collegiate Institute – 1675 Martin Grove Road

## **TORONTO COMMUNITY HOUSING**

Facilitated by Corinna Okura from VFA  
710-720 Trethewey Drive

## **RAC ZONED**

Facilitated by Eric Martin, founder/partner at Atelier Pool  
2667-2677 Kipling Avenue

Design facilitators engaged by RAW Design guided the work of each team, using a series of questions that helped to elicit a statement of community needs and roadblocks. The needs and roadblock statements served to direct design exploration for the respective sites. Each team also received background material for their site, ahead of the charrette, including zoning and demographic information, along with site context mapping, photographs and context plans. Design Charrette findings are found in Appendix 3.



## symposium

The study team's research findings were presented to the public at a Symposium held at the North York Civic Centre on Wednesday, June 28th, 2017. The symposium was an opportunity to generate awareness about the opportunities presented by Pop-Up Infrastructure for Toronto, by sharing best practices from completed projects. A panel of stakeholders involved with projects discussed and highlighted roadblocks and challenges that they experienced throughout the process. The panel members included:

Lisa Kates, Moss Park Container Market, Building Roots

Kevin Lee, Market 707, Scadding Court Community Centre

Andrew Lockwood, Giant Containers

Adam Vaughan, MP for Spadina-Fort York (former City of Toronto Councillor, Ward 20)

The Symposium concluded with a meeting between the research Steering Committee and representatives of the City of Toronto to plot the next steps for advancing Pop-Up Infrastructure in the city. The meeting addressed the following points:

- defining potential roles and responsibilities of City Divisions with regard to Pop-Up Infrastructure initiatives
- how to secure support for Pop-Up Infrastructure from City Council
- leveraging existing policy frameworks to support the development of Pop-Up Infrastructure





# FINDINGS

## POP-UP INFRASTRUCTURE USER GROUPS: WHAT ARE THEIR ROLES AND HOW WILL THEY BENEFIT?

### *Individuals*

Individual residents are the primary users of community spaces and programs. Their involvement throughout the process of defining community needs and appropriate uses for Pop-Up Infrastructure projects is critical. They can contribute to Pop-Up projects with expertise, labour and fundraising (via crowdsourcing, for example). Pop-Up Infrastructure projects bring services and programs closer to the residents, and they help individuals connect with each other and their communities. They bring income and economy-generating opportunities closer to home where benefits will be felt most directly.

### *Small, Unincorporated Community Groups – Service Delivery Organizations*

There are many smaller, local, unincorporated community organizations operating throughout Toronto's inner suburbs. These organizations are born out of specific local situations and they work to address pressing local issues. Their main concern is to deliver pertinent and timely programs to local residents. These are the groups that struggle the most with access to affordable space. Pop-Up Infrastructure allows for smaller community organizations to assume a better-defined role and to focus their resources and attention on providing the programming that they are in the best position to develop and support.

### *Large Trustee Organizations*

Large community service organizations play a key role in delivering community programming and services. A Pop-Up Infrastructure Network would rely on the stability and expertise, as well as the administrative and financial sophistication of one or more of these well-established community organizations. To streamline resources and to allow for local specificity of programming, these larger organizations can best serve as Trustee Organizations for smaller, more local unincorporated Service Delivery Organizations. Current more established Trustee Organizations have better access to funding and a greater likelihood of securing funding for capital and operational costs. By undertaking Pop-Up Infrastructure projects, Trustee Organizations will benefit by gaining greater control over the financial management of their organizations by reducing their administrative costs, by having more flexibility in how they use their space, and by potentially gaining access to new ongoing sources of income through rent or sale of goods and services.

## COMMUNITY NEEDS

Community consultations and regular meetings with the Steering Committee highlighted critical needs of organizations of different sizes as well as of individual residents.

**Residents** cited the following needs and indicated that their current spaces were lacking in these priority areas:

- Multi-purpose/flexible spaces
- Gathering/meeting spaces
- Learning centres and income generating spaces (business incubators, social enterprises)
- Combined indoor/outdoor spaces
- Market place/commercial space (there are many residents that run small businesses but would need a place where they can display and sell their products; affordable commercial space for local businesses threatened by displacement from main streets)
- Youth-specific spaces (for after school activities and for evening activities) as well as spaces that would provide youth employment
- Flexible spaces that are able to accommodate the needs of different user groups within the community
- Community spaces that have flexible hours
- A system that can quickly accommodate changing needs
- Spaces where arts programming can merge within community participation
- Spaces that can integrate gardening, food production and distribution

**Organizations and Community Groups** highlighted their space needs and the following challenges and aspirations in addressing space issues:

- Community-based social service organizations, both large and small, struggle financially
- Increasingly, organizations depend on fewer short-term targeted project funding opportunities
- Short-term grants ensure that organizations are always either shutting down or starting up programs. This is inefficient.
- Most organizations do not have funding for capital infrastructure because project-based funding covers only those administrative costs directly related to supporting services and project activities
- Organizations face a continuous cycle of funding insecurity
- Funding insecurity results in inconsistent and unreliable program delivery often resulting in the dissolution of meaningful and effective programs
- Effective programs are often terminated before advances can be measured and full benefits felt
- Lack of funding for administrative costs, means capital project opportunities go unexplored
- Renting space creates uncertainty in Toronto's exaggerated real estate market
- The current system leaves residents and community groups guarded and mistrustful—at times competing with one another for limited funding
- Organizations want to be more self-reliant, reducing their dependency on project-based funding
- Small-scale organizations need additional support to realize capital expenditure projects
- Communities need more income and entrepreneurship options to help equalize opportunities across the city
- Community groups and residents want to dictate the development plans of their own neighbourhoods
- Communities want an opportunity to take greater control and stewardship of the public space in their neighbourhoods

## HOW TO IDENTIFY A SUITABLE POP-UP INFRASTRUCTURE SITE

In this study, the team earmarked community assets of vacant or derelict lands that are suitable and valuable sites for the deployment of Pop-Up community spaces. Early in the research process research identified land ownership as a key element in Pop-Up Infrastructure projects. Defining land ownership types is useful to:

- ◀ select large, mainly autonomous bodies – the landowners – able to implement broad policy arrangements to allow for Pop-Up development to happen
- ◀ create a framework around which to build and maintain a logical, systematic and thorough inventory of available properties
- ◀ categorize sustainable strategies generally appropriate for each land type, thereby maximizing the economic, educational, environmental, and functional benefits of Pop-Up Infrastructure

Accordingly, four distinct land ownership types emerged as the most suitable for Pop-Up Infrastructure development:

- ◀ Parks, Forestry and Recreation
- ◀ Toronto Community Housing Corporation (TCH)
- ◀ Toronto District School Board (TDSB)
- ◀ Privately-Owned Residential Apartment Commercial-Zoned (RAC)

Each of these sites aligns with one of four Pop-Up Infrastructure models based on user needs of:

- ◀ Scale
- ◀ Suitable level of permanence
- ◀ Intended type of programming housed
- ◀ Leasing arrangement
- ◀ Potential business and financing models

For a site screening tool that uses third party costs to narrow options, refer to Appendix 4

## FOUR POP-UP INFRASTRUCTURE MODELS WITH CORRESPONDING LANDOWNER

<b>Mobile / DIY</b>	Landowners could be private or public
<b>Micro-Business Unit</b>	TCH land, and RAC-zoned, privately owned land
<b>Seasonal/Temporary</b>	Parks, Forestry and Recreation land
<b>Large Community Node</b>	TDSB land

## POP-UP INFRASTRUCTURE MODELS: A GUIDELINE FOR EARLY PROJECT PLANNING

The public consultation process and design charrette generated many ideas. Accordingly, the study team concludes that community needs are as varied as the communities themselves. Researchers learned that Pop-Up Infrastructure must be a flexible network in order to satisfy diverse and evolving communities. The network must be a system of interconnected entrepreneurial and mentorship relationships, bottom up programming and progressive economic development practices. This approach most closely aligns Pop-Up Infrastructure with policies and programs already in place at the Provincial and Municipal levels.

Driven by the creativity of community service organizations, agencies, and of community members, Pop-Up complexes will evolve over the course of time. The following section distills the design ideas emerging from each landowner type and it develops Pop-Up models best suited to each landowner type.

Rather than defining the appearance of each Pop-Up model type, organizations should select an appropriate land type and model type for their Pop-Up project. The aesthetics and exact functional and visual characteristics will emerge through clear focus on the identification of community strengths, needs and values.

### FOUR POP-UP INFRASTRUCTURE MODELS

#### *Mobile / DIY Model*

These models are small, self-propelled, inexpensive and most likely Individually owned. They can be self-constructed, have a relatively quick inception-to-deployment timeline and they involve the least amount of red tape.

A Mobile/DIY Model owner will establish connection with either public or private landowners (or both) as they seek permission to park their unit and temporarily set up shop. The projects can be spearheaded by Trustee Organizations, Service Delivery Organizations, or by individuals themselves with or without support from another organization.

Run by individual residents and micro-entrepreneurs, these small operations are best suited for food, retail, transport, or service application

RELATIONSHIP #	01	02	03	04
TYPE OF POP-UP MODEL (LOCATION)	DIY Module(mobile)			
SUPPORTED BY	ANOTHER DIY MODULE	A MICRO BUSINESS ENTREPRENEUR	AN UNINCORPORATED ORGANIZATION	A TRUSTEE ORGANIZATION

## Seasonal / Temporary Model

These models are designed to be temporary, relocatable structures with a moderate cost. They are owned and operated either by Trustee or Service Delivery Organizations. They are more complex undertakings and the timeline required from inception to deployment is longer. The units are flexible, accommodating different short-term uses and they are quickly deployable.

Trustee Organizations, or Service Delivery Organizations supported by Trustee Organizations, are the most likely owners of Seasonal / Temporary units. These owners need to build a strong partnership with Parks, Forestry and Recreation, as their landowner.

Individuals, micro-entrepreneurs, and small community groups can use these units for events, food service, retail, studio space and other short to medium term uses.

RELATIONSHIP #	01	02
TYPE OF POP-UP MODEL (LOCATION)	Seasonal installation(Park, Forestry & Recreation)	
SUPPORTED BY	ANOTHER UNINCORPORATED ORGANIZATION	A TRUSTEE ORGANIZATION

## Micro-Business Mode

With their smaller scale and moderate cost, these units best work in clusters to redefine and reconfigure public spaces and to strengthen and define local economies. Initially, they will be owned by either Trustee, or Service Delivery Organizations supported by Trustee Organizations, though ownership may be passed to individual entrepreneurship program graduates.

Both Toronto Community Housing as well as private holders of RAC-zoned buildings are suitable landowners for this kind of complex. The project lead and leaseholder for projects like these will be a Trustee Organization or a Service Delivery Organization supported by a Trustee Organization. Micro-business entrepreneurs can partner with Mobile / DIY model owners (as a delivery service, for example) to strengthen their businesses through a networking approach.

Micro-entrepreneurs and small community groups can use these units to offer food, retail, office space or DIY unit docking opportunities to residents.

RELATIONSHIP #	01	02	03
TYPE OF POP-UP MODEL (LOCATION)	Micro-business Unit(RAC Zoned, TCHC)		
SUPPORTED BY	ANOTHER MICRO BUSINESS ENTREPRENEUR	AN UNINCORPORATED ORGANIZATION	A TRUSTEE ORGANIZATION

## Large Community Node

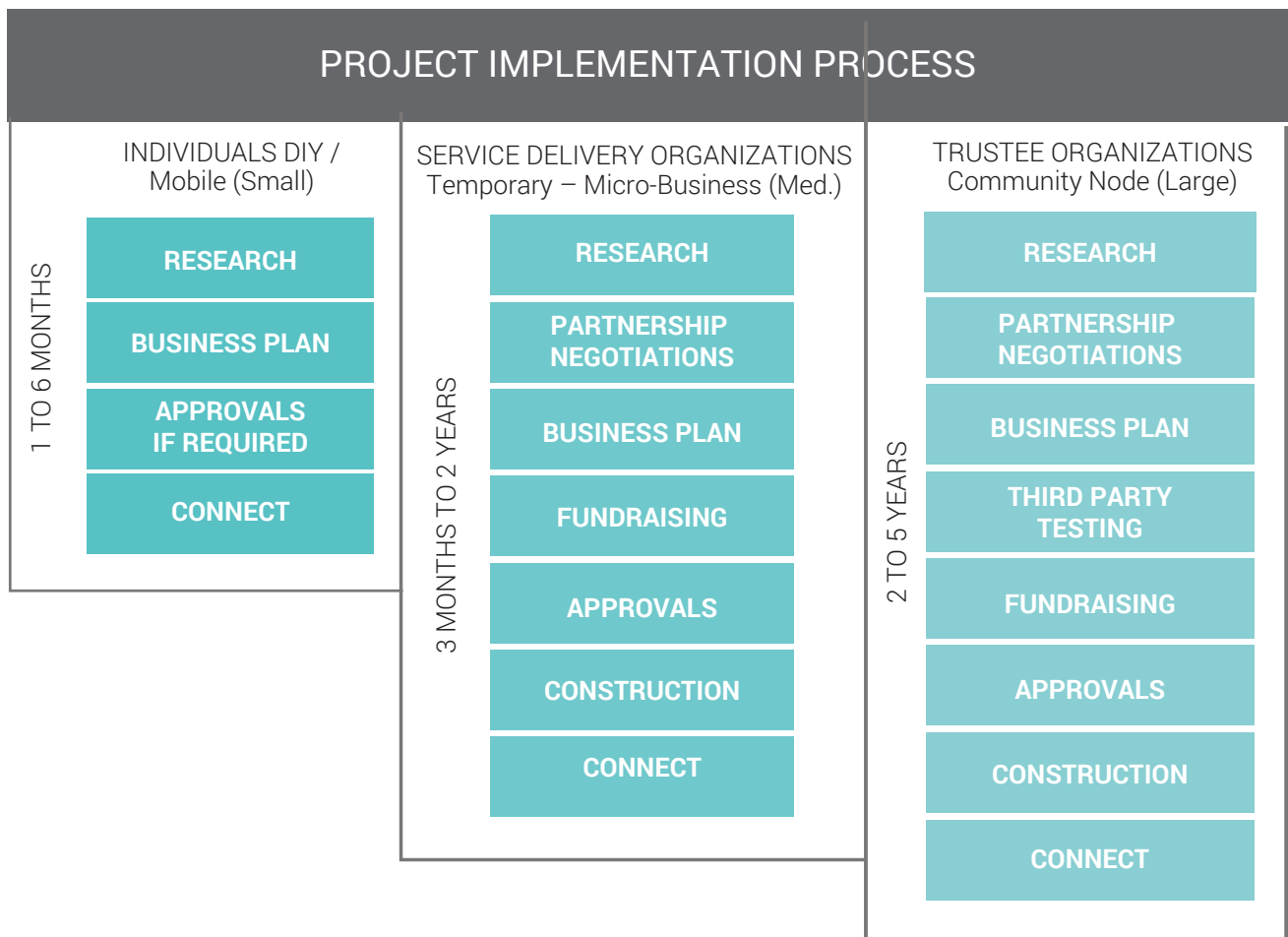
These are larger scale, complex projects that are costly and they require more time, difficult approvals and extensive planning. Large Community Node buildings are home to more centralized community spaces and they draw from a larger catchment area. They incorporate program and administrative spaces for smaller Service Delivery Organizations to operate out of.

Trustee Organizations will develop a strong relationship with the Toronto District School Board as their landowner while partnering with DIY Unit owners and Service Delivery Organizations to share space and resources and to enhance physical and financial networking opportunities.

Large Community Nodes make networking and strategizing around broad community needs easier. They lend financial and strategic support to Service Delivery Organizations allowing these smaller organizations to concentrate their efforts on unique and impactful program offerings. For more in-depth description of Pop-Up Infrastructure Model Types as they relate to the idea of designing a network of community space, refer to Appendix 5.

### PROJECT IMPLEMENTATION PROCESS

A starter document kit is included as Appendix 6. These documents consist of the informational Roadmaps for the Trustee Hub and Service Delivery Organization user groups. There are also intake forms that community organizations can use when talking with people interested in pursuing Pop-Up projects. These forms will help the intake organizations to determine client needs and they can help interested parties to solidify their ideas and expectations. The intake forms are a tool that guides the correct project channels. Finally, there are information gathering forms, essential for refining programs and for bolstering the case for Pop-Up Infrastructure with funders and policy makers.



## Business and Financial Models

The four Pop-Up model descriptions highlight possible business and financial models that may arise through the application of the Pop-Up Network. Each type of Pop-Up site and model suggests particular business relationships, business models and financial models.

A business model is a design for the successful operation of an enterprise, that identifies revenue sources, a client base, particular products and service offerings, and details of financing. The Business Model describes the rationale for how an organization creates, delivers and captures values.

A key consideration in business model development is to identify stakeholders and define their roles and relationships among each other. For Pop-Up projects principle stakeholders are:

<b><i>Project Lead</i></b>	the organization that develops the project and owns the Pop-Up space; it is the primary lease holder; it is responsible for the maintenance and sustainability of the Pop-Up space
<b><i>The Operator</i></b>	the organization or individual that runs the Pop-Up space or its individual modules; this could be the same organization as the project lead or it could include multiple organizations or individuals
<b><i>Investors</i></b>	from the public or private sector;
<b><i>Third Party Providers</i></b>	including consultants, like architects, engineers or business consultants, infrastructure providers (in the case of shipping containers) construction companies, utilities, etc

## Residents and Community

Investor relationships are key to project success and projects should include education and information to help investors understand how project outcomes can contribute to their objectives. This forces the project planners to develop a nuanced understanding of their community development perspective and it helps to manage expectations for project performance and outcomes based on deeper insight into site-specific context.

Residents and community members are the main beneficiaries of Pop-Up Infrastructure projects, but they should also be involved as collaborators to ensure that such initiatives are truly community-led. Pop-Up projects provide a variety of ways to engage volunteers at different stages of project conceptualization, implementation on site and operation. Project Lead organizations should focus on leveraging tools and resources to integrate capacity building opportunities and to engage community volunteers in supportive and leading roles.

Each business model will have a corresponding financial model, which provides a long-term forecast of cost and revenue for the project. A project's financial model accounts for site specific conditions and defines the roles and responsibilities of the project organizer/coordinator and site operator(s) more specifically. A base financial model can be customized for implementation on new project sites

# project costs

Naturally, each Pop-Up project has costs associated with it. The size and complexity of the proposed project suggests a certain level of cost. Nonetheless, each project must consider the following:

## Project Development Costs

These are one-time costs for professional services, project preparation and detailed planning.

## Project Implementation Costs

These one-time costs are associated with the installation of Pop-Up units, such as land preparation, construction and the purchase or lease of prefabricated units, unit fit-out, transportation to site and the cost of labour. Ongoing costs associated with access to land fall under this category as do leaseholding and utility connection costs.

## Operational Costs

There are ongoing costs necessary to maintain the function of Pop-Up space, such as staff time, maintenance, marketing and outreach, and telecommunications, among others

## Infrastructure Costs

Sample Costing of Containers – Units only, Enclosed and Full fit-out

Source: *Giant Container Services*

### CONTAINER: UNITS, SIZE

### COSTS

SIZE	UNITS	AREA. FT <sup>2</sup> .	CONTAINER ONLY (\$)	ENCLOSED (\$)	TURN-KEY (BUILD) (\$)
Small	1 x 20'	160	2,000	15,000	40,000
Medium	2 x 40'	640	5,000	45,000	80,000
Large	6 x 40'	1,920	15,000	130,000	275,000

Enclosure includes doors, glazing, insulation, interior framing, and all steel work. Turnkey fit-out excludes foundation and alternative roof.

## Cost Summary

Container Only: \$20 - \$30/ ft2

Enclosed: \$85/ ft2.

Turnkey Fit-out: \$130 - \$180/ ft2



## SAMPLE PROJECT IMPLEMENTATION COSTS

### Cost Associated with Pre-construction

- Land acquisition, including assembly, holding and improvement
- Architectural design and City Approvals
- Third Party Tests and Reports

### Cost of Land / Leasehold

TDSB	\$11/ft <sup>2</sup>
TCHC	\$500+/year
RAC	Varies by property—to be negotiated with private landowner

### Costs Associated with construction

- Construction, including materials, equipment and labour
- Field supervision of construction
- Construction financing
- Insurance and taxes during construction
- Project Lead's general office overhead
- Equipment, furniture and fixtures not included in construction
- Inspection and testing
- Site Servicing
- Temporary Traffic Closures

### Operational and maintenance cost

For the project lead, it is also important to estimate the corresponding operational and maintenance costs of each proposed facility in order to analyze the life cycle costs. The on-going operational and maintenance costs in over the project life cycle include the following expenses:

- Land (leasehold), where applicable
- Operating staff
- Labour and material for building maintenance and repairs
- Cleaning and maintenance service
- Insurance

## **FINANCING COSTS**

### ***Utilities***

The magnitude of each of these cost components depends on the nature, size and location of the project as well as the management organization, among many considerations. The project Lead struggles to balance the overall project cost with investment objectives.

### ***Contingencies***

Contingencies are held back for unexpected costs occurring during construction. This contingency amount, included as a single line item must accommodate:

- Design changes**

- Schedule adjustments**

- Unforeseen site conditions**

- Third party costs incurred through design or schedule changes**

Unused contingency amounts may be released to the Project Lead near the end of construction when they can be used to add additional project elements.

It is expected that as Pop-Up projects are up and running and when they expand to add additional sites, overall operating cost will increase, but at a decreasing per square foot rate. Operators will realize the benefit of economy of scale and of shared administrative structures.

Revenue or financing streams may include:

- Fees for goods and/or services, including rent

- Individual donations and major gifts

- Bequests

- Corporate contributions

- Foundation grants

- Government grants and contracts

- Interest from investments

- Loans/program-related investments

- Tax revenue

- Membership dues and fees

Pop-Up Infrastructure is an approach rooted in partnership and community engagement. Lead organizations and community groups should seek partners possessing complimentary skills and resources. They should try to widen their reach and to maximize creative partnerships and funding opportunities.

More in-depth information about potential sources of financing is included in Appendix 7.



## **Opportunities To Advance City-building And Community Development**

Pop-Up initiative aligns with and has the potential to fulfill many Provincial and Municipal strategy objectives.

Pop-Up Infrastructure aligns directly with the Province of Ontario's, Strategic Framework & Action Plan for Community Hubs, and with the City of Toronto's, Strong Neighbourhoods Strategy and the Tower Renewal Program. Pop-Up Infrastructure projects provide an opportunity to implement these strategies on the ground, in collaboration with a broad group of community stakeholders. They offer a low-risk opportunity to pilot and test new and creative ideas and they provide mechanisms to advance these strategies, through both physical design and public-private-community partnerships. Pop-Up Infrastructure provides a means to test and to measure the effectiveness of Provincial and Municipal strategies. These ideas can then be replicated with confidence on a wider scale in the GTA and in the Province of Ontario. Through the support of the Pop-Up Infrastructure initiative, the City of Toronto and the Province of Ontario have an opportunity to align themselves with National and Global social development trends.

### **The Pop-Up Infrastructure Network aligns with:**

- Community Hubs in Ontario: A Strategic Framework & Action Plan
- Toronto Strong Neighbourhoods Strategy 2020
- Tower Renewal
- The Trillium Foundation's Connected People Objective

### **The Pop-Up Infrastructure Contributes to:**

- TO Prosperity: Toronto Poverty Reduction Strategy
- Active Spaces / People Places: Parks and Recreation Facilities Master Plan
- City-Wide Real Estate Transformation
- The Toronto Seniors Strategy: Towards and Age-Friendly City
- Toronto Youth Equity Strategy
- Mayor's Task Force on Toronto Community Housing
- Resilient Toronto

## **HOW POP-UP INFRASTRUCTURE ALIGNS WITH KEY STRATEGIES**

### **Trillium Foundation Connected People Objectives**

Pop-Up Infrastructure provides an opportunity to advance public health objectives with a focus on improving social connectivity in communities. It is an opportunity for residents to participate in a initiate the development of spaces that meet their needs. Pop-Up brings together diverse groups through creative partnerships and business relationships, and it builds stronger and richer connections among different community factions. With a focus on Neighbourhood Improvement Areas, Pop-Up Infrastructure seeks to reach the most marginalized and underserved groups in Toronto and to provide them with a means to build economic self-reliance and to direct the development of their own communities.

## Community Hubs in Ontario: A Strategic Framework & Action Plan

The Community Hubs Strategic Framework envisions community hubs as a solution to improve service delivery that meets local needs, to enhance coordination and

partnerships in community planning and development, and to maximize the use of public properties. It adopts a broad definition of community hubs driven by the overall vision of “Ontario [as] the best place to work, live and raise a family.” The framework builds upon a number of broad principles including:

- Strengthening communities requires provincial leadership
- Community planning is done locally with strong local leadership
- Community needs should shape integrated service delivery
- Community use is an integral part of provincial public property planning
- Community hubs are built through collaboration and shared responsibility

This definition is meant to be broad enough to allow for the development of a range of opportunities and unique locally-driven solutions that meet the stated objectives and principles. The framework emphasizes the role of community hubs as access points for health and social services, as spaces for people to gather and plan together, and in providing improved access to cultural and recreational.

Furthermore, it states that community hubs can be both physical and virtual, with an expressed interest in exploring opportunities for creating more virtual spaces.

Pop-Up Infrastructure provides an opportunity to apply the Strategic Framework through a community-led program that combines the virtual and physical community hubs approach. Pop-Up Infrastructure business relationships described in the four Pop-Up Models embody the virtual hub approach. These relationships encourage the development of flexible and multi-functional physical community spaces on four types of publicly-owned sites. These are for the use of community groups, service providers, individuals, and social enterprises. They bring together larger incorporated community-based organizations serving as the owners of Pop-Up spaces or as trustees in partnership with smaller unincorporated community groups and individuals. This approach creates community-led networks throughout and across neighbourhoods, which function as virtual community hubs by:

- ◉ supporting integrated service delivery among its members and directing service provision to underserved areas, close to user groups
- ◉ improving local coordination and planning of community space needs among service providers, organizations and land owners
- ◉ providing flexible options for community space and reducing administrative burden for local service providers
- ◉ building local capacity and resources, in order to spearhead community planning and development

Pop-Up Infrastructure further contributes to the Strategic Framework's objectives by maximizing the use of publicly-owned land. Pop-Up Infrastructure models provide a structure for cataloguing public property and for its screening. It is a system for aligning specific community uses with ideal partners in a way that renders the greatest social and economic potential from publicly held land assets.

Pop-Up Infrastructure expands and broadens the notion of community hubs beyond the traditional centralized approach. Its network-based hub approach provides a system that is more responsive and adaptive to local needs over time. It allows communities to produce a wider variety of spaces, supported by diverse business relationships that meet the needs of more community members.

