

TOWN OF CALEDON  
PLANNING  
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**Innis Lake Secondary Plan**  
Commercial Impact Study

May 5, 2026

# Parcel

**PREPARED FOR:**

Innis Lake Secondary Plan Area  
12351 Innis Lake Road & 12250 Centreville Creek Road  
Caledon, ON

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# Table of Contents

Executive Summary.....	i
1.0 Introduction.....	1
1.1 Site Context & Location.....	2
1.2 Proposed Secondary Plan Overview.....	5
1.3 Purpose.....	7
2.0 Supporting Studies.....	8
3.0 Planning Policy Framework.....	9
4.0 Study Area.....	14
5.0 Population & Employment Allocation.....	17
6.0 Existing Supply of Retail / Service Commercial Space.....	19
6.1 Surrounding Commercial Nodes.....	20
6.2 Customer Origins.....	26
7.0 Market Demand & Impact Analysis.....	31
7.1 Expenditure Potential (Food & Non-Food).....	32
7.2 Market Demand (Commercial Services).....	38
7.3 Summary of Demand.....	39
8.0 Summary & Conclusions.....	44
8.1 Conclusions.....	45
8.2 Recommendations.....	47
Appendix 1: Aerial Photograph.....	48
Appendix 2: Proposed Concept Plan.....	50
Appendix 3: Terms of Reference.....	52
Appendix 4: Literature Cited.....	54
Appendix 5: Other Data Sources Used.....	56
Appendix 6: Methodologies.....	58
Appendix 7: Curriculum Vitae.....	65

# Table of Figures

Figure 1.1 Site Context - Town of Caledon .....	2
Figure 1.2 Location of the Innis Lake Secondary Plan.....	3
Figure 1.3 Draft Community Structure Plan.....	6
Figure 3.1 Town of Caledon Official Plan - Schedule B1.....	12
Figure 4.1 Innis Lake Secondary Plan - Study Area Delineation.....	16
Figure 5.1 Current & Anticipated Population of the Study Area .....	18
Figure 6.1 Location of Nearby Commercial Nodes.....	21
Figure 6.2 Bolton - Existing Retail / Service Commercial Composition.....	22
Figure 6.3 SmartCentres - Existing Retail / Service Commercial Composition .....	24
Figure 6.4 Location of Forthcoming Development Applications .....	25
Figure 6.5 Survey Retail Locations.....	28
Figure 6.6 Summary of Visitation by Node (Common Evening Location).....	29
Figure 6.7 Distribution of Trips to Each Commercial Node .....	30
Figure 7.1 Annual Food Retail Spending Per Capita (Including BWL).....	32
Figure 7.2 Forecast Food Retail Expenditures .....	34
Figure 7.3 Forecast Need for New Food Retail Space by 2051.....	35
Figure 7.4 Annual Non-Food Retail Spending Per Capita.....	36
Figure 7.5 Forecast Non-Food Retail Expenditures .....	37
Figure 7.6 Forecast Non-Food Retail Space Required .....	38
Figure 7.7 Forecast Service Commercial Space Required .....	39
Figure 7.8 Total Demand at Build-Out (2051).....	40
Figure 7.9 Summary of Study Area Resident Purchases Made in Study Area.....	42
Figure 8.1 Retail / Service Commercial Space Warranted in the Innis Lake Secondary Plan .....	46
Appendix 1.1 Aerial Photograph of the Innis Lake Secondary Plan Area .....	49
Appendix 2.1 Existing Community Structure Plan.....	51
Appendix 6.1 Retail Expenditure Analysis.....	59
Appendix 6.2 Service Per Capita Analysis .....	64

# Executive Summary

Parcel Economics Inc. (“Parcel”) has been retained by the Innis Lake Secondary Plan Area landowners (the “landowners”) to complete a *Commercial Impact Study* to support their upcoming secondary plan application for lands located in the Town of Caledon.

The primary purpose of this *Commercial Impact Study* has been to satisfy the requirements identified in the Terms of Reference for a *Commercial Impact Study*, as provided by the Town of Caledon. Specifically, this assessment has determined the **amount of retail / service commercial space warranted** in the Innis Lake Secondary Plan Area and identified **any potential impact** that the development of this space could have on the Town’s planned commercial structure.

As part of their secondary plan application, the landowners have not identified the amount of retail / service commercial space, merchandise categories or tenants that could be accommodated within the Innis Lake Secondary Plan—specifically lands designated *Neighbourhood Centre* and *Urban Corridor*—which are identified in the southern portion of the Community Structure Plan currently prepared for the area.

Below is a summary of our findings:

- The Community Structure Plan identifies 34.1 hectares of land that could accommodate retail / service commercial uses to be developed in conjunction with residential uses. This includes opportunity for space to be delivered across lands designated *Neighbourhood Centre* and *Urban Corridor*. The *Neighbourhood Centre* lands are concentrated at the southeast corner of the Secondary Plan Area, at the intersection of Mayfield Road and Centreville Creek Road. Lands designated *Urban Corridor* are generally concentrated along the proposed east-west road that will bisect the centre of the Community Structure Plan, as well as along Centreville Creek Road at the southern end of the Secondary Plan area.
- Retail / service commercial uses accommodated on the *Neighbourhood Centre* and *Urban Corridor* lands as identified in the Future Caledon Official Plan are intended to satisfy policies in the Provincial Planning Statement (“PPS”). The Town may also integrate and have regard for policies of the Peel Region Official Plan as desired. Ultimately, it is the goal and direction of existing planning policies for the Innis Lake Secondary Plan to develop as complete communities that meets people’s daily living needs today and going forward.

- Based on our inventory of surrounding retail / service commercial facilities, many of the existing shopping centres near the Innis Lake Secondary Plan Area include a range of regional-serving, large-format commercial tenants, such as Walmart, Canadian Tire, Home Depot, etc. Proximity to this range and scale of retail / service commercial tenants will likely influence the amount of space and type of tenants that are accommodated in the Innis Lake Secondary Plan. It is likely that future retail / service commercial tenants in the Innis Lake Secondary Plan Area are comprised of more local and convenience-oriented businesses, or those that more directly serve the future residents and employees of the Secondary Plan.
- Based on population growth, expenditure potential, as well as assumed local area shares and inflow, we have estimated that there is market demand for 35,500 to 40,800 square metres (382,100 and 439,100 square feet) of new retail / service commercial space in the Innis Lake Secondary Plan Area. This is based solely on the future population of the Secondary Plan Area and marginal support from other inflow (i.e., nearby residents, employees and visitors). To put this in context, based on the number of residents anticipated in the community, this amounts to some 1.5 to 1.8 square metres (16.6 to 19.1 square feet) of retail / service commercial space per capita.
- Forecasting demand based solely on population growth in the Secondary Plan Area mitigates the impact that new retail / service commercial space could have on other existing and planned retail / service commercial uses operating in Caledon. This analysis also assumes that a portion of future residents' retail / service commercial needs will continue to be met outside the Secondary Plan Area. In aggregate, we anticipate that approximately half of all expenditures made by Secondary Plan Area residents will be made elsewhere. This will result in additional demand for retail / service commercial facilities elsewhere in Caledon and Brampton.
- Ultimately, the development of as much as 40,800 square metres (439,100 square feet) of retail / service commercial space in the Innis Lake Secondary Plan Area is appropriate to serve the daily and weekly shopping needs of local residents and will not have an impact on the existing commercial structure in the Town of Caledon.

# 1.0

## **Introduction**

Parcel Economics Inc. ("Parcel") has been retained by the Innis Lake Secondary Plan Area Landowners (the "landowners") to complete a *Commercial Impact Study* in support of their upcoming Secondary Plan application for the Innis Lake Secondary Plan Area, in the Town of Caledon, hereafter referred to as the subject lands.

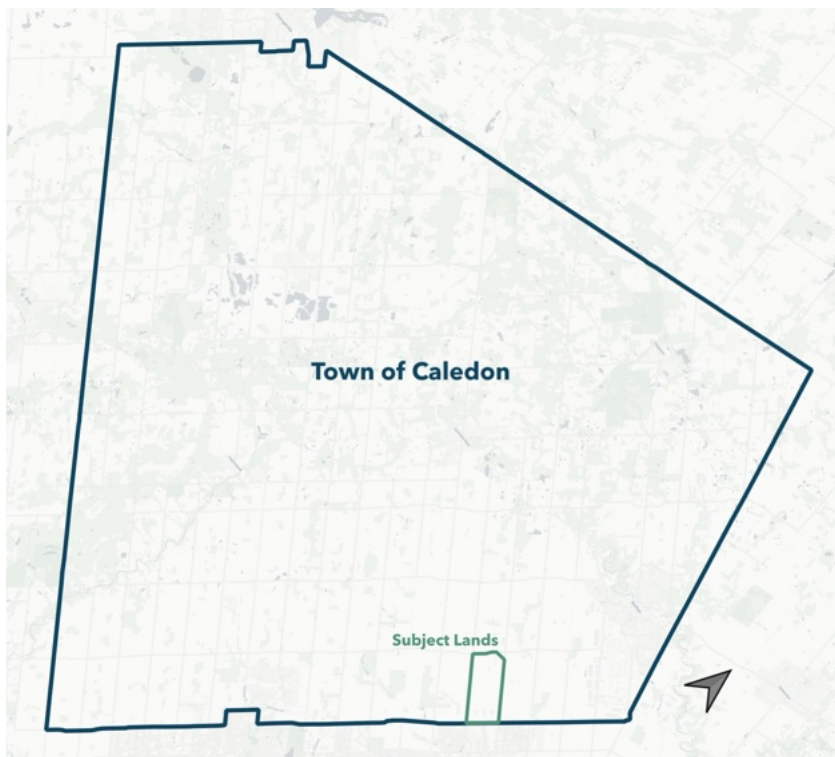
## 1.1 Site Context & Location

### Location

The lands comprising the Innis Lake Secondary Plan are located at the south end of the Town of Caledon (Figure 1.1). The proposed development of the subject lands includes approximately 332.7 hectares of land and is anticipated to host 6,948 residential units of various types, one community park, four neighbourhood parks, an elementary school space and retail / service commercial development.

Figure 1.1

#### Site Context - Town of Caledon

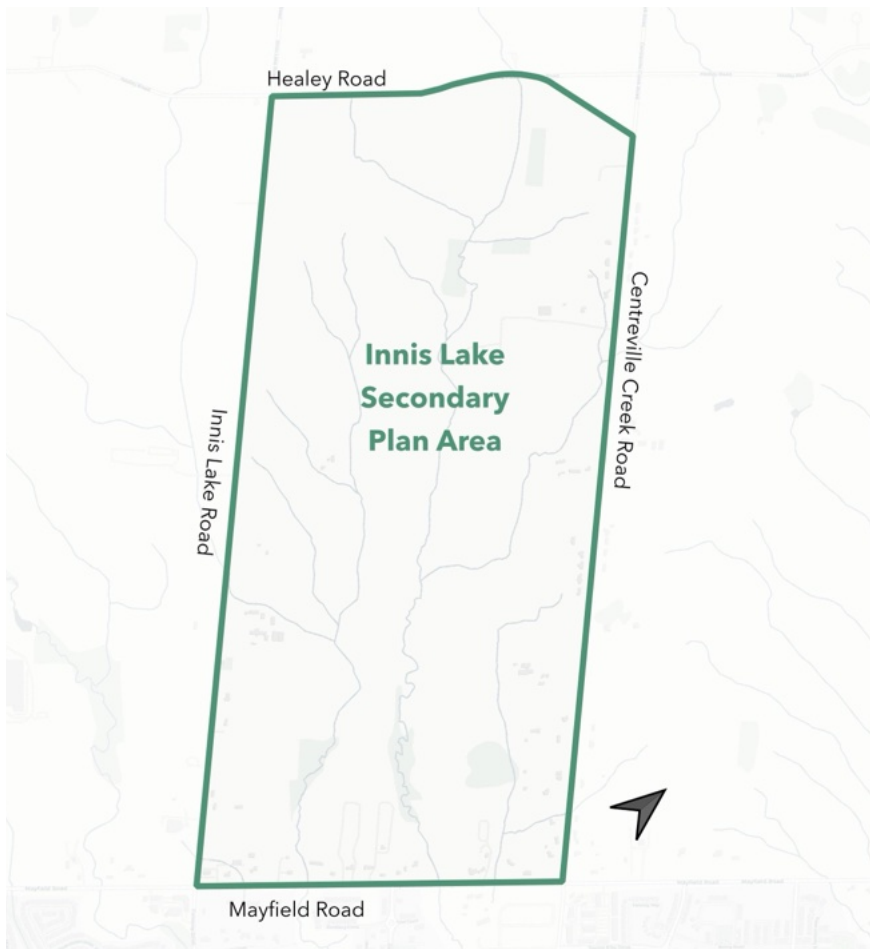


Source: Parcel.

Figure 1.2 shows the boundaries of the subject lands. As shown, the subject lands are located directly north of Mayfield Road, extending to Centreville Creek Road to the east and Innisfil Lake Road to the west. The northern boundary is bound by Healey Road, excepting the northeast limit of the subject lands which is anticipated to extend to the proposed Greater Toronto Area (“GTA”) west corridor.

Approximately five kilometres east of the subject lands is the Bolton Community, which maintains a notable range and concentration of residential, industrial and commercial uses.

Figure 1.2  
Location of the Innis Lake Secondary Plan



Source: Parcel.

## Surrounding Land Uses

The subject lands are located in a growing area of Caledon, surrounded by a mix of residential uses, parks and open space and commercial uses of varying type and scale. Significant new development is planned in proximity to the subject lands, including a Secondary Plan just east of the subject lands that is similarly planned to develop with residential uses, in addition to school space, parkland and local-serving retail / service uses. More specifically:

- The subject lands are bound by Healey Road and the planned GTA West Corridor to the **north**. Lands further north of the subject lands are otherwise designated *Agricultura Areal* uses and are largely undeveloped. Limited development to the north of the subject lands will limit the amount of market support for future retail / service commercial uses in the area.
- Directly **east** of the subject lands are lands designated *Agricultural Area* and *Rural Lands* in the Future Caledon Official Plan ("2025 COP"). As mentioned, these lands are included in the Wildfield Village Secondary Plan Area, which are being planned for the development of a mix of uses, similar to what is envisioned for the subject lands. These lands are similarly designated *New Community Area* on Schedule B4 of the 2025 COP. Further east is the Bolton Community and Secondary Plan area, which hosts a range of residential, commercial and industrial uses.
- The subject lands are bound by Mayfield Road to the **south**, the dividing boundary between Caledon and the City of Brampton. South of Mayfield Road is an existing residential community that primarily includes low-density residential uses, schools, parks and open space and retail / service commercial plazas. Existing residents living on the south side of Mayfield Road will likely provide some support to retail / service commercial tenants that locate on the subject lands, particularly those located along Mayfield Road.
- To the **west** of the subject lands is the Tullamore Secondary Plan that includes primarily industrial uses with some limited highway commercial uses with frontage on Mayfield Road. Further west and south of Mayfield Road is the Brampton Northeast SmartCentres, which includes some 23,000 square metres (247,600 square feet) of local and regional serving retail / service commercial uses (e.g., Walmart, Dollarama, LCBO, etc.).

## Access

### Vehicular

Transportation and access are key when evaluating the retail / service commercial potential of a site or area. Access to the subject lands is provided through a *Regional Arterial* road, Mayfield Road to the south. *Regional Arterial* roads are designed to carry medium to high volumes of traffic. Future retail / service commercial uses with frontage on these roadways will benefit from exposure and visibility to heightened levels of pass-by traffic. Access is also

provided to the subject lands through two *Town Arterial* roads that comprise the east and west border of the Secondary Plan Area. In support of the Regional road system, these roadways accommodate moderate volumes of traffic, helping support the movement of residents and employees in and around the subject lands. These roadways will increase the accessibility of future retail / service commercial uses, while enhancing circulation and navigation.

## Transit

The subject lands are not currently connected to local public transit, but could benefit from some connectivity via the Brampton Transit System. Currently, the closest bus stops to the subject lands are located along Mayfield Road (Brampton Transit Route 31, 36 and 50A). Route 36 connects immediately southeast of the subject lands at Gore Road and Mayfield Road and extends south to Queen Street East at McVean Drive in Brampton. Route 31 connects southwest of the subject lands at McVean Drive and Mayfield Road. It similarly extends south to Queen Street East at McVean Drive in Brampton and also offers connectivity slightly west to Goreway Drive. Route 50A connects slightly further south of the subject lands at Squire Ellis Drive, extending primarily along the Gore Road to Humber College in Brampton.

Bussing will support future residents and visitors to the subject lands by enabling people to navigate to and from the subject lands more easily. However, the lack of immediate transit connectivity will likely limit the amount of non-vehicular visitor and pass-by traffic who ultimately utilize future retail / service commercial space at this location.

