



*Policy recommendations support the concept of creating pedestrian, cycling and transit friendly streets while maintaining a village scale.*

## 2.7 Policy Recommendations

To implement the proposed urban design concepts and guidelines, a series of policy recommendations have been prepared.

### 2.7.1 Official Plan Recommendations

Recommendations for amendments to the Official Plan are as follows:

- The reconfiguration of the Danforth Avenue / Kingston Road grade separation will result in a potentially developable parcel of land. Should the reconfiguration of the intersection be implemented, the remaining parcel of land should be redesigned as a mixed use area.
- The widening of Pell Street Lane and Leisure Lane to become public streets with a right-of-way of 13.3 and 14.8 metres respectively. Pell Street Lane is recommended to permit two way traffic. Refer to Figures 19 and 20.
- The widening of Sandown Lane to 6.0 metre in order to accommodate two way traffic.
- The creation of five new streets in the area, labelled streets, A through E as shown on Figure 33. The new streets are recommended to have a right-of-way width of 21.0 metre. Refer to Figure 18.
- The creation of new public lanes on the north side of Kingston Road as shown in Figures 21 and 22. These lanes can also be private lanes.

### 2.7.2 Zoning Recommendations

The current Zoning presents a challenge for redevelopment along this portion of Kingston Road. Permitted land uses, parking requirements, setbacks and permitted density, are impediments to creating an intensified, mixed use "mainstreet".

#### 2.7.2.1 Permitted Uses

##### West Residential Mixed use Sub-Area

The Cliffside Community Zoning By-law should be amended to permit residential uses both at grade and above the ground floor. Retail, office, hotel, cultural and institutional uses should be permitted. Permitted commercial, retail, cultural and institutional uses should include business and professional offices, daycares, hotels, medical centres,

personal services, fitness centres, library, educational institutions, parks and open spaces, restaurants, and convenience retail stores. New auto-related uses should not be permitted. Townhouse form dwellings are not permitted along the Kingston Road frontage.

#### **Mixed use Core Sub-Area**

The Cliffside Community Zoning By-law should be amended to permit commercial uses at grade with commercial or residential uses above the ground floor. Permitted commercial uses should include banks, business and professional offices, financial institutions, hotels, medical centres, offices, personal services, places of entertainment, restaurants, retail stores and retail convenience stores, art galleries, educational institutions, food stores, parks and open spaces and places of worship. New auto-related uses should not be permitted. Residential uses at grade should not be permitted where properties face or are within 20 metres of Kingston Road. Townhouse form dwellings are not permitted along the Kingston Road frontage.

#### **East Residential Sub-Area (Existing Neighbourhood (S-Zone) Area)**

The Cliffside Community Zoning By-law should be amended to permit multiple dwellings in a town house form at those properties zoned Single Family Residential.

#### **Existing Apartment Neighbourhood (A-Zone) Area - North Side of Kingston Road**

The Cliffside Community Zoning By-law should be amended to permit infill housing fronting onto Kingston Road up to 4 storeys in height and to permit additional uses including community, recreation and convenience retail uses within the zone.

#### **Existing Highway Commercial (HC-Zone) Area east/west of Chine Drive**

The Cliffside Community Zoning By-law should be amended to permit residential or commercial uses at grade with commercial or residential uses above the ground floor. Permitted commercial uses should include banks, business and professional offices, financial institutions, hotels, medical centres, offices, personal services, restaurants, retail stores and retail convenience stores, art galleries, educational institutions, food stores, parks and open spaces and places of worship. The north portion of the site should be permitted to incorporate free-standing town homes. New auto-related uses should not be permitted. Townhouse form dwellings are not permitted along the Kingston Road frontage.

### **2.7.2.2 Height**

#### **Ground Floor Minimum Height**

The minimum floor to floor height recommended for ground floors with commercial/retail uses is 4.5 metre. Refer to Figure 11.

#### **Height**

Lots that are less than 52.5 metres in depth that have a rear property line directly abutting a residential neighbourhood will not be able to achieve the optimal height of 36 metres. In Cliffside Village many properties on the south side have sufficient lot depth to achieve the optimum height (11 storeys mixed use building/10 storeys commercial building).

Properties on the north side have a reduced lot depth and distance from the adjacent residential neighbourhood that generally limits the maximum height of buildings to approximately 26 metres (8 storey mixed use building/7 storey commercial buildings)

(the number of storeys of a building are calculated based on: all buildings have a ground floor of 4.5 metres, residential floors above the ground floor are 3.0 metres, commercial floors are 3.6 metres – all floor heights are measured floor-to-floor)

### West Residential Mixed use Sub-Area

Building heights are subject to the Rear Transition Angular Plane where adjacent to a residential neighbourhood. Refer to Figure 23.

#### North Side:

- Maximum height limited to 26 metres (8 storey mixed use bldg.) as a result of lot depth.
- Minimum height: 11 metres

#### South Side:

- Maximum height limited to 36 metres (11 storey mixed use bldg.).
- Minimum height: 11 metres

#### 'Apex' Site:

- Maximum height limited to 36 metres (11 storey mixed use bldg.).
- Minimum height: 11 metres

### Mixed use Core Sub-Area

Subject to Rear Transition Angular plane where adjacent to a Residential Neighborhood.

#### North Side

- Maximum height limited to 26 metres (8 storey mixed use bldg.) as a result of lot depth.
- Minimum height: 11 metres

#### South Side

- Maximum height limited to 36 metres (11 storey mixed use bldg.).
- Minimum height: 11 metres

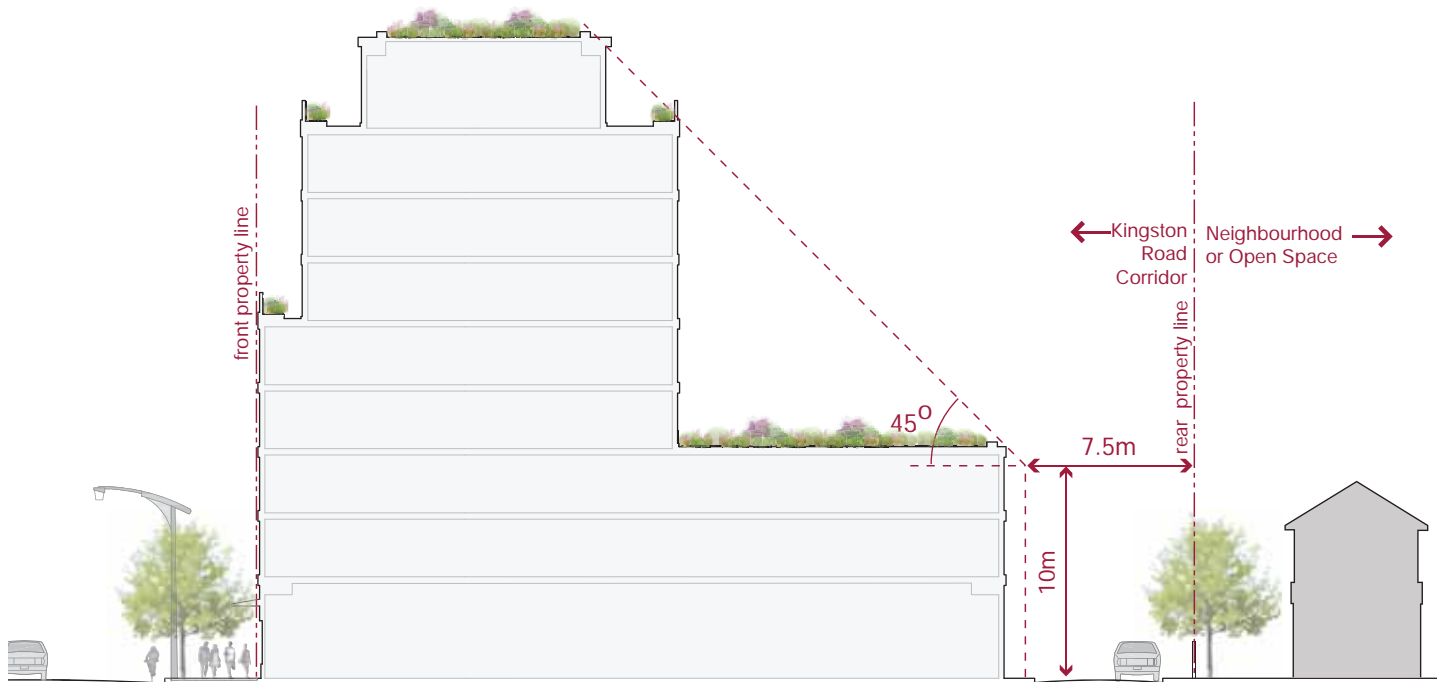


Figure 23 - Rear Transition Angular Plane: West Residential Sub-Area

### East Residential Sub-Area

Existing Neighbourhood and Apartment Neighbourhood Areas: Heights per existing zoning provisions.

### Mixed use Area: North Side of Kingston centred at Chine Dr.

Subject to Rear Transition Angular plane where adjacent to an R-Zone

Maximum height limited to 36 metres (11 storey mixed use bldg.).

Minimum height: 11 metres

## 2.7.2.3 Density

### General Recommendations

The permitted densities expressed as FSI (Floor Space Index) will be determined on a site-specific basis. These FSI's are a result of a building envelope which is the product of lot dimensions, the rear transition angular plane, setback and step back provisions.

Generally densities will be lower on the north side of Kingston Road as result of the lot depth and rear transition angular plane that does not permit buildings higher than 26 metres. As a result these FSI's will be lower than properties on the south side, which have deeper lots.

The FSI's below are based on calculations derived from test sites and are approximations only.

### West Residential MU Area

North Side:

- Maximum: 3.5 FSI
- (based on buildings with a maximum height of 26 metres)

South Side:

- Maximum: 5.3 FSI
- (based on buildings with a maximum height of 36 metres)

Apex Site:

- Maximum: 5.3 FSI
- (based on buildings with a maximum height of 36 metres)

### Mixed use Core Area

North Side:

- Maximum: 4.5 FSI
- (based on buildings with a maximum height of 26 metres)

South Side:

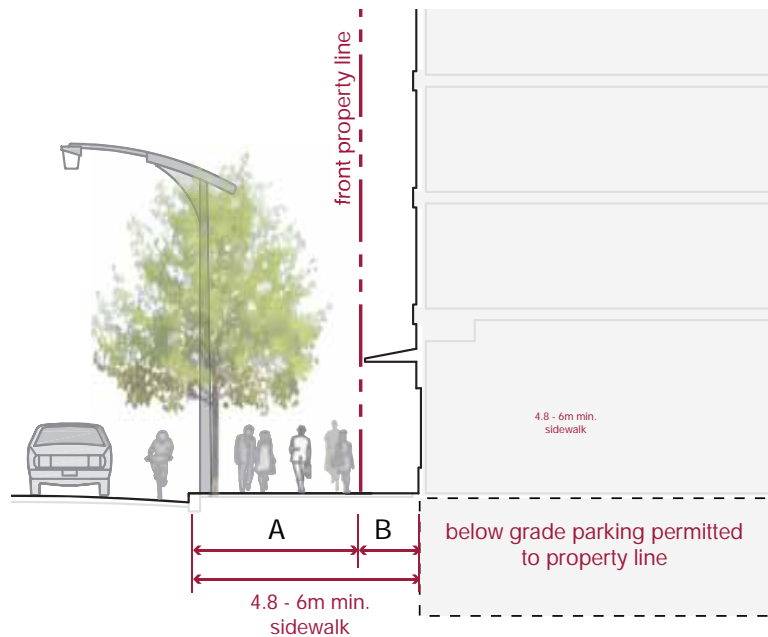
- Maximum: 4.5 FSI
- (based on buildings with a maximum height of 36 metres)

### East Residential Area

Existing Neighbourhood and Apartment Neighbourhood Areas: Densities per existing zoning provisions.

