

Institute without  
Boundaries

Chateau Masson  
Design Charrette  
June 2008



IN APPRECIATION OF  
THE GENUINE INTEREST AND DEDICATED SERVICE  
BY  
**COL. GEORGE Y. MASSON**  
AND  
**ALICE MASSON**  
IN SENIOR CITIZENS  
AND THEIR HOUSING ACCOMMODATIONS  
THIS BUILDING  
WILL BE OFFICIALLY RECOGNIZED AND NAMED  
**CHATEAU MASSON**







Chateau Masson  
Design Charrette  
June 2008

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Charrette Partners



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INSTITUTE WITHOUT  
BOUNDARIES

WORLD HOUSE  
PROJECT

Chateau Masson  
Design Charrette  
June 2008

## Charrette Participants

### **Community Housing Corporation**

Gail Adcock, Executive Assistant to CEO  
Carmela Battisti, Community Relations  
Tom Broderick, Maintenance Repair  
Janice Campbell, Business Officer  
Marina Clemens, Board Member  
Everitt Crosby, Maintenance Glengarry Site  
Josephine Heuton, Director, Central Housing Registry  
Kim Laramie, Property Clerk  
Mike Pocock, Community Relations Worker  
George Robson, Director of Capital Assets  
Caroline Rochford, CEO Office  
Kari Schofield, Communications Manager  
Rob Sharon, Chief Operating Officer  
Sheila Smallwood, Director, Corporate Services  
Jim Steele, CEO  
Paul Valentine, Chair, CHC  
Jan Vincent, Systems Officer

### **Canada Mortgage and Housing Corporation**

Judith Binder, District Manager, Southwestern Ontario  
Arlene Etchen, Senior Research Consultant  
Caroline Ling, Financing Consultant  
Kevin Patricio, Program Officer  
Mark Salerno, District Manager, Greater Toronto Area

### **University-Community Partnership for Community Development, Research and Training**

Lyndsy Adamson, Student  
Terri Alder, Student  
Cecil Houston, Dean of Arts and Social Science  
Jillaine Kutyma, Student  
Todd MacIntyre, Student  
Pam McPherson, Student  
Mary Medcalf, Chair, Advisory Committee / Field Administrator,  
School of Social Work  
Wansoo Park, School of Social Work  
Amanda Pierce, Student

### **City of Windsor**

Debbie Cercone, Executive Director of Housing & Children's Services  
Thom Hunt, City Planner  
Paul Miron, Coordinator, Social Housing, Administration and Policy  
Rob Oleynik, Program Coordinator, Housing and Children Services  
Jean Marc Smith, Technical/ Maintenance Support  
Jim Yanchula, Manager, Urban Design & Community Development

### **Windsor Police Service**

Barry Horrobin, Director of Planning & Physical Resources

### **Institute without Boundaries**

Evelyne Au-Navioz  
Silvio Ciarlandini  
Lujgi Ferrara  
Connor Malloy  
Michael McMartin  
Teresa Miller  
Perin Ruttonsha  
Mark Stevens

### **Chateau Masson Residents**

Judy Allingham  
Roger Dufour  
Fillipo Giardina  
Tim Godfree  
Irene Klassios  
Mark Locknick  
Pat Mooney  
David Watters

### **ACT Team**

Megan Matheson  
Julie Rauth

### **Aids Committee of Windsor**

Lori Baxter, Director, PHA & Harm Reduction Services

### **Canadian Mental Health Association**

Diane Middleton, Consumer Council Staff Representative

### **Community Living Windsor**

Domenic D'Amore, Manager, Downtown Centre

### **Glengarry Neighbourhood Strengthening Committee**

Norm Hitch  
Neyrda Ollett

### **Homeless Coalition**

Allison Prieur

### **Legal Assistance of Windsor**

Shelley Gilbert, Coordinator, Social Work Services

### **St. Joseph's Health Care**

Bill Burling, Coordinator Essex ACT Team

### **Teen Health Centre**

Liz Atkinson-Plato



to fund  
ideas.

CHC

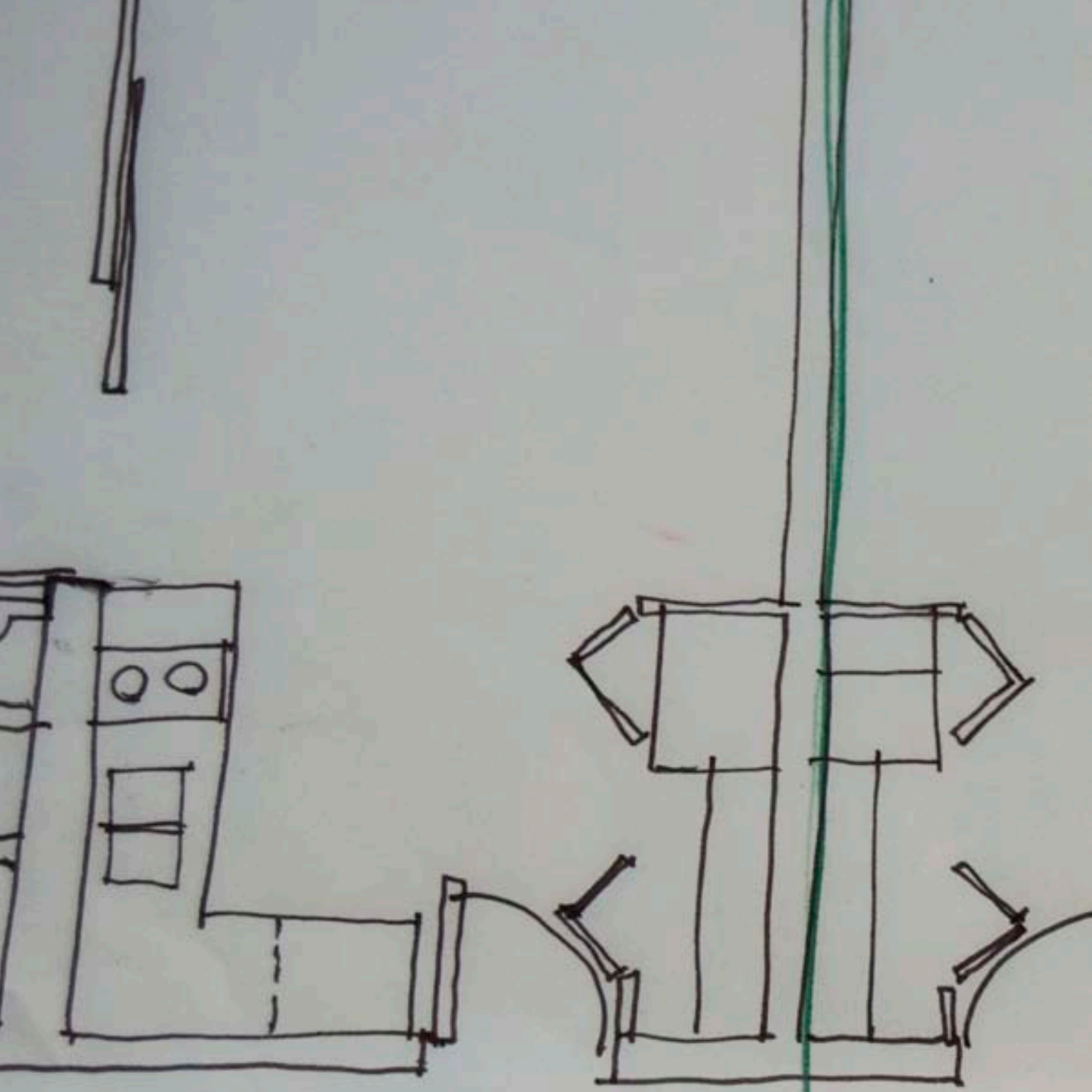
10-120  
S&FT  
To extract  
\*85-130

cond exit  
CHC

ite staff

Current office  
now needs  
separate  
access.  
better able to  
do work

CHC  
Spa  
off



LWAY



# Charrette Statistics

Days: **2.5**

Groups Represented: **16**

Resident Representatives: **8**

Community Representatives: **12**

City Representatives: **6**

Windsor University Representatives: **9**

CHC Representatives: **22**

IwB Consultants: **8**

**Total # of  
Charrette  
Participants**  $\approx$  **65**\*

\*51 on June 19, and 71 on June 20

## Location

Tilston Armouries, 4007 Sandwich Street  
Windsor, Ontario

# 🌸 JUNE 🌸

DAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	2 SOCIAL PLANNING COMMITTEE 1:30 DRAFTS WITH JAMIE 2:30-4:00	3 CASHIER & RAFFAELI (CASHIER)	4	5 ★ ★ ★	6 ANTI-POVERTY WORKSHOP 12:30-2:30 LEATHERS & NOSE WAX MEDIA DP 4pm	7
	9 SOCIAL PLANNING COMMITTEE 1:30 DRAFTS WITH JAMIE 2:30-4:00	10 Monday SPECIAL DRESS UP LUNCH 4:15 TO 5:15 MEETING 12:30	11 Blood Pressure Clinic at 2:15 in common room	12	13	14
	16 SOCIAL PLANNING COMMITTEE 1:30 DRAFTS WITH JAMIE 2:30-4:00 TICKETS LOGGY!	17 MOVIE DAY WORK WITH POSTER PHILIP CINEMA 12:30-4:30	18 DESIGN CHARETTE	19 DESIGN CHARETTE ★	20 DESIGN CHARETTE	21
	23 SOCIAL PLANNING COMMITTEE 1:30 DRAFTS WITH JAMIE 2:30-4:00 FILMING LIGHT 11	24 (88)	25	26	27	28 EVENING TO LONDON!
	30 SOCIAL PLANNING COMMITTEE 1:30 DRAFTS WITH JAMIE 2:30-4:00	ART GALLERY ADMISSION \$3.00	SATURDAY SUNDAY TRIPS 2pm	SUNDAY DRINK WORKSHOP 12:30-2pm		

FREE  
Newsletter



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## Forward

The premise of the Chateau Masson Design Charrette was to improve living conditions for Chateau tenants, who have special needs, and to revitalize this significant piece of the Glengarry community. The initiative was inspired by the belief that through partnerships and community engagement, a better design for Chateau Masson could emerge, which could increase quality of life and social justice for residents, offering them a bright future.

