



250 Davenport Revitalization Closeout Report

Item 13

May 26, 2025

Building Investment, Finance and Audit Committee

Report: BIFAC:2025-43

To: Building Investment, Finance and Audit Committee
("BIFAC")

From: Acting Chief Development Officer

Date: May 1, 2025

PURPOSE:

This report provides a final update on the 250 Davenport revitalization project, including financial outcomes and lessons learned.

RECOMMENDATIONS:

It is recommended that the Building Investment, Finance and Audit Committee receive this report for its information and forward it to the Board of Directors for its information.

REASONS FOR RECOMMENDATION:

Project Overview

The 250 Davenport lands are located on a 2.63-acre site between the Annex and Yorkville neighbourhoods, on Davenport Road, between Avenue and Bedford Roads. Built in 1968, 250 Davenport is a 447 unit, 25-storey apartment building, with a mix of bachelor, one and two-bedroom units. Due to its significant potential for infill development on the western portion of the site and favourable revenue potential, staff brought forward a report for information to the Building and Investment Committee ("BIC"), known today as the Building Investment Finance and Audit Committee, in January 2013 ([BIC:C2013-12](#)) to proceed with soliciting proposals for the sale or redevelopment of 1.6 acres of the 2.63-acre site.

In March 2013 a public Request for Proposal ("RFP") call for Developers was launched, and following an evaluation of submissions and interview stage, the

three highest scoring proponents were shortlisted to move onto the negotiation stage. Scoring was based on land purchase price, profit share, community benefits for tenants and minimal financial risk to TCHC.

In August 2013, following the negotiation stage with the shortlisted proponents, the TCHC Board of Directors approved the recommended developer partner, DiamondCorp-Metropia for the redevelopment of 250 Davenport, along with the business terms, which included the sale of approximately 1.6 acres of land on the western portion of the site and construction of TCHC's 13 rental replacement units at 145 Pears Avenue ([TCHC:2013-49](#)).

Prior to issuing an RFP for the developer partner, TCHC launched an engagement program with the tenants of 250 Davenport. The consultation identified tenant priorities which informed the revitalization project scope and was formalized through the development of the 250 Davenport Revitalization Guiding Principles, including eight main goals for the revitalization (as outlined in Attachment 1).

The revitalization of 250 Davenport included a refurbishment of the existing 25 storey TCHC rental building, construction of 13 TCHC rental replacement townhouse units, a retrofitted underground parking garage, a new 27-storey 235-unit market condo building, 48 market townhouse units, and a new city owned park. Attachment 2 includes the 250 Davenport Site Plan.

Project Specifics

In December 2014, the BIFAC approved the 250 Davenport Building Improvement Plan ([TCHC:2014-65](#)), authorizing a \$13.2M capital investment toward repairs and upgrades identified in TCHC's 10-year capital plan as well as through a tenant engagement process completed earlier in the year.

The main goal of the Building Improvement Plan was to address most of the capital repair needs identified in the 10-year capital plan, improve building systems to extend the lifecycle of the building, and address the tenant-identified priorities during the engagement process.

In November 2015, spending authority was increased to \$14.7 million ([TCHC:C2015-152](#)) to accommodate unforeseen electrical improvements that were required.

1. TCHC Rental Building Refurbishment

In 2014, TCHC conducted tenant surveys to identify priorities for building improvements at 250 Davenport. The most common responses identified for improvement were:

1. In-suite Upgrades (Flooring, Kitchens and Bathrooms)
2. Window and balcony doors, particularly as they relate to tenant comfort
3. Elevators
4. Safety and security
5. Interior and exterior common areas

In addition to the above improvements, a 2014 Building Condition Assessment (“BCA”) as well as a TCHC Capital Needs Report (2014-2028) identified significant repairs required:

1. Mechanical systems (heating, ventilation, domestic water)
2. Fire Safety systems
3. Electrical Systems
4. Roof

In July 2014, TCHC retained an engineering consulting firm WSP Canada Inc. (“WSP”), to prepare a scope of work, project budget and design drawings for the Building Improvement Plan (“BIP”) for 250 Davenport. TCHC and its consultants reviewed the findings of the BCA, the Capital Needs Report and Tenant survey results to develop a comprehensive BIP.

Table 1 below summarizes the scope of the Building Improvement Plan and budget expenditures for the refurbishment work.

Table 1: 250 Davenport Building Refurbishment Summary and Actual Costs to Date (as of April 30, 2025)

Description	Scope of Work	Cost
EIFS (Stucco)	Installation of Exterior Insulation Face System (EIFS)	\$2,322,000
Roof	Replacement of building roof including front entrance canopy	\$323,000
Windows and Doors	Replacement of windows and balconies, main entrance and exit doors	\$1,556,000
Elevators	Upgraded four elevator cabs and machine room equipment	\$768,000
Mechanical	<ul style="list-style-type: none"> - Upgraded heating and ventilation throughout the building - Installation of a new central cooling system throughout the building - Replaced hot and cold-water risers - Upgraded 3 boilers and replaced the booster pumps - New main gas line in the building 	\$5,073,000
Electrical	<ul style="list-style-type: none"> - Upgrades to the main incoming power - New hydro transformer, switchgear, and switchboard - Upgrades to the fire alarm system New common area light fixtures 	\$2,220,000
Security Systems	Upgraded the Closed-Circuit Television (CCTV) and access control systems	\$59,000
Interior common & amenity spaces	Upgraded the recreation rooms and main entrance lobby areas to accommodate TCHC accessibility standards	\$148,000
Super's Office	Relocated super's office to front lobby. New office included private meeting room	\$231,000
Demolition	Mechanical equipment	\$272,000
HARD COST SUB-TOTAL		\$12,972,000
SOFT COSTS (Project and construction management fees)		\$1,195,000
TOTAL		\$14,167,000
Remaining Project Costs to Complete (as of April 30, 2025)		\$348,000¹

¹ Final payments for the interior construction of the new Staff office to be paid by Q4 2025.

In May 2015, following the release of a public RFP for construction management services, TCHC awarded the contract to Colliers Project Leaders Inc. (“Colliers”) for the 250 Davenport building refurbishment. Colliers prepared the various tender packages for individual scopes of work, and in collaboration with TCHC’s strategic procurement team, released the public tenders, which ran from August 2015 to November 2015. Construction began in December 2015 and substantial completion was achieved for the full refurbishment by December 2018. Following inspections and deficiency rectification, in March 2019, the building was turned over to Greenwin Property Management (“Greenwin”), contracted as property managers. See Table 2 below for project milestone summaries.

One of the main challenges of the refurbishment was completing construction in a tenant-occupied building. Construction timelines ran longer than anticipated and due to the complexity of the scope, tenant disruption was more frequent throughout the three-and-a-half-year construction period.

The project team consisted of WSP, the prime consultant and architect, and Colliers, the construction manager, with oversight from the TCHC Development team. This structure was challenging and the overall coordination requirements for the project was very high and required significant efforts by TCHC staff to bring the pieces of the project together. Additionally, until 2020, 250 Davenport was a contract managed building under Greenwin. This management structure added an extra layer of complexity through differing priorities in terms of refurbishment scope, tenant engagement and operational needs. The overall lesson that was learned and brought forward to future projects was a need for clearer roles between consultants, operators, deliverables, and responsibilities for projects of this type and complexity.

