

# Lakeview Village

## Retail Summary Report



*Rob Spanier*

June 2020

SPANIERGROUP



## Table of Contents

- I. Introduction**
- II. Emerging Trends in Retail**
- III. Retail Vision**
- IV. Retail Districts**
  - a. Lakeview Districts
  - b. Lakeview Districts with Retail
- V. Retail Program**
  - a. The Approach
  - b. The Category of Retail Uses
- VI. Retail Program by District & Tenant Mix**
  - a. Retail Program by District
  - b. Overall Retail Program Breakdown
- VII. Retail Demand**
- VIII. Zoning**
- IX. Implementation**
- X. Conclusion**
- XI. Appendices**

## I. Introduction

The following report serves to outline the work completed to date on the retail/commercial (retail) aspects of the Lakeview Village development (LVD) on behalf of Lakeview Community Partners Limited (LCPL). The retail program at Lakeview was carefully developed based on the vision, goals and objectives of the project. It also took into consideration the project vision established in the Inspiration Lakeview Master Plan (ILMP).

Spanier Inc. (Spanier) has been involved in the LVD since June 2018 and has been responsible for leading key aspects of the retail strategy and retail program for LVD. Spanier has worked closely with the entire LVD team of related consultants to advance the retail program and development in concert with the new master plan.

The creation of a vibrant ground floor retail experience will assist in achieving Lakeview's community objectives as well as to attract significant visitation to the waterfront, the vast array of publicly accessible open spaces and the project's signature feature – the pier which extends 600 meters out onto Lake Ontario. Developing a thoughtful waterfront community appeals to residents and employees first and foremost but also visitors from across the Greater Toronto Area (GTA) and possibly from further afar. We recognize that a new community must take into strong consideration its retail uses to ensure that the needs of the current and future residents are prioritized. All retail uses and the location of those uses and services have been carefully thought through to accommodate the every-day needs of the resident. Given the ambitious vision of the development, the LVD presents a unique opportunity to implement a forward-thinking approach to retail integrating a strong mix of uses including retail, food & beverage, neighbourhood service and convenience, and, office uses to further attract visitors from across the GTA.

Throughout the master planning process, the goal for the LVD retail has remained true to its intent and original vision – to create a true destination and sense of place for Mississauga's waterfront and to become Canada's most transformative mixed-use waterfront community. The approach also took into consideration the project vision established in the Inspiration Lakeview Master Plan (ILMP) and, the retail program at LVD was then carefully developed based on the evolution of the vision, goals and objectives of the project.

### **Key Steps for Retail/Commercial at Lakeview Village:**

Several important steps were taken during the master planning process to ensure the long-term viability and success of the retail at LVD. The following outlines the timeline and work completed for retail at LVD.



1. Retail Assessment and Program for Lakeview Village

In 2018, Live Work Learn Play (LWLP) was engaged by LCPL to provide a *Retail Assessment and Program* for LVD. The report provided an overview of suggested retail development positioning at LVD, including an evaluation of the retail trade area and competitive landscape, a target market overview and analysis and a suggested preliminary program / tenant mix. Based on market research due diligence, and leasing and development rationale, the assessment informs the project's direction of vision, programming, and potential uses for the development, as well recommendations for activating the site, optimizing economic performance, and increasing visitation. We are including this report for review by the City. This report was an important document and was used to guide the strategy and direction of retail development at LVD.

2. Community Engagement

During the master planning process LVD held four community engagement sessions (community meetings). During those meetings, LVD took the opportunity to engage with the community and solicit feedback regarding the retail/commercial offerings for the proposed development. Key information and insights were shared by the community including ideas for uses, locations for uses and importance of the types of retail that the community was looking for. The LVD team has taken this feedback and incorporated it into the planning process to ensure that where possible, feedback that was received is reflected into the plan and program. One example of incorporating community feedback during the engagement process led to an important change to shift Lakeview Square closer to the water making it a truly waterfront connected village. This was an important shift made and one that came from our extensive and collaborative engagement process with the City. We are including the summary report of the community meetings where information was shared by the community.

3. Sasaki Master Plan & Retail Plan Modifications

In April 2019, after an exhaustive global search and competition process that engaged 30 firms locally and internationally, Sasaki a Boston-based design firm was chosen to refine and improve the master plan. When Sasaki was engaged as the lead master planning firm for the development, the plan began to evolve, and in turn, so did the retail program for the LVD. Some important changes pertaining to retail came out of the process. Sasaki's physical evaluation of the plan identified the opportunity to further expand the retail footprint for LVD in the Lakeview Square neighbourhood, further connecting the waterfront to the square. Retail was therefore expanded and wrapped along the waterfront directly facing the water to allow for further activation to the promenade experience. Sasaki also identified several other locations that could benefit from retail uses including the Waterway Common. The retail plan therefore evolved in concert with the master planning work completed by Sasaki and the extended LVD consultant team. All of the modifications were included in the master plan that was endorsed at Council in 2019.



#### 4. Spanier Updates to Retail Program

As the constant for the LVD with respect to retail/commercial, Spanier has been engaged throughout the entire development process working with all groups. Spanier has guided the retail program to ensure its viability. Spanier has also been tasked with the physical planning alongside Sasaki as well as the curation (programming) of the proposed retail mix of uses throughout the development.

The following detailed summary report serves to outline all of the work completed to date, the rationale for the retail program at LVD and the logic to ensure the retail program at LVD delivers on the vision and objectives of the overall development.

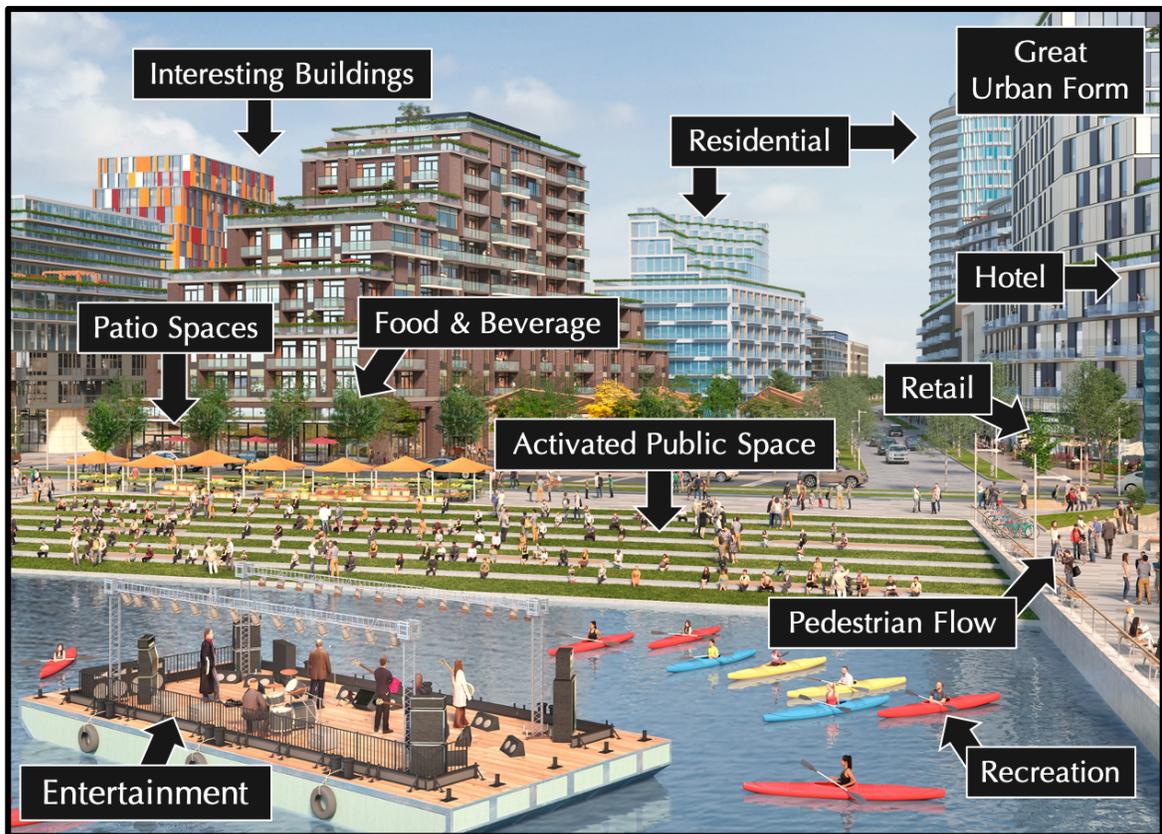


## II. Emerging Trends in Retail

Emerging trends are considered as new ideas and concepts which are of growing interest and/or driving change around a given sector. In retail, several emerging trends have become important indicators towards how the real estate sector will continue to evolve – perhaps even more so today than any other time in history. To meet the needs of current and future residents of LVD as well as attract visitation to the development, six emerging trends were identified to assist in the planning and curation of retail at LVD.

### 1. Placemaking

Placemaking is a key trend in retail development as well as an important approach to planning, designing and managing public space that meet the needs of urban communities today. Placemaking by definition is city-building with human behavior and experience taking priority. It is the careful balance between logic and creativity of the built environment to help create an identity for a place or development. Successful placemaking contributes to a community's distinctive identity which results to increased activity and liveliness leading to a boost in foot traffic and increased commercial spending. The combination of key components such as programming of retail, uses, activation of public space, and the appropriate physical urban design assist in the successful creation of a 'place'.