In a world where challenges and impacts occur across boundaries, appropriate solutions result from strategic collaborations. Through a creative design process, facilitated by the Institute without Boundaries, an inter-professional team – comprised of academics, designers, industry professionals, municipal partners, community leaders and Chateau residents – began to build the connections needed to bring about effective solutions for shared issues in Glengarry.

As Director of the Institute, I want to thank the charrette organizers for their creative vision, for providing the Institute with the opportunity to engage in this project, and for bringing together a passionate group of charrette participants. In specific, I would like to thank Jim Steele, CEO, CHC; Judith Binder, District Manager, Southwestern Ontario, CMHC; Mary Medcalf, Chair, Advisory Committee, University-Community Partnership for Community Development, Research and Training; Barry Horrobin, Director of Planning & Physical Resources, Windsor Police Service; and, the City of Windsor. I would also like to thank all participants for presenting such thoughtful, articulate and detailed insights during the charrette.



The design concepts that follow in this report reflect the idea that appropriate physical and social channels can be devised and fostered to benefit lives, neighbourhoods and the city at large. Building layer upon layer of positive networks will create activity flows that give rise to a healthy individual, community and society. The step by step renovation approach described in this report can, over time, lead to a refreshed facility, a more diversified neighbourhood and a reconnected city.

It is our hope to continue this collaboration with the CHC and CMHC. By moving forward with a feasibility study and implementation plan, the proposed changes could become a viable reality. And, starting with a small, exemplary project, such as a new common space and front entry, could mobilize the entire community, and bring stakeholders together for productive change.



Luigi Ferrara  
Director  
Institute without Boundaries



WINDSOR HOUSING  
GLENGARRY OFFICE  
415 UNIVERSITY AVE. E.  
ROOM #123  
MONDAY THRU FRIDAY  
9:00 AM - 12:00 NOON  
1:00 PM - 4:00 PM  
CLOSED WEEKENDS  
& HOLIDAYS

# Project Overview

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415



At present, the Chateau Masson housing facility presents a unique opportunity for the Windsor Essex Community Housing Corporation (CHC) to take some important strategic steps.

While the building is coming to the end of its natural life cycle and will require upgrading in the near future, its design is also not perfectly suited to its function. The unit types and meal plan options result in limited market appeal for prospective residents, and the work areas and common spaces constrict the recreational and support service activities that are so critical for the facility's clientele.

At the same time, Chateau Masson is fortunate to have a dedicated core group of residents who plan to stay in the building long-term, and are eager to contribute to the process of making improvements. In addition to this, Chateau Masson enjoys growing support from Windsor University, local service agencies and the municipality.



The Chateau Masson Design charrette was a 2.5 day initiative, during which key stakeholders were brought together to identify the property's assets and challenges, and strategize options for the future. The event was hosted in collaboration by the Community Housing Corporation, the Canada Mortgage and Housing Corporation, the City of Windsor, the University of Windsor (UW), Windsor Police Services, and the Institute without Boundaries.

Over the duration of the charrette, facility owners, board members, staff, residents, volunteers, along with other community interest groups and project partners, shared their vision for a brighter Chateau through roundtable meetings, a site visit, presentations and brainstorming workshops. At the same time, the Institute's design team synthesized these thoughts into an over-arching plan for renovation that can be executed in phases, while residents continue to inhabit the space.

The report that follows summarizes the information, concerns and ideas presented by charrette participants, and illustrates the key design propositions that were developed by the Institute during the charrette period. The intention of these propositions is to present feasible options that can guide future allocation of funding to improve the design of Chateau Masson with consideration of:

- Quality of living for its residents;
- Efficient use of resources;
- Viable business planning for the property; and,
- Contribution to a safe and vibrant Glengarry neighbourhood.

For the purposes of the charrette, quality of life was considered to encompass:

- Shelter;
- Comfort;
- Security;
- Health;
- Companionship;
- Dignity
- Self-determination; and,
- Pursuit of personal interests.

The information presented in this report pertaining to Chateau Masson, Chateau residents and the Glengarry neighbourhood, has been gathered through conversations and emails with CHC and CMHC representatives, as well as through the meetings, workshops and interviews conducted with other partners and stakeholders as part of the charrette process.



## About the Site

Chateau Masson is a rent-g geared-to-income housing residence, owned and operated by the Windsor Essex Community Housing Corporation (CHC). It is located in the Glengarry neighbourhood of central Windsor, within a two-block radius from six other social housing properties – also owned and operated by the CHC – which cater to adults, seniors and families. This makes for a total of approximately 880 social housing units in the area, ranging in size from bed-sitting rooms to five-bedroom.

Chateau Masson was originally designed as a seniors' residence, but has since been retargeted to house adult tenants, who may also experience disadvantages such as mental illness, developmental delays, or physical disability; and, who are often supported through social assistance of some kind, such as Ontario Disability. All of the residents must be capable of living independently, with or without support services; however, Chateau's cooperative habitation environment offers an intermediary option.

Chateau tenants are accepted through an application and interview process and, are usually admitted after a period of 1 to 2 weeks. For some, Chateau Masson is a comfortable and temporary transition space from a nursing home or a street shelter, while others have lived there upwards of 10 years. The average duration of tenancy is 47 months.

The residence is not a shelter or long-term care facility, and does not provide formal health supervision or support. However, residents do receive a significant amount of care from social work, nursing and music therapy students from the University of Windsor. This program initiative is organized through the University-Community Partnership for Community Development, Research and Training, with the intention of offering students the opportunity to apply their academic work and research in the field. Glengarry has been the first community to participate. UW students are on site at Chateau Masson four days a week, from 9:00am-4:30pm. In addition, Chateau Masson is staffed by office administration 5 days a week, from 9:00 a.m to 4:00 p.m, and by a private security firm 7 days a week, from 5:00 p.m. to 6:00 a.m.

CHC is the largest social housing provider in the Windsor and Essex County, and the fourth largest in Ontario. CHC provides 4,708 homes to about 12,000 seniors, parents, children, singles and persons with special needs. They also provide limited market rental opportunities. Their portfolio includes high-rise, and low-rise apartments, town homes, row housing, and detached homes.





Chateau Masson is a two-storey building comprised of 80 bed sitting rooms (320 sq ft each), equipped with private bathrooms. Residents are provided with 3 meals each day, served in a common dining area. The building includes ramp and elevator access, and lounge spaces on both floors (with limited admittance to the second floor lounge).

# Assets, Challenges & Opportunities

It is clear that Chateau Masson exhibits a wealth of promising features which, through careful modification, can combine together and blossom into indispensable assets that will benefit both Chateau residents and greater Glengarry. In specific, there are a few key areas, related to the neighbourhood and community, the Chateau building and resident life, that stand out as critical considerations; and, which present potential opportunities and threats for future development:

## 1. Food Service

The Chateau Masson kitchen and dining hall is large, well equipped and capable of servicing a significant volume of patrons, and hosting special events. Though it is a tremendous physical asset to the building, it has also restricted the type of tenancy opportunities that the CHC has been able to offer. The kitchen's catering company requires a certain amount of guaranteed clientele, but a 3-meal plan is not ideal for all residents. For example, the prepared meals are sometimes inappropriate for residents' special dietary and medical stipulations (re. Diabetes, high cholesterol, allergies, chemotherapy, culture), and the meal schedule is not flexible enough to accommodate those who are off site during the day. On the other hand, there are some residents who may not be ready to cook for themselves, and do benefit from the support of a full service kitchen.<sup>1</sup> A number of residents do store and prepare food in their room, however, at present, the unit facilities are not well suited for this function.



Dining Hall



Kitchen

1 Medcalf, M. Workshop presentation. June 19, 2008.

## 2. Resident Experience & Social Dynamics

The tenant population at Chateau Masson is both diverse and vulnerable. Tenants often come to Chateau while in the process of dealing with addictions, phobias or psychological disabilities; and, are all at different stages of their healing. Sometimes, as a result of these life challenges, residents do not have much contact with or support from their families. In the past, this sensitive tenancy mix, combined with close living quarters, has resulted in interpersonal conflicts in the common areas, such as the dining hall.

