2022

Strathroy-Caradoc

REGIONAL COMMERCIAL SYSTEMS STUDY

Table of Contents

Executive Summary

The primary objective of this commercial study is to provide a long-term vision for the Municipality's designated commercial lands as part of the Official Plan (O.P.) Review. A core component of this study is a review of the amount of commercial land that currently exists, as well as identifying the amount of commercial development that would be required to serve future population and employment growth. Ensuring the quantity and suitability of commercial land is an important factor in not only servicing the needs of residents, but also current and future businesses.

A major provincial policy objective in the P.P.S., 2020 is that Municipalities ensure that land is available to accommodate a range and mix of land use over a 25-year horizon.[1] Designated commercial lands are an important source in accommodating employment in Strathroy-Caradoc, as approximately 20% of the Municipality's employment is accommodated on lands designated for commercial use. Over the next 25-years, it is anticipated that 19% of the Municipality's employment will be accommodated on designated commercial lands (includes downtown and other designated commercial lands). The built-form and type of commercial employment over the next 25-years is anticipated to evolve based on changes in consumer behaviours and key disruptors, such as e-commerce and technology. Further, a major thrust in provincial policy, such as the P.P.S., 2020 is to encourage more mixed-use developments that support complete communities' principles of encouraging pedestrian movement, increasing employment density and establishing a sense of place. Striking a balance in supporting mixed-use development and ensuring an adequate supply of commercial lands will be a key challenge for the Municipality going forward, especially with increasing pressure to accommodate residential development.

Detailed commercial space inventory of vacant and occupied space was completed for the Strathroy and Mount Brydges Urban Settlement Areas in March 2021 to understand the existing commercial conditions. As of March 2021, the urban settlements have approximately 1,009,000 sq.ft. (93,700 sq.m) of occupied commercial space and about 80,000 sq.ft. (7,400 sq.m) of vacant retail space. Overall, there is approximately 54 sq.ft. of commercial space per resident in Strathroy and 33 sq.ft. of commercial space per resident in Mount Brydges. The commercial space per resident in Strathroy is consider high relative to other markets in southern Ontario of comparable size (range from 30 sq.ft. to 65 sq.ft.), while the commercial space per resident in Mount Brydges is considered low. Generally, commercial space per capita is influenced by the ability of the urban area to reduce outflow of local retail spending (leakage) and its ability to capture sales from beyond the urban area (referred to as inflow). The high per capita in Strathroy is largely due to its role in serving the extended trade area with a greater selection of grocery stores and discount stores retailers (e.g., Dollarama, Giant Tiger and Walmart). Mount Brydges low commercial space per resident is largely due to a combination of a large leakage of

[1] P.P.S., 2020, policy 1.1.2.

local spending outside the community and limited draw of retail spending from customers outside the local area.

The Municipality's urban settlements have a combined average vacancy rate of about 7% as of March 2021 which is considered healthy in a balanced market. Vacant space is largely concentred in the downtown core of Strathroy. Kenwick Mall is a major source of vacant space in the downtown core of Strathroy with approximately 35,000 sq.ft./3,300 sq.m of vacant commercial building space. It is estimated that the Kenwick Mall contains just under half the downtown vacant space.[2] It is important to note since the time of the inventory, the Kenwick Mall has been under new ownership and undergone renovations. Nine vacant storefronts comprise the balance of the vacant commercial space in the downtown.

To understand the commercial demand within Strathroy and Mount Brydges, a trade area was delineated. The delineated trade area represents the extent of the farthest distance the majority of consumers are willing to travel to purchase retail goods and services. The size of the trade area depends on the mix of goods and services offered in the area, its proximity to competing markets, trade area barriers, mobility, and traffic flow. Generally, there are two types of trade areas: convenience and destination/comparison-based trade areas. The latter trade area is more expansive and competitive, while the former is more localized and serves the everyday needs of the local customer and drive-by motorist. The existing commercial base of the Municipality is primarily convenience based. The trade area of the Strathroy Urban Settlement Area includes the following municipalities:

- Municipality of Southwest Middlesex;
- Village of Newbury;
- Municipality of Adelaide Metcalfe;
- Municipality of North Middlesex;
- Township of Brooke-Alvinston (Lambton County); and
- Township of Warwick (Lambton County).

The trade area of Mount Brydges includes only the urban settlement area of Mount Brydges.

Within the trade area, Watson completed an inventory of the existing (built and vacant) commercial building space. It is estimated the Strathroy and Mount Brydges represent approximately 57% of the commercial space within the trade area. It is important to note that the City of London is a major competitor within Strathroy-Caradoc and is not included in the market area inventory. The City of London is considered primarily as retail destination for local residents and not consider a major source for the inflow of retail sales to Strathroy and Mount Brydges. The markets identified in the trade area contribute towards the demand potential for commercial space in Strathroy. It is estimated that the population of the Strathroy Trade Area (Primary and Secondary Trade Areas) will reach a population of approximately 61,400 by 2046, an increase of 14,600 over the 2021 to 2046 period, representing an annual average population growth rate of

[2] Data as of March 2021.

1.4%. As previously discussed, the Mount Brydges Trade Area includes only the Mount Brydges Urban Settlement Area.

A review of vacant designated commercial lands within the Strathroy and Mount Brydges was completed. The Strathroy Urban Settlement Area has approximately 29 ha of vacant designated commercial lands, while the Mount Brydges Urban Settlement has approximately 3 ha of vacant designated commercial lands. In addition to vacant commercial lands, there are significant opportunities for commercial intensification on underutilized commercial sites, in particular the Kenwick Mall site in Strathroy.

Over the next 25-years, it is anticipated that the Strathroy Urban Settlement Area has the potential to support an additional 350,000 sq.ft. (32,500 sq.m) G.L.A. of commercial space by 2046. A large component will include local-serving retail uses at approximately 73% of the commercial space. The other 27% of commercial space demand is anticipated to comprise Non-Food Store Retail, referred to as GAFO. This retail category is a comparison-based retail use. The Urban Settlement Area of Mount Brydges has the potential to support an additional 78,000 sq.ft. (72,000 sq.m) G.L.A. of commercial space by 2046. A large component will include local-serving retail uses at approximately 85% of the commercial space. The other 15% of commercial space demand is anticipated to comprise Non-Food Store Retail, referred to as GAFO. Further details are provided in Appendix F.

Based on review of supply and demand, Strathroy has a surplus of designated commercial lands of approximately 16 ha, while the Mount Brydges Urban Settlement Area has a sufficient supply of commercial land. Going forward it is anticipated that the demand for retail big-box retail such as those found in the Strathroy's southend will soften with the rise of e-commerce. Big-box users are at least 20,000 sq.ft. (1,900 sq.m) and are generally comprised of three categories – general merchandise retailers (e.g., Walmart and Canadian Tire), food store retailers and large specialty retailers, referred to as "category-killers" (e.g., Staples, Best Buy and Toys R'Us). Over the next 25-years, commercial growth in Strathroy and Mount Brydges is anticipated to be largely concentrated in small (less than 20,000 sq.ft./1,900 sq.m.) commercial and institutional uses (e.g., restaurants, health/medical offices, small office uses and daycare centres), as well as a moderate amount of commercial space that may require big-box retail space, including food store use and non-food store retail use (including discount retailers, similar to Winners and Dollarama).

A series of policy recommendations were provided in this report that build upon the existing principles of the Strathroy-Caradoc R.C.S. and the existing provincial and County of Middlesex policy frameworks. Each strategic recommendation outlines the current issues and opportunities associated with it, as well as policy or process-based actions for the Municipality of Strathroy-Caradoc to consider in its land-use and economic development planning activities.

Given the rise of e-commerce and other disruptors anticipated over the forecast horizon, policy enhancements to the Municipality's commercial structure will be required to ensure that the Municipality's commercial base grows with population.

The policy recommendations include the following:

- **Allow Commercial Areas to evolve into mixed-use sites while protecting commercial space for the long-term**
    - In order to ensure mixed-use developments on designated commercial sites support complete community principles and maintain an adequate mix of non-residential uses, the Municipality should consider the review of a proposed mixed-use development on designated commercial lands as part of a Comprehensive Review and/or as part of a Commercial Functional Study prepared by applicant.
- **Ensure that Mount Brydges can accommodate commercial demand given a sufficient supply of designated commercial land**
    - The Municipality should protect designated existing and vacant designated commercial lands in Mount Brydges.
- **Protect and enhance the function of the downtown core of Strathroy**
    - Maintain O.P. policies that protect the commerce function of the downtown core by requiring ground-floor retail uses to be occupied by commercial uses and directing residential above commercial uses.
    - Building on the Downtown Master Plan, 2020, consider identifying the Kenwick Mall site, as a special policy area that allows for a gradual transition of uses that complement the downtown core, including the opportunity to increase people and jobs density on site, allow for a greater intensity of residential uses that support the downtown and opportunities for parking.
- **Consider removing the minimum size threshold for free-standing retail outlets and the number of retail outlets in areas designated commercial in south end of Strathroy**
    - Municipalities have traditionally used minimum/maximum size threshold as an approach to control big-box and category-killer growth and protect downtown areas, by directing commercial uses that cannot be accommodated in the downtown to arterial road locations. This approach is losing relevance, especially in the context of Strathroy, as commercial growth is largely to be comprised of smaller retail uses. It is important to recognize that the downtown does not have the capacity to accommodate commercial growth anticipated. Best Practices in planning for commercial development is to create a vibrant commercial structure that includes a connected structure of nodes and corridors that supports communities through the urban area.
    - In order to ensure that vitality of commercial areas, the Municipality should consider removing the zoning-bylaw requirement of minimum size commercial floor area and number of retail outlet thresholds for free-standing retail uses.
- **Protect and direct commercial development in the established commercial nodes and corridors**
    - Develop O.P. policies that establish identify existing commercial nodes and corridors.
    - Provide policies that protect Commercial Areas, as well as Employment Areas by directing major retail uses (20,000 sq.ft./1,900 sq.m) to Commercial Areas.

Further, commercial uses within Employment Areas should include supportive commercial uses, such as hotels/motels, restaurants, fitness centres, office uses and commercial uses that cannot be accommodated in commercial areas due to storage requirements (e.g., pool and spa sales, building material sales, equipment sales and rental, etc.).
    - Commercial development in residential areas should include small-scale commercial uses that have a minimal impact on the function of the commercial structure.
- **Undertake regular and ongoing monitoring of Commercial Area land supply and demand**
    - Develop a system for tracking and monitoring commercial land supply and demand data, in accordance with the County of Middlesex O.P. policy on monitoring (policy 4.2) and building on baseline data provided in this R.C.S., to assist with longer-term planning and land-needs forecasting.
    - Track development enquires and potential issues with the O.P. policies to ensure the effectiveness of the O.P. in commercial development which can be reviewed at the next O.P. review.
    - Undertake a comprehensive update to the R.C.S. every five years at minimum.

1 Introduction

The Municipality of Strathroy-Caradoc identified the need to prepare a Regional Commercial Systems Study (R.C.S.) as a part of the Official Plan (O.P.) Review. A key objective of the study is to assess the anticipated commercial market demand in the Municipality over a 25-year horizon (i.e., 2046) and identify corresponding commercial land needs over the forecast period. The R.C.S. includes the following:

- A review of macro-trends and issues affecting retailing in Canada, including e-commerce, blurring of retail channels, shifts in demographics and changes in buying preferences;
- A review of complementary land uses within mixed-use lands and commercial blocks;
- The share of Strathroy-Caradoc's forecast employment that is anticipated on commercial designated lands (downtown and commercial land uses);
- A review of the commercial space within the regional market area (i.e., City of London and surrounding urban areas);
- A review of commercial space metrics in selected comparable markets;
- A detailed inventory of commercial space within Strathroy-Caradoc by commercial use;
- A gap analysis to identify commercial uses underrepresented within the local and regional area and the market potential to accommodate these uses over the forecast horizon; and
- A review of the commercial policy framework and policy directions.

2 Policy Context

The process of preparing the Municipality's new O.P. represents a Comprehensive Review (C.R.), in accordance with section 26 of the *Planning Act*. The O.P. must be consistent with the P.P.S., a provincial document that includes policy direction on matters of provincial interest related to land-use planning and development. The O.P. update is also an opportunity to ensure that O.P. policies continue to address evolving local priorities and changing community needs.

Commercial land policies and regulations, and other guiding documents, play a key role in guiding development activity. The following provides a summary of the relevant provincial and local regulatory and policy framework that relates to commercial areas and commercial lands. These policies provide a framework for the analysis and policy directions outlined in Chapter 9.

2.1 Provincial Context

The Provincial Policy Statement, 2020 (P.P.S., 2020) provides high-level policy direction for planning and regulating the development and use of land in Ontario. All decisions that affect land-use planning for municipalities across Ontario must be consistent with the P.P.S., 2020. A few key over-arching policy directions are summarized below.

The policies in section 1 of the P.P.S., 2020, Building Strong Healthy Communities, provide guidance for facilitating efficient land use and development policies to support "strong, livable, healthy and resilient communities," and protect the environment, public health, and safety of communities. Other policies in section 1 of the P.P.S., 2020 encourage the promotion of economic growth, diversification of the economic base, and employment opportunities in rural areas (Policy 1.1.4.1 f).

Facilitating economic development is outlined in Policy 1.3 of the P.P.S., 2020 and provides direction for a range of employment opportunities to ensure a diversified economic base. The policies encourage "facilitating the conditions for economic investment by identifying strategic sites for investment, monitoring availability and suitability of employment sites, including market-ready sites, and seeking to address potential barriers to investment" (Policy 1.3 c). The policies of section 1.3.2 on Employment Areas state that planning authorities should provide an appropriate mix and range of employment, and opportunities for a diversified economic base.

2.2 Official Plan for Middlesex County

The County's O.P. was adopted by the Council in September 1997[3] and gives the following provisions for guiding commercial development within the County:

In the Middlesex County O.P. (Policy 2.3.8), urban and settlement (community) areas are identified as the preferred growth areas, having a role as the primary locations for commercial development.

[3] Amended by O.P. Amendment No. 2, July 11, 2006.

The County identifies Strathroy and Mount Brydges as settlement areas in Strathroy-Caradoc. In addition to where growth should be directed and planned for, the County's O.P. also outlines the importance of preserving and protecting the large agricultural economic base, while also diversifying and attracting new opportunities (Policy 2.3.4).
The County also provides specifics on what it means to protect, preserve, and plan for employment growth and diversifying the County's economic base. For example, the policies focus on:

- Locating commercial uses along arterial county roads;
- Monitoring the supply of commercial and employment land to ensure that there is sufficient supply;
- Ensuring that commercial areas are serviced by modern infrastructure systems like roadways, rail line and telecommunication networks;
- Encouraging local municipalities for developing policies for commercial uses such as downtown commercial, highway commercial, shopping centre commercial (where appropriate), neighbourhood commercial and other commercial uses, as necessary; and
- Diversifying agricultural uses by allowing for farm-related industrial and commercial uses in accordance with section 3.3.5 of the O.P.

2.3 Municipality of Strathroy-Caradoc Official Plan

The Municipality of Strathroy-Caradoc consists of five settlement areas, i.e., Strathroy, Mount Brydges, Melbourne, Campbellvale and Delaware West. Of these, Strathroy and Mount Brydges are considered Urban Settlement Areas and are estimated to accommodate most of the growth. The Settlement Area of Strathroy is fully serviced and Mt. Brydges is partially serviced (full services only in certain locations). Melbourne is a partially serviced community by a municipal water supply system and does not have potential to accommodate significant growth. Future residential development is restricted for the remaining communities.

Commercial uses are outlined in section 3.3.2 of the O.P. for Strathroy and 4.3.2 for the Mount Brydges area. In addition, the Downtown Core is the predominant retail centre for Strathroy-Caradoc and the policies defining the area are detailed in section 3.3.1 of the O.P. These areas are identified in the O.P. in Schedule B.

Downtown Core

Primary uses within the Downtown Core designation include establishments essentially engaged in the buying and selling of goods and the offering of services, e.g., retail stores, banks, restaurants, offices, service shops, business and professional offices, personal service establishments, accommodation, and entertainment facilities. In addition, there are certain secondary uses permitted such as institutional and cultural uses, parkland and recreational uses, small-scale, low-impact industrial uses, and residential uses.

As per section 3.3.1.7, the O.P. recognizes the importance of re-positioning the downtown core in terms of fulfilling a more multi-functional role for the area as the main centre of the Municipality.

Commercial – Strathroy

As per section 3.3.2 of the O.P, the major concentration of commercial development outside the Downtown Core in Strathroy lies along Caradoc Street in the south end of the Urban Settlement Area of Strathroy. Elsewhere, commercial development has been more limited, occurring at various locations along Albert Street, Metcalfe Street and at the corner of Victoria Street and Pannell Lane in the north end of the Strathroy Urban Settlement Area. A significant corridor of commercial development has and continues to develop along Centre Road between Pannell Lane and Highway 402 north of the municipal boundary in the neighbouring Township of Adelaide Metcalfe. Within the Strathroy area, large-scale commercial development is to be directed south of Carroll Street on Adelaide Road, between Adelaide Road and Saxton Road. A major, new commercial area, known as Strathroy Crossing, is situated south of Carroll Street in the south end of the Urban Settlement Area.

Primary uses permitted within the designation include commercial uses envisaged to cater to customers arriving by motor vehicles as opposed to the focus on walkability which is a key design element in the Downtown Core area. In addition, there are multiple secondary uses such as multi-use shopping centres/malls, residential uses, institutional uses and small-scale industrial uses which are permitted in the designation. As per section 3.3.2.1 of the O.P, a detailed list of permissible uses shall be a part of the zoning by-law. The O.P. further provides for the preparation of improvement plans for Caradoc Street and Metcalfe Street, as shown on Schedule C of the O.P., focusing on elements such as streetscape, traffic, pedestrian amenities, utilities, and signage.

In addition to the commercial and downtown designated areas, certain Special Policy Areas identified in Schedule B of the O.P. also permit commercial uses in addition to their Industrial designation. These include Special Policy Area No. 2 – 779 Wright Street and Special Policy Area No. 3 – Second Street at Adair Boulevard[4]. Special Policy Area No.3 – OPA 9 allows for a specific commercial use, utility trailer sales.

Finally, a small commercial site has been identified in the North Meadows Secondary Plan on a parcel southwest of the intersection of Second Street and Adair Boulevard. The commercial site is intended to act as small retail and commercial service amenity area for local residents. The commercial site is located adjacent to Special Policy Area No. 3 (to the north) which permits industrial and commercial uses and is in proximity to institutional uses (to the northeast).

[4] The Special Policy Areas have not been included in the Commercial Land Inventory to avoid double counting as those parcels form a part of the Employment Land Inventory. Furthermore, a provision for some commercial uses on Employment Lands has been made as a part of the Municipality of Strathroy-Caradoc Official Plan Review - Employment Land Study.

Collectively, the uses surrounding Second Street and Adair Boulevard have the potential to create a community hub for local residents.

Commercial – Mount Brydges

As per section 4.3.2 of the O.P., areas designated for continued and future commercial uses comprise the established commercial core of Mount Brydges lying generally along Adelaide Road (County Road No. 81) between Regent Street in the north and King Street in the south, and 3 ha commercial node comprising of undeveloped lands lying on the westerly side of Adelaide Road south of Parkhouse Drive. These areas are shown in Schedule F of the O.P. These uses include commercial core (defined in section 4.3.2.2 of the O.P. as the established commercial areas in the settlement) and peripheral commercial (located at the main entrances of the Mount Brydges settlement area).

Primary uses permissible within the designation include general merchandise, specialty merchandise, food, auto-related uses, offices and service uses, as well as institutional uses and residential uses integrated with commercial uses. Further, other non-commercial uses considered compatible with commercial development may also be permitted within the designation.

