

Designing Digital Main Street

Design Charrette Report / March 2015

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Executive Summary

On February 24th, 2015 The City of Toronto, the Toronto Association of Business Improvement Areas (TABIA) and the West Queen West Business Improvement Area (BIA) invited a group of BIA members, technology companies and designers to join a one-day design charrette at the Drake Hotel. Designing Digital Main Street was organized and facilitated by the Design Industry Advisory Committee (DIAC) with the participation of Kinetic Café.

The Charrette had two objectives:

- a) To create a shared vision of how to achieve the outcome of a more connected retail environment in Toronto.
- b) To develop recommendations that will inform the creation of a “Toolkit for Main Street Retailers and BIAs”.

West Queen West was selected as the BIA for the pilot project. Its eclectic mix of shops, artists’ studios and cultural centres, restaurants, bars and other services provided the ideal testing ground for the ideas emerging from the event. Also, many of the retailers in this district were already testing and adopting digital technologies to optimize their business and to engage their customers.

In the morning, Kinetic Café presented a Global Scan of enabling technologies that connect communities and business environments. The group also visited the Gladstone Hotel for a talk on the historic and contemporary highlights of the neighbourhood. Over lunch, local technology start-ups discussed their innovations geared towards supporting digital community initiatives and enterprises. After lunch the charrette participants worked in breakout groups to explore the five themes the organizers had set for the day.

The Breakout Group Themes were:

- ❑ **Placemaking on Main Street.**
- ❑ **Big Data on a Human Scale.**
- ❑ **Connectivity and Engagement.**
- ❑ **Beyond Retail.**
- ❑ **Sustainable Main Street.**

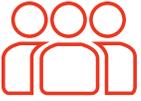
At the end of the day the group reassembled for a plenary session to share the key recommendations and insights emerging from the Breakout Group discussions.

The primary recommendations emerging from the charrette are:

- 1) **Brand the Neighbourhood.**
- 2) **Launch a BIA Academy.**
- 3) **Curate the Digital Main Street Experience.**
- 4) **Establish the Digital Main Street Technology Lab.**
- 5) **Connect, leverage and cross-promote local services and resources.**

This report documents the steps in the charrette process, the discussion in the breakout groups and the primary recommendations brought forward at the end of the day.

The ideas and recommendations emerging from the charrette will be used as the foundation for The City of Toronto and TABIA to construct key elements in the Retailers and BIA Toolkit. There is also an opportunity to replicate the design charrette process with other Toronto BIAs.



Charrette Participants

Ap1	Aaron Lyon Phillips , Founder/CEO
ChangeRoom	Cory Rosenfield , Co-Founder
Cozumo	Courtney Mcnamara , Director, Program Management
Edward Gadjel Photography	Edward Gadjel , Business Owner
Fresh Collective	Laura-Jean Bernhardson , CEO/Founder
Hubba	Scott McKenzie , Business Development Manager
IBM	Grace Barker , Ecosystem Development
Live Viv	Adrian Kostic , Co-Founder/CEO
Partnershop	Chris Livadas , Co-Founder/CEO
Retail Council of Canada	Michael LeBlanc , Senior VP, Digital Retail
Shopify	Chris Appleton , Designer
Smooth Pay	Brian Deck , CEO
Surround Integrated	Geoff Whitlock , President
Turnstyle	Devon Wright , Co-Founder/CEO
Wirkn	Derek Szeto , CEO
Yellow Pages	Carlos Carpio , Senior Manager, B2B Communications Jeff Ranson , Sustainability Consultant
TABIA	John Kiru , Executive Director
Baby Point BIA	Darryl Kaplan , Executive Director
Kennedy Rd. BIA	Lionel Miskin , Executive Director
Liberty Village BIA	Chris Fraser , Executive Director
Regal Heights BIA	Tony Bolla , Executive Director
Waterfront BIA	Kevin Currie , Executive Director
West Queen West BIA	Rob Sysak , Executive Director Emma Bortolon-Vettor
City of Toronto	Chris Rickett , Manager, Entrepreneurship Services Nirvana Champion , Economic Development Officer Ron Nash , BIA Economic Partnership Advisor
DIAC	Arlene Gould , Strategic Director (charrette facilitator) Vince Galante , Board Member
Kinetic Café	Chris Carder , Co-Founder/COO Richard Thomas , Head of Strategic Insight & Foresight Sady Ducros
Designers	Michael Barker OALA , Principal, SHIFT Landscape Architects Miles Keller ACIDO , Principal, Dystil Jean-Pierre Lacroix RGD , President, Shikatani Lacroix Bradley Marks ARIDO , Principal, designstead Wayne McCutcheon RGD , Partner, Entro Communications Leslie Morton OALA , Principal, PMA Landscape Architects