Mixed use Area:

- Maximum: 5.3 FSI
- (based on buildings with a maximum height of 36 metres)



**Figure 24 - Recommended Minimum Sidewalk Width**

## 2.7.2.4 Front Setbacks and Easements

### General Recommendations

The front setback is determined by a minimum sidewalk zone defined as the dimension from the 'design-curb' to front building wall. The 'design-curb' refers to the ultimate curb location determined by the right-of-way design as part of the Kingston Road Transit Study. The minimum sidewalk zone setback dimensions cited below are based on the Kingston Road Transit Improvements Preliminary Design (February 2009 – iTrans).

Kingston Road and the segment of Danforth Avenue contained within the Study area should have a minimum sidewalk zone of 6.0 metres at mid-block and 4.8 metres at the intersections for the first 45 metres on either side of the intersection with the exception of the north side of Kingston Road between High View and Midland which will have a minimum sidewalk of 4.8 metres at the mid-block and intersections.

To achieve these minimum sidewalk zones a pedestrian easement along the frontage of private properties will usually be required.

Generally the front setback constitutes a 'build-to' line. New buildings must build to this line to create a continuous streetwall. However a maximum of 30% of the width of the building frontage may be exempted from this build-to provision and may setback beyond the build-to line up to 3.0 metres to create outdoor marketing areas and/or seating areas for a cafe or restaurant.

Balconies are not permitted to penetrate beyond the set back line on the Kingston Road frontage.

Where residential uses at grade face Kingston Road, building setbacks should be as follows:

- 3.0 metre setback is recommended where a grade separation occurs between the sidewalk and the finished floor of the unit. Refer to Figure 17 - A.
- Where the ground floor unit is level with the sidewalk, a minimum 4.5 metre setback is recommended. Refer to Figure 17 - B.
- Where residential at grade faces a rear or side street, a setback of 6.0 metres, is recommended. Refer to Figure 16.

### North Side of Kingston Road Between Highview and Midland

The minimum sidewalk zone width is recommended to be 4.8 metres at mid-block and intersections. A general setback of 2.0 metres should be applied to accommodate the variation in actual setback dimensions to achieve the 4.8 metre sidewalk zone.

### South Side of Kingston Road between West Study Area Boundary and Midland

The minimum sidewalk zone width is recommended to be 6.0 metres at mid-block and 4.8 metres at intersections. A general setback of 3.0 metres should be applied to accommodate the variation in actual setback dimensions to achieve the 6.0 metre and 4.8 metre sidewalk zone.

### Danforth/Kingston Intersection (Known as Apex Site)

The front property lines created for this new parcel should be based on creating a minimum sidewalk zone of 6.0 metres at mid-block and 4.8 metres at intersections for the first 45 metres on either side of the intersection all of which will be incorporated in the public right-of way. In these cases a zero setback line will be established.

### East of Midland

South Side (S- Zone) and (PW Zone)

New development is not anticipated on the south side of Kingston Road, between Midland Avenue and Chine Drive. If, however, some new development should occur, the following setbacks should apply:

The minimum sidewalk zone should be 4.8 metres at mid-block and at intersections. general setback of 2.0 metres should be applied to accommodate the variation in actual setback dimensions to achieve the 4.8 metre sidewalk zone.

North Side (A-Zone) and Mixed use Area (to replace HC-Zone)

The minimum sidewalk zone should be 6.0 metres at mid-block and 4.8 metres at intersections. A general setback of 3.0 metres should be applied to accommodate the variation in actual setback dimensions to achieve the 6.0 and 4.8 metre sidewalk zone.

## 2.7.2.5 Front Stepbacks

### General Recommendations

Step backs of the front façade of buildings are required to create comfortable pedestrian conditions at sidewalk level and to mitigate the perception of height. Step backs also assist in the definition of a building base and street wall that creates a sense of enclosure along sidewalks.

Front Step backs shall be a minimum of 1.5 metres

All buildings taller than 11 metres shall have a front step back at a height ranging from 11.0 metres to 13.5 metres (after the third or fourth storey of a mixed use building or the fourth floor of a commercial building). Refer to Figure 8.

Buildings taller than 22.5 metre (seven storey mixed use building or six-storey commercial building) shall have an additional step back for the top one or two storeys of a minimum of 1.5 metres.

## 2.7.2.6 Side Setbacks and Step-backs

### General Recommendations

Buildings fronting onto Kingston Road should create a continuous street wall of approximately 3-4 storeys of at least 11 metres in height. Buildings should be built-to the side property line along this frontage for at least the first 20 metres of building depth. Gaps in the street wall should only occur at intersections or where mid-block connections are proposed.

Buildings may step back above this minimum street wall height where glazed sidewalls are desirable.

To mitigate the impacts of large blank side walls, it is recommended that the wall be permitted up to a height of 6 storeys. A 5.5 metre side wall step-back should be required at the 7th floor. Refer to Figure 9.



### **West Residential Mixed Use Sub-Area & Mixed use Core Area (all segments)**

- 0.0 metre side setback for the first 20 metres of building depth (measured from the front setback line) and the first 11 metres of building height
- 5.5 metre side setback above 20 metres of building height

### **East Residential Sub-Area**

Existing Neighbourhood and Apartment Neighbourhood Areas:  
Side setbacks as per existing zoning provisions.

### **Mixed use Area:**

- 0.0 metre side setback for the first 20 metres of building depth (measured from the front setback line) and the first 11 metres of building height
- 5.5 metre side setback above 20 metres of building height

## **2.7.2.7 Rear Setbacks**

### **Residential Uses**

Ground Floor residential uses should have a minimum setback of 7.5 metres from the rear property line from low rise residential zones.

### **North Side between Highview Avenue and Midland Avenue**

A minimum setback of 9.0 metres is required from the south property line of Sandown Lane to accommodate the 1.5 metre widening of the lane and a 6.0 metre wide no-build zone and a 1.5 metre walkway that could accommodate parking and/or servicing.

### **South Side between Midland Avenue and Cliffside Drive**

Many rear property lines will become front property lines as lanes such as Leisure Lane and Pell Street Lane become public streets. The conversion will require a widening of the R.O.W to allow for adequate sidewalk zones. Buildings fronting onto to these streets should integrate the following setbacks:

- 0 - 3.0 metres setback for commercial / retail uses at grade
- 3.0 - 6.0 metre setback for residential uses at grade
- Where development parcels abut the rear yards of single-family residential areas (S Zones), a 7.5 metre setback must be provided. Please refer to the Cliffside Community By-law map on page 85 for more information.

## **2.7.2.8 Ground Floor Articulation**

### **General Recommendations**

60% of the front façade of the ground floor of all mixed use and commercial buildings will be glazed to provide transparency and animation adjacent to the sidewalks fronting onto the Avenue.

## **2.7.2.9 Parking**

### **General Recommendations**

Above grade parking structures are to be integrated within the building design and not visible from any street.

## 2.8 Public Realm

*Refer also to Section 3.0 Public Realm of the Cliffside Village Urban Design Guidelines.*

All public spaces, and/or places that are perceived to be public, should receive the highest level of design, detailing and construction.

### Continuity and Connections

Sidewalks comprise the largest continuous, public, linear spaces within the corridor and should be developed with the same care and consideration as an urban plaza or park space. Wide sidewalk conditions create opportunities for attractive and active streetscapes while providing room for street tree planting and landscaping. The minimum sidewalk width (curb to building face) in Cliffside Village should generally be 6.0 metres on the south side (refer to Figure 26) and 4.8 (refer to Figure 25) metres on the north side. Sidewalk zones at intersection should be a minimum of 4.8 metres.

In some locations on the south side of Kingston Road, public sidewalk zones may exceed 6.0 metres. Where this occurs, a double row of street trees should be accommodated. Refer to Figure 27.

Where the desired sidewalk zone is not possible to achieve within the public right-of-way, setbacks for new development have been recommended to achieve the desired curb to building face dimension (shown as B on Figure 24). Refer to Section 2.7 Policy Recommendations for setback recommendations.

Sidewalks and bicycle lanes should complete and maintain connections between the east and west end of the Study Area and link key community destinations, for example the Birchmount Community Complex, to the core of the corridor. Pedestrian and cycling movement should be fluid by ensuring continuous and accessible side street access and mid-block connections.



*Sidewalks comprise the largest and most continuous public space in Cliffside Village. Sidewalks should receive the same amount of attention and detailing as a civic plaza.*



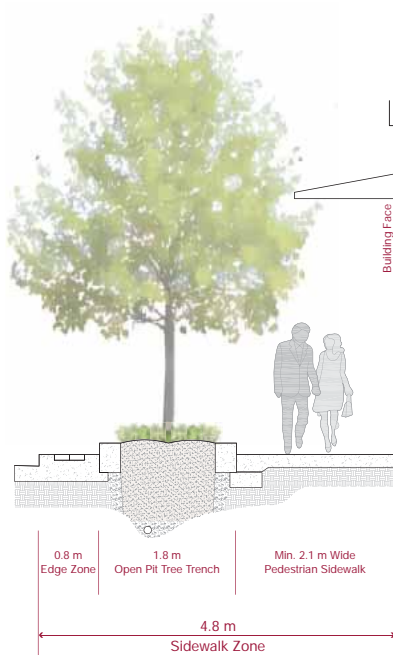


Figure 25 - 4.8 Metre Sidewalk Zone

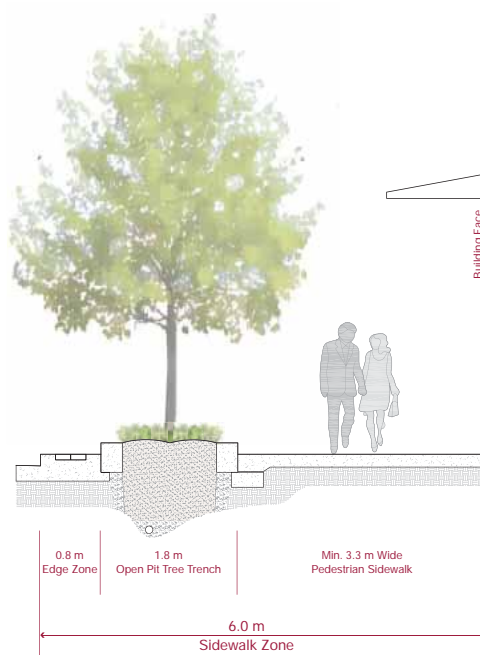


Figure 26 - 6.0 Metre Sidewalk Zone

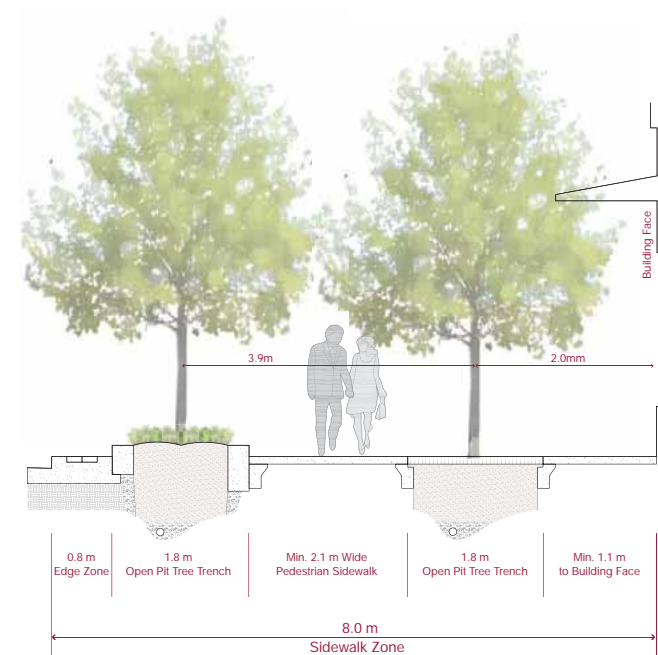


Figure 27 - 8.0 Metre Sidewalk Zone

## New Open Spaces

A series of new parks and green spaces are proposed for Cliffside Village. Four key park locations have been selected to complement the linear streetscape corridor and reinforce the east end, west end and centre of Cliffside Village. Refer to Figure 30 - Public Realm Plan.