A resident's experience of and response to Chateau Masson can vary drastically based on his or her personal circumstances. For example, the 320 sq ft unit space may seem restrictive for someone who has been living on the street. Conversely, tenants who have moved from an intensive care facility often enjoy the privacy of their own bathroom and bedroom.<sup>2</sup> In a 2008 audit and survey, conducted by Windsor Police Service and Windsor Crime Prevention, 44% of residents living the Glengarry neighbourhood stated that they felt unsafe, mainly due to drug crime.<sup>3</sup> Chateau tenants also cite occurrences of internal theft, vandalism and loitering from unsavory visitors.

As a result of Chateau's challenging dynamic, and a reduction in the services offered by external support agencies, the CHC currently maintains the property's tenancy at 50% capacity.<sup>4</sup>

2 Pocock. M. Boardroom meeting. June 18, 2008.

3 Horrobin. B. Crime Prevention Through Environmental Design Assessment (CEPTED). Program Evaluation Case Study: Glengarry Court Community Mobilization Initiative.

4 Pocock. M. Boardroom meeting. June 18, 2008.

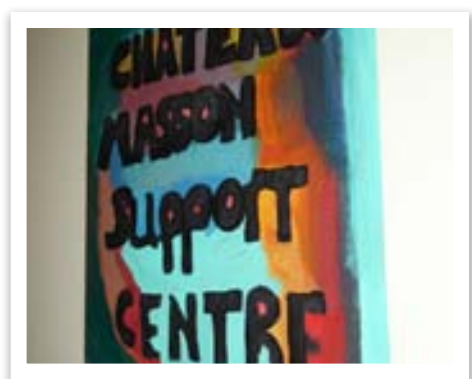


### 3. Support Networks

Within Chateau Masson and the greater Glengarry neighbourhood, there is a growing network of residents, volunteers, students, professionals, service agencies and municipal representatives, contributing to an increasingly improved quality of life for Chateau Masson tenants.

Specifically, residents support each other within small social clusters by sharing resources and amenities such as televisions, microwaves, coffee-makers, internet and telephones; and, also by drawing birthday cards and making visits to the hospital.<sup>3</sup> Residents have a social planning committee, that organizes occasional activities such as BINGO, and alumni residents stay connected with Chateau by volunteering.

The University of Windsor's contribution has also had a tremendous impact on the Chateau community, as emphasized by the residents and CHC Community Relations Worker, Mike Pocock. This contribution includes organizing recreational activities, supporting residents through personal crises, escorting them to appointments, connecting them to other community services, offering guidance in filling out paperwork, and communicating on behalf of the CHC.



Support Networks



Resident Community

<sup>3</sup> Klassios, I. Workshop breakout group. June 19, 2008.

## 4. Facilities

Located within walking distance from the waterfront, and various services, and endowed with a generous measure of outdoor space, the Chateau Masson property has some appealing qualities. The interior spaces are however, for the most part, dark and dreary, aside from the open dining hall. Overall, residents and visitors complain about the space being hot, small, crowded and enclosed.

Residents also comment on ineffective ventilation and temperature control, bed bug infestations, noisy echoes from the hallways, inadequate furniture in common spaces, lack of secure storage space for bikes and personal items, a need for better garbage disposal, broken equipment (for example, the television), and doorways that are difficult to operate with a wheelchair or a walker.

According to residents and UW students, the affect of these facilities issues on the social dynamic can be tremendous. For example, rising summer temperatures can lead to short tempers and more frequent disputes. As well, uncomfortable common spaces can result in low attendance at planned activities.

Some successful aspects of the units include new bathroom appliances that are easy to clean, and ample shelving in the closet.



Existing Northwest Entrance

## 5. Rising Unemployment Rates

According to Rob Oleynick, with the City of Windsor, the recent closing of many of the city's industrial manufacturing facilities will lead to higher unemployment rates in the future. George Robson, CHC, Director of Capital Assets, expects this to increase the need for social housing within the next ten years.<sup>5</sup>

## 6. Neighbourhood Casino

In June 2008, Caesars Windsor, formerly Casino Windsor, reopened its doors along the shoreline, and directly across from the Chateau Masson property, complete with luxury hotel rooms, conference space, a ballroom and banquet facilities.<sup>6</sup> The casino is a dominant feature in the Glengarry neighbourhood, can be viewed from many of the Chateau Masson resident windows, and its recent construction is also the suspect cause of damage in some of the Chateau units.

The introduction of this development introduces a dynamic that could both benefit and hinder quality of life for CHC residents in the Glengarry neighbourhood. While the casino brings additional traffic, noise and disruptive activity, it could also offer entertainment, economic support, job opportunities for residents, cultural development and extra neighbourhood security.

5 Oleynick, R. Robson, G. Boardroom meeting. June 18, 2008.

6 Caesars Windsor. "The New Casino Windsor." <http://www.harrahs.com/casinos/casino-windsor/casino-misc/new-casino-windsor-detail.html> (accessed June 20, 2008).



“The Glengarry community can be an asset to downtown Windsor. Its strength is its people. They have integrity, are trustworthy and resilient. They live on assistance because they have no other choice. Given real opportunity, they will revitalize their own neighbourhood.”

~Barry Law

Student  
University of Windsor<sup>7</sup>

<sup>7</sup> Barone, J. Carrington, Eds. “Civic Engagement” *Pinnacle: Social Justice* (2008): 2. University of Windsor.

The background image shows a hallway with dark wood-paneled walls. On the left, a poster is displayed with the text 'DON'T GO OUT UNTIL MENTOR' and 'CITY OF MENTOR'. To the right, a glass door provides a view of the exterior, which includes a brick wall, a black metal sculpture of a dog, and a garden with red flowers. A white car is visible in the distance through the glass.

# Charrette Results

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“Only connect! ...and  
human love will be  
seen at its height.  
Live in fragments no  
longer...connect without  
bitterness until all men  
are brothers. ”

~Edward Morgan Forster

Novelist, 1879-1970<sup>8</sup>

# Design Strategy

All things exist within an ecosystem, large or small, where each component plays a vital role in the health of the other elements, as well as the whole. As such, all pieces are interdependent. In a healthy system, like the human body, backup measures exist to support vulnerable areas, account for breakdowns and regenerate after injury. The key challenge in redesigning Chateau Masson will be to strengthen existing networks and create new links that will result in a resilient community that can mediate challenging scenarios and self-revive after a crash.

This approach is consistent with many of the recommendations made by the Windsor Police Service and Windsor Crime Prevention in their Glengarry Neighbourhood Safety and Security Assessment. For example, their report encourages displacing crime by organizing collaborative community activities, establishing positive conduct and instilling a sense of ownership in an area. The report also emphasizes the importance of appropriate placement of physical and landscape features in influencing constructive behaviour. Finally, the report recommends pursuing “resident-based problem solving to achieve social harmonization.”<sup>9</sup>

Following this, the charrette design concepts are targeted to meet two key objectives:

1. Strengthen existing networks by providing forums to connect.
2. Supply required physical features that will assist residents in overcoming personal obstacles, and grow to reach their full potential.

8 Forster, E.M. Howards End.1910, Chap 22/33

9 Horrobin. B. Crime Prevention Through Environmental Design Assessment (CEPTED). Program Evaluation Case Study: Glengarry Court Community Mobilization Initiative.

These objectives have been addressed in the design work with a focus on five main propositions:

## Diversified Public Space

The proposed design for Chateau Masson includes an array of social areas with varying functions, where residents, staff and visitors could engage with each other in a space that is most conducive to the specific activity. This, in turn, would encourage positive behaviour in places that are currently deemed a security risk.

For example, a public outdoor patio adjoining the cafeteria could host large, community events; a semi-private exterior garden could welcome family visitors; an active ground floor lounge could maintain the coffee hour tradition; a quiet second floor lounge could hold classes of many kinds; window seating in the corridor would allow for casual meetings and conversations; and, separate living rooms in the second floor units would be fitting for private encounters.

Offering a range of spatial options is important when considering how to foster interaction among residents who may have different social preferences. For example, some may find planned activities in large groups overwhelming, but are interested in connecting with their neighbours less formally. The corridor seating presents an intermediary venue for spontaneous and casual gatherings.

## Additional Service Space

In addition to the public spaces, new offices would enhance and increase the available work space for service providers, such as the UW students and CHC staff. As a result, the ability for support workers to offer effective programming for residents would improve significantly.



## Diversified Unit and Meal Plan Options

The proposed design includes a variety of unit options – ranging from bed sitting rooms, to bachelor and one-bedroom apartments with kitchenettes, to independent townhouse units – that could also be accompanied by a choice of meal plans. This way, the CHC could appeal to a broader constituency, which would benefit its market profile, and also improve the social dynamic and security within the Chateau property (as some of the new residents could take on roles as peer leaders).

## Links to the Community

The proposed design also includes features that would attract residents from other CHC buildings and the greater Glengarry community to the property (for example, retail facilities, a café, an outdoor patio and the new CHC headquarters). This would help residents stay in touch with local happenings, and perhaps build ties that could eventually lead to volunteer or work placements. Locating the CHC headquarters in the centre of its properties, would also keep the residences in the attention of external visitors and partners.

## Resident Cooperation

Finally, the design presents opportunities for resident participation in the property's maintenance, operations and administration. For example, the outdoor garden, the retail store, the communication hub, the games/books/movies cabinet, and the cafeteria take-out window, would be suitable places to incorporate a few resident volunteer positions.