3 Emerging Trends in the Retail Sector

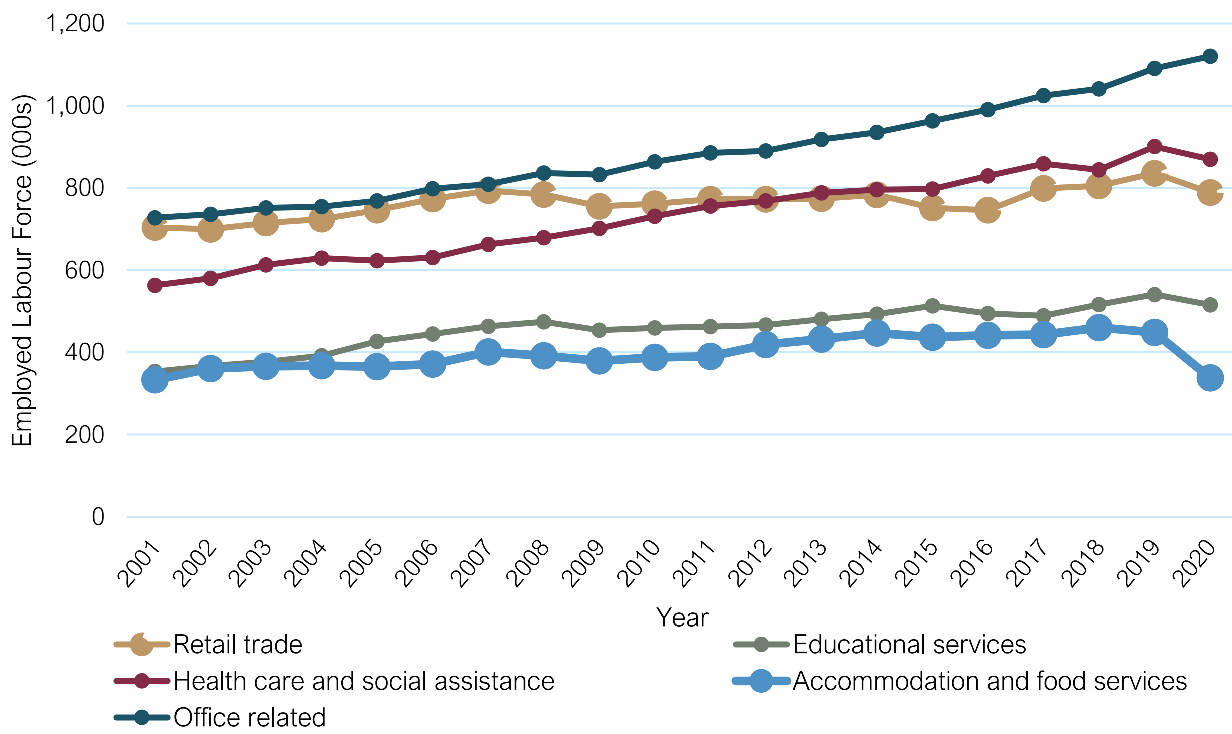
The following chapter provides a brief overview of macro trends in employment, and a review of national and provincial retail trends.

3.1 Labour Trends in Population-Related Employment Sectors in Ontario

Population-related employment (P.R.E.) sectors accommodate a broad range of employment sectors that primarily support the local and regional population base. A proportion of neighbourhood-serving population-related uses, such as home businesses, schools, and neighbourhood retail stores, can locate on residentially designated lands, subject to planning policies addressing their site-specific suitability. The majority of P.R.E. jobs, however, are accommodated in residential mixed-use, commercial, and institutional designations.

Figure 3-1 summarizes employment growth trends within P.R.E. sectors over the past two decades (i.e. 2001 to 2020) in the Province of Ontario.[5] While Figure 3-1 summarizes annual labour force data at the provincial level, similar trends were observed at the local level in Strathroy-Caradoc based on a comparison of Statistics Canada census data between 2001 and 2016.[6] As shown in Figure 3-1, employment within the retail trade sector has remained relatively stable over the period, while office-related and health care and social assistance have grown and become larger components of the employment base in Ontario. The expansion of these sectors has resulted in an increase of health-care practices and a rise in the number of office tenants within shopping centres and retail plazas, locations that provide convenience to their clients. These sectors typically can accommodate up to 30% or 40% of the gross leasable area (G.L.A.) space of a retail site. Other than office-based sectors, all sectors have experienced a decline in labour force between 2019 and 2020 as a result of the coronavirus disease (COVID-19) pandemic. This decline has been most evident in the accommodation and food services sector which had generally remained steady since 2001.

[5] Annual Statistics Canada labour force data that provides annual labour force data at this detailed level is only available at the provincial level. Statistics Canada labour force data at the Census Metropolitan Area (CMA) level does not disaggregate Retail Trade and Wholesale Trade as one employment sector category.
[6] Employment in Health Care and Social Assistance in Strathroy-Caradoc increased by 76% between 2001 and 2016, while Office-Related sectors increased by 18% and Retail Trade decreased by -5% over the same period.



Source: Derived from Statistics Canada Table 14-10-0023-01 by Watson & Associates Economists Ltd., 2021.

Figure 3-1: Labour Force Employment by Population-Related Sectors in Ontario, 2001 to 2020

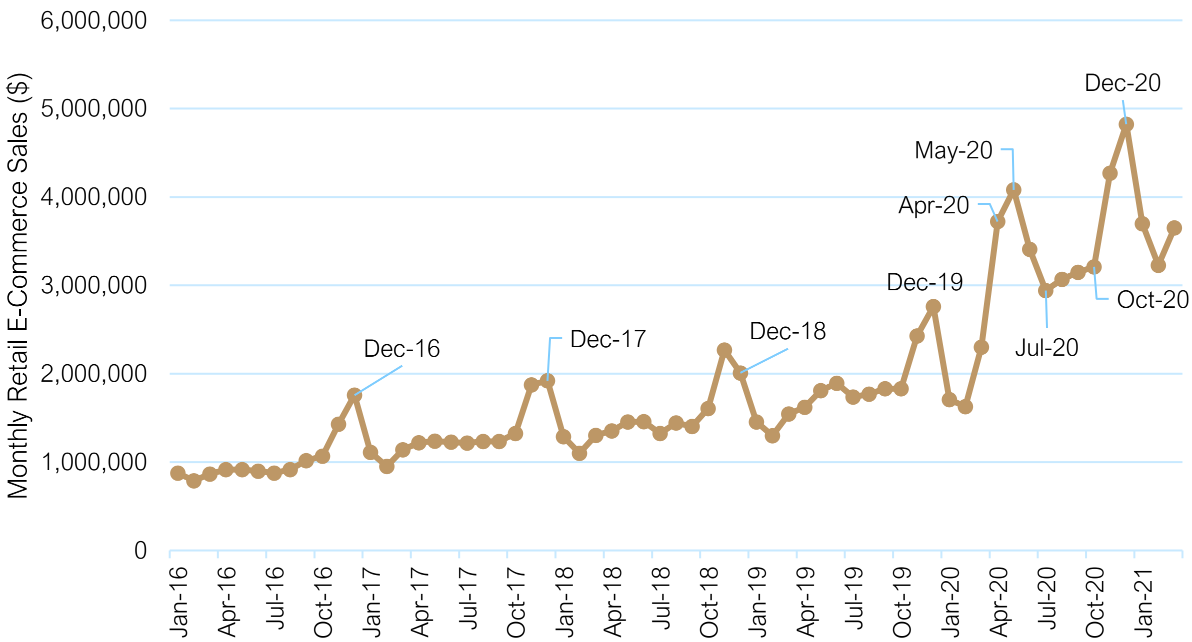
3.2 Changes in Consumer Behaviours and Commercial Disruptors

3.2.1 E-commerce Retail Sales

Figure 3-2 illustrates the monthly e-commerce retail sales since 2016. Since that time, e-commerce sales have increased significantly; between January 2016 and January 2021, there has been an increase of 322% in overall retail e-commerce sales. The COVID-19 lockdown which involved the temporary closure of stores in the second quarter of 2020, resulted in a significant increase in e-commerce spending. May 2020 represented the largest single-month increase in e-commerce spending in Canada. Retail e-commerce sales have risen steadily, with the proportion of online sales to total retail trade rising from 2.4% in 2016 to 6.3% percent in 2020.[7] Since May 2020, there has been subsequent temporary lockdowns. It is anticipated that e-commerce levels will eventually drop with the gradual re-opening of stores, restaurants and other service commercial uses in Canada post the COVID-19 pandemic.[8] Further, the digital impact of retail sales is even greater with mobile purchasing platforms (e.g., uberEats, Skip the

[7] Derived from Statistics Canada. Table 20-10-0072-01 Retail e-commerce sales.
[8] Adapted from Retail Insider article, Retail E-Commerce Explodes in Canada Amid COVID-19 Pandemic, prepared by Mario Toneguzzi, July 29, 2020.

Dishes) that support retail sales of local retailers by providing alternative platforms for purchasing products and services.

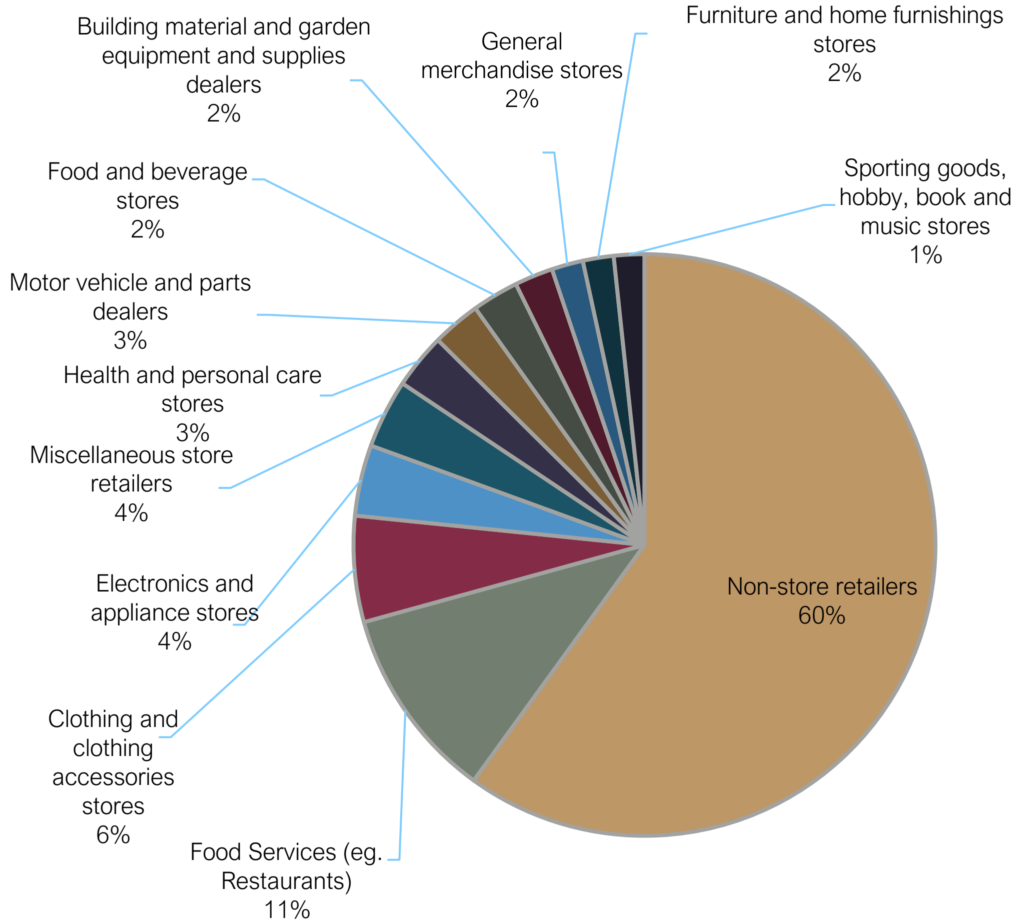


Source: Derived from Statistics Canada, Canadian Monthly E-Commerce sales, January 2016 to January 2021 by Watson & Associates Economists Ltd., 2021.

Figure 3-2: Monthly Canadian E-commerce Sales in Canada, January 2016 to January 2021

Figure 3-3 provides a summary of e-commerce sales by retail store type. As summarized, non-store retailers, businesses without a bricks-and-mortar retail store (e.g., Wayfair and Amazon), represent approximately 60% of retail e-commerce sales. The remaining 40% of retail e-commerce sales comprise retailers that operate bricks-and-mortar retail stores. Food services and clothing and accessories retailers represent the largest share of e-commerce sales among those operating bricks-and-mortar retail stores, while the remaining retail store categories represent a quarter of the e-commerce sales in Canada.[9]

[9] Data obtained from Statistics Canada, Table 20-10-0065 Retail Trade and Table 21-10-0232-01 Food Services and Drinking Places, 2019.



Source: Statistics Canada, Table 20-10-0065 Retail trade, retail e-commerce sales, 2019 and Food and Drinking Places, Table 21-10-0232-01 Food services and drinking places, e-commerce sales 2019 by Watson & Associates Economists Ltd., 2021.

Figure 3-3: Share of Canadian E-commerce Sales by Retail Store Type, 2019

National Commercial Trends

There have been some major retail trends influencing the commercial landscape across the country, which generally will influence the demand for retail and commercial space within the Municipality of Strathroy-Caradoc. These trends are discussed below.

3.2.2 Increasing Productivity of Retail Stores

Retailers are embracing the concept of "just-in-time retail" which involves using the latest technologies in controlling product inventory and applying scheduling techniques to provide the same product assortment with less real-estate square footage.

While "sales per square foot (sq.ft.)" has been a typical measuring metric for store performance, retailers are now also evaluating store performance based on meeting other corporate objectives, including enabling e-commerce sales or creating a showroom for brand experiences.[10]

3.2.3 Service-Based Commercial Uses Leading Commercial Growth

The rise of e-commerce has influenced the demand for retail square footage, in particular the demand for retail goods. While e-commerce has been capturing market share from goods-based retailers,[11] growth in service-based retailers[12] continues as they provide social experiences and other services that cannot be purchased remotely. Further, mobile delivery platforms, such as Skip the Dishes and uberEats are extending the customer reach of food service establishments, including adding convenience for food service establishments that do not offer their own delivery service. Service-based retailers typically have smaller footprints than goods-based retailers and, therefore, have greater flexibility for intensification areas. These service-based retailers are driving the intensification of retail plazas, power centres and shopping centre sites across Canada by adding retail space to parking lots and occupying vacant retail space previously inhabited by goods-based retailers.

PizzaForno Automated Pizza Oven, Queen Street, Downtown Elmvale.

3.2.4 Innovation in Retail Platforms and Delivery

As previously discussed, technology, specifically e-commerce, is providing opportunities for retail and service establishments to better reach customers. In addition, technology is also providing opportunities for innovation in retail platforms. Beyond bricks-and-mortar retail buildings, retailers and service providers are also investing in self-serve kiosks and providing

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[10] The "backroom" storage component of a retail store, the non-sales area, can comprise 10% to 20% of the G.L.A. of a commercial rental unit (C.R.U.). Improvements in inventory management can reduce the storage floor space requirements.
[11] Goods-based retailers are retailers that sell merchandise for consumption outside the store (i.e., household). Typically, the merchandise is groceries and durable goods.
[12] Service-based retailers include retailers that sell services (e.g., travel agency, hair salon and dry cleaner), commercial businesses that provide accommodations and entertainment (e.g., bowling alley, escape room, and cinema) and establishments that prepare food and drink items (restaurant and bar) that are consumed on site or for immediate consumption.

retail platforms on wheels, such as trucks converted to libraries to reach customers and provide access to library resources and staff assistance.

The automation of retail stores is anticipated to have an impact on the function of bricks-and-mortar retail stores, blurring the lines between warehousing and retail. National retailers are utilizing technology used in warehousing to improve profitability, including using robotics to track inventory and automating transactions. The key objectives of increasing automation in a retail store are to increase profitability of the retail and enhance convenience for customers.

Convenience is typically tied to the dominant mode of traffic to the store and is focused on reducing the time a customer spends at the store. Walmart Canada for example recently renovated an existing Scarborough store with a 22,000 sq.ft. (2,000 sq.m) fully automated fulfillment centre where customers drive up to automated kiosks that can serve more than five customers at a time.

Walmart Automated Retail Store, Sherman, Texas. Similar operation planned for select locations in Canada.
Image Source: Multi-Channel Merchant News

3.2.5 Small Store and “Right-Size” Store Format

The majority of Canada’s top retail players (e.g., Canadian Tire, Sobeys, and Loblaw), which have traditionally been “big-box” retailers, have developed small-store prototypes that range in size from 5,000 to 20,000 sq.ft. (460 sq.m to 1,860 sq.m). The small-store prototype is about serving a more defined targeted demographic from a smaller local trading area and pursuing infill opportunities that may have been overlooked in the past. The small-store footprint provides developers with greater flexibility in incorporating retail into mixed-use developments and small infill retail sites.

With the exit of large retailers from Canada within the past decade (e.g., Sears, Target, and Future Shop), retail property owners are redeveloping or breaking up big-box retail buildings into multiple retail units. Further, over the past few years, retailers have been rationalizing retail networks which has led to some store closures and downsizing of leased space to a “right-sized” footprint (i.e., leased space is being subdivided).

3.2.6 Redeveloping and Re-Purposing Aging Retail Sites

As the retail base is evolving, the retail-built forms of mature retail areas are becoming less desirable and require new building forms and a new tenant mix. As a result, municipalities and developers across Canada are exploring opportunities for the redevelopment of aging retail sites to other uses (i.e., mixed use) or other retail development concepts.

3.2.7 Farmgate Retail in the Rural Area

Farmgate retail businesses are market outlets on agriculture land where farmers sell agricultural and craft products directly to the consumer, local restaurants and caterers. Farmgate retail can range from a produce stand to an all-season store.
Farmgate retail has become an increasingly important component of rural tourism and commerce, especially within Middlesex County. Farmgate provides an opportunity for urban residents to connect with farmers, while providing an opportunity for farmers to supplement income with another revenue stream that contributes towards the long-term sustainability of farming. Provincial policies support this type of activity. The P.P.S., 2020 supports on-farm diversified uses which allow farms to explore options for generating income to help support agriculture for the long term.[13] Zoning by-laws accommodating this form of rural commerce range across Middlesex County. The Municipality of Strathroy-Caradoc's zoning by-law generally permits small-scale farmgate retail with some conditions. The Strathroy-Caradoc by-law permits seasonal fruit and vegetable stands in the Agriculture Zone with a maximum floor area of 50 sq.m and a requirement that the stand must be operated by individuals residing on the lot and only one employee that is not a resident shall be employed at the stand.[14]

Farmgate business are an important commerce function in the rural area. Farmgate businesses are not included in the commercial built space inventory.

3.3 National Commercial Outlook

Since the early 2000s, retail growth in Canada has primarily focused on infilling existing retail sites through "baby-box" retail pads (smaller retailers with a similar building design to big-box retailers) in power centres, expansions of regional shopping centres and retail growth oriented towards serving the local needs of a neighbourhood. National and regional retail trends suggest that retail growth will continue through infilling efforts on existing retail sites, with an emphasis on retail uses focused on local serving uses (e.g., food store, pharmacy), experiences (e.g., food services, escape rooms and bars), services (e.g., tutoring centres, dry cleaning, daycare, hair salon and medical/dental offices) and "bargain hunting" retail destinations with no e-commerce platforms (e.g., Dollarama, HomeSense and Winners). These retail uses tend to have a smaller retail footprint ranging from 1,500 sq.ft. (140 sq.m) up to 40,000 sq.ft. (3,700 sq.m) which provides more flexibility in accommodating mixed-use or intensification environments.

