



T H R E E
S I X T Y

collective

DOWNTOWN TILLSONBURG RETAIL GAP ANALYSIS

**January 2019
DRAFT**

**360 Collective and
Page by Page Consulting**

Contents



1. Market Profile
2. Socio-Economic Profile
3. Retail Supply Inventory
4. Retail Visitation Profile
5. SWOT
6. Next Steps

Market Audit - profile

Socio-Economic Profile



Trade Areas

- 10 Minute Walk Time:
800 m radius
- 5 Minute Drive Time

Market Audit - profile

Socio-Economic Profile



Trade Areas

- 10 Minute Walk Time: 800 m radius
- 5 Minute Drive Time
- 30 Minute Drive Time (Truncated for man made barriers)



Market Audit - profile

Socio-Economic Profile

	10 MINUTE WALKING DISTANCE	5 MINUTE DRIVE TIME	TOWN OF TILLSONBURG	30 MINUTE DRIVE TIME (TRUNCATED)	ONTARIO
Population 2018	3,324	14,770	16,318	61,495	14,279,818
Annual Growth Rate 2011 to 2016	0.2%	0.8%	0.9%	0.8%	1.5%
Persons Per Household	1.9	2.14	2.17	2.62	2.56
Daytime Worker Population	4,751	8,867	9,138	19,709	6,960,297
AGE PROFILE					
0 to 9	8%	9%	9%	13%	10%
10 to 19	8%	10%	10%	13%	11%
20 to 29	10%	11%	11%	13%	14%
30 to 39	10%	10%	10%	11%	13%
40 to 49	10%	11%	11%	11%	13%
50 to 59	12%	14%	13%	14%	15%
60 to 69	13%	14%	14%	12%	12%
70+	30%	22%	21%	13%	12%
Median Age	54.1	49.4	48.7	40.0	40.9
HOUSEHOLD SIZE					
1 Person	45%	33%	32%	24%	26%
2 Person	36%	40%	40%	38%	33%
3 Person	9%	12%	13%	14%	16%
4+ Person	10%	15%	15%	24%	25%

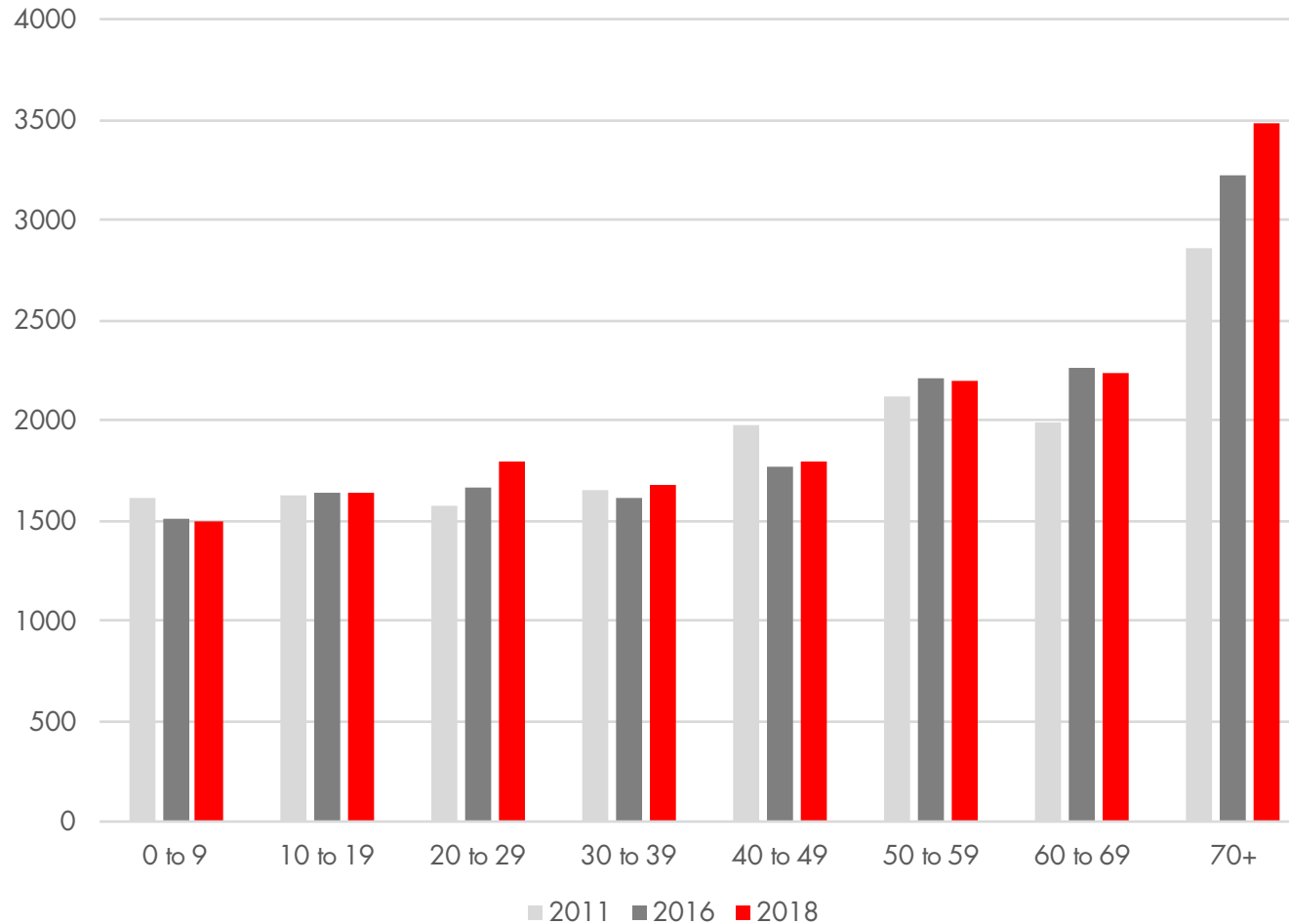
Key Findings:

