NEW WESTMINSTER RETAIL STRATEGY

PHASE 2 PRESENTATION

Retail Market Positioning and Strategy

URBAN SYSTEMS

Happy Cities

Justin Barer, M.Pl., RPP, MCIP

David Bell, RPP, MCIP

JUNE 21, 2022

RETAIL STRATEGY PROCESS

- INSERT PROCESS GRAPHIC HERE

PHASE 2 PURPOSE & APPROACH

- Leverage the key findings and tools developed in Phase 1:
  - City-wide mobility data
  - City-wide retail-commercial inventory
  - Retail demand analysis by New West sub-area

- Key Phase 2 elements
  A. Commercial area health & vitality indicators (Phase 1 highlights)
  B. New Westminster retail market positioning
  C. Optimal infill uses by commercial area
  D. Key challenges and action item / policy responses
  E. Placemaking strategies to enhance local retail experience

URBAN SYSTEMS

A. COMMERCIAL HEALTH & VITALITY

WHY TRACK?

- **Indicators and associated metrics**, tied to principles for successful retail areas, can be **tracked over time**
- Monitoring local retail health and vitality can help to **maintain / enhance what is working**, attend to issues large and small that could weaken areas
- Success factors / relative **importance of variables differs by area role / function** (e.g., primarily local-serving, vs. primarily destination-driven, vs. hybrid)

A. COMMERCIAL HEALTH & VITALITY

WHAT TO TRACK?

Variables covered by Retail Strategy:

1. Retail mix by category + total floor area (critical mass)
2. Retail precinct specialization (destination vs. local serving) - % of convenience, comparison, F&B services
3. Notable retail and non-retail anchors (presence and location)
4. Vacancies
5. Asking lease rates
6. Trade area population / households / income levels, and change over time
7. Trade area daytime population

