

The Waterfront BIA

Toronto, Ontario

Strategic Framework & Tactical Plan

July 2017

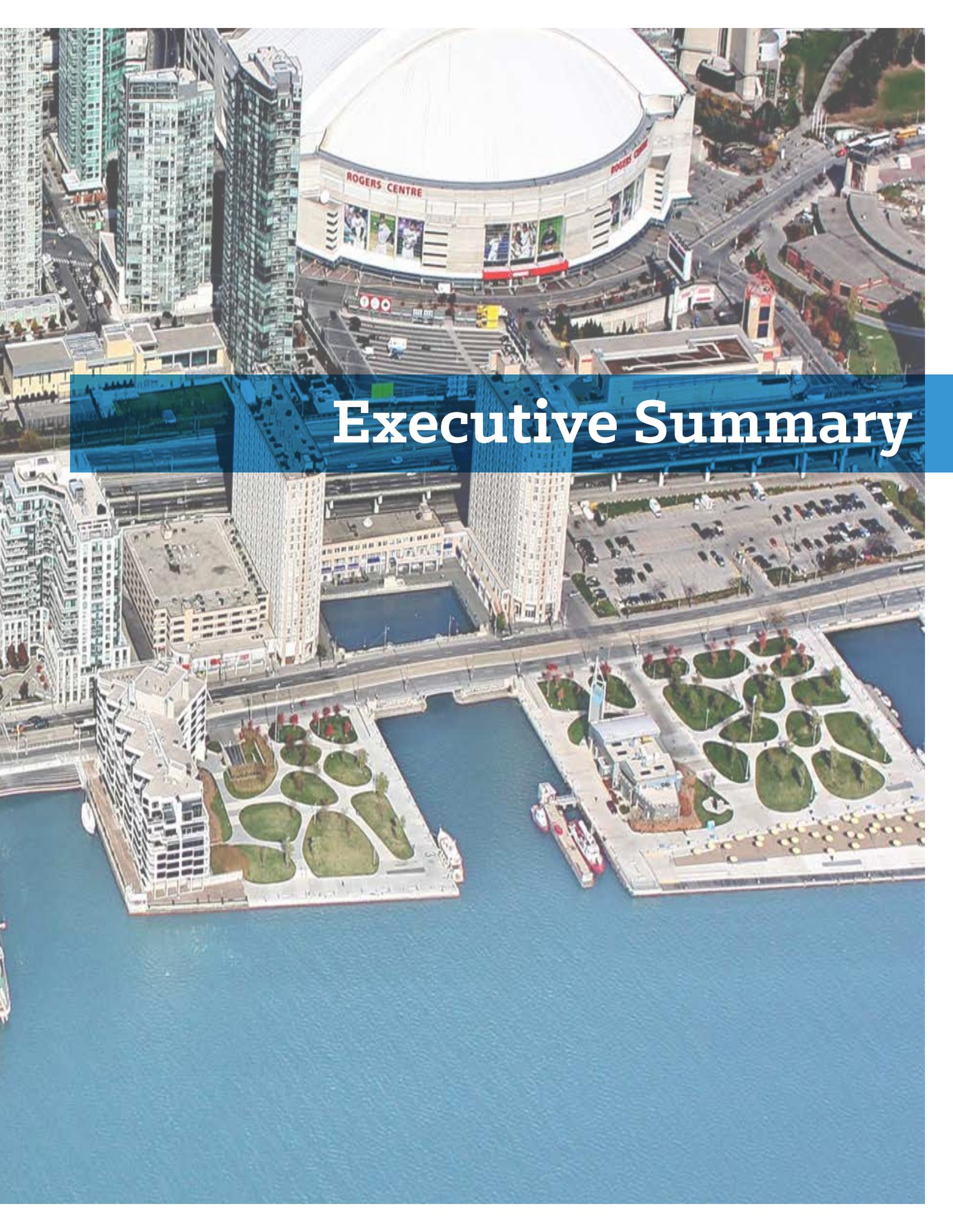




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Executive Summary

Executive Summary

Introduction & Mandate

This Strategic Framework & Tactical Plan is the culmination of a **5-month process** undertaken by LiveWorkLearnPlay (LWLP) between February and June 2017 in collaboration with The Waterfront Business Improvement Area (WBIA). This report provides an **overview assessment – from a real estate, planning and economic development perspective – of the WBIA’s challenges and opportunities**, as well as a **strategic framework incorporating implementable tactics to guide future WBIA initiatives** in its role as “the voice of the Waterfront’s business community”.

About The Waterfront BIA (WBIA)



WBIA Boundaries

- Stadium Road to Yonge Street
- Lake Shore Boulevard to the lake's edge
- Includes the Toronto Islands

WBIA Mandate

Established in 2004, the WBIA is a “community-driven organization dedicated to promoting and enhancing the economic and cultural vitality of the Waterfront area”.



LWLP Process

LWLP drew upon the following key resources in the development of this Strategic Framework & Tactical Plan:

1. *Baseline Information & Data*
2. *Ongoing Stakeholder Engagement*
3. *Guided Site Tours & Routine Area Visits*
4. *Professional Experience & Best Practices*

Statement of Goals

At the outset, the WBIA and LWLP collectively determined two overarching goals that are considered most crucial to the successful evolution of the WBIA and the Central Waterfront, and which guided the strategies developed in this report:



1. Creating a City Destination



The first goal is to make the WBIA a city destination – one that Toronto residents seek out, and spend time and money at, on a consistent basis. For the area to grow from its current standing as a solely seasonal destination into an economically vibrant neighbourhood that is active year-round, it must be one that provides compelling reasons for locals to visit repeatedly.



2. Evolving into a Waterfront City



The second goal is to see the City of Toronto shift from being a “city with a waterfront” into a globally-competitive “Waterfront City”. Despite great efforts made to-date, Toronto’s waterfront does not yet compete on a global stage, nor reap associated economic benefits of increased tourism and spending. However, Toronto must first service its local population before undertaking bolder transformations.

Planning & Policy Context

Given the attention and investment that Toronto's waterfront has received in the past two decades, the WBIA and its wide geographic area fall within the purview of several important organizations with varying mandates. Further, these organizations operate within a dense planning framework that aims to guide various aspects of future waterfront development.

Key Waterfront Organizations

Effective cooperation among all key waterfront organizations will be essential for the successful implementation of many of the recommendations outlined in this report.



Central Waterfront Secondary Plan

This plan's four core principles having underpinned many of LWLP's recommendations:

1. *Removing Barriers/Making Connections*
2. *Building a Network of Spectacular Waterfront Parks and Public Spaces*
3. *Promoting a Clean and Green Environment*
4. *Creating Dynamic and Diverse New Communities*

Understanding the Market

In order for the WBIA to realize its maximum long-term potential as both a city-wide and a global destination waterfront, it must serve the demands of its target and achievable end-user markets, and understand how significant new development in the area can inform how the WBIA should position its own offering and potentially leverage increased development interest.

Primary Draw Area: Within WBIA Boundaries

- Population (2016): 15,925 (39,852 daytime)
- Visitation Frequency: Daily

Secondary Draw Area: South Downtown Core

- Population (2016): 26,191 (53,062 daytime)
- Visitation Frequency: Monthly
- East Bayfront Development Pipeline (anticipated):
11,120 residential units; 702,110 SF retail; 3.1M SF office

Regional Draw Area: GTA Within a 45-minute Drive

- Population (2016): 5.9M (6.1M daytime)
- Visitation Frequency: Yearly/Seasonal

Attraction Draw Area: Visitors to Nearby Attractions

- Yearly Visitors of Nearby Attractions:

<i>Union Station: 65.4M</i>	<i>CN Tower: 1.5M</i>
<i>Air Canada Centre: 8M</i>	<i>Billy Bishop Airport: 2.7M</i>
<i>Rogers Centre: 3.5M</i>	<i>Jack Layton Ferry Terminal: 1.3M</i>

Analysis – Overview

Following extensive outreach with key stakeholders and analysis of the WBIA's geographic and physical conditions, policy context, and current market realities, LWLP distilled **what currently is** and **is not working** in the WBIA, as it relates to achieving its two stated goals. The objective of this analytical framework is to generate a clear set of strategies and associated tactics that maximize those elements that are currently working and seek to remedy those that are not.

What IS Working

- ✔ **The Water's Edge:** The WBIA's primary differentiating asset and driver of economy
- ✔ **Proximity to Downtown Attractions:** The massive number of tourists nearby is an untapped opportunity
- ✔ **Significant Summertime Visitation:** An existing pool of Achievable Customers can generate greater economic uplift and year-round footfall, provided they are given compelling reasons to come to the WBIA
- ✔ **Some Successful "Local" Anchors:** Certain commercial concepts generate consistent all-day, year-round traffic
- ✔ **Beautified Public Realm:** Significant public investment has yielded highly attractive pedestrian spaces

What IS NOT Working

- ✘ **Physical/Psychological Barriers to the Waterfront:** The experience of entering the WBIA deters visitation
- ✘ **Disconnected Pedestrian Environment:** Several factors impede mobility within the WBIA
- ✘ **Lack of Reasons to Linger on the Street:** No containment of single-purpose visitors to Queens Quay
- ✘ **Lack of Winter Programming:** Visitation and economy suffer in the winter due to a lack of reasons to come
- ✘ **Lack of Awareness of Activities:** Current WBIA activities must be better communicated and promoted
- ✘ **Many Stakeholders – One Waterfront:** General lack of alignment of goals among waterfront organizations

Executive Summary (cont'd)

Core Strategies

In order for the WBIA to achieve its two stated goals, LWLP has proposed the following 6 strategies that were developed to work within the WBIA's geographic and physical context, its policy and planning context, its market realities, and to respond to its identified challenges and opportunities. Together, these 6 strategies form a framework that should guide all future WBIA initiatives, whether these initiatives are the tactics recommended in this report, or any future ones that may be incorporated in the future. The strategies have been categorized according to "Short/Medium-Term" and "Longer Term" to correspond to the approximate timing of the WBIA's two goals. While the longer-term strategies can be initiated at the same time as the shorter-term ones, their successful execution should not be prioritized before groundwork for the others has been sufficiently advanced.

Short- & Medium-Term Strategies



1. Create a Unified Area of Distinct Places

The WBIA has a very wide geography, and, while it is overseen by one entity and has one name, it is not one singular place. Some areas are active, while others are passive in terms of animation and feel. When developing new programming, events, or other initiatives, different districts – each with a distinct sense of place – should be curated, leveraged and built into the global strategy, while keeping with the area's common vision and brand.



2. Create Reasons to Come Year-Round

The WBIA at present is very much a seasonal place – highly active during the summer and then very passive during the fall and winter months. A new rhythm of activity is needed. By building a consistent, 12-month calendar of events, big and small, the Waterfront can become the place of first-thought for Torontonians looking for something to do.



3. Improve North-South Connections

Accessing the WBIA is an experience that has been described as "running the gauntlet". Greater care needs to be paid to the initial north-south access points, as those stand as barriers to people wanting to come to the area. Once arrived on Queens Quay, poor north-south mobility means that pedestrians operate in east-west corridors and do not cross to, or thus engage with, both sides of the street often enough – harming retail viability on the north side of the street.



4. Evolve the Role & Scope of the WBIA

The WBIA is one of Toronto's "Big Six" BIAs, with boundaries and budgets well above the rest in both the City and Province. The WBIA needs to continue to advocate for an increased role and mandate ("the organization for the whole waterfront"), leveraging its relationships with membership. To succeed, the WBIA will need to offer a compatible vision for itself and its surroundings, with added value for its stakeholders.

Longer-Term Strategies



5. Animate & Use the Water

Currently, misperception and physical disconnect dominate Torontonians' experience with, and appreciation of, the lake. The current configuration of the WBIA keeps people from engaging with the water unless they travel to the Islands. For Toronto to become a "Destination Waterfront City", its citizens must have opportunities to interact with the water and have more related activity of all types offered in all seasons.



6. Celebrate & Evolve the Islands

Most Torontonians have a similar core memory of the Islands: it is a summer destination; the ferry terminal funnels passengers, rather than flows them; it is the same experience every time; and, there is little "stickiness" once the day is done (i.e., people do not linger). As the Waterfront builds out, the Islands will remain essential to it – but in order for the WBIA to remain at the centre of that experience, the Islands need to evolve.

Tactics – Overview

In order to implement these 6 core strategies and achieve the goals identified for the WBIA, this Strategic Framework & Tactical Plan recommends a total of 73 implementation tactics, which are categorized into “BIA-Wide” or “District-Specific” according to their recommended area of application. Given the WBIA’s limited resources and budget, all recommended tactics are scoped to be within the WBIA’s current means. As such, the specific role that the WBIA is recommended to play with regard to each tactic varies, as does the timeline within which tactics are recommended to be initiated.

Defining the WBIA’s Role

This Strategic Framework & Tactical Plan offers several key directives relating to the specific role envisioned for the WBIA (over and above its existing role) in implementing each tactic. They are defined below as follows:

Facilitate: Tactics for the WBIA to connect with various stakeholders and engage/facilitate discussion

Advise: Tactics for the WBIA to provide meaningful input into planning, development, or other relevant projects

Program: Tactics for the WBIA to take a lead role in implementing initiatives directly, potentially in partnership with other stakeholders

Advocate: Tactics for the WBIA to take an active role in communicating a desired vision or outcome

Tactic Initiation Timeline

The time at which the WBIA is recommended to initiate the roll-out of tactics also varies, depending on the immediacy of the issue that a tactic addresses, or the tactic’s catalytic potential.



Immediate

Immediate-Term tactics are recommended to be initiated immediately upon the adoption of this Strategic Framework & Tactical Plan by the WBIA. Tactics within this timeframe are either essential components to longer-term tactics (key first steps that will enable others) or are stand-alone initiatives planned to take advantage of already initiated planning efforts and decisions made by the City of Toronto, Waterfront Toronto, or other key waterfront stakeholders.

Short-Term

Short-Term tactics are recommended to be initiated within 1 year of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe are typically plan-based, focusing on establishing further programmatic direction for the area’s numerous public spaces, or establishing an implementation strategy related to new user experiences within the WBIA.

Medium-Term

Medium-Term tactics are recommended to be initiated within 3-5 years of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe are largely initiatives that require time to synch with other stakeholders’ work processes and timing. These tactics are largely anticipated to dovetail with other stakeholders’ work streams and be catalytic in nature for specific areas of the WBIA.

Long-Term

Long-Term tactics are those recommended to be initiated following 5 years of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe may have sub-steps that begin sooner than the 5-year timeline, but typically are of a scale that will require significant planning, setup time, and potentially capital in order to be fully initiated.

Executive Summary (cont'd)

Immediate

Select Immediate & Priority Tactics

Of the 73 total tactics recommended in this Strategic Framework & Tactical Plan, there are several “priority” tactics that LWLP highlighted that should be tackled collaboratively by the WBIA, various levels of government, Waterfront agencies and key stakeholders at the outset of the implementation of the recommendations in this document. Doing so will arm the WBIA with the tools necessary to advance the 6 core strategies and pursue its stated goals most expediently. A select number of tactics that should be initiated “immediately” by the WBIA are presented in the following pages, organized by the area in which they should be applied: BIA-Wide Tactics, and District-Specific Tactics.

A consolidated list of all 73 tactics can be found in Appendix D on p. 120

⚠ Indicates “priority” immediate tactic

BIA-Wide Tactics

Physical Improvement Tactics – Select Tactics (of 3 total)



Tactic	WBIA Role
⚠ Work with stakeholders to improve pedestrian experiences along major accesses into the WBIA: immediate focus on connections to/from Union Station and Rees St.	Facilitate & Advise
⚠ Work with stakeholders to improve pedestrian mobility within the WBIA (i.e., allowing for a “ping-pong” pattern)	Facilitate

Organizational Improvement Tactics – Select Tactics (of 8 total)



Tactic	WBIA Role
⚠ Facilitate the formation of a “Waterfront Coalition” of key and important stakeholders	Facilitate & Advise
Continue advocating alongside the other “Big Six” Toronto BIAs for an update to Chapter 19 of the City’s Municipal Code, stressing unique status and special needs	Advocate

WBIA District Strategy & District-Specific Tactics

The segmentation of the WBIA into unique and identifiable districts is necessary for the successful realization of its stated goals. A district strategy helps distinguish distinct areas of the WBIA and grow their unique competitive advantages, leveraging their natural programming as each district develops, evolves and matures. This strategy also ensures that districts are both differentiated from, but reinforce the larger narrative of the Central Waterfront. These districts are generally supported by their existing character, land use allowances, and opportunity sites for either re-development or enhanced programming.



1. Bathurst Quay Neighbourhood – Select Tactics (of 12 total)



The Bathurst Quay Neighbourhood needs to become a stronger public space promoting gathering, meeting, and welcoming to the City for surrounding residents and the 2.7 million annual passengers at Billy Bishop Toronto City Airport.

Eireann Quay		WBIA Role
ⓘ	Provide feedback and recommendations on plan design & programming presented by City and the Waterfront Secretariat	Advise
Enhanced Gathering Place: “Multi-Modal Gateway” (Bathurst & Queens Quay)		WBIA Role
	Provide distinct programming at identified gathering place, e.g., Ice Breakers/seasonal art installation, pop-up bike-structure/commercial space, gateway marker to the Waterfront	Program

2. Garden-on-the-Lake – Select Tactics (of 11 total)



The Garden-on-the-Lake District is a link between a stable neighbourhood and transportation gateway, and a more active marine Market District. As such, it needs to balance passive “Muskoka”-like spaces with more animated urban experiences.

Toronto Music Garden		WBIA Role
	Work with Waterfront stakeholders and City to program the Music Garden with a combination of events throughout the coming summer season (daily, weekly, monthly)	Facilitate & Program
Enhanced Gathering Place: “Bentway Off-Shoot” (along Spadina Ave.)		WBIA Role
	Provide distinct programming that responds to the future Bentway and draws pedestrians into the District: e.g., Ice Breakers/seasonal arts installation, continuation of Bentway theming, seating, sidewalk painting	Program

Executive Summary (cont'd)

Immediate

Select Immediate & Priority Tactics (cont'd)

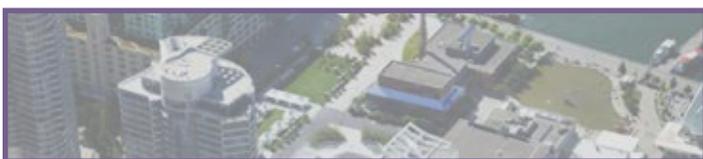
3. Market District – Select Tactics (of 13 total)



The Market District is emerging as a new artisanal destination. As it evolves, this identity should spread throughout the entire area, as well as evolve to be a year-round draw for makers, creators, and customers seeking out their work.

Peter Street Basin		WBIA Role
Pursue current activation plans for Basin, focusing on uses such as increased fish habitat, floating garden, and public engagement		Facilitate & Program
HTO Park (West & East)		WBIA Role
Continue to program Artisan Market in HTO Park during the summer, while looking to expand use of the dock wall for further market animation		Program
318 Queens Quay		WBIA Role
ⓘ	Provide meaningful input into the City consultation process to shape the vision of the new public space (see programming and case studies on page 96) as well as keep City informed of waterfront stakeholders' viewpoints	Advocate & Advise
Pier 4 North Building		WBIA Role
ⓘ	Work in whatever capacity possible with Harbourfront Centre on adaptive reuse of the Pier 4 North building (see p. 97 for potential market gap/potential reuse of the building)	Facilitate
Enhanced Gathering Place: "The Plaza" (in front of Pier 4 North Building)		WBIA Role
Provide distinct programming that draws Queens Quay pedestrians into any future adaptive re-use of the current Pier 4 North building (ideally supporting the programming of HTO Park)		Program

4. Culture District – Select Tactics (of 11 total)



This district should retain and enhance its existing character. This could include efforts to focus its energy into the existing public spaces and onto the street boulevard on a larger scale, and to new uses and programs that attract new visitors.

Harbourfront Centre		WBIA Role
Work alongside HC to activate Queens Quay along HC frontage and dock wall (programming, animation and re-orientation where possible)		Facilitate & Program
Queens Quay Terminal Building		WBIA Role
Encourage Brookfield, in future, to require tenants to have "active" frontages by having permeable glazing at ground level		Advocate & Facilitate
Enhanced Gathering Place: "The Meeting Spot" (in front of Harbour Tours building)		WBIA Role
Provide distinct programming and way-finding elements that draw pedestrians and informs them of the location and walking distances of key waterfront attractions (e.g., the Ferry Terminal, Harbourfront Centre, HTO Park)		Program

5. Ferry Terminal District – Select Tactics (of 10 total)



As a gateway to the Toronto Islands, the Central Waterfront to the west, and East Bayfront to the east, the Ferry Terminal District should become the central point on which the rest of the waterfront turns.

Jack Layton Ferry Terminal	WBIA Role
Work with City, Waterfront stakeholders & Westin to increase signage & way-finding to Ferry Terminal	Facilitate
Remain engaged and involved in ongoing Ferry Terminal design review and implementation process (supplying meaningful feedback where possible)	Advise

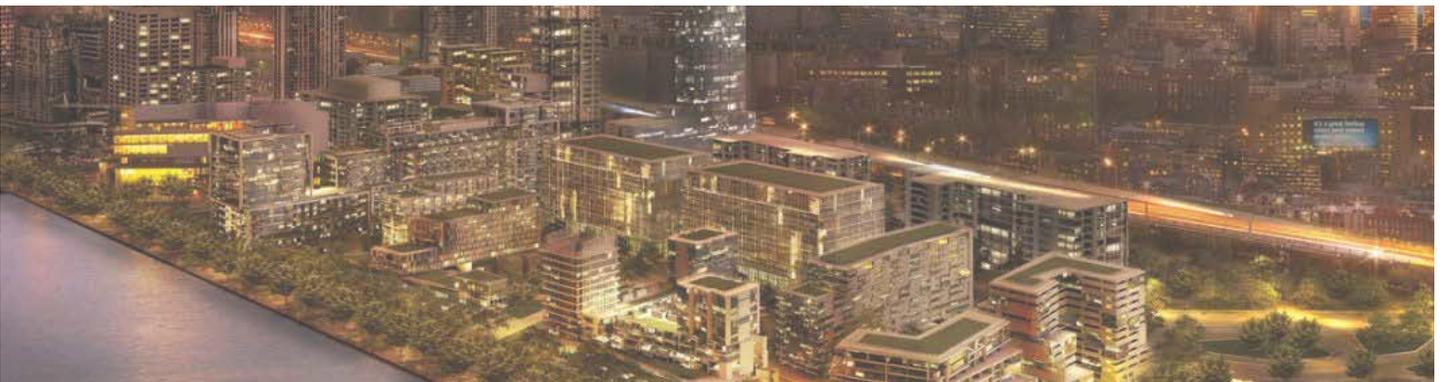
6. The Islands (not pictured on key map) – Select Tactic (of 5 total)



The Islands remain the jewel of Toronto – the place where residents go to escape the City. Given their size and scale, the Islands need to responsibly evolve into a year-round place, that does not upset the current balance of nature and passivity.

Island-Wide Opportunities & Tactics	WBIA Role
In concert with Island residents and waterfront stakeholders, advocate for the City to ensure that forthcoming planning initiatives have an economic development and cultural planning component to them	Advocate

Evolution of This Strategic Framework & Tactical Plan



It is important to recognize that this Strategic Framework & Tactical Plan is best thought of as a living document for the WBIA. While the recommended strategies and tactics will help the WBIA achieve its stated goals, as market conditions evolve and as tactics are implemented, it is essential that the WBIA (and other waterfront stakeholders) revisit this framework, updating it where appropriate, to capture what is necessary and essential to capitalize on past work and push the WBIA forward to greater heights of success.



A photograph of a man wearing a red helmet and a patterned shirt riding a bicycle on a city street. He is positioned in a dedicated bike lane marked with a blue and green double line. The street is lined with modern, multi-story apartment buildings. In the background, there are cars, a motorcycle, and pedestrians. The scene is bright and sunny, with shadows cast on the pavement. A blue banner with the word "Introduction" is overlaid on the right side of the image.

Introduction

Mandate & WBIA Overview

LWLP's Mandate

This Strategic Framework & Tactical Plan is the culmination of a 5-month process undertaken by LiveWorkLearnPlay (LWLP) between February and June 2017 in collaboration with The Waterfront Business Improvement Area (WBIA). This report provides an overview assessment – from a real estate, planning & economic development perspective – of the WBIA's challenges and opportunities*, as well as a strategic framework incorporating implementable tactics to guide future WBIA initiatives in its role as “the voice of the Waterfront's business community”.



**For the purposes of this report, the term “WBIA” refers to the study area comprised of the WBIA's boundaries as well as the WBIA organization itself. The term “Central Waterfront” refers to the area from a geographic, non-boundaried perspective, and the term “Waterfront” refers to the broader waterfront area which includes East Bayfront and the Port Lands.*

WBIA Background

Established in 2004, The WBIA serves as “the voice of the Waterfront's business community” within its boundaries. Given this mandate, the WBIA is dedicated to promoting and enhancing the economic and cultural vitality of the Waterfront area, which currently welcomes approximately 17 million total visits annually (number includes repeat visits).

As this report provides a framework comprised of core strategies and implementable tactics to guide the WBIA regarding its future priorities and roles, it is important to note the WBIA's current strategic objectives:

1. **Enhance the street experience to reflect the Waterfront's regional stature**
2. **Connect uses, people and public spaces to build the Waterfront as a cohesive and supportive community**
3. **Collaborate with partners to acquire and retain a vibrant mix of retail that encourages lingering by locals and tourists alike**
4. **Attract more people to the Waterfront area by presenting year-round programming and activations**
5. **Implement evidence-based decision-making as part of best-practice Board governance**

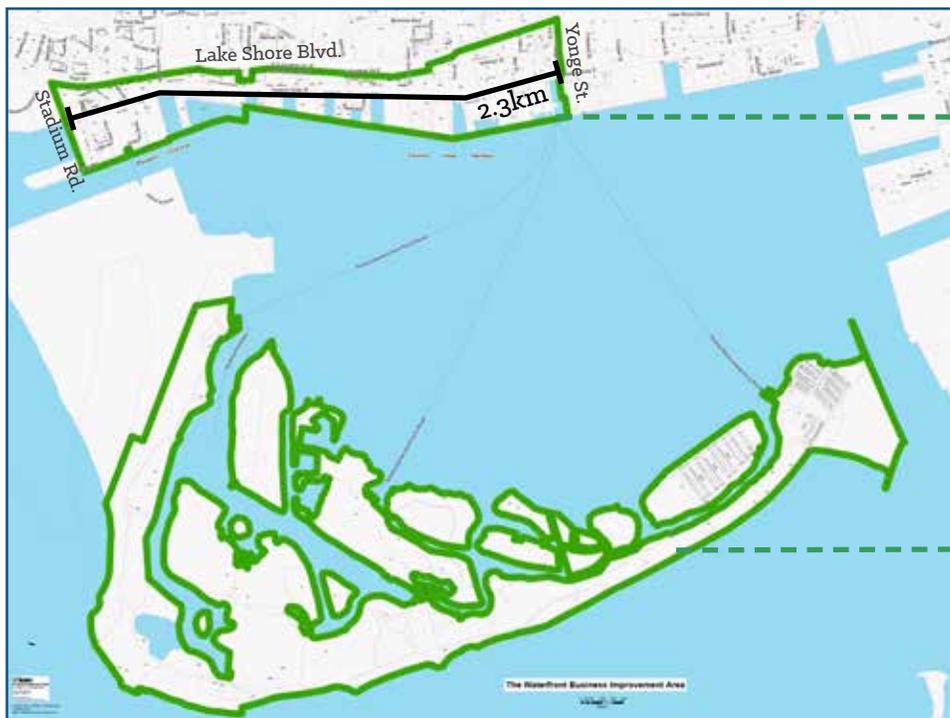
The Evolving Role of Business Improvement Areas (BIAs) in Ontario

Underpinning this Strategic Framework & Tactical Plan is the ongoing conversation and uncertainty among BIAs throughout Ontario regarding their evolution and expected future role in their respective communities. While this subject will be explored in greater detail in the “BIA-Wide Strategy & Tactics” section of this report, it is important to note that this has been an important consideration of the WBIA since the outset of LWLP's mandate.

WBIA Boundaries

Like all BIAs in Ontario, the WBIA is an organization that operates within geographic boundaries set through a controlled process that has members of the business area vote on the formation of a BIA and via ratification by City Council. The WBIA's boundaries were expanded in 2016 to include a greater portion of the Bathurst Quay Neighbourhood to the west (to Stadium Road), and the businesses south of Lake Shore Boulevard to the west of Yonge Street, as well as the entirety of the Toronto Islands, excluding the Island side of Billy Bishop Toronto City Airport.

As a result, the current boundaries of Stadium Road to the west, Lake Shore Boulevard to the north, Yonge Street to the east, and the Islands make the WBIA a very substantial geographic area (perhaps even the largest BIA in Ontario)*, which presents unique challenges and opportunities from a place-making and economic development perspective.



*WBIA Total Area including the Toronto Islands: ~763 Acres

Mandate Background

Stemming from the creation of a Toronto Waterfront Revitalization Corporation in 2001 (now known as Waterfront Toronto) and the guiding Central Waterfront Secondary Plan (2003), significant public investments have been made into public infrastructure improvements in the Waterfront over the past two decades.

