

Little Mountain
Retail Opportunity Study
Final Report



Report Structure

1.0 Study Introduction

2.0 Site Assessment Context

3.0 Retail Market Supply Analysis

4.0 Retail Market Demand Analysis

5.0 Retail Development Strategy Recommendations

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Executive Summary

Project Overview & Objectives

- Thomas Consultants was commissioned by the Holborn group to provide a retail market study which addresses the following for Little Mountain: supportable retail uses; project positioning; retail tenant mix; project phasing; & master planning considerations.

Site Assessment

- While the site exhibits some strong qualities located along a rapidly evolving corridor, next to established leisure and recreation destination; the site offers relatively weak accessibility and local adjacencies suitable for larger-scale commercial uses. As the on-site residential population grows, the site becomes suitable for a smaller-scale neighbourhood-serving retail amenity.

Retail Market: Supply Analysis

- There are limited major retail brands along the Main Street corridor. As the demographic and income changes over the coming years retailers may see this commercial corridor as the next location for store expansions.
- With the growing popularity of Main Street for shopping, expanding businesses and new operators may see this commercial corridor as the new 'priority' to capture growth.

Retail Market Demand Analysis

- The major market segments identified for Little Mountain retail: On-site Residents, Trade Area Residents & Trade Area Inflow.
- Based on this analysis it has been deemed that in this early stage of the project (2014) the Primary Trade Area would likely account for 53%-58% of spending; the Secondary Trade Area S 15%-16%; the STA N 8%-9%; Onsite between 12%-19% and Inflow 5%. Overall trade area spending is estimated to be between \$2.9 - \$3.2 million depending on LM residential build-out.
- Upon full build-out of the project the PTA would likely account for 18%-27% of spending; the STA S 5%-7%; the STA N 3%-4%; Onsite between 57%-70% and Inflow 5%. Overall trade area spending is estimated between \$8.4 - \$12.4 million depending on LM residential build-out.
- According to a Baseline scenario, it is estimated that retail floorspace demand will grow from 6,100 sf GLA in 2014 to 13,300 sf GLA by 2024; while according to a High scenario, it is estimated that retail floorspace demand will grow from 6,700 sf GLA in 2014 to 20,000 sf GLA by 2024 (upon full build-out of the Little Mountain Community).
- It is recommended that non-retail commercial floorspace (i.e. office/institutional space, such as a community bank, medical offices etc.) be included in the commercial node both as an added amenity to the community and to bolster overall retail demand.

Executive Summary

- The table to the right illustrates the proposed commercial development program for Little Mountain (see *Section 5 for further details).

Commercial Development Scenarios*

	Baseline Scenario 2.5 FSR		Moderate - Low Scenario 3.5 FSR		Moderate - High Scenario 4.0 FSR		High Scenario 4.5 FSR	
	2014	2020	2014	2020	2014	2020	2014	2020
Recommended Tenant Mix	sf	sf	sf	sf	sf	sf	sf	sf
Pharmacy	2,000	-	2,500	-	3,000	-	3,500	-
Grocery & Specialty Food								
Pharmacy								
Cosmetics, Health, Bath & Beauty								
Multimedia, Books & Music								
Restaurant	2,500	-	2,750	-	3,000	-	3,250	-
Casual / Sit Down Restaurants								
Entertainment								
Wine & Beer Store	500	-	750	-	750	-	1,000	-
Alcohol & Tobacco								
Personal Services	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,500
Services								
Cosmetics, Health, Bath & Beauty								
Café	1,000	-	1,000	-	1,250	-	1,250	-
Casual / Sit Down Restaurants								
Grab & Go / Bakery / Deli	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,500
Casual / Sit Down Restaurants								
Grocery & Specialty Food								
General Store / Green Grocer	-	3,000	-	4,000	-	4,250	-	4,500
Grocery & Specialty Food								
Pharmacy								
Cosmetics, Health, Bath & Beauty								
Multimedia, Books & Music								
Home Furnishings & Accessories								
Comparison Boutique	-	-	-	-	-	1,000	-	1,000
Multimedia, Books & Music								
Home Furnishings & Accessories								
Toys, Hobbies & Pets								
Cosmetics, Health, Bath & Beauty								
Total Retail Floorspace	8,000	5,000	9,000	6,500	10,500	7,750	11,500	8,500
Total Retail Floorspace	8,000	13,000	9,000	15,500	10,500	18,250	11,500	20,000
Total Non-Retail Comm Floor A 30%	2,400	3,900	2,700	4,650	3,150	5,475	3,450	6,000
Total Non-Retail Comm Floor B 50%	4,000	6,500	4,500	7,750	5,250	9,125	5,750	10,000
** Total Commercial Floorspace A	10,400	16,900	11,700	20,150	13,650	23,725	14,950	26,000
** Total Commercial Floorspace B	12,000	19,500	13,500	23,250	15,750	27,375	17,250	30,000

*Commercial Development Scenarios have been framed according to a Baseline (2.5 Floor Space Ratio (FSR)); Moderate-Low (3.5 FSR); Moderate-High (4.0 FSR); and High Scenario (4.5 FSR). The FSR figures used in this study are based on all buildable area (both Market & Social Housing) over the entire site.

**Space allocated for non-retail commercial space (i.e. boutique office, professional, institutional space) based on a percentage of retail floorspace (30% or 50%), some which could include second story office (see Section 5 for more details).

1.0 Study Introduction

1.1 Project Overview & Objectives

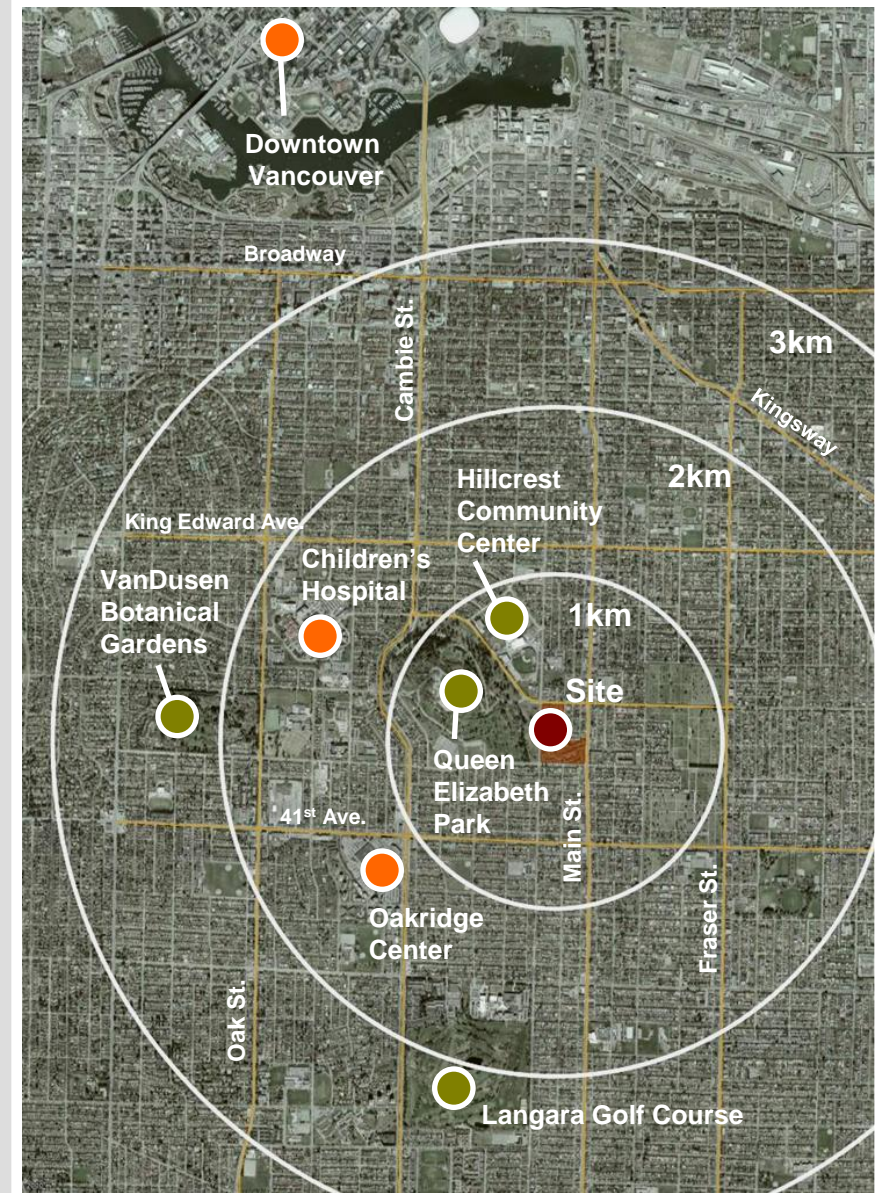
- Thomas Consultants Inc. was commissioned by Holborn Group to conduct a retail opportunity study for its Little Mountain site in Vancouver, B.C.
- The purpose of this study is to identify the following development strategy recommendations:
 - 1) **Supportable Retail Uses:** Magnitude of retail that could be realistically supported based on a site and supply / demand analysis.
 - 2) **Project Positioning:** Optimal Little Mountain community retail positioning and character, based on competitive influences and on-site development context.
 - 3) **Retail Tenant Mix:** Optimal retail tenant mix as it relates to the spending characteristics of potential target customer segments.
 - 4) **Project Phasing:** Appropriate strategy for phasing given Little Mountain build-out projections and overall market demand.
 - 5) **Masterplanning Considerations:** Annotated plan view maps outlining considerations regarding orientation of CRU's (commercial retail units) in order to increase the leasability of spaces, maximize the visitor retail experience and by extension commercial and residential property values.

2.0 Site Assessment & Context

- 2.1 Regional Context
- 2.2 Local Context
- 2.3 Site Attributes
- 2.4 Site Perspectives
- 2.5 Site SWOT Assessment

2.1 Regional Context

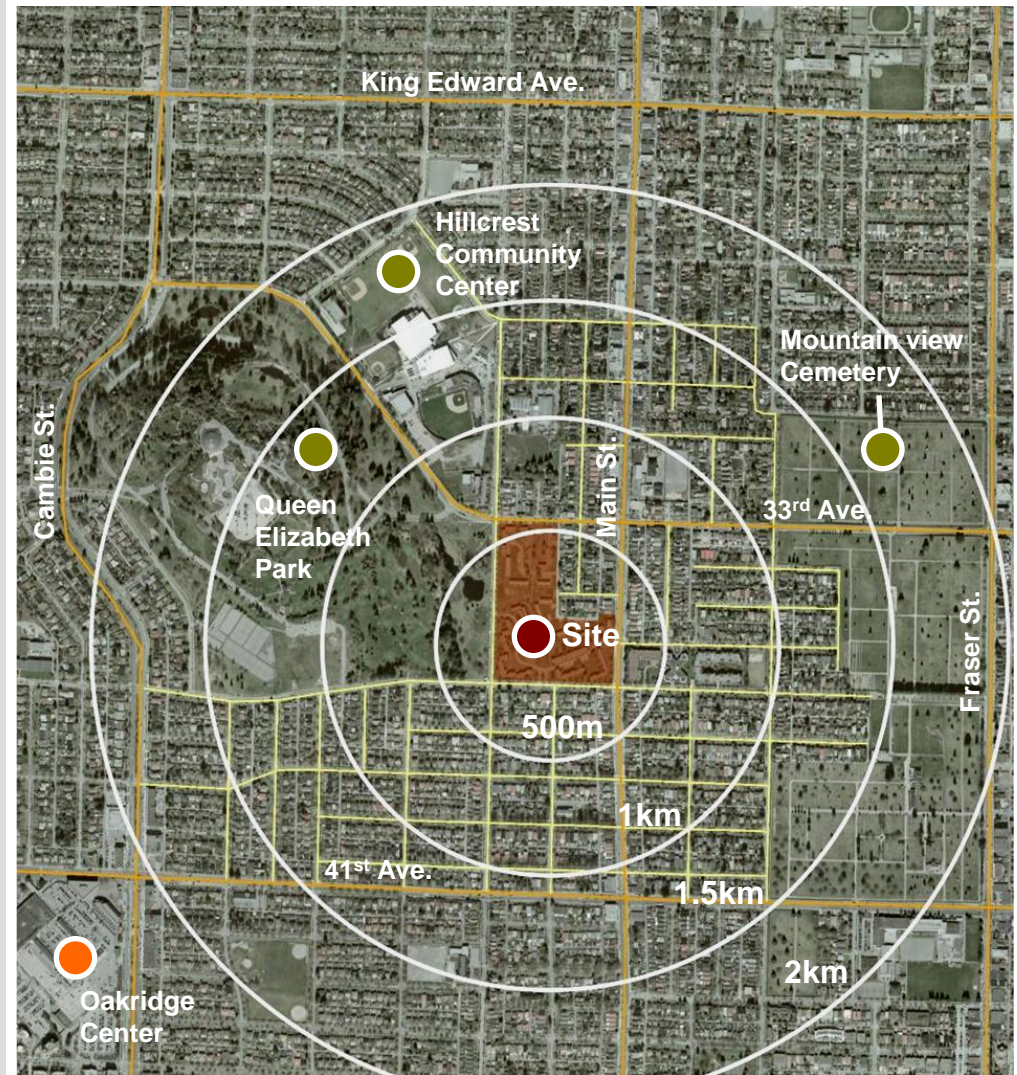
- Little Mountain site is a 15.2 acre L-shaped plot situated on Main Street. The site has exposure to Main Street to the East and East 33rd Avenue to the North.
- The site occupies a central location in Vancouver and is connected to the region via Main Street (North-South corridor) and East 33rd Avenue / Midlothian Avenue (East-West corridor).
- East 41st Avenue immediately to the South is also a major East-West access corridor.
- The main attraction driver to this area is the large and well established Queen Elizabeth Park, which is situated immediately adjacent on the western site edge.
- The site is 1.7 km from Oakridge Center, the dominant regional mall in the area. It is approximately 6 km from the heart of the downtown core.
- Other regional destinations include the nearby Hillcrest Community Center, Van Dusen Botanical Gardens (East of Oak Street), Langara Golf Course to the South and the BC Children's Hospital to the West.
- The site is on the edge of the South Main retail district and is surrounded by primarily low-density residential uses.



2.2 Local Context

- The Little Mountain site is situated in an established neighborhood comprising a mix of single family homes and apartment buildings.
- The site bounded by East 37th Avenue to the South, East 33rd Avenue to the North, Main Street to the East and Ontario Street to the West.
- The adjacent Queen Elizabeth Park and Hillcrest Community Center are important activity generators for the area.
- The abundance of parks, green space and recreational facilities provide a strong community amenity benefit for the site.
- The primary exposure to vehicle traffic is a one block segment along Main Street. East 33rd Avenue also provides exposure to vehicle traffic destined for Queen Elizabeth Park.
- Existing commercial functions are concentrated on the intersection of Main and East 33rd Avenue. This small neighborhood retail node is the tail end of the Main Street commercial functions.
- Main Street & 37th Ave Average Daily Traffic (ADT) counts (2006)*:
 - North Bound ADT: 14,635
 - South Bound ADT: 15,493

*New traffic study currently underway (to be integrated into report once completed). However, rather than being a major source of expected visitation, automobile traffic will primarily be a source of miscellaneous inflow and exposure for local area residents.



2.3 Site Attributes

Visibility & Exposure (7/10):

- Site visibility and exposure is strongest along the one block stretch of Main Street between 36th and 37th Avenues. This edge has the most potential for retail functions due to the volume of vehicle traffic (close to 15,000 ADT), pedestrian movement and availability of street parking.
- The exposure along 33rd Avenue is not a factor as this area is not suitable for retail.
- Since 37th Avenue is currently designated as a bike route, exposure to East-West vehicle traffic is considerably impacted. Ideal retail conditions would dictate two major arterials so that the project has both North/South and East/West exposure. These conditions are currently in place for the small neighbourhood retail node on Main & 33rd Avenue.

Access (Ingress / Egress) (6/10):

- Access will be primarily a function of planned internal circulation and placement of key entrance points.
- Currently the configuration of 37th Avenue as a bike oriented neighbourhood street considerably limits accessibility to the site.
- Right and left turn access points via Main street will be critical for the success of retail functions.

Size/Shape/Slope (7/10):

- The 15.2 acre L-shaped land parcel affords considerable room for development but restricts valuable Main Street frontage.
- The topography is flat and the existing old growth trees enhance the environmental characteristics.



Main & 37th Avenue Site Corner



Mid-Block Exposure to Main Street



Bike Lane Access Restrictions – Main & 37th

2.3 Site Attributes

Adjacencies (5/10):

- Adjacencies is one of the most limiting factors of the site. Although Main Street is well noted for its concentration of retail, the site is situated in a primarily residential context.
- Major retail functions terminate at 33rd Avenue and Main Street and this represents a challenge in terms of continuity.
- Currently a mix of single family homes and apartment buildings dominate the streetscape. Retail generally thrives when both street sides are occupied with commercial uses.

Parking (7/10):

- The availability of on-street parking along Main Street is a critical factor for retailers.
- However, additional parking facilities will be required to ensure that there is sufficient space to accommodate patrons. Access to these on-site parking facilities will be vital.



Flat Site With Strong Environmental Quality



Western Site Edge With Exposure to Queen E Park



Main Street Residential Adjacencies

2.4 Site Perspectives

- The main site exposure with Main & 37th Avenue intersection. Bike lane and traffic calming eliminate left-hand turn-in.



- Mid-block site exposure with 36th Avenue termination on Main Street.
- The main existing site access point.



2.4 Site Perspectives

- The North-West site corner on 33rd Avenue and Ontario Street intersection.
- This is the gateway to Queen Elizabeth Park.



- South-West site corner on the intersection of Ontario Street and 37th Avenue.
- Bike lane and traffic calming considerably limit vehicle movement.



2.4 Site Perspectives

- Existing neighbourhood retail node with corner grocer on Main & 33rd Avenue.
- New residential complex under development on North-East corner.



- The busy intersection of Main and 33rd is the optimal location for neighbourhood retail.
- Interceptory to both North/South and East/West traffic.



2.5 Site SWOT Assessment

Strengths

- Quality of environment is very high due to abundant local open green space, golf courses, sporting fields and parks.
- Area is an established leisure destination with the Queen Elizabeth Park and Hillcrest Community Center as anchors.
- Site bounds the rapidly evolving Main Street, which over the past decade has become a key destination for specialty retail, restaurants, coffee shops and entertainment venues.
- Flat site topography and high quality adjacencies (Queen Elizabeth Park) provide a great context for on-site residential development.
- Calmed perimeter streets (Ontario & 37th Avenue) are appealing for on-site residential uses, albeit at the detriment to vehicle access to the site.
- Area has an uplifting feel with considerable home ownership pride. Homes and landscaped gardens are well maintained which further enhances the quality of living aspects of the neighbourhood.

Weaknesses

- Frontage along Main Street is limited and does not include the high traffic 33rd Avenue and Main Street intersection.
- Existing frontage along Main Street is comprised entirely of residential land uses. The lack of immediate commercial operations presents a challenge in terms of creating a critical mass of retail functions.
- Retail uses terminate at 33rd Avenue and Main Street – thereby eliminating any potential momentum generated from existing Main Street retail functions.
- Access to the site is considerably restricted due to bike lanes and traffic calming measures. This is particularly acute on the intersection of Main and 37th Avenue, which could provide the primary left-turn access point for North bound traffic.
- Ontario Street and 37th Avenue are both low traffic neighbourhood streets and thus will have limited impacts on generating automobile traffic.

2.5 Site SWOT Assessment

Opportunities

- The local and regional area continues to transition as new families seek more affordable housing options. This change in demographics will result in greater demand for new retail goods, services and restaurants.
- On-site residential population will be a boon to any planned retail facilities as they are a highly captive market.
- Densification in the area including new infill projects along Main Street provide a catalyst for the area in terms of population base and changing consumer preferences for new types of retail offerings.

Threats

- Competitive developments including infill projects along Main Street are also seeking to capitalize on new the new retail demand. Some of these projects will also integrate retail into their mix, potentially impeding on Little Mountain's trade area.
- Regional developments such as the long-term transformation of Oakridge Center into a fully integrated transit-oriented residential, office and commercial hub could increase competition for local trade area retail spending.

3.0 Retail Market: Supply Analysis

- 3.1 Regional Overview
- 3.2 Primary Retail Node Assessment
- 3.3 Main Street Retail Context & Market Comparables
- 3.4 Retail Market Comparables Assessment
- 3.5 Competitive Market Positioning
- 3.6 Retail Market SWOT Assessment

3.1 Regional Overview

Retail Supply Overview

- To gauge the retail opportunity for on-site retail, we begin with a supply analysis on both a local and regional level.
- Given the location, characteristics and future build-out of the Little Mountain site, the supply analysis focuses on core community retail anchors. These are grocery stores, drugstores and liquor stores.
- There is a distinct community scale retail presence along Main Street and Fraser Street.
- Cambie Street is more destination oriented due to the regional traffic flow.
- There is a considerable gap of core community staple retail South of the site along Main Street.
- Given the proposed strong residential build-out, there may be an opportunity to integrate some smaller-scale key neighbourhood convenience anchors on-site such as a grocery store and/or pharmacy.