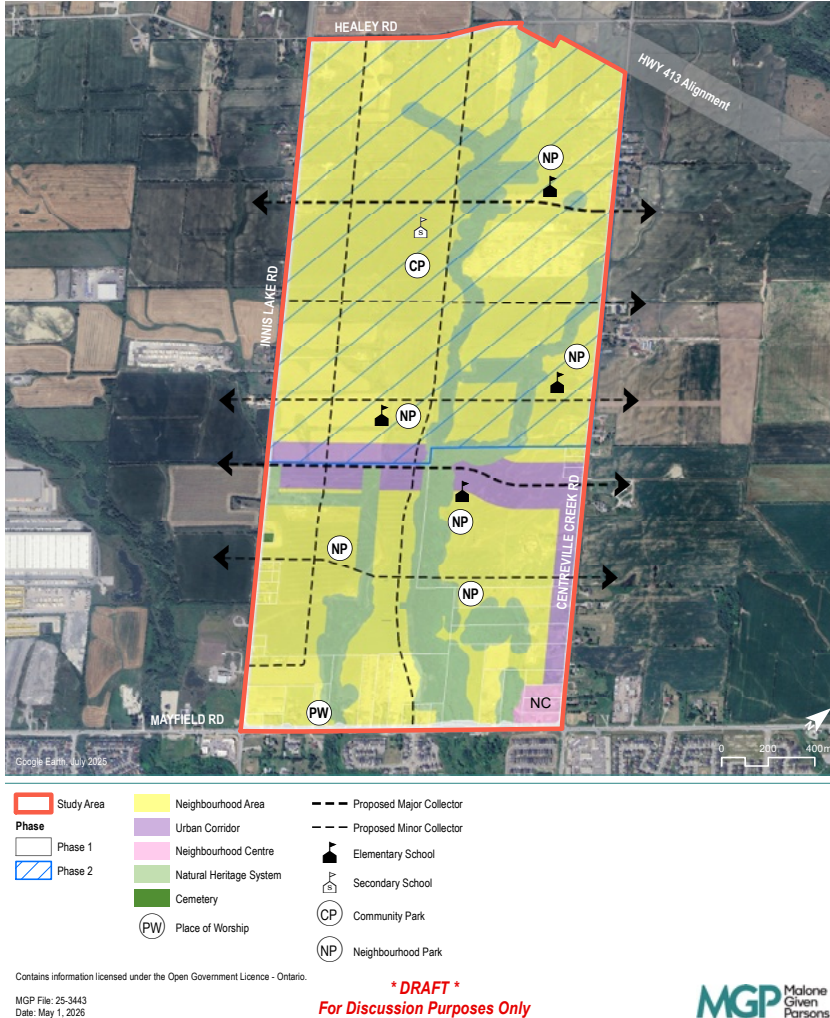
## 1.2 Proposed Secondary Plan Overview

The landowners have prepared a Community Structure Plan for the Innis Lake Secondary Plan, which supports the objectives contained in the COP, 2025 and population growth anticipated in the Town to 2051.

Figure 1.3 shows that the subject lands—which include 332.7 hectares of net developable area—are proposed to be developed with 6,948 residential units, including a mix of single-and-semi-detached housing, townhomes and apartment units. Community and neighbourhood park space, and an elementary school are also envisioned as part of current plans for the subject lands.

The concept plan also includes 34.1 hectares of lands that could accommodate retail / service commercial uses in conjunction with anticipated residential uses. This space is distributed on lands designated *Neighbourhood Centre* and *Urban Corridor*. Figure 1.3 shows that lands designated *Neighbourhood Centre* are concentrated at the southeast corner of the Secondary Plan area at the intersection of Mayfield Road and Centreville Creek Road. Lands designated *Urban Corridor* are generally concentrated along the proposed east-west road that will bisect the centre of the Community Structure Plan, as well as along Centreville Creek Road at the southern end of the Secondary Plan area.

Figure 1.3  
Draft Community Structure Plan



Source: DRAFT Community Structure Plan for Innis Lake Road, May 1, 2026.

At the time of preparing this *Commercial Impact Study*, the landowners had not yet identified the amount of retail / service commercial space, merchandise categories or tenants that could be accommodated on commercial lands, including those designated *Neighbourhood Centre* and *Urban Corridor*.

## 1.3 Purpose

The Innis Lake Secondary Plan Area is identified as a New Community Area in Schedule B4 Land Use Designations and Schedule F1 Urban System of the COP 2025. As identified in the COP, 2025, these lands are required to support population growth in the Town to 2051. In light of this, it was identified by Town of Caledon staff as part of your Pre-Application Review Committee Meeting, that a *Commercial Impact Study* **must be submitted as part of your Secondary Plan application** for the Innis Lake Secondary Plan Area.

The primary purpose of this *Commercial Impact Study* is to determine the amount of retail / service commercial space warranted in the Innis Lake Secondary Plan from a market demand perspective and to determine the potential impact, if any, of the proposed development on the Town's existing and future commercial structure. It is also necessary for this *Commercial Impact Study* to satisfy all of the requirements identified in the Terms of Reference prepared by the Town of Caledon and included in Appendix 3.

# 2.0

## Supporting Studies

This section of the *Commercial Impact Study* has been included to address the requirements of the *Terms of Reference: Commercial Impact Study*, which was provided by the Town of Caledon.

As part of the Secondary Plan application being prepared for the Innis Lake Secondary Plan area, a range of studies are being submitted per the request of Town and identified as part of the Pre-Application Review Committee Meeting. Due to the timing of the development process, the studies required to support the Secondary Plan applications for the Innis Lake Secondary Plan are not related specifically to new retail / service commercial space that could ultimately be accommodated within the Secondary Plan. Therefore, to date, there are no supporting studies that are relied upon in the completion of this *Commercial Impact Study*.

# 3.0

## Planning Policy Framework

### Key Findings

- In accordance with the Provincial Planning Statement, 2024, the Innis Lake Secondary Plan is intended to develop as a complete community that supports a mix of land uses, housing and a range of uses that support economic development and competitiveness. The subject lands are also intended to develop in support of people's daily and ongoing living needs today and going forward.
- The Innis Lake Secondary Plan Area is proposed to include lands designated *Neighbourhood Centre* and *Urban Corridor*, both of which are permitted and encouraged to include retail / service commercial uses.
- Retail / service commercial uses across these designations are intended to offer a range of goods and services that are primarily designed to support the daily and weekly needs of future residents and workers in the area.

Parcel has assessed provincial, regional and municipal policy context and regulatory framework as it applies to the proposed development of the Innis Lake Secondary Plan Area. In particular, focus has been given to the importance and impact of potential commercial development that could be accommodated on the subject lands.

## 3.1 Provincial Policy Context

### Provincial Policy Statement

In October 2024, the Provincial Planning Statement (PPS, 2024) came into effect. The PPS, 2024 is issued under the authority of Section 3 of the *Planning Act* and is the primary provincial land use planning policy document, applying across Ontario. The PPS, 2024 replaces both the previous Provincial Policy Statement, 2020 and A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2019.

Key policies that guide and support commercial development in the PPS, 2024 include:

*Ensuring sufficient land to accommodate an appropriate range and mix of land uses to meet projected needs for a time horizon of at least 20 years, but not more than 30 years, informed by provincial guidance. (2.1.3).*

*The achievement of complete communities will be supported by the appropriate mix of land uses, housing options, transportation options with multimodal access, employment, public service facilities and other institutional uses (2.1.6a)*

*An appropriate mix and range of employment, institutional, and broader mixed uses to meet long-term needs shall be used by planning authorities to promote economic development and competitiveness (2.8.1.1a)*

The *Neighbourhood Centre* lands proposed as part of the subject lands are intended to support the policies of the PPS, 2024 by providing opportunities for an appropriate range and mix of retail / service commercial uses. These uses are intended to be accommodated as part of compact, stand-alone retail units that will primarily support the daily and weekly shopping needs of future subject land residents.

## 3.2 Regional Policy Context

### Peel Region Official Plan

Under the *Planning Act*, on July 1, 2024, Peel Region was designated to be an upper-tier municipality without planning responsibilities. As a result, the Town of Caledon has assumed land use planning authority for local and regional official plans and development applications.

## 3.3 Municipal Policy Context

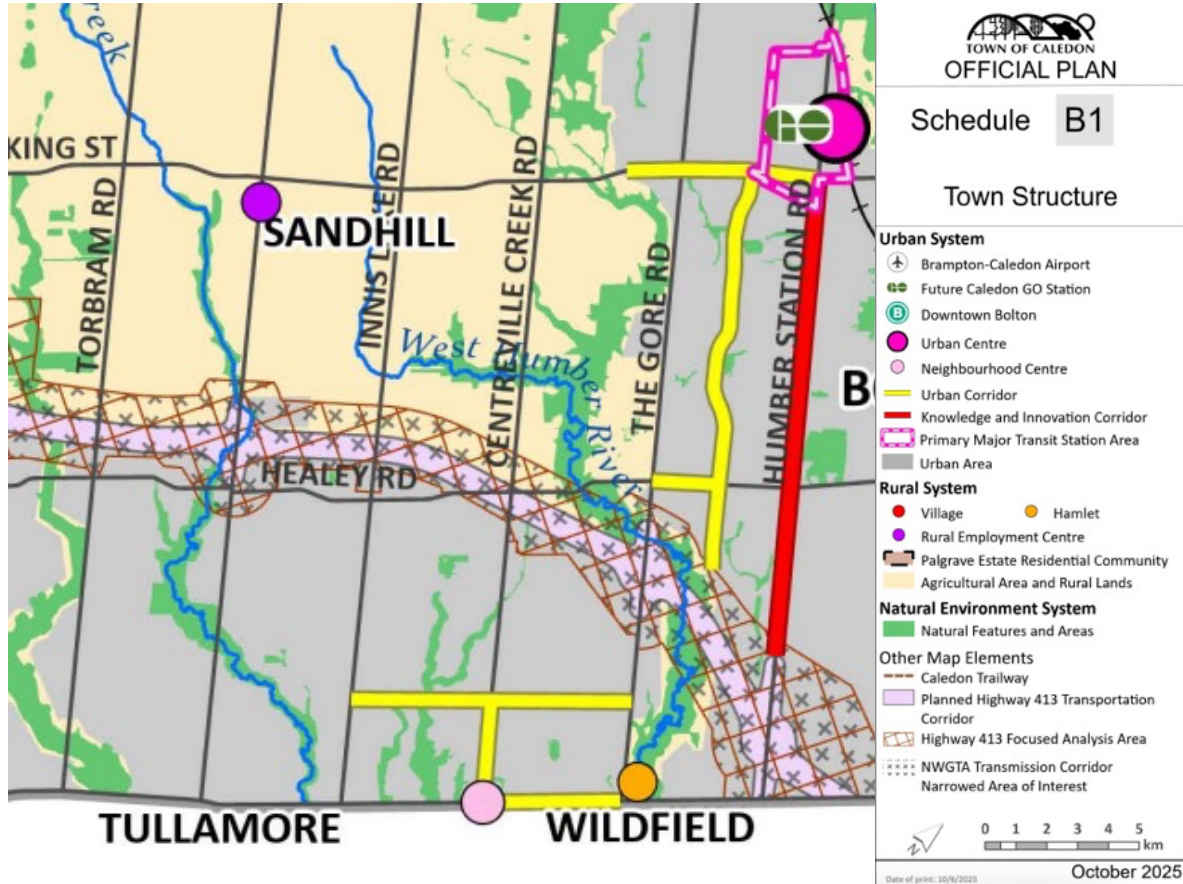
### Caledon Official Plan

The COP, 2025 was approved by the Minister of Municipal Affairs and Housing in October 2025, with modifications. The COP, 2025 places increased emphasis on mid-and-high density development, particularly those which integrate opportunities for a broad range of uses. It also replaces and updates many of the land use designations included in the previous Caledon Official Plan.

As it relates to the Innis Lake Secondary Plan, Schedule B1, Town Structure identifies Innis Lake as being within the Urban Area (Figure 3.1). In Schedule B4 Land Use Designations, it also designates the subject lands as a *New Community Area*, meaning these lands are required to support population growth in the Town to 2051.

Shown in Figure 3.1, the subject lands are envisioned to include lands designated *Neighbourhood Centre* at the southeast corner of Mayfield Road and Centreville Road. The subject lands are also envisioned to have lands designated *Urban Corridor* along the southern end of Centreville Creek Road, a collector road located along the east end of the lands (as shown previously in Figure 1.3).

Figure 3.1  
Town of Caledon Official Plan - Schedule B1



Source: Parcel based on Schedule B1 of the COP 2025.

Section 22.4 of the COP, 2025 includes policies for lands designated *Neighbourhood Centre*. Designed to include a range of mid-rise mixed-use buildings that incorporate residential, commercial, office and services uses, *Neighbourhood Centre* lands are intended to be planned as focal points of neighbourhoods. They are also intended to offer a range of goods and services to support the daily needs of residents and workers.

More specifically, Section 22.4.1 indicates that lands designated *Neighbourhood Centre* are intended to:

- f) Provide a range of retail and service experiences that serve local needs and draw customers from wider catchment, with particular focus on creating spaces for independent small businesses;

Permitted uses on lands designated *Neighbourhood Centre* are detailed in 22.4.2 of the COP 2025, which states:

- a) *A broad range of residential, retail, mixed-use, service, office, cultural, institutional, educational, hospitality, entertainment, recreational and other related uses may be permitted.*
- b) *Single-purpose commercial buildings will not be permitted.*

As it relates to lands designated *Urban Corridor*, the COP 2025 identifies these lands as developing with compact forms of development, including a mix of high intensity forms of development that include retail and service uses, offices and residential units and community facilities. A broad range of uses are permitted on these lands, including:

*A broad range of retail, service, office, cultural, institutional, educational, hospitality, entertainment, recreational and other related uses may be permitted. Medium and high density residential uses are also permitted. Ground-related medium density residential uses may be permitted towards the rear of the Urban Corridor. (22.5.2).*

The form and function of permitted uses are detailed in Section 22.5.3 of the COP 2025. Generally, development is encouraged to be mid-rise and mixed-use with the integration of higher building heights depending on location. However, Policy 22.5.3.b) also specifies that:

- b) *The development of mixed-use buildings is encouraged; however, stand-alone commercial and residential buildings are permitted.*

# 4.0

## Study Area

### Key Findings

- A Study Area represents the primary geographic area from which future retailers and service-providers on the subject lands are anticipated to derive most of their customer support and sales volume.
- Recognizing the location and size of the subject lands, in addition to anticipated future development on these lands, the Study Area used in this analysis is consistent with the boundary of the Innis Lake Secondary Plan Area.
- Relying on population and employment growth on the subject lands as the basis for determining demand for retail / service commercial uses on the subject lands minimizes the likelihood that new retail / service commercial uses at this location will have any impact on existing and planned commercial development elsewhere in the Town.
- Further, basing demand off future population growth in the Innis Lake Secondary Plan Area is consistent with the types of commercial uses anticipated in this predominantly residential area, including local of neighbourhood serving convenience uses.

For purposes of this assessment, the Innis Lake Secondary Plan Area (see Figure 4.1) represents the “Study Area” or primary geographic area from which future retailers and service-providers located within the community are expected to derive most of their customer support and sales volume. This Study Area has been delineated, in part, due to the significant size and build-out potential of the Innis Lake Secondary Plan Area, which includes 332.7 hectares of net developable area.

A Study Area is also informed by surrounding uses, including physical barriers, municipal boundaries and other factors. Excepting residential development at the north end of Brampton and proposed development just east of the subject lands (i.e., as part of the proposed Wildfield Secondary Plan Area), there is limited development planned in the vicinity of the subject lands currently. This minimizes the likelihood that people living outside the vicinity of this area will regularly rely on retail / service commercial uses at this location.

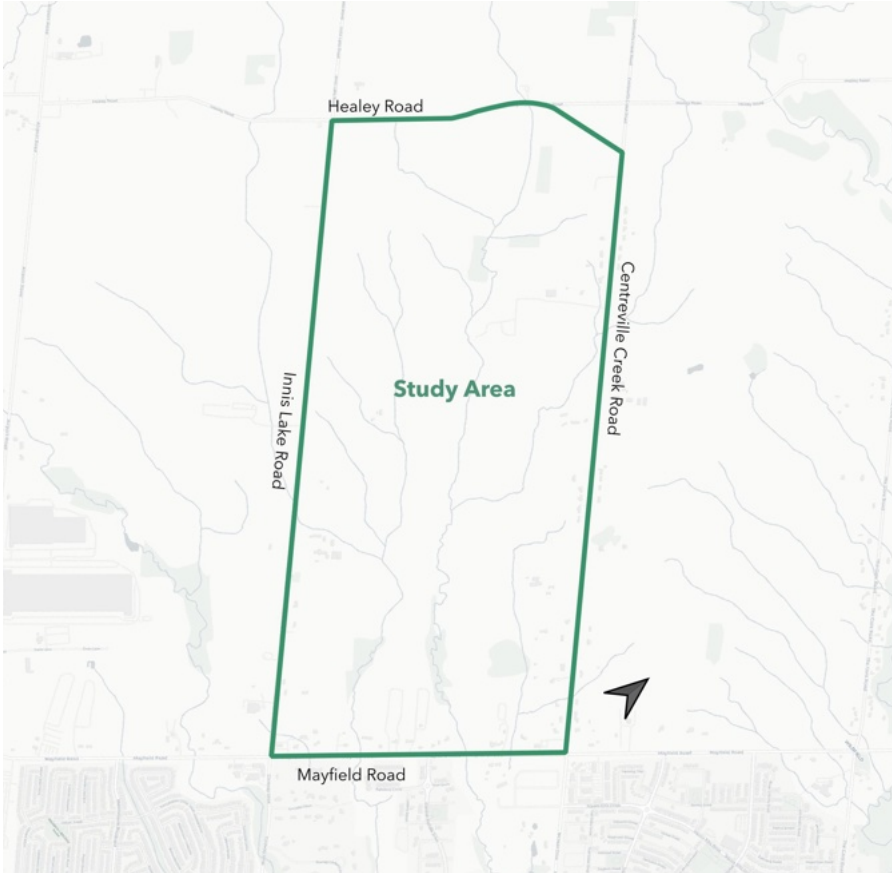
The Study Area is located just north of the boundary of the City of Brampton, meaning that future retail / service commercial uses on the subject lands could attain some support from individuals residing in Brampton. Further, development and future residents of the proposed Wildfield Secondary Plan Area—just east of the subject lands—could also support commercial uses accommodated within the Innis lake Secondary Plan Area. However, similar to the subject lands, this area is being envisioned to include its own supply of retail / service commercial uses necessary to support a growing population at this location. As a result, it is unlike that residents of this area will regularly rely on future shops and services on the subject lands but could instead represent additional “inflow” traffic as acknowledged in our analysis herein.

