Retail Market Demand Study

Municipality of North Perth

January 2026

Prepared for: Municipality of North Perth

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tate research

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Executive Summary

Tate Research Inc ("Tate Research", "TR") is pleased to submit this Retail Market Demand Study. The overall objective of the Retail Market Demand Study is to assess the need and impact, if any, for new or expanded developments and or specific retailers within the municipality. Additionally, the Study will provide comprehensive base data on the commercial market and provide recommendations that will inform the municipality for future initiatives.

North Perth has experienced and is forecast to experience steady population growth to 2051. North Perth is forecast to add approximately 12,800 persons from its current (2025) level of 18,500 persons to 31,300 persons by 2051.

As the population continues to grow, there will be a corresponding requirement for additional retail and service space to serve the needs of the growing population.

Summary of Findings

North Perth Retail Context

The commercial environment in North Perth represents a well-rounded offering catering to the surrounding residents with a selection of convenience-oriented retail and services.

- The vacancy rate of 5.0% is on the lower range of typical levels. While a low vacancy rate is reflective of a healthy market, it also implies that new retailers looking to enter North Perth have few options.
- North Perth's per capita retail and service space is consistent with other jurisdictions.
- Listowel accounts for 93% of the total retail commercial space in North Perth and is the main commercial centre for North Perth and the surrounding County.
- Overall, North Perth's retail commercial environment can be described as "functional". Daily and weekly convenience needs are easily satisfied by the existing businesses.

Socio-Economic Characteristics

The socio-economic demographics for North Perth are relatively consistent with the larger surrounding area.

- The income characteristics are consistent with middle class incomes.
- 42% of all households in North Perth are categorised as “New Country” households. New Country households are characterized as; “Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries.”
- Overall, North Perth has a slight net inflow of employment from other Municipalities. North Perth attracts 2,680 employees who live in other Municipalities and conversely 2,145 North Perth residents work in other Municipalities. The implication is that external employment is not a very big demand generator.

North Perth Survey Findings

As part of this analysis, TR designed an on-line survey with input from the Municipality. The results of the survey reinforced existing perceptions.

- There is a significant outflow of expenditures to Waterloo and Stratford especially in the clothing category.
- There is a need for more sit-down restaurants and to a lesser extent fast food restaurants.
- When asked about the perception of current offerings, the greatest response (22%) was concern over the oversaturation of fast-food offerings, cannabis stores and even nail salons.
- Constructive comments were provided to make shopping more attractive, particularly within the downtown area in terms of beautification, less traffic, more parking etc.

Retail Trends

Many of the tenant mix trends focus on local goods and services. This is primarily based on a need for a more experience based commercial environment as opposed to transactional.

- Transactional shopping purchases are being made on-line when it is convenient to the shopper. Therefore, when a consumer goes shopping in a physical store, the expectation is for an "experience" that cannot be replicated on-line.

- Changing demographics, including the growth of younger, more urban populations, are influencing retail trends. These consumers often prefer unique, independent stores over traditional chain stores, driving a shift towards more niche and personalized retail offerings.

Gap Analysis Findings

Generally, based on its location, size and customer draw, it is our opinion that Listowel is well positioned for the future.

- The three nodes of commercial space (Downtown, Listowel North and Mitchell Road) all have different characteristics. This makes North Perth attractive to a wide range of commercial businesses.

- Listowel has a significant amount of brick-and-mortar transactional retail through stores such as Walmart, Canadian Tire, Giant Tiger and Dollarama. These national chains as well as others and e-commerce options, serve the community in terms of daily and weekly convenience goods as well as household necessities.

- There is an opportunity in providing goods and services that differentiate themselves from the transactional retailers and provide an experience. Examples would be a bookstore and more specialty food stores that reflect the surrounding agricultural environment.

Future Commercial Demand Summary

North Perth has experienced and is forecast to experience steady population growth to 2051. As the population continues to grow, there will be a corresponding requirement for additional retail and service space to serve the needs of the growing population.

- By 2051, there will be an estimated demand for 297,000 square feet of retail commercial space based on population and expenditure growth within North Perth.

- There is the potential for an additional 268,000 square feet of retail commercial space under construction and in the municipal development application process. These lands depending on their ultimate development configuration and type would serve a significant portion of future demand.

Recommendations

It should be noted that Listowel represents an effective retail commercial environment. Issues that afflict other municipalities such as high vacancy rates and social issues are not apparent in Listowel.

Based on historical trends within other municipalities, there is a concern as the peripheral commercial nodes (Corridor Commercial designations) continue to develop national chains will abandon the downtown for sites with better regional access and other factors such as more parking etc. These national chains and services (i.e. banks) generate shopping trips to the downtown and should be encouraged to stay in the downtown.

Therefore, the recommendations primarily relate to enhancing the attractiveness of the shopping environment and tenant mix.

Downtown Physical Attributes – Context

The downtown represents a well tenanted main street with local traffic generators such as banks, library, theatre and restaurants as well as national chains. In addition, Main Street and the downtown portion of Wallace Avenue North have the characteristics of a viable main street:

- There is a double-sided continuous retail for approximately 0.25km.

- The door spacing is such that it creates continuous retail interest and activation on the street.

- The building facades vary and provide interest.

However, there are also significant challenges with the downtown in terms of sustaining a commercial core:

- There is a significant amount of traffic, particularly truck traffic. Based on anecdotal evidence, the traffic is a deterrent to shoppers visiting downtown. The level of traffic does not allow for an intimate main street setting. In addition, the traffic deters from ease of shopping on both sides of the street.

- TR assumes that traffic is a fixed attribute and therefore the recommendations seek to mitigate the impacts of the traffic. Furthermore, it should be noted that while the level of traffic is deterrent / nuisance, it is still enviable to have traffic in a downtown as it provides opportunities for businesses to attract customers.

- It is our understanding that the main route nature of Main Street / Wallace Avenue also makes it difficult to close off any sections for events. Furthermore, due to the traffic there are limited opportunities for spill-out spaces such as patios.

Downtown Physical Attributes – Recommendations

- Create a plan for public realm improvements. These public realm improvements should consider short term activations such as planters and artwork. Longer term consideration of more sidewalk and curb activation through patios should be considered.

- Create small park-like spaces or seating areas within the main street by repurposing underutilized public spaces. These parklets provide opportunities for rest, relaxation, and socializing, making the area more inviting for pedestrians.

- Public space such as benches, seating areas and parklets help with the shopping environment and dwell time.

Small Business Attraction (Downtown) – Context

The most effective way to attract and retain retailers and services is to focus on generating shopper trips.

The following mainly applies to downtown Listowel. While downtown Listowel has vehicular traffic, this traffic needs to be converted to shopping traffic where patrons either park in one location and shop / visit multiple stores or the ability to convert some of the pass-through traffic to shopping traffic.

The primary way to generate sustainable shopping trips is through a well curated tenant mix. A well-curated tenant mix is essential for creating a thriving and attractive main street that benefits businesses, residents, and the overall community. However, this is somewhat circular as many potential tenants want traffic to exist before committing to a location.

The main challenge with curating a tenant mix in a main street format is that private landlords can lease space to whomever they choose, providing it is within the zoning parameters. Therefore, organizational entities such as BIAs and economic development departments can work on creating the conditions that facilitate generating traffic. These interventions generally are:

- Cultural events and programming
- Marketing and promotion
- Existing retailer support

Over the longer term, by liaising with property owners and carefully planning and managing the mix of businesses, a main street can become a destination that offers something for everyone, ultimately leading to its long-term success and sustainability. Appendix D provides examples of what BIAs can do to generate traffic.

Small Business Attraction (Downtown) – Recommendations

The following provides recommendations for the Municipality with respect to supporting small businesses and strengthening the tenant mix:

- Amend the Downtown Areas Community Improvement Plan to provide a grant program to assist commercial tenants to cover the cost to fit out spaces for commercially occupied viable operations, with a focus on encouraging more food and beverage operations to set up in the downtown.

  Municipal loan programs are mostly geared towards large-scale building renovations; tenants often do not have access to municipal loan programs. This grant program will assist tenants with the cost of fitting out a vacant commercial space to be able to open and operate a business. This will close the gap between where there is demand for vacant space, but the economic constraints to purchase the start-up equipment necessary serves as a barrier to occupancy.

- Amend the Downtown Areas Community Improvement Plan to introduce financial incentive programs that address the need to attract neighbourhood-serving, long-term occupants to locate in the downtown.

  High-value, long-term occupants positively influence downtown occupancy. They bring foot traffic to the area, help lesser-known tenants establish a higher commercial profile, help fill vacancies, and offer more stability in the effort to maintain a balanced mix of uses in the area. As a result of the benefits they bring, a common practice across North America to attract high-value, long-term occupants is providing financial incentives.

- Amend the Downtown Areas Community Improvement Plan to establish a micro-grant program to support unique and emerging small-scale entrepreneurs to improve demand for commercial space in the downtown.

  Micro-grant programs can provide the necessary resources to allow entrepreneurs to take the next step in their business and secure space in the downtown. This in turn generates a diverse mix of businesses that enhance the vibrancy of the downtown by updating and occupying vacant commercial space. The City of Hamilton has successfully implemented a similar program to provide financial assistance to new permanent or "pop-up" commercial tenants of presently vacant commercial space

- Coordination between Economic Development, the BIA and the Chamber of Commerce to identify areas of cooperation. This should include a coordinated response to infrastructure improvements such as enhanced cellular coverage which is an impediment to small business success.

National Chain Attraction (Municipal Wide) – Context

As North Perth continues to grow, the Municipality will reach population thresholds that will attract new national chain operators. Typically, the developers, leasing professional and market will dictate tenancies. However, the Municipality has the ability to facilitate marketing support to attract targeted retailers.

Appendix D provides summary tables from "Corporate Location Planning in Canada: 2022." This is a study produced by the Centre for the Study of Commercial Activity at Toronto Metropolitan University. This study identifies what corporations look for when looking for new retail locations. The examples provided here are factors that can be supported thorough work conducted by economic development departments and/or BIAs.

National Chain Attraction (Municipal Wide) – Recommendations

The Economic Development department can collect on an on-going basis the following data that is sought after by retailers leasing professionals:

- Trade area identification – the Municipality / BIA can collect postal code data from retailers or other inputs required for trade area identification.
- Mobile data analytics and mapping – the Municipality / BIA can provide live dashboards for mobile data analytics.
- Site screening and selection – the Municipality / BIA can provide a list of available commercial properties.

The following data sources are often used and can be collected by the Municipality / BIA:

- Census Data (Demographic and Socio-Economic)
- Population Projection and Estimate Data
- Daytime Population Data
- Consumer Expenditure Data
- Planning Application Data

Future Development Considerations – Context / Recommendations

As North Perth continues to grow there may be development applications that are presented in different contexts. There could be mixed-use developments with retail commercial space or conversely residential developments / sub-division without retail commercial space.

While every development application should be considered within its own context, there are some general guidelines from the retail commercial viability perspective:

- Retail commercial businesses, especially in the North Perth context, require parking. Parking ratios should be maintained.

- Given the relatively small (population) size of North Perth, the viability of current and future retail commercial businesses is dependent on traffic generated by economies of agglomeration. While it may be good planning to have retail developments in proximity to residential developments, the attractiveness of these sites and therefore the ultimate viability will be based on the ability to serve a Municipal wide population.

1 Introduction

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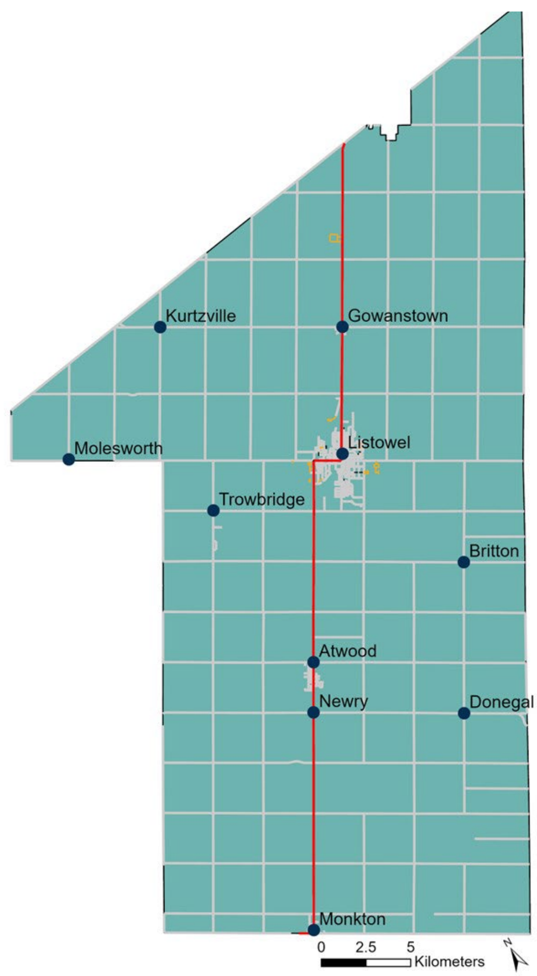
1.1 Background

The Municipality of North Perth ("North Perth") is located in Perth County. The Municipality includes:

- Serviced Urban Areas: Listowel and Atwood
- Villages: Monkton, Gowanstown and Trowbridge
- Hamlets: Newry, Donegal, Britton, Molesworth and Kurtzville.

Listowel represents the main concentration of commerce in the Municipality as well as the surrounding municipalities.

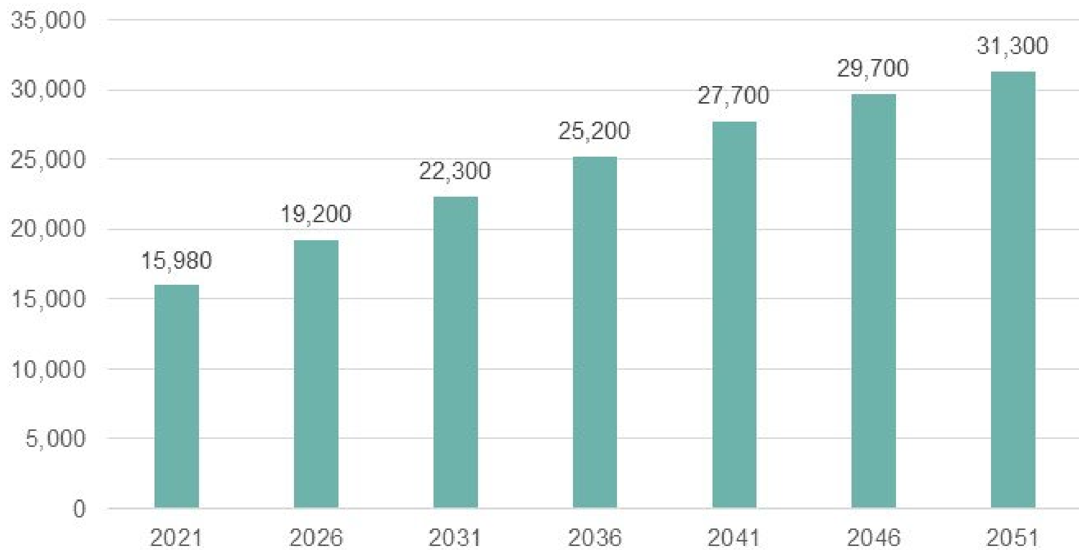
Figure 1-1: Municipality of North Perth



Source: Tate Research

North Perth has experienced and is forecast to experience steady population growth to 2051. North Perth is forecast to add approximately 12,800 persons from its current (2025) level of 18,500 persons to 31,300 persons by 2051.

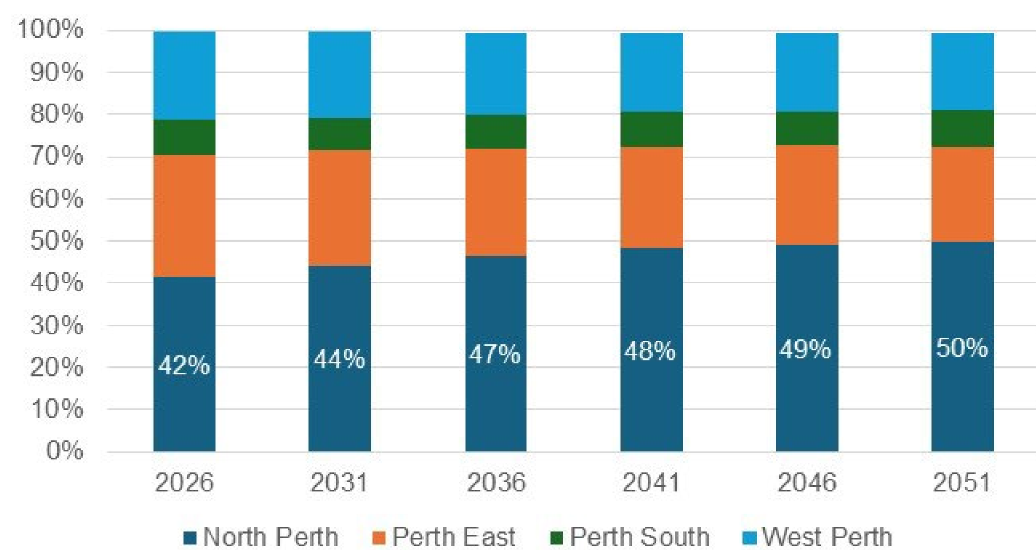
Figure 1-2: North Perth Population Growth



Source: Tate Research; 2023 Official Plan Update - Comprehensive Review, County of Perth, Watson & Associates Economists Ltd.

In addition to North Perth's population growth, the municipality will also play an increasing role as the main population centre within Perth County.

Figure 1-3: North Perth Share of Perth County Population



Source: Tate Research; 2023 Official Plan Update - Comprehensive Review, County of Perth, Watson & Associates Economists Ltd.

As the population continues to grow, there will be a corresponding requirement for additional retail and service space to serve the needs of the growing population.

1.2 Mandate

The RFP indicates that the Retail Market Demand Study should address the issues of need / impact for new or expanded retail developments or targets within The Municipality of North Perth and supply updated analysis and recommendations since the prior Retail Market Demand Study (2018). Retail practices and overall landscape have changed dramatically over that period and our purpose is to capture updated insights and recommendations for future initiatives.

The retail environment is undergoing a significant paradigm shift in how retailers view their stores, and the way people purchase and consume retail goods and services. These changes necessitate a more nuanced examination of retail gaps in the market.

Retail and service uses within a community are typically categorized into a retail hierarchy. The retail hierarchy can be used to describe the physical form of retail as well as its function.

The retail hierarchy is a fluid concept and is adaptable to urban and rural locations. In larger urban areas, the retail hierarchy includes an array of shopping centre types from super regional malls to street nodes. The types of retail included within these nodes range from national department stores to local boutique shops.

In smaller communities, the retail hierarchy is “flatter” in terms of range of retail types and tenants. Typically, the population is not great enough to support some of the more specialized retailers.

In the past, the constant factor in the retail hierarchy has been that the store categories have remained separate and distinct. As an example, a hardware store would only sell hardware items, or a grocery store would only sell groceries. However, in the current retail market there is a significant blurring of retail channels. Recent changes in retailing have resulted in a tendency to create a ‘one stop’ shopping experience to increase market share. Many retailers, which previously offered specific product lines now offer a much wider range of merchandise.

Retailer innovation such as e-commerce is having a profound impact on how retailers service markets. While these innovations may not be felt in all communities, it is having an impact on the way retailers view their store networks and where to allocate development dollars. In addition, there are economic factors in the retail development business, such as increasing construction costs, that have impacted the financial viability of new developments.

1.3 Methodology and Work Scope

This report examines the retail gaps and future demand for retail commercial space in North Perth. In order to conduct this Retail Market Demand Study, TR has conducted the following tasks:

- Inventory of Retail, Service and Vacant Space.
- Examine Trade Area Socio-Economic Characteristics.
- Quantify Trade Area Demand and Retail Commercial Gaps.
- Examination of Retail Trends and Formulation of Strategy and Recommendations.

These work steps, along with our professional expertise, have formed our Retail Market Demand Study recommendations.

1.4 Report Structure

This report is structured as follows:

Chapter 1: Introduction

Chapter 2: Retail Commercial Context

Chapter 3: Socio-Economic Characteristics

Chapter 4: Quantitative Retail Gap Analysis

Chapter 5: Future Commercial Demand Analysis

Chapter 6: Retail Trends, Observations, Strategy and Recommendations

1.5 Key Definitions and Data Sources

1.5.1 Retail Function

The function of a commercial area can be defined in various ways. From a retail market perspective, function is typically defined through the amount and type of tenants and their position within the retail hierarchy.

Typically, the retail function of an area may evolve over time as the surrounding residential areas gentrify or new retail space is developed. The evolution of main streets is continuous. Recent evolution trends can generally be characterized as a shift to entertainment, services and convenience retail.

With respect to retail function, retail developments, main streets or nodes typically contain two types of tenants:

1) Specialty / Destination retailers; and,

2) Convenience / Local retailers.

Each type of tenant and the goods and services it provides can have a different function within the market. This function is described below.

Specialty / Destination Retailers and Service Providers

- Destination retailers provide “higher order” goods and services. These goods and services are purchased infrequently. These retailers draw shoppers from a larger trade area or, conversely, shoppers are willing to travel longer distances to shop at these stores. Specialty / destination retailers are in regional centres, which are smaller in number and spaced further apart.

- Generally, destination retailers sell comparison goods, which are products that consumers often compare on the basis of price and other attributes before deciding which purchase to make (i.e. appliances, cars and clothing). Typically, retailers of comparison goods tend to locate near one another such as shopping malls for clothing or automotive parks for cars; and,

- Destination services such as some doctors, travel agents, etc. are similar in function to destination retailers. Restaurants, depending on the type, can also act as destination services and attract customers from a wide area.

Convenience / Local Retailers and Service Providers

- Convenience retailers provide “lower order” goods and services. These goods and services are purchased frequently and are more common in nature. Generally, from a retail supply perspective, convenience / local retailers are in neighbourhood and community shopping centres, are more common in number and are near residential population for ease of access; and,

- Supermarkets and pharmacies are typically considered convenience retailers. There are several services, such as fast food or sit-down restaurants, hairdressers and banks, that are also considered convenience services. These retailers and services typically have localized trade areas and serve the local population on a frequent basis.

1.5.2 Inventory of Commercial Space

TR conducted an on-ground inventory of existing commercial sectors and retail supply. TR conducted the inventory with in-house staff and physically measured all of the space utilizing a pace methodology where we measure the length and width of each individual building.

TR staff have conducted inventories of tens of millions of square feet of retail space and are adept at providing accurate retail and service inventories. The detailed inventory of the three communities includes the location, size, NAICS code, and function of all retail, service and vacant space in North Perth.

1.5.3 Customer Draw

One of the components of conducting the quantitative retail gap analysis and future demand analysis is understanding where customers come from. TR utilizes mobility location services data from a company known as Azira, utilizing their web-based Vista Location Intelligence Platform. The Vista Location Intelligence Platform connects with third-party apps within a consumer's cellular phone and anonymously records where that phone was seen. TR utilizes the Vista Platform to determine where customers who visit certain retail stores, retail centres or retail nodes are coming from in order adjust the gap analysis.

1.6 Basic Assumptions

The report and its recommendations should be reviewed in light of certain basic assumptions, which are outlined below:

- The retail market is in a constant state of change and TR has provided the recommendations in this report considering the current retail market conditions as well as an informed and educated opinion on the future of the market. Should the retail market diverge significantly from what we currently understand, the findings and recommendations of this report should be revisited.

- This report utilizes primary and secondary data sources. The primary data such as the inventory represents the conditions at the time it was collected. Should the main input data change significantly from when collected, TR reserves the right to adjust the findings.
- This report is intended for the uses outlined in the mandate. No parts of this report may be replicated or used for purposes other than that stated in the mandate without the written consent of Tate Research Inc.

2 Retail Commercial Context

This section provides a description of the retail commercial space within North Perth identified by TR.

2.1 Retail Commercial Definitions

The inventory of retail commercial space is based on fieldwork carried out by TR in October 2025. For reference purposes, the term "retail commercial" refers to all retail, service and vacant space. The following retail and service categories fall under the term retail commercial:

Figure 2-1: Classification of Retail Commercial Space

Food & Beverage Retail (FBR)	Non-Food & Beverage Retail (NFBR)	
Supermarkets & Grocery Stores	Clothing, Shoes & Accessories	Building & Outdoor Home Supply
Convenience & Specialty Food Stores	Furniture, Home Furnishings & Electronics	Pharmacies & Personal Care
Beer, Wine & Liquor Stores	General Merchandise	Department Stores
	Miscellaneous Retail	Automotive
Service		
Food Services & Drinking Places	Financial, Insurance, Legal & Real Estate	Health Care & Social Assistance
Other Services	Entertainment & Recreation	Personal Care & Laundry

Source: Tate Research

2.2 Defined Areas

North Perth consists of a hierarchy of Settlement Areas:

- Serviced Urban Areas: Listowel and Atwood
- Villages: Monkton, Gowanstown and Trowbridge

- Hamlets: Newry, Donegal, Britton, Molesworth and Kurtzville.

