

Retail Gap Analysis Phase 2

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VENTURE

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Communities
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2015

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SCOPE OF STUDY & PROJECT BACKGROUND

MXD Development Strategists Ltd. (“MXD”) of Vancouver, Canada was commissioned by the Town of Sylvan Lake in September 2015 to conduct Phase 2 of the Retail Gap Analysis (Phase 2) for the Town of Sylvan Lake.

The primary objective of Phase 2 is to identify the potential opportunities and future positioning of retail nodes in Sylvan Lake based on the findings of the Phase 1 - Retail Gap Analysis. Recommendations for the future positioning will be informed by case studies illustrating best practices in waterfront towns as well as emerging trends in retail typologies and formats and best practices in revitalization efforts. Phase 2 aims to provide a guiding framework for the economically sustainable development of retail development and revitalization best practices to fully leverage Sylvan Lake’s Waterfront Commercial District.

REPORT STRUCTURE

MXD conducted research and analysis between September 2015 and November 2015, to provide direction on the optimal positioning of retail nodes in future potential revitalization strategies for the Waterfront Commercial District.

Prior research conducted through field work and discussion with developers, commercial brokers, and leasing agents was supplemented with case study analysis and further discussion with members of the commercial development sector.

To respond to the work program process, this report is presented in the following sections:

- **Section 1** – Summary of Phase 1: A brief summary of Retail Gap Analysis – Phase 1 and the recommendations of the report.
- **Section 2** – Best Practices: Illustrative case studies of waterfront towns, and keys to successful small town downtowns.
- **Section 3** – Retail Typologies & Formats: All major retail typologies as well as assessment of those present or having potential application in the Town of Sylvan Lake.
- **Section 4** – Current & Future Positioning of Retail Nodes: Identification of current positioning as well as opportunities for the future positioning of retail nodes.
- **Section 5** – Waterfront Commercial District: Key Target Audiences and Revitalization strategies for the Waterfront Commercial District.
- **Section 6** – Summary & Implications: Summary of findings and recommendations for Town of Sylvan Lake.

1

RETAIL GAP ANALYSIS – PHASE 1 SUMMARY

Retail Gap Analysis – Phase 1 Summary

Town of Sylvan Lake – Retail Gap Analysis

In May 2015, MXD Development Strategists conducted a Retail Gap Analysis for the Town of Sylvan Lake. The Retail Gap Analysis identified retail voids in the Sylvan Lake commercial real estate market and provided an overview of next steps for the development of retail in the near-term and long-term.

The Town of Sylvan Lake's population of approximately 15,000 residents is expected to increase to nearly 50,000 residents by the year 2043 if it maintains a 4.8% growth rate. As a result, the Town of Sylvan Lake is updating and undertaking growth management strategies in preparation of the opportunities and challenges of a growing town. The Inter-municipal Development Plan illustrates the Town's existing as well as potential future planned areas that would form part of the annexation process that will go through on January 1, 2016.

In addition to the local population, there is approximately 1 million visitors annually to the Town of Sylvan Lake. The majority of visitors (760,000) arrive during the summer months, however, special events such as ice hockey and winter festivals continue to draw visitors during the winter months.

An important consideration in managing the growth of the local population as well as visitors is ensuring commercial functions respond to the needs of consumers. In this regard, the Retail Gap Analysis provided an estimate of the potential demand for retail floor space against the current supply. Additionally, retail sales leakage was estimated in relation to the local trade area and a wider secondary trade area.



Retail Gap Analysis – Phase 1 Summary

Town of Sylvan Lake – Retail Gap Analysis

The Town of Sylvan Lake **has approximately 550,000 square feet of occupied retail space and approximately 48,086 square feet of vacant retail space.** Given the Town’s population, this results in approximately 38 square feet of retail space per person. Nearly 75 percent of all retail floor space is concentrated at Hwy 20 and 47th Avenue on the eastern edge of Town.

While there is a potential imbalance in the location of retail functions, the Retail Gap Analysis attempts to identify the retail categories that are either undersupplied or oversupplied within the overall market. In the year 2015, retail expenditures in the Primary Trade Area totaled nearly \$186.7 million and warranted 464,042 square feet of retail floor space. An additional \$15.6 million and 35,000 square feet of space was generated by the percentage of expenditures that could reasonably flow into the Primary Trade Area from the Secondary Trade Area. Visitor expenditures, with a impact of \$41.4 million in 2015, would result in approximately 99,000 square feet of retail space being warranted.

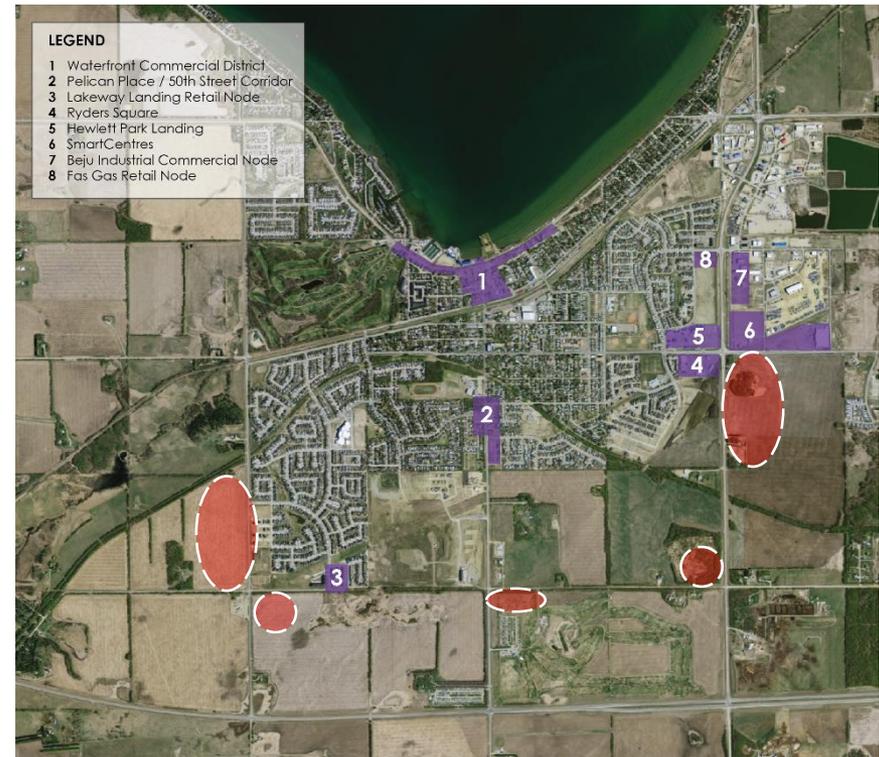
The total retail expenditures of the Primary Trade Area, Secondary Trade Area (captured rate) and visitor spending in 2015 was estimated **\$243.45 million.** **The total retail demand was approximately 599,115 square feet of space.** **The warranted demand of approximately 599,115 square of space results in a residual amount of approximately 45,000 square feet, however, with 48,086 square feet of space vacant the residual demand could be met without new development.**



Town of Sylvan Lake – Retail Gap Analysis

While the overall retail market is relatively in balance, there are certain categories that are either oversupplied or undersupplied within the market itself. These retail imbalances may be a result of retail leakages that are either inflows or outflows of expenditures. An inflow is represented by expenditures flowing into the Primary Trade Area from the Secondary Trade Area while outflows are expenditures that flow from the Primary Trade Area out to other markets. Proximity to Red Deer will continue to influence the buying patterns of shoppers, while local shopping will result in certain categories having more inflow. **Currently the categories with the highest outflows are home electronics & appliances, personal services, and grocery. Categories that experience high levels of inflow spending include full service and limited service restaurants, alcohol & tobacco, and specialty retail.**

In order to determine retail demand in the future, the analysis “holds constant” retail supply while growing retail expenditures to estimate the residual demand. By 2020, the retail gap will be 115,428 square feet growing to 190,548 square feet in 2025. By 2030, residual demand would be an estimated 274,374 square feet. **It is important to note that all retail categories would have residual demand or a retail gap with the exception of pharmacy, health & beauty, home improvement, sporting goods and automotive parts.** Stated another way, this signifies that these retail categories could be oversupplied for the next 15 years in Sylvan Lake even with substantial growth in population and visitors.



Retail Gap Analysis – Phase 1 Summary

Town of Sylvan Lake – Retail Gap Analysis

In general, the Town of Sylvan Lake has a relatively healthy and balanced retail market, however, there are potential gaps in supply and demand both in the present and future context of the growing population.

The Retail Gap Analysis – Phase 1 provided the following recommendations for the Town of Sylvan Lake from a future retail perspective. These also inform the primary objective of Phase 2.

The recommendations include:

- In the short term, focus on categories that will continue to benefit from increased **visitor spending** such as full service restaurants, and family entertainment.
- Additionally, prioritize categories that will meet the **everyday needs** of the growing local population such as grocery and personal services, reducing outflow spending.
- Attempt to promote retail development on the west side of Sylvan Lake, to not only **create balance in the retail landscape**, but **reduce shopping drive time** for residents.
- Retailers entering the market in categories that are currently oversupplied in Sylvan Lake such as pharmacy and health & beauty should **ensure** that they offer market **differentiation** so that direct sales are not cannibalized.
- Encourage new retail formats that move away from typical “big box”, towards **smaller-scale retail neighbourhood** villages that feature pedestrian friendly designs and strong architectural features.
- Create **short-term and long-term retail strategies for the Waterfront Commercial District**, allowing it to become a highly desirable location for retail based around year-round tourism.
- Create short term retail strategies for the waterfront, including façade improvement and leasehold improvement programs to catalyse change.
- Continue to promote local businesses and retail entrepreneurship.