The Community Hubs Strategic Framework identifies a number of barriers that impede opportunities for adaptation of public property for community uses. These include access to information on surplus public properties, lack of planning coordination at the community scale and the need for sustainable funding for community space, among others. Our research validated these findings. There is an opportunity to use Pop-Up Infrastructure models as a framework to address some of these barriers.

## **City of Toronto Strong Neighbourhood Strategy 2020**

Adopted in 2012, the Toronto Strong Neighborhoods Strategy 2020, (TSNS), aims to enhance local participation in community planning and development. In order to do so, it

seeks to establish a resident engagement framework and support system that focuses on building resident leadership and ownership of local planning initiatives; on leveraging resources through funding partnerships; and on advocating for a 'neighbourhood lens' in policy development across the City of Toronto and other government agencies. TSNS 2020 focuses specifically on 31 Neighbourhood Improvement Areas (NIAs). TSNS does not provide a comprehensive method of addressing these objectives, nor a means of measuring their effectiveness if implemented.

Pop-Up Infrastructure responds directly to the challenges posed by TSNS by addressing the unique needs of NIAs concerning access to affordable community space and the constraints of the built environment in these communities. Pop-Up Infrastructure projects are resident and community-led. One of the key objectives of Pop-Up is to improve economic independence and self-reliance of local groups and organizations by reducing the burden of capital expenditure and administrative costs, and by helping them to develop sustainable business models for the proliferation of Pop-Up spaces. In doing so, the Pop-Up project strengthens the ability of local groups and organizations to continue addressing local needs, especially as these needs evolve over time

Pop-Up Infrastructure business relationships rely on partnerships and collaboration among different groups. Through these, Pop-Up projects can contribute towards stronger and richer connections among community groups, individuals, local businesses, and public entities operating within the NIAs.

Finally, Pop-Up Infrastructure projects foster creative approaches to community problem solving. Given the design principles that define Pop-Up projects, like affordability, flexibility and quick deployment, these projects can provide effective place-based solutions that address immediate community needs, while contributing to longer-term development objectives. By providing access to affordable community and commercial space Pop-Up Infrastructure can help prevent displacement resulting from development pressures or neighbourhood change. It can ensure that existing communities have the means to build on their own cultural and socio-economic diversity



## **TTower Renewal**

The City of Toronto has been implementing the Tower Renewal Strategy since 2011. This city-wide strategy has the potential to impact 1,200 buildings across the city and the 500,000 people who live in them. These apartment communities tend to be located in areas designated as NIAs by TSNS 2020. A problem replicated across North America, these high-density apartment tower dominated inner suburbs, designed under the misguided planning principle coined “Tower in the Park”, have left behind both social and economic development scars. The post-war planning edict was to ensure clear separation of retail, employment, and residential uses, thereby privileging automobile transportation. However, renewal strategies seek to re-envision built environments that are burdened by the fallout from failed planning policy such as underinvestment, lack of access to services, and a paucity of local employment opportunity. Consequently, these communities represent untapped potential: high-density and diverse, they are poised to support vibrant local economies that Pop-Up Infrastructure aims to harness.

Residential Apartment Commercial (RAC) Zoning is a policy tool that emerged from the TSNS strategy. It aims to address these built form conditions by allowing new small buildings or other structures to be built on selected apartment building sites. Pop-Up Infrastructure provides an opportunity for implementing this policy through affordable and quickly deployable interventions that will help bring services and community spaces closer to residents, and it will offer new employment and entrepreneurial opportunities in the context of dynamic public spaces and bustling new pedestrian-scaled streets in amongst their host apartment communities.

## **TO Prosperity: City of Toronto Poverty Reduction Strategy**

TO Prosperity is a 20-year strategy of the City of Toronto that aims to reduce poverty through the advancement of housing stability, service access, transit equity, food access, quality jobs and livable Incomes, and systemic change. Pop-Up Infrastructure interventions can directly support objectives in priority areas of service and food access,

quality jobs and liveable income. Specifically, Pop-Up Infrastructure aligns with the following systemic scale actions identified by the strategy:

- 👁️ Design and implement a community benefit program for City purchasing and capital investments
- 👁️ Develop models to enhance economic development in low-income areas; and
- 👁️ Partner with community agencies, residents, labour, private sector, faith communities, academia, funders and others to develop, implement and evaluate TO Prosperit



## **Parks, Forestry & Recreation Master Plan**

The City of Toronto's Parks, Forestry & Recreation Division is undertaking a new Facilities Master Plan that will guide the Division for the next 20 years. This is an update to the 2004 Council-approved, Recreation Facilities Report. It creates a comprehensive inventory of the City's indoor and outdoor recreation facilities, identifies and prioritizes future investment and opportunities for parks and recreation facility provision, and develops strategic investment priorities by facility type, to ensure equitable distribution across the City.

A key objective of the new Master Plan is to expand collaboration with other service providers, institutions and communities. This objective is achieved through the directives established by the plan, including: "Work with Others and Explore New Opportunities." Accordingly, as part of the Master Plan preparation, Parks, Forestry and Recreation is exploring the development of a policy and framework for the formation and management of facility-related community and other partnerships. The findings from this Pop-Up Infrastructure feasibility study can inform the development of the Division's new policy. The Master Plan is charged with identifying facility gaps, which could present partnership opportunities for Pop-Up Infrastructure projects.

## **City of Toronto Real Estate Transformation Initiative**

In 2018, the City of Toronto will implement a new model for managing real estate assets, with the objectives of improving the coordination and stewardship of the City's real estate assets, and to harmonize operations to address changing needs across the city. Pop-Up Infrastructure provides opportunities to maximize the use of City-owned real estate, while also filling service gaps with little or no additional cost to the City. Access to the land would be the City's contribution to the project. It will allow the City to take advantage of underused spaces that are unattractive to traditional developers like unusually shaped or undersized lots. The Pop-Up study provides opportunities for the City to engage community organizations and residents in providing stewardship over City-owned land assets.

### **City of Toronto Seniors Strategy**

The Toronto Seniors Strategy provides recommendations for integrating the needs of seniors into City policy, programs and services through the values of respect, dignity, diversity, independence and equity. Pop-Up Infrastructure initiatives can contribute towards implementing the recommendations listed in the Social Participation priority of the strategy. These include:

- Increase opportunities and spaces for social participation by diverse older adults
- Reduce financial barriers to its programming for older adults
- Ensure older Torontonians have equitable access to relevant social and cultural programming

### **City of Toronto Youth Equity Strategy**

The Toronto Youth Equity Strategy aims to create collaborative action in support of positive youth development and equitable access to meaningful opportunities. The Strategy specifically focuses on vulnerable youth, who have been involved in violence or crime and who are currently lacking equitable opportunities in the city. The Equity Strategy is particularly relevant for this feasibility study. The community consultations undertaken and the insights from Community Animators echo many of the 28 issues identified by the Youth Strategy with regard to the experiences of vulnerable youth.

Prominent issues include inequitable access to programs, to economic opportunities and to safe spaces. This feasibility study determined that safe gang-neutral spaces are a priority need for youth in our pilot communities.

Pop-Up Infrastructure projects can provide an opportunity to advance the objectives of the Youth Equity Strategy by engaging vulnerable youth as leaders and collaborators in creating spaces that meet their needs and that provide opportunities located in their own neighbourhoods. Pop-Up projects also create opportunities for youth to connect with other residents and groups in their communities—connections which help build a sense of belonging and inclusion.

## Mayor's Task Force on Community Housing

In 2015, six-member task force was appointed by Mayor John Tory to provide an operational review of Toronto Community Housing Corporation (TCH). The task force focused on the following:

- a) Operations and delivery
- b) Partnerships and Innovation
- c) Capital Revitalization and new development
- d) Governance

The task force produced an interim report that identifies challenges associated with TCH operations, service delivery model, and their capital repairs backlog. Released on January 26, 2016, the final report included 29 recommendations that aim to address these challenges through the implementation of organizational changes to Canada's largest social housing provider.

Pop-Up Infrastructure initiatives can advance the implementation of the task force recommendation to "strengthen local partnerships". Additionally, the Pop-Up Infrastructure initiative provides a vehicle to address the following speaks to the following recommendation:

### **Recommendation 18:**

That the City continue to work closely with TCH/New Home and Toronto's five Local Health Integration Networks, to introduce on-site or community hubs by identifying partner agencies and seeking funding for support services in "high needs" buildings.

### **Resilient TO**

As a new member of the global 100 Resilient Cities Network supported by the Rockefeller Foundation, the City of Toronto is developing a resiliency strategy that will enable the city to better prepare for and respond to sudden shocks and the ongoing stresses facing the city. One of the impactful stresses is economic inequality. This inequality is prevalent within Neighbourhood Improvement Areas throughout the City. Pop-Up Infrastructure can help to create new local economic opportunities and to build more complex and multi-dimensional community connections that will enhance the resilience of these neighbourhoods.

## SUMMARY

### Roadblocks

#### 1.0 Community Economic and Social Development Roadblocks

- 1.1 Notwithstanding City of Toronto's recognition of considerable inequalities throughout the City, Divisional practices have failed to support higher level municipal policy objectives with systemic change and broadly co-ordinated action across the City Division structure. Broad and co-ordinated changes are necessary to allow meaningful changes to happen within a reasonable timeframe.
- 1.2 Research by the Community Hubs Advisory Group identified the lack of co-ordinated community planning as a major barrier for developing community infrastructure:

There is no designated lead for overall community planning; it currently includes municipalities, school boards, social services, health and long-term care agencies, as well as many others. (p.21)

Specific challenges identified include complications around jurisdictional boundaries of different actors, the presence of multiple decision-making frameworks such as planning tables as well as the negotiation of different mandates and relationships across these different factions. These challenges were confirmed in our consultations. The City of Toronto does not have a centralized approach to community development and service planning. This critical portfolio is fragmented, tangentially addressed by the Economic Development and Culture Division, the Social Development, Administration and Finance Division, and by Public Health Toronto. Each related division has their own process for and understanding of supporting community-led projects. Each division supports or preferences social and community development only insofar as it bolsters the Division's overall portfolio. No one division is tasked with the priority of community development. Worse still, projects that address more than one objective, (which is the case with Pop-Up Infrastructure projects), leave community groups confused by the City's bureaucratic inability to synthesize their requirements and services in favour of proposals that are of obvious merit. Community groups are often disheartened as their carefully acquired resources are squandered through needless delays and

red-tape. It doesn't seem that community is a priority for any Division. In order for the City to realize the gains in economic and social development envisaged by multiple City policy and Strategy documents, the City's administrative structure must be adapted to support these initiatives. Multiple Divisions can work together to clearly define their roles and requirements with regard to Pop-Up Infrastructure and to produce a coherent procedural document for community development projects. Alternatively, confusion and disjuncture would be avoided, municipal and community resources maximized, and objectives more easily achieved by instituting a Division expressly tasked with the timely implementation of social and economic development proposal



- 1.3 Parks, Forestry and Recreation Division, the Toronto District School Board, and the Toronto District Catholic School Board all have community development mandates and programs that are tested to a greater or lesser degree. These agencies function even more independently from the rest of the divisions. These parties with more hands-on experience implementing and facilitating community development projects should be afforded a platform through which to share their experience and expertise with City Divisions and other organizational bodies with less-on the ground experience.
- 1.4 The City Planning Division undertakes Community Services and Facilities Studies, which assess local needs for community space. Currently identified community and facilities needs are addressed, at least partially, through the disbursement of section 37 grants and development charges. This pool of money is considerable. Unfortunately, the City Planning Division has been frank about their position that Pop-Up Infrastructure is not within their scope of interest or influence. Nonetheless, both section 37 grants garnered by large scale local development projects and the more general pool of money collected through development charges, can be earmarked for Pop-Up Infrastructure Development. The City can be more instrumental in helping to connect developers with Community groups thereby facilitating public-private partnerships. Further, The City can play a greater role in promoting Pop-Up Infrastructure as an important community asset to be supported in exchange for development approvals.
- 1.5 While building community buy-in was identified as a key requirement for Pop-Up projects to receive institutional support, there is currently no clear definition or agreement about what community buy-in looks like and which decision-making bodies need to be involved. The newly-established Neighbourhood Action Planning tables have the potential to play a central role, however, they do not currently exist in all neighbourhoods, even those designed as Neighbourhood Improvement Areas. They have varying capacity and in some cases, even those already created, have a contested standing in their neighbourhood. For the Neighbourhood Action Planning tables to be an effective bridge in the translation of Municipal policy objectives on the ground, their role must be formalized. If we want to harness the benefit of the full potential of the tables need to be established in each neighbourhood area, and the specific role and channels that they will use to negotiate Pop-Up Infrastructure projects must be formally established. With this level or consistent formalized deployment the tables can be used as a tool for monitoring and measuring the success of the Pop-Up Infrastructure program.

## 2.0 CAPACITY BUILDING ROADBLOCKS

- 2.1 Perhaps a sign of the times, the typical avenue for capacity building is formal education—the college or university system. We have come to rely on this as the primary if not sole method of sharing and gaining knowledge. While formal education is valuable and while it does provide a standard benchmark of achievement, it fails to harness the full potential of a community. Both intergenerational differences and high immigrant populations mean that there is a large pool of untapped skill and experience going untapped.

Through less formal mentorship and apprenticeship programs, young people in particular, can have access to this considerable asset. These kinds of informal relationships can be fostered within the context of the Pop-Up Infrastructure Network.



## 3.0 COMMUNITY DEVELOPMENT FINANCING ROADBLOCKS

- 3.1 The non-profit community recognizes that no single strategy will resolve the problems of poverty and neighborhood disinvestment. Over the past several years, community development organizations have shifted toward more comprehensive solutions, with multiple program thrusts. Although experimentation with multi-dimensional programs has been underway for a decade or more, (citation) and it has become commonplace today, small and emerging organizations continue to struggle with sourcing funding and/or private sector investments for programming. More critically though, this challenge is further accentuated by the fact that the field of community development financing has not developed satisfactory investment instrument alternatives to address the growing preference of funders to favour programming funding over capital expenditure funding. The nonprofit sector needs access to long-term and accessible capital financing.

The following are detailed descriptions of revenue streams currently available to community organizations and challenges associated with each of them.

### 3.2 Traditional Funding Types

#### Grants

Public sector investments and contributions come in the form of grant funding. Financing community development through grants can be complex and often requires both patience and adaptability. Accessing grant funding entails additional administrative costs in the form of preparing funding applications and reporting. Sometimes organizations must adapt their programs to fit grant requirements. Long range planning is next to impossible.

#### Loans

The advantage of loans is that they provide organizations with more freedom to use the funds at their discretion. However, they require organizations to be able to demonstrate they can meet repayment terms. Currently, there are Federal and provincial programs that provide loan guarantees and support for small businesses to help share the risk with the lender. These options are not available to non-profits or social enterprises. Social purpose financing is a growing field that harnesses government-led programs such as the Ontario Social Enterprise Demonstration Fund and private social purpose investors. (Refer to Appendix ?? for details.)

#### Private Donations and Crowdfunding

Given the advent of online crowd funding (also referred to as peer-to-peer platforms), individuals are playing an increasingly important role in community development finance. A host of websites now make it easy to understand the opportunities to finance community development initiatives and what the capital needs might be. Community organizations may

require training and support to help implement crowdfunding campaigns, and the community itself must be well-informed about the real community building potential of various projects in order to prioritize where best to focus limited financial resources.

Despite emerging funding possibilities, reliable traditional community development funding streams must make more funding sources accessible to community organizations, for the development of capital projects. Available funding sources must be streamlined to ensure that there is no service gap preventing the development of much needed

## 4.0 POLICY ROADBLOCKS

- 4.1 When developing a Pop-Up project, community groups are required to understand and negotiate the requirements of municipal planning and building policy. The inability to navigate these existing policies and processes remains a significant barrier for community groups. The fact that often the policies themselves are ambiguous and lacking in the kind of direction that users require to move forward with a project, makes the system even more inaccessible. In addition, policies do not address the unique conditions and realities presented by Pop-Up Infrastructure. The current policy frameworks tend to be one step behind actual on-the-ground practice. The policy does not reflect a municipal desire to prioritize community and economic development.

Nonetheless, clear policy can be enacted, to ensure that The City of Toronto's commitment to Community and Economic development in priority neighbourhoods is allowed to manifest in tangible ways. The City of Toronto cannot be satisfied with mere words on paper. Words, studies, and promises are meaningless without concrete policy to make them a reality.

- 4.2 Currently Pop-Up projects are implemented on an ad-hoc basis by organizations navigating these existing policies and processes and adapting to them. Projects take advantage of opportunities that exist between what is allowed and not allowed. Project success seems contingent upon finding the right person in the system to help navigate it. This often depends on having access to political support from a progressive councilor or even on good fortune.

Currently, the strategy among many community groups is that for innovative projects, the best approach is to “build first and ask permission after”—it appears that the only way to ensure buy-in from the City is by demonstrating the positive impact the project is already having on the ground.

- 4.3 Without an official policy for Pop-Up spaces, The City regulates Pop-Up Infrastructure projects in the same way as any other development and must go through the standard development application process.
- 4.4 City of Toronto Planning is organized in four districts based on geographical area. The experience of community organizations demonstrates that planners in these districts operate separately from each other and that there can be significant differences between how projects are handled across the city. There is also limited coordination or sharing of experience among districts. This means that when it comes to projects that use non-standard building techniques or materials such as shipping containers, it can be difficult to predict how smoothly the approval process will go and how long it will take.
- 4.5 The four site types found to be the most suitable for Pop-Up Infrastructure spaces are zoned as Residential Apartment and Residential Apartment Commercial, Institutional, including, Institutional School, and Open Space, including Open Space Recreation. Zoning-related barriers for these sites include allowable uses, Zoning By-Law updates, and additional specific restrictions on building size and their placement on site and parking, among others. These barriers may prevent Pop-Up development altogether, or trigger unreasonably lengthy approvals processes for Pop-Up Infrastructure projects even if they are successful demonstrating community and resident need.

Specific barriers to Pop-Up Infrastructure development identified for each of the zone categories

### **Residential Apartment & Residential Apartment Commercial:**

- ◉ Residential Apartment zoning does not allow commercial or community Uses
- ◉ Residential Apartment Commercial zoning does not cover all apartment communities, including many Toronto Community Housing Corporation Properties;
- ◉ Restrictions on size and area of ancillary buildings and their placement on site, i.e. setbacks.-
- ◉ Requirements for Parking

### **Institutional & Institutional School:**

- ◉ A number of TDSB properties have not been included in the consolidated City-wide Zoning By-law 569-2013;
- ◉ Institutional School zoning does not allow commercial uses, including social enterprises, despite these uses providing potential alternative sources of income for community services that may be located on site and despite potential collaborative learning opportunities for students.

### **Open Space and Open Space Recreation:**

- ◉ Open Space zoning does not allow commercial and community uses
- ◉ Open Space Recreation allows these uses, however, there are additional barriers associated with introduction of new facilities on Parks, Forestry & Recreation properties (see Partnerships section below).
- ◉ Adjacency to Ravines, natural features and environmentally significant areas

- 4.6 To address zoning restrictions, project leaders and landowners would have to apply either for minor variances for slight changes, or for zoning by-law amendments for changes related to allowable uses. These processes are inevitably both costly and lengthy. (Tower Renewal Report) The difficulty with amending zoning by-laws was documented in the Tower Renewal Report, in 2012, and cited as a significant barrier to change in apartment communities, resulting in an outdated built form in these neighbourhoods, that has not changed in over 50 years (p. 15).

While the failure of higher level City of Toronto priorities has been noted as a barrier to community development and economic development, the logical extension of this is that City of Toronto planning policy, must be restructured to encourage the real application of stated high-level policies. Accommodation must exist within current and future planning frameworks, for easy and effective development of Pop-Up Infrastructure projects.

## **5.0 PARTNERSHIP AND ACCESS TO LAND ROADBLOCKS**

- 1 Developing a good partnership with land-owners is key for the success of Pop-Up Infrastructure projects. Public lands management is fragmented across different municipal divisions and agencies. Currently six agencies, such as the Toronto Public Library, four corporations like the Toronto Community Housing Corporation, and five different City of Toronto Divisions like Parks, Forestry & Recreation, manage independent real estate portfolios. (Real Estate Transformation Initiative, p. 2) The Toronto District School Board and Catholic School Board also manage their own lands. Understandably, the lack of a consolidated database of available underutilized land presents a significant hurdle for community groups as they attempt to plan projects. The process of listing and assessing land assets will help landowners to determine the likelihood that these lands would ever be suitable for their development needs. The chronic failure of the above-noted entities to assess and chronicle

the public assets under their control represents an irresponsible misuse of resources, particularly with tightening budgets and greater competition for limited urban resources. A consolidated list of available underused public land or, at the very least, a catalogue of land by landowners will allow community groups to extract the most value of these assets.

- 2 The definition of surplus land varies by landowner, including even within the City of Toronto divisions. For example, The City of Toronto Real Estate Division assesses land assets based on their future development potential. Unbuilt sites that are slated for future development as part of secondary plans or council decisions would not be considered surplus, but may be available for interim community uses. Parks, Forestry and Recreation Division has two different approaches to assess its properties. For facility space, it tracks relative rates of utilization, but does not have a specific definition for surplus or underused space. With general open space parkland, it does not consider any such space surplus or underused. The Toronto District School Board defines surplus or unused space through a board-level planning process that considers future needs and forecasts across the city (Community Planning & Partnership guideline). On residential properties, zoning by-laws would play a greater role in defining what parts of the property might be available for adding new community uses. These are negotiated with individual land owners, including the Toronto Community Housing Corporation.

Findings from our community consultations as well as from the Tower Renewal Research study demonstrate that these definitions often do not take into account nor reflect resident experiences. For example, open green space would not be considered underutilized by PF&R. However, from the perspective of many local residents, these spaces are considered unusable due to lack of amenities (benches and playgrounds), poor maintenance, safety concerns and insufficient programming as well as in many cases the inability of community groups to program the space themselves. The latter barrier occurs due to lengthy or complex permit processes or it is the result of restrictions on uses that are allowed in those spaces. Similarly, single purpose recreational facilities, such as tennis courts, are underused because they do not meet the residents' recreational needs or interests and because their single purpose design creates a perception that they cannot be used for other activities. Surface parking lots take up a large amount of open space, given parking space requirements in zoning by-laws. Often, parking lots can be observed mostly empty. They are not used consistently, and they could be repurposed. Mid-to long-range plans should be included in the catalogue to allow for possible interim or temporary use of the land. Cataloguing methods should be adopted in the interest of finding ways to encourage the achievement of city priorities like Pop-Up Infrastructure.

- 3 Not only is there is no centralized inventory of surplus public properties that may be available for community use in most cases, if it does exist, this information is not shared in an open and consistent manner by all landowners. This barrier has also been documented by the Community Hubs research.

The City of Toronto Real Estate Division provides a list of surplus properties on its website. The TDSB also lists non-operating school sites and sites slated for capital priority projects on its website as part of Community Planning and Partnerships. TDSB also has a roster of potential community partners, with whom it shares information about available unused sites as they are identified through the board planning process (TDSB Partnerships Guideline). For TCH and PF&R, as well as with private landowners of residential apartment sites, community and resident groups would have to approach with inquiries or proposals. This option is also available for the City of Toronto Real Estate and TDSB.

- 4 There is a lack of consistency and coordination in the partnership development processes for public properties. Each different landowner has a different policy for developing and managing community partnerships. Community groups must learn and navigate each of these policies when exploring potential sites for Pop-Up Infrastructure. Partnership requirements vary and include access to funding for project, the size of a community organization (annual income) and its capacity, available insurance, etc. For the most part landowners privilege larger and more established incorporated community organizations. Specific requirements and processes of each landowner and the barriers associated with them are as follows:

TDSB has the most clearly established process for developing and managing community partnerships. This involves a 2-3 months process during which the partnership explores

- Project design & developing a business case – working with the relevant School Board Trustee and the Principal of the school identified for the Pop-Up project to get their support.
- Central Partnerships Office (CPO) – The CPO screens potential partners based on an established evaluation form and interview process. Some of the areas it addresses are:
  - Compliance with policies (i.e. not advocating hate, etc.)
  - Non-competing activities
  - Financial standing (i.e. insurance, etc.); these requirements are outlined in the community partnership guidelines that are posted on the TDSB website
- Facilities Department – Following the CPO clearance, the potential partner would be directed to the Facilities department to make further arrangements. If the partnership is of educational nature, there is potential for the group to have access to special permit rates.
- Board Approval – The School Board provides the final approval for community partner ships. Even with the Board’s approval, projects must demonstrate that they have secured funding prior to proceeding to the next step. For new construction, community partners will have to cover all associated costs, including infrastructure costs, planning, permits, and construction.
- Lease Development and Negotiation – Each party normally engages legal expertise to review the lease agreement. This is the step where groups can negotiate changes to the lease rate or define special arrangements

While TDSB does have the most concrete policy in place for partnerships with community groups, more clarity and consistency across the board will help communities to render the most value out of the land assets held by TDSB.

- 5 While TCH does have policy in place for partnerships related to the use of its existing facilities by resident and community groups, it does not have a set policy for community partnerships involving access to land. Though not official, TCH has outlined key requirements that would apply to Pop-Up projects, which include that projects must be resident-led and driven by resident need, that projects must have a clearly defined operational and management strategy, and that any Pop-Up spaces must be owned and fully managed by the community group.

TCH has indicated an interest in partnering with community groups for implementation of Pop-Up Infrastructure, particularly insofar as it would benefit their resident communities. Further definition of policy that will allow for Pop-Up project implementation is a critical next step.



- 6 For the City of Toronto properties, the Real Estate Division can provide information about the availability of sites. Community groups wanting to lease properties at a nominal rate require sponsorship from a City of Toronto Division (SDFA or Economic Development & Culture). The process is spotty and inconsistent for reasons already noted in this report.

Otherwise, they can approach the Real Estate Division directly, to secure properties at rates determined by the Real Estate Division. Community groups are responsible for obtaining planning approvals and permits for the site.

As a City of Toronto Division, directly responsible for managing public real estate holdings the Real Estate Division is ideally poised to enable the City of Toronto to realize its own stated priority of equality across neighbourhoods, including social and economic development to support these objectives.

- 7 In the case of Parks, Forestry and Recreation, requests for parks improvement and additions to specific parks are submitted through Park Supervisors for specific locations. Projects where a community partner is bringing their own funding to the table go through the Partnership Development Unit.

This distinction alone allows for confusion, service overlaps and service gaps. A Pop-Up project that straddles these two mandates leaves the Division struggling to classify the initiative, leaving space for unnecessary delays and indecision. While customary in the bureaucratic realm, these kinds of delays are costly and prohibitive for community groups—sadly, even stopping potentially significant projects from ever happening.