Listowel is the urban centre of North Perth and is a regional retail commercial centre serving North Perth and beyond.

For the purpose of this study, Listowel is divided into four nodes – Downtown, North Listowel, Mitchell Road and Other Listowel. While the various villages and hamlets may have unique characteristics, from a retail commercial perspective, these areas are defined as one area due to the lack of commercial density.

2.3 Retail Commercial Summary

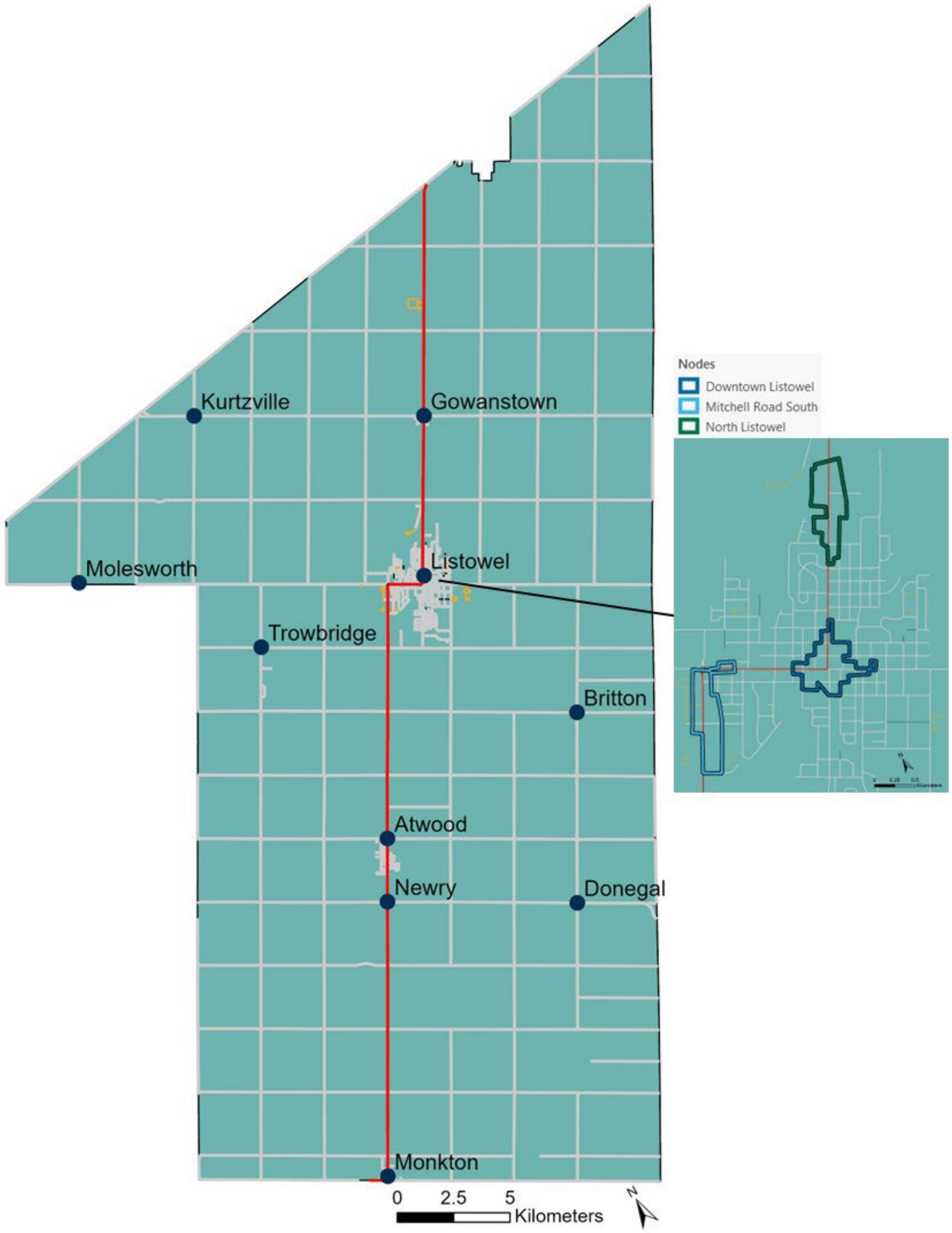
Figure 2-2 provides a summary of inventory of retail commercial space in North Perth. Figure 2-3 illustrates the corresponding nodes. A detailed description of the inventory is found in Appendix A.

Figure 2-2: North Perth Inventory of Retail Commercial Space

	Listowel							
	Downtown	Listowel North	Mitchell Road	Other Listowel	**Listowel Subtotal**	Other North Perth	**North Perth Total**	*Percent Distribution*
Food & Beverage Retail (FBR)								
Supermarkets & Grocery Stores	0	20,700	55,300	0	**76,000**	0	**76,000**	*9.0%*
Convenience & Specialty Food Stores	10,500	4,500	1,900	0	**16,900**	2,000	**18,900**	*2.2%*
Beer, Wine & Liquor	900	1,200	5,300	0	**7,400**	700	**8,100**	*1.0%*
Food & Beverage Retail (FBR)	11,400	26,400	62,500	0	**100,300**	2,700	**103,000**	*12.2%*
Non-Food & Beverage Retail (NFBR)								
General Merchandise	34,900	0	122,500	0	**157,400**	0	**157,400**	*18.6%*
Clothing, Shoes & Accessories	13,700	0	5,000	1,000	**19,700**	16,500	**36,200**	*4.3%*
Furniture, Home Furnishings & Electronics	9,300	4,100	0	18,300	**31,700**	0	**31,700**	*3.7%*
Pharmacies & Personal Care Stores	16,100	1,400	0	0	**17,500**	0	**17,500**	*2.1%*
Building & Outdoor Home Supplies	26,700	0	0	3,700	**30,400**	17,100	**47,500**	*5.6%*
Miscellaneous Retailers	34,300	8,300	9,000	0	**51,600**	0	**51,600**	*6.1%*
Automotive	0	8,900	11,600	0	**20,500**	0	**20,500**	*2.4%*
Subtotal Non-Food & Beverage Retail (NFBR)	135,000	22,700	148,100	23,000	**328,800**	33,600	**362,400**	*42.8%*
Service Space								
Food Services & Drinking Places	19,200	7,500	24,700	1,800	**53,200**	2,000	**55,200**	*6.5%*
Personal Care & Laundry Services	19,100	0	0	0	**19,100**	1,500	**20,600**	*2.4%*
Financial, Insurance, Legal & Real Estate Services	83,300	10,100	3,900	2,900	**100,200**	600	**100,800**	*11.9%*
Health Care & Social Assistance Services	33,000	6,800	2,100	0	**41,900**	1,600	**43,500**	*5.1%*
Entertainment & Recreation Services	15,000	2,800	2,200	42,800	**62,800**	9,300	**72,100**	*8.5%*
Other Services	15,900	20,200	3,100	7,500	**46,700**	700	**47,400**	*5.6%*
Subtotal Service Space	185,500	47,400	36,000	55,000	**323,900**	15,700	**339,600**	*40.1%*
Total Occupied Retail & Service Space	331,900	96,500	246,600	78,000	**753,000**	52,000	**805,000**	*95.0%*
Vacant	10,000	21,000	4,300	0	**35,300**	7,000	**42,300**	*5.0%*
Vacancy Rate (%)	*2.9%*	*17.9%*	*1.7%*	*0.0%*	***4.5%***	*11.9%*	***5.0%***	
Total Retail & Service Space	341,900	117,500	250,900	78,000	**788,300**	59,000	**847,300**	*100.0%*
Percent Distribution	*40.4%*	*13.9%*	*29.6%*	*9.2%*	***93.0%***	*7.0%*	***100.0%***	

Source: Tate Research. Based on inventory and site inspections completed by TR in October 2025. Rounded to the nearest 100 square feet.

Figure 2-3: North Perth Retail Commercial Nodes



Source: Tate Research

This section provides several dashboards and graphics analyzing the retail commercial inventory. The following observations are made with respect to the analysis:

Figure 2-4: North Perth Inventory of Retail Commercial Space Summary

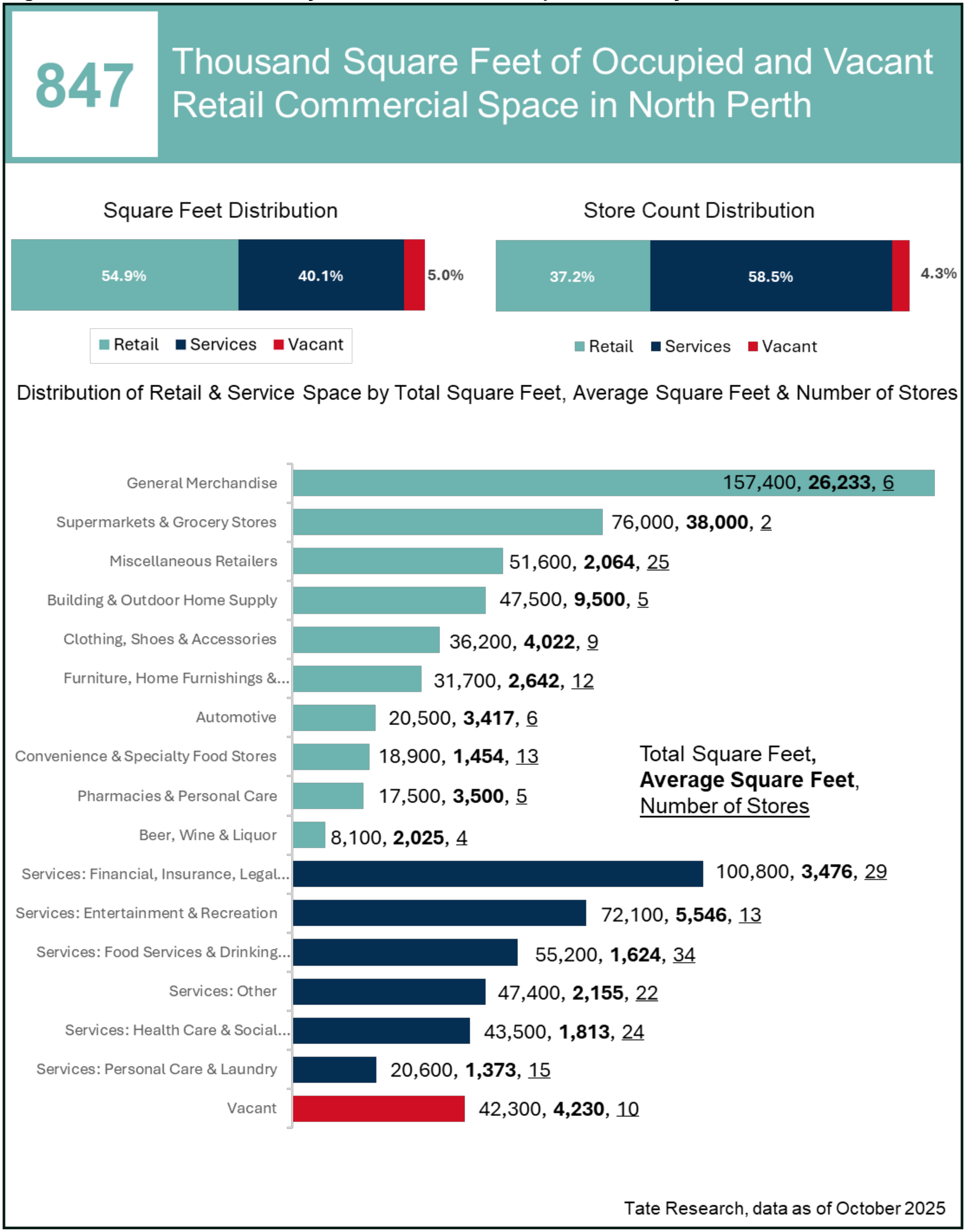
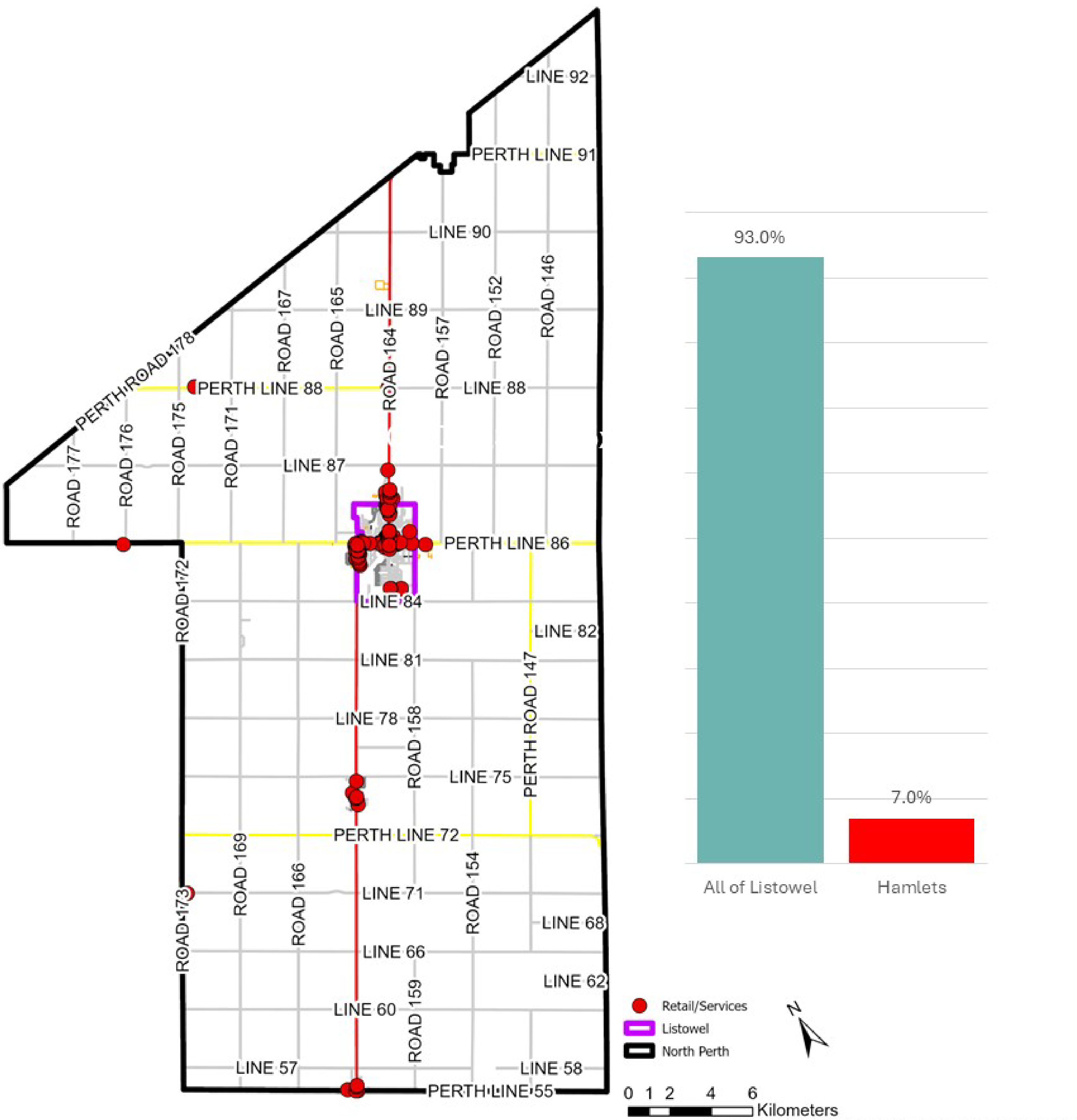


Figure 2-5: Listowel's Retail Commercial Space Summary

93%

Of North Perth's Retail Space by Square Feet is located in Listowel



Tate Research, data as of October 2025

Figure 2-6: Listowel Inventory of Retail Commercial Space Summary

788 Thousand Square Feet of Occupied and Vacant Retail Commercial Space in Listowel

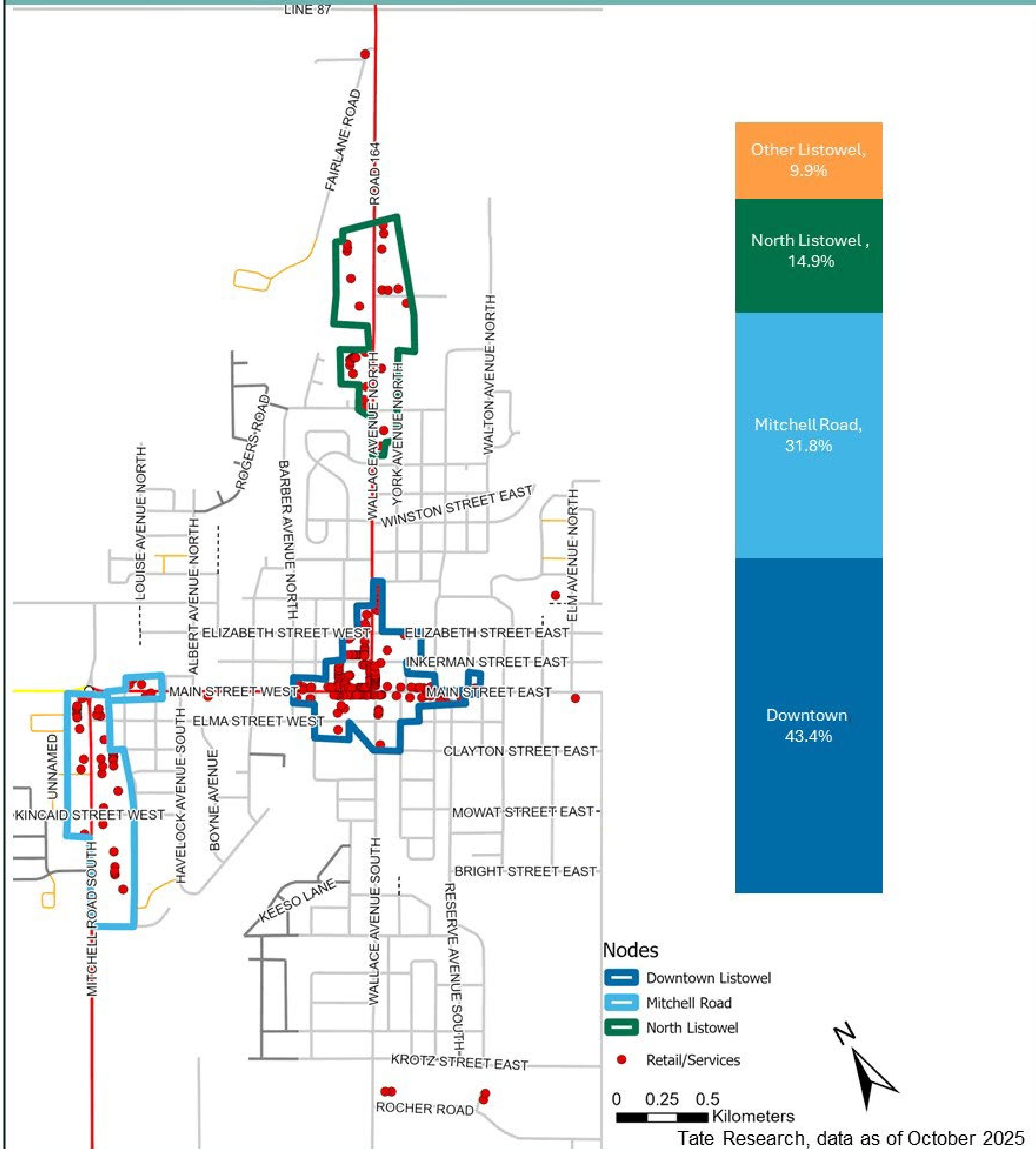


Figure 2-7: Listowel Node Summary of Retail Commercial Space Summary

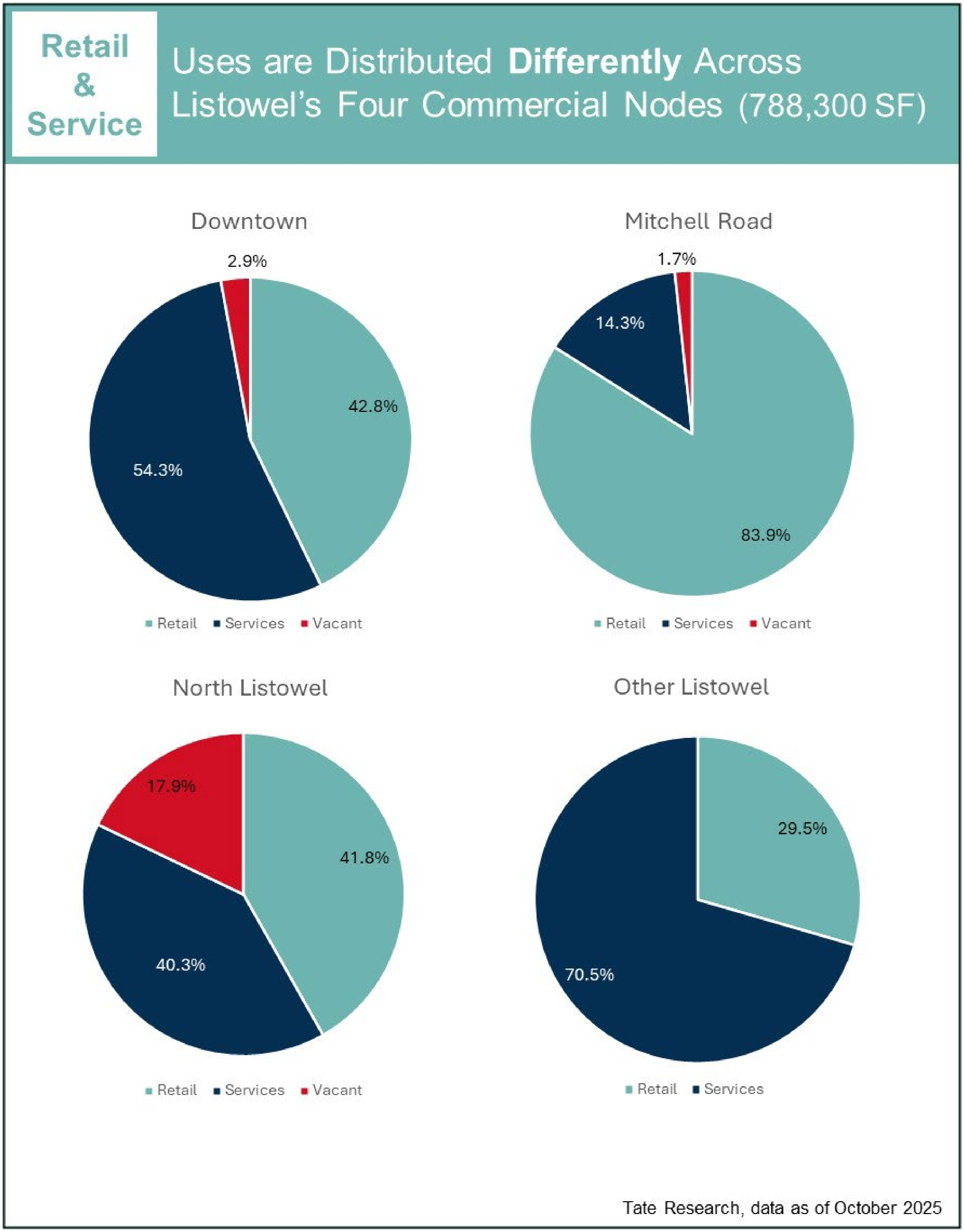


Figure 2-8: North Perth Retail Commercial Comparison

43.5 Square Feet of Total Occupied Retail & Service Space Per Capita In North Perth

	North Perth	Bolton	Alliston	Blue Mountains
Food & Beverage Retail (FBR)				
Supermarkets & Grocery Stores	4.1	3.3	4.3	*5.1*
Convenience & Specialty Food Stores	1.0	0.8	1.2	*2.7*
Beer, Wine & Liquor	0.4	0.5	1.3	*1.0*
Food & Beverage Retail (FBR)	5.6	4.6	6.8	*8.8*
Non-Food & Beverage Retail (NFBR)				
General Merchandise	8.5	8.9	11.1	-
Clothing, Shoes & Accessories	2.0	1.0	1.2	*1.3*
Furniture, Home Furnishings & Electronics	1.7	0.9	1.3	*1.5*
Pharmacies & Personal Care Stores	0.9	1.1	1.0	*1.2*
Building & Outdoor Home Supplies	2.6	3.9	4.3	*6.1*
Miscellaneous Retailers	2.8	2.0	4.2	*5.4*
Automotive	1.1	0.7	0.7	-
Subtotal Non-Food & Beverage Retail (NFBR)	19.6	18.5	23.8	*15.5*
Service Space				
Food Services & Drinking Places	3.0	5.1	4.6	*5.8*
Personal Care & Laundry Services	1.1	2.5	2.4	*1.1*
Financial, Insurance, Legal & Real Estate Services	5.4	2.3	3.2	*1.5*
Health Care & Social Assistance Services	2.4	3.3	3.9	*2.9*
Entertainment & Recreation Services	3.9	1.8	4.8	*1.7*
Other Services	2.6	2.5	3.0	*5.6*
Subtotal Service Space	18.4	17.5	21.9	*18.6*
Total Occupied Retail & Service Space	43.5	40.6	52.5	*42.9*
Populations When Inventory was Conducted	18,500	34,600	23,900	7,800

Lowest to Highest Per Capita by Category

Source: Tate Research.