- There is a growing base of residents within an easy 10-minute walking distance of Downtown Tillsonburg.
- The primary trade area is similar to the 5-minute drive time, which is similar to the boundaries for the Town of Tillsonburg. There are over 16,000 residents in the Town of Tillsonburg.
- Within a 30-minute drive time (truncated) there is a catchment trade area of approximately 60,000 residents.
- In addition, Downtown retailers benefit from approximately 4,751 daytime workers within an easy walking distance as well as over 9,000 day time workers in Downtown and nearby industrial/commercial areas.
- The age profile skews heavily senior based on those families that are aging in place, empty nesters, and retirees. There are a growing number of young families living in the trade areas as well .
- The higher number of retirees and seniors corresponds with a high proportion of single person households. This is followed by a high proportion⁵ of empty nesters or two-person households.

Market Audit - profile



Socio-Economic Profile Town of Tillsonburg Age Profile 2011 and 2018



Salient Findings:

- The age profile skews older as both the baby boomer residents are aging in place and new residential has been built to cater to this demographic.
- Generally, the Tillsonburg age trends follow the Ontario age trends of a growing baby boomer generation, a smaller Gen X (40 to 55), a growing Millennial (22 to 39), and a smaller Gen Z (teenager) population
- The recent baby boom of Millennials entering parenthood hasn't affected the Tillsonburg population yet.



Socio-Economic Profile

	10 MINUTE WALKING DISTANCE	5 MINUTE DRIVE TIME	TOWN OF TILLSONBURG	30 MINUTE DRIVE TIME (TRUNCATED)	ONTARIO
EDUCATION AND OCCUPATION					
Less than High School	28%	24%	23%	31%	18%
High School Graduate	31%	28%	28%	27%	25%
College, Diploma	31%	32%	32%	29%	25%
Bachelor Degree or Higher	10%	16%	17%	13%	32%
Labour Force Part. Rate	51%	60%	60%	55%	62%
Mngt., Business, Admin	11%	16%	18%	18%	26%
Health, Science, Ed. Govt	17%	22%	22%	18%	28%
Arts, Culture, Recreation	3%	2%	2%	2%	3%
Sales and Services	24%	21%	20%	16%	23%
Trades and Transport	21%	19%	18%	24%	13%
Primary	8%	5%	4%	10%	2%
Processing, Mfg	14%	14%	14%	11%	5%
COMMUTE TO WORK					
Vehicle	85%	94%	94%	93%	77%
Public Transit	1%	1%	1%	1%	15%
Other	14%	5%	5%	6%	8%
HOUSEHOLD INCOME					
Average HH Income	\$67,339	\$84,280	\$86,339	\$85,798	\$106,524
An. Real Growth in HH Inc.	1.4%	1.3%	1.3%	1.4%	1.3%

Key Findings:

- Most residents have a college degree or a diploma. This matches the higher proportion of residents who work in blue collar professions.
- Household income in Tillsonburg is similar to the local areas. However, near Downtown the higher proportion of fixed income seniors skews the household income lower.
- The real rate of household income growth excluding inflation has been growing annually at 1.3% which is a positive indicator for retail growth opportunities.

Market Audit - profile



Socio-Economic Profile

	10 MINUTE WALKING DISTANCE	5 MINUTE DRIVE TIME	TOWN OF TILLSONBURG	30 MINUTE DRIVE TIME (TRUNCATED)	ONTARIO
Housing Tenure					
Own/Rent	49% / 51%	67% / 33%	70% / 30%	76% / 24%	69% / 31%
Gender					
Male/Female	46% / 54%	48% / 52%	48% / 52%	50% / 50%	49% / 51%
Mobility					
Mover within 5 years	35%	35%	34%	31%	38%
Marital Status					
Single, Never Married	21%	20%	20%	23%	28%
Married, Common Law	50%	59%	60%	62%	57%
Div, Sep, Widowed	29%	21%	20%	15%	15%
Prizm Segment					
Heartland Retirees	10%	12%	12%	4%	2%
Sunset Towers	17%	12%	11%	4%	3%
Lunch at Tim's	20%	11%	11%	8%	5%
Serenity Springs	8%	10%	10%	9%	2%
Second City Retirees	3%	8%	9%	3%	4%
Fresh Air Families	2%	5%	8%	3%	4%

Key Findings:

- Due to the higher proportion of seniors, there are a significant proportion of households that do not own their home but live in retirement or assisted living developments.
- Correspondingly, there is a higher proportion of females to males as women often make up a higher proportion of assisted living residents.
- The segmentation of the households reveals a mix of retirees, lower to middle income workers, and older middle-income households.
- It is noted there are a large number of rooming type houses for temporary farm workers primarily in the 30 minute drive time trade area.



Socio-Economic Profile

	HEARTLAND RETIREEES	SUNSET TOWERS	LUNCH AT TIM'S	SERENITY SPRINGS	SECOND CITY RETIREEES	FRESH AIR FAMILIES
% of Tillsonburg Pop.	12%	11%	11%	10%	9%	8%
AVERAGE HH INCOME	\$81,015	\$43,8419	\$64,713	\$77,040	\$100,147	\$113,003
OWN/RENT	OWN	RENT	OWN	OWN/ RENT	OWN	OWN
SHOPPING	<ul style="list-style-type: none"> • Enjoy rural life but like access to larger shopping areas • Very good at buying online • Shopping is purposeful and utilitarian • Like to go out to local bar • Support ethical companies • Like to hang out in stores such as Home Hardware and local pharmacy to socialize 	<ul style="list-style-type: none"> • Lower income • Bargain hunters • Search and collect loyalty programs 	<ul style="list-style-type: none"> • Bargain hunters • Bulk food • Discount stores • Dinner theatre 	<ul style="list-style-type: none"> • Very locally minded • Community theatre and night out 	<ul style="list-style-type: none"> • Spend on vacations, cruises, dining out, coffee place/café • Visit home improvement stores often • Energy conscious • Somewhat tech savvy but do like in-store help and assistance • Want to buy products related to their personal interests 	<ul style="list-style-type: none"> • Big box • Discount grocers • Eat out on a regular basis • Equip family rooms with high tech entertainment • Travel to Florida and East Coast