*Retail at Lakeshore, Lakeview Village*



2. Local is the New Destination

Great places around the world can be identified by their authentic local flavor. Today, we are seeing a trend of people that seek to experience cities and towns from a local's perspective. While there is still a desire to visit and experience famous tourist attractions, landmarks, museums and heritage sites, an emergence of local neighbourhood tourism has become an important fixture in the economy. Focusing on a community's diversity and local flavour, local neighbourhood tourism has emerged as a key trend.



3. Culture and the Arts

Culture and the arts is an important trend that is increasingly growing in interest and demand within the development of urban spaces. Essential to developing inclusive communities, the integration of culture and the arts helps to create opportunities for collaboration, encourage unique activities and practices which can in turn stimulate civic engagement, social connections and inclusivity within the community. Incorporating culture and the arts at LVD will offer community uses by also helping to define the development by creating a sense of place. The LVD will be home to the Artscape Atelier (a social enterprise that seeks to bring together art, people and place) which will provide space for 50 artists working to create unique, authentically Canadian, original works of art for the project, the City and anyone interested in procuring art from the Atelier at Lakeview. The Atelier is certainly an innovative approach to Culture and the Arts.



*Artscape Atelier, Lakeview Village*

#### 4. The Food Movement

Food has become a new language and form of communicating culture around the world. With access to information through the internet, and, wide-spread distribution globally, people have become globetrotters without having to leave the comforts of home. Providing an experience of culinary diversity locally, is increasingly becoming an important anchor in the urban fabric of developments across the world. The food movement revolves around the notion of creating diverse local food experiences within varied concepts such as retail shops, restaurants, food halls, and pop-ups. Engraining the food movement into LVD will create a strong representation of diversity and local identity and provide a unique experience for the residents, employees, guests and visitors to Lakeview.



#### 5. Specialty Retail

Specialty retail has always existed in the marketplace, where shops (traditionally locally based and independently owned) focus on a specific good and/or service category therefore offering a unique product experience. Offering a more personalized shopping experience, specialty retail provides a unique retail shopping opportunity for customers. Today, trends in consumer preferences indicate that tailored shopping experiences are in demand: 79% of consumers said personalized service from a sales associate was “an important factor in determining at which store they chose to shop<sup>1</sup>. As such, trends in retail have resulted in returning to focusing on specialty retail to strategically capture customers interest by providing a ‘one of a kind’ shopping experience.



<sup>1</sup>BRP’s Special Report: Personalization. BRP Consulting, 2019 - <https://brpconsulting.com/download/2019-special-report-pos-personalization/>



## 6. 21st Century Shopping Experience

With the rise of innovative technologies to enhance customer convenience, the 21st century shopping experience has begun to disrupt traditional shopping experiences. In terms of grocery services, numerous competitive retailers are expanding their e-commerce strategies by providing grocery delivery options to firstly meet modern-day consumer conveniences while also utilizing such platforms to attract and retain consumers. Major retailers such as Walmart, Sobeys Loblaws, Metro, Costco and Longo's are expanding their businesses through delivery services providing varied delivery options offering competitive prices and speed options to meet today's consumer expectations. As well, independent delivery businesses that are not affiliated with any one retailer continue to enter the marketplace to capitalize on this important trend. With the outbreak of the COVID-19 virus every business has been forced to think about their online presence and overall market strategy to compete. This is a trend that will continue to advance once the economy stabilizes. The future of online shopping for all goods and services is here and is going to have a significant impact on our shopping behavior and approach to the development of retail in the future.



### III. Retail Vision

**Lakeview Village will become Canada’s greatest retail waterfront destination reconnecting Mississauga to its waterfront.**

From independent **locally owned businesses and best-in-class non-national operators**, to international culinary experiences, retail at Lakeview Village will become a lively new place at the edge of Lake Ontario. Both day-to-day needs as well as **one-of-a-kind shopping experiences** will make every day at Lakeview a vibrant destination.

Through sustainable urban design and public spaces, Lakeview Village will deliver a true sense of place including **all-season programming, events, festivities, multicultural programs and activities**, and a first of its kind cultural amenity creating a destination for all to enjoy.

Embracing innovation and **a curated mix of uses where people can gather and connect**, Lakeview Village will create lasting memories attracting residents to the community and bringing visitors from far and wide to explore this truly unique urban village on the shores of Lake Ontario.

**Welcome to Lakeview Village – Canada’s most transformative mixed-use waterfront community.**



*Waterfront Trail, Lakeview Village*





b. Lakeview Districts with Retail

The locations of retail at the LVD were carefully thought through to accommodate the everyday needs of the resident. To ensure appropriate distribution of retail throughout the development, retail was strategically allocated across four districts: Lakeview Gateway, Waterway Common, The Marina, and Lakeview Square. When determining the location, amount, and the type of retail for a given location consideration must be given to the timeline of the project (phasing), the population within the project both during the development process and at full build out, and, how people will frequent the different areas of the development. The following section provides detailed district stories for each district that contains retail:

**Lakeview Gateway** - *Defined by a mixed-use landmark building fronting directly onto Lakeshore Road*

Lakeview Gateway is the official entrance to the Village, with a grocery store, pharmacy, bank, shops and services for day-to-day needs. Residential and office uses are woven throughout the nearby Innovation District, helping to expand opportunities for new housing partnerships and employment for campus users.

**Waterway Common** - *Residential living with four-season outdoor spaces, water amenities & key neighbourhood services*

Designed for year-round activity, Waterway Common is brought to life by pools, fountains, pollinator gardens, tree groves, skating rinks and a Botanical garden conservatory for all to enjoy. Seasonal markets draw the community together and create a central gathering place for the Lakeview neighbourhood. Pathways, waterways and a pedestrian promenade directly connect park users to the Waterfront Trail, green spaces, a lively Square and Lake Ontario. Local restaurants, a bakery and café, a small neighbourhood bodega, medical offices, and a yoga studio are woven together to deliver an essential mix of retail and neighbourhood conveniences and services for resident's during phase 1 of the development. A true local neighbourhood 'feel' will exist in Waterway Common attracting the community and bringing visitors to explore Lakeview in the early years.



*Waterway Common, Lakeview Village*



**The Marina** - *Inspired architecture delivers the ultimate in waterfront lifestyle*

Iconic buildings, panoramic waterfront views and proximity to a new public marina are key features at the Marina. Two destination restaurants alongside a unique marina shop with views of Lake Ontario will help to ensure that the Marina district becomes a year-round destination for all. The Marina will offer direct access to the vast green spaces in Lakeview Village, the newly constructed 3.5 kilometers of Waterfront Trail and the 67-acres of publicly accessible waterfront on the shores of Lake Ontario.



*The Marina, Lakeview Village*



**Lakeview Square - *The Heart of the Village***

With a vibrant, four-season plaza for events and festivities, and a cultural hub with art being created on site, multicultural programs and activities, waterfront attractions, a hotel, unique shops, services, independently owned restaurants and outdoor patios – Lakeview Square has it all. Lakeview Square will be carefully curated with ground-floor specialty retailers aimed to celebrate the distinct character of the neighbourhood, delivering a true sense of place and opportunities to connect. With residential, hospitality, the Innovation District and accessible parking within walking distance, the Square and its unique public spaces will attract residents and visitors year-round as a center of energy and activity. Lakeview Square will become the true heart of the entire Lakeview development. It is a place where all people will come together to experience all that Lakeview has to offer.

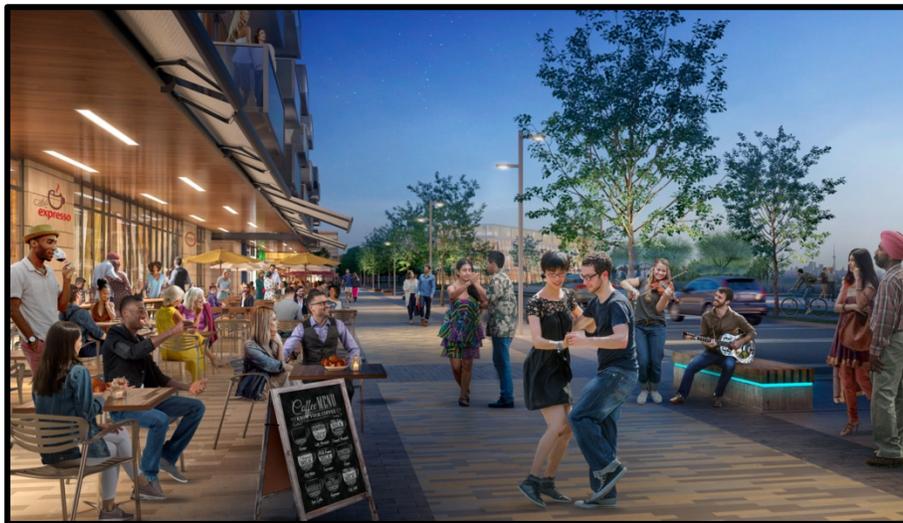


*Lakeview Square, Lakeview Village*



## V. Retail Program

Within each district that contains retail, a forward-thinking approach to curation was taken by integrating a strong combination of key anchor uses and complementary retail, food and beverage, neighbourhood service and convenience and office uses. The type of retail uses, the location of those uses and the adjacencies to each use was done through a methodological approach that Spanier has used in projects with success throughout Canada, the United States, Europe and the Caribbean. This approach was taken to help create a unique identity for LVD for its residents, guests and to help attract visitors from across the GTA. Anchor uses are defined as larger destination uses that will help to secure and strengthen the identity of each district and ultimately drive the local experience while increasing foot traffic and commercial spending. The LVD program anchors include a culture and the arts uses - Artscape Atelier, neighbourhood conveniences and services including grocery, pharmacy, bank and LCBO, as well as food-focused uses which include and a collection of social eateries and/or destination restaurants that together make up an anchor into itself. The LVD team is committed to creating a vibrant new urban community experience which is reflected within the project's vision and overall retail program mix. Careful attention was put to the curation of retail uses for the development. Please refer to section *Retail Areas: Revised Tenant Mix and Retail Program by Districts* which outlines the detailed LVD retail program including the tenant mix that has been updated based on the LVD 4.0 master plan.



