Appendix A

EXHIBITION PLACE

TRANSPORTATION NETWORK AND EVENT LOGISTICS

JANUARY 18, 2024

DRAFT

TRANSPORTATION NETWORK AND EVENT LOGISTICS

EXHIBITION PLACE

PHASE 3 MEMO
DRAFT

PROJECT NO.: CA0002103-3735
CLIENT REF:
DATE: JANUARY 18, 2024

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January 18, 2024

Draft

Exhibition Place
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Toronto, ON
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Attention: Tony Porter, Director Security & Transportation

Dear Sir:

Please find enclosed a draft submission of the Phase 3 memorandum for WSP's work on the Exhibition Place Pedestrianization Plan (Transportation Network and Event Logistics). The memo includes a summary of tasks completed to date, an overview of the challenges and opportunities for the proposed pedestrianization plan, and an overview of the required next steps to advance this plan.

Yours sincerely,

Lachlan Fraser

LF/ST
Encl.cc: Sharon Sterling, Selby Thannikary, Christian Avendano
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1.1 BACKGROUND

Exhibition Place is a captivating destination that seamlessly blends history, entertainment, and community spirit. Spanning over 192 acres on the scenic Lake Ontario waterfront, this iconic venue has been a hub of cultural and recreational experiences for over a century. Boasting a rich heritage and a diverse array of attractions, Exhibition Place is a dynamic space where visitors can immerse themselves in a wide range of events and exhibitions.

The Exhibition Place "Next Place Plan, Phase 1 Proposals Report" (Master Plan) deliberated upon various multi-modal transportation concepts for the grounds, with a focus on enhancing transit accessibility, removing barriers, and fostering connectivity. Subsequently, Exhibition Place developed a proposed north-south pedestrian plan in preparation for the Ontario Transit Line and the redevelopment of Ontario Place, as illustrated in **Figure 1-1**, which envisions the establishment of a seamless pedestrian environment extending from the current GO Station, ultimately linking with Ontario Place through dedicated pedestrian and cyclist overpasses.

The proposed plan is intended to align with Exhibition Place's preliminary vision to

- Maintain and/or enhance North-South and East to Bentway connections for visitors, tenants, and vendors.
- Reaffirm Exhibition Place as a world-class event space.
- Establish the Exhibition Place grounds as a destination.
- Enhance the pedestrian experience while maintaining tenant, vendor, and staff operations.

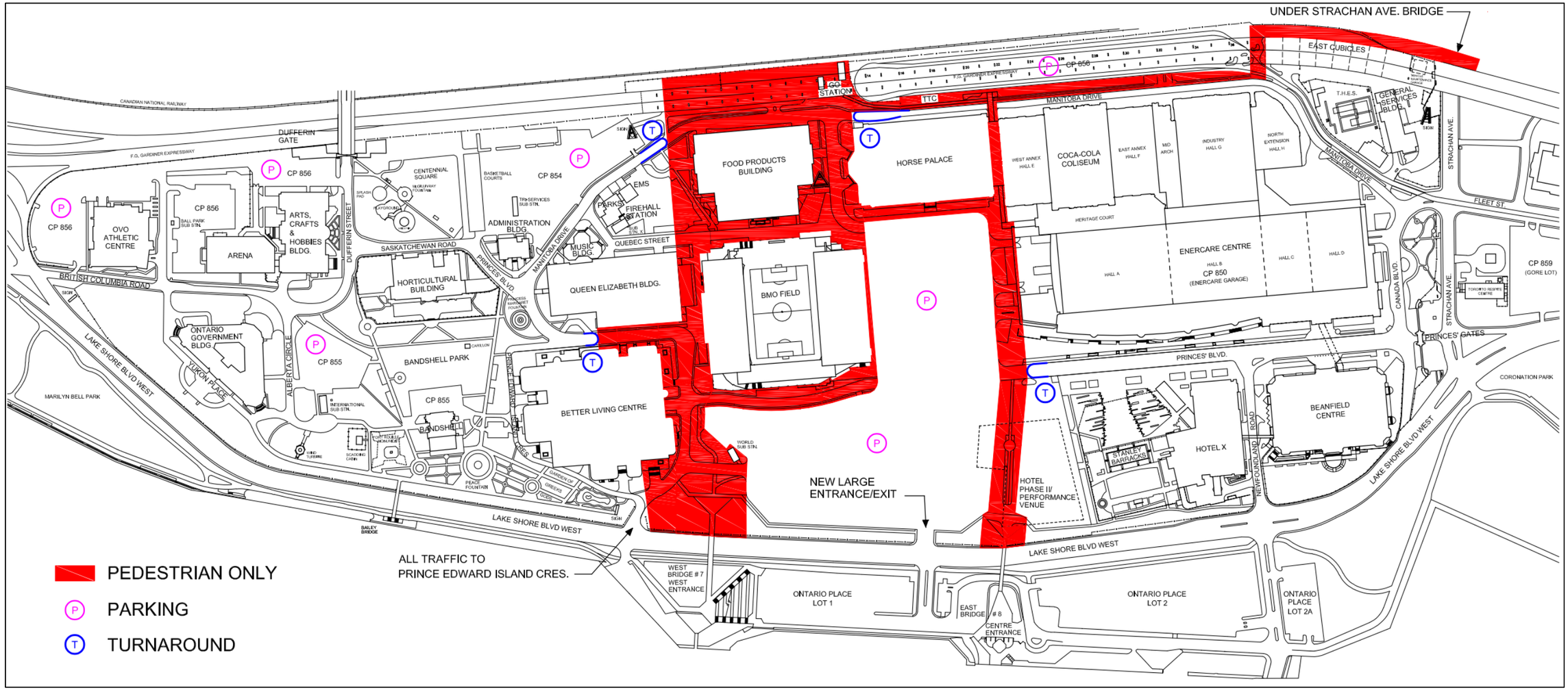

Figure 1-1: Exhibition Place - Pedestrian Plan

1.2 PROJECT SCOPE

The Exhibition Place Transportation Network and Event Logistics Study ("Study") has been conducted to better understand the feasibility of the proposed pedestrian plan (**Figure 1-1** above). This includes a review of past studies and existing policies, consultation with key stakeholders and preliminary considerations for the pedestrian plan. The goal of the project is to better understand how to develop a network that improves connectivity for non-vehicle users while providing the flexibility for goods movement and event logistics vehicles to move around Exhibition Place grounds.

The Study was divided into three phases and concludes the Phase 1 Feasibility phase of the pedestrianization plan:

- Phase 1: Environmental Scan
- Phase 2: Visioning
- Phase 3: Transportation Network and Event Logistics System

Following this study, the pedestrianization plan would be advanced through the following stages (not covered by this report):

- Phase 2 Feasibility Study
- Schematic Design
- Design Development

1.3 REPORT LAYOUT

This report will provide an overview of all three phases of the Study.

— **Section 2** will review the existing conditions of the Exhibition Place grounds including an assessment of the opportunities and constraints associated with the proposed pedestrian plan. Initial stakeholder interviews and feedback are summarized in this section to provide an initial understanding of existing operations and future aspirations.

— **Section 3 and 4** will present the analysis framework for the proposed pedestrian plan.

— **Section 4** will conduct a detailed analysis of the proposed plan based on Section 3's framework.

— **Section 5** will provide a summary of the consultation and engagement undertaken throughout the study. The consultations took place while the analysis was ongoing and aided in further shaping the eventual recommendations.

— **Section 6** will provide the recommendations of the proposed pedestrian plan based on analysis and feedback from key stakeholders and outline next steps.

2 EXISTING CONDITIONS

2.1 BACKGROUND DOCUMENT REVIEW

The ongoing planning and development of Exhibition Place has been documented over the years. Overall, these policy reports and studies, summarized in **Table 2-1**, have indicated a desire for greater connection to and within Exhibition Place for non-automobile users. Additionally, the pedestrianization of space on the grounds and developing greater public space has been another through line in many of these studies.

Table 2-1: Planning Documents Summary

Study	Key Findings
Exhibition Place – Next Place Plan (Master Plan)	• The recommended Conceptual Strategy was to organize the grounds into three program areas: Relax Zone (west end), Entertain Zone (central area), and Exhibition Zone (east end). • The guiding principles include prioritizing transit, removing barriers, and making connections. More specifically, this would include enhancing cycling connections, accommodating emerging mobility technologies, promoting public transit, and improving linkages to Ontario Place. • Identified several primary axes on the grounds to best connect the transit hub at the north to the various amenities in Exhibition Place and through to Ontario Place. • Identified the pedestrianization of roadways of lower-traffic routes and a barrier-free promenaded across the perimeter as an alternative pedestrian and cycling route. • Micro transit and event shuttle routes mentioned as a first-mile/last-mile solution for those with accessibility issues, individuals parking far from their venue, and those accessing the transit hub. • Discussed the potential of an elevated walkway from the northern transit hub through the site towards Ontario Place with various above-grade access points along the Exhibition grounds.
Exhibition Place – Strategic Plan	• Provides a vision for the site as the *premier destination for conventions, exhibitions, events, and entertainment* across Canada. • Strategic goals included “Exceed Client and Visitor Expectations” and “Promote Site Animation 365-days a Year.” These are expected to be achieved through investing in infrastructure projects to enhance community activation, improve pedestrian connections and wayfinding, improve the movement and flow of visitors through the grounds, and by demonstrating leadership in green practices and site safety. • Key values to the strategic plan also include, but are not limited to, Inclusivity, Innovation, and Collaboration. • Exhibition Place is a notable economic generator for the City, Region, and Province. The use of the grounds to deliver world-class events and experiences is paramount to the continued economic success of the site.

Study	Key Findings
	• Exhibition Place's legacy as a "gathering place" will be enhanced through physical development of the site and the creation of usage zones (meetings, sports, entertainment, parkland, conservation etc.). • Focused investment to meet industry needs in a post-pandemic convention/event landscape. This investment includes both physical and technological changes to reinforce the site as a premier facility. • The Strategic Plan highlights the importance of the grounds for both built and cultural (sentimental) heritage and as a key site in Toronto's history. Exhibition Place is located within both a physical and socially complex environment, acknowledging and preserving the history of the site as it evolves to meet new social and physical challenges will be paramount to the experiences of visitors and the surrounding community. • Continued focus on the movement of people to and from events, but also understanding the changing scenery around Exhibition Place to acknowledge the growth of neighbourhoods north of Exhibition Place. Improvements in connectivity and continuity around the site for pedestrians and cyclists will enable opportunities for smaller scale events to take place and provide new sources for community enjoyment of the grounds year-round. • The pedestrianization plan directly supports the vision, mission statement, and strategic goals for Exhibition Place through enhancements to the site's ability to offer high-quality events, focus on the experiences to further grow the reputation of the site, and investment in physical improvements to the site's connectivity, activation/animation, and overall identity.
Exhibition Place – Cultural Heritage Landscape Assessment	• Improve the site's connections between elements that have been disconnected or that the quality of the connection has been degraded over time. • Recommends that the Master Plan includes improving connectivity within Exhibition Place and to the surrounding public realm including Ontario Place • Emphasizes the importance of views and gateways to define a sense of place, entrance, and transition for visitors. Through new public realm and transit infrastructure, Manitoba Drive becomes a new gateway and meeting place. • Achieve continuity and connectivity across the site's distinct internal areas and heritage attributes.
Under Gardiner Public Realm Plan	• The design of the updated GO station and surrounding transit plaza should include wayfinding, signage, improved cycling infrastructure (parking, repair stations, etc.), transit-supportive retail and amenities. • The Manitoba-Under Gardiner redesign should not inhibit the operations of Exhibition Place, TTC or Metrolinx. The space should be reimagined as a 400-metre long multifunctional passageway. • The Strachan Gateway recommendations included an extension of the multi-use path connection to the new transit station as well as further integration of new features to support pedestrians and cyclists. Other features such as public art and signage were recommended.
Central Waterfront Secondary Plan	• Contains four core principles including removing barriers/making connections and promoting a clean and green environment.

Study	Key Findings
	• Included the recommendation of an extended Waterfront Light Rapid Transit line that extends from the existing Exhibition Place station west to the Dufferin Gate Loop as part of the City of Toronto's Waterfront Transit Network Expansion.
TFC Transportation Management Plan	• Reduce parking rates at outer lots. • Increase the supply of bicycle parking. • Offer transit incentives to visitors to the grounds by coupling transit fares with event fees at a discounted rate. • Modifications and adjustments to key traffic signals on the Exhibition grounds. • Installing additional signage within Exhibition Place via British Columbia Road. • Restrict turning movements two hours before and two hours after TFC matches.

Exhibition Place Parking Study	• No existing business case to support a large traditional parking structure. Could be re-visited in the future.
	• A long-term contingency plan must be developed to address maximum parking of simultaneous events including expanded transit service, off-site parking arrangements, and shuttle services.
	• Develop/adapt parking rates that help manage parking and traffic on-site
	• Provide incentives for carpooling (discounts, preferred parking, etc.)
	• Increase the number of on-site and safe bicycle lockers and bicycle parking racks. Additionally, increase bike storage during special shows and events.
	• Improve accessibility on-site including:
	  ○ Increasing the number of sidewalks and walkways and their width
	  ○ Improved wayfinding
	  ○ Clear and accessible pathways between lots, transit stations and major buildings
	  ○ Incorporate designated pick-up/drop-off areas

Ontario Place Redevelopment Traffic Impact Study	• For first-mile/last-mile connection between Exhibition GO and Ontario Place, a mobility hub at the southeast corner of Lake Shore Boulevard W and Remembrance Drive has been proposed

With the construction of the Ontario Line and extension of the Waterfront Transit Network to the Dufferin Gate, the Exhibition Place transit hub has been highlighted through various studies as a key access/entry point to the grounds. The Exhibition Place Master Plan's primary axes for pedestrian access through the grounds signify the need for a continuous public realm and connection from the station towards Ontario Place.

Beyond an at-grade pedestrian/cyclist connection, other options such as an elevated walkway and first-mile/last-mile transit have been identified as potential solutions to connecting from the transit hub at Exhibition Place to Ontario Place. The first-mile/last-mile solution could also be used around Exhibition Place for visitors with mobility issues that require assistance getting to their vehicle or the transit hub.

While the Exhibition Place Parking Study conducted in 2016 indicated that there was no business case for a multi-level garage, there is still the necessity for ample parking during large (and potentially simultaneous) events. However, TDM strategies such as subsidizing transit, increasing bicycle parking supply, off-site parking arrangements, and shuttle services have been proposed to ease the total number of vehicles entering the Exhibition grounds.

Finally, Exhibition Place is keen on embracing emerging technologies and innovation. Various studies, such as the Exhibition Place Master Plan that considers the site as a "Transportation Innovation Zone", have indicated the need for designated pick-up/drop-off locations for transportation network companies such as Uber and Lyft, and autonomous shuttles as a form of micro transit. In general, there is a desire for Exhibition Place to promote innovation through these emerging technologies.