The anticipated population growth of Strathroy-Caradoc will continue to support demand for new local-serving retail, as consumers do not want to travel far to buy these products. Accommodating local-serving retail uses that contribute towards building walkable communities

[13] Provincial Policy Statement, 2020.
[14] The Municipality of Strathroy-Caradoc's zoning by-law, By-law 43-08, Consolidated November 2020, General Agriculture, p. 18.2.

should be a key objective in planning for intensification as well as greenfield areas. Despite the population growth anticipated, other retail uses that are more comparison based (e.g., general merchandise, apparel, furniture and electronics) are expected to grow at a slower pace due to Strathroy-Caradoc's proximity to the City of London and national retail trends.

As previously discussed, e-commerce and automation of retail stores is anticipated have an impact on the function of bricks-and-mortar retail stores, blurring the lines between warehousing and retail. Planning for retail uses will require a need to focus not only on the type of use, but a review of any secondary functions such as warehousing.

3.4 Key Retail Terms

The following provides a summary of key retail terms discussed herein.

- **Service-based retailers** include retailers that sell services (e.g., travel agency, hair salon and dry cleaner), commercial businesses that provide accommodations and entertainment (e.g., bowling alley, escape room, and cinema) and establishments that prepare food and drink items (restaurant and bar) that are consumed on site or for immediate consumption.
- **Personal Services** is a sub-set of service-based retailers and includes commercial services operating with a storefront and open to the public, and include the following: dry cleaners, hair/nail salons, spas, travel agencies, laundry services, weight loss centres, tattoo parlours, and tanning salons. Personal services are generally considered local serving uses.
- **Finance, Insurance and Real Estate (FIRE) and Business Services** is a sub-set of service-based retailers and includes commercial services operating with a storefront and open to the public. These uses are typically founded in the downtown core, retail plazas and small-scale office buildings in the Municipality of Strathroy-Caradoc, typically on lands designated for commercial use. The commercial inventory prepared for this study includes all office uses on designated commercial lands.
- **Goods-based retailers** are retailers that sell merchandise for consumption outside the store (i.e., household). Typically, the merchandise is groceries and durable goods.
- **Local-serving retail uses** accommodate the immediate retail and service needs of the local population. Typically, these uses are frequently visited, and customers are less likely to drive a far distance to compare prices. Local-serving retail uses are generally comprised of service-based retailers and select goods-based retailers, including grocery stores, liquor stores and drug stores.
- **Comparison-based retail uses** attract customers from a far distance where customers compare prices and selection at comparable retail stores. Often the savings on the product and access to a greater selection off-set the cost and time of travel. Examples of comparison-based serving uses include retailers that provide general merchandise, apparel, furniture, automotive sales, building supplies and electronics. Comparison-based serving uses are comprised of goods-based retailers.

- **Gross Leasable Area (G.L.A.)** is the floor area available for the exclusive use of a retail tenant. G.L.A. excludes common areas, elevators and stairways.

Grocery stores are often the largest local-serving retail uses and are considered anchors in supporting local retail.

Finance, Insurance and Real Estate (FIRE) and Business Services are often accommodated in retail buildings.

Further definitions of terms are provided in Appendix A.

4 Strathroy-Caradoc Retail Market Profile

4.1 Retail Trade Area

4.1.1 Accessibility and Commercial Structure Function

The commercial sector is comprised of a range of businesses that offer services and goods to customers locally and regionally in a bricks-and-mortar location. As previously discussed, the commercial sector includes office and retail uses. Within the commercial sector, the Municipality's retail base is oriented along arterial roads, and the location characteristics of these retail corridors make them highly accessible to the surrounding population base. The Municipality's existing retail network was developed based on a reliance on auto-oriented travel by its consumers.

The Strathroy downtown area represents the only retail area that encourages pedestrian activity within the Municipality. The visitation base and patronage of local retail and services within a downtown area are typically comprised of the local population and employees from within a 10-minute walk radius, in addition to residents from beyond the local area (which forms a greater part of the visitors due to the large number of FIRE and Business service uses prevalent in the Downtown Area) and tourists. Generally, the share of expenditures of the population and employment base in the local area, versus persons from beyond the local area, depends on the density and demographics of the local area and the relative strength of the downtown in attracting visitors. In small town markets such as Strathroy, where population density is low within the downtown area, there is a greater reliance in attracting tourism and the local population of the Urban Settlement Area.

Given the need to rely on customers from beyond the local area, convenient parking facilities are still required for downtown areas. Successful small-town markets accommodate parking facilities at strategic locations and encourage cross-shopping (shopping at multiple stores) that is pedestrian oriented through place-making and urban design principles. The Municipality of Strathroy-Caradoc Downtown Master Plan (2020) provides a plan for the downtown that supports these principles, including planning for a unified and accessible mid-block parking system, establishing gateways and improvements to the streetscape, create attractive public spaces to facilitate public events.[15] Further, the Downtown Master Plan (2020) considers the Kenwick Mall site as the largest opportunity for the downtown. The plan envisions the redevelopment of the Kenwick Mall site as a focus for intensive mixed-use development containing residential uses. Parking is envisioned to be contained in the interior of the block with a combination of surface parking and some parking structures. The redevelopment potential of

[15] Municipality of Strathroy-Caradoc, Downtown Strathroy Master Plan prepared by Re:public Urbanism, October 2020.

the Kenwick Mall has the potential to enhance the downtown core by improving access to the downtown and increasing the population density of the downtown core.

The commercial demand analysis in this report assumes a stronger and more vibrant downtown.

4.1.2 Trade Area Delineation

The delineation of a trade area is the initial step in determining the market demand for commercial space in an area. The delineated trade area represents the extent of the farthest distance the majority of consumers are willing to travel to purchase retail goods and services. The size of the trade area depends on the mix of goods and services offered in the area, its proximity to competing markets, trade area barriers, mobility, and traffic flow. Generally, there are two types of trade areas: convenience and destination/comparison-based trade areas. The latter trade area is more expansive and competitive, while the former is more localized and serves the everyday needs of the local customer and drive-by motorist. The existing commercial base of the Municipality is primarily convenience based. Provided below is a summary of the trade area delineation of the Strathroy Urban Settlement Area and the Mount Brydges Urban Settlement Area.

4.1.3 Visitor Origins

Watson utilized ping cellular phone data from a third-party provider.[16] Cellular pings are signals that are made periodically from cell phones to nearby cell towers. Each ping includes the cell phone's unique identifier (similar to an internet IP address). Third-party data providers are able to supply privacy-compliant customer data that identifies the number of unique visitors to a given retail site, including the frequency of visits over a time period and the origin of the visitor by postal code. Ping cellular data has become a common data source in understanding customer origins in the retail industry, replacing licence plate surveys.

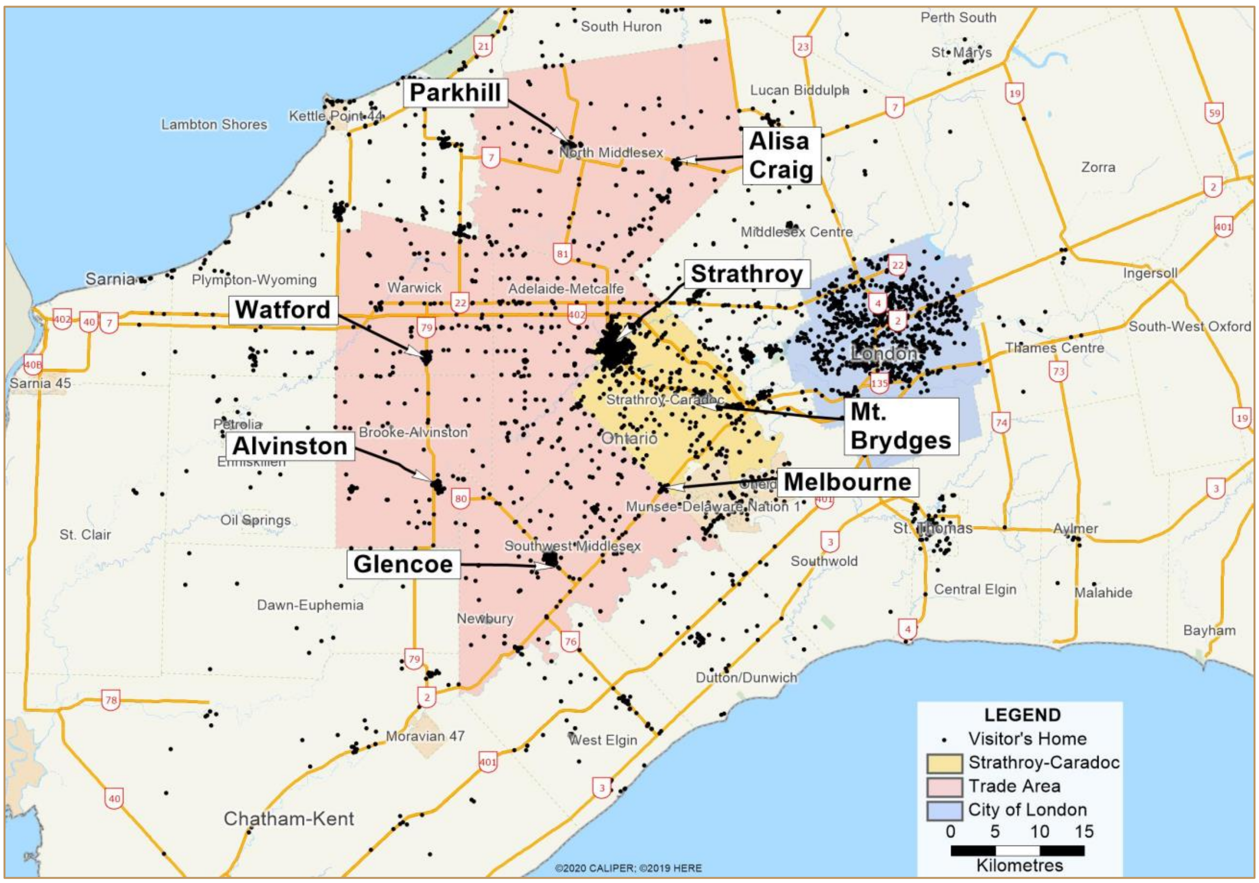
<u>Strathroy Urban Settlement Area</u>

The ping cellular data provided interesting insights into the patterns of visitors to Strathroy-Caradoc. The map in Figure 4-1a provides an illustration of people who visited Strathroy at least twice annually over the course of a six-year period (January 2014 to January 2020) based on the evening location of the mobile device (typically the home). Data was compiled based on the Adelaide-Carroll Road commercial corridor in Strathroy, specifically the area within the Strathroy Crossing and Walmart commercial development area. This survey area was selected based on the mix of local and regional serving retail uses, including a liquor store (LCBO), dollar store (Dollarama) and big-box retailers (Walmart and Canadian Tire). The data by the third-party provider screens out on-site employees and vehicular traffic. The sample represents over 8,100 visits and 82% of the sample is based on visits observed over the January 2017 and January 2020 period (18% prior to 2017). The survey data indicates that most visitors in this sample also visited other local retailers outside the survey area, including Food Basics, Crabby Joe's Restaurant, Real Canadian Superstore and Tim Hortons. As illustrated on the map, Strathroy

[16] uM Inc., data obtained from Vista Explorer application, January 2014 to January 2020.

attracts visitors from across Middlesex County, Lambton County and the City of London. The municipalities adjacent to Strathroy-Caradoc to the north and west are estimated to form the trade area of the Strathroy Urban Settlement Area, the area where Strathroy draws the largest concentration of customers. Based on the ping cellular data, the trade area of the Strathroy Urban Settlement Area includes the following municipalities:

- Municipality of Southwest Middlesex;
- Village of Newbury;
- Municipality of Adelaide Metcalfe;
- Municipality of North Middlesex;
- Township of Brooke-Alvinston (Lambton County); and
- Township of Warwick (Lambton County).



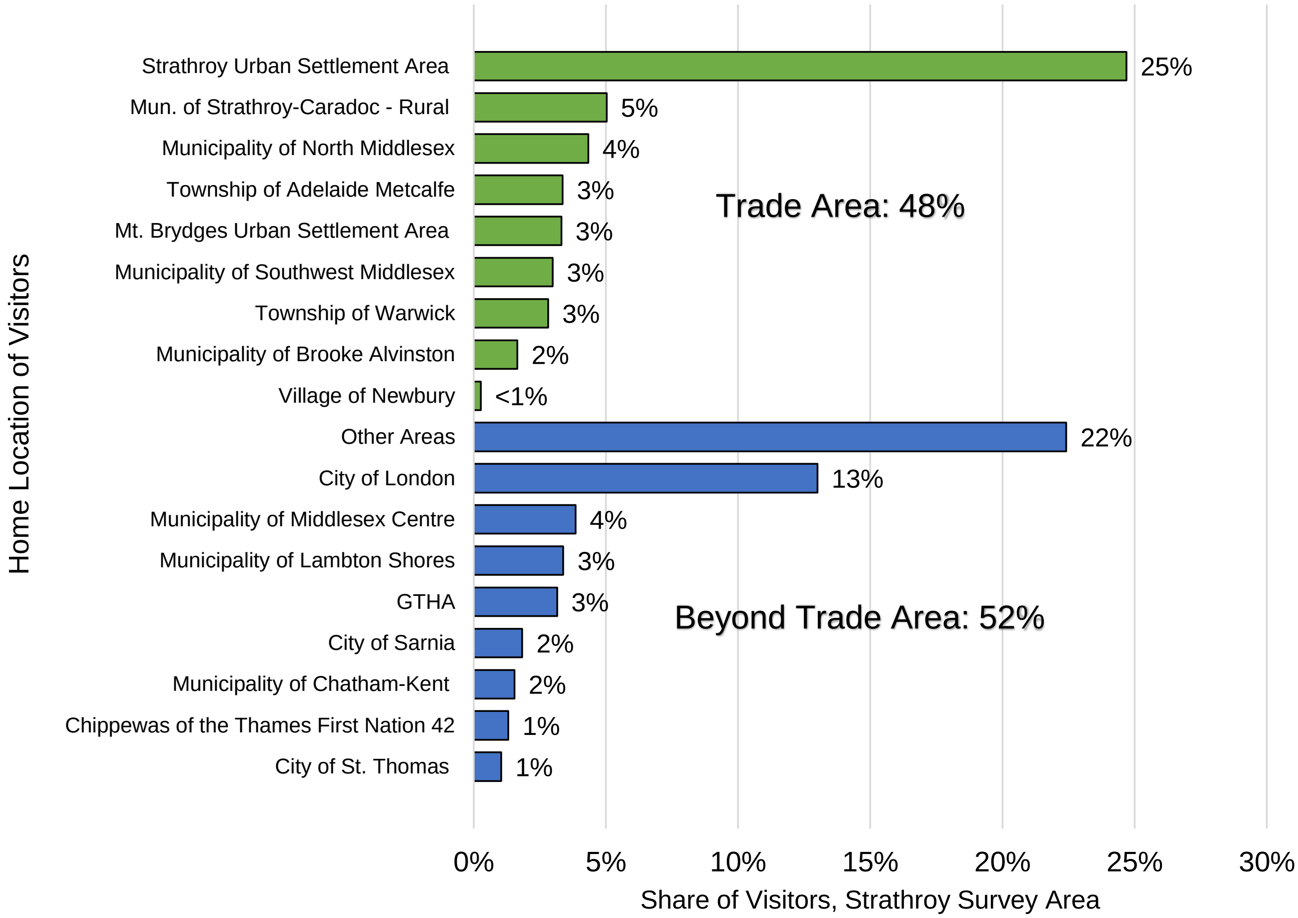
Source: Visitor data based on uM Inc. cellular ping data.

Figure 4-1a: Strathroy Trade Area and Visitor's Home Location, January 2014 to January 2020.

Figure 4-1b provides a summary of the survey sample based on the share of visits by customer origin. As summarized, approximately 48% of the visitors to the survey area are residents of the delineated Strathroy Trade Area. The share of visits from residents who live within the Strathroy Urban Settlement Area represents a quarter of the visitors to the survey area. It is important to recognize that while the local visitors only represent a quarter of visits to the area, these visitors are estimated to have a higher weighting in terms of expenditures at the local stores. Local residents generally shop more often at local stores, shop at a wider range of local stores and make larger purchases. It is estimated that Strathroy residents would represent most of the sales to Strathroy stores. Within the food store retail use, which is the retail use with the highest penetration of local retail sales, it is estimated that approximately 72% of food store retail sales are from Strathroy residents, while the extended trade area would represent 18% of the sales. It is estimated the remaining sales are from customers outside the trade area at 10%.[17]

Approximately 52% of the visits to the survey area were people from beyond the trade area, in particular residents from the City of London (13%). Strathroy's location on a major highway (Highway 402) and having one of the few exits with commercial services on the highway are considered primary reasons for the high portion of visits from outside the local area.

[17] Due to COVID-19 restrictions, a customer survey on spending patterns was not conducted.



Note: Based on a sample of 8,173 visitors. Data includes visitors who have made two or more annual visits over the Janunary 2014 to January 2020 period.
Soruce: Derived from uM Inc. mobile ping data by Watson & Associates Economists Ltd.

Figure 4-1b: Strathroy Trade Area and Visitor's Home Location, January 2014 to January 2020.

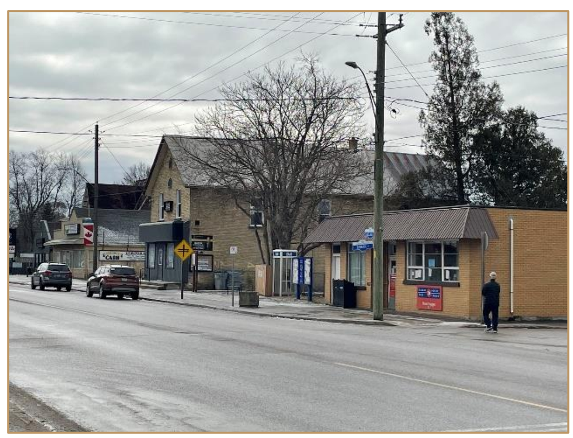
The share of employed residents commuting to other municipalities has an influence on the shopping patterns of residents. Generally, municipalities with a large share of outflow commuters experience a leakage of retail spending due to the opportunities for employees to shop near work or along their commute. Conversely, municipalities with a large share of inflow commuters generally benefit from an influx of retail spending from employees that reside outside the municipality. In addition to understanding the residence of visitors, the mobile ping data also identifies where the visitors typically spend most of the day. This data suggests the workplace of the visitor. Based on the mobile ping data, it is estimated that 33% of the visitors work (or spend the day) in the Strathroy Urban Settlement Area, while 20% of visitors work in the City of London and 5% work in the Mount Brydges Urban Settlement Area. The remaining 43% of visitors primarily work west of the City of London. This is generally consistent with Statistics Canada 2016 Census commuting data. It is estimated that more than half (53%) of those employed in the labour force in Strathroy-Caradoc commute outside the Municipality on a daily basis.[18] As a result, Strathroy has a very large portion of residents who are influenced by commercial shopping options near their place of work.

Mount Brydges Urban Settlement Area

The map in Figure 4-2a provides an illustration of people who visited Mount Brydges at least twice annually over the course of a six-year period (January 2014 to January 2020), based on the evening location of the mobile device (typically the home). Data was compiled based on the Mount Brydges Food Market and the east side of Adelaide Road from Glendon Drive to Parkhouse Road. The sample represents 7,950 visits (an estimated 990 visitors with the average visitor making eight trips). While the sample size is comparable to the Strathroy survey (8,100 visits), the Mount Brydges survey sample includes data that is more evenly distributed across the six-year period.

