



**DOWNTOWN
SYDNEY**

Downtown **Sydney**

Retail Market & Positioning Strategy

May 2020

Downtown Sydney

Retail Market & Positioning Strategy



This document serves as a companion document to the Retail Market Analysis for the Cape Breton Regional Municipality.

Prepared by FBM for:



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Preface

Fowler Bauld & Mitchell Ltd. (“FBM”) was commissioned by the National Trust for Canada to conduct a Retail Market Analysis for Downtown Sydney and the Cape Breton Regional Municipality (“CBRM”).

The study was carried out over the period of January to April 2020.

The objective of this study is to thoroughly document Downtown Sydney’s current retail inventory. The next step estimates the realistic Retail Trade Areas that Downtown Sydney and other Sydney retail areas serve and the retail expenditure profile across various retail categories/store types as an indication of retail inflow/outflow and opportunities therein that retail areas could potentially pursue. The end result is to fill gaps and bolster the local retail market by retaining or attracting greater market share of resident and visitor spending in the community.

Retail spending (i.e. demand), retail inventory, and its corresponding productivity (i.e. supply) was estimated to identify gaps in the current provision of shops and services over the next decade.

This document is intended to assist the National Trust of Canada and its partners in promoting the community, working with developers and investors, as well as attracting new retail opportunities.

Reference material for this report was obtained from, but not limited to: Statistics Canada, CBRM, Manifold Data Mining Inc, Commercial Real Estate/Property Management Firms, International Council of Shopping Centers, and FBM.

FBM does not warrant that any estimates contained within the study will be achieved over the identified time horizons, but that they have been prepared conscientiously and objectively on the basis of information obtained during the course of this study.

Also, any tenant references made in the report are for illustrative purposes only and should not be taken as guarantees that they will locate in Downtown Sydney and the CBRM but rather that they could represent compatible “target” category types to pursue either for local businesses or external regional businesses over the next decade.

This analysis was conducted by FBM as an objective and independent party, and is not an agent of the municipality or the National Trust of Canada.

As is customary in an assignment of this type, neither our name nor the material submitted may be included in a prospectus, or part of any printed material, or used in offerings or representations in connection with the sale of securities or participation interest to the public, without the expressed permission of the National Trust or FBM.

FBM

2020

Preface - COVID-19 Update

This study was undertaken over the period January and February, and completed in late March 2020, during which time the COVID-19 pandemic became an unfortunate reality globally, including in Atlantic Canada.

Consequently, the Nova Scotian Provincial government, along with all Canadian provinces instituted a State of Emergency and implemented strict social isolation and physical distancing requirements in mid March.

These dramatic, but necessary steps have resulted in the temporary or permanent closure of many businesses including retail and services throughout the CBRM and in Sydney, with particular impact on Downtown businesses. While there have been many retailers and businesses that have responded in courageous and creative ways to the crisis, other businesses have felt a dramatic hit to their financial well-being.

The ramifications and implications of the pandemic will be felt long after the period of physical distancing is removed. The current crisis is following a path of reaction, recovery and rebuilding.

Because of the dramatic economic impact that the COVID-19 crisis has had on businesses, it is expected that forecasts in this study will need to be tempered over the next year, while businesses recover and slowly attract customers. The impact will be further impacted by the role that online shopping will have on those businesses that don't embrace omni-channel retailing (i.e. physical and online).

Other impacts that are sure to be felt by the COVID-19 crisis will include the tourism industry including the cruise ship industry in Sydney. This impact will be felt especially over the late spring and summer period of 2020, but with good collaborative marketing, this industry will recover and rebuild.

Many federal, provincial and local organizations are stepping up to provide as much support and financial aid to impacted businesses throughout the region. Organizations like the Cape Breton Partnership have been front-and-centre in providing resources and education to the local business community, while larger organizations like ICSC continue to lobby at the provincial and federal levels.

At the time of completing this study, the COVID-19 State of Emergency and physical distancing is still in place and the final impacts are yet fully unknown, as the crisis is ever-changing.

A positive to hold on to is that local retailers and entrepreneurs will forever be viewed in a different way moving forward, with a profound appreciation for their creativity, savvy and leadership at times of need, as well as their value in our community. While the large brands have played a critical role, the empathy and ability of local retailers has and will continue to shine a light at the end of the tunnel in the days and months to come.



Glossary & Data Sources

Throughout this document, various acronyms and retail industry terminology have been used. For advance clarity, these are defined below.

ACRONYMS:

AADT - Average Annual Daily Traffic
CBRM - Cape Breton Regional Municipality
CBU - Cape Breton University
CRU - Common Retail Unit
DSTM - Department Store Type Merchandise
F&B - Food & Beverage
NSCC - Nova Scotia Community College
ICSC - International Council of Shopping Centers
PTA - Primary Trade Area
SDDA - Sydney Downtown Development Association
STA - Secondary Trade Area

INDUSTRY TERMINOLOGY

sf - square feet
psf - per square foot
\$ psf - dollars per square foot (annual retail sales productivity)

DATA SOURCES (Data sources utilized by FBM include but may not be limited to):

- Cape Breton Partnership
- Cape Breton Regional Municipality
- Choice Properties REIT
- Crombie REIT
- International Council of Shopping Centers
- Manifold Data Mining Inc. (see following for detailed data sources)
- McCOR Management (Mayflower Mall)
- Ryerson University Centre for the Study of Commercial Activity
- Sydney Downtown Development Association
- Tourism Nova Scotia

Polaris data is modeled by Manifold Data Mining Inc. at the 6-digit postal code level based on the following sources:

Government

- Statistics Canada Census
- Industry Canada
- Health Canada
- Canada Post Corporation
- Citizenship and Immigration Canada
- Survey of Financial Security
- Canadian Financial Capability Survey
- Perspectives on Labour and Income
- Online Monthly Publication of Labour Force Survey
- Open Data Sources from Municipalities
- Ministry of Health

Partners

- Adhome
- Numeris
- DMTI
- Cleanlist
- Vividata
- Canadian Bankers Association
- Canada Mortgage and Housing Corporation
- Retailer Council of Canada

Publications

- Research papers in scientific and medical journals
- Market Reports from Real Estate Companies
- Publications from Market Research Companies

Manifold Data Mining

- Proprietary databases

LIFESTYLE CLUSTERS DESCRIPTIONS

CanaCode Lifestyles is a customer segmentation that combines demographic, household spending, consumer lifestyle, attitude and behavioural databases, with a view of a target market's choices, preferences and shopping patterns.

The two-tier lifestyle segmentation system works at the six-digit postal code level and classifies Canada's consumer landscape into 18 distinct lifestyle segments.

The four lifestyles here are the dominant CanaCode Lifestyle Clusters that prevail in the Cape Breton region and which are summarized in the respective demographic sections of this document.

A full listing of the CanaCode Lifestyle Clusters can be viewed at www.polarisintelligence.com/canacode/

<p>Cluster O: Renters 3.25% of Canadian Households</p> 	<ul style="list-style-type: none"> • Singles + Couples • Public Sector / Arts • New Canadians • Want To Own <p>They tend to be in the Maritimes and Montreal and Vancouver. Income \$51,392, home value \$366,498, renting, and household size 2.05, though 44% of them are one-person households. They spend a large portion of their income on rent and tenants' insurance. They work likely in primary industries, sales and service. They read often fashion, science fiction and romance, go hunting, and plan towards buying a home. They feel they are too tolerant of products and services that do not meet their expectations. Shopping at community department stores. Advertising is an important source of information. Like to try new products. Convenience is more important than price. Brand neutral. Like to work on community projects. May feel lonely.</p> <p>Purchasing Big Ticket Items: Hardly any consumption on big items except a few of them, those who live on the coasts, may be interested in sail boat.</p>
<p>Cluster M: Singles 5.11% of Canadian Households</p> 	<ul style="list-style-type: none"> • Old Age • Primary Industries • Bus, Metro, Walk • Renters • Government Transfer Payments <p>Age 65+, they live likely in Quebec, Montreal and Ontario, rent, are mostly common-law or one-parent households, divorced or widowed. Income \$75,625 with high portion of government transfer, home value \$370,842. Many of them work in primary industries or work at home or retired. They often use public transit or walk. They read about fashion, relationships, and mystery, and spend more on health care. Average in sports, but slightly more in hunting. They like to work on community projects. Shopping at Giant Tiger. Likely prefer low-calorie or 'light' foods and drinks. Brand loyal and won't try a new product until it's been proven, but treat no-name products similarly as brand names. Convenience is more important than price when shopping. Lead busy social life and go out with friends often.</p> <p>Purchasing Big Ticket Items: Below average consumption, but more likely than Canadian average to purchase home air-conditioning, car alarm/security system and motor home.</p>
<p>Cluster K: Rural Handymen 3.51% of Canadian Households</p> 	<ul style="list-style-type: none"> • Blue Collar • Larger Common Law Family • Some Secondary • Older Homes / Pickup Trucks <p>Rural, of French ancestry, they work in the trades, transportation and heavy equipment operations, agriculture, mining, farming, fishing and forestry. Income \$75,506, home value \$282,100, household size 2.42. More 55+ years old live in old or new large houses, giving a lot to others. They bingo, hunt and fish. Many are farmers in Maritimes, Manitoba and Saskatchewan. When they buy products they look more likely than average for convenience, not price. Shopping more often at Giant Tiger and other community department stores. Often buy more than thought. Prefer to postpone a purchase than buy on credit. Treat no-name products as good as brands. Like to work on community projects. Television is main primary source of entertainment. Rather spend a quiet evening at home than go out to a party.</p> <p>Purchasing Big Ticket Items: More likely than the Canadian average to purchase snowmobile, boat, satellite dish, camping trailer, motor home and motorcycle, water cooler/water delivery service, tires, pool (above or in-ground), fireplace, vacuum cleaners, photo printer, home exercise equipment.</p>
<p>Cluster H: High Trades 6.43% of Canadian Household</p> 	<ul style="list-style-type: none"> • Skilled Trades • Secondary Education • Hardworking • Family Oriented <p>Working urban families likely reside in Vancouver or Newfoundland, many of them are Chinese, Japanese, and Portuguese. Income of \$81,810. and home value of \$586,858, they live more likely than average in apartment, detached duplex or semi-detached houses with 2.41 in household size. Educational level more likely to be high school, apprenticeship or trades. They work more than average in the agriculture in primary industries, in art, culture, recreation and sport, also as heavy equipment and crane operators. They read about natural health and romance. They do home renovation, some hunting and fishing. They may not spend a lot of time on personal grooming. Open mind to new products and admire brand names. Convenience is more important than price when shopping. Pay attention to woman's right. More likely than average shopping at online department stores.</p> <p>Purchasing Big Ticket Items: More likely than the Canadian average to purchase motor home and motorcycle.</p>

(Source: Manifold Data Mining Inc.)

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Executive Summary

INTRODUCTION & CONTEXT

Sydney forms the urban centre of the Cape Breton Regional Municipality (CBRM). Sydney can be reached within 2 hours drive for the large majority of Cape Breton Island residents.

Downtown Sydney, and its Main Street (Charlotte Street) are central to Cape Breton’s economy, being the largest downtown core on Cape Breton Island. Downtown Sydney hosts a high concentration of shops, offices, hotels, restaurants, venues and event and tourism infrastructure. Downtown retailers interviewed expressed optimism over the area’s future, especially with reference to the future NSCC Marconi campus on the waterfront, streetscape improvements on Charlotte Street, an increased student population, increased tourism, new immigration to the area, and the vitalization of new businesses choosing to locate Downtown.

Downtown Sydney has the potential to enhance its marketing position as Cape Breton’s primary destination for shopping, dining and entertainment, while also actively promoting itself as a jumping off point for the range of cultural and recreation activities available both downtown and in the CBRM - the things which set Sydney and Cape Breton apart from other places.

DOWNTOWN SYDNEY RETAIL TRADE AREA SUMMARY

Sydney, and in particular Downtown Sydney, represents a key centrality for Cape Breton Island residents, with a Primary Trade Area including the CBRM and extending as far as St. Peter’s. Secondary Trade Areas to the West and South include the remainder of Island residents, who would likely travel to Sydney for some purchases. Sydney’s Retail Trade Area responds to the competitive forces of other communities, namely Halifax and Moncton. Retail in the Sydney Trade Area also benefits from the visitor and student population.

Sydney represents a destination centrality within the Cape Breton Regional Municipality (CBRM). Downtown Sydney is the epicentre of the larger Total Trade Area, as shown in **Figure 1**. The Total Trade Area encompasses Cape Breton Island, with a population estimated for year end 2018 to be 132,721. The location of Downtown Sydney in the context of other Sydney nodes such as Uptown, Midtown and Sydney River are also shown in the inset map on **Figure 1**.

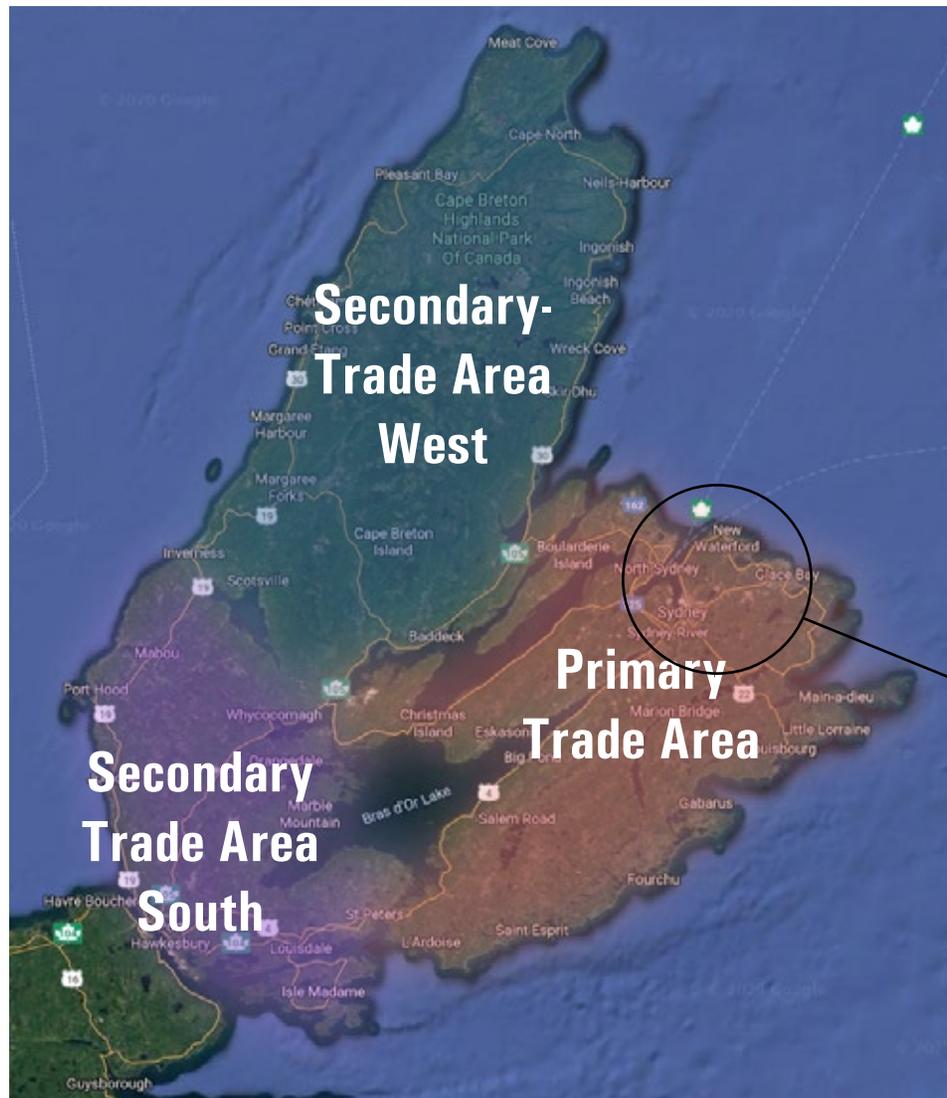
Household incomes are among the most direct determinants of spending patterns and the potential for spending on retail, food and beverage, entertainment, and services. Using the province as a whole as a benchmark, the population in the Trade Area has a lower average family income of \$88,410 (compared to \$101,345 in the province).

While lower than the provincial average it is worth considering that Cape Breton has a relatively lower cost of living compared to Halifax. Furthermore, seniors have a higher than average representation in the area and would typically have a lower income than working age adults, as retirees are not in the labour force. The Retail Trade Area tends to be older, with 41.85% of residents being over 55 (compared to 36.32% in the province). While this older age cohort may not be the strongest spending segment, they are often the most supportive of local businesses.

The Retail Trade Area spending (residents plus visitors) is estimated at \$1.61 billion (2018 year-end estimate). When excluding automotive categories this figure comes in at \$1.34 billion. The top spending segments for the Sydney Trade Area are:

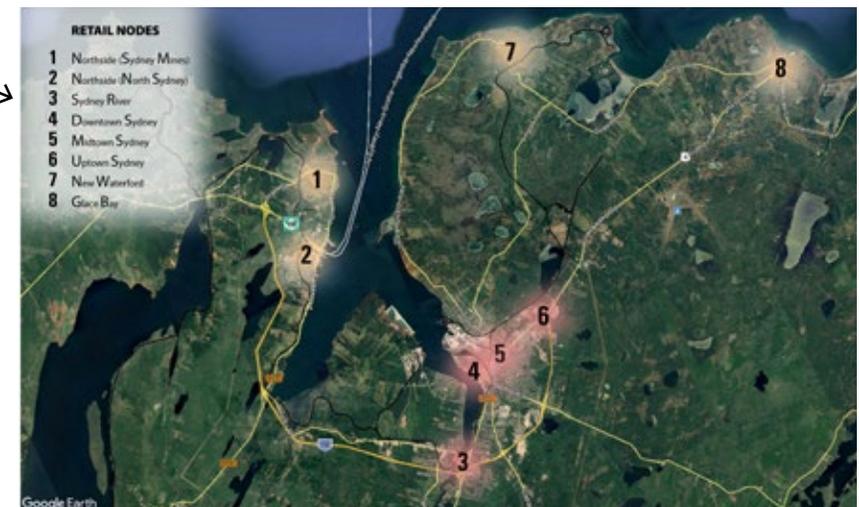
Grocery & Specialty Foods	\$338 million
Auto/RV/Motorsports Dealers	\$236 million
Personal Services	\$137 million
Restaurants & Pubs	\$121 million (\$186 million including Quick Service F&B)
Fashion & Accessories	\$110 million

Figure 1: Downtown Sydney Retail Trade Area



**CBRM (Sydney as destination centrality)
TRADE AREA DEMOGRAPHIC SUMMARY
(2018 year end)**

	Primary	Secondary West	Secondary South	TOTAL
Population:	103,761	9,901	19,059	132,721
Avg Age:	45.7	48.8	44.8	45.8
Avg Household Income:	\$71,455	\$71,489	76,739	72,179
Dominant Lifestyle Cohort:	34% "Renters"	34% "Singles"	44% "Rural Handymen"	29% "Renters"
Retail Spending est: (excl Auto)	\$1.06 B	\$88.49 M	\$178.17 M	\$1.32 B



DOWNTOWN SYDNEY RETAIL SUMMARY

The retail hierarchy in Sydney (**Figure 2**) depicts a way of illustrating the relationship between the depth of Trade Area Consumer segment to the size of inventory and type of mix and the average sales productivity.

The diagram reveals the importance of Downtown Sydney as the structural foundation in that it may not have the largest inventory, but it is the location to which all trade area segments will filter through and as such is the docking and launching pad for all other regional locations and destinations. Because Downtown is dominated by smaller, local independent retailers in older retail spaces, the overall retail productivity is lower, with room for growth.

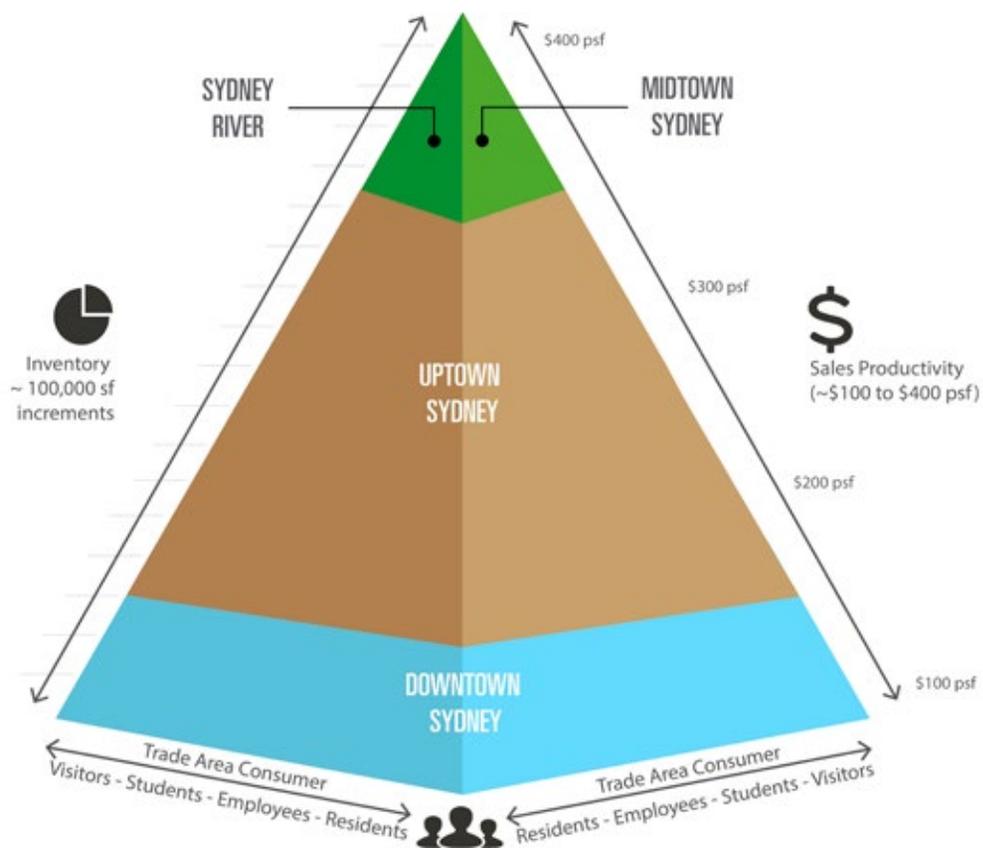
Downtown Sydney forms the foundation of Sydney's overall retail hierarchy and accounts for 374,697 sf of total ground level streetfront space. This floorspace is comprised of business types that range from Grocery to Home Improvement, Restaurants, Personal Services such as Salons as well as Professional and Medical Services, all of which occupy a streetfront use.

When excluding vacancies and businesses that are not retail related but do occupy retail streetfront spaces the total inventory is an estimated 229,196 sf of occupied shops and services space.

This latter figure excludes any professional services or office space that may occupy street level space, but the difference between the two illustrates the magnitude and importance that professional and non-retail functions plays in Downtown Sydney.

The proportion of streetfront uses for today's revival of downtowns is likely to be similar, but with the introduction of more residential as well as an experiential and destination retail offering. Additionally, storefronts need to be part of the experience. There are also some valuable land assets that represent ideal locations to accommodate new retail in the community.

Figure 2: Sydney Retail Nodal Hierarchical Relationship



A hierarchical representation of the inventory, trade area and sales productivity (for diagrammatic purposes only).

Downtown Sydney has the broadest Trade Area appeal, while Uptown has the largest inventory and Midtown and Sydney River have the highest productivity.

Connectivity between the waterfront and downtown can be enhanced for the benefit of consumers by executing a strategy that emphasizes filling the gaps on vacant spaces along Esplanade.

Vacancy in Downtown Sydney is the biggest challenge, with a vacancy rate of approximately 19.5%. However, approximately 40,130 sf or 55% of this vacancy is in three (3) buildings: The Smart Shop, TBS and Finishing Touch, which have approximately 15,000 sf, 15,130 and 10,000 sf respectively.

In general, the majority of overall vacancies in Downtown Sydney are ideal for smaller users, whereby the 1,000 sf to 1,500 sf vacant spaces could be used to incubate smaller business or to allow for pop-up types of shops.

The sensitivity for Sydney overall lies in promoting a local retail culture that balances the ability to continue attracting big brands to the Uptown area which would minimize leakage, with the need to create an active, energetic destination-oriented downtown where local and independent retailers can thrive and survive while catering to a very diverse consumer base that includes local and regional residents, overnight and day trip visitors, downtown employees and current and future college and university students.

Sydney's downtown is a valuable asset and its future should continue to lie in providing opportunities for local independent businesses, while Uptown will continue to attract branded retailers to reinforce the destination appeal.

While caution should be exercised so as to avoid a tipping point that comes at the expense of a viable local retail culture in downtown, equally speaking Downtown Sydney can be the beneficiary of Uptown's success in strengthening the regional draw and retention of sales outflow.

The allocation of current businesses in Downtown Sydney reveals a lot of non-retail streetfront uses particularly between Prince St and Dorchester St. It also highlights a noticeable under-utilization of Esplanade between Dorchester St and Falmouth St for retail, leisure and food & beverage businesses. The gap of uses along Esplanade creates a disconnect between the waterfront and the main artery of Downtown Sydney along Charlotte St.

The focal point of Downtown Sydney is the intersection of Prince St and Charlotte St, yet this intersection has three corners that are not capitalizing on the prominence and exposure that exists. In addition, the evolution of an arts and culture district is evident mere steps away from this critical intersection.

One-way streets are not ideal for a downtown, particularly one the size of Sydney. Realizing however, that Charlotte St is planning an enhancement that will widen sidewalks while still allowing for parallel parking, one-way traffic along Charlotte St is reasonable. That said, other directional changes should be examined on perpendicular streets that feed into and interact with Charlotte to allow for better circulation and mobility.

There is a great opportunity for targeted tenant placements along Charlotte St from Wentworth St to Townsend St and in the area adjacent to the future NSCC Campus. This will help to "tighten" the walkability and consumer experience and more effectively embrace Downtown Sydney.

George St also has a great opportunity for infill that could help to frame Downtown Sydney with more retail and services. It is worth remembering that only 15% - 20% of the streetfront businesses were in fact retail in the heydays of downtowns (source www.cluegroup.com).

Firstly, the opportunity may exist to attract businesses into existing vacant spaces or land that could have lower rent costs applied and as a result may be more attractive to local businesses who may not have the sales productivity to justify higher rents.

Secondly, any new development should be very targeted for uses that have the ability to create benefit for the overall community as a means of retaining the current patterns of outflow and responding to gaps or desires expressed by community residents.

Downtown Sydney could potentially absorb just over 100,000 sf (103,360 sf) of that total cumulative 2028 demand.

The Sydney Trade Area currently retains approximately 35% of its retail spending potential on shops and services in Sydney's four (4) retail nodes.

Assuming that Sydney sets a target to increase its sales retention to 38% and 42% overall by 2023 and 2028 respectively, or in other reduce its sales outflow, then Sydney could accommodate or support 301,164 sf of cumulative new space by 2023 or 651,588 sf of cumulative new space by 2028.

Downtown Sydney could potentially absorb just over 100,000 sf (103,360 sf) of that total cumulative 2028 demand. To accommodate this space Sydney should utilize a significant component of its existing vacant inventory.

DOWNTOWN RETAIL POSITIONING SUMMARY

Retail in Downtown Sydney currently has strengths in its provision of services (professional and personal) as well as some established clusters of uses. There are however gaps in the streetfront retail fabric of the Downtown that has the potential to facilitate the evolution of a districting strategy that could help inform the optimal locations and attraction for creative new concepts and formats in the Downtown.

From the resulting assessment of the current inventory in Downtown Sydney, the most emerging gaps include the following:

- Esplanade from the Cruise Ship Terminal to the future NSCC Campus;
- Charlotte St from Wentworth St to Townsend St
- The NSCC Campus within a 2-block area

Realizing the current allocation of uses and anchors that are strong and likely to remain, the idea of a positioning strategy is to allocate the land, buildings and spaces therein in a manner that allows for a cohesive downtown retail strategy. Such a strategy would enable complementary businesses to setup and locate in an area that would create cross-utilization between businesses, target audience appeal for its intended use and all the while create activity and animation along the street edges.

The diagram presented in **Figure 3** illustrates a Positioning Strategy that harnesses existing uses and anchors, but creates a framework for allocating future uses that will create a more powerful downtown area.

The goal of the positioning diagram is to show how Downtown Sydney can embrace the harbourfront as well as enhance Charlotte St as a vibrant, destination-driven "main street" and entrench George St as an essential service and convenience hub.

Overall, Downtown Sydney should be positioned as the destination for the entire Cape Breton Island within which there are well-demarcated and seamlessly connected districts (i.e. through the use of highly visible and effective way-finding and signage) that collectively reinforce this destination vision, along with a well thought out merchandise mix and recruitment strategy.