Future residents of the Innis Lake Secondary Plan Area therefore represent the primary population anticipated to support future retailers and service providers on the subject lands.

Further Justification for this Study Area is included in Section 6.0.

Figure 4.1

Innis Lake Secondary Plan - Study Area Delineation



Source: Parcel.

# 5.0

## Population & Employment Allocation

### Key Findings

- Development of 6,948 housing units as part of the Innis Lake Secondary Plan Area is anticipated to occur by 2051. These residential units are anticipated to include a range of single- and semi-detached, townhomes and apartment units, helping increase and diversify the Town's housing stock.
- Future housing proposed as part of the subject lands is anticipated to generate a population of nearly 23,000 persons. This population—in addition to future visitors and employees (i.e., inflow traffic)—will generate demand for a range of retail / service commercial facilities.
- In basing future demand for retail / service commercial uses on population growth in the Secondary Plan area, this mitigates the impact of new retail / service commercial facilities on existing and planned commercial development in the Town.

The full build-out of the Innis Lake Secondary Plan Area is anticipated to include 6,948 residential units, including a mix of single-and-semi-detached, townhomes and apartment units. For the purposes of this *Commercial Impact Study*, Parcel has relied on a 2051 forecast horizon to be consistent with the anticipated build-out of the Secondary Plan Area.

Future housing planned as part of the subject lands is anticipated to accommodate approximately 23,000 persons as detailed in Figure 5.1. This estimate is based on unit forecasts included as part of the most recent Community Structure Plan for the Innis Lake Secondary Plan Area, prepared in September 2025, in addition to person per unit (PPU) estimates included in the *Town of Caledon 2024 Development Charges Background Study* (DCBS, 2024).

Recognizing development planned as part of the subject lands, by 2051, the Study Area is forecast to represent 7.7% of Caledon’s 2051 population. This means that growth anticipated as part of the Innis Lake Secondary Plan Area is anticipated to account for 10.8% of Caledon’s population growth between 2025 and 2051.

Figure 5.1

## Current & Anticipated Population of the Study Area

	<b>Current<sup>1</sup></b>	<b>Forecast<sup>2</sup></b>
	<b>2025</b>	<b>2051</b>
<b>Study Area</b>	<b>200</b>	<b>23,000</b>
<i>Average Annual Growth</i>		877
<i>Average Annual Growth Rate</i>		438%
<b>Town of Caledon</b>	<b>89,700</b>	<b>300,000</b>
<i>Average Annual Growth</i>		8,088
<i>Average Annual Growth Rate</i>		9.0%

Source: Parcel. Rounded to the nearest 100 residents.

<sup>1</sup> Statistics Canada Census data, adjusted for net under coverage.

<sup>2</sup> Current concept plan for the Innis Lake Secondary Plan & PPU estimates included in the Town of Caledon 2024 Development Charges Background Study. Population forecasts for the Town of Caledon are based on Peel Region’s Official Plan – 2051 Scenario Community Tables.

# 6.0

## Existing Supply of Retail / Service Commercial Space

### Key Findings

- Future residents of the Innis Lake Secondary Plan Area will benefit from access to a range of regional-serving amenities in the Bolton Community in addition to other existing commercial nodes concentrated along Mayfield Road.
- In keeping with its current function, the Bolton Community will continue to serve as a key retail / service commercial amenity to current and future residents of the Town as it hosts a range of larger-scale retail uses, food stores, general merchandise stores and a range of commercial services. This will limit the need for these uses as part of the Secondary Plan.
- Neighbourhood Centre nodes in Caledon are primarily designed to support the ongoing retail / service commercial needs of those living locally. As a result, retail / service commercial tenants in these nodes are more often convenience oriented.
- Similarly, owing to the location and significant population anticipated as part of subject lands, it is likely future retail / service commercial uses at this location will cater to the needs of local residents, drawing less significantly from pass-by traffic, including visitors and those living elsewhere in Caledon and beyond.

In determining the amount of retail/service commercial space required to support future residents in the Innis Lake Secondary Plan, Parcel has conducted an inventory of existing commercial nodes in Caledon and the City of Brampton to determine the extent by which retail /service commercial needs of future residents in the community can be met at other locations.

## 6.1 Surrounding Commercial Nodes

It is likely that future residents of the Innis Lake Secondary Plan will fulfill a significant share of their shopping needs at existing retail / service commercial nodes in the Town of Caledon and the City of Brampton, particularly as the Secondary Plan is unlikely to accommodate larger-scale, regional serving tenants that are already located in the surrounding community (e.g. Walmart, Canadian Tire, Home Depot, etc.).

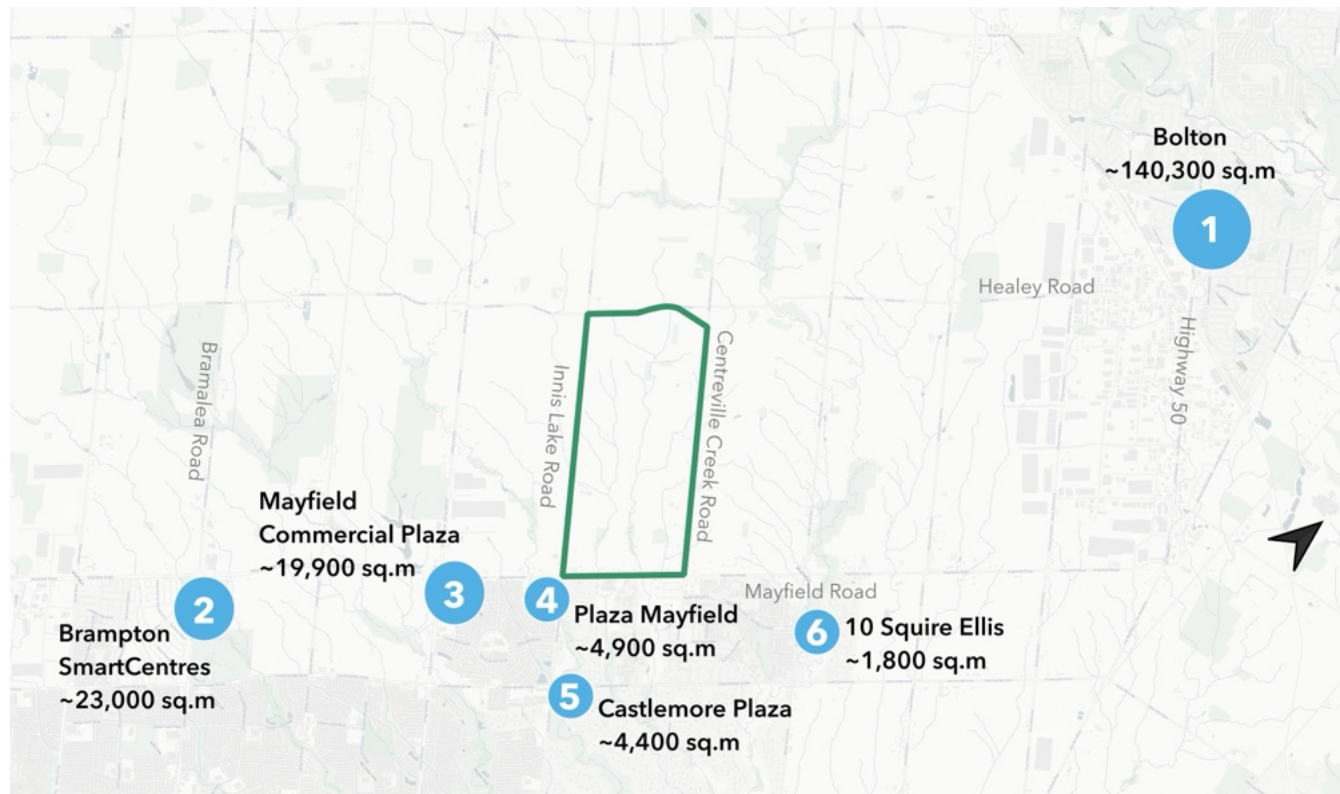
To validate the size, scale and proximity to existing retail / service commercial uses, Parcel has conducted an inventory of existing commercial nodes in the vicinity of the Secondary Plan. This inventory includes larger regional-serving nodes situated at highly densified areas of the Town and including tenants such as Walmart, Canadian Tire, Home Depot, Giant Tiger, a Food Basics and other larger supermarkets (i.e., Fortino's etc.). It also includes more prominent areas of concentrated retail activity near the Secondary Plan, including—most notably—existing uses in the Bolton Community.

Located at Mayfield Road and Airport Road, the Mayfield Commercial Centre is a recently constructed and significant new commercial development in the vicinity of the Innis Lake Secondary Plan, offering 150 units of retail and office space. Existing tenants include a mix of medical uses, food services, a large format grocery store, furniture and electronics stores and personal care services, with units ranging from 65 to 2,300 square metres (703 to 24,841 square feet). This development also introduced a 3-storey mixed-use building at the northeast corner of Mayfield Road and Airport Road that offers an additional 10,700 square metres (115,000 square feet) of commercial space. The intent is for this space to cater to and attract a diverse mix of professional offices, medical clinics, restaurants and boutique retailers on the ground floor.

Figure 6.1 shows the location and scale of many prominent and existing commercial sites in the vicinity of the Innis Lake Secondary Plan. As mentioned, future residents will benefit from proximity to Bolton—which is only a six-minute drive east—in addition to a range of other retail plazas located in northeast Brampton, immediately west of Goreway Drive.

Figure 6.1

## Location of Nearby Commercial Nodes



Source: Parcel.

## Existing Commercial Space

### Bolton Community

As the most significant and established commercial core near the Innis Lake Secondary Plan, Parcel has assessed the quantum and type of retail / service commercial space available in Bolton.

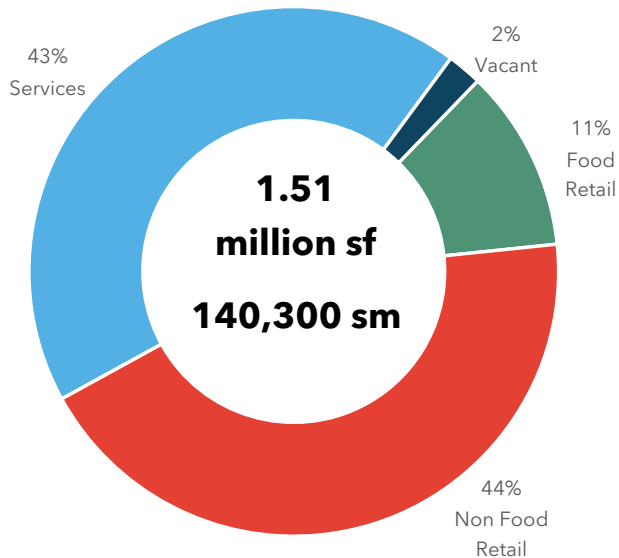
As detailed in Figure 6.2, Bolton hosts approximately **140,300 square metres (1.51 million square feet) of retail / service commercial space**, a significant share of which is concentrated along the Queen Street Corridor (some 76,200 square metres). Additional space is also located in Bolton Square (4,200 square metres), the Bolton County Shopping Centre (7,700 square metres) and within the Bolton SmartCentres (22,500 square metres).

Existing space includes a range of regional serving uses in addition to local businesses, commercial services and more speciality food stores. Larger supermarkets and other food stores are also located in Bolton. Not only are

these facilities key to supporting the growing number of residents in the community, but they also support a number of visitors from other areas of Caledon and beyond.

Figure 6.2

## Bolton – Existing Retail / Service Commercial Composition



Source: Parcel.

Some major tenants in Bolton include:

- **Supermarkets** (10,600 square metres)
  - Food Basics
  - Fortinos
- **General Merchandise** (31,500 square metres)
  - Walmart Supercentre
  - Canadian Tire
  - Dollarama
  - Giant Tiger
- **Building Materials & Outdoor Home Supplies** (12,900 square metres)

- Home Depot
- Home Hardware
- **Food & Drinking Places** ((18,500 square metres)
  - Chucks Roadhouse
  - Bolton Jack's Restaurant
  - Sunset Grill
  - Kelsey's
  - All Time Creek
  - All major fast-food restaurants

At the time of our inventory, only 2% ((3,000 square metres) of retail/service commercial space in Bolton was vacant. Recognizing that a healthy vacancy rate typically ranges between 4 - 6% depending on the context and location, the current vacancy rate is relatively low.

A low vacancy rate is often an indicator of commercial demand. However, in the context of Bolton, it could also reflect the changing and growing nature of the community, which includes a gradual transition to medium and higher density, mixed-use development. As new commercial supply generally lags behind residential development, it is likely low vacancy is an interim result of shifting retail availability in the market.

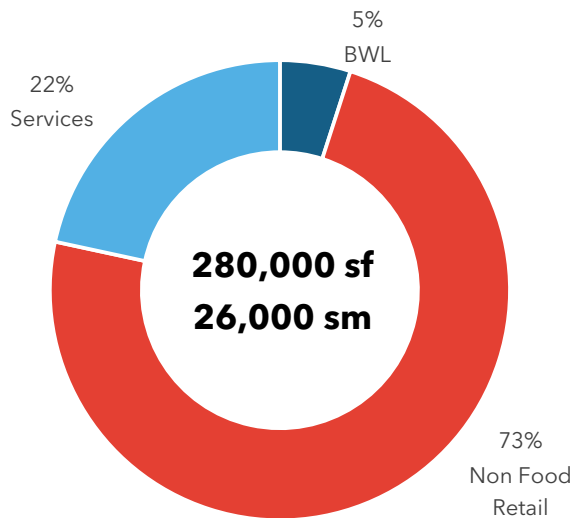
## **SmartCentres Brampton Northeast**

Situated at the northeast corner of Mayfield Road and Bramlea Road, the SmartCentres Brampton Northeast plaza hosts approximately 26,000 square metres (280,000 square feet) of retail / service commercial space. Most commercial space is currently comprised of Non-Food Retail Space (e.g., Wal-Mart, Dollarama, etc.), in addition to some Services (e.g., Banks, Personal Services, Goodlife Fitness etc.) space as summarized in Figure 6.3.

Conveniently accessible by public transit, and directly accessible from Mayfield Road, there are currently no vacant units at this site. Furthermore, commercial uses at this location are accommodated in standalone buildings. Traditional in its function and format, this means residents and visitors have access to ample surface parking.

Figure 6.3

## SmartCentres - Existing Retail / Service Commercial Composition



Source: Parcel based on CoStar Realty data.

Some major tenants include:

- **General Merchandise** (12,800 square metres)
  - Walmart Supercentre
  - Dollarama
- **Beer, Wine, Liquor** (900 square metres)
  - LCBO
- **Arts, Entertainment & Recreation** (13,000 square metres)
  - Goodlife Fitness
- **Finance** (1,000 square metres)
  - RBC
  - Scotiabank
  - CIBC

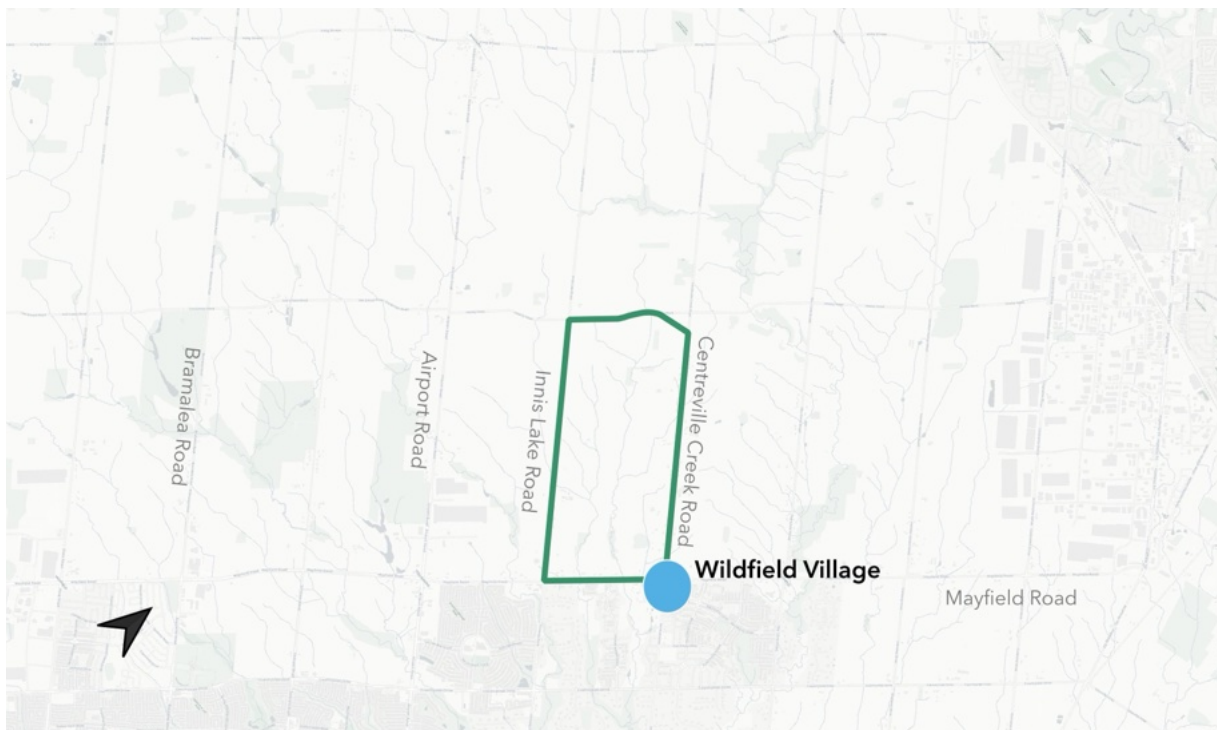
## Planned & Proposed Commercial Space

In examining the extent by which the retail / service commercial needs of future residents of the Innis Lake Secondary Plan could be met by proposed developments in the surrounding area, Parcel has also examined the quantum, scale and location of any new retail / service commercial space being introduced or proposed in the vicinity of the subject lands.

