October 2015

Phase 1 Discussion Paper

Retail Sector

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Prepared for:

OUR PLACE INNISFIL

Innisfil

TABLE OF CONTENTS

Abstract

In January 2012, the Ontario Ministry of Municipal Affairs and Housing ("MMAH") adopted the Simcoe Sub-Area Amendment ("Amendment 1") to the Growth Plan for the Greater Golden Horseshoe policies ("Growth Plan"). This amendment plans for Innisfil to continue to grow to a population target of 56,000 people[1] under the guiding principles and policies of the Growth Plan. Through these policies, the Town's Alcona Urban Settlement Area and its surrounding future expansion areas have been generally defined as the Primary Settlement Area of Innisfil.

Since the adoption of these policies, the population of Innisfil, and particularly Alcona, has increased. Population growth is a major factor affecting demand for retail commercial space. This Discussion Paper is intended to examine the factors influencing demand for retail uses in the Town and identify opportunities and constraints influencing the future supply of retail commercial space in the Town.

[1] Further to the Ontario Municipal Board decision relating to the approval of the 'Sleeping Lion' settlement area in Alcona South, TER has assumed that 4,500 additional people will be added to the target population capacity of Innisfil by 2031. Therefore, this Discussion Paper and analysis has been based on a revised population capacity of 60,500 people.

Executive Summary

Tate Economic Research Inc. ("TER") was retained by the Town of Innisfil ("Town" or "Innisfil") to provide a Discussion Paper addressing major opportunities and constraints impacting the Town's retail sector and its planned commercial structure. This Discussion Paper is intended to provide an overview of market conditions as context for updating the commercial policy framework of the Town's Official Plan. In addition, recommendations to assist with advancing the Alcona retail sector have also been provided.

In 2010, TER was retained by the Town to evaluate the demand for retail land in Innisfil required to service population growth forecast for the Town by 2021 ("TER 2011 Retail Demand Study"). The analysis concentrated largely on population growth forecast for the Alcona Settlement Area and the then proposed future development of the Alcona North and Alcona South Secondary Plan areas.

This Discussion Paper provides an update of TER's previous retail space demand analysis forecasts to reflect the most recent market trends and data. Alcona has been determined as the Primary Settlement Area for the Town and will contain the greatest concentration of population and planned retail space within the Town. This TER report addresses market demand for retail and service space in the Town of Innisfil, with a specific emphasis on the Alcona Settlement Area.

The following points summarize the key findings of TER's research and analysis:

Innisfil has experienced positive retail growth since 2011.

- Cookstown Outlet Mall has been sold, redeveloped, expanded and remerchandised as a Tanger Outlet. This centre now offers an expanded range of fashion and home furnishing outlet retailers;

- Canadian Tire withdrew their development application in Alcona in late 2011. This application has been reactivated. A building permit has been issued and the store is anticipated to open in 2016;

The most significant retail competitive factor that will continue to influence retail development in the Town is the continued expansion of retail space in south Barrie.

- New retail competition continues to be added in south Barrie, reinforcing the City as the primary shopping destination in the Region. Significant new additions include:

  - The opening of 800,000 square feet of new retailers at Park Place; and,
  - The entry of major retailers including M.E.C., Lowe's and Cabela.

- The ongoing expansion of south Barrie's retail sector will continue to reinforce Barrie as the primary shopping destination in the Region.

The majority of retail and service tenants operating in Innisfil are oriented to serving the day-to-day or convenience shopping and service needs of residents.

- The primary retail categories presently serving residents include Supermarkets; Pharmacies & Personal Care Stores; Building & Home Supplies; and Liquor, Beer & Wine retailers.

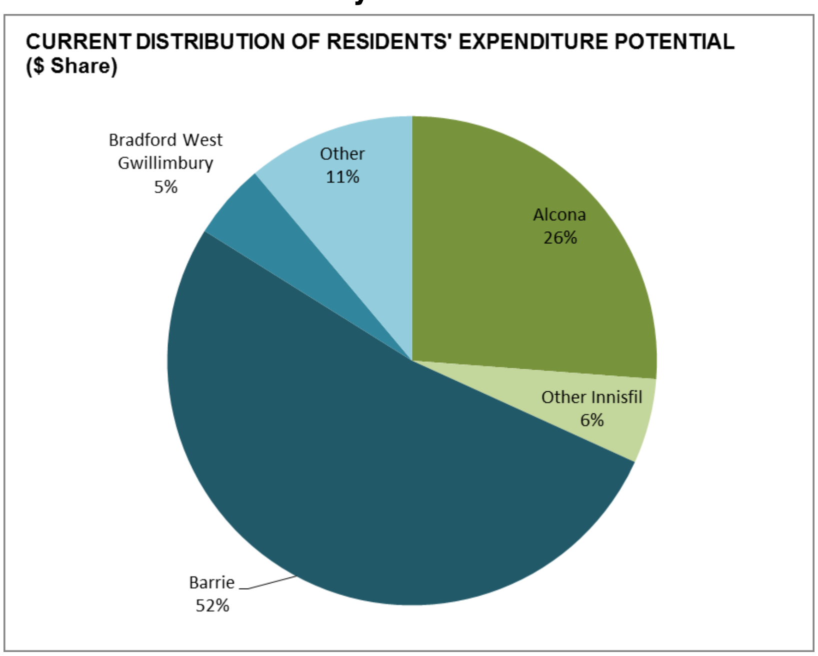
- These retailers function as anchor tenants for the Town's largest shopping areas in Alcona, Stroud and Cookstown.

Residents leave Innisfil to do the majority of their shopping.

- The Town has no department stores or full service home improvement centres (Home Depot, Rona or Lowe's) and only one discount general merchandise store. In addition, there is a limited presence of traditional major chain retailers operating in the Town.

- These tenant gaps represent opportunities for new types of retail businesses to be added to Alcona in the future.

The majority of Innisfil residents' expenditures are made outside of the Town. Recapturing a share of these expenditures would contribute to supporting more retail businesses locally.



- In 2014, expenditure leakage to other municipalities is estimated to account for approximately $192.2 million annually or 68.2% of residents' total expenditures.

- The graph opposite summarizes the distribution of Innisfil residents'.

The permanent resident population of Innisfil is increasing and is forecast to experience significant growth until 2031. This population growth will generate additional demand for more retail commercial space in the Town.

- Since the 2011 Census, the population of Innisfil has continued to increase and is estimated at 35,600 people in 2014. The majority of this growth has occurred in and around Alcona.

- The Town's permanent resident population is forecast to increase to 60,500 people by 2031.

- The majority of growth up to 2021 is forecast to occur in Alcona.

- Other areas of the Town that are forecast to experience significant growth over the period 2021-2031 include Lefroy and Sandy Cove.

Expenditure potential generated from Innisfil's permanent residents is forecast to nearly double by 2031.

- Based on forecast population growth, Innisfil residents' expenditure potential is forecast to nearly double by 2031 increasing to approximately $543.9 million. This expenditure potential will be available to support both new and existing businesses in the Town.

The growth of the Town's seasonal residents' population will also add to the demand for a broader range of local retailing options in the Town.

- The Town has a significant seasonal population base estimated at approximately 4,400 people in 2011. This population is forecast to nearly double, primarily as a result of the Friday Harbour resort community under development at Big Bay Point. This population adds to the demand for a range of retail options both locally and throughout the Town.

A major retail anchor will help to further establish the Alcona retail sector.

- A major retail anchor, such as a department store or Canadian Tire that is under development, will stimulate growth in the retail commercial sector and create greater comparison shopping opportunities locally.

- The Canadian Tire under development in Alcona will act as a catalyst for additional retail commercial development in the community.

- These types of anchor tenants require that suitable land be available, in terms of location, access, visibility, exposure and land mass.

The demand forecast indicates that Innisfil residents' generate sufficient expenditure potential to support a variety of major retail uses locally.

- By 2021, market support generated from Town residents would be sufficient to warrant approximately 541,000 square feet of new retail and service uses in Alcona.

- This demand would be sufficient to support the following new types of retail:

    - Department store;
    - Home improvement centre;
    - A farm supply / hardware retailer such as TSC;
    - Discount general merchandise retailer such as Giant Tiger; and,
    - A range of ancillary specialty retail and services uses.

- Additional competition is also warranted in the Town's convenience oriented retail categories, including:

    - Supermarket / grocery space;
    - Drug store space;
    - Medical and health related businesses;
    - Restaurants; and,
    - Financial institutions.

Innisfil's retail sector will develop incrementally over time.

- Demand for additional retail and service space in Alcona is forecast to increase to approximately 1.1 million square feet by 2031. This demand will warrant the addition of new space in each of the retail categories.

- Industry trends indicate that the rate of growth of new retail space is anticipated to be slower than in the past. However, rapidly growing and underserviced areas such as Alcona will continue to generate new opportunities for shopping centre development in response to population growth.

- The most significant factors in the development of Alcona's new growth areas include:

    - Identifying locations which offer the best access, visibility and exposure characteristics; and

    - Providing sufficient land supply suitable to accommodate major retail anchors needed to advance the growth of these areas.

Retail Demand Forecast – Conclusion

Market demand for new commercial / retail space in Innisfil will be concentrated in Alcona. Market growth will also result in demand for additional locally oriented retail and service commercial facilities in communities such as Lefroy and Sandy Cove.

Market demand for commercial / retail space in Alcona is forecast to be approximately 541,000 square feet by the year 2021. As a result of the continued growth in the Town, demand for addition commercial / retail space in Alcona is forecast to increase to a total of approximately 1.1 million square feet by 2031.

Recommendations to Advance Innisfil's Retail Sector

The retail demand analysis has identified the market support is available for an expanded retail sector in the Town. However accelerating the market's response to developing new space in Innisfil may require a more comprehensive approach. The following recommendations are provided to assist with the Town with advancing the retail sector.

Development of Convenience Retail is the First Step to Developing a Commercial Hierarchy. Further Refinement of Commercial Policy is Required.
Convenience retail uses are established in Alcona and elsewhere in Innisfil. It is now important to develop a centralized, critical mass of comparison shopping businesses to serve the entire Town. It may be necessary, through commercial policy, to distinguish convenience uses from higher order retailing activity and direct future convenience retail to new development areas to service local convenience needs.

Identify and Establish a Department Store Location in Alcona
Adding a major retailer to Alcona, such as a department store (and to a certain extent, the Canadian Tire store under development) will contribute to attracting other retail and services businesses to the Town and increase shopping traffic to Alcona. A department store would further diversify the Town's retail sector.

Establish a Destination Point in Downtown Alcona
Establishing a destination feature such as a multiuse event centre, permanent farmer's market, community theatre and / or auction house in Downtown Alcona are examples of how various uses that can contribute to the collective attraction of Alcona.

Encourage the Development of the Local Service Sector
Retail is an important component to any local economy. However, many mainstreet environments are comprised more of service related uses than traditional retailing. Encouraging the continued development of service uses, particularly in the Downtown, will contribute to strengthening the overall economy.

Ensure the Character of Downtown Alcona is Distinguished from Other Commercial Locations
Unique uses should be preserved for the Downtown to distinguish its role and function from the Town's other planned commercial areas. The transition of Downtown will continue to be slow and more incremental, and therefore needs to be distinct.

Continue the Momentum of Development in Downtown Alcona
Each improvement to the Downtown incrementally contributes to broadening the range of its activities and improves upon establishing a destination purpose for the Downtown. Continued investment in the Downtown adds to the attractiveness of the area as the core of the community.

Establish a Collective Marketing Alliance or BIA

Associations such as marketing alliances and BIAs provide collective efforts towards promotion, event organization and marketing of local businesses. These tools could be useful for businesses to access Innisfil's rural residents, customers in neighbouring municipalities, tourists as well as the Town's growing seasonal resident population.

1 Introduction

Tate Economic Research Inc. (“TER”) was retained by the Town of Innisfil (“Town” or “Innisfil”) to provide a Discussion Paper addressing major opportunities and constraints impacting the Town’s retail sector and its planned commercial structure. This Discussion Paper is intended to provide an overview of market conditions as context for updating the commercial policy framework of the Town’s Official Plan. In addition, recommendations to assist with advancing the Alcona retail sector have also been provided.

1.1 Background

In 2010, TER was retained by the Town to evaluate the demand for retail land in Innisfil required to service population growth forecast for the Town by 2021 (“TER 2011 Retail Demand Study”). The Innisfil 2021 population target incorporated into the TER 2011 Retail Demand Study was 46,900 persons. The analysis concentrated largely on population growth forecast for the Alcona Urban Settlement Area and the proposed future development of the Alcona North and Alcona South Secondary Plan areas. In addition, this analysis also examined the longer term demand for additional retail lands based on high and low population growth scenarios forecast to the year 2031. This analysis predated the adoption of the Growth Plan’s Amendment 1 in 2012, which subsequently established the population target for the Town at 56,000 people by 2031. As stated previously in the Abstract of this TER report, the Town’s population target has since been revised to 60,500 persons.

The TER 2011 Retail Demand Study was based upon a comprehensive empirical research methodology used to evaluate market conditions influencing the Town’s retail sector. This research was used to estimate the potential to recapture a greater share of Innisfil residents’ expenditure potential through the development of a planned commercial hierarchy. These recapture estimates, combined with forecast population growth planned for the areas in and surrounding Alcona, were used to forecast future demand for retail uses in the Town.

Generally, the research findings and conclusions of the TER 2011 Retail Demand Study remain valid. However since 2010, when the original research was completed, there have been significant changes in local market conditions, as well as throughout Ontario’s shopping centre and commercial development industries, which have influenced the Town’s retail sector. As a result of these changes and the release of updated data, TER has updated its previous forecasts to reflect the most recent market trends and data.

Some of the more notable market events which have occurred in and around Innisfil that have influenced recent development in Town include:

- The purchase of Cookstown Outlet Mall by RioCan REIT and Tanger Outlets and its subsequent redevelopment, remerchandising and expansion into Tanger Outlets Cookstown;
- Development activity in the surrounding area including Bradford West Gwillimbury, and more notably in south Barrie with the opening of Park Place and other shopping centre projects; and,
- The adoption of Amendment 1 to the Growth Plan and other MMAH policy decisions impacting development in Simcoe County.

These changes influence the supply of new retail space in Alcona, elsewhere in Innisfil and in the surrounding market area.

1.2 Purpose of this Discussion Paper

The purpose of this Discussion Paper is to provide the Town with an update of previous market research summarized in the TER 2011 Retail Demand Study and to:

- Build upon the research and findings provided in the TER 2011 Retail Demand Study;
- Update the research database of key market variables used to evaluate demand for retail land in the Town and more specifically in the Alcona Urban Settlement Area and its surrounding expansion areas;
- Identify major obstacles and impediments limiting the progress of the Town's commercial structure; and,
- Define key opportunities to assist in advancing the development of Town's retail economy.

1.3 Work Plan

In order to address the objectives defined above, TER designed a work plan based on consumer research, field inspections and a detailed market demand analysis. The Appendices provided at the end of this Discussion Paper summarize this research and analysis. This study approach is outlined below in greater detail.

- Study Area Delineation – For the purpose of this Discussion Paper, TER delineated a Study Area which divides the Town into two zones defined as the

Alcona Primary Market and Other Innisfil. This Study Area has been used to summarize the updated research and analysis.

- Population and Expenditure Forecast – TER forecast population levels for a study period from 2014 to 2031 based on a review of following data sources:
  - Census of Canada data;
  - Application data from the Town's Department of Planning Services; and,
  - Population forecast data obtained from Hemson Consulting Ltd. report, "Town of Innisfil, Development Charges Background Study" February, 2014.

  The year 2014 is the base year for this analysis. Forecast years 2018, 2021, 2026 and 2031 are also analysed.

  Based primarily on Census and Statistics Canada information, Non Food Oriented Retail (NFOR)[2] and Food Oriented Retail (FOR)[3] expenditure volumes were also forecast for the Study Area over this period.

- Inventory of Existing Commercial / Retail and Service Space – TER's research included an update of the Town's retail, service and vacant commercial space inventory. This information was used to determine the base year level of supply and the competitive mix of retail and services in the Town. This research has been incorporated into our analyses (see Appendix A for a summary of the inventory and maps).

- In-Home Consumer Telephone Survey – An in-home consumer telephone survey of approximately 400 Study Area residents was conducted (see Appendix B). This survey determined current shopping and expenditure patterns of Town's residents as they relate to major retail store categories.

- Review and Assessment of Retail Trends in Ontario – TER has provided an overview of the shopping centre and retail development industries trends influencing the future supply of retail space in the Town. This information is useful as a guideline to plan for long term retail needs.

- Retail Space Market Demand Analysis – Based on existing and anticipated shopping patterns identified from the in-home consumer telephone survey, TER's previous Innisfil demand analysis and the expenditure volumes

[2] For the purpose of this analysis NFOR is comprised of the following merchandise categories: Department Stores; General Merchandise; Clothing & Accessories; Furniture, Home Furnishings & Electronics; Pharmacies & Personal Care; Building & Outdoor Home Supplies; Miscellaneous Retailers and Automotive Parts, Accessories & Tire stores.

[3] For the purpose of this analysis FOR is comprised of the following merchandise categories: Supermarkets & Other Grocery Stores; Convenience Stores; and Specialty Food Stores such as meat markets, fish and seafood markets, fruit and vegetable markets and other specialty food stores.

determined above, TER forecast the market demand and opportunity for retail floor space that could be supported in the Alcona Primary Market.

- Service Space Opportunity Analysis – In addition to TER's retail space market demand analysis, TER has also forecast the opportunity for additional service uses in the Town and more specifically in the Alcona Primary Market. Demand for service space over the study period has been forecast based on per capita space benchmarks.

- Estimate of Commercial / Retail Land Needs – Based on the results of the retail and service space demand analysis outlined above and various development coverage ratios, TER forecast a range of land supply options for future commercial / retail space requirements in the Alcona Primary Market.

- Recommended Initiatives to Advance Alcona's Retail Sector – Based on the results of the research and analysis described above, TER has provided recommendations for various initiatives to assist with the Town with advancing the retail sector in Alcona.

This work plan has assisted TER in developing this Discussion Paper summarizing the market demand and opportunity for retail floor space that could be supported in Innisfil and identifying major opportunities and constraints impacting the Town's retail sector in the context of its planned commercial structure.

1.4 Disclaimer

Every effort has been made by TER to ensure that the forecasts and information presented in this Discussion Paper are accurate and valid. However, it is important to note that, in order to forecast the long term future demand for retail space in the Town, it is necessary that TER make a number of basic underlying assumptions relating to long term market conditions in the Town.

In light of these underlying assumptions, and their susceptibility to be influenced by changes in market conditions over a long term study period, TER cautions that the demand forecasts beyond the year 2021 should be viewed as points of discussion for the long term planning of the Town's retail space needs. In addition, the longer term results of this study should not be interpreted to establish specific retail space targets for the Town. Furthermore, TER recommends that the Town review the findings of this analysis in 5 year intervals and revisit the longer term demand and opportunity for additional retail space for the Town.

2 Innisfil's Retail Market Characteristics

This section provides a summary of TER's updated market research used as the foundation of this Discussion Paper. The Appendices, which follow, provide the detailed results of this updated research.

2.1 The Innisfil Study Area

For the purpose of this Discussion Paper, TER has divided the Town into two geographic Study Area zones. Figure 1 provides a map illustrating these zones. These zones have taken into account the previous Study Area used in the TER 2011 Retail Demand Study. These zones are generally described as follows:

The Alcona Primary Market Area – This zone includes the Alcona Urban Settlement Area, Alcona South Secondary Plan Area and surrounding rural areas where the majority of the Town's permanent population growth is planned for up to 2031 in accordance with the Growth Plan. This area is defined as the geographic area bound by 10th Line to the north; Lake Simcoe to the east; Belle Aire Beach Road to the south; and 20th Sideroad to the west. This area includes the Town's primary commercial corridor established along Innisfil Beach Road consisting of Downtown Alcona ("Core Commercial Area"), as well as Alcona's Neighbourhood Commercial Area and Neighbourhood Commercial Special Areas.

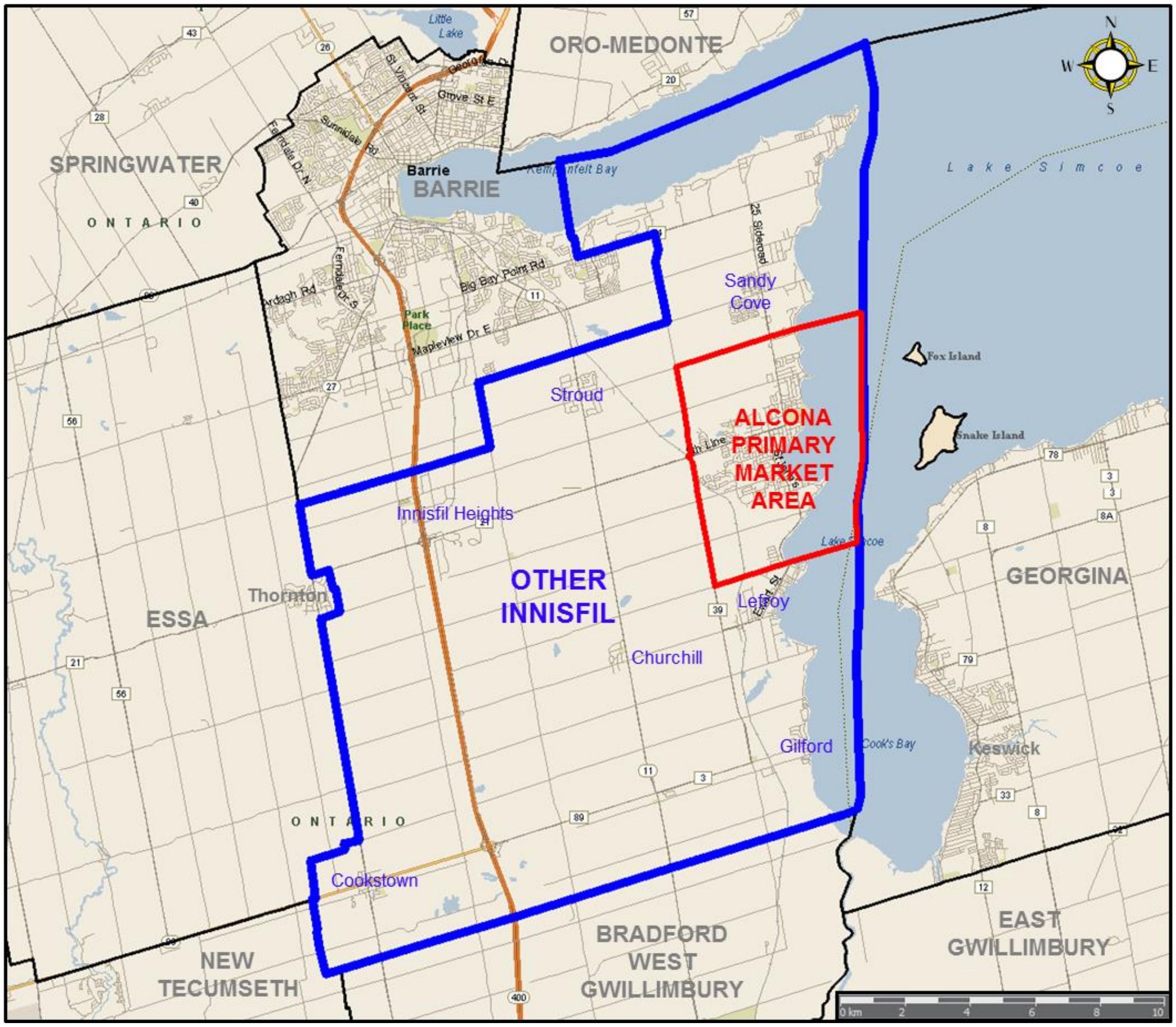
Other Innisfil – This zone includes the remainder of Innisfil, exclusive of the Alcona Primary Market Area, as defined above. This zone includes historic villages, hamlets and settlement areas, as well as tourism destinations including Georgian Downs; Tanger Outlets Cookstown and Friday Harbour resort development which is under construction at Big Bay Point. In addition, this node includes the communities of Sandy Cove and Lefroy, to the north and south of the Alcona Primary Market Area, which will also accommodate a portion of the Town's post 2021 population growth.

