Appendix 1

Mississauga Retail Strategy

Interim Report

June 6, 2025

Parcel

PREPARED FOR:

The City of Mississauga

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Preface

Study Team

The project consulting team responsible for completing this **Retail Strategy** in collaboration with the City of Mississauga's Planning & Building Department (Economic Development, Development & Design and City Planning Strategies Divisions) includes a range of industry-leading professionals offering expertise spanning the full breadth of land economics, land use planning and municipal strategy / policy implementation. Parcel Economics Inc. ("Parcel") has served as the project lead for this study, with additional project support provided by Gladki Planning Associates ("Gladki", "GPA").

Parcel	gladki planning associates
Project Lead & Land Economics	Land Use Planning & Policy

Study Overview

Purpose

This study process involves a critical assessment of current and future market opportunities and existing Official Plan policy relating specifically to retail / service commercial uses. It also includes the identification of local constraints and needs as they relate to retaining and attracting retail and commercial business in a complete communities context. Collectively, this information is intended to support the City in: (i) developing effective short- and long-term recommendations for the *Economic Development Strategy 2025-2030*; as well as, (ii) informing other municipal policies and programs that seek to foster a healthy retail sector and sustainable, walkable communities.

Scope

Given the context above, the City has retained Parcel Economics Inc. ("Parcel")—in collaboration with project partners Gladki Planning Associates ("GPA")—to undertake this Retail Strategy. It serves as a timely research exercise focused on:

- Evaluating **current and potential future retail space needs** in Mississauga in response to evolving market conditions and local development pressures;

- Effectively prioritizing and balancing an appropriate **range of retail services that will align with key principles** of the City's Official Plan and other municipal policy / plans; and,
- Supporting a diverse retail sector as a key component of **enabling complete and economically sustainable communities** throughout the City's distinct neighbourhoods.
- Developing a Retail Strategy based on the study results that offers a **road map to building a thriving retail environment** as part of a healthy, vibrant, inclusive and walkable community.

The scope of work for this study focuses on four distinct reporting elements (Phase 1A – 1D) as detailed below. Each includes a number of methods ("tools") that are meant to satisfy and contextualise the underlying objectives of the anticipated Retail Strategy.

This *Interim Report* summarizes the findings from all Phase 1 components of the study process and sets the context for the city-wide retail framework to follow.

Phase 1A	Phase 1B	Phase 1C	Phase 1D
Land Use Analysis	Market & Community Analysis	Assessment of Current Context, Benchmarking & Market Feasibility	Stakeholder Consultation
• Trade Area Delineation / Identification of Key Geographies • Retail / Service Space Inventory (existing) • Key Performance Indicators (commercial real estate)	• Establish Market Profile (population + demographics) • Retail Market + Macroeconomic Trends • Customer Origins Survey	• Policy Context • Survey of Local Consumer Spending • Business Survey • Market Analysis • Financial Feasibility • Market + Policy-Based Recommendations	• Research Interviews (Industry Representatives) • Research Interviews (BIAs) • Research Interviews (City Council)

1.0

Land Use Analysis

Focus of Report 1A

Phase 1A focused on identifying key geographies of study at different spatial scales. It also provided an overview of the state and performance of existing retail / service commercial space operating within and across different parts of Mississauga.

Key Geographies

A key component of this work was to **understand the state and composition of retail / service commercial uses across the city as a whole**. It also honed in on and examined a number of Key Geographies and Focus Areas. The Key Geographies selected were based on Mississauga's urban hierarchy (per the adopted *Mississauga Official Plan 2051 – Schedule 1, City Structure*) and were intended to capture a higher-level overview of retail / service commercial uses across different areas of the city. For context, these geographies include:

- Downtown Core – The Downtown Core represents a unique area in Mississauga's Strategic Growth Area's, where much of the city's future population and employment will be accommodated. It is an evolving and vibrant hub for retail and service industries, driven by mixed use development.

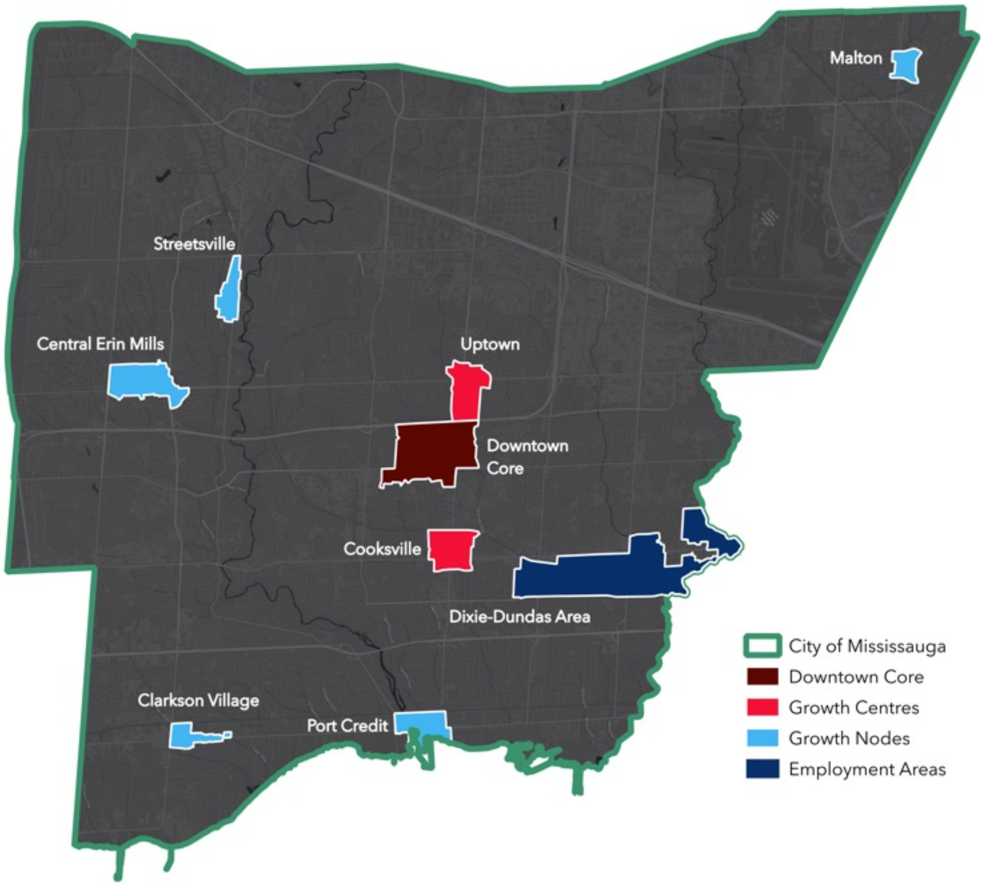
- Growth Centres – Growth Centres also represent strategic locations for the city's future population and employment growth. They are key locations for residents to live, work and play in an evolving mixed use environment.