The final component of the Positioning Strategy is presented in **Table 1** and highlights a roster of target business typologies that are compatible with Downtown Sydney vision, districts and consumer segments. In this approach, example businesses are provided as well as their typical size range, target consumer audience and in which district they would or could be deemed most compatible, as part of an overall Downtown Sydney vision.

Figure 3: Downtown Sydney Positioning Strategy

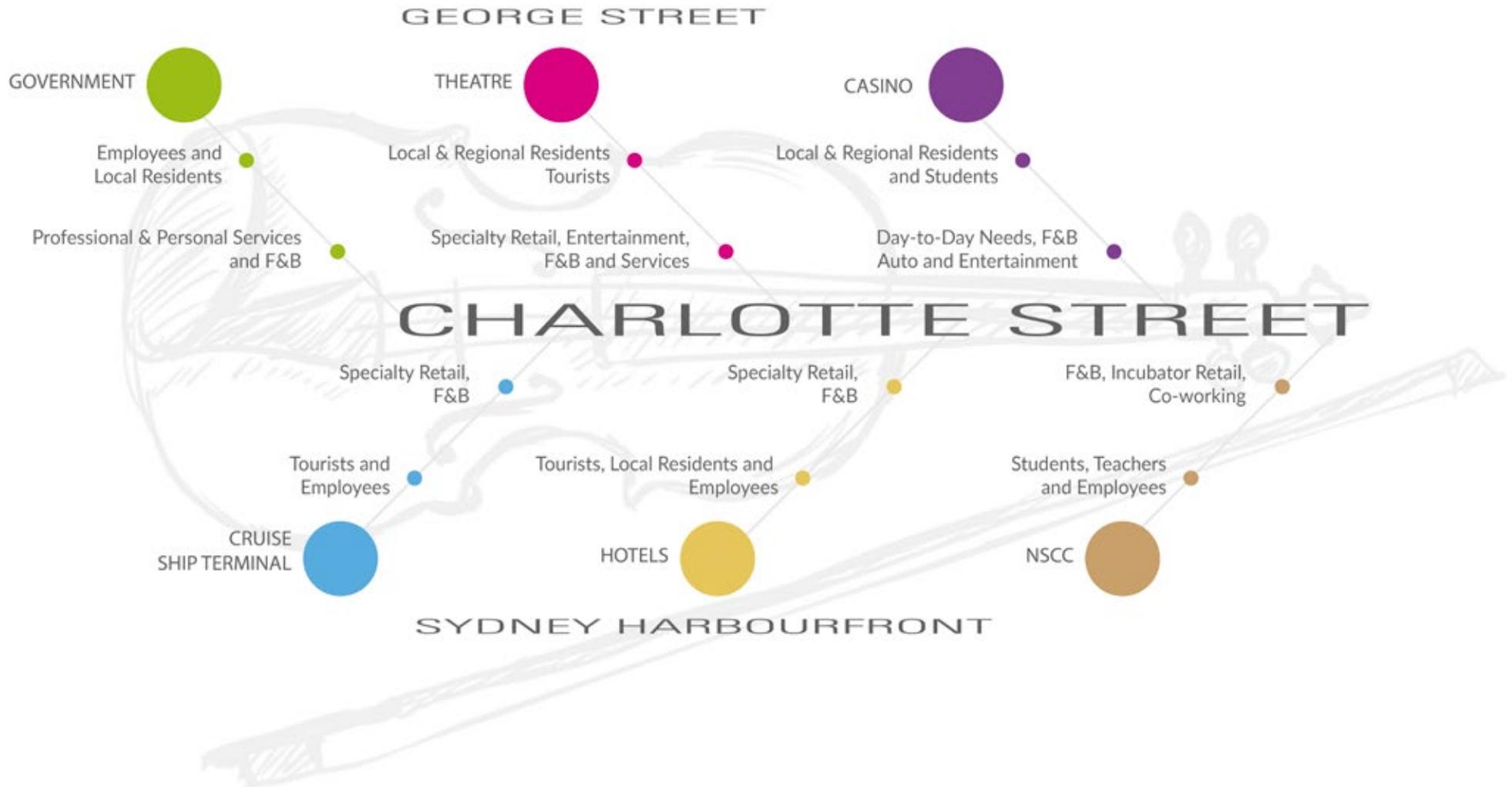


Table 1: Target business typologies compatible with Downtown Sydney districts Positioning Strategy and consumer segments

Business Concept/Type	Retail Category	Local or Brand	Example or Comparable Tenant	Approx Size Range (min sf)	Approx Size Range (max sf)	Target Audience Residents, Visitors, Students, Employees	Downtown District
Axe Throwing Bar	Arts & Entertainment	Local	HaliMac, Timber Lounge	2,000	5,000	Residents, Visitors, Students	Charlotte Street, Academic Quarter or Harbour Landing
Indoor Climbing Centre	Arts & Entertainment	Local	Seven Bay Bouldering, Ground Zero	2,000	6,000	Residents, Students	Arts & Theatre, Leisure & Convenience
Recycled / Upcycled Fashions	Fashion & Footwear	Local	ReWorks, Jane's Again	750	1,250	Residents, Students	Charlotte Street, Arts & Theatre
Headwear, Gloves & Socks	Fashion & Footwear	Local		500	750	Residents, Visitors, Students	Charlotte Street, Arts & Theatre
Caper Teamwear (CBU Student Run)	Fashion & Footwear	Local		500	750	Residents, Visitors, Students	Academic Quarter, Arts & Theatre
Specialized Fitness Concept	Fitness & Leisure	Local or Brand	9Round Fitness, Oxygen Yoga	1,250	1,750	Residents, Employees	Leisure & Convenience, Office & Services
Ethnic Fare - Pho/Noodle House	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Ethnic Fare - Korean	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Ethnic Fare - Vietnamese	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Ethnic Fare - Sushi	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Arts & Theatre, Harbour Landing
Nova Scotian Distillery Tasting Bar	Full Service F&B	Local	Glenora Distillery	2,000	3,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Wine & Whiskey Bar	Full Service F&B	Local	Copper Bar & Grill	1,250	1,750	Residents, Visitors, Students, Employees	Charlotte Street, Arts & Theatre
50s Diner (Burgers & Shakes)	Full Service F&B	Local	Planet Java 50s, Downtown Diner	1,000	1,500	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Floating Fish & Chip Barge	Full Service F&B	Local	Pajo's (Steveston)	1,000	2,000	Residents, Visitors, Employees	Harbour Landing
Ethnic Fare - Tapas Lounge	Full Service F&B	Local		1,000	1,500	Residents, Visitors, Students, Employees	Harbour Landing
Creperie & Breakfasts	Full Service F&B	Local	Naked Crepe, Cora's	1,000	2,500	Residents, Visitors	Charlotte Street, Harbour Landing
Urban Cidery / Cider House	Full Service F&B	Local	Annapolis, Bulwark	1,250	2,500	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Teahouse	Full Service F&B	Local		750	1,250	Residents, Visitors	Charlotte Street, Arts & Theatre
Burger Bar	Full Service F&B	Local	Darrell's Burgers (Halifax)	1,500	3,000	Residents, Students, Employees	Charlotte Street, Harbour Landing

Table 1: Target business typologies compatible with Downtown Sydney districts Positioning Strategy and consumer segments (continued)

Business Concept/Type	Retail Category	Local or Brand	Example or Comparable Tenant	Approx Size Range (min sf)	Approx Size Range (max sf)	Target Audience Residents, Visitors, Students, Employees	Downtown District
Bakery & Café / Patisserie	Grocery & Specialty Foods	Local or Brand	Cob's Bread, Julien's Patisserie	1,000	1,500	Residents, Students, Employees	Main Steet, Leisure & Convenience
Olive Oils & Vinegars	Grocery & Specialty Foods	Local		500	1,000	Residents, Visitors	Charlotte Street, Arts & Theatre
Candy Shop	Grocery & Specialty Foods	Local	Freak Lunchbox, Sticky's	500	750	Residents, Visitors, Students	Charlotte Street, Academic Quarter
Fish Monger Seafood Market	Grocery & Specialty Foods	Local	1 Fish 2 Fish Seafood	750	1,250	Residents, Visitors	Charlotte Street, Harbour Landing
Delicatessen / Butcher	Grocery & Specialty Foods	Local		750	1,250	Residents, Students, Employees	Leisure & Convenience, Office & Services
Community Food Co-op Deli & Grocer	Grocery & Specialty Foods	Local	Bozeman Downtown Co-op Food Co-op (Port Townsend)	2,000	4,000	Residents, Students, Employees	Charlotte Street, Academic Quarter
Beef Jerky Shop	Grocery & Specialty Foods	Local	Wilhawk Beef Jerky	750	1,500	Residents, Visitors, Students, Employees	Charlotte Street, Leisure & Convenience
"Made in Sydney" Candles & Soaps	Health & Wellness	Local	Rocky Mountain Soap Co	500	750	Residents, Visitors	Charlotte Street, Arts & Theatre
Cookware & Culinary Books	Home Furnishings & Décor	Local		500	1,000	Residents, Visitors, Students	Charlotte Street, Academic Quarter
Florist / Home & Garden Boutique	Home Improvement & Garden	Local	Forge Home & Garden	500	2,000	Residents	Leisure & Convenience
Salad & Juice Bar	Limited Service F&B	Local	Chopped Leaf, Jugo Juice	500	750	Residents, Students, Employees	Charlotte Street, Academic Quarter
Grilled Cheese Counter	Limited Service F&B	Local		500	750	Residents, Students, Employees	Charlotte Street, Arts & Theatre, Academic Quarter
Food Trucks (quasi-permanent)	Limited Service F&B	Local		500	750	Residents, Visitors, Students, Employees	Harbour Landing, Academic Quarter
Chocolate & Fondue Coffee Bar	Limited Service F&B	Local	Cocoa70, Mink	750	1,250	Residents, Visitors, Students, Employees	Charlotte Street
Community Kitchen	Personal Service	Local		1,500	2,500	Residents, Students	Academic Quarter
Co-working Office & Café	Professional Services	Local	Two-Twenty, MashUp Lab	2,000	5,000	Residents, Students, Employees	Office & Services, Academic Quarter
Records (LPs), Comics & Magazines	Specialty Retail	Local	Hyperspace Comics	500	1,250	Residents, Students	Charlotte Street, Arts & Theatre
Fiddle Shop (sales & manufacturing)	Specialty Retail	Local	Harps on Main / Rees Harps (Rising Sun, Indiana)			International	Charlotte Street, Arts & Theatre
Pop-Up Shops (home-based incubator)	Specialty Retail	Local		250	500	Residents, Visitors	Charlotte Street
Antiquities Galleria (booths)	Specialty Retail	Local		250	500	Residents, Visitors	Charlotte Street, Harbour Landing
Art Supplies & Framing	Specialty Retail	Local or Brand	Deserres	1,000	2,000	Residents, Students, Employees	Office & Services, Leisure & Convenience, Academic Quarter
Hiking & Trail Boutique	Sporting Goods & Outdoor Recreation	Local	The Trail Shop	1,000	2,000	Residents, Visitors	Charlotte Street
Bicycle Rentals, Mobile Repair or Co-op	Sporting Goods & Outdoor Recreation	Local	Frameworks, Bike & Bean	750	2,000	Residents, Visitors	Harbour Landing

1.0

Introduction

1.1 SCOPE OF STUDY

Fowler Bauld & Mitchell (FBM) was commissioned by the National Trust of Canada to perform a Retail Market Analysis of the Cape Breton Regional Municipality (CBRM) to provide findings and recommendations for the downtown core of Sydney and other key retail areas in the CBRM.

The objective of this study is to thoroughly document current retail inventories and define the realistic Retail Trade Areas for which they serve. The purpose of this research was to establish a solid foundation and baseline for determining the depth of retail opportunity, associated gaps in the market provision of shops and services, and to determine what type of retail could fill these gaps. The end result is to bolster the retail market in retail areas by retaining or attracting greater market share of resident, visitor and passing motorists' spending in the community.

FBM conducted on-the-ground research in February 2020 to gain a firm understanding of existing and future retail prospects in Downtown Sydney and the CBRM.

As part of the research, the Consulting Team held one-on-one meetings in person and by phone with a range of community stakeholders for their perspectives on the retail market in Sydney and the CBRM.

1.2 REPORT STRUCTURE

This document is presented in the following sections:

Section 1 - Introduction: Introduces the study process and structure.

Section 2 - Regional and Local Context: Lays out the important regional and local context of Downtown Sydney and the CBRM in terms of geographic location, regional access, including relevant plans, studies and initiatives.

Section 3 - Retail Trade Areas & Market Assessment: Identifies and defines Downtown Sydney's Retail Trade Areas and documents the population and expenditure profiles, against which estimates of current and future floorspace demand can be quantified and estimated.

Sections 4 - Retail Inventory: Assesses the location and characteristics of current retail activity ("supply") in Downtown Sydney. Fieldwork assessments included identifying and documenting in detail retail inventory by retailer, merchandise category and NAICS industry classification, which is provided in detail in the supporting Appendices.

Sections 5 - Retail Demand: Quantified for future retail floorspace over the next 10 years along with identifying specific market gaps and positioning opportunities.

Section 6 - Key Findings & Recommendations: Summarizes the key findings of the analysis, trends and a downtown specific Positioning Strategy along with retailer and merchandise category recommendations.

Appendices: Provides supporting detail for Demographic Analysis of the Retail Trade Area and detailed retail inventory across the Downtown area.

2.0

Locational Context

2.1 INTRODUCTION

Location factors are an essential foundation to retail success, and an understanding of these factors can help create the necessary conditions for attracting and retaining businesses in a community. This section identifies the regional and local characteristics of Downtown Sydney and the Cape Breton Regional Municipality (CBRM) as they relate to the attraction and retention of retail businesses and merchandise categories.

2.2 LOCAL AND REGIONAL CONTEXT

The CBRM includes the majority of Cape Breton Island's population, including Sydney, Nova Scotia's second largest city. The municipality was created in 1995 through the amalgamation of eight municipalities: Sydney, Glace Bay, Sydney Mines, New Waterford, North Sydney, Dominion, Louisbourg and Cape Breton County.

Sydney forms the urban centre of the CBRM. Referring to **Figure 2.1**, Sydney can be reached within 2 hours drive for the large majority of Cape Breton Island residents. Halifax and Moncton are comparatively larger centres than Sydney and may prove a stronger drive for shoppers off of Cape Breton Island. Halifax and Moncton are located approximately a 5 and 6 hour drivetime away from Sydney, respectively, or a 3 to 4 hour drive from the Canso Causeway. The Trans-Canada Highway terminates in North Sydney, with ferry connections to Newfoundland.

Resource industries include agriculture, fishing, mining, and forestry, however the regional economy has transitioned in recent decades from an industrially-based economy to one that is more strongly focused on services, tourism, recreation, and education.

Post-secondary education includes Cape Breton University, Nova Scotia Community College (NSCC) Marconi campus, and the Canadian Coast Guard College. CBRM hosts several festivals, tourist destinations and cultural landmarks, including the Fortress of Louisbourg national park site, and the Port of Sydney cruise ship terminal.

Downtown Sydney, and its Main Street (Charlotte Street) are central to Cape Breton's economy, being the largest downtown core on Cape Breton Island. Downtown Sydney hosts a high concentration of shops, offices, hotels, restaurants, venues and event and tourism infrastructure. Downtown retailers interviewed expressed optimism over the area's future, especially with reference to the future NSCC Marconi campus on the waterfront, streetscape improvements on Charlotte Street, an increased student population, increased tourism, new immigration to the area, and the vitalization of new businesses choosing to locate Downtown.

Downtown Sydney has the potential to enhance its marketing position as Cape Breton's primary destination for shopping, dining and entertainment, while also actively promoting itself as a jumping off point for the range of cultural and recreation activities available both downtown and in the CBRM - the things which set Sydney and Cape Breton apart from other places.

Retail Areas in the CBRM

From a retail commercial perspective, CBRM contains a number of distinct retail nodes (**Figure 2.2**). For the focus of this study, Downtown Sydney is singled out and profiled for which representative imagery taken in February 2020 is provided in **Figures 2.3** and **2.4**.

Figure 2.1: Regional drive times to and from Sydney



Figure 2.2: CBRM Retail Nodes



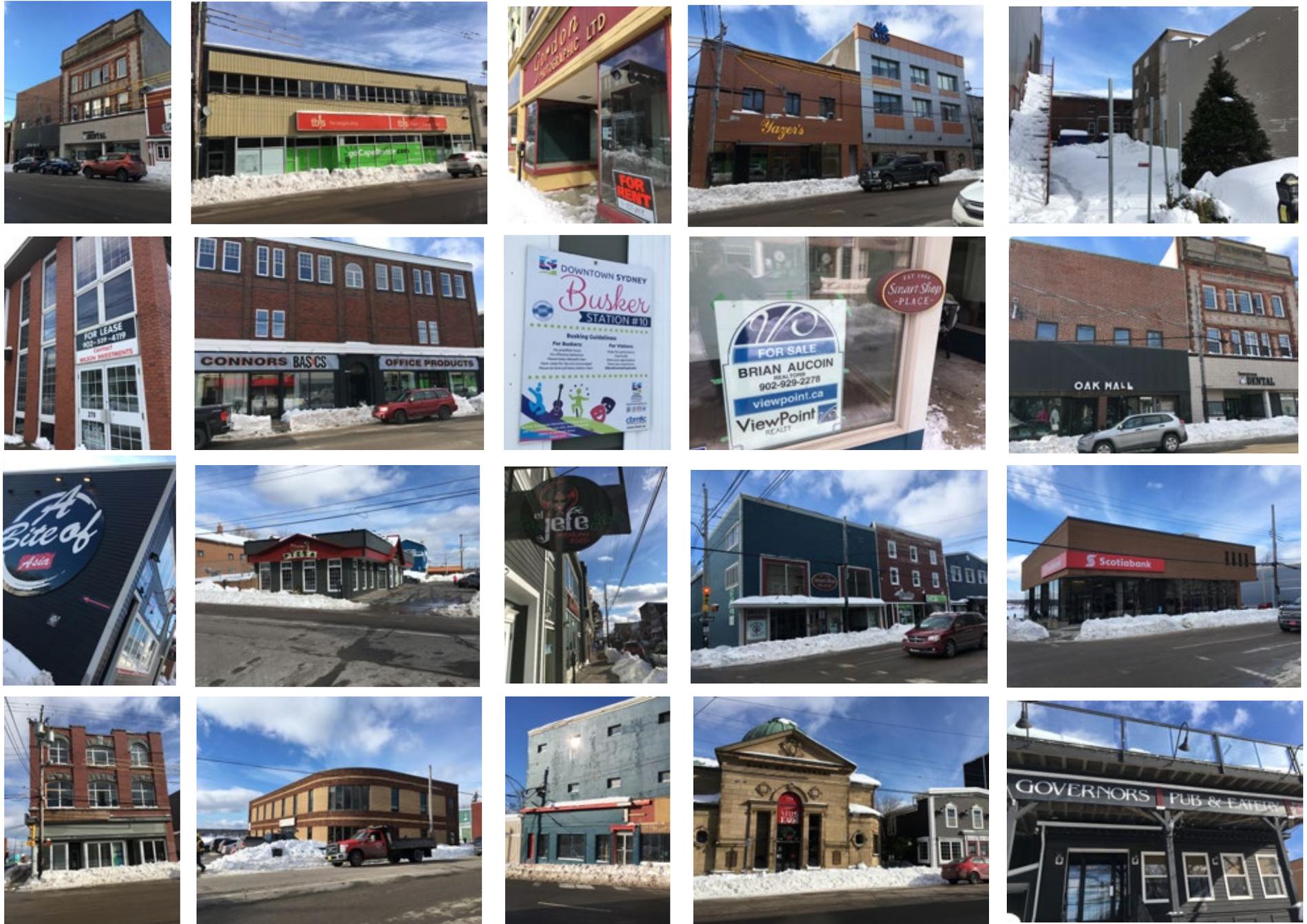
Figure 2.3: Representative Retail Imagery - Downtown Sydney

(Source: FBM, February 2020)



Figure 2.4: Representative Retail Imagery - Downtown Sydney

(Source: FBM, February 2020)



70% of spending happens after 6 pm, and so it is key that downtowns remain active and attractive in the evenings.

2.3 RELEVANT PLANS AND STUDIES

Cape Breton and Sydney - Assessment Findings and Suggestions Report (Roger Brooks Report, 2013)

An Opportunity Assessment of Sydney and Louisbourg (**Figure 2.5**) was conducted in summer 2013 to provide an overview of how the area is seen by a visitor. It includes a review of local marketing, signage, attractions, retail mix, customer service and visitor amenities.

The Assessment notes that Downtowns are becoming more popular than ever, with an interest for visitors in pedestrian-friendly main streets and public spaces. While not the primary reason for traveling to a destination, shopping and dining remain the activity visitors spend the most time doing, and this is where 80% of all non-lodging visitor spending takes place. In North America, 70% of spending happens after 6 pm, and so it is key that Downtowns remain active and attractive in the evenings.

For Downtown Sydney, key suggestions relevant to and supported by the Retail Market Analysis and Positioning Strategy include:

- Downtown Sydney has tremendous potential for being a great destination, but is missing a focused brand. The giant fiddle and banners that say “Follow the Fiddles” start to be iconic, but it is unclear what this actually relate to. Downtown Sydney could capitalize on dining, and this would be supported by beautification, marketing and improved outdoor seating.
- Downtown Sydney should have a coordinated beautification effort, and all merchants would share the benefit from visitors spending more time (and money) Downtown. This could involve a buying co-op for planters, soils, and pots, and using more attractive signage. Anti-crime signage (e.g. “Property under 24-hour surveillance”) give a impression there is trouble Downtown.

- Downtown lacks a square or public plaza, which should include dining nearby, places to sit and to walk, trees, entertainment and lighting.
- Wayfinding should be the top priority. Downtown Sydney shopping area is challenging to find, for visitors both by car and cruise ship.
- Clear signage for long-term parking is essential, and there is a need to adopt newer technology for parking meters.
- Resident- and business-led beautification and community clean-up can improve a community’s image.
- One-way streets through Downtown Sydney core tend to divert traffic away from the local businesses and should be avoided.
- There are underutilized outdoor spaces adjacent to businesses and downtown. They can be improved with maintenance, landscaping, murals, planters, tables and chairs, food trucks, buskers and events.

Figure 2.5: Cape Breton and Sydney - Assessment Findings and Suggestions Report (Roger Brooks Report, 2013)



Focus on reviving Charlotte St as the “Main Street of Cape Breton”.
***Recognize the importance of linking Sydney’s two strongest assets:
its waterfront and its downtown.***

Downtown Sydney Urban Core Plan (Ekistics, 2017)

This Urban Core Plan (**Figure 2.6**) provides a “revitalization blueprint” for downtown Sydney, which focuses on reviving Charlotte Street as the “Main Street of Cape Breton,” developing a comprehensive strategy to improve parking and transportation downtown, and providing directions for open spaces in and around Downtown. With projects, including streetscape renewal of Charlotte Street, many of the concepts of the Plan are being implemented currently. This implementation represents a momentum Downtown that this Retail Market Analysis builds upon.

The Plan recognized the importance of linking Sydney’s two strongest assets: its waterfront and its downtown. It recognizes signs of decline Downtown, including retail vacancy, reduced business hours, deteriorating infrastructure, a very low residential population Downtown, and a proliferation of parking lots on major commercial streets. It also notes many reasons for optimism however, including the development of the NSCC Marconi campus, an increase in residents and students wishing to live downtown, and an anticipated increase in tourism.

The report notes that there are 84 acres of off-street parking land in Downtown Sydney, which represents 55% of the total downtown land area excluding streets.

The report notes a number of open space directions including: Enhance and extend the boardwalk; enhance Wentworth Park; Connect Downtown Sydney to the waterfront; Create signature public spaces Downtown; Create a destination park south of the Cruise Pavilion; Preserve views to the water; Make Downtown bicycle friendly; and provide space for public events such as music festivals and sports.

Figure 2.6: Downtown Sydney Urban Core Plan (Ekistics, 2017)



Downtown Sydney can increase retail activity without proportional need to increase area dedicated to parking.

NSCC Campus (anticipated completion 2024)

The planned development of the NSCC Marconi Campus site encompasses the water side of the Esplanade, from Falmouth to Crescent streets. (See **Figure 2.7**). The decision to move the campus Downtown from its current suburban location is anticipated to help revitalize Downtown Sydney. The campus will draw population Downtown. There is also a desire to see the new Marconi campus strongly integrated with Downtown Sydney's urban, open space, and waterfront fabric, complementing the existing retail and cultural make-up of the area.

Figure 2.7: Future NSCC Marconi Site



Parking and Walking in Downtown Sydney

Parking was repeated as a major consideration in the Roger Brooks Assessment Report, the Urban Core Plan, and interviews conducted for this Retail Market Analysis. Considering the large amount of space already dedicated to parking, Downtown Sydney can increase retail activity without a proportional need to increase area dedicated to parking.

In the current perception, much of the traffic downtown can be attributed to searching for parking. Parking Downtown comes with the frustration of finding a spot, understanding parking rules, having correct change for the meter, and keeping an eye time limits. Understanding the fickle nature of shoppers and restaurant goers, it becomes more likely for people to stay in their cars, keep driving and take their time and money elsewhere.

In a potential future scenario, with long-term parking in a coordinated and easy to find location, residents and visitors alike are happy to park and get out of their cars. They already know that there are dozens of destinations for them and their family, all within a five to ten minute walk of their car along attractive pedestrian-friendly Downtown streets. Once walking, people are more likely to stay, discover and spend money.

Getting to this future scenario necessitates a Downtown being easy for a visitor to navigate, with effective wayfinding, public spaces, and a variety of shops, services, restaurants, and attractions. Downtown Sydney is well on its way to making this happen.

3.0

Retail Trade Area

3.1 INTRODUCTION

In order to create a framework for evaluating retail demand and subsequent gaps in the provision of shops and services, it is necessary to define and identify the Trade Areas from which Downtown Sydney's retail sales are most frequently and likely to be sourced. Generated Trade Areas recognize drive times, demographics, spending attributes and competition, which collectively portray the market to prospective tenants, developers and investors.

Identifying the Trade Area is important for understanding the total market potential available to current and future retailers. The local and regional residential base has particular demographic and spending habits that provide insight as to the type of compatible retail tenants, the amount of retail floorspace supportable in the market, and the current inflow or outflow of retail sales, and for which categories such inflow or outflow exists.

As a first step, a Retail Trade Area is delineated to identify the geographic region from which regular patronage could be expected, based on a series of boundary determinants. Major considerations in defining Retail Trade Areas were applied to Sydney to determine the most realistic Trade Areas, as well as to help sensitize potential market share inputs of corresponding Trade Area retail spending.

Retail Trade Area determinants include:

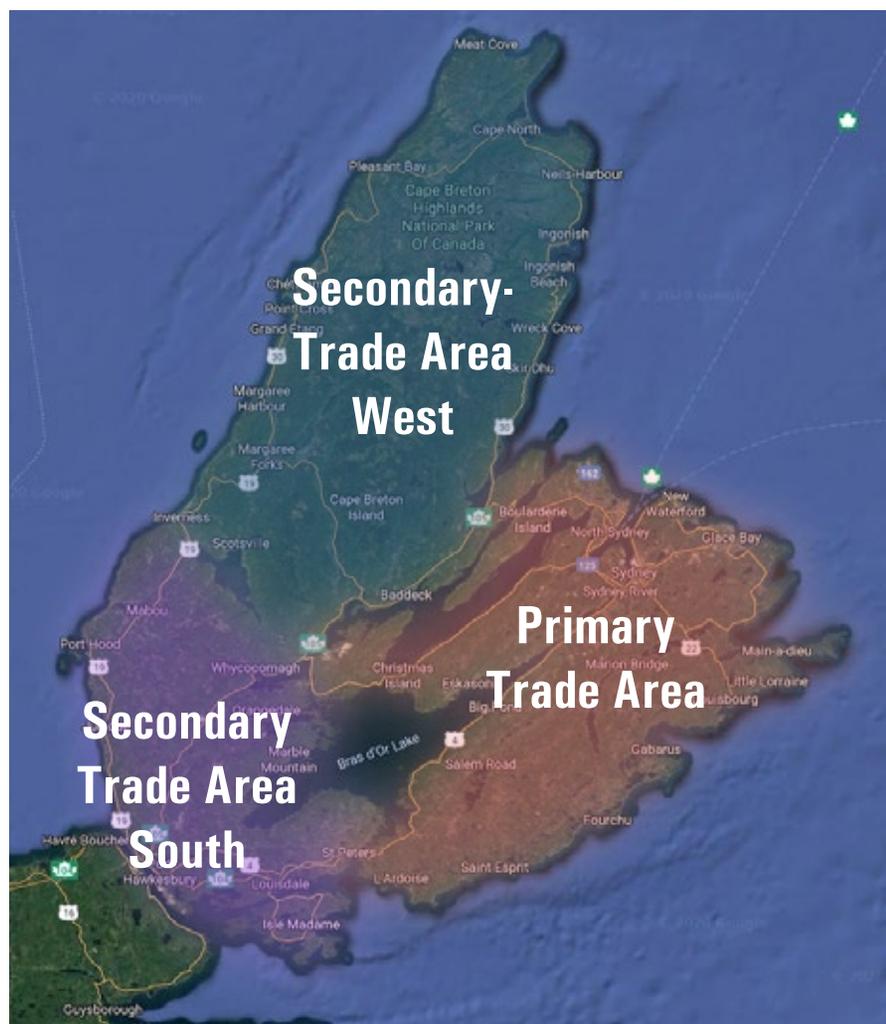
1. Transportation networks, including streets and highways, which affect access, drive times, commuting and employment distribution patterns;
2. Major infrastructure projects both planned or under development which could affect future travel patterns;
3. Overall community development vision, including an understanding of key nodes' characteristics;

4. Local and regional competitive environment, present and future;
5. Proposed generative uses (retail, cultural, civic, etc.) and their relationship within the wider market;
6. Significant natural and man-made barriers (e.g. water features, highways, industrial areas);
7. De facto barriers resulting from notable socioeconomic differentiation; and
8. Patterns of existing and future residential and commercial development.