This area includes the following established commercial concentrations:

- The Village of Stroud;
- Downtown Cookstown;
- The Lefroy core;
- Tanger Outlets Cookstown;
- Innisfil Heights employment area; and
- Other Innisfil retail concentrations.

Dividing the municipality into these two zones enables this analysis to focus on identifying the opportunities and constraints impacting the retail sector in Alcona, the Town's Primary Settlement Area.

FIGURE 1: STUDY AREA



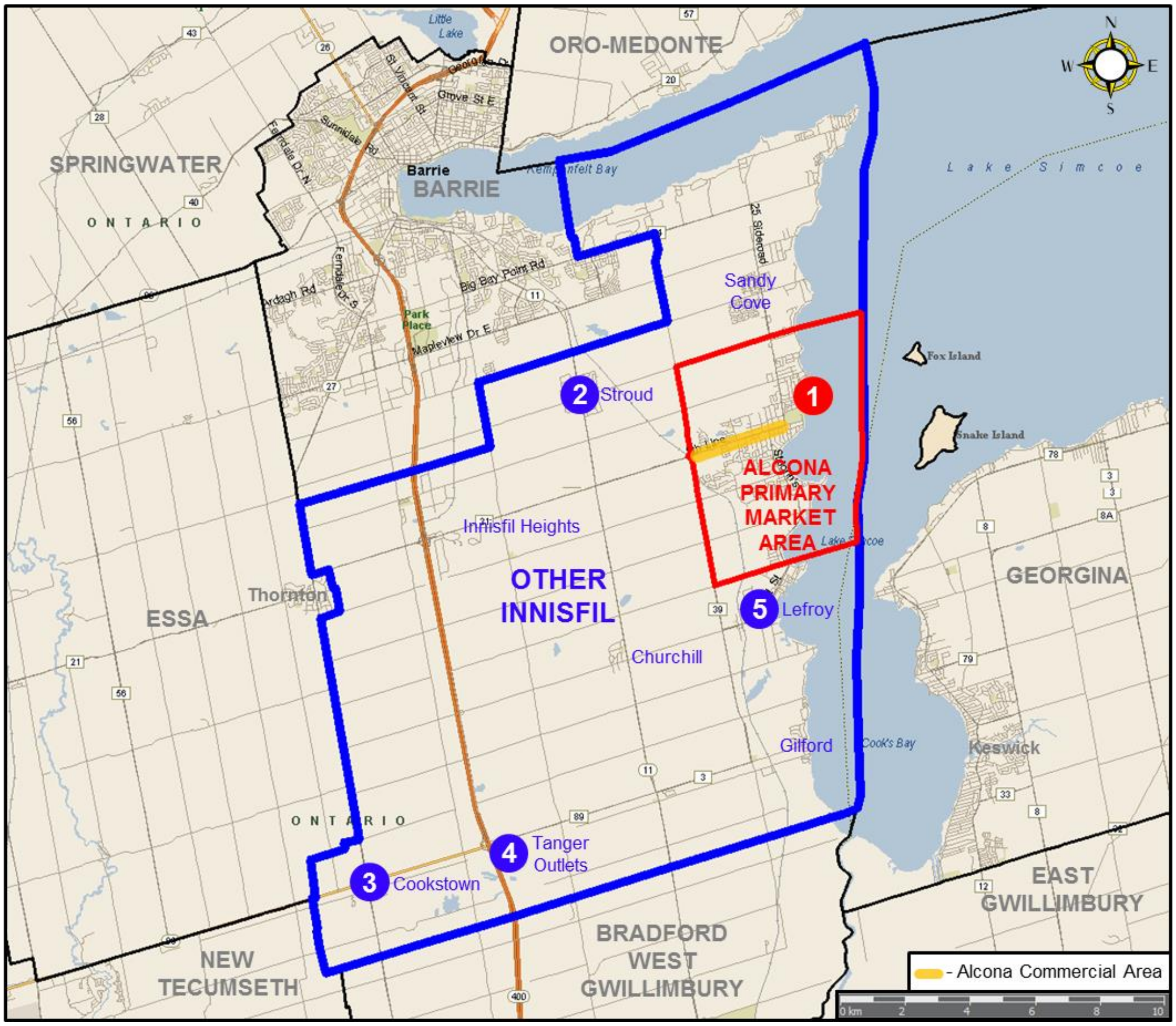
2.2 Inventory of Competitive Retail and Service Space in Innisfil

An inventory update of all retail, service, and vacant commercial space in the Town of Innisfil was undertaken by TER in February 2015. Figure 2 provides a map illustrating the location of the largest concentrations of existing retail space throughout the Town. Appendix A provides a table summarizing the distribution of this space by location, node and tenant type.

This updated research allows TER to make comparisons and identify changes to the Town's retail inventory since the TER 2011 Retail Demand Study. The following points summarize key characteristics of the present inventory supply.

- The Town's supply of competitive retail space is estimated at approximately 1,143,000 square feet, and is occupied by 361 retail and service businesses.

FIGURE 2: SUMMARY OF RETAIL AND SERVICE SPACE IN INNISFIL



SUMMARY OF RETAIL AND SERVICE SPACE IN INNISFIL [1]

Major Retail Categories	Alcona Primary Area	Stroud	Cookstown	Tanger Outlets	Lefroy	Other Innisfil [2]	TOTAL INNISFIL
	1	2	3	4	5	6	1-6
Food Retail	88,300	22,700	13,800	4,700	7,400	10,700	**147,600**
Drug & Personal Care	20,200	9,500	3,400	4,100	-	700	**37,900**
Hardware & BOHS	23,100	5,100	30,400	-	-	25,300	**83,900**
Liquor, Beer & Wine	14,000	2,300	2,200	-	600	-	**19,100**
Other Retail	18,300	5,600	21,200	306,300	1,700	112,000	**465,100**
Services	127,100	72,900	61,600	3,300	11,200	41,300	**317,400**
Vacant	5,500	27,800	3,600	22,300	3,400	9,400	**72,000**
Total	**296,500**	**145,900**	**136,200**	**340,700**	**24,300**	**199,400**	**1,143,000**

Source: TATE ECONOMIC RESEARCH INC.

1) Based on inventory and site inspections completed by TER in February 2015. Rounded to the nearest 100 square feet.

2) Node 6 is not mapped.

- Overall the supply of competitive retail space in the Town has increased by approximately 238,900 square feet since the completion of the TER 2011

Retail Demand Study. The following points summarize changes to the Town's inventory which recently occurred or are under development:

- Cookstown Outlet Mall has been sold to RioCan REIT and Tanger Outlets and subsequently redeveloped, remerchandised and expanded to approximately 340,700 square feet. This expansion has more than doubled the size of this outlet centre adding approximately 176,500 square feet of additional outlet retail space;
- The Alcona Home Hardware expanded by approximately 8,200 square feet. In addition, an outdoor lumber yard has also been added.
- Shoppers Drug Mart has relocated from Downtown Alcona to an expanded new format store located adjacent to Sobeys along Innisfil Beach Road. This new store is nearly double in size, totalling approximately 18,000 square feet;
- Trinity Crossing shopping centre opened in Alcona adding approximately 49,000 square feet of new space. This centre is anchored by an expanded LCBO store relocated from Downtown Alcona;
- A building permit was issues in July 2015 for a 68,000 square foot Canadian Tire store that will anchor Trinity Crossing in Alcona; and,
- Construction of a new library branch is underway in Downtown Alcona. The Town is currently operating a temporary branch in the former Shoppers Drug Mart space.

- The majority of retail and service tenants operating in Innisfil are oriented to serving the day-to-day or convenience shopping and service needs of residents. The primary retail categories serving residents include Supermarkets; Pharmacies & Personal Care Stores; Building & Home Supplies; and Liquor, Beer & Wine retailers. These retailers function as anchor tenants for the Town's largest shopping areas in Alcona, Stroud and Cookstown.

2.2.1 The Alcona Primary Market Area Inventory

- The Town's main commercial area is established along Innisfil Beach Road in the Alcona Primary Market Area. This commercial corridor consists of Downtown Alcona and a series of Neighbourhood Commercial sites situated to the west of the Downtown.

- Approximately 25.9%, or 296,500 square feet, of the Town's retail space, is located in the Alcona Primary Market Area. This space includes 91 retail and service businesses.

- Major retailers include two supermarkets: Sobeys and No Frills; Dollarama; Shoppers Drug Mart; Home Hardware; the LCBO and The Beer Store. These tenants account for approximately 145,300 square feet or 49.0% of the total retail and service space in Alcona. These businesses provide primarily a convenience oriented function for residents.

- The Alcona Primary Market Area includes the Town's largest concentration of services (40.0%). These services consist of a variety of restaurants; banking and credit union institutions; financial, real estate and legal services; medical / health related services, personal services and others.

- The majority of Alcona's services are located in Downtown Alcona.

2.2.2 Retail Tenant Gaps in Alcona

- The Town has no department stores or full service home improvement centres (Home Depot, Rona or Lowe's) and only one discount general merchandise store. In addition, there is a limited presence of traditional major chain retailers operating in the Town.

- Figure 3 identifies tenanting gaps by retail category within the Alcona Primary Market Area. These gaps represent opportunities for new types of retail businesses to be added to Alcona in the future.

FIGURE 3
TENANT GAP ASSESSMENT OF THE ALCONA PRIMARY MARKET AREA

Retail Category	Existing Retailers	Potential To Attract Major Chain Retail	Capacity for New Competition
Supermarkets & Grocery Stores	2	Yes	Growth Related
Specialty Food Retailing	5	Yes - Ancillary	Gap Identified
Pharmacy & Personal Care	3	Yes	Growth Related
Department Store	0	Yes	Gap Identified
Building & Outdoor Home Supply	2	Yes	Growth Related
Home & Automotive Supply	0	Yes	Gap Identified
Warehouse Membership Club	0	No	N/A
General Merchandise	2	Yes	Gap Identified
Clothing & Apparel	0	Yes - Like Ancillary	Gap Identified
Other Non-Food Retail*	4	Yes - Like Ancillary	Gap Identified

Source: TATE ECONOMIC RESEARCH INC.
* Includes Household Furnishings & Electronics, Automotive Parts, Accessories & Tire Stores, Miscellaneous Specialty Retail Categories.

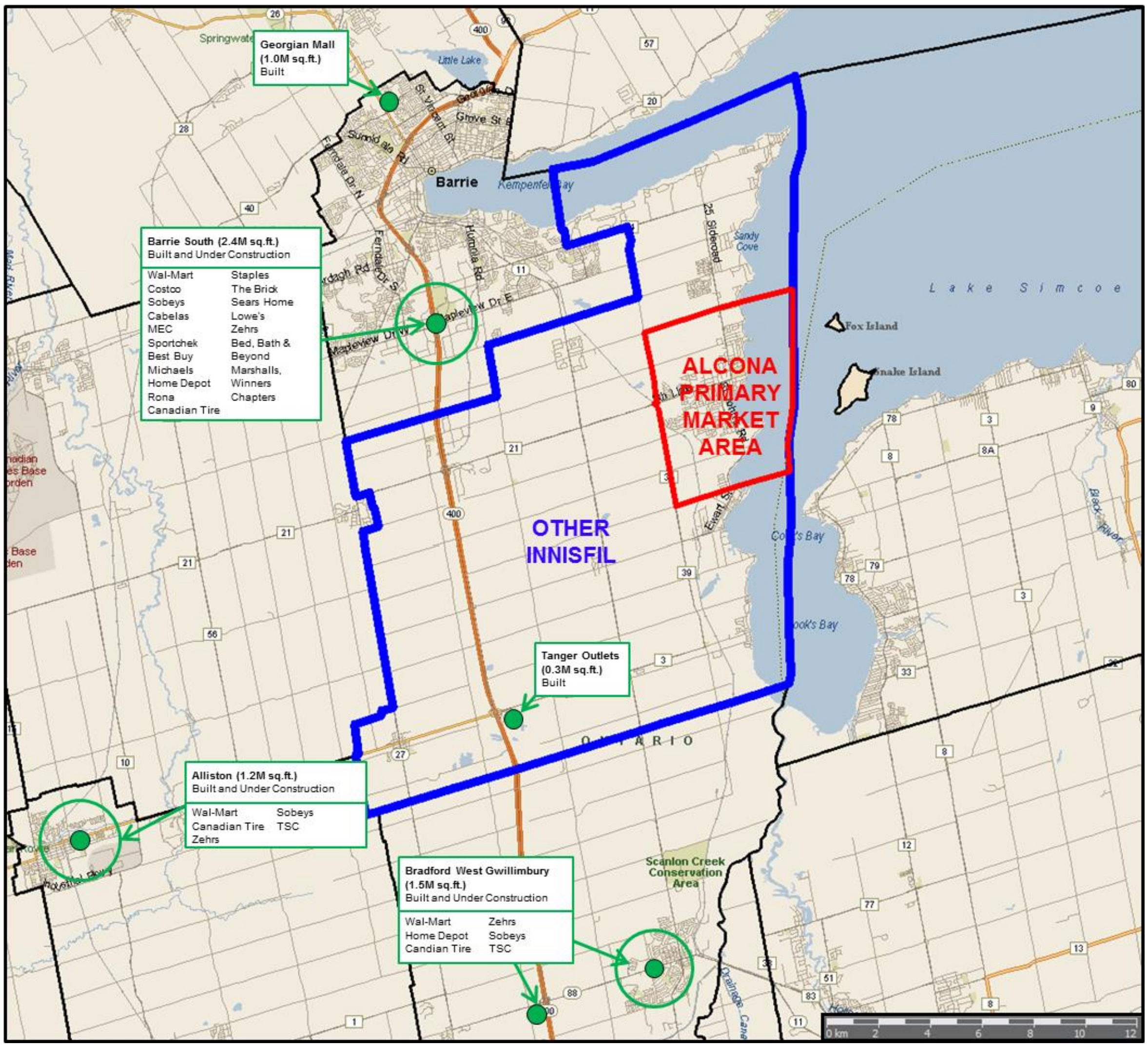
- These market gaps reflect the limited local availability of comparison shopping options and represent potential opportunities for new retail space in Alcona in the future.

2.3 Regional Competition

Figure 4 provides a map summarizing the location and concentration of regional shopping centre / shopping area competition surrounding Innisfil.

Since the completion of the TER 2011 Retail Demand Study, the development of new retail competition in south Barrie has continued with the opening of approximately 800,000 square feet of new retail space at Park Place and the addition of new major retailers such as Mountain Equipment Co-op (M.E.C.), Lowe's and Cabela. The addition of this new retail space reinforces Barrie's role as the primary shopping destination in the Region.

FIGURE 4: REGIONAL COMPETITION



Retail development in Bradford West Gwillimbury has slowed from previous years when major large format retailers such as Wal-Mart and Home Depot were established along Holland Street. The concentration of major retailers established in the municipality and the availability of vacant commercial land in Bradford West Gwillimbury remains a factor when attempting to attract retailers to the Alcona Primary Market Area.

As illustrated in Figure 4, many major retail chains already service Innisfil from either Barrie and/or Bradford West Gwillimbury. This factor has influenced the growth of the Town's retail sector. For these retailers, establishing a secondary or tertiary location in Alcona as part of a broader regional store network will require that the local market conditions increase to a certain level. Canadian Tire's delay in building their Alcona store is an example of a timing decision relating to market size and sales potential. Therefore as the Town's population continues to grow, local opportunities will become more viable from the retailers' perspective.

2.4 Population Growth Forecasts

Since the 2011 Census, the permanent resident population of Innisfil has increased by approximately 1,700 and is estimated at a 2014 population level of 35,600 people. The majority of this recent growth has occurred in and around Alcona.

Figure 5 summarizes the permanent population growth forecast for the Town for the period 2014-2031.

FIGURE 5
INNISFIL - PERMANENT RESIDENT POPULATION FORECAST (1, 2

	2014	2018	2021	2026	2031
ALCONA PRIMARY MARKET					
Population	18,400	21,200	23,800	27,750	31,400
Average Annual Growth		700	867	790	730
Average Annual Growth %		3.8%	4.1%	3.3%	2.6%
OTHER INNISFIL					
Population	17,200	18,050	19,000	23,500	29,100
Average Annual Growth		213	317	900	1,120
Average Annual Growth %		1.2%	1.8%	4.7%	4.8%
TOTAL STUDY AREA					
Population	**35,600**	**39,250**	**42,800**	**51,250**	**60,500**
Average Annual Growth		913	1,183	1,690	1,850
Average Annual Growth %		2.6%	3.0%	3.9%	3.6%

Source: TATE ECONOMIC RESEARCH INC.

1) Forecasts based on a review of the Census of Canada; the Town Department of Planning Services and population forecasts obtained from the Hemson Consulting Ltd. report, "Town of Innisfil, Development Charges Background Study" February, 2014.

2) The 2031 population level includes 56,000 people allocated to the Town by the Growth Plan plus 4,500 people allocated to the Sleeping Lion settlement area in Alcona South by OMB decision.

Population growth is forecast to increase the permanent resident population of the Town to 60,500 people by 2031. The majority of this growth in the short term, up to 2021, is forecast to occur in the Alcona Primary Market. Other areas of the Town including Lefroy, Sandy Cove, and other communities to the north and south of Alcona are forecast to experience significant growth over the period 2021-2031.

In addition to the permanent population base, the Town also has a significant seasonal population. Simcoe County estimated the seasonal population of the Town at approximately 4,400 people in 2011. The Town's seasonal population is also expected to experience significant growth in the future as a result of the 600 acre Friday Harbour resort community under development at Big Bay Point. This development will consist of approximately 1,600 new resort residences and is expected to add approximately 4,300 seasonal residents to the Town. These residents are in addition to the Town's permanent population forecast summarized in the chart above.

Overall, both the seasonal and permanent resident population growth forecast in the Town will contribute to demand for new retail space in the Town in the future.

2.5 Innisfil Residents' Shopping and Service Usage Trends

As part of the updated research completed for this Discussion Paper, TER completed 400 in-home consumer telephone surveys of Innisfil residents in March 2015. This research provides an indication of Town residents' shopping patterns influencing demand for retail space in the Town. The following points summarize key survey results:

- The four retail categories in which Town residents make the majority of their expenditures are Supermarkets; Department Stores; Warehouse Membership Clubs; and Pharmacies & Personal Care stores. These retail categories account for approximately 57% of all expenditures made by Innisfil residents.

- Survey results also indicate that the most patronized Alcona-based businesses supported by residents are convenience oriented. These retailers focus primarily on day-to-day expenditures such as food related; pharmacy and health related merchandise and other convenience oriented merchandise.

- In terms of department store shopping, Wal-Mart accounts for approximately 72% of residents' department store purchases.

- Consumer research also indicates that Tanger Outlets Cookstown does not function as a primary shopping destination for Innisfil residents. Despite the recent remerchandising and expansion of the outlet, residents' shopping trends continue to demonstrate Barrie as the preferred shopping destination. For example, Innisfil residents make 47% of their Apparel & Accessories expenditures in Barrie, compared to 16% at Tanger Outlets Cookstown.

- When asked of residents, "What one retailer or type of retailer would you like to see open in Innisfil", the two leading responses were a department store and Canadian Tire.

- Approximately 20% of residents' responses indicated that they visited medical / health related services in Innisfil in the past month. Barrie was recorded as the most frequent location visited for these types of services at approximately 50%.

- Survey research indicates that approximately half of resident respondents stated that they visited a financial institution in Innisfil in the past month.

- With respect to residents away-from-home eating habits, survey results indicate that approximately 70% of residents surveyed dined at a full service / licenced establishments and 75% of residents dined at a fast food restaurant at least once in the past month.

- Of these responses, more than half of full service / licenced establishment visits and approximately one third of fast food restaurant visits were at locations outside of the Town.

- When asked of residents, "What one type of service would you like to see more availability of in Innisfil", the two leading responses were more restaurants and more doctor / medical services.

- When asked of residents, "Which one of the following types of amenities, would you most like to see added in Alcona", the following responses were provided:

FIGURE 6
RESIDENTS' PREFERRED AMENITIES

Amenity	Frequency	*Percent*
Permanent Farmers' Market	119	*29.8%*
Parks & Rec Uses	59	*14.7%*
Community Theatre / Performing Arts Centre	41	*10.3%*
Seniors Centre	24	*6.0%*
Community Centre	14	*3.5%*
Childcare Facilities	10	*2.5%*
Museums	5	*1.3%*
None	89	*22.2%*
Other	39	*9.8%*
Total	**400**	**100.0%**

Source: TATE ECONOMIC RESEARCH INC.

This survey research demonstrates that the Town's retail sector is convenience oriented. Residents continue to provide market support for the growth of this retail base. However, in order to advance the Town's comparison shopping retail sector, the Town requires a major retailer such as a department store to operate in Alcona in order to retain more shopping activity locally. We anticipate that the Canadian Tire store under development in Alcona will also contribute to the advancement of the retail sector. Furthermore, this research indicates that, despite having a significant service component, residents are leaving the municipality to address the majority of their service needs. A stronger local commercial retail and service base is an important component in the developing Innisfil economy.

