

J.C. WILLIAMS GROUP



Retail Commercial Market Assessment Update

December 2015

J.C. Williams Group Limited

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1.1 Traffic

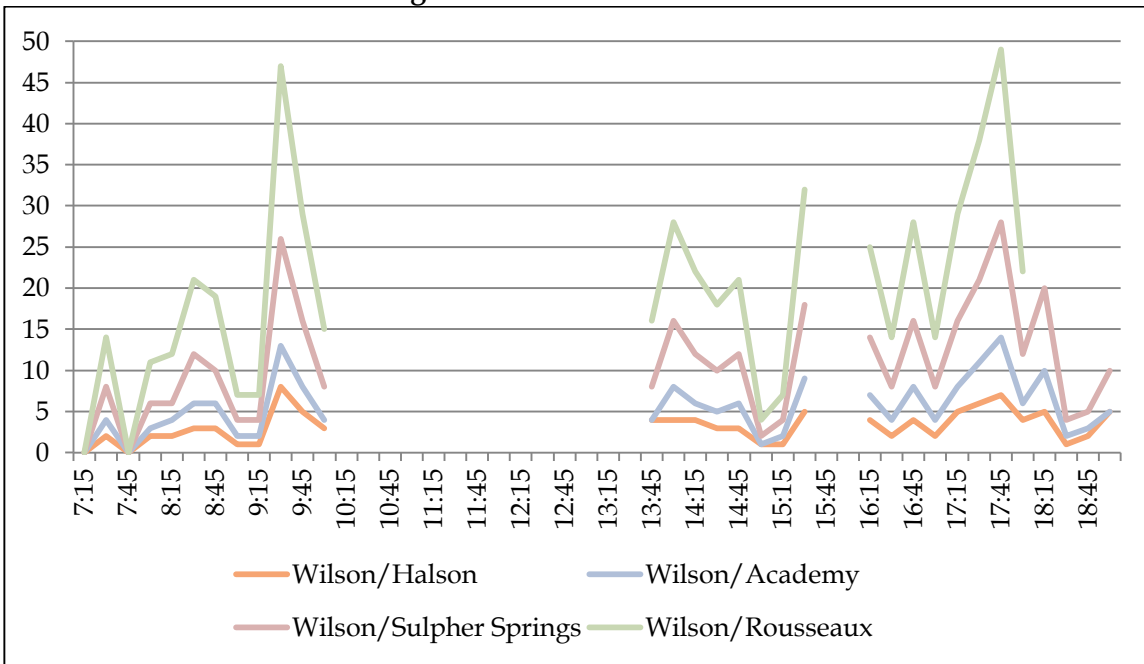
A review of the eight-hour pedestrian traffic for Wilson Street within the village illustrates a similar spike pattern.

Exhibit 2: Eight-hour Pedestrian and Vehicular Counts

Intersection	Date	8 Hour Pedestrian Count	8 Hour Vehicular Count
Wilson/Academy	April 16, 2015 Thurs.	140	8,273
Wilson/Halson	April 15, 2015 Wed.	102	10,331
Wilson/Sulphur Springs	April 20, 2015 Mon.	69	8,277
Wilson/Rousseaux	October 16, 2013 Wed.	230	15,247

- Pedestrian traffic is very low at the recorded intersections.

Exhibit3: Wilson Street East Eight-Hour Pedestrian Counts



Source: City of Hamilton

- The highest pedestrian traffic is recorded at Wilson and Rousseaux.
- There is both a morning and evening commute spike in pedestrian traffic.
- There is a small uptick in the early evening indicative of people going to the nearby restaurants.
- There is an uptick in the middle of the afternoon reflective of the after school traffic.

Parking Meter Revenue

As a proxy for pedestrian traffic changes, an assessment of the parking meter revenue collected annually provides some assistance.

Exhibit 4: Parking Meter Revenue

	Parking Meter Revenue	Year Over Year Change
2010	\$4,612.14	Half year only
2011	\$8,393.51	
2012	\$7,183.85	-14.4%
2013	\$6,201.75	-13.7%
2014	\$7,446.24	20.1%

Source: City of Hamilton Transportation

There are a total of 19 meters along Wilson St. E. in the village.

Parking revenues started strong during 2010 to 2011. In 2012 to 2013, revenues decreased. However, in 2014, they rebounded. Consumers may have initially tried to resist paying for parking but have now become more accustomed to it and paying for parking is part of visiting the area.

Part of the change is explained by the construction along Wilson St. E. during that period.

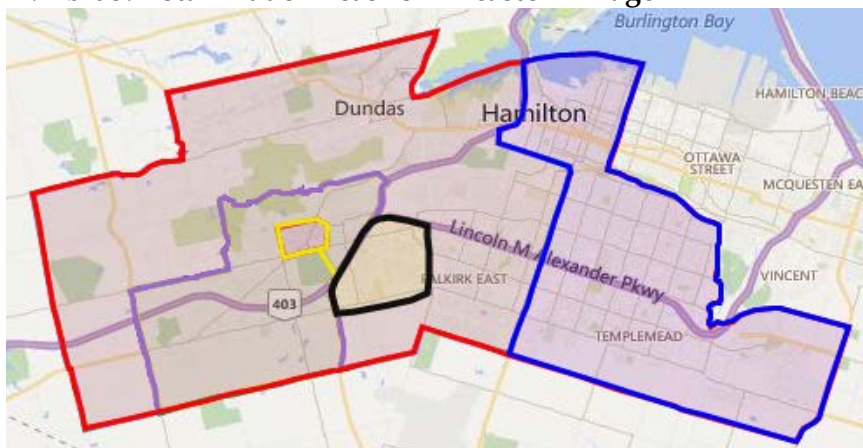
2.0 Socio-economic Profile

2.1 Trade Area Definition

The trade areas for Ancaster Village include the following:

- Rousseaux to Golf Links Road and Lovers Lane to McNiven Road.
- Ancaster excluding Meadowlands.
- Meadowlands.
- Ancaster, Dundas, and West Hamilton.
- Other parts of Hamilton.

Exhibit 5: Total Trade Areas for Ancaster Village BIA



The following tables and analysis reviews the socio-economics of the trade areas with a specific emphasis on the Ancaster area.

Each of the trade areas analyzed are discreet areas. This means that other trade areas located within them are excluded for analysis purposes.

Exhibit 6: Population and Household Characteristics

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
Population 2015	1,301	20,808	13,810	119,646	141,755	180,325	551,897
Annualized Population Growth	-0.7%	1.2%	5.0%	1.0%	1.0%	0.8%	0.7%
Households 2015	518	7,647	4,482	46,180	54,346	75,971	223,273
Annualized Household Growth	-0.1%	2.3%	5.8%	1.6%	1.7%	1.3%	1.4%
Persons Per Household	2.51	2.70	3.09	2.51	2.53	2.31	2.42

Source: Statistics Canada, Environics Projections 2015-08-31

- The village area is relatively small. However, the core of Ancaster excluding the Meadowlands has a sizeable population of over 22,000 (combined village and Ancaster populations).
- The population has been falling in the village, as older families are being replaced by younger ones and more empty nesters.
- Within the village, the persons per household is slightly smaller but includes a number of empty nesters and seniors.

Exhibit 7: Household Size and Marital Status

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
Household Size							
1 Person	20.3%	18.0%	13.2%	25.1%	24.3%	34.1%	28.8%
2 Persons	38.0%	33.8%	27.1%	33.2%	33.3%	29.4%	31.9%
3+ Persons	41.7%	48.2%	59.7%	41.7%	42.4%	36.5%	39.3%
Marital Status							
Single	24.9%	25.1%	26.8%	29.4%	28.7%	32.6%	29.7%
Married/ Common Law	57.3%	57.9%	64.3%	49.6%	50.9%	41.4%	45.9%
Sep, Divorced, Widowed	17.8%	17.0%	9.0%	21.0%	20.4%	26.0%	24.4%

Source: Statistics Canada, Environics Projections 2015-08-31

- As stated, household sizes are very large. Forty-two per cent of the local population is in a household with three or more people. This is even greater when the Meadowlands is included.

- The majority of residents are married or common law. The proportion of separated, divorced, or widowed residents is smaller than elsewhere.