Ultimately, by implementing these design propositions, three layers of supportive assistance would emerge that would contribute to improving Chateau Masson residents' quality of living.

**1. Self-Directed Improvement to Quality of Living**, whereby residents provide support to each other through sharing of resources, amenities and knowledge, offering emotional guidance, and contributing to facility improvements and activity planning; in addition to, achieving personal growth by taking on leadership roles within the residential community.

**2. Support-Directed Improvement to Quality of Living**, whereby external agencies, Chateau staff and volunteers offer counselling and programs targeted to help residents achieve physical and mental well-being.

**3. Socialization and Community Integration**, whereby residents' quality of living improves through contact with external groups.

The diagram on the opposite page illustrates these relationships.





“While agencies from every layer of government have formed a web of support for health care, housing, security and other needs, it is common for residents to cocoon in their units, keeping to themselves whether from fear or from their own confusion...If we can help them find reasons to get out of their rooms, get involved with others on their floor, have the different floors cooperate

in the building, and even get involved in the Court complex as a whole, then we can reduce their vulnerability to crime, we can improve their contact with agencies and health services and with each other. A mobilized community is a better place to live and the costs to society go way down.”

~Barry Law

Student  
University of Windsor<sup>10</sup>

10 Barone, J. Carrington, Eds. “Civic Engagement” *Pinnacle: Social Justice* (2008): 2-3. University of Windsor.

# Design Concepts

## Diversified Public Space and Additional Service Space



### Main Entrance, Ground Floor Lounge and Drop-In Centre

Chateau's eastern corner is sunny and visible, and would therefore be ideal for a central activity hub.

This area would cluster a new main entrance with the CHC office, the UW Partnership drop-in centre and the ground floor lounge. Amenities offered in this space could include games, movies and books for loan; as well as, a communication centre with internet, mailboxes, telephones and an encased notice board.

High volume use of the space would result in a more secure front entrance. Additional security features could also include clear doors leading into the corridors to deter unwanted visitors in the units.



### Ground Floor Offices

Located close to the drop-in centre, the UW Partnership office would be equipped with safe storage for files and a private consultation or treatment room.



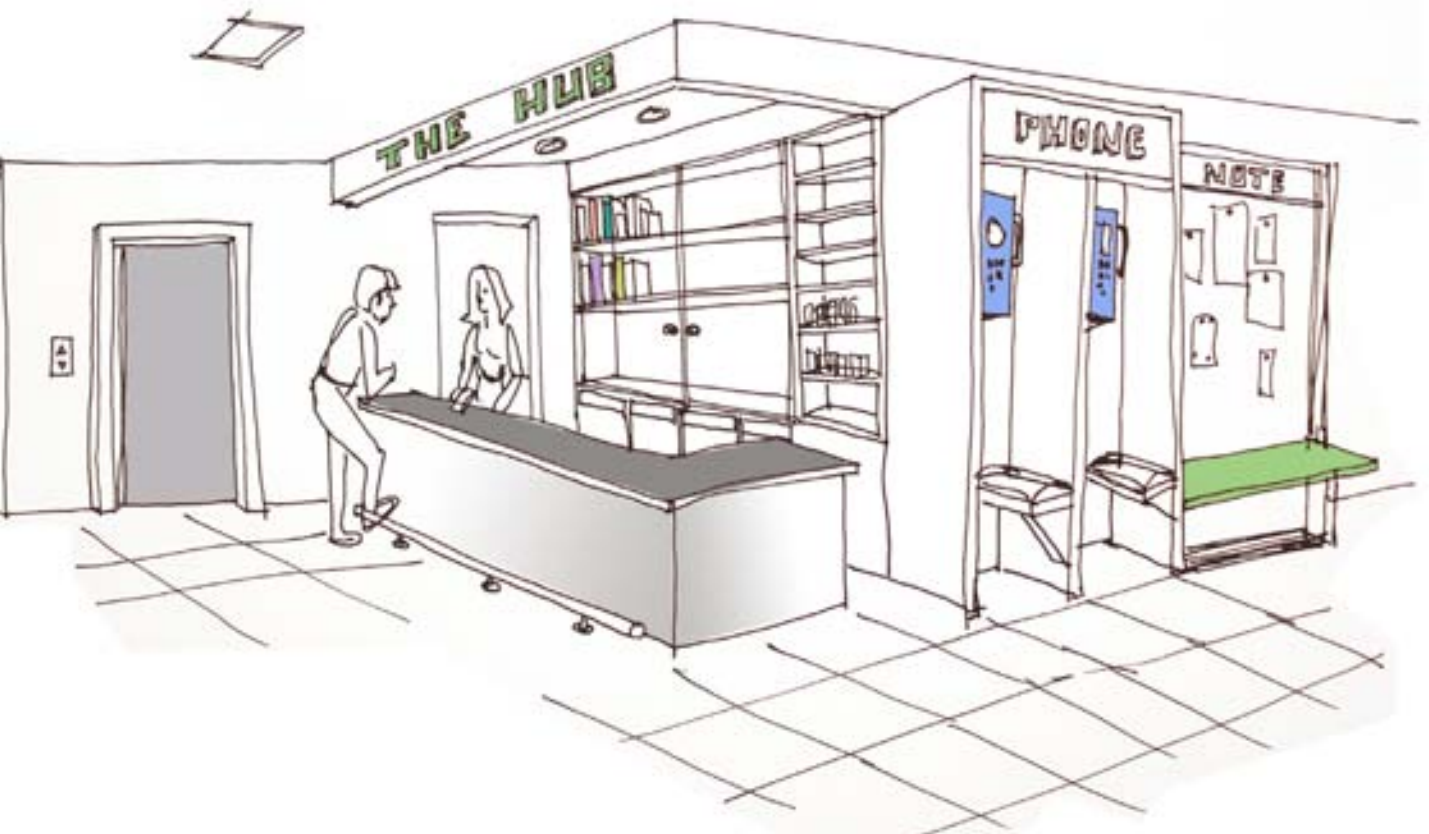


Second Floor

### Second Floor Lounge and Offices

Second floor common spaces would have flexible partitions and furniture that could store supplies and be modified to suit various functions, as required by residents, the University Partnership and other external consultants.

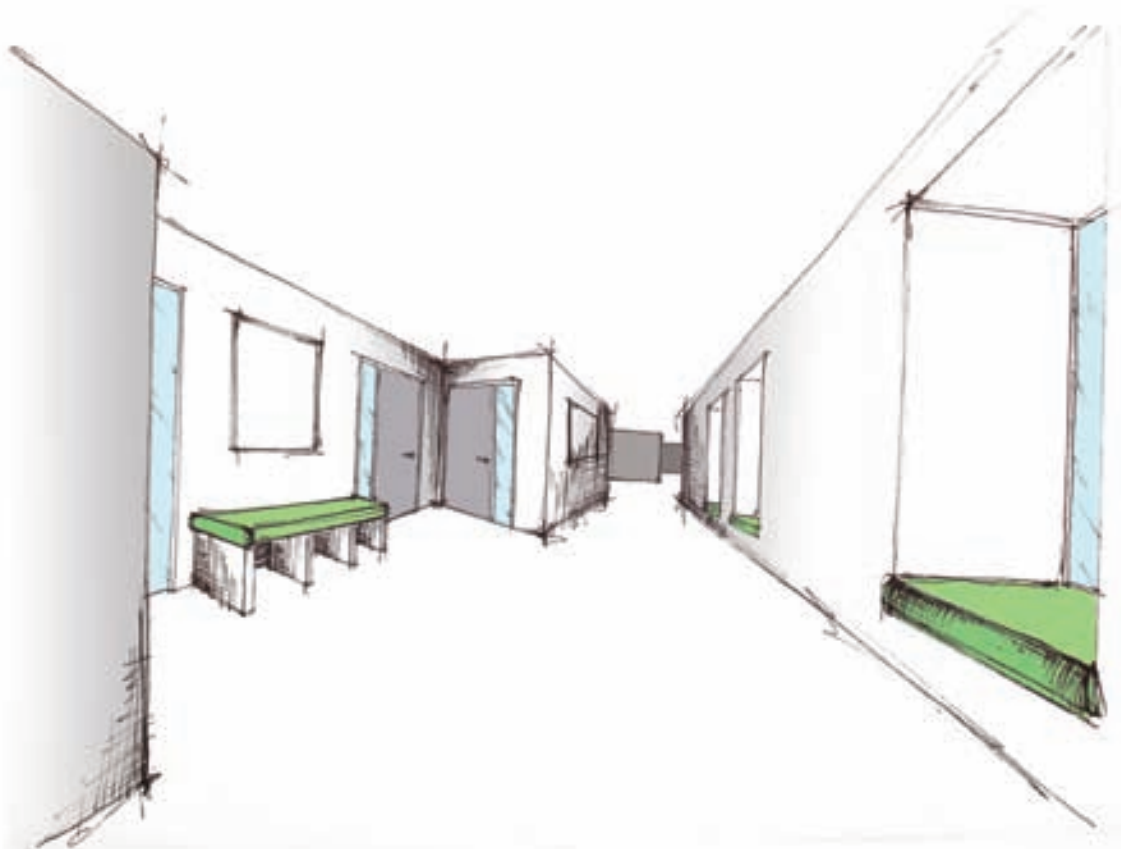
While the ground floor lounge could be used to host social events, the second floor lounge could be reserved for quieter activities such as educational programs, aerobics, music therapy, crafts, individual reading and meetings.