2.6 Innisfil's Retail Market Characteristics – Conclusion

This updated research forms the basis through which to evaluate the opportunity for new retail floor space that could be supported in Alcona and to identify major opportunities and constraints impacting the Town's retail sector. This research has demonstrated that the local market conditions in the Town of Innisfil are favourable towards generating demand for new retail space in the future.

3 Demand Forecast for Retail Space

This section summarizes TER's updated demand forecast for retail space in the Town of Innisfil to the year 2031. Appendix C provides TER's updated demand analysis which forecasts the residual expenditure potential that will be generated by Innisfil residents in the future. This forecast is used to estimate the potential market support for each of the major retail categories that would be available for future retailers in the Town assuming a targeted overall local capture share of approximately 60% of residents' expenditure potential for Alcona retail businesses.

The following sections provide an overview of market demand for retail space in the Alcona Primary Market Area.

3.1 Expenditure Potential Continues to Increase

Since 2010, Food Oriented and Non-Food Oriented Retail expenditure potential generated from Innisfil residents has increased by approximately 10.8% to an estimated $282.2 million in 2014. Based on market growth, Innisfil residents' expenditure potential is forecast to increase to approximately $543.9 million in 2031. This figure represents an increase of $261.7 million in expenditures available in the local market from Town residents to potentially support new and existing businesses in the Town.

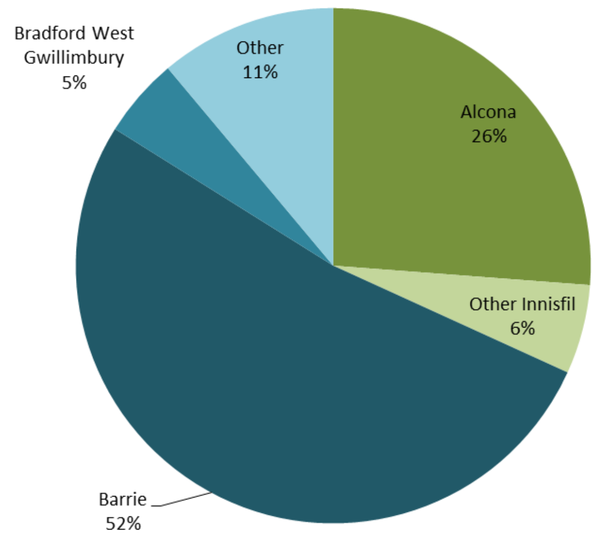
Based on TER's 2015 consumer research, retail businesses in Alcona capture approximately $73.8 million or 26.2% of Innisfil residents' expenditures. The majority of these expenditures are captured by convenience oriented businesses established in Alcona. These businesses include major chain retailers such as Sobeys, No Frills, Shoppers Drug Mart and Home Hardware.

An additional $15.9 million or 5.6% of Innisfil residents' expenditures are captured by other businesses operating elsewhere in the Town. Overall the Town's retail sector captures less than one third (31.8%) of the expenditure potential generated by its residents.

3.2 Local Expenditure Leakage

The majority of Innisfil residents' expenditures are made outside of the Town in shopping areas established in Barrie and Bradford West Gwillimbury. The amount of Innisfil residents' expenditures made outside of the Town is referred to as "leakage". In 2014, leakage to other municipalities is estimated to account for approximately $192.2 million or 68.2% of residents' total expenditures. The graph shown in Figure 7 illustrates the distribution of Town residents' expenditure spending made by municipality and shopping areas.

FIGURE 7
CURRENT DISTRIBUTION OF RESIDENTS' EXPENDITURE POTENTIAL
($ Share)



The degree of expenditure leakage occurring from Innisfil is a reflection of the limited number of retail businesses established in Alcona and elsewhere in the Town. However, it is also indicative of the opportunity to grow the local retail economy through the recapture of a greater share of local residents' expenditure available in the Town and the potential to attract new retailers.

3.3 Sales Volumes Continues To Grow For Alcona Retailers

Since 2010, the overall sales volumes of retailers in Alcona have increased on average by 21.4% and approximately 9.9% on a weighted average sales per square foot performance basis. Figure 8 illustrates this sales growth by major retail category.

FIGURE 8
INCREASES IN ALCONA RETAILERS SALES VOLUMES

Retail Category	**2010 Sales ($ M)**	**2014 Sales ($ M)**	**Sales % Increase**
Food Stores	$56.3	$64.2	14.0%
Building & Outdoor Home Supply	$3.4	$6.8	100.0%
General Merchandise	$1.1	$2.5	127.3%
Pharmacies & Personal Care	$17.5	$19.0	8.6%
Other Selected NFOR	$1.2	$4.0	233.3%
Total Sales Volumes	**$79.5**	**$96.5**	**21.4%**

Source: TATE ECONOMIC RESEARCH INC.

This growth in sales volume is an indication of increasingly pent-up demand for greater retail competition in Alcona, as many of the major local retailers are performing at sales levels above industry averages.

3.4 Warranted Retail Space Forecast for Alcona

Figure 9 summarizes the updated demand forecast for retail space in Alcona Primary Market Area as distributed by major retail categories. This forecast estimates the potential for new retail space in Alcona based on a share of expenditure potential residual growth. It is not intended to be an assessment of market impacts of any specific development proposal. Rather this analysis is intended to demonstrate the market potential available to accommodate an expanded range of retail uses in the Alcona Primary Market area. This demand analysis is influenced by forecast increases in the local capture of Town residents' expenditure potential in the future.

Figure 9 demonstrates that there is sufficient expenditure potential available locally from Town residents to support a broad range of retail uses in the Alcona Primary Market Area in the near future.

For example, for the 2018 study year, market support generated from Town residents would be sufficient to warrant approximately 276,000 square feet of new retail and service uses in the Alcona Primary Market including the following new types of major retail uses:

- Home & automotive supply retailer such as Canadian Tire;
- A farm supply / hardware retailer such as TSC;
- Discount general merchandise retailer such as Giant Tiger; and,
- A range of ancillary specialty retail and services uses.

In addition to the above new types of major retail uses, additional competition is also warranted in the categories already offered in Alcona including:

- Supermarket / grocery space;
- Drug store space;
- Building & outdoor home supply or home building centre;
- Medical and health related businesses;
- Restaurants; and,
- Financial institutions.

Over the remainder of the study period, demand for additional retail and service space in the Alcona Primary Market Area is forecast to increase to approximately 541,000 square feet by 2021 and 1.1 million square feet by 2031. This demand will warrant the addition of new space in each of the retail categories.

FIGURE 9
SUMMARY OF THE RETAIL SPACE DEMAND ANALYSIS [1]

	Inventory Base	Additional Warranted Space in Alcona			
Retail Space by Major Category	**2014**	**2018**	**2021**	**2026**	**2031**
Department Store	0	0	93,000	105,000	118,500
Building & Outdoor Home Supply	23,100	67,000	72,500	104,500	123,500
Canadian Tire	0	65,500	67,500	78,000	90,000
Warehouse Membership Club (e.g. Costco)	0	0	0	0	0
Other General Merchandise	10,800	2,000	9,000	12,500	15,500
Drug & Cosmetics	20,200	7,000	27,500	38,500	49,000
Other Non-Food Retail (Clothing, Furniture, Automotive, Miscellaneous)	7,500	14,500	42,000	70,000	104,500
Sub-Total Non-Food Retail	**61,600**	**156,000**	**311,500**	**408,500**	**501,000**
Supermarket	80,900	22,000	36,000	62,000	88,000
Other Food	7,400	7,500	9,500	17,500	21,500
Sub-Total Food Retail	**88,300**	**29,500**	**45,500**	**79,500**	**109,500**
Other Retail & Service	**141,100**	**67,400**	**147,800**	**284,900**	**463,900**
Vacant Space Contingency (assumed 5%)	**5,500**	**23,100**	**36,200**	**50,600**	**66,600**
Total Existing Space (including Vacant)	**296,500**				
Warranted Space		**276,000**	**541,000**	**823,500**	**1,141,000**
Plus Existing Space		296,500	296,500	296,500	296,500
Total Existing and Warranted Space		**572,500**	**837,500**	**1,120,000**	**1,437,500**
Estimate of Future Land Needs (Acres)					
Coverage ratio	25%	25.3	49.7	75.6	104.8
Coverage ratio	30%	21.1	41.4	63.0	87.3
Coverage ratio	40%	15.8	31.0	47.3	65.5
Coverage ratio	50%	12.7	24.8	37.8	52.4

Source: TATE ECONOMIC RESEARCH INC.
1) Based on the detailed demand analysis tables provided in Appendix C.

In order stimulate the growth of the Alcona retail sector and create greater comparison shopping opportunities for residents' locally, a major retail anchor is required to be established in Alcona, such as a department store or the Canadian Tire store that is under development. To attract these types of businesses requires that the suitable land supply be available, in terms of location access, visibility, exposure and land mass.

The analysis provided in Appendix C is based on a more conservative forecast of future demand for retail space in Alcona Primary Market Area over the study period than was previous forecast in the TER 2011 Retail Demand Study. This more conservative forecast takes into account the recent growth of the Town's retail sector and the corresponding absorption of a portion of residual expenditure potential available in the market. However, it is important to identify that ultimately the limited capacity of existing businesses to service market demand in the Alcona Primary Market Area will result in the development of new retail competition.

3.5 Retail Commercial Land Needs Forecast

The supply of available commercial land for retail development is another factor which will influence the growth of the Alcona Primary Market Area's retail sector. The lower portion of Figure 9 provides an estimated range of gross land area requirements needed to satisfy the development of new supply in Alcona. Based on current shopping centre development trends, TER estimates that a range of 25 – 50 acres (10 - 20 ha) of land will be required to satisfy demand forecast by 2021. Additional lands will be required as further demand for new retail supply increases in the future.

3.6 Warranted Retail Commercial Space in Lefroy and Sandy Cove

Population and expenditure growth are forecast for Lefroy and Sandy Cove settlement areas. There is a planned Neighbourhood Commercial site in Lefroy, at the intersection of Killarney Beach Road and 20th Sideroad. In Sandy Cove, along 25th Sideroad, a small commercial / mixed use node is envisioned south of Lockhart Road. Based on increased market growth, it is anticipated that these sites will be developed with convenience oriented retail and service space over time. The development of these locally oriented sites will provide residents of these communities with a wider range of goods and services and increased opportunity to shop locally for convenience good and services.

3.7 Market Incentives to Developing New Retail Supply

As population increases in Innisfil, particularly in the Alcona Primary Market Area, competitive pressure amongst retailers to increase their market share of Innisfil's expenditure base will provide incentive to develop new retail locations.

Early Development Forms:
Convenience oriented retailers such as supermarkets and drug stores provide an example of competition amongst retailers for the best retail locations in growing new communities. Typically these uses are the first to be established in a market in close proximity to developing residential areas and can function as anchor tenants for a variety of shopping centres formats ranging from neighbourhood to community scale centres. These tenants typically lead the way in advancing the early stages of a commercial hierarchy.

Higher Tier Shopping Locations:
Advancing the Town's commercial hierarchy beyond convenience oriented retailing will be conditional to attracting one or more major retail and service anchor tenants. For most major retailers, a store located in the Alcona Primary Market Area represents a secondary or tertiary location relative to their existing regional store network, where most retailers are already serving Innisfil from stores operating in the surrounding

commercial areas in south Barrie and Bradford West Gwillimbury. In terms of servicing Innisfil residents locally, these retailers will want to secure a location which offers the best access, visibility and exposure characteristics while situated in close proximity to highest population densities.

Obstacles to Major Retail Uses:
Ultimately market competition amongst retailers to capture a larger share of Innisfil's growing expenditure base will provide an incentive for businesses to locate in the Alcona Primary Market Area. Prior to the Province adopting Amendment 1 of the Growth Plan, there was uncertainty as to how major retail uses could serve the market from a primary retail location within the Town's urban structure. The TER 2011 Retail Demand Study identified that while Downtown Alcona and other designated commercial land supply along Innisfil Beach Road offered the most central location to service the majority of the Town's population, these locations provided limited opportunities to accommodate most major retail uses unless new lands become available along Innisfil Beach Road.

As the Town grows towards a population of 60,500 people by 2031, greater incentive for mixed use development will be created in the market, particularly as land supply tightens. However, until the appropriate market conditions are in place, many major retailers will continue to serve Innisfil residents from locations outside of the Town.

3.8 Updated Demand Forecast for Retail Commercial Space - Conclusion

Population growth forecast for the Town of Innisfil over the study period will generate increases in expenditure potential in the future. This analysis has demonstrated through increasing the local capture level and retaining a greater share of residents' expenditure potential locally, there is sufficient market to support a broader range of retail uses. However in order to attract more retail businesses, particularly retail chains, and create greater comparison shopping opportunities for residents' locally, a major retail anchor such as a department store may be required to be established in the Alcona Primary Market Area. The Canadian Tire store, which is anticipated to open in 2016 in Alcona, will contribute to the development of additional retail commercial space in Alcona.

TER's analysis has demonstrated the expenditure potential is available locally to support approximately 541,000 square feet of new retail space by 2021. TER estimates that a range of between 25 – 50 acres (10 - 20 ha) of land will be required to develop this supply. Therefore the availability of land supply and its location characteristics also influences the growth of the retail sector in the Alcona Primary Market. Longer term forecasts indicate that demand for additional retail space will increase by approximately 1.1 million square feet by 2031 and require additional commercial land supply in Alcona. Market demand will also create develop opportunities for planned locally oriented commercial centres in communities such as Lefroy and Sandy Cove.

4 Trends Influencing the Retail Sector

The retail sector is dynamic and constantly changing in response to the marketplace. Changes in the way consumers are shopping, where they are shopping, socio-economic conditions, diversifying lifestyles patterns and evolving population and household demographics are some of the many factors that are influencing Canadian retailing. The following sections discuss trends that may influence future development of Innisfil's retail sector.

4.1 Market Trends Influencing 'Bricks and Mortar' Retail Space

The impact of the internet and smart device shopping continues to be a topic of discussion amongst retailers, shopping centre developers, landlords and industry experts as consumer shopping patterns are influenced by technology. Although this form of shopping has become more mainstream, it remains uncertain what the impact will be on the 'bricks and mortar' side of retailing.

Two obstacles which online retailing has yet to fully compensate for are the in-person shopping experience and the convenience of point of sale purchases. To address these issues, some retailers are focusing more on servicing the customer by allocating a larger share of existing store space to 'showroom' presentation as well as adding in-store pick up services for online purchases. Some retailers are reducing stores sizes while increasing their number of locations. Overall these trends have had little impact on retail vacancy levels of existing retail space to date.

Internet shopping has had an impact on some areas of the retail spectrum in terms of physical store space. This impact is particularly evident with the reduction of space previously occupied by soft goods categories and services like print media, movie rental and travel agencies. However, on-line shopping still represents a small share of overall retail trade in Canada and many foreign retailers have yet to provide direct access to their e-commerce services for the Canadian market.

The most recent Statistics Canada data available indicates that e-commerce represents approximately 1.5% of Canadian retail sales in 2012. This figure compares to 5.2% for the United States in 2012. The Canadian figure is forecast to increase to 10% by 2021, and in the longer term additional increases are anticipated.

In addition, it is yet to be determined how this retail platform will influence demand for distribution, logistics and warehousing space in the future. One of the trends in retail store design is an increasing portion of a store being dedicated to warehousing. Some retailers are delivering merchandise from stores or having customers pick up merchandise that has been ordered online at their local store. This trend has had little effect on overall demand for retail space.

TER's experience indicates that retail vacancy rates have not increased as a result of internet shopping. Rather, the rate at which new retail space supply is being added in the market place has declined. Retail space will continue to increase in the future, however we anticipate that the rate of increase will be reduced from historic levels. TER expects this trend will continue to influence the development of new shopping centre/retail space in the future resulting in some reduction in the demand for new space. Nonetheless, the locations with the best site characteristics will continue to remain in high demand.

4.2 Tenant Trends Influencing Future Demand for Retail Space

The following section provides an overview of recent trends in the Canadian retail sector that may influence the demand for new retail space in Innisfil in the future.

Blurring of Retail Channels – In the past, most retailers tended to focus on one particular line of merchandise. For example, grocery stores focused on food and drug stores focused on health related products. Recent changes in retailing have resulted in a tendency to create a 'one-stop shopping' experience in order to increase market share. Many retailers, which previously offered specific product lines, now offer a much wider range of merchandise. These retailers include Shoppers Drug Mart, Wal-Mart, Canadian Tire, Winners and many others.

Consolidation - Many major Canadian chains have increased their scale even further through acquisitions. Examples include:

- Canadian Tire Limited $0.8 billion acquisition of the Forzani Group;
- Sobeys Inc. $5.8 billion purchase of Canada Safeway Inc.;
- Leons' Furniture Ltd. $0.7 billion purchase of The Brick Ltd.; and
- Loblaw Companies Limited $12.4 billion purchase of Shoppers Drug Mart Corporation.

The Centre for the Study of Commercial Activity (CSCA) at Ryerson University has noted that the top three retail organizations account for more than 25% of all retail sales in Canada. These acquisitions, which have resulted in such large retail companies, may result in more limited demand for new retail locations, as retailers may choose to serve a broader market from fewer locations offering a wider range of merchandise.

Category Killers - The recent announcements of store closures in chains such as Best Buy / Future Shop and Staples have been due, at least partially, to the influence of the internet. However, we note that these closures were overdue and instead are indicative of the evolutionary process of streamlining these business models.

These types of mid-box retailers will continue to operate in the Canadian marketplace. The best retailing locations in the largest markets will continue to be serviced by larger format retailing venues providing greater product selection, more customization options, showrooming, on-site pick up and interactive service.

Department Stores - The department store continues to be an important component of the retail sector. Wal-Mart's dominance in this category has reshaped the Canadian retail landscape and the department store industry continues to evolve.

Target entered the Canadian market through the purchase of the Zellers chain from Hudson's Bay Company in 2011. Target's first Canadian stores opened in 2013 and were the first new department stores in Canada since Walmart's purchase of Woolco in 1994.

The closure of Target in early 2015 is viewed by many industry experts, including TER, not to be an indication of a decline in the Canadian market but rather the shortfall of a poorly executed plan by Target.

The exit of Target is providing new opportunities for other retailers. Walmart, Canadian Tire and Lowe's will operate in 38 of the former Target locations. Other former Target spaces are being remerchandised into other retail uses, and some will become non-retail space such as offices.

Target's exit from Canada has created approximately 15 million square feet of available space. It will take considerable time for the Canadian market to adapt and re-use this volume of space.

Nordstrom's entry into Canada has been more precise than Target's. Nordstrom's has opened stores in Calgary and Ottawa. Other locations under development include two in Toronto, one in Vancouver and one at Mississauga Square One. In addition, Nordstrom has also announced its plans to open between 12 to 15 of its discount chain stores, Nordstrom Rack, in Canada.

In July 2013, HBC purchased Saks Inc. HBC announced the first Saks Fifth Avenue luxury department stores will be opening at Toronto Eaton Centre and Sherway Gardens in early 2016. In addition, HBC is also planning to convert other Hudson Bay locations to the Saks format. HBC has also reported it plans to open up to 25 Saks Off Fifth Outlets in Canada in the future.

Other department store chains that have shown interest in the Ontario market include: JC Penny, Kohl's and Bloomingdales. However, given Target's exit from Canada in 2015, these department stores may no longer be as aggressive with their Canadian expansion plans.

'Foreign' Retailers in Canada - The Canadian marketplace has a long history of 'foreign' retailers operating in Canada, particularly from the United States. The influence of major retailers such as Wal-Mart, Sears, Costco, Ikea, Home Depot, Staples and most recently Target, have impacted the Canadian retail market. The stability of the Canadian marketplace in recent years has made Canada one of the more attractive locations for the expansion plans of various major international retailers including Marshall's, Lowe's, Zara, H&M, J. Crew, Restoration Hardware and Crate & Barrel.

The CSCA identified that approximately 150 new retail chains have opened in Canada since 2005. The majority of these chains are foreign operated. The expansion of these retailers continues to drive demand for retail space.

Alternative Retail Anchor Tenants – The space formerly occupied by a single user such as a department store is being replaced with retailers such as a clothing / sporting goods store and home furnishing retailer or a supermarket with a fitness centre / physio clinic. This approach is under consideration for various centres which recently lost Target as an anchor. Some of the impacts of this trend are as follows:

- Increase customer traffic flow through a retail site;
- A combination of anchor tenants pose less risk to the performance of the centre should one close;
- It allows opportunity for some tenants to operate smaller formats in more locations;
- Provides shopping centre operators greater flexibility in leasing large vacant spaces;
- Can be less susceptible to lease covenant and other restrictions; and,
- Collectively these tenants can function as a major attraction, often attracting greater customer traffic and sales than the anchor they replaced.

4.3 Traditional Mainstreets and Downtowns Remain Resilient

Retailing represents but one amenity of a vibrant mainstreet or downtown. In some areas, the retail component of mainstreets and downtowns has been in decline. Often the challenge to sustaining retail in this environment is to create a compact highly accessible core while addressing the parking requirements and automobile orientation of most retail businesses. In reality, services are often better suited, and are playing a larger role, in many mainstreet and downtowns than traditional retail uses.

Mainstreets and downtowns tend to transition slowly. This trend in part reflects that land ownership tends to be individual site holdings. Therefore making significant changes in these areas requires consensus amongst land owners. Conversely, this characteristic tends to insulate these areas from drastic change in response to market swings, thus contributing to the resilience of these areas.

The more successful mainstreets and downtowns are those that have transitioned over time to accommodate the fullest range of uses, including retail, service commercial, cultural, recreation, entertainment, business and professional, government, institutional, community, employment and residential uses. Add to this, unique attributes such as a waterfront area or significant historical features and these areas can clearly distinguish their planned function without relying solely on the retail sector.

4.4 Trends Influencing the Retail Sector - Conclusion

Overall, the rate of growth of new retail space is anticipated to be slower than in the past because of a variety of market factors, including the increased influence of e-commerce and its effect on bricks and mortar retail. However, rapidly growing and underserviced areas such as Alcona will continue to generate new opportunities for retail commercial development in response to servicing population growth. Perhaps the most significant factor in the development of these types of areas will be to identify locations which offer the best access, visibility and exposure characteristics and also provide sufficient land supply suitable to major retail anchors needed to advance the growth of these areas.

5 Strategic Initiatives to Advance the Retail Sector

This section of the report comments on the role of retail commercial uses in place making and provides specific recommendations relating to the Alcona retail sector that can improve its contribution to the community.