For this particular study, Retail Trade Areas are delineated utilizing a combination of drive times and competitive forces. These competitive forces locally include Midtown, Uptown and Sydney River, while regionally may include to a lesser degree Port Hawkesbury, Stellarton and Antigonish. Drive times take into account the regional accessibility of Sydney that can reach customers within an approximate 2-hour drive time. This particular drive time is of importance as anything beyond this brings Halifax and Moncton into play as a destination for spending allocation.

Sydney, and in particular Downtown Sydney represents a key centrality for Cape Breton Island residents, with a Primary Trade Area (PTA) including the CBRM and extending as far as St. Peter's. Secondary Trade Areas to the West (STA West) and South (STA South) include the remainder of Island residents, who would likely travel to Sydney for some purchases. Sydney's Retail Trade Area responds to the competitive forces of other communities, namely Halifax and Moncton. Retail in the Sydney Trade Area also benefits from the visitor and student population.

Figure 3.1: Downtown Sydney Retail Trade Area



3.2 DEMOGRAPHICS - SYDNEY RETAIL TRADE AREA

Using data sources that include the most recent Statistics Canada Census release as well as Manifold Data Mining Inc. (2018/2019), population estimates and growth forecasts are tabulated for the identified Trade Areas (PTA, STA West and STA South).

Sydney Retail Trade Area Demographics and Projections

With an emphasis of Downtown Sydney as a destination, **Figure 3.1** provides a depiction of the Total Trade Area for Downtown Sydney's retail environment. The Total Trade Area encompasses Cape Breton Island, with a population is estimated for year end 2018 to be 132,721 This population is forecast to decline over the next 10 years to be 123,398 in 2028. However, this forecast represents a snapshot based on demographic models, and does not account for future planning realities that seek to turn around population decline. Regardless, even if growth was positive it would not likely be at a rate significant enough to make a large difference to the overall retail outlook, which is not premised on population growth as much as it is on increasing the market retention and curbing sales outflow from the existing trade area segments.

Household incomes are among the most direct determinants of spending patterns and the potential for spending on retail, food and beverage, entertainment, and services. Using the province as a whole as a benchmark, the population in the Trade Area has a lower average family income of \$88,410 (compared to \$101,345 in the province).

While lower than the provincial average it is worth considering that Cape Breton has a relatively lower cost of living compared to Halifax. Furthermore, seniors have a higher than average representation in the area and would typically have a lower income than working age adults, as retirees are not in the labour force.

Presence of Cape Breton University and soon-to-come Marconi Campus of the NSCC in Downtown Sydney creates a valuable asset comprised of a young, educated and creative workforce.

Consequently, the Retail Trade Area tends to be older, with 41.85% of residents being over 55 (compared to 36.32% in the province). While this older age cohort may not be the strongest spending segment, they are often the most supportive of local businesses. It is important to note that while the current demographic may be older, the presence of Cape Breton University and soon-to-come Marconi Campus of the NSCC in Downtown Sydney creates a valuable asset comprised of a young, educated and creative workforce to tap into.

Appendix A contains detailed summary tables of demographics information for the Retail Trade Areas.

CanaCode Lifestyle Cohorts

CanaCode Lifestyle Clusters are a useful representation of target market’s choices, preferences and shopping patterns based on analysis of demographic, household spending, consumer lifestyle, attitude and behavioral databases. The system classifies Canada’s consumer landscape into 18 distinct lifestyle segments.

In Cape Breton, the most strongly represented CanaCode Cluster is “Renters.” While this cluster represents 3.1 percent of Canadians, it represents 7.3 percent of Nova Scotians, and 28.9% of Cape Bretoners. The description below is provided for this lifestyle cluster (See **Figure 3.2**)

Further details on other lifestyle clusters strongly represented in the Trade Areas are provided in **Appendix A**.

Visitor profile

Information on tourism to the Sydney area is contained in the October 2019 Tourism Indicators from Tourism Nova Scotia (all figures are year to date to end of October 2019). 153,000 cruise ship passengers visited Cape Breton in that year, representing a 19% increase over the previous year.

Those entering the province via ferries from Newfoundland totaled 46,000, representing a 3% decrease from 2018 figures, from the same months overall.

<p>Cluster O: Renters 3.25% of Canadian Households</p> 	<ul style="list-style-type: none"> • Singles + Couples • Public Sector / Arts • New Canadians • Want To Own <p>They tend to be in the Maritimes and Montreal and Vancouver. Income \$51,392, home value \$366,498, renting, and household size 2.05, though 44% of them are one-person households. They spend a large portion of their income on rent and tenants' insurance. They work likely in primary industries, sales and service. They read often fashion, science fiction and romance, go hunting, and plan towards buying a home. They feel they are too tolerant of products and services that do not meet their expectations. Shopping at community department stores. Advertising is an important source of information. Like to try new products. Convenience is more important than price. Brand neutral. Like to work on community projects. May feel lonely.</p> <p>Purchasing Big Ticket Items: Hardly any consumption on big items except a few of them, those who live on the coasts, may be interested in sail boat.</p>
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Figure 3.2: Lifestyle Cluster Description

(Source: Polaris Manifold)

Hotel occupancy rate was 53%, which is slightly lower than for the province overall, at 56%. Occupancy particularly spikes in the summer months in Cape Breton, with occupancy of 68% and 78% in July and August respectively. Across the province, there was a 35% increase in room night bookings through sharing websites, such as Airbnb, compared to 2018. 70,000 people visited the Fortress of Louisbourg in 2019, representing a 13% decrease compared to 2018.

The Tourism Nova Scotia 2017 Visitor Exit Survey Report notes that 34% of Pleasure Visitors to the province spend at least one night in Cape Breton. Locations in the CBRM that most often capture Island visitors include Sydney, Louisbourg and North Sydney (**Table 3.1**). The average stay for a NS visitor is 5.1 nights.

The average spending is \$140/day for “pleasure” visitors and \$90/day for “Visiting Friends and Relatives (VFR)” visitors. These spending figures include travel and accommodations costs as well as traditional retail expenditures.

Tourism Nova Scotia’s “Strategic Game Changers” to increase tourism spending in the province include the following (Source: Tourism NS) :

- Increasing quantity, variety and quality of accommodations;
- Increasing offerings and visitation during the off season;
- Improving skills training for workers in the tourism industry;
- Increasing air travel to the province and attracting visitation from markets including China; and
- Improved marketing.

Table 3.1: Capture Rate - Top 7 Visited Communities on Cape Breton Island.

(Source: Tourism NS, 2017 Visitor Exit Survey Report)

Capture Rate		
	Pleasure Visitor	VFR** Visitor
Baddeck	43%	36%
Chéticamp	41%	18%
Sydney	31%	30%
Ingonish	39%	17%
Louisbourg	30%	14%
Cape Breton Highlands National Park	33%	9%
North Sydney	16%	28%

Student Profile

Three post-secondary institutions are located in Sydney: **Cape Breton University (CBU, Nova Scotia Community College (NSCC) and the Canadian Coast Guard College**. As these institutions evolve - with CBU’s increasing enrollment of international students and as NSCC’s campus and students move to Downtown Sydney - the retail market will shift to accommodate changing demographics and desires.

CBU is home to nearly 5,500 students. In 2018, the number of international students was 1,923, more than doubled compared to the previous year’s 893. NSCC’s Marconi campus is its second-largest campus in the province, with an enrollment of 1,078 students in September 2019. The Canadian Coast Guard College offers a 4-year Officer Cadet program that prepares navigation and engineering officers for service on Canadian Coast Guard ships.

Retail spending in the Downtown Sydney Trade Area is estimate at 1.61 billion (y/e 2018 estimate), of which the PTA accounts for 80%.

3.3 RETAIL SPENDING PROFILE - SYDNEY TRADE AREA

Building upon the Trade Area demographic profile analysis, an assessment was made of the Trade Area's retail spending profile. This provides a refined understanding of the opportunity for retail in Sydney.

The key questions it seeks to answer are:

- How much do Trade Area residents spend on Convenience retail (such as Grocery and Pharmacy), on Comparison or Departments Store Type Merchandise (DSTM) retail (such as Fashion and Home Furnishings), and Leisure (Food & Beverage, Fitness and Entertainment)?
- What spending patterns or trends does the Trade Area expenditure profile demonstrate? And how is spending forecast to change over the coming years?
- What is the estimated spending of total visitors to Cape Breton comprised predominantly of overnight visitors and what share of that spending is attracted to Sydney?
- What types of retail goods and services are garnering inflow of sales dollars and which categories are exhibiting outflow of sales (or leakage)?

Detailed information of retail spending within the Trade Area was collected from Manifold Data Mining Inc., a leading supplier of demographic and consumer expenditure information, using 2018 year end data.

Having established the Trade Area boundary, population and demographic profile, the size of the retail market and its anticipated growth was projected using retail spending data from Manifold Data Mining. Forecasts for the 10-year period to 2028 (**refer to Table 3.2**) represents a combination of household growth and a conservative expenditure growth for inflation at 1.0% per annum.

Each of the major three categories of spending (Convenience, Comparison and Leisure) was assessed at a detailed category-by-category level then aggregated into major categories.

The Retail Trade Area spending (residents plus visitors) is estimated at \$1.61 billion (2018 year-end estimate), as illustrated in **Table 3.2**. When excluding automotive categories this figure comes in at \$1.34 billion. The Sydney PTA share of the Total Trade Area spending is estimated at 80%, which is consistent with industry expectations for a PTA.

The top spending segments for the Sydney Trade Area are:

Grocery & Specialty Foods	\$338 million
Auto/RV/Motorsports Dealers	\$236 million
Personal Services	\$137 million
Restaurants & Pubs	\$121 million (\$186 million including Quick Service F&B)
Fashion & Accessories	\$110 million

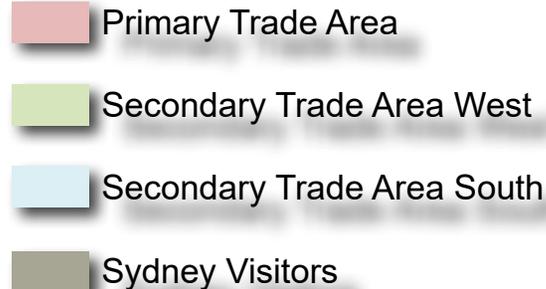
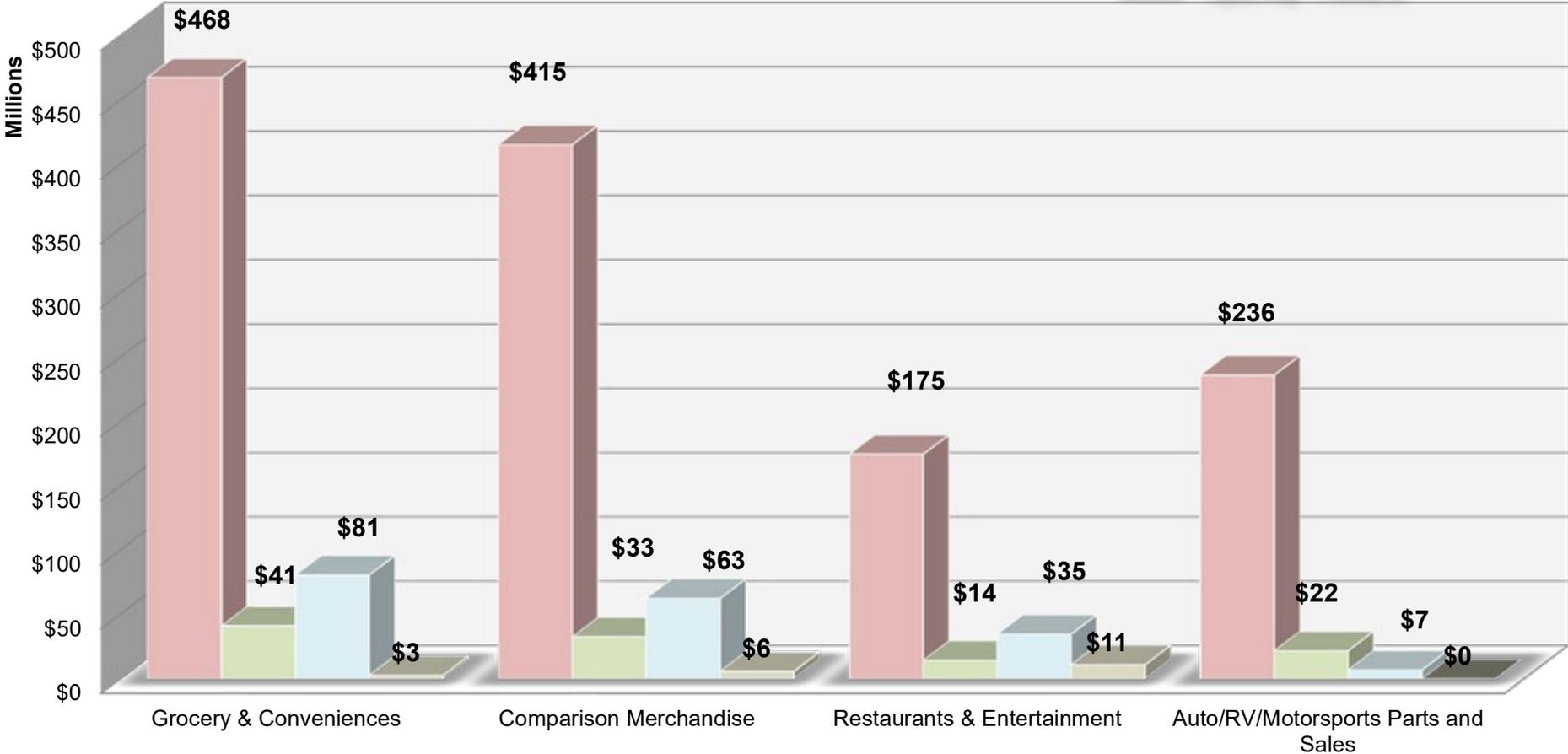


Figure 3.3: Trade Area Retail Spending Summary 2018 Y/E estimate

(Source: Manifold Data Mining Inc. and FBM)



2018

Table 3.2: Trade Area Retail Spending 2018 Y/E estimate

(Source: Manifold Data Mining Inc. and FBM)

Retail Spending by Merchandise Category	2018		2018		2018		2018		2018	
	SYDNEY PRIMARY TRADE AREA Per Household Retail Spending	SYDNEY PRIMARY TRADE AREA Aggregate Retail Spending	SYDNEY STA WEST Per Household Retail Spending	SYDNEY STA SOUTH Aggregate Retail Spending	SYDNEY STA SOUTH Household Retail Spending	SYDNEY STA SOUTH Aggregate Retail Spending	SYDNEY VISITOR Per Trip Retail Spending	SYDNEY VISITOR Aggregate Retail Spending	TOTAL Trade Areas Average Household Retail Spending	TOTAL TRADE AREA + VISITOR Retail Spending
Grocery & Convenience	\$5,775	\$266,990,113	\$5,285	\$23,301,948	\$5,667	\$45,366,864	\$10.0	\$2,000,000	\$5,723	\$337,658,926
Pharmacy	\$748	\$34,562,304	\$965	\$4,252,583	\$950	\$7,604,107	\$1.0	\$200,000	\$791	\$46,618,994
Alcohol & Tobacco	\$1,207	\$55,794,019	\$1,131	\$4,985,714	\$1,239	\$9,915,538	\$2.0	\$400,000	\$1,205	\$71,095,271
Personal Services	\$2,385	\$110,290,312	\$1,978	\$8,722,959	\$2,229	\$17,841,513	\$1.0	\$200,000	\$2,333	\$137,054,784
Fashion & Accessories	\$2,121	\$98,085,359	\$1,774	\$7,820,360	\$370	\$2,960,755	\$5.0	\$1,000,000	\$1,856	\$109,866,474
Jewelry	\$146	\$6,748,234	\$125	\$552,404	\$2,054	\$16,443,864	\$1.0	\$200,000	\$405	\$23,944,503
Health & Beauty	\$504	\$23,296,127	\$442	\$1,948,879	\$142	\$1,135,855	\$1.0	\$200,000	\$450	\$26,580,862
Home Furniture & Décor	\$796	\$36,823,014	\$617	\$2,718,433	\$495	\$3,959,184	\$1.0	\$200,000	\$742	\$43,700,631
Appliances & Electronics	\$1,192	\$55,120,536	\$1,026	\$4,525,404	\$723	\$5,788,772	\$0.0	\$0	\$1,116	\$65,434,712
Home Improvement & Gardening	\$1,930	\$89,224,657	\$1,777	\$7,833,594	\$1,140	\$9,128,918	\$0.0	\$0	\$1,811	\$106,187,169
Books & Media	\$778	\$35,960,294	\$403	\$1,775,997	\$1,944	\$15,565,573	\$2.0	\$400,000	\$909	\$53,701,864
Sporting Goods	\$234	\$10,803,990	\$152	\$670,535	\$560	\$4,479,558	\$5.0	\$1,000,000	\$272	\$16,954,082
Toys & Hobbies	\$246	\$11,351,142	\$207	\$913,339	\$165	\$1,318,891	\$5.0	\$1,000,000	\$232	\$14,583,372
Specialty Retail	\$1,039	\$48,027,730	\$909	\$4,006,127	\$235	\$1,881,856	\$10.0	\$2,000,000	\$919	\$55,915,713
Quick Service F&B	\$1,042	\$48,195,155	\$986	\$4,346,391	\$1,042	\$8,337,824	\$20.0	\$4,000,000	\$1,038	\$64,879,370
Restaurants & Pubs	\$2,146	\$99,206,262	\$1,859	\$8,198,419	\$1,064	\$8,517,896	\$25.0	\$5,000,000	\$1,977	\$120,922,577
Arts & Entertainment	\$207	\$9,564,987	\$127	\$557,906	\$2,082	\$16,670,856	\$10.0	\$2,000,000	\$457	\$28,793,749
Fitness & Leisure	\$384	\$17,750,172	\$310	\$1,368,938	\$156	\$1,250,553	\$0.0	\$0	\$347	\$20,369,663
Auto Parts & Accessories	\$517	\$23,885,186	\$487	\$2,148,955	\$363	\$2,906,919	\$0.0	\$0	\$493	\$28,941,059
Auto/RV/Motorsports Dealership	\$4,597	\$212,526,360	\$4,482	\$19,760,827	\$515	\$4,123,568	\$0.0	\$0	\$4,031	\$236,410,755
TOTAL CATEGORIES	\$27,992	\$1,294,205,952	\$25,042	\$110,409,714	\$23,135	\$185,198,863	\$99.0	\$19,800,000	\$27,107	\$1,609,614,529
TOTAL (excluding Auto Parts & Accessories & Auto/RV/Motorsports Dealerships)	\$22,879	\$1,057,794,407	\$20,072	\$88,499,932	\$22,256	\$178,168,376	\$99.0	\$19,800,000	\$22,583	\$1,344,262,714

2028

Table 3.3: Trade Area Retail Spending 2028 Y/E estimate

(Source: Manifold Data Mining Inc. and FBM)

Retail Spending by Merchandise Category	2028		2028		2023		2028		2028	
	SYDNEY PRIMARY TRADE AREA Per Household Retail Spending	SYDNEY PRIMARY TRADE AREA Aggregate Retail Spending	SYDNEY STA WEST Per Household Retail Spending	SYDNEY STA WEST Aggregate Retail Spending	SYDNEY STA SOUTH Household Retail Spending	SYDNEY STA SOUTH Aggregate Retail Spending	SYDNEY VISITOR Per Trip Retail Spending	SYDNEY VISITOR Aggregate Retail Spending	TOTAL Trade Areas Average Household Retail Spending	TOTAL TRADE AREA + VISITOR Retail Spending
Grocery & Convenience	\$6,379	\$287,814,575	\$5,838	\$24,426,126	\$6,260	\$54,149,475	\$11.0	\$2,209,244	\$6,322	\$368,599,420
Pharmacy	\$826	\$37,258,064	\$1,065	\$4,457,744	\$1,049	\$9,076,193	\$1.1	\$220,924	\$876	\$51,012,926
Alcohol & Tobacco	\$1,333	\$60,145,792	\$1,249	\$5,226,245	\$1,368	\$11,835,095	\$2.2	\$441,849	\$1,332	\$77,648,981
Personal Services	\$2,635	\$118,892,639	\$2,185	\$9,143,789	\$2,462	\$21,295,467	\$1.1	\$220,924	\$2,577	\$149,552,819
Fashion & Accessories	\$2,343	\$105,735,735	\$1,959	\$8,197,645	\$409	\$3,533,930	\$5.5	\$1,104,622	\$2,027	\$118,571,932
Jewelry	\$161	\$7,274,577	\$138	\$579,054	\$2,269	\$19,627,246	\$1.1	\$220,924	\$474	\$27,701,802
Health & Beauty	\$557	\$25,113,158	\$488	\$2,042,901	\$157	\$1,355,747	\$1.1	\$220,924	\$492	\$28,732,730
Home Furniture & Décor	\$880	\$39,695,104	\$681	\$2,849,581	\$546	\$4,725,645	\$1.1	\$220,924	\$816	\$47,491,254
Appliances & Electronics	\$1,317	\$59,419,779	\$1,134	\$4,743,728	\$799	\$6,909,425	\$0.0	\$0	\$1,226	\$71,072,932
Home Improvement & Gardening	\$2,132	\$96,183,924	\$1,963	\$8,211,517	\$1,260	\$10,896,193	\$0.0	\$0	\$1,989	\$115,291,634
Books & Media	\$859	\$38,765,094	\$445	\$1,861,678	\$2,148	\$18,578,926	\$2.2	\$441,849	\$1,022	\$59,647,546
Sporting Goods	\$258	\$11,646,670	\$168	\$702,884	\$618	\$5,346,759	\$5.5	\$1,104,622	\$305	\$18,800,935
Toys & Hobbies	\$271	\$12,236,498	\$229	\$957,402	\$182	\$1,574,217	\$5.5	\$1,104,622	\$255	\$15,872,739
Specialty Retail	\$1,147	\$51,773,755	\$1,004	\$4,199,399	\$260	\$2,246,166	\$11.0	\$2,209,244	\$1,005	\$60,428,564
Quick Service F&B	\$1,151	\$51,954,238	\$1,089	\$4,556,078	\$1,151	\$9,951,951	\$22.1	\$4,418,489	\$1,147	\$70,880,755
Restaurants & Pubs	\$2,370	\$106,944,065	\$2,054	\$8,593,943	\$1,175	\$10,166,882	\$27.6	\$5,523,111	\$2,169	\$131,228,001
Arts & Entertainment	\$229	\$10,311,028	\$140	\$584,822	\$2,300	\$19,898,182	\$11.0	\$2,209,244	\$531	\$33,003,276
Fitness & Leisure	\$424	\$19,134,635	\$343	\$1,434,981	\$173	\$1,492,649	\$0.0	\$0	\$381	\$22,062,264
Auto Parts & Accessories	\$571	\$25,748,162	\$538	\$2,252,629	\$401	\$3,469,672	\$0.0	\$0	\$543	\$31,470,462
Auto/RV/Motorsports Dealership	\$5,078	\$229,102,805	\$4,951	\$20,714,167	\$569	\$4,921,853	\$0.0	\$0	\$4,396	\$254,738,826
TOTAL CATEGORIES	\$30,921	\$1,395,150,296	\$27,662	\$115,736,313	\$25,555	\$221,051,672	\$109.4	\$21,871,518	\$29,885	\$1,753,809,799
TOTAL (excluding Auto Parts & Accessories & Auto/RV/Motorsports Dealerships)	\$25,273	\$1,140,299,330	\$22,172	\$92,769,517	\$24,585	\$212,660,147	\$109.4	\$21,871,518	\$24,946	\$1,467,600,512

4.0 Retail Inventory

4.1 INTRODUCTION

The dynamics of the overall retail market provide critical indicators as to the performance of the retail and moreover the magnitude of demand and resulting opportunity for which certain market segments can be filled in Sydney's Downtown area as well as Sydney's periphery nodes.

This section will provide a detailed inventory of the tenants that comprise the current retail market for Downtown Sydney, which serves as the core centrality for retail in the identified region, as well as for visitors and other consumer segments.

The purpose of the inventory evaluation is to identify a foundation for demand and current retail performance (also known as retail sales productivity as measured in \$ per sf) followed by identifying the potential types of tenant concepts and/or merchandise categories for whom Downtown Sydney could be compatible. This will ultimately require the financial backing of concepts, which will be discussed in Section 6.0.

4.2 SYDNEY RETAIL MARKET

To document the retail inventory, FBM conducted on-the-ground fieldwork, supplemented by additional secondary research in which streetfront retail premises were documented in terms of the retail store, merchandise category, estimated unit size, vacancy as well as North American Industry Classification System (NAICS) code.

The inventory was categorized into corresponding merchandise categories that were profiled in the retail spending so that a direct comparison could be taken. In some cases where retail data was not available, store sizes were estimated using leasing plans, brokerage websites and satellite mapping measurements.

Figure 4.1 depicts the retail hierarchy in Sydney as a way of illustrating the relationship between the depth of Trade Area Consumer segment to the size of inventory and type of mix and the average sales productivity.

The diagram reveals the importance of Downtown Sydney as the structural foundation in that it may not have the largest inventory, but it is the location to which all trade area segments will filter through and as such is the docking and launching pad for all other regional locations and destinations. Because Downtown is dominated by smaller, local independent retailers in older retail spaces, the overall retail productivity is lower, with room for growth.

Uptown Sydney is the beneficiary of Downtown's pillar status and provides the widest variety and depth of inventory that indirectly creates the regional destination appeal for predominantly residents. With a larger share of more recognized brands, Uptown may not have the unique specialty focus of Downtown, but provides the "comparison" or Department Store Type Merchandise (DSTM) products such as clothing, housewares, accessories, sporting goods etc. that residents seek out and which may otherwise be drawn to Halifax or Moncton to purchase.

Both Sydney River and Midtown Sydney are best described as the nodes that provide the essential day-to-day conveniences with recognized brands and which result in higher average productivities, but for the more localized Sydney trade area.

The Downtown will be profiled in greater detail, but this diagram allows for an introduction to the overall structure and hierarchical relationship of Downtown Sydney in the context of its other important retail nodes.

Figure 4.1: Downtown Sydney & Retail Nodal Hierarchy

(Source: FBM)

Sydney Retail Nodes

(refer to Figures 3.5 & 3.7 for location of nodes)

A hierarchical representation of the inventory, trade area and sales productivity (for diagrammatic purposes only).

Downtown Sydney - Widest part of the pyramid, denoting a broad appeal to many different consumer demographic segments.

Uptown Sydney - Largest area of the pyramid, denoting the largest share of total inventory in terms of retail square footage.

Midtown Sydney & Sydney River - The peak of the pyramid, denoting the highest productivity in terms of retail sales per square foot.