- Growth Nodes – Mississauga's Growth Nodes are intended to efficiently use land and infrastructure to accommodate future growth in the city. Mixed use development is anticipated for these areas, with development at densities that also supports a range of services and amenities.

- Employment Areas – Distributed throughout Mississauga, these areas are intended to support and sustain a vibrant local and regional economy, contributing to the city's growth, economic development and evolution of complete communities.

Additional geographies (shown below) were more specifically examined as **representative samples—or proxy locations**—for these Key Geographies. The intent was to establish a baseline for understanding the unique market conditions and factors that underpin different areas of the city.

Key Geographies – Based on Mississauga's Urban Hierarchy



Source: Parcel. As defined in Report 1A, the Dixie-Dundas Area for the purposes of this report includes the Dixie Employment Area and the Dixie-Dundas Growth Node.

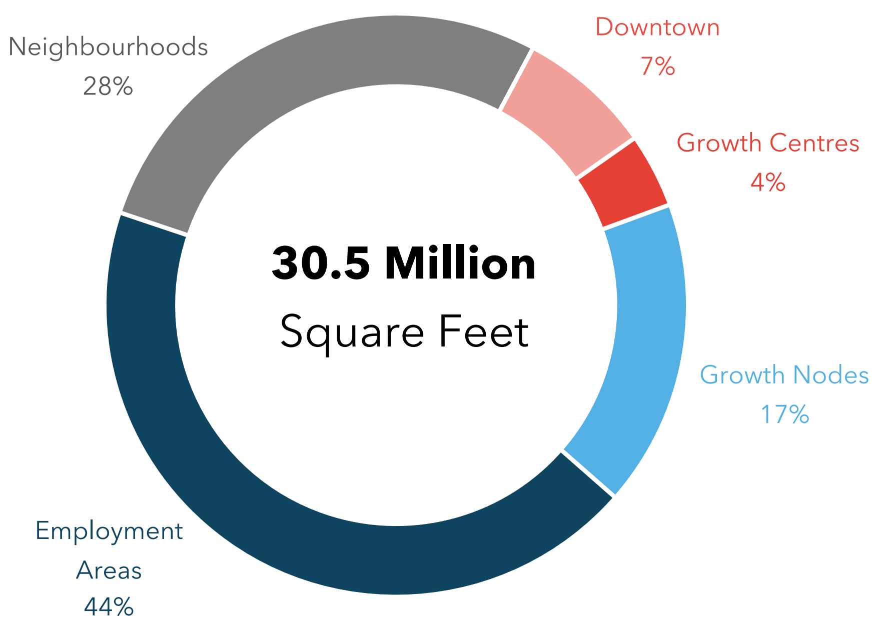
Current Commercial Space Profile

There is a significant amount of retail / service commercial space in Mississauga today.

The City of Mississauga has **over 30 million square feet of retail / service commercial space** (see below). A significant share (44%) of this retail / service commercial space is concentrated in existing Employment Areas, which is particularly noteworthy in light of recent legislative changes to the Provincial Planning Statement 2024 which prohibits new retail uses from locating in Employment Areas. Approximately 28% of retail / service commercial space is located across Mississauga's neighbourhoods, largely within lower density retail plazas. Owing to the smaller average size and intensified development format, the City's Growth Centres and Growth Nodes host a much smaller share of the city's retail supply, some 4% and 17% respectively.

Similarly, the Downtown Core contains 7% of the city's total retail / service commercial space. The vast majority (82%) of retail / service commercial space in the Downtown Core is also contained within Square One Mall. This is **atypical of a downtown** and like Employment Areas, increases the average store size of retail entities in this area.

Existing Retail / Service Commercial Space in Mississauga (Sq. Ft.)

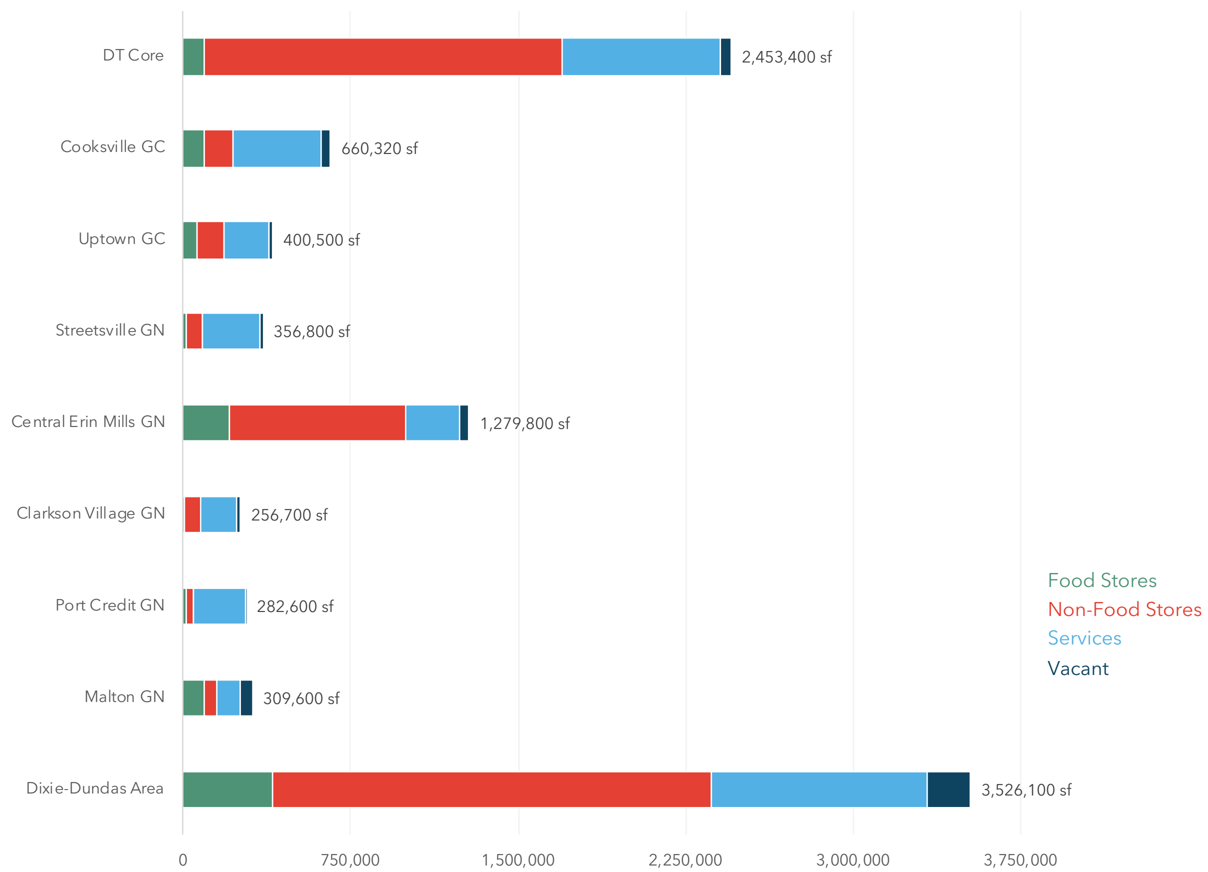


Source: Parcel based on CoStar Realty data..