5.1 Role of Retail in Place Making

The firm Projects for Public Spaces (PPS) is part of the study team retained by the Town to assist in the Official Plan update. PPS has prepared a Place Making Discussion Paper as part of this process. PPS has stated that there are four major factors that contribute to the success of a public place. These factors are:

- Activities and Uses;
- Access and Linkages;
- Comfort and Image; and,
- Sociability.

Retail commercial development can contribute to the success of place making and can have a significant role in place making. More specifically, retailing can contribute to all four success factors outlined by PPS. Local independent and / or small regional chain retailers and restaurants along with national chain stores can help add to a "sense of place" in these areas and make them more successful.

The PPS recommendations, in conjunction with other components of the Official Plan update, recommend various methods to assist in creating a sense of place. Place making, besides a physical act, also involves an intangible social and cognitive quality. Retail and service commercial uses can contribute to sense of place by contributing spaces more likely to promote social interaction and adapt over time and by providing a sense of uniqueness, identity and authenticity.

Many shoppers are no longer satisfied with 'just getting the groceries'. Instead, many shoppers are looking for an experience when they venture out, particularly in cafes, bars and restaurants that offer opportunities to socialise. Designing shopping strips around flexible public spaces, like Innisfil Beach Park, helps turns the area into a destination, rather than just a place where transactions take place.

Innisfil, and in particular Alcona and the CCA along Innisfil Beach Road, has the opportunity to provide retail and service facilities that contribute to a greater sense of place. To a lesser degree, so do the downtowns and retail clusters in Cookstown, Stroud, Lefroy and Sandy Cove.

5.2 Strategic Initiatives

The following recommendations are provided to assist with the Town with advancing the retail sector of Alcona.

Development of Convenience Retail is the First Step to Developing a Commercial Hierarchy. Further Refinement of Commercial Policy is Required.
Convenience retail uses are established in Alcona and elsewhere in Innisfil. It is now important to develop a centralized, critical mass of comparison shopping businesses to serve the entire Town. It may be necessary, through commercial policy, to distinguish convenience uses from higher order retailing activity and direct future convenience retail to new development areas to service local convenience needs.

Identify and Establish a Department Store Location in Alcona
Adding a major retailer to Alcona, such as a department store (and to a certain extent, the Canadian Tire store under development) will contribute to attracting other retail and services businesses to the Town and increase shopping traffic to Alcona. A department store would further diversify the Town's retail sector.

Establish a Destination Point in Downtown Alcona
Establishing a destination feature such as a multiuse event centre, permanent farmer's market, community theatre and / or auction house in Downtown Alcona are examples of how various uses that can contribute to the collective attraction of Alcona.

Encourage the Development of the Local Service Sector
Retail is an important component to any local economy. However, many mainstreet environments are comprised more of service related uses than traditional retailing. Restaurants can also add to the vibrancy of a retail area. Encouraging the continued development of service uses, particularly in the Innisfil Downtown, will contribute to strengthening the overall economy.

Ensure the Character Downtowns is Distinguished from Other Commercial Locations
Unique uses should be preserved for the Downtown to distinguish its role and function from the Town's other planned commercial areas. The transition of Downtown will continue to be slow and more incremental, and therefore needs to be distinct.

Continue the Momentum of Development in Downtown Alcona
Each improvement to Downtown Alcona incrementally contributes to broadening the range of its activities and improves upon establishing a destination purpose for Downtown Alcona. This statement also applies to other Downtowns in Innisfil. Continued investment in the Downtown adds to the attractiveness of the area as the core of the community.

<u>Establish a Collective Marketing Alliance or BIA</u>
Associations such as marketing alliances and BIAs provide collective efforts towards promotion, event organization and marketing of local businesses. These tools could be useful for businesses to access Innisfil's rural residents, customers in neighbouring municipalities, tourists as well as the Town's growing seasonal resident population.

5.3 Strategic Initiatives to Advance the Retail Sector - Conclusion

Retail commercial development will continue to have an important role in place making and assisting the overall success of the Innisfil community. There are a number of initiatives that have been outlined to assist in the advancement of the Innisfil retail sector. The anticipated opening of Canadian Tire in 2016 will provide a positive stimulus to the retail sector.

Appendix A – Inventory of Competitive Space

An inventory of all retail, service and vacant retail space was undertaken by TER in the Town in February 2015. Table A-1 and the maps provided summarize the distribution of retail, service and vacant retail space by node and store type.

TABLE A-1
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

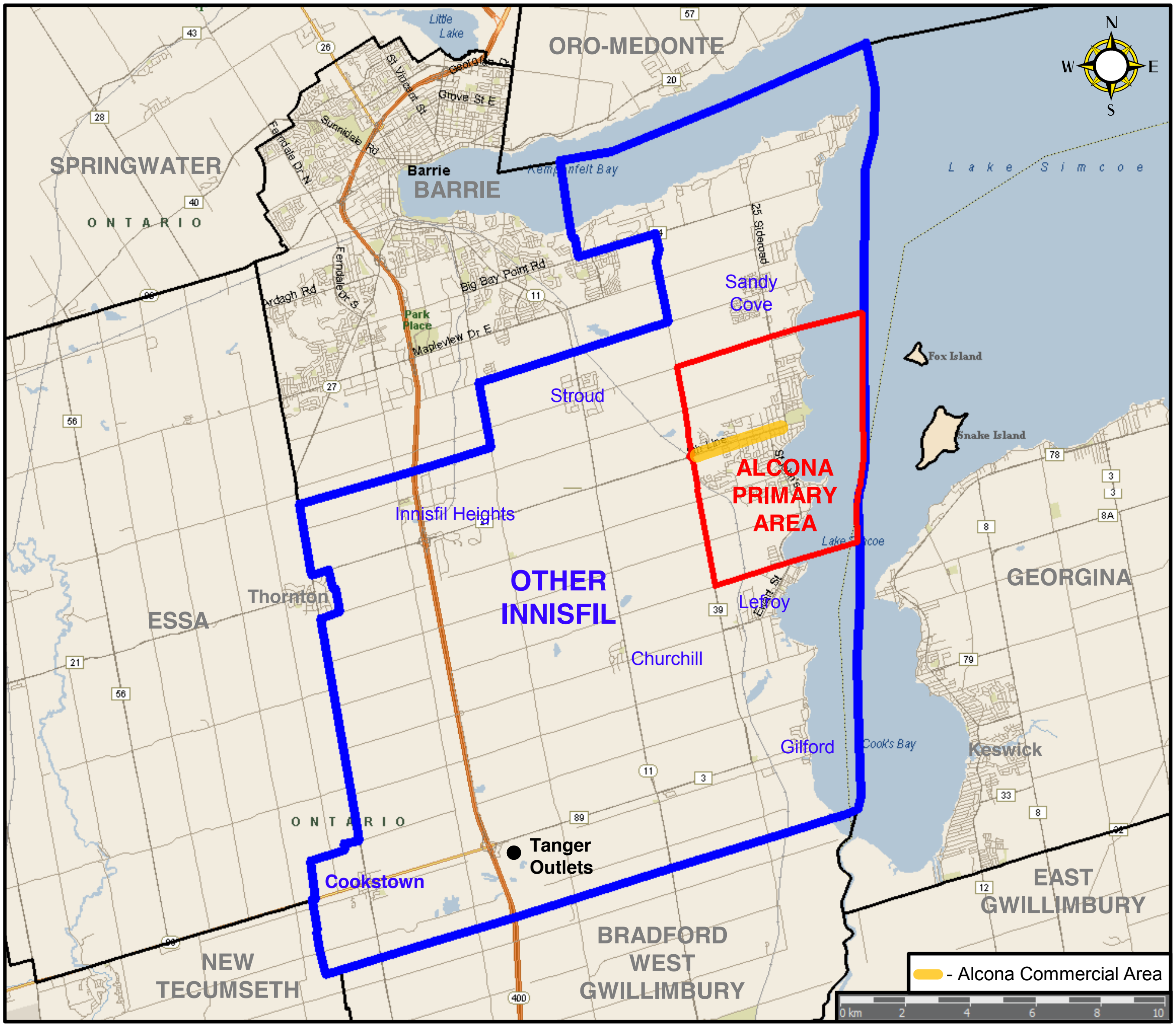
SUMMARY OF RETAIL AND SERVICE SPACE IN INNISFIL (1

	Alcona Primary Market	Stroud	Lefroy	Innisfil Heights	Cookstown	Tanger Outlet Mall	Other Innisfil North(2	Other Innisfil South & West	Subtotal Other Innisfil	TOTAL INNISFIL	*Percent Distribution*
Food Oriented Retail (FOR)											
Supermarkets	**80,900**	16,900	-	-	10,200	-	-	-	**27,100**	**108,000**	*9.4%*
Convenience & Specialty Food Stores	**7,400**	5,800	7,400	-	3,600	4,700	5,900	4,800	**32,200**	**39,600**	*3.5%*
Sub-Total Food Oriented Retail (FOR)	**88,300**	22,700	7,400	-	13,800	4,700	5,900	4,800	**59,300**	**147,600**	***12.9%***
Non Food Oriented Retail (NFOR)											
Department Stores	**-**	-	-	-	-	-	-	-	**-**	**-**	*0.0%*
General Merchandise	**10,800**	-	-	-	-	-	-	-	**-**	**10,800**	*0.9%*
Clothing, Shoes & Accessories	**-**	-	-	11,300	2,800	256,100	800	1,500	**272,500**	**272,500**	*23.8%*
Furniture, Home Furnishings & Electronics	**2,700**	-	-	25,100	1,200	28,800	-	1,200	**56,300**	**59,000**	*5.2%*
Pharmacies & Personal Care Stores	**20,200**	9,500	-	-	3,400	4,100	700	-	**17,700**	**37,900**	*3.3%*
Building & Outdoor Home Supplies	**23,100**	5,100	-	10,500	30,400	-	1,000	13,800	**60,800**	**83,900**	*7.3%*
Miscellaneous Retailers	**4,800**	2,500	1,700	57,100	17,200	21,400	1,600	9,800	**111,300**	**116,100**	*10.2%*
Automotive	**-**	3,100	-	3,600	-	-	-	-	**6,700**	**6,700**	*0.6%*
Sub-Total Non Food Oriented Retail (NFOR)	**61,600**	**20,200**	**1,700**	**107,600**	**55,000**	**310,400**	**4,100**	**26,300**	**525,300**	**586,900**	***50.8%***
Other Retail & Service Space											
Liquor, Beer & Wine	**14,000**	2,300	600	-	2,200	-	-	-	**5,100**	**19,100**	*1.7%*
Food Services	**39,400**	13,700	6,900	3,900	23,500	3,300	4,500	9,200	**65,000**	**104,400**	*9.1%*
Personal Services	**12,700**	4,500	-	1,000	5,200	-	900	400	**12,000**	**24,700**	*2.2%*
Financial & Real Estate Services	**25,200**	15,100	2,200	-	8,200	-	-	-	**25,500**	**50,700**	*4.4%*
Medical, Dental, Health & Legal Services	**20,800**	26,200	-	-	15,800	-	-	1,200	**43,200**	**64,000**	
Other Services	**29,000**	13,400	2,100	-	8,900	-	4,400	15,800	**44,600**	**73,600**	*6.4%*
Sub-Total Other Retail & Service Space	**141,100**	75,200	11,800	4,900	63,800	3,300	9,800	26,600	**195,400**	**336,500**	***23.8%***
Total Occupied Retail & Service Space	**291,000**	118,100	20,900	112,500	132,600	318,400	19,800	57,700	**780,000**	**1,071,000**	***87.5%***
Vacant	**5,500**	27,800	3,400	1,600	3,600	22,300	4,600	3,200	**66,500**	**72,000**	*6.3%*
Vacancy Rate (%)	***1.9%***	*19.1%*	*14.0%*	*1.4%*	*2.6%*	*6.5%*	*18.9%*	*5.3%*	**34.7%**	**6.3%**	
Total Retail & Service Space	**296,500**	145,900	24,300	114,100	136,200	340,700	24,400	60,900	**846,500**	**1,143,000**	***93.8%***
Percent Distribution	***25.9%***	*12.8%*	*2.1%*	*10.0%*	*11.9%*	*29.8%*	*2.1%*	*5.3%*	**74.1%**	***100.0%***	

Source: TATE ECONOMIC RESEARCH INC.

1) Based on inventory and site inspections completed by TER in February 2015 . Rounded to the nearest 100 square feet.

CONCENTRATION OF RETAIL IN THE TOWN OF INNISFIL



SUMMARY OF RETAIL AND SERVICE SPACE IN INNISFIL [1]

Major Retail Categories	Alcona Primary Area	Stroud	Cookstown	Lefroy	Tanger Outlets	Innisfil Heights	Other	TOTAL INNISFIL
Food Retail	88,300	22,700	13,800	7,400	4,700	-	10,700	**147,600**
Drug & Personal Care	20,200	9,500	3,400	-	4,100	-	700	**37,900**
Hardware & BOHS	23,100	5,100	30,400	-	-	10,500	14,800	**83,900**
Liquor, Beer & Wine	14,000	2,300	2,200	600	-	-	-	**19,100**
Other Retail	18,300	5,600	21,200	1,700	306,300	97,100	14,900	**465,100**
Services	127,100	72,900	61,600	11,200	3,300	4,900	36,400	**317,400**
Vacant	5,500	27,800	3,600	3,400	22,300	1,600	7,800	**72,000**
Total	**296,500**	**145,900**	**136,200**	**24,300**	**340,700**	**114,100**	**85,300**	**1,143,000**

Source: TATE ECONOMIC RESEARCH INC.

[1] Based on inventory and site inspections completed by TER in February 2015. Rounded to the nearest 100 square feet.

ALCONA SETTLEMENT AREA - DESIGNATED COMMERCIAL AREAS

For discussion purposes only

Appendix B – Study Area In-Home Consumer Survey Results

TER contracted Telepoll Research to undertake an in-home consumer telephone survey. Approximately 400 surveys were completed in March of 2015 and are reflected in the analysis. Telepoll Research was provided with a detailed survey form and a sampling distribution covering the Study Area as shown in Table B-1 and the accompanying maps.

Telepoll Research drew the sample and conducted the interviews. The results of the survey were coded and tabulated by TER. A summary of the survey results are indicated in Tables B-2 to B-23. The results of this survey research were incorporated into the demand analysis included in this report.

TABLE B-1
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

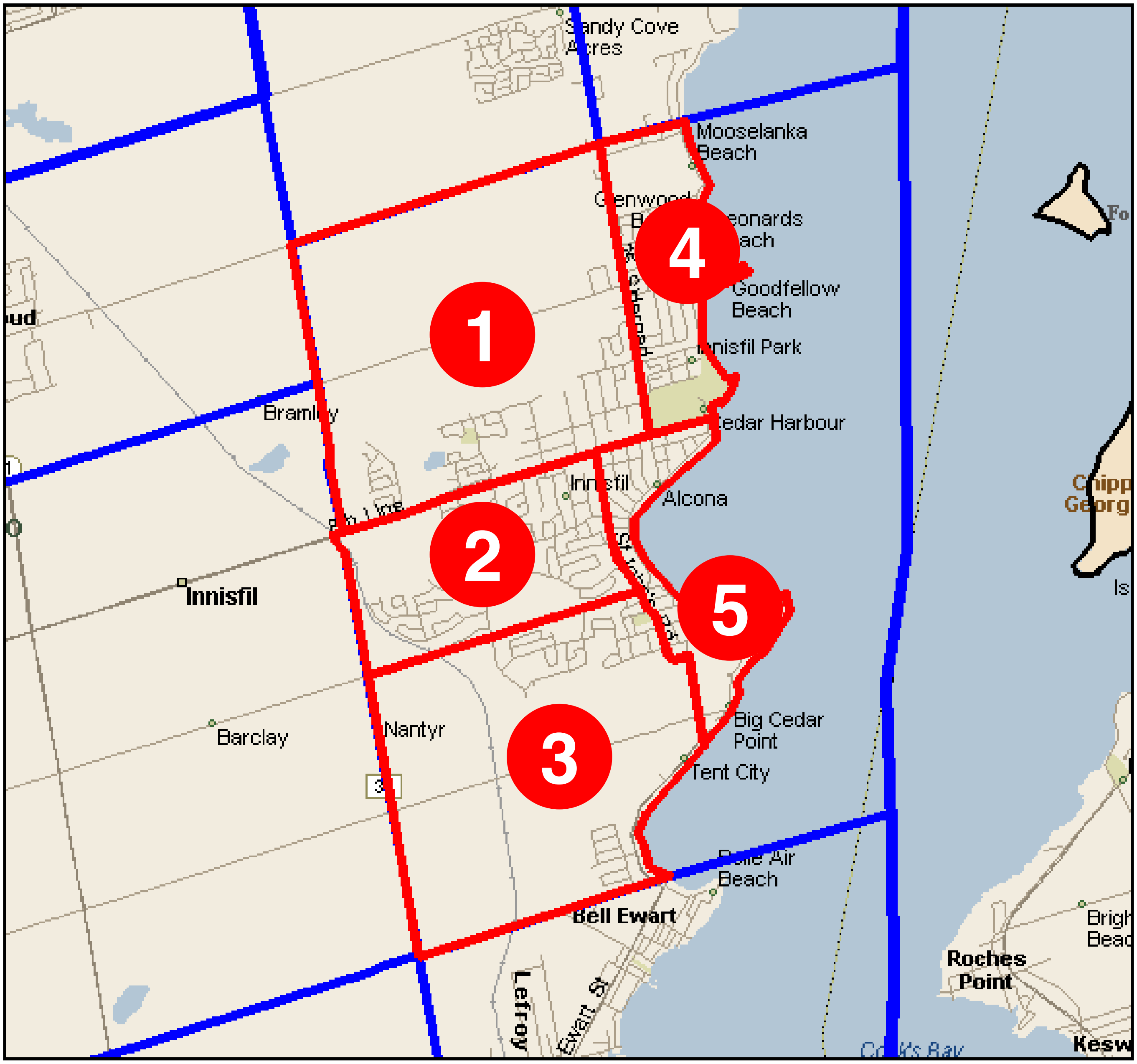
IN-HOME CONSUMER TELEPHONE SURVEY SAMPLING DISTRIBUTION

Sample Area	2014 Population Estimate	*Population Distribution*	Survey Distribution
Alcona Primary Market			
1) North of Innisfil Beach Road, South of 10th Line - Between 20th Sideroad and 25th Sideroad.	4,763	*27%*	54
2) South of Innisfil Beach Road, North of 7th Line - Between 20th Sideroad and St. John's Road.	6,496	*36%*	73
3) South of 7th Line, North of Belle Aire Beach Road - Between 20th Sideroad and St. John's Road / Waterfront.	2,502	*14%*	28
4) Alcona North Waterfront - North of Innisfil Beach Road, South of 10th Line and East of 25th Sideroad.	2,533	*14%*	28
5) Alcona South Waterfront - South of Innisfil Beach Road and East of St. John's Road.	1,515	*9%*	17
Sub-Total Alcona Primary Market	**17,809**	***100%***	**200**
Other Innisfil			
6) North of Big Bay Point Road / 13th Line.	1,702	*10%*	21
7) East of 25th Sideroad, South 13th Line and North of 10th Line.	1,923	*12%*	23
8) South of Big Bay Point Road, North of 10th Line - Between 20th Sideroad and 25th Sideroad.	2,208	*13%*	26
9) South of Lockhart Road, North of 9th Line - Between 10th Sideroad and 20th Sideroad.	2,570	*16%*	31
10) North of 5th Line and South of 9th Line - Between Highway 400 and 20th Sideroad; or North of 9th Line -Between Highway 400 and 10th Sideroad.	1,091	*7%*	13
11) West of Highway 400 and North of 2nd Line.	381	*2%*	5
12) South of 5th Line and North of Shore Acres Drive (Highway 89) - Between Highway 400 and 20th Sideroad.	1,132	*7%*	14
13) South of Belle Aire Beach Road, North of 3rd Line and East of 20th Sideroad.	1,887	*11%*	23
14) South of 3rd Line, North of 1st Line and East of 20th Sideroad.	913	*6%*	11
15) South of Shore Acres Drive / 1st Line and East of Highway 400.	1,230	*7%*	15
16) South of 2nd Line and West of Highway 400.	1,518	*9%*	18
Sub-Total Other Innisfil	**16,555**	***100%***	**200**

Source: TATE ECONOMIC RESEARCH INC.

[1)] Based on 2011 Census and registered plans of subdivision data for the Town of Innisfil.