*Lakefront Promenade, Lakeview Village*



a. The Approach

As the development of large-scale mixed-use development becomes more competitive, defining LVD by certain key characteristics is critical. The retail program at LVD is an opportunity to help define the landscape not just for the project but for retail in Mississauga as a whole. The creation of a 'great place' has become an important feature in the development of large-scale mixed-use developments globally. City-building in the 21st century is placing greater emphasis on designing and planning experiences for people. This phenomenon is not new and has existed for generations globally but in recent years it has made a resurgence to the forefront of planning and development. Placemaking is being prioritized by many new developments and cities around the world. It is simply no longer good enough to deliver the built form with a series of buildings and public spaces. Placemaking by definition is city-building with human behavior and experience in mind. It is the careful balance between logic and creativity of the built environment. The challenge for placemaking is that, like large-scale mixed-use developments it takes time and significant intervention. The great places we know around the world took many years to evolve.

It is important to recognize that in order to achieve a successful outcome for LVD, specifically relating to the ground floor retail program, a commitment to the vision and approach is critical. LCPL has devoted significant time and effort to its vision to achieve this success but, recognizes that like all 'great places' (cities, neighbourhoods, communities), it will take time, and if done correctly, LVD should continue to evolve over time.

A curated approach to retail development has been taken at LVD. Retail curation is a strategy to target the right types of retail uses and strategically locate those uses in proximity to one another to maximize the overall success of the retail itself and to create the best overall experience for the visitor. Not unlike the curation of art in a museum, great retail developments look to select and present an exhibition with care thereby creating a unique experience for each guest. A thoughtful approach to programming, if done correctly and with success, should create an environment that to the average person should feel good, without any knowledge of the critical thinking that went into creating LVD. LVD needs to become a 'real place' that is identified by the local community as a place of their own – one that if done correctly should feel as if it had existed for many years.

The LWLP report (2018) provided an overview of suggested retail development positioning at LVD, including an evaluation of the retail trade area and competitive landscape. It also highlighted the target market of potential customers representing those who are expected to spend time and money on commercial goods and services at LVD. The target market for LVD has been segmented into primary, secondary and tertiary markets. An understanding of the customer behaviors, expected patterns and tendencies of these population groups helps to inform the retail strategy, which has a particular focus on what experiences these customers are seeking, and, where and when they are likely to seek them. Residents and visitors, for example, have very different needs and expenditure patterns. The report then suggested preliminary program / tenant mix. The report's retail assessment and program helped to inform the LVD direction of vision, programming, category of uses and potential



uses for the development, as well recommendations for activating the site, optimizing economic performance, and increasing visitation.

However, several key shifts were made during the Sasaki 4.0 master planning process to ensure the long-term viability and success of the retail program. Sasaki evolved the retail at LVD by firstly identifying opportunities to expand the retail foot print at Lakeview Square (allowing further activation to the promenade experience) and secondly helping to identify several other locations that could benefit from retail uses. Taking into consideration previous retail assessments and master planning work completed to date (ILMP, LWLP report, Sasaki 4.0 master plan), Spanier formalized the retail program and curation (programming) of the LVD retail mix of uses throughout the development. Spanier conducted market research to understand emerging trends in retail which in turn guided the LVD retail strategy and retail program in terms of market retail preferences and demands. Placemaking was a key emerging trend applied to the curation of retail in order to align our retail approach to the needs of the LVD community. This research was then applied to the program and retail opportunity as evidenced in the tenant mix.

LCPL has taken a very proactive approach to quantifying the expected needs of the customers to help identify the appropriate amount and type of retail. Based on the work of several consultant groups, significant community outreach through the community engagement sessions as well as numerous meetings with business owners and community members, the development has focused in on catering the retail program to the needs of the customer (the community).



*Waterway Common, Lakeview Village*

b. The Category of Retail Uses

While further categories exist within the retail/commercial sector, the LWLP report (2018) identified the four macro categories: Neighbourhood Services and Conveniences, Retail, Food & Beverage, Office which have been maintained to create the framework for the programming approach to retail at LVD. As previously stated in the program approach, the plan and overall program have taken into consideration the primary needs of the customer (the community).

Retail at LVD is therefore programmed on the basis of the following four main categories:

- Neighbourhood Services and Conveniences – These uses consist of primarily services that are community oriented such as daily services that would accommodate the every-day needs of the customer (salon, bank, pharmacy, grocery store, fitness, etc.)
- Retail – These uses consist of goods and services as well as activity-based retail offerings that will round out the program (hardgoods, apparel, accessories, activities, etc.)
- Food & Beverage – These uses consist of restaurants, confectionaries, grab and go foods, café, bar, bakery, etc.
- Office – These uses consist of smaller office uses, rental uses, and informational offices such as the Lakeview information center

Retail that has been identified and programmed into the LVD serves a dual purpose. In the first part the retail will service the daily needs of the community, while in the second, it will serve to attract visitors and destination guests. LVD is looking to achieve a strong sense of place and has focused intently on curating the right mix of retail for the development. As compared to traditional retail developments (strip center, strip mall, power center, lifestyle center, mall) Lakeview is far more urban and mixed use in nature. Concentrating uses within a strong urban fabric responds to the customer preferences that were ascertained through market research and community engagement. As well, people are looking for shopping experiences that are more local and independent in nature as identified through the emerging trends section of this report. The retail mix at LVD demonstrates a strong breakdown between the four main categories above which will successfully address the needs of the community.



*Townhomes at Aviator Park, Lakeview Village*



## VI. Retail Program by District & Tenant Mix

### a. Retail Program by District

**Figure 2** below presents the LVD four districts with retail at LVD. Retail at LVD has been an important part of the development vision since its inception. Dating back to the original LVD masterplan, appropriately concentrating retail within certain key areas within the plan was fundamental to the approach to retail at Lakeview. This was done to ensure three key objectives:

1. Those living at Lakeview would have access to key retail needs and services (end users as outlined in the LWLP report);
2. Ensure a consistent draw of population to the development and throughout the various these areas (destination visitors), and;
3. That the retail at Lakeview would be successful long term.

Our approach at LVD aims to create vibrancy (experience), retail viability (successful sales per square foot for each retailer), and the activation of the overall development. If the retail is not concentrated and spread out across the development, it will dilute the effect and intention of programming. Conversely – too much retail at LVD could also have an adverse effect if the demand is not supported.