Introduction



On Feb 24th, 2015, The City of Toronto, the Toronto Association of Business Improvement Areas (TABIA) and the West Queen West BIA invited a group of retailers, technology companies and designers to imagine what a connected, digital Main Street would look like for Toronto. The charrette was organized and facilitated by the Design Industry Advisory Committee (DIAC) with the participation of Kinetic Café.

The ideas emerging from the charrette will inform and lay the foundation for a Retailer and BIA Tool Kit that the City plans to develop to help independent retailers and Business Improvement Areas adopt digital technologies at various scales. The Tool Kit will include tips and tools for business owners (Point of Sale, client management, tracking, etc.), at the Main Street neighbourhood level (i.e. collaboration and communication software), and from an infrastructure perspective (i.e. Publicly accessible Wi-Fi, Digital Gateways, responsive signage, etc.).

West Queen West BIA was selected as the pilot area for the project. With its diverse mix of arts and culture, design, fashion, food and other businesses, the iconic and historic West Queen West, stretching from Bathurst Street to Gladstone Avenue, was an ideal choice for the pilot project. Already a celebrated Toronto neighbourhood, West Queen West was declared “the 2nd Coolest Neighbourhood in the World” by Vogue Magazine in September, 2014. West Queen West was an enthusiastic volunteer for the project and the BIA had already started to work with retailers to adopt digital technologies. The BIA worked closely with a tech start-up, Turnstyle, to integrate social Wi-Fi into the district. Their early-adoption of a “digital main street” made West Queen West the ideal choice for the pilot project.



Benefits of the Design Charrette

A design charrette is an intensive, collaborative workshop that brings together experts from various disciplines and other community stakeholders. The design charrette is an ideal forum for brainstorming, information exchange and modeling creative ideas to address a specific set of challenges or opportunities.





A Made for Toronto Project

Toronto is the birthplace of the Business Improvement Area initiative. Toronto is also a hub for technology entrepreneurship and for design. While technology innovation is global, design is what customizes and humanizes technology solutions to make them easily adoptable. Bringing designers together with technology companies and retailers in the Designing Digital Main Street charrette was a strategic approach developed to ensure that ideas emerging would be on the cutting-edge of innovation but would also be practical and implementable by local business owners.

Charrette Agenda

- 8:30 Registration and breakfast
- 9:00 Welcome, Introductions
- 9:15 Overview of the day, charrette objectives and ground rules
- 9:30 Global Environment Scan by Kinetic Cafe
- 10:15 Coffee Break
- 10:30 General Discussion
- 11:00 History of West Queen West – Tour and talk at the Gladstone Hotel
- 12:00 Networking lunch – presentations by local technology entrepreneurs
- 12:45 Intro to afternoon's breakout sessions (5 groups)
- 1:00 Breakout Sessions begin
- 2:30 Tea break
- 2:45 Final presentation prep
- 3:00 Plenary - presentations and discussion
- 3:45 Summation and next steps
- 4:00 Close and thank you's



Global Scan and Local Impressions

Kinetic Café presented inspirational examples of emergent and existing products, services and enabling technologies related to connecting environments and communities around the world. Prior to the charrette, the Kinetic Café research team also talked to a selection of business owners and residents in West Queen West. They found that the local operators wanted more opportunities to tell their stories. They also wanted easier access to quality and affordable local design resources (such as branding and communications firms).

Local business owners observed that navigating the sea of new and novel technologies can be difficult without the right evaluation tools. These owners need assistance and instructional frameworks to help them to select, integrate and manage technologies that are the right fit for Main Street businesses. They were particularly interested in tools that can help them to better understand and engage their customers and to connect with local collaborators of all kinds.



Tour and Talk

Before lunch the charrette participants visited the Gladstone Hotel, the oldest continually operating hotel in the City, for a tour and talk on the highlights of West Queen West led by Rob Sysak, Executive Director, WQW BIA and local tour guide Betty Ann Jordan.