While there are no applications that currently propose to introduce new large format retail uses (i.e., broader serving regional uses including Wal-Mart, Home Depot etc.), there is one application just south of the Secondary Plan that proposes to include retail / service commercial space. Like the subject application, the Wildfield Village Secondary Plan which is just east of the subject lands, plans to include a mix of retail / service commercial uses on lands designated *Neighbourhood Centre* and *Urban Corridor*. Consistent with the subject application, the exact quantum of space has also not been determined, but the primary goal is for these uses to support future residents of the Wildfield Secondary Plan Area.

Figure 6.4

### Location of Forthcoming Development Applications



Source. Parcel based on development application data available through the Town of Caledon and the City of Brampton.

## **Wildfield Village**

Wildfield Village Secondary Plan contains 355 gross hectares of land located directly east of the subject lands, on the east side of Centreville Creek Road. Similar to the Innis Lake Secondary Plan, these lands are owned by a number of landowners and are planned to be developed with up to 6,500 residential units. The concept plan and exact development of this area is still evolving, but current plans include lands designated *Neighbourhood Centre and Urban Corridor*. Lands designated *Neighbourhood Centre* are planned to be developed with a mix of uses, including retail as part of larger mixed-use buildings. Further, lands designated *Urban Corridor* along Mayfield Road and Centreville Creek, could include mixed-use development and/or opportunity for stand-alone commercial uses.

As part of material completed for the Wildfield Village Secondary Plan, approximately 30.1 hectares of lands designated *Neighbourhood Centre and Urban Corridor* were included as locations that could accommodate commercial development. It was estimated that these lands could accommodate as much as 20,450 square metres (220,100 square feet) or new commercial space. The ultimate build out of commercial space at this location could change in light of market trends, evolving demand and store types. However, this—at a high-level—estimates the potential amount of commercial space that could be included at this location to support future residents of these lands.

## **6.2 Customer Origins**

Parcel has examined the volume of visitation to select commercial areas to understand how—or if—commercial locations with differing formats and functions differ in their respective drawing power.

Customer origin data has also been used to understand the shopping behaviours and preferences of people in Caledon, including where shopping trips originate from and in what frequency. The findings from this analysis have also been useful in understanding the function, role and future space needs of future residents in the Innis Lake Secondary Plan and beyond.

## Note: Customer Origins Source Data

This research has involved partnering with a third-party data provider to determine the travel behaviours and estimated geographic origins of residents, employees, and other individuals who visited the selected commercial areas near the subject site over a full one-year period. For the purposes of this analysis, this full year period includes visitation patterns that occurred between May 2021 and April 2022, the latest full year of data available.

The analytics data employed for this analysis is based on the traffic volume of an average day in the defined study period, or average annual daily traffic (AADT) estimate. Location based services from smartphones and global positioning points are collected and normalized through various algorithms to estimate AADT. This estimate is then adjusted to represent real-world count data.

Based on this process, the bulk of our analysis below is **reported in percentage terms**. Trip counts have been aggregated to assess the home location of visitors to existing retail locations at a macro-level.

## Analyzed Commercial Areas

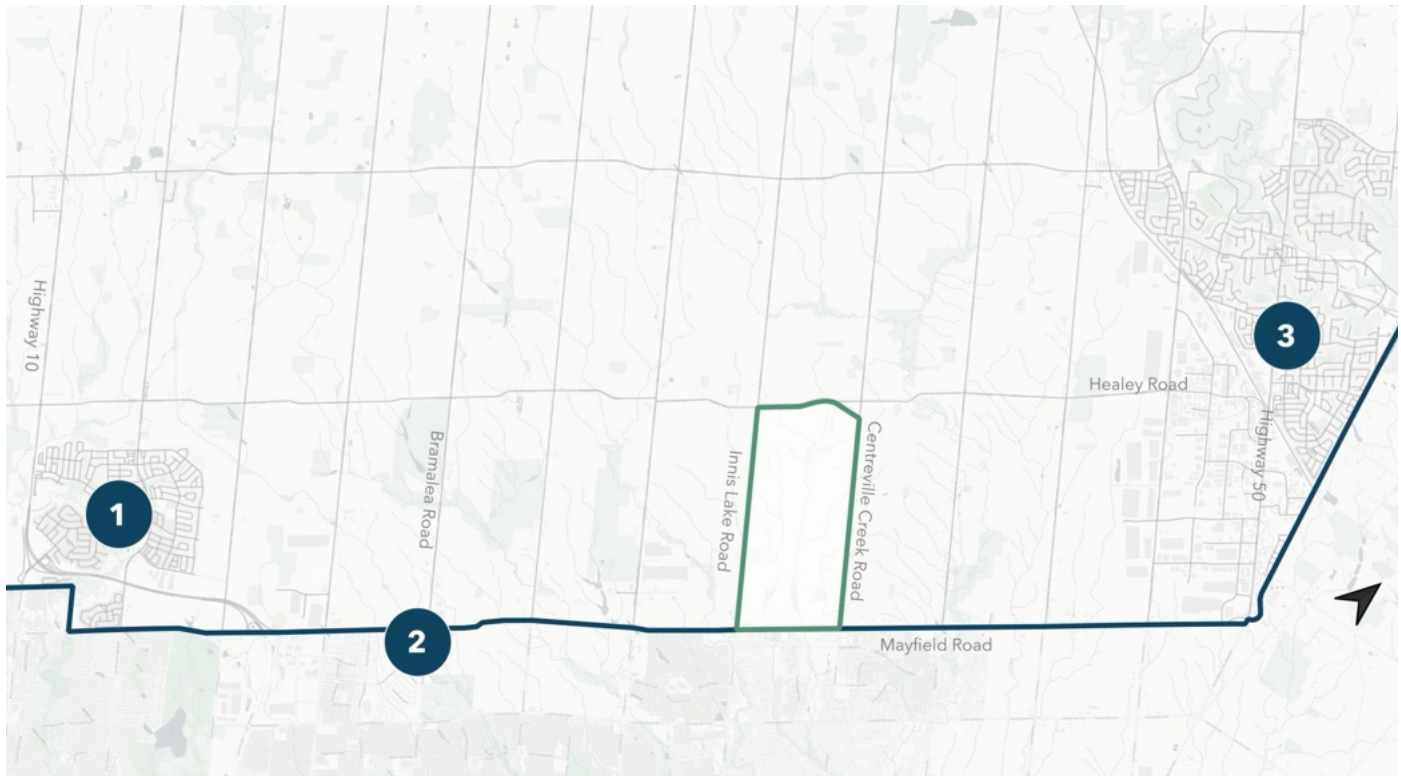
For the purposes of this analysis, Parcel has analyzed customer origins for **three** commercial locations near the Innis Lake Secondary Plan, in order to understand the travel patterns and behaviours of local shoppers. Put another way, different retail locations were chosen to assess how the amount, location, type, and format of retail provided at a given location impacts capture rates and inflow, and how each may—or may not—impact the draw of residents.

Figure 6.5 shows the retail locations that have been analyzed, those being:

- **(1) 12570 Kennedy Rd (Fresh Food Centre)** - General Commercial Lands in Mayfield West that host a wide range of retail and service commercial uses to support the daily and weekly needs of residents in the local community.
- **(2) SmartCentres Brampton Northeast** - District Retail Commercial land per the Countryside Villages Secondary Plan that is intended to develop with significant retail / service commercial uses.
- **(3) Bolton Commercial** - Highway 50 Commercial Area which functions as the primary location for commercial and recreational uses in Bolton.

Figure 6.5

## Survey Retail Locations



Source: Parcel.

## Customer Origins Summary (Geography)

Figure 6.6 details the capture patterns of each node. This includes trips made by **“locals”** or those who reside in the more immediate area surrounding each site (i.e., in Caledon) in addition to trips made by **“visitors”** including people residing beyond Caledon, including elsewhere in Peel Region and beyond.

This figure is based on total visits by proxy commercial node. It also deliberately includes repeat visitation to highlight how the function of commercial nodes in Caledon meet the daily shopping needs of residents.

### Bolton Commercial & Smart Centres

- Individuals residing in immediate proximity to Bolton (i.e., within 2 km) represent a relatively small share of visits to retail / service commercial establishments in Bolton. Similarly, local residents (i.e. those living within 2 km) represent only 16% of visits to the Brampton SmartCentres development.

- These nodes clearly serve as a destination for a broader range of visitors and employees. This is likely due to the range of regional serving retail / service commercial tenants, such as Walmart Supercentre, Home Depot, Canadian Tire etc.
- Like other residents across Caledon, future residents of the Innis Lake Secondary Plan Area will be able to rely on these locations to support their less frequent retail needs.

## 12570 Kennedy Road

- Local residents (i.e., within 2 km) account for a 55% of visits to this node. By comparison to the other nodes examined, retail / service commercial uses at 12570 Kennedy Road function as a local amenity that caters to supporting the daily and weekly need of more immediate residents. As a smaller retail area, located at the centre of a growing residential community, this location provides a more targeted range of services and convenience uses that benefit those residing in proximity to the site.
- Individuals living outside of Peel Region represent a comparably small share of visits to this node. While there is some presence of visitation by these individuals, they represent a much smaller share of overall visitation due to the more occasional nature of these visits. This is likely due to the scale, location and format of retail development integrated at this location, which is convenience-oriented and not notably different from other local serving nodes across Caledon.
- Given the size and location of *Neighbourhood Centre* and *Urban Corridor* lands contemplated on the subject lands, it is anticipated that new retail / service commercial space will ultimately cater towards those living nearby, particularly given proximity to existing regional-serving commercial uses.

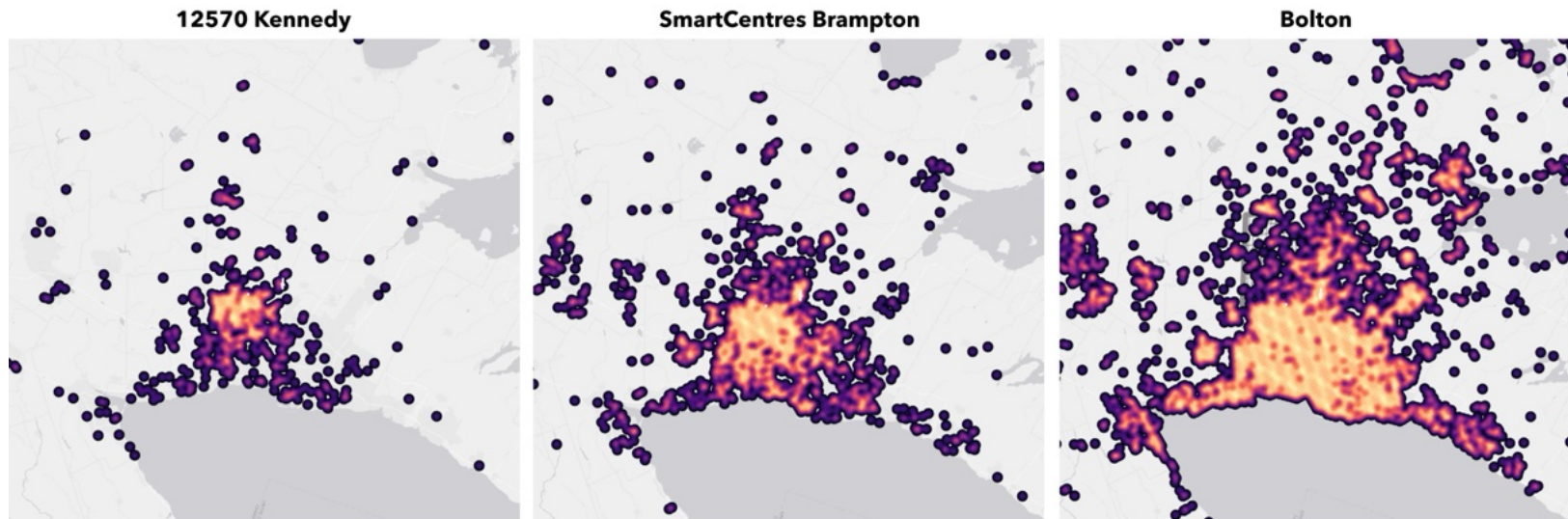
Figure 6.6

### Summary of Visitation by Node (Common Evening Location)

	<b>Bolton</b>	<b>SmartCentres</b>	<b>12570 Kennedy Rd</b>	
Within 2 km	19%	16%	55%	"Local" Residents
Within 2-5 km	30%	50%	7%	
Town of Caledon	11%	6%	2%	
Peel Region	16%	22%	27%	"Regional & Other" Residents
Outside Peel Region	24%	5%	9%	
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

Source: Parcel based on mobile analytics data.

Figure 6.7  
Distribution of Trips to Each Commercial Node



Source: Parcel based on mobile analytics data.

# 7.0

## Market Demand & Impact Analysis

### Key Findings

- Owing to the significant size and scale of the Innis Lake Secondary Plan, future demand for retail / service commercial space in this area has been primarily based on the build-out population of Innis Lake.
- Population growth in Innis Lake is anticipated to generate demand for as much as 7,900 square metres (85,000 square feet) of new Food Retail space. There is also anticipated to be demand for up to an additional 15,600 square metres (168,000 square feet) of Non-Food Retail space. This includes up to 2,900 square metres (31,000 square feet) of demand for Health and Personal Care store space.
- Service commercial uses are forecast to comprise the largest share of future demand, including demand for up to 17,300 square metres (186,100 square feet) of new space to support future residents.
- The significance of future demand affiliated with service commercial uses is, at least in part, due to the proximity of Innis Lake to a range of existing and regional-serving Food and Non-Food Retail stores that will serve the retail needs of future residents.

## 7.1 Expenditure Potential (Food & Non-Food)

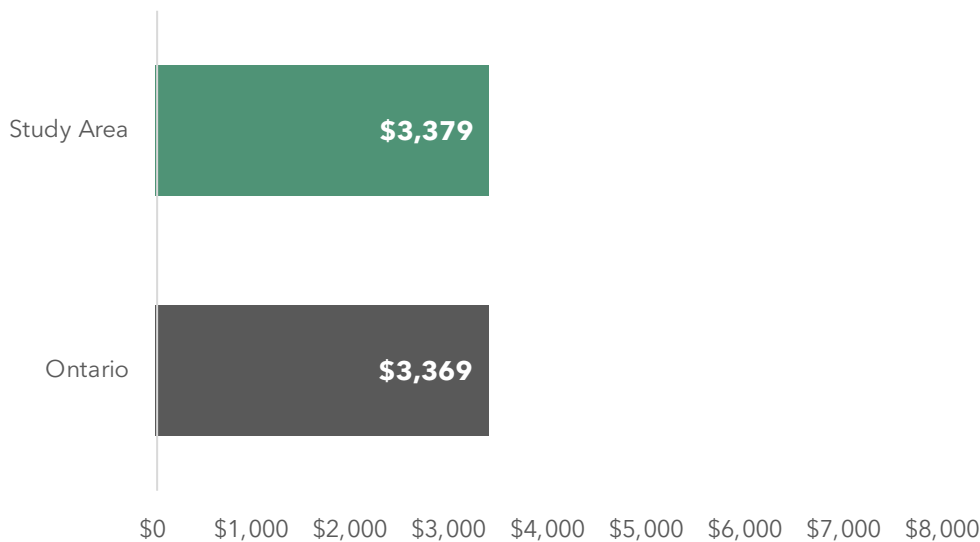
### Food Retail

The average Ontario resident spends nearly \$2,800 annually at Supermarkets, Convenience and Specialty Food stores, with an additional \$600 per year spent at Beer, Wine and Liquor stores. Income elasticity of demand for Food Retail is “low” meaning that spending by income is inelastic and does not necessarily rise significantly with income. As a basic necessity without many substitutes, Food Retail expenditures therefore remain relatively constant regardless of the income capacities of individuals.