Overall, the differentiation in approaches places the burden on community organizations to learn about and adapt to the various partnership requirements that may apply. Many of these requirements such as insurance entail additional costs for organizations. Similarly, lack of standardization of contracts and lease agreements means these are negotiated on a case by case basis, requiring access to costly legal expertise with each project. Community organizations are also left on their own to build community buy-in, political support, and to navigate land development approvals and other permitting processes as well as to identify funding sources.

## 6.0 Civic Participation and Community Involvement Roadblocks

- 1 While, for brevity, this study focuses on three Neighbourhood Improvement Areas intended to represent generalizable conditions throughout Toronto's inner suburbs,

some grave challenges to the notion of equity across the city are highlighted in communities where marginalized pockets exist within more affluent neighbourhoods. These neighbourhoods fall above the standards established by the City of Toronto, that trigger the assistance promised by Neighbourhood Improvement Area status. Nonetheless, the needs within these communities are real. In the current context, it is imperative that all communities find ways to generate solutions from within.

Indeed, all communities must recognize when inequality exists, and they must make it a priority, as a community, to find solutions. This calls for a united community, one where local businesses, schools, religious institutions, community groups, and individual citizens work together to make positive change. More people need to recognize that they must play an integral role in community development. They need to become a part of the change movement.

## 7.0 COMMUNITY GROUP GOVERNANCE AND SYSTEM ORGANIZATION ROADBLOCKS

- 1 The study has revealed that there simply don't seem to be enough resources available to community organizations with which to tackle issues of inequality within their communities. While there are potential opportunities to restructure funding distribution, it is important to work within the current context to maximize the potential of the currently available resources. The Pop-Up Infrastructure network seeks to address this situation by finding efficiencies in the way programming is offered and in the way that community space is secured and managed.

Avoid overlapping services. Divide tasks between differing levels of community organizations. Establish less vulnerable income generating streams. These are three of the tenets of the Pop-Up Infrastructure Network. This study undertakes to define the roles of large Trustee Organizations and of smaller Service Delivery Organizations. Owing to their well-established nature, experience, and resulting greater access to funding for capital projects, this study finds that the focus of large umbrella organizations is best directed to acquiring and managing capital funding for construction of space for community organizations. Their role is to secure administrative space for both themselves and for smaller service delivery organizations.

- 2 Small Service Delivery Organizations have difficulty securing space because the kind of funding available to them is almost always program-related. This makes it difficult to commit to long-term leases. Since Small Service Delivery Organizations most often originate out of immediate community needs they typically understand the community contexts that they operate in. Given the problems that these smaller organizations have securing capital funding and given the strong roles that they play in their communities, it makes sense for these organizations to focus on a program delivery role within the Pop-Up Infrastructure Network.

## 8.0 STEMMING FROM INADEQUATE METRICS AND A LACK OF EVIDENTIARY SUPPORT

- 1 Notwithstanding the fact that the City of Toronto has cited neighbourhood inequality as a priority improvement area, it is difficult to say whether we are making any gains. As a way of implementing their objectives, the City has correspondingly set up the Neighbourhood Improvement Area and Neighbourhood Planning tables. Nonetheless, this system lacks the kind of immediate feedback necessary to determine whether the current approaches are having any positive impact. Without clear and immediate feedback, it is difficult for The City to determine what to do next.

Recognizing the importance of generating more immediate feedback and of providing concrete metrics for study, the Pop-Up Infrastructure Network seeks to assure policy makers and funders that we are all headed in the right direction. This will not only give funders and policy makers justification for their funding choices, it will also give them a kind of guide for future direction. Gathering metrics on an ongoing basis is also essential in the development and evolution of the Pop-Up approach at a community level. The system is designed to be flexible and viable over the long term. It relies on self-assessment to help the system to continually adapt to a community's changing needs.

## 9.0 PUBLIC PRIVATE PARTNERSHIP ROADBLOCKS

- 1 Public-private partnerships represent an area of great untapped potential for positive community development. Community Organizations can consider private partners to

play a positive role in their quest for land access, programming support, and even advocacy. For their part, private developers and businesses can recognize the impact they have on the communities in which they do business and they can take steps to ensure that they are offering positive outcomes across the entire community. It is fundamental to understand that forming a public-private partnership can be mutually beneficial.

## RECOMMENDATIONS

### 1.0 TO ASSIST COMMUNITY AND SOCIAL DEVELOPMENT

- 1.1.1 The City Manager should make a clear statement to all divisions that community economic and social development is a priority for the city.
- 1.1.2 The City Manager should direct all City Divisions to prepare policy that clearly defines their divisional roles in support of this priority area.
- 1.1.3 City Hall should create a pan-divisional working group to define a seamless citywide policy prioritizing Pop-Up Infrastructure. This policy must be without gaps and without confusing overlaps in jurisdiction.
- 1.1.4 City Hall should name a frontline contact person or group tasked with directing citizens and groups interested in Pop-Up Infrastructure Projects, through the approvals process.
- 1.2.1 Ideally, Trustee Organizations will take the lead in co-ordination of community planning.
- 1.2.2 NAP Tables must be utilized to their full potency. They must be used as an umbrella under which to unite all relevant community players. A typical NAP table would see representatives from TCH, TDSB, local Service Delivery Organizations, a Trustee Organization, tenant associations, a youth group, a seniors group, local Business Association, the municipal councilor, advocacy groups, Toronto Public Health, City of Toronto Parks and Recreation, even real estate developers doing work in the neighbourhood, sitting down together to plan for social and economic development from the ground up.
- 1.2.3 Each NAP Table, with all the varied input, must undertake to plan its own economic and social development strategy.
- 1.3.1 TDSB, TCH and City of Toronto Parks, Forestry and Recreation Division should use the NAP table as a platform to share their strategies for engaging with community groups as partners in implementing community development projects.
- 1.3.2 Representatives from Corporate Holders of Public Land that have the most experience partnering with community groups for community development projects should regularly attend the City's Pan-divisional working group meetings to share their experience, ensuring that the most successful and consistent strategies are implemented by all potential stakeholders.
- 1.4.1 Money acquired through real estate development projects and the section 37 stream are very relevant to community economic and social development, particularly as larger developments become more frequent in the inner suburbs. Local City Councilors should actively propose that section 37 funds are channeled to Pop-Up community development projects.
- 1.4.2 Developers proposing projects in inner suburb neighbourhoods should participate in the Social and Economic Development strategy discussions taking place at the NAP tables.
- 1.4.3 Developers should request of city councilors and planning staff, that their section 37 funds be directed toward Pop-Up Infrastructure projects in their neighbourhood.
- 1.4.4 Developers should make land and space available within their proposals for Pop-Up community space initiatives.
- 1.4.5 Developers should propose strategies and/or work together with Community Organizations, to mitigate the effects of displaced small businesses brought on by their development.
- 1.5.1 All community voices should recognize the authority of the NAP table process by attending the meetings and by strengthening the democratic process of community-driven development they represent. Based on a strong, representative showing from diverse factions of the community at the NAP Table level, The City must honour and support the decisions made at the NAP table.
- 1.5.2 NAP Tables should promote an agenda of Pop-Up community and social development projects by bringing well thought through, community-backed initiatives in front of the relevant municipal divisions. The City of Toronto must recognize that projects generated democratically with full buy-in by the community, are the priority for that community. The City must find a systematic way to support these projects.
- 1.5.3 NAP Tables must be implemented by The City of Toronto in all Neighbourhood Improvement Areas, and utilized as a tool to move the Pop-Up Infrastructure community development agenda forward.

## **2.0 TO IMPROVE COMMUNITY CAPACITY BUILDING**

- 2.1.1 Service Delivery Organizations should offer inter-generational programming geared to sharing knowledge outside of the formal education process.
- 2.1.2 Service Delivery Organizations should offer programming designed to encourage sharing of knowledge with immigrant populations, including entrepreneurship and capacity-building programming.
- 2.1.3 Service Delivery Organizations should offer entrepreneurship programming and opportunities to transition into business ownership.
- 2.1.4 Trustee Organizations should support Service Delivery Organizations with resources, space, and administrative resources to assist with the delivery of entrepreneurship and capacity-building programming.
- 2.1.5 The Local Business Community should work with Service Delivery Organizations providing opportunities to connect with local residents for mentorship, job shadowing, and employment opportunities.
- 2.1.6 Trustee Organizations and Service Delivery Organizations should write capacity building opportunities into their Pop-Up Infrastructure project proposals.

## **3.0 TO IMPROVE COMMUNITY DEVELOPMENT FINANCING**

- 3.1.1 Funding Agencies must provide more opportunities for capital project funding.
- 3.1.2 Trustee Organizations and Service Delivery Organizations must work to diversify their funding streams to improve resiliency.
- 3.1.3 Trustee Organizations and Service Delivery Organizations must design their business plans with more sustainable business models to decrease reliance on traditional funding streams.
- 3.1.4 Trustee Organizations and Service Delivery Organizations should use Pop-Up Infrastructure Networks to supplement funding through social enterprise arrangements.
- 3.2.1 Traditional Funders offering grants should explore the possibility of providing sequential or staged grants to community organizations with long-range programming plans in place.
- 3.2.2 Service Delivery Organizations must develop well-defined medium-range and long-range program objectives and plans.
- 3.2.3 Service Delivery and Trustee Organizations must gather historical metrics on the success of their programs that can be used by funders to support ongoing commitments to funding.
- 3.2.4 Federal and Provincial Loan Guarantee Programs should be revised to make them available to non-profit and social enterprise businesses or alternative loan guarantee programs should be created for the non-profit sector. Availability of longer range grants and alternative funding streams will help to provide confidence in the ability for non-profit organizations to pay the loans back.
- 3.2.5 Individual Community Members should maintain an awareness of the social and economic development strategy promoted by their community. This will allow them to prioritize any personal donations that they may make through crowdfunding campaigns. Finite donation dollars should be contributing to the overall development plan devised through the NAP Table process.

## **4.0 TO ENSURE POLICY SUPPORTS ECONOMIC AND SOCIAL PRIORITIES**

- 4.1.1 City Hall must outline a fluid and cohesive path for community groups to follow when undertaking Pop-Up Infrastructure projects. This path must be available to the public through a single contact person at City Hall.
- 4.1.2 The City Manager must proclaim that neighbourhood equity is a priority area for all City Divisions to address through their policies.
- 4.1.3 The City Manager must cite Pop-Up Infrastructure as a priority vehicle through which to improve neighbourhood equity thereby urging City Divisions to build policy that supports the implementation of Pop-Up Infrastructure projects.



- 4.1.4 The City Manager and the Pan-Divisional Working Group must mandate seamless policy overlays for all divisions with a stake in Community Social and Economic Development. These policies should be co-ordinated to eliminate overlaps and gaps in Divisional jurisdiction.
- 4.2.1 Individuals and Community Organizations seeking to undertake Pop-Up Infrastructure initiatives must refuse to partake in the “Build First, Ask for Permission Later” culture of Community Development that City Hall has tacitly been endorsing.
- 4.2.2 Individuals and Community Organizations must continue to pressure City Hall to meaningfully recognize Community and Social Development as the only means of achieving Neighbourhood equity.
- 4.2.3 City Hall must enact policy that leaves no doubt in the minds of all communities across the city, that neighbourhood equity is important to all Torontonians.
- 4.2.4 Individuals must vote for municipal representation that supports the systematic program for neighbourhood Social and Economic Development put forth by their local NAP Table.
- 4.2.5 City Counsellors must actively participate in their local NAP Table, recognizing that achieving neighbourhood equity for their constituents is of primary importance.
- 4.2.6 City Counsellors must promote and search out ways to creatively implement the development plan devised by their NAP Table.
- 4.2.7 Community Groups must find consistent and objective ways to demonstrate positive outcomes of Pop-Up Initiatives.
- 4.2.8 Trustee Organizations must report findings to City Hall and all municipal divisions to ensure continued confidence in the Pop-Up process.
- 4.3.1 All Municipal Divisions must enact specific policies in support of Pop-Up Infrastructure. Current policies do not accommodate the unique attributes of Pop-Up building nor the unique characteristics of community organizations.
- 4.4.1 City Hall must ensure consistency in treatment of Pop-Up Project applications across all City Districts.
- 4.4.2 City Hall must ensure that experience and strategies are shared and unanimously adopted by all Districts.
- 4.5.1 City Planning should consider adding a community social and economic development zone or overlay map to the current zoning by-law.
- 4.5.2 City Planning should expand the RAC Zoning category to include all apartment buildings within the inner suburbs.
- 4.5.3 City Planning should add provisions to the zoning by-law to allow reduced parking rates in exchange for on-site Pop-Up Infrastructure projects. These on-site, local Pop-Up businesses will reduce the need for automobile use.
- 4.5.4 City Planning should amend the Institutional School Zoning category to allow social enterprise businesses and small businesses driven by Trustee and Service Delivery Organizations to be located on these properties.
- 4.5.5 The TDSB, Trustee Organizations, and Service Delivery Organizations must campaign for the City Planning Division to allow social enterprise and community organization-driven businesses to operate on school property, citing intergenerational learning, youth skills development, and healthy whole community approaches to local development.
- 4.5.6 Toronto Parks and Recreation Division must revise their approach to open space planning to meet the needs of inner suburban communities.
- 4.5.7 Toronto Parks and Recreation Division must move toward programmed spaces that meet the needs of local communities.
- 4.5.8 Toronto Parks and Recreation Division must participate in local NAP tables and make the public land they hold available to local communities.
- 4.5.9 Toronto Parks and Recreation Division must enact policy that allows communities to decide for themselves how available public land assets in their neighbourhood ought to be used to facilitate community social and economic development plans.

- 4.6.1 All City of Toronto Divisions, including City Planning must take steps that favour and support community-driven social and economic development.
- 4.6.2 City Planning Division, must make policy changes that support neighbourhood equity through community-driven social and economic development plans, by minimizing the need for community groups to amend existing zoning bylaws in order to implement Pop-Up projects.

## 5.0 TO IMPROVE PARTNERSHIPS AND ACCESS TO LAND

- 5.1.1 Trustee Organizations must maintain a contact list for partnership organizations in their neighbourhood. These contacts must be people appointed by each partner that are familiar with their comprehensive Pop-Up Infrastructure policy, that can answer partnership questions and that have the jurisdiction to initiate partnership negotiations within their organization.
- 5.1.2 All Agencies with public landholdings, public landholding municipal corporations, City of Toronto Divisions, and The Toronto District School Boards, must compile and maintain a listing of their landholdings that makes both basic and more specific information about each site, available to the public.
- 5.1.3 All parties maintaining public land assets must recognize that they are holding public land on behalf of the people of their communities. They must find ways to make these assets available to their communities.
- 5.1.4 The City of Toronto Legal Department should prepare template lease and partnership agreements that can be modified to suit each landholding partner.
- 5.1.5 Landholding Partners should have base lease and partnership agreements available to Trustee Organizations and Service Delivery Organizations, to be used as a starting point for negotiations.
- 5.2.1 Landholding partners should share a similar definition of surplus land. Catalogues of surplus land should quantify long-range plans for available land so that potential seasonal and temporary uses can be explored.
- 5.2.2 The Parks, Forestry & Recreation Division must be more flexible in its definition of underutilized land and must allow communities to dictate how they want their spaces used and what kind of space they need.
- 5.3.1 Trustee Organizations should maintain a register of available underutilized land by landowner type and make this register available to Service Delivery Organizations and to the public.
- 5.3.2 Public Landholders must provide regularly maintained registers of their surplus and underutilized landholdings to their Trustee Organizations for dissemination to the public.
- 5.4.1 Public Landholders should co-ordinate community partnership policies where possible. Landowner groups must share experiences and successful partnership strategies with each other to ensure a consistent and efficient process for Pop-Up Infrastructure project implementation. Public Landholders should have Pop-Up Policies in place for both existing spaces and available land.
- 5.5.1 Public Landholder policies should cover all aspects of Pop-Up Infrastructure implementation including ownership, maintenance, infrastructure services, autonomy, programming, and shared uses.
- 5.5.2 The City of Toronto Real Estate Division must ensure that surplus properties within each neighbourhood are made available to Trustee and Service Delivery Organizations for the purpose of developing Pop-Up Infrastructure projects to support the City of Toronto's neighbourhood equity strategy.
- 5.6.1 City Divisions must ensure that Pop-Up Projects planned for City of Toronto Real Estate Division lands are supported through the planning process rather than mired in layers of bureaucracy that effectively dissuade Community Organizations from tapping this very public resource.
- 5.6.2

- 5.7.1 All Public Landholding Partners must ensure that their policies are seamless and efficient, free of gaps and overlaps, with clear and concise requirements that are made publicly available to Trustee Organizations, Service Delivery Organizations, and Individual Community Members.
- 5.7.2 All Public Landholding Partners must ensure that their policies are in place to facilitate community access to land resources rather than to prevent access.
- 5.7.3 Community Groups and Individuals must publicly campaign for access to publicly held land resources.
- 5.7.4 All Municipal Divisions must work with the City of Toronto Legal Division to ensure standardized policies and land access contracts are in place so that Community Organizations need not fight every proposal on a costly case by case basis

## **6.0 TO IMPROVE CIVIC PARTICIPATION AND COMMUNITY INVOLVEMENT**

- 6.1.1 Individuals must take control of the social and economic development of their communities. Many communities and pockets across the city are not supported by the blanket of Neighbourhood Improvement Area designation because they exist within the context of larger more affluent area. There are no guarantees of Neighbourhood Improvement Area support over the long term. Ultimately communities must have a strategy in place to
- 6.1.2 All community members must learn to value and appreciate the rich opportunity presented by differing viewpoints and must seek out this diversity throughout the community development planning process.
- 6.1.3 Individuals must actively seek awareness of the economic and social development status and goals of their community by participating in community discussions, at the NAP Tables, and through engagement in local neighbourhood, resident and business groups.
- 6.1.4 Residents and Individuals must trust the capacity of their own connected community network to solve problems and to implement solutions.
- 6.1.5 Residents, Local Businesses, Community Organizations, and local Professionals must connect with each other to build their communities from the ground up.
- 6.1.6 City Hall must empower communities by encouraging community-driven development through thoughtful and accommodating municipal response.
- 6.1.7 City Hall must ensure that communities believe that their equitable development is a real priority for The City.

## **7.0 FOR COMMUNITY GROUP GOVERNANCE AND SYSTEM ORGANIZATION IMPROVEMENTS**

- 7.1.1 Trustee Organizations should focus on securing space for themselves and for Service Delivery Organizations.
- 7.1.2 Trustee Organizations should secure funding for capital projects and longer-term projects.
- 7.1.3 Trustee Organizations should share business planning and professional resources with smaller organizations.
- 7.1.4 Trustee Organizations should manage feedback from Pop-Up Infrastructure initiatives and report findings back to funders, policy makers, and partners.
- 7.1.5 Trustee Organizations should share information and experience with smaller Service Delivery Organizations.
- 7.1.6 Trustee Organizations should include the needs of partner Service Delivery Organizations in their Pop-Up space planning.
- 7.2.1 Service Delivery Organizations should focus on providing programming to their community.
- 7.2.2 Service Delivery Organizations should advantage of shared space and administrative resources by partnering with a Trustee Organization.
- 7.2.3 Service Delivery Organizations should develop Pop-Up programming that supports neighbourhood residents through entrepreneurship training and skills development.

## **8.0 FOR PROJECT TRACKING AND POP-UP INFRASTRUCTURE NETWORK MONITORING**

- 8.1.1 Trustee Organizations and Service Delivery Organizations should gather as much information as possible on intake forms and through Pop-Up project evaluation and reporting forms.
- 8.1.2 Service Delivery Organizations should evaluate Pop-Up training programs regularly based on regular feedback from program participants. Continual adjustments must be made to ensure programs address evolving needs of the community.
- 8.1.3 Trustee Organizations should revise their space and administration targets based on the shifting needs reported by Service Delivery Organizations.
- 8.1.4 Policy Makers must rely on the data reported to them by Trustee Organizations as evidence of the efficacy of the Pop-Up Infrastructure Network.
- 8.1.5 Policy Makers must continue to support the initiative if the benefits of the Pop-Up Infrastructure Network are supported by empirical data and they must adjust relevant policies to help strengthen positive outcomes.
- 8.1.6 Funders should use the Pop-Up Infrastructure metrics provided to them by develop and fine-tune funding mechanisms aimed at both programming and capital streams.
- 8.1.7 Funders should use the evidence reported to them to adjust current funding practices, making it easier for Community Organizations to secure space and to offer community-based economic and social development programs.

## **9.0 FOR ENHANCING PUBLIC – PRIVATE PARTNERSHIPS**

- 9.1.1 Community Organizations must embrace the potential for Public – Private Partnerships to aid in the economic and social development of their communities.
- 9.1.2 Community Organizations must move beyond the tendency to demonize Private Partners. These organizations must be able to present a clearly defined set of needs and a concise assessment of the role that the private partner is expected to play within the communities that they do business.
- 9.1.3 Private Partners must structure their local involvement so that it has a positive impact on the communities in which they operate. They must take their cues from the local community to ensure that they support the overall economic and social development plan for that community.
- 9.1.4 Private Partners have much to offer local communities. Private Partners can provide land access, programming support and advocacy on behalf of the local community. Many Private Partners have considerable influence in political and policy arenas and they should use their influence to positively impact the outcomes of community-driven development plans



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# appendices

## LIST OF ROUNDTABLE PARTICIPANTS

### Organizations

Salomeh Ahmadi – Pathways to Education  
Sophia Ali – Family Service Toronto  
Rose-Ann Bailey – Social Development, Finance, Administration, City of Toronto  
Susan Bunkhardt – Parks, Forest and Recreation, City of Toronto  
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Gillian Dennis – United Way Toronto & York Region  
David DiPaul – Representing Ward 2 City of Toronto Councillor Michael Ford  
Karen Feder – Leave Out Violence (LOVE) Ontario  
Tiffany Ford – TDSB Trustee  
Joanna Irvarren – Representing Ward 1 City of Toronto Councillor Vincent Crisanti  
Rubaiyat Karim – United Way United Way Toronto & York Region  
Jeff Latto – TDSB  
Andrew Lockwood – Giant Container Services  
Alison Platt – Daniels Homes  
Judy Yeung – Representing Mr. Shaun Chen, Member of Parliament for Scarborough North

### Residents

Spencer Baron  
Charlyn Ellis  
Bibi Hack  
Juddy Jean-Charles  
Debra Ramrattan

## Business Model and Financial Components of the study

Modular spaces can be used to address a host of community needs. Use of previously used shipping container to address local economic and community development needs is an increasing trend in cities across the world. Revitalized shipping containers provide low cost, environmentally friendly method to create spaces for homes, working and micro enterprises.

Prefabricated shipping container projects embrace start-ups, engage communities, to advance their social mission. With open public space across in cities across the country increasingly unused, community-based organizations are testing out ideas of opening space up for incubation, opening doors to small business owners and social entrepreneurs. The development of these spaces is intended to help local economy and create streetscapes for residents from diverse social and economic backgrounds. What is unique about these projects is that they address needs of community in two ways:

- a) creating shared space for residents, and
- b) enabling residents to pursue small business and income generating projects

In the city of Toronto the success of Scadding Court Community Centre (SCCC) Market 707 retail space is project which offer provides services and opportunities to an underserved community. By using community economic development as a tool to animate the streetscape, Market 707 proves and provides access to affordable retail space for low income, newcomer and local entrepreneurs, increased access to local products and businesses, contributes in building a vibrant community space, and revitalized the side walk along Dundas Street West and Bathurst Street.

Scadding Court Community Centre has experienced success with its social enterprise, both from a commercial and community development perspectives. Market 707 Model is self sustaining using rent for vendors to finance the market operation and social change in a way that limits reliance on public funding. SCCC has moved towards sharing project learning through a social franchise model called Business out in the Box (BoB). With this model, SCCC partner with community organizations to bring economic development, community animation and community development to neighbourhoods across the Toronto.

## Development Context

In Toronto, the shifts and changes that have accompanied increase density include racialized poverty, lack of access for many residents to affordable housing, and low income areas that disproportionately impacted are the inner city suburbs. For most that face systemic barriers to entry into the labour market, small business and micro enterprise have more and more become an attractive alternative. Small enterprises face many barriers, most importantly access to affordable retail or commercial space. In the downtown core, zoning regulations allow for mixed use and mixed income communities, but Toronto zoning and rules has not allow for commercial and residential uses to exist sided by side.

The increasing concentrated poverty in inner suburban neighbourhoods is especially visible in communities with high rise slab apartments that are socially, economically and geographically isolated. Tower communities are lacking in access to services and amenities.

The City of Toronto's land-use designation, the Residential Apartment Commercial (RAC) zone, is intended to correct the conditions that will allow small businesses to take root and thrive in Toronto's tower communities. The RAC regulatory levers and tools can transform low income tower neighbourhoods through the use of interventions designed to provide platforms micro enterprises.

## **Prefab Infrastructure Concepts**

In many cities around the world, the creative use of shipping containers to address work and commercial infrastructure shortages is not a new idea. Revitalized shipping containers create spaces for living and working, and also reshape urban spaces. Such structures are being used as schools, disaster relief shelters, housing units, health clinics, laboratories and markets in developing countries. Cities like Cape Town, Soweto, Kyrgyzstan, Mumbai and Dhaka rely on shipping container infrastructure because it is cost-effective, environmentally friendly, mobile and durable, as well as easy and fast to construct.

Recently in western countries, we see retrofitted containers are used as studios, office spaces, bars, restaurants, swimming pools, nurseries, garages, students housing and sports centres. Many innovative uses can be seen in Montreal, Sydney, Copenhagen, London, Zurich, Seattle, Utrecht, Amsterdam and others. Modular retrofitted containers offers compelling solutions for suburban environments where there is lack of street level, affordable retail space. They are can be purposed designed and create tailored spaces.

Using pop-up facility offer avenues for service providers to address the economics of running their organizations; to save time, money, resources such as physical office space, furniture, fixtures, equipment and salary. When compared to setting up a full-fledged office or service location, which is a move that calls for considerable investment in fixed assets and attracts an amount of maintenance and working capital requirements, pop-ups are economical alternatives to setting up traditional office facilities.

Existing concepts of prefabricated container infrastructure projects adopt different business models, which guide building their infrastructure, create value for their client base.

Current prefabricated shipping container projects operating currently in the city employs social purpose outcomes in varying degrees. Scadding Court Community Centre (SCCC) Business out of Box is the only one that operates as social franchise. Moss Park market operates as a social enterprise in partnership with Building Roots, a privately corporation. The two projects have varying degree of structure and business relationship with operators and private and public investors.