Community Retail Anchors

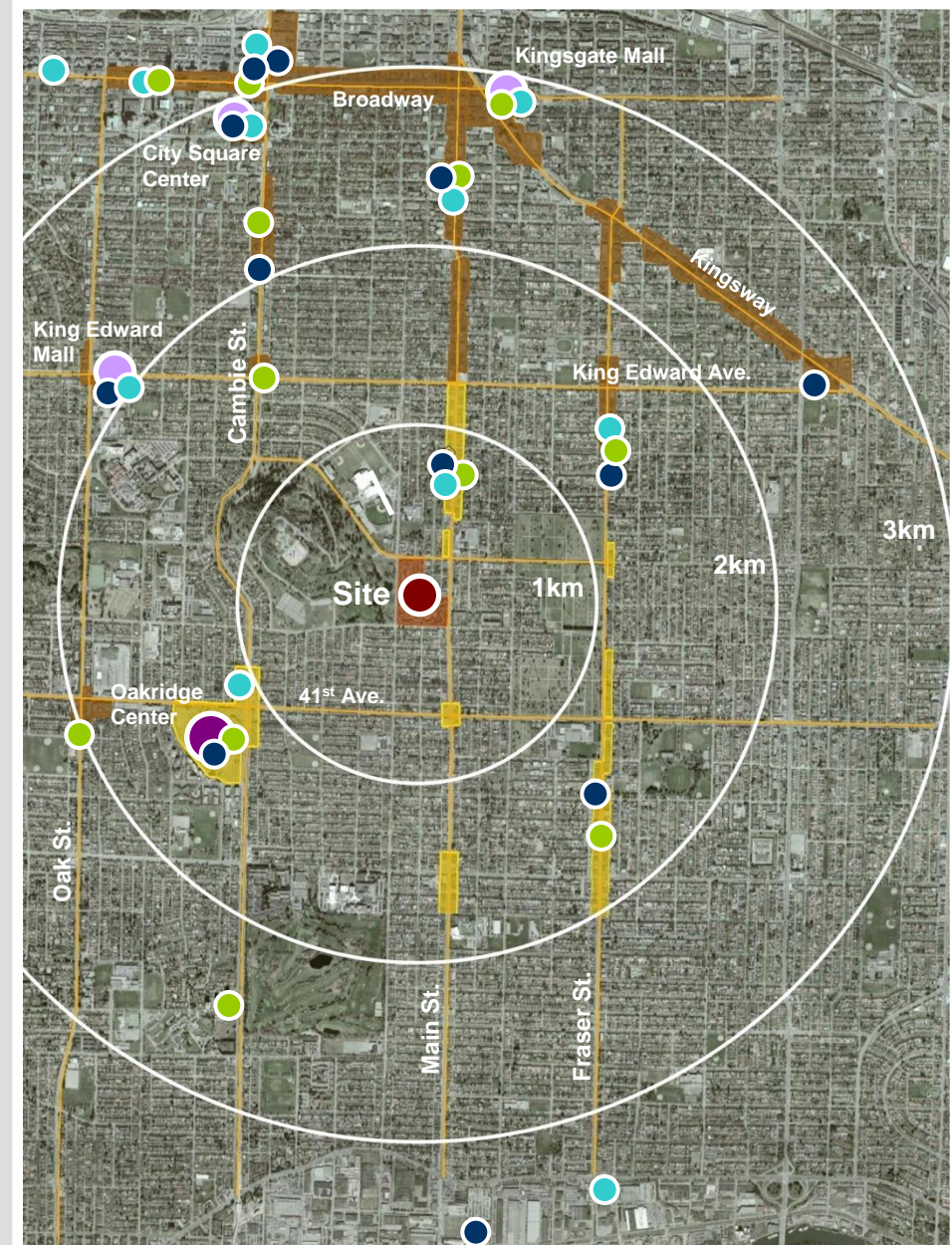
- Pharmacy
- Grocery
- Liquor Store

Shopping Centers

- Regional
- Community

Retail Districts

- Primary Market
- Secondary Market



3.1 Regional Overview

Competitive Retail Districts

- To define the characteristics of the competitive retail market, distinct nodes have been identified.
- The retail supply in the study area is comprised of:
 - Traditional Street Retail Districts
 - Community Scale Centers
 - Regional Shopping Centers
- The main competitive retail nodes have been segregated into primary and secondary markets.
- Primary Markets:
 1. Riley Park (Main Street)
 2. South Main (Main & 49th / Main & 41st)
 3. Oakridge
 4. Central & South Fraser Street

Community Retail Anchors

- Pharmacy
- Grocery
- Liquor Store

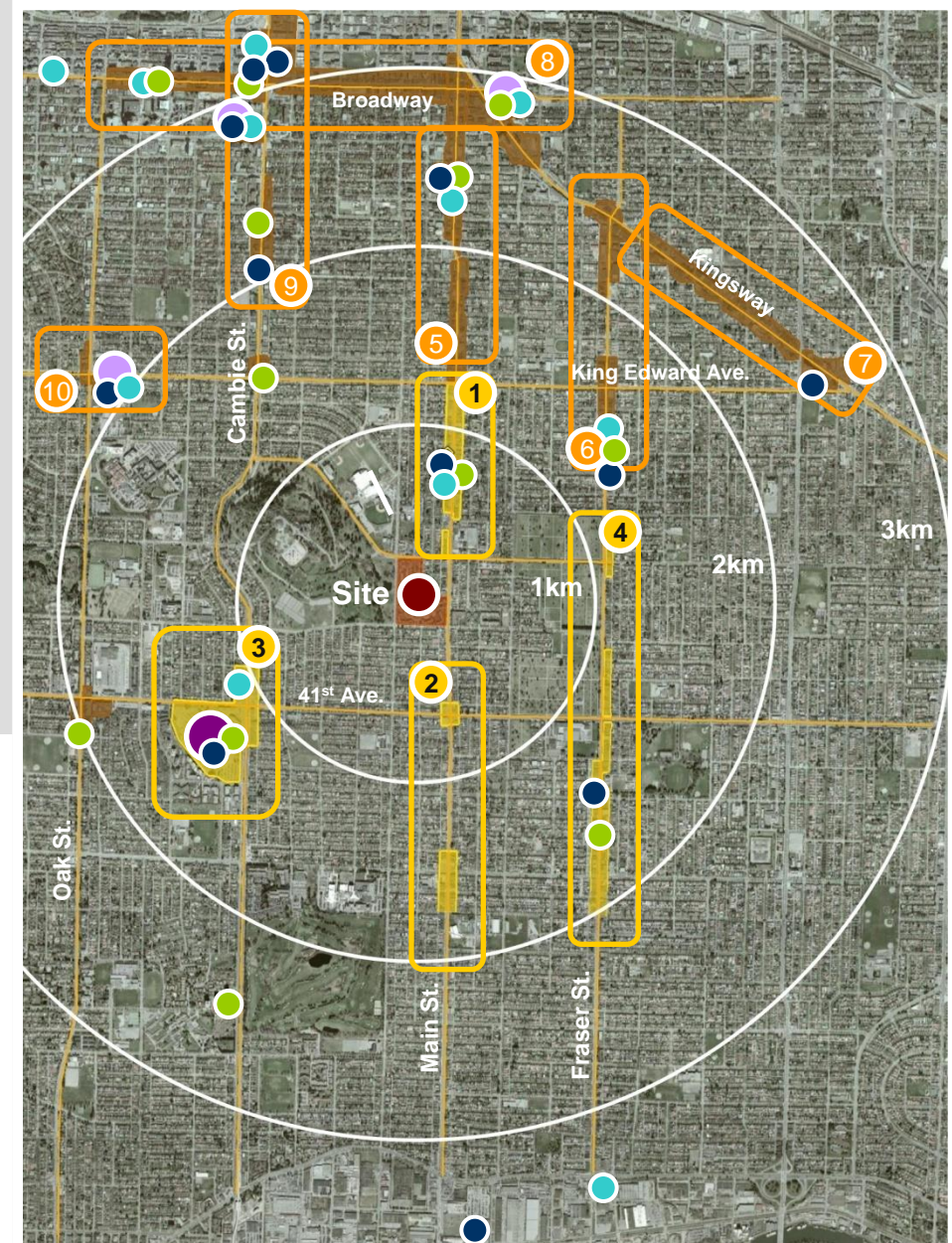
Shopping Centers

- Regional
- Community

Retail Districts

- Primary Market
- Secondary Market

- Secondary Markets:**
5. Mount Pleasant
 6. North Fraser
 7. Kingsway
 8. East Broadway
 9. North Cambie
 10. Oak & King Edward



3.2 Primary Retail Node Assessment

1. Riley Park (Main Street)

District Context

- Situated between King Edward Avenue and East 33rd Avenue on Main Street.
- Closest retail supply in terms of site proximity.

Retail Market Functions

- Community focused retail district that has seen considerable evolution and now features roughly 120,000 sf of neighbourhood serving retail.
- Nesters Market, BC Liquor Store and Pharmasave 'Antique Row' are the core retail anchors.
- Recent infill development has spurred demand for new retail. There is now a healthy stock of restaurants and bars in the area that have further diversified the areas retail appeal.
- Primarily targets local Main St/Riley park residents.

Key Implications for Little Mountain

- This area demonstrates that a small scale grocery store can become a community anchor point.
- New development is a driver of the changing demographics that will also impact Little Mountain.

Market Comparable (Mixed-Use: Residential/Retail)

- Mixed-use development on 29th & Main. features rental apartments & retail on ground floor.



Community Retail Anchors

- Pharmacy
- Liquor Store
- Grocery

3.2 Primary Retail Node Assessment

2. South Main (Main & 49th / Main & 41st)

District Context

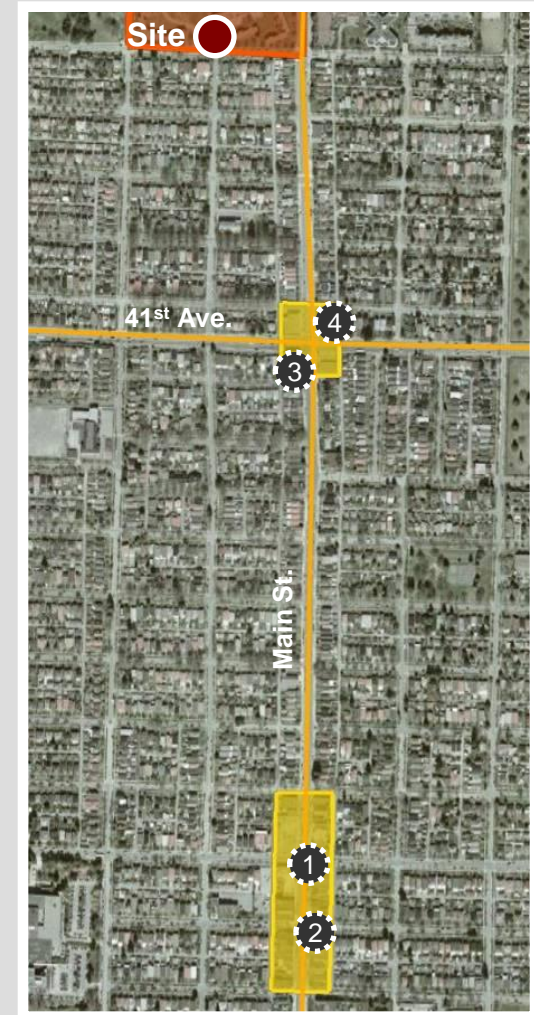
- Critical mass of street-oriented 'local brand' retail and commercial functions along Main Street.
- Sunset Community Centre is the neighbourhood's civic anchor at Main Street and East 51st Avenue.

Retail Market Functions

- Main & 49th is largely comprised of ethnic (known as Punjabi Market or 'Little India') retail offering roughly 130,000 sf of groceries, restaurants, specialty ethnic fashions, jewellery & specialty goods.
- Local operators dominate the retail offering, with very limited national brand representation.
- Primarily caters to ethnic customer base living in the community, but also draws on destination visitors.
- Main & 41st is a local neighbourhood node featuring some poor commercial building stock and currently suffering from vacancies.

Key Implications for Little Mountain

- 'Little India' is a specific destination for ethnic foodstuffs, restaurants and specialty items and is not likely to directly impact Little Mountain retail functions.
- Main & 41st features a large supply of older vacant commercial space. As a stronger retail site than the subject site, tenant deals/building improvements on this corner should be closely monitored.



3.2 Primary Retail Node Assessment

3. Oakridge

District Context

- Closest major regional shopping mall to subject site.

Retail Market Functions

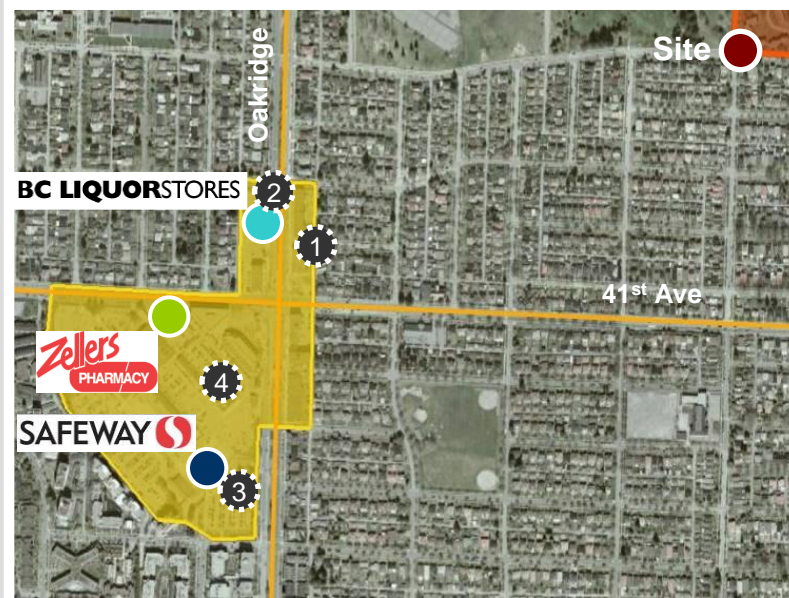
- 'Oakridge Community' is anchored by 575,000 sf Oakridge Mall (100,000 sf convenience-related). Major retail anchors include The Bay, Zellers, Safeway, Cinema, banks.
- Oakridge Mall - destination for moderate to premium price point fashion apparel and accessories, etc.
- Complementary convenience and personal services (street retail) along Cambie Street (just North-South of 41st Avenue – roughly 50,000 sf)

Trade Area Catchment

- Regional trade areas likely include (but not limited to) the communities of Oakridge, South Cambie, Riley Park-Little Mountain and Kerrisdale.

Key Implications for Little Mountain

- Oakridge Mall - destination for comparison shopping goods & major purchases and hence the majority of the mall's offering is not a direct competitor; however, the centre does provide a variety of competitive community serving convenience retail functions.
- Located along the Canada Line, Oakridge Centre may develop into a higher density mixed-use hub boosting destination appeal and commercial functions.



Community Retail Anchors

- Pharmacy
- Liquor Store
- Grocery



3.2 Primary Retail Node Assessment

4. Central & South Fraser Street

District Context

- High concentration of street-oriented retail, personal / professional services and commercial functions along Fraser Street.

Retail Market Functions

- Strong convenience retail (independent grocers, personal services, etc) offering that effectively serves the local community – anchored by Buy Low Foods and Shoppers Drug Mart.
- Roughly 400,000 sf total community serving retail.
- Diverse neighbourhood services offered including a high proportion of various ethnic foodstuffs, discount oriented merchandise and restaurants/café, etc.
- Primarily locally operated establishments featuring ‘lower order’ goods.
- National brand retailers have very limited presence.

Trade Area Catchment

- Sunset Community and local neighbourhood.

Key Implications for Little Mountain

- Direct competitor for convenience / service retail, but targets more ethnic customer base residing in Sunset Community and other patrons seeking specific offering.



Community Retail Anchors

- Pharmacy
- Grocery

3.3 Main Street Retail Market Context and Market Comparables

- Table 3.1 illustrates some sample lease rates along Main St as well as two market comparables: King Edward Village & Century.
- While higher asking rents can be found in the south (\$34 per sf net along 6600 block) due to the destination function of this area, rents along Main St. are generally just as much dictated by building quality as they are site attributes. Depending on design, quality and offering, anticipated rents for quality new retail units in a mixed-use development could likely expect between \$30 - \$40 per sf net*. Century Development for example, with 2 strong anchors, is asking \$40 per sf per annum base for its inline unit.

Table 3.1: Retail Market Lease Rates

	Size (sf)	Base Rent (net) per sqf	CAM/Tax/Insurance per sqf
1	5,000	\$12.00 Gross	
2	1,700	Asking: \$30.00 Net Actual \$20.50 Net	
3	1,261	Asking \$15.00 Net Actual \$12.00 Net	
4	1,340	Actual \$10.00 Net	
5	450-2,100	\$	26.00 \$10.00 (for 2009)
6	2,202	\$	24.00 \$15.99 (2010)
7	4,360	\$	30.00 \$9.97 (2010)
8	1,000	\$	34.00 \$4.15 (2009)
9	1,200	\$	34.00 \$4.15 (2009)
10	960	\$	29.00
11	697	\$	29.00
12	1,580	\$	29.00
13	1,400	\$	40.00 \$ 9.50
	Sum of Units		
14	A,B,C & D:	\$	30.00
	Unit E: 4,300	\$	36.00
	Unit F: 4,100	\$	37.00
	Unit G: 3,750	\$	37.00
	Unit H: 6,692	\$	18.00
	Unit I: 4,733	\$	22.00

* Subject Site lease revenue study to be conducted upon finalization of retail demand study and layout plan.



3.4 Retail Market Comparables Assessment

- Table 3.2 outlines the make-up and competitive advantages/disadvantages of the King Edward Village and Century development. While not directly comparable with the subject site, both exemplify new larger scale mixed-use residential developments with retail components. Their relative competitive advantages/disadvantages provide relevant implications for Little Mountain.
- Based on a comparison of relative trade area characteristics and site attributes, both projects feature a slightly stronger competitive advantage in terms of retail development potential.
- However, while the Century development has successfully pre-leased most of its retail prior to construction (No Frills (grocery store) and Shopper's Drugmart (pharmacy)), the King Edward Village, in spite of having anchors pre-leased (Pricemart Foods, TD Bank, and a VPL branch), it has struggled to lease the majority of its inline retailers.

Table 3.2: Market Comparables

Project	Trade Area Characteristics					Site Attributes					Overall			
	Total Commercial sf	Occupied Retail sf	Occupied Non-Retail Commercial sf	Vacancy	Occupancy	2010 Population (1 km ring) Score	2010 Per Capita Retail Spend (5-min drive) Score	2010 Daytime Worker Pop (1 km ring) Score	Avg Annual Traffic AADT Score	Visibility & Exposure Score		Access (Ingress / Egress) Score	Adjacencies Score	Parking Score
Subject Site						12,690	\$8,294	2,223	30,128					
	64,000	17,134	18,733	28,133	56%					Good exposure to Kingsway and 25th Ave commuters. Frontage on 3 sides.	Good automobile access, and pedestrian connection to neighborhood	Located along existing retail corridor. Some weak adjacent tenants	Surface and underground parking	
King Edward Village						21,025 +1	\$7,542 -1	5,045 +1	48,499 +1					+5
	34,923	33,523	-	1,400	96%					Very comparable exposure	Phase 1 only accessible from one end	Very comparable residential / commercial adjacencies. Less direct competition.	4.5 stalls per 1,000 sf	+1
Century Development						20,362 +1	\$8,256 0	3,451 +1	23,812 -1					+3
						20,694	\$7,899	4,248	36,156	0 = Similar to Subject Site				+1 = Competitive Advantage -1 = Competitive

3.4 Retail Market Comparables Assessment

King Edward Village Lessons & Implications

- King Edward Village features a strong retail site, with good exposure and access, but has struggled with vacancies due to a combination of:
 - Late anchor tenant entry.
 - Weak trade area characteristics
 - Competitive influences. While it was originally planned for a Save-on-Foods, trade area characteristics and competition both stalled its opening and switched the store format to a lower price-point Pricemart Foods.
 - Poor inline retail unit design, especially for inner courtyard tenants which do not receive exposure.
- This project exemplifies the importance of pre-leasing and the challenges associated with building retail in 1 phase (damage caused by weak opening/vacancies).

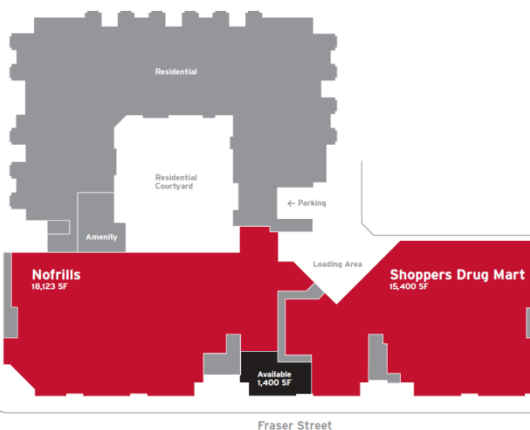
Century Development Lessons & Implications

- The Century development has 2 strong pre-leased retail tenants in a trade area with less pre-opening competition.
- Also, the site previously featured commercial units and therefore an already established neighborhood fit, hence justifying a fairly large neighborhood retail offering.
- However, in spite of these differences, the Century Development exemplifies a very comparable secondary route-way context and shows how grocery and convenience stores can be integrated into a mixed-use development.

King Edward Village



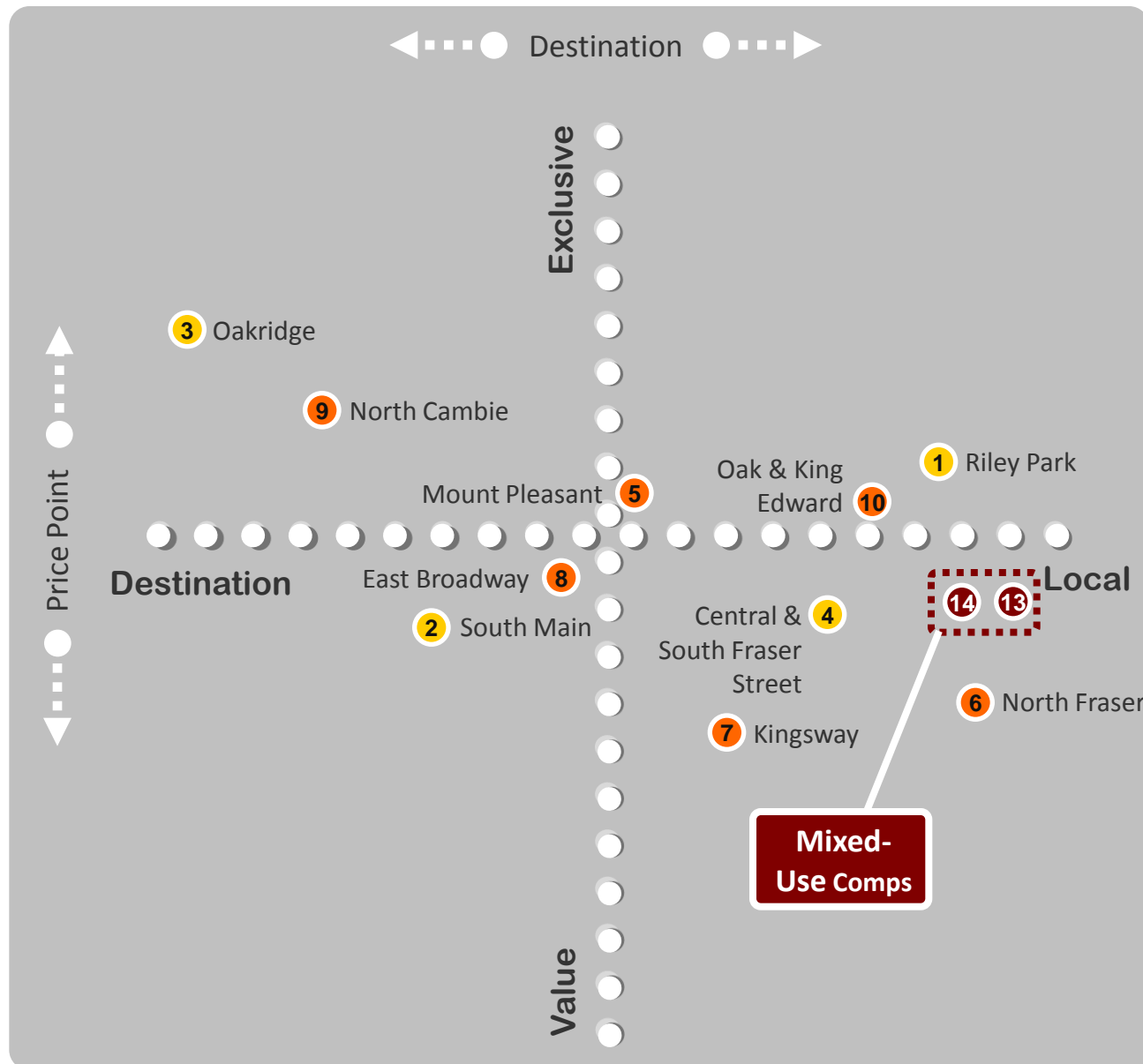
Century Development



3.5 Competitive Market Positioning

- The figure to the right illustrates the relative competitive positioning of each centre in terms of destination visitation and price point.
- In order to determine the appropriate retail positioning for the subject site, and how it relates to its competitors, a demand analysis is undertaken in the following section.

Figure 3.10: Competitive Market Positioning



3.6 Retail Market SWOT Assessment

Strengths

- Little Mountain neighbourhood is experiencing a demographic shift, with young families and growing household incomes. This ultimately increases demand for additional retail amenities as the neighbourhood becomes more desirable.
- Main Street corridor has evolved to become a sought after address for urban living, and a unique offering of shopping and dining experiences along one of Vancouver's trendy commercial streets.
- The Main Street 'shopping district' is attracting customers from a wider trade area due to its overall unique appeal and selection of one-of-a-kind shops and restaurant venues.

Weaknesses

- Destination retail and restaurants are approximately 20 blocks North of subject site (along Main Street) so the critical mass of leisure oriented activities are disconnected from Little Mountain neighbourhood.
- Some retail functions along Main Street could be classified as 'lower order' tenants degrading the profile of this overall commercial district.

Opportunities

- Limited major retail brands along the Main Street corridor. As the demographic and income changes over the coming years, retailers may see this commercial corridor as the next location for store expansions.
- With growing popularity of Main Street for shopping, expanding businesses and new operators may see this commercial corridor as the new 'priority' to capture growth.
- As retail functions continue to evolve along Main Street, landlords could become proactive on selecting 'higher order' tenants and operators to enhance the corridor's overall profile.

Threats

- Densification of Oakridge Mall node with additional residential and commercial functions will only increase this established hub's destination appeal and potentially draw from an even wider catchment area.