Networking Lunch – Presentations by Technology Start-ups

Over lunch the organizers invited a group of emerging technology companies to discuss their innovations relevant to the Digital Main Street vision. Presenters included:

Devon Wright

Co-Founder/CEO, Turnstyle

Brian Deck

CEO, Smooth Pay

Derek Szeto

CEO, Wirkn

Chris Livadas

Co-Founder/CEO, Partnership

Chris Appleton

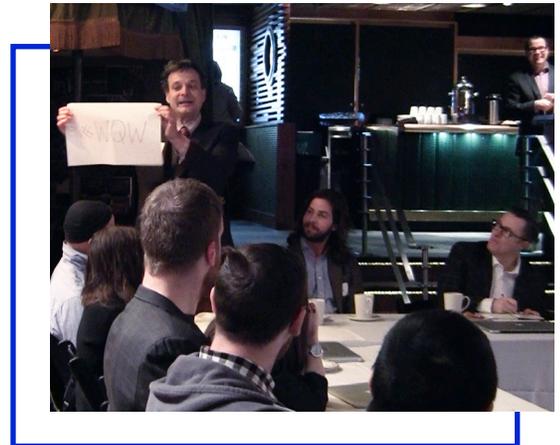
Designer, Shopify

Courtney Mcnamara

Director, Program Management, Cozumel

Cory Rosenfield

Co-Founder, changeRoom





Group #1

Breakout Groups

After lunch, Arlene Gould introduced the Breakout Group themes. The participants were divided into groups to address five themes related to the objectives for the charrette. The themes were developed as a jumping-off point to help each group take a different perspective on the opportunities.

Theme: **□ Placemaking on Main Street**

Overview: What infrastructure improvements are required in terms of transportation, technology, streetscape design (landscape architecture, street furniture, digital signage, lighting, etc.) to realize the vision for Digital Main Street? How will infrastructure enhancements reflect the transformation to Digital Main Street and help to engage visitors and local residents? What incremental steps can be taken by BIAs towards this goal?

The Big Idea: **Brand the Neighbourhood**

Group Discussion and Comments: Technology can draw customers to Main Street. But if you want them to explore the products and services of a variety of BIA members, you have to give people a reason to stay in the neighbourhood and to come back. In other words: develop a compelling brand. Other groups also mentioned the importance of Branding to reflect the transformation to Digital Main Street.

Communicating and marketing Main Street as a connected retail neighbourhood was a significant theme in this discussion where the following ideas emerged:

1. Create shared messaging around the adoption and use of digital technology in the district to engage customers and the community. This shared messaging can be used by all BIA members to embody the brand.
2. Develop physical infrastructure upgrades to public space with public Wi-Fi, digitized and physical Gateways to the neighbourhood, giant visuals and other forms of public art that can work to tell the stories of West Queen West.



“ When you enter West Queen West you will receive a welcome pushed to your smart phone and the West Queen West splash page will tell you what's new and where to find everything.

Rob Sysak, Executive Director, West Queen West BIA

This group discussed what makes West Queen West special:

- Its unique mix of art and design, the creative heart of Toronto
- Its rich architectural heritage
- Its diverse collection of shops – fashion, restaurants, bars and galleries
- A demographic that is very progressive and willing to try new things

Group 1 considered how to capture the attention of customers and visitors entering West Queen West by car, by streetcar or on foot. The public Wi-Fi zone could extend from Bathurst Street to Gladstone Avenue. The district could be celebrated with engaging digital maps to orientate and inform visitors. To upgrade the quality of public space and create memorable experiences for customers and visitors, the BIA could create pocket parks and a digital Graffiti Wall, and integrate permanent and pop-up art installations along the streetscape to tell the stories of local artists and shopkeepers.

The Group developed a matrix chart to summarize the ideas to engage all stakeholders.



Spectrum of Growth: Timeless & Timely

	Dwell/Walk	Drive Through	Streetcar-pass/through	WQW as a Destination	Return/Loyalty
Walk	Wi-Fi Gateway Access with brand splash page/content	Visual Gateway	Signature Messages	Leverage Brand, tell the story	Convert repeat sales/visit
Run	Leverage social media employee advocacy	Free Parking Parking Enhancements	Artists on the Move	Tell the story to the world	Activate Employees – content management strategies
Sprint	Wi-Fi Geo-locating with retail offers				

“ We recognize that retail is not about transaction, it's about interaction.