The west end open space is located within the land resulting from the reconfiguration of the Danforth Avenue/Kingston Road intersection. This park area is approximately 2.5 hectares in size and should be developed as a community open space including forested areas and gardens, open lawn area, walks and trails and a playground and/or splash pad. Parking should be minimized as the large parking area provided for Highview Park may be sufficient to service both parks. The west end park could also be considered as a new location for the Scarborough War Memorial. The property is currently owned by the City. Refer to Figure 28.

The centre park on the south side of Kingston Road is proposed as a civic gathering area between Claremore Avenue and Ridgemoor Avenue and is approximately 0.2 hectares in size. The park is proposed in the centre of the block adjacent to a new mid-block street that links Kingston Road to East Haven Drive. The new park should be a large gathering area with public art, an ice skating rink and gardens. Currently the properties that may be involved are not owned by the City.

There is an opportunity to create a small park at No.2392 Kingston Road. The property currently includes a house and large, healthy, mature Norway Maple. The site is approximately 600 square metres in size. Design for the park should integrate the existing tree and include a patio / seating area, public art and a pedestrian connection to Sandown Lane.



*The west end park could be developed as a community park including open lawn areas, gardens, walks and trails. It should be considered as a new location for the Scarborough War Memorial.*



*The proposed centre park is proposed as a civic gathering space including gardens and seating areas and public art. The park reinforces a mid-block connection between East Haven Drive and Kingston Road.*





**Note:**

1. The Scarborough War Memorial is proposed to be relocated in consultation with the Royal Canadian Legion.
2. The Concept Plan was prepared with input from the community, the Local Advisory Committee, City staff, the Transit Study Team and the Avenue Study consultants. The Plan is for discussion purposes and does not represent the final design of the area.

**Figure 28 - West End Open Space Concept Design**

The east end open space is proposed at the intersection of Kingston Road and Midland Avenue. This green space is envisioned as a combination of areas on both sides of Midland Avenue, south of Kingston Road. The purpose of this green space is to reinforce the east end of the commercial core of the Village and to act as a gateway feature. The space includes the Stinson Stop property (171 Midland Avenue) and a portion of land on the west side of the intersection (2495 Kingston Road). A reconfiguration of the Midland Avenue intersection, Kelsonia Avenue and Scarboro Crescent would allow more space around the heritage building while also providing more sidewalk space at the end of Scarboro Crescent. The concept shows that access to the Parish would be maintained. Currently, the properties involved are not owned by the City. Refer to Figure 29.



**Note:**

*The Concept Plan was prepared with input from the community, the Local Advisory Committee, City staff, the Transit Study Team and the Avenue Study consultants. The Plan is for discussion purposes and does not represent the final design of the area.*

**Figure 29 - East End Open Space Concept Design**



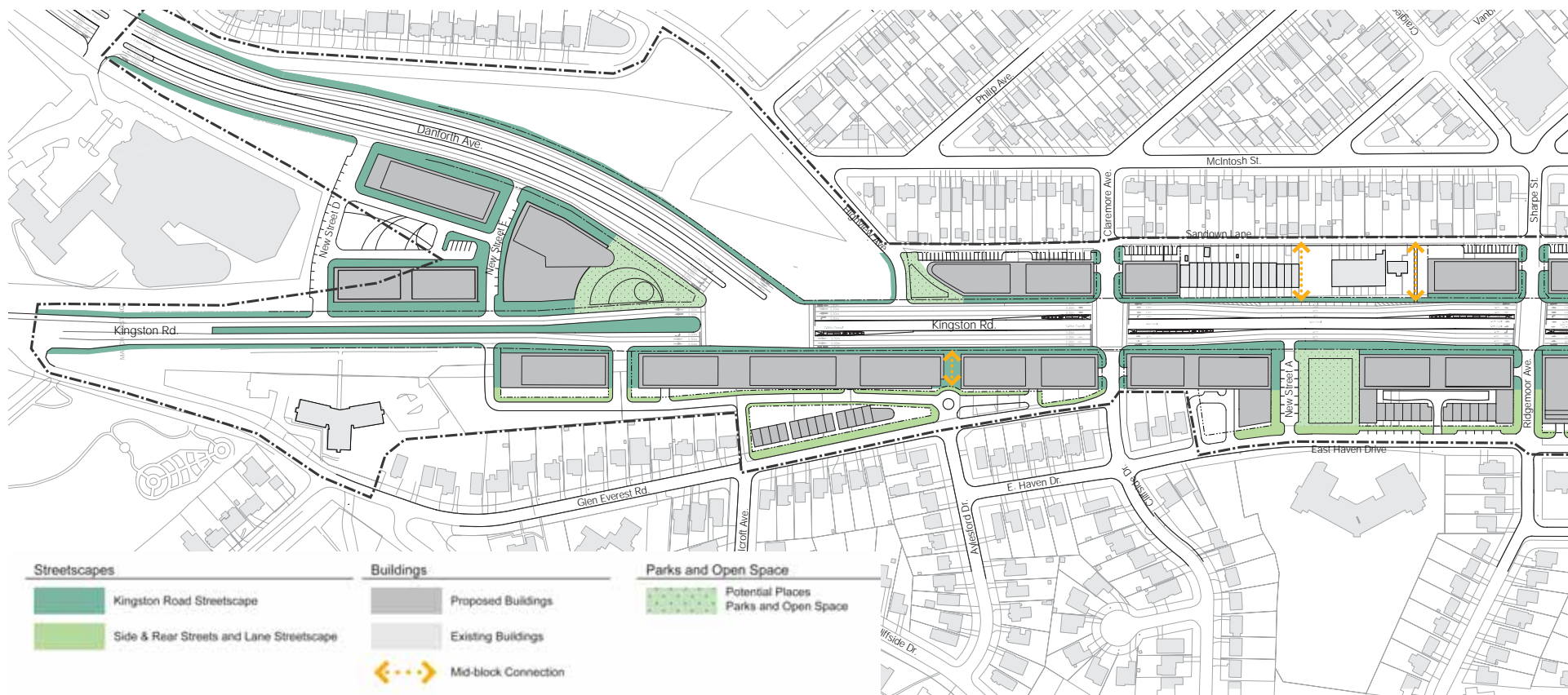
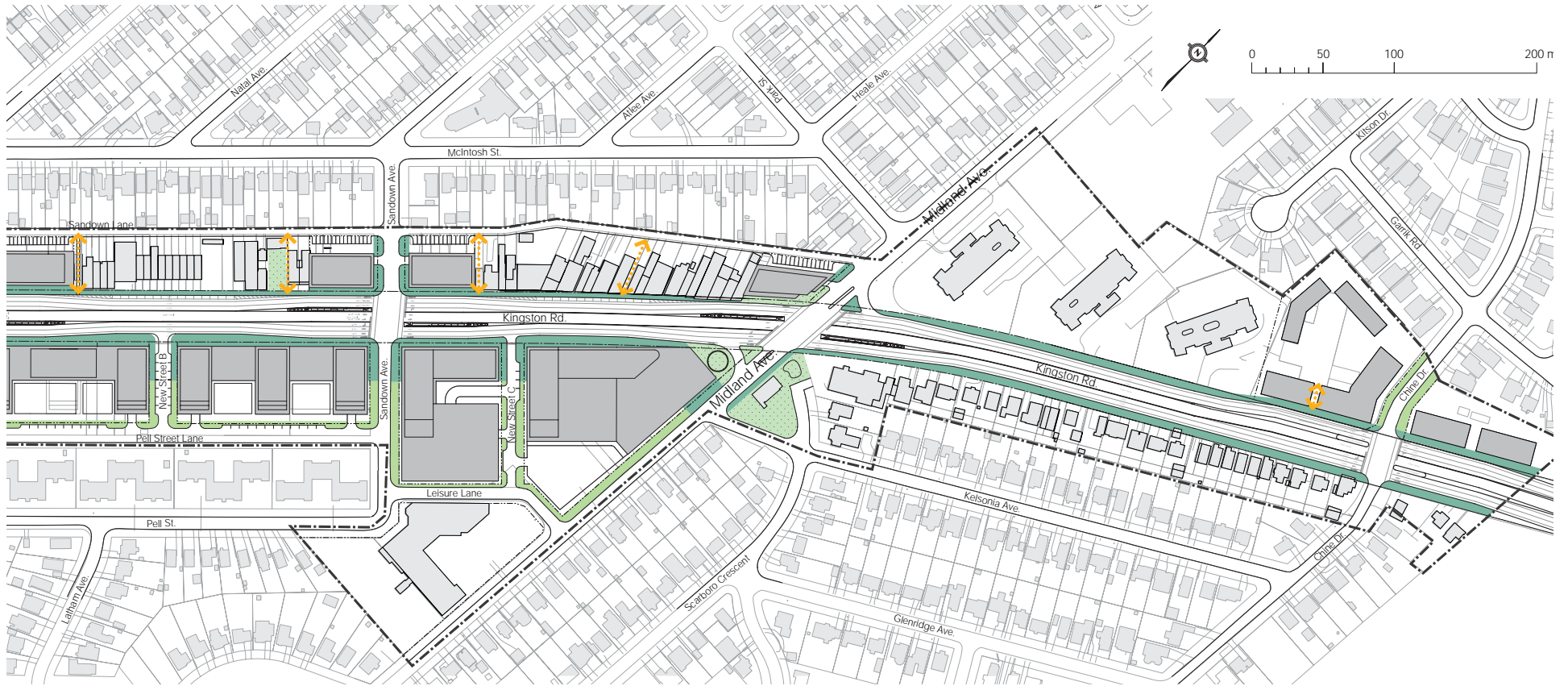


Figure 30 - Public Realm Plan







*Mid-block connections will enhance the permeability of pedestrian movement throughout the corridor by providing connectivity between parking and shopping areas and by providing shortcuts between destinations.*

### Mid-block Connections

Proposed mid-block connections will contribute to the open space network, linking into both new parks and open spaces and the linear network created by public sidewalks. Mid-block connections are pedestrian priority spaces that should include seating areas, public art, landscaping, lighting and orientation signage. Mid-block connections will enhance the permeability of pedestrian movement throughout the corridor by providing connectivity between parking and shopping areas and by providing shortcuts between destinations.