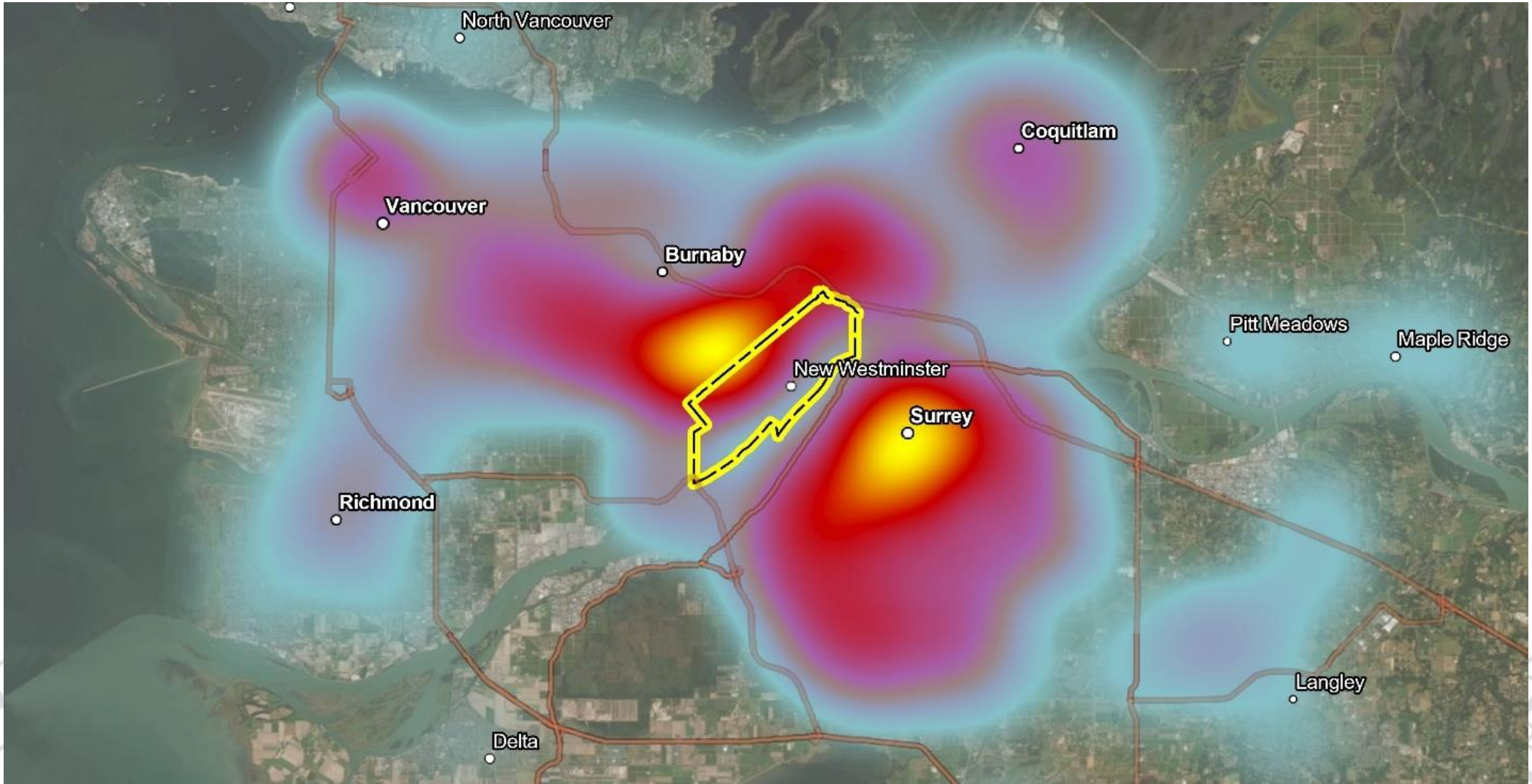
A. COMMERCIAL HEALTH & VITALITY

WHAT TO TRACK?

Beyond the core indicators and variables on previous slide, what **other health and vitality indicators** do you see as critical to the success of local commercial districts?

B. RETAIL MARKET POSITIONING

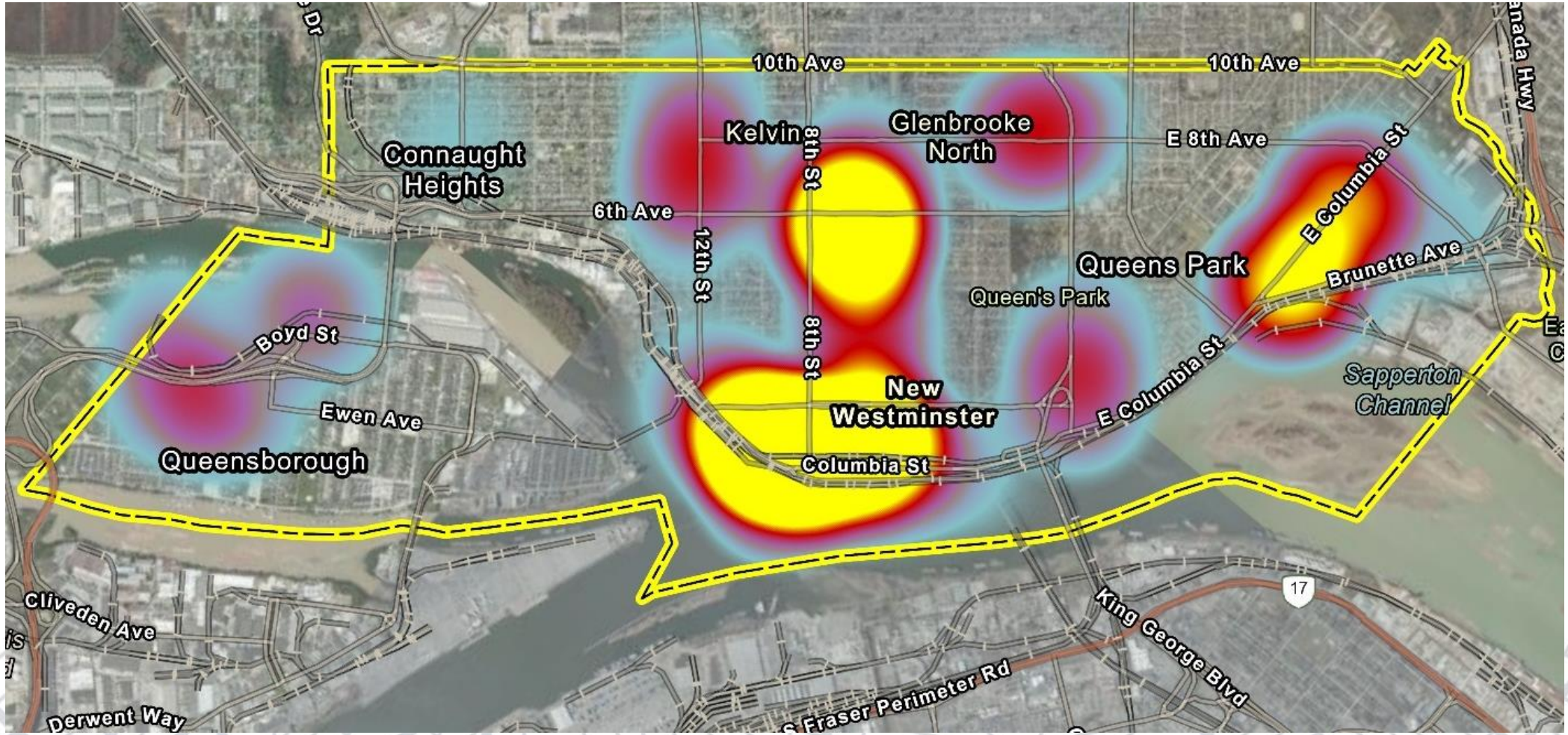
CITY-WIDE RETAIL-COMMERCIAL DRAWING POWER