Edward Gadjel, Photographer/Business Owner

“ What is the big thing that will change a neighbourhood? Put a human face on it.

Chris Fraser, Executive Director, Liberty Village BIA



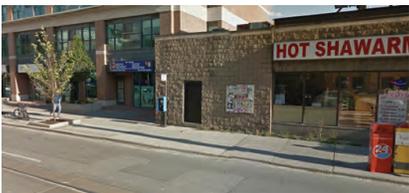
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Pocket Parks and Parklets:

A Vision for Public Gathering nodes with Wi-Fi along the length of the BIA

Pocket Parks are small-scale public spaces. For West Queen West and other BIAs with limited public space, it may be useful to view the spaces as “Micro Pocket Parks”, extremely small spaces approximately 7m x 3m each including a Wi-Fi hub. These pocket parks could become public gathering nodes along the length of the BIA. Alternatively, the opportunity exists to install temporary projects in the form of spaces often referred to as ‘Parklets’. These may be installed over a weekend, a week or perhaps a month. Often the materials used are reclaimed, low cost, and/or donated. The spaces could be designed and installed by local artists, landscape architects or student groups. Such small projects can be low-cost and short-term and can help communities to demonstrate



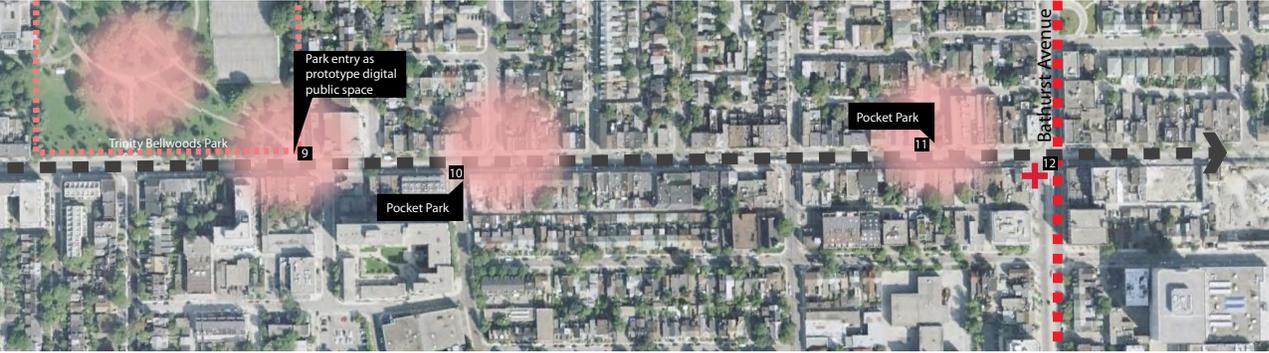
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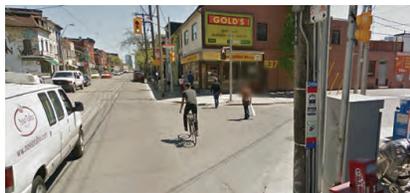
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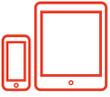
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- Queen Street
- WiFi Hot Spot
- + BIA Entry Markers/ Gateways
- New Furnishing & Digital Paving
- WQW BIA Boundary
- ⋯ Ex. Park Location

tangible signs of change while larger projects are in development. They can reflect the unique brand of the BIA and attract local residents and visitors. A semi-permanent, seasonal screen can also be installed in larger parks or alternatively, digital Graffiti could be projected. This could happen as part of an art show focused on art and digital media. In time technology will enable people to produce the art remotely, on their own computers and transfer it via the Internet to the screen in public space. The projections can become a continuous crowd sourced art installation.

Michael Barker

Landscape Architect
SHIFT Landscape Architecture



Group #2

Theme: **□ Big Data on a Human Scale**

Overview: How can new technologies used by the Malls and Big Box Retailers be scaled for Main Street? How can individual retailers use technology to curate and customize their product and service offerings to create a unique, personalized customer experience?

The Big Idea: **Launch a BIA Academy**

Group Discussion and Comments: Individual retailers do not have the time or the resources to collect and analyze data on customer traffic, buying behaviours, evolving demographics of the neighbourhood or energy use. The BIA can play a larger role in being the body that educates and trains the retailer on digital adoption by establishing a BIA Academy.