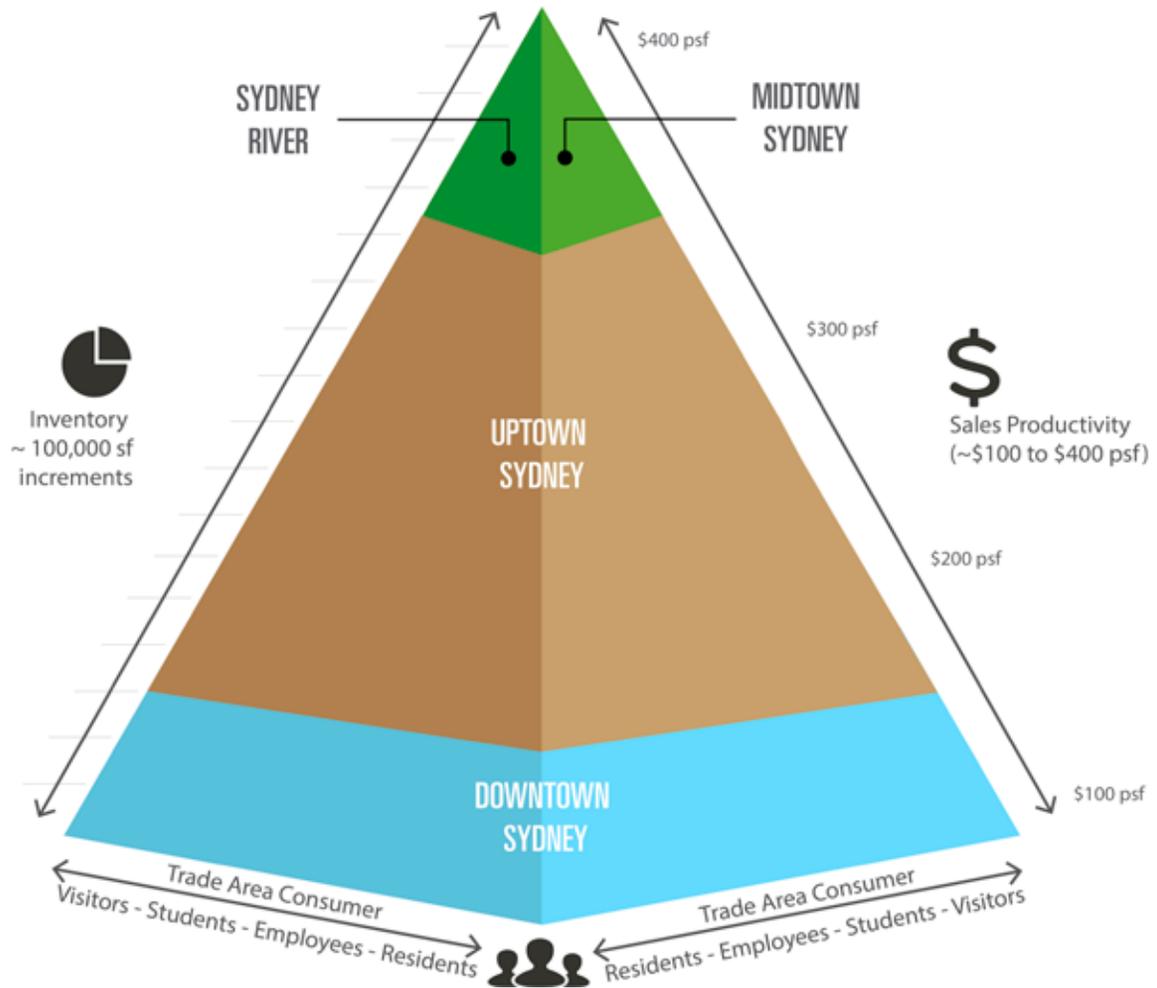


Figure 4.2: Downtown Sydney Summary in Context with Other Sydney Retail Nodes

(Source: FBM)



While office & service sector businesses are vital to a successful downtown, they should not necessarily occupy high value ground level street frontage, which can hinder pedestrian and retail vibrancy.

4.3 DOWNTOWN SYDNEY RETAIL OVERVIEW

A tabular and visual breakdown of retail in Downtown Sydney is documented in detail in **Figures 4.2 and 4.3** along with **Table 4.1**.

Inventory

Downtown Sydney forms the foundation of Sydney’s overall retail hierarchy and accounts for 374,697 sf of total ground level streetfront space (or 16% of the Sydney total). This floorspace is comprised of business types that range from Grocery to Home Improvement, Restaurants, Personal Services such as Salons as well as Professional and Medical Services, all of which occupy a streetfront use.

When excluding vacancies and businesses that are not retail related but do occupy retail streetfront spaces (refer to **Table 4.1**), the total inventory is an estimated 229,196 sf of occupied shops and services space.

This latter figure excludes any professional services or office space that may occupy street level space, but the difference between the two illustrates the magnitude and importance that professional and non-retail functions plays in Downtown Sydney.

Vacancy

Vacancy in the Downtown is the biggest challenge, with a vacancy rate of approximately 19.5%. However, approximately 40,130 sf or 55% of this vacancy is in three (3) buildings as identified in **Figure 3.9** for location context on Charlotte St;

The Smart Shop -15,000 sf vacant

TBS - 15,130 sf vacant

Finishing Touch - 10,000 sf vacant

It is noted that some of these larger spaces are basement or deep back-of-house spaces and thus not fully usable for the majority of retail users. The same applies for the former Yazers space on Charlotte St (refer to **Figure 3.9**), which also has an estimated 4,200 sf of “usable” vacant space, meaning there may also be deeper space not accounted for in this analysis.

Merchandise Category Allocation

The Top 5 floorspace categories (including ground level “streetfront” Professional Services and Vacancy) in Downtown Sydney are:

1. Vacant Ground Level “Streetfront”	72,930 sf
2. Professional & Financial Services	72,571 sf
3. Full Service F&B	41,086 sf
4. Specialty Retail	27,539 sf
5. Limited Service F&B	22,615 sf

Excluding Vacancies and Professional & Financial Services, the Top 5 floorspace categories in Downtown Sydney are:

1. Full Service F&B	41,086 sf
2. Specialty Retail	27,539 sf
3. Limited Service F&B	22,615 sf
4. Auto Parts & Accessories	20,643 sf
5. Grocery, Convenience & Specialty Foods	16,858 sf

Retail Business Mix

Additional layers of detail regarding the retail business mix in Downtown Sydney are shared in **Figure 4.2 and Appendix B**. As with many downtowns, there is a more direct, pronounced and sensitive relationship between local (i.e. independent stores) and branded (i.e. chain stores). Excluding major urban centres, many secondary urban downtowns exhibit a ratio of 70% Local to 30% Branded and this can sometimes vary by +/- 5%.

Focal point of Downtown Sydney is the intersection of Prince St and Charlotte St, yet this intersection has 3 corners that are not capitalizing on the prominence and exposure that exists.

An analysis of the ground level streetfront retail businesses in Downtown Sydney revealed a ratio of 87% Local to 13% Branded. A targeted goal for Downtown Sydney should be 80% Local to 20% Branded in terms of the business mix ratio. This ratio would allow for the introduction of specific brands that could help to increase the allure and destination appeal of downtown, from which well-positioned and marketed local businesses could benefit.

When further analyzing the business mix ratio in terms of floorspace, the ratio is 73% Local to 27% Branded. This latter ratio is a reflection of the fact that local and independent retailers are typically smaller than branded retailers.

The overall average store size for a local business in Downtown Sydney is less than 2,000 sf (1,897 sf), while the branded businesses in Downtown Sydney average just over 4,500 sf (4604 sf).

In the future, as Downtown Sydney redefines itself, the average store size should look to an average of 1,500 sf or less, which would allow for a stronger critical mass and quality of smaller retailers including more retailers in the 500 sf to 750 sf size range.

Retail Sales Productivity Estimates

A summary of the overall productivity on Downtown Sydney's retail by way of an industry standard measure of sales dollars per sq. ft. annually (\$ psf/yr) is provided in **Table 4.1 and Appendix C**. Sales productivity often has a direct relationship to rents and in that regard it is estimated that Downtown Sydney's retailers which are mostly local independents, average approximately \$182 psf/yr.

Many downtowns have similar levels of productivities or slightly higher, but it would be reasonable for Downtown Sydney's retailers to set a goal of \$200 psf/yr.

Downtown Observations

The sensitivity for Sydney lies in promoting a local retail culture that balances the ability to continue attracting big brands to the Uptown area which would minimize leakage, with the need to create an active, energetic destination-oriented downtown where local and independent retailers can thrive and survive while catering to a very diverse consumer base that includes local and regional residents, overnight and day trip visitors, downtown employees and current and future college and university students.

Sydney's downtown is a valuable asset and its future should continue to lie in providing opportunities for local independent businesses. While the Uptown will and should continue to attract branded retailers to reinforce the destination appeal.

While caution should be exercised so as to avoid a tipping point that comes at the expense of a viable local retail culture in Downtown, equally speaking Downtown can be the beneficiary of Uptown's success in strengthening the regional draw and retention of sales outflow.

The category distribution of ground level streetfront businesses in Downtown Sydney (as of February 2020) is summarized in **Figure 4.3**. The allocation reveals a lot of non-retail streetfront uses particularly between Prince St and Dorchester St. It also highlights a noticeable under-utilization of Esplanade between Dorchester St and Falmouth St for retail, leisure and food & beverage businesses. The gap of uses along Esplanade creates a disconnect between the waterfront and the main artery of Downtown Sydney along Charlotte St.

The focal point of Downtown Sydney is the intersection of Prince St and Charlotte St, yet this intersection has 3 corners that are not capitalizing on the prominence and exposure that exists. In addition, the evolution of an arts and culture district is evident mere steps away from this critical intersection.

Table 3.5: Downtown Sydney Retail Inventory Summary

(Source: FBM)

MERCHANDISE CATEGORY	GROUND LEVEL STREETFRONT INVENTORY SQ. FT.	ESTIMATED RETAIL SALES
ARTS & ENTERTAINMENT	10,100	\$498,750
HOME ELECTRONICS & APPLIANCES	1,359	\$237,825
TOYS & HOBBIES	2,180	\$272,438
BOOKS & MULTI-MEDIA	86	\$8,590
AUTO PARTS & ACCESSORIES	20,643	\$4,433,053
HOME FURNISHINGS & DÉCOR	4,680	\$643,431
AUTO SERVICE	0	\$0
AUTO/RV/MOTORSPORTS DEALERSHIP	10,430	\$4,172,000
JEWELRY	4,500	\$900,000
HEALTH & BEAUTY	6,148	\$1,263,719
FASHION & FOOTWEAR	14,643	\$2,013,406
VACANT	72,930	\$0
FULL SERVICE F&B	41,086	\$8,087,450
FITNESS & LEISURE	12,500	\$1,596,875
PERSONAL SERVICE	11,625	\$1,431,250
SPECIALTY RETAIL	28,539	\$3,754,813
SPORTING GOODS & OUTDOOR RECREATION	2,000	\$250,000
PHARMACY	10,007	\$3,227,600
LIMITED SERVICE F&B	22,615	\$5,401,000
ALCOHOL & TOBACCO	800	\$180,000
HOME IMPROVEMENT & GARDENING	8,400	\$1,296,563
GROCERY, CONVENIENCE & SPECIALTY FOODS	16,858	\$4,328,224
PROFESSIONAL & FINANCIAL SERVICE	72,571	\$0
TOTAL	374,697	\$43,996,985
Retail Floorspace (excluding Professional, Finance, Public Service, Auto Service & Vacant)	229,196	
Estimated Retail Sales Productivity (\$/sf)	CA\$182	

George St has a great opportunity for infill that could help to frame Downtown Sydney with more retail and services.

One-way streets are not ideal for a downtown, particularly one the size of Sydney. Realizing however, that Charlotte St is planning an enhancement that will widen sidewalks while still allowing for parallel parking, one-way traffic along Charlotte St is reasonable. That said, other directional changes should be examined on perpendicular streets that feed into and interact with Charlotte to allow for better circulation and mobility.

There is a great opportunity for targeted tenant placements along Charlotte St from Wentworth St to Townsend St and in the area adjacent to the future NSCC Campus. This will help to “tighten” the walkability and consumer experience and more effectively embrace Downtown Sydney.

George St also has a great opportunity for infill that could help to frame Downtown Sydney with more retail and services. It is worth remembering that only 15% - 20% of the streetfront businesses were in fact retail in the heydays of downtowns (source www.cluegroup.com).

The key for today’s downtown revival is likely to be similar, but with the introduction of more residential as well as an experiential and destination retail offering. Additionally, storefronts need to be part of the experience. There are also some valuable land assets that represent ideal locations to accommodate new retail in the community. The implications of vacancy (buildings and land) are two-fold.

Firstly, the opportunity may exist to attract businesses into existing vacant spaces or land that could have lower rent costs applied and as a result may be more attractive to local businesses who may not have the sales productivity to justify higher rents.

Secondly, any new development should be very targeted for uses that have the ability to create benefit for the overall community as a means of retaining the current patterns of leakage and responding to gaps or desires expressed by community residents.

Figure 4.3: Downtown Sydney Retail Inventory by Merchandise Category (in sf)

(Source: FBM)

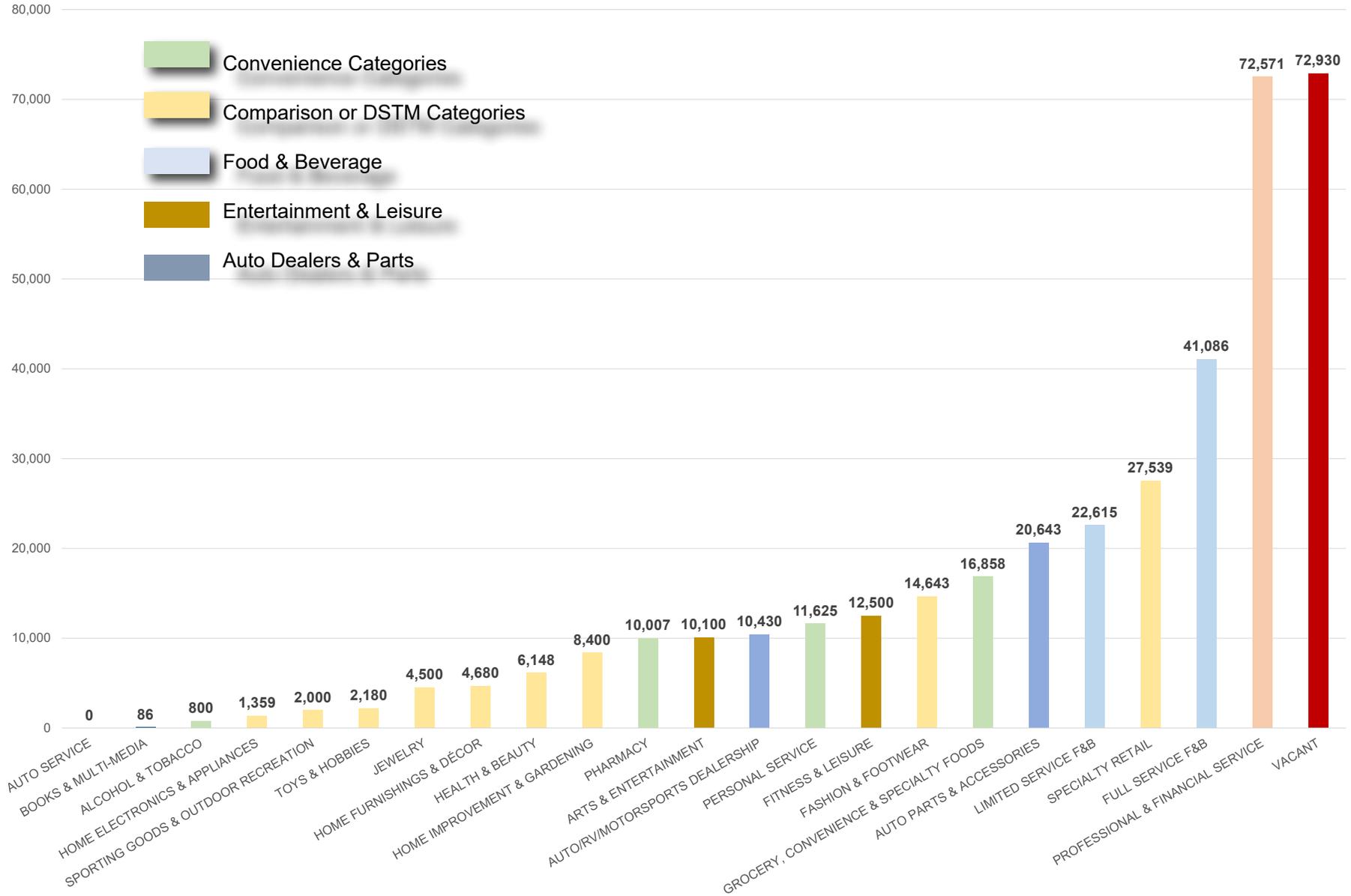
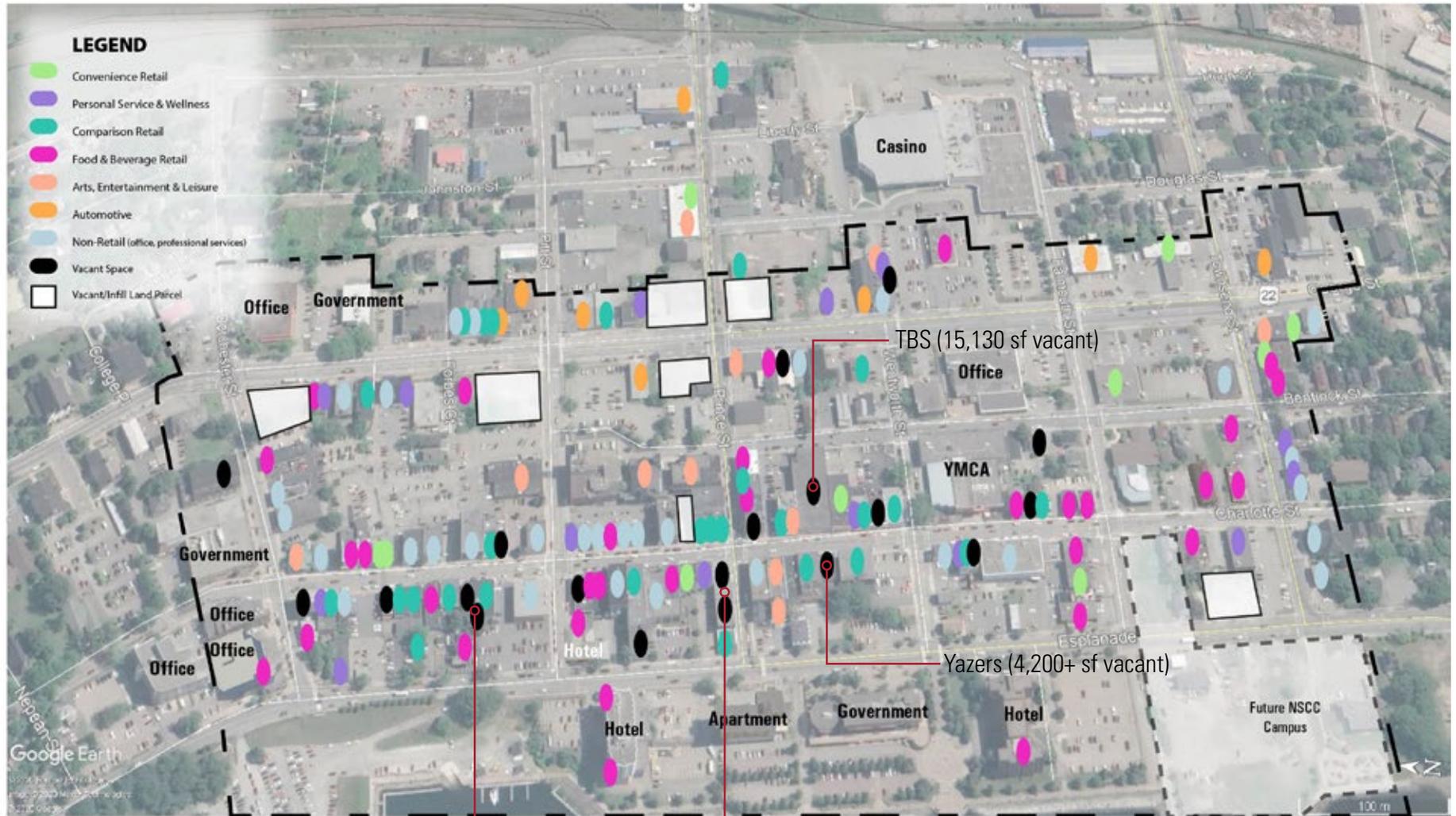


Figure 4.4: Downtown Sydney Retail Ground Level “Streetfront” Inventory

(Source: FBM)



Finishing Touch Building (10,000 sf vacant)

The Smart Shop (15,000 sf vacant)

Figure 4.5: Downtown Sydney Surface Parking Areas

(Source: FBM)

Parking Commentary

In visual form, **Figure 4.5** illustrates the number of surface parking lots to highlight the fact that there are a number of parking options available, in addition to on-street parking in Downtown Sydney core. Previous studies for Downtown Sydney have also highlighted the amount of surface parking. From a retail perspective, the concerns over the amount and availability of parking are more perceived than they are real whereby parking opportunities are available within a reasonable walking distance of major downtown intersections and points of interest.



5.0

Retail Demand

5.1 INTRODUCTION

The following section will assess the amount of supportable retail floorspace in Sydney (and Downtown Sydney) as justified by the Trade Area it serves.

After determining the supportable and residual floorspace (if and as determined), the retail analysis will measure the difference between the supply and demand as presented in terms of inflow or outflow of retail sales and the net resulting implications on demand and tenant prospects.

5.2 SYDNEY RETAIL FLOORSPACE DEMAND

In most typical urban market scenarios, forecasting retail demand would largely be predicated and have a close correlation with population growth and the inherent opportunities that would naturally come from a growing trade area. However, since population growth forecasts in the CBRM are not expected to provide this requisite increase, an alternative approach to demand is applied.

The overall retail market in Sydney does present an opportunity for a combination of branded retailers not present in the market, as well as destination and creative local concepts in Downtown Sydney.

With this understanding of Sydney's market dynamic and population growth, the key to forecasting new floorspace demand must look at the notion of achieving a greater market share of the existing spending for categories that represent strength today as well as fulfilling specific market gaps to capture conservative residual demand. In particular, a greater market share will need to apply to the trade area given the current estimated low levels of overall sales retention.

In the case of Sydney's trade area, demand should be premised on increasing market share penetration of the existing consumer segments, which include:

- Primary Trade Area Residents
- Secondary Trade Area Residents
- Overnight Visitors
- Other miscellaneous sources like University/College Students and regional day-trip visitors

The current floorspace based on present day estimated market shares of sales to expenditure potential as a baseline for future projection forecasts is presented in **Tables 5.1 to 5.3**. Floorspace demand implications are highlighted in **Tables 5.4 to 5.9** to show the result of an increase in market penetration (also known as market share). A market share increase however, may not just result in additional floorspace demand. It could on the flip side result in greater sales and productivity for retailers.

Therefore, it could be stated that an increase in market share could support new retail or support an increase in retail sales productivity for existing retail, or in some cases both. The objective here is that not all new retail demand need be accommodated, but rather it is most prudent to be strategic about how much space is added as much as what types and who is added to the market that best benefits the community.

This is particularly applicable to Sydney and achieving the balance of a vibrant downtown with the desires of the wider community to ensure they have a full offering and diversity of merchandise and retailers.

Current Market Share Estimates (2018)

From the extensive analysis of current retail inventory, localized retail sales productivity estimates were applied to each of the respective categories and nodes to provide an indication of the current estimated retail sales that the community's businesses are generating. This detailed information can be viewed in **Appendix B** (detailed retail inventory).

Downtown Sydney should become an epicentre for residential density of many forms that attracts a diverse range of residents to patronize downtown businesses year round.

A typical sounding board for retail productivities are lease rates. According to available brokerage listings (e.g. ViewPoint) and property management listings (e.g. Crombie REIT, Choice Properties etc.), the average annualized rates all-in (meaning including Common Area Maintenance and taxes) range in Downtown Sydney from \$8/sf/yr to \$18/sf/yr which generally applies to spaces less than 1,500 sf.

On this basis, it is estimated that **annualized** retail sales productivities in Downtown Sydney would average in the \$100 to \$200 psf/yr range with the notable exception of conveniences which could be in the range of \$300 to \$350 psf/yr. The cyclical seasonal nature of Sydney as a partial tourism economy also would suggest lower sales productivities than a typical urban market like Halifax.

In applying sales productivities as shown in **Tables 5.1 to 5.3** for a variety of merchandise categories and against Sydney's current retail inventory of occupied space only suggests that the Sydney Trade Area currently garners 35% market share of the total trade area retail spending, which also factors in a "miscellaneous inflow" component to account for passing 'pit-stop' motorists and infrequent non-visitor segments such as Students. This market capture is a reflection of the highly mobile nature of consumer spending, which is drawn to Halifax, Moncton or elsewhere and online.

In a market the size of Sydney with its broad trade area, it is not unrealistic to set a target for market share retention of 40% - 45%. It is observed that the market share of grocery spending may not be as high as it should be, whereby most comparable markets have a higher degree of retention. This could be that the sales productivity estimates for some of the grocery could be lower or that people are making bigger trips to Costco in Moncton or Halifax. This suggests that one such tenant that would be a strong fit for Sydney would be Costco. Further, the trade area of >100,000 residents in the PTA alone should support such a format.

In the case of Downtown Sydney, a smaller and more specialized grocery format or specialty food offering such as a gourmet food market or fresh seafood market, delicatessen/cheeses and olive oils would be desirable if presented and marketed well and located in a visible location with good foot traffic or pedestrian activity.

Additionally, based on the current Sydney visitor volume and spending as documented previously, it is estimated that Sydney attracts approximately 56% of the total visitor spending (refer to **Tables 5.4 to 5.6**). This retention level is quite strong, though an achievable target goal should be to retain 70% of the visitor retail spending. One such method to increase the visitor spending is not to necessarily or simply to increase the amount spent per visitor, but rather to **develop a wider tourism strategy that increases the duration of stay by one more night or day in the area**. In the retail industry, greater retail spending often occurs only when the duration of the visit is extended. It is for this reason that advocates like Roger Brooks often recommend longer free parking for 3 hours and not 2 hours.

The key to Sydney's retail opportunity, in the face of slow and conservative population growth lies in incrementally increasing the overall market share of sales, particularly to increase spending across a wide spectrum of categories. **This demand need not be manifest in new developments, but rather a combination of new builds and utilization of existing vacancies in Downtown** and elsewhere.

It will be important for Downtown Sydney to become an epicentre for residential density of many forms that attracts a diverse range of residents to patronize downtown businesses year round. It is suggested that this could be accomplished through a set of planning guidelines and policies that encourage mixed-use buildings that have retail at street level with a mix of office and or residential above.

2018

Table 5.1: Sydney Trade Area Market Share and Demand Estimates 2018

Estimated Miscellaneous Spending Inflow Factor	Merchandise Category	2018					
		Total Trade Area Retail Spending (with Misc Inflow)	Estimated Retail Sales Productivity (\$ / sf)	Estimated Market Share	Estimated Retail Sales Based on Current Sydney Inventory	Total Trade Area Supportable Space	Current Sydney Retail Inventory (sf)
5%	Grocery & Convenience	\$352,441,872	\$412	34%	\$118,101,971	855,360	286,628
1%	Pharmacy	\$46,883,184	\$525	33%	\$15,600,700	89,272	29,706
0%	Alcohol & Tobacco	\$70,695,271	\$629	26%	\$18,043,875	112,399	28,688
1%	Personal Services	\$138,223,332	\$121	3%	\$3,791,300	1,139,204	31,247
2%	Fashion & Accessories	\$111,043,804	\$247	77%	\$85,747,090	449,438	347,052
0%	Jewelry	\$23,744,503	\$304	26%	\$6,141,006	78,132	20,207
0%	Health & Beauty	\$26,380,862	\$369	84%	\$22,031,867	71,540	59,746
0%	Home Furniture & Décor	\$43,500,631	\$217	72%	\$31,252,022	200,174	143,810
0%	Appliances & Electronics	\$65,434,712	\$281	34%	\$22,178,797	233,104	79,009
0%	Home Improvement & Gardening	\$106,187,169	\$212	44%	\$46,635,527	501,323	220,172
0%	Books & Media	\$53,301,864	\$164	3%	\$1,414,573	324,631	8,615
5%	Sporting Goods	\$16,751,786	\$233	82%	\$13,739,384	71,831	58,914
5%	Toys & Hobbies	\$14,262,541	\$264	64%	\$9,189,613	54,044	34,822
10%	Specialty Retail	\$59,307,284	\$171	60%	\$35,463,347	347,723	207,924
10%	Quick Service F&B	\$66,967,307	\$351	50%	\$33,409,600	190,567	95,073
10%	Restaurants & Pubs	\$127,514,834	\$238	18%	\$23,221,800	536,597	97,720
5%	Arts & Entertainment	\$28,133,437	\$143	25%	\$7,061,250	196,381	49,290
5%	Fitness & Leisure	\$21,388,146	\$130	18%	\$3,846,638	164,811	29,641
0%	Auto Parts, Service & Accessories	\$28,941,059	\$263	49%	\$14,114,616	110,176	53,733
5%	Auto/RV/Motorsports Dealership	\$248,231,293	\$475	25%	\$62,402,000	522,224	131,280
3.7%		\$1,649,334,889	\$285	35%	\$573,386,977	6,248,932	2,013,279

NOTES & ASSUMPTIONS

1. Miscellaneous Inflow accounts for residents falling outside of the Trade Area including day-trippers and Motorists not accounted for in permanent residential base
2. Retail inventory includes inventory only includes Cape Breton Regional Municipality and the nodes therein as documented.
3. Estimated Retail Sales reflect an inflationary increase of 1.0% per annum.
4. Categories such as Personal Services and Health & Beauty often has cross-over and therefore can be seen as one category.
5. Home Improvement can be a misleading category as a share of the sales in this market typically comes from contractors etc. and not necessarily "resident spending".