SCCC model states a social goal that creates unique opportunity for both social and financial gains. The market type animates public space and brings together individuals who may not have the opportunity to otherwise interact. This space in turn enhances community engagement, improves community safety, encourages health community living and creating a pedestrian friendly environment and creates

awareness of local talent and innovation. In addition to creating a unique space for community gathering, the project is expected to help address service gaps. By creating low cost retail space for rental in the community, the project allows local entrepreneurs to test their business ideas while mitigating many risk small businesses face, such as high rent, long term contracts, and isolation impact associated with limited resources and support services. In general the financial risk is small for start-up who come into the social franchise, and this provides incentives for those who might never have thought of operating a business as newly arrived immigrants.

## Business Model

A design for the successful operation of an enterprise, identifying revenue sources, client base, products and services, and details of financing. The Business Model describes the rationale of how an organization creates, delivers and captures values.

The basic building blocks are:

- 👁️ **Value proposition:** what value does the enterprise or project delivers to the client? what are the problems/needs that the enterprise/project helping to solve? which clients/customers needs are they being satisfied? what categories of service or products are being offered to clients?
- 👁️ **Channels:** through which channels do customer segments or clients want to be reached? which ones are being cost effective?
- 👁️ **Client Relationship:** what type of relationship does customers/client expect enterprise to establish and maintain with them?
- 👁️ **Revenue stream:** how clients are paying for service or product? how much does each revue stream contribute to overall revues?
- 👁️ **Key Resources:** what key resource does the enterprise value proposition require? and through what revenue stream?
- 👁️ **Key Activities:** what key activities do value proposition require? and what are their revenue stream?
- 👁️ **Key Partners:** who are the key partners? which key resources is the enterprise (or project) acquiring from partners? what key activities do partners perform?
- 👁️ **Cost consideration:** what are the most important cost inherent in the Business Model? which key resources are most expensive? which key activities are most expensive?

Two Models were looked at in Toronto. There are several out there but these two models; one at Scadding Court Community Centre (SCCC) operating the Business out of Box and the other was Building Roots operations at Moss Park. The two models employ different business yet they both have dual purposes which offer invaluable earning for our purpose. SCCC is a community and its Business Model is a social franchise, and Building Roots is a private enterprise, offering a social enterprise.

The following summaries offer insights into what they do.

Model looked at in the study integrate community members, partners organizations, in communities (neighbourhoods) in project development, and implementation.



Key element in the model that were studied is the use of public space as a start-up space for community members who wanted to engage in micro enterprises. These include cafes, food kiosks and markets. Through these social purpose initiatives, individuals from neighbourhoods have used the space as start-up space. The space have provided opportunities through programming or markets, where people are able to develop and showcase their skills. There are pop-up cafes or markets stalls with other programming, like food markets stalls with other programming such as sports, arts and crafts.

All programs are built around social purpose, connection to community, innovation sustainability.

## **Moss Park**

Through funding from the Ontario Trillium Foundation, the project is intend to create free programming in the park that drives engagement, getting people to become involved in the neighbourhood ppark and helping to sustain the programs overtime. A 20 x 20' revitalized shipping container was donated. Building Roots leases the container to a local grocer, who sells farms produce and cooked foods.

Through its market and community programs; Moss Park social purpose creates effective ways to generate income for the market operator, who leases the market from Building Roots. The economic benefit has revolved around food; selling and cooking food in the park, at the base of the Toronto Community Housing complex. The fresh produce is important for people in the neighbourhood where access to healthy, affordable food is a challenge. The neighbourhood programming create opportunity for people to connect through food, and has proven to be an effective way to bring people together in public space.

The variety of initiatives are ways that to provide space for people to meet others. The growing and cooking segments of the program provide opportunity for community members to share tips on preparing different vegetables or fruits to provide an opportunity to learn and connect with people from different backgrounds. By growing, cook and sell food the project create opportunities for skill building and local employment.

The project plan integrate or piggyback on events that maybe taking place at the market, and target programming for those who may not normally come out, such as seniors, youth and newcomers.

The program, through food, allows newcomers nd people from different backgrounds and cultures to share their own local knowledge and creates new connections in their own community.

With regards to Third Party Service Providers it is important to ensure that project coordinator provide leadership to engage in front end work that involve city staff and council representatives to bring all on board, as city of Toronto and it agencies and boards will play a formidable role in rolling out the capital projects, as well as local level initiatives implantation and operation.

## Business out of the Box

Business out of the Box is structured as a “social franchise”. The model evolved out of the SCCC 2010 economic development program – ‘Live Local Market’. SCCC recognized the importance of finding new ways to support low income newcomers and create effective pathways for residents in its service area to become economically independent. The centre retrofitted shipping containers and offered residents affordable retail space, initially targeting low income immigrants and youth. Rents begin at \$11 per day, including electricity. With increased uptake for BoB, and increase demand for space, the project expanded and renamed Market 707.

Market 707 grew from community feedback and neighbourhood vision for broadened local employment opportunities, revitalized and safer streetscape and inclusive economic development. Market 707 has created space for street food vendors, supporting local entrepreneurs, and participating in many associated community events. The increase demand for modular markets backed by its experience SCCC developed Business out of the Box (BoB) and opted for **social franchise** model for its implementation and operation.

The first phase of the BoB model was launched with a partnership Toronto Community Housing Company (TCHC) and the Centre for Spanish Speaking Peoples (CSSP). The project was to initiate a space using BoB model in the Jane and Wilson area in Toronto.

BoB model is unique in that it addresses the needs of the community from the bottom-up, by creating a shared space for community members, and from the top-down, by enabling individuals to pursue economic development. This process speaks to community revitalization and growing local businesses. Through this model, the community is revitalized as BoB model creates animated community spaces and can help to address service gaps in the community. The model assists with growing local businesses by creating a low cost retail space for rent, allowing local entrepreneurs to experiment with their business idea and access supports while mitigating many of the risks that new businesses face.

Key consideration is identifying stakeholders, and creating structure and relationships (with stakeholders) and their roles. The principal stakeholders are project carrier, an operator, investors, and third party service providers, including containers (infrastructure requirements), utilities, City services and resources for implementation and operation. Public investment in the project will come through grant funding. Volunteer labour will be used to facilitate activities of both project and site operation.

BoB value proposition is unique in that shipping containers markets creates low-rent economic development opportunities for local entrepreneurs, convenient access to new retail venues for the residents of tower communities, animated public spaces around the bases of apartment complexes and more importantly fosters social connections within these dense residential spaces

The basic operating premise for Business out of a Box model is that up to four small businesses share low rent space in a forty foot container, potentially recouping their capital investment (equipment, interiors and fixtures) within three to five years.





SCCC functions as the coordinator organizer of the market - **The Franchiser.**

Once it identifies a location and tenants, SCCC purchases and transports the container to approved site and develops a long term repayment plan tailored to each operator. SCCC targets low income newcomer entrepreneurs who pay rental rates that range from \$11 to \$14 per day.

Whiles there is one franchiser, there will be multiple Operators. The franchiser is responsible for BoB brand overall, for overseeing funding by brokering agreements and aiding with grants, for connecting with stakeholders in different sectors, and for developing new community spaces.

Community organizations could be the initiators who reach out to the franchiser to create new markets, the franchiser maintains control over the BoB brand and quality of operations. The franchiser leverages, develops and shares knowledge, experience and refinement of best practices, to continually assist site operators to implement and to improve site operations.

There are four key stages of growth in the BoB social franchise model, which are critical in SCCC relationships with its stakeholders:

-  Franchise Implementation
-  Site Implementation
-  Franchise Operation
-  Site Operation

Together, these four stages of growth in the BoB model offer a range of services that are based on both existing resources and on development of operations shared by operator and the franchiser. While roles and needs might change depending on the sites details, in general the franchisers roles are as follows:

In its franchise implementation roles, develops a communication framework and business plan as well as implementation of IT infrastructure to support operation of the franchise.

Once operation, SCCC develops toolkits and support materials, and be responsible for knowledge exchange and management

The franchiser roles with respect to site implementation includes developing and supporting a site specific implementation plan including infrastructure and financial needs, providing site related support, transferring knowledge and partnerships to the operators and vendors to support successful implementation, and providing requisite infrastructure.

The franchiser's roles with respect to site operation include maintaining infrastructure, overseeing funding, supporting market specific promotion through BoB communications framework procuring common items for operations, and conducting evaluations and consolidating learnings.

A major stakeholder in the BoB is the operator. Each site operator and site location requires distinctive supports. The operator roles include the following:

- a) Site implementation: the operator is expected to conduct a community needs assessment and visioning exercise, reach out to the community and potential vendors, and help design the site, with support from BoB franchiser and partners.
- b) Site operation: the operator is expected to provide on-going support to vendors, enforce rules and standards, maintain the site and equipment, conduct market promotions, provide utilities and coordinate site events.

## Investors

Investments may come from public and private sector. Private and public investments may be two stream; a) large-scale and b) small scale. Large scale investment comes via loans that will be repaid with interest or through gifts and/or donations that would require charity receipts. Small scale investments could include soft loans, and fundraising initiatives.

Public investment through grant funding or contribution agreements that will be based on social and community projects and program effects and impacts, and overall benefits to communities in which the projects will be located. Through grant funding, project carrier (organizer/coordinator) is able to align projects and programs being considered cross identified sites and communities. In addition to investing staffing costs towards projects and sites, the project carrier may invest infrastructure setup cost. In addition the project carrier will have responsibilities to maintaining the capital investment, the shipping containers.

As investors are considered important stakeholder in the interrelationship mix, it's important for project carrier to see investor education and information as key component of the relationship building, with special emphasis on while on the community development perspective, and that each project site may have different and varying makeup, and therefore varying expectations of performance and outcomes. This needs to be clearly articulated to investors so that they can invest their resources with projects that most appeal to their own objectives.

## Volunteer and third party services

Initial set-up and tasks associated with project and site implementation may be carried out by volunteers. These may include professional services offered pro-bono such as design and development, legal services, administrative services and project oversight depending on the needs and requirements identified for a particular site.

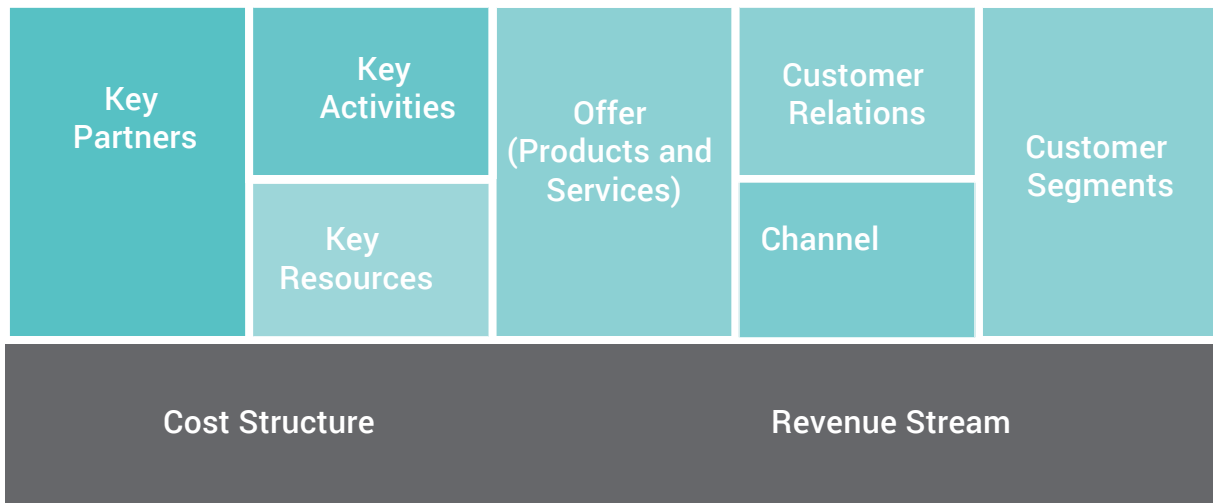
The project and site implementation and operation provide a variety of ways to engage volunteers. In this regard organizations need to leverage tools and resource to integrate capacity building to ensure that projects are community led, and that volunteers can efficiently provide supportive and leading roles, as critical pillars in the process.



Basic to this project lead organization and its local non-profit interlocutors needs to plan for group sustainability by focusing on structure and leadership. What is required is that as organizations identify core volunteer group, they as well provide opportunities for others to join in ways that meaningful for them, clarify their roles and responsibilities, involve in decision-making, to avoid conflict and between group members, and also between group members and partners organizations.

It is important for project carrier and its partners design a business model that describes the development rationale, and strategy for project implementation, with details financing required. The diagram shown below will guide organizations in creating a Business Model Canvass that will aid in creating a Business Model.

### Schematic Presentation of a Business Model



## Financial Model

The Financial model looked at at BoB provides long term forecast of cost and revue associated with project's business model. The projects financial will be used to develop a financial analysis of any given site, and as a way of approximating the financial analysis for multiple sites. Project's financial model is designed to enable site specific details and roles and responsibilities of project organizer/coordinator and site operator. The financial model can be adjusted for implementation and operation of new for new project sites.

Structurally, the financial model studied is broken down and aligned with the four different entities of project and site implementations and operations.

Ideally a (financial) model will embrace three major categories of financial considerations:

- a) level of effort: The effort required by project organizer/coordinator 's staff and volunteers to implement and operate the project and site
- b) Cost: One-time and on-going cost associated with implementing and operating the project and site
- c) Revenues: Sources of income to supplement costs

Cost and revues are the most significant aspects of project and site implementation and operations. These are addressed as follows:

### Cost

One-time project implementation cost will be incurred in Fiscal Year One. As the project organizer/coordinator works to establish itself and implement the basic systems and processes that will form the foundation to roll out the project. An important cost item from the unset will be professional services in project preparation and detail planning.

For cost of site implementation, the high cost of infrastructure accounts for approximately 36% of year costs for one site. This makes site implementation the most expensive phase. it is expected that as the project expands and new sites are established project operation costs will increase at a decreasing rate, as a the project can take advantage of economies of scale. The cost of leasehold, cost of land preparation, cost of containers, prefabrications, fixtures and faced, utilities, transportation, and cost of labour.

Cost of project operation, will include project organizer/coordinator internal cost associated with its level of effort; staffing, volunteer cost, their party services, marketing and outreach, telecommunications, and internal system integration.

Cost of site operation will include salaries, utilities, program direct and indirect cost and service cost associated with operating each site

## Infrastructure Construction Cost Calculation

### Cost of Containers – Units only, Enclosed and Build

#### Sample Costing (from Giant Container Services)

## CONTAINER: UNITS, FOOTAGE

## COSTS

TIER	UNITS	SQ. FT.	CONTAINER ONLY (\$)	ENCLOSED (\$)	TURN-KEY (BUILD) (\$)
Large	6 x 40'	1920	15,000	130,000	275,000
Medium	2 x 40'	640	5,000	45,000	80,000
Small	1 x 20'	160	2,000	15,000	40,000

#### **Large: 6x 40' tall (container only and fitted out)**

Container only: \$15,000 + HST

Enclosure only (windows, doors, glazing, spray foam, interior framing, all steel work): \$130,000 + HST

Turn-key build excluding foundation & roof if required: \$275,000

#### **Medium: 2x 40' tall (container only and fitted out)**

Container only: \$5,000 + HST

Enclosure only (windows, doors, glazing, spray foam, interior framing, all steel work): \$45,000 + HST

Turn-key build excluding foundation & roof if required: \$80,000

#### **Small: 1x 20' tall (container only and fitted out)**

Container only: \$2,000 + HST

Enclosure only (windows, doors, glazing, spray foam, interior framing, all steel work): \$15,000 + HST

Turn-key build excluding foundation & roof if required: \$40,000

#### **Cost per sq. ft.**

Container only: \$20 - \$30/sq. ft.

Enclosed: \$85/sq. ft.

Turn-key (build): \$4130 - \$180/sq. ft.

The tier approach in pop-up infrastructure construction using containers offers project carrier options in regards to size and design (base models and fittings)

The design models offer organizations to determine and opt for any of the four models being recommended. Based on programming needs the mix of models provides options for

In regards to constructions based on the design models defined for projects and sites that will opt in the projects;

The DIY/Mobile provides organizations and in some case to construct their infrastructure at minimal cost, and use sweat equity to supplement their cash investment. In this scenario volunteers can use the kit provided for construction. What they will need to do is to calculate cost of materials and perhaps transportation cost, and a bit of honouraria for volunteers. These cost will meet site implementation, and will budget for and meet operational costs. Operational cost can be met by grant funding to meet cost of program or project costs. From the onset the participating organization of individuals will require a budget, and that will guide implementation and operation of their ventures.

The Seasonal and Temporary Model will need initial capital require projected revenues and cost, that will inform their implementation and operations, for both capital expenditures and project and or enterprise. Here the is the likelihood that such initiatives may qualify for small grants. In this scenario, Operators will need to research and be informed about grant funding requirements and applications processes. Where there are organizational requirements that participating organizations or individuals may not meet criteria for grant funding, lead organization, Delta, may serve as Trustee to boost the chances of grant finding approval. Donations are also possibilities, depending on the enterprise or project initiative. Partnership in this process is a major aspect of project success. Corporate donations are a great avenue s organizations to pursue. Operators can use the cost calculations provided in the summary in projecting their capital cost for constructions. In additions, they will need to prepared budget based on the cash from projects to inform their revenues and operating expenditures.

RAC / Business Incubator Model will require higher capital expenditures, and that organizations are advised to rely on the sample cost calculations to determine the container and other infrastructure construction. The tier approach, by Giant Container services, offers options for organizations. With this approach operators are able to choose and select container sizes, and numbers that provide the space they need for their operations. The price may vary with the mix containers, and fittings they may require. Volunteers can help in the construction phase to offset cost. The operating cost will as well vary, depending on the location of the site and the landlord. As well operators must take into consideration pre-constructions costs such as land preparation and cost associated with the terrain or topography. Programs, or service cost are those that organizations may normally deal with and must be taken into considerations. Sources of financing will include investor equity, corporate donations, and grant funding.

Large Scale Primary Organization are in the same scenario as RAC Model in cost and revenue projections, yet organizations opting for those will rely on the partnerships they build and derive support for their project implementation.



## Associated Project Implementation Cost

### Implementation

1. Pre-construction – shop drawings	\$200 - \$1,500
2. Transportation to site	\$250 per unit
3. Crain (rental)	\$400 per hour (h hour minimum)
4. Materials:	
a) Bridge Connector	\$130
b) Foundation Plates	\$215
c) Steel Flashing (60' per seam)	\$1,500
5. Maintenance per contract with clients	
6. Utilities – electrical connection	\$500

### A. Land/Property Cost

1. Leasehold:	
a) TDSB	\$11/sq. ft.
b) TCHC	\$500+/year
c) RAC:	varies from landlord to lord
2. Land Pre paration	cost varies from property, based on topography/physical properties of soil, environ condition etc.
3. Third Party Testing	See Cost Projects (Annexed)

A financial model is a means of predicting the future. A financial model is “best guess” that should be updated frequently. It takes a set of assumptions and forecast a future state. The models provide a good benchmark and can help run “what-if” scenarios so the project enterprise carrier is prepared for any situation.

## Revenue

Revenues streams will include rent, grants, internal revenue allocations and fees that may be allotted to project participation. Rent is likely to constitute a fairly small portion of revenue in comparison to grants, but his may grow from year two onwards, as a result of increased volume of occupancy. Other revenues can be derived from loans, proceed from special events and sale of products and services that may be generated program or income generating projects or social enterprises.

Many social service organizations are financially fragile because they are now dependent on a fewer short-term, targeted project funding. The short-term nature of most grants means that organizations are always in the process of mounting and disassembling programs. Most organizations do not have funding for infrastructure as administration in project funding has been redefined to include only direct service costs.

As public sector grant funding programs becomes fewer, this systematically under-fund and weaken community-base organizations ting funding gaps that affect other funders, such as

private foundations, and corporate donors. This “backfilling” of government funding prevents these funders from accomplishing their objectives as funders of innovation and emerging needs.

## Financing

Pop-up infrastructure project financing can be aligned with variety of public sector community investments. Policy reforms in government social and economic development programs are create opportunity for project carrier to leverage public sector financing to support the development and operation of the project close and continuous collaborations with organizations in the city of Toronto.

Parks People administers grant funding to partly address barriers that underserved neighbourhoods face.

The Weston Family Foundation Parks Challenge, for example, provided more than \$5 million in funding to innovative park projects around the city between 2013 and 2016, including many lower-income, and newcomer communities. The program was intended to enhance Toronto’s green space, involve communities in revitalization of natural areas, and encourage private-public partnerships for long terms sustainability of Toronto parks. Lon term initiative’s goal was to support projects whose success will inspire further creative approaches from city leaders, residents, the private and philanthropic sectors in Toronto and elsewhere in Canada.

TD Park Builder Program which focuses on underserved neighbourhoods by providing micro-grants of up to \$5,000 to support nascent park friends groups to host activities and make park improvements such as community gardens.

Arts in the Park Toronto: With the objective of animating Toronto parks outside of the downtown core using arts and culture, the Arts in the Parks program.

Public space animation and improvements projects can be leverage to create opportunities for local economic development, skills building, education, and networking. It can create jobs with local community agencies, and micro enterprises.

An essential requirement is that sustainability of project is ensured trough deeper and wider partnerships and community engagement. It is important for project carrier (organizer/coordinator), and community organizations sustain projects through divers funding and partnerships. What is required is that project organizer/coordinator, as well as community groups seeks partners with different skills and resources, and also widen its reach to maximize creative partnerships and funding opportunities – that is – seek out divers sources of funding and revenues to sustain projects.

It is more important to galvanize funders, private and public, investors, and groups around infrastructure constructions, long terms maintenance and project operations that every site needs and requires. As public funding becomes fewer it is required and necessary that the project organizer and groups involved determined how partnerships can help sustain and improve projects effectiveness.

The City of Toronto, have new policy focusing youth, and seniors provides avenues for community-based organizations to explore City investments and contributions to address needs of young people and seniors.

For the Seniors Strategy, the city intend to partners with community-based agencies to fund a network of services which support the City's social, cultural, housing, health, employment, recreation, economic and neighbourhood improvement goals.


Through the Toronto Youth Equity Strategy (TYES), the city Social Development, Finance and Administration is expected to create a policy table comprised of youth most vulnerable to involvement in serious violence and crime from across the City to make recommendations, review programs, and provide strategic input. Grant funding that may come from this policy directions is that The City of Toronto will invest in youth artists and arts groups to develop youth sensitive and appropriate communication materials (posters, videos, songs, stories, etc.) that will promote key city programs that serve youth needs (at all levels of vulnerability) and also promote best practices in youth-led collaboration initiatives.

## Helpful hints for modeling



In projecting cost and revenue it is important that project carriers think carefully through their assumptions, nothing that:

- a) Whiles projecting cost can be calculated based on pricing of at the market, it is nearly impossible to accurately project future revenue.
- b) To make a successful model it is important to rely on building out costs and the logic behind those costs (i.e what will cause them to increase or decrease)
- c) Once there is solid logic behind how costs, it is conceivable to reasonably make revenue projections

Nothing should be hardcoded

-  The key to a useful model is one that can function as an interactive tool to play out a variety of "what if" scenarios and accurately adjust to changes in assumptions

Keep things organized

-  It is essential to keep the model organized to making it a useful tool
-  The model must have enough assumptions and data points

SCCC financial model studied demonstrates that from year six on ward its social franchise becomes unprofitable annually due to rent splitting agreement, which diverts 80% of rent to the operator. While 100% of capital invested is recovered. The model studied was developed with the assumption of operating numerous sites. The financial model demonstrates that it only by building multiple sites that the social franchise will reach its true potential of meeting its financial objectives and social mission. Basic to this assumption, for each new site, the operating costs of the social franchise to support the site will decrease,

a scenario that a single site view does not illustrate. In view of this, multi-site view can be used to combine different site operation and derive the economies of scale resulting from project growth.

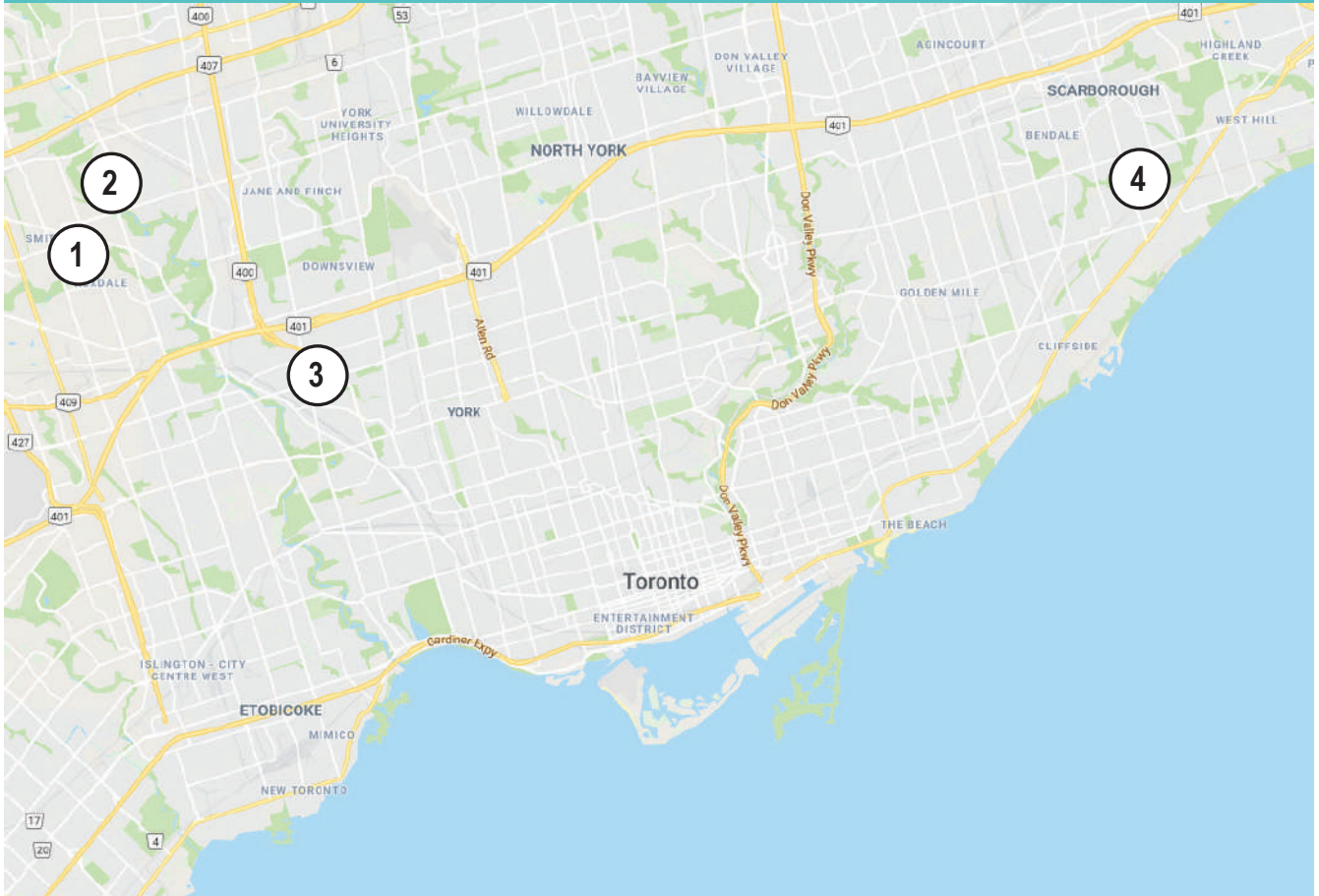
A look at the project ten year financial forecast demonstrates that with even operating a second site similar to its first in the Jane and Wilson catchment area, the social enterprise is able to breakeven by second year. Further, the projected cost and revues from five sites operations puts the franchise in a much stronger and consistent revue flows, and demonstrates success in achieving both financial and mission objectives.