Each BIA is a knowledge-rich ecosystem. The BIA Academy can collect, aggregate and share data to assist BIA members in making informed decisions about digital technology and adoption. Local businesses could access the training through webinars and workshops. Currently, retailers feel inundated by technology companies trying to sell them solutions. The BIA can provide a vetted process and a database of start-ups that retailers can look to engage with.

Other recommendations brought forward in the Group 2 discussion were to create a portal or aggregator of information for retailers (consisting of competitive intelligence and benchmarking data), and to develop an assessment tool to help the BIA to understand the digital readiness of individual retailers.



The vehicle proposed for sharing data within this framework is the BIA Dashboard. The Dashboard could establish vitality metrics and performance benchmarks for the BIA. To build a prototype for the Dashboard, the BIA needs to identify a technology platform to provide the container, one that can be easily integrated with add-ons to other partner software. The data collected could help business owners to understand what is working and what is not. It would enable them to identify more specifically the target audiences they need to attract, how to attract them and to keep them coming back.

Since local business owners may be reluctant to report performance data (particularly if their numbers are down), the Group recommended creating incentives for them to share data for the project. TABIA and the BIAs would need to attract sponsors to develop and launch the BIA Academy and to create the incentive program. Another idea is for the BIA to create a loyalty program to get customer/shopper feedback in the neighbourhood.

What Business Owners Want

- Access to retail aggregates, benchmarks and trends (how is Main Street doing overall?)
- Easy, automated solutions
- A proven/tested approach to data capture
- Service support (help along the way)
- Privacy and ownership of data – the BIA needs to provide value to encourage retailers to opt in
- A dynamic evaluation process – (retailers don't want to be tied to one technology provider)

“ Owners are constantly folding in learning to adjust how they operate and what they offer. Currently owners look to several sources for information on their business sector, their customers and their community. For a Small to Medium-Sized business, analytics and local urban informatics solutions become increasingly normalized, so too is the need to unpack, decode and translate that data into actionable insights.

Richard Thomas, Head of Insight and Foresight, Kinetic Café



Group #3

Theme: **□ Connectivity and Engagement**

Overview: How can digital technologies help BIA members to connect to one another and to the local community? How can local retailers within each BIA use technology to connect, share knowledge, collaborate and improve business results?

The Big Idea: **Curate the Digital Main Street Experience**

Group Discussion and Comments: In-person experiences and authentic relationships continue to drive physical retail. Main streets are destinations and technology can be used to engage the community and consumer and bridge the physical and virtual experiences. Retailers can encourage customers to come to Main Street to do more than just shop. They can provide education and information sessions to continually engage consumers and augment the consumer's virtual experience. Among the real assets of Main Street are its unique small shops personally curated by the owners. But these small spaces present a challenge when it comes to displaying merchandise. BIAs can assist retailers in accessing simple, practical and affordable digital strategies to seamlessly connect in-store and online environments to create the Endless Aisle of retail.

Main Street retailers and their customers share many of the same challenges. They are short on time and are looking to identify the best offerings to meet their needs and aspirations. For retailers, the big challenge is finding time to understand all the new technology products and pick the one that could be most useful. Customers also want a curated offering - choice of goods and services, presented in a way that connects to their specific needs and aspirations. In both cases the BIAs can help to address these needs.

Charrette participants agreed that business owners want to access and adopt new technology to share information, insights and details of special events and cross-promotions. The goal is to connect:

- Members with their customers.
- Members within each BIA.
- BIAs across the TABIA network.



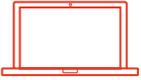
What Customers Want

- The Human Factor - technology cannot replace human interaction
- Third party verification and endorsement (trusted sources of information online)
- A curated retail experience
- Personalized service – the neighbourhood should “speak to me”
- Easily accessible and “fun” digital maps of neighbourhood venues, products and services
- Perhaps a crowd sourced map of the neighbourhood with layers of information
- “People could see where their local start-ups are, where there is food, community and event spaces”

“ A big question regarding technology and retail is the depth and breadth of technology required by a specific retailer. Another is the type of technology a brand wants or thinks they should employ and how it manifests itself be it in-store or virtually. I find it interesting that a lot of smaller retailers in West Queen West and Parkdale already engage with technology, but don't necessarily have any physical technology in their stores. Shops like Cambie, Crown Flora and Lost and Found all have beautiful Instagram feeds that communicate with customers in a medium they are browsing on a daily basis. They alert customers to new items, specials, events, etc. They're using very simple platforms to communicate with customers and potential customers without aggressively pushing technology in their faces or having to invest huge amounts of capital in things that may not suit their needs.