ALCONA PRIMARY AREA SAMPLING ZONES



OTHER INNISFIL SAMPLING AREAS

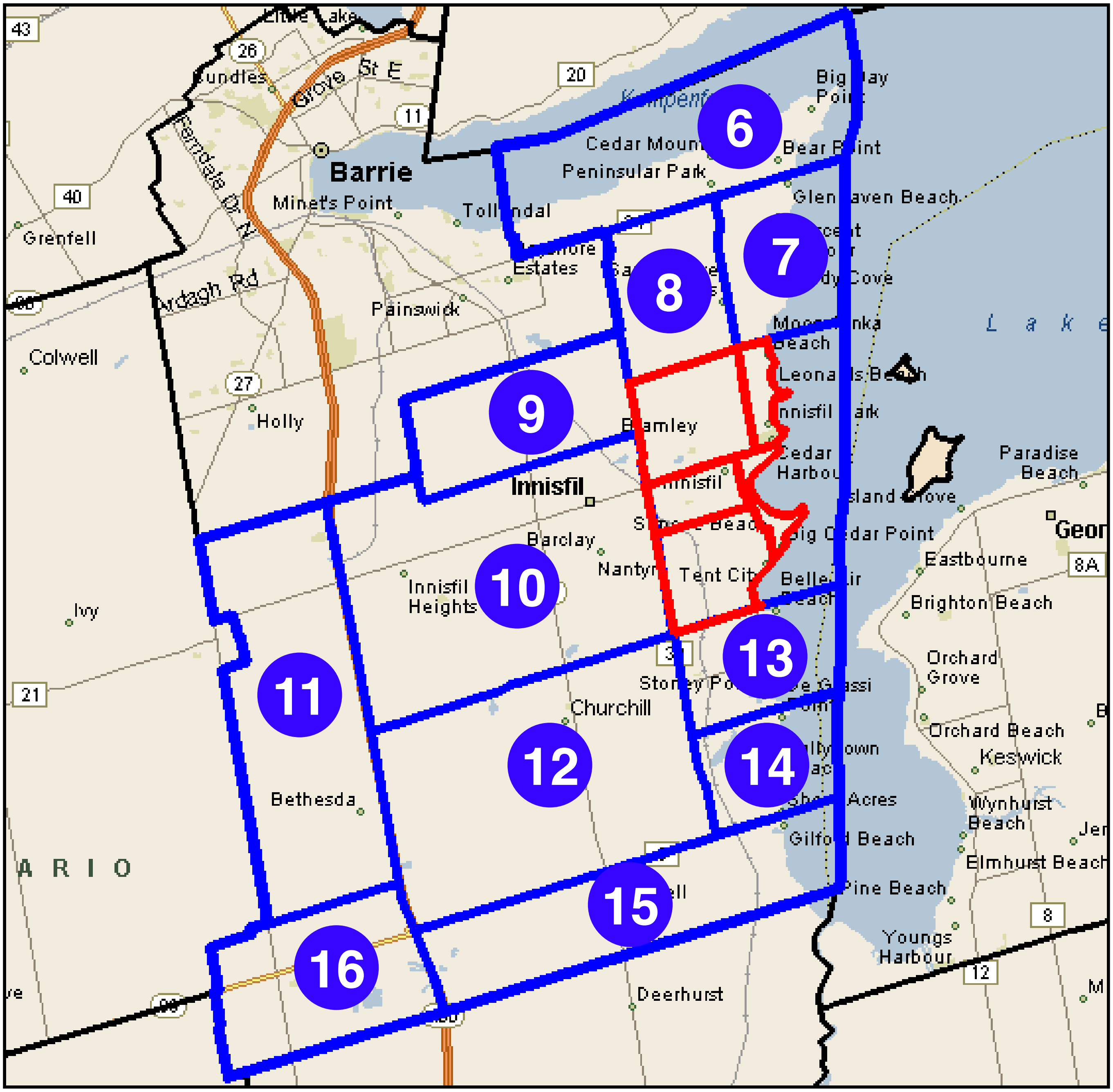


TABLE B-2
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY OF STUDY AREA RESIDENTS DEPARTMENT STORE EXPENDITURES BY LOCATION (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Wal-Mart @ Bayfield St. & Livingstone St. W. - Barrie	1.9%	1.1%
Wal-Mart @ Mapleview Rd. W. & Hwy. 400 - Barrie	55.5%	40.2%
Sears Georgian Mall - Barrie	11.3%	13.2%
Target @ Mapleview Rd. W. & Hwy. 400 - Barrie	9.4%	4.3%
Hudsons Bay Georgian Mall - Barrie	4.5%	3.2%
Subtotal Barrie	82.6%	61.9%
Wal-Mart - Newmarket	2.3%	0.7%
Sears - Newmarket	1.4%	2.9%
Target - Newmarket	1.2%	0.4%
Hudsons Bay - Newmarket	0.5%	0.6%
Subtotal Newmarket	5.4%	4.6%
Wal-Mart - Toronto	0.4%	0.0%
Sears - Toronto	0.7%	0.0%
Hudsons Bay - Toronto	0.7%	0.4%
Subtotal Toronto	1.9%	0.4%
Wal-Mart - Alliston	0.0%	8.2%
Wal-Mart - Aurora	0.9%	0.0%
Wal-Mart - Vaughan	0.4%	0.2%
Wal-Mart - Bradford	6.8%	22.8%
Subtotal Other	8.1%	31.2%
Wal-Mart - Other Ontario	0.3%	1.4%
Sears - Other Ontario	0.3%	0.0%
Target - Other Ontario	0.2%	0.2%
Hudsons Bay - Other Ontario	1.1%	0.1%
Subtotal Other Ontario	1.9%	1.7%
Target - United States	0.0%	0.2%
Belk - United States	0.0%	0.1%
Subtotal USA	0.0%	0.3%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-3
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY OF STUDY AREA RESIDENTS DEPARTMENT STORE BY BANNER (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Wal-Mart - Alliston	0.0%	14.1%
Wal-Mart - Aurora	0.8%	0.0%
Wal-Mart @ Bayfield St. & Livingstone St. W. - Barrie	1.4%	1.2%
Wal-Mart @ Mapleview Rd. W. & Hwy. 400 - Barrie	75.6%	51.1%
Wal-Mart - Bradford	11.1%	28.2%
Wal-Mart - Newmarket	4.4%	0.6%
Wal-Mart - Other Ontario	0.4%	2.3%
Wal-Mart - Toronto	0.1%	0.0%
Wal-Mart - Vaughan	1.0%	0.3%
Subtotal Walmart	94.7%	97.7%
Target @ Mapleview Rd. W. & Hwy. 400 - Barrie	2.3%	1.9%
Target - Newmarket	0.0%	0.0%
Target - Other Ontario	0.5%	0.0%
Target - United States	0.0%	0.1%
Subtotal Target	2.8%	2.0%
Hudsons Bay Georgian Mall - Barrie	0.8%	0.2%
Hudsons Bay - Newmarket	0.0%	0.0%
Hudsons Bay - Toronto	0.0%	0.0%
Hudsons Bay - Other Ontario	0.0%	0.0%
Subtotal The Bay	0.8%	0.2%
Sears Georgian Mall - Barrie	0.3%	0.0%
Sears - Newmarket	1.1%	0.1%
Sears - Toronto	0.3%	0.0%
Sears - Other Ontario	0.0%	0.0%
Subtotal Sears	1.6%	0.1%
Belk - United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-4
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY OF STUDY AREA RESIDENTS TOTAL WAREHOUSE MEMBERSHIP CLUB EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Costco @ Mapleview Rd. W. & Hwy. 400 - Barrie	99.1%	82.2%
Costco - East Gwillimbury	0.0%	16.3%
Costco - Vaughan	0.9%	0.0%
Costco - Other Ontario	0.0%	1.5%
Total WMC	100.0%	100.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.
Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-5
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY STUDY AREA RESIDENTS CANADIAN TIRE EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Canadian Tire @ Mapleview Rd. W. & Hwy. 400 - Barrie	85.7%	63.6%
Canadian Tire @ Bayfield St. & Hwy. 400 - Barrie	6.4%	8.9%
Subtotal Barrie	92.2%	72.4%
Canadian Tire - Alliston	0.3%	2.4%
Canadian Tire - Aurora	0.0%	0.2%
Canadian Tire - Bradford	0.2%	17.5%
Canadian Tire - Newmarket	4.1%	3.6%
Canadian Tire - Toronto	0.6%	0.2%
Canadian Tire - Vaughan	1.4%	0.0%
Canadian Tire - Other Ontario	1.3%	3.7%
Subtotal Other	7.8%	27.6%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.
Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-6
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY STUDY AREA RESIDENTS AUTOMOTIVE EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	0.0%	0.0%
Subtotal Alcona Primary Market	0.0%	0.0%
Stroud - Innisfil	8.3%	6.5%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	0.0%	0.0%
Cookstown - Innisfil	0.0%	0.0%
Tanger Outlets - Innisfil	0.0%	0.0%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	8.3%	6.5%
Mapleview Dr. & Hwy. 400 - Barrie	23.4%	0.0%
Big Bay Point Rd. & Yonge St. - Barrie	0.0%	0.0%
Huronia Rd. & Yonge St. - Barrie	0.0%	0.0%
Other - Barrie	57.2%	44.6%
Subtotal Barrie	80.5%	44.6%
Aurora	0.0%	3.2%
Bradford	3.5%	0.2%
Newmarket	0.0%	45.5%
New Tecumseth (Alliston)	4.6%	0.0%
Toronto	0.0%	0.0%
Richmond Hill	0.0%	0.0%
Vaughan	0.0%	0.0%
East Gwillimbury	0.0%	0.0%
Markham	0.0%	0.0%
Other Ontario	3.0%	0.0%
Subtotal Other Ontario	11.1%	48.9%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-7
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUMMARY STUDY AREA RESIDENTS GENERAL MERCHANDISE EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	58.8%	24.3%
Subtotal Alcona Primary Market	58.8%	24.3%
Stroud - Innisfil	0.0%	0.0%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	0.0%	0.0%
Cookstown - Innisfil	0.0%	0.0%
Tanger Outlets - Innisfil	0.0%	0.0%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	0.0%	0.0%
Mapleview Dr. & Hwy. 400 - Barrie	7.3%	11.1%
Big Bay Point Rd. & Yonge St. - Barrie	1.7%	13.9%
Huronia Rd. & Yonge St. - Barrie	23.8%	37.0%
Other - Barrie	0.1%	1.5%
Subtotal Barrie	32.9%	63.5%
Aurora	0.0%	0.1%
Bradford	0.7%	4.8%
Newmarket	1.8%	1.6%
New Tecumseth (Alliston)	0.0%	4.8%
Toronto	3.3%	0.0%
Richmond Hill	0.6%	0.0%
Vaughan	0.0%	0.3%
East Gwillimbury	0.5%	0.4%
Markham	0.0%	0.0%
Other Ontario	1.4%	0.2%
Subtotal Other Ontario	8.3%	12.2%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-8
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS APPAREL & ACCESSORIES EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	0.0%	0.0%
Subtotal Alcona Primary Market	0.0%	0.0%
Stroud - Innisfil	0.0%	0.0%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	1.8%	1.1%
Cookstown - Innisfil	0.0%	0.0%
Tanger Outlets - Innisfil	16.0%	16.6%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	17.8%	17.7%
Mapleview Dr. & Hwy. 400 - Barrie	19.9%	14.0%
Big Bay Point Rd. & Yonge St. - Barrie	0.0%	0.0%
Huronia Rd. & Yonge St. - Barrie	0.0%	0.0%
Other - Barrie	27.3%	33.2%
Subtotal Barrie	47.2%	47.2%
Aurora	1.0%	2.1%
Bradford	3.5%	1.2%
Newmarket	12.6%	18.5%
New Tecumseth (Alliston)	0.0%	0.3%
Toronto	2.4%	0.0%
Richmond Hill	0.0%	0.0%
Vaughan	2.9%	2.7%
East Gwillimbury	7.2%	0.8%
Markham	0.4%	0.0%
Other Ontario	0.9%	8.1%
Subtotal Other Ontario	31.0%	33.7%
Other Canada	0.0%	0.0%
United States	4.1%	1.4%
Subtotal Other	4.1%	1.4%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-9
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS SPECIALTY STORES EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	19.4%	4.5%
Subtotal Alcona Primary Market	19.4%	4.5%
Stroud - Innisfil	0.3%	5.2%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	1.3%	1.9%
Cookstown - Innisfil	1.5%	0.0%
Tanger Outlets - Innisfil	0.0%	0.3%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	2.9%	0.0%
Subtotal Other Innisfil	6.0%	7.4%
Mapleview Dr. & Hwy. 400 - Barrie	37.0%	43.9%
Big Bay Point Rd. & Yonge St. - Barrie	1.4%	6.1%
Huronia Rd. & Yonge St. - Barrie	1.4%	0.6%
Other - Barrie	20.1%	21.7%
Subtotal Barrie	59.8%	72.3%
Aurora	1.1%	0.1%
Bradford	1.5%	2.6%
Newmarket	6.9%	7.8%
New Tecumseth (Alliston)	0.0%	0.1%
Toronto	2.3%	0.2%
Richmond Hill	0.2%	0.0%
Vaughan	0.9%	1.8%
East Gwillimbury	0.8%	2.0%
Markham	0.0%	0.2%
Other Ontario	1.1%	0.8%
Subtotal Other Ontario	14.8%	15.6%
Other Canada	0.0%	0.1%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.1%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-10
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS BUILDING AND HOME SUPPLY STORE EXPENDITURES (past 2 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	26.7%	15.7%
Subtotal Alcona Primary Market	26.7%	15.7%
Stroud - Innisfil	0.0%	0.0%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	0.0%	0.0%
Cookstown - Innisfil	0.0%	1.5%
Tanger Outlets - Innisfil	0.0%	0.0%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	0.0%	1.5%
Mapleview Dr. & Hwy. 400 - Barrie	40.9%	47.8%
Big Bay Point Rd. & Yonge St. - Barrie	0.0%	0.0%
Huronia Rd. & Yonge St. - Barrie	3.6%	4.0%
Other - Barrie	24.0%	13.1%
Subtotal Barrie	68.5%	64.8%
Aurora	0.0%	0.3%
Bradford	1.5%	9.7%
Newmarket	0.2%	0.1%
New Tecumseth (Alliston)	0.0%	0.0%
Toronto	0.6%	0.0%
Richmond Hill	0.3%	0.0%
Vaughan	0.2%	0.4%
East Gwillimbury	1.3%	1.4%
Markham	0.0%	0.0%
Other Ontario	0.6%	6.0%
Subtotal Other Ontario	4.8%	18.0%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-11
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS FURNITURE, HOME FURNISHINGS AND ELECTRONICS STORE EXPENDITURES (past 6 months)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	2.1%	3.0%
Subtotal Alcona Primary Market	2.1%	3.0%
Stroud - Innisfil	0.0%	0.0%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	0.7%	0.0%
Cookstown - Innisfil	0.0%	0.0%
Tanger Outlets - Innisfil	0.0%	0.1%
Other Innisfil North - Innisfil	0.0%	0.0%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	0.7%	0.1%
Mapleview Dr. & Hwy. 400 - Barrie	52.8%	58.9%
Big Bay Point Rd. & Yonge St. - Barrie	0.2%	0.0%
Huronia Rd. & Yonge St. - Barrie	0.0%	0.0%
Other - Barrie	24.7%	14.8%
Subtotal Barrie	77.7%	73.7%
Aurora	0.0%	0.0%
Bradford	0.0%	0.1%
Newmarket	6.1%	11.0%
New Tecumseth (Alliston)	0.0%	0.3%
Toronto	4.5%	0.0%
Richmond Hill	0.0%	0.0%
Vaughan	7.7%	4.1%
East Gwillimbury	0.0%	1.6%
Markham	1.0%	0.0%
Other Ontario	0.2%	5.9%
Subtotal Other Ontario	19.5%	23.1%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-12
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS PHARMACIES AND PERSONAL CARE STORE STORE EXPENDITURES (past month)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	74.1%	16.8%
Subtotal Alcona Primary Market	74.1%	16.8%
Stroud - Innisfil	5.8%	16.3%
Lefroy - Innisfil	0.0%	0.0%
Innisfil Heights - Innisfil	0.0%	0.0%
Cookstown - Innisfil	0.0%	2.4%
Tanger Outlets - Innisfil	0.0%	0.0%
Other Innisfil North - Innisfil	0.0%	3.5%
Other Innisfil South & West - Innisfil	0.0%	0.0%
Subtotal Other Innisfil	5.8%	22.2%
Mapleview Dr. & Hwy. 400 - Barrie	0.5%	3.6%
Big Bay Point Rd. & Yonge St. - Barrie	5.2%	17.6%
Huronia Rd. & Yonge St. - Barrie	0.0%	2.5%
Other - Barrie	7.2%	26.7%
Subtotal Barrie	12.9%	50.4%
Aurora	0.0%	0.0%
Bradford	0.0%	7.8%
Newmarket	3.3%	0.3%
New Tecumseth (Alliston)	0.0%	0.8%
Toronto	1.4%	0.1%
Richmond Hill	0.0%	0.2%
Vaughan	0.6%	0.0%
East Gwillimbury	0.0%	0.0%
Markham	0.0%	0.0%
Other Ontario	1.9%	1.4%
Subtotal Other Ontario	7.2%	10.7%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-13
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS SUPERMARKET STORE EXPENDITURES
(past month)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
No Frills Alcona - Innisfil	43.4%	27.1%
Sobeys Alcona - Innisfil	42.6%	14.9%
Subtotal Alcona Primary Market	85.9%	42.0%
Foodland Stroud - Innisfil	1.6%	8.2%
Foodland Cookstown - Innisfil	0.0%	0.7%
Subtotal Other Innisfil	1.6%	8.9%
Food Basics Essa Rd - Barrie	0.1%	2.0%
FreshCo. Bayfield - Barrie	0.0%	0.3%
Loblaws Bayfield - Barrie	0.1%	0.3%
No Frills Blake - Barrie	0.0%	0.2%
Metro Bayfield - Barrie	1.0%	0.3%
No Frills Anne St - Barrie	0.1%	1.3%
Sobeys Mapleview - Barrie	0.1%	4.4%
Zehrs Yonge & Big Bay Point - Barrie	8.3%	20.1%
Zehrs Essa Rd - Barrie	1.0%	1.5%
Zehrs Cundles - Barrie	0.0%	0.6%
Subtotal Barrie	10.7%	31.0%
Sobeys - New Tecumseth (Alliston)	0.0%	0.2%
Zehrs - New Tecumseth (Alliston)	0.0%	1.9%
New Tecumseth	0.0%	2.1%
Zehrs - Bradford	0.0%	3.3%
No Frills - Bradford	0.1%	6.3%
Sobeys - Bradford	0.0%	1.5%
Subtotal Bradford	0.1%	11.1%
FreshCo. - Newmarket	0.0%	0.1%
Food Basics - Newmarket	0.0%	0.1%
Metro - Newmarket	0.2%	0.3%
Subtotal Newmarket	0.2%	0.5%
Real Canadian Superstore - East Gwillimbury	0.5%	2.4%
Subtotal East Gwillimbury	0.5%	2.4%
No Frills - Other	0.0%	1.3%
Fortinos - Other	0.1%	0.1%
Metro - Other	0.4%	0.0%
Longos - Other	0.3%	0.0%
Food Basics - Other	0.0%	0.3%
Real Canadian Superstore - Other	0.2%	0.0%
Sobeys - Other	0.0%	0.2%
Subtotal Other	1.0%	1.9%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-14
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA RESIDENTS SPECIALTY FOOD EXPENDITURES (past month)

	ZONE	
	Alcona Primary Market	Other Innisfil
	%	%
Alcona - Innisfil	62.7%	4.3%
Subtotal Alcona Primary Market	62.7%	4.3%
Stroud - Innisfil	2.5%	11.7%
Lefroy - Innisfil	0.0%	16.4%
Innisfil Heights - Innisfil	0.0%	0.0%
Cookstown - Innisfil	0.0%	2.4%
Tanger Outlets - Innisfil	0.0%	0.0%
Other Innisfil North - Innisfil	1.0%	11.6%
Other Innisfil South & West - Innisfil	2.5%	3.9%
Subtotal Other Innisfil	6.0%	45.9%
Mapleview Dr. & Hwy. 400 - Barrie	9.7%	2.5%
Big Bay Point Rd. & Yonge St. - Barrie	4.9%	8.1%
Huronia Rd. & Yonge St. - Barrie	0.2%	1.4%
Other - Barrie	6.0%	4.1%
Subtotal Barrie	20.8%	16.2%
Aurora	0.0%	2.5%
Bradford	0.2%	4.3%
Newmarket	1.6%	3.9%
New Tecumseth (Alliston)	0.0%	0.7%
Toronto	1.9%	6.8%
Richmond Hill	0.0%	0.0%
Vaughan	2.4%	1.3%
East Gwillimbury	0.0%	1.2%
Markham	0.0%	0.0%
Other Ontario	4.5%	13.0%
Subtotal Other Ontario	10.6%	33.7%
Other Canada	0.0%	0.0%
United States	0.0%	0.0%
Subtotal Other	0.0%	0.0%
Total	100.0%	100.0%

Source: TATE ECONOMIC RESEARCH INC.

Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-15
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

HOUSEHOLD SIZE

	Percent
1	*15.5%*
2	*37.3%*
3	*14.5%*
4	*22.3%*
5	*7.0%*
6	*2.0%*
7	*0.8%*
8	*0.5%*
11	*0.3%*
Total	*100.0%*

Source: TATE ECONOMIC RESEARCH INC.
Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-16
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

EMPLOYMENT STATUS

	Percent
Employed outside the Home Full-Time	*43.3%*
Employed outside the Home Part-Time	*9.5%*
Employed full time and working out of your home?	*4.8%*
Employed part time and working out of your home?	*2.8%*
Unemployed	*3.0%*
Retired	*26.0%*
Student	*0.3%*
Homemaker	*5.0%*
Other (*SPECIFY:*)	*5.5%*
Total	*100.0%*

Source: TATE ECONOMIC RESEARCH INC.
Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-17
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

AGE GROUP

	Percent
1	*0.5%*
2	*7.3%*
3	*18.5%*
4	*23.5%*
5	*25.8%*
6	*23.0%*
7	*1.5%*
Total	*100.0%*

Source: TATE ECONOMIC RESEARCH INC.
Note: Expenditures are based on the results of the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-18
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

VISITS TO MEDICAL/HEALTH RELATED SERVICES IN THE PAST MONTH[1]

	Health/Medical					
	Number of responses					
	1st	2nd	3rd	4th	5th	Total
Innisfil	55	13	2	-	-	70
Aurora	6	1	1	-	-	8
Barrie	117	50	14	1	-	182
Bradford	13	6	1	1	-	21
Newmarket	15	8	5	1	1	30
New Tecumseth (Alliston)	2	1	1	-	-	4
Toronto	13	4	5	1	-	23
Richmond Hill	5	4	1	-	-	10
Vaughan	7	1	-	-	-	8
East Gwillimbury	1	-	-	-	-	1
Markham	1	-	-	-	-	1
Other	7	5	4	-	-	16
Total	**242**	**93**	**34**	**4**	**1**	**374**

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

1) In most instances respondents provided multiple responses. Totals in the above table are cumulative totals.

TABLE B-19
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

VISITS TO BANKS / CREDIT UNIONS IN THE PAST MONTH[1]

	Bank / Credit Union					
	Number of responses					
	1st	2nd	3rd	4th	5th	Total
Innisfil	88	7	1	-	-	96
Aurora	-	-	-	-	-	0
Barrie	63	8	2	-	-	73
Bradford	9	-	-	-	-	9
Newmarket	3	1	-	-	-	4
New Tecumseth (Alliston)	2	1	-	-	-	3
Toronto	1	1	1	-	-	3
Richmond Hill	2	-	-	-	-	2
Vaughan	4	1	-	-	-	5
East Gwillimbury	-	-	-	-	-	0
Markham	-	-	-	-	-	0
Other	3	-	-	-	-	3
Total	175	19	4	0	0	198

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

1) In most instances respondents provided multiple responses. Totals in the above table are cumulative totals.

TABLE B-20
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

VISITS TO FOOD SERVICE ESTABLISHMENTS IN THE PAST MONTH

	Full Service / Licenced		Fast Food / Coffee Shops	
Alcona	172	*19.3%*	1137	*36.7%*
Other Innisfil	212	*23.8%*	836	*27.0%*
Other Municipalities	507	*56.9%*	1123	*36.3%*
Total Restaurant Visits	891	*100.0%*	3096	*100.0%*
Respondents that visited one or more restaurants in the past month	283	*70.8%*	301	*75.3%*

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-21
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

WHICH ONE OF THE FOLLOWING TYPES OF AMENITIES, WOULD YOU MOST LIKE TO SEE ADDED IN ALCONA?