2018

Table 5.2: Sydney Visitor Market Share and Demand Estimates 2018

Merchandise Category	2018					
	Total Sydney Visitor Retail Spending	Estimated Retail Sales Productivity (\$ / sf)	Estimated Market Share	Estimated Retail Sales \$ (Inflow)	Total Visitor Supportable Floorspace (sf)	Sydney Supportable Floorspace (sf) ²
Grocery & Convenience	\$2,000,000	\$412	75%	\$1,500,000	4,854	3,640
Pharmacy	\$200,000	\$525	75%	\$150,000	381	286
Alcohol & Tobacco	\$400,000	\$629	75%	\$300,000	636	477
Personal Services	\$200,000	\$121	75%	\$150,000	1,648	1,236
Fashion & Accessories	\$1,000,000	\$247	50%	\$500,000	4,047	2,024
Jewelry	\$200,000	\$304	50%	\$100,000	658	329
Health & Beauty	\$200,000	\$369	50%	\$100,000	542	271
Home Furniture & Décor	\$200,000	\$217	25%	\$50,000	920	230
Appliances & Electronics	\$0	\$281	0%	\$0	0	-
Home Improvement & Gardening	\$0	\$212	0%	\$0	0	-
Books & Media	\$400,000	\$164	50%	\$200,000	2,436	1,218
Sporting Goods	\$1,000,000	\$233	75%	\$750,000	4,288	3,216
Toys & Hobbies	\$1,000,000	\$264	75%	\$750,000	3,789	2,842
Specialty Retail	\$2,000,000	\$171	50%	\$1,000,000	11,726	5,863
Quick Service F&B	\$4,000,000	\$351	50%	\$2,000,000	11,383	5,691
Restaurants & Pubs	\$5,000,000	\$238	50%	\$2,500,000	21,041	10,520
Arts & Entertainment	\$2,000,000	\$143	50%	\$1,000,000	13,961	6,980
Fitness & Leisure	\$0	\$130	0%	\$0	0	-
Auto Parts, Service & Accessories	\$0	\$263	0%	\$0	0	-
Auto/RV/Motorsports Dealership	\$0	\$475	0%	\$0	0	-
	\$19,800,000	\$247	56%	\$11,050,000	82,311	44,824

2018

Table 5.3: Sydney Trade Area and Visitor Market Share and Demand Estimates 2018

Merchandise Category	2018					
	Total Trade Area + Visitor Retail Spending	Estimated Retail Sales Productivity (\$ / sf)	Estimated Market Share	Estimated Retail Sales \$ (Inflow)	Current Total Market Supportable Floorspace (sf)	Current City Supportable Floorspace (sf)
Grocery & Convenience	\$354,441,872	\$412	34%	\$119,601,971	860,214	286,628
Pharmacy	\$47,083,184	\$525	33%	\$15,750,700	89,653	29,706
Alcohol & Tobacco	\$71,095,271	\$629	26%	\$18,343,875	113,035	28,688
Personal Services	\$138,423,332	\$121	3%	\$3,941,300	1,140,852	31,247
Fashion & Accessories	\$112,043,804	\$247	77%	\$86,247,090	453,485	347,052
Jewelry	\$23,944,503	\$304	26%	\$6,241,006	78,790	20,207
Health & Beauty	\$26,580,862	\$369	83%	\$22,131,867	72,082	59,746
Home Furniture & Décor	\$43,700,631	\$217	72%	\$31,302,022	201,094	143,810
Appliances & Electronics	\$65,434,712	\$281	34%	\$22,178,797	233,104	79,009
Home Improvement & Gardening	\$106,187,169	\$212	44%	\$46,635,527	501,323	220,172
Books & Media	\$53,701,864	\$164	3%	\$1,614,573	327,067	8,615
Sporting Goods	\$17,751,786	\$233	82%	\$14,489,384	76,119	58,914
Toys & Hobbies	\$15,262,541	\$264	65%	\$9,939,613	57,834	34,822
Specialty Retail	\$61,307,284	\$171	59%	\$36,463,347	359,449	207,924
Quick Service F&B	\$70,967,307	\$351	50%	\$35,409,600	201,950	95,073
Restaurants & Pubs	\$132,514,834	\$238	19%	\$25,721,800	557,638	97,720
Arts & Entertainment	\$30,133,437	\$143	27%	\$8,061,250	210,342	49,290
Fitness & Leisure	\$21,388,146	\$130	18%	\$3,846,638	164,811	29,641
Auto Parts, Service & Accessories	\$28,941,059	\$263	49%	\$14,114,616	110,176	53,733
Auto/RV/Motorsports Dealership	\$248,231,293	\$475	25%	\$62,402,000	522,224	131,280
	\$1,669,134,889	\$290	35%	\$584,436,977	6,331,242	2,013,279

Demand could be accommodated Downtown in existing spaces, without having to risk overbuilding, but leaving enough demand for new development where appropriate.

2023 Market Share Demand Estimates

The analysis of future market shares illustrates the potential growth and resulting demand in 2023 attributable to the Sydney Trade Area and Sydney Visitors and the combination thereof that represents the Total Market. The results of this analysis are documented in **Tables 5.4 to 5.6**.

If Sydney were to increase its market share of **Trade Area** spending by 3% from an estimated 35% to 38%, the cumulative demand by the year 2023 could be approximately 2,307,446 sf, which equates to potential new retail floorspace of 294,167 sf.

At the same time, if Sydney were to increase its current market share of **Sydney Visitor** spending penetration by 5% from an estimated 56% to 61%, then cumulative demand by 2023 could result in potential new retail floorspace of 6,998 sf.

In summary, if Sydney were to increase its current market share of **Trade Area + Sydney Visitor** spending penetration by 3% from an estimated 35% to 38%, then cumulative demand by 2023 could result in potential new retail floorspace of 301,164 sf.

If demand is allocated amongst the four (4) retail nodes in Sydney based on their current ratio of floorspace allocation, it could be positioned that future demand could be allocated as follows:

Downtown - 47,758 sf
Midtown - 36,894 sf
Uptown - 151,694 sf
Sydney River - 64,818 sf

Interestingly, much of this space, particularly in Downtown Sydney, Midtown or Sydney River nodes could be accommodated in existing spaces, leaving a reasonable amount of space for new build.

The 2023 **Trade Area + Sydney Visitor** market share and resulting net cumulative floorspace demand is summarized as follows for select specific categories:

Fashion & Accessories new demand	49,537 sf
market share increase from 77% to 85% (2018 to 2023)	
Grocery & Convenience new demand	42,970 sf
market share increase from 34% to 37% (2018 to 2023)	
Specialty Retail new demand	30,486 sf
market share increase from 59% to 65% (2018 to 2023)	
Auto/RV/Motorsports new demand	18,522 sf
market share increase from 25% to 28% (2018 to 2023)	
Restaurants & Pubs new demand	15,758 sf
market share increase from 19% to 21% (2018 to 2023)	
Quick Service F&B new demand	14,960 sf
market share increase from 50% to 55% (2018 to 2023)	

The demand forecasts combined with the retail nodes suggests that categories like Specialty Retail and Restaurants, and a portion of Grocery would be well positioned Downtown, while Fashion and Auto could be accommodated in Uptown.

Other categories that may illustrate demand such as Home Improvement, may not warrant new formats, but rather this may speak to those retailers like Kent, Home Depot and Home Hardware being more equipped to strengthen their market penetration. Similarly, categories like Heath & Beauty which have high market share would also benefit from increased productivity.

2023

Table 5.4: Sydney Trade Area Market Share and Demand Forecast Estimates 2023

Estimated Miscellaneous Spending Inflow Factor	Merchandise Category	2023			
		Target Market Share of Retail Spending	Estimated Retail Sales \$ (Inflow) ²	Potential Retail Inventory	Potential Net Future Retail Floorspace Demand
5%	Grocery & Convenience	37%	\$135,573,293	329,030	42,402
1%	Pharmacy	37%	\$17,928,165	34,138	4,432
0%	Alcohol & Tobacco	28%	\$20,718,036	32,940	4,252
1%	Personal Services	3%	\$4,351,487	35,864	4,617
2%	Fashion & Accessories	85%	\$97,908,241	396,273	49,221
0%	Jewelry	28%	\$7,246,450	23,845	3,637
0%	Health & Beauty	92%	\$25,175,479	68,271	8,525
0%	Home Furniture & Décor	79%	\$35,801,175	164,744	20,934
0%	Appliances & Electronics	37%	\$25,401,673	90,491	11,481
0%	Home Improvement & Gardening	48%	\$53,402,301	252,119	31,947
0%	Books & Media	3%	\$1,637,131	9,971	1,355
5%	Sporting Goods	90%	\$15,890,424	68,138	9,224
5%	Toys & Hobbies	71%	\$10,529,728	39,900	5,078
10%	Specialty Retail	66%	\$40,506,929	237,495	29,571
10%	Quick Service F&B	55%	\$38,354,346	109,144	14,071
10%	Restaurants & Pubs	20%	\$26,576,089	111,835	14,115
5%	Arts & Entertainment	28%	\$8,304,698	57,970	8,680
5%	Fitness & Leisure	20%	\$4,399,871	33,904	4,263
0%	Auto Parts, Service & Accessories	54%	\$16,174,010	61,573	7,840
5%	Auto/RV/Motorsports Dealership	28%	\$71,206,244	149,802	18,522
3.7%		38%	\$657,085,771	2,307,446	294,167

Table 5.5: Sydney Visitor Market Share and Demand Forecast Estimates 2023

2023

Merchandise Category	2023			
	Estimated Market Share of Visitor Spending	Estimated Retail Sales \$ (Inflow) ²	Supportable Floorspace (sf)	Potential Net Future Retail Floorspace Demand
Grocery & Convenience	83%	\$1,734,167	4,209	568
Pharmacy	83%	\$173,417	330	45
Alcohol & Tobacco	83%	\$346,833	551	74
Personal Services	83%	\$173,417	1,429	193
Fashion & Accessories	55%	\$578,056	2,340	316
Jewelry	55%	\$115,611	380	51
Health & Beauty	55%	\$115,611	314	42
Home Furniture & Décor	28%	\$57,806	266	36
Appliances & Electronics	0%	\$0	0	0
Home Improvement & Gardening	0%	\$0	0	0
Books & Media	55%	\$231,222	1,408	190
Sporting Goods	83%	\$867,083	3,718	502
Toys & Hobbies	83%	\$867,083	3,286	444
Specialty Retail	55%	\$1,156,111	6,778	915
Quick Service F&B	55%	\$2,312,222	6,580	888
Restaurants & Pubs	55%	\$2,890,278	12,163	1,642
Arts & Entertainment	55%	\$1,156,111	8,070	1,090
Fitness & Leisure	0%	\$0	0	0
Auto Parts, Service & Accessories	0%	\$0	0	0
Auto/RV/Motorsports Dealership	0%	\$0	0	0
	61%	\$12,775,027	51,822	6,998

2023

Table 5.6: Sydney Trade Area + Visitor Market Share and Demand Forecast Estimates 2023

2023				
Merchandise Category	Estimated Market Share of Total Trade Area + Visitor Retail Spending	Estimated Retail Sales \$ (Inflow) ²	Supportable Floorspace (sf)	Potential Net Future Retail Floorspace Demand (sf)
Grocery & Convenience	37%	\$137,307,460	333,239	42,970
Pharmacy	37%	\$18,101,581	34,468	4,476
Alcohol & Tobacco	28%	\$21,064,869	33,491	4,326
Personal Services	3%	\$4,524,904	37,293	4,810
Fashion & Accessories	85%	\$98,486,297	398,613	49,537
Jewelry	29%	\$7,362,061	24,225	3,689
Health & Beauty	92%	\$25,291,090	68,584	8,567
Home Furniture & Décor	79%	\$35,858,980	165,010	20,969
Appliances & Electronics	37%	\$25,401,673	90,491	11,481
Home Improvement & Gardening	48%	\$53,402,301	252,119	31,947
Books & Media	3%	\$1,868,353	11,379	1,546
Sporting Goods	90%	\$16,757,507	71,856	9,726
Toys & Hobbies	72%	\$11,396,811	43,185	5,522
Specialty Retail	65%	\$41,663,040	244,274	30,486
Quick Service F&B	55%	\$40,666,568	115,724	14,960
Restaurants & Pubs	21%	\$29,466,367	123,998	15,758
Arts & Entertainment	29%	\$9,460,809	66,040	9,769
Fitness & Leisure	20%	\$4,399,871	33,904	4,263
Auto Parts, Service & Accessories	54%	\$16,174,010	61,573	7,840
Auto/RV/Motorsports Dealership	28%	\$71,206,244	149,802	18,522
	38%	\$669,860,798	2,359,267	301,164

2028 Market Share Demand Estimates

The analysis of future market shares illustrates the potential cumulative demand in 2028 attributable to the Sydney Trade Area and Sydney Visitors and the combination thereof that represents the Total Market. The results of this analysis are documented in **Tables 5.7 to 5.9 and Figures 5.1 to 5.3**.

If Sydney were to increase its market share of **Trade Area** spending by 7% from an estimated 35% to 42%, the cumulative demand by the year 2028 could be approximately 2,709,891sf, which equates to potential new retail floorspace of 636,700 sf. Over the period 2023 to 2028 this would be an increase of 342,534 sf.

At the same time, if Sydney were to increase its current market share of **Sydney Visitor** spending penetration by 12% from an estimated 56% to 68%, then cumulative demand by 2028 could result in potential new retail floorspace of 15,088 sf. This demand figure shows that Sydney, even though a visitor market, is more critically dependent upon strengthening its market share of resident spending.

In summary, if Sydney were to increase its current market share of **Trade Area + Sydney** Visitor spending penetration by 3% from an estimated 35% to 42%, then cumulative demand by 2028 could result in potential new retail floorspace of 651,788 sf (or an increase of 350,624 between 2023 to 2028).

If demand is allocated amongst the four (4) retail nodes in Sydney based on their current ratio of floorspace allocation, it could be positioned that future demand could be allocated as follows:

Downtown - 103,360 sf

Midtown - 79,847 sf

Uptown - 328,300 sf

Sydney River - 140,282 sf

It is therefore reasonable and feasible to suggest that half of the new demand may be in new build or require new potential land, which would require approximately 25 acres.

The 2023 **Trade Area + Sydney Visitor** market share and resulting net cumulative floorspace demand is summarized as follows for select specific categories:

Fashion & Accessories new demand	106,738 sf
market share increase from 77% to 93% (2018 to 2028)	
Grocery & Convenience new demand	93,170 sf
market share increase from 34% to 41% (2018 to 2028)	
Specialty Retail new demand	65,720 sf
market share increase from 59% to 72% (2018 to 2028)	
Auto/RV/Motorsports new demand	39,884 sf
market share increase from 25% to 30% (2018 to 2028)	
Restaurants & Pubs new demand	34,040 sf
market share increase from 19% to 24% (2018 to 2028)	
Quick Service F&B new demand	32,431 sf
market share increase from 50% to 60% (2018 to 2028)	

Figures 5.1 to 5.3 visually show the cumulative floorspace demand across all merchandise categories to the year 2028. In other words, over the 10-year time frame 2018 to 2028, the total future demand could be 651,788 sf, as allocated across a wide spectrum of merchandise categories within which retailers may aggregate the floorspace to accommodate their needs.

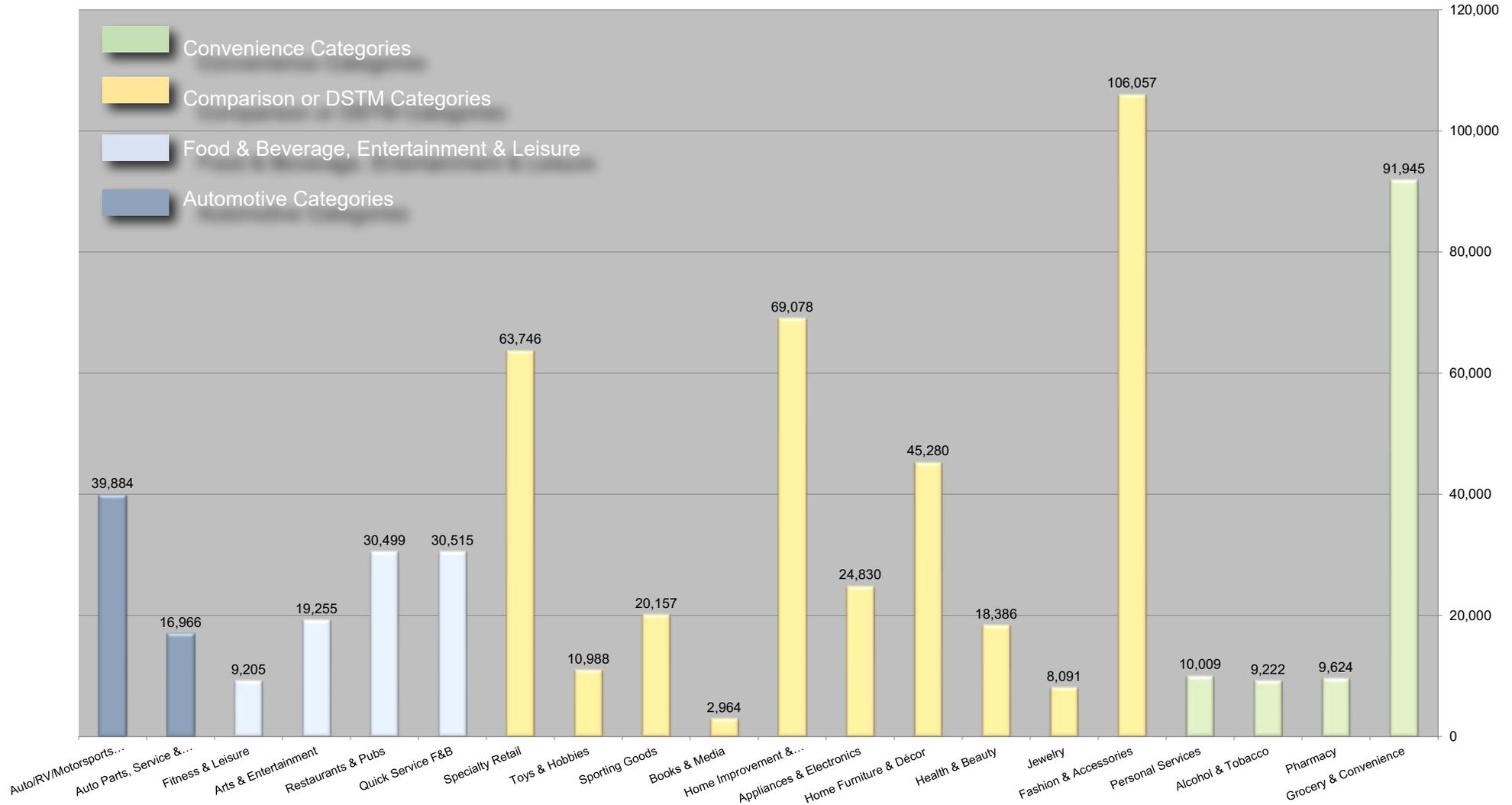
2028

Table 5.7: Sydney Trade Area Market Share and Demand Forecast Estimates 2028

2028					
Estimated Miscellaneous Spending Inflow Factor	Merchandise Category	Target Market Share of Retail Spending	Estimated Retail Sales \$ (Inflow) ²	Potential Retail Inventory	Potential Net Future Retail Floorspace Demand (at 10 years)
5%	Grocery & Convenience	41%	\$155,986,903	378,573	91,945
1%	Pharmacy	40%	\$20,655,184	39,330	9,624
0%	Alcohol & Tobacco	31%	\$23,844,172	37,910	9,222
1%	Personal Services	3%	\$5,005,715	41,256	10,009
2%	Fashion & Accessories	93%	\$111,950,910	453,109	106,057
0%	Jewelry	31%	\$8,599,880	28,298	8,091
0%	Health & Beauty	101%	\$28,811,934	78,132	18,386
0%	Home Furniture & Décor	87%	\$41,091,933	189,090	45,280
0%	Appliances & Electronics	41%	\$29,148,714	103,839	24,830
0%	Home Improvement & Gardening	53%	\$61,267,197	289,250	69,078
0%	Books & Media	3%	\$1,901,218	11,579	2,964
5%	Sporting Goods	99%	\$18,440,114	79,071	20,157
5%	Toys & Hobbies	78%	\$12,089,271	45,809	10,988
10%	Specialty Retail	72%	\$46,335,821	271,671	63,746
10%	Quick Service F&B	60%	\$44,132,817	125,588	30,515
10%	Restaurants & Pubs	22%	\$30,469,505	128,219	30,499
5%	Arts & Entertainment	30%	\$9,819,741	68,545	19,255
5%	Fitness & Leisure	22%	\$5,041,188	38,846	9,205
0%	Auto Parts, Service & Accessories	59%	\$18,571,335	70,699	16,966
5%	Auto/RV/Motorsports Dealership	30%	\$81,360,160	171,164	39,884
3.7%		42%	\$754,523,712	2,649,979	636,700

2028

Figure 5.1: Sydney Trade Area 2028 Cumulative Demand By Category (in sf)



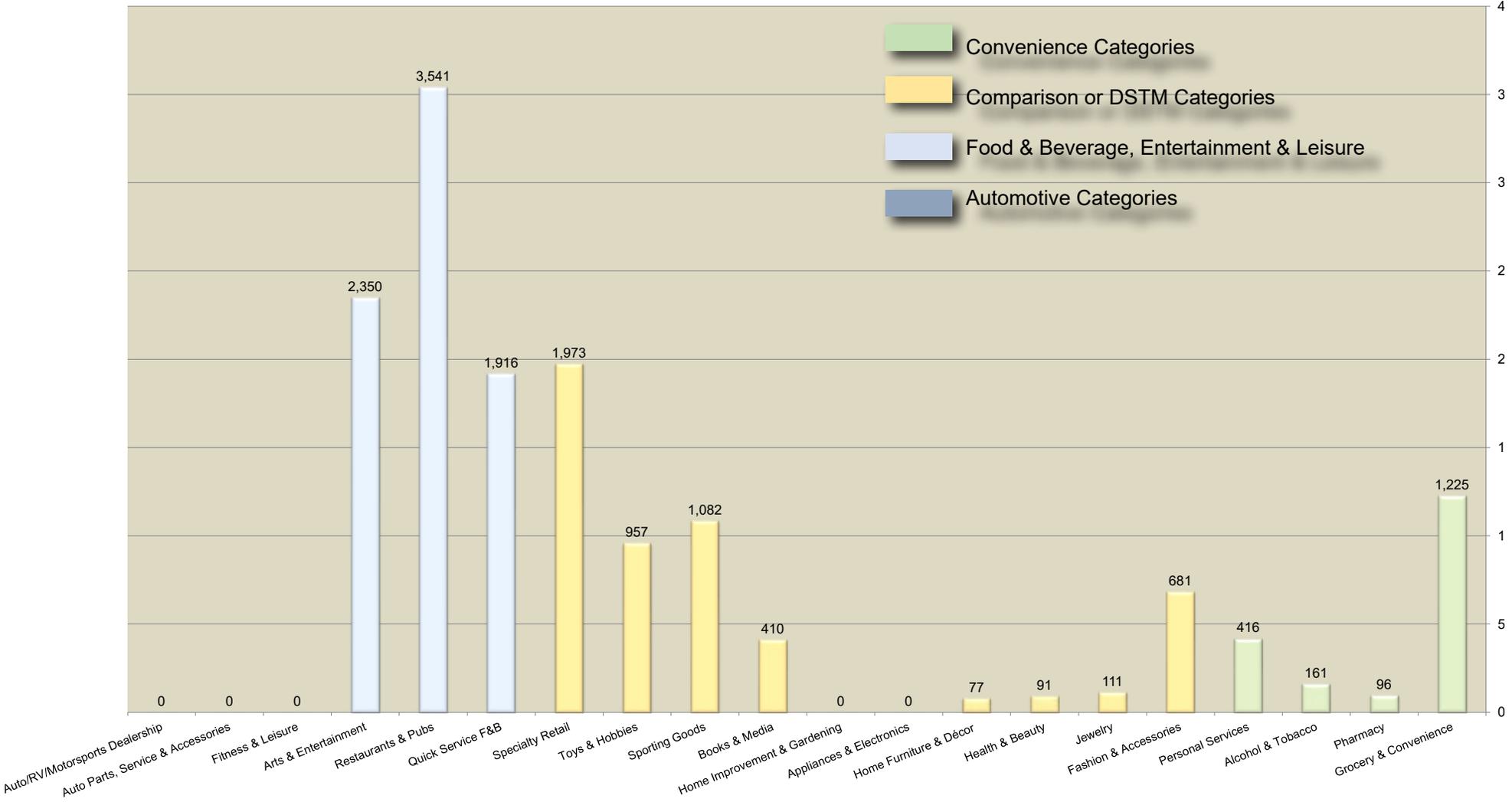
2028

Table 5.8: Sydney Visitor Market Share and Demand Forecast Estimates 2028

2028				
Merchandise Category	Estimated Market Share of Visitor Spending	Estimated Retail Sales \$ (Inflow) ²	Supportable Floorspace (sf)	Potential Net Future Retail Floorspace Demand
Grocery & Convenience	91%	\$2,004,889	4,866	1,225
Pharmacy	91%	\$200,489	382	96
Alcohol & Tobacco	91%	\$400,978	638	161
Personal Services	91%	\$200,489	1,652	416
Fashion & Accessories	61%	\$668,296	2,705	681
Jewelry	61%	\$133,659	440	111
Health & Beauty	61%	\$133,659	362	91
Home Furniture & Décor	30%	\$66,830	308	77
Appliances & Electronics	0%	\$0	0	0
Home Improvement & Gardening	0%	\$0	0	0
Books & Media	61%	\$267,319	1,628	410
Sporting Goods	91%	\$1,002,445	4,298	1,082
Toys & Hobbies	91%	\$1,002,445	3,799	957
Specialty Retail	61%	\$1,336,593	7,837	1,973
Quick Service F&B	61%	\$2,673,186	7,607	1,916
Restaurants & Pubs	61%	\$3,341,482	14,061	3,541
Arts & Entertainment	61%	\$1,336,593	9,330	2,350
Fitness & Leisure	0%	\$0	0	0
Auto Parts, Service & Accessories	0%	\$0	0	0
Auto/RV/Motorsports Dealership	0%	\$0	0	0
	68%	\$14,769,350	59,912	15,088

2028

Figure 5.2: Sydney Visitor 2028 Cumulative Demand By Category (in sf)



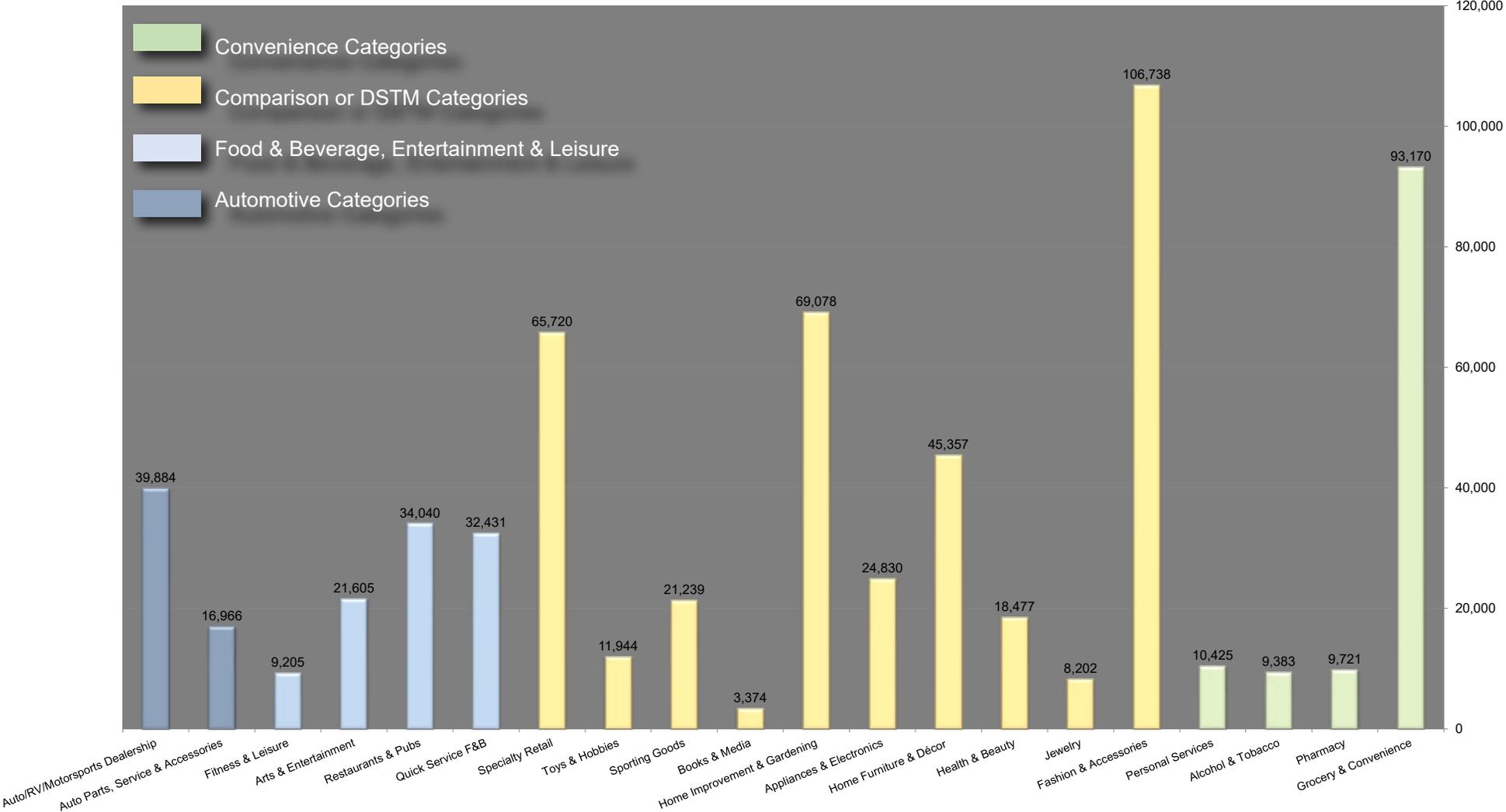
2028

Table 5.9: Sydney Trade Area + Visitor Market Share and Demand Forecast Estimates 2028

Merchandise Category	2028			
	Estimated Market Share of Total Trade Area + Visitor Retail Spending	Estimated Retail Sales \$ (Inflow) ²	Supportable Floorspace (sf) ²	Potential Net Future Retail Floorspace Demand (sf)
Grocery & Convenience	41%	\$157,991,792	383,439	93,170
Pharmacy	40%	\$20,855,672	39,712	9,721
Alcohol & Tobacco	31%	\$24,245,149	38,548	9,383
Personal Services	3%	\$5,206,204	42,908	10,425
Fashion & Accessories	93%	\$112,619,206	455,814	106,738
Jewelry	32%	\$8,733,540	28,738	8,202
Health & Beauty	101%	\$28,945,593	78,495	18,477
Home Furniture & Décor	87%	\$41,158,762	189,397	45,357
Appliances & Electronics	41%	\$29,148,714	103,839	24,830
Home Improvement & Gardening	53%	\$61,267,197	289,250	69,078
Books & Media	4%	\$2,168,536	13,207	3,374
Sporting Goods	99%	\$19,442,559	83,369	21,239
Toys & Hobbies	79%	\$13,091,716	49,608	11,944
Specialty Retail	72%	\$47,672,414	279,507	65,720
Quick Service F&B	60%	\$46,806,002	133,195	32,431
Restaurants & Pubs	24%	\$33,810,987	142,281	34,040
Arts & Entertainment	32%	\$11,156,334	77,875	21,605
Fitness & Leisure	22%	\$5,041,188	38,846	9,205
Auto Parts, Service & Accessories	59%	\$18,571,335	70,699	16,966
Auto/RV/Motorsports Dealership	30%	\$81,360,160	171,164	39,884
	42%	\$769,293,062	2,709,891	651,788

2028

Figure 5.3: Sydney Trade Area + Visitor 2028 Cumulative Demand By Category (sf)



6.0

Key Findings & Conclusions

6.1 INTRODUCTION

This section highlights the key findings of Downtown Sydney Retail Market Analysis as well as documenting some downtown-specific and general retail trends that are noteworthy and relevant to the Sydney and Cape Breton regional locational, demographic and economic context.