2.2 FUTURE TRANSPORTATION PLANS

As stated in Section 2.1, there are several anticipated large-scale transportation plans that are likely to affect how people access both Exhibition Place and Ontario Place. The list below provides a brief description of those plans (illustrated in **Figure 2-1**):

- Ontario Line at Exhibition GO: The Ontario Line, a 15.6 km subway line that will run from the Ontario Science Centre to Exhibition Place with connections to other higher-order transit services such as the TTC Line 1 and Line 2 subways, and the Eglington Crosstown LRT. The line is expected to be in operation by 2031.
- Waterfront LRT Extension: As referenced in the Central Waterfront Secondary Plan, the Waterfront Light Rapid Transit line will extend from the existing Exhibition Place station west to the Dufferin Gate Loop.
- TTC Bus Route Removal: The TTC is considering removing bus routes off the Exhibition Place property and have stops along Strachan Avenue instead.
- Ontario Place Mobility Hub: As referenced in the Ontario Place Redevelopment Traffic Impact Study, a mobility hub that could operate as a first-mile/last-mile connection between Exhibition GO. Options include a shuttle bus, AV shuttle, and a gondola.

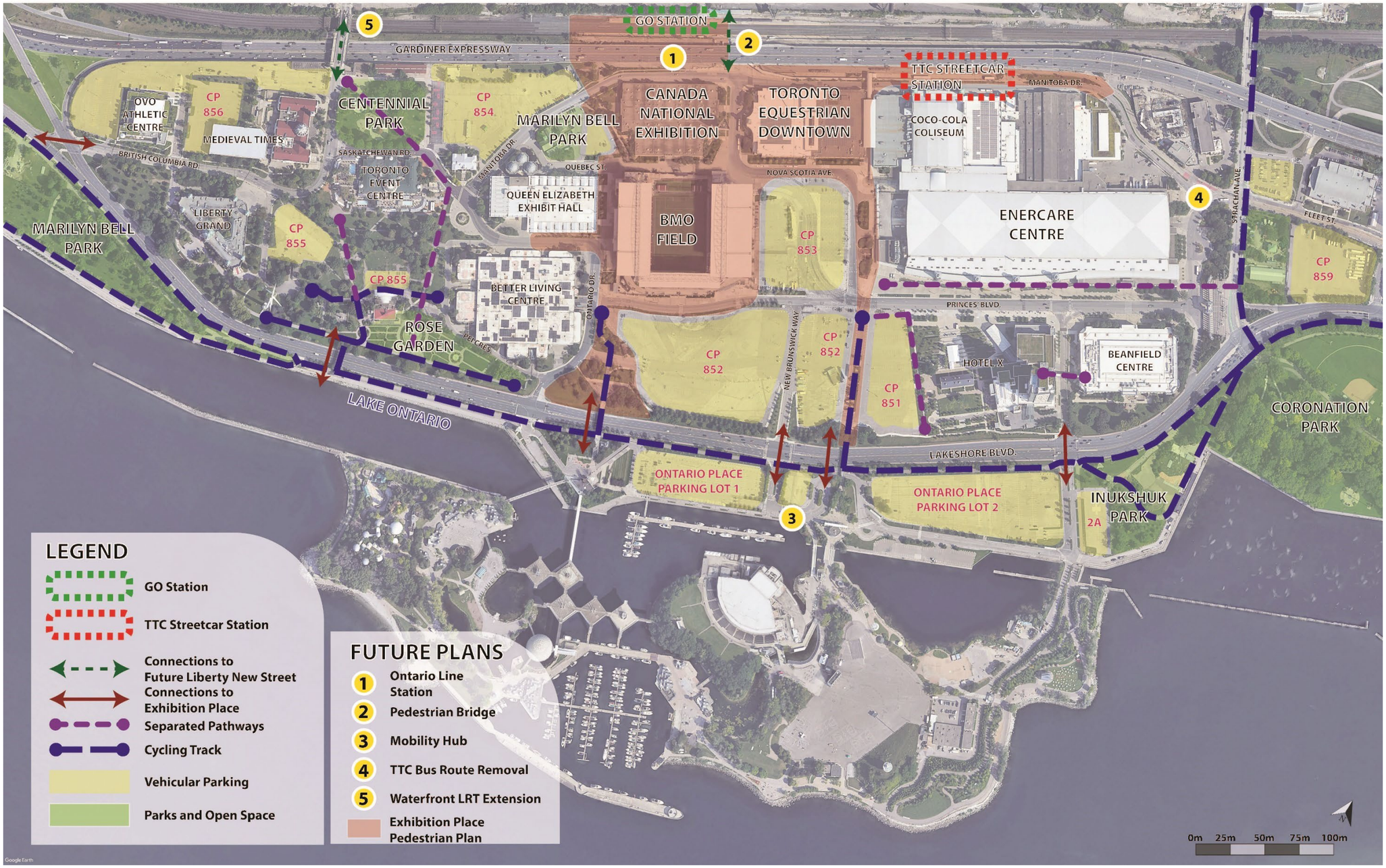

Figure 2-1: Existing Sustainable Transportation Network and Future Plans

2.3 OPPORTUNITIES AND CONSTRAINTS

The implementation of Exhibition Place's pedestrian plan would provide many opportunities for improved movement along the Exhibition Place grounds. Additionally, it would likely provide an improved visitor experience for those arriving by transit and those connecting to Ontario Place. However, the proposed plan would also introduce challenges for vehicular and goods movement within the grounds. WSP has developed **Table 2-2** to highlight the opportunities and constraints of Exhibition Place's proposed pedestrian plan through the lens of several transportation areas including:

- Active Transportation
- Transit
- Auto Vehicles, Freight and Goods Movement
- Event Operations and Logistics
- Smart Mobility
- Smart Parking
- Digital Signage
- Transportation Demand Management

There may also be future opportunities to re-purpose some of the current parking supply to support the implementation of the pedestrian plan, however previous studies (Exhibition Place Parking Study, 2016) indicate a high level of parking capacity is currently still required to support the logistical needs of clients and events, whereby some annual events (Royal Winter Fair) utilize up to 90% of the site's available capacity, and forecasts for future events indicate parking supply deficiencies under certain forecast conditions.

As the modal choices of Exhibition Place patrons evolve in the future with new transit and active transportation infrastructure, the long-term parking needs of the area should be re-assessed to potentially expand existing pathways and pedestrian spaces. While beyond the scope of this study, the long-term parking needs of Exhibition Place should be re-evaluated as future non-vehicular plans, infrastructure and connections are established. This may provide opportunities to expand pedestrian areas through the removal of vehicular parking.

Table 2-2: Opportunities and Constraints at Exhibition Place

Areas of Consideration	Pedestrian Plan Context	Context of Previous Studies	Opportunities	Constraints
Active Transportation	• The pedestrian plan would provide improved cycling and walking conditions through the middle of the grounds (Entertain Zone). • Increases connection between GO station and Ontario Place • Improved visitor experience for those walking or cycling around the site.	• A conceptual pedestrian plan was developed by Exhibition Place that would align with goals from the Master Plan that identified the pedestrianization of roadways of lower-traffic routes and a barrier-free promenade across the perimeter as an alternative pedestrian and cycling route. • The Exhibition Place Strategic Plan directives that will "Exceed Client and Visitor Expectations". These are expected to be achieved through investing in infrastructure projects to improve pedestrian connections and wayfinding, improving movement and flow of visitors through the grounds, and by demonstrating leadership in green practices and site safety. • The Exhibition Place Parking Study recommended clear and accessible pathways between lots, transit stations and major buildings.	• Beyond an at-grade pedestrian/cyclist connection, other options such as an elevated walkway has been identified in the Master Plan as potential solution to connect from the transit hub at Exhibition Place to Ontario Place. An elevated walkway provides the opportunity for more disruptive events, such as the Honda Indy and CNE, to continue to take place while pedestrians and cyclists can still easily access different areas within the Exhibition Place grounds and Ontario Place.	• The reliance on the existing road network to connect all components of the grounds could prove challenging to any active transportation improvements. In its current form, vehicles are able to connect throughout the grounds via multiple roadways. The proposed pedestrian plan would require a significant reconfiguration of the road network including the closure of Manitoba Drive from Quebec Street to east of the Exhibition Loop TTC station. • The requirements and demands of events such as the Canadian National Exhibition and the Honda Indy event would affect any active transportation improvements to the grounds. • The planned redevelopment of the Dufferin Bridge will also place time delays and possible disruption to access for the tenants on the western sections of the grounds.
Transit	• Improved connectivity for visitors arriving/departing at Exhibition GO, Ontario Line and Exhibition Loop.	• The Central Waterfront Study included the recommendations to extend the Waterfront Light Rapid Transit line to the existing stop at Exhibition Place. • For first-mile/last-mile connection between Exhibition GO and Ontario Place, a mobility hub at the southeast corner of Lake Shore Boulevard W and Remembrance Drive has been proposed. A Metrolinx study indicated that connector options to the mobility hub include a shuttle bus, AV shuttle, and two gondola options. • The Ontario Place Redevelopment Transportation Impact Study mentioned a free shuttle bus for all staff members at Ontario	• Leverage the improved transit connections with ticket bundling that includes a transit ticket with the event ticket. • Provide micro-transit options through Exhibition Place grounds for visitors with limited mobility.	• It may be a right-of-way constraint to provide space for an Ontario Place first-mile/last-mile solution. • The business model of any first-mile/last-mile shuttle service will require coordination between several agencies including (but not limited to): Exhibition Place, Ontario Place, GO Transit, TTC, City of Toronto and potentially private operators. • Timeframe and plans are required for the Exhibition Place TTC Station to Dufferin Loop - impacts East-West pedestrian options on the Western section of the grounds.

Areas of Consideration	Pedestrian Plan Context	Context of Previous Studies	Opportunities	Constraints
		Place to connect to Exhibition GO, Union Station and off-site parking locations.		
Auto Vehicles, Freight, and Goods Movement	• Given the desire for greater connection to and from Exhibition Place for non-automobile users, there would be limited opportunities for auto vehicles, freight, and goods movement within the network.	• The Master Plan stated that as a measure to alleviate the congestion on the internal road network and provide better connection for people in Liberty Village, a new east-west road along the southern edge of Liberty Village, called "Liberty New Street," between Dufferin and Strachan Avenue is planned. • The surrounding road network is mostly at capacity, especially during peak travel times and immediately before and after major events. The internal road network is already used as a cut-through for drivers looking for an alternative to the congestion on Lake Shore Boulevard as well as the periodic road closures that occur to accommodate City events. • The Exhibition Place Parking Study conducted in 2016 indicated that there was no existing business case to support a large traditional parking structure but that it could be revisited in the future.	• Underground loading bays would allow Exhibition Place to maintain the complete pedestrian plan, while also minimizing any impacts to freight and goods movement. • Creative public realm design solution including ,flexible/removable bollards could provide some flexibility to the pedestrian plan to allow freight and goods movement at specific times.	• Goods movement relies heavily on access along Manitoba Drive to the Food Building, the Horse Palace, the Coliseum, and Industry Hall. While BMO Field relies on access along Ontario Drive and Quebec Street for the movement of players and broadcasting equipment. • As previously mentioned, the pedestrian plan for Exhibition Place would require the pedestrianization of Manitoba Drive near the Exhibition GO Station and Ontario Drive, along with parts of Quebec Street near BMO Field. Providing consistent access to the loading bays would require a well balanced design to maintain servicing access, while providing safe pedestrian realm in some areas on the grounds.
Event Operations and Logistics	• The pedestrian plan would provide ease of access to sites such as BMO Field for visitors arriving from the transit stations (Exhibition Place GO, Ontario Line and TTC Loop). • Logistics would require specific routing allotments for set-up and tear-down prior to events.	• The Master Plan recognizes that each event has its own distinct needs for site usage and operations, thus requiring flexibility in the use of space for many functions and purposes. • The Master Plan states that vehicle parking will continue to be required for visitors, exhibitors, and employees. • The Master Plan mentions that access to the grounds should consider load-in/out requirements, large surge crowds, truck turning movements, and signal control if needed. • The Exhibition Place Parking Study recommended a long-term contingency plan would be required to ensure that Exhibition	• Like Auto Vehicles, Freight, and Goods Movement the opportunity for creative public realm design solution including such as flexible/removable bollards to provide the flexibility throughout different scenarios (major events, non-event days, etc.)	• Limited circulation options for pick-up/drop-off vehicles during major events. • Requirement to address visitors with accessibility needs to provide them easy access to vehicles. • While the pedestrian plan does not remove parking spaces from the grounds, there may be a requirement for existing parking spaces/lots to be reassigned based on the re-assignment of other event operations and logistics (such as broadcast trucks).