### Ground Floor, Northwest Wing Corridor

A bay-windowed corridor with seating, in the northwest wing, would provide an intermediary common space for socializing in small groups, or peaceful reading in the sun.





### Exterior Garden

An exterior garden would offer a semi-private space for entertaining friends and family, and would also present an opportunity for gardening activities and production of food crops for the kitchen. Its green wall would act as a friendly and attractive security solution.



## Diversified Unit Options

### Bachelor Units: Ground Floor, Southeast Wing

The units in the southeast wing would maintain their current spatial layout, but would be upgraded with new window, HVAC, bathroom ventilation, lighting, door and storage features.

Located close to the ground floor offices and amenities, these units are intended for residents who may require attentive care.



### Bachelor + Units: Ground Floor, Northwest Wing

The northwest units on the ground floor would be renovated into elongated versions of the standard unit, in two spatial configurations, with the addition of a kitchenette.





### 1-Bedroom Units, Second Floor

Existing second floor units would combine in pairs to create 1-bedroom apartments. To save on costs and plumbing, this design would maintain existing walls and convert the second bathroom into the kitchenette.

These larger units would be more comfortable for entertaining guests.

### Kitchenette

The new kitchenettes could be customized to include a small refrigerator, a microwave, a hot plate and a sink. While some residents already use similar appliances in their units, the limited space, restrictive electrical wiring and single bathroom sink are less than suitable for this purpose.



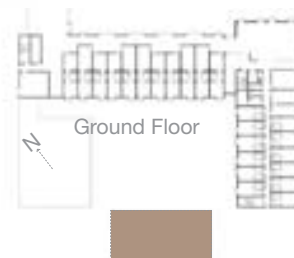
### Townhouses

Chateau's southwest parking lot is an ideal site for new townhouse units.

These units could provide a fourth residency option for tenants who wish to maintain connection with the Chateau Masson community, but prefer a more independent lifestyle.

The addition of townhouse units would also increase security in the exterior garden.

Some parking units would be maintained adjacent to the townhouses on either side.

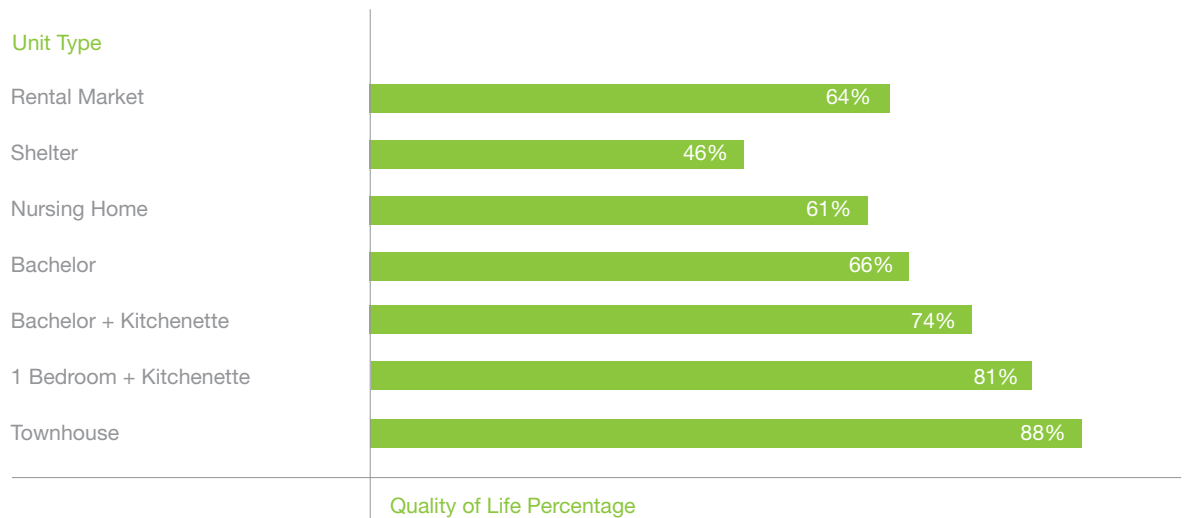


The charts opposite provide a simple comparison of anticipated quality of living in the four residence types that have been proposed for the Chateau Masson renovation, as well as a nursing home, a street shelter and the rental market. This assessment assumes that the Chateau Masson renovations will result in a space that is aesthetically pleasing, universally accessible and free from harmful toxins or environmental contaminants that could impede a residents' health. The numbers assigned to the rental market category assume that Chateau Masson's typical client base would likely seek residency at the lowest available rate.

It is important to note that increasing independence through residence type may also decrease one's quality of life in other areas – namely, health and companionship. Health for example, could be determined by one's ability to access nutritious food and clean water, to maintain personal hygiene, to tend to specialized health needs, and to maintain distance from hazardous objects, substances and spaces. By living within the Chateau Masson building, residents receive assistance in achieving some of these objectives. Separating from the main building may decrease their ties to Chateau's support networks.

## Quality of Life Based on Residence Type

Quality of Life Measures	Residence Type						
	Rental Market	Shelter	Nursing Home	Bachelor	Bachelor + Kitchenette	1 Bedroom + Kitchenette	Townhouse
Shelter	9	9	10	9	9	9	10
Comfort	4	2	5	6	7	7	8
Security	5	1	8	5	5	5	8
Health	3	3	9	6	7	7	6
Companionship	0	4	5	6	6	10	8
Dignity	10	2	3	8	10	10	10
Self Determination	10	9	5	6	8	8	10
Pursuit of Personal Interests	10	7	4	7	7	9	10
<b>TOTAL Percentage</b>	<b>64%</b>	<b>46%</b>	<b>61%</b>	<b>66%</b>	<b>74%</b>	<b>81%</b>	<b>88%</b>



## Meal Plan Options



### MEAL PLAN 1

Snacks & beverages

### MEAL PLAN 2

Snacks & beverages + dinner

### MEAL PLAN 3

Snacks & beverages + 3 meals

### Kitchen

To complement the variety of room alternatives available, CHC could also offer a choice of meal plans that would suit the different unit types. Residents living in the standard bachelor units may opt for a full meal plan, while townhouse tenants, whose homes would come with complete kitchens, may choose the snacks and beverages plan.

With the addition of a sales window, the kitchen could also take on the role of selling basic food amenities, such as bread, fruit, cereal, cheese and peanut butter to residents





## Links to the Community

### Café

The cafeteria, and its adjoining patio, would be remodelled with large sliding doors, and floor-to-ceiling windows, that could act as an attractive indoor/outdoor space to be enjoyed by Chateau residents and visitors from other CHC buildings.

The kitchen may wish to sell food to non-residents, acting as a neighbourhood café, or take on event catering for birthdays and other special occasions.



### CHC Extension

In addition to the townhouse units, the southwest parking lot could also house a new CHC headquarter office, as well as a retail store. These additions would increase traffic to the site, and security in the neighbourhood.



# Phased Build Plan

As part of the design exploration, the team considered the benefits of retrofit construction versus new construction. Renovating Chateau Masson proved to be more cost effective than building new. The design concepts propose renovation with two extensions, to be completed in six phases. To minimize disturbance caused to current tenants, construction should take place incrementally, following a careful plan.

## Phase 1 New Entrance & Offices (3000 sq. ft)



1. Install new electrical system with new supply and panel upgrades
2. Improve lighting
3. Open second floor common spaces to be used during renovation
4. Build exterior façade
5. Break through to common space
6. Build CHC office and student offices
7. Install trombe wall ventilation system for main floor lounge



**Estimated Cost**  
**\$300,000**

## Cost Comparison

<b>RETROFIT CONSTRUCTION</b>	\$2,000,000
+ CHC Office & Townhouse Addition	\$2,700,000

GRAND TOTAL **\$4.7 million**

---

<b>NEW CONSTRUCTION</b>	\$7,500,000
+ CHC Office & Townhouse Addition	\$2,700,000

GRAND TOTAL **\$10.2 million**

## Phase 2 Southwest Wing, Ground Floor & Second Floor



1. Move residents into northeast wing
2. Close original entrance and use as a construction entrance
3. Renovate rooms, maintaining single rooms on the main floor and creating double-sized rooms on the second floor
4. Renovate hallways
5. Install security system