In examining the select Focus Areas, other differences were also identified. Areas that host a greater amount (square footage) of space (i.e., Dixie-Dundas Area, Central Erin Mills, the Downtown Core), were also found to have a greater share of Non-Food store space. This is likely due to the availability of larger units sizes in malls and big-box stores at these locations.

By comparison, selected Growth Nodes and Growth Centres (i.e., Cooksville, Streetsville, Port Credit) were found to have less overall space and a greater share of Services space. This trend is typical of more intensified areas, including those with higher density and mixed use development. The types of retail spaces integrated within these developments are typically smaller and more conducive to Service-based users. As a push for intensification and mixed use development takes hold in Mississauga, **the city will need to be mindful of its impact on the supply of retail / service commercial space**. This will be particularly important as locations that currently host a notable share of the city's retail supply, such as retail plazas and stand-alone retail centres become key candidates for redevelopment.

Breakdown of Existing Retail / Service Commercial Supply in Mississauga



Source: Parcel.

Future Commercial Space Profile

Some retail / service commercial space in Mississauga is at risk of redevelopment.

The redevelopment of existing commercial buildings for intensified housing development could reduce the supply of retail / service commercial space available to a growing population, particularly if new retail space is not integrated as a component of broader redevelopment plans.

Mississauga does exhibit many characteristics that demonstrate demand for new commercial space. This includes low vacancy and relatively stable rental rates. Only recently has the city experienced some uptick in the asking rent for retail space across Mississauga. In light of low vacancy and as a function of new development, it has likely been easier for landlords to increase the rents they are charging their tenants.

Despite these trends, there has been limited expansion or construction of retail / service commercial space across the city in recent years.

There has been limited expansion in the city's supply of retail / service commercial space recently.

The past several years has brought **significant challenges to the advancement of feasible real estate projects**. This includes record increases to hard construction costs as well as a rising interest rate environment, that have caused additional uncertainty and risk. This trend has impacted the feasibility of developing both ground floor commercial units in mixed use buildings, and new commercial plazas. It is likely the lack of new retail construction in Mississauga is related to elevated costs. It is also likely tied to broader development trends, including a push for residential development at locations that may have otherwise been used by or developed with retail space.

2.0

Market & Community Analysis

Focus of Report 1B

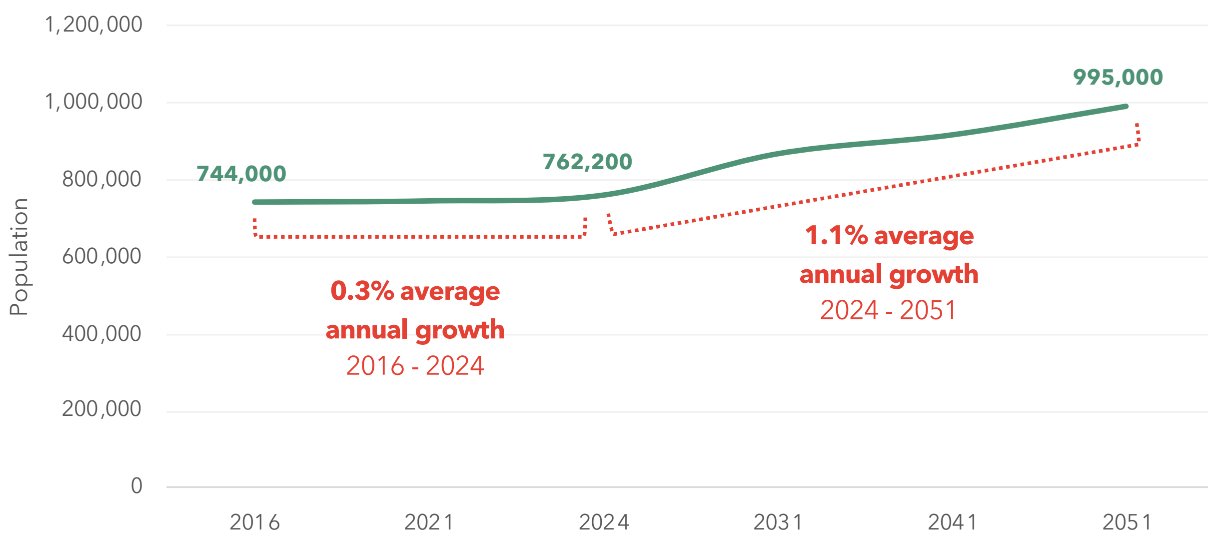
This component of our reporting centered on establishing the market profile for the city and its various sub-areas. This included a review of current and future population and demographic characteristics that define the city, as well as discussion on the implications of recent macroeconomic / business trends on commercial development patterns in Mississauga. A survey of local customer origins was also completed for selected commercial nodes to better understand consumer travel patterns.

Growth Profile

Mississauga is rapidly evolving due to ongoing development pressures, changing demographics and continued demand.

Significant population growth is anticipated across Mississauga to 2051. Over the forecast period to 2051, the population of Mississauga is anticipated to grow by 232,800 persons from the current 2024 population of 762,200 persons. This means that by 2051, the population of Mississauga is anticipated to reach nearly 1.0 million residents (see below).

City of Mississauga, Current (2024) & Forecast (2051) Population



Source: Parcel based on population Statistics Canada Census data and population forecasts provided by the City of Mississauga. Rounded to the nearest 100 residents.

Approximately 83% of Mississauga's current population resides in Neighbourhoods. As identified in the Official Plan, these are diverse areas of the city that accommodate a mix of building types and uses. By 2051, the proportion of residents residing in neighbourhoods is anticipated to drop to 73%. This is largely a function of intensified housing development planned for the city's Growth Centres and Growth Nodes, but equally related to many of the city's neighbourhoods being built out.