Areas of Consideration	Pedestrian Plan Context	Context of Previous Studies	Opportunities	Constraints
		Place can withstand multiple events occurring at the same time.		
Smart Mobility	• By repurposing segments of the Exhibition Place grounds away from vehicles, there is an opportunity for innovation. • Through the City of Toronto's Smart City initiative, Exhibition Place has been established as a Transportation Innovation Zone (TIZ). As a TIZ, Exhibition Place has the ability to host testing of emerging technologies.	• Exhibition Place is keen on embracing emerging technologies and innovation. Various studies, such as the Master Plan, have indicated the need for designated pick-up/drop-off locations for transportation network companies such as Uber and Lyft, and autonomous shuttles as a form of microtransit. In general, there is a desire for Exhibition Place to promote innovation through these emerging technologies. • The Exhibition Place Parking Study included a recommendation to incorporate designated pick-up/drop-off areas for ridesharing and taxis. • Furthermore, increasing mobility options would align with the desire to increase connectivity to and from Exhibition Place for non-automobile users.	• Implementation of a reservation system for goods movement access to loading bays. This would permit trucks to sign up for a specific time slot to reduce queuing and circulation which adds to congestion. • Video analytic technology to predict pedestrian movements into traffic or in ground lights that alert pedestrians to traffic signal status or others at locations where vehicles/pedestrians/cyclists intersect to increase safety. • Video analytic technology to count pedestrians, cyclists, etc. to better understand volume patterns and movement. • Technology to support persons with visual impairments, hearing impairments or mobility challenges. • Micro transit and event shuttle routes as a first-mile/last-mile solution for those with accessibility issues, individuals parking far from their venue, and those accessing the transit hub was another consideration of the Master Plan to position Exhibition Place as a place for innovation.	• Providing a reliable AV shuttle service would likely be limited to the available technology. Autonomous shuttles have been tested in Canada with limited success and would require significant testing prior to deployment. Additional supporting infrastructure such as dedicated right of way, may also be required to support implementation and maintain safety for all forms of mobility. • There is limited space on the grounds for a pick-up/drop-off lot for shared events. In the past, vehicles have been found to be waiting on Lake Shore Boulevard, which raises safety concerns and contributes to a poor visitor experience. A waiting zone/pick-up and drop-off lot would likely require the conversion of existing parking spaces. • While bikeshare is quite popular in the City of Toronto, e-scooters have been prohibited since 2021. While bikes and e-scooters have been found to be successful alternative transportation options, casual riders tend to take shorter trips with scooters compared than bikes, according to a 2021 NACTO study on micromobility in the United States. Whether it would be getting around the Exhibition Place grounds or connecting to Ontario Place, the inability to include e-scooters as part of the multi-modal transportation options is a limiting factor.
Smart Parking	• Reducing the mobility throughout the grounds could require additional dependence on smart parking technology to assist vehicles using the existing network.	• Like with Smart Mobility, documents such as the Master Plan and Strategic Plan identifies Exhibition Place as an area for innovation and emerging technologies.	• Recently, Exhibition Place has ventured into smart parking applications for visitors. Starting with a pilot program at Toronto FC and Argonauts matches, visitors have been able to purchase parking through the Green P Parking smartphone application. This service is currently only operating at one of the three	• While there have been advancements in smart parking technology, there are still constraints to consider when deciding whether to implement. For instance, there are infrastructure requirements (such in-ground puck sensors, LPR cameras, and VMS boards) for implementing any smart parking technology. These

Areas of Consideration	Pedestrian Plan Context	Context of Previous Studies	Opportunities	Constraints
			major parking lots but has the opportunity to expand to other lots on site. • Incentivize electric vehicle usage through having charging stations and incentives such as free or reduced fees for parking could support Exhibition Place in meeting their green targets	infrastructure requirements can be costly and time-consuming to implement, particularly in existing parking lots. While the technology has improved over the years, accuracy and reliability of the sensors/cameras or technical glitches can lead to incorrect availability. If users have a negative experience with the accuracy of the information from the system, they may become reluctant to rely on the outputs and render the system less effective than anticipated.
Digital Signage	• Digital signage could provide flexibility to the proposed pedestrian plan	• Like smart mobility and smart parking, the implementation of digital signage within the grounds aligns with pre-existing policy and can contribute to a better visitor experience. • The Exhibition Place Strategic Plan's goal of "Exceed Client and Visitor Expectations" outlines investments in infrastructure to create welcoming entrance points and improve pedestrian wayfinding, including illuminated digital signage for evening navigation.	• Digital signage and real-time information boards that provide drivers with live updates on parking availability, directions, and other relevant information can be implemented at various vehicular entrances and throughout the internal road network. • Add wayfinding for pedestrians with the ability to provide enhanced experiences by sharing historic information or gamifying movements through digital kiosks. • Size and location of the signage has to be carefully considered to maintain the integrity of the cultural heritage landscape.	• Any digital signage would require integration with the pre-existing parking system and/or traffic operations controlling the flow of traffic. Like smart parking, digital signage would require a reliable power supply and internet connectivity for real-time updates. • The implementation of digital signage would likely include capital and operating costs for maintenance to ensure their usefulness is maintained. • Smart parking systems tend to collect and process personal data, such as license plates and user identification. Ensuring the privacy and security of this data is essential to prevent unauthorized access or misuse. • Visitors may be accustomed to existing methods and reliance on smart phone applications to pay and/or make reservations ahead of time may result in frustration. Some members of the public rely on cash-based systems and may not have the necessary personal technology to utilize these systems, requiring alternative payment options to be available or a result in a barrier for some users. Education and awareness campaigns may be necessary to support user adoption.

Areas of Consideration	Pedestrian Plan Context	Context of Previous Studies	Opportunities	Constraints
Transportation Demand Management	• The proposed pedestrian plan will require TDM strategies to assure that venues and events have the necessary tools and measures for a multi-modal approach to transportation.	• The TFC Transportation Management Plan included a variety of TDM strategies including a recommendation to offer transit incentives to visitors to the grounds by coupling transit fares with event fees at a discounted rate. • Based on the Master Plan and Strategic Plan there is no desire to commit more space to vehicles on the grounds. • The Master Plan stated that transportation infrastructure along future "Liberty New Street" will provide east-west connectivity and support pedestrian connections that will help safely accommodate event surge crowds and improve connectivity. • Exhibition Place as a Transportation Innovation Zone enables the site to offer a dynamic urban environment with a range of infrastructure including roads, local and regional transit, sidewalks, cycling lanes, intersections, parking areas, indoor facilities, electric vehicle chargers and more. This coincides with the core vision of the Master Plan as a place of innovation, inspiration, and economic development.	• Create a cohesive plan to balance safe and pleasant pedestrian circulation routes and specific road assignments for events. • A variety of TDM strategies are applied to events at Exhibition Place to accommodate travel to and from the grounds. Some events offer discounted transit passes as part of the event ticket. There are many TDM programs like this across the country including in Ottawa, where a transit pass is included for all matches for the Ottawa Redblacks (CFL) before and after the event. An incentive like this, as well as limited parking availability and increased transit service after events could provide enough incentive to get visitors to shift modes from driving to transit.	• Other TDM strategies currently implemented such as temporary road closures and paid duty officers to direct traffic have been implemented during large events. Given the built-out nature of Exhibition Place, there is no capability to add more traffic lanes to accommodate greater traffic. • The current use and future redevelopment of Ontario Place has a number of impacts (physical and economical) on Exhibition Place by virtue of their proximity to one another.

2.4 STAKEHOLDER INTERVIEWS & FEEDBACK RECEIVED

As part of the Study, WSP facilitated seven (7), one-hour virtual interviews with Exhibition Place and City of Toronto ("City") staff and key stakeholders over the course of two weeks in July 2023. The purpose of the interviews was to assess preliminary context and transportation and event logistics needs relative to the pedestrian plan proposed by Exhibition Place.

This section provides a description of emerging themes based on feedback received during the stakeholder interviews. It also provides overview of key feedback received during each stakeholder interview. Overall, WSP heard that tenants and key stakeholders are generally supportive of the pedestrian plan proposed by Exhibition Place. However, stakeholders indicated that further engagement and consultation as well as technical analysis may be required to confirm the next level of design elements and solutions to address potential impacts to their operations on site.

The purpose of the interviews was to assess the existing context and transportation and event logistics needs relative to the pedestrian plan proposed by Exhibition Place. Key stakeholders engaged through the interview process included tenants and vendors located on-site at Exhibition Place including Hotel X, MLSE, Liberty Grand, Aqua Dolce, Medieval Times, MRG, QET/FontainBlu, Toronto Event Centre, Toronto Fashion Incubator, Royal Agricultural Winter Fair, Canadian National Exhibition, Toronto agencies including Toronto Police (Mounted Unit) and Toronto Paramedics. Exhibition Place divisional staff providing services in operations and maintenance were also interviewed.

Interviews were conducted virtually using Microsoft Teams. WSP used the interactive platform MURAL to provide visual representation of Exhibition Place and the proposed pedestrian network. WSP staff asked stakeholders a series of guiding questions to better understand stakeholder constraints, opportunities, concerns, and general comments related to the pedestrian plan proposed by Exhibition Place. WSP staff actively recorded notes and feedback through MURAL during these interviews. **Figure 2-2** provides a snapshot of the MURAL board used to actively take notes and record input received from stakeholders.

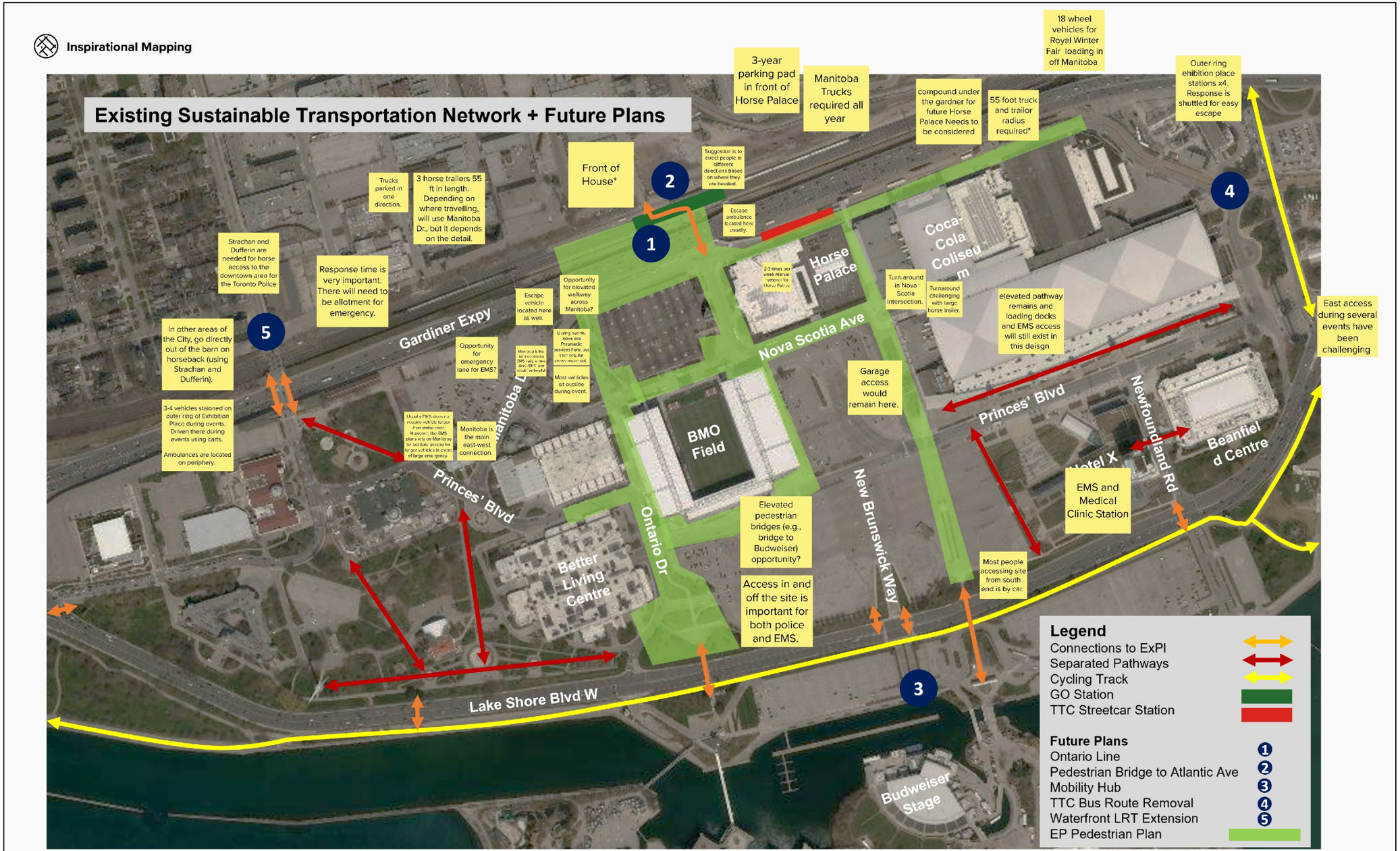

Figure 2-2: MURAL Engagement

2.4.1 EMERGING THEMES

This section provides a high-level summary of feedback received during stakeholder interviews. The key messages have been organized based on emerging themes. These themes capture, at a high-level, key messages heard consistently across stakeholder interviews. Section 2.2 provides greater detail from each interview.

Connectivity

All stakeholders expressed support for the principle of enhancing the pedestrian experience by expanding and/or adding pedestrian pathways. Addressing site fragmentation for both vehicles and pedestrians through improvements to existing access points, wayfinding, and signage was presented as an opportunity to consider through the Study. Stakeholder recognized and supported the principle of creating green spaces and dedicated pathways, but that this must be balanced with the need to accommodate access across Exhibition Place for stakeholders and their vehicles (e.g., horse trailers, delivery trucks, etc.).

Access

Generally, stakeholders identified the need to improve traffic flow within and to Exhibition Place, particularly for staff, emergency services, and clients. Access for Emergency Services across Exhibition Place but also at the perimeter to facilitate quick "getaway" for emergency vehicles was noted as an important factor.

Parking

Although supportive of pedestrianization, stakeholders identified the need to maintain sufficient parking spaces for the continued success of Exhibition Place. This includes potential future developments, as well as the public, staff, and repeat businesses. Notably, parking for clients and vendors of large events was identified as an important consideration given that Exhibition Place attracts visitors from across Canada and internationally who may still rely on vehicular access to Exhibition Place.

2.4.2 WHAT WE HEARD

This section summarizes key messages heard during each individual stakeholder interview. The messages in this section include elements to be considered at the next stage of concept design through technical studies and further engagement with the stakeholders. Understanding how each of the stakeholders utilize the site informed the compilation of the constraints/challenges task.

EVENT OPERATIONS AND LOGISTICS INTERVIEW #1: EXHIBITION PLACE STAFF

One interview was hosted with Exhibition Place staff to understand event operations and logistics needs. This interview was hosted on Friday, July 7th, 2023. Key themes and feedback provided included:

- There is an opportunity to conduct necessary maintenance and operations during "off hours" when pedestrian traffic flow is low. This flexibility is important to accommodate the needs of visitors and Exhibition Place staff.
- Maintaining at least one connection across Exhibition Place is necessary for Exhibition Place to be maintained. For example, snow removal requires access to the entire site. This is also a safety concern.
- Events and facilities require the necessary infrastructure and space to store equipment. In the current environment, that number is 30, 000 – 40, 000 square feet. Operations and facilities must be able to continue maintenance in all situations, including emergencies.
- The marketing advantage of Exhibition Place is the ability to provide storage and nearby infrastructure. There are large spaces used for storage that need to be maintained.

- Exhibition Place operations and maintenance staff would like to see the entirety of Exhibition Place utilized during events. The principle of "workshopping" the entirety of Exhibition Place is appealing and can be supported by an enhanced pedestrian network.
- There is an opportunity to replace vehicles used on-site with electric vehicles, electric golf carts and other alternative vehicle types that are smaller and less carbon intensive than existing fleet vehicles.

MULTI-MODAL TRANSPORTATION INTERVIEW #2: MLSE

The first interview with external stakeholders was hosted with MLSE on Monday, July 10th, 2023. Key themes and feedback provided by MLSE included:

- Support for expanding sidewalks and pathways and creating pedestrian ingress and egress points. There are currently limited pedestrian access points at the south end of Exhibition Place (Gate 1, and the east side of New Brunswick Way) due to sidewalk constraints.
- Recommendation to improve pedestrian facilities and entertainment areas to draw people to BMO Field before gametimes. This may help to address the current congestion issues at parking lots and entrance gates along Ontario Drive.
- Suggestions to create facility access points for staff, players at the OVO Athletic Centre, EMS, and the public.
- MLSE indicated that player arrivals as well as Broadcast compounds could be re-imagined if Ontario Drive/Princes' Blvd were pedestrianized. They also said there might be an opportunity to expand "plug & play" broadcast hooks ups in a new area with cabling run under any new pedestrian zones.
- MLSE also suggested a "blow-out gate" concept be included so the larger central parking lot has the ability to open other exits should they be required (crowding, traffic, emergency, accidents, etc.).