Amenity	Frequency	*Percent*
Permanent Farmers' Market	119	*29.8%*
Parks & Rec Uses	59	*14.7%*
Community Theatre / Performing Arts Centre	41	*10.3%*
Seniors Centre	24	*6.0%*
Community Centre	14	*3.5%*
Childcare Facilities	10	*2.5%*
Museums	5	*1.3%*
None	89	*22.2%*
Other	39	*9.8%*
Total	400	100.0%

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-22
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

WHAT ONE RETAILER OR TYPE OF RETAILER WOULD YOU LIKE TO SEE OPEN IN INNISFIL?

Store Type / Banner	Frequency	*Percent*
Department Store (Wal-Mart, Sears)	66	*16.5%*
Canadian Tire	66	*16.5%*
Don't Know	60	*15.0%*
None	54	*13.5%*
Restaurants	46	*11.5%*
Clothing Stores	28	*7.0%*
Supermarket / Specialty Food Store	19	*4.8%*
Miscelanous Stores (Toy, book, sporting goods, second hand, gift)	17	*4.3%*
General Merchandiser (Giant Tiger)	15	*3.8%*
Home Improvement / Hardware Store	10	*2.5%*
Costco	5	*1.3%*
Furniture	3	*0.8%*
TOTAL	400	*100.0%*

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

TABLE B-23
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

WHAT ONE TYPE OF SERVICE WOULD YOU LIKE TO SEE MORE AVAILABLE OF IN INNISFIL?

Type of Service	Frequency	*Percent*
Don't Know	87	*21.8%*
Public Transit	72	*18.0%*
None	61	*15.3%*
More Doctors / Health Care	55	*13.8%*
Restaurants	45	*11.3%*
Gas Station / Automotive Oriented Services	11	*2.8%*
Personal Services	6	*1.5%*
Theatre / Entertainment	5	*1.3%*
Banks	3	*0.8%*
Art & Cultural Centre	1	*0.3%*
N / A	54	*13.5%*
TOTAL	400	100.0%

Source: TATE ECONOMIC RESEARCH INC.
Note: Results are base on the in-home consumer telephone survey completed on behalf of TER in March 2015. These results have not been adjusted or calibrated. Subtotals may not add due to rounding. Margin of Error is +/- 6.9% 19 times out of 20.

Appendix C – Retail Space Demand Analysis

The following appendix provides a summary of the methodology and background analysis of the Retail Space Demand Analysis summarized in Section 3. The results of this analysis are intended to quantify the market demand and opportunity for retail floor space that could be supported in the Alcona Primary Area by 2021. It also estimates the longer term demand for additional retail floor space that could be supported in the Alcona Primary Area at various intervals up to 2031.

This analysis is not intended to specifically define or allocate development potential to any individual site but rather to be used as a benchmark for the purpose of planning for the availability of sufficient commercial lands to accommodate forecast growth in Alcona over the long term. Furthermore, the results of this analysis provide no assurances that the total overall commercial space or any specific store category benchmarks forecast in this analysis will be achieved at any specific interval during the study period.

The results of the in-home telephone consumer survey, summarized in Appendix B, demonstrate that approximately 26.2% of all Study Area residents' expenditures are made in Alcona. This level of expenditure capture currently supports approximately 296,500 square feet of space.

Demand Analysis Underlying Assumptions

This retail space demand analysis evaluates the market demand and opportunity for new retail and service space in the Alcona Primary Area by the year 2021. It also estimates the longer term demand for additional retail floor space that could be supported in the future up to 2031.

This analysis assumes an increase in the retention rate of residents' future expenditure potential made in the Town, targeted at approximately 60% of total expenditures. This increase is anticipated to result with the addition of new supply of retail space and greater tenant diversification than presently available in Alcona.

In order to estimate the future local market capture of anticipated retailers to be established in Alcona, TER has made the following assumptions in this analysis:

- One of the primary inputs for estimating market demand for additional retail space in Alcona is the level of forecast population growth anticipated for the Town over the study period. The population forecasts and their geographic allocation throughout Innisfil have been estimated by TER based on population forecast methodology described in Appendix D. If these forecasts prove to diverge significantly from the population levels realized, the conclusion of this analysis may require revision.

- In order to facilitate a range of the highest order shopping facilities in the Town, TER has assumed the addition of 1 or more of the following types of major anchor tenants will be established in the market as anchor tenants to future shopping centre development over the study period:
    - Department store(s)
    - Home Improvement Centre(s)
    - Drug Store(s)
    - General Merchandiser(s) / Home & Automotive Supply Retailer
    - Supermarket(s) / Grocery Store(s)
- The assumptions regarding sales performance of existing retailers and those forecast to be established in the market in the future are considered to be reliable. However, if actual sales volumes from a particular retail tenant become available, TER reserves the right to revise this analysis and its conclusions, as required.

In light of these and other underlying assumptions, and their susceptibility to be influenced by changes in market conditions over a long term study period, TER cautions that the demand forecasts, illustrated herein, beyond the year 2021, should be viewed solely as points of discussion for the long term planning of the Town's retail space needs. In addition, the longer term results of this analysis should not be interpreted to establish specific retail space targets for the Town to follow in the longer term future. Furthermore, TER recommends that the Town review the findings of this analysis in 5 year intervals at which time a determination can be made as to the appropriate time to revisit the long term demand and opportunity for addition retail space for the Town beyond the year 2021.

Study Area Forecast of Consumer Expenditure Potential

Tables C-1 and C-2 in this appendix illustrate the methodology and calculation of Food Oriented Retail (FOR) category expenditure potential and the Non Food Oriented Retail (NFOR) category expenditure potential.

FOR and NFOR expenditure potential has been forecast using a regression equation (see the footnotes of Tables C-1 and C-2 as well as Appendix D for greater detail) representing the relationship of income and per capita expenditure variables between the Province and Study Area residents. TER has estimated these formula variables using Statistics Canada Census data, Retail Trade expenditure data and other industry sources. These estimates of FOR and NFOR expenditure potential form the basis for the detailed demand analysis outlined in the following section.

Distribution of Consumer Expenditure Potential by Retail Category

In order to forecast the demand for additional retail space in the Alcona Primary Area, a distribution of Study Area residents' FOR and NFOR Expenditure Potential has been calculated for each of the Study Area zones for the study period of 2014-2031 in Tables C-3 and C-4. For the purpose of this analysis, TER has distributed these expenditures between the following FOR and NFOR retail sub-categories:

- Supermarket and Other Grocery Stores;
- Convenience and Specialty Food Stores.
- Department Stores;
- Building and Outdoor Home Supplies Stores (BOHS Stores);
- General Merchandise Stores (GM stores) including Home & Auto Supply (excluding Department Stores, and Selected Automotive);
- Pharmacies & Personal Care Stores (Drug Store); and
- Other Selected NFOR (including Clothing and Accessories Stores, Furniture, Home Furnishings and Electronics, Miscellaneous Retailers and Selective Automotive)

The 2014 base year distribution of Study Area expenditure potential is a TER estimate that has taken into account the results of the in-home consumer telephone survey, Retail Trade expenditure data and TER's professional judgement. The forecast year's distribution of expenditures by Study Area zone is based on TER's professional experience. For the purpose of this analysis, TER has changed the distribution shares of various retail sub-categories in 2018, above the 2014 levels to reflect the entry of new retail competition in Alcona. These shares are forecast to remain at these levels over the remainder of the study period.

Retail Space Demand Analysis Methodology

Tables C-5 through C-11, which follow, provide the detailed demand analysis for each retail sub-category evaluated over the period 2014-2031. The category share of each Study Area Zone residents' expenditure potential has been carried over from Tables C-3 and C-4 to the respective demand analysis table for each retail sub-category.

2014 Base Year Study Area Sales Estimate

For the 2014 base year, TER has applied a Study Area capture rate or 'local share' of each Study Area Zone residents' 2014 expenditure potential. These 2014 share estimates are based on the in-home telephone consumer survey results summarized in Appendix B, TER's examination of the competitive inventory of existing retail space and TER's professional judgement.

In addition to the local share of Study Area Zone residents' expenditure potential, TER has also estimated an inflow factor of expenditures from beyond the Study Area.

These expenditures represent tourists and seasonal residents, employees who work in the Study Area, but reside elsewhere, commuters, and occasional visitors. For the 2014 base year, TER has estimated inflow levels based on research from the 2011 TER Retail Demand Study, as well as TER's professional judgement.

The 2014 base year total sales volume of existing retailers in the Study Area is calculated by combining the local share capture of Study Area Zone residents' expenditure potential with TER's inflow estimate for each sub-category. This figure is used as the basis for forecasting the demand for future additional space in the market for each sub-category. In addition, dividing this sales volume by each sub-category's corresponding retail space summarized in Appendix A, provides the base year average sales per square foot performance of existing retailers.

Forecast Period Residual Space Analysis

For the forecast period, TER has increased the local share of each Study Area Zone residents' expenditure potential for each retail category. These increases reflect an anticipated higher retention rate of future residents' expenditure potential in the Town. These estimates have been based on TER's professional judgement.

Adjustments to the base year inflow level estimates have also been incorporated into this analysis. These adjustments have taken into account the anticipated customer draw of major retail anchor tenants forecast to be added in Alcona over the study period and are based on TER's professional judgement.

Combining the local share sales volume with TER's inflow estimate for each of the forecast years between 2018-2031 results in the total sales volumes anticipated to be captured by existing and future retailers in the Alcona Primary Area.

The residual amount of total sales growth forecast between the base year and forecast period has also been calculated in each demand analysis table. This residual sales amount is then divided by anticipated sales performance levels for each sub-category at the bottom of each demand analysis table. The product of this calculation provides the net additional space warranted in the Study Area for each sub-category over the study period.

TABLE C-1
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA FOOD ORIENTED RETAIL (FOR) EXPENDITURE POTENTIAL

Current Dollars	**2014**
Province of Ontario - Average Per Capita FOR Expenditures	
Supermarket [1]	$1,926
Convenience and Specialty Food Stores [1]	$343
Per Capita FOR Expenditures	**$2,269**

	Base Year	**Forecast Years**			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
Income Index to Province [2]	84.8				
FOR Expenditure Index [3]	98.3				
Per Capita FOR Expenditures [4]	$2,230	$2,250	$2,270	$2,295	$2,325
Population [5]	18,400	21,200	23,800	27,750	31,400
Total FOR Potential ($ Millions)	$41.0	$47.7	$54.0	$63.7	$73.0
OTHER INNISFIL					
Income Index to Province [2]	99.3				
NFOR Expenditure Index [3]	99.9				
Per Capita NFOR Expenditures [4]	$2,265	$2,290	$2,305	$2,335	$2,360
Population [5]	17,200	18,050	19,000	23,500	29,100
Total FOR Potential ($ Millions)	$39.0	$41.4	$43.9	$54.9	$68.7
TOTAL STUDY AREA					
Total FOR Potential ($ Millions)	$80.0	$89.1	$97.9	$118.6	$141.7

Source: TATE ECONOMIC RESEARCH INC.

1) TER estimate based on Statistics Canada, Retail Trade and Wholesale Trade and other industry sources. See Appendix D for derivations of Provincial figures.

2) Based on Statistics Canada, National Household Survey 2011.

3) Based on the income relationship between the Province and Study Area residents using the FOR regression equation of y=89+.11(x), where x is the income index. See Appendix D for greater detail.

4) Forecast to increase at 0.25% per annum, excluding inflation.

5) Repeated from Figure 5.

TABLE C-2
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

STUDY AREA NON FOOD ORIENTED RETAIL (NFOR) EXPENDITURE POTENTIAL

Current Dollars	2014
Province of Ontario - Average Per Capita NFOR Expenditures	
Per Capita NFOR Expenditures (1	$5,823

	Base Year	Forecast Years			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
Income Index to Province (2	84.8				
NFOR Expenditure Index (3	95.4				
Per Capita NFOR Expenditures (4	$5,555	$5,775	$5,945	$6,220	$6,500
Population (5	18,400	21,200	23,800	27,750	31,400
Total NFOR Potential ($ Millions)	$102.2	$122.4	$141.5	$172.6	$204.1
OTHER INNISFIL					
Income Index to Province (2	99.3				
NFOR Expenditure Index (3	99.8				
Per Capita NFOR Expenditures (4	$5,810	$6,040	$6,215	$6,505	$6,800
Population (5	17,200	18,050	19,000	23,500	29,100
Total NFOR Potential ($ Millions)	$100.0	$109.2	$118.2	$153.1	$198.1
TOTAL STUDY AREA					
Total NFOR Potential ($ Millions)	$202.2	$231.6	$259.7	$325.7	$402.2

Source: TATE ECONOMIC RESEARCH INC.

1) TER estimate based on Statistics Canada, Retail Trade and Wholesale Trade and other industry sources. See Appendix D for derivation of Provincial figures.

2) Based on Statistics Canada, National Household Survey 2011.

3) Based on the income relationship between the Province and Study Area residents using the NFOR regression equation of y=70+.3(x), where x is the income index. See Appendix D for greater detail.

4) Forecast to increase at 1.0% per annum, excluding inflation.

5) Repeated from Figure 5.

TABLE C-3
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

DISTRIBUTION OF FOR EXPENDITURE POTENTIAL

2014 Dollars ($Millions)	2014	2018	2021	2026	2031
ALCONA PRIMARY MARKET					
FOR Expenditure Potential [1]	$41.0	$47.7	$54.0	$63.7	$73.0
Category Share % [2]					
Supermarket	88.0%	89.0%	89.0%	89.0%	89.0%
Other Food	12.0%	11.0%	11.0%	11.0%	11.0%
Category Share $					
Supermarket	$36.1	$42.5	$48.1	$56.7	$65.0
Other Food	$4.9	$5.2	$5.9	$7.0	$8.0
OTHER INNISFIL					
FOR Expenditure Potential [1]	$39.0	$41.4	$43.9	$54.9	$68.7
Category Share % [2]					
Supermarket	87.0%	87.5%	87.5%	87.5%	87.5%
Other Food	13.0%	12.5%	12.5%	12.5%	12.5%
Category Share $					
Supermarket	$33.9	$36.2	$38.4	$48.0	$60.1
Other Food	$5.1	$5.2	$5.5	$6.9	$8.6

Source: TATE ECONOMIC RESEARCH INC.

1) Repeated from Table C-1.

2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.

TABLE C-4
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

DISTRIBUTION OF NFOR EXPENDITURE POTENTIAL

2014 Dollars ($Millions)	2014	2018	2021	2026	2031
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential (1	$102.2	$122.4	$141.5	$172.6	$204.1
Category Share % (2					
Department Store	16.0%	17.0%	17.0%	17.0%	17.0%
Building And Outdoor Home Supplies Stores (BOHS)	12.5%	13.5%	13.5%	13.5%	13.5%
General Merchandise (GM)	20.0%	22.0%	22.0%	22.0%	22.0%
Pharmacies & Personal Care Stores	16.0%	16.5%	16.5%	16.5%	16.5%
Other Selected NFOR	35.5%	31.0%	31.0%	31.0%	31.0%
Category Share $					
Department Store	$16.4	$20.8	$24.1	$29.3	$34.7
Building And Outdoor Home Supplies Stores (BOHS)	$12.8	$16.5	$19.1	$23.3	$27.6
General Merchandise (GM)	$20.4	$26.9	$31.1	$38.0	$44.9
Pharmacies & Personal Care Stores	$16.4	$20.2	$23.3	$28.5	$33.7
Other Selected NFOR	$36.3	$37.9	$43.9	$53.5	$63.3
OTHER INNISFIL					
NFOR Expenditure Potential (1	$100.0	$109.2	$118.2	$153.1	$198.1
Category Share % (2					
Department Store	18.0%	18.5%	18.5%	18.5%	18.5%
Building And Outdoor Home Supplies Stores (BOHS)	13.0%	13.5%	13.5%	13.5%	13.5%
General Merchandise (GM)	22.0%	23.0%	23.0%	23.0%	23.0%
Pharmacies & Personal Care Stores	15.0%	15.0%	15.0%	15.0%	15.0%
Other Selected NFOR	32.0%	30.0%	30.0%	30.0%	30.0%
Category Share $					
Department Store	$18.0	$20.2	$21.9	$28.3	$36.6
Building And Outdoor Home Supplies Stores (BOHS)	$13.0	$14.7	$16.0	$20.7	$26.7
General Merchandise (GM)	$22.0	$25.1	$27.2	$35.2	$45.6
Pharmacies & Personal Care Stores	$15.0	$16.4	$17.7	$23.0	$29.7
Other Selected NFOR	$32.0	$32.8	$35.5	$45.9	$59.4

Source: TATE ECONOMIC RESEARCH INC.

1) Repeated from Table C-2.

2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.

TABLE C-5
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SUPERMARKET DEMAND ANALYSIS

2014 Dollars ($Millions)	Base Year 2014	Forecast Years 2018	2021	2026	2031
ALCONA PRIMARY MARKET					
FOR Expenditure Potential [1]	$41.0	$47.7	$54.0	$63.7	$73.0
Supermarket Share % [2]	88.0%	89.0%	89.0%	89.0%	89.0%
Supermarket Share $	$36.1	$42.5	$48.1	$56.7	$65.0
Alcona Share % [2]	85.9%	90.0%	90.0%	90.0%	90.0%
Alcona Share $	$31.0	$38.3	$43.3	$51.0	$58.5
OTHER INNISFIL					
FOR Expenditure Potential [1]	$39.0	$41.4	$43.9	$54.9	$68.7
Supermarket Share % [2]	87.0%	87.5%	87.5%	87.5%	87.5%
Supermarket Share $	$33.9	$36.2	$38.4	$48.0	$60.2
Alcona Share % [2]	42.0%	48.5%	48.5%	48.5%	48.5%
Alcona Share $	$14.2	$17.6	$18.7	$23.3	$29.2
Study Area Supermarket Expenditures	$70.0	$78.7	$86.5	$104.7	$125.2
Alcona Supermarket Expenditure Capture	$45.2	$55.9	$62.0	$74.3	$87.7
Inflow % [3]	25.0%	22.5%	22.5%	22.5%	22.5%
Inflow $	$15.1	$16.2	$18.0	$21.6	$25.5
Total Alcona Supermarket Expenditures	$60.3	$72.1	$80.0	$95.9	$113.2
Residual Demand Potential		$11.8	$19.7	$35.6	$52.9
Existing Alcona Supermarket Sales	$60.3	$60.3	$60.3	$60.3	$60.3
Existing Alcona Supermarket Space	80,900	80,900	80,900	80,900	80,900
Average Supermarket Sales Performance Level	$745	$745	$745	$745	$745
Demand For Additional Supermarket Space In Alcona [4]					
$535 per square foot	n/a	**22,000**	37,000	66,500	99,000
$550 per square foot	n/a	21,500	**36,000**	64,500	96,000
$575 per square foot	n/a	20,500	34,500	**62,000**	92,000
$600 per square foot	n/a	19,500	33,000	59,500	**88,000**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-1.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Estimates rounded to the nearest 500 square feet.

TABLE C-6
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

OTHER FOOD MARKET DEMAND ANALYSIS

	Base Year	Forecast Years			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
FOR Expenditure Potential [1]	$41.0	$47.7	$54.0	$63.7	$73.0
Other Food Store Share % [2]	12.0%	11.0%	11.0%	11.0%	11.0%
Other Food Store Share $	$4.9	$5.2	$5.9	$7.0	$8.0
Alcona Share % [2]	62.7%	77.5%	77.5%	77.5%	77.5%
Alcona Share $	$3.1	$4.0	$4.6	$5.4	$6.2
OTHER INNISFIL					
FOR Expenditure Potential [1]	$39.0	$41.4	$43.9	$54.9	$68.7
Other Food Store Share % [2]	13.0%	12.5%	12.5%	12.5%	12.5%
Other Food Store Share $	$5.1	$5.2	$5.5	$6.9	$8.6
Alcona Share % [2]	4.3%	27.5%	27.5%	47.5%	47.5%
Alcona Share $	$0.2	$1.4	$1.5	$3.3	$4.1
Study Area Other Food Store Expenditure Potential	$10.0	$10.4	$11.4	$13.9	$16.6
Alcona Other Food Store Expenditure Share	$3.3	$5.4	$6.1	$8.7	$10.3
Inflow % [3]	15.0%	15.0%	15.0%	15.0%	15.0%
Inflow $	$0.6	$1.0	$1.1	$1.5	$1.8
Total Alcona Other Food Store Expenditures	$3.9	$6.4	$7.2	$10.2	$12.1
Residual Demand Potential		$2.5	$3.3	$6.3	$8.2
Alcona Other Food Store Sales	$3.9	$3.9	$3.9	$3.9	$3.9
Alcona Other Food Store Space	7,400	7,400	7,400	7,400	7,400
Sales Performance Level	$525	$525	$525	$525	$525
Demand For Additional Other Food Store Space In Alcona [4]					
$340 per square foot	n/a	**7,500**	9,500	18,500	24,000
$350 per square foot	n/a	7,000	**9,500**	18,000	23,500
$365 per square foot	n/a	7,000	9,000	**17,500**	22,500
$380 per square foot	n/a	6,500	8,500	16,500	**21,500**

Source: TATE ECONOMIC RESEARCH INC.

1) Repeated from Table C-1.

2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.

3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.

4) Estimates rounded to the nearest 500 square feet.

TABLE C-7
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

DEPARTMENT STORE MARKET DEMAND ANALYSIS

	Base Year	Forecast Years			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential (1	$102.2	$122.4	$141.5	$172.6	$204.1
Department Store Share % (2	16.0%	17.0%	17.0%	17.0%	17.0%
Department Store Share $	$16.4	$20.8	$24.1	$29.3	$34.7
Alcona Department Store Share % (2	0.0%	60.0%	60.0%	75.0%	75.0%
Alcona Department Store Share $	$0.0	$12.5	$14.5	$22.0	$26.0
OTHER INNISFIL					
NFOR Expenditure Potential (1	$100.0	$109.2	$118.2	$153.1	$198.1
Department Store Share % (2	18.0%	18.5%	18.5%	18.5%	18.5%
Department Store Share $	$18.0	$20.2	$21.9	$28.3	$36.7
Alcona Department Store Share % (2	0.0%	42.5%	42.5%	52.5%	52.5%
Alcona Department Store Share $	$0.0	$8.6	$9.3	$14.8	$19.3
Study Area Department Store Expenditure Potential	$34.4	$41.0	$46.0	$57.6	$71.4
Alcona Department Store Expenditure Share	$0.0	$21.1	$23.8	$36.8	$45.3
Inflow % (3	0.0%	30.0%	30.0%	30.0%	30.0%
Inflow $	$0.0	$9.0	$10.2	$15.8	$19.4
Total Alcona Department Store Expenditures	$0.0	$30.1	$34.0	$52.6	$64.7
Demand For Department Store Space In Alcona (4					
$300 per square foot	n/a	**100,500**	113,500	175,500	215,500
$315 per square foot	n/a	95,500	**108,000**	167,000	205,500
$340 per square foot	n/a	88,500	100,000	**154,500**	190,500
$375 per square foot	n/a	80,500	90,500	140,500	**172,500**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-2.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Sales rounded to the nearest $5.00 per square foot.

