



# Commercial Market Analysis for Downtown Stoney Creek BIA



**June 2011**



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## Executive Summary

The consulting firm Urban Marketing Collaborative (UMC) was retained by the City of Hamilton in 2005 to undertake a commercial market study of five business districts in the City: Downtown Stoney Creek BIA, Downtown Hamilton BIA, International Village BIA, Barton Street Village BIA, and Main Street Esplanade BIA. As a benchmarking exercise and to provide future direction to four of the five BIAs (note that Main Street Esplanade is not an active BIA), the City of Hamilton has invited UMC to return to update these commercial market studies. This report addresses issues specific to Downtown Stoney Creek BIA.

The following recommendations in the report are guidance measures for the BIA and the City and not direct policy documents.

### Key Evaluation Metrics

The following are key evaluation metrics used to assess the changes for Downtown Stoney Creek BIA. They include both quantitative and qualitative measures.

Measure	2005	2010
<b>Retail Mix</b>		
Retail Merchandise	15%	5%
Convenience Goods	13%	11%
Food Service	17%	18%
Services	40%	47%
Other	11%	15%
Vacancy	4%	4%

Note: In May 2011, the vacancy has increased to 11% (of total square footage) and once the Tim Horton's location is vacant it will rise to 12%. Also, note that the boundaries for Downtown Stoney Creek have been expanded since 2005. There are 70 businesses in the audit and 119,100 sq. ft. of retail commercial type space.

The largest category is services including both personal (e.g., hair salons, dry cleaners) and professional services (e.g., medical services, lawyers). Since 2005, the proportion of services has increased to 47%. The convenience goods category and the food services categories have maintained their relatively strong position. Vacancy remains the same. The most noted shift is the decrease in retail merchandise. At 5% of the total square footage of a small BIA, there is very little retail merchandise space.

Despite the low vacancy rate, many retailers commented on the declining sales resulting in many businesses being marginally successful.

Measure	Time Period	
Value of building permits – commercial	2005–2010	\$482,150
CPIG – façade improvement – total Investment	2002–2010	\$185,400
Number of participating buildings CPIG	2002–2010	10 buildings

Note: as parking meters were just recently installed in July 2010, there is no data on parking revenue.

Downtown Stoney Creek BIA members have made good use of the City’s Commercial Property Improvement Grant – CPIG (façade improvement program). A review of the commercial building permits for Downtown Stoney Creek BIA reveal that property owners have continued to invest in their properties. For a relatively small BIA, 10 buildings have used the program and invested \$185,400. The before and after images of the buildings reveal that property owners see value in updating their properties. There is need for continued use of the program and communication of the benefits. Some properties may be ready for redevelopment.

The recent changes including paid parking and economic challenges in the community have galvanized the BIA together to work positively towards creating better marketing and development solutions for the BIA. The positive momentum should be carried forward to overcome parking challenges, marketing the BIA better, preparing for the 1812 celebrations, and for possible property redevelopment.

### **Vision**

The vision for Downtown Stoney Creek is focused on its historic setting – the overall appeal is to enhance the historic, small town, main street village atmosphere. Downtown Stoney Creek will be a walkable, pedestrian village main street focused on the local population for their goods and service needs and expanded appeal for food services, personal and professional services, and specialty retail.

There will be an emphasis on natural beauty, attractive streetscaping, and handsome buildings that complement this vision.

The implications for Downtown Stoney Creek’s vision on organizational resources, economic development potential, physical improvements, and marketing/events are as follows.

## Action Items

The BIA and the City have accomplished many of the action items from 2005 report. Further action items and priorities include:

- Continue to enhance the website
- Increase email blasts to members on issues and new programs to continue the communication commitment with members
- Expand the BIA, if possible, however the BIA indicated that while it would like to expand further, there was opposition from some in the proposed expanded area. Out of courtesy, the BIA did not include those businesses on the fringe of the BIA that did not want to join. It was pointed out that the BIA may not want to expand too far to include too many stand-alone or vehicular dependent businesses that would detract from their core concern of the Downtown environment.
- Increase budget as increased assessments and expansion happens
- Participate with City programs including revenue sharing, heritage and facade improvement program, upper level residential incentives, review of HABIA, etc. that are of benefit to Downtown Stoney Creek.
- There may be opportunities to use additional volunteer staff through interns at colleges and universities. For increased maintenance, the BIA may partner with another Hamilton BIA to share a staff person through grant/incentive programs (student work programs) whereby the staff person is available for Downtown Stoney Creek one day/week.
- Determine who the convenience-based anchors are in Downtown Stoney Creek. This includes Shoppers Drug Mart, TD Canada Trust, RBC, the post office, and Elm Grocery and Deli. The City and the BIA should have private meetings with the retailers to determine their intentions for staying in Downtown. Questions related to what is required to ensure they stay in Downtown Stoney Creek are required to be asked and answered. The BIA will need to follow up with the retailers on those things that can be accomplished.
- Develop an ideal retail mix and work with the property owners and brokers to ensure that they are leasing towards this plan. Ideas include the following:

**Additional Retailers:**

- Shoes – quality shoes geared to older people, health, and education workers who are on their feet a significant portion of the day (e.g., Ingeborg Shoes at Cherryhill Village Mall in London ON)
- Family and women's clothing (mid-market)
- Children's clothing and toys
- Pet store to complement the pet grooming
- Jewellery store – custom made and traditional
- Home health equipment – Shoppers Home Health
- Optical store and optician
- Small urban home furnishings store

**Convenience Retailers:**

- Speciality food stores – bakery, cheese, meat, health food
- Urban grocery – 8,000 sq. ft.
- Retain pharmacies

**Services:**

- Medispa
- Barber shop

**Food Services:**

- Restaurants – Italian, ethnic (King of Pigs in London, Pollo Loco on Ottawa Street – Hispanic/Latino; Thai, Indian)
- Café - Coffee Culture

**Other action items include:**

- The City of Hamilton could assist Downtown Stoney Creek understand the need for increased residential in the general area as well as more mixed-use buildings in the BIA. This could be through redevelopment assistance or through facilitated meetings with property owners.
- A farmers' market has been attempted but should be pursued again. There should be a space in Downtown Stoney Creek that can accommodate up to 15 vendors near accessible parking. A Saturday morning or Thursday afternoon market should be developed. It will be important to pick a day that will not interfere with other local markets so that those vendors can sell in Downtown Stoney Creek.
- City and the BIA can work cooperatively to find a suitable location for a farmers' market and other events on the street.

- Parking strategy – whether or not paid parking is to remain on King Street East, there need to be signs on the street indicating free long-term parking in the parking lot. Use technology as much as possible for parking including:
  - Promoting the location of the municipal parking lot on the website including the GPS coordinates that can be easily downloaded
  - Marketing to the local resident population and local workers that free parking exists in Downtown Stoney Creek in the municipal parking lot. Put an article in the paper over several weeks, send a post card in the mail, email, or send to members of a potential Facebook page
- Continue the streetscaping elements near Battlefield Park east into Downtown Stoney Creek to provide continuity for the visitor and to link the two areas.
- Review design standards for buildings, signage, and heritage rules to ensure that overall Downtown Stoney Creek’s look and feel is consistent with the heritage image. However, ensure that the standards are not too aggressive as to make redevelopment very difficult and costly.
- Downtown Stoney Creek should own several URLs that contain “stoneycreek” and have them all link back to this site, e.g.,
  - Oldtownstoneycreek.com or ca
  - Oldestoneycreek.com or ca
  - Downtownstoneycreek.com or ca
  - Stoneycreek.com or ca
  - Stoneycreekbia.com or ca
- Other Website improvements include:
  - Invest in optimization services to ensure Stoney Creek comes out on top of Google searches and referrals
  - Link with other local activity centres such as Battlefield Park, Erland Lee House, Niagara Region, and Hamilton Region places to visit. Link with food and buy local programs and activities in the Niagara and Hamilton region.
  - Videos should be added to the website that show Downtown Stoney Creek as these are easily marketed and redistributed via social media links.
  - Condense the merchant directory by at least one-third.
  - Fill out missing information on merchant directory, include picture of the business and include update website linkages.
  - Always update images with more professional pictures as much as possible. Include images of people shopping, dining, and enjoying themselves.
  - Members Services on the BIA website should have access to all the City programs, grants, updates on programs, etc.

- As stated, add Facebook and Twitter accounts. Have a volunteer monitor them at least once per week. Allow merchants to post specials (e.g., Shoppers Drug Mart). Remove any negative postings or postings from businesses outside of the BIA.
- Offer suggestions for itineraries of things to do when visiting the area. For example:
  - Devil's Punch Bowl hike and lunch in Downtown, then visit Battlefield Park
  - Lunch in Battlefield Park provided by a local Downtown Stoney Creek restaurant or delicatessen
  - Visit Downtown after visiting the art and craft fair at Erland Lee House
  - Start Niagara Wine Trail (or finish) in Downtown Stoney Creek (develop a map on the website that shows that visitors can start at the Red Hill Parkway and continuing along King Street East towards Winona, Grimsby, etc.)

Other marketing recommendations include the following:

- Market to the local neighbourhood with programs that repeat over key buying periods.
- Start with a post card mail drop in the local neighbourhood and repeat every two weeks starting in Spring. Repeat again in late August to Thanksgiving and the week before the Santa Claus parade to Christmas.
- The first year, the overall appeal should be good and positive images of Downtown Stoney Creek that include many images of families, children, grandparents with grandchildren, seniors, etc. all shopping and enjoying themselves on the street and in the stores.
- Subsequent years should continue with positive imagery and overall good atmosphere that can happen in Downtown Stoney Creek as well as highlighting ideas for people to do (collection of images of and thoughts about food shopping, including personal service). Highlight the owners and business managers of the businesses as a way of getting to know the local community. This will be a differentiator for Downtown Stoney Creek from the suburban big box stores and malls.
- Any stories or good news articles should be saved and included on the website as a form of positive peer reviews as well as distributed via social media.



- Downtown Stoney Creek BIA should support events, especially those that potentially support retail sales activity but these should be coordinated by other organizations. The BIA should focus on improving existing festivals and activities that they run or coordinate (Santa Claus Parade or Flag Day). Arrange to have character actors Downtown for special events such as sponsoring free photos with an early 19<sup>th</sup> century attired Santa for local children. Have parents fill out an information card and send them the picture. Then use this database of loyal visitors to market directly to them about specials and events that are happening in Downtown Stoney Creek.
- Have discounts and promotions for local businesses when they shop at other local businesses. This could be rolled out to local residents as a loyalty-type card.
- Businesses should be encouraged to use the words “Downtown Stoney Creek” in all their location marketing and addresses to help re-affirm the branded identity of the area.
- There should be an overall heritage look and feel to the images chosen to market Downtown Stoney Creek however, they must include images of active people on street, on patios, eating, shopping, talking, walking, etc.

For these initiatives the City of Hamilton can work with the BIA on specific issues related to retail recruitment, a farmers’ market, and marketing parking, among others.

## 1.0 Introduction

The consulting firm Urban Marketing Collaborative (UMC) was retained by the City of Hamilton in 2005 to undertake a commercial market study of five business districts in the City: Downtown Stoney Creek BIA, Downtown Hamilton BIA, International Village BIA, Barton Street Village BIA, and Main West Esplanade BIA. As a benchmarking exercise and to provide future direction to four of the five BIAs (note that Main West Esplanade is not an active BIA), the City of Hamilton has invited UMC to return to update these commercial market studies. This report addresses issues specific to Downtown Stoney Creek BIA.

The following recommendations in the report are guidance measures for the BIA and the City and not direct policy documents.

This work is sponsored as part of the City of Hamilton's sustained effort to improve the vital commercial districts throughout the entire City. It supports Hamilton Council's strategic goals related to maintaining and enhancing liveable communities and neighbourhoods. The City of Hamilton should be commended for its active support of neighbourhood economic development. That support has come through physical plans, streetscaping, marketing research, strategic directions, education, and devoting staff and resources, and the Hamilton Association of Business Improvement Areas – HABIA to assist the commercial districts.

The purpose of this report is to build upon the comprehensive commercial market strategy and an action plan that was prepared for Downtown Stoney Creek BIA in 2005. The nature of this report is to juxtapose findings and recommendations from the previous report and current conditions in 2010. The findings were presented to the BIA members at a workshop in late 2010. The final report includes the background analysis and the updated action plan items.

Much of the information contained in this report is the result of primary research conducted by UMC consultants. The research included interviews with key stakeholders associated with Downtown Stoney Creek BIA, a license plate survey, an inventory of existing retail/commercial space, and a physical survey of the area.

### 1.1 Background and Project Information

Downtown Stoney Creek BIA includes the commercial properties primarily straddling King Street between Lake Avenue Drive and New Mountain Road (on the south side) and Applewood Avenue (on the north side). The BIA has expanded since 2005. It previously ended at Stoney Creek near Jones Street.

The length of the commercial strip is approximately 1,200 feet in length. This relatively short commercial area is the traditional core of the former City of Stoney Creek. However, with the current retail build-up in this region there is a sense that Downtown Stoney Creek no longer reflects the central core of the area.

#### Downtown Stoney Creek BIA



## 2.0 Report Format

As a first step in assisting Downtown Stoney Creek BIA to re-assess the 2005 Commercial Action Plan strategy and develop a program for future direction, UMC conducted fact-finding initiatives. The area's strengths, weaknesses, opportunities, and threats were identified. The initiatives included:

### Customer Profile

- Trade area delineation review;
- Demographic analysis of Downtown Stoney Creek BIA's trade areas; and
- Review of previous study.

### Retailer/Supply Side Profile

- Interviews with a variety of retailers and key stakeholders to identify issues and opinions about commercial success in the area;
- Inventory and inspection of the businesses and services; and
- Review of the physical environment.

### Strengths, Weaknesses, Opportunities, and Threats

- Summary of the findings and impact on Downtown Stoney Creek.

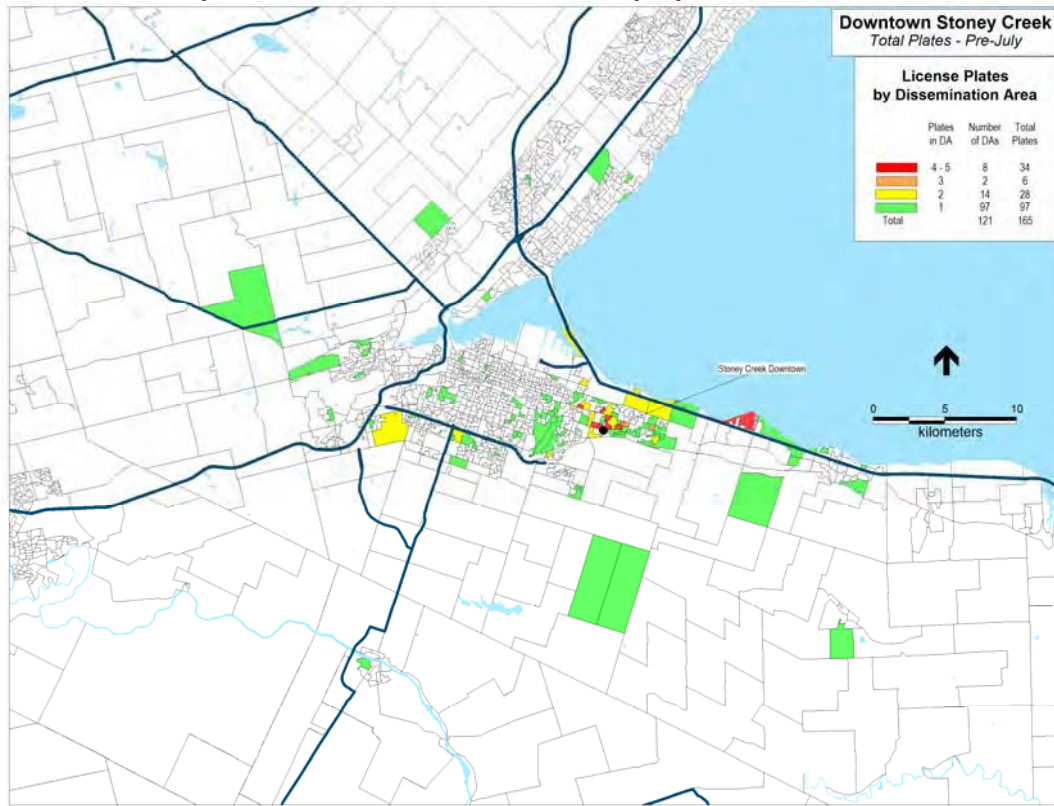
This section of the report summarizes the findings of these activities. It also provides background information from which the following Commercial Action Plan was developed.

## 4.0 Downtown Stoney Creek Trade Area Review

To assess whether there has been a significant change in the Downtown Stoney Creek BIA trade areas, a licence plate survey was conducted in June 2010 and July 2010 (before and after the parking program went into effect). A total of 165 licence plate numbers were collected at the end of June 2010. The table on the map illustrates the Dissemination Area (DA) where the vehicle is registered (e.g., the owner's home address or a commercial vehicle's business address). DAs are small geographic areas that contain approximately 400 to 700 persons (note that rural DAs represent a larger area than urban DAs). Red is used to highlight those DAs where a larger number of vehicles originated from and green shows that only one vehicle originated from this defined geographic area.

Even though there are limitations to license plate surveys, it is beneficial data in application to key person interviews. The primary limitation is the capture of license plates from those who are not local shoppers (e.g., employees as well as visitors). Another important limitation is that it does not include walkers to the area.

### Downtown Stoney Creek BIA License Plate Survey by Dissemination Areas (Pre-July)



### Downtown Stoney Creek BIA License Plate Survey by Dissemination Areas (Post-July)



Downtown Stoney Creek BIA attracts customers from the local Stoney Creek area. Forty-five percent of the license plates came from vehicles registered to places in Stoney Creek; from Red Hill Valley Parkway to Fruitland Road and north of the escarpment.