The model examined, and any that may be available, could be used as a viable test and guide similar organizations, in implementing and operating prefabricated shipping container projects and sites. Further, the success of project and site will depend on particular interrelations between project carrier (organizer/coordinator), organization coming into the project as operators, investors, and the public which will vary across site locations. The diversity of project and site interlocutors, stakeholders, and local factors social, cultural and resources all together will position the project carrier and partners to address the specific needs and requirements of specific communities in the project. The resource and expertise that is being built from the two projects in the city, Business out of a Box, and Building Roots social enterprise in Moss Park in the city of Toronto provide avenues project learning in project business model and financial model.

From the foregoing, all operators require creating a Business Model, and based on their business model they will need to create a Business Plan. Their business plans will guide their operations. The project carrier will consolidate its partner organizations and create its Business Plan. The plan will align or project and site implementations and operations Year One through Year Three.



## DESIGN CHARRETTE SITES



- 1 West Humber Collegiate Institute
- 2 2667-2677 Kipling Avenue
- 3 710 - 720 Tretheway Drive
- 4 Scarborough Village Park

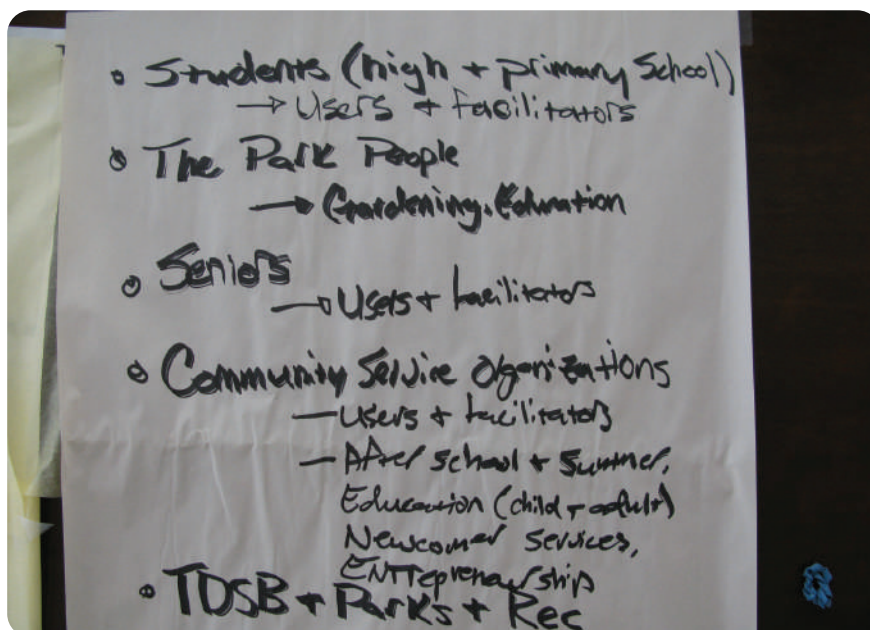
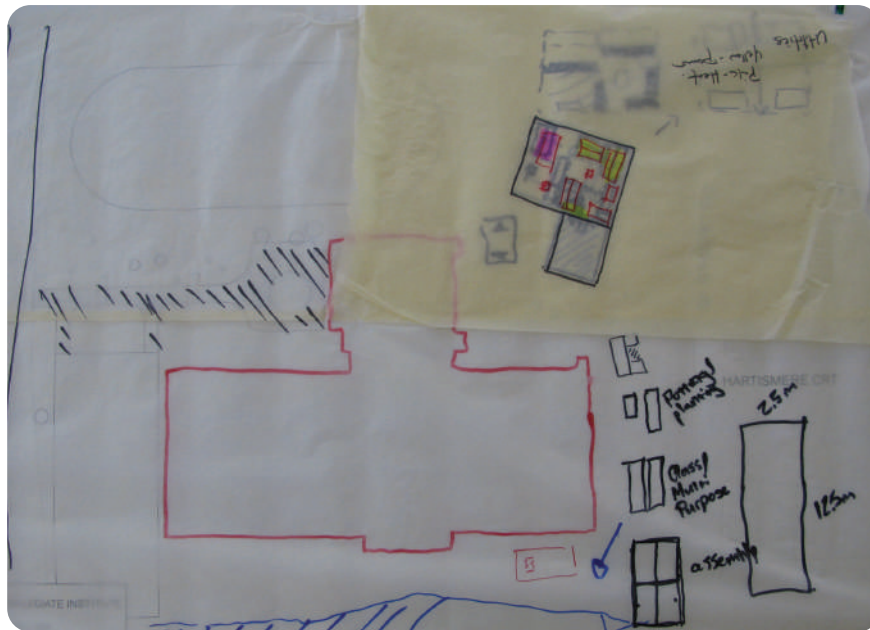
# West Humber Collegiate Institute

## TDSB SITE OVERVIEW



# West Humber Collegiate Institute

## DESIGN CHARRETTE





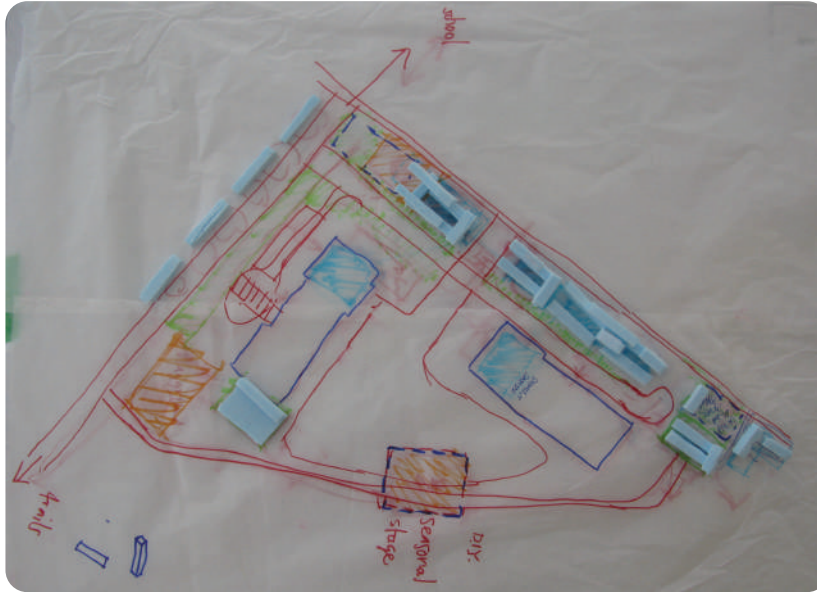
# 2667-2677 Kipling Avenue

## RAC ZONING SITE OVERVIEW



# 2667-2677 Kipling Avenue

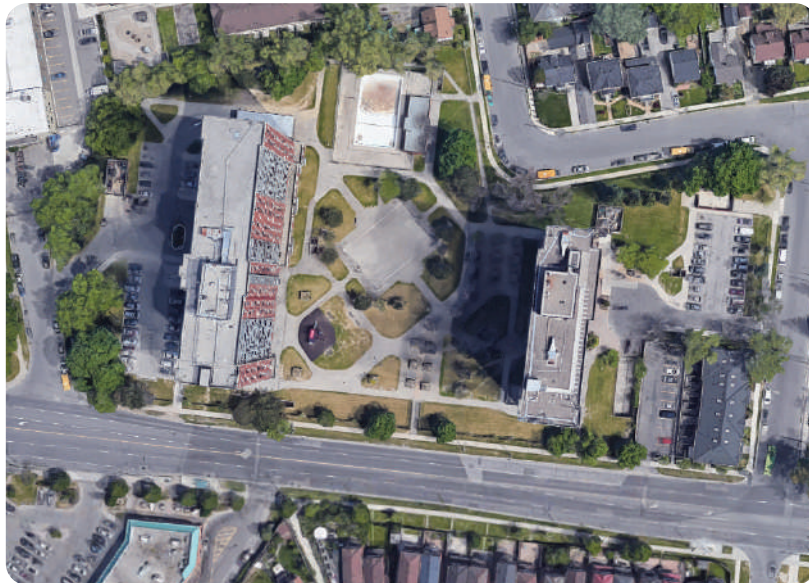
## DESIGN CHARRETTE





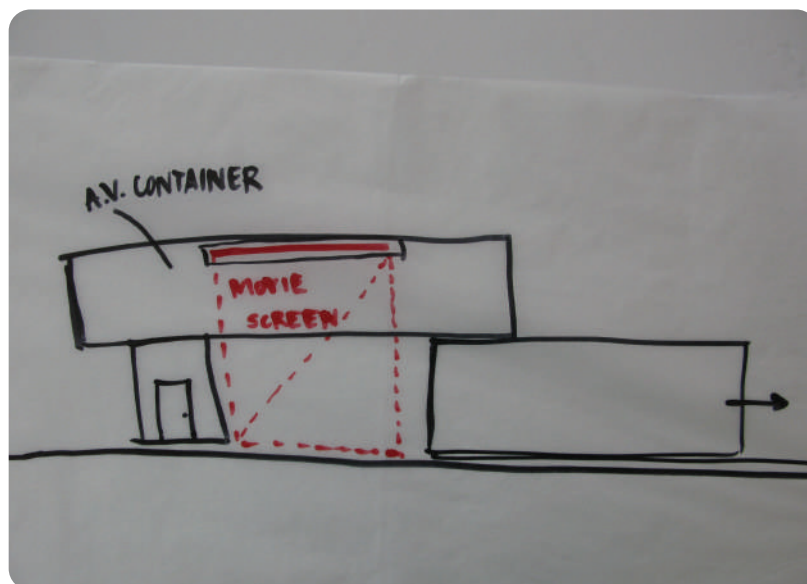
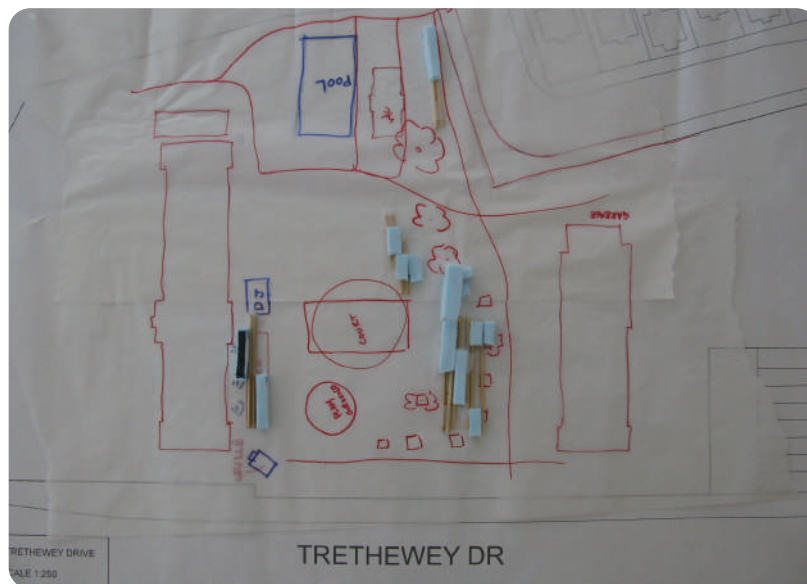
# 710 - 720 Trethewey Drive

## TCH SITE OVERVIEW



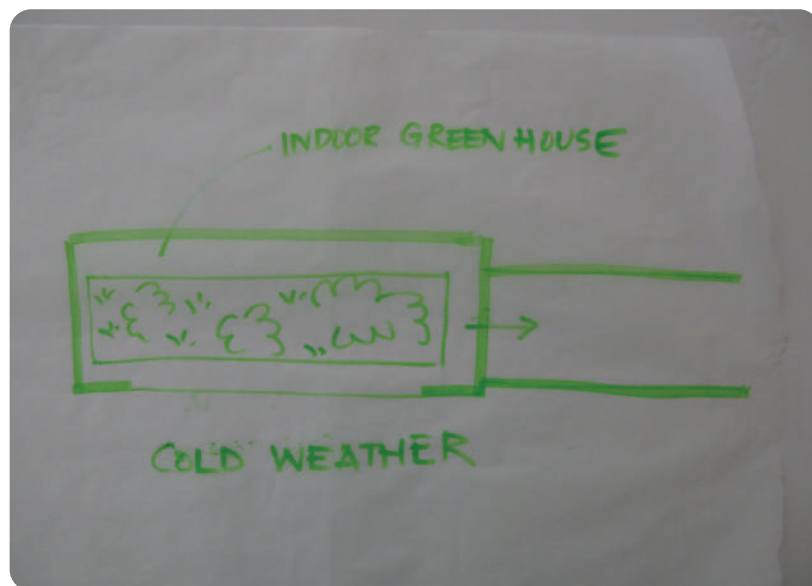
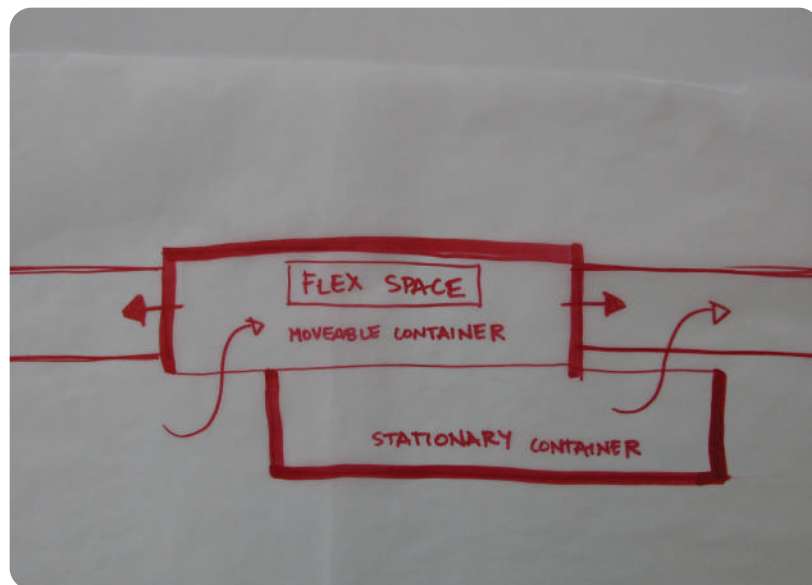
# 710 - 720 Trethewey Drive

## DESIGN CHARRETTE



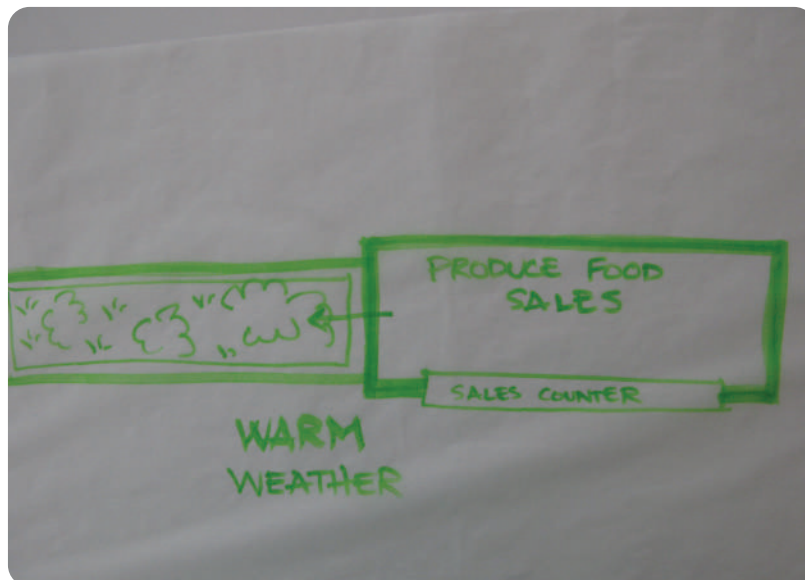
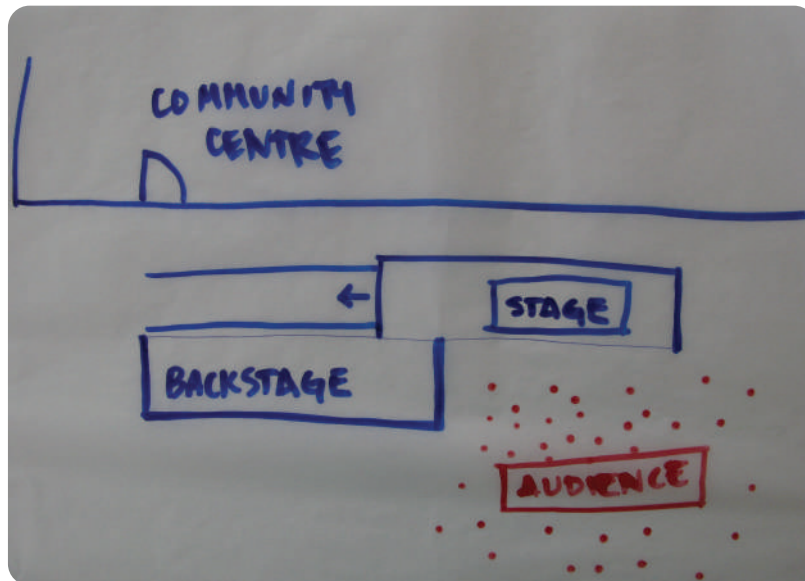
# 710 - 720 Tretheway Drive

## DESIGN CHARRETTE



# 710 - 720 Tretheway Drive

## DESIGN CHARRETTE





## 710 - 720 Tretheway Drive

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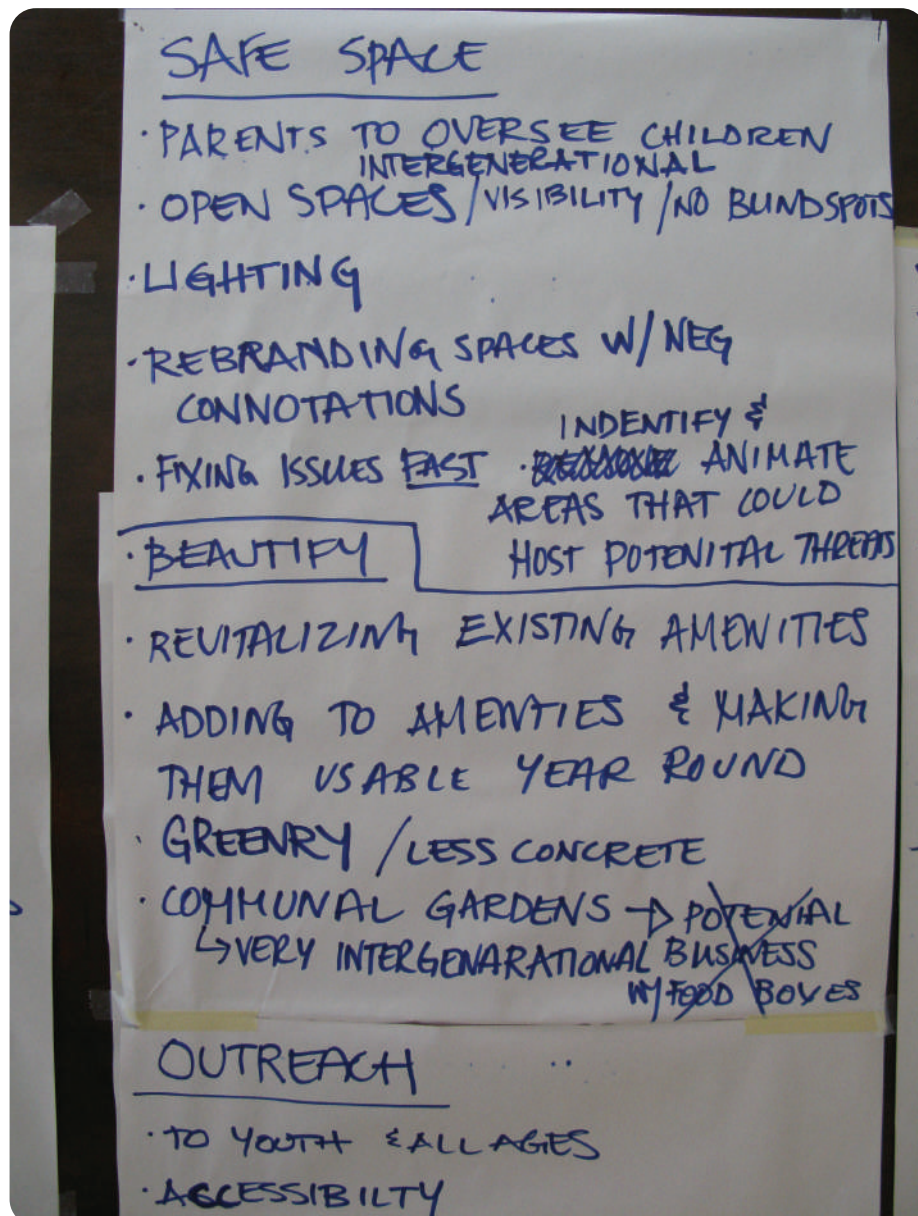
#### INCOME GENERATING

- FLEXIBLE SPACES
- ~~PROGRAM~~
- HAIR SALOONS
- RETAIL SALES
- SEWING & CLOTHING SALES
- RENTAL ARTS & PERFORMANCE SPACE
- GARDENS, PRESERVES, FOOD SALES
- ART STUDIOS & SALES
- INNOVATION ROOMS / AV. RENTALS
- BREAKFAST CLUB
- KITCHEN RENTAL / CATERING  
TAKE OUT FOOD
- CHILD MINDING



# 710 - 720 Tretheway Drive

## DESIGN CHARRETTE



# 710 - 720 Tretheway Drive

## DESIGN CHARRETTE

### VOLUNTEERING & MENTORING

- INTERGENERATIONAL
- BRINGING IN MULTIPLE COMMUNITY ACTORS
  - IE: SMALL POLICE ~~FOR~~ PARTICIPATION
  - COMMUNITY GROUPS - DELTA, SOCIAL PLANNING ETC...

### PROGRAMS - LEADERSHIP PROGRAM

- BREAKFAST CLUB
- FIX IT CENTRE

### ADDITIONAL USES

- ANIMATE CONTAINERS
- LOCAL VIDEO SHOTS
- MOVIE SCREENINGS



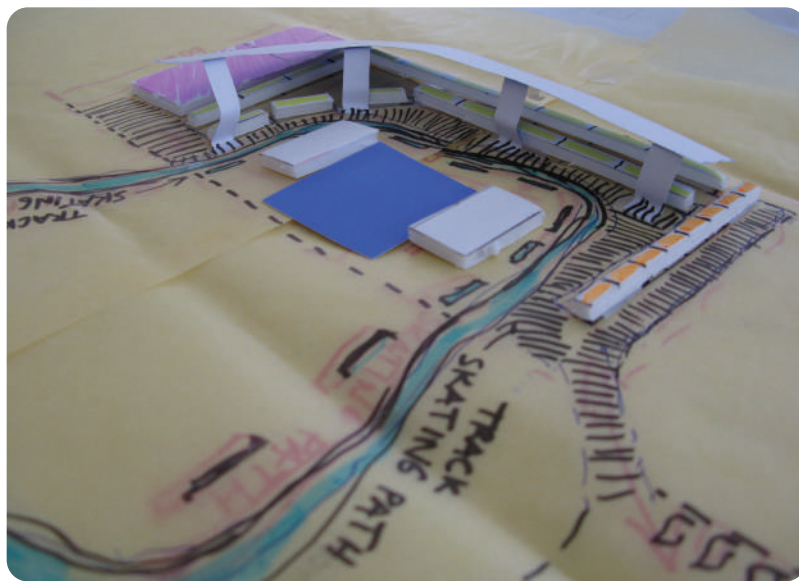
# Scarborough Village Park

## PARKS AND RECREATION SITE OVERVIEW



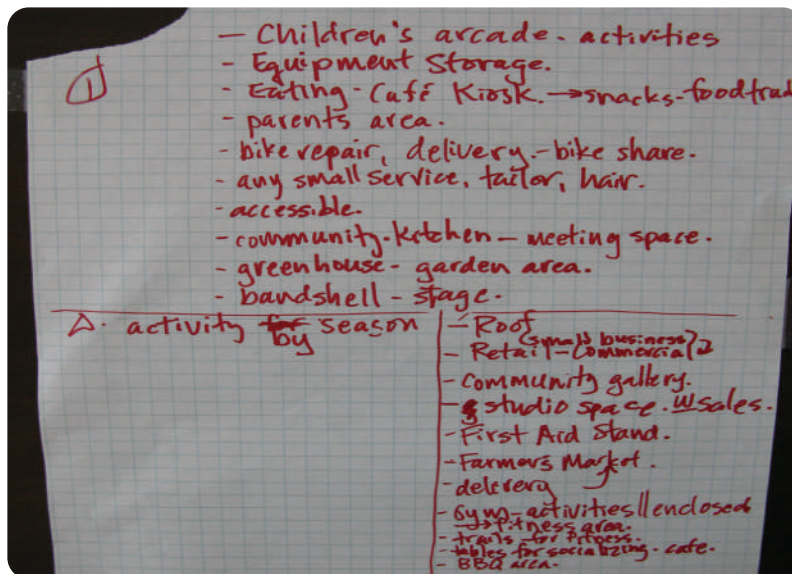
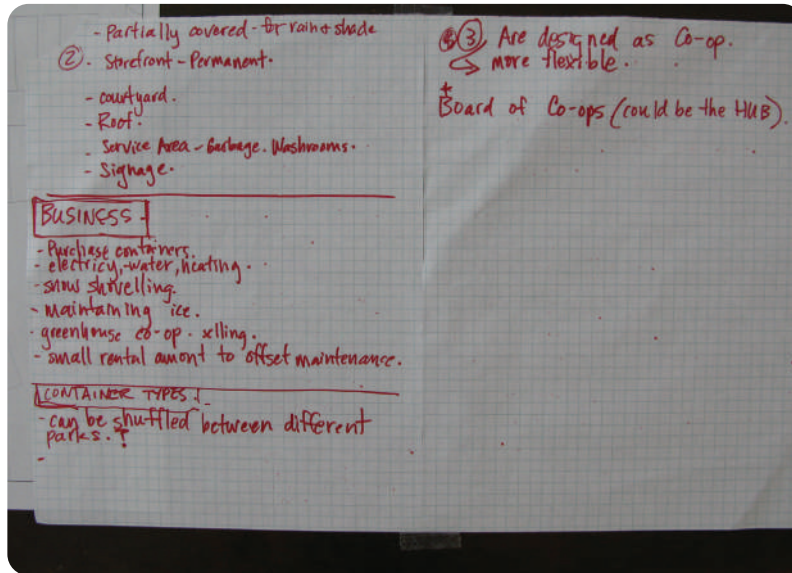
# Scarborough Village Park

## DESIGN CHARRETTE



# Scarborough Village Park

## DESIGN CHARRETTE





## SITE SCREENING TOOL

### Site Plan Process Soft Cost Estimate - Third Party Reports

	Reports Needed by Size of Project			Cost
	Small	Medium	Large	
Topo and Boundary Survey				\$ 3,500.00
Contaminated Site Assessment Phase 1				\$ 5,600.00
Contaminated Site Assessment Phase 2				\$35,300.00
Natural Heritage Impact Study				
Environmental Impact Study				
Archaeological Assessment				\$ 2,800.00
Arborist Report				\$ 2,500.00
Noise Impact Study				\$ 2,750.00
Construction Vibration Assessment				\$ 4,500.00
Geotechnical Study				\$10,000.00
Servicing and Storm Water Management Reports				\$17,000.00
Traffic Impact Study				\$ 4,000.00
Parking Study				\$ 1,500.00
Loading Study				\$ 1,500.00
Traffic Operations Assessment				\$ 4,000.00
Wind Impact Study				\$20,000.00

When Is Report Required?	Screen Site to Avoid Cost?	Design or Project Implications
All Projects	No	
Depending on Previous Uses	Yes	
Depending on Previous Uses	Yes	
If Located in Ravine Area - Check City of Toronto Maps	Probably	
Depending on Location - Check City of Toronto Maps	Yes	
If Site is in Identified Zone - Check City of Toronto Maps	No	
Most Projects	Depends on Use	Select Appropriate Location on Site
Depending on Location	Maybe	
Depending on Adjacency to Surrounding Properties	With Known Conditions	
All Large Projects	With Known Conditions	
Large and Some Medium Projects	With Known Conditions	Consider Site Services Pre-Assessment
Large and Some Medium Projects	No	Select Sites with Ample Unused Parking
Most large Projects	No	Select Sites with Ample Unused Parking
Most large Projects	No	Select Sites with Ample Unused Parking
Some Large Projects	No	Select Sites with Ample Unused Parking
If over 20.0m tall		Limit Height to Seven Containers

### ESTIMATED TOTAL REPORT COSTS

#### For Large Developments

With All Reports	\$114,950.00
With Appropriate Site Selection	\$45,000.00

#### For Medium Developments

With All Reports	\$70,000.00
With Appropriate Site Selection	\$43,700.00
If Seasonal	\$26,700.00

#### For Small Development

With All Reports	\$49,700.00
With Appropriate Site Selection	\$6,000.00



## POP-UP INFRASTRUCTURE MODEL TYPES: A NETWORK OF COMMUNITY SPACES

### A Guideline for Early Project Planning

Many ideas were generated through the public consultation process and at the design charrette. We can conclude that community needs are as varied as the communities themselves. We learned that Pop-up Infrastructure has to be flexible to satisfy the needs of diverse and changing communities.