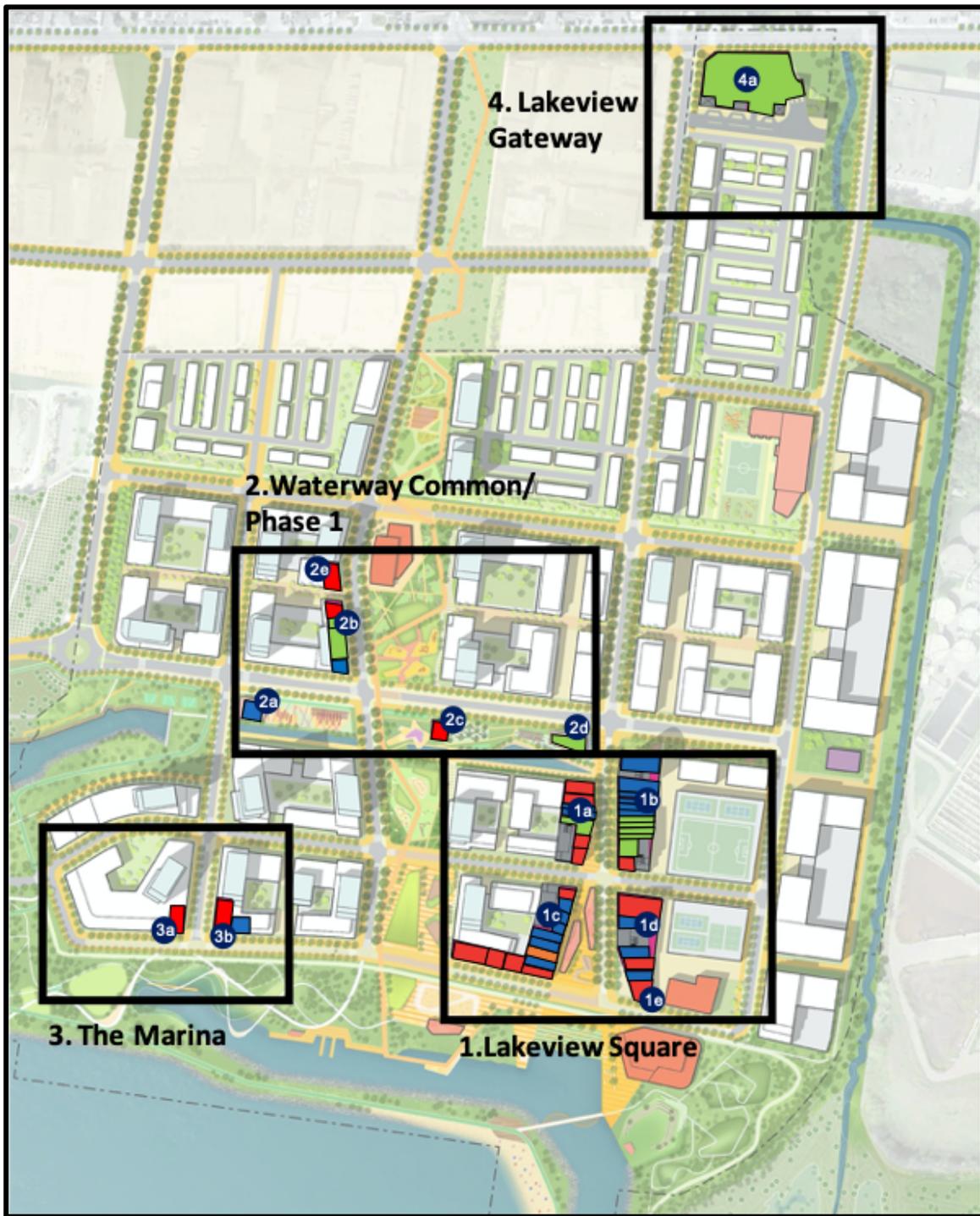
The specific mix of uses at LVD has been broken down by category and is based on Spanier Inc's extensive experience of working on projects of a similar nature in the Greater Toronto Area ('GTA'), in Canada, The United States, Europe and the Caribbean. As well, the estimated sizes of each use as programmed, comes from professional experience, having worked on projects of similar size and nature.

LVD is a large-scale mix-use development spread across 177-acres. Originally retail was concentrated in the following 3 areas Lakeview Square, The Marina and Lakeview Gateway. During the extensive research and community outreach and in response to the feedback received from the community and comments raised by the City (to address local/convenience retail in the community), the LVD team has addressed these concerns by distributing more retail uses throughout the project, as well the type of retail being distributed so as to accommodate the needs of the overall community. For example, additional retail uses were added to Lakeview Square to further activate the district and overall waterfront experience. Further retail was additionally concentrated in the Waterway Common district to accommodate the needs of residents during phase 1 of the development.

From a zoning perspective LVD has strategically allowed for flexibility to allow for more retail in other areas of the development should the market determine the need for additional uses and services. LCPL recognizes that with any large scale development the market will evolve and ensuring that there is an opportunity to include additional retail uses or modify the plan to reduce uses in certain areas is critical. Maintaining flexibility to allow for such changes will ensure that the 4.0 master plan maintains its core objectives of delivering a vibrant mixed-use development in Mississauga. The following outlines the current breakdown of the retail tenant mix at LVD.



Figure 2 – Lakeview Districts with Retail



## 1. Lakeview Square

The area at the foot of Hydro road and the edge of water is known as Lakeview Square. Lakeview Square is programmed as a vibrant four-season plaza and strategically located adjacent to the proposed cultural hub with strong connections to the Innovation District. The intention of this area is to attract the community's residents, the employees of the Innovation District and year-round visitors as the central gathering place and the beating heart for LVD where daily, weekly monthly and annual events and festivities will take place to help activate the district. Lakeview Square consists of the largest concentration of retail at Lakeview (approximately 55% of the total amount of retail space) to ensure it becomes the retail destination of choice within the development. This will become the centre of Lakeview Village and the opportunity to create a true waterfront destination in Mississauga. With a key emphasis on unique shops and select neighbourhood services, independently owned restaurants and food and beverage uses, Lakeview Square has been carefully curated with ground-floor specialty retailers, restaurants, service-based businesses and conveniences aimed at celebrating the distinct character of the neighbourhood. Each building was carefully programmed with uses that were located based on each building's orientation within the plaza, its proximity to adjacent uses within LVD and the nature of the uses within each building. For example, the proposed hotel building comprises of a mix of retail uses that was specifically curated based on uses that could be found in other hotel developments around the world. Further, each use contemplated within in each building was purposefully located with key adjacencies to other complementary uses so that the customer experience would become seamless. Pairing fitness uses, clustering restaurants, and ensuring that services and conveniences are in close proximity make for a better overall shopping experience for the customer. Where appropriate anchor uses were located at the end of each building to create a further draw. Each retail use in and of itself will become a unique feature to the development – the collection of uses together will reinforce the vision of Lakeview Square creating a compelling reason to visit LVD. By delivering a true sense of place Lakeview Square is certain to become a unique destination in the GTA.

**Figures 3 to 5** details on the retail breakdown of Lakeview Square and the associated retail tenant mix.

**Figure 3 – Lakeview Square Retail Plan**



**Figure 4 – Lakeview Square Building Breakdown**

Building	Size (SF)
1A	16,099
1B	31,600
1C	25,003
1D	21,500
1E	6,017
<b>DISTRICT TOTAL</b>	<b>100,219</b>

**Figure 5 – Lakeview Square Retail Program Mix**

Building 1A			
CRU	Size (SF)	Category	Suggested Use Option
1A-1	3,699		The Bakery & Café
1A-2	3,700		Aviation Diner
1A-3	1,500		Pet Accessories
1A-4	2,500		Home Accessories
1A-5	2,000		Hair & Nail Salon
1A-6	1,500		Treat Shop
1A-7	1,200		Ice Cream Shop
<b>TOTAL Buildng 1A</b>	<b>16,099</b>		

Building 1B			
CRU	Size (SF)	Category	Suggested Use Option
1B-1	6,000		Bike Shop
1B-2	2,000		Lakeview Info Center
1B-3	2,700		Lakeview Trading Co. & Rental Center
1B-4	2,500		Sport Outfitter
1B-5	2,000		Retail
1B-6	1,600		Health Food Store
1B-7	2,000		Academic Enrichment Center
1B-8	2,000		Dentist
1B-9	2,500		Bank
1B-10	1,600		Dry Cleaner
1B-11	4,500		Convenience Grocer
1B-12	2,200		Healthy Eats
<b>TOTAL Buildng 1B</b>	<b>31,600</b>		

Building 1C			
CRU	Size (SF)	Category	Suggested Use Option
1C-1	1,600		Sandwich Shop
1C-2	2,000		Childrens Boutique
1C-3	1,500		Olives & Oils
1C-4	1,003		Flower Shop
1C-5	1,500		Paint your own pottery & Crafts
1C-6	2,000		Boutique
1C-7	2,000		Office
1C-8	2,000		Spinning Studio/Juice Bar
1C-9	1,800		Vegan Grab & Go
1C-10	2,800		Italian Pizzeria
1C-11	2,800		Lake to Table Bistro
1C-12	4,000		BBQ Smokehouse
<b>TOTAL Buildng 1C</b>	<b>25,003</b>		

Building 1D			
CRU	Size (SF)	Category	Suggested Use Option
1D-1	10,000		Brewery
1D-3	2,000		Gift & Book Store
1D-4	1,500		Boutique
1D-5	2,000		Wine & Oyster Bar
1D-6	2,000		Art Gallery
1D-7	4,000		The Lakeview Bar & Grill
<b>TOTAL Buildng 1D</b>	<b>21,500</b>		

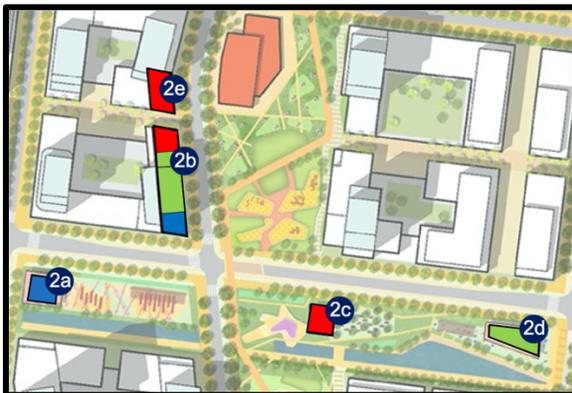
Building 1E			
CRU	Size (SF)	Category	Suggested Use Option
1E-1	6,017		Rooftop Restaurant & Bar
<b>TOTAL Buildng 1E</b>	<b>6,017</b>		

## 2. Waterway Common

Waterway Common is centrally located in LVD near Ogden Park. It will form part of the first phase of development of the project. The intention of the program at Waterway Common will create an intimate retail neighbourhood experience and an opportunity to introduce specialty retail at LVD in the early years and in advance of Lakeview Square’s debut. During the community engagement sessions held in 2018 and 2019 as well as meetings with the City, LCPL received feedback regarding to ensure retail was in place during the early years of the development. A retail mix was curated to ensure that appropriate uses would be in place to satisfy the needs of the residents and the visitors. Strategically, a right sized amount of retail is being proposed for Waterway Common including uses such as a bakery and café, a fitness use as well as restaurants, neighbourhood conveniences and services such as medical office, a rental facility, and a convenience store were identified as businesses that would help to service the community, and be able to succeed in the early years of the development. It is important to recognize that retail requires a strong and stable population in order to create an economy that can support the economic viability for a retailer. The location of the uses in Waterway Common are primarily concentrated along Ogden Park and located in the first phase of the residential development. While the amount of retail that is being proposed is larger than would be supportable in this location and with the amount of people living at LVD in the first few years, the retail should benefit from the continued buildout of LVD as further phases (Ogden Park and Marina Districts) come online.