MULTI-MODAL TRANSPORTATION INTERVIEW #3: HOTEL X

The second interview was hosted with Hotel X on Wednesday, July 12th, 2023. Key themes and feedback provided by Hotel X included:

- The incoming indoor gaming venue and new hotel facility, including underground parking, will bring significant changes to the southeast corner of Exhibition Place. Hotel X is supportive of facilities that will facilitate safe and accessible flow and access for pedestrians.
- Suggestions for improvements to the pedestrian experience by creating green spaces and dedicated path to the west of Hotel X.
- Ensuring safety for pedestrian by separating pedestrian pathways from other modes of transportation and establishing a design plan for accessibility year-round along Lake Shore Boulevard.
- Electric vehicle charging stations are currently provided at Hotel X, with demand increasing for this type of infrastructure from clients.
- Traffic flow constraints on Newfoundland Road to/from Lake Shore Boulevard were highlighted for both vehicles and pedestrians. Improvements for pedestrian/traffic flow in this area should also consider additional existing electric vehicle charging stations on site.
- There is a need to ensure there are sufficient parking spaces for the growth of Exhibition Place and potential future developments for the public and staff.

MULTI-MODAL TRANSPORTATION INTERVIEW #4: LIBERTY GRAND, MEDIEVAL TIMES, MRG, AND TORONTO FASHION INCUBATOR

The third interview was hosted with Liberty Grand, Aqua Dolce, Medieval Times, MRG, QET, and the Toronto Fashion Incubator on Thursday, July 13th, 2023. Key themes and feedback provided by this group included:

- Improving fragmentation and access points from Lake Shore Boulevard and Dufferin Street. Specifically, feedback received related to site fragmentation was a disconnect for the Toronto Fashion Incubator and their mail delivery on 285 Manitoba Drive.
- Concerns were raised regarding the proposed plan "cutting off" or restricting connectivity between the west of Exhibition Place to the rest of the site. Tenants located in the western portion of Exhibition Place would like their customers to feel connected.
- Suggestions were provided to create enhanced pedestrian experiences. Recommendations included creating wayfinding and signage to support the various modes of transportation, design interventions to support pedestrianization year-round, and accessibility and safety concerns to be considered.
- Future plans and visions should honour historical and cultural elements by leveraging tourism and economic opportunities by integrating those sites into the overall pedestrian network.
- Access to Lake Shore Boulevard should be improved during closures and Dufferin bridge construction. There are concerns about access to and from Exhibition Place from Lake Shore Boulevard. Closures have a significant impact to business and client satisfaction. Tenants recognize and want to promote Exhibition Place as a world class facility not only enjoyed by residents in Toronto, but around the world. Access to the site is important for this.
- It should be noted that this consultation occurred the week that Dufferin St. Bridge was closed for repairs and this closure impacted tenant operations.

MULTI-MODAL TRANSPORTATION INTERVIEW #5: CITY SERVICES (POLICE AND PARAMEDICS)

The fourth interview was hosted with City Services (Police and Paramedics) on Thursday, July 13th, 2023. Key themes and feedback provided by the City included:

- Improving Manitoba Drive truck access and parking by establishing a plan for trucks year-round, which may include parking trucks in one direction, suitable loading zone in front of Horse Palace, and a vision for future compound under Gardiner Expressway.
- Paramedics leverages different vehicle sizes and types to navigate through Exhibition Place and respond to emergency situations. Paramedic stations use smaller vehicles to navigate through Exhibition Place during events.
- Paramedics relies on Manitoba Drive for larger vehicle access during emergencies. Continued access to Manitoba Drive, or alternative access for larger emergency vehicles, will remain important.
- Toronto Police use large horse trailers and rely on access to Manitoba Drive to move in and out of Exhibition Place. Turnaround with horse trailers can be challenging and enough room needs to be provided to accommodate a turning radius.
- Improving pedestrian access through potential elevated bridge, for example, to Budweiser Stage, to reduce congestion and encourage organized directional flow.

MULTI-MODAL TRANSPORTATION INTERVIEW #6: ROYAL AGRICULTURAL WINTER FAIR

The fifth interview was hosted with the Royal Agricultural Winter Fair on Friday, July 14th, 2023. Key themes and feedback provided included:

- The unique characteristics of the Royal Agricultural Winter Fair (e.g., multi-day event, shuttling and housing livestock, storage of large vehicles, etc.) requires significant resources to marshal and manage assets.
- Maintaining adequate parking space is crucial to the success of the Royal Agricultural Winter Fair. The event attracts visitors from communities connected by public transit however, several attendees travel long distances with large vehicles that require parking. In some cases, this also includes storage of larger vehicles transporting livestock. The Royal Agricultural Winter Fair indicated that the event requires approximately 35 – 40% of the existing parking lot space for storage and parking (note:

previous parking study has shown parking requirements for vendors and attendants are closer to 90% of parking supply).

- The Royal Agricultural Winter Fair requires large areas for “beef tie outs”. These are areas that house cattle during the multi-day event. It is important that these locations are close to venues where they are shown and can accommodate appropriate food and bedding for livestock. Various options have been discussed and the Royal Agricultural Winter Fair is open to different options, including locating cattle storage at the Better Living Centre.
- The Royal Agricultural Winter Fair is an important event for Exhibition Place and maintenance of landmarks and evidence of the history of the event is important to maintain.

MULTI-MODAL TRANSPORTATION INTERVIEW #7: CNE AND TORONTO ASSOCIATION OF BUISNESS IMPROVEMENT AREAS

The sixth interview was hosted with CNE and the Toronto Association of Business Improvement Areas (TABIA) on Tuesday, July 19th, 2023. Key themes and feedback provided included:

- Support for pedestrianized pathways with the suggested opportunity of a potential roof enclosure, specifically, at the Gardiner Expressway and Manitoba Drive area or pedestrian bridge to access Budweiser Stage.
- Improving overall multi-use path bridges for all modes of transportation.
- Creating and better pedestrian experience and AODA compliance with geometric street design
- Clarify permanence of turnaround points and flexible gate options along Manitoba Drive.
- Considering the impact of Ontario Line and its new developments along Lake Shore Blvd W and how that will influence ridership to Ontario Place or how pedestrian flow will evolve.
- Establishing a plan for underground infrastructure and utilities for event set-up and operations near Lake Shore.
- Improving activation and animation on the North side of the site near Gardiner Expressway.
- Continue future stakeholder feedback including a need for engagement during the future project phases (schematic design and design development).

3 ANALYSIS FRAMEWORK

3.1 ANALYSIS AREA

To better understand the various challenges and opportunities for the Pedestrian Plan, the Pedestrian Plan was divided into four “corridors”, as shown in **Figure 3-1**. The order of the corridors is based on the anticipated priorities established through discussions with Exhibition Place and the potential for ease of implementation. The corridors are:

- Corridor 1: Spanning from the existing Exhibition GO station towards Ontario Place between the Queen Elizabeth Building and BMO Field until the pedestrian bridge near New Brunswick Way.
- Corridor 2: Connecting from Exhibition Loop towards Ontario Place and passing between the Horse Palace and the Coca-Cola Coliseum, west of the Enercare Centre and existing Hotel X.
- Corridor 3: Central area located in the space between the Food Products Building, Horse Palace and BMO Field.
- Corridor 4: Segment along Manitoba Drive near Exhibition Loop eastwards and under the Strachan Avenue Bridge.

The methodology to analyze the corridors is primarily qualitative and based on a foundation of practicality. A site visit was conducted to better understand the unique challenges and opportunities of the corridors at various stages of use (event setup, during an event, no event). These findings were developed into a set of focus areas (Section 3.3 below), that needed to address foundational technical considerations (Section 3.2 below), and reflect the lived experience of the various stakeholders (Section 2.4 above).

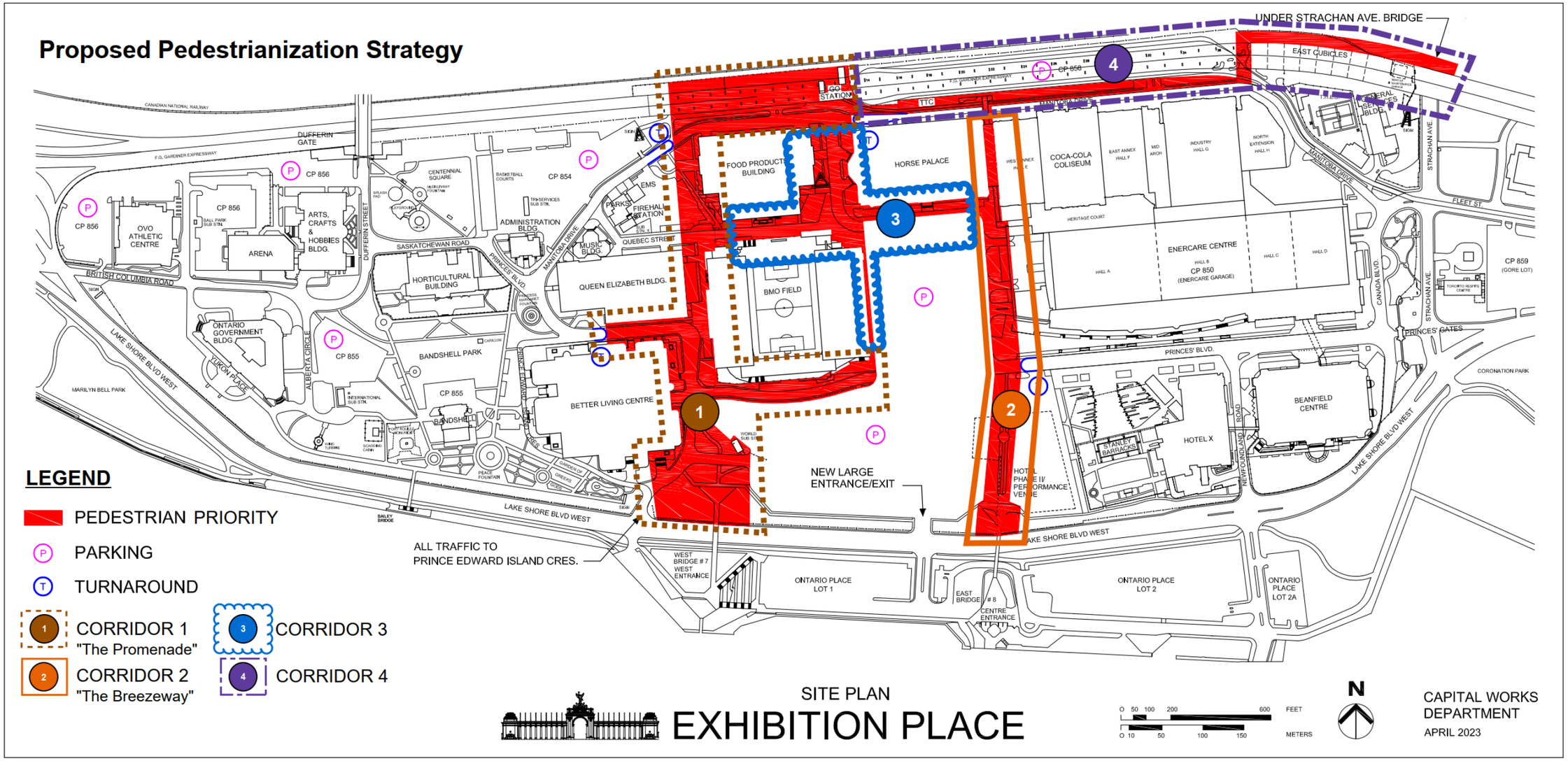

Figure 3-1: Pedestrian Plan Analysis Corridors

3.2 TECHNICAL CONSIDERATIONS

For each of the four corridors, there were four technical considerations that were assessed to understand the viability of a pedestrian realm as it has been proposed.

- **Logistics & Operations:** How do we service each of the buildings within the Exhibition Place grounds? Can access be maintained or amended to service the buildings?
- **Safety**: How do we protect pedestrians around vehicles? How do we make the space feel safe?
- **Wayfinding & Identity**: How do we welcome people into the "new" Exhibition Place?
- **Emergency Services**: How do we ensure that emergency vehicles maintain access throughout the site?

3.3 KEY FOCUS AREAS

For each corridor there were several key focus areas for enhancement that were identified. As shown in **Figure 3-2**, all corridors have "safety" as an underpinning focus area. Each corridor's major focus areas are explained further below and developed based on input received from the various interviews undertaken and based on findings from previous reports.

Corridor 1:

- **Revitalization** of underused areas through pedestrian realm improvements. The northern section of the corridor around the Exhibition GO station will significantly change in the future, and the section of Corridor 1 between Manitoba Drive and Quebec Street is primed for change (revitalization).
- **Consistency** of materials and design choices used throughout the corridor. The current corridor design features multiple design elements and a lack of a cohesive design language. The widths of sidewalks, use of vegetation/landscaping, and treatment of pedestrian crossings is inconsistent throughout the corridor.
- **Connectivity** between key destinations. With the redevelopment of the Exhibition GO station, notable changes are expected at Ontario Place, and having BMO Field in the centre, this corridor will be able to provide direct access to key destinations and should be designed as such.

Corridor 2:

- **Accessibility** for pedestrians and logistical needs. Corridor 2 serves as a strong complimentary North-South corridor to Corridor 1, and provides access to the TTC streetcar loop, Coca-Cola Coliseum, Enercare Centre, Hotel X, and Ontario Place. It also supports logistical deliveries to the west of the Enercare Centre, as well as access to the underground parking lot (also west of the Enercare Centre). Maintaining and improving access for these users will be essential.
- **Comfort** for pedestrians where interactions with vehicles are necessary. The need to accommodate larger delivery/freight vehicles and a crossing at Princes' Boulevard will likely result in some interaction between pedestrians and vehicles. Ensuring that these interaction points are designed to prioritize pedestrians and improve the level of comfort for them will be a focus.

Corridor 3:

- **Central Gateway** to Exhibition Place. This corridor/area will be a central landing point for those arriving to the site by transit and is a central location for larger events at the site, reinforcing its role as a key corridor at Exhibition Place.

- **Placemaking** as a result of its central features, the corridor has the potential for substantial public realm improvements to match the future design language of the Pedestrianization Plan. A central area like this could support a number of design elements that encourage visitors to relax/gather/wait.

Corridor 4:

- **Safe Access** for pedestrians to the site. Ensuring that pedestrians can safely cross Manitoba Drive without interacting with vehicles.
- **Continuity** for the pedestrian experience at the eastern entrance, especially at the TTC track crossing and connecting to the new multi-use pathway.
- **Emergency Considerations** for Manitoba Drive so that all emergency vehicles are not impacted by the Pedestrianization Plan.