Table 2 – Project Milestone Summary

Milestone	Date
Developer Partner Selected	August 2014
Building Retrofit Construction Start	December 2015
Building Retrofit Substantial Completion	December 2018
Garage Retrofit Start	May 2018
Construction Start of Replacement RGI Units and completion of Garage Retrofit	April 2019
Occupancy of Replacement RGI Units	October 2021
New Building Staff Office Complete	December 2023
New Tenant Amenity Space Complete	October 2024

2. Garage Retrofit

In May 2018, TMG Builders (construction managers for the market condo buildings) began the demolition and retrofit of the existing 3-storey underground parking garage. The work included severing the structure and providing two new separate driveway entrances for TCHC and the new Market condo buildings. The extent of the TCHC garage retrofit work included a new secure bike storage room, gas generator, enhanced lighting, and upgraded life safety systems. Work on the garage retrofit was completed in April 2019.

The garage retrofit construction was challenging as it required the physical severance of the existing garage. This was needed to create two separate garages for both the existing building and the planned development. During construction, there were a water line and two drains that were impacted during the severance, causing water ponding and staining issues. This created initial difficulty for tenants accessing their parking spaces due to ponding issues and flooding in some of the drive aisles, but all has since been resolved.

3. Construction of 13 Rental Replacement Units

As part of the business terms of the partnership, Metropia provided construction management oversight of the 13 rental replacement grade-related units fronting Pears Avenue; 11 TCHC 2-bedroom townhouse units were demolished in the 250 Davenport building and two 1-bedroom apartment units were transformed into a centrally located site staff office. As a result, a total of 13 units were replaced in a stacked back-to-back grade related form on the northeast side of the site with frontage on Pears Avenue. A privately owned publicly accessible space ("POPS") was also constructed on northwest portion of the TCHC site, which included new outdoor seating and a play structure. (See Attachment 2 - 250 Davenport Site Plan)

Construction of the 13 new rental replacement units began in April 2019 and were substantially complete in October 2021. These units are located at the new address, 145 Pears Avenue. Table 3 provides a breakdown of the unit mix.

During site excavation for the TCHC replacement units, a number of old oil tanks were discovered, resulting in unanticipated costs for removal, soil testing, and additional excavation. At completion, the total construction costs were \$350K per unit or \$480 per square feet. With the Developer contribution of \$2M towards the construction costs, TCHC secured these units at costs of \$200K per unit. which was well below market that the time of completion.

Table 3: Summary of New Rental Replacement Unit Mix

Bedroom Type	Number of Units	Average Size (Sq. Ft)
1-bed	2	575
2-bed	11	765
Total	13	9,550 sq. Ft. (all units)
Cost per Sq. Ft. (2021)		\$480 /sq. ft.

4. Market Units

In November 2016, Diamond Corp. and Metropia Inc. received Official Plan and Zoning Bylaw Approval for the new development. In May 2018, the developers started construction on the 27-storey, 235-unit condo building on the western portion of the site. Later in October 2019 construction began on the 48 grade related units and was completed in April 2021, with occupancies on the condo building starting in June 2021. A new public park on the east side of the 250 Davenport building was also constructed on behalf of the City that included an off-leash dog area. The new Joseph Tough Park was open to the public in July 2021.

Table 4: Summary of New Market Unit Mix

Bedroom Type	Number of Units: AYC Condo	Number of Units: AYC Townhouses	Total
1 bedroom plus den	49	-	49
2 bedrooms	92	7	99
2 bedrooms plus den	48	2	50
3 bedrooms	45	31	76
3 bedrooms plus den	1	8	9
Total	235	48	283

5. Community Spaces: Amenity Room and Building Staff Office

In 2021, the Development division was supported by Facilities Management, who provided management of the construction of a new amenity space on the ground floor of the 250 Davenport building, through the use of Section 37 funds received from DiamondCorp and Metropia. The much-needed space includes

a new kitchenette, computer and reading areas that will be used for tenant programming. The space includes access to the new POPs area, lending itself to better programming of space and activities. This new amenity space replaced the previous staff office. A new staff hub office was constructed on the south side of the building, adjacent to the main entrance, creating a more visible and accessible office for tenants. The new office space includes a private meeting room, storage, washrooms and kitchenette for site staff.

In addition to creating a new amenity space, TCHC partnered with Cota Health, a community-based service agency to run programming services for tenants out of the amenity space. A separate agency office with private meeting room space was constructed for Cota staff as part of a project partnership agreement.

6. Deal Structure and Overall Financial Outcomes

The business terms for the 250 Davenport revitalization were structured as a land sale combined with a profit-sharing agreement for TCHC. The project benefitted significantly from a strong real estate market and high land value, which supported strong sales of the new residential units. After all costs and revenues were fully accounted for, TCHC concluded the project in a positive financial position. See Confidential Attachment 4.

Community Benefits and Engagement

As part of their Community Economic Development (“CED”) commitments, the developer partners- Diamond Corp. and Metropia Inc. provided benefits valued at \$1.5 million dollars to TCHC tenants throughout the course of the revitalization. These benefits were divided into Employment and Economic Development programs and Scholarships. The outcomes included:

Employment and Economic Development Programs (\$1 Million)

- 37 Job opportunities provided, resulting in \$630,000 in wages paid to TCHC tenants to date, including 16 full-time and 21 part-time positions.
- \$270,000 allocated to economic development initiatives and employment support.
- A cash contribution of approximately \$100k to meet the \$1,000,000 CED commitment will help fund the 250 Davenport Community Leaders Program. This funding ensures the program will continue through 2027.

Scholarships (\$500K)

- 55 Scholarships awarded, totaling \$110,000 to assist tenants with education and training.

Beyond community economic development, a comprehensive engagement process was undertaken to build social infrastructure and support tenant leadership to foster 250 Davenport's social transformation. This engagement and tenant leadership is highlighted within 250 Davenport's Social Development Plan ("SDP"), "Transition 250."

This document was developed in collaboration with tenants and over 20 community partners, including the City Councillor's office. "Transition 250" highlighted the following key priorities:

1. Safety
2. Employment, Income and Security
3. Resident Leadership
4. Health and Community Services
5. Connections/Relationships

These priorities, and the associated recommendations within the SDP led to the intentional engagement of tenants, community partners, and stakeholders to implement important tenant programs and initiatives including:

- Community Leaders Program: A paid job training program to operate 250 Davenport's Food Market, conduct wellness checks on vulnerable tenants and facilitate health and supportive programming in partnership with Cota.
- Community Animator Program: Trained tenants (Community Animators) were responsible for raising the community's awareness around revitalization, building their skillset through paid work assignments and career development workshops facilitated by The Neighbourhood Group (TNG). Community Animators provided a critical interface between TCHC, the Developer Partners and the community.
- Cota Partnership Agreement: Mental health, addiction supports, and case management supports for tenants
- Tenant and Community gathering events/initiatives: Book club, holiday events, Pride in the Park, Coffee/Tea Drop-in Chat, arts programs, and much more.

- Big Luv Drop-In: Harm reduction education and support for tenants
- Computer literacy programs
- Seniors Tours and Talks: Recreational and health promotion programs for seniors, in collaboration with the non-profit agency, Sunshine Centres for Seniors.
- Back to school supplies and backpack give aways.
- Good Neighbours Food Market and foodbank delivery service.
- Arts programming which supported tenants' health and healing.
- Training and workshops in conflict mediation, anti-oppression, communication, and group facilitation.