As illustrated on the map, the trade area of Mount Brydges is smaller than Strathroy. It is estimated that the trade area includes the Mount Brydges Urban Settlement Area. As summarized in Figure 4-2b, residents from the rest of the Municipality of Strathroy-Caradoc represent 25% of the visits to the Mount Brydges survey area. Mount Brydges' location on a regional highway between the City of London and the Strathroy Urban Settlement Area acts as an intercept retail location, providing convenient access to commuters on the way to and from work. Mount Brydges provides a group of local-serving retail uses that are conveniently clustered along a major arterial road (Adelaide Road), including bank branches, a post office, drug stores, a food store with alcohol sales, gas station and a fast-food outlet (Tim Hortons). Beyond the Municipality of Strathroy-Caradoc, Mount Brydges primarily attracts visitors from the City of London and other municipalities in Middlesex County. It is estimated that only 12% of the visits are from residents from outside Middlesex County and the City of London (compared to 39% in the Strathroy survey area).

Retail Uses, Mount Brydges.


Retail Uses, Mount Brydges.

[18] Statistics Canada, 2016 Census.

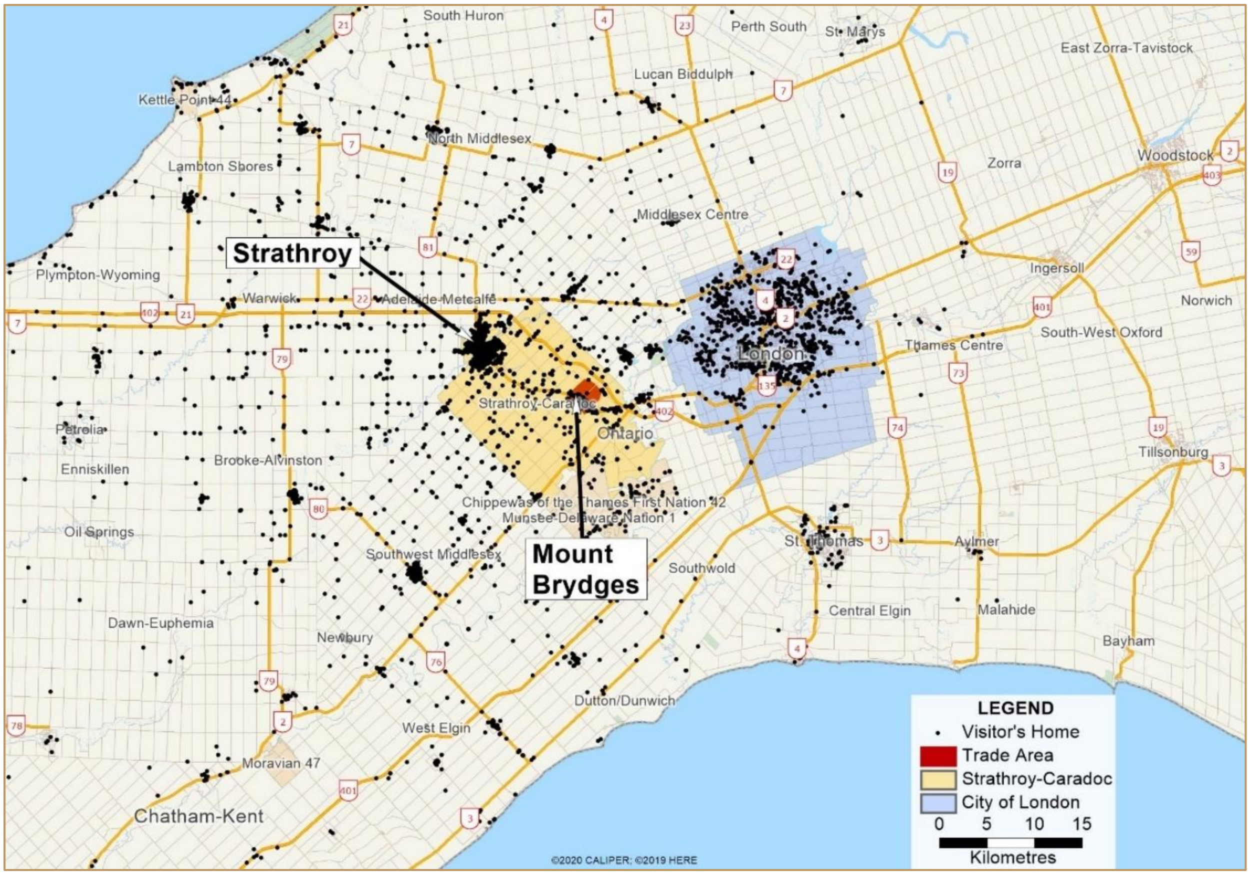
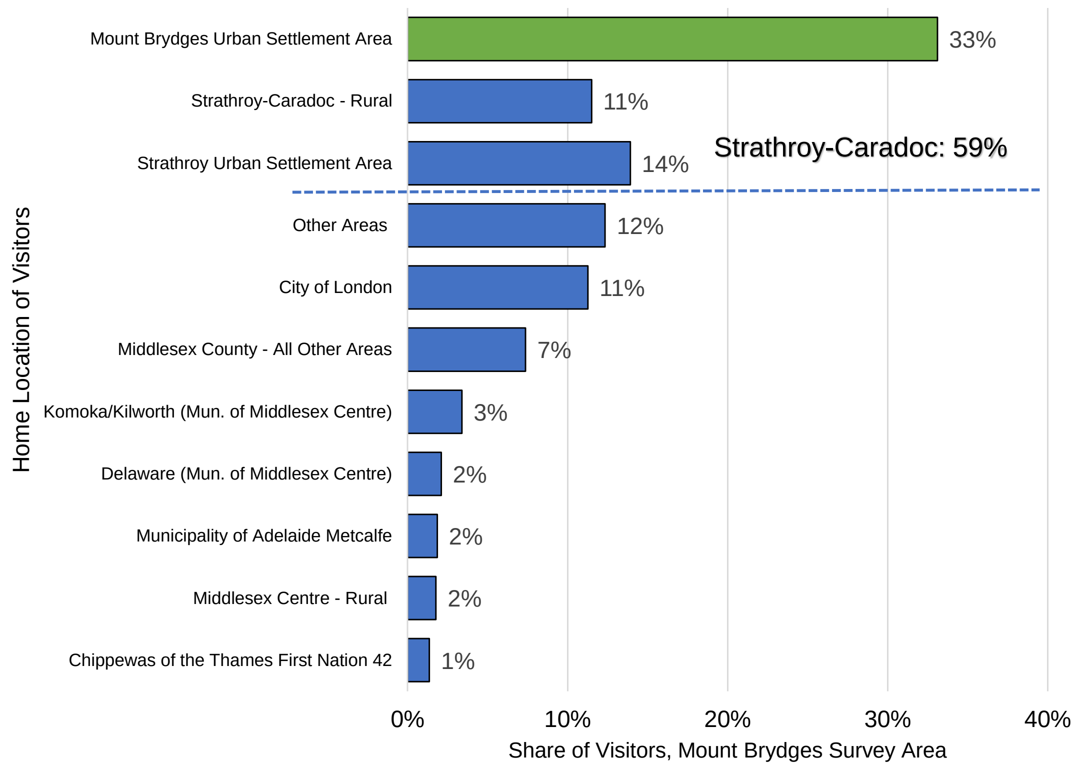


Figure 4-2a: Mount Brydges Trade Area and Visitor's Home Location, January 2014 to January 2020.



Note: Based on a sample of 7,948 visitors. Data includes visitors who have made two or more annual visits over the January 2014 to January 2020 period.
Soruce: Derived from uM Inc. mobile ping data by Watson & Associates Economists Ltd.

Figure 4-2b: Mount Brydges Trade Area, Visits by Origin, January 2014 to January 2020.

4.1.4 Regional Competition

As previously discussed, the trade area has been delineated for the Strathroy Urban Settlement and includes the Townships of Brooke Alvinston and Warwick in Lambton County and the Municipalities of North Middlesex and Southwest Middlesex, the Township of Adelaide Metcalfe and the Village of Newbury in Middlesex County. The trade area delineation also considers the proximity to surrounding urban areas which primarily include local-serving retail uses. It is estimated that the Strathroy Urban Settlement Trade Area competes with the City of London for local expenditures of residents, in particular purchases made at goods-based retailers (general merchandise, apparel, furniture, electronics and home improvement). In addition, Strathroy completes with the City of London in accommodating the local retail needs of residents in the extended trade area, in retail categories of grocery, pharmacy, food services, health services and personal services. Overall, the Strathroy Trade Area is estimated to have a significant outflow of retail spending of local residents to the City of London in retail categories related to goods-based retailers. On the other hand, Strathroy benefits as a service centre to motorists travelling on Highway 402 which supports the food services category.

As previously discussed, the Mount Brydges Trade Area delineation includes only the Mount Brydges Urban Settlement Area. It is estimated that residents within Mount Brydges make most of their purchases outside the Mount Brydges Urban Settlement Area. The outflow of retail spending from Mount Brydges residents to the City of London comprises a wider range of retail categories compared to the Strathroy residents.

Figure 4-3 provides an overview of large commercial areas in the City of London. In addition to retail areas, the City of London has a number of hotels and accommodation facilities which are mainly concentrated in the downtown core along Dundas Street and Wellington Road. The City of London accommodates a large retail base and provides goods-based retailers that attract customers from the regional area. Strathroy is approximately 18 minutes (25 km) from the City of London (Hyde Park Road and Fanshawe Road West) and Mount Brydges is 11 minutes (13 km) from the City of London (Westwood Centre).

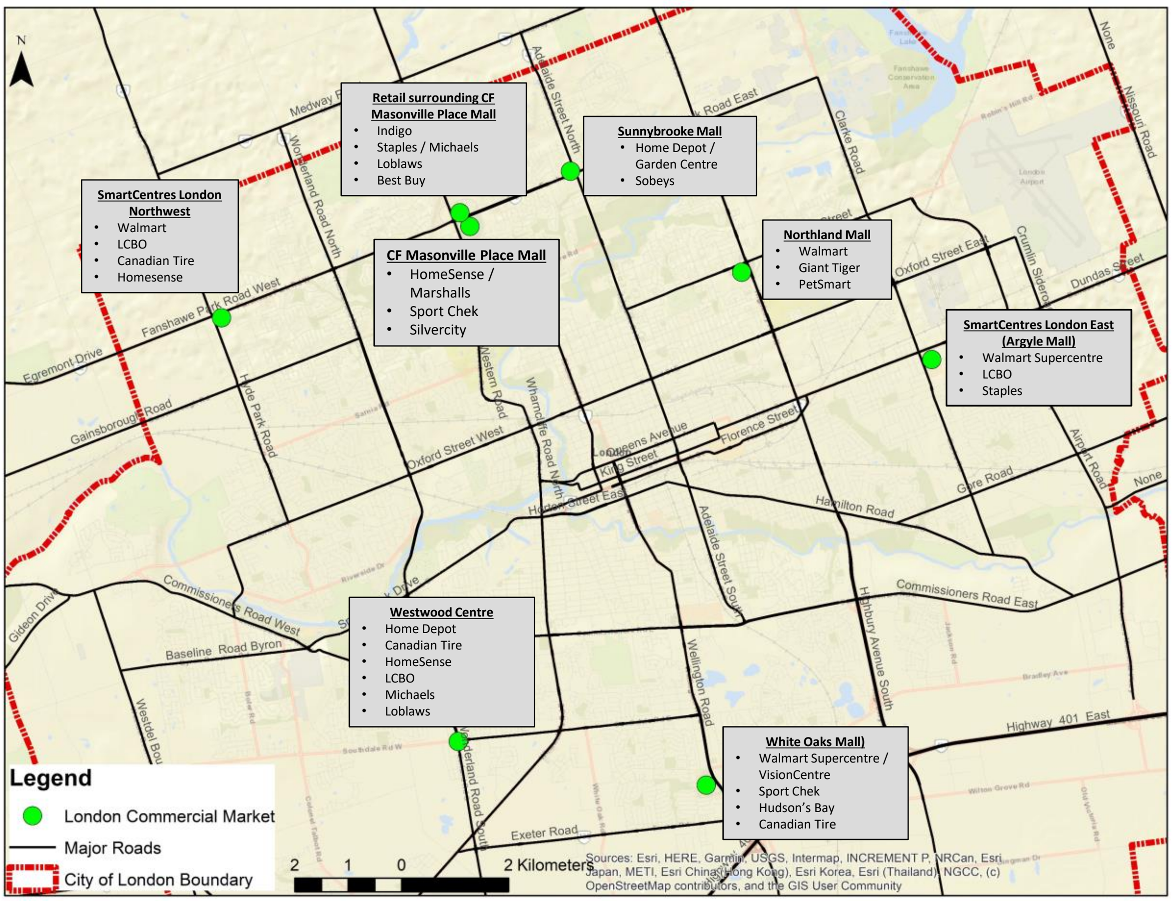


Figure 4-3: City of London - Large Commercial Areas

Figure 4-4 provides a map of the surrounding commercial competition,[19] while Figure 4-5 provides a summary of the estimated retail and commercial services space and drive-time

[19] It should be noted that an inventory of commercial space within the Chippewas of the Thames First Nation community was not conducted due to limited data availability.

distances to Strathroy and Mount Brydges. These markets are generally within a 30-minute drive from Strathroy and Mount Brydges. Further, market areas included in the figure below are not necessarily markets that are frequently visited by residents of Strathroy-Caradoc, but rather are markets where residents of those markets may visit Strathroy and/or Mount Brydges for retail and commercial services. It is important to note that the commercial G.L.A. includes vacant and occupied built commercial space as of March 2021. Proposed and potential commercial development is not included in the inventory.

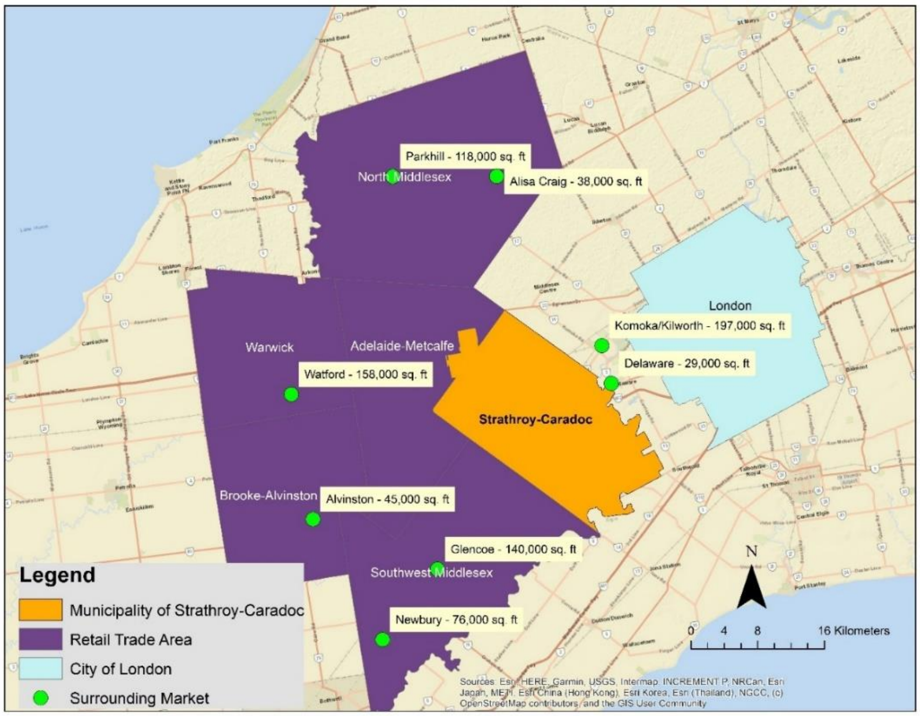


Figure 4-4: Map of Municipality of Strathroy-Caradoc and Surrounding Area Regional Commercial Context

As summarized in Figure 4-5, it is estimated that the surrounding markets, excluding the City of London, comprise approximately 801,000 sq.ft. of occupied and vacant retail space (40% of the commercial space in the market area). These markets are generally comprised of a smaller base of local-serving retail uses within a limited downtown area and arterial commercial strip and serve a small local trading area. Grocery stores (up to 15,000 sq.ft.), farm equipment/automotive dealers (up to 10,000 sq.ft.) and hardware stores (up to 50,000 sq.ft.) represent the largest retail uses in these small markets. Grocery stores within the extended trade area include Foodland, No Frills and independent banners. Home Hardware and Rona are the predominant hardware store in the extended trade area and is typically accommodated on large sites for on-site storage. Retail vacant space within the extended trade area is largely comprised of older buildings in the downtown core. Based on a review of the downtown cores of these markets it appears there are several retail storefronts that have been converted to residential uses (these uses are not included in the inventory).

Melbourne, a small settlement area that is within two municipal jurisdictions (Municipality of Strathroy-Caradoc and Municipality of Southwest Middlesex) has approximately 18,000 sq.ft. (1,700 sq.m.) of commercial space. Melbourne has a small food store, a convenience outlet and a farm equipment sales outlet. Just outside the settlement area there is a small service centre (310 Melbourne Rd.) with a restaurant and gas station. Commercial space outside the settlement area is not included in the inventory in Figure 4-5.

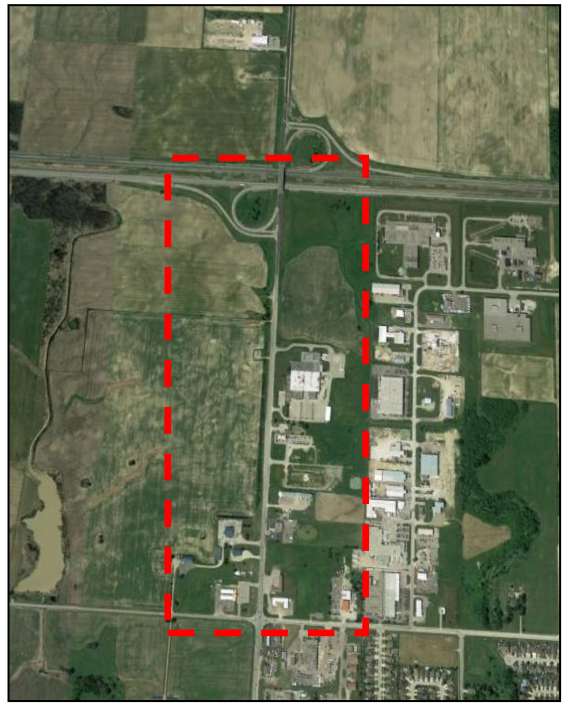
Surrounding Market Area	2021 Population Estimate[1]	Commercial Gross Leasable Floor Area (G.L.A.) Sq.ft.[2]	G.L.A. as a Percentage of Market Area %	Drive Analysis to Strathroy[3]	Drive Analysis to Mount Brydges[3]
Komoka/Kilworth (Mun. of Middlesex Centre)	6,000	197,000	10%	20 Minutes	10 Minutes
Watford (Township of Warwick)	3,900	158,000	8%	20 Minutes	25 Minutes
Glencoe (Mun. of Southwest Middlesex)	2,200	140,000	7%	20 Minutes	15 Minutes
Parkhill (Mun. of North Middlesex)	1,800	118,000	6%	15 Minutes	30 Minutes
Newbury (Village of Newbury)	<1,000	76,000	4%	30 Minutes	25 Minutes
Alvinston (Mun. of Brooke-Alvinston)	<1,000	45,000	2%	20 Minutes	30 Minutes
Ailsa Craig (Mun. of North Middlesex)	<1,000	38,000	2%	15 Minutes	25 Minutes
Delaware (Mun. of Middlesex Centre)	1,600	29,000	1%	15 Minutes	5 Minutes
Total Surrounding Market Areas		801,000	40%		
Centre Road Commercial Corridor (Township of Adelaide Metcalfe)	n/a	111,000	12%	<5 Minutes	10 Minutes
Municipality of Strathroy-Caradoc					
Strathroy	16,900	986,000	52%	-	10 Minutes
Mount Brydges	2,900	102,000	5%	10 Minutes	-
Melbourne	<1,000	18,000	1%	15 Minutes	10 Minutes
Total Municipality of Strathroy-Caradoc		1,106,000	58%		
Total		1,907,000	100%		

[1] Based on estimates by Watson & Associates Economists Ltd. Includes undercount.
[2] The measurement of Gross Leasable Area is an estimate for the surrounding market areas based on Google Earth Imagery. Commercial space includes vacant and occupied space. A wide range of commercial uses are included: traditional retail uses, food services, service commercial and automotive uses (fuel station and automotive dealerships).
[3] Drive-Time analysis is an approximate drive-time based on information derived from Google Maps. Drive-times have been rounded to 5-minute increments.
Note: Only relevant small settlement areas with retail uses totalling at least 15,000 sq.ft. are included, such as those within the Municipality of Strathroy-Caradoc and in proximity to the Municipality.
Source: Watson & Associates Economists Ltd.