Socio-Economic Profile

	HEARTLAND RETIREEES	SUNSET TOWERS	LUNCH AT TIM'S	SERENITY SPRINGS	SECOND CITY RETIREEES	FRESH AIR FAMILIES
% of Tillsonburg Pop.	12%	11%	11%	10%	9%	8%
AVERAGE HH INCOME	\$81,015	\$43,8419	\$64,713	\$77,040	\$100,147	\$113,003
OWN/RENT	OWN	RENT	OWN	OWN/ RENT	OWN	OWN
ATTITUDES	<ul style="list-style-type: none"> Higher % of Baby Boomers Unpretentious Blue collar or agriculture occupations Child free so more time for other activities Like outdoors and nature – parks, fishing, cottage, Very community minded, traditional values that support country life but not closed minded 	<ul style="list-style-type: none"> Retirement or modest pension Unpretentious Hobbies – sewing crafts, collecting Casino, bingo Enjoy the slower pace of things Low tech engagement 	<ul style="list-style-type: none"> Tight knit communities Enjoy socializing Casino Like to look good Want to get away and will go to vacations Trust small businesses 	<ul style="list-style-type: none"> Retirement AND Age in place singles and couples Support local Go on Staycations Not online, not tech savvy Like to read Generous donors and give to charities Want to live healthy lives Very rational and logical in buying decisions Religious and moral oriented 	<ul style="list-style-type: none"> Older and mature couples Had worked for companies with good pensions – mfg, govt, teaching, nursing, etc. Go on cruises Cottages Hobbies – golf, gardening, kayak Focus is on their home and community Want to leave a legacy behind Believe Canadian ideals of work hard 	<ul style="list-style-type: none"> Middle aged with children Dual income households Solid, upper middle income lifestyle Have a financial planner to help them Like small businesses Very Canadian Old fashioned



Socio-Economic Profile

	HEARTLAND RETIREES	SUNSET TOWERS	LUNCH AT TIM'S	SERENITY SPRINGS	SECOND CITY RETIREES	FRESH AIR FAMILIES
% of Tillsonburg Pop.	12%	11%	11%	10%	9%	8%
AVERAGE HH INCOME	\$81,015	\$43,8419	\$64,713	\$77,040	\$100,147	\$113,003
OWN/RENT	OWN	RENT	OWN	OWN/ RENT	OWN	OWN
LEISURE	<ul style="list-style-type: none"> Camping, gardening, motorcycles, pickups, powerboats, snowmobiles Hobbies – bird watching, cross country skiing 	<ul style="list-style-type: none"> Hobbies Crafts Casino Go to baseball game 	<ul style="list-style-type: none"> Hobbies – knitting, woodworking, crafts Curling Auto racing 	<ul style="list-style-type: none"> Men go fishing or snowmobiling Women sew or garden Go too outdoor and RV shows 	<ul style="list-style-type: none"> Community and faith based activities 	<ul style="list-style-type: none"> Outdoors, fishing, boating, canoeing, camping, boats, motorcycles, pick ups Crafts – knitting



Household Expenditure Profile

	10 MINUTE WALKING DISTANCE	5 MINUTE DRIVE TIME	TOWN OF TILLSONBURG	30 MINUTE DRIVE TIME (TRUNCATED)	ONTARIO
AVERAGE HOUSEHOLD INCOME	\$67,339	\$84,280	\$86,339	\$85,798	\$106,524
Local Neighbour Goods					
Food from Grocery Stores	\$5,672	\$6,707	\$6,836	\$7,438	\$8,118
Health Care and Pharmacy	\$2,271	\$2,586	\$2,628	\$2,680	\$3,010
Alcohol Purchased from Stores	\$1,011	\$1,306	\$1,335	\$1,182	\$1,524
Retail Merchandise					
Women's Clothing and Accessories	\$1,084	\$1,468	\$1,512	\$1,504	\$1,979
Men's Clothing and Accessories	\$581	\$795	\$818	\$908	\$1,200
Children's Clothing	\$35	\$42	\$44	\$54	\$65
Home Furnishings	\$871	\$1,028	\$1,061	\$1,143	\$1,650
Nursery Flowers	\$169	\$224	\$234	\$229	\$226
Pet Food	\$271	\$369	\$382	\$452	\$317
Gifts	\$505	\$550	\$556	\$541	\$472
Leisure Retail	\$352	\$493	\$508	\$532	\$646
Electronics	\$526	\$704	\$727	\$735	\$1,024
Appliances	\$451	\$567	\$590	\$685	\$602
Home Improvement	\$103	\$145	\$157	\$250	\$166



Household Expenditure Profile

	10 MINUTE WALKING DISTANCE	5 MINUTE DRIVE TIME	TOWN OF TILLSONBURG	30 MINUTE DRIVE TIME (TRUNCATED)	ONTARIO
AVERAGE HOUSEHOLD INCOME	\$67,339	\$84,280	\$86,339	\$85,798	\$106,524
Food Services					
Dinner at Restaurants	\$1,486	\$1,815	\$1,850	\$1,858	\$2,533
Lunch at Restaurants	\$809	\$980	\$996	\$1,003	\$1,363
Breakfast at Restaurants	\$240	\$286	\$288	\$296	\$361
Snacks and Beverages	\$514	\$594	\$601	\$579	\$547
Alcohol Serviced on Premises	\$466	\$601	\$616	\$438	\$767
Services					
Clothing Services	\$116	\$99	\$99	\$72	\$219
Packaged Travel	\$145	\$123	\$164	\$389	\$648
Recreation Memberships	\$238	\$361	\$375	\$325	\$502
Personal Care	\$495	\$616	\$632	\$606	\$755
Movies	\$62	\$86	\$87	\$68	\$88
Live Sporting Events	\$10	\$13	\$14	\$18	\$42
Live Performing Arts	\$45	\$53	\$57	\$75	\$118
Museums	\$50	\$67	\$71	\$64	\$93