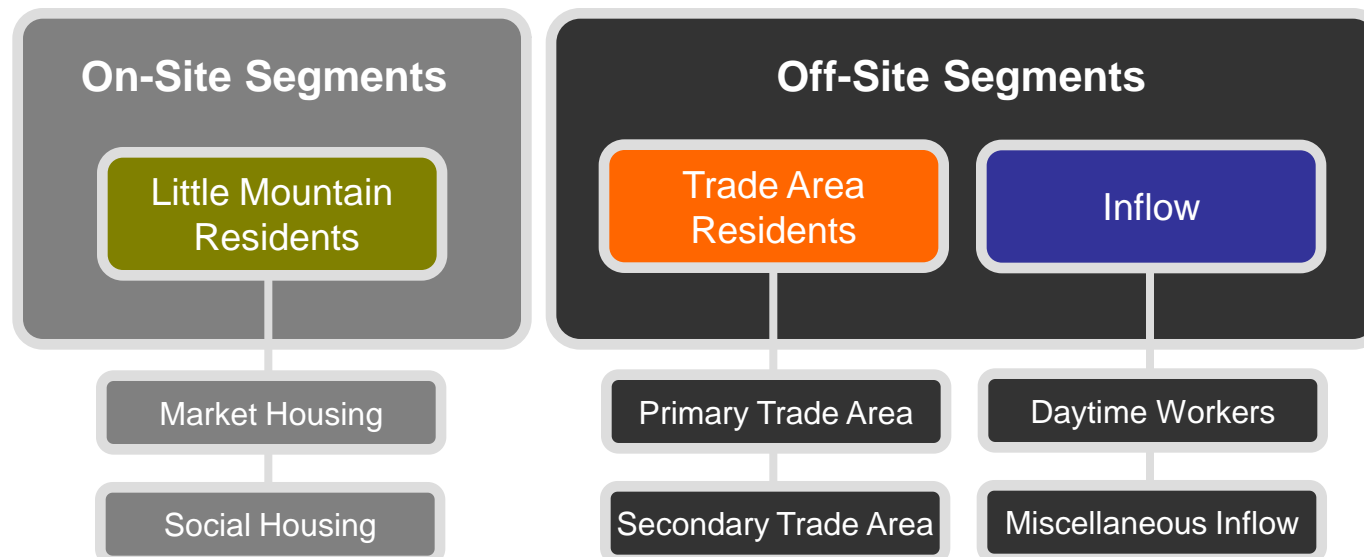
4.0 Retail Market Demand Analysis

- 4.1 Target Market Overview
- 4.2 Trade Area Context
- 4.3 Trade Area Delineation
- 4.4 On-Site Segments: Little Mountain Residents
- 4.5 On-Site Segments: LM Resident Population
- 4.6 Trade Area Demographics: Households
- 4.7 Trade Area Demographics: Population
- 4.8 Trade Area Demographics: Household Composition
- 4.9 Trade Area Demographics: Age & Gender Characteristics
- 4.10 Trade Area Demographics: Household Characteristics
- 4.11 Trade Area Demographics: Household Income
- 4.12 Trade Area Demographics: Household Income Distribution
- 4.13 Trade Area Demographics: Per Capita Income
- 4.14 Trade Area Demographics: Per Capita Retail Spending
- 4.15 Total Trade Area Retail Spending
- 4.16 Off Site Segments: Inflow
- 4.17 Market Capture Rate Methodology
- 4.18 Applied Capture Rates
- 4.19 Total Estimated Retail Sales
- 4.20 Retail Sales Performance
- 4.21 Retail Floorspace Viability 2014 to 2024: Baseline Scenario

4.1 Target Market Overview

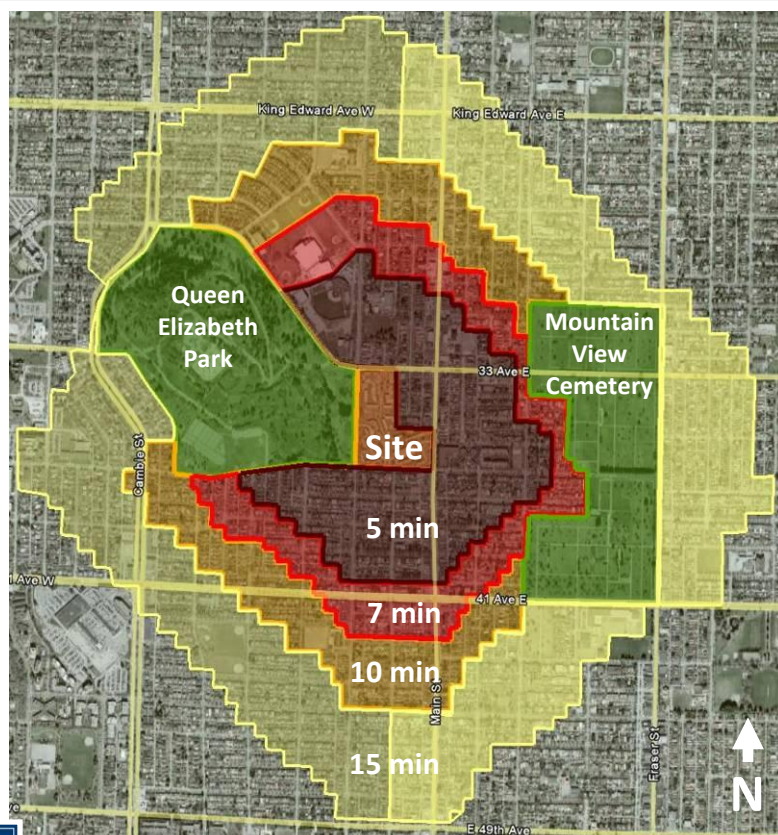
- In order to establish retail market demand, and ultimately determine the market opportunity for Little Mountain Retail, an understanding of the market conditions and retail spending patterns must be identified. This section therefore outlines the major customer segments, their respective population base and ultimate spending potential.
- Each target segment has unique shopping behavior characteristics and retail spending, and is therefore treated individually.
- The major market segments identified for Little Mountain Retail are: Little Mountain Residents, Trade Area Residents and Trade Area Inflow.

Key Potential Customer Target Market Segments



4.2 Trade Area Context

- The basis for any retail project is the establishment of a trading area - the land area that will comprise the majority of potential customer sources.
- To provide a context of a neighbourhood-oriented project we first examine the trading profile from a walk-time analysis.
- Destinations within a 15 minute walk include Oakridge Centre to the South-West, 49th Avenue to the South and King Edward Skytrain Station to the North-West.
- Due to the site's neighbourhood orientation, the majority of potential customer traffic will be bound within a reasonable walking distance to the site and subject to other geographic, infrastructure, competitive and behavioral conditions.



Neighbourhood Area Profile (2010)

Walk Time	Pop.	Ave. HHI	Med. Age	Per Cap. Retail
5 Minute	3,405	\$ 78,331	43.3	\$ 8,063
7 Minute	2,389	\$ 86,995	38.3	\$ 8,773
10 Minute	2,879	\$ 76,928	39.3	\$ 7,877
15 Min East	6,383	\$ 78,753	38.0	\$ 8,295
15 Min West	4,001	\$ 78,277	40.8	\$ 7,483
Vancouver	274,742	\$80,707	38.3	\$10,180
Cemetery / Parkland				

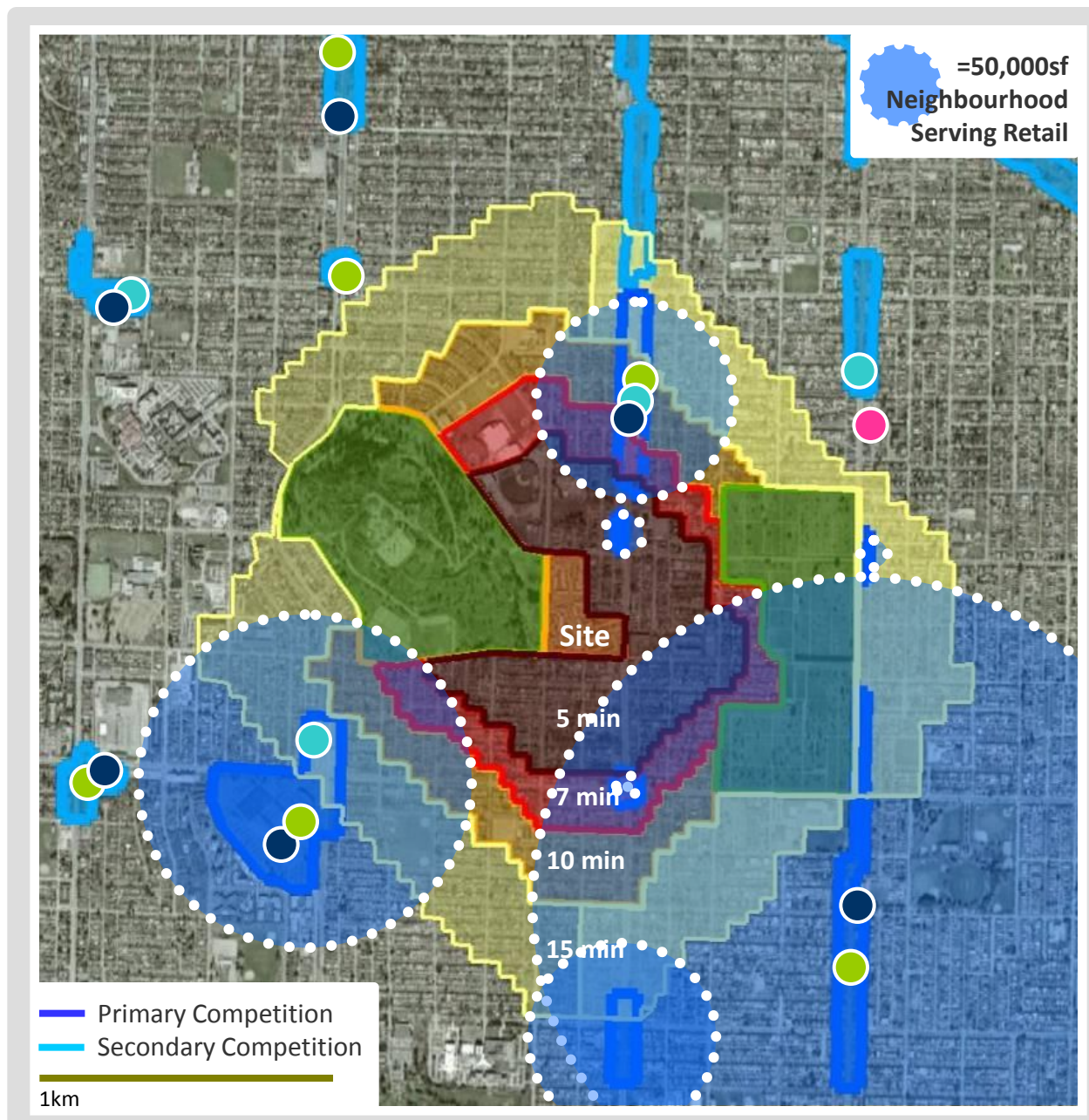
4.3 Trade Area Delineation

- With an understanding of the regional and local competitive influences, site characteristics, perspective on future development and understanding of trading patterns, a trade area has been established.
- This critical exercise is used to determine the area from which the project will receive regular patronage and is used as the basis for establishing the retail opportunity.
- Key parameters for determining trade area boundaries include, but are not limited to, the following factors:
 - Context of site in relation to its market and direct competitors and their inherent qualities.
 - Road and transportation networks which affect site access and travel time.
 - Significant natural and man-made barriers.
 - De facto barriers resulting from socio-economic differentiation.
 - Patterns of residential development and density.
 - Established local circulation patterns for shopping destinations.

4.3 Trade Area Delineation

- The figure to the right outlines the relationship of primary neighbourhood serving retail competition* and walk times from the site.
- The 3 most directly competitive and influential retail nodes include:
 - The Nester’s grocery anchored node North of the site along Main Street (32nd Ave – 25th Ave).
 - The Safeway anchored cluster at Oakridge Mall.
 - Buy-Low foods grocery anchored cluster along Fraser St. (38th Ave – 51st Ave)
- As illustrated by the relative size and critical mass of each cluster, Fraser exerts the most influence, followed by Oakridge and then Main Street.
- Main Street retail is positioned at an interceptory location for 10 – 15 minute walk times to the North.
- Safeway Oakridge is located in a convenient location for 10 – 15 minute walk times to the West.
- Fraser Street retail acts as a strong draw for 7 – 15 minute walk times to the South and South-West.

Figure 4.1: Neighbourhood-Serving Competition & Relative Influence

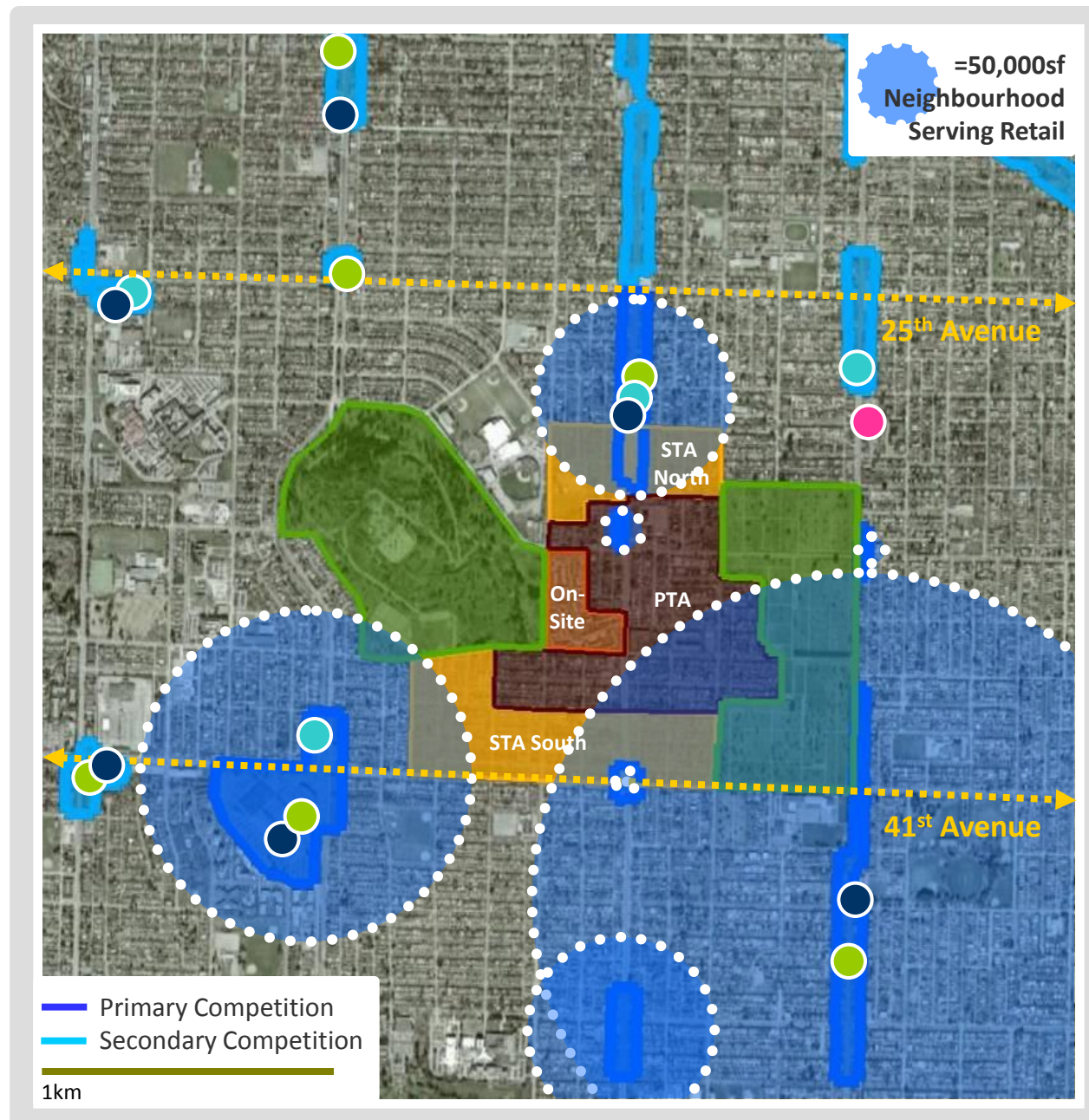


* Not including regional competition at Oakridge

4.3 Trade Area Delineation

- The figure on the right, outlines the primary sources of potential customers to a neighbourhood serving retail node at the subject site in terms of a primary and secondary trade area.
- The trade areas have been delineated according to the following factors:
- Primary Trade Area (PTA)
 - Households within a 5 minute walk to the site, bound by the Mountain View Cemetery to the East & Queen Elizabeth Park to the West.
- Secondary Trade Area (STA) South
 - Households within a 5-10 min walk bound by 41st Ave to the South.
 - This zone lies on the threshold by which the critical mass of competitors to the South-East and West provide a stronger draw.
- Secondary Trade Area (STA) North
 - Households within a 5-10 min walk to the North bound by 29th Ave.
 - While in close proximity to the site this area offers a more convenient access to Nester’s anchored neighbourhood conveniences along Main Street.

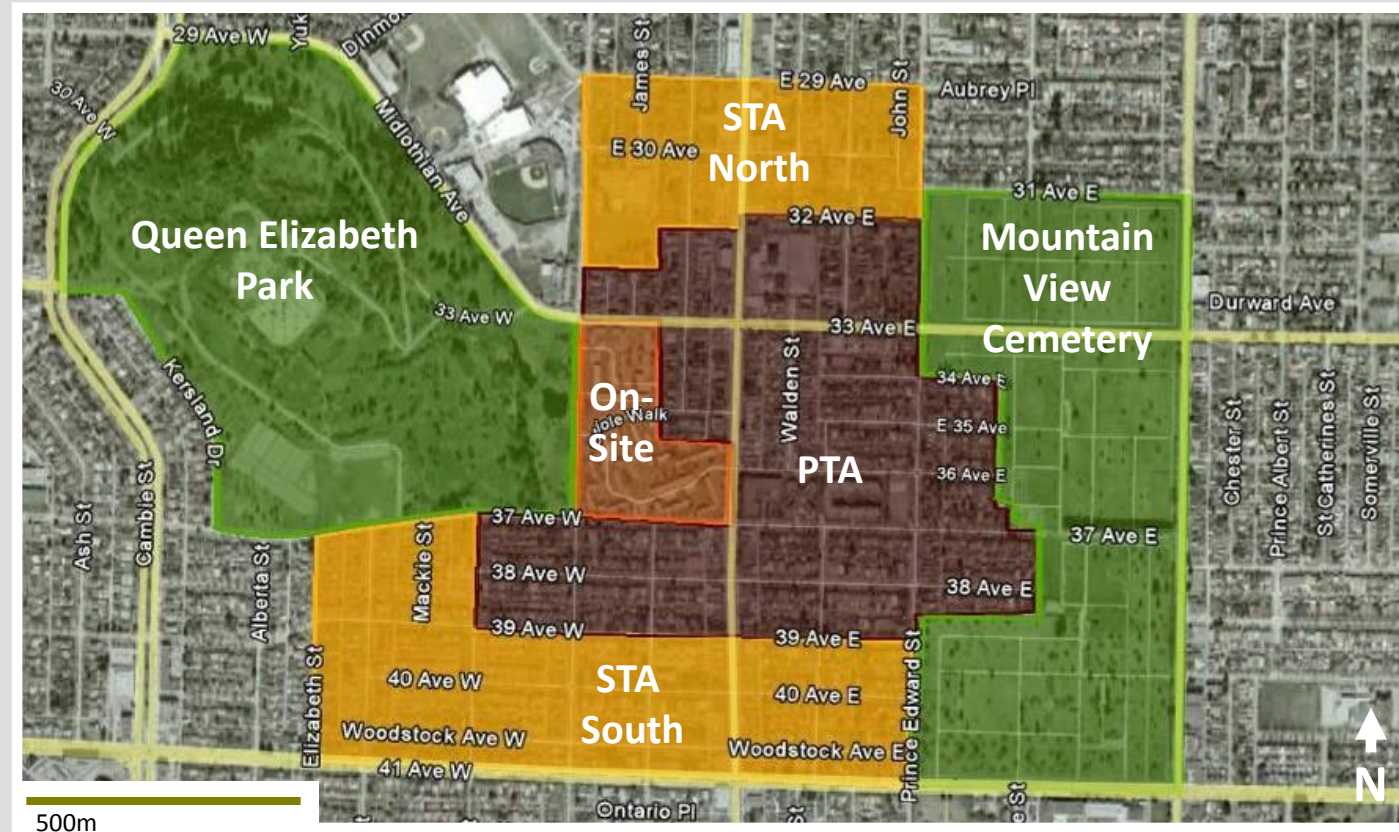
Figure 4.2: Neighbourhood Competition & Trade Area Delineation



4.3 Trade Area Delineation

- The trade areas identified are as follows:
 - **On-Site:** Little Mountain Development
 - **Primary Trade Area (PTA):** Area North of 39 Ave, East of Manitoba St., South of 32 Ave, and West of the cemetery
 - **Secondary Trade Area North (STA North):** Area East of Ontario St, South of 29 Ave & West of Prince Edward St.
 - **Secondary Trade Area South (STA South):** Area North of 41 Ave, East of Elizabeth St & West of the Mountain View Cemetery

Figure 4.3: Trade Area Delineation



4.4 On-Site Segments: **Little Mountain Residents**

- On-site segments include all of those residents that will come to inhabit the Little Mountain development itself.
- The On-site population and demographic make-up for Little Mountain residents is yet to be determined; however, for the purposes of this study's retail demand model, these inputs will be based on the following assumptions for both social housing and market housing cohorts.
- **Social Housing Residents**
 - **Population:** Based on a planned 234 units.
 - **Demographic Characteristics & Retail Spending Behavior:** Based on the characteristics of previous Little Mountain Households.
- **Market Housing Residents:**
 - **Population:** Market housing unit count will depend on allowable zoning, market demand and absorption; a range of potential FSR scenarios is therefore applied (illustrated on the following page).
 - **Demographic Characteristics & Retail Spending Behavior:** Per Capita retail spending characteristics based on Riley Park Residents as a whole, which are indicative of a slightly more affluent and younger demographic than currently found in the existing PTA. Household composition inputs have been scaled down from the Riley Park benchmark to account for a smaller household size, given the nature of the planned on-site unit sizes (average 850 sf). An average Household Size of 2.0 has been applied for Little Mountain market housing cohorts*.