Retail Gap Analysis – Phase 1 Summary

Town of Sylvan Lake – Current Initiatives

A number of initiatives are currently underway in the Town of Sylvan Lake. While these projects, strategies and action items are in their initial stages it should be noted that they form a necessary foundation for a comprehensive approach for investment attraction, retention and civic engagement. The following current initiatives were provided by the Town of Sylvan Lake.

Current Initiatives include:

- Efforts to engage local businesses, building owners, and community organizations to form a Waterfront Commercial District (WCD) “entity” that will be responsible for developing a Branding, Marketing and Strategic Action Plan for the downtown in 2016.
- The Economic Development Office contracted the Sylvan Lake Chamber of Commerce to conduct a Business Visitation Program survey in the WCD (90 of 115 businesses participated) to garner feedback and suggestions to revitalize the downtown core.
- In addition to hosting repeat events and year round programming, four (4) new outside events were supported by Town staff and hosted in the WCD including; Slide the City, Summer Sensation concert, a full week Midway, and Red Deer Symphony’s Jazz at the Lake concert.
- Sylvan Lake Urban Design Guidelines for Waterfront Direct Control (W-DC) have been revised for new developments in the district that include; improved streetscaping, an enhanced pedestrian environment, increased residential densities, and high architectural quality.
- Land Use Bylaw amendments are proposed to support the establishment of craft breweries, outdoor patios/dining, improved signage and parking requirements.
- A Mobile Vending Pilot Project was launched and is enhanced by the Buskers program, both of which are up for review in early 2016.
- A new bylaw was established to allow for Pedicabs and Quadracycles to operate in the WCD, specifically along Lakeshore Drive and into Centennial Park via the roadways.
- A Home-Based Business Visitation Program was conducted to determine how many businesses were looking to expand into a formal storefront location with the intent to pair up businesses to support each other in common spaces.

Retail Gap Analysis – Phase 1 Summary

Town of Sylvan Lake – Current Initiatives

- Façade Improvement Program which ends in 2018 offers property owners the opportunity to access a \$7,500 grant to reface their storefronts in line with the Urban Design Guidelines. The program also promotes low interest loans in partnership with the area Community Futures Development Corporation.
- The Business Recruitment Team (BRT) is a committee of Council, now in its third year, is tasked with attracting new businesses to Sylvan Lake, with a focus on the retail business mix in the WCD.
- Council's Strategic Plan update includes negotiating with the province to take control of Sylvan Lake Provincial Park with a goal of creating a programmed public gathering space and band shell.
- Centennial Street re-development plans are in the final design phase. This includes wider sidewalks, streetscaping, lighting, planters, and a banner program. The \$5 million project is slated for construction in 2018.
- Visitor Friendly Program will be launched in 2016 in partnership with Alberta Culture and Tourism (ACT) to assess Sylvan Lake's overall ambience/visual appeal, wayfinding and signage, quality of service and professionalism, public services and visitor amenities, and visitor information services.
- Food Truck "Foodie" Thursdays is being proposed in cooperation with private sector partners adjacent to the waterfront.
- Two (2) new and unique restaurants are scheduled for opening in the spring of 2016 that will populate currently vacant storefronts along Lakeshore Drive.

2

CASE STUDIES

Successful waterfront towns

The following section provides an overview of three case studies in North America of successful waterfront towns/cities. Each municipality has an established downtown that caters to both the local population and visitors, while continually revitalizing and improving the physical landscape of downtown, and the businesses located within it. The criteria for selection was a population under 50,000 residents, waterfront access, and a successful downtown setting.

The case studies investigated include:

- Port Hope, Ontario
- Comox, British Columbia
- Penticton, British Columbia

The section then moves onto what makes a small downtown successful. Five major “keys” are described that have most relevance to the Town of Sylvan Lake. These keys describe trends and initiatives that assist in improving small downtown settings.

The five major keys discussed include:

- The Change of Physical Space
- Creating Culinary Destinations
- Critical Mass and Clustering
- Gathering Spaces and Beautification
- Property Owners and Financials



Port Hope, Ontario

- **Locational & Population:** Located just over an hour east of Toronto, Port Hope has a population of 16,214 (2011).
- **Downtown Commercial Landscape:** Port Hope has a varied commercial landscape that includes retail, food & beverage, professional services, cultural attractions, and accommodation. There are 24 restaurants, cafes and pubs; and 25 businesses that cater to housewares, home décor, antiques, and art.
- **Target Audiences:** With its relatively close proximity to Toronto, Port Hope receives many day-trippers and overnight stays from people looking to get away from the city and experience a more relaxed pace. With many municipal facilities such as the Town Hall, Post Office, and Library located downtown, local residents mix with visitors at the many food and beverage options. Port Hope has become well known among “foodies” for its wide array of casual and fine dining restaurants that use fresh local Ontario ingredients.
- **Policies and Initiatives:**
 - Downtown Revitalization study was initiated in 2012 to rejuvenate its business core, highlight heritage, and raise the town's profile as a prime tourism destination.
 - Creation of downtown “Strategic Plan” with input from community, local businesses, building owners, and community organizations.
 - Created website www.mydowntownporthope.com for all downtown initiatives, plans, and business support.
 - Has invested a large amount of time planning and hosting events & festivals through all four seasons of the year which generates continued foot traffic
 - Has partnered with various Provincial organizations to access funds for continued improvements.



Comox, British Columbia

- **Locational & Population:** Located 2.5 hours north of Victoria along the eastern edge of Vancouver Island, Comox has a population of 13,627 (2011).
- **Downtown Commercial Landscape:** Downtown Comox features restaurants, cafes, clothing & jewellery boutiques, art galleries, services, banks, and offices.
- **Target Audiences:** Downtown Comox is used by local residents on a day-to-day basis, since it provides necessary services such as medical, municipal, and banking among the numerous shopping opportunities. Its adjacency to several large marinas along the waterfront ensures that it receives a steady flow of out-of-town visitors who use the docks, boat launches, and popular Marina Park during the warmer months. In Comox' case, the downtown serves the local population and is supplemented by visitors.
- **Policies and Initiatives:**
 - Council established the “Comox Downtown Vitalization Program” to revitalize and improve the downtown area.
 - Key element is to increase the amount of residential density downtown to generate more body heat and foot traffic on a daily basis.
 - Established incentives that encourage mixed-use commercial and residential development:
 - Revitalization Tax Exemption provides property owners with tax exemptions for improving their properties and constructing residential density. Contingent upon meeting certain targets for economic, social, and environmental goals.
 - Municipal Priority Processing provided if property owners conform to plans and regulations. The application can be bumped to top of order. Reduction of development approval time estimated at 30% to 50%.
 - Public consultation conducted prior to application process.



Penticton, British Columbia

- **Locational & Population:** Located on the southern shore of Okanagan Lake in south-central BC, Penticton has a population of 32,877 (2011).
- **Downtown Commercial Landscape:** Downtown Penticton has a focus towards food & beverage, beauty & salons, clothing & accessories, specialty boutique shops, banking, and services.
- **Target Audiences:** Much like Downtown Comox, the wide variety of services, shopping and culinary endeavours in Downtown Penticton make it a destination for local residents who can visit their doctor, stop at the pharmacy, visit their bank, and grab lunch from a small café. Many small professional offices and associations have located their business within Downtown, creating a large amount of daytime body heat. With 1,500,000 annual visitors to Penticton, downtown sees an influx of tourists during the summer months who make use of Lake Okanagan and the areas many outdoor activities. Visitors shop at the boutiques during the day, and dine at restaurants, wine bars, and craft breweries in the evenings.
- **Policies and Initiatives:**
 - The Penticton Community and Farmers Market is one of the largest in Western Canada, with upwards of 300 vendors spread over multiple blocks. It draws visitors from around the region.
 - City of Penticton initiated the “Downtown Plan” that outlined 101 actions to incrementally improve and revitalize downtown. The plan was awarded an Excellence in Planning Practice from the Planning Institute of BC.
 - The “Main Street Project” is implemented to improve Main Street from a design and infrastructure perspective. Designed plans based around consultation with local business and land owners.



Keys to a Successful Downtown

The downtowns of small towns and cities across North America have been transforming over the past decade as they have been re-positioned and revitalized. During the 1970's to the early 2000's, there was a movement away from downtown retail, and towards enclosed shopping, suburban big box, and retail strip. Planners, policy makers, property owners, and developers alike have recently begun a shift back towards downtowns, catering to the preference from residents to shop, relax, and dine in a pedestrian friendly downtown setting.

Key #1 - The Change of Physical Space

There is a growing interest in multi-use areas where residents can perform a multitude of activities in the same area. Small downtowns are an ideal place for these types of land use formats, whether they are in a vertical or horizontal format.

Retailers are continually defining the leasable space within the retail sector, and the movement has been from "super-sized" to "right-sized". As brick-and-mortar shops have decreased in size, the requirement for large anchor or pad sites in big box highway commercial properties has also decreased. Retailers, especially independents and regional chains are now preferring mixed-use villages or downtown settings where the tenant spaces are smaller in scale, but more profitable.