Bradley Marks, Interior Designer
Principal, designstead





Group #4

Theme: **□ Beyond Retail**

Overview: What new service offerings supported by digital media can BIAs and local retailers develop to increase customer loyalties and add value to the product/service mix on Main Street? For example, cooking and craft classes, health, beauty and fashion talks. How can online resources engage customers for these special events and enhance the learning and social networking experience?

The Big Idea: **Establish a Digital Main Street Technology Lab**

Group Discussion and Comments: The relationship between retailers and technology start-ups can become mutually beneficial through the development of a Technology Lab. This 'lab' can be a physical environment on Main Street where technology companies test, demonstrate and iterate their retail innovations. Retailers can access these services at a lower, or no cost as they assist the start-up in developing its technology. Having early and affordable access to appropriate technology tools can stimulate the adoption rate for small business owners. This synergistic relationship will enable the continued growth of retail innovation and the digital re-birth of Main Street.

Retailers and customers also share a need for education and training to support their experience and choices. The Technology Lab can provide this digital innovation hub for the community.

The Technology Lab could:

- become a testing ground for new technologies worldwide to demonstrate and to iterate digital breakthrough solutions
- help local business owners to understand next generation technologies and how to apply them
- provide training through webinars and seminars
- include peer to peer coaching by local business owners - tips on promoting the value of the neighbourhood brand, or how to follow your customers using social media, etc.
- create a training model to inspire new value-added services for customers and visitors to the neighbourhood (arts and craft workshops, health and beauty seminars, cooking classes, music events, etc.)
- use crowd-sourcing tools to gather information and access new solutions





Group #5

Theme: **□ Sustainable Main Street**

Overview: How can BIAs and connected small retailers leverage energy efficient technologies and other sustainable community building strategies to reduce costs and engage all stakeholders?

The Big Ideas: **Establish BIA benchmarks for energy use and waste reduction. Leverage local services and resources.**

Group Discussion and Comments: Local retailers do not have the time or financial resources to collect comparative data on sustainable business practices. They need benchmarks and incentives to assess and improve their performance on energy use and waste reduction. Data collected for the proposed BIA Academy (see Group 2 Recommendation) can help local businesses to improve their green practices. The BIA can provide value-added data and useful information on the benefits of becoming a greener retailer. The BIA could also vet and create a qualified list of green businesses that could work with local retailers and provide simple digital tools to help them improve their sustainability practices. For example, The Green Button standard (greenbuttondata.ca), allows consumers to access and share electricity data in a standardized and secure form.



It can be challenging for small business owners to understand the goals of energy conservation. The BIA can establish meaningful benchmarks and comparisons of like businesses (restaurant to restaurant, etc.) and make the data easily accessible to BIA members. This data can help retailers to understand the impact of electricity, natural gas and water use. It would also be helpful to collect data on transportation and mobility patterns. (How many people walk down West Queen West? What are the patterns at various times of the day?)

Improving connections and communications among BIA members is another pathway to greening the neighbourhood. Business owners are also consumers of goods and services. Tapping into local service suppliers and resources can help retailers to reduce their footprint. We need to encourage more conversations about what the neighbourhood needs and how local resources can be leveraged. And businesses can use their sustainability success stories as a marketing tool.

It was also suggested that the BIA could create an app similar to “Songza” for the neighbourhood, where people can find places and things they want to do based on their mood. For example, “It’s Saturday afternoon, I want to sit on a patio and have a beer”.

Group 5 proposed a number of steps towards improving sustainability practices on Main Street:

- Create a single platform (portal) for information sharing and collaboration
- Track and share aggregate data on energy use, waste reduction with BIA members
- Host BIA webinars on greening your business
- Engage utility companies and other sponsors to provide incentives for business owners to share their data
- Create engaging digital maps locating services and resources to encourage business owners to use local suppliers