- **\$128.9 million** to streetscape improvements, including additions to waterfront trail, rebuilt streetcar right-of-way and stations, expanded pedestrian promenade, new streetscape benches and trees, reduced and modified vehicle lanes
- **\$278 million** to parks and open spaces

However, despite this significant and long-term level of past investment, there remains today a significant – still untapped – economic potential within the area. While the Central Waterfront area is one of the most trafficked tourist destinations in the City of Toronto (possibly second only to the Eaton Centre), much of its visitation, and resulting economic activity, is seasonal in nature, and limited in terms of the way that even existing visitation is leveraged relative to its economic potential. As the WBIA explained at the start of this mandate, during the fall, winter and early-spring months, the Waterfront area is seen as a very passive and inactive place – a reputation that has a spin-off impact on the success and vibrancy of street-front retail and cultural experiences.

Goals & Methodology

WBIA Goals

As a result of this untapped economy, the WBIA was clear that (1) transforming the existing Central Waterfront area into a city-wide destination that generates greater year-round economic activity and footfall, and (2) working to evolve Toronto from a “city with a Waterfront” into a globally-competitive, “Waterfront City”, are the two main goals that this Strategic Framework and Tactical Plan must address.



Strategic Goal 1

Drive increased footfall, visitation and overall economic activity within the WBIA boundaries year-round creating a thriving and attractive city destination



Strategic Goal 2

Help to evolve Toronto from being a “city with a waterfront” into a globally competitive “Waterfront City”



This report, informed by LWLP’s real estate development and place-making experience, and by frequent conversations with key WBIA and Waterfront stakeholders, aims to set a plan to accomplish these two goals, while in the process addressing the physical and organizational challenges and untapped opportunities that exist in the area today. By providing a coherent framework for coordinating efforts and aligning multiple interests in the area, this document should be interpreted and actively used as a tool, or “playbook”, to inform and direct future WBIA and Waterfront stakeholders’ collective decision-making, spending and areas of focus.

LWLP Process

Project Timeline

The project was conducted according to the timeline and milestones illustrated below.



Data & Resources

LWLP drew upon the following key resources in the development of this Strategic Framework & Tactical Plan:

Baseline Information & Data



- Background research, statistics and information gathered from various sources that were supplied to LWLP by the WBIA (e.g., results from a previous demographic study conducted for the WBIA)
- Municipal, provincial, and federal policy and planning framework documents related to the development of Toronto's Waterfront (e.g., the plans and policies discussed in the next section)
- Reports & plans relating to work-in-progress initiatives in the Waterfront area and immediate surroundings (e.g., plan-in-progress for the Bathurst Quay Public Realm)
- Revised real estate and demographic data based on the most up-to-date market information (e.g., the statistics presented in the Market Context section)

Ongoing Stakeholder Engagement*



- Routine bi-weekly touch-points as well as consistent communication throughout the mandate with the WBIA Executive Director and Chair of the Board
- Two milestone presentations of analysis and findings to the WBIA Board (interim and final)
- In-depth 45-minute interviews with WBIA staff and the entire WBIA Board, comprised of a wide-range of Waterfront area business owners and operators
- In-depth 1-hour interviews with key Waterfront stakeholders not part of the WBIA Board, but were identified as having a vested interest in the successful evolution of the Central Waterfront given their status, affiliation, or impact
- In-depth interviews with key political leaders at the municipal, provincial, and federal levels whose district geographies or mandates coincide with the WBIA

Professional Experience & Best Practices



- LWLP's experience and expertise in real estate development and in delivering great, timeless places informed a large part of the analysis and ensuing recommendations
- Local, national, and international best practices and case studies underpin many of the strategic and tactical recommendations put forth in this report

Guided Site Tours & Routine Area Visits



- Guided tours of several key properties within the WBIA that were led by property managers, tenants, and operators
- Routine visits to the WBIA over the course of three seasons (late winter, early spring and early summer), at all times of day to observe how the district functions and how its users behave

*See Appendix A for a full list of stakeholder interviews conducted.





Policy & Planning Context

Overview of Waterfront Organizations & Mandates

Given the attention and investment that Toronto's Waterfront has received over the past two decades, and the fact that the Waterfront is a centre for various commercial, tourism, transportation, and cultural uses, the wide geographic area of the WBIA falls within the purview of several important organizations with varying mandates. For the WBIA to effectively implement the elements of this Strategic Framework & Tactical Plan, it is paramount to understand the current mandates and priorities of these key Waterfront organizations, as they will all need to work cooperatively to achieve meaningful results that benefit the entire area and all stakeholders.

Waterfront Toronto (WT)



Created in 2001 by the governments of Canada, Ontario and the City of Toronto, Waterfront Toronto (WT) is mandated to deliver a revitalized Waterfront area. WT brings together innovative approaches in sustainable development, urban design, real estate development, and advanced technology infrastructure.

Specifically, WT has a 25-year mandate to transform approximately 2,000 acres of brownfield lands on the Waterfront into sustainable mixed-use communities, 40,000 residential units, 10 million SF (square feet) of employment space and 700 acres of parks and public spaces. Its primary objective is to leverage its investment into public infrastructure to deliver key economic and social benefits that enable Toronto to compete aggressively with other top tier global cities for investment, jobs and people. To accomplish this, WT has leveraged an initial \$1.5 billion tri-government investment (which is projected to be spent by 2022) to generate a total of \$30 billion of public and private spending.

In 2017, WT received \$1.25 billion of new additional funding required to deliver flood protection and new development initiatives for the Toronto Port Lands. Future funding for additional Waterfront transit, land servicing and public realm enhancements has yet to be secured.

Harbourfront Centre



Harbourfront Centre is a not-for-profit cultural organization that creates events and activities that seek to enliven, educate and entertain a diverse public. Its mission is to nurture the growth of new cultural expression, stimulate Canadian and international interchange and provide a dynamic, accessible environment for the public to experience the marvels of the creative imagination.

Harbourfront Centre's 10-acre site on the Waterfront attracts millions of visitors each year to its more than 4,000 annual events, which are offered at reasonable prices or completely free of charge, while still generating revenues from retailers and others who support two thirds of its operating budget, the remainder covered by government grants and contributions.

Toronto Region Conservation Authority (TRCA)



One of 36 Conservation Authorities in Ontario, the TRCA works with municipalities, the Province and other stakeholders, to fulfill its mandate to look after the 9 watersheds of the Toronto region and its Lake Ontario Waterfront, and help people understand, enjoy and look after the natural environment. As a commenting body, the TRCA has the ability to require specific actions before permits may be issued, and does so by reviewing all new development applications and projects that would impact the watersheds. The TRCA's vision is for Toronto to become "The Living City", where human settlement can flourish forever as part of nature's beauty and diversity. As such, it follows the guiding principles of "collaboration" (enthusiastically seeking out and engaging in partnerships with municipalities, organizations and individuals), "evidence-based initiatives" (following protocols and making decisions defined and guided by scientific research and evidence), and "on-the-ground" work (with its staff committed to carrying out the concrete, in-the-field work of conservation).

PortsToronto



PortsToronto is a federal government enterprise that owns and operates Billy Bishop Toronto City Airport, Marine Terminals 51 and 52 within the Port of Toronto, the Outer Harbour Marina and various properties along Toronto's Waterfront (including the Toronto Harbour Commission site at 30 Bay/60 Harbour St). It is responsible for the safety and efficiency of marine navigation in Toronto Harbour; exercises regulatory control and performs public works services for the area; works with partner organizations to keep the Harbour clean; issues permits to recreational boaters; and manages the Leslie Street Spit site.

PortsToronto's mission is to effectively manage these operations on a self-sustaining basis, without funding from taxpayers, reinvesting surpluses into transportation infrastructure, marine safety, environmental protection and community programming, thereby playing an important city-building role in the economic growth and sustainable future of Toronto. As such, the organization has invested more than \$9 million since 2009 in charitable initiatives and environmental programs that benefit communities and organizations along Toronto's Waterfront and beyond.

City of Toronto



The Waterfront Secretariat

The Waterfront Secretariat is the City of Toronto agency that oversees the City's portion of the initial investment (\$500 million) into Waterfront revitalization and works with Waterfront Toronto, federal, provincial and other partners to ensure that the right structures, support and agreements are in place to drive Waterfront revitalization forward.

In its work, the Secretariat is guided by the Council-approved *Central Waterfront Secondary Plan*. It is also guided by the tri-government Waterfront Revitalization Long-Term Funding Plan, which sets out the funding for all Waterfront projects. On occasion, Toronto's Waterfront Secretariat also undertakes its own public consultations on projects outside the Designated Waterfront Area, such as the ongoing Bathurst Quay Community Plan currently before City Council.

Economic Development & Culture

The Economic Development & Culture division within the City of Toronto is mandated to make Toronto "a place where business and culture thrive". It aims to contribute to the growth of Toronto's economy by fostering employment and investment opportunities and encouraging Toronto's cultural vibrancy through more, and enhanced, cultural expressions and experiences. To do this, the Economic Development & Culture Division routinely engages local community partners in the planning and development of the City's economic and cultural resources – including Toronto's rich network of BIAs.

Current Waterfront Planning Framework

Guiding much of the work and mandates that the major Waterfront organizations are carrying out, are various supporting municipal planning documents that have guided how new development on the Waterfront has been implemented. As these documents form the policy and regulatory-led planning regime of the area, their overlapping visions and structures were important for LWLP to understand. A summary of these plans is provided below.

Central Waterfront Secondary Plan (2003)

A multi-decade plan focused on making improvements along all 46 km of the Waterfront, from Etobicoke to Scarborough Bluffs/Port Union, the *Central Waterfront Secondary Plan* can be interpreted as **the foundational plan** to the entire WBIAs past, current and ongoing regeneration efforts.

“The Central Waterfront can become a focal point for realizing many of our civic aspirations: new economic growth and jobs; diverse and dynamic new communities for people of all means, ages, and abilities; prominent cultural institutions; green, clean and interesting public spaces; and special places to have fun and create new memories.”

A key aspect of the plan is the importance of a collaborative organizational structure between the regeneration agency (Waterfront Toronto), levels of government and local stakeholders.

“A critical success factor in other major cities [in waterfront regeneration] has been a clear understanding of the respective roles and working relationships of the development corporation and city council. Without exception, all highly regarded waterfront revitalization endeavours throughout the world have been accomplished when the elected council and the development corporation maintained a solid partnership. Where this partnership did not exist, waterfront renewal has failed. Toronto must pay attention to this convincing evidence.”

As it is the foundational Waterfront regeneration plan, the *Central Waterfront Secondary Plan* establishes the core Waterfront policy framework centred on four core principles within which the “Big Moves” for current Waterfront regeneration will happen.

4 Core Principles

1. Removing Barriers/Making Connections
2. Building a Network of Spectacular Waterfront Parks and Public Spaces
3. Promoting a Clean and Green Environment
4. Creating Dynamic and Diverse New Communities

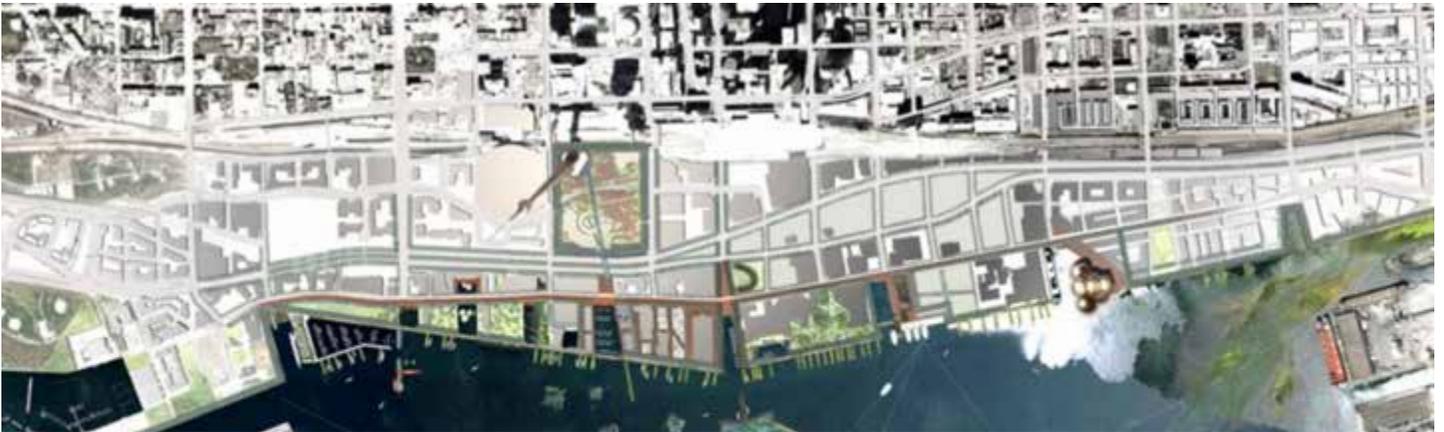


Central Waterfront Master Plan (2006)

This comprehensive design plan from Waterfront Toronto is considered to be a precursor, and appendix, to the policy plan of the Central Waterfront Secondary Plan. As such, much of the design direction contained within it has been built-out or is well underway. The plan includes three key design directions:

1. The creation of a continuous water's edge promenade and boardwalk (completed)
2. The transformation of Queens Quay into an iconic boulevard with innovative Wave Decks at the heads of key slips (near-completion)
3. In-water elements such as finger piers and aquatic habitat (completed, but more anticipated)

Beyond these three key design directions, the plan also envisioned a new mixed-use cultural village for York Quay (where Harbourfront Centre is located) with two new public squares: Canada Square and Ontario Square (both completed).



East Bayfront Precinct Plan (2005)

The vision for the East Bayfront precinct is for a new urban Waterfront community, accommodating a mixture of uses and a range of urban built form that becomes a place of design excellence, offers high levels of sustainability, and strong relationships to the water's edge.

As directed by this plan, the existing main north-south streets of Jarvis St., Sherbourne St., and Parliament St. will terminate in the East Bayfront neighbourhood at three special places. Jarvis and Parliament Streets will terminate at revitalized public spaces on the existing slips and Sherbourne St. will be extended south of Queens Quay, framing a new Waterfront park. Queens Quay itself will be transformed into a landscaped, urban boulevard hosting all modes of transportation, including a future LRT, and bicycle lanes, alongside the commercial spine for the community. A vibrant and beautified public promenade along the water's edge, defined as a clear destination in its own right, will link the three Waterfront public spaces and provide the opportunity for the community and public to access and experience the lake.

East Bayfront Master Plan

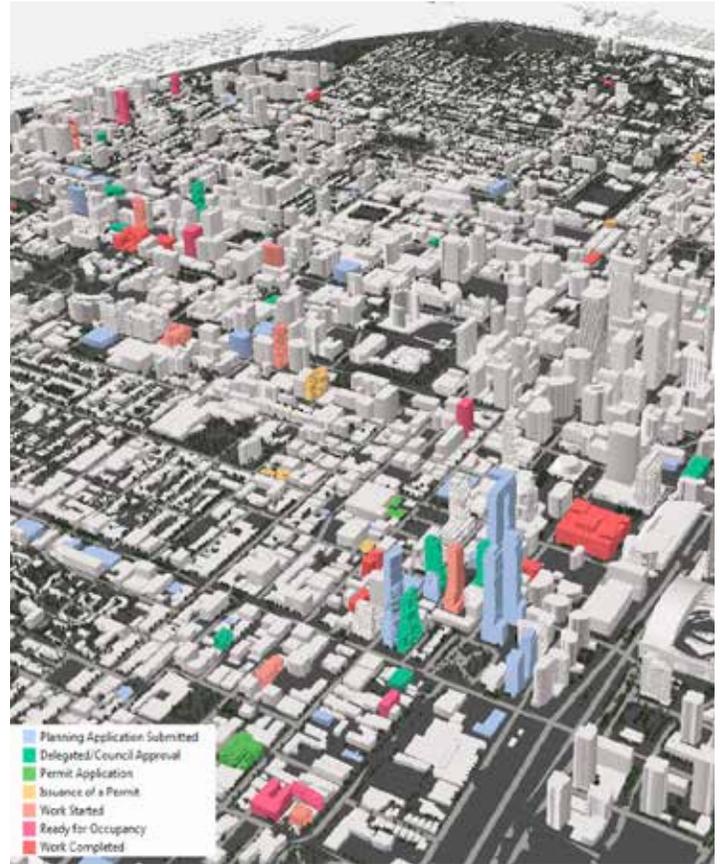


Current Waterfront Planning Framework (cont'd)

TOCore Study (ongoing)

TOCore is an in-progress, City Planning division-led initiative by the City of Toronto to prepare a Secondary Plan for Toronto's Downtown core, alongside a series of 6 infrastructure-related strategies or assessments. While it focuses on the downtown core, the TOCore Study is a comprehensive and integrated look at where Toronto is anticipated to grow (the downtown) and its relationship to the city and region around it (the waterfront).

The Study follows these guiding principles: promoting liveability, connectivity, prosperity, resiliency, and responsibility.



City of Toronto Official Plan (2013)

The guiding policy document for all planning and development in the entire City, the Official Plan is intended to ensure that the City of Toronto evolves, improves and realizes its full potential in important areas such as transit, land use development, and the environment.

The Official Plan specifies that the City's future growth is to be directed in 3 specific areas in keeping with the City's current urban structure: Urban Centres, Avenues, and the Downtown Core and Central Waterfront. Specifically, within the WBI's boundaries, the majority of the southern portion of Queens Quay is designated for Park use, and the northern portion is mainly designated for Mixed-Use – shaping where new development is anticipated to occur and where it is not.



Making Space for Culture Report (2014)

In order to help guide future potential investment when opportunities arise, Toronto Cultural Services (a group within the Economic Development and Culture Division) conducted a ward-by-ward consultation and planning process to determine local priorities and investment areas for cultural services. Within Ward 20 (of which the WBIA is primarily a part), the report identifies that:

1. There is a high concentration of cultural facilities dominated by professional or established arts institutions including the AGO, TIFF Lightbox, OCAD, Factory Theatre, Theatre Passe Muraille, and 401 Richmond, supported by a vibrant network of local businesses.
2. There is a lack of affordable studio and rehearsal space in the ward, and that rental spaces need to be created out of existing infrastructure such as vacant Victorian houses or other underused buildings for cultural organizations and artists.
3. Community performing arts and musical groups are challenged to find performance space within the ward – existing theatre spaces and auditoria are frequently booked by festivals and higher-profile organizations.
4. Ward 20 is divided in terms of income level and language; more consideration must be given to obtain the perspectives of these various communities in terms of their cultural space needs, and more space should be carved out for less formal cultural production.
5. The report also identifies certain short- and long-term needs relating to cultural space projects.
 - **Short Term:** An immediate priority is to improve the physical accessibility of all existing cultural facilities in the ward to Access of Ontarians with Disabilities Act standards. Many spaces central to Toronto's theatre community are located in the ward and are in need of maintenance – addressing these facility needs at Factory Theatre and Theatre Passe Muraille would make an immediate difference.
 - **Long Term:** A concerted effort between the Councillor's office, BIAs and arts organizations could result in the more efficient use of existing facilities within Ward 20, primarily for studio and rehearsal purposes. Available office spaces, temporary storefront or vacant houses could be used as administrative or box-office space as well. This arrangement should be available to a range of cultural organizations – from small, emerging groups to more established artists or collectives.



Where We Are & Where We Are Going

Policy & Planning - Where We Are Now in the Central Waterfront

As a result of the work of the attention, investment and development of the Waterfront since the inception of the *Central Waterfront Secondary Plan* and the formation of Waterfront Toronto, Toronto's Central Waterfront has experienced a significant revitalization from a public realm perspective. The \$128 Million cost for the revitalization of Queens Quay, specifically, has dramatically transformed Toronto's Waterfront in a number of important infrastructural ways, notably in terms of transit and public space. However, as will be discussed in the next chapter of this report, the WBIA still faces a number of challenges that, if mitigated, will see to the enhancement of the waterfront, and evolve the area from being one that offers great, though often passive, experiences during the summer months, to an active year-round destination for the entire city.

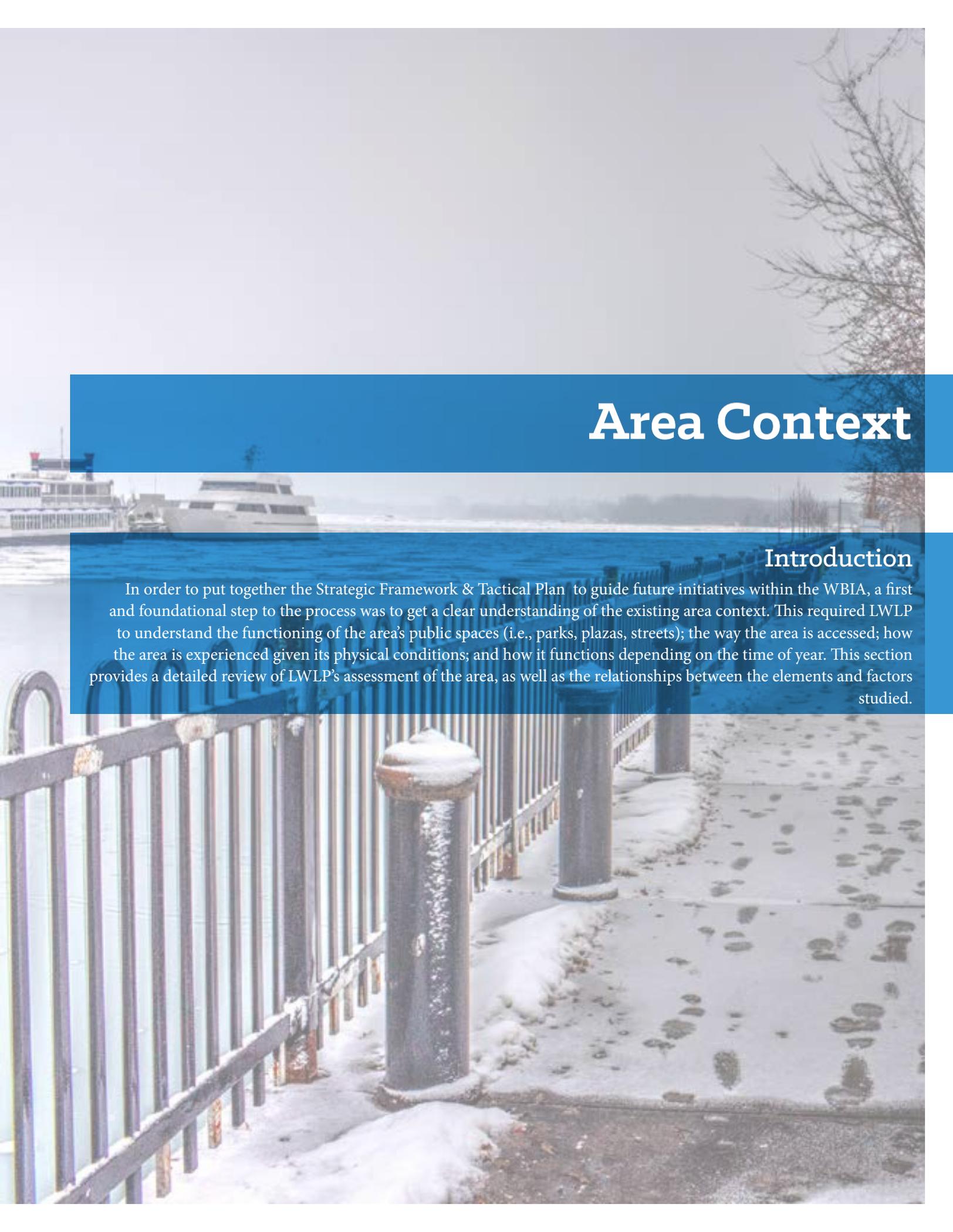


Queens Quay: Before & After

Policy & Planning - Focus Shifting Eastward?

As major projects outlined in the above plans have been put in motion or completed, the WBIA and other groups that LWLP spoke to during its mandate have expressed concern over the fact that the agencies responsible for the Waterfront's development (i.e., the City of Toronto and Waterfront Toronto) seem to have significantly shifted their focus and attention to the eastern portions of the Waterfront (East Bayfront and the Port Lands). This perceived shift in focus is partly what prompted the WBIA to initiate a strategic planning exercise, given that there are still crucial pieces necessary to meaningfully realize the Central Waterfront vision, such as programming sections of the Central Waterfront, and ensuring that remaining opportunity sites are responsibly programmed and developed in a manner that helps achieve the goals and vision.





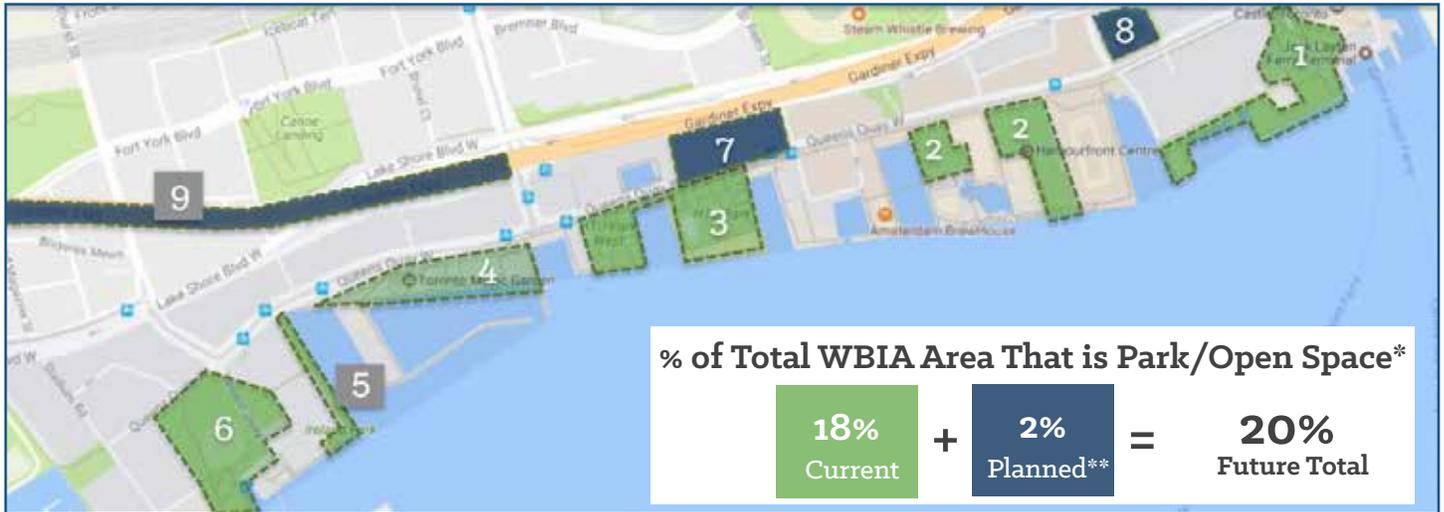
Area Context

Introduction

In order to put together the Strategic Framework & Tactical Plan to guide future initiatives within the WBIA, a first and foundational step to the process was to get a clear understanding of the existing area context. This required LWLP to understand the functioning of the area's public spaces (i.e., parks, plazas, streets); the way the area is accessed; how the area is experienced given its physical conditions; and how it functions depending on the time of year. This section provides a detailed review of LWLP's assessment of the area, as well as the relationships between the elements and factors studied.

Parks & Open Spaces

A significant portion of the WBIA is comprised of park and open space, which is a valuable asset when compared to other densely populated areas of the city. Much of this space was created as a result of the approximate \$278 million investment specifically into Waterfront park space regeneration, as part of Waterfront Toronto’s “lead with the landscape” approach to the area’s transformation. As such, each new public space was approached as an individual landscape project meant to differentiate it from the rest, and provide visitors with a unique experience as they move along the Central Waterfront. While this was successful for the most part, the public spaces were ultimately approached as upgraded park spaces and are, for the most part, relatively passive spaces that visitors typically pass through.



*Excludes the Islands
**Excludes the Bentway

Current Parks & Open Spaces



1. Harbour Square Park

Size: 5.9 acres

Description: Receded from Queens Quay behind the Westin Hotel, and adjacent to the Ferry Terminal, Harbour Square Park is a passive open space that often functions as a waiting area for people waiting for the ferry.



2. Harbourfront Centre (Open Spaces)

Size: 6 acres

Description: In addition to certain exterior cultural and recreational amenities like the Concert Stage and Natrel Pond, Harbourfront Centre has a handful of more traditional open spaces, including the Ann Tindal Park, Ontario Square, Canada Square, and Exhibition Common. These spaces are programmed at different times of the year, though mainly concentrated around the summer months.



3. HTO Park (East & West)

Size: 6 acres

Description: One of the Waterfront’s more active parks, the two HTO Parks are mainly programmed during the summer months, leveraging their beautified landscape for events such as the Waterfront Artisans Market, and the Redpath Waterfront Festival. The park was built on the former location of Maple Leaf Mills and Silos, which were demolished with the decline of the harbour’s industrial activity in the early 1980s.



4. Toronto Music Garden

Size: 4.7 acres

Description: Hosts free music concerts twice a week during summer months as part of Harbourfront Centre’s “Summer Music in the Garden” program. The park was designed by famed cellist Yo-Yo Ma (in collaboration with landscape architects) to evoke the musical movements of Bach’s First Suite for Unaccompanied Cello.



5. Ireland Park

Size: 1.8 acres

Description: Very passive, secluded park that pays tribute to Toronto’s early Irish immigrants who fled the potato famine.



6. Little Norway Park

Size: 5 acres

Description: Passive, community-oriented park that has a softball diamond. The name commemorates the training base of the same name, used by the Norwegian Air Force during World War II that once existed on the site.

Planned Parks & Open Spaces



7. 318 Queens Quay

Size: 2.3 acres

Description: Granted to the City of Toronto from the Federal Government in 1997, this site is currently leased as a public parking lot for Harbourfront Centre. The site is currently undergoing a public consultation process for its conversion into an active, year-round public space.



