

# **APPENDICES**

## Retail Demand Threshold Analysis

In order to determine the types of retail and service activities that might be demanded in St. Marys, and thus might be targeted in a retail and service business recruitment strategy, we have undertaken a demand threshold analysis, presented in the following charts. This is essentially a procedure that compares the population of a local or regional market area (which in St. Marys' case is approximately 16,000) with the number of persons required to support a typical operation of a certain type. This then provides a first order approximation to the number of establishments of that type that should be within the market area. By then comparing the *actual* number of establishments with the *theoretical* (i.e. market-supported) number, an inference as to whether or not more operations of that type can be supported in the community can be made.

An example from the charts may clarify this. The first row on the following charts is 'Eating Places'. According to this information, the average number of persons required to support a typical eating establishment (i.e. restaurant) is 524<sup>1</sup>. With a regional service area population of 16,000, St. Marys should thus be able to support 31 restaurants (16,000 divided by 524). However, St. Marys has only 18 restaurants at present (information on the number of existing establishments is based upon a survey undertaken by municipal staff in early 2003). Thus, in theory, St. Marys could support another 13 restaurants (i.e. the total number that the market COULD support of 31, less the actual number of 18). This then provides a 'first order approximation' as to the order of demand that may exist in the community.

As the charts show, there are several types of retail and service businesses that would appear to have market potential, as indicated by this initial analysis. However, this approach is not a substitute for a more thorough market study (which would look at the total floor space offered, not just number of establishments). Notwithstanding, this approach does indicate that there does appear to be some unmet market demand for certain retail and service activities.

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<sup>1</sup> These threshold calculations were based upon data on the number of establishments by type in Canada from Statistics Canada (which was then divided into the Canadian population to calculate thresholds).

<b>zz</b>	<b>Type of Retail / Service Activity</b>	<b>Number of Establishments in Canada</b>	<b>Demand Threshold (Population Required to Support Average Establishment)</b>	<b>Theoretical Number of Establishments that could be Supported in Market Area</b>	<b>Actual Number of Establishments that are Supported in Market Area</b>	<b>Surplus Demand Potential (Additional Establishments that Might be Supported in Market Area)</b>
5812	Eating Places	57,870	524	31	18	13
7538	General Automotive Repair Shops	25,057	1,209	13	5	8
5411	Grocery Stores	18,735	1,617	10	2	8
8011	Offices and Clinics of Physicians	20,110	1,507	11	3	8
7011	Hotels and Motels	13,603	2,227	7	2	5
7231	Beauty Shops	29,694	1,020	16	11	5
5211	Lumber and Other Building Materials	10,377	2,920	5	1	4
7532	Top Body Upholstery Repair Shops and Paint Shops	9,646	3,141	5	1	4
5461	Retail Bakeries	7,395	4,097	4	0	4
5712	Furniture Stores	9,130	3,319	5	1	4
5699	Miscellaneous Apparel & Accessories	7,186	4,217	4	0	4
5941	Sporting Goods and Bicycle Shops	7,852	3,859	4	1	3
8721	Accounting Auditing and Bookkeeping Services	15,426	1,964	8	5	3
5521	Used Car Dealers	5,509	5,500	3	0	3
5719	Misc. Home Furnishings Stores	7,389	4,101	4	1	3
5421	Meat and Fish Markets	5,486	5,523	3	0	3
8711	Engineering Services	5,317	5,699	3	0	3
5261	Retail Nurseries and Garden Stores	7,045	4,301	4	1	3
5731	Radio Television and Consumer Electronics Stores	7,000	4,329	4	1	3
<b>SIC</b>	<b>Type of Retail / Service Activity</b>	<b>Number of Establishments in Canada</b>	<b>Demand Threshold (Population Required to Support Average Establishment)</b>	<b>Theoretical Number of Establishments that could be Supported in Market Area</b>	<b>Actual Number of Establishments that are Supported in Market Area</b>	<b>Surplus Demand Potential (Additional Establishments that Might be Supported in Market Area)</b>
5541	Gasoline Service Stations	8,627	3,512	5	2	3
5621	Women's Clothing Stores	8,621	3,515	5	2	3
5722	Household Appliance Stores	6,582	4,603	3	1	2
8712	Architectural Services	4,481	6,762	2	0	2
8351	Child Day Care Services	6,096	4,970	3	1	2
5713	Floor Covering Stores	4,172	7,263	2	0	2
5311	Department Stores	3,555	8,523	2	0	2