2.4 North Perth Commercial Context Summary

- The commercial environment in North Perth represents a well-rounded offering catering to the surrounding residents with a selection of convenience-oriented retail and services. These include typical large national chains such as Walmart, Canadian Tire, Giant Tiger, Shoppers Drug Mart, Zehrs, Dollarama, etc.

- The relatively high percentage of retail square footage is a function of larger retailers, namely Walmart, Zehrs, Canadian Tire, Giant Tiger and Food Basics. These five stores account for 46% of all retail space. These stores draw from a wide geographic area beyond North Perth. This is verified by the customer draw analysis.[1]

Figure 2-9: North Perth Customer Draw

Location	North Perth	Beyond North Perth	Total
Downtown	54.8%	45.2%	100.0%
Canadian Tire	44.4%	55.6%	100.0%
Walmart	38.9%	61.1%	100.0%
Zehrs	57.2%	42.8%	100.0%
Food Basics	47.0%	53.0%	100.0%

Source: Tate Research. See Appendix B for details.

- North Perth also has a convenience orientation, reinforced by the store count distribution which is 58.5% service oriented.

- The vacancy rate of 5.0% is on the lower range of typical levels. While a low vacancy rate is reflective of a healthy market, it also implies that new retailers looking to enter North Perth have few options.

- Listowel accounts for 93% of the total retail commercial space in North Perth:

    - **Downtown** is service-oriented, dominated by personal, financial, and food service uses, with limited vacancy. Of note is that the downtown continues to accommodate high profile national chains such as Shoppers Drug Mart, Dollarama, Giant Tiger and Home

[1] TR examined the customer draw of various nodes in Listowel. See Appendix B for details.

Hardware. In addition, there are also several higher-profile independent businesses.

  - **Mitchell Road** is primarily retail-based, accommodating larger footprint commercial uses with minimal vacancy. Mitchell Road includes some of the newer national chain operators such as Starbucks as well as the regional draw retailers such as Walmart and Canadian Tire.
  - **North Listowel** has a balanced mix of retail and services but has the highest vacancy rate. This rate is entirely driven by one vacant location at 1105 Wallace Ave North. North Listowel includes the Food Basics and McDonalds as well as several automotive uses.
  - **Other Listowel** is primarily service based, driven largely by recreation, fitness, and sports complexes rather than traditional commercial activity.

- Overall, North Perth's per capita inventory is consistent with other jurisdictions with the exception of Alliston. Alliston's higher per capita is based on a larger amount of general merchandise space.

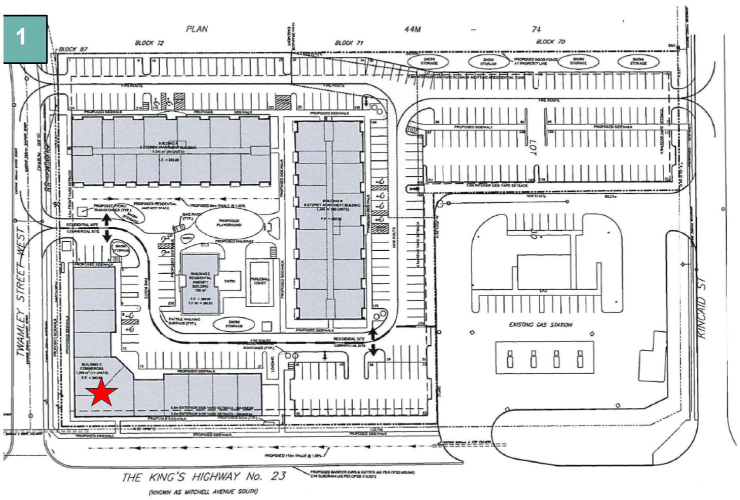
2.5 North Perth Proposed Commercial

Figure 2-10 on the following page summarizes the potential retail commercial developments that are within the planning application process or under construction (enlarged versions of the development plans are found in Appendix A). The following observations are made with respect to the proposed space:

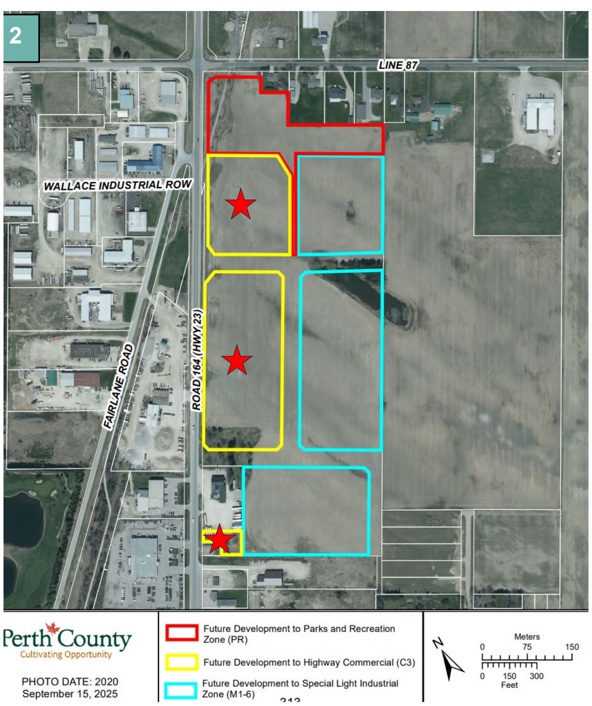
- There are three developments (one under construction, one in the application stages and one potential future development) that will accommodate future retail commercial space.
- All three developments are located outside of the downtown and appropriately located in terms of retail commercial location requirements.
- Combined these three developments could accommodate approximately 268,000 square feet of future retail commercial demand.
- Listowel Gardens is the only development in the construction phase. Listowel Gardens is proposing a retail plaza of approximately 14,000 square feet consisting of 11 units, resulting in an average unit size of 1,272 square feet.

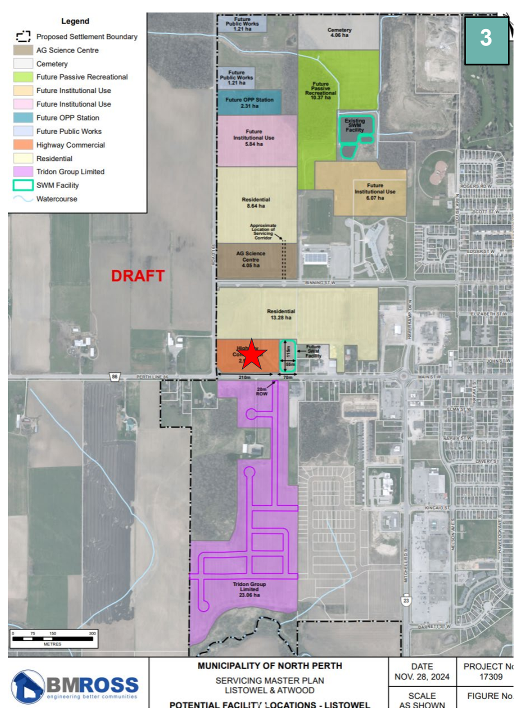
Figure 2-10: North Perth Future Potential Retail Commercial Supply

Address	Node	Retail Commercial Potential (sq. ft.)	Notes
1 - Listowel Gardens	Mitchell Road	14,000	Under Construction
2 - 8331 Road 164	North Listowel	175,000	Draft plan of subdivision. Based on 6.51 ha at 25% coverage
3 - West Development Plan	Mitchell Road	79,000	Concept Plan for Municipal lands. Based on 2.95 ha at 25% coverage.
Total		268,000	



Under Construction / Future Commercial





Source: Tate Research, based on data from North Perth.

3 North Perth Socio-Economic Characteristics

This section of the report examines the socio-economic characteristics of North Perth residents. For this report, the purpose of examining the characteristics is to inform recommendations on future commercial targets.

3.1 Segmentation

In order to assess options for non-residential activation, market segmentation can provide unique insights into demand characteristics.[2] 42% of all households in North Perth are categorised as "New Country" households. New Country households are characterized as:

Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries. Their six-figure incomes provide comfortable, single-detached houses and enviable lifestyles. Forty percent of the maintainers are between 45 and 64 years old, and nearly 45 percent of households have children, typically of all ages. Like generations of rural households before them, New Country members are known for their deep roots in the community. Three-quarters of residents are third-plus-generation Canadians; fewer than one in ten are foreign-born.

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[2] PRIZM is a consumer segmentation system developed by Environics Analytics, which classifies Canada's neighborhoods into 67 distinct lifestyle segments. It integrates demographic, geographic, and psychographic data from various sources to identify unique lifestyle types, allowing businesses, non-profits, and governments to understand and analyze their customers and markets.

Figure 3-1: North Perth PRIZM Segmentation

42%

of households

NEW COUNTRY

Middle-aged, middle-income rural couples and families

SHOPPING

power boats
golf equipment
Lee Valley Tools
Shoppers Drug Mart

FOOD/DRINK

meat snacks
domestic beer
casual family restaurants
ice cream restaurants

Other Municipalities with a High Percent of New Country Households

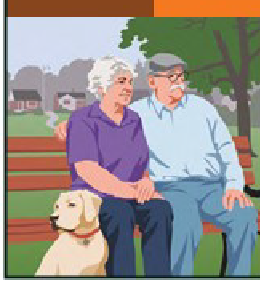
Municipality	#	%
Howick, ON (TP)	1,474	100%
Morris-Turnberry, ON (MU)	1,166	96%
South Bruce, ON (MU)	2,230	96%
Minto, ON (T)	3,607	96%
West Perth, ON (MU)	3,227	87%
North Huron, ON (TP)	2,099	84%
Huron East, ON (MU)	3,164	84%
Malahide, ON (TP)	2,581	83%
Bayham, ON (MU)	1,961	83%
Brockton, ON (MU)	3,409	80%
Mapleton, ON (TP)	2,773	78%
North Middlesex, ON (MU)	1,927	77%
South-West Oxford, ON (TP)	1,990	76%
Arran-Elderslie, ON (MU)	2,185	73%
East Zorra-Tavistock, ON (TP)	2,240	69%
Perth East, ON (TP)	2,821	68%
Moravian 47, ON (IRI)	90	66%
Blandford-Blenheim, ON (TP)	1,900	65%
Warwick, ON (TP)	981	65%
Oil Springs, ON (VL)	196	64%
Central Huron, ON (MU)	1,921	60%
Adelaide-Metcalfe, ON (TP)	615	60%
Norwich, ON (TP)	2,371	58%
Bluewater, ON (MU)	1,987	55%
Perth South, ON (TP)	771	53%
Zorra, ON (TP)	1,838	53%
Southgate, ON (TP)	1,998	52%
Thornloe, ON (VL)	33	52%
Brooke-Alvinston, ON (MU)	531	51%
West Grey, ON (MU)	2,933	51%
Wellington North, ON (TP)	2,639	49%
Huron-Kinloss, ON (TP)	1,595	47%
Lucan Biddulph, ON (TP)	1,100	43%
North Perth, ON (MU)	2,982	42%

18%

of households

SUBURBAN RECLINERS

Suburban downscale singles and couples



FOOD/DRINK

condensed soup
in-store bakery
diet colas
seafood restaurants

SHOPPING

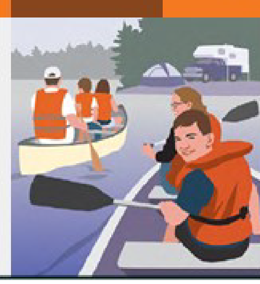
Mark's
Giant Tiger
Home Hardware
bulk food stores

12%

of households

FAMILY MODE

Suburban, upscale middle-aged families



FOOD/DRINK

tortilla wraps
granola bars
Pizza Hut
casual family restaurants

SHOPPING

Winners
Old Navy
Mastermind
Home Depot

Source: Tate Research. ArcGIS Business Analyst, Environics Analytics PRIZM Profile.

Figure 3-2: North Perth Selected Socio-Economic Characteristics

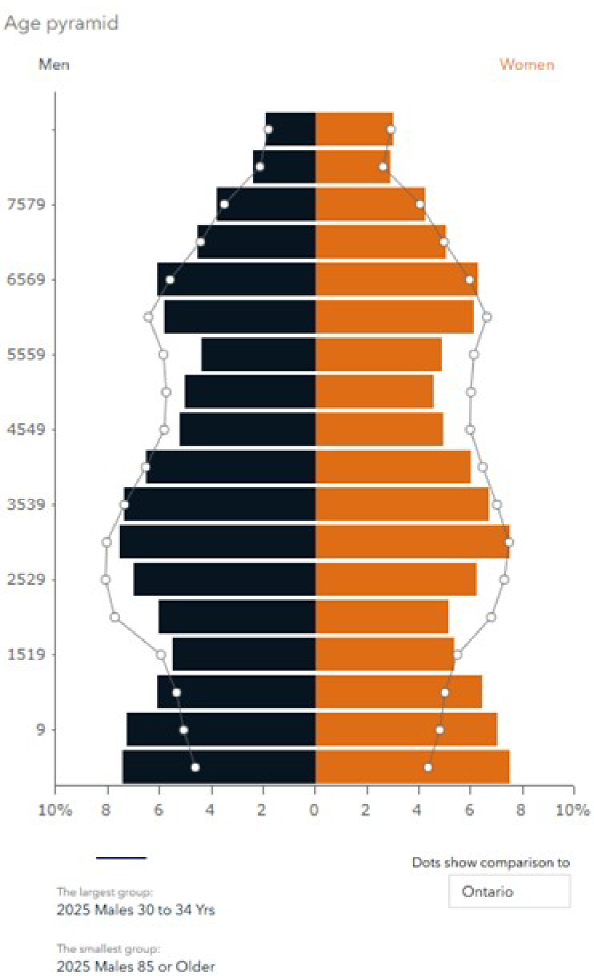
2025 Households by income (Environics)

The largest group: 2025 HH Inc: 60000-79999 Curr$ (%) (17.41%)

The smallest group: 2025 HH Inc: 0-19999 Curr$ (%) (3.03%)

Indicator ▲	Value	Diff
2025 HH Inc: 0-19999 Curr$ (%)	3.03%	-1.62%
2025 HH Inc: 20000-39999 Curr$ (%)	9.05%	-2.58%
2025 HH Inc: 40000-59999 Curr$ (%)	9.12%	-2.21%
2025 HH Inc: 60000-79999 Curr$ (%)	17.41%	+6.19%
2025 HH Inc: 80000-99999 Curr$ (%)	12.60%	+2.42%
2025 HH Inc: 100000-124999 Curr$ (%)	12.69%	+1.95%
2025 HH Inc: 125000-149999 Curr$ (%)	10.30%	+1.51%
2025 HH Inc: 150000-199999 Curr$ (%)	13.14%	+1.46%
2025 HH Inc: 200000 or Over Curr$ (%)	12.66%	-7.12%

Bars show deviation from Ontario



Where do people who work in North Perth live?

Place of Residence	Number	Percent
North Perth	3,310	55.3%
Minto	440	7.3%
Perth East	325	5.4%
Huron East	295	4.9%
Howick	270	4.5%
Mapleton	260	4.3%
West Perth	165	2.8%
North Huron	120	2.0%
Morris-Turnberry	115	1.9%
Kitchener	110	1.8%
Other	580	9.7%
Total	**5,990**	**100.0%**

* 2021 Census Usual Place of Work

Where do North Perth Residents Work?

Place of Work	Number	Percent
North Perth	3,310	60.7%
Minto	340	6.2%
Woolwich	280	5.1%
Perth East	215	3.9%
Mapleton	145	2.7%
Kitchener	135	2.5%
Wellesley	110	2.0%
Stratford	110	2.0%
Cambridge	95	1.7%
Waterloo	95	1.7%
Other	620	11.4%
Total	**5,455**	**100.0%**

* 2021 Census Usual Place of Work

Source: Tate Research. ArcGIS Business Analyst.

3.2 North Perth Socio-Economic Characteristics Summary

The socio-economic demographics for North Perth are relatively consistent with the larger surrounding area.

Interestingly, the retail commercial environment appears to align more with the Suburban Recliners segment than the New Country segment. This may be a function of the relatively small overall population which does not possess the overall expenditure potential to differentiate it from generic offerings.

Overall, North Perth has a slight net inflow of employment from other Municipalities. Overall, North Perth attracts 2,680 employees who live in other Municipalities and conversely 2,145 North Perth residents work in other Municipalities. The implication is that external employment is not a very big demand generator.

The income characteristics are consistent with middle class incomes.

4 Quantitative Gap Analysis

This section of the report examines the commercial gap analysis from a quantitative perspective. The results of this analysis, along with the findings in the balance of the report, will inform our recommendations.

4.1 Background Methodology and Assumptions

To quantify the commercial gap in a marketplace, the expenditure potential is balanced against the supply of space. To conduct this analysis, the following methodology was utilized:

- TR calculated the 2025 North Perth population.
- TR calculated the per capita expenditures for various retail categories based on Statistics Canada Retail Trade data. Specifically:
    - Statistics Canada provides Retail Trade data for the province as a whole. TR converts this data to per capita expenditures for various retail categories.
    - In order to translate these Provincial figures to North Perth figures, TR uses regression equations to account for the differential in income between the Province and North Perth.
    - TR then adjusts the per capita incomes to account for expenditures that are made on-line. The result is a set of per capita expenditures for North Perth residents that are made at “brick and mortar” stores.
- The per capita expenditures are multiplied by the population of North Perth resulting in the expenditure potential for the various retail categories.
- The expenditure potential is then converted to square feet using industry accepted sales per square foot standards. The result is the amount of the retail space that can be supported by North Perth residents.

- The amount of supported space is then measured against the existing supply of retail commercial space to assess whether there are gaps in the marketplace from a quantitative perspective; and,

- TR also conducted a service space gap analysis using per capita ratios calculated by TR through an examination of hundreds of inventories conducted across the province. For this analysis, TR calculated the per capita ratio of the existing service space and then compared that to the target amount based on the industry standards.

There are a number of assumptions that are made with respect to the gap analysis. Specifically, we made the simple assumption of inflow=outflow.[3]

4.2 Gap Analysis Results:

Figure 4-1, on the following page, illustrates the results of the gap analysis. It should be noted that the gaps identified in this analysis are based on the quantitative analysis. The final recommendations in this report consider the inventory function, socio-economic character and TR professional judgement.

The following observations are made with respect to the gap analysis:

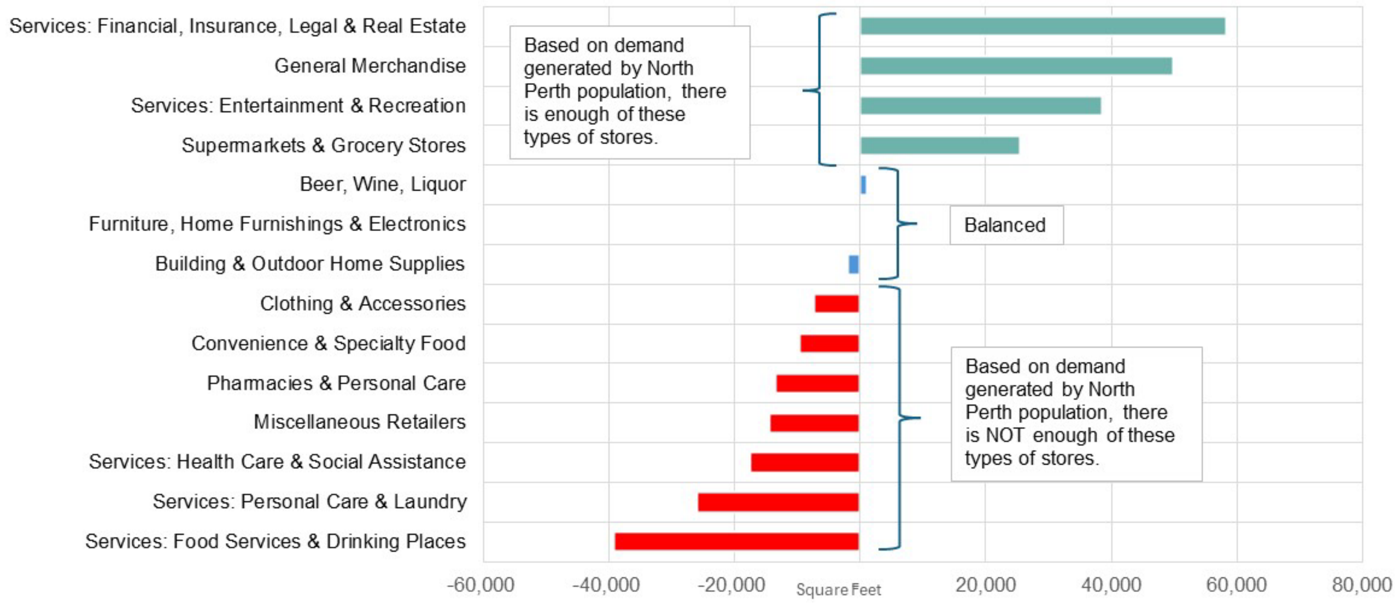
- The teal bars, in the upper portion of Figure 4-1, represent categories where a surplus of space exists in North Perth. This indicates that supply exceeds demand.

- The blue bars, in the mid portion of Figure 4-1, represent categories where there is currently no gap under the analysis assumption of inflow=outflow. However, there could potentially be a gap if the assumption is changed to account for a net inflow of expenditure due to increasing attractiveness of North Perth.

[3] Generally, this implies that all of the expenditures made by North Perth residents are spent at retailers and service providers in the North Perth. Conversely, it also means that nobody who resides outside of North Perth spends any of their retail and service expenditures in the North Perth. In practice we know that this is not true. We have anecdotal, as well as mobility data evidence, that indicates that North Perth residents' shop in other areas as well as people who live in other areas shop in North Perth. Without conducting an expenditure survey, it is difficult to establish whether there is a net inflow or outflow of dollars into / from North Perth. For these reasons, TR has made the simplifying assumption that inflow=outflow.

- The red bars, in the lower portion of Figure 4-1, represent categories where a deficit of space exists in North Perth. This indicates that demand exceeds supply and is defined as a gap in the market.