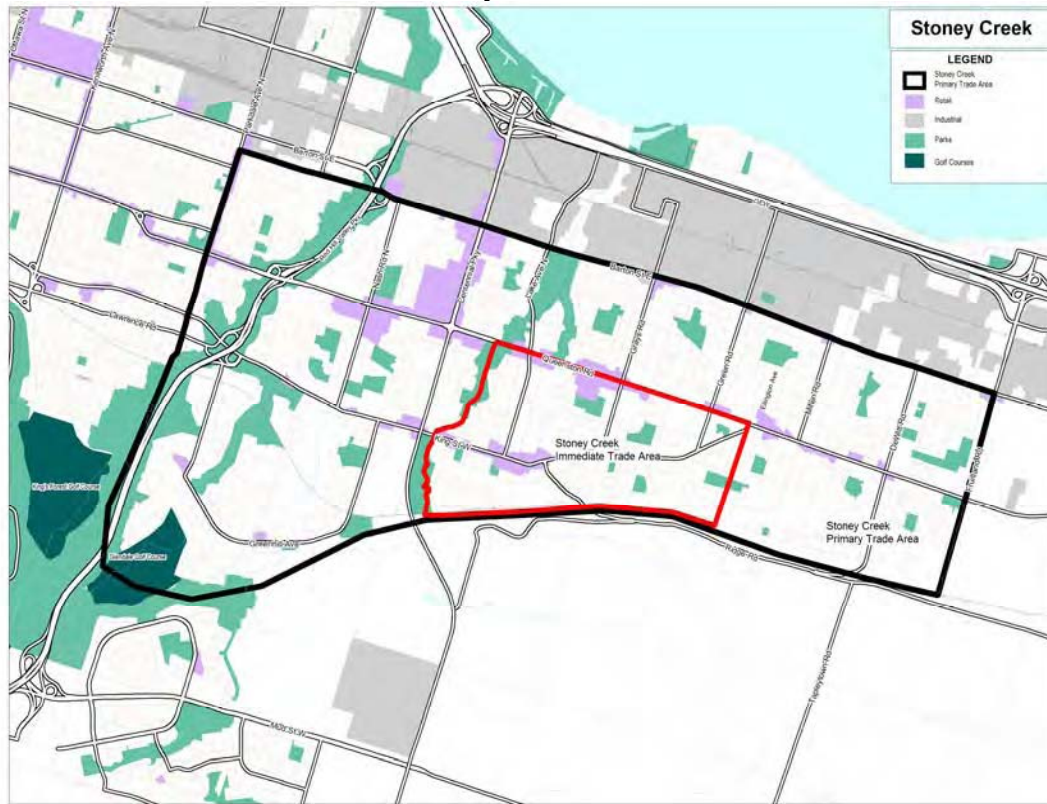
However, Downtown Stoney Creek does draw from throughout the region including Grimsby to Burlington.

Based on this analysis and conversations with retailers during the key person interviews, it was determined that the trade areas include the following:

- Immediate Trade Area – Battlefield Creek to Ellington Avenue and Queenston Road to the escarpment
- Primary Trade Area – Parkdale Avenue to Fruitland Road and Barton Street to the escarpment
- Hamilton CMA



### Downtown Stoney Creek BIA Trade Areas



#### 4.1 Trade Area Population Characteristics

The following analysis compares the Downtown Stoney Creek Immediate and Primary Trade Areas with Hamilton CMA (Census Metropolitan Area – includes Hamilton, Burlington, Grimsby). Mapping of socio-economic characteristics are located in Appendix A.

	Immediate Trade Area	Primary Trade Area	Hamilton CMA
Population 2009	9,677	70,823	753,216
Annual Growth Rate – 2003/2009	0.0%	0.6%	1.4%
Households 2009	4,228	27,292	293,189
Annual Growth Rate – 2003/2009	0.7%	1.2%	2.2%
Persons Per Household	2.27	2.57	2.5
<b>Household Size</b>			
One Person	30.9%	24.0%	24.9%
Two Person	34.6%	32.1%	32.4%
Three Person	14.9%	17.1%	16.4%
Four to Five Person	18.1%	23.5%	23.5%
Six + Person	1.5%	3.4%	2.7%
<b>Mobility</b>			
Recent Resident – Less than Five Years	7.0%	7.0%	14.0%
Recent Resident – Less than One Year	2.0%	2.0%	4.0%
<b>Age Profile</b>			
< 10	7.4%	9.7%	10.4%
10-19	10.1%	12.4%	12.9%
20-29	12.6%	14.3%	13.6%
30-39	11.1%	11.8%	13.3%
40-49	13.5%	14.1%	15.7%
50-59	15.3%	14.3%	13.6%
60-69	13.3%	11.5%	9.5%
70+	16.5%	12.0%	10.9%
Median Age	46.7	41.4	39.9
<b>Children Age Profile</b>			
<6	16.0%	18.2%	20.5%
6-14	31.5%	32.3%	34.8%
15-17	9.7%	11.1%	12.1%
18-24	23.1%	22.3%	21.1%
25+	19.7%	16.2%	11.5%



	Immediate Trade Area	Primary Trade Area	Hamilton CMA
<b>Marital Status</b>			
Single	22.0%	23.5%	23.0%
Married/Common Law	57.3%	57.5%	59.6%
Widowed, Divorced, Separated	20.7%	19.0%	17.4%
<b>Education Level</b>			
Less than High School	25.1%	29.7%	22.2%
High School	30.7%	28.7%	27.2%
Diploma, Trade Certificate	32.2%	28.5%	29.1%
University	12.0%	13.1%	21.5%
<b>Occupation</b>			
Management	7.1%	7.0%	10.5%
Business, Finance, Admin	19.8%	15.8%	17.4%
Science Related	4.6%	4.9%	5.8%
Health Related	4.5%	4.2%	6.0%
Education, Government, Social Service	6.0%	4.8%	8.3%
Arts, Culture, Recreation	1.9%	1.6%	2.6%
Sales and Service	23.3%	25.5%	24.5%
Trades, Transport	21.1%	20.0%	15.1%
Primary Industry	1.1%	1.9%	2.1%
Processing, Manufacture, Utilities	10.1%	12.0%	6.3%
<b>Transportation to Work</b>			
Take Public Transit, Bike, Walk to Work	10.0%	13.5%	14.1%
<b>Visible Minority</b>			
Total Visible Minority	409	12,504	99,500
% of Total Population	4.3%	17.8%	13.4%
	S. Asian S.E. Asian Black	S. Asian Black S.E. Asian	S. Asian Black Chinese

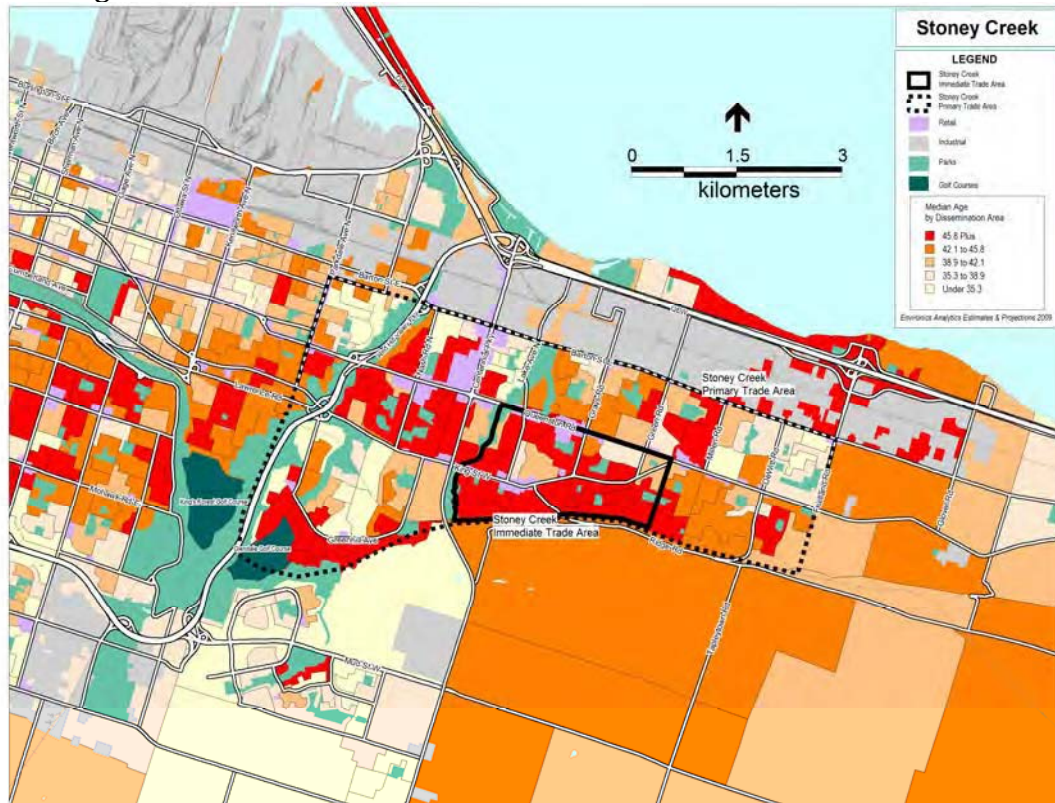
	Immediate Trade Area	Primary Trade Area	Hamilton CMA
<b>Household Income</b>			
< \$20,000	14.8%	14.7%	13.1%
\$20,000–\$39,999	21.8%	22.7%	18.3%
\$40,000–\$59,999	19.8%	20.5%	17.2%
\$60,000–\$79,999	15.3%	14.2%	14.2%
\$80,000–\$99,999	8.6%	8.5%	9.8%
\$100,000+	19.7%	19.4%	27.3%
Average Household Income	\$70,658	\$70,580	\$87,332
Median Household Income	\$53,254	\$51,789	\$61,860
Rent Housing	37.4%	35.9%	26.8%

Source: Statistics Canada, Environics

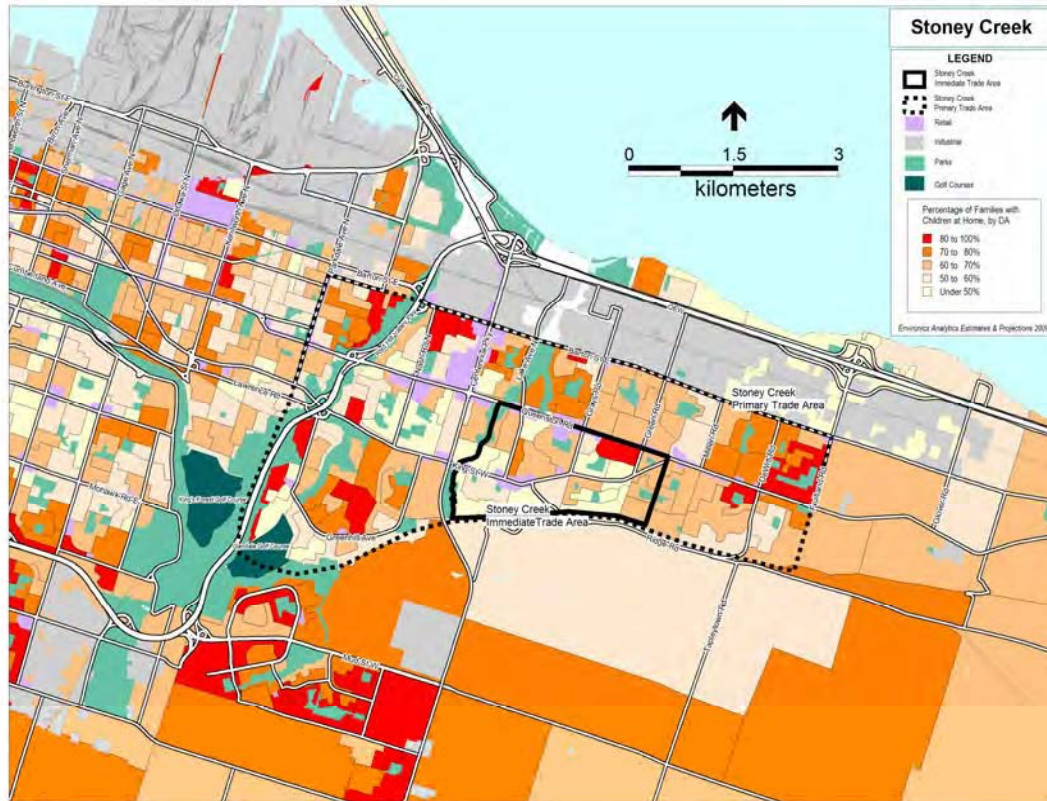
The main findings include the following:

- The Immediate Trade Area is on the cusp of being large enough to support neighbourhood retail. However, the local population of approximately 10,000 is primarily served by retail along Queenston Road.
- From 2006, the population in the Immediate Trade Area has remained approximately the same.
- The built up area of Stoney Creek north of the escarpment has an approximate population of 70,000 residents. The population has increased modestly since 2006.
- There are a very high proportion of older residents. Thirty percent of the Immediate Trade Area is over 60 years of age. This comes at the expense of young children. Only 18% of the population is under 20 years of age.
- The median age is very high at 46.7 years of age in the Immediate Trade Area and 41.4 in the Primary Trade Area.

### Median Age



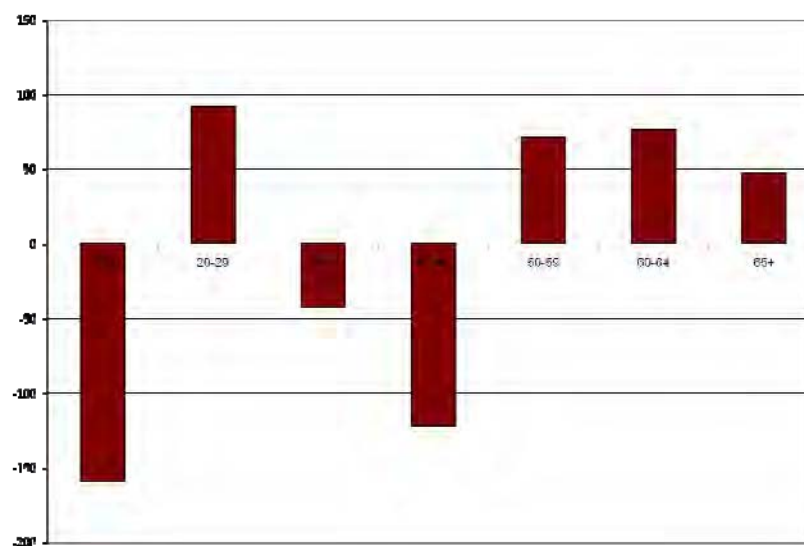
## Families With Children



- The median age map illustrates the extent of the senior population in the area. There are pockets of younger households northeast and southwest of the Primary Trade Area. These two areas also have a higher proportion of families with children.
- Generally, the children that do live at home tend to be older. Twenty percent of the Immediate Trade Area children are 25 years and older and living at home. A high proportion of young adults still live at home.
- There is higher proportion of widowed, divorced, and separated residents in the Immediate Trade Area and 31% reside in single-person households.
- The local Immediate Trade Area resident has lower education levels and tend to work in sales and service, trades and transport, business, finance, and administration, as well as processing, manufacturing, and utilities type occupations that are located nearby.
- The visible minority population in the Immediate Trade Area is very small.
- Household incomes are lower than elsewhere in the CMA. The average household income is approximately 20% less than in Hamilton CMA. Average household incomes skew towards mid-to-low on the overall household income spectrum.
- Thirty-seven percent of the Immediate Trade Area are renters.

The following chart illustrates absolute age growth or decline for each age cohort. As stated, the under 20 years of age population is relatively small and it further contracted in the past three years. Of interest is the growth in 20 to 29 year old cohort, who are in the early family formation stages. There is an expectation that this group will eventually begin to have young children as they age in place.

**Downtown Stoney Creek BIA Primary Trade Area**  
**Change in Age Profile – 2006 to 2009**



Source: Statistics Canada, Environics

The retail implications of the preceding analysis indicate:

- The trade area for Downtown Stoney Creek illustrates that there is a base population of approximately 10,000 residents to support local neighbourhood shopping. The retail potential is constrained by local competition from retail along Queenston Road, the high age profile that is not an active shopping demographic, and the mid-to-lower average household income.
- Future growth opportunities may arise from the indications of early family formation households.

#### *4.2 Household Expenditure Analysis*

The annual estimates for household spending by retail commodity categories are derived from a combination of factors. This includes household income and other socio-economic data, such as household size, age, occupation, etc. Of all the influencing factors, household income is the most important because the more money people make, the more able and likely they are to spend. While the relationship between income and expenditure is strong, it is not directly proportional. As incomes rise, a greater proportion is spent on investments and other non-consumption items.



The following table provides a breakdown of commodity spending categories. Annual household expenditures for the Primary Trade Area, Immediate Trade Area, and the Hamilton CMA are shown.

	Immediate Trade Area	Primary Trade Area	Hamilton CMA
<b>General Merchandise</b>			
Women's Clothing and Accessories	\$1,200	\$1,239	\$1,409
Men's Clothing and Accessories	\$806	\$728	\$913
Children's Clothing and Accessories	\$326	\$298	\$395
Material, Notions, and Sewing	\$231	\$218	\$249
Home Furniture and Furnishings	\$893	\$992	\$1,203
Home Equipment	\$821	\$948	\$1,084
Garden Equipment and Supplies	\$159	\$162	\$370
Home Entertainment	\$495	\$477	\$747
Pet Supplies	\$238	\$259	\$492
Sports Equipment	\$134	\$138	\$212
Toys	\$121	\$125	\$148
Electronics	\$66	\$62	\$84
Art, Hobby	\$40	\$39	\$51
Computer Equipment and Services	\$372	\$396	\$463
Photographic Equipment and Services	\$185	\$182	\$257
Reading	\$312	\$331	\$381
<b>Convenience</b>			
Food From Stores	\$6,858	\$6,784	\$7,492
Health Related Supplies	\$1,017	\$1,056	\$1,117
Alcohol Purchased from Store	\$525	\$578	\$665
<b>Eating and Drinking</b>			
Food from Restaurants	\$1,772	\$1,872	\$1,972
Alcohol Served	\$267	\$283	\$283
<b>Services</b>			
Personal Care Services	\$510	\$538	\$578
Movies	\$144	\$138	\$156
Packaged Travel	\$315	\$398	\$531

It is important to remember that average household income is lower compared to Hamilton CMA and overall expenditures are lower across the board for all categories included in this analysis. However, expenditures in relation income and the proportion that is allocated to certain goods and services that local residents spend proportionately more, proportionately about the same, and proportionately less of their budgeted expenditures are highlighted in the following chart.