6.2 RETAIL MARKET ANALYSIS FINDINGS SUMMARY

The analysis of the retail environment of Downtown Sydney in the context of the other retail nodes in Sydney revealed the following key findings.

Sydney Findings

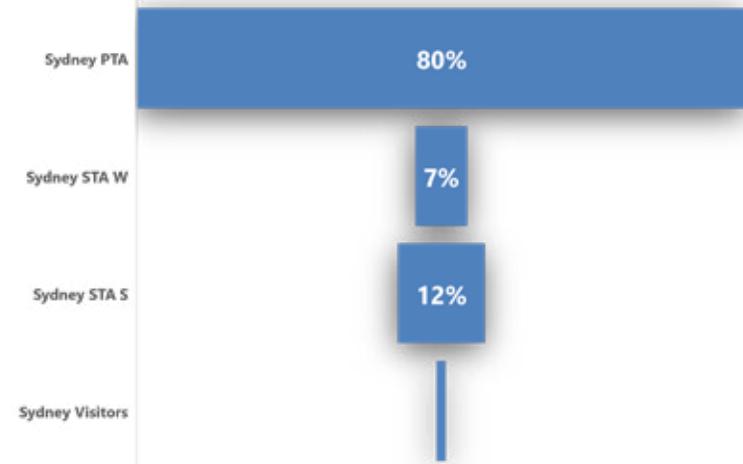
Sydney has an occupied ground level retail only inventory of 2.36 million sf which comprises four nodes (**Downtown = 229,196 sf**, Midtown= 248,749 sf, Uptown = 1,7,389 sf and Sydney River = 428,945 sf).

Retail vacancy in Sydney across all four nodes is estimated at 9.0%. This is higher than the industry standard of 4% to 6% which should be the target for Sydney. Downtown Sydney's vacancy is highest of the nodes at an estimated 19.5% with over half of that in 3 properties alone.

Sydney has a total Retail Trade Area that comprises almost 133,000 residents, of which over 103,000 reside in the Primary Trade Area that is within a 45-minute to 1-hour drive time and for which Sydney is the major hub and service destination.

In addition to trade area residents Sydney is a visitor destination for approximately 200,000 overnight visitors (155,000+ Cruise Ship Passengers and the 40,000+ "rubber tire" visitors. Visitor represent an important part of the diversity and appeal for Sydney and especially the Downtown, but their spending impact on retail shops and services accounts for only 1% of the total retail potential. This suggests that in order to increase the visitor spending there needs to be more reasons for people to "stay an extra day", particularly in the busier tourism months of May to November.

Figure 6.1: Sydney Trade Area + Visitor Retail Spending Allocation



Sydney's total Retail Trade Area has a spending potential of approximately \$1.6 billion on retail shops and services of which 80% is attributable to the Primary Trade Area (PTA), which is an industry expectation for a PTA.

The Sydney Trade Area currently retains approximately 35% of its retail spending potential on shops and services in Sydney's four (4) retail nodes.

Assuming that Sydney sets a target to increase its sales retention to 38% and 42% overall by 2023 and 2028 respectively, or in other words reduce its sales outflow, then Sydney could accommodate or support 301,164 sf of cumulative new space by 2023 or 651,588 sf of cumulative new space by 2028.

Downtown Sydney could potentially absorb just over 100,000 sf (103,360 sf) of that total cumulative 2028 demand. To accommodate this space Sydney could utilize a significant component of its existing vacant inventory, particularly in Downtown Sydney as well as allow for construction of new build that would be attractive and desirable for branded new-to-market retailers in other nodes like Uptown.

Downtown Sydney is an essential hub and should be the shopping and retail focal point of Cape Breton Island and a destination for many mainland Nova Scotians as well.

6.3 DOWNTOWN TRENDS

Downtown Sydney is an essential hub and should be the shopping and retail focal point of Cape Breton Island and a destination for many mainland Nova Scotians as well. As a downtown, it has struggled to create a true identity for itself and one that can be marketed to an audience well beyond the island geography.

Downtowns are highly susceptible to external trends, while at the same time are adept at developing unique solutions and trends themselves. The following are a sampling of the types of trends that are impacting Downtowns across North America:

Avoid over-retailing: In the euphoria to expand taxable revenues and try to provide all the needs of trade area residents, there is an unintended consequence of over-retailing which comes often at the expense of Downtowns. Sydney is no different in this regard, which is why this analysis is cautious in identifying specific demand forecasts that match with spending and merchandise categories that will fill current higher than average vacancies, but also fill a role in attracting new and retaining more of the existing resident spending.

Millennials are the new drivers: The millennial demographic segment are a huge driving force in changing consumer patterns and one small example of this is their desire, according to surveys, to prefer to shop or dine in unique or historic downtowns.

Experiences and authenticity are the new focus: Downtowns today must focus on experiential moments and uniqueness, and the resulting quality over quantity point of difference; quality in terms of product, service, storefront and a memorable experience. This transcends any one particular demographic, but is inherent in the authenticity that a downtown can and should provide.

KEY TAKEAWAY

Authentic Experiences Matter

- Music, locally-sourced food, and hand-crafted items are personal interests, as well as ways Millennials are interested in engaging with our history and culture.
 - More than half of Millennials prefer to shop or dine in unique or historic downtowns vs. chain restaurants or shopping malls. They will do business with those that support historic preservation (80% prefer) over those that do not.



National Trust for Historic Preservation | 6

Online shopping is a reality: Statistics shows that retail e-commerce sales as a percent of total retail sales in Canada in 2016, e-commerce accounted for 6.5% of all retail sales in Canada and this figure is expected to be 10% percent in 2020.

The Halo-Effect: A comprehensive study by the International Council of Shopping Centers (ICSC) in 2018-2019 documented the concept that embracing online retailing actually benefits those businesses that have a physical presence. The following is extracted directly from the ICSC Study titled “*The Halo Effect: How Bricks Impacts Clicks*”:

Stores comprise just one of multiple channels where consumers shop these days. Smartphones, car dashboards, and even touch screens in hotel rooms are among the devices that offer a convenient way to make purchases with a tap, click, or a swipe.

- Opening one new physical store in a market results in an average 37% increase in overall traffic to that retailer’s website, compared with web traffic prior to the store’s opening.

Physical stores operating in harmony with healthy digital channels create a powerful synergy to help retailers meet their strategic growth ambitions.

- For emerging brands, defined as those less than 10 years old, new store openings drive an average 45% increase in web traffic following a store opening. For comparison, established retailers experience an average 36% percent boost in web traffic.
- On average, the share of web traffic increases 27% within a specific market when a new store opens.
- An increase of 5% in the number of physical stores in a single market has a significant benefit on digital engagement and retail web traffic.
- The opposite is also true: Web traffic drops off when retailers close stores. In one retailer's case, the share of web traffic across the markets where they closed declined up to 77%.

As our research shows, physical stores are an essential ingredient to the success of retailers by driving digital engagement and improving brand health. Brick-and-mortar establishments also allow shoppers the ability to experience the products they're buying and provide retailers unmatched opportunities to gain in-depth data on consumers far beyond what online shopping allows, according to analysts who track retail trends. What's more, the costs to acquire new customers are generally lower in physical stores than they are online. Our report demonstrates why physical stores operating in harmony with healthy digital channels creates a powerful synergy to help retailers meet their strategic growth ambitions.

Non-Retail was, is and will be in downtown: The historic composition of downtowns was premised on predominantly non-retail functions, but did include many day-to-day conveniences, which have since departed downtowns. Even today, non-retail businesses are outpacing retail businesses in downtowns. But the nature of retail is changing whereby smaller manufacturing with retail frontages are becoming more attracted downtowns along with pop-up retail that embraces the flexibility and changing experiences of downtowns.

6.4 DOWNTOWN RETAIL POSITIONING STRATEGY

Retail in Downtown Sydney currently has strengths in its provision of services (professional and personal) as well as some established clusters of uses. There are however gaps in the streetfront retail fabric of Downtown Sydney that has the potential to facilitate the evolution of a districting strategy that could help inform the optimal locations and attraction for creative new concepts and formats in Downtown Sydney.

From the resulting assessment of the current inventory in Downtown Sydney, the most emerging gaps include the following:

- Esplanade from the Cruise Ship Terminal to the future NSCC Campus;
- Charlotte St from Wentworth St to Townsend St
- The NSCC Campus within a 2-block area

Realizing the current allocation of uses and anchors that are strong and likely to remain, the idea of a Positioning Strategy is to allocate the land, buildings and spaces therein in a manner that allows for a cohesive downtown retail strategy. Such a strategy would enable complementary businesses to setup and locate in an area that would create cross-utilization between businesses, target audience appeal for its intended use and all the while create activity and animation along the street edges.

A "districting strategy" is illustrated in **Figures 6.2 and 6.3** that harnesses existing uses while creating a framework for allocating future uses that will create a more powerful downtown area.

The goal of the positioning diagrams is to show how Downtown Sydney can embrace the harbourfront as well as enhance Charlotte St as a vibrant "main street" and entrench George St as an essential service and convenience hub.

Downtown should promote Food Trucks (with a limit to the number and specificity of vendors) as well as creative container ideas as a way to incubate local business, while animating the streetscape by filling in gaps.

The Districts envisioned in Downtown Sydney (**Figure 6.2**) are further detailed in the supporting tables that identifies the following attributes:

- Vision Statement
- Target Business Types
- Target Ratio (Local to Brands)
- Target Audience
- Target Retail Sizes
- Miscellaneous Comments

The importance and role of Charlotte St as the heart of Downtown Sydney is shown in **Figure 6.2** and further reinforces the essential connectivity of the Harbourfront/Esplanade area and George St.

While the Positioning Strategy may highlight specific uses, there is inherent flexibility and overlap in the districts to allow for users to locate in other potential areas. At its core however the clustering and positioning of uses and tenant types is intended to provide a road map and framework for the attraction and placement that creates maximum benefit for Downtown Sydney as a whole and not overly weighted in one area alone.

6.5 DOWNTOWN RETAIL TENANT TYPE PROSPECTS

The final component of the Positioning Strategy is presented in **Table 6.1** which highlights a roster of target business typologies that are compatible with Downtown Sydney vision, districts and consumer segments. In this approach, example businesses are provided as well as their typical size range, target consumer audience and in which district they would or could be deemed most compatible, as part of an overall Downtown vision.

Commentary on Food Trucks & Shipping Container Retail

Food Truck Vending

The CBRM wants to encourage the operation of vendors within the Municipality while still respecting permanent businesses. As a result, anyone wishing to vend or trade goods is required to obtain a license from the Municipality. Although the CBRM does not have a limit on the number of Vendor Licenses that can be issued in a given year, it does direct vendors to particular areas within the Municipality.

Presently, the CBRM Core Area Zone for Sydney extends along both sides of Charlotte St between Dorchester St and Townsend St. This means that food trucks can occupy locations along George St or Esplanade. In order to ensure that impacts of food trucks is not negatively felt on existing bricks and mortar food and beverage establishments, the CBRM should look at amending its current policy to limit the number of Vendor Licenses in the Central Business District outside of the Core. Regulations should be exercised over operating times and product mix/food offering.

Shipping Containers

The conversion/use of construction trailers, bulk shipping containers, a trailer from a semi-trailer (a.k.a. 18-wheeler), or any other motor vehicle accessory converted for such purposes, are prohibited from being used as a place of residence or a main building of a place of business within the Core area and Central Business District unless the conversion of the pre-fabricated structure to a main building is designed by an architect.

In many markets, the conversion of shipping containers, which itself would be very emblematic of Sydney's harbour culture, are well received, when designed and placed well. A container village concept on vacant lands along Esplanade or George St in downtown has the potential to provide a unique destination element for the Downtown capable of incubating local business opportunities, while filling gaps along the streetscape that stimulates interest and exploration throughout the downtown.

Figure 6.2: Downtown Sydney Districting Strategy

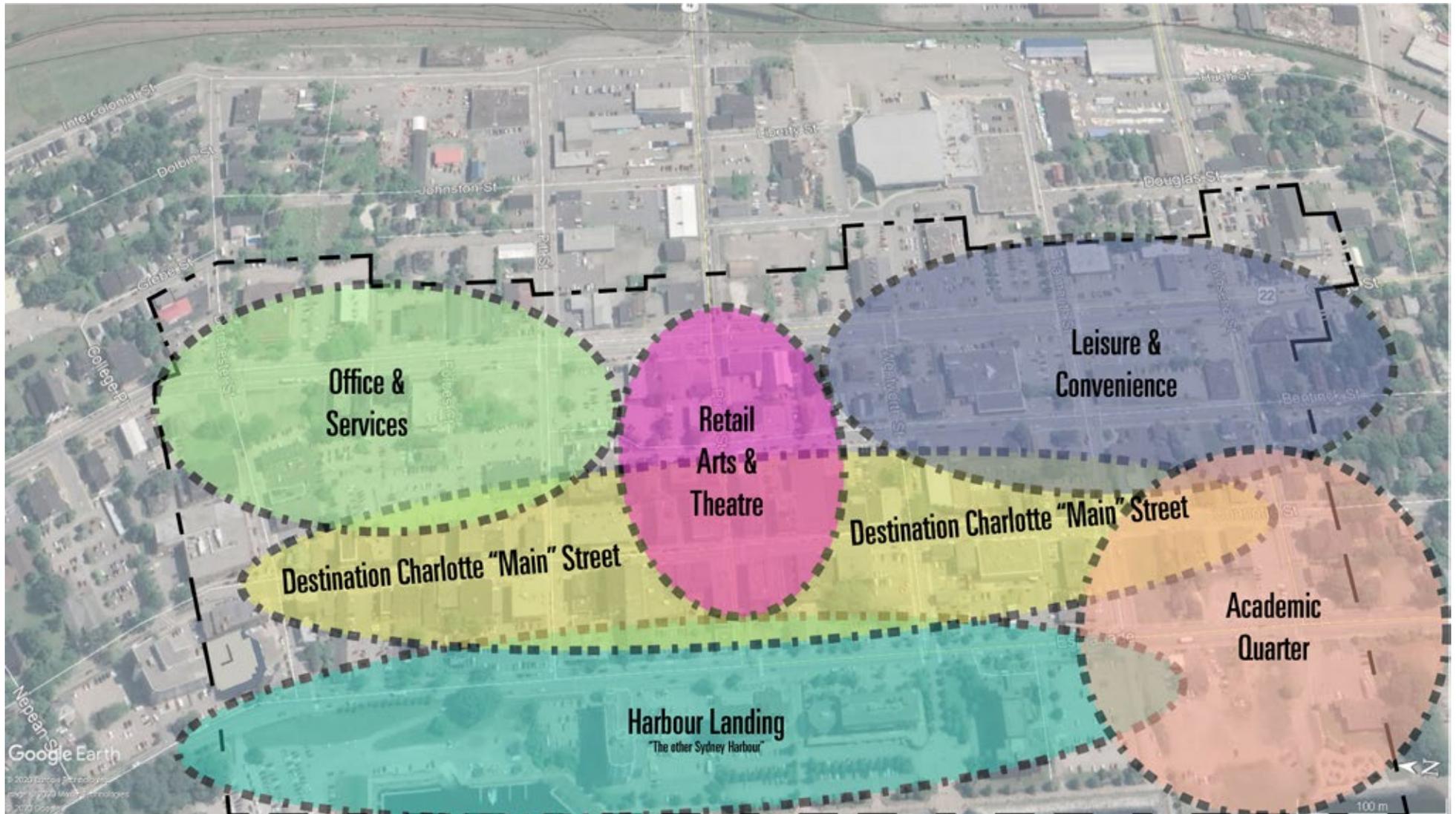
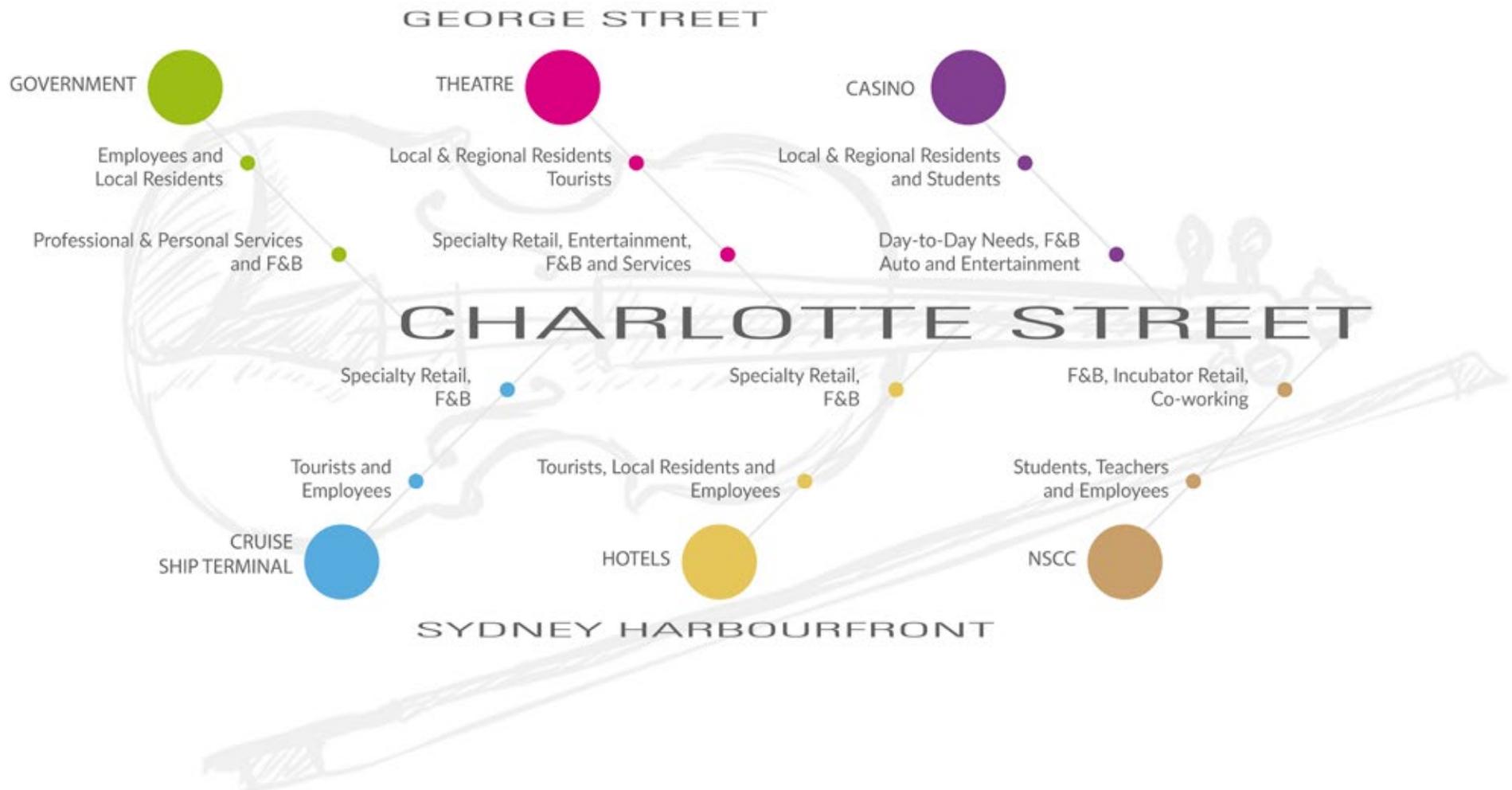


Figure 6.3: Downtown Sydney Positioning Strategy

Downtown Sydney Positioning Summary

A visual summary of the relationship and connected nature of the shops, services and target audiences in Downtown Sydney with major anchors.



offices & services

OFFICES & SERVICES

Vision Statement: The ticking morning and afternoon business hub for government workers and services.

Target Business Types: Professional services, personal services, limited service and smaller full service restaurants.

Target Ratio (Local to Brands): 90:10

Target Audience: Local and regional residents, downtown office and retail employees

Target Retail Sizes: 1,000 sf to 3,000+ sf

Miscellaneous Comments:

- Many of the uses may occupy second level as well as streetfront premises.
- Current vacant lots may provide creative locations for a “container village” concept.
- Co-working spaces may also be ideally located or adaptively accommodated in existing vacancies along Dorchester.
- Restaurants may be smaller and could be appropriate for lunch only type businesses.



retail, arts & theatre

RETAIL, ARTS & THEATRE

Vision Statement: The cultural heartbeat of the Downtown from morning to evening.

Target Business Types: Locally made or imported fashions, boutique or curated “re-valued” merchandise, arts & crafts, specialty apparel (e.g. headwear, gloves), artisan crafts (e.g. soaps, candles, fragrances), casual restaurants and bars (e.g. whiskey tasting bar, teahouse).

Target Ratio (Local to Brands): 100:0

Target Audience: Local and regional residents, overnight visitors, high school, university and college students.

Target Retail Sizes: 500 sf to 1,500+ sf

Miscellaneous Comments:

- Good location for Co-op type formats - Grocery
- Interactive recreation could further round out the appeal by way of Axe Throwing Lounge or an Indoor/Outdoor Climbing Centre.
- Smaller specialty “Made in Sydney” or “From the Island” products.
- Existing vacancies along Prince St as well as anchoring the “four corners” of Prince St and Charlotte St.
- Smart Shop Building represents the convergence of the Arts & Theatre District as well as Main Street and with its deeper vacancy could be a location for incubating local businesses or creating a small-scale manufacturing & retail space for innovative ideas (e.g. Fiddle Maker).
- Should be a strong location for at Prince St and George St for prominent directional signage for Downtown core and surface parking areas.
- **NOTE:** These same principles and business typologies may have relevance in some of the CBRM smaller communities, most notably Glace Bay and Sydney Mines.



destination charlotte “main” street

DESTINATION CHARLOTTE “MAIN” STREET

Vision Statement: The high energy retail and services and corridor to and from which all consumer segments should travel, whether by foot, car, transit, bicycle or other accessible forms. Most shops and businesses should have hours from morning to early evening.

Target Business Types: Destination retail, restaurants and specialty, experiential retail with a vibrancy of storefront window displays, colour, transparency and lighting. Professional services (preferably on second level), personal services.

Target Ratio (Local to Brands): 80:20

Target Audience: Local and regional residents, downtown office and retail employees, university and college students, overnight and day-trip visitors.

Target Retail Sizes: 500 sf to 2,500+ sf

Miscellaneous Comments:

- Good location for Co-op type formats
- Creatively using or adapting current vacant spaces to encourage pop-up retail concepts in smaller formats.
- Since the stretch of Charlotte from Prince to Dorchester is predominantly services, the future opportunity lies between Prince and Falmouth or Townsend to create a more traditional retail streetscape.
- For existing service businesses, effort should be made to ensure their streetfront presence is more fun and engaging.
- Legacy businesses should be protected where possible through transition and/or succession planning. Examples would be **Rieker by the Shoe Tree, Spinner’s Men’s Wear, Timeless Moments, London Jewelers (now Inglis Jewellers) or Napoli Pizza.**
- Charlotte St would be an ideal street on which to test a facade improvement grants program or parklet pilot project.
- **NOTE:** These same principles and business typologies may have relevance in some of the CBRM smaller communities, most notably Glace Bay and Sydney Mines.



leisure & convenience



LEISURE & CONVENIENCE

Vision Statement: Convenience of access, parking and day-to-day shops is ideal to be built around the existing Lawton's. Transition area to Casino and Recreation.

Target Business Types: Professional and Personal Services, limited (quick service) F&B, highway commercial retail and specialty foods (e.g. Fish Market), new to market franchise brands (e.g. 9Round Fitness)

Target Ratio (Local to Brands): 70:30

Target Audience: Local and regional residents, downtown office and retail employees.

Target Retail Sizes: 1,000 sf to 3,000+ sf

Miscellaneous Comments:

- Leverage the accessibility attributes and parking for brands that can draw local population closer to downtown more regularly. This might come in the form of attracting more branded businesses.
- Small vacant infill opportunities for freestanding or small Common Retail Unit (CRU) retail developments.
- Should be a strong location at Townsend St and George St for prominent directional signage for Downtown core and surface parking areas.

academic quarter

ACADEMIC QUARTER

Vision Statement: Live, learn and prosper at the emerging downtown anchor point along Esplanade; where a younger demographic expresses a new path for Downtown Sydney from morning to early evening.

Target Business Types: Co-working spaces either on the waterfront as part of NSCC or along Townsend St or Falmouth St, incubator spaces that can be used for education or community space (e.g. Community Kitchen), limited service and full service restaurants (e.g. Culinary Academy student -run fine dining restaurant fronting Charlotte St).

Target Ratio (Local to Brands): 95:5

Target Audience: Local and regional residents, university and college students, overnight visitors.

Target Retail Sizes: 250 sf to 1,500+ sf

Miscellaneous Comments:

- Harnessing the education campus to encourage incubation and community collaboration in new-age working formats.
- Creating a collection and clustering of retail and F&B uses along Charlotte St towards Townsend.



harbour landing

HARBOUR LANDING

Vision Statement: A vibrant waterfront presence harnessed by an actively programmed from morning to evening. The built environment along Esplanade St would be inclusive of and connected to Downtown and in particular Charlotte St and the future NSCC.

Target Business Types: Full service restaurants, breweries and cideries to potentially become a destination cluster of local, regional and provincial brands, intermixed with specialty seasonally-based retail temporary kiosk retail that could include experiential offerings along the boardwalk including, but not limited to kayaking, bicycle/scooter etc.)