Exhibit 8: Age Profile

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
0 to 9	6.9%	10.0%	13.1%	9.6%	9.7%	10.1%	10.4%
10 to 19	10.5%	12.0%	14.0%	11.5%	11.6%	11.0%	11.2%
20 to 29	15.0%	14.6%	14.4%	15.3%	15.2%	16.0%	14.8%
30 to 39	8.5%	10.5%	12.8%	11.7%	11.5%	13.9%	13.0%
40 to 49	10.5%	12.0%	15.0%	12.2%	12.1%	12.9%	12.9%
50 to 59	17.7%	16.1%	14.3%	14.3%	14.6%	15.0%	15.0%
60 to 69	16.1%	13.4%	8.6%	11.6%	11.9%	10.5%	11.2%
70+	14.7%	11.5%	7.5%	13.8%	13.5%	10.6%	11.4%
Median Age	48.7	42.7	36.6	41.6	41.8	39.2	40.4

Source: Statistics Canada, Environics Projections 2015-08-31

- Within the village, there is a higher proportion of older adults. However, there is still a sizeable young adult and child population.
- In the Meadowlands, the household size is very large and there is over 27% of the population under 19 years of age.
- Within Ancaster, there is a very high proportion of children as well as seniors.

However, the key person interviews and personal observation revealed that the current estimates and projections for the Ancaster area may be missing some significant changes.

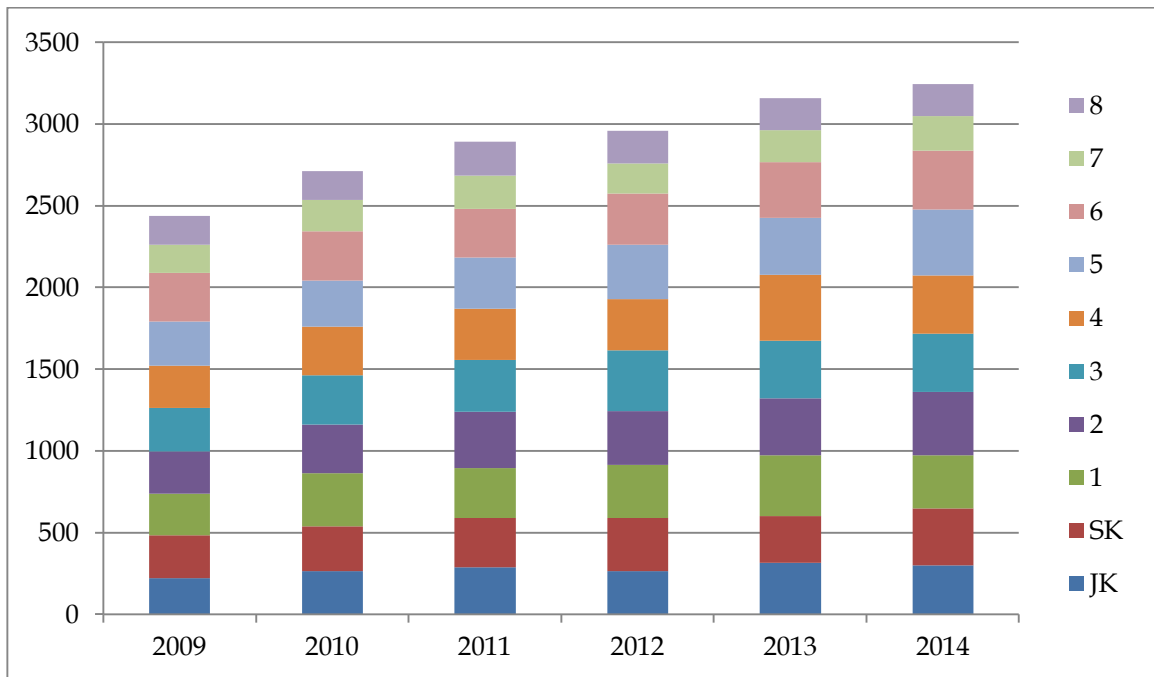
The age change chart on the following page fails to include the growth in young families in the area. To augment the discussion further, J.C. Williams Group has obtained additional information on school enrollment for the area elementary schools. The school enrollment chart illustrates the significant change in young children in the area not captured in the most recent estimates and projections.

Exhibit 9: Age Profile Change – Ancaster Village Trade Area



Source: Statistics Canada, Environics Projections 2015-08-31

Exhibit 10: Ancaster Area School Enrollment



Source: Hamilton Wentworth School Board and Hamilton Wentworth Catholic School Board

- The young adult population has been growing significantly in the last nine years and is now one of the largest target markets. There is an observation that many young adults are living with their extended family.
- There has been an increase in the number of young children but the increase may be larger given the 33% increase in student enrollment from 2009 to 2014.
- There is growth in the seniors' target market, especially in the 60 to 69 year age range. This group is different from the other seniors market in that they represent a "younger attitude" type senior as part of the baby boom generation.

Exhibit 11: Household Income and Housing Tenure

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
< \$20,000	3.1%	4.8%	5.5%	8.7%	8.1%	15.4%	12.4%
\$20,000 to \$39,999	8.9%	8.1%	10.6%	14.0%	13.1%	20.5%	17.6%
\$40,000 to \$59,999	9.6%	8.5%	11.6%	14.5%	13.6%	18.2%	16.6%
\$60,000 to \$79,999	8.9%	10.6%	10.5%	13.6%	13.2%	13.9%	13.9%
\$80,000 to \$99,999	10.4%	11.8%	10.8%	12.5%	12.3%	10.4%	11.2%
\$100,000 to \$149,999	19.9%	22.7%	19.9%	19.2%	19.6%	14.5%	16.7%
\$150,000 to \$199,999	17.4%	18.0%	13.7%	9.4%	10.8%	4.8%	6.9%
\$200,000+	21.8%	14.9%	27.3%	8.3%	9.3%	2.3%	4.8%
Average Household Income	\$175,374	\$139,882	\$143,527	\$104,478	\$110,136	\$70,596	\$84,943
Own/Rent	88/12	94/6	96/4	78/22	80/20	60/40	71/29

Source: Statistics Canada, Environics Projections 2015-08-31

- Average household incomes for the village, Ancaster, and Meadowlands are very high.
- Approximately 60% of the households earn more than \$100,000 annually.

Exhibit 12: Occupation and Education

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
Education							
Bachelor's Degree or Higher	41.3%	41.3%	38.7%	30.3%	32.4%	17.3%	20.3%
Occupation							
Management	69.9%	67.3%	65.6%	56.9%	58.7%	47.4%	49.4%
Sales/Service	16.8%	18.2%	19.4%	21.4%	20.9%	25.6%	23.8%
Arts, Culture, Recreation	2.7%	2.5%	2.9%	3.8%	3.6%	3.0%	2.8%
Other	10.6%	12.0%	10.1%	17.9%	16.8%	24.0%	24.0%

Source: Statistics Canada, Environics Projections 2015-08-31

- The local population is well educated and primarily works in white collar/management type professions including business, administration, government, health, education, and science.

Exhibit 13: Transportation to Work

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
Car	90.9%	93.0%	92.2%	85.2%	86.4%	79.4%	83.9%
Public Transit	4.8%	3.4%	4.3%	8.0%	7.2%	12.5%	9.6%
Walk	2.2%	2.6%	2.0%	4.6%	4.3%	6.4%	4.8%
Other	2.1%	100.0%	1.5%	2.2%	2.1%	1.7%	1.7%

Source: Statistics Canada, Environics Projections 2015-08-31

- Car dependency is very high in the village and in Ancaster.

Exhibit 14: Household Expenditures

	Village	Ancaster	Meadow-lands	West Hamilton	Total	Secondary Trade Area	Hamilton
Women's Clothing and Accessories	\$3,432	\$2,839	\$2,847	\$2,123	\$2,237	\$1,484	\$1,773
Men's Clothing and Accessories	\$2,257	\$1,897	\$1,960	\$1,401	\$1,479	\$977	\$1,174
Children's Clothing and Accessories	\$98	\$112	\$168	\$99	\$101	\$78	\$85
Furniture and Home Furnishings	\$1,461	\$1,192	\$1,377	\$881	\$930	\$603	\$718
Electronics and Appliances	\$2,041	\$1,938	\$2,144	\$1,525	\$1,589	\$1,099	\$747
Leisure Retail	\$1,600	\$1,324	\$1,003	\$1,020	\$1,068	\$738	\$674
Other Retail	\$843	\$688	\$755	\$567	\$486	\$389	\$193
Food from Stores	\$9,137	\$8,158	\$8,530	\$7,054	\$7,230	\$5,640	\$6,303
Alcohol from Stores	\$1,328	\$865	\$875	\$785	\$801	\$604	\$681
Health and Personal Care	\$2,090	\$1,807	\$1,930	\$1,693	\$1,713	\$78	\$1,501
Food Services	\$4,710	\$3,593	\$3,536	\$2,823	\$2,950	\$1,352	\$2,443
Personal Care Services	\$1,149	\$1,006	\$1,026	\$768	\$804	\$542	\$636
Dry Cleaning and Laundry	\$289	\$242	\$188	\$204	\$210	\$174	\$179
Packaged Travel	\$1,789	\$1,177	\$1,183	\$755	\$825	\$472	\$582

Source: Statistics Canada, Environics Projections 2015-08-31

In proportion to the average household income, local households spend a high proportion of their budget on:

- Home improvement,
- Electronics and appliances,
- Packaged travel,
- Leisure retail,
- Recreation memberships.