8. York-Bay-Yonge Ramp Park

Size: 1.9 acres

Description: The closure, demolition and rearrangement of the Gardiner Expressway off-ramp system in this area will give way to a new City park, expected to be completed in 2018.



9. The Bentway (outside WBIA Boundaries)

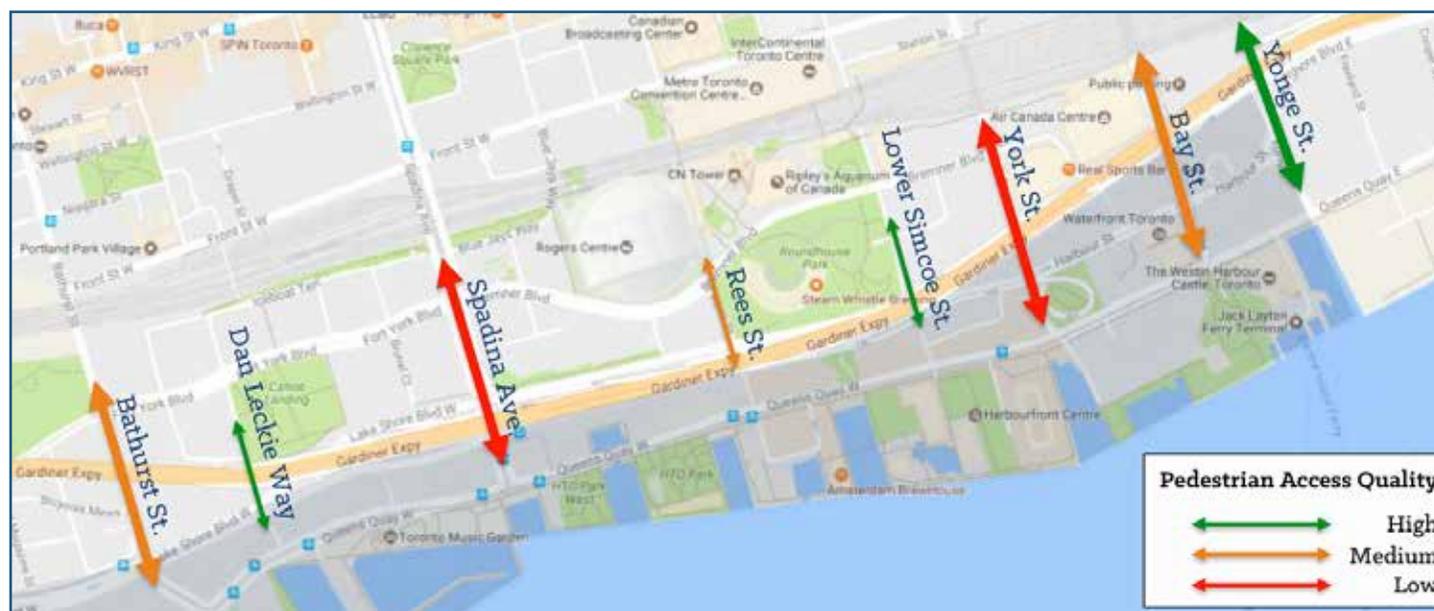
Size: 1.75km linear park

Description: Initiated by a private \$25 million donation to fund a transformation of the space under the Gardiner Expressway, this significant linear park’s creation is overseen by Waterfront Toronto, with expected completion in the spring of 2018. Named after the columns and beams (“bents”) that characteristically dominate the underside of the expressway, the project envisions a unique, highly flexible, multi-use series of spaces that will knit together the destinations and neighbourhoods along its route and create performance and programming space for surrounding communities. Once constructed, the park’s maintenance, operation and programming will be overseen by the not-for-profit Bentway conservancy.

Accessing the WBIA

Quality of access into the WBIA varies by mode of transportation, and can be a determining factor for visitation to the area.

Pedestrian Access



Pedestrian entry from the downtown core into the WBIA is made via the major roads identified above. As indicated by the analysis of pedestrian access quality, these roads vary in terms of overall pedestrian experience. On roads with the highest pedestrian quality, pedestrians have clearly separated sidewalks on both sides of the street that are continuous all the way into and out of the WBIA. Crosswalks are also available on both sides of the streets and are clearly indicated. On roads with lowest pedestrian quality, various elements contribute to a poor overall pedestrian experience that can act as deterrents for people wanting to enter the WBIA (confirmed through qualitative interviews with stakeholders). These deterring elements include sidewalks being too narrow for large volumes of pedestrians during important seasonal events (causing overflow and potential conflicts with motor vehicles), crosswalks that are not clearly indicated to drivers (raising the likelihood of vehicle-pedestrian miscommunication), or streets where pedestrians are not legally permitted to walk on one side of the street – while not being properly indicated that this is the case (causing conflicts when pedestrians choose to cross regardless).



As a result of the inconsistent walking experience, making one's way into the WBIA from a pedestrian's perspective can be a challenging, uncomfortable experience that certain people interviewed for this report termed **“running the gauntlet”** (see p.55). For people who successfully undertake this challenge, they arrive in the Central Waterfront area more exhausted and stressed than they should be, which likely limits their desire to venture farther in the area than they otherwise would.

In order for the WBIA to become a year-round destination that generates greater local, regional, and touristic economic activity, north-south connections into the area must be improved.

Cycling & Transit Access



Cycling

The Martin Goodman Trail is considered a crowning jewel of the Waterfront revitalization in terms of active transportation infrastructure, and the *Central Waterfront Secondary Plan*'s goal of creating new connections to the city. This trail provides a relatively continuous biking experience along the length of Queens Quay within WBIA boundaries, connecting into the wider city's bike path network and allowing cyclists to traverse into the downtown core via Lower Simcoe and Bay Streets.

While there exist some issues relating to pedestrian-cyclist (conflicts given that the bike lane is for the most part at the same grade and not always signed or protected from the pedestrian promenade), as a flow-through corridor for cycle traffic, the trail functions well and is used frequently as both a leisure and commuter path. Approximately 600 bicyclists an hour use the trail during the summer peak periods. However, the current entrances into the WBIA on the Martin Goodman Trail do not indicate to the significant commuter population that they are entering into a defined space, nor does it encourage them to stop for any sort of unique experience. Both of these are opportunities that could be capitalized on in the future.



Transit

Transit penetration into the area is good, as transit access into the WBIA is made via three individual TTC streetcar lines (509 Exhibition to Union, 510 Spadina to Union, 511 Exhibition to Bathurst) which connect into the downtown core along Bathurst Street and Spadina Avenue, leading to Union Station and the Exhibition grounds. Moreover, a free shuttle bus service connects airport passengers from Billy Bishop Toronto City Airport to Union Station. Finally, the airport itself serves as a major transit hub moving approximately 2.7M visitors a year to destinations all over North America.



Experiencing the WBIA

As the Central Waterfront's main boulevard, Queens Quay is one of the centrepieces of Waterfront revitalization efforts to-date. It is a multi-modal street that accommodates a diversity of transportation modes, from walking and cycling, to streetcar and automobile traffic. This diversity in transportation modes is further complemented by a diversity in the built form fronting the promenade, with at-grade retail, residential, and office uses primarily on the north side, and cultural, civic, and open space uses primarily on the south. This collection of physical conditions, mainly as a result of the revitalization initiative, directly influences how people navigate between the north and south sides of Queens Quay, and the types of experience they may have when going east and west.

North-South Experiences

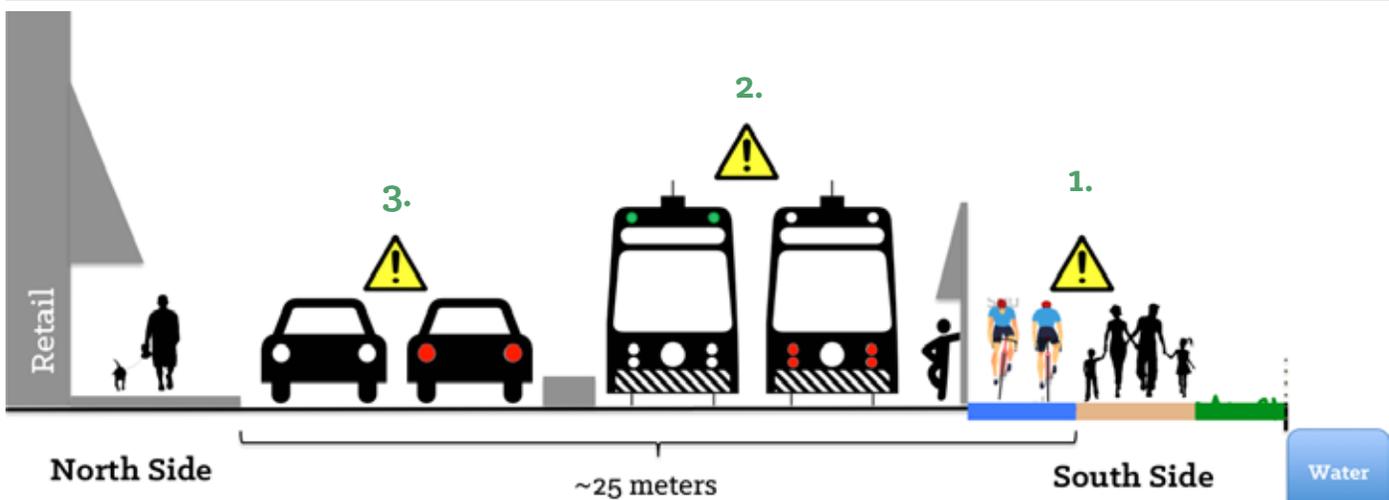
Growing Pains of a Complete Street

From an urban design perspective, Queens Quay's diversity of co-located uses and mobility options form many of the elements of a **“Complete Street”**, a conceptual type of street that is regarded as the pinnacle of good street design. However, while the benefits of complete streets cannot be denied, in practice their successful execution relies to a large extent on how the various elements interface with one another. On Queens Quay, this interface has been a major challenge for north-south connections. As shown by the street section below, the juxtaposition of several lanes of different types of traffic make it such that crossing the street as a pedestrian is not easy, if not outright impeded.



Queens Quay Street Section

For a pedestrian wishing to cross from the south side of the street to the north side, there are three main obstacles that inhibit easy mobility between the two sides of Queens Quay.



1. **At-grade, non-separated bike lane:** Despite the blue paint that is meant to draw attention to the bike path, this signalization feature is not enough to prevent all-too frequent near-misses or pedestrians getting clipped by cyclists who are in their right-of-way.
2. **Streetcar right-of-way:** Separating medians (for obvious safety reasons), severely constrain pedestrians' crossing options to designated crosswalks, which in some cases are few and far between (see next page), thus inhibiting people from crossing to the north side as much as the north side retailers would like.
3. **Car traffic:** another factor that limits pedestrian freedom to meander.

“Super-Blocks” Created by Limited Crosswalks



As shown in the map above, another condition that inhibits easy north-south pedestrian flow is the large distances between signalized crosswalks along certain sections of Queens Quay. With no easy way to cross in sight, and with significant barriers to attempting to cross the street at non-signalized locations, pedestrians must remain on one side of the street or the other. This also has important accessibility and equity considerations, as it has been mentioned that the visually-impaired have difficulty crossing these wider-than-normal streets because guide dogs have trouble navigating the many obstacles between the two street sides.



“No Crossing” Signs Along Long Stretches of Queens Quay

Optimal Retail Streets Allow Pedestrians to “Ping-Pong” Across

Given that the majority of the retail in the WBIA is on the north side of Queens Quay, it would benefit the area to make it as easy as possible for pedestrians to circulate between both sides of the street, in a “ping-pong” pattern that is typical of successful retail streets (which are typically 6-8 metres wide). However, the various lanes of different types of traffic, while great from a mobility standpoint, act as a deterrent to this desired user behaviour. The result is that Queens Quay is a bisected street that functions in practice more like two separate, one-sided streets.



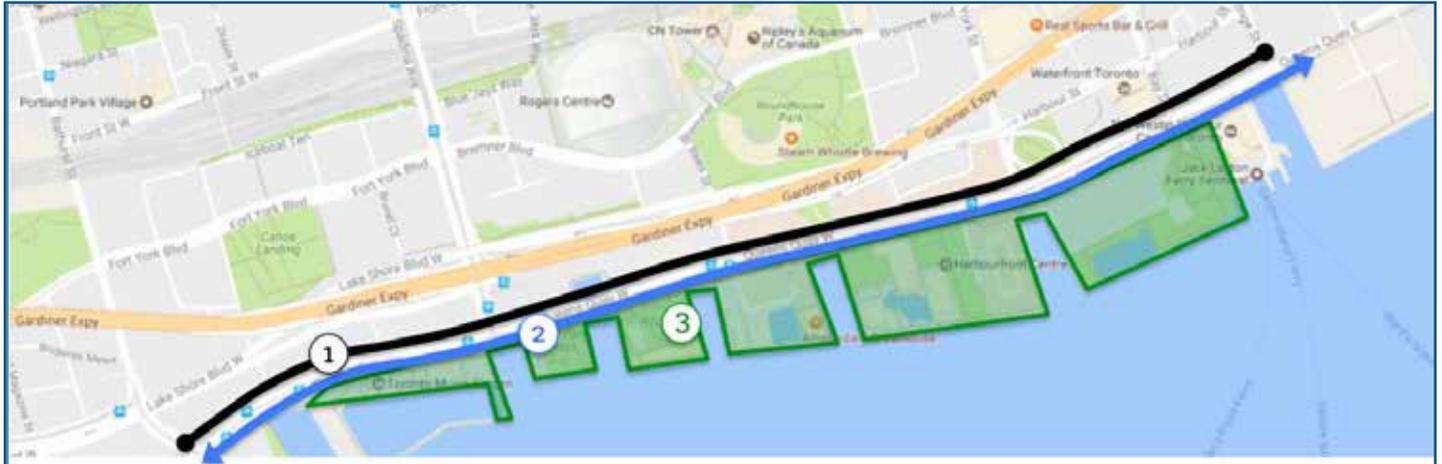
vs.



Experiencing the WBIA (cont'd)

East-West Experiences

The challenges associated with pedestrian north-south mobility and the current location of the various uses and transportation corridors within the WBIA contribute to the type of east-west experiences that users will have. LWLP has categorized these experiences into three types, which are described below.



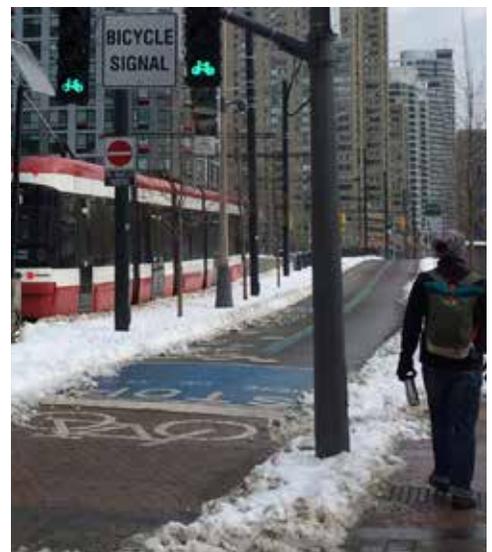
Experience 1: Weather-Protected East/West Retail Promenade

- On the north side of Queens Quay, much of the retail is hidden due to the architectural design of the residential buildings that house it
- Much of this retail is service-based, with the target market being the residential populations in the immediate area (covered in more detail in the next section of this report)
- As a result of these elements and retail offerings, walking along the north side of Queens Quay is a generally underwhelming experience that does not offer much in terms of uniqueness that would attract people outside of the immediate catchment of residents and workers



Experience 2: Central Multi-Modal Corridor

- In between the north and south sides of Queens Quay is the traffic thoroughfare that is used by car drivers, transit riders, and users of the multi-modal Martin Goodman Trail (e.g., cyclists, joggers, rollerbladers)
- These users experience the WBIA mainly as a pass-through area, given the lack of reasons to linger and easy places to stop on a routine basis
 - According to car users, parking in the area is not an easy task
 - For transit users, often-packed streetcars have their stops located on the south side of the street, thereby ushering any of the passengers who disembark onto the side of the street (that does not contain the majority of retail)
 - For cyclists, a lack of natural resting points, or attractions that catch the eye make it such that the Martin Goodman Trail is primarily used as a pass-through corridor



Experience 3: Meandering Through Projecting Public Spaces

- On the south side of Queens Quay, large, often passive parks are the dominant feature of the user experience for the majority of the year
- Users on this side of the street will typically meander through and between these park spaces for leisurely walks, following the path of least resistance
- Certain areas of this side of the street are more active than others – programming at Harbourfront Centre and the Jack Layton Ferry Terminal are the main contributors to activity at various points of the year



Summary

For pedestrians who have completed the unpleasant journey from the downtown core to get to the WBIA, the south side of the street that offers views of the water is their primary reward for having reached the area. With no attractive reason to get to the north side, and with limited ways to get there, the south side generates the most pedestrian traffic, to the detriment of north side retailers. Given the significant investment that has been made into this area in the recent past, major capital infrastructural changes are not possible in the foreseeable future. However, providing exciting year-round experiences that leverage the successful elements of the area today can enhance the user experience, and begin to evolve the WBIA into a city-wide destination – one that forms a core piece of Torontonians’ regular rotation of destinations – as well as an eventually-global destination waterfront.

Experiencing the WBIA (cont'd)

Seasonality of Activity

This sub-section presents two “heat-maps” of the main Central Waterfront events and activities for the current year of programming (2016-2017). This activity is categorized into three types: Event, Weekly, and Ongoing. Definitions of these types of activity are provided below.

As shown in the maps, the amount and frequency of activity in the Central Waterfront varies according to the time of year. Regardless of the time of year however, the constant is that most activity that happens in the WBIA is concentrated on the south side of Queens Quay, with much of it occurring around Harbourfront Centre.

Warmer Months: Vibrant

Activity in the WBIA is centred on the warmer spring and summer months, during which time the majority of Waterfront events, festivities, and water-based businesses occur and operate – these events occur throughout the week but have a focus on afternoon/evening and weekend times. During this time, areas that are passive for most of the year come to life with outdoor programming (with several key events organized by the WBIA and Harbourfront Centre), visitors to the Islands flood the Ferry Terminal, and Queens Quay comes alive with pedestrians and bicycle commuters. As shown below, much of the activity is concentrated around the Harbourfront Centre, creating a natural epicentre of activity, with the Ferry Terminal and HTO park being secondary active areas.



*See Appendix B for list of events and programs used in the map above.

Event

One-off occurrences that happen on one day or over a weekend



Examples:

- Redpath Waterfront Festival
- Nuit Blanche

Weekly

Events/activities that occur on a weekly basis, ranging from 1-2 times per week



Examples:

- Summer Music in the Garden
- Waterfront Artisan Market

Ongoing

Events/activities that generate consistent interest and activity in the WBIA



Examples:

- Cruise ship operations
- Centreville Amusement Park programming

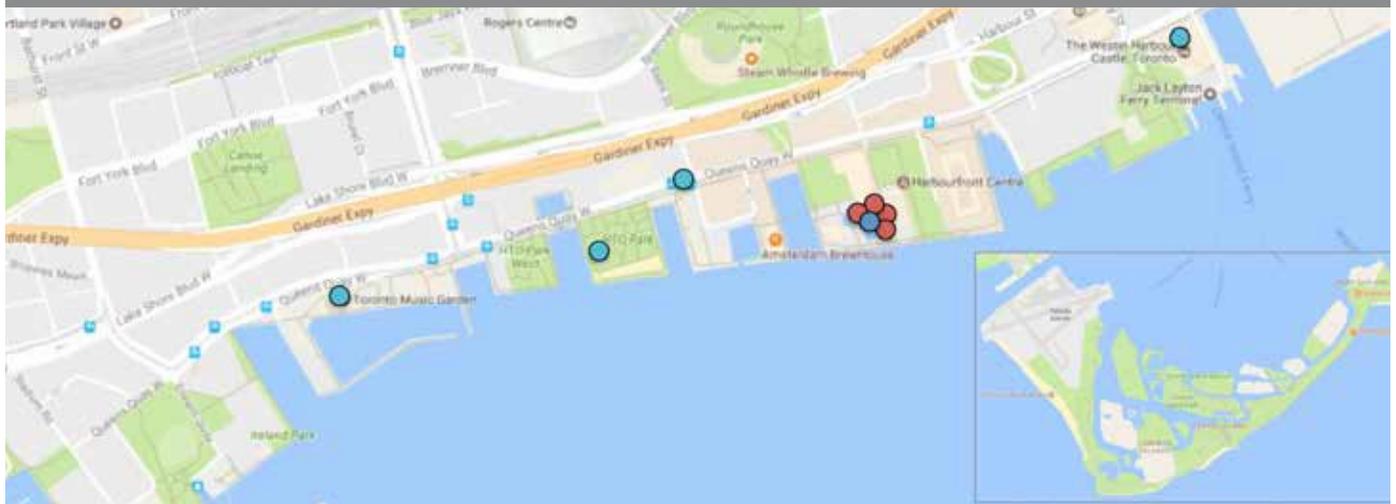
Notes:

- See Appendix B for the calendar of Central Waterfront events represented in the maps above
- Certain events occur in a wider geography than the one represented in the maps on this page (e.g., running races)
- This year-long calendar was populated with events occurring or planned from September 2016 to September 2017
- These events typically occur in the public realm, and were identified as salient during stakeholder interviews
- Island events may include some that were cancelled or postponed in the summer of 2017 due to flooding

Colder Months: Mostly Inactive

In the colder months, however, the situation differs significantly. Aside from monthly outdoor skate nights and other interior events at Harbourfront Centre, the WBIA is largely dormant (in the public realm) during this time. While many attribute this drop in visitation to the colder weather, stakeholder interviews conducted during LWLP’s mandate identified that several other factors are at play. Most importantly, they identified that a general lack of awareness of things to do – both perceptually due to marketing, and actually due to a falling-off of consistent events and programming in the public realm – acts as a major deterrent for people to come down to the Waterfront (the rationale for this is expanded upon in the following section). As a result, **WBIA businesses all report a significant decline in customers and profitability during this time.**

Central Waterfront Event & Activity “Heat Map”: November-March⁴



**See Appendix B for list of events and programs used in the map above.*

Event

One-off occurrences that happen on one day or over a weekend



Examples:

- Swedish Christmas Fair
- HarbourKIDS: North 2017

Weekly

Events/activities that occur on a weekly basis, ranging from 1-2 times per week



Examples:

- DJ Skate Nights

Ongoing

Events/activities that generate consistent interest and activity in the WBIA



Examples:

- Ice Breakers
- Spectacle of Lights



P →

Lower Simcoe St

ULTIMATE
DINOSAURS
DAILY FROM 10:00 AM
ROM

with **SMITH**
and **SMITH**

Front St

Simcoe



Understanding the Market

Introduction

In order for the WBIA to realize its maximum long-term potential as both a city-wide destination and a globally competitive waterfront, it must serve the demands of its targeted and achievable end-user markets. By applying a demand-based approach, the economic viability of a substantial retail program is dependent on examining the propensity of, and potential for, target customers to spend time and money in the WBIA. For the purposes of this study, the target achievable customers identified for the WBIA have been segmented into four draw areas based on geography, seasonality, proximate activity and LWLP's professional opinion on user draw and leakage. These individual market segments have unique user groups, psychographic profiles, associated behaviour patterns and desired experiences.

Draw Areas & Target End-Users

Primary Draw Area: The WBIA

Demographic Snapshot (2016)

Population	15,925
Daytime Population	39,852
Median Age	37.1
Average Household Income	\$133,491
Bachelor Degree or Higher	65.8%
% Visible Minorities	37.3% (Chinese: 9.4%, South Asian: 8.6%)

Source: Sitewise 2016 EAG Data

Target End-Users

- **Waterfront Residents:** ~16,000 residents
- **Waterfront Employees:** ~40,000 daytime population

It is assumed that the users from this draw area – the residential and significant daytime office populations that compose the WBIA – currently spend time and money in local businesses on a quasi-daily basis, approximately 5-7 times per week, though their average spend per visit is likely to be on the lower end. Given their approximate frequency of current visitation, these users are the most frequent visitors, and the group currently supporting the existing programming and retail of the WBIA. In order to maintain their current spending habits, and increase these users' propensity to frequent WBIA businesses in the future, certain experiences that this group currently lacks (and seeks outside of WBIA boundaries) should be prioritized in terms of new retail concepts and amenities. However, while this primary draw area and its end-users will play a critical role in continuing to support WBIA businesses as the area continues to develop into a city-wide destination, this primary draw area alone cannot be solely responsible for the WBIA's overall economic health and vibrancy.

**While unique retail was expressed by WBIA users as a desired experience, it is expected (at least in the short term) that unique retail concepts will not be viable given their need for consistent foot traffic – a valuable asset which the WBIA does not currently have, but can strive to achieve as it evolves.*

Boundaries

The Primary Draw Area is defined by the area within the WBIA's boundaries, including the Toronto Islands.



Desired Experiences



Secondary Draw Area: WBIA Service Area

Boundaries

The Secondary Draw Area is defined as the area bordered by Front Street to the north, Sherbourne and Parliament Streets to the east, and Strachan Avenue to the west. These boundaries were determined within the context of surrounding activity and offerings, and are all located within an approximate 15-minute walk from the WBIA boundaries.

The western boundary was determined on the basis that potential visitors on Strachan or Wellington Streets are equally likely, when given the choice, to come to the WBIA, as they are to other destinations such as Exhibition Place, Liberty Village, King West or Queen West.

The northern boundary of Front Street was similarly determined, as Front Street provides achievable customers a similar choice between venturing north into the Financial Core, including King and Queen Streets, as they are to come south to the WBIA.

The eastern boundaries were determined on the basis that people walking along Sherbourne and Parliament Streets (in the sections illustrated on the map to the right), are equally as likely to be pulled toward the Distillery District or Corktown as they are to be to the WBIA. This eastern section of the draw area includes waterfront communities that are still very much under development (i.e., East Bayfront), and have not cemented any real retail-commercial identity or market draw of their own. When/if this does happen in the future, it is anticipated that this portion of the boundary, as it relates to the WBIA's draw, may shrink as a result. This identified draw area also includes a portion of the St. Lawrence Market neighbourhood, which is a significant city-wide destination that could be leveraged as a stepping stone to the WBIA with the appropriate events and programming.



Demographic Snapshot (2016)

Population*	26,191
Daytime Population*	53,062
Median Age	34.9
Average Household Income	\$103,308
Bachelor Degree or Higher	64.7%
% Visible Minorities	44.7% (Chinese: 11.2%, South Asian: 9.7%)

Source: Sitewise 2016 EAG Data
*Excludes Primary Market Totals

Target End-Users

- **South Core Residents:** ~42,000 residents
- **South Core Employees:** As part of ~92,000 total daytime population
- **Waterfront Students:** ~3,000 students at George Brown Waterfront Campus
- **Waterfront Commuters:** ~600 cyclists/hour on weekdays

Within this draw area are significant residential, daytime office and student populations, a portion of whom are assumed to be spending time and money in the WBIA about once per month. When compared to the Primary Draw Area, however, these less frequent customers of the Secondary Draw Area are expected to be spending more per visit – due to their selection on spends (sit-down meals vs. grab'n'go or event-based visitation). Since only a portion of these users come on a monthly basis, providing more compelling reasons to frequent the area is essential. More draws would entice a larger segment of the Secondary Draw Area to spend (i.e., increasing the capture rate of the draw area), and may increase the frequency of visitation of those who already come to the area. Indeed, in order for the WBIA to evolve into a city-wide destination that is on par in terms of experience, value, and uniqueness with the Distillery District, St. Lawrence Market, or King West, the Secondary Draw Area's market will need to be tapped to a much greater degree than it has been to-date. Currently, more established destinations, that are more easily accessible and that clearly promote a differentiated offering, tend to resonate more with locals than the WBIA, for a number of reasons that will be discussed in the Analysis section of this report.

Draw Areas & Target End-Users (cont'd)

Desired Experiences



Unique Destinations



Seasonal Events & Festivals



Affordable Grab'n'Go



Bike-Friendly Infrastructure

Customer Counting

It is important to note that the end-users within the Secondary Draw Area do not include visitors to the surrounding major tourist attractions or transportation hubs, such as the CN Tower or Union Station. These specific transient populations are profiled in the Attraction Draw Area, which will be discussed further in this section of the report.

Regional Draw Area: The Seasonal Market

Boundaries

The Regional Draw Area is defined as those populations located within an approximate 45-minute drive of the WBIA. This drive time was selected on a similar break-point between experience basis as those of the Secondary Draw Area's boundaries, in this case judging when a visitor was just as likely to come to the WBIA as a tourist as they were to another competing waterfront areas in the GTA.



Demographic Snapshot (2016)

Population	5,871,360
Daytime Population	6,076,264
Median Age	38.9
Average Household Income	\$108,989
Bachelor Degree or Higher	33.1%
% Visible Minorities	50.4% (South Asian: 16.5%, Chinese: 10.1%)

Source: Sitewise 2016 EAG Data

Seasonality of the Draw Area

This is a seasonal draw area, in that potential visitors within it are most likely to perform their yearly visit to the WBIA during the warmer months of the year, highlighting the importance of providing year-round attractions to begin drawing more users of this draw area during the colder months.