Recognizing the relationship between Caledon residents per capita income to the provincial average and based on a regression analysis of Ontario household spending by income quintile, we have adjusted Food Retail spending per person to reflect local conditions. Figure 7.1 shows that this adjustment results in per capita expenditures that are consistent with the provincial average.

Figure 7.1

#### Annual Food Retail Spending Per Capita (Including BWL)



Source: Parcel, based on Statistics Canada Retail Trade (20-10-0008-01) and Household Spending by Household Income Quintile (11-10-0223-01) data. **Includes an adjustment for e-commerce on food retail spending, by sub-category.**

Parcel has relied on trends in Food Retail spending identified in Figure 7.1 and population estimates Figure 5.1 to determine the current and potential future spending potential of Study Area residents, both locally in the Study Area and elsewhere. This includes spending at Supermarket & Grocery Stores, Convenience & Specialty Food Stores, in addition to Beer, Wine & Liquor Stores.

## **Analysis:** Dependency on Town-Wide Trends

Recognizing the Innis Lake Secondary Plan is currently undeveloped, this analysis—including additional details included herein—is based on existing and anticipated trends across the Town (i.e., residents spending patterns, growth etc.). This information has been key in determining the potential retail / service commercial space that could be required to support future residents, employees and visitors of the Innis Lake Secondary Plan. As a growth area in Caledon, it is also key in ensuring future residents and employees are well served over the forecast period and beyond.

## **Expenditure Potential**

Food Retail expenditures have been estimated by multiplying average per capita retail expenditures by the projected population of the Innis Lake Secondary Plan. Based on this approach, total Food Retail expenditures have been estimated to reach **\$87.0 million** at full build-out in 2051, approximately \$15.7 million (18%) of which is associated with spending at Beer, Wine and Liquor Stores.

Informed by our customer origin surveys (as summarized in Figure 6.6), some 60% of this spending is anticipated to occur in the Study Area, ultimately driving demand for Food Retail establishments overtime. The 60% capture rate assumes that new Food Retail space will locate in the Innis Lake Secondary Plan Area to serve the needs of new residents, with 40% of local resident spending continuing to occur outside the community. This assumption is generally consistent with the observations from visitation statistics for 12570 Kennedy Road, where 55% of visitors resided within 2 kilometres of the commercial node.

Figure 7.2  
Forecast Food Retail Expenditures



Source: Parcel based on population forecasts in Figure 5.1, Food Retail spending in Figure 7.1 and estimations of current and future capture and inflow rates in the Study Area.

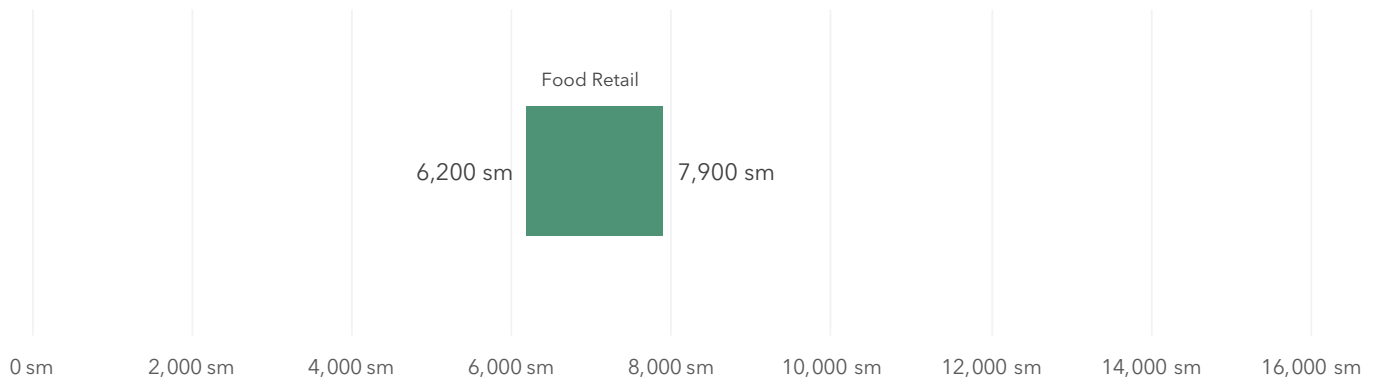
### Anticipated Food Retail Space Required

To determine the quantum of future Food Retail space required based on retail expenditures, Parcel has relied on expected store performance levels. These performance levels reflect industry averages, the likely type and format of future stores and adjustments made by Parcel to reflect the more specific locational and geographic factors of the Study Area, in the broader context of Caledon and Ontario more generally.

Based on these assumptions, we anticipate that at build-out, there will be demand for between 6,200 and 7,900 square metres (67,000 and 85,000 square feet) of Food Retail space, including demand for between 1,000 and 1,300 square metres (11,000 and 14,000 square feet) of Beer, Wine and Liquor store space to support growth in the Innis Lake Secondary Plan to 2051. This estimate assumes that future food stores in the community will attain 15% of their sales from residents living outside the Study Area (i.e., inflow from elsewhere in Caledon and beyond).

Figure 7.3

### Forecast Need for New Food Retail Space by 2051



Source: Parcel based on Figure 7.2 and average food retail sales ranging between \$7,500 PSM (\$700 PSF) for Supermarket and Grocery Stores, to a maximum of \$10,800 PSM (\$1,000 PSF) for Beer, Wine and Liquor Stores.

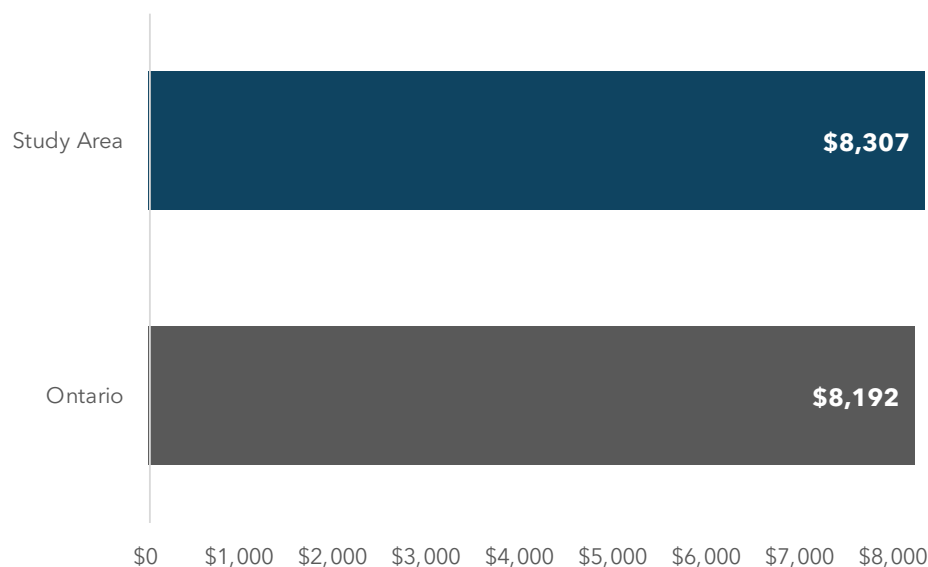
## Non-Food Retail

The average Ontarian spends nearly \$8,200 annually on Non-Food Retail expenditures, including items such as sporting goods, clothing, home goods, electronics and health stores (e.g., pharmacies, supplement stores etc.).

Unlike Food Retail spending, spending on these types of Non-Food Retail goods are much more elastic, rising with income. The higher income elasticity of Non-Food Retail demand will benefit future Non-Food Retailers in the Study Area due to the slightly higher spending capacities of individuals who generally reside in Caledon (see Figure 7.4).

Figure 7.4

## Annual Non-Food Retail Spending Per Capita



Source: Parcel, based on Statistics Canada Retail Trade (20-10-0008-01) and Household Spending by Household Income Quintile (11-10-0223-01) data. **Includes an adjustment for e-commerce spending by store type from between 5% - 23%.**

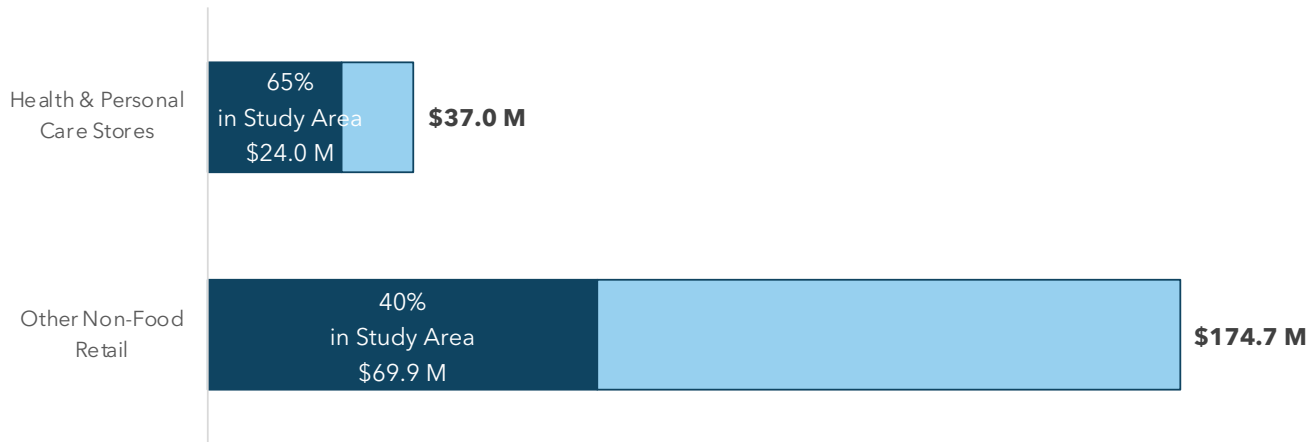
Parcel has relied on trends in Non-Food Retail spending identified above, in addition to population estimates in Figure 5.1 to determine the potential future spending potential of Study Area residents, both locally and at locations outside the Study Area. This includes spending across all Non-Food Retail, including health and personal care stores, clothing stores, electronic stores etc. Like above, the analysis detailed below focuses on anticipated growth in the Study Area and the potential amount of Non-Food Retail space that will be required to support future residents, employees and visitors of the area.

## Expenditure Potential

The total Non-Food Retail expenditures of future Innis Lake Secondary Plan residents have been estimated by multiplying the Town of Caledon's average per capita retail expenditure by the projected population in the Study Area. Based on this approach, total Non-Food Retail expenditures have been estimated to reach some \$211.6 million at full build-out, some \$37.0 million (17%) of which is tied to spending at Health and Personal Care stores.

Informed by our customer origin surveys, we have estimated that some 44% of Non-Food Retail spending is anticipated to occur in the Study Area. Our estimated capture rates vary by store category, ranging from a 65% capture rate for Health and Personal Care stores to 40% for other Non-Food Retail spending.

Figure 7.5  
Forecast Non-Food Retail Expenditures



Source: Parcel based on population forecasts in Figure 5.1, food retail spending in Figure 7.4 and estimations of current and future capture and inflow rates in the Study Area.

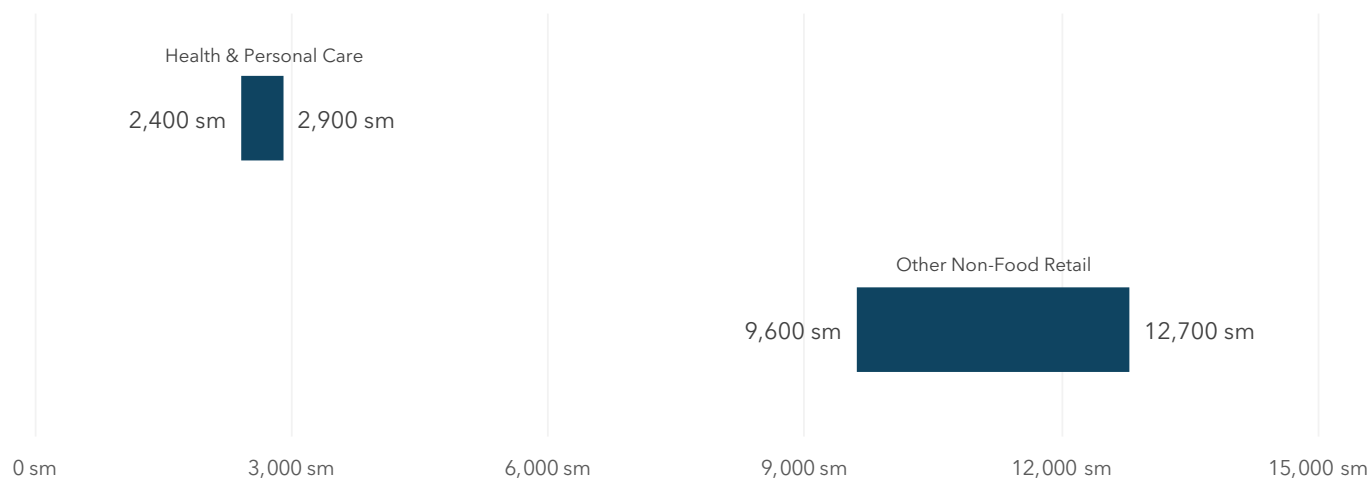
### Anticipated Non-Food Retail Space Required

To determine the quantum of future Non-Food Retail space required based on retail expenditures, Parcel has relied on anticipated store performance levels. These performance levels are based on industry averages for various store categories and have been adjusted by Parcel to reflect the more specific location, type, scale and geographic context inherent to the Study Area, in both the broader context of Caledon and Ontario more generally.

Based on these assumptions, we anticipate that at build-out, there will be demand for between 12,000 and 15,600 square metres (129,000 and 168,000 square feet) of Non-Food Retail space to support future residents, employees and visitors to the Innis Lake Secondary Plan. This includes between 2,400 and 2,900 square metres (26,000 and 31,000 square feet) of space for Health and Personal Care stores.

Figure 7.6

## Forecast Non-Food Retail Space Required



Source: Parcel based on Figure 7.5, and average Non-Food Retail sales ranging between \$6,450 PSM (\$600 PSF) for Non-Food Retail, to a maximum of \$11,800 PSM (\$1,100 PSF) for Health and Personal Care Stores.

## 7.2 Market Demand (Commercial Services)

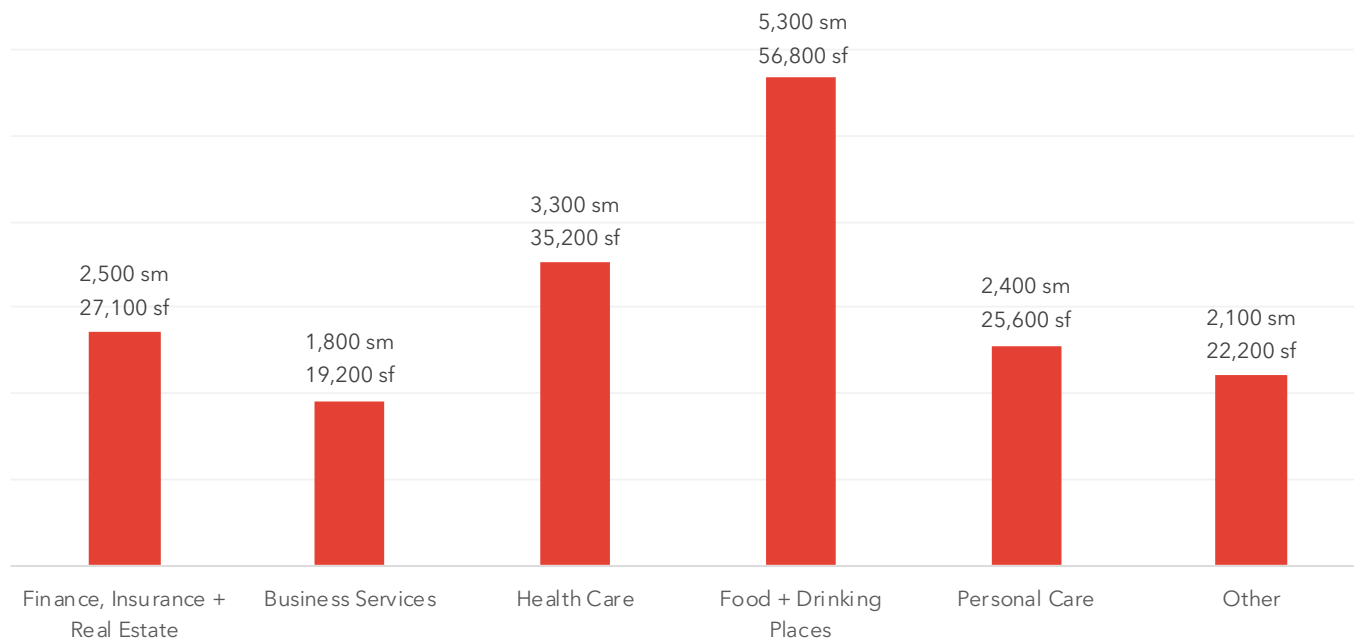
Our extensive experience inventorying commercial space in communities across Southern Ontario has yielded a typical amount of service commercial space that can be estimated or expressed on a per capita basis. This 'per capita' approach has been used to estimate the amount of new Service space that will be necessary to support future residents in the Study Area.