Shifting Development Patterns

Intensified housing development is anticipated across the city going forward.

In fact, forecasts for Mississauga suggest that the number of apartment units will grow 96% between 2021 and 2051, largely due to development across existing Growth Centres and Growth Nodes.

Shifting development patterns will inevitably influence the amount and type of retail / service commercial space available and integrated throughout the city. Intensified growth will undoubtedly limit or influence the form and amount of new retail space that is integrated on a given site or—in some cases—may come at the expense of retail / service commercial land uses all together.

Further, there are a number of broader and macroeconomic trends that are anticipated to influence retail / service commercial space across Mississauga going forward.

- Mississauga is a **diverse community**, with 53% of residents having been born outside of Canada. This has influenced the type of retail / service commercial space across the city (e.g., unique restaurants, food stores and other independent shops and services) and is expected to continue to influence future tenancies across the city going forward.

- Like many municipalities across Ontario, there are a myriad of **other factors** that have caused material changes to the retail sector in recent years. This includes substantial growth in online shopping activity, continued shifts in merchandise / service offerings, blurring of many retail / service categories, challenged mixed-use feasibility and broader ongoing changes affiliated with the COVID-19 pandemic. These factors will continue to influence the form, function and amount of retail / service commercial space sustained and acquired across Mississauga going forward.

While the exact time and significance that each of these trends could have in Mississauga is likely to evolve, protecting and integrating opportunities for local businesses and retail / service commercial uses more generally will continue to be key.

Consumer Travel Patterns

Consumer shopping patterns were also examined as input to our market demand analysis.

To gain a more nuanced understanding of the existing function and draw of commercial space in Mississauga—including how this role could change in light of factors detailed above—a survey of customer origins to six commercial nodes (shown below) across Mississauga was undertaken.

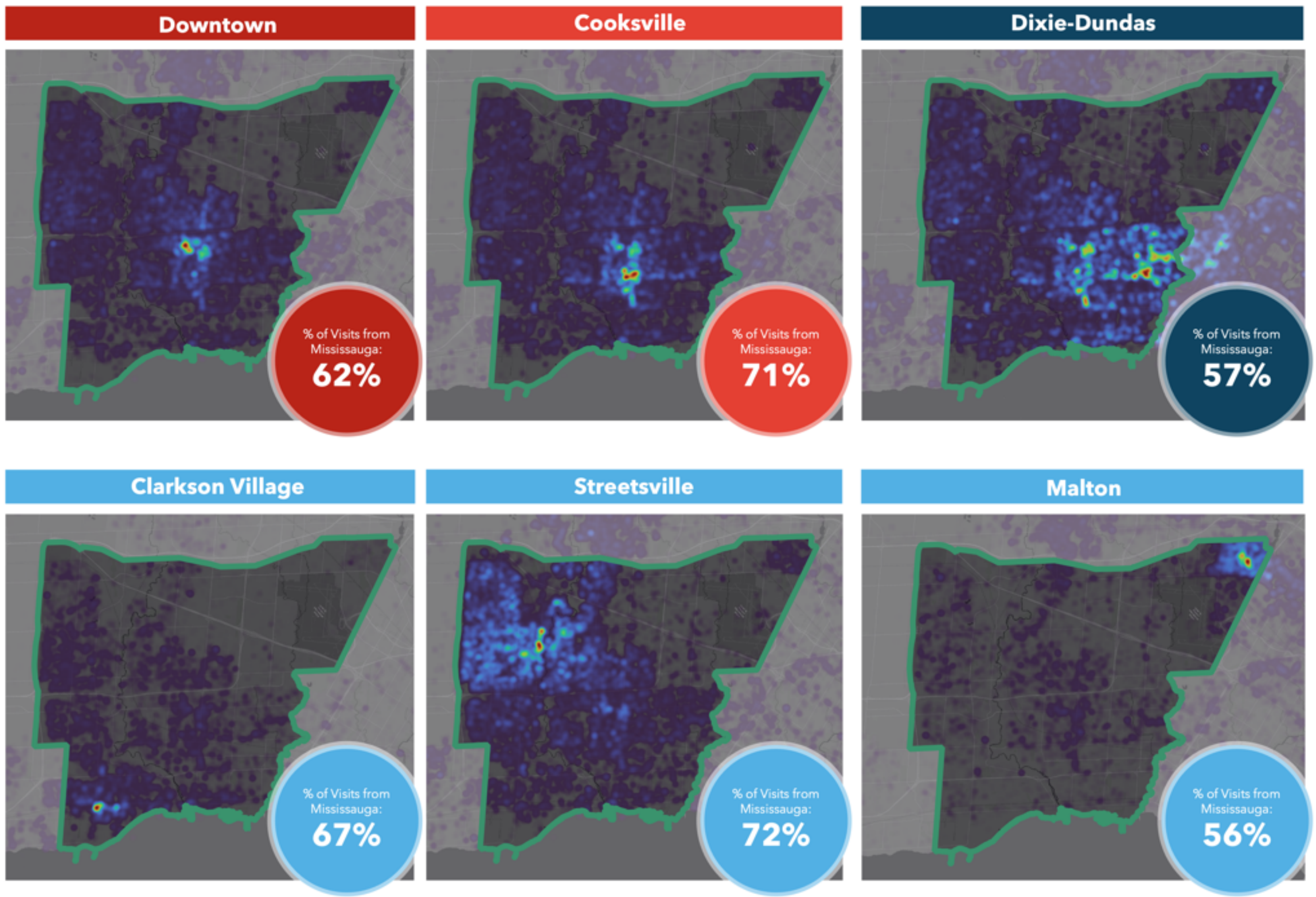
From this analysis, it was clear that retail nodes with varying amounts, types and format of retail space differ in terms of their draw of residents and visitors. Specifically:

- Retail / service commercial uses in Cooksville, Clarkson Village and Streetsville serve an inherently different draw than the Downtown Core, drawing a greater share of visitation from individuals residing within Mississauga versus elsewhere. Unlike Square One mall which serves as a unique shopping destination to those well beyond the city, shops and services in the city's Growth Centres and Growth Nodes are more local-serving, catering and directed to the existing and planned population in the area.

- Distinct from other areas, the Malton Growth Node and the Dixie-Dundas Area draw a much smaller share of their total visitation from Mississauga residents and a much broader share from Peel Region and beyond. This is likely influenced by that unique retail / service commercial uses (e.g., restaurants etc.) that underpin these locations.