Household Expenditure Profile

Key Findings:

- Many expenditures by households in the 10-minute walking trade area and the 5-minute drive time trade area are lower than the average based primarily on lower average household incomes.
- To understand the character and shopping behaviour of the trade area residents an analysis of household expenditures of each trade area compared to the Ontario average was conducted. Second, the index was compared to household incomes to determine if a greater proportion of the budget was spent on each commodity listed.
- For example, households in the 5 minute drive time spend \$6,707 annually on food from grocery stores. This is 83% of the average household for Ontario. However, because the average household income of the 5 minute drive is \$84,280 or 79% of the Ontario average, it is clear that households in the 5 minute drive time spend a higher proportion (83% compared to 79%) of their budget on food from grocery stores compared to the average Ontario household.
- Based on this analysis, households in Tillsonburg spend a higher than average proportion of their budget on:
 - Home: both large and small purchases including grocery items and alcohol, cut flowers and home furnishings to appliances and outdoor supplies
 - Entertaining: going out for small snacks, cafes, socializing, personal care services, and gifts for others
 - Seniors: health care goods and services

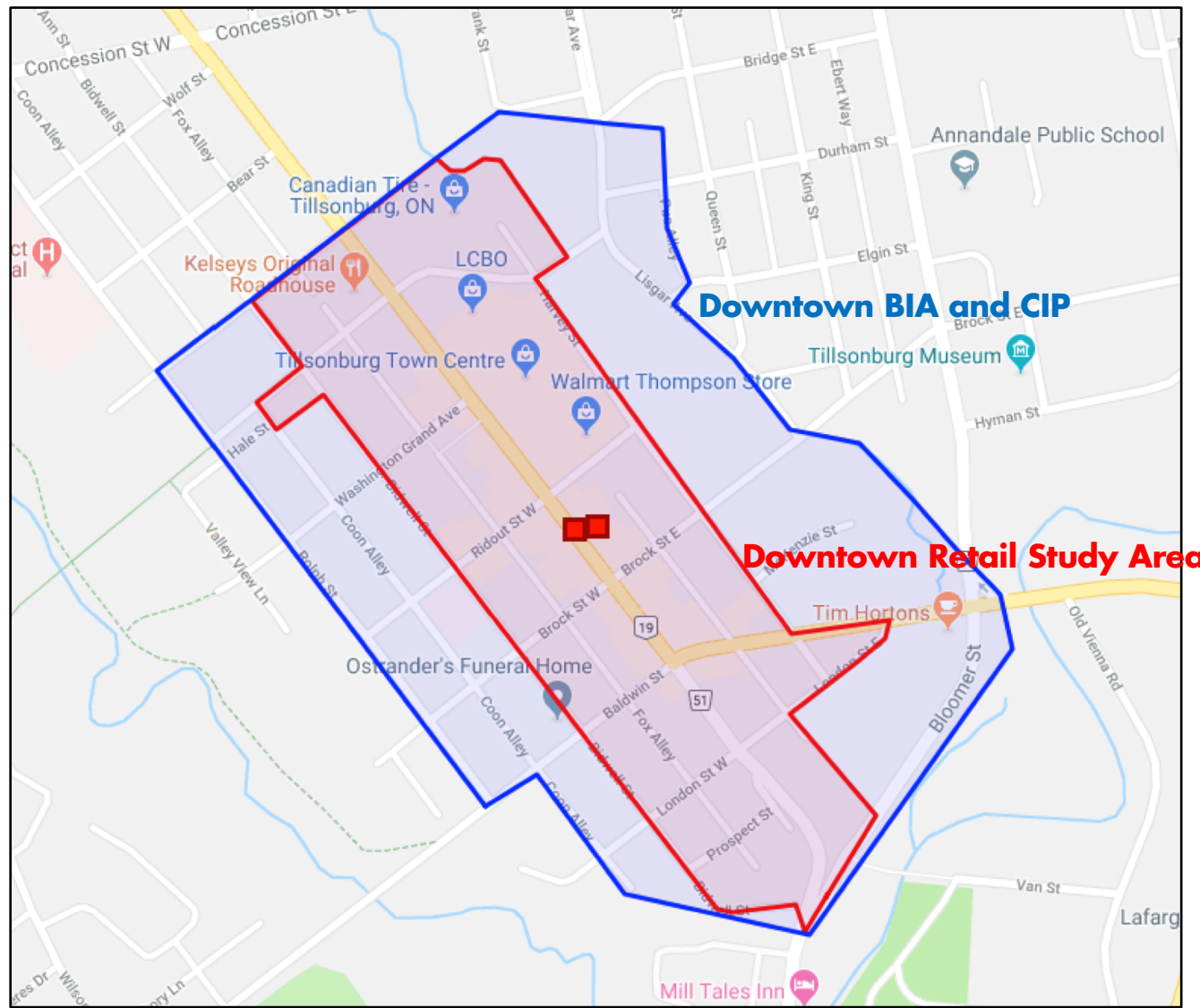


Downtown Tillsonburg Retail Supply Inventory – December 2018

Market Audit - profile



Supply – Downtown Tillsonburg Retail Inventory Area



Inventory Methodology

- Baseline data from the Town
- Physical inventory based on a site visit in Dec 2018
- Actual square footages from leasing material of Strathallen leasing material
- Other retailers are estimated
- Includes ground level businesses and easily accessible retail spaces