Generally, mid-block connections should be provided every 100 to 130 metres and should be at least 4.5 metres in width. Mid-block connections that also provide vehicle access (one-way movement and / or emergency and servicing access) should be at least 7.5 metres in width to accommodate a 4.5 metre wide one-way vehicle access and a 3.0 metre wide sidewalk.



### Gateways and Public Art

Key locations for public art, such as the intersections of Midland Avenue and Kingston Road and Danforth Avenue and Kingston Road should be included in the Public Art Master Plan the City is developing. Larger-scaled public art installations may be appropriate within proposed civic spaces and parks. There are many possible locations for public art within Cliffside Village, particularly where new developments are able to provide new public parkettes, building fore-courts, plazas or gardens. Private developments, particularly the larger developments (over 10,000 m<sup>2</sup>) should contribute to public art along Kingston Road.



*Public art should be place specific and provide opportunities for interaction. A public art piece could be located in conjunction with the relocation of the Scarborough War Memorial.*



*Murals should continue to be part of Cliffside Village as an expression of public art.*



*Public art should be place specific and be used to communicate the history and heritage of the area.*





*All opportunities should be explored to provide trees and landscaping within the public right-of-way.*

### Greening

All opportunities should be explored to provide trees and landscaping within the public right-of-way. Street trees in continuous and open tree pits, ground level planting beds, vertical trellises (green walls), planters, baskets and transit shelters should be encouraged. New private development should be encouraged to supplement right-of-way landscaping by providing adjacent green spaces, such as parkettes, mid-block connections, courtyards and forecourts. Refer to Section 3.0 Public Realm, Cliffside Village Urban Design Guidelines for detailed landscaping recommendations.



*Opportunities for greening Cliffside Village include street tree planting, open tree pit landscaping, planters and hanging baskets.*

## Street Furnishings

The City of Toronto has approved a new coordinated street furniture program, contracted with Astral Media Outdoor LP for a period of twenty years. The City and Astral Media began to replace all street furniture in 2008, with the exception of litter bins which will start to be replaced in 2009 when the current contract expires. The contract provides for new multi-publication newspaper boxes, transit shelters, benches, litter and recycling bins, information kiosks, public washrooms, community notice boards, outdoor bicycle parking racks and enclosed bicycle storage lockers. As Cliffside Village is an emerging pedestrian-oriented commercial 'Avenue', it is recommended that the area be considered a priority for earlier installation.

Portions of Kingston Road's public sidewalk will be wider than most 'Avenues' in the City, especially on the south side of the street. In view of the unique layout of the right-of-way, Kingston Road presents opportunities for the placement of street furniture that may differ from the standard placement guidelines.



*Cliffside Village should be considered a priority area for installation of the City's new harmonized street furnishings.*



*On the south side of Kingston Road, some sidewalk zones will be wide due to the proposed alignment of the transit corridor and traffic lanes. In these locations, additional planting and site furnishings may be accommodated.*





*Signage should contribute to the village character of Cliffside Village.*



*New development should be encouraged to integrate village scale signage without necessarily replicating a heritage style. Externally lit signage is recommended.*

## Signage

It is important that businesses within Cliffside Village are able to identify themselves through individually distinct and recognizable signage. At the same time, it is also important that the quality, scale and style of signage be reflective of the village character of the area. Although signage is associated mostly with private development, it is a highly visible and integrated component of the streetscape and should be encouraged to reinforce the area's village character.

To upgrade the quality of signage in Cliffside Village, the following general guidelines are recommended:

- All permanent and temporary advertising, business, directional, incidental and identification signage associated with all new and existing buildings and developments within Cliffside Village should be coordinated with the City of Toronto Sign By-law.
- 'Vintage' signs should be inventoried and protected.
- All new buildings and developments shall incorporate signage that is complementary to the building façade and not a dominant feature. Signage should be sympathetic to the character of Cliffside Village without replicating a heritage signage style.
- All signage should be considered to be an amenity of the streetscape, enhancing streetscape quality by adding colour, continuity animation and warmth. Efforts should be made to avoid 'cluttering' by prohibiting certain types of signs such as pylon signs, third party signs, inflatable signs, non-retractable, non-fabric awning, obsolete or unsafe signs, handwritten signs, digital, electronic, neon or otherwise internally illuminated signs, except for small "open for business" signs in retail windows, projected images, buildings as signs, and signs attached to street furnishings.
- Various permanent and temporary signage types shall be incorporated into all new and existing buildings and developments that will best serve specific signage needs and add to the vitality of the public realm. Signage should have regard for pedestrian activities (orientation and as non-obstacles), vehicular needs (orientation and readability), building identification (street address), enhancing the desired character (design and materials), and reducing negative impacts (lighting levels, scrolling messaging, impeding views and vistas).
- All new buildings and developments should incorporate pedestrian-scaled directional signs and maps that indicate walkways, special features/destinations, parking and service areas. The graphic quality of directional signs should be clear, distinct and coordinated with the image of the development and/or with any existing way-finding signage program.

- Signage should add diversity and interest to retail streets but not be overwhelming. Backlit sign boxes, billboards, revolving signs and roof signs should not be permitted. For residential buildings, signage should be closely related to the principal building entrance.

### Branding

The public realm will communicate the character of Cliffside Village through a visible, consistent palette of features such as street signs, public art, lighting, and paving and plant materials. It is recommended that a 'brand' for Cliffside Village be integrated within the public realm features to reinforce and limit the distinctiveness of the area. Refer also to Section 2.10 - Retail and Commercial Opportunities.

### Street Lighting

Transit improvements on Kingston Road may involve relocation and redesign of existing street lights. There is an opportunity to coordinate the inclusion of pedestrian scale lighting through this process. To minimize clutter in the sidewalks, it is recommended that a pedestrian scale light fixture be attached to the street light pole and be directed to illuminate the sidewalk spaces.



*Thematic street signs should be considered to further enhance the village character of the area. -*



*Street lighting and banner selection contribute to the visible reinforcement of an area's character. Permanent features will be effective during all seasons of the year.*



*Transit improvements for Kingston Road through Cliffside Village will include a centred, dedicated transit right-of-way.*

## 2.9 Transportation and Movement

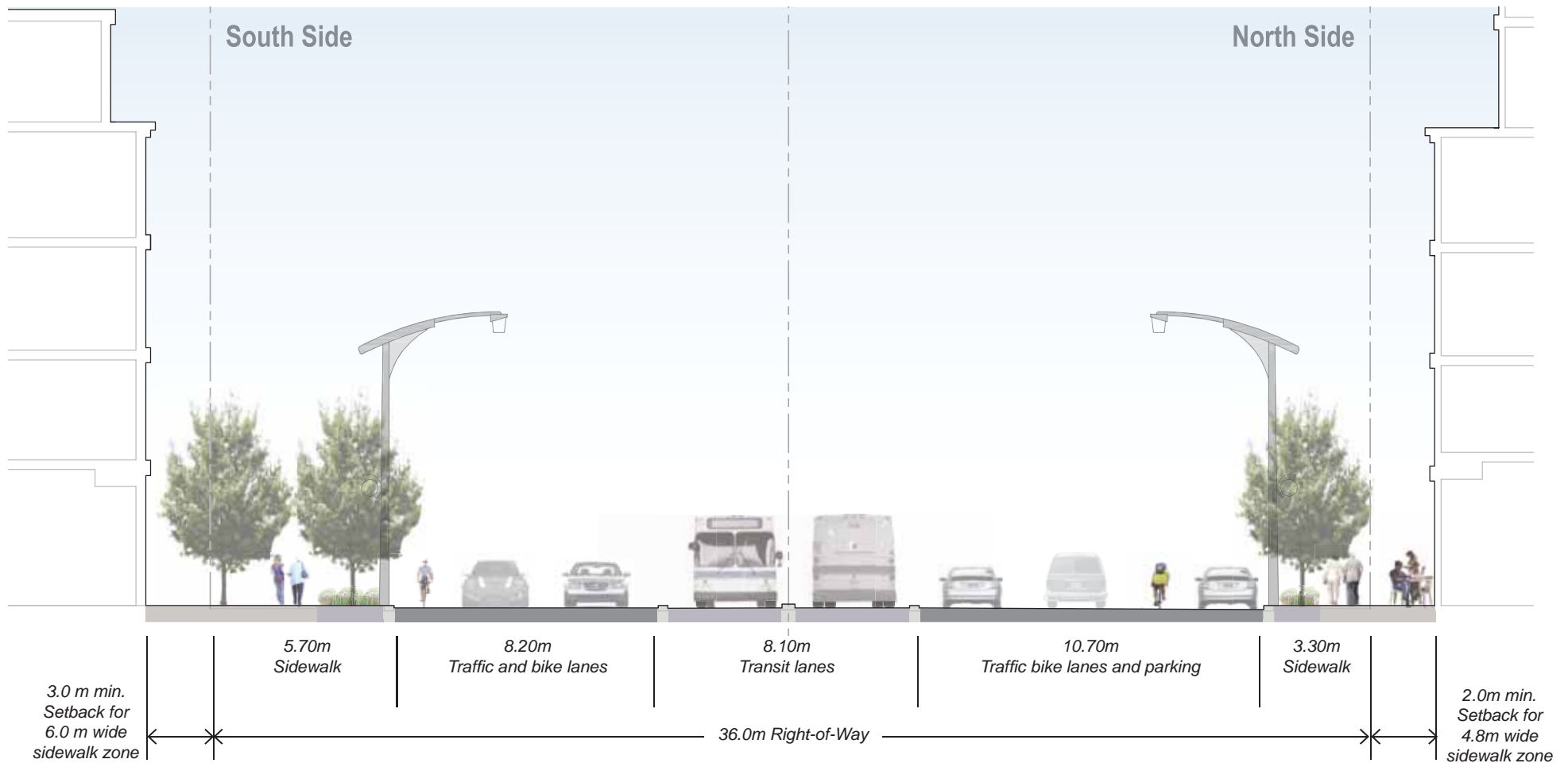
*Refer also to Section 5.0: Vehicular Movement, Parking, and Access*

### Transit

Future transit through Cliffside Village is currently being considered. Generally, the Transit Improvement Study has concluded that a rapid transit system, either bus or light rail vehicle, will be recommended for the area and will be accommodated within a dedicated right-of-way centred on Kingston Road. Refer to Figure 31 and 32.