Figure 4-5: Municipality of Strathroy-Caradoc and Surrounding Area Regional Commercial Context

4.1.4.1 Adelaide Metcalfe Centre Road Commercial Corridor

In addition to the surrounding markets, there are approximately 111,000 sq.ft. (10,300 sq.m) of occupied commercial G.L.A. within the Township of Adelaide Metcalfe's Centre Road Commercial Corridor. While this commercial space is situated within the Municipality of Adelaide Metcalfe, the commercial uses function as part of the local retail system of the Strathroy Urban Settlement, as this corridor is adjacent to the urban area of Strathroy to the east and south. The Centre Road Commercial Road is also adjacent to the Highway 402/Highway 81 Interchange. Commercial uses within this corridor include automotive dealerships (two locations), home building store (two locations), restaurants (two locations), several gas stations and a hotel (Strathroy Motor Inn). A large hotel (Holiday Inn Express), a convenience store, two fast-food restaurant (Wendy's Restaurant and unknown outlet) and a gas station are under construction within the Centre Road Commercial Corridor.



Adelaide Metcalfe Centre Road Commercial Corridor

According to the Township of Adelaide Metcalfe Official Plan, the intent of the Centre Road Commercial Corridor:

> "is to concentrate these uses in one area to provide an attractive, fully-serviced commercial node sufficiently separated from agricultural, residential and downtown commercial uses. The lands comprising the Commercial Corridor form a gateway feature, extending along Centre Road from Provincial Highway 402 south to Pannell Lane at the municipal boundary of Strathroy-Caradoc."[20]

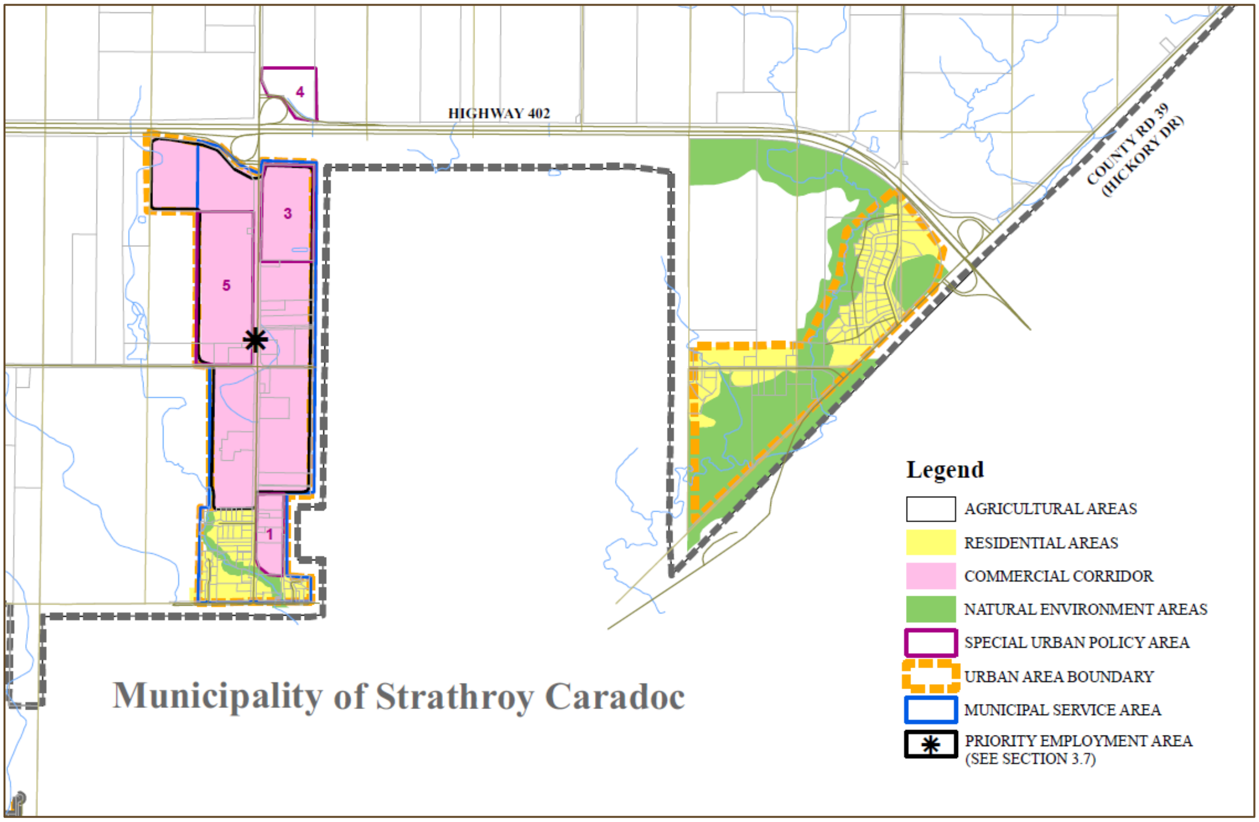
Further, according to the Township of Adelaide Metcalfe O.P., permitted uses within the Centre Road Commercial Corridor include destination-oriented uses to serve the travelling public, including automotive, farm and construction of equipment, building supply, home improvement, hardware outlets and other large format free-standing retail and similar uses as permitted within the zoning by-law. Commercial plazas and small-scale free-standing retail and offices are not permitted within the Commercial Corridor. In addition to commercial uses, a limited range of light industrial uses are permitted including small-scale warehousing and wholesaling. New industrial uses that engage in on-site manufacturing or processing are not permitted.[21]

Given the amount of vacant designated commercial land (discussed later in Chapter 5) within the Commercial Corridor and proximity to the highway interchange, it is anticipated that this corridor will continue to capture a portion of Strathroy's retail potential of automotive-oriented

[20] Township of Adelaide Metcalfe Official Plan, May 2021 Consolidation, policy 3.3.4., p. 28.
[21] Ibid.

uses (gas stations, dealerships, fast-food restaurants and equipment sales), accommodations and building supply stores. It is important to note that the vacant lands within this area are not fully-serviced (water/wastewater) as discussed later in Chapter 5.

Figure 4-6 provides a map of the designated land area of the Centre Road Commercial Corridor from the Township of Adelaide Metcalfe Official Plan.



Source: Township of Adelaide Metcalfe Official Plan, Schedule 2-A.

Figure 4-6: Township of Adelaide Metcalfe Centre Road Commercial Corridor

4.1.4.2 Accommodation Space in the Surrounding Market Area

As previously discussed, the City of London offers a number of accommodation facilities, the largest concentration within the London Census Metropolitan Area (C.M.A.). Within the market area (as previously defined in Figure 4-4), there are only five small accommodation facilities (less than 40 rooms) that serve visitors to the local area. In total the accommodation facilities supply up to 62 rooms, as summarized in Figure 4-7. Within the Strathroy Urban Settlement, there is only one accommodation facility, a boutique inn located in downtown Strathroy with eight rooms above a fine dining restaurant (Clock Tower Inn). A large accommodation facility is under construction within the Adelaide Metcalfe Centre Road Commercial Corridor with approximately 90 rooms.

Demand for accommodation space is driven not only by tourism, but also supports industrial and office employment sectors, in particular the construction and utilities sectors.

Accommodation Facility	Address	Area	G.L.A. Sq.ft.	Rooms
Countryside Motel	3343 Egremont Dr.	North of Highway 402 (Adelaide Metcalfe)	11,000	15
Strathroy Motor Inn	28540 Centre Rd.	Centre Rd. Commercial Corridor (Adelaide Metcalfe)	17,800	33
Clock Tower Inn	71 Frank St.	Downtown Strathroy	4,000	8
Texas Longhorn Ranch	1745 Melwood Dr.	Rural (Adelaide Metcalfe)	unknown	2
Main Street Motel	234 Main St.	Downtown Parkhill (North Middlesex)	3,000	5
Total			35,800	63
Under Construction				
Holiday Inn Express	28610 Centre Rd.	Centre Rd. Commercial Corridor (Adelaide Metcalfe)	56,000	90

Source: Watson & Associates Economists Ltd.

Figure 4-7: Accommodation Space within the Market Area

4.1.4.3 Commercial Space Per Capita by Market

Figure 4-8 provides a summary of the regional commercial space on a per capita basis based on occupied space. Commercial space per capita, the measurement of commercial built space relative to population (commercial space/population), ranges from 18 sq.ft. per resident in Delaware to 62 sq.ft. per resident in Parkhill and Glencoe. Generally, commercial space per capita is influenced by the ability of the urban area to reduce outflow of local retail spending (leakage) and its ability to capture sales from beyond the urban area (referred to as inflow). Mount Brydges is estimated to have 33 sq.ft. per resident which is comparable with Komoka/Kilworth. It is important to recognize the Komoka/Kilworth has a larger commercial base than Mount Brydges. The commercial space per residential metric is comparing retail space relative to population base. The commercial space per capita in Strathroy is estimated at 54 sq.ft. per resident. Comparable markets (in terms of population size) to Strathroy in southern Ontario range from 30 sq.ft. to 65 sq.ft. per resident. Strathroy has a per capita that is considered high. The high per capita is largely due to Strathroy's role in serving the extended trade area with a greater selection of grocery stores and discount stores retailers (e.g., Dollarama, Giant Tiger and Walmart).

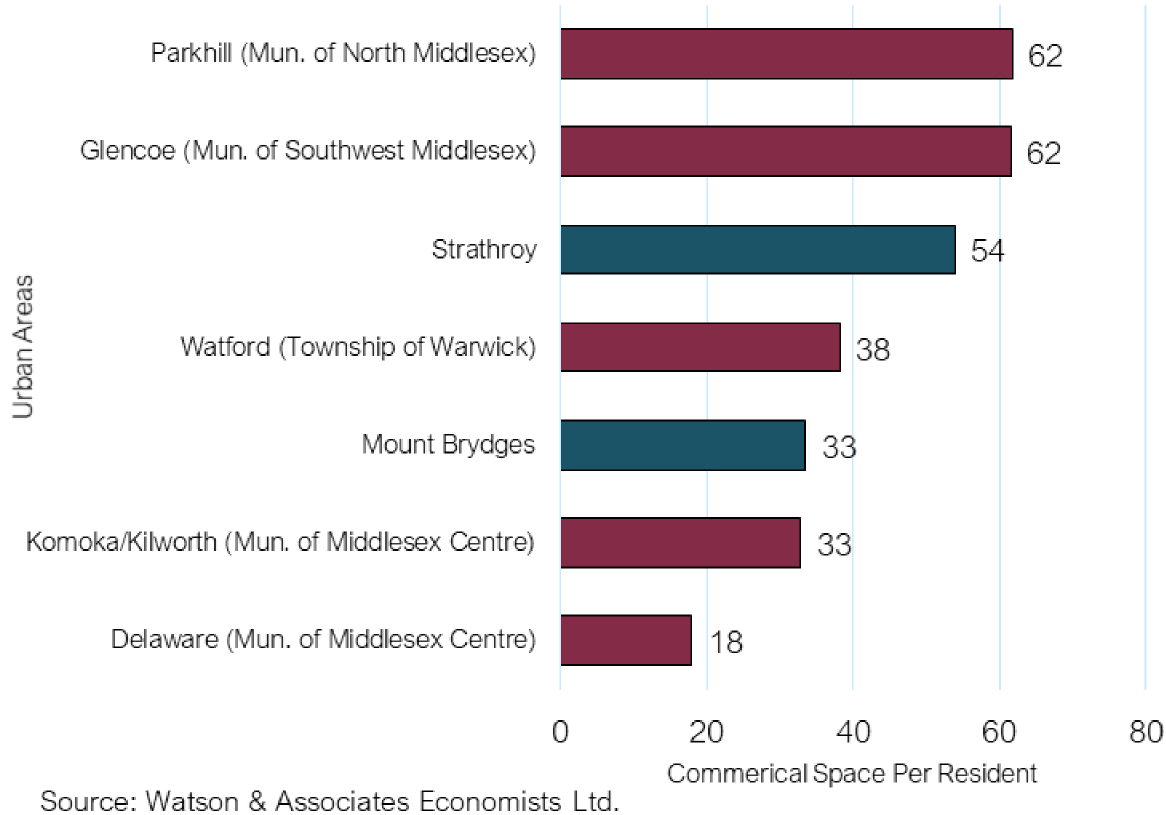


Figure 4-8: Regional Comparison of Commercial Space per Capita, 2021

4.1.5 Trade Area Population Components

Figure 4-9a provides a summary of the trade area population components of the Strathroy Urban Settlement Area Trade Area.[22] As summarized in Figure 4-9a, a forecast has been provided from 2021 to 2046 to be consistent with the growth horizon in the O.P. Review.

It is estimated that the population of the Strathroy Trade Area (Primary and Secondary Trade Areas) will reach a population of approximately 61,400 by 2046, an increase of 14,600 over the 2021 to 2046 period, representing an annual average population growth rate of 1.4%. As previously discussed, the Mount Brydges Trade Area includes only the Mount Brydges Urban Settlement Area.

[22] The forecast population for areas within Middlesex County was derived from the County Growth Allocation Study conducted in 2020 by Watson & Associates Economists Ltd. For Lambton County, the estimated population has been derived from the population projection report of 2017 and background work used to prepare the development charges study forecasts for the Township of Warwick.

Period	2021	2046	2021-2046
Strathroy Urban Area	16,900	24,300	7,400
Mount Brydges Urban Area	2,900	7,100	4,200
Rural Area	4,300	4,000	-300
Municipality of Strathroy-Caradoc (Strathroy Primary Trade Area)	24,100	35,400	11,300
Brooke Alvinston	2,600	2,500	-100
Warwick	3,800	5,300	1,500
North Middlesex	6,600	7,200	600
Southwest Middlesex	6,000	6,600	600
Adelaide Metcalfe	3,200	3,700	500
Newbury	500	700	200
Extended Trade Area (Strathroy Secondary Trade Area)	22,700	26,000	3,300
Total Trade Area	46,800	61,400	14,600

Source: Watson & Associates Economists Ltd.

Figure 4-9a: Municipality of Strathroy-Caradoc - Trade Area Population

Most of the population growth in the delineated trade area is anticipated within the Municipality of Strathroy-Caradoc, as summarized in Figure 4-9b. Population growth within the extended trade area is estimated at only 3,300 persons over the next 25 years. As such, over the forecast horizon, growth in the retail sector of Strathroy-Caradoc is expected to be largely driven by population growth within the Municipality.

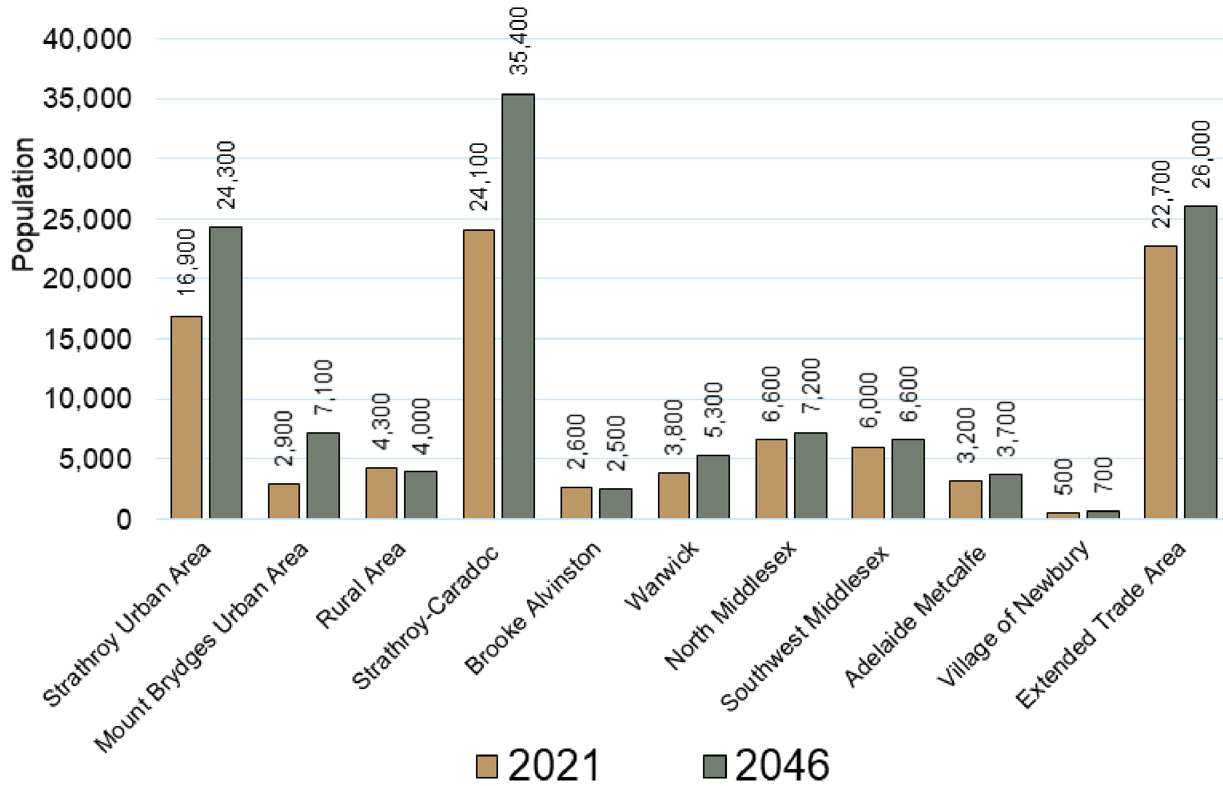


Figure 4-9b: Municipality of Strathroy-Caradoc - Trade Area Population Growth, 2021 to 2051

4.1.6 Trade Area Average Household Income

Figure 4-10 provides a comparison of the average household income per capita (a commercial metric that identifies the relative purchasing potential based on income and household size). As summarized in Figure 4-10, the Municipality of Strathroy-Caradoc has a lower household income per capita (column D) than the Province, the County of Middlesex, and the London Census Metropolitan Area (C.M.A.). While the average household income (column B) of Strathroy-Caradoc is comparable to the County and the London C.M.A., on a per capita basis (column D) the average household income is lower in Strathroy-Caradoc due to the difference in household size. It is important to recognize that spending patterns are based not only on average household income but also on household size. The spending patterns of a one-person household will differ from a family household.

The Secondary Trade Area (STA) includes the extend trade area of Urban Settlement Area of Strathroy which includes communities outside the Municipality of Strathroy-Caradoc. Mount Brydges does not have a STA given the lack of comparison-based retail options.