In the age of the internet, there are many upstart retailers who now begin their business online, and once it was flourished, open a small store that will assist them in connecting with their growing consumer base.



Keys to a Successful Downtown

Key #2 – Creating Culinary Destinations

Another large trend for the retail sector and its movement towards more urban downtown settings is food and beverage. This retail category has been the most dynamic over the past decade. While there still is demand for the suburban chain restaurant, many people are now seeking new dining and culinary concepts that focus towards locally sourced, farm-to-table, organic, and inventive food that pushes the boundaries.

Cities and towns across North America have already begun to capitalize on this culinary paradigm shift by creating an environment for new food and restaurant concepts to flourish. Primarily within their downtowns, it is marketed as culinary tourism whereby people come from out-of-town to visit these restaurants that are typically operated by local/regional chefs or entrepreneurs. Many downtowns are continually seeing a growing percentage of their retail allocated towards food & beverage. This “foodie” behavior assists towns and cities become destinations on their own right, or strengthen their tourism numbers.



Keys to a Successful Downtown

Food trucks having become very popular in North American cities over the past decade and have brought many benefits along with them. In interviews with the Huffington Post, restaurant owners in Washington D.C. were quoted in saying “if you're good at what you do, food trucks don't represent competition; if you're not so good at what you do, food trucks should spur you to do better”. The DC Food Truck Association also has a provision that food trucks will not park near restaurants that serve the same food.

Customers of food trucks claim that they feel more engaged with their community, and are able to have more and better food options. Food trucks also are able to team with brick-and-mortar restaurants to create culinary destinations that become gathering places for the community.

Out of these trends, a variety of tenant types have emerged that create destination downtowns . Green grocers, specialty food, food trucks, pop-up restaurants, daily services, health & wellness, and new food & beverage concepts have become key tenants for downtowns.



Keys to a Successful Downtown

Key #3 – Critical Mass and Clustering

Having a specific set of retailers in a downtown creates a critical mass of shops and food & dining concepts that act as a “pull” for both residents and visitors. The right mix of stores forms an environment of “curated retail”, where every shop offers something new and unique. These retail spaces can cluster amongst each other depending on type. For example, an entire block could be restaurants or food-related specialty stores, where another block focuses towards galleries, clothing, and design related-items.

It is important to remember that shops and restaurants complement each other to create an experience, rather than compete amongst each other.

The majority of property owners need to be onboard to help create the proper mix of tenants that will ultimately create a successful downtown. For this, property owners must feel that they are making a difference and are thinking about their long-term prospects. When a downtown is successful, tenants are stable and are willing to pay higher lease rates, beneficial to the property owner.



Keys to a Successful Downtown

Key #4 – Gathering Spaces & Beautification

Potential customers are always looking for a pleasing shopping environment. This is why retail in North America is continually transitioning away from big box power centres, to pedestrian friendly environments that provide a more experiential setting. Small downtowns have an advantage where they already have the “bones” or infrastructure in place that offer a village type atmosphere.

Storefronts should be pleasant and welcoming from a design perspective, with proper retail signage. Beautifying a downtown requires investment, but items such as uniform lighting, street trees, planters, and benches throughout a district can quickly transform an area and make it more desirable.

There should also be programmed public gathering spaces that generate social activities outside of the stores and restaurants, providing community involvement. During warm weather, people can meet with friends and linger outside, or make use of outdoor seating for food and beverages. These programmed public gathering spaces become the central hub of the city/town.



Keys to a Successful Downtown

Key #5 – Property Owners & Financials

Finances can be a big concern for developers/property owners themselves. Improving older buildings or constructing new multi-use buildings can incur considerable capital costs. Many banks can be unwilling to provide funding if there are uncertain financial returns depending on the financial requirements required. Tenants can also feel the financial squeeze, as renovated buildings or new construction can mean higher lease rates than suburban strip retail on the edges of the town.

The key for developers or property owners is to have the support of local lenders and banks, as well as having prospective tenants lined up to pay a set rent once the renovation or development is complete. This reduces the risk in conducting speculative construction. Public-private partnerships and financial incentives can also off-set significant costs that both tenants and property owners may experience.

The establishment of necessary public work projects that spur downtown revitalization is a strong financial tool since these projects increase the value of surrounding property. The Town of Sylvan Lake has already spent \$22 million on establishing the boardwalk and Centennial Park from 33rd to 50th Street, with full completion expected by 2018.



3

RETAIL TYPOLOGIES & FORMATS

Retail Typologies & Formats

Retail Typologies & Formats

An important aspect to determining a successful and sustainable approach to commercial/retail development in Towns, Cities and Regions is establishing the appropriate urban form, scale and role of retail for a particular area. Identifying these attributes in conjunction with an assessment of warranted market demand/support provides an additional level of strategic consideration necessary in Retail Gap Analysis.

The following section highlights retail development metrics that aid in the process of market-informed planning and development. The “retail typologies & formats” are informed by standards recognized by the International Council of Shopping Centres as well as the experience and expertise of the consultant.

While not all of the retail typologies & formats highlighted have application within the context of the Town of Sylvan Lake, those that do have application provide an illustrative foundation in understanding the current and future positioning of nodes and corridors.

It should be noted that the metrics for each retail typology & format are also informed by the market and the context of existing and future development. However, as mentioned above these retail typologies & formats do provide a foundation for best practices related to informative planning and development.



Retail Typologies & Formats

Retail Typologies & Formats

Convenience Centres: Typical convenience centres provide a limited range of products and services to a smaller trade area. Configuration of convenience retail centres can be linear or strip format and are increasingly co-locating with gas stations and/or a small limited restaurants.



<p>Development Concept</p> <ul style="list-style-type: none"> • Convenience Store • Gas Station • Limited service restaurant 	<p>Typical Acreage & Square Feet</p> <ul style="list-style-type: none"> • 0 - 1 acres • 10,000 – 40,000 sf
<p>Anchor Ratio & Typical Anchors</p> <ul style="list-style-type: none"> • 50% - 70% 	<p>Primary Trade Area</p> <ul style="list-style-type: none"> • 1 km – 2km

Neighbourhood Centres: Neighbourhood Centres range in size from 40,000 to 125,000 sf and are generally anchored by a grocery store, drug store or discount store. Neighbourhood centres also have a variety of supportive uses including personal services, professional services and limited service restaurants.



<p>Development Concept</p> <ul style="list-style-type: none"> • Convenience 	<p>Typical Acreage & Square Feet</p> <ul style="list-style-type: none"> • 3 - 10 acres • 40,000 to 125,000 sf
<p>Anchor Ratio & Typical Anchors</p> <ul style="list-style-type: none"> • 30% - 50% • Supermarket 	<p>Primary Trade Area</p> <ul style="list-style-type: none"> • 1 km - 5 km

Retail Typologies & Formats

Retail Typologies & Formats

Community Centres: Community Centres are focused on the daily needs of shoppers with an expanded variety of “soft” goods and services available beyond those of a neighbourhood centre. Community Centres can range in format from a cluster of enclosed or “open-air” attached commercial retail units. May include: Pharmacy, Home Improvement & Specialty Retail.



Development Concept

- General Merchandise
- Convenience

Typical Acreage & Square Feet

- 25 - 80 acres
- 150,000 to 600,000 sf

Anchor Ratio & Typical Anchors

- 50% - 70%
- Discount Dept. Store; Supermarket

Primary Trade Area

- 5 km - 10 km

Lifestyle Centres: Lifestyle Centres function as multi-purpose retail, entertainment and leisure destinations. They typically range in size from 50,000 to 150,000 square feet in size and include restaurants, specialty food stores and integrate amenities and design features that allow consumers to congregate. May include: bookstore, specialty retail, cinema, small dept. store.



Development Concept

- Upscale national chain
- Specialty Stores
- Dining & Entertainment

Typical Acreage & Square Feet

- 10 - 40 acres
- 150,000 to 500,000 sf

Anchor Ratio & Typical Anchors

- 0% - 50%
- Non-traditional anchor format.

Primary Trade Area

- 10 km - 20 km

Retail Typologies & Formats

Retail Typologies & Formats

Regional Retail Centres: Regional Retail Centres draw patronage from a large Trade Area and require high visibility and highway frontage. Regional Retail Centers generally consist of large-format retail tenants and have a focus on Comparison Shopping such as Furniture & Home Furnishing, Electronics, General Merchandise and Clothing & Accessories.



Development Concept

- General Merchandise
- Fashion
- Enclosed Mall

Typical Acreage & Square Feet

- 40 - 100 acres
- 400,000 – 800,000 sf

Anchor Ratio & Typical Anchors

- 50% - 70%
- Full-line Dept. Store; Jr. Dept. Store;

Primary Trade Area

- 10 km - 20 km

Super Regional Retail Centres: Super Regional Retail Centres follow a similar development concept to regional centres with greater variety and increased trade area. These centres are typically located in proximity to major arterials and require a large base population. Includes Fashion & Apparel, Specialty Retail and Food Court Services.