Market Audit - profile

Supply – Downtown Tillsonburg Retail Inventory Area



	NO. OF BUSINESSES	% OF TOTAL	EST. SF	% OF TOTAL
RETAIL MERCHANDISE				
Furniture and Home Furnishings	5	2.8%	17,264	2.8%
Electronics and Appliances	9	5.0%	11,958	1.9%
Home Improvement, Building Supplies	1	0.6%	1,300	0.2%
Clothing and Accessories	14	7.8%	35,156	5.7%
General Merchandise	3	1.7%	146,366	23.5%
Leisure Retail	9	5.0%	16,666	2.7%
Other Retail	6	3.3%	25,183	4.1%
TOTAL RETAIL MERCHANDISE	47	26.1%	253,893	40.8%
FOOD AND DRUG RETAIL				
Food and Beverage	7	3.9%	46,471	7.5%
Health, Pharmacy	4	2.2%	23,426	3.8%
TOTAL FOOD AND DRUG RETAIL	11	6.1%	69,897	11.2%
EATING ESTABLISHMENTS	16	8.9%	40,553	6.5%
OTHER SERVICES				
Personal Services	18	10.0%	24,398	3.9%
Financial	7	3.9%	29,170	4.7%
Recreation	2	1.1%	2,100	0.3%
Professional Services	32	17.8%	74,923	12.1%
Medical Services	23	12.8%	69,476	11.2%
Other Services	15	8.3%	41,399	6.7%
TOTAL OTHER SERVICES	97	53.9%	241,466	38.8%
TOTAL OCCUPIED	171	95.0%	605,809	97.5%
VACANT	9	5.0%	15,780	2.5%
TOTAL	180	100.0%	621,589	100.0%

Key Findings

- Vacancy is low, 2.5%
- Retail merchandise is the dominant category due to large format stores, skews the analysis
- High proportion of services including professional and medical – provides a source of visitor traffic to other businesses in Downtown but does occupy some prime retail spaces
- Good proportion of food and drug retailers but opportunity for more growth
- Lower proportion of eating establishments than in other Downtowns but there is good range of chains and independents
- New developments will add more SF to the Downtown particularly in the north end



Supply – Downtown Tillsonburg Retail Inventory Area

Key Findings

- Through observation it was noted that there is pedestrian flow between the Tillsonburg Town Centre and the rest of Downtown as well as the nearby Metro particularly within the 2 block radius of the Tillsonburg Town Centre.
- The location of the Bulk Barn is a key retailer that appeals to all shoppers and helps to move pedestrian traffic throughout the entire Downtown.
- Policies that have ensured offices and administrative offices to locate in Downtown have been successful at ensuring there is daytime traffic for the businesses.
- There are a few emerging 'clusters' of businesses – home décor for example but they have not located near to each other for ease of shopping.
- According to the Downtown BIA, hours of operation especially amongst independent retailers is a cause for some retail sales leakage. Other causes are the lack of some discount and value oriented retailers.

Market Audit - profile

Supply – Downtown Tillsonburg Retailer Visitation Times



Mark's Work Wearhouse – Tuesday -Thursday

Saturday

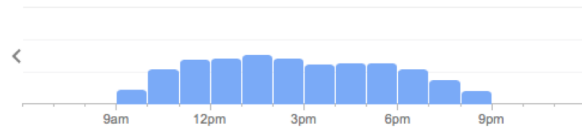
Popular times ?

Tuesdays



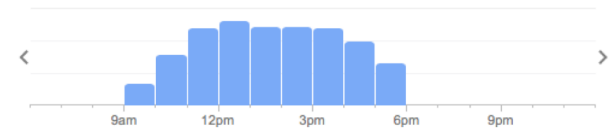
Popular times ?

Thursdays



Popular times ?

Saturdays



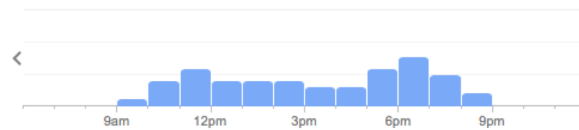
Dollar Tree – Tuesday

Thursday

Saturday

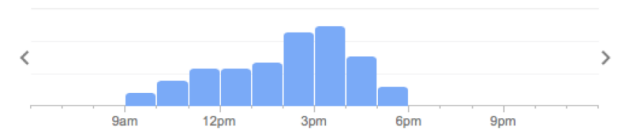
Popular times ?

Thursdays



Popular times ?

Saturdays



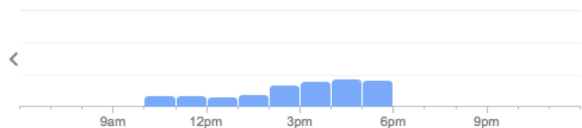
LCBO – Tuesday

Thursday

Saturday

Popular times ?

Tuesdays



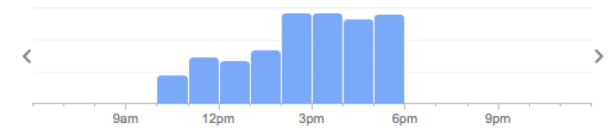
Popular times ?

Thursdays



Popular times ?

Saturdays



Market Audit - profile

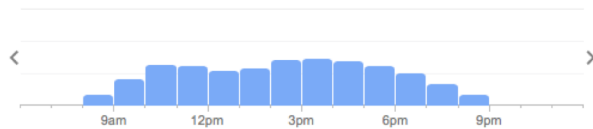
Supply – Downtown Tillsonburg Retailer Visitation Times



Canadian Tire – Tuesday

Popular times ?

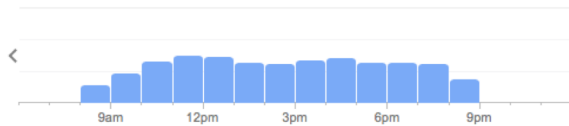
Tuesdays



Thursday

Popular times ?