Like our analysis above, forecast demand for Service space in the Study Area has been based on anticipated population growth in the Innis Lake Secondary Plan to 2051.

Based on this approach, it is estimated that future residents of the Study Area could support nearly 17,300 square metres (186,100 square feet) of Services space. Figure 7.7 illustrates the more detailed results of our per capita analysis, including what type of Service space is warranted over this period.

Figure 7.7

### Forecast Service Commercial Space Required



Source: Parcel.

Business Services include: Professional + Scientific Services; Selected Office Administrative Services; Selected Educational Services.

Other includes: Cultural, Entertainment & Recreation, Consumer Goods Rental; Personal + Household Goods Repair + Maintenance; Selected Civic + Social Organizations; Transportation.

## 7.3 Summary of Demand

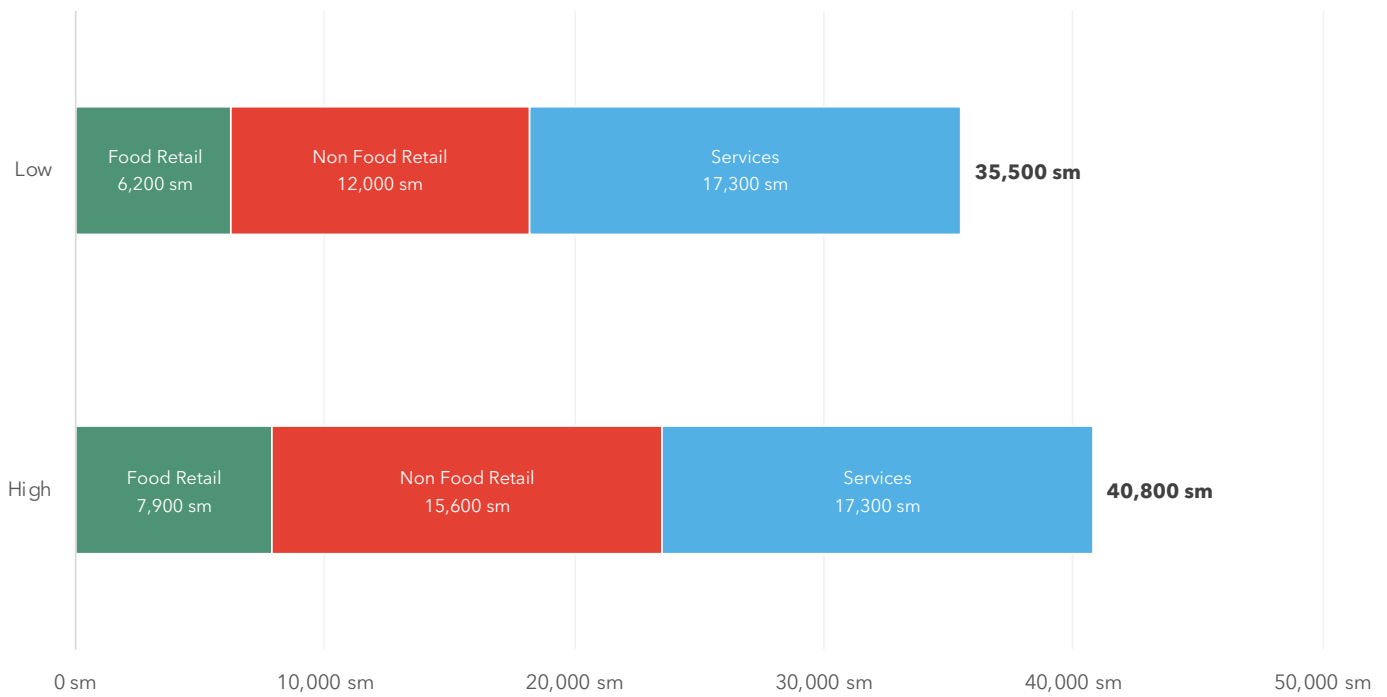
Aggregating the distinct analyses by store category detailed above, it is estimated that future residents, as well as inflow traffic, will generate demand for between **35,500 and 40,800 square metres** (382,100 and 439,100 square feet) of new retail / service commercial space in the Innis Lake Secondary Plan at build-out. Recognizing the proximity of the Study Area to a range of larger regional-serving retail uses, Figure 7.8 also shows that Services is anticipated to account for the largest share of demand.

The anticipated build-out population of the Innis Lake Secondary Plan is approximately 23,000 persons. Based on forecasted retail / service commercial demand, this amounts to approximately 1.5 to 1.8 square metres (16.6 to 19.1 square feet) of retail / service commercial space per capita. While this is lower than what may typically be required on a per capita basis, our analysis reconciles market demand in the Study Area based on its proximity to other

significant regional serving uses (i.e., the Bolton Commercial area, SmartCentres development, Mayfield Commercial Plaza etc.), where future residents will meeting their weekly shopping needs.

It also reflects that the Study Area is unlikely to support a broader range of regional serving uses, such as larger department stores, general merchandise stores and cultural, entertainment and recreation services. These uses would not be supportable by future residents and visitors to the Study Area owing to the accessibility, location and size of the development proposed. Furthermore, as evidenced by our customer origins analysis, demand for these uses will be supported through the regional commercial facilities (i.e., Walmart, Home Depot etc.) that exist in other nearby areas of Caledon, in addition to the growing amount of commercial space being developed on the south side of Mayfield Road.

Figure 7.8  
Total Demand at Build-Out (2051)



Source: Parcel.

## **Impact on Other Commercial Developments**

Forecasting demand based solely on population growth in the Study Area mitigates the impact that new space could have on existing and planned retail / service commercial uses operating in Caledon.

Further, this analysis assumes that a portion of future Study Area residents' retail / service commercial needs will be met outside the Study Area. For example, while we have estimated that a significant share of residents spending at Food and Drinking Places will be met at Food Services in the Study Area, there is also acknowledgement that the Innis Lake Secondary Plan will not capture 100% of residents' purchases, as people often travel to restaurants outside their own community.

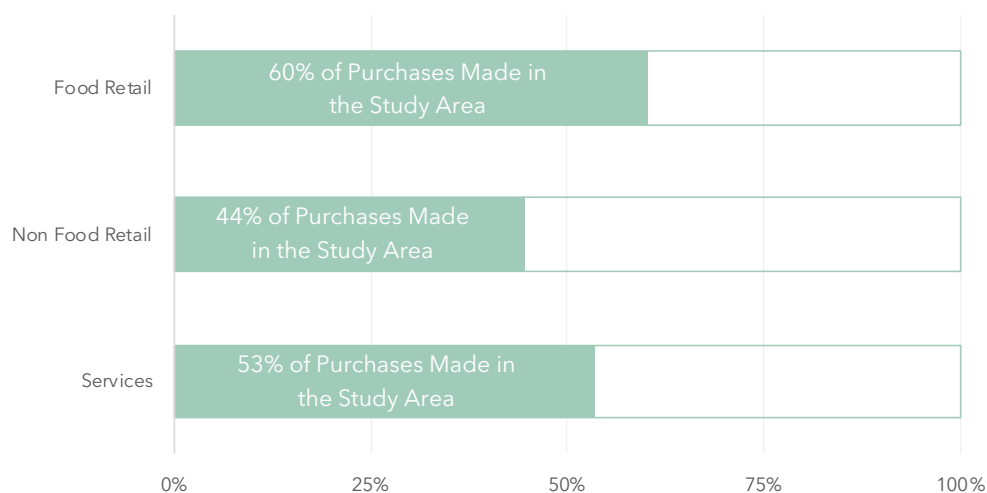
Figure 7.9 captures this dynamic in showing that nearly half of all expenditures by Study Area residents are expected to be made outside the Study Area over the forecast period. As a result, growth in the Study Area is also anticipated to generate demand for new retail / service commercial facilities elsewhere in Caledon and Brampton.

Ultimately, forecast demand for new retail / space in the Study Area reflects the amount of much local serving retail / service commercial space required in the Study Area to support population growth in the Innis Lake Secondary Plan. It does not assume or rely on significant support from those living elsewhere in Caledon and is not contingent on acquiring sales currently being distributed at other retail / service commercial uses in the Town.

Future residents of the Innis Lake Secondary Plan are simultaneously anticipated to support existing regional shopping facilities in Caledon, while benefiting from local-serving, convenience-based uses in proximity to their homes.

Figure 7.9

## Summary of Study Area Resident Purchases Made in Study Area



Source: Parcel.

As stated in our policy discussion in Section 3.0, the specific types and format of retail space included on the subject lands will ultimately be determined based on more detailed planning analysis that continues throughout the planning process affiliated with this application. However, per existing land use designations and associated planning policy this space is likely to be distributed across stand-alone commercial buildings and within the ground floor of mixed-use buildings on land designated *Neighbourhood Centre* and *Urban Corridor*.

Relative to *Urban Corridor* lands, *Neighbourhood Centre* lands benefit from a larger, contiguous parcel size and visibility and access of Mayfield Road. This will likely increase the range of tenants drawn to this location, including but not limited to health and personal care stores, health and personal services and/or financial institutions that can be integrated within medium and higher density mixed-use developments.

Within the *Urban Corridor* lands, a range of other local-serving and convenience-oriented uses including smaller food stores, health care stores, financial and business services, convenience stores and health and personal care services could be integrated on these lands as stand-alone developments or at grade of larger medium and higher density residential uses. This space will assist in providing the community with access to a range of retail / service commercial uses within a convenient walking or cycling trip. It will also contribute to creating quality-built form amidst a populated residential area, simultaneously enhancing walkability and neighbourhood vibrancy.

Recognizing the location of the *Urban Corridor* lands, it is probable that future retail/service commercial space on these lands is likely to serve the daily and weekly needs of future residents of the Innis Lake Secondary Plan, in addition to neighbouring Secondary Plans areas as they evolve. By comparison the *Neighbourhood Centre* lands,

located at the intersection of Mayfield Road and Centreville Creek Road, have the potential to serve a greater share of pass-by traffic, as well as existing residents living in Brampton due to their location and exposure to Mayfield Road at the southern edge of Caledon.

# 8.0

## **Summary & Conclusions**

## 8.1 Conclusions

The primary purpose of this *Commercial Impact Study* has been to satisfy the requirements identified in the Terms of Reference for a *Commercial Impact Study* as provided by the Town of Caledon. Our Commercial Impact Study has determined the amount of retail / service commercial space warranted in the Innis Lake Secondary Plan Area and has also identified any potential impact that the proposed development could have on the Town's planned commercial structure.

The landowners have not identified the amount of retail / service commercial space, merchandise categories or tenants that could be accommodated on the subject lands as part of their Secondary Plan application. Rather, the existing Community Structure Plan for the Innis Lake Secondary Plan Area identifies that—as the application and planning for the subject lands evolve—retail / service commercial space could be accommodated on lands designated *Neighbourhood Centre* and *Urban Corridor*.

This includes opportunity across 34.1 hectares of lands to be developed in conjunction with residential uses. Based on the current Community Structure Plan, the *Neighbourhood Centre* lands are located at the southeast corner of the Secondary Plan Area, at the intersection of Mayfield Road and Centreville Creek Road. The *Urban Corridor* lands are generally concentrated along the proposed east-west road that will bisect the centre of the Community Structure Plan, as well as along Centreville Creek Road at the southern end of the Secondary Plan area.

Retail / service commercial uses accommodated on the *Neighbourhood Centre* and *Urban Corridor* lands are intended to satisfy policies in the consolidated PPS, 2024 and the 2025 COP. Particularly the intended vision and goal of existing planning policies for the Innis Lake Secondary Plan area to develop as a complete community that meets people's daily living needs throughout an entire lifetime.

In determining future demand for retail / service commercial space on the subject lands, a Study Area—consistent with the boundary of the Innis Lake Secondary Plan Area—was delineated. In basing future demand for retail / service commercial uses on population growth within the Innis Lake Secondary Plan Area, it also mitigates the likelihood that new retail / service commercial facilities on the subject lands will have any impact on existing and planned commercial development elsewhere in the Town. Furthermore, basing demand off future growth within the Innis Lake Secondary Plan Area is consistent with the types of commercial uses anticipated in this predominantly residential area, including local or neighbourhood-serving convenience uses.

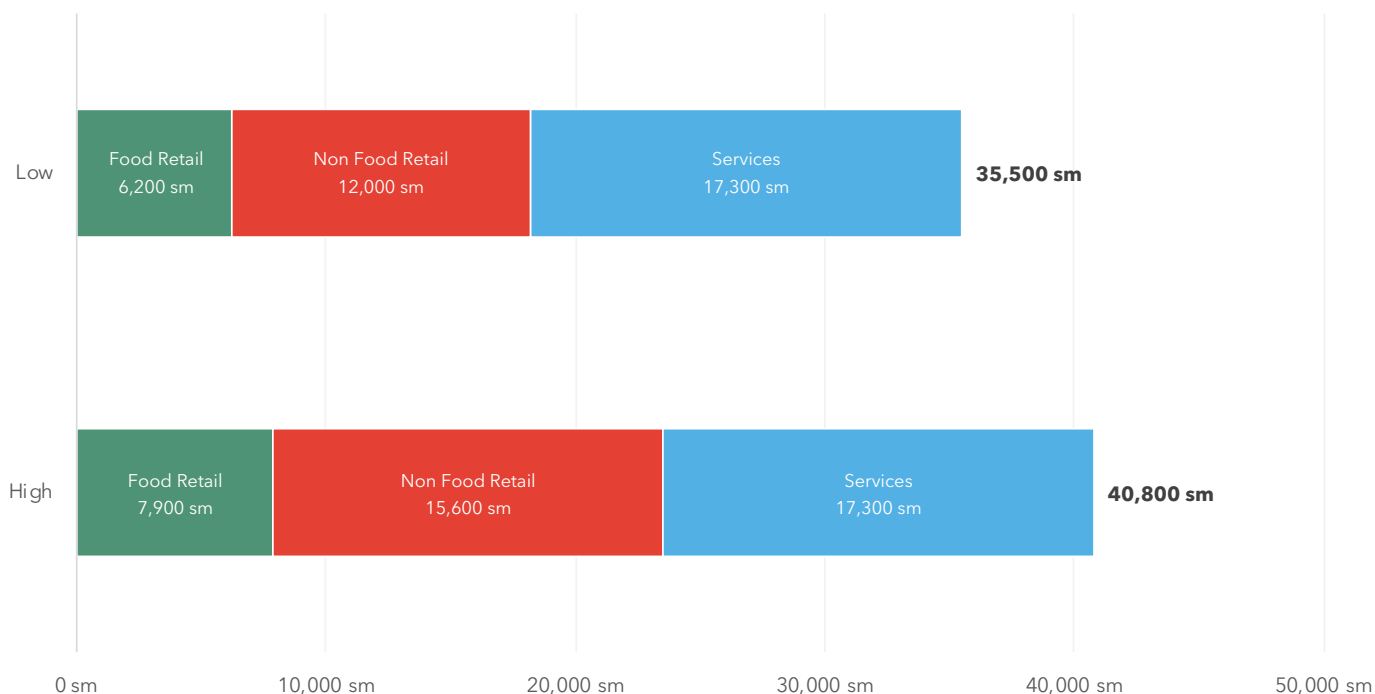
Based on our inventory of surrounding retail / service commercial facilities, many of the existing shopping centres include a range of regional-serving, large-format commercial tenants, such as Walmart, Canadian Tire, Home Depot, etc. The presence of these tenants in neighbouring commercial nodes will likely influence the amount and type of tenants ultimately accommodated in the Innis Lake Secondary Plan. Therefore, it is also likely that future retail / service commercial tenants in the Innis Lake Secondary Plan will be local and convenience-oriented

businesses intended to serve the future population of the subject lands. This is similar to the vision and plan associated with the Wildfield Village Secondary Plan, located directly east of the subject lands.

Based on population growth, expenditure potential, as well as assumed local area shares and inflow, it is estimated that in 2051—upon full build-out of the Secondary Plan area—there will be market demand for 35,500 and 40,800 square metres (382,100 and 439,100 square metres) of new retail / service commercial space in the Innis Lake Secondary Plan. To put this in context, based the number of residents anticipated in the community, this amounts to some 1.5 to 1.8 square metres (16.6 to 19.1 square feet) of retail / service commercial space per capita.

Figure 8.1

## Retail / Service Commercial Space Warranted in the Innis Lake Secondary Plan



Source: Parcel.

Forecasting demand based solely on population growth in the Study Area mitigates the impact that new space could have on existing and planned retail / service commercial uses operating in Caledon. This analysis also estimates that approximately half of all expenditures made by Study Area residents will be made at locations outside the area. This further reduces the impact future new retailers could have on the existing commercial function of the Town. It will also help support and generate demand for current and potential new retail / service commercial facilities elsewhere in Caledon and Brampton.

As much as 40,800 square metres (439,100 square feet) of retail / service commercial space in the Innis Lake Secondary Plan Area is appropriate to serve the daily and weekly shopping needs of local residents and will not have an impact on the existing commercial structure in the Town of Caledon.