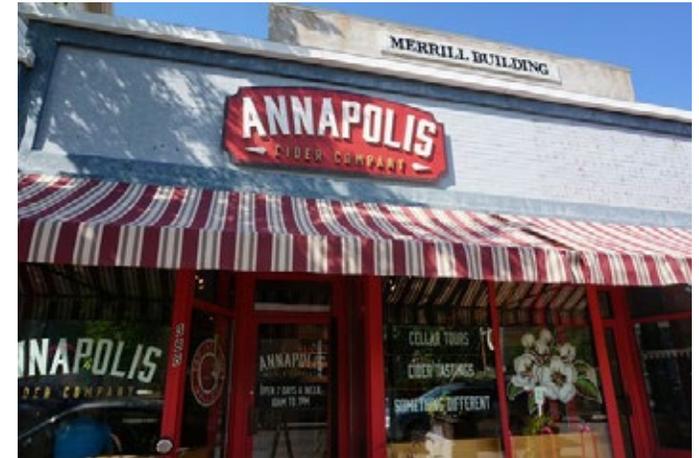
Target Ratio (Local to Brands): 80:20

Target Audience: Local and regional residents, downtown office and retail employees, university and college students, overnight and day-trip visitors.

Target Retail Sizes: 1,000 sf to 4,000+ sf

Miscellaneous Comments:

- The abundance of surface parking lots along Esplanade provide a disconnect with the downtown and yet represent the biggest opportunity for infill that creates a continuous edge of activity from the Cruise Ship terminal to the hotels and future NSCC as well as to the core of the Downtown along Charlotte St and the “Arts & Theatre” District.
- Explore the ability to use the water for unique retail F&B opportunities such as a floating Fish & Chips dock.



7.5 DOWNTOWN RETAIL TENANT TYPE PROSPECTS

The final component of the Positioning Strategy is presented in **Table 7.1** and highlights a roster of target business typologies that are compatible with the Downtown vision, districts and consumer segments.

In this approach, example businesses are provided as well as their typical size range, target consumer audience and in which district they would or could be deemed most compatible, as part of an overall Downtown vision.

The image below and facing images provide a visual depiction of how local businesses can be inviting and memorable for the local consumer.

Imagery of local downtown types of retail with vibrant storefronts and open, well merchandised, enjoyable interior spaces



Via Tevere Pizzeria, Vancouver, BC



Terroir Tea Merchant, Victoria, BC



Wilhawk Beef Jerky, Spruce Grove, AB

Table 6.1: Target business typologies compatible with Downtown Sydney districts Positioning Strategy and consumer segments

Business Concept/Type	Retail Category	Local or Brand	Example or Comparable Tenant	Approx Size Range (min sf)	Approx Size Range (max sf)	Target Audience Residents, Visitors, Students, Employees	Downtown District
Axe Throwing Bar	Arts & Entertainment	Local	HaliMac, Timber Lounge	2,000	5,000	Residents, Visitors, Students	Charlotte Street, Academic Quarter or Harbour Landing
Indoor Climbing Centre	Arts & Entertainment	Local	Seven Bay Bouldering, Ground Zero	2,000	6,000	Residents, Students	Arts & Theatre, Leisure & Convenience
Recycled / Upcycled Fashions	Fashion & Footwear	Local	ReWorks, Jane's Again	750	1,250	Residents, Students	Charlotte Street, Arts & Theatre
Headwear, Gloves & Socks	Fashion & Footwear	Local		500	750	Residents, Visitors, Students	Charlotte Street, Arts & Theatre
Caper Teamwear (CBU Student Run)	Fashion & Footwear	Local		500	750	Residents, Visitors, Students	Academic Quarter, Arts & Theatre
Specialized Fitness Concept	Fitness & Leisure	Local or Brand	9Round Fitness, Oxygen Yoga	1,250	1,750	Residents, Employees	Leisure & Convenience, Office & Services
Ethnic Fare - Pho/Noodle House	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Ethnic Fare - Korean	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Ethnic Fare - Vietnamese	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Ethnic Fare - Sushi	Full Service F&B	Local		1,250	2,000	Residents, Visitors, Students, Employees	Charlotte Street, Arts & Theatre, Harbour Landing
Nova Scotian Distillery Tasting Bar	Full Service F&B	Local	Glenora Distillery	2,000	3,000	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Wine & Whiskey Bar	Full Service F&B	Local	Copper Bar & Grill	1,250	1,750	Residents, Visitors, Students, Employees	Charlotte Street, Arts & Theatre
50s Diner (Burgers & Shakes)	Full Service F&B	Local	Planet Java 50s, Downtown Diner	1,000	1,500	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing
Floating Fish & Chip Barge	Full Service F&B	Local	Pajo's (Steveston)	1,000	2,000	Residents, Visitors, Employees	Harbour Landing
Ethnic Fare - Tapas Lounge	Full Service F&B	Local		1,000	1,500	Residents, Visitors, Students, Employees	Harbour Landing
Creperie & Breakfasts	Full Service F&B	Local	Naked Crepe, Cora's	1,000	2,500	Residents, Visitors	Charlotte Street, Harbour Landing
Urban Cidery / Cider House	Full Service F&B	Local	Annapolis, Bulwark	1,250	2,500	Residents, Visitors, Students, Employees	Charlotte Street, Harbour Landing, Academic Quarter
Teahouse	Full Service F&B	Local		750	1,250	Residents, Visitors	Charlotte Street, Arts & Theatre
Burger Bar	Full Service F&B	Local	Darrell's Burgers (Halifax)	1,500	3,000	Residents, Students, Employees	Charlotte Street, Harbour Landing

Table 6.1: Target business typologies compatible with Downtown Sydney districts Positioning Strategy and consumer segments (continued)

Business Concept/Type	Retail Category	Local or Brand	Example or Comparable Tenant	Approx Size Range (min sf)	Approx Size Range (max sf)	Target Audience Residents, Visitors, Students, Employees	Downtown District
Bakery & Café / Patisserie	Grocery & Specialty Foods	Local or Brand	Cob's Bread, Julien's Patisserie	1,000	1,500	Residents, Students, Employees	Main Steet, Leisure & Convenience
Olive Oils & Vinegars	Grocery & Specialty Foods	Local		500	1,000	Residents, Visitors	Charlotte Street, Arts & Theatre
Candy Shop	Grocery & Specialty Foods	Local	Freak Lunchbox, Sticky's	500	750	Residents, Visitors, Students	Charlotte Street, Academic Quarter
Fish Monger Seafood Market	Grocery & Specialty Foods	Local	1 Fish 2 Fish Seafood	750	1,250	Residents, Visitors	Charlotte Street, Harbour Landing
Delicatessen / Butcher	Grocery & Specialty Foods	Local		750	1,250	Residents, Students, Employees	Leisure & Convenience, Office & Services
Community Food Co-op Deli & Grocer	Grocery & Specialty Foods	Local	Bozeman Downtown Co-op Food Co-op (Port Townsend)	2,000	4,000	Residents, Students, Employees	Charlotte Street, Academic Quarter
Beef Jerky Shop	Grocery & Specialty Foods	Local	Wilhawk Beef Jerky	750	1,500	Residents, Visitors, Students, Employees	Charlotte Street, Leisure & Convenience
"Made in Sydney" Candles & Soaps	Health & Wellness	Local	Rocky Mountain Soap Co	500	750	Residents, Visitors	Charlotte Street, Arts & Theatre
Cookware & Culinary Books	Home Furnishings & Décor	Local		500	1,000	Residents, Visitors, Students	Charlotte Street, Academic Quarter
Florist / Home & Garden Boutique	Home Improvement & Garden	Local	Forge Home & Garden	500	2,000	Residents	Leisure & Convenience
Salad & Juice Bar	Limited Service F&B	Local	Chopped Leaf, Jugo Juice	500	750	Residents, Students, Employees	Charlotte Street, Academic Quarter
Grilled Cheese Counter	Limited Service F&B	Local		500	750	Residents, Students, Employees	Charlotte Street, Arts & Theatre, Academic Quarter
Food Trucks (quasi-permanent)	Limited Service F&B	Local		500	750	Residents, Visitors, Students, Employees	Harbour Landing, Academic Quarter
Chocolate & Fondue Coffee Bar	Limited Service F&B	Local	Cocoa70, Mink	750	1,250	Residents, Visitors, Students, Employees	Charlotte Street
Community Kitchen	Personal Service	Local		1,500	2,500	Residents, Students	Academic Quarter
Co-working Office & Café	Professional Services	Local	Two-Twenty, MashUp Lab	2,000	5,000	Residents, Students, Employees	Office & Services, Academic Quarter
Records (LPs), Comics & Magazines	Specialty Retail	Local	Hyperspace Comics	500	1,250	Residents, Students	Charlotte Street, Arts & Theatre
Fiddle Shop (sales & manufacturing)	Specialty Retail	Local	Harps on Main / Rees Harps (Rising Sun, Indiana)			International	Charlotte Street, Arts & Theatre
Pop-Up Shops (home-based incubator)	Specialty Retail	Local		250	500	Residents, Visitors	Charlotte Street
Antiquities Galleria (booths)	Specialty Retail	Local		250	500	Residents, Visitors	Charlotte Street, Harbour Landing
Art Supplies & Framing	Specialty Retail	Local or Brand	Deserres	1,000	2,000	Residents, Students, Employees	Office & Services, Leisure & Convenience, Academic Quarter
Hiking & Trail Boutique	Sporting Goods & Outdoor Recreation	Local	The Trail Shop	1,000	2,000	Residents, Visitors	Charlotte Street
Bicycle Rentals, Mobile Repair or Co-op	Sporting Goods & Outdoor Recreation	Local	Frameworks, Bike & Bean	750	2,000	Residents, Visitors	Harbour Landing

6.7 TRENDS IN DEVELOPING SUCCESSFUL RETAIL

According to the International Council of Shopping Centers' (ICSC) "Developing Successful Retail in Secondary and Rural Markets", targeted retail recruitment, particularly for branded retailers or franchises, should reach out to those retailers or developers who may not have discovered a compatible community yet. The process to attract businesses must be tempered by reality and thus cognizant of the following:

- Pay attention to geographic operations for retailers. Do not expect deviations from their base of operations to serve a small community;
- Accept that most retailers have established minimum trade area populations or income thresholds for success based on years of operating experience;
- Understand that limited consumer spending in small communities cannot support some retailers offering specialized merchandise assortments;
- Be realistic about how the business opportunity in a respective community ranks against other opportunities in front of the retailer; and
- Understand the co-tenancy requirements that retailers have established as predictors of success.

Overall, commercial real estate continues to shift to meet the rapidly changing tastes and needs of target markets. Consumers now value uniqueness, and they are quick to switch their brand allegiance. These emerging trends require new developments that are adaptable and flexible, can stay relevant and retain their consumer base.

One of the most critical aspects to being proactive and understanding whom to target starts with creating a business case based on some statistical foundation. A statistical business case is typically required to explain the merits of a community.

It is important to first establish an understanding of the communities before promoting any specific site option. Sydney was profiled to illustrate and document the following statistical facts:

- Geographic delineation of the Retail Trade Area that reflects a realistic drive time or market penetration;
- Demographic and economic profiles of the trade area population;
- Growth projections for the trade area population;
- Annual retail spending;
- Sales performance of key retail categories;
- Current estimated retained market share of trade area spending; and
- Current supportable retail space.

Retail Development Fundamentals

Retail development, whether in smaller communities or like those in a more urban market like Sydney, are driven by critical business fundamentals that must be acknowledged and considered when identifying retail opportunities.

By way of a checklist, these include:

- Population characteristics of the consumer base;
- The reality that retail follows consumers;
- Consistent and high shopper traffic is a prerequisite for most retailers;
- The consumer base must demonstrate sufficient buying power to be of interest to retailers;

- ☑ Chain retailers have a limited number of prototypical store formats that they are willing to operate. Deviating from these established formats is done only as a last resort in circumstances where demand for a location by a retailer or developer is high;
- ☑ Most retailers require sites with convenient access, high visibility, and ample parking;
- ☑ Most retailers expand in well-defined geographic areas that coincide with distribution network and a familiarity with consumer preferences;
- ☑ Most retailers have established criteria for site selection;
- ☑ Clustering of compatible retailers is the norm;
- ☑ Retailers cannot generally survive rent-to-sales ratios in excess of 15%. Retailers have a threshold level of sales they know they must achieve to be profitable; and
- ☑ Retailers attempt to maximize profitability by operating the fewest number of stores possible in any market to avoid sales transference.

6.8 KEY POINTS

From the analysis, the following represent key points for consideration as it relates to the business retention, expansion and attraction in Downtown Sydney:

1. Focus on Downtown Sydney as the “face of the place and launching pad” for all things Cape Breton.
2. Downtown vacancies need to be prioritized which requires constant “outreach & planning” through workshops with prospective tenants, landlords and brokerage community. While some existing vacancies may be incompatible to adaptively reuse, there are others that are prime buildings for creative reuse that would continue to provide the individuality that could define Sydney as a unique destination.
3. Work at developing, not recruiting businesses for Downtown Sydney where ideas are formulated and entrepreneurs are sought to execute the ideas. In other words connect the concept to those who can capitalize.
4. Downtown should allow for pop-up retail in existing vacancies in temporary formats and work with brokers and landlords to develop short-term leasing agreements, such as month-to-month, 3 month or 6 month terms to help activate vacant storefronts.
5. Protect legacy businesses in Downtown Sydney by identifying and creating a reward system for retailers and businesses who have been in operation in Downtown Sydney for 5, 10, 15, 20 years etc., and where a business changed ownership that retained a tenant type in Downtown Sydney thereby actively promote succession planning.
6. Current vacant lands in Downtown Sydney could be priorities for mixed-use infill or other creative land uses (e.g. Container Village) as well as spaces for incubating local office and commercial businesses.

7. Improve connections to/from port & waterfront to embrace Downtown Sydney utilizing the principles of “what, how & where” to make sure as many doorsteps, businesses and amenities can be experienced.
8. Consideration should be given to the promotion of nodes at intersections to encourage retail offerings “just around the corner” (e.g. Prince St & Charlotte St) where the short blocks can lead logically into a permeable downtown and promote retail variety and intrigue, which should be part of the downtown experience.
9. Future demand in Sydney of approximately 300,000 sf by 2023 and cumulatively 650,000 sf by 2028.
10. Majority of demand will be peripheral to downtown, but Downtown Sydney should look at a goal of 20% of future demand (~130,000 sf).
11. Factoring current vacancies (73,000 sf), there is an opportunity for a minimum of approximately 90,000 sf of new downtown retail space conservatively over the next decade.
12. Prioritize “retail” along Charlotte and Esplanade and shift “non-retail” to concentrate along George St or peripheral and perpendicular streets.
13. Food Trucks should be encouraged primarily in the downtown along Esplanade and George St to encourage circulation within the downtown. Limits however should be put on this issuance of vendor licenses based on type of food being offered and overall number operating in order to minimize impacts on existing businesses while still encouraging new local entrepreneurial activity. Other locations for Food Trucks such as Charlotte St should be evaluated closely to ensure that they do not locate in a way that obstructs or restricts the streetscape, storefronts and mobility of sidewalk users.
14. Shipping containers have the potential to provide a temporary or quasi-permanent texture to the streetscape by filling gaps on vacant lots along Esplanade and George St. Improving the street animation with a variety of building forms and space utilization will help to encourage greater pedestrian movement, which can have a reciprocal benefit on other businesses. If vacant lots along Charlotte St are available, they could become potential sites for temporary container formats in order to maintain a vibrant streetfront, while not obstructing or restricting storefronts and mobility of sidewalk users.

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FBM

**Downtown Sydney
Retail Market &
Positioning Strategy**

APPENDICES

APPENDIX A: Detailed Trade Area Demographics

SYDNEY

(Source: Manifold Data Mining Inc. and FBM)

Index Legend

Index	Description	Colour
180 or greater	Extremely High	
110 to 179	High	
90 to 109	Similar	
50 to 89	Lower	
Less than 50	Extremely Low	

ATTRIBUTES	Benchmark: NS		Sydney Primary Trade Area			Sydney Secondary Trade Area South			Sydney Secondary Trade Area West			TOTAL Sydney Trade Area		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index
SUMMARY														
Total population	943,089		103,761			19,059			9,901			132,721		
Total population age 15 and over	806,216		89,607			16,207			8,691			114,504		
Total number of private households	414,963		46,234			8,005			4,409			58,649		
Average number of persons in private households	2.23		2.27		102	2.34		105	2.17		97	2.27		102
Total population in private households	926,812		101,574			18,725			9,114			129,413		
Total number of census families in private households	278,124		31,128			5,584			2,750			39,463		
Average number of persons per census family	2.72		2.68		99	2.77		102	2.73		100	2.70		99
Total population in families	943,089		86,154			15,433			7,844			109,432		
Total number of labour force age 15 and over	503,228		47,763			8,842			4,782			61,387		
POPULATION AGE														
Population age 0-14	136,873	14.51%	14,155	13.64%	94	2,852	14.97%	103	1,210	12.22%	84	18,217	13.73%	95
Population age 15-24	106,890	11.33%	11,308	10.90%	96	2,336	12.26%	108	892	9.01%	80	14,537	10.95%	97
Population age 25-34	111,720	11.85%	10,588	10.20%	86	1,705	8.95%	76	780	7.88%	66	13,073	9.85%	83
Population age 35-44	110,886	11.76%	10,645	10.26%	87	1,982	10.40%	88	902	9.11%	77	13,529	10.19%	87
Population age 45-54	134,255	14.24%	13,934	13.43%	94	2,552	13.39%	94	1,339	13.52%	95	17,824	13.43%	94
Population age 55-64	155,685	16.51%	18,866	18.18%	110	3,038	15.94%	97	1,969	19.88%	120	23,872	17.99%	109
Population age 65+	186,780	19.81%	24,267	23.39%	118	4,594	24.10%	122	2,809	28.37%	143	31,670	23.86%	120
DWELLING														
Total number of occupied private dwellings	414,963		46,234			8,005			4,409			58,649		
Average dwelling value \$	\$286,186		\$162,421		57	\$198,447		69	\$226,297		79	\$172,140		60
Home owners	284,876	68.65%	33,268	71.96%	105	6,238	77.93%	114	3,648	82.75%	121	43,155	73.58%	107
Home tenants	127,694	30.77%	12,196	26.38%	86	1,329	16.60%	54	730	16.57%	54	14,255	24.31%	79
Band housing	2,392	0.58%	770	1.67%	288	438	5.47%	943	30	0.69%	119	1,239	2.11%	364
HOUSEHOLDS														
One-family households	268,758	64.77%	29,842	64.55%	100	5,317	66.42%	103	2,929	66.43%	103	38,088	64.94%	100
Multiple-family households	5,447	1.31%	1,007	2.18%	166	166	2.08%	159	48	1.09%	83	1,221	2.08%	159
Non-family households	140,758	33.92%	15,386	33.28%	98	2,522	31.51%	93	1,432	32.48%	96	19,340	32.98%	97
EDUCATION														
Total population aged 15 years and over by highest certificate, diploma or degree	806,216		89,607			16,207			8,691			114,504		
No certificate, diploma or degree	159,208	19.75%	20,884	23.31%	118	3,486	21.51%	109	2,318	26.67%	135	26,688	23.31%	118
High school diploma or equivalent	203,851	25.29%	23,719	26.47%	105	3,627	22.38%	88	2,123	24.43%	97	29,470	25.74%	102
Postsecondary certificate, diploma or degree	443,158	54.97%	45,004	50.22%	91	9,094	56.11%	102	4,250	48.90%	89	58,347	50.96%	93
Apprenticeship or trades certificate or diploma	79,640	9.88%	11,032	12.31%	125	2,439	15.05%	152	1,228	14.13%	143	14,699	12.84%	130
College, CEGEP or other non-university certificate or diploma	174,778	21.68%	18,210	20.32%	94	3,912	24.14%	111	1,660	19.11%	88	23,783	20.77%	96
University certificate or diploma below bachelor level	19,959	2.48%	2,740	3.06%	123	461	2.84%	115	244	2.80%	113	3,444	3.01%	121
University certificate, diploma or degree at bachelor level or above	168,780	20.94%	13,022	14.53%	69	2,282	14.08%	67	1,118	12.86%	61	16,422	14.34%	68
Bachelor degree	111,835	13.87%	9,159	10.22%	74	1,470	9.07%	65	750	8.63%	62	11,379	9.94%	72

(Source: Manifold Data Mining Inc. and FBM)

ATTRIBUTES	Benchmark: NS		Sydney Primary Trade Area			Sydney Secondary Trade Area South			Sydney Secondary Trade Area West			TOTAL Sydney Trade Area		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index
INCOME														
Average family income \$	\$101,345		\$87,616		86	\$92,178		91	\$89,737		89	\$88,410		87
Average household income \$	\$82,496		\$71,455		87	\$76,739		93	\$71,489		87	\$72,179		87
Average income population age 15 and over (\$)	\$44,534		\$38,229		86	\$40,797		92	\$39,497		89	\$38,689		87
Population with income Under \$10,000 (including loss)	102,726	13.27%	12,266	14.27%	108	2,038	13.11%	99	859	10.15%	76	15,163	13.79%	104
Population with income \$10,000 to \$19,999	137,393	17.74%	16,721	19.46%	110	2,954	19.01%	107	1,610	19.02%	107	21,286	19.36%	109
Population with income \$20,000 to \$29,999	120,359	15.54%	15,381	17.90%	115	2,648	17.04%	110	1,643	19.40%	125	19,672	17.89%	115
Population with income \$30,000 to \$39,999	102,724	13.27%	12,277	14.29%	108	2,189	14.08%	106	1,476	17.43%	131	15,942	14.50%	109
Population with income \$40,000 to \$49,999	83,239	10.75%	8,770	10.21%	95	1,675	10.77%	100	1,005	11.87%	110	11,450	10.41%	97
Population with income \$50,000 to \$59,999	60,639	7.83%	5,924	6.89%	88	1,154	7.42%	95	611	7.21%	92	7,689	6.99%	89
Population with income \$60,000 to \$69,999	44,344	5.73%	4,064	4.73%	83	793	5.10%	89	397	4.68%	82	5,254	4.78%	83
Population with income \$70,000 to \$79,999	35,087	4.53%	3,076	3.58%	79	625	4.02%	89	281	3.32%	73	3,982	3.62%	80
Population with income \$80,000 to \$89,999	27,232	3.52%	2,472	2.88%	82	463	2.98%	85	181	2.14%	61	3,116	2.83%	80
Population with income \$90,000 to \$99,999	17,545	2.27%	1,651	1.92%	85	276	1.78%	78	119	1.40%	62	2,046	1.86%	82
Population with income \$100,000 and over	41,867	5.41%	3,316	3.86%	71	715	4.60%	85	284	3.35%	62	4,315	3.92%	72
Population with income \$100,000 to \$149,999	28,078	3.63%	2,342	2.72%	75	479	3.08%	85	195	2.30%	63	3,016	2.74%	75
Population with income \$150,000 and over	14,997	1.94%	998	1.16%	60	250	1.61%	83	92	1.09%	56	1,339	1.22%	63
HOUSEHOLD INCOME														
Total number of households	414,963		46,234			8,005			4,409			58,649		
Average household income \$	\$82,496		\$71,455		87	\$76,739		93	\$71,489		87	\$72,179		87
Median household income \$	\$62,845		\$58,366		93	\$62,837		100	\$58,831		94	\$59,011		94
Household with income under \$5,000	6,059	1.46%	570	1.23%	84	91	1.14%	78	28	0.63%	43	689	1.17%	80
Household with income \$5,000 to \$9,999	7,925	1.91%	1,124	2.43%	127	124	1.55%	81	68	1.54%	81	1,316	2.24%	117
Household with income \$10,000 to \$14,999	11,996	2.89%	1,711	3.70%	128	226	2.82%	98	100	2.26%	78	2,037	3.47%	120
Household with income \$15,000 to \$19,999	19,014	4.58%	2,550	5.52%	121	466	5.82%	127	239	5.42%	118	3,255	5.55%	121
Household with income \$20,000 to \$24,999	20,543	4.95%	2,888	6.25%	126	452	5.65%	114	240	5.45%	110	3,580	6.10%	123
Household with income \$25,000 to \$29,999	19,387	4.67%	2,622	5.67%	121	411	5.13%	110	272	6.18%	132	3,305	5.64%	121
Household with income \$30,000 to \$34,999	21,564	5.20%	2,643	5.72%	110	437	5.46%	105	257	5.82%	112	3,337	5.69%	109
Household with income \$35,000 to \$39,999	20,949	5.05%	2,698	5.84%	116	437	5.45%	108	262	5.94%	118	3,396	5.79%	115
Household with income \$40,000 to \$44,999	20,221	4.87%	2,542	5.50%	113	419	5.23%	107	224	5.08%	104	3,185	5.43%	111
Household with income \$45,000 to \$49,999	19,407	4.68%	2,239	4.84%	103	406	5.07%	108	240	5.45%	116	2,885	4.92%	105
Household with income \$50,000 to \$59,999	31,883	7.68%	3,436	7.43%	97	576	7.19%	94	367	8.32%	108	4,379	7.47%	97
Household with income \$60,000 to \$69,999	31,545	7.60%	3,308	7.16%	94	613	7.66%	101	392	8.90%	117	4,314	7.36%	97
Household with income \$70,000 to \$79,999	28,843	6.95%	2,950	6.38%	92	561	7.00%	101	340	7.71%	111	3,851	6.57%	95
Household with income \$80,000 to \$89,999	25,777	6.21%	2,624	5.68%	91	498	6.22%	100	285	6.47%	104	3,407	5.81%	94
Household with income \$90,000 to \$99,999	21,974	5.30%	2,226	4.82%	91	387	4.84%	91	239	5.42%	102	2,853	4.86%	92
Household with income \$100,000 and over	104,278	25.13%	9,932	21.48%	85	1,859	23.22%	92	830	18.82%	75	12,620	21.52%	86
Household with income \$100,000 to \$124,999	35,879	8.65%	3,280	7.09%	82	570	7.12%	82	317	7.20%	83	4,167	7.10%	82
Household with income \$125,000 to \$149,999	27,495	6.63%	2,624	5.67%	86	504	6.29%	95	219	4.96%	75	3,346	5.71%	86
Household with income \$150,000 to \$199,999	24,702	5.95%	2,362	5.11%	86	447	5.59%	94	166	3.77%	63	2,976	5.07%	85
Household with income \$200,000 and over	19,800	4.77%	1,835	3.97%	83	382	4.78%	100	153	3.48%	73	2,371	4.04%	85
PROJECTIONS														
Annual population growth in the period: 2018 to 2023		0.04%		-0.83%	-2,075		-0.14%	-350		-1.42%	-3,550		-0.77%	-1,925
Annual household growth in the period: 2018 to 2023		0.59%		-0.26%	-44		0.65%	110		-0.54%	-92		-0.16%	-27
POPULATION GROWTH														
2018 Total population	943,089		103,761			19,059			9,901			132,721		
2023 Total population	945,641		99,570			18,990			9,221			127,781		
2028 Total population	948,200		95,722			19,066			8,611			123,398		
HOUSEHOLD INCOME GROWTH														
2018 Average household income	\$82,496		\$71,455		87	\$76,739		93	\$71,489		87	\$72,179		87
2023 Average household income	\$95,923		\$85,295		89	\$89,694		94	\$80,434		84	\$85,563		89
2028 Average household income	\$112,408		\$102,358		91	\$105,147		94	\$90,707		81	\$101,933		91

(Source: Manifold Data Mining Inc. and FBM)

ATTRIBUTES	Benchmark: NS		Sydney Primary Trade Area			Sydney Secondary Trade Area South			Sydney Secondary Trade Area West			TOTAL Sydney Trade Area		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index
CLASS OF WORKER														
Total labour force 15 years and over by class of worker	503,228		47,343			8,941			4,980			61,265		
Class of worker - Not applicable	11,316	2.25%	1,668	3.52%	156	280	3.13%	139	46	0.92%	41	1,993	3.25%	144
All classes of worker	491,912	97.75%	45,675	96.48%	99	8,662	96.87%	99	4,935	99.08%	101	59,271	96.75%	99
Employees	444,336	88.30%	42,892	90.60%	103	7,895	88.29%	100	4,356	87.48%	99	55,143	90.01%	102
Self-employed	47,576	9.45%	2,783	5.88%	62	767	8.58%	91	578	11.61%	123	4,128	6.74%	71
COMMUTING DURATION														
Total employed population aged 15 years and over who commute to work	414,962		36,533			6,921			3,287			46,741		
Less than 15 minutes	141,610	34.13%	15,812	43.28%	127	3,393	49.03%	144	1,947	59.23%	174	21,152	45.25%	133
15 to 29 minutes	152,042	36.64%	13,503	36.96%	101	1,730	25.00%	68	710	21.60%	59	15,943	34.11%	93
30 to 44 minutes	73,084	17.61%	4,885	13.37%	76	983	14.20%	81	338	10.30%	58	6,206	13.28%	75
45 to 59 minutes	25,614	6.17%	1,239	3.39%	55	405	5.85%	95	133	4.05%	66	1,777	3.80%	62
60 minutes and over	22,612	5.45%	1,095	3.00%	55	409	5.92%	109	159	4.83%	89	1,663	3.56%	65
CANACODE LIFESTYLE CLUSTERS														
A: AFFLUENTS	2,119	0.51%	48	0.10%	20	0	0.00%	0	0	0.00%	0	48	0.08%	16
B: ELITE PROFESSIONALS	13,539	3.26%	81	0.17%	5	71	0.88%	27	0	0.00%	0	151	0.26%	8
C: ETHNIC CRUISERS	1,010	0.24%	178	0.39%	163	0	0.00%	0	0	0.00%	0	178	0.30%	125
D: NEST BUILDERS	25,878	6.23%	630	1.36%	22	1	0.01%	0	0	0.00%	0	631	1.08%	17
E: BUY ME A NEW HOME	22,695	5.46%	1,549	3.35%	61	33	0.41%	8	0	0.00%	0	1,582	2.70%	49
F: EMPTY NESTERS	29,072	7.00%	5,839	12.63%	180	291	3.64%	52	0	0.00%	0	6,130	10.45%	149
G: UP THE LADDER	62,627	15.08%	2,846	6.16%	41	1,359	16.97%	113	0	0.00%	0	4,205	7.17%	48
H: HIGH TRADES	32,612	7.85%	8,733	18.89%	241	155	1.94%	25	0	0.00%	0	8,888	15.16%	193
I: URBAN LIFE IN SMALL TOWN	31,137	7.50%	181	0.39%	5	130	1.62%	22	0	0.00%	0	311	0.53%	7
J: JOYFUL COUNTRY	28,370	6.83%	1,247	2.70%	40	424	5.30%	78	1,180	26.77%	392	2,851	4.86%	71
K: RURAL HANDYMEN	43,247	10.41%	581	1.26%	12	3,561	44.49%	427	1,173	26.61%	256	5,316	9.06%	87
L: COMFORTABLE APARTMENT DWELLERS	38,453	9.26%	2,357	5.10%	55	297	3.71%	40	0	0.00%	0	2,654	4.52%	49
M: SINGLES	20,714	4.99%	2,650	5.73%	115	580	7.24%	145	1,500	34.02%	682	4,729	8.06%	162
N: NEW CANADIANS	12,251	2.95%	787	1.70%	58	0	0.00%	0	0	0.00%	0	787	1.34%	45
O: RENTERS	30,406	7.32%	15,684	33.92%	463	941	11.75%	161	345	7.82%	107	16,969	28.93%	395
P: ONE PARENT FAMILIES	8,957	2.16%	1,507	3.26%	151	63	0.79%	37	211	4.78%	221	1,781	3.04%	141
Q: THRIFTY	12,351	2.97%	1,335	2.89%	97	101	1.26%	42	0	0.00%	0	1,436	2.45%	82

LIFESTYLE CLUSTERS DESCRIPTIONS

(Source: Manifold Data Mining Inc.)