4.5 On-Site Segments: LM Resident Population

- Tables 4.1 and 4.2 outline four planned build-out scenarios of the Little Mountain community by escalating Floor Space Ratio (FSR).
- Based on the client’s timing expectations of the development approval process and construction, 2014 has been utilized as the initial year of residential deliveries and beginning on-site population.
- In terms of planned build-out over time, for the purposes of this study’s retail demand model, a 10 year time horizon has been utilized, with equal absorption on an annual basis. While there will in reality likely be more variation in absorption, this study deems this approach as the most reasonable at this stage.
- According to these assumptions the total number of households by 2023 is expected to reach the following by each scenario:
 - 1,650 Units (2.5 FSR)
 - 2,300 Units (3.5 FSR)
 - 2,650 Units (4.0 FSR)
 - 3,000 Units (4.5 FSR)
- Based on these forecasts, and assuming that household sizes for social housing units are **2.7** and market housing units **2.0** there is projected to be a total of the following living on-site:
 - 3,464 Little Mountain Residents (2.5 FSR)
 - 4,764 Little Mountain Residents (3.5 FSR)
 - 5,464 Little Mountain Residents (4.0 FSR)
 - 6,164 Little Mountain Residents (4.5 FSR)

Table 4.1: Little Mountain Unit Build-Out Projections

	Social Housing	MH Baseline	MH Moderate - Low	MH Moderate - High	MH High
		2.5 FSR	3.5 FSR	4.0 FSR	4.5 FSR
Population*					
2014	63	283	413	483	553
2015	63	283	413	483	553
2016	63	283	413	483	553
2017	63	283	413	483	553
2018	63	283	413	483	553
2019	63	283	413	483	553
2020	63	283	413	483	553
2021	63	283	413	483	553
2022	63	283	413	483	553
2023	63	283	413	483	553
Total	632	2,832	4,132	4,832	5,532
Combined		3,464	4,764	5,464	6,164
* Based on Holborn Group Provided Data & Onsite Household Size Assumptions based on 2010 Canex Data Projections					

Table 4.2: Little Mountain Population Projections

	Social Housing	MH Baseline	MH Moderate - Low	MH Moderate - High	MH High
		2.5 FSR	3.5 FSR	4.0 FSR	4.5 FSR
Households*					
2014	23	142	207	242	277
2015	23	142	207	242	277
2016	23	142	207	242	277
2017	23	142	207	242	277
2018	23	142	207	242	277
2019	23	142	207	242	277
2020	23	142	207	242	277
2021	23	142	207	242	277
2022	23	142	207	242	277
2023	23	142	207	242	277
Total	234	1,416	2,066	2,416	2,766
Combined		1,650	2,300	2,650	3,000
* Based on Holborn Group Provided Data & Onsite Household Size Assumptions based on 2010 Canex Data Projections					

4.6 Trade Area Demographics: Households

- Tables 4.3 outlines the projected growth of households for all trade areas: On-site; PTA and STA.
- As illustrated on the previous page, On-site household totals vary by FSR scenario (but annualized growth is constant at 29.2%).
- Household growth in the PTA is much milder at 0.47%.
- Household growth in the STA South is forecasted at a similar 0.45%, while in the STA North it is expected to be even more tame at 0.26% annualized growth.
- Overall, the trade area is expected to witness relatively significant growth, at between 6.3% and 9.3% respectively – largely attributable to the planned On-site population segments.

Table 4.3: Trade Area Household Projections

	On-Site					PTA	STAS		Total TA			
	On-Site SH	MH Baseline	MH Moderate - Low	MH Moderate - High	MH High		STAS	STAN	MH Baseline	MH Moderate - Low	MH Moderate - High	MH High
Households*												
2014 Projection	23	142	207	242	277	1,024	578	350	2,117	2,182	2,217	2,252
2015 Projection	47	283	413	483	553	1,031	581	352	2,294	2,424	2,494	2,564
2016 Projection	70	425	620	725	830	1,038	585	353	2,471	2,666	2,771	2,876
2017 Projection	94	566	826	966	1,106	1,044	589	355	2,648	2,908	3,048	3,188
2018 Projection	117	708	1,033	1,208	1,383	1,051	592	356	2,824	3,149	3,324	3,499
2019 Projection	140	850	1,240	1,450	1,660	1,054	594	356	2,995	3,385	3,595	3,805
2020 Projection	164	991	1,446	1,691	1,936	1,058	596	357	3,166	3,621	3,866	4,111
2021 Projection	187	1,133	1,653	1,933	2,213	1,061	598	357	3,337	3,857	4,137	4,417
2022 Projection	211	1,274	1,859	2,174	2,489	1,065	600	358	3,508	4,093	4,408	4,723
2023 Projection	234	1,416	2,066	2,416	2,766	1,068	602	358	3,678	4,328	4,678	5,028
Annual Growth	29.2%	29.2%	29.2%	29.2%	29.2%	0.47%	0.45%	0.26%	6.33%	7.91%	8.65%	9.34%
	* Based on Holborn Group Provided Data & 2010 Canex Data Projections											

4.7 Trade Area Demographics: Population

- Tables 4.4 outlines the projected population growth for all trade areas: On-site; PTA and STA.
- On-site population growth is projected to keep pace with household growth as household sizes are assumed to remain constant.
- However, in the PTA and STA, household sizes are anticipated to decrease, leading to weak population growth in the PTA (0.01%) and negative population growth in the STA South (-0.36%) and STA North (-0.28%).
- Overall, the trade area is still expected to witness strong growth, at between 5.0% and 7.7%, again primarily due to the Little Mountain development.

Table 4.4: Trade Area Population Projections

	On-Site					PTA	STAS	STAN	Total TA			
	On-Site SH	MH Baseline	MH Moderate - Low	MH Moderate - High	MH High				MH Baseline	MH Moderate - Low	MH Moderate - High	MH High
Population*												
2014 Projection	63	283	413	483	553	2,524	1,620	969	5,459	5,589	5,659	5,729
2015 Projection	126	566	826	966	1,106	2,528	1,615	968	5,804	6,064	6,204	6,344
2016 Projection	190	850	1,240	1,450	1,660	2,533	1,610	967	6,149	6,539	6,749	6,959
2017 Projection	253	1,133	1,653	1,933	2,213	2,537	1,606	966	6,495	7,015	7,295	7,575
2018 Projection	316	1,416	2,066	2,416	2,766	2,542	1,601	964	6,839	7,489	7,839	8,189
2019 Projection	379	1,699	2,479	2,899	3,319	2,539	1,594	960	7,171	7,951	8,371	8,791
2020 Projection	442	1,982	2,892	3,382	3,872	2,535	1,588	956	7,504	8,414	8,904	9,394
2021 Projection	505	2,266	3,306	3,866	4,426	2,532	1,581	952	7,836	8,876	9,436	9,996
2022 Projection	569	2,549	3,719	4,349	4,979	2,529	1,574	949	8,169	9,339	9,969	10,599
2023 Projection	632	2,832	4,132	4,832	5,532	2,525	1,568	945	8,502	9,802	10,502	11,202
Annual Growth	29.2%	29.2%	29.2%	29.2%	29.2%	0.01%	-0.36%	-0.28%	5.04%	6.44%	7.11%	7.73%
	* Based on Holborn Group Provided Data & 2010 Canex Data Projections											

4.8 Trade Area Demographics: Household Composition

- Table 4.5 below outlines some of the key household composition features for Trade Area cohorts and illustrates how they compare to Vancouver as a whole.
- Household sizes in the Trade Area are slightly larger than the Vancouver average; however the 2.0 residents per household assumption used for On-site market housing segments (as referenced above) is much lower.
- Households with children is also slightly higher, especially on the former Little Mountain development (45% more than Vancouver average).
- Marital status varies in each Trade Area.

Table 4.5: Household Composition

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	STA Total	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STA: Van
Household Composition*											
Total Households	255	8,918	1,017	573	352	925	274,742	0.00	0.03	0.00	0.00
Average Household Size	2.70	2.58	2.53	2.91	2.85	2.89	2.26	1.19	1.14	1.12	1.28
Family Households											
Average Persons Per Family	3.00	2.95	2.99	3.09	2.97	3.04	2.85	1.05	1.04	1.05	1.07
Average Children Per Family	1.46	1.13	1.14	1.31	1.14	1.25	1.01	1.45	1.12	1.13	1.23
Marital Status (Population 15+)											
Single (never married)	36%	33%	30%	33%	32%	33%	36%	1.01	0.93	0.85	0.92
Married (not separated)]	37%	46%	44%	51%	49%	50%	42%	0.88	1.08	1.05	1.19
Widowed	6%	5%	9%	5%	3%	4%	5%	1.20	0.98	1.78	0.87
Divorced	8%	5%	6%	5%	5%	5%	6%	1.29	0.82	1.03	0.76
Separated (legally married)	5%	2%	3%	2%	2%	2%	3%	2.00	0.92	1.08	0.70
* Based on CANEX Canadian 2010 Estimates / 2020 Projections											

4.9 Trade Area Demographics: Age & Gender Characteristics

- Table 4.6 illustrates an age and gender breakdown of each Trade Area segment.
- Overall Riley Park age and gender characteristics feature a higher proportion of families with children, but otherwise closely match that of Vancouver averages.
- The PTA exhibits a high proportion of seniors, while the STA N & S both feature a higher proportion of families with children.
- Former Little Mountain demographics feature a strong proportion of single mothers with children and females between the ages of 60 - 69.
- While the entire trade area currently features a low proportion of residents within the 20 - 40 age bracket, new housing alternatives brought upon by the Little Mountain development will likely see these segments increase over the course of the Little Mountain build-out.

Table 4.6: Age & Gender Characteristics

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	Van Bench	FOS: Van	RP: Van	PTA: Van	STAS :Van	STAN :Van
Age Profile*											
Age Breakdown											
Age 0 to 9 (Male)	6%	5%	5%	5%	7%	4%	1.43	1.29	1.17	1.24	1.74
Age 0 to 9 (Female)	7%	5%	4%	5%	6%	4%	1.75	1.28	1.08	1.35	1.43
Age 10 to 19 (Male)	10%	4%	4%	6%	5%	4%	2.27	1.00	0.95	1.27	1.07
Age 10 to 19 (Female)	9%	5%	5%	5%	6%	4%	2.14	1.07	1.24	1.10	1.33
Age 20 to 29 (Male)	6%	7%	5%	7%	7%	8%	0.71	0.87	0.63	0.79	0.81
Age 20 to 29 (Female)	6%	7%	5%	7%	7%	8%	0.72	0.88	0.57	0.80	0.82
Age 30 to 39 (Male)	6%	9%	8%	7%	9%	10%	0.63	0.96	0.78	0.71	0.94
Age 30 to 39 (Female)	8%	9%	8%	7%	10%	9%	0.88	1.03	0.86	0.78	1.11
Age 40 to 49 (Male)	6%	8%	8%	8%	10%	8%	0.73	1.00	0.94	0.94	1.21
Age 40 to 49 (Female)	10%	9%	9%	9%	10%	8%	1.25	1.08	1.14	1.06	1.19
Age 50 to 59 (Male)	6%	7%	7%	8%	6%	7%	0.88	0.96	1.03	1.21	0.90
Age 50 to 59 (Female)	5%	7%	8%	9%	6%	7%	0.71	1.06	1.09	1.26	0.89
Age 60 to 69 (Male)	4%	4%	4%	4%	3%	4%	0.95	0.83	0.90	0.98	0.62
Age 60 to 69 (Female)	6%	4%	5%	5%	3%	4%	1.40	0.98	1.26	1.21	0.72
Age 70 to 79 (Male)	3%	3%	4%	3%	2%	3%	1.15	1.04	1.35	1.27	0.65
Age 70 to 79 (Female)	3%	3%	4%	3%	2%	3%	1.03	0.97	1.45	1.03	0.76
Age 80+ (Male)	1%	1%	3%	1%	1%	1%	0.71	1.00	1.79	0.93	0.86
Age 80+ (Female)	2%	2%	5%	2%	2%	3%	0.80	0.84	2.12	0.80	0.60
Population By Sex											
Male Population	45%	49%	47%	49%	49%	50%	0.90	0.98	0.93	0.98	0.99
Female Population	55%	51%	54%	51%	51%	50%	1.10	1.02	1.07	1.02	1.01
Median Age											
Male	33.8	37.8	41.7	40.2	36.6	38.3	0.88	0.99	1.09	1.05	0.96
Female	37.5	39.3	45.8	42.3	37.5	39.5	0.95	0.99	1.16	1.07	0.95
Male & Female	36.1	38.6	43.9	41.2	37.1	38.9	0.93	0.99	1.13	1.06	0.95
* Based on CANEX Canadian 2010 Estimates / 2020 Projections											

4.10 Trade Area Demographics: Household Characteristics

- Tables 4.7 and 4.8 outline the educational profile and labor force composition of Trade Area residents.
- Both the labor and educational profiles illustrate a diverse range of skills and occupations amongst Trade Area residents.

**Table 4.7:
Trade Area
Education
Profile**

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STAS: Van	STAN: Van
Education Profile*											
Educational Attainment (20+)											
Without High School Diploma	33%	20%	26%	19%	25%	21%	1.55	0.95	1.22	0.88	1.18
With high school graduation certificate	9%	9%	9%	14%	6%	10%	0.95	0.97	0.98	1.44	0.64
Trades certificate or diploma	7%	8%	7%	9%	10%	8%	0.93	1.12	0.93	1.21	1.39
College - without certificate or diploma	8%	8%	9%	7%	7%	6%	1.25	1.17	1.33	1.09	1.09
College - with certificate or diploma	8%	15%	15%	11%	11%	15%	0.54	1.03	1.02	0.74	0.76
University - without degree	11%	11%	10%	14%	13%	11%	1.05	1.04	0.90	1.35	1.22
University - Bachelors degree or higher	24%	29%	25%	26%	27%	30%	0.80	0.96	0.82	0.88	0.91
* Based on CANEX Canadian 2010 Estimates / 2020 Projections											

**Table 4.8:
Trade Area
Labor Force
Composition**

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STAS: Van	STAN: Van
Labor Force Composition*											
Employment by Occupation											
Business, finance & management	20%	26%	30%	31%	28%	30%	0.67	0.87	1.00	1.05	0.94
Natural & applied sciences, health, education, government, culture, recreation	17%	32%	29%	30%	30%	29%	0.58	1.11	0.97	1.02	1.02
Sales and service	27%	27%	26%	26%	26%	25%	1.08	1.08	1.05	1.02	1.06
Primary industry and trades	28%	13%	12%	12%	15%	13%	2.11	0.98	0.93	0.89	1.11
Occupation - Not applicable	8%	1%	3%	1%	1%	3%	3.20	0.56	1.16	0.52	0.24
* Based on CANEX Canadian 2010 Estimates / 2020 Projections											

4.11 Trade Area Demographics: Household Income

- The household income averages are relatively similar in the PTA, STA North and former On-site households (albeit slightly lower) while the STA South features marginally higher incomes.
- Riley Park income averages are very close to the Vancouver average, both in overall amount as well as in anticipated growth.

Table 4.9:
Trade Area
Household
Income

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	STA Total	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STAS :Van	STAN :Van
Household Income*												
2010 Projection	\$ 72,422	\$ 81,396	\$ 76,458	\$ 90,660	\$ 75,460	\$ 84,886	\$ 80,707	0.90	1.01	0.95	1.12	0.93
2011 Projection	\$ 74,404	\$ 83,948	\$ 78,885	\$ 93,154	\$ 77,865	\$ 87,346	\$ 83,250	0.89	1.01	0.95	1.12	0.94
2012 Projection	\$ 76,291	\$ 86,393	\$ 81,206	\$ 95,546	\$ 80,170	\$ 89,715	\$ 85,686	0.89	1.01	0.95	1.12	0.94
2013 Projection	\$ 78,226	\$ 88,908	\$ 83,596	\$ 97,999	\$ 82,544	\$ 92,155	\$ 88,194	0.89	1.01	0.95	1.11	0.94
2014 Projection	\$ 80,210	\$ 91,498	\$ 86,057	\$100,515	\$ 84,988	\$ 94,659	\$ 90,775	0.88	1.01	0.95	1.11	0.94
2015 Projection	\$ 82,245	\$ 94,162	\$ 88,589	\$103,096	\$ 87,505	\$ 97,214	\$ 93,431	0.88	1.01	0.95	1.10	0.94
2016 Projection	\$ 84,331	\$ 96,905	\$ 91,196	\$105,743	\$ 90,096	\$ 99,855	\$ 96,165	0.88	1.01	0.95	1.10	0.94
2017 Projection	\$ 86,470	\$ 99,727	\$ 93,880	\$108,459	\$ 92,764	\$102,557	\$ 98,980	0.87	1.01	0.95	1.10	0.94
2018 Projection	\$ 88,663	\$102,631	\$ 96,643	\$111,243	\$ 95,510	\$105,335	\$101,876	0.87	1.01	0.95	1.09	0.94
2019 Projection	\$ 90,968	\$105,689	\$ 99,552	\$114,158	\$ 98,404	\$108,249	\$104,922	0.87	1.01	0.95	1.09	0.94
2020 Projection	\$ 93,333	\$108,839	\$102,548	\$117,148	\$101,386	\$111,243	\$108,059	0.86	1.01	0.95	1.08	0.94
2021 Projection	\$ 95,760	\$112,082	\$105,635	\$120,218	\$104,458	\$114,320	\$111,290	0.86	1.01	0.95	1.08	0.94
2022 Projection	\$ 98,250	\$115,422	\$108,815	\$123,367	\$107,623	\$117,483	\$114,618	0.86	1.01	0.95	1.08	0.94
2023 Projection	\$100,804	\$118,862	\$112,090	\$126,600	\$110,884	\$120,733	\$118,045	0.85	1.01	0.95	1.07	0.94
2024 Projection	\$103,425	\$122,404	\$115,464	\$129,917	\$114,243	\$124,073	\$121,574	0.85	1.01	0.95	1.07	0.94
Annual Growth	2.57%	2.95%	2.98%	2.60%	3.00%	2.74%	2.96%	0.87	1.00	1.01	0.88	1.01
* Based on CANEX Canadian 2010 Estimates / 2020 Projections												

4.12 Trade Area Demographics: Household Income Distribution

- The household income distribution is very different in each neighbourhood Trade Area.
- While the former On-site households feature a high proportion of incomes below \$20,000 and a very low median income (\$29,874), the remaining trade areas feature comparable median incomes to the Vancouver average.

**Table 4.10:
Household
Income
Distribution**

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	STA Total	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STAS :Van	STAN :Van
Households by Income*												
Less than \$20,000	39%	17%	22%	13%	14%	13%	22%	1.74	1.28	1.00	0.58	0.64
\$20,000 - 39,999	22%	18%	18%	17%	20%	18%	21%	1.04	0.99	0.84	0.82	0.94
\$40,000 - 59,999	14%	17%	16%	19%	19%	19%	17%	0.83	0.91	0.95	1.12	1.09
\$60,000 - 79,999	7%	18%	18%	13%	22%	16%	13%	0.55	1.07	1.37	1.01	1.74
\$80,000 - 99,999	6%	12%	11%	9%	12%	11%	9%	0.66	1.15	1.15	1.03	1.35
\$100,000 and over	11%	18%	16%	29%	13%	22%	18%	0.63	0.80	0.90	1.63	0.72
Median Household Income	\$29,874	\$57,077	\$52,293	\$61,297	\$56,926	\$ 59,634	\$47,557	0.63	0.96	1.10	1.29	1.20
* Based on CANEX Canadian 2010 Estimates / 2020 Projections												

4.13 Trade Area Demographics: Per Capita Income

- In 2010, per capita incomes in the Trade Area vary between 74% and 88% of the Vancouver average and other than the former On-site households, they are expected to grow at comparable rates.

Table 4.11:
Per Capita
Income

	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	STA Total	Van Bench	FOS: Van	RP: Van	PTA: Van	STAS :Van	STAN :Van
Per Capita Income*												
2010 Projection	\$ 27,119	\$ 31,850	\$ 30,477	\$ 31,463	\$ 26,733	\$ 29,689	\$ 36,149	0.75	0.88	0.84	0.87	0.74
2011 Projection	\$ 28,021	\$ 33,017	\$ 31,589	\$ 32,496	\$ 27,741	\$ 30,715	\$ 37,496	0.75	0.88	0.84	0.87	0.74
2012 Projection	\$ 28,900	\$ 34,154	\$ 32,662	\$ 33,539	\$ 28,691	\$ 31,725	\$ 38,798	0.74	0.88	0.84	0.86	0.74
2013 Projection	\$ 29,807	\$ 35,331	\$ 33,771	\$ 34,616	\$ 29,673	\$ 32,767	\$ 40,145	0.74	0.88	0.84	0.86	0.74
2014 Projection	\$ 30,731	\$ 36,550	\$ 34,929	\$ 35,835	\$ 30,721	\$ 33,921	\$ 41,517	0.74	0.88	0.84	0.86	0.74
2015 Projection	\$ 31,683	\$ 37,811	\$ 36,126	\$ 37,097	\$ 31,807	\$ 35,115	\$ 42,934	0.74	0.88	0.84	0.86	0.74
2016 Projection	\$ 32,665	\$ 39,117	\$ 37,364	\$ 38,403	\$ 32,930	\$ 36,349	\$ 44,401	0.74	0.88	0.84	0.86	0.74
2017 Projection	\$ 33,677	\$ 40,467	\$ 38,645	\$ 39,755	\$ 34,093	\$ 37,628	\$ 45,917	0.73	0.88	0.84	0.87	0.74
2018 Projection	\$ 34,721	\$ 41,863	\$ 39,970	\$ 41,155	\$ 35,297	\$ 38,953	\$ 47,486	0.73	0.88	0.84	0.87	0.74
2019 Projection	\$ 35,822	\$ 43,332	\$ 41,365	\$ 42,550	\$ 36,561	\$ 40,299	\$ 49,158	0.73	0.88	0.84	0.87	0.74
2020 Projection	\$ 36,957	\$ 44,853	\$ 42,809	\$ 43,993	\$ 37,870	\$ 41,691	\$ 50,888	0.73	0.88	0.84	0.86	0.74
2021 Projection	\$ 38,129	\$ 46,428	\$ 44,303	\$ 45,484	\$ 39,225	\$ 43,131	\$ 52,679	0.72	0.88	0.84	0.86	0.74
2022 Projection	\$ 39,337	\$ 48,057	\$ 45,849	\$ 47,026	\$ 40,629	\$ 44,621	\$ 54,533	0.72	0.88	0.84	0.86	0.75
2023 Projection	\$ 40,584	\$ 49,744	\$ 47,449	\$ 48,620	\$ 42,084	\$ 46,162	\$ 56,453	0.72	0.88	0.84	0.86	0.75
2024 Projection	\$ 41,871	\$ 51,490	\$ 49,105	\$ 50,268	\$ 43,591	\$ 47,757	\$ 58,440	0.72	0.88	0.84	0.86	0.75
Annual Growth	3.14%	3.48%	3.46%	3.41%	3.54%	3.45%	3.48%	0.90	1.00	0.99	0.98	1.02
* Based on CANEX Canadian 2010 Estimates / 2020 Projections												

4.0 Retail Market: Demand Analysis

4.14 Trade Area Demographics: Per Capita Retail Spending

- Table 4.12 breaks down how Trade Area residents allocate their spending by retail goods and services.
- Fairly consistent across most of the area, residents exhibit strong expenditure on chore-shopping and convenience-related goods such as groceries and pharmacies (relative to their overall spending), while showing less potential to spend on discretionary items.