TABLE C-8
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

BOHS MARKET DEMAND ANALYSIS

2014 Dollars ($Millions)	Base Year 2014	Forecast Years 2018	2021	2026	2031
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential (1	$102.2	$122.4	$141.5	$172.6	$204.1
BOHS Share % (2	12.5%	13.5%	13.5%	13.5%	13.5%
BOHS Share $	$12.8	$16.5	$19.1	$23.3	$27.6
Alcona BOHS Store Share % (2	26.7%	65.0%	65.0%	72.5%	72.5%
Alcona BOHS Store Share $	$3.4	$10.7	$12.4	$16.9	$20.0
OTHER INNISFIL					
NFOR Expenditure Potential (1	$100.0	$109.2	$118.2	$153.1	$198.1
BOHS Share % (2	13.0%	13.5%	13.5%	13.5%	13.5%
BOHS Share $	$13.0	$14.7	$15.9	$20.7	$26.7
Alcona BOHS Store Share % (2	15.7%	43.5%	43.5%	52.5%	52.5%
Alcona BOHS Store Share $	$2.0	$6.4	$7.0	$10.8	$14.0
Study Area BOHS Expenditure Potential	$25.8	$31.2	$35.0	$44.0	$54.3
Alcona BOHS Expenditure Share	$5.4	$17.1	$19.4	$27.7	$34.0
Inflow % (3	20.0%	27.5%	27.5%	27.5%	27.5%
Inflow $	$1.4	$6.5	$7.4	$10.5	$12.9
Total Alcona BOHS Store Expenditures	$6.8	$23.6	$26.8	$38.2	$46.9
Residual Demand Potential		$16.8	$20.0	$31.4	$40.1
Existing Alcona BOHS Sales	$6.8	$6.8	$6.8	$6.8	$6.8
Existing Alcona BOHS Space	23,100	23,100	23,100	23,100	23,100
Sales Performance Level (4	$295	$295	$295	$295	$295
Demand For Additional BOHS Space In Alcona (4					
$300 per square foot	n/a	**56,000**	66,500	104,500	133,500
$315 per square foot	n/a	53,500	**63,500**	99,500	127,500
$340 per square foot	n/a	49,500	59,000	**92,500**	118,000
$365 per square foot	n/a	46,000	55,000	86,000	**110,000**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-2.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Sales rounded to the nearest $5.00 per square foot.

TABLE C-9
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

GM MARKET DEMAND ANALYSIS

2014 Dollars ($Millions)	Base Year 2014	Forecast Years 2018	2021	2026	2031
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential (1	$102.2	$122.4	$141.5	$172.6	$204.1
GM Store Share % (2	20.0%	22.0%	22.0%	22.0%	22.0%
GM Store Share $	$20.4	$26.9	$31.1	$38.0	$44.9
Alcona GM Share % (2	7.4%	41.0%	41.0%	41.0%	41.0%
Alcona GM Share $	$1.5	$11.1	$12.7	$15.5	$18.4
OTHER INNISFIL					
NFOR Expenditure Potential (1	$100.0	$109.2	$118.2	$153.1	$198.1
GM Store Share % (2	22.0%	23.0%	23.0%	23.0%	23.0%
GM Store Share $	$22.0	$25.1	$27.2	$35.2	$45.5
Alcona GM Share % (2	2.3%	27.0%	27.0%	27.0%	27.0%
Alcona GM Share $	$0.6	$6.8	$7.3	$9.5	$12.3
Study Area GM Store Expenditure Potential	$42.4	$52.0	$58.3	$73.2	$90.4
Alcona GM Store Expenditure Share	$2.1	$17.9	$20.0	$25.0	$30.7
Inflow % (3	15.0%	27.0%	27.0%	27.0%	27.0%
Inflow $	$0.4	$6.6	$7.4	$9.2	$11.4
Total Alcona GM Store Expenditures	$2.5	$24.5	$27.4	$34.2	$42.1
Residual Demand Potential		$22.0	$24.9	$31.7	$39.6
Existing Alcona GM Sales	$2.5	$2.5	$2.5	$2.5	$2.5
Existing Alcona GM Space	10,800	10,800	10,800	10,800	10,800
Sales Performance Level (4	$230	$230	$230	$230	$230
Demand For Additional GM Space In Alcona (4					
$275 per square foot	n/a	**80,000**	90,500	115,500	144,000
$290 per square foot	n/a	76,000	**86,000**	109,500	136,500
$320 per square foot	n/a	69,000	78,000	**99,000**	124,000
$360 per square foot	n/a	61,000	69,000	88,000	**110,000**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-2.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Sales rounded to the nearest $5.00 per square foot.

TABLE C-10
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

PHARMACIES & PERSONAL CARE STORES MARKET DEMAND ANALYSIS

	Base Year	Forecast Years			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential (1	$102.2	$122.4	$141.5	$172.6	$204.1
Pharmacies & Personal Care Stores Share % (2	16.0%	16.5%	16.5%	16.5%	16.5%
Pharmacies & Personal Care Stores Share $	$16.4	$20.2	$23.3	$28.5	$33.7
Alcona Pharmacies & Personal Care Stores Share % (2	74.1%	90.0%	90.0%	90.0%	90.0%
Alcona Pharmacies & Personal Care Stores Share $	$12.2	$18.2	$21.0	$25.7	$30.3
OTHER INNISFIL					
NFOR Expenditure Potential (1	$100.0	$109.2	$118.2	$153.1	$198.1
Pharmacies & Personal Care Stores Share % (2	15.0%	15.0%	15.0%	15.0%	15.0%
Pharmacies & Personal Care Stores Share $	$15.0	$16.3	$17.7	$22.9	$29.8
Alcona Pharmacies & Personal Care Stores Share % (2	16.8%	35.0%	35.0%	35.0%	35.0%
Alcona Pharmacies & Personal Care Stores Share $	$2.5	$5.7	$6.2	$8.0	$10.4
Study Area Pharmacies & Personal Care Stores Expenditure Potential	$31.4	$36.5	$41.0	$51.4	$63.5
Alcona Pharmacies & Personal Care Stores Expenditure Share	$14.7	$23.9	$27.2	$33.7	$40.7
Inflow % (3	22.5%	20.0%	20.0%	20.0%	20.0%
Inflow $	$4.3	$6.0	$6.8	$8.4	$10.2
Total Alcona Pharmacies & Personal Care Stores Expenditures	$19.0	$29.9	$34.0	$42.1	$50.9
Residual Demand Potential		$10.9	$15.0	$23.1	$31.9
Alcona Pharmacies & Personal Care Stores Sales	$19.0	$19.0	$19.0	$19.0	$19.0
Alcona Pharmacies & Personal Care Stores Space	20,200	20,200	20,200	20,200	20,200
Sales Performance Level (4	$940	$940	$940	$940	$940
Demand For Additional Pharmacies & Personal Care Stores Space in Alcona (4					
$525 per square foot	n/a	**21,000**	28,500	44,000	61,000
$550 per square foot	n/a	20,000	**27,500**	42,000	58,000
$600 per square foot	n/a	18,000	25,000	**38,500**	53,000
$650 per square foot	n/a	17,000	23,000	35,500	**49,000**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-2.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Sales rounded to the nearest $5.00 per square foot.

TABLE C-11
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

OTHER SELECTED NFOR MARKET DEMAND ANALYSIS

	Base Year	Forecast Years			
2014 Dollars ($Millions)	**2014**	**2018**	**2021**	**2026**	**2031**
ALCONA PRIMARY MARKET					
NFOR Expenditure Potential [1]	$102.2	$122.4	$141.5	$172.6	$204.1
Other Selected NFOR Share % [2]	35.5%	31.0%	31.0%	31.0%	31.0%
Other Selected NFOR Share $	$36.3	$37.9	$43.9	$53.5	$63.3
Alcona Other Selected NFOR Share % [2]	6.4%	60.0%	60.0%	75.0%	75.0%
Alcona Other Selected NFOR Share $	$2.3	$22.7	$26.3	$40.1	$47.5
OTHER INNISFIL					
NFOR Expenditure Potential [1]	$100.0	$109.2	$118.2	$153.1	$198.1
Other Selected NFOR Share % [2]	32.0%	30.0%	30.0%	30.0%	30.0%
Other Selected NFOR Share $	$32.0	$32.8	$35.5	$45.9	$59.4
Alcona Other Selected NFOR Share % [2]	2.5%	40.0%	40.0%	47.5%	47.5%
Alcona Other Selected NFOR Share $	$0.8	$13.1	$14.2	$21.8	$28.2
Study Area Other Selected NFOR Expenditures	$68.3	$70.7	$79.4	$99.4	$122.7
Alcona Other Selected NFOR Expenditures	$3.1	$35.8	$40.5	$61.9	$75.7
Inflow % [3]	22.5%	25.0%	25.0%	25.0%	25.0%
Inflow $	$0.9	$11.9	$13.5	$20.6	$25.2
Total Alcona Other Selected NFOR Expenditures	$4.0	$47.7	$54.0	$82.5	$100.9
Residual Demand Potential		$43.7	$50.0	$78.5	$96.9
Alcona Other Selected NFOR Sales	$4.0	$4.0	$4.0	$4.0	$4.0
Alcona Other Selected NFOR Space	7,500	7,500	7,500	7,500	7,500
Sales Performance Level [4]	$535	$535	$535	$535	$535
Demand For Additional Other Selected NFOR Space In Alcona [4]					
$300 per square foot	n/a	**145,500**	166,500	261,500	323,000
$350 per square foot	n/a	125,000	**143,000**	224,500	277,000
$425 per square foot	n/a	103,000	117,500	**184,500**	228,000
$400 per square foot	n/a	109,500	125,000	196,500	**242,500**

Source: TATE ECONOMIC RESEARCH INC.
1) Repeated from Table C-2.
2) TER estimate based on Statistics Canada Retail Trade data, in-home consumer telephone survey results, an examination of the inventory of competitive space and professional judgement.
3) TER estimate based on previous research from the TER Retail Demand Study and TER's professional judgement.
4) Sales rounded to the nearest $5.00 per square foot.

TABLE C-12
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

SERVICE SPACE PER CAPITA MARKET DEMAND ANALYSIS

	2014	2018	2021	2026	2031
2014 Service Space Characteristics					
Study Area - Existing Other Retail & Service Space	336,500				
Alcona Primary Market - Existing Other Retail & Service S	141,100				
Alcona Primary Market Share of Existing Other Retail & Servic	41.9%				
2014 Service Space Characteristics					
Study Area Population	35,600				
2014 Space Per Capita Ratio	9.5				
Study Area Population		39,250	42,800	51,250	60,500
Current Per Capita Service Space Benchmark		22.5	22.5	25.0	25.0
Study Area Service Space Demand		883,100	963,000	1,281,300	1,512,500
Alcona Primary Market Share of Existing Other Retail & Service Space		52.5%	52.5%	55.0%	55.0%
Alcona Primary Market Other Retail & Service Space Demand		463,600	505,600	704,700	831,900
Less Existing Space:		141,100	141,100	141,100	141,100
Demand For New Service Space in the Alcona Primary Market		**322,500**	**364,500**	**563,600**	**690,800**
Demand For Total Service Space in the Alcona Primary Market		**463,600**	**505,600**	**704,700**	**831,900**

Source: TATE ECONOMIC RESEARCH INC.

Appendix D – Definition of Terms

Basic Assumptions

TER has studied the market demand and impacts of numerous proposed retail developments, many of which are now in operation throughout the Province. TER understands the challenges associated with making forecasts and recognizes that deviations from historic patterns are likely to occur. Nonetheless, it remains our opinion that basic assumptions are necessary to conduct retail planning exercises such as this one in the Town of Innisfil. These basic assumptions are outlined below:

- The population forecasts are presumed to be accurate. If these forecasts prove to diverge significantly from the population levels realized the conclusions of this report may require revision.
- All proposed major retail developments in the Town of Innisfil, for which applications have been submitted, have been recognized in the TER analysis.
- The assumptions regarding sales performance of existing retailers are considered to be reliable. If actual sales volumes become available, TER reserves the right to revise the analysis and conclusions, as required.

This report and its conclusions should be reviewed in light of these basic assumptions.

Gross Leasable Area (GLA)

Gross leasable area (GLA) is the total floor area designed for tenant occupancy and exclusive use, typically including basements, upper floors and mezzanines. It is expressed in square feet, and measured from the centre line of joint partitions and from outside wall faces. GLA is the area on which tenants pay rent, and which produces income for a tenant. Since it lends itself readily to measurement and comparison, GLA has been adopted by the shopping centre industry as its standard for statistical comparison.

In TER's inventory of competitive space in the Town of Innisfil, only ground floor retail and storage space was included. Mezzanines and basement space have only been included when the entire retail sales area is located in an upper or lower level of a building.

Adjustment for Net Census Undercoverage (NCU)

Statistics Canada defines/describes NCU as: "The adjustment for NCU is important. The NCU is the difference between the number of persons who should have been enumerated but were missed (undercoverage) and the number of persons who were enumerated but should not have been or who were counted more than once (overcoverage)."

TER has made assumptions with respect to NCU based on 2006 NCU factors from the 2006 Census of Canada.

Population Projections

The population forecasts and their geographic allocation throughout Innisfil have been estimated by TER based on a review of the following:

- Statistics Canada 2011 Census data;
- Application data obtained from the Town's Department of Planning Services; and
- A review of population forecast data obtained from Hemson Consulting Ltd. report, "Town of Innisfil, Development Charges Background Study" February, 2014 ("Innisfil DC Study").

TER used the 2011 Census of Canada to establish a base population by municipality for each zone of the Study Area. The Census base population figures were adjusted for Net Census Undercoverage using 2006 Census undercoverage adjustment factors for Simcoe County.

Population forecasts for the base year 2014 were estimated based on population forecast growth rates extrapolated from the Innisfil DC Study. Local population allocations by study area zone over the forecast period were based on TER's review of residential development application data.

Per Capita Income

Per capita income represents average total personal income before tax, as defined by Statistics Canada. The Study Area income indices are based on the results of the on 2011 National Household Survey data. The detailed calculations that were used in the determination of the Study Area residents' per capita income levels have been summarized in Table D-1 that follows.

Per Capita NFOR & FOR Expenditures

TER's calculation of per capita NFOR & FOR expenditures for the Province of Ontario in 2014 are based on full year of 2014 Retail Trade data and are included in Tables D-2 and D-3.

Study Area Residents' NFOR & FOR Expenditure Potential

Expenditure potential is the total annual expenditures made by Study Area residents. This includes purchases made both inside and outside the Study Area. It is calculated by multiplying the average per capita expenditure indices by the total population of a Study Area or study area zone.

Real Growth

Real growth refers to the amount that sales volumes or expenditures would increase in future years with inflation eliminated. Therefore, references to the Canadian dollar, dealing with both the present and future period, reflect its 2014 value in this report. For the purposes of our study, a real growth of 1.0% per year for NFOR expenditures and 0.25% for FOR expenditures has been utilized, based on historic real growth for retail expenditures in Ontario.

TER Retail and Service Classification System

TER uses the 2012 North American Industrial Classification System (NAICS) for the classification of retail and service stores. NAICS retail definitions are included as Tables D-4 and D-5.

The Inventory Classification system used by TER is indicated in Table D-6 it is based on NAICS codes to correspond with the most recently published Statistics Canada Retail Trade data.

TABLE D-1
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

2011 STUDY AREA PER CAPITA INCOME INDICES [1] [2]

Study Area Zone	Males 15 Years and Over	Male Average Income	Females 15 Years and Over	Female Average Income	Total Income ($Millions)	2011 Total Population	Per Capita Income	Index to the Province
Alcona Primary Market	6,406	44,627	6,407	30,412	480.7	16,186	29,700	84.8
Other Innisfil	7,043	48,480	7,207	32,337	574.5	16,511	34,795	99.3
Ontario	5,145,630	50,242	5,525,420	34,716	450,347.2	12,851,821	35,042	100.0

Source: TATE ECONOMIC RESEARCH INC.

1) Based on income data obtained from the 2011 Census of Canada and the 2011 National Household Survey.

2) Unadjusted 2011 Census figures used in the calculation of per capita income.

TABLE D-2
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

PER CAPITA *NFOR* EXPENDITURE ESTIMATES 2014

	2014			
Non Food Oriented Retail Categories	**Total Retail Sales ($ M) (1**	**Per Capita**	**Distribution**	**Non-Department Store Distribution**
Automotive	$2,096	$153	2.6%	3.1%
Furniture, Home Furnishings and Electronics	$11,908	$871	15.0%	17.4%
Building and Outdoor Home Supplies Stores	$10,338	$756	13.0%	15.1%
Pharmacies and Personal Care Stores	$12,302	$899	15.4%	18.0%
Clothing and Accessories Stores	$11,286	$825	14.2%	16.5%
Department Stores	$11,241	$822	14.1%	n.a.
General Merchandise Stores (excluding Department Stores)	$12,491	$913	15.7%	18.3%
Miscellaneous Retailers	$7,985	$584	10.0%	11.7%
Total NFOR Expenditures	$79,647	$5,823	100.0%	100.0%
Ontario - Estimated 2014 Population (2	13,678,740			

Source: TATE ECONOMIC RESEARCH INC.

1) Based on full year 2014 retail sales by NAICS category provided by Statistics Canada, Retail Trade, catalogue 63-005-XIE.

2) July 2014 estimate based on data provided by Statistics Canada, Demographic Quarterly Statistics.

TABLE D-3
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

PER CAPITA *FOR* STORE EXPENDITURE ESTIMATES, 2014

	2014		
Food Oriented Retail Categories	**Total Retail Sales ($ M)** [1]	**Per Capita**	**Distribution**
Supermarkets	$26,347	$1,926	84.9%
Convenience Stores	$2,191	$160	7.1%
Specialty Food Stores	$2,505	$183	8.1%
Total FOR Expenditures	$31,043	$2,269	100.0%
Ontario - Estimated 2014 Population [2]	13,678,740		

Source: TATE ECONOMIC RESEARCH INC.

1) Based on full year 2014 retail sales by NAICS category provided by Statistics Canada, Retail Trade, catalogue 63-005-XIE.

2) July 2014 estimate based on data provided by Statistics Canada, Demographic Quarterly Statistics.

TABLE D-4
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

NAICS DEFINITIONS OF *NFOR* ITEMS [1]

AUTOMOTIVE

44131 Automotive Parts and Accessories Stores US
This industry comprises establishments primarily engaged in retailing new, rebuilt and used automotive parts and accessories; both retailing automotive parts and accessories and repairing automobiles; and retailing automotive accessories that generally require installation.
Exclusion(s): Establishments primarily engaged in:
- selling used auto parts from a non-retail location, commonly known as automobile recyclers (41531, Used Motor Vehicle Parts and Accessories Wholesaler-Distributors)
- tire retailing (44132, Tire Dealers)
- repairing and replacing automotive parts, such as transmissions, mufflers, brake linings and glass (81111, Automotive Mechanical and Electrical Repair and Maintenance)

44132 Tire Dealers US
- This industry comprises establishments primarily engaged in retailing tires and tubes. These establishments also typically provide complementary services, such as tire mounting and wheel balancing and aligning.

FURNITURE, HOME FURNISHINGS AND ELECTRONICS STORES

44211 Furniture Stores US
This industry comprises establishments primarily engaged in retailing new, household and office furniture. These establishments may also retail major appliances, home electronics, home furnishings and floor coverings, and may provide interior decorating services.
Exclusion(s): Establishments primarily engaged in:
- retailing custom furniture made on the premises (337, Furniture and Related Product Manufacturing)
- retailing office furniture, office equipment and supplies (45321, Office Supplies and Stationery Stores)
- retailing used household furniture (45331, Used Merchandise Stores)

44221 Floor Covering Stores US
This industry comprises establishments primarily engaged in retailing new floor coverings, such as rugs and carpets, vinyl floor coverings, wood floor coverings, and floor tiles, except ceramic. These establishments also typically provide installation and repair services.
Exclusion(s): Establishments primarily engaged in:
- installing, but not retailing, floor coverings (23833,23834,)
- retailing ceramic tiles only or hardwood flooring only (44419, Other Building Material Dealers)

44229 Other Home Furnishings Stores US
This industry comprises establishments, not classified to any other industry, primarily engaged in retailing new home furnishings, such as window treatments, kitchen and tableware, bedding and linens, brooms and brushes, lamps and shades, and prints and picture frames.
Exclusion(s): Establishments primarily engaged in:
- new furniture retailing (44211, Furniture Stores)
- retailing floor coverings (44221, Floor Covering Stores)
- providing interior decorating services, but not retailing home furnishings (54141, Interior Design Services)

44314 Electronic and appliance stores US
This industry comprises establishments primarily engaged in retailing household appliances, home audio and video equipment, audio and video recordings, cameras, computers and related goods. These establishments may also retail replacement parts and provide repair services.
Exclusion(s): Establishments primarily engaged in:
- electronic toy retailing (see 451120 Hobby, toy and game stores)
- retailing used appliances and electronics (see 453310 Used merchandise stores)
- installation of home security without monitoring (see 561621 Security systems services (except locksmiths))
- repairing televisions or other electronic products (see 811210 Electronic and precision equipment repair and maintenance)
- repairing household appliances (see 811412 Appliance repair and maintenance)
- commercially developing film and photographic prints; one-hour film developing (see 81292 Photo finishing services)
- retailing pre-recorded tapes, compact discs and records by mail-order (see 454110 Electronic shopping and mail-order houses)

Source: TATE ECONOMIC RESEARCH INC.
[1)] NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

NAICS DEFINITIONS OF *NFOR* ITEMS (1

BUILDING AND OUTDOOR HOME SUPPLIES STORES

44411 Home Centres US
This industry comprises establishments primarily engaged in retailing a general line of home repair and improvement materials and supplies, such as lumber, doors and windows, plumbing goods, electrical goods, floor coverings, tools, housewares, hardware, paint and wallpaper, and lawn and garden equipment and supplies. The merchandise lines are normally arranged in separate sections. These establishments may provide installation and repair services for the merchandise they retail.