Target End-Users

- **GTA Families:** ~48% of families within Regional Draw Area have children at home
- **Toronto Residents:** ~2.8 million residents within the city
- **Tourists to Major Attractions within the city:** ~40 million yearly visitors

This draw area includes a significant population, comprised of Ontario residents, tourists, and other groups that may visit the waterfront, and are expected to be visiting the area to spend time and money approximately once per year. While only a small percentage of this significant population may be drawn to the WBIA on a yearly basis, a slight increase of visitation from this group can lead to significant economic uplift. However, while a great deal of the achievable customers from the Regional Draw Area may spend an entire day's worth of time during their 1 to 2 visits per year, through the outreach and interview process, it was uncovered that they may not spend any money during this time. Often, these visitors bring their own supplies as they are traveling with friends, families or for events, or in cases where they do not, they often stop elsewhere on their way into the WBIA for what they will need for the day.

Desired Experiences



Seasonal Events & Festivities



Nature Tourism



Community Tourism

Attraction Draw Area

The final target market that LWLP segmented – as a product of this report's analysis on the WBIA's ability to draw customers – was the Attraction Draw Area. The Attraction Draw Area comprises a related but distinct set of users and potential visitors, when compared to the Secondary and Regional Draw Areas. While the users in this market segment are expected to be visitors to the WBIA on an infrequent basis, they are thought to be coming as a result of the tourism pull of the major attractions that draw significant visitation on their own. By further leveraging these significant populations within a short 15-minute walk of the WBIA, the area can stand to generate significant economic activity and greater footfall.

Attraction	~Annual Visitors	Walk Time*
Within WBIA Boundaries		
1. Harbourfront Centre	5 Million	-
2. Billy Bishop Airport	2.7 Million	-
3. Jack Layton Ferry Terminal	1.3 Million	-
Outside WBIA Boundaries		
4. Union Station	65.4 Million	15 min.
5. Air Canada Centre	8 Million	11 min.
6. Rogers Centre	3.5 Million	9 min.
7. Ripley's Aquarium	2 Million	9 min.
8. CN Tower	1.5 Million	10 min.
9. Metro Toronto Convention Centre	1.5 Million	12 min.

*As measured from Harbourfront Centre



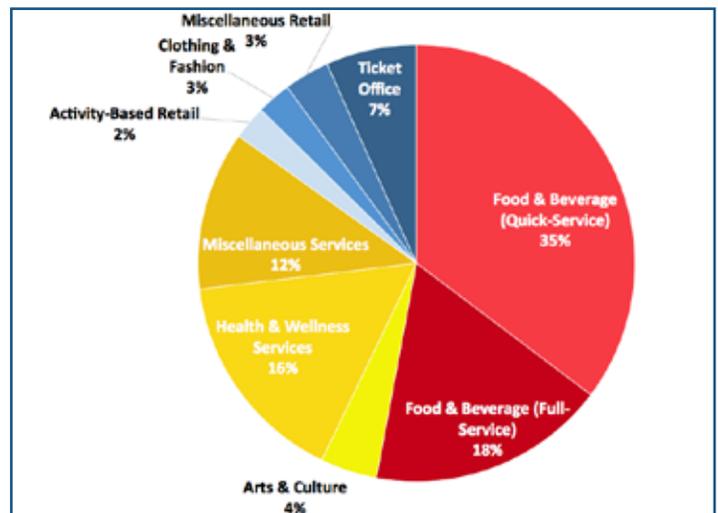
WBIA Retail Mix

The draw areas and end users identified as part of the 4 key target markets are helpful for understanding the users who are, or have the potential, to spend time and money in the WBIA; where they are coming from; how often they are coming; and the potential reasons for their visit. This section describes what these users are currently offered, by way of a high-level analysis of the existing ground floor retail offerings in the WBIA.

Retail Mix and Physical Distribution

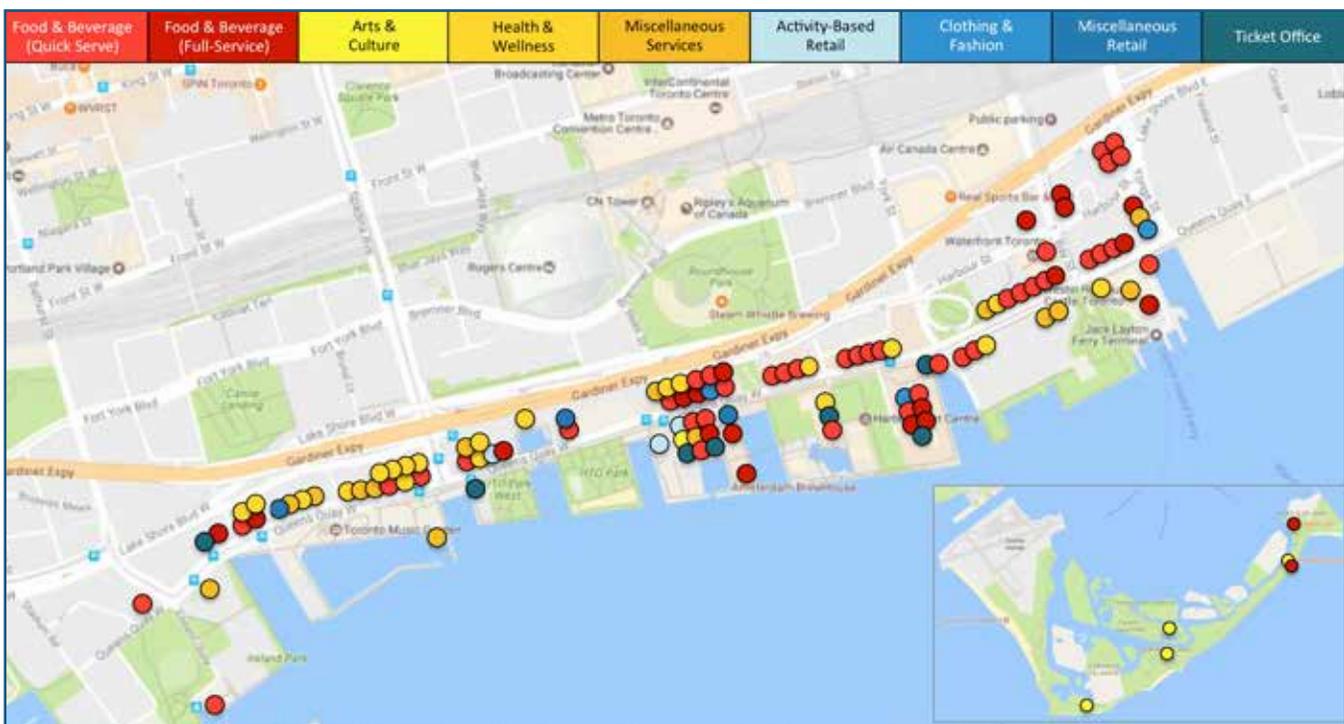
To understand the diversity of offerings that visitors, employees, and residents of the WBIA have in terms of a ground-floor experience, LWLP compiled a high-level breakdown of the different types of retail offerings within the WBIA. As shown in the chart to the right and in the map below, the WBIA features a large amount of food options (53% of ground floor retail) and health & wellness amenities (16%). However, while this suggests that the area is currently well-served in terms of food options, it does not provide a qualitative analysis of these offerings, which has been one of the primary concerns raised by users of the WBIA interviewed throughout this mandate. These concerns are detailed in the Analysis section of this report.

Retail Mix as a Percentage of Total WBIA Retail^{*,**}



*Based on total # of ground-floor retail businesses within the WBIA
 **See Appendix C for retail category definitions and examples

Physical Distribution of Retail Types Across the WBIA^{***}

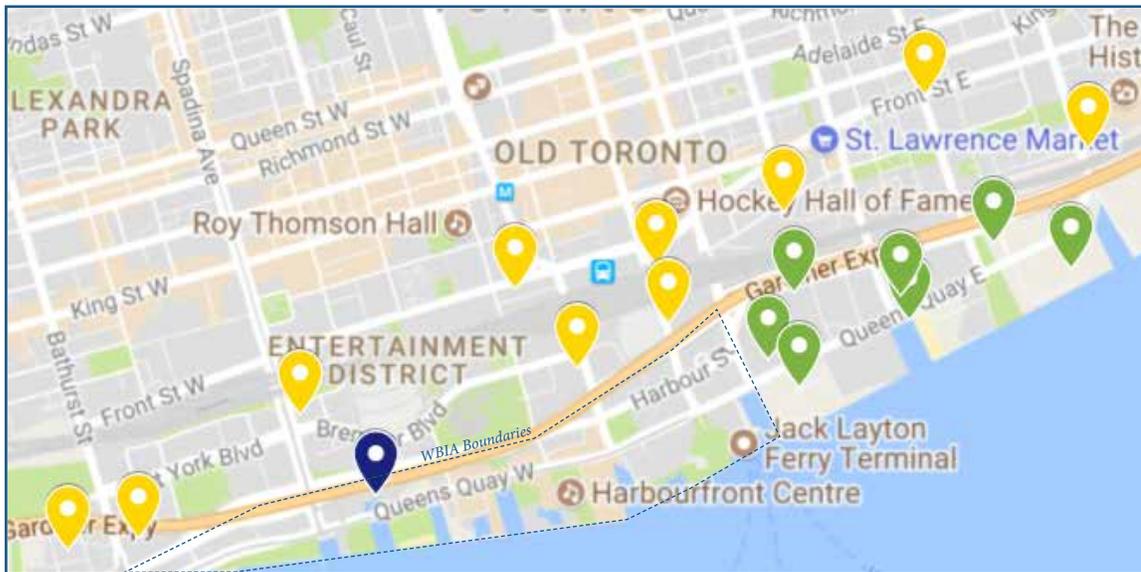


***See Appendix C for full list of WBIA businesses conceptually mapped above

Development Pipeline

This section provides an overview of anticipated development in the WBIA and surrounding area, which, as these developments come online, may affect the draw areas previously identified and the behaviours of their end users, and also have the potential to change and enhance the areas within and surrounding the WBIA. As the WBIA works to accomplish its two stated goals, it will have to pay particular attention and respond to these new development projects. These major projects may inform how the WBIA should position its own offering within an evolving waterfront context, how it can potentially leverage increased development interest in the area, and inform discussions regarding any further potential expansions of the WBIA's boundaries.

New Development by Draw Area (by 2021)



Draw Area	New Residential Units	New Retail Space (SF)	New Office Space (SF)
 Primary	343	-	-
 Secondary (excluding E. Bayfront)	6,672	332,088	3,981,053
 East Bayfront	11,120	702,110	3,121,665
Total	18,135	1,034,198	7,102,718

Development Zoom-In: East Bayfront

At the time of this report, the East Bayfront neighbourhood is undergoing a significant amount of new waterfront development which is poised to dramatically re-shape that section of Toronto's waterfront. This surge of new development activity, overseen by Waterfront Toronto, will yield thousands of new residents and jobs to the area, as well as new retail, and innovative "Smart City" concepts that will generate increased interest in the area (both from employers and potentially the creative/arts communities). Yet, unlike past cycles of waterfront revitalization, the East Bayfront is being developed



on more of a large-site, master-planned process with Waterfront Toronto, releasing parcels to the private sector via competitive RFP. As a result, sections of the neighbourhood are being aggressively marketed by their developers, each having their own brand, retail concept and sense of place. The following provides brief profiles of expected East Bayfront development projects.

Development Pipeline (cont'd)

Development Zoom-In: East Bayfront (cont'd)

Toronto Star Redevelopment – 1 Yonge Street

- 2,962 Residential Units
- 211,284 SF Retail
- 1,512,437 SF Office

Encompassing the entire block containing 1-7 Yonge Street, the site of the Toronto Star's historic former headquarters, this Pinnacle International-led, Hairiri Pontarini Architects-designed project proposes a mixed-use community of five towers, ranging in height from 22 to 95 storeys. The community is to be built in 5 phases, adding a new east-west extension of Harbour Street, new retail, and a new connection to the south Toronto PATH network leading to Union Station. Plans call for uses including office space, a hotel, retail, affordable rental units, condominiums and a newly-built community centre.



Estimated Completion: TBD

Pier 27 – 25 Queens Quay East

- 607 Residential Units
- 22,604 SF Retail

Led by Fernbrook Homes and Cityzen Development and designed by architectsAlliance, the second phase of the Pier 27 development calls for two 13-storey building podiums with an attached 35-storey tower. Currently it is being delivered as the only part of the larger Pier 27 development that will have retail uses at grade.



Estimated Completion: 2019

Waterfront Innovation Centre – 125 Queens Quay East

- 26,909 SF Retail
- 322,917 SF Office

The Menkes-led Waterfront Innovation Centre is a purely commercial development aimed at attracting high tech firms to the waterfront area. Immediately to the south of Queens Quay and adjacent to Sugar Beach on what is currently landscaped temporary park space, the Centre will consist of two buildings, joined by an overhead walkway, with retail situated at street level fronting Queens Quay and the Jarvis Street slip. The project is currently in the pre-construction phase and is searching for potential tenants before development will commence.



Estimated Completion: 2020

LCBO Lands – 55 Lake Shore Boulevard East

- 5,192 Residential Units
- 342,066 SF Retail
- 535,519 SF Office

Led by Menkes, the present two blocks of the LCBO headquarters lands are to be subdivided into quadrants via an extension of the east-west-running Harbour Street through the middle of the site (once it is extended through the neighbouring 1-7 Yonge Street site). Current phasing of the site has the eastern half developed first, with a new 24-storey office tower for the southeast quadrant, providing a new home for the LCBO headquarters and a flagship LCBO store among the ground level retail. The northeast quadrant is projected to have 79- and 80-storey residential towers, with retail at ground level. Third, for the northwest quadrant, two 75- and 89-storey residential towers are planned with retail, a fitness facility and perhaps a public school in the podiums at grade. Finally a public park will be developed on the southwest block, fronting Queens Quay. The entire area is intended to be accessible via an extension of the PATH system south from Union Station – expected to link into the connection leading to Pier 27.



Estimated Completion: 2023

Daniels Waterfront – 130 Queens Quay East

- 963 Residential Units
- 41,612 SF Retail
- 321,001 SF Office

The currently under development Daniels Waterfront/City of the Arts project, located at 130 Queens Quay East, is planned to be delivered in two phases. The initial southern phase is marketed as being an interface with the waterfront and Sugar Beach to the south via an open public space envisioned as an extended “Sugar Beach North”. The southern portion of the project will be strictly commercial and institutional in use (to act as a buffer with the Redpath Sugar Factory), with 11- and 14-storey towers connected through a single podium. Aspiring to be a centre of arts, culture and innovation, its confirmed tenants already include Artscape, Colleges Ontario and extensions of George Brown College and OCAD University.

At the north end of the southern phase, designs call for an east-west pedestrian only two-sided retail street (dubbed “The Yard”) with retail, cafés and restaurants all at grade. The second, northern, phase of the project is planned as a pair of residential towers, 36 and 48 storeys, rising from a podium with, at present, further additional institutional uses.



Estimated Completion: 2019

Development Pipeline (cont'd)

Monde – 12 Bonnycastle Street

- 553 Residential Units
- 11,474 SF Retail

Great Gulf Homes' "Monde" project is a 44-storey residential condominium tower, currently under development, with a 9-storey podium and retail at grade. It is marketed as "blurring the lines between indoor and outdoor space, leveraging its close connection to the water and Sherbourne Common through fairly extensive landscape architecture".



Estimated Completion: 2018

Tridel Bayside – 261 Queens Quay East

- 843 Residential Units
- 47,161 SF Retail
- 430,000 SF Office

Tridel's proposed "Bayside Toronto" project is planned as a large-scale, master-planned community that will "functionally become its own neighbourhood on the waterfront". 3 mixed-use residential buildings are planned to be constructed at heights of 13 and 14 storeys, with retail at-grade fronting the waterfront and internal to the site. At the north of the property, along Queens Quay, there will be two 9-storey commercial buildings with 430,000 SF of total commercial office space and active retail at grade. Finally, the proposed "Aitken Place Park" will serve as a centrepiece for the community, with artistically programmed open green spaces leading down to the lake.



Estimated Completion: 2020

Development Pipeline Summary

While each of these master-planned development projects are sure to enhance and enliven a formerly industrial area, many of these projects are still far from being fully developed and operational, and may be subject to changes to their plans and total size. Regardless of when and how they all eventually develop, these projects will all need to work together, in a manner that complements the existing Central Waterfront area to provide a consistent experience for residents, employees and visitors. Until these projects materialize, the Central Waterfront within WBIA boundaries should still be regarded as **the Waterfront destination** – with much of the culture and experiences that these new projects will attempt to replicate – and capitalize and grow on this current status as much as possible before new development potentially draws attention eastward.





Analysis

Introduction

This section distills LWLP's high-level assessment of the WBIA – the previous analysis of its geographic and physical conditions, policy context, and current market realities – into a framework that outlines what is and is not working in the WBIA at the present time as it relates to achieving its two stated strategic goals. The objective of this analytical framework is to generate a clear set of strategies, with associated implementation tactics, that maximizes those elements that are currently working, and seeks to remedy those that are not.

This analysis was conducted using LWLP's real estate lens to determine physical and organizational challenges and opportunities to the WBIA's continued evolution, as well as through extensive stakeholder outreach with members of the WBIA business community, including landowners; property managers and operators; residents of the area; as well as Waterfront leadership at all three levels of government*.

**Refer to Appendix A for a complete list of all interviews conducted*

SWOTs Analysis

The first step to establishing this analytical framework was to conduct a Strengths, Weaknesses, Opportunities, and Threats (SWOTs) analysis, which is an important organizing tool that lists the overarching factors affecting the WBIA's development and ability to operate and effect change. Strengths and Weaknesses are not meant to be either endorsements or indictments, respectively, but rather brief candid assessments based on LWLP's market, research and real estate development expertise. Opportunities are not necessarily recommendations, but areas that deserve attention because they represent space in which progress seems to be possible. Finally, threats are not warnings or prophecies, but merely potential external factors that might inhibit the maximal evolution of the WBIA and the achievement of its goals, if not mitigated.

Strengths

- The lake is the area's differentiating asset as the WBIA is the only downtown neighbourhood to have access to it
- Significant existing summertime visitation that can be additionally leveraged
- The Islands are a natural draw for Toronto residents in the summer months
- The Waterfront has received significant public investment for its revitalization (approximately \$406 million for Queens Quay and parkland revitalization to date)
- Within an easy walking distance of the downtown core
- A significant office/daytime population
- Good transit access and penetration into the area

Weaknesses

- Poor pedestrian experience when accessing the WBIA from a majority of streets
- Poor mobility between north and south sides of Queens Quay
- The significant amount of park and open space currently provided in the WBIA is mostly passive in nature – only programmed during the late-spring and summer months
- Outdated retail design is difficult to lease – weather protected arcades, setbacks from the sidewalk and limited signage
- Winter weather is more pronounced on the water's edge with little weather protection – acts as a barrier to pedestrian animation and occupation
- Large, linear geographic area (2.3km) makes it such that the WBIA's identity cannot easily be defined as a cohesive unified environment, while district identities have not yet been concretely formed

Opportunities

- The City of Toronto has an interest in the evolution of key Waterfront places, including the Ferry Terminal and the Islands, and, as such, may be counted on as a supporter of the WBIA's efforts
- Despite current public misconceptions around water quality, the lake is safe for people to interact with and play on – this is currently a vastly underutilized opportunity for the WBIA
- The WBIA, its Board, and Waterfront stakeholders are very active and willing to see change happen
- The WBIA is walkable to major downtown anchors and millions of visitors who could be enticed to the WBIA with the right attractions and experiences
- There is an opportunity to partner with landowners and developers to deliver some of the missing experiences and uses in the WBIA

Threats

- New undeveloped areas of the Waterfront (i.e., the East Bayfront developments profiled in the Development Pipeline section) may become the focus for public investment and resource attention, rather than the already-developed Central Waterfront – which requires a level of additional and ongoing focus and investment itself to fully deliver its vision
- Lack of coordination and alignment on goals among leading Waterfront organizations and objectives may lead to missed opportunities relative to maximizing economic activity, place-making, and year-round pedestrian animation

What We Heard From Stakeholders

Beyond its independent analysis previously summarized in this report, a significant portion of the Strategic Framework & Tactical Plan is based on interviews conducted with waterfront stakeholders over the course of the 5-month mandate (see Appendix A for full list of stakeholder interviews). The following outlines some of the recurring elements recorded during this outreach process. It is important to note that, in some cases, stakeholders were not aligned with one another and thus produced contradictory statements about what was driving demand, goals & vision, and future direction. This speaks to and reinforces the fact that users of the area seek different experiences, and that if the Central Waterfront is to be a place for all, it needs potentially to be many places.

For clarity, LWLP has organized these recurring elements into four main sections, reflecting key questions that all waterfront stakeholders were asked during their interviews.

The WBIA's Current "Selling Points" and Drivers of Economic Activity



- The water
- The view
- "Start" of the city
- Cultural hub
- Great community
- Close to the action
- Events
- Access to the Islands
- Revitalization
- Good place for a walk
- Good for families
- Bike path
- Relaxing
- Serene
- Centre of activity

The WBIA's Current Challenges and Detractors of Economic Activity



- Winter
- Hard to access
- Crossing Queens Quay
- Noisy
- Too passive
- Nothing to do
- The Gardiner
- Lake Shore
- Graffiti
- Water is polluted
- People do not realize that the water is safe
- Way-finding
- Driving
- Parking
- The people's "Muskoka"
- Activity is spread out
- Activity is too concentrated

What is Currently Missing from the WBIA to Attract Visitors



- Better food
- More restaurants
- More gathering places
- Interesting walking experience
- Active environment
- Healthy options
- Independent concepts
- Exciting shops
- Patios
- Amenities for residents
- Major attractions
- Food at different price points
- Places to hang out

What is the Future of the Toronto Islands



- The "People's Muskoka"
- Should evolve
- Should stay the same
- Not enough food
- Nothing for adults
- Good for all ages
- Nostalgia
- Good for a picnic
- Not year-round
- No retail
- Good beaches
- Preserve the wild
- Seasonal
- Good for families

What IS Working in the WBIA

The following describes the 5 principal elements that can be classified as currently working well for the WBIA to drive economic activity and place-making in the Central Waterfront. These are elements that are either inherent to the WBIA by virtue of its location or infrastructure, or are the result of purposeful direction in terms of programming and/or leasing. In either case, these are positive aspects of the WBIA that should continue to be leveraged and advanced in order for the area to continue to evolve in furthering its strategic goals.

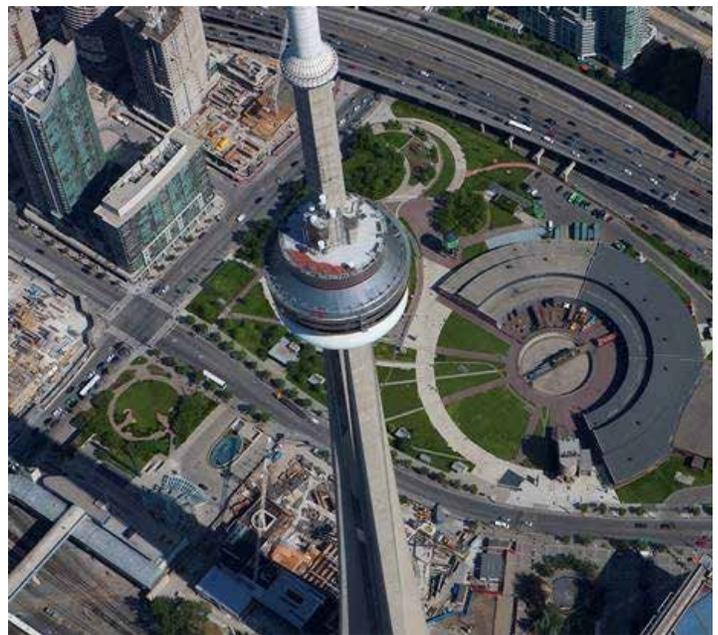
The Water's Edge (When Active)

The water's edge is the WBIA's primary differentiating asset, and is one of the principal reasons that visitors come to the area. All stakeholders listed it either as the first or second driver of current economic activity to the WBIA. Current efforts to leverage this natural asset generally include summer-time events and festivities, with the winter months being less active. For Toronto to become a global waterfront city, and one where Torontonians regularly and actively frequent the waterfront, more consistent and exciting usability and animation of the water's edge will be needed.



Proximity to Downtown Attractions

As defined in the Attraction Draw Area in the previous chapter, the WBIA is within a short walking distance from many of Toronto's greatest regional and international tourist attractions. The overall massive number of visitors naturally frequenting this area is an immense, untapped opportunity that needs to be leveraged in a much more robust way than is currently the case. While barriers to the WBIA do exist in terms of pedestrian access, there are opportunities to increase way-finding and signage to let Attraction Draw Area visitors know that the WBIA is a destination of interest nearby. Further, this proximity could also be leveraged by tying into the programming and wants of the users to these significant tourism anchors: e.g., the WBIA could serve as the staging ground for pre-game festivities given that the Rogers Centre is less than a 10-minute walk from the area, and the WBIA offers a much more pleasant environment than the stadium's concrete sidewalk.



Significant Summertime Visitation

At present, according to data obtained from Tourism Toronto, the Central Waterfront is one of the most visited tourist attractions in Toronto, second only to the Eaton Centre in terms of yearly visitation. This significant visitation is mostly concentrated during the summer months, as people will come for the varied summertime programming, including:

- Activities and events on the water
- For passive walks in beautified park space
- To catch a ferry to the Islands

From an economic development perspective, there is a significant opportunity to tap further into this already occurring pool of achievable customers since, as was previously highlighted in the Attraction and Regional Draw Areas, much of this visitation is for passive uses that do not result in economic uplift for local businesses. A lack of reasons to linger beyond the current reasons for coming, a lack of compelling reasons to spend money, and a mostly inactive winter season are all barriers to increased economic vitality in the WBIA – barriers that will be addressed by the strategies recommended in this report.



Successful “Local” Anchors

Much of the retail in the WBIA caters to the local residential population with service-based and convenience-based food and beverage offerings. Because of this, these types of uses rely on this population base to sustain operations during the winter months, often only breaking even or turning a profit on what they can drive during the summer. Certain concepts, however, have done a great job at generating consistent year-round traffic, at all times of the day – and at drawing visitation from outside the WBIA boundaries. These types of attractive retail concepts, such as the Amsterdam Brewhouse or Boxcar Social, should be encouraged and promoted as the WBIA evolves.



Beautified Public Realm

As a result of significant investment made into public infrastructure in the area, the waterfront has benefitted from a number of major public realm improvements to date, all of which have drastically re-shaped the WBIA. Notably, Queens Quay has evolved from an auto-centric corridor into a multi-modal “complete street” that features the city’s most iconic bike lane, and a totally re-designed pedestrian promenade. In addition to the number of new parks that have been created along the water’s edge as permanent public space, these improvements have transformed the area into beautiful place to visit and stroll through. However, the next step in the area’s transformation must be to enhance the pedestrian interfaces of this “complete street”, including some additional elements that will help the area strike a better balance between passive and active uses, and new programs that create increased reasons to visit in the winter.



What IS NOT Working in the WBIA

Just as there are many positive elements of the WBIA today, there are also elements that are not working well and are inhibiting achieving the WBIA's goals. The following describes the major elements that LWLP has identified (based on professional judgment, stakeholder interviews and market assessment) as not working for the WBIA in achieving its stated goals. This Strategic Framework & Tactical Plan seeks to address and help the WBIA adapt to these elements.

Physical/Psychological Barriers to the Waterfront



Of all the challenges to the WBIA's goals identified through LWLP's research and analytical work, "barriers into the WBIA" was identified as the most impactful in virtually all stakeholder interviews. Interestingly, as was uncovered via these interviews, the identified barriers to accessing the WBIA are as much physical as they are psychological and behavioural.

Physical

The Metrolinx train tracks, the Gardiner Expressway, and Lake Shore Boulevard are all significant physical obstacles to a continuous pedestrian flow into the area. Indeed, though it is certainly possible to walk from Front Street to Queens Quay, a pedestrian is often confronted with having to "run the gauntlet" to do so, as LWLP's accessibility audit for pedestrians identified.

Psychological

The cumulative effect of the many obstacles pedestrians must pass to enter the WBIA is an overall unpleasant/stressful experience (given tight enclosures, lack of light and heavy traffic noises) before they arrive at their destination. As a result, visitors will likely not want to re-experience that same stressor any more than is necessary; this is thought to create two particular sets of behaviours of potential customers. For uncommitted pedestrians (i.e., visitors, or those going for a stroll through the city), these elements of the gauntlet can act as a significant enough deterrent for them to ever enter the WBIA, as they choose the paths of lesser resistance and find other experiences to occupy them. For committed pedestrians (i.e., employees, workers or frequent visitors) these elements of the gauntlet become the negative messages that are internalized, and potentially shared with others as detractors to the area.

For the WBIA to become one of the city's primary destinations for both its residents and its visitors, accessing it should be a great experience that people undertake with delight. Improving these north-south connections is essential for generating greater economy and visitation to the WBIA.