A partnership with Cota was secured to continue SDP related engagement post revitalization completion and to assist TCHC's Operations with tenant engagement and support. As of Q1 2023, Development staff concluded direct tenant engagement related to revitalization. Like all other non-revitalization communities, direct tenant engagement is now focused on TCHC's Tenant Engagement System and led by Operations.

Summary of Key Findings and Outcomes:

Outlined below are the key outcomes and lessons learned from the preparation of this report and the management of the large scale retrofit project.

1. **Financial Success** Overall, the revitalization was financially successful for TCHC. At completion, the revitalization generated significant new property tax revenues for the City, added two new Privately Owned Public Spaces (POPS), a new City Park, 13 rental replacement units, extensive capital repairs and building improvements at 250 Davenport and significant revenue through the partnership's land sale and profit share business model.
2. **Tenant Impacts** As one of the first projects of its kind, the project faced a number of challenges, particularly related to the scope of work and in carrying out construction while the building remained occupied. The property being managed by a third party/property management company added complexity to the project administration and communications, and the project experienced implementation difficulties that had considerable and prolonged impacts on tenants.

Disruptions during the refurbishment, communication challenges with a property managed building and delivering a project in a building that was not operated by TCHC impacted tenant experiences during the revitalization. Coupled with a vulnerable tenant population in the building, there was a greater level of engagement than anticipated to ensure tenants were supported throughout the process. However, TCHC was able to work collaboratively with tenant leaders in the Community who were engaged throughout the process and were able to provide valuable feedback to guide the work.

3. **Development Approach** The overall approach to development on this site was successful with collaborative partners and a strong structure that reduced upfront costs for TCHC. A greater focus on timing for TCHC construction projects could have reduced inflationary costs and increased project profitability. Additionally, clearer language in the agreement on shared project costs would have reduced extended negotiations around cost sharing and responsibilities.
4. **Retrofit Approach** Although successful in achieving the intended building efficiency, it was less successful in the overall contract delivery and structure. Moving forward with retrofit projects of this scale, in particular with large mechanical upgrades, staff recommend relocating one floor or a riser at a time to minimize disruption to tenants and engaging the FM team to manage the retrofit scope, as they have the experience and knowledge to deliver similar projects. While the completed refurbishment work improved building systems, the scope did not include direct, tangible benefits for tenants' units (aside from air conditioning), as in-suite kitchens and bathrooms updates would have been more visible improvements.

Lessons Learned

While the project was a success overall, it came with significant challenges. The most significant of which, was completing a retrofit of the 447-unit building while tenants were occupying it. While the capital improvements added to the longevity and sustainability of the existing building, the tenants were impacted by living in an active construction site for a 3 ½ year period. Significant tenant engagement was required at every phase of work, and in many cases, personalized support was required. The level of tenant support required was not fully understood by TCHC staff when the scope and design was developed.

As construction was underway, the unknown aspects coupled with a complex project manager/construction manager structure added to the challenges

associated with the work. Targeted support and increased communication helped to mitigate the impact of construction activities. The tenant leaders were vital to the success of the refurbishment process and their insights and involvement in the project proved invaluable.

With respect to community economic development, the execution of the \$1,000,000 CED commitment was challenged due to the variability of tenant interests, abilities and the tenant demographic. 250 Davenport also has a large senior population not looking for employment. Of the remaining tenant population, very few were interested and subsequently employed in construction-related jobs and took a longer period of time to fill these positions. As a result, approximately 37% of the \$1,000,000 CED commitment was customized to the needs of the community to include economic development programs, which supported tenants in their employment journey and to bring them closer to the labour market.

The need to implement the key recommendations in the “Transition 250” report was made apparent with the disruption of tenants’ daily lives caused by the in-suite mechanical work taking place while tenants were living in the units. Tenants characterized it as “living in a live construction zone” and living with unfinished work, since some of the repairs took longer than a day. Unfortunately, this disruption had a deeper impact on vulnerable tenants who needed supports and who felt uncomfortable leaving their units. It was challenging for tenants to know who to connect with to report issues. Through intentional engagement and building meetings to capture feedback, deficiencies and inquiries, tenants started to fully engage with TCHC’s Development team.

In response to the recommendations, TCHC engaged tenants and stakeholders to develop the social infrastructure, programs and initiatives to improve the communication throughout the construction process. The tenant priorities would not have been addressed in a formal way had it not been a revitalization.

Examples of TCHC's efforts include the engagement and wrap-around support of tenants through the COTA partnership, reducing social isolation through several programs and fostering strong tenant leadership through the Community Leaders Program.

Summary of Outcomes

The 250 Davenport Building Improvement plan aimed to address the major repair backlog and capital needs in a comprehensive manner, focusing on long-term solutions that enhance building performance and extend its life.

1. Building Efficiency²

Following the completion of the retrofit, the 250 Davenport building demonstrated significantly improved energy efficiency. In 2013, prior to the revitalization, total energy consumption was 8,960,377 kWh. By 2024, consumption had decreased to 6,924,759 kWh. This improvement has resulted in annual cost savings of approximately \$20,400 for gas and \$32,400 for electricity. The 2014 BIC report ([BIC:2014-103](#)) projected that transitioning to centralized air conditioning would result in annual electricity cost savings of approximately \$31,000, contributing to an estimated \$531,000 in life cycle cost savings over 30 years. Between 2018 and 2024, the actual electricity cost savings amounted to \$272,000.

Table 5 summarizes electricity and gas cost savings from 2018 to 2024, confirming consistent reductions in energy consumption over the period. On average there was a reduction in energy consumption by approximately 15%.

Table 5: Utility Cost Savings Summary

Year	Electricity Total	Electricity Cost Savings	Gas Total	Gas Cost Savings
2013	\$342,870	-	\$200,064	-
2014	\$353,950	-	\$207,520	-
2015	\$372,290	-	\$209,000	-
2016	\$386,140	-	\$173,300	-
2017	\$321,820	-	\$161,130	-
2018	\$263,120	(\$34,250)	\$131,530	(\$16,450)
2019	\$286,705	(\$60,000)	\$119,720	(\$38,450)
2020	\$296,060	(\$51,100)	\$135,030	(\$26,760)
2021	\$266,190	(\$45,000)	\$162,940	(\$30,180)
2022	\$264,385	(\$40,500)	\$160,140	(\$43,650)
2023	\$293,125	(\$21,580)	\$208,545	(\$50,900)
2024	\$ 282,960	(\$19,260)	\$172,140	(\$35,800)
Total	\$ 3,729,615	(\$271,690)	\$2,041,060	(\$242,190)

² To address action item: Future close-out reports to evaluate the long-term financial and operational impacts of large capital projects, including impact on CAPEX, OPEX, property taxes, subsidy, building efficiency, and maintenance costs and community safety statistics, comparing pre- and post- revitalization data. To also include variances between assumed density and timing of project completion.

2. Long-term Financial, Operational and Social Impacts²

Tables 6 and 7, summarize the financial and non-financial-, short-, medium- and long-term outcomes of the revitalization. For a detailed breakdown of the source of funds, see Confidential Attachment 4.