Summary

- Local households like to spend money on their home and their families. They like to travel for experiences and are committed to staying in shape and participating in recreational activities.

3.0 Retail Audit

A retail audit of Ancaster Village BIA was conducted in August 2015. Each accessible retail store was noted for the name of the business, address, retail category according to NAICS, estimated square footage, and competitive positioning.

A comparison to the audit in 2009 is provided.

Exhibit 15: Ancaster Village BIA Retail Audit

	2015				2009			
	Number of Businesses	% of Total	Square Footage	% of Total	Number of Businesses	% of Total	Square Footage	% of Total
Retail Merchandise								
Clothing and Accessories	4	3.9%	6,500	3.6%	6	5.9%	8,300	4.9%
Home and Electronics	1	1.0%	600	0.3%	1	1.0%	800	0.5%
Leisure	9	8.8%	11,800	6.6%	8	7.9%	9,100	5.4%
Other General Merchandise	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total Retail Merchandise	14	13.7%	18,900	10.6%	15	14.9%	18,200	10.8%
Convenience								
Convenience Store	1	1.0%	1,500	0.8%	1	1.0%	1,500	0.9%
Drug Store	3	2.9%	3,600	2.0%	2	2.0%	3,000	1.8%
Grocery	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Specialty Food	3	2.9%	2,800	1.6%	1	1.0%	400	0.2%
Total Convenience	7	6.9%	7,900	4.4%	4	4.0%	4,900	2.9%
Eating								
Café	4	3.9%	4,200	2.3%	4	4.0%	4,400	2.6%
Restaurant	5	4.9%	26,500	14.8%	4	4.0%	22,800	13.5%
Total Eating	9	8.8%	30,700	17.2%	8	7.9%	27,200	16.1%
Services								
Total Personal Services	7	6.9%	9,700	5.4%	5	5.0%	3,100	1.8%
Beauty, Hair, Spa, Nail	8	7.8%	10,800	6.0%	7	6.9%	9,400	5.6%
Professional Services	26	25.5%	44,600	24.9%	28	27.7%	42,700	25.3%
Medical Services	25	24.5%	37,400	20.9%	24	23.8%	30,100	17.8%
Total Services	66	64.7%	102,500	57.3%	64	63.4%	85,300	50.5%
Automotive	1	1.0%	10,000	5.6%	1	1.0%	8,500	5.0%
Recreation, Entertainment	1	1.0%	2,800	1.6%	2	2.0%	9,000	5.3%
Total Occupied	98	96.1%	172,800	96.5%	94	93.1%	153,100	90.7%
Vacant - Redevelop	0	0.0%	0	0.0%	3	3.0%	10,500	6.2%
Vacant	4	3.9%	6,200	3.5%	4	4.0%	5,200	3.1%
Total	102	100%	179,000	100%	101	100%	168,800	100%

Source: J.C. Williams Group 2015, 2009

- There is approximately 180,000 sq. ft. of retail. There is approximately 10,000 sq. ft. more space compared to 2009.
- Vacancy remains relatively low at 3.5%.
- Services remains the largest category. This is dominated by medical and professional services.
- Retail merchandise has remained constant but there have been internal shifts. There are fewer clothing stores but an increased number of leisure related stores.
- Food services has increased, with the lease up of the major restaurant and coffee shops.
- Convenience retail has increased with the addition of several specialty food retailers.

Exhibit 16: New Development Proposals

Application Type	Number	Address	Purpose Of Application
Site Plan	SPA-09-104	193-201 Wilson Street East	The application was approved with conditions. The proposal for was for an addition onto the existing 2 storey structure and an additional 44 parking spots.
	SPA-13-143	300-314 Wilson Street East	The application proposed demolition of two existing buildings and reconstruction of two new buildings. As well, the applicant proposes to change the existing parking area for the lawn bowling and tennis courts.
	SPA-14-043*	548 Old Dundas Road	To construct a new chapel building accessory to the existing restaurant. Alterations to the existing parking configuration and a new pedestrian creek crossing bridge are proposed as part of this development.
	DA-14-117	385 Wilson Street East	To construct a 3 storey medical office with associated parking spaces.

Source: City of Hamilton

Examples of redevelopment or changes from 2009 to 2015 include the following:

Exhibit 17: Before and After Images of Buildings in Ancaster Village BIA



240 Wilson St. E. 2009



240 Wilson St. E. 2015

The vacant food service is now a Starbucks with outdoor patio seating.



2009



2015 – new gateways and streetscaping.



259 Wilson St. E. 2009



259 Wilson St. E. 2015

New office addition and upgrade



407 Wilson St. E. 2009



407 Wilson St. E. 2015

A dramatic facelift and addition.



413 Wilson St. E. 2009



413 Wilson St. E. 2015

New benches.



419 Wilson St. E. 2009



419 Wilson St. E. 2015

Boutique hotel under construction.



438 Wilson St. E. 2009



438 Wilson St. E. 2015
Improved façade.



412 Wilson St. E. 2009



412 Wilson St. E. 2015
Facade improvement.



346 Wilson St. E. 2009



346 Wilson St. E. 2015
New bakery adds to the specialty food focus.



314 Wilson St. E. 2009



314 Wilson St. E. 2015

New BIA office and recreational services for the community.

Exhibit 18: CPIG – Facade Improvement Grants

	CPIG Grant	Total Value
2008		
2009	\$80,835.66	\$155,741.22
2010		
2011		
2012	\$42,628.01	\$95,437.54
2013	\$49,707.31	\$148,899.82
2014	\$25,000.00	\$51,511.05
Total	\$198,170.98	\$451,589.63

- There is moderate to good usage of the program for some larger redevelopment projects.
- There are many years whereby no grants were issued.
- There are proposed changes to the grants program and in particular to the CPIG grants. The City is proposing to cap the maximum amount that an individual property can use within a five-year period. They are also considering allowing for other expenses such as engineering/architectural fees for change of use applications or other internal work such as complying with AODA standards. However, these changes have not been approved at the time of this report.

Exhibit 19: Ancaster Village BIA Total Assessed Value

	Total Assessed Value	% Change Year Over Year
2009	\$22,068,167	
2010	\$23,822,636	8.0%
2011	\$27,806,867	16.7%
2012	\$29,904,000	7.5%
2013	\$31,112,825	4.0%
2014	\$32,721,650	5.2%

Source: City of Hamilton

- Overall, in the five years from 2009 to 2014, assessed values have increased on average 8.2% annually.

Exhibit 20: Ancaster Village Building Permit Value

	Total Assessed Value	Cumulative Value
2009	\$95,000	
2010	\$1946,000	\$2,041,000
2011	\$304,500	\$2,071,450
2012	\$180,100	\$2,251,550
2013	\$810,500	\$3,062,050
2014	\$297,000	\$3,359,050

Source: City of Hamilton – retail only, excludes signage

- Overall, in the five years from 2009 to 2014, the value of all retail building permits, excluding signage, is \$3.4 million.

4.0 Key Person Interviews

The following represents statements made by interviews conducted in August and September 2015 by Ancaster Village stakeholders. They do not represent the opinions of the BIA, the City of Hamilton, or J.C. Williams Group.

Consumers

- Growing area
- A lot of young families moving into the area – or back into the area
- Sport and recreation activities are very important to these families
- Families have very busy lives
- Composed of older/seniors with old money but more young families are moving into the area
- Growing ethnic diversity in the area
- See significant change in ethnicity; 20% of visitors
- Will become more like rest of GTA, more ethnically diverse
- No significant change
- More people that have moved from elsewhere in GTA to Ancaster seen in store
- Younger and more ethnic but still predominantly older and more established families
- May be 50/50 split of new families in the area compared to older established families
- Investment in Town Square is paying off – tennis membership has increased from 55 to 350; brings people to the area
- Allow for more daytime use activities to generate retail sales opportunities
- Adding more weddings happening in the area
- Very little ethnicity change in the area
- It is a very consistent market – not a lot of change; 40 to 50 year olds
- Given the recession and cut backs, see that people are not spending as lavishly as before – but they are still spending

Sales Performance

- Good sales growth – every year
- Business has doubled
- Business has been up and down
- Stuck to original business plan and it is working
- See good growth opportunity in Ancaster
- No or little vacancy

Retail Mix

- Restaurants draw people to the area
- Retail mix drives visitors to Ancaster
- More retail that caters to young families
- Restaurants do not open until 4 pm on weekends – becomes a chicken and egg scenario – there is not enough weekend traffic but there is not enough traffic to justify them opening