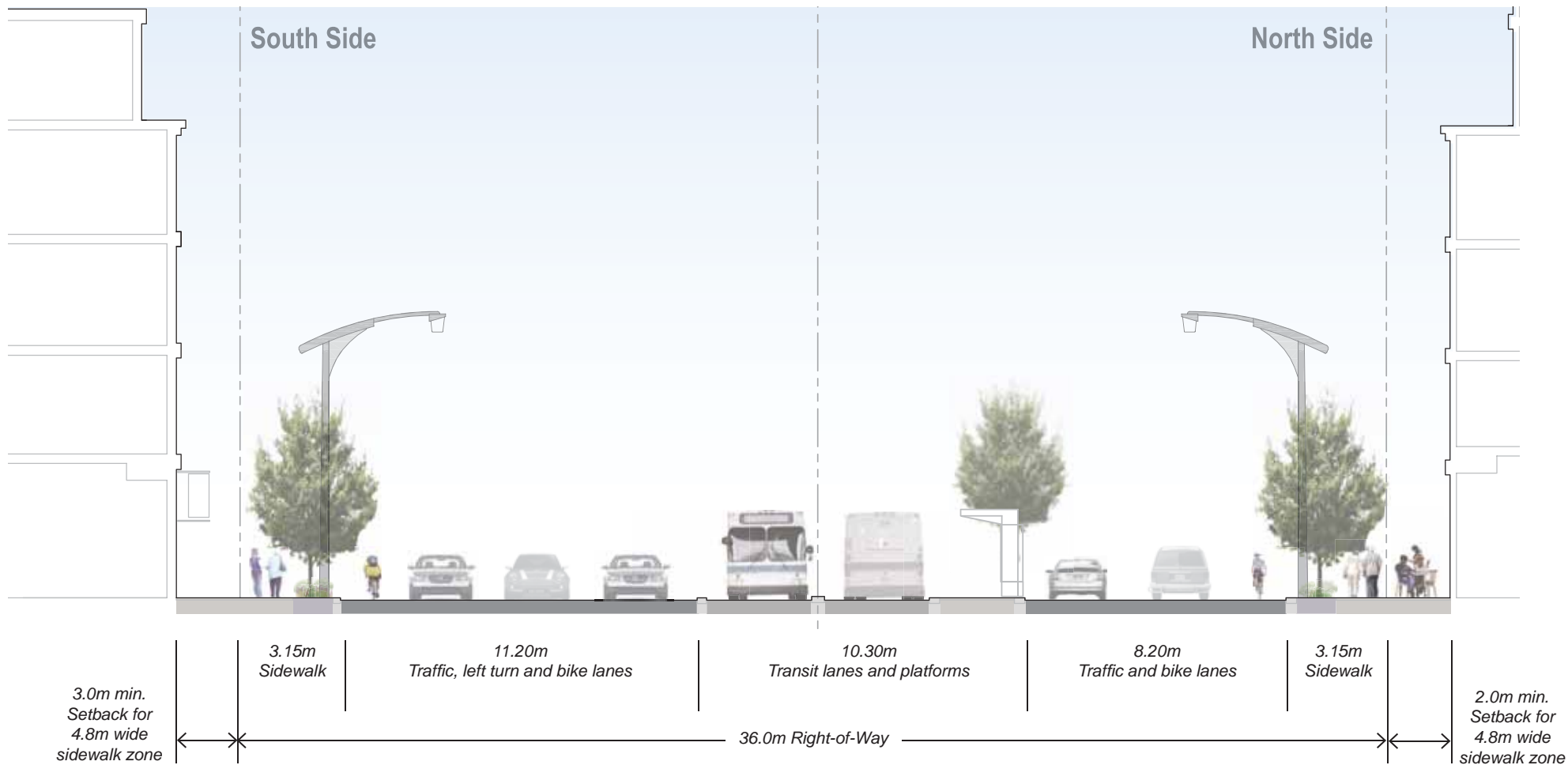
All proposed transit stops would be located at signalized intersections which are approximately 300 metres apart. Transit stops (platforms) are proposed adjacent to the transit right-of-way and not on public sidewalks as they are now. Platforms should be comfortable, designed to be fully accessible and include shelter with wind and precipitation protection, seating, lighting and planting where opportunities exist.





**Figure 31 - Kingston Road Typical Mid-block Section: Cliffside Village**

Sections for the future Kingston Road Right-of-way are based on the draft findings of the ongoing transit study and may be subject to change. Refer to the Kingston Road Transit Study report for detailed sections and plans for Cliffside Village.



**Figure 32 - Kingston Road Typical Intersection Section: Cliffside Village**

Sections for the future Kingston Road Right-of-way are based on the draft findings of the ongoing transit study and may be subject to change. Refer to the Kingston Road Transit Study report for detailed sections and plans for Cliffside Village.



## Pedestrian Movement

One of the key objectives of the City's Avenue policies is to create better places for people, providing improved facilities for pedestrians and cyclists. Without widening the right-of-way, the preliminary sections for the Kingston Road transit improvements include bike lanes and have considered all opportunities to maximize the sidewalk space within the public right-of-way. Public sidewalks (curb to property line dimension) range between approximately 3.15 metres at intersections and as much as 5.7 metres on the south side and 3.3 metres on the north side. There is an opportunity to provide wider public sidewalks on the north side if the parallel parking is converted to sidewalk space.

Sidewalks need to be wide to accommodate pedestrian traffic, opportunities for spill-out areas, such as cafes and patios, and to provide space for tree planting, furnishings and above grade utilities. Generally 6.0 metres should be considered a minimum distance between the curb and the building for areas with a 36 metre right-of-way. As this is not possible given the space constraints, the study proposes that additional setbacks for new development be applied to provide more space for pedestrians. Refer to Section 2.5 Built Form and 2.7 Policy Recommendations for proposed setback information.

By encouraging consolidated driveways, permitting better access to sites via side streets and rear lanes, and increasing the permeability of the area through the introduction of mid-block connections and new streets, pedestrian movement along Cliffside Village's main street should be greatly improved.

## Cycling

Cycling lanes have already been established as a key element of the proposed transit improvements on Kingston Road. Bike lanes are proposed on-street, within the Kingston Road right-of-way and have been reviewed by the Cycling Committee. Connections to bike routes outside of Cliffside Village will be critical to the success of the bike lanes as part of a continuous system. The provision of bicycle parking along streets and intersections, near parks and open spaces and community facilities will facilitate increased use of bicycles in the area. New development should provide on-site bicycle parking facilities in accordance with the City of Toronto bike parking requirements. Efforts should be made to design the bike lanes with a safe and meaningful separation from vehicle and pedestrian movement.



*Sidewalks need to be wide to accommodate foot traffic, provide opportunities for spill-out areas, such as cafes and patios, and to provide space for tree planting, bike parking, furnishings, bicycle parking and above grade utilities.*



*Bicycle lanes are currently proposed to be included in the right-of-way design for Kingston Road. Pavement marking and lane design should facilitate safe and convenient cycling.*



*"Side friction" such as parallel parking and attractive retail facades will assist in slowing traffic.*

### Vehicle Movement

The slowing of vehicle traffic will be key to improving the environment for cyclists and pedestrians. Vehicle speed and driver behaviour is influenced by a number of factors, including the perception of the environment as a place for pedestrians, lane width and lane alignment, number of traffic lanes, presence of parallel parking and cycling lanes and the level of activity, detailing and landscaping within the streetscape.

As redevelopment occurs along Kingston Road, it is expected that an increase in street level activity and subsequent improvements to the streetscape will contribute to the reduction of travel speeds as new store and building fronts, and increased numbers of pedestrians and cyclists attract the attention of passing motorists.

Opportunities to alleviate conflicts between vehicles and pedestrians and cyclists have been explored through the introduction of consolidated driveways and site parking, service and access points from side and rear streets and lanes.

To facilitate the safe and predictable movement of vehicles in the area, left turn lanes are to be maintained at signalized intersections. Driveway entrances are to be minimized and consolidated where possible and new streets and lanes will have right-in / right-out turning functions.

### Kingston Road / Midland Avenue Intersection

This intersection defines the east limit of the core commercial area. Improvements to the intersection should achieve 4 basic objectives:

- To improve vehicle and pedestrian safety;
- To normalize turning movements;
- To provide a more continuous development parcel on the south west side of the intersection; and
- To improve the aesthetics as a potential 'gateway' to Cliffside Village.

The concept for the intersection improvements includes the removal of Kelsonia Avenue between Kingston Road and Midland Avenue. The inclusion of a new mid-block street within the 'No Frills' block, further to the west would permit access to southbound Midland Avenue via Leisure Lane. The reinstatement of left turns onto northbound Midland Avenue from Kingston Road are being considered as part of the ongoing Transit Assessment. Refer to Figure 29 for the proposed intersection and open space concept design.

### Kingston Road / Danforth Avenue Intersection

The Kingston Road / Danforth Avenue interchange defines the west edge of Cliffside Village and potentially provides an opportunity to develop a 'gateway' feature that incorporates the Scarborough War Memorial. The ongoing Kingston Road Transit Study has identified an opportunity to reconfigure the intersection. Refer to Figure 28 for the proposed intersection and open space concept design.

Participants of the Kingston Road Cliffside Village Design Charrette considered different layouts of this intersection with the purpose of creating better pedestrian connection to the Birchmount Community Complex and Rosetta McClain Park. The concept includes the following:

- Convert the highway-like configuration of the interchange to a more conventional main street type pattern. It is anticipated that this conversion will calm traffic, improving conditions for pedestrians and cyclists.
- Currently, no transit stop will be proposed at this intersection. However, this intersection will be re-evaluated to protect for a stop in support of future development.
- The reorganization of the eastbound and westbound lanes will provide more useful and accessible park space, between Danforth Avenue and Highview Avenue.
- The City-owned property between Danforth Avenue and Kingston Road to the west of the proposed intersection could become available for other development opportunities.
- Kingston Road maintains its relationship to existing properties on the south side (Days Inn).
- The Concept Plan describes Danforth Avenue intersecting with Kingston Road. Both directions of Kingston Road would generally be located where the east bound lanes currently exist.
- Proposed intersection layout is conceptual and will be subject to further study through the transit assessment.
- Relocation of the Scarborough War Memorial to be further investigated through the Kingston Road Transit Study.

### Parking

The findings of the study reinforce that public parking is essential to the revitalization of the area. However, competing interests for elements in the right-of-way, such as the provision of transit improvements, wide sidewalks and bike lanes, have reduced on-street parking on Kingston Road. As redevelopment occurs in Cliffside Village, a variety of options should be explored to provide a reasonable quantity of parking while respecting the need to create people oriented spaces.

A Parking Strategy is recommended to find solutions that encourage revitalization along the corridor, and find a balance between convenient and accessible parking for residents, visitors and shoppers while not creating 'dis-incentives' for developers. The following considerations should be explored:

- Reduce residential parking requirements.
- Reduce residential visitor parking requirements. Public parking areas within 300 metre of the visitor destination should count as visitor parking.
- Reduce retail and commercial parking requirements.
- Maximize on-street paid parking supply.
- Provide public parking areas

### On-street Parking:

Approximately 43 spaces would remain on the north side of Kingston Road which translates to an approximate loss of 20 spaces. On-street parking on the south side of Kingston Road is not recommended. Where it can be accommodated, on-street parking could be considered for the existing side streets. It would be preferable to not promote on-street parking on streets that abut established low-rise residential properties. Again, this could be examined should issues arise. New streets proposed for Cliffside Village should include on-street parking.