URBAN SYSTEMS

B. RETAIL MARKET POSITIONING

NEW WEST COMMERCIAL HOT SPOTS - VISITS



URBAN SYSTEMS

B. RETAIL MARKET POSITIONING

ARTS, CULTURE & ENTERTAINMENT – DESTINATION ROLE

URBAN SYSTEMS

River Market at Westminster Quay

Queensborough / Queensborough Landing

Bridal / Formal Wear

RETAIL CLUSTERS – DESTINATION

B. RETAIL MARKET POSITIONING

URBAN SYSTEMS

B. RETAIL MARKET POSITIONING

longtail

STEEL & OAK BREWING CO.

RE-UP BBQ

Artusi
CONTEMPORARY RUSTIC ITALIAN FOOD

ANOTHER BEER CO.

L'ONORE
PIZZA

Wild Thyme
Simply Delicious Food

Tamarind Hill
Malaysian Cuisine

GASTRONOMIA ITALIA

el Santo

Piva
MODERN ITALIAN

RESTAURANTS – DESTINATION ROLE (SAMPLE)

B. RETAIL MARKET POSITIONING

LOCAL / COMMUNITY VS. DESTINATION

1. What opportunities do you see to **further enhance the City's role as a specialty destination?**

C. OPTIMAL INFILL USES BY AREA

DOWNTOWN

- **Micro-retail** commercial
- Brewpubs, micro distilleries with supporting specialty foods
- Affordable non-street-level commercial space to support artist/artisan collectives + shared event spaces
- Pilot project to create **affordable commercial space as a negotiated amenity in a rezoning**
- **Wider array of live entertainment venues by size** – or adaptive re-use of existing spaces to support wider range of performances
- **Medium-scale general merchandiser** (e.g. Giant Tiger – 25,000 sq. ft.)
- Retail street prioritization – buildings along A, B and C streets
- **Connect Arts Strategy to Retail Strategy** (including music strategy)

C. OPTIMAL INFILL USES BY AREA

QUEENSBOROUGH

- **Ghost kitchens**
- **Dark stores** or conversion of existing businesses to dark store format
- **Micro-distribution** logistics facilities
- Combination **light industrial-office-retail** projects (Mount Pleasant)
- Potential **pilot food truck lot** to support industrial-commercial employment nodes + local resident population

C. OPTIMAL INFILL USES BY AREA

UPTOWN

- Expanded **patio areas** for restaurants
- **Public realm** improvements that balance cycling vs. pedestrian vs. public transit vs. auto needs
- **Restricting/limiting at-grade office uses**
- Retention of existing **commercial anchors**
- **Pocket parks** but with supportive bike infrastructure
- **Bike storage** facilities

C. OPTIMAL INFILL USES BY AREA

SAPPERTON

- **Medium-scale grocery** store at Braid (anchor for planned Sapperton Green)
- Casual **'grab and go' food & beverage** uses (including Sapperton Green)
- Additional destination restaurants with patios
- Expanded **patio program** for restaurants
- *Pilot project* – **affordable commercial amenity space**

C. OPTIMAL INFILL USES BY AREA

12TH STREET

12th Street Core Commercial

- Automotive commercial conversions to micro-commercial uses
- Expanded patio program for restaurant uses
- Affordable commercial space as a negotiated rezoning amenity

12th Street South Maker Movement Infill (Industrial / Automotive Commercial areas)

- Specialty F&B manufacturing/sales (breweries, distilleries, urban wineries)
- Bakeries/specialty foods
- Commissary kitchens
- Artisanal specialty manufacturing (eg. Metalworks, woodwork, furniture)
- Pilot project – food truck lot in an industrial/maker area

C. OPTIMAL INFILL USES BY AREA

INFILL USE OPTIONS BY AREA

What **new retail commercial business types** do you see as being most effective in enhancing the overall health of New Westminster as a retail market?