Driven by the creativity of Trustee and Service Delivery Organizations, and of community members, all Pop-up complexes will look and feel different—and they should evolve over time. The following section attempts to distill the design ideas suggested by each landowner type and the Pop-up models best suited for that land type. Depending on intended uses, it will suggest both a Pop-up model type and a particular landowner partner.

Rather than defining the appearance of each Pop-up model type, use this section as a guide to the possibilities available to you. Use it to help select an appropriate land type and model type for your Pop-up project.

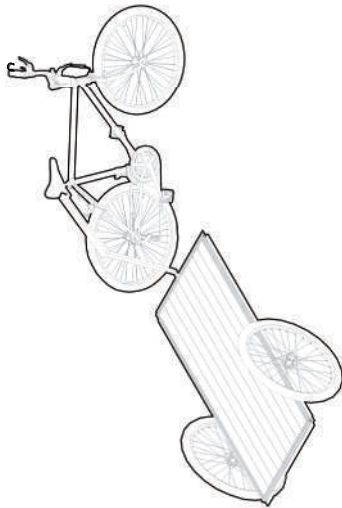
Regardless of the particulars of your idea, your project should focus on helping you to connect with your community, with public land owners and with supportive Trustee and Service Delivery Organizations.

With a Pop-up network you can help to create a vital and self-directed community that satisfies the needs and wants of the people that live there.

A Study by RAW design in conjunction with UrbanSpace

DIY	<p><b>CHARACTERISTICS:</b> Small, Self-propelled, Inexpensive, Individually owned</p> <p><b>PARTICULARS:</b> Self-constructed, Quick timeline, Less red tape</p> <p><b>LANDOWNERS &amp; CONNECTIONS:</b> Private or public landowners, An established route, A supportive Service Delivery or Trustee Organization</p> <p><b>SUITED FOR:</b> Food, Retail, Transport, Service Applications</p>
SEASONAL / TEMPORARY	<p><b>CHARACTERISTICS:</b> Temporary, Easily moveable, Moderate cost, Owned and maintained by Trustee or Service Delivery Organizations</p> <p><b>PARTICULARS:</b> Flexible, Quickly deployable, Short-term uses</p> <p><b>LANDOWNERS &amp; CONNECTIONS:</b> Parks &amp; Recreation, Off-season location and secondary uses supported by Service Delivery or Trustee Organization</p> <p><b>SUITED FOR:</b> Events, Food, Retail, Arts</p>
MICRO BUSINESS	<p><b>CHARACTERISTICS:</b> Groups of Small units, Moderate cost, Owned and maintained by Trustee or Service Delivery Organizations</p> <p><b>PARTICULARS:</b> Defining Public Space, Reconfigurable, Economic generators</p> <p><b>LANDOWNERS &amp; CONNECTIONS:</b> RAC or TCHC land owners, Micro businesses supported by Service Delivery or Trustee Organization, Connect with DIY unit owners</p> <p><b>RELATIONSHIP TO BUILDINGS:</b> Plug-in using existing building services, Stand alone</p> <p><b>SUITED FOR:</b> Food, Retail, Service, Office, DIY docking</p>
COMMUNITY NODE	<p><b>CHARACTERISTICS:</b> Larger scale, More complex and costly, Longer Timeline</p> <p><b>PARTICULARS:</b> Home to large public amenity spaces, Shared administrative and program spaces, Larger catchment area</p> <p><b>LANDOWNERS &amp; CONNECTIONS:</b> TDSB, Supporting one or more Service Delivery Organizations, Facilitating DIY / Mobile businesses, Organizing education and mentorship networks within the community</p> <p><b>SUITED FOR:</b> Networking around broad community needs, Financial direction and support for Service Delivery Organizations</p>

## DIY



This is the gateway into the Pop-up Infrastructure Network. For \$1,000 you can build your own mobile enterprise unit or partner with a micro business to bring food, retail, goods or services exactly where they are needed. These units are fast, flexible, and affordable.

You can find support programming available from your Trustee Organization or from your local Service Delivery Organization.

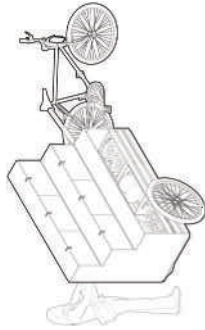
Choose your level of support; use this as an opportunity to benefit from financial, construction and design help, or entrepreneurial training.

See your dreams come alive. Graduate to a Micro Business Unit or build a Mobile fleet.

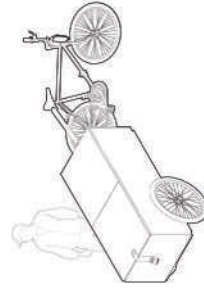
### FOUR PROGRAM VARIATIONS - PACKED FOR TRANSPORT



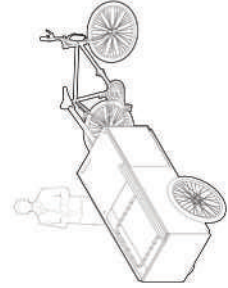
**FOOD TYPE**



**RETAIL TYPE**

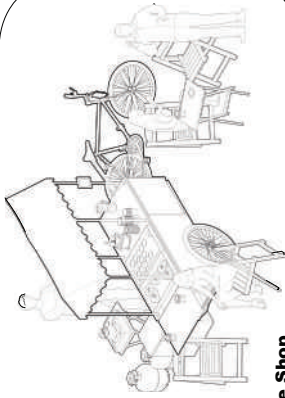


**TRANSPORT TYPE**

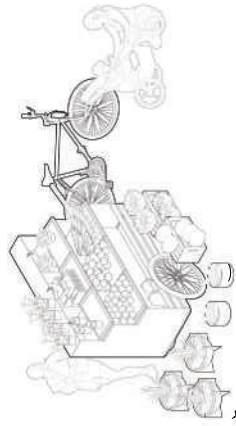


**SERVICE TYPE**

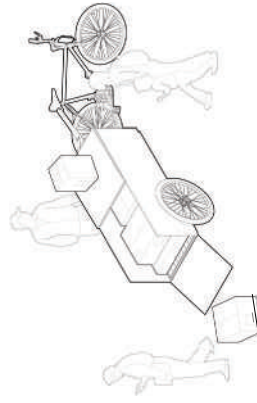
### FOUR PROGRAM VARIATIONS - FULLY DEPLOYED



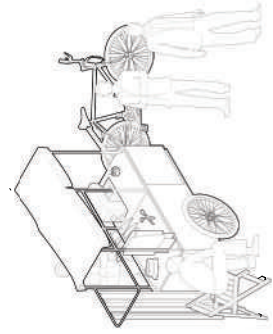
**Coffee Shop**



**Produce Stand**



**Delivery**



**Tailor**



**A DIY VEGETABLE CART EXACTLY WHERE IT IS NEEDED** Negotiate A Private Agreement



# SEASONAL



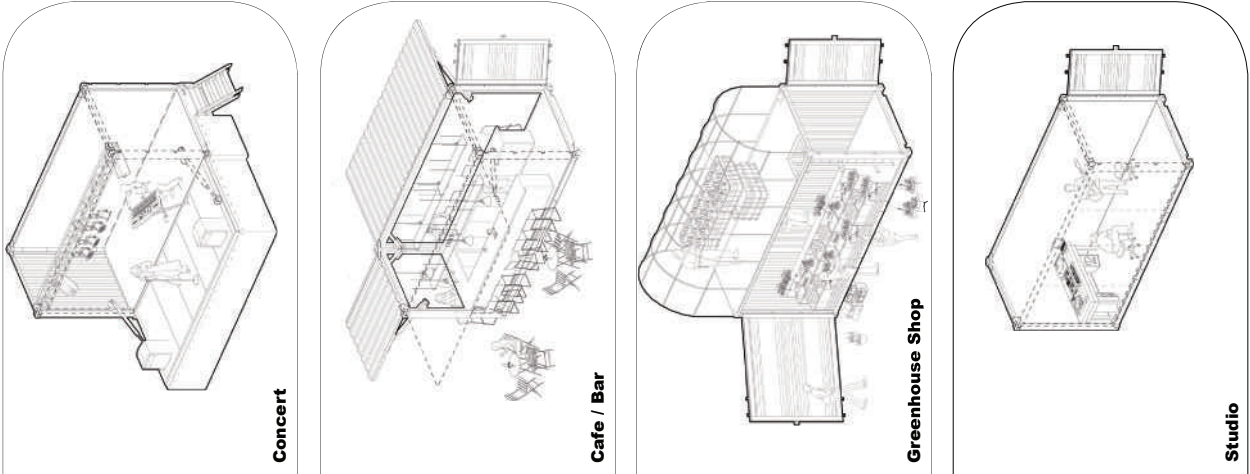
Ideal for seasonal amenity in a park, these units are best for short to medium term installations.

Are you a service delivery organization or a small community group looking for a weekend event venue or for studio space with an opportunity for some exposure?

Consider a Seasonal Pop-up Infrastructure Unit that can benefit from the type of pedestrian traffic drawn to a public park. You will enhance the pedestrian realm with a vibrant public spectacle.

Partner with a Trustee Organization or with your local Service Delivery Organization for financial and planning support. Is there an off-season use for your unit or does your partner use the unit at their home base when it is not needed in the park? Design it to move.

## FOUR PROGRAM VARIATIONS - FULLY DEPLOYED



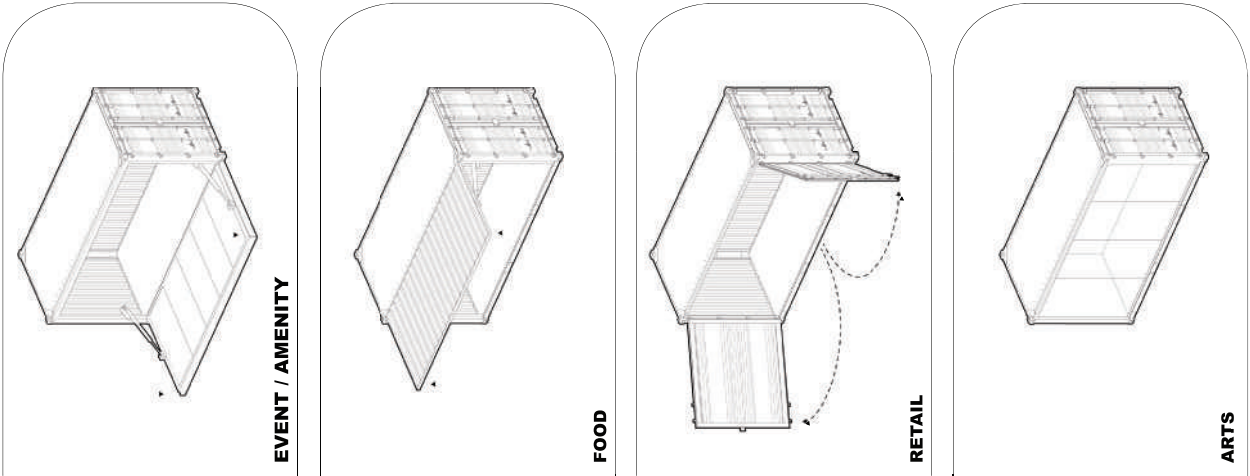
Concert

Cafe / Bar

Greenhouse Shop

Studio

## FOUR PROGRAM VARIATIONS - DOOR OPTIONS



EVENT / AMENITY

FOOD

RETAIL

ARTS



**A SEASONAL ARTIST PROMENADE** Impact a Wider Public by Incorporating a Teaching and Learning Experience



## MICRO BUSINESS UNIT

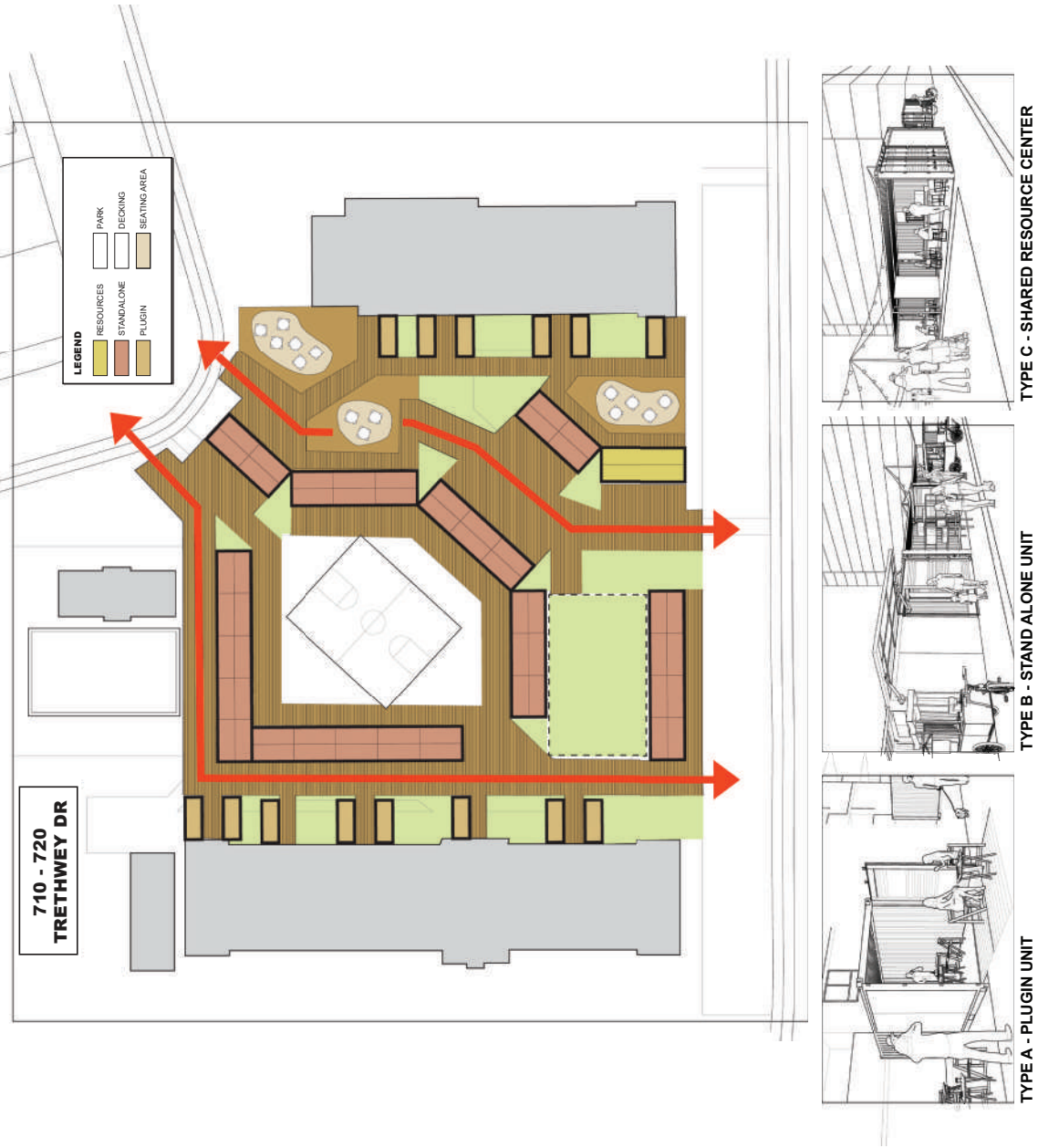
Service Delivery Organizations can develop a strong mutually beneficial relationship with an RAC landowner or with TCH to tap the potential of high density apartment building housing. Complexes can rescale the public realm, changing the focus from cars to people, and activating vast street level land assets.

While providing micro business opportunities for TCH and RAC residents, these newly activated areas can serve as economic catalysts for neighbourhood development. A Micro Business Complex will provide new physical connections between buildings, neighbourhood streets and parks. It will become an attractive and functional neighbourhood destination.

Differing unit types can handle a range of businesses, business support and pedestrian amenity. The pedestrian infrastructure required also helps to delineate the new pedestrian-scaled streetscape. These can provide a networking opportunity between micro business owners and DIY / Mobile unit owners with docking stations provided onsite.

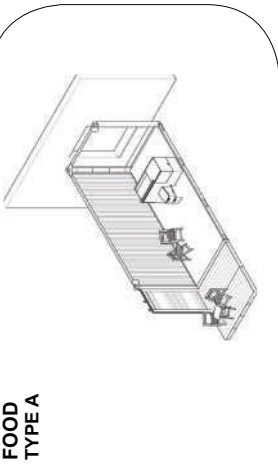
Entrepreneurial education and support will be provided to Micro Business Program participants by a Service Delivery Organization, and Micro Business Units can be owned and maintained by a Trustee Hub or Service Delivery Organization.

## SAMPLE SITE PLAN AND UNIT TYPES

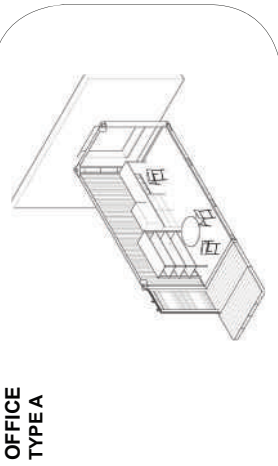




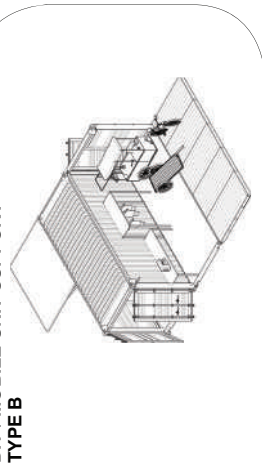
**FOOD  
TYPE A**



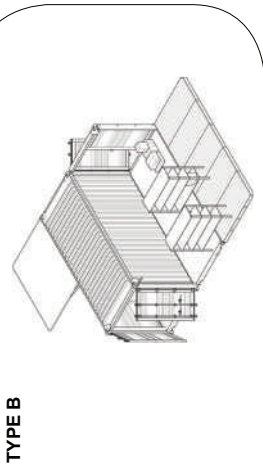
**OFFICE  
TYPE A**



**DIY / MOBILE UNIT SUPPORT  
TYPE B**

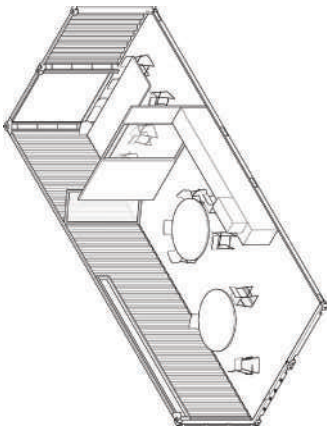


**RETAIL  
TYPE B**



**UNIT TYPES WITH SUITABLE BUSINESS TYPES**

**SHARED RESOURCE SPACE**



**BUSINESS RESOURCES AND  
MEETING SPACE  
TYPE C**

To further enhance connections between diverse neighbourhood business owners, to take advantage of shared knowledge, expertise, and to reduce business overhead, a shared resource module can broaden and strengthen social, economic and educational opportunities for the community.

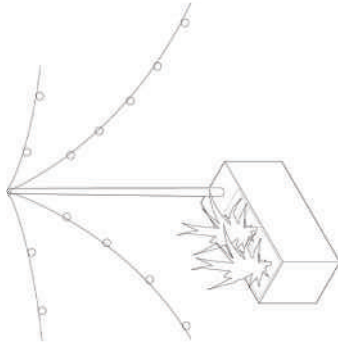
Supporting organizations can offer mentorship and educational programs through this essential neighbourhood space.

If you need to host a client meeting, organize a conference call, make a presentation or scan a document, this is the ideal place to do it. Learn from others and share your knowledge here.

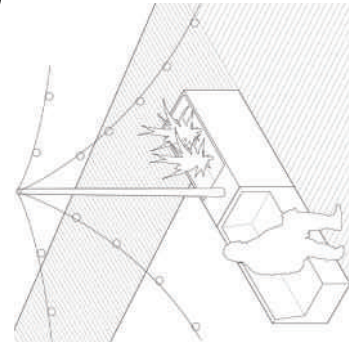
**RESCALE WITH PEDESTRIAN STREETScape COMPONENTS**



**PUBLIC SEATING**



**PLANTER & LIGHTING SYSTEM**



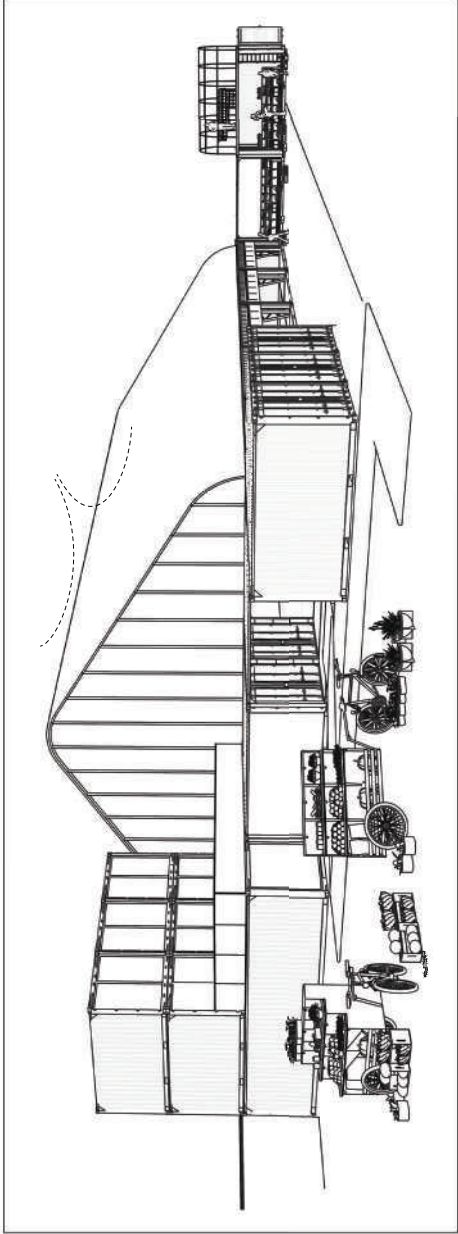
**PEDESTRIAN PROMENADE DECKING**

**A MICRO BUSINESS COMPLEX Rescale Public Space by Providing Places for People to Interact**





# COMMUNITY NODE



Whether centralized or decentralized, a Community Node houses programming and administrative spaces for Service Provider Organizations. With higher costs and longer construction timelines, projects of this type are best undertaken by well-established Trustee Organizations with more stable funding opportunities and a more robust and long-term financial plan.

These buildings should accommodate the needs of partner Service Provider Organizations, and have space to accommodate Seasonal and DIY Pop-up Units for entrepreneurial programming that is carried out onsite. Community Nodes are destinations. They take advantage of resource sharing opportunities, help to avoid service and administrative overlaps, and can sustain more intensive community spaces like a gymnasium or health centre.

Trustee Organizations themselves or their partner Service Provider Organizations can support social enterprise businesses -- either maintaining ownership of the Pop-up modules or by providing ownership opportunities through entrepreneurial training programs.