## 8.2 Recommendations

- The specific types and format of retail space will ultimately be determined based on the more detailed planning analysis that continues over the Secondary Plan application process. However, per existing land use designations and associated planning policy new retail / service commercial space integrated on the subject lands is likely to be distributed across stand-alone commercial buildings and within the ground floor of mixed-use buildings on land designated *Neighbourhood Centre* and *Urban Corridor*. Therefore, land use permissions integrated on the subject lands should be flexible enough to allow stand-alone commercial uses in the early stages of development, with an opportunity to transition to ground floor commercial uses in mixed use buildings as the community matures.
- *Neighbourhood Centre* lands benefit from a larger, contiguous parcel size and visibility and access of Mayfield Road. These characteristics will likely increase the range of tenants drawn to this location, including but not limited to larger format food stores, health and personal care stores, general merchandise stores and/or financial institutions.
- Within the *Urban Corridor* lands, a range of other local-serving and convenience-oriented uses including financial and business services, convenience stores and health and personal care services could be integrated on these lands as stand-alone developments or at grade of larger medium and higher density residential uses. This space will assist in providing the community with access to a range of retail / service commercial uses within a convenient walking or cycling trip. It will also contribute to creating quality-built form amidst a populated residential area, simultaneously enhancing walkability and neighbourhood vibrancy.




**Appendix 1:**  
**Aerial Photograph**

## Appendix 1.1

### Aerial Photograph of the Innis Lake Secondary Plan Area



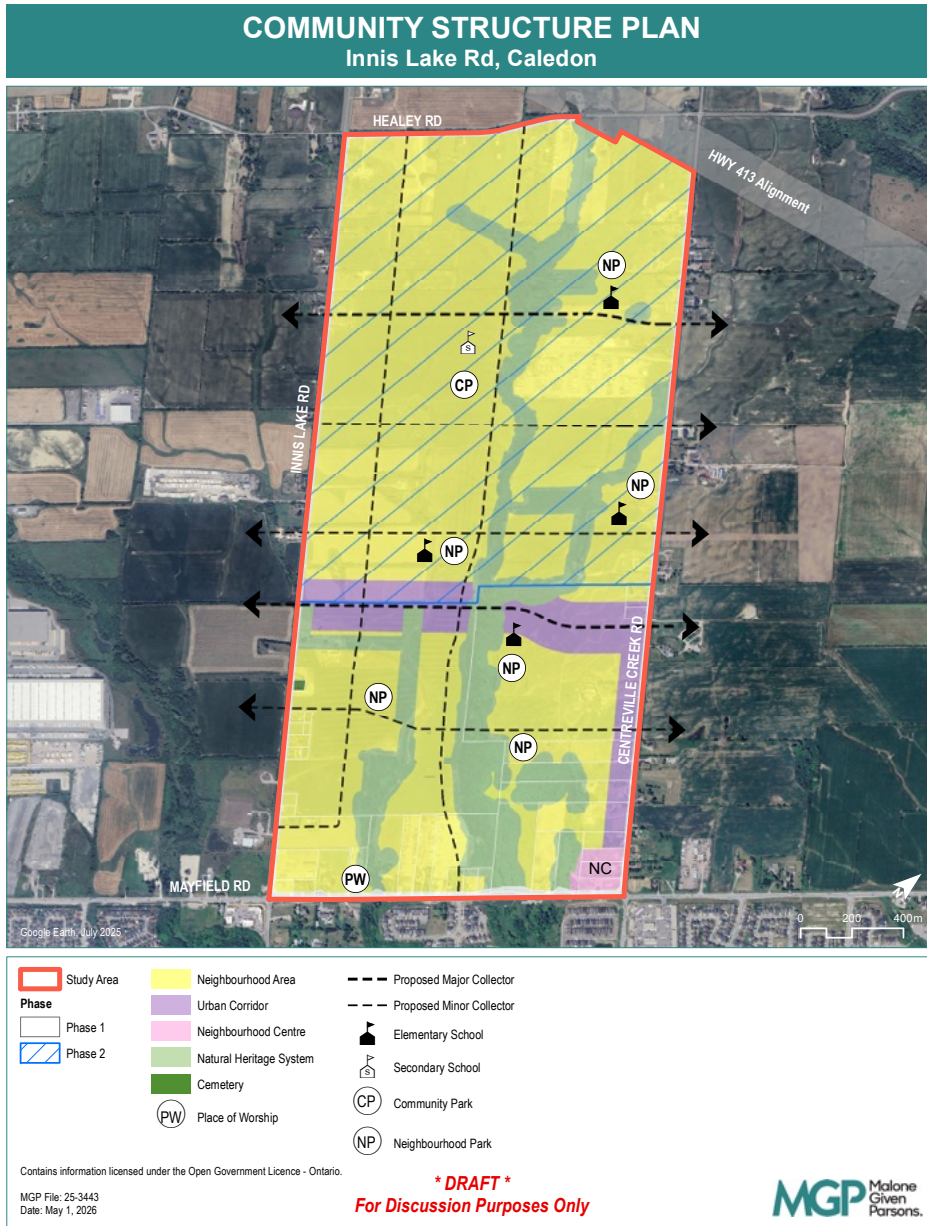
Source: Parcel based on Google Earth Imagery.



**Appendix 2:**  
**Proposed Concept Plan**

## Appendix 2.1

### Existing Community Structure Plan



Source: DRAFT Community Structure Plan for Innis Lake Road, February, 2026.



# **Appendix 3:** **Terms of Reference**

# Terms of Reference: Commercial Impact Study

## **Purpose:**

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- To examine the market demand and potential impacts of the proposed development on the Town's planned commercial structure.
- The results of this Commercial Impact Study will help decision-makers, stakeholders and community members understand current commercial market conditions and the anticipated impacts of the proposed development.

## **Required in Support of:**

---

- Through an Inquiry Meeting or Preliminary (PARC) Meeting, staff will confirm if a Commercial Impact Study is required.
- These studies will be required in support of applications where a change in land use is proposed, such as:
  - Official Plan Amendments (including Secondary Plans and Block Plans)
  - Zoning By-law Amendments (including Temporary Use By-laws)
  - Minor Variances.

which could result in impacts on the commercial hierarchy of the Official Plan, including planned function, the establishment of new and/or removal of commercial lands, changes in planned intensity (maximum and or minimum floor areas), or other changes.

- At the discretion of the Town, these Studies may be required in support of other development applications. This will be confirmed at an Inquiry Meeting or Preliminary (PARC) Meeting.

## **Prepared By:**

---

- Qualified market consultant or land use planner with expertise in developing and defending Commercial Impact Assessments.

## **Peer Review and Scoping:**

---

- The Town will require a peer review of this document at the sole cost of the owner/applicant submitting the development application.
- On a project-by-project basis, the Town will identify any possible scoping of the assessment, or alternatively, other considerations to be incorporated into the assessment.



# Terms of Reference: Commercial Impact Study

## Content:

---

- Section 1: Executive Summary
- Section 2: Introduction
  - Site Location and Context: Information on the site (location, property size, existing uses), surrounding land, access, servicing, etc.
  - Description of Proposal: Indicate the proposed development, type of development application and proposed activities and identify a need within the planning horizon of the Official Plan for the proposed use.
    - Site concept plan with phasing of development, if applicable;
    - Proposed gross floor area (GFA);
    - Proposed merchandise category or categories and/or composition of space; and,
    - Known tenant(s), and corresponding square footage/space needs.
  - Purpose: Identify the reason and objectives for the Study, including an explanation of how provincial, regional and municipal planning requirements and other directives will be satisfied.
- Section 2: Supporting Studies/Key Findings
  - Outline relevant supporting studies submitted with the applications for the proposed development and provide a summary of the key findings or outcomes of the assessments.
- Section 3: Planning Policy Framework
  - Review and assess the provincial, regional and municipal policy context and regulatory framework as it applies to the proposed development.
- Section 4: Trade Area
  - Identify a trade area from which the majority of customers of the proposed development would reside.
  - A review of the trade area and surroundings.
  - An evaluation of the site location, size and use, determination of the study area and its form and function.
  - Assess the market competition.
- Section 5: Population and Employment Allocations
  - Identify current population and forecast future population within the trade area and demonstrate how the proposal supports these projections.



# Terms of Reference: Commercial Impact Study

## Section 6: Existing Supply of Retail/ Commercial Space

- Quantitative and qualitative analysis of the existing supply of retail/commercial space in Caledon and of similar and competitive space within the surrounding market area. The analysis should be focused on relevant categories to the proposed development.
- Assessment of the role and function, and relative health of commercial areas, shopping centers, and commercial designations.
- Identify and summarize planned and proposed retail/commercial developments in Caledon including location, site size, planning status, and where available, development components and timing, as well as those in the surrounding area that would have an influence on the Caledon market and in particular the proposed development.

Planned development includes any undeveloped commercial land of relevance.

- An inventory of retail space and site suitability, with a customer and/or license plate survey (if the vehicles cross municipal boundaries) and an inventory of competitive space
- Section 7: Market Demand and Impact Analysis
  - Calculate current and forecast future demand in relevant and corresponding categories to those proposed for development.
  - Assess shopping patterns, retail trends, existing market capture rates, and inflow trade, which may include survey research.
  - Forecast future market captures and inflow trade with the proposed development in combination with any other planned and/or proposed and approved developments.
  - Evaluate the degree of competitive effects and potential impact with the introduction of the proposed development.
  - Assess whether or not the proposed development would have a significant negative impact on the planned function of the existing and planned designated commercial areas and shopping centers.
- Section 8: Summary and Conclusion
  - Summarize the commercial impacts of the proposed development and provide an opinion on whether or not the development is appropriate.
  - Provide recommendations including any potential mitigation to impacts.
- Section 9: Background Information
  - Appendix 1: Aerial Photograph - Identifying the parcel of land and surrounding land uses
  - Appendix 2: Proposed Development or Concept Plan
  - Appendix 3: Applied Terms of Reference and Scope Details
  - Appendix 4: Literature Cited
  - Appendix 5: Other Data Sources Used



# Terms of Reference: Commercial Impact Study

- Appendix 6: Methodologies and List of People Contacted
- Appendix 7: Curriculum Vitae (CV) of Those Who Prepared the Study

## Resources:

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- Town of Caledon Official Plan



6311 Old Church Road  
Caledon, ON L7C 1J6  
[www.caledon.ca](http://www.caledon.ca)  
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.4325



**Appendix 4:**  
**Literature Cited**

Documents cited as part of the preparation of this Commercial Impact Study include:

- Provincial Planning Statement, 2024
- Peel Region Official Plan (Applicable up to July 1, 2024.)
- Future Caledon Official Plan, October 2025



**Appendix 5:**  
**Other Data Sources Used**

Other data sources used include:

- Statistics Canada Retail Trade Data, 2025
- 2021 Census of Canada
- Mobile Analytics Data



**Appendix 6:**  
**Methodologies**

## Appendix 6.1

## Retail Expenditure Analysis

Province of Ontario	2025	
<b>Food Store Retail (FSR)</b>	<b>\$3,516</b>	<b>27.2%</b>
Supermarket & Grocery	\$ 2,401	18.5%
Convenience & Specialty Food	\$ 462	3.6%
Beer, Wine & Liquor	\$653	5.0%
<b>Non-Food Store Retail (NFSR)</b>	<b>\$9,431</b>	<b>72.8%</b>
Tires/Batteries/Automotive Accessories	\$ 305	2.4%
Furnishing, Home Furnishing & Electronics	\$ 1,349	10.4%
Building & Outdoor Home Supplies	\$ 998	7.7%
Health & Personal Care	\$ 1,578	12.2%
Clothing & Accessories	\$ 1,175	9.1%
General Merchandise Stores	\$ 2,802	21.6%
Miscellaneous Retailers	\$ 1,224	9.5%
<b>Total Retail Expenditures</b>	<b>\$12,947</b>	<b>100%</b>

Study Area	2025		2051	
<b>Food Store Retail (FSR)</b>	<b>\$0.7</b>	<b>29.1%</b>	<b>\$87.0</b>	<b>29.1%</b>
Supermarket & Grocery	\$ 0.5	20.0%	\$ 59.9	20.0%
Convenience & Specialty Food	\$ 0.1	3.8%	\$ 11.5	3.8%
Beer, Wine & Liquor	\$ 0.1	5.3%	\$ 15.7	5.3%
<b>Non-Food Store Retail (NFSR)</b>	<b>\$1.7</b>	<b>70.9%</b>	<b>\$211.6</b>	<b>70.9%</b>
Tires/Batteries/Automotive Accessories	\$ 0.1	2.4%	\$ 7.1	2.4%
Furnishing, Home Furnishing & Electronics	\$ 0.2	9.0%	\$ 26.8	9.0%
Building & Outdoor Home Supplies	\$ 0.2	8.2%	\$ 24.5	8.2%
Health & Personal Care	\$ 0.3	12.4%	\$ 37.0	12.4%
Clothing & Accessories	\$ 0.2	7.7%	\$ 23.1	7.7%
General Merchandise Stores	\$ 0.5	22.5%	\$ 67.2	22.5%
Miscellaneous Retailers	\$ 0.2	8.7%	\$ 25.9	8.7%
<b>Total Study Area Expenditure Potential (\$m)</b>	<b>\$2.3</b>	<b>100%</b>	<b>\$298.7</b>	<b>100%</b>

### Cumulative Growth in Expenditure Potential

<b>Food Store Retail (FSR)</b>	<b>\$86.4</b>
Supermarket & Grocery	\$ 59.4
Convenience & Specialty Food	\$ 11.4
<b>Beer, Wine &amp; Liquor</b>	<b>\$15.6</b>
<b>Non-Food Store Retail (NFSR)</b>	<b>\$210.0</b>
Tires/Batteries/Automotive Accessories	\$ 7.1
Furnishing, Home Furnishing & Electronics	\$ 26.6
Building & Outdoor Home Supplies	\$ 24.3
Health & Personal Care	\$ 36.7
Clothing & Accessories	\$ 23.0
General Merchandise Stores	\$ 66.6
Miscellaneous Retailers	\$ 25.7
<b>Study Area Retail Expenditures (\$m)</b>	<b>\$296.3</b>

Supermarket & Grocery	2025	2051
<b>Study Area</b>		
Supermarket & Grocery Expenditures (\$m)	\$ 0.5	\$ 59.9
Estimated Study Area Share (\$m)	\$ -	\$ 35.9
Estimated Study Area Share (%)	-	60.0%
Residual Potential (\$m)		\$ 35.9
Existing Inflow	15.0%	
<b>Study Area Warranted Additional Supermarket &amp; Grocery Space</b>		
Additional Residual Potential from Study Area Residents		\$ 35.9
Inflow (%)		15%
Inflow (\$m)		\$ 6.3
		<b>\$ 42.3</b>
Space Warranted		
@\$700 per square foot		60,000 sf
@\$800 per square foot		53,000 sf
@\$900 per square foot		47,000 sf

Convenience & Specialty Food	2025	2051
<b>Study Area</b>		
Convenience & Specialty Food Expenditures (\$m)	\$ 0.1	\$ 11.5
Estimated Study Area Share (%)	\$ -	\$ 6.9
Estimated Study Area Share (\$m)	-	60.0%
Residual Potential (\$m)		\$ 6.9
Existing Inflow	15.0%	
<b>Warranted Additional Convenience &amp; Specialty Food Space</b>		
Additional Residual Potential from Study Area Residents		\$ 6.9
Inflow (%)		15%
Inflow (\$m)		\$ 1.2
		<b>\$ 8.1</b>
Space Warranted		
@\$750 per square foot		11,000 sf
@\$850 per square foot		10,000 sf
@\$950 per square foot		9,000 sf

Beer, Wine & Liquor	2025	2051
<b>Study Area</b>		
Beer, Wine & Liquor Expenditures (\$m)	\$ 0.1	\$ 15.7
Estimated Study Area Share (\$m)	\$ -	\$ 9.4
Estimated Study Area Share (%)	-	60.0%
Residual Potential (\$m)		\$ 9.4
Existing Inflow	15.0%	
<b>Warranted Additional Beer, Wine &amp; Liquor Space</b>		
Additional Residual Potential from Study Area Residents		\$ 9.4
Inflow (%)		15%
Inflow (\$m)		\$ 1.7
		<b>\$ 11.1</b>
<b>Space Warranted</b>		
@\$800 per square foot		14,000 sf
@\$900 per square foot		12,000 sf
@\$1000 per square foot		11,000 sf

Health & Personal Care	2025	2051
<b>Study Area</b>		
Health & Personal Care Expenditures (\$m)	\$ 0.3	\$ 37.0
Estimated Study Area Share (\$m)	\$ -	\$ 24.0
Estimated Study Area Share (%)	-	65.0%
Residual Potential (\$m)		\$ 24.0
Existing Inflow	15.0%	
<b>Health &amp; Personal Care Warranted Additional Health &amp; Personal Care Space</b>		
Additional Residual Potential from Study Area Residents		\$ 24.0
Inflow (%)		15%
Inflow (\$m)		\$ 4.2
		<b>\$ 28.3</b>
Space Warranted		
@\$900 per square foot		31,000 sf
@\$1000 per square foot		28,000 sf
@\$1100 per square foot		26,000 sf