- Visitation to the Malton Growth Node is likely influenced by the distinct supply of independent shops and services located in this node. While still supportive of local residents, these uses likely appeal to more diverse audiences and cultural groups across a broader area. More varied visitation to the Dixie-Dundas Area is likely tied to its dual function as a location with a number of unique and large-scale retail entities, in combination with its broader role as a major employment area.

Origin of Trips to Existing Commercial Nodes in Mississauga



Source: Parcel based on mobile analytics data. Customer origins data is based on predefined geographies (~5 million square feet areas) that serve as proxy locations for each of the Key Geographies identified above. Percentage reflects share of total visits (including repeat visitation) that originated within Mississauga.

3.0

Assessment of Current Context, Benchmarking & Market Feasibility

Focus of Report 1C

In Phase 1C of our reporting a comprehensive assessment that centered on the short and longer-term demand for various types of retail / service commercial uses in Mississauga to 2051 was prepared. Building upon Phase 1A and 1B, local shopping behaviours (business and resident surveys) and the economics of new real estate developments in Mississauga were also considered as part of this assessment.

Shopping Preferences & Behaviours

Parcel—in conjunction with the City of Mississauga—conducted an online local resident and business survey. These surveys helped inform and determine local shopping patterns and preferences.

Understanding prevalent consumer and business dynamics in Mississauga served as key input to our market demand assessment.

Resident Survey

The online resident survey (i.e., local consumers) validated a number of specific patterns relating to resident shopping patterns and preferences. This included identification of why people choose to shop in certain areas of the city versus others. In the case of the Downtown Core (via Square One Shopping Centre), shopping was identified as the prevalent reason people are drawn to this area. By comparison, dining, seasonal markets and community functions / programming driving were found to be the most common reason people visit Port Credit and Streetsville.

The survey was also useful in identifying the types of retail / service commercial space that residents would like to see more of. It identified that residents would like to see more independent shops and services (i.e., mom and pop shops), physical accessibility and integrated opportunities for social gathering and community building as part of Mississauga's retail / service commercial environment. Identification as to why people often do not visit certain areas was also included in the survey. Among the primary reasons were concerns around public safety, parking availability and traffic issues.

Business Survey

A parallel business-facing survey also offered an improved understanding of the challenges and opportunities facing retail / service commercial businesses operating in Mississauga today. Most notably, businesses flagged concerns around occupancy costs (rent for commercial space) and the increasing impact of e-commerce.

Municipal Best Practices

Other municipal practices surrounding commercial space offer valuable lessons for Mississauga.

Gladki also reviewed the experiences of three precedent municipalities (Toronto, Vancouver & Hamilton) to explore how other municipalities are addressing and overcoming challenges associated with the acquisition and operation of retail / service commercial space. The intent of this best practice review was to **catalogue some potential policy options** that could be used to create more resilient, inclusive, and successful retail landscapes in Mississauga.

The experiences of peer jurisdictions identified the importance of proactive planning, collaboration between municipal departments, and the integration of policies that balance economic feasibility with long-term city-building goals. Each of these themes have been explored further in Report 1C.

Market Analysis

Building upon the background research and analysis completed in Report 1A and 1B and considering a range of inputs (e.g., macroeconomic considerations, existing retail and service commercial supply, population characteristics, business and resident surveys etc.), **Report 1C centered on completing market analysis** for the forecast period to 2051.

Supply Factors

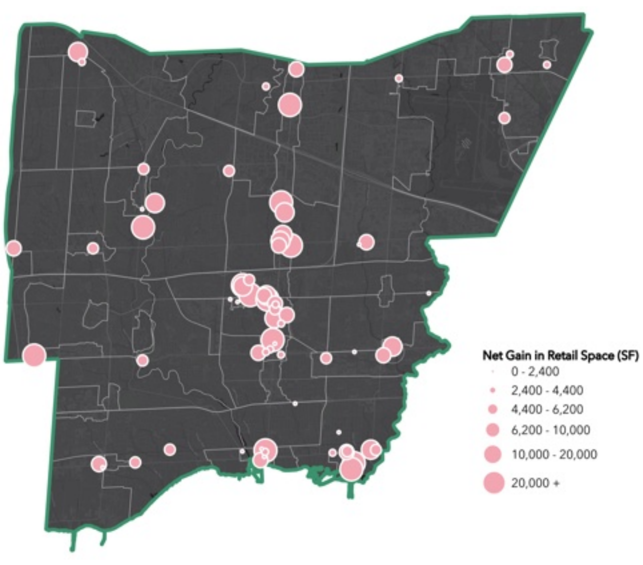
With the existing supply of retail and service commercial space established, Parcel examined development applications and development approvals in the City of Mississauga to determine the potential quantity and location of new commercial space in the city. This review included identification of many applications that proposed net growth in the amount of commercial gross floor area (GFA) provided on-site. Similarly (as shown below), there were also a number of applications that proposed a net reduction in the retail / service commercial space provided on-site.

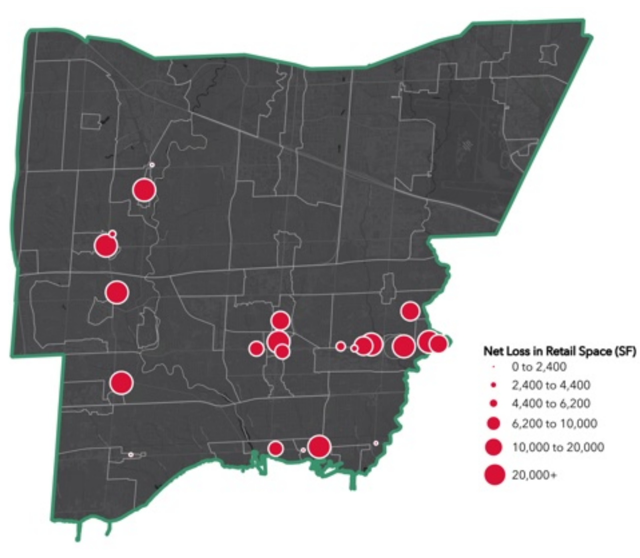
In reconciling these proposals, it was found that existing proposals would amount to a **net increase in the supply of retail / service commercial space** in Mississauga by approximately 552,800 square feet.

Overall, existing proposals will amount to a net increase in retail / service commercial space across Mississauga.

A notable 54% of new retail / service commercial space proposed in the pipeline is located in one of the city's Growth Centres. Growth is otherwise anticipated to be spread across the Downtown Core, Employment Areas and some Neighbourhoods. Only Growth Nodes are anticipated to experience a net loss in retail / service commercial space as a function of existing applications, estimated at approximately 140,000 square feet if all applications materialize as currently contemplated. This reduction in space may influence the availability of, and access to, commercial spaces that are typically more affordable to local businesses (e.g., including existing and new independent shops and services).