Figure 4-1: North Perth Quantitative Gap Analysis

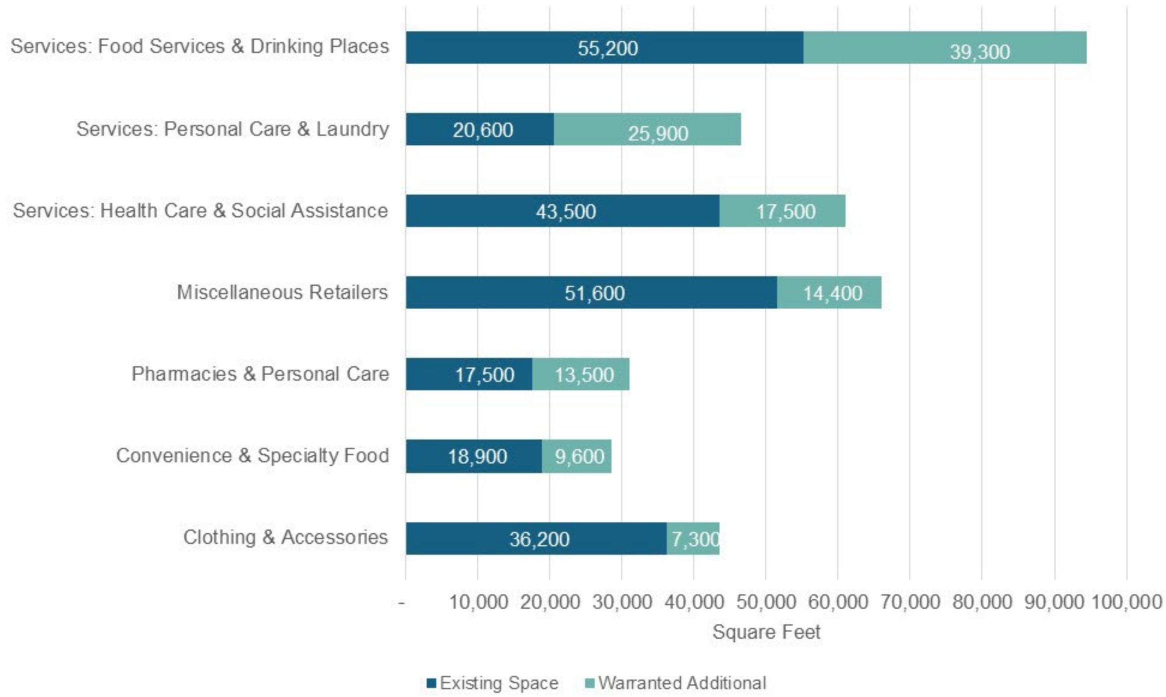


Source: Tate Research Inc.

4.2.1 Categories with Gaps

- There are 7 categories of retail and service space in which demand exceeds supply. In other words, there is a gap in the following categories:
  1) Clothing & Accessories – 7,300 square feet
  2) Convenience & Specialty Food – 9,600 square feet
  3) Pharmacies & Personal Care – 13,500 square feet
  4) Miscellaneous Retailers – 14,400 square feet
  5) Services: Health Care & Social Assistance – 17,500 square feet
  6) Services: Personal Care & Laundry – 25,900 square feet
  7) Services: Food & Drinking Places – 39,300 square feet
- If addressed, the gaps represent a significant increase over the existing space, as illustrated in Figure 4-2.

Figure 4-2: Quantum of Gap Analysis Space versus Existing Space



Source: Tate Research Inc.

4.2.2 Balanced Categories and Categories with No Gaps

Figure 4-1 also illustrates the categories that are balanced or do not have gaps.

Balanced Categories

- Beer, Wine, Liquor
- Furniture, Home Furnishings & Electronics
- Building & Outdoor Home Supplies

No Gaps

- Services: Financial, Insurance, Legal & Real Estate
- General Merchandise
- Services: Entertainment & Recreation
- Supermarkets & Grocery Stores

These categories have sufficient amount of space from an expenditure and per capita perspective.

4.3 Quantitative Gap Analysis

The largest gaps exist in the service categories as opposed to retail categories. This is atypical, as we typically see larger gaps in retail categories that have been susceptible to e-commerce impacts.

5 Future Commercial Demand Analysis

The previous section examined the gap analysis based on the current population and inventory of retail commercial space in North Perth. This section of the report examines the future demand for retail commercial space based on the future population of North Perth.

Municipal Retail Commercial Needs Studies have become increasingly complex. In the past, demand for retail space would be quantified and balanced against the amount of greenfield land. The demand and supply sides have become more complicated. On the demand side, e-commerce, changing demographics and shopping habits, as well as new store network requirements have meant re-thinking and segmenting commercial demand into components that are store based, and components that can be fulfilled through other means, including e-commerce, click & collect, and 'buy online pick up in store'.

This section of the report assesses the quantum of retail commercial space that could potentially be supported in North Perth.

5.1 Commercial Needs Methodology

From a retailer perspective, the industry is moving towards the understanding that "a sale is a sale" regardless of where that sale occurs, whether physically in a store or online and delivered or bought online and picked up in store. The intent is to provide the customer with a seamless interchangeable experience whether in store or online.

For an analysis such as this one, one of the issues to be addressed is how much physical commercial space should be planned for and what types of economic development policies can be formulated and implemented to support the introduction of this space into North Perth.

Therefore, for this analysis, we have made assumptions of how much of future retail commercial space will be served through "ground oriented" retail commercial space accounting for the fact a portion of demand will be served through e-commerce.

We have conducted an expenditure analysis for the FBR and the NFBR categories. Combined, these categories represent the "retail" categories, and include physical locations where goods are purchased.

We have utilized a per capita approach to quantify the future service space needs of North Perth residents. The service category represents physical locations where services are purchased or rendered such as bank branches, restaurants, hair salons, etc.[4]

5.2 Population Growth

The primary factor driving any retail expenditure and per capita analysis is population. Figure 5-1 summarizes the base population forecast for the Municipality.

Figure 5-1: North Perth Population Forecast

	Preliminary Post Censal 2024	*North Perth Forecast* 2025	*North Perth Forecast* 2031	*North Perth Forecast* 2036	*North Perth Forecast* 2041	*North Perth Forecast* 2051	2025 - 2051
North Perth	17,900	18,500	22,300	25,200	27,700	31,300	
Period Change		600	3,800	2,900	2,500	3,600	12,800
Average Annual Growth		600	633	580	500	360	492
Average Annual Growth		3.4%	3.4%	2.6%	2.0%	1.3%	2.7%

Source: Tate Research; 2024 population from Statistics Canada Population Estimates by Census Subdivision, Table 17-10-0155-01. 2025 population from Municipality of North Perth Development Charges Background Study, June 13, 2024, Hemson. 2031 - 2051 population from, 2023 Official Plan Update - Comprehensive Review, County of Perth, Watson & Associates Economists Ltd.

The following observations are made with respect to Figure 5-1:

- The base year for this analysis is 2025. The 2025 population of North Perth is estimated to be 18,500. This represents a growth of approximately 600 persons from the 2024 post censal estimate.
- The population of North Perth is forecast to reach 31,300 persons by 2051. This represents an increase of 12,800 persons from the 2025 population.

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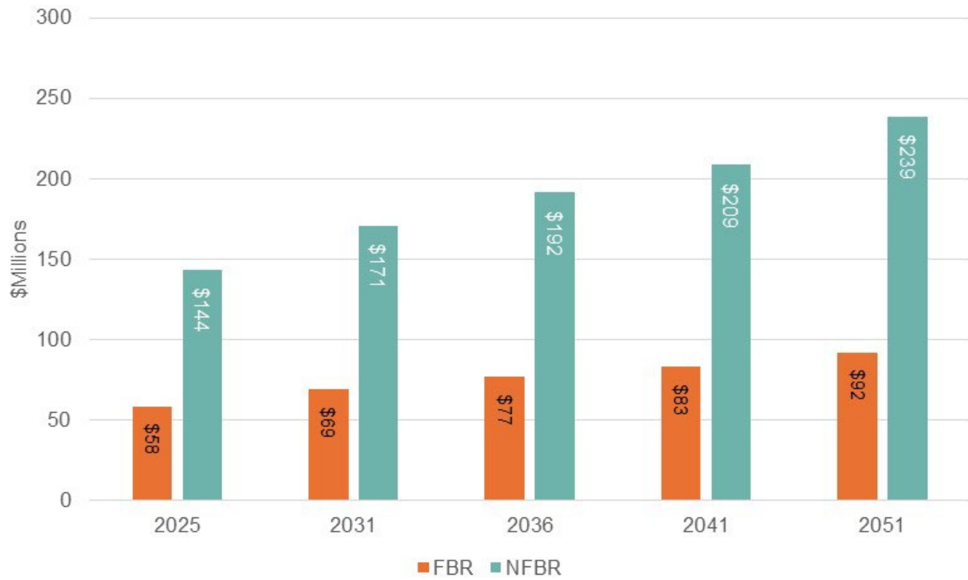
[4] Category definitions are found in Appendix A

5.3 Retail Expenditure Growth

Figure 5-2 illustrates North Perth's retail expenditures for the 2025 - 2031 period.[5]

Figure 5-2: North Perth FBR and NFBR Expenditure Forecast



Source: Tate Research

- Food & Beverage Retail expenditures are forecast to increase from $58 million annually in 2025 to $92 million annually by 2051. This represents an increase of $34 million in annual expenditure by 2051.

- Non-Food & Beverage expenditures are forecasted to increase from the current level of $144 million annually to $239 million annually by 2051. This represents an increase of $95 million in annual expenditures by 2051.

- The expenditure potential in Figure 5-2 represents the estimated amount that North Perth residents currently spend, and are forecast to spend, at physical retail stores, excluding e-commerce purchases. These purchases may occur at stores in North Perth or beyond.

- For the future years, from the land use planning perspective, the implication of the increase in expenditure potential is the requirement for an increase in retail commercial space to serve this demand.

[5] Retail expenditures are calculated for the FBR – Food Oriented Retail and NFBR – Non-Food Oriented Retail categories.

5.4 Commercial Needs Analysis 2025 – 2051

Figure 5-3 illustrates the additional retail commercial space required by 5-year increments based on population growth and TR adjustments.

Figure 5-3: North Perth 2051 Retail Commercial Needs (square feet)

	2025	2031	2036	2041	2051
		Square Feet			
Food & Beverage Retail (FBR)					
Supermarket		9,200	14,500	18,200	23,500
Specialty Food		2,600	3,800	4,300	5,200
Beer, Wine & Liquor		1,300	2,000	2,500	3,400
Sub-total FBR		13,100	20,300	25,000	32,100
Non Food & Beverage Retail					
Automotive		2,600	4,000	4,700	6,000
Furniture, Home Furnishings & Electronics		2,900	4,500	5,700	7,600
Building & Outdoor Home Supplies Stores		4,500	7,200	8,900	12,000
Pharmacies & Personal Care Stores		4,900	7,900	10,300	14,000
Clothing & Accessories Stores		5,300	6,600	7,500	9,300
General Merchandise Stores		8,600	17,800	23,800	33,800
Miscellaneous Retailers		6,400	9,800	11,800	15,700
Sub-total NFBR		35,200	57,800	72,700	98,400
Total Retail (FBR + NFBR)		48,300	78,100	97,700	130,500
Service Space					
Food Services & Drinking Places		10,300	16,100	20,200	25,600
Personal Care & Laundry Services		3,800	6,000	7,400	9,000
Financial, Insurance, Legal & Real Estate Services		18,600	29,500	36,800	46,100
Health Care & Social Assistance Services		9,100	16,100	22,100	30,700
Entertainment & Recreation Services		13,300	21,400	26,700	33,300
Other Services		8,700	14,100	17,500	21,800
Total Service		63,800	103,200	130,700	166,500
Total Retail & Service (sq. ft.)		112,100	181,300	228,400	297,000
Land Requirements @25% Coverage (acres)		10.3	16.6	21.0	27.3

Source: Tate Research

The following notes relate to the findings summarized in Figure 5-3:

- The commercial needs analysis represents a point in time. The resulting 2051 warranted demand is highly dependent on population forecasts being achieved as well as market conditions that, in many cases, are independent of demand. Despite these limitations, the warranted demand can serve as a valuable benchmark when assessing development applications as well as formulating Official Plan goals and policies.

- It is impractical to assume retail demand can be accurately forecast to a narrow range beyond a 5 to 10 year period given the rapid pace in which innovation is occurring with respect to the delivery of retail goods and services. While the analysis examines demand for individual categories, TR would caution against literal interpretations of the demand by category beyond 2031. This is based on the constant evolution of retail trends and changes in the macro economic climate.

- There are certain individual categories such as supermarket and pharmacies which are more consistent in terms of future demand assessments. Both these categories are typical anchors for neighbourhood developments. Therefore, based on the analysis, we can forecast that by 2036 a new supermarket and potentially pharmacy would be warranted in North Perth. However, it should be noted that the realization of a supermarket would be based on a number of other factors beyond market demand. For example, the two supermarkets in Listowel represent the Loblaws and Metro banners. Therefore, these banners may not wish to cannibalize their existing stores with a new banner (i.e. No Frills or Metro) despite market support. In addition, we note the Walmart is one of the few stand-alone non-supercentres. Therefore, there is the possibility of a new supermarket in the form of a supercentre.

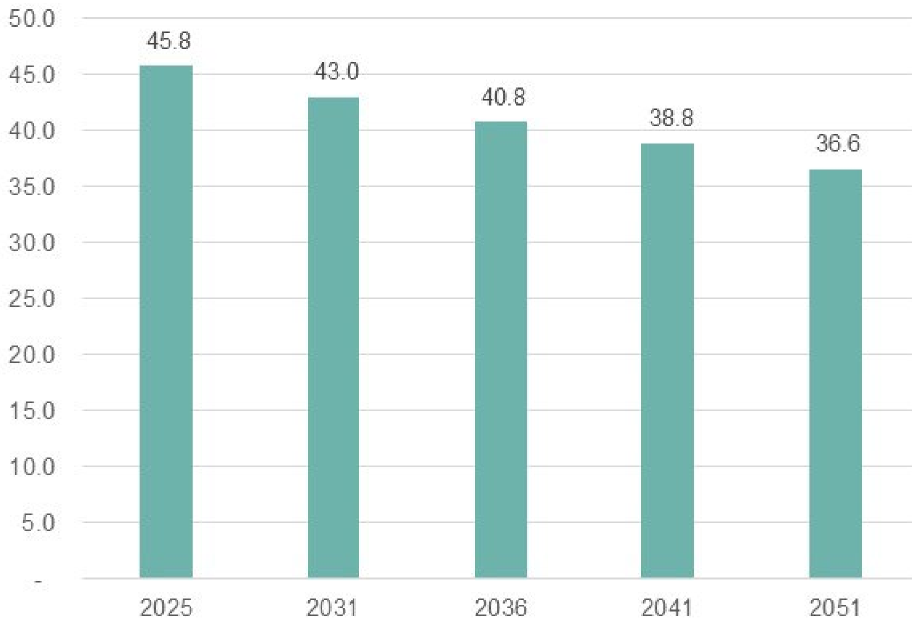
- Over the longer term, the individual categories mean less than the overall quantum of space warranted. By 2051, there will be an estimated demand for 297,000 square feet of retail commercial space.

- As summarized in Figure 2-10 there is the potential for an additional 268,000 square feet of retail commercial space under construction and in the municipal development application process. These lands depending on their ultimate development configuration and type would serve a significant portion of future demand.

- In addition to the under construction and future commercial supply in the municipal development application process, there are opportunities for intensification in the Downtown.

- It should be noted that TR has assumed that the future population will require less retail and service space, on a per capita basis due to the impacts of e-commerce and other market related factors. Currently, there is approximately 45.8 square feet per capita of occupied and vacant retail

Figure 5-4: North Perth Retail Commercial Space per Capita (square feet)



Source: Tate Research

commercial space. By 2051 the retail commercial space per capita is forecast to be 36.6.

5.5 Commercial Needs Analysis Summary

North Perth is forecast to experience population growth to 2051. This growth will be accompanied by demand for additional retail commercial space. In theory, North Perth should not have any limitation in accommodating future growth due to the availability of commercially designated land for development.

However, there may be challenges associated with ensuring retail commercial space is built due to the current nature of the development environment and the reduced financial returns generated by retail commercial development vis-a-vis other asset classes, such as residential.

6 Retail Trends

This section of the report contains an overview of potential change agents which are relevant to the retail commercial marketplace within the Municipality of North Perth. The identification of these change agents / trends, in addition to their implications on future requirements for retail commercial space, is critical in forming recommendations for the future of retailing in North Perth.

In this study, a "change agent" can generally be defined as a new or emerging theme (e.g., changing demographics, new technologies, emerging trends) that may have implications for the future of land use planning in North Perth.

Google Images - Kitchen Cupboard & Icebox

- Focus on Experience: Transactional shopping purchases are being made on-line when it is convenient to the shopper. Therefore, when a consumer goes shopping in a physical store, the expectation is for an "experience" that cannot be replicated on-line. To attract customers, retail stores are increasingly focusing on providing unique in-store experiences that cannot be replicated online. This includes interactive displays, in-store events, personalized services, and experiential concepts like cafes or pop-up shops within existing stores. The emergence of experiential retail is further bolstered by advances in technology which allow for stores to provide interactive experiences linked to social media platforms such as Instagram and Snapchat. In addition, the experience may be fulfilled through unique or constantly changing offerings at retailers and interesting window displays. In Listowel, Kitchen Cupboard & Ice Box is a good example of a business focusing on experience.

- Community Engagement: Retailers are also engaging with local communities by hosting events, workshops, and collaborations with local artists or brands, creating a more personalized and memorable shopping experience. In Listowel, these include the Ladies Shopping Night, Summer Sale Days, and the Listowel Summer Block Party, along with seasonal initiatives like the Holly Jolly Loyalty Card program and Deck the Halls holiday campaign. This is in addition to events that businesses put on themselves like, Artisanal Chocolate Tasting Night at the Lounge Café all of which help drive foot traffic and strengthen ties between businesses and residents

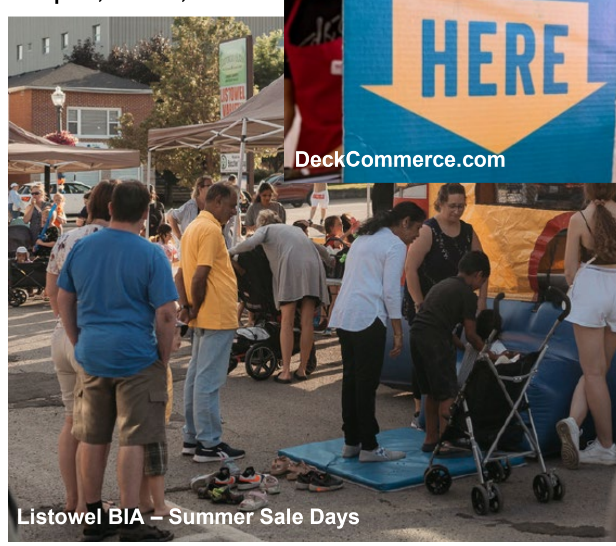
- On a more localized level, there is a growing resurgence of local, independent retail and services characterized by craft / maker markets, maker spaces, boutiques and specialty food purveyors. These types of stores understand and capitalize on the power of experience and local presence.

6.1 Demographic Shifts

Changing demographics, including the growth of younger, more urban populations, are influencing retail trends. These consumers often prefer unique, independent stores over traditional chain stores, driving a shift towards more niche and personalized retail offerings.

- Millennials and Gen Z: These are younger generations (with Millennials born from 1981 to 1996 and Gen Z from 1997 to 2012) who prioritize experience over products, value sustainability, and are tech-savvy. They often prefer unique, local, or independent stores that offer personalized experiences. This shift has led to a rise in experiential retail, where shops offer more than just products; they create engaging experiences, such as in-store events, interactive displays, and social media-friendly settings.

DeckCommerce.com


Listowel BIA – Summer Sale Days

- Digital Natives: Gen Z and younger millennials have grown up with technology and expect a seamless integration between online and offline shopping experiences. Retailers are responding by adopting multi-channel strategies, offering services like mobile payments, online ordering with in-store pickup, and integrating technology such as augmented reality (AR) for virtual try-ons.

6.2 Tenant Mix Trends

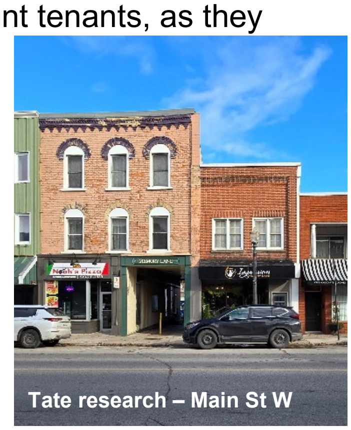
The tenant mix, whether in main streets or strip plazas is constantly evolving. In the points that follow, TR has provided our assessment of the changes currently being experienced within retail nodes around Ontario.

Google Images – 151 Main St W

- Diverse Dining Options: Food and beverage outlets, including cafes, casual dining, and fine dining restaurants, have become anchor tenants on main streets and are important components of retail centres. The demand for unique culinary experiences and the growing trend of social dining have driven an increase in both traditional restaurants and innovative food concepts like food halls and pop-up eateries.

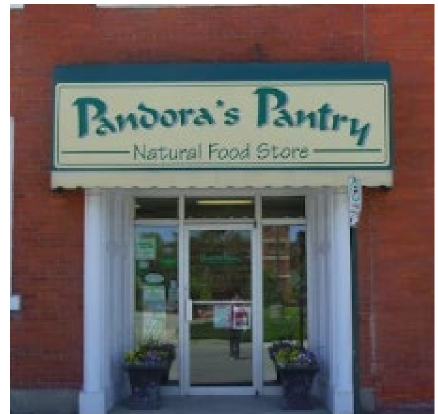
- Specialty Food Shops: There is also growth in specialty food retailers, such as gourmet grocers, bakeries, and delicatessens, especially those that focus on locally sourced or artisanal products like that of the, Oranje Grove Dutch Shoppe and Impressions Bakery and Cafe. These shops cater to the increasing consumer preference for quality, locally produced goods.

- Convenience and Necessity Retailers: Convenience stores, pharmacies, and other necessity-based retailers remain important tenants, as they provide essential goods and services.


Tate research – Main St W

- Fitness and Wellness Centres: With increasing awareness of health and wellness, there is a growing number of gyms, yoga studios, pilates centres, and wellness clinics (like acupuncture and massage therapy) on or near main streets. These businesses provide services that are not easily replaced by e-commerce, making them resilient tenants.

- Personal Services: There is growth in businesses offering personal services, such as hair salons, nail salons, dry cleaners, and tailor shops, which cater to daily needs and are less affected by the shift to online shopping
- Health-Oriented Stores: Retailers specializing in health foods, organic products, supplements, and wellness-related goods are becoming more prominent, catering to the growing consumer interest in health and well-being.



Google Images – 120 Inkerman St E

- Entertainment & Recreation: In keeping with the experiential retail trends, entertainment & recreation concepts such as VR, bowling alleys, mini-golf, arcades, game cafes, escape rooms and interactive museums and exhibits are locating on many mains streets. Many of the larger concepts are found in retail centres and mixed-use developments which have the size and building configuration suitable for such uses.

6.3 Retail Trends Summary

Many of the tenant mix trends focus on local goods and services. This is primarily based on a need for a more experience based commercial environment as opposed to transactional.

A broad array of designations permitting retail in various formats and locations to cater to a wide range of retailers is required. In addition, alternative forms of retail (i.e. pop-ups) may require a more permissive policy environment.

7 Analysis Findings

The following section provides a summary of our findings on the gap analysis and future commercial demand.

7.1 Gap Analysis Summary & Recommendations

The market gap as identified in the quantitative analysis in Chapter 4 represents a specific store category that is currently not being adequately served from a demand and supply perspective. However not all market gaps mean that those stores should be targeted. There are several factors that influence which categories should be targeted. This section of the recommendations identifies those variables and which categories should be targeted.

It should be noted that if there is no market gap, this does not mean that there is no opportunity for stores in that category.

Generally, based on its location, size and customer draw, it is our opinion that Listowel is well positioned for the future. The three nodes of commercial space (Downtown, Listowel North and Mitchell Road) all have different characteristics. This makes North Perth attractive to a wide range of commercial businesses.

The recommendations in the following section are influenced by the quantitative gap analysis, professional experience and retail trends, namely the rise in experiential retail as described in Section 6.3.

Listowel has a significant amount of brick and mortar transactional retail through stores such as Walmart, Canadian Tire, Giant Tiger and Dollarama. These national chains as well as others and e-commerce options, have the market covered when it comes to daily and weekly convenience goods as well as household necessities. Furthermore, the large corporate nature of these banners makes competing with them by independent retailers challenging.

Therefore, there is an opportunity in providing goods and services that differentiate themselves from the transactional retailers and provide an experience.

The following observations and recommendations are made with respect to specific retail gaps:

- Clothing & Accessories – while there is potential for more clothing stores, we recognize that the current retail climate is not conducive to attracting boutique type stores especially to the Downtown. Therefore, we would not place a priority on this category of retail. In addition, part of this clothing demand would be satisfied by Walmart. It is unlikely that there is demand for national chain clothing given the surrounding retail competition and current population levels.

- Pharmacies & Personal Care – while there is a gap in the pharmacy category, this does not consider the pharmacy in the Walmart and therefore currently a gap likely does not exist.

- Convenience & Specialty Food – given the surrounding agricultural industry, there is the opportunity for more specialty food stores highlighting farm and local produce.