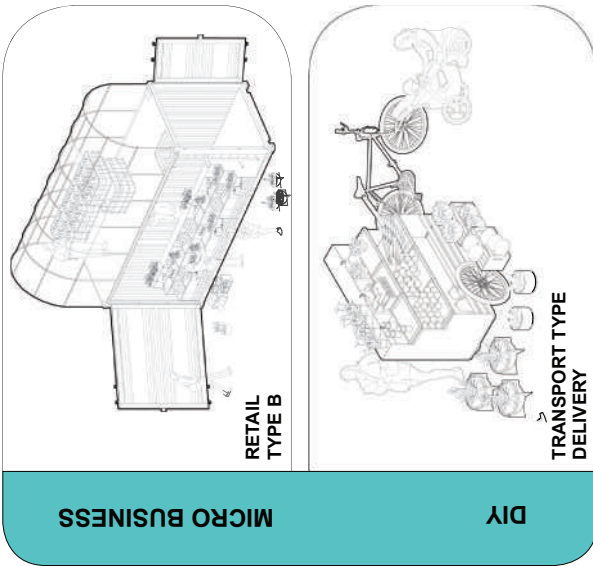
Trustee Organizations can help facilitate strong partnerships with public landowners and can assist Service Provider Organizations in negotiations and planning discussions with landowners.

A Community Node can demonstrate the full potential of the Pop-up Infrastructure Network.

This sample Node takes advantage of land occupied by derelict secondary school tennis courts. The area is re-imagined with a focus on urban farming.

Fresh produce is grown on the unused sports field surrounding the Node. Seasonal greenhouses, are used on site that can be moved to Parks and Recreation land during the summer months. Micro-Businesses sell the fresh produce. DIY delivery units help to bring the fresh produce to neighbourhood residents.

This network arrangement provides opportunity for skills training, economic development, education, and social connection.



MICRO BUSINESS

DIY

**A COMMUNITY NODE Build a Strong Community Network - Use Limited Resources Efficiently**



## POP-UP INFRASTRUCTURE ROADMAPS, FORMS AND SCHEDULES

This is an information package designed to guide users through the process of constructing, facilitating and assessing Pop-Up Infrastructure projects. These documents target the needs of individual users, Trustee Organizations, and Service Delivery Organizations.

The Pop-Up Infrastructure Network is predicated upon the notion of a hierarchical system of Pop-Up interventions. The Pop-Up interventions undertaken by a Trustee Organization will likely be larger, addressing the broader and more widespread needs within their neighbourhood. These organizations will take on the role of overseer, of data collection, and of facilitator. They nurture Service Delivery Organizations and help by providing a financial and administrative umbrella for them to operate under. Service Delivery Organizations will access the system as Pop-Up mediators—the organizations that deal most often with individual clients. Forging close relationships with a Trustee Organization and acting as a first point of contact for Individual Users, they need smaller or shared-space infrastructure projects with a focus on programming. Individual Users are typically interested in the smallest, most immediate DIY / Mobile Infrastructure Units, in educational or mentorship programming, and in Micro-Business opportunities provided by Service Delivery Organizations.

The documents provided here represent a package that addresses the needs of these three user groups. They are designed to be self-directed guides—to enable neighbourhoods and communities to create a Pop-Up Infrastructure Network that directly addresses the needs they prioritize and that helps them work toward a future that they define for themselves.

Data collection and reporting is an important part of the process. The maintenance and collection of data helps user groups to refine objectives and programming on an on-going basis and it provides assurance to policy makers and funders, of the efficacy of the Pop-Up Infrastructure Networks they support. This is an essential tool for policy makers and funders given the peripheral, though critical, role they are asked to play in the ground up Pop-Up Infrastructure Network system.

## PACKAGE CONTENTS

### ROADMAPS

Roadmap for Trustee Organizations  
Roadmap for Service Delivery Organizations

### INTAKE FORMS

INTAKE FORM A - SERVICE SCREENING TOOL FOR TRUSTEE ORGANIZATIONS: Needs of Service Delivery Organizations

INTAKE FORM B - SERVICE SCREENING TOOL FOR TRUSTEE AND SERVICE DELIVERY ORGANIZATIONS: Needs of Individual clients

### SCHEDULES

SCHEDULE A List of Program Delivery Organizations  
SCHEDULE B Pop-Up Infrastructure Network Contact People  
SCHEDULE C Site Screening Guideline  
SCHEDULE D Pop-Up Professionals, Builders and Tradespeople  
SCHEDULE E Pop-Up Business Relationship Types  
SCHEDULE F Follow up Worksheet  
SCHEDULE G Annual Data Collection and Reporting Form



## USING THE ROADMAPS

The roadmaps provided in this package target three user groups: Trustee Organizations, Service Delivery Organizations, and Individuals. They help to define the planning and construction processes, and to illustrate the extent of work and focus involved in realizing a Pop-Up project.

They bring together the information presented and gathered by the supplementary schedules. They intend to provide user groups with a base of awareness. They are not, however, intended to replace the need for professional support. The Roadmaps indicate when appropriate professionals ought to be involved in the process—the more complex the Pop-Up Project, the more guidance will be required.

## USING THE INTAKE FORMS

The intake forms are used by Trustee and Service Delivery Organizations as a framework to guide discussions and to gather information from people and groups interested in undertaking a Pop-Up Infrastructure project. They can be used to clarify space and programming needs of Service Delivery Organizations and Individuals, and for their supporting Trustee Organizations to determine future financial planning and space requirements.

The information gathered through the intake process will provide direction for Pop-Up Projects. Using the information collected, a Trustee or Service Delivery Organization can direct users to the appropriate landownership and business partners.

This kind of guidance could take place during an interview process where informational materials like the Pop-Up Infrastructure Roadmaps, entrepreneurial and Micro Business programming offerings and DIY kits or construction workshop information is distributed.

The intake process is the first step to getting connected with a local Pop-Up Infrastructure Network.

## USING THE INFORMATION SCHEDULES

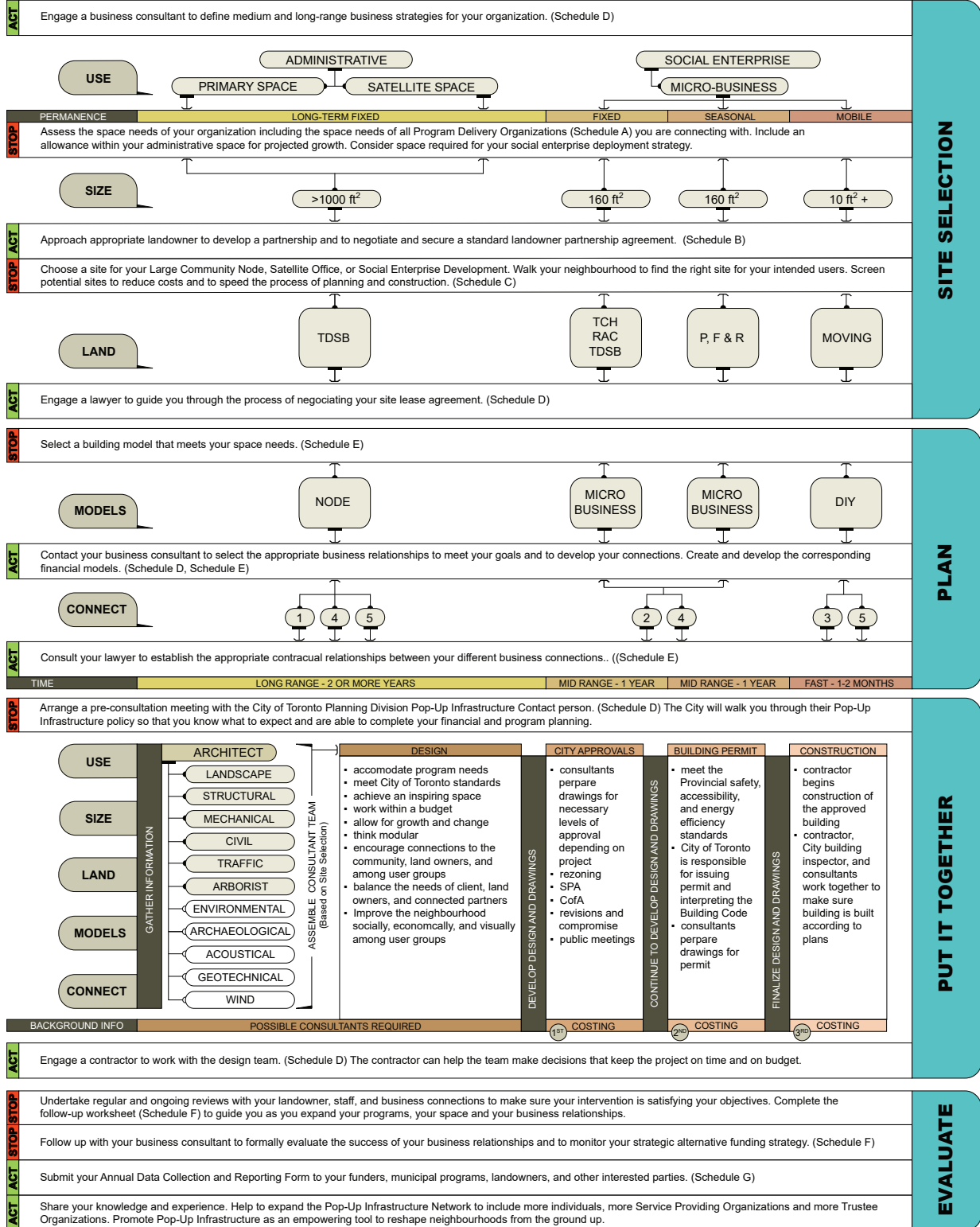
The schedules provide supplementary resources. They generate information to feed back into the Pop-Up Infrastructure Roadmaps, and they gather data that allows organizations, funders and policy makers to evaluate the Pop-Up Network process.

At the intake interview conducted by a Trustee Organization or Service Delivery Organization, the information schedules are distributed to groups and individuals with continuing interest in pursuing a Pop-Up Infrastructure Project.

Schedules F and G are completed by all parties involved in the Pop-Up Network on an annual (if not more frequent) basis. This information is returned to the supporting Trustee Organization. The Trustee Organization will compile the assessment results and provide reports to funders and relevant policy makers for their assurance and for their future planning around Pop-Up development.



# POP-UP INFRASTRUCTURE ROADMAP FOR TRUSTEE ORGANIZATIONS



LIST OF SCHEDULES	
Schedule A	Program Delivery Organizations
Schedule B	Pop-Up Infrastructure Network Contact People
Schedule C	Site Screening Guideline
Schedule D	Pop-Up Professionals, Builders, and Tradespeople
Schedule E	Pop-Up Business Relationship Types
Schedule F	Follow up Assessment
Schedule G	Annual Data Collection and Reporting Form

LIST OF RELATED FORMS	
Intake Form A - Service Screen Tool for Trustee Organizations: Needs of Service Delivery Organizations	
Intake Form B - Service Screening Tool for Trustee and Service Delivery Organizations: Needs of Individual Clients	

# POP-UP INFRASTRUCTURE ROADMAP FOR SERVICE DELIVERY ORGANIZATIONS

**ACT** Engage a business consultant to define medium and long-range business strategies for your organization. (Schedule D)

USE

ADMINISTRATIVE

SOCIAL ENTERPRISE

PERMANENCE	LONG-TERM FIXED	FIXED	SEASONAL	MOBILE
------------	-----------------	-------	----------	--------

**STOP** Assess the space needs of your organization including the space needs of all Program Delivery Organizations (Schedule A) you are connecting with. Include an allowance within your administrative space for projected growth. Consider space required for your social enterprise deployment strategy.

SIZE

<1000 ft<sup>2</sup>

160 ft<sup>2</sup>

160 ft<sup>2</sup>

10 ft<sup>2</sup> +

**STOP** Establish a partnership relationship with a compatible Trustee Organization in your area. (Schedule H)

AUTONOMY

SHARED

STAND ALONE

STAND ALONE

DOCKED

STAND ALONE

DOCKED

LAND

TDSB  
Interior Only

TCH  
RAC  
TDSB

TCH  
RAC  
TDSB

P, F & R

MOVING

**ACT** Choose a site for your Program Provider Stand Alone Office or Social Enterprise Development. Walk your neighbourhood to find the right site for your intended clients. Screen potential sites to reduce costs and speed the process of planning and construction. (Schedule C)

**STOP** Connect with the Pop-Up Infrastructure contact person for the land ownership type indicated below. (Schedule B)

**ACT** Engage a lawyer to guide you through the process of negotiating your lease agreement. (Schedule D)

SITE SELECTION

**STOP** Work with your Trustee Organization to select a building model that meets your space needs. (Schedule E)

MODELS

TDSB  
TRUSTEE  
NODE  
Interior Only

SATELLITE  
NODE

MICRO  
BUSINESS

SEASONAL

DIY

**ACT** Meet with your business consultant to select the appropriate business relationships to meet your goals and to develop your connections. (Schedule D, Schedule E)

CONNECT

1

4

5

4

6

5

7

**ACT** Consult your lawyer to establish the appropriate contractual relationships between your different business connections.. ((Schedule E)

TIME	LONG RANGE - 1 to 2 OR MORE YEARS	MID RANGE - 1 YEAR	MID RANGE - 1 YEAR	FAST - 1-2 MONTHS
------	-----------------------------------	--------------------	--------------------	-------------------

PLAN

**STOP** Arrange a pre-consultation meeting with the City of Toronto Planning Division Pop-Up Infrastructure Contact person. (Schedule D) The City will walk you through their Pop-Up Infrastructure Policy so that you know what to expect and are able to complete your financial and program planning.

GATHER INFORMATION	ARCHITECT	DESIGN	CITY APPROVALS	BUILDING PERMIT	CONSTRUCTION	
<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">LANDSCAPE</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">STRUCTURAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">MECHANICAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">CIVIL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">TRAFFIC</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">ARBORIST</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">ENVIRONMENTAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">ARCHAEOLOGICAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">ACOUSTICAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">GEOTECHNICAL</div> <div style="border: 1px solid gray; border-radius: 10px; padding: 2px;">WIND</div> </div>	ASSEMBLE CONSULTANT TEAM (Based on Site Selection)	<ul style="list-style-type: none"> <li>acomodate program needs</li> <li>meet City of Toronto standards</li> <li>achieve an inspiring space</li> <li>work within a budget</li> <li>allow for growth and change</li> <li>think modular</li> <li>encourage connections to the community, land owners, and among user groups</li> <li>balance the needs of client, land owners, and connected partners</li> <li>improve the neighbourhood socially, economically, and visually</li> </ul>	CONTINUE TO DEVELOP DESIGN AND DRAWINGS	CONTINUE TO DEVELOP DESIGN AND DRAWINGS	CONTINUE TO DEVELOP DESIGN AND DRAWINGS	
			<ul style="list-style-type: none"> <li>consultants prepare drawings for necessary levels of approval depending on project</li> <li>rezoning</li> <li>SPA</li> <li>CofA</li> <li>revisions and compromise</li> <li>public meetings</li> </ul>	<ul style="list-style-type: none"> <li>meet the Provincial safety, accessibility, and energy efficiency standards</li> <li>City of Toronto is responsible for issuing permit and interpreting the Building Code</li> <li>consultants prepare drawings for permit</li> </ul>	<ul style="list-style-type: none"> <li>contractor begins construction of the approved building</li> <li>contractor, City building inspector, and consultants work together to make sure building is built according to plans</li> </ul>	
			1 <sup>ST</sup> COSTING	2 <sup>ND</sup> COSTING	3 <sup>RD</sup> COSTING	

BACKGROUND INFO      POSSIBLE CONSULTANTS REQUIRED

WORK WITH TRUSTEE ORGANIZATION FOR LARGER CONSTRUCTION PROJECTS.

PUT IT TOGETHER

**STOP** Undertake regular and ongoing reviews with your land owner, staff, and business connections to make sure your objective are being met. Complete the Follow-Up Assessment (Schedule F) to guide you as you expand your programs, space and business relationships.

**STOP** Follow up with your business consultant to formally evaluate the success of your business relationships and to monitor your strategic alternative funding strategy.

**ACT** Submit your Annual Data Collection and Reporting Form to your funders, to municipal programs, and to landowners and other interested parties. (Schedule G)

**ACT** Share your knowledge and experience. Help to expand the Pop-Up Infrastructure Network to include more individuals, more Service Delivery Organizations and more trustee Organizations. Promote Pop-Up Infrastructure as an empowering tool to reshape neighbourhoods from the ground up.

EVALUATE

LIST OF SCHEDULES	
Schedule A	Program Delivery Organizations
Schedule B	Pop-Up Infrastructure Network Contact People
Schedule C	Site Screening Guideline
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Intake Form A - Service Screen Tool for Trustee Organizations: Needs of Service Delivery Organizations
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**POP-UP INFRASTRUCTURE ROADMAP - INTAKE FORM A**  
**Service Screening Tool for Trustee Organizations: Needs of Service Delivery Organizations**

**POP-UP INFRASTRUCTURE SPACE AND REQUIREMENTS OF SERVICE DELIVERY ORGANIZATION**

ORGANIZATION				
CONTACT				
	Name	Position	Telephone	Email

**PART A - SOCIAL ENTERPRISE**

The Service Delivery Organization is interested in Social Enterprise Businesses.  Yes  No  Comments

The Service Delivery Organization has developed a Social Enterprise business model in conjunction with their own business consultant.  Yes  No  Comments

Number of Social Enterprise Units - docked at Hub or Off-site    Area Required (160 ft<sup>2</sup> x #)     
In Hub RAC/TCH P,F&R In Hub RAC/TCH P,F&R

Will the Service Delivery Organization be providing entrepreneurship training?  Yes  No  Comments Area Required (ft<sup>2</sup>)     
In Hub

**PART B - REQUESTED SERVICES**

The Service Delivery Organization would like to meet with your business consultant to help plan an integrated collaborative strategy.  Yes  No  Comments

The Service Delivery Organization would like to share some resources with your Trustee Organization  Yes  No  Comments

The Service Delivery Organization would like to take advantage of your Organization's expertise in securing funding for capital projects and/or programming.  Yes  No  Comments

The Service Delivery Organization would like to work with you to find space.  Yes  No  Comments

**PART C - PROGRAM DELIVERY SPACE REQUIREMENTS**

The space required for the Service Delivery Organization's office administration.  Yes  No Area Required (160 ft<sup>2</sup> x #)     
In Hub RAC/TCH P,F&R

The space required for Micro-Business Units (ft<sup>2</sup>)   Area Required (ft<sup>2</sup>)   
In Hub Off-site

The schedule and space required for program delivery. (Enter hours and area)        Area Required (ft<sup>2</sup>)   
M Tu W Th F Sa Su

The total amount of space that your Trustee Organization should plan to accommodate, including administration, Micro-Business and program delivery. Area Required (ft<sup>2</sup>)

**POP-UP INFRASTRUCTURE ROADMAP - INTAKE FORM B**  
**Service Screening Tool for Trustee Organizations and Service Delivery Organizations: Needs of Individual Clients**

**POP-UP INFRASTRUCTURE SPACE AND SERVICE REQUIREMENTS OF INDIVIDUAL USERS**

CONTACT			
	Name	Address	Telephone
			Email

**PART A - IDENTIFYING APPROPRIATE BUILDING TYPE**

Your client wants a seasonal or temporary space.  Yes  No  Comments

Your client is looking for opportunities to start and run a business.  Yes  No  Comments

What kind of business is your client interested in?   Probable Landowner     
Mobile / DIY Micro-Business Mobile RAC/TCH P,F&R

**PART B - REQUESTED SERVICES**

DIY / Mobile Unit Business Workshop  Yes  No  Comments

DIY / Mobile Unit Construction Workshop  Yes  No  Comments

Graduated Entrepreneurship Support Program  Yes  No  Comments

Business Ownership Program  Yes  No  Comments

Planning a Business Program  Yes  No  Comments

## **POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE A**

### **Trustee Organizations and Service Delivery Organizations by Neighbourhood**

This is a current list of Program Delivery Organizations operating within each neighbourhood. It is designed to act as supplementary information for anyone accessing the Pop-Up Infrastructure Network. Across the City of Toronto, neighbourhoods continue to be served by a combination of large Trustee Organizations and smaller organizations that tend to offer programming to more specific users. Large Trustee Organizations tend to have long standing tenure within their neighbourhoods and they have a comprehensive knowledge of the different organizations working in their neighbourhood and the kinds of programming they offer.

Trustee Organizations are in an ideal position to maintain a current and ongoing list of Program Delivery Organizations and to make this list available with the Pop-Up Infrastructure Roadmap kits they distribute. A significant goal of the Pop-Up Infrastructure project is to foster a networking approach to community development. This kind of list makes it easier for a broad base of individual users to create connections with smaller organizations that deliver programs with the support of large Trustee Organizations.

The list need not be complicated. It should identify the Trustee Organizations and Service Delivery Organizations operating in the neighbourhood, their addresses, phone number and one or more Pop-Up contact people for each. Additionally, the types of services and programming should be listed alongside each organization. To correspond with the existing City of Toronto neighbourhood organizational boundaries and to provide useful data feedback to The City, Pop-Up Networks should be organized to fall within neighbourhoods.

## **POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE B**

### **Pop-Up Infrastructure Program Contact List**

One of the biggest roadblocks to accessing potential new community spaces is the lack of clearly defined policy and beurocratic direction from public landowners and relevant City of Toronto Divisions. To begin to address this situation, this study recommends that each partner and City Division identify a contact person that can provide interested parties with that land owner's or Division's clearly defined Pop-Up Infrastructure policy. This person will be able to answer questions and will help to develop partnerships between their group and users.

At a minimum, the following groups should identify contacts to distribute and explain their well-defined Pop-Up Infrastructure policies:

- Toronto Community Housing
- Toronto District School Board
- City of Toronto - Parks, Forestry & Recreation
- City of Toronto - Legal Services
- City of Toronto - Social Development, Finance & Administration
- City of Toronto - Economic Development and Culture
- City of Toronto - City Planning
- City of Toronto - Toronto Building

Each department and landowner group should make a clearly defined and consistant policy framework available.



## POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE C

### Pop-Up Program Site Screening Tool

In this study, four Pop-Up building types have been identified. Each building type has been linked to a particular land ownership type based on the kinds of properties the land owner currently holds, the kinds of services that tend to be available on their properties, and the kinds of relationships that the land owner has currently established with outside organizations. Nonetheless, even with this early screening, parties interested in executing a new Pop-Up Infrastructure space are faced with many potential site options. While it is important that each particular piece of infrastructure be located close to the people that will use it, there are other considerations that you may like to take into account as you choose your site, including time and money.

The attached chart provide a list of soft costs that your project must take into account. You can use this to further screen potential sites, allowing you to derive maximum cost and time saving benefits from Pop-Up Infrastructure.

### POP-UP INFRASTRUCTURE COST ESTIMATE - CONSULTANT REPORTS

In order to pass through the municipal approvals process The City will ask that applicants provide a number of background reports and studies to be submitted in support of your proposal. Each of these reports and the implications of their findings mean additional costs and potential delays. Use this chart to refine site selection to avoid the extra costs and delays.

#### LIST OF TYPICAL CONSULTANT REPORTS AND THEIR COSTS, REQUIRED FOR CITY APPROVALS

TYPE OF REPORT	COST	REQUIRED FOR	COMMENTS
Topographic and boundary survey	\$3,500		Required for all projects
Contaminated Site Assessment Phase 1	\$5,600		Depending on previous use. Avoid contaminated sites or change of use.
Contaminated Site Assessment Phase 2	\$35,300		Avoid contaminated sites.
Natural Heritage Impact Study			If located in ravine area. Limit to mobile units only--avoid if possible.
Environmental Impact Study			Depending on location - avoid sensitive locations.
Archaeological Assessment	\$2,800		If site falls within predefined city zone - avoid these areas
Arborist Report	\$2,500		Most likely required - minimize impact on site or adjacent site trees
Noise impact study	\$2,750		Depending on location and use - avoid railways and streetcar locations
Construction Vibration Assessment	\$4,500		May be required for shoring or compacting - Avoid below ground activity
Geotechnical Study	\$10,000		Avoid high water table and poor soils
Servicing and Storm Water Management Report	\$17,000		May be required for mid-sized projects - green initiatives may help here
Traffic Impact Study	\$4,000		May be required for some mid-sized projects - depending on use
Parking Study	\$1,500		
Loading Study	\$1,500		
Traffic Operations Assessment	\$4,000		
Wind Impact Study	\$20,000		Required if building is over 20m high - limit to seven containers high

#### SITE SELECTION AND DESIGN IMPLICATIONS

- Choose a different site if possible to avoid this cost
- Design the project to minimize this cost

A more complex project has higher typical report costs associated with it.

#### POP UP TYPE

- Community Node
- Micro Business Unit
- Seasonal
- DIY

#### ESTIMATED CONSULTANT REPORT COSTS BY SITE TYPE

Community Node	\$45,000 - \$114, 950
Micro Business Unit	\$68,200 - \$6,000
Seasonal	\$47,200 - \$3,500
DIY	N/A

### PROCEDURE FOR FINE-TUNING YOUR SITE SELECTION

- Follow the steps laid out in the Roadmap to identify potential sites for your project.
- To help determine some of the costs associated with your site selection, use the chart above.
- Locate your potential sites on the City of Toronto map (link shown below):

[http://map.toronto.ca/maps/map.jsp?app=TorontoMaps\\_v2](http://map.toronto.ca/maps/map.jsp?app=TorontoMaps_v2)

- To minimize costs and delays, try to eliminate sites located in areas identified on the map as ones with Archaeological Potential, as protected under the Ravine and Natural Feature Protection By-law, or as being located within an Environmentally Significant Area, the TRCA Regulation Limit or a Provincially Significant Wetland.
- Type the address of your site in the search bar to locate it on the map.
- Turn on layers in the legend to determine whether your potential site has added costs or potential delays associated with it.

## POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE D

### Pop-Up Professionals, Builders & Tradespeople

Many professionals have a mandate to undertake pro bono work or to provide services to help their communities develop and thrive. Builders, Tradespeople and other businesses often have a pro bono ethos written into their mission statements or as part of their business culture. One of the recommendations of this report is to build and maintain a running list of Pop-Up Professionals, Builders and Tradespeople interested in providing pro bono expertise for Pop-Up Infrastructure projects. Interested parties could use an on-line registry to "sign up". A printed list should be included with the Pop-Up Infrastructure Roadmap package given out with the roadmap kits.

Organizations may seek out expertise available within their own communities and establish longer-term relationships with one or more professionals, builders or tradespeople. The roster of community minded support can help to further develop and strengthen connectedness among communities and across differing resident groups within a community. Offering professionals and business people a viable outlet for meaningful community engagement, the Pop-Up Roster is a valuable tool within the context of a user-defined development strategy like the Pop-Up Infrastructure Network.

## POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE E

### Pop-Up Business Relationship Types

#### POP-UP BUSINESS RELATIONSHIP VARIATIONS INDICATED IN ROADMAP

- 1 TRUSTEE ORGANIZATION SUPPORTING A PROGRAM DELIVERY ORGANIZATION**
  - Support could be in the form of shared administrative resources, of shared access to business and legal resources, of on site space within a Large Community Node building or in a satellite space. Trustee Organizations can provide mentorship and guidance in securing funding or in implementing program strategies to Program Delivery Organizations.
- 2 TRUSTEE ORGANIZATION SUPPORTING A SOCIAL ENTERPRISE MICRO-BUSINESS UNIT**
  - The Trustee Organization itself may host social enterprise Micro-Business Units docked at the Large Community Node or as satellites on Toronto Parks, Forestry & Recreation land, TCH land, or on RAC-zoned land. The Trustee Organization can maintain ownership of the unit or ownership can be transferred to an entrepreneurship program participant over time, upon completion of a mentorship training program.
- 3 TRUSTEE ORGANIZATION SUPPORTING A DIY UNIT**
  - The role of a Trustee Organization can be as minimal as merely distributing forms, contacts, and plans. or it may be a way to facilitate the delivery of programming through workshops, training and economic development programs. The Trustee Organization could provide financial support to program participants through social enterprise arrangements. The DIY Unit can have docking facilities at a Large Community Node.
- 4 TRUSTEE ORGANIZATION SUPPORTING A PROGRAM DELIVERY ORGANIZATION WITH A SOCIAL ENTERPRISE BUSINESS UNIT**
  - This is a more complex arrangement involving three parties. The Trustee Organization provides support to a Program Delivery Organization as defined under relationship 1, described above. The Program Delivery Organization supports a social enterprise Micro-Business Unit as described below under arrangement 6.
- 5 TRUSTEE ORGANIZATION SUPPORTING A PROGRAM DELIVERY ORGANIZATION WITH A DIY UNIT**
  - This is a more complex arrangement involving three parties. The Trustee Organization provides support to a Program Delivery Organization as defined under relationship 1, described above. The Program Delivery Organization supports a DIY Unit as described below under arrangement 7.
- 6 PROGRAM DELIVERY ORGANIZATION SUPPORTING A SOCIAL ENTERPRISE MICRO-BUSINESS UNIT**
  - The Program Delivery Organization administers a Social Enterprise Micro-Business Unit. The Program Delivery Organization can maintain ownership of the unit or ownership can be transferred to an entrepreneurship program participant over time upon completion of a mentorship training program.
- 7 PROGRAM DELIVERY ORGANIZATION SUPPORTING A DIY UNIT**
  - The Program Delivery Organization may administer a DIY Unit. The Program Delivery Organization can either maintain ownership of the unit or transfer ownership to a successful entrepreneurship training program participant over time. The role of a Program Delivery Organization can be as minimal as distributing forms, contacts, and plans. or it may be to deliver programming through workshops, training, entrepreneurship and economic development programs.
- 8 SOCIAL ENTERPRISE MICRO-BUSINESS SUPPORTING A DIY UNIT**
  - In this case a successful Micro-Business could support a complimentary DIY Unit. The DIY Unit could be owned by the Micro-business or it could have an alternative contractual relationship to the Micro-Business.
- 9 DIY UNIT SUPPORTING ANOTHER DIY UNIT**
  - A successful DIY Business may expand to become a fleet of units. The DIY Units could all be separate business entities or one business could support one or more others with mentorship or financial resources.

# POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE F

## Follow-up Assessment Tool

PROVIDE INFORMATION ABOUT YOUR EXPERIENCE WITH THE POP-UP INFRASTRUCTURE NETWORK PROCESS.

ORGANIZATION (if applicable)  CONTACT   
Name Position Telephone Email

### PART A - ABOUT YOUR EXPECTATIONS

Why did you get involved with the Pop-Up Infrastructure Network? Were there specific issues that you felt a Pop-Up project could address?

### PART B - SUPPORT PROGRAMS

Did you take advantage of support programs offered by a Trustee Organization or Service Delivery Organization?

Yes  No  Identify the Program

Describe your experience.

### PART C - POP-UP MODEL INVOLVED

Identify the Pop-Up model that you pursued.      
Mobile / DIY Seasonal / Temporary Micro-Business Community Node

What is the intended use for the new space?

Does your new space satisfy your need?  Yes  No

Additional Comments:

### PART D - THE PROCESS

How long did it take to complete your Pop-Up Project? (If applicable)  How long did you participate in Pop-Up support programs? (If applicable)

Additional Comments:

Describe the process of working with your landowner group.

Describe the process of working with your community partners.

What was the most positive aspect of the process?

How could your experience have been improved?

## POP-UP INFRASTRUCTURE ROADMAP - SCHEDULE G

Annual Data Collection and Reporting Form

PROVIDE INFORMATION ABOUT YOUR EXPERIENCE WITH THE POP-UP INFRASTRUCTURE NETWORK PROCESS.

<b>ORGANIZATION</b> (if applicable)	<b>CONTACT</b>				
<input style="width: 95%;" type="text"/>	Name	Position	Telephone	Email	
<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	<input style="width: 95%;" type="text"/>	

**WHERE IS YOUR POP-UP PROJECT LOCATED?**

### PART A - YOUR LEVEL OF INVOLVEMENT WITH THE POP-UP INFRASTRUCTURE NETWORK?

**FOR INDIVIDUAL USERS**

Did you participate in Pop-Up Infrastructure support programming provided by a Service Delivery Organization or a Trustee Organization?  Yes  No

Program Provider  Type of Program and Description

What new skills did you learn?

Did you or are you using Pop-Up Infrastructure currently?  Yes  No

Describe how you use Pop-Up Infrastructure currently? (or used it previously)

Do you run a Pop-Up Infrastructure business?  Yes  No

Business Type Does your business make money?  Yes  No Has your business expanded?  Yes  No

What vision do you have for your business?

**SERVICE DELIVERY ORGANIZATION**

Have you acquired new space through a Pop-Up Infrastructure Network?  Yes  No How much Pop-Up space have you acquired?  m<sup>2</sup>

What types of Pop-Up support programs do you run?

How many clients took advantage of your Pop-Up support programs?  How many Pop-Up Intake interviews did you undertake last year?

Do Pop-Up Infrastructure businesses provide financial support to your organization?  Yes  No How much money do Pop-Up businesses generate for your organization?

Describe the long-range plans your organization has for Pop-Up Infrastructure?

**TRUSTEE ORGANIZATION**

Have you acquired new space through a Pop-Up Infrastructure Network?  Yes  No How much Pop-Up space have you acquired?  m<sup>2</sup>

What types of Pop-Up support programs do you run?

How many clients took advantage of your Pop-Up support programs?  How many Pop-Up Intake interviews did you undertake last year?

How many Service Delivery Organizations has Pop-Up Infrastructure networking allowed you to partner with?

Do Pop-Up Infrastructure businesses provide financial relief to your organization?  Yes  No How much money do Pop-Up businesses generate for your organization?

Describe the long-range plans your organization has for Pop-Up Infrastructure?

Describe how Pop-Up Infrastructure has affected your community?



# Appendix 7

Sources of Financing: Grant Programs and Investments

Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
City of Toronto	City of Toronto - Community Funding	<p>The Culture Build Investment Program provides matching funds to assist the City's not-for-profit cultural sector with funding for state-of-good-repair and minor capital projects for their facilities.</p> <p>Applicants to the Culture Build Investment Program must meet the following eligibility criteria:</p> <ol style="list-style-type: none"> <li>1. incorporated as a not-for-profit organization;</li> <li>2. located in the City of Toronto;</li> <li>3. have been in existence for a minimum of three years;</li> <li>4. own the facility or have at least five years remaining on their current lease at the time of applying to the program; and</li> <li>5. are not City-owned facilities.</li> </ol> <p>Funding for feasibility studies may be provided to those organizations that meet the existing eligibility criteria. The program does not support regular building maintenance costs and cost of purchasing or building a facility and the maximum allocation available and recommended through the Culture Build Investment Program is \$100,000.00</p> <p>The City's grant will not exceed 50 percent of total capital costs with matching funds coming from other levels of government, private sector and/or in-kind contributions.</p>	<p>Community Funding Unit                      Toronto City Hall                      100 Queen Street West                      15th floor, East Tower                      Toronto, ON M5H 2N2                      Phone: (416) 392 -9125                      cgis@toronto.ca</p>
Community Events	City of Toronto - Community Funding	<p>Community Events grant stream: build resident engagement and leadership by supporting residents to connect, learn and act to improve their wellbeing, neighbourhoods, and community.</p>	<p>Community Funding Unit                      Toronto City Hall                      100 Queen Street West                      15th floor, East Tower                      Toronto, ON M5H 2N2                      Phone: (416) 392 -9125                      cgis@toronto.ca</p>

## Investment / Grant Program

### Community Projects

City of Toronto -  
Community Funding

Community Projects grant stream: fund products and tools that are grounded in the lived experience of residents, and the creation of community knowledge and assets.

## Description / Requirements

Toronto City Hall  
100 Queen Street West  
15th floor, East Tower  
Toronto, ON M5H 2N2  
Phone: (416) 392 -9125  
cgis@toronto.ca

### Community Festivals & Special Events Investment Program

City of Toronto -  
Community Funding

The Community Festivals & Special Events Investment Program (Community Festivals) provides start-up or early-stage funding for small not-for-profit festivals and community events held in the City of Toronto that encourage residents to have fun, participate in their community, connect with each other, and contribute to a community's strength.

[cgis@toronto.ca](mailto:cgis@toronto.ca)

Community Funding Unit  
Toronto City Hall  
100 Queen Street West  
15th floor, East Tower  
Toronto, ON M5H 2N2  
Phone: (416) 392-9125  
cgis@toronto.ca

### StreetARToronto

City of Toronto -  
Community Funding

(StART) is a pro-active program that treats streets as vital public space and aims to develop, support, and increase awareness of street art and its indispensable role in generating social and economic benefits, adding beauty and character to Toronto's communities, and counteracting the negative effects of graffiti vandalism.

Community Funding Unit  
Toronto City Hall  
100 Queen Street West  
15th floor, East Tower  
Toronto, ON M5H 2N2  
Phone: (416) 392 -9125  
cgis@toronto.ca

## Province of Ontario

### The Community Capital Fund (CCF)

Ontario Trillium  
Foundation

CCF supports infrastructure projects that help Ontario's not-for-profit organizations deliver important public services to diverse cultural communities. A \$50million fund for investing in projects that support diverse cultural communities and help revitalize community-based infrastructure.

This program helps municipalities, not-for-profit community organizations and Indigenous communities improve existing infrastructure through repairs, renovations or

Phone: (416) 963 -4927

**Investment / Grant Program**

Places to Grow Implementation Fund

**Agency / Institution**

Ontario Growth Secretariat  
Ministry of Municipal Affairs

**Description / Requirements**

retrofitting. Organizations must be registered with the Ontario Trillium Foundation before submitting an application for this program.

The Places to Grow Implementation Fund supports projects that promote and help achieve the policies and goals of the Province's growth plans. The Fund has a budget of \$200,000 to support a limited number of projects with grants ranging from \$5,000 to \$50,000. In 2017 -18, consideration will be given to projects and research initiatives that build awareness of and advance growth planning in Ontario, including areas of focus such as:

- Building healthy, complete communities in urban, suburban and/or rural contexts.
- Increasing intensification and addressing barriers to it.
- Achieving transit-supportive densities.
- Designing high quality compact built form and public open spaces.
- Integrating land use planning with planning and investment in infrastructure and public service facilities.

**Contact Information**

777 Bay Street, 4th Floor,  
Suite 428  
Toronto, Ontario  
M5G 2E5  
Phone: (416) 325 -1210

Seed Grant

Ontario Trillium Foundation

Grants that support projects at the idea or conceptual stage to achieve a Priority Outcome

Phone: (416) 963-4927

Activities funded include:

- Conducting new research or feasibility studies
- Testing new approaches
- Hosting discussions about emerging issues or new opportunities
- Developing a new idea
- Launching a new event
- Convening people together

Amount : From \$5,000 to \$75,000

Term : Up to 1 year

**Investment / Grant Program**      **Agency / Institution**      **Description / Requirements**      **Contact Information**

**Grow Grants**

Ontario Trillium Foundation  
 Grants that support the evidence-based development of activities to achieve a Priority Outcome  
 Activities funded include:

- Replicating, adapting or scaling a proven model
- Piloting or demonstrating a tested model

Amount: From \$50,000 to \$250,000 per year  
 Term: 2 to 3 years

Phone: (416) 963 -4927

**Capital Grants**

Ontario Trillium Foundation

Grants that broaden access, improve community spaces and promote energy efficiency to achieve a Priority Outcome

Activities funded include:

- Buying and installing equipment
- Doing renovations, installations and repairs
- Building structures or spaces
- Making better use of technological resources

Amount: From \$5,000 to \$150,000  
 Term: Up to 1 year

Phone: (416) 963 -4927

**Collective Impact Grant**

Ontario Trillium Foundation

Grants that support collective strategy and transformative action to tackle complex community issues and achieve a lasting change in at least one Priority Outcome.

Collective Impact supports initiatives that bring together like-minded stakeholders to address complex problems in Ontario communities.

There are three stages within the OTF Collective Impact granting stream.

Stage 1: DEFINE the Impact  
 In this stage, organizations work to clearly articulate and define the urgent complex issue they aim to address and start to develop their Theory of Change. They convene



Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
<p><b>Youth Opportunity Fund (YOF)</b></p>	<p>Ontario Trillium Foundation</p>	<p>cross-sectoral stakeholders, ensure community residents are actively participating, and identify who else needs to be at the table. They build out their evidence and define a leadership committee that can move the initiative forward.</p> <p><b>Funding</b> : Up to \$30,000  <b>Term</b> : Up to 18 months</p> <p><b>Stage 2: ORGANIZE for Impact</b>                      In this stage, organizations confirm their common agenda and build out their Theory of Change. These cross -sectoral partners develop a collective work plan, create a governance model and backbone support structure. They build out their shared measurement system and evaluation plan and determine how internal and external communications will be managed.</p> <p><b>Funding</b> : Up to \$75,000 per year  <b>Term</b> : Up to 2 years</p> <p><b>Stage 3: DELIVER Impact</b>                      This stage focuses on delivering on the Theory of Change and implementing the collective work plan. The Collective Impact approach is adaptive and iterative in nature and, as such, monitoring, integrating lessons learned and adapting plans are on -going during this stage. Reporting and communicating results and impact take place.</p> <p><b>Funding</b>: Up to \$500,00 per year (net of any previously funded components)  <b>Term</b> : Up to 5 years</p>	<p>Phone: (416) 963 -4927</p>
<p><b>Local Poverty Reduction Fund</b></p>	<p>Ontario Trillium Foundation</p>	<p>The Youth Opportunity Fund (YOF) is an annual program that provides grants and capacity building supports to youth-led grassroots groups and community-based organizations serving young people who face multiple barriers to economic and social wellbeing.</p> <p>The Local Poverty Reduction Fund is a six -year initiative launched in 2015, as part of Ontario's Poverty Reduction Strategy, to support community-driven projects that improve the lives of those most affected by poverty.</p>	<p>Phone: (416) 963 -4927</p>

Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
Grassroots Test	Ontario Trillium Foundation	<p>Funded initiatives support and evaluate poverty reduction initiatives, create partnerships, and help forge a body of evidence of programs that work for Ontarians living in poverty.</p> <p>Grassroots Test grants allow grassroots groups to experiment with new ways to achieve one of the YOF outcomes for youth wellbeing.</p> <p>Both newly-formed groups and more established grassroots groups can apply for a Grassroots Test grant.</p> <p>Funded activities include those that:</p> <ul style="list-style-type: none"> <li>• Start a new project</li> <li>• Fill a knowledge gap</li> <li>• Build strategies</li> </ul> <p>Amount: up to \$70,000 per year Term: 1 to 3 years</p>	Phone: (416) 963 -4927
Grassroots Scale	Ontario Trillium Foundation	<p>Grassroots Scale grants support groups to grow an existing initiative that is achieving one of the YOF outcomes for youth wellbeing.</p> <p>Which groups can apply? More-established grassroots groups that are already achieving positive outcomes for youth and have a good track record of delivering initiatives can apply for a Grassroots Scale grant.</p> <p>Funded activities include those that:</p> <ul style="list-style-type: none"> <li>• Add elements to an existing initiative for deeper impact</li> <li>• Expand an initiative to reach more youth</li> </ul> <p>Amount: up to \$100,000 per year Term: 3 to 4 years</p>	Phone: (416) 963 -4927

Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
<p><b>Social Enterprise Demonstration Fund (SEDF)</b></p>	<p>Ministry of Economic Development and Growth</p>	<p>The Social Enterprise Demonstration Fund (SEDF) supports job creation and economic growth by providing opportunities for social enterprises to get funding.</p> <p>The Social Enterprise Demonstration Fund provides funding to not-for-profit organizations with expertise in supporting social enterprises. These not-for-profit organizations use the funding to support social enterprises. They do this in 2 ways:</p> <ol style="list-style-type: none"> <li>1. providing mentorship, coaching, and supports to the social enterprise</li> <li>2. providing funding to the social enterprise in the form of a grant, a loan, etc.</li> </ol> <p>The not-for-profit organization must find funding from other sources to match the ministry's funding.</p> <p>SEDF has three targeted funding streams:</p> <ol style="list-style-type: none"> <li>1. Financial sustainability stream provides support for projects that help Ontario social enterprises become financially sustainable. This stream focuses on not-for-profit social enterprises and social enterprises that reduce inequities among underserved populations (based on location, type of service, etc.).</li> <li>2. Scale-up stream provides funding for projects that enable Ontario social enterprises to scale - up.</li> <li>3. Social finance stream provides funding for projects that encourage and enable the flow of new investment capital to Ontario's social enterprises.</li> </ol>	<p>social.enterprise@ontario.ca</p>

### Arms-Length Agencies and Independent Sources

<p><b>CIRA Community Investment Program</b></p>	<p>CIRA</p> <p>CIRA's Community Investment Program provides funding for projects that help build a better online Canada, specifically in the areas of infrastructure, online services, digital literacy, and research. In 2017, \$1,000,000 will be invested back into the community. The typical grant will be approximately \$25,000 - \$50,000, to a maximum of \$100,000</p>
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979 Bank Street, Suite 400  
 Ottawa ON K1S 5K5 Canada  
 info@cira.ca  
 Telephone: 1-887-860-1411

**Investment / Grant Program**      **Agency / Institution**      **Description / Requirements**      **Contact Information**

**Ontario Arts Council**

Ontario Arts Council

OAC is an independent agency of the Ontario Ministry of Citizenship, Culture and Recreation that supports artists and arts organizations in Ontario through grants, awards and services. OAC offers a broad range of grants in promoting and assisting the development of the arts and artists for the enjoyment and benefit across the province of Ontario.

Phone: (416) 961-1660

**Toronto Arts Council**

Toronto Arts Council

TAC supports the development, accessibility and excellence of the arts in Toronto. Grants to the city's arts organizations and professional artists invest in a broad range of activities from individual creation and small start-up projects to some of Canada's largest and most renowned arts institutions.

Phone: (416) 392-6800

**Government of Canada**

**Canada Culture Space Fund (CCSF)**

Arts and Culture

This fund is available to non-profit arts and heritage organizations as well as provincial/territorial and municipal governments and their equivalents for projects that support the improvement, renovation and construction of arts and heritage facilities. Funding may also be provided for the acquisition of specialized equipment and to conduct feasibility studies. All applications must contact a CCSF program advisor at the closest regional Heritage Canada Heritage Canada

Department of Canadian Heritage  
15 Eddy Street Gatineau,  
Quebec K1A 0M5  
PCH.info-info.PCH@canada.ca  
Phone: 819-997-0055

**Private Foundations**

**The McLean Foundation**

General

Applications are accepted from registered charitable organizations. Grants are awarded to projects that demonstrate a general public benefit in areas such as conservation, the arts, education, health and welfare. Grants average approximately \$6,500 in a given year.

Contact: Ms. Eva McTaggart  
The McLean Foundation  
2 St. Clair Ave. W., Suite 1008  
Toronto, Ontario  
Canada M4V 1L5  
Tel: (416) 964-6802  
Fax: (416) 964-2804  
info@mcleanfoundation.ca



Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
The W. Garfield Weston Foundation	George Weston Limited	<p>A Canadian charitable foundation committed to making grants in Canada for the benefit of Canadians, the majority of this foundation's funds are now directed to specific organizations which undertake innovative work in the areas of education and environment. In addition to its principal ongoing commitments, the foundation makes a number of trustee-initiated grants each year.</p> <p>George Weston Limited and its subsidiaries are committed to improving the quality of life in their local communities, and believe that business should partner with its employees to make a positive contribution to community organizations. Contributions of both cash and in-kind donations are made to voluntary organizations.</p>	<p>The W. Garfield Weston Foundation 22 St. Clair Avenue East, Suite 2001 Toronto, Ontario M4T 2S3 Canada info@westonfoundation.org</p>
Home Depot Foundation	The Home Depot Canada Foundation	<p>The Home Depot Canada Foundation believes that good neighbours make great neighbourhoods. The foundation is dedicated to the development of affordable, sustainable housing and the creation of vibrant, environmentally responsible communities for Canadians</p>	<p>canadafoundation@homedepot.com</p>
Rotary Club of Etobicoke	Rotary Club of Etobicoke	<p>The Rotary Club of Etobicoke gives away \$250,000 or more in grants each year. For local projects, organizations should visit the website and click the "Request a Donation from Our Club" link. This will take them to an online donation request form. Local projects should have an impact within the Etobicoke (west end of Toronto) area. For international projects, organizations can contact the Club President or the Director of International Service directly. Contact information is available on the club website.</p>	<p>c/o Ron Miller, Secretary Rotary Club of Etobicoke 4195 Dundas Street West suite G10 Etobicoke, Ontario M8X 1Y4 Phone:(416) 564-0081 (cell)</p>
Zukermann Family Foundation	Zukermann Family Foundation	<p>The foundation was established in 1986 to honour the memory of Barry Zukerman, a successful member of the Canadian financial community. It provides support to a variety of registered charities across the country.</p>	<p>Phone: (416) 324 -8810</p>

**Financial Institutions / Corporate**

**The Royal Bank of Canada Charitable Foundation**

RBC

Grant applications are accepted from not-for-profit, registered charities that fit within the following categories: education, health, social services, civic and arts and culture. The Royal Bank of Canada Charitable Foundation accepts grant applications from not-for-profit, registered charities in Canada that fit within the following categories: education, health, social services, civic and arts and culture. Application requests are accepted by regional offices throughout the year and are responded to within 90 days. RBC targets programs and projects that add value to the scope of services offered by organizations that have a broad base of funders and RBC involvement. Please contact RBC about the specific types of organizations that are not eligible

Contact: 9th Floor, South Tower  
Royal Bank Plaza,  
200 Bay Street  
Toronto, Ontario, M5J 2J5  
Tel: 416-974-3113

**Community Forward Fund**

CCF

A fund dedicated to lending to charities and nonprofits CFF tailors loans to individual clients based on their financial needs. CFF helps charities and nonprofits manage growth, build and renovate facilities, balance grants and contract payments and bridge capital campaigns.

251 Bank Street, 2nd Floor  
Ottawa, ON K2P 1X3  
613-366-1169

CFF loans can help organizations:

- Expand programs or grow earned income
- Purchase, build or renovate a building
- Purchase or upgrade needed equipment

Size of Loans:

Typically, CFF will consider loans between \$35,000 and \$250,000. For larger loans CFF collaborates with a variety of lenders and organizations.

Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
ArtsBuild Ontario	ArtsBuild Ontario	ArtsBuild Ontario is the only organization in Ontario dedicated to realizing long-term solutions for building, managing and financing the sustainable arts facilities needed in Ontario communities. We are a non-profit arts service organization that provides organizations with training, tools and resources that support the development and management of creative spaces such as theatres, galleries, concert halls, museums and other arts facilities.	27 Carlton Street, Suite 304 Toronto, ON M5B 1L2 info@artsbuildontario.ca
Alcan Community Investment Program	Alcan Inc	Through its community investment program, Alcan contributes to Canadian nonprofits and charities in the areas of youth, education, technology, health care research, environment, sports, community services, and the arts.	www.ourtimeourhealth.org/ Corporate-Funders
Allstream (National: Toronto)	Allstream	Allstream considers sponsorship opportunities in the areas of arts and culture and education. Potential charitable partners must represent organizations that are non-sectarian and non-denominational. They must also share the Allstream commitment to diversity and equal opportunity, ensuring that all segments of society can benefit from programs and services.	Phone: 1-855-299-7050
Aviva Community Fund (ACF)	Aviva Canada	The Aviva Community Fund (ACF) was created to inspire local or national ideas to create positive changes within communities across Canada. Individual Canadians or charitable organizations can submit an idea for a cause within their community they feel passionate about. The top ideas, as chosen by Canadians, have a chance to share in \$1,000,000 of funding.	www.avivacommunityfund.org
Bell Canada	Bell	Bell Canada creates partnerships with organizations that help our youngest citizens reach their full potential and provide them with the resources they need to grow into happy, healthy adults.	www.rbc.com/community sustainability/apply-for-funding/

Investment / Grant Program	Agency / Institution	Description / Requirements	Contact Information
CIBC Community Investment Program	CIBC	As one of Canada's largest corporate donors, CIBC is committed to fostering strong, healthy communities. Its support extends to health, education, community, arts and culture, the environment and United Way agencies, with a focus on youth.	<a href="http://www.cibc.com/en/aboutcibc/corporateresponsibility/community-and-sponsorship/community-investment.html">www.cibc.com/en/aboutcibc/corporateresponsibility/community-and-sponsorship/community-investment.html</a>
IBM Canada	IBM	IBM Canada provides grants in the areas of education, arts and culture, adult training and workforce development, communities in need, and the environment. They also operate an employee giving program.	<a href="http://www.ibm.com/ibm/responsibility/">www.ibm.com/ibm/responsibility/</a>
Imperial Oil Charitable Foundation	Imperial Oil	Over half of the foundation's grants are in the field of education. About 30% are made to programs in the fields of community activities, health, social services and civic causes, and about 15% of grants are made to arts and culture activities in communities where Imperial Oil has employees.	<a href="http://www.imperialoil.ca/en-ca/community/community-investment/apply-for-funding/">www.imperialoil.ca/en-ca/community/community-investment/apply for funding/</a>
Investor Group	Investors Group	Investors Group is committed to supporting grassroots programs that benefit local communities directly and with immediacy. Recipient organizations fall within one of these general categories: arts and culture, civic causes, education and youth, environment, health, social services, and amateur sport and recreation.	<a href="http://www.investorsgroup.com/en/contact-us">www.investorsgroup.com/en/contact us</a>





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