“Running The Gauntlet”: A typical pedestrian’s experience getting into the WBIA

- 1. The Train Tracks:** For pedestrians coming south from the downtown core into the WBIA, the first obstacle is the underpass under the train tracks. Perceptually this is an unpleasant experience (visually and from a safety perspective), given the narrow sidewalks, the generally dim lighting, and the amplified noise of car traffic which is no more than a few feet from where pedestrians are designated to walk.
- 2. The Gardiner Expressway & Lake Shore Boulevard:** Once the first obstacle is passed, the next one entails crossing Lake Shore Boulevard which, with its many lanes of car traffic in each direction functionally acts like an at-grade highway. Interviewees stressed they often feel slightly “on edge” given the perceived car dominance of this space and the perception that pedestrians are only tolerated. Moreover, the unpleasantness of this pedestrian environment is compounded by the fact that it is located underneath the Gardiner Expressway – yet another cavern-like space with amplified noise of car traffic coming from above as well.
- 3. Gardiner On- & Off-Ramps:** The third potential obstacle that pedestrians looking to reach the WBIA may face is the presence of vehicular ramps onto and off the Gardiner Expressway located on nearly all the major north-south access streets. As a result of these ramps, pedestrians who walk on the “wrong” side of the street (illegally) may find themselves confronted with a sidewalk that dead-ends onto one of these ramps with no safe crossing point; there is no proper signage nor channeling to stop the behaviour before it begins. For those who do try and cross the ramp, they make the risky decision to illegally jay-walk across this busy and non-signal-controlled section of roadway.
- 4. Internal:** Finally, once people have successfully run these first 3 stages of the gauntlet, they must still cross the final threshold to the water: Queens Quay. This threshold is covered in more detail on the following pages.



What IS NOT Working in the WBIA (cont'd)

Disconnected Pedestrian Environment

Once having arrived in the WBIA, pedestrians looking to navigate between the north and south sides of Queens Quay to either reach the water, shop the retail, or fully experience an area event, face a different and further set of obstacles.

Most importantly to the WBIA, given that the **majority of the WBIA's retail businesses are situated on the north side** of the street, but most of the **major attractions are located on the south side**, fluid navigation between both sides is essential to give the north-side retail the greatest chance of capturing the highest possible number of visitors (and achieving the maximal total economic activity for the whole WBIA). However, there are a number of elements that currently impede pedestrians' ability to easily "ping-pong" on Queens Quay, whether at designated crosswalks or not (which is typical pedestrian behaviour in the context of great, two-sided, retail streets).



Impediments to Crossing Back and Forth on Queens Quay (i.e., the "Ping-Pong" Pattern)

- 1. Distances Between Crosswalks:** As illustrated in the Analysis section of this report, crosswalks between the north and south sides of Queens Quay are sometimes few and far between. Given that adding new crosswalks, which would necessitate a re-think of traffic signalization and all associated traffic management issues, is not a likely solution in the foreseeable future, highlighting and incentivizing use of existing crosswalks is required to channel pedestrians to where the WBIA wants them to be (at the retail).
- 2. Cut-Offs from Multiple Types of Traffic Lanes:** In addition to these sometimes large distances between crosswalks, the desired optimal pedestrian "ping-pong" mobility most beneficial to vibrant retail streets is significantly inhibited by the fact that three types of traffic separate the two sides of Queens Quay: bicycle, streetcar, and vehicular. Collectively, being layered parallel to one another and all at street level, these individual lanes of traffic act as physical and mental barriers between the two sides of the street. As a result, people are hesitant to cross as they need to check along each one that they are not going to create a conflict, while having no respite point to do so easily.
- 3. Hidden North-Side Retail:** North-side retail is entirely recessed from the street edge and not immediately obvious to passers-by, owing to previous urban design direction on providing weather-protection via an arcade. This is particularly impactful on pedestrians on the south side of the street as they do not have direct sightlines into the retail, nor visibility to the existing signage.



Lack of Reasons to Linger on the Street

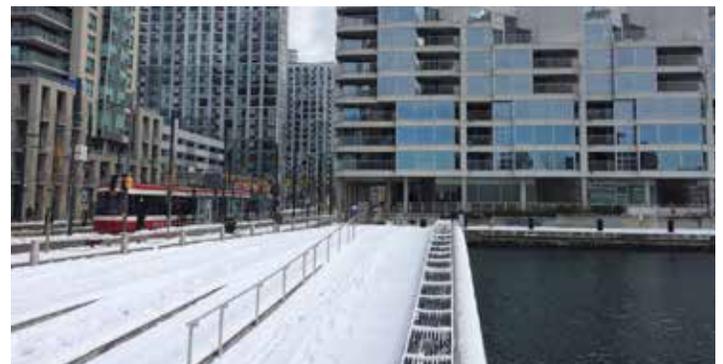
Despite improvements to the WBIA's public realm, the presence of certain successful anchors, and significant summertime visitation, the area does not currently offer enough reasons for people to want to "stick around" and spend time and money beyond the primary purpose of their visit. This is a major challenge, given the fact that without reasons to linger, the pedestrian promenade largely becomes a pedestrian highway easily allowing people to pass through and creating immense commercial leakage from the WBIA.

In order to attract commuters who typically only pass through the area, people who return to the Waterfront after a trip to the Islands, show attendees spilling out of a performance at Harbourfront Centre, or casual walkers taking a stroll along the water's edge, the WBIA needs to have draws that are enticing enough for people to want to spend additional time and money there. Ideally these complementary uses would pull visitors off the street to alternative programming experiences, or entice them to spend time on the street in highly active clusters instead of easily allowing them to depart for other parts of the city.

To accomplish the WBIA's first stated goal of becoming a year-round destination that generates additional economy and footfall, additional programmatic and experiential elements that create "stickiness" (i.e., reasons for people to linger in a place) are needed both along Queens Quay and on certain select large-scale sites.



Lack of Winter Programming



In order for the WBIA to become a year-round destination for all the residents of Toronto, greater attention must be given to the area's winter experience. As has been identified already, as a consequence of the presence of many passive uses on the south side of Queens Quay by the water's edge, and a significant concentration of the WBIA's event and festival calendar falling to the summer months, the WBIA experiences a significant drop in visitation and footfall in the winter. With this is a corresponding impact on many of the area's retailers, many of whom must rely on the success of summertime to carry them through the winter months, or suspend their operations entirely as their customer populations reduce.

As a result, from an experiential and economic viability perspective, this creates a vicious cycle for the WBIA in that a lack of visitation leads to storefronts temporarily shuttering, and shuttered storefronts leads to a lack of visitation, which reinforces the incorrect perception that the WBIA is not a winter destination. In order for the area to generate ground floor vitality throughout the year, more winter-centric activities, uses, and experiences must be provided.

What IS NOT Working in the WBIA (cont'd)

Lack of Awareness of Activities

There is a significant amount of events, activities and programs that happen in the WBIA year-round. However, there is a lack of streamlined promotion of these events to the wider city. Rather, the individual timing, location, and existence of activities, festivities, programs, and destinations is generally left to individual Waterfront groups to promote. In order to become a “go-to” destination, the WBIA must tackle the following issues:



Swedish Christmas Fair at Harbourfront Centre

- 1. Competition with other City Destinations:** Whereas Torontonians can generally expect consistent activity to occur at other notable city destinations (e.g., Distillery District, Yonge & Dundas Square, Toronto Entertainment District), knowledge of the events and activity occurring in the WBIA is more limited. The WBIA and its events must become similarly engrained as a “must-see” place in the minds of Torontonians. Effective communication to a wider audience (e.g., by advertising in major landmarks, throughout the wider Toronto market, co-promoting with other BIAs) will be required for the area to generate greater visitation.
- 2. Poorly Communicated Location & Offerings (Outside & Within WBIA):** The Waterfront and its attractions need to be more widely promoted as the major tourism asset that they are. When at Union Station (where millions of people pass through daily), the fact that the Waterfront is less than a 20-minute walk is not communicated in any way. This a major lost tourism and cultural asset for the WBIA and the city as a whole. The WBIA (in concert with City tourism partners) needs to evolve its current marketing program to target the surrounding tourism economy and better connect them to the area through enhanced wayfinding tactics. Within the WBIA, existing programming needs to be tied into this marketing and be better communicated in order to expand their draw
- 3. Inward Facing Uses:** Lastly, given the fact that users on the South side of Queens Quay largely orient their programming towards the water’s edge, and that the street has a strong east-west movement pattern, there is the distinct possibility that visitors entering the WBIA pass by an ongoing event without ever seeing it. To counter this, ideally, programming should be redirected towards the street’s edge as much as possible so as to increase exposure and actively pull users to each event.

Many Stakeholders – One Waterfront

The final major issue identified through LWLP’s analysis and stakeholder outreach, is a lack of alignment amongst the various Waterfront organizations’ individual objectives. As was previously mentioned, the development, management, and day-to-day operation of the Waterfront fall under the purview of several different organizations that vary enormously in their mandates and areas of expertise. While there is generally a push in the same direction of seeing the Waterfront regenerate into a new community and world-class destination, the variation in ownership sometimes leads to a miscommunication of organizational goals, and in some cases major missed opportunities for collaboration. As an example, the TRCA’s stated goal of getting people to engage with the lake as much as possible (which is in fact clean enough to do so) is often missed by other organizations who interpret the TRCA as having the exact opposite goal.



Given its large geography, and importance on a local, regional, national, and eventually the international stage, these major Waterfront organizations must be consistent in pulling in the same direction. Given its position within this framework of overlapping interests, the WBIA can play a key role in facilitating communication between these groups to ensure effective collaboration to that end.



Goals & Strategies

Restatement of Goals

Before exploring the strategies and associated tactics that the WBIA can apply to address the issues identified in the Analysis section of this report, it is important to elaborate on the two stated goals that the WBIA and LWLP determined were the most crucial for the successful evolution of the WBIA and the Central Waterfront area in general.



Strategic Goal 1 Creating a City-Wide Destination



Strategic Goal 2 Evolving into a Waterfront City



The WBIA aims to make the Central Waterfront area a city-wide destination, one that Toronto residents seek out, frequent, and want to spend time and money in, on a regular basis. As has been described, the WBIA is currently an area with a highly seasonal draw – visitors go to it for specific purposes (to take a ferry to the Islands, for a Harbourfront Centre show, for a flight at Billy Bishop Airport) rather than simply looking for something to do. For this area to become a thriving neighbourhood that is active year-round, driving increased footfall, visitation and overall economic activity, it must be one that makes a larger segment of Toronto’s 2.8 million residents want to visit and frequent on a consistent basis; it must become an area that entices locals to become tourists within their own city. Achieving this goal, in turn, can generate additional tourism visitation in the more traditional sense, since modern-day foreign tourists (those traveling 2 or more hours away for a new experience) increasingly want to go where locals go.

The WBIA has stated that one of its major goals is to help evolve Toronto from being a “city with a waterfront” into a globally-competitive “Waterfront City”, that competes on par with other cities renowned around the world for their great waterfront experiences. While Toronto has great ambitions for its waterfront (as evidenced by the level of investment made by all levels of government, and the rigour with which Waterfront Toronto and the City of Toronto have worked to improve the area to date), it has not yet become internationally relevant for its urban waterfront, when compared to other celebrated “Waterfront Cities” such as Sydney, Chicago, San Francisco, London or New York. Targeting and achieving this goal will allow Toronto to reap all associated economic rewards that come from the increased tourism activity and cultural programming.

Note: The WBIA must focus first on becoming a successful local and regional destination before it can compete as a global Waterfront City. By first focusing on becoming a destination for the Regional Draw Area’s 5.9 million residents and 6.1 million daytime population, the WBIA can become an authentically vibrant place with its own character and culture, which will significantly increase visitation and begin positioning it as more globally relevant and competitive urban waterfront.



Building from the analysis, stakeholder outreach, and discussions with WBIA leadership, LWLP has collectively developed 6 core recommended strategies for the WBIA to pursue to further its goals, forming a Strategic Framework to guide its future initiatives. This framework forms the basis of a series of underlying implementation tactics (i.e., the Tactical Plan detailed in the following section). Importantly, **this Strategic Framework should be maintained in developing and assessing other tactics, beyond the 73 recommended in the Tactical Plan, that the WBIA may consider employing as the implementation effort evolves.** This framework and plan was developed to work within the WBIA's:

- Distinct geographic and physical context
- Overlapping and dense policy and planning context
- Current real estate market realities
- Identified challenges and opportunities

Each of the strategies has also been categorized according to “Short/Medium-Term” and “Longer-Term”, to approximate the sequencing and prioritization of the WBIA's 2 main goals. The strategies are outlined below, and explained in greater detail in this section.

6 Core Strategies*

Short/Medium-Term Strategies

- 1 Create a Unified Area of Distinct Places
- 2 Create Reasons to Come Year-Round
- 3 Improve North-South Connections
- 4 Evolve the Role & Scope of the WBIA

Longer-Term

- 5 Animate & Use the Water
- 6 Celebrate & Evolve the Islands

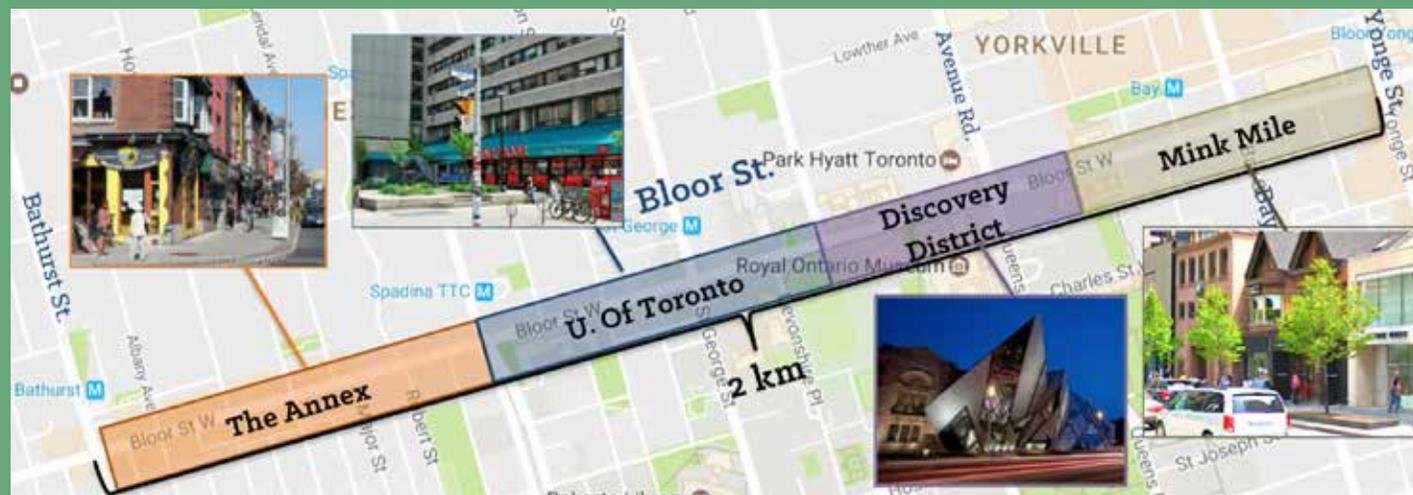
*While the two longer-term strategies (“Animate and Use the Water” & “Celebrate and Evolve the Islands”) can be initiated at the same time as the 4 short- to medium-term strategies, LWLP strongly advises sequencing in the order provided. To jump ahead and start advancing these largely programmatic initiatives before the more destination ones have been undertaken will not yield more sustained and consistent economic returns that the WBIA is looking for.

Short/Medium-Term Strategies

1. Create a Unified Area of Distinct Places

Given the WBIA's expansive geographic area, both in terms of general size as well as linear distance, its identity is not well defined. While the WBIA has carried out a number of place-branding initiatives that is typical of most BIAs (streetpost banners, streetscape beautification initiatives, and promotion of its events and festivities), the area is geographically too large to function as one singular place in people's minds. In reality, certain areas of the BIA are more active while others are more passive in terms of pedestrian flow; accordingly, the uses in those areas vary. To respond to this set of conditions, the WBIA should be thought of as a series of separate, distinct, but integrated, districts that each perform their own function in creating an overall Waterfront identity. Much like in the Bloor Street example below, where this principle of distinct places within a larger defined area has proven successful (with a similar linear length as the WBIA: ~2km), LWLP has organized the WBIA into a proposed series of different districts, as **part of a comprehensive "District Strategy"** (see p. 78).

Example: Bloor Street's Four Character Areas



To illustrate the relative size of the WBIA's geography, and the opportunity that this presents to create more distinct places within that area, one may look to one of Toronto's most successful retail strips over a similar stretch of space – Bloor Street from Bathurst Street to Yonge Street. Over this stretch of street, which covers a similar 25-30 minute walking distance as the WBIA, a pedestrian will experience 4 wholly unique neighbourhoods in terms of character. While technically all part of "Bloor Street", these four areas each have their own unique commercial-cultural feel and contribution to the pedestrian experience; with each containing completely different draws for people to want to visit them; many visitors will frequent one segment of this stretch without ever crossing over into any of the others.

2. Create Reasons to Come Year-Round



The WBIA is currently a highly seasonal place –immensely active during the spring and summer and then very passive over the fall and winter. What is needed for the long-term economic health of the WBIA is a new rhythm of activity that creates more consistency of visitor/customer flow over all 12 months. By building a consistent calendar of big and small events, the Central Waterfront can become a place of first-thought for Torontonians looking for something to do at any time of the year (similar to other city destinations, e.g., the Distillery District, Wychwood Barns, or Evergreen Brickworks). Part of this year-round strategy involves providing complementary programming that responds to other waterfront events, particularly in the winter to leverage already captured visitors for longer. Visitors who have already committed to coming to the WBIA (or surrounding area), can usually be enticed to spend additional time, by being provided with additional reasons to linger in the area.

3. Improve North-South Connections



As previously discussed, accessing the WBIA is a significant challenge at present, and one that harms commercial and programmatic vibrancy in the area. Greater care needs to be paid to the initial North-South access points, as those stand as barriers to people wanting to come to the WBIA. Once visitors arrive in the WBIA, a different kind of poor North-South mobility means that pedestrians largely circulate in east-west corridors on a functionally one-sided street, and are not likely to engage with both sides of the street.

This strategy is focused on ensuring adequate and enticing access into the WBIA, as well as easy opportunities to “ping-pong” back and forth within the various sections of the WBIA safely and organically. It is essential to begin drawing more people from the downtown core to the area, and getting them to fully explore all that there is to offer.

Short/Medium-Term Strategies (cont'd)

4. Evolve the Role & Scope of the WBIA



The WBIA is one of Toronto’s “Big Six” BIAs (as shown above), each with boundaries, budgets, mandates and staff experience head-&-shoulders above others. However, given the existing limitations imposed on BIAs (both in the City of Toronto and across Ontario) by the current policy framework in which they operate (Chapter 19 of the Toronto Municipal Code), much of the necessary area-specific economic development and place-making work that is within the capacity of larger BIAs is prevented by current regulations.

This strategy focuses on the need for the WBIA to continue to advocate for an increased role, mandate (potentially as “the organization for the whole Waterfront”) and toolset to accomplish its specific goals. To be successful, the WBIA will need to be able to offer a compatible vision for itself and its surroundings and leverage its relationships and membership as part of the Big Six.

Chapter 19: What It Means for the WBIA

- Chapter 19 is the section of the Toronto Municipal Code that sets out procedures for creating and operating a Business Improvement Area (BIA) in the City of Toronto
- It enables the City to collect a charge from all business properties in a designated area (in addition to property taxes), that is provided to an organization of local business owners to fund extra improvements
- Those funds are used typically for things such as streetscape enhancements, marketing and promotional activities and special events
- Chapter 19 also controls what BIAs can do with those funds, restricting them from working with private property and non-municipal public spaces (with a few exceptions) and not explicitly allowing for work in business recruitment and retention
- Expanding the abilities of BIAs may require changes to Chapter 19, at the discretion of the City of Toronto, but would also likely require changes to be made to the City of Toronto Act and the Municipal Act, at the discretion of the Province of Ontario

5. Animate & Use the Water



Misperception of the water's cleanliness and physical disconnect dominate the narrative regarding Torontonians' experience with, and appreciation for, Lake Ontario. The current physical configuration of the WBIA (as an historic and operational dock-wall) keeps residents from easily engaging with the water, unless they travel to the Islands. For Toronto to become a "Waterfront City", its citizens must be allowed and given ample opportunity to interact with the water in more meaningful ways than at present. Ideally this should include more opportunity for activity of all types across all seasons, as it should dovetail into initiatives related to making the WBIA a year-round destination.

6. Celebrate & Evolve the Islands



Going to the Toronto Islands is a common journey that many Torontonians undertake every summer, to escape the high heat of the city. However, the various elements of this experience can stand to be improved.

While part of the common history of many city residents, the quality of the experience described above does little to entice many to return any more than once per year. As the Waterfront continues to build out on the land side, the purpose and opportunity created by the Islands will become even more essential as a unique differentiator of the Central Waterfront experience. The WBIA should take responsibility to remain at the centre of that experience, and needs to improve and help shepherd in the proper evolution of the Islands to accommodate and delight the same, new, and many varied populations of visitors on both sides of the harbour in a more seamless and inviting manner.

A Typical Day Trip to The Islands

- At the cramped ferry terminal, passengers get funnelled uncomfortably through narrow gates, rather than being seamlessly flowed through as they would be in a modern transportation hub
- Passengers then board an aging ferry over to the Islands park space
- They end up in a nostalgic, but outdated theme park from the 1980s
- Visitors who go for a beach or picnic experience do not spend much or any money since they will likely have brought their supplies with them, due to a lack of quality options
- Upon return to the land side of the waterfront, there is little "stickiness", i.e., reasons to stay in the area
- The experience and memories are stored and not repeated until the following year



An aerial photograph of a crosswalk with white diagonal stripes on a dark asphalt surface. Several people are walking across the crosswalk in various directions. A solid blue horizontal bar is overlaid across the middle of the image, containing the word "Tactics" in white, bold, sans-serif font. The scene is brightly lit, casting long shadows of the pedestrians onto the pavement.

Tactics

Tactics – Section Overview

This section details a comprehensive set of implementable tactics to help the WBIA operationalize its pursuit of the 6 core strategies previously outlined, which were developed to help the WBIA achieve its two stated goals. As these tactics relate to “on-the-ground” actions and initiatives, thought has been paid to the role the WBIA should play in their execution (which may vary over time), where the tactics should be applied, and when. Generally, tactics in this section have been categorized into two broad sets: “**BIA-Wide**” and “**District-Specific**”. This division was created in order to properly account for those tactics that require implementation across the entirety of the BIA, in order to unlock the greatest value and reinforce the district’s overall story and vision, as opposed to those that require a more focused approach to specific districts (as described in the [District Strategy on p.76](#)).



Defining the WBIA’s Role

Given the WBIA’s limited resources and budget, recommended tactics in both categories are scoped to be within the WBIA’s current means. As such, the specific recommended role that the WBIA could play relative to each tactic varies with regards to required resources:

Facilitate: Tactics where the WBIA will connect with various stakeholders and engage/facilitate discussion

Advise: Tactics where the WBIA will provide meaningful input into planning, development or other relevant projects

Program: Tactics where the WBIA will take a lead role in implementing initiatives directly, potentially in partnership with other stakeholders

Advocate: Tactics where the WBIA will take an active role in communicating a desired vision or outcome

Tactic Initiation Timeline



Care has also been paid to the staging and timeline of when the WBIA is recommended to commence the roll-out of specific tactics. This was determined based on WBIA (and other stakeholder) workstreams, resources, as well as the relative immediacy of the issues the tactics address, or their catalytic potential to create significant economic change for the WBIA.

Immediate

⚠ Indicates “priority” immediate tactic

Immediate tactics are recommended to be initiated immediately upon the adoption of this Strategic Framework & Tactical Plan by the WBIA. Tactics within this timeframe are either essential components to longer-term tactics (key first steps that will enable others) or are stand-alone initiatives planned to take advantage of already initiated planning efforts and decisions made by the City of Toronto, Waterfront Toronto, or other key waterfront stakeholders.

Short-Term

Short-Term tactics are recommended to be initiated within 1 year of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe are typically plan-based, focusing on establishing further programmatic direction for the area’s numerous public spaces, or establishing an implementation strategy related to new user experiences within the WBIA.

Medium-Term

Medium-Term tactics are recommended to be initiated within 3-5 years of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe are largely initiatives that require time to synch with other stakeholders’ work processes and timing. These tactics are largely anticipated to dovetail with other stakeholders’ work streams and be catalytic in nature for specific areas of the WBIA.

Long-Term

Long-Term tactics are those recommended to be initiated following 5 years of this Strategic Framework & Tactical Plan’s adoption by the WBIA. Tactics within this timeframe may have sub-steps that begin sooner than the 5-year timeline, but typically are of a scale that will require significant planning, setup time, and potentially capital in order to be fully initiated.

Tactics Result From the 6 Core Strategies

Tactics presented in both the BIA-Wide and District-Specific sections are intended to work in accordance with the 6 core strategies recommended in the previous section. In many cases, tactics are associated with several strategies, and as such can generate different types of benefits for the continued evolution of the area. As a reminder, these 6 core strategies are summarized to the right. To see which strategies tactics are expected to help implement, refer to [Appendix D](#) for the consolidated list of tactics shown in detail in this section.

- 1 **Create a Unified Area of Distinct Places**
- 2 **Create Reasons to Come Year-Round**
- 3 **Improve North-South Connections**
- 4 **Evolve the Role & Scope of the WBIA**
- 5 **Animate & Use the Water**
- 6 **Celebrate & Evolve the Islands**

BIA-Wide Tactics

This first category of tactics encompasses those meant to tackle the overarching issues identified in the WBIA, whether they are physical (barriers, mobility, seasonal) or organizational (limitations of the BIA from policy or structure) in nature. In either case, these tactics aim to improve and unify the overall area experience across its entire geography.

Physical Tactics

Immediate

- i. Work with stakeholders to improve pedestrian experiences along major accesses into the WBIA: immediate focus on connections to/from Union Station and Rees St.

WBIA Role: Facilitate & Advise

To begin addressing the major identified issue of the poor quality of access into the area, the WBIA should facilitate discussion among relevant stakeholders to implement specific interventions that tackle this issue. These interventions should include **measures such as those shown below:**

Example: Increased Crosswalk Visibility



Madrid, Spain

Elaborate interventions in Madrid, Spain (above) use splashes of colour to enliven the streetscape and draw drivers' and pedestrians' attention to the crossings. These interventions could be deployed along major roads that make access into the WBIA.

Example: Clear Delineation of Pedestrian Space



Seattle, WA

Construction along the routes into the BIA should provide clear guidance and appropriate space for pedestrians, with reasonably direct paths into the area. Too often pedestrians get to a corner only to realize that the path they wish to take is blocked by construction without earlier signage to warn them of the block. Construction mitigation standards deployed in Seattle (above) provide a good example.

Example: Widened Crosswalks on Major Access Streets



San Francisco, CA

Extra-wide crosswalks in parts of San Francisco draw greater recognition of crossings for both pedestrians and road users. Interventions of this sort should be applied to Lake Shore Boulevard and under the Gardiner Expressway where pedestrian flows are large, and where potential conflict between car traffic and pedestrians is the highest.

Example: Better Lighting at Underpasses



Birmingham, AL

Birmingham, Alabama's 18th St underpass received an inviting uplift, transformed with multicoloured, programmable LED lighting. This type of underpass treatment leading to the WBIA can create a more attractive and comfortable public realm that reinforces the feeling of safety for its users.

Immediate



ii.

Work with stakeholders to improve pedestrian mobility within the WBIA (i.e., allowing for a “ping-pong” pattern)

WBIA Role: Facilitate

In order to generate greater traffic to the north side of Queens Quay, the WBIA should help to facilitate the implementation of a series of intra-WBIA interventions to allow for optimal pedestrian retail shopping behaviour between the north and south sides of the street. See [examples of these types of interventions below](#):

Example: Attractive & Visible Crosswalks Within the WBIA



Colourful Crosswalks – Long Beach, CA

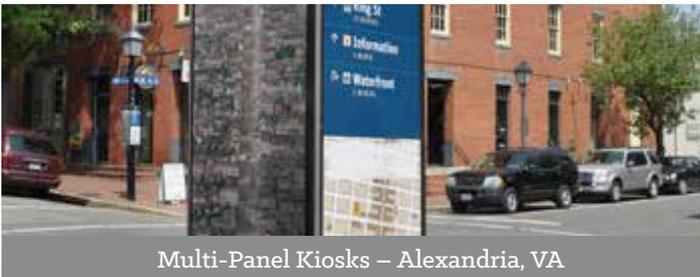
To encourage crosswalk use between the north and south sides of Queens Quay, the WBIA may consider vibrant/creative paint schemes that draw attention to crosswalks (such as on Long Beach’s pedestrian-oriented Pine Avenue) and reinforce them as an extension of a pleasant pedestrian realm.



Hudson River Greenway – New York City, NY

In-pavement LED lighting promotes a similar effect for nighttime crosswalk use (as on New York City’s Hudson River Greenway). Interventions of this sort are both stylistic and assist in mobility for those with visual impairment.

Example: Drawing Attention to North-Side Retail



Multi-Panel Kiosks – Alexandria, VA

Way-finding signs on the south side of Queens Quay, which can list nearby retail in an interactive way, could give crowds on the promenade an understanding of businesses they would not otherwise be aware of. Content could be rotated so as to give different retailers opportunities to be profiled. As an example, Alexandria, Virginia’s multi-panel wayfinding kiosks highlight local historical information and photos on one panel, local and area maps on another, and updatable panels with directions to immediate attractions.

Example: Enhanced Way-Finding and Signage



Detailed Kiosk Maps – New York City, NY

Larger-scale kiosk maps of the area’s more permanent attractions (like New York City’s) can be designed to showcase walking time to nearby major attractions, providing a sense of closeness and encouraging people to make the walk to and through in order to fully discover the area and its many tourist attractions. Such kiosk maps could be positioned both within and outside the WBIA at major tourist anchors to provide consistent support to a broader Toronto tourism “zone”, of which the WBIA would be a part.

BIA-Wide Tactics (cont'd)

Medium-Term

iii.