**Figures 6 to 8** provides detail on the retail breakdown of Lakeview Square and the associated retail tenant mix

**Figure 6 – Waterway Common Retail Plan**



**Figure 7 – Waterway Common Building Breakdown**

Building	Size (SF)
2A	2,756
2B	10,000
2C	3,272
2D	2,939
2E	4,015
<b>DISTRICT TOTAL</b>	<b>22,982</b>



**Figure 8 – Waterway Common Retail Program Mix**

<b>Building 2A</b>			
<b>CRU</b>	<b>Size (SF)</b>	<b>Category</b>	<b>Suggested Use Option</b>
2A	2,756		Lakeview Botanical Garden
<b>TOTAL Buildng 2A</b>	<b>2,756</b>		

<b>Building 2B</b>			
<b>CRU</b>	<b>Size (SF)</b>	<b>Category</b>	<b>Suggested Use Option</b>
2B-1	2,500		Restaurant
2B-2	1,500		Medical, Clininc, Physio, Dental
2B-3	4,000		The Bodega (market & cafe)
2B-4	2,000		Yoga Studio
<b>TOTAL Buildng 2B</b>	<b>10,000</b>		

<b>Building 2C</b>			
<b>CRU</b>	<b>Size (SF)</b>	<b>Category</b>	<b>Suggested Use Option</b>
2C	3,272		The commons - Restaurant in the park
<b>TOTAL Buildng 2C</b>	<b>3,272</b>		

<b>Building 2D</b>			
<b>CRU</b>	<b>Size (SF)</b>	<b>Category</b>	<b>Suggested Use Option</b>
2D	2,939		Rental, Warming Station, Changing Room, Restroom, Snack Bar)

<b>Building 2E</b>			
<b>CRU</b>	<b>Size (SF)</b>	<b>Category</b>	<b>Suggested Use Option</b>
2E	4,015		Bakery & Café
<b>TOTAL Buildng 2E</b>	<b>4,015</b>		



### 3. The Marina

The area located at the south-west area of the LVD site is known as The Marina district. Providing residents and visitors incredible views of Lake Ontario, Lakefront Promenade Marina, and the Toronto skyline, retail at The Marina is intended to attract people to this area as a destination. As people walk along the waterfront, beyond the public domain our intention is to create a reason to venture over to this area of the development. Destination restaurants and a marina shop will create unique reasons to visit the area. The objective of retail within The Marina should become a special place to connect and enjoy with great views of the water for residents and conversely create a sense of discovery for visitors and guests of LVD.

Figures 9 to 11 provides detail on the retail breakdown of The Marina and the associated retail tenant mix.

Figure 9 – The Marina Retail Plan



Figure 10 – The Marina Building Breakdown

Building	Size (SF)
3A	3,229
3B	8,500
<b>DISTRICT TOTAL</b>	<b>11,729</b>

Figure 11 – The Marina Retail Program Mix

Building 3A			
CRU	Size (SF)	Category	Suggested Use Option
3A-1	3,229		The Marina Restaurant
<b>TOTAL Building 3A</b>	<b>3,229</b>		

Building 3B			
CRU	Size (SF)	Category	Suggested Use Option
3B-1	5,000		Lakeview Fish House
3B-2	3,500		Marina Shop
<b>TOTAL Building 3B</b>	<b>8,500</b>		



#### 4. Lakeview Gateway

At the corner of Lakeshore Road and Hydro road is Lakeview Gateway. This is an important entrance and intersection for LVD and an opportunity to make a strong first impression. The retail at Lakeview Gateway will be located in a mixed-use landmark building at the podium level. Given that the frontage along Lakeshore is not significant, the footprint of the podium will dictate how much retail can be supported in this location as well as the type of retail that would be successful here. Given, the visibility to the high traffic counts along Lakeshore Road, Lakeview Gateway is programmed to include key neighbourhood conveniences and services that would benefit from this location and require this type of visible prominence. In the case of Lakeview Gateway there is an opportunity to benefit from some of the more conventional retail uses. Traditional neighbourhood convenience uses such as a grocery store, a pharmacy, a bank, or a store selling alcohol (LCBO, Beer Store or Wine Store), etc. should thrive in this location as the population continues to grow. The intention would be to focus on attracting a larger format grocery store, and one or two other complementary uses. Feedback from outreach has confirmed preliminary interest for the project, and, specifically a requirement to be located on Lakeshore Road (major arterial) due to strong visibility. It is important to note that different formats and types of retail have different requirements and considerations as to the locations that they determine are right for their business model. LVD is looking to satisfy the needs of the entire community including those who live close by. While these uses have expressed preliminary interest in the LVD, the location on Lakeshore Road will also help to serve the surrounding population and community.

**Figures 12** and **13** provide detail on the retail breakdown of Lakeview Gateway and the associated retail tenant mix.

**Figure 12 – Lakeview Gateway Retail Plan**



**Figure 13 – Lakeview Gateway Retail Program Mix**

Building 4A			
CRU	Size (SF)	Category	Suggested Use Option
4A-1	35,000		Grocery
4A-2	11,446		Pharmacy, LCBO, Bank
<b>DISTRICT TOTAL</b>	<b>46,446</b>		



b. Overall Retail Program Breakdown

The combination of the four retail areas includes a total of 181,376 square feet of programmed retail space. **Figure 14** provides a breakdown of the total square footage of retail by district at LVD. **Figures 15** and **16** further provides details on the breakdown of the LVD overall retail program mix by category.

Critical to the success of developments, is a balanced program mix to ensure both the quality of experience and the long-term success of the retail at LVD. Curating the right program mix at LVD was key in order to deliver on the vision and objectives of the overall development – to meet the daily needs of residents and further to create a unique destination to help attract visitors to Mississauga’s waterfront. Careful consideration was also taken to ensure that the community’s feedback on retail and commercial offerings (in terms of ideas for uses, locations for uses and importance of the types of retail) were integrated into the LVD program. The overall program utilized the market intelligence as researched by LWLP to evolve and complete a program based on Spanier’s experience in developing programs in mixed use developments both locally and Internationally.

To note, 36% of retail space is allocated to Food & Beverage uses, 37% of space is allocated to Neighbourhood Services & Convenience uses, 25% to retail uses, and 2% to office uses. The rationale and logic applied during the programming process take into consideration to total population of LVD that includes both the residents and visitor population over time. While typically a destination development such a Lakeview could generally support more Food & Beverage uses, it is anticipated that the grocery store use and the smaller format convenience grocer uses will supplement this category and as a percentage of total use will increase the availability of food uses in the overall development.

Overall the combination of retail uses across four districts at the LVD creates the right balance of uses delivering a program mix which will in turn increase activity and liveliness at LVD leading to a boost in foot traffic, increased commercial spending, retail viability (successful sales per square foot), and activation of the overall development. It is our intention that by successfully curating the retail at LVD we are creating a truly vibrant ‘place’ and waterfront development in Mississauga and a destination in the GTA.

**Figure 14 – Retail by District (SF)**

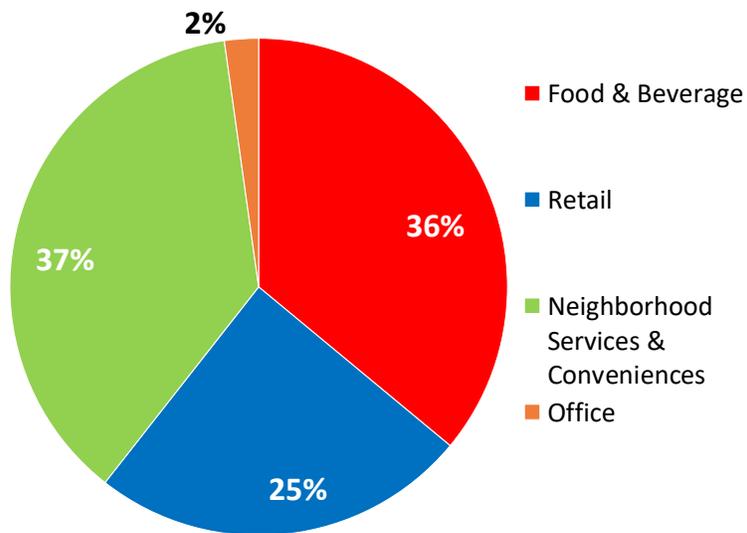
<b>Retail by District</b>	<b>Size (SF)</b>
1. Lakeview Square	100,219
2. Waterway Common	22,982
3. The Marina	11,729
4. Lakeview Gateway	46,446
<b>Total Retail Space</b>	<b>181,376</b>



**Figure 15 – Lakeview Overall Retail Program Mix by Category**

<b>Retail by Category</b>		<b>Size (SF)</b>	<b>%</b>
Food & Beverage		65,332	36%
Retail		44,559	25%
Neighborhood Services & Conveniences		67,485	37%
Office		4,000	2%
<b>TOTAL</b>		<b>181,376</b>	<b>100%</b>

**Figure 16 – Lakeview Overall Retail Program Mix Category Breakdown**



## VII. Retail Demand

Analyzing retail demand is sometimes as much of an art as it is a science to determining the right amount of retail to include in any given development project. Quality development tries to match demand with supply. It is in the interest of every retailer and developer to maintain the highest possible level of success – in both sales per square foot and occupancy.