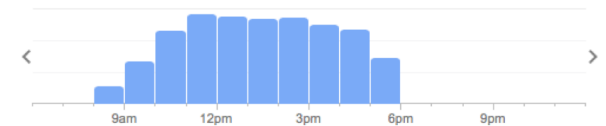
Thursdays



Saturday

Popular times ?

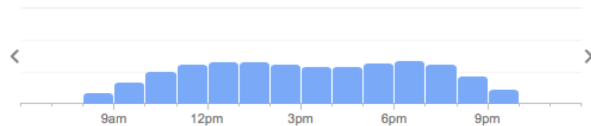
Saturdays



Walmart – Tuesday

Popular times ?

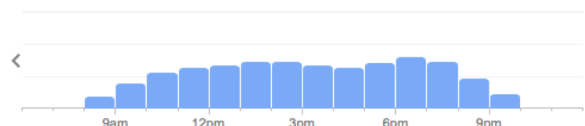
Tuesdays



Thursday

Popular times ?

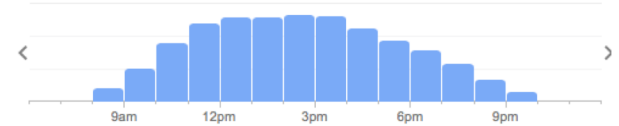
Thursdays



Saturday

Popular times ?

Saturdays



Metro – Tuesday

Popular times ?

Tuesdays

Click hours to see usual wait times



Thursday

Popular times ?

Thursdays

Click hours to see usual wait times

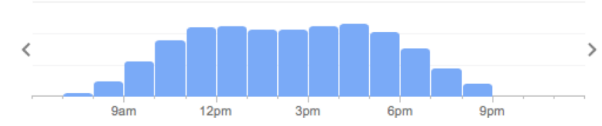


Saturday

Popular times ?

Saturdays

Click hours to see usual wait times

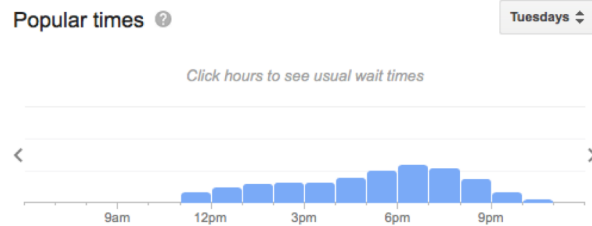


Market Audit - profile

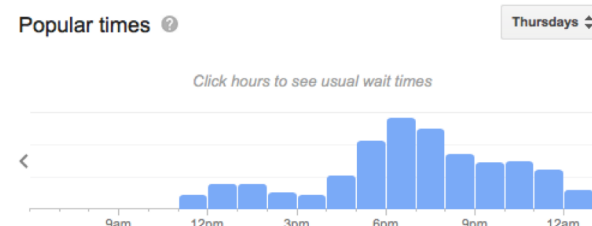
Supply – Downtown Tillsonburg Retailer Visitation Times