Table 6: Summary of Financial Outcomes

	Short Term (24-months)	Medium Term (2-7 years)	Long Term (7+ years)
Source of Funds	Sell 1.6 acres of land to provide funding for major capital repair needs.	Initial reduction in capital repairs budget	Profits utilized to fund other TCHC initiatives
Replacement townhouses	TCHC did not have to pay any upfront cost for the replacement townhouses		11 households from the general waitlist were relocated to the new units.
Property Tax²		New property tax base estimated at approximately \$2.2m in 2024.	
Reduced Utility costs			The refurbishment work improved the building's energy efficiency and reduced gas and hydro costs by approximately 15% since 2013 pre-revitalization.
Operating & Maintenance Costs		Operational costs have decreased by approximately 24% since 2020, which aligns with the building taken over by TCHC Operations	It is anticipated that operational costs will continue to decrease, however long-term data not yet available. Development will continue to track and monitor overall impacts on the operating costs resulting from the redevelopment.
Capital Expenditures	The building retrofit work addressed \$10M of the \$14.5M capital repair needs identified in the 2014 Capital Needs Report.	Between 2018-2024 Capital spend scope included kitchen and bathroom renovations, fire alarm system upgrades (based on new code requirements) and work not included in the building retrofit.	

Table 7: Summary of Non-Financial Outcomes

	Short Term (24-months)	Medium Term (2-7 years)	Long Term (7+ years)
Tenant Engagement	<ul style="list-style-type: none"> • Cultivate community leaders and social transformation infrastructure • Assess community needs, establish community priorities and tenant identified actions to support the socioeconomic transformation of the community • Educate tenants and meaningfully engage them within employment and economic development opportunities 	<ul style="list-style-type: none"> • Develop and implement programs to address community needs and support community priorities • Facilitate and support tenants to receive scholarships and employment opportunities 	<ul style="list-style-type: none"> • Stand-alone tenant committees, led by tenant leaders • Substantial economic mobility for tenants who have been actively involved in the scholarship and economic development opportunities • Peer-to-peer support, education, and training by community leaders
General	Building condition has improved		<ul style="list-style-type: none"> • Retrofit upgrades contributing to the overall building efficiency. • An additional amenity room and agency office built to provide more programing and support for tenants. • A new staff office space built adjacent to the main entrance to provide greater visibility to tenants.

2. Community Safety²

There has been an overall increase in the number of calls tenants have placed to the Community Safety Unit (CSU), and in the number of incidents CSU has responded to at 250 Davenport since pre-revitalization in 2015.

However, there was a significant decrease in the number of calls related to neighbour disputes and crimes against property, 65% and 29% respectively between 2018 and 2019 when the retrofit work was completed.

The COVID-19 pandemic contributed to an increase in reported incidents, with an approximate increase of 50% in the number of tenant welfare checks and a 40% increase in the number of cause disturbance or loitering incidents from 2019 - 2020. This increase also aligns with trends in other TCHC buildings with comparable tenant populations.

Conclusion

The 250 Davenport Revitalization, despite some challenges during the retrofit improvements, was one of the most financially successful revitalization projects to date, and successful in meeting the goals set out in the Revitalization Guiding Principles:

Good Quality Housing, Community Meeting Spaces and Sustainable Community The revitalization improved efficiency and tenant comfort, created new amenity and agency spaces through the building retrofit, added new shared green spaces, while the replacement townhouses were constructed to meet TGS Tier 1 standards.

Engaging Residents in the Process Programs such as the Community Leaders/Animator Programs, created a core team of tenant representatives who were involved in decision-making processes and helped share information with the building community, fostering building wide engagement during the Revitalization.

Social Development and CED A uniquely tailored scholarship program for 250 Davenport was developed to be highly accessible and meet the tenant population's diverse needs.

Strengthening Community Connections Partnerships with external agencies provided targeted support for tenants and seniors recreational support services.

Improved Safety and Security Enhanced lighting and security improvements throughout the building, as well as thoughtful design of outdoor spaces that

provide connections from the street to the publicly accessible outdoor areas contribute to achieving improved tenant safety.

In addition, 11 households from the general waitlist were relocated to the new replacement townhouses and two tenants were relocated from the 250 Davenport building.

This project is a good example of sustainable revitalization through its financial, social and tenant focused accomplishments, offering valuable lessons to guide future revitalization projects.

SIGNATURE:

"Jessica Hawes"

Jessica Hawes
Acting Chief Development Officer

ATTACHMENTS:

1. 250 Davenport Revitalization Guiding Principles
2. 250 Davenport Site Plan
3. 250 Davenport Close-out Presentation

Confidential Attachment 4: Financial Summary

Reason for Confidential Attachment:

Third party commercial information supplied in confidence and commercial information belonging to TCHC that has monetary value or potential monetary value and whose disclosure could reasonably be expected to be injurious to its financial interests.

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250 Davenport Road Revitalization Guiding Principles



Good Quality Housing & Improvements to the Existing Building:

Toronto Community Housing is committed to providing all residents with good neighbourhoods and well maintained buildings. To do this will involve the redevelopment and new construction of market housing on the adjacent land as well as new investments to improve the existing building at 250 Davenport.



Social Development Planning

Revitalization provides an opportunity to build a healthy and vibrant mixed community. Toronto Community Housing and its partners are committed to working with the community to develop plans to address the social and economic needs of residents.

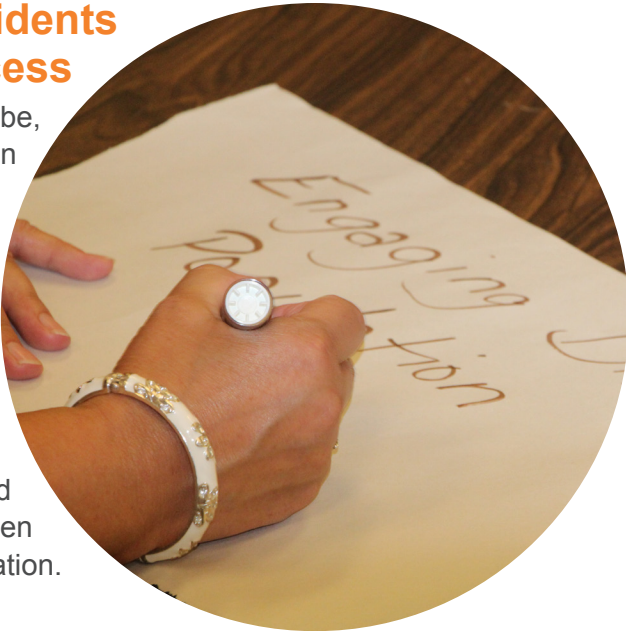
Community Facilities & Meeting Spaces

Revitalization provides opportunities to improve existing facilities and meeting spaces that will support learning, recreational and social opportunities for all residents, including children and seniors. Toronto Community Housing and its partners are committed to working with residents to create new spaces for community use.



Engaging Residents in the Process

Revitalization should be, from start to finish, an open and participatory process that supports meaningful resident engagement with a strong voice in the process. A variety of engagement approaches will be used to encourage broad participation and open communication.



Improved Safety & Security

Toronto Community Housing and its partners are committed to improving the safety and security of the community through the design of new construction and outdoor spaces.