Proportionately More	Proportionately Same	Proportionately Less
Alcohol served	Toys	Home furnishings
Material, notions, and sewing	Computer equipment and services	Photographic supplies and services
Movies	Alcohol purchased from stores	Home entertainment
Food from stores	Electronics	Sports equipment
Health related supplies	Art and hobby	Packaged travel
Food from restaurants	Home equipment	Pet supplies
Men's clothing		Gardening equipment
Personal care services		
Women's clothing		
Reading materials		

Local residents will apportion a high percentage of their budget on items such as eating and drinking out, grocery shopping, health care supplies, clothing, personal care services, and reading and movies for entertainment. They have purchased all the large big ticket items they need and will spend a small proportion of their budget on things such as home furnishings and home entertainment systems.



## 5.0 Retail/Commercial Audit

An audit of the existing retail/commercial businesses was conducted during August 2010 in order to understand the current retail/commercial situation in the area as well as changes from the 2005 study. The area studied includes the Downtown Stoney Creek BIA as well as some nearby businesses not in the BIA. It is comprised of all retail commercial uses as well as other easily accessible retail spaces.

In completing this inventory, the strengths and weaknesses of Downtown Stoney Creek BIA's business mix were identified. The following are the salient findings based on the retail audit:

## Downtown Stoney Creek BIA Retail Audit

	Number of Businesses	% of Total	Total Square Footage	% of Total
<b>RETAIL MERCHANDISE</b>				
Apparel and Accessories	1	1.4%	1,500	1.3%
Home, Appliance, Electronics	1	1.4%	1,000	0.8%
Leisure	2	2.9%	2,200	1.8%
Other General Merchandise	1	1.4%	1,000	0.8%
<b>TOTAL RETAIL MERCHANDISE</b>	<b>5</b>	<b>7.1%</b>	<b>5,700</b>	<b>4.8%</b>
<b>CONVENIENCE - FOOD AND DRUG</b>				
Food and Beverage	5	5.7%	10,900	5.8%
Health and Personal Care	2	2.9%	6,200	5.2%
<b>Total</b>	<b>7</b>	<b>8.6%</b>	<b>17,100</b>	<b>11.0%</b>
<b>EATING AND DRINKING</b>				
Café, Fast Food	4	5.7%	4,300	3.6%
Restaurant	7	10.0%	17,700	14.9%
<b>Total</b>	<b>11</b>	<b>15.7%</b>	<b>22,000</b>	<b>18.5%</b>
<b>SERVICES</b>				
<b>Personal Services</b>				
Total Personal Services	21	30.0%	29,300	24.6%
Financial Services	2	2.9%	5,000	4.2%
Professional Services	11	15.7%	12,200	10.2%
Medical Services	7	10.0%	9,000	7.6%
<b>TOTAL SERVICES</b>	<b>41</b>	<b>58.6%</b>	<b>55,500</b>	<b>46.6%</b>
<b>OTHER RETAIL</b>				
Automotive	1	1.4%	5000	4.2%
Other Uses	3	4.3%	12,500	10.5%
Entertainment/Recreation	0	0.0%	0	0.0%
<b>TOTAL OCCUPIED COMMERCIAL</b>	<b>68</b>	<b>95.7%</b>	<b>117,800</b>	<b>95.5%</b>
<b>VACANT COMMERCIAL</b>	<b>3</b>	<b>4.3%</b>	<b>5,300</b>	<b>4.5%</b>
<b>TOTAL COMMERCIAL</b>	<b>71</b>	<b>100.0%</b>	<b>123,100</b>	<b>100.0%</b>

There is approximately 120,000 sq. ft. of retail and commercial type space in Downtown Stoney Creek BIA. This includes 70 businesses. The average business size is 1,701 sq. ft.

- The total amount of retail merchandise is very minimal. It is less in 2010 than in 2005. Retail merchandise represents only 5% of the total square footage. At a minimum there should be at least 10 retail merchandise operators.
- Convenience goods is a strong category that includes convenience stores, specialty food retailers, and health care supplies. Eleven percent of the total square footage is devoted to convenience items.
- Downtown Stoney Creek is strong in food service operations. Approximately 19% of the total square footage is devoted to eating and drinking operations.
- Note that in 2010 the vacancy was recorded as 4%. In May 2011, the vacancy had risen to 11% (should the Tim Horton's location become vacant the vacancy rate on square footage will rise to 12%).

There has been significant investment in the village over the years. A review of the retail building permits (excluding signage) issued within the BIA area includes the following.

### *5.1 Façade Improvements and Overall Improvements*

Property owners and retailers in Downtown Stoney Creek BIA made relatively good use of the façade improvement program. To date, 10 applications have been approved and finished. The property owners have leveraged \$74,068 in City funds for a total improvement of \$185,410 from 2002 to 2010. The majority of the work was completed in either 2005 or 2008. There have been no new applications since 2008.

A review of the building permits for Downtown Stoney Creek for retail, commercial, and other mixed-use buildings shows that there have been consistent improvements for BIA businesses since 2005 of \$482,150.

#### **Retail Building Permits**

<b>Year</b>	<b>Retail Building Permits</b>
2005	\$42,250
2006	\$5,000
2007	\$13,000
2008	\$10,500
2009	\$396,400
2010 YTD	\$15,000

*Source: City of Hamilton*

In 2003, heritage street blades, litter containers, overhead signage, and benches were installed throughout the Downtown Stoney Creek BIA. The following are other major projects undertaken by the City of Hamilton in/near Downtown Stoney Creek.

#### City of Hamilton Downtown Stoney Creek Projects

Year	Project	Source of Funding	Amount	Status
2004	Augustus Jones Sculpture	Taro	\$150,000	Completed
2005	Nash Jackson House	Taro	\$400,000	Completed
	Commercial Assessment	D&CR Capital Budget	\$15,000	Completed
2006	Nash Jackson House	Taro	\$400,000	Completed
2007	Acquisition of 95 King Street East	Taro	\$400,000	Completed
2008	Acquisition of 95 King Street East	Taro	\$115,000	Completed
2008 to 2010	Gateways and parkette	Taro and D&CR Capital Budget	\$1,185,000	Gateways designed to be co-ordinated with Implementation of Battlefield Park's Master Plan. Working drawings being prepared for parkette (Jones and King) construction in 2011
2010	Commercial Assessment Update	D&CR Capital Budget	\$7,900	Draft Report Prepared
		<b>TOTAL</b>	<b>\$2,672,900</b>	

Source: City of Hamilton

A select number of examples of before and after images of buildings in Downtown Stoney Creek BIA show the changes that have occurred from 2005 to 2010. This overall analysis illustrates the re-investment that has occurred in the past five years.



2005



2010 - New entry and façade



2005



2010 - New façade and patio





2005



2010 - Façade and facelift



2005



2010 - Small improvements create a welcoming front



2005



2010 - New signage that helps enliven the street



2005



2010 - Signage more in keeping with heritage feel of the street



2005



2010 - Improvements to keep the building and stores looking fresh. Note the improved sight lines into the store

## 6.0 Strengths, Challenges, Opportunities, and Threats

The following represents the strengths, challenges, opportunities, and threats associated with the previous commercial market assessment and UMC's assessment of the status of each one.

### Strengths

<b>Historic setting</b>	At the Downtown Stoney Creek Taskforce meeting, heritage was a common theme that the group wanted to strengthen. The approaching 200-year anniversary of the War of 1812, the Battle of Stoney Creek, and events such as Flag Day re-affirm this desire. Heritage was determined to be the overarching branding element for Downtown Stoney Creek.
<b>Natural features</b>	The escarpment and creek system create a beautiful natural setting. A new City parkette is being built in the BIA and improvements to the Battlefield area are underway.
<b>Tourism</b>	In recent years, tourism has suffered significantly. Same-day trips from the U.S. are at the lowest levels. There may be opportunities to market the area through Regional Tourism Organizations - RTO 3 (Hamilton area) and RTO 2 (Niagara). Downtown Stoney Creek is somewhat removed from the Wine Trail and tree fruit areas but there may be potential partnerships or linkage opportunities.



<b>Medical clinic nearby</b>	<p>The medical clinic is an important source of retail sales activity from visiting patients and staff as well as those who are dropping off patients and waiting to pick them back up again.</p> <p>In addition, nearby St. Joseph's medical centre could be tapped for additional support.</p> <p>There may be an opportunity to market to healthcare professionals as the source to go for goods and services for their profession.</p>
<b>Free parking</b>	The municipal parking lot remains free but paid parking has been introduced on the street. This has been a very contentious issue for the BIA.
<b>Small town atmosphere</b>	In the overall Stoney Creek area that is characterized by large right-of-ways with large plazas and large format stores, Downtown Stoney Creek is a reprieve from the faster paced area. However, its identity as the Downtown may be fading. There is a concern regarding creating a too-sleepy image of Downtown Stoney Creek. It still needs to be dynamic. It should focus on the local neighbourhood's needs as well as some destination shopping in a village setting.
<b>Quality commercial businesses</b>	There are good professionally run businesses throughout Downtown Stoney Creek.
<b>Investment in properties</b>	There has been continued investment including the use of façade improvement grant monies and private sector investment. There are more opportunities geared to increased mixed-use development. The north side of King Street East between Lake Avenue Drive and Mountain Avenue North should be redeveloped as mixed-use.

**Challenges**

<b>Lack of commercial diversity</b>	The limited number of retail merchandise stores is a very serious concern should the BIA wish to pursue a more village/destination retail environment. The strength of Downtown Stoney Creek is in food services, personal services, and professional services.
<b>Convenience-oriented commercial activity</b>	Convenience retail is the mainstay for Downtown Stoney Creek and it is affected by increased competition that offers a more efficient service experience. The goal will be to market more directly to the local neighbourhood and develop goods and services that will appeal to them as the primary focus of the BIA's activities.
<b>Short street – limited growth potential</b>	This remains true. The BIA has expanded to the east but the street commercial is still relatively short. They should try to expand to the west and south again.
<b>A lot of competition</b>	This was true in 2005 and remains true. There are several redevelopment, expansion, relocation, and new development opportunities in Stoney Creek's retail commercial environment including East Gate Square, Walmart, Winona, among others.
<b>Lack of resources at the BIA level to change things</b>	The budget for the BIA remains very small. Approximately \$15,000 is levied on the businesses. They have been successful in allocating funds to pay for a part-time assistant.  The BIA must leverage the business community and relationships/partnerships to effect change.

**Opportunities**

<b>Changing demographics as empty nesters are replaced with younger families</b>	There is some indication that younger families have moved into the area. However, the overall age profile skews older. Products and services such as urban grocer, quality shoes, hobby stores, may appeal to this demographic.
<b>Red Hill Parkway will alleviate truck traffic</b>	There is less concern regarding the fast-paced vehicular traffic on King Street. There are new crosswalks that have helped. This has been a definite improvement in the past five years.
<b>Lower rents than area malls and strip centres</b>	This remains true but the lower rents are reflective of lower pedestrian traffic and sales potential. This makes redevelopment in Downtown Stoney Creek more risky. As one stakeholder indicated, the ROI is very risky in the area.

**Threats**

<b>Non-participatory BIA</b>	The BIA has increased participation since 2005. They are currently working as a Taskforce to explore opportunities for revitalization and recruitment.
<b>Big-box development</b>	There continues to be retail growth in the area that affects retail sales growth. New power centres in Winona and on the Mountain and redevelopments on Queenston Road make Stoney Creek very competitive for one of Downtown Stoney Creek's strengths – convenience-based retail.

## 7.0 Vision

The vision for Downtown Stoney Creek is focused on its historic setting – the overall appeal is to enhance the historic, small town, main street village atmosphere. Downtown Stoney Creek will be a walkable, pedestrian village main street focused on the local population for their goods and service needs and expanded appeal for food services, personal and professional services, and specialty retail.

There will be an emphasis on natural beauty, attractive streetscaping, and handsome buildings that complement this vision.

Other options that were considered include the following:

- Personal and professional services (emphasis on medical) district
- Entertainment district, including a high proportion of food services and entertainment options on the street and in the businesses (events organized most weekends during the summer)
- Main street village for the local neighbourhood and specialty draws for regional visitors

Main street village was the chosen option to pursue.

The implications for Downtown Stoney Creek's vision on organizational resources, economic development potential, physical improvements, and marketing/events are as follows.

### 7.1 Organization

The following are the organizational recommendations from 2005 as well as new recommendations. Since 2005, the BIA has hired a part-time executive director to coordinate the BIA members and liaise with the City.

#### Organization Action Items

Action Step	Status as of 2010	Responsibility
Have a member (and back up member) who is committed to attending HABIA meetings once a month.	Complete through the hiring of a part-time executive director.	Downtown Stoney Creek BIA
Commit to quarterly newsletters and work up to monthly bulletins to communicate with members about progress made, new City programs and initiatives, private sector development in the area, etc.	Email blasts are now a quicker and more efficient manner to reach the members. This is being accomplished and should continue on a regular basis.	Downtown Stoney Creek BIA
Expand BIA boundaries east, west, and south	The BIA expanded east. Efforts should be made to expand west to include the gateway and Battlefield Park and south to include the medical building. The placement of the western gateway will reflect this commercial transition. The difficulty is for the BIA to provide a consistent look with sidewalks, benches, and light standards.	Downtown Stoney Creek BIA, City of Hamilton

Action Step	Status as of 2010	Responsibility
Wayfinding	<p>Signage as vehicles approach Centennial Parkway and King Street East should be placed on the three roadways to indicate where Downtown Stoney Creek is as well as the new gateway.</p> <p>The city should consider regional wayfinding for the entire City based on districts (e.g., Stoney Creek, Waterdown, Dundas) as well as where the shopping districts, museums, and attractions are located.</p>	City of Hamilton
Set up a small website listing your location, a business directory, and linkages with other tourism related sectors.	This has been accomplished but there are still updates to be made.	Downtown Stoney Creek BIA
Give serious consideration to hiring a part-time administrator and cover the costs through a combination of increase in the BIA levy and the BIA expansion.	Completed.	Downtown Stoney Creek BIA
A “who does what” sheet should be developed in conjunction with the City of Hamilton outlining who retailers and property owners should contact for different issues such as graffiti, snow removal, broken windows, break-ins, broken flower pots, etc.	This was completed by the City but needs to be updated.	City of Hamilton and Downtown Stoney Creek BIA

The Downtown Stoney Creek BIA budget remains relatively small. The approximate budget of \$15,000 is used to pay the executive director as well as some beautification and special events. The City of Hamilton provides additional funding for beautification programs (e.g., Holiday wreaths) and other initiatives.

There is good participation by members on the board bringing their expertise. The volunteer board commitment is critical to the success of the Downtown. At present, there is higher member involvement due to recent topical issues such as paid parking, HST, Lake Avenue Drive construction, increased vacancy, and declining sales in Downtown Stoney Creek. The current City Councillor has also taken a leadership role with the BIA and coordinated programs and a taskforce to ensure dialogue becomes action points.

If and when the BIA expands and new buildings are built, the BIA budget should naturally increase with assessed value. Existing commercial properties should pay not pay less but their levy should be held the same or increased modestly to reflect inflation.

Additional action plan priorities include the following:

- Continue to enhance the website
- Increase email blasts to members on issues and new programs to continue the communication commitment with members
- Expand the BIA, if possible, however the BIA indicated that while it would like to expand further, there was opposition from some in the proposed expanded area. Out of courtesy, the BIA did not include those businesses on the fringe of the BIA that did not want to join. It was pointed out that the BIA may not want to expand too far to include too many stand-alone or vehicular dependent businesses that would detract from their core concern of the Downtown environment.
- Increase budget as increased assessments and expansion happens
- Participate with City programs including revenue sharing, heritage and facade improvement program, upper level residential incentives, review of HABIA, etc. that are of benefit to Downtown Stoney Creek.
- There may be opportunities to use additional volunteer staff through interns at colleges and universities. For increased maintenance, the BIA may partner with another Hamilton BIA to share a staff person through grant/incentive programs (student work programs) whereby the staff person is available for Downtown Stoney Creek one day/week. However, in this case, the lack of office space at the current BIA office at the Chamber of Commerce would be an issue.

## 7.2 *Economic Development*

The recent increased vacancy and slower sales growth is a concern. However, a new party planning and puppet store recently expanded into Downtown. The service has the added benefit of drawing parents to the Downtown to drop off their children at the party and then they are able to walk and shop while they wait.

The overall goal of the economic development strategy is to attract retailers to service the local population's goods and service needs. In addition, there will be additional draw from regional visitors for speciality retail items, food items, and services.

The 2005 action items included:

### **Economic Development Action Items**

<b>Action Step</b>	<b>Status as of 2010</b>	<b>Responsibility</b>
Commit to a program of increasing the learning for the merchants and property owners through education, seminars, sharing demographic information, and increased networking.	This is an ongoing program.	Downtown Stoney Creek BIA
At regular meetings with stakeholders, update members on the status of the commercial environment and upcoming changes (e.g., legislation, bylaws, new commercial developments, other changes) with learning as a key component.	This is being accomplished and is an ongoing program.	Downtown Stoney Creek BIA
Work on retention activities.	This is an ongoing program. The taskforce helped to re-establish goals.	Downtown Stoney Creek BIA



Additional action plan priorities include the following:

- Determine who the convenience-based anchors are in Downtown Stoney Creek. This includes Shoppers Drug Mart, TD Canada Trust, RBC, the post office, and Elm Grocery and Deli. The City and the BIA should have private meetings with the retailers to determine their intentions for staying in Downtown. Questions related to what is required to ensure they stay in Downtown Stoney Creek are required to be asked and answered. The BIA will need to follow up with the retailers on those things that can be accomplished.
- Develop an ideal retail mix and work with the property owners and brokers to ensure that they are leasing towards this plan. Ideas include the following:

### **Retail Mix Ideas**

#### **Additional Retailers:**

- Shoes – quality shoes geared to older people, health, and education workers who are on their feet a significant portion of the day (e.g., Ingeborg Shoes at Cherryhill Village Mall in London ON)
- Family and women’s clothing (mid-market)
- Children’s clothing and toys
- Pet store to complement the pet grooming
- Jewellery store – custom made and traditional
- Home health equipment – Shoppers Home Health
- Optical store and optician
- Small urban home furnishings store

#### **Convenience Retailers:**

- Speciality food stores – bakery, cheese, meat, health food
- Urban grocery – 8,000 sq. ft.
- Retain pharmacies

#### **Services:**

- Medispa
- Barber shop

**Food Services:**

- Restaurants – Italian, ethnic (King of Pigs in London, Pollo Loco on Ottawa Street – Hispanic/Latino; Thai, Indian)
- Café - Coffee Culture

Other action items include:

- The City of Hamilton could assist Downtown Stoney Creek in understanding the need for increased residential in the general area as well as more mixed-use buildings in the BIA. This could be through redevelopment assistance or through facilitated meetings with property owners.
- A farmers' market has been attempted. Appendix B provides details on the rules and regulations for a market. There should be a space in Downtown Stoney Creek that can accommodate up to 15 vendors near accessible parking. The City and the BIA can work cooperatively to find a suitable location for a farmer's market. A Saturday morning or Thursday afternoon market should be developed. It will be important to pick a day that will not interfere with other local markets so that those vendors can sell in Downtown Stoney Creek.

