



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 1: RELEVANT TORONTO STUDIES REVIEWED**



Toronto Economic Development & Culture Division Divisional Strategy 2018-2022 (<https://www.toronto.ca/wp-content/uploads/2018/03/9803-edc-divisional-strategy.pdf>)

Toronto Economic Development & Culture Division, Collaborating for Competitiveness: A Strategic Plan for Accelerating Economic Growth and Job Creation in Toronto, January 2013, [file://localhost/\(https://www.toronto.ca:city-government:data-research-maps:research-reports:economic-development-reports:collaborating-for-competitiveness-implementation-actions:\)](file://localhost/(https://www.toronto.ca:city-government:data-research-maps:research-reports:economic-development-reports:collaborating-for-competitiveness-implementation-actions:))

City of Toronto Official Plan, Office Consolidation, February 2019  
(<https://www.toronto.ca/city-government/planning-development/official-plan-guidelines/official-plan/chapters-1-5/>)

Amendments to the Commercial Façade Improvement Program and Applicable Community Improvement Plan (Planning and Growth Management Committee, PG31.6, report dated June 12, 2018  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG31.6><http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.PG31.6>

Program to Promote Economic Revitalization in Distressed Retail Areas (Economic Development Committee ED7.7, report dated September 28, 2015)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.ED7.7>

Amendments to BIA Capital Cost-Share Program (Economic Development Committee ED22.10, Report dated May 23, 2017 )  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED22.10>

Potential Policies and Program to Support Toronto's Retail Areas (Economic Development Committee 25.6, Report dated November 6, 2017)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.ED25.6>

Review of the Imagination, Manufacturing, Innovation and Technology Property Tax Incentive Program (Executive Committee 30.6; Report dated January 16, 2018  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX30.6>



Improving the Imagination, Manufacturing, Innovation and Technology Local Employment Requirement (Economic and Community Development (Economic and Community Development Committee 5.13; Report dated May 10, 2019)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC5.13>

Advancing Broadband Infrastructure and Internet Connectivity (Economic Development Committee 25.4; Report dated November 3, 2017)  
(<https://www.toronto.ca/legdocs/mmis/2017/ed/bgrd/backgroundfile-108896.pdf>)

Harmonized By-law and Fees for Sidewalk Cafes, Parklets and Marketing Displays (Economic and Community Development Committee 2.3, report dated February 20, 2019)  
<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC2.3>

Noise By-law Review: Proposed Amendments to Chapter 591: Noise (Economic and Community Development Committee 3.6, Report dated March 22, 2019) (<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC3.6>)

## **SOCIAL EQUITY STRATEGIES AND INITIATIVES**

Toronto Poverty Reduction Strategy 2015 and 2017 Reports  
(<https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/poverty-reduction-strategy/>)

Toronto Strong Neighbourhoods Strategy 2020  
(<https://www.toronto.ca/city-government/data-research-maps/research-reports/social-reports/toronto-strong-neighbourhoods-strategy-2020/>)

East Scarborough Storefront Project  
(<https://thestorefront.org/>)

Toronto Food Strategy and Food Access Mapping  
(<https://www.toronto.ca/community-people/health-wellness-care/health-programs-advice/toronto-food-strategy/>) and  
(<https://www.Tfcp.to/food-by-ward>)

Downtown East 2023: Five Year Action Plan (report dated June 12, 2019)



## PROPERTY TAX POLICY

Enhancing Toronto's Business Climate Policy

<https://www.toronto.ca/city-government/budget-finance/city-finance/property-tax-policy/>

Additional Property Tax and Legislative Change Options to Support Businesses (Executive Committee EX36.7, July 6, 2018)

(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX36.7>)

2019 Property Tax Rates & Related Matters (Executive Committee EX2.1, February 21, 2019)

(<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.1>)



## **CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**

### **APPENDIX 2: DATA SOURCES**



<b>Case Studies</b>	<b>Retail Definition</b>	<b>Time Frame</b>	<b>Geography</b>	<b>Source</b>
Retail Sales	Traditional retail (NAICS 44/45) excl. automotive, miscellaneous, and all services	Annual 2011 to 2018	Toronto CMA	Statistics Canada Monthly Retail Trade
Retail Sales and Pro Forma for Non-Chain versus Chain Retailers	Traditional retail (NAICS 44/45) excl. automotive, miscellaneous, and all services for Non-Chain versus Chain Retailers	Annual 2012 to 2017	Ontario	Statistics Canada Annual Retail Trade
Eating Establishment Sales and Pro Forma	Food services excl. catering	Annually 2011 to 2017	Ontario	Statistics Canada Annual Report on Services
Toronto Employment Survey	SIC and NAICS combination for traditional retail excl. automotive, food services, personal services, and other services	Annual 2011 to 2018	Case study districts and City of Toronto	City of Toronto
Business Licenses	Retail related business license requirement		Case study districts and City of Toronto	City of Toronto
Rent, Leasing and Sales Analysis	Property defined as retail on main streets, stand alone, and shopping centres under 100,000 square feet and under 5,000 square feet	Annual 2013 to 2019 YTD	City of Toronto	CoStar
Insolvency	Business and consumer insolvency (bankruptcy and proposal solutions) for Toronto CMA and for retail trade and accommodation and food services for Ontario	2012 to 2018	Toronto CMA and Ontario	Office of Bankruptcy, Canada
Newcomer Access to Financing	Small and medium business enterprises comparing Immigrant born owners to Canadian born owners	2011 and 2014	Canada	Statistics Canada Study



<b>Case Studies</b>				
Business Mix	Traditional retail excl. automotive but including food services, personal services, and other services	2011 to 2017	City of Toronto	CSCA
Socio-Economic Characteristics	Benchmarked data to City of Toronto	2011, 2016, 2018	400 m and 800 m local areas compared to City of Toronto	Statistics Canada, Census, Environics 2018
Trade Area Analysis	Importance of local shopping for residents within 400 m and 800 m local area zones	2017/2018 combined	Case study districts	Uber Media, Mobility Data
Visitation Hours	Key peak times associated with higher visitation levels	2017/2018 combined	Case study districts	Uber Media, Mobility Data
Rent, Leasing, and Sales Analysis	Property defined as retail on main streets, stand alone, and shopping centres	Annual 2013 to 2019 YTD	Case study districts	CoStar
Assessment Analysis	Retail properties defined by MPAC as commercial (CT tax code) compared to City of Toronto benchmark	2012 and 2016	Case study districts and City of Toronto	MPAC
Toronto employment data	Chain versus independent businesses and employment by retail category and employment ranges	2011 to 2018	Case study districts and City of Toronto	TES

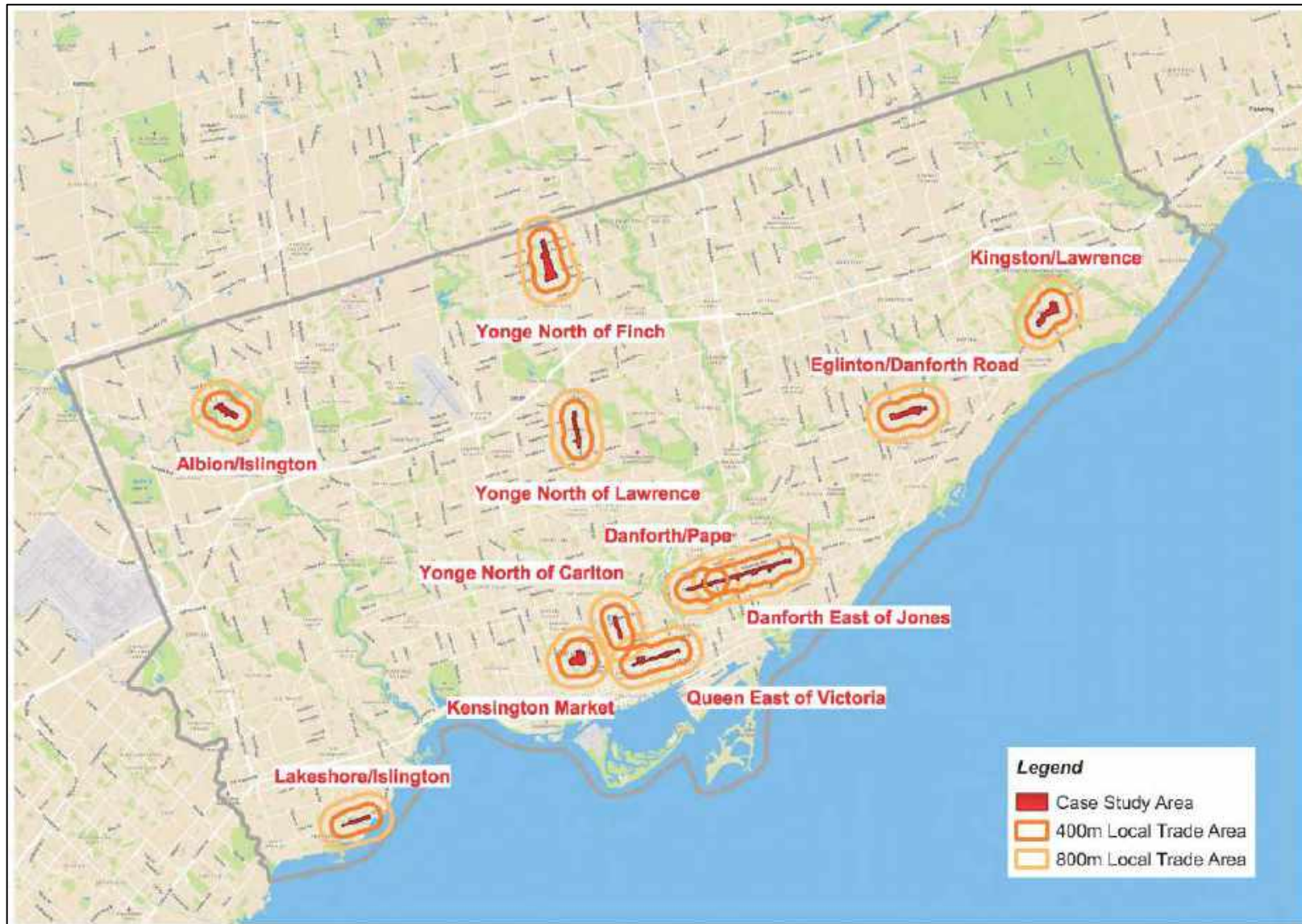


**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 3: CASE STUDY MAIN STREET MAPS**





## CASE STUDY BOUNDARIES AND LOCAL TRADE AREAS





**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 4: SUMMARY OF BUSINESS FACE-TO-FACE INTERVIEWS**



## METHODOLOGY

The goal for the business engagement interviews at the outset was to interview three (3) businesses for each of the eleven (11) identified Study Areas. By the end of May 2019, 24 interviews had been completed in nine (9) Study Areas and two Study Areas had proven completely unresponsive.

Attempts to identify willing interviewees in Yonge Street North of Finch and the Eglinton/Danforth Road areas floundered completely, even with the assistance of the local Councillors offices. It seems that language barriers and the lack of a local liaison point (such as a BIA Board) played a role here.

Attempts to identify willing interviewees in two (2) other Study Areas – namely Kingston/Lawrence and Albion/Islington - were partially successful. In the former, few independent businesses exist and those that were contacted were not responsive, apart from one. In the latter, although language barriers existed, the local BIA was able to liaise with willing businesses to assist with interviews. Only businesses that are already actively engaged with the BIA were willing to participate however; others declined.

**Overall, some 106 businesses were approached, which generated 24 completed interviews or a 23% overall success rate.**

Pivotal observations from this tally of the interviews are:

- Where ethnic commercial clusters exist, language barriers and a lack of developed relationships remain a barrier to effective communication and engagement. There are opportunities for the City to actively conduct ongoing outreach in these areas.
- While BIAs are not always a panacea for small business challenges, they certainly provided effective in making connections for the business engagement outreach. It is noteworthy that no BIAs exist in the two Study Areas where no businesses were willing to respond or be interviewed.



## INTERVIEW TALLY PER STUDY AREA

Study Area	Interviewed	Contacted	Refused/ No response
Albion/Islington *	2	12	10
Danforth East of Jones	3	10	7
Danforth/Pape	3	9	6
Eglinton/Danforth Road **	0	9	9
Kensington Market	3	14	11
Kingston/Lawrence *	1	10	9
Lakeshore/Islington	3	5	2
Queen East of Victoria	3	6	3
Yonge North of Carlton	3	11	8
Yonge North of Finch **	0	16	16
Yonge North of Lawrence	3	4	1
<b>TOTALS</b>	<b>24</b>	<b>106</b>	<b>82</b>

- **Notes:**    \* *interviews partially completed*                      \*\**no interviews completed*

## TOP-LINE FINDINGS

The top-line findings focus on, firstly, the Key Challenges identified; and secondly, the Key Interventions suggested across all interviews completed in the nine (9) Study Areas.

## KEY CHALLENGES: CONSISTENT THEMES

- A challenge identified over and over by interviewees is the lack of consistency when navigating City requirements. Businesses – both those that lease their spaces as well as owner-occupiers – pointed to confusing information from different City departments, requirements that were sometimes contradictory, and no one to contact for clarification.
- Access to real estate-related legal advice was a common concern raised across the interviews, and notably, by businesses leasing their space. On deeper probing, however, the concern is more related to a lack of legal protections for commercial tenants rather than a lack of access to legal advice or services.



- In the study areas located closer to the downtown core (specifically, Yonge North of Carlton; Queen East of Victoria; and Kensington Market), safety and security were raised without exception as a major risk for small, independent businesses. Interviewees highlighted incidents ranging from bicycle thefts to assaults on customers, and pointed out that these represent significant costs: both in terms of security equipment (e.g. cameras); as well as the cost of staff feeling unsafe in the neighbourhood.
- On the subject of property taxes, a number of different concerns emerged. Businesses who leased their space from a property owner were very focused on transparency; the suddenness of property tax increases; and the importance of a collaborative relationship with their landlord. Businesses who were also owner-occupiers were more likely to see property taxes as a cost of doing business (a necessary evil).
- Overall, few of the businesses interviewed were able to explain the benefits they received for their property taxes, something that makes paying for property taxes harder to support.
- Another general challenge raised was human resources (HR), although the specific concerns differed. A lack of skilled staff; additional taxes on payrolls over \$2 million; the increased minimum wage; and the difficulty finding staff who can afford to live in the city were all mentioned.
- As a general comment, very few interviewees were aware of the services offered by the City for small businesses, and likewise few have taken advantage of those programs.

### **KEY INTERVENTIONS: CONSISTENT THEMES**

- Most interviewees believe there is a need for a navigation tool to help small, independent businesses understand and complete the various different building, permit, licensing and other requirements from the City. Perhaps most critically, there seems to be a demand for a point of contact who can clarify requirements that are unclear or contradictory.
- Several interviewees raised the idea of legal support for small, independent businesses – perhaps a legal resource centre of some kind. Specifically, legal support is needed for navigating lease negotiations and considerations like demolition clauses.
- While there are many tools for providing financial assistance to small, independent business, more than one interviewee suggested interest-free loans to help businesses establish themselves without a significant debt burden.



Another suggestion is to assist businesses to buy their own properties, which provides them with greater security and, as one interviewee put it, “an excellent landlord relationship.”

- A side note to the suggestion above is that a program to help small businesses buy their properties could be designed to focus on neighbourhoods where vacancies are negatively impacting the streetscape.
- With regards to property taxes, the general feeling is that greater predictability and some kind of cap would be helpful. Property taxes per se weren't identified as a challenge, so much as the unexpected and significant increases with little warning.
- For the Study Areas where safety was identified as challenge, community safety initiatives were suggested. This could include: visible policing; de-escalation training for staff; access to crisis intervention teams; and a safety lens on streetscape design and maintenance (e.g. Crime Prevention through Environmental Design principles).
- Several interviewees suggested an information portal that connects small, independent businesses to available space; service-providers that specialize in small business; and even connects business owners looking to retire with entrepreneurs looking to take over an existing business. However – the success of such a tool would rely heavily on its visibility to the sector. Communication, promotion and marketing to small, independent businesses – and potentially in different languages and neighbourhoods – would be pivotal to its success.
- As a corollary, the idea of communicating about the City's existing resources was small businesses is relevant. Some interviewees felt this could be achieved via the banks; some suggested real estate brokers. Most felt that the City needed to develop multiple channels of communication, including where language barriers exist, or where no BIA or City relationship exists.



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 5: EXPERT STAKEHOLDER INTERVIEWS - TOP-LINE RESULTS**



## TOP-LINE FINDINGS – EXPERT STAKEHOLDER INTERVIEWS

The goal of conducting ten (10) interviews with retail experts that have a city-wide view was to identify – in broad strokes – some of the over-arching challenges and possible solutions at a high level. Interestingly, the interviewees raised very similar concerns and ideas as the Study Area-specific businesses, suggesting that many of the perceived needs of small, independent businesses across the city are consistent – even from different perspectives.

To date, seven (7) of the interviews have been completed with three (3) still to be scheduled, to address any gaps identified by the project team.

- Three (3) business owners with multiple different locations across the City of Toronto (or other Canadian cities), and/or a history of running several small, independent businesses in the City over the course of their career. All three are currently paying rent for their premises.
- One (1) owner-occupier who has been located at their current location for several decades, with a resultant legacy view of small, independent business conditions over time.
- One (1) retail broker working with both landlords and small, independent businesses at multiple locations throughout the City.
- One (1) landlords with experience leasing to small, independent and street-front businesses.
- One (1) developer with a focus on incorporating small, independent business at grade in their projects.

The top-line findings focus on, firstly, the Key Challenges identified; and secondly, the Key Interventions suggested across all interviews.

A note on the definition of small, independent business:

There was some sense that a franchisee, who runs only one franchise operation, is still effectively a small business and should perhaps be included in the outcomes of this report.





## KEY CHALLENGES: CONSISTENT THEMES

- A consistent theme that emerged is that many small, independent businesses come into being in an unplanned, spur-of-the-moment way. One owner, a chef by training, tells of driving past a vacant butcher shop and deciding to buy it right then and there. Another owner tells of his life-long dream to own a book store - then one day seeing a “For Lease” sign in exactly the right location and making the spontaneous decision to rent it.
- Across the interviews, the tenant-landlord relationship is identified as “make or break”. Some examples of specific operational challenges include:
  - Landlords who are not transparent (e.g. passes along property tax increases, but does not share the actual bill);
  - Landlords in high-development areas are less likely to negotiate longer lease terms (e.g. if they are eyeing the opportunity to sell to developers); or
  - An overall lack of legal protections for commercial tenants, which make small, independent businesses more vulnerable to unpredictable changes or cost increases.
- Challenges around human resources (HR) was raised across the interviews: difficulty finding experienced and qualified staff; high rates of staff turnover; and the expense of training staff. But the increased minimum wage and the impact of payroll taxes was also raised regularly during the interviews.
- There is a perception that the City imposes multiple (and an increasing number of) costs on small, independent businesses. This could include direct costs like permits, licences and patio fees; or indirect costs like service delays, lack of clarity around City requirements, duplication of documentation, or inconsistent information.
- Few interviewees were aware of the services offered by the City for small businesses, and likewise few have taken advantage of those programs. The exception is where those business owners are involved with the local BIA, in which case they are typically better-informed about City initiatives and programs.
- One of the interviewees introduced the idea of key intervention points during the life cycle of a small, independent business.
  - Firstly, support for young entrepreneurs, who may need not only access to training, but also access to operational information and matching to business ideas.
  - Secondly, support for existing businesses experiencing a crisis of some kind (e.g. property tax hike; minimum wage increase) but which a solid track record otherwise; and



- Thirdly, where small, independent business owners are ready to retire and perhaps sell their businesses.

**“My landlord threatens me with eviction and legal action every other month. At this point I always have an exit plan ready, just in case.” – Retailer, independent business owner, tenant.**

### **KEY INTERVENTIONS: CONSISTENT THEMES**

**“What is the City doing to help us stay in business?” – Retailer, independent owner-occupier, with more than 20 years in business**

- Most interviewees believe there is a need for a navigation tool to help small, independent businesses understand and complete the various different building, permit, licensing and other requirements from the City. Perhaps most critically, there seems to be a demand for a point of contact who can clarify requirements that are unclear or contradictory.
- Related to the preceding point, interviews acknowledged a need to communicate to a wide range of businesses across multiple channels: newcomer agencies; YouTube; realtors and brokers; small business divisions at banks are some examples. There is likewise a need to engage with business communities in different languages (e.g. Tamil) or conduct business in different ways (e.g. cash only; Islamic banking).
- There was some support for the idea of legal resources for small, independent businesses. Supports could include, for instance, lease arbitration or mediation. However the general view was that this would provide long-term support but would not address any short-term challenges.
- The City could play a role in providing an information hub for small businesses, with resources on spaces for lease; existing businesses for sale; and service-providers who specialize in small business. This could also evolve into a forum to connect small business owners with landlords who are willing and able to lease space to independent businesses.
- As part of that information role, it was suggested that the City could offer credit checks on small, independent businesses to help landlords mitigate financial risks.
- Where the City is already providing access to information and training, there seems to be a need to promote these programs in a more diverse and inclusive way, perhaps leveraging new channels of communication. The question of



capacity-building was raised in several interviews (both for business owners and staff) and many of the training for that purpose is already available through Enterprise Toronto.

- In terms of financial relief, the most common suggestions were aimed at providing both consistency and clarity to tenants, to avoid major or unexpected increases: e.g. caps on rental increases; and caps on operating cost escalations. This would arguably require regulatory changes to bring into effect.
- There was also an appetite for property tax breaks, but with the stringent proviso that a mechanism would need to be in place to ensure the tenants receive the benefit. Indeed, this proviso applies to any cost reduction that is channelled through the landlord.
- For the tenant themselves, suggested interventions focused on either support for buying their own properties; or providing interest-free loans to support the establishment of their business.



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 6: ON-LINE TORONTO INDEPENDENT BUSINESS SURVEY RESPONSES**



## **CONTEXT ANALYSIS**

- To understand the business profile, issues, challenges, and opportunities associated with Toronto's independent retail businesses?

## **DEFINITIONS**

- Only City of Toronto retail businesses using a very broad definition of retail to include consumer services.
- Allow respondents to self-define independent versus chain as well as local neighbourhood as to their own perceptions.
- 642 total respondents who completed all or parts of the survey; 547 independent businesses; 321 renters; 111 new business (open less than 5 years); and 23 retail businesses from Scarborough/Etobicoke.
- 444 businesses completed the full survey (70%).
- As the sample size for Scarborough/Etobicoke is very small, the responses for this group were broken out and analyzed separately to determine if there were differences from the total responses. These are noted throughout the discussion. No substantive differences that impact the overall conclusion were found.

## **OUTCOMES**

### **Profile**

- Just over half of most independent retail businesses are corporations.
- Most businesses were in the retail trade, food services, or health care related fields. New businesses had a higher proportion in food services, health care, and arts, entertainment, and recreation reflecting trends towards these types of businesses.
- Approximately two-third have a business plan and half of those businesses will update it annually.
- Most retail businesses, 70%, are seasoned owners as almost 60% had been in business ten years or more.
- 64% of the businesses are located on a main street storefront location and 26% are in a mixed-use complex.
- The average size is small. 39% of the units are under 1,000 SF and 82% are under 2,500 SF.
- 82% of businesses have one location. Only a small proportion had more than 4 locations.
- 68% only rent their location. However, new businesses tend to be renters as 79% of new businesses rent their location. Perhaps this indicates fewer owner occupied businesses.
- Approximately one-third have a net lease and one-third have a triple net lease. However, a substantial proportion of businesses were unaware of their specific lease arrangement.



### **Factors Affecting Location Decision**

- Key factors included:
  - Customers they wanted to target lived in the neighbourhood.
  - Area was well known to the business owner.
  - The owner determined the location was a well-known or unique neighbourhood.
  - The owner believed the location was in an attractive area with good streetscaping, lighting, etc.
  - The owner lived nearby.
  - They happen to find the ideal building in terms of size, space, zoning, parking, etc.
- Renters were more interested in targeting the right customers in a well-known neighbourhood that was attractive. They are willing to pay the rent to attract the right customers in the right neighbourhoods.
- New businesses were in general agreement with the above listed factors. However, they were also driven by locations that could easily be set up without a major investment and that were more affordable. New businesses appear willing to go in less well-known areas and they are less interested in locating in thriving areas and want to find new areas to locate (the next new great neighbourhood).
- Scarborough and Etobicoke businesses were in general agreement with the above listed factors but overwhelmingly were drawn to locations located near their home (reduce commutes) and finding the ideal building.

### **Running The Business**

- The most significant costs are: staffing costs, rent, property tax, and the cost of goods sold (for eating establishments this includes the cost of food). Property tax was slightly less of a concern for renters and new businesses. As noted, many are not aware of the lease or property taxes especially compared to owner occupier businesses who are very aware of their property taxes. In addition, new business time frame is more recent and would not be aware of past tax increase issues.
- The most significant challenges are: rent, cost of staff, cost of doing business, parking, property taxes. New businesses are in agreement with these challenges but would add cleanliness and maintenance of the streets and the time it takes to run their business as significant challenges as well.
- Over the past two years, one-third of businesses stated sales had increased. This was notable among new businesses. Approximately one-third of businesses stated sales decreased and approximately one-third state sales stayed the same.
- The reasons for the increases were more new customers, more repeat business, the business added more services, positive neighbourhood changes, spent more on marketing, and investment in the business overall.



- It was noted that a sizeable portion of businesses (25% to 35%) have or are willing to try adding on new services such as an online store, events, delivery, among others to differentiate and keep their businesses competitive.
- The reasons for the decreases were the neighbourhood had changed, fewer customers, parking challenges, more competition, construction, and nearby vacancies. New businesses were more likely to blame parking as well as the weather and nearby vacancies.

### **Competition**

- Most businesses do not consider power centre, shopping plazas, large regional malls, or local enclosed shopping centres as competitive.
- The majority agree that online websites provide the most competition.
- Independent businesses feel in competition with other similar local independent businesses and other nearby neighbourhoods. This is especially true for new businesses. Business in Scarborough and Etobicoke feel that franchised stores, big box stores, large regional malls, and power centres provide more competition for them than businesses elsewhere in the City.

### **How to Measure Success**

- Success is measured by a combination of rational and emotional responses. These include:
  - Making a profit
  - Contributing to their community
  - Doing what they love
  - Providing a good living for themselves and their family
  - Being a successful entrepreneur
  - Enriching others' lives
- New businesses were slightly less likely to be as community minded as other businesses.

### **Future State**

- As stated, many businesses are willing to add on services and other elements to their business model to keep competitive. 28% will keep the same with no change but a further 30% plan on expanding at the current location or adding another location.



### **Start-Up Support**

- Support for businesses came from:
  - Accountant
  - Lawyer
  - Bank/financial institution
  - City of Toronto services
  - Personal mentors
- Other important sources were BIAs, other neighbourhood business owners, professional associations, and real estate brokers.
- Scarborough/Etobicoke businesses relied on professional associations more than others in the City. This may be due to the number of ethnic and culturally specific organizations located there.
- New businesses tend to use professionals slightly less. They also use personal mentors and services such as Digital Main Streets and other small business support programs more than older established businesses.

### **SOURCE**

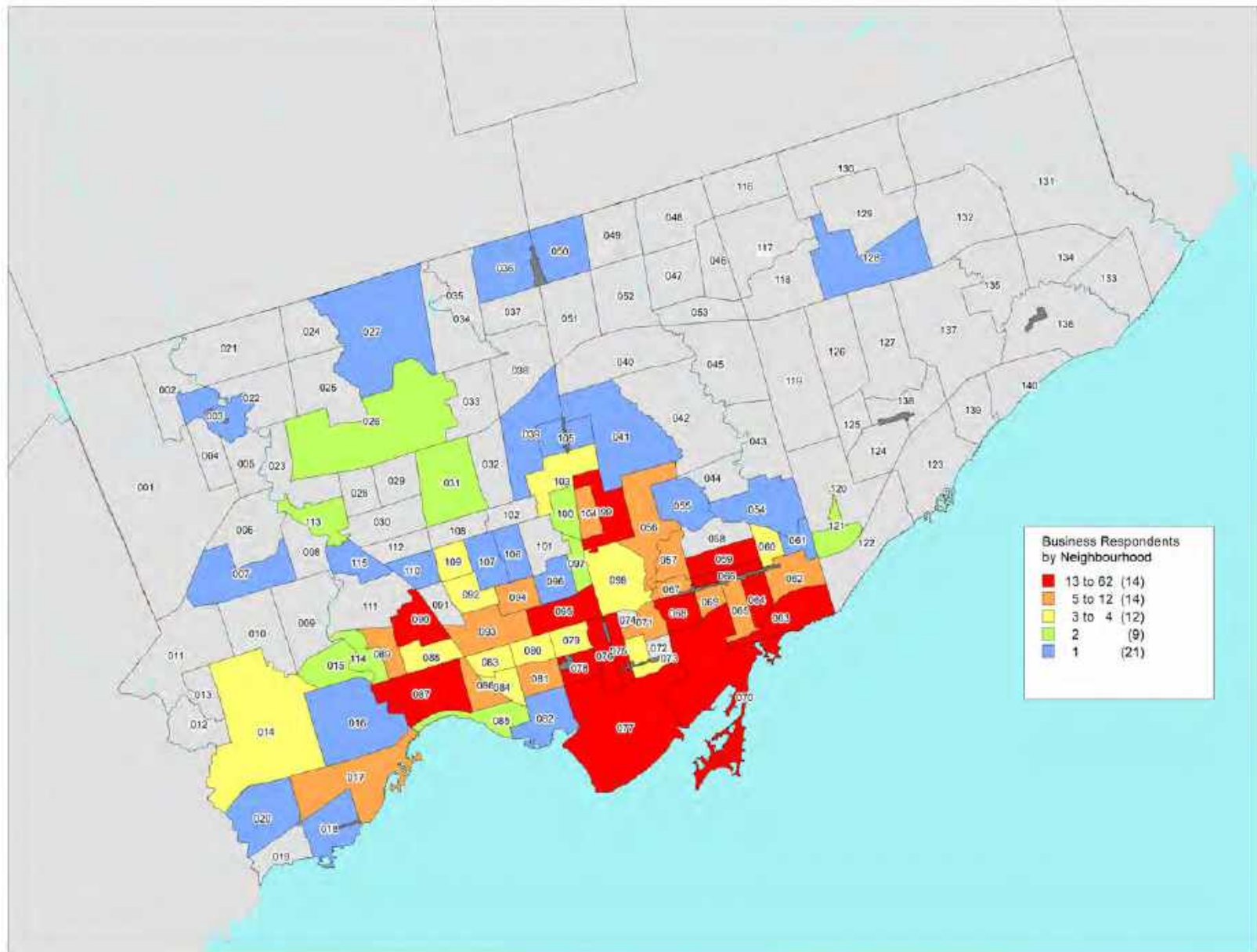
Survey conducted by 360 Collective in association with the City of Toronto

Time Frame: April to May 2019



# Toronto Independent Business Survey Responses

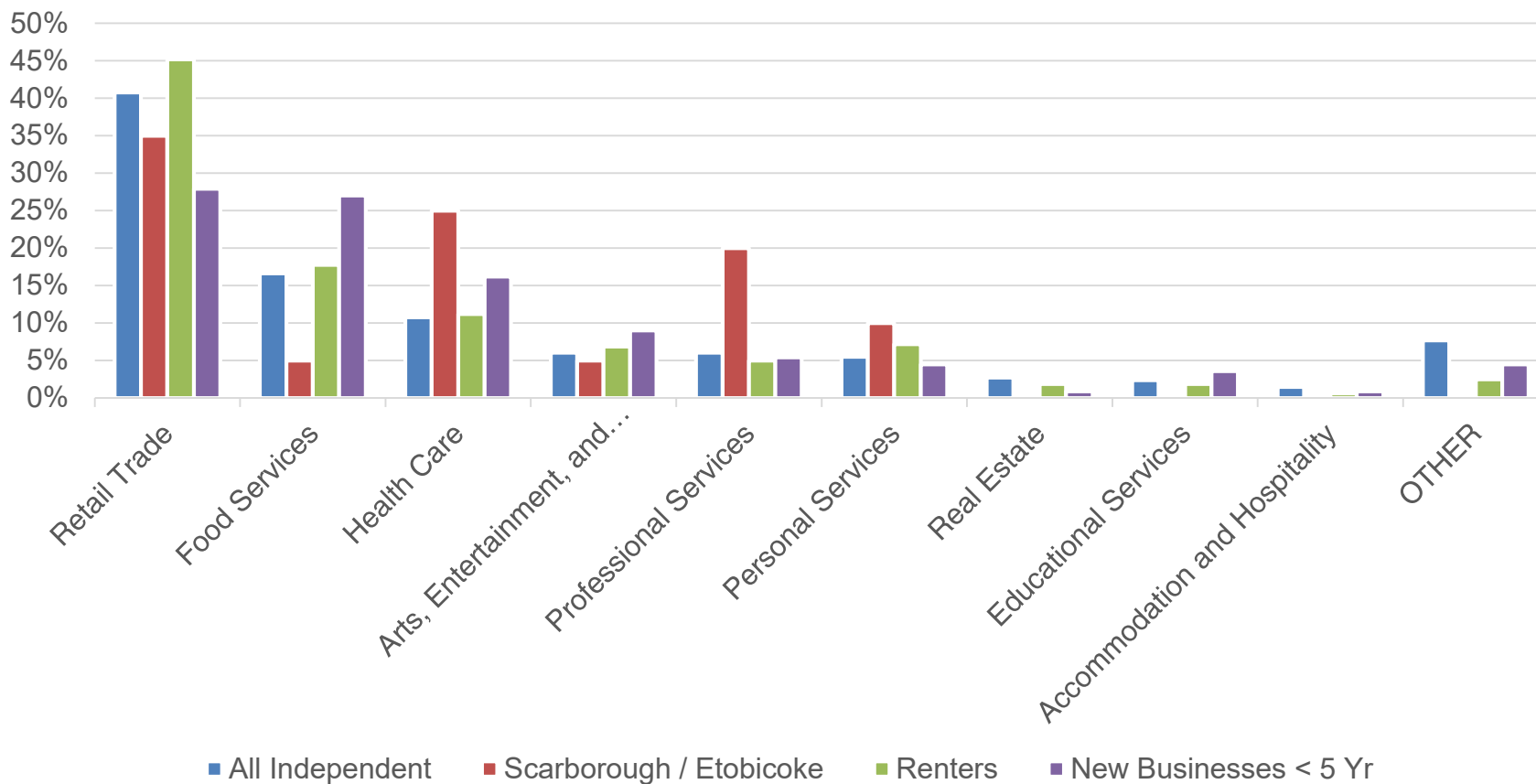
# Toronto Independent Business Profile – Survey Respondent Location



# Toronto Independent Business Profile – Business Type



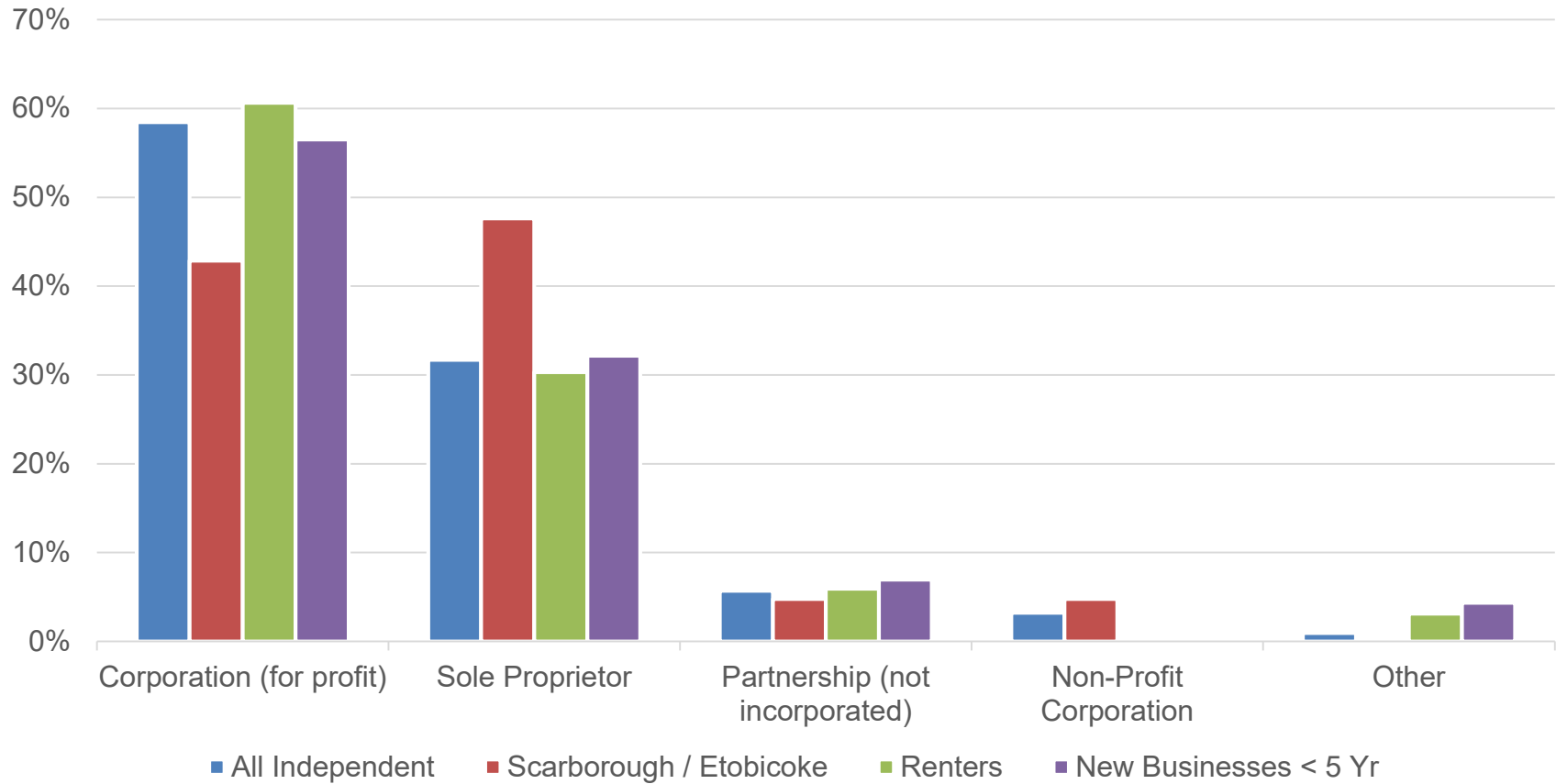
Which TYPE of services best describes your business?



# Toronto Independent Business Profile – Ownership Model



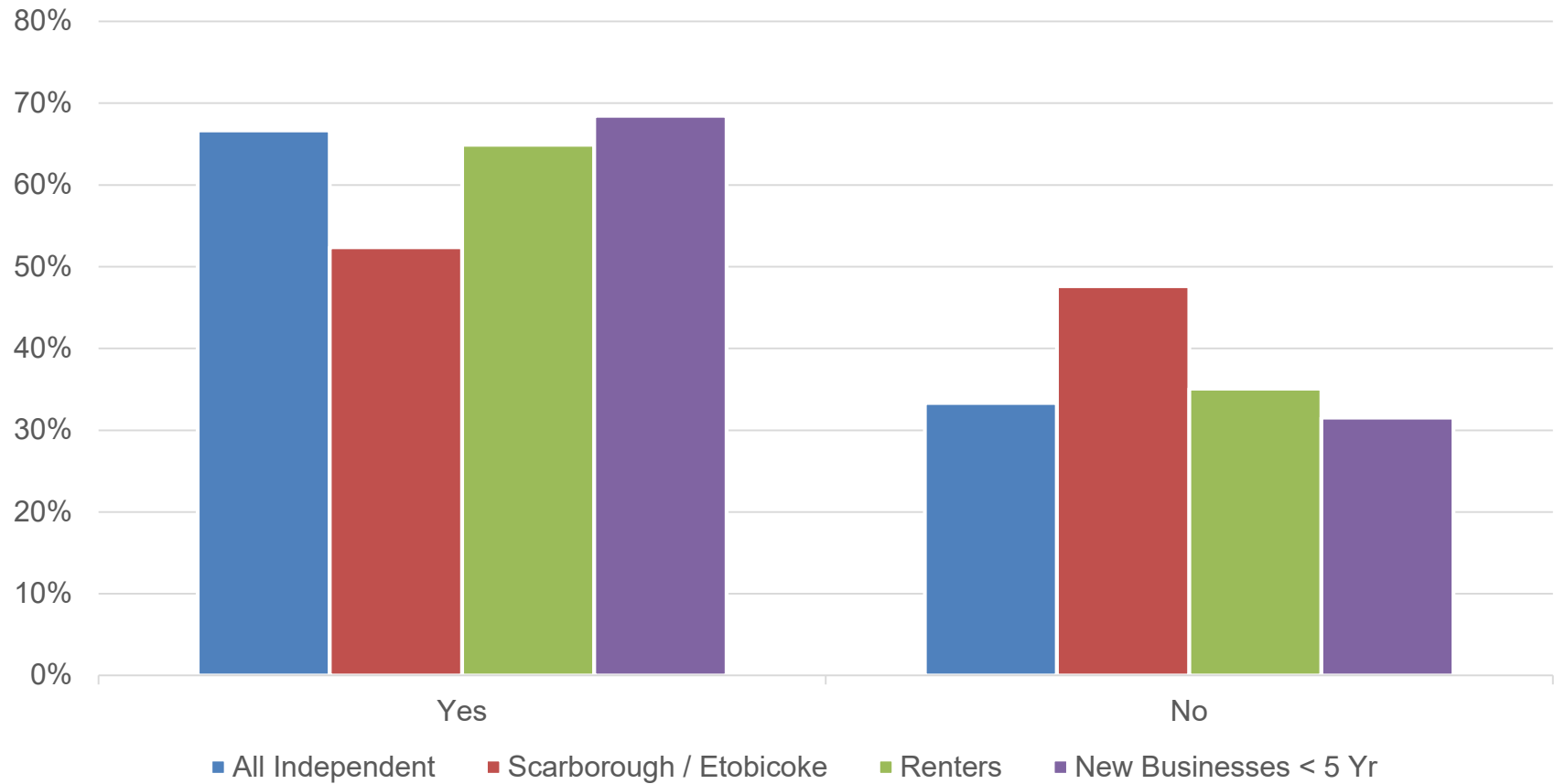
Which of these descriptors best describes the OWNERSHIP MODEL of your business?



# Toronto Independent Business Profile – Business Plan



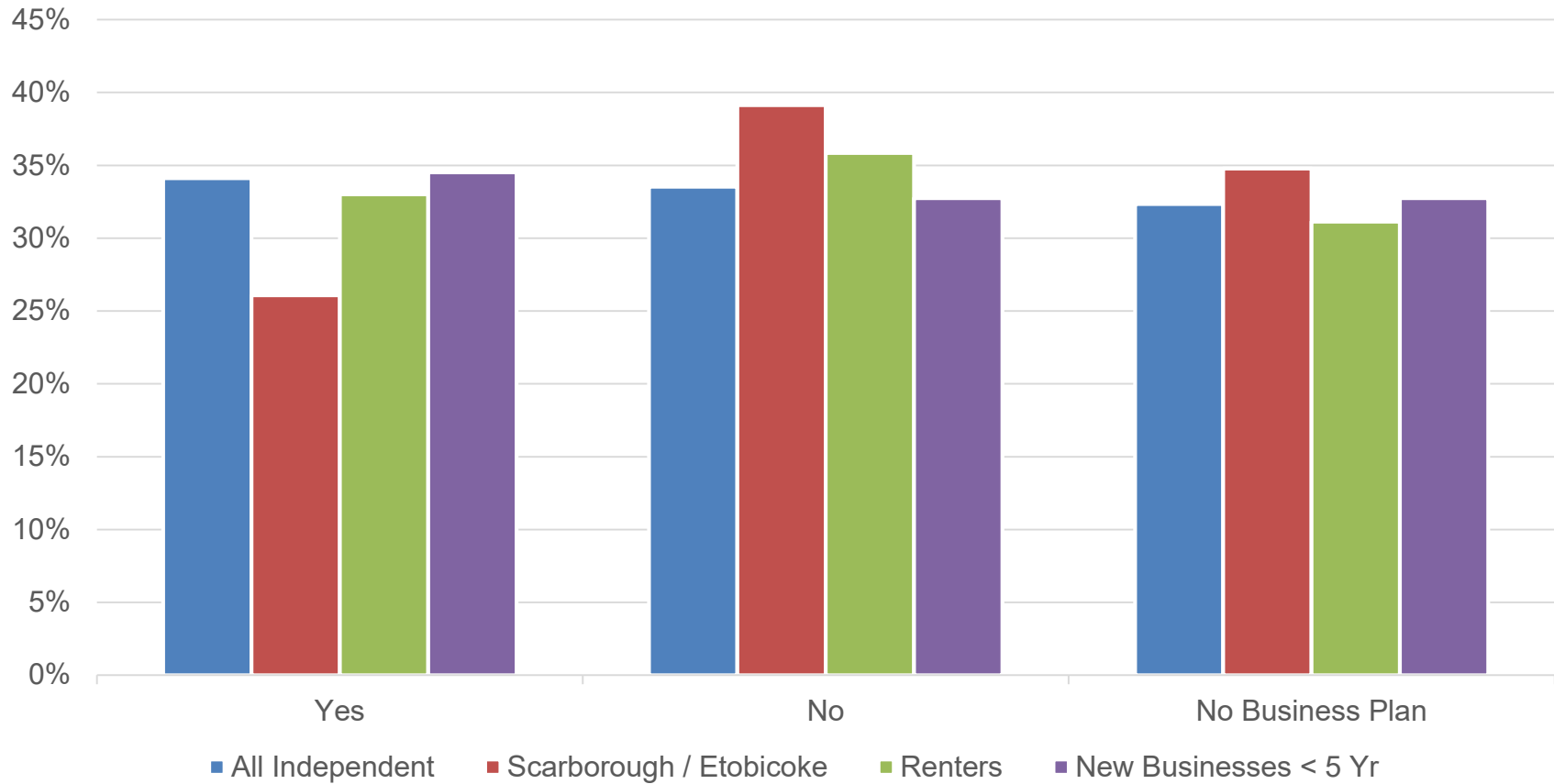
Do you have a business plan?



# Toronto Independent Business Profile – Business Plan



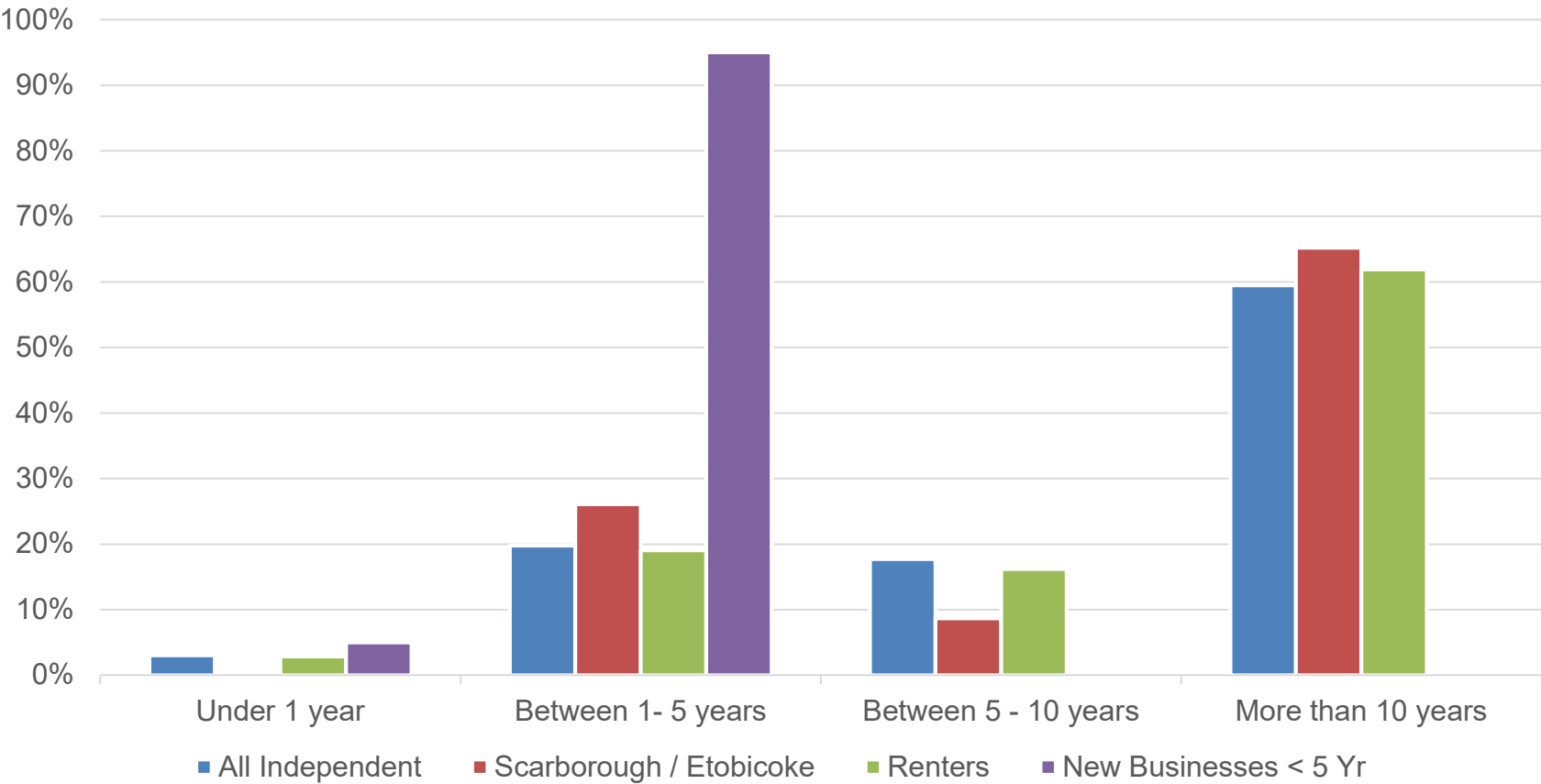
Do you update your business plan at least once a YEAR?



# Toronto Independent Business Profile – Years in Business



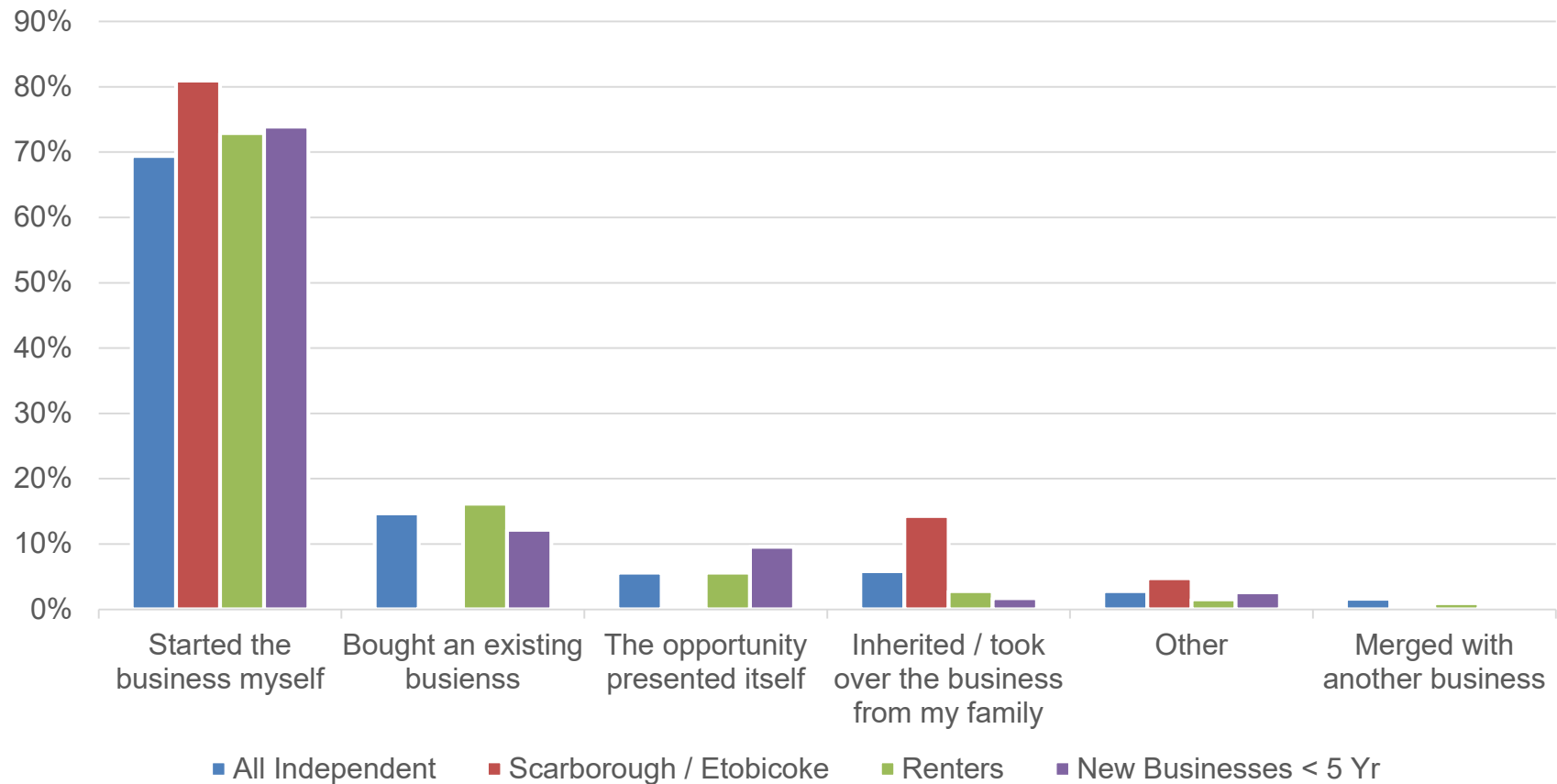
How many YEARS have you been in business?



# Toronto Independent Business Profile – Starting Business



How did you START your business?

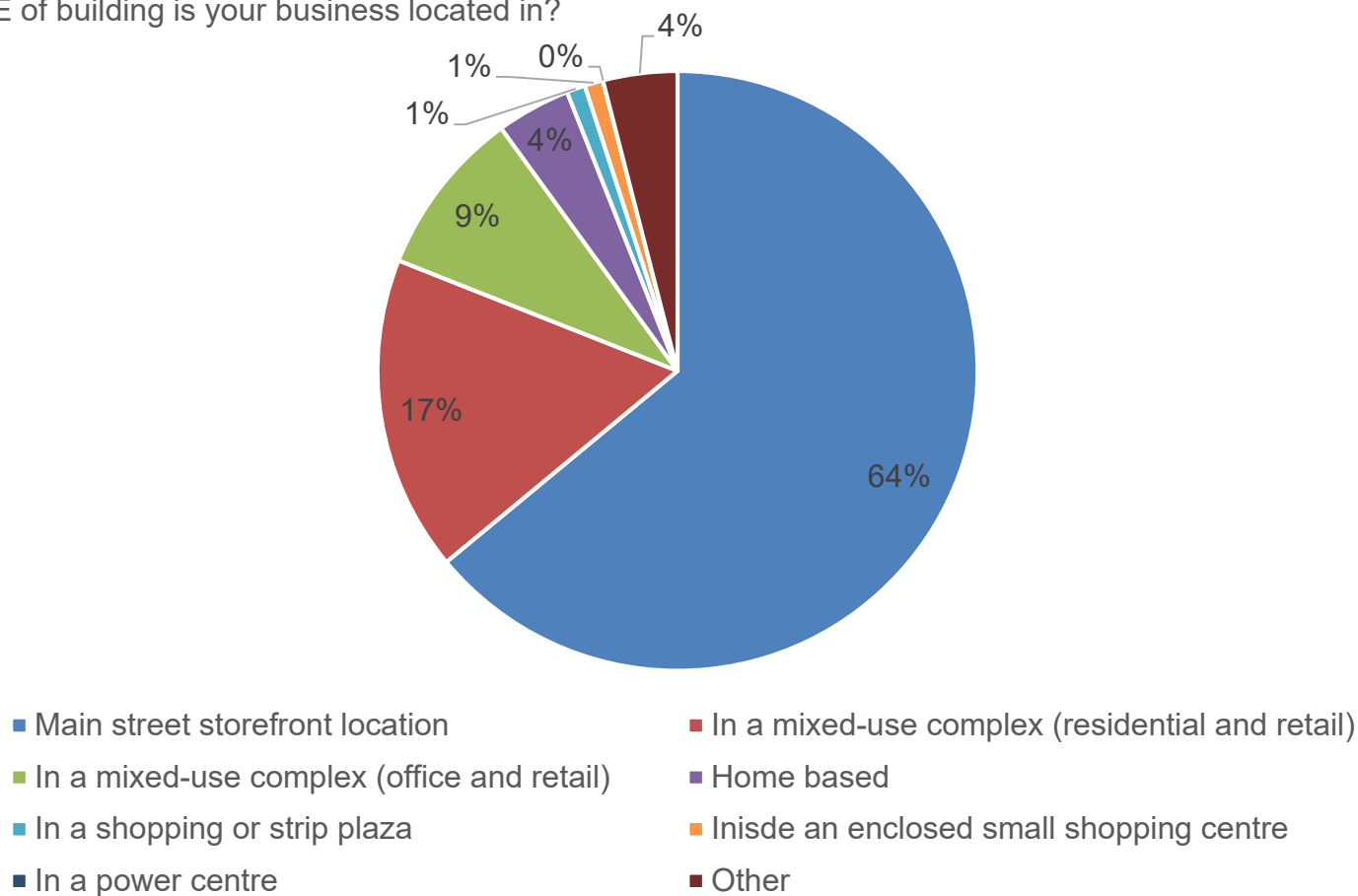




# Toronto Independent Business Profile – Business Location



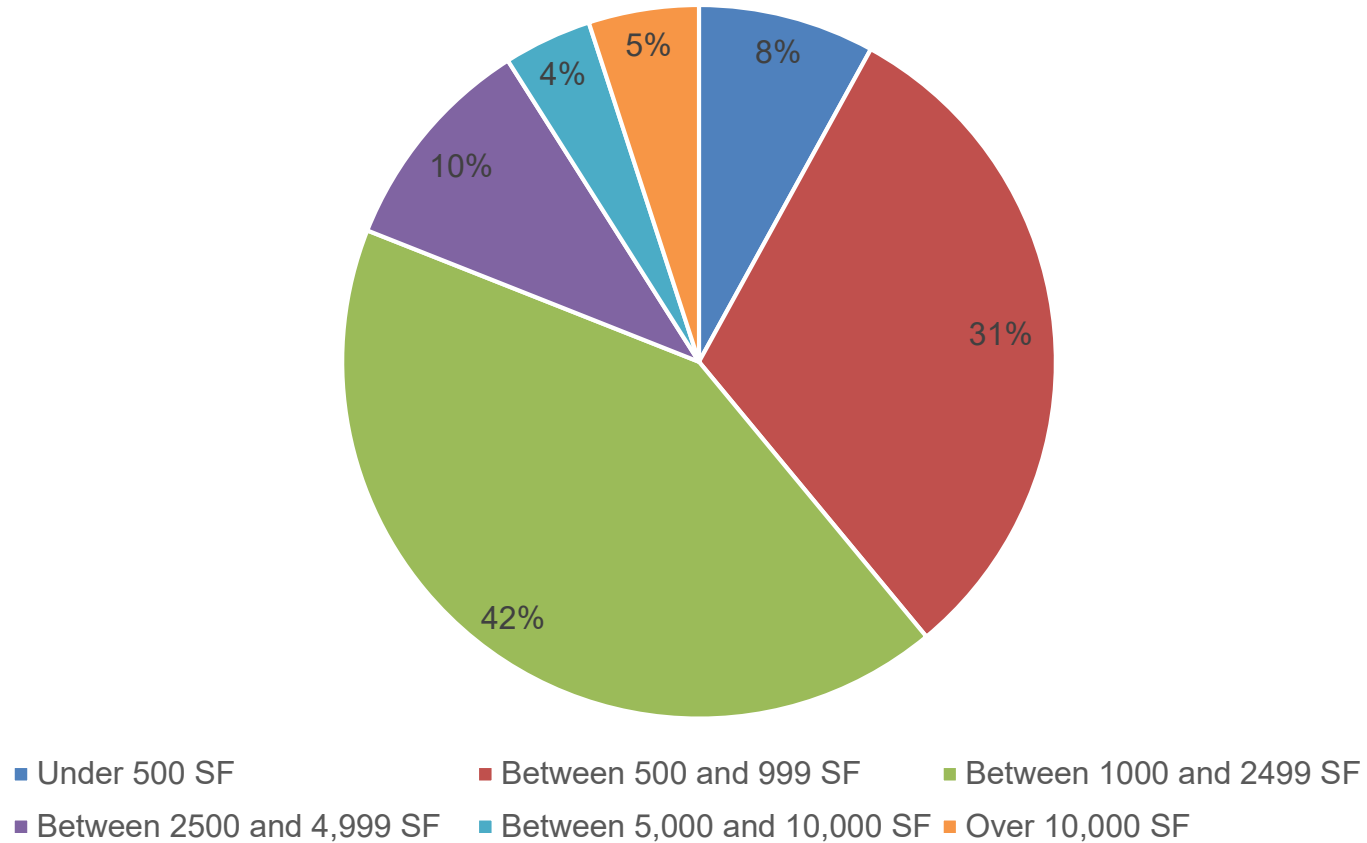
Which TYPE of building is your business located in?