Trade Area – Decision to Locate

- Wanted to be close to Dundas
- Good location
- Needed to get a footprint in the community
- Like small town feel

Parking

- There is the perception that there is no place to park
- Parking is set up so that it is difficult to cross-shop. Visitors will move their car to shop at another village store rather than walk
- There is no problem finding parking
- Supply issue. Not enough
- City needs to provide more parking
- Should add more handicap parking spaces for the senior population in the area
- Need more signage for parking

Traffic/Transportation

- Still plans for a westbound ramp at Mohawk Road to alleviate congestion on Wilson Street but needs MTO approval

Neighbourhood

- Tearing down older homes and putting up monster homes
- No first-time home buyers in the area because price point of average home is so high that only established families can afford to buy into Ancaster
- A lot of home turnover but they don't shop in Ancaster that much, preferring to shop where they came from (e.g., Toronto)
- Hard to increase awareness of Ancaster Village to all of Ancaster, a lot of new families do not know we exist
- Trend is to move out of Ancaster to avoid paying the high property taxes

Arts Centre

- City bought the building and is in the process of developing a plan and fundraising for redevelopment
- Will include art spaces, 450 seat theatre, 12 to 14 classrooms, among others activity spaces
- Complements Fieldcote and Old Firehall
- Will be a great addition to Ancaster providing more daytime population to shop at shores and visit restaurants

Ancaster Square

- Redeveloped including Hammil House and Tisdale House
- Town Hall repaired and now used by the community including vendor booths at special events
- Five tennis courts, lawn bowling, skating rink, and splash pad added

Other Activities

- So many things to do in the area – rail trail, falls, Fieldcote, etc., which is good for village
- Everyone is so focused on their own activity that help is needed to link the opportunities together

Farmers' Market

- Over 40 vendors
- Well run
- Adds to the village

Ancaster Secondary Plan

- Completed including urban design guidelines
- Maintain the heritage character of the area
- State that professional services are discouraged

Hotel

- Under construction
- Will add 18 rooms but no major retail – will encourage visitors to eat/shop at other Ancaster businesses

BIA

- Like the direction the BIA is headed
- Like what is happening in the village
- Need better meeting format to make decisions
- Have made good investments in the past
- Staffing decisions are good, good staff, good executive director, excellent skill set to get the job done

Beautification

- Have spent the last few years focused on beautification
- Going forward there is less emphasis to be placed on beautification and more emphasis put on marketing (getting local residents to shop more often)
- Maintain existing look
- Street looks good
- Looks good but how does gateway drive sales?
- Great at the heritage look, need to fit in with the look

Vision

- Can be more than a collection of destination stores
- Want to be local serving retail district
- Need to change image – cater to the well to do, but cannot charge extra just because it was sold in Ancaster
- Make it a family place to be
- No clear direction on what brings all these businesses together – what is the common thread?
- People have a very positive feeling when they leave Ancaster

Competition

- Increased pressure from competitive areas

Marketing

- It is hard to get people to know that businesses exist here
- Question the role of heritage in marketing to young families
- BIA will be conducting a branding campaign
- Will be reviewing their website
- Need to target the younger families

- First focus is increasing awareness
- The issue of heritage in the title can be an issue
- Retailers rely on word of mouth
- Take advertising and promotion out of the village and promote the area in other areas such as Meadowlands
- Focus of BIA efforts on getting people to area, increased patronage
- Good at Facebook, social media – with targeted geographic services
- Need more signage to grab people’s attention
- Need to have it constantly changing and updated – travel along Wilson Street all the time and rarely notice things as I have my set commute patterns – need to shake things up so that drivers notice things
- There is a captive market of older people who visit – the focus of resources in terms of time and energy should be on the younger generation
- Need to draw people and to make existing people shop more
- Focus on the teenager market with families
- Each business and organization does its own marketing to its own target group – but nothing coordinating or partnership
- Need to review retail signage rules as they need to have increased visibility to get noticed

Events

- Heritage Days was good but it could have been busier
- Tree Lighting – retailers allowed to take booths, good event, attracts young families
- Pan Am events were good – organized gift bags for families/visitors with coupons, etc.
- Want to use events to expose the village to local area residents
- Offer vendors free rent the first year to see how it went
- Do not attend events such as ones in Ancaster as they are not targeted to my needs – need more young adult focused ideas

Retail Recruitment

- Need better balance of retailers – more local goods and services
- Difficult to recruit as the mindset of the consumer is that Ancaster is not known for local goods – such as a cheese shop
- Should focus on getting more people to the area first and then the market will take care of retail recruitment. Private businesses will take advantage of increased traffic to the area
- It is the retail mix that will drive consumers to shop here, not the marketing or the beautification
- Cheese doesn't bring people to Ancaster

City

- Feel that village has the ear of the City and can get things done
- Need to raise awareness of the City programs including facades – ideas such as “Looking to Renovate? Here's How We Can Help”
- City puts up roadblocks to development – investors want to redevelop sites but there is a lot of red tape
- Need more and better communication with City and then to the BIA

5.0 Update on Strategy

The following section updates the action plan steps provided to the BIA and the City in 2009. The status update column is the reference of the progress made to date as of October 2015.

The Action Plan recommendations includes four major categories: organization, economic development, marketing and branding, and programs for enjoyable shopping.

Vision

The BIA has developed a new vision for the district. They have moved away from explicitly using the word heritage in their title. They are now referred to as only Ancaster Village BIA. The new brand developed for the BIA is shopping oriented. The website is:

www.Shopancastervillage.com

The tagline is Dine, Shop, Explore – Join Us In The Village

J.C. Williams Group has provided some additional input into the messaging and positioning of the BIA with respect to their new brand. This is provided in the Appendix by The Retail Lab.

The vision of focusing resources towards increased outcomes related to shopping is the correct tract. BIA time and resources that do not go to benefitting the members and their sales goals should not be pursued. This ensures resources are put to their maximum benefit. It also enables the BIA to make better decisions on initiatives and programs to fund and support and those that it should not.

Organization

As an additional note, the vision that is focused on shopping outcomes is very relevant in today's changing retail sector. Organizationally, this requires:

- A very flexible structure that can respond to changes that are happening in the retail world
- An ability to foster creative thinking and innovation amongst the BIA members so that programs and initiatives that are not working well for the members are either retooled or stopped so that new, potentially positive ideas can foster
- Use resources to better effect and to embrace technology as a way of increasing reach, communicating, and providing valuable services to potential shoppers.

Exhibit 21: Recommendations – Organization

2009 Action Step	Time Frame	2015 Status Update
Develop a full set of communication tools, assign a budget, and resource time against each	Immediate	BIA is re-evaluating all communication tools include brand elements
Finalize a job responsibility program for the executive director	Immediate	Complete
BIA to canvas for support and increase communication and work with non-members	Immediate	In progress
Evaluate BIA committees ensuring that they are working towards strategic planning and developing tactics to carry out the goals set	Within 18 months	Good committees have been established
Develop methods for increasing private/public sector investment including corporations, foundations, public sectors, houses of worship, and other private sector bodies	Short-to-medium-term	In progress, good progress to date on some initiatives such as events, farmers' market, and Memorial School
Coordinate with local groups, clubs, and associations (e.g., Golf Club, Garden Club, etc.) to discuss opportunities to fund specifically identified local-based projects within the village	Short-term	In progress

Recommendations: Status Update 2015

The BIA has begun the process and should continue to re-evaluate all programs and initiatives and determine if they are supportive of the brand positioning and its members. The programs and initiatives should be measured against an evaluation criteria scale of support to the BIA. A determination of which programs to keep, which ones to retool, and which ones to abandon is a necessary step for the BIA. Then the BIA can determine which new initiatives to pursue. As the BIA budget is tight and not expected to rise significantly, the BIA must do this critical evaluation. This should be completed within the next six to twelve months.

Economic Development

Exhibit 22: Recommendations – Economic Development Strategies

2009 Action Step	Time Frame	2015 Status Update
BIA to set goals and objectives for retail recruitment as well as other community activities (community centre, recreational facilities, arts, culture, etc.). Goals should be to increase retail merchandise to 15% in the short term and with the overall goal of 20% in the longer term. Convenience retail should increase to 6% in the short term and 10% in the long term	Immediate	Progress is made but still short of goals in terms of desired retail mix. The BIA should focus on innovative food services as well as enhancing the convenience retail aspect. The retail merchandise mix will be primarily unique destination type retailers.
Continue to enhance farmers' market		Done – the market is a well functioning entity for the Village
Begin commercial retention programs	Short-term	In progress
Develop a one page of strengths of Ancaster Village BIA that a potential retailer would find helpful (facts on why you should locate here)	Short-term	Incomplete
Develop programs related to improved customer service	Short-term	Programs are part of the City's small business centre
Develop program of potential retail and community uses along the entire BIA including conversion of residential to retail, mixed-use building opportunities, other infill potential, and redevelopment of existing buildings	Short-term to medium-term	Completed some projects – focus on Arts and Culture Centre, some residential buildings are in the process of being converted. Some redevelopment has been slow due to the City
Develop potential incentives, ideas, and programs to help facilitate new businesses to open in the BIA	Medium-term	A review of the incentive programs carried out by the City is currently underway with improved programs to be implemented
Act as a liaison for retail investment opportunities	Medium-term	In progress

Recommendations – Status Update 2015

The focus of the BIA has been focused on streetscape improvements. This combined with the work in the Secondary Plan and the Urban Design Guidelines have laid the groundwork and now the BIA can focus on marketing as well as limited economic development.