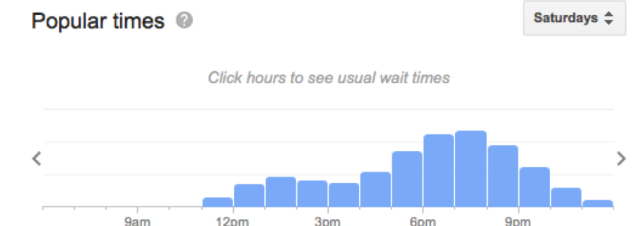
Kelsey's – Tuesday



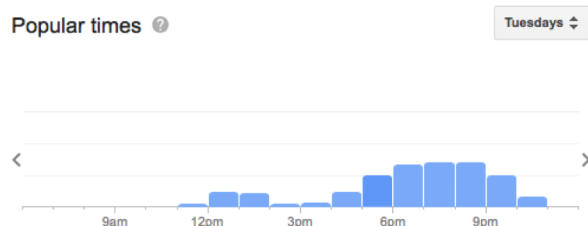
Thursday



Saturday



Copper Mug – Tuesday



Thursday



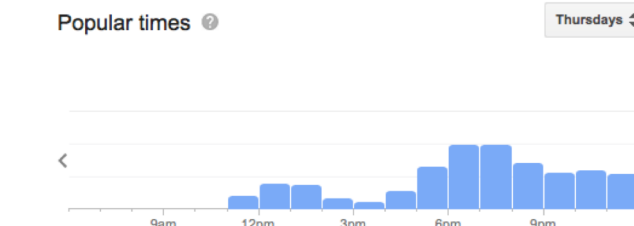
Saturday



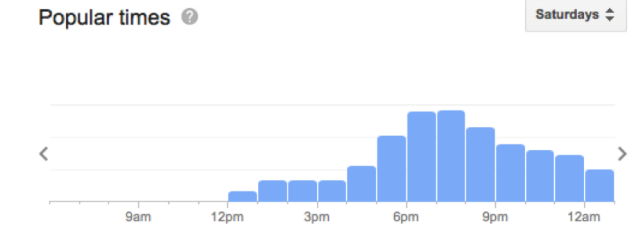
Boston Pizza – Tuesday



Thursday



Saturday



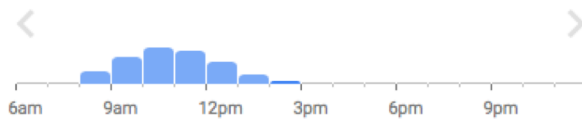
Market Audit - profile

Supply – Downtown Tillsonburg Retailer Visitation Times



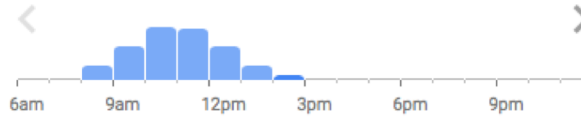
Corner Griddle – Tuesday

Popular times Tuesdays ▾



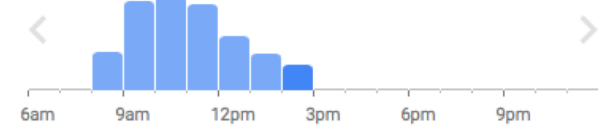
Thursday

Popular times Thursdays ▾



Saturday

Popular times Saturdays ▾



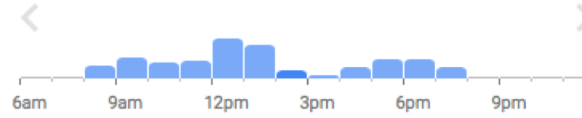
Corey's – Tuesday

Popular times Tuesdays ▾



Thursday

Popular times Thursdays ▾



Saturday

Popular times Saturdays ▾



Pita Pit – Tuesday

Popular times Tuesdays ▾



Thursday

Popular times Thursdays ▾



Saturday

Popular times Saturdays ▾



Market Audit - profile

Supply – Downtown Tillsonburg Retailer Visitation Times



Shoppers Drug Mart – Tuesday

Thursday

Saturday

Popular times ?

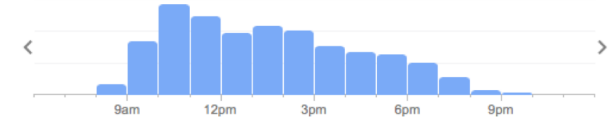
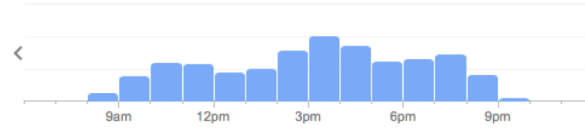
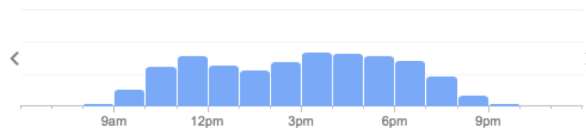
Tuesdays

Popular times ?

Thursdays

Popular times ?

Saturdays



Bulk Barn – Tuesday

Thursday

Saturday

Popular times ?

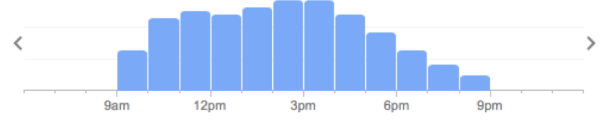
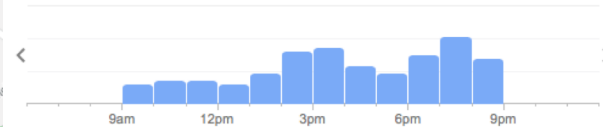
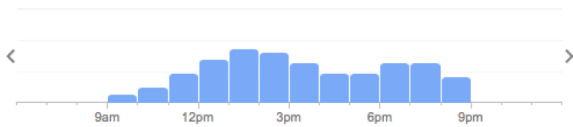
Tuesdays

Popular times ?

Thursdays

Popular times ?

Saturdays





Summary: Supply – Downtown Tillsonburg Retailer Visitation Times

- Saturday is the biggest shopping day in Downtown
- This is followed closely by weekday evening visitation
- There is a fairly good visitation to the weekday restaurants and cafes primarily from the local area daytime workers
- Increasingly local residents commute to work and they are conducting a higher proportion of their local shopping needs during the early evening and some weeknights are relatively busy
- For some businesses, there is a relatively strong daytime traffic demand including Shoppers Drug Mart, Bulk Barn, Mark's Work Wearhouse, Copper Mug, and other restaurants such as Pita Pit
- Early morning Saturday has increased visitation for a number of businesses as local households want to start their weekends early and get their errands done so they can go out and enjoy the rest of the day so places such as Corner Griddle have a good brunch time traffic



Strengths, Weaknesses, Opportunities, Threats – Retail Development in Downtown Tillsonburg



STRENGTHS

- Solid base of residents of 16,000 that is growing
- Real household income growth (excluding inflation)
- Somewhat isolated from other commercial areas, so they are able to create a draw from other nearby smaller communities
- Mix of target markets in Downtown including people living there, workers, local and regional visitors that support daytime and limited night time retail activities, as well as some seasonal workers
- Convenient – easy to get to, easy to park, free parking, wide main street
- Charm – heritage and historical two and three-storey buildings creating a base of residential within the core
- Character – friendly shop owners and workers, open, communicative
- Tillsonburg Town Centre blends in well with the main street and doesn't overly detract from the main street businesses
- Good assortment of discount and value-based retail
- Some historical long-term businesses with longevity creates confidence in prospective retailers

WEAKNESSES

- Skewed household income – those on fixed incomes, lower income, savers not spenders, but some high-income households
- Not a tourist town (can be a benefit – not affected by the whims of the tourism industry)
- Retail is scattered throughout Town to the north, centre, and east and not clustered as effectively as it could be (e.g. grocery stores, home improvement stores are located throughout the entire town rather than clustered to create better flows and critical mass synergy)
- Seniors based area who have things provided for them such as food – don't need to shop
- Slightly too much ground level retail is devoted to services especially professional services and medical services rather than retail (however, want the services in the Downtown just not so much on the main street)
- Few places for socialization to happen on the street and inside businesses
- Few places for triggering a night time economy

THREATS

- London closest competition and London is already over retailed
- Strathallen owns both malls in Tillsonburg which can make it confusing from a leasing and marketing perspective (are there exclusivities)
- Other more tourist-based towns that are more experiential (e.g., watching food being prepared, combining entertainment and food together such as a band playing in a café) and lure locals for a night out or dinner