Table 4.12: Per Capita Retail Spending

Trade Area Per Capita Expenditures*	Former On-Site Benchmark	Riley Park Benchmark	PTA	STA S	STA N	STA Total	Van Benchmark	FOS: Van	RP: Van	PTA: Van	STAS : Van	STAN : Van
Retail Categories												
Convenience	\$ 3,576	\$ 3,835	\$ 3,704	\$ 3,656	\$ 3,349	\$ 3,541	\$ 3,873	0.92	0.99	0.92	0.94	0.86
Grocery & Specialty Food	\$ 2,744	\$ 2,779	\$ 2,731	\$ 2,685	\$ 2,508	\$ 2,618	\$ 2,696	1.02	1.03	1.02	1.00	0.93
Pharmacy	\$ 300	\$ 341	\$ 344	\$ 351	\$ 319	\$ 339	\$ 312	0.96	1.09	0.96	1.13	1.02
Alcohol & Tobacco	\$ 318	\$ 363	\$ 353	\$ 331	\$ 303	\$ 320	\$ 481	0.66	0.76	0.66	0.69	0.63
Services	\$ 214	\$ 352	\$ 276	\$ 289	\$ 219	\$ 263	\$ 385	0.56	0.91	0.56	0.75	0.57
Comparison	\$ 3,789	\$ 3,804	\$ 3,622	\$ 3,675	\$ 3,254	\$ 3,517	\$ 4,380	0.87	0.87	0.87	0.84	0.74
Apparel	\$ 933	\$ 767	\$ 762	\$ 783	\$ 672	\$ 741	\$ 918	1.02	0.84	1.02	0.85	0.73
Footwear, Luggage & Fashion Accessories	\$ 248	\$ 252	\$ 241	\$ 248	\$ 223	\$ 239	\$ 295	0.84	0.85	0.84	0.84	0.75
Cosmetics, Health, Bath & Beauty	\$ 500	\$ 505	\$ 478	\$ 497	\$ 435	\$ 474	\$ 560	0.89	0.90	0.89	0.89	0.78
Jewelry, Watches & Accessories	\$ 78	\$ 82	\$ 103	\$ 74	\$ 72	\$ 73	\$ 118	0.66	0.69	0.66	0.62	0.61
Electronics & Appliances	\$ 518	\$ 563	\$ 555	\$ 580	\$ 518	\$ 557	\$ 546	0.95	1.03	0.95	1.06	0.95
Multimedia, Books & Music	\$ 523	\$ 517	\$ 481	\$ 489	\$ 436	\$ 469	\$ 653	0.80	0.79	0.80	0.75	0.67
Home Furnishings & Accessories	\$ 557	\$ 594	\$ 525	\$ 530	\$ 459	\$ 503	\$ 670	0.83	0.89	0.83	0.79	0.69
Home Improvement	\$ 131	\$ 167	\$ 147	\$ 158	\$ 146	\$ 154	\$ 181	0.72	0.92	0.72	0.87	0.81
Toys, Hobbies & Pets	\$ 120	\$ 123	\$ 126	\$ 111	\$ 110	\$ 111	\$ 132	0.91	0.94	0.91	0.85	0.84
Sporting & Recreational Goods	\$ 181	\$ 234	\$ 204	\$ 205	\$ 183	\$ 197	\$ 306	0.59	0.77	0.59	0.67	0.60
Food & Beverage	\$ 892	\$ 1,147	\$ 1,127	\$ 1,246	\$ 1,068	\$ 1,179	\$ 1,243	0.72	0.92	0.72	1.00	0.86
Casual / Sit Down Restaurants	\$ 892	\$ 1,147	\$ 1,127	\$ 1,246	\$ 1,068	\$ 1,179	\$ 1,243	0.72	0.92	0.72	1.00	0.86
Leisure & Entertainment	332	450	425	\$ 430	\$ 368	407	\$ 684	0.49	0.66	0.49	0.63	0.54
Entertainment	\$ 237	\$ 290	\$ 272	\$ 262	\$ 236	\$ 252	\$ 462	0.51	0.63	0.51	0.57	0.51
Leisure	\$ 95	\$ 160	\$ 153	\$ 169	\$ 132	\$ 155	\$ 222	0.43	0.72	0.43	0.76	0.60
Total Per Capita Retail Expenditures	\$ 8,589	\$ 9,236	\$ 8,877	\$ 9,007	\$ 8,039	\$ 8,644	\$ 10,180	0.84	0.91	0.84	0.88	0.79

* Based on CANEX Canadian 2010 Estimates / 2020 Projections, On-Site Based on Local Trade Area Spend Profile

4.0 Retail Market: Demand Analysis

4.15 Total Trade Area Retail Spending: 2014

- Table 4.13 outlines the total retail spending potential by retail category for the entire trade area in 2014. The PTA amounts to \$25.2 million; the STA S \$16.4 million; the STA N \$8.8 million and the overall trade area totals \$54.0 - \$56.9 million depending on Little Mountain residential build-out.

Table 4.13: 2014 Trade Area Retail Spending

Trade Area Total Expenditures*	On-Site				PTA	STAS	STAN	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High				On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories												
Convenience	\$ 1,501,137	\$ 2,072,850	\$ 2,380,695	\$ 2,688,541	\$ 10,521,423	\$ 6,665,889	\$ 3,652,578	\$ 22,341,028	\$ 22,912,740	\$ 23,220,586	\$ 23,528,431	
Grocery & Specialty Food	\$ 1,098,557	\$ 1,512,777	\$ 1,735,819	\$ 1,958,861	\$ 7,759,033	\$ 4,895,190	\$ 2,734,775	\$ 16,487,555	\$ 16,901,775	\$ 17,124,817	\$ 17,347,859	
Pharmacy	\$ 132,281	\$ 183,155	\$ 210,549	\$ 237,943	\$ 977,399	\$ 640,107	\$ 348,097	\$ 2,097,884	\$ 2,148,758	\$ 2,176,152	\$ 2,203,546	
Alcohol & Tobacco	\$ 140,754	\$ 194,924	\$ 224,092	\$ 253,261	\$ 1,002,000	\$ 602,804	\$ 330,627	\$ 2,076,184	\$ 2,130,354	\$ 2,159,522	\$ 2,188,691	
Services	\$ 129,546	\$ 181,994	\$ 210,235	\$ 238,476	\$ 782,991	\$ 527,789	\$ 239,079	\$ 1,679,405	\$ 1,731,853	\$ 1,760,094	\$ 1,788,335	
Comparison	\$ 1,506,395	\$ 2,073,502	\$ 2,378,868	\$ 2,684,233	\$ 10,288,282	\$ 6,701,071	\$ 3,548,990	\$ 22,044,739	\$ 22,611,846	\$ 22,917,211	\$ 23,222,577	
Apparel	\$ 315,726	\$ 430,031	\$ 491,580	\$ 553,129	\$ 2,164,034	\$ 1,427,002	\$ 732,818	\$ 4,639,580	\$ 4,753,885	\$ 4,815,434	\$ 4,876,983	
Footwear, Luggage & Fashion Accessories	\$ 99,523	\$ 137,071	\$ 157,290	\$ 177,508	\$ 683,860	\$ 452,731	\$ 243,003	\$ 1,479,116	\$ 1,516,664	\$ 1,536,883	\$ 1,557,101	
Cosmetics, Health, Bath & Beauty	\$ 199,658	\$ 274,897	\$ 315,410	\$ 355,923	\$ 1,359,122	\$ 906,091	\$ 474,392	\$ 2,939,264	\$ 3,014,502	\$ 3,055,015	\$ 3,095,528	
Jewelry, Watches & Accessories	\$ 32,076	\$ 44,250	\$ 50,806	\$ 57,362	\$ 292,384	\$ 134,165	\$ 78,332	\$ 536,957	\$ 549,131	\$ 555,687	\$ 562,243	
Electronics & Appliances	\$ 219,910	\$ 303,851	\$ 349,050	\$ 394,249	\$ 1,577,030	\$ 1,057,382	\$ 564,726	\$ 3,419,048	\$ 3,502,989	\$ 3,548,188	\$ 3,593,387	
Multimedia, Books & Music	\$ 205,476	\$ 282,616	\$ 324,153	\$ 365,690	\$ 1,366,150	\$ 891,969	\$ 475,557	\$ 2,939,151	\$ 3,016,292	\$ 3,057,829	\$ 3,099,366	
Home Furnishings & Accessories	\$ 232,620	\$ 321,104	\$ 368,749	\$ 416,394	\$ 1,492,052	\$ 965,975	\$ 500,744	\$ 3,191,392	\$ 3,279,876	\$ 3,327,521	\$ 3,375,166	
Home Improvement	\$ 63,748	\$ 88,715	\$ 102,159	\$ 115,603	\$ 416,807	\$ 288,319	\$ 159,596	\$ 928,470	\$ 953,438	\$ 966,882	\$ 980,326	
Toys, Hobbies & Pets	\$ 48,627	\$ 67,003	\$ 76,897	\$ 86,792	\$ 356,968	\$ 203,200	\$ 120,127	\$ 728,922	\$ 747,297	\$ 757,192	\$ 767,087	
Sporting & Recreational Goods	\$ 89,032	\$ 123,964	\$ 142,774	\$ 161,584	\$ 579,874	\$ 374,238	\$ 199,695	\$ 1,242,839	\$ 1,277,771	\$ 1,296,581	\$ 1,315,391	
Food & Beverage	\$ 436,409	\$ 607,474	\$ 699,586	\$ 791,698	\$ 3,201,443	\$ 2,271,485	\$ 1,164,890	\$ 7,074,227	\$ 7,245,293	\$ 7,337,405	\$ 7,429,517	
Casual / Sit Down Restaurants	\$ 436,409	\$ 607,474	\$ 699,586	\$ 791,698	\$ 3,201,443	\$ 2,271,485	\$ 1,164,890	\$ 7,074,227	\$ 7,245,293	\$ 7,337,405	\$ 7,429,517	
Leisure & Entertainment	169,874	236,958	273,080	309,202	1,206,597	\$ 784,722	\$ 400,975	\$ 2,562,168	\$ 2,629,252	\$ 2,665,374	\$ 2,701,496	
Entertainment	\$ 111,113	\$ 154,331	\$ 177,602	\$ 200,873	\$ 771,902	\$ 477,046	\$ 256,979	\$ 1,617,039	\$ 1,660,257	\$ 1,683,528	\$ 1,706,800	
Leisure	\$ 58,761	\$ 82,627	\$ 95,478	\$ 108,328	\$ 434,695	\$ 307,676	\$ 143,997	\$ 945,129	\$ 968,995	\$ 981,846	\$ 994,696	
Total Retail Expenditures	\$ 3,613,815	\$ 4,990,784	\$ 5,732,229	\$ 6,473,674	\$ 25,217,745	\$ 16,423,168	\$ 8,767,434	\$ 54,022,162	\$ 55,399,131	\$ 56,140,576	\$ 56,882,021	
* Based on CANEX Canadian 2010 Estimates / 2020 Projections												

2010

2014

2018

2024

4.0 Retail Market: Demand Analysis

4.15 Total Trade Area Retail Spending: 2018

- Table 4.14 outlines the total retail spending potential by retail category for the entire trade area in 2018. The PTA amounts to \$28.6 million; the STA S \$18.3 million; the STA N \$9.8 million and the overall trade area totals \$77.3 - \$93.7 million depending on Little Mountain residential build-out.

Table 4.14: 2018 Trade Area Retail Spending

Trade Area Total Expenditures*	On-Site				PTA	STAS	STAN	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High				On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories												
Convenience	\$ 8,588,122	\$ 11,866,222	\$ 13,631,352	\$ 15,396,483	\$ 11,926,406	\$ 7,414,524	\$ 4,089,796	\$ 32,018,849	\$ 35,296,948	\$ 37,062,078	\$ 38,827,209	
Grocery & Specialty Food	\$ 6,284,248	\$ 8,659,315	\$ 9,938,196	\$ 11,217,078	\$ 8,795,139	\$ 5,444,961	\$ 3,062,131	\$ 23,586,479	\$ 25,961,545	\$ 27,240,427	\$ 28,519,309	
Pharmacy	\$ 756,869	\$ 1,048,574	\$ 1,205,646	\$ 1,362,718	\$ 1,107,916	\$ 711,996	\$ 389,765	\$ 2,966,547	\$ 3,258,251	\$ 3,415,323	\$ 3,572,395	
Alcohol & Tobacco	\$ 805,354	\$ 1,115,956	\$ 1,283,204	\$ 1,450,451	\$ 1,135,802	\$ 670,504	\$ 370,203	\$ 2,981,863	\$ 3,292,465	\$ 3,459,713	\$ 3,626,960	
Services	\$ 741,651	\$ 1,042,377	\$ 1,204,306	\$ 1,366,236	\$ 887,549	\$ 587,064	\$ 267,697	\$ 2,483,960	\$ 2,784,686	\$ 2,946,615	\$ 3,108,545	
Comparison	\$ 8,617,125	\$ 11,868,817	\$ 13,619,729	\$ 15,370,640	\$ 11,662,132	\$ 7,453,658	\$ 3,973,808	\$ 31,706,724	\$ 34,958,416	\$ 36,709,327	\$ 38,460,238	
Apparel	\$ 1,805,325	\$ 2,460,731	\$ 2,813,642	\$ 3,166,553	\$ 2,453,010	\$ 1,587,266	\$ 820,537	\$ 6,666,138	\$ 7,321,544	\$ 7,674,455	\$ 8,027,366	
Footwear, Luggage & Fashion Accessories	\$ 569,320	\$ 784,616	\$ 900,545	\$ 1,016,474	\$ 775,179	\$ 503,576	\$ 272,091	\$ 2,120,166	\$ 2,335,462	\$ 2,451,391	\$ 2,567,319	
Cosmetics, Health, Bath & Beauty	\$ 1,142,130	\$ 1,573,534	\$ 1,805,828	\$ 2,038,122	\$ 1,540,613	\$ 1,007,853	\$ 531,177	\$ 4,221,774	\$ 4,653,177	\$ 4,885,471	\$ 5,117,766	
Jewelry, Watches & Accessories	\$ 183,501	\$ 253,309	\$ 290,898	\$ 328,487	\$ 331,428	\$ 149,233	\$ 87,708	\$ 751,869	\$ 821,677	\$ 859,266	\$ 896,855	
Electronics & Appliances	\$ 1,258,151	\$ 1,739,453	\$ 1,998,616	\$ 2,257,779	\$ 1,787,620	\$ 1,176,135	\$ 632,325	\$ 4,854,230	\$ 5,335,532	\$ 5,594,695	\$ 5,853,858	
Multimedia, Books & Music	\$ 1,175,359	\$ 1,617,669	\$ 1,855,835	\$ 2,094,002	\$ 1,548,579	\$ 992,145	\$ 532,482	\$ 4,248,565	\$ 4,690,874	\$ 4,929,041	\$ 5,167,207	
Home Furnishings & Accessories	\$ 1,330,821	\$ 1,838,169	\$ 2,111,356	\$ 2,384,544	\$ 1,691,294	\$ 1,074,463	\$ 560,684	\$ 4,657,261	\$ 5,164,610	\$ 5,437,797	\$ 5,710,985	
Home Improvement	\$ 364,818	\$ 507,977	\$ 585,063	\$ 662,149	\$ 472,466	\$ 320,699	\$ 178,700	\$ 1,336,684	\$ 1,479,843	\$ 1,556,929	\$ 1,634,014	
Toys, Hobbies & Pets	\$ 278,175	\$ 383,538	\$ 440,272	\$ 497,006	\$ 404,636	\$ 226,021	\$ 134,506	\$ 1,043,338	\$ 1,148,701	\$ 1,205,435	\$ 1,262,169	
Sporting & Recreational Goods	\$ 509,524	\$ 709,821	\$ 817,673	\$ 925,525	\$ 657,308	\$ 416,268	\$ 223,599	\$ 1,806,698	\$ 2,006,995	\$ 2,114,847	\$ 2,222,700	
Food & Beverage	\$ 2,497,519	\$ 3,478,376	\$ 4,006,530	\$ 4,534,684	\$ 3,628,949	\$ 2,526,592	\$ 1,304,329	\$ 9,957,389	\$ 10,938,247	\$ 11,466,400	\$ 11,994,554	
Casual / Sit Down Restaurants	\$ 2,497,519	\$ 3,478,376	\$ 4,006,530	\$ 4,534,684	\$ 3,628,949	\$ 2,526,592	\$ 1,304,329	\$ 9,957,389	\$ 10,938,247	\$ 11,466,400	\$ 11,994,554	
Leisure & Entertainment	972,252	1,356,899	1,564,016	1,771,133	1,367,720	\$ 872,853	\$ 448,973	\$ 3,661,798	\$ 4,046,444	\$ 4,253,561	\$ 4,460,678	
Entertainment	\$ 635,833	\$ 883,637	\$ 1,017,070	\$ 1,150,503	\$ 874,978	\$ 530,622	\$ 287,739	\$ 2,329,172	\$ 2,576,976	\$ 2,710,409	\$ 2,843,842	
Leisure	\$ 336,419	\$ 473,261	\$ 546,945	\$ 620,629	\$ 492,742	\$ 342,231	\$ 161,234	\$ 1,332,626	\$ 1,469,468	\$ 1,543,152	\$ 1,616,836	
Total Retail Expenditures	\$ 20,675,019	\$ 28,570,313	\$ 32,821,626	\$ 37,072,939	\$ 28,585,207	\$ 18,267,627	\$ 9,816,907	\$ 77,344,760	\$ 85,240,055	\$ 89,491,367	\$ 93,742,680	
* Based on CANEX Canadian 2010 Estimates / 2020 Projections												

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2024

4.0 Retail Market: Demand Analysis

4.15 Total Trade Area Retail Spending: 2024

- Table 4.15 outlines the total retail spending potential by retail category for the entire trade area in 2024. The PTA amounts to \$33.9 million; the STA S \$21.3 million; the STA N \$11.4 million and the overall trade area totals \$117.2 - \$157.5 million depending on Little Mountain residential build-out.

Table 4.15: 2024 Trade Area Retail Spending

Trade Area Total Expenditures*	On-Site				PTA	STAS	STAN	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High				On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories												
Convenience	\$ 21,023,719	\$ 29,074,971	\$ 33,410,261	\$ 37,745,550	\$ 14,129,355	\$ 8,633,128	\$ 4,767,164	\$ 48,553,366	\$ 56,604,619	\$ 60,939,908	\$ 65,275,198	
Grocery & Specialty Food	\$ 15,381,369	\$ 21,214,705	\$ 24,355,733	\$ 27,496,760	\$ 10,419,706	\$ 6,339,860	\$ 3,569,293	\$ 35,710,228	\$ 41,543,564	\$ 44,684,591	\$ 47,825,619	
Pharmacy	\$ 1,853,108	\$ 2,569,556	\$ 2,955,336	\$ 3,341,116	\$ 1,312,562	\$ 829,015	\$ 454,320	\$ 4,449,004	\$ 5,165,453	\$ 5,551,233	\$ 5,937,013	
Alcohol & Tobacco	\$ 1,971,841	\$ 2,734,702	\$ 3,145,474	\$ 3,556,246	\$ 1,345,598	\$ 780,703	\$ 431,518	\$ 4,529,660	\$ 5,292,522	\$ 5,703,293	\$ 6,114,065	
Services	\$ 1,817,402	\$ 2,556,007	\$ 2,953,717	\$ 3,351,428	\$ 1,051,489	\$ 683,550	\$ 312,034	\$ 3,864,475	\$ 4,603,080	\$ 5,000,791	\$ 5,398,501	
Comparison	\$ 21,090,806	\$ 29,077,200	\$ 33,377,566	\$ 37,677,932	\$ 13,816,268	\$ 8,678,693	\$ 4,631,966	\$ 48,217,733	\$ 56,204,127	\$ 60,504,493	\$ 64,804,858	
Apparel	\$ 4,415,918	\$ 6,025,643	\$ 6,892,418	\$ 7,759,193	\$ 2,906,110	\$ 1,848,139	\$ 956,438	\$ 10,126,604	\$ 11,736,329	\$ 12,603,104	\$ 13,469,880	
Footwear, Luggage & Fashion Accessories	\$ 1,393,486	\$ 1,922,268	\$ 2,206,997	\$ 2,491,727	\$ 918,364	\$ 586,340	\$ 317,156	\$ 3,215,346	\$ 3,744,128	\$ 4,028,857	\$ 4,313,586	
Cosmetics, Health, Bath & Beauty	\$ 2,795,460	\$ 3,855,018	\$ 4,425,550	\$ 4,996,081	\$ 1,825,183	\$ 1,173,497	\$ 619,153	\$ 6,413,293	\$ 7,472,851	\$ 8,043,383	\$ 8,613,914	
Jewelry, Watches & Accessories	\$ 449,185	\$ 620,639	\$ 712,960	\$ 805,281	\$ 392,647	\$ 173,760	\$ 102,235	\$ 1,117,826	\$ 1,289,280	\$ 1,381,601	\$ 1,473,922	
Electronics & Appliances	\$ 3,080,065	\$ 4,262,178	\$ 4,898,700	\$ 5,535,223	\$ 2,117,815	\$ 1,369,436	\$ 737,053	\$ 7,304,368	\$ 8,486,482	\$ 9,123,004	\$ 9,759,526	
Multimedia, Books & Music	\$ 2,876,619	\$ 3,962,962	\$ 4,547,917	\$ 5,132,871	\$ 1,834,620	\$ 1,155,207	\$ 620,674	\$ 6,487,119	\$ 7,573,463	\$ 8,158,417	\$ 8,743,372	
Home Furnishings & Accessories	\$ 3,257,782	\$ 4,503,867	\$ 5,174,836	\$ 5,845,804	\$ 2,003,696	\$ 1,251,054	\$ 653,547	\$ 7,166,080	\$ 8,412,164	\$ 9,083,133	\$ 9,754,102	
Home Improvement	\$ 893,483	\$ 1,245,092	\$ 1,434,421	\$ 1,623,749	\$ 559,736	\$ 373,408	\$ 208,297	\$ 2,034,924	\$ 2,386,533	\$ 2,575,861	\$ 2,765,189	
Toys, Hobbies & Pets	\$ 680,888	\$ 939,667	\$ 1,079,010	\$ 1,218,352	\$ 479,377	\$ 263,168	\$ 156,783	\$ 1,580,217	\$ 1,838,996	\$ 1,978,339	\$ 2,117,681	
Sporting & Recreational Goods	\$ 1,247,921	\$ 1,739,865	\$ 2,004,758	\$ 2,269,651	\$ 778,720	\$ 484,683	\$ 260,632	\$ 2,771,957	\$ 3,263,900	\$ 3,528,793	\$ 3,793,686	
Food & Beverage	\$ 6,116,800	\$ 8,525,858	\$ 9,823,042	\$ 11,120,227	\$ 4,299,260	\$ 2,941,846	\$ 1,520,357	\$ 14,878,264	\$ 17,287,321	\$ 18,584,506	\$ 19,881,691	
Casual / Sit Down Restaurants	\$ 6,116,800	\$ 8,525,858	\$ 9,823,042	\$ 11,120,227	\$ 4,299,260	\$ 2,941,846	\$ 1,520,357	\$ 14,878,264	\$ 17,287,321	\$ 18,584,506	\$ 19,881,691	
Leisure & Entertainment	2,381,487	3,326,205	3,834,900	4,343,595	1,620,354	1,016,309	523,333	5,541,483	6,486,202	6,994,897	7,503,592	
Entertainment	\$ 1,557,052	\$ 2,165,677	\$ 2,493,399	\$ 2,821,120	\$ 1,036,597	\$ 617,831	\$ 335,396	\$ 3,546,876	\$ 4,155,502	\$ 4,483,223	\$ 4,810,944	
Leisure	\$ 824,434	\$ 1,160,528	\$ 1,341,502	\$ 1,522,475	\$ 583,757	\$ 398,478	\$ 187,938	\$ 1,994,607	\$ 2,330,701	\$ 2,511,674	\$ 2,692,648	
Total Retail Expenditures	\$ 50,612,812	\$ 70,004,234	\$ 80,445,769	\$ 90,887,304	\$ 33,865,237	\$ 21,269,976	\$ 11,442,821	\$ 117,190,846	\$ 136,582,269	\$ 147,023,804	\$ 157,465,339	

*Based on CANEX Canadian 2010 Estimates / 2020 Projections



4.0 Retail Market: Demand Analysis

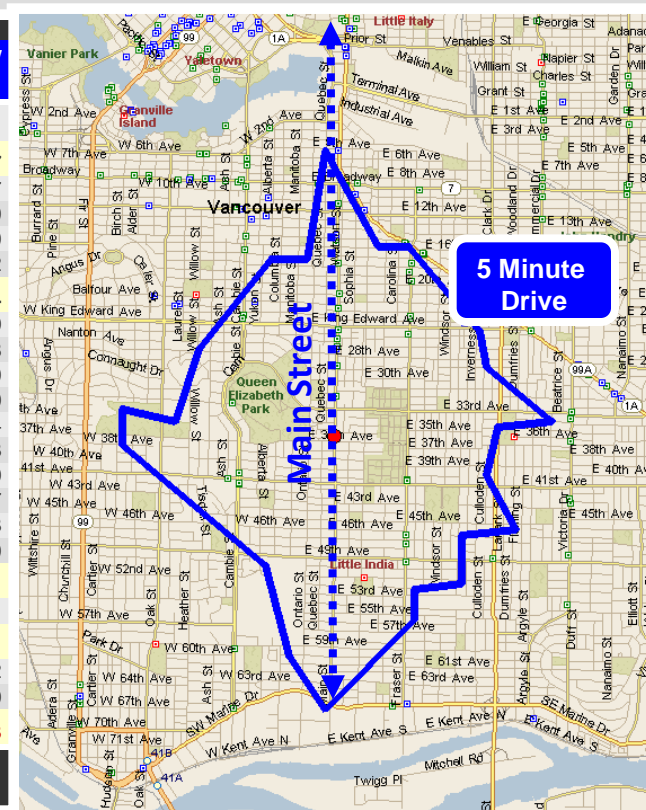
4.16 Off Site Segments: Inflow

- A certain portion of retail spending can be expected from daytime trade area workers and miscellaneous inflow.
- However, this segment of customers will likely comprise a small percentage of overall visitation, and chiefly for non-convenience oriented goods.
- Within a 5 minute drive of the site there is a very large population: close to 75,000 residents and 23,000 day time workers.
- It is the residents within this region that use Main street as a transportation corridor and are the most likely potential inflow customers for retail goods and services at the Little Mountain site.