# Toronto Independent Business Profile – Business Size



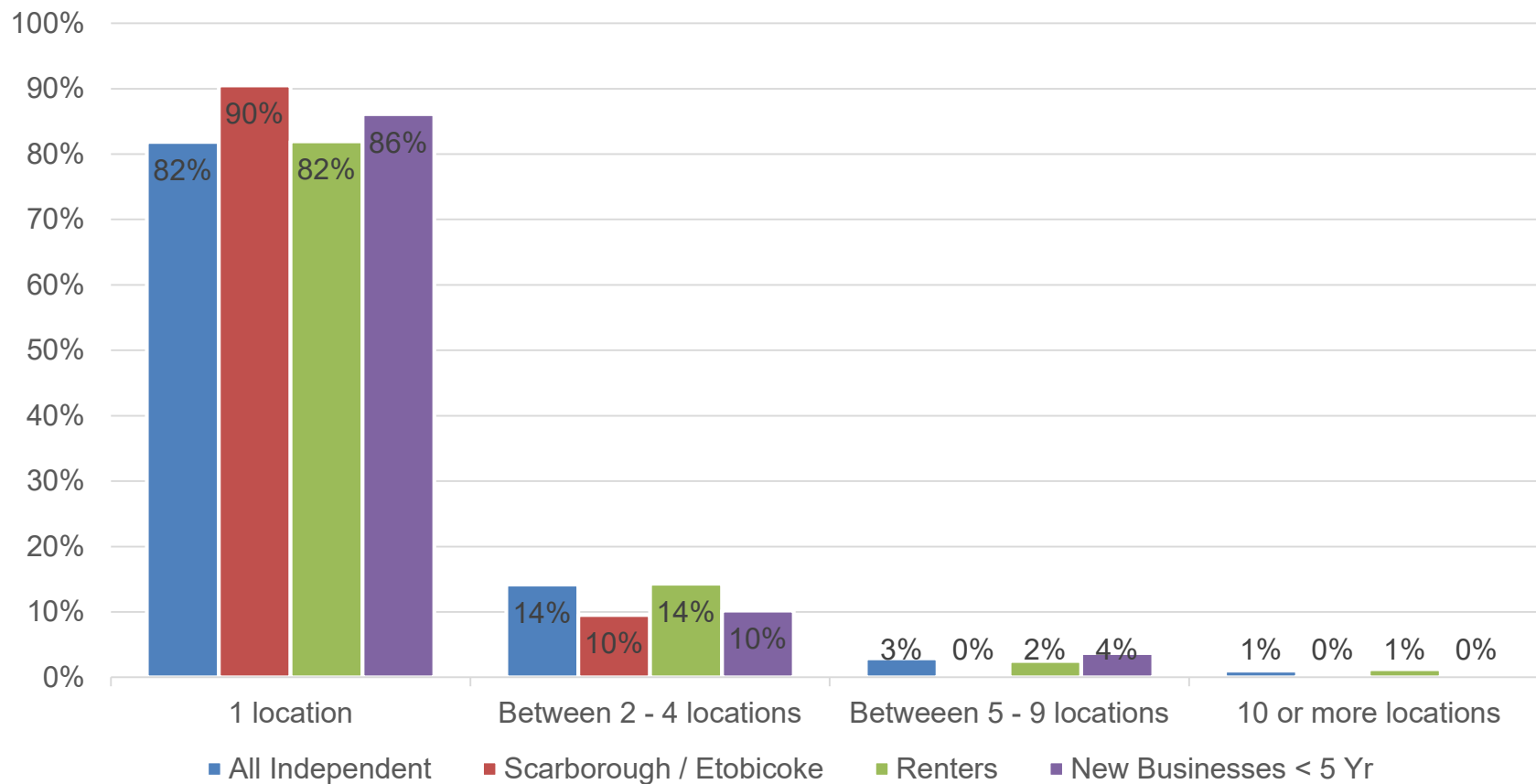
What is the SQUARE FOOTAGE of this principle location?



# Toronto Independent Business Profile – Number of Locations



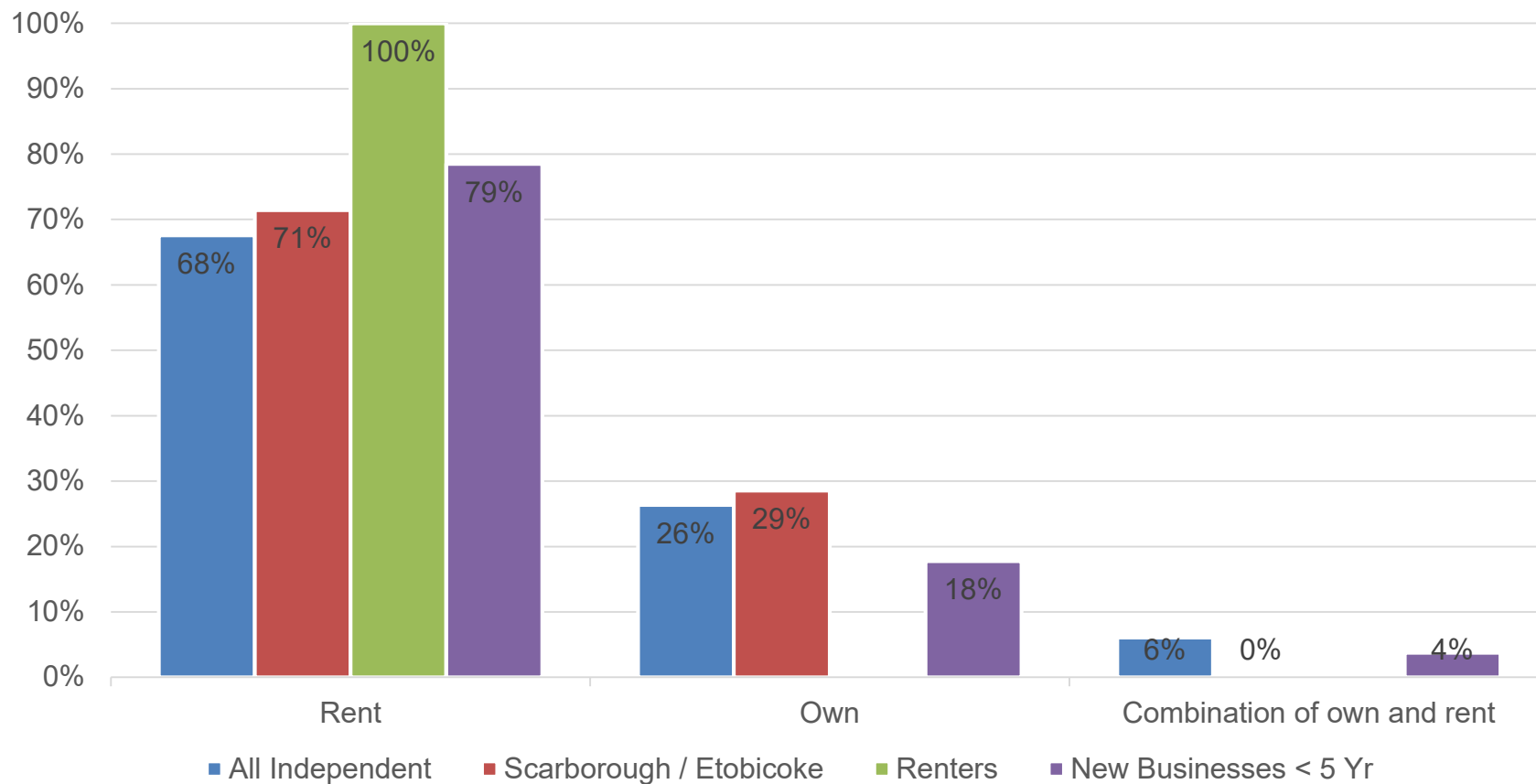
How many LOCATIONS do you currently have in the GTA?



# Toronto Independent Business Profile – Own or Rent



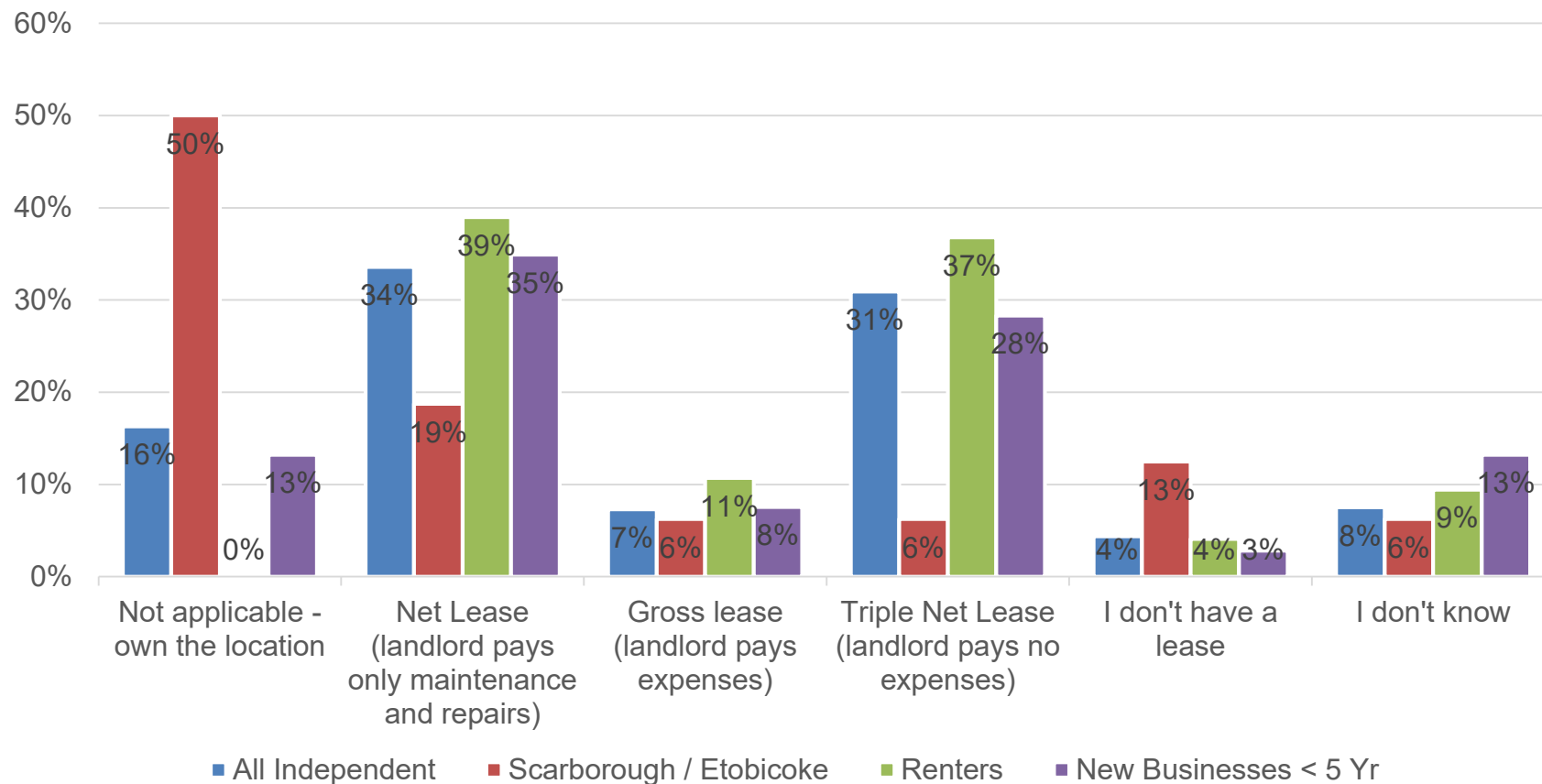
Do you OWN or RENT the location that your business is in?



# Toronto Independent Business Profile – Rent Lease Structure



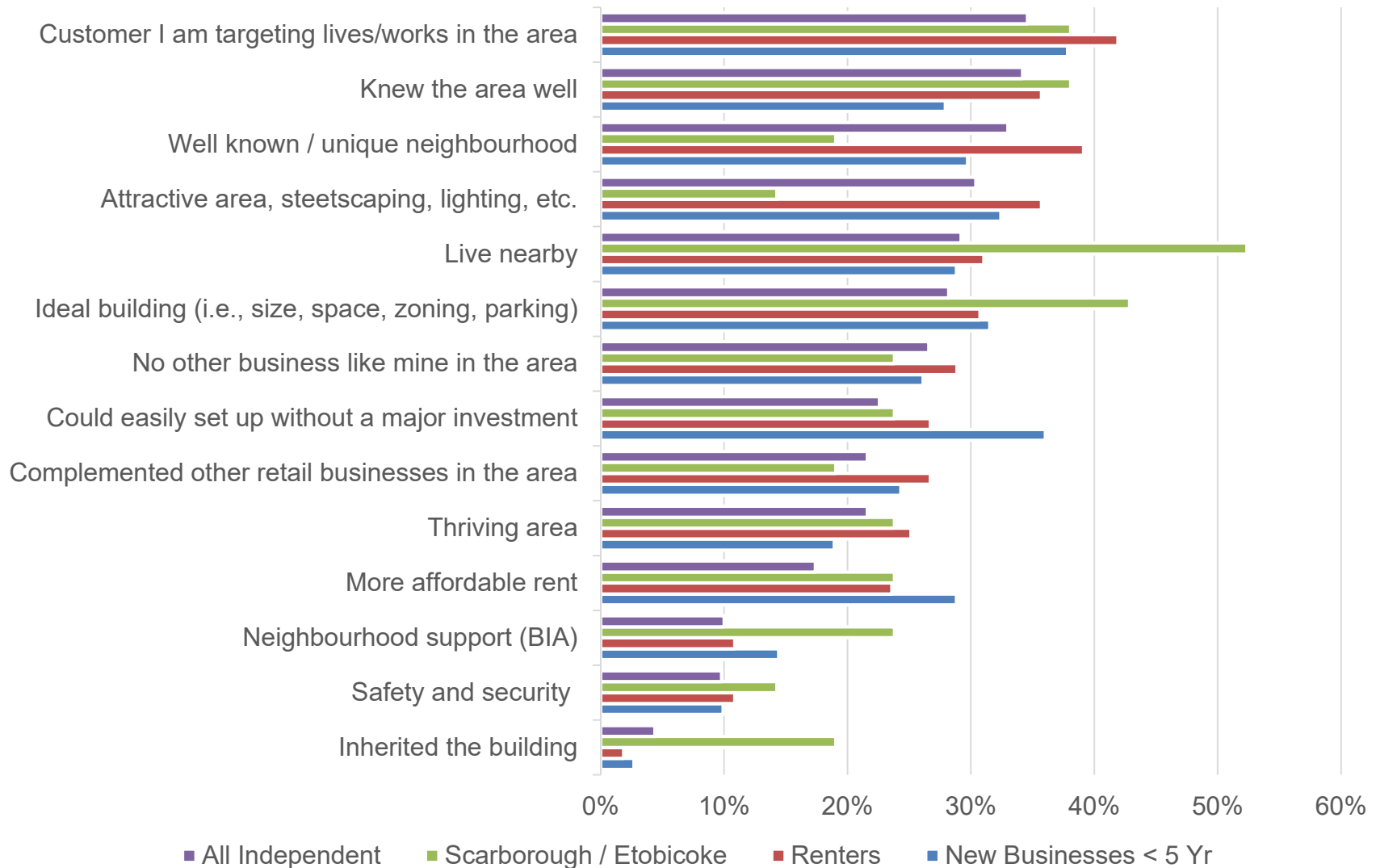
If you RENT, what is the structure of your LEASE?



# Toronto Independent Business Profile – Location Decision Making



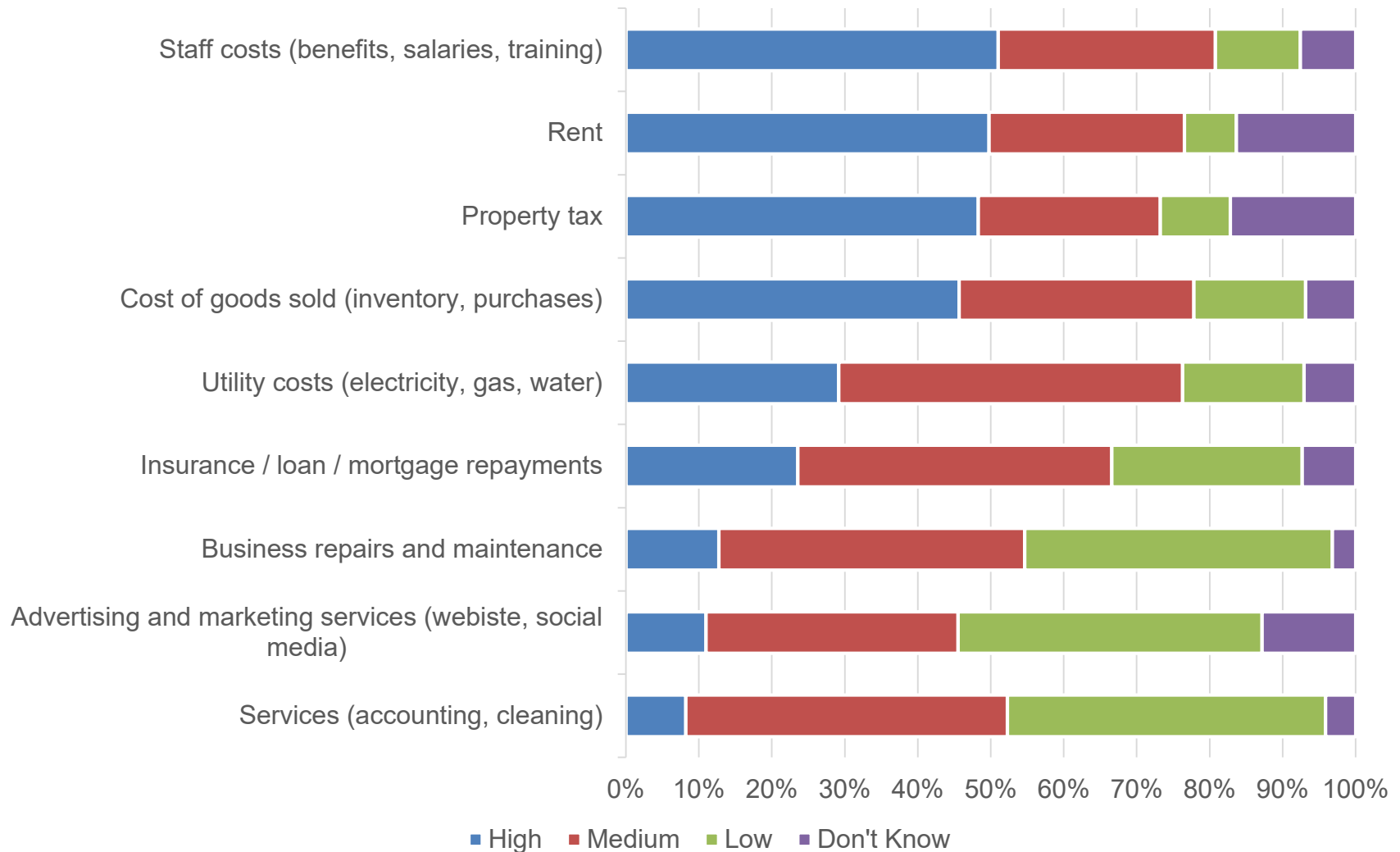
What were the KEY FACTORS in choosing the location you are in?



# Toronto Independent Business Profile – Operating Expense Ranking



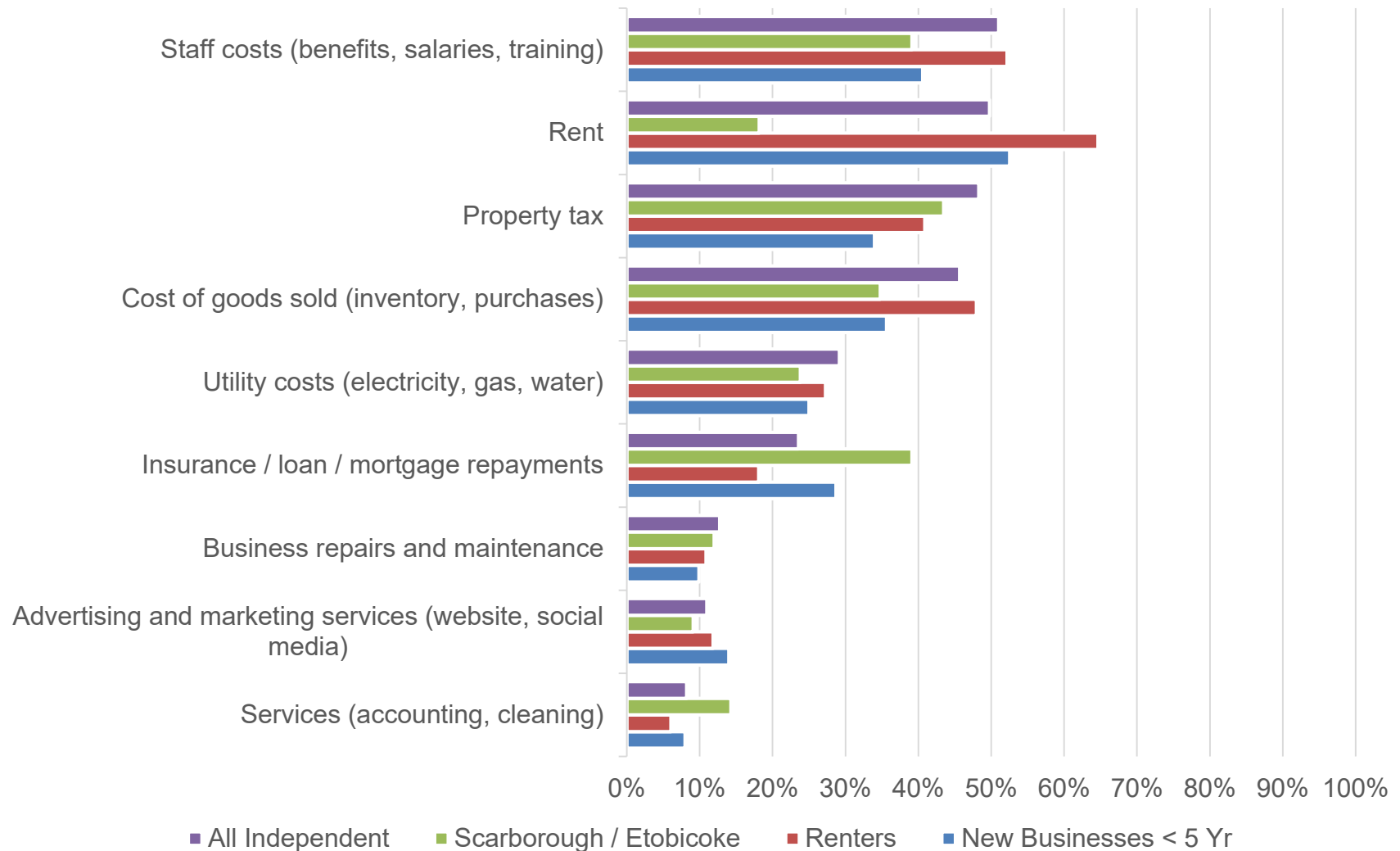
How would you RANK your operating expenses on a yearly basis in terms of how much you invest / spend?



# Toronto Independent Business Profile – High Ranking Operating Expenses



How would you RANK your operating expenses on a yearly basis in terms of how much you invest / spend? – HIGH EXPENDITURE

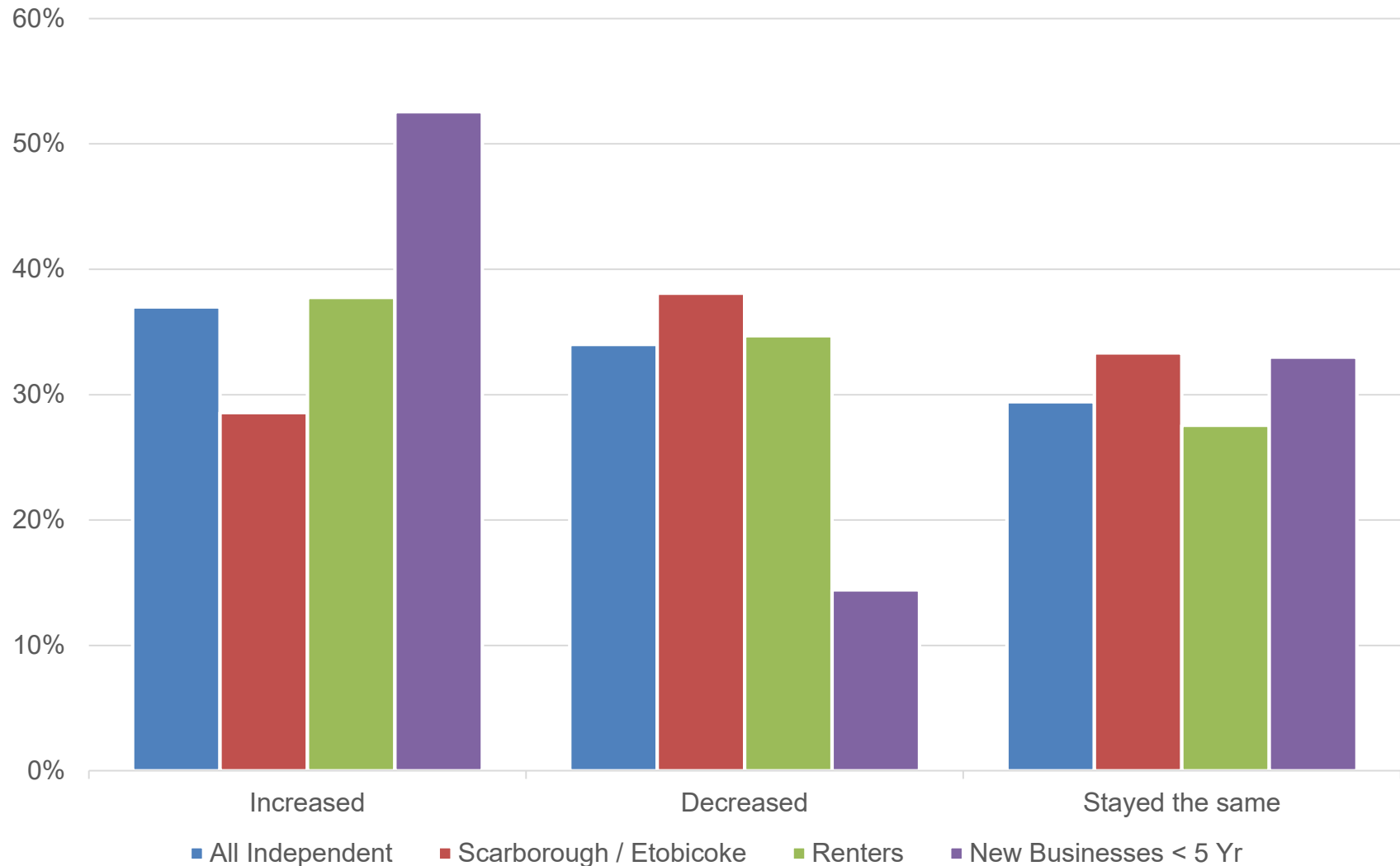




# Toronto Independent Business Profile – Sales Performance



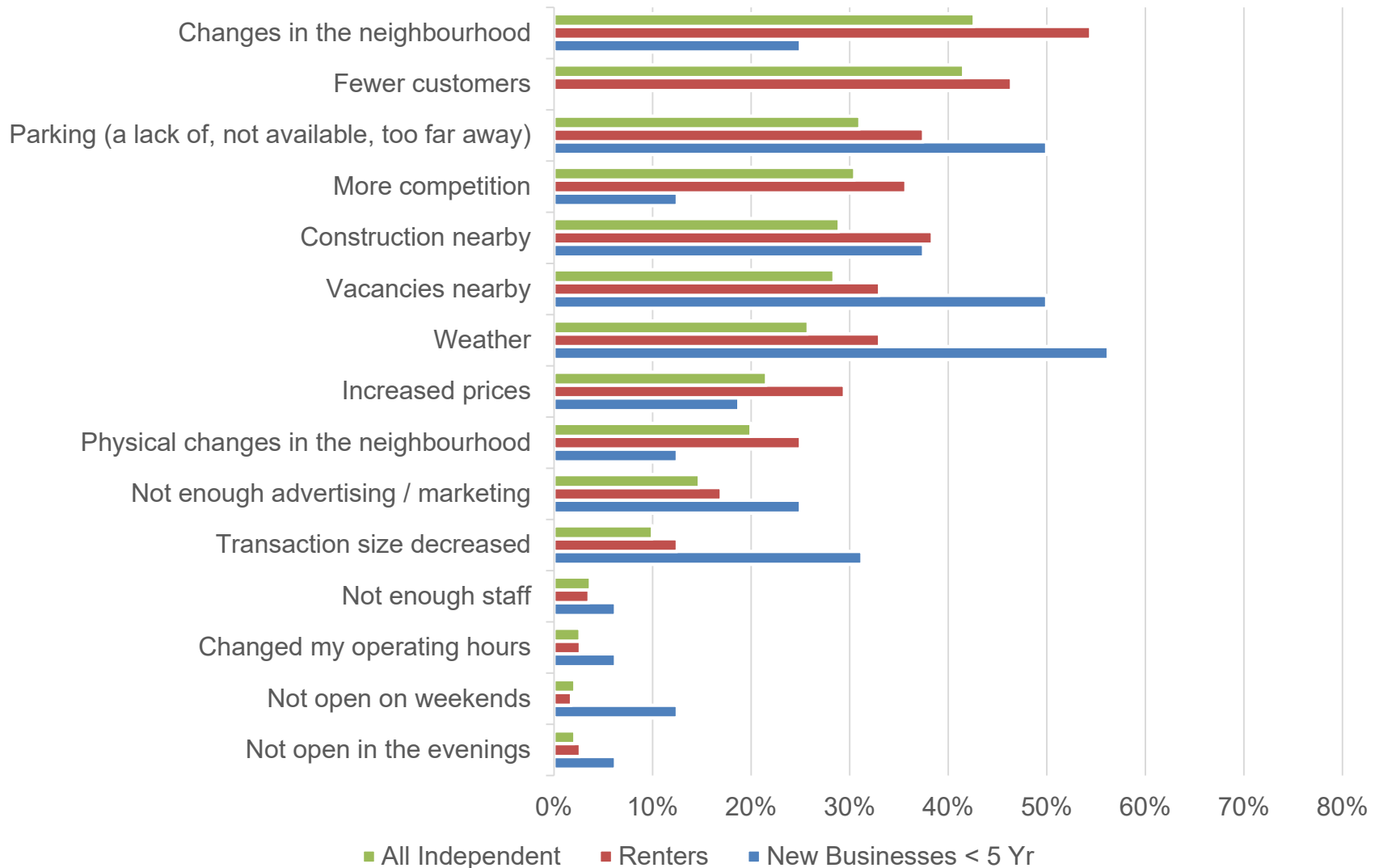
Thinking about the past two years, what have you experienced from a SALES perspective at this location?



# Toronto Independent Business Profile – Sales Performance Reasons



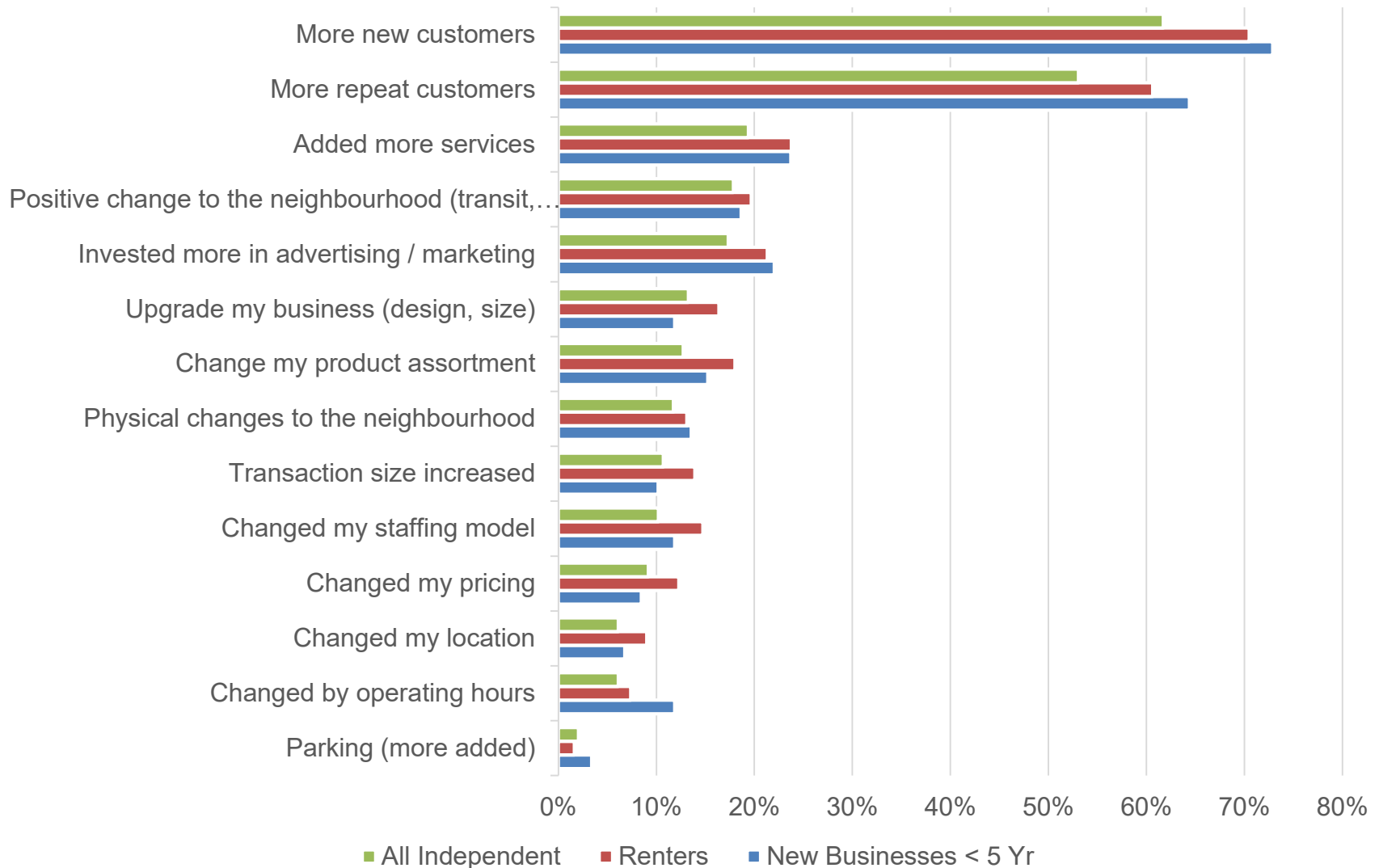
What do you think are the MAIN FACTORS contributing to the DECREASE in sales?



# Toronto Independent Business Profile – Sales Performance Reasons



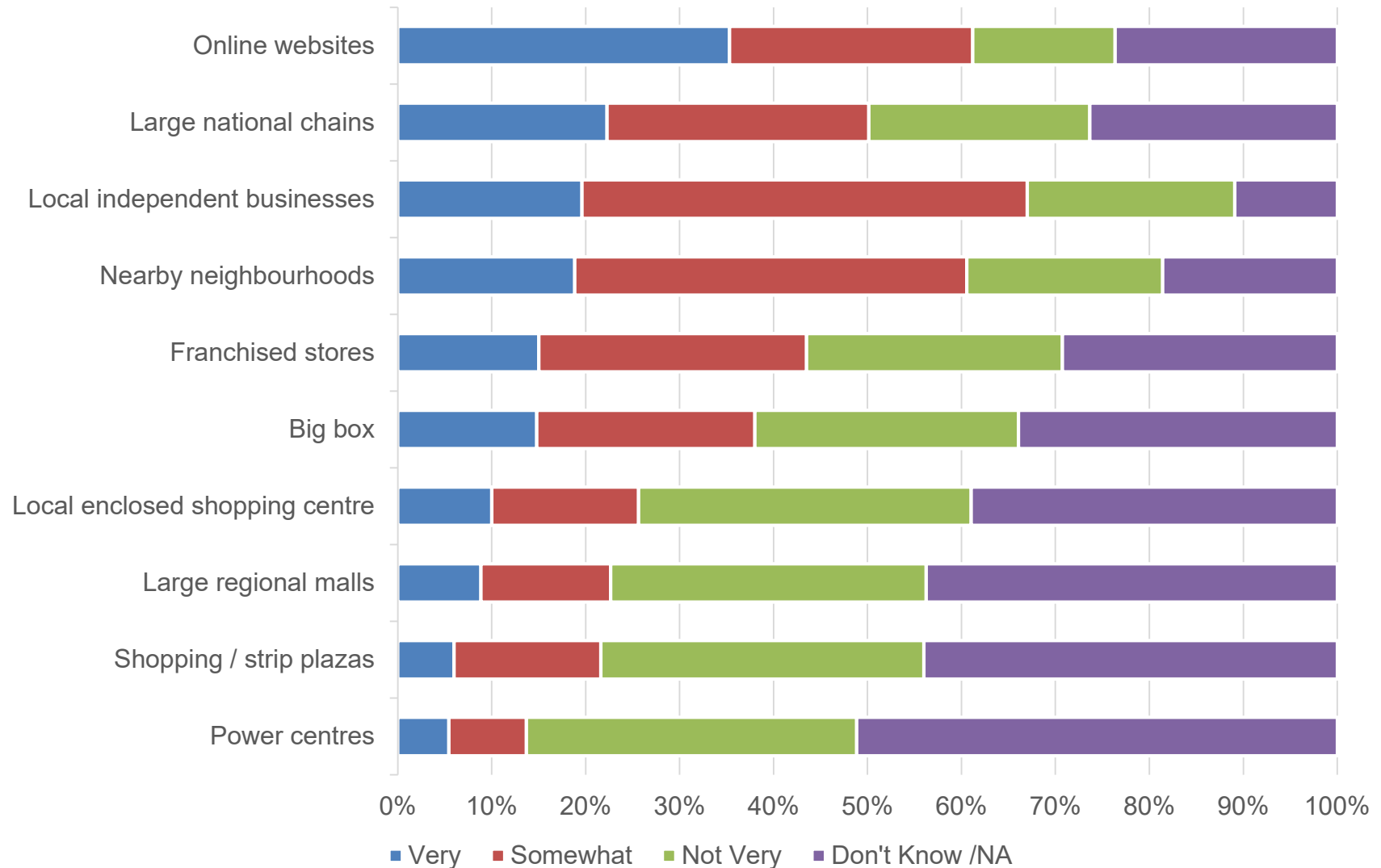
What do you think are the MAIN FACTORS contributing to the INCREASE in sales?



# Toronto Independent Business Profile - Competition



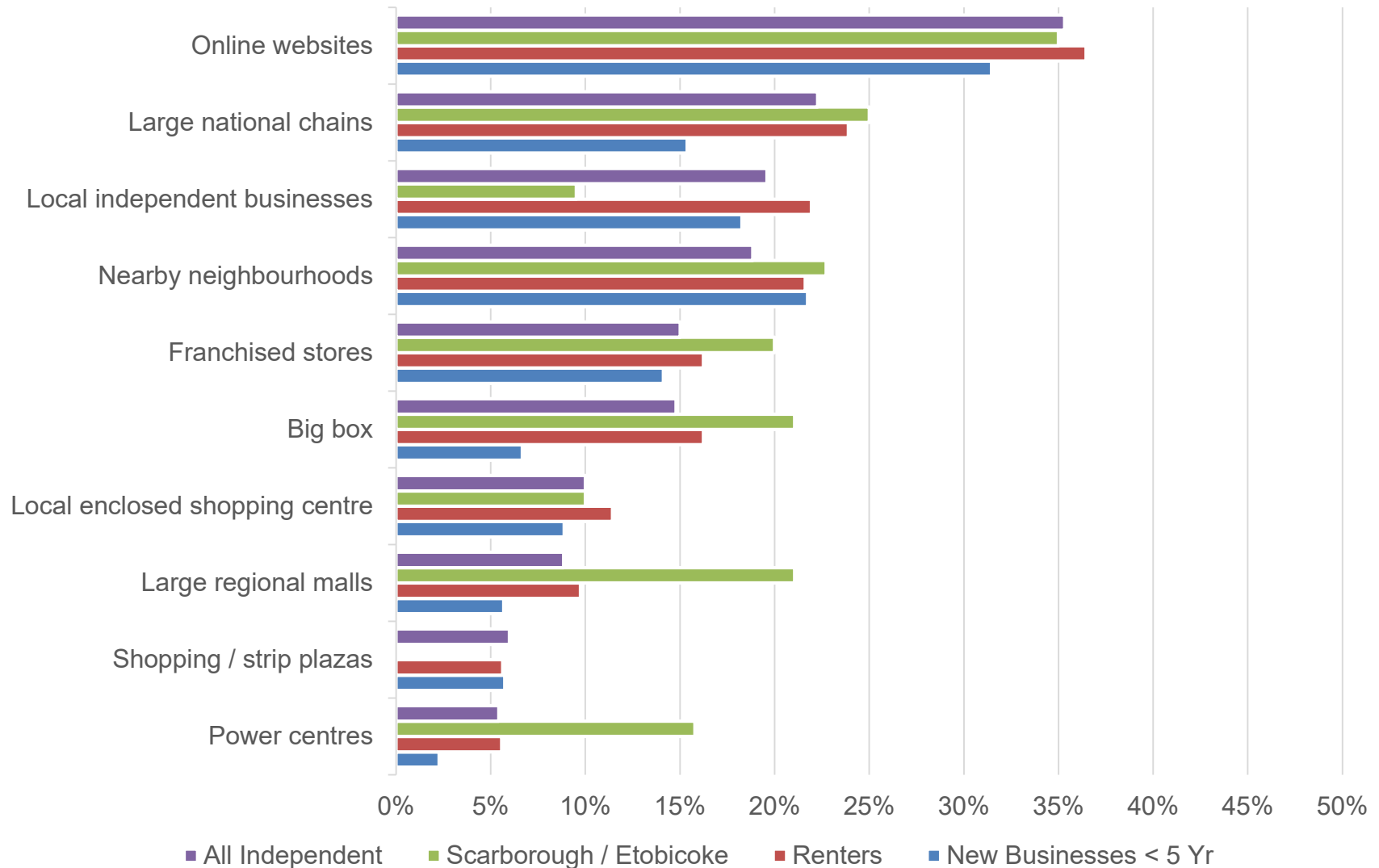
How would you rank you KEY COMPETITION?



# Toronto Independent Business Profile - Competition



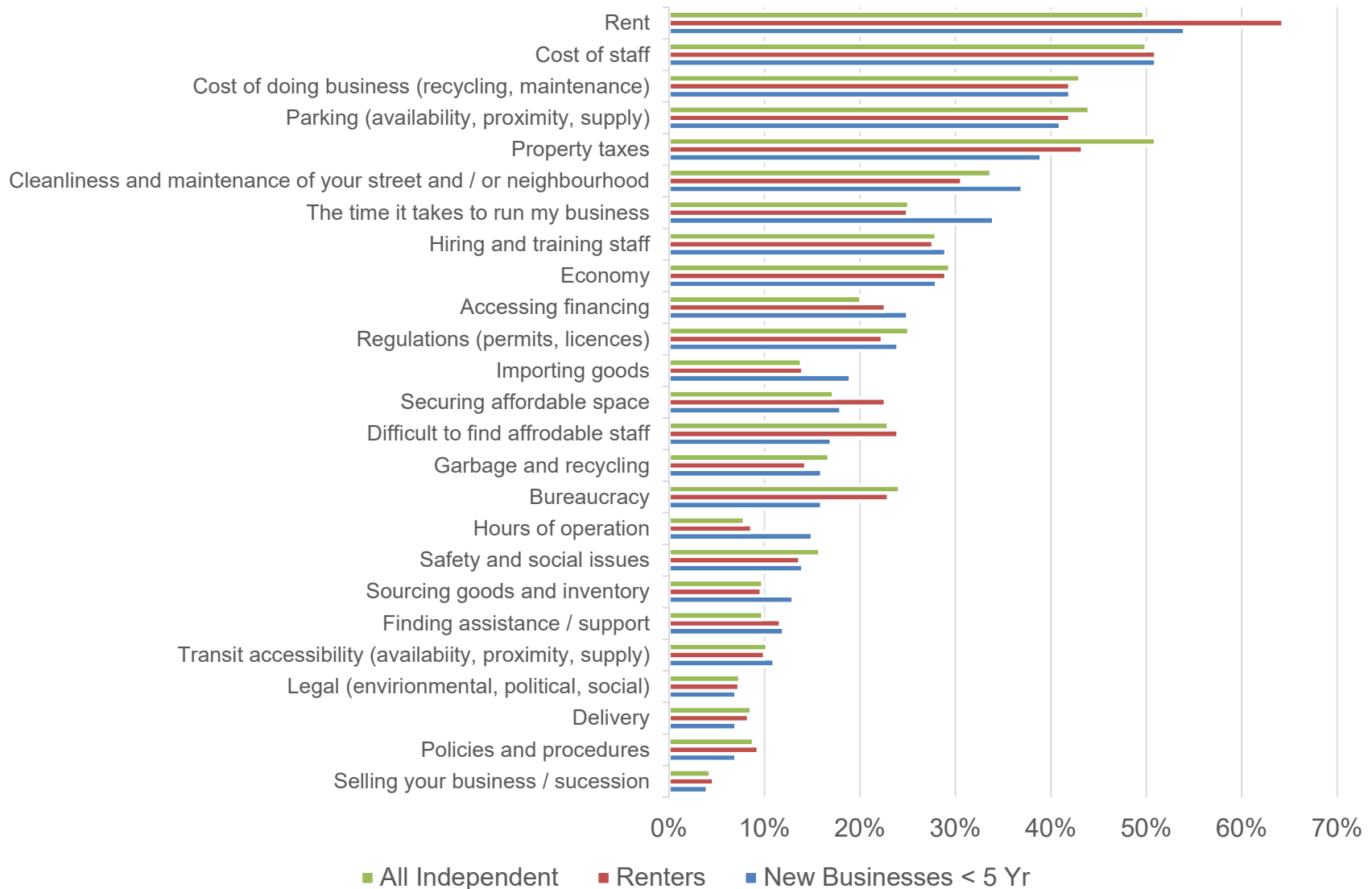
How would you rank you KEY COMPETITION? – VERY COMPETITIVE



# Toronto Independent Business Profile – Business Challenges



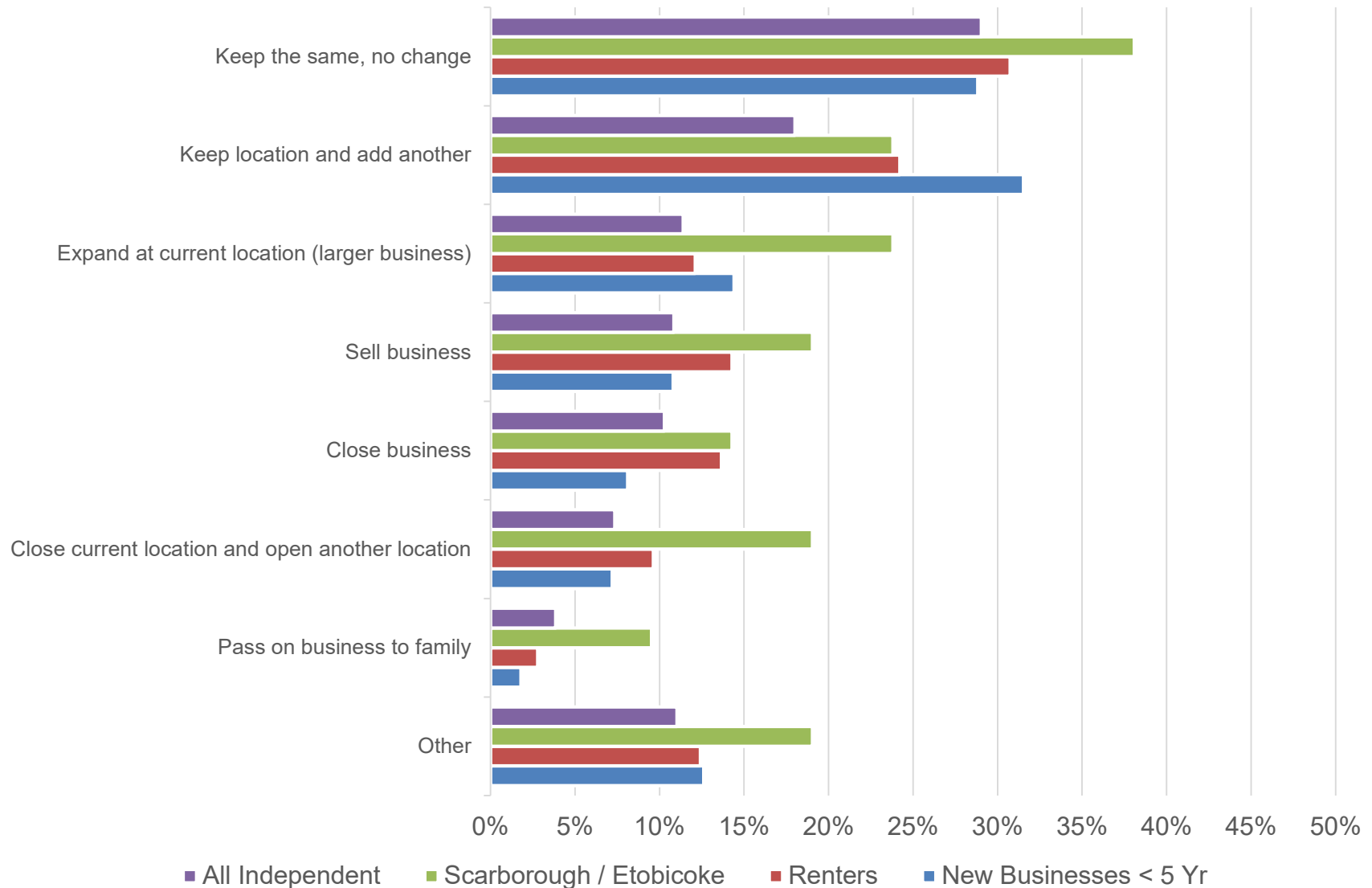
Are any of these types of CHALLENGES influencing the success of your business?



# Toronto Independent Business Profile – Future Strategy



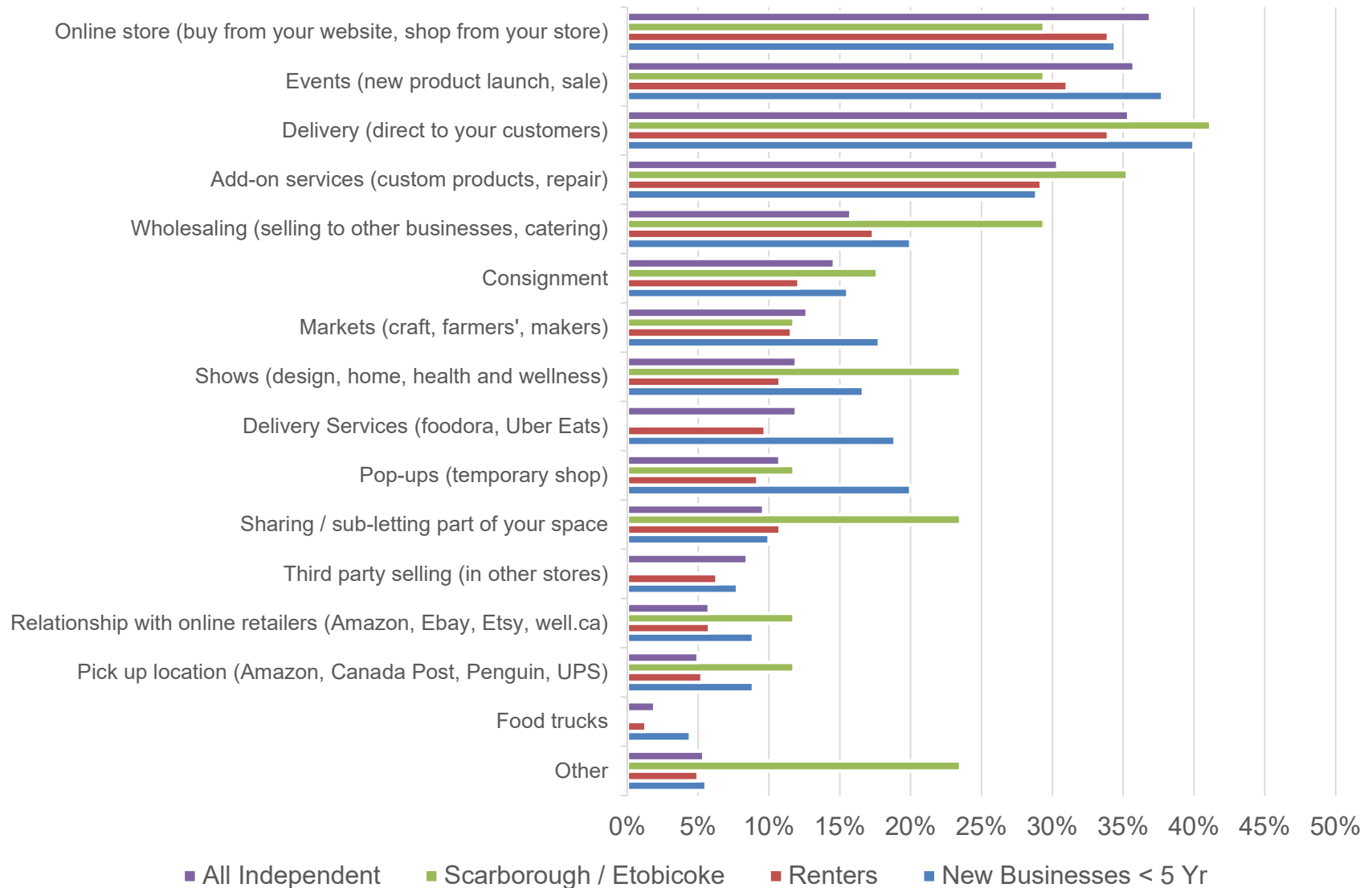
In the next two to five years, how do you SEE YOUR BUSINESS DEVELOP?



# Toronto Independent Business Profile – Added Services



Are any of these elements PART of your business operation?