One element the BIA can rally behind is encouraging more fast casual and contemporary restaurants in the BIA. The trends in food service are continually shifting to contemporary casual and away from more formal eating. By clustering the restaurants together, they can work to encourage visitors to stay longer and potentially shop in the village. The BIA should develop a wish list of retailers that they would like to envision on the street. This will help guide the BIA decision making in events and marketing to potentially attracting these types of businesses. Along with the wish list, there should be a one page recruitment piece whereby the BIA focuses on why a retailer would open a business in Ancaster Village. This is a valuable exercise to ensure that the members are on the same page as the economic rationale for opening a business. However, it is noted that many of the retailers are still primarily destination oriented. This project should be completed within one year.

Marketing and Branding Strategies

Exhibit 23: Recommendations – Marketing and Branding Strategies

2009 Action Step	Time Frame	2015 Status Update
Coordinate joint marketing programs among businesses	Immediate	In progress with new branding program
Work with all businesses to ensure that they include Ancaster Village in their address cards, yellow pages, website contact information, etc.	Immediate	Rebranding is to drop heritage name but work continues to ensure all businesses are working cooperatively
Develop a website and then ensure that it is linked to many other organizations (e.g., City, arts and cultural organizations, recreation, etc.). Use programs such as Constant Contact to develop direct mail campaigns	Immediate	Done, but is being relaunched
Enhance public relations with local media (<i>Ancaster News, Dundas Star, The Spectator</i>) and search out, where possible, national coverage in larger circulation media such as <i>The Globe and Mail</i> or blog/internet sites	Immediate	Done. However, the BIA should be less reliant on print media
A tourist information kiosk should be enhanced at the library (not necessarily staffed)	Immediate	Done. This can be enhanced with more information on BIA retailers
Establish consistent shopping hours to promote the hours of operation. Organize a special village service and retail workshop to discuss hours of operation and customer service excellence	Immediate and ongoing	Consistent hours is a difficult task
Develop an Ancaster Village brand	Short-term	Done, and in the process of rolling out
Explore the feasibility of cross-marketing businesses with other activities – accommodation, arts and cultural programs, Farmers' Market, and professional services	Short-term and ongoing	Done, constantly updated

2009 Action Step	Time Frame	2015 Status Update
Develop and establish distinctive gateways on the approach to Ancaster Village and signage, within the Village, that reinforces a consistent theme and provides useful/effective information. Ensure that these are both pedestrian and vehicular scaled	Short-term	Done
Explore opportunities for increased events and programs – designed to raise the profile of the Village as a community destination	Short-term and ongoing	Done
Explore partnerships with regional tourism sectors, such as agri-business and culinary activities, eco-tourism and recreational trails	Short-term and ongoing	Done

Recommendations: Status Update 2015

See Section 6 for target market approach and Appendix for detailed recommendations related to the brand positioning.

Programs for Enjoyable Shopping

Exhibit 24: Recommendations – Programs for Enjoyable Shopping Strategies

2009 Action Steps	Time Frame	2015 Status Update
Explore infill opportunities	Immediate and ongoing	In progress. There are some barriers at the City level and concern over development near existing residential. But redevelopment is slowly progressing in the village
Explore feasibility of diverting traffic (e.g., by providing additional westbound access ramps to Hwy 403, including from Main Street W.) and creating an intimate shopping environment through curb line, widening sidewalks, and narrow intersections. These areas could be enhanced with benches, street trees, and public art	Immediate and ongoing	Traffic diversion is not possible at present based on interviews with City staff. The enhanced streetscape project is complete and constantly being upgraded
A full evaluation of parking locations is required in view of the need for both additional general parking and street parking in front of as many businesses as possible	Short-term	Done. Paid parking has been added to the street to discourage misuse by employees
Establish a level of service for enhanced maintenance and appearance of the public realm (e.g., roads, sidewalks, gardens and planters, signage, street furniture, and public buildings)	Short-term	Done
Consider the establishment of urban design guidelines to ensure that a consistent building theme is enforced and discuss the pros and cons of establishing a Heritage Conservation District	Short to medium-term	Done

6.0 Further Refinement to Ancaster Village Plan

The focus of the BIA resources are in marketing. To that end, the committees and budgets related to beautification, marketing, events, and retail recruitment should have the common goal of increasing visitation to the area.

To accomplish this task, the BIA should take a target market approach that encompasses not only advertising to these groups, but also considers the types of beautification and recruitment activities that will draw them.

The goals are divided into three major streams:

1. Increased daytime visitors
2. Increased synergy between arts and nighttime visitors
3. Increased everyday visitation.

Goal 1: Increased Daytime Visitors to Ancaster Village

Given that most businesses are open during the day, marketing focused on daytime visitation is critical to the success of many retailers.

There are a number of key target markets to pursue including:

- Village office workers
- Local residents
- Students (e.g., Dental school)
- Library visitors
- Stay-at-home parents who pick their children up from school in the afternoon
- Recreation (outdoor and indoor), cycling, fitness studios, walking/strolling, etc.

Village Office Workers

- Significant target market
- Most frequented target market – they are in the Village 5 days/week, 52 weeks/year
- Includes financial, insurance, real estate, legal, professionals, medical, retail, and self employed
- Not looking for a lot of shopping but looking to make their life easier – solution-oriented retail
- Reasons to visit Village businesses includes:
 - Food options (primary reasons):
 - Eat out a lot and need more variety, with healthy, fast, and good value options (there are fast casual restaurants in Ancaster Village but workers want more choice)
 - Business lunches
 - Errands – things for family, personal medical/dental appointments, dry cleaning
 - Business clothing – workers tend to buy work wardrobe purchases in bulk and need complete outfits
 - Work break, bored at work, stressed at work – need a distraction

Marketing and Beautification

- Need direct marketing tools: This includes obtaining their emails and Twitter accounts to send messages to them about new products, new menus, sales, events, charity events, etc. Also, the workers will respond to more guerilla marketing techniques such as restaurant sampling trays on the street, free ice cream at 4:45 pm, and concerts (e.g., Five at Five – five bands performing at 5:00pm in the village on Thursday), beer sampling events, etc. Timing of events with workers is critical.

Events have to occur when they are just about to leave for lunch or return from lunch, mid-afternoon break, and just before work ends.

- The BIA should use events to obtain emails and Twitter accounts of Downtown workers so that they can market to them directly.
- Lunchtime food festival – \$10 menu items, ideas such as “Taco Tuesdays.”
- Charity-oriented lunch time sporting events; e.g., the longest putt for charity; have a professional golfer give expert advice, stationary bike races for charity, etc.
- During special events, such as the Olympics, set up a “Lodge” in Town Hall park (works for winter or summer) with a viewing screen and activities happening during the day. This is also community building, which creates a more cohesive Village.

Exhibit 25: Images of Sporting Event Lodges



The Lodge could be set up with chairs, art work, and charity bins, all geared towards enjoying the special sporting event.

A fireplace and custom artwork creates an environment that builds community in Ancaster Village.

- Complement the workers’ busy lives with concierge services – pick-up dry cleaning, gift buying services, etc.
- Have an after work beer sampling event.
- Make them feel special with treats/gift bags at holidays, Downtown employee discount card, etc.
- Workers, especially younger workers are very interested in career advancement, networking, and self-improvement. The BIA, through partnerships, can develop events focused on career development/networking. Other ideas include inspirational talks similar to TED Talks. As stated, these could be in coordination with the Chamber of Commerce or the Hamilton Small Business Centre.
- Encourage two office food clusters – one near the plaza (along Wilson St. E. from Sulphur Springs to Academy) and one near Starbucks (Wilson St. E. and Halson St.).

Retailers

- Events, programming, and promotions centred on increasing the number of fast casual eating-places (including more variety with healthy, fast, and inexpensive options) will help achieve the goal of keeping office worker spending in the Village.
- Pharmacy, health care store (not necessarily large pharmacies).