### 7.3 Physical Improvements and Programs for Enjoyable Shopping

#### Physical Improvements and Programs for Enjoyable Shopping

Action Step	Status as of 2010	Responsibility
Develop a committee to address physical improvements and transportation issues, particularly clean and safe programs as well as other programs for enjoyable shopping (e.g., transportation, road safety and design, signage, etc.). Each issue should be tackled within the next two years.	<ul style="list-style-type: none"> <li>• A number of transportation issues have been worked through including the crosswalk on King Street East and reduced truck traffic.</li> <li>• There are no set committees with the BIA but a group forms when required around a certain topics of interest.</li> <li>• There have been sidewalk improvements and replacement of bricks but the quality of materials is not what the BIA had expected.</li> <li>• The agreement on the vision of heritage should form the backdrop of all decisions regarding look and feel (beautification) of Downtown Stoney Creek. For example the new hanging baskets and the light banners in the shape of the Battlefield Monument reinforce this overall theme.</li> <li>• The BIA should work with the City on increased beautification programs and ensure all parties understand what can and cannot be accomplished (e.g., lighting in the trees)</li> </ul>	Downtown Stoney Creek BIA

Action Step	Status as of 2010	Responsibility
Promote the façade improvement program and other benefits from the City of Hamilton.	There has been good use of the façade improvement program. Continued use is encouraged through changes in the application process. Also, other programs such as heritage, and upper level residential should be marketed.	Downtown Stoney Creek BIA
Develop an agreement with the City of Hamilton outlining areas of financial responsibility concerning capital improvements, maintenance, and repairs.	This has been accomplished.	City of Hamilton and Downtown Stoney Creek BIA

Additional action plan priorities include the following:

- Parking strategy – whether or not paid parking is to remain on King Street East, there needs to be signs on the street indicating free long-term parking in the parking lot. Use technology as much as possible for parking including:
  - Promoting the location of the municipal parking lot on the website including the GPS coordinates that can be easily downloaded
  - Marketing to the local resident population that free parking exists in Downtown Stoney Creek in the municipal parking lot. Put an article in the paper over several weeks, send a post card in the mail, email, or send to members of a potential Facebook page.
- Continue the streetscaping elements near Battlefield Park east into Downtown Stoney Creek to provide continuity for the visitor and to link the two areas.
- Review design standards for buildings, signage, and heritage rules to ensure that overall Downtown Stoney Creek’s look and feel is consistent with the heritage image. However, ensure that the standards are not too aggressive as to make redevelopment very difficult and costly.

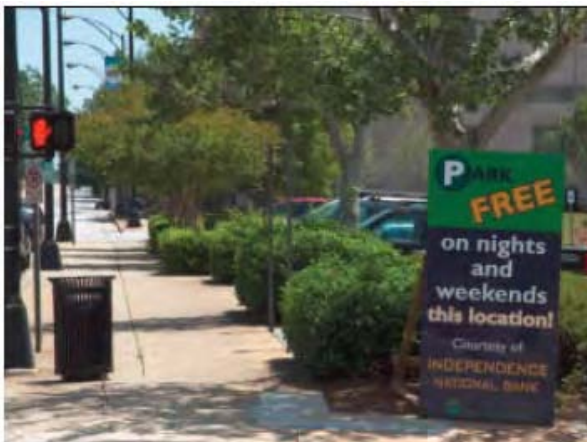
Examples of physical improvements and programs are below.



Four hour parking is required for longer-term stay destination places.



When there is shorter-term parking available on the street, the longer-term (and free) parking should be marketed/signed together to let visitors know their options and where to locate it.



Sandwich board signs can also be used to let visitors know there is additional long-term, free parking elsewhere in the Downtown.



Pedestrian scaled signage and wayfinding adds to the more intimate feel of the street.

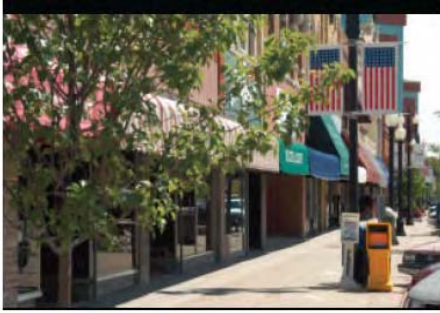


Pedestrian scaled flowers and beautification elements enliven the street.



Place benches against the buildings to allow visitors to rest and see the action. Note the high proportion of men waiting for their partners.





Before and after images illustrate a more intimate and friendly street with pedestrian scaled beautification



The restaurant is very inviting with matching umbrella and a bright façade that welcomes visitors.



Store signage should be as inviting as possible including hours that stores will be open.

In addition, Downtown Stoney Creek BIA (along with other BIAs) are looking to the City of Hamilton for assistance in setting up events and programming. Fees for street closures and patios can run counter-intuitive to the idea of creating healthy and vibrant main streets in Hamilton. Any further assistance whereby a farmers' market could locate on the street or in the parkette or other events would be very welcomed by the BIA and go a long ways to creating a positive working relationship centred on cooperation.



## 7.4 Marketing

Marketing is one of the most important activities of the BIA (beyond clean and safe programs) yet with the small BIA budget it is difficult to achieve significant results.

### Marketing

Action Step	Time Frame	Responsibility
Collect information to include in directories and marketing materials.	The BIA has information on the businesses. This is an ongoing process. The database should be expanded to include information on the buildings such as (issues with the roof, grant applications, etc.)	Downtown Stoney Creek BIA
Start an umbrella communications program and public relations campaign.	A website has been initiated but marketing from the BIA has not begun in earnest.	Downtown Stoney Creek BIA
Select messages and materials for targeted markets.	This is still a work in progress	Downtown Stoney Creek BIA
Coordinate marketing materials with the overall vision and image of the area.	This is still a work in progress. The BIA has chosen a heritage theme and have set up their website and decorations to reflect that theme.	Downtown Stoney Creek BIA
Coordinating the various tourism linkages within the Niagara Peninsula and Upper New York area is beyond Downtown Stoney Creek BIA's ability. However, it is important for Tourism Hamilton to pursue these linkages, and printed and electronic advertising materials should mention the wonderful shopping districts near each site that visitors can see.	This is still a work in progress. Overall, the marketing program is a time-consuming program that may be beyond the limited resources of the BIA and the part-time executive director.	Tourism Hamilton

Action Step	Time Frame	Responsibility
Market Stoney Creek attractions along with Downtown Stoney Creek to residents within a five hour drive of the area (Rochester, Buffalo, Erie, Cleveland) and encourage multiple destinations (museums, shopping, eating, accommodations, local convenience shopping, etc.)	<p>The drop in U.S. visitation to Canada in the past five years may not warrant this type of marketing. Tourism Hamilton can market cross-shopping and activities/shopping for regional visitors.</p> <p>Additional consideration would be to develop a bridal program for Hamilton that could include Downtown Stoney Creek.</p>	Tourism Hamilton

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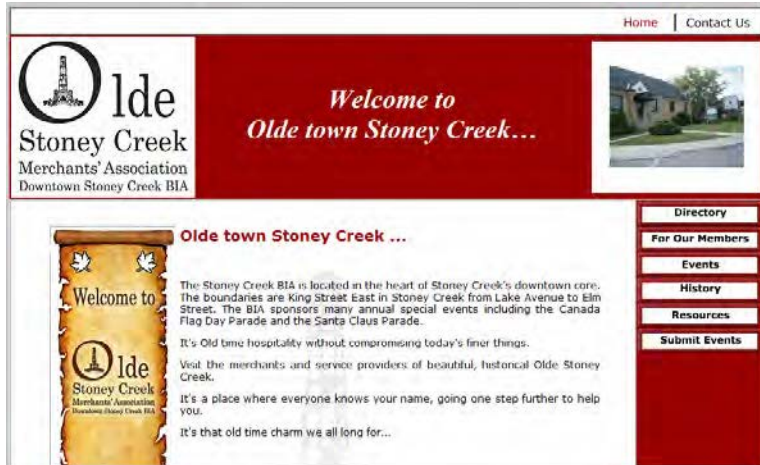
Do you dream of castles and mansions? Or are you more of a Birkenstock babe? Maybe

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## Website Recommendations



Comments and recommendations for the website include the following:

- Good colours and visual images – make it unique and stand out
- Downtown Stoney Creek should own several URLs that contain “stoneycreek” and have them all link back to this site, e.g.,
  - Oldetownstoneycreek.com or ca
  - Oldestoneycreek.com or ca
  - Downtownstoneycreek.com or ca
  - Stoneycreek.com or ca
  - Stoneycreekbia.com or ca
- Invest in optimization services to ensure Stoney Creek comes out on top of Google searches and referrals
- Link with other local activity centres such as Battlefield Park, Erland Lee House, Niagara Region, and Hamilton Region places to visit. Link with food and buy local programs and activities in the Niagara and Hamilton region.
- Videos should be added to the website that show Downtown Stoney Creek as these are easily marketed and redistributed via social media links.
- Condense the merchant directory by at least one-third.
- Fill out missing information on merchant directory, include picture of the business and include update website linkages.
- Always update images with more professional pictures as much as possible. Include images of people shopping, dining, and enjoying themselves.
- Members Services on the BIA website should have access to all the City programs, grants, updates on programs, etc.
- Add Facebook and Twitter accounts. Have a volunteer monitor them at least once per week. Allow merchants to post specials (e.g., Shoppers Drug Mart). Remove any negative postings or postings from businesses outside of the BIA.
- Offer suggestions for itineraries of things to do when visiting the area. For example:

- Devil's Punch Bowl hike and lunch in Downtown, then visit Battlefield Park
- Lunch in Battlefield Park provided by a local Downtown Stoney Creek restaurant or delicatessen
- Visit Downtown after visiting the art and craft fair at Erland Lee House
- Start Niagara Wine Trail (or finish) in Downtown Stoney Creek (develop a map on the website that shows that visitors can start at the Red Hill Parkway and continuing along King Street East towards Winona, Grimsby, etc.)

Other marketing recommendations include the following:

- Market to the local neighbourhood with programs that repeat over key buying periods.
- Start with a post card mail drop in the local neighbourhood and repeat every two weeks starting in Spring. Repeat again in late August to Thanksgiving and the week before the Santa Claus parade to Christmas.
- The first year, the overall appeal should be good and positive images of Downtown Stoney Creek that include many images of families, children, grandparents with grandchildren, seniors, etc.
- Subsequent years should continue with positive imagery and good time atmosphere that can happen in Downtown Stoney Creek as well as highlighting ideas for people to do (collection of images of and thoughts about food shopping, including personal service). Highlight the owners and business managers of the businesses as a way of getting to know the local community. This will position Downtown Stoney Creek as different than the suburban big box stores and malls.
- Any stories or good news articles should be saved and included on the website as a form of positive peer reviews as well as distributed via social media.
- Downtown Stoney Creek BIA should support events, especially those that potentially support retail sales activity but these should be coordinated by other organizations. The BIA should focus on improving existing festivals and activities that they run or coordinate (Santa Claus Parade or Flag Day). Arrange to have character actors Downtown for special events such as sponsoring free photos with an early 19<sup>th</sup> century attired Santa for local children. Have parents fill out an information card and send them the picture. Then use this database of loyal visitors to market directly to them about specials and events that are happening in Downtown Stoney Creek.
- Money should be set aside for updating the Downtown Stoney Creek mascot costume. Use images and videos of the mascot in promotional materials and on the Website.





- Have discounts and promotions for local businesses when they shop at other local businesses. This could be rolled out to local residents as a loyalty-type card.
- Businesses should be encouraged to use the words “Downtown Stoney Creek” in all their location marketing and addresses to help re-affirm the branded identity of the area.
- There should be an overall heritage look and feel to the images chosen to market Downtown Stoney Creek however, they must include images of active people on street, on patios, eating, shopping, talking, walking, etc.

London Covent Garden Market and Ottawa Street BIA have successfully profiled the local business owners for a number of campaigns. The following are examples but Downtown Stoney Creek BIA should develop unique ways (not necessarily through newspaper advertising) to profile the personalities and characteristics of the local merchants. This is a unique selling proposition.

<p><b>Hassan's Fine Jewellery</b>  <b>Owner: Hassan S. Moustapha</b>  <b>Phone: 519-936-7020</b>  <b>Fax: 519-936-7019</b>  <b>Email: <a href="mailto:info@hassans.ca">info@hassans.ca</a></b>  <b>Web: <a href="http://www.hassans.ca">www.hassans.ca</a></b></p> <p>Hassan's Fine Jewellery has served London and area since 2004. Hassan's is a family-owned and operated business. We are happy to fulfill customer's jewellery requests and are dedicated to help with our service. We take pride in our service and hope to earn your patronage and trust through integrity. Hassan's is a complete service centre for jewellery and watch repair. Hassan, our Goldsmith, is available Monday through Sunday for your service.</p> <p>We offer fine gold jewellery, silver and accessories as well as small gift items. We also custom design jewellery and also offer cleaning, buffing, settings, engraving, plating and change watch batteries. We also carry a huge selection of bridal accessories.</p>	
<p><b>Hasbeans</b>  <b>Owner: The Smith family</b>  <b>Phone: 519-663-0237</b>  <b>Email: <a href="mailto:paul@hasbeans.ca">paul@hasbeans.ca</a></b>  <b>Web: <a href="http://www.hasbeans.ca">www.hasbeans.ca</a></b></p> <p>The Smith family has been part of Covent Garden Market for more than 125 years. Our business is now operated by: Paul (3rd generation), Debbie (4th) and Joel (5th). We are proud to offer only specialty coffees, sometimes known as gourmet coffees. We search world markets for only the finest grades in order to offer you the best of coffee with the finest of flavour.</p> <p>All our coffees are roasted daily on our premises. We make it a promise to only offer coffees that are roasted by us. Please feel free to drop by and see your coffee being roasted. Ask about our roasting process and see our offering of more than 39 varieties blends and roasts.</p>	

Ottawa Street, the Road to Know-How

# THE GLASS ARTIST



Manny of **Campbell Glass** takes great care and pride in turning his clients wishes into reality. His artistic touch and input are appreciated by many of his happy customers: If you're looking for a new custom shower enclosure, room divider, mirrors and more, let Manny make his art a part of your home. Visit our website at: [www.campbellglass.ca](http://www.campbellglass.ca)

*Manny*

**The Merchants of Ottawa Street**  
905-544-4071 [www.ShopOttawaStreet.com](http://www.ShopOttawaStreet.com)

Next feature...A Million Deals

09001376018

## Appendix A – Mapping Socio-Economic Characteristics



## Appendix B – Farmers’ Market Rules and Regulations Example

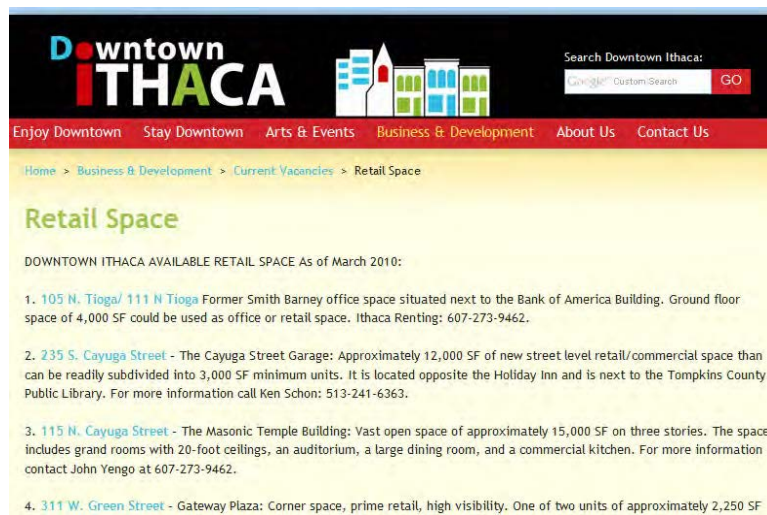
## Appendix C – Retail Recruitment

Selected recruitment tactics that may be considered include the following:

### Recruitment Protocols

A well thought-out retail recruitment strategy for Downtown Stoney Creek BIA that is not overly burdensome on the BIA board members and staff is a worthwhile task. Having mutually agreed upon retailer target lists that are shared with all property owners and to have stated goals on the specific types of retail categories ensures that the relatively small BIA is focused on its vision. Otherwise, the BIA will remain a collection of stores that have little synergy with one another.

The first step is to develop an enhanced liaison service with the City of Hamilton. The City has links on its Website for each BIA and including properties for lease or sale is an important first step.



The BIA will need to maintain a database of all properties and the current status, size, landlord, broker, rent/price, property taxes, and other issues that may be relevant such as available parking, roof issues, ability to have food preparation on site, etc.

### Retail Block Development Planning

The BIA should develop a block-by-block list of potential sites and redevelopment sites and place appropriate retail categories on each one. This process will also reveal where there are deficiencies in retail size units.

### Create a Contact List of Preferred Uses

A contact list of potential retailers should be developed and maintained. This is an ongoing process. A hit list should be established using the Yellow Pages, industry directories, newspapers, and personal contacts. Downtown Stoney Creek BIA and the property owners may attend industry trade shows (e.g., arts and craft show, the giftware show, food show, food festivals in other communities, or antique shows) to find new stores. Other ideas include checking industry association magazines including the Retail Council of Canada. Franchise shows are a good way to connect retailers and potential entrepreneurs. New start-up businesses should be encouraged through partnerships with educational institutions such as university and college programs as a potential source for retailers. There is no easy way to develop the prospect list; it is simply a lot of grinding. Any time a potential new retail idea comes through, they should be added to the list of potential contacts.

Recruiting efforts should always begin locally by looking for businesses who are willing to expand or whose leases are expiring. Visit other nearby communities. Take note of local, regional and national retailers such as Runner's Choice in Downtown London, The Bookshelf (bookstore café) in Downtown Guelph, Herbert's Boots and Details in Alliston, Saturday Afternoons in Downtown Orillia.