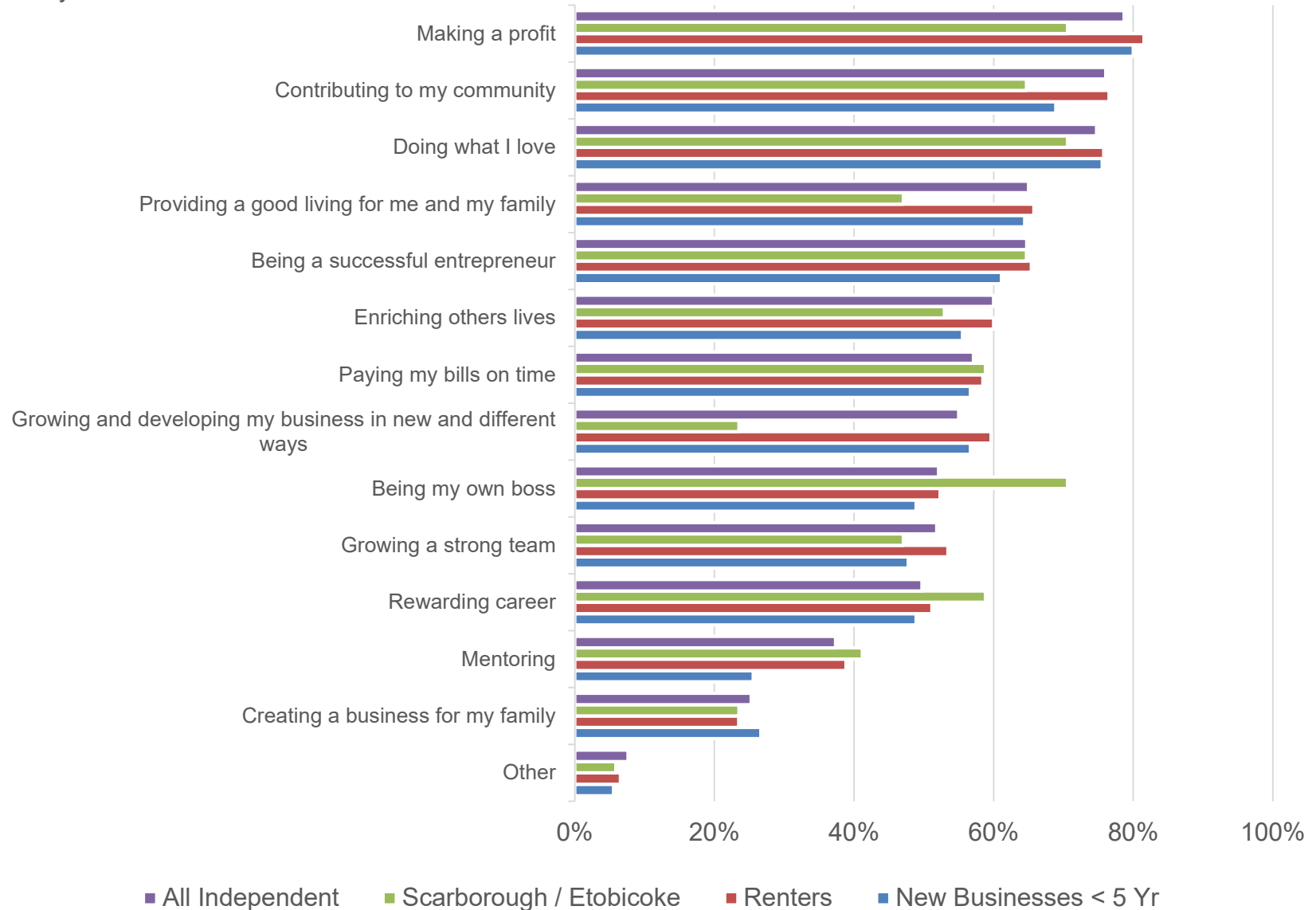




# Toronto Independent Business Profile - Measure Success



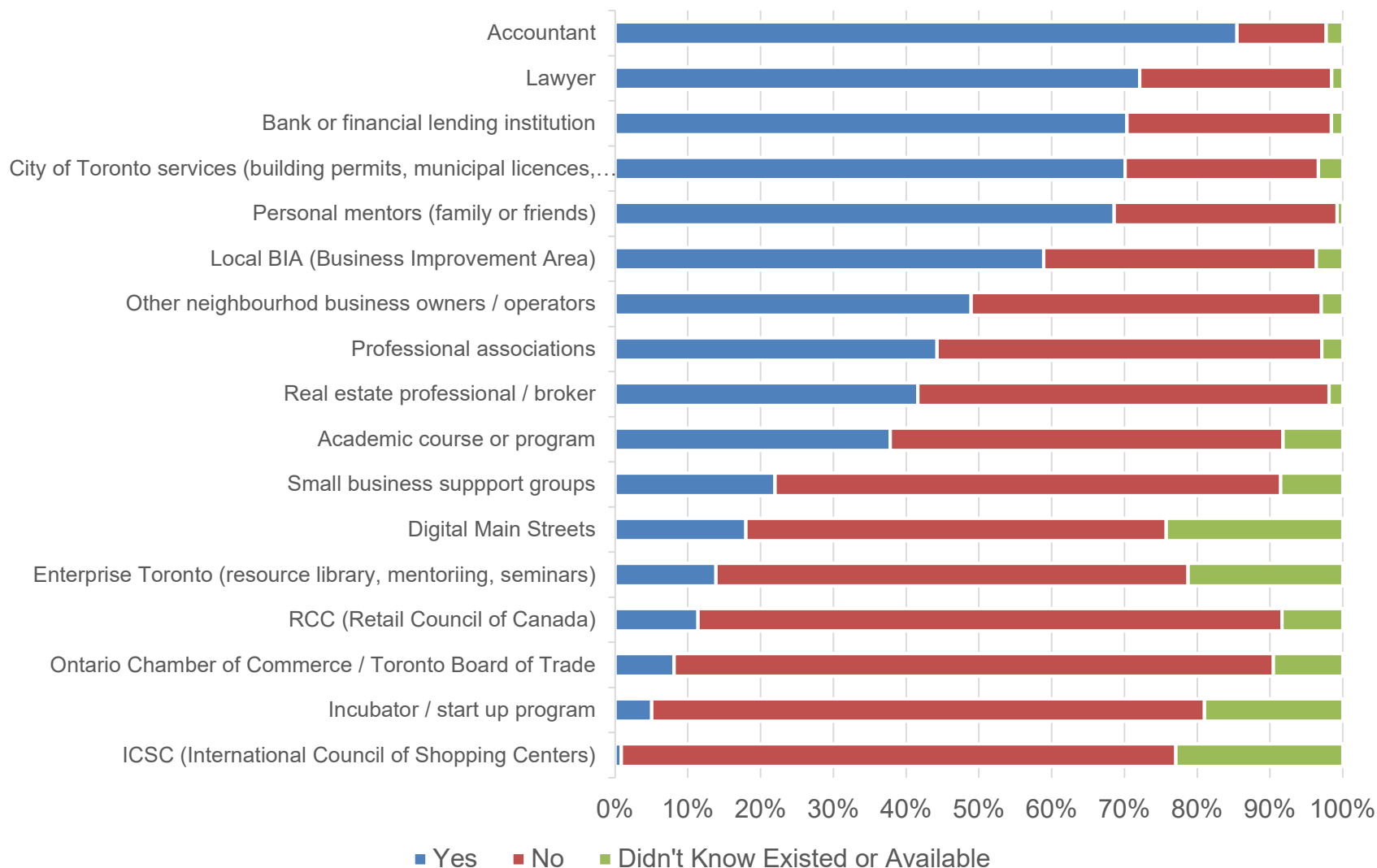
How do you MEASURE SUCCESS?



# Toronto Independent Business Profile - Resources



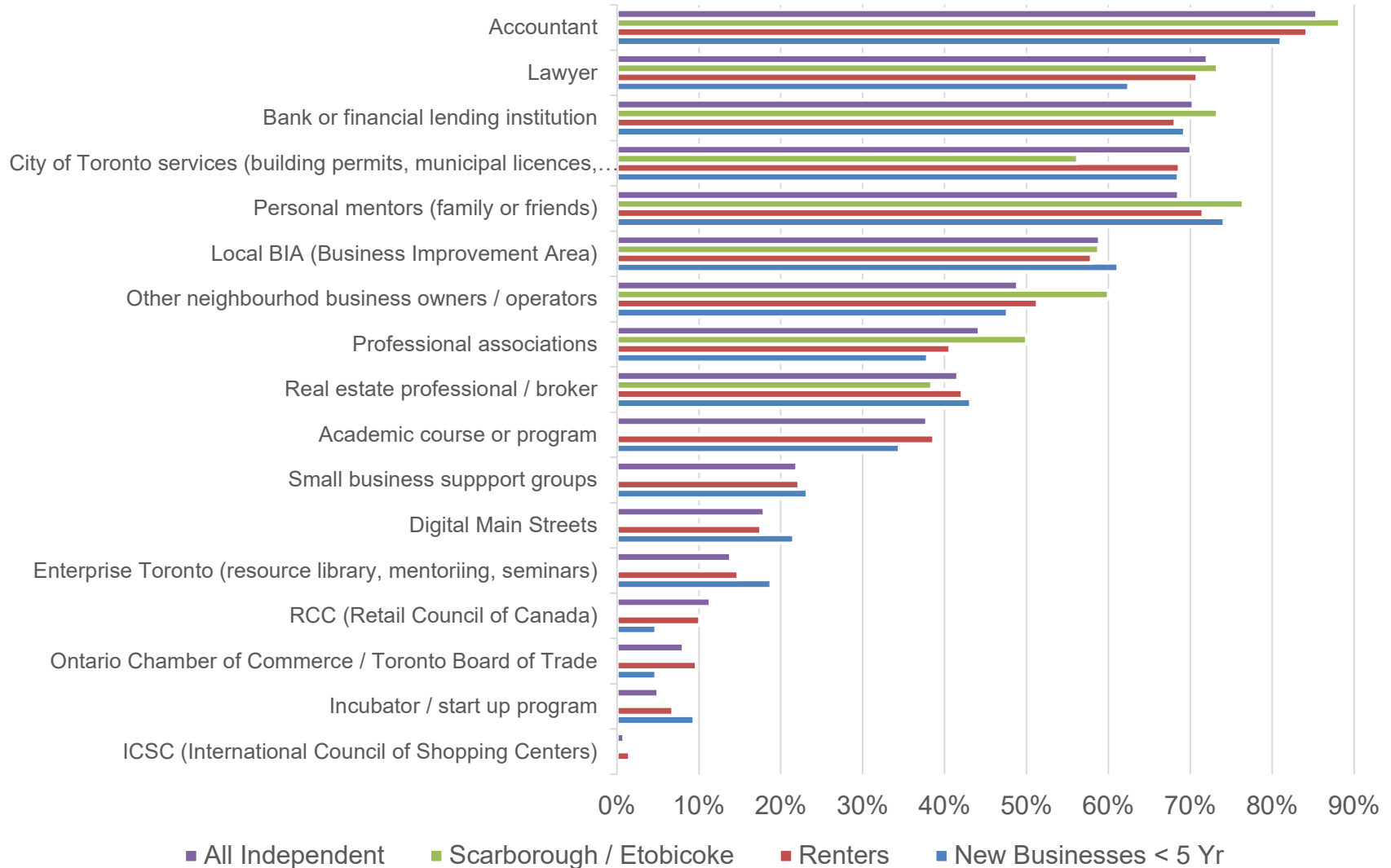
During the set-up and ongoing development of your business have you used any of the following RESOURCES for ASSISTANCE and SUPPORT?



# Toronto Independent Business Profile - Resources



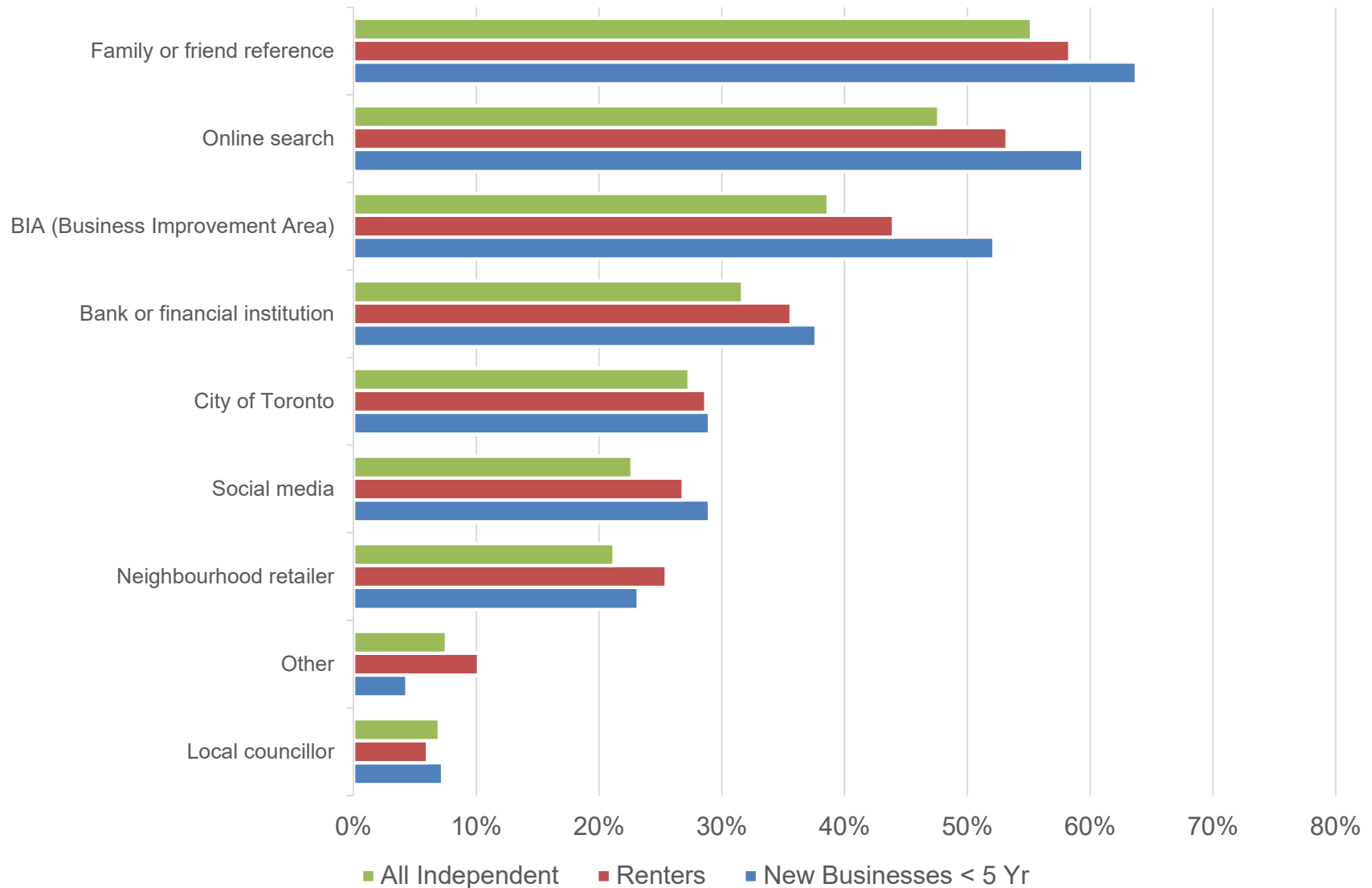
During the set-up and ongoing development of your business have you used any of the following RESOURCES for ASSISTANCE and SUPPORT? – YES USED



# Toronto Independent Business Profile – Resource Information



If you used any of the resources mentioned previously, how did you find out about them?



# Toronto Independent Business Profile – Open Ended Comments



## PASSIONATE REALITY

Help businesses succeed rather than making things harder all the time.

The City has to take a very hard look at the total package of services and costs to small business. My municipal license, standby garbage collection fee, property taxes, water, sewage costs have all gone up faster than inflation over the 17 years I have been in business, while city services including street cleanliness and access to parking have deteriorated. If the city were a business partner and I could choose, I would fire them. Other businesses effect this outcome by closing and vacating premises. When will the City wake up and smell the coffee?

Small businesses are the lifeblood of the city, and we are at the mercy of unscrupulous and greedy landlords.

Please stop property taxing us to death. Stop supporting the local BIA's through our property taxes. There should have been a more open, fair and transparent election to vote for a BIA, one that involved only property owners to vote. I feel the outcome would have been a big no to raising property taxes for a BIA. The property tax bill is in the property owners name not the transient store owners name. These extra tax dollars have turned into a slush fund for the local councillor.

Toronto is not a progressive city. Health inspections and permits are punitive and not supportive of the small business owner. Fees are excessive and support is nonexistent. Small business owners feel like the enemy of the City bureaucrats and big chains proliferate. Toronto no longer has character in much of its commercial areas. The City needs to step up!!

You have to do better or we'll all collapse.

# Toronto Independent Business Profile – Open Ended Comments



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

Independent business are truly struggling with high and ever-increasing rent and an online-ordering culture, further impacted by multiple closed storefronts whose landlords are rewarded for keeping empty.

The City needs to recognize that main-street retail operators contribute to the urban landscape and make life easier and more rewarding for neighbours and the community. following this: it is possible to build in rewards or some type of compensation in the tax system (lower tax bill if business or landlord follows through with certain city criteria, such as providing public seating space or beautifying streetscape through exterior improvements). Also: the gap between commercial tax rates and residential is one of the highest in Canada, presenting an unfair burden on small business.

Please keep supporting small businesses with resources and financial incentives vs growing regulations and bureaucracy. Thriving main streets build thriving communities. Too many for lease signs and dead retail areas, yet folks struggle to find affordable and accessible products and services locally.

Basically there are more brands available and more ways to purchase them. So a Shop Local campaign, tying how supporting small shops supports the families who work there directly and keeps our communities safe and diverse.



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

We are what make a community unique. We are most likely to contribute to our local economy by supporting local makers, hiring local people in the community as well as hiring local tradespeople and by donating to schools/fundraisers etc. We connect people. Not everyone wants to shop online and when they are out in the neighbourhood they want to shop at interesting businesses, not big box chains providing the same products you can buy online. Increasing costs make it challenging for a small business to thrive and grow even though we are often the heart of a neighbourhood.

Keeping neighbouring storefronts occupied with like minded independent retail is paramount. Empty storefronts due to extremely high rents isn't good for the property values of the surrounding homes, the overall safety of the neighbourhoods, or desirable for the community or tourism. People can shop at a Winners anywhere across the country and find relatively the same exact product offering, but it's the vision of the small business owner that will keep a neighbourhood vibrant, and unique.

The Government seems to think that businesses can be the fall guy.  
We cover all kinds of costs, making it impossible to see a profit.  
Why do we stay in business?  
Because it is our identity  
Because staff depends on us for there wages.  
Because we are addicted to our profession.



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS  
APPENDIX 7: ON-LINE TORONTO RESIDENT SURVEY RESPONSES**





## **CONTEXT ANALYSIS**

- What are local Toronto residents buying patterns, shopping behaviour, and preferences related to buying goods and services?
- What is the importance of being able to access local goods and services within their neighbourhood?

## **DEFINITIONS**

- Only City of Toronto residents.
- Allow respondents to self-define local, neighbourhood, mass market, and chain retail as to their own perceptions.
- 5,396 City of Toronto resident respondents; 435 Scarborough/Etobicoke respondents; 850 Mid to Lower Income (< \$80,000) respondents.
- 4,592 respondents completed the full survey (85%).
- Respondents were skewed towards the former City of Toronto and to higher income residents.
- Results for lower income residents and for Scarborough, North York and Etobicoke were analyzed as separate segments to better understand the impact of their under-representation on the findings (see Segmentation below).

## **OUTCOMES**

### **Shopping Behaviour and Preferences**

- Primarily “physical store” shoppers.
- Majority of residents across the City shop in their own neighbourhood for some things but will also cross shop in other neighbourhoods close by. This re-enforces the notion that main streets need to be in areas where there are other competitive yet complementary main streets in order to survive and function better.
- High preference among certain categories for local and independent businesses. This includes services, food services, and everyday shopping such as personal services, specialty food, sit down restaurants, bars, take out restaurants, café, beauty services, medical, gifts, fitness, professional services, arts, culture, and entertainment, entertainment retail, education, grocery, and alcohol. This is true across the City.
- Having businesses that are convenient to get to by walking is important to residents across the City even those in Scarborough and Etobicoke.
- Residents do prefer big box, chains, and larger format shopping areas for larger purchases such as furniture and electronics as well as for more comparison type goods such as apparel, footwear, and sporting goods. For hardware and drug stores, residents prefer chains due to the dominance of these stores in the Canadian marketplace.



- All residents across the City shop at local and independent stores more often and have decreased shopping at malls and shopping centres, power centres, and big box stores.

### **Offering Attributes**

- Most residents across the City state the following are the top five most important factors: quality of stores, good service, convenient to walk to, safe, and clean and inviting.
- Less important factors included: ability to drive and park, family oriented, discounts, national brands, and events.
- A majority of residents support local and independent businesses but also feel that a mix of well-known brand and independents works best for their neighbourhoods.

### **Segmentation – Scarborough/Etobicoke and Mid to Lower Income Households (<\$80,000)**

- Segmentation was conducted on a sub-set of residents living in Scarborough/Etobicoke as well as mid to lower income households.
- Overall, the findings of all Toronto residents corresponds with the two sub-sets.
- Residents in Scarborough/Etobicoke value accessing goods and services nearby their neighbourhood as well as local and independent businesses. In addition, they have decreased their shopping at malls, power centres, and big box stores. However, in comparison to all residents, many of these factors are only slightly less.
- For mid to lower income households (which does include students), they are more likely to want access to goods and services locally and are more apt to want to support local and independent businesses.

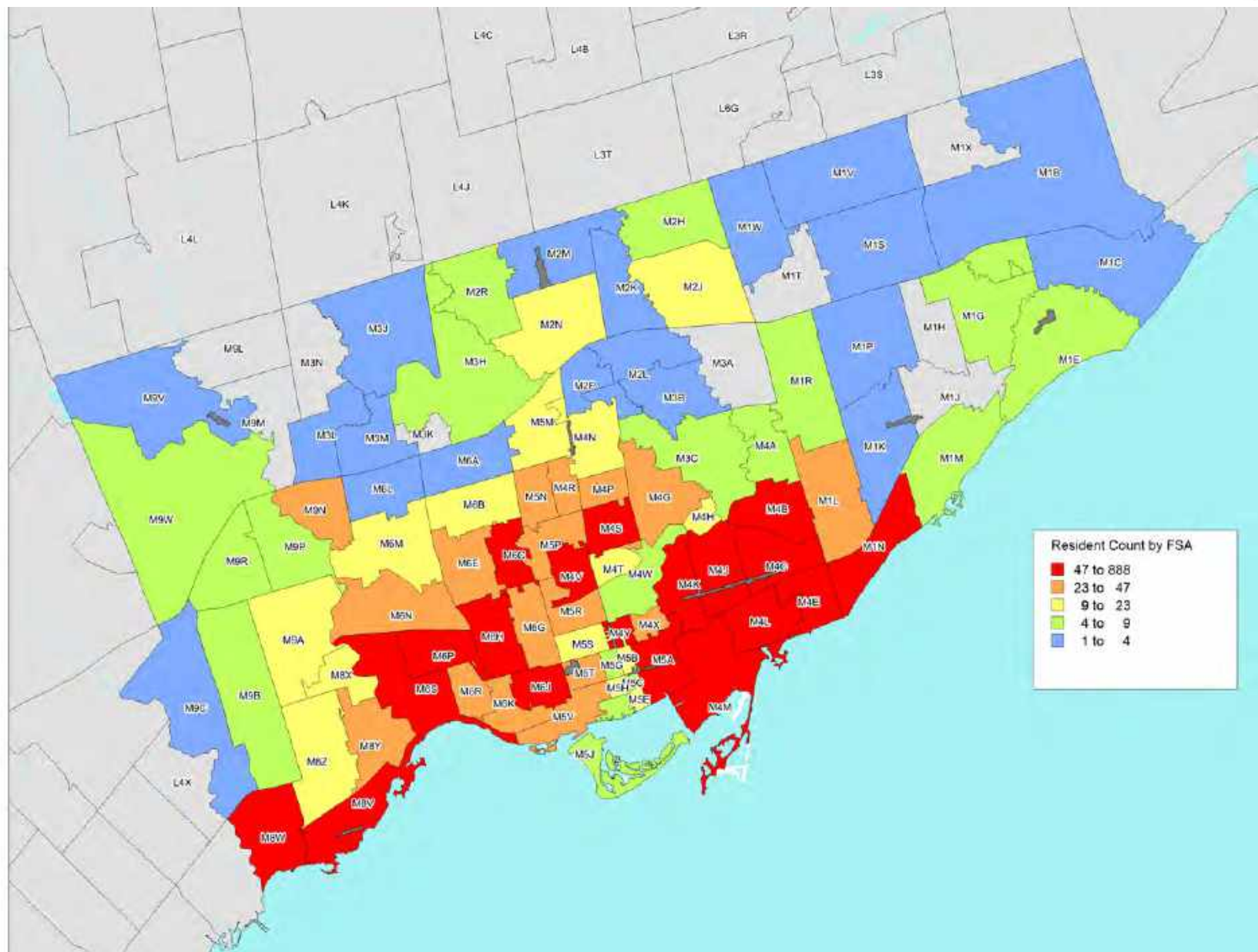
### **SOURCE**

Survey conducted by 360 Collective in association with the City of Toronto

Time Frame: April to May 2019

# Toronto Resident Shopping Survey Responses

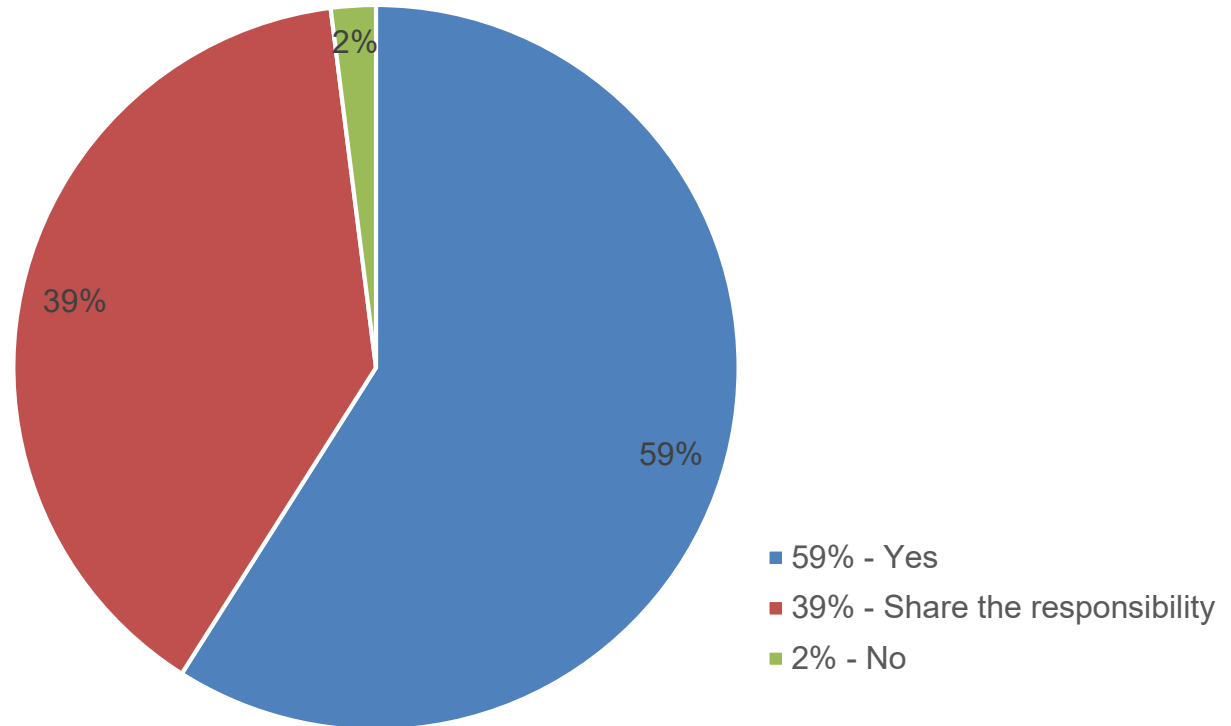
# Toronto Resident Shopping Survey – Respondent Location



# Shopping Behaviour



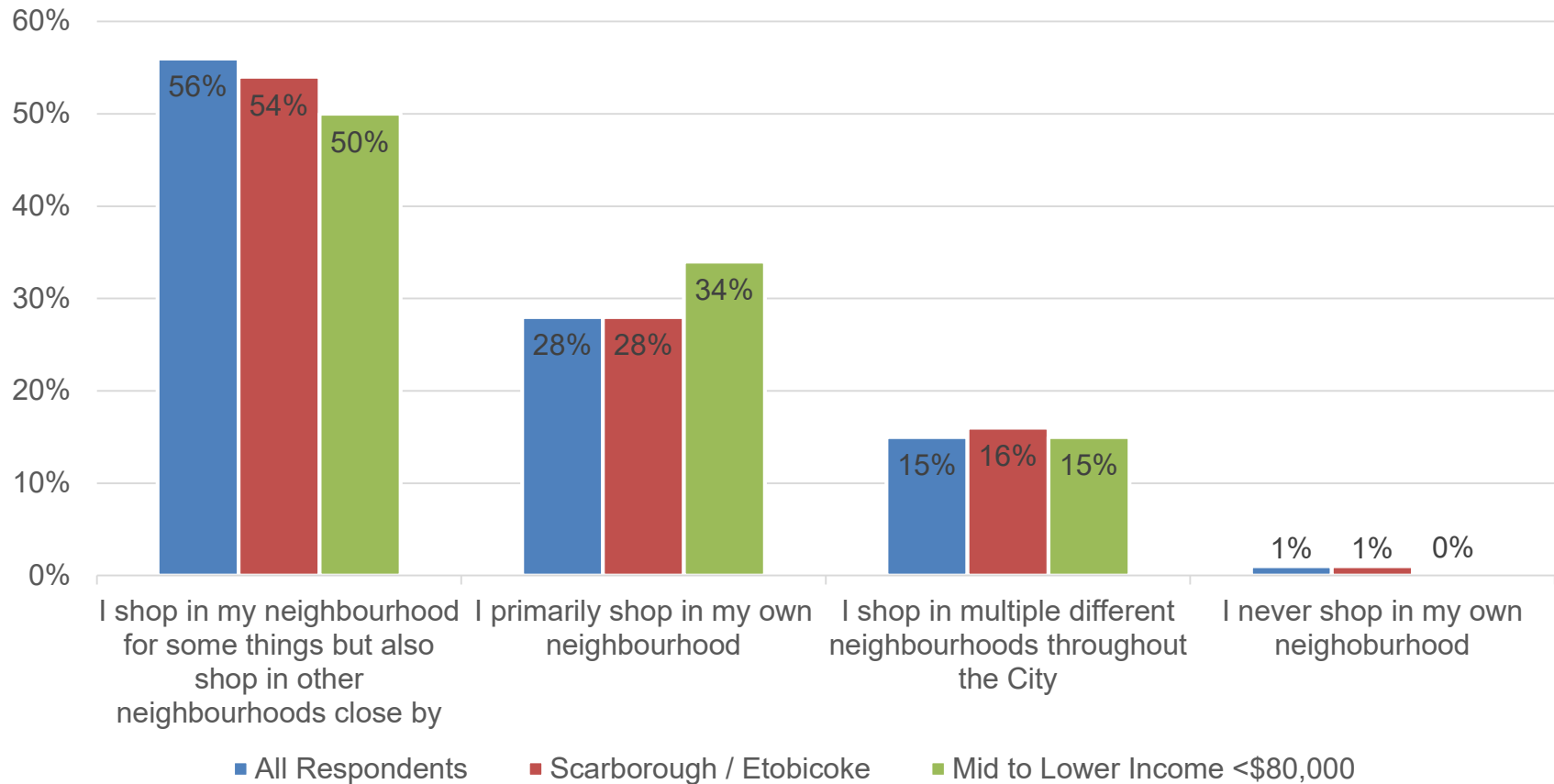
Are you the primary shopper for your household?



# Shopping Behaviour – Detailed Analysis



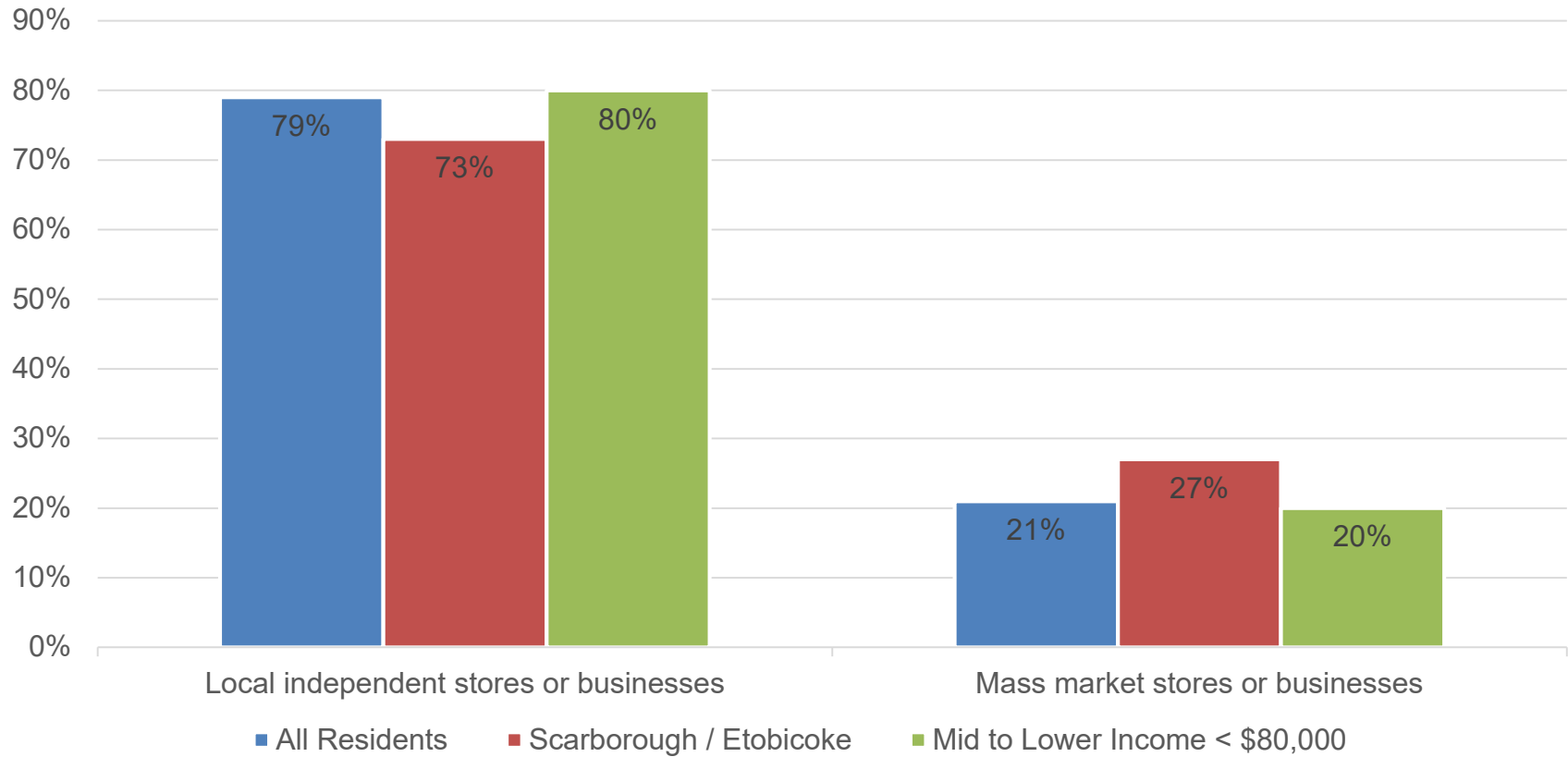
What is your TYPICAL pattern for buying goods and services?



# Shopping Behaviour – Detailed Analysis



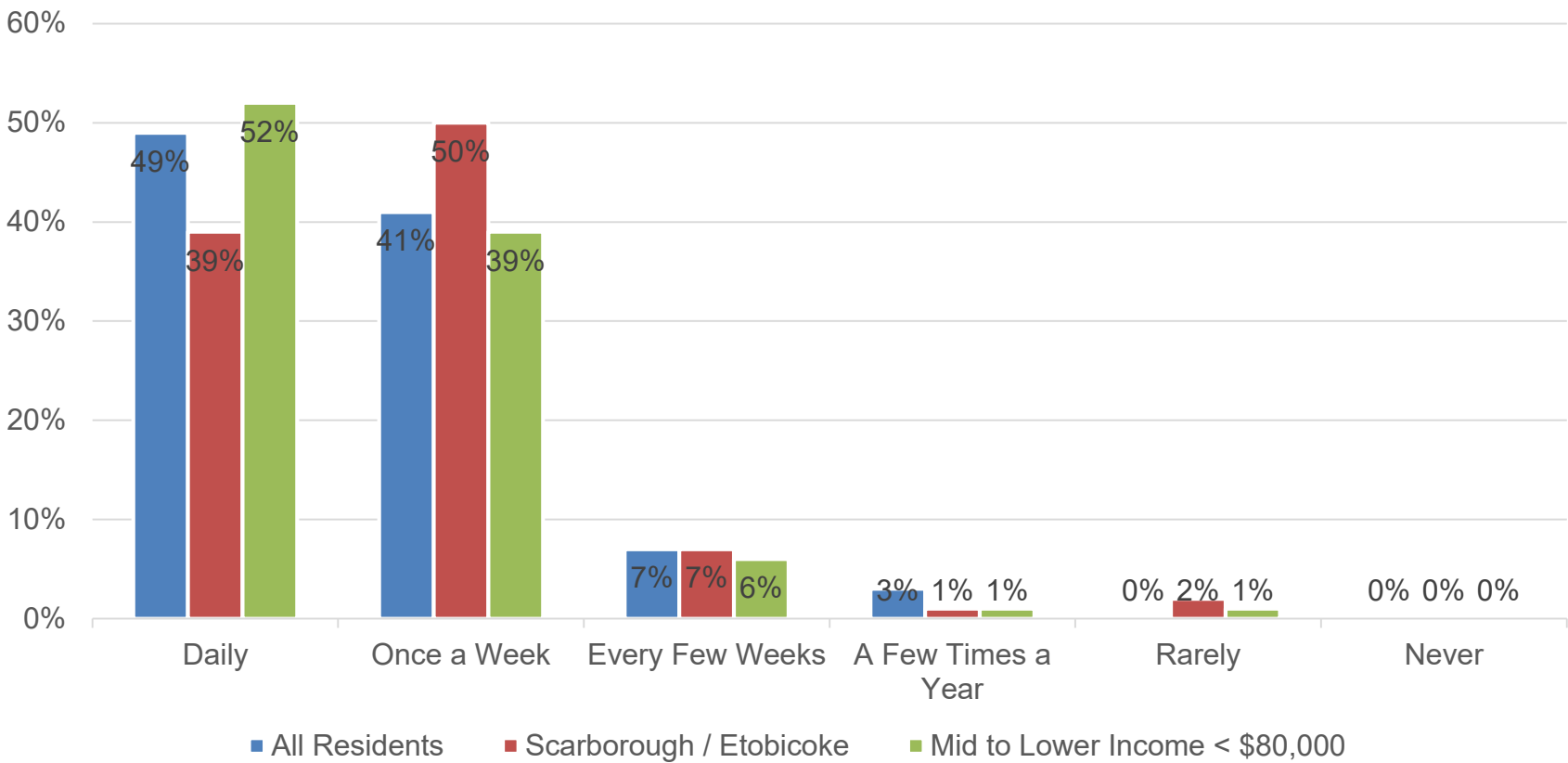
In general, which TYPES OF BUSINESSES do you prefer when purchasing goods and services?



# Shopping Behaviour – Detailed Analysis



How often do you SHOP, DINE, EAT, OR USE SERVICES in these areas – IN MY OWN NEIGHBOURHOOD?

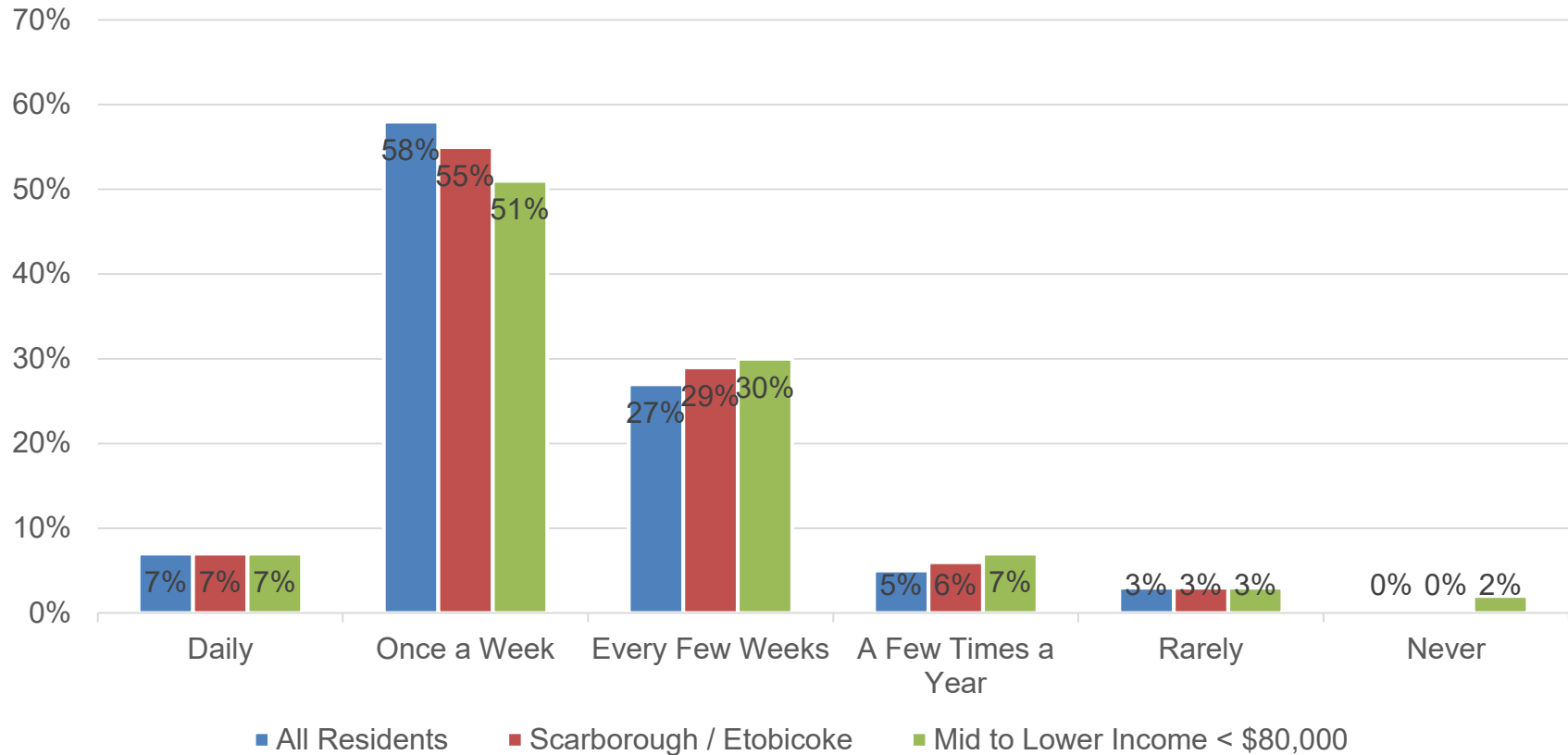




# Shopping Behaviour – Detailed Analysis



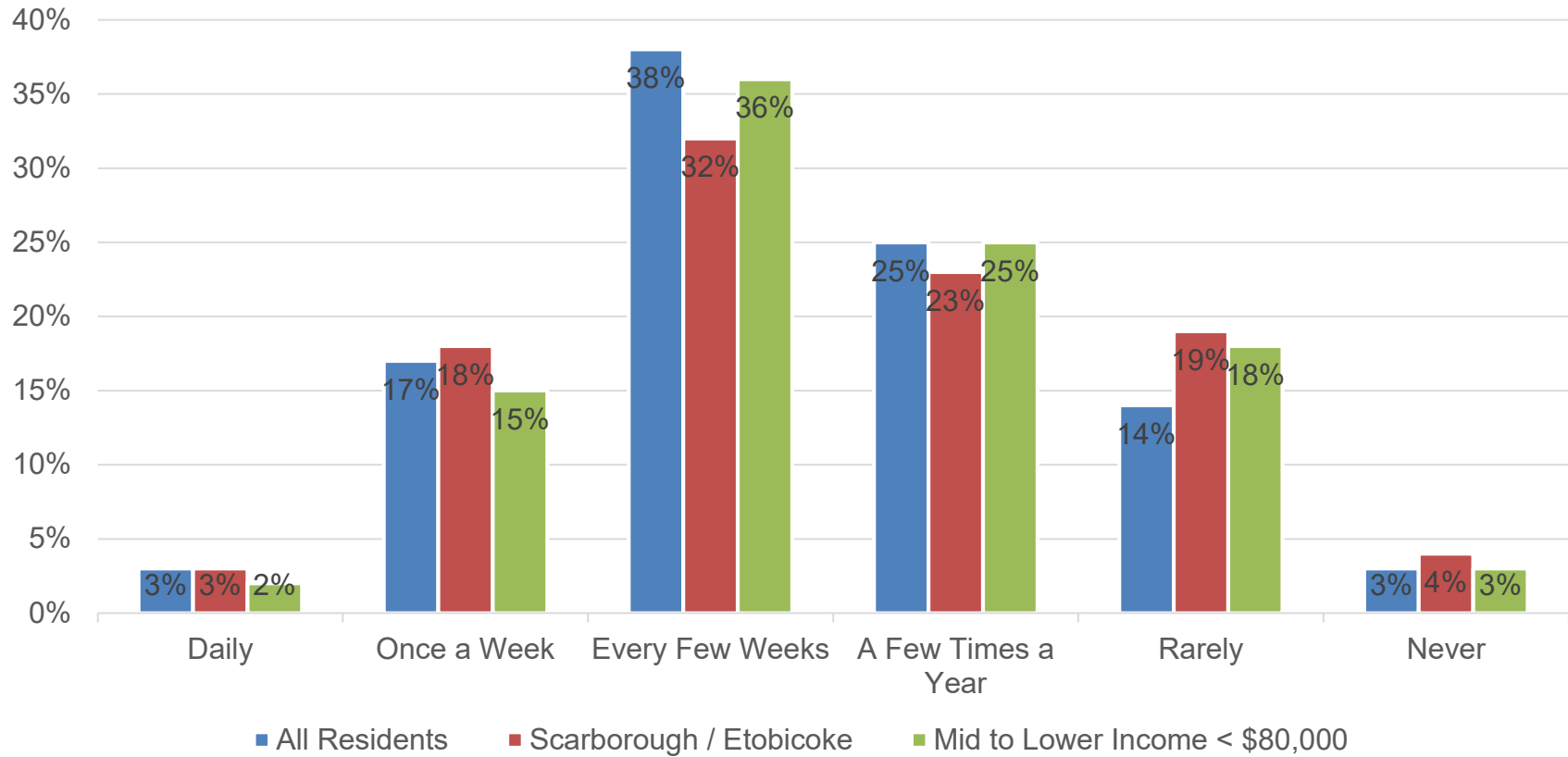
How often do you SHOP, DINE, EAT, OR USE SERVICES in these areas – IN OTHER NEIGHBOURHOODS CLOSE BY?



# Shopping Behaviour – Detailed Analysis



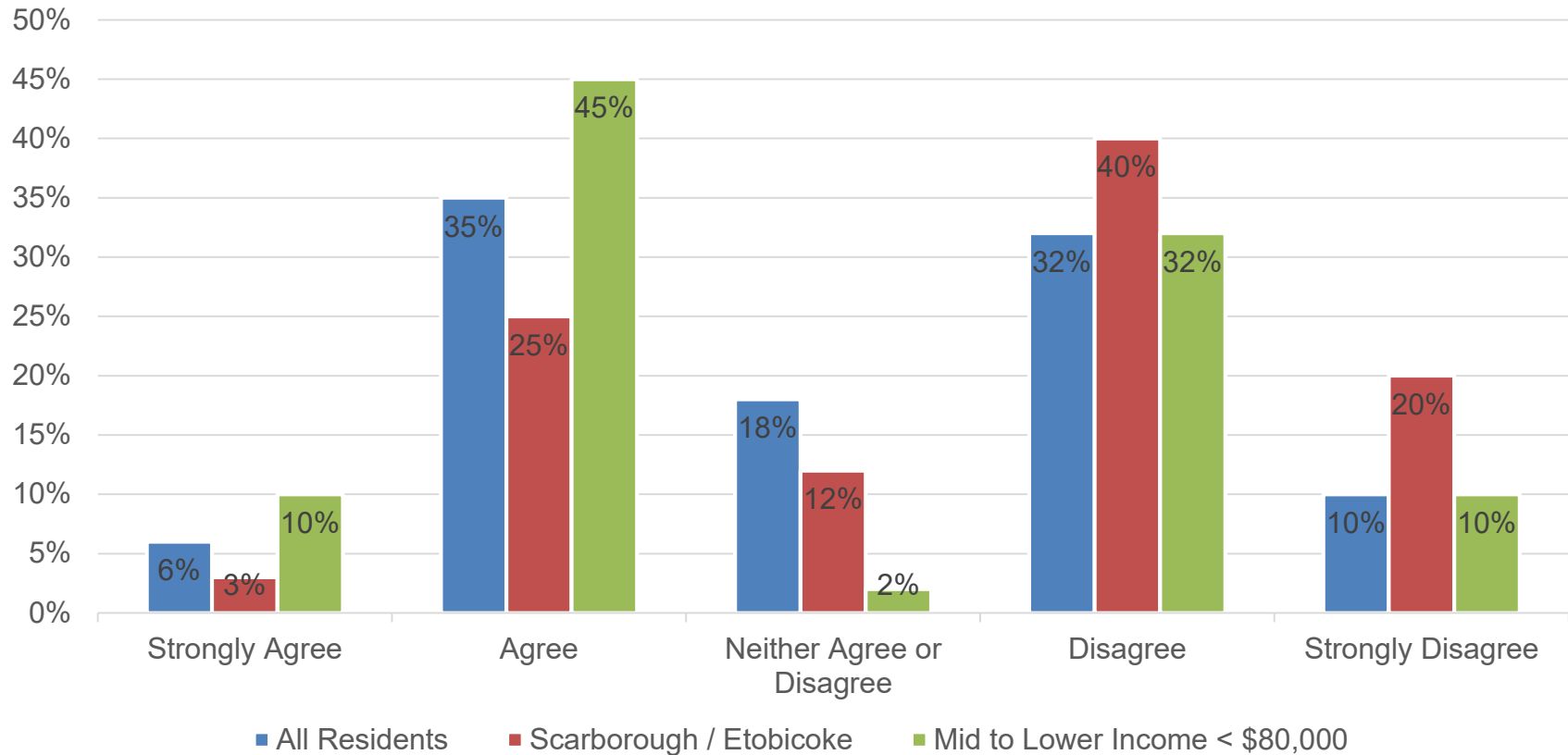
How often do you SHOP, DINE, EAT, OR USE SERVICES in these areas – IN OTHER NEIGHBOURHOODS NOT CLOSE BY?



# Shopping Behaviour – Detailed Analysis



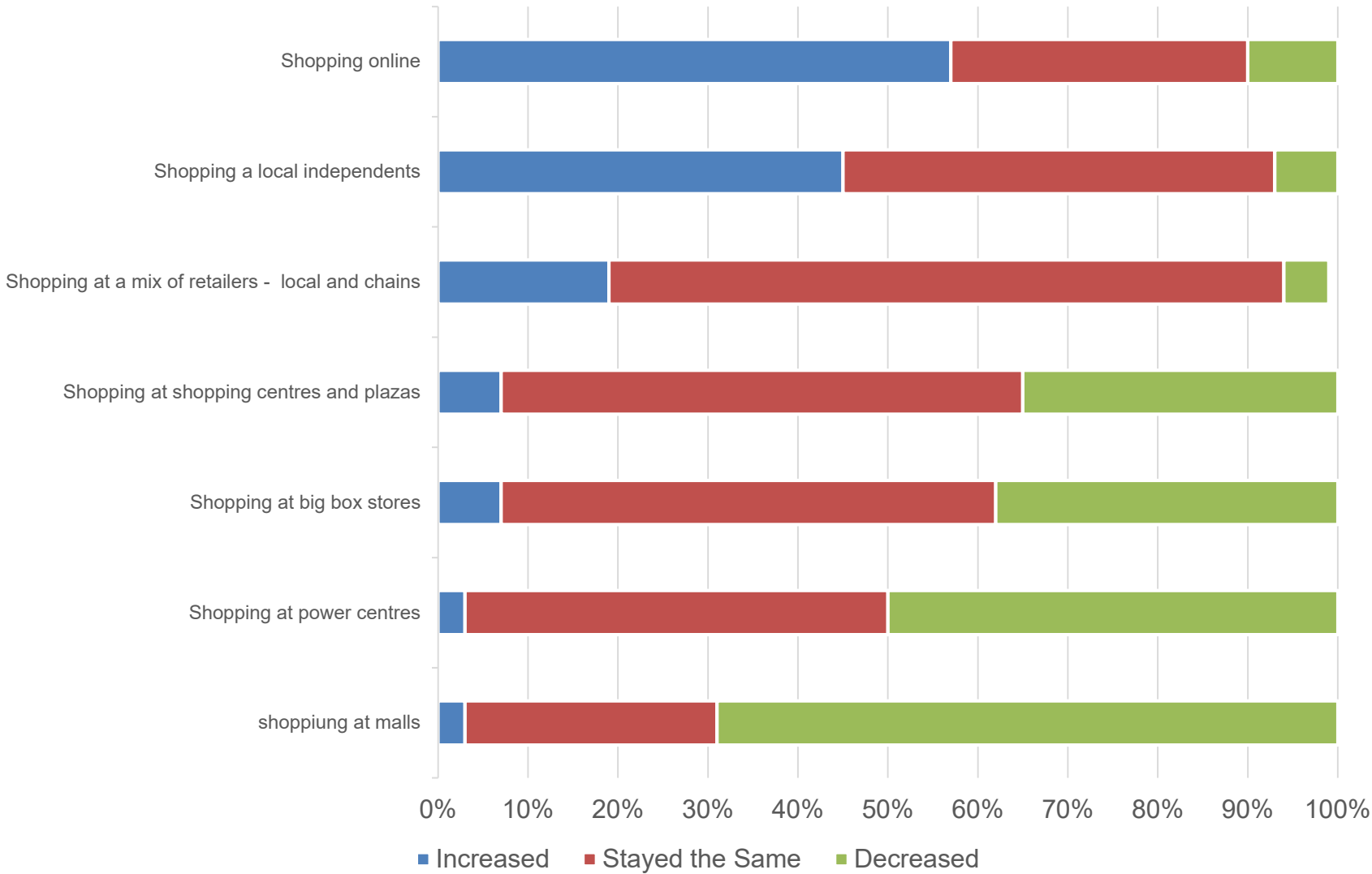
Overall, do you feel the current offering of goods and services that are available in YOUR NEIGHBOURHOOD MEETS YOUR NEEDS? N = 4785



# Shopping Behaviour – Detailed Analysis



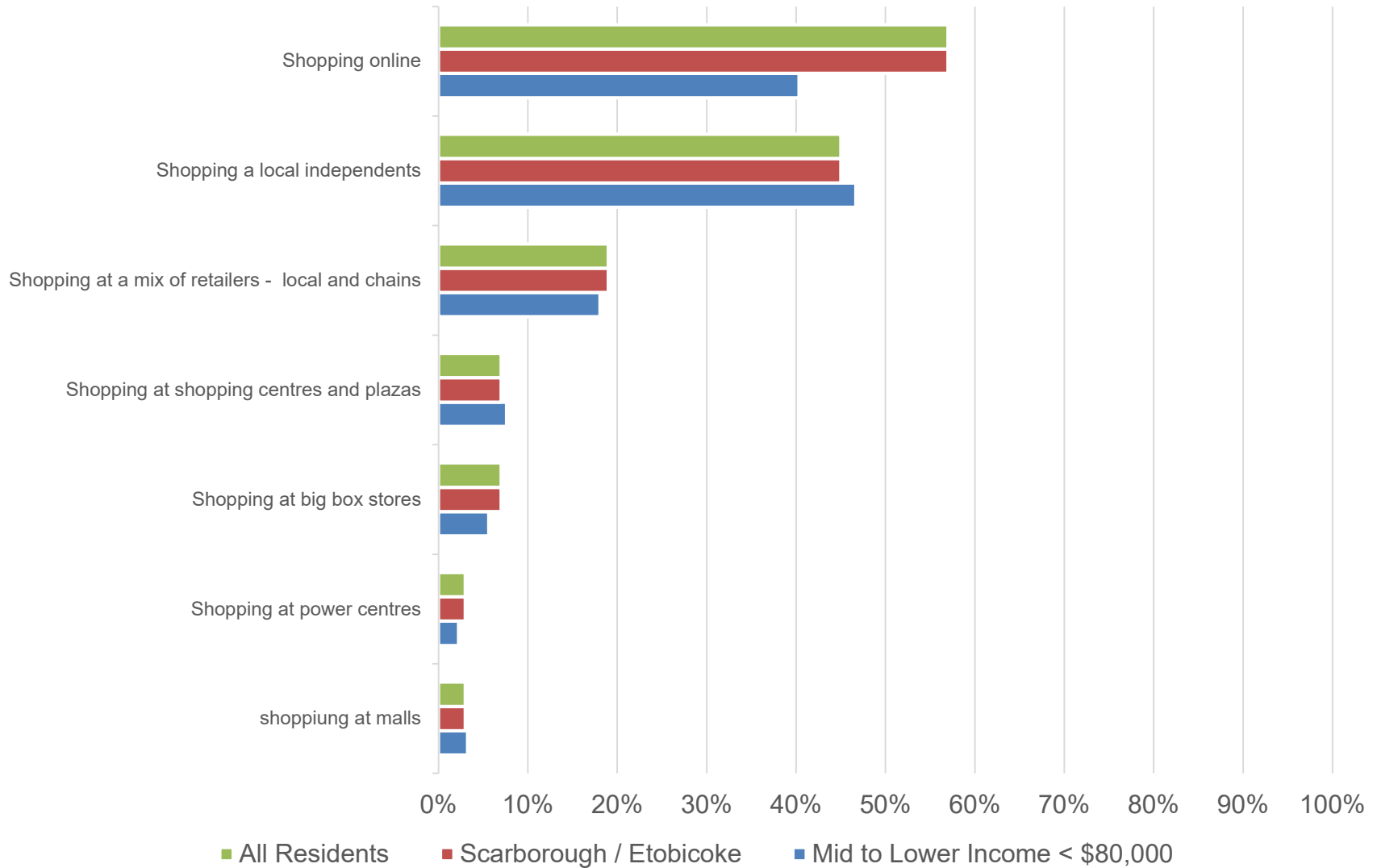
Have your SHOPPING HABITS changed over the past 2 years?



# Shopping Behaviour – Detailed Analysis



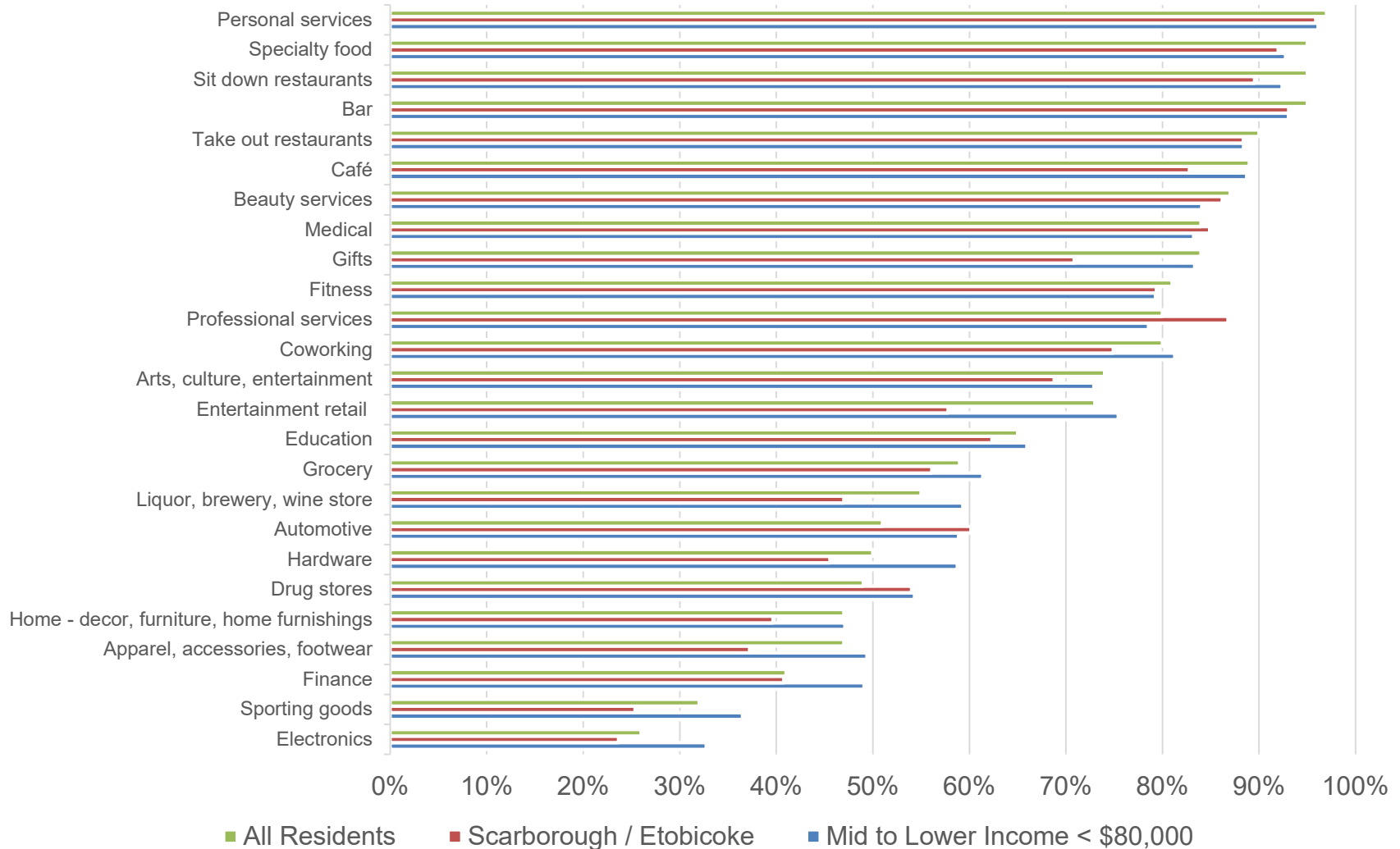
Have your SHOPPING HABITS changed over the past 2 years?