Development Concept

- Increased Variety
- General Merchandise
- Enclosed Mall

Typical Acreage & Square Feet

- 60 - 120 acres
- 800,000+ sf

Anchor Ratio & Typical Anchors

- 50% - 70%
- Full-line Dept. Store, Jr. Dept. Store

Primary Trade Area

- 10 km - 40 km

Retail Typologies & Formats

Retail Typologies & Formats

Power Centres: Retail functions within Power Centres are typically comprised of 75 % to 90 % large-format anchors . These anchors are typically free-standing and are located on a large land parcel with significant parking. Big Box retailers predominately are located within Power Centres with a limited number of smaller specialty tenants.



<p>Development Concept</p> <ul style="list-style-type: none"> • <i>Category-dominant anchors</i> • <i>Few small tenants</i> 	<p>Typical Acreage & Square Feet</p> <ul style="list-style-type: none"> • <i>10 - 40 acres</i> • <i>100,000 to 400,000 sf</i>
<p>Anchor Ratio & Typical Anchors</p> <ul style="list-style-type: none"> • <i>75% - 90%</i> 	<p>Primary Trade Area</p> <ul style="list-style-type: none"> • <i>10 km - 25 km</i>

Theme/Festival Centres: Multi-purpose centres with a “mix of leisure, tourist, retail and service-oriented offerings as a unifying theme.” These centres are generally positioned to “capture” tourist dollars and are heavily anchored with food & beverage and entertainment development.



<p>Development Concept</p> <ul style="list-style-type: none"> • <i>Leisure;</i> • <i>Tourist-oriented</i> • <i>Retail and service</i> 	<p>Typical Acreage & Square Feet</p> <ul style="list-style-type: none"> • <i>5 - 20 acres</i> • <i>80,000 to 250,000 sf</i>
<p>Anchor Ratio & Typical Anchors</p> <ul style="list-style-type: none"> • <i>Restaurants</i> • <i>Entertainment</i> 	<p>Primary Trade Area</p> <ul style="list-style-type: none"> • <i>N/A</i>

Retail Typologies & Formats

Retail Typologies & Formats

Outlet Centres: Outlet Centres continue to evolve from discount manufacturers outlets to luxury retail outlets ranging in size from 50,000 to 400,000 square feet. These brand-name tenants serve as anchors and magnets in the wider development and can either function as a open-air or enclosed.



Development Concept

- **Manufacturers' Outlet**
- **Luxury Outlet**

Typical Acreage & Square Feet

- **10 - 50 acres**
- **50,000 to 400,000 sf**

Anchor Ratio & Typical Anchors

- **Manufacturers' Outlet stores**

Primary Trade Area

- **40 km – 120 km**

Mixed-Use Centres: Mixed-use centres are generally developed as a single project with the major revenue-producing component being retail. Mixed-use centres can be comprised of multiple uses including (but not limited to): residential, office, hotel entertainment, sport, civic and cultural. Mixed-use centres can also integrate transportation elements for increased accessibility.



Development Concept

- **Retail Dominant**
- **Residential**
- **Office**

Typical Acreage & Square Feet

- **5 - 20 acres**
- **50,000 to 250,000 sf**

Anchor Ratio & Typical Anchors

- **Restaurants**
- **Entertainment**

Primary Trade Area

- **N/A**

Retail Typologies & Formats

Retail Typologies & Formats

The preceding section provides an overview of the Retail Development Typologies based on typical industry benchmarks such as the International Council of Shopping Centres and are further sensitized to reflect the changing nature of retail development. **Table 3.1**, summarizes the previous section and while these retail typologies are a representation of the overall market, within Sylvan Lake there are certain typologies that fit within the context of the existing and future population and town context which will be described in the following section of retail positioning.

Table 3.1 Retail Typologies & Formats Summary Table

<i>RETAIL DEVELOPMENT TYPOLOGY SUMMARY</i>	<i>AVERAGE SQUARE FOOTAGE</i>	<i>DEVELOPMENT CONCEPT</i>	<i>ANCHOR RATIO</i>	<i>LAND REQUIREMENT</i>	<i>PRIMARY TRADE AREA</i>
<i>CONVENIENCE CENTRES</i>	<i>10,000 - 40,000 sf</i>	<i>Convenience Store, Gas Station, Limited Service Restaurant</i>	<i>50% - 70%</i>	<i>0.5 - 1 acres</i>	<i>1 km - 2 km</i>
<i>NEIGHBOURHOOD CENTRES</i>	<i>40,000 - 125,000 sf</i>	<i>Convenience</i>	<i>30% - 50%</i>	<i>3 - 10 acres</i>	<i>1 km - 5 km</i>
<i>MIXED-USE CENTRES</i>	<i>50,000 - 250,000 sf</i>	<i>Retail Dominant, Residential, Office</i>	<i>15% - 50%</i>	<i>5 - 20 acres</i>	<i>10 km - 25 km</i>
<i>OUTLET CENTRES</i>	<i>50,000 - 400,000 sf</i>	<i>Manufacturers' Outlet, Luxury Outlet</i>	<i>50% - 75%</i>	<i>10 - 50 acres</i>	<i>40 km - 120 km</i>
<i>THEME/FESTIVAL CENTRES</i>	<i>80,000 - 250,000 sf</i>	<i>Leisure, Tourist-Oriented, Retail and Service</i>	<i>5% - 10%</i>	<i>5 - 20 acres</i>	<i>5 km - 10 km</i>
<i>POWER CENTRES</i>	<i>100,000 - 400,000 sf</i>	<i>Category-Dominant Anchors</i>	<i>75% - 90%</i>	<i>10 - 40 acres</i>	<i>10 km - 25 km</i>
<i>LIFESTYLE CENTRES</i>	<i>150,000 - 500,000 sf</i>	<i>Upscale National Chain, Specialty Stores, Dining & Entertainment</i>	<i>10 - 50%</i>	<i>10 - 40 acres</i>	<i>10 km - 20 km</i>
<i>COMMUNITY CENTRES</i>	<i>150,000 - 600,000 sf</i>	<i>General Merchandise, Convenience</i>	<i>50% - 70%</i>	<i>15 - 80 acres</i>	<i>5 km - 10 km</i>
<i>REGIONAL RETAIL CENTRES</i>	<i>400,000 - 800,000 sf</i>	<i>General Merchandise, Fashion, Enclosed Mall</i>	<i>50% - 70%</i>	<i>40 - 100 acres</i>	<i>10 km - 20 km</i>
<i>SUPER REGIONAL CENTRES</i>	<i>600,000 - 800,000 + sf</i>	<i>Increased Variety, General Merchandise, Enclosed Mall</i>	<i>50% - 70%</i>	<i>60 - 120 acres</i>	<i>10 km - 40 km</i>

4

CURRENT AND FUTURE POSITIONING

Current and Future Positioning

Current Positioning

There is approximately 551,000 square feet of retail space in the Town of Sylvan Lake as of June 2015, translating to 38 square feet of retail per capita.

As displayed in Figure 4.1, there are two major nodes of retail activity in the town, the Waterfront Commercial District (WCD) and the Highway 20/47th Avenue Node. The WCD is primarily made up of independent restaurants, pubs, and bars, small retailers, and services. This district is positioned primarily towards tourists and visitors of Sylvan Lake, but is also used by locals.

The WCD has struggled to compete with big box and strip retail centres built along the edges of the town over the past fifteen years. Certain local restaurants and retailers have excelled in the WCD such as Bravo Gastro Lounge, the Bamboo Hut, and The Big Moo which shares a connected space with Nomads. These shining stars display the potential long-term success that the WCD could expand upon.

The Highway 20/47th Avenue Node contains the largest amount of retail in Sylvan Lake, approximately 74% of the town's entire inventory. It is spread amongst three developments, Hewlett Park Landing, Ryders Square, and SmartCentres. These retail centres consist primarily of chain stores, with anchors such as Wal-Mart, Rona, and Sobeys, but also have local services and independent restaurants.