Table 4.16: Off Site Inflow Segments

Trade Area Total Expenditures*	5 Min Inflow Residual
Retail Categories	
Convenience	\$ 276,857,647
Grocery & Specialty Food	\$ 203,161,957
Pharmacy	\$ 24,917,819
Alcohol & Tobacco	\$ 27,388,549
Services	\$ 21,389,322
Comparison	\$ 277,210,914
Apparel	\$ 57,153,000
Footwear, Luggage & Fashion Accessories	\$ 18,638,018
Cosmetics, Health, Bath & Beauty	\$ 36,837,869
Jewelry, Watches & Accessories	\$ 6,366,960
Electronics & Appliances	\$ 41,296,084
Multimedia, Books & Music	\$ 38,549,893
Home Furnishings & Accessories	\$ 40,773,870
Home Improvement	\$ 12,181,647
Toys, Hobbies & Pets	\$ 8,950,693
Sporting & Recreational Goods	\$ 16,462,879
Food & Beverage	\$ 85,385,731
Casual / Sit Down Restaurants	\$ 85,385,731
Leisure & Entertainment	\$ 33,295,361
Entertainment	\$ 21,641,862
Leisure	\$ 11,653,500
Total Retail Expenditures	\$ 672,749,653

* Based on CANEX Canadian 2010 Estimates / 2020 Projections



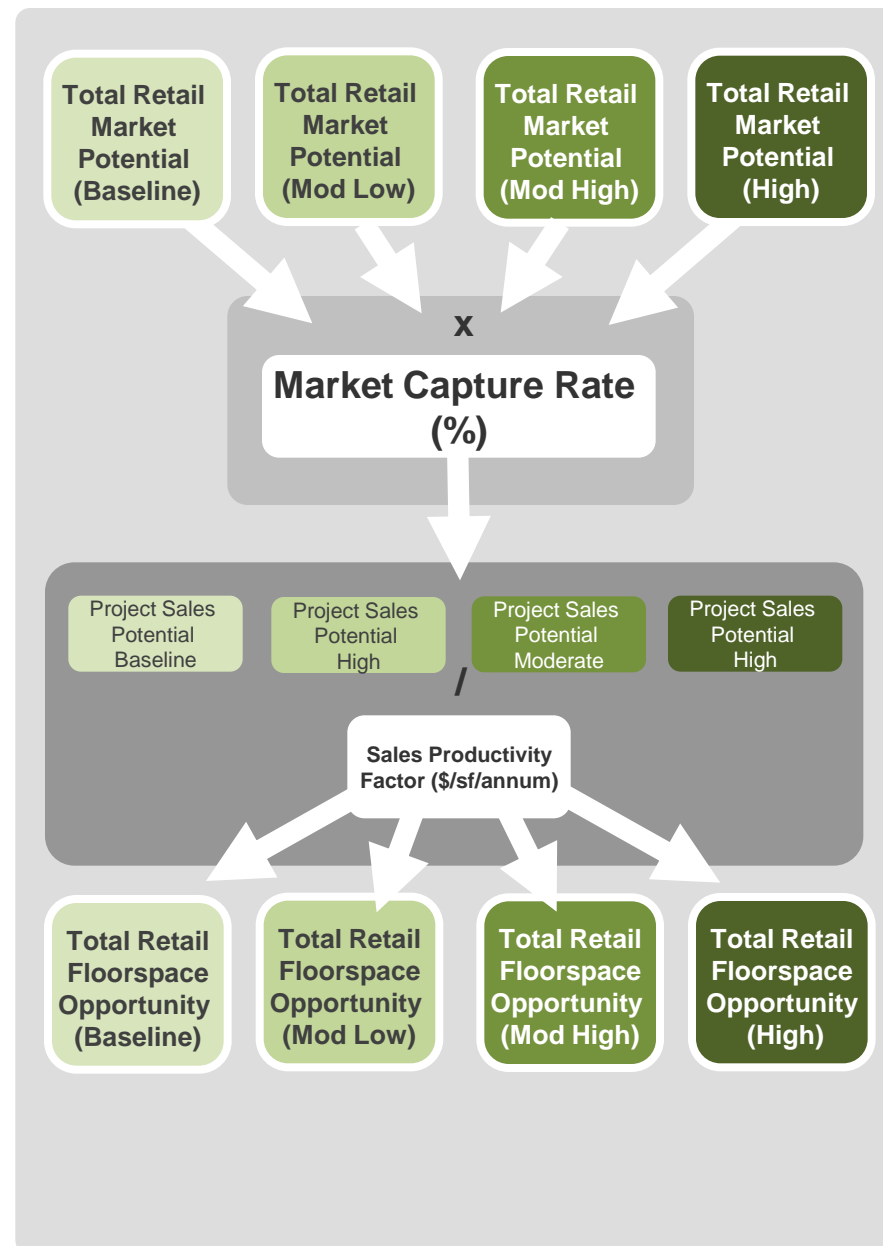
5 minute Drive Profile

2010 Population:	74,738
2010 Average Income:	\$76,448
2010 Per Capita Retail:	\$8,396
Daytime Workers:	22,818

4.17 Market Capture Rate Methodology

- To determine the retail floorspace opportunity, a market capture rate is applied to the sum of the identified trade areas.
- For each of the market segments, On-site, PTA STA S and STA N, a unique capture rate is applied to determine the sales that could be generated from each segment.
- Market captures are based on a number of key factors relating to the overall development scope, site factors and local competition. The main influencing factors are:
 - The overall accessibility and urban design aspects that may enhance or limit access/visibility to the site.
 - The general level of retail competition in the local marketplace. The main existing retail projects are factored into the analysis and assessed based on their merchandise offering, level of service, location, tenant mix, price points, overall design and performance.
 - Any potential geographic or man-made barriers that limit the access of potential customer segments to the site.
 - Patterns of development related to residential, commercial and transportation projects within the local market.
 - Any retail market voids and opportunities where missing retail functions can be introduced at the project to capture latent market opportunities.
 - The trade area delineation and demographic profile, based on the location and characteristics of the population as well as their inherent needs and preferences.
 - The envisioned positioning and overall offering of the Little Mountain community as it relates to the local marketplace.

Figure 4.3: Demand Methodology



4.18 Applied Capture Rates

- Table 4.17 to the right outlines the capture rates applied to the Little Mountain development for each Trade Area and retail merchandise category.
- Based on all the factors outlined above these captures are deemed both conservative and reasonable by Thomas Consultants.
- The highest captures are applied to the Convenience and Food & Beverage categories (entertainment includes alcohol away from home) in the PTA and taper off in the PTA and STA.
- The Little Mountain development is not considered viable for most comparison goods, given its location characteristics, competition and the necessity of critical mass.
- As a weighted average total market captures are as follows:
 - On-site: 9.5%
 - PTA: 6.7%
 - STA S: 2.9%
 - STAN: 2.9%
 - Total Trade Area: 5.5%

Table 4.17: Applied Capture Rates

Market Share Estimates	On-Site	PTA	STA S	STAN	Total All TA
Retail Categories*					
Convenience	15%	10%	5%	5%	8.5%
Grocery & Specialty Food	15%	10%	5%	5%	8.6%
Pharmacy	15%	10%	5%	5%	8.2%
Alcohol & Tobacco	15%	10%	5%	5%	8.3%
Services	15%	10%	5%	5%	8.3%
Comparison	2.3%	2.2%	0%	0%	1.2%
Apparel	0%	0%	0%	0%	0.0%
Footwear, Luggage & Fashion Accessories	0%	0%	0%	0%	0.0%
Cosmetics, Health, Bath & Beauty	5%	5%	0%	0%	2.7%
Jewelry, Watches & Accessories	0%	0%	0%	0%	0.0%
Electronics & Appliances	0%	0%	0%	0%	0.0%
Multimedia, Books & Music	5%	5%	0%	0%	2.7%
Home Furnishings & Accessories	5%	5%	0%	0%	2.8%
Home Improvement	0%	0%	0%	0%	0.0%
Toys, Hobbies & Pets	5%	5%	0%	0%	2.8%
Sporting & Recreational Goods	0%	0%	0%	0%	0.0%
Food & Beverage	15%	10%	5%	5%	8.9%
Casual / Sit Down Restaurants	15%	10%	5%	5%	8.9%
Leisure & Entertainment	10%	6%	3%	3%	5.8%
Entertainment	15%	10%	5%	5%	9.1%
Leisure	0%	0%	0%	0%	0.0%
	9.5%	6.7%	2.9%	2.9%	5.5%
* Based on TCI assessment of local market conditions, competing retail centers, local demographics and other market factors.					

4.0 Retail Market: Demand Analysis

4.19 Total Estimated Retail Sales: 2014

- Table 4.18 outlines the total estimated retail spending by category for the subject development in 2014. In this early stage of the project the PTA would likely account for 53%-58% of spending; the STA S 15%-16%; the STA N 8%-9%; On-site between 12%-19% and Inflow 5%. Overall trade area spending is estimated between \$2.9 - \$3.2 million depending on LM residential build-out.

Table 4.18: Total Estimated Retail Sales 2014

Total Retail Sales Estimates*	On-Site				PTA	STAS	STAN	Inflow	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High					On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories													
Convenience	\$ 225,171	\$ 310,928	\$ 357,104	\$ 403,281	\$1,052,142	\$333,294	\$182,629		\$1,859,346	\$ 1,948,209	\$ 1,996,059	\$ 2,043,908	
Grocery & Specialty Food	\$ 164,784	\$ 226,917	\$ 260,373	\$ 293,829	\$ 775,903	\$244,760	\$136,739	5%	\$1,388,294	\$ 1,453,534	\$ 1,488,663	\$ 1,523,792	
Pharmacy	\$ 19,842	\$ 27,473	\$ 31,582	\$ 35,691	\$ 97,740	\$ 32,005	\$ 17,405	0%	\$ 166,992	\$ 174,623	\$ 178,732	\$ 182,842	
Alcohol & Tobacco	\$ 21,113	\$ 29,239	\$ 33,614	\$ 37,989	\$ 100,200	\$ 30,140	\$ 16,531	0%	\$ 167,985	\$ 176,110	\$ 180,485	\$ 184,861	
Services	\$ 19,432	\$ 27,299	\$ 31,535	\$ 35,771	\$ 78,299	\$ 26,389	\$ 11,954	0%	\$ 136,074	\$ 143,942	\$ 148,178	\$ 152,414	
Comparison	\$ 34,319	\$ 47,281	\$ 54,260	\$ 61,240	\$ 228,715	\$ -	\$ -		\$ 263,034	\$ 275,996	\$ 282,975	\$ 289,955	
Apparel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Footwear, Luggage & Fashion Accessories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Cosmetics, Health, Bath & Beauty	\$ 9,983	\$ 13,745	\$ 15,770	\$ 17,796	\$ 67,956	\$ -	\$ -	0%	\$ 77,939	\$ 81,701	\$ 83,727	\$ 85,752	
Jewelry, Watches & Accessories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Electronics & Appliances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Multimedia, Books & Music	\$ 10,274	\$ 14,131	\$ 16,208	\$ 18,285	\$ 68,307	\$ -	\$ -	0%	\$ 78,581	\$ 82,438	\$ 84,515	\$ 86,592	
Home Furnishings & Accessories	\$ 11,631	\$ 16,055	\$ 18,437	\$ 20,820	\$ 74,603	\$ -	\$ -	0%	\$ 86,234	\$ 90,658	\$ 93,040	\$ 95,422	
Home Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Toys, Hobbies & Pets	\$ 2,431	\$ 3,350	\$ 3,845	\$ 4,340	\$ 17,848	\$ -	\$ -	0%	\$ 20,280	\$ 21,199	\$ 21,693	\$ 22,188	
Sporting & Recreational Goods	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Food & Beverage	\$ 65,461	\$ 91,121	\$ 104,938	\$ 118,755	\$ 320,144	\$113,574	\$ 58,245		\$ 613,167	\$ 641,393	\$ 656,591	\$ 671,790	
Casual / Sit Down Restaurants	\$ 65,461	\$ 91,121	\$ 104,938	\$ 118,755	\$ 320,144	\$113,574	\$ 58,245	10%	\$ 613,167	\$ 641,393	\$ 656,591	\$ 671,790	
Leisure & Entertainment	\$ 16,667	\$ 23,150	\$ 26,640	\$ 30,131	\$ 77,190	\$ 23,852	\$ 12,849		\$ 143,614	\$ 150,745	\$ 154,585	\$ 158,425	
Entertainment	\$ 16,667	\$ 23,150	\$ 26,640	\$ 30,131	\$ 77,190	\$ 23,852	\$ 12,849	10%	\$ 143,614	\$ 150,745	\$ 154,585	\$ 158,425	
Leisure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -	
Total Retail Sales	\$ 341,618	\$ 472,479	\$ 542,943	\$ 613,407	\$1,678,191	\$470,721	\$253,722	\$ 134,908-\$ 148,036	\$2,879,160	\$ 3,016,342	\$ 3,090,210	\$ 3,164,077	
Source of Sales	12%	16%	18%	19%	53%-58%	5%-16%	8%-9%	5%					

* Based on CANEX Canadian 2010 Estimates / 2020 Projections

2010

2014

2018

2024

4.0 Retail Market: Demand Analysis

4.19 Total Estimated Retail Sales: 2018

- Table 4.19 outlines the total estimated retail spending by category for the subject development in 2018. In this stage of the project the PTA would likely account for 29%-39% of spending; the STA S 8%-11%; the STA N 4%-6%; On-site between 40%-54% and Inflow 5%. Overall trade area spending is estimated between \$4.9 - \$6.5 million depending on LM residential build-out.

Table 4.19: Total Estimated Retail Sales 2018

Total Retail Sales Estimates*	On-Site				PTA	STAS	STAN	Inflow	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High					On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories													
Convenience	\$1,288,218	\$1,779,933	\$2,044,703	\$2,309,472	\$1,192,641	\$370,726	\$204,490		\$3,168,450	\$3,677,978	\$3,952,339	\$4,226,700	
Grocery & Specialty Food	\$ 942,637	\$1,298,897	\$1,490,729	\$1,682,562	\$ 879,514	\$272,248	\$153,107	5%	\$2,359,881	\$2,733,954	\$2,935,378	\$3,136,802	
Pharmacy	\$ 113,530	\$ 157,286	\$ 180,847	\$ 204,408	\$ 110,792	\$ 35,600	\$ 19,488	0%	\$ 279,410	\$ 323,166	\$ 346,727	\$ 370,287	
Alcohol & Tobacco	\$ 120,803	\$ 167,393	\$ 192,481	\$ 217,568	\$ 113,580	\$ 33,525	\$ 18,510	0%	\$ 286,419	\$ 333,009	\$ 358,096	\$ 383,183	
Services	\$ 111,248	\$ 156,357	\$ 180,646	\$ 204,935	\$ 88,755	\$ 29,353	\$ 13,385	0%	\$ 242,740	\$ 287,849	\$ 312,139	\$ 336,428	
Comparison	\$ 196,324	\$ 270,645	\$ 310,665	\$ 350,684	\$ 259,256	\$ -	\$ -		\$ 455,580	\$ 529,902	\$ 569,921	\$ 609,940	
Apparel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Footwear, Luggage & Fashion Accessories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Cosmetics, Health, Bath & Beauty	\$ 57,107	\$ 78,677	\$ 90,291	\$ 101,906	\$ 77,031	\$ -	\$ -	0%	\$ 134,137	\$ 155,707	\$ 167,322	\$ 178,937	
Jewelry, Watches & Accessories	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Electronics & Appliances	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Multimedia, Books & Music	\$ 58,768	\$ 80,883	\$ 92,792	\$ 104,700	\$ 77,429	\$ -	\$ -	0%	\$ 136,197	\$ 158,312	\$ 170,221	\$ 182,129	
Home Furnishings & Accessories	\$ 66,541	\$ 91,908	\$ 105,568	\$ 119,227	\$ 84,565	\$ -	\$ -	0%	\$ 151,106	\$ 176,473	\$ 190,133	\$ 203,792	
Home Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Toys, Hobbies & Pets	\$ 13,909	\$ 19,177	\$ 22,014	\$ 24,850	\$ 20,232	\$ -	\$ -	0%	\$ 34,141	\$ 39,409	\$ 42,245	\$ 45,082	
Sporting & Recreational Goods	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Food & Beverage	\$ 374,628	\$ 521,756	\$ 600,979	\$ 680,203	\$ 362,895	\$126,330	\$ 65,216		\$1,021,976	\$ 1,183,817	\$ 1,270,963	\$ 1,358,108	
Casual / Sit Down Restaurants	\$ 374,628	\$ 521,756	\$ 600,979	\$ 680,203	\$ 362,895	\$126,330	\$ 65,216	10%	\$1,021,976	\$ 1,183,817	\$ 1,270,963	\$ 1,358,108	
Leisure & Entertainment	\$ 95,375	\$ 132,546	\$ 152,561	\$ 172,575	\$ 87,498	\$ 26,531	\$ 14,387		\$ 246,170	\$ 287,058	\$ 309,074	\$ 331,090	
Entertainment	\$ 95,375	\$ 132,546	\$ 152,561	\$ 172,575	\$ 87,498	\$ 26,531	\$ 14,387	10%	\$ 246,170	\$ 287,058	\$ 309,074	\$ 331,090	
Leisure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	
Total Retail Sales	\$1,954,545	\$2,704,881	\$3,108,907	\$3,512,934	\$1,902,289	\$523,587	\$284,093	\$ 227,661	\$4,892,176	\$ 5,678,754	\$ 6,102,297	\$ 6,525,839	
Source of Sales	40%	48%	51%	54%	29%-39%	8%-11%	4%-6%	5%					

* Based on CANEX Canadian 2010 Estimates / 2020 Projections



4.0 Retail Market: Demand Analysis

4.19 Total Estimated Retail Sales: 2024

- Table 4.20 outlines the total estimated retail spending by category for the subject development in 2024. Upon full build-out of the project the PTA would likely account for 18%-27% of spending; the STA S 5%-7%; the STAN 3%-4%; On-site between 57%-70% and Inflow 5%. Overall trade area spending is estimated between \$8.4 - \$12.4 million depending on LM residential build-out.

Table 4.20: Total Estimated Retail Sales 2024

Total Retail Sales Estimates*	On-Site				PTA	STAS	STAN	Inflow	Total Trade Area				
	On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High					On-Site Baseline	On-Site Moderate - Low	On-Site Moderate - High	On-Site High	
Retail Categories													
Convenience	\$3,153,558	\$4,361,246	\$5,011,539	\$5,661,833	\$1,412,936	\$431,656	\$238,358		\$5,428,740	\$6,680,178	\$7,354,029	\$8,027,880	
Grocery & Specialty Food	\$2,307,205	\$3,182,206	\$3,653,360	\$4,124,514	\$1,041,971	\$316,993	\$178,465	5%	\$4,036,865	\$4,955,616	\$5,450,328	\$5,945,039	
Pharmacy	\$277,966	\$385,433	\$443,300	\$501,167	\$131,256	\$41,451	\$22,716	0%	\$473,389	\$580,856	\$638,723	\$696,590	
Alcohol & Tobacco	\$295,776	\$410,205	\$471,821	\$533,437	\$134,560	\$39,035	\$21,576	0%	\$490,947	\$605,376	\$666,992	\$728,608	
Services	\$272,610	\$383,401	\$443,058	\$502,714	\$105,149	\$34,177	\$15,602	0%	\$427,538	\$538,329	\$597,986	\$657,642	
Comparison	\$480,537	\$663,076	\$761,366	\$859,655	\$307,144	\$-	\$-		\$787,681	\$970,220	\$1,068,509	\$1,166,799	
Apparel	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Footwear, Luggage & Fashion Accessories	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Cosmetics, Health, Bath & Beauty	\$139,773	\$192,751	\$221,277	\$249,804	\$91,259	\$-	\$-	0%	\$231,032	\$284,010	\$312,537	\$341,063	
Jewelry, Watches & Accessories	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Electronics & Appliances	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Multimedia, Books & Music	\$143,831	\$198,148	\$227,396	\$256,644	\$91,731	\$-	\$-	0%	\$235,562	\$289,879	\$319,127	\$348,375	
Home Furnishings & Accessories	\$162,889	\$225,193	\$258,742	\$292,290	\$100,185	\$-	\$-	0%	\$263,074	\$325,378	\$358,927	\$392,475	
Home Improvement	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Toys, Hobbies & Pets	\$34,044	\$46,983	\$53,950	\$60,918	\$23,969	\$-	\$-	0%	\$58,013	\$70,952	\$77,919	\$84,886	
Sporting & Recreational Goods	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Food & Beverage	\$917,520	\$1,278,879	\$1,473,456	\$1,668,034	\$429,926	\$147,092	\$76,018		\$1,727,612	\$2,125,106	\$2,339,142	\$2,553,177	
Casual / Sit Down Restaurants	\$917,520	\$1,278,879	\$1,473,456	\$1,668,034	\$429,926	\$147,092	\$76,018	10%	\$1,727,612	\$2,125,106	\$2,339,142	\$2,553,177	
Leisure & Entertainment	\$233,558	\$324,852	\$374,010	\$423,168	\$103,660	\$30,892	\$16,770		\$423,367	\$523,790	\$577,864	\$631,938	
Entertainment	\$233,558	\$324,852	\$374,010	\$423,168	\$103,660	\$30,892	\$16,770	10%	\$423,367	\$523,790	\$577,864	\$631,938	
Leisure	\$-	\$-	\$-	\$-	\$-	\$-	\$-	0%	\$-	\$-	\$-	\$-	
Total Retail Sales	\$4,785,173	\$6,628,052	\$7,620,371	\$8,612,690	\$2,253,665	\$609,640	\$331,146	\$387,775-	\$572,653	\$8,367,400	\$10,299,293	\$11,339,544	\$12,379,794
Source of Sales	57%	64%	67%	70%	18%-27%	5%-7%	3%-4%		5%				

*Based on CANEX Canadian 2010 Est / 2020 Projections



4.20 Retail Sales Performance

- Table 4.21 illustrates retail sales performance by merchandise category.
- Sales performance estimates are based on:
 - Local market conditions
 - Retail format
 - Anticipated required performance by merchandise category (based on an understanding of conservative gross retail occupancy costs).
- These figures have been chosen based on comparable successful neighborhood-scale retail.
- While a Regional Centre can expect much higher sales performance rates, for example Oakridge Shopping Centre averages over \$800 per sf for its inline retailers, the subject site is expected to achieve between:
 - \$265 - \$583 per sf for convenience
 - \$265 - \$424 per sf for Comparison
 - \$530 per sf for Food & Beverage
 - \$106 - \$156 per sf for Entertainment
- These assumptions are used to determine floorspace viability.