Figure 3-2: Key Focus Areas by Corridor

4 CORRIDOR ANALYSIS

4.1 CORRIDOR 1

4.1.1 EXISTING CONDITIONS

Corridor 1 provides the primary connection between Exhibition GO station and Ontario Place. Starting from the northernmost area (Exhibition GO), the corridor includes the following relevant characteristics:

- Manitoba Drive has pedestrian pathway on northside of the road.
- There are pedestrian pathways between the Firehall Station and the Food Products Building, and also between the Queen Elizabeth Building and BMO Field.
- Ontario Drive right-of-way reduces to as little as 11m near the Princes' Boulevard intersection.
- From the GO/TTC Station, pedestrians must cross the street three times before reaching the overpass to Ontario Place.

4.1.2 CHALLENGES AND OPPORTUNITIES

Based on WSP's site visit and discussions with key stakeholders (Section 2.4), the corridor does provide some challenges (also shown in **Figure 4-1**), including:

- Accommodating emergency services at Manitoba Drive.
- Maintaining access to BMO Field at the northwest corner of the building, for both deliveries and staff/player entrance.
- The presence of the existing loading dock at the Better Living Centre.
- The need to support a broadcast "centre" south of BMO Field.
- Impact to traffic operations on Ontario Drive at the intersection at Lake Shore Boulevard during events (particularly pickup trips).

However, while there are some challenges (also shown in **Figure 4-2**), there are many opportunities along Corridor 1:

- The potential for a one-way solution on Ontario Drive
- Redesign of pedestrian spaces for consistency (materials and design)
- Implementation of gateway features at the north and south end of the corridors.
- Relocation of the loading docks at the Better Living Centre.
- Additional infrastructure to support a broadcasting area in a more convenient location.

Figure 4-1: Challenges of Corridor 1

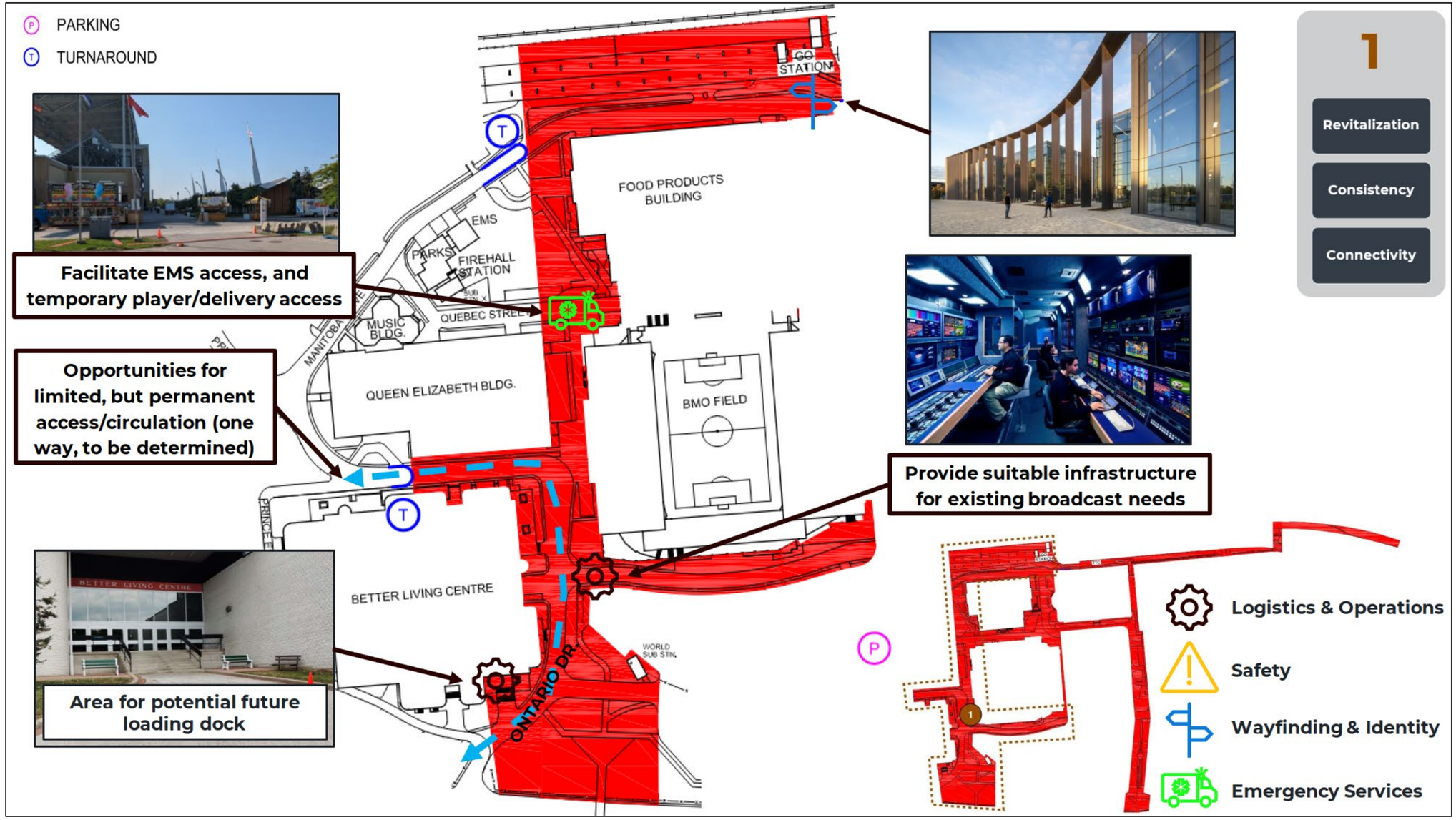

Figure 4-2: Opportunities of Corridor 1

4.2 CORRIDOR 2

4.2.1 EXISTING CONDITIONS

Corridor 2 connects Exhibition Loop to a pedestrian overpass towards Ontario Place. Along the way, there are lengthy segments that are already pedestrianized. In general, the key characteristics of Corridor 2 are:

- There is an existing covered pedestrian corridor between the Coca-Cola Coliseum and the Horse Palace
- On the west side of the Enercare Centre is a 10m sidewalk with bicycle parking and some covered areas for rainy or snowy conditions.
- South of Princes' Boulevard, pedestrians and cyclists must walk through parking lot to access pedestrian overpass. This will change in the future with future Hotel X design.

4.2.2 CHALLENGES AND OPPORTUNITIES

While there is much when it comes to pedestrian and cyclist connectivity in Corridor 2, there are still many challenges (also shown in **Figure 4-3**), including:

- Accommodating event-specific needs at the Horse Palace.
- Improving the urban design elements near the Horse Palace to promote a safer feeling for pedestrians, particularly at night or outside of event times (when foot traffic is low).
- Managing conflicts with pedestrians and the loading docks west of the Enercare Centre.
- Maintaining the separate access for the underground parking lot.
- Managing conflicts with pedestrians and the crossing at Princes' Boulevard.
- Integration with the future design of Hotel X, and the current design of the parking lot.
- Lack of wayfinding throughout the corridor.

Beyond those challenges, there are still several opportunities in Corridor 2 (also shown in **Figure 4-4**), such as:

- High-quality lighting elements near the Horse Palace.
- Smart wayfinding throughout the corridor.
- Public realm improvements surrounding the Hotel X Phase 2 development

Integrate an adaptive and flexible design to accommodate the occasional vehicular demand that may occur though the corridor at key pedestrian/vehicle conflict points.

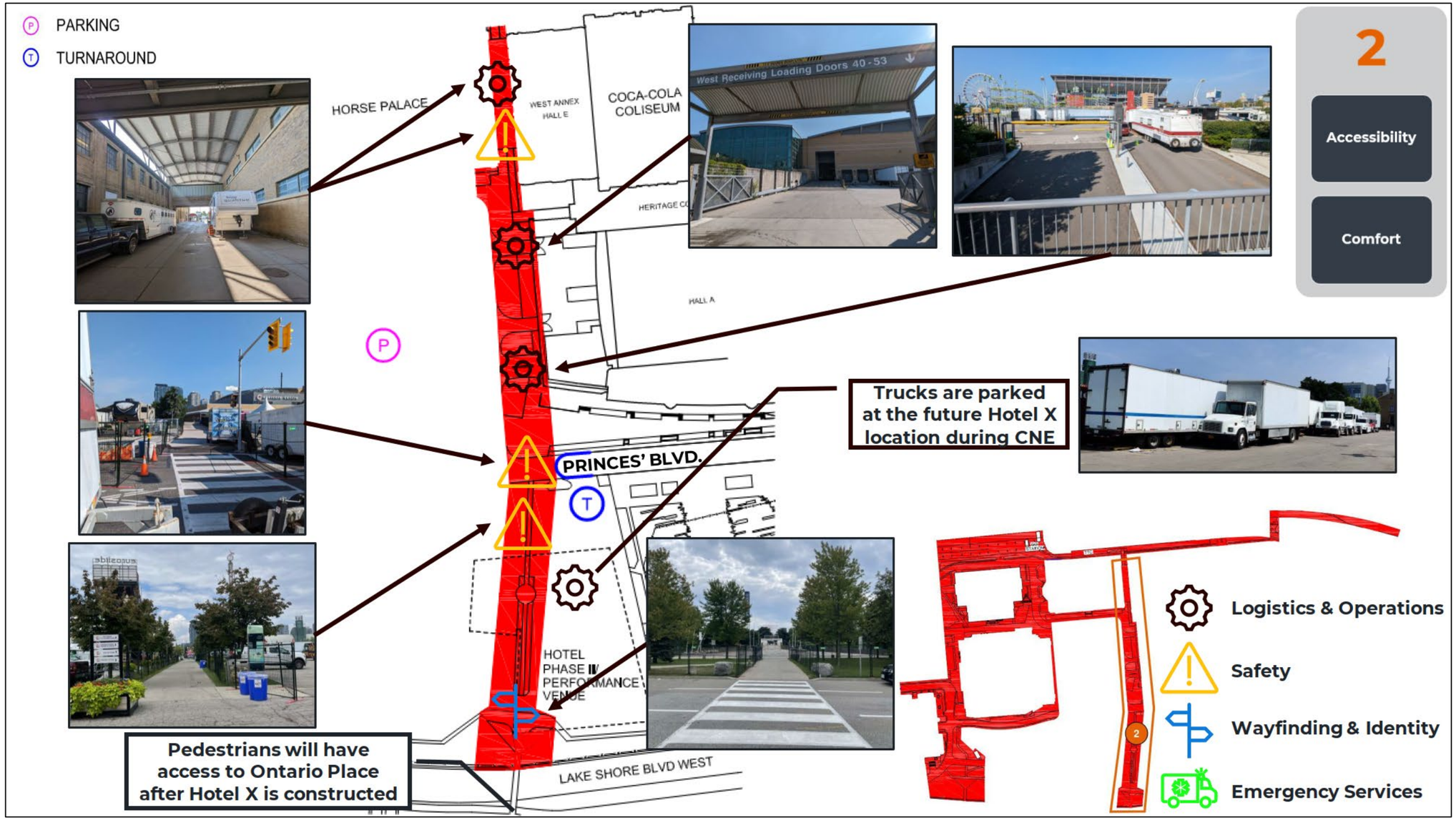

Figure 4-3: Challenges of Corridor 2

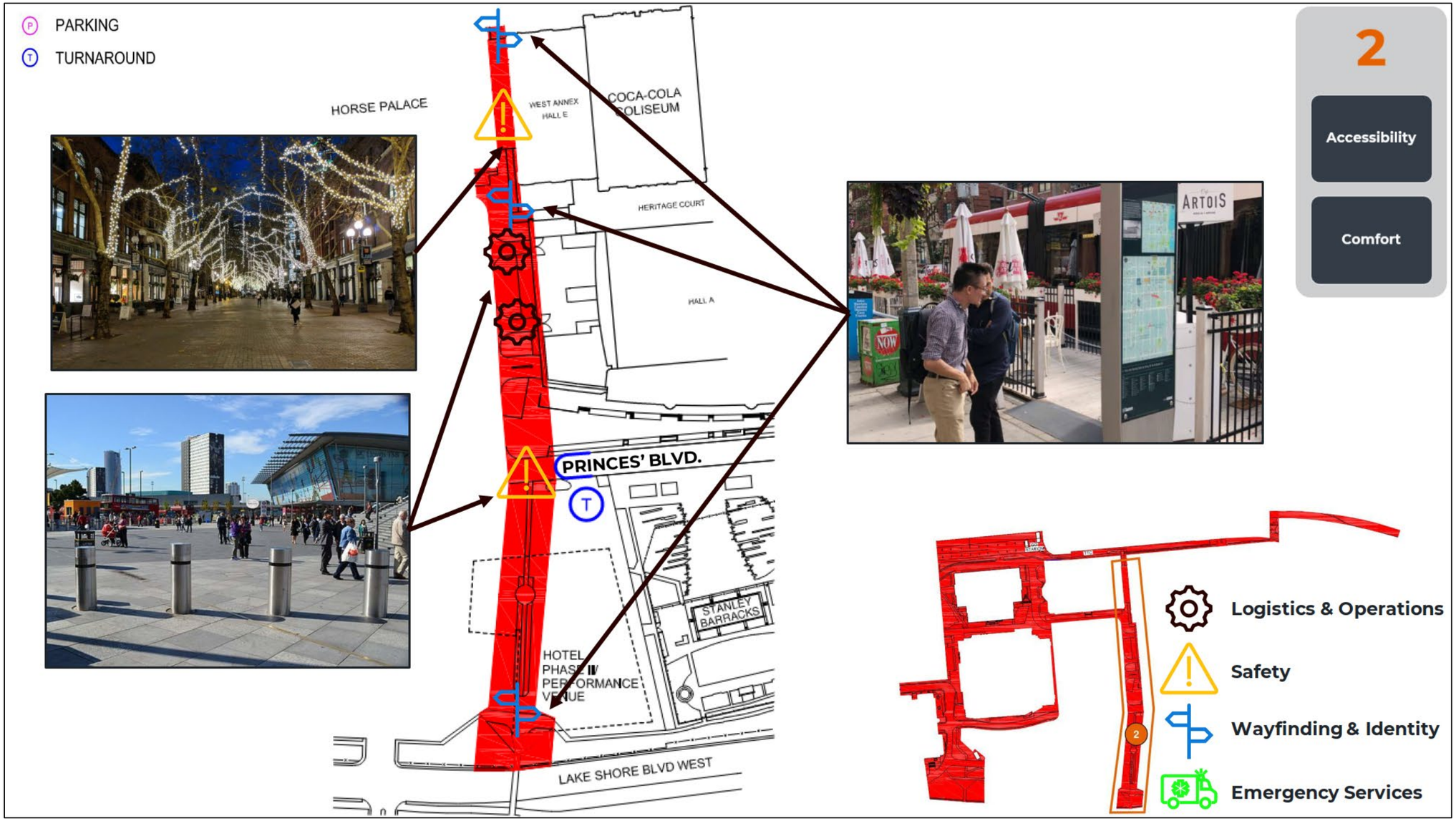

Figure 4-4: Opportunities of Corridor 2

4.3 CORRIDOR 3

4.3.1 EXISTING CONDITIONS

Corridor 3 is a key connection between Corridor 1 and 2 and therefore holds significant value. Some of the key existing characteristics of Corridor 3 are:

- Right-of-way on Nova Scotia Avenue (section north of BMO Field) is 18.5m with sidewalks and on-street cycle tracks on both sides of the street.
- North of BMO Field is closed off during events.
- Pedestrian connectivity from BMO to Enercare Centre is not ideal on south side of Nova Scotia Avenue as there is limited delineation from roadway.