# Buying Goods and Services – Detailed Analysis



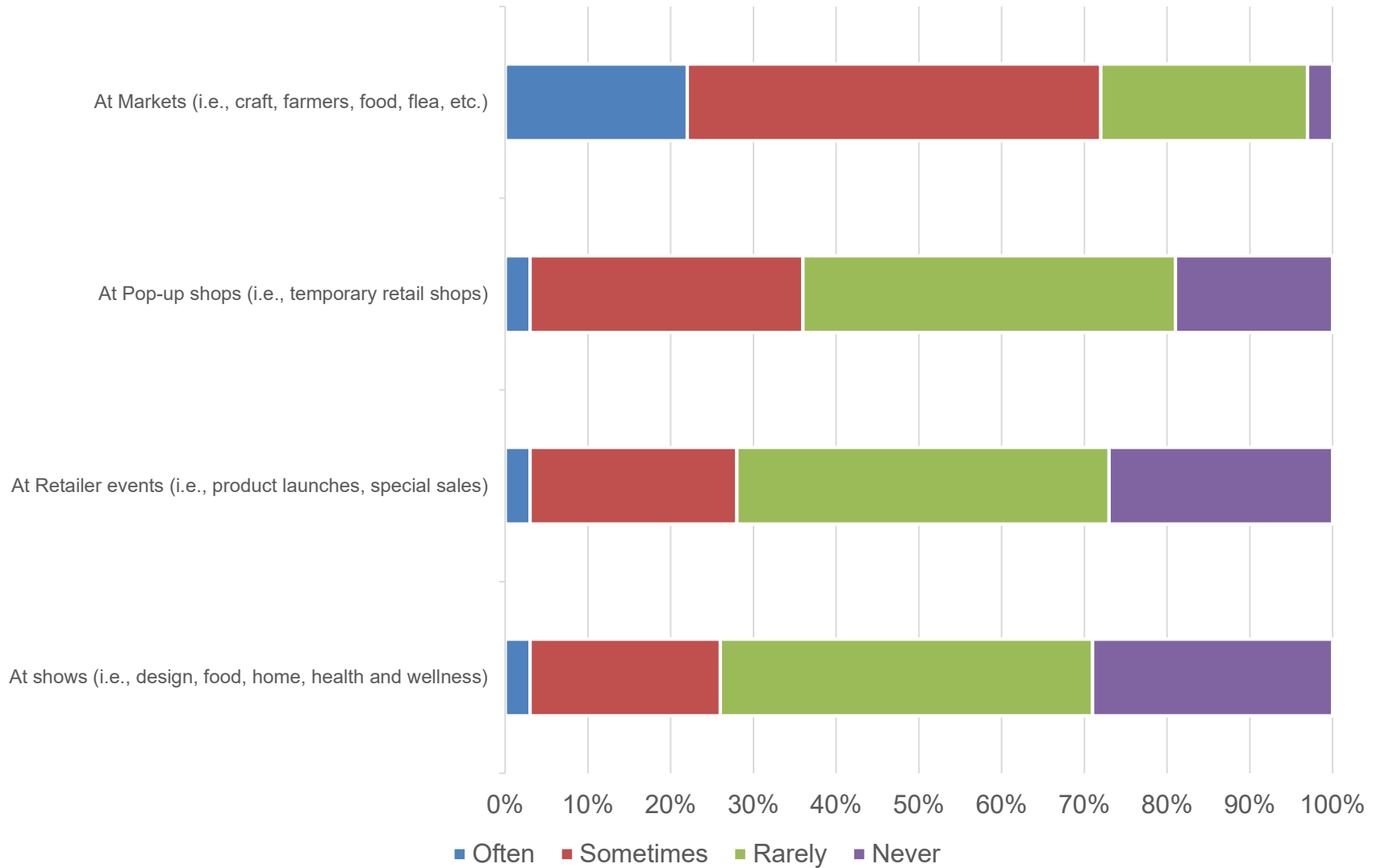
What is your preference for WHERE you purchase these types of GOODS AND SERVICES IN YOUR NEIGHBOURHOOD?



# Buying Goods and Services



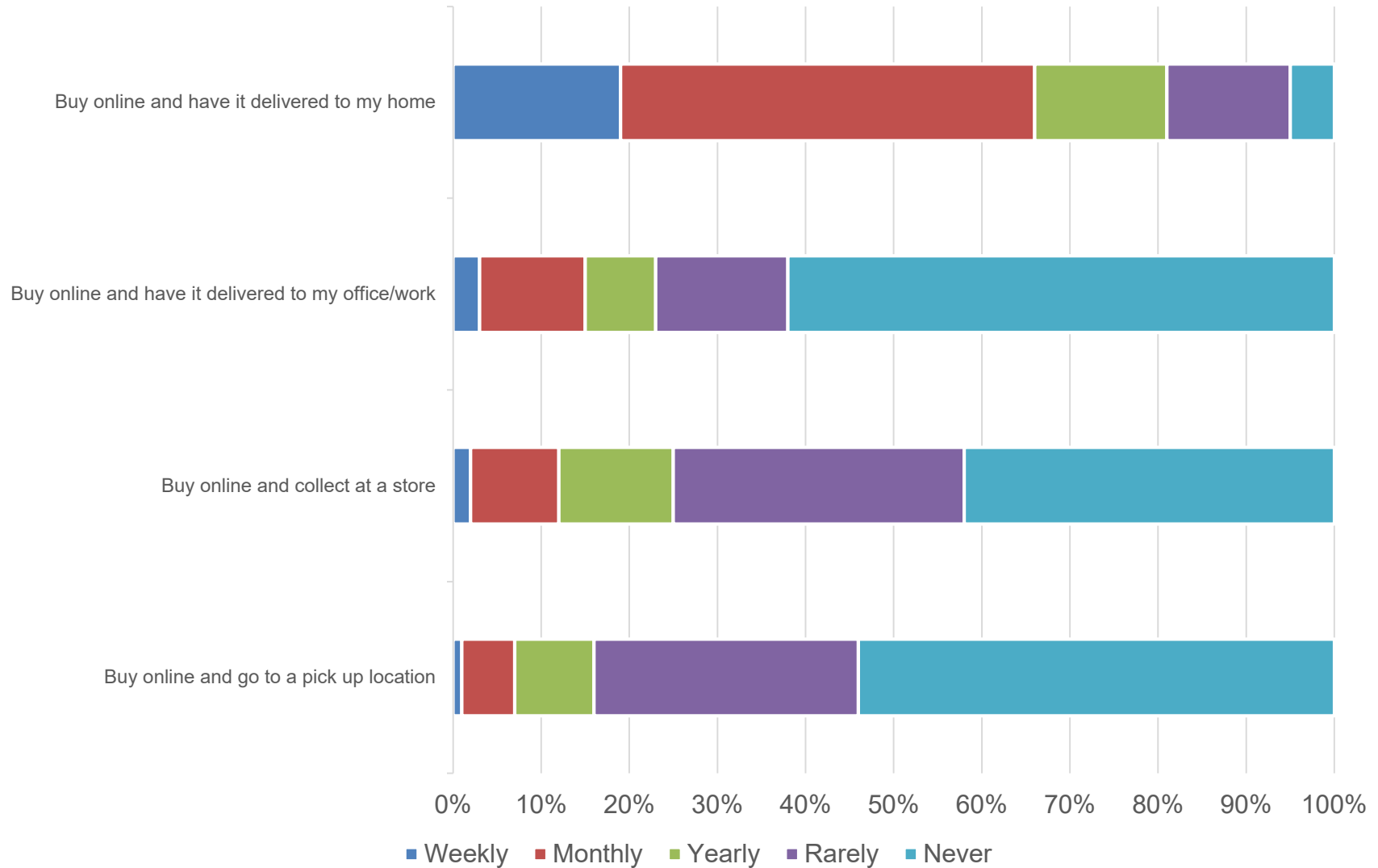
How often do you buy goods and services IN THESE WAYS?



# Buying Goods and Services – Detailed Analysis



How often do you UTILIZE these types of ONLINE SERVICES?

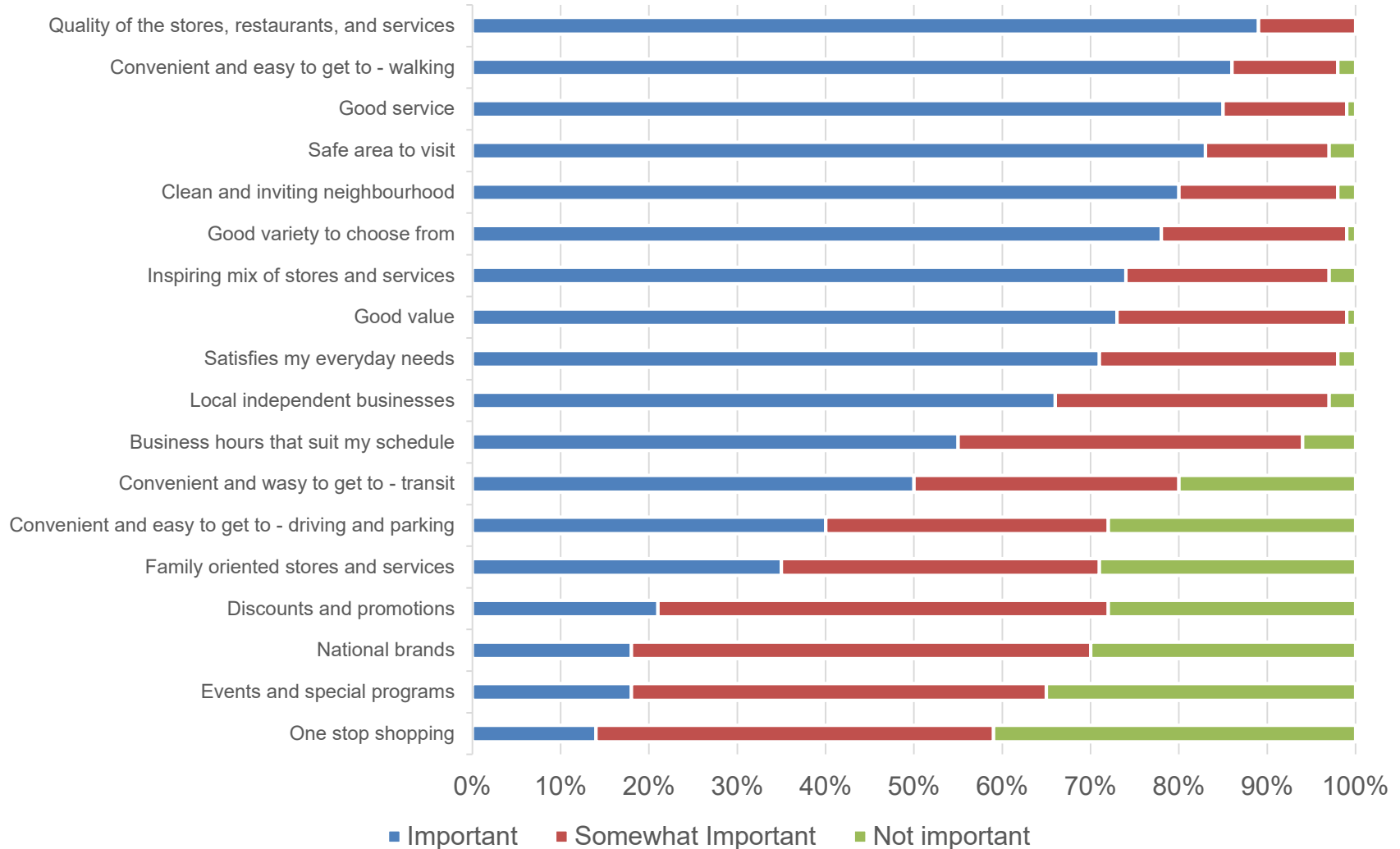




# Shopping Influencers – Detailed Analysis



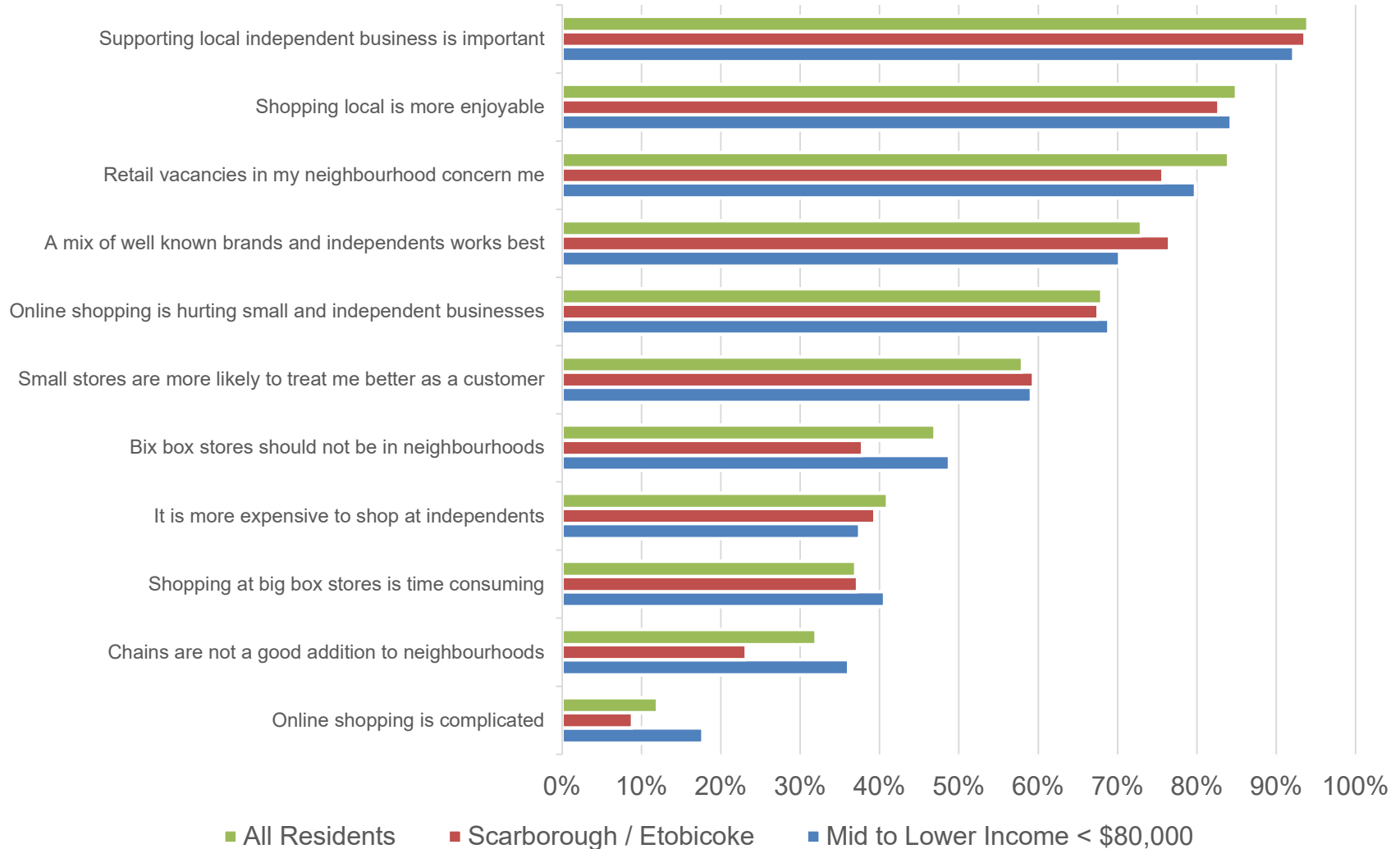
Which of these attributes are IMPORTANT TO YOU in terms of buying goods and services in YOUR NEIGHBOURHOOD?



# Shopping Influencers – Detailed Analysis



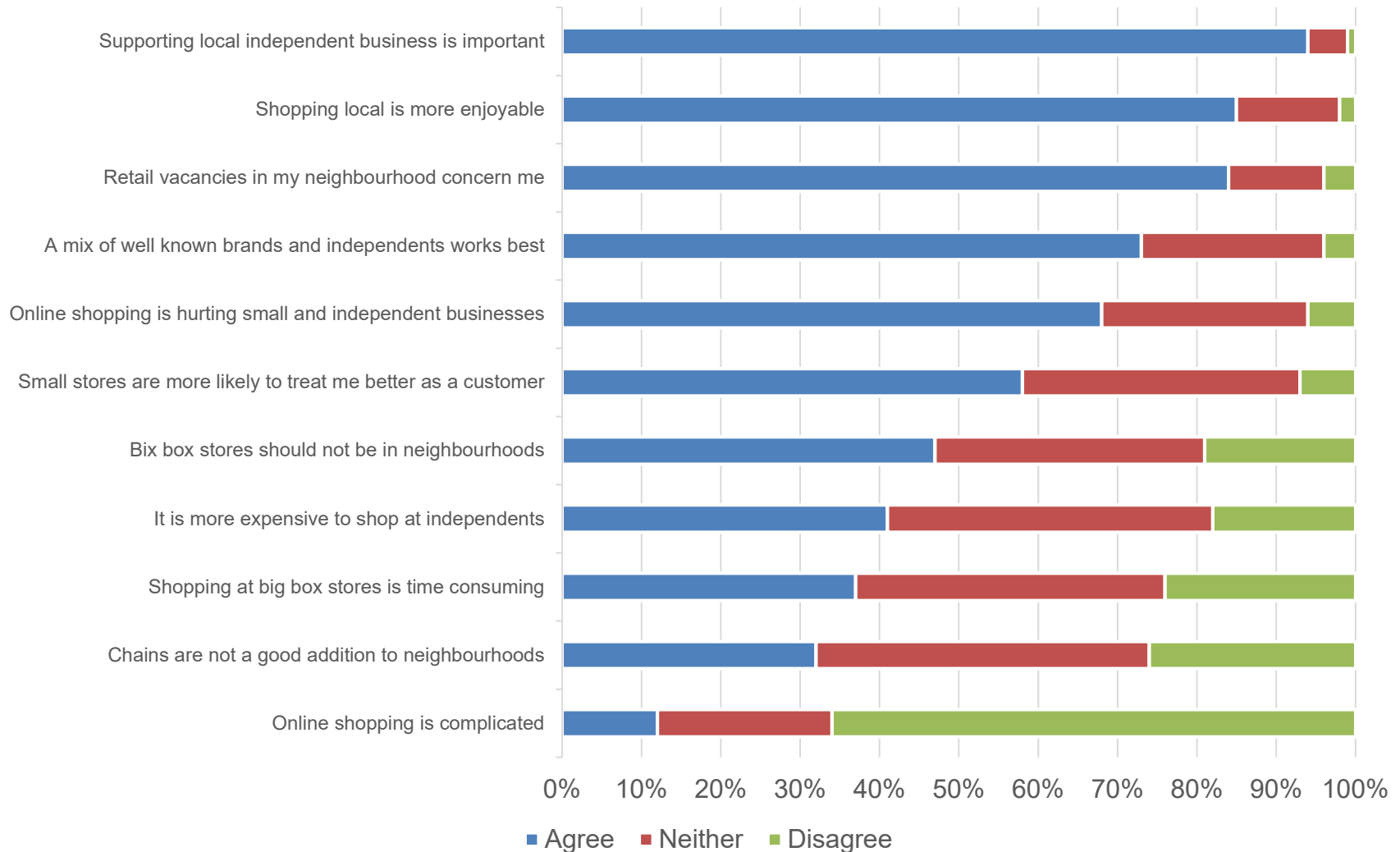
How do you feel about the following STATEMENTS in regards to PURCHASING / USING goods and services?



# Shopping Influencers



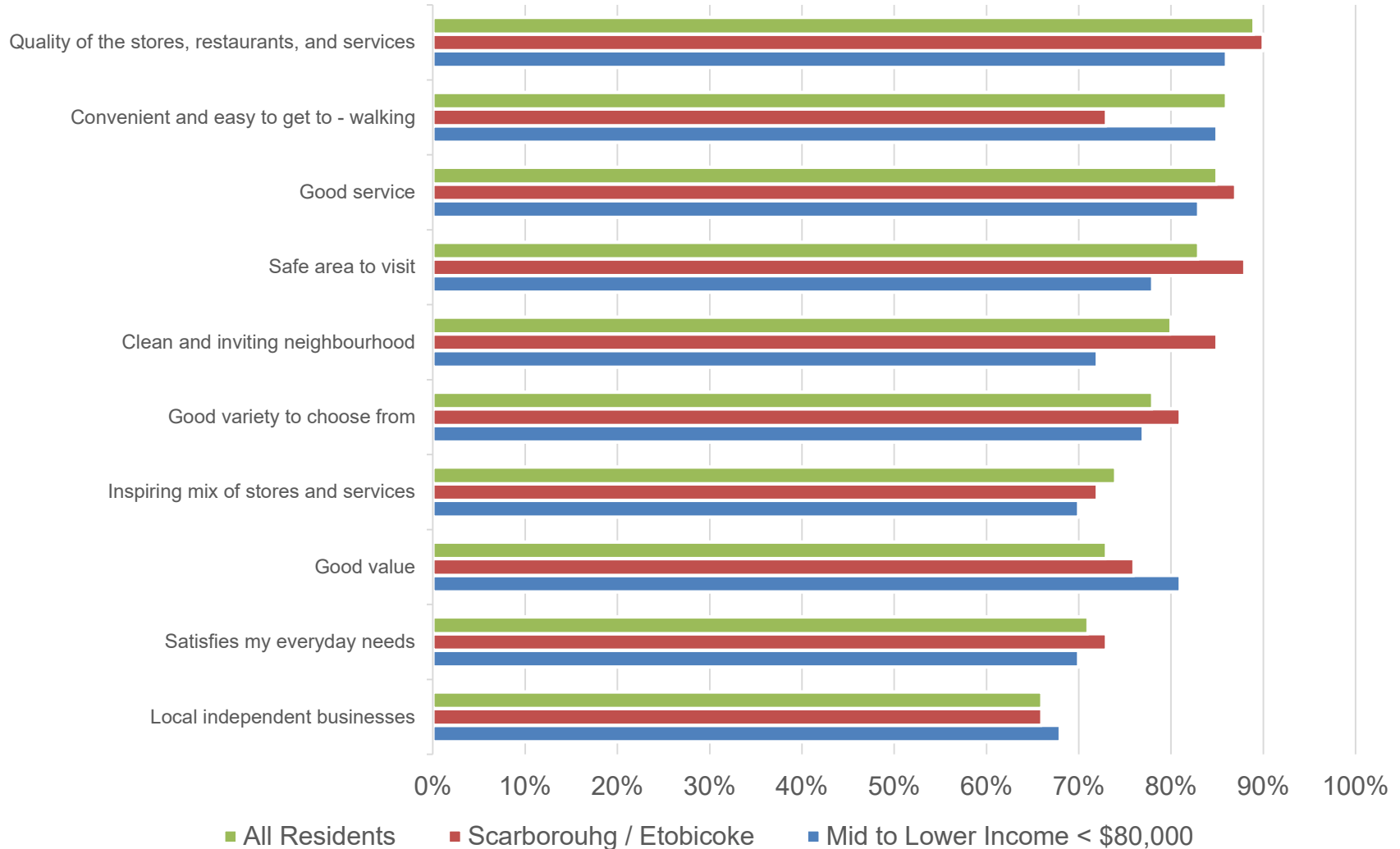
How do you feel about the following STATEMENTS in regards to PURCHASING / USING goods and services?



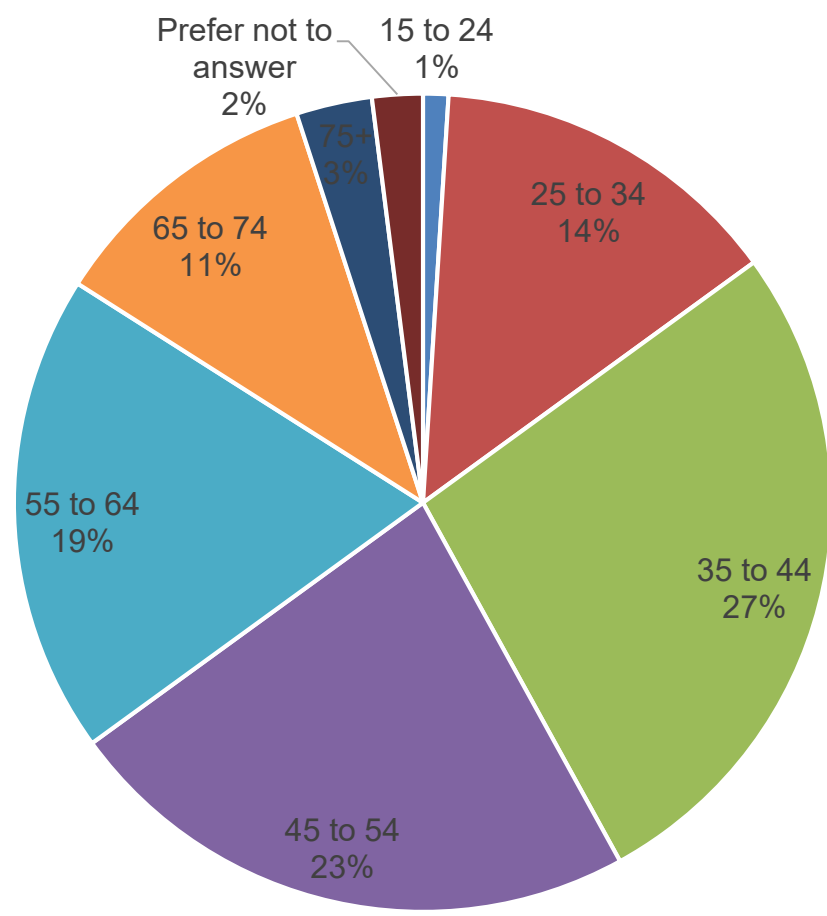
# Shopping Influencers – Detailed Analysis



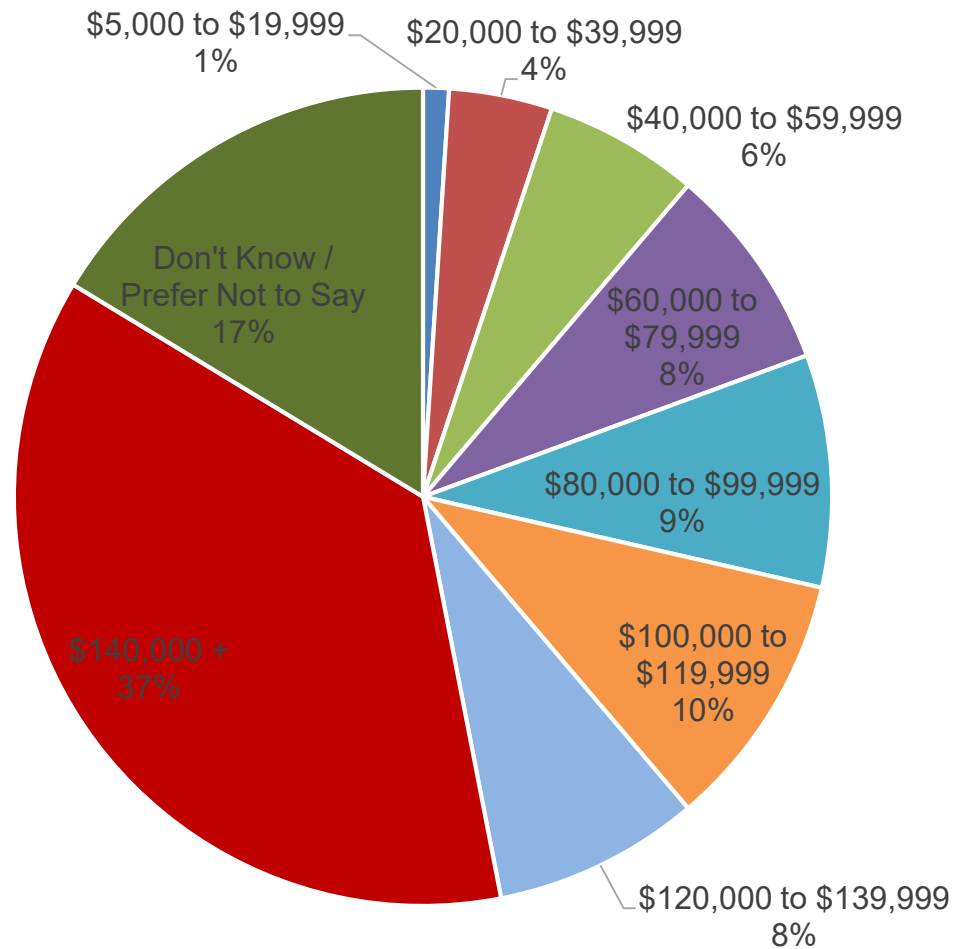
Which of these attributes are IMPORTANT TO YOU in terms of buying goods and services in YOUR NEIGHBOURHOOD?



# Respondent Profile - Age



# Respondent Profile – Household Income



# Respondent Profile – Open Ended Questions



## PASSIONATE REALITY

Vibrant main streets are what makes Toronto a livable city in spite of all our problems with transit and affordability. Strategies that encourage walkable neighbourhoods are the only way to make Toronto a good place to live.

They keep the spirit of a neighborhood alive!

Small business owners make a neighbourhood more habitable. They are the pulse of what is happening in the neighbourhood. If you want to know what's what, talk to them. They are just as invested in the success and community as the homeowners are. They are someone to count on. In my neighbourhood many of the store owners also live close by if not above the store.

They help provide community. People get to know their neighbours.

SMALL, INDEPENDENT, LOCAL businesses have a hard time to survive and should have support, maybe tax reduction or something like that, because they contribute greatly to the life quality of all of our neighbourhoods.

They are an anchor/focal point for the community. They make main streets seem safe and welcoming.

We can NEVER underestimate the role that SMALL, INDEPENDENT, LOCAL businesses play in our neighbourhood today, and in future. Please support them! Now before it is too late.

# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

They keep the main street vibrant. They are 'eyes on the street' to keep the neighbourhood safe. They maintain a sense of camaraderie -- everyone chatting at the bakery or the greengrocer.

Small local businesses support neighbourhood character - define a sense of place by reflecting the needs and values of the surrounding communities. Great streetscapes and public realm elements support a vibrant local business community and also contribute to defining neighbourhood character.

The owners/workers are often from the neighbourhood and/or invested in the neighbourhood, often making them better neighbourhood 'citizens' than those solely working in an area for a large chain. The atmosphere in a local, independent business feels more welcoming, more personal.

The local businesses in my area define the character and sense of community in my neighbourhood. I have overheard people on the street marvelling at the various independent restaurant options and am proud of that. I am so happy to have good quality local stores for groceries, gifts, pet supplies, fitness etc. I will go out of my way to purchase from them because they offer unique and positive experiences and are overall so enriching to our community. The local BIA does many great festivals and events too. It is very important to me that the city promotes small independent businesses through its planning policies.



# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

Local businesses in my 'hood are participants/ supporters of community events, volunteers on committees, lead initiatives for those in need, create a feeling of safety, personal connection, history and permanence. They become friends with many of us and a point of constant contact during our daily lives.

It is very important to cultivate opportunities for small, independent, local businesses to open and thrive in my neighbourhood. The high commercial rents in my area, are very concerning. This seems to have resulted in the failure, or relocation, of businesses that could have contributed to a vibrant mix in my area. This type of neighbourhood connection is in danger of being lost as national 'brand' name franchises replace the smaller independents.

The small/independent shops are what bring people to the neighbourhood because you can't get the products or the experience anywhere else. They make a neighbourhood desirable to live in, and it makes us happy to know and support the local owners

I find that the more independent and unique businesses that are in my neighbourhood, the more likely I am to go out into the community for shopping and be a loyal customer.

Small independent local businesses give neighbourhoods a sense of community and improve relationships amongst residents. They also give more choice to residents about where and how to spend their money.

# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

The blocks of empty storefronts that sprawl through the community while property owners and landlords keep them unoccupied waiting for a developer buy-out is a plague the City of Toronto needs to take a stronger hand in managing. This drives residents away from BIA and smaller community commercial areas into the isolated big box store power centers leaving communities and streetscapes empty, families always in their car, money in the hands of large international corporations and everyone feeling siloed and isolated from where they live. BIA's can be challenging for start-ups, small businesses or pop-ups to join with rising overhead costs and diminishing incentives. City financial grants and subsidies to support more community events, like festivals, pop-up markets, in partnership with BIA's add vibrancy, familiarity and richness to small neighbourhoods and turn small commercial high streets into walkable, friendly areas where families and residents feel comfortable visiting, shopping and spending quality time in.

Small independent business are the foundation of a vibrant neighbourhood. The effect that large developers are having by purchasing the spaces that are most often occupied by small independent businesses is having a devastating effect on our historic and previously vibrant neighbourhoods. Small business are being pushed out by rising rents that are meant to drive them out of business only to be replace by nothing. Empty store front abound. Developers want it that way so that when an entire block is empty they can replace it all with a tall tower that adds nothing to a neighbourhood. This is making the city less livable.

# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

Small, local independent businesses should not be subject to excessive rent increases from landlords. There should be a limit to how much the landlord can raise the rent or lease similar to residential rents. I have seen many wonderful independent stores close over the years because of unbridled greed, and the city/ province has done nothing to address this. Toronto is becoming a city of faceless chains (made worse with self- checkout). We live in cities because we want to interact with others, and if local independent stores aren't a part of this mix, we will lose our urban vibrancy and reason for being here. We also cannot become a city of bars and restaurants, banks, grocery stores and pharmacies. Please also get rid of the incentive that allows for storefronts to remain empty. I am getting very sad for this city as I see so many aspiring entrepreneurs start to decamp for elsewhere. If you do not do something soon to try to enhance our neighbourhoods and protect our retail mix - you will lose the heart and soul of this city.... Our PEOPLE.

Local businesses create the flavour of our neighbourhoods. It is sad to see local businesses get pushed out of gentrifying neighbourhoods because of high rents. There is value in preserving the heritage of our local neighbourhoods. Local businesses foster personal relationships whereas big box stores are very transactional - if I want that I can (and do, for some products) shop online. Our city doesn't need more chain stores / franchise restaurants. I chose the neighbourhood in which I live based mostly on the proximity of local, independent businesses within walking distance.

# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

<p>These local businesses allow me to live comfortably without the need for a motor vehicle; they support a healthy lifestyle by enabling walking and cycling for shopping.</p>
<p>Local businesses define neighbourhoods; they support the community through goods and services, jobs and help shape the narrative of a locale.</p>
<p>I do not know how they pay the rent. Owners of small shops are hard working. They give a uniqueness to their services and products and help support jobs and pay taxes. They really need some more government support or else they will disappear.</p>
<p>They add to the character of a neighbourhood. They make it a warm, inviting place to live in, they add life and enjoyment. I hope they stay around forever, I detest the increasingly impersonal and soul-sucking business model of on-line shopping and big box stores. They contribute nothing to the human aspect of life, taking away necessary interactions with our fellow human beings that add to the quality of life.</p>
<p>Small independent local businesses provide local families opportunities to thrive. They provide a more personalized service and allow for deeper social interaction vs. at a big box retailer.</p>
<p>Local businesses make a neighbourhood safer and more vibrant, encourage neighbours to socialize and they support each other if there are enough of them.</p>
<p>Local businesses stimulate the economy as well as individuality and creativity. Who wants a country where everybody works in stores selling cheap Chinese-made disposable items to other people who work in stores selling cheap Chinese-made disposable items.</p>

# Respondent Profile – Open Ended Questions



## ECONOMIC CONTRIBUTION and QUALITY OF LIFE

Toronto's rents are obscene, both for residential and commercial neighbourhoods. Local businesses cannot afford to rent space in a neighbourhood because they cannot afford to rent and make any money. The cost of rent is really important for small local businesses to survive. The closing down of MANY of Toronto's independent, local stores is directly connected to the cost of rent in this city, but it is not being discussed.

Small, independent, local businesses play a role in defining a neighbourhood. They create personality for neighbourhoods that chains will never replicate. Big chains force their designs into neighbourhoods without consideration for the impact on street level, local businesses grow with the community and become part of it. They reinvest locally. Large chains siphon profits elsewhere.

Local business makes this a neighbourhood. I bought my house based on walkability to groceries, dry cleaning, the library, etc. MAIN STREETS are ESSENTIAL.

Small independent shops make my neighbourhood a destination, keep local people employed and ensure my area thrives.

Toronto's neighbourhood are one of the city's best know characteristics. This has a huge impact on the quality of life of our citizens. Without a good mix of healthy, thriving local, independent businesses, our neighbourhoods will die and people will move away. The more we can encourage dynamic streetscapes that encourage pedestrian traffic, patio dining, cafes, etc., the more vibrant our city will become, and this has a direct impact on attracting tourism. Nobody is interested in visiting a city where the retail options are exactly the same as they are in every other large North American city (i.e. chains and big box stores).



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 8: TORONTO EMPLOYMENT SURVEY ANALYSIS**



## CONTEXT ANALYSIS

- A key component of the overall analysis was related to both small and independent retail businesses.
- The Toronto Employment Survey data was able to be analyzed based on chain and independents as well as by the number of employees, focusing in on smaller retail establishments by number of employees (full time and part time combined).
- The analysis provides insight into whether independent businesses and employment for select retail business categories were increasing or decreasing over time and share of total businesses and total employment to the City overall.

## DEFINITION

- The City provided access to their Employment Survey Data over three years, 2011 (75,086 records), 2016 (75,288) and 2018 (75,657). The data set, totalling, 226,031 records, was provided as a list of establishments with NAICS codes (using three different versions of NAICS: 2011 [2007 NAICS], 2016 [2012 NAICS] and 2018 [2017 NAICS]). Just over 1% of the records were invalid, as the NAICS code associated to the establishment did not match the list of NAICS provided by the City or the three official Statistics Canada versions of NAICS.
- The three data streams were joined and establishments were assigned to a Business Category Type based on 3-digit NAICS.

### Business Category Types:

NAICS 3-digit Code	Business Category Type	Business Category Type Description
323	Professional Services	Printing and related support activities
442	Other Non-Auto Retail	Furniture and home furnishings stores
443	Other Non-Auto Retail	Electronics and appliance stores
444	Other Non-Auto Retail	Building material and garden equipment and supplies dealers
445	Food Retail	Food and beverage stores
446	Health And Personal Care Retail	Health and personal care stores
448	Clothing Retail	Clothing and clothing accessories stores
451	Other Non-Auto Retail	Sporting goods, hobby, book and music stores



<b>NAICS 3-digit Code</b>	<b>Business Category Type</b>	<b>Business Category Type Description</b>
452	Other Non-Auto Retail	General merchandise stores
453	Other Non-Auto Retail	Miscellaneous store retailers
491	Professional Services	Postal service
492	Professional Services	Couriers and messengers
517	Telecoms	Telecommunications
522	Financial Services	Credit intermediation and related activities
523	Financial Services	Securities, commodity contracts, and other financial investment and related activities
524	Financial Services	Insurance carriers and related activities
526	Financial Services	Funds and other financial vehicles
531	Professional Services	Real estate
541	Professional Services	Professional, scientific and technical services
551	Professional Services	Management of companies and enterprises
561	Professional Services	Administrative and support services
611	Educational Services	Educational services
621	Health Services	Ambulatory health care services
713	Amusement, Gaming & Recreation	Amusement, gambling and recreation industries
722	Food Services	Food services and drinking places
812	Personal Services	Personal and laundry services





The **Business Category Types** were aggregated into **Business Category Groups**, as follows:

<b>Business Category Type</b>	<b>Business Category Group</b>
Amusement, Gaming & Recreation	Non-Food Service
Clothing Retail	Non-Food Retail
Educational Services	Non-Food Service
Financial Services	Non-Food Service
Food Retail	Food Retail
Food Services	Food Services
Health And Personal Care Retail	Non-Food Retail
Health Services	Non-Food Service
Other Non-Auto Retail	Non-Food Retail
Personal Services	Non-Food Service
Professional Services	Non-Food Service
Professional Services	Non-Food Service
Telecoms	Non-Food Service

- Note the Business Category Types selected accounted for approximately 72% of all establishments across the City. All other establishments were labelled as 'Other Employment'.
- The City did not categorize establishments as chain or independent. Chain stores were first identified by establishment count. Alternate spelling of chain names needed to be reviewed and chains grouped accordingly. The remaining list of unidentified chains was reviewed manually. Chains vs. independents were assigned a binary flag of 1 or 0.
- The full list of chains was provided to the City, and they provided summarized employment survey data for the 11 case study areas, along with City-wide employment for all other areas. The data included the total number of establishments, total number of employees and a breakdown of the establishments and employees by employment bandings.

#### **Employment Bandings (Full time and part time combined)**

- 0 Employees – Data not available, the number of employees is recorded as 0 for the Establishment (note this does not mean the unit is vacant).
- 1 Employee – Sole proprietors.



- 2-5 Employees.
- 6-10 Employees.
- 10+ Employees.

### **Caveats**

- Chain stores were assigned based on prior knowledge of chains operating in Canada.
- A small percentage of establishments did not have any employee information.
- Professional Services and Financial Services are large NAICS groups, office employment will have been included in a number of the case study areas. Employment was not only at street level.
- The Health Service category most likely included the hospital in the Kensington Market boundary in 2018 as well as impacting Queen East of Victoria, resulting in growth in employment over previous years.
- Sample sizes will limit how this data can be presented.

### **OUTCOMES**

- In Toronto, there were 15,334 independent businesses in food retail, non-food retail, and food services. Total employment was over 100,000. To that non-food services should be added but it is difficult to determine which are ground level businesses and which are on upper levels based on the City's data.
- There are 45,599 independent retail and commercial service businesses in Toronto in 2018. This compares to 8,925 chain retail and commercial service businesses.
- Total employment at independent retail and commercial service businesses is 647,843 or 42% of the total jobs in Toronto.
- The proportion of independents in food retail, non-food retail, and food services is 71%. This has declined from 73% in 2011.
- The proportion of independents in all retail and commercial service categories including non-food services is 84%. This has stayed the same since 2011.
- The decline in the number of independent food retail was -18% from 2011 to 2018. Where as the number of chain food retail stayed relatively constant.
- The decline in the number of independent non-food retail was -8% from 2011 to 2018. This was similar to the decline in chain non-food retail at -9% during the same time period.
- Independent food services increased by 13% from 2011 to 2018. Similarly, chain food services increased by 14% during the same time period.
- Independent non-food services increased by 5% and chain non-food services increased by 9%.



- Both the increases in food services and non-food services are aligned with consumer behaviour trends towards buying more services.
- Change in employment and establishment counts varied markedly across the 11 case study areas.
- In general the presence of chains across the case study areas was relatively low compared to the City.
- Kingston/Lawrence had the highest proportion of chain store presence, due to shopping centres and plazas.
- Albion/Islington, Danforth East of Jones, Queen East of Victoria, and Kensington Market had the lowest proportion of chain store presence.
- The three Yonge Street areas had above average proportion of food service chains. There was a distinctive marked shift towards proportionately more chains in Yonge North of Carlton.
- Chain stores, while smaller in number to independents, generally had a much higher average number of employees.
- Varied shifts in employment by major category and employment size between chains and independents, with widespread decrease in the percentage contribution of independent business with fewer than five employees.

## **REFERENCE**

Geography: City of Toronto

Time Period: 2011 and 2018

Reference: Toronto Employment Survey



**CHAIN ESTABLISHMENTS COMPARED TO CITY OF TORONTO (RED HIGHLIGHTS MAIN STREETS AND CATEGORIES AT OR ABOVE THE CITY AVERAGE)**

	<b>Food Retail</b>	<b>Non-Food Retail</b>	<b>Food Service</b>	<b>Non-Food Service</b>
Toronto	27.4%	31.4%	25.7%	8.7%
Albion/Islington	8.3%	23.1%	2.3%	<b>12.3%</b>
Danforth East of Jones	8.6%	13.4%	10.8%	<b>10.6%</b>
Danforth/Pape	25.0%	20.2%	19.7%	<b>12.5%</b>
Eglinton/Danforth Road	21.4%	21.4%	<b>25.7%</b>	<b>16.5%</b>
Kensington Market	3.6%	12.1%	2.6%	0.0%
Kingston/Lawrence	<b>47.1%</b>	<b>50.0%</b>	<b>34.6%</b>	<b>36.4%</b>
Lakeshore/Islington	5.9%	25.8%	14.8%	<b>17.1%</b>
Queen East of Victoria	10.0%	15.6%	4.5%	4.6%
Yonge North of Carlton	<b>40.0%</b>	<b>31.9%</b>	12.7%	8.6%
Yonge North of Finch	21.4%	<b>41.3%</b>	23.7%	<b>10.3%</b>
Yonge North of Lawrence	<b>31.3%</b>	<b>32.7%</b>	16.3%	<b>12.8%</b>

Source: Toronto Employment Survey



## TORONTO CHAIN AND INDEPENDENT TOTAL ESTABLISHMENTS, EMPLOYMENT, AND AVERAGE EMPLOYMENT FROM 2011 TO 2018

	2011			2018		
	EMPL.	EST.	AVG EMPL.	EMPL.	EST.	AVG. EMPL.
<b>INDEPENDENT</b>						
Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
Food Service	41,820	5,448	7.7	59,207	6,181	9.6
<b>Total Retail and Food</b>	<b>83,601</b>	<b>15,761</b>	<b>5.3</b>	<b>100,757</b>	<b>15,334</b>	<b>6.6</b>
Non-Food Service	430,452	28,726	15.0	547,086	30,265	18.1
<b>TOTAL INDEPENDENT</b>	<b>514,053</b>	<b>44,487</b>	<b>11.6</b>	<b>647,843</b>	<b>45,599</b>	<b>12.0</b>
<b>CHAIN</b>						
Food Retail	23,562	802	29.4	26,318	807	32.6
Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1
Food Service	36,095	2,466	14.0	46,489	2,817	16.5
<b>Total Retail and Food</b>	<b>106,921</b>	<b>5,937</b>	<b>18.0</b>	<b>133,607</b>	<b>6,050</b>	<b>22.1</b>
Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5
<b>TOTAL CHAIN</b>	<b>258,406</b>	<b>8,571</b>	<b>30.1</b>	<b>316,169</b>	<b>8,925</b>	<b>35.4</b>

Source: Toronto Employment Survey

# City of Toronto Employment Survey

# Basic Counts

All Employment Categories	# of Establishments		# of Employees		Change in Establishments 2011-2018		Change in Employees 2011-2018	
	2011	2018	2011	2018	#	%	#	%
Albion/Islington	197	185	914	1,022	-12	-6.1%	108	11.8%
Danforth East of Jones	493	531	3,832	3,843	38	7.7%	11	0.3%
Danforth/Pape	376	370	2,979	2,993	-6	-1.6%	14	0.5%
Eglinton/Danforth Road	193	186	1,026	1,004	-7	-3.6%	-22	-2.1%
Kensington Market	275	281	4,255	5,018	6	2.2%	763	17.9%
Kingston/Lawrence	144	159	1,277	1,396	15	10.4%	119	9.3%
Lakeshore/Islington	168	174	746	823	6	3.6%	77	10.3%
Queen East of Victoria	415	446	4,251	4,838	31	7.5%	587	13.8%
Yonge North of Carlton	538	350	3,778	3,418	-188	-34.9%	-360	-9.5%
Yonge North of Finch	426	366	8,083	8,317	-60	-14.1%	234	2.9%
Yonge North of Lawrence	330	320	3,207	3,486	-10	-3.0%	279	8.7%
<b>City</b>	<b>75,086</b>	<b>75,657</b>	<b>1,317,327</b>	<b>1,522,992</b>	<b>571</b>	<b>0.8%</b>	<b>205,665</b>	<b>15.6%</b>

Excluding 'Other Employment'	# of Establishments		# of Employees		Change in Establishments 2011-2018		Change in Employees 2011-2018	
	2011	2018	2011	2018	#	%	#	%
Albion/Islington	174	162	737	822	-12	-6.9%	85	11.5%
Danforth East of Jones	419	455	2,697	2,374	36	8.6%	-323	-12.0%
Danforth/Pape	346	350	2,582	2,502	4	1.2%	-80	-3.1%
Eglinton/Danforth Road	163	162	862	843	-1	-0.6%	-19	-2.2%
Kensington Market	221	245	923	2,370	24	10.9%	1,447	156.8%
Kingston/Lawrence	133	147	1,172	1,297	14	10.5%	125	10.7%
Lakeshore/Islington	153	151	630	726	-2	-1.3%	96	15.2%
Queen East of Victoria	233	283	1,811	2,382	50	21.5%	571	31.5%
Yonge North of Carlton	441	307	2,739	2,538	-134	-30.4%	-201	-7.3%
Yonge North of Finch	373	330	3,492	3,727	-43	-11.5%	235	6.7%
Yonge North of Lawrence	300	296	2,989	2,882	-4	-1.3%	-107	-3.6%
<b>City</b>	<b>53,058</b>	<b>54,524</b>	<b>782,459</b>	<b>964,012</b>	<b>1,466</b>	<b>2.8%</b>	<b>181,553</b>	<b>23.2%</b>



# Chain vs. Independent by Major Category

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Albion/Islington</b>										
Food Retail	10.5%	45	70.5%	107	8.3%	30	66.4%	97	-2.2%	-4.1%
Food Service	16.7%	53	43.2%	93	23.1%	74	48.7%	111	6.4%	5.5%
Non-Food Retail	8.5%	33	22.0%	33	2.3%	9	29.0%	43	-6.2%	7.0%
Non-Food Service	6.0%	71	33.8%	130	12.3%	142	40.1%	160	6.4%	6.3%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Danforth East of Jones</b>										
Food Retail	7.1%	30	51.4%	78	8.6%	31	49.7%	73	1.4%	-1.6%
Food Service	10.6%	34	33.3%	72	13.4%	43	38.6%	88	2.8%	5.4%
Non-Food Retail	12.2%	48	37.0%	56	10.8%	42	38.2%	57	-1.5%	1.2%
Non-Food Service	12.7%	151	24.7%	95	10.6%	122	28.3%	113	-2.1%	3.6%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Danforth/Pape</b>										
Food Retail	18.5%	79	65.0%	98	25.0%	91	58.7%	86	6.5%	-6.3%
Food Service	24.4%	78	29.7%	64	20.2%	65	26.7%	61	-4.1%	-3.0%
Non-Food Retail	19.4%	75	34.4%	52	19.7%	77	39.0%	58	0.3%	4.5%
Non-Food Service	13.8%	164	40.2%	155	12.5%	144	34.1%	136	-1.3%	-6.1%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

		2011				2018				Change	
		Chain %		Indexed to City		Chain %		Indexed to City		% Percentage Points	
	Establishments		Employees			Establishments	Employees			Establishments	Employees
<b>Eglinton/Danforth Road</b>											
Food Retail	22.2%	95	67.3%	102		21.4%	78	70.3%	103	-0.8%	3.0%
Food Service	20.6%	66	40.1%	87		21.4%	68	37.3%	85	0.8%	-2.9%
Non-Food Retail	18.2%	71	59.9%	91		25.7%	100	67.2%	100	7.5%	7.3%
Non-Food Service	13.4%	160	35.8%	137		16.5%	190	42.6%	170	3.0%	6.8%
<b>City</b>											
Food Retail	23.4%	100	66.2%	100		27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100		31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100		25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100		8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Kensington Market</b>										
Food Retail	6.7%	28	6.9%	10	3.6%	13	1.6%	2	-3.1%	-5.3%
Food Service	15.7%	50	16.9%	37	12.1%	39	10.3%	23	-3.6%	-6.6%
Non-Food Retail	3.3%	13	16.2%	25	2.6%	10	9.7%	14	-0.7%	-6.5%
Non-Food Service	6.7%	79	10.3%	40	0.0%	0	0.0%	0	-6.7%	-10.3%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Kingston/Lawrence</b>										
Food Retail	42.9%	183	89.9%	136	47.1%	172	90.1%	132	4.2%	0.2%
Food Service	62.5%	201	89.9%	194	50.0%	160	80.5%	183	-12.5%	-9.4%
Non-Food Retail	46.7%	181	68.7%	104	34.6%	135	60.2%	89	-12.1%	-8.4%
Non-Food Service	36.2%	431	69.3%	266	36.4%	419	56.6%	226	0.2%	-12.8%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Lakeshore/Islington</b>										
Food Retail	8.3%	36	24.0%	36	5.9%	21	28.8%	42	-2.5%	4.8%
Food Service	21.4%	69	63.8%	138	25.8%	82	57.4%	131	4.4%	-6.4%
Non-Food Retail	8.3%	32	29.8%	45	14.8%	58	38.8%	58	6.5%	9.0%
Non-Food Service	13.8%	165	23.1%	89	17.1%	197	29.6%	118	3.3%	6.5%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%



		2011				2018				Change	
		Chain %		Indexed to City		Chain %		Indexed to City		% Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City		Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Queen East of Victoria</b>											
Food Retail	0.0%	0	0.0%	0		10.0%	36	3.7%	5	10.0%	3.7%
Food Service	24.1%	77	32.7%	71		15.6%	50	21.0%	48	-8.5%	-11.6%
Non-Food Retail	12.7%	49	44.8%	68		4.5%	17	17.8%	26	-8.2%	-27.0%
Non-Food Service	3.3%	39	2.9%	11		4.6%	53	5.6%	22	1.4%	2.7%
<b>City</b>											
Food Retail	23.4%	100	66.2%	100		27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100		31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100		25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100		8.7%	100	25.0%	100	0.3%	-1.0%

		2011				2018				Change	
		Chain %		Indexed to City		Chain %		Indexed to City		% Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City		Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Yonge North of Carlton</b>											
Food Retail	26.7%	114	74.3%	112		40.0%	146	69.7%	102	13.3%	-4.6%
Food Service	27.1%	87	38.6%	83		31.9%	102	46.2%	105	4.9%	7.5%
Non-Food Retail	14.6%	57	40.1%	61		12.7%	49	45.3%	67	-1.9%	5.2%
Non-Food Service	5.5%	65	9.6%	37		8.6%	100	11.1%	45	3.2%	1.6%
<b>City</b>											
Food Retail	23.4%	100	66.2%	100		27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100		31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100		25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100		8.7%	100	25.0%	100	0.3%	-1.0%

		2011				2018				Change	
		Chain %		Indexed to City		Chain %		Indexed to City		% Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City		Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Yonge North of Finch</b>											
Food Retail	25.0%	107	66.9%	101		21.4%	78	54.9%	80	-3.6%	-12.0%
Food Service	37.2%	119	56.0%	121		41.3%	132	51.7%	117	4.1%	-4.3%
Non-Food Retail	31.1%	121	50.2%	76		23.7%	92	38.6%	57	-7.5%	-11.6%
Non-Food Service	7.9%	94	14.5%	56		10.3%	119	19.0%	76	2.4%	4.5%
<b>City</b>											
Food Retail	23.4%	100	66.2%	100		27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100		31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100		25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100		8.7%	100	25.0%	100	0.3%	-1.0%

	2011 Chain %				2018 Chain %				Change % Percentage Points	
	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Indexed to City	Employees	Indexed to City	Establishments	Employees
<b>Yonge North of Lawrence</b>										
Food Retail	33.3%	142	92.5%	140	31.3%	114	71.1%	104	-2.1%	-21.3%
Food Service	31.9%	102	29.0%	63	32.7%	104	39.8%	91	0.8%	10.8%
Non-Food Retail	16.9%	66	37.8%	57	16.3%	64	39.6%	59	-0.6%	1.8%
Non-Food Service	11.9%	142	19.0%	73	12.8%	148	17.1%	69	0.9%	-1.9%
<b>City</b>										
Food Retail	23.4%	100	66.2%	100	27.4%	100	68.2%	100	4.0%	2.0%
Food Service	31.2%	100	46.3%	100	31.3%	100	44.0%	100	0.1%	-2.3%
Non-Food Retail	25.8%	100	65.8%	100	25.7%	100	67.5%	100	-0.1%	1.7%
Non-Food Service	8.4%	100	26.0%	100	8.7%	100	25.0%	100	0.3%	-1.0%

# Average Employment Size by Major Category Chain vs. Independent

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Albion/Islington	0 - Independent	1 - Food Retail	51	17	3.0	40	11	3.6	
		2 - Non-Food Retail	78	43	1.8	103	42	2.5	
		3 - Food Service	67	20	3.4	78	20	3.9	
		4 - Non-Food Service	229	79	2.9	243	71	3.4	
	1 - Chain	1 - Food Retail	122	*	61.0	79	*	79.0	
		2 - Non-Food Retail	22	*	5.5	42	*	42.0	
		3 - Food Service	51	*	12.8	74	6	12.3	
		4 - Non-Food Service	117	*	23.4	163	10	16.3	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Danforth East of Jones	0 - Independent	1 - Food Retail	90	39	2.3	93	32	2.9	
		2 - Non-Food Retail	245	86	2.8	293	83	3.5	
		3 - Food Service	311	101	3.1	410	103	4.0	
		4 - Non-Food Service	1,248	145	8.6	751	186	4.0	
	1 - Chain	1 - Food Retail	95	*	31.7	92	*	30.7	
		2 - Non-Food Retail	144	12	12.0	181	10	18.1	
		3 - Food Service	155	12	12.9	258	16	16.1	
		4 - Non-Food Service	409	21	19.5	296	22	13.5	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018		
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees
Danforth/Pape	0 - Independent	1 - Food Retail	63	22	2.9	52	18	2.9
		2 - Non-Food Retail	238	54	4.4	238	49	4.9
		3 - Food Service	558	59	9.5	660	71	9.3
		4 - Non-Food Service	744	150	5.0	715	154	4.6
	1 - Chain	1 - Food Retail	117	*	23.4	74	6	12.3
		2 - Non-Food Retail	125	13	9.6	152	12	12.7
		3 - Food Service	236	19	12.4	241	18	13.4
		4 - Non-Food Service	501	24	20.9	370	22	16.8
City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
		2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
		3 - Food Service	41,820	5,448	7.7	59,207	6,181	9.6
		4 - Non-Food Service	430,452	28,726	15.0	547,086	30,265	18.1
	1 - Chain	1 - Food Retail	23,562	802	29.4	26,318	807	32.6
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5