### Laneway and Rear Street Parking:

Modifications to Sandown Lane are proposed to accommodate access to perpendicular parking in conjunction with site redevelopment. The Lane would remain under City ownership. It is likely in most cases that the parking spaces would be built on and managed by private properties. On-street parking is recommended on the north sides of Leisure Lane, Pell Street Lane, East Haven Drive and Glen Everest Road. Recommendations for the conversion of Pell Street Lane and Leisure Lane include the provision of on-street parking. Refer to Figures 19 and 20.



### Parking on Private Property

Parking located on private property should be accessed from side streets, new mid-block streets or rear lanes. It is recommended that no access be permitted directly from Kingston Road. Private property parking, servicing and loading should occur within a structure, either above or below ground and/or within limited surface parking areas that are not visible from the public realm.

Where private parking exists where there is a demand for public parking, a number of spaces should be dedicated for public parking. Directional signage is recommended to guide motorists to these parking areas.

### Off-street Public Parking

"Green P" surface parking areas should be considered for the Cliffside Village corridor. "Green P" lots should be located behind buildings fronting onto Kingston Road. Access should be provided from side streets, new mid-block streets or rear streets and lanes.

"Green P" parking areas should be explored in coordination with the Toronto Parking Authority to determine which sites and method of provision would be most appropriate. The provision of public parking areas could be realized through a variety of methods, including cash-payment-in lieu, public-private joint venture, and publicly owned and operated municipal lots.

### Property Access

It is recommended that no access be permitted directly from Kingston Road. Servicing and loading for private development is to be minimized and as much as possible, not visible from active pedestrian spaces.

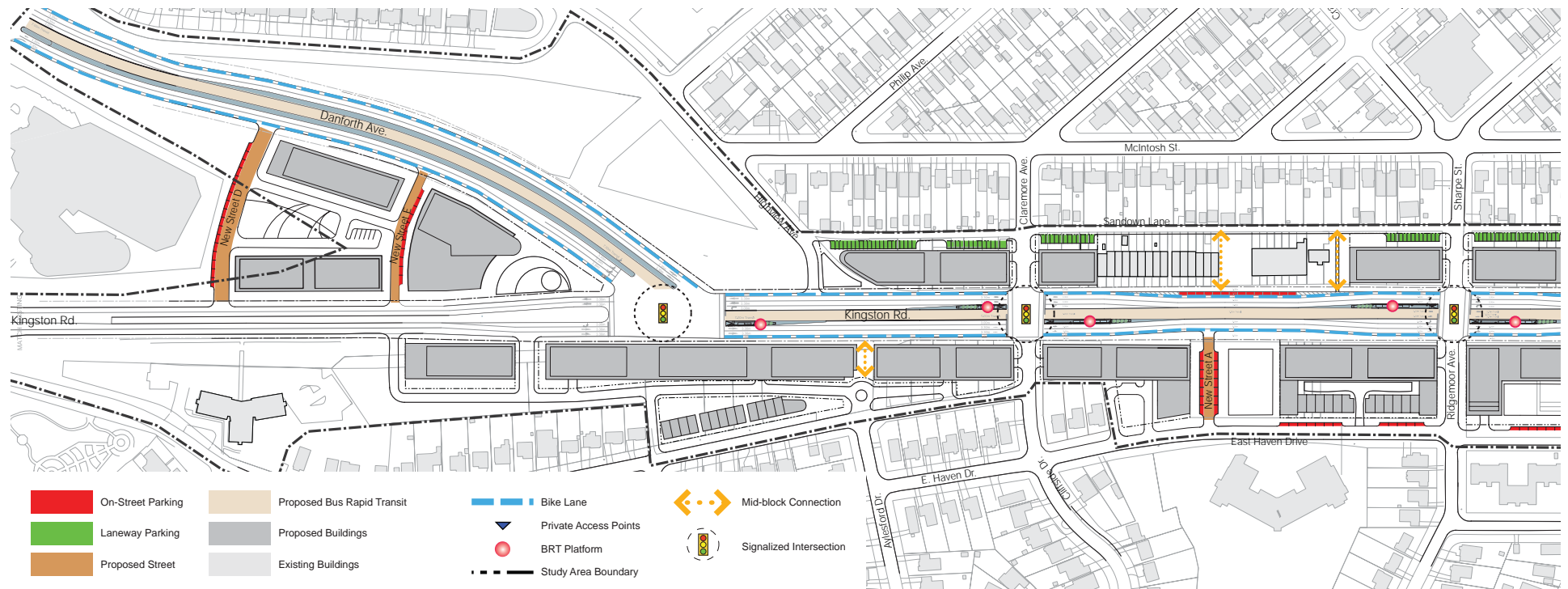
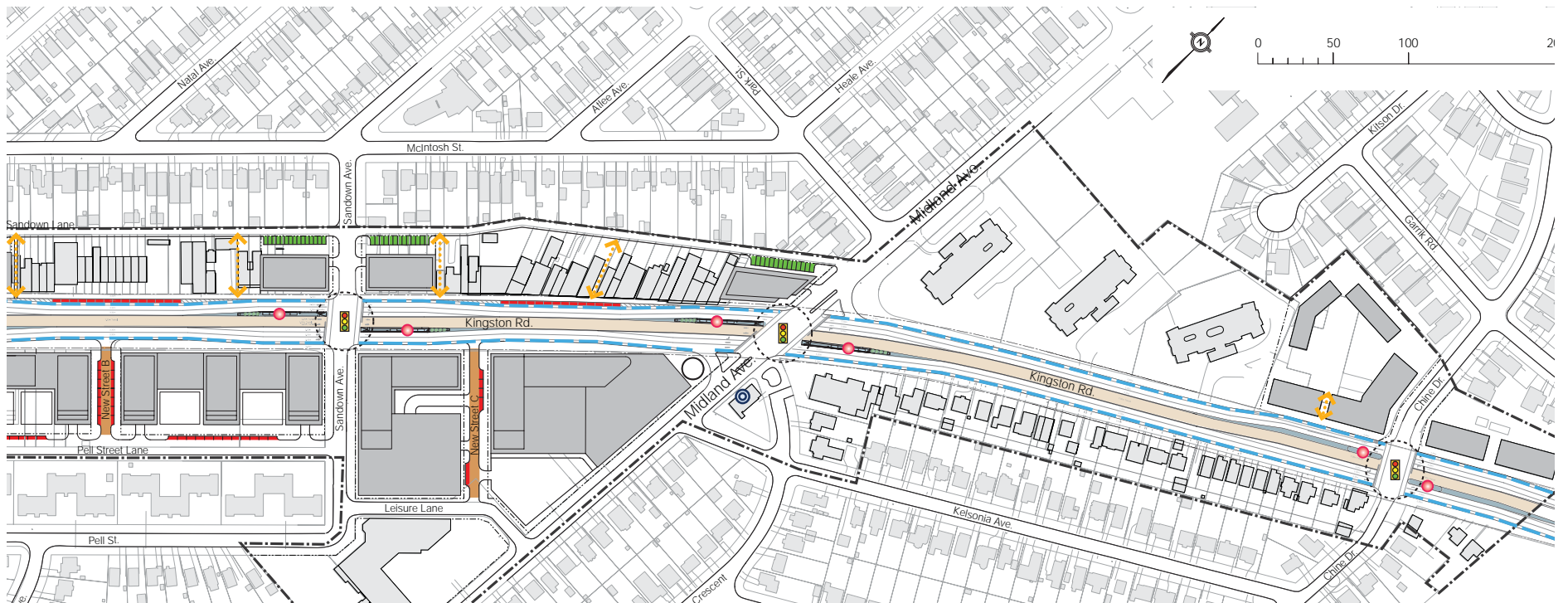


Figure 33 -Transportation and Movement Plan







*The Vision for Kingston Road in Cliffside Village is to retain its local neighbourhood appeal.*

## 2.10 Retail / Commercial Opportunities

The Vision for Kingston Road in Cliffside Village is to retain its local neighbourhood appeal. The primary target market is local residents who will live, shop, and socialize in the neighbourhood. In essence the Cliffside Village will become a town centre for the approximate 20,000 people who will eventually live in the neighbourhood.

To further this Vision, Cliffside Village requires a civic gathering space, places to socialize, redevelopment that draws buildings closer together at the street level and creates an increased level of intimacy, and events and programming that draws the community together and provides emphasis on family.

There is a need to create a sense of pride and ownership within the neighbourhood and all programs and initiatives that support that vision should be pushed forward and those counter to this vision should be re-evaluated.

To implement the retail Vision requires an emphasis on four key pillars:

- Organizational Development
- Economic Development
- Urban Design Interventions
- Marketing and Promotional Programs

## Organizational Development

Zoning and regulation alone cannot fully implement the retail vision for Cliffside Village. There is a requirement for increased management, which will provide a balance between the demand and supply side for the redevelopment to occur.

Management will be required to:

- Be the keepers of the retail vision and communicate the vision with interested stakeholders;
- Coordinate with property owners, developers, and retailers on achieving the vision;
- Work with local residents to ascertain their needs and communicate that information back to property owners, developers, and retailers;
- Work with the City and transportation agencies to implement the retail vision.

While there have been successes along Kingston Road in the past, leadership has been sporadic and the Cliffside Village BIA is no longer a functioning body. Communication will be key to success in Cliffside Village, not just for redevelopment and coordination with anchor retailers, property owners, developers, transportation agencies, and the City of Toronto.

Organization Action Items		
Action Item	Time Frame	Responsibility
Revive the Cliffside Village BIA	Immediately	Cliffside Village property owners and merchants
The City and BIA to work together to hire an executive director – establish job description, salary, and responsibilities	Immediately	BIA and City – The City may provide some bridge funding to support the executive director's salary until the organization is up and running. There may be other provincial or federal government funds that can be used.
Recruit a board of directors that represent retail business interests including marketing, property development, retail, and legal	Immediately	BIA
Establish BIA budget and committees that will include an executive committee, marketing, redevelopment, and beautification	Immediately	BIA A budget of at least \$60,000 should be considered as a starting point, working up to \$150,000 in three to four years.
Develop a program for communications with members, City, and other stakeholders (e.g., newsletters, website, email blasts) as well as attending regular sessions related to redevelopment and transportation	Short term	BIA
Determine which incentives and regulations are required to fulfill the vision, such as CIP	Short term	City with support of BIA
City to share information with the BIA on redevelopment process	Short term	City

Figure 34 -Organizational Development Action Items



*The Sobeys Urban Fresh concept draws from the immediate local neighbourhood. The corner entrance creates a stronger intersection by being able to draw customers from both streets. In addition, notice the roller doors on the side that bring the pedestrian traffic in closer to the products.*

## Economic Development

To promote and develop the idea of a village centre for the local neighbourhood will require several redevelopment programs. As the redevelopment potential along the entire corridor is significant, there is a need to prioritize in terms of projects and locations. It will be impossible to do everything at once. As a result, a hierarchy of needs is required to be established. As stated, there are several issues and opportunities:

- An emphasis on increased residential density is required and not under-estimated in terms of its impact on retail potential. This goes well beyond any types of façade improvements that may be considered. The more people living directly in the area the higher the impact it will have on retail sales. Residential intensification must be the cornerstone of the entire plan and programs that support more residential should be encouraged through mixed use development.
- Create a more intimate shopping environment that pulls in from the local neighbourhood by creating more mixed use development (including retail) closer to the street edge as well as other physical improvements such as landscaping, streetscaping, a village square gathering place, etc.
- The long blocks need to be addressed to provide for not only a more interesting and pleasant shopping environment but to increase the number of access points to the surrounding neighbourhood and provide more highly coveted corner retail opportunities.