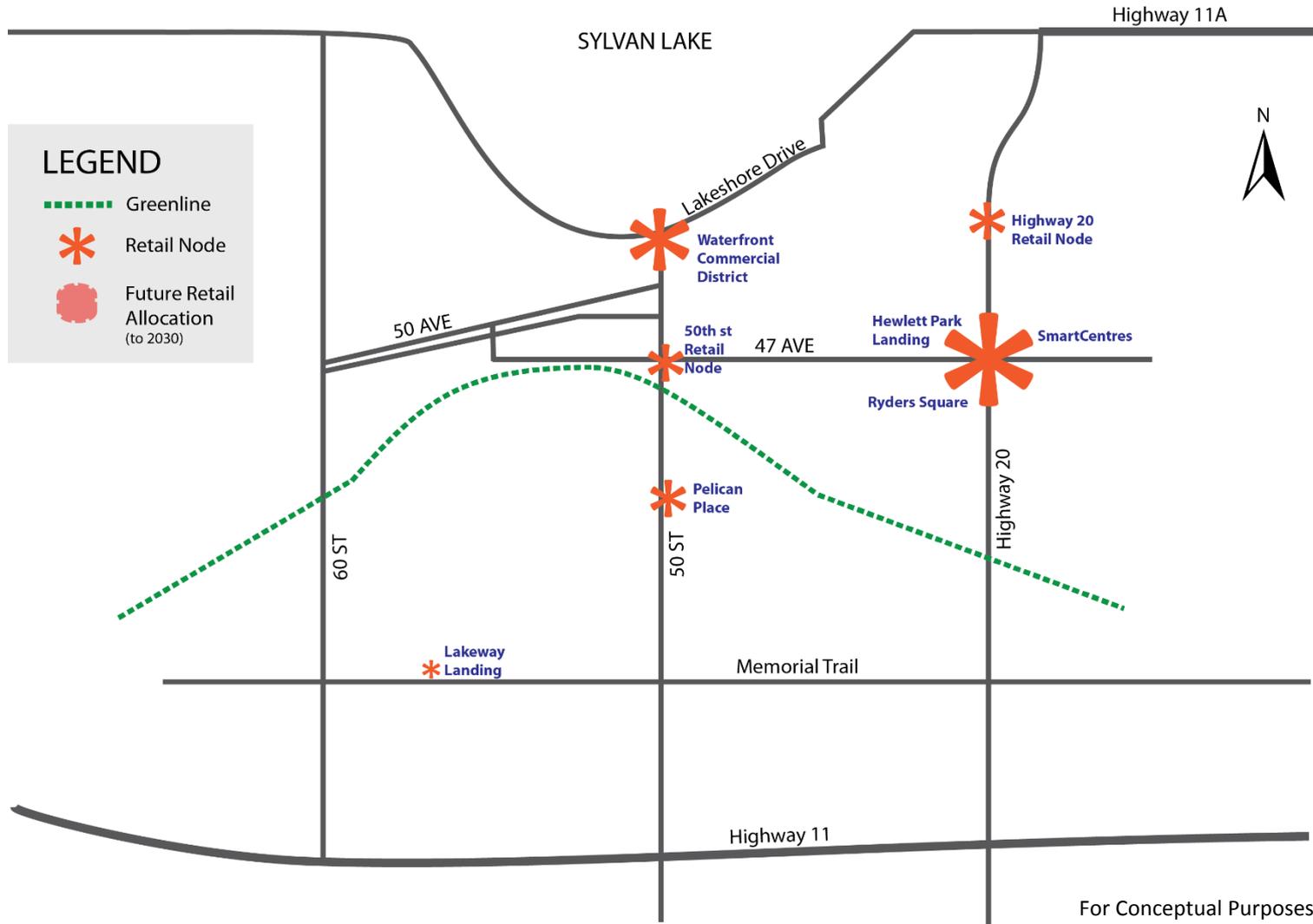
They are positioned as power centres and neighbourhood centres that draw from the entire Sylvan Lake trade area. Their critical mass of retail, varied retail mix, and high parking ratios position themselves favorably to Sylvan Lake residents' daily needs.

There are other small retail nodes spread throughout Sylvan Lake that position themselves as convenience centres that have limited offerings, but provide day to day goods or services. These are primarily still located on the east side of town or along 50th Street.



Current and Future Positioning

Figure 4.1 Current Retail Nodes



Current and Future Positioning

Retail Demand by Threshold

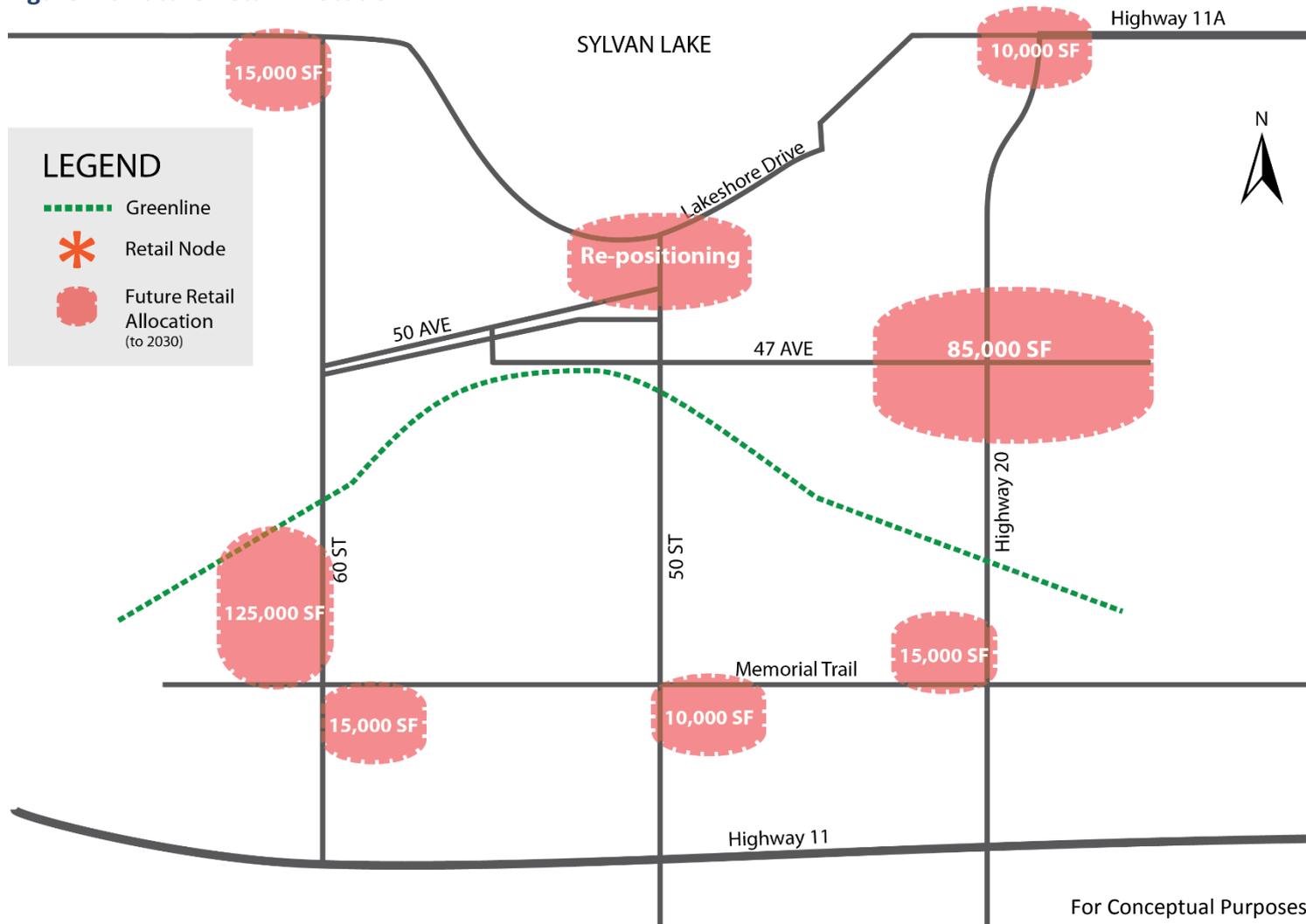
Phase One of the Sylvan Lake Retail Gap Analysis determined the amount of retail demand on an annual basis until 2030 based off of population and retail expenditure growth. Retail demand thresholds have been calculated at five year intervals for allocation purposes.

Figure 4.2 Retail Allocation Thresholds



Future Retail Allocation

Figure 4.3 Future Retail Allocation



Future Retail Allocation

Retail demand for Sylvan Lake was allocated throughout the town based on the following criteria:

- The current allocation and typologies of the retail supply;
- Future land uses planned by the Town;
- Current zoning and development proposals;
- Spatial population growth over the next decade.

This retail allocation is displayed on Figure 4.4.

A large amount of residential development has been occurring on the west side of the Town over the past 5 to 10 years, and there is currently no major organized retail to serve the daily needs of residents. Furthermore, the Town has plans to construct a large amount of residential development west of 60th Street that would require retail and services.

This growth is the rationale for the allocation of 140,000 square feet of retail to the node at 60th Street and Memorial Trail. This intersection can become the commercial node for the west side of town, mitigating the distance residents are required to travel for groceries, pharmacy, and services, and reducing traffic flowing through Sylvan Lake. The square footage is likely to spread over one or two developments. The primary development could be a neighbourhood or community retail hub, focusing towards a pedestrian friendly retail village. It would set itself apart from other retail offerings in the Town and become a destination for residents on the west side.