- Miscellaneous Retailers – miscellaneous is a broad category, however there are categories specifically bookstores that are missing within Listowel. Bookstores have been undergoing a renaissance. Within the surrounding area there are independent bookstores such as The Village Bookshop in Bayfield, Betty's Bookshelf in St. Mary's, Words Worth Books in Waterloo and The Bookshelf in Guelph.

- It should be noted that several of the survey respondents stated a need for an additional supermarket. Currently North Perth has 4.1 square feet per capita of supermarket space. Typically, a balanced market would be in the range of 3.5 square feet per capita.

The following observations and recommendations are made with respect to specific service gaps:

- Services: Health Care & Social Assistance – there are gaps within the healthcare category, however, the process for attracting more medical, dental etc. is more of a macro economic development role versus retail commercial real estate role.

- Services: Personal Care & Laundry – there are significant gaps within this category. Typical operators within this category are hair salons / barber shops.

- Services: Food & Drinking Places – the largest gap is within the restaurant category. Sit down restaurants / family restaurants were the most requested store category in terms of what respondents would like to see more of in the on-line survey. The second most requested category was quick service restaurants / fast food.

- Figure 7-1 illustrates the restaurant environment in North Perth. Approximately 36% of the restaurants are sit down types with the remaining 64% being takeout / fast food. The quantitative gap analysis does not differentiate between restaurant categories, however based on the on-line survey responses and the current distribution of restaurants, it can be concluded that there is a deficit of sit-down restaurants.

Figure 7-1: North Perth Restaurant Summary

	Downtown Listowel		Other North Perth		North Perth	
Category	#	Average Size (sq. ft.)	#	Average Size (sq. ft.)	Total	Total (%)
Sit down	5	1,900	7	2,029	12	36%
Takeout / Fast food	8	1,000	13	1,677	21	64%
Avg Total Size	13	1,346	20	1,800	33	100%

Source: Tate Research

7.2 Future Commercial Demand Summary & Recommendations

In addition to the gap analysis, TR also quantified future demand in North Perth. By 2051, there will be an estimated demand for 297,000 square feet of retail commercial space based on population and expenditure growth.

- As summarized in Figure 2-10 there is the potential for an additional 268,000 square feet of retail commercial space under construction and in the municipal development application process. These lands depending on their ultimate development configuration and type would serve a significant portion of future demand.

- In addition to the under construction and future commercial supply in the municipal development application process, there are opportunities for intensification in the Downtown.

- We would note that this demand analysis should not be interpreted as implicit support for future retail commercial developments. Any retail commercial development application should be reviewed on its own merit and comply with the Official Plan specifically Policy 3.1.2.2 which states:

"Proposals for major new or expanded retail developments may require a retail market study or other type of economic impact study. The studies, carried out by qualified professionals, shall be submitted with the development application. The terms of reference for required studies will be determined by the type, scale and scope of the development proposal

- Based on historical trends within other municipalities, there is a concern as the peripheral commercial nodes (Corridor Commercial designations) continue to develop national chains will abandon the downtown for sites with more parking etc. To mitigate this, the municipality should continue to support existing tools and potentially develop new tools to support the downtown. The policy structure supporting the downtown exists within the Official Plan (4.1.1):

  "Invest in business retention and expansion programs to support the integrity and wellbeing of downtowns and local businesses. This includes the enhancement of heritage features, preservation of unique rural, small-town character, and provision of a wide range of services and experiences." (Section 4.1.1)

  "Supporting the efforts of the Chambers of Commerce and Business Improvement Associations to revitalize the downtowns and main streets in the Urban Areas and Village and Hamlet Areas, through the implementation of various programs" (Section 6.4.7)"

7.3 Analysis Findings Summary

Generally, based on its location, size and customer draw, it is our opinion that Listowel is well positioned for the future. The three nodes of commercial space (Downtown, Listowel North and Mitchell Road) all have different characteristics. This makes North Perth attractive to a wide range of commercial businesses. In addition, there are development opportunities to accommodate future growth.

Appendix A – Retail Commercial Inventory & Future Supply

Figure A-1: North Perth Inventory of Retail Commercial Space

	Listowel							
	Downtown	Listowel North	Mitchell Road	Other Listowel	**Listowel Subtotal**	Other North Perth	**North Perth Total**	*Percent Distribution*
Food & Beverage Retail (FBR)								
Supermarkets & Grocery Stores	0	20,700	55,300	0	**76,000**	0	**76,000**	*9.0%*
Convenience & Specialty Food Stores	10,500	4,500	1,900	0	**16,900**	2,000	**18,900**	*2.2%*
Beer, Wine & Liquor	900	1,200	5,300	0	**7,400**	700	**8,100**	*1.0%*
Food & Beverage Retail (FBR)	11,400	26,400	62,500	0	**100,300**	2,700	**103,000**	*12.2%*
Non-Food & Beverage Retail (NFBR)								
General Merchandise	34,900	0	122,500	0	**157,400**	0	**157,400**	*18.6%*
Clothing, Shoes & Accessories	13,700	0	5,000	1,000	**19,700**	16,500	**36,200**	*4.3%*
Furniture, Home Furnishings & Electronics	9,300	4,100	0	18,300	**31,700**	0	**31,700**	*3.7%*
Pharmacies & Personal Care Stores	16,100	1,400	0	0	**17,500**	0	**17,500**	*2.1%*
Building & Outdoor Home Supplies	26,700	0	0	3,700	**30,400**	17,100	**47,500**	*5.6%*
Miscellaneous Retailers	34,300	8,300	9,000	0	**51,600**	0	**51,600**	*6.1%*
Automotive	0	8,900	11,600	0	**20,500**	0	**20,500**	*2.4%*
Subtotal Non-Food & Beverage Retail (NFBR)	135,000	22,700	148,100	23,000	**328,800**	33,600	**362,400**	*42.8%*
Service Space								
Food Services & Drinking Places	19,200	7,500	24,700	1,800	**53,200**	2,000	**55,200**	*6.5%*
Personal Care & Laundry Services	19,100	0	0	0	**19,100**	1,500	**20,600**	*2.4%*
Financial, Insurance, Legal & Real Estate Services	83,300	10,100	3,900	2,900	**100,200**	600	**100,800**	*11.9%*
Health Care & Social Assistance Services	33,000	6,800	2,100	0	**41,900**	1,600	**43,500**	*5.1%*
Entertainment & Recreation Services	15,000	2,800	2,200	42,800	**62,800**	9,300	**72,100**	*8.5%*
Other Services	15,900	20,200	3,100	7,500	**46,700**	700	**47,400**	*5.6%*
Subtotal Service Space	185,500	47,400	36,000	55,000	**323,900**	15,700	**339,600**	*40.1%*
Total Occupied Retail & Service Space	331,900	96,500	246,600	78,000	**753,000**	52,000	**805,000**	*95.0%*
Vacant	10,000	21,000	4,300	0	**35,300**	7,000	**42,300**	5.0%
Vacancy Rate (%)	*2.9%*	*17.9%*	*1.7%*	*0.0%*	***4.5%***	*11.9%*	***5.0%***	
Total Retail & Service Space	341,900	117,500	250,900	78,000	**788,300**	59,000	**847,300**	*100.0%*
Percent Distribution	*40.4%*	*13.9%*	*29.6%*	*9.2%*	***93.0%***	*7.0%*	***100.0%***	

Source: Tate Research. Based on inventory and site inspections completed by TR in October 2025. Rounded to the nearest 100 square feet.

Downtown

Downtown includes 341,900 square feet or 40.4 % of all retail commercial space within North Perth. This space is comprised of:

- 11,400 square feet of FBR;
- 135,000 square feet of NFBR;
- 185,000 square feet of Service Space; and,
- 10,000 square feet of vacant.

Tate Research – Main St W

Listowel North

Listowel North includes 117,500 square feet or 13.9 % of all retail commercial space within North Perth. This space is comprised of:

- 26,400 square feet of FBR;
- 22,700 square feet of NFBR;
- 47,400 square feet of Service Space;
- 21,000 square feet of vacant space.
- The large amount of Vacant space, is due entirely to the former Peavey Mart on Wallace Ave N.

Tate Research – Wallace Ave N

Mitchell Road

Mitchell Road includes 250,900 square feet or 29.6 % of all retail commercial space within North Perth. This space is comprised of:

- 62,500 square feet of FBR;
- 148,100 square feet of NFBR;
- 36,000 square feet of Service Space; and,
- 4,300 square feet of vacant space.

Tate Research – Mitchell Rd S

Other Listowel

The Other Listowel node includes 78,000 square feet or 9.2 % of all retail commercial space within North Perth. This space is comprised of:

- 23,000 square feet of NFBR;
- 55,000 square feet of Service Space; and,
- No vacant space.

Other North Perth

Retail commercial space within the Hamlets accounts for 59,000 square feet or about 7.0 % of all retail commercial space in North Perth. This space is comprised of:

- 2,700 square feet of FBR;
- 33,600 square feet of NFBR;
- 15,700 square feet of Service Space; and,
- 7,000 square feet of vacant space.

Listowel Summary

Across the four Listowel nodes, the area contains 100,300 square feet of Food & Beverage Retail, 328,800 square feet of Non-Food & Beverage Retail, 268,900 square feet of Service Space and 35,300 square feet of vacant space. The combined retail and service inventory totals 733,300 square feet or 86.5 % of all retail commercial space in North Perth.

- The largest service category across Listowel is Financial, Insurance, Legal & Real Estate Services (97,300 square feet), followed by Food Services & Drinking Places (51,400 square feet).

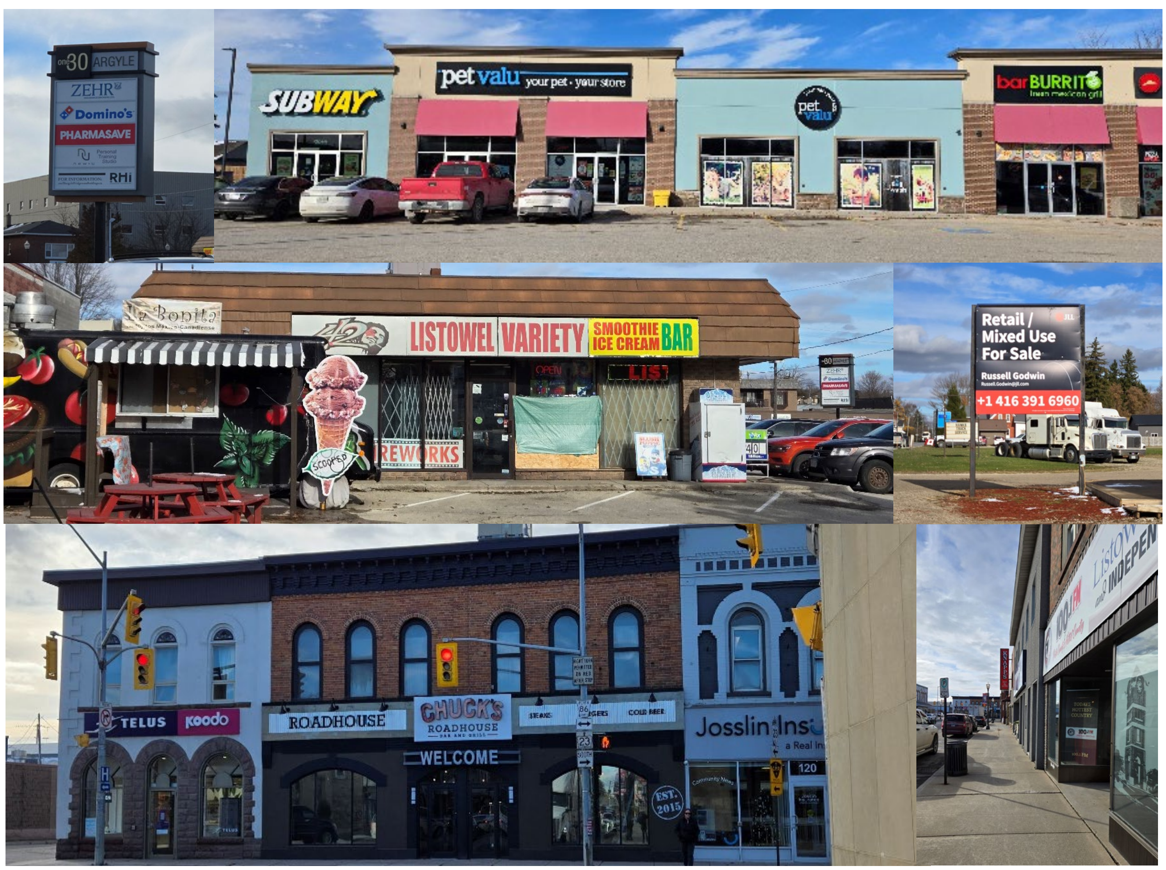
- The largest retail category in Listowel is General Merchandise (157,400 square feet) followed by Supermarkets & Grocery Stores (76,000 square feet).

- Listowel has approximately 35,300 square feet of vacant retail commercial space. This vacancy represents about 4.8 % of all space in Listowel, which is slightly below the normal range for a balanced market of 5.0 % to 7.5 %.

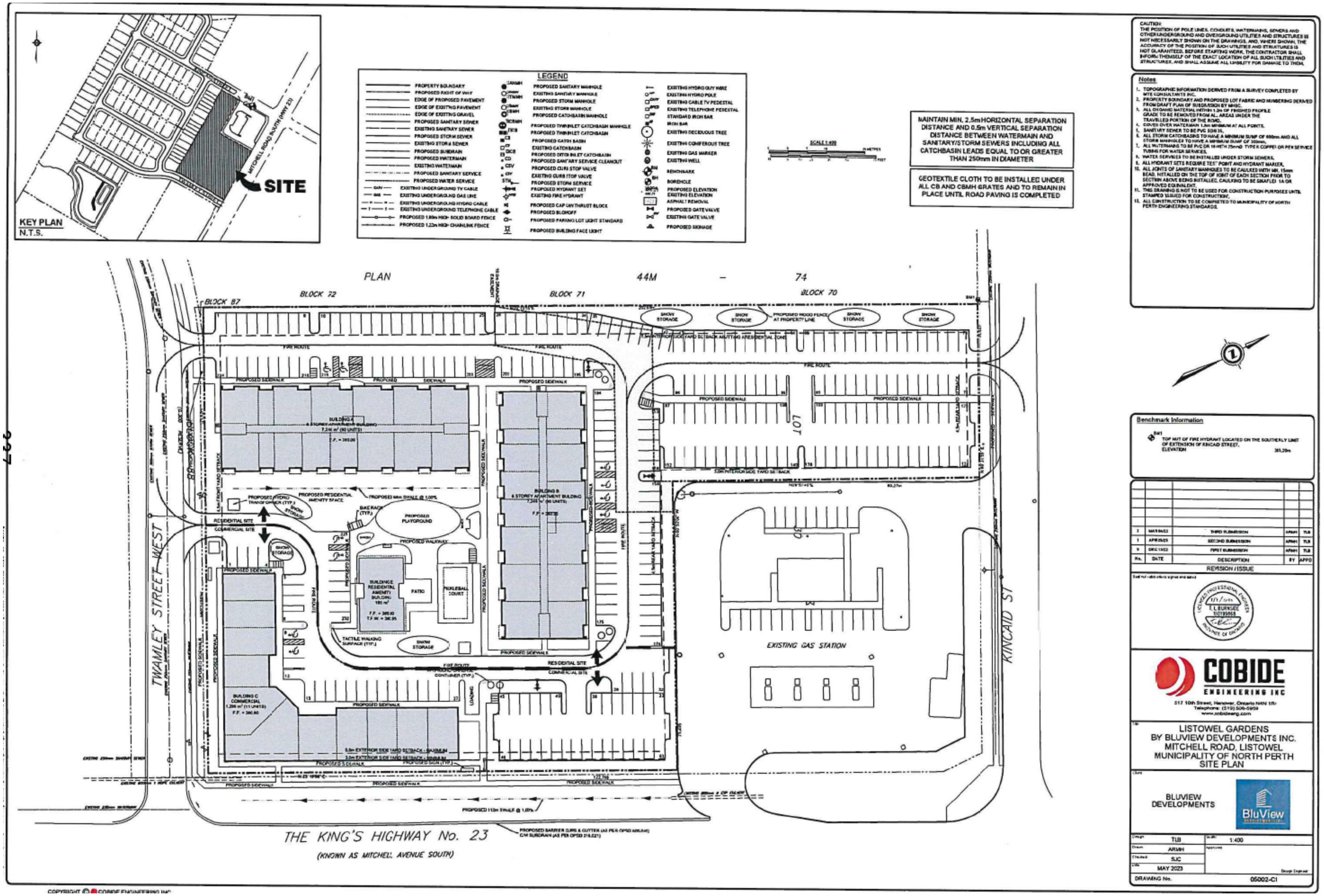
North Perth Summary

North Perth contains approximately 103,000 square feet of Food & Beverage Retail, 362,400 square feet of Non-Food & Beverage Retail, 339,600 square feet of Service Space and 42,300 square feet of vacant space. Collectively, the municipality has 847,300 square feet of retail and service space.

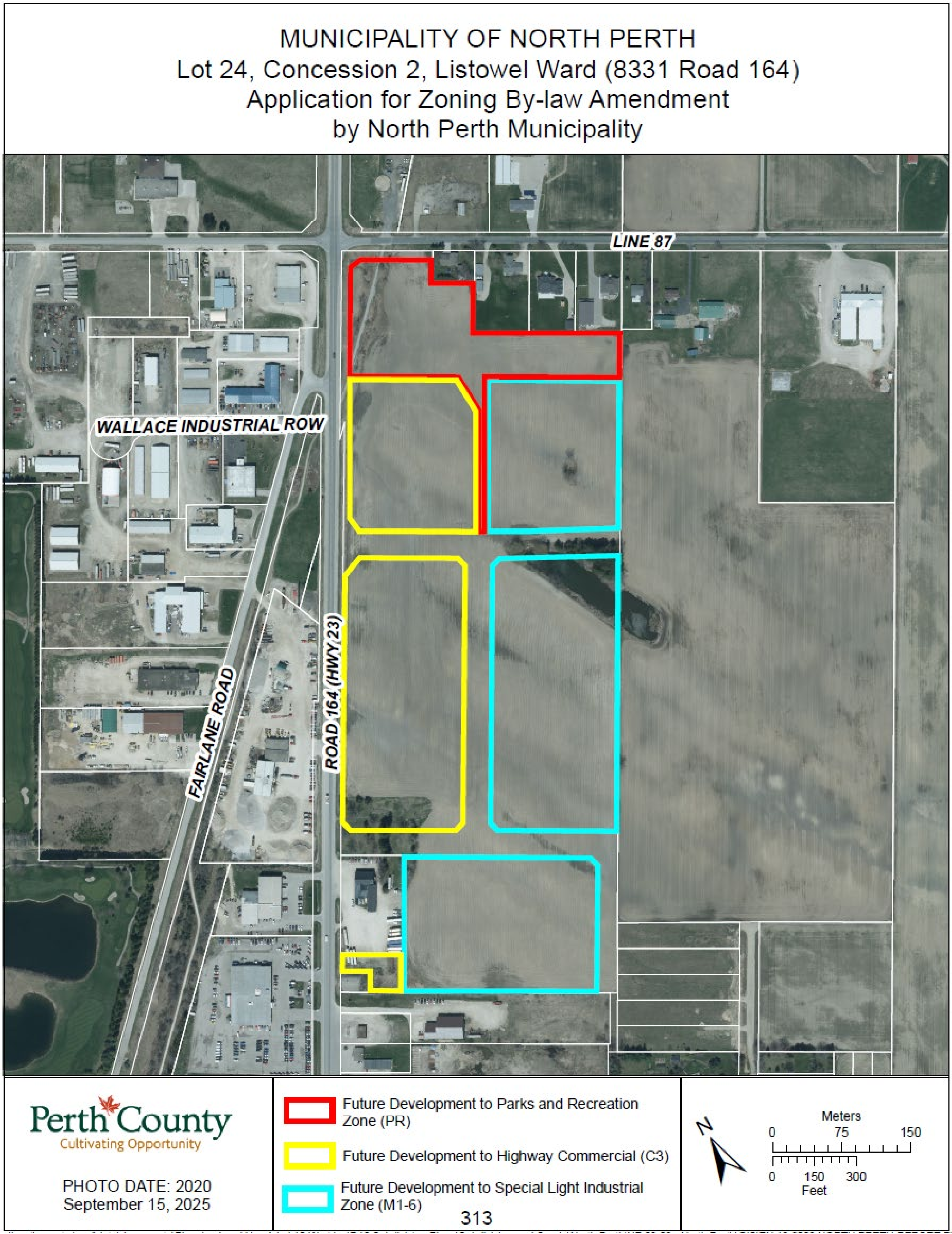
- The largest service category in North Perth is Financial, Insurance, Legal & Real Estate Services (100,800 square feet), followed by Entertainment & Recreation Services (72,100 square feet).
- The largest retail category is General Merchandise (157,400 square feet) followed by Supermarkets & Grocery Stores (76,000 square feet).
- There are 42,300 square feet of vacant retail commercial space in North Perth, equating to a vacancy rate of 5.0 %. This is just below the normal range for a balanced market of 5.0 % to 7.5 %.