Location	Average Household Income (2015)	Persons per Unit (PPU)	Average Household Income per Capita	Income Index to Province
	A	B	C = A / B	D = C / $38,200
Ontario	$97,860	2.562	$38,200	100.0
County of Middlesex	$83,800	2.360	$35,510	93.0
London CMA	$83,200	2.357	$35,310	92.4
Municipality of Strathroy-Caradoc	$83,300	2.476	$33,640	88.1
Strathroy PTA	$83,300	2.476	$33,640	88.1
Strathroy STA.	$84,000	2.579	$32,570	85.3
Mount Brydges Trade Area	$86,500	2.680	$32,280	84.5

Figure have been rounded.

Source: Derived from Statistics Canada, 2016 Census by Watson & Associates Economists Ltd.

Figure 4-10: Average Household Income Per Capita Index

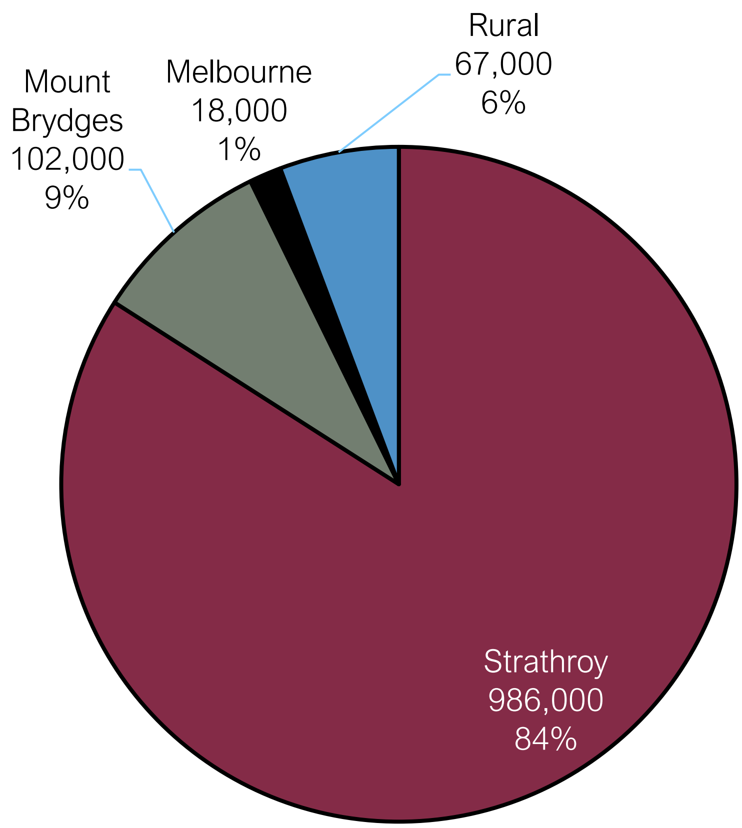
4.2 Municipality of Strathroy-Caradoc Commercial Base

4.2.1 Municipal-Wide Commercial Base

Figure 4-11 provides a summary of the estimated total commercial base within the Municipality of Strathroy-Caradoc. The Municipality has an estimated 1,276,000 sq.ft. (118,500 sq.m) of occupied and vacant commercial space. The Strathroy Urban Settlement Area represents 85% of the commercial space in the Municipality, followed by Mount Brydges at 8% and Melbourne[23] at 2%. The rural area has an estimated 67,000 sq.ft. (6,200 sq.m) of commercial space (5% of the Municipal total). The largest commercial space in the rural area includes BrickYard Antiques and Repurposed Finds (located at 8898 Longwoods Road) at 19,000 sq.ft./1,800 sq.m (building space was vacant at the time of the survey in March 2021). Other commercial uses in the rural area include commercial uses in the settlements of Muncey and Campbellvale, as well as automotive service and food service uses throughout the Municipality's rural area. The inventory in the rural area does not include commercial farmgate (farms with market outlets) and seasonal businesses (e.g., greenhouses).

A comprehensive commercial space inventory of the Strathroy and Mount Brydges Urban Settlement Areas is provided in Appendix B. Commercial space inventory was conducted in March 2021 and is reflective of occupied and vacant space as of March 2021.

[23] It is recognized that the settlement area of Melbourne is partly under the jurisdiction of the Municipality of Southwest Middlesex (west of Melbourne Road). For the purposes of this study, the entire commercial space in Melbourne is grouped together. Approximately half the commercial built space is within the Municipality of Southwest Middlesex. The largest commercial space in Melbourne is a farm equipment dealer (4,000 sq.ft.) which is within the Municipality of Strathroy-Caradoc.



Source: Watson & Associates Economists Ltd., 2021.

Table 4-11: Municipality of Strathroy-Caradoc - Occupied and Vacant Commercial Space (G.L.A.) by Area, March 2021

4.2.2 Urban Settlements of Strathroy and Mount Brydges

The Urban Settlement Areas of Strathroy and Mount Brydges accommodate approximately 250 commercial business establishments with an employment base of 2,600 employees as of March 2021.[24] Figure 4-12 provides a summary of the existing occupied and vacant retail space within the Urban Settlements of Strathroy and Mount Brydges as of March 2021. As summarized in Figure 4-10, the urban settlements have approximately 1,009,000 sq.ft. (93,700 sq.m) of occupied commercial space and about 80,000 sq.ft. (7,400 sq.m) of vacant retail space. The Municipality's urban settlements have a combined average vacancy rate of about 7% which is considered healthy in a balanced market, as summarized in Figure 4-12.[25]

As summarized in Figure 4-12, the Municipality's retail base is largely oriented towards local-serving retail uses, representing 57% of the occupied space. Within the local-serving retail uses, food store retail represents the largest retail use, followed by personal services and food

[24] Based on InfoCanada business directory data and estimates by Watson & Associates Economists Ltd.
[25] Healthy vacancy rate in a balanced market is typically between 5% and 10%.

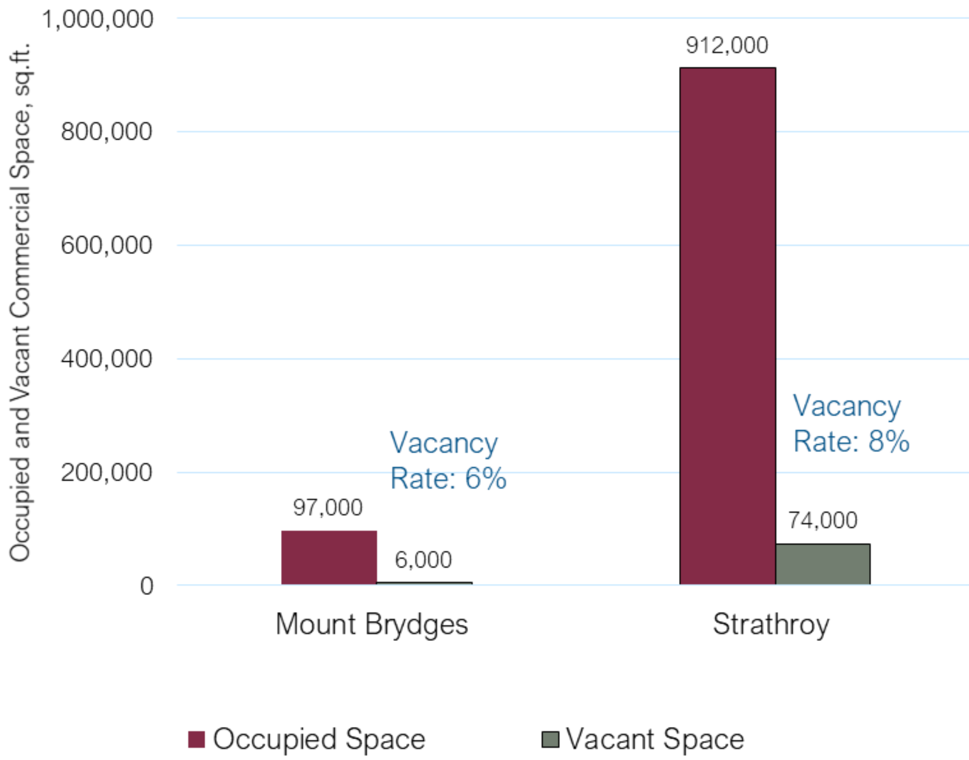
services (restaurants). Office type uses, including medical services and finance, insurance and real estate (FIRE) comprise approximately 89,000 sq.ft. (8,300 sq.m) or 9% of the occupied commercial space. GAFO (General Merchandise, Apparel, Furniture and Other) and building supplies represent approximately 34% of the occupied commercial space. Canadian Tire, Walmart, Staples, Peavey Mart and Giant Tiger are among the large retail uses within the GAFO category. These retailers attract customers from the extended trade area; however, they compete with other retailers in the City of London based on price and selection.

Commerical Category		Commercial Space, G.L.A. (Sq.ft.)	Share of Commerical Space	Share of Occupied Space
Local-Serving Retail Uses	**Local-Serving Retail Uses**	**618,000**	**57%**	**61%**
	Food Services (Restaurant)	81,000	7%	8%
	Food Store Retail	155,000	14%	15%
	Health and Personal Care Stores	34,000	3%	3%
	Liquor, Beer and Wine Stores	9,000	1%	1%
	Banking (Credit Unions/Bank Branches)	24,000	2%	2%
	Automotive (Gas Stations/Dealerships/Repair)	81,000	7%	8%
	Medical Services	55,000	5%	5%
	Personal Services	115,000	11%	11%
	F.I.R.E. and Business Services	64,000	6%	6%
Comparison-Based Retail Uses	**Comparison-Based Retail Uses**	**367,000**	**34%**	**36%**
	G.A.F.O./Building Supplies	367,000	34%	36%
Other Retail Uses	**Other**	**24,000**	**2%**	**2%**
	Accommodations	4,000	0%	0%
	Recreational	9,000	1%	1%
Non-Retail Uses in Retail Space	Other Non-Commercial	11,000	1%	1%
Sub-Total Occupied Space		*1,009,000*	*93%*	*100%*
Vacant	**Vacant Space**	**80,000**	**7%**	
	Vacant Space	80,000	7%	
Grand Total		1,089,000	100%	

Source: Derived from InfoCanada Business Directory Data and Field Visits by Watson & Associates Economists Ltd., 2021.

Table 4-12: Urban Settlement Areas, Strathroy and Mount Brydges - Occupied and Vacant Commercial Space (G.L.A.) by Commercial Category, March 2021

Figure 4-13 provides a comparison of the occupied and vacant commercial space in Mount Brydges and Strathroy. As summarized in Figure 4-13, Strathroy has the largest amount of vacant space at approximately 74,000 sq.ft. (6,900 sq.m) and a vacancy rate of 8%. Mount Brydges has an estimated 6,000 sq.ft. (560 sq.m) of vacant commercial space; a large portion of this vacant space is within the new retail plaza, 22534-22542 Adelaide Road.[26]



Source: Watson & Associates Economists Ltd., March 2021.

Table 4-13: Commercial Space Comparison, Strathroy and Mount Brydges

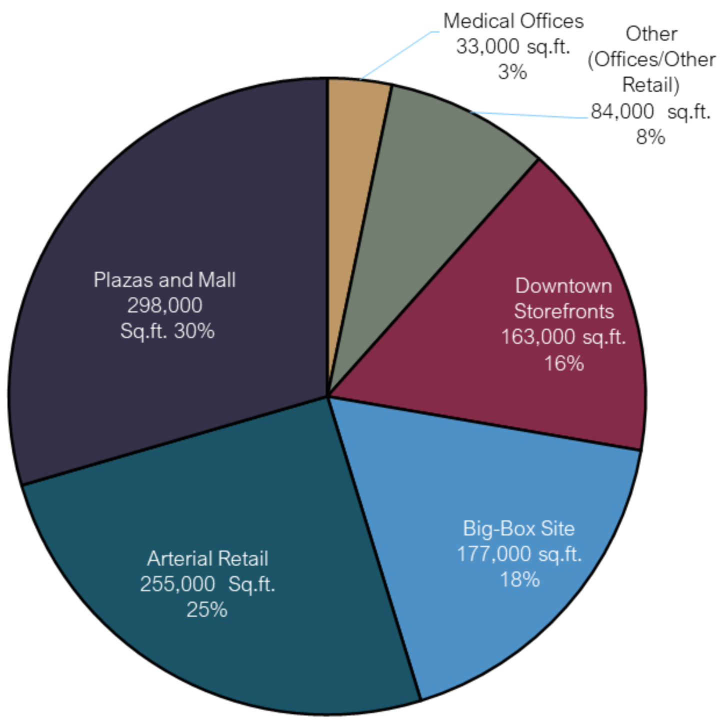
4.2.3 Commercial Building Types

As previously discussed, the urban areas of Mount Brydges and Strathroy have a combined occupied commercial G.L.A. space of 1,009,000 sq.ft. (93,700 sq.m). Figure 4-14 provides a summary of the occupied commercial space according to building types. Key highlights include the following:

- Retail plazas represent the largest, retail, built form at approximately 30% of the occupied commercial G.L.A. in the urban areas. The retail plazas, primarily in Strathroy, range in size from 3,000 sq.ft. (280 sq.m) (three tenants) to 106,000 sq.ft. (9,850 sq.m) (anchored by a large grocery store, Real Canadian Superstore). Kenwick Mall, anchored by Food Basics, is included in this category. A large portion of the Kenwick Mall is vacant; only the occupied portion is included in the summary.

[26] As of March 2021.

- Arterial retail, including single-tenant retailers along arterial roads, accommodates a quarter of the occupied commercial space. Commercial uses in this category include a Ford Dealership and a carpet store in Strathroy, fast food outlets, gas stations and automotive services.
- Other retail uses, including small office buildings, daycares and other commercial uses, represent 8% of the occupied commercial space.
- Big-box retail sites represent 177,000 sq.ft. (16,400 sq.m) and include retail uses in Strathroy Crossing and surrounding retail sites. Walmart and Canadian Tire are among the largest retail uses in this category.
- Downtown storefronts, comprised of primarily historical buildings, represent only 16% of the commercial space; however, they have the greatest number of commercial units (76 commercial units) with all retail units less than 10,000 sq.ft. (930 sq.m). The largest commercial downtown storefront units include offices and bank branches.
- Medical offices represent the smallest component at 3% of the occupied commercial space within the urban areas. The largest medical office complex includes the Shoppers Drug Mart anchored medical office complex on Front Street in Strathroy.



Source: Watson & Associates Economists Ltd., 2021.

Table 4-14: Commercial Building Types, Strathroy and Mount Brydges, March 2021

4.2.4 Commercial Corridors and Nodes

Five commercial corridors and nodes have been identified in the Municipality of Strathroy-Caradoc, accommodating approximately 1,056,000 (98,100 sq.m) of occupied commercial space or 97% of the G.L.A. of the urban areas of Strathroy and Mount Brydges (3% of commercial space is outside a retail cluster). Figure 4-15 provides a map of the commercial corridors and nodes, while Figure 4-16a provides a summary of the retail corridors and nodes by occupied and vacant commercial space. Figure 4-16b provides a summary of the vacancy rate of commercial space by corridor. The downtown area represents the largest commercial area at 407,000 sq.ft. (37,800 sq.m) with a vacancy rate of 14%. The Adelaide-Carroll Street, the commercial area in Strathroy's south end, represents the second largest retail area at approximately 373,000 sq.ft. (34,700 sq.m) with a vacancy rate of 5%.

A comprehensive commercial space inventory by commercial corridor and node is provided in Appendix B. A brief overview is provided in the following section.