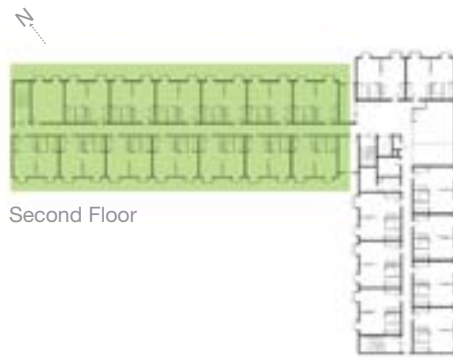
**Estimated Cost**

**\$750,000**



## Phase 3 Northeast Wing, Second Floor

1. Move residents into southwest wing



Second Floor

2. Renovate second floor northeast wing units, and east façade.
- 3.

Estimated Cost  
\$550,000

## Phase 4 Northeast Wing, Ground Floor



1. Remove east side units and construct new longer units.

**Estimated Cost**  
**\$450,000**

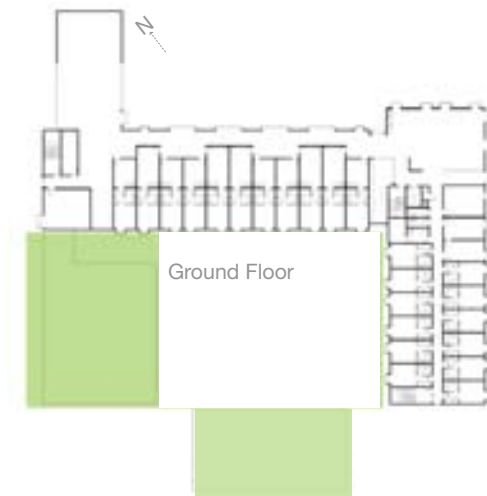
## Phase 5 Cafeteria



1. Convert cafeteria to café and retail facility.

**Estimated Cost**  
**\$103,000**

## Phase 6 New CHC Headquarters & Townhouses



1. Construct new buildings.

Estimated Cost  
\$2,700,000





# Renovation Components

The proposed renovations for Chateau Masson could include the following components:

## Building Systems

### Heating

- Retain in-floor heating
- Install trombe wall ventilation system for common elements

### Cooling

- Install air conditioners in each room's bay window
- Common elements would be cooled by the trombe wall system

### Air Exchange

- Trombe wall system would aid air exchange in common areas

### Electrical

- Install new panel for the building, resulting in higher capacity for each unit

### Lighting

- Light boxes beside each unit door would reduce need for overhead fluorescent lighting

### Security

- Install new entrance cameras with ability to see visitors before entry

### Ventilation

- Relocate bathroom vents, install fans and add dampers to prevent air from moving between units

## Sustainable Features

- |                        |  |
|------------------------|--|
| Rainwater Collection   | <ul style="list-style-type: none"><li>• Install collection barrels to water plants</li></ul>   |
| Solar Hot Water Panels | <ul style="list-style-type: none"><li>• Use to preheat hot water</li></ul>   |
| Solar Panels           | <ul style="list-style-type: none"><li>• Install solar panels on roof to generate electricity</li></ul>   |
| Trombe Wall            | <ul style="list-style-type: none"><li>• To aid natural air ventilation</li></ul>   |
| Composting             | <ul style="list-style-type: none"><li>• Use food scraps to help maintain surrounding plants</li></ul>  |
| Vegetable Garden       | <ul style="list-style-type: none"><li>• Use to produce food products and offer education on the garden's ecosystem</li></ul>                                       |
| On-Demand Hot Water    | <ul style="list-style-type: none"><li>• Remove current hot water tank and replace it with an on-demand system to reduce electrical costs and maintenance</li></ul> |
| Energy Star Appliances | <ul style="list-style-type: none"><li>• Kitchenettes will have low energy appliances</li></ul>   |

## Common Spaces

### Hallways

- Recyclable carpet tile or anti-slip pored rubber to reduce noise

### Ground Floor Lounge

- Secure entertainment equipment build-ins
- Carpet tile
- Wood or plastic furniture with removable and washable cushions
- Small sink, stove, counter space and storage space

### Entrances

- Wider doors with longer automatic opening durations

### Second Floor Common Room

- Storage for cleaning supplies
- Carpet tile
- Moveable walls to divide the space if needed
- Moveable furniture, with built-in storage to accommodate various classroom and meeting requirements
- Display cases for resident artwork

### Laundry

- Install second floor laundry facilities in place of current nursing station to make use of existing plumbing. Close to lounge for security
- Folding station



## Private Spaces

### Student Office

- Secure office for storing equipment and confidential material
- Desk space
- East-facing window

### CHC Office

- Secure file storage
- South-facing window by new entrance
- Interior window to ground floor lounge
- Exterior entrance

### Drop-in and Consultation Rooms

- Separate entrance to consultation room from hallway
- South-facing window
- Interior window facing the hallway

### Lockers

- Secure locker units in basement
- Secure bike storage

### Units

- 3-ft wide doors
- Light box at each door
- Anti-slip linoleum flooring
- Pocket doors for easy bathroom access
- Operable bay windows to increase light
- Built-in air conditioning
- Kitchenettes with sinks, upper and lower cupboards, counter, hot plate and refrigerator
- Bathroom vents with dampers
- Bathroom storage
- Low-flow fixtures





# Next Steps



1. Conduct a feasibility study, with community consultation, for a pilot project.
2. Create a long-term implementation plan and apply for funding.
3. Execute the pilot project with community participation.
4. Begin long-term phased project implementation.





Krall

66 cm x 91 cm  
26 x 35

“It is my dream to see physical upgrades to the building to make the living environment more pleasant for residents, and for Chateau Masson to be a place where residents can feel it is their home, and want to stay. ”

~Judy Allingham

Resident,  
Chateau Masson <sup>11</sup>

11 Allingham, J. Workshop presentations.  
June 19, 2008.



The background of the page is a photograph of a basketball court. A black safety net is in the foreground, partially obscuring the view. Behind the net, a wooden door is visible on the left, and a blue metal structure, likely part of a basketball hoop or backboard, is on the right. The lighting is warm, with yellowish tones from the door and the court floor.

# Appendices

- 66 A. World House Matrix
- 72 B. Charrette Process
- 74 C. Attendee Feedback
- 78 D. About the Collaborators



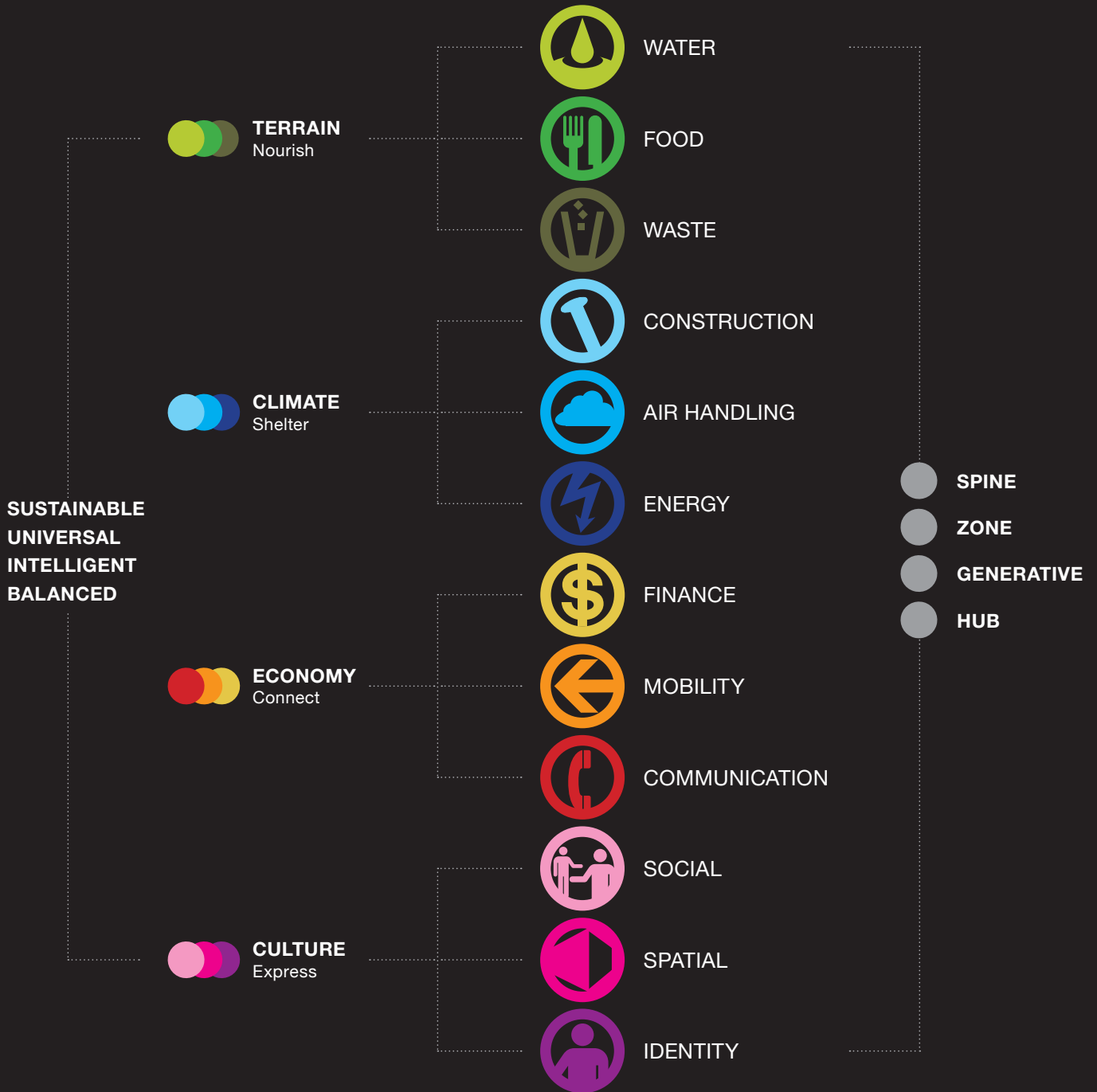


4 LENSES

4 FACTORS

12 SYSTEMS

4 MODES



## **A. World House Matrix**

The Institute without Boundaries has categorized the basic elements of housing design through a Matrix system, which is used as a framework for generating holistic and innovative results during the design process. The Institute uses the Matrix primarily for housing design challenges, although it can be adapted to suit other scenarios.