Incentives in the CIP that aid in this major shift towards residential intensification through mixed use developments should be adapted. Waiving development fees, tax increment financing, underground parking financial assistance, and density bonusing are only some of the tools that may be used.

Active communication with property owners and developers is also required to ensure that the City understands the barriers to development and how the City may assist in bridging the gap. The City may also function as a developer by acquiring properties, consolidating key properties, demolishing the buildings, and then reselling them to a developer as per the Urban Design Guidelines.

On a geographic priority basis, the existing and proposed intersections are the most important for retail development. Strong retail corners have high visibility and accessibility, which are sought by retailers. Careful planning in terms of the size and



types of retailers to place in these corner locations must be considered. The corner units tend to be larger with entrances at the corner. If the corner retail locations are strong, then the infill retail opportunities are much easier to implement.

Unfortunately, extensive façade improvement funds are not necessarily warranted given the emphasis on redevelopment. In the short-term, there may be funds associated with small improvements such as new signage, exterior painting, window replacement, and some tuck/pointing work.

The emphasis for the retail recruitment is on convenience and neighbourhood-focused retail, and personal and professional services. There should be a mixture of both larger format retailers, such as retaining No Frills, as well as smaller, urban formats, such as a 6,000 sq. ft. Sobey's Express. Family-oriented eating establishments also need to form a core of the retail recruitment initiatives along with coffee shops, quick service eateries, and a local pub. All combined, these places encourage neighbourhood socializing.

It is noted that the BIA is not equipped to perform retail recruitment functions and that this should be left to the developers and brokers. The BIA and the City can coordinate and pass along information on the demographics, redevelopment plans, transit changes, etc., but cannot actively recruit or sign deals.

### *Retention Programs*

Retention of quality retailers in Cliffside Village is very important. There are several anchor tenants that the redevelopment plan must work towards incorporating. These businesses are successful and already draw the local residents to the shopping area. Funds should be earmarked to develop programs to address the needs of these businesses (e.g., Shoppers Drug Mart, Rexall, No Frills, banks) through open communication and liaison work. These retailers should be offered the right of first refusal for the new redeveloped sites.

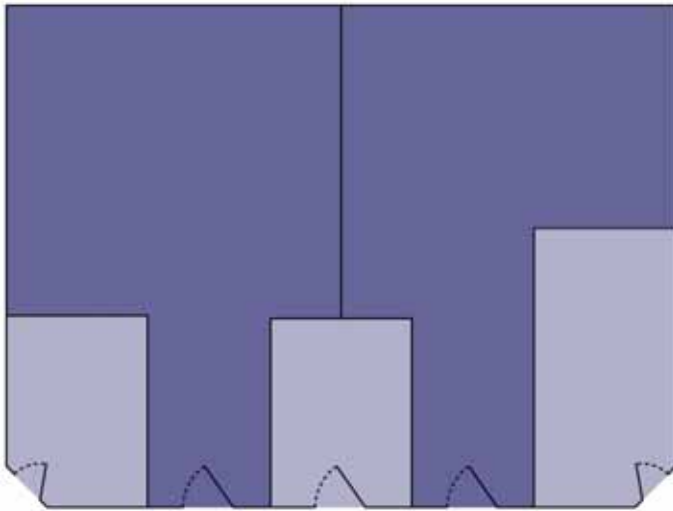
While many of these retailers are averse to mixed use developments (often due to poor sight lines attributed to columns, ceiling heights, and underground parking requirements), they have adapted. Options for some larger format retailers are to allow for development in a "dog's leg" type layout whereby the street entrance to



*Smaller scale health care stores need to be included along with larger format stores.*



*Restaurants such as Wagamama that are growing in popularity world-wide have long tables that encourage strangers to sit together and interact creating a more dynamic eating and socializing environment.*



*The deeper purple coloured retail units are “dog legged,” allowing for larger retail units but preserving a consistent street front layout.*

the retailer is relatively small compared to the larger square footage that is behind the retail storefronts. This preserves the interesting street front of smaller retail units fronting onto the street. In addition, the mixed use developments may have to happen in stages to allow the existing retailer to remain open during the redevelopment. The redevelopment may begin in the large parking lots in front of the retailer, then once the new retail space is developed, demolish the older spaces and redevelop these parcels. Other programs may include construction of temporary retail units (sheds) while a site is being redeveloped. This is the case of the Summerhill retail spaces on Yonge Street adjacent to the LCBO.

As the redevelopment effort becomes more successful, the retail climate in Cliffside Village will become more competitive. Marginal retailers will face more competition. These retailers must become as strong as the newer or redeveloped retailers are. Cliffside Village BIA can begin to offer assistance in the form of marketing and display, but could benefit from a complete program of assistance in the areas of merchandising, façade improvement, technology, customer relationship marketing, and accounting, among others.

Action Item	Time Frame	Responsibility
Develop retail tenant plan – hire a consultant to develop a block plan	Short term	BIA with funding support from the City
Begin communication and liaison work with property owners on redevelopment plan	Short to medium term	City and BIA
Coordinate a retail retention program	Short to medium term	BIA with support from the City

**Figure 35 - Economic Development Action Items**

Cliffside Village BIA will be able to supply retention services through the following means:

- Making educational tools (including videos, guidelines, and books) available to businesses.
- Offering seminars on topics such as merchandising, effective use of window displays, how to offer good customer service, how to develop an Internet site (multi-channel retailing), safety, and applying for grant programs.
- Making demographic information from this report and future studies available so that businesses can target their promotions to customers better.
- Providing businesses with networking opportunities by holding meetings at different locations throughout the BIA. This gives local retailers the opportunity to learn about each other's businesses.
- Supporting cross-promotional efforts (e.g., a business directory). Reward businesses by providing marketing support for businesses that want to market themselves jointly. The BIA could supply additional marketing funds to those businesses that agree to cooperative advertising. For example, if four businesses wanted to pool their resources and advertise in a local publication, the BIA could reward these businesses by funding a portion of the total cost.
- Independent retailers should work towards establishing relationships with buying organizations, with the aim of achieving better discounts for buying in bulk.
- Additional sales can be generated by assessing service add-ons. This can include sporting goods stores providing repair services, delivery services especially for grocery type items, personal shopping services and assistance with wardrobe, interior design services, among others.

One of the most attractive selling points for prospective retailers is the knowledge that they will be situated close to other strong stores. Because of this, upgrading existing retailers is also an important part of recruitment activities. Also, just as these are important services for existing retailers, new start-up retailers should be encouraged to take advantage of these services.



*Museum Place in Downtown Portland, Oregon represents a unique development that allows for mixed use development over a large, grocery store use. This design places the larger residential development to the back of the project and affordable and market-rate townhouses and apartments are located at the front of the development. The grocery store has high ceilings and an abundance of glass that allow for maximum permeability from the street into the store. Green space is created on the upper level courtyard connecting the residential developments. There are no back lit signs and the whole development blends well with the surrounding residential.*



Urban Design Interventions – Programs for Enjoyable Shopping

The main study for the Cliffside Village area includes several examples related to improved urban design. The following action items are specific to creating programs for enjoyable shopping.

As stated, Kingston Road has an excellent framework for creating a pedestrian friendly shopping street. The largest hurdles include the need for increased residential, improving the intimacy of the street by bringing mixed use buildings in closer, creating socializing places including a town square, landscaping and streetscaping elements, and reducing the length of the blocks.

Parking

Parking is another important consideration. The City along with the BIA must develop a retail parking program that addresses the aims they want to achieve and the strategies and tactics that are best used to accomplish those aims. Retail works well when the consumer is given a range of options including both on-street and off-street choices. An example of some aims, strategies and tactics may include the following:

Aims

- Want customers to use parking
- It must be viewed as an amenity to retail shopping
- Turnover of customers is important for flow
- It must be easy to use
- Safety is paramount
- The customer must value parking as an amenity

Strategies and Tactics

- Stalls must be clearly marked
- Have on-street as well as off-street parking
- Education is key – rarely do business districts have parking supply problems; more often they have parking management issues. Education and marketing are key to ameliorating management issues. This can include: Signage, Reminders to park off-street for those who want to park for longer periods of time, A ‘park once shop as much as you like’ marketing campaign, Parking maps,
- Enforcement for violators (on-street).

Cleanliness and Safety

BIAs form primarily to address issues related to cleanliness and safety. This will be a key component of the Cliffside Village BIA. Extra services should be budgeted for beautification, sidewalk cleaning, and working with police, neighbourhood associations, and businesses on safety.

Action Item	Time Frame	Responsibility
Develop beautification plans for Cliffside Village. Ensure there is buy-in from all property owners and businesses	Short term	BIA and City
Develop a parking strategy	Short term	City and BIA
Continue to develop relations with neighbourhood groups	Short term	BIA

Figure 36 - Urban Design Intervention Action Items

## Marketing and Promotions

Why does a marketing program matter and deserve proper funding? Marketing can be the catalyst that will build the image of Cliffside Village as a place of action, progress, and activity. It can play an integral part in creating a “buzz” for the area and help put a face on the efforts of BIA and the City, property owners, retailers, developers, and other local stakeholders (potential library, schools, houses of worship, etc.). Marketing is also a key element in retail retention. A consumer/retail marketing strategy – choosing to focus on retail retention, or the health and well-being of existing retail businesses – can also be used as the foundation of an economic development program, as opposed to retail recruitment.

### Four Major Marketing Strategies

There are four major areas of work for Cliffside Village from a marketing perspective. Each of these strategies is presented with example tactics to help bring the strategy to life. Implementation of a well-conceived marketing program requires execution of all four strategies. No single strategy is more important than another is, and we strongly recommend finding the resources to execute all four strategies.

#### *Strategy One: Build the Cliffside Village Brand*

A retail district brand is slightly different from a consumer product or other branding effort. The Cliffside Village BIA has limited control over the use of the name and how it is affected by others. However, there are many things that can be done to build a single brand for the BIA, not only for retail but also for a residential/neighbourhood marketing campaign. A key element in this process is deciding what the Cliffside Village brand denotes. This can be determined by answering several questions:

- What are the key messages about Cliffside Village that should be included in all communications between related and involved organizations?
- What is our voice for community marketing?
- What is our positioning strategy vis-à-vis our competition?
- What are our current and desired perspectives on key issues?
- Who are the key targets for these communications?
- What are the key words that we associate with Cliffside Village?
- How can we all speak in unison about the positive nature of Cliffside Village as a place to live, go to school, do business, shop, have fun, and interact?

Once the brand is established for Cliffside Village, all creative elements produced for Cliffside Village should carry a single look and feel and a single positioning statement. Moving forward, a Styleguide can be a very useful tool to create a single design approach for all Cliffside Village communications. The Styleguide addresses such elements as typefont, use of logo, colours, and overall design approach. This helps keep all Cliffside Village communications consistent and reflective of the brand. For example, the BIA can encourage all businesses to include the name Cliffside Village in their addresses to help reinforce the place with the neighbourhood.