Creating a Green & Sustainable Community

Revitalization should include a wide range of opportunities for creating a green and environmentally sustainable community. Toronto Community Housing and its partners are committed to designing new energy efficient market units and improving energy efficiency in the existing building. Opportunities to provide green spaces that accommodate a variety of uses will be explored.

Strengthening Community Connections

Community connections are the ideas, activities and practices that bring community members together. Revitalization provides opportunities to strengthen and integrate connections between existing and new residents with their surrounding communities.

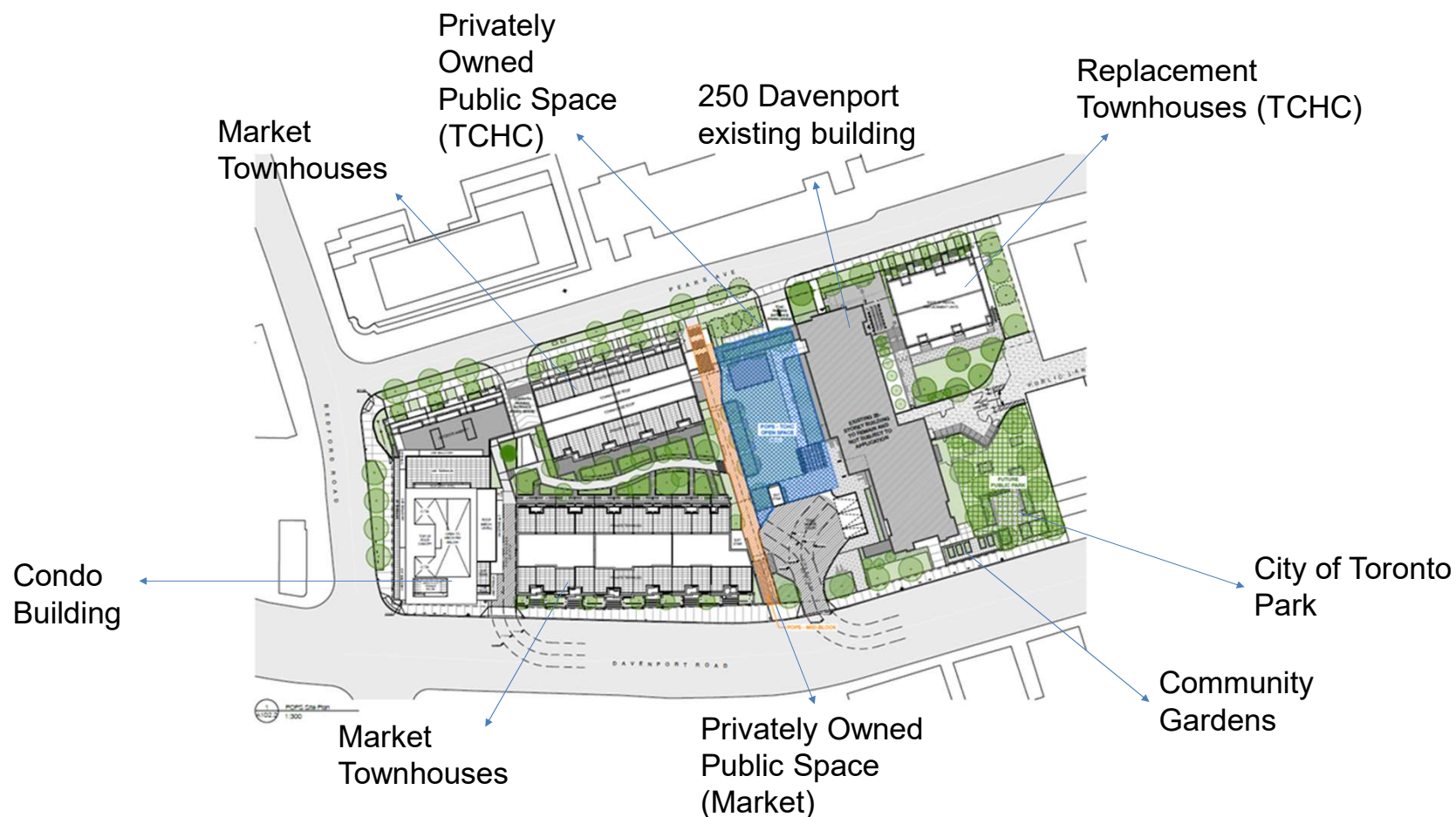


Minimizing Impacts on Residents

Toronto Community Housing and its partners are committed to minimizing the impact of new construction and improvements to the existing building for residents. Strategies such as hours of work, noise and dust control will be implemented. Regular communications with residents will ensure the community is informed about construction schedules.



Site Plan



Toronto
Community
Housing



250 Davenport Revitalization Close-out report Presentation

May 2025
Attachment 3



250 Davenport Overview

Project Details

Location: West of Avenue Road north of Davenport Road

Ward: 11

Site Area 2.7 acres

Total Market Units 27-storey, 235-unit condo
48 townhouse units

RGI Units 13 replacement townhouses
25-storey, 447-unit
refurbishment

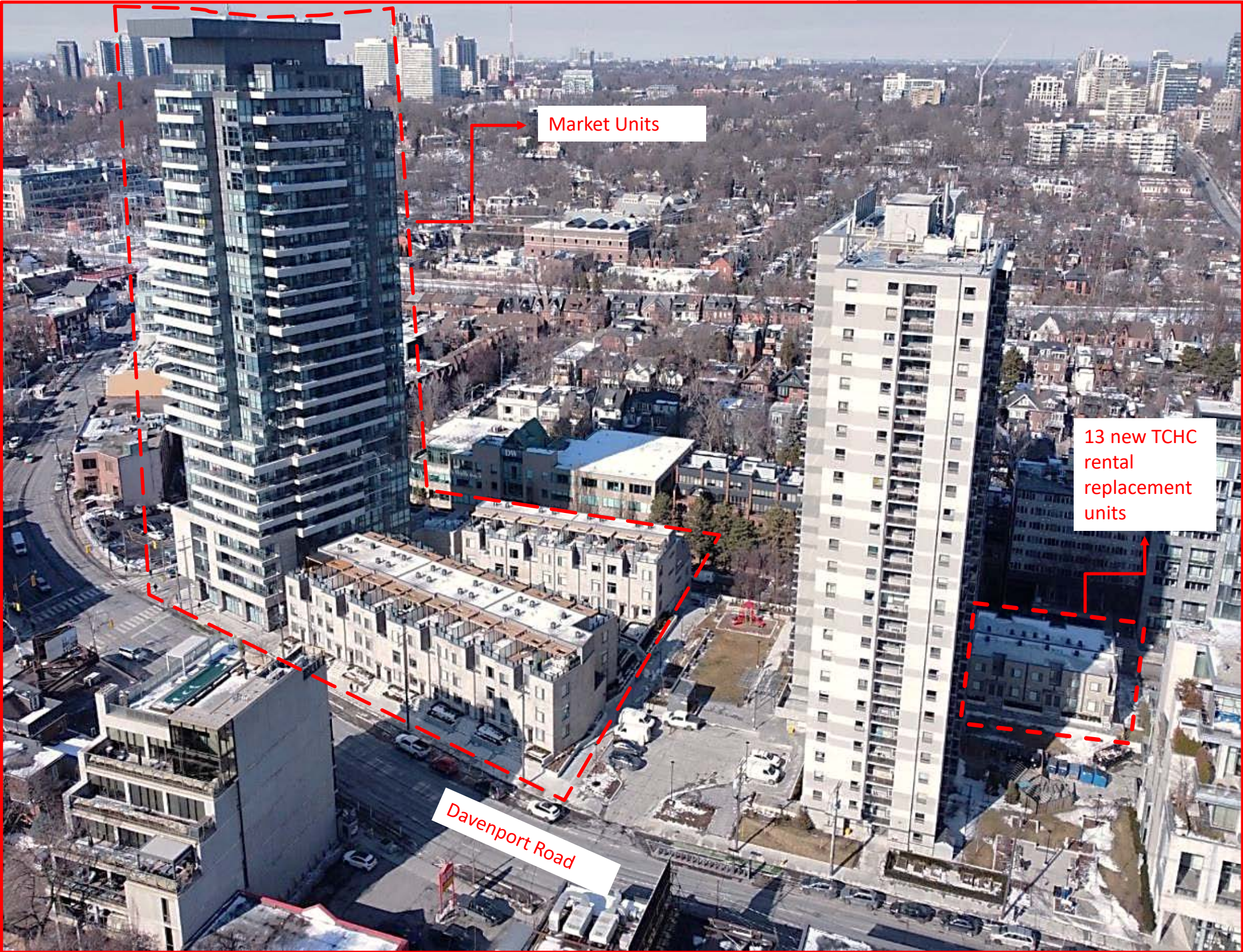
Developer Partner DiamondCorp & Metropia. -
250 Davenport Inc.