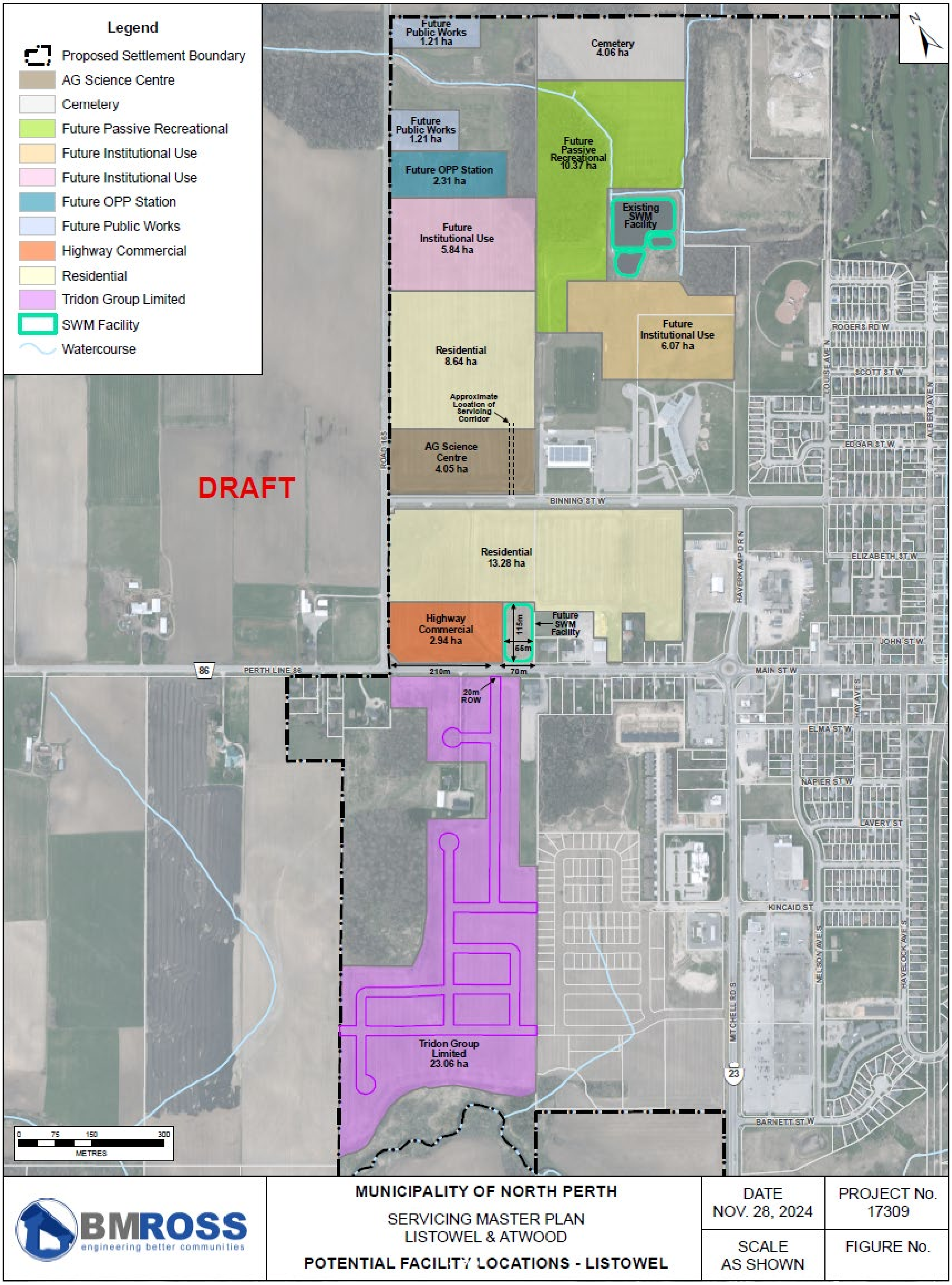
Listowel Gardens – 14,000 sq. ft. of new commercial space



8331 Road 164 – Potential for 175,000 sq. ft. of new commercial space



West Development Plan – Potential for 79,000 sq. ft. of new commercial



Appendix B – Customer Draw

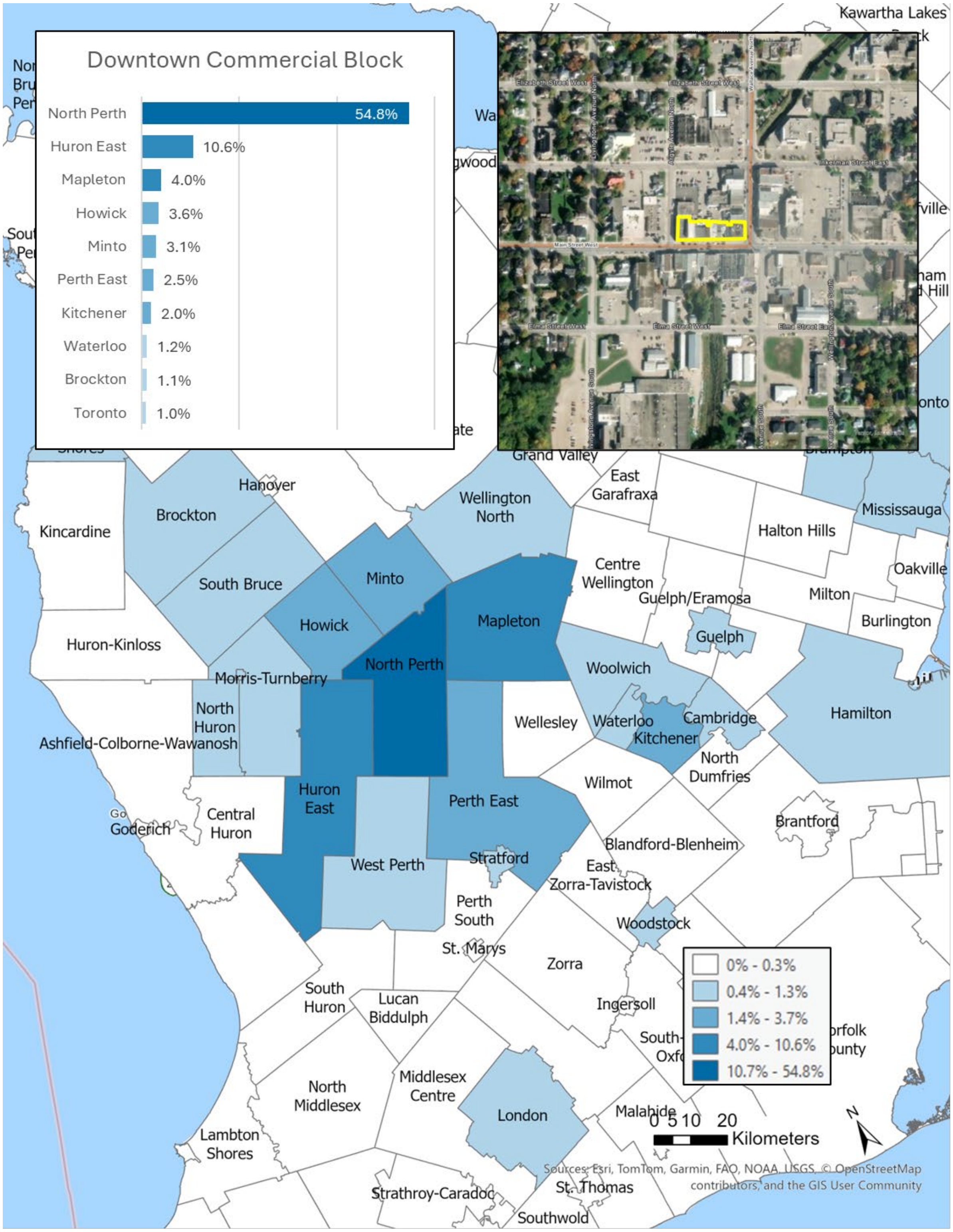
This Appendix details the mobility data used as input into parts of the analysis.

TR often examines mobility location data to establish and understand the customer draw of various retail locations. The mobility location data is anonymized, permission-based data collected from location enabled devices. Each smartphone has a unique device ID and a common evening location, which represents where each device spends the majority of its time at night as is used as a proxy for place of residence.

The data used was from a one-year period, from September 1, 2024 - September 1, 2025. In this report, TR examined five locations in North Perth to establish their customer draw:

- Downtown Commercial Block, a block in Downtown Listowel along Main St W, in-between Argyle Ave and Wallace Ave N
- Canadian Tire
- Walmart
- Zehrs
- Food Basics

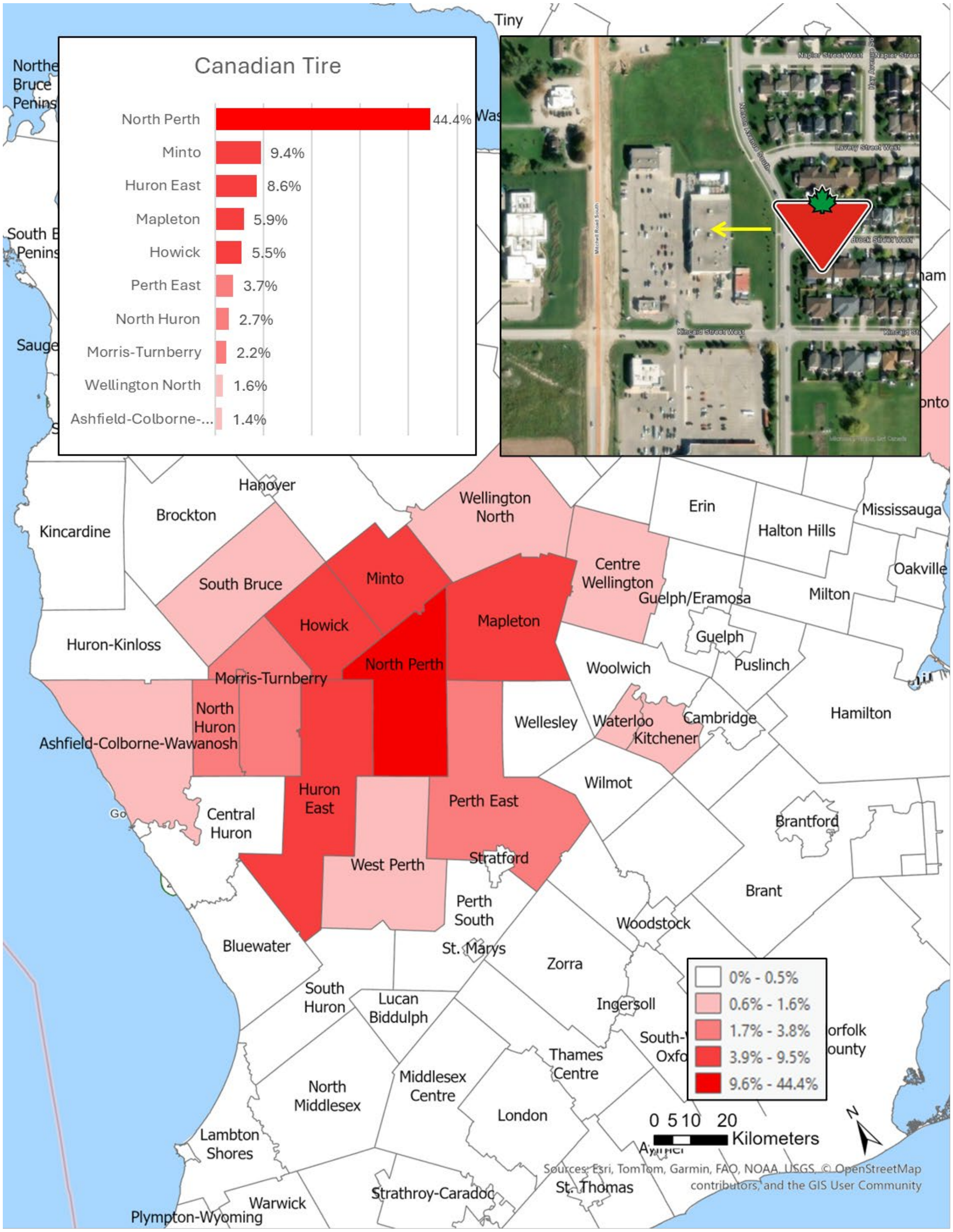
Figure B-1: Downtown Listowel Commercial Block Customer Draw (mobility data)



1) *Azira* mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) *Data from September 1, 2024 – September 1, 2025*

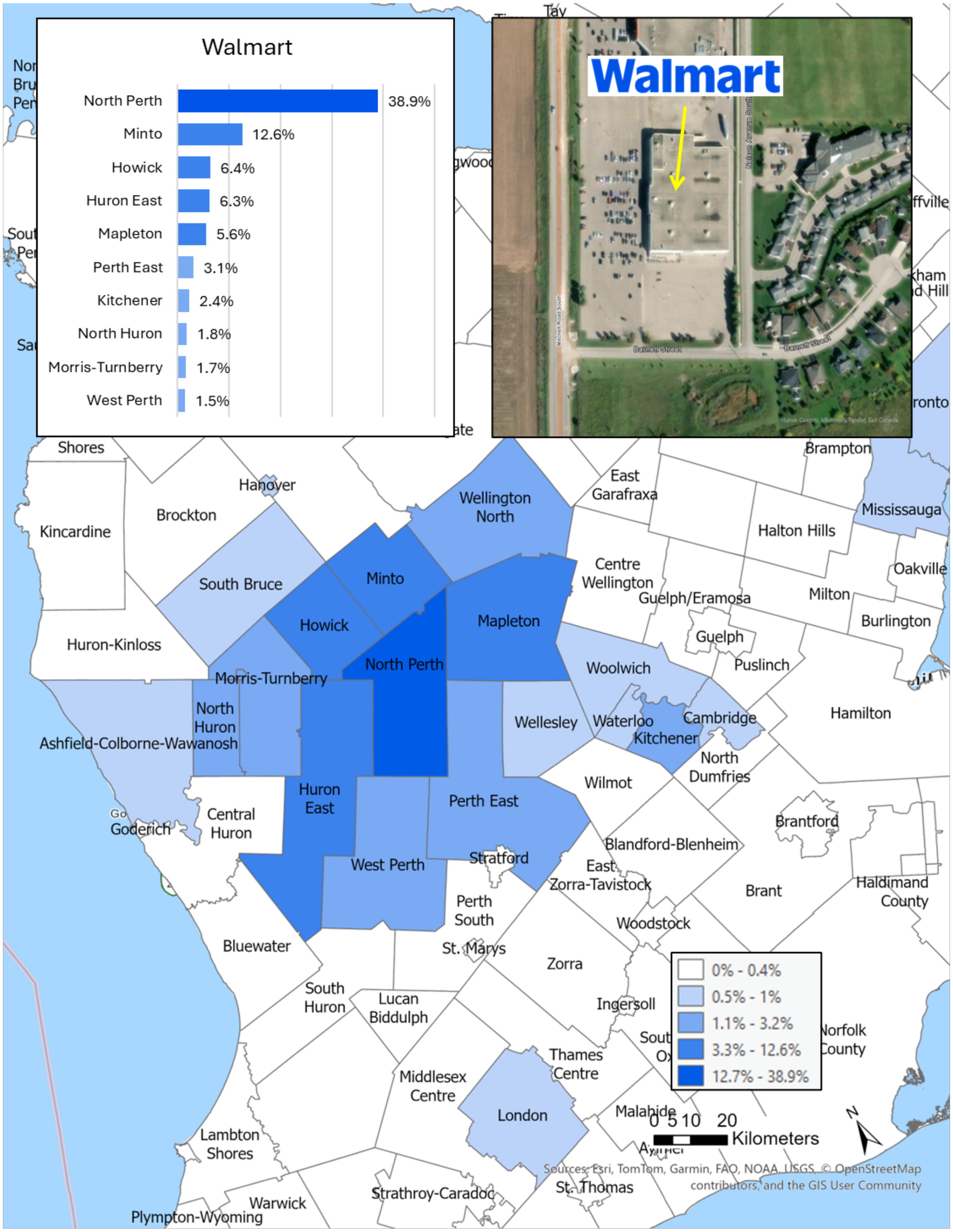
Figure B-2: North Perth Canadian Tire Customer Draw (mobility data)



1) Azira mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) Data from September 1, 2024 – September 1, 2025

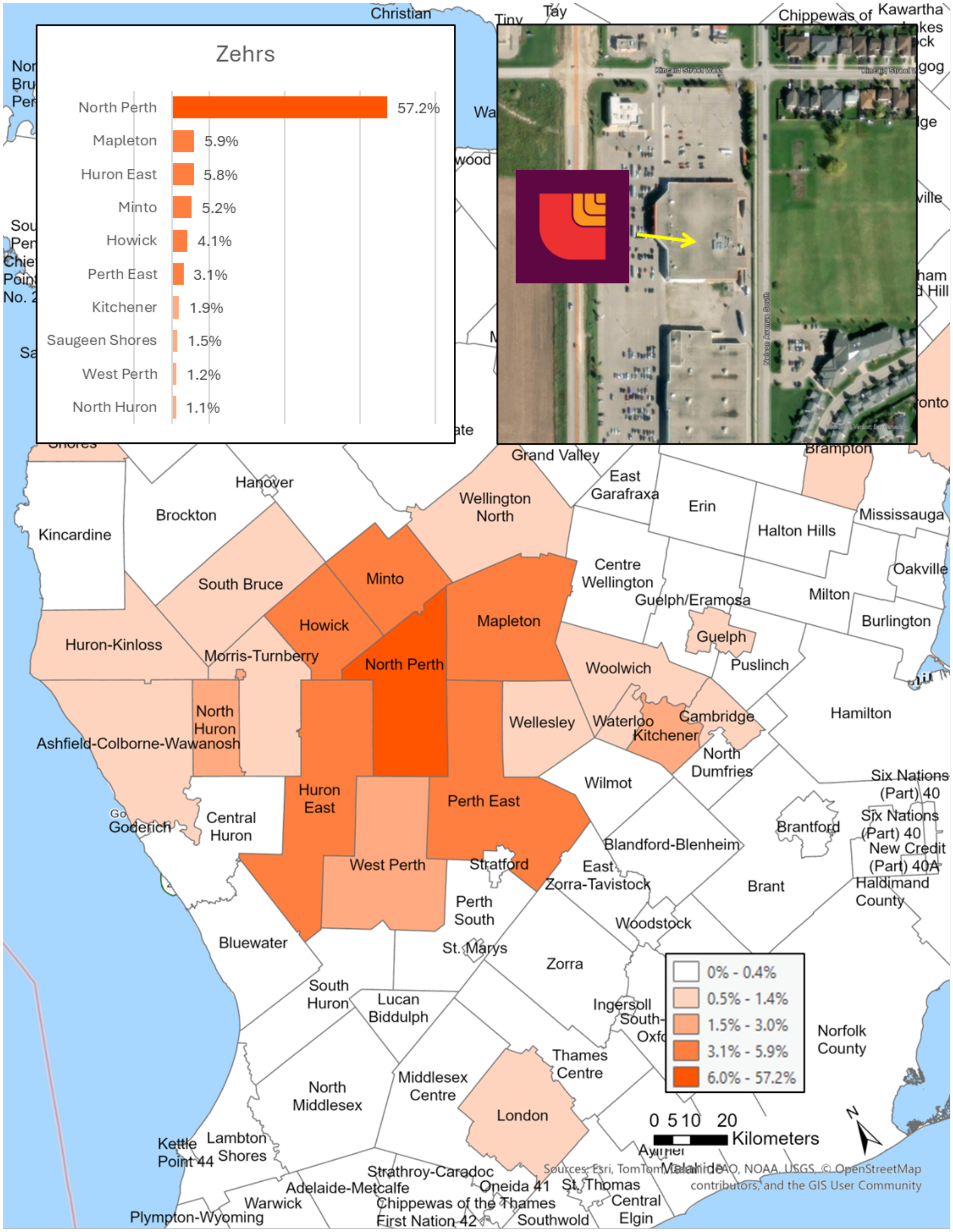
Figure B-3: North Perth Walmart Customer Draw (mobility data)



1) Azira mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) Data from September 1, 2024 – September 1, 2025

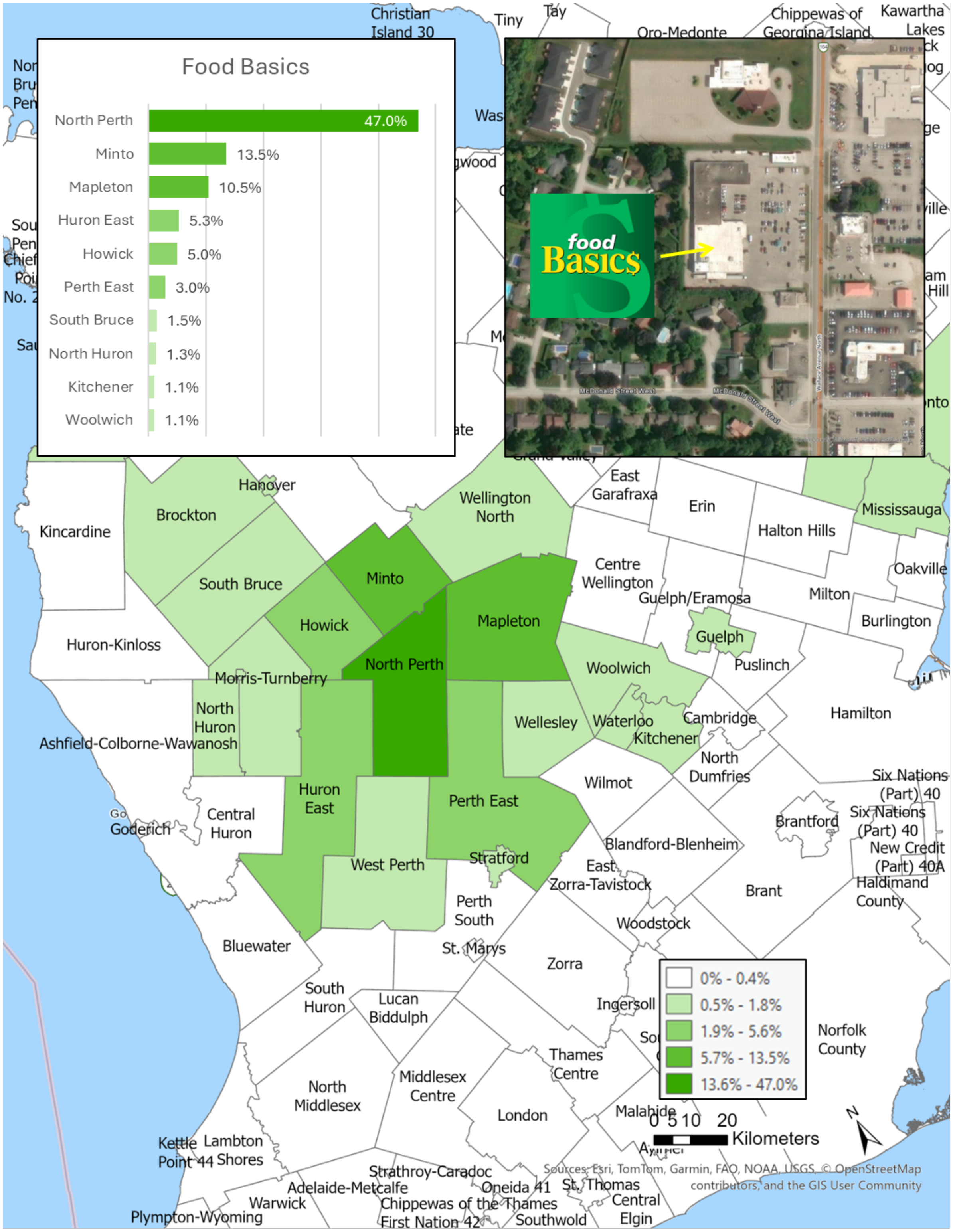
Figure B-4: North Perth Zehrs Customer Draw (mobility data)



1) Azira mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) Data from September 1, 2024 – September 1, 2025

Figure B-5: North Perth Food Basics Customer Draw (mobility data)



1) *Azira* mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) *Data from September 1, 2024 – September 1, 2025*

Figure B-6: North Perth Cross Shopping (mobility data)

Lowest to Highest (%) by Category

locations	Canadian Tire	Walmart	Food Basics	Commercial Block	Zehrs
Canadian Tire	100%	17%	21%	13%	18%
Walmart	46%	100%	44%	27%	38%
Food Basics	23%	19%	100%	15%	20%
Commercial Block	23%	18%	25%	100%	21%
Zehrs	43%	34%	43%	28%	100%

1) Azira mobile data is anonymized, permission-based data collected from location enabled mobile devices.

2) Data from September 1, 2024 – September 1, 2025

Figure B-6 should be read as follows:

- Of the people who visited Canadian Tire (Column), 46% also visited Walmart.
- Of the people who visited Walmart (Column) 17% also visited Canadian Tire.

Appendix C – On-Line Survey Summary

This appendix details retail market demand survey data obtained by the municipality of North Perth using yoursaynorthperth.ca from October 7th – November 10th, 2025. The study received 106 unique respondents highlighting where and why they shop outside of North Perth, what types of businesses they would like to see added and how the local retail environment could be improved.

Q11 and Q25 were not included in the report due to privacy concerns

- When asked what cities or areas outside of North Perth they travel to for shopping, 52% of respondents cited Kitchener-Waterloo and 22% mentioned Stratford. This may reflect gaps in North Perth's retail market and / or outbound commuting residents choosing to do their shopping closer to where they work.

- When asked what types of goods and services they purchase outside of north Perth, 32% of respondents cited clothing and apparel, most often in search of cheaper clothing options like Old Navy. 22% of answers mentioning leaving the municipality for sit down restaurants.

- This sentiment for more sit-down restaurants is echoed further in the survey as 28% of respondents mentioned wanting more sit-down restaurants when asked what type of retail and services they would like to see more of within North Perth. Wanting specific quick service/fast food restaurants (11%) and a desire for more grocery options (10%) were the next two most mentioned desires. However, the desire for more quick service / fast food restaurants and grocery stores were mostly mentions of personal preference, not so much that there's an inherent lack of offerings.

- When asked about the perception of current offerings, the greatest response (22%) was concern over the oversaturation of fast-food offerings, cannabis stores and even nail salons. The next highest response at 14% was the general sentiment that there is limited variety when it comes to shopping in Noth Perth and that there is a need for larger grocery stores (12%).

- Later and / or improved weekend hours were mentioned in 20% of responses when asked about factors to make shopping in North Perth more attractive. Along with more parking (18%) to improve access to Listowel's downtown.