4.3.2 CHALLENGES AND OPPORTUNITIES

Despite its smaller size, Corridor 3 presents several challenges (also shown in **Figure 4-5**) to the proposed pedestrian, including:

- A lack of current gateway features at the site's main "landing point" for transit users.
- The presence of the Nova Scotia Avenue parking lot east of BMO Field limits the current pedestrian space available.
- The current delineation of space is geared towards vehicles, and the design elements are reflective of this (inconsistent sidewalk designs).

However, there are still several opportunities in Corridor 3 (also shown in **Figure 4-6**), such as:

- Increased width in pedestrian space east of BMO Field.
- Substantial redesign opportunities in a central location to support a true "public realm" feel.
- Gateway and wayfinding features.

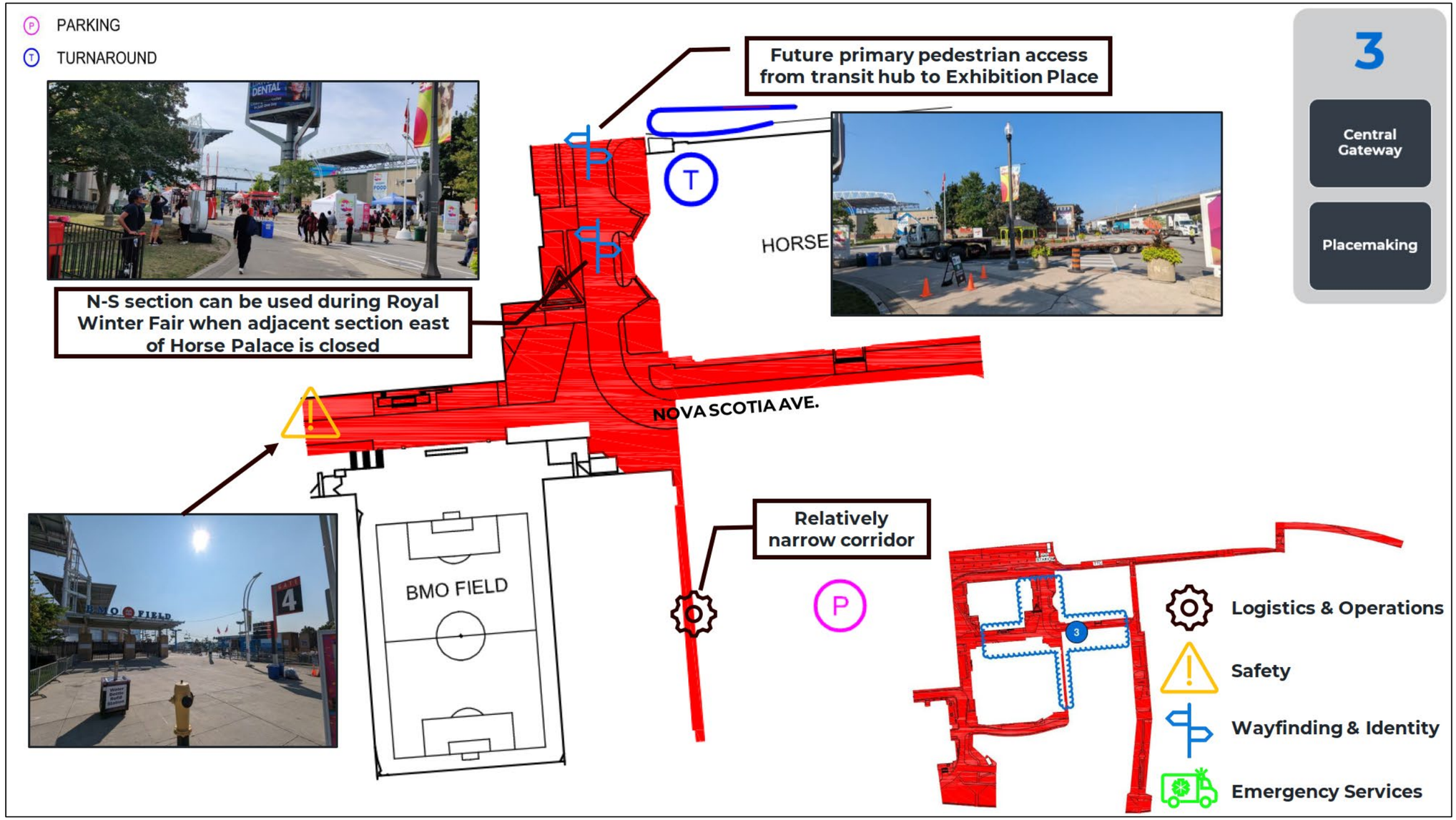

Figure 4-5: Challenges of Corridor 3

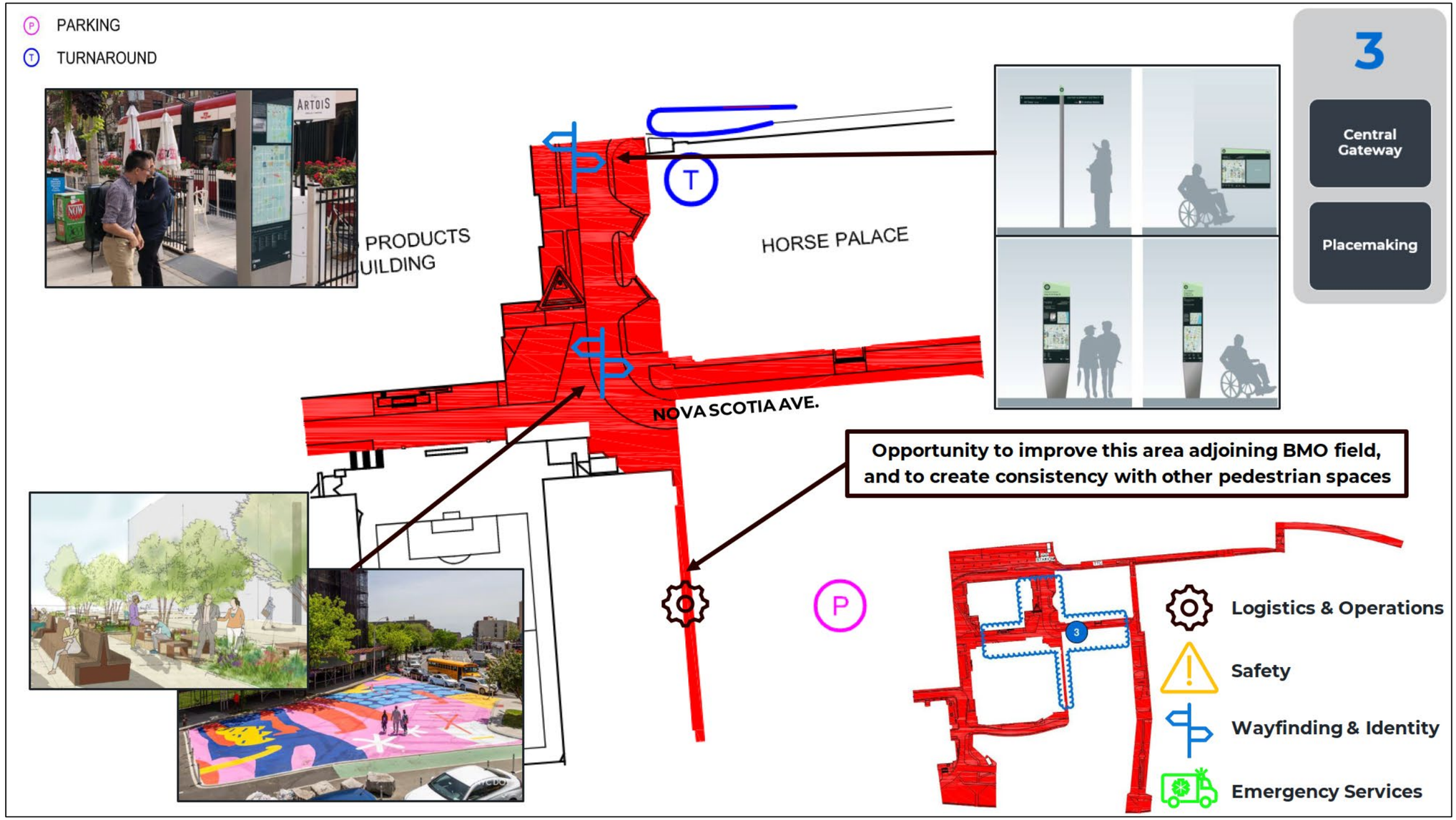

Figure 4-6: Opportunities of Corridor 3

4.4 CORRIDOR 4

4.4.1 EXISTING CONDITIONS

Corridor 4 provides important connection from Corridor 2 under the Gardiner Expressway. This corridor overlaps with the Under Gardiner Public Realm Plan previously described in Section 2. Key characteristics include:

- Approximate right-of-way of 12.5 metres along Manitoba Drive within the corridor.
- Covered walkway on north side of Manitoba Drive from Exhibition Loop to Exhibition GO Station.
- Noticeable parking area for vehicles on south side of Manitoba Drive.

4.4.2 CHALLENGES AND OPPORTUNITIES

Given its location within Exhibition Place, Corridor 4 does present the following challenges (also shown in **Figure 4-7**):

- Providing a safe and consistent experience for pedestrians crossing the TTC streetcar tracks.
- Providing a safe crossing for pedestrians at Manitoba Drive.
- Maintaining convenient access for delivery vehicles on Manitoba Drive.
- Ensuring emergency services vehicles are not impacted by pedestrian priority improvements.

Additionally, Corridor 4 provides the following opportunities (also shown in **Figure 4-8**):

- Improved design features for pedestrians around the TTC streetcar tracks to facilitate continuity and comfort.
- Wayfinding features around the TTC station.
- Changes to the ROW design for vehicles on Manitoba Drive to prioritize pedestrian movement and comfort.

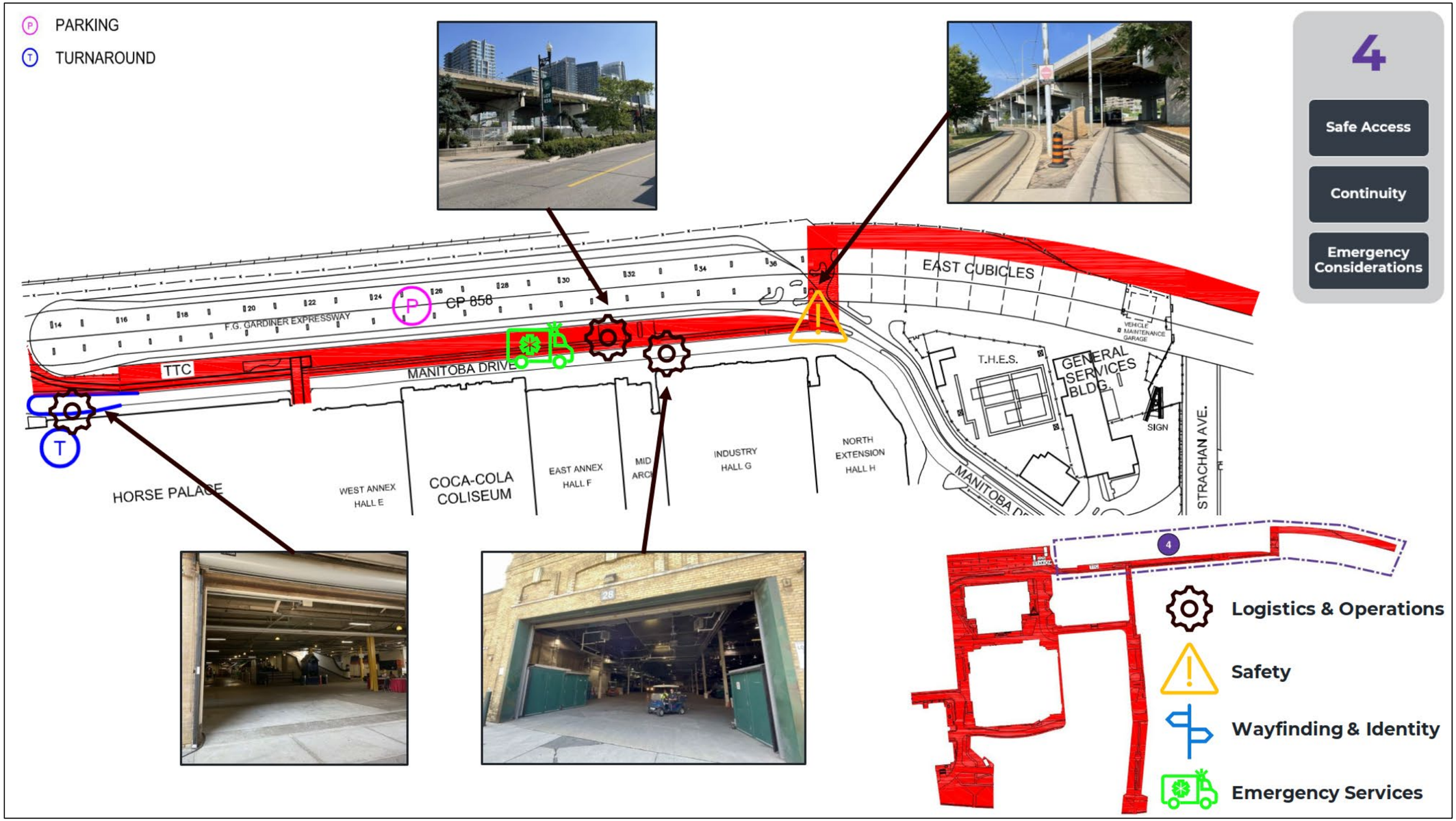

Figure 4-7: Challenges of Corridor 4

Figure 4-8: Opportunities of Corridor 4

4.5 TECHNOLOGY ENHANCEMENTS

Smart infrastructure and other technology-based enhancements can assist in offering efficient and sustainable solutions to Exhibition Place. In reference to the technical considerations from Section 3.2, the following options (some illustrated in **Figure 4-9**) have been considered:

- Logistics & Operations:
  - Free Wi-Fi supports user experience and arrival/circulation at events.
  - Compacting garbage bins alert maintenance when full
  - Particulate sensors could support before/after evaluation of air quality.
  - Pedestrian, cyclist, and scooter counters.
  - Smart furniture includes charging (can be solar powered)
- Safety:
  - Free Wi-Fi encourages people to linger which enhances safety.
  - Panic buttons for distressed users.
  - Embedded lighting at interfaces with vehicles such as crosswalks
- Wayfinding & Identity:
  - Interactive mobile application to support augmented reality, games, scavenger hunts, fitness challenges, etc.
  - Interactive kiosks provide digital wayfinding, promote storytelling and placemaking, and share heritage information.
  - Develop relationship with BlindSquare so that event information is integrated into their mobile application for people with visual impairment.
  - Embedded LEDs define space and support branding for corridor.
- Emergency Services:
  - Emergency buttons for distressed users.
  - Smart bollards could delineate emergency service access.
  - Location referencing through What3Words, a geocode system that can provide a simplified approach to someone in distress notifying emergency services of their specific location on the grounds.
  - Embedded LEDs alert pedestrians/cyclists to emergency vehicle.