<p>Cluster O: Renters 3.25% of Canadian Households</p> 	<ul style="list-style-type: none"> • Singles + Couples • Public Sector / Arts • New Canadians • Want To Own <p>They tend to be in the Maritimes and Montreal and Vancouver. Income \$51,392, home value \$366,498, renting, and household size 2.05, though 44% of them are one-person households. They spend a large portion of their income on rent and tenants' insurance. They work likely in primary industries, sales and service. They read often fashion, science fiction and romance, go hunting, and plan towards buying a home. They feel they are too tolerant of products and services that do not meet their expectations. Shopping at community department stores. Advertising is an important source of information. Like to try new products. Convenience is more important than price. Brand neutral. Like to work on community projects. May feel lonely.</p> <p>Purchasing Big Ticket Items: Hardly any consumption on big items except a few of them, those who live on the coasts, may be interested in sail boat.</p>
<p>Cluster M: Singles 5.11% of Canadian Households</p> 	<ul style="list-style-type: none"> • Old Age • Primary Industries • Bus, Metro, Walk • Renters • Government Transfer Payments <p>Age 65+, they live likely in Quebec, Montreal and Ontario, rent, are mostly common-law or one-parent households, divorced or widowed. Income \$75,625 with high portion of government transfer, home value \$370,842. Many of them work in primary industries or work at home or retired. They often use public transit or walk. They read about fashion, relationships, and mystery, and spend more on health care. Average in sports, but slightly more in hunting. They like to work on community projects. Shopping at Giant Tiger. Likely prefer low-calorie or 'light' foods and drinks. Brand loyal and won't try a new product until it's been proven, but treat no-name products similarly as brand names. Convenience is more important than price when shopping. Lead busy social life and go out with friends often.</p> <p>Purchasing Big Ticket Items: Below average consumption, but more likely than Canadian average to purchase home air-conditioning, car alarm/security system and motor home.</p>
<p>Cluster K: Rural Handymen 3.51% of Canadian Households</p> 	<ul style="list-style-type: none"> • Blue Collar • Larger Common Law Family • Some Secondary • Older Homes / Pickup Trucks <p>Rural, of French ancestry, they work in the trades, transportation and heavy equipment operations, agriculture, mining, farming, fishing and forestry. Income \$75,506, home value \$282,100, household size 2.42. More 55+ years old live in old or new large houses, giving a lot to others. They bingo, hunt and fish. Many are farmers in Maritimes, Manitoba and Saskatchewan. When they buy products they look more likely than average for convenience, not price. Shopping more often at Giant Tiger and other community department stores. Often buy more than thought. Prefer to postpone a purchase than buy on credit. Treat no-name products as good as brands. Like to work on community projects. Television is main primary source of entertainment. Rather spend a quiet evening at home than go out to a party.</p> <p>Purchasing Big Ticket Items: More likely than the Canadian average to purchase snowmobile, boat, satellite dish, camping trailer, motor home and motorcycle, water cooler/water delivery service, tires, pool (above or in-ground), fireplace, vacuum cleaners, photo printer, home exercise equipment.</p>
<p>Cluster H: High Trades 6.43% of Canadian Household</p> 	<ul style="list-style-type: none"> • Skilled Trades • Secondary Education • Hardworking • Family Oriented <p>Working urban families likely reside in Vancouver or Newfoundland, many of them are Chinese, Japanese, and Portuguese. Income of \$81,810, and home value of \$586,858, they live more likely than average in apartment, detached duplex or semi-detached houses with 2.41 in household size. Educational level more likely to be high school, apprenticeship or trades. They work more than average in the agriculture in primary industries, in art, culture, recreation and sport, also as heavy equipment and crane operators. They read about natural health and romance. They do home renovation, some hunting and fishing. They may not spend a lot of time on personal grooming. Open mind to new products and admire brand names. Convenience is more important than price when shopping. Pay attention to woman's right. More likely than average shopping at online department stores.</p> <p>Purchasing Big Ticket Items: More likely than the Canadian average to purchase motor home and motorcycle.</p>

APPENDIX B: Detailed Retail Inventory - NAICS, Size, Node etc.

NAICS 6-DIGIT	NAICS DETAILED CODE	RETAIL MERCHANDISE CATEGORY	RETAIL, VACANT or OTHER	TENANT NAME	SIZE (SF)	REGION	Branded Chain or Local Business	Branded Chain or Local Business Count
812116	Unisex hair salons	PERSONAL SERVICE	RETAIL	80 TOWNSEND HAIR	550	DOWNTOWN SYDNEY	LOCAL	1
623140	Offices of physical, occupational and speech therapists and audiologists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	ACUPUNCTURE CLINIC	1,000	DOWNTOWN SYDNEY		
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	ALEXANDRIA'S PIZZA	2,300	DOWNTOWN SYDNEY	LOCAL	1
812190	Other personal care services	PERSONAL SERVICE	RETAIL	AMBER DAWN HOLISTIC WELLNESS	750	DOWNTOWN SYDNEY	LOCAL	1
713940	Fitness and recreational sports centres	FITNESS & LEISURE	RETAIL	ASCENDO FITNESS	10,000	DOWNTOWN SYDNEY	LOCAL	1
811210	Electronic and precision equipment repair and maintenance	HOME ELECTRONICS & APPLIANCES	RETAIL	ATLANTIX PHONE & COMPUTER REPAIR	500	DOWNTOWN SYDNEY	LOCAL	1
441310	Automotive parts and accessories stores	AUTO PARTS & ACCESSORIES	RETAIL	AUTO PARTS PLUS (2,700 SF SERVICE SPACE)	4,000	DOWNTOWN SYDNEY	BRANDED	1
523110	Investment banking and securities dealing	PROFESSIONAL & FINANCIAL SERVICE	OTHER	BDC	2,800	DOWNTOWN SYDNEY		
444120	Paint and wallpaper stores	HOME IMPROVEMENT & GARDENING	RETAIL	BEMJAMIN MOORE	4,000	DOWNTOWN SYDNEY	BRANDED	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	BITE OF CHINESE	5,000	DOWNTOWN SYDNEY	LOCAL	1
722410	Drinking places (alcoholic beverages)	FULL SERVICE F&B	RETAIL	BOARDWALK TAP ROOM & EATERY	2,000	DOWNTOWN SYDNEY	LOCAL	1
448310	Jewellery stores	JEWELRY	RETAIL	BOWDENS JEWELRY REPAIR	3,500	DOWNTOWN SYDNEY	LOCAL	1
541110	Offices of lawyers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	BRAGNAN LAW	1,000	DOWNTOWN SYDNEY		
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	CAFE BOUTIQUE (FORMERLY JACOBSENS)	4,000	DOWNTOWN SYDNEY	LOCAL	1
453920	Art Dealers	ARTS & ENTERTAINMENT	OTHER	CAPE BRETON CENTRE (GALLERY)	3,000	DOWNTOWN SYDNEY		
453920	Art Dealers	ARTS & ENTERTAINMENT	OTHER	CAPE BRETON CENTRE (STUDIO)	1,400	DOWNTOWN SYDNEY		
448140	Family clothing stores	FASHION & FOOTWEAR	RETAIL	CAPE BRETON CLOTHING COMPANY	1,000	DOWNTOWN SYDNEY	LOCAL	1
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	CAPE BRETON CURIOSITY SHOP	1,700	DOWNTOWN SYDNEY	LOCAL	1
441220	Motorcycle, boat and other motor vehicle dealers	SPECIALTY RETAIL	RETAIL	CAPE BRETON FISH & MARINE SUPPLY	1,000	DOWNTOWN SYDNEY	LOCAL	1
445292	Confectionery and nut stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	CAPE BRETON FUDGE CO	1,690	DOWNTOWN SYDNEY	LOCAL	1
621320	Offices of optometrists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	CAPE VISION CENTRE	1,000	DOWNTOWN SYDNEY		
441310	Automotive parts and accessories stores	AUTO PARTS & ACCESSORIES	RETAIL	CAR QUEST AUTO PARTS	8,500	DOWNTOWN SYDNEY	BRANDED	1
442210	Floor covering stores	HOME IMPROVEMENT & GARDENING	RETAIL	CARPETS & FLOORING	2,150	DOWNTOWN SYDNEY	LOCAL	1
448140	Family clothing stores	FASHION & FOOTWEAR	RETAIL	CHRISLINGO'S SPECIALTY APPAREL	900	DOWNTOWN SYDNEY	LOCAL	1
447110	Gasoline stations with convenience stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	CIRCLE K IRVING	4,500	DOWNTOWN SYDNEY	BRANDED	1
413310	Cigarette and tobacco product merchant wholesalers	ALCOHOL & TOBACCO	RETAIL	COASTAL VAPOR	800	DOWNTOWN SYDNEY	LOCAL	1
531212	Offices of real estate brokers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	COLDWELL BANKER	1,170	DOWNTOWN SYDNEY		
453310	Used merchandise stores	SPECIALTY RETAIL	RETAIL	COLLECTIBLE GUILD	1,000	DOWNTOWN SYDNEY	LOCAL	1
453210	Office supplies and stationery stores	SPECIALTY RETAIL	RETAIL	CONNORS BASIC OFFICE SUPPLIES	5,400	DOWNTOWN SYDNEY	BRANDED	1
524290	Other insurance related activities	PROFESSIONAL & FINANCIAL SERVICE	OTHER	COOPERATORS	3,000	DOWNTOWN SYDNEY		
812190	Other personal care services	PERSONAL SERVICE	RETAIL	COUNTRY LIVING SPA (ABOVE COLDWELL BANKER)	1,000	DOWNTOWN SYDNEY	LOCAL	1
445120	Convenience stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	CRACKER BARREL CONVENIENCE	1,200	DOWNTOWN SYDNEY	LOCAL	1
522111	Personal and commercial banking industry	PROFESSIONAL & FINANCIAL SERVICE	OTHER	CREDIT UNION SYDNEY	6,400	DOWNTOWN SYDNEY		
722410	Drinking places (alcoholic beverages)	FULL SERVICE F&B	RETAIL	CROWN & MOOSE PUB @ HOLIDAY INN	1,500	DOWNTOWN SYDNEY	LOCAL	1
531212	Offices of real estate brokers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	CRT MARQUIS / KELLER WILLIAMS REALTY	4,500	DOWNTOWN SYDNEY		
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	DANIEL'S GREEK RESTAURANT	4,400	DOWNTOWN SYDNEY	LOCAL	1
541330	Engineering services	PROFESSIONAL & FINANCIAL SERVICE	OTHER	DILLON CONSULTING	2,000	DOWNTOWN SYDNEY		
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	DOKTAR LUKES COFFEE	1,500	DOWNTOWN SYDNEY	LOCAL	1
453310	Used merchandise stores	SPECIALTY RETAIL	RETAIL	DONNA'S CONSIGNMENT SHOP	5,400	DOWNTOWN SYDNEY	LOCAL	1
621210	Offices of dentists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	DOWNTOWN DENTAL	3,500	DOWNTOWN SYDNEY		
448199	All other clothing stores	FASHION & FOOTWEAR	RETAIL	EAST COAST DANCEWEAR & STITCHES	1,500	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	EL JEFÉ MEXICAN	1,700	DOWNTOWN SYDNEY	LOCAL	1
813910	Business Associations	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	FARMER'S MARKET	4,360	DOWNTOWN SYDNEY	LOCAL	1
448210	Shoe stores	FASHION & FOOTWEAR	RETAIL	FASHION BY RIEKER (FOR SALE)	1,500	DOWNTOWN SYDNEY	LOCAL	1
611690	All other schools and instruction	ARTS & ENTERTAINMENT	RETAIL	FIRE CREATIONS POTTERY PAINTING CAFÉ	4,000	DOWNTOWN SYDNEY	LOCAL	1
611620	Athletic instruction	FITNESS & LEISURE	RETAIL	FITNESS SPIN CLASSES (IN FUNERAL HOME)	1,000	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	FLAVOR DOWNTOWN	1,000	DOWNTOWN SYDNEY	LOCAL	1
		SPORTING GOODS & OUTDOOR RECREATION	RETAIL	FRAMEWORKS	2,000	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	FRESHII	1,100	DOWNTOWN SYDNEY	LOCAL	1
442298	All other home furnishings stores	HOME FURNISHINGS & DÉCOR	RETAIL	FURNITURE GALLERY	3,000	DOWNTOWN SYDNEY	LOCAL	1
453310	Used merchandise stores	SPECIALTY RETAIL	RETAIL	GALARE CURATED THRIFT STORE	1,100	DOWNTOWN SYDNEY	LOCAL	1
453920	Art Dealers	ARTS & ENTERTAINMENT	RETAIL	GALLERY LE DREW	1,700	DOWNTOWN SYDNEY	LOCAL	1
811210	Electronic and precision equipment repair and maintenance	PERSONAL SERVICE	RETAIL	GEEBO DEVICE REPAIR	500	DOWNTOWN SYDNEY	LOCAL	1
442298	All other home furnishings stores	HOME FURNISHINGS & DÉCOR	RETAIL	GET NAUTI GIFTS & HOME DÉCOR	250	DOWNTOWN SYDNEY	LOCAL	1
722410	Drinking places (alcoholic beverages)	FULL SERVICE F&B	RETAIL	GOVERNORS PUB & EATERY	4,000	DOWNTOWN SYDNEY	LOCAL	1
523930	Investment advice	PROFESSIONAL & FINANCIAL SERVICE	OTHER	H&R BLOCK	1,600	DOWNTOWN SYDNEY		
812115	Beauty salons	HEALTH & BEAUTY	RETAIL	HEADS UP HAIR & BODY BOUTIQUE	1,500	DOWNTOWN SYDNEY	LOCAL	1
812190	Other personal care services	PERSONAL SERVICE	RETAIL	HEALTHY TOUCH MASSAGE	1,400	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	JAILHOUSE EATERY	975	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	JENAN'S SYRIAN RESTAURANT KITCHEN	750	DOWNTOWN SYDNEY	LOCAL	1
451130	Sewing, needlework and piece goods stores	SPECIALTY RETAIL	RETAIL	JUDY'S SEWING	1,000	DOWNTOWN SYDNEY	LOCAL	1
561622	Locksmiths	SPECIALTY RETAIL	RETAIL	KAISERS LOCKSMITH	650	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	KENNY'S PIZZA	3,200	DOWNTOWN SYDNEY	LOCAL	1
541110	Offices of lawyers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	KHATTAR & KHATTAR BARRISTERS	3,200	DOWNTOWN SYDNEY		
541110	Offices of lawyers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	KKP PARTNERS	3,000	DOWNTOWN SYDNEY		
531212	Offices of real estate brokers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	KW SELECT REALTY	1,200	DOWNTOWN SYDNEY		
		ALCOHOL & TOBACCO	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		AUTO PARTS & ACCESSORIES	RETAIL	LAWTONS	43	DOWNTOWN SYDNEY		
		AUTO/RV/MOTORSPORTS DEALERSHIP	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		BOOKS & MULTI-MEDIA	RETAIL	LAWTONS	86	DOWNTOWN SYDNEY		
		FASHION & FOOTWEAR	RETAIL	LAWTONS	43	DOWNTOWN SYDNEY		
		FASHION & FOOTWEAR	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		FITNESS & LEISURE	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		FULL SERVICE F&B	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		

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		GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	LAWTONS	258	DOWNTOWN SYDNEY		
		HEALTH & BEAUTY	RETAIL	LAWTONS	2,148	DOWNTOWN SYDNEY		
		HOME ELECTRONICS & APPLIANCES	RETAIL	LAWTONS	859	DOWNTOWN SYDNEY		
		HOME FURNISHINGS & DÉCOR	RETAIL	LAWTONS	430	DOWNTOWN SYDNEY		
		HOME IMPROVEMENT & GARDENING	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		JEWELRY	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		LIMITED SERVICE F&B	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		PERSONAL SERVICE	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
446110	Pharmacies and drug stores	PHARMACY	RETAIL	LAWTONS	3,007	DOWNTOWN SYDNEY	BRANDED	1
		SPECIALTY RETAIL	RETAIL	LAWTONS	1,289	DOWNTOWN SYDNEY		
		SPORTING GOODS & OUTDOOR RECREATION	RETAIL	LAWTONS	0	DOWNTOWN SYDNEY		
		TOYS & HOBBIES	RETAIL	LAWTONS	430	DOWNTOWN SYDNEY		
448310	Jewellery stores	JEWELRY	RETAIL	LONDON JEWELERS (CLOSING)	1,000	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	LOUANN'S CAFÉ	750	DOWNTOWN SYDNEY	LOCAL	1
541110	Offices of lawyers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	MACKENZIE BUTLER LAW	2,000	DOWNTOWN SYDNEY		
524290	Other insurance related activities	PROFESSIONAL & FINANCIAL SERVICE	OTHER	MACLEOD LOWRY INSURANCE	2,600	DOWNTOWN SYDNEY		
621210	Offices of dentists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	MACLEOD'S DENTURE CLINIC	865	DOWNTOWN SYDNEY		
561510	Travel agencies	PERSONAL SERVICE	RETAIL	MARITIME TRAVEL	1,500	DOWNTOWN SYDNEY	LOCAL	1
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	MARY JANES SPECIALTY	1,500	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	MIAN'S RESTAURANT (INDIAN)	2,500	DOWNTOWN SYDNEY	LOCAL	1
445120	Convenience stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	MY ASIAN GROCERY	3,500	DOWNTOWN SYDNEY	LOCAL	1
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	MY FAIR LADIES ETHICAL EMPORIUM	500	DOWNTOWN SYDNEY	LOCAL	1
441310	Automotive parts and accessories stores	AUTO PARTS & ACCESSORIES	RETAIL	NAPA AUTO PARTS	3,000	DOWNTOWN SYDNEY	BRANDED	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	NAPOLI PIZZA	2,500	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	NARU JAPANESE	1,400	DOWNTOWN SYDNEY	LOCAL	1
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	NEEDLE IT RUG HOOKING STUDIO	500	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	NEW MOON RESTAURANT	1,350	DOWNTOWN SYDNEY	LOCAL	1
445120	Convenience stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	RETAIL	NO QUARTER DELI & MARKET BISTRO	1,350	DOWNTOWN SYDNEY	LOCAL	1
448140	Family clothing stores	FASHION & FOOTWEAR	RETAIL	OAK HALL WOMENS CLOTHING	5,000	DOWNTOWN SYDNEY	LOCAL	1
453210	Office supplies and stationery stores	SPECIALTY RETAIL	RETAIL	OFFICE INTERIORS	3,000	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	PEKING RESTAURANT	2,280	DOWNTOWN SYDNEY	LOCAL	1
446110	Pharmacies and drug stores	PHARMACY	RETAIL	PHARMASAVE	6,250	DOWNTOWN SYDNEY	BRANDED	1
812190	Other personal care services	PERSONAL SERVICE	RETAIL	PLANET BEACH	4,375	DOWNTOWN SYDNEY	BRANDED	1
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	PLEASURES N TREASURES	1,500	DOWNTOWN SYDNEY	LOCAL	1
446110	Pharmacies and drug stores	PHARMACY	RETAIL	POLLETT DRUG STORE	750	DOWNTOWN SYDNEY	LOCAL	1
621340	Offices of physical, occupational and speech therapists and audiologists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	POWER PAIN THERAPY	1,000	DOWNTOWN SYDNEY		
523930	Investment advice	PROFESSIONAL & FINANCIAL SERVICE	OTHER	PRIMERICA	750	DOWNTOWN SYDNEY		
323119	Other printing	PROFESSIONAL & FINANCIAL SERVICE	OTHER	PRINT SHOP	850	DOWNTOWN SYDNEY		
812115	Beauty salons	HEALTH & BEAUTY	RETAIL	RADIANCE BEAUTY STUDIO	500	DOWNTOWN SYDNEY	LOCAL	1
522111	Personal and commercial banking industry	PROFESSIONAL & FINANCIAL SERVICE	OTHER	RBC	11,050	DOWNTOWN SYDNEY		
531212	Offices of real estate brokers	PROFESSIONAL & FINANCIAL SERVICE	OTHER	REMAX PARK PLACE INC	1,100	DOWNTOWN SYDNEY		
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	RISING TIDE GIFTS	500	DOWNTOWN SYDNEY	LOCAL	1
441310	Automotive parts and accessories stores	AUTO PARTS & ACCESSORIES	RETAIL	RUSSELL W HAWKINS AUTO PARTS	3,600	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	SAKURA JAPANESE	2,000	DOWNTOWN SYDNEY	LOCAL	1
812115	Beauty salons	HEALTH & BEAUTY	RETAIL	SALON & SPA REVIVE	2,000	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	SALT SPRAY @ HOLIDAY INN	1,000	DOWNTOWN SYDNEY	LOCAL	1
522111	Personal and commercial banking industry	PROFESSIONAL & FINANCIAL SERVICE	OTHER	SCOTIABANK	6,400	DOWNTOWN SYDNEY		
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	SEVEN BY SEVEN RESTAURANT	1,200	DOWNTOWN SYDNEY	LOCAL	1
812116	Unisex hair salons	PERSONAL SERVICE	RETAIL	SEWARDS HAIR STYLING	800	DOWNTOWN SYDNEY	LOCAL	1
442298	All other home furnishings stores	HOME FURNISHINGS & DÉCOR	RETAIL	SNORE SHOP	1,000	DOWNTOWN SYDNEY	LOCAL	1
448140	Family clothing stores	FASHION & FOOTWEAR	RETAIL	SPINNERS MENSWEAR	1,700	DOWNTOWN SYDNEY	LOCAL	1
541330	Engineering services	PROFESSIONAL & FINANCIAL SERVICE	OTHER	STRUM ENGINEERING & ASSOCIATES	2,366	DOWNTOWN SYDNEY		
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	SUBWAY	1,890	DOWNTOWN SYDNEY	BRANDED	1

NAICS 6-DIGIT	NAICS DETAILED CODE	RETAIL MERCHANDISE CATEGORY	RETAIL, VACANT or OTHER	TENANT NAME	SIZE (SF)	REGION	Branded Chain or Local Business	Branded Chain or Local Business Count
442298	All other home furnishings stores	HOME IMPROVEMENT & GARDENING	RETAIL	SYDCO FIREPLACES	2,250	DOWNTOWN SYDNEY	LOCAL	1
441310	Automotive parts and accessories stores	AUTO PARTS & ACCESSORIES	RETAIL	SYDNEY AUTO PARTS	1,500	DOWNTOWN SYDNEY	LOCAL	1
812115	Beauty salons	PERSONAL SERVICE	RETAIL	TARC SALON & SPA	750	DOWNTOWN SYDNEY	LOCAL	1
621210	Offices of dentists	PROFESSIONAL & FINANCIAL SERVICE	OTHER	TAYLOR SYDNEY DENTURE CLINIC	660	DOWNTOWN SYDNEY		
522111	Personal and commercial banking industry	PROFESSIONAL & FINANCIAL SERVICE	OTHER	TD BUILDING (BANK ONLY)	6,360	DOWNTOWN SYDNEY		
453999	All other miscellaneous store retailers (except beer and wine-making)	SPECIALTY RETAIL	RETAIL	THE BOBBIN TREE	500	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	THE BREW & BUBBLE BAR	1,200	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	THE LEBANESE FLOWER	750	DOWNTOWN SYDNEY	LOCAL	1
451120	Hobby, toy and game stores	TOYS & HOBBIES	RETAIL	THE LOCAL NPC GAMES COLLECTIBLES	1,750	DOWNTOWN SYDNEY	LOCAL	1
722410	Drinking places (alcoholic beverages)	FULL SERVICE F&B	RETAIL	THE OLD TRIANGLE	6,256	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	THE PARLOUR SWEET HOUSE	700	DOWNTOWN SYDNEY	LOCAL	1
722512	Limited service eating places	LIMITED SERVICE F&B	RETAIL	TIM HORTONS	2,500	DOWNTOWN SYDNEY	BRANDED	1
448140	Family clothing stores	FASHION & FOOTWEAR	RETAIL	TIMELESS MOMENTS	3,000	DOWNTOWN SYDNEY	LOCAL	1
722511	Full-service restaurants	FULL SERVICE F&B	RETAIL	TRIO RESTAURANT & LOUNGE @ CAMBRIDGE SUITE	2,000	DOWNTOWN SYDNEY	LOCAL	1
		VACANT	VACANT	VACANT	500	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT	1,300	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT	3,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT	1,100	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (2 LEVELS MOVED BESIDE SCOTIABANK)		DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (BESIDE HEALTHY TOUCH)	1,300	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (BESIDE SNORE SHOP)	1,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (FINISHING TOUCH HOME BUILDING)	10,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (FOR LEASE BY WILSON INVESTMENTS)	3,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (GROUND FLOOR ONLY)	3,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (OLD BANK)	1,770	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (SMART SHOP BUILDING)	15,000	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (TBS)	15,130	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS BEST OF CAPE BRETON GIFT SHOP)	1,300	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS CALLI II)	2,400	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS CAVE BAR & LOUNGE)	3,500	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS GORDON PHOTOGRAPHIC)	1,500	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS LONG & MCQUADE)	2,430	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS SHOOZE FOOTWEAR)	1,500	DOWNTOWN SYDNEY		
		VACANT	VACANT	VACANT (WAS YAZER'S)	4,200	DOWNTOWN SYDNEY		
		PROFESSIONAL & FINANCIAL SERVICE	OTHER	VIBE CREATIVE GROUP	1,200	DOWNTOWN SYDNEY		
446130	Optical goods stores	SPECIALTY RETAIL	RETAIL	VOGUE OPTICAL	2,000	DOWNTOWN SYDNEY	BRANDED	1
441110	New car dealers	AUTO/RV/MOTORSPORTS DEALERSHIP	RETAIL	VW DEALERSHIP	10,430	DOWNTOWN SYDNEY	BRANDED	1
611620	Athletic instruction	FITNESS & LEISURE	RETAIL	ZOMBIE PROOF MARTIAL ARTS	1,500	DOWNTOWN SYDNEY	LOCAL	1

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