Applications Resulting in a Net Change in Retail / Service Commercial Supply



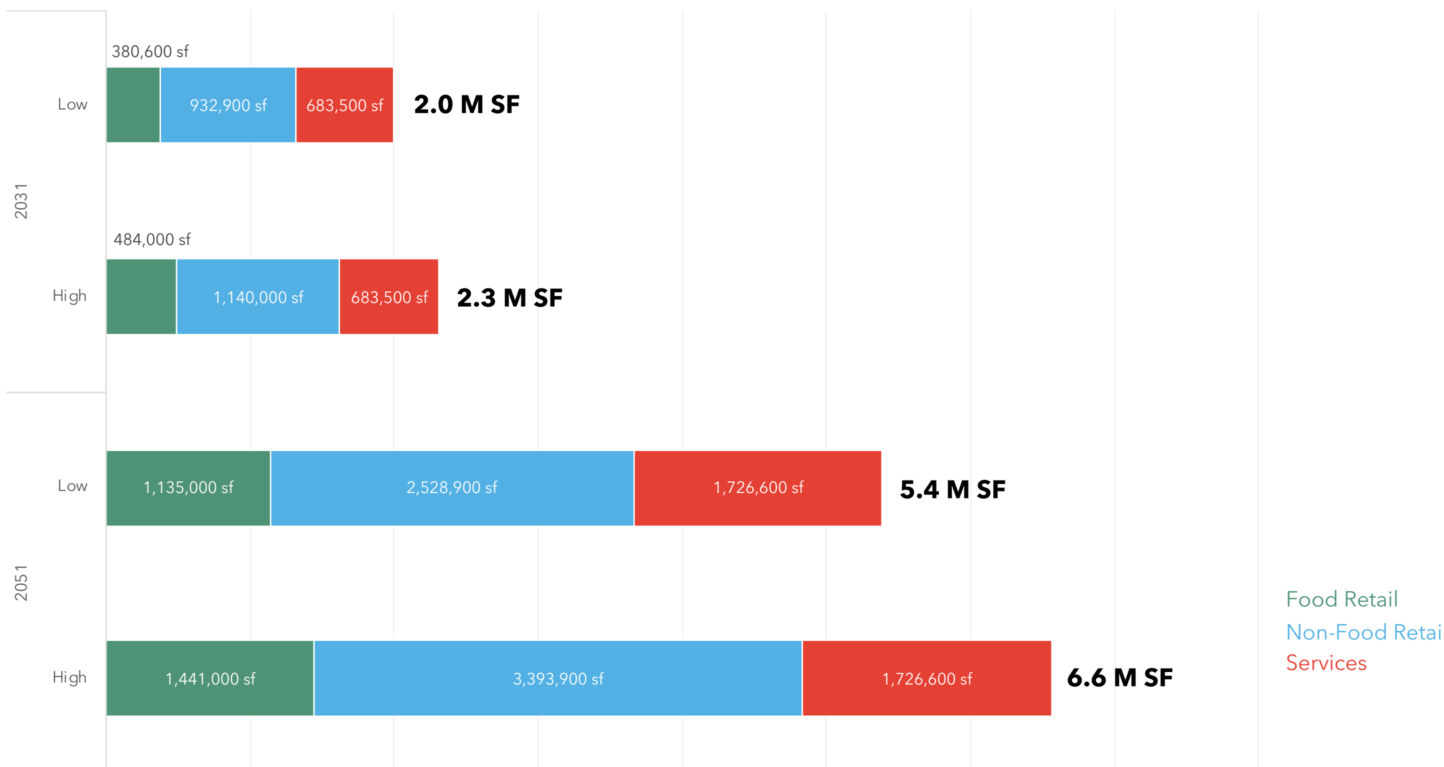


Source: Parcel based on development applications provided by the City of Mississauga in October 2024. Existing estimates include all applications that are under construction, approved, outstanding or active. Rounded to the nearest 100 square feet.

Demand Factors

Parcel then determined the quantum of retail / service commercial space that could be required to support population growth in the city to 2051. Based on the expenditure potential of the local population, in addition to assumptions on market captures and inflow rates, Mississauga is anticipated to need **upwards of 5.4 million square feet of <u>additional</u> retail / service commercial space by 2051** (as shown below).

Total Demand Warranted in Mississauga, 2031 & 2051



Source: Parcel.

Subject to future changes to existing applications and / or the introduction of any new applications proposing to include retail / service commercial space, existing applications have the potential to account for between 8% and 10% of demand to 2051. This would reduce net new space required across Mississauga to between 4.9 and 6.1 million square feet in 2051.

Existing applications could reduce the net new space required in Mississauga to 2051, but there is still anticipated to be demand for nearly 5.0 million square feet of new space.

Anticipated demand would also represent a shift in the per capita provision level in the city to approximately 36.2 square feet per capita (down from but in-line with the current provision level of 38.7 square feet per capita).

Summary

A number of key findings emerged from this analysis on a city-wide basis:

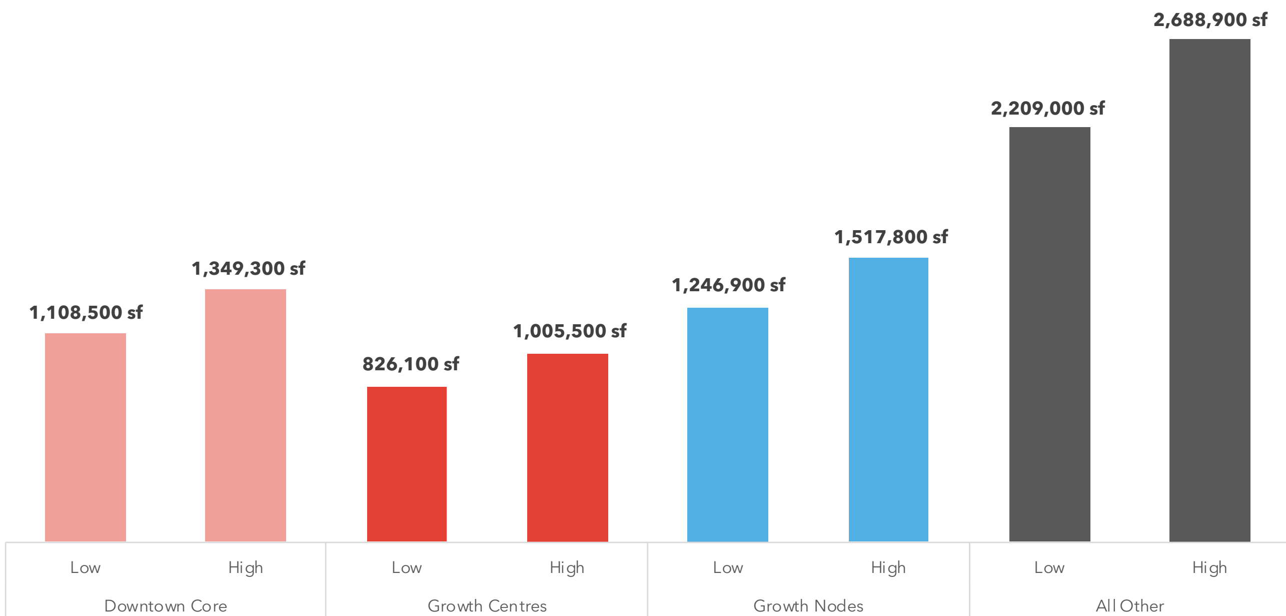
- **Type:** Non-Food Retail and Services are anticipated to account for the largest share of total demand on a percentage floor area basis, though more than 1.4 million square feet of Food Retail space could be required to meet the basic day-to-day needs of local residents under a high growth scenario to 2051.
- **Location:** Most net new retail space will be required in the Downtown Core or the city's Growth Nodes as these areas are anticipated to host a growing share of the city's population. This is also influenced by the growing share of higher density and mixed use applications in these areas, that are anticipated to reduce the amount of retail space provided.
- **Form & Function:** With a focus on intensifying areas of the City, most new retail / service commercial space will be accommodated in mixed-use buildings, which could present challenges relating to unit sizes and the ability of the city to secure larger space users like supermarkets or general merchandisers.

Recognizing population growth trends anticipated throughout Mississauga to 2051, this review also identified more tailored demand forecasts associated with Mississauga's urban hierarchy. Below we have highlighted the potential amount of net new retail / service commercial space that could be required across each area to 2051, specifically:

- The **Downtown Core is anticipated to need upwards of 1.1 million square feet** of additional retail / service commercial space.
- **Growth Centres are anticipated to need more than 826,100 square feet** of additional retail / service commercial space, while **Growth Nodes are anticipated to require more than 1.2 million square feet.**

- All Other areas of Mississauga, primarily Neighborhood Areas, are anticipated to require more than 2.2 million square feet of additional retail / service commercial space.

Anticipated Distribution of Net New Retail / Service Commercial Space Required



Source: Parcel.

Forecast net new retail / service commercial space required across each area of Mississauga has been reconciled against existing development applications to determine how proposals involving new retail / service commercial space may influence the amount of net new space required. **Existing development applications are anticipated to reduce the retail / service commercial needs in each area**, but at varying scales.

As summarized below, existing applications have the potential to consume between 28% and 34% of space required in the city's Growth Centres to 2051 and between 10% and 13% of total demand across the Downtown Core to 2051.

Supply & Demand Reconciliation Across Key Geographies in Mississauga

	2031			2051		
Downtown Core						
	Low		**High**	**Low**		**High**
Demand	608,800 sf		703,300 sf	1,108,500 sf		1,349,300 sf
Supply	139,500 sf		139,500 sf	139,500 sf		139,500 sf
Share of Total Demand	*23%*		*20%*	*13%*		*10%*
Adjusted Demand	**469,300 sf**	**-**	**563,800 sf**	**969,000 sf**	**-**	**1,209,800 sf**
Growth Nodes						
	Low		**High**	**Low**		**High**
Demand	273,800 sf		316,300 sf	1,246,900 sf		1,517,800 sf
Supply	(139,000) sf		(139,000) sf	(139,000) sf		(139,000) sf
Share of Total Demand	-		-	-		-
Adjusted Demand	**412,800 sf**	**-**	**455,300 sf**	**1,385,900 sf**	**-**	**1,656,800 sf**
Growth Centres						
	Low		**High**	**Low**		**High**
Demand	268,800 sf		310,500 sf	826,100 sf		1,005,500 sf
Supply	283,300 sf		283,300 sf	283,300 sf		283,300 sf
Share of Total Demand	*105%*		*91%*	*34%*		*28%*
Adjusted Demand	**(14,500) sf**	**-**	**27,200 sf**	**542,800 sf**	**-**	**722,200 sf**
All Other						
	Low		**High**	**Low**		**High**
Demand	846,000 sf		977,300 sf	2,209,000 sf		2,688,900 sf
Supply	238,400 sf		238,400 sf	238,400 sf		238,400 sf
Share of Total Demand	*28%*		*24%*	*11%*		*9%*
Adjusted Demand	**607,600 sf**	**-**	**738,900 sf**	**1,970,600 sf**	**-**	**2,450,500 sf**

Source: Parcel.

Financial Feasibility Assessment

Recognizing the foregoing dynamics and anticipated demand across the forecast period to 2051, Parcel has also examined the financial feasibility of prospective developments. This has been used to better understand the viability of individual components of mixed-use development and the impact of retail space on overall project viability.

As a baseline condition, developments across the country have become extremely challenged, with only selected development opportunities being underwritten as "feasible".

This has been a function of a myriad of factors, including rising construction costs, interest rate changes, shifting land use policy objectives, among other variables (many of which are well beyond the immediate control of the City).

Further compounding this relationship, the inclusion of retail / service commercial and other non-residential spaces consistently represent a "drag" on financial feasibility, which impedes its delivery even where demand / market opportunity conditions are favourable.

However, some development prototypes with predominantly condo (ownership) housing in multi-unit apartment formats have been shown to allow for project viability to be maintained with the inclusion of some commercial component. The scale and revenue opportunity associated with these projects allows for them to maintain more favourable conditions for preserving financial feasibility. By comparison, purpose-built rental housing developments (with or without a commercial component) are particularly challenged and consistently fall short of achieving reasonable investment returns in the Mississauga context, at least based on current market conditions.

Consequently, it is likely that some form of **incentivization will be required** to enable the scale and type of retail / service commercial development that is needed to keep pace with future population growth.

In fact, it is likely that a layering, or "stacking", of incentive options will be necessary to nudge projects in favour of including a material commercial space delivery.

4.0

Stakeholder Consultation

Focus of Report 1D

For this portion of our study process, Parcel engaged with local stakeholders to provide additional understanding of existing and potential future retail needs across the City of Mississauga. Insights surrounding "on-the-ground" realities of retail development, including an evaluation as to the appropriate amount, type and location of new retail / service commercial space, were also gleaned from these discussions.