44413 Hardware Stores US
This industry comprises establishments, known as hardware stores, primarily engaged in retailing a general line of basic hardware items, such as tools and builders' hardware. These establishments may sell additional product lines, such as paint, housewares and garden supplies, that are not normally arranged in separate departments.

44412 Paint and Wallpaper Stores US
This industry comprises establishments primarily engaged in retailing paint, wallpaper and related supplies.

44419 Other Building Material Dealers US
This industry comprises establishments primarily engaged in retailing specialized lines of building materials. These establishments may provide installation services in addition to retailing.
Exclusion(s): Establishments primarily engaged in:
- retailing a general line of home repair and improvement materials and supplies (44411, Home Centres)
- paint and wallpaper retailing (44412, Paint and Wallpaper Stores)
- retailing a general line of hardware items (44413, Hardware Stores)

44421 Outdoor Power Equipment Stores US
This industry comprises establishments primarily engaged in retailing outdoor power equipment. These establishments also retail replacement parts and may provide repair services.
Exclusion(s): Establishments primarily engaged in:
- repairing, without retailing, outdoor power equipment (81141, Home and Garden Equipment and Appliance Repair and Maintenance)

44422 Nursery Stores and Garden Centres US
This industry comprises establishments primarily engaged in retailing nursery and garden products, such as trees, shrubs, plants, seeds, bulbs and sod, that are predominantly grown elsewhere. These establishments may provide landscaping services.
Exclusion(s): Establishments primarily engaged in:
- growing and retailing nursery stock (11142, Nursery and Floriculture Production)
- wholesaling new or used farm, lawn and garden machinery, equipment and parts (41711, Farm, Lawn and Garden Machinery and Equipment Wholesaler-Distributors)
- providing landscaping services (56173, Landscaping Services)

Source: TATE ECONOMIC RESEARCH INC.
[1)] NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

NAICS DEFINITIONS OF *NFOR* ITEMS (1

PHARMACIES AND PERSONAL CARE STORES

44611 **Pharmacies and Drug Stores** US
This industry comprises establishments, known as pharmacies and drug stores, primarily engaged in retailing prescription or non-prescription drugs and medicines. These establishments also typically retail snacks, cosmetics, personal hygiene products, greeting cards and stationery, and health aids, and may also retail confectionery, tobacco products, novelties and giftware, and cameras and photographic supplies.
Exclusion(s): Establishments primarily engaged in:
- retailing food supplement products, such as vitamins, nutrition supplements and body enhancing supplements (44619, Other Health and Personal Care Stores)

44612 **Cosmetics, Beauty Supplies and Perfume Stores** US
This industry comprises establishments primarily engaged in retailing cosmetics, perfumes, toiletries and personal grooming products.

44613 **Optical Goods Stores** US
This industry comprises establishments primarily engaged in retailing and fitting prescription eyeglasses and contact lenses. These establishments may or may not grind lenses to order on the premises. Establishments primarily engaged in retailing non-prescription sunglasses are also included.
Exclusion(s): Establishments primarily engaged in:
- lens grinding without retailing (33911, Medical Equipment and Supplies Manufacturing)
- operating a private or group practice of optometry (62132, Offices of Optometrists)

44619 **Other Health and Personal Care Stores** US
This industry comprises establishments, not classified to any other industry, primarily engaged in retailing health and personal care items. Establishments primarily engaged in retailing health and personal care items, such as vitamin supplements, hearing aids, and medical equipment and supplies are included.

Source: TATE ECONOMIC RESEARCH INC.
[1)] NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

NAICS DEFINITIONS OF *NFOR* ITEMS (1

CLOTHING AND ACCESSORIES STORES

44811 Men's Clothing Stores US
This industry comprises establishments primarily engaged in retailing a general line of new, men's and boys', ready-to-wear clothing. These establishments may also provide alterations on the garments they sell.

Exclusion(s): Establishments primarily engaged in:
- retailing men's custom clothing made on the premises (3152, Cut and Sew Clothing Manufacturing)
- retailing ready-to-wear clothing for both genders and all age groups (44814, Family Clothing Stores)
- retailing men's and boys' clothing accessories (44815, Clothing Accessories Stores)
- retailing a specialized line of apparel, such as raincoats, leather coats, fur apparel and swimwear (44819, Other Clothing Stores)

44812 Women's Clothing Stores US
This industry comprises establishments primarily engaged in retailing a general line of new, women's, ready-to-wear clothing, including maternity wear.
Exclusion(s): Establishments primarily engaged in:
- retailing women's custom clothing made on the premises (3152, Cut and Sew Clothing Manufacturing)
- retailing ready-to-wear clothing for both genders and all age groups (44814, Family Clothing Stores)
- retailing women's clothing accessories (44815, Clothing Accessories Stores)
- retailing a specialized line of clothing, such as bridal gowns, raincoats, leather apparel, fur clothing and swimwear (44819, Other Clothing Stores)

44813 Children's and Infants' Clothing Stores US
This industry comprises establishments primarily engaged in retailing a general line of new, children's and infants', ready-to-wear clothing.
Exclusion(s): Establishments primarily engaged in:
- retailing ready-to-wear clothing for both genders and all age groups (44814, Family Clothing Stores)
- retailing children's and infants', clothing accessories (44815, Clothing Accessories Stores)

44814 Family Clothing Stores US
This industry comprises establishments primarily engaged in retailing a general line of new, ready-to-wear clothing for men, women and children, without specializing in sales for an individual gender or age group.

Exclusion(s): Establishments primarily engaged in:
- retailing new, men's and boys', ready-to-wear clothing (44811, Men's Clothing Stores)
- retailing new, women's, ready-to-wear clothing (44812, Women's Clothing Stores)
- retailing children's and infants', ready-to-wear clothing (44813, Children's and Infants' Clothing Stores)
- retailing specialized clothing, such as raincoats, bridal gowns, leather apparel, fur clothing and swimwear (44819, Other Clothing Stores)

44819 Other Clothing Stores US
This industry comprises establishments, not classified to any other industry, primarily engaged in retailing specialized lines of new clothing.

44815 Clothing Accessories Stores US
This industry comprises establishments primarily engaged in retailing a single or general line of new clothing accessories.

44821 Shoe Stores US
This industry comprises establishments primarily engaged in retailing all types of new footwear. These establishments may also retail shoe-care products.

44831 Jewellery Stores US
This industry comprises establishments primarily engaged in retailing jewellery, sterling and plated silverware, and watches and clocks. These establishments may provide services such as cutting and mounting stones and jewellery repair.

Exclusion(s): Establishments primarily engaged in:
- retailing costume jewellery (44815, Clothing Accessories Stores)

44832 Luggage and Leather Goods Stores US
This industry comprises establishments primarily engaged in retailing luggage, briefcases, trunks and related products, and establishments engaged in retailing a line of leather items.
Exclusion(s): Establishments primarily engaged in:
- retailing a single or general line of leather and non-leather clothing accessories (44815, Clothing Accessories Stores)
- retailing leather coats and other leather clothing articles (44819, Other Clothing Stores)

Source: TATE ECONOMIC RESEARCH INC.
1) NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

NAICS DEFINITIONS OF *NFOR* ITEMS (1

GENERAL MERCHANDISE STORES

45211 Department Stores US
This industry comprises establishments, known as department stores, primarily engaged in retailing a wide range of products, with each merchandise line constituting a separate department within the store. Selected departments may be operated by separate establishments, on a concession basis.
Exclusion(s):
- warehouse-style stores engaged in retailing a general line of grocery items in combination with a general line of non-grocery items (45291, Warehouse Clubs and Superstores)

45291 Warehouse Clubs and Superstores US
This industry comprises establishments, known as warehouse clubs, superstores or supercentres, primarily engaged in retailing a general line of grocery items in combination with a general line of non-grocery items, and typically selling grocery items in larger formats.
Exclusion(s): Establishments primarily engaged in:
- retailing a general line of grocery items (44511, Supermarkets and Other Grocery (except Convenience) Stores)
- retailing a general line of merchandise in department stores (45211, Department Stores)

45299 All Other General Merchandise Stores US
This industry comprises establishments, not classified to any other industry, primarily engaged in retailing a general line of new merchandise. Establishments known as home and auto supplies stores, catalogue showrooms, agricultural co-op stores, variety stores and country general stores are included.
Exclusion(s): Establishments primarily engaged in:
- automotive parts retailing (44131, Automotive Parts and Accessories Stores)
- retailing merchandise in catalogue showrooms, without stock (45411, Electronic Shopping and Mail-Order Houses)

Source: TATE ECONOMIC RESEARCH INC.
[1)] NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

MISCELLANEOUS RETAILERS

45111 Sporting Goods Stores US
This industry comprises establishments primarily engaged in retailing new sporting goods. These establishments may also retail used sporting goods, and provide repair services.
Exclusion(s): Establishments primarily engaged in:
- camper and camping trailer retailing (44121, Recreational Vehicle Dealers)
- snowmobile, motorized bicycle and motorized golf cart retailing (44122, Motorcycle, Boat and Other Motor Vehicle Dealers)
- athletic shoe retailing (44821, Shoe Stores)
- repairing or servicing, without selling, sporting goods (81149, Other Personal and Household Goods Repair and Maintenance)

45112 Hobby, Toy and Game Stores US
This industry comprises establishments primarily engaged in retailing new toys, games, and hobby and craft supplies.
Exclusion(s): Establishments primarily engaged in:
- retailing software, including game software (44312, Computer and Software Stores)
- retailing artists' supplies or collectors' items, such as coins, stamps, autographs and cards (45399, All Other Miscellaneous Store Retailers)

45113 Sewing, Needlework and Piece Goods Stores US
This industry comprises establishments primarily engaged in retailing new sewing supplies, fabrics, patterns, yarns and other needlework accessories. These stores may also retail sewing machines.
Exclusion(s): Establishments primarily engaged in:
- sewing machine retailing (44311, Appliance, Television and Other Electronics Stores)

45114 Musical Instrument and Supplies Stores US
This industry comprises establishments primarily engaged in retailing new musical instruments, sheet music and related supplies. These establishments may also rent and repair musical instruments.
Exclusion(s): Establishments primarily engaged in:
- retailing musical recordings (45122, Pre-Recorded Tape, Compact Disc and Record Stores)
- renting, without retailing, musical instruments (53229, Other Consumer Goods Rental)
- repairing, without retailing, musical instruments (81149, Other Personal and Household Goods Repair and Maintenance)

45131 Book Stores and News Dealers US
This industry comprises establishments primarily engaged in retailing new books, newspapers, magazines and other periodicals.
Exclusion(s): Establishments primarily engaged in:
- selling newspapers, magazines, and other periodicals via electronic shopping, mail-order or direct sale (454, Non-Store Retailers)
- delivering newspapers to homes (45439, Other Direct Selling Establishments)

45311 Florists US
This industry comprises establishments primarily engaged in retailing cut flowers, floral arrangements, and potted plants purchased from others. These establishments typically prepare the arrangements they sell.
Exclusion(s): Establishments primarily engaged in:
- retailing flowers or nursery stock grown on the premises (11142, Nursery and Floriculture Production)
- retailing trees, shrubs, plants, seeds, bulbs and sod grown elsewhere (44422, Nursery Stores and Garden Centres)

45321 Office Supplies and Stationery Stores US
This industry comprises establishments primarily engaged in retailing office supplies or a combination of office supplies, equipment and furniture. Establishments primarily engaged in retailing stationery and school supplies are also included.
Exclusion(s): Establishments primarily engaged in:
- office furniture retailing (44211, Furniture Stores)
- typewriter retailing (44311, Appliance, Television and Other Electronics Stores)
- computer retailing (44312, Computer and Software Stores)
- greeting card retailing (45322, Gift, Novelty and Souvenir Stores)

Source: TATE ECONOMIC RESEARCH INC.
1) NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

45322 Gift, Novelty and Souvenir Stores US

This industry comprises establishments primarily engaged in retailing new gifts, novelty merchandise, souvenirs, greeting cards, seasonal and holiday decorations, and curios. These establishments may also retail stationery.

Exclusion(s): Establishments primarily engaged in:
- stationery retailing (45321, Office Supplies and Stationery Stores)

45331 Used Merchandise Stores US

This industry comprises establishments primarily engaged in retailing used merchandise. Establishments primarily engaged in retailing antiques are also included.

Exclusion(s): Establishments primarily engaged in:
- used automobile retailing (44112, Used Car Dealers)
- used RV retailing (44121, Recreational Vehicle Dealers)
- used motorcycle and boat retailing (44122, Motorcycle, Boat and Other Motor Vehicle Dealers)
- used tire retailing (44132, Tire Dealers)
- used mobile home retailing (45393, Mobile Home Dealers)
- retailing a general line of used merchandise on an auction basis (45399, All Other Miscellaneous Store Retailers)
- operating pawnshops (52229, Other Non-Depository Credit Intermediation)

45391 Pet and Pet Supplies Stores US

This industry comprises establishments primarily engaged in retailing pets, pet food and pet supplies. These establishments may also provide pet grooming services.

Exclusion(s): Establishments primarily engaged in:
- providing veterinary services (54194, Veterinary Services)
- providing pet grooming and boarding services (81291, Pet Care (except Veterinary) Services)

45392 Art Dealers US

This industry comprises establishments primarily engaged in retailing original and limited edition art works. Establishments primarily engaged in the exhibition of native art and art carvings for retail sale are also included.

Exclusion(s): Establishments primarily engaged in:
- retailing art reproductions (44229, Other Home Furnishings Stores)
- operating non-commercial art galleries (71211, Museums)

45393 Mobile Home Dealers

This industry comprises establishments primarily engaged in retailing new and used mobile homes, parts and equipment. These establishments may provide installation services in addition to retailing the homes.

Exclusion(s): Establishments primarily engaged in:
- motor home, camper and travel trailer retailing (44121, Recreational Vehicle Dealers)
- retailing prefabricated buildings and kits (44419, Other Building Material Dealers)

45399 All Other Miscellaneous Store Retailers US

This industry comprises establishments, not classified to any other industry, primarily engaged in retailing specialized lines of merchandise, such as tobacco and tobacco products; artists' supplies; collectors' items, such as coins, stamps, autographs and cards; beer and wine making supplies; swimming pool supplies and accessories; religious goods; and monuments and tombstones. Establishments primarily engaged in retailing a general line of new and used merchandise on an auction basis are also included.

Exclusion(s): Establishments primarily engaged in:
- auctioning new and used merchandise on a fee basis (56199, All Other Support Services)

Source: TATE ECONOMIC RESEARCH INC.

1) NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

NAICS DEFINTIONS OF *FOR* ITEMS [1]

44511 Supermarkets and Other Grocery (except Convenience) Stores

This industry comprises establishments, known as supermarkets and grocery stores, primarily engaged in retailing a general line of food, such as canned, dry and frozen foods; fresh fruits and vegetables; fresh and prepared meats, fish, poultry, dairy products, baked products and snack foods. These establishments also typically retail a range of non-food household products, such as household paper products, toiletries and non-prescription drugs.
Exclusion(s): Establishments primarily engaged in:
- retailing a limited line of food and convenience items (44512, Convenience Stores)
- retailing prescription drugs in a supermarket, on a concession basis (44611, Pharmacies and Drug Stores)
- retailing a general line of food products as well as a general line of non-food products (45291, Warehouse Clubs and Superstores)

44512 Convenience Stores

This industry comprises establishments, known as convenience stores, primarily engaged in retailing a limited line of convenience items that generally includes milk, bread, soft drinks, snacks, tobacco products, newspapers and magazines. These establishments may retail a limited line of canned goods, dairy products, household paper and cleaning products, as well as alcoholic beverages, and provide related services, such as lottery ticket sales and video rental. Exclusion(s): - convenience stores that sell gasoline (44711, Gasoline Stations with Convenience Stores)
Exclusion(s):
- convenience stores that sell gasoline (44711, Gasoline Stations with Convenience Stores)

44521 Meat Markets

This industry comprises establishments primarily engaged in retailing fresh, frozen, or cured meats and poultry. Delicatessens primarily engaged in retailing fresh meat are included.

44522 Fish and Seafood Markets

This industry comprises establishments primarily engaged in retailing fresh, frozen, or cured fish and seafood products.

44523 Fruit and Vegetable Markets

This industry comprises establishments primarily engaged in retailing fresh fruits and vegetables.
Exclusion(s): Establishments primarily engaged in:
- growing vegetables and fruits and selling them at roadside stands (11121,1113,)

44529 Other Specialty Food Stores

This industry comprises establishments, not classified to any other industry, primarily engaged in retailing specialty foods. Dairy product stores, baked goods stores, and candy, nut and confectionery stores are included.
Exclusion(s): Establishments primarily engaged in:
- retailing candy and confectionery products made on premises, not for immediate consumption (3113, Sugar and Confectionery Product Manufacturing)
- retailing goods baked on the premises, not for immediate consumption (31181, Bread and Bakery Product Manufacturing)
- retailing food for immediate consumption (e.g., donut and bagel shops) (722, Food Services and Drinking Places)

45291 Warehouse Clubs and Superstores

This industry comprises establishments, known as warehouse clubs, superstores or supercentres, primarily engaged in retailing a general line of grocery items in combination with a general line of non-grocery items, and typically selling grocery items in larger formats.
Exclusion(s): Establishments primarily engaged in:
- retailing a general line of grocery items (44511, Supermarkets and Other Grocery (except Convenience) Stores)
- retailing a general line of merchandise in department stores (45211, Department Stores)

Source: TATE ECONOMIC RESEARCH INC.
[1)] NAICS represents the North American Industrial Classification System.
These definitions are provided by Statistics Canada on the website:
http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDPage1&db=imdb&dis=2&adm=8&TVD=118464

TABLE D-6
RETAIL SECTOR DISCUSSION PAPER - TOWN OF INNISFIL

RETAIL AND SERVICE INVENTORY CLASSIFICATION CODES

RETAIL/SERVICE CATEGORIES	NAICS Code	TER CODES
FOOD & BEVERAGE:		
Supermarket	44511	11
Superstores	44511	11
Jug Milk	44512	12
Meat Market	44521	13
Fish & Seafood	44522	14
Green Grocer	44523	15
Bakery	44529	16
Candy/Nut	44529	16
Cheese	44529	16
Delicatessen	44529	16
Other Food	44529	16
GENERAL MERCHANDISE		
Discount Department Store	45211	21
Traditional Department Stores	45211	21
Warehouse Membership Clubs (e.g. Costco, Sam's Club)	45291	22
General Merchandise (e.g. Assortment of Dollar Stores)	45299	23
General Store	45299	23
Mail Order (e.g., Sears)	45299	23
Variety	45299	23
Home and Auto Supply Stores (eg Canadian Tire)	45299	24
CLOTHING & ACCESSORIES		
Mens/Boys Wear	44811	31
Ladies Wear	44812	32
Childrens Wear	44813	33
Family Wear	44814	34
Bridal	44819	35
Furrier	44819	35
Hosiery	44819	35
Lingerie	44819	35
Maternity	44819	35
Millinery	44819	35
Unisex Wear	44819	35
Accessories/Other Apparel (e.g., Ties)	44815	36
Childrens Shoes	44821	37
Family Shoes	44821	37
Ladies Shoes	44821	37
Mens Shoes	44821	37
Jewellery	44831	38
Luggage/Leather Goods	44832	39
FURNITURE, HOME FURNISHINGS & ELECTRONICS		
Furniture/Appliance	44211	40
Floor Coverings	44221	41
China/Glassware/Kitchenware	44229	42
Drapery/Blinds	44229	42
Lamps & Lighting Fixtures	44229	42
Linen/Bath	44229	42
Other Household Furnishings (e.g. picture frames, etc.)	44229	42
Fireplace Accessories	44229	42
Vacuums	44229	42
Appliance	44314	43
TV/Radio/Stereo	44314	43
Computer and related incl. software	44314	44
Camera/Photo Supply	44314	45
Audio & Video Recordings	44314	46
PHARMACIES & PERSONAL CARE		
Drug Stores	44611	50
Cosmetics	44612	51
Optician	44613	52
Other Health & Personal Care Stores	44619	53
BUILDING AND OUTDOOR HOME SUPPLIES STORES		
Home Improvement Centres	44411	60
Hardware/Electrical Supply	44413	61
Paint/Glass/Wallpaper	44412	62
Electrical wiring supplies & equipment	44419	63
Plumbing, heating, and a/c eq. & supplies	44419	63
MISC. Home Supplies (e.g. windows/doors/plumbing/etc.)		64
Lawn & Garden Centre	44422	65
Outdoor Power Equipment	44421	66

RETAIL/SERVICE CATEGORIES	NAICS Code	TER CODES
MISCELLANEOUS RETAILERS		
Sporting Goods	45111	70
Toy/Hobby	45112	71
Fabric/Wool	45113	72
Musical Instruments	45114	73
Florist	45311	76
Stationery and Office Supplies	45321	77
Gift/Novelty/Souvenir	45322	78
Second-Hand Stores	45331	79
Pet & Pet Supply	45391	80
Art Gallery & Artists' Supply	45392	81
Book Store & News Dealers	45131	82
Antiques	45331	83
Sewing Machines	45113	84
Wine Making	45399	85
Coin / Stamp	45112	86
Tobacco	45399	87
Greeting Cards	45322	88
Bicycle	45111	89
Other Miscellaneous Retailers	45399	90
Automotive		
Automotive Parts and Accessories Stores	44131	91
Tire Dealers	44132	92
BEER, WINE & LIQUOR		
Liquor	44531	95
Beer	44531	96
Wine	44531	97
SERVICES: EATING & DRINKING		
Restaurants (Licenced)		100
Restaurants (Not Licenced)		101
Fast Food		102
Donuts/Cookies/Muffins		103
Ice Cream/Yogurt		104
Cafeterias		105
Specialty Coffee		106
SERVICES: PERSONAL		
Beauty/Hair		110
Barber		111
Dry Cleaning (Plant)		112
Dry Cleaning (Pickup)		113
Laundry		114
Shoe Repair		115
Travel Agent		116
Photographer		117
FINANCIAL AND REAL ESTATE SERVICES		
Bank/Trust/Credit Union		120
Real Estate		127
Insurance		128
Brokerage		130
Accounting		131
SERVICES: OTHER		
Video Tape Rental		121
Health/Tanning Salon		122
Movie Theatre/Cinema		123
Amusement Arcade		124
Bowling/Billiards		125
Medical/Dental		126
Legal		129
Post Office		132
Library		133
Other Service		134
VACANT		160

Source: TATE ECONOMIC RESEARCH INC.

1) Based on TER's interpretation of 2012 NAICS retail trade and service category classifications