Research, design, and implement low-cost public space improvements that promote pedestrian “stickiness” to the north side of Queens Quay that are keeping with the area’s brand

WBIA Role: Facilitate & Program

To encourage people to spend meaningful time on the north side of Queens Quay, this tactic focuses on making improvements to the north side public realm to mitigate the inhibitive effects of the weather-protected retail. **Interventions could include:**

Example: Low-Cost, Functional Pop-Up Installations



Converted Parking Spot – Nashville, TN

Seasonal pop-up parks using curbside parking (as in Nashville) can serve to entice people to sit, eat, linger and people-watch, populating a critical mass that attracts others by virtue of its lively qualities. This type of pop-up intervention on the north side of Queens Quay could begin to complement the offerings on the south side and give people more reasons to cross the street.



Bike-In Café – Tokyo, Japan

Sidewalk bike parking/café tables (such as in Tokyo) can provide multi-purpose, low-cost benefit, giving pedestrians and cyclists a place to pause; populating the sidewalk and encouraging others to linger. Partnering on an intervention like this with local grab'n'go and convenience businesses would allow these establishments to showcase their offerings to a clientele that typically passes through the area.

Example: Sidewalk Interventions



Attractive Sidewalk Treatment – Montréal, QC

Low-cost measures such as painted sidewalks with attractive designs (such as at Place de Castelnau in Montréal) can also serve to attract people to walk on them and hold pedestrians to a particular side of the street over another.

Organizational Tactics

Immediate



iv. Facilitate the formation of a “Waterfront Coalition” of key stakeholders

WBIA Role: Facilitate & Advise

In order to address the issue of overlapping organizational mandates, and missed collaborative opportunities among key Waterfront stakeholders, the importance of, and need for, an effective, communicative and empowered “coalition” comprised of Waterfront decision-makers cannot be overstated. This group, potentially formed, chaired, or at the very least, facilitated by the WBIA, may act on issues that affect the entirety of the Waterfront, which warrants a holistic – as opposed to a siloed – strategy and decision-making approach.

Example: Effective, Decision-Making Groups



Vaughan Metropolitan Centre Working Group – Vaughan, ON

The City of Vaughan employed a Working Group with major landowners at the Vaughan Metropolitan Centre as a way to streamline process and build collaboration between the City and the private sector.



Downtown Collaborative – Downtown Mississauga, ON

The Downtown Collaborative worked between the City of Mississauga and major downtown landowners to see to the implementation of the downtown plan.

Immediate

v. Continue advocating alongside the other “Big Six” Toronto BIAs for an update to Chapter 19 of the City’s Municipal Code, stressing unique status and special needs

WBIA Role: Advocate

Given the considerable budgets and implementation capacities of Toronto’s 6 largest BIAs, the WBIA should lead a collaborative effort to reform current policy that defines the mandates of BIAs in the city. Any specific update to the code to cover the WBIA’s evolving mandate needs to be discussed and evaluated in more detail with stakeholders (the City, BIA membership, and the Big Six).

Short-Term

vi. Form a comprehensive WBIA communication and marketing strategy that encompasses the events, activities and festivals of all Waterfront partners

WBIA Role: Facilitate

In order to address the lack of awareness of WBIA activities, both within and outside the WBIA, and to generate city-wide enthusiasm for the area in general, the WBIA should work with its membership to develop an innovative marketing approach that goes above and beyond what it has done in the past. This marketing approach needs to capture events and festivals sponsored by the WBIA, and WBIA members, as well as Waterfront attractions outside current WBIA boundaries for which the WBIA provides complementary programming.

BIA-Wide Tactics (cont'd)

Example: Creating a Dynamic Online Presence

The Quartier des Spectacles (Arts and Entertainment District) in Montréal has an extensive online presence, promoting its abundant arts and culture calendar, artist profiles, and co-promotions with other neighbourhood groups. This approach not only encourages visitation to the Quartier des Spectacles but also makes it into the area of first-thought when looking for happenings in the city.



Short-Term

vii. Work with Waterfront landowners to develop and implement a ground floor programming strategy

WBIA Role: Facilitate & Advise

vii.1) Develop a ground floor master plan for the Waterfront (Short-Term)

As a potential work product of the Waterfront Coalition, the WBIA should facilitate and provide input into a ground floor master plan for the Waterfront. This plan would set out a comprehensive space-by-space vision (one that dovetails with each district's vision – as per the District Strategy) for the retail and ground floor uses along the entire Central Waterfront. It would address the issue of inward-facing uses, and provide a suggested detailed framework for landowners and brokers to follow when filling vacancies as they arise in the WBIA.

Example: Developing a Ground Floor Master Plan



vii.2) Target, recruit & hand-off best-in-class concepts for vacancy opportunities in the WBIA (Medium-Term)

Related to the tactic above, with the appropriate ground floor plan in place, the WBIA can implement a process with landlords in the Central Waterfront by which the WBIA would work to handpick and source retail details that would fit and enhance the vision of the various WBIA districts in which ground-floor vacancies arise. This process, referred to by LWLP as “Targeted Leasing & Casting™”, would see the WBIA engaging in direct economic development, potentially through the hiring of a new full-time position, through corresponding help from the City Economic Development Department, or WBIA members.

Example: Targeted Leasing & Casting™



Short-Term

viii.

Wherever possible, Waterfront stakeholders should work together to pool resources and expertise to unlock potential synergies

WBIA Role: Facilitate & Advise

To work toward creating a vibrant and authentic Waterfront experience that celebrates the story of the area and its unique cultural, artistic, and commercial actors, the WBIA should facilitate and encourage creative collaboration when implementing district-specific tactics recommended in this plan. For example, public art works recommended at potential enhanced gathering places highlighted at various places in the WBIA District Strategy (p. 78) could be conceived and delivered in collaboration with Harbourfront Centre creators.

Medium-Term

ix.

Work with City departments to initiate a Waterfront parks management plan

WBIA Role: Advocate, Facilitate & Advise

To address the fact that the WBIA's significant amount of park and open space is often passive through a majority of the year, and that even more new park and open space is soon to be brought to development in the area, this tactic proposes the development of a plan that takes stock of existing parks and programmable open spaces. This plan would allow the City and the WBIA to understand how parks are currently used, and can work to identify the optimal programming for each space. Doing so will also help to ensure that district visions are adhered to, that new park space fills existing experiential gaps (rather than over supply existing uses), and that programming goes to those areas that will see the most return from it.

Medium-Term

x.

Reach out to East Bayfront development teams to understand oncoming retail programs and their possible future inclusion in the WBIA

WBIA Role: Advise

As new development is poised to significantly re-shape the eastern portion of Toronto's Waterfront (and potentially pull a significant amount of energy and pedestrian traffic that way), the WBIA should begin to establish a plan on how to react to new businesses (which can also form a part of a ground floor master plan as described in tactic G1), and retail opening in that area of the Waterfront. This tactic could involve work on a further boundary expansion to capture this new development within the WBIA's area, or ways to position the WBIA's existing retail offering in a way that is complementary to the new retail and cultural spaces of East Bayfront.

Long-Term

xi.

Advocate with other stakeholders for capital spends for infrastructure improvements to crossings at Gardiner Expressway and Lake Shore Boulevard

WBIA Role: Advocate & Advise

This tactic addresses the more long-term, and capital-intensive, need for a significant re-think of the road and pathway structure from the downtown core into the WBIA and the water's edge. While certain short-term tactics proposed in this report suggest low-cost ways to ease the experience of this pedestrian journey, they do not address the fundamental issues that create unpleasant and unsafe pedestrian conditions. The WBIA should continue to advocate for these improvements, and advise decision-makers on where best to improve these experiences.

District-Specific Tactics

WBIA District Strategy



As a physical framework to guide area-specific tactics within the WBIA, and as an outflow of the first strategy identified in the previous chapter, the district strategy shown above divides the WBIA into 6 distinct, but complementary, areas that are interconnected by a series of enhanced gathering places. Separating the WBIA into these districts will help differentiate them from the larger narrative of the Central Waterfront, reinforcing and growing the unique competitive advantages for each, and allowing the development process to leverage the natural programming, marketing and physical connections of each unique district as they develop, evolve or mature. **While necessary to create this differentiation, district boundaries should nevertheless be interpreted as flexible, “soft” boundaries to account for inevitable thematic overlap of certain uses, programs and activities between districts.**

Any new programming, events, or initiatives carried out in the WBIA should generally respond to the character of each district’s distinct character, keeping with the unique sense of place there, yet still dovetail back to the WBIA’s common brand*. The guiding visions, potential new gathering places, and tactics recommended in this section for each of these districts are generally supported by their existing character, land use allowances and opportunity sites.

*Key maps in the District-Specific Tactics section provide direction on suggested sidewalk and crosswalk improvements for each district



Opportunity Sites & Stopping Points

The six districts proposed in this district strategy are underpinned by a series of opportunity sites and natural stopping points that exist in the WBIA today, and are illustrated in the “x-ray” of the area below. These stopping points and different types of opportunity sites are used to anchor district tactics and defined below:



“New” Opportunity Sites



Sites that are currently vacant or functioning as surface parking lots, and have the opportunity to be developed or re-imagined (either through vertical development or with the creation of new public spaces).

Commercial-Cultural Re-Development and Re-Leasing Sites



Sites currently experiencing programmatic gaps due to building vacancies or “occupied vacancies” open to re-imagining

Opportunities to Enhance Existing Programming



Sites that, due to being built-out and delivered, are not expected to experience significant change, but may be enhanced through additional or fine-tuned commercial-cultural programming

Natural Stopping Points



Whether by design or chance, at certain points the pedestrian experience along Queens Quay becomes compressed, forcing visitors either to slow, or be channelled into a particular place. These points are natural opportunities to leverage already occurring pedestrian behaviour to create an “enhanced gathering place”.

District 1: Bathurst Quay Neighbourhood



District Vision

The Bathurst Quay Neighbourhood is envisioned to become a stronger public space, promoting gathering spaces for the surrounding residential community and welcoming the 2.7 million passengers who annually go to and from Billy Bishop Toronto City Airport. As a gateway into the WBIA, this district should provide a clear sense of arrival into a special place.



District Opportunity Sites & Tactics



This district contains 4 key opportunity sites for which different tactics are recommended. Tactics relating to the creation of an enhanced gathering place, as well as tactics that apply to the entire district are also provided.

a. Rogers Site

b. Canada Malting Silos Site

c. Eireann Quay

d. Little Norway Park

★ Enhanced Gathering Place

District-Wide

a. Rogers Site



Formerly a Rogers Media production and broadcast complex with a large parking lot fronting onto Queens Quay, this site was purchased in April 2017 by Canderel. The site has a significant potential to redefine the western edge of the WBIA, and engage with Eireann Quay and Billy Bishop Toronto City Airport to create a strong pedestrian anchor for the Bathurst Quay Neighbourhood and the WBIA in general.

Approximate Size	1.8 acres
Land Use Designation	Mixed-Use
Landowner	Canderel

Short-Term

1.A

Engage with Canderel and share completed market research and district positioning: neighbourhood experiences, future public space, missing commuter experiences, and enhanced gathering place

WBIA Role: Advise & Facilitate

Short-Term

1.B

Engage with PortsToronto and City (as necessary) and share completed market research and district positioning: neighbourhood experiences, future public space, missing commuter experiences, and enhanced gathering place

WBIA Role: Advise & Facilitate

Medium-Term

1.C

Work with Canderel and, where possible, recruit and hand-off appropriate ground floor tenants who achieve shared site vision

WBIA Role: Facilitate & Program

District 1: Bathurst Quay Neighbourhood (cont'd)

b. Canada Malting Silos Site



Given their value as a part of Toronto's industrial heritage (the oldest silos on the complex were built in 1928), the silos have the potential to be celebrated and adaptively re-used in an historically-sensitive way that reinforces the character of the neighbourhood.

Approximate Size	3.4 acres
Land Use Designation	Park
Landowner	City of Toronto

Long-Term

1.D

Work with City, Heritage & Arts Organizations on an adaptive reuse and conservation plan (in conjunction with long-term programming strategy)

WBIA Role: Facilitate

c. Eireann Quay



As central passage that connects Queens Quay, a stable residential neighbourhood to the west, and the airport to the south, Eireann Quay and its underutilized public space has the potential to enliven the area for all of its users. As the Waterfront Secretariat continues work on the *Bathurst Quay Streetscape & Public Realm Improvement Plan*, the WBIA would benefit to remain involved in the planning process.

Approximate Size	Ball field: 0.5 acres Taxi Corral and Parking Lots: 1.8 acres Roadway: 0.9 acres
Land Use Designation	Park
Landowner	Various

Bathurst Quay Streetscape & Public Realm Improvement Plan

The tactics recommended for this district were informed by, and are consistent with, the aims and guiding principles of this ongoing study, currently being carried out by the City of Toronto Waterfront Secretariat. The main elements of this plan include:

- Adaptive reuse proposal for the Canada Malting Silos site
- Improvements to parks, public realm and streetscapes
- Enhanced community services and facilities
- Transportation network improvements



(Partial) Conceptual Design for Eireann Quay



Immediate

1.E Provide feedback and recommendations on plan design & programming presented by City and the Waterfront Secretariat

WBIA Role: Advise

Medium-Term

1.F Work with City to recruit and hand-off appropriate commercial use for Eireann Quay Administration Building that fills neighbourhood gaps

WBIA Role: Facilitate & Program

Medium-Term

1.G Provide advice to City on how to conduct future programming (based on what has been working to-date, and other existing programs in immediate area)

WBIA Role: Advise

d. Little Norway Park



As one of the WBIA’s major residential parks, this park has the potential to reinforce its current function as a community park that serves the need for athletic/active recreation space in the WBIA.

Approximate Size	5.9 acres
Land Use Designation	Park
Landowner	City of Toronto

Short-Term

1.H Identify Little Norway Park’s role/vocation as part of a larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user groups’ needs it meets

WBIA Role: Facilitate

Short-Term

1.I Direct appropriate recreational programming to Little Norway Park (in concert with City, Waterfront Neighbourhood Centre, Events)

WBIA Role: Facilitate

District 1: Bathurst Quay Neighbourhood (cont'd)

★ Enhanced Gathering Place: “Multi-Modal Gateway” (Bathurst & Queens Quay)



This intersection is exceptionally rich in transit infrastructure and one of the key entrances into the WBIA. This should be celebrated and highlighted through public space programming and enhancements that create more gathering and animation space for both visitors and the surrounding community.

Immediate

1.J

Provide distinct programming at identified gathering place, e.g., *Ice Breakers*/seasonal art installation, pop-up bike-structure/commercial space, gateway marker to the Waterfront

WBIA Role: Program

Example: Multi-Modal Gateway



Alexanderplatz – Berlin, Germany

Alexanderplatz in Berlin is a major multi-modal gateway, with links to streetcar, subway and a major regional train station. It serves as the point of entry to the city for thousands of people every day. Its public square is busy year-round, even in the winter, when it hosts an extremely popular Christmas market.

District-Wide Tactics

Immediate

1.K

Reinforce N-S crosswalks from Eireann Quay to Queens Quay (as shown on the crosswalks maps on p. 35)

WBIA Role: Program

Immediate

1.L

Provide treatment to north sidewalk at Queens Quay corners: signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 78 for suggested sidewalk treatment location)

WBIA Role: Program

District 2: Garden-on-the-Lake



District Vision

This district is a link between the stable Bathurst Quay neighbourhood and its transportation hub, and the more active Market District. As such, the Garden-on-the-Lake district should balance between passive “Muskoka-like” spaces with more animated urban experiences, all set with the Music Gardens and Lake Ontario as the backdrop.



District Opportunity Sites & Tactics



This district contains 3 key opportunity sites for which different tactics are recommended. Tactics relating to the creation of an enhanced gathering place, as well as tactics that apply to the entire district are also provided.

a. Marina Quay West Slip

b. Toronto Music Garden

c. Spadina Quay Wetlands and Wave Deck

★ Enhanced Gathering Place

District-Wide

District 2: Garden-on-the-Lake (cont'd)

a. Marina Quay West Slip



While the marina has berths for approximately 150 boats, it is generally the least busy of the Central Waterfront's marinas. As such, this site has potential for more passive marine uses, as well as potentially new launch points in the WBIA for different types of watercraft.

Approximate Size	2.2 acres
Land Use Designation	Park
Landowner	City of Toronto

Short-Term

2.A Stay aware of, and be involved in, any City review of this site as it relates to programming opportunities or new public space

WBIA Role: Advise

Short-Term

2.B If a City review of this site does occur, share with City this District's program vision – increased opportunities for access to the lake, sponsored-programming for the public, continued marine presence

WBIA Role: Advise

b. Toronto Music Garden



As one of the prime showpieces of the Waterfront, the Music Garden has the potential to offer more consistent year-round programming.

Approximate Size	2.7 acres
Land Use Designation	Park
Landowner	City of Toronto

Immediate

2.C Work with Waterfront stakeholders and City to program the Music Garden with a combination of events throughout the coming summer season (daily, weekly, monthly)

WBIA Role: Facilitate & Program

Short-Term

2.D

Identify the Music Garden’s thematic programming as part of larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user group’s needs it meets

WBIA Role: Facilitate

Short-Term

2.E

Work with City Parks, Economic Development & Culture and waterfront stakeholders on fall, winter, and spring programming – retaining passive features and serene nature of the District

WBIA Role: Facilitate

Example: Enhanced Music Garden Programming

Classic silent films, with live orchestral score could be an interesting addition to the Music Garden programming (as in Joliette, Quebec, right). As this park fronts the marina, using the water’s edge as part of the show would be highly encouraged.



Orchestra & Silent Film – Joliette, QC

c. Spadina Quay Wetlands and Wave Deck



By representing the Waterfront’s former wetlands areas and emphasizing their key role in maintaining biodiversity and water quality, the Spadina Quay Wetlands and adjacent Wave Deck could draw in more people by offering more interactive ways for them to engage in the natural marine assets present in this section of the harbour.

Approximate Size	0.9 acres
Land Use Designation	Park
Landowner	City of Toronto

Short-Term

2.F

Engage and educate City, TRCA & PortsToronto about each other’s work to assess opportunity for synergy and collaboration to implement fishing programming on the Wave Deck

WBIA Role: Facilitate

District 2: Garden-on-the-Lake (cont'd)

Medium-Term

2.G

If possible, work with City, TRCA & Ports on marketing and promotion of fishing programming on the Wave Deck

WBIA Role: Facilitate & Program

Long-Term

2.H

Work with City & TRCA on ways/means and marketing for future winter programming on Wave Deck and Wetland areas that creates new reasons to come, and continues to engage with lake and established fishing programming

WBIA Role: Facilitate & Program

Example: Making Space for Urban Fishing

The City of Toronto promotes sport fishing from any City-owned sections of the Harbourfront, except where prohibited by signage. The Islands have extensive fishing areas, as well as an Urban Fishing Festival weekend typically held in July, where fishing licenses are not required. The WBIA may consider coordinating with this event and partnering with the TRCA, or the Ontario Ministry of Natural Resources and Forestry, which has specifically-designed urban fishing guides, and a free-of-charge fishing gear lending program for children and beginners.



★ Enhanced Gathering Place: “Bentway Off-Shoot” (along Spadina Ave.)



The forthcoming Bentway is a major piece of City infrastructure coming to the Waterfront. The Spadina Gathering Point should respond to this and provide a continuation of its themes and programming, ultimately terminating at the Spadina Wave Deck.

Immediate

2.I

Provide distinct programming that responds to the future Bentway and draws pedestrians into the District: e.g., *Ice Breakers*/seasonal arts installation, continuation of Bentway theming, seating, sidewalk painting

WBIA Role: Program

Example: Linear Park Activation



The River Walk – San Antonio, TX

The River Walk in San Antonio, Texas, is an extremely popular linear park on the banks of the San Antonio River that benefits surrounding businesses and neighbourhoods, and features pleasant lighting, street entertainment and art installations making for attractive paths branching off towards surrounding areas. The Bentway's character is similar to that of the Riverwalk such that a similar environment could serve as the transition zone between the Bentway and the waterfront.

District-Wide Tactics

Immediate

2.J

Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks maps on p. 35)

WBIA Role: Program

Immediate

2.K

Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 85 for suggested sidewalk treatment location)

WBIA Role: Program

District 3: Market District



District Vision

The Market District is emerging as a new artisanal destination. As it evolves, this identity should spread throughout the entire area, as well as evolve to be a year-round draw for makers, creators and customers seeking out their work. The result of these activities and users should be for this district to become the “beating heart” of the WBIA.



District Opportunity Sites & Tactics



This district contains 5 key opportunity sites for which different tactics are recommended. Tactics relating to the creation of an enhanced gathering place, as well as tactics that apply to the entire district are also provided.

a. Peter Street Basin

b. HTO Park (East & West)

c. 318 Queens Quay

d. Radisson Building

e. Pier 4 North Building

★ Enhanced Gathering Place

District-Wide

a. Peter Street Basin



Created as an amenity for the surrounding condos, and grade-separated from the main street, the basin is not easily seen from the south side of Queens Quay, nor engaged with from the north. It has the potential to receive more active programming such as a kayak launching point, water garden, or other activities.

Approximate Size	0.5 acres
Land Use Designation	Mixed-Use
Landowner	City of Toronto

Immediate

3.A

Pursue current activation plans for Basin, focusing on uses such as increased fish habitat, floating garden, and public engagement

WBIA Role: Facilitate & Program

Short-Term

3.B

Work with City and/or TRCA to explore lake-based programming in the Basin: e.g., winter and summer fishing, model boat racing, skating; build into year-round calendar of events

WBIA Role: Facilitate & Program

Medium-Term

3.C

Work with TRCA and City to examine the Basin's ability to act as launching point/practice space for canoeing, kayaking, personal watersports

WBIA Role: Facilitate & Program

Example: Active Pond



Central Park – New York City, NY

New York City's Conservatory Water in Central Park provides a potential compelling model for the Peter Street Basin, as a space for model boat racing in the warm months and ice skating in the winter.

Example: Urban Watersport Launch Point



Downtown Docks – Chicago, IL

Chicago's Downtown Docks, situated along the Riverwalk promenade, are a popular destination for boat docking, boat rentals, food, and space for strolling and sitting.

District 3: Market District (cont'd)

b. HTO Park (West & East)



Another major piece of the Waterfront revitalization efforts, HTO Park currently acts as the staging ground for the WBIA's annual Waterfront Artisan Market. As the Market District continues to mature, HTO Park has the potential to become a more year-round destination for events and festivities.

Approximate Size	West: 1.4 acres East: 3.9 acres
Land Use Designation	Park
Landowner	City of Toronto

Immediate

3.D Continue to program Artisan Market in HTO Park during the summer, while looking to expand use of the dock wall for further market animation

WBIA Role: Program

Medium-Term

3.E As Artisan Market becomes a yearly ritual, explore opportunities and feasibility of market expansion into the shoulder seasons

WBIA Role: Program

c. 318 Queens Quay



Granted to the City of Toronto from the Federal Government in 1997, this site is currently leased as a public parking lot for Harbourfront Centre. It has tremendous potential to bring new energy to the north side of Queens Quay by providing active year-round programming that goes beyond the traditional city park.

Approximate Size	2.3 acres
Land Use Designation	Park
Landowner	City of Toronto

Immediate

3.F Provide meaningful input into the City consultation process to shape the vision of the new public space (see programming and case studies on page 96) as well as keep City informed of waterfront stakeholders' viewpoints

WBIA Role: Advise & Advocate



Medium-Term

3.G

Work with City, Economic Development & Culture and waterfront stakeholders on year-round programming and animation plan for future public space

WBIA Role: Facilitate & Program

Long-Term

3.H

Work with other stakeholders on potential major partnerships for future public space that tie into and support, the surrounding tourism market

WBIA Role: Facilitate

d. Radisson Building



With approximately 13,500 SF of ground level retail, of which at least 1,460 SF is currently vacant (and the remainder generally categorized as “occupied vacancies”), the Radisson building can look to improve its street frontage by providing uses that the public can interact with, as opposed to blocked-off windows.

Approximate Size	1.8 acres
Land Use Designation	Mixed Use
Landowner	Carlson Rezidor Hotel Group

Medium-Term

3.I

Work with Radisson property management, as part of BIA-wide ground floor master plan, to selectively re-tenant ground floor spaces with uses in line with Market District vision (reinforcing, complementary and active uses that work with the commercial cluster that forms in this area)

WBIA Role: Program

District 3: Market District (cont'd)

e. Pier 4 North Building



With *Purina PawsWay* leaving as the main tenant of the building as of September 2017, this building is another significant opportunity to provide a vibrant use, akin in visitation to its southern neighbor (Amsterdam Brewhouse), which would further open up Queens Quay to passers-by, ideally, year-round.

Approximate Size	0.5 acres
Land Use Designation	Mixed Use
Landowner	City of Toronto

Immediate

3.J

Work in whatever capacity possible with Harbourfront Centre on adaptive reuse of the Pier 4 North building (see p. 97 for potential market gap/potential reuse of the building)

WBIA Role: Facilitate



★ Enhanced Gathering Place: “The Plaza” (in front of Pier 4 North building)



This space already serves as a marker along the Waterfront, but lacks elements of a true gathering space. Through future development, this space should serve as a street-fronting public space that celebrates the heritage value of the building in front of it.

Immediate

3.K

Provide distinct programming that draws Queens Quay pedestrians into any future adaptive re-use of the current Pier 4 North building (ideally supporting the programming of HTO Park)

WBIA Role: Program

District-Wide Tactics

Immediate

3.L

Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35) – signage and vertical demarcation, as this area is the point along the waterfront where the longest gap exists between formal crosswalks (317 metres)

WBIA Role: Program

Immediate

3.M

Provide treatment to north sidewalk at Queens Quay corners, with signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 90 for suggested sidewalk treatment location)

WBIA Role: Program

District 3: Market District (cont'd)

318 Queens Quay: Precedent Zoom-In

Given the importance of this site in the wider context of the WBIA, the following provides two more in-depth case studies of successful urban parks that are comparable in conditions and potential to the 318 Queens Quay Site.

Jardins Gamelin – Montréal, QC



- Jardins Gamelin is an annual repurposing/programming of Montréal's Place Emilie-Gamelin, typically running from May to October.
- In summer 2015, the Quartier des Spectacles Partnership (a committee that promotes the development and improvement of the surrounding entertainment district precinct), partnered with two non-profit urban design and agriculture groups to launch an experimental transformation of a once derelict space into Jardins Gamelin using flexible, low-cost materials (such as stacked wooden shipping pallets as movable furniture), and relying largely on immaterial, cultural interventions. Cost-recovery was a major concern for the project.
- Ultimately, with some fine tuning, the food and beverage sales were able to roughly cover the costs of operating the transformed space.



Year of Completion:	2015
Cost:	~\$500,000 (for design and initial installations)
Size:	~2.7 acres
Visitors:	400,000/year
Programming:	<ul style="list-style-type: none"> • Urban agriculture • Bar/café booth and patio space • Art installations • Festivals

The Yard at Mission Rock – San Francisco, California



- Located in a corner of a parking lot, in an industrial docklands area adjacent to the San Francisco Giants' baseball stadium, The Yard was launched by the Giants in 2015 to complement the stadium area during game days, and to experiment with low cost ways to generate activity within the emerging Mission Rock neighbourhood.
- Following servicing issues with an original shipping container village idea, the site was redesigned as a food truck hub.
- The Yard targets the crowds coming to the area for Giants game day festivities and acts as a micro-retail hub on non-game days.



Year of Completion:	2015
Cost:	~ \$900,000 (USD)
Size:	~0.4 acres
Programming:	<ul style="list-style-type: none"> • Shipping container bar, restaurant, café and other retail • Food trucks • Baseball gameday festivities • Music performances

Pier 4 North Building: Precedent Zoom-In

Similar to the future public space at 318 Queens Quay, the Pier 4 North building presents a major opportunity to provide value to WBIA visitors. In response to many of the desired experiences expressed by stakeholders interviewed by LWLP, this site has a great opportunity to house a concept that has experienced tremendous success in recent years in North America, and one that has not yet blossomed in Toronto: **market halls**. Market halls are very prevalent across North America and Europe and have the potential, if tenanted appropriately, to drive significant amounts of customer visitation from very far draw areas. This concept, as well as two examples that would fit within the context of the WBIA and the building itself, are described below.

The Opportunity: Waterfront Market Hall

- Offers a mix of dine-in and take-away food options from top independent purveyors
- Features niche ethnic/international offerings
- Greater focus on artisanal, fresh, non-GMO foods
- In the age of online retailing/shopping, provides a unique in-person experience
- Interactive food-retail stores (e.g., sample oils & vinegars, cheese tasting, bread making lessons)
- Potential programming concepts:
 - Dedicated Ontario craft beer section
 - Weekly events in addition to daily vendor offerings

Key Market Hall Features



Unique Food & Drink Options



Indoor/Outdoor Common Seating Areas



Reasonable Price Points



Gourmet Grab'n'Go

Oxbow Market – Napa, California



- “Napa’s public square”
- 30,000 SF; 8,000 SF of outdoor seating
- 22 independent merchants; (stalls approx. 250-400 SF each)
- Diverse mix of local food vendors, specialty good shops, artisan cafés and an organic produce outlet for local farms

The Source – Denver, Colorado



- 26,000 SF artisan food market that occupies a former 1880s brick foundry building in Denver’s River North District
- 15 vendors with concepts ranging from modern Mexican, to craft cocktails, seasonal produce, artisanal cheeses, spices and tapas

District 4: Culture District



District Vision

This district should retain and enhance its existing character as a centre of cultural programming along the Waterfront area. Enhancement could include a greater focus of programming existing public spaces and the street boulevard on a larger scale, along with new uses and programs that attract new visitors.