Table 4.21: Retail Sales Performance

	2010	2014	2018	2024
Retail Categories*				
Convenience		\$ 520	\$ 584	\$ 696
Grocery & Specialty Food	\$ 477	\$ 537	\$ 605	\$ 722
Pharmacy	\$ 583	\$ 657	\$ 739	\$ 883
Alcohol & Tobacco	\$ 530	\$ 597	\$ 672	\$ 802
Services	\$ 265	\$ 299	\$ 336	\$ 401
Comparison		\$ 370	\$ 417	\$ 498
Apparel	\$ 318	\$ 358	\$ 403	\$ 481
Footwear, Luggage & Fashion Accessories	\$ 318	\$ 358	\$ 403	\$ 481
Cosmetics, Health, Bath & Beauty	\$ 371	\$ 418	\$ 470	\$ 562
Jewelry, Watches & Accessories	\$ 424	\$ 478	\$ 538	\$ 642
Electronics & Appliances	\$ 371	\$ 418	\$ 470	\$ 562
Multimedia, Books & Music	\$ 265	\$ 299	\$ 336	\$ 401
Home Furnishings & Accessories	\$ 398	\$ 448	\$ 504	\$ 602
Home Improvement	\$ 265	\$ 299	\$ 336	\$ 401
Toys, Hobbies & Pets	\$ 265	\$ 299	\$ 336	\$ 401
Sporting & Recreational Goods	\$ 265	\$ 299	\$ 336	\$ 401
Food & Beverage		\$ 597	\$ 672	\$ 802
Casual / Sit Down Restaurants	\$ 530	\$ 597	\$ 672	\$ 802
Leisure & Entertainment		\$ 179	\$ 202	\$ 241
Entertainment	\$ 159	\$ 179	\$ 202	\$ 241
Leisure	\$ 106	\$ 119	\$ 134	\$ 160
All Categories		\$ 471	\$ 528	\$ 629
* Based on local market conditions and TCI database information on comparable projects.				

4.0 Retail Market: Demand Analysis

4.21 Retail Floorspace Viability 2014 to 2024: Baseline Scenario

- Table 4.22 illustrates the retail floorspace demand for the Little Mountain site based on a Baseline Capture Scenario in the above study.
- It is estimated that retail floorspace demand will grow from 6,100 sf GLA in 2014 to 13,300 sf GLA by 2024 (upon full build-out of the Little Mountain Community).

Table 4.22: Retail Floorspace Demand 2014 to 2024 – Baseline Scenario

Retail Floorspace Program*	2014		2016		2018		2020		2022		2024	
Retail Categories	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%
Convenience	3,575	58%	4,494	59%	5,429	59%	6,362	59%	7,311	59%	7,804	59%
Grocery & Specialty Food	2,584	42%	3,238	42%	3,902	42%	4,566	42%	5,240	42%	5,590	42%
Pharmacy	254	4%	316	4%	378	4%	440	4%	504	4%	536	4%
Alcohol & Tobacco	281	5%	353	5%	426	5%	499	5%	573	5%	612	5%
Services	456	7%	588	8%	722	8%	857	8%	994	8%	1,066	8%
Comparison	710	12%	900	12%	1,092	12%	1,284	12%	1,479	12%	1,580	12%
Apparel	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Footwear, Luggage & Fashion Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Cosmetics, Health, Bath & Beauty	186	3%	235	3%	285	3%	335	3%	385	3%	411	3%
Jewelry, Watches & Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Electronics & Appliances	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Multimedia, Books & Music	263	4%	334	4%	405	4%	477	4%	549	4%	587	4%
Home Furnishings & Accessories	193	3%	246	3%	300	3%	354	3%	409	3%	437	3%
Home Improvement	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Toys, Hobbies & Pets	68	1%	85	1%	102	1%	118	1%	136	1%	145	1%
Sporting & Recreational Goods	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Food & Beverage	1,027	17%	1,272	17%	1,521	16%	1,769	16%	2,022	16%	2,153	16%
Casual / Sit Down Restaurants	1,027	17%	1,272	17%	1,521	16%	1,769	16%	2,022	16%	2,153	16%
Leisure & Entertainment	802	13%	1,010	13%	1,221	13%	1,432	13%	1,647	13%	1,759	13%
Entertainment	802	13%	1,010	13%	1,221	13%	1,432	13%	1,647	13%	1,759	13%
Leisure	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Total Retail Floorspace	6,114	100%	7,676	100%	9,263	100%	10,848	100%	12,459	100%	13,297	100%

* Based on market share estimates.

4.22 Retail Floorspace Viability 2014 to 2024: Moderate-Low Scenario

- Table 4.23 illustrates the retail floorspace demand for the subject site based on a Baseline Capture Scenario in the above study.
- It is estimated that retail floorspace demand will grow from 6,400 sf GLA in 2014 to 16,400 sf GLA by 2024 (upon full build-out of the Little Mountain Community).

Table 4.23: Retail Floorspace Demand 2014 to 2024 – Baseline Scenario

Retail Floorspace Program*	2014		2016		2018		2020		2022		2024	
Retail Categories	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%
Convenience	3,748	58%	5,018	59%	6,310	59%	7,608	59%	8,928	59%	9,617	59%
Grocery & Specialty Food	2,705	42%	3,605	42%	4,521	42%	5,440	42%	6,375	42%	6,863	42%
Pharmacy	266	4%	351	4%	437	4%	524	4%	612	4%	658	4%
Alcohol & Tobacco	295	5%	394	5%	496	5%	597	5%	700	5%	755	5%
Services	482	8%	668	8%	857	8%	1,047	8%	1,240	8%	1,342	8%
Comparison	745	12%	1,005	12%	1,270	12%	1,535	12%	1,804	12%	1,946	12%
Apparel	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Footwear, Luggage & Fashion Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Cosmetics, Health, Bath & Beauty	195	3%	263	3%	331	3%	400	3%	469	3%	506	3%
Jewelry, Watches & Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Electronics & Appliances	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Multimedia, Books & Music	276	4%	373	4%	471	4%	570	4%	670	4%	723	4%
Home Furnishings & Accessories	202	3%	276	3%	350	3%	425	3%	501	3%	541	3%
Home Improvement	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Toys, Hobbies & Pets	71	1%	94	1%	117	1%	141	1%	164	1%	177	1%
Sporting & Recreational Goods	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Food & Beverage	1,074	17%	1,415	17%	1,762	16%	2,110	16%	2,464	16%	2,649	16%
Casual / Sit Down Restaurants	1,074	17%	1,415	17%	1,762	16%	2,110	16%	2,464	16%	2,649	16%
Leisure & Entertainment	842	13%	1,130	13%	1,424	13%	1,719	13%	2,019	13%	2,176	13%
Entertainment	842	13%	1,130	13%	1,424	13%	1,719	13%	2,019	13%	2,176	13%
Leisure	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Total Retail Floorspace	6,409	100%	8,569	100%	10,766	100%	12,971	100%	15,215	100%	16,388	100%

* Based on market share estimates.

4.23 Retail Floorspace Viability 2014 to 2024: Moderate-High Scenario

- Table 4.24 illustrates the retail floorspace demand for the subject site based on a Baseline Capture Scenario in the above study.
- It is estimated that retail floorspace demand will grow from 6,600 sf GLA in 2014 to 18,000 sf GLA by 2024 (upon full build-out of the Little Mountain Community).

Table 4.24: Retail Floorspace Demand 2014 to 2024 – Baseline Scenario

Retail Floorspace Program*	2014		2016		2018		2020		2022		2024	
Retail Categories	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%
Convenience	3,841	58%	5,300	59%	6,785	59%	8,278	59%	9,798	59%	10,593	59%
Grocery & Specialty Food	2,771	42%	3,803	42%	4,854	42%	5,910	42%	6,985	42%	7,548	42%
Pharmacy	272	4%	370	4%	469	4%	569	4%	671	4%	724	4%
Alcohol & Tobacco	302	5%	417	5%	533	5%	650	5%	769	5%	831	5%
Services	496	8%	711	8%	929	8%	1,149	8%	1,373	8%	1,491	8%
Comparison	764	12%	1,062	12%	1,365	12%	1,670	12%	1,980	12%	2,143	12%
Apparel	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Footwear, Luggage & Fashion Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Cosmetics, Health, Bath & Beauty	200	3%	277	3%	356	3%	434	3%	514	3%	556	3%
Jewelry, Watches & Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Electronics & Appliances	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Multimedia, Books & Music	283	4%	394	4%	507	4%	620	4%	735	4%	795	4%
Home Furnishings & Accessories	208	3%	292	3%	377	3%	463	3%	551	3%	596	3%
Home Improvement	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Toys, Hobbies & Pets	73	1%	99	1%	126	1%	153	1%	180	1%	194	1%
Sporting & Recreational Goods	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Food & Beverage	1,100	17%	1,492	16%	1,891	16%	2,293	16%	2,702	16%	2,915	16%
Casual / Sit Down Restaurants	1,100	17%	1,492	16%	1,891	16%	2,293	16%	2,702	16%	2,915	16%
Leisure & Entertainment	863	13%	1,195	13%	1,533	13%	1,873	13%	2,219	13%	2,401	13%
Entertainment	863	13%	1,195	13%	1,533	13%	1,873	13%	2,219	13%	2,401	13%
Leisure	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Total Retail Floorspace	6,568	100%	9,050	100%	11,575	100%	14,115	100%	16,699	100%	18,052	100%

* Based on market share estimates.

4.24 Retail Floorspace Viability 2014 to 2024: High Scenario

- Table 4.25 illustrates the retail floorspace demand for the subject site based on a Baseline Capture Scenario in the above study.
- It is estimated that retail floorspace demand will grow from 6,700 sf GLA in 2014 to 20,000 sf GLA by 2024 (upon full build-out of the Little Mountain Community).

Table 4.25: Retail Floorspace Demand 2014 to 2024 – Baseline Scenario

Retail Floorspace Program*	2014		2016		2018		2020		2022		2024	
Retail Categories	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%	SF GLA	%
Convenience	3,935	58%	5,583	59%	7,259	59%	8,949	59%	10,668	59%	11,569	59%
Grocery & Specialty Food	2,836	42%	4,001	42%	5,187	42%	6,381	42%	7,596	42%	8,233	42%
Pharmacy	278	4%	389	4%	501	4%	614	4%	729	4%	789	4%
Alcohol & Tobacco	310	5%	439	5%	570	5%	703	5%	837	5%	908	5%
Services	511	8%	754	8%	1,001	8%	1,251	8%	1,506	8%	1,639	8%
Comparison	783	12%	1,119	12%	1,461	12%	1,805	12%	2,155	12%	2,339	12%
Apparel	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Footwear, Luggage & Fashion Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Cosmetics, Health, Bath & Beauty	205	3%	292	3%	380	3%	469	3%	560	3%	607	3%
Jewelry, Watches & Accessories	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Electronics & Appliances	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Multimedia, Books & Music	290	4%	415	4%	542	4%	670	4%	800	4%	868	4%
Home Furnishings & Accessories	213	3%	308	3%	404	3%	501	3%	600	3%	652	3%
Home Improvement	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Toys, Hobbies & Pets	74	1%	104	1%	134	1%	165	1%	195	1%	212	1%
Sporting & Recreational Goods	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Food & Beverage	1,125	17%	1,569	16%	2,021	16%	2,476	16%	2,939	16%	3,182	16%
Casual / Sit Down Restaurants	1,125	17%	1,569	16%	2,021	16%	2,476	16%	2,939	16%	3,182	16%
Leisure & Entertainment	885	13%	1,260	13%	1,642	13%	2,028	13%	2,420	13%	2,625	13%
Entertainment	885	13%	1,260	13%	1,642	13%	2,028	13%	2,420	13%	2,625	13%
Leisure	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Total Retail Floorspace	6,727	100%	9,531	100%	12,384	100%	15,258	100%	18,183	100%	19,716	100%

* Based on market share estimates.

5.0 Retail Development Strategy

- 5.1 Development Strategy Overview
- 5.2 Retail Positioning
- 5.3 Overall Village Make-up
- 5.4 Recommended Commercial Development Program
- 5.5 Retail Tenant Types
- 5.6 Non-Retail Office Space Overview
- 5.7 Non-Commercial Amenity Demand Drivers
- 5.8 Masterplanning & Development Considerations

5.1 Development Strategy Overview

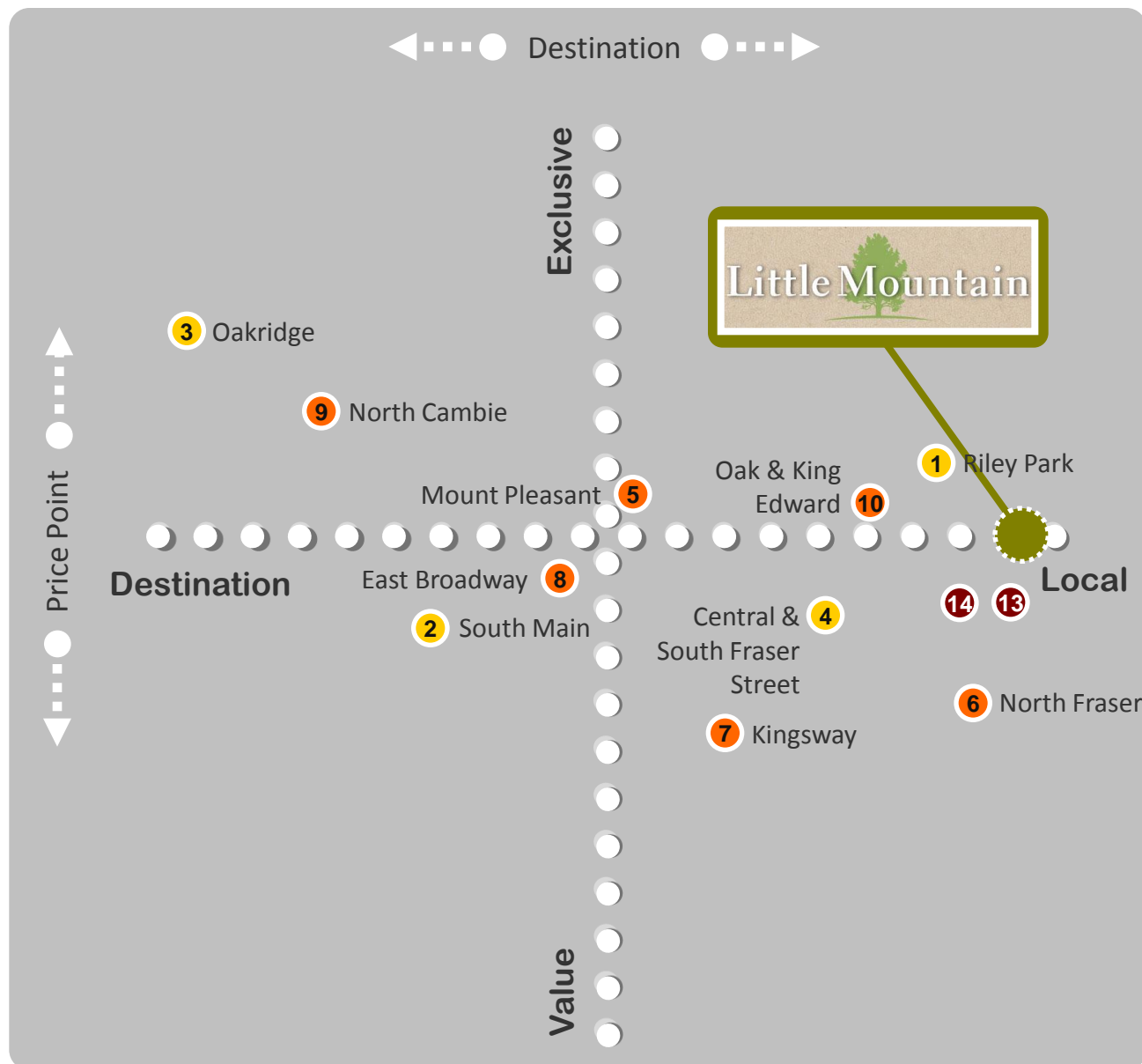
- This section outlines the following development strategy considerations:
 - A. Retail positioning recommendation
 - B. Overall village make-up
 - C. Recommended development program & phasing
 - D. Retail tenant types
 - E. Integration of non-retail commercial uses (i.e. office space)
 - F. Non-commercial amenity demand drivers
 - G. Site planning considerations



5.2 Retail Positioning

- Based on the above analysis it is deemed that the Little Mountain's retail must be perceived and utilized as a neighbourhood amenity – this role and function would maximize the retail project's daily traffic from local residents.
- Overall retail and food/beverage offering should be positioned as middle price point and 'affordable'.
- Should be positioned as the neighbourhood 'heart' for socializing.

Figure 5.1: Recommended Retail Positioning



5.3 Overall Village Make-up

- In order to create a complete, vibrant and active retail component, it is recommended that all commercial, community and civic uses be clustered into a single village environment.
- The 'village' would include the following elements:

Commercial Uses

Retail Space

- A unique retail village amenity catering to on-site residents and the surrounding community.

Office Space

- Boutique 1st and potentially 2nd storey office space.

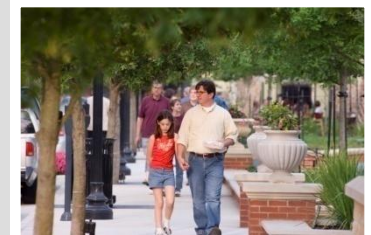
Non-Commercial Uses

Resident's Community / Amenity Club

- Fitness / wellness / amenity center – promoting healthy/active lifestyles while adding value to residential components.

Civic Anchors

- Public/park space (for daily use/events) & walking trails;
 - Institutional uses; public sector facilities / office.
- Each of these uses synergistically reinforces one-another and adds to the overall sense of place for the village.



5.4 Recommended Commercial Development Program

- The table to the right outlines recommended retail and non-retail commercial uses for each scenario.
- It is recommended that the village components be built in 2 phases.
- Phase 1 in 2014 and Phase 2 in 2020.
- Phase 1 retail space ranges between 8,000 & 11,500 sf, while Phase 2 ranges between an additional 5,000 to 8,500 sf.
- Total retail space ranges between 13,000 sf for the baseline scenario and 20,000 sf for the high scenario.
- Office space is recommended for some 1st floor and 2nd floor uses based on two options: Option A (30% floorplate) and Option B (50% floorplate).
- Accordingly, total recommended commercial floorspace for the Little Mountain development ranges based on year of demand, growth scenario and office floorplate options.
- At full build-out, Option A ranges from 16,900 to 26,000 total commercial sf; Option B ranges from 19,500 to 30,000 total commercial sf.

Table 5.1: Commercial Development Scenarios

	Baseline Scenario 2.5 FSR		Moderate - Low Scenario 3.5 FSR		Moderate - High Scenario 4.0 FSR		High Scenario 4.5 FSR	
	2014	2020	2014	2020	2014	2020	2014	2020
Recommended Tenant Mix	sf	sf	sf	sf	sf	sf	sf	sf
Pharmacy	2,000	-	2,500	-	3,000	-	3,500	-
Grocery & Specialty Food								
Pharmacy								
Cosmetics, Health, Bath & Beauty								
Multimedia, Books & Music								
Restaurant	2,500	-	2,750	-	3,000	-	3,250	-
Casual / Sit Down Restaurants								
Entertainment								
Wine & Beer Store	500	-	750	-	750	-	1,000	-
Alcohol & Tobacco								
Personal Services	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,500
Services								
Cosmetics, Health, Bath & Beauty								
Café	1,000	-	1,000	-	1,250	-	1,250	-
Casual / Sit Down Restaurants								
Grab & Go / Bakery / Deli	1,000	1,000	1,000	1,250	1,250	1,250	1,250	1,500
Casual / Sit Down Restaurants								
Grocery & Specialty Food								
General Store / Green Grocer	-	3,000	-	4,000	-	4,250	-	4,500
Grocery & Specialty Food								
Pharmacy								
Cosmetics, Health, Bath & Beauty								
Multimedia, Books & Music								
Home Furnishings & Accessories								
Comparison Boutique	-	-	-	-	-	1,000	-	1,000
Multimedia, Books & Music								
Home Furnishings & Accessories								
Toys, Hobbies & Pets								
Cosmetics, Health, Bath & Beauty								
Total Retail Floorspace	8,000	5,000	9,000	6,500	10,500	7,750	11,500	8,500
Total Retail Floorspace	8,000	13,000	9,000	15,500	10,500	18,250	11,500	20,000
Total Non-Retail Comm Floor A 30%	2,400	3,900	2,700	4,650	3,150	5,475	3,450	6,000
Total Non-Retail Comm Floor B 50%	4,000	6,500	4,500	7,750	5,250	9,125	5,750	10,000
Total Commercial Floorspace A	10,400	16,900	11,700	20,150	13,650	23,725	14,950	26,000
Total Commercial Floorspace B	12,000	19,500	13,500	23,250	15,750	27,375	17,250	30,000

5.5 Retail Tenant Types

- Recommended retail tenant types are similar for each scenario and range size based on the following recommended delivery:

Phase 1 (2014)

- Pharmacy: 2,000 sf - 3,500 sf**
 - Pharmasave is an appropriate smaller format national brand.
- Restaurant: 2,500 - 3,250 sf**
 - Local operators should also be considered as target tenants as they bring a unique offering (e.g. Little Nest Café, Café Callabria, Rocky Mountain Flatbread Co., etc).
- Wine & Beer Store: 500 - 1,000 sf**
 - A Small Wine & Beer Store acts as a strong retail amenity (could be integrated with restaurant).
- Personal Services: 1,000 - 1,250 sf**
 - Suitable for salon/spa etc. Tapping into this strong growth sector, a spa would cater to new to the area demographics. Spas also work well in small retail nodes and could even integrate outdoor seating/café/juice bar to animate village & create synergies with open space.
- Café: 1,000 - 1,500 sf**
 - Either a national Caffé Artigiano, Waves Coffee or another local operator would be a good fit. Terra Breads, Cobs Bread, etc
- Grab & Go / Bakery / Deli: 1,000 - 1,250 sf**
 - Either a national (Terra Breads, Cobs Breads) or local operator (e.g. sandwich, sushi, pizza, donairs, pies etc.)



5.5 Retail Tenant Types Continued

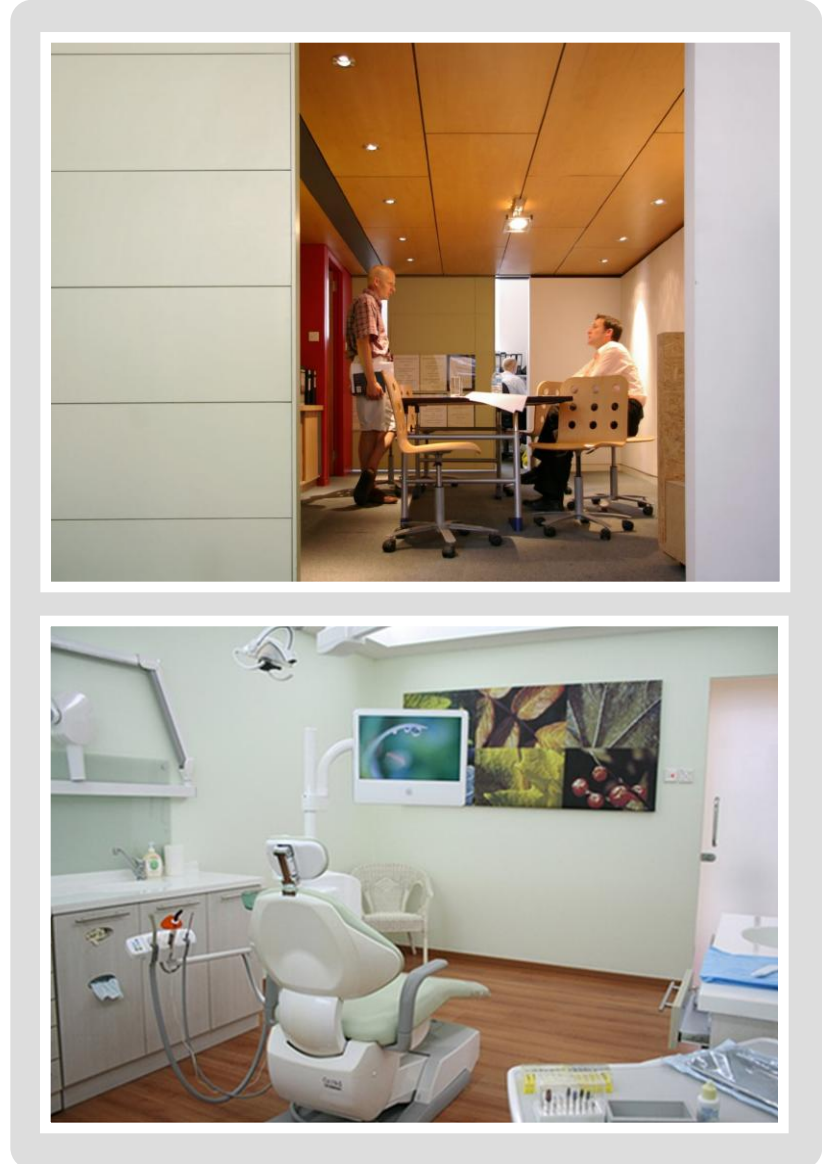
Phase 2 (2020)

- **General Store / Green Grocer: 4,000 - 5,750 sf**
 - Well recognized 'branded' retail operators would be appropriate (e.g. tenant types such as Kin's Farm Market, Green Organic & Natural Market, IGA Market place (small scale), Donald's Market, etc.).
- **Personal Services: 1,000 - 1,500 sf**
 - Suitable for salon/spa etc.
- **Café: 1,000 - 1,500 sf**
 - Either a national Café Artigiano, Waves Coffee or another local operator would be a good fit.
- **Grab & Go / Bakery / Deli: 1,000 - 1,500 sf**
 - Either a national (Terra Breads, Cobs Breads) or local operator (e.g. sandwich, sushi, pizza, donairs, pies etc.)