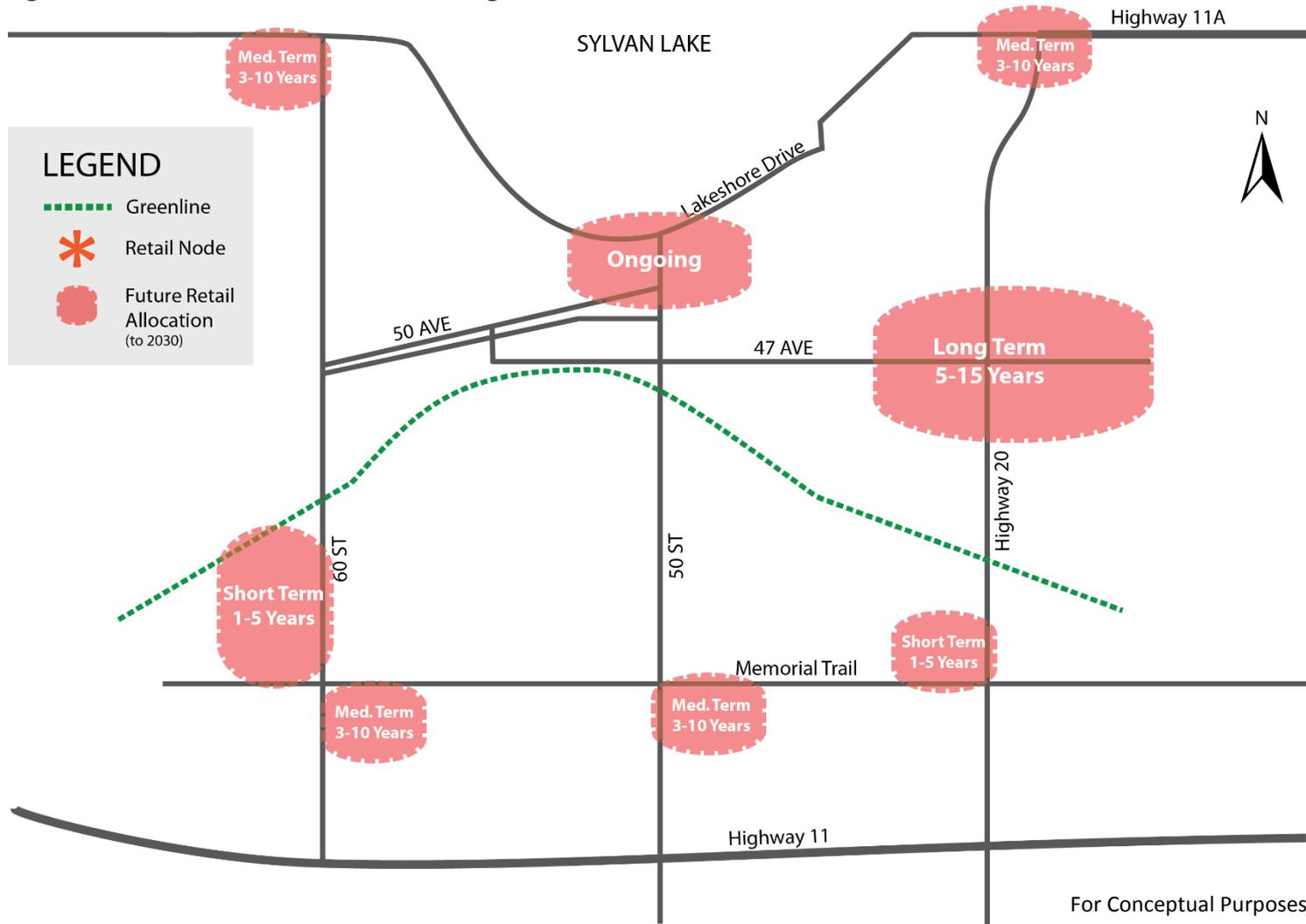
110,000 square feet is allocated to the Highway 20 corridor, which will likely be spread amongst a new commercial centre at the southeast corner of 47th Avenue and Highway 20, the build-out of the SmartCentres development, or a neighbourhood centre at a more southerly location along Highway 20, closer to Memorial Trail. Any new retail constructed in this corridor will follow the design guidelines set by the other retail centres. A new neighbourhood centre would be similar in nature to Ryders Square, featuring more modern designs with plentiful parking.

Other retail nodes will be smaller in nature, focusing on convenience centres that typically consist of a gas bar and three to five retail, service, and food & beverage units.

The Waterfront Commercial District was not allocated any retail for this exercise. This is due to the need for a re-positioning of the WCD of Sylvan Lake. There likely will be new square footage constructed in the WCD over the next fifteen years, however this may replace existing retail. It is also understood that a Waterfront Area Redevelopment Plan is currently being conducted by Town Planning staff. The amount of retail required for the WCD would likely emerge from this Redevelopment Plan. This would not have an effect on the amount of retail allocated to other areas of the Town.

Future Retail Allocation Phasing

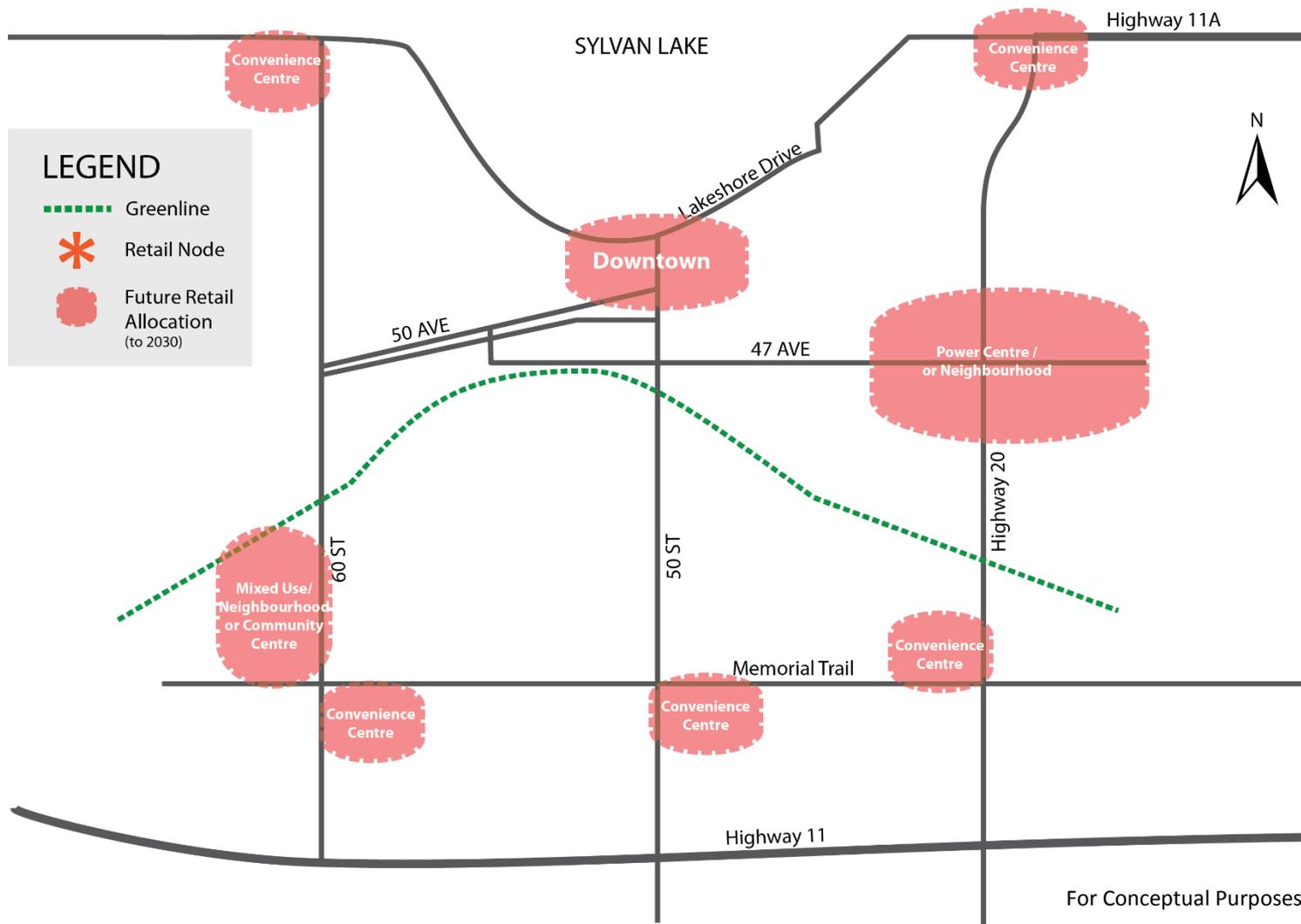
Figure 4.4 Future Retail Allocation Phasing



For Conceptual Purposes

Future Retail Typologies

Figure 4.5 Future Retail Typologies



Current and Future Positioning

Various retail typologies have differing retail tenant mixes and anchor tenants. No two developments are the same, however each retail typology does have similar elements. With the west side of town currently vacant of any major retail, basic retail functions can emerge from a first phase of development. This includes a grocery store, pharmacy, liquor store/wine store, personal services, specialty stores (florist, dog grooming, etc.), limited and full service restaurants, and financial services such as banks.

The east side of Sylvan Lake has the majority of retail for the town, and thus would expand on its already sizable retail offering. With three grocery options already available (Wal-Mart, Sobeys, and No Frills), alternate anchors for any future retail centres should be considered. Alternative anchors include family entertainment, electronics, home furnishings, or even medical and educational institutions. National and brand name tenants would prefer to locate along the Highway 20 corridor rather than downtown due to the clustering effect already established at the node around 47th Avenue, as well as the older condition of many of the buildings downtown.

Convenience centres provide a smaller but an important retail mix that typically includes a gas bar, convenience store, limited or full service restaurant (chain or independently run), and small local businesses. Convenience centres usually have lower lease rates than higher traffic neighbourhood or mixed use centres, thus allowing local residents an affordable option to locate their business.

The Waterfront Commercial District has a very distinct retail mix that requires repositioning. Section 5 goes into greater detail of the retail uses that are applicable.



5

WATERFRONT COMMERCIAL DISTRICT

Target Audiences

There are two distinct target audiences for the Waterfront Commercial District, locals and visitors. Sylvan Lake’s local demographics contrast the Province’s averages. The Town’s median age is 31.8 years old, with the Alberta median age at 38 as of the 2011 Census. The town is very youthful, with many couples and young families. There is also the senior population which has been growing due to aging baby boomers who have decided to retire and make Sylvan Lake their home due to its small town values but close proximity to Red Deer. Locals would supplement the visitor expenditures in the WCD, primarily at restaurants and bars.