Local Residents

- There are both opportunities and issues with the local population:
 - The local population is shifting towards younger families as well as more ethnically diverse families.
 - The average household income is very high.

Marketing and Beautification

- Similar to office workers, the BIA needs to have an extensive database on Downtown residents so that they can email and Tweet to them directly about current sales, events, new products, new menus, etc.
- Meet with all Residents' Associations, Ultimate Moms, The Ancaster Bazaar, and other groups to market to them directly: join their Facebook groups, advertise in their newsletters, etc.
- Other guerilla marketing such as sampling, mail out postcard, and posters are effective as well.
- Given the type of customer, having a volunteer or intern knock on doors and provide information to local residents is an added personal touch. However, it should not be seen as overtly selling but more as information providing.
- The BIA should join the Residents' Associations (if possible), have articles written about the village for their newsletters, post submissions to their Facebook page, and consider advertising in their newsletters.
- Concierge services may be provided such as gift-wrapping for holidays, restaurant or performing arts reservations, etc.

Exhibit 26: Concierge Services



Lulu Dan Ma Rue is a concierge service in the suburb of Saint Paul in Paris. They shine shoes, look after keys, send shirts off to be pressed, gift wrap, etc.

- Meet your neighbour events

Exhibit 27: Meet Your Neighbourhood Event



Events such as recreation at Town Hall outside should be encouraged such as Yoga Tuesdays in the morning and late afternoon, boot camp programs, etc.

Exhibit 28: Recreation Events at Town Hall



Stay At Home Parents Who Pick Up Children from School

- This is a unique target market that exists in Ancaster Village. It is noted that at approximately 3:00 pm on weekday afternoons, these parents leave to go pick up their children from school.
- There may be an opportunity to market to these parents to help run certain errands prior to the child pick up time.

Marketing and Beautification

- Given that they are very time pressed, they may be open to services that can be done quickly and efficiently. This includes having their hair blown out, pedicure/manicure, etc. These are self-pampering services. Discounts and promotions geared to beauty services from early afternoon to 3:00 pm may be considered.
- Additional services such as free sparkling water will make them feel welcome even though they are time starved.
- Joining groups such as Ultimate Moms and other Facebook-type groups may be beneficial for marketing and engaging in dialogue with this target market.

Exhibit 29: Ultimate Moms



- Ancaster Village could develop a Kids Club and open up an area for parents with a washroom, microwave, feeding area, changing table (e.g., in the BIA office or library).

Dental College Students

- Post-secondary institution students spend a high amount on eating out. Research conducted by the organization Student Awards in 2010 estimated this to be \$75 to \$100/month on fast casual food.
- The Village has an opportunity to capture a small but significant portion of this expenditure.

Marketing and Beautification

- Similar to Downtown office workers, guerrilla-marketing tactics can work best for these people with busy lives. This includes notices and interactive marketing when they are in the village.
- Provide catering services.
- Student discount cards.

Library Visitors

- The Ancaster library is well used.
- Focused on families with young children as well as seniors and would-be entrepreneurs.

Marketing and Beautification

- Similar marketing tactics including guerrilla strategies that rely on approaching young families may work if done tactfully.
- Events can be organized related to books and missing retailers.
- Storytelling in the Village at key times throughout the day will help extend the visits of young families with children.
- Larger events around a special book may include an event such as Pink Panther Day (Ancaster Village is covered in pink).

Exhibit 30: Storytelling



Children's storytelling events with costumed readers that are timed throughout the day can work together with the library. It may bring entrepreneurs who will want to open a bookstore in the village.

Exhibit 31: Children's Play Area



These need to be tied together with existing services such as the Splash Pad and children's play area and marketed together.

- Other events involve using children to bring the entire family to the village including school choir/singing groups, posting children's artwork in the village, etc.
- The difficult part is to combine these types of events with retailers. Bringing increased awareness and familiarity with Ancaster Village is a good and valued

goal/objective for the BIA, but making encouraging retail sales from these visits is difficult.

Missing Retailers

- The events can be geared to assisting in recruiting missing retailers such as a bookstore and toy store.

Recreation-oriented Visitors

- Many visitors come for recreation, walking around, physical fitness, the waterfalls and park areas, etc. Ancaster Village is blessed with these beautiful amenities.
- The number of fitness studios and recreation and fitness-gear businesses in the village could be increased.
- The difficulty is converting visitors whose primary interest is recreation to potential shoppers.

Marketing and Beautification

- Niche marketing to specific groups such as biking, running, skating, walking, etc. through associations.
- Make the village more bike and walking friendly through design including bike lanes, bike parking, etc. Increase signage for cyclists – welcome to Ancaster.

Retailers

Exhibit 32: Examples of Retailers that Combine Business with Recreation or Social Gathering



Active wear stores such as Lululemon offer yoga in store, which combines everyday living with shopping.



The Running Room is a similar example of a retailer that combines everyday physical fitness with retailing – the retailer melds the store in people’s everyday lives.



Retailers include social gathering places and places to hang out. This retailer sells clothes, has a cafe at the front, and a barbershop in the back. Guys naturally gravitate to this store on a frequent basis.



The Pirate Store in San Francisco is both a store and combination party store and community centre. This includes birthday parties, pirate book/ play writing.



A toy store should be designed as highly interactive.

Book Store

This is a must for Ancaster Village. Despite the growth of online sales and ebook sales, there are still opportunities for niche players. A good quality, high-end book store/ gift shop would fill a void in the marketplace.

Exhibit 33: Book Store Examples



Book stores should have reading areas, cafes, and other socialization places.



Art work in book stores can make it a more interesting place to visit.

Supermarket

More food should be provided to enhance the everyday quality-shopping environment. The grocer should expand.

Exhibit 34: Example of an Small Urban Supermarket



Summerhill Market is approximately 8,000 sq. ft. carrying high-end food products. The retail business sales are increased through catering services. The outside is well merchandised with garden and florist products.

Exhibit 35: An Experiential Supermarket



Grocery stores should encourage live music.

Goal 2: Increased Synergy with Nighttime Visitors

The focus on nighttime activities is to extend the retail sales opportunities to tie into those visitors in search of entertainment.

Performing Arts Visitors

- Encourage a complete evening out experience with performing arts, dining, and after performance drinks/dessert.
- Performing arts should be clustered in close proximity to create spin off effects – Fieldcote, Old Firehall, Memorial School, etc. near Sulphur Springs Road area of the Village.

Marketing and Beautification

- Create a packages program for performing arts and food services, health and wellness, dress fitting, parking program; e.g., upsell – come to performance, dinner for two at choice of four restaurants, bottle of hand lotion, blow-out and manicure done, valet parking.

Retailers

- Range of food services – white tablecloth, fast casual, quick service, etc.
- Cluster nighttime restaurants near Sulphur Springs.
- Personal services such as beauty services.
- Retailers should be encouraged to stay open later to take advantage of this target market.

Restaurant and Entertainment Visitors

- Ancaster Village restaurants and food services attract local and regional residents for casual dining and special occasion dining.
- The food service industry is very competitive and nearby business districts have increased the competitive factor for eating out.
- This requires food service operators to be constantly changing and updating their venues, menus, and entertainment factor.

Marketing and Beautification

- City and Ancaster should encourage increased patio seating.
- Other programs supported by the BIA and coordinated with the City include food festivals.
- As with other target markets, any niche marketing that can be done with restaurants is worthwhile. Promotions encourage meetings to take place in restaurants including advertising meeting spaces available at all local restaurants that have private dining rooms or can accommodate meetings (e.g., residents' association meetings), work with performing arts and other organizations (e.g., soccer club) on cross-promotional programming.
- Increased testimonials and peer reviews, link retailers with other food review sites, and food bloggers. This includes Trip Advisor, Yelp, Zomato, among others.
- Restaurants should be encouraged to provide more entertainment, including music.
- Special events – based on the BIA database, birthdays should be collected. A special hand written note with a coupon for a free appetizer, free dessert, or discount may be offered. The BIA may coordinate the specific offer with participating restaurants.
- Connecting with food bloggers and magazines to increase PR.

Goal 3: Increased Everyday Visitors

- Buy in bulk and spend a lot.
- Travel greater distance – 4:1 ratio of time travel, which means that if they are travelling 20 minutes to get to Ancaster Village, then they need to spend at least 80 minutes there to make their trip worthwhile.
- Encourage customers to shop in groups, as they spend more.
- Want restaurants to extend visit, but more casual.

Marketing and Beautification

- Concierge type services including ambassadors for wayfinding and advice, parcel delivery/pick up, valet, and gift-wrapping.
- The BIA can make their visit extra special – champagne or sparkling water to visitors branded with BIA logos. When it is raining, the BIA should offer free umbrellas branded with their logo.
- Increased testimonials and peer reviews of their great shopping experience in the village.
- Thank you notes. Ancaster village BIA should be the opposite of what the online experience is. Handwritten thank you notes for shopping. The notes can include some additional branding and thank you elements (note that any gift-wrapping services can include this thank you note as well).