\* Suppressed for Data Confidentiality Reasons



Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Eglinton/Danforth Road	0 - Independent	1 - Food Retail	54	14	3.9	44	11	4.0	
		2 - Non-Food Retail	79	36	2.2	63	26	2.4	
		3 - Food Service	112	27	4.1	96	22	4.4	
		4 - Non-Food Service	201	58	3.5	201	71	2.8	
	1 - Chain	1 - Food Retail	111	*	27.8	104	*	34.7	
		2 - Non-Food Retail	118	8	14.8	129	9	14.3	
		3 - Food Service	75	7	10.7	57	6	9.5	
		4 - Non-Food Service	112	9	12.4	149	14	10.6	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Kensington Market	0 - Independent	1 - Food Retail	122	28	4.4	188	27	7.0	
		2 - Non-Food Retail	238	88	2.7	270	75	3.6	
		3 - Food Service	285	59	4.8	592	87	6.8	
		4 - Non-Food Service	148	28	5.3	1,220	41	29.8	
	1 - Chain	1 - Food Retail	9	*	4.5	*	*	3.0	
		2 - Non-Food Retail	46	*	15.3	29	2	14.5	
		3 - Food Service	58	11	5.3	68	12	5.7	
		4 - Non-Food Service	17	*	8.5				
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Kingston/Lawrence	0 - Independent	1 - Food Retail	21	12	1.8	21	9	2.3	
		2 - Non-Food Retail	63	16	3.9	72	17	4.2	
		3 - Food Service	30	9	3.3	81	19	4.3	
		4 - Non-Food Service	143	37	3.9	212	42	5.0	
	1 - Chain	1 - Food Retail	187	9	20.8	191	8	23.9	
		2 - Non-Food Retail	138	14	9.9	109	9	12.1	
		3 - Food Service	267	15	17.8	335	19	17.6	
		4 - Non-Food Service	323	21	15.4	276	24	11.5	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Lakeshore/Islington	0 - Independent	1 - Food Retail	57	22	2.6	42	16	2.6	
		2 - Non-Food Retail	87	33	2.6	63	23	2.7	
		3 - Food Service	59	22	2.7	95	23	4.1	
		4 - Non-Food Service	206	56	3.7	240	63	3.8	
	1 - Chain	1 - Food Retail	18	*	9.0	17	*	17.0	
		2 - Non-Food Retail	37	*	12.3	40	*	10.0	
		3 - Food Service	104	6	17.3	128	8	16.0	
		4 - Non-Food Service	62	9	6.9	101	13	7.8	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Queen East of Victoria	0 - Independent	1 - Food Retail	27	10	2.7	26	9	2.9	
		2 - Non-Food Retail	179	62	2.9	245	85	2.9	
		3 - Food Service	167	22	7.6	263	27	9.7	
		4 - Non-Food Service	1,177	119	9.9	1,627	145	11.2	
	1 - Chain	1 - Food Retail				*	*	1.0	
		2 - Non-Food Retail	145	9	16.1	53	*	13.3	
		3 - Food Service	81	7	11.6	70	*	14.0	
		4 - Non-Food Service	35	*	8.8	97	7	13.9	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Yonge North of Carlton	0 - Independent	1 - Food Retail	28	11	2.5	36	6	6.0	
		2 - Non-Food Retail	296	88	3.4	226	55	4.1	
		3 - Food Service	497	62	8.0	442	49	9.0	
		4 - Non-Food Service	1,199	225	5.3	1,053	148	7.1	
	1 - Chain	1 - Food Retail	81	*	20.3	83	*	20.8	
		2 - Non-Food Retail	198	15	13.2	187	8	23.4	
		3 - Food Service	313	23	13.6	379	23	16.5	
		4 - Non-Food Service	127	13	9.8	132	14	9.4	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Yonge North of Finch	0 - Independent	1 - Food Retail	53	12	4.4	78	11	7.1	
		2 - Non-Food Retail	143	42	3.4	132	29	4.6	
		3 - Food Service	111	27	4.1	173	27	6.4	
		4 - Non-Food Service	2,387	233	10.2	2,415	208	11.6	
	1 - Chain	1 - Food Retail	107	*	26.8	95	*	31.7	
		2 - Non-Food Retail	144	19	7.6	83	9	9.2	
		3 - Food Service	141	16	8.8	185	19	9.7	
		4 - Non-Food Service	406	20	20.3	566	24	23.6	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons

Area	Chain	Major Category	2011			2018			
			# of Employees	# of Establishments	Average Number of Employees	# of Employees	# of Establishments	Average Number of Employees	
Yonge North of Lawrence	0 - Independent	1 - Food Retail	28	8	3.5	129	11	11.7	
		2 - Non-Food Retail	222	54	4.1	174	41	4.2	
		3 - Food Service	262	32	8.2	313	35	8.9	
		4 - Non-Food Service	1,532	155	9.9	1,348	156	8.6	
	1 - Chain	1 - Food Retail	343	*	85.8	318	*	63.6	
		2 - Non-Food Retail	135	11	12.3	114	8	14.3	
		3 - Food Service	107	15	7.1	207	17	12.2	
		4 - Non-Food Service	360	21	17.1	279	23	12.1	
	City	0 - Independent	1 - Food Retail	12,022	2,622	4.6	12,255	2,137	5.7
			2 - Non-Food Retail	29,759	7,691	3.9	29,295	7,016	4.2
3 - Food Service			41,820	5,448	7.7	59,207	6,181	9.6	
4 - Non-Food Service			430,452	28,726	15.0	547,086	30,265	18.1	
1 - Chain		1 - Food Retail	23,562	802	29.4	26,318	807	32.6	
		2 - Non-Food Retail	57,264	2,669	21.5	60,800	2,426	25.1	
		3 - Food Service	36,095	2,466	14.6	46,489	2,817	16.5	
		4 - Non-Food Service	151,485	2,634	57.5	182,562	2,875	63.5	

\* Suppressed for Data Confidentiality Reasons



# Employee Size

Area	Major Category	Chain	Employee Code2	2011		2018		Percentage Point Change 2011-2018	
				# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Albion/Islington	1 - Food Retail	0 - Independent	5 or Less Employees	20.2%	78.9%	21.8%	83.3%	1.6%	4.4%
			More than 5 Employees	9.2%	10.5%	11.8%	8.3%	2.5%	-2.2%
		1 - Chain	5 or Less Employees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
			More than 5 Employees	70.5%	10.5%	66.4%	8.3%	-4.1%	-2.2%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	71.0%	89.1%	54.5%	90.5%	-16.5%	1.3%
			More than 5 Employees	7.0%	2.2%	16.6%	7.1%	9.6%	5.0%
		1 - Chain	5 or Less Employees	8.0%	6.5%	0.0%	0.0%	-8.0%	-6.5%
			More than 5 Employees	14.0%	2.2%	29.0%	2.4%	15.0%	0.2%
	3 - Food Service	0 - Independent	5 or Less Employees	49.2%	79.2%	26.3%	56.0%	-22.8%	-23.2%
			More than 5 Employees	7.6%	4.2%	25.0%	20.0%	17.4%	15.8%
		1 - Chain	5 or Less Employees	5.1%	8.3%	3.9%	8.0%	-1.1%	-0.3%
			More than 5 Employees	38.1%	8.3%	44.7%	16.0%	6.6%	7.7%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	52.0%	86.9%	31.8%	73.8%	-20.2%	-13.2%
			More than 5 Employees	14.2%	7.1%	28.1%	13.8%	13.9%	6.6%
		1 - Chain	5 or Less Employees	1.2%	1.2%	2.2%	5.0%	1.1%	3.8%
			More than 5 Employees	32.7%	4.8%	37.9%	7.5%	5.3%	2.7%

Area	Major Category	Chain	Employee Code2	# of Employees	2011	# of Employees	2018	Percentage Point Change 2011-2018	
					# of Establishments		# of Establishments	Employees	Establishments
Danforth East of Jones	1 - Food Retail	0 - Independent	5 or Less Employees	43.2%	90.5%	30.8%	80.0%	-12.4%	-10.5%
			More than 5 Employees	5.4%	2.4%	19.5%	11.4%	14.1%	9.0%
		1 - Chain	5 or Less Employees	0.0%	0.0%	1.1%	2.9%	1.1%	2.9%
			More than 5 Employees	51.4%	7.1%	48.6%	5.7%	-2.7%	-1.4%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	42.4%	79.6%	28.1%	76.1%	-14.4%	-3.5%
			More than 5 Employees	20.6%	8.2%	33.8%	13.0%	13.2%	4.9%
		1 - Chain	5 or Less Employees	6.7%	8.2%	4.0%	5.4%	-2.7%	-2.7%
			More than 5 Employees	30.3%	4.1%	34.2%	5.4%	3.8%	1.4%
	3 - Food Service	0 - Independent	5 or Less Employees	43.6%	77.3%	26.0%	64.0%	-17.5%	-13.3%
			More than 5 Employees	23.2%	11.8%	35.3%	21.6%	12.2%	9.8%
		1 - Chain	5 or Less Employees	5.6%	6.4%	2.1%	3.6%	-3.5%	-2.8%
			More than 5 Employees	27.7%	4.5%	36.5%	10.8%	8.8%	6.3%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	17.3%	72.1%	32.7%	70.4%	15.3%	-1.7%
			More than 5 Employees	58.0%	15.2%	39.1%	18.9%	-18.9%	3.8%
		1 - Chain	5 or Less Employees	1.3%	4.2%	2.6%	5.3%	1.3%	1.1%
			More than 5 Employees	23.4%	8.5%	25.7%	5.3%	2.3%	-3.1%

Area	Major Category	Chain	Employee Code2	# of Employees	2011	# of Employees	2018	Percentage Point Change 2011-2018	
					# of Establishments		# of Establishments	Employees	Establishments
Danforth/Pape	1 - Food Retail	0 - Independent	5 or Less Employees	27.2%	74.1%	23.0%	62.5%	-4.2%	-11.6%
			More than 5 Employees	7.8%	7.4%	18.3%	12.5%	10.5%	5.1%
		1 - Chain	5 or Less Employees	5.6%	11.1%	9.5%	16.7%	4.0%	5.6%
			More than 5 Employees	59.4%	7.4%	49.2%	8.3%	-10.2%	0.9%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	23.7%	61.2%	20.5%	56.7%	-3.2%	-4.5%
			More than 5 Employees	41.9%	19.4%	40.5%	23.3%	-1.4%	3.9%
		1 - Chain	5 or Less Employees	8.5%	13.4%	2.1%	5.0%	-6.5%	-8.4%
			More than 5 Employees	25.9%	6.0%	36.9%	15.0%	11.0%	9.0%
	3 - Food Service	0 - Independent	5 or Less Employees	8.3%	27.6%	9.3%	31.8%	1.0%	4.2%
			More than 5 Employees	62.0%	47.4%	63.9%	47.7%	2.0%	0.4%
		1 - Chain	5 or Less Employees	2.1%	6.6%	1.9%	4.5%	-0.3%	-2.0%
			More than 5 Employees	27.6%	18.4%	24.9%	15.9%	-2.7%	-2.5%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	25.0%	70.7%	25.7%	69.1%	0.7%	-1.5%
			More than 5 Employees	34.8%	15.5%	40.2%	18.3%	5.4%	2.8%
		1 - Chain	5 or Less Employees	1.8%	4.0%	2.2%	3.4%	0.4%	-0.6%
			More than 5 Employees	38.4%	9.8%	31.9%	9.1%	-6.5%	-0.6%

Percentage Point Change 2011-2018									
Percentage Point Change 2011-2018									
Area	Major Category	Chain	Employee Code2	# of Employees	2011	# of Employees	2018	Percentage Point Change 2011-2018	
					# of Establishments		# of Establishments	Employees	Establishments
Eglinton/Danforth Road	1 - Food Retail	0 - Independent	5 or Less Employees	16.4%	66.7%	12.8%	64.3%	-3.5%	-2.4%
			More than 5 Employees	16.4%	11.1%	16.9%	14.3%	0.5%	3.2%
		1 - Chain	5 or Less Employees	1.8%	5.6%	0.0%	0.0%	-1.8%	-5.6%
			More than 5 Employees	65.5%	16.7%	70.3%	21.4%	4.8%	4.8%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	33.0%	76.7%	29.7%	71.4%	-3.3%	-5.3%
			More than 5 Employees	7.1%	4.7%	3.1%	2.9%	-4.0%	-1.8%
		1 - Chain	5 or Less Employees	5.6%	9.3%	5.2%	11.4%	-0.4%	2.1%
			More than 5 Employees	54.3%	9.3%	62.0%	14.3%	7.7%	5.0%
	3 - Food Service	0 - Independent	5 or Less Employees	32.1%	64.7%	19.6%	53.6%	-12.5%	-11.1%
			More than 5 Employees	27.8%	14.7%	43.1%	25.0%	15.3%	10.3%
		1 - Chain	5 or Less Employees	4.8%	8.8%	7.8%	14.3%	3.0%	5.5%
			More than 5 Employees	35.3%	11.8%	29.4%	7.1%	-5.9%	-4.6%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	37.1%	71.6%	35.4%	72.9%	-1.6%	1.3%
			More than 5 Employees	27.2%	14.9%	22.0%	10.6%	-5.2%	-4.3%
		1 - Chain	5 or Less Employees	2.6%	4.5%	4.3%	8.2%	1.7%	3.8%
			More than 5 Employees	33.2%	9.0%	38.3%	8.2%	5.1%	-0.7%

Percentage of Total Employment by Major Category, Chain, and Employee Code2									
Kensington Market									
Area	Major Category	Chain	Employee Code2	# of Employees	2011	# of Employees	2018	Percentage Point Change 2011-2018	
					# of Establishments		# of Establishments	Employees	Establishments
Kensington Market	1 - Food Retail	0 - Independent	5 or Less Employees	47.3%	72.4%	30.4%	71.4%	-17.0%	-1.0%
			More than 5 Employees	45.8%	20.7%	68.1%	25.0%	22.3%	4.3%
		1 - Chain	5 or Less Employees	1.5%	3.4%	1.6%	3.6%	0.0%	0.1%
			More than 5 Employees	5.3%	3.4%	0.0%	0.0%	-5.3%	-3.4%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	58.1%	88.6%	50.8%	85.5%	-7.3%	-3.1%
			More than 5 Employees	25.7%	8.0%	39.5%	11.8%	13.8%	3.9%
		1 - Chain	5 or Less Employees	1.4%	1.1%	0.0%	0.0%	-1.4%	-1.1%
			More than 5 Employees	14.8%	2.3%	9.7%	2.6%	-5.1%	0.4%
	3 - Food Service	0 - Independent	5 or Less Employees	33.5%	57.4%	21.8%	43.4%	-11.7%	-13.9%
			More than 5 Employees	49.6%	26.5%	67.9%	44.4%	18.3%	18.0%
		1 - Chain	5 or Less Employees	7.0%	11.8%	3.9%	8.1%	-3.1%	-3.7%
			More than 5 Employees	9.9%	4.4%	6.4%	4.0%	-3.5%	-0.4%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	26.1%	70.0%	4.6%	56.1%	-21.5%	-13.9%
			More than 5 Employees	63.6%	23.3%	95.4%	43.9%	31.8%	20.6%
		1 - Chain	5 or Less Employees	1.2%	3.3%	0.0%	0.0%	-1.2%	-3.3%
			More than 5 Employees	9.1%	3.3%	0.0%	0.0%	-9.1%	-3.3%

Percentage of Establishments with 5 or Less Employees									
Percentage of Establishments with More than 5 Employees									
Percentage of Employees with 5 or Less Employees									
Percentage of Employees with More than 5 Employees									
Percentage Point Change 2011-2018									
Area	Major Category	Chain	Employee Code2	# of Employees	2011 # of Establishments	# of Employees	2018 # of Establishments	Percentage Point Change 2011-2018 Employees	Establishments
Kingston/Lawrence	1 - Food Retail	0 - Independent	5 or Less Employees	10.1%	57.1%	9.9%	52.9%	-0.2%	-4.2%
			More than 5 Employees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		1 - Chain	5 or Less Employees	3.4%	14.3%	2.4%	11.8%	-1.0%	-2.5%
			More than 5 Employees	86.5%	28.6%	87.7%	35.3%	1.2%	6.7%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	11.9%	37.9%	12.7%	50.0%	0.8%	12.1%
			More than 5 Employees	19.4%	13.8%	27.1%	15.4%	7.7%	1.6%
		1 - Chain	5 or Less Employees	10.0%	24.1%	5.0%	7.7%	-5.0%	-16.4%
			More than 5 Employees	58.7%	24.1%	55.2%	26.9%	-3.5%	2.8%
	3 - Food Service	0 - Independent	5 or Less Employees	7.4%	33.3%	9.6%	37.8%	2.2%	4.5%
			More than 5 Employees	2.7%	4.2%	9.9%	13.5%	7.2%	9.3%
		1 - Chain	5 or Less Employees	3.7%	12.5%	2.2%	5.4%	-1.5%	-7.1%
			More than 5 Employees	86.2%	50.0%	78.4%	43.2%	-7.8%	-6.8%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	16.1%	51.7%	18.4%	53.0%	2.3%	1.3%
			More than 5 Employees	14.6%	12.1%	25.0%	10.6%	10.4%	-1.5%
		1 - Chain	5 or Less Employees	3.4%	12.1%	7.0%	18.2%	3.5%	6.1%
			More than 5 Employees	65.9%	24.1%	49.6%	18.2%	-16.3%	-6.0%

Area	Major Category	Chain	Employee Code2	2011		2018		Percentage Point Change 2011-2018	
				# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Lakeshore/Islington	1 - Food Retail	0 - Independent	5 or Less Employees	66.7%	87.5%	59.3%	88.2%	-7.3%	0.7%
			More than 5 Employees	9.3%	4.2%	11.9%	5.9%	2.5%	1.7%
		1 - Chain	5 or Less Employees	2.7%	4.2%	0.0%	0.0%	-2.7%	-4.2%
			More than 5 Employees	21.3%	4.2%	28.8%	5.9%	7.5%	1.7%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	54.8%	85.3%	36.9%	77.8%	-17.9%	-7.5%
			More than 5 Employees	15.3%	5.9%	24.3%	7.4%	8.9%	1.5%
		1 - Chain	5 or Less Employees	0.0%	0.0%	4.9%	7.4%	4.9%	7.4%
			More than 5 Employees	29.8%	8.8%	34.0%	7.4%	4.1%	-1.4%
	3 - Food Service	0 - Independent	5 or Less Employees	24.5%	65.4%	22.0%	58.1%	-2.6%	-7.3%
			More than 5 Employees	11.7%	11.5%	20.6%	16.1%	9.0%	4.6%
		1 - Chain	5 or Less Employees	4.9%	7.7%	5.8%	9.7%	0.9%	2.0%
			More than 5 Employees	58.9%	15.4%	51.6%	16.1%	-7.3%	0.7%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	41.4%	70.8%	34.0%	64.0%	-7.4%	-6.8%
			More than 5 Employees	35.4%	15.4%	36.4%	20.0%	0.9%	4.6%
		1 - Chain	5 or Less Employees	7.1%	9.2%	4.4%	9.3%	-2.7%	0.1%
			More than 5 Employees	16.0%	4.6%	25.2%	6.7%	9.2%	2.1%



Area	Major Category	Chain	Employee Code2	# of Employees	2011	# of Employees	2018	Percentage Point Change 2011-2018	
					# of Establishments		# of Establishments	Employees	Establishments
Queen East of Victoria	1 - Food Retail	0 - Independent	5 or Less Employees	100.0%	100.0%	66.7%	80.0%	-33.3%	-20.0%
			More than 5 Employees	0.0%	0.0%	29.6%	10.0%	29.6%	10.0%
		1 - Chain	5 or Less Employees	0.0%	0.0%	3.7%	10.0%	3.7%	10.0%
			More than 5 Employees	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	34.6%	78.6%	47.3%	85.7%	12.7%	7.1%
			More than 5 Employees	20.7%	10.0%	34.9%	10.7%	14.2%	0.7%
		1 - Chain	5 or Less Employees	4.6%	5.7%	1.7%	1.2%	-3.0%	-4.5%
			More than 5 Employees	40.1%	5.7%	16.1%	2.4%	-24.0%	-3.3%
	3 - Food Service	0 - Independent	5 or Less Employees	13.7%	44.8%	12.3%	53.1%	-1.4%	8.3%
			More than 5 Employees	53.6%	31.0%	66.7%	31.3%	13.0%	0.2%
		1 - Chain	5 or Less Employees	6.9%	13.8%	3.6%	9.4%	-3.3%	-4.4%
			More than 5 Employees	25.8%	10.3%	17.4%	6.3%	-8.4%	-4.1%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	14.5%	59.7%	12.0%	55.3%	-2.5%	-4.4%
			More than 5 Employees	82.6%	37.0%	82.4%	40.1%	-0.2%	3.2%
		1 - Chain	5 or Less Employees	0.6%	1.7%	0.8%	3.3%	0.2%	1.6%
			More than 5 Employees	2.3%	1.7%	4.8%	1.3%	2.5%	-0.4%

Area	Major Category	Chain	Employee Code2	2011		2018		Percentage Point Change 2011-2018	
				# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Yonge North of Carlton	1 - Food Retail	0 - Independent	5 or Less Employees	20.2%	66.7%	12.6%	50.0%	-7.6%	-16.7%
			More than 5 Employees	5.5%	6.7%	17.6%	10.0%	12.1%	3.3%
		1 - Chain	5 or Less Employees	1.8%	6.7%	0.0%	0.0%	-1.8%	-6.7%
			More than 5 Employees	72.5%	20.0%	69.7%	40.0%	-2.7%	20.0%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	35.6%	74.7%	21.8%	67.7%	-13.8%	-7.0%
			More than 5 Employees	24.3%	11.1%	32.9%	19.4%	8.6%	8.2%
		1 - Chain	5 or Less Employees	5.1%	7.1%	0.2%	1.6%	-4.8%	-5.5%
			More than 5 Employees	35.0%	7.1%	45.0%	11.3%	10.0%	4.2%
	3 - Food Service	0 - Independent	5 or Less Employees	11.5%	34.1%	7.3%	26.8%	-4.2%	-7.4%
			More than 5 Employees	49.9%	39.0%	46.5%	40.8%	-3.3%	1.8%
		1 - Chain	5 or Less Employees	3.2%	7.3%	1.8%	7.0%	-1.4%	-0.3%
			More than 5 Employees	35.4%	19.5%	44.3%	25.4%	8.9%	5.8%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	28.9%	68.1%	18.4%	56.5%	-10.5%	-11.6%
			More than 5 Employees	61.5%	26.3%	70.5%	34.8%	8.9%	8.5%
		1 - Chain	5 or Less Employees	2.1%	3.4%	1.9%	4.3%	-0.3%	0.9%
			More than 5 Employees	7.5%	2.2%	9.3%	4.3%	1.8%	2.2%

Area	Major Category	Chain	Employee Code2	2011		2018		Percentage Point Change 2011-2018	
				# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Yonge North of Finch	1 - Food Retail	0 - Independent	5 or Less Employees	16.9%	62.5%	16.2%	64.3%	-0.7%	1.8%
			More than 5 Employees	16.3%	12.5%	28.9%	14.3%	12.7%	1.8%
		1 - Chain	5 or Less Employees	3.8%	12.5%	5.2%	14.3%	1.5%	1.8%
			More than 5 Employees	63.1%	12.5%	49.7%	7.1%	-13.4%	-5.4%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	22.6%	55.7%	22.3%	57.9%	-0.3%	2.2%
			More than 5 Employees	27.2%	13.1%	39.1%	18.4%	11.9%	5.3%
		1 - Chain	5 or Less Employees	12.5%	19.7%	5.6%	10.5%	-7.0%	-9.1%
			More than 5 Employees	37.6%	11.5%	33.0%	13.2%	-4.6%	1.7%
	3 - Food Service	0 - Independent	5 or Less Employees	28.2%	54.8%	11.7%	31.1%	-16.4%	-23.7%
			More than 5 Employees	15.9%	7.1%	36.6%	26.7%	20.7%	19.5%
		1 - Chain	5 or Less Employees	7.1%	11.9%	4.7%	11.1%	-2.4%	-0.8%
			More than 5 Employees	48.8%	26.2%	46.9%	31.1%	-1.9%	4.9%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	14.3%	67.3%	11.3%	61.7%	-3.0%	-5.6%
			More than 5 Employees	71.1%	24.6%	69.7%	27.8%	-1.5%	3.2%
		1 - Chain	5 or Less Employees	0.5%	2.0%	1.0%	5.2%	0.5%	3.2%
			More than 5 Employees	14.0%	6.0%	18.0%	5.2%	3.9%	-0.8%

Area	Major Category	Chain	Employee Code2	2011		2018		Percentage Point Change 2011-2018	
				# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Yonge North of Lawrence	1 - Food Retail	0 - Independent	5 or Less Employees	5.7%	58.3%	5.6%	56.3%	-0.1%	-2.1%
			More than 5 Employees	1.9%	8.3%	23.3%	12.5%	21.4%	4.2%
		1 - Chain	5 or Less Employees	1.1%	8.3%	2.2%	12.5%	1.2%	4.2%
			More than 5 Employees	91.4%	25.0%	68.9%	18.8%	-22.5%	-6.3%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	33.6%	72.3%	27.1%	69.4%	-6.5%	-2.9%
			More than 5 Employees	28.6%	10.8%	33.3%	14.3%	4.8%	3.5%
		1 - Chain	5 or Less Employees	3.6%	7.7%	4.2%	8.2%	0.5%	0.5%
			More than 5 Employees	34.2%	9.2%	35.4%	8.2%	1.2%	-1.1%
	3 - Food Service	0 - Independent	5 or Less Employees	8.1%	26.7%	6.2%	23.1%	-2.0%	-3.6%
			More than 5 Employees	62.9%	40.0%	54.0%	44.2%	-8.8%	4.2%
		1 - Chain	5 or Less Employees	5.4%	15.6%	2.9%	7.7%	-2.5%	-7.9%
			More than 5 Employees	23.6%	17.8%	36.9%	25.0%	13.3%	7.2%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	13.3%	60.0%	15.7%	50.8%	2.4%	-9.2%
			More than 5 Employees	67.7%	27.6%	67.2%	36.3%	-0.5%	8.7%
		1 - Chain	5 or Less Employees	1.6%	4.7%	1.0%	3.9%	-0.7%	-0.8%
			More than 5 Employees	17.4%	7.6%	16.2%	8.9%	-1.2%	1.3%

City									
City									
Area	Major Category	Chain	Employee Code2	# of Employees	2011 # of Establishments	# of Employees	2018 # of Establishments	Percentage Point Change 2011-2018	
								Employees	Establishments
City	1 - Food Retail	0 - Independent	5 or Less Employees	14.8%	65.3%	10.6%	58.4%	-4.3%	-6.9%
			More than 5 Employees	19.0%	11.2%	21.2%	14.2%	2.2%	3.0%
		1 - Chain	5 or Less Employees	2.6%	10.6%	2.2%	10.7%	-0.4%	0.1%
			More than 5 Employees	63.6%	12.9%	66.0%	16.7%	2.4%	3.8%
	2 - Non-Food Retail	0 - Independent	5 or Less Employees	16.8%	62.6%	14.7%	60.6%	-2.2%	-1.9%
			More than 5 Employees	17.4%	11.5%	17.9%	13.5%	0.5%	2.0%
		1 - Chain	5 or Less Employees	3.4%	8.8%	2.4%	6.8%	-1.0%	-2.0%
			More than 5 Employees	62.4%	17.1%	65.0%	19.1%	2.6%	1.9%
	3 - Food Service	0 - Independent	5 or Less Employees	12.1%	43.6%	9.1%	38.0%	-3.1%	-5.7%
			More than 5 Employees	41.5%	24.7%	46.9%	30.4%	5.4%	5.6%
		1 - Chain	5 or Less Employees	4.1%	11.6%	2.8%	9.2%	-1.4%	-2.4%
			More than 5 Employees	42.2%	20.0%	41.2%	22.5%	-1.0%	2.4%
	4 - Non-Food Service	0 - Independent	5 or Less Employees	7.5%	56.2%	6.0%	52.7%	-1.5%	-3.5%
			More than 5 Employees	66.5%	35.4%	69.0%	38.6%	2.5%	3.2%
		1 - Chain	5 or Less Employees	0.5%	3.2%	0.4%	3.3%	-0.1%	0.1%
			More than 5 Employees	25.5%	5.2%	24.6%	5.4%	-0.9%	0.2%

Independents with  
Five or Fewer Employees

Area	Major Category	2011		2018		Percentage Point Change 2011-2018	
		# of Employees	# of Establishments	# of Employees	# of Establishments	Employees	Establishments
Albion/Islington	1 - Food Retail	20.2%	78.9%	21.8%	83.3%	1.6%	4.4%
	2 - Non-Food Retail	71.0%	89.1%	54.5%	90.5%	-16.5%	1.3%
	3 - Food Service	49.2%	79.2%	26.3%	56.0%	-22.8%	-23.2%
	4 - Non-Food Service	52.0%	86.9%	31.8%	73.8%	-20.2%	-13.2%
Danforth East of Jones	1 - Food Retail	43.2%	90.5%	30.8%	80.0%	-12.4%	-10.5%
	2 - Non-Food Retail	42.4%	79.6%	28.1%	76.1%	-14.4%	-3.5%
	3 - Food Service	43.6%	77.3%	26.0%	64.0%	-17.5%	-13.3%
	4 - Non-Food Service	17.3%	72.1%	32.7%	70.4%	15.3%	-1.7%
Eglinton/Danforth Road	1 - Food Retail	16.4%	66.7%	12.8%	64.3%	-3.5%	-2.4%
	2 - Non-Food Retail	33.0%	76.7%	29.7%	71.4%	-3.3%	-5.3%
	3 - Food Service	32.1%	64.7%	19.6%	53.6%	-12.5%	-11.1%
	4 - Non-Food Service	37.1%	71.6%	35.4%	72.9%	-1.6%	1.3%
Danforth/Pape	1 - Food Retail	27.2%	74.1%	23.0%	62.5%	-4.2%	-11.6%
	2 - Non-Food Retail	23.7%	61.2%	20.5%	56.7%	-3.2%	-4.5%
	3 - Food Service	8.3%	27.6%	9.3%	31.8%	1.0%	4.2%
	4 - Non-Food Service	25.0%	70.7%	25.7%	69.1%	0.7%	-1.5%
Queen East of Victoria	1 - Food Retail	100.0%	100.0%	66.7%	80.0%	-33.3%	-20.0%
	2 - Non-Food Retail	34.6%	78.6%	47.3%	85.7%	12.7%	7.1%
	3 - Food Service	13.7%	44.8%	12.3%	53.1%	-1.4%	8.3%
	4 - Non-Food Service	14.5%	59.7%	12.0%	55.3%	-2.5%	-4.4%
Kensington Market	1 - Food Retail	47.3%	72.4%	30.4%	71.4%	-17.0%	-1.0%
	2 - Non-Food Retail	58.1%	88.6%	50.8%	85.5%	-7.3%	-3.1%
	3 - Food Service	33.5%	57.4%	21.8%	43.4%	-11.7%	-13.9%
	4 - Non-Food Service	26.1%	70.0%	4.6%	56.1%	-21.5%	-13.9%
Kingston/Lawrence	1 - Food Retail	10.1%	57.1%	9.9%	52.9%	-0.2%	-4.2%
	2 - Non-Food Retail	11.9%	37.9%	12.7%	50.0%	0.8%	12.1%
	3 - Food Service	7.4%	33.3%	9.6%	37.8%	2.2%	4.5%
	4 - Non-Food Service	16.1%	51.7%	18.4%	53.0%	2.3%	1.3%
Lakeshore/Islington	1 - Food Retail	66.7%	87.5%	59.3%	88.2%	-7.3%	0.7%
	2 - Non-Food Retail	54.8%	85.3%	36.9%	77.8%	-17.9%	-7.5%
	3 - Food Service	24.5%	65.4%	22.0%	58.1%	-2.6%	-7.3%
	4 - Non-Food Service	41.4%	70.8%	34.0%	64.0%	-7.4%	-6.8%
Yonge North of Carlton	1 - Food Retail	20.2%	66.7%	12.6%	50.0%	-7.6%	-16.7%
	2 - Non-Food Retail	35.6%	74.7%	21.8%	67.7%	-13.8%	-7.0%
	3 - Food Service	11.5%	34.1%	7.3%	26.8%	-4.2%	-7.4%
	4 - Non-Food Service	28.9%	68.1%	18.4%	56.5%	-10.5%	-11.6%
Yonge North of Finch	1 - Food Retail	16.9%	62.5%	16.2%	64.3%	-0.7%	1.8%
	2 - Non-Food Retail	22.6%	55.7%	22.3%	57.9%	-0.3%	2.2%
	3 - Food Service	28.2%	54.8%	11.7%	31.1%	-16.4%	-23.7%
	4 - Non-Food Service	14.3%	67.3%	11.3%	61.7%	-3.0%	-5.6%
Yonge North of Lawrence	1 - Food Retail	5.7%	58.3%	5.6%	56.3%	-0.1%	-2.1%
	2 - Non-Food Retail	33.6%	72.3%	27.1%	69.4%	-6.5%	-2.9%
	3 - Food Service	8.1%	26.7%	6.2%	23.1%	-2.0%	-3.6%
	4 - Non-Food Service	13.3%	60.0%	15.7%	50.8%	2.4%	-9.2%
City	1 - Food Retail	14.8%	65.3%	10.6%	58.4%	-4.3%	-6.9%
	2 - Non-Food Retail	16.8%	62.6%	14.7%	60.6%	-2.2%	-1.9%
	3 - Food Service	12.1%	43.6%	9.1%	38.0%	-3.1%	-5.7%
	4 - Non-Food Service	7.5%	56.2%	6.0%	52.7%	-1.5%	-3.5%



**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 9: RETAIL AND EATING ESTABLISHMENT SALES AND PRO FORMA ANALYSIS FOR CHAINS AND INDEPENDENTS**



## **TORONTO CMA RETAIL SALES**

### **CONTEXT ANALYSIS**

- To address the general state of Toronto CMA retail.

### **DEFINITIONS**

- Retail categories included in NAICS codes 44 and 45 only.
- Excludes automotive and gasoline stations.
- Excludes miscellaneous retail.

### **OUTCOMES**

- Retail sales grew by an annualized rate of 3.4% from 2011 to 2018. This is a good rate of annualized increase which positively impacted retail development opportunities.
- Jewellery, leather and luggage, specialty food stores, health and pharmacy, footwear stores, clothing stores, and home furnishings outperformed the average. Most of these types of retail store categories have a high proportion of sales attributed to independent retailers (exception clothing and footwear stores).
- While sales had been increasing across most retail store categories from 2011 to 2017, in 2018 there was a decline in sales at furniture stores, home furnishings stores, electronics and appliance stores, building material and garden equipment, and grocery stores. The slow down in the housing market, as well as increased online competition, are partially responsible for the loss in sales for home, building, and electronics categories. Grocery store sales are affected by increased competition as well as efforts to counter price inflation. Increased vacancy and economic hardship for small and independent retailers in Toronto will be affected by the current economic slowdown.
- Sales growth is not the only indicator of economic health. Other metrics such as gross margin and profit margin need to be assessed to understand the economic performance of the Toronto CMA retail economy.

### **DATA COLLECTED**

Statistics Canada data

Monthly Retail Trade Sales

Reference Period: 2011 to 2018

Geography: Toronto CMA





## TORONTO CMA RETAIL SALES GROWTH: 2011 TO 2018

	2011	2012	2013	2014	2015	2016	2017	2018	Ann. Growth
Furniture	\$1,579.7	\$1,673.9	\$1,725.8	\$1,816.6	\$1,733.6	\$1,971.8	\$1,976.0	\$1,962.0	3.1%
Home Furnishings	\$871.0	\$900.3	\$857.8	\$927.1	\$979.1	\$969.7	\$1,162.0	\$1,141.9	3.9%
Electronics and Appliances	\$3,143.8	\$2,831.4	\$2,696.4	\$3,043.9	\$3,081.0	\$3,269.1	\$3,999.2	\$3,898.9	3.1%
Bldg. Mat. and Grdn. Equip	\$3,543.7	\$3,610.6	\$3,780.1	\$3,915.6	\$4,232.8	\$4,183.6	\$4,728.5	\$4,274.5	2.7%
Grocery	\$11,449.0	\$11,672.2	\$11,594.6	\$11,681.8	\$12,010.7	\$12,205.1	\$12,702.5	\$12,333.0	1.1%
Specialty Food	\$808.4	\$841.8	\$917.6	\$1,026.4	\$1,034.8	\$976.6	\$1,333.9	\$1,513.0	9.4%
Beer, Wine, Liquor	\$2,709.3	\$2,785.3	\$2,867.4	\$2,953.4	\$3,097.7	\$3,184.2	\$3,299.4	\$3,344.6	3.1%
Health and Pharmacy	\$5,146.1	\$5,129.2	\$5,224.3	\$5,585.5	\$5,724.3	\$6,422.0	\$7,483.5	\$8,562.6	7.5%
Clothing Stores	\$4,064.9	\$4,150.6	\$4,213.3	\$4,523.9	\$4,834.2	\$5,005.3	\$5,390.5	\$5,836.0	5.3%
Footwear	\$675.8	\$648.5	\$686.0	\$761.5	\$867.2	\$1,010.0	\$1,011.9	\$1,037.9	6.3%
Jewellery, Leather, Luggage	\$583.3	\$656.4	\$698.6	\$750.3	\$869.7	\$959.8	\$1,051.7	\$1,136.1	10.0%
Sporting, Book, Music, Hby.	\$1,646.8	\$1,502.0	\$1,434.0	\$1,497.7	\$1,524.0	\$1,450.6	\$1,602.4	\$1,591.5	-0.5%
General Merchandise	\$7,378.6	\$7,666.1	\$7,931.6	\$8,483.3	\$8,615.6	\$8,421.1	\$8,440.0	\$8,456.5	2.0%
Total	\$43,600.3	\$44,068.4	\$44,627.7	\$46,966.9	\$48,604.8	\$50,028.8	\$54,181.4	\$55,088.4	3.4%

Source: Statistics Canada



## **TRADITIONAL RETAIL PRO FORMA ANALYSIS**

### **CONTEXT ANALYSIS**

- Ontario retail store category pro forma data illustrates beyond just sales performance the economic health of retail businesses.
- Able to divide the sales performance and pro forma analysis by chain retailers and independent retailers to understand market share and key pain points in their retail operations.

### **DEFINITIONS**

- NAICS: 44 and 45 retail trade
- Excludes automotive, gasoline stations, and miscellaneous retail
- Independents compared to chains
- Chains are retailers with 4 or more locations in the same category
- Franchises usually would be classified as independents unless there is centralized buying function (e.g., Joe's No Frills, IDA would be independents)

### **OUTCOMES**

#### **Market Share**

- Independent stores have retained a higher market share (50% +) of total retail sales in Ontario in retail business categories that are typically found along traditional main streets including:
  - Specialty food stores (78%)
  - Health and pharmacy stores (76%) – note includes franchise and pharmacist owned stores
  - Convenience stores (72%)
  - Jewellery, leather, and luggage stores (61%)
  - Home furnishings (59%)
  - Grocery stores (50%) – note includes franchise owned stores such as Joe's No Frills.
- These types of businesses are a combination of local neighbourhood goods and specialty niche type businesses often with a narrow and deep merchandising focus (e.g., seafood specialty food stores, homemade jewellery, mid-century modern home furnishings, organic grocers) and make logical tenants along many of Toronto's main streets that serve local neighbourhoods combined with a specialist theme or vision that may be characteristic of many of Toronto's main streets (e.g., Greektown, Little India, King St. East and home furnishings).



- From the consumer perspective, these businesses are able to differentiate themselves on unique attributes/selling features and are less sensitive to price comparisons (the price of a custom pair of locally made earrings is difficult to compare to ones sold at chain jewellery stores such as People's Jewellers).
- Most of the above listed businesses have maintained a strong tilt towards independent type retailers from 2012 to 2017. Only specialty food stores have lost market share falling from 85% in 2012 to 78% in 2017. Some specialty food stores have surpassed the four locations and are now considered chains despite still being relatively locally oriented. For example, Rowe Farms had seven locations in Ontario in 2017 yet many consumers may still describe them as a small independent business.
- It is interesting to note that jewellery, leather, and luggage independent stores have gained market share growing from 57% of Ontario retail sales in the category in 2012 to 61% in 2017. Again, re-enforcing the idea of businesses that are able to find a niche and create a more personalized product and service can find an opportunity.
- Retailers that are predominantly chain oriented tend to be those in the comparison shopping categories where competing on price and selection can be or often are the primary drivers. These include the following retailer store categories with their independent market share percentages:
  - Furniture stores (33%)
  - Sporting goods, book, music, and hobby stores (33%)
  - Electronics and appliances (31%)
  - Footwear (16%)
  - Clothing (16%)
- Since 2012, the market share of most of these independent retailers has fallen further. The market share of independent furniture stores has fallen from 37% in 2012 to 33% in 2017. The market share of independent sporting goods, book, music, and hobby stores has fallen from 36% in 2012 to 33% in 2017. The market share of independent footwear stores has fallen from 23% in 2012 to 16% in 2017.
- The one-third of sales that are attributed to independents indicates that there are unique niche opportunities for select businesses to succeed and do well especially along some main street settings (but not all). Furniture stores typically have lower sales productivity and cannot pay high rents. If rents are increasing too fast in a main street location, they may be forced to relocate to a nearby side street (or upper/lower level) or to relocate to another main street entirely or go to an industrial area. Similarly, independent clothing stores may perform well on some of Toronto's retail main streets but ideally, they would want to locate on a main street with a higher proportion of traditional retail categories.
- There was a minimal increase in market share for independent clothing stores from 15% in 2012 to 16% in 2017. However, independent retailers account for a very small proportion of total sales in the store category in Ontario.



### **Labour Costs and Operating Profit**

- Almost across all categories, the percentage of labour costs remuneration is higher at independent retailers compared to chain retailers. In tandem, the operating profit margin is lower at independent retailers.
- This suggests that independent retailers may be able to take advantage of the different business structures that are available to them and to take advantage of tax implications.
- For the independent retailers it is important to assess the labour costs and operating profit together as often the staff is the owner and/or family members. For example, in Kensington Market, the majority of independent businesses had under 5 employees suggesting fewer staffing compared to the owners of the business.

### **Occupancy Costs**

- Occupancy costs are all costs associated with the retail unit including rent/mortgage, property taxes, insurance, and maintenance type costs.
- They are part of the overall Operating Costs bucket in the financial pro formas.
- As a percentage of total revenue, the metric GROC (Gross Revenue to Occupancy Costs) should be in the range of 10% to 15% for most traditional non-service oriented retailers. If the calculated GROC is above 15% the business is less viable in that location.
- In almost all these retail business categories, independent retailers' ability to pay occupancy costs is less than that for chain retailers. For furniture stores, it is equal regardless if it is a chain or an independent retailer. As a result, independent retailers must be more selective in their retail locations compared to chain retailers.
- Those independent retailers that are more susceptible to rent changes and impact their gross profit margin are:
  - Electronics and appliances
  - Building supply and garden equipment
  - Grocery stores
- Due to this gross occupancy cost sensitivity, many of these retailers will opt for lower rent locations including power centres, strip malls, employment areas, or off of main street locations including upper and lower levels.
- Other independent retailers such as home furnishings, specialty food stores, clothing stores, footwear stores, and other general merchandise stores while still have less ability to pay higher rents compared to chains, they are able to choose among more locations.
- Health and pharmacy stores, sporting goods, book, music, and hobby stores, and jewellery, leather, and luggage stores that are independent retailers have slightly fewer options in terms of ability to pay rent and locations that are available.



## **RETAILER PRO FORMA ANALYSIS BY RETAIL STORE CATEGORY**

### **Furniture Stores**

- Sales at independent furniture stores have increased significantly in line with population and household growth in Ontario.
- Independent furniture stores only account for one-third of all furniture store sales and it has been declining since 2012.
- Those independents that have remained are able to generate higher gross margins through sourcing as well as manufacturing themselves.
- Independents have been able to lower operating costs such as occupancy costs and keep them competitive with chain retailers but as stated, overall, the sales at independent furniture stores have been declining (i.e., primarily store closures).
- In 2017, the independent furniture stores were able to generate higher operating profit margins primarily driven by higher demand through the growing housing market.

### **Home Furnishings Stores**

- Sales at independent home furnishings stores have increased significantly in line with population and household growth in Ontario.
- Independent home furnishings stores account for 59% of all home furnishings sales and it has been stable since 2012.
- The gross margins had been increasing from 2012 to 2016 but fell in 2017.
- Independents have been able to lower operating costs such as occupancy costs and keep them competitive with chain retailers.
- Operating profit margin has been increasing from 2012 to 2016 but in 2017 it was in negative territory.
- Overall, there is strength in the independent home furnishings store category and ability to pay occupancy costs. However, they are highly dependent on residential and household growth.

### **Electronics and Appliance Stores**

- Sales at independent electronics and appliance retailers have remained flat from 2012 to 2017.
- Sales growth at electronics and appliance stores have usually been difficult primarily due to technology deflation that occurs (e.g., the price of a printer has continued to decline in price).
- Independent electronics and appliance retailers account for 30% of all electronics and appliance retailers' sales and that been stable since 2012 (e.g., Carbon Computing on Queen St. W.).
- The gross margin has been declining which presents a concern as sales are not increasing.



- However gross margins are higher at independent retailers compared to chain electronics and appliance retailers.
- The operating expenses are very low and do not leave room for retailers to pay higher occupancy costs and are more limited in terms of where they can locate.
- Operating profit margin is relatively low at 2% to 3% leaving these independent businesses vulnerable to even small changes in expenses such as cost of goods, occupancy, utilities, etc.
- Often these smaller electronic stores will carry on multiple businesses including technology repair services and other sideline ventures to keep the business sales stable.

### **Building Material and Garden Equipment**

- This category is affected a number of independents that are franchises or dealer run stores but to the customer, they are a chain store (e.g., Home Hardware).
- Sales have increased significantly in line with population and household growth in Ontario.
- Independent building material retailers account for 46% of all building material store sales and it has been stable since 2012.
- The gross margin has been stable.
- Labour costs have decreased as a percentage of total revenue.
- Independents have been able to lower operating costs such as occupancy costs and keep them competitive with chain retailers.
- The independent building material and garden equipment retailers were able to generate higher operating profit margins primarily driven by demand through the housing market and keeping other expenses in line.

### **Grocery Stores**

- This category is affected by a number of independents that are franchises or dealer run stores (e.g., Joe's No Frills).
- Sales have increased significantly in line with population and household growth in Ontario.
- Independent grocery stores account for 50%% of all grocery store sales and it has been increasing since 2012.
- The gross margin at independent retailers has been increasing and is higher than the gross margin for chain stores. Many small and independent grocers in Ontario benefit from the economies of scale provided by the Ontario Food Terminal to access good quality food at competitive prices and the ability to create a cost-efficient distribution system.
- Independent grocery stores have been able to differentiate themselves and pass along some of the higher food prices to the consumer in order to protect their gross margins (e.g., organic grocer).



- Labour costs have increased as a percentage of total revenue and can be a concern. Independent retailers do not have access to the same type of labour saving automation that larger chain stores do (e.g., self check out, digital payment systems).
- Independents have been able to keep operating costs such as occupancy costs approximately the same percentage and keep them lower than chain retailers.
- The independent grocery stores were able to generate higher operating profit margins in 2017 but overall, the profit margins remain very low and similar to chain grocery stores. This makes them vulnerable to wide shifts in food prices.

### **Specialty Food Stores**

- Sales have increased significantly from 2012 to 2016 but have stalled in 2017 potentially due to a saturation of the marketplace.
- Independent specialty food stores account for 78% of all specialty food store sales, which is very high. However, it has been decreasing since 2012. Many specialty food store retailers have expanded in Ontario and are now technically chains as they operate four or more locations.
- The gross margin has been increasing for all specialty food stores but the gross margin is lower for independent retailers than the gross margin for chain stores. This also may be due to some specialty food stores that after they attain several locations, they are able to produce more of their own food rather than reselling but still have only four or five locations and are therefore considered a chain.
- Independent specialty food store retailers have been able to differentiate themselves and pass along the higher food prices to the consumer in order to protect their gross margins.
- Labour costs have remained relatively stable as a percentage of total revenue but they are a very high business cost and may include labour associated with the processing or producing the items (e.g., butchers cutting up beef, bakers at bakeries) rather than just sales/service type labour.
- Independent retailers higher operating costs are reflective of higher occupancy costs required to be on the main streets near the residential populations that want these products.
- The independent specialty food store retailers were able to generate higher operating profit margins in 2017 but overall, the profit margins are less than chain stores.

### **Convenience Stores**

- Sales at independent convenience store retailers have been increasing.
- Independent convenience stores account for 72% of all convenience store sales and are a fixture across many main streets in Toronto.



- The labour costs are relatively low reflective of the fact that many independent convenience store retailers are family run and managed.
- However, the operating profit margins are also very low but relatively high operating expenses including occupancy costs resulting in a retail category that is very vulnerable to gentrification pressures and rent increases.

### **Health and Pharmacy Stores**

- This category is affected by a number of independent retailers that are franchises or pharmacist-run stores (e.g., IDA, some Shoppers Drug Mart locations).
- Sales at Independent health and pharmacy stores have been increasing. They are benefitting from an aging senior demographic and a recent baby boom.
- Independent health and pharmacy store retailers account for 76% of all health and pharmacy store sales and it has been stable.
- Gross margin at the independent health and pharmacy store retailers is stable but lower compared to the chain stores.
- There are lower labour costs and operating costs as Independent health and pharmacy stores search out areas to keep operating costs in control.
- Independent health and pharmacy store retailers have good operating profit margins that are higher than chain stores.

### **Clothing Stores**

- Sales at independent clothing stores have been increasing from 2012 to 2017.
- Independent clothing store retailers account for a low market share (16%) of all clothing store sales but it increased marginally since 2012.
- Gross margin at independent clothing store retailers has been increasing but the gross margin is lower than at the chain retailers. Chains are able to take greater advantage of economies of scale when ordering clothing from manufacturers and distributors that independent retailers cannot take advantage of to the same degree.
- Both independent and chain clothing store retailers have very high labour costs and operating costs including occupancy costs.
- Independent clothing store retailers are able to maintain high operating profit margins but less than chain retailers.

### **Footwear Stores**

- Sales at independent footwear store retailers have been stable from 2012 to 2017.
- Independent footwear store retailers account for a low market share of 16% and it has decreased significantly since 2012.





- Gross margin at independent footwear store retailers has been stable and the gross margin is slightly lower than at the chain retailers.
- Both independent and chain footwear store retailers have very high labour costs and operating costs including occupancy costs.
- Operating costs are very high compared to other retailer categories suggesting a need to locate in very highly accessible/visible locations that also are associated with higher rent locations.
- Both footwear and clothing independent store retailers need highly accessible and visible locations to make their business operating model feasible.
- Independent footwear store retailers are able to maintain high operating profit margins but less than chain retailers.

### **Jewellery, Leather, and Luggage Stores**

- Sales at independent jewellery, leather, and luggage store retailers have been growing significantly from 2012 to 2017.
- Independent jewellery, leather, and luggage store retailers account for a high market share of 61% and it has increased significantly since 2012.
- Gross margin at independent jewellery, leather, and luggage store retailers has fluctuated from 34% to 42% but it is lower compared to chain retailers. Some merchandise by independents is made by the business owner thereby raising gross margins.
- Independent jewellery, leather, and luggage store retailers have lower labour costs compared to chains and significantly lower operating expenses.
- Chain jewellery, leather, and luggage store retailers locate in the high profile main streets and malls with corresponding higher occupancy costs whereas independent jewellery, leather, and luggage stores will locate in a range of locations including lower occupancy cost locations.
- Independent jewellery, leather, and luggage store retailers are able to maintain high operating profit margins which are slightly higher than chain retailers.

### **Sporting Goods, Books, Music, and Hobby (SGBMH) Stores**

- Within the category, there are fluctuations as small bookstores re-emerge and music stores continue to close, and sporting goods stores open resulting in a mixed sales analysis.
- Sales at independent SGBMH store retailers have increased modestly from 2012 to 2017.
- Independent SGBMH store retailers account for a low market share of 35% and it has decreased slightly since 2012.
- Gross margin at independent SGBMH store retailers have been stable and the gross margins are slightly lower than at the chain retailers.



- Both independent and chain SGBMH store retailers have high labour costs and operating costs including occupancy costs.
- Operating costs at independent SGBMH store retailers are less than at chain stores and reflective of these retailers searching out locations with lower occupancy costs and other efficiencies. Often chain retailers will be located at both larger enclosed and outdoor shopping centres.
- Independent SGBMH store retailers are able to maintain high operating profit margins but less than chain retailers.

### **Other General Merchandise Stores**

- Includes non-department stores chains such as Dollarama, Miniso, and independent dollar stores among others.
- Sales at independent other general merchandise store retailers have increased modestly from 2012 to 2017.
- Independent other merchandise store retailers account for a low market share of 22%.
- Gross margin at independent other merchandise store retailers have been stable and the gross margins are similar to chain retailers.
- Occupancy costs are lower compared to other independent retailers but these retailers are more sensitive to higher rent.
- Independent other merchandise store retailers are able to maintain high operating profit margins but less than chain retailers.

### **Economies of Scale**

- The large number of independent retailers in Toronto and Ontario within some retail categories is due to economies of scale of many small businesses.
- As noted, the success of independent specialty food store retailers and some independent grocers is due to the Ontario Food Terminal which levels the playing field and allows independents to compete in the lower profit margin retail category effectively.
- Another benefit of having many independents is that other support systems such as graphic designers, media companies, accountants, etc. can specialize in serving these independent retail categories. If one business fails, it doesn't disrupt the entire support business service system.
- For other independent retail categories such as clothing stores, footwear stores, and SGBMH stores, their fixed costs including labour are so high and a required element to operate a store successfully that they are forced to find locations that offer high visibility and accessibility which often means higher occupancy costs. These facts make it very difficult but not impossible for independent store retailers to compete effectively on price and selection. Independent



store retailers in these categories have to be able to offer more in terms of convenience, engagement, or experience to differentiate themselves.

### **Issues with Concentration of Retail Activity**

- Note that within chains, the concentration of sales is within two to three major retailers. This is often due to inventory and distribution costs associated with managing multiple locations across all of Canada.
- According to the Centre for the Study of Commercial Activity, these concentrations of retail within a few select retailers account for higher than 50% of all retail sales in their respective categories.
- For example:
  - Building material and garden equipment: Home Depot, Lowes, and Home Hardware
  - Furniture: Ikea, Leon's/Brick
  - Electronics and Appliance Stores: Best Buy, Apple
  - Grocery: Loblaws, Metro, Sobey's
  - Pharmacy: Shoppers Drug Mart, Rexall
  - Clothing Stores: Winners/Marshalls, Limited
  - Wine, Beer, Alcohol: LCBO, Beer Store
  - Books: Indigo/Chapters/Coles
- Issue, if one of these retailers fails then it immediately affects the Canadian retail sector.
- This phenomenon of concentration of retail sales amongst few players has the advantage (e.g., distribution costs associated with serving the large country equally) but also means there is less innovation and difficulty to break through and compete. It also means that there is often greater absorption of new innovative companies by the larger ones:
  - Lowes acquired Rona
  - Sobey's acquired Farm Boy
  - Loblaws acquired T&T
  - Alternatively, because for some categories, the concentration of sales is so great across a number of categories, it does leave the door open for some very successful niche retail businesses.