Tourism is very important to Sylvan Lake, which has approximately 1,000,000 annual visitors. The summer months of June to August are when a large majority of visitors come to Sylvan Lake to make use of the beach and waterfront access. Red Deer residents are day-trippers, but those coming from further outside the region such as Calgary and Edmonton may stay overnight.

33% of visitors are from Central Alberta, with Edmonton (22%) and Calgary (18%) the next largest source of visitation according to the Sylvan Lake Tourism Economic Impact Assessment 2014. The average overnight stay for visitors in Central Alberta is 2.6 days, while Sylvan Lake is 4.9 days. This means that there will be higher expenditure spending from overnight visitor trips in Sylvan Lake due to length of stay. 41.8% of expenditures are put towards accommodation and food & beverage, while 14.4% is towards retail spending.

Table 5.1 Annual Visitors Per Capita

City/Town	Approximate Population	Approximate Annual Visitors	Annual Visitors Per Capita
Sylvan Lake	15,000	1,000,000	67
Edmonton	878,000	4,400,000	5
Calgary	1,195,000	4,200,000	4
Kelowna	117,312	1,500,000	13
Penticton	33,000	1,500,000	45

Visitor retail sales expenditures in 2015 are projected to hit \$41 million in Sylvan Lake based off of expected visitor numbers and their typical visitor expenditure profile .

With residential being built further from the WCD, and newer retail and dining options emerging in retail centres on the edges of town, it is integral to focus the WCD on overnight and day-trip visitors. With a decline of the Alberta provincial economy in 2015, more residents from Edmonton and Calgary will look to stay more local for vacations and weekend getaways to save income.

As displayed in Figure 5.1, 1,000,000 annual visitors is very high for a town of Sylvan Lake’s size and should be taken advantage of to a greater deal from a retail expenditure viewpoint. A more pleasant and engaging Waterfront Commercial District would provide another reason for people to visit the Town, other than the water. It would also create stronger competition against other lakefront towns in the central Alberta region, capturing new tourism expenditures.

To attract this target audience, the WCD requires a pedestrian and architecturally friendly area that has an eclectic mix of retail stores, culture, services, and restaurants that would entice return visits.

Target Audiences

Currently, the WCD has the majority of its retail and food & beverage located along Lakeshore Drive and 50th Street. As mentioned in the Current Positioning of Section 4, there are certain local restaurants and retailers that have excelled. Businesses such as Bamboo Hut and Bravo Gastro Lounge rely on the local population to sustain their viability. Others such as the Big Moo and more bar-oriented food establishments (Buckwildz, Bravos, and Fireside) make a large portion of their profits from visitors while still catering to locals.

Businesses along 50th Street and 50th A Street are targeted more towards the local population, while Lakeshore Drive sustains itself off of the beach crowd during the warmer months.

The current iteration of the WCD does not have a consistent retail strategy or strategic retail mix that will drive visitation on a year-round basis. There is potential for year-round activity in the WCD from local residents and day-trip visitors if a diversity of retail and restaurants is established to create a vibrant core in Sylvan Lake.

Figures 5.2 and 5.3 display retail functions that could act as “magnets” for both target audiences, pulling them into the WCD and creating a destination for locals and visitors alike. These are accumulated from the “shining stars” that are currently located in the WCD, case study research, and outputs from Phase 1 of the Sylvan Lake Retail Gap Analysis.

Many of these magnets overlap between the two target markets. They can combine small town charm with big city amenities.

Strategies are required to be put into place so that the Town is able to move forward and implement a WCD that locals can be proud of and is well known throughout Central Alberta.



Potential Retail Magnets

Figure 5.1 Potential Retail Magnets

Independent Coffee Shop / Cafe



Bakery



Craft Brewery



Specialty Food Stores



Restaurants & Wine Bar



Weekly Farmers Market



Potential Retail Magnets

Figure 5.2 Potential Retail Magnets Continued

Specialty Shops



Gifts, Antiques & Souvenirs



Personal Services



Boutique Clothing & Accessories



Arts & Craft Galleries



Children's-based Retail & Entertainment



Sylvan Lake – Waterfront Commercial District Revitalization Framework

The following section provides an overview of revitalization concepts and strategies with potential application within the context of Sylvan Lake. More specifically, Development, Programming and Communication are discussed. These elements work in parallel with a market-based allocation of retail demand to encourage and foster the on-going revitalization of the Waterfront Commercial District.

An integral aspect of revitalization is providing the necessary components to drive and nurture the businesses, culture and identity of the community. These components include but are not limited to:

Development Types, Activities & Incentive Strategies

- Mixed-Use Development
- Diversified Commercial Uses
- Public Uses in Waterfront Commercial District
- Off-Site Parking Structures
- **Programming Strategies**
 - Allow Street front Patios, Kiosks
 - Arts & Entertainment Programming & Sponsorship
 - Charity Runs, Bike-Rides & Competitive Events
 - Thematic Programming & Urban Design
- **Communication Strategies**
 - Charrette between public and property owners
 - Business owner survey – what assistance business owners need to expand their businesses
 - Customer Origin Survey – know where people are coming from
 - Establish dialogue with successful BRZ's (Business Revitalization Zone), BIA's (Business Improvement Associations), and other successful downtown entities for knowledge sharing.

Revitalization Strategies – Development

Mixed-Use Development Corridor:

Overview: *Mix of Residential, Office, Retail and Accommodation uses to position the Waterfront Commercial District as a multi-purpose Community Hub.*

- Increases value proposition for redevelopment by allowing more density as well as ‘upfront’ cash revenues from strata and long-term rental revenues.
- Accommodates growing population of Sylvan Lake with diverse housing options for seasonal residents.
- Can be used for office space, residential and work-live space as well as retail.
- Provides opportunity to integrate urban design elements into new development.

Diversified Commercial Activities:

Overview: *Diverse spaces within the Mixed-Use Corridor with a particular focus on dining, entertainment and recreation to embellish tourism strategy of Sylvan Lake and increase visitor numbers.*

- Fosters ‘Round the clock’ activity supported by day-time and night-time population.
- Enhances and encourages visitors beyond the summer season.
- Provides opportunity to integrate urban design elements into new development.
- Functions as community hub to attract and retain local population.
- Introduces new concepts into Waterfront Commercial District.
- Compliments and programming activities to keep area ‘fresh.’



Planning Tools: *Pre-zoning; Joint Development; Public-Private Development Agreements; Density Bonus; Relaxed Parking Ratios*



Planning Tools: *“Live-work” & Education Spaces; Farmers Markets; Culinary Markets; Pop-Up Restaurants.*

Revitalization Strategies – Development

Off-Site Parking Structure:

Overview: *Off-Site Parking in proximity to Waterfront Commercial District.*

- Potential for ‘freeing up land’ along the waterfront and around current surface parking area while accommodating increasing number of visitors to the area.
- Allows for public/private partnership models to be employed.
- Compliments on-street parking and reduce vehicular traffic along Lakeshore Drive which increases pedestrian attractiveness of the area.
- Potential long-term revenue source for Town of Sylvan municipal jurisdiction and joint venture potential partners.

Public Agencies & Uses in Waterfront Commercial District:

Overview: *Placement of Town of Sylvan Lake functions or Non-Profit entities as major anchor in Waterfront Commercial District.*

- Communicates municipality’s role as an advocate in the revitalization of the Waterfront Commercial District to local and visitor population as well as target tenants and businesses.
- Diversifies the ‘local’ day-time population of the Waterfront Commercial District.
- Increases the amount of employment in Waterfront Commercial District.
- Provides opportunity to act as tenant in redevelopment initiatives and further the feasibility of revitalization through public-private partnerships.



Planning Tools: *Public-Private Partnership; Shared Parking Agreements; Additional Uses in Structure*



Planning Tools: *Public-Private Partnership; Multi-tenant Public Agency Building; Consolidation of Municipal Occupied Space*

Revitalization Strategies – Programming

Active Frontages & Streets, Patios and Kiosks:

Overview: Establishment of activity that ‘animates’ the street and carries internal commercial activity out onto the waterfront.

- Builds on the growing capacity and warranted demand for the ‘food and beverage’ retail category.
- Well-designed heated patios further enhance Waterfront Commercial District as year round Community Hub.
- Provides Opportunities for local entrepreneurship and building Town of Sylvan Lake community identity and unique culture.
- Kiosks allow reoccurring and innovative ideas, products and people to populate an area with incentive for local residents to visit and tourists to return to area.
- Food trucks create body heat and community gathering spaces.

Arts & Entertainment Programming & Sponsorship:

Overview: Showcase and encourage arts & entertainment in Sylvan Lake working with local businesses as partners and sponsors.

- Opportunities for art & entertainment functions that bring diversified indoor and outdoor activity to Waterfront Commercial District.
- Enhances and distinguishes Waterfront Commercial Districts as local arts cluster within greater region.
- Place for emerging and local artisans, entertainers and buskers from the Town of Sylvan Lake to live, work and play.
- Opportunity for locals and visitors to interact through Arts & Entertainment and ‘tell the story’ of Sylvan Lake.
- Opportunities for local businesses and the municipality to support local school programs while promoting efforts.



Planning Tools: Pre-zoning; Joint Development; Public-Private Development Agreements; Density Bonus; Relaxed Parking Ratios



Planning Tools: “Live-work” & Artists Spaces; Outdoor Arts Competition; Rotating Public Art Exhibits

Revitalization Strategies – Programming

Charity Runs, Bike-Rides & Competitive Events:

Overview: Host of Competitive Events that draw on the community of Sylvan Lake and the greater Red Deer County.