What **sub-areas of the City** are these most suited for?

C. OPTIMAL INFILL USES BY AREA

New retail-commercial business concepts most likely to enhance the health of New Westminster's commercial areas:

DOWNTOWN NEW WESTMINSTER

- Concept 1
- Concept 2
- Concept 3

NEIGHBOURHOOD RETAIL DISTRICTS – AREAS

- Concept 1 – Commercial Area
- Concept 2 -
- Concept 3 -

BENCHMARK RETAIL & COMMERCIAL CONCEPTS FOR NEW WESTMINSTER

MICRO-RETAIL CLUSTERS

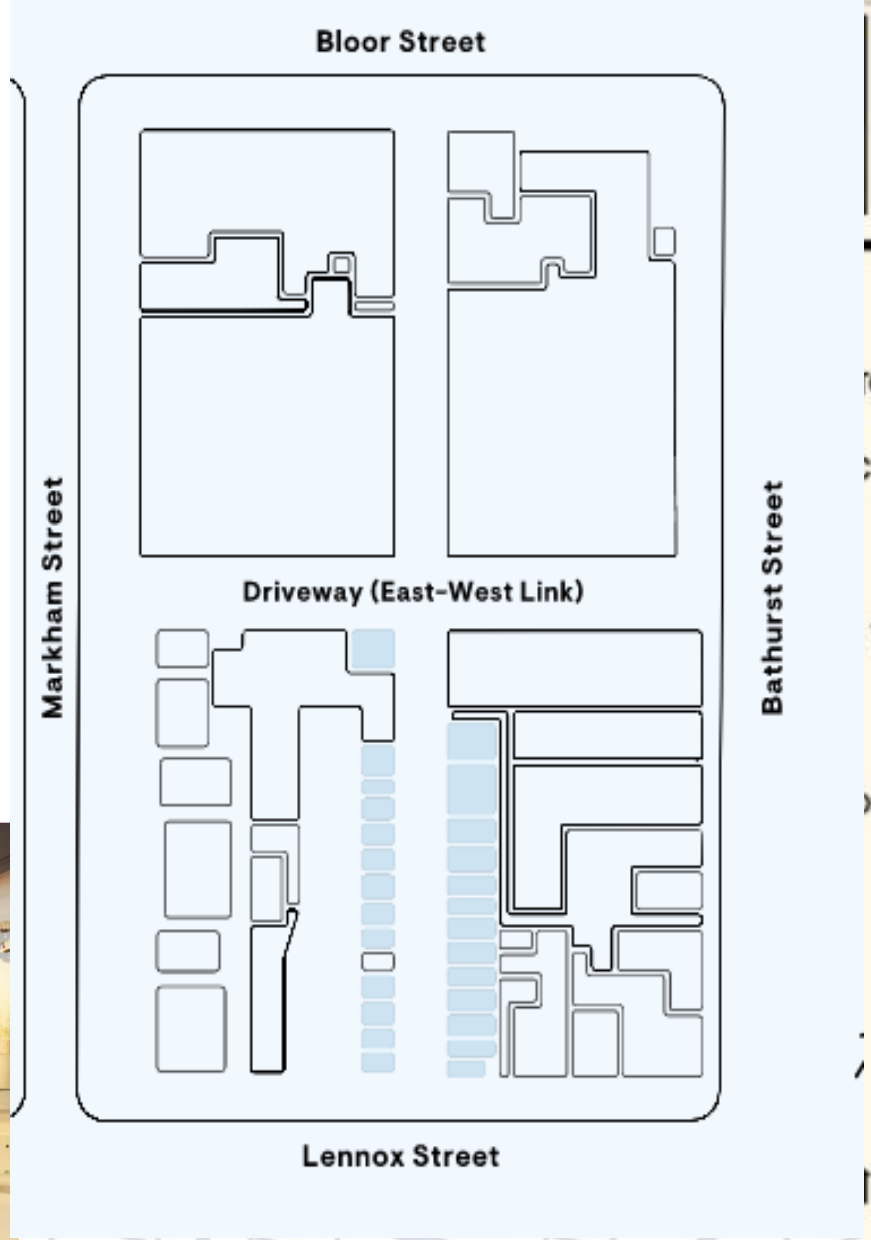
e.g. Toronto's High Park subway station:

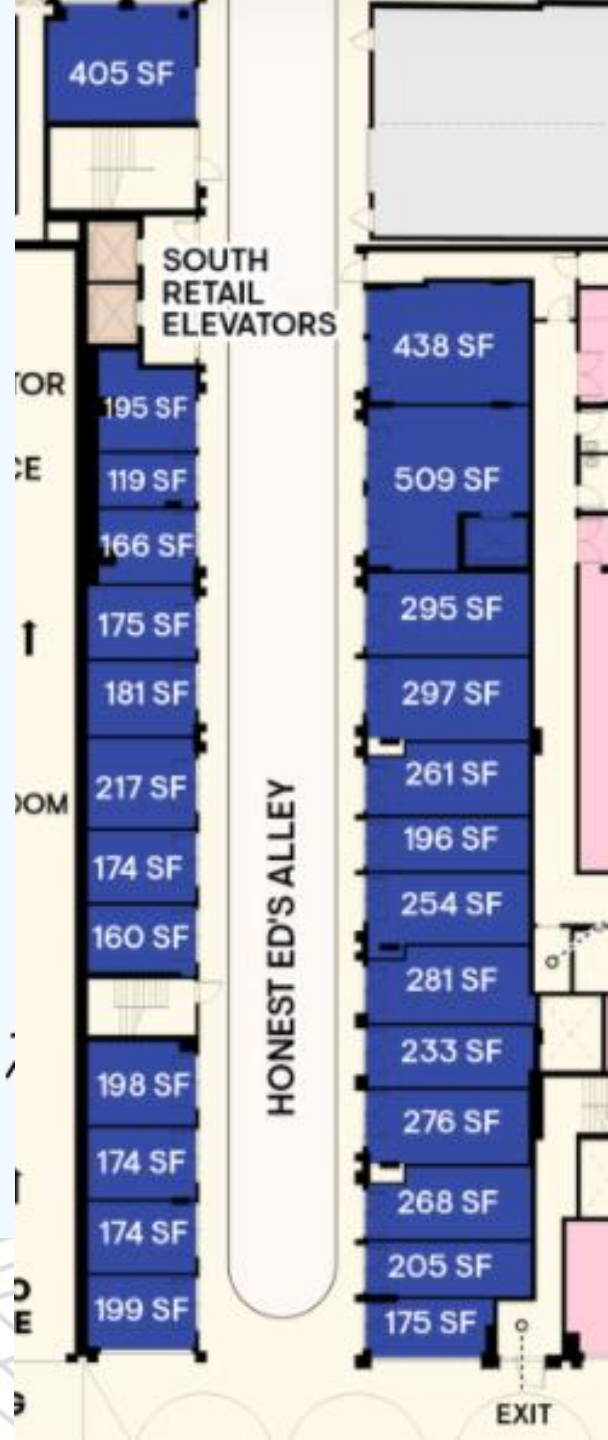
- Planned daycare anchor
- Conversion of existing parking garage
- 15 proposed micro retail units ranging from 188 to 307 sq. ft.
- Designed to allow established local businesses to set up small secondary outposts

MICRO-RETAIL CLUSTERS

e.g. Honest Ed's Alley (Mirvish Village):

- Micro retail opportunities within larger mixed-use development
- Targeted to new independent businesses