## DATA COLLECTED

Statistics Canada data

Annual Retail Trade

Reference Period: 2012 to 2017

Geography: Ontario

## SUMMARY MARKET SHARE INDEPENDENT RETAIL CATEGORIES: ONTARIO 2012 AND 2017

	2012	2017
Furniture Stores	36.0%	33.2%
Home Furnishings Stores	60.4%	59.%
Electronics and Appliances Stores	29.7%	30.9%
Building Supply and Garden Equip.	46.4%	46.4%
Grocery Stores	48.1%	50.2%
Convenience Stores	n/a	72.0%
Specialty Food Stores	85.4%	77.9%
Wine, Beer, Alcohol Stores	1.3%	1.4%
Health and Pharmacy Stores	75.9%	76.3%
Clothing Stores	15.4%	16.2%
Footwear	23.2%	16.3%
Jewellery, Leather, and Luggage Stores	57.0%	61.1%
Sporting Goods, Book, Music, and Hobby Stores	35.6%	33.2%
Other General Merchandise Stores	n/a	21.8%

Source: Statistics Canada



## ONTARIO RETAIL PRO FORMA 2012 TO 2017

<b>Furniture Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$1,298.90	\$1,313.50	\$1,338.70	\$1,380.80	\$1,435.00	\$1,524.10		\$3,062.30
Gross Margin	43.60%	43.10%	43.20%	43.50%	45.00%	45.70%		38.20%
Total Labour Remuneration	18.40%	16.60%	17.50%	17.20%	19.50%	19.20%		14.40%
Total Operating Expenses	23.30%	23.40%	22.60%	22.40%	20.30%	18.40%		18.30%
Operating Profit Margin	1.90%	3.00%	3.10%	4.00%	5.10%	8.10%		5.60%
<b>Home Furnishings Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$1,405.00	\$1,582.80	\$1,601.60	\$1,687.90	\$1,704.10	\$1,818.20		\$1,245.70
Gross Margin	44.20%	46.70%	47.20%	47.30%	48.80%	42.90%		47.40%
Total Labour Remuneration	17.00%	21.60%	20.60%	21.10%	21.50%	24.10%		16.60%
Total Operating Expenses	23.00%	20.40%	22.40%	22.10%	21.70%	19.40%		21.50%
Operating Profit Margin	4.10%	4.60%	4.30%	4.10%	5.70%	-0.70%		9.30%
<b>Electronics and Appliance Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$1,806.10	\$1,898.80	\$1,908.80	\$2,075.80	\$2,234.20	\$1,806.20		\$4,045.20
Gross Margin	30.00%	35.20%	29.30%	29.50%	27.90%	24.20%		22.80%
Total Labour Remuneration	14.90%	17.00%	15.40%	14.50%	14.60%	11.90%		8.10%
Total Operating Expenses	15.50%	16.50%	11.40%	12.10%	10.50%	9.30%		10.10%
Operating Profit Margin	-0.30%	1.70%	2.60%	2.90%	2.70%	2.90%		4.50%

Source: Statistics Canada



<b>Building Supply and Garden Eq.</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$4,527.70	\$4,540.70	\$4,553.40	\$5,204.30	\$5,706.80	\$6,108.40		\$7,054.10
Gross Margin	33.50%	34.60%	34.60%	31.80%	31.40%	32.30%		34.10%
Total Labour Remuneration	18.10%	17.10%	17.50%	15.30%	16.90%	16.90%		15.40%
Total Operating Expenses	12.20%	12.50%	14.10%	13.10%	11.80%	10.30%		14.30%
Operating Profit Margin	3.20%	5.00%	3.00%	3.40%	2.70%	5.10%		4.40%
<b>Grocery Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$11,959.13	\$13,268.84	\$13,746.92	\$14,255.14	\$14,630.03	\$16,487.26		\$16,368.36
Gross Margin	20.80%	21.20%	19.20%	20.20%	20.10%	23.70%		27.90%
Total Labour Remuneration	8.20%	8.10%	7.60%	8.50%	8.10%	9.00%		11.20%
Total Operating Expenses	11.70%	12.30%	10.90%	10.20%	11.10%	12.10%		14.40%
Operating Profit Margin	0.90%	0.80%	0.70%	1.50%	0.90%	2.60%		2.20%
<b>Convenience Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016			2016
Total Operating Revenue (\$m)	\$1,649.10	\$1,652.10	\$1,776.60	\$1,872.80	\$2,036.00	\$0.00		\$791.80
Gross Margin	20.70%	17.00%	17.40%	20.00%	24.20%			20.90%
Total Labour Remuneration	7.90%	6.70%	6.10%	5.20%	5.50%			5.10%
Total Operating Expenses	12.10%	13.20%	12.00%	13.40%	17.10%			17.50%
Operating Profit Margin	0.70%	-2.90%	-0.60%	1.40%	1.70%			-1.80%



<b>Specialty Food</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$2,060.10	\$2,116.90	\$2,159.40	\$2,401.10	\$2,605.10	\$2,511.70		\$711.00
Gross Margin	32.70%	33.60%	35.10%	35.40%	34.50%	37.90%		46.30%
Total Labour Remuneration	15.20%	16.00%	17.30%	16.70%	16.90%	16.00%		16.30%
Total Operating Expenses	15.20%	17.40%	16.10%	15.10%	14.20%	16.80%		22.80%
Operating Profit Margin	2.30%	0.20%	1.70%	3.50%	3.40%	5.10%		7.10%
<b>Beer Wine Alcohol Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2016
Total Operating Revenue (\$m)	\$90.10	\$96.60	\$105.20	\$118.10	\$119.80	\$111.00		\$7,981.10
Gross Margin	40.10%	39.00%	38.70%	38.00%	39.30%	39.10%		43.70%
Total Labour Remuneration	12.20%	12.00%	13.00%	12.90%	12.60%	14.00%		6.50%
Total Operating Expenses	17.90%	18.70%	18.00%	15.40%	17.70%	23.00%		4.60%
Operating Profit Margin	10.00%	8.30%	7.60%	9.70%	9.00%	2.10%		32.50%
<b>Health and Pharmacy</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$11,534.40	\$11,534.40	\$12,282.70	\$13,066.60	\$14,507.10	\$14,650.10		\$4,546.30
Gross Margin	28.90%	28.90%	31.00%	31.70%	27.70%	29.50%		40.90%
Total Labour Remuneration	12.60%	12.60%	13.10%	13.70%	11.00%	11.80%		17.70%
Total Operating Expenses	13.80%	13.80%	13.90%	13.60%	13.20%	13.30%		19.30%
Operating Profit Margin	2.50%	2.50%	4.00%	4.40%	3.40%	4.50%		3.90%



<b>Clothing Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$1,303.80	\$1,537.30	\$1,776.60	\$1,771.20	\$1,718.60	\$1,818.20		\$9,389.80
Gross Margin	42.90%	41.70%	21.20%	43.00%	46.90%	46.80%		51.30%
Total Labour Remuneration	19.30%	17.00%		16.10%	19.90%	17.60%		17.20%
Total Operating Expenses	23.30%	21.10%	11.40%	23.50%	21.90%	23.20%		26.10%
Operating Profit Margin	0.30%	3.70%	4.00%	3.40%	5.10%	6.10%		8.00%
<b>Footwear Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$292.00	\$302.50	\$321.70	\$289.80	\$295.70	\$309.40		\$1,592.90
Gross Margin	44.70%	42.30%	44.50%	43.40%	46.30%	45.70%		48.90%
Total Labour Remuneration	19.60%	16.20%	16.30%	15.40%	15.50%	18.70%		16.50%
Total Operating Expenses	24.70%	20.10%	21.60%	22.00%	25.20%	22.10%		26.50%
Operating Profit Margin	0.40%	6.00%	6.60%	6.10%	5.60%	4.90%		5.90%





<b>Jewellery Leather Luggage</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$755.60	\$859.00	\$863.80	\$812.10	\$870.80	\$1,162.30		\$738.90
Gross Margin	42.50%	39.90%	37.00%	34.10%	33.70%	37.70%		50.50%
Total Labour Remuneration	14.80%	16.60%	17.70%	14.70%	14.00%	11.70%		15.90%
Total Operating Expenses	20.80%	14.60%	13.60%	12.40%	12.70%	13.50%		28.20%
Operating Profit Margin	6.90%	8.80%	5.70%	7.00%	7.00%	12.50%		6.30%
<b>Sporting Goods, Book, Music, Hobby</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2017
Total Operating Revenue (\$m)	\$1,385.50	\$1,431.90	n/a	\$1,468.30	\$1,461.10	\$1,552.70		\$3,118.40
Gross Margin	37.40%	35.40%	n/a	34.00%	36.60%	35.00%		38.90%
Total Labour Remuneration	16.30%	14.00%	n/a	14.70%	15.20%	14.90%		15.50%
Total Operating Expenses	18.90%	17.80%	n/a	15.40%	17.20%	14.40%		16.00%
Operating Profit Margin	2.30%	3.60%	n/a	3.90%	4.10%	5.70%		7.40%
<b>Other General Merchandise Stores</b>	<b>Independent</b>							<b>Chain</b>
	2012	2013	2014	2015	2016	2017		2016
Total Operating Revenue (\$m)	\$4,457.50	\$4,615.30	n/a	\$4,821.00	\$5,276.50	n/a		\$18,920.50
Gross Margin	n/a	n/a	n/a	28.20%	27.60%	n/a		26.20%
Total Labour Remuneration	11.90%	11.70%	n/a	12.20%	11.90%	n/a		9.40%
Total Operating Expenses	15.50%	12.80%	n/a	13.10%	12.20%	n/a		10.30%
Operating Profit Margin	n/a	n/a	n/a	2.90%	3.50%	n/a		6.60%

Source: Statistics Canada



## EATING ESTABLISHMENT PRO FORMA ANALYSIS

### CONTEXT ANALYSIS

- Provide eating establishment sector pro forma information for full service eating establishments, limited service eating establishments, and drinking places.
- Determine key issues for eating establishments related to their daily operations.

### DEFINITIONS

**Full Service Eating Establishments:** Comprises establishments primarily engaged in providing food services to patrons who order and are served while seated and pay after eating.

**Limited Service Eating Establishments:** Comprises establishments primarily engaged in providing food services to patrons who order or select items at a counter, food bar or cafeteria line (or order by telephone) and pay before eating. Food and drink are picked up for consumption on the premises, for take-out, or delivered to the customer's location.

### OUTCOMES

- Food inflation is forcing eating establishments to cut costs elsewhere in their operation.
- For full service eating establishments, often the only variable type expense that can be reduced is marketing, advertising, and promotions.
- Eating establishments have been able to maintain consistent labour and occupancy expenses.
- Limited service eating establishments have proportionately lower costs associated with running their business in terms of administration, financial, insurance, repair and maintenance expenses due to the smaller nature of the retailer and operations. However, many are chains and have proportionately higher royalty, franchise, and membership expenses. Small independent eating establishments benefit from not having high admin type expenses and no royalty or franchise type expenses.

### DATA COLLECTED

Statistics Canada data

Annual Survey of Service Industry: Food Services and Drinking Places

Reference Period: 2013 to 2017

Geography: Ontario



## EATING ESTABLISHMENT OPERATING PRO FORMA: ONTARIO 2013 TO 2017

<b>Full Service Eating Establishments</b>						
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Annualized Growth</b>
Operating Revenue	\$8,900.6	\$9,739.8	\$10,388.1	\$11,182.0	\$11,983.2	7.7%
Operating Expenses	\$8,697.3	\$9,542.6	\$10,166.9	\$10,907.0	\$11,602.3	7.5%
Salaries, Wages, Comm., Benefits	\$2,717.6	\$2,963.3	\$3,143.8	\$3,359.8	\$3,584.6	7.2%
Operating Profit Margin	2.3%	2.0%	2.1%	2.5%	3.2%	
<b>Limited Service Eating Establishments</b>						
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Annualized Growth</b>
Operating Revenue	\$10,005.6	\$10,411.7	\$11,323.8	\$12,239.5	\$12,825.5	6.4%
Operating Expenses	\$9,610.7	\$10,010.8	\$10,931.7	\$11,869.5	\$12,362.7	6.5%
Salaries, Wages, Comm., Benefits	\$2,964.7	\$3,048.4	\$3,313.2	\$3,641.4	\$3,800.2	6.4%
Operating Profit Margin	3.9%	3.9%	3.5%	3.0%	3.6%	
<b>Drinking Places</b>						
	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Annualized Growth</b>
Operating Revenue	\$583.8	\$619.4	\$575.4	\$554.9	\$528.0	-2.5%
Operating Expenses	\$576.1	\$615.1	\$562.2	\$544.5	\$510.2	-3.0%
Salaries, Wages, Comm., Benefits	\$158.6	\$168.1	\$160.0	\$153.4	\$141.5	-2.8%
Operating Profit Margin	1.3%	0.7%	2.3%	1.9%	3.4%	

Source: Statistics Canada



## **SUMMARY EATING ESTABLISHMENT PRO FORMA: ONTARIO 2013 TO 2017**

- In Ontario, limited service eating establishment total operating revenue surpassed full service total operating revenue prior to 2013.
- Growth in limited service was due to both demand and supply changes. First, consumers lead increasingly busy and stressed lives and demand the added convenience of non-sit down/non-waiter type places. Second, consumers have been demanding increased eating establishment innovation. Limited service eating establishments allowed for a lower cost/lower risk entry to test new concepts.
- It should be noted that in provinces such as B.C. and Quebec, full service eating establishments have higher operating revenue than limited service.
- However, by 2017 in Ontario, there was a resurgence of full service as the annualized sales growth was higher at full service compared to limited service. Note that both eating establishment categories have very high annualized sales growth in Ontario.
- Profit margins remained relatively low. There was a modest increase in margins at full service from 2013 to 2017. For limited service, profit margins remained relatively stable. Restaurants remain a risky venture for some entrepreneurs.
- For drinking places, sales have fallen for a variety of reasons including falling consumer demand, City planning policies, etc.



## FULL SERVICE EATING ESTABLISHMENT PRO FORMA: ONTARIO 2013 TO 2017

	2013	2014	2015	2016	2017
Cost of Goods Sold	35.0%	35.7%	35.9%	36.2%	35.8%
Salaries, Wages, Commissions, Benefits	30.5%	30.5%	30.3%	30.0%	29.9%
Rental and Leasing	9.6%	9.3%	9.5%	9.6%	9.5%
Business Taxes, Licenses, and Permits	0.7%	0.8%	0.6%	0.6%	0.6%
Amortization and Depreciation	3.2%	3.1%	2.8%	3.0%	2.8%
Utilities	3.0%	3.3%	3.2%	3.2%	3.0%
Advertising, Marketing, Promotions	2.3%	2.2%	2.3%	2.2%	2.0%
Repair and Maintenance	2.1%	2.5%	2.4%	2.1%	2.2%
Professional and Business Fees	1.5%	1.8%	1.7%	1.6%	1.4%
Financial Services	1.4%	1.3%	1.4%	1.3%	1.4%
Insurance	0.8%	0.8%	0.8%	0.7%	0.7%
Office Admin Type Expenses	1.2%	1.3%	1.2%	1.1%	1.1%
Royalties, Franchise Fees, and Memberships	0.9%	0.9%	1.1%	1.5%	1.5%
Other Expenses	5.5%	4.7%	4.8%	4.5%	4.9%
Operating Profit Margin	2.3%	2.0%	2.1%	2.5%	3.3%

Ontario Retail Pro Forma 2012 to 2017

### Findings for Full Service Eating Establishments:

- Cost of goods sold and labour are the two largest expenses.
- Full service eating establishments have had to grapple with rising food inflation from 2013 to 2016.
- Full service eating establishments have been able to keep labour costs from rising and have been able to reduce the proportion of the budget primarily through increased use of more part time labour with fewer benefits.
- They have been able to increase the profit margin.
- Rental and leasing costs as part of occupancy costs have been stable.
- Many of the other expenses are fixed and cannot change.



- As noted, many of these retail business operations are independent and as a result, the royalties, franchise fees, and membership fees are relatively low but they have been increasing as more full service chain restaurants enter the Ontario marketplace.
- Apart from lowering labour costs, advertising, marketing, and promotion expenses have been reduced marginally to counter rising food costs and maintaining profit margins.

#### **LIMITED SERVICE EATING ESTABLISHMENT PRO FORMA: ONTARIO 2013 TO 2017**

	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Cost of Goods Sold	34.3%	33.6%	35.1%	34.8%	34.4%
Salaries, Wages, Commissions, Benefits	29.6%	29.3%	29.2%	29.8%	29.6%
Rental and Leasing	10.2%	10.1%	9.6%	9.7%	9.4%
Business Taxes, Licenses, and Permits	0.8%	0.8%	0.7%	0.8%	0.6%
Amortization and Depreciation	3.2%	3.2%	2.9%	2.8%	3.0%
Utilities	2.4%	2.4%	2.4%	2.4%	2.3%
Advertising, Marketing, Promotions	2.9%	3.1%	3.0%	3.1%	2.8%
Repair and Maintenance	1.8%	1.8%	1.6%	1.6%	1.7%
Professional and Business Fees	0.9%	0.9%	1.0%	1.4%	1.1%
Financial Services	0.8%	0.8%	0.7%	0.7%	0.7%
Insurance	0.6%	0.6%	0.5%	0.5%	0.5%
Office Admin Type Expenses	1.0%	1.0%	0.9%	1.0%	0.9%
Royalties, Franchise Fees, and Memberships	3.2%	3.4%	3.6%	3.5%	3.5%
Other Expenses	4.6%	5.2%	5.4%	4.9%	5.9%
Operating Profit Margin	3.9%	3.9%	3.5%	3.0%	3.6%

Ontario Retail Pro Forma 2012 to 2017

#### **Findings for Limited Service Eating Establishments:**

- Cost of goods sold and labour are the two largest expenses.
- Limited service eating establishments have had to grapple with rising food inflation until about 2015.
- Overall, limited service eating establishments have been able to keep food inflation and labour costs in check.



- Rental rates as part of occupancy costs have been decreasing as a percentage.
- Profit margin has been relatively stable but lower than in 2013.
- Most other expenses have been relatively stable with minor adjustments up and down.
- Compared to full service eating establishments, cost of goods sold, labour, and rental and leasing are proportionately similar. Due to the smaller nature expenses such as repair and maintenance, financial services, insurance, office administration, and professional and business fees are proportionately less. However, royalties, franchise fees, and memberships expenses are proportionately higher as many limited service eating establishments are chains.

### **DRINKING PLACES EATING ESTABLISHMENT PRO FORMA: ONTARIO 2013 TO 2017**

	2013	2014	2015	2016	2017
Cost of Goods Sold	26.2%	28.7%	28.5%	32.5%	32.8%
Salaries, Wages, Commissions, Benefits	27.1%	27.1%	27.8%	27.7%	26.8%
Rental and Leasing	12.2%	12.1%	12.7%	11.9%	11.3%
Business Taxes, Licenses, and Permits	1.2%	1.1%	1.3%	1.3%	1.1%
Amortization and Depreciation	3.0%	2.4%	2.1%	2.4%	1.8%
Utilities	2.9%	2.8%	3.1%	2.8%	3.1%
Advertising, Marketing, Promotions	3.8%	4.7%	3.1%	3.8%	3.8%
Repair and Maintenance	3.6%	3.5%	3.5%	2.9%	2.7%
Professional and Business Fees	2.6%	1.9%	1.9%	1.5%	1.3%
Financial Services	2.2%	2.1%	1.2%	1.2%	1.4%
Insurance	1.4%	1.7%	1.5%	2.0%	1.8%
Office Admin Type Expenses	1.3%	1.3%	1.1%	1.8%	1.5%
Royalties, Franchise Fees, and Memberships	0.0%	0.0%	0.0%	0.0%	0.0%
Other Expenses	11.3%	10.0%	9.8%	6.4%	7.3%
Operating Profit Margin	1.3%	0.7%	2.3%	1.9%	3.4%

Ontario Retail Pro Forma 2012 to 2017

### **Findings for Drinking Places Eating Establishments:**

- Cost of goods sold has increased significantly including more premium alcohol and unique local manufacturing.



- Labour costs have been stable.
- Rental and leasing costs as part of occupancy costs are higher proportionately than full and limited service eating establishments but have been declining proportionately.
- Profit margins had been very low.





**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 10: INSOLVENCY DATA**



## CONTEXT ANALYSIS

- Has there been an increase or decrease in the number of retail business and consumer insolvencies (and proposal solutions) in Ontario and Toronto CMA.

## DEFINITION

- **Bankruptcy:** The state of a consumer or a business that has made an assignment in bankruptcy or against whom a bankruptcy order has been made.
- **Proposal:** An offer to creditors to settle debts under conditions other than the existing terms. A proposal is a formal agreement under the *Bankruptcy and Insolvency Act*.

## OUTCOMES

- Insolvency among Ontario businesses and in particular the retail sectors (1) retail trade and (2) accommodation and food service trade has been decreasing from 2012 to 2018.
- The number of accommodation and food service insolvencies in Ontario are higher compared to retail trade insolvencies (537 compared to 409 in 2018).
- Consumer bankruptcy in Toronto CMA had fallen from a high end of 18,035 in 2012 to 13,938 in 2016. Consumer bankruptcy increased slightly by 2018 to 14,452.
- Similarly, business insolvency in Toronto CMA had fallen from 665 in 2012 to a low of 434 in 2017. In 2018, business insolvency increased to 491.
- The top reasons are rooted in lack of market/changing demographics, cash flow/fixed expense issues, staffing/business partner issues, and competition. These factors were re-enforced by other findings.

## DATA SOURCED

Geography: Ontario and Toronto CMA

Time: 2012 and 2014 to 2018

Reference: Insolvency Statistics in Canada



## CONSUMER AND BUSINESS INSOLVENCY

	<b>Consumer – Toronto CMA</b>	<b>Business – Toronto CMA</b>	<b>Retail Trade – Ontario</b>	<b>Accommodation and Food Services - Ontario</b>
2012	18,035	665	571	624
2014	15,169	492	498	660
2015	14,254	521	502	658
2016	13,938	435	454	610
2017	14,560	434	403	544
2018	14,452	491	409	537

Source: Statistics Canada



Additional insights into why businesses fail include the following:

### TOP REASONS BUSINESSES FAIL

Reasons	% of Business Failures
No market	42%
Run out of cash	29%
Not right team	23%
Competition	19%
Price/cost issue	18%
Poor Product	17%
No business model	17%
Poor marketing	14%
Ignore customers	14%
Product mis-timed	13%
Lose focus	13%
Disharmony amongst team	13%
Pivot gone bad	10%
Lack passion	9%
Bad location	9%
No financing or investor interest	8%
Legal challenge	8%
Don't use network or advisors	8%
Burn out	8%
Failure to pivot	7%

Source: Lance Surety Bond Associates – CB Insights



This was backed up by the Toronto small and independent business survey that highlighted the top reasons for sales declines were:

### **TOP REASONS FOR SALES DECLINE AND TOP CHALLENGES FACING SMALL AND INDEPENDENT BUSINESSES IN TORONTO**

<b>Top Reasons for Sales Decrease</b>	<b>Top Challenges Facing Businesses</b>
Neighbourhood change Fewer customers More competition Parking challenges Construction	Staffing costs Rent Property taxes Parking Cost of doing business

Source: Canadian Federation of Independent Businesses 2019



## **CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**

### **APPENDIX 11: SUMMARY COMPARISON OF CANADIAN CITIES FOR SMALL AND INDEPENDENT BUSINESSES**



## CONTEXT ANALYSIS

- An assessment of the competitive positioning of Toronto's small and independent businesses with respect to other Canadian cities.

## OUTCOMES

- Toronto exhibits strong entrepreneurial attributes for small and independent business development (note these are all businesses and not specifically retail). At present, Montreal and Ottawa are growing and Calgary and Edmonton are stagnant. Both Toronto and Vancouver are competitively strong.
- A cause for concern is the lower median earnings for self employed businesses for the City of Toronto. In the perspective of higher shelter and living costs, this becomes more dire.
- In addition, the lower percentage of full-time hirings in Toronto CMA is reflective of the fact that businesses are experiencing pains both in terms of finding/retaining employees and the costs of staffing. Many businesses have switched to a higher proportion of part-time staff as a way to lower total staffing costs.
- The education tax issue is an issue for Toronto CMA businesses (see property tax appendix).
- For all of Canada, the sector analysis of small and independent business barometer included the following:
  - Retail:
    - Those retail businesses who believe business prospects are good is 35% compared to 21% who believe prospects are bad.
    - Major issues are wages, taxes/regulations, utilities, banking, and insurance.
    - Occupancy is a concern for one-quarter.
    - Challenges are insufficient demand, lack of labour, and time constraints.
  - Hospitality and Food Services
    - Those hospitality and food services businesses who believe business prospects are good is 41% compared to 23% who believe prospects are bad.
    - Major issues are wages, taxes/regulations, utilities, banking, and insurance.
    - Occupancy is a concern for one-quarter.
    - Challenges are lack of skilled and unskilled labor and lack of demand.
  - Personal Services:
    - Those personal services businesses who believe that business prospects are good is 38% compared to 15% who believe prospects are bad.



- Major issues are taxes/regulations, wages, utilities, and insurance.
- Occupancy is a concern for 22%.
- Challenges are lack of skilled labour.

## DATA SOURCED

Geography: Toronto, Vancouver, Edmonton, Calgary, Ottawa, Montreal

Time: 2016 to 2018

Reference: Statistics Canada, Business Counts, CFIB

## COMPARISON OF TORONTO CMA TO OTHER CANADIAN CMAS FOR SMALL AND INDEPENDENT BUSINESSES 2016 TO 2018

	<b>Toronto</b>	<b>Vancouver</b>	<b>Edmonton</b>	<b>Calgary</b>	<b>Montreal</b>	<b>Ottawa</b>
Business Barometer	64.4	69.4	55.7	59.0	70.4	62.0
State of Business	39.1	47.8	20.7	20.1	48.8	38.5
Business Establishment Growth	2.5%	1.6%	-0.8%	0.0%	3.9%	4.0%
Business Establishment /Capita (100)	3.3	3.7	3.3	3.5	2.8	4.0
Information and Culture Sector (% of Est.)	2.0%	2.1%	1.0%	1.2%	2.0%	1.9%
Self Employed (% of all Est.)	12.7%	13.6%	10.0%	11.5%	11.9%	10.3%
Self Employed 15 to 34 Yr Old	17.1%	16.6%	18.7%	17.9%	17.7%	16.0%
Building Permits (% of Est.)	5.2%	5.2%	5.5%	5.6%	4.8%	4.1%
Med. Earnings Self Employed	\$43,809	\$47,003	\$59,123	\$52,550	\$43,872	\$52,564
Full Time Hiring	18.7%	25.0%	14.6%	12.3%	25.3%	16.9%
Municipal Property Tax Comm/Res.	2.44	4.03	2.80	4.10	4.47	1.87
Education Property Tax	6.41	3.77	1.53	1.67	1.0	6.41
BizPal	Yes	Yes	Yes	Yes	Yes	Yes

Source: Statistics Canada, Business Counts, CFIB



# Business Barometer®

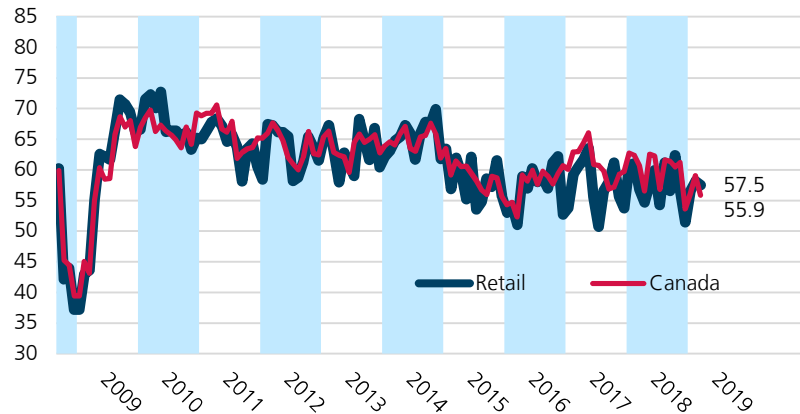
## Retail

March 2019

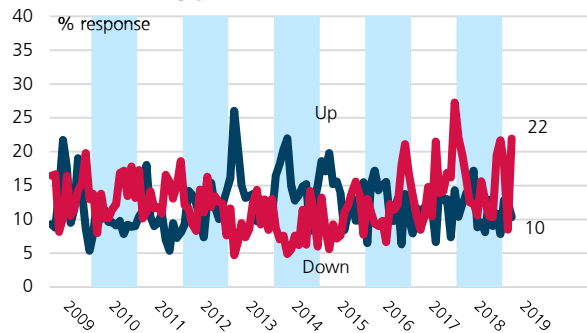
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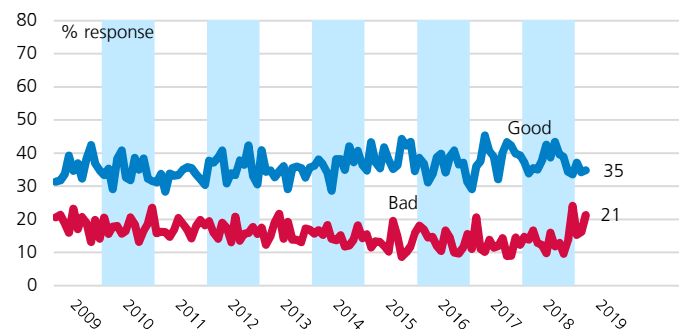
Index (0-100)



### 2. Full-time staffing plans, next 3 months



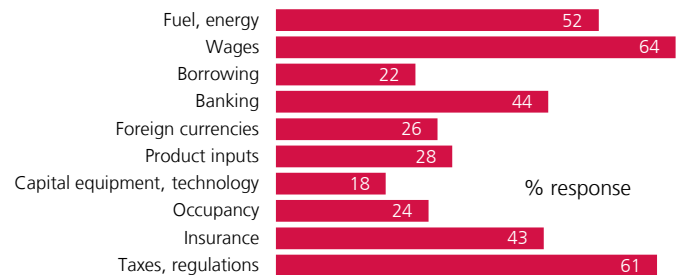
### 3. General state of business health



### 4. Limitations on sales or production growth\*



### 5. Major cost constraints\*



\* 12-month moving averages.

\* 12-month moving averages.

Ted Mallett, vice-president & chief economist, 416 222-8022

Simon Gaudreault, senior economist, 514 861-3234

Simon Gaudreault, senior director, national research, 514 861-3234

# Business Barometer®

## Hospitality

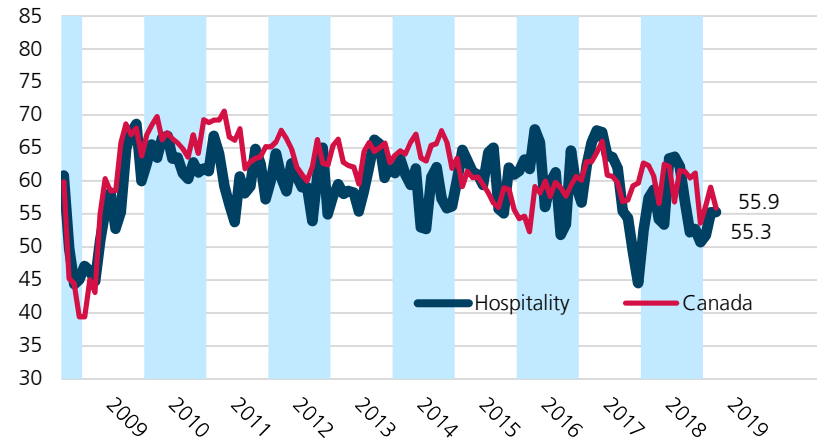
March 2019

Data presented as 2-mth moving averages unless elsewhere specified

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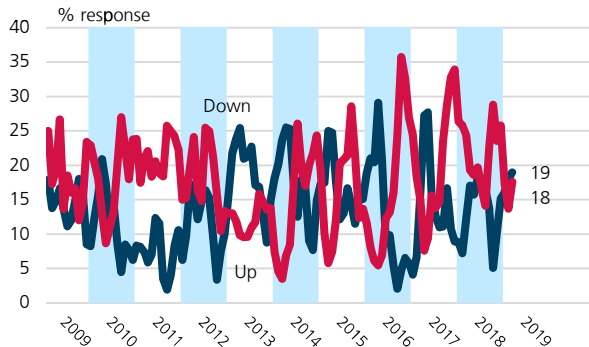
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Index (0-100)

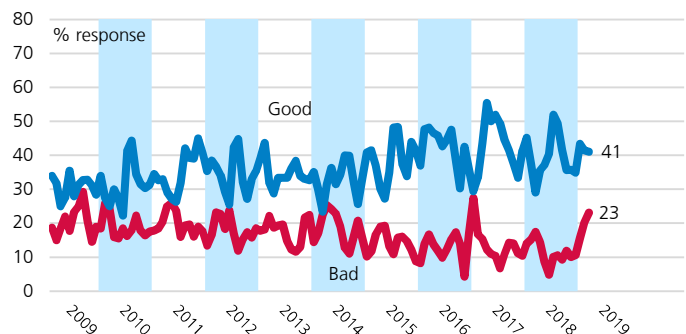


	Index	Mthly chg
Canada	55.9	↓ -3.1
Agriculture	49.0	↗ 0.5
Natural resources	38.8	↓ -5.8
Construction	53.4	↓ -1.5
Manufacturing	57.7	↗ 1.4
Wholesale	61.0	↗ 4.2
Retail	57.5	↓ -0.6
Transportation	52.3	↓ -1.9
Information, arts, recr.	60.0	↓ -1.4
Fin., insur., real estate	60.2	↗ 2.5
Prof. & enterprise serv.	60.6	↗ 3.2
Health & educ. serv.	60.2	↗ 2.3
Hospitality	55.3	↗ 0.1
Personal services	56.3	↓ -0.5

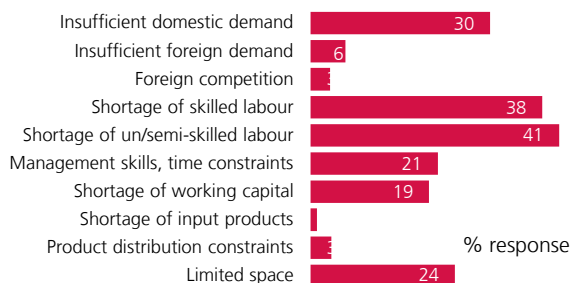
### 2. Full-time staffing plans, next 3 months



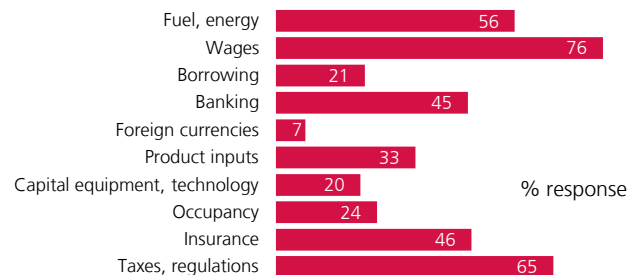
### 3. General state of business health



### 4. Limitations on sales or production growth\*



### 5. Major cost constraints\*



\* 12-month moving averages.

\* 12-month moving averages.

Ted Mallett, vice-president & chief economist, 416 222-8022

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# Business Barometer®

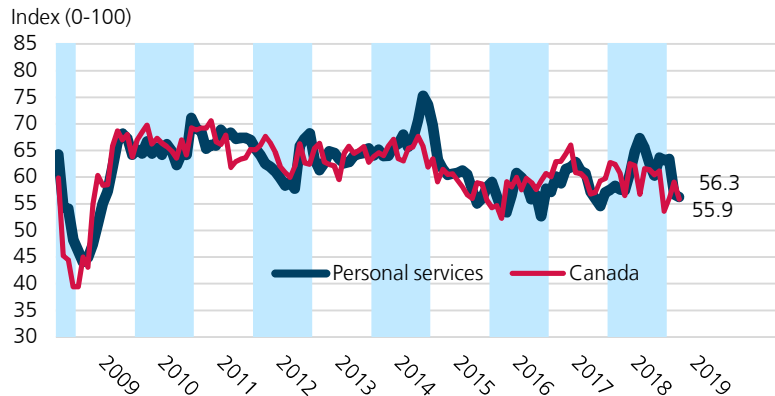
## Personal services

March 2019

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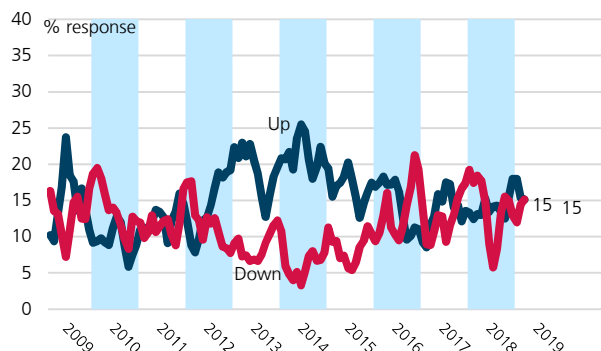
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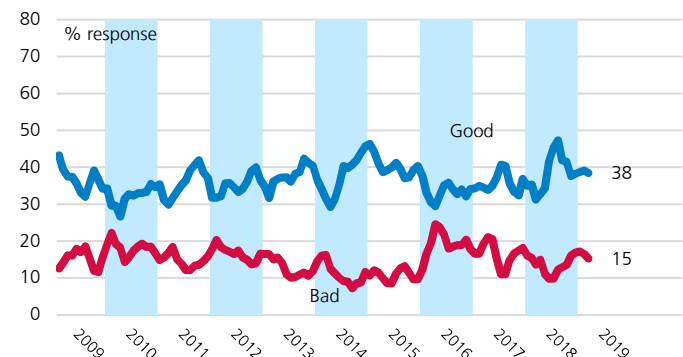


	Index	Mthly chg
Canada	55.9	↓ -3.1
Agriculture	49.0	↗ 0.5
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Construction	53.4	↓ -1.5
Manufacturing	57.7	↗ 1.4
Wholesale	61.0	↗ 4.2
Retail	57.5	↓ -0.6
Transportation	52.3	↓ -1.9
Information, arts, recr.	60.0	↓ -1.4
Fin., insur., real estate	60.2	↗ 2.5
Prof. & enterprise serv.	60.6	↗ 3.2
Health & educ. serv.	60.2	↗ 2.3
Hospitality	55.3	↗ 0.1
Personal services	56.3	↓ -0.5

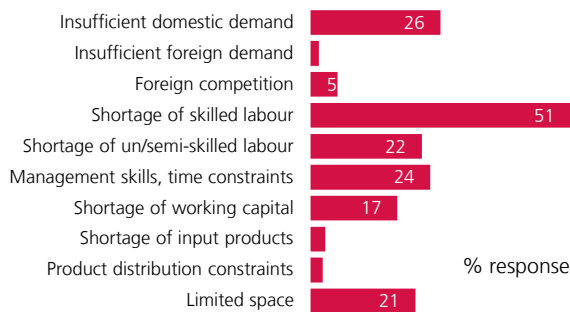
### 2. Full-time staffing plans, next 3 months



### 3. General state of business health

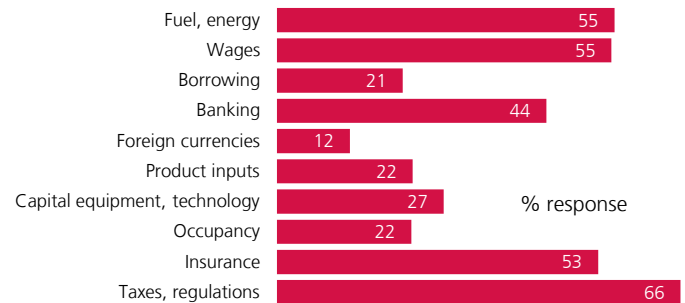


### 4. Limitations on sales or production growth\*



\* 12-month moving averages.

### 5. Major cost constraints\*



\* 12-month moving averages.

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**CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**  
**APPENDIX 12: TORONTO CASE STUDY MAIN STREET BUSINESS MIX**



## CONTEXT ANALYSIS

- A key component of the overall analysis was related to the change in the business mix including vacancy.
- Centre for the Study of Commercial Activity data was able to be analyzed based on chain and independents similar to the Toronto Employment Survey to ensure consistency.
- Chain store has four or more locations.
- The analysis provides insight into the changes in the business mix and should be viewed in relation to changes in other research related to this project for each case study area.

## DEFINITION

- For the City of Toronto and for each case study, three digit NAICS codes were used.

### Business Category Types:

NAICS 3-digit Code	Business Category Type	Business Category Type Description
323	Professional Services	Printing and related support activities
442	Other Non-Auto Retail	Furniture and home furnishings stores
443	Other Non-Auto Retail	Electronics and appliance stores
444	Other Non-Auto Retail	Building material and garden equipment and supplies dealers
445	Food Retail	Food and beverage stores
446	Health And Personal Care Retail	Health and personal care stores
448	Clothing Retail	Clothing and clothing accessories stores
451	Other Non-Auto Retail	Sporting goods, hobby, book and music stores
452	Other Non-Auto Retail	General merchandise stores
453	Other Non-Auto Retail	Miscellaneous store retailers
491	Professional Services	Postal service
492	Professional Services	Couriers and messengers



<b>NAICS 3-digit Code</b>	<b>Business Category Type</b>	<b>Business Category Type Description</b>
517	Telecoms	Telecommunications
522	Financial Services	Credit intermediation and related activities
523	Financial Services	Securities, commodity contracts, and other financial investment and related activities
524	Financial Services	Insurance carriers and related activities
526	Financial Services	Funds and other financial vehicles
531	Professional Services	Real estate
541	Professional Services	Professional, scientific and technical services
551	Professional Services	Management of companies and enterprises
561	Professional Services	Administrative and support services
611	Educational Services	Educational services
621	Health Services	Ambulatory health care services
713	Amusement, Gaming & Recreation	Amusement, gambling and recreation industries
722	Food Services	Food services and drinking places
812	Personal Services	Personal and laundry services



The **Business Category Types** were aggregated into **Business Category Groups**, as follows:

<b>Business Category Type</b>	<b>Business Category Group</b>
Amusement, Gaming & Recreation	Non-Food Service
Clothing Retail	Non-Food Retail
Educational Services	Non-Food Service
Financial Services	Non-Food Service
Food Retail	Food Retail
Food Services	Food Services
Health And Personal Care Retail	Non-Food Retail
Health Services	Non-Food Service
Other Non-Auto Retail	Non-Food Retail
Personal Services	Non-Food Service
Professional Services	Non-Food Service
Professional Services	Non-Food Service
Telecoms	Non-Food Service
Vacant	Vacant

- Areas that have less than 25,000 SF of retail are often not included in the CSCA data.
- The last date for the survey was 2017.
- Based on definitions used to determine chain and independent retail businesses in the Toronto Employment Survey, the same analysis was conducted on the CSCA data.
- Chain stores were assigned based on prior knowledge of chains operating in Canada.

## **OUTCOMES**

- There is a recent loss of square footage in Yonge North of Carlton. For others that experienced a loss in retail square footage such as Queen East of Victoria, Yonge North of Lawrence, and Eglinton/Danforth Road, the loss occurred further in the past from 2009 to 2013. Danforth/Pape had lost retail square footage but has regained some but the area is still not at 2007 levels. Similarly, Yonge North of Lawrence has regained some retail square footage by 2017 (and even further retail by 2019).



- Kingston/Lawrence and Kensington Market have added retail square footage. For both areas, the major additions of retail square footage occurred in the past by 2009 to 2011.
- In terms of average store size, for nine out of eleven of the main street areas, the average store size increased. Lakeshore/Islington and Queen East of Victoria the store size decreased. Kingston/Lawrence has the largest average store size (as well as a high proportion of chains) and Kensington Market has the smallest average store size. The range is 3,147 SF to 800 SF. However, for most main street areas, the average ranges from 1,200 to 1,500 SF.
- Vacancy is under 10% for nine of eleven case study main street areas except for Albion/Islington and Queen East of Victoria (due to significant redevelopment changes).
- There is a shift in terms of lower food and non food retail square footage across nine of eleven case study main streets areas and a corresponding increase in services including food services. Albion/Islington and Kingston/Lawrence have maintained a high proportion of food and non food retail square footage.
- All the case study main street areas have an increasing vacancy rate from 2015 to 2017.
- The dominant categories across the case study main street areas are food services and food retail.
- There is a loss of clothing stores that had accounted for a high proportion of businesses in Yonge North of Carlton, Kensington Market, Danforth/Pape, and Yonge North of Lawrence.
- New and innovative business concepts such as amusement, gaming, and recreation have set up in main street areas such as Danforth East of Jones, Lakeshore/Islington, and Yonge North of Lawrence.
- Professional services account for a high proportion in Queen East of Victoria and Yonge North of Finch where the daytime office and health care worker population feeds retail goods and services demand.
- The highest proportion of food services and food retail are in Kensington Market (40%), Danforth/Pape (34%), and Yonge North of Carlton (26%).
- As noted there are significant issues with Queen East of Victoria which is still primarily independent businesses and the businesses that have closed tend to be chains including banks.
- In addition, the changes along Yonge North of Carlton are significant including the loss of independent clothing retailers, the loss of independent food services and their replacement by chain food services
- Elsewhere the increase in chain food service was noted in a number of main street areas.