Non-Food Store Retail (NFSR)	2025	2051
<b>Study Area</b>		
Non-Food Store Retail (NFSR) Expenditures (\$m)	\$ 1.7	\$ 211.6
Less: Health & Personal Care	\$ 0.3	\$ 37.0
Remaining Non-Food Store Retail (NFSR) Expenditures (\$m)	\$ 1.4	\$ 174.7
Estimated Study Area Share (%)	0%	40%
Estimated Study Area Share (\$m)	\$ -	\$ 69.9
Residual Potential (\$m)		\$ 69.9
Existing Non-Food Store Retail (NFSR) Store Space		
Existing Inflow	15.0%	
<b>Warranted Additional Non-Food Store Retail (NFSR) Space</b>		
Additional Residual Potential from Study Area Residents		\$ 69.9
Inflow (%)		15%
Inflow (\$m)		\$ 12.3
		<b>\$ 82.2</b>
Space Warranted		
@\$600 per square foot		137,000 sf
@\$700 per square foot		117,000 sf
@\$800 per square foot		103,000 sf

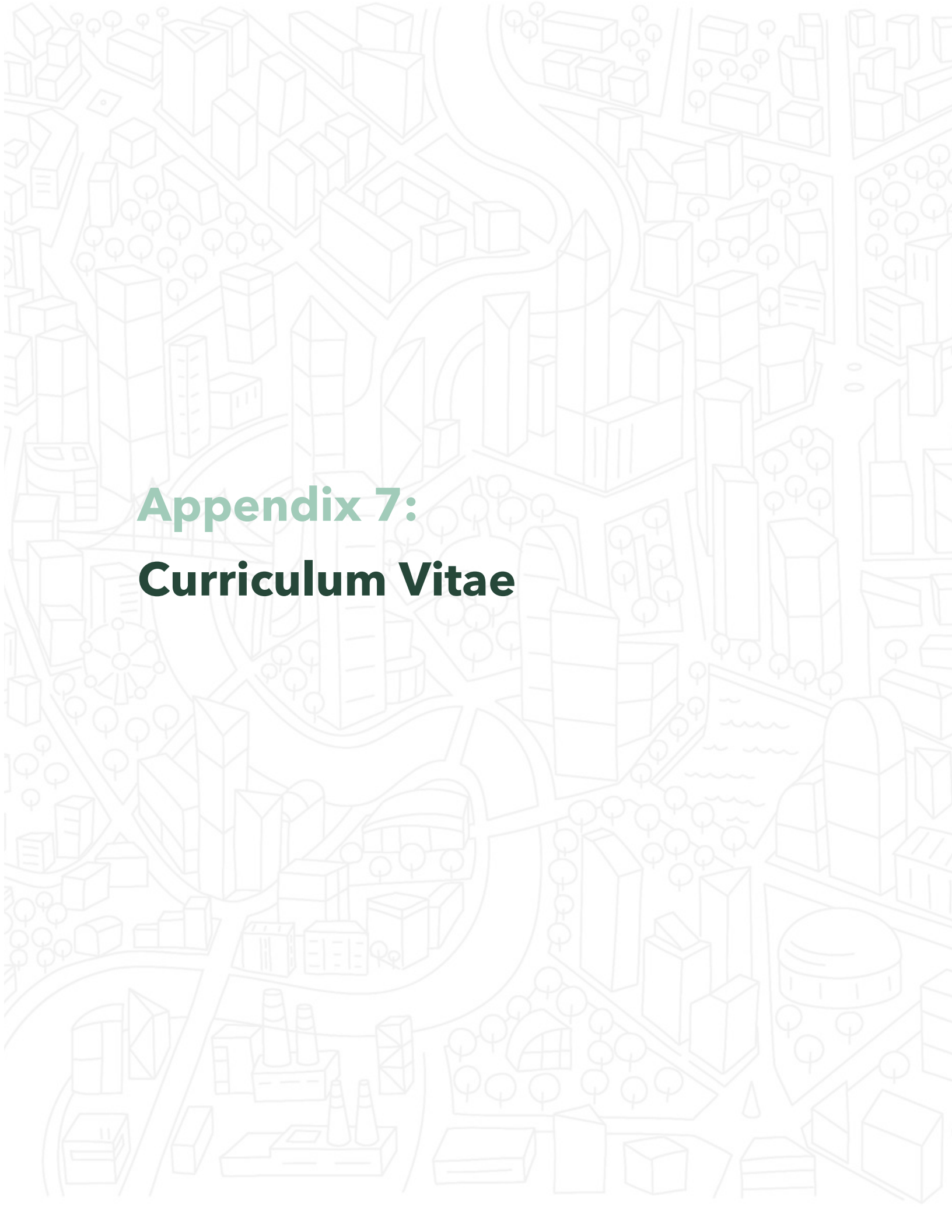
## Appendix 6.2

### Service Per Capita Analysis

	Typical Space per Capita			Space Req'd by Residents		Target Capture		Adjusted Space		Inflow		Net New Space	
2025 Study Area Population	200	x	A	=	B	x	C	=	D	x	E	=	H
<b>Services</b>													
Finance, Insurance + Real Estate	2.0 sf				400 sf		75%		300 sf		20%		400 sf
Business Services <sup>1</sup>	1.5 sf				300 sf		50%		150 sf		20%		200 sf
Health Care	1.5 sf				300 sf		70%		210 sf		20%		300 sf
Food + Drinking Places	3.5 sf				700 sf		65%		455 sf		25%		600 sf
Personal Care	2.0 sf				400 sf		70%		280 sf		15%		300 sf
Cultural, Entertainment + Recreation	1.0 sf				200 sf		40%		80 sf		20%		100 sf
Other <sup>2</sup>	2.0 sf				400 sf		40%		160 sf		10%		200 sf
<b>TOTAL</b>	<b>13.5 sf</b>				<b>2,700 sf</b>		<b>61%</b>		<b>1,635 sf</b>		<b>20%</b>		<b>2,100 sf</b>
<b>Services</b>													
Finance, Insurance + Real Estate	2.0 sf				46,000 sf		50%		23,000 sf		15%		27,100 sf
Business Services <sup>1</sup>	1.5 sf				34,500 sf		50%		17,250 sf		10%		19,200 sf
Health Care	2.0 sf				46,000 sf		65%		29,900 sf		15%		35,200 sf
Food + Drinking Places	3.5 sf				80,500 sf		60%		48,300 sf		15%		56,800 sf
Personal Care	2.0 sf				46,000 sf		50%		23,000 sf		10%		25,600 sf
Cultural, Entertainment + Recreation	1.0 sf				23,000 sf		30%		6,900 sf		10%		7,700 sf
Other <sup>2</sup>	2.0 sf				46,000 sf		30%		13,800 sf		5%		14,500 sf
<b>TOTAL</b>	<b>36.0 sf</b>				<b>914,400 sf</b>		<b>53%</b>		<b>162,150 sf</b>		<b>50%</b>		<b>186,100 sf</b>

<sup>1</sup> Professional + Scientific Services; Selected Office Administrative Services; Selected Educational Services.

<sup>2</sup> Selected Civic + Social Organizations; Goods, Repair & Maintenance



**Appendix 7:**  
**Curriculum Vitae**



## Craig Ferguson, PLE

Principal



[crraig@parceleconomics.com](mailto:crraig@parceleconomics.com)



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### Profile

Craig is a Principal with the real estate advisory firm, Parcel Economics Inc. Craig began his consulting career more than 15 years ago and during this time has worked on a variety of large-scale, public facing projects. He has also been a Principal at Parcel Economics for three years.

Craig has developed extensive experience in the areas of municipal finance, growth management, demographic forecasting and employment land analysis. Craig has been qualified by the Ontario Land Tribunal (OLT) as a land economist. He is also a member of the Association of Ontario Land Economists (AOLE) and has a Master of Arts degree in Economics as well as a Bachelor of Commerce degree in finance, both from the University of Guelph.

### Education

Master of Arts  
Economics  
University of Guelph

Bachelor of Commerce  
Management Economics in Industry and Finance  
University of Guelph

### Memberships

Association of Ontario Land Economists (AOLE)



## Commercial Market Studies

Bolton Secondary Plan Commercial Needs

Town of Caledon

Retail Market Study

City of Pickering

Commercial and Employment Lands Review

City of Waterloo

Lincoln GO MTSA Commercial Needs

Town of Whitchurch Stouffville

Meaford Commercial Needs Study

Parkbridge Lifestyle Communities

Springwater (Centre Vespra) Commercial Needs

Stonemanor

Lindsay Retail Market Impact Study

Tribute Communities

Rideau Secondary Plan Commercial Needs

City of Kingston

Whitby Harbour Retail Needs

Brookfield Properties

Cobourg Commercial Impact Study

DePalma Developments

Shelburne Retail Market Impact Study

Blackwood Partners

Port Parry Retail Market Impact Study

Stockworth Developments

Cornell Supermarket Analysis

Herefordshire Capital

## Highest and Best Use Studies

Bramalea GO Mobility Hub

City of Brampton

London Gateway Block Highest and Best Use

City of London

Gateway Employment Lands Highest & Best Use

MacDonald-Cartier International Airport Authority

11976 Hwy 50 - Industrial Land Highest & Best Use

Gala Developments

530 Tremblay Road (Ottawa)

Canada Lands Corporation

Trinity Hills (Calgary)

Trinity Developments

Scarborough Industrial Highest & Best Use

Diana Distribution

Centennial Collge Highest and Best Use

Centennial College

## Housing and Growth Management

Housing Supply and Data Analysis Framework

Ontario Ministry of Municipal Affairs and Housing

Growth Allocations & Fiscal Impacts

Town of The Blue Mountains

Northeast Pickering Affordable Housing Strategy

City of Pickering

Review of Niagara Region MCR

Mega Canada Ltd.

City of Guelph Secondary Plan Review

Options for Homes

Residential Justification Study - Adjala-Tosorontio

Far Sight Homes

Residential Needs Study - Meaford

Parkbridge Lifestyle Communities

Student Housing Needs Analysis - Oshawa

6ixDesigns

Waterloo Seniors Housing Needs

Hygate Retirement Communities





## Megan Easton, MPI

### Associate



megan@parceleconomics.com



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250 University Avenue, #217, Toronto, Ontario, M5H 3E5

#### Profile

Megan is an Associate at Parcel and holds a Master of Planning in Urban Development from Toronto Metropolitan University (formerly Ryerson University) and a Bachelor of Arts from Western University. With over 5 years of consulting experience, Megan is a knowledgeable market analyst whose project experience and education allows her to provide a variety of qualitative and quantitative insights on a diversity of projects.

She has experience working on a range of assignments, supporting private developments, municipal strategy and other city-building initiatives across small, mid-size and larger communities. Megan has experience across a range of asset classes, with a particular focus on commercial market demand analysis, municipal finance and housing.

Prior to joining Parcel, Megan worked at another land economics firm in Toronto. While completing her Master's, Megan was involved in research around brownfield redevelopment, comparing regional approaches and the role of their various Community Improvement Plans. She has also conducted research on the state of manufacturing in Southern Ontario.

#### Education

Master of Urban Development (MPI)  
Toronto Metropolitan University

Bachelor of Arts (with Honours)  
Western University

#### Articles

Easton, M., Cleave, E., and Arku, G. Spatial Analysis and Evidence Based Economic Development Planning: A Case Study on Manufacturing Clustering in Southern Ontario. *Springer International Publishing*. 1 January. 2020.



## Market Analysis

Mississauga Retail Strategy

City of Mississauga

North Oakville East SP Commercial Study

Town of Oakville

Residential Market Study

Envision Saint John

Commercial Market Analysis

City of Pickering

Truro Adaptive Re-Use Market & Financial Analysis

Stanfield's

Official Plan Review

Town of Innisfil

Barrie Bayfield Corridor Commercial Study

City of Barrie

Fiscal Impact Study

City of Mount Pearl

Office Space Needs Study

City of Toronto

Clarington Commercial Policy Review \*

Municipality of Clarington

Squamish Expanded Supermarket Analysis \*

Walmart

Commercial Market Study \*

Freed Developments / Town of Blue Mountains

Retail and Housing Analysis \*

Crystal Homes

Erin Mills Retail Market Study \*

Queenscorp

Commercial Function Study \*

City of Guelph / Zelinka Priamo Ltd.

Leamington Residential and Commercial Needs Study \*

Baird AE / Pillon Abbs

Commercial Needs and Hotel Feasibility \*

Doug Terry Homes

Retail Market Needs and Gap Analysis \*

Town of Penetanguishene

Heritage Road Market Impact Study \*

GSAI / City of Brampton

Lindsay Retail Market Study \*

Tribute Communities

Toronto Supermarket Study \*

Longo Brothers Fruit Markets Ltd.

Angus Commercial and Residential Needs \*

Virtus Asset Management Inc.

Retail Market Cap Review \*

Town of Orangeville

Westridge Trailside Neighbourhood Commercial Needs \*

Charter Development LP

Aurora Retail Market Study \*

Shimvest Investment Ltd.

Retail Market Demand and Impact Study \*

Westdell Development Corp.

## Financial and Other Analysis

Mayfield West Fiscal Impact Study \*

Argo Development Corporation

Caledon Fiscal Impact Study \*

Snell's Hollow Developers Group

Ottawa Mixed Use Node Fiscal Impact Study \*

Mattamy Homes

## Housing and Employment Analysis

Cambridge Residential Needs Analysis \*

Starbank Developments

Residential Redevelopment Review \*

Canadian Tire Reit

Waterloo Apartment Demand Study \*

Hygate Active Retirement Living

Huron Church Road Employment Conversion \*

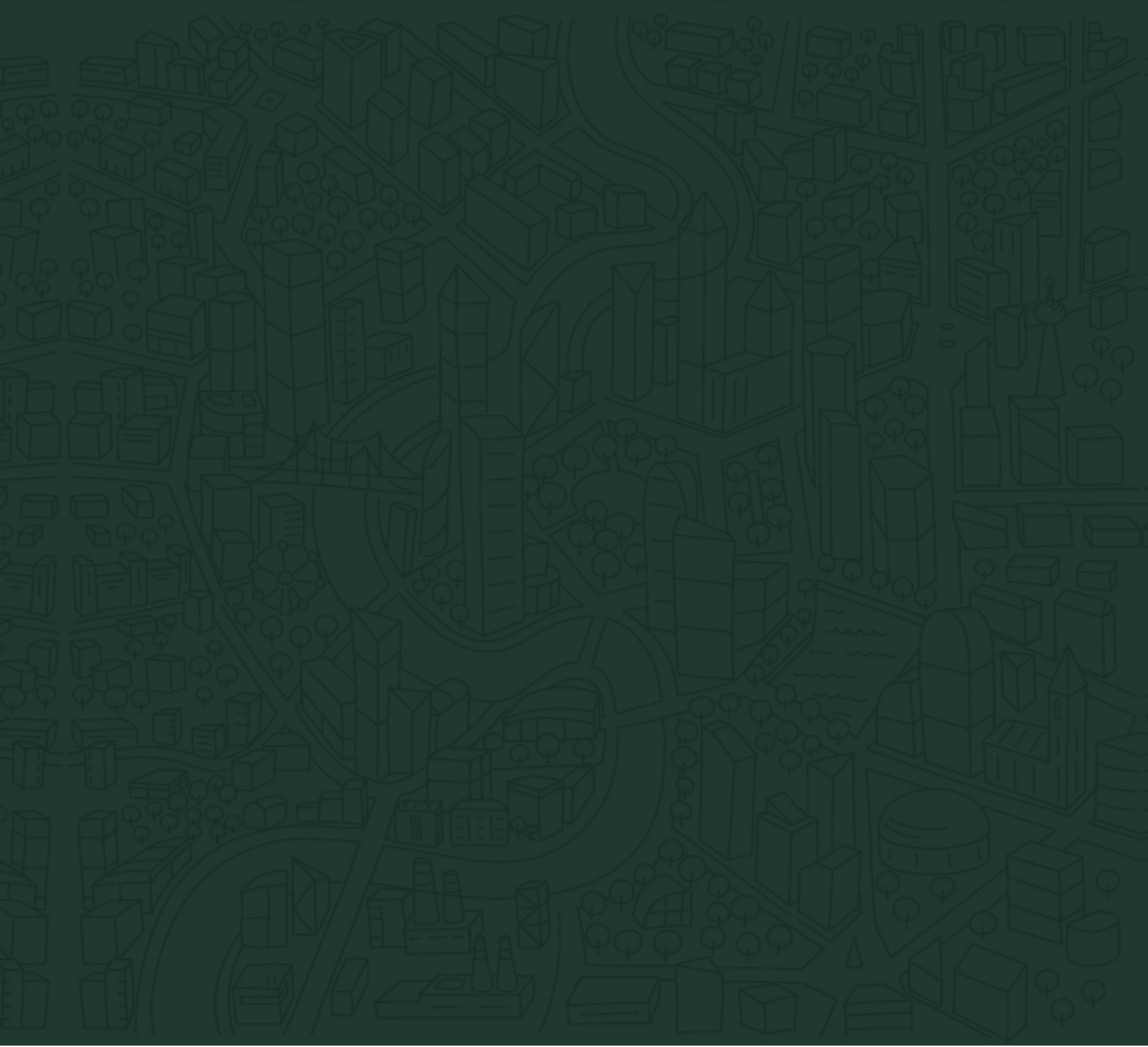
Pillon Abbs / City of Windsor

Langstaff Gateway Community Services and Retail Study \*

Langstaff Land Holdings Ltd.

*\*completed prior to joining Parcel*





# Parcel

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