Also, local Downtown Stoney Creek business owners can saturate the market and create their own competition (e.g., Future Shop/Best Buy scenario whereby the two retailers owned by the same company compete in the same locations – note we are not recommending Future Shop and Best Buy for Downtown Stoney Creek).

### Marketing Sources

Develop a one page recruitment brochure of the facts and benefits of locating in Downtown Stoney Creek. The page should include some testimonials for existing businesses on the great location and attributes. Other methods include using the website, developing a short video of Downtown Stoney Creek, and other Facebook, YouTube, and/or Twitter accounts that put out positive news stories of recruitment efforts. A large part of the marketing is not necessarily to recruit a retailer but to also help change perceptions and images of Downtown Stoney Creek (i.e., create positive public relations).

There is very good information on the City of Hamilton website. Some city's websites have an incentive section whereby they help explain the economic benefit of certain incentive programs (e.g., Downtown Cambridge). In addition, a small business enterprise group is available to assist small entrepreneurs set up shop.

### **Marketing Brochure**

A professionally prepared and "to the point" marketing/leasing brochure should be prepared in the future and can be used in conjunction with a video or separately as the situation warrants. UMC suggests a folder-style brochure with inserts covering the major marketing points, such as the following:

- An aerial view (how to get there) with key buildings highlighted.
- A site plan of the Downtown Stoney Creek area showing major developments, planned new developments, and a list of the retailers and major businesses in the area. Vacancies can be shown if there are not too many. In addition, you may start to add potential retailers in vacant spots that you are courting (e.g., show potential restaurant location on the map when courting restaurants).
- Trade area socio-economic profile, employment figures for the trade area, the anticipated student population, and the daily or weekly visitors for events such as Flag Day, potential farmers' market.
- Any sales information would be helpful and may be customized to specific tenants (e.g., average restaurant sales for food service operators). Note this may be very difficult to obtain.
- An overview of "Why You Should be There" – selling the benefits.
- A good news story.
- A contact list for owners or brokers and a contact list for the City of Hamilton and the Downtown Stoney Creek BIA.

The brochure should be five pages maximum (unbound). Additional page(s) can easily be added for presentations to specific retailers such as a grocery store or pharmacy. In addition, you should condense the package to a one-pager of salient facts about recruiting in Downtown Stoney Creek. A basic package may be good for most retail types and for a "foot in the door." If the retailer requires specific information, this can be customized to their needs and it is a good opportunity to arrange a second meeting.

A video/DVD should also be prepared that showcases Downtown Stoney Creek using professional images and video footage.

### **Retail Retention and Small Business Assistance Programs**

Through the Small Business Enterprise Centre and other departments at the City of Hamilton, the Downtown Stoney Creek BIA can assist by developing a number of programs to help new retailers become successful, such as the following:

- Facilitating the process of obtaining licenses, permits, zoning, etc.
- Setting up a new retailer support group to guide new retailers on accounting, banking, buying, customer service, promotion, etc.
- Providing resource referrals such as how to obtain small business incentives (e.g., low cost loans, insurance pools, design assistance from architects, security alarm systems, etc.).
- Improving retailer and other activity wayfinding throughout Downtown Stoney Creek within the Stoney Creek overall area and the City.
- Helping to launch new stores with:
  - “Welcome” ads and posters,
  - A mailer to members,
  - Customer lists provided by non-competing retailers in the area, and a PR campaign.

### **Retail Recruitment Procedures**

The following are key procedures for recruiting retailers.

- Arrange one-on-one meetings with all key tenant contacts (e.g., Oberfeld Snowcap, NorthWest Atlantic, Rexall, Cara Group, plus major local and regional contacts, and small independents and regionals). There is no magic formula; it is simply a repeat process. Get the names of the contacts, arrange a meeting, invite them to Downtown Stoney Creek for a tour – and then repeat. Always try to offer the tenant a range of potential locations.
- Need to decide follow up protocol and who will be responsible – Downtown Stoney Creek BIA, the property owner, or the broker must be in constant contact with potential tenants. This heavy logistical responsibility requires impeccable record keeping of who was contacted, how, response, follow up date, and response. Always take the follow up conversations as an opportunity to learn what can be done to improve the prospects of recruitment in Downtown Stoney Creek (e.g., do they require a higher population threshold, higher income residents, more visibility, etc.).
- The value proposition (selling the benefits of a Downtown Stoney Creek location) should focus on the dynamic residential development and the natural environment.
- Make use of follow-up letters, even if the prospect does not come through. They can serve as a reminder about Downtown Stoney Creek, especially when expansion plans arise in the future. Letters should reiterate information about the sites that were discussed and invite the prospect to call anytime.

- Always set goals for the number of prospects to be contacted in a given month or other specified time.
- Send monthly newsletters to the contact list (as well as existing retailers, property owners, developers, brokers, and interested stakeholders). As stated, follow-up using a constant flow of information is the key to developing and maintaining interest.
- Publicize successes in email blasts, newsletters, etc.
- Try to generate as much media interest for Downtown Stoney Creek's retail recruitment as possible. This amounts to free advertising for the program. Send out press releases that highlight all of the good things about Downtown Stoney Creek, including a list of the businesses that have agreed to locate there and what sites they are moving to. This may spark interest in other available properties.
- Consider advertising to generate leads including print, radio, and television. Local stations may be looking for an interesting story about Downtown Stoney Creek recruitment efforts.

#### Example of Local Success Stories

Invest in Barton Village, I did...

**BUSINESS**

# BUSINESS

ADVERTISING FEATURE

## TJ's Appliances and Burning Desires Gifts

### MAKING BUSINESS WORK IN BARTONVILLE

Ask Tanya Sheets how's business on Barton and she will tell you it has never been better.

Tanya and husband Joe Lopes operate TJ's Appliances and Burning Desires Gifts. Tanya has been in the business of buying and refurbishing appliances for more than 20 years, earning her the nickname, the Appliance Girl.

Customers visit her shop at 365 Barton Street East at Oak Avenue from all over Hamilton, Ancaster, Dundas and as far away as Oakville, Mississauga and Toronto.

She set up shop in the current location 8 years ago and despite what outsiders might perceive about the economy of the area, Tanya says business was good enough that she decided to open up a second store to sell scented soy candles and gifts. Tanya bought the building containing the appliance store and leases a store next door for Burning Desires Gifts.

"There are great buildings on Barton with lots of potential," says Tanya. A typical Barton street storefront with a floor of apartments above can range in price from \$65,000 to \$170,000.

In Tanya's case, she and Joe occupy one of the apartments and the other two apartments more or less pay the mortgage on the entire complex.

What Barton Street needs says Tanya is more merchants who live and work in the neighbourhood as she and Joe do.

"Everything you need is here, and it's all within walking distance," Tanya notes pointing to long-time grocery

MAY 2010 9

**"Invest in Barton Village"**  
(The Next Renaissance Area)  
**"I Did!"**

**Tanya Sheets**  
Merchant & Property Owner  
Investment Info: 905-946-8472





Tanya Sheets, owner with her husband Joe Lopes of TJ's Appliances and Burning Desires Gifts.

and butcher shops like Rumor's and Duarte's nearby, as well as pizzeria's and convenience stores. Even the Bank of Montreal moved back into the neighbourhood a while back.

Tanya is focused on growing the business at Burning Desires Gifts, with its offering of her hand-made scented soy candles, aromatic soaps and lotions. She is starting to promote a new exclusive line of Legends of Avalon figurines and a new line of animal figurines.

You can visit TJ's appliances at 365 Barton Street East Hamilton. - (905) 529-2319 or click on [www.tjsappliances.com](http://www.tjsappliances.com). You can see what Burning Desires Gifts have to offer by visiting [www.burningdesiresonline.com](http://www.burningdesiresonline.com).

For a list of potential investment opportunities on Barton call 905-928-7698.



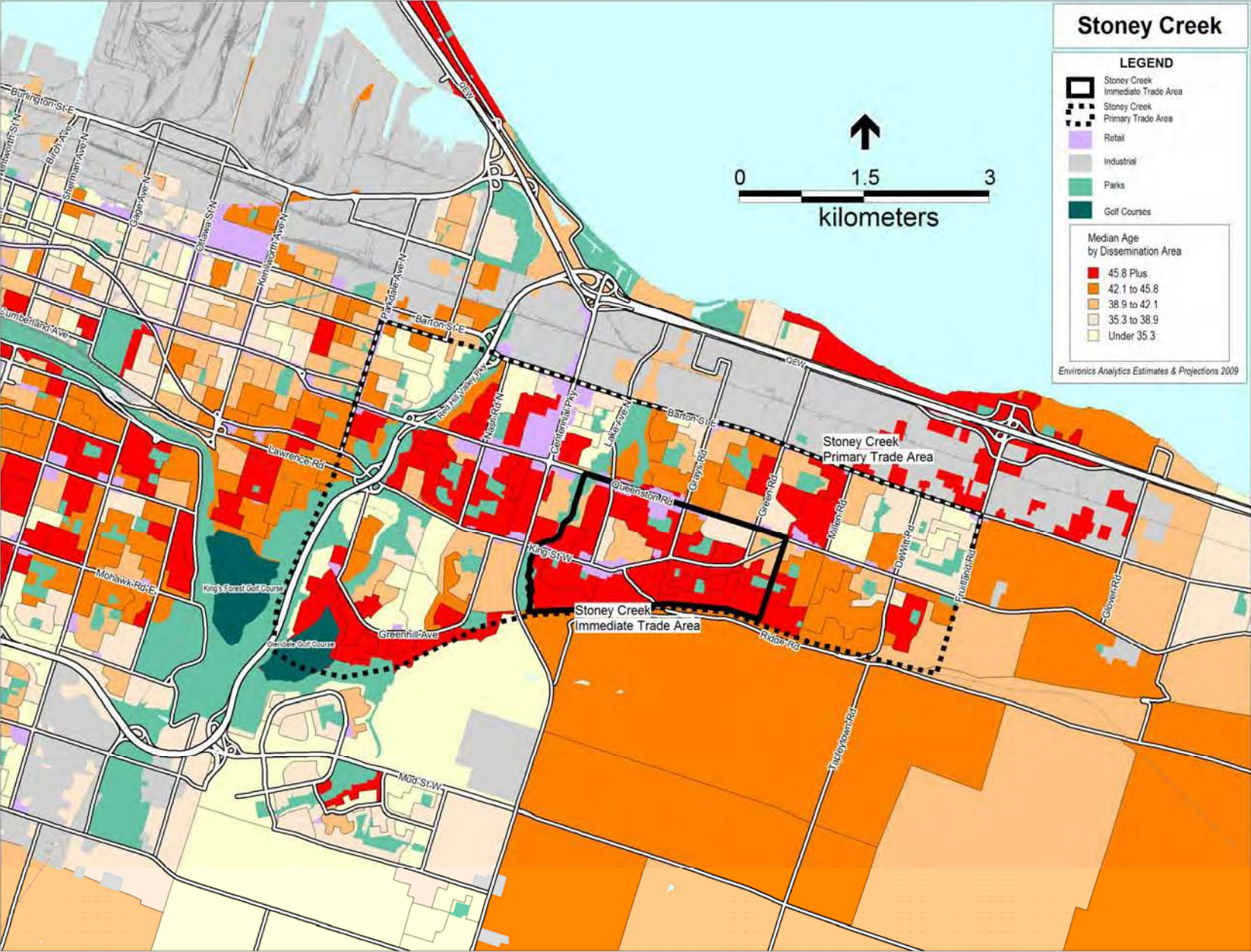
In addition, the Downtown Stoney Creek BIA can profile the existing business success stories similar to Ottawa Street in Hamilton.





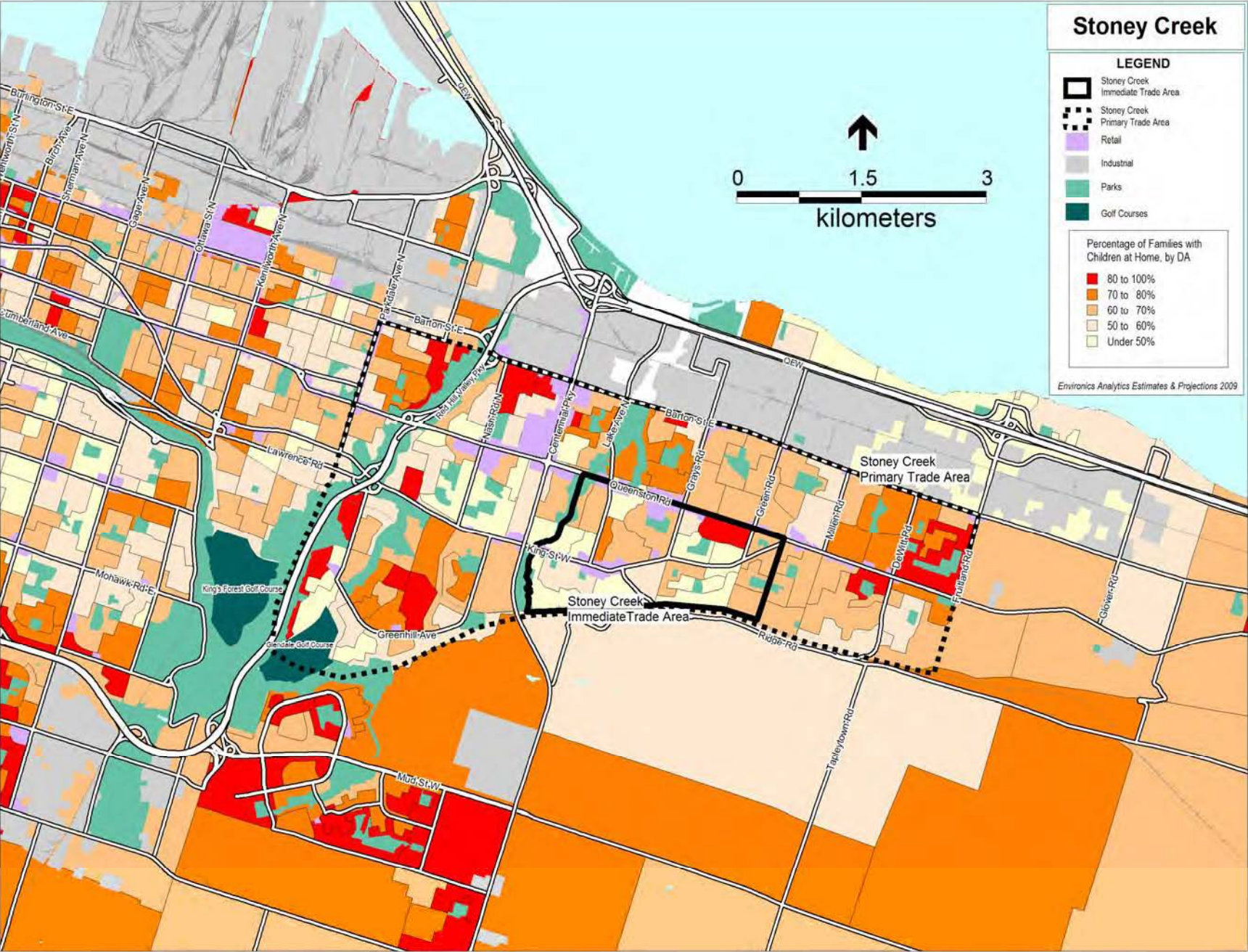
## Appendix A – Mapping Socio-Economic Characteristics