## REFERENCE

Geography: City of Toronto

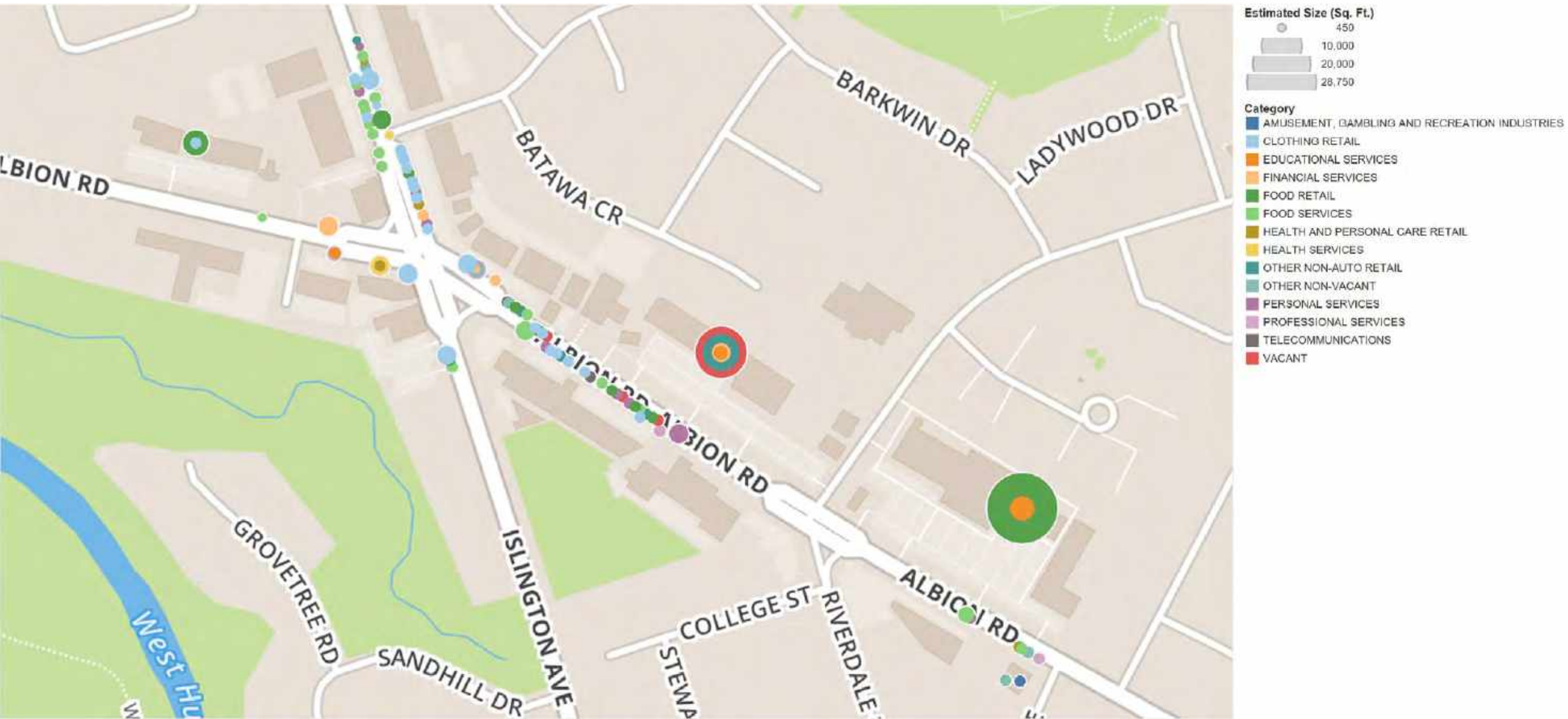
Time Period: 2011 and 2017

Reference: CSCA

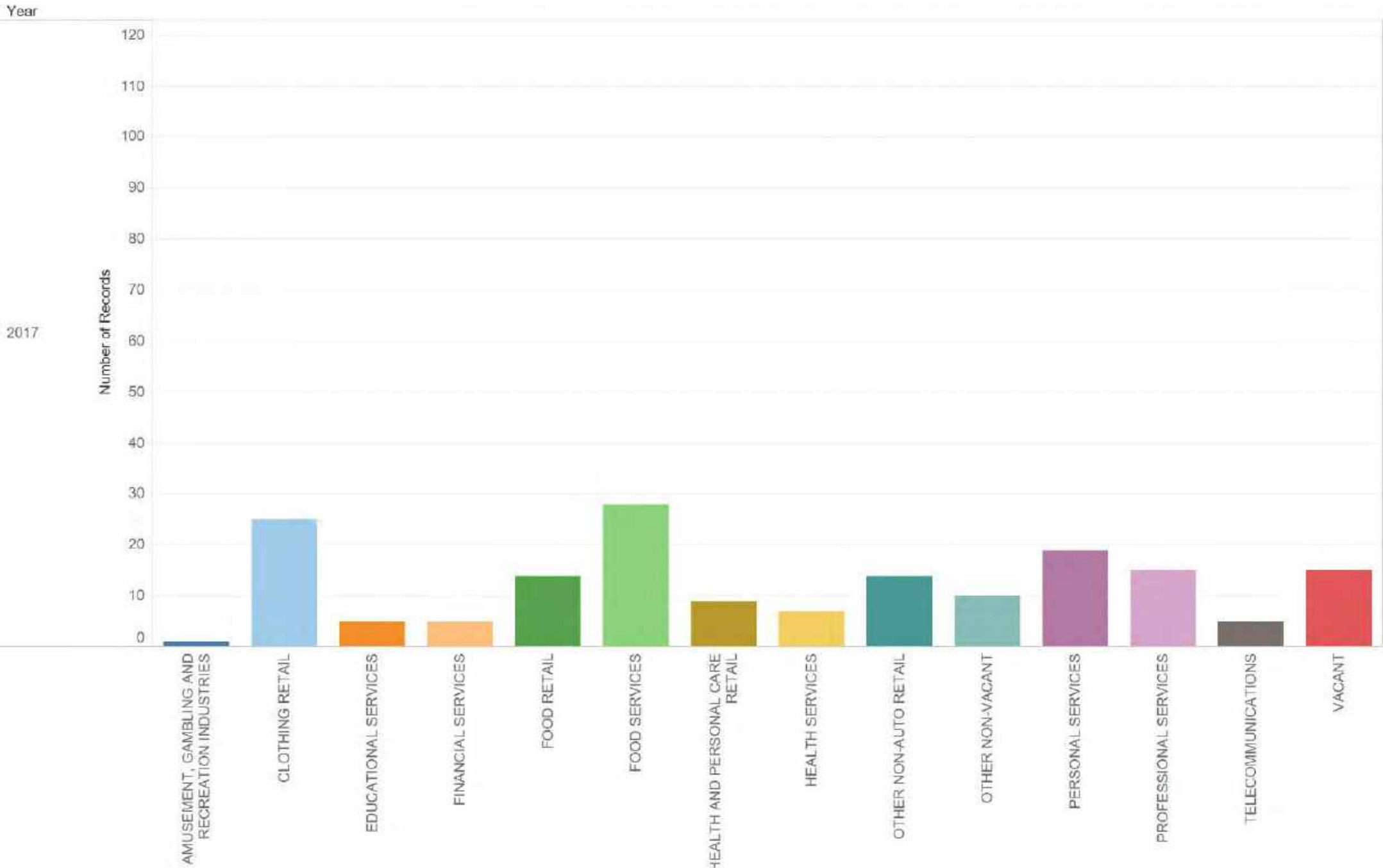


CSCA

Albion/Islington – Estimated Size, 2017



# Albion/Islington

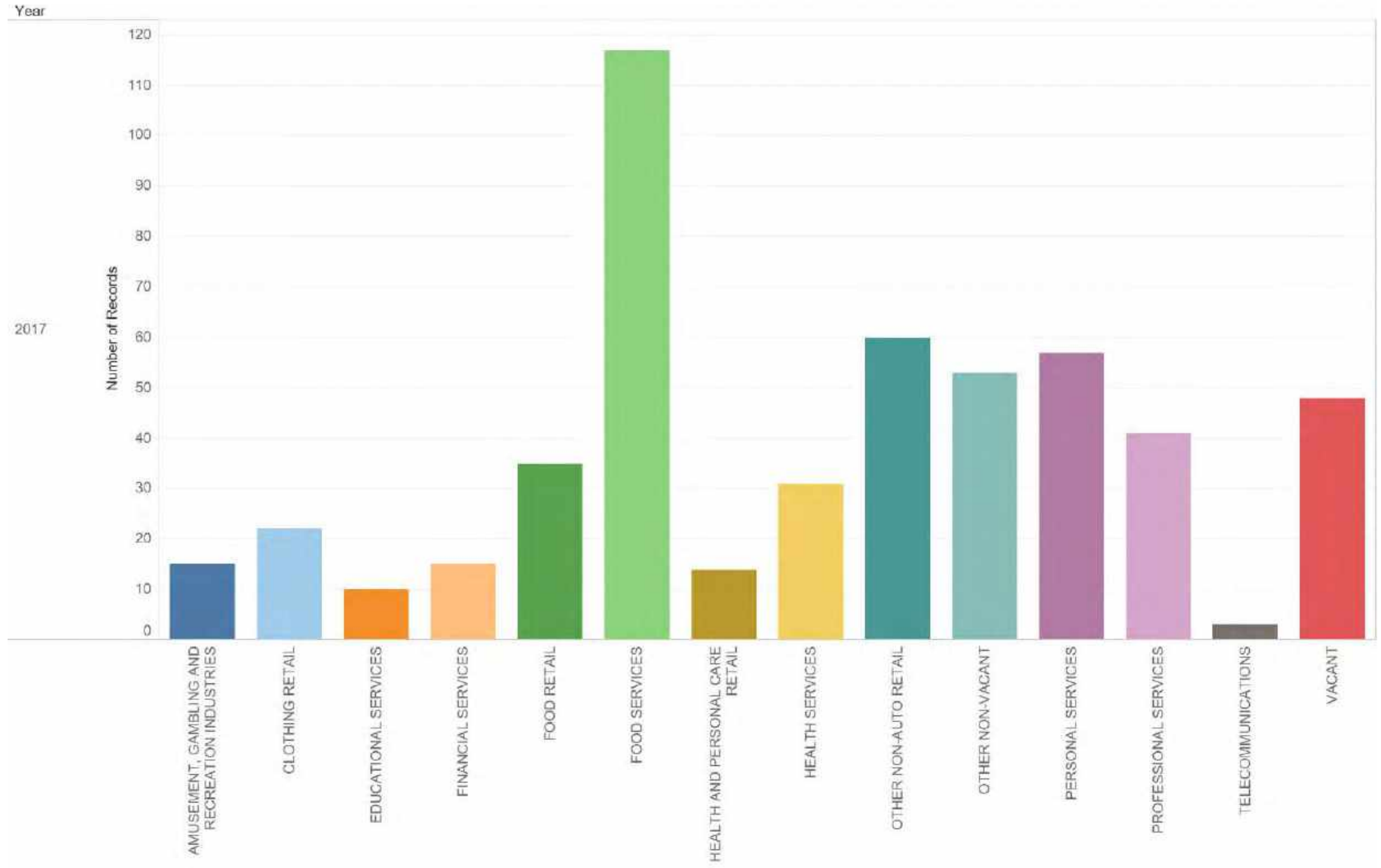




# Danforth East of Jones – Estimated Size, 2017

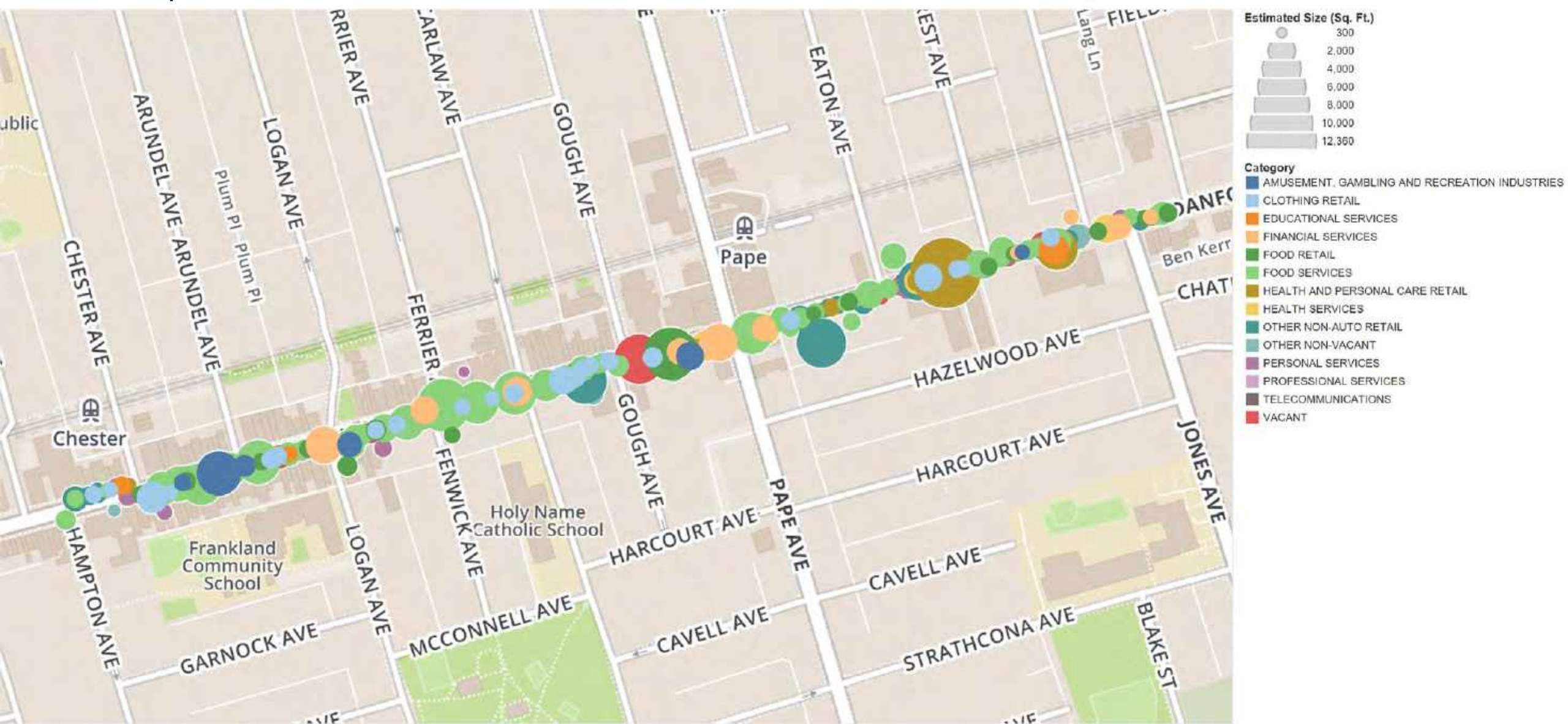


# Danforth East of Jones

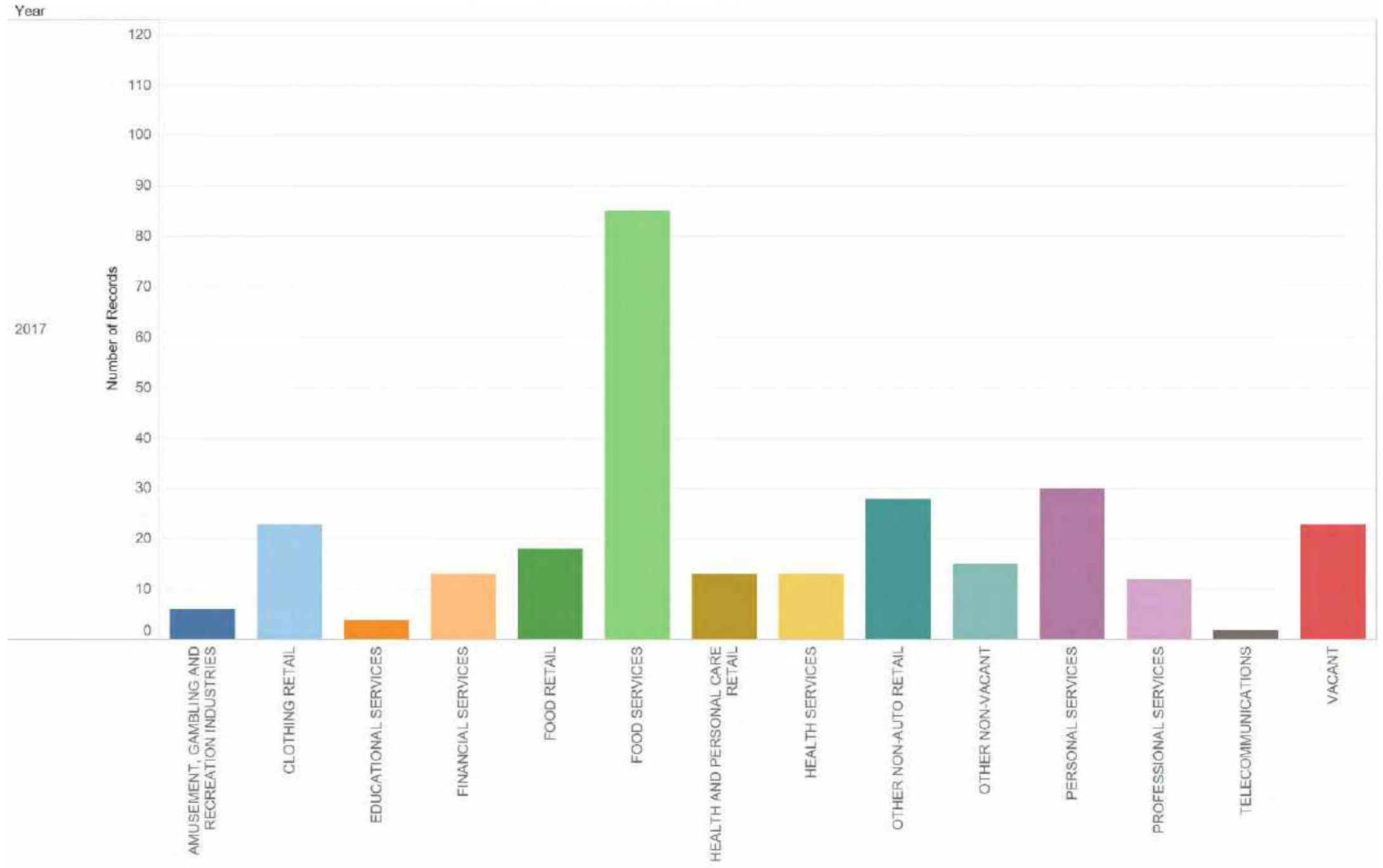




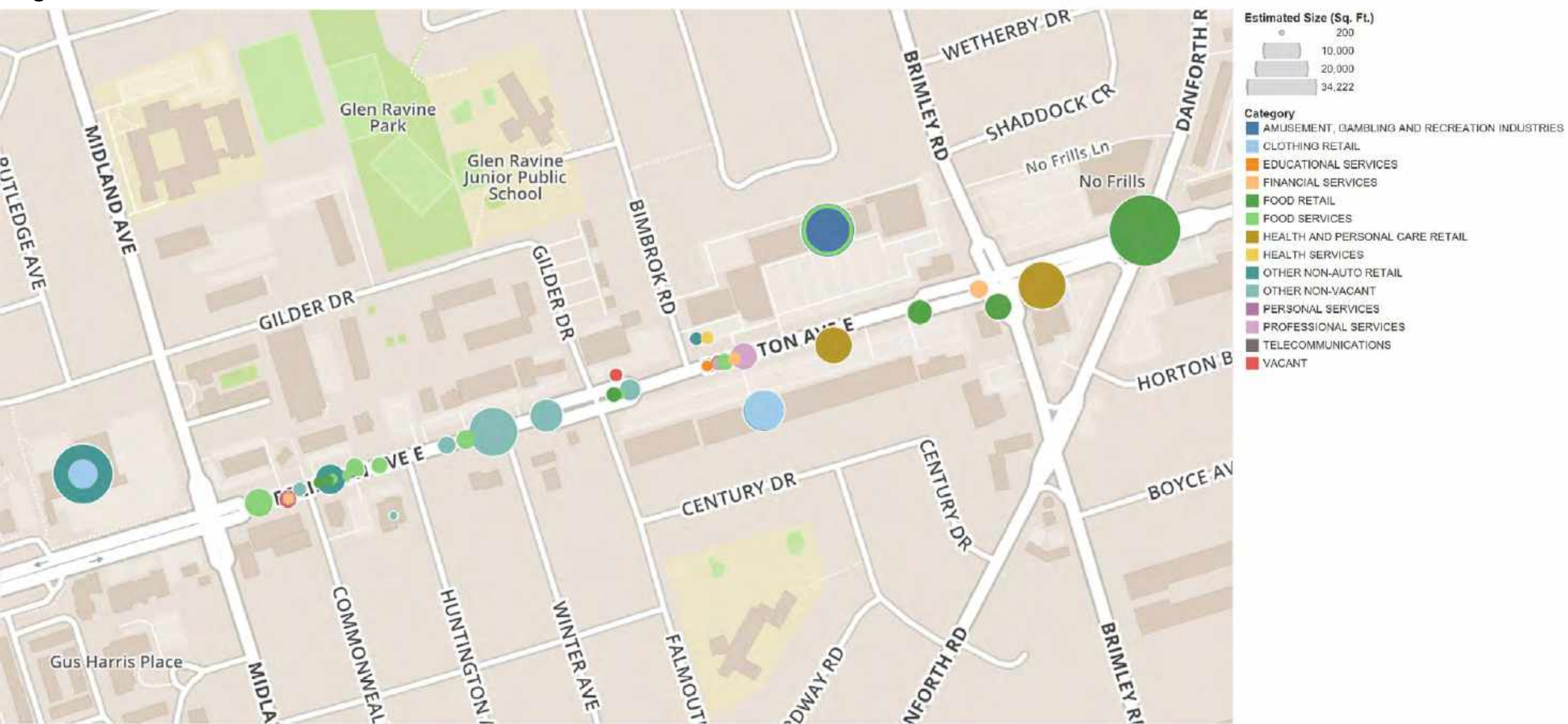
Danforth/Pape – Estimated Size, 2017



# Danforth/Pape

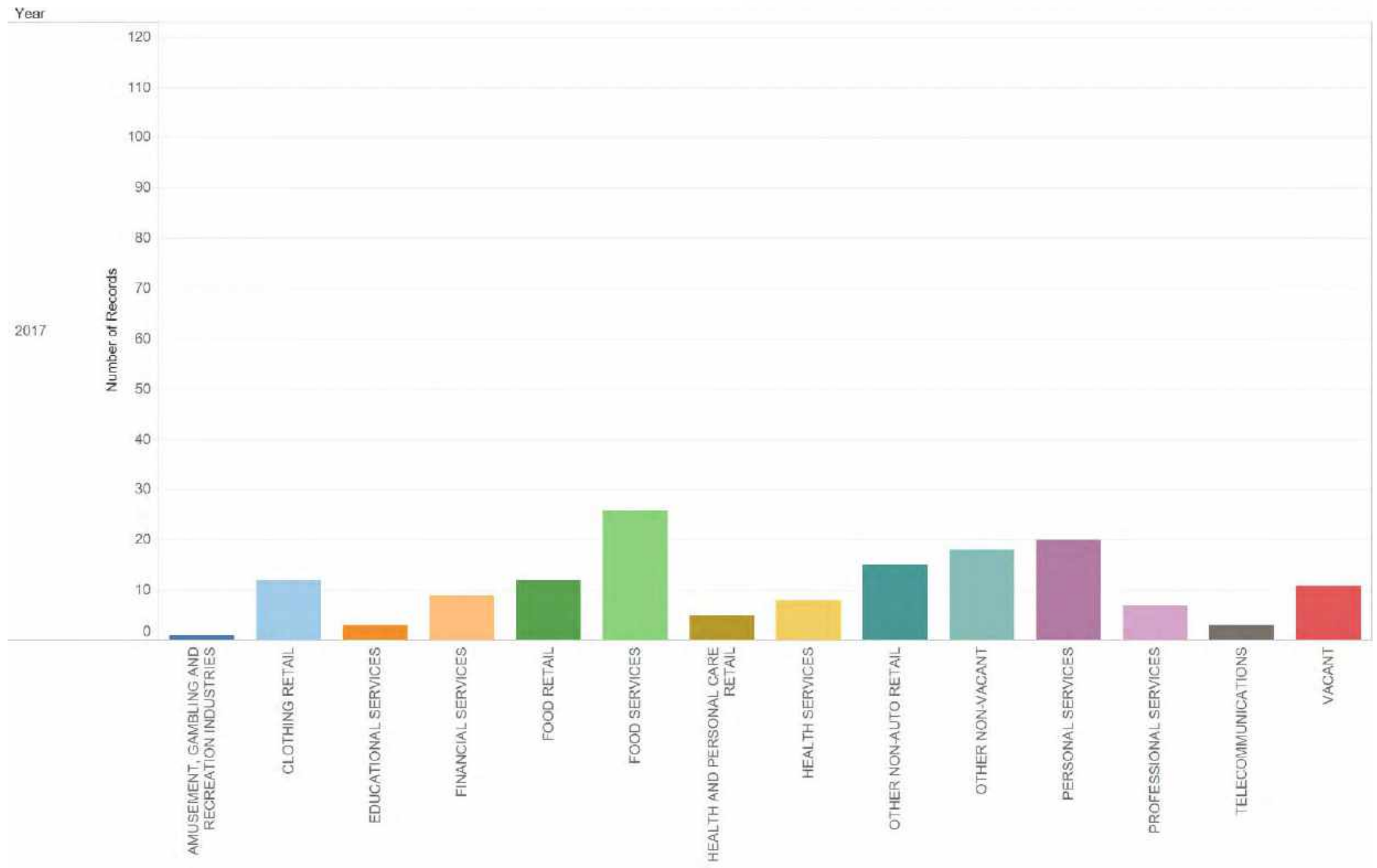


Eglinton/Danforth Road – Estimated Size, 2017

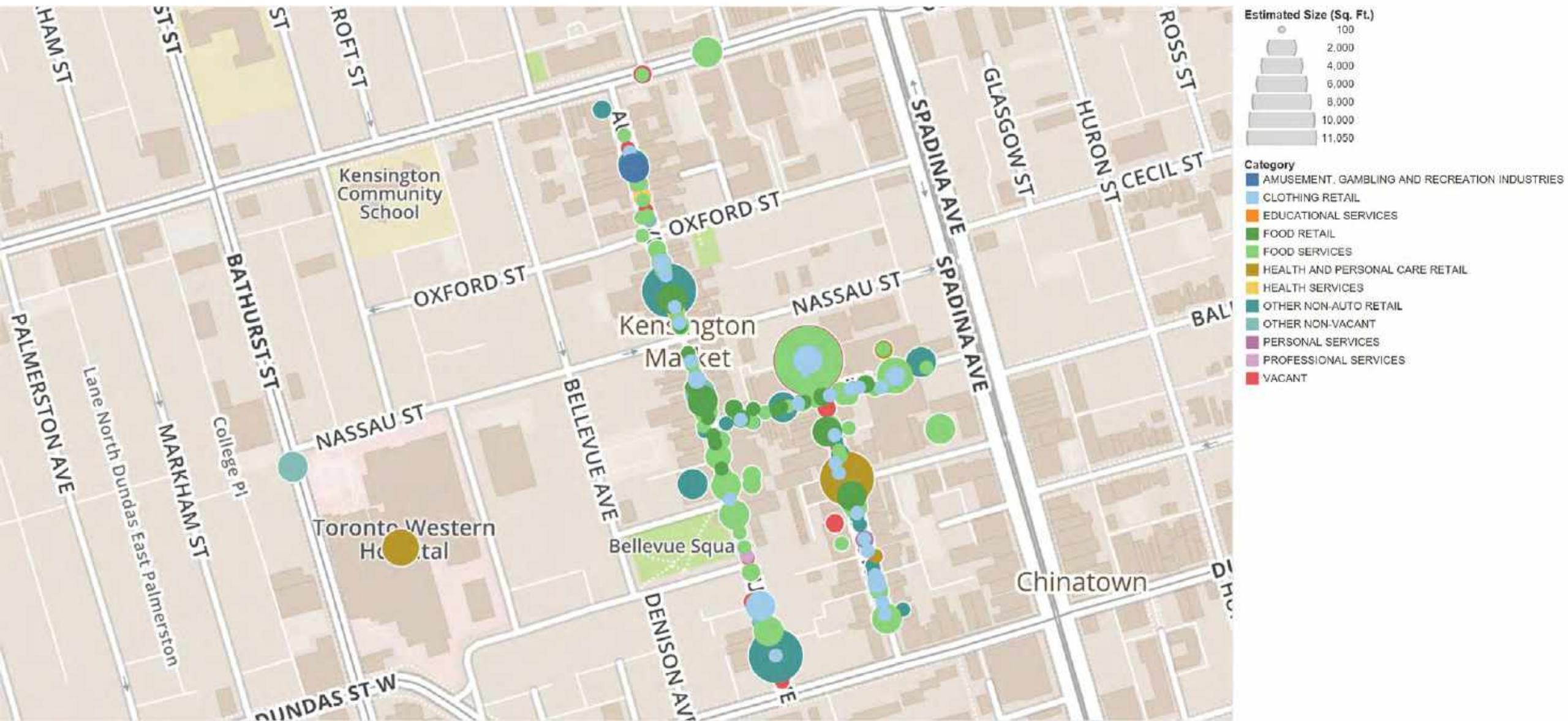




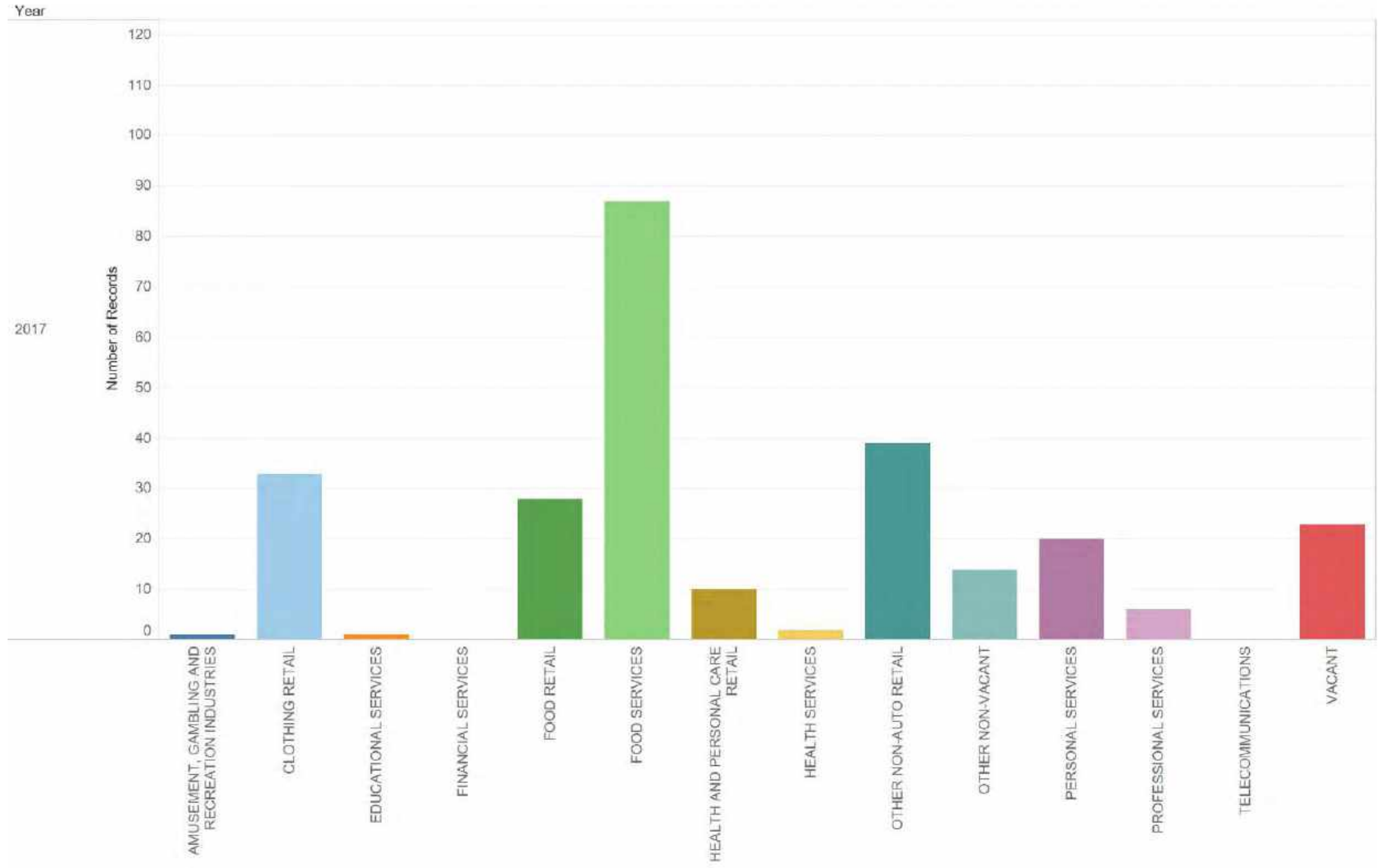
# Eglinton/Danforth Road



Kensington Market – Estimated Size, 2017

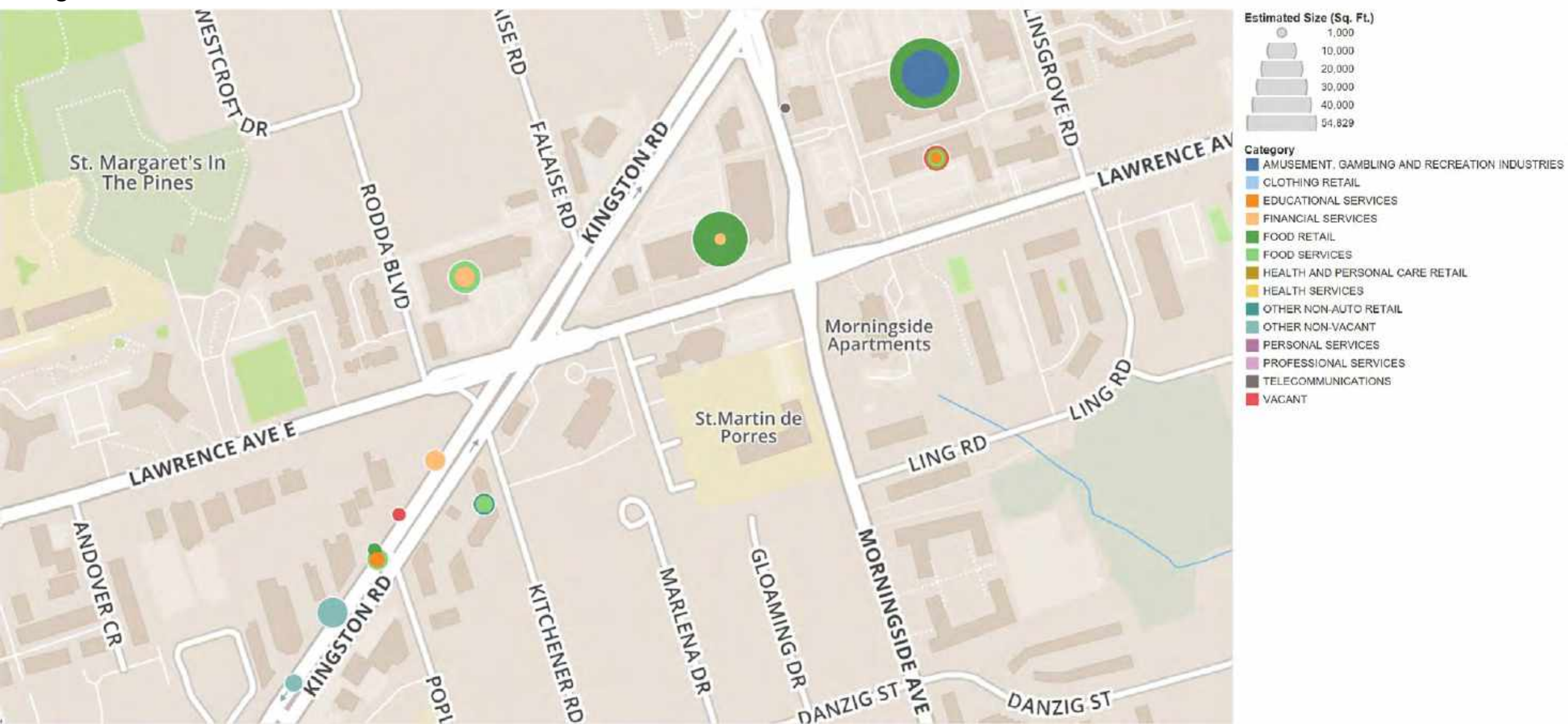


# Kensington Market

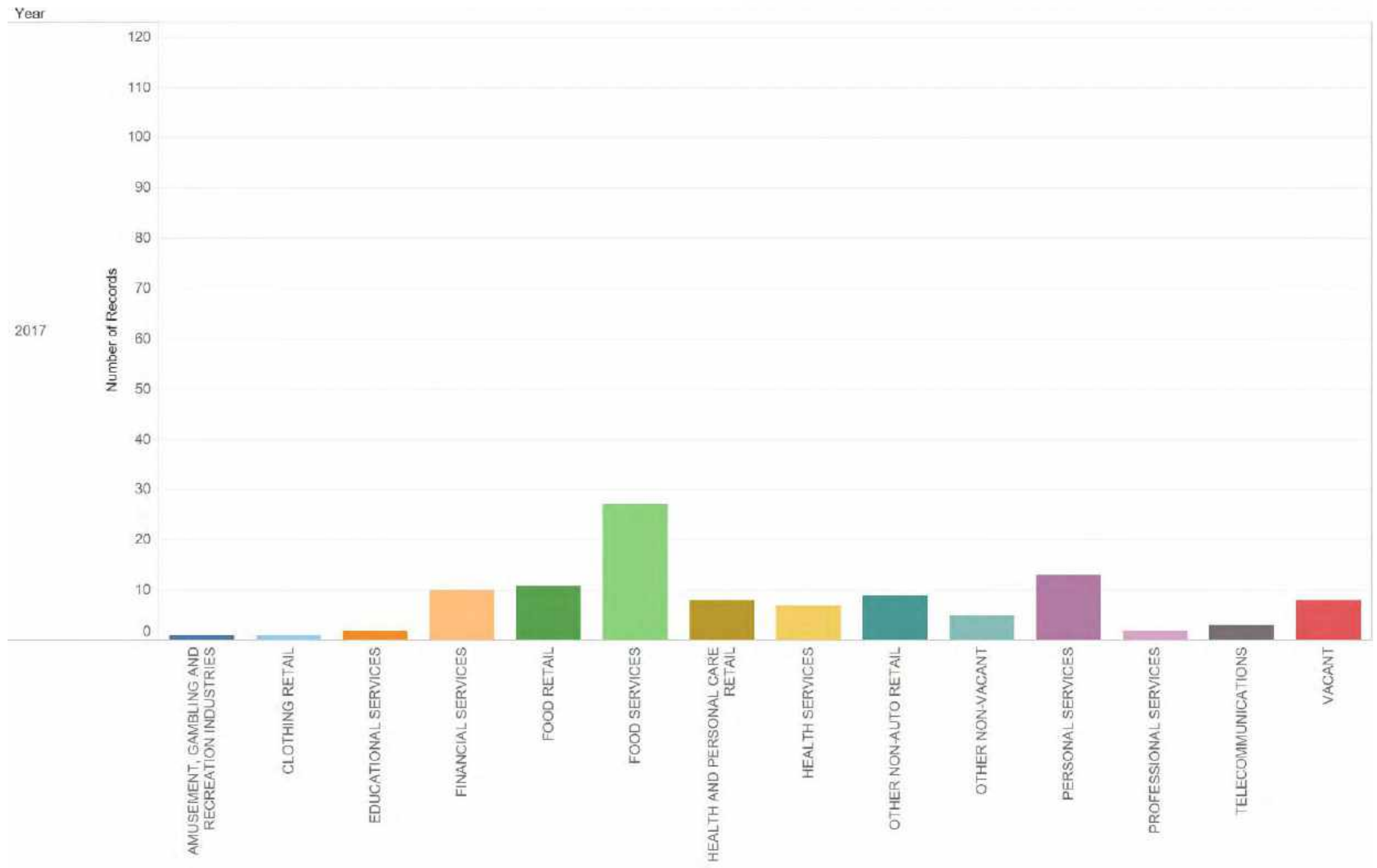




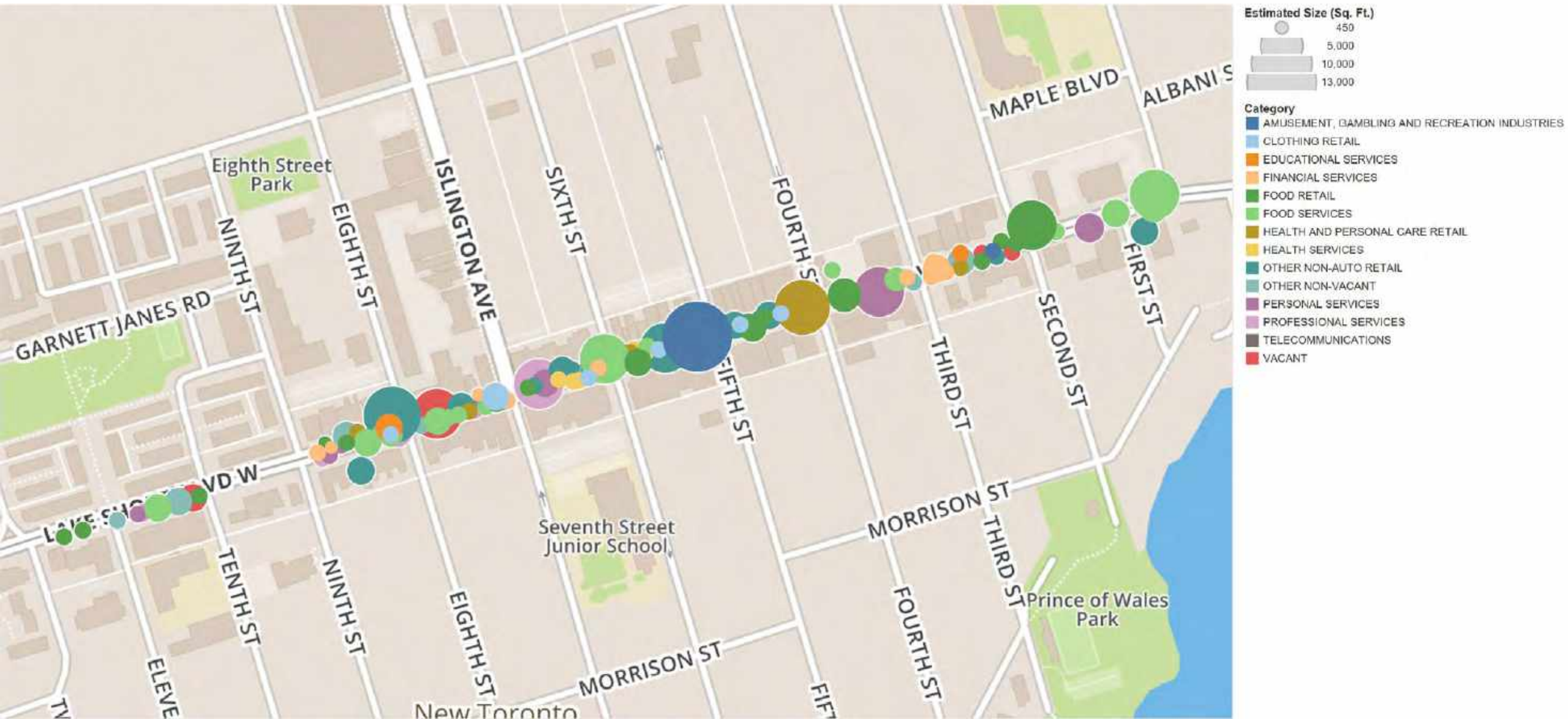
Kingston/Lawrence – Estimated Size, 2017



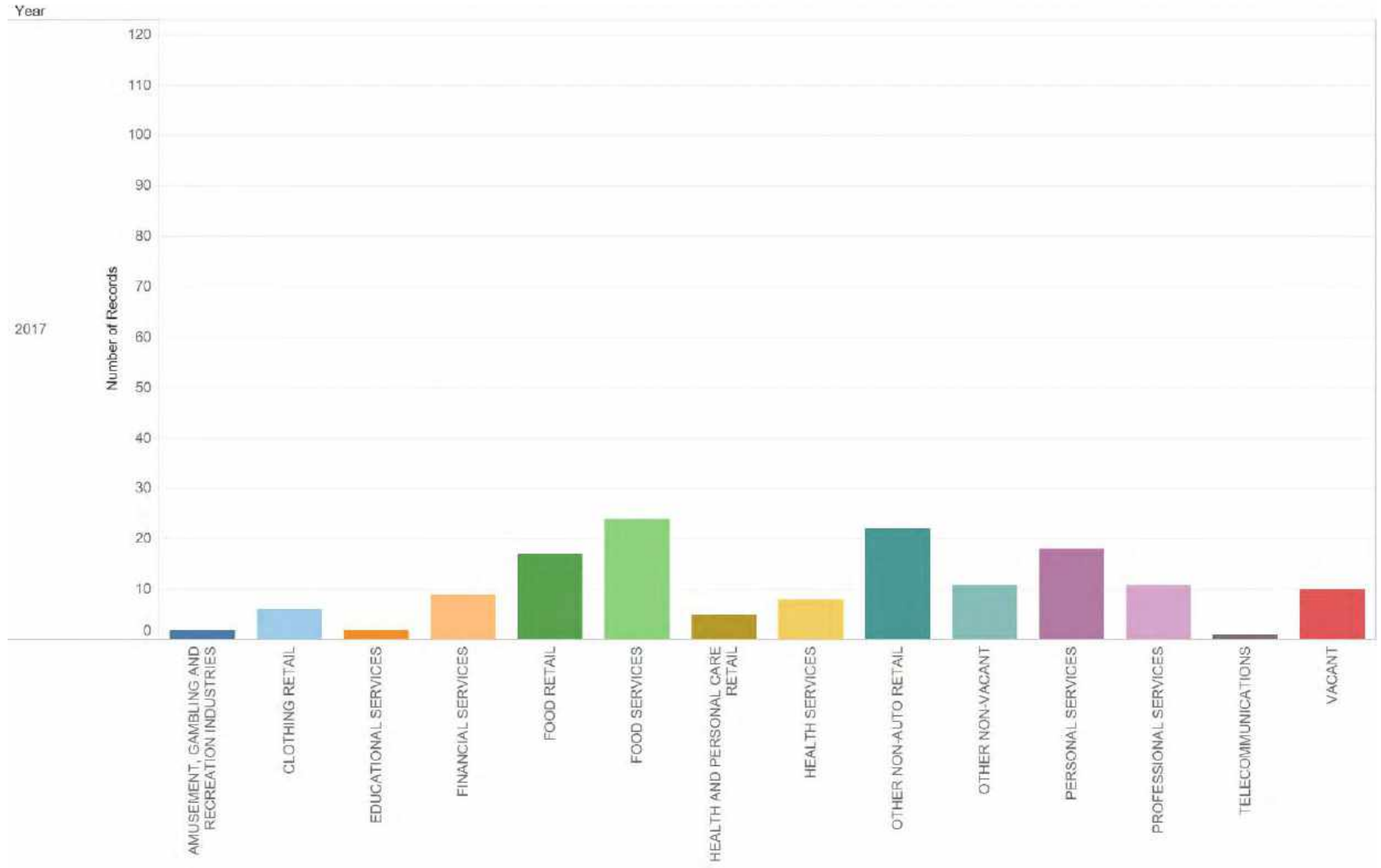
# Kingston/Lawrence



Lakeshore/Islington – Estimated Size, 2017

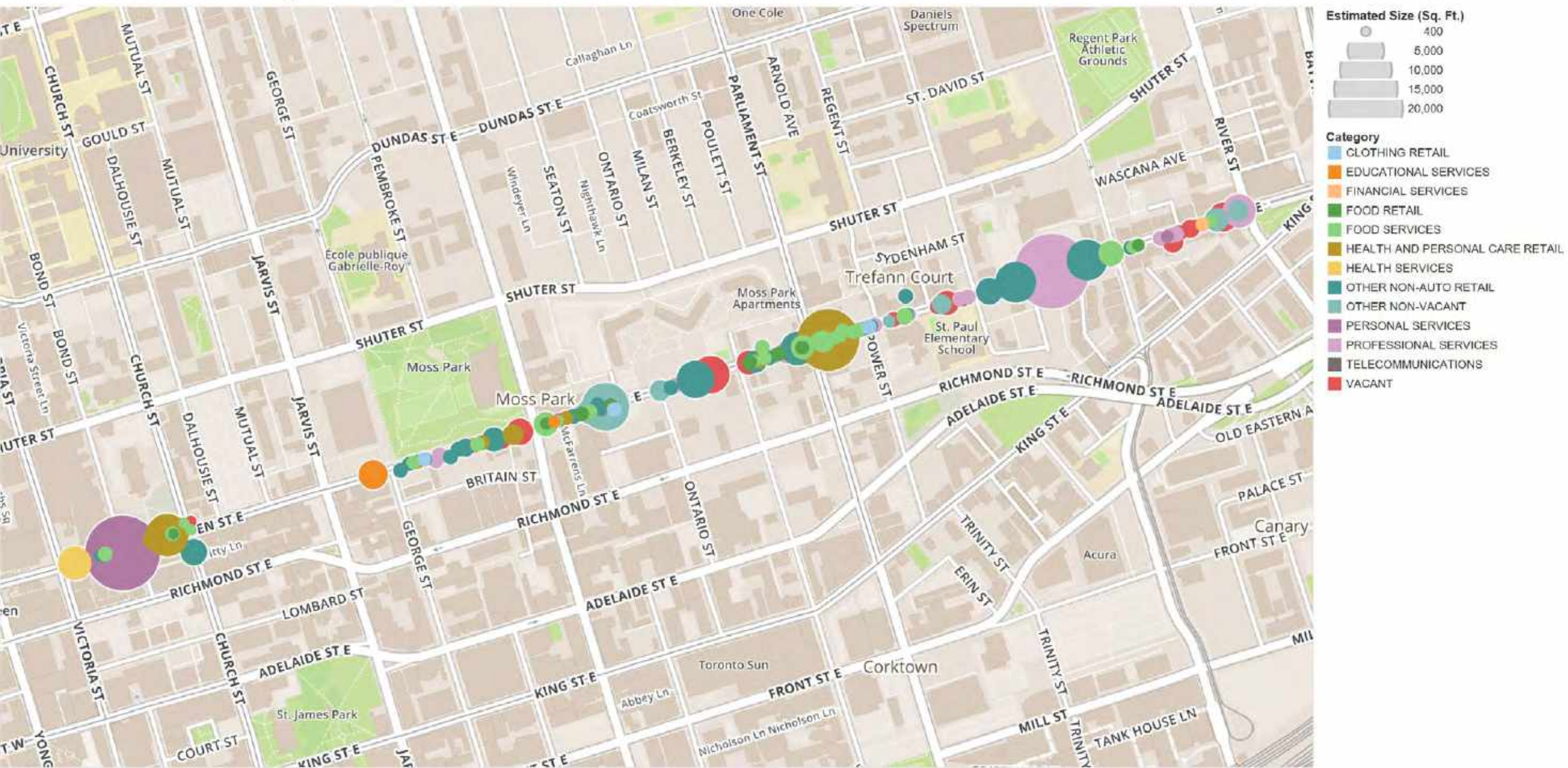


# Lakeshore/Islington



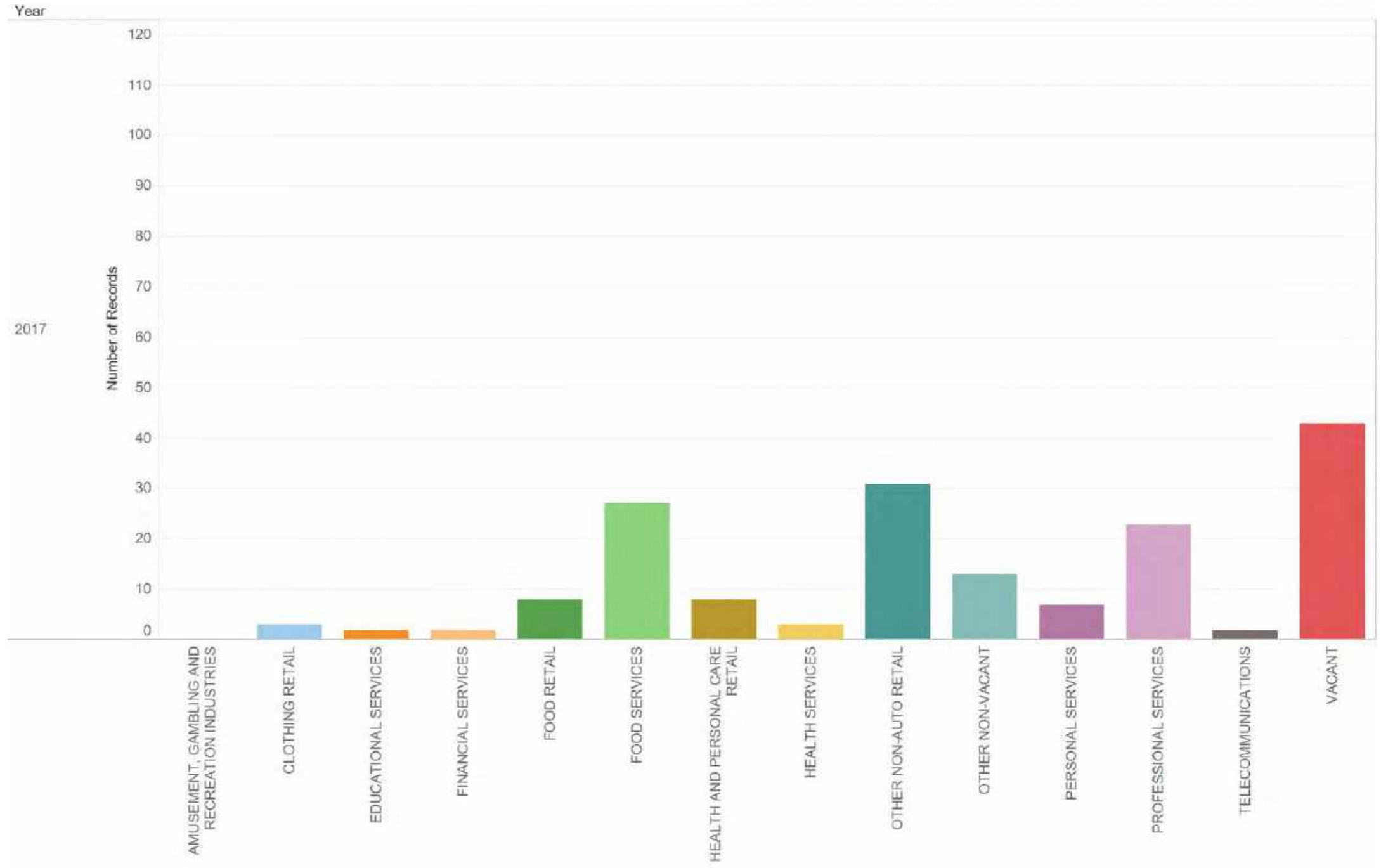


Queen East of Victoria – Estimated Size, 2017

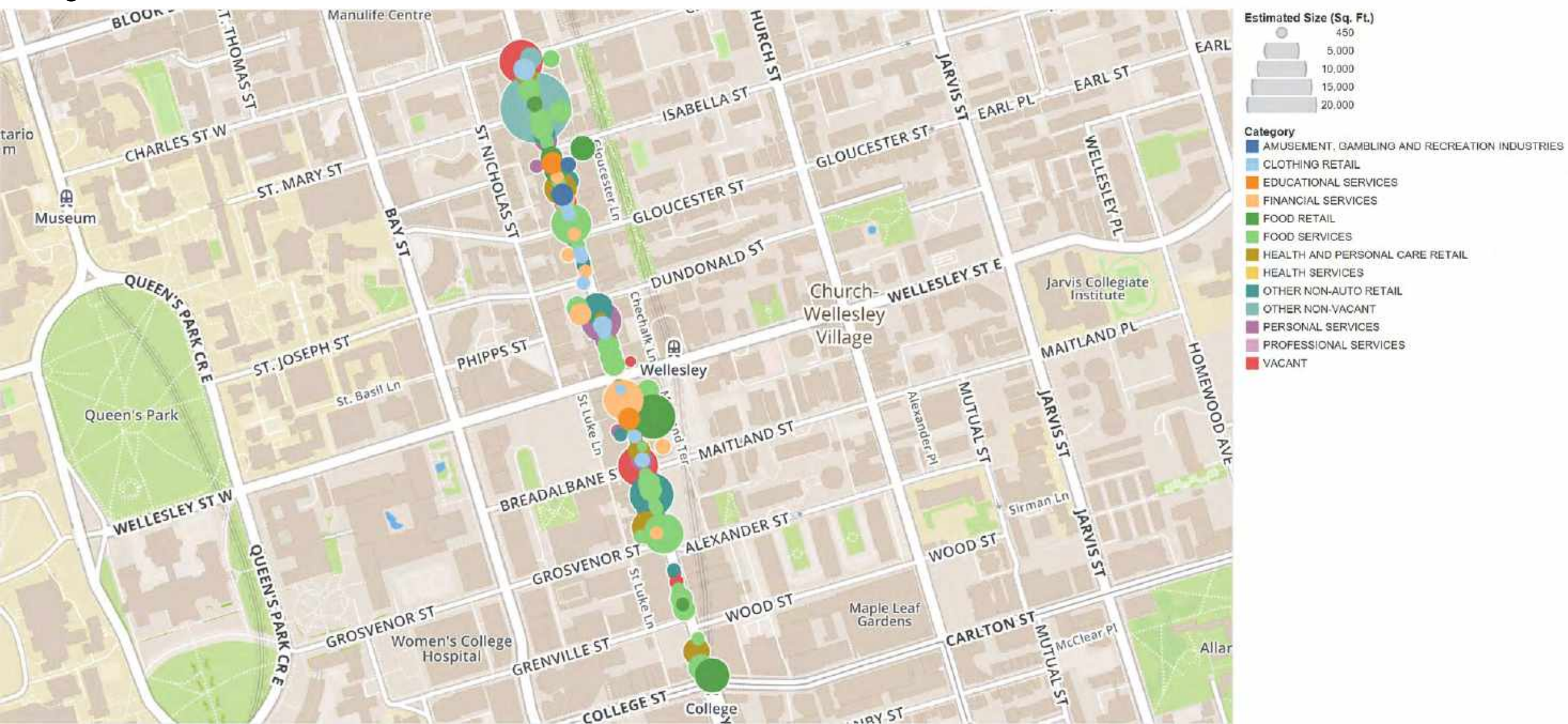




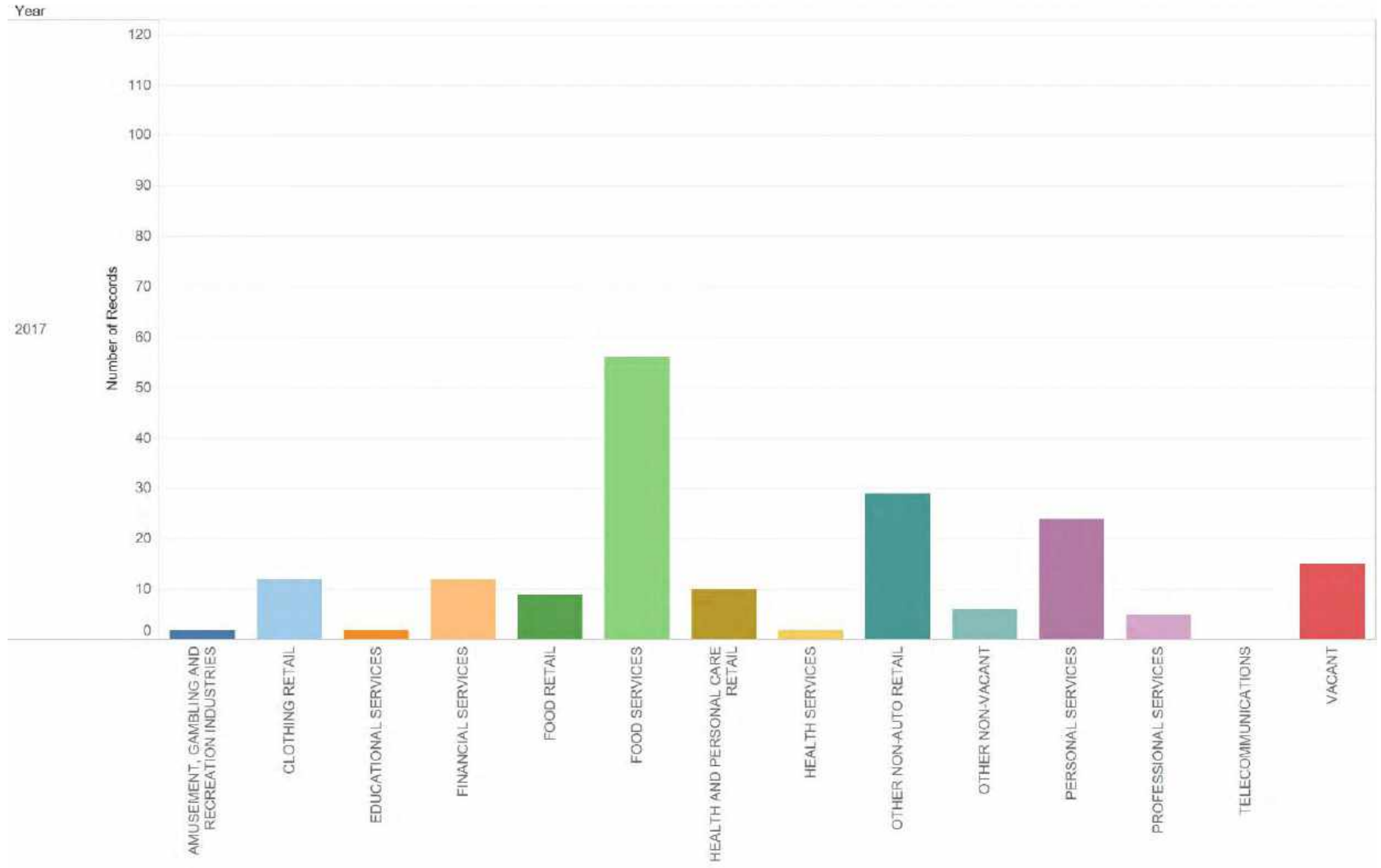
# Queen East of Victoria



# Yonge North of Carlton – Estimated Size, 2017

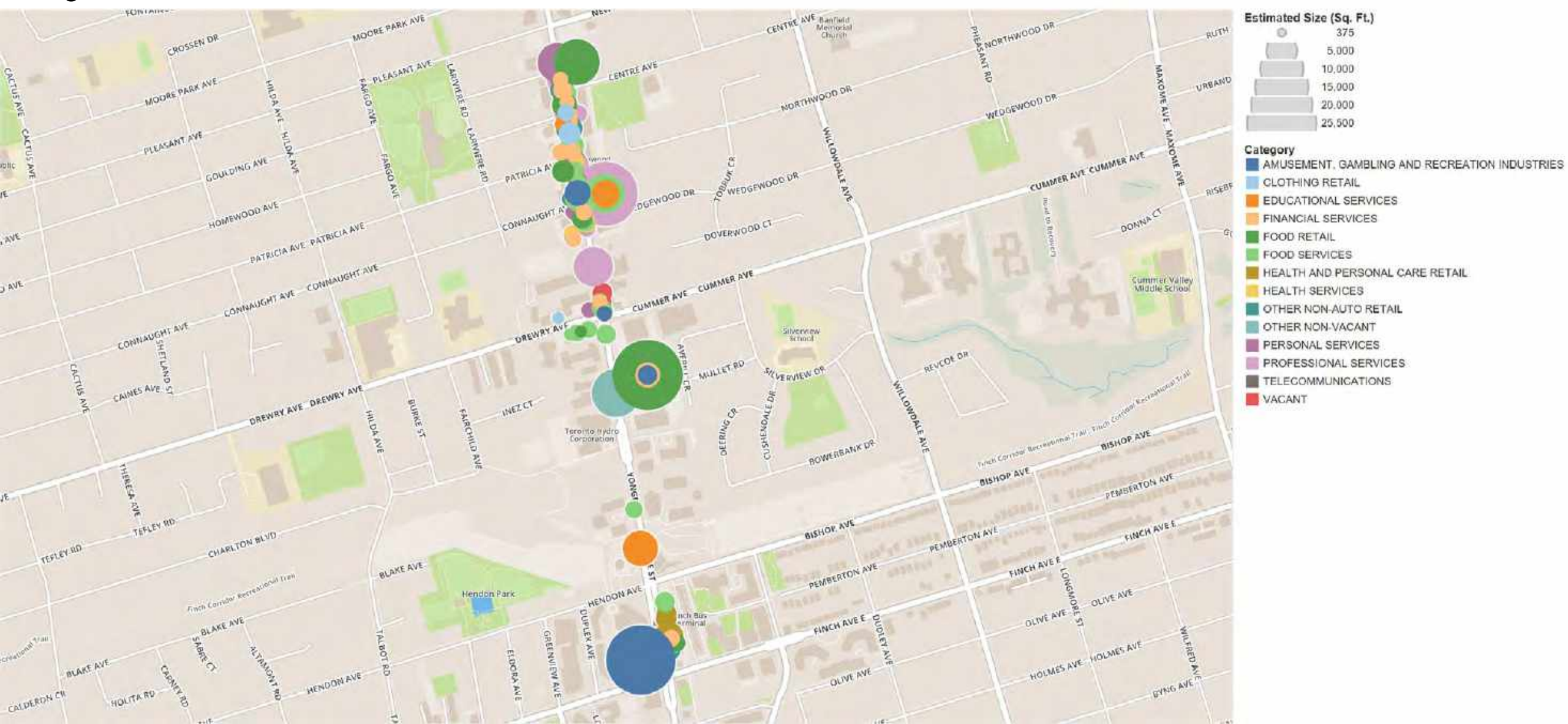


# Yonge North of Carlton

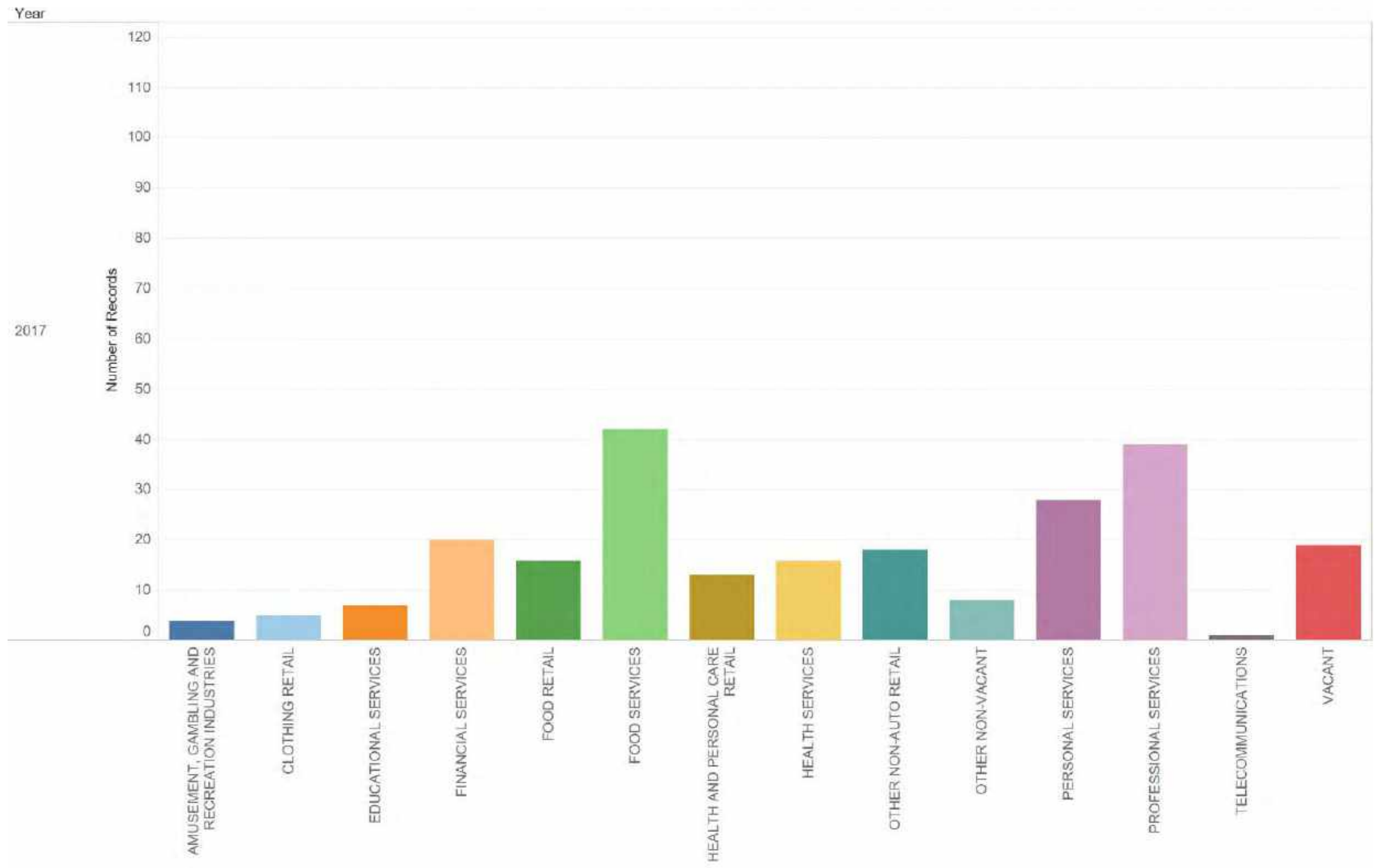




# Yonge North of Finch – Estimated Size, 2017

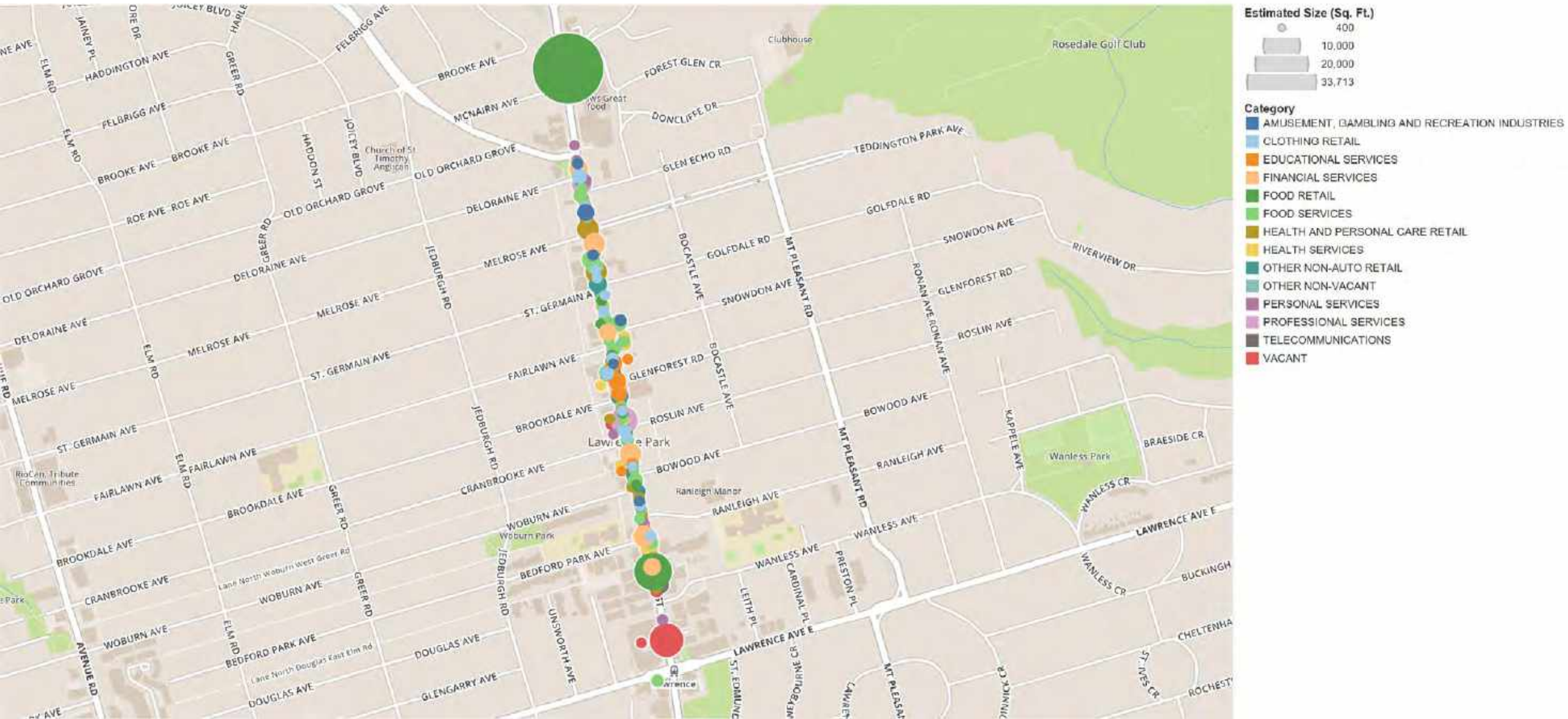


# Yonge North of Finch

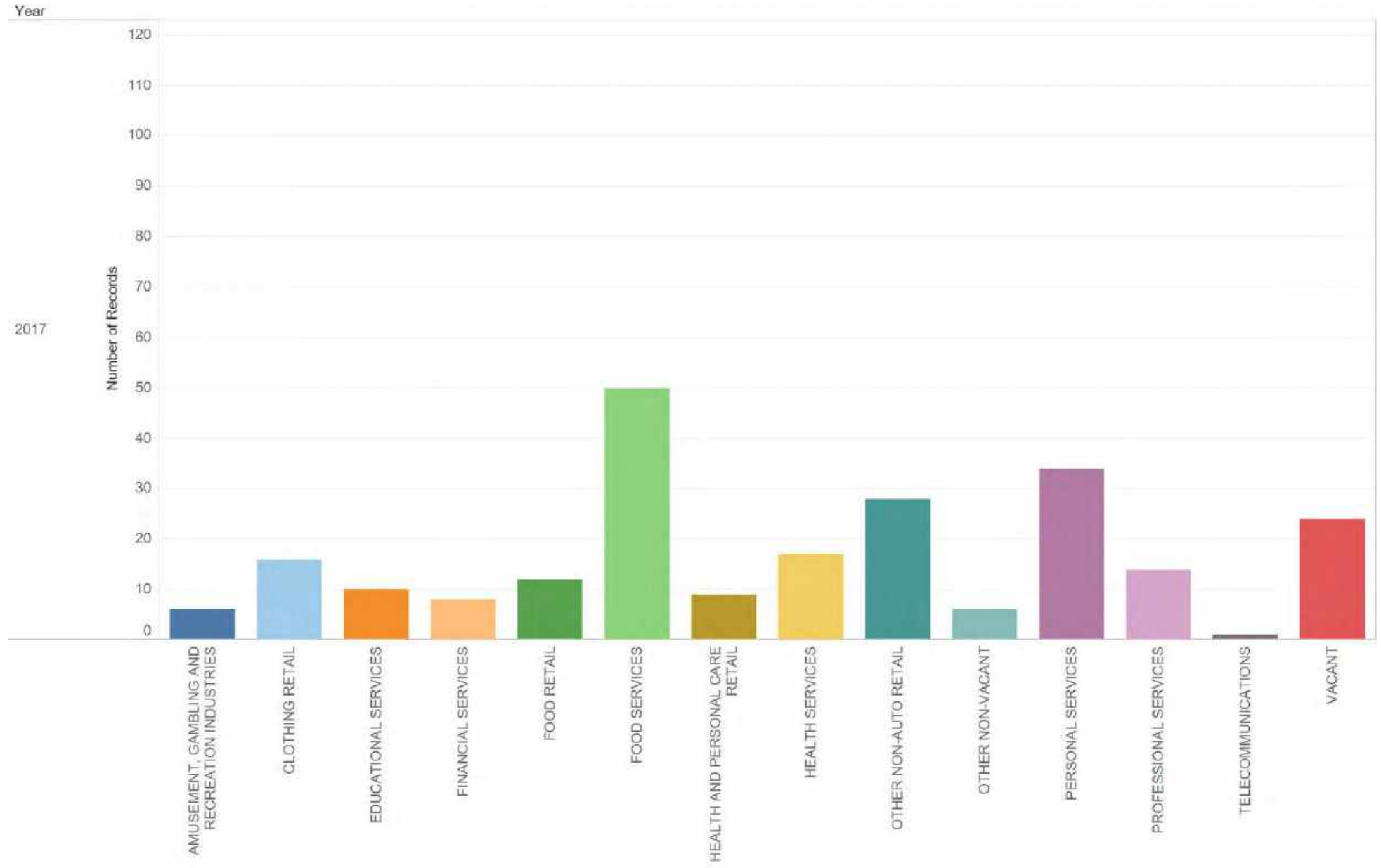




# Yonge North of Lawrence – Estimated Size, 2017



# Yonge North of Lawrence



# Establishments and Square Footage



	Year											
		Albion/Islington	Danforth East of Jones	Danforth/Pape	Eglinton/Danforth Road	Kensington Market	Kingston/Lawrence	Lakeshore/Islington	Queen East of Victoria	Yonge North of Carlton	Yonge North of Finch	Yonge North of Lawrence
ESTABLISHMENTS	2007	189	521	309	167	263	77	138	185	251	259	243
	2009	189	520	311	170	262	102	146	186	251	262	248
	2011	181	516	301	167	272	102	145	188	238	261	230
	2013	174	510	279	142	267	104	149	175	227	240	217
	2015	174	519	283	148	262	102	148	171	216	234	226
	2017	172	521	285	150	264	107	146	172	184	236	235
	Change	-17	0	-24	-17	1	30	8	-13	-67	-23	-8
SQUARE FOOTAGE	2007	199,668	527,653	382,075	372,575	185,550	197,989	202,613	303,083	351,816	445,013	305,523
	2009	199,668	527,353	382,700	389,368	185,100	334,718	209,113	303,783	351,816	451,813	313,013
	2011	192,718	522,888	368,725	377,168	211,200	332,618	211,813	306,123	345,166	452,163	275,813
	2013	195,268	520,438	347,825	345,018	208,650	336,068	216,063	266,463	336,466	436,763	261,313
	2015	195,718	528,988	354,025	350,627	208,550	330,268	215,313	258,123	317,766	431,963	268,363
	2017	194,968	532,538	354,875	351,577	211,250	336,768	213,313	258,923	280,766	435,463	275,513
	Change	-4,700	4,885	-27,200	-20,998	25,700	138,779	10,700	-44,160	-71,050	-9,550	-30,010