Schedule

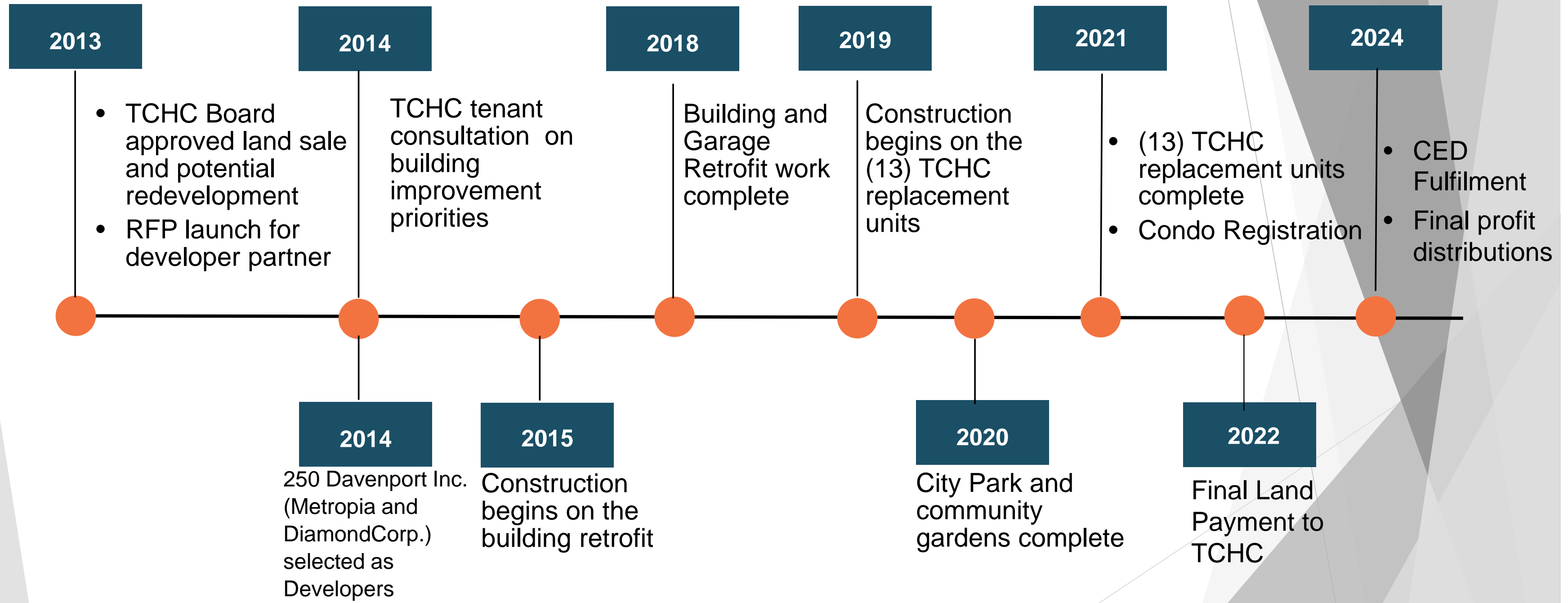
Approval (OPA+ZBA) November 2016

Occupancy 2021-2022

Completion 2023



Revitalization Schedule



Revitalization Guiding Principles

250 Davenport Revitalization Guiding Principles

1. Good Quality Housing & Improvements to the Existing Building
2. Social Development Planning
3. Community Facilities & Meeting Spaces
4. Engaging Residents in the Process
5. Improved Safety & Security
6. Creating a green & Sustainable community
7. Strengthening Community Connections
8. Minimizing Impacts on Residents



250 Davenport Building Retrofit

Before



After



- **Exterior Cladding**
- **New Heating & Air Conditioning**
- **Elevator Upgrades**
- **New Balcony Windows and Doors**
- **Roof replacement**
- **Lighting and Security Upgrades**
- **Updated Electrical service and Transformer**