Median Age by Dissemination Area



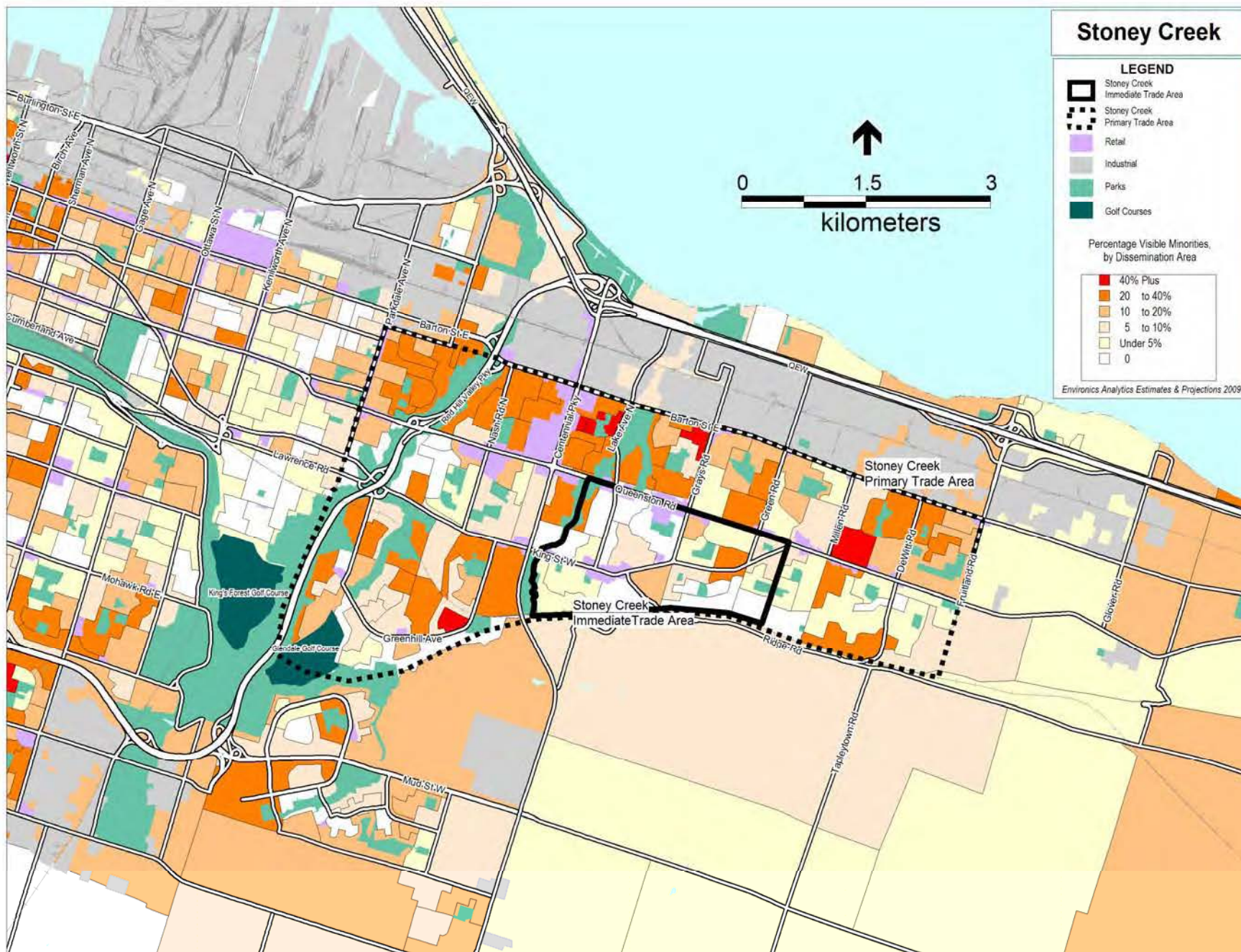


Percentage of Families with Children at Home by Dissemination Area



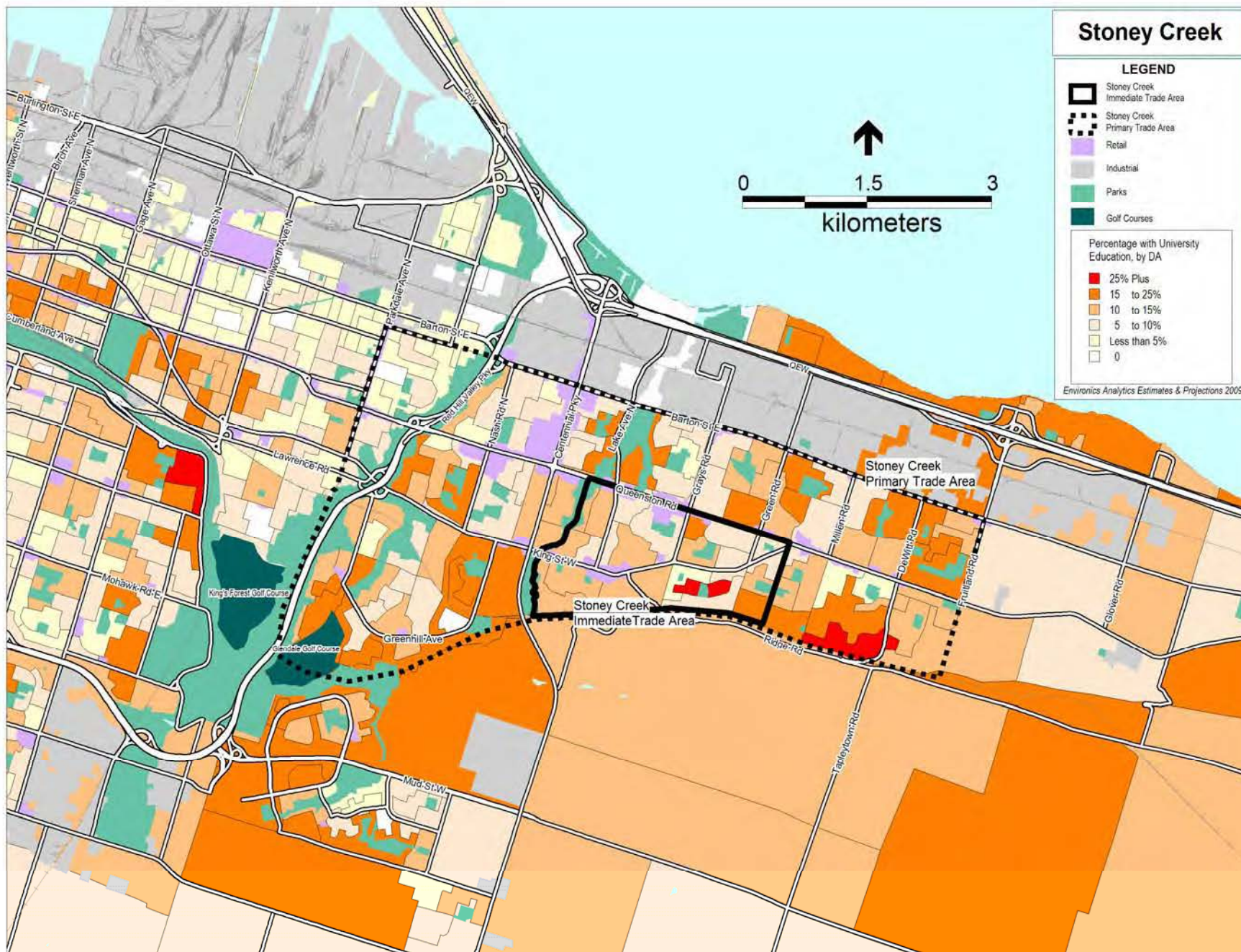


## Percentage Visible Minorities by Dissemination Area



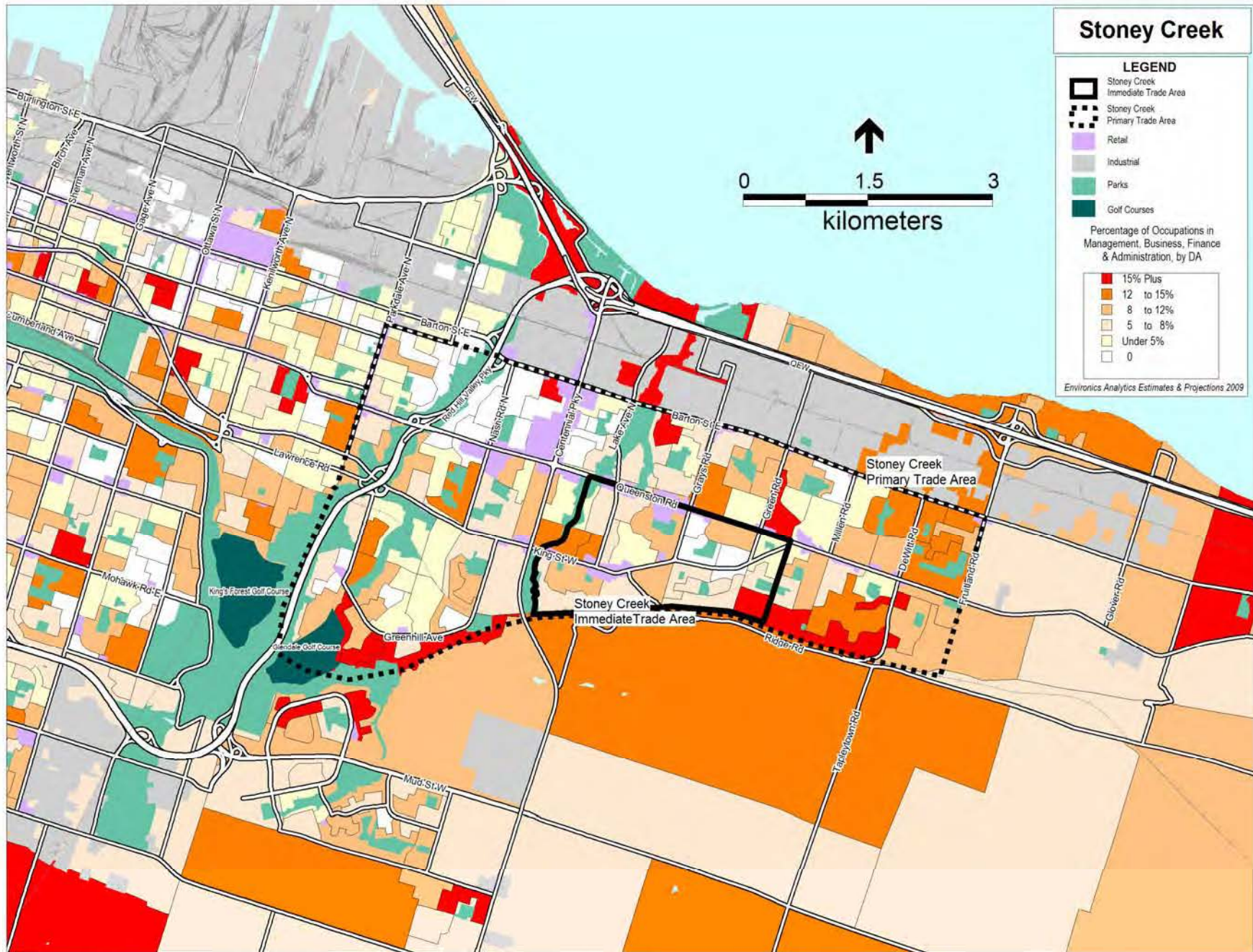


## Percentage with University Education by Dissemination Area



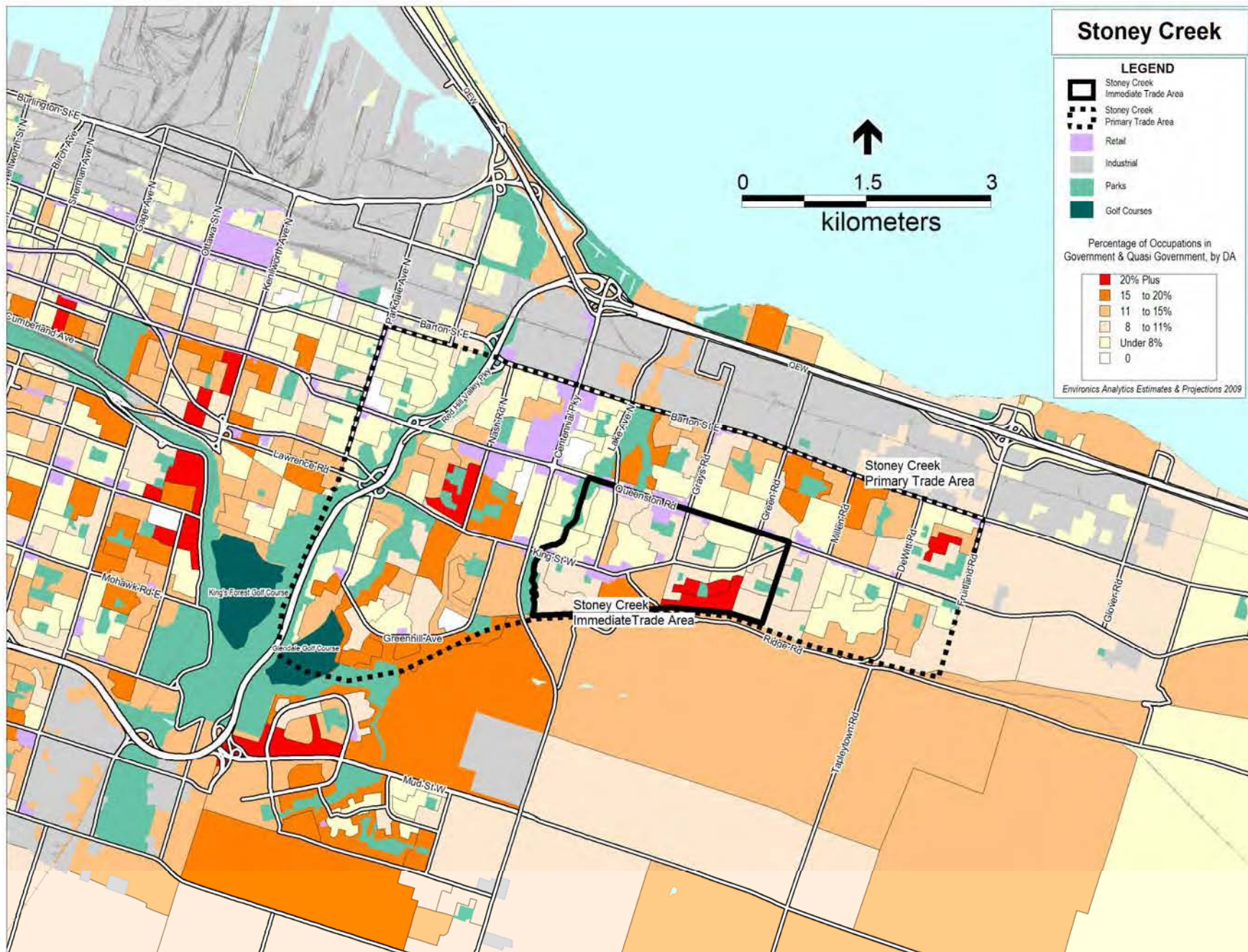


## Percentage of Occupations in Management, Business, Finance & Administration by Dissemination Area



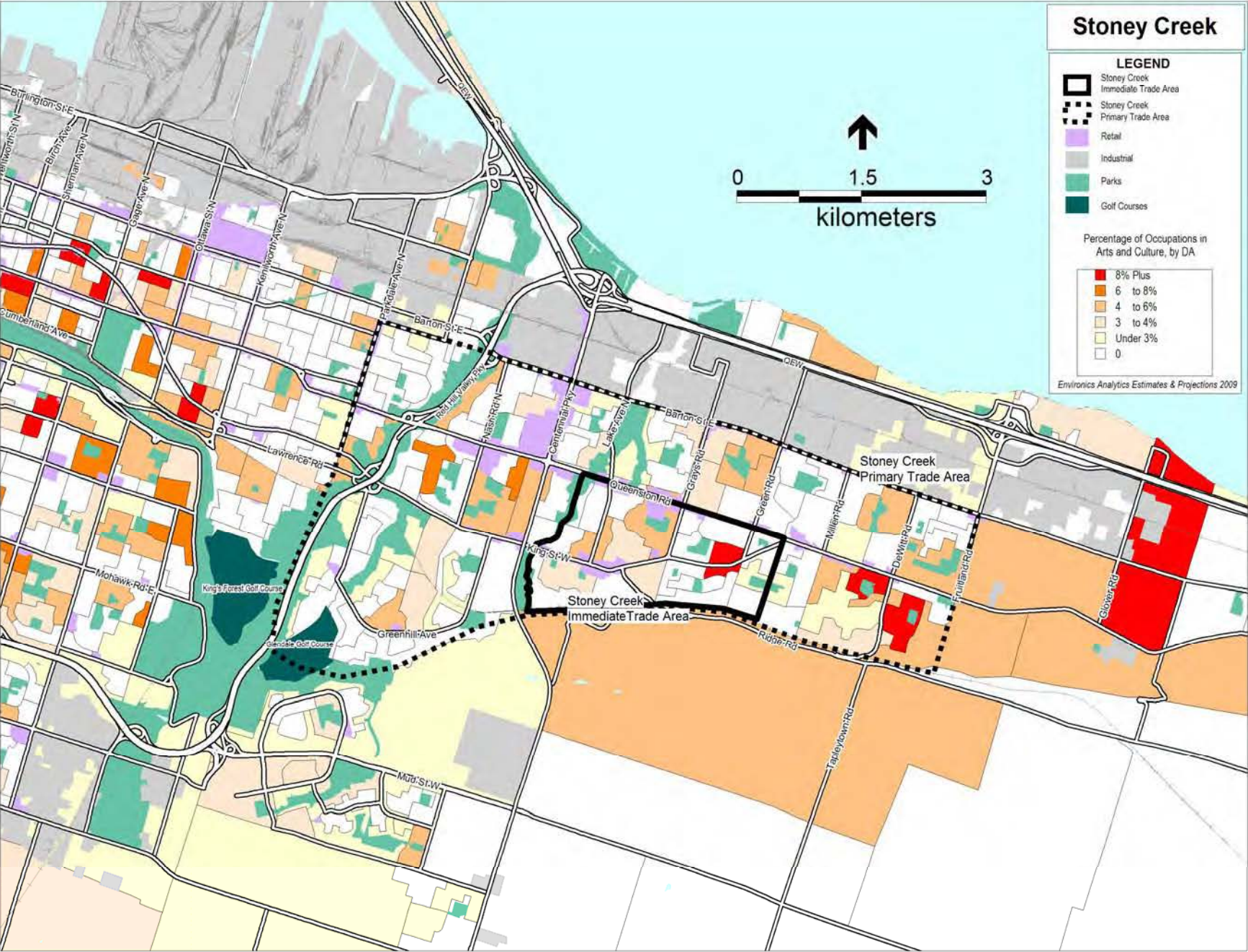


### Percentage of Occupations in Government & Quasi Government by Dissemination Area



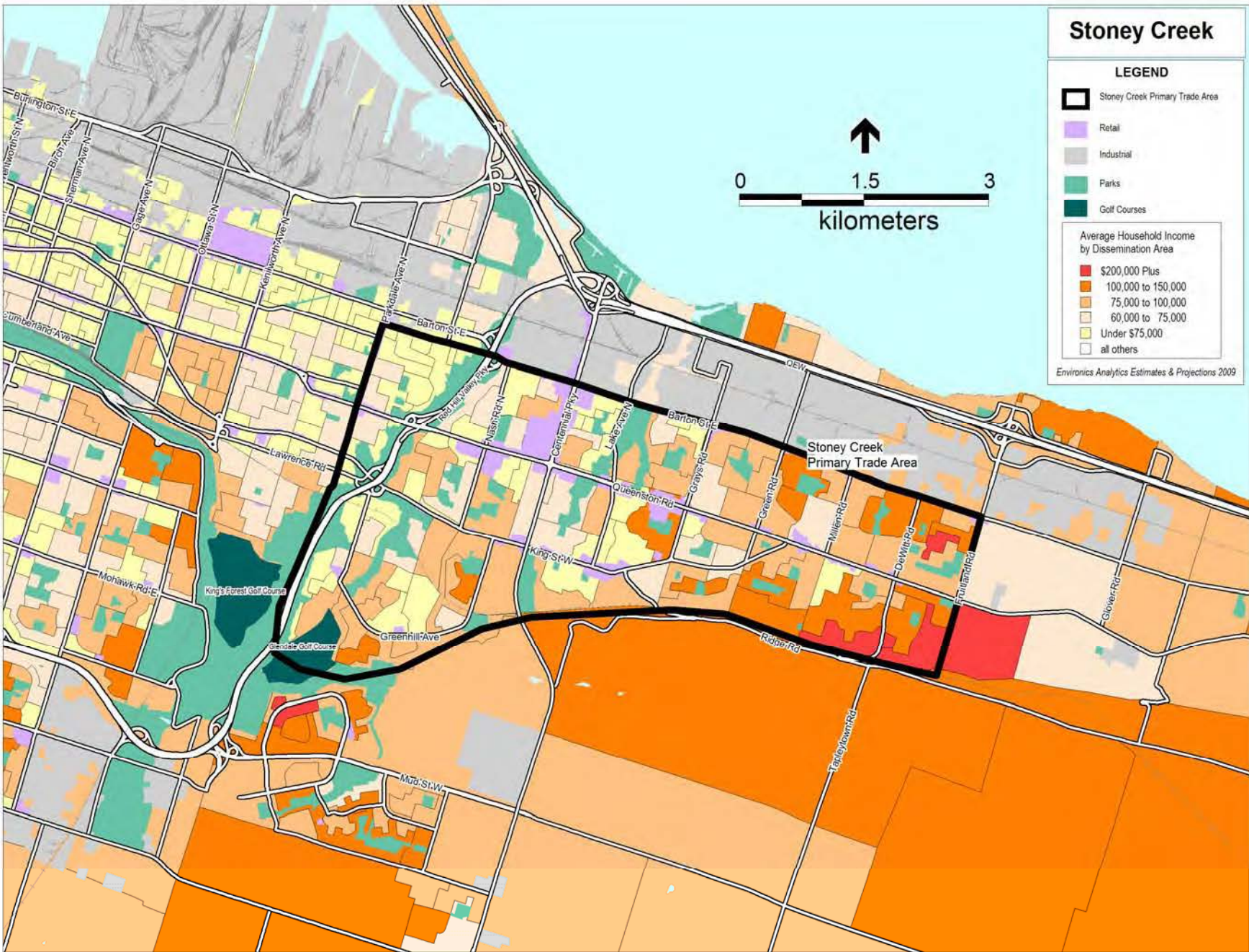


Percentage of Occupations in Arts and Culture by Dissemination Area



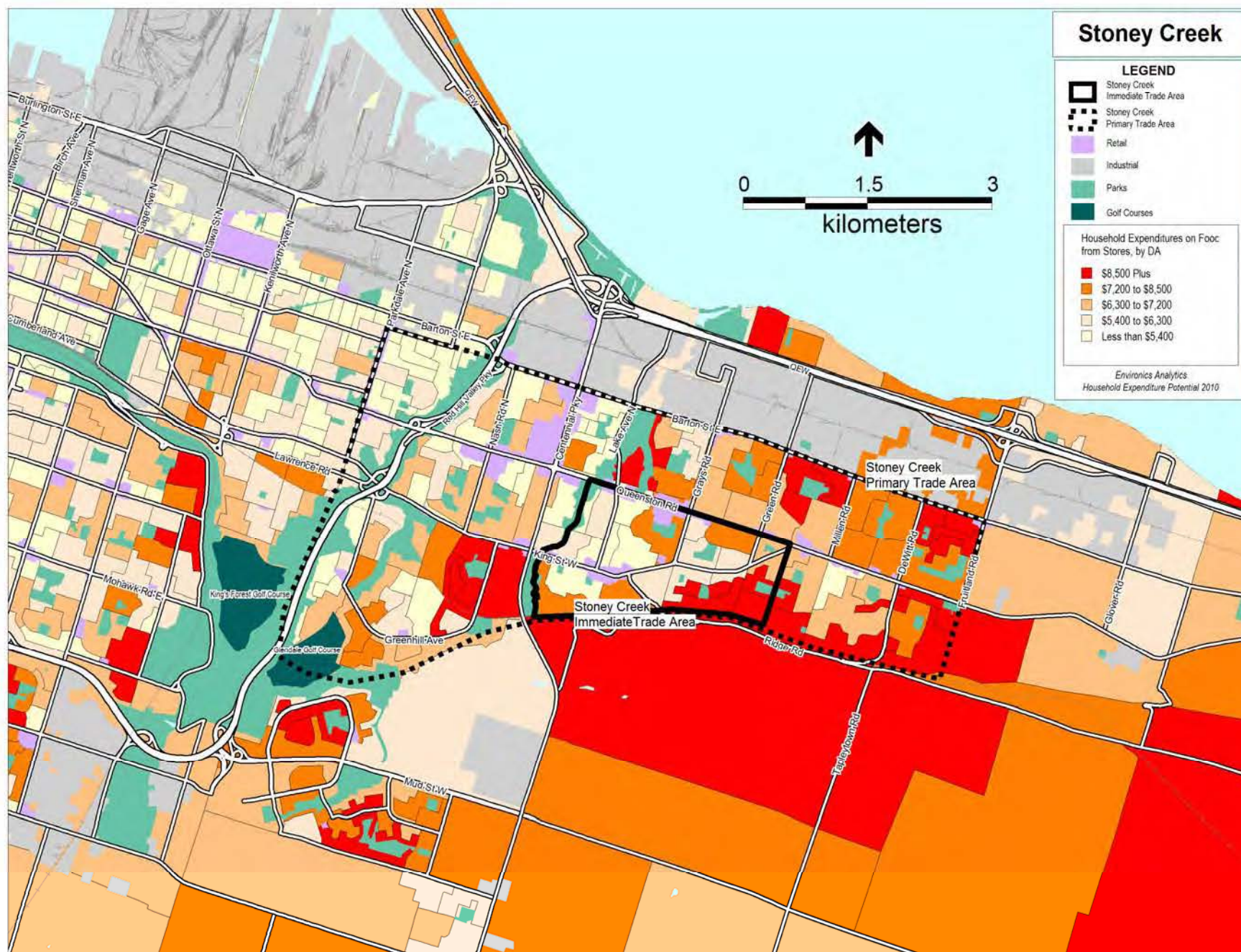


## Average Household Income by Dissemination Area



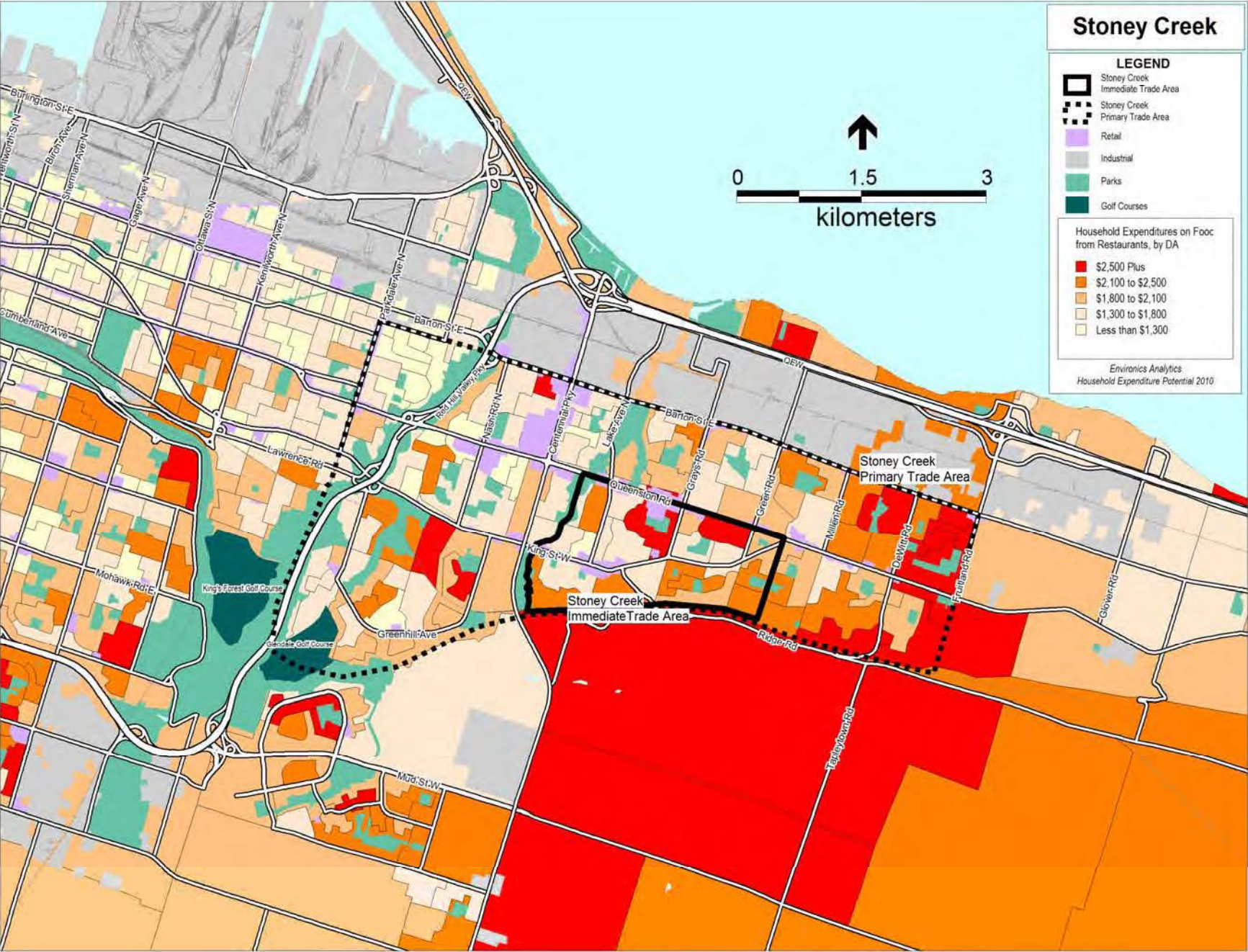


## Household Expenditures on Food from Stores by Dissemination Area



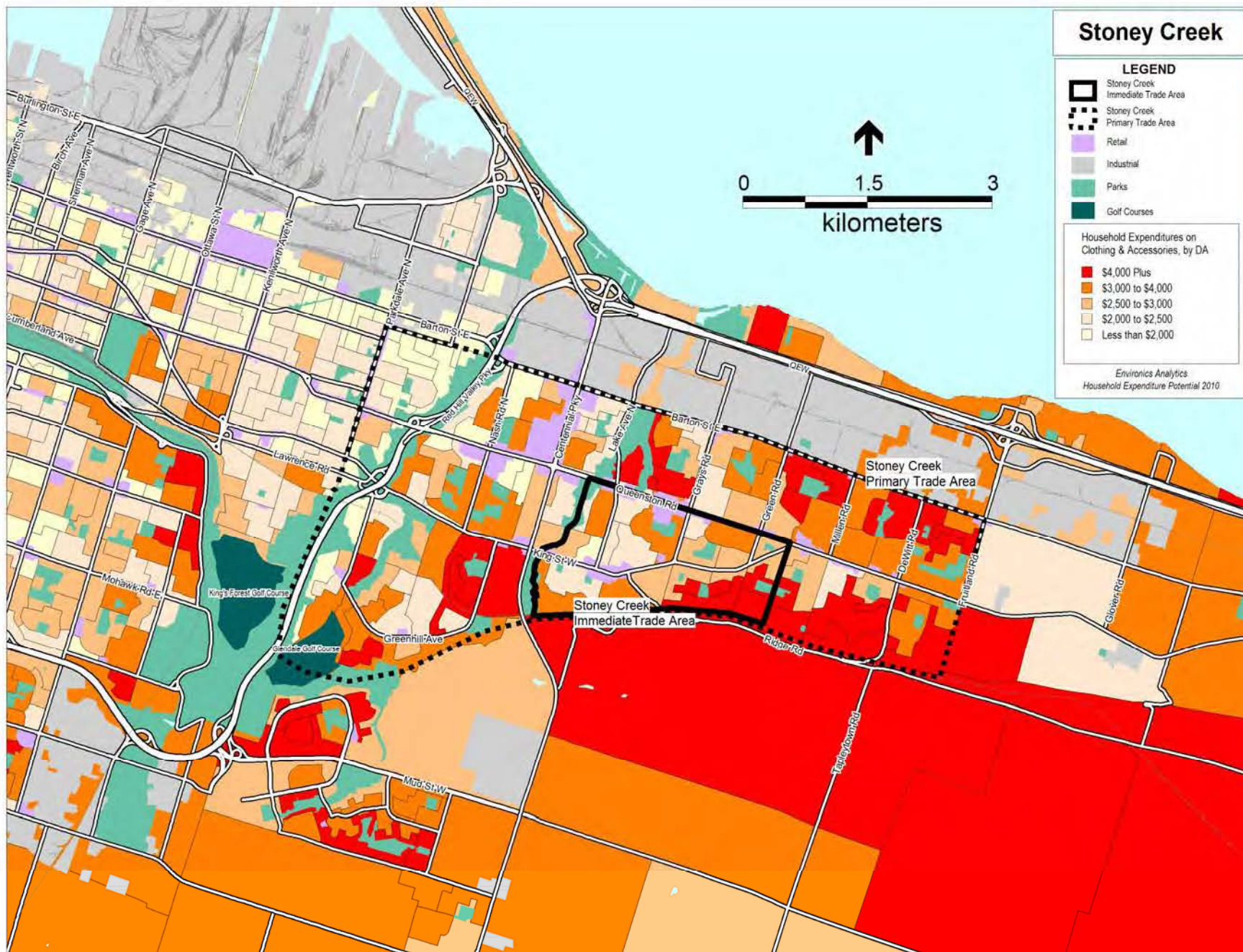


Household Expenditures on Food from Restaurants by Dissemination Area





## Household Expenditures on Clothing & Accessories by Dissemination Area



## Appendix B – Farmers’ Market Rules and Regulations Example





## **Goals and Guidelines / Rules and Regulations**

*The Ancaster Farmers Market has been established in order to conduct a weekly farmers' market in the Ancaster Heritage Village Core. The Ancaster Farmers Market will sell and promote local farm produce and food products for the benefit of the Ancaster community, local farmers and businesses.*

### **Vision**

The Ancaster Farmers Market will be a vibrant and economically sustainable farmers' market offering seasonal, fresh, locally grown produce in a manner **that supports and increases traffic for the Ancaster Heritage Village core businesses**. The Ancaster Farmers' Market will be an important ecologically sound social and cultural addition to Ancaster; a place for the local community to purchase locally produced products and to establish direct connections with the surrounding farming community. The AFM is interested in (re)-establishing direct and local systems of fresh food distribution in a community central location that provides safe pedestrian / biking access, allowing for less dependency on car use.

### **Key objectives of the market**

- a) To create a place where local farmers can sell their produce and food products at prices which reflect the costs of production and a fair return for their efforts.
- b) To create a place where residents of, and visitors to Ancaster can purchase fresh, locally grown and produced foods.
- c) To create a place for the pleasurable gathering of the Ancaster community to socialize and mingle with local producers and our local farm community.
- d) To create a place that restores the link between farmers and consumers. Farmers can learn what products and food producing practices the local consumers is seeking, and consumers can learn more about the seasonality of food production and growing practices of the local farm community.
- e) To enhance local economic viability. A vibrant Farmers' Market will contribute to the image of Ancaster Heritage Village as a place to stop, shop, and visit.



## Market location, season, dates and hours

The AFM will operate on Wednesday afternoon and evening from 3pm to 7pm. The market will run if possible for an eighteen-week period starting June 16, 2010 until October 13, 2010. The Ancaster Farmers Market is behind the St. Johns Anglican Church located at 272 Wilson Street East. The market will be held in the green space adjacent to the Parish Hall and accessed off (37 Halson Street) parking lot.

## Application and selection process

Participation in the AFM is by invitation of the AFM Management Group. The AFMMG will refer to the Official Selection Criteria when determining participation in the AFM. The AFM is producer-based; therefore, applicants selling goods which they have produced themselves will have priority. A producer may sell additional produce grown by a relative, a neighbor farmer or an approved association or farm. Absolutely no peddlers will be allowed in the Market.