# Square Footage by Category

## Sq Ft by Category

Year	Category	Albion/Islington	Danforth East of Jones	Danforth/Pape	Eglinton/Danforth Road	Kensington Market	Kingston/Lawren..	Lakeshore/Islingt..	Queen East of Victoria	Yonge North of Carlton	Yonge North of Finch	Yonge North of Lawrence
2011	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES		11,300	8,200	14,523	2,000	25,000	750		2,000	32,000	800
	CLOTHING RETAIL	24,950	10,900	29,250	16,868	34,300	9,200	6,500	6,300	41,500	8,450	17,745
	EDUCATIONAL SERVICES	5,900	12,150	6,600	4,434	1,650	4,000	4,250	3,800	2,450	17,800	10,880
	FINANCIAL SERVICES	7,450	32,550	27,900	14,988	2,100	23,350	5,400	5,160	19,950	25,100	20,700
	FOOD RETAIL	57,918	49,148	25,970	51,791	26,350	91,521	27,650	5,310	21,050	50,175	51,918
	FOOD SERVICES	23,350	96,255	111,850	49,233	40,150	44,224	36,450	22,105	94,400	64,620	43,780
	HEALTH AND PERSONAL CARE RETAIL	11,200	19,596	17,710	47,237	13,900	34,641	12,213	24,488	23,166	31,993	13,940
	HEALTH SERVICES	4,350	26,675	11,050	7,050	4,700	13,560	5,750	25,290	2,000	26,860	13,410
	OTHER NON-AUTO RETAIL	14,150	76,344	40,115	78,916	39,300	29,271	41,050	64,690	47,500	48,000	38,520
	OTHER NON-VACANT	4,800	63,500	17,830	45,600	19,050	20,900	8,500	39,000	32,750	36,800	4,030
	PERSONAL SERVICES	18,000	37,560	18,935	16,578	12,600	15,900	19,600	25,800	34,350	38,600	22,910
	PROFESSIONAL SERVICES	11,550	37,585	13,370	16,700	2,850	5,800	17,700	21,200	4,950	51,400	22,060
	TELECOMMUNICATIONS	4,700	400	5,110			5,500		800	1,200	5,500	3,950
	VACANT	4,400	48,925	34,835	13,250	12,250	9,761	26,000	62,180	17,900	14,875	11,170
2017	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES	800	20,175	11,100	13,123	2,000	25,000	13,750		3,000	31,800	6,400
	CLOTHING RETAIL	23,450	17,339	22,925	21,623	17,850	8,000	5,750	2,330	11,700	6,850	13,795
	EDUCATIONAL SERVICES	6,200	7,500	4,750	4,184	450	4,000	2,750	3,525	4,000	14,850	9,740
	FINANCIAL SERVICES	5,950	31,800	22,000	18,738		27,411	7,400	1,700	17,500	30,400	18,900
	FOOD RETAIL	39,750	48,618	20,650	51,141	21,850	91,021	22,950	5,310	22,600	56,725	51,178
	FOOD SERVICES	22,250	98,065	119,755	46,583	63,200	48,524	35,450	23,380	73,400	63,770	47,120
	HEALTH AND PERSONAL CARE RETAIL	18,650	22,096	26,240	40,787	15,550	35,741	12,213	26,628	19,434	26,843	12,820
	HEALTH SERVICES	4,500	27,900	16,050	8,400	1,500	13,800	6,000	4,450	2,750	24,250	14,320
	OTHER NON-AUTO RETAIL	15,350	65,725	37,405	62,061	38,900	28,204	39,800	47,340	33,750	32,100	27,720
	OTHER NON-VACANT	6,300	70,150	13,430	46,700	15,750	16,000	17,450	23,490	32,000	21,400	4,860
	PERSONAL SERVICES	14,300	42,795	21,705	16,228	11,450	16,100	19,600	26,100	31,100	39,700	28,220
	PROFESSIONAL SERVICES	9,100	28,400	10,960	9,400	3,300	2,600	14,950	41,490	3,450	57,100	18,590
	TELECOMMUNICATIONS	3,450	1,700	2,000	1,750		3,600	750	1,050		1,500	2,350
	VACANT	24,918	49,285	25,905	10,859	19,450	15,767	14,500	52,130	26,082	28,375	19,500



## Sq Ft by Category %

Year	Category	Albion/Islington	Danforth East of Jones	Danforth/Pape Road	Eglinton/Danforth Road	Kensington Market	Kingston/Lawrence	Lakeshore/Islington	Queen East of Victoria	Yonge North of Carlton	Yonge North of Finch	Yonge North of Lawrence
2011	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES		2.16%	2.22%	3.85%	0.95%	7.52%	0.35%		0.58%	7.08%	0.29%
	CLOTHING RETAIL	12.95%	2.08%	7.93%	4.47%	16.24%	2.77%	3.07%	2.06%	12.02%	1.87%	6.43%
	EDUCATIONAL SERVICES	3.06%	2.32%	1.79%	1.18%	0.78%	1.20%	2.01%	1.24%	0.71%	3.94%	3.94%
	FINANCIAL SERVICES	3.87%	6.23%	7.57%	3.97%	0.99%	7.02%	2.55%	1.69%	5.78%	5.55%	7.51%
	FOOD RETAIL	30.05%	9.40%	7.04%	13.73%	12.48%	27.52%	13.05%	1.73%	6.10%	11.10%	18.82%
	FOOD SERVICES	12.12%	18.41%	30.33%	13.05%	19.01%	13.30%	17.21%	7.22%	27.35%	14.29%	15.87%
	HEALTH AND PERSONAL CARE RETAIL	5.81%	3.75%	4.80%	12.52%	6.58%	10.41%	5.77%	8.00%	6.71%	7.08%	5.05%
	HEALTH SERVICES	2.26%	5.10%	3.00%	1.87%	2.23%	4.07%	2.71%	8.26%	0.58%	5.94%	4.86%
	OTHER NON-AUTO RETAIL	7.34%	14.60%	10.88%	20.92%	18.61%	8.80%	19.38%	21.13%	13.76%	10.62%	13.97%
	OTHER NON-VACANT	2.49%	12.14%	4.84%	12.09%	9.02%	6.28%	4.01%	12.74%	9.49%	8.14%	1.46%
	PERSONAL SERVICES	9.34%	7.18%	5.14%	4.40%	5.97%	4.78%	9.25%	8.43%	9.95%	8.54%	8.31%
	PROFESSIONAL SERVICES	5.99%	7.19%	3.63%	4.43%	1.35%	1.74%	8.36%	6.93%	1.43%	11.37%	8.00%
	TELECOMMUNICATIONS	2.44%	0.08%	1.39%			1.65%		0.26%	0.35%	1.22%	1.43%
	VACANT	2.28%	9.36%	9.45%	3.51%	5.80%	2.93%	12.27%	20.31%	5.19%	3.29%	4.05%
2017	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES	0.41%	3.79%	3.13%	3.73%	0.95%	7.42%	6.45%		1.07%	7.30%	2.32%
	CLOTHING RETAIL	12.03%	3.26%	6.46%	6.15%	8.45%	2.38%	2.70%	0.90%	4.17%	1.57%	5.01%
	EDUCATIONAL SERVICES	3.18%	1.41%	1.34%	1.19%	0.21%	1.19%	1.29%	1.36%	1.42%	3.36%	3.54%
	FINANCIAL SERVICES	3.05%	5.97%	6.20%	5.33%		8.14%	3.47%	0.66%	6.23%	6.98%	6.88%
	FOOD RETAIL	20.39%	9.13%	5.82%	14.55%	10.34%	27.03%	10.76%	2.05%	8.05%	13.03%	18.58%
	FOOD SERVICES	11.41%	18.41%	33.75%	13.25%	29.92%	14.71%	16.62%	9.03%	26.14%	14.64%	17.10%
	HEALTH AND PERSONAL CARE RETAIL	9.57%	4.15%	7.39%	11.60%	7.36%	10.61%	5.73%	10.28%	6.92%	6.16%	4.65%
	HEALTH SERVICES	2.31%	5.24%	4.52%	2.39%	0.71%	4.10%	2.81%	1.72%	0.98%	5.57%	5.20%
	OTHER NON-AUTO RETAIL	7.87%	12.34%	10.54%	17.65%	18.41%	8.37%	18.66%	18.28%	12.02%	7.37%	10.06%
	OTHER NON-VACANT	3.23%	13.17%	3.78%	13.28%	7.46%	4.75%	8.18%	9.07%	11.40%	4.91%	1.76%
	PERSONAL SERVICES	7.33%	8.04%	6.12%	4.62%	5.42%	4.78%	9.19%	10.08%	11.08%	9.12%	10.24%
	PROFESSIONAL SERVICES	4.67%	5.52%	3.09%	2.67%	1.56%	0.77%	7.01%	16.02%	1.23%	13.11%	6.75%
	TELECOMMUNICATIONS	1.77%	0.32%	0.56%	0.50%		1.07%	0.35%	0.41%		0.34%	0.85%
	VACANT	12.78%	9.25%	7.30%	3.09%	9.21%	4.68%	6.80%	20.13%	9.29%	6.52%	7.08%

# Establishments by Category

## Establishments by Category

Year	Category	Albion/Islington	Danforth East of Jones	Danforth/Pape	Eglinton/Danforth Road	Kensington Market	Kingston/Lawren...	Lakeshore/Islingt..	Queen East of Victoria	Yonge North of Carlton	Yonge North of Finch	Yonge North of Lawrence
2011	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES		6	6	3	1	1	1		1	4	1
	CLOTHING RETAIL	27	18	27	10	42	2	7	6	40	6	21
	EDUCATIONAL SERVICES	5	14	6	4	3	2	4	2	2	13	11
	FINANCIAL SERVICES	7	17	15	9	4	9	8	4	10	17	10
	FOOD RETAIL	21	36	19	12	38	11	22	8	10	17	12
	FOOD SERVICES	28	118	81	29	61	23	21	24	66	42	46
	HEALTH AND PERSONAL CARE RETAIL	6	10	8	4	7	7	5	5	11	15	9
	HEALTH SERVICES	6	33	12	7	5	8	6	5	1	18	17
	OTHER NON-AUTO RETAIL	18	68	37	24	44	9	21	39	35	28	34
	OTHER NON-VACANT	8	44	15	17	21	6	8	20	7	17	6
	PERSONAL SERVICES	26	48	25	22	24	13	18	10	25	27	28
	PROFESSIONAL SERVICES	19	45	16	16	5	2	13	25	7	45	20
	TELECOMMUNICATIONS	5	1	5			4		1	2	4	2
	VACANT	5	58	29	10	17	5	11	39	21	8	13
2017	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES	1	15	6	1	1	1	2		2	4	6
	CLOTHING RETAIL	25	22	23	12	33	1	6	3	12	5	16
	EDUCATIONAL SERVICES	5	10	4	3	1	2	2	2	2	7	10
	FINANCIAL SERVICES	5	15	13	9		10	9	2	12	20	8
	FOOD RETAIL	14	35	18	12	28	11	17	8	9	16	12
	FOOD SERVICES	28	117	85	26	87	27	24	27	56	42	50
	HEALTH AND PERSONAL CARE RETAIL	9	14	13	5	10	8	5	8	10	13	9
	HEALTH SERVICES	7	31	13	8	2	7	8	3	2	16	17
	OTHER NON-AUTO RETAIL	14	60	28	15	39	9	22	31	29	18	28
	OTHER NON-VACANT	10	53	15	18	14	5	11	13	6	8	6
	PERSONAL SERVICES	19	57	30	20	20	13	18	7	24	28	34
	PROFESSIONAL SERVICES	15	41	12	7	6	2	11	23	5	39	14
	TELECOMMUNICATIONS	5	3	2	3		3	1	2		1	1
	VACANT	15	48	23	11	23	8	10	43	15	19	24



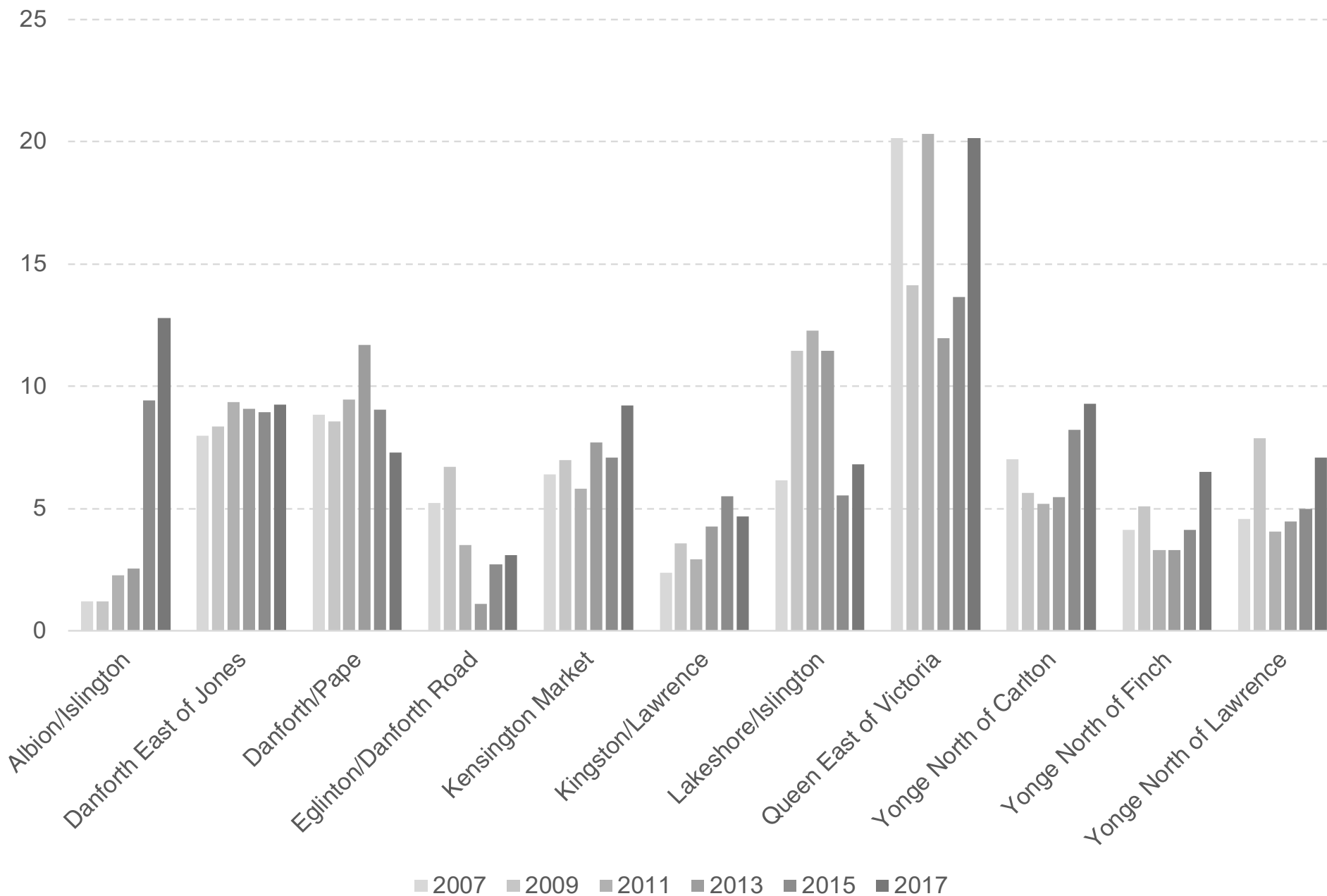
## Establishments by Category %

Year	Category	Name										
		Albion/Islington	Danforth East of Jones	Danforth/Pape	Eglinton/Danforth Road	Kensington Market	Kingston/Lawren.	Lakeshore/Islingt.	Queen East of Victoria	Yonge North of Carlton	Yonge North of Finch	Yonge North of Lawrence
2011	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES		1.16%	1.99%	1.80%	0.37%	0.98%	0.69%		0.42%	1.53%	0.43%
	CLOTHING RETAIL	14.92%	3.49%	8.97%	5.99%	15.44%	1.96%	4.83%	3.19%	16.81%	2.30%	8.13%
	EDUCATIONAL SERVICES	2.76%	2.71%	1.99%	2.40%	1.10%	1.96%	2.76%	1.06%	0.84%	4.98%	4.78%
	FINANCIAL SERVICES	3.87%	3.29%	4.98%	5.39%	1.47%	8.82%	5.52%	2.13%	4.20%	6.51%	4.35%
	FOOD RETAIL	11.60%	6.98%	6.31%	7.19%	13.97%	10.78%	15.17%	4.26%	4.20%	6.51%	5.22%
	FOOD SERVICES	15.47%	22.87%	26.91%	17.37%	22.43%	22.55%	14.48%	12.77%	27.73%	16.09%	20.00%
	HEALTH AND PERSONAL CARE RETAIL	3.31%	1.94%	2.66%	2.40%	2.57%	6.86%	3.45%	2.66%	4.62%	5.75%	3.91%
	HEALTH SERVICES	3.31%	6.40%	3.99%	4.19%	1.84%	7.84%	4.14%	2.66%	0.42%	6.90%	7.39%
	OTHER NON-AUTO RETAIL	9.94%	13.18%	12.29%	14.37%	16.18%	8.82%	14.48%	20.74%	14.71%	10.73%	14.78%
	OTHER NON-VACANT	4.42%	8.53%	4.98%	10.18%	7.72%	5.88%	5.52%	10.64%	2.94%	6.51%	2.61%
	PERSONAL SERVICES	14.36%	9.30%	8.31%	13.17%	8.82%	12.75%	12.41%	5.32%	10.50%	10.34%	12.17%
	PROFESSIONAL SERVICES	10.50%	8.72%	5.32%	9.58%	1.84%	1.96%	8.97%	13.30%	2.94%	17.24%	8.70%
	TELECOMMUNICATIONS	2.76%	0.19%	1.66%			3.92%		0.53%	0.84%	1.53%	0.87%
	VACANT	2.76%	11.24%	9.63%	5.99%	6.25%	4.90%	7.59%	20.74%	8.82%	3.07%	5.65%
2017	AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES	0.58%	2.88%	2.11%	0.67%	0.38%	0.93%	1.37%		1.09%	1.69%	2.55%
	CLOTHING RETAIL	14.53%	4.22%	8.07%	8.00%	12.50%	0.93%	4.11%	1.74%	6.52%	2.12%	6.81%
	EDUCATIONAL SERVICES	2.91%	1.92%	1.40%	2.00%	0.38%	1.87%	1.37%	1.16%	1.09%	2.97%	4.26%
	FINANCIAL SERVICES	2.91%	2.88%	4.56%	6.00%		9.35%	6.16%	1.16%	6.52%	8.47%	3.40%
	FOOD RETAIL	8.14%	6.72%	6.32%	8.00%	10.61%	10.28%	11.64%	4.65%	4.89%	6.78%	5.11%
	FOOD SERVICES	16.28%	22.46%	29.82%	17.33%	32.95%	25.23%	16.44%	15.70%	30.43%	17.80%	21.28%
	HEALTH AND PERSONAL CARE RETAIL	5.23%	2.69%	4.56%	3.33%	3.79%	7.48%	3.42%	4.65%	5.43%	5.51%	3.83%
	HEALTH SERVICES	4.07%	5.95%	4.56%	5.33%	0.76%	6.54%	5.48%	1.74%	1.09%	6.78%	7.23%
	OTHER NON-AUTO RETAIL	8.14%	11.52%	9.82%	10.00%	14.77%	8.41%	15.07%	18.02%	15.76%	7.63%	11.91%
	OTHER NON-VACANT	5.81%	10.17%	5.26%	12.00%	5.30%	4.67%	7.53%	7.56%	3.28%	3.39%	2.55%
	PERSONAL SERVICES	11.05%	10.94%	10.53%	13.33%	7.58%	12.15%	12.33%	4.07%	13.04%	11.86%	14.47%
	PROFESSIONAL SERVICES	8.72%	7.87%	4.21%	4.67%	2.27%	1.87%	7.53%	13.37%	2.72%	16.53%	5.96%
	TELECOMMUNICATIONS	2.91%	0.58%	0.70%	2.00%		2.80%	0.68%	1.16%		0.42%	0.43%
	VACANT	8.72%	9.21%	8.07%	7.33%	8.71%	7.48%	6.85%	25.00%	8.15%	8.05%	10.21%

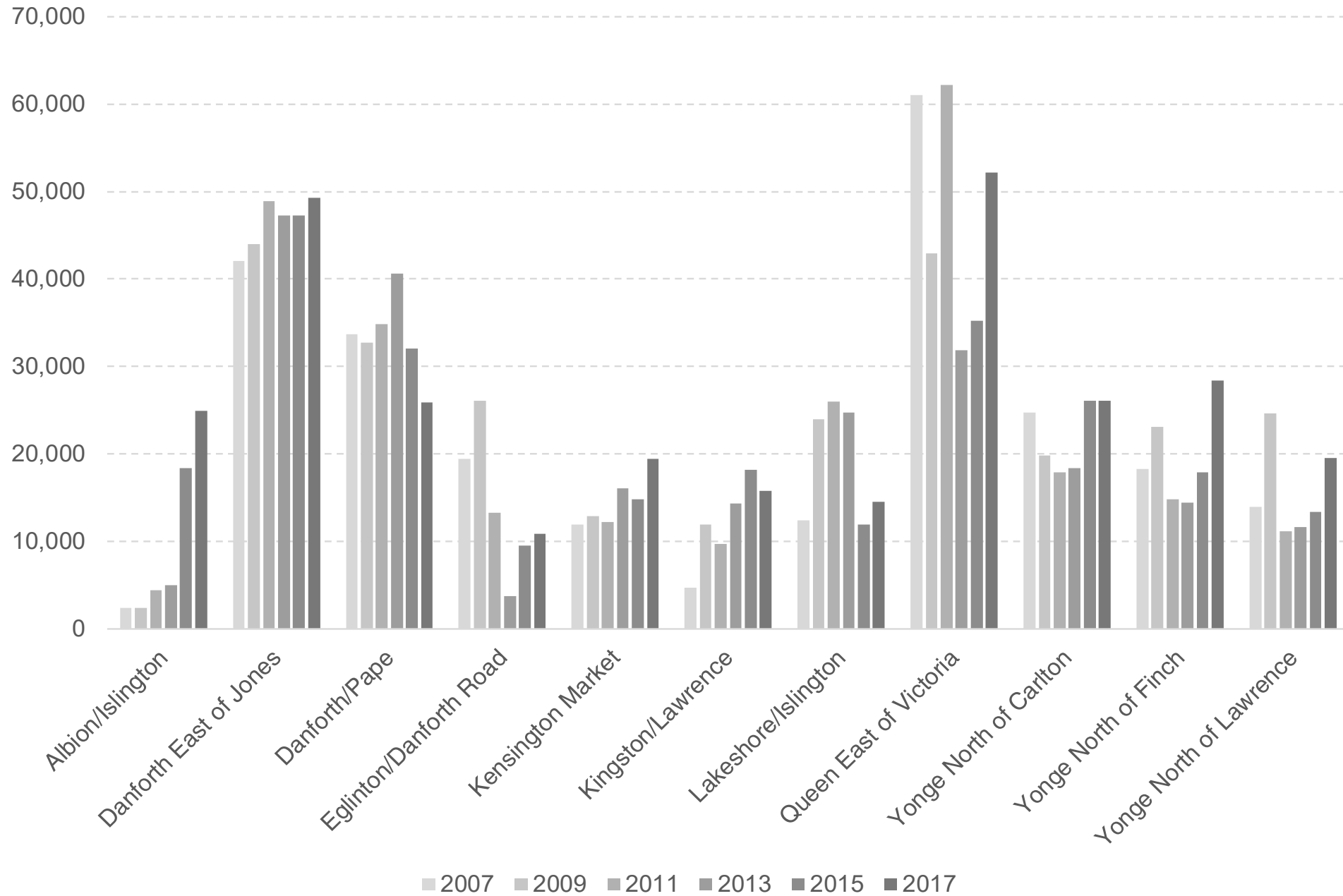
# Vacancy by Square Footage



# VACANCY RATE (% of Total Sq. Ft.)



## VACANCY RATE (Total Sq. Ft.)



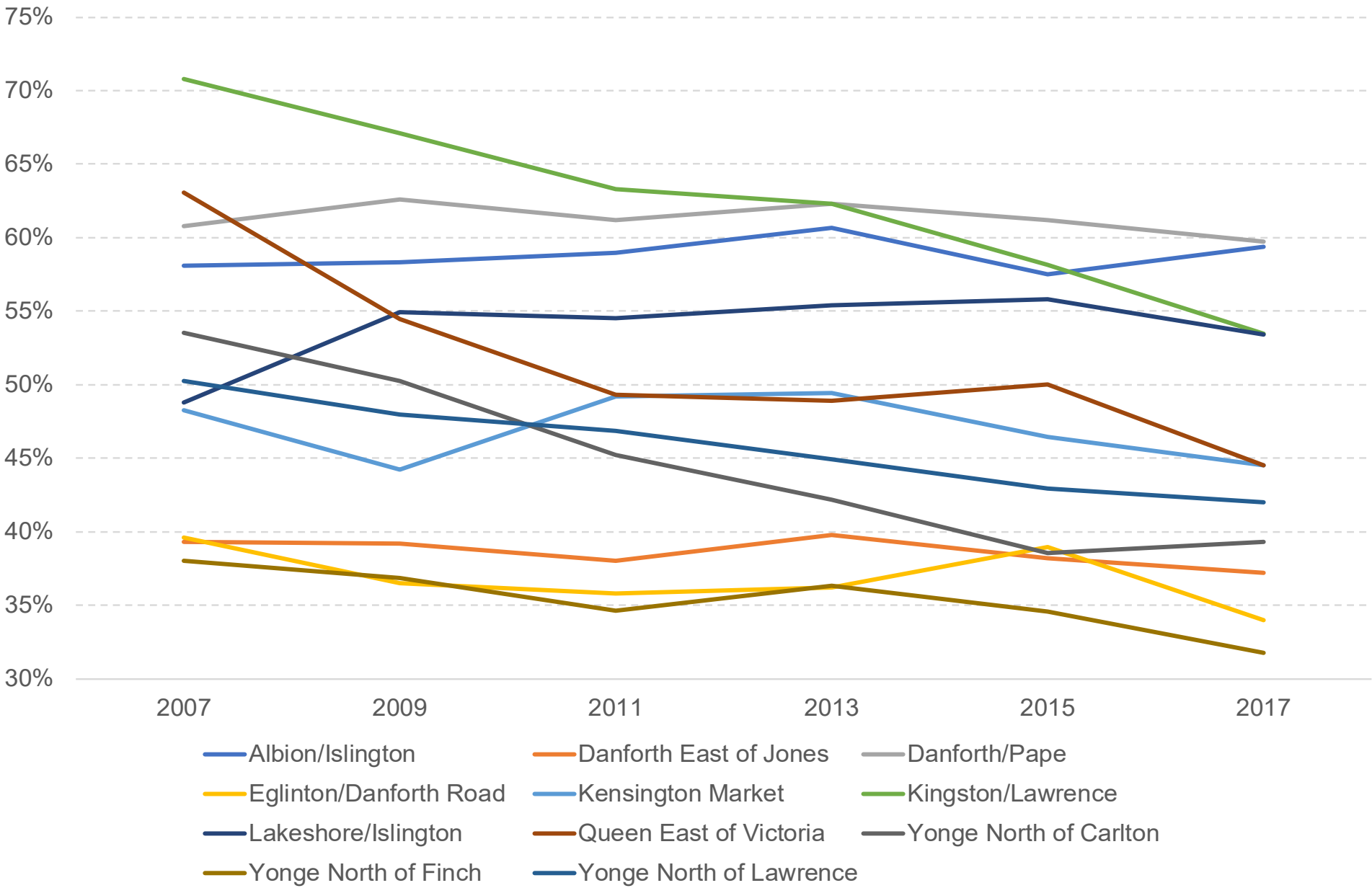
# Retail vs. Service

### Retail Sq. Ft. and Retail Stores as a Percentage of Total Sq. Ft and Total Stores (exc. Vacant)

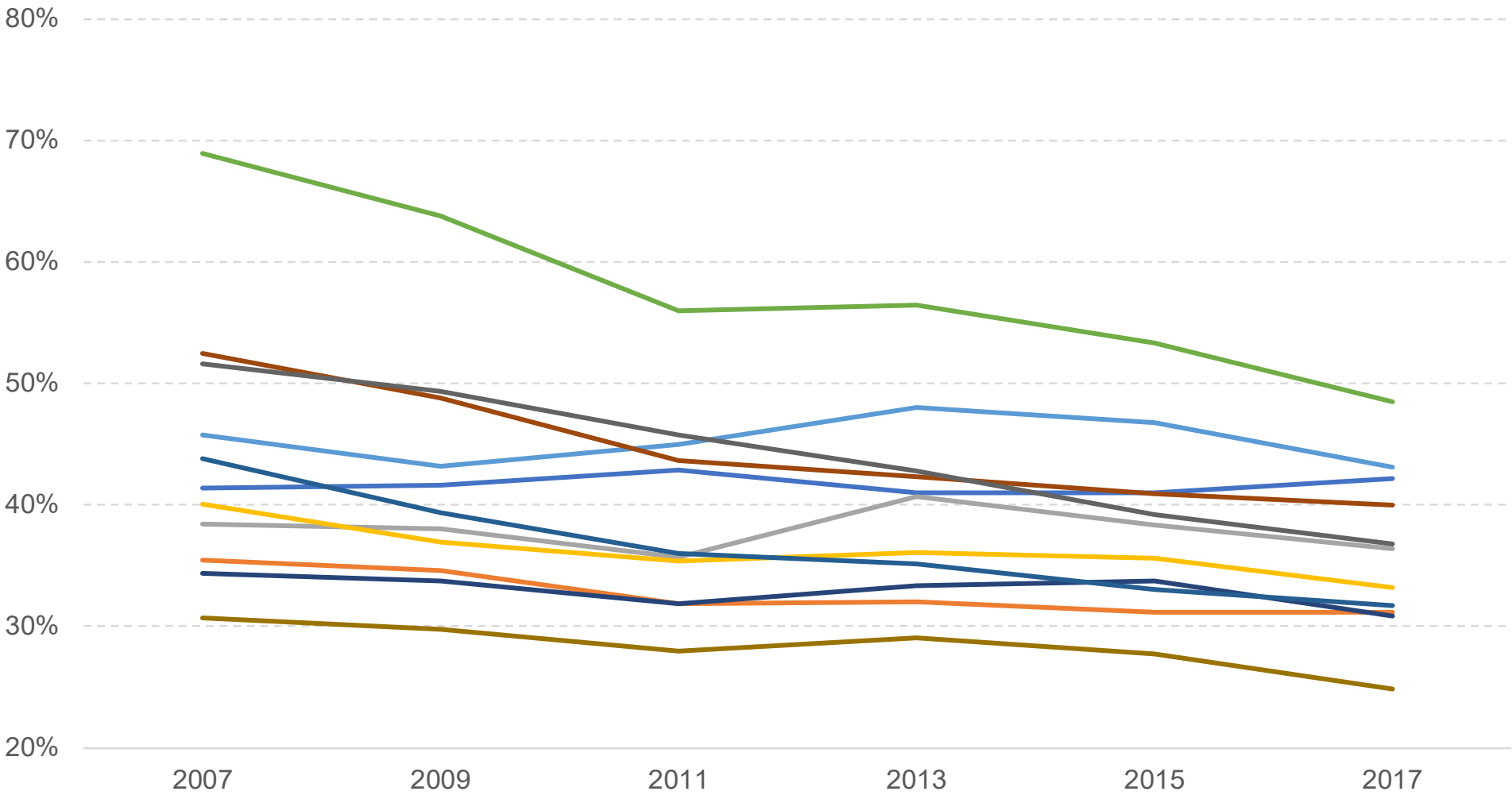
<b>Retail Square Feet</b>	<b>2007</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>	<b>2015</b>	<b>2017</b>	<b>2007-2017</b>
Albion/Islington	58.1%	58.3%	59.0%	60.6%	57.5%	59.4%	1.3%
Danforth East of Jones	39.3%	39.2%	38.0%	39.8%	38.2%	37.2%	-2.1%
Danforth/Pape	60.8%	62.6%	61.2%	62.3%	61.2%	59.7%	-1.1%
Eglinton/Danforth Road	39.6%	36.5%	35.8%	36.2%	39.0%	34.0%	-5.6%
Kensington Market	48.3%	44.2%	49.2%	49.4%	46.4%	44.5%	-3.8%
Kingston/Lawrence	70.8%	67.1%	63.3%	62.3%	58.2%	53.5%	-17.3%
Lakeshore/Islington	48.8%	54.9%	54.5%	55.4%	55.8%	53.4%	4.7%
Queen East of Victoria	63.1%	54.5%	49.3%	48.9%	50.0%	44.5%	-18.6%
Yonge North of Carlton	53.5%	50.3%	45.2%	42.2%	38.5%	39.3%	-14.3%
Yonge North of Finch	38.0%	36.9%	34.6%	36.3%	34.6%	31.8%	-6.3%
Yonge North of Lawrence	50.2%	48.0%	46.9%	45.0%	43.0%	42.0%	-8.2%

<b>Retail Stores</b>	<b>2007</b>	<b>2009</b>	<b>2011</b>	<b>2013</b>	<b>2015</b>	<b>2017</b>	<b>2007-2017</b>
Albion/Islington	41.4%	41.6%	42.9%	41.0%	41.0%	42.2%	0.8%
Danforth East of Jones	35.4%	34.6%	31.9%	32.0%	31.2%	31.2%	-4.2%
Danforth/Pape	38.4%	38.0%	35.7%	40.7%	38.3%	36.4%	-2.0%
Eglinton/Danforth Road	40.1%	36.9%	35.4%	36.1%	35.6%	33.2%	-6.9%
Kensington Market	45.7%	43.2%	45.0%	48.0%	46.8%	43.1%	-2.6%
Kingston/Lawrence	68.9%	63.8%	56.0%	56.4%	53.3%	48.5%	-20.4%
Lakeshore/Islington	34.3%	33.7%	31.9%	33.3%	33.7%	30.9%	-3.5%
Queen East of Victoria	52.5%	48.8%	43.7%	42.3%	40.9%	40.0%	-12.5%
Yonge North of Carlton	51.6%	49.3%	45.7%	42.8%	39.2%	36.8%	-14.8%
Yonge North of Finch	30.7%	29.7%	28.0%	29.1%	27.8%	24.9%	-5.8%
Yonge North of Lawrence	43.8%	39.4%	36.0%	35.2%	33.0%	31.7%	-12.1%

**RETAIL vs. SERVICE**  
**(Retail Sq. Ft. as a % of Total Sq. Ft.)**

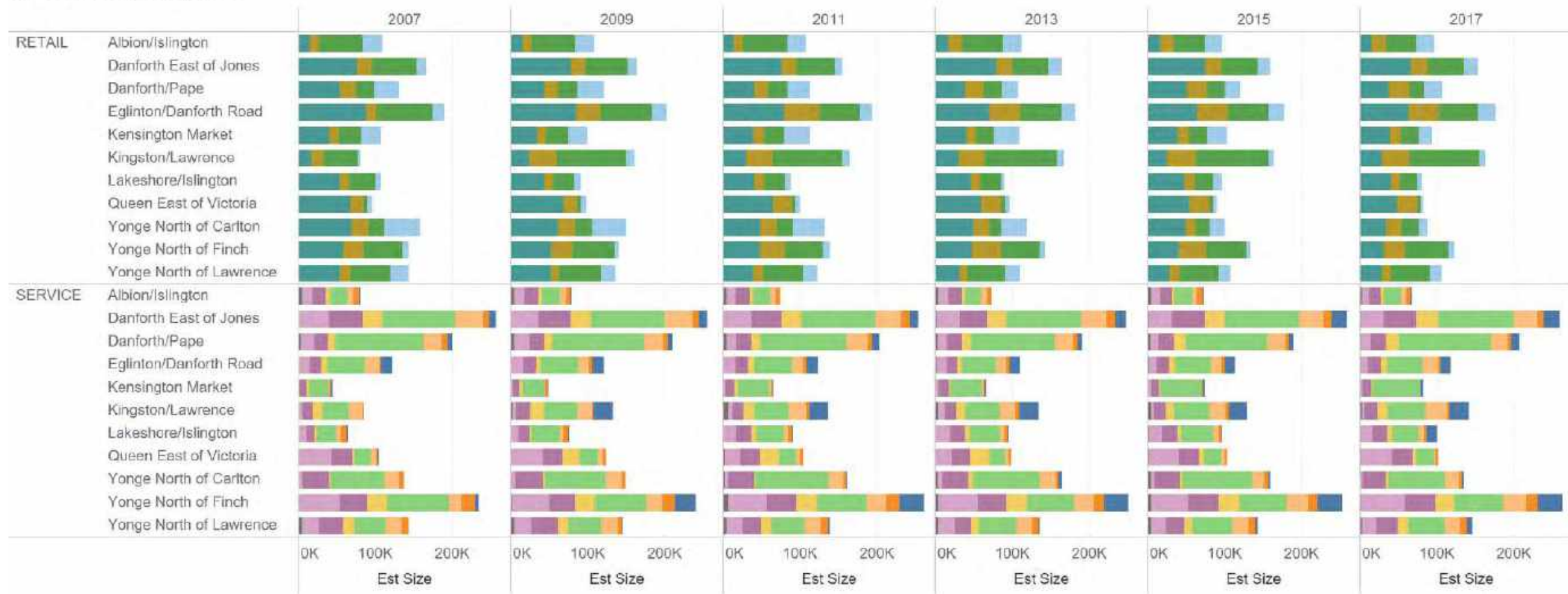


**RETAIL vs. SERVICE**  
**(Retail Stores as a % of Total Stores)**



- Albion/Islington
- Eglinton/Danforth Road
- Lakeshore/Islington
- Yonge North of Finch
- Danforth East of Jones
- Kensington Market
- Queen East of Victoria
- Yonge North of Lawrence
- Danforth/Pape
- Kingston/Lawrence
- Yonge North of Carlton

# RETAIL vs. SERVICE



## Category

- AMUSEMENT, GAMBLING AND RECREATION INDUSTRIES
- CLOTHING RETAIL
- EDUCATIONAL SERVICES
- FINANCIAL SERVICES
- FOOD RETAIL
- FOOD SERVICES
- HEALTH AND PERSONAL CARE RETAIL
- HEALTH SERVICES
- OTHER NON-AUTO RETAIL
- PERSONAL SERVICES
- PROFESSIONAL SERVICES
- TELECOMMUNICATIONS



## **CURRENT STATE AND FUTURE OF TORONTO'S RETAIL MAIN STREETS**

### **APPENDIX 13: MOBILITY DATA: FOR CASE STUDY MAIN STREETS: VISITATOR AND TRADE AREA ANALYSIS**





## CONTEXT ANALYSIS

- What is the reliance on local neighbourhood residents for Toronto's main streets as part of the community policy planning implications?
- How does activity change through the day including the temporal flows through the day for weekday and weekend as part of the business policy implications?
- Where is activity focused?

## DEFINITIONS

- Users who have one of the apps related to Uber Media Inc. and activated.
- Geofenced to only retail properties within the case study areas that would exclude public realm and other sidewalk traffic, vehicular traffic, and transit traffic (note only those who visited a retail establishment).
- Excluded if user spent more than 4 hours at any one time in a location thereby excluding residents, workers, etc. in the mixed use buildings.
- Properties in Transition were included.

## OUTCOMES

### Hourly Visitation

- All case study areas follow the same visitation arc that has traffic building throughout the day and peak between 16:00 and 18:00 hours. (4 pm to 6 pm). Those areas that peak the highest during this period include Kingston/Lawrence, Yonge North of Lawrence, and Yonge North of Finch.
- Despite all case study areas following a similar trajectory throughout the day, each one has a unique visitation schedule:
  - High Daytime: Yonge North of Finch, Yonge North of Lawrence, Kingston/Lawrence.
  - High Nighttime: Danforth/Pape.
  - High Commuter (High early morning and early evening): Albion/Islington and Queen East of Victoria but also Yonge North of Carlton, Danforth East of Jones, Eglinton/Danforth Road, and Lakeshore/Islington are commuter based but also have a strong late night time economies.
  - Kensington Market tends to follow a different visitation pattern compared to the others. It has higher visitation in the afternoon and after hours.



### **Local Trade Area Analysis**

- On average, 30% of all visitation comes from within the 800 m local trade areas. This is equivalent to a 10 minute walk time. For main streets furthest from the core and those directly in the core the local trade area visitation is lower than average and for those near the core and inner suburbs the local trade area visitation is higher than average.
- Those retail commercial areas that have a higher proportion of local trade area customers include Lakeshore/Islington (44%), Danforth East of Jones (37%), Yonge North of Carlton (33%), and Kingston/Lawrence (32%).
- Queen East of Victoria (30%) and Eglinton/Danforth Road (30%) have average local visitation that increases on the weekends. Albion/Islington has average local visitation, but it becomes a more regional draw on the weekends.
- Those retail commercial areas that are more dependent on regional visitation include Yonge North of Lawrence (80%), Yonge North of Finch (80%), Danforth/Pape (74%), and Kensington Market (73%).
- Yonge North of Finch has a number of office towers located in the commercial district which feed the retail stores nearby partly causing an increase in regional visitation to the retailers. The other high destination oriented main street districts tend to have a unique specialty such as Greek for Danforth/Pape, high income appeal for Yonge North of Lawrence, or for Kensington Market it is an environment that provides unique socialization, food, food entertainment, and second hand clothing.

### **Regional Trade Area Analysis**

- The average distance travelled by 65% of the total visitation ranged from 2.3 km to 6.4 km. Those retail commercial areas with a tighter draw included Lakeshore/Islington (2.3 km), Albion/Islington (2.8 km), Danforth East of Jones (3.0 km), Eglinton/Danforth Road (3.3 km), Danforth/Pape (3.4 km), and Kingston/Lawrence (4.0 km).
- Some experienced a higher regional draw on weekdays compared to weekends. Weekend visitation tended to be more localized.
- Many experience a higher regional draw on weekends compared to weekdays due to the unique weekend experience such as Albion/Islington, Danforth/Pape, Kensington Market, Lakeshore/Islington, Yonge North of Carlton, and Yonge North of Lawrence.

### **DATA SOURCED**

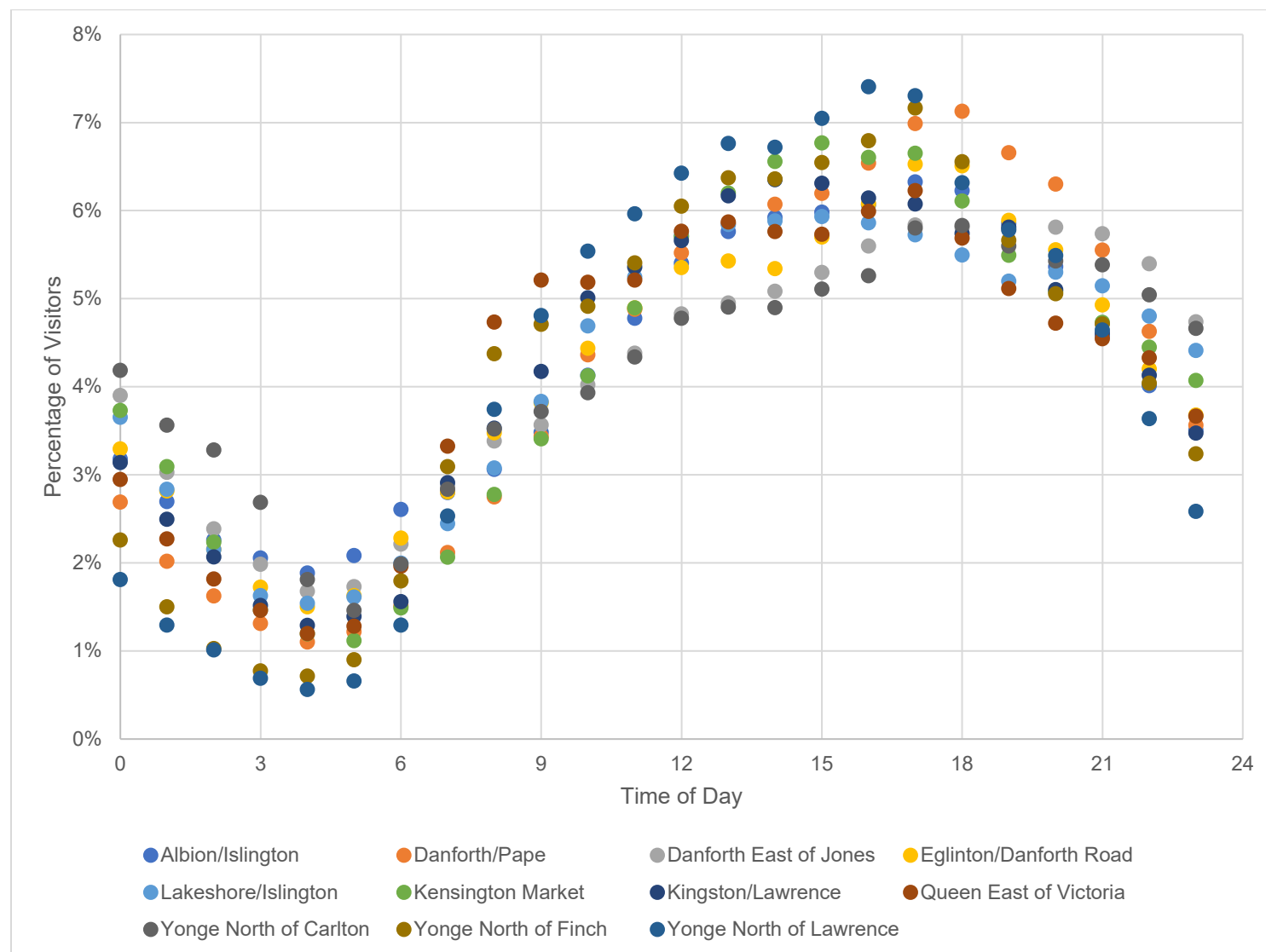
Source: Uber Media Inc.

Geography: Retail properties only for 11 case study boundaries

Data: January 2017 to December 2018



## VISITORS TO RETAIL COMMERCIAL BUSINESSES IN EACH CASE STUDY MAIN STREET AREAS



Source: Uber Media Inc.



## ABOVE AVERAGE VISITATION FREQUENCY BY TIME OF DAY

	Early Morning	Mid Morning	Lunch Period	Afternoon	Early Evening	Evening	After Hours
Albion/Islington							
Danforth East of Jones							
Danforth/Pape							
Eglinton/Danforth Road							
Kensington Market							
Kingston/Lawrence							
Lakeshore/Islington							
Queen East of Victoria							
Yonge North of Carlton							
Yonge North of Finch							
Yonge North of Lawrence							

Source: Uber Media Inc.



## LOCAL SERVING RETAIL COMMERCIAL: VISITATION FROM LOCAL TRADE AREAS

	<b>Weekdays</b>			<b>Weekends</b>		
	<b>400 m</b>	<b>800 m</b>	<b>Other</b>	<b>400 m</b>	<b>800 m</b>	<b>Other</b>
Albion/Islington	27%	3%	70%	25%	3%	72%
Danforth East of Jones	31%	6%	64%	33%	5%	62%
Danforth/Pape	20%	6%	74%	20%	6%	74%
Eglinton/Danforth Road	22%	7%	70%	24%	7%	69%
Kensington Market	24%	3%	73%	21%	3%	76%
Kingston/Lawrence	27%	4%	69%	29%	6%	64%
Lakeshore/Islington	40%	4%	56%	42%	3%	55%
Queen East of Victoria	26%	4%	70%	31%	4%	65%
Yonge North of Carlton	27%	6%	68%	29%	6%	65%
Yonge North of Finch	16%	4%	80%	21%	4%	75%
Yonge North of Lawrence	15%	5%	80%	17%	5%	77%
Average	25%	5%	70%			

Source: Uber Media Inc.



### LOCAL SERVING RETAIL COMMERCIAL: AVERAGE DISTANCE TO ACHIEVE 65% VISITATION (KM)

	<b>Weekdays</b>	<b>Weekends</b>	<b>Total</b>
Albion/Islington	2.7	3.2	2.8
Danforth East of Jones	3.0	3.0	3.0
Danforth/Pape	3.3	3.8	3.4
Eglinton/Danforth Road	3.3	3.4	3.3
Kensington Market	4.4	6.2	5.0
Kingston/Lawrence	4.0	3.6	4.0
Lakeshore/Islington	2.1	2.7	2.3
Queen East of Victoria	4.7	4.3	4.6
Yonge North of Carlton	5.8	7.2	6.4
Yonge North of Finch	6.2	5.3	6.0
Yonge North of Lawrence	5.3	5.1	5.2

Source: Uber Media



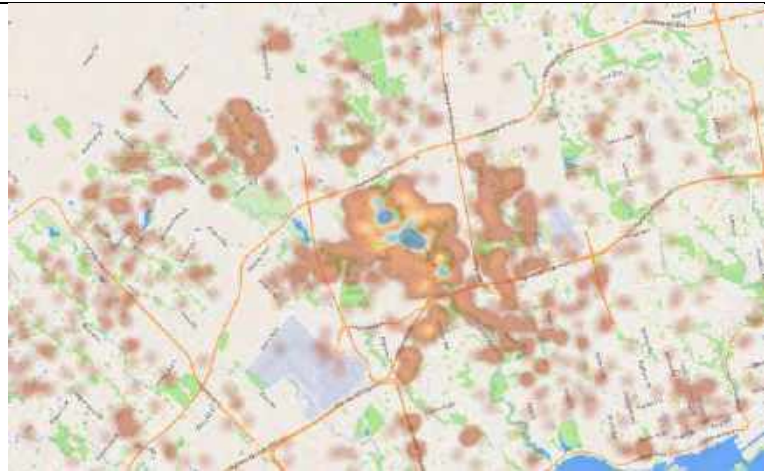
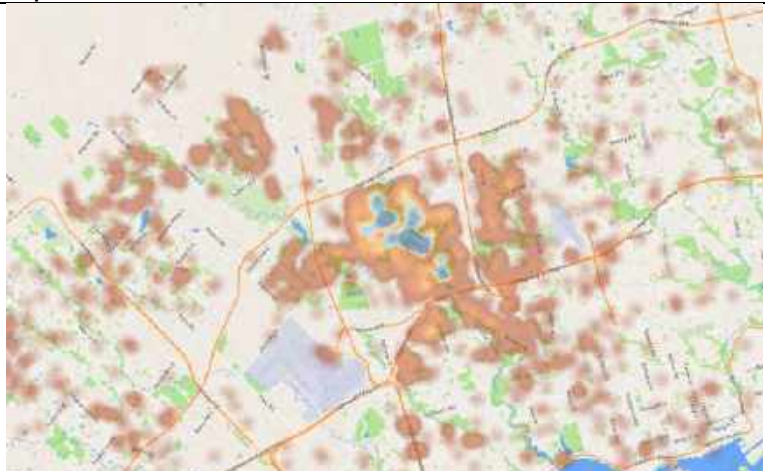


## AVERAGE HOUSEHOLD INCOME OF VISITORS FROM 400 M LOCAL TRADE AREA COMPARED TO AVERAGE

	<b>Average HH Income of Visitors from 400 m Local Trade Area</b>	<b>Average HH Income of Households Living in 400 m Local Trade Area</b>	<b>% Difference</b>
Albion/Islington	\$79,821	\$109,162	0.73
Danforth East of Jones	\$101,669	\$112,514	0.90
Danforth/Pape	\$116,306	\$147,595	0.79
Eglinton/Danforth Road	\$61,971	\$69,212	0.89
Kensington Market	\$73,307	\$88,362	0.83
Kingston/Lawrence	\$51,541	\$60,615	0.85
Lakeshore/Islington	\$67,872	\$82,161	0.83
Queen East of Victoria	\$98,376	\$111,720	0.88
Yonge North of Carlton	\$69,250	\$94,110	0.74
Yonge North of Finch	\$72,008	\$74,626	0.96
Yonge North of Lawrence	\$283,482	\$212,773	1.33

Source: Uber Media Inc.

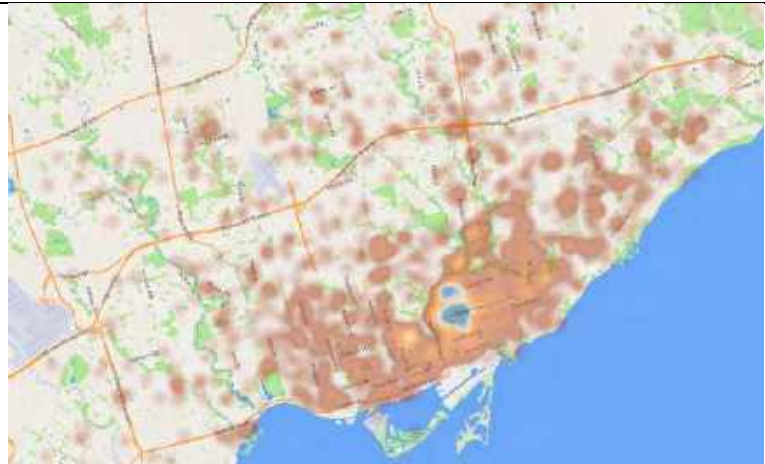
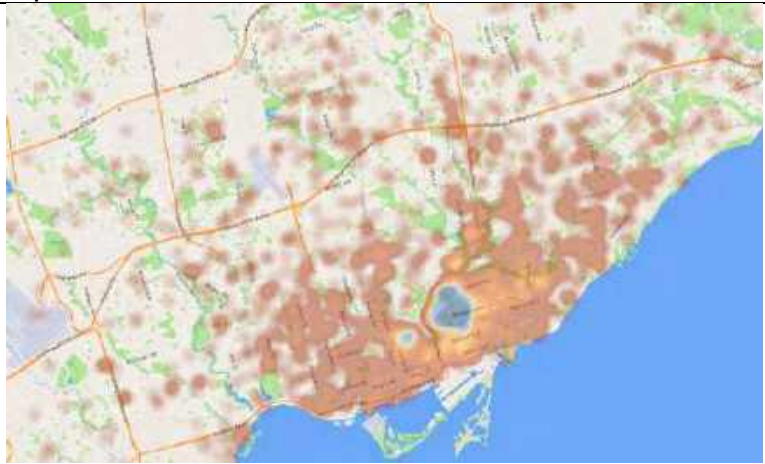

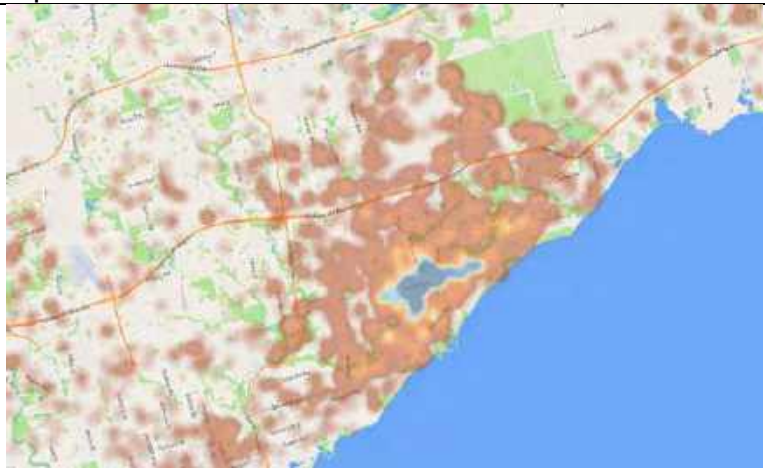


The following maps illustrate the extent of each case study visitation at key times: Noon and 6 pm. Blue accounts for the highest density of the visitors' home addresses, reds is second, and orange/yellow is third.





Albion/Islington	
Noon	6 pm
	
Danforth East of Jones	
Noon	6 pm
	









Danforth/Pape	
Noon	6 pm
	
Eglinton/Danforth Road	
Noon	6 pm
	



Kensington Market	
Noon	6 pm
	
Kingston/Lawrence	
Noon	6 pm
	






Lakeshore/Islington	
Noon	6 pm
	
Queen East of Victoria	
Noon	6 pm
	



Yonge North of Carlton	
Noon	6 pm
Yonge North of Finch	
Noon	6 pm





Yonge North of Lawrence	
Noon	6 pm
	



### **Findings:**

- Albion/Islington: draws from a wide area in the north west section of the City of Toronto as well as eastern Brampton.
- Danforth East of Jones: wide draw including Toronto Core, Dawes Road/Taylor Creek park area, but less draw from Scarborough.
- Danforth/Pape: draws locally especially to the north of Danforth Avenue to Cosburn Avenue and along Pape Avenue to the north as well as from Toronto Core areas.
- Eglinton/Danforth Road: Draws from throughout southern Scarborough south of Highway 401, skews east, but also includes draws from areas such as St. James Town.
- Kingston/Lawrence: extensive draw from east Scarborough both north and south of Highway 401 as well as into Pickering.
- Lakeshore/Islington: very tight trade area including areas to the east in Mimico Village and Humber Shores as well as west to Brown's Line.
- Queen East of Victoria: relatively tight draw including commuters during the weekday from the east as well as significant customer draws from the Garden District and Regent Park.
- Yonge North of Carlton: relatively local including Church and Wellesley area but draws primarily along north/south transit as well as York University.
- Yonge North of Finch: regional draw due to the office worker and transit function of the area including consumers from York University, Richmond Hill, and Don Mills Finch.
- Yonge North of Lawrence Village: broad draw primarily along north /south transit including consumers from Yonge Eglinton and Yonge Sheppard.