Retail must also be programmed based on the demand and interest level of prospective customers who are expected to frequent the development spending both time and money supporting the developments retail economy. Given that there will be several important customers of LVD the overall retail demand must be factored as a whole as opposed to evaluating each customer segment independently.

To validate demand the retail industry uses certain metrics. The LWLP report (2018) referenced a back check (page 39 of the LWLP report) – a retail viability analysis at the Lakeview Square using population capture, spending per customer and capture rate. This analysis was based on the original masterplan. Several major shifts have been made to the plan which positively impact the potential demand and viability of the development overall.

There are more traditional equations for calculating retail demand that are by admission based on the sole experience of experts who have generated these figures for analysis purposes and have used these methodologies for many years. These metrics are based on a per square foot attributable to population to support demand. The recommended average being 10 to 12 square feet per person for convenience commercial, food and beverage and restaurants and grocery uses, and, 30 to 45 square feet per person for big box format shops such as clothing, furniture, building and home supply. In traditional scenarios these metrics would be used to quantify the amount of retail required. In the case of LVD's program mix, retail uses would be identified by the 10 to 12 square feet per person metric (convenience commercial, food and beverage and restaurants and grocery use definition).

In Spanier's experience, the demand for retail has many factors for consideration beyond a back check viability analysis or a metric attributable to a population. These factors include the location of the development, the type of development, the type of retail being offered, the competition in the surrounding area, and, the population both within the future development and within the selected geography. Many of these factors were analyzed in the LWLP report (2018) and provide strong context. With respect to LVD, the desire to create the 'right type of retail' and the 'right amount of retail' were paramount in the decision-making process. Our experience tells us that there have been many more examples of failed or stalled mixed-use developments with far too much retail vs. developments that have taken a more strategic and limited approach to the total amount of retail. While Spanier always errs on the side of conservatism when it comes to recommending square footage of retail within a development, we do believe that creating a contextually appropriate mix of retail (the amount and type of use) should satisfy the needs of the entire community (LVD residents and employees), and, drive demand to those interested in visiting the project (the destination guests) – which we believe has been achieved for LVD. Successful mixed-use development today should carefully consider retail density and not simply building for the sake of building. The consequences of such actions could be fraught with high vacancy and/or less than exceptional retail experiences.



a. Retail Demand at Lakeview – Residents & Employees

Currently, LVD has a projected population of 20,000 people which includes both residents and the projected employment within the development. By traditional metric standards that would equate to approximately 200,000 to 240,000 square feet of commercial space (convenience commercial, food and beverage and restaurants and grocery uses definition). Our current projections of retail space at LVD is 181,376 square feet. We believe that the total square footage we have programmed and suggested is significant and will adequately support the needs of the residents and the employees at LVD. Further, we are comfortable with our total numbers as they will be supported by the regional/destination visitors to LVD (see section below). While our projection of total square footage is lower than traditional industry standards, we are not building a traditional retail center. In our experience a smaller concentration of exceptional retail uses (quality over quantity) will create higher overall demand for the proposed retail and will help to increase visitation and spending. Moreover, generating quality retail as opposed to a quantity of total retail is a proven recipe for success when it comes to retail destinations. The changing nature of retail which include significant impacts from online sales and the recent COVID-19 pandemic are going to forever impact retail supply and will likely change the traditional retail analysis modeling and methodology as demand is modified by these factors. As well, the proposed 40,000 square foot Arts and Culture use (Artscape Atelier) will add to the overall square footage of ‘active ground floor space’.

b. Retail Demand at Lakeview – Existing Surrounding Community

The surrounding community – Lakeview residents have never had a retail village of their own. While retail exists along Lakeshore Road it is a combination of free-standing uses and strip center uses that are predominantly service based. The closest form of urban experience is Port Credit Village (approximately 3.8 kilometers). As has been the case for many years the existing and surrounding community has had to therefore travel for the majority of its retail/urban experience.

According the LWLP report (2018), while the immediate population of Lakeview is relatively small (7,787 est. 2017) they will benefit from the LVD. We do anticipate that the LVD retail services located at Lakeshore Road and Hydro Road will be strongly supported by the existing surrounding economy. Easy access and proximity will play a role here. As well, we do believe that the LVD overall will be strongly supported and adopted by the existing surrounding community as their own as this market has never had the benefit of their own retail village (or center of town). As this population is not large, their overall contribution to the LVD retail economy (prospective customers who are expected to frequent the development spending both time and money) will be limited. However, we do expect that their benefit will be significant.



Located between Hydro Road and Lakefront Promenade along Lakeshore Road to the north and to Rangeview Road to the south are existing employment lands known as Rangeview Estates. The Rangeview Estates lands will ultimately be converted from employment zoning to mixed-use zoning with residential, retail and office/commercial uses. At full build-out, the Rangeview Estates redevelopment will both contribute to the population growth in Mississauga as well as the delivery of retail/commercial space along the Lakeshore Road East. The City of Mississauga Official Plan designates the majority of lands along Lakeshore Road East for mixed-use development which collectively seeks to accommodate ground-floor non-residential space including retail/commercial and other services. As such, existing and future residents of the LVD will also have improved access to future commercial/retail opportunities and services along Lakeshore Road East as the neighbourhood continues to evolve.

Rangeview Estates will ultimately help to further complete the entire Lakeview community. This will have a strong positive effect on the retail at LVD providing additional customer traffic flow and retail spending within the development. Simultaneously, the LVD will support the future development and growth of Rangeview Estates.

c. Retail Demand at Lakeview – Regional/Destination Visitors

The tourism economy in Ontario represents \$34.1 billion in annual receipts and 4.3% of the Provincial GDP<sup>2</sup>. It is LCPL's intention to promote the LVD as a destination with plenty of opportunities for guests and visitors to explore the unique experiences at Lakeview. The retail at LVD is certain to become a destination in and of itself. The fact that it is designed as a waterfront village and connected to an arts and cultural hub makes the development even more compelling to visit.

Couple that with the fact that there are so many public space attractions that are available and accessible to visitors of Lakeview including four major park systems (Waterfront Park, Waterway Common, Ogden Park and Aviator Greenway), over 3.5 kilometers of new waterfront trail connecting to the Great Lakes Waterfront Train and Trans Canada Trail, over 2.5 kilometers of accessible shoreline, connections to the new 64-acre Jim Tovey Lakeview Conservation Area as well as the existing Lakefront Promenade Park and The Marina, and, the ability to get out onto the water on the Pier which will extend 600 meters out onto Lake Ontario – LVD is going to be a sought after attraction to many. Our retail program and overall mix of uses is unique and will attract interest and attention from the regional/destination visitor. The program coupled with its unique location and surrounding of uses should make LVD a destination within the GTA.



While we do believe that there will be a strong attraction to LVD over time, we believe that the amount of suggested retail that has been programmed for the project overall is significant enough to support that demand of this customer segment. Regional/destination visitation is not calculated in the same way as one would calculate the local resident or employee draw. While regional/destination visitors are a larger population and generally spend more on a per visit basis the frequency of visitation is far less which is due to many factors. We anticipate there to be, over time, strong adoption of the LVD by this customer segment and therefore additional support for the LVD retail economy. The current projection of 183,376 square feet of retail is adequate to support the regional/destination visitor population, and the resident and employee population combined.



## **VIII. Zoning**

Every successful developer and development should look to deliver the appropriate amount of development for every site. The amount of, and type of development is often a highly contested issue. Specialty retail as is being contemplated at LVD has not been an item of major contestation. Most municipalities are striving to achieve a strong sense of urban fabric and place for their major development centers and communities. The challenge with this type of retail development is the ability to successfully execute on the overall vision and approach and ensuring the right amount of retail development is delivered subject to demand. Every developer strives to deliver the right amount of development that will be absorbed by the market. LVD has created an exceptional program mix of retail uses that we anticipate will be in demand within the community.