Figure 4-9: Potential Technology Enhancements

5 CONSULTATION AND ENGAGEMENT

WSP hosted two visioning workshops with Exhibition Place and City of Toronto staff. Following these workshops, a community presentation was held. The events were held on the following days:

- Visioning Workshop 1 on September 19th
- Visioning Workshop 2 on October 11th
- Community Presentation on November 7th

5.1 VISIONING WORKSHOPS

5.1.1 VISIONING WORKSHOP #1

The Visioning Workshop between WSP and Exhibition Place focused on discussing objectives and outcomes related to the proposed pedestrian plan for Exhibition Place. The main objectives included validating the original vision, addressing potential challenges with the plan, and proposing solutions. Flexibility emerged as a key theme from feedback gathered during interviews and meetings with Exhibition Place staff (Section 2.4), and alignment with the Exhibition Place Strategic Plan was emphasized.

Four corridors were identified for analysis, with a focus on safety and considerations for winter conditions. Challenges and opportunities for each corridor were discussed, with an emphasis on creating a welcoming atmosphere, particularly along Corridor #4. Priority was assigned to Corridor #1 for the next phase, leveraging funding opportunities from Metrolinx.

Concerns were raised about specific pinch points, including the west docks of the Enercare Centre, circulation around the Better Living Centre, and vehicle use of Manitoba Drive. Solutions involved prioritizing pedestrians, considering alternatives to tunneling, and addressing issues with CP 853 through programming or painting.

Technological enhancements were discussed, such as providing complementary WiFi, using phones for wayfinding, and incorporating lighting and audio interfaces with vehicles. The integration of the TO360 wayfinding system was confirmed by Exhibition Place, and the importance of testing temporary solutions before implementing permanent ones was emphasized.

The workshop concluded with a summary of objectives and outcomes. Exhibition Place suggested considerations for the final map, including additional items beyond the map and future transit stops. Design interventions and suggestions were requested in WSP's final report, and the location of fleet vehicle parking was identified as an additional consideration, with Parking Lot 858 suggested as a potential future fleet logistics yard.

5.1.2 VISIONING WORKSHOP #2

WSP presented the objectives of the Visioning Workshop, which included summarizing key findings from interviews, reviewing challenges and opportunities, and collaborating on design solutions with Exhibition Place and City of Toronto.

WSP outlined the client's vision to maintain connections, reaffirm Exhibition Place as a world-class space, establish it as a destination, and enhance the pedestrian experience. Feedback from interviews and meetings with Exhibition Place staff and stakeholders aligned with the Exhibition Place Strategic Plan.

Challenges and opportunities for each corridor were discussed, including concerns related to Hotel X, coordination with other studies, and potential changes to tracks and platforms. Technological enhancements, such as smart bollards and embedded lighting, were considered.

Challenges were identified, including concerns about Manitoba Drive, circulation at the Enercare Centre, and pick-up/drop-off spaces. Considerations for north-south route closures during events and the potential use of the pedestrian plan for staging were discussed. Details about bridge locations, consistency in terminology, accessibility, and the need for visual renderings were mentioned. Wayfinding was emphasized to extend beyond the site, and logistics and operations should not be hindered by the pedestrian plan.

Exhibition Place stated towards the end of the workshop that the design phase is set for 2024, and questions related to design will be addressed then. Overall, an implementation plan should be holistic and consider the overall connectivity of Exhibition Place.

5.2 COMMUNITY PRESENTATION

The Community Presentation focuses on presenting the re-imagined pedestrian routes at Exhibition Place to the community. Objectives include presenting a vision for a more pedestrian-friendly environment, discussing challenges and opportunities, and engaging in open dialogue. The emerging vision aims for Exhibition Place to be a world-class, multi-modal destination, emphasizing accessibility and connectivity. The presentation covers key principles like connectivity, user experience, safety, and flexibility.

Challenges and opportunities were discussed for each of the corridors and focused on enhancing pedestrian movements, especially during events. Existing and future conditions were outlined, with emphasis on pedestrian priority, potential vehicle restrictions, and urban design considerations. WSP presented a series of maps (see Section 6) to illustrate different scenarios for vehicle and pedestrian circulation.

During the question and discussion session, participants provide feedback and ask about the plan's focus on the center area, the removal of TTC bus routes, connections to surrounding areas, safety concerns, and the need for more greenery and gathering spaces. Concerns about cycling safety, the accessibility of a new bridge, and the existing lack of amenities are raised. The discussion also touched on the overall purpose of Exhibition Place potential improvements to pedestrian areas, and the relationship between the Waterfront Plan and the pedestrian priority plan.

5.3 ENGAGEMENT SUMMARY

From the plethora of engagement events that have been conducted during this Phase 1 Feasibility Study, the messages heard during each event were used to inform the continued evaluation of the pedestrianization plan. Each constraint and opportunity shared has been recorded and considered in the outcome of the Phase 1 Feasibility Study as best as possible.

The specific details of each meeting should be revisited and enhanced during the subsequent phases for this project as it advances towards schematic design and design development.

6 RECOMMENDATIONS

6.1 ROAD NETWORK

6.1.1 SCENARIO 1: NO EVENTS

While Exhibition Place often has events, there is still considerable time where there is no or limited activity on the grounds. **Figure 6-1** illustrates the proposed vehicle and pedestrian circulation at Exhibition Place for this scenario. Here, most of Corridor 1 has restricted vehicular access with the occasional exemption along Princes' Boulevard. Corridor 3 completely restricts vehicular access, while Corridors 2 and 4 permit some level of access, either temporary or permanent, to vehicles. The future design elements should include flexible design features to support this configuration.

6.1.2 SCENARIO 2: MAJOR EVENTS

During major events, the road network of Exhibition Place will have to adapt to a significant increase in the number of vehicles and pedestrians. Accordingly, as illustrated in **Figure 6-2**, temporary vehicle access along Manitoba Drive near the Exhibition GO station and on Princes' Boulevard just south of BMO Field is no longer available. With an increase in visitors, a Pick-Up/Drop-Off (PUDO) area would need to be formalized to both provide efficient services and maintain public safety. **Figure 6-2** illustrates two potential options for PUDO:

- Princes Boulevard near Enercare Centre: Given the wide sidewalks and nearly 400m of curbside, this would be an ideal place for significant PUDO for major events. Vehicles would need to complete a u-turn at the Princes Boulevard and Nova Scotia Avenue intersection and then either exit via Newfoundland Road or continue on Princes Boulevard.
- CP852: Vehicles would enter via either Princes Boulevard or New Brunswick Way and proceed to pick-up or drop-off passengers with the CP 852 lot. Vehicles would then proceed west towards Ontario Drive to exit. Consideration would be given to repositioning the accessible parking spaces at the north of CP852.
- The below plan represents a typical major event, but specific events may experience additional limitations or changes (such as Honda Indy, CNE and Caribana Parade).

In addition to the flexible design elements, a communication strategy may be required to supplement the design changes to visitors to help them circulate through the site to parking areas.

6.1.3 SCENARIO 3: EVENT SETUP AND TAKEDOWN

Finally, vehicular activity for event setup and takedown will require additional vehicle circulation compared to Scenario 1. Therefore, as shown in **Figure 6-3**, access through Manitoba Drive and Princes Boulevard would be permitted for vehicles. However, the internal roadway on the east and north side of BMO Field along with Nova Scotia Avenue would remain pedestrianized.