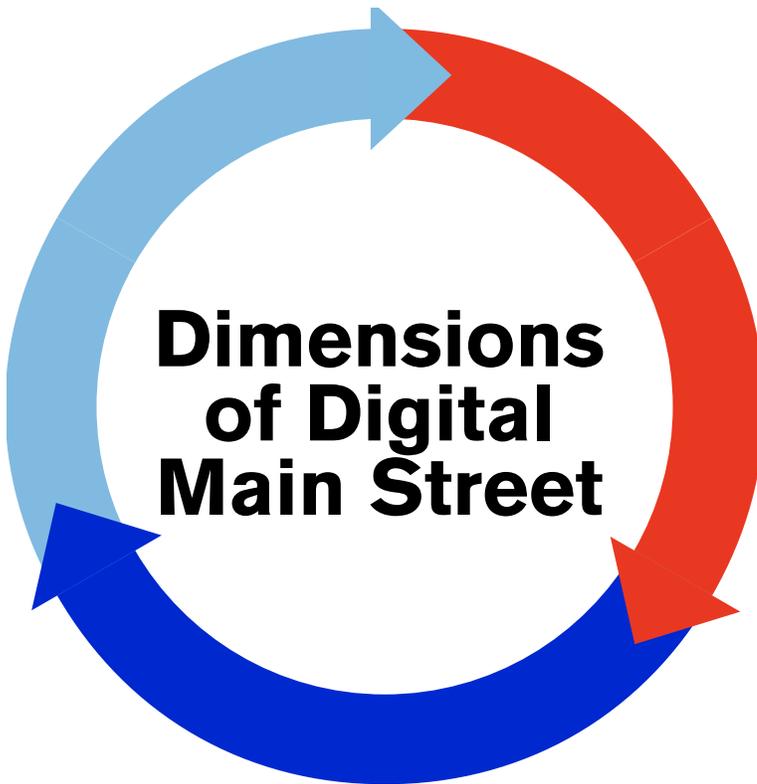
Summary of Recommendations

At the Plenary, members of the 5 breakout groups summarized their recommendations. The primary recommendations emerging from the charrette are:

- 1) **Brand the Neighbourhood.**
Create shared messaging around the adoption and use of digital technology in the district to engage customers and the community; and develop physical infrastructure upgrades to public space with public Wi-Fi, digitized and physical Gateways to the neighbourhood, giant visuals and other forms of public art that can work to tell the stories of West Queen West.
- 2) **Launch a BIA Academy.**
The BIA can play a larger role in being the body that educates and trains the business owner on digital adoption. The BIA Academy can collect, aggregate and share data to assist BIA members in making informed decisions about how to integrate new technology with their business strategy.
- 3) **Curate the Digital Main Street Experience.**
Retailers can encourage customers to come to Main Street to do more than just shop. They can provide education and information sessions to continually engage consumers and augment the consumer's virtual experience. BIAs can assist retailers in accessing simple, practical and affordable digital strategies to seamlessly connect in-store and online environments and to create the Endless Aisle of retail.
- 4) **Establish the Digital Main Street Technology Lab.**
The relationship between retailers and technology start-ups can become mutually beneficial through the development of a community Technology Lab. This 'lab' can be a physical environment on Main Street where technology companies test, demonstrate and iterate their retail innovations. Retailers can access these services at a lower, or no cost as they assist start-ups in developing their technologies.
- 5) **Connect, leverage and cross-promote local services and resources.**
Improving connections and communications among BIA members is a pathway to greening the community and encouraging the use of local services and resources. The BIA can provide comparative data and useful information on the benefits of becoming a sustainable retailer. The BIA could also vet and create a qualified list of green businesses that could work with local retailers to provide simple digital tools to help them improve sustainability practices.

1 SMART Infrastructure Brand the Community

- Upgrade public space
- Offer public access to Wi-Fi
- Create physical and digital Gateways to the neighbourhood
- Use giant images and other public art to tell local stories



2 SMART Neighbourhood Launch the BIA Academy

- Share aggregate data on traffic patterns, buying behaviours, demographics, and energy use
- Monetize the model
- Engage sponsors, offer members incentives for data sharing
- Develop interactive maps to promote local suppliers and resources

3 SMART Business Owner Establish a Technology Lab

- Help retailers to access easy, implementable digital solutions
- Curate the offering
- Integrate in-store and online products & services to create the Endless Aisle of retail



Next Steps

Based on the recommendations emerging from the design charrette, the City of Toronto and TABIA will move forward with the project to implement 3 next steps:

- 1) **Develop an implementation plan for the Digital Main Street Pilot in West Queen West.**
- 2) **Eventually scale the pilot to other BIA districts in Toronto.**
- 3) **Continue to engage with various partners to build Digital Main Street.**

Charrette Report Credits

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