Figure C-1: Respondent Characteristics

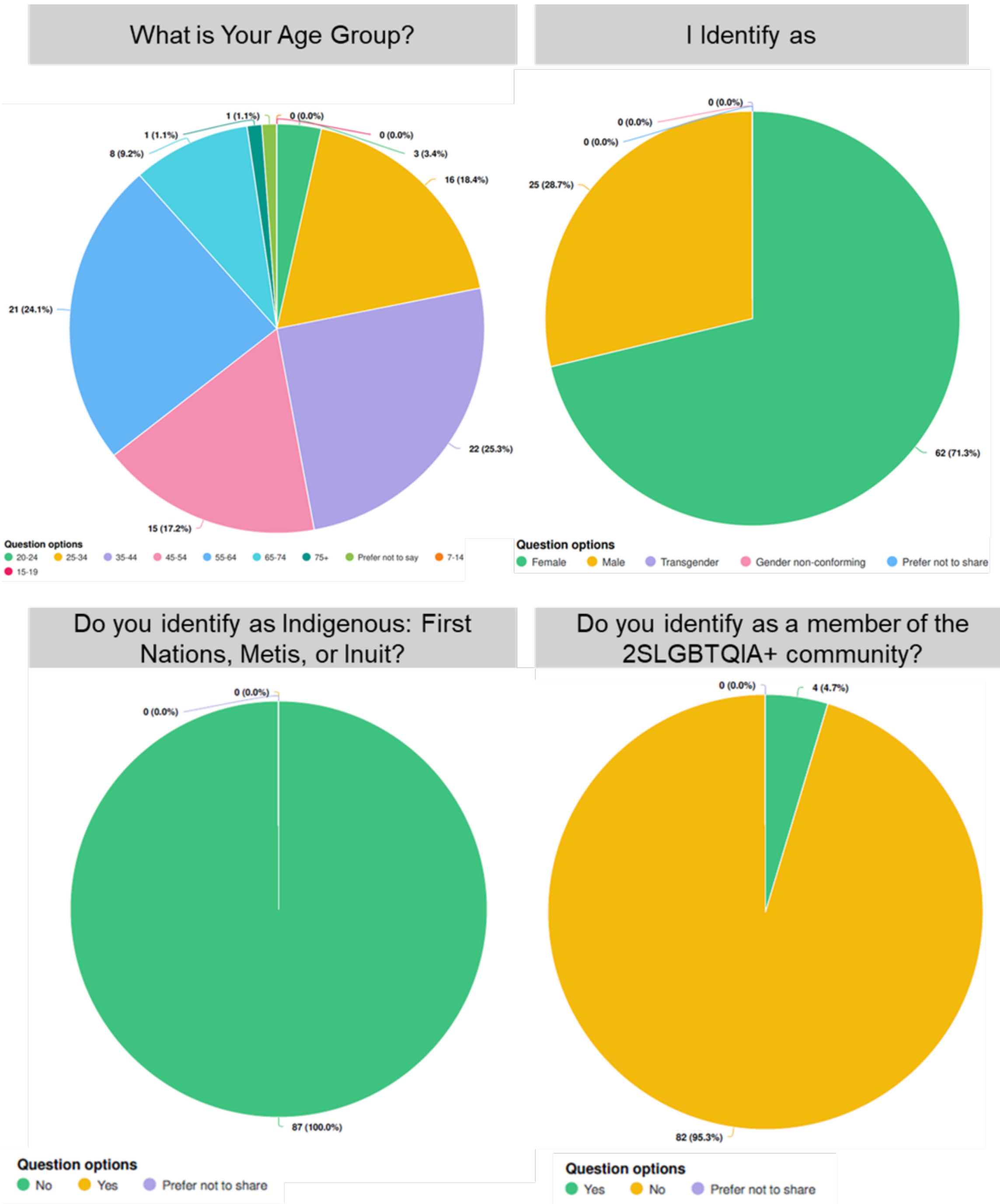


Figure C-2: Respondent Characteristics

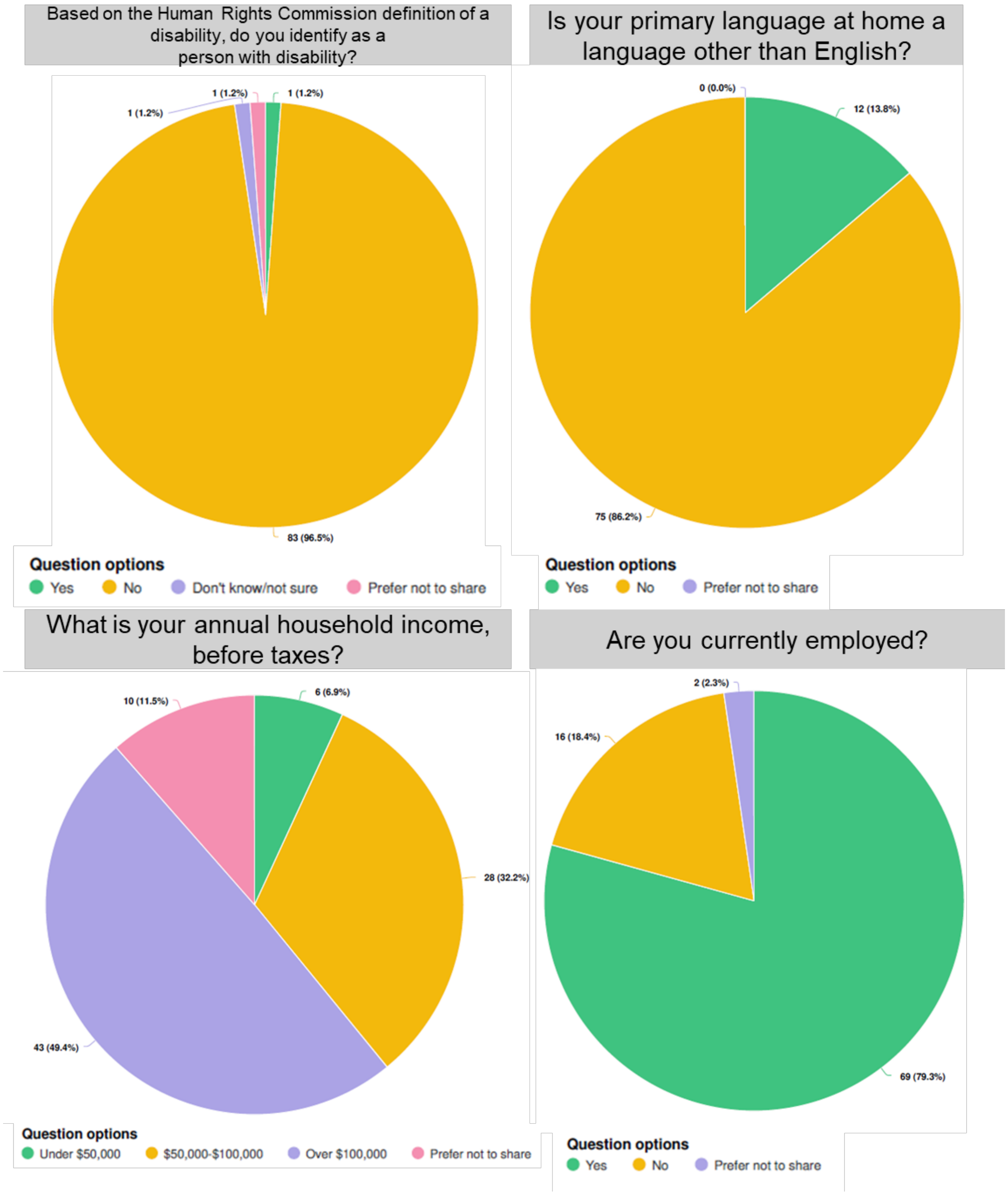


Figure C-3: Respondent Characteristics

How would you primarily describe yourself? (If more than one apply, select the one that is most important to you).

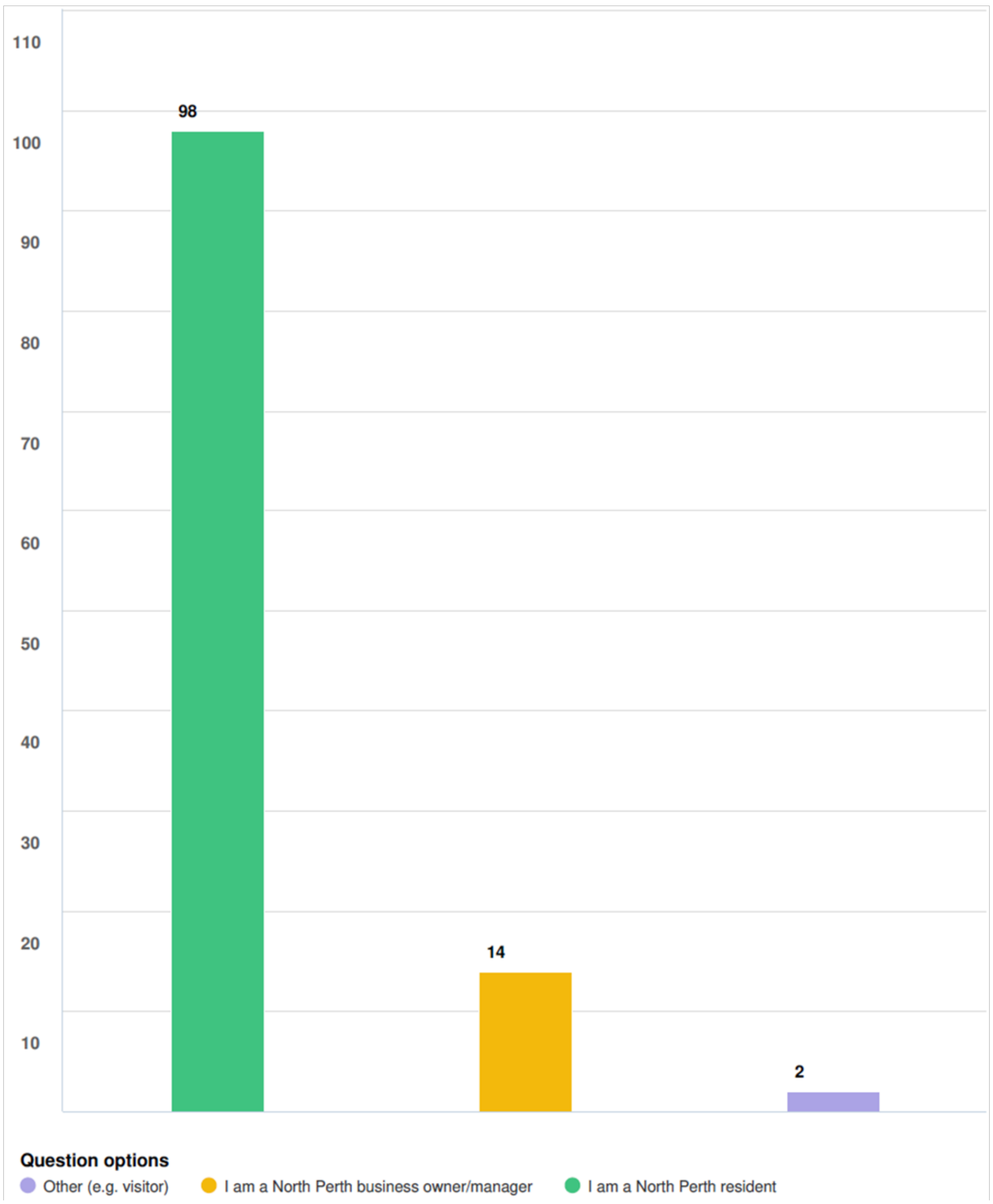


Figure C-4: Shopping Habits

For the following categories of retail businesses please estimate how much of your monthly expenditures occurs within North Perth (i.e. Listowel, etc.)

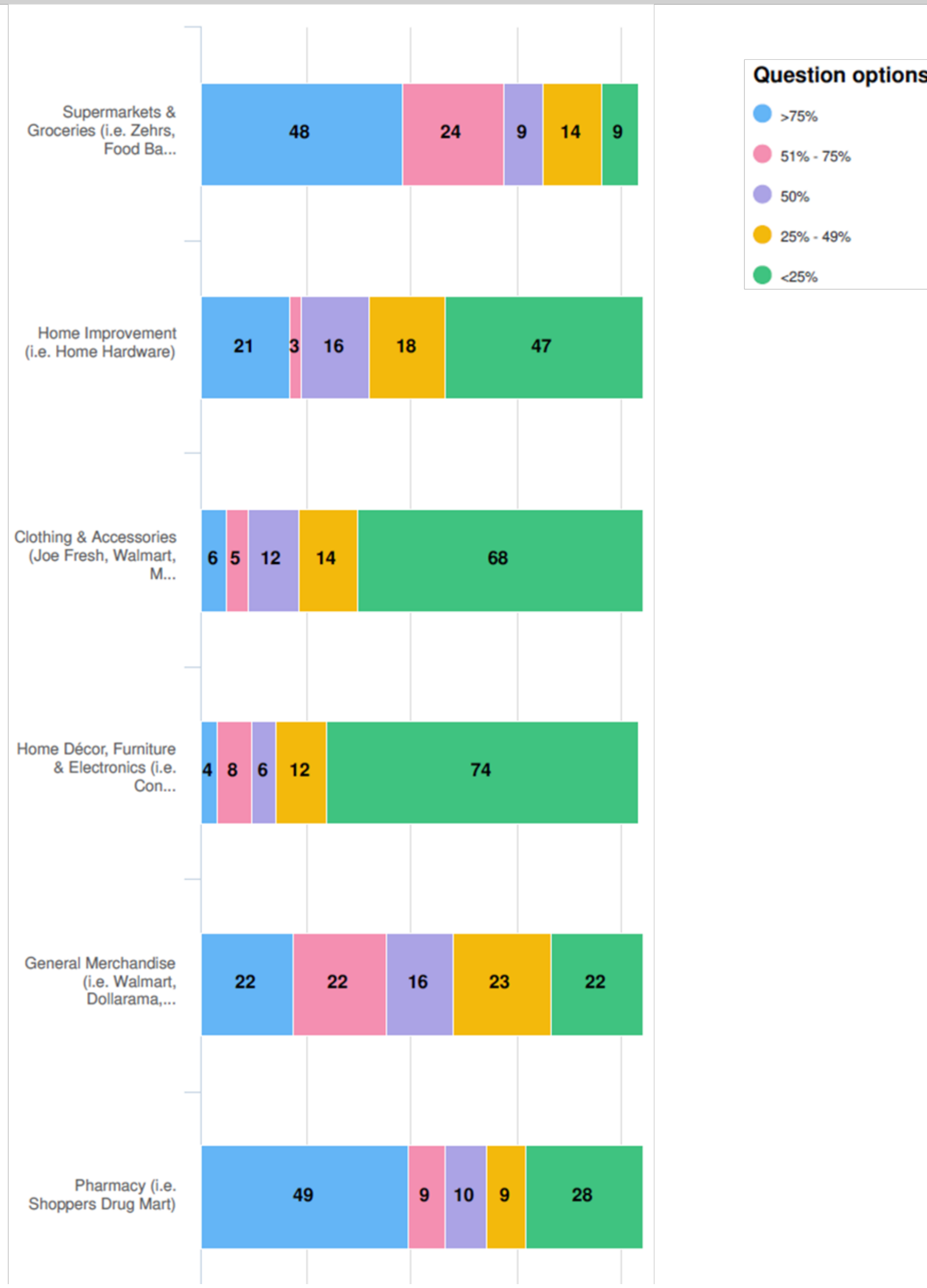


Figure C-5: Monthly Expenditure

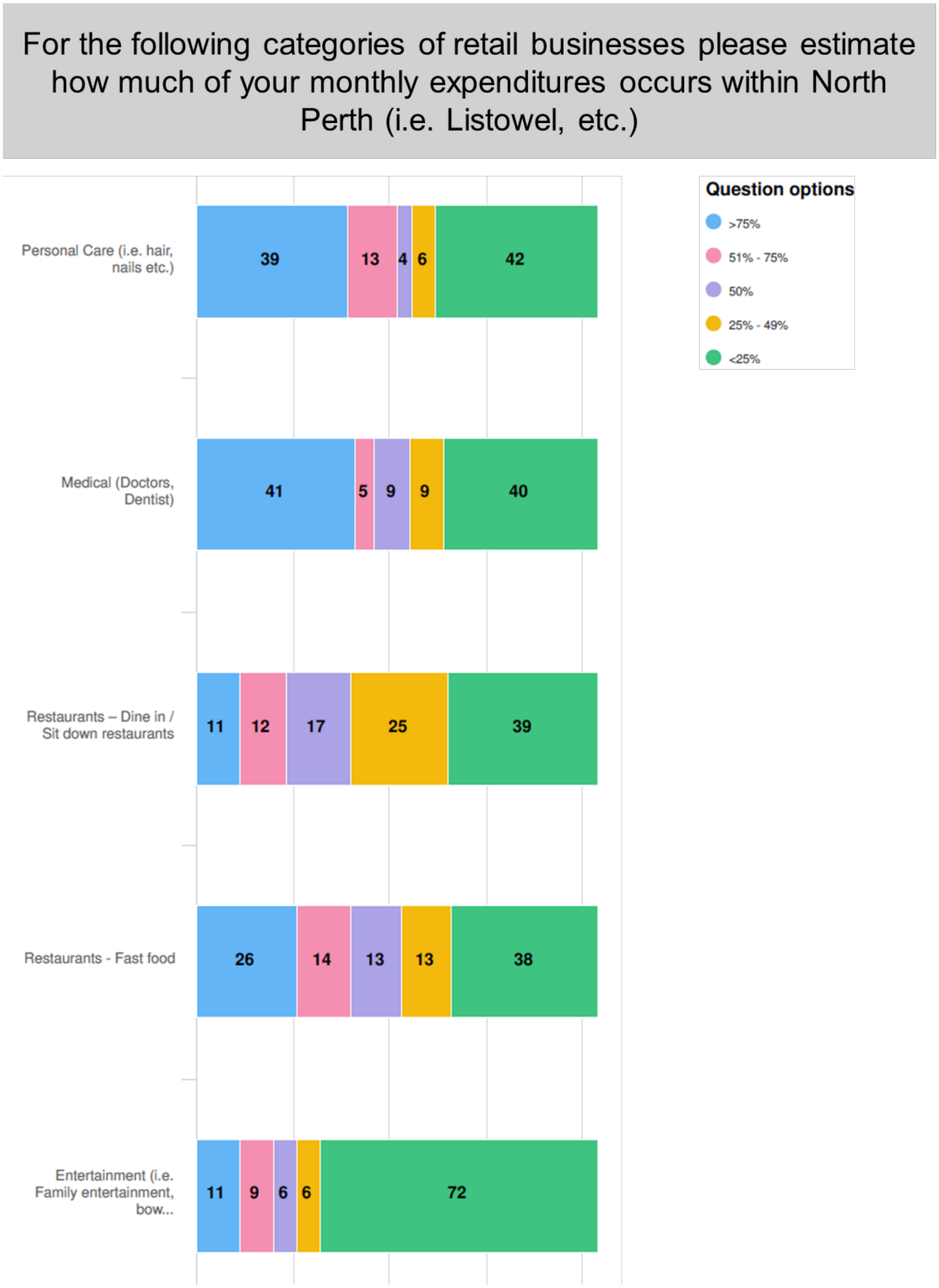


Figure C-6: Business Owners; Length of Time Business has been open

When did you open your business in North Perth? (Respondents who indicated they were business owners)

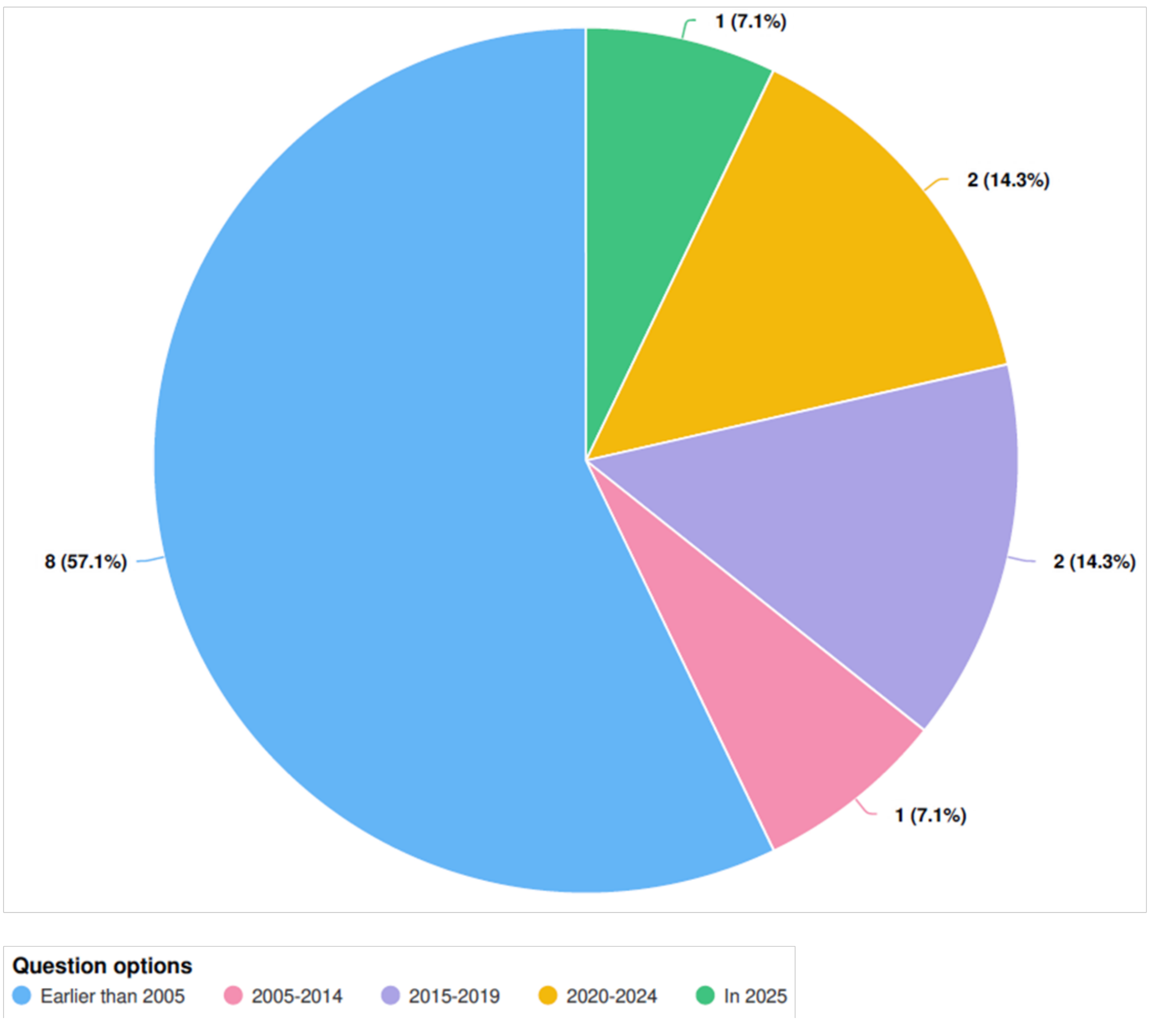


Figure C-7: Business Owners; Business Growth

Over the past three years has your business grown, remained the same, or decreased in size in the following areas:

Figure C-8: Business Owners; Business Growth Needs

What does your business need to remain sustainable and grow in the coming years? (choose up to three)

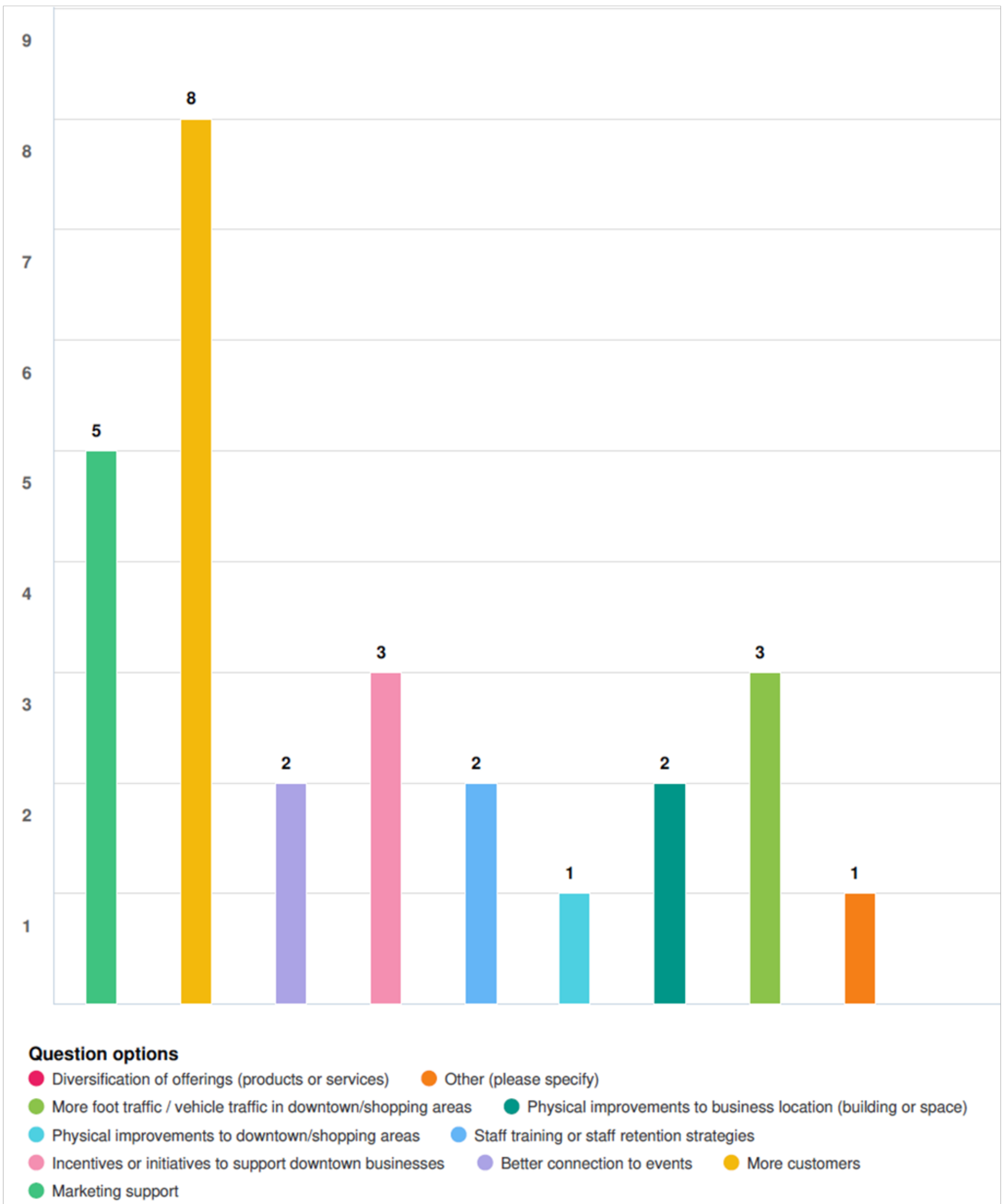


Figure C-9: Business Owners; Customer Draw

What typically draws customers to your business? (choose up to three)