During the Chateau Masson design charrette, the four filters of balanced, sustainable, intelligent and universal were used to inspire conversation during the Thursday morning brainstorming session.

# **Balanced**

How can we strike a balance between extremes and craft a wholesome life for ourselves? From work to leisure and starvation to excess, balancing both our individual and collective lifestyle habits is an important step in achieving peace and health.

# **Sustainable**

How can we meet the needs of the today without compromising those of the future? Sustainable design considers the distribution, allocation and management of resources, including human resources, to achieve local and global objectives.



# **Intelligent**

How can we use technology to promote the long-term health of nature and human cultures? By combining “hi-tech” innovations with traditional knowledge and processes, we can design systems for the home that complement our daily routines and respond intuitively to our evolving needs.

# **Universal**

How can we design products and environments for all people, to the greatest extent possible?

Universal design takes into consideration flexibility, simplicity and self-evidence to accommodate individuals' various life stages, circumstances and needs.

## B. Charrette Process

### Wednesday, June 18

1:00pm-4:00pm

The Chateau Masson Design Charrette kicked off on Wednesday afternoon with a boardroom lunch meeting, where key partners shared important insights about the neighbourhood, the property and the demographic mix. This was followed by a tour of the charrette site and interviews with the residents during their regular coffee break.

### Thursday, June 19

9:30am-12:15pm

The second day began with presentations, hosted at the Tilston Armouries, where eight partner representatives expressed their view on why the charrette was important, and what they hoped to result. Presenters included:

Mary Medcalf, University of Windsor (UW)

Debbie Cercone, City of Windsor

Barry Horrobin, Windsor Police Service

Jim Steele, CHC

Mike Pocock, CHC

Judy Allingham, Chateau Masson Resident

Amanda Pierce & Jillaine Kutyma, UW Social

Work Students

Following this, participants expressed their priorities for Chateau Masson, first as a large group, and then in four task groups, with a focus on four themes: units, exterior spaces, common spaces, and LEED design and accessibility considerations. Participants were asked to deliberate what the Chateau is, and what it could be for Glengarry. After a group lunch, the lwB design team synthesized these thoughts into design propositions, sketches and diagrams.

### Friday, June 20

8:30am-9:30am

This morning began with an informal presentation of the design schemes, from the lwB team to key stakeholders.

2:00pm-3:30pm

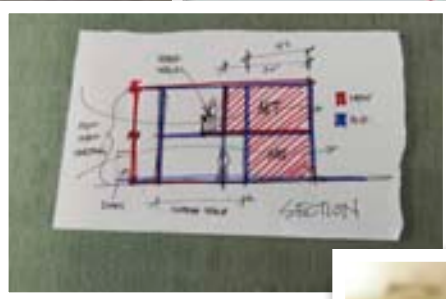
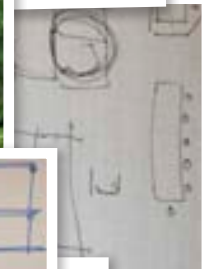
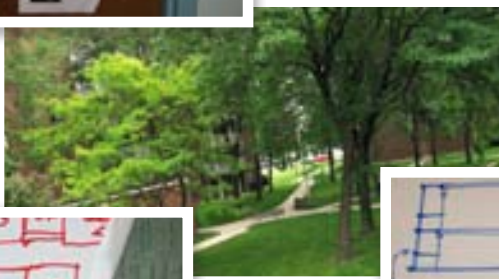
In the afternoon, 51 viewers gathered back in the Tilston Armouries for a final presentation of the design results.



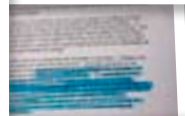


Handwritten notes on a piece of paper, including phrases like "high natural light", "walking the path", "separate office entrance", and "food/fridge".

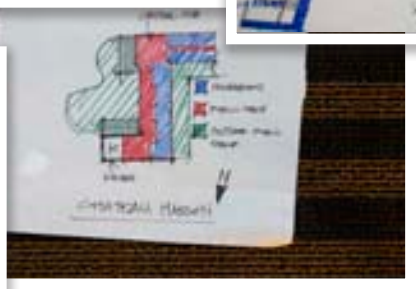
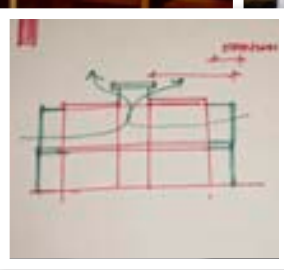
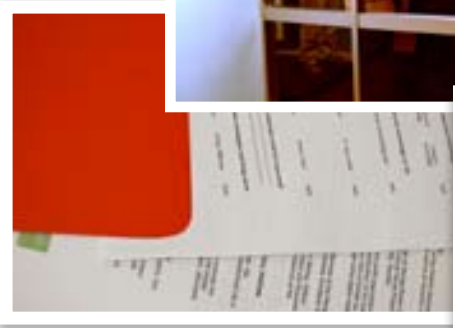
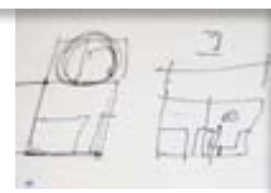
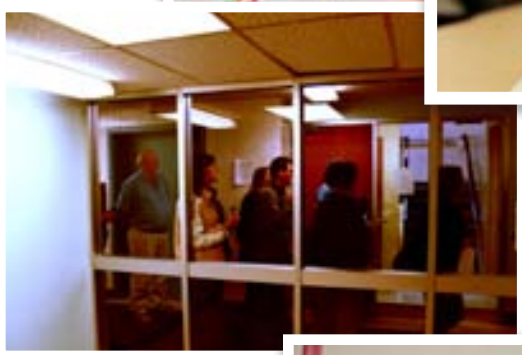
Social  
stay in touch  
→ lounge clusters  
→ mailboxes  
• security → access coded floors  
→ residences on 2nd floor  
→ separate office entrance



Handwritten notes in red and black ink: "Bug Ra", "Music Rm", "tenant meet".



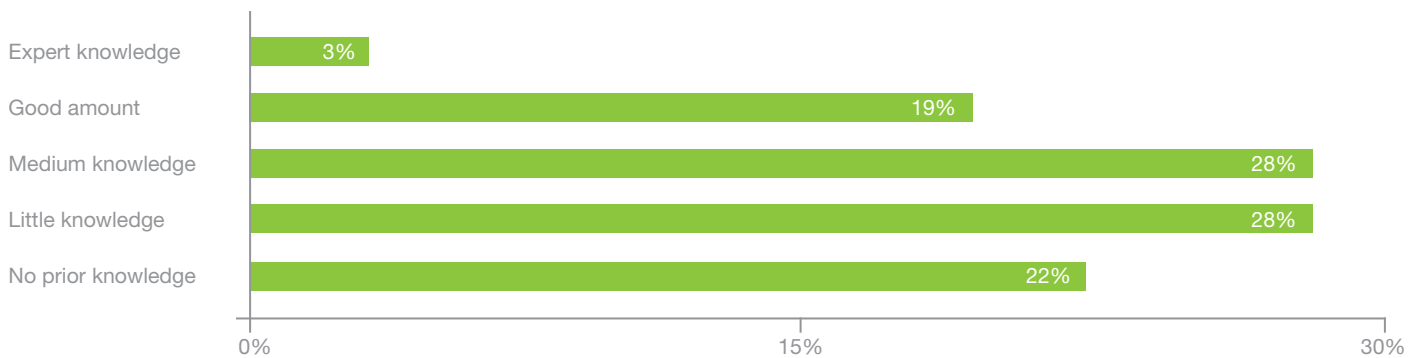
Handwritten notes: "Estafit", "Aftand", "Gastro", "laying", "width", "completion".