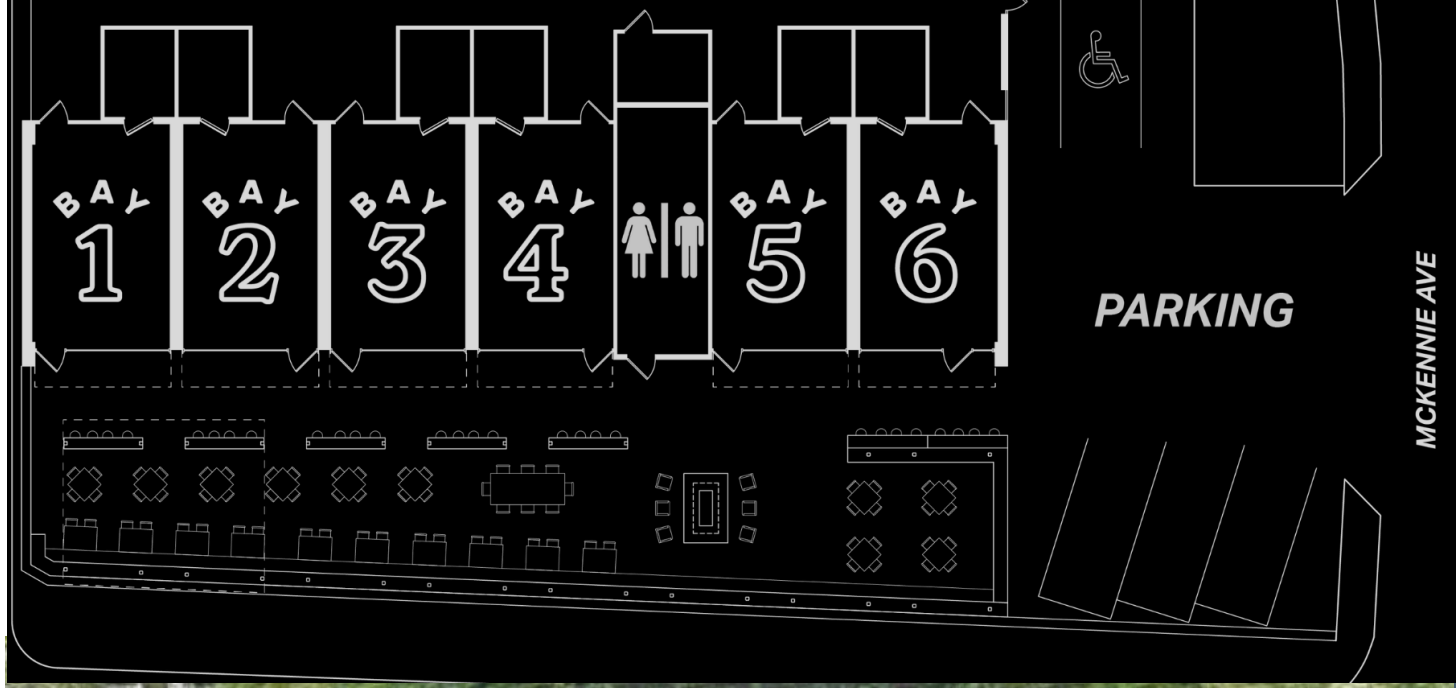




AUTO-COMMERCIAL CONVERSIONS

e.g. The Wash

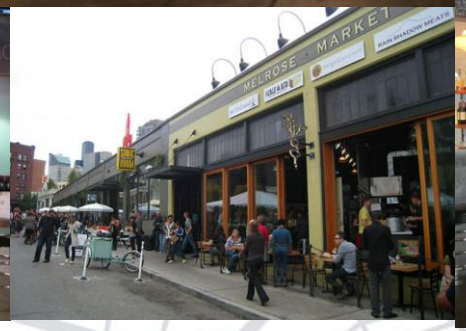
- Nashville, Tennessee
- Restaurant incubator
- 5 micro-restaurants, 1 micro bar
- Converted automotive service centre
- Short-term lease options



AUTO-COMMERCIAL CONVERSIONS

e.g. Melrose Market (Seattle)

- Indoor food and retail market
- Located in historic automotive buildings (1919, 1926)
- Opened 2010
- Restauranteurs and retailers
- Melrose Market studios (large event space and catering facility)



URBAN SYSTEMS

SPECIALTY FOOD & BEVERAGE / EVENT SPACE

e.g. Ritchie Market (Edmonton)

- Neighbourhood-focused multi-use building with artisan F&B local businesses.
- Meat market, restaurant / brewery, bakery, coffee & roastery
- Event space on 2nd level

URBAN SYSTEMS

SPECIALTY FOOD & BEVERAGE / EVENT SPACE

e.g. The Flourist (Cedar Cottage, Vancouver)

- Artisanal flour mill / grains
- Baked goods / doughs / preserves
- Premium grocery items (cheese, olives, chocolate, spices, eggs, coffee, wine, vinegar)
- Kitchen wares / resources (cookbooks, linen towels, pasta and bread making tools)