- a) All products sold must be grown / produced by the Vendor. Some flexibility of the "grower only" designation is needed to provide requested products that do not yet have a grower vendor presence at the market as well as to allow for short term fluctuations in an elastic market. Selling of items purchased from another producer is permitted only in the following circumstances. Producers may sell products produced by other local farmers providing they are identified as deficiently represented product and are approved by the AFMMG and that they fit all other local criteria. See description of deficiently represented product ARP/ERP/IRP (page 5). All non vendors grown produce must be registered with the AFMMG on a weekly basis, any association or co-op venture with one or more local Ontario farm grower(s) must be registered with the AFMMG. Product for sale that is not vendor produced must be purchased (growers direct to growers only). It is the intent of the AFM to provide a grower presence for all produce demands where possible. First option for sales of deficiently represented product will be given to existing grower vendors. The AFMMG reserves the right to have a limited re-seller presence where no existing vendor is able to supply a deficiently represented product and no grower vendor presence can be found.
- b) Selling of items purchased from a wholesaler is **NOT PERMITTED**. Producers who are found not to be in compliance with the Producer only rule may be expelled from the market for a period determined by the AFMMG and will forfeit any fees paid. No warnings shall be given; the decision of the AFMMG will be final. Complaints of known or suspected violations of this rule must be submitted in writing, signed by the complainant and given to a member of the Committee representing AFMMG.



All vendors must have an application form on file with the AFM to be considered for space rental. Vendors are to provide their own tables and shelter. Preference will be given to current long term vendors, provided they are held in good standing with the AFM Management Group. All products being sold in the Market will comply with applicable Provincial and Federal regulations regarding labeling, measuring, safety etc. Compliance with these regulations is the responsibility of the individual vendor. Live animals cannot be sold or given away at the Market.

### **Farm Verification**

If the AFMMG and/or market manager deem it necessary and with permission of the farmer they may visit the farm to verify their claims of locally and/or naturally grown. Denial of a farm verification visit may mean that the farmer may no longer be able to sell at the market.

### **Membership dues**

All vendors must join the Ancaster Farmers' Market Vendors Group (AFMVG) as part of the application process. The AFMVG fee is \$25.00 annually.

### **Stall Fee schedule**

The fee for one 10' stall shall be \$30. / Wk for a minimum of 9 weeks. For vendors that are willing to commit for the full season the fee shall be \$25. /wk if paid in advance as indicated below.

- a) A \$25 (AFMVG) Membership fee is due on opening day June 16, 2010.
- b) Option 1 –one 10' stall at the AFM shall be \$25/ week for 18 wks (\$450) if paid in full on opening day June 16, 2010 or ½ on opening day (\$225) and the remaining on August 11, 2010 (\$225).
- c) Option 2 - one 10' stall at the AFM shall be \$30/week for 9 weeks is \$270 Payable in full on opening day June 16, 2010
- d) The \$25.00 stall fee goes to the St. Johns Church the additional \$5.00 of anyone using option 2 will go to the AFMMG for administrative fees.

**Absentee Vendors** - Any vendor not practicing regular attendance at the AFM will be at risk of losing their spot at the market to another vendor. Priority protection rules will not apply to vendors who do not practice perfect weekly attendance. Lack of commitment may result in vendor replacement.