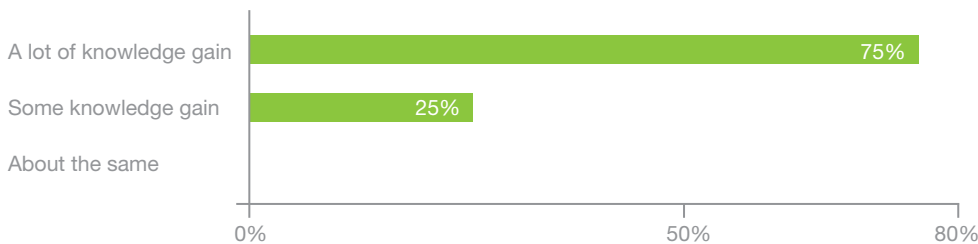
## C. Attendee Feedback

Following the final charrette presentations on Friday, June 20th, attendees were asked to provide feedback on the charrette process. 42 evaluation forms were collected from the 51 attendees. The evaluation forms included a series of questions, most of which were rated on a 5-point scale. The results from this feedback are as follows:

1. *Before having attended today's event, how would you have rated your knowledge of the objectives and outcomes of a charrette?*

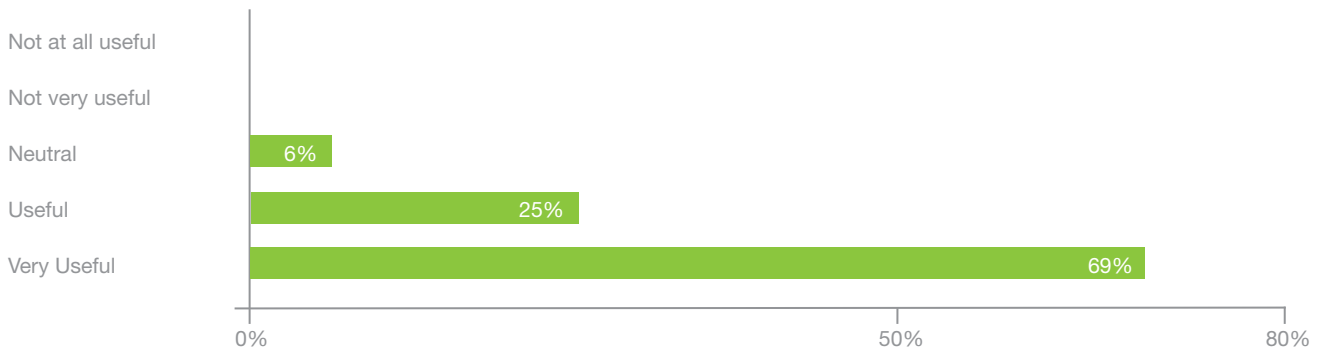


2. *After having attended today's event, how would you now rate your knowledge of the objectives and outcomes of a charrette?*

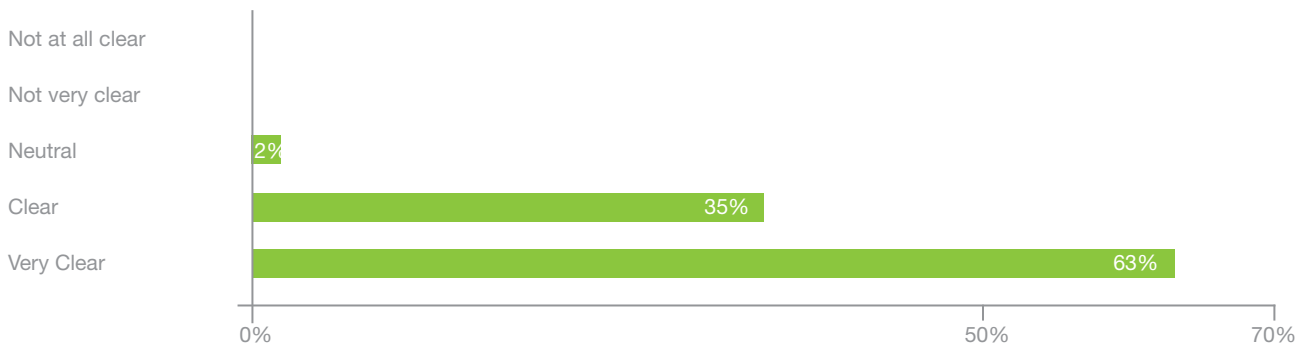




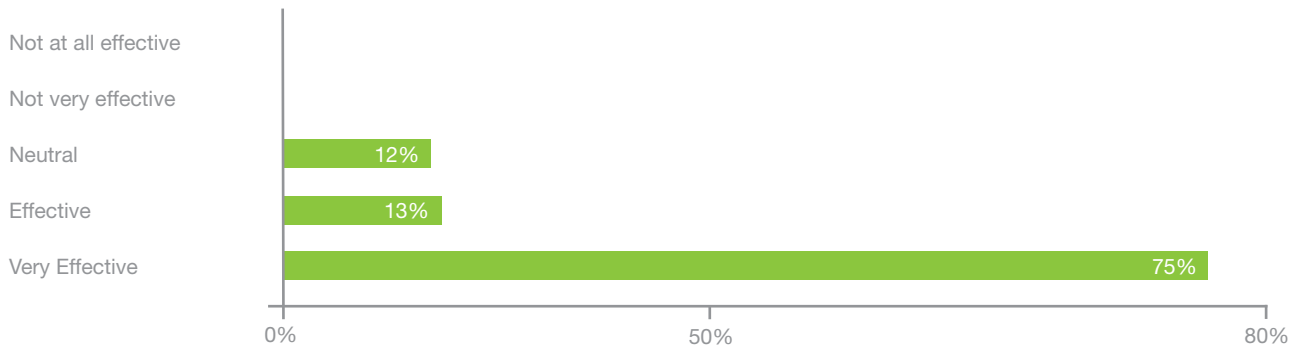
3. Overall, how useful did you find today's charrette?



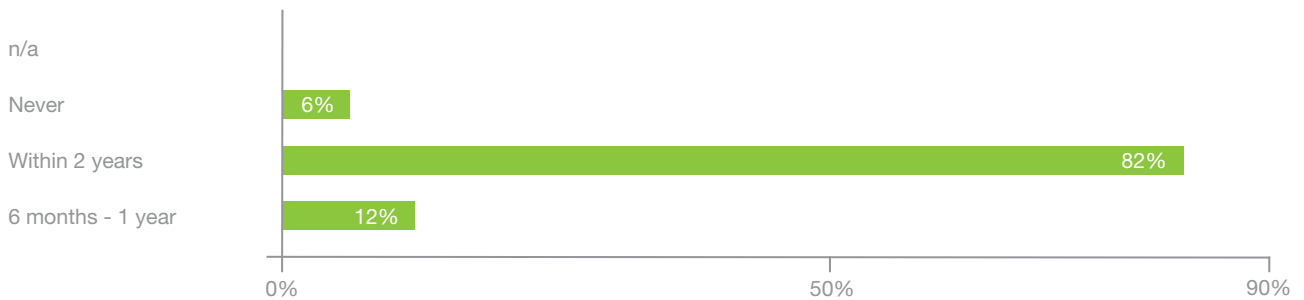
4. Overall, how clear or easy to follow did you find the process?



5. *Please rate the effectiveness of the design charrette to explore strategies and long term options for Chateau Masson.*



6. *Do you feel the outcomes of the charrette will be implemented? Options, within 6 months to one year, within 2 years, Never, n/a?*



## Additional Comments and Recommendations

Implementation as the money flows.

Luigi Ferrara thanks for letting me speak Italian to you. Filippo Giardina

Excellent process.

Great job thanks to the team and especially CMHC.

What an awesome process. I look forward to seeing these changes as they are completed.

Fantastic! You got it!

I love how you brought the community to Chateau for many residents are “ready” to work or can work/contribute. You have provided the space and place to allow them to become a meaningful part of the community.

Actually quite inspiring collaboration and respectful inclusion.

Do not let this linger and do not keep in under a bushel. Assert a new model of learning living.

Listening to the tenants was key to promoting visible ideas – well done!

Thank you so much!!

Excellent. Well done by all! Bravo.

It was such a great idea to have other commercial stores in the community along with offices plus I really like the bay window idea. Brilliant. I hope we find money to make this dream happen.

Different perspective compared to my previous (charrette) experiences. Members of the IWB team were excellent and made it easy to follow. Budget dollar allocation is the big driver here!! This is just the kind of innovative problem solving and idea generation that is needed for developing creative solutions. This concept fits wonderfully when applied to a social housing situation such as this. I thoroughly enjoyed the entire session and I’m excited about what the future holds.

The plans look great. It certainly would make the building more appealing. An interesting process.

This team listened to all stakeholders and respectfully responded to a variety of questions that were very difficult to answer. I had no idea that detailed options would be presented. This was so creative and practical. Excellent day.

It appears that the strategies and design were already in place before we met. Fingers crossed.

Implementation will be solely dependant upon financial assistance to complete the retrofits / additions.

## **D. About the Collaborators**

The **Windsor Essex Community Housing Corporation** (CHC) is the largest social housing provider in Windsor and Essex County; and, provides homes to seniors, parents, children, singles and persons with special needs. CHC owns, manages and staffs Chateau Masson. Their mandate is to deliver public housing and private rent supplement programs, providing persons in need with safe, clean, modest and affordable accommodation.

The **Canada Housing and Mortgage Corporation** (CMHC) is Canada's national housing agency. Backed by 60 years of experience, the CMHC works with community organizations, the private sector, non-profit agencies and all levels of government to help create innovative solutions to today's housing challenges and improve quality of life for all Canadians.

WINDSOR ESSEX



COMMUNITY HOUSING CORPORATION





The **University-Community Partnership for Community Development, Research and Training** is an initiative of the **University of Windsor**. The Partnership leverages the resources of the University to address pressing social challenges of low-income neighbourhoods, through a comprehensive community-university alliance. The program has developed community-based centres for neighbourhood renewal and development, and engages students from undergraduate, graduate and professional programs.

The mission of the **Windsor Police Service** is to prevent and investigate crime, to provide support, and to enforce the law, in partnership with the community. The Windsor Police Service promotes CEPTED principles (Crime Prevention Through Environmental Design), a pro-active strategy which considers effective use and maintenance of the built environment to reduce security risks and crime.

The **Institute without Boundaries** is a Toronto-based studio that works towards collaborative design action, seeking to achieve social, ecological and economic innovation through research, strategy and outreach. For the past two years, the Institute's work has centred around housing and community design.



**INSTITUTE WITHOUT  
BOUNDARIES**