If funding is made available (raised internally through members or through assistance with City programs), we recommend execution of a Cliffside Village branding campaign targeting the key market segments presented in this report. Advertising and public relations are the two major marketing tools used to create the brand, and Cliffside Village should consider a multi-pronged approach using a combination of media options that target local residents and regional residents. These ads and PR efforts are used to build the overall brand of Cliffside Village in the eyes of the most profitable customers. The additional benefit is that the ads can also be used to help generate demand for living in the area. The ads should be frequent within specific seasons. There is no need to be running ads in the depth of winter. Ads should focus on Spring, Summer, and Holiday shopping periods with PR efforts filling the gaps.

The combination of a defined brand position, consistent and powerful tagline, advertising and PR campaign, and unified voice for Cliffside Village will help to create momentum for the area and support business recruitment and redevelopment efforts as well as help to keep the existing businesses healthy.

#### *Strategy Two: Traffic and Sales Building Promotions*

Unfortunately, it is not enough to just run some ads to generate interest and excitement for Cliffside Village. The branding ads “open the door” to consumers, helping them to understand what Cliffside Village is and what it is for. However, there should be a secondary marketing strategy to supplement this effort.

The UMC Team proposes community events that combine sales promotion programs that will help to drive usage (traffic) to Cliffside Village and create an overall image enhancement to help branding and community building efforts.

These special promotions are typically executed at key merchandising seasons. For example, there could be a summer promotion and a holiday season promotion. The intent of each sales promotion is to get people motivated to make a visit to Cliffside Village and make purchases while they are there. They can be categorical (i.e., retail, food) or they can be general.

Some tactical examples of this type of promotion are as follows:

- Major categorical events, such as “Food and Wine Festivals,” supporting a specific area of business. In this case, special offers are made to the consumer to drive them into Cliffside Village.
- Cause-related programs that help to generate funding for a specific organization (i.e., artist organizations, school, neighbourhood food sharing program) while helping to build sales. For example, Cliffside Village could produce a shopping discount card for a specific two-week period. Shoppers can “buy” the card for a donation to a charitable organization, and that card then provides them with numerous discounts in Cliffside Village stores, restaurants, etc. for that time frame.

Execution of at least two well-coordinated sales promotions during the year will be critical to the success of Cliffside Village's retailers and restaurants as a supplement to the overall branding initiative.

#### *Strategy Three: Barrier Free Cliffside Village Access and Usage*

Marketing is not just about advertising and special promotions. It is also critical to break down the barriers that may exist for consumers' utilization of Cliffside Village. Consumers need information to make the decision to visit. For Cliffside Village, several major actions should be taken. One is for Cliffside Village to maintain its high visibility from Kingston Road. Solutions, which are critical, include signage visibility and wayfinding systems to direct customers into Cliffside Village from all points. Additionally, customers need to know where to go to get information. A well-designed, informative, and easy-to-use Website is the best option for this. It can address many of the questions of consumers, including:

- What stores and restaurants are on Cliffside Village?
- What are the shopping hours?

- How do I get there?
- Where do I park?

#### *Strategy Four: Business-to-Business Marketing to Lease Space*

As stated, Cliffside Village BIA and the City should not do active retail recruitment. However, they can serve as information centres for increased leasing coordination. Actions involved in this program should include the following:

- Create coordinated sales collateral materials that tell the Cliffside Village story completely and concisely using research findings to make the case for Cliffside Village as a great place for your business;
- Develop an online marketing strategy for quick information (Website) and to keep in touch with the brokerage community;
- Use PR strategies to tell stories in targeted publications, including success stories of Cliffside Village businesses;
- Create a comprehensive marketing strategy to communicate and educate the brokerage community and targeted businesses; and
- When funds allow, advertise the Cliffside Village experience to prospective businesses in target markets and for specific uses (e.g., home furnishings).

The combination of a powerful branding campaign, specific seasonal sales promotions, niche market programs, barrier-free usage, and business-to-business marketing will help Cliffside Village expedite its development efforts while simultaneously contributing to the strengthening of the existing businesses in the area.

Please also refer to the complete report: Cliffside Village Retail Market Analysis, April 2009 attached as Appendix 1 to this report.

Action Item	Time Frame	Responsibility
Develop a Cliffside Village brand	Short term	BIA
Develop a Web site	Short term	BIA
Create marketing materials that capture the essence of Cliffside Village	Short term	BIA
Enhance public relations with local media	Short term	BIA
Develop a story about Cliffside Village to sell to the brokerage community on an as needed basis	Medium to long term	BIA

**Figure 37 - Marketing and Promotion Action Items**



## 2.11 Interim Opportunities

### Improve Existing Transit Services and Traffic Movement

Although no schedule or funding has been identified for the Kingston Road Transit Improvements, opportunities for interim improvements should be considered, such as increasing the frequency and level of bus service. Options to transition Kingston Road in the Cliffside Community to be consistent with the Kingston Road Transit Improvements Study should be reviewed to determine their feasibility. These recommendations assume that the existing median would remain in place.

### Existing Tree Relocation

Existing trees in the median through Cliffside Village and located adjacent to the Danforth Road / Kingston Road Interchange could be assessed in terms of their ability to be transplanted. Root pruning and other arboricultural services could be preformed to prepare the trees for relocation.

### Retail/Commercial Revitalization

Refer to Section 2.10 Retail/Commercial Opportunities and the attached Cliffside Village Retail Market Analysis, April 2009 prepared by Urban Marketing Collaborative report for interim and short term measures for improving the commercial/retail condition in the corridor. Although this report recommends several retail related development strategies for the area, it is not a revitalization study. A revitalization study could be prepared at any time that considers a more detailed analysis of the area including uses other than retail and commercial.



*Although no schedule or funding has been identified for the Kingston Road Transit Improvements, opportunities for interim improvements should be considered, such as eliminating a lane of traffic and repainting bike lanes.*

## 2.12 Implementation Tools

The following implementation tools are recommended to facilitate the re-vitalization of Cliffside Village.

### Urban Design Guidelines

To ensure the character and built form of new development and redevelopment occurs in a positive and sustainable manner, the City should adopt urban design guidelines for Kingston Road through Cliffside Village. The guidelines outlined in this document provide direction on the design and integration of new developments and make recommendations on building and site elements such as minimum sidewalk widths, building step-backs (from building face) and set-backs (from property lines), preferred building materials, ground floor design, parking, environmental sustainability and other elements. Refer to the Cliffside Village Urban Design Guidelines.

### Community Improvement Designation (CIP)

A review of the current CIP designation should ensure that the designation is valid and accurate and is updated to reflect the Avenue and Transit Corridor policies that would now apply. The CIP should also be reviewed to ensure that the directions for redevelopment are consistent with the new vision for Cliffside Village.

Financial incentive tools available to the CIP project area include:

- Loans and grants for facade improvements;
- Loans, grants, and tax assistance for the clean-up of contaminated sites;
- Exemption from development charges;
- Waiving development application fees;
- Refunding parkland dedication fees;
- Assistance for upper-storey conversion to rental housing; and,
- Funding for additional studies.

The CIP should be amended to include additional implementation tools as described in the following text.

### Business Improvement Association (BIA)

Currently a BIA does not exist for Cliffside Village. The reestablishment of a BIA is critical to the revitalization of the area and should be considered an immediate priority as many of the incentive programmes and funding opportunities are required to be administered through a BIA.

The BIA should coordinate and facilitate the following:

- Solicitation of funding or donations to contribute to revitalization;
- Participate in the design review committee to work with the City on reviewing development applications and site plans;
- Have ongoing communications with local businesses, land owners and potential developers;
- Plan community events and fundraisers;
- Branding initiatives to promote the “Cliffside Village”; and
- Manage and coordinate streetscape and beautification programmes.

Refer also to the Urban Marketing Collaborative Report in Appendix 1 for additional recommendations for a Cliffside Village BIA.

### Municipal Real Estate Investment

The City should consider leading the process of consolidating key properties (land assembly) for resale as complete development parcels. Key properties include corner lots and properties required to create new parks and civic spaces. Municipal investment should ensure that key establishments, such as No Frills, Shoppers Drugmart and banks, stay in the area. It is recommended that the City establish “Right of First Purchase” for lands that are key to redevelopment, as described above.

### Partnership & Coordination

#### *Implementation Review*

In the implementation of all design guidelines and policies, a design review panel is the best method of ensuring that the guidelines are interpreted in a fair and reasonable manner that is in line with the intension of the area vision. In the absence of a design review panel it is recommended that the City consider organizing a team to provide an advisory role in the review of upcoming development applications.

#### *City – Community Partnership*

Outside of the typical review process additional steps should be taken to ensure community involvement and awareness, including ongoing website updates, regular publications in local news papers and partnerships with local community groups. Provide support and liaison activities with the existing Cliffside Village Revitalization Committee and the BIA.

#### **Incentive Programmes**

The City of Toronto has put in place many programs to aid in the revitalization of urban areas through built form/streetscape improvements, BIA (Business Improvement Area) event programming and economic development. These programs can potentially contribute both financial support and implementation expertise to many of the recommended projects for Cliffside Village. A summary of applicable programs is as follows:

##### *The Façade Improvement Program*

The Façade Improvement Program is administered by Economic Development and provides funding to private property owners to redesign, renovate or restore commercial or industrial building façades. Eligible improvements include, but are not limited to, brick cleaning, restoration, wheelchair accessibility, doors, signage, windows, lighting and masonry.

##### *Community Festivals & Special Events Program*

Grants are available to assist BIA's and business associations in planning, marketing and running a successful festival or special event, benefiting the business area.

##### *The Mural Program*

The Mural Program helps local businesses and communities create an attractive and positive identity for their commercial areas. Funding of up to \$5,000 is available for mural projects that demonstrate strong local involvement, community partnerships, and commitment to promoting economic development.

##### *Streetscape Improvement Program*

In partnership with a BIA, the City matches capital funds for streetscape beautification projects such as decorative pedestrian lighting, kiosks, banners, theme signage, landscaping, fountains and decorative street furniture.

#### *Beautification Grants*

Granting programs through Trees and Parks Foundation and also funding through the City's Clean and Beautiful Department.

#### *Commercial Research Program*

The Commercial Research Program matches funding to BIA's that wish to undertake research studies to formulate strategic business and marketing plans that will enhance the economic viability of the business district.

#### *Potential Program Expansions*

The existing Façade Improvement Program helps existing building/business owners make improvements to their building façades. This program should be expanded to include landscaping/screening improvements for surface parking areas, public art installation and murals for visible blank façades.

#### **Ongoing Monitoring & Evaluation**

This document will be made available to the Local Advisory Committee (LAC) and the public to continue the transparent process by which this project has been conducted. This report will be forwarded to the Community Council with the staff implementation report. Over time, the City of Toronto will need to amend their policies based on experience, trends and feedback from stakeholders. It is essential that a monitoring process be established to review the success of each new development project upon its completion. This review should inform the implementation of the next project to ensure that new buildings respond to changing conditions in the area.