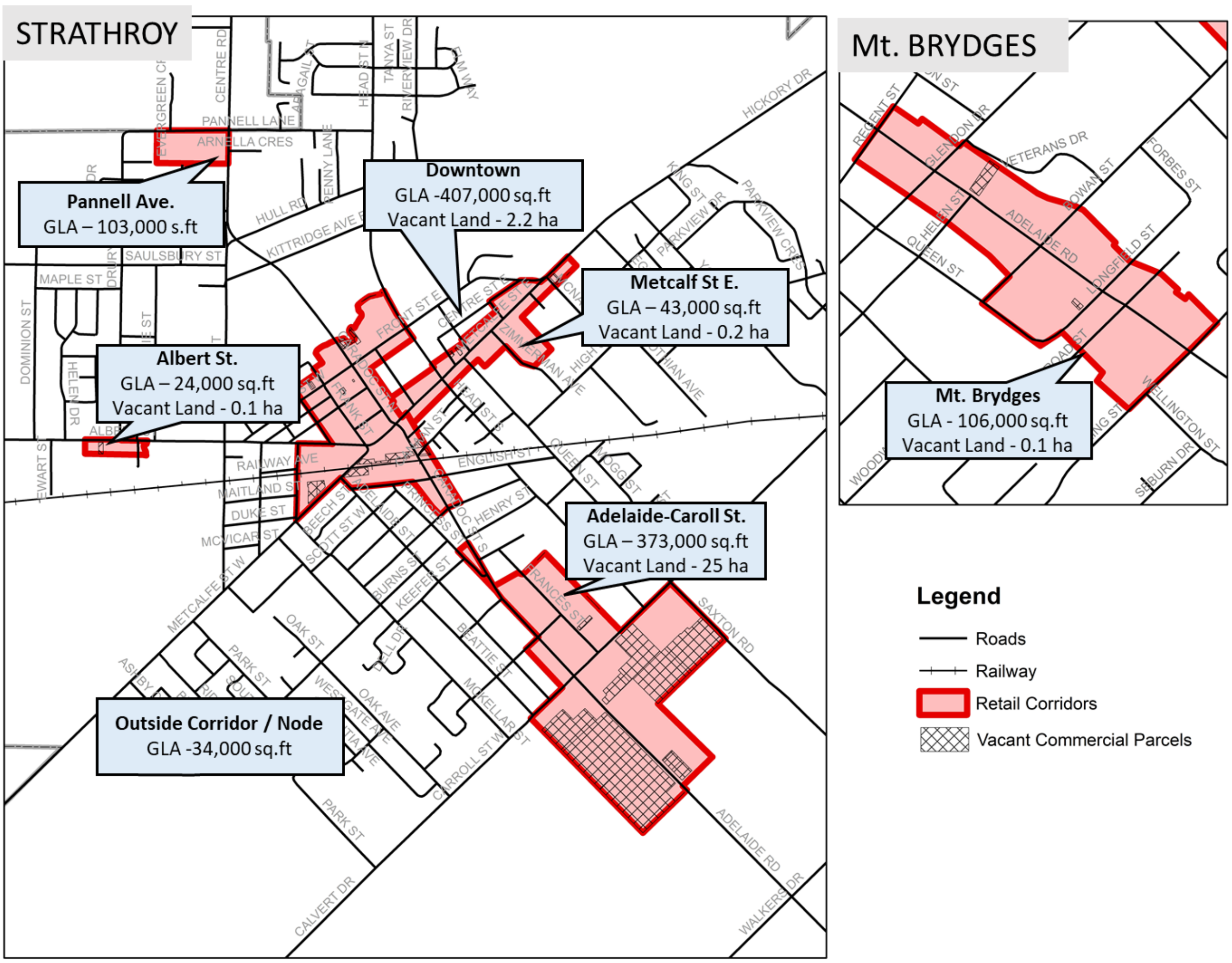


Figure 4-15: Municipality of Strathroy-Caradoc - Retail Corridors and Nodes

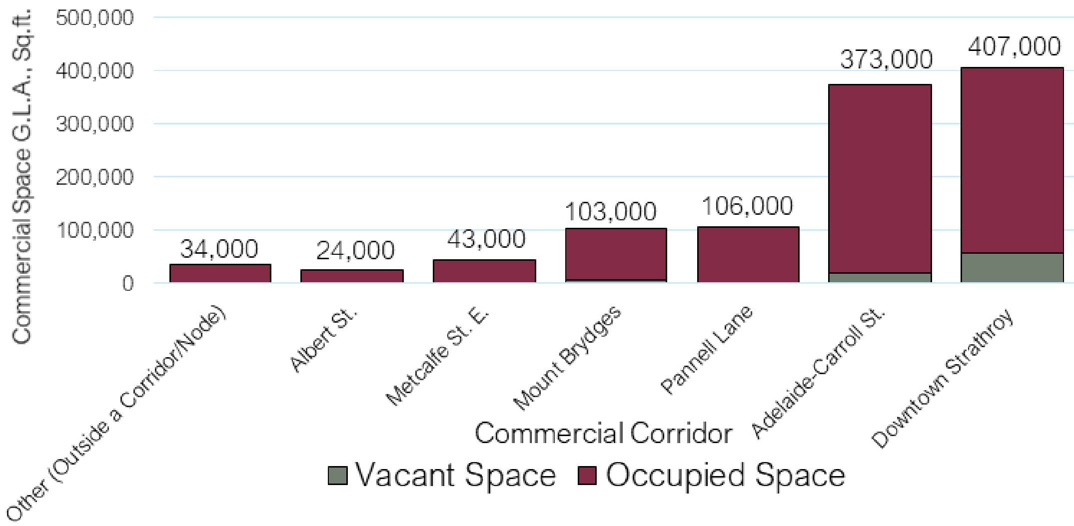
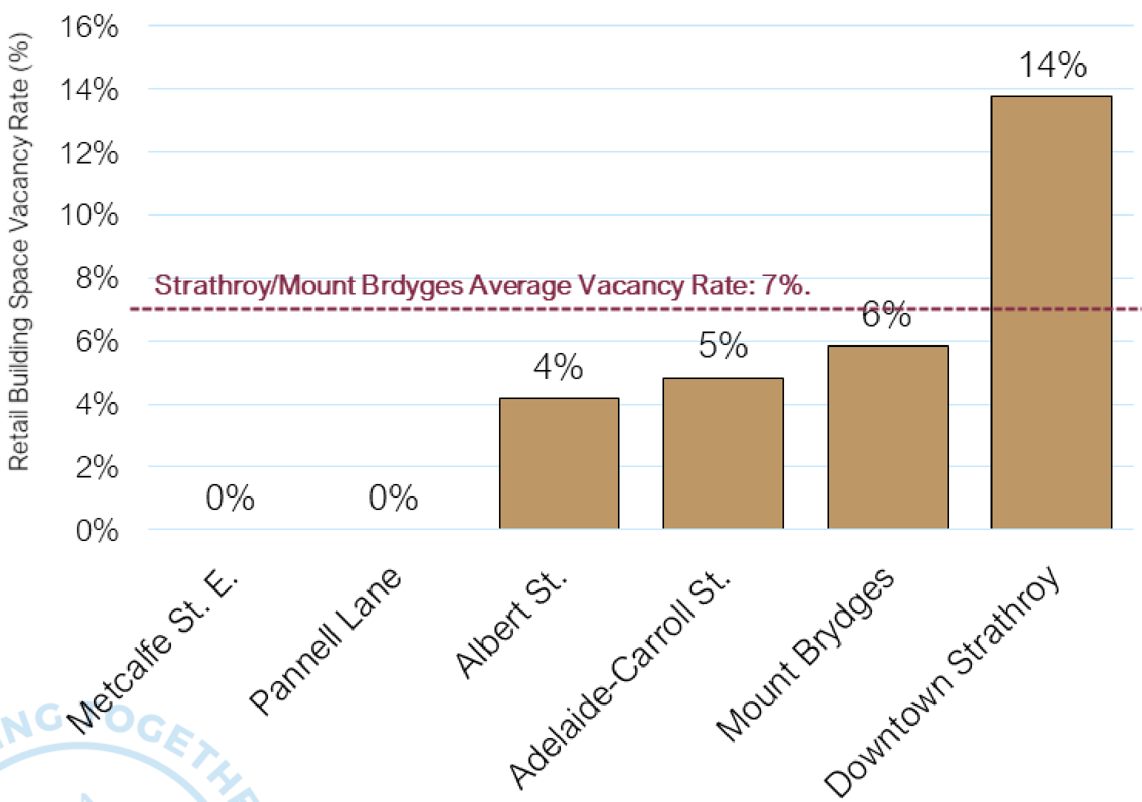


Figure 4-16a: Municipality of Strathroy-Caradoc - Retail Corridors and Nodes, Vacant Occupied Commercial Space



Source: Watson & Associates Economists Ltd., March 2021.

Figure 4-16b: Municipality of Strathroy-Caradoc – Retail Vacancy Rates by Area

The following provides a brief overview of the retail corridors and nodes.

4.2.5 Downtown Strathroy

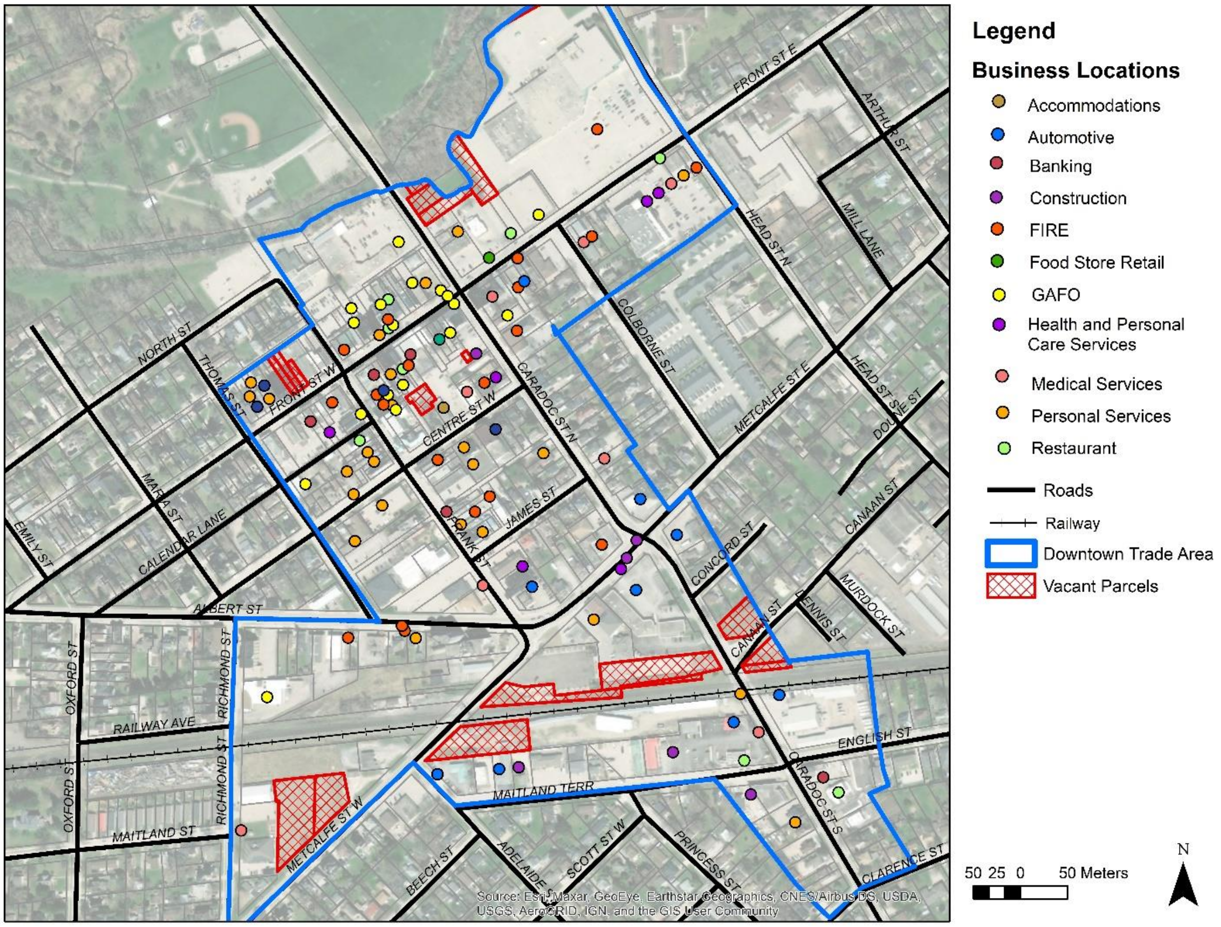
Downtown Strathroy has the largest share of businesses with over 130 establishments, representing 56% of commercial businesses in the Municipality's urban areas, and 1,000 employees.[27]

Downtown Strathroy has approximately 407,000 sq.ft. (37,800 sq.m) of G.L.A. accommodating a range of commercial categories, with a large concentration of office and personal service space. The downtown includes traditional downtown storefronts, Kenwick Mall, small retail plazas and arterial retail uses. The downtown contains the largest concentration of vacant space in Strathroy with approximately 56,000 sq.ft. (5,200 sq.m) of vacant building space. As previously discussed, the retail vacancy rate in the downtown is approximately 14%. It is estimated that the Kenwick Mall contains just under half the downtown vacant space.[28] Nine vacant storefronts comprise the balance of the vacant commercial space in the downtown.

Figure 4-17 illustrates the downtown commercial node with the location of businesses as well as vacant parcels within the corridor area. As shown in the figure, uses such as restaurants and GAFO are concentrated along major roads and the internal areas have a higher concentration of uses such as personal services and FIRE/office.

The greatest intensity of commercial uses is primarily within an area of six street blocks situated between Caradoc St. E. and Metcalfe St. E. The southern extent of the downtown has a lower intensity of commercial uses. Vacant commercial lands are primarily concentrated along the railway.

[27] Derived from InfoCanada Business Directory Data as of March 2021.
[28] Data as of March 2021.

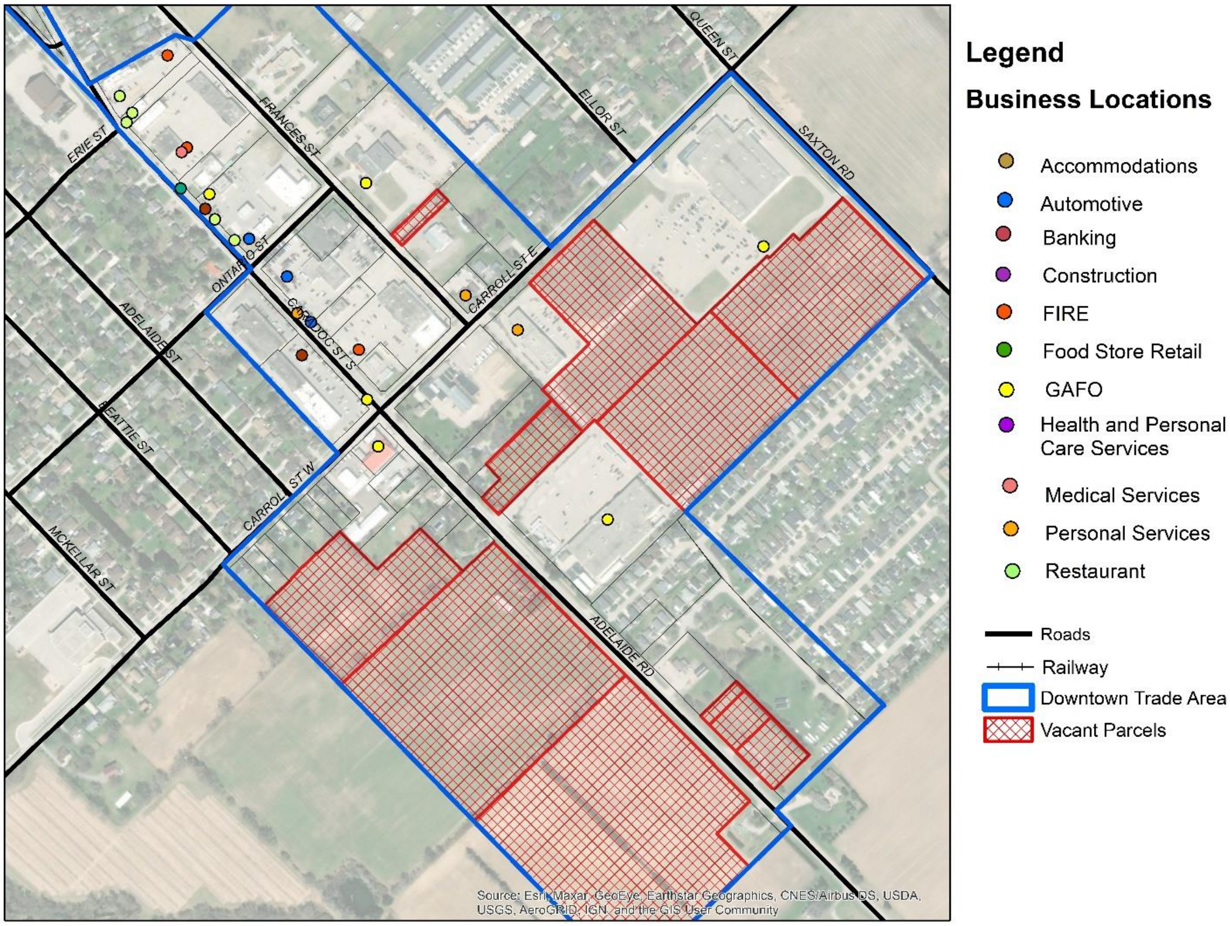


Source: Derived from InfoCanada Business Directory data and field visits by Watson & Associates Economists Ltd., 2021.

Figure 4-17: Downtown Strathroy

4.2.6 Adelaide-Carroll Road Commercial Corridor

The Adelaide-Carroll Commercial Corridor is situated in the southeastern part of Strathroy, an important commercial gateway to Strathroy. It is the second largest retail corridor identified in terms of total commercial space G.L.A.; however, it has the largest occupied retail space (low vacancy rate). This corridor consists of the Strathroy Crossing area which comprises large retail developments such as Walmart, Canadian Tire, multiple restaurants, offices and other uses. This commercial corridor is approximately 56 ha in area and has about 373,000 sq.ft. (34,700 sq.m) of G.L.A. within a range of commercial categories. GAFO and restaurants take up 85% of the occupied building space. The Adelaide-Carroll Commercial Corridor is a key destination area for local and regional shoppers. Figure 4-18 shows the location of businesses as well as vacant parcels within the commercial corridor area. As shown in the figure, the commercial corridor has a large amount of vacant area (about 41% of the retail corridor is vacant). Given the large size of the parcels and existing commercial base, these commercial lands are well positioned to capture further retailers, including large format stores.



Source: Derived from InfoCanada Business Directory and field visits by Watson & Associates Economists Ltd., 2021.

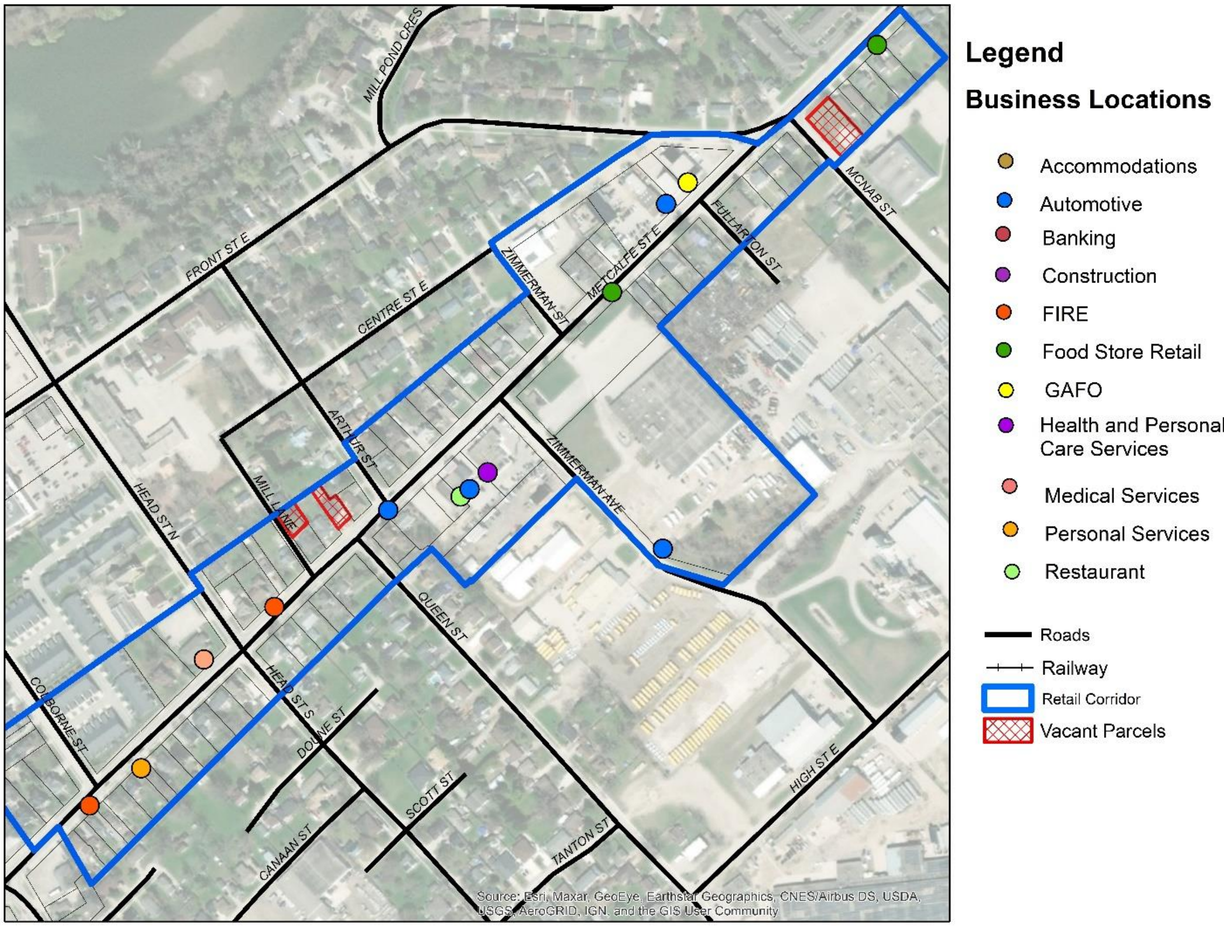
Figure 4-18: Adelaide-Carroll Commercial Corridor

Retail uses in the Adelaide-Carroll Commercial Corridor

4.2.7 Metcalfe Street Commercial Corridor

The Metcalfe Street Commercial Corridor is located adjacent to the downtown core area and extends eastward along Metcalfe Street and is approximately 11 ha in area with only about 0.2 ha remaining vacant. The corridor includes a low intensity of commercial uses with primarily automotive service uses. The corridor has about 43,000 sq.ft. (4,000 sq.m) of commercial built space, as well as 18,000 sq.ft. (1,700 sq.m) of industrial, recreational and institutional building space. Industrial space includes a heating and cooling contractor facility, while the institutional space includes a fire hall. Designated industrial uses are adjacent to this area to the south.

Figure 4-19 illustrates the commercial corridor with the location of businesses as well as vacant parcels within the corridor area.