- Provides opportunity for winter events that increase visitors to the area and builds on local culture of recreation and outdoor living.
- Can be utilized to foster ‘friendly’ and on-going events between the Town of Sylvan Lake and City of Red Deer.
- Events can be both a reoccurring theme or new theme annually creating sense of familiarity and anticipation.
- Further engages local business owners and Town of Sylvan Lake in promoting the Town of Sylvan Lake as a ‘4-season’ destination.

Thematic Programming & Urban Design:

Overview: Embellishing the ‘brand’ of the Town of Sylvan Lake through urban design to creating ‘a sense of place’ for visitors and locals.

- ‘Strengthens and supports waterfront activity by allowing locals and visitors to be in the area for reasons other than commercial activity.
- Builds the ‘brand’ of Sylvan Lake’s Waterfront Commercial District as a Community Hub.
- Encourages and increases ‘flow-through’ traffic and ‘foot-fall’ for local businesses.
- Enhances Sylvan Lake’s success as Tourism Destination.
- Provides opportunity for showcasing unique heritage of Town of Sylvan Lake.



Planning Tools: Charity Runs & Marathons; Town vs. City Events



Planning Tools: “Parklets”; Street Furniture; Interactive Public Art & Heritage

Revitalization Strategies – Communication

Charrette between Public Officials & Property Owners:

Overview: *On-going discussion and design charrette process with property owners, city staff and elected officials on a shared vision for the Waterfront Commercial District.*

- Increases ‘buy-in’ from key stakeholders involved and integral to the revitalization of the Waterfront Commercial District.
- Connects elements from tourism & population growth with real estate development feasibility and ultimately into the design and planning of the area.
- Provides a guiding framework for implementation with key milestones .
- Begins to define the key challenges and opportunities that each stakeholder envisions in the process.

Business owner survey – what assistance business owners need to expand their businesses:

Overview: *Beyond the efforts and focus of revitalization linked to major redevelopment initiatives the needs and ideas of business owners are an integral aspect of community engagement.*

- Highlights how the differing needs of business owners overlap to determine areas of synergy that may benefit from public/private partnership.
- Provides opportunity to communicate the key issues, initiatives and challenges associated with the ongoing development and continued success of the area.
- Assists in ensuring that business owners ‘feel heard’ and in turn become advocates for change in the community and support initiatives related to revitalization.



Planning Tools: Development & Design Charrette;



Planning Tools: Business Owner Survey

Revitalization Strategies – Communication

Customer Origin Survey – know where people are coming from:

Overview: Establishing the understanding of how residents and visitors make use of commercial districts to continually tailor retail offering within each retail node.

- Assessment of how tourism affects and supports the Waterfront Commercial District throughout the year and provides a platform for ensuring the success of tourism with tailored retail offering.
- Builds understanding of local retail spending habits to tailor demand allocation as well as growing population.
- Understanding the consumer base and which areas of the town are supporting the waterfront allows for a targeted approach to attract other demographics.

Establish dialogue with successful BIA's for knowledge sharing:

Overview: A key component in establishing and increasing 'buy-in' in moving along the Waterfront Commercial District revitalization is demonstrating where this has happened successfully elsewhere.

- Provides opportunities for key businesses in Sylvan Lake to “test” and review how areas have changed utilizing a framework of public/private engagement.
- Allows local businesses to promote Sylvan Lake to other areas undergoing similar initiatives.
- Increases 'Buy-in' through showing how initiatives that are currently championed by the Town have successfully been implemented by other jurisdictions.



Planning Tools: Online Surveys; Customer Surveys;



Planning Tools: Business Revitalization Zone Community Dialogues

Waterfront Commercial District

A number of key concepts and strategic initiatives have potential for aiding in the revitalization of the Waterfront Commercial District. The revitalization of the Waterfront Commercial District is built on three components:

- **Development Types, Activities & Incentive Strategies**
- **Programming Strategies**
- **Communication Strategies**

These components provide a foundation that enables and fosters growth and opportunity for redevelopment, growth in tourism, building community identity and promoting the Town of Sylvan Lake.

Furthermore, for each component a planning tool describes a sub-component that will act as a catalyst and key action item in moving the revitalization forward.

Working in tandem with the allocation and positioning of the retail nodes these components form priorities that can be discussed and further tailored for successful implementation.

The next section highlights potential next steps in the evolution of the retail development planning in the Town of Sylvan Lake and the Waterfront Commercial District.

Building on the previous study and the recommendations to inform areas for collaboration, engagement and investment.



6

SUMMARY & IMPLICATIONS

Retail Gap Implications

The Town of Sylvan Lake’s success as an attractive place for business and community is partly informed by its local population and a robust tourism industry. Leveraging the anticipated growth in population and the significant amount number of annual visitors presents both opportunities and challenges for the Town. Managing and encouraging growth is integral in a sustainable retail development and planning framework.

The Retail Gap Analysis – Phase 2 builds on the initial recommendations and findings to further define key components to success both in the Waterfront Commercial District and the wider context of the Town of Sylvan Lake.

The Case Studies provide an overview of the composition of commercial functions in successful downtowns while the “keys to a successful downtown” embellish the main attributes in further detail to illustrate the transformative concepts fundamental to the ongoing development of small towns.

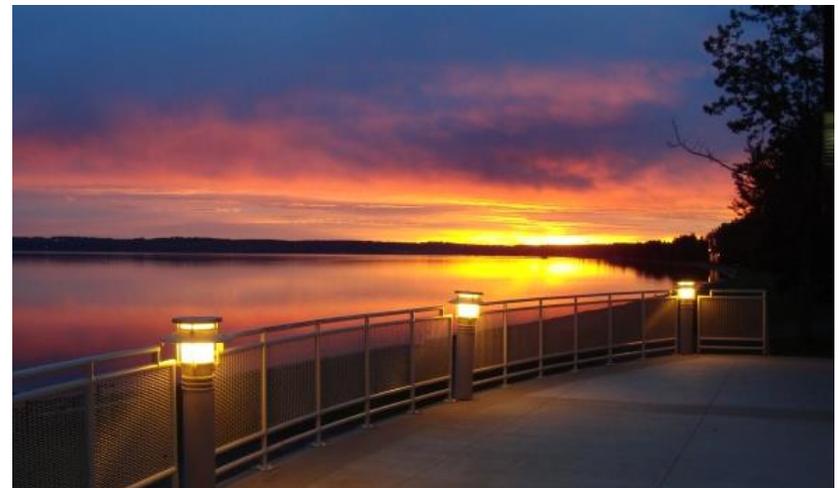
The identification of Retail Typologies & Formats provides metrics for a market-based allocation of retail demand as well as current and future positioning. Further definition of the retail development & planning framework is a result of identifying key Target Audiences and Retail Magnets.

Successful implementation will be driven by public an private engagement requiring a holistic approach of Development Activities, Programming and Communication.

In this regard the Waterfront Commercial District Framework seeks to “reposition” the waterfront as a strategic asset that leverages the tourism sector, key businesses, property owners and public agencies into a comprehensive strategy embraced by multiple stakeholders.

Recognizing the on-going initiatives currently underway in the Town of Sylvan Lake, the Retail Gap Analysis – Phase 2 provides strategic direction to converge multiple efforts into a unified approach.

Furthermore, the Retail Gap Analysis serves as foundation to be revisited, discussed and continually updated as Sylvan Lake moves towards becoming a more complete community.



Recommendations

- ❑ **Establish and provide incentives** for 2-4 storey mixed-use residential developments to increase body heat in the Waterfront Commercial District (WCD) and adjacent areas through the **Waterfront Area Redevelopment Plan**.
- ❑ Establish **expedited Development Approval Process** for the WCD and other direct control districts.
- ❑ Embellish and enhance WCD as a multi-use corridor through the exploration of opportunities for **non-commercial anchors or potential public space that would be occupied by the Town of Sylvan Lake**.
- ❑ Create **Visual Examples of Façade Improvements** in a similar context to illustrate the **average estimated cost and the results of improvements** that can be distributed to WCD property owners.
- ❑ Establish dedicated entity for the WCD to **communicate community and business needs found as a result of surveys** and the initiatives the Town has undertaken in response. Furthermore, encourage **sharing of Best Practices** between other successful downtown entities, BRZ's and BIA's.
- ❑ **Assess and target missing audiences** as part of a year round programming strategy to establish a **healthy cross section of diversified visitors** to Sylvan Lake.
- ❑ Establish that **public space or gathering areas be programmed for year round activities by the municipality and its partners** in order to achieve a successful, vibrant and inviting downtown for multiple audiences.
- ❑ Establish **WCD as an area for showcasing emerging regional artists** through the provision of live/work space and promotional efforts through the **Sylvan Lake Cultural Master Plan**.
- ❑ **Finalize proposed amendments to Land Use Bylaw and Mobile Vending Bylaw** to support the establishment of craft breweries, outdoor patios and food trucks as a key component to creating a culinary/foodie destination in the WCD.
- ❑ Prepare a study to assess and determine the **viability of Sylvan Lake as a Culinary Tourism destination**.
- ❑ Establish appropriate positioning and **utilize retail demand allocation in the development of new commercial space** as a framework for growth.