250 Davenport

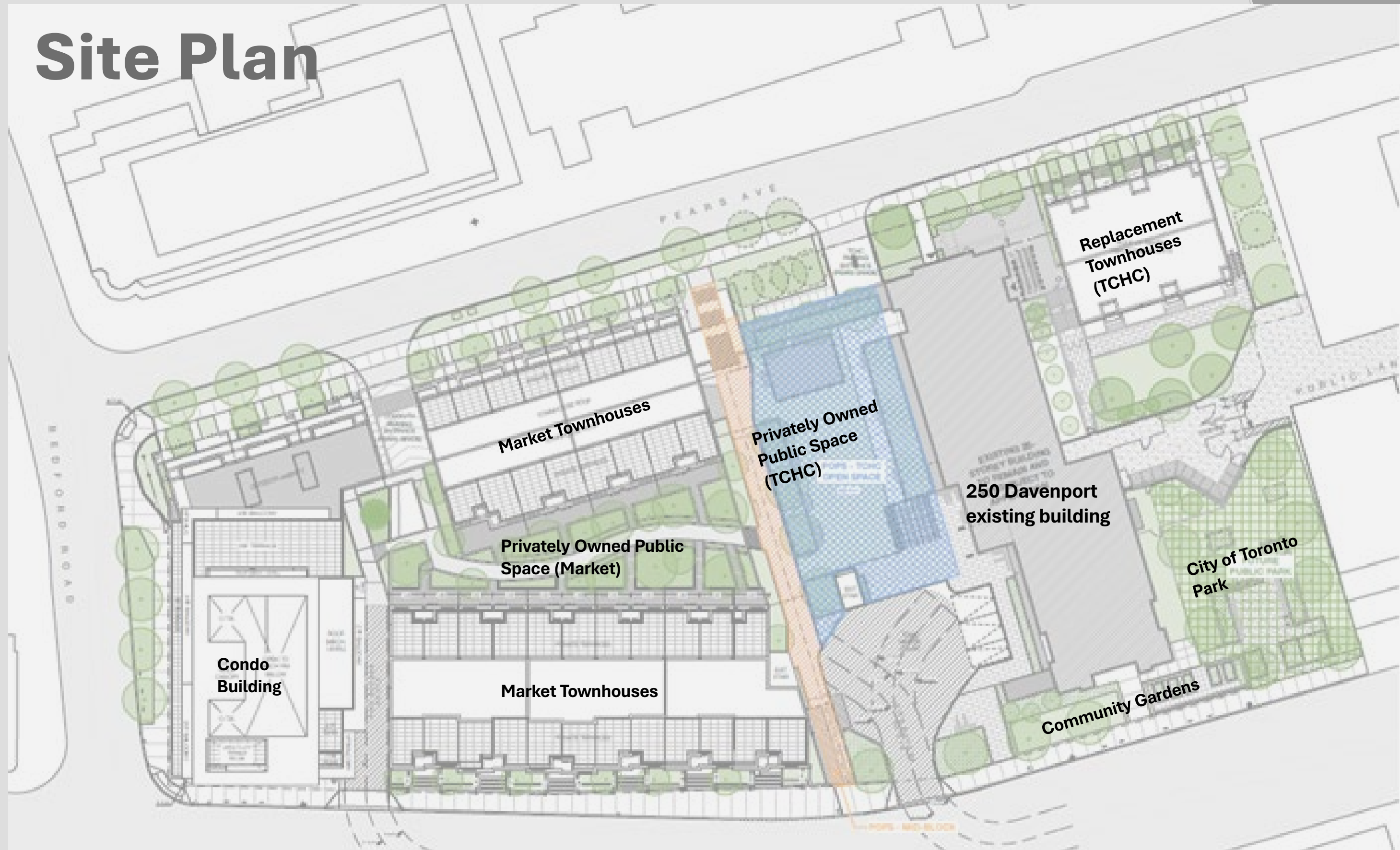
Pre-Revitalization



Post-Revitalization



Site Plan



Outdoor Spaces & Replacement Townhouses





Market Buildings

Condo building - 235 units
Market townhouses - 48 units



Providing Opportunities

Diamond Corp-Metropia's community economic development (CED) commitment has provided TCHC with **\$1,500,000** to support the socio-economic transformation of the community.

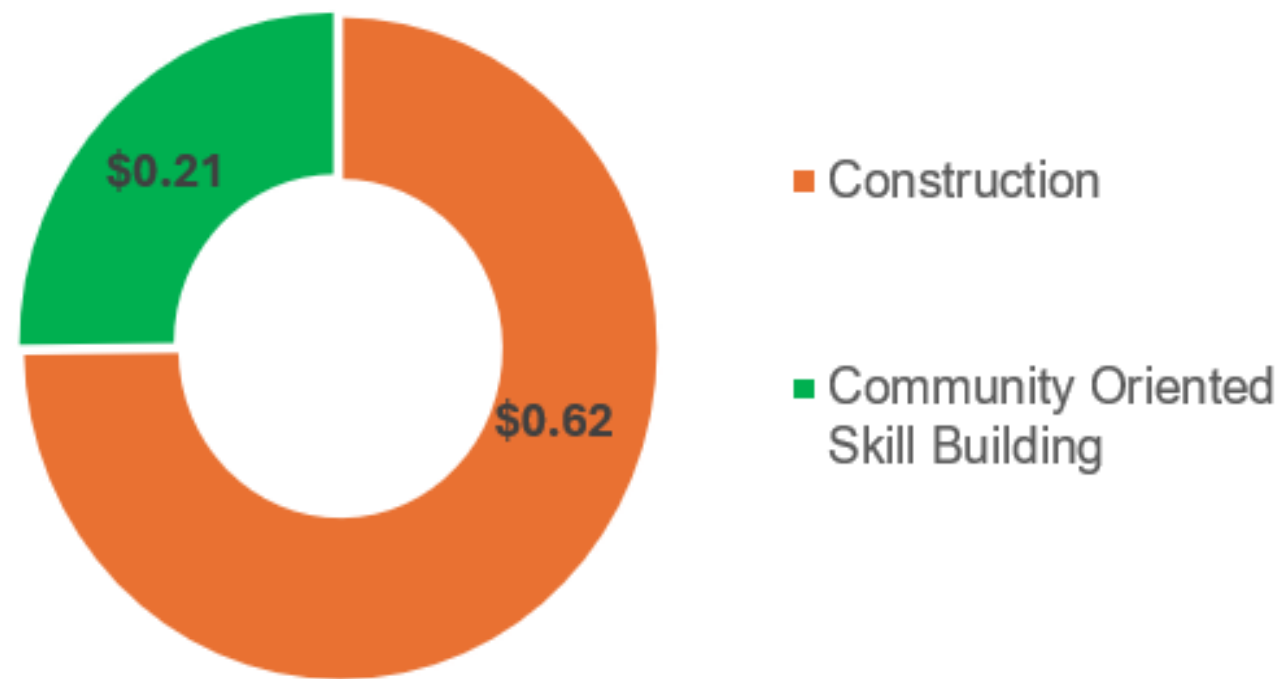
- **\$500,000** in scholarships:
 - 55 Scholarships awarded to date, valued at \$110,000 to support tenant education and training.
 - The remaining \$390, 000 will continue to fund tenant career development opportunities.

- **\$1,000,000** towards employment and economic development programs:
 - \$70,000 in employment supports
 - \$100, 000 for paid employment training
 - 37 Jobs opportunities in \$830,000 in wages paid to TCHC tenants
 - 10 Full-time jobs
 - 27 Part-time jobs