Our engagement involved specific one-on-one discussions with individuals from a number of core groups, including: City Councillors and the Mayor, Executive Directors of Mississauga's local Business Improvements Areas (BIAs) and local real estate developers active in Mississauga and / or the Greater Toronto Area.

“What We Heard” Summary

A number of themes emerged from our discussions with individuals from these core groups, including identification of **potential constraints, opportunities and challenges** facing retail and service commercial delivery in Mississauga.

Existing Conditions

Retail Serves a Broader, Community Function

Retail / service commercial uses offer distinct value as gathering places and also provide an opportunity to showcase cultural or ethnic diversity inherent to Mississauga.

New Development Impacts Businesses & Residents

Many existing businesses are unable to afford the rent tied to commercial spaces in newer buildings while residents are often apprehensive to change the status quo for fear of density, traffic and congestion.

Parking is an Ongoing Issue

Parking is a continued concern in Mississauga as many residents shopping patterns and preferences are still vehicle-centric. While retail tenants often seek units with customer parking, parking requirements—or payment in-lieu of parking—is often seen as an additional and deterring upfront cost for developers.

The State of Retail in Mississauga is Variable

Many shops and services, particularly older or known tenants, continue to perform well. Conversely, there are challenges borne out of an oversupply of service commercial uses, growth in e-commerce and an absence of select stores and services (i.e., grocery stores, local-run establishments) in some areas of the city.

Walkability is Critical

Walkability is increasingly important as development across Mississauga becomes more intensified. Providing residents access to local-serving retail / service commercial uses in a walking distance will be key to supporting growth, particularly as the availability of transit infrastructure evolves.

Future Conditions

Tenants Needs are Changing

A number of retail / service commercial tenants are reducing the amount of space they require. This helps explain why larger format spaces are more challenging to get built, they are seen as less viable and higher risk.

Delivering Commercial Space is Expensive

The cost of developing new retail space is rising (i.e., construction costs, interest rates, development charges and property taxes etc.) and limiting the desirability and viability of building it.

Retail Does Not Need to be Everywhere & Should Also Not be Required Everywhere

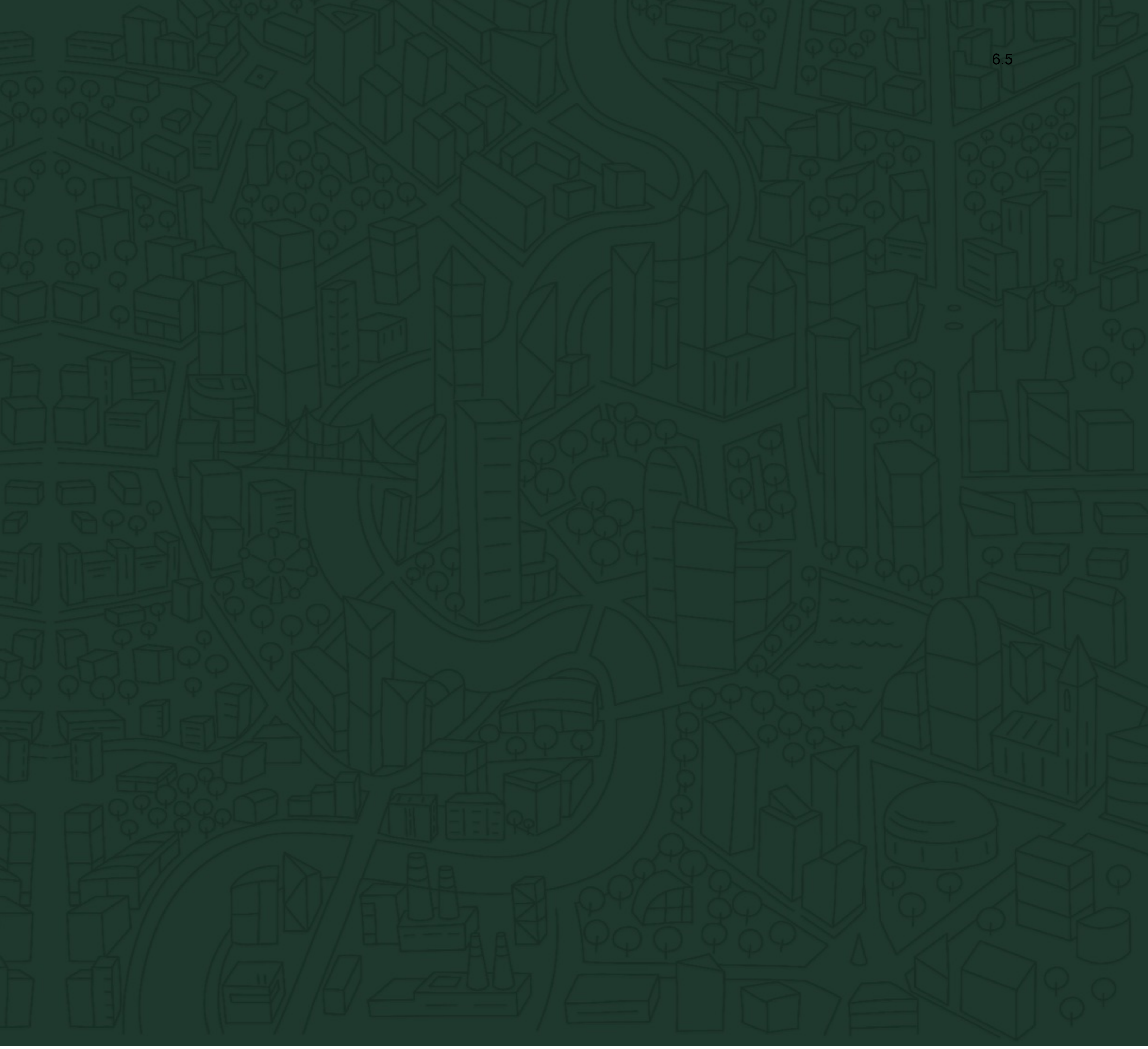
Priority should be on integrating retail space along main streets or at locations that already serve a retail function. Allowing for mixed-use areas with retail delivery at amounts that suit tenants evolving needs should also be considered.

There are Several Ways to Improve the Attractiveness of Retail Areas

Infrastructure investment, spill-out cafes, an enhanced pedestrian realm and the integration of more gathering spaces or events are key to improving the attractiveness of the city's retail areas, while also addressing security concerns.

Any Help from the City is Valuable

City-led incentives, flexibility in process and policy, enhanced collaboration with BIAs and preservation of the retail / service commercial space that exists today will assist in sustaining and acquiring new retail space in Mississauga.



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