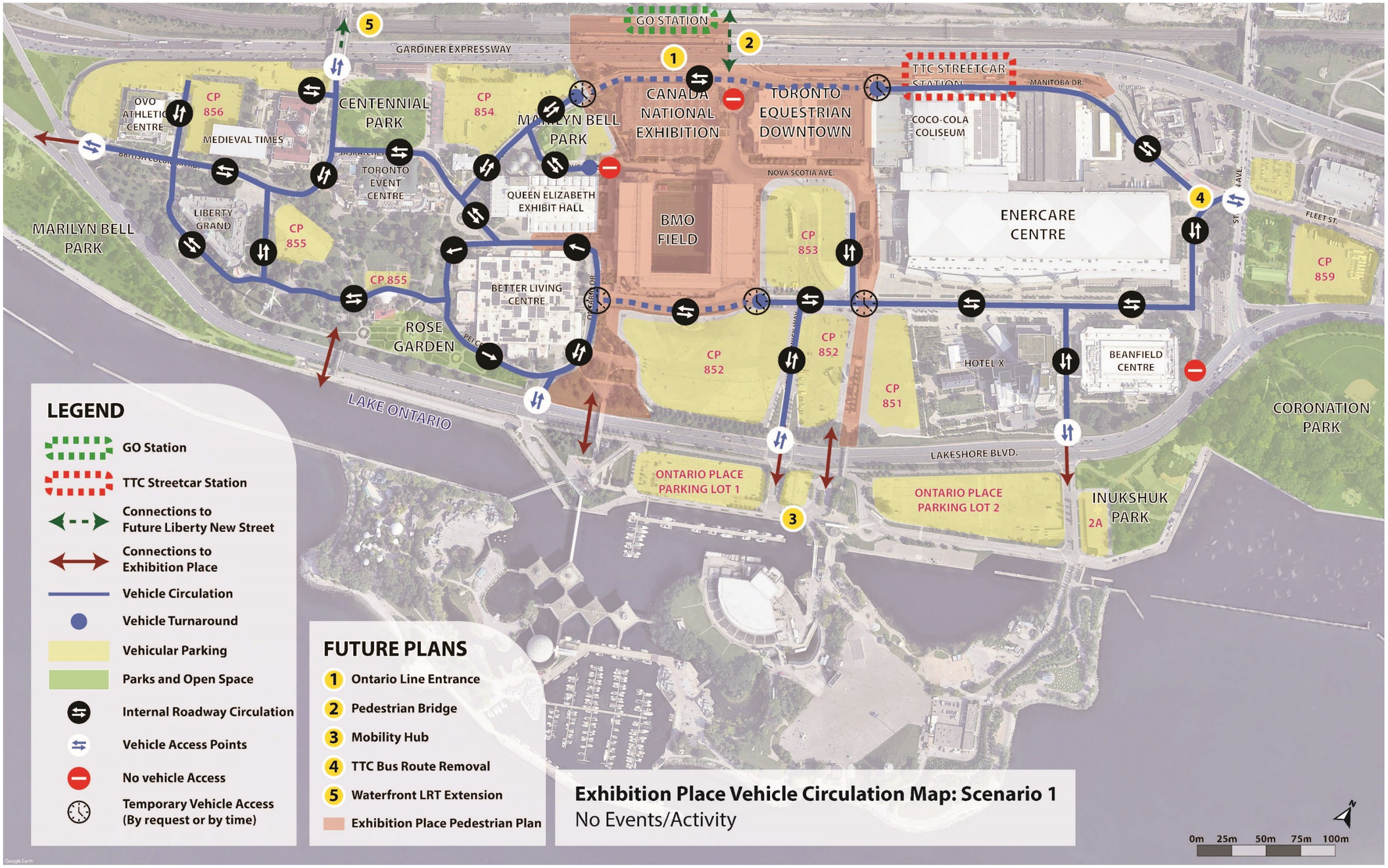

Figure 6-1: Scenario 1 - No Events

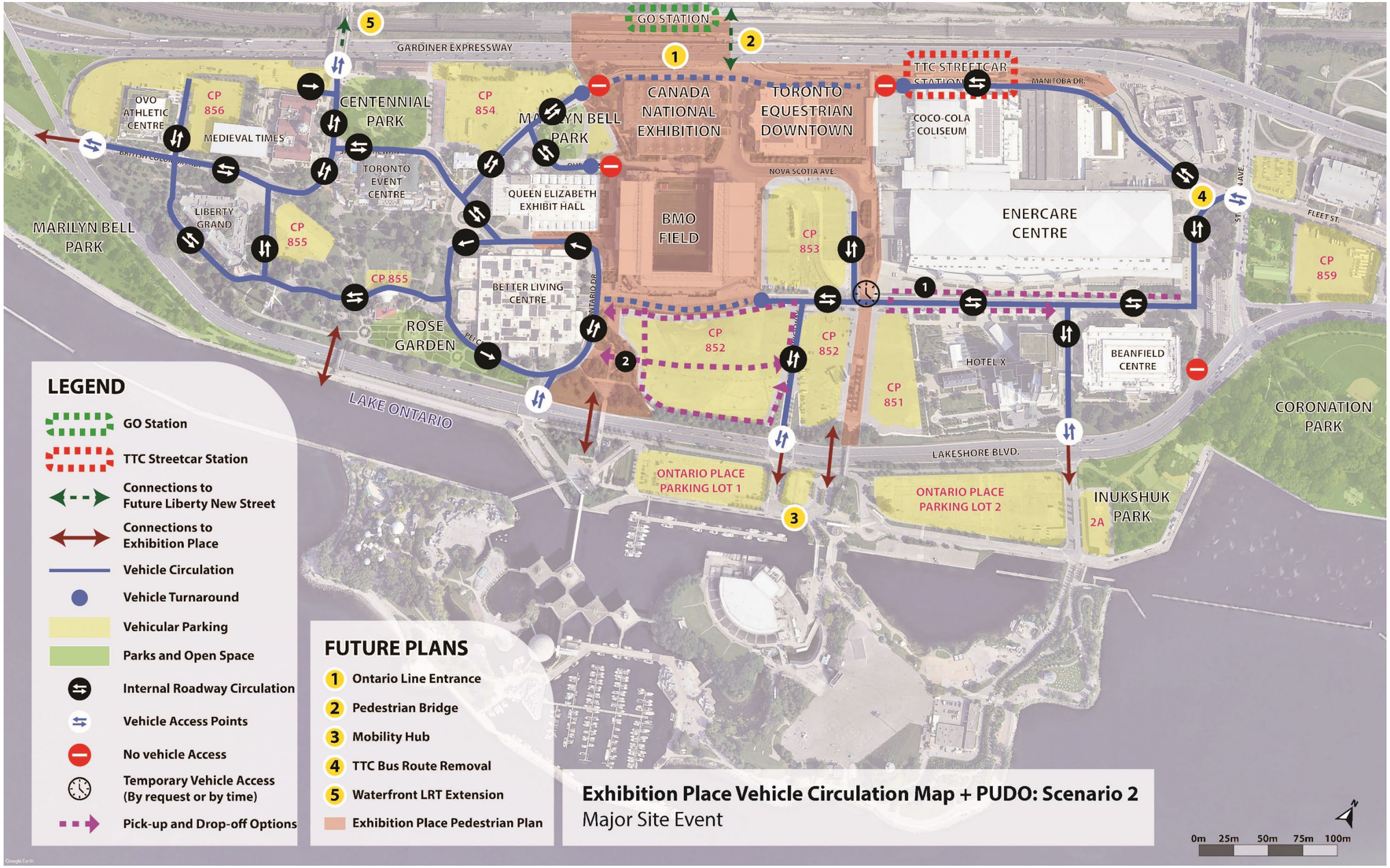

Figure 6-2: Scenario 2 - Major Site Event

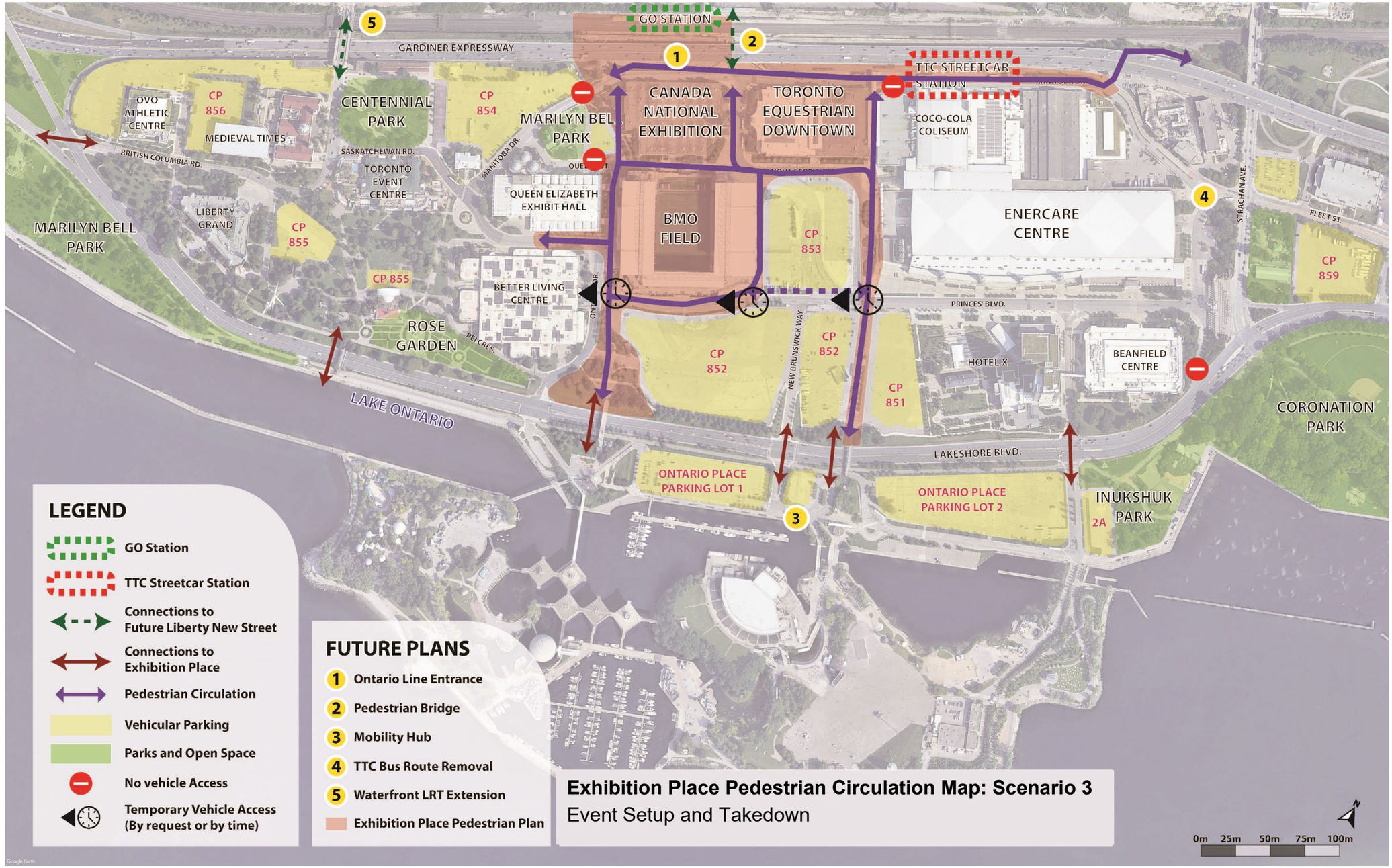

Figure 6-3: Scenario 3 - Event Setup and Takedown

6.2 CORRIDOR DESIGN CONSIDERATIONS

Each of the four Corridors will require a functional planning design to create a cohesive plan that connects the various site areas to one another and to the GO, Ontario Line, and TTC stations. Given the number of unknowns at this stage, high-level design elements have been proposed in this report that builds on previous studies that have been undertaken at Exhibition Place, with an expectation that refined concepts will be developed during the future design development stage.

Corridor 1 includes a critical entry zone for patrons arriving through the Exhibition GO station and includes a portion of Manitoba Drive, where a high volume of pedestrians are expected to occur. As such, this area requires a "pedestrian first" design approach to create public realm space that is both safety-oriented and designed to maximize the flow of pedestrians over vehicular travel. In addition, the design of this area must align with the future GO station design elements and function as a "bridge" to other features proposed within Exhibition Place. This includes enhanced lighting options to both improve safety and provide an aesthetic improvement to the public realm space. Further along the north-south portions of Corridor 1, the proposed design should incorporate the anticipated higher volumes of pedestrian traffic and provide adequate space to accommodate the increased volumes. It is recognized that a potential one-way loop for delivery vehicles will be required to be maintained to provide access to the existing loading docks prior to, during and following major events. Consideration can also be given to relocate these docks, however the cascading impacts to the internal building facilities would need to be explored further as part of future studies to assess if the internal configurations can be suitably adapted. Corridor 1 should also include enhanced wayfinding infrastructure suitable to meet the needs of a variety of users of all ages and abilities.

Corridor 2 will functional as a major north-south pedestrian corridor through Exhibition Place that will also require flexible design elements to minimize conflict between cars and pedestrians. This will allow vehicles to pass east-west through the plan and provide access to building loading zones. A key design consideration is the integration of the Hotel X concept plan with the Corridor 2 plan. This will require continue coordination with the Hotel X design team to create a cohesive design that aligns with both the remainder of the Exhibition Place design and the Hotel X. Other design elements for this corridor should include lighting that enhances the public realm of the corridor and improves safety and wayfinding infrastructure and be consistent with Gateways/ Meeting Place vision as included Phase 1 Proposals report for Exhibition Place,

The design of Corridor 3 should include a robust public realm plaza as part of its central core area to maximize the physical space along Nova Scotia Avenue where the north-south and east-west legs of the pedestrianized zone intersect. A different pavement treatment could also be considered within this plaza to further create a unique character to this area and serve as an indication to vehicles of a changed condition as they cross through the area. Cycling infrastructure should also be incorporated into the plaza to provide accommodations for cyclists. Wayfinding infrastructure and innovative lighting should also be incorporated, and the south leg from this plaza area will likely require widening to accommodate higher pedestrian / cyclist volumes and street lighting enhancements.

Corridor 4 represents the remainder of Manitoba Drive within the study area from GO Station and east. Key design elements include transitioning between the design elements of the Under Gardiner Public Realm Plan and the current GO / future Ontario Line Station. As such, a flexible and adaptable design for this area that transitions to a pedestrian-oriented cross-section should be considered as part of the future design stage. This can include entry-style design features to indicate to patrons of the changing road conditions, wayfinding infrastructure for TTC users and a well connected and illuminated pedestrian area will be required to maintain safety for vulnerable road users. This corridor will connect eastward and align with the Under Gardiner Plan/Bentway improvements.

6.3 HERITAGE CONSIDERATIONS

It is recognized that Exhibition Place contains a number of heritage buildings and infrastructure that would require preservation and minimal design impacts through any of the design changes made on site. This may also potentially limit or prohibit some changes to buildings including loading dock areas. A comprehensive review of the site's heritage attributes has been undertaken through previous studies, such as the Exhibition Place – Cultural Heritage Landscape Assessment, that identified these key features on site. At the schematic design and design development stages, efforts should be made to incorporate heritage elements and preserve (or enhance) these site features.

6.4 TECHNOLOGY

Based on the proposed road network layouts from Section 6.1, the future design stages will explore flexible design solutions to assist with providing access to restricted areas for vehicles depending on the scenario. Additionally, the design solutions would need to accommodate emergency access to pedestrianized areas when required. Additional measures are anticipated to be required to further supplement the flexible design elements and support the site's reconfiguration to the various primary scenarios noted in Section 6.1.1 – 6.1.3. These will be determined as part of the schematic design stage based on a further investigation into the underground utilities and specific placement constraints.

7 FUTURE CONSIDERATIONS

It is acknowledged that during the future stages (Phase 2 Feasibility, Schematic Design, and Design Development), a number of additional analyses should be undertaken that may refine the proposed design criteria and guide the final layout and configuration of design elements. Outlined below is a summary of some of these considerations, however it should be noted that this is not intended to be a comprehensive list. Based on the additional studies, pedestrian, vehicular and cycling access and circulation in Scenarios 1, 2, and/or 3 may change.

7.1 SITE STORAGE CONSOLIDATION

Further discussions between Exhibition Place and their vendors are encouraged as the future pedestrianization strategy is refined to identify opportunities for site storage consolidation. This will ultimately be guided by the needs of vendors and the potential to streamline setup and takedown activities on site as a result of the proposed plan. This review should be undertaken as part of the schematic design stage and should include a detailed quantitative review of the activities and demand at loading areas and storage facilities, including time of day flow and on-site travel patterns. This should also include vendor move-in / move-out needs to facilitate smooth transitions.

7.2 STORMWATER ASSESSMENT

A stormwater management plan will be required in the design development stage, when the final cross-sections and designs of the corridors within Exhibition Place are available. A detailed review of the current system and how changes in pavement materials and impervious surface areas will impact the stormwater systems should be undertaken as part of the detail design stage. Where feasible, sustainable design features and elements should be considered to align with best practices in environmental stewardship.

7.3 ADDITIONAL STAKEHOLDERS AND EVENT MANAGEMENT

A comprehensive review of the proposed changes to each major event and associated vendors was not undertaken as part of this study, but should be considered as part of the future project stages. This may influence design choices to support the successful planning and implementation of various events that may require more additional supportive infrastructure. In addition, it may be determined through this engagement process that some events may simply be incompatible with the re-imagined Exhibition Place. Therefore, it is recommended that this outreach be undertaken during the Phase 2 Feasibility stage and further explored in subsequent stages.

7.4 PHASING AND IMPLEMENTATION STRATEGY

While four key corridors and a preliminary pedestrianization strategy was identified as part of this review, a more detailed phasing and implementation strategy should be developed during schematic design and design development that also considers the key constructability challenges of the proposed design elements and the timing of other initiatives both at and near Exhibition Place. This can include identifying opportunities to coordinate improvements to minimize duplication of construction costs or disruptive

construction activities and closures. The implementation strategy should also include a detailed review of the ongoing operational and maintenance costs associated with the design materials selected.

Further, it is acknowledged that technologies are continually advancing. As the schematic design and design development stages are initiated, additional technology considerations may become available for consideration in the site. This should be considered in the context of the ultimate timeline for buildout of the pedestrian strategy and allow for flexibility to adaptive technologies to keep up with further changes.

7.4.1 CONSIDERATIONS FOR FUTURE PROJECT PHASES

Transportation Demand and Management

- Review of transportation demands by modality;
- Solutions to manage traffic and mobility demands;
- Approach to management of flexible spaces;
- Cognizant of local/regional travel demand profile and event considerations, explore travel demand management and design approaches to reduce auto demand in favour of active transportation and transit modes;
- Provide an analysis and recommendation of pedestrian/ cycling circulation during major events when parts of Exhibition Place are closed, such as during the Honda Indy and The Canadian National Exhibition;
- Include a phasing strategy to identify preconditions for the consolidation and/or relocation of surface parking areas, and potential reduction of parking spaces as demand decreases. The study should deliver a refined conceptual site transportation plan that leverages and enhances sustainable transportation modes including quick-wins, short and long-term recommendations; and
- Identify options for flexible space programming. This includes presenting design options to better utilize surface parking and other areas at low use times that are integrated into wider public realm objectives.

Pedestrian Connectivity

- Identify opportunities and strategies to enhance/improve pedestrian connection(s) to/from Ontario Place on a daily basis, during special events and when Exhibition Place is/or may be closed to vehicles such as during the Canadian National Exhibition or other events; and
- Identify opportunities and strategies to enhance/improve east-west pedestrian connections including reviewing current road and pathway networks through Exhibition Place.

Operations and Logistics (Site Storage)

- Identify alternative setup and storage solutions;
- Identify opportunities to consolidate, remove, or relocate storage areas where possible in order to streamline/optimize operations and provide public realm opportunities;
- Identify the operational storage needs of Exhibition Place facilitating an efficient maintenance and event service delivery;
- Move-in / Move-out areas to support clients and events;

- Survey existing loading areas and evaluate relative to demand/distribution of loading activity – identify opportunities to consolidate, remove, or relocate loading areas where possible in order to streamline/optimize operations and to achieve better definition/delineation of front-of-house vs. back-of-house for Exhibition buildings.

Marshalling Areas and site circulation

- Review loading/staging/setup plans for existing tenants and events – identify opportunities for improvement;
- Review lay down areas for any inventory that needs to be removed to service an event (for example light poles from the Honda Indy);
- Examine servicing routes on-site in a variety of event conditions and identify opportunities to consolidate or otherwise improve in order to optimize operations and to better define/delineate front-of-house vs back-of-house and improve public realm conditions (for example avoid right turns for large trucks, minimize the impact of large truck turning radii on intersection design).

Manitoba Drive Front-of-house

- Evaluate the functionality of Manitoba Drive as the main point of entry in relation to planned higher order transit improvements and provide design guidance to accommodate the changing mode split expected in the area as there will be an anticipated increase in pedestrians moving through the site.

Other Items

- Identify heritage impacts or opportunities for enhancement; and
- Storm water management opportunities