APPENDIX:
Ancaster Village BIA Brand Review
The Retail Lab



the retail lab

ANCASTER VILLAGE

Brand Positioning
Oct 29, 2015

Ancaster Village – BIA Project
ENGAGEMENT PLAN
Oct 29, 2015

Overview

A brand is only as good as its implementation; it is only when people actually experience the brand that they begin to form positive attitudes and behaviours. To implement the new Ancaster Village brand we encourage you to consider the following:

- ❑ Train those whose enthusiasm and dedication to the brand will determine its success
- ❑ Determine the best delivery mechanisms to ensure uptake by internal and external stakeholder groups
- ❑ Create the right internal communications to reach and engage your audiences
- ❑ Devise partnerships with each stakeholder group showing them how you can work together
- ❑ Ensure there is adequate funding and human resources to maintain an ongoing branding program

Objectives

Develop a plan and tools that will enable you to bring your BIA brand to life.

Stimulate ENGAGEMENT

- Ensure that stakeholders feel a part of the future
- Ensure that stakeholders feel like they are part of something exciting

Create CLARITY

- Common understanding and vision of the Ancaster Village brand

Encourage ALIGNMENT

- Follow the same roadmap
- Understanding what to expect

Develop and create tools that inspire and inform

- Straightforward
- Simple

Focus efforts on consistent messaging (tone, manner, look, feel, message)

- Common umbrella framework
- Tailor message to different stakeholder groups

Target Audiences

1. Citizens

- *Office workers*
- *Existing residents*

2. Town Staff

- *Primary*
 - *Mayor & Council*
 - *Culture & Recreation*
 - *Planning & Economic Development*
 - *Tourism & Visitor Info*
 - *Other Departments*

3. Community Organizations

- *Business*
- *Arts & Culture*
- *Heritage*
- *Social*

4. Business

- *Professionals/Services*
- *Retailers*
- *Arts, Food Service, Lodging & Entertainment*

*Strategy***2015-2016 COMMUNITY OUTREACH***Connect, Inform and Inspire*

- Launch the Ancaster Village brand community-wide

2016 COMMUNITY ENGAGEMENT*Engagement and Promotion*

- Encouraging and assisting Community organizations, Businesses, and specific municipal departments to incorporate and integrate the BIA brand strategy and identity into their brands, communications, marketing and promotion
- Welcoming and engaging new residents
- Marketing the BIA brand in a more holistic manner

2017 COMMUNITY DEVELOPMENT*Expansion*

- Leveraging the Ancaster Village Brand as part of the overall Tourism Hamilton strategy and model

2015 COMMUNITY OUTREACH

Connect, Inform and Inspire

1. BIA Brand Ambassador Team – BIA Committee

- BIA and potentially community volunteer group that steward the brand
- This would be a formalized group with regular meetings to steer the activities of the BIA Outreach Plan, oversee the content of the new Website and report back to the BIA Board
- City involvement is optional
- Renewed with new members on a yearly basis

2. Brand Engagement Toolkit

- This toolkit is a kit for the BIA Brand Ambassador Team
- The toolkit would include a launch theme, creative elements to support the theme and an overarching BIA Strategy presentation to be used for community education and engagement

3. Brand Training

- Brand education and review for key stakeholders (*i.e. BIA Board, BIA Brand Ambassador Team, City of Hamilton etc.*) on the BIA Brand Strategy and plan
- Initially education and review would take place as part of a workshop to be given in one half day session with the BIA Brand Ambassador Team and BIA Board

4. BIA Brand Member Kickoff

- Full review of the BIA Brand Strategy, new Identity and overall Strategic Plan at a BIA member meeting
- Recruitment of members for the BIA Ambassador team
- Launch of the new brand identity promotional items

5. BIA Brand Info Sessions with key Government 'Influencer' Groups

- Subsequently the BIA Brand Ambassador Team would review the Brand with all remaining City Staff in a similar format (*Culture & Recreation, Planning & Economic Development, Tourism & Visitor Info*)
- In addition an update to the City showcasing the BIA Brand and Outreach plan and review of the Engagement Plan

6. BIA Brand Info Sessions with local Business

- Purpose is to update local Business owners and operators on the overall project, outcome, BIA brand strategy and plans for launch and roll-out
- Gather input and ideas for how to incorporate the brand into their business plans in the future (i.e. sponsorship, promotion, recruitment)
- Engagement for those that are not currently active members
- Led by the BIA Brand Ambassador team
- Includes a “promo” item as a leave-behind (window decal, water bottle, sparkling water, umbrella, canvas bag, etc.)

7. BIA Brand Info Sessions with key Community ‘Influencer’ Groups

- Review of the BIA Strategy Presentation with key influencer groups within the arts, and cultural communities
- Purpose is to update these groups on the overall project, outcome, BIA brand strategy and plans for launch and roll-out
- In addition, to gather input and ideas for how to incorporate the brand into their projects and initiatives in the future
- Led by the BIA Brand Ambassador team
- Includes a “promo” item as a leave-behind (window decal, water bottle etc.)
- Recommended groups to prioritize in 2015/2016 are those that have a wide-reaching and larger impact on the whole community at large, for example:
 - *Ancaster Fair*
 - *Ancaster Farmers Market*
 - *Ancaster Film Fest*
 - *Ancaster Heritage Days*
 - *Ancaster Mill Race*
 - *Autumn Stroll*
 - *Festival of Friends*
 - *Music at Fieldcote*
 - *Taste of Ancaster*
 - *Theatre Ancaster*

8. Brand Promotion Items

- Development of promotion items that showcase the new BIA brand identity
- Consider developing an icon for the BIA that is linked to the identity that can be used as a window decal, on a restaurant menu, on a receipt etc.
- Consider items that will have traction and longevity (i.e. canvas tote bag, hiking/biking water bottle, umbrella) and that can be given as a leave-behind

- Consider items that local arts, culture and businesses can use in their establishments and in their own marketing materials
- Consider developing a program to sell items to cover costs, selling them at key festivals, events etc. so that citizens can purchase them

9. New Website

- Update BIA website as the go-to place for all that is happening in Ancaster Village (development is underway now)
- Development of it to include input and suggestions from the Brand Info Sessions
- The site should be as robust as possible for launch into the community along with clear guidelines as to what goes on it, how to be involved and how to use it

10. Media Interviews

- Pre-arranged interviews with local media to properly position the new BIA brand and discuss the usage of it, demonstrate the City of Hamilton's support of it
- Conducted with either the Mayor, Councillor, Board Chair and/or BIA executive director

11. Community Launch

- Our recommendation is that you formally launch the brand in the community, and put the new BIA brand *'in their hands'*
- We recommend a 2015 Christmas launch to coincide with both the already planned activities (tree lighting etc.) or 2016 January launch when there isn't much other activity
- This will allow for proper and thorough development and completion of the tools required for a successful launch as well as the ability to form the BIA Brand Ambassador Team
- If possible this would be tied to the an event with a speech by the Mayor
- We recommend there be a 'brand booth' manned by BIA Brand Ambassadors where citizens can:
 - *Pick up a promotion item with the new identity on it*
 - *Pick up a one pager outlining the role of the BIA brand for the community*
 - *Pick up their BRAND PASSPORT (if created)*

12. Brand Game

- Play the "*Spot the brand*" scavenger game
- Throughout the community "Village icons" would be applied once a month in places that link to the overarching strategy of creating community (i.e. underneath the ice at the hockey arena, a sticker on the door of the library, at your dentist office, in a store window etc. etc.)
- Register to play on the new website - clues, updates etc. all would be posted once a month
- Winners choose a 'free' community gift (i.e. Ticket to an event, discount or free item at retailer or professional services provider or a brand promotion item etc.)
- Purpose is to create engagement in the Village brand and increase awareness of the breadth of offering in the area (retail, arts, culture, food, lodging and professional services)

2016 COMMUNITY ENGAGEMENT

Engagement and Promotion

13. New citizen 'Welcome Wagon' Village toolkit

- Brochure and video that describes the offering of Ancaster Village
- Separate page on the new BIA website for newcomers
- Community Brand Ambassadors would personally visit new residents
- Intent is to welcome new members of the community, share the philosophy of the Town and share community information (i.e. Festivals, Key Events, Services, Businesses etc.)