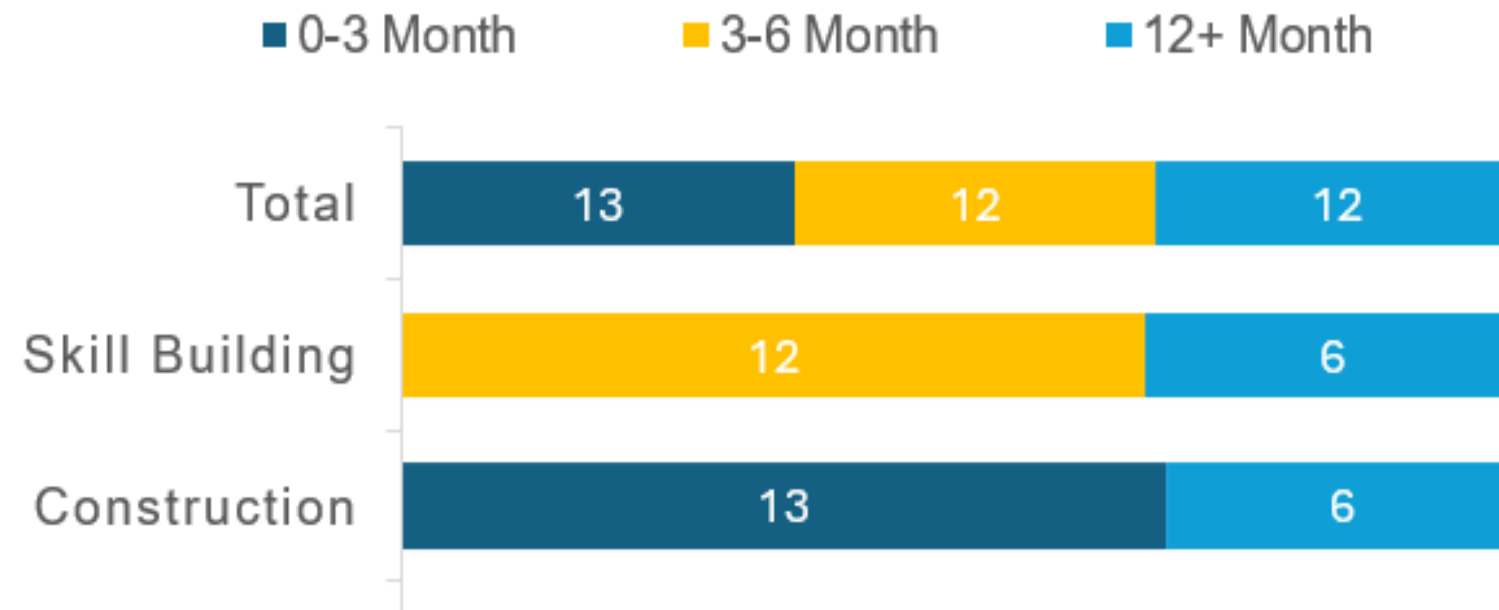


Providing Opportunities

WAGES EARNED IN MILLIONS



JOB DURATION



37
Jobs secured by
tenants

26
Distinct tenants
employed

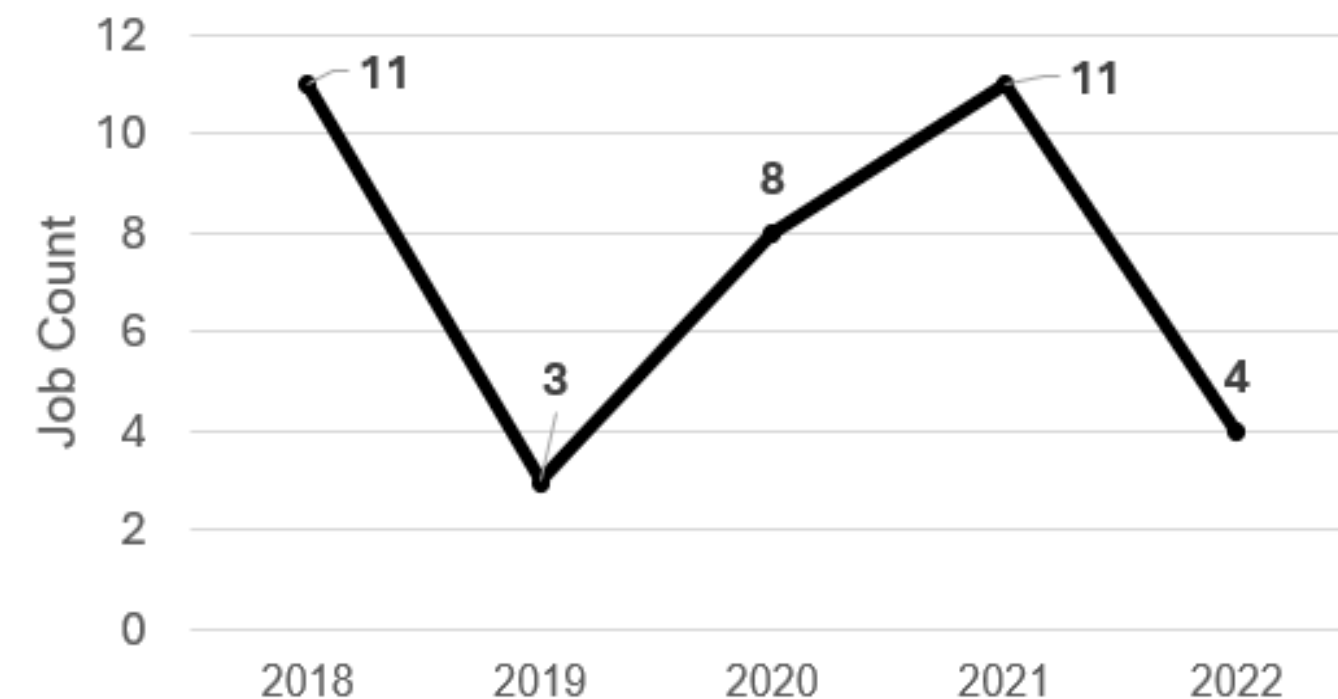
6 (23%)
Tenants secured
long-term
employment

\$70k
Cash
investments

\$110k in
Learning grants
awarded to
tenants

\$14-\$40/hr
wage range

NEW TENANT JOBS BY YEAR



Revitalizing Community

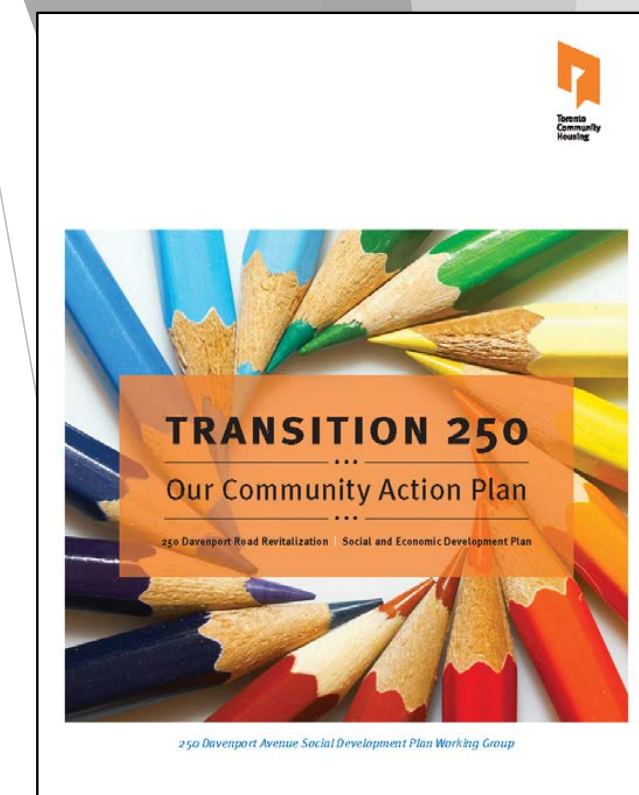
Extensive engagement with tenants, 20+ community partners and City Councillor's office to develop 250 Davenport's Social Development Plan, "Transition 250".

The plan highlighted key tenant priorities:

1. **Safety**
2. **Employment, Income & Security**
3. **Resident Leadership**
4. **Health & Community Services**
5. **Connections/Relationships**

The Plan led to the development and implementation of programs and initiatives, including:

- **Community Leaders and Animators Programs**
- **Seniors Tours & Talks**
- **Big Luv (Harm reduction drop-in)**
- **Partnerships with Cota, Building Roots, and health service providers**
- **Food security initiatives**
- **Tenant training (conflict mediation, facilitation, mental health, etc.)**



Toronto
Community
Housing



Thank you!