District Opportunity Sites & Tactics



This district contains 2 key opportunity sites for which different tactics are recommended. Tactics relating to the creation of an enhanced gathering place, as well as tactics that apply to the entire district are also provided.

a. Harbourfront Centre

b. Queens Quay Terminal Building

★ Enhanced Gathering Place

District-Wide

a. Harbourfront Centre (HC)



With much of its land situated on formerly industrial land that was bought in the 1970s by the federal government, the Harbourfront Centre organization was founded in 1991 as a non-profit charitable organization with a mandate to organize and present public events. Today, HC presents year-round cultural public programming across its 10 leased acres, and has the potential to expand this programming to continue to bring the WBIA to life on a more consistent basis.

Approximate Size	Stage in the Round: 1.4 acres Concert Stage: 0.6 acres Natrel Pond : 0.7 acres HC, main building: 0.8 acres Boxcar Social: 0.4 acres Ontario Square: 0.8 acres HC Theatre: 0.5 acres The Power Plant: 0.8 acres Canada Square: 0.4 acres Exhibition Common: 0.9 acres Total (excluding other HC properties elsewhere along the Waterfront): 7.3 acres
Land Use Designation	Mixed Use
Landowner	City of Toronto

Immediate

4.A

Work alongside HC to activate Queens Quay along HC frontage and dock wall (programming, animation and re-orientation where possible)

WBIA Role: Facilitate & Program

Example: Consistent, Year-Round Animation



Quartier des Spectacles – Montréal, QC

The Quartier des Spectacles in Montréal, offers consistent, interactive year-round programming, such as light therapy installations every winter, splash pads in the summer and numerous one-off concerts and events throughout the year.

District 4: Culture District (cont'd)

Short-Term

4.B

Work and coordinate with HC to ensure that both parties' respective weekly, monthly and year-round calendars of events are complementary, where possible creating combined programming that "talks" to each other, and provides visitors additional reasons to stay, linger and spend

WBIA Role: Facilitate & Program

Short-Term

4.C

Share with HC WBIA's wintertime programming strategy to encourage complementary programming and potential expansion of existing HC wintertime program

WBIA Role: Facilitate

Medium-Term

4.D

Encourage & potentially partner with HC on increased signage & wayfinding from Queens Quay into HC site to help draw pedestrian traffic into the area more consistently

WBIA Role: Facilitate

Long-Term

4.E

Encourage HC to move gallery access towards Queens Quay and have artists in residence occupy exterior space

WBIA Role: Facilitate

Example: Art-Making That Lets In the Public

MadArt Studio in Seattle is an art studio and gallery venue that capitalizes on its relationship to the street, displaying works and works-in-progress in the building's floor-to-ceiling ground floor windows.



MadArt Studio – Seattle, WA

Long-Term

4.F

Discuss opportunities for potential partnership with HC on permanent animation/programming of dock wall & lake

WBIA Role: Facilitate & Program

b. Queens Quay Terminal Building



As the Terminal Building's new collection of ground floor retail begins to bring its ground floor back to life, the building still has enormous potential to offer more to the Queens Quay side of the street, and connect with its future Reading Garden.

Approximate Size	3.8 acres
Land Use Designation	Mixed Use
Landowner	Brookfield Properties

Immediate

4.G

Encourage Brookfield, in future, to require tenants to have “active” frontages by having permeable glazing at ground level

WBIA Role: Advocate & Facilitate

Short-Term

4.H

Encourage Brookfield to partner with HC and other stakeholders to create an activation program for the future Reading Garden

WBIA Role: Facilitate

District 4: Culture District (cont'd)

★ Enhanced Gathering Place: “The Meeting Spot” (in front of Harbour Tours building)



As a natural flow-into spot for visitors to the Waterfront coming from the downtown core, this key junction point should be inviting and inform visitors of the various attractions located along the Waterfront, including the Ferry Terminal and the Harbourfront Centre.

Immediate

4.I

Provide distinct programming and way-finding elements that draw pedestrians and informs them of the location and walking distances of key waterfront attractions (e.g., the Ferry Terminal, Harbourfront Centre, HTO Park)

WBIA Role: Program

Example: Active Crossroads with Things to Do

San Francisco’s Pier 39 is one of the key centres of activity on the city’s Waterfront. A major draw for visitors, it has tourist information, museums, restaurants, berths for boat docking, and tour boat cruises.



Pier 39 – San Francisco, CA

District-Wide Tactics

Immediate

4.J

Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35)

WBIA Role: Program

Immediate

4.K

Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 98 for suggested sidewalk treatment location)

WBIA Role: Program

District 5: Ferry Terminal District



District Vision

As the gateway to the Toronto Islands, the Central Waterfront to the west, and East Bayfront to the east, the Ferry Terminal District should clearly plant its flag as being the central anchor point on which the rest of the Waterfront turns. In doing so, and in tying in some of its programming with its surroundings, the Ferry Terminal District will draw ever larger groups of visitors to the WBIA and Central Waterfront.



District Opportunity Sites & Tactics



This district contains 2 key opportunity sites for which different tactics are recommended. Tactics relating to the creation of an enhanced gathering place, as well as tactics that apply to the entire district are also provided.

a. York-Bay-Yonge Ramp Public Space

b. Jack Layton Ferry Terminal

★ Enhanced Gathering Place

District-Wide

District 5: Ferry Terminal District (cont'd)

a. York-Bay-Yonge Ramp Public Space



The closure, demolition and rearrangement of the Gardiner Expressway off-ramp system in this area started in April, 2017 with an expected completion in January 2018. This new configuration will give way to a new City-owned park that can serve as an inviting gateway into the WBIA from the north, and provide park amenities for the retail at the Oxford Properties building to the east.

Approximate Size	1.5 acres
Land Use Designation	Regeneration Area
Landowner	City of Toronto

Short-Term

5.A

Identify the York-Bay-Yonge Ramp public space's recreational function/vocation as part of a larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user group's needs it meets

WBIA Role: Facilitate

Medium-Term

5.B

Work with City and waterfront stakeholders to develop events and animation strategy for York-Bay-Yonge Ramp public space

WBIA Role: Facilitate & Advise

b. Jack Layton Ferry Terminal



The current ferry terminal, opened in 1972, is slated for replacement with a new structure designed with space to better accommodate the increasingly large crowds using the ferries. As Toronto's Union Station is to rail transportation, the new Ferry Terminal should be to marine transportation. It has the potential to serve increasing ship traffic, as Toronto increasingly relies on boats to get around (e.g., with development of the Port Lands), and be the central hub for this activity.

Approximate Size	2.4 acres
Land Use Designation	Park
Landowner	City of Toronto

Immediate

5.C

Work with City, Waterfront stakeholders & Westin to increase signage & way-finding to Ferry Terminal

WBIA Role: Facilitate

Immediate

5.D

Remain engaged and involved in ongoing Ferry Terminal design review and implementation process (supplying meaningful feedback where possible)

WBIA Role: Advise

Medium-Term

5.E

Provide feedback and recommendations to City & Waterfront Toronto on missing retail & service experiences that could be tenanted as part of Ferry Terminal design review and implementation process

WBIA Role: Advise

Long-Term

5.F

Work in collaboration with Waterfront stakeholders to advocate for the City and PortsToronto to potentially spread the Ferry Terminal experience across several slips

WBIA Role: Advocate

★ Enhanced Gathering Place: “The Terminal Queue” (on Queens Quay facing the terminal)



The Terminal Queue is Torontonians’ first experience when heading to the Islands. As the land-side experience, it is important that the Islands’ nature seep into and inform the character of this gathering place.

District 5: Ferry Terminal District (cont'd)

Short-Term

5.G

Provide distinct programming that reinforces this gathering place's character as the link between the land-side experience of the waterfront and the Islands

WBIA Role: Program

Example: Highly Functional Marine Transportation Hub



Staten Island Ferry Terminal – New York City, NY

The Staten Island Ferry terminal in New York City was overhauled in 2005, becoming a far more spacious, accessible structure, with integrated transportation services (ferry, buses, taxi, subway, cycling) and a waiting room designed to evoke Native American canoes floating on the waves of the harbour.

Iconic Departure & Arrival Destination Example:



Ferry Building – San Francisco, CA

The San Francisco Ferry building, built in 1898 and renovated in 2002, serves as the primary point of departure for Bay Area ferries, but is also a welcoming attraction in its own right, hosting a food hall, restaurants and farmer's market.

District-Wide Tactics

Immediate

5.H

Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35)

WBIA Role: Program

Immediate

5.I

Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 103 for suggested sidewalk treatment location)

WBIA Role: Program

Short-Term

5.J

Advocate (in concert with Westin Hotel owners) for the City to look into better traffic calming, signalization/holding for bike, pedestrian and car conflicts along Queens Quay in front of parking/loading ramp

WBIA Role: Advocate

District 6: The Islands

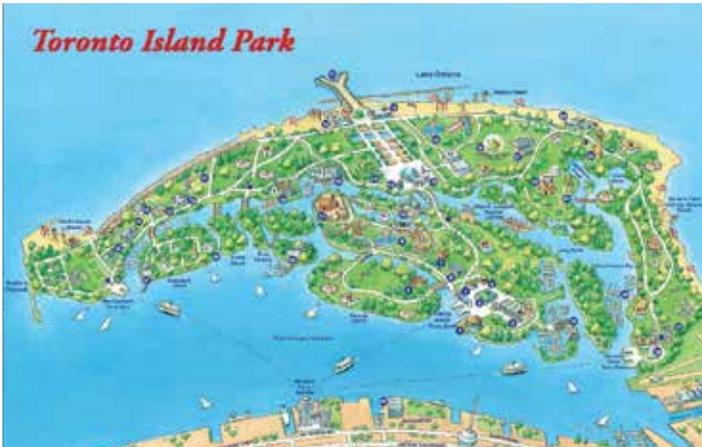


District Vision

The Islands remain the jewel of Toronto’s Waterfront – the place where residents go to escape the City and disconnect in a completely natural on-the-water place. Given their size and scale, the Islands need to be responsibly stewarded through their evolution towards becoming a year-round place with new and varied things to do, but in a manner that does not upset the existing balance of nature and passivity.



Island-Wide Opportunities & Tactics



As both an urban oasis for visitors and residents, the Islands have the potential to become further integrated in Torontonians’ experience of the city, by improving access to them, and offering more things to do year-round.

Approximate Size	~600 acres
Land Use Designation	Park
Landowner	City of Toronto

District 6: The Islands

Immediate

6.A

In concert with Island residents and waterfront stakeholders, advocate for the City to ensure that forthcoming planning initiatives have an economic development and cultural planning component to them

WBIA Role: Advocate

Short-Term

6.B

Work with City and Island businesses to develop a year-round programming calendar that responds to and complements waterfront programming

WBIA Role: Facilitate & Program

Example: Varied, Constantly Evolving Programming

Brooklyn Bridge Park, in New York City, has an expansive programming calendar that offers multiple organized events every day – from drop-in yoga to film screenings to community clean-ups – mostly free-of-charge, in various locations across the riverfront park's 85 acres.



Brooklyn Bridge Park – New York City, NY

Medium-Term

6.C

Suggest that the City consider improving its user ticketing/boarding experience of ferries through PRESTO fare integration or other mechanisms

WBIA Role: Advocate

Example: Integrated Ferry Fare System

The San Francisco Bay Ferry system accepts payment by Clipper Card, the coordinated fare pass used by transit agencies throughout the Bay Area.



Clipper Card – San Francisco, CA

Long-Term

6.D

Suggest that the City consider, as part of Ferry Terminal work, stretching the ferry experience across more than one slip

WBIA Role: Advocate

★ Enhanced Gathering Places: “Ferry Welcoming Experience” (at the Ferry Docks)



Every dock and landing point on the Islands should be welcoming. Visitors and residents should realize that they have landed somewhere special and instantly get into the Islands experience. These welcoming experiences can be tailored to the respective island on which they are located. For example, the Ward’s Island dock could provide more information pertaining to bike paths and passive activities, whereas the Centre Island dock should immediately signify that excitement and activities abound.

Medium-Term

6.E

Work with City and Island businesses to ensure that Island ferry docks provide a welcoming experience with sufficient retail and adequate infrastructure

WBIA Role: Advocate

Example: Animated, Lively Greeting Experience

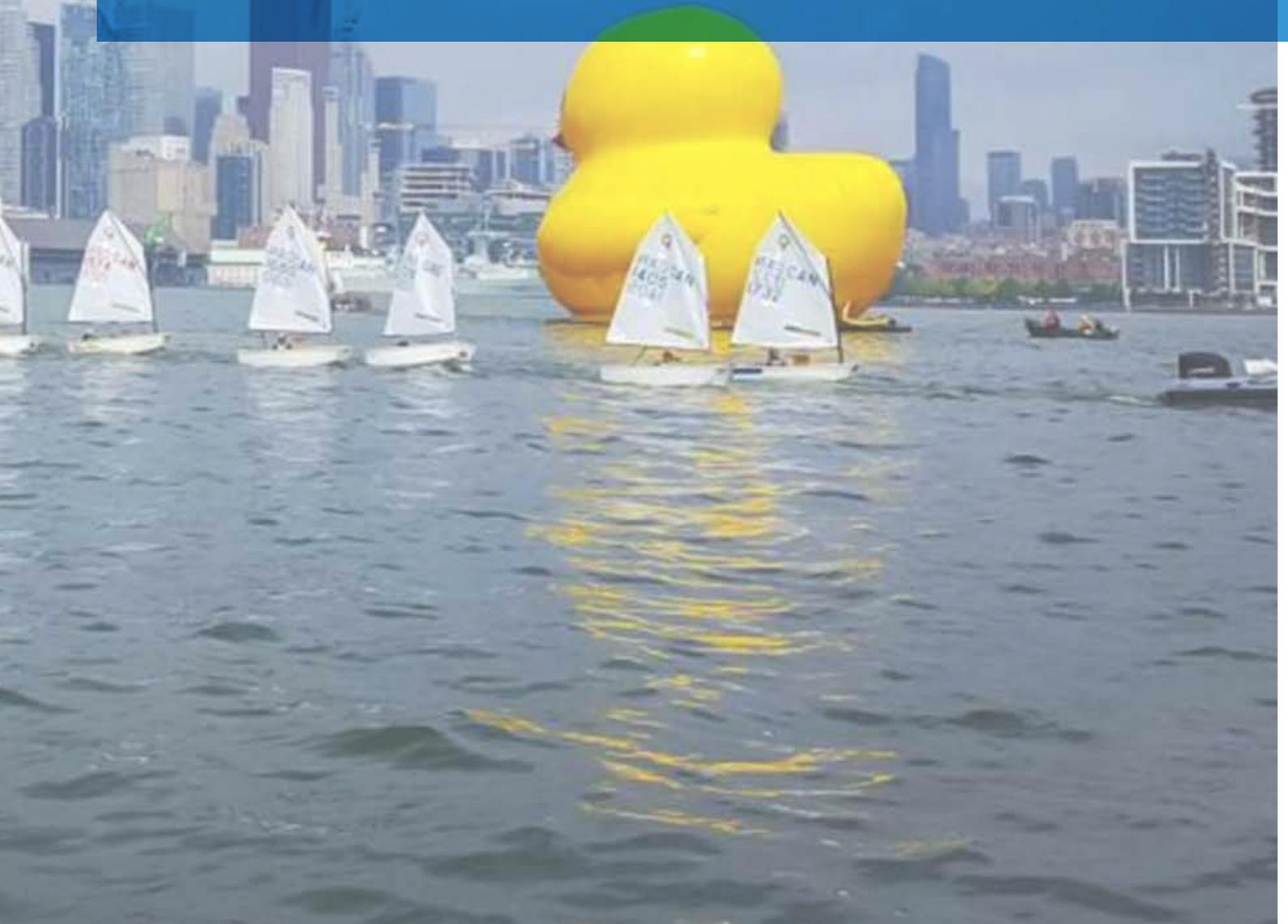
California’s Santa Monica Pier, is a functional boating dock that capitalizes on its foot traffic with an amusement park and other entertainment, dining and shopping activities and regular entertainment programming, gathering a critical mass of people and activity that further attracts visitors.



Santa Monica Pier – Santa Monica, CA



Implementation & Next Steps



Implementation

Implementation of Priority Tactics

The BIA-Wide and District-Specific tactics outlined in this report are all important steps that the WBIA should take – in collaboration with the various levels of government, Waterfront agencies and key stakeholders where appropriate – in order to progressively improve the WBIA for its businesses, its visitors, and its overall community. While there are likely to be no “home-run” tactics that will single-handedly address all of the issues identified in this report, there are a few immediate tactics that stand out above the others, that the WBIA should seek to address first. Doing so will arm the WBIA with the tools it needs to advance the 6 core strategies and see the achievement of its stated goals in the shortest time possible.

In order to successfully implement these recommended priority tactics, the WBIA will require a process by which it can determine which of the tactics it will tackle first – be it based on specific district, macro planning/funding considerations or as a result of dovetailing into other waterfront stakeholders work plans. LWLP has prioritized the following 5 tactics as immediate priorities because of their potential value for driving customers to the area, and their potential role in setting up a rigorous development process and coalescing more stakeholders.

Priority BIA-Wide Tactics

Immediate	Tactic	WBIA Role
!	Facilitate the formation of a “Waterfront Coalition” of key stakeholders	Facilitate & Advise
!	Work with stakeholders to improve pedestrian experiences along major accesses into the WBIA: immediate focus on connections to/from Union Station and Rees St.	Facilitate & Advise
!	Work with stakeholders to improve pedestrian mobility within the WBIA	Facilitate

Priority District-Specific Tactics

Immediate	Tactic	WBIA Role
!	Provide meaningful input into the City consultation process to shape the vision of the new public space at 318 Queens Quay (see programming and case studies on page 96) as well as keep City informed of waterfront stakeholders’ viewpoints	Advise & Advocate
!	Work in whatever capacity possible with Harbourfront Centre on adaptive re-use of the Pier 4 North building (see p. 97 for potential market gap/potential re-use of the building)	Facilitate
!	Provide feedback and recommendations on the Eireann Quay design & programming plan presented by City and the Waterfront Secretariat	Advise

Flexibility & Evolution of this Document

It is important to recognize that this Strategic Framework & Tactical Plan is best thought of as a living document for the WBIA. While the recommended strategies and tactics will help the WBIA achieve its stated goals, as market conditions evolve and as tactics are implemented, it is essential that the WBIA (and other waterfront stakeholders) revisit this framework, updating it where appropriate, to capture what is necessary and essential to capitalize on past work and push the WBIA forward to greater heights of success.





Appendix



Appendix A: Interview & Stakeholders List

	Meeting/Interview Date	Name	Company/Organization	Title	WBIA Board of Management
WBIA Staff	<i>Ongoing Communication Throughout Mandate</i>	Carol Jolly	The Waterfront BIA	Executive Director	
	04-07-2017	Emily Crema Angela Senis Karen Gore	The Waterfront BIA	Operations Manager Administrative Assistant Marketing Manager	
WBIA Board Members	03-10-2017	Kevin Currie	Wheel Excitement	Owner/Manager	Chairman
	03-10-2017	Cindi Vanden Heuvel	Mariposa Cruises	Vice President	Vice-Chair
	03-24-2017	Ana Carreira	Brookfield Properties	Senior Property Manager	Treasurer
	03-10-2017	Rosie Middleton	Briarlane Property Management	Senior Property Manager	Secretary
	03-10-2017	Angus Armstrong	Ports Toronto	Chief of Security & Harbour Master	Board Member
	03-09-2017	Shey Clark	Great Lakes Schooner	Owner/Manager	Board Member
	03-10-2017	Nahid Hassan	Royal Bank of Canada	Branch Manager	Board Member
	03-13-2017	Chris Hutchinson	Harbourfront Centre	Chief Operations Officer	Board Member
	03-10-2017	Craig Somers	City Sightseeing Toronto	Operations/Marketing	Board Member
03-13-2017	Udo Schliemann	Entro Communications	Principal Creative Director	Board Member	
03-10-2017	Philip Yan	GenesisXD	Chief Creative Director	Board Member	
WBIA Community Partners	<i>Participant in all City of Toronto meetings</i>	Henry Byres	City of Toronto – Economic Development & Culture	Economic Partnership Advisor	
	05-01-2017	Joe Cressy	Ward 20 Trinity-Spadina	Councillor for Ward 20	
	06-02-2017				
	05-03-2017	Pam McConnell	Ward 28 Toronto Centre-Rosedale	Councillor for Ward 28	
	05-25-2017	Adam Vaughan	Federal Member of Parliament	MP Spadina-Fort York	
	04-28-2017	Han Dong	Member of Provincial Parliament	MPP Trinity Spadina	
	04-28-2017	Mary Partridge	Ward's Island Residents Association		
04-28-2017	Pam Mazza				
Key Additional Stakeholders	04-12-2017	Mike Williams	City of Toronto – Economic Development & Culture	General Manager	
	06-23-2017	Patrick Tobin		Director – Arts & Culture Services	
	04-12-2017	Jayne Naiman	City of Toronto – Waterfront Secretariat	Project Manager	
	05-04-2017	Bryan Bowen		Project Manager	
	04-04-2017	Warren Hoselton	City of Toronto – Parks, Forestry & Recreation	Parks Supervisor – Toronto Islands	
		Danny Vala		Parks Supervisor – Western Beaches	
	04-04-2017	Gord MacPherson	Toronto and Region Conservation	Associate Director, Restoration Project	
	04-12-2017	Stacey Rodrigues	Westin Harbour Castle	Director of Sales and Marketing	
		Sage Livingstone		Marketing Manager	
	05-24-2017	Meg Davis	Waterfront Toronto	Chief Development Officer	
		Will Fleissig		CEO	
		Mira Shenker		Communications Manager	
		Chris Glaisek		VP for Planning & Design	
	04-27-2017	Marinela Gheorghe	Porter Airlines	Director, Corporate and Customer Relations	
		Brad Cicero		Director, Communications & Public Affairs	
		Michael Diamond		Political Consultant	
		Adriana Dimitri		Events and Administration Coordinator	
05-17-2017	David Costello	Oxford Properties	VP Real Estate Management		
	Beverly Tay		General Manager - RBC WaterPark Place		
05-19-2017	Marah Braye	Harbourfront Centre	CEO		
	Heather Waddell		Director, Planning & Production		
05-26-2017	Gene Cabral	PortsToronto	Executive Vice President		
06-08-2017	Geoff Wilson		CEO		

Appendix B: Full Waterfront Events Calendar

Waterfront BIA Major Event Schedule (Sept 2016 - Sept 2017)

District	Start Date	End Date	Event Name	Location	Operator/Organizer	Description	Frequency
1. Bathurst Quay	August 9, 2017		ROMWalks - Waterfront	Queens Quay	Royal Ontario Museum	Guided walking tour of the waterfront's early industrial and commercial history, along Queens Quay, throughout BIA	Event
1. Bathurst Quay	July 9, 2017		ROMWalks - Waterfront	Queens Quay	Royal Ontario Museum	Guided walking tour of the waterfront's early industrial and commercial history, along Queens Quay, throughout BIA	Event
1. Bathurst Quay	June 24, 2017		Party on the Waterfront!	Waterfront Neighbourhood Centre	Waterfront Neighbourhood Centre	Party for the 25th anniversary of the centre with drinks, music, dancing	Event
2. Garden-on-the-Lake	August 11, 2017	September 4, 2017	Nautical Adventures	Marina Quay West Slip	Nautical Adventures	Run cruises on a 275-passenger historical sailing ship	Ongoing
2. Garden-on-the-Lake	June 17, 2017	October 28, 2017	Jubilee Queen Cruise Line	Marina Quay West Slip	Jubilee Queen Cruise Line	Run cruises capacity for up to 200 guests seated	Ongoing
2. Garden-on-the-Lake	June 29, 2017	September 17, 2017	Summer Music in the Garden	Toronto Music Garden	Harbourfront Centre	Free concert, twice Weekly, Thursdays and Sundays	Weekly
3. Market District	July 1, 2017	July 3, 2017	Redpath Waterfront Festival	HTO Park	TO Waterfront Fest	Celebration of Canadian culture, taking place at HTO park and along full length of Queens Quay in BIA	Event
3. Market District	June 9, 2017	June 11, 2017	TO Grooming Show	Purina PawsWay	Purina PawsWay	Exhibition of dog breeds and promotion of grooming styles and tools	Event
3. Market District	May 27, 2017	May 28, 2017	Doors Open Toronto	Fire and Police Marine Unit Buildings	Doors Open Ontario	Event in which typically restricted buildings are opened for public tours	Event
3. Market District	June 10, 2017	August 30, 2017	Yankee Lady Cruises	Harbourfront Centre & Marina Quay West Slip	Yankee Lady Cruises	Run cruises on two ships, each with a 280 passenger capacity	Ongoing
3. Market District	May 20, 2017	September 23, 2017	Cruise Toronto	266 Queens Quay	Cruise Toronto	Run cruises with 5 boats of varying sizes. Its largest ship holds up to 489 passengers.	Ongoing
3. Market District	May 20, 2017	October 7, 2017	Waterfront Artisan Market	HTO Park	Waterfront BIA & Scadding Court Community Centre	Open-air market, Weekly, Saturdays	Weekly
4. Culture District	September 1, 2017	September 4, 2017	Hot & Spicy Food Festival	Harbourfront Centre	Harbourfront Centre	Showcase of spicy food and jazz and blues music	Event
4. Culture District	August 25, 2017	August 27, 2017	TAIWANFest: Kanpai, Japan!	Harbourfront Centre	Harbourfront Centre	Celebration of Taiwanese and Japanese culture	Event
4. Culture District	August 18, 2017	August 20, 2017	Beats, Breaks and Culture	Harbourfront Centre	Harbourfront Centre	Electronic music festival	Event
4. Culture District	August 11, 2017	August 13, 2017	Habari Africa	Harbourfront Centre	Harbourfront Centre	Celebration of African culture	Event
4. Culture District	August 4, 2017	August 7, 2017	Island Soul	Harbourfront Centre	Harbourfront Centre	Caribbean culture celebration	Event
4. Culture District	July 27, 2017	July 29, 2017	Tirgan Festival	Harbourfront Centre	Harbourfront Centre	Celebration of Iranian culture	Event
4. Culture District	July 21, 2017	July 23, 2017	Northern Passages	Harbourfront Centre	Harbourfront Centre	Celebration of culture from Canada's north	Event
4. Culture District	July 14, 2017	July 16, 2017	Shield to Shore	Harbourfront Centre	Harbourfront Centre	Celebration of Canada's St. Lawrence River-to-Maritimes regional culture	Event
4. Culture District	July 7, 2017	July 9, 2017	Prairies to Pacific	Harbourfront Centre	Harbourfront Centre	Celebration of the culture of western Canada	Event
4. Culture District	July 1, 2017		Canada Day Fireworks	Harbourfront Centre	Harbourfront Centre	Fireworks display along the water for Canada Day	Event
4. Culture District	June 30, 2017	July 3, 2017	Canada Day Weekend - Harbourfront	Harbourfront Centre	Harbourfront Centre	Canada Day celebrations	Event
4. Culture District	June 27, 2017		Here in the Six: Celebrate Multiculturalism Day	Harbourfront Centre	Harbourfront Centre	A celebration of Toronto's multicultural diversity	Event
4. Culture District	June 23, 2017	June 25, 2017	Franco-Fete (French Festival)	Harbourfront Centre	Harbourfront Centre	A celebration of international francophone culture	Event
4. Culture District	May 26, 2017	May 28, 2017	Barbados on the Water	Harbourfront Centre	Harbourfront Centre	Celebration of Barbados culture	Event
4. Culture District	May 19, 2017	May 20, 2017	HarbourKIDS: Circus	Harbourfront Centre	Harbourfront Centre	Children's circus festival	Event
4. Culture District	May 16, 2017	May 18, 2017	Forest of Reading and the Festival of Trees	Harbourfront Centre	Harbourfront Centre	Canada's largest literary event for children	Event
4. Culture District	May 5, 2017	May 7, 2017	The Belly Dance Blossom Festival	Harbourfront Centre	Harbourfront Centre	Belly Dance performance, discussion, workshops	Event
4. Culture District	May 5, 2017	May 7, 2017	Esmeralda Enrique Spanish Dance Company	Harbourfront Centre	Harbourfront Centre	Evening of flamenco and spanish dance performed	Event
4. Culture District	April 2, 2017		Storytelling Festival 2017	Harbourfront Centre	Harbourfront Centre	Celebration of oral storytelling traditions from across the world	Event
4. Culture District	February 20, 2017		HarbourKIDS: North 2017	Harbourfront Centre	Harbourfront Centre	Family-oriented celebration of Canada's winter	Event
4. Culture District	February 2, 2017	February 11, 2017	Kuumba 2017	Harbourfront Centre	Harbourfront Centre	Celebration of black history month	Event
4. Culture District	November 19, 2016	November 20, 2016	Swedish Christmas Fair	Harbourfront Centre	Harbourfront Centre	Celebration of Swedish Christmas culture	Event
4. Culture District	November 5, 2016	November 6, 2016	Day of the Dead	Harbourfront Centre	Harbourfront Centre	Celebration of Mexico and Latin America's Day of the Dead	Event
4. Culture District	October 12, 2016	October 16, 2016	Reelworld Film Festival	Harbourfront Centre	Harbourfront Centre	Film festival with concern for films that aim to do social good	Event
4. Culture District	October 1, 2016		Nuit Blanche	Harbourfront Centre	City of Toronto	Art installation running from Bay Street to Harbourfront Centre in 2016	Event
4. Culture District	September 9, 2016	September 11, 2016	Veg Food Fest 2016	Harbourfront Centre	Harbourfront Centre	Festival dedicated to vegetarian/vegan food	Event
4. Culture District	September 3, 2016	September 5, 2016	Ashkenaz 2016	Harbourfront Centre	Harbourfront Centre	Celebration of Jewish culture	Event
4. Culture District	June 1, 2017	September 1, 2017	Mariposa Cruises	Harbourfront Centre	Mariposa Cruises	Has 6 ships, the largest with capacity for up to 575 passengers	Ongoing
4. Culture District	April 15, 2017	October 15, 2017	Toronto Harbour Tours Inc.	145 Queens Quay W	Toronto Harbour Tours Inc.	Has a fleet of smaller ships, each seating a maximum of 23 passengers	Ongoing
4. Culture District	June 22, 2017	August 31, 2017	Dancing on the Pier	Harbourfront Centre	Harbourfront Centre	Instruction and then open dance of different styles, Weekly on Thursdays	Weekly
4. Culture District	June 21, 2017	August 30, 2017	Free Flicks	Harbourfront Centre	Harbourfront Centre	Free exhibition of films, Weekly on Wednesdays	Weekly
4. Culture District	June 1, 2017	September 1, 2017	Lakeview Market	Harbourfront Centre	Harbourfront Centre	Market on festival weekends showcasing arts and crafts from the festival-relevant culture	Weekly
4. Culture District	December 17, 2016	February 18, 2016	DJ Skate Nights	Harbourfront Centre	Harbourfront Centre	Ice skating with guest DJs, Saturdays	Weekly
6. The Islands	July 15, 2017	July 16, 2017	Festival of India	Toronto Centre Island	Festival of India	Indian cultural celebration	Event
6. The Islands	July 1, 2017		Canada 150 Toronto Islands Voyageur Canoe Race Festival	Toronto Centre Island	Canoe Toronto	Boat racing in traditional voyageur rowing-team canoes, hosted by Canoe Toronto	Event
6. The Islands	June 17, 2017	June 18, 2017	Toronto International Dragon Boat Race	Toronto Centre Island	Toronto Chinese Business Association	Over 5000 athletes take part in large rowing-team format boat racing	Event
6. The Islands	May 6, 2017	October 1, 2017	Centreville Amusement Park	Toronto Centre Island	Centreville Amusement Park	Theme park (weekend-only schedule in May, Sept, Oct)	Ongoing
BIA-Wide	July 23, 2017		Toronto Triathlon Festival	Gardiner Expressway	Toronto Triathlon Festival	Triathlon race with cycle course running westbound along the Gardiner to the Exhibition Grounds, where swim and run stages are held	Event
BIA-Wide	June 17, 2017		Toronto Waterfront 10k	Harbourfront Centre	Canada Running Series	10 km run, with portion of route headed west along Lakeshore Blvd W from Lower Simcoe, but race ends well to the west of the Waterfront BIA	Event
BIA-Wide	January 21, 2017	February 26, 2017	TO Ice Breakers	Queens Quay	Waterfront BIA	An interactive celebration of public art, arranged by the BIA at sites along Queens Quay, in association with the Winter Stations art at the beaches further east.	Event
BIA-Wide	October 22, 2016		Toronto Waterfront Marathon	Lake Shore Boulevard	Canada Running Series	25 000 runners join each year to run 5k, half- and full-marathons. Route of marathon goes along Queens Quay in BIA but finishes at Nathan Phillips Square.	Event
BIA-Wide	November 26, 2016	April 1, 2017	Spectacle of Lights on Toronto's Waterfront	Queens Quay	Waterfront BIA	An arrangement of fully-animated light displays at the Westin Hotel, the Fire Hall and the Toronto Music Gardens	Ongoing