URBAN SYSTEMS

SHARED COMMERCIAL SPACES

e.g. Artist Collective example

- Temporary and / or permanent spaces for artists
- Shared spaces
- Shared equipment / tools
- Above / below grade locations

URBAN SYSTEMS

SMALLER-SCALE MUSIC VENUES

- Fill emerging market gap with loss of smaller event spaces in Vancouver
- Market gaps for venues in small / medium size categories:
  - 500-700 capacity (e.g., old Richards on Richards)
  - 800-1200 (e.g., Rickshaw, Vogue)
  - 1,800-3,000 (e.g., QE, Orpheum)
- Need 250+ events per year

URBAN SYSTEMS

RELEVANT BENCHMARK CONCEPTS

Are there other project concepts or ideas that you would like to see explored in New Westminster?

What areas of the City are these most suited for?

URBAN SYSTEMS

CHALLENGES & POLICY RESPONSES

D. CHALLENGES & POLICY RESPONSES

REDUCED REGIONAL RETAIL DRAWING POWER

- Is this a problem? Many 'classic' retail destinations nearby.
- New Westminster opportunities: **enhanced specialty destination roles**
  - **Arts, Culture, Entertainment**
  - **Specialty Restaurant Food & Beverage**
  - **Specialty artisan manufacturing** (food, beverage, other artisans)
  - **Programming / events** to support existing businesses + increase profile

What do you see as the most effective ways to enhance New Westminster's drawing power (tourists, visitors, regional residents)?

URBAN SYSTEMS

D. CHALLENGES & POLICY RESPONSES

REAL ESTATE COSTS FACING LOCAL BUSINESSES

- **Commercial property tax sub-class** → continued discussions w/UBCM
- Zoning to allow for **micro retail-commercial**
- Affordable commercial space as community amenity
- Streamlining processes / fees for high impact improvements
- Various grants (e.g., façade, technology, patios etc.)
- Working with businesses facing redevelopment displacement

What role can the City play in helping businesses better navigate a high-cost environment?

URBAN SYSTEMS

D. CHALLENGES & POLICY RESPONSES

ACCOMMODATING ARTS, CULTURE, ARTISANS

- Accommodating high economic impact groups that cannot afford market rents
- **Link New Westminster Arts Strategy to Retail Strategy**
  - Collaborate with arts collectives to secure **temporary and permanent spaces**
  - Work with local BIAs and businesses to ensure that local **event programing enhances existing local business performance**
  - Area-specific **interactive arts and marketing initiatives**

How can the City better leverage arts and culture uses / programming to support healthy commercial districts?

URBAN SYSTEMS

D. CHALLENGES & POLICY RESPONSES

NEED FOR MARKET INFO / BUSINESS SUPPORT

- Keep updated **inventory** of retail mix by category, by area
- Current **vacancy** data + **better share info on available commercial spaces**
- Convey information on asking **lease rates** for available commercial spaces
- **Population** and **Demographics** by local trade area(s)
- Collaborating with local BIAs, community groups to create **marketing / promotional events to best support existing businesses**

What role can the City play in better supporting local BIAs and businesses with information sharing and support?

URBAN SYSTEMS

D. CHALLENGES & POLICY RESPONSES

MARKET SHIFTS & ALLOWABLE USES

- **Review / update allowable uses within zones** in *select areas* (e.g., Queensborough, south 12th St., Downtown)
- **Consider defining priority retail areas and streets**, in which at-grade uses must be active uses enhancing street vitality
- **Consider opportunities for residential-only redevelopment opportunities in select locations** within commercial areas but outside of defined priority retail areas

What are some current New Westminster zoning challenges facing existing and prospective businesses?

URBAN SYSTEMS

D. CHALLENGES & POLICY RESPONSES

PUBLIC REALM / STREET LEVEL VITALITY

- **Regulating at-grade frontages** (vs. use or store size)
- **Defining priority retail areas** to ensure at-grade vitality
- Right-size retail concentrations: ensure that new retail space is warranted
- **Reinforce signage strategies for priority retail areas**
- Retail design best practices for new-build + adaptive re-use opportunities
- Outdoor dining spaces (seasonal / permanent street space re-allocation)

What specific public realm improvements would have the most positive impact on local businesses and districts?

URBAN SYSTEMS

THANK YOU

URBAN SYSTEMS