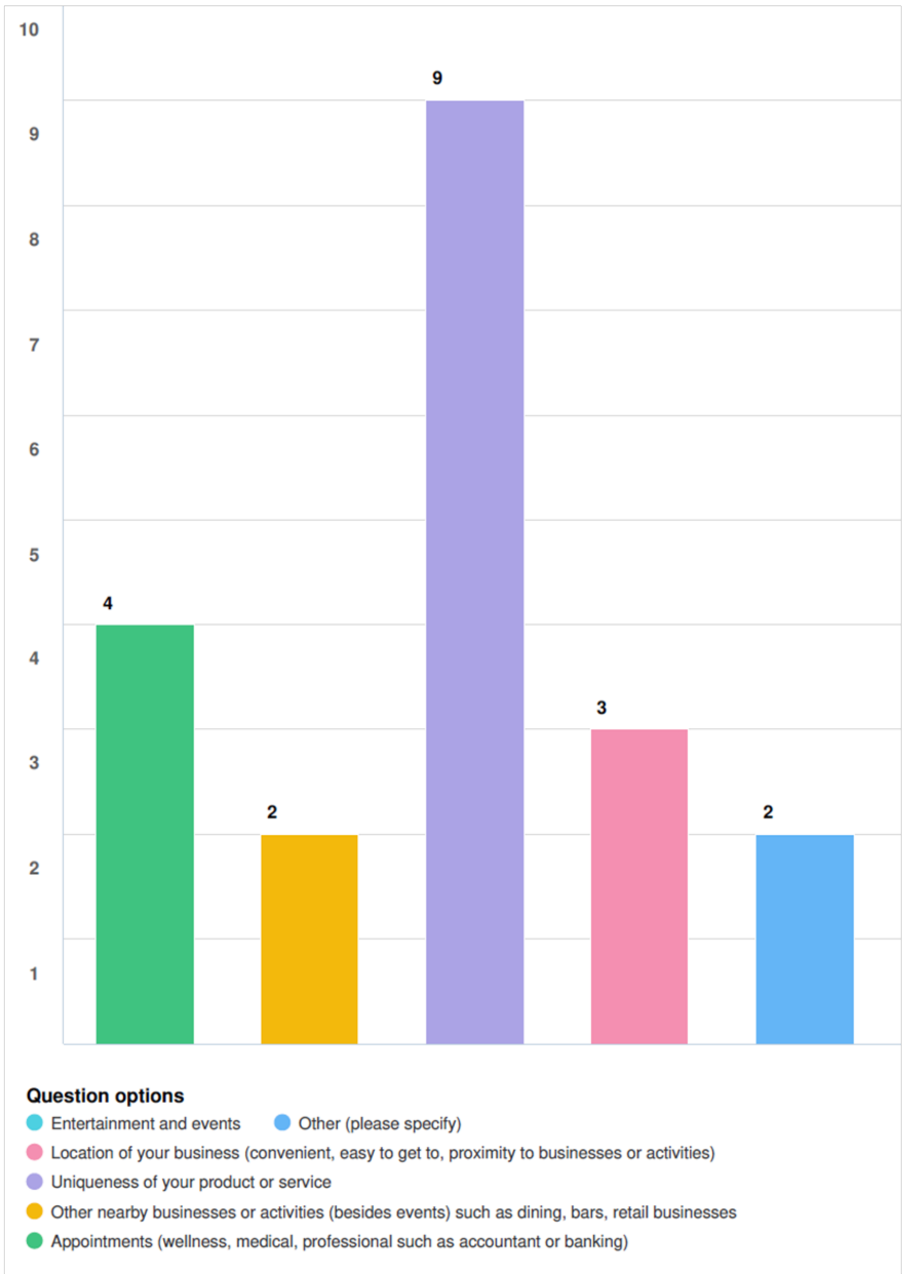


Figure C-10: Respondent Characteristics

What % of non-food and food expenditures are made online and delivered to your home

Normalized Category	Number of Responses	Percentage Distribution
0.00%	33	34.0%
1–24%	28	28.9%
25–49%	13	13.4%
50–74%	12	12.4%
75%+	11	11.3%
Total	97	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 97

Figure C-11: Respondent Characteristics

Outside of North Perth, what cities or areas do you typically go to for shopping?

Town/City	Number of Responses	Percentage Distribution
Kitchener Waterloo	114	49.1%
Stratford	49	21.1%
Guelph	14	6.0%
London	10	4.3%
Wingham	10	4.3%
Elmira	6	2.6%
Goderich	5	2.2%
Harriston	3	1.3%
Hanover	2	0.9%
Mount Forest	2	0.9%
Toronto	2	0.9%
St. Jacobs	2	0.9%
Other	13	5.6%
Total	232	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 103
"Other" Includes values that = 1

Figure C-12: Shopping Locations

What types of goods and services do you frequent / purchase outside of North Perth?

Category	Number of Responses	Percentage Distribution
Clothing / Apparel	53	24.2%
Dining / Restaurants / Bars	36	16.4%
Home Décor / Furniture	20	9.1%
Groceries / Food / Specialty Food	19	8.7%
Home Improvement / Building Supplies / Hardware	15	6.8%
Shoes / Footwear	10	4.6%
Entertainment / Experiences (movies, concerts, bowling, brewery, etc.)	9	4.1%
Costco / Bulk Shopping	8	3.7%
Electronics / Appliances	7	3.2%
Health / Personal Care (hair, massage, doctor, dentist, etc.)	7	3.2%
Agricultural / Farm Supplies	4	1.8%
Children's Items / Toys	4	1.8%
Pet Supplies	3	1.4%
Books / Stationery / Art Supplies	3	1.4%
Sports Equipment / Outdoor Gear	3	1.4%
Home Décor / Gifts (generalized gift or décor shopping)	3	1.4%
Vehicle / Auto Parts / Gas	3	1.4%
Events / Rentals / Hobbies	2	0.9%
Thrift / Secondhand Stores	2	0.9%
Medical / Specialty Services (optical, labs, addiction services)	2	0.9%
Beauty / Cosmetics / Bath & Body	2	0.9%
Leisure / Recreation Activities (playgrounds, museums, etc.)	2	0.9%
Fitness Equipment / Sporting Goods	1	0.5%
Butcher / Meat Shops	1	0.5%
Total	219	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 98

Figure C-13: Desired Retailers

Recognizing that North Perth is limited in the types of good and services it can provide due to its size, what types of retailers and services would you like to see / more of in North Perth?

Category	Number of Responses	Percentage Distribution
Sit-Down / Family Restaurants (Swiss Chalet, Boston Pizza, East Side Mario's, pubs, patio dining, etc.)	72	27%
Quick Service Restaurants/Fastfood (Harvey's, Mary Brown's, Chick-fil-A, Pita Pit, etc.)	28	11%
Grocery Stores (No Frills, Sobeys, Metro, Farm Boy, Superstore, etc.)	27	10%
Clothing / Apparel Stores (general or brand-specific)	22	8%
Home Improvement / Hardware / Building Supply Stores (Home Depot, Princess Auto, etc.)	10	4%
Entertainment / Activities (bowling, escape room, arcade, cinema, axe throwing, etc.)	10	4%
Home Décor / Furniture / Gifts	8	3%
Independent / Non-Chain Restaurants or Cafés	8	3%
Book Store / Arts & Culture Retail	6	2%
Big Box / Department Stores (Walmart Supercentre, Costco, Winners/Homesense, etc.)	6	2%
Health & Wellness (fitness, yoga, medical, addiction support)	6	2%
Children's Activities / Indoor Playgrounds / Family Recreation	6	2%
Sporting Goods / Outdoor Equipment	5	2%
Beauty / Personal Care (salons, barbers, First Choice Hair, etc.)	4	2%
Entertainment Venues / Live Music / Breweries	4	2%
Men's / Women's Clothing Specialty Stores	4	2%
Pet Supplies / Groomers	3	1%
Transportation / Transit / EV Infrastructure	2	1%
Hotels / Lodging (Hampton Inn, etc.)	2	1%
Bookstore / Stationery	2	1%
Home Improvement Services (contractor, reno, etc.)	2	1%
Toy / Children's Store	2	1%
Specialty Grocery (European, Asian, Health Food)	2	1%
Medical / Eye Care / Optical	2	1%
Community / Recreation Facilities (YMCA, indoor pool, senior centre)	6	2%
Fast Food Reduction / "Fewer chains" sentiment (requests for less repetition of pizza/vape/fast food)	9	3%
Other Unique Retail / Specialty Concepts (brewery, thrift, etc.)	4	2%
	262	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 101

Figure C-14: Comments or Observations

Do you have any other comments or observations you would like the Municipality to know about the commercial offering in North Perth?

Category / Theme	Number of Responses	Percentage Distribution
Oversaturation of Fast Food / Redundant Businesses (too many pizza, vape, cannabis, or nail salons)	23	14.2%
Need for Additional Grocery Options / Larger Stores (Food Basics/Walmart too small)	15	9.3%
Need for More Sit-Down / Family Dining Options	14	8.6%
Limited Shopping Variety / Too Many Repetitive Stores	13	8.0%
Downtown Improvements (aesthetics, revitalization, vacancies, façades)	12	7.4%
Store Hours Too Short / Need Later or Weekend Hours	10	6.2%
Traffic / Truck Congestion in Downtown	8	4.9%
Support Local Shopping / Encourage Residents to Shop Downtown	8	4.9%
Growth Outpacing Infrastructure (housing, healthcare, retail lagging)	8	4.9%
Better Parking or Access to Downtown	7	4.3%
Desire for Independent / Non-Chain Businesses	6	3.7%
Calls for More Unique Offerings / Attractions (markets, brewery, events)	6	3.7%
Frustration with Customer Service / Experience in Local Shops	5	3.1%
Need for Larger Retail Footprints (big box, Walmart Superstore, etc.)	4	2.5%
Need for Community Amenities (indoor pool, long-term care, recreation)	4	2.5%
Desire for Commercial Diversity / Balanced Mix	4	2.5%
Positive View of Growth (Listowel doing well or needs to keep expanding)	3	1.9%
Need for Beautification / Streetscape Enhancements	3	1.9%
Comparison to Other Towns' Downtown Models (e.g., Kincardine, Minto)	2	1.2%
Retailer / BIA Engagement Criticism	2	1.2%
Other Infrastructure / Mobility (truck bypass, parking design, etc.)	2	1.2%
Frustration with Municipal Planning / Perceived Neglect of Retail	2	1.2%
Increased police presence	1	0.6%
Total	162	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 56

Figure C-15: Improvements

Aside from the types of stores and services, is there anything else that would make shopping in North Perth more attractive to you?

Category / Theme	Number of Responses	Percentage Distribution
Later / Evening / Weekend Hours (including Sunday openings)	29	15.5%
More Parking / Easier Access to Downtown	26	13.9%
Truck Bypass / Reduce Downtown Traffic & Noise	18	9.6%
Beautification / Attractive Storefronts / Public Art / Landscaping	15	8.0%
Wider or More Accessible Sidewalks (wheelchairs, strollers, patios)	12	6.4%
Downtown Revitalization (streetscape, lighting, vibrancy)	11	5.9%
Outdoor Patios / Seating / Gathering Spaces	10	5.3%
Community Events / Promotions (sidewalk sales, markets, festivals)	9	4.8%
Better Pricing / Competitive Local Prices	8	4.3%
Better Pedestrian Safety (crosswalks, lighting, signals)	7	3.7%
Better Downtown Planning (clustering, cohesive layout, traffic flow)	6	3.2%
Encouragement for Local Shopping / Marketing Downtown Businesses	5	2.7%
More Family-Friendly Amenities (parks, entertainment, kids' zones)	5	2.7%
Snow Removal / Winter Maintenance	3	1.6%
Better Customer Service / Friendliness of Local Shops	3	1.6%
Downtown Cleanliness / Maintenance / Lighting	3	1.6%
More Benches / Street Furniture / Public Washrooms	3	1.6%
Better Support for Retailers / BIA Coordination	2	1.1%
Improved Cellular / Internet Connectivity	2	1.1%
More Greenery / Trees in Parking Lots or Boulevards	2	1.1%
Revamped Signage / Branding / Wayfinding	2	1.1%
Music / Lighting / Cultural Atmosphere Enhancements	2	1.1%
More Accessible Storefront Entrances	2	1.1%
Miscellaneous ("All of the above", "General improvements")	2	1.1%
Total	187	100.0%

Source: Municipality of North Perth. Based on survey data taken, 10/07/25 - 11/10/25. N= 78

Appendix D – Resources

The following three tables provide examples of interventions to increase foot traffic and generally strengthen main street retail.

Here are Some Ways to Influence the Tenant Mix	
Intervention	**Description**
Market Research	Conduct thorough market research to understand the needs and preferences of the local community. Identify the gaps in the current tenant mix and determine the types of businesses that are in demand.
Zoning and Regulations	Familiarize yourself with local zoning laws and regulations that govern the types of businesses allowed on the main street. Work with local authorities to ensure that the zoning supports a diverse and balanced tenant mix.
Attract Anchor Tenants	Seek out anchor tenants, which are large, well-established businesses that can attract significant foot traffic. Anchor tenants can serve as magnets for other smaller businesses, creating a more appealing mix.
Incentives	Offer incentives to attract desired businesses to the main street. This could include financial incentives, reduced rent for the initial period, or assistance with marketing efforts.
Community Engagement	Involve the local community in the decision-making process. Conduct surveys, hold public meetings, and gather feedback to understand what types of businesses residents want to see on the main street.
Encourage Pop-up Shops	Allow temporary pop-up shops to set up on the main street. These short-term tenants can bring variety and novelty to the area and also help test the viability of new business concepts.
Flexible Lease Terms	Offer flexible lease terms to encourage a mix of businesses, including startups and niche ventures that may need shorter lease durations initially.
Curate the Mix	Actively curate the tenant mix to ensure it remains balanced and diverse. Avoid clustering similar businesses together and aim for a complementary mix that enhances each other's offerings.
Street Design and Amenities	Consider the physical layout and design of the main street. Ensure there are ample parking spaces, pedestrian-friendly sidewalks, and attractive public spaces that encourage people to linger and explore.
Collaborate with Local Businesses	Collaborate with existing businesses to identify potential synergies and opportunities for joint promotions or events. This can create a more unified and appealing experience for customers.
Promote Small Businesses	Businesses Emphasize the importance of supporting local small businesses to residents and visitors. Create campaigns that highlight the unique offerings of these businesses and encourage patronage.
Regular Evaluation	Continuously monitor the tenant mix's performance and solicit feedback from businesses and customers. Be ready to make adjustments and adapt to changing market dynamics.

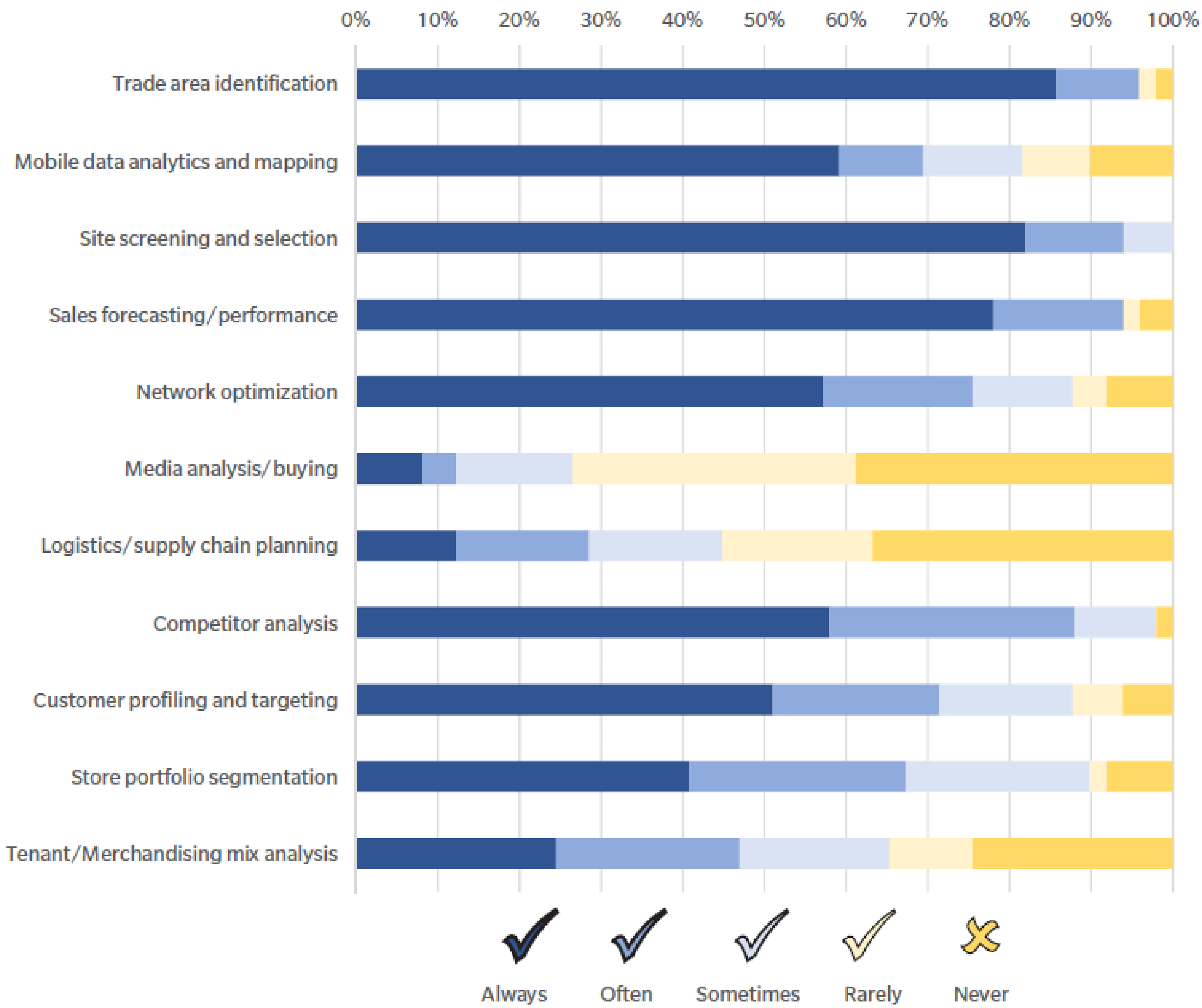
Here are Some Ways a BIA can generally Strengthen a Main Street	
Intervention	**Description**
Advocacy and Representation	BIAs act as a unified voice for businesses in the area, advocating for their needs and concerns with local government and other stakeholders. This representation ensures that the main street's interests are taken into account in urban planning, infrastructure development, and policy decisions.
Marketing and Promotion	BIAs engage in marketing and promotional activities to attract visitors and customers to the main street. This can include organizing events, advertising campaigns, social media management, and creating a cohesive brand identity for the area.
Beautification and Streetscape Improvements	BIAs invest in beautification efforts to create an attractive and welcoming main street. This may involve landscaping, public art installations, banners, holiday decorations, and maintaining clean and well-maintained public spaces.
Safety and Security	BIAs often collaborate with local law enforcement to implement safety measures on the main street. This can include improved lighting, surveillance cameras, community patrols, and crime prevention initiatives.
Pedestrian-Friendly Infrastructure	BIAs work to make the main street more pedestrian-friendly, advocating for wider sidewalks, crosswalks, traffic calming measures, and the creation of public spaces and amenities that encourage people to walk and linger.
Business Support and Development	BIAs offer support to local businesses by providing resources, training, and networking opportunities. They may also facilitate partnerships between businesses to foster a stronger local economy.
Events and Programming	BIAs organize events and programs that draw foot traffic to the main street. This can include street festivals, farmers' markets, art walks, concerts, and other activities that create a vibrant and lively atmosphere.
Data Collection and Analysis	BIAs may conduct market research and collect data on foot traffic, customer preferences, and economic trends in the area. This information helps businesses make informed decisions and identify growth opportunities.
Collaboration and Networking	BIAs encourage collaboration and networking among local businesses. By working together, businesses can create synergies, share best practices, and support each other's growth.
Tourism and Economic Development	BIAs often play a role in promoting the main street as a tourist destination, attracting visitors from other areas. Increased tourism can bring new customers and economic opportunities to the local businesses.
Urban Planning and Development	BIAs can provide valuable input during urban planning processes, ensuring that new developments align with the vision and needs of the main street.

Here are Some Ways to Increase Foot Traffic	
Intervention	**Description**
Community Involvement	Engage with local businesses, residents, and organizations to foster a sense of community ownership. Collaborate on events, fundraisers, and initiatives that bring people together and create a positive atmosphere.
Beautification and Cleanliness	Ensure the main street is clean, attractive, and well-maintained. Consider planting flowers, adding public art installations, and regularly removing litter. A clean and visually appealing environment will encourage people to stroll and spend time on the street.
Pedestrian-Friendly Infrastructure	Make the main street pedestrian-friendly by providing ample crosswalks, pedestrian islands, benches, and bike racks. Encouraging walking and cycling will naturally increase foot traffic.
Public Events and Festivals	Organize regular events, festivals, and street fairs on the main street. These can include art exhibits, live performances, food festivals, holiday celebrations, and more. Public events draw large crowds and create buzz around the area.
Live Music and Entertainment	Entertainment Set up designated spaces for live music, street performances, or open mic nights. Live entertainment will attract people looking for a unique experience and help to create a vibrant atmosphere.
Promote Local Businesses	Collaborate with local shops and restaurants to offer special promotions, discounts, or loyalty programs. Cross-promote each other to bring more visitors to the main street and encourage repeat visits.
Social Media and Online Presence	Create a strong online presence for the main street. Utilize social media platforms to share updates, upcoming events, and enticing visuals. Engage with the community online and encourage them to share their experiences using dedicated hashtags.
Signage and Wayfinding	Make sure there are clear and attractive signs directing people to the main street from nearby areas. Effective wayfinding will help visitors discover the street and encourage exploration.
Pop-up Shops and Art Installations	Partner with local artists and entrepreneurs to set up pop-up shops and art installations. These temporary attractions can create excitement and draw new visitors.
Public Transportation and Parking	Ensure that public transportation is easily accessible to the main street. Additionally, provide convenient parking options to make it hassle-free for visitors to reach the area.
Safety and Security	Prioritize safety and security on the main street. Work with local law enforcement and implement measures like improved lighting and surveillance cameras to create a safe environment.
Collect Feedback and Adapt	Regularly gather feedback from visitors, businesses, and residents to understand what they enjoy and what could be improved. Use this information to adapt your strategy and continue enhancing foot traffic.

The following is an excerpt from a publication titled "Corporate Location Planning in Canada: 2022." This is a study produced by the Centre for the Study of Commercial Activity at Toronto Metropolitan University.

The following figure illustrates what factors corporate store location decision makers look at when determining locations for new stores.

FIGURE 4. APPLICATION AREAS



The following figure illustrates what types of data corporate store location decision makers look at when determining locations for new stores.

FIGURE 5. DATA SOURCES