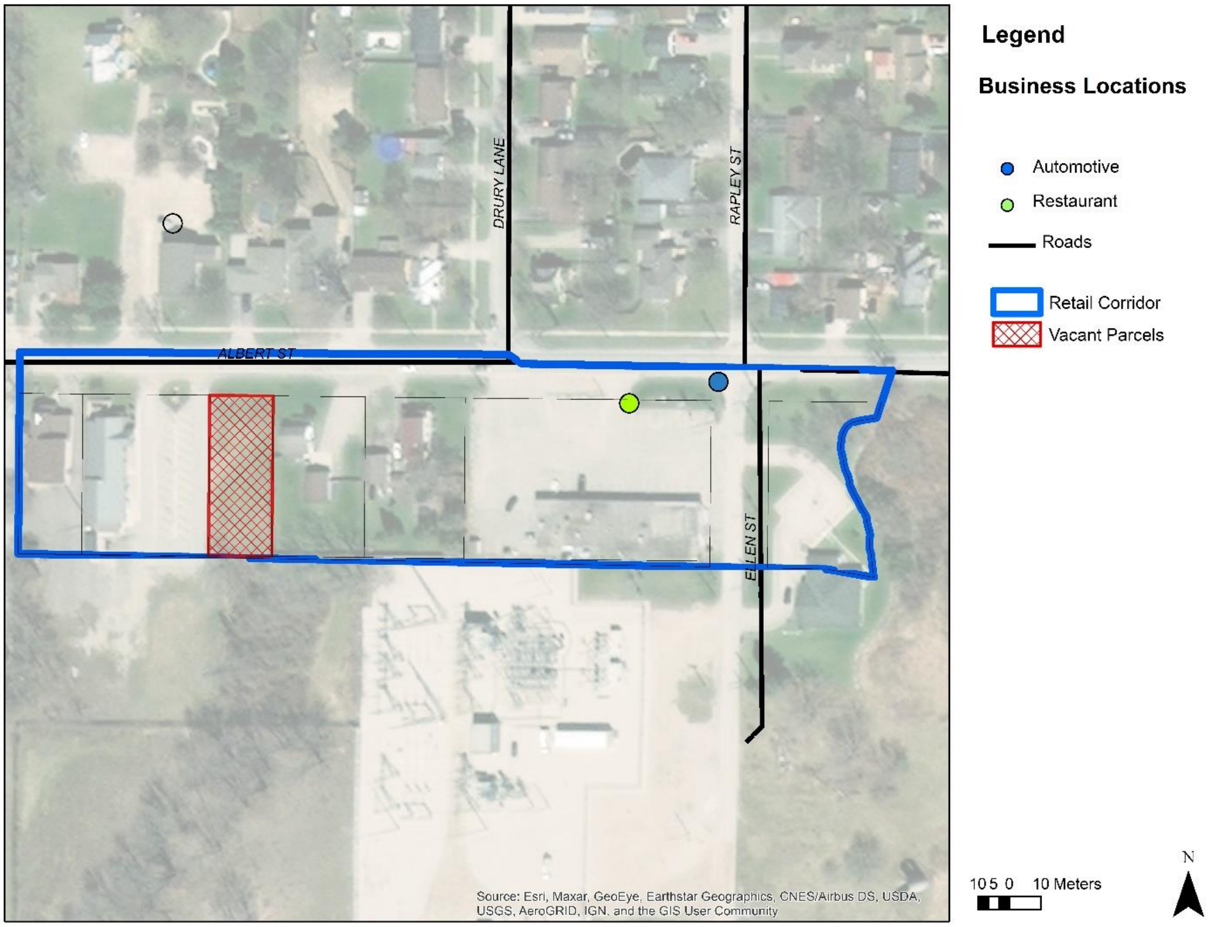


Source: Derived from InfoCanada Business Directory and field visits by Watson & Associates Economists Ltd., 2021.

Figure 4-19: Metcalfe Street Commercial Corridor

4.2.8 Albert Street Commercial Corridor

The Albert Street Commercial Corridor is located adjacent to an industrial area in the western part of the Strathroy Urban Settlement Area. This retail corridor is considered minor with approximately 1.3 ha of area with only about 0.1 ha remaining vacant. This corridor is the smallest with only 24,000 sq.ft. (2,200 sq.m) of commercial building space. Designated industrial uses are adjacent to this area to the south.



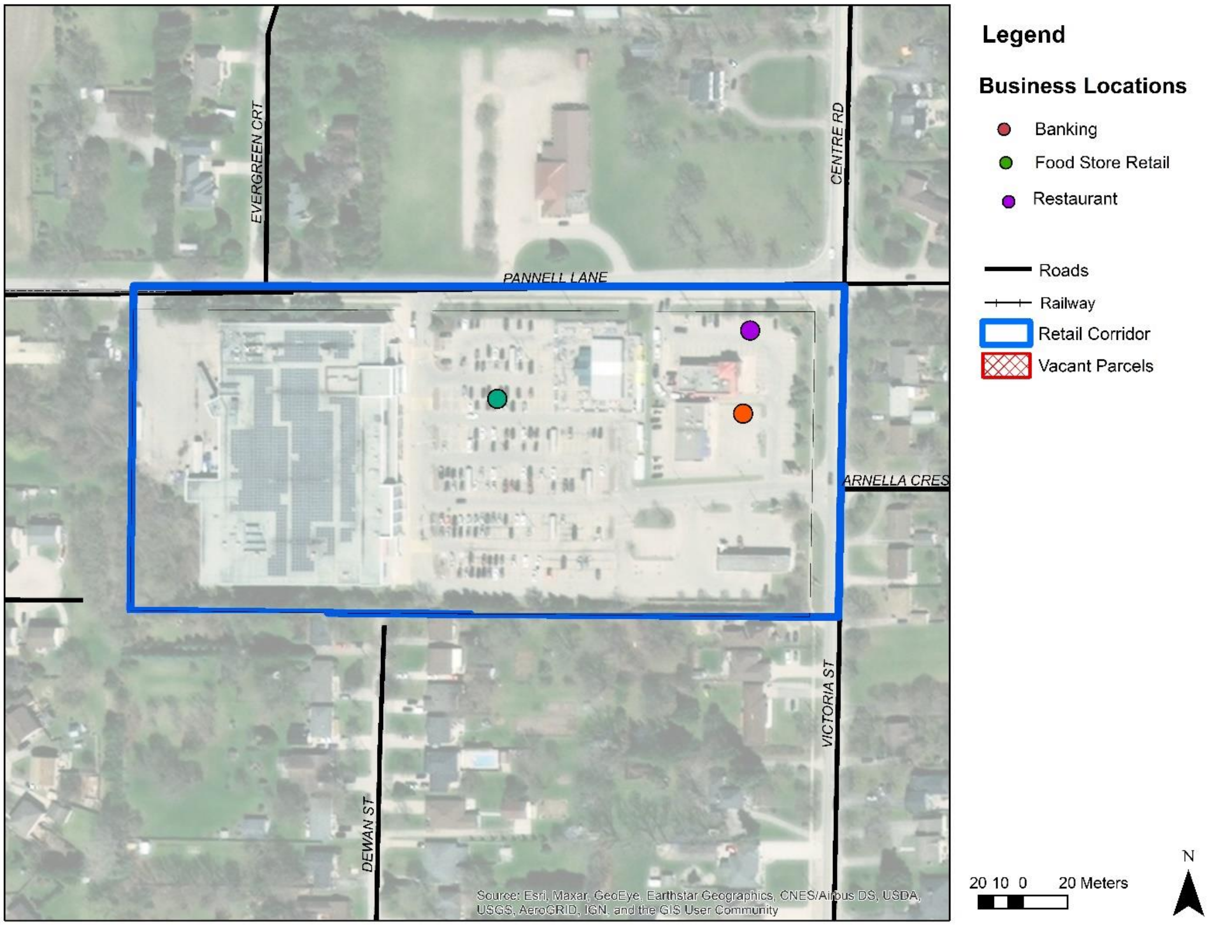
Source: Derived from InfoCanada Business Directory and field visits by Watson & Associates Economists Ltd., 2021.

Figure 4-20: Albert Street Commercial Corridor

4.2.9 Pannell Lane Commercial Node

The Pannell Lane Commercial Node is located near the intersection of Victoria Street and Pannell Lane in the northeastern part of the Strathroy Urban Settlement Area. It is important to note that the commercial node is adjacent to the Centre Road Commercial Corridor within the Township of Adelaide Metcalfe to the north, which offers automotive oriented uses.

The Pannell Lane Commercial Node consists of a large grocery-anchored plaza (Real Canadian Superstore) with the anchor tenant covering approximately 91% of the overall G.L.A. Food Store retail uses include the Real Canadian Superstore, a convenience store and a specialty food store at 94% of the total G.L.A. The remaining portion of G.L.A. is comprised of small retail stores, including a BMO bank branch, Burger King restaurant and other supporting uses. There are no opportunities within this commercial node to expand within the Strathroy Urban Settlement Area; however, there are opportunities to accommodate commercial development on serviced commercial designated lands just to the north, on lands within the Township of Adelaide Metcalfe.



Source: Derived from InfoCanada Business Directory and field visits by Watson & Associates Economists Ltd., 2021.

Figure 4-21: Pannell Lane Commercial Node

4.2.10 Mount Brydges Commercial Node

Mount Brydges commercial space is a mixed-used commercial node (residential and commercial) primarily centred around Adelaide Road, with an overall area of 8 ha. The node extends along Adelaide Road between Regent Street and King Street. The total occupied building space is approximately 84,200 sq.ft. (7,800 sq.m) of commercial G.L.A. spanning various retail categories, most prominently automotive services (gas stations and automotive services). The commercial node has a low intensity of commercial uses, as a large portion of the land area is comprised of residential uses.

A Ford Dealership of approximately 18,800 sq.ft. (1,750 sq.m) is located just east of the node. As previously discussed, there is approximately 103,000 sq.ft, (9,600 sq.m) of Commercial G.L.A. in Mount Brydges.

Mount Brydges Commercial Node has less than 1 ha of vacant area; however, there is a vacant parcel of 3 ha in Mount Brydges southeast of the existing commercial node.

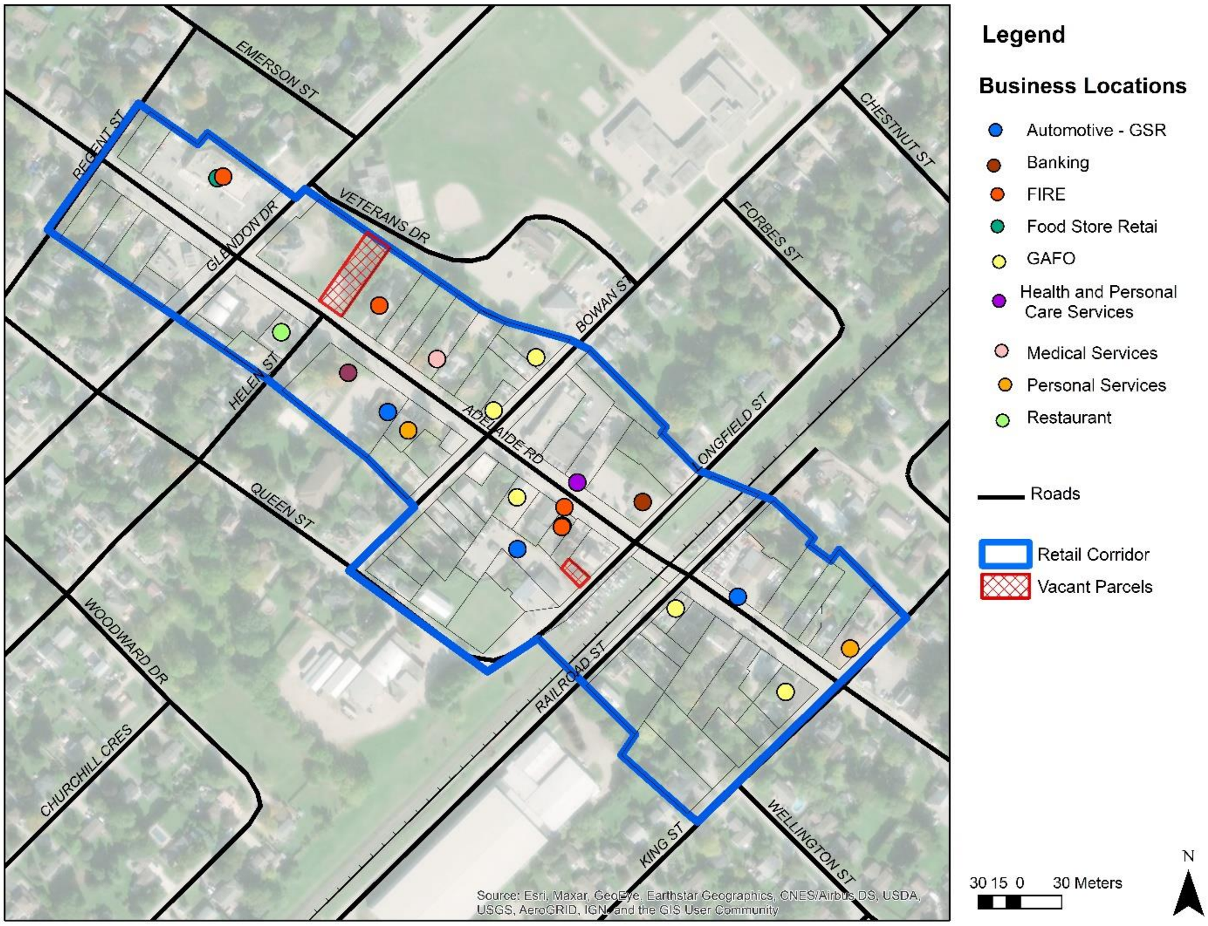


Figure 4-22: Mount Brydges Commercial Node

4.3 Regional Commercial Systems Summary

Provided below is a summary of the regional commercial systems and the local commercial system for Strathroy and Mount Brydges. As shown, the regional commercial system is the Strathroy Trade Area which includes the entire Municipality of Strathroy-Caradoc, as well as other municipalities in the extended trade area, as previously discussed. The local commercial system in Strathroy is served by corridors and nodes and the Centre Road Commercial Corridor. The Mount Brydges commercial system includes only the Mount Brydges Urban Settlement Area.

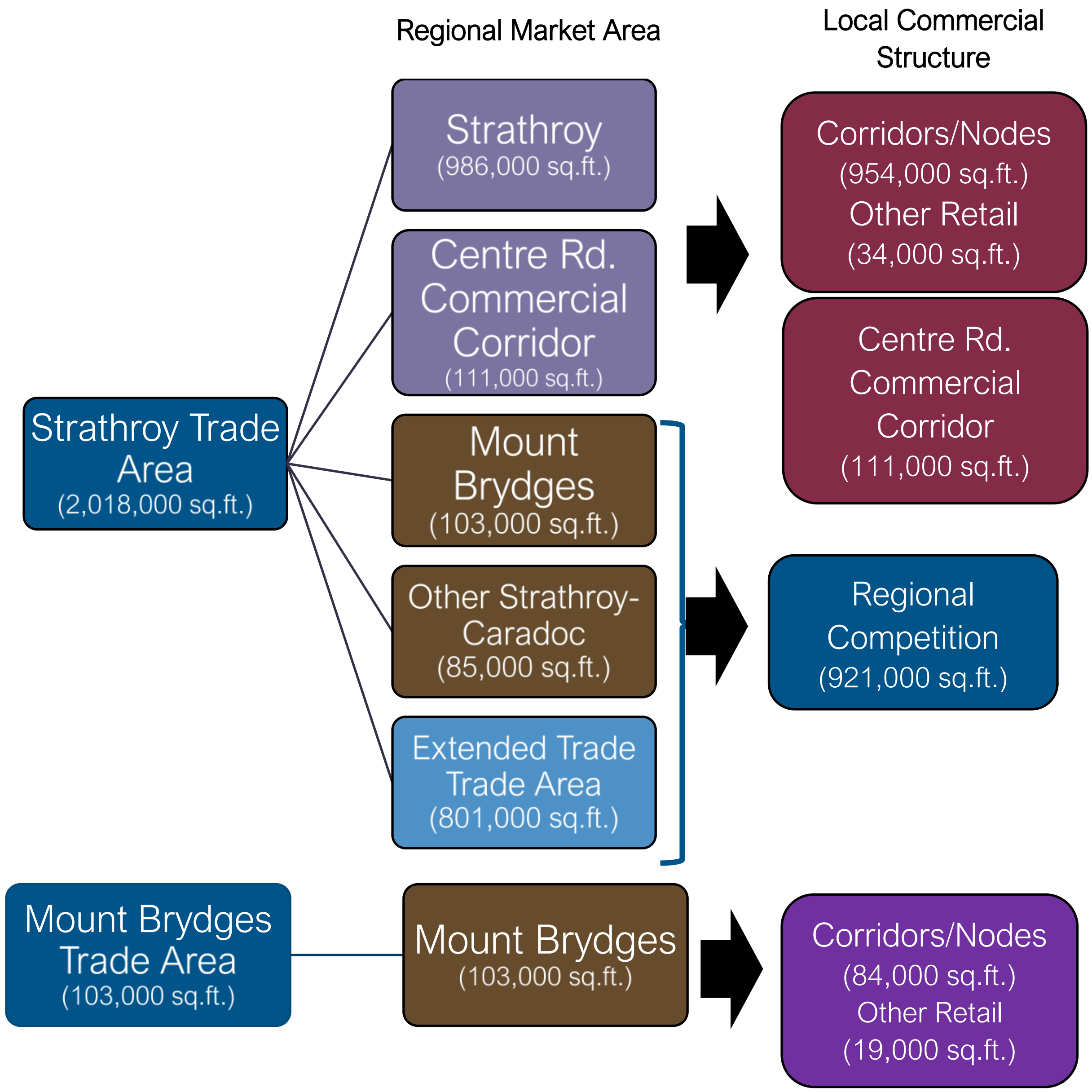


Figure 4-23: Regional Commercial System

5 Commercial Land Supply and Intensification Opportunities

The following chapter provides a review of the designated vacant and developed commercial land supply in the urban settlement areas of Strathroy and Mount Brydges, including a summary of intensification opportunities.

5.1 Total Designated Commercial Lands within the Municipality's Urban Settlement Areas

The Urban Settlement Areas of Strathroy and Mount Brydges have approximately 112 ha of lands designated for commercial uses (net of environmental features) which include vacant lands, existing developed non-residential lands, and lands currently occupied for residential uses. A summary of the total developed and vacant commercial designated areas in the Municipality has been provided in Figure 5-1.

This summary illustrates the ultimate potential to accommodate commercial uses on designated lands. It is estimated that approximately 63 ha of the developable commercial lands are developed, while 33 ha of the developable commercial lands are vacant. Figures 5-2 and 5-3 illustrate commercial land inventory in the Strathroy and Mount Brydges settlement areas. As illustrated in Figure 5-2, the majority of the vacant commercial lands in Strathroy is located in the south end which is in proximity to the big-box uses of Canadian Tire and Walmart. The Mount Brydges Urban Settlement Area has approximately 3 ha of vacant commercial lands.

Settlement Area	Total Designated Area		Total Non-Residential Developed		Total Residential Developed		Non-Developable Area		Remaining Vacant	
	Area (ha)	%	Area (ha)	%	Area (ha)	%	Area (ha)	%	Area (ha)	%
Strathroy	100.8	90%	58.1	92%	12.2	85%	1.4	70%	29.1	90%
Mount Brydges	11.4	10%	5.2	8%	2.2	15%	0.6	30%	3.4	10%
Total	**112.2**	**100%**	**63.3**	**100%**	**14.4**	**100%**	**2.0**	**100%**	**32.5**	**100%**

Note: Area excludes environmental features/constraints as identified in Schedule D of the O.P.
Remaining vacant parcels do not account for land for internal infrastructure.
Numbers may not add precisely due to rounding.

Source: Derived from GIS Data received from the Municipality of Strathroy-Caradoc by Watson & Associates Economists Ltd., 2021.

Figure 5-1: Commercial Designated Land Inventory – Strathroy and Mount Brydges