OPPORTUNITIES

	RECOMMENDATION	RATIONALE
Food and Beverage	<ul style="list-style-type: none"> No further major grocery stores or LCBO Potential for specialty food stores (e.g., Goodness Me) Ensure Walmart carries enough value oriented food items 	<ul style="list-style-type: none"> Specialty food can complement the existing grocery stores such as Metro and Walmart They can provide a link in the customer journey similar to the function and location of Bulk Barn Should be paired with additional functions such as catering, prepared food as take away, and home meal replacement
Health and Pharmacy	<ul style="list-style-type: none"> Health related goods and services will always be in high demand and can shift There may not be a need for a large pharmacy but smaller unique health stores, optical stores, etc, could be warranted 	<ul style="list-style-type: none"> In an older community such as Tillsonburg, health care is a major household expenditure from prescriptions, over the counter medicine, health supplies, optical stores, health supplements, naturalpaths, etc.
Furniture and Home Furnishings	<ul style="list-style-type: none"> Focus should be on retaining existing furniture, home furnishings type stores and allow for more modern home furnishings stores to establish themselves (e.g., Saturday Afternoons) or art galleries Craft or hobby oriented home furnishings such as custom made Mennonite furniture 	<ul style="list-style-type: none"> There are several furniture stores in Downtown Focus on retention of existing stores and ensure they maintain a modern, current offering There is a potential to combine hobby and craft expertise of Tillsonburg with furniture and home furnishings making
Electronics	<ul style="list-style-type: none"> Focus on retention of existing stores including the ability to order online and pick up in store 	<ul style="list-style-type: none"> Electronic stores are becoming showrooms for the latest technology Stores need to be able to offer the ability for consumers to order online and then pick up in store as a way of not only providing increased convenience to local residents but for increased shopping



OPPORTUNITIES

	RECOMMENDATION	RATIONALE
Clothing and Accessories	<ul style="list-style-type: none"> Focus on retention of existing clothing, jewellery, and accessories stores Any new retailer should have a narrow and deep focus (concentrate on one or two lines or offerings and carry a deep assortment in for each one) Focus on craft, handmade items 	<ul style="list-style-type: none"> There is limited growth not only in Tillsonburg but across North America for clothing and accessory related retail Similar to home furnishings, there is an opportunity to combine craft and hobby skill sets with clothing lines – such as knitted sweaters, custom leather bags (where some of the manufacturing is done on site)
Leisure Retail	<ul style="list-style-type: none"> Focus on retention of existing gift and book stores Increase the number of craft and hobby related stores including supplies as well as production ie: workshops Have places such as knitting cafes, children / adult art schools, art cafes, book store cafes, etc.) Locate craft supplies together (sewing, leather handwork, knitting, art supplies, DIY stores Add learning programs to retailers such as singing, piano, art, story writing/story telling 	<ul style="list-style-type: none"> Create opportunities for local craft, hobby, entrepreneurs to hone their skills
General Merchandise	<ul style="list-style-type: none"> No additional discount oriented stores 	<ul style="list-style-type: none"> There are ample discount general merchandise stores New stores would only spread the sales around
Home Improvement	<ul style="list-style-type: none"> No major new home improvement stores Could be co-located better across the City 	<ul style="list-style-type: none"> Ample selection of home improvement type stores in Tillsonburg



OPPORTUNITIES

	RECOMMENDATION	RATIONALE
Eating Establishments	<ul style="list-style-type: none"> • Need to replace or add to the number of places for socialization and eating - cafes, coffee places, and other food/socialization places in Downtown • More sit down, casual restaurants that are higher quality • Dinner theatre options • Include more eating establishments with entertainment 	<ul style="list-style-type: none"> • Food is the glue that holds the community together • There are good food options at present but the strategy should focus on where there are gaps in the food service mix • Local residents do not spend high amounts on eating out but will spend it on "in between" activities • There is a lack of casual and better quality restaurants in Tillsonburg (probably losing market share to other communities)
Night Time Economy	<ul style="list-style-type: none"> • Monitor the change in demographic toward young families to be able to provide a timely response to their needs e.g., bowling alley, dinnertime needs, ice cream shops open after soccer games etc. 	<ul style="list-style-type: none"> • As a community changes so too do their needs. It's important to watch this change and to be able to plan a response. Some businesses already have a weeknight later evening business profile that other businesses can piggy back off. See Next Steps for further comments.



NEXT STEPS – in order of timing

- Either the Town or the BIA needs to create a full business directory so that people can find the information easily for:
 - Marketing purposes and
 - Recruitment/investment.
- Work with the BIA Board and new ED to create their own Retail Wish List from the BIA's perspective.
- Town to Identify locations for re-development based on a set of criteria.
- BIA should develop a new website where the directory and the properties for lease at any given time can be accessible. The Town may also have a list of all for lease or for sale properties.
 - ❖ Social Media cannot do this effectively and people need access to that information.
- Work with building owners where there are currently places to rent and/or buy to impart on them the need for certain businesses to fill the gaps.
- Host session with local commercial realtors and share the data that has been uncovered here and the retail wish list - they can be part of the solution and kept in the loop.
- Consider a Strategic or Action Planning Process for the BIA. With a new Board and/or staff, this can often help them come to a shared vision for their downtown. Town staff should be part of the process to include City vision and information for one cohesive effort.
- Create an "Invest in Tillsonburg Downtown" digital and/or online marketing piece siting investment incentives and information gathered from this process and Retail wish list.
- Encourage Like businesses to either locate closely or work together for marketing purposes.
- Create a common branding graphic to post in vacant store fronts: "Imagine Your Business Here".
- Work to attract a local investor who will compete against himself to fill the retail gaps & take market share.
- Regularly evaluate the senior/young family ratio development projects. The downtown retail mix needs to adapt to the changing demographic as it happens as an increase in young families will demand different retail and service opportunities



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