Appendix C: WBIA Retail Definitions & List

Definitions of Retail Categories

Category	Definition	General Examples	Local Example
Activity-Based Retail	Offering goods or services that lend themselves to outdoor, active recreation in the immediate area	Bike shops, bike rentals, boat rentals, bait and tackle shops	Harbourfront Canoe and Kayak Center
Arts & Culture	Offering goods or services with substantial artistic or cultural content	Theatres, book stores, galleries, music stores, entertainment venues	Shadowland Theatre
Clothing & Fashion	Offering goods or services tied to clothing or fashion	Clothes, accessories, jewelry, shoes	The Earth Collection
Food & Beverage (Full-Service)	Offering food and/or beverages in a format where the customer lingers in the business is waited on	Restaurants, bars with kitchens and wait staff	Firkin on Harbour
Food & Beverage (Quick-Service)	Offering food and/or beverages in a format that does not involve the customer being waited on	Counter-service eateries, cafes, groceries	Tim Horton's
Health & Wellness	Offering goods or services that address issues of health or some aspect of personal care	Pharmacies, fitness, salons and spas	Waterfront Medical Centre
Miscellaneous Retail	All hard goods retail that is not included in any other category	Gift shop, industrial supply	Purina PawsWay
Miscellaneous Services	All services that are not included in any other category	Banks, hotels, real estate offices	Radisson Admiral Hotel
Ticket Office	Offering the sale of tickets to activities elsewhere in the area	Cruise line offices, tour bus offices	Gone Sailing Adventures

**Note: This analysis only considers ground-level retail, that is open to any member of the public to access*

Full List of Ground Floor Retail Businesses in the WBIA*

Business Name	Address	Type	District	Business Name	Address	Type	District
Wheel Excitement Inc	249 Queens Quay W	Activity-Based Retail	3	Solace Tanning	464 Queens Quay W	Health & Wellness	2
Harbourfront Canoe and Kayak Centre	283 Queens Quay W	Activity-Based Retail	3	QQ Dental	482 Queens Quay W	Health & Wellness	2
Dream Cyclery	390 Queens Quay W	Activity-Based Retail	3	Lakefront Medical Pharmacy	550 Queens Quay W	Health & Wellness	2
The Nautical Mind	249 Queens Quay W	Arts & Culture	3	Lakefront Clinics	550 Queens Quay W	Health & Wellness	2
The Rectory Café Gallery	Toronto Island	Arts & Culture	6	Kalena	458 Queens Quay W	Health & Wellness	2
Shawdownland Theatre	Toronto Island	Arts & Culture	6	In Studio, The National Ballet of Canada	470 Queens Quay W	Health & Wellness	2
Centreville Theme Park	Toronto Island	Arts & Culture	6	Harbourfront Eye Care	476 Queens Quay W	Health & Wellness	2
Artscape Gibraltar Point	Toronto Island	Arts & Culture	6	Harbourfront Dental	10 Lower Spadina Ave	Health & Wellness	2
The Centre Shop - Harbourfront Centre	235 Queens Quay W	Arts & Culture	4	BE Salon	500 Queens Quay W	Health & Wellness	2
Harbour Point Dry Cleaners & Boutique	258 Queens Quay W	Clothing & Fashion	3	Waterfront Medical Centre	266 Queens Quay W	Health & Wellness	3
The Earth Collection	207 Queens Quay W	Clothing & Fashion	4	Shoppers Drug Mart	390 Queens Quay W	Health & Wellness	3
Fashion Cleaners	10 Yonge St	Clothing & Fashion	5	Lakeview Tower Beauty Salon & Nail Spa	410 Queens Quay W	Health & Wellness	3
Guirei Japanese Restaurant	600 Queens Quay W	Food & Beverage (Full-Service)	1	Harbourfront Chiropractic Clinic	5 Rees St	Health & Wellness	3
Iruka Sushi	550 Queens Quay W	Food & Beverage (Full-Service)	2	Harbourfront Animal Hospital	370 Queens Quay W	Health & Wellness	3
Williams Fresh Café	245 Queens Quay W	Food & Beverage (Full-Service)	3	Waterview Dental	218 Queens Quay W	Health & Wellness	4
Swiss Chalet	266 Queens Quay W	Food & Beverage (Full-Service)	3	COUTURE VISION	228 Queens Quay W	Health & Wellness	4
Spice Thai Café	246 Queens Quay W	Food & Beverage (Full-Service)	3	Voire-Beaute Spa	1 Harbour Square	Health & Wellness	5
Sholess Joes	249 Queens Quay W	Food & Beverage (Full-Service)	3	Rexall Drugstore	88 Queens Quay W	Health & Wellness	5
Loch and Quay	390 Queens Quay W	Food & Beverage (Full-Service)	3	One East Hair Salon	97 Queens Quay W	Health & Wellness	5
Gonoe Sushi	262 Queens Quay W	Food & Beverage (Full-Service)	3	Can Am Ingredients Inc. Retail W	510 Queens Quay W	Miscellaneous Retail	2
Amsterdam Brewhouse	245 Queens Quay W	Food & Beverage (Full-Service)	3	The Dock Shoppe	350 Queens Quay W	Miscellaneous Retail	3
Watermark Irish Pub	207 Queens Quay W	Food & Beverage (Full-Service)	4	Purina PawsWay	245 Queens Quay W	Miscellaneous Retail	3
The Goodman Pub and Kitchen	207 Queens Quay W	Food & Beverage (Full-Service)	4	Waterfront Neighbourhood Centre	627 Queens Quay W	Miscellaneous Services	1
PEARL	207 Queens Quay W	Food & Beverage (Full-Service)	4	Making Waves Boatel	539 Queens Quay W	Miscellaneous Services	2
Toula	1 Harbour Square	Food & Beverage (Full-Service)	5	Lifecycle Wealth	500 Queens Quay W	Miscellaneous Services	2
The Fox	33 Bay St	Food & Beverage (Full-Service)	5	Edible Arrangements	474 Queens Quay W	Miscellaneous Services	2
Oyshi Sushi	12 Queens Quay W	Food & Beverage (Full-Service)	5	Cosmopawliton Pet Boutique + Spa	478 Queens Quay W	Miscellaneous Services	2
Miller Tavern	31 Bay St	Food & Beverage (Full-Service)	5	Century 21	500 Queens Quay W	Miscellaneous Services	2
Miku Waterfront	10 Bay St	Food & Beverage (Full-Service)	5	UPS	264 Queens Quay W	Miscellaneous Services	3
Harbour Sixty Steakhouse	60 Harbour St	Food & Beverage (Full-Service)	5	Radisson Admiral Hotel	249 Queens Quay W	Miscellaneous Services	3
Firkin On Harbour	10 Yonge St	Food & Beverage (Full-Service)	5	Hildas Cleaners	410 Queens Quay W	Miscellaneous Services	3
The Rectory Cafe	Toronto Island	Food & Beverage (Full-Service)	6	The Westin Harbour Castle	1 Harbour Square	Miscellaneous Services	5
The Island Cafe	Toronto Island	Food & Beverage (Full-Service)	6	Scotiabank	41 Harbour Square	Miscellaneous Services	5
Harbour Green Farm	650 Queens Quay W	Food & Beverage (Quick-Service)	1	Royal LePage	10 Yonge St	Miscellaneous Services	5
Aroma Espresso Bar	4 Eireann Quay	Food & Beverage (Quick-Service)	1	Remax	45 Harbour Square	Miscellaneous Services	5
touti gelati and cafe	550 Queens Quay W	Food & Beverage (Quick-Service)	2	RBC	88 Queens Quay W	Miscellaneous Services	5
Starbucks Coffee Company (Lower Spadina)	10 Lower Spadina Ave	Food & Beverage (Quick-Service)	2	Harbourfront Centre Box Office	235 Queens Quay W	Ticket Office	4
Musich Garden Café	466 Queens Quay W	Food & Beverage (Quick-Service)	2	Nautical Adventures	600 Queens Quay W	Ticket Office	1
Tim Hortons's (QQW & Rees)	249 Queens Quay W	Food & Beverage (Quick-Service)	3	Yankee Lady Cruises	249 Queens Quay W	Ticket Office	3
The Beer Store	350 Queens Quay W	Food & Beverage (Quick-Service)	3	Jubilee Queen Cruises Line	249 Queens Quay W	Ticket Office	3
Starbucks Coffee Company (Waterfront Area)	249 Queens Quay W	Food & Beverage (Quick-Service)	3	Great Lakes Schooner	249 Queens Quay W	Ticket Office	3
Starbucks Coffee Company (Radisson Admiral Hotel)	249 Queens Quay W	Food & Beverage (Quick-Service)	3	Gone Sailing Adventures	415 Queens Quay W	Ticket Office	3
Rabba (Groundfloor - 250/260/270)	252 Queens Quay W	Food & Beverage (Quick-Service)	3	City Sightseeing Toronto	249 Queens Quay W	Ticket Office	3
Pizzaio	3 Rees St	Food & Beverage (Quick-Service)	3	Toronto Harbour Tours Inc.	145 Queens Quay W	Ticket Office	4
Mamma's Pizza	249 Queens Quay W	Food & Beverage (Quick-Service)	3	Mariposa Cruises	207 Queens Quay W	Ticket Office	4
Lick It Gelato	250 Queens Quay W	Food & Beverage (Quick-Service)	3				
Lakeview Convience	410 Queens Quay W	Food & Beverage (Quick-Service)	3				
Indian Roti House	256 Queens Quay W	Food & Beverage (Quick-Service)	3				
Tim Hortons	207 Queens Quay W	Food & Beverage (Quick-Service)	4				
The Wine Shop	228 Queens Quay W	Food & Beverage (Quick-Service)	4				
Subway	228 Queens Quay W	Food & Beverage (Quick-Service)	4				
Starbucks Coffee Company (Queens Quay and York)	208 Queens Quay W	Food & Beverage (Quick-Service)	4				
Shawarma Guys	218 Queens Quay W	Food & Beverage (Quick-Service)	4				
Quizno's Sub	208 Queens Quay W	Food & Beverage (Quick-Service)	4				
Pizza Pizza	208 Queens Quay W	Food & Beverage (Quick-Service)	4				
Joe Bird	207 Queens Quay W	Food & Beverage (Quick-Service)	4				
Iron Rose Tea Gallery	228 Queens Quay W	Food & Beverage (Quick-Service)	4				
Boxcar Social	235 Queens Quay W	Food & Beverage (Quick-Service)	4				
Beaver Tails	145 Queens Quay W	Food & Beverage (Quick-Service)	4				
York Quay Fine Foods	89 Queens Quay W	Food & Beverage (Quick-Service)	5				
Water Front Deli	12 Queens Quay W	Food & Beverage (Quick-Service)	5				
Tim Hortons's	12 Queens Quay W	Food & Beverage (Quick-Service)	5				
The Kitchen Table	10 Queens Quay W	Food & Beverage (Quick-Service)	5				
Subway	16 Yonge St	Food & Beverage (Quick-Service)	5				
Starbucks Coffee Company (Waterpark Place)	88 Queens Quay W	Food & Beverage (Quick-Service)	5				
Share Tea	89 Queens Quay W	Food & Beverage (Quick-Service)	5				
Shanghai 360	88 Queens Quay W	Food & Beverage (Quick-Service)	5				
Piazza Manna	10 Bay St	Food & Beverage (Quick-Service)	5				
Mr. Pizza	16 Yonge St	Food & Beverage (Quick-Service)	5				
Kupfert & Kim	20 Bay St	Food & Beverage (Quick-Service)	5				
Jimmy the Greek	88 Queens Quay W	Food & Beverage (Quick-Service)	5				
Feta N Olives	16 Yonge St	Food & Beverage (Quick-Service)	5				
Feta & Olives' Yogen Fruz	16 Yonge St	Food & Beverage (Quick-Service)	5				
Alexandros	5 Queens Quay W	Food & Beverage (Quick-Service)	5				
A&W	20 Bay St	Food & Beverage (Quick-Service)	5				

*List of retail businesses based on most up-to-date information provided to LWLP by the WBIA.

Appendix D: Consolidated Tactics List



! Indicates “priority” immediate tactic

BIA-Wide Tactics

Tactic #	Tactic	WBIA Role	Associated Strategies
Timeline			
Physical			
i.	! Work with stakeholders to improve pedestrian experiences along major accesses into the WBIA: immediate focus on connections to/from Union Station and Rees St.	Facilitate & Advise	3
ii.	! Work with stakeholders to improve pedestrian mobility within the WBIA (i.e., allowing for a “ping-pong” pattern)	Facilitate	3
iii.	Research, design, and implement low-cost public space improvements that promote pedestrian “stickiness” to the north side of Queens Quay that are keeping with the area’s brand	Facilitate & Program	1, 2
Organizational			
iv.	! Facilitate the formation of a “Waterfront Coalition” of key and important stakeholders	Facilitate & Advise	4
v.	! Continue advocating alongside the other “Big Six” Toronto BIAs for an update to Chapter 19 of the City’s Municipal Code, stressing unique status and special needs	Advocate	4
vi.	Form a comprehensive WBIA communication and marketing strategy that encompasses the events, activities and festivals of all Waterfront partners	Facilitate	1, 2, 4
vii.	Work with Waterfront landowners to develop and implement a ground floor programming strategy	Facilitate & Advise	1, 2, 4
	<i>vii.1) Develop a ground floor master plan for the Waterfront</i>		
	<i>vii.2) Target, recruit & hand-off best-in-class concepts for vacancy opportunities in the WBIA</i>		
viii.	Wherever possible, Waterfront stakeholders should work together to pool resources and expertise to unlock potential synergies	Facilitate & Advise	1, 3, 4, 6
ix.	Work with City departments to initiate a Waterfront parks management plan	Facilitate & Advise	2, 4
x.	Reach out to East Bayfront development teams to understand oncoming retail programs and their possible future inclusion in the WBIA	Advise	1, 2, 4
xi.	Advocate with other stakeholders for capital spends for infrastructure improvements to crossings at Gardiner Expressway and Lake Shore Boulevard	Advocate & Advise	2, 4

District-Specific Tactics

District 1: Bathurst Quay Neighbourhood

Tactic #	Tactic	WBIA Role	Associated Strategies
Rogers Site			
1.A	Engage with Canderel and share completed market research and district positioning: neighbourhood experiences, future public space, missing commuter experiences, and enhanced gathering place	Facilitate & Advise	1
1.B	Engage with PortsToronto and City (as necessary) and share completed market research and district positioning: neighbourhood experiences, future public space, missing commuter experiences, and enhanced gathering place	Facilitate & Advise	1, 4
1.C	Work with Canderel and, where possible, recruit and hand-off appropriate ground floor tenants who achieve shared site vision	Facilitate & Program	1, 4
Canada Malting Silos Site			
1.D	Work with City, Heritage & Arts Organizations on an adaptive reuse and conservation plan (in conjunction with long-term programming strategy)	Facilitate	1, 2, 5
Eireann Quay			
1.E	⚠ Provide feedback and recommendations on plan design & programming presented by City and the Waterfront Secretariat	Advise	1
1.F	Work with City to recruit and hand-off appropriate commercial use for Eireann Quay Administration Building that fills neighbourhood gaps	Facilitate & Program	1, 4, 5
1.G	Provide advice to City on how to conduct future programming (based on what has been working to-date, and other existing programs in immediate area)	Advise	1, 2
Little Norway Park			
1.H	Identify Little Norway Park's role/vocation as part of a larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user groups' needs it meets	Facilitate	1, 2, 4
1.I	Direct appropriate recreational programming to Little Norway Park (in concert with City, Waterfront Neighbourhood Centre, Events)	Facilitate	1, 2
Enhanced Gathering Place: "Multi-Modal Gateway" (Bathurst & Queens Quay)			
1.J	Provide distinct programming at identified gathering place, e.g., Ice Breakers/seasonal art installation, pop-up bike-structure/commercial space, gateway marker to the Waterfront	Program	1, 2, 3
District-Wide Tactics			
1.K	Reinforce N-S crosswalks from Eireann Quay to Queens Quay (as shown on the crosswalks maps on p. 35)	Program	3
1.L	Provide treatment to north sidewalk at Queens Quay corners: signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 78 for suggested sidewalk treatment location)	Program	1, 3

Appendix D: Consolidated Tactics List (cont'd)

District-Specific Tactics (cont'd)

District 2: Garden-on-the-Lake

Tactic #	Tactic	WBIA Role	Associated Strategies
Marina Quay West Slip			
2.A	Stay aware of, and be involved in, any City review of this site as it relates to programming opportunities or new public space	Advise	1, 5
2.B	If a City review of this site does occur, share with City this District's program vision – increased opportunities for access to the lake, sponsored-programming for the public, continued marine presence	Advise	1, 5
Toronto Music Garden			
2.C	Work with Waterfront stakeholders and City to program the Music Garden with a combination of events throughout the coming summer season (daily, weekly, monthly)	Facilitate & Program	1
2.D	Identify the Music Garden's thematic programming as part of larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user group's needs it meets	Facilitate	1, 2, 4
2.E	Work with City Parks, Economic Development & Culture and waterfront stakeholders on fall, winter, and spring programming – retaining passive features and serene nature of the District	Facilitate	1, 2, 4, 5
Spadina Quay and Wave Deck			
2.F	Engage and educate City, TRCA & PortsToronto about each other's work to assess opportunity for synergy and collaboration to implement fishing programming on the Wave Deck	Facilitate	2, 5
2.G	If possible, work with City, TRCA & Ports on marketing and promotion of fishing programming on the Wave Deck	Facilitate & Program	1, 2, 5
2.H	Work with City & TRCA on ways/means and marketing for future winter programming on Wave Deck and Wetland areas that creates new reasons to come, and continues to engage with lake and established fishing programming	Facilitate & Program	1, 2, 5
Enhanced Gathering Place: "Bentway Off-Shoot" (along Spadina Ave.)			
2.I	Provide distinct programming that responds to the future Bentway and draws pedestrians into the District: e.g., Ice Breakers/seasonal arts installation, continuation of Bentway theming, seating, sidewalk painting	Program	1, 2, 3
District-Wide Tactics			
2.J	Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks maps on p. 35)	Program	3
2.K	Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 85 for suggested sidewalk treatment location)	Program	1, 3

District 3: Market District

Tactic #	Tactic	WBIA Role	Associated Strategies
Timeline			
Peter Street Basin			
3.A	Pursue current activation plans for Basin, focusing on uses such as increased fish habitat, floating garden, and public engagement	Facilitate & Program	1, 2, 5
3.B	Work with City and/or TRCA to explore lake-based programming in the Basin: e.g., winter and summer fishing, model boat racing, skating; build into year-round calendar of events	Facilitate & Program	1, 2, 5
3.C	Work with TRCA and City to examine the Basin's ability to act as launching point/practice space for canoeing, kayaking, personal watersports	Facilitate & Program	1, 2, 5
HTO Park (West & East)			
3.D	Continue to program Artisan Market in HTO Park during the summer, while looking to expand use of the dock wall for further market animation	Program	1, 2
3.E	As Artisan Market becomes a yearly ritual, explore opportunities and feasibility of market expansion into the shoulder seasons	Program	1, 2
318 Queens Quay			
3.F	⚠️ Provide meaningful input into the City consultation process to shape the vision of the new public space (see programming and case studies on page 96) as well as keep City informed of waterfront stakeholders' viewpoints	Advocate & Advise	1, 2
3.G	Work with City, Economic Development & Culture and waterfront stakeholders on year-round programming and animation plan for future public space	Facilitate & Program	1, 2, 4
3.H	Work with other stakeholders on potential major partnerships for future public space that tie into and support, the surrounding tourism market	Facilitate	1, 2, 4
Radisson Building			
3.I	Work with Radisson property management, as part of BIA-wide ground floor master plan, to selectively re-tenant ground floor spaces with uses in line with Market District vision (reinforcing, complementary and active uses that work with the commercial cluster that forms in this area)	Program	1, 4
Pier 4 North Building			
3.J	⚠️ Work in whatever capacity possible with Harbourfront Centre on adaptive reuse of the Pier 4 North building (see p. 97 for potential market gap/potential reuse of the building)	Facilitate	1, 2, 4

District 3 tactics continue on next page

Appendix D: Consolidated Tactics List (cont'd)

District-Specific Tactics (cont'd)

District 3: Market District (cont'd)

Tactic #	Tactic	WBIA Role	Associated Strategies
	Enhanced Gathering Place: "The Plaza" (in front of Pier 4 North Building)		
3.K	Provide distinct programming that draws Queens Quay pedestrians into any future adaptive re-use of the current Pier 4 North building (ideally supporting the programming of HTO Park)	Program	1, 2, 3
	District-Wide Tactics		
3.L	Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35) – signage and vertical demarcation, as this area is the point along the waterfront where the longest gap exists between formal crosswalks (317 metres)	Program	3
3.M	Provide treatment to north sidewalk at Queens Quay corners, with signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 90 for suggested sidewalk treatment location)	Program	1, 3

District 4: Culture District

Tactic #	Tactic	WBIA Role	Associated Strategies
Harbourfront Centre			
4.A	Work alongside HC to activate Queens Quay along HC frontage and dock wall (programming, animation and re-orientation where possible)	Facilitate & Program	1, 2, 5
4.B	Work and coordinate with HC to ensure that both parties' respective weekly, monthly and year-round calendars of events are complementary, where possible creating combined programming that "talks" to each other, and provides visitors additional reasons to stay, linger and spend	Facilitate & Program	1, 2
4.C	Share with HC WBIA's wintertime programming strategy to encourage complementary programming and potential expansion of existing HC wintertime program	Facilitate	1, 2, 4
4.D	Encourage & potentially partner with HC on increased signage & wayfinding from Queens Quay into HC site to help draw pedestrian traffic into the area more consistently	Facilitate	1, 3
4.E	Encourage HC to move gallery access towards Queens Quay and have artists in residence occupy exterior space	Facilitate	1, 5
4.F	Discuss opportunities for potential partnership with HC on permanent animation/programming of dock wall & lake	Facilitate & Program	1, 2, 5
Queens Quay Terminal Building			
4.G	Encourage Brookfield, in future, to require tenants to have "active" frontages by having permeable glazing at ground level	Advocate & Facilitate	1, 2
4.H	Encourage Brookfield to partner with HC and other stakeholders to create an activation program for the future Reading Garden	Facilitate	1, 2
Enhanced Gathering Place: "The Meeting Spot" (in front of Harbour Tours building)			
4.I	Provide distinct programming and way-finding elements that draw pedestrians and informs them of the location and walking distances of key waterfront attractions (e.g., the Ferry Terminal, Harbourfront Centre, HTO Park)	Program	1, 2, 3
District-Wide Tactics			
4.J	Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35)	Program	3
4.K	Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 98 for suggested sidewalk treatment location)	Program	1, 3

Appendix D: Consolidated Tactics List (cont'd)

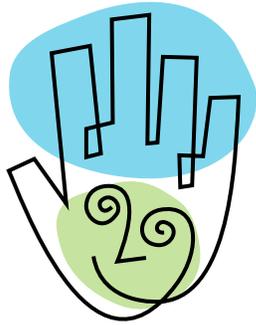
District-Specific Tactics (cont'd)

District 5: Ferry Terminal District

Tactic #	Tactic	WBIA Role	Associated Strategies
York-Bay-Yonge Ramp Public Space			
5.A	Identify the York-Bay-Yonge Ramp public space's recreational function/vocation as part of a larger City-initiated Waterfront Parks Management Plan: what uses fit within the park, what programming can be directed to it, and which user group's needs it meets	Facilitate	1, 2, 4
5.B	Work with City and waterfront stakeholders to develop events and animation strategy for York-Bay-Yonge Ramp public space	Facilitate & Advise	1, 2, 4
Jack Layton Ferry Terminal			
5.C	Work with City, Waterfront stakeholders & Westin to increase signage & way-finding to Ferry Terminal	Facilitate	1, 5, 6
5.D	Remain engaged and involved in ongoing Ferry Terminal design review and implementation process (supplying meaningful feedback where possible)	Advise	1, 5, 6
5.E	Provide feedback and recommendations to City & Waterfront Toronto on missing retail & service experiences that could be tenanted as part of Ferry Terminal design review and implementation process	Advise	1, 6
5.F	Work in collaboration with Waterfront stakeholders to advocate for the City and PortsToronto to potentially spread the Ferry Terminal experience across several slips	Advocate	5, 6
Enhanced Gathering Place: "The Terminal Queue" (on Queens Quay facing the terminal)			
5.G	Provide distinct programming that reinforces this gathering place's character as the link between the land-side experience of the waterfront and the Islands	Program	1, 2, 3, 6
District-Wide Tactics			
5.H	Reinforce N-S crosswalks along Queens Quay (as shown on the crosswalks map on p. 35)	Program	3
5.I	Provide treatment to north sidewalk at Queens Quay corners, signage & wayfinding to direct pedestrians to north-side retail (see district map on p. 103 for suggested sidewalk treatment location)	Program	1, 3
5.J	Advocate (in concert with Westin Hotel owners) for the City to look into better traffic calming, signalization/holding for bike, pedestrian and car conflicts along Queens Quay in front of parking/loading ramp	Advocate	3, 4

District 6: The Islands

Tactic #	Tactic	WBIA Role	Associated Strategies
Timeline			
Island-Wide Opportunities & Tactics			
6.A	In concert with Island residents and waterfront stakeholders, advocate for the City to ensure that forthcoming planning initiatives have an economic development and cultural planning component to them	Advocate	2, 4, 6
6.B	Work with City and Island businesses to develop a year-round programming calendar that responds to and complements waterfront programming	Facilitate & Program	1, 2, 6
6.C	Suggest that the City consider improving its user ticketing/boarding experience of ferries through PRESTO fare integration or other mechanisms	Advocate	5, 6
6.D	Suggest that the City consider, as part of Ferry Terminal work, stretching the ferry experience across more than one slip	Advocate	3, 5, 6
Enhanced Gathering Places: “Ferry Welcoming Experience” (at the Ferry Docks)			
6.E	Work with City and Island businesses to ensure that Island ferry docks provide a welcoming experience with sufficient retail and adequate infrastructure	Advocate	2, 5, 6



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The Waterfront BIA

Toronto, ON

Strategic Framework & Tactical Plan

July 2017