8021	Offices and Clinics of Dentists	11,086	2,733	6	4	2
7641	Reupholstery and Furniture Repair	3,398	8,917	2	0	2
5551	Boat Dealers	3,341	9,069	2	0	2
5531	Auto and Home Supply Stores	5,170	5,861	3	1	2
7212	Garment Pressing & Cleaners' Agents	5,137	5,898	3	1	2
5231	Paint Glass and Wallpaper Stores	5,078	5,967	3	1	2
5944	Jewellery Stores	5,053	5,996	3	1	2
7629	Electrical Repair Shops Nec	3,117	9,721	2	0	2
7536	Automotive Glass Replacement Shops	3,112	9,737	2	0	2
5813	Drinking Places	4,983	6,081	3	1	2
7241	Barber Shops	4,972	6,094	3	1	2
5251	Hardware Stores	4,931	6,145	3	1	2
5734	Computer and Computer Software Stores	10,537	2,876	6	4	2
5945	Hobby Toy and Game Shops	2,941	10,303	2	0	2
7217	Carpet and Upholstery Cleaning	2,826	10,722	1	0	1
7032	Sporting and Recreational Camps	2,728	11,107	1	0	1
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5499	Miscellaneous Food Stores	4,513	6,714	2	1	1
5947	Gift Novelty and Souvenir Shops	13,792	2,197	7	6	1
5912	Drug Stores and Proprietary Stores	6,198	4,889	3	2	1
5632	Women's Accessory and Specialty Stores	2,341	12,943	1	0	1
7533	Automotive Exhaust System Repair Shops	2,208	13,723	1	0	1
7033	Recreational Vehicle Parks and Campsites	2,192	13,823	1	0	1
5661	Shoe Stores	3,691	8,209	2	1	1
5995	Optical Goods Stores	3,638	8,329	2	1	1
8361	Residential Care	5,363	5,650	3	2	1
5992	Florists	5,210	5,816	3	2	1
5942	Book Stores	2,821	10,741	1	1	0
5611	Men's & Boys' Clothing & Furnishings	2,700	11,222	1	1	0
7361	Employment Agencies	2,694	11,247	1	1	0
7841	Video Tape Rental	4,436	6,830	2	2	0
5949	Sewing Needlework and Piece Goods	2,182	13,886	1	1	0
5714	Drapery and Upholstery Stores	2,124	14,266	1	1	0

5943	Stationery Stores	2,003	15,127	1	1	0
7514	Passenger Car Rental	1,925	15,740	1	1	0
5932	Used Merchandise Stores	8,247	3,674	4	6	0
8299	Schools & Educational Services Nec	5,460	5,549	3	5	0
5511	New Car Dealers	4,690	6,461	2	3	0
7291	Tax Return Preparation Service	4,049	7,483	2	5	0
8041	Offices of Chiropractors	3,757	8,065	2	2	0
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5331	Variety Stores	3,183	9,519	2	4	0
7542	Car Washes	2,982	10,161	2	2	0
7221	Photographic Studios Portrait	2,833	10,695	1	2	0
5921	Liquor Stores	2,690	11,264	1	2	0
8042	Offices of Optometrists	2,453	12,352	1	2	0
7991	Physical Fitness Facilities	2,361	12,834	1	2	0
7261	Funeral Service and Crematories	2,067	14,659	1	2	0

# Estimated Financial Requirements for Short Term Strategies

## Economic Development

1.1 Recruitment Strategy	\$500 per year
1.2 Common Policies	\$500 per year
1.3 Customer service training	\$2000 per year
1.4 Customer service awards program	\$1500 per year
<b>Sub- total</b>	<b>\$4500 per year</b>

## Marketing

2.1a Reduce leakage campaign	\$5,000 to 10,000 for project
2.1b Retail leakage monitoring	\$5,000 to \$10,000 per year
2.2a Community tourism marketing plan	\$10,000 to \$20,000 for project
2.2b Visitor packages	\$1,000 to \$2,000 per year
<b>Sub-total</b>	<b>\$6,000 to \$12,000 per year</b> <b>\$15,000 to \$30,000 for projects</b>

## Social Issues

3.2a Youth Advisory Council	\$500 per year
3.2b Youth Forum	\$500 per year
3.3 CBHFM youth events plan	Event driven
<b>Sub-total</b>	<b>\$1,000 per year</b>

## **Image and Design**

4.1a	Bandshell	\$35,000 to \$50,000 for project
4.1b	Directional signage	\$5,000 to \$7,000 for project
4.1c	Pedestrian system	\$35,000 for project
4.1d	Interpretation signage	\$24,000 to \$36,000 for project
4.1e	Accommodation inventory	\$2,000 for project
4.2	Façade improvement guidelines	\$15,000 to \$25,000 for project
4.3	Branding	\$1,500 for project
<b>Sub-total</b>		<b>\$117,500 to \$156,500 for projects</b>

## **Management**

5.1a	Implementation committee	\$1,500 per year
5.2	Tourism coordinator office	\$50,000 to \$75,000 per year
5.4	Retail Recruitment Team	\$1,500 per year
5.5	Peer mentoring	\$ 500 per year
<b>Sub-total</b>		<b>\$ 53,500 to \$78,500 per year</b>

# **Communities as Best Practices**

The following communities have undertaken strategies that have worked. Implementers of this strategy should contact the following communities to be able to understand and learn from their best practices.

## **Organization**

- London Main Street Program
- Perth BIA
- Smiths Falls BIA

## **Economic Development**

- Bayfield - heritage tourism
- City of Kitchener - adaptive re-use of heritage buildings
- Orillia - economic strategic planning

## **Marketing**

- Chemainus B.C. - murals
- Elora - branding
- Nelson B.C. - heritage marketing
- Town of Perth- special events
- Stratford- promotional materials

## **Image & Design**

- City of Brockville – parking
- City of Cambridge - design program
- City of Kingston - heritage preservation
- City of Owen Sound - streetscape plan
- Town of Pembroke - storefront funding incentives
- Town of Port Hope- heritage conservation district

## **Social**

- Belleville - cultural centre/parking
- Kitchener - safe city program
- Toronto - graffiti program