5.6 Non-Retail Office Space Overview

- Including office components within a retail village has a number of positive implications including:
 - Further bolstering retail market demand by having a captive on-site audience, especially for food & beverage components.
 - Enhancing village animation by creating visitor activity throughout the day.
 - Providing professional working spaces for potential residential buyers that are attracted to the amenity of an office close to home.
 - Two-storey structures can add a design element.
 - Adding a 2nd storey can be a cost effective way of creating more Gross Leasable Area.
 - Risk mitigation: 2nd storey vacancies are not as detrimental to projects in early stages.
- Office tenants that may be interested in space include: medical office (orthodontists, dentists, doctors); a community bank; real estate offices (e.g. client's office); law offices, accountants, notaries or other resident professionals living on-site or nearby etc.
- Further negotiations with potential office tenants should be pursued before finalizing this component of the commercial development program.



5.7 Non-Commercial Amenity Demand Drivers

- Numerous non-commercial components could be integrated with retail components and act as drivers of commercial demand from both on-site segments and visitors, creating a real gathering place for the community.

Resident's Community Amenity Club

- Tying a resident's club / fitness facility into the retail creates synergies between uses.

Public/ Park Space

- Weaving public and park space into village creates an attractive place, increasing dwelling times and creating additional reasons to visit.
- Such spaces could also facilitate events.

Programmed Events

- Host lively and experience based events such as farmer's markets / craft's fairs, which appeal to all ages and bring the community together.
- A farmer's market can create strong regular and repeat visitation, benefiting other on-site tenants.

Institutional / Civic Uses

- Such uses not only create more village traffic but also invoke civic pride and ensure an authentic village atmosphere.



5.8 Masterplanning & Development Considerations

- Phasing recommendations are based on a conservative level of on-site and surrounding community demand, as a function of the site's inherent qualities, current residential make-up and planned residential deliveries.
- Some considerations in this regard include:
 - Begin Phase 1 construction once key tenant lease terms have been secured.
 - Develop community and civic amenities in early stages, not only aiding in residential absorption, but also in commercial absorption.
 - Plan for Phase 2 delivery based on the success of Phase 1; if Phase 1 is successfully leased pre-construction, perhaps there is an opportunity to build all commercial components in a single Phase.
 - Mitigate risk by building to suit - depending on market responsiveness and desired retail armature/building lay-out, construct according to 3 phases if need be.
 - Achieve potential additional leasable area upon full-build-out by phasing in an on-site sales office. Additional flexible ground floor commercial space could be achieved by ultimately converting a sales office into additional retail or office uses.
 - If planning to parcel off commercial land and sell as a package to a commercial developer, create a design guidelines protocol in order for the retail village to adhere to the overall character and vision of the masterplan.



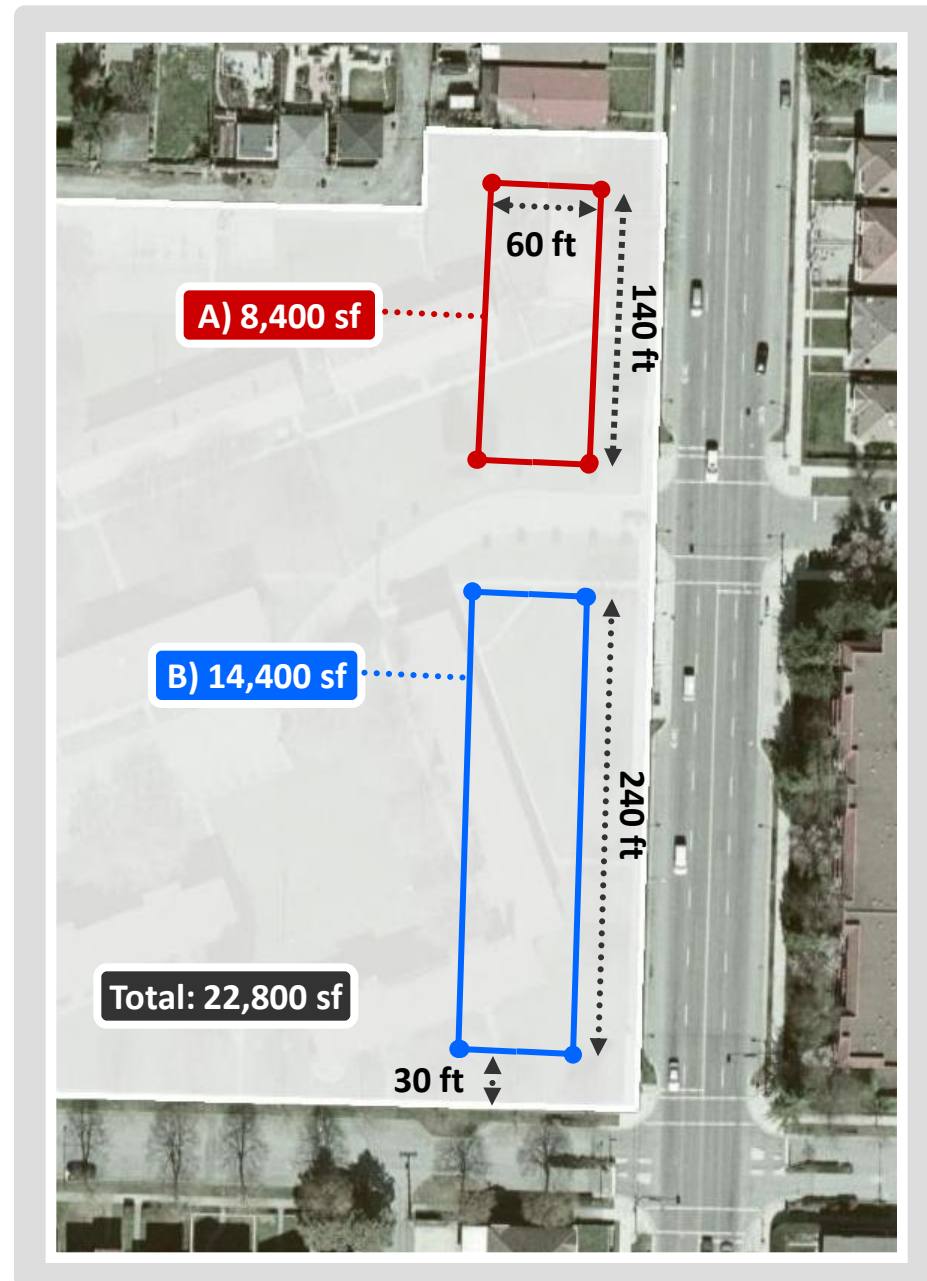
5.8 Masterplanning & Development Considerations

- The map below illustrates some initial masterplanning considerations from a retail viability and leasability perspective.



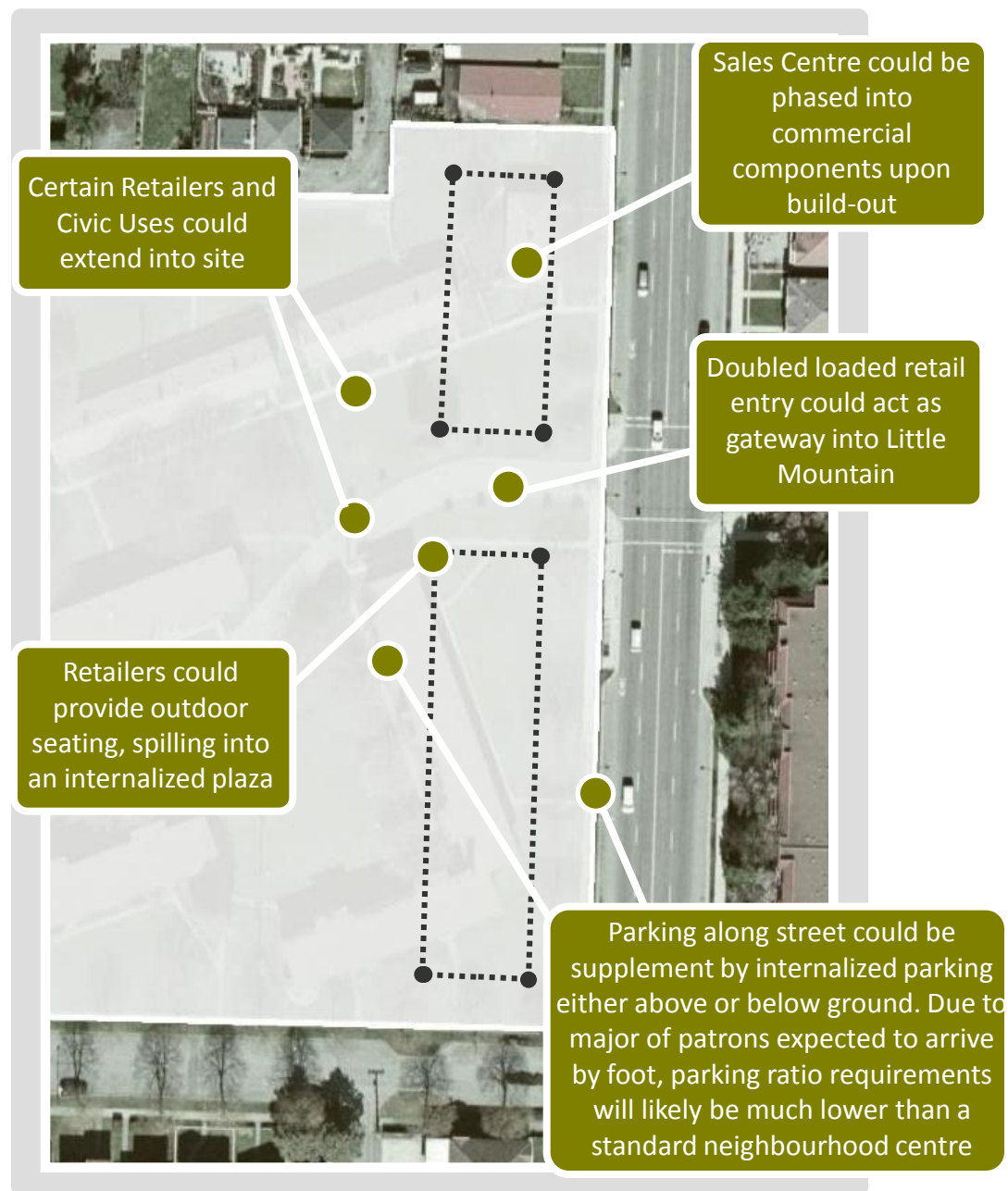
5.8 Masterplanning Considerations

- The figure to the right illustrates a rough depiction of the total leasable commercial floorspace with frontage along Main St.
- While store depths could vary, based on a typical 60 ft store depth, 30 ft set-backs and a 60 ft bisection, Main Street frontage offers roughly 22,800 sf of gross ground floorspace.



5.8 Masterplanning Considerations

- The figure to the right illustrates some initial masterplanning considerations for Little Mountain from a commercial viability and leasability perspective.



6.0 Case Study Benchmarking

6.1 Case Study Introduction

- The following section contains case studies of small-scale retail clusters in Vancouver outside of the subject trade area with some comparable neighborhood contexts – primarily the fact they are all very small-scale and isolated neighborhood-serving retail nodes that are separated from larger commercial districts:
 - Arbutus Village
 - 4th Avenue & Collingwood
 - Stephens & W 16th Ave
 - Alamein Ave & Macdonald St
- Case study profiling is an important process used for identifying the latest retail development trends including size, positioning, merchandise mix, project functions, anchor functions and the increasingly important aspects of public space and non-retail function integration. This analysis addressed the following questions:
 - What are the trends in small-scale neighbourhood serving retail clusters?
 - What are the key principles and issues that drive successful neighbourhood-serving retail village developments?
 - How have these developments differentiated themselves in a competitive environment?
- Ultimately, the goal of the case study analysis is to provide a summary of the innovative strategies employed by small-scale retail clusters and how those lessons could assist the Little Mountain development in terms of project configuration, anchor functions, and design elements.
- The following section assesses 4 case studies from around Vancouver.

6.2 Arbutus Village

10th Avenue – 12th Avenue

General Context

- This mixed-use development includes a good mix of housing, retail and service uses in addition to significant open space.

Retail Market Functions

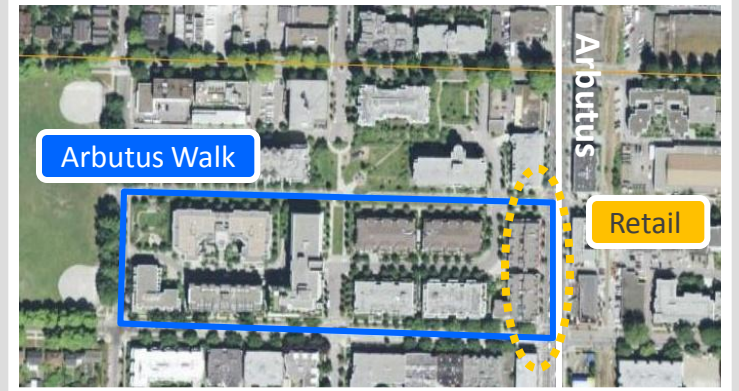
- The retail offering is primarily convenience-oriented, but the development ties in to the wider community.
- Anchored by the Gramercy Grill.
- Tenants include, typical personal service retailers, such as a flower shop and hair salon, as well as two cafés and two restaurants.

Urban Design Features

- New, dense, high end residential uses directly adjacent to Arbutus has boosted local consumer spending and provided support to retail.
- Relatively narrow street width with landscaping on the median promoting pedestrian connectivity and creating a more relaxed shopping experience.

Key Implications for Little Mountain

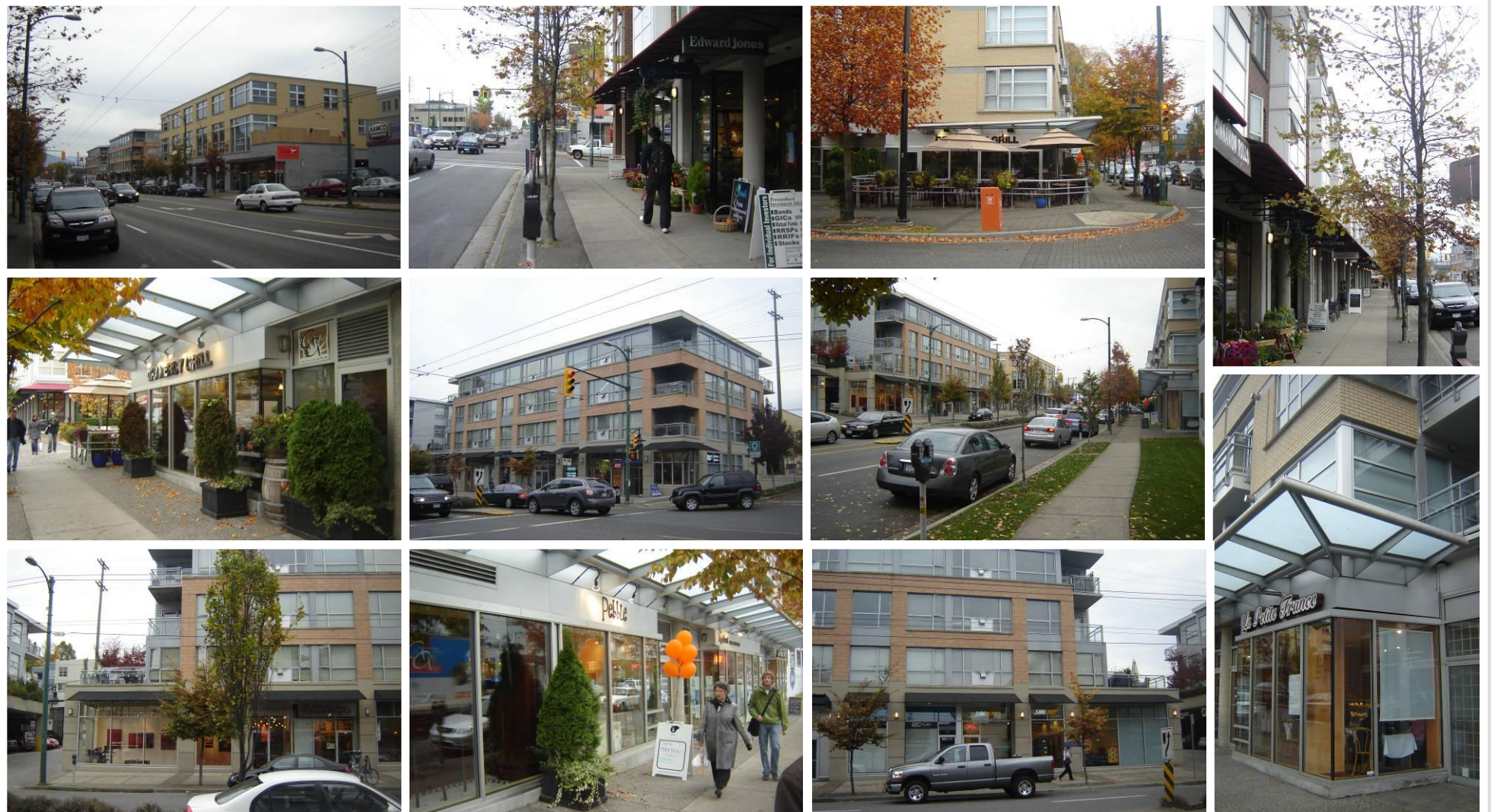
- This stretch of retail development illustrates how retail can address the street on a well travelled corridor while maintaining an environment which is friendly to alternative forms of transportation.
- This development, like Little Mountain, will serve those residing immediately within walking distance however it has the distinct advantage of having retail uses on either side of the street – a challenge which Little Mountain must overcome.
- All of the retail uses front the site's main routeway exposure- Arbutus St.



6.0 Case Study Benchmarking

6.2 Arbutus Village

10th Avenue – 12th Avenue



6.2 IGA Anchored Neighbourhood Retail Node

4th Avenue & Collingwood

General Context

- Viridian Green is a mixed-use development comprising of the Market Place IGA, condos and townhouses located on the North-West corner of W 4th Avenue and Collingwood Street. The project is nestled within a series of retail units fronting the North & South sides of W 4th Avenue for two blocks between Alma Street and Collingwood Street.

Retail Market Functions

- The area functions as a convenience oriented centre for beauty and food related services but also acts as a destination for vintage clothes, books, and furniture shopping. The centre features a Market Place IGA as an anchor but also functions as a node for beauty related services.

Urban Design Features

- This commercial node is surrounded by low density residential uses and is directly adjacent to the neighbourhood's McBride Park. The site promotes alternative transportation despite W 4th Avenue being a neighbourhood corridor for automobile traffic. A bus stop for the 4 UBC & 7 Dunbar bus routes sits in front of the Viridian Green development on 4th Avenue.

Key Implications for Little Mountain

- Success is partly derived from critical mass and the fact that retail units flank both sides of W 4th Avenue but also the grouping of similar uses. Due to the nature of the Little Mountain site it is not possible to control the uses on either side of the streets. It would be necessary to have retail units flanking main street to draw the attention of motorists, pedestrians and cyclists who are passing through. Additionally, this neighborhood features demographics with a higher spending potential, thus supporting discretionary retail.



6.0 Case Study Benchmarking

6.2 IGA Anchored Neighbourhood Retail Node 4th Avenue & Collingwood



6.2 Choices Anchored Neighbourhood Retail Node

Stephens & W 16th Ave.

General Context

- Located within a low density residential community at the North-East corner of W 16 Avenue and Stephens Street.

Urban Design Features

- The retail units front directly onto W 16 Avenue and Trafalgar Street while Stephens Street is separated by a small parking lot.
- Visibility from the street is very high to attract patrons.
- A bus stop in front of the development provides access for patrons who live outside of the neighbourhood and do not own a car.

Retail Market Functions

- The primary function of this small retail development is to provide grocery services to the immediate community.
- The tenants include Choices Market, Sweet Obsession Cakes & Pastries, Trafalgars Bistro, Ridge Hairstyling and Act II Boutique.

Key Implications for Little Mountain

- This development illustrates the potential for success where a street is not flanked by retail on either side.
- Similar to Little Mountain, this development does not feature a large amount of retail in the immediate surrounding/adjacent area.



6.0 Case Study Benchmarking

6.2 Choices Anchored Neighbourhood Retail Node Stephens & W 16th Ave.



6.2 Neighbourhood Retail Node

Alamein Ave & Macdonald St.

General Context

- Several retail and office units front onto Macdonald Street between W 24 Avenue and Oliver Crescent.

Urban Design Features

- The surrounding residential uses provide local patrons for the commercial centre.
- The retail units are embedded within the urban fabric in a compact manner with little to no surface parking. This increases both visibility and accessibility.
- Bus stops on either side of the street provide direct access to other communities along the 22 MacDonald bus route.

Retail Market Functions

- This strip features a unique mix of services including food services, dry cleaning services, locksmith services, and automobile services.
- Tenants include Purple Yam,, La Buca, West Side Bakery, Totters of Knightsbridge Antiques & Collectibles, Big Mama's Place, Riesco & Lapres Interior Designers and Home Furnishings, Kardynal Shoes, Jimmy's Market, Macdonald Dry Cleaning, Safe & Secure Locksmith LTD., Winemaster, Vine & Fig Tree Books, Tachia Bakery & Deli, Driver Services Centre, The Garage.

Key Implications for Little Mountain

- The unique services found along this strip are likely to draw people from greater distances in comparison to a traditional retail development with a grocery anchor. The Driver Services Centre, in particular, acts as a strong institutional draw.
- This will not be the case for the Little Mountain development and it therefore must include uses that are viable for a population living within a shorter distance.
- However, similar to Little Mountain, this development does not feature a large amount of retail in the immediate surrounding/adjacent area.



6.0 Case Study Benchmarking

6.2 Neighbourhood Retail Node

Alamein Ave & Macdonald St.



Retail Terms

Primary Trade Area (PTA)

The area immediately surrounding a site/centre where the majority of a centre's sales are derived.

Secondary Trade Area (PTA)

The area beyond the PTA where the majority of the remainder of a centre's sales are derived.

Gross Leasable Area (GLA)

The floor area leased to retailers within a building, exclusive of common internal spaces such as stairwells.

Gross Floor Area (GFA)

The total floor area of a building, including both leased space and common areas.

Inflow

Represents random sales from outside of a retail street's trade area (ie. commuter traffic).

Per Capita

"Per Person" –used in reference to demographic variables such as income or expenditures.

Foot Traffic

Pedestrian traffic - people coming and going on foot

Convenience Retail

Basic shopping needs such as groceries, pharmacy products, alcohol and household services.

Comparison Retail

Products such as clothing, shoes, jewelry, furniture, electronics, and toys which are not generally purchased on a regular basis.

Food & Beverage Retail

Fast food and sit-down dining restaurants.

Leisure & Entertainment Retail

Businesses ranging from bowling to bars, clubs and cinemas.



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