However, markets and the demand for retail can change. As such, the LVD zoning has been designed to allow for maximal flexibility with respect to retail. The draft implementing zoning by-law for the LVD contemplates three distinct retail areas of opportunity (C4-XX1, C4-XX2, and C4-XX3) reflecting their targeted programming as noted in this document. Further, retail permissions are also allowed in nearly all the RA5-XX1 zoned lands with an emphasis on offering services and goods specific to local/convenience needs of the closest residential lands. Similarly, the open space zones also have permissions for retail which contemplate potential retail opportunities accommodating park destination and resident needs. The ability to increase the amount of retail, the type of retail and the location of any additional retail as the development evolves was fundamental to our planning approach to LVD. This approach will allow LCPL to assess the market on an ongoing basis and determine the demand and viability for additional retail at LVD.

## **IX. Implementation**

As outlined in this summary report, retail can be a challenging asset to successfully deliver upon. There is clear evidence across the GTA of projects that demonstrate retail that does not meet with the expectation that was set out in the original vision of the project. This is based on a host of factors. Perhaps the most important factor being the approach to implementation. With large scale mixed-use developments, retail implementation is commonly handled in one of several ways subject to the developer's experience and expertise and overall vision for the asset. The most common approach to implementation is retail leasing which is handled by the brokerage community and managed by the developer. Another approach in smaller projects is an outright sale of the retail asset to individual retailers. The third approach is where the developer chooses to manage the entire process of leasing in-house ensuring that the quality of retail meets their objectives and expectations of the development vision. This third approach can include both internal and external resources.

In order to protect the vision of LVD, LCPL has decided that it will be implementing its retail strategy internally so as to maintain control over the tenant mix and to ensure it will be implemented correctly. This presents a much stronger potential outcome for LVD and should provide comfort that the vision and retail program as outlined will be implemented. LCPL has already begun a process of relationship building with certain key anchor uses, well ahead of schedule to ensure that the vision of LVD is realized.



## X. Conclusion

The 177-acre LVD site is a unique development opportunity in Mississauga and can act as a catalyst for the City's ambitious plans for reconnecting the community to the waterfront. The LVD aims to create a true destination and sense of place for Mississauga's waterfront and to become Canada's most transformative mixed-use waterfront community.

It is clear that retail and commercial services are fundamental components in developing complete communities. To ensure that the needs of the current and future residents are prioritized, a new community must take into strong consideration its retail uses. Consequently, a vibrant ground floor retail experience was critical to achieve the LVD objectives as well as to enable the highest likelihood of success in the long-term.

Spanier's report provides a comprehensive examination of the retail at LVD. The study incorporated work completed between 2018 and 2020 by other key stakeholders. All prior work conducted was strategically utilized as a base line to help guide the retail programming and retail development strategy for LVD. Further, feedback from the City and community through LVD extensive outreach helped to formalize the retail framework at LVD. The study outlines the rationale for the current retail program at LVD and the logic to ensure the retail program at LVD delivers on the vision and objectives of the overall development.

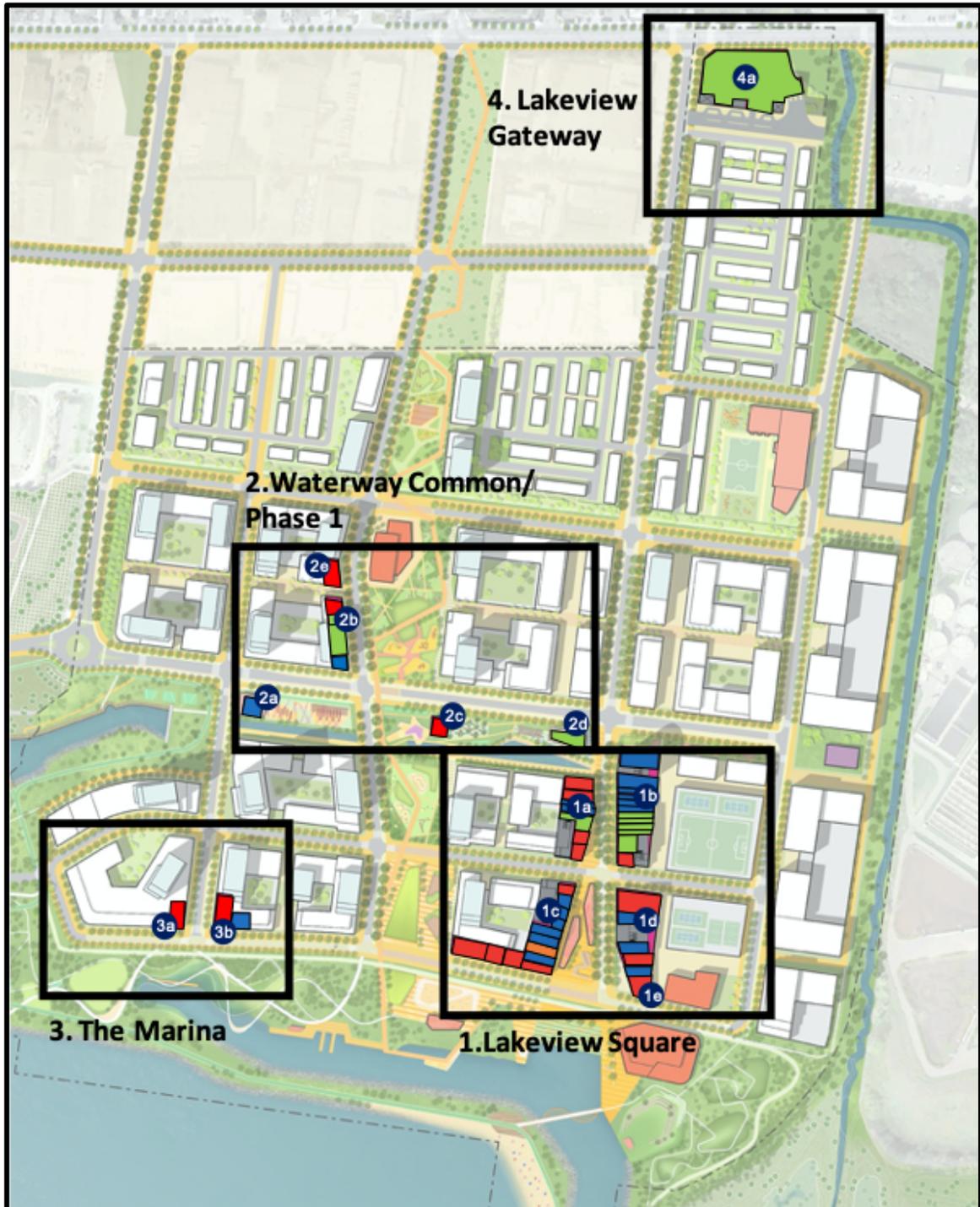
With the ongoing urbanization that is taking place globally as well as the substantial growth of the GTA, creating a waterfront community in Mississauga ultimately creates an opportunity to leverage on future growth by capitalizing on Mississauga's market fundamentals. Directing retail programming based on a forward-thinking approach centered on people while strategically complementing the surrounding local environment will offer a strong connection to the community as well as help to create long-term value for LVD. It is the combination of key elements such as retail programming, activation of space, the appropriate curation and theming of uses and the correct physical design helps to assure the successful curation of 'place' in the urban environment. The retail at LVD demonstrates a thoughtful curation of spaces and experiences which will distinguish LVD from other developments, further attracting interest and ultimately creating a thriving new place in Mississauga for all to experience.

Lakeview has an incredible opportunity to deliver a world-class development experience. The retail at Lakeview will breathe new life into Mississauga's waterfront.



# XI. Appendices

## Appendix 1 – Lakeview Districts with Retail



# Appendix 2 – Detailed Tenant Mix

## Lakeview Square

Building 1A			
CRU	Size (SF)	Category	Suggested Use Option
1A-1	3,699	Food & Beverage (F&B)	The Bakery & Café
1A-2	3,700	Food & Beverage (F&B)	Aviation Diner
1A-3	1,500	Retail	Pet Accessories
1A-4	2,500	Retail	Home Accessories
1A-5	2,000	Neighborhood Services & Conveniences	Hair & Nail Salon
1A-6	1,500	Food & Beverage (F&B)	Treat Shop
1A-7	1,200	Food & Beverage (F&B)	Ice Cream Shop
<b>TOTAL Building 1A</b>	<b>16,099</b>		
Building 1B			
CRU	Size (SF)	Category	Suggested Use Option
1B-1	6,000	Retail	Bike Shop
1B-2	2,000	Office	Lakeview Info Center
1B-3	2,700	Retail	Lakeview Trading Co. & Rental Center
1B-4	2,500	Retail	Sport Outfitter
1B-5	2,000	Retail	Retail
1B-6	1,600	Retail	Health Food Store
1B-7	2,000	Retail	Academic Enrichment Center
1B-8	2,000	Neighborhood Services & Conveniences	Dentist
1B-9	2,500	Neighborhood Services & Conveniences	Bank
1B-10	1,600	Neighborhood Services & Conveniences	Dry Cleaner
1B-11	4,500	Neighborhood Services & Conveniences	Convenience Grocer
1B-12	2,200	Food & Beverage (F&B)	Healthy Eats
<b>TOTAL Building 1B</b>	<b>31,600</b>		
Building 1C			
CRU	Size (SF)	Category	Suggested Use Option
1C-1	1,600	Food & Beverage (F&B)	Sandwich Shop
1C-2	2,000	Retail	Childrens Boutique
1C-3	1,500	Retail	Olives & Oils
1C-4	1,003	Retail	Flower Shop
1C-5	1,500	Retail	Paint your own pottery & Crafts
1C-6	2,000	Retail	Boutique
1C-7	2,000	Office	Office
1C-8	2,000	Retail	Spinning Studio/Juice Bar
1C-9	1,800	Food & Beverage (F&B)	Vegan Grab & Go
1C-10	2,800	Food & Beverage (F&B)	Italian Pizzeria
1C-11	2,800	Food & Beverage (F&B)	Lake to Table Bistro
1C-12	4,000	Food & Beverage (F&B)	BBQ Smokehouse
<b>TOTAL Building 1C</b>	<b>25,003</b>		