14. Brand Follow-up Sessions with key Community 'Influencer' Groups

- Follow-up meetings to assist organizations who you have previously met with in terms of how to adopt/endorse/integrate the Community brand with their own and to ensure consistency of application
- Gather further ideas
- Led by the Community Brand Ambassador team

15. Social Media expansion

- Focus on being current – DAILY – so there is a real sense of energy and activity
- An updated BIA facebook page linked to the BIA website
- Addition of BIA members linking their businesses and activities to the BIA Twitter and Instagram pages via #AncasterVillage @AncasterVillage

- BIA Brand Ambassador Team would be responsible for administering the content

16. Event Strategy

- Review of current events and a prioritization of a few key events that will drive significant incremental business for the retailers – versus just getting people to the area
- For example, what happens before and after Christmas tree lighting that will keep citizens in the Village to shop and dine versus going home

17. Marketing Tactics

- Spring/Summer “Village BIA Team” – students that bike the neighbourhoods with promo materials, assist local businesses with tasks (i.e. wash windows), merchandise deliveries, concierge services
- Trial late night shopping nights
- Trial “theme” focused nights (i.e. men’s nights, girls night out)
- Trial valet parking in busy areas
- BIA member referral events to encourage cross pollination of referrals (i.e. Ophthalmologist and Eye Glass store)
- Retail “Freshen up” week – everyone cleans up

18. Culture & Recreation Department integration

- Analysis of how and where the BIA Brand is best integrated into the Department’s programs, services and communications
- Adoption of the new BIA brand identity and style

19. Planning & Economic Development Department integration

- Analysis of how and where the BIA Brand is best integrated into the Department’s programs, services and communications
- Adoption of the new BIA brand identity and style

2017 COMMUNITY DEVELOPMENT

Expansion

1. Tourism Strategy

- Audit of tourism assets in Ancaster
- This would include Accommodation, Food & Beverage, Arts, Entertainment and Recreation, Retail and Lodging
- Development of a BIA strategy for tourism using the result of the audit
- This would include determining what the assets offer in terms of a visitor experience; development of a communication plan
- It would also include developing an attraction plan for new businesses with Economic Development for specific types of missing/required assets – for example additional accommodation facilities, additional foodservice facilities) that fit within the Village
- Recommended target focus on these key Ministry of Tourism segments:
 - *VFF (Visiting friends and family members), Adventurers, Fun-Loving Families*
- Recommended experience focus on this key Ministry of Tourism category:
 - *Daytrips*

2. Tourism Communication

- Analysis of how and where the BIA Brand is best integrated into the programs, services and communications for Tourism
- Adoption of the new BIA brand identity and style in communication vehicles
- Coordination with the City of Hamilton and RTO3



positioning - *background*

- Should reflect the overall strategy for the area
 - Liveable, walkable community
 - Authentic small town atmosphere
 - Central area of activity for arts, culture, recreation, and entertainment
- Should support business promotion and economic development for a wide offering (more than a collection of retail stores)
- Should provide a common thread of what brings all the businesses together:
 - Arts, Culture & Heritage
 - General Services
 - Health
 - Professional Services
 - Restaurants
 - Retail
- Should focus on connecting on those that already live, work and play here (versus tourists) and increase their awareness, engagement and patronage



positioning - *directions*

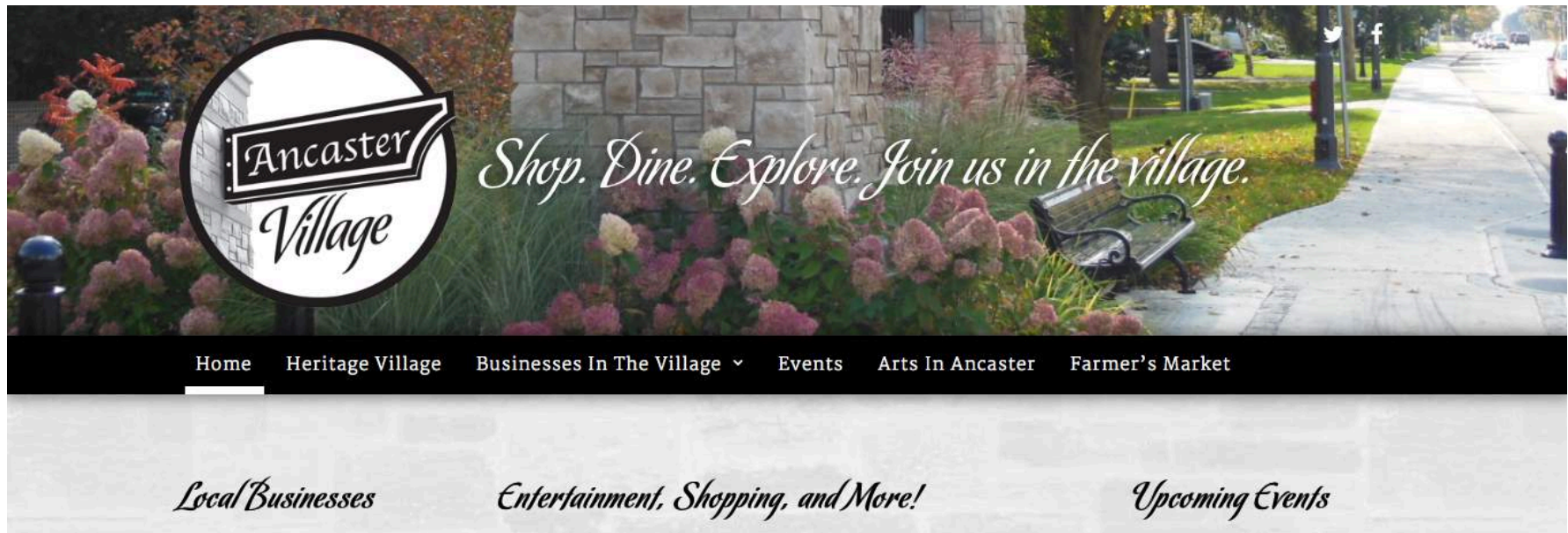
- Examples in the Ontario marketplace utilizing different positioning directions

POSITIONING Location			
POSITIONING Generic			
POSITIONING Heritage			
POSITIONING Descriptive			



positioning - *directions*

- Not recommended
 - **Location** – the focus should be on those that live, work and play in the area so it is already known
 - **Generic** – not differentiating and doesn't support the wide offering the BIA is supporting (*see below*)
 - **Heritage** – already used in the past and the name itself conveys the notion of history
- Recommended
 - **Descriptive** – allows you to better support the full BIA offering and the village's uniqueness





positioning - options

- Since the BIA offering is beyond just retail, we recommend a statement that speaks to the notion of the depth and breadth of what is available
- The first two options create a link to the reason most people in Ancaster are there – it is a life choice and it is a unique community with attributes that factor prominently into how they live. As such these options are more emotional drivers.
- The third option speaks more to the idea that they don't need to go anywhere else to find the products, services etc. that they need, so still connected to a strong sense of place but a bit more rational in tone
- Our recommendation is either option 1 or 2

CURRENT

Shop. Dine. Explore.

OPTION 1

Full of life.

OPTION 2

We're full of life.

OPTION 3

It's all here.



positioning - options



Ancaster Village

We're full of life

Home Heritage Village Businesses In The Village Events Arts In Ancaster Farmer's Market

Local Businesses *Entertainment, Shopping, and More!* *Upcoming Events*

Ancaster Village

Full of life.

Home Heritage Village Businesses In The Village Events Arts In Ancaster Farmer's Market

Local Businesses *Entertainment, Shopping, and More!* *Upcoming Events*

Ancaster Village

It's all here.

Home Heritage Village Businesses In The Village Events Arts In Ancaster Farmer's Market

Local Businesses *Entertainment, Shopping, and More!* *Upcoming Events*

positioning - options



- To give a sense of how the positioning would be used, this is sample copy that could be used in an ad
- **Draft ad copy (BIA supplied):**
 - Come join us in one of the most unique districts in Canada. It's history and buildings date back to the early 19th Century and give a magnificent backdrop for *dining, shopping, aesthetics, the Arts, your healthcare, financial and real estate needs and so much more.* **It's all in the Village.**
- **Alternative ad copy (same copy, illustrating the usage of the 3 potential positioning statements)**
 - Our authentic heritage and sophisticated, small town character is unique. We're a friendly, casual and fun place that is a hub of activity. We've got dentists and dining, events and entertainment, retail and real estate. And so much more. *Experience more of Ancaster Village.* **Full of life.**
 - Our authentic heritage and sophisticated, small town character is unique. We're a friendly, casual and fun place that is a hub of activity. We've got dentists and dining, events and entertainment, retail and real estate. And so much more. *Experience more of Ancaster Village.* **We're full of life.**
 - Our authentic heritage and sophisticated, small town character is unique. We're a friendly, casual and fun place that is a hub of activity. We've got dentists and dining, events and entertainment, retail and real estate. And so much more. *Experience more of Ancaster Village.* **It's all here.**