### **Stall allocation**

The AFM Management Group shall allocate vendor space as follows:

- a) Renewing seasonal vendors will receive first consideration to renew the previous years' location
- b) Vendors selling products in most demand will be located as street front visible attractions to the market.
- c) The final stall allocation will include an appropriate product mix and will be at the discretion of the AFMMG.

### **Vendor Categories**

**Primary producers** – Those who grow or raise their own products within 160km of Ancaster.

**Secondary producers** – Those who produce foods themselves such as artisanal bakers and makers of preserves and cheeses. Their products must be made with locally produced ingredients; if these are unavailable a maximum of 50% (by weight) of the ingredients in their products may be sourced from outside of Ontario.

**Handcrafts** – The AFM is a food-based market. Handcrafts are permitted at the market if sold by the primary producers, for example. A goat farmer may sell goat milk soap and goat hair products. Crafts not related to a primary product may be allowed at the discretion of the AFMMG. These crafts should be made from local natural materials, such as bees wax candles, pottery or knit wear with natural locally produced materials. These will be considered on an individual bases.

Space will be limited and at the discretion of the AFMMG. Food based naturally grown produce will take precedence over artisan products or crafts where space availability is limited.

### **Selection Criteria**

The following are the selection criteria that will be taken into account when the AFMMG must choose between several vendors selling similar goods.

#### **Priority will be given to:**

- a) Vendors using natural practices and/or ingredients
- b) Vendors closest to Ancaster
- c) Market composition – discretion of the AFMMG to ensure the market has a good mix of vendors.



### **Local Classification**

The product must be produced within 160km of Ancaster.

**Farm Verification** – If the AFMMG and/or market manager deem it necessary and with permission of the farmer they may visit the farm to verify their claims of locally and/or naturally grown. Denial of a farm verification visit may mean that the farmer may no longer be able to sell at the market. Claims of “certified organic” must be backed by documentation from an accredited organic certifier.

### **Product categories**

The AFMM has identified **4 basic categories of product** as being needed.

- 1) **V.G.P.** (Vendor grown /or produced product) always welcome, never limited
- 2) **E.R.P. (Emergency Replacement Product)** sometimes needed, produce that is not vendor grown and is identical to a vendor own grown product already being sold by the vendor (listed with the AFMM) E.R.P.to be limited to 20% of the total amount of vendor grown product on that day. No priority rule applies, must be justified if used repeatedly.
- 3) **A.R.P. (Absent Requested Product)** Produce that is not vendor grown but is distinctly different from any other vendor grown product available at the market on that day. Limited to 20% of the total amount of vendor's grown product on that day. No priority rule can apply.
- 4) **I.R.P. (Identical required product)** produce that is not a vendor grown product (on the AFMM list) but needed to supply demand for quantity in the absence of finding the additional needed grower vendor presence for the AFM. This produce is identical (not distinctly different) to another vendor's product that has been unable to demonstrate the ability to supply consumer demand for that product on a consistent basis, with deficiencies noted by the AFMM. I.R.P. must be added to A.R.P. with the total amount limited to 20% of the total amount of the vendor's grown product on that day. Priority rule will not apply.

### **Grower Priority Rule**

Any non-vendor grown identical product (not distinctly different) that is not determined by the AFMM as being deficiently represented, will be subject to grower priority rules. Vendor grown produce will be sold first.



## **Vendor Responsibilities**

### **Compliance**

Vendors must fully comply with the Rules and Regulations as set out in this document. Failure to do so may be grounds for termination of the Vendor Agreement and membership.

### **Market business**

The only business that shall take place at the AFM shall be that which has been contractually confirmed with the AFM Management Group.

### **Punctuality**

Vendors may enter the AFM site at 2pm on market day to start setting up. Vendors shall be open for business by 3pm and shall make every effort to notify the Market Management as soon as possible if they are not going to be in attendance that week. Vendors must keep their booths/stalls/tables open for the entire Market Day, and not begin to tear down before 7pm.

### **Products**

Vendors must bring enough products to last for the entire day. Exceptions may be made for reasons of product supply beyond control of the vendor, e.g. produce in season. All vendors must remove their tables and products and their own garbage after every Market day.

### **Displays**

Vendors are responsible for providing all display materials (displays, chair, etc) and setting up and tearing down any displays. Vendors must keep within appointed stall guidelines, not interfering with walkways or driveways etc. Shelters, umbrellas etc. must be properly fastened together and anchored immediately. Any ropes, poles etc used in the shelter construction must not interfere with customer traffic

Every vendor participating in the market must have their name/business name/contact information prominently displayed.

All vendors must clearly display their growing practices defining all terminology used such as Certified Organic, Naturally grown/other.

All vendors must clearly identify all produce as:

- **Vendor grown produce** "I grew this myself".
- **Non vendor grown produce** "I am bringing this from someone else's farm. Vendors must display the names/business name/contact information of all outsourced produce clearly on their stall".



**Parking**

Vendors must park their vehicles within their allocated market parking space. .

**Conducting Business**

Vendors must remain in their own booth/stalls when selling. Sales must be conducted in an orderly and business-like way. No shouting or other objectionable means of soliciting trade are permitted.

**Pricing**

All items offered for sale must have prices prominently and clearly displayed. Vendors must not practice distress pricing by undercutting other vendors or dumping products at bargain or sale prices. Each vendor will be responsible for his or her own sales tax collection, where applicable.

**Permits**

Vendors are responsible for obtaining all necessary licenses, permits, inspections and certificates for the sale of their products.

**Farm products grades and sales act**

Produce should be sold by units or containers. If your product is sold by weight, the scale has to be government inspected, with a valid sticker displayed. All produce should be correctly labeled and priced.

**Refuse**

Booth/stalls/tables must be kept free from refuse during the Market days, and vendors are responsible for ensuring their stalls are left clean and swept at the end of the day.

**Prohibited**

No alcoholic beverages are permitted on the Market site. Vendors and their representatives are kindly requested to refrain from smoking while on the AFM site.



### **Sub-letting**

Under no circumstances will the AFM permit the subletting of stall space without explicit written consent of the AFMMG.

### **Insurance**

The BIA carries comprehensive general liability and volunteers' accident insurance on behalf of the AFM and St. Johns Church and the Diocese of Niagara, however, any additional insurance coverage is the responsibility of the individual vendor. The Ancaster heritage Village BIA and the St John's Anglican Church & The Diocese of Niagara bears no responsibility for any vendor's damage to or loss of vendor's property or personal injury to vendors their employees or invitees at the farmers market.

### **Incidents/accidents/infractions**

All market vendors are encouraged to report any incidents, accidents and rule infractions at the market to the Management on the day the incident occurred.

### **Amendments to this document**

This document may be amended at any time at the discretion of the AFMMG.



I have read and agree to the rules and regulations of the Ancaster Farmers Market amended document.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Membership dues: \_\_\_\_\_

Please print the following:

Business Name: \_\_\_\_\_

Owner name: \_\_\_\_\_

**Contact market coordinator**

- Karen Wilkins (905)648-0466
- Leah Higans (289)239-9069

**Prior to set up all vendors will be required to:**

- 1) Complete the vendor application form
- 2) Sign a Rules & Regulation Agreement

Set-up will not be allowed unless approved by the Ancaster Farmers Market Management Group.

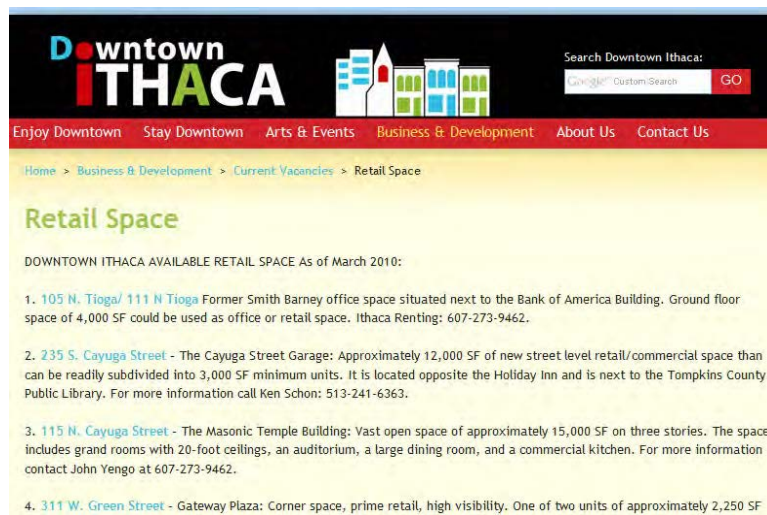
## Appendix C – Retail Recruitment

Selected recruitment tactics that may be considered include the following:

### Recruitment Protocols

A well thought-out retail recruitment strategy for Downtown Stoney Creek BIA that is not overly burdensome on the BIA board members and staff is a worthwhile task. Having mutually agreed upon retailer target lists that are shared with all property owners and to have stated goals on the specific types of retail categories ensures that the relatively small BIA is focused on its vision. Otherwise, the BIA will remain a collection of stores that have little synergy with one another.

The first step is to develop an enhanced liaison service with the City of Hamilton. The City has links on its Website for each BIA and including properties for lease or sale is an important first step.



The BIA will need to maintain a database of all properties and the current status, size, landlord, broker, rent/price, property taxes, and other issues that may be relevant such as available parking, roof issues, ability to have food preparation on site, etc.

### Retail Block Development Planning

The BIA should develop a block-by-block list of potential sites and redevelopment sites and place appropriate retail categories on each one. This process will also reveal where there are deficiencies in retail size units.

### Create a Contact List of Preferred Uses

A contact list of potential retailers should be developed and maintained. This is an ongoing process. A hit list should be established using the Yellow Pages, industry directories, newspapers, and personal contacts. Downtown Stoney Creek BIA and the property owners may attend industry trade shows (e.g., arts and craft show, the giftware show, food show, food festivals in other communities, or antique shows) to find new stores. Other ideas include checking industry association magazines including the Retail Council of Canada. Franchise shows are a good way to connect retailers and potential entrepreneurs. New start-up businesses should be encouraged through partnerships with educational institutions such as university and college programs as a potential source for retailers. There is no easy way to develop the prospect list; it is simply a lot of grinding. Any time a potential new retail idea comes through, they should be added to the list of potential contacts.

Recruiting efforts should always begin locally by looking for businesses who are willing to expand or whose leases are expiring. Visit other nearby communities. Take note of local, regional and national retailers such as Runner's Choice in Downtown London, The Bookshelf (bookstore café) in Downtown Guelph, Herbert's Boots and Details in Alliston, Saturday Afternoons in Downtown Orillia.

Also, local Downtown Stoney Creek business owners can saturate the market and create their own competition (e.g., Future Shop/Best Buy scenario whereby the two retailers owned by the same company compete in the same locations – note we are not recommending Future Shop and Best Buy for Downtown Stoney Creek).

### Marketing Sources

Develop a one page recruitment brochure of the facts and benefits of locating in Downtown Stoney Creek. The page should include some testimonials for existing businesses on the great location and attributes. Other methods include using the website, developing a short video of Downtown Stoney Creek, and other Facebook, YouTube, and/or Twitter accounts that put out positive news stories of recruitment efforts. A large part of the marketing is not necessarily to recruit a retailer but to also help change perceptions and images of Downtown Stoney Creek (i.e., create positive public relations).

There is very good information on the City of Hamilton website. Some city's websites have an incentive section whereby they help explain the economic benefit of certain incentive programs (e.g., Downtown Cambridge). In addition, a small business enterprise group is available to assist small entrepreneurs set up shop.

### **Marketing Brochure**

A professionally prepared and "to the point" marketing/leasing brochure should be prepared in the future and can be used in conjunction with a video or separately as the situation warrants. UMC suggests a folder-style brochure with inserts covering the major marketing points, such as the following:

- An aerial view (how to get there) with key buildings highlighted.
- A site plan of the Downtown Stoney Creek area showing major developments, planned new developments, and a list of the retailers and major businesses in the area. Vacancies can be shown if there are not too many. In addition, you may start to add potential retailers in vacant spots that you are courting (e.g., show potential restaurant location on the map when courting restaurants).
- Trade area socio-economic profile, employment figures for the trade area, the anticipated student population, and the daily or weekly visitors for events such as Flag Day, potential farmers' market.
- Any sales information would be helpful and may be customized to specific tenants (e.g., average restaurant sales for food service operators). Note this may be very difficult to obtain.
- An overview of "Why You Should be There" – selling the benefits.
- A good news story.
- A contact list for owners or brokers and a contact list for the City of Hamilton and the Downtown Stoney Creek BIA.

The brochure should be five pages maximum (unbound). Additional page(s) can easily be added for presentations to specific retailers such as a grocery store or pharmacy. In addition, you should condense the package to a one-pager of salient facts about recruiting in Downtown Stoney Creek. A basic package may be good for most retail types and for a "foot in the door." If the retailer requires specific information, this can be customized to their needs and it is a good opportunity to arrange a second meeting.

A video/DVD should also be prepared that showcases Downtown Stoney Creek using professional images and video footage.



### **Retail Retention and Small Business Assistance Programs**

Through the Small Business Enterprise Centre and other departments at the City of Hamilton, the Downtown Stoney Creek BIA can assist by developing a number of programs to help new retailers become successful, such as the following:

- Facilitating the process of obtaining licenses, permits, zoning, etc.
- Setting up a new retailer support group to guide new retailers on accounting, banking, buying, customer service, promotion, etc.
- Providing resource referrals such as how to obtain small business incentives (e.g., low cost loans, insurance pools, design assistance from architects, security alarm systems, etc.).
- Improving retailer and other activity wayfinding throughout Downtown Stoney Creek within the Stoney Creek overall area and the City.
- Helping to launch new stores with:
  - “Welcome” ads and posters,
  - A mailer to members,
  - Customer lists provided by non-competing retailers in the area, and a PR campaign.

### **Retail Recruitment Procedures**

The following are key procedures for recruiting retailers.

- Arrange one-on-one meetings with all key tenant contacts (e.g., Oberfeld Snowcap, NorthWest Atlantic, Rexall, Cara Group, plus major local and regional contacts, and small independents and regionals). There is no magic formula; it is simply a repeat process. Get the names of the contacts, arrange a meeting, invite them to Downtown Stoney Creek for a tour – and then repeat. Always try to offer the tenant a range of potential locations.
- Need to decide follow up protocol and who will be responsible – Downtown Stoney Creek BIA, the property owner, or the broker must be in constant contact with potential tenants. This heavy logistical responsibility requires impeccable record keeping of who was contacted, how, response, follow up date, and response. Always take the follow up conversations as an opportunity to learn what can be done to improve the prospects of recruitment in Downtown Stoney Creek (e.g., do they require a higher population threshold, higher income residents, more visibility, etc.).
- The value proposition (selling the benefits of a Downtown Stoney Creek location) should focus on the dynamic residential development and the natural environment.
- Make use of follow-up letters, even if the prospect does not come through. They can serve as a reminder about Downtown Stoney Creek, especially when expansion plans arise in the future. Letters should reiterate information about the sites that were discussed and invite the prospect to call anytime.

- Always set goals for the number of prospects to be contacted in a given month or other specified time.
- Send monthly newsletters to the contact list (as well as existing retailers, property owners, developers, brokers, and interested stakeholders). As stated, follow-up using a constant flow of information is the key to developing and maintaining interest.
- Publicize successes in email blasts, newsletters, etc.
- Try to generate as much media interest for Downtown Stoney Creek's retail recruitment as possible. This amounts to free advertising for the program. Send out press releases that highlight all of the good things about Downtown Stoney Creek, including a list of the businesses that have agreed to locate there and what sites they are moving to. This may spark interest in other available properties.
- Consider advertising to generate leads including print, radio, and television. Local stations may be looking for an interesting story about Downtown Stoney Creek recruitment efforts.

#### Example of Local Success Stories

Invest in Barton Village, I did...

**BUSINESS**

# BUSINESS

ADVERTISING FEATURE

## TJ's Appliances and Burning Desires Gifts

### MAKING BUSINESS WORK IN BARTONVILLE

Ask Tanya Sheets how's business on Barton and she will tell you it has never been better.

Tanya and husband Joe Lopes operate TJ's Appliances and Burning Desires Gifts. Tanya has been in the business of buying and refurbishing appliances for more than 20 years, earning her the nickname, the Appliance Girl.

Customers visit her shop at 365 Barton Street East at Oak Avenue from all over Hamilton, Ancaster, Dundas and as far away as Oakville, Mississauga and Toronto.

She set up shop in the current location 8 years ago and despite what outsiders might perceive about the economy of the area, Tanya says business was good enough that she decided to open up a second store to sell scented soy candles and gifts. Tanya bought the building containing the appliance store and leases a store next door for Burning Desires Gifts.

"There are great buildings on Barton with lots of potential," says Tanya. A typical Barton street storefront with a floor of apartments above can range in price from \$65,000 to \$170,000.

In Tanya's case, she and Joe occupy one of the apartments and the other two apartments more or less pay the mortgage on the entire complex.

What Barton Street needs says Tanya is more merchants who live and work in the neighbourhood as she and Joe do.

"Everything you need is here, and it's all within walking distance," Tanya notes pointing to long-time grocery

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**"Invest in Barton Village"**  
(The Next Renaissance Area)  
**"I Did!"**

**Tanya Sheets**  
Merchant & Property Owner  
Investment Info: 905-529-2319





Tanya Sheets, owner with her husband Joe Lopes of TJ's Appliances and Burning Desires Gifts.

and butcher shops like Rumor's and Duarte's nearby, as well as pizzeria's and convenience stores. Even the Bank of Montreal moved back into the neighbourhood a while back.

Tanya is focused on growing the business at Burning Desires Gifts, with its offering of her hand-made scented soy candles, aromatic soaps and lotions. She is starting to promote a new exclusive line of Legends of Avalon figurines and a new line of animal figurines.

You can visit TJ's appliances at 365 Barton Street East Hamilton. - (905) 529-2319 or click on [www.tjsappliances.com](http://www.tjsappliances.com). You can see what Burning Desires Gifts have to offer by visiting [www.burningdesiresonline.com](http://www.burningdesiresonline.com).

For a list of potential investment opportunities on Barton call 905-928-7698.

In addition, the Downtown Stoney Creek BIA can profile the existing business success stories similar to Ottawa Street in Hamilton.