Building 1D			
CRU	Size (SF)	Category	Suggested Use Option
1D-1	10,000	Food & Beverage (F&B)	Brewery
1D-3	2,000	Retail	Gift & Book Store
1D-4	1,500	Retail	Boutique
1D-5	2,000	Food & Beverage (F&B)	Wine & Oyster Bar
1D-6	2,000	Retail	Art Gallery
1D-7	4,000	Food & Beverage (F&B)	The Lakeview Bar & Grill
<b>TOTAL Building 1D</b>	<b>21,500</b>		
Building 1E			
CRU	Size (SF)	Category	Suggested Use Option
1E-1	6,017	Food & Beverage (F&B)	Rooftop Restaurant
<b>TOTAL Building 1E</b>	<b>6,017</b>		
<b>DISTRICT TOTAL</b>	<b>100,219</b>		

## The Marina

Building 3A			
CRU	Size (SF)	Category	Suggested Use Option
3A-1	3,229	Food & Beverage (F&B)	The Marina Restaurant
<b>TOTAL Building 3A</b>	<b>3,229</b>		
Building 3B			
CRU	Size (SF)	Category	Suggested Use Option
3B-1	5,000	Food & Beverage (F&B)	Lakeview Fish House
3B-2	3,500	Retail	Marina Shop
<b>TOTAL Building 3B</b>	<b>8,500</b>		
<b>DISTRICT TOTAL</b>	<b>11,729</b>		

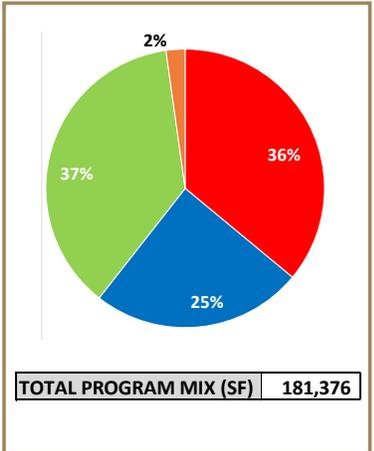
## Lakeview Gateway

Building 4A			
CRU	Size (SF)	Category	Suggested Use Option
4A-1	35,000	Neighborhood Services & Conveniences	Grocery
4A-2	11,446	Neighborhood Services & Conveniences	Pharmacy, LCBO, Bank
<b>DISTRICT TOTAL</b>	<b>46,446</b>		

## Waterway Common

Building 2A			
CRU	Size (SF)	Category	Suggested Use Option
2A	2,756	Retail	Lakeview Botanical Garden
<b>TOTAL Building 2A</b>	<b>2,756</b>		
Building 2B			
CRU	Size (SF)	Category	Suggested Use Option
2B-1	2,500	Food & Beverage (F&B)	Restaurant
2B-2	1,500	Neighborhood Services & Conveniences	Medical, Clinic, Physio, Dental
2B-3	4,000	Neighborhood Services & Conveniences	The Bodega (market & cafe)
2B-4	2,000	Retail	Yoga Studio
<b>TOTAL Building 2B</b>	<b>10,000</b>		
Building 2C			
CRU	Size (SF)	Category	Suggested Use Option
2C	3,272	Food & Beverage (F&B)	The commons - Restaurant in the park
<b>TOTAL Building 2C</b>	<b>3,272</b>		
Building 2D			
CRU	Size (SF)	Category	Suggested Use Option
2D	2,939	Neighborhood Services & Conveniences	Rental, Warming Station, Changing Room, Restroom, Snack Bar)
<b>TOTAL Building 2D</b>	<b>2,939</b>		
Building 2E			
CRU	Size (SF)	Category	Suggested Use Option
2E-1	4,015	Food & Beverage (F&B)	Bakery & Café
<b>TOTAL Building 2E</b>	<b>4,015</b>		
<b>DISTRICT TOTAL</b>	<b>22,982</b>		

## Retail Category Breakdown



# Appendix 3 – Proposed Zoning By-Law Amendment



## RESIDENTIAL

- Apartments
- Convenience Commercial
- Townhouses
- Privately-Owned Public Space
- Public School



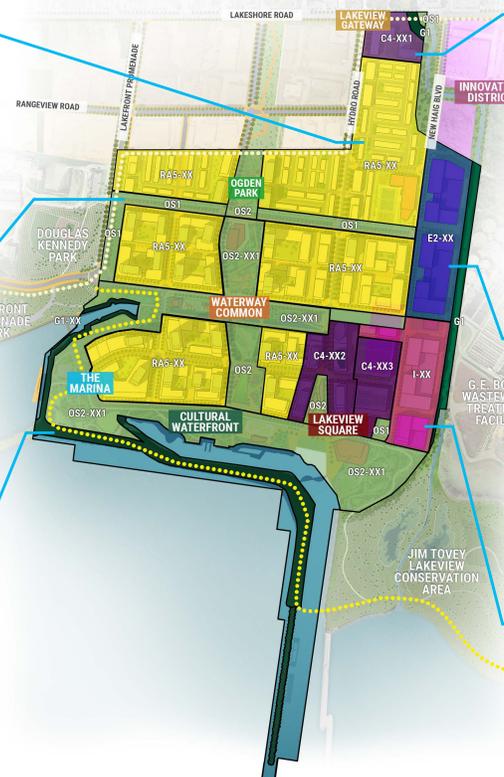
## OPENSOURCE

- Pop-up Retail
- Public Parks
- Seasonal retail (ice cream vendor)
- Various active and passive park activities and facilities
- Public School
- Cultural uses



## GREENLANDS

- Serson Creek naturalized area
- Public recreational activities along the Pier
- Pop-up/seasonal retail
- Walkway/bike path
- Kayak dock



## COMMERCIAL

- Mixed use (residential and/or office units on upper levels with ground floor commercial)
- Grocery store (at Lakeshore Road East)
- Restaurants/Bars
- Fitness Studios
- Specialty Goods Shops
- Services (dentists, medical, banks, pharmacy)
- Food Places (coffee shop, bakery)



## EMPLOYMENT

- Office
- Science and Technology Facility
- District Energy facility
- Vacuum Waste facility
- Light innovative
- Manufacturing
- Co-working space



## INSTITUTIONAL

- Post-Secondary Institution and Commercial School
- Cultural use
- Science and Technology Facility
- Other uses similar to "Employment E2" Zone



## Disclaimer

This report has been produced independently by Spanier Inc. ('Spanier') as part of a consulting mandate on behalf of Lakeview Community Partners Limited ('LCPL'). The information contained herein is provided to assist in informing the development of Lakeview Village development.

The information, statements, statistics and commentary contained within this report have been prepared by Spanier utilizing publicly available materials, as well as discussions with the Client, including representatives from the various Client workstreams, and its sub-consultants. Spanier has based this report on information received or obtained, on the basis that such information is correct, and where it was represented to Spanier as complete. Spanier does not warrant the accuracy or completeness of the information provided or any assumptions or conclusions made by the parties that provided the information.

While Spanier makes every effort to present accurate and reliable information in all the material as provided, Spanier does not endorse, approve, or certify such information, nor does it guarantee the accuracy, completeness, efficacy, timeliness, or correct sequencing of such information. Use of such information is voluntary, and reliance on the information should only be undertaken after an independent review. Reference herein to any specific information, material or otherwise provided, does not constitute or imply endorsement, recommendation, or favouring by Spanier.

Spanier assumes no responsibility for consequences resulting from the use of the material or information herein, (or from use of the information obtained at linked Internet addresses or obtained in any other manner whatsoever) or in any respect for the content of such information, including (but not limited to) errors or omissions, the accuracy or reasonableness of factual or scientific assumptions, studies or conclusions, research, the defamatory nature of statements, ownership of copyright or other intellectual property rights, and the violation of property, privacy, or personal rights of others. Spanier is not responsible for, and expressly disclaims all liability for, damages and/or losses and/or risks, personal, professional, commercial or of any kind arising out of use, reference to, or reliance on such information. No guarantees or warranties, including (but not limited to) any express or implied warranties of merchantability or fitness for a particular use or purpose, are made by Spanier with respect to such material and/or information. Spanier makes no warranty or representation regarding the results or performance that may be obtained from the use of the material or information as provided and/or regarding the accuracy or reliability of any information, or that Spanier's information or material will meet any user's requirements, be uninterrupted, timely, secure or error-free. Spanier reserves the right to change any information or material without notice or warranty

All images within this report are for illustration purposes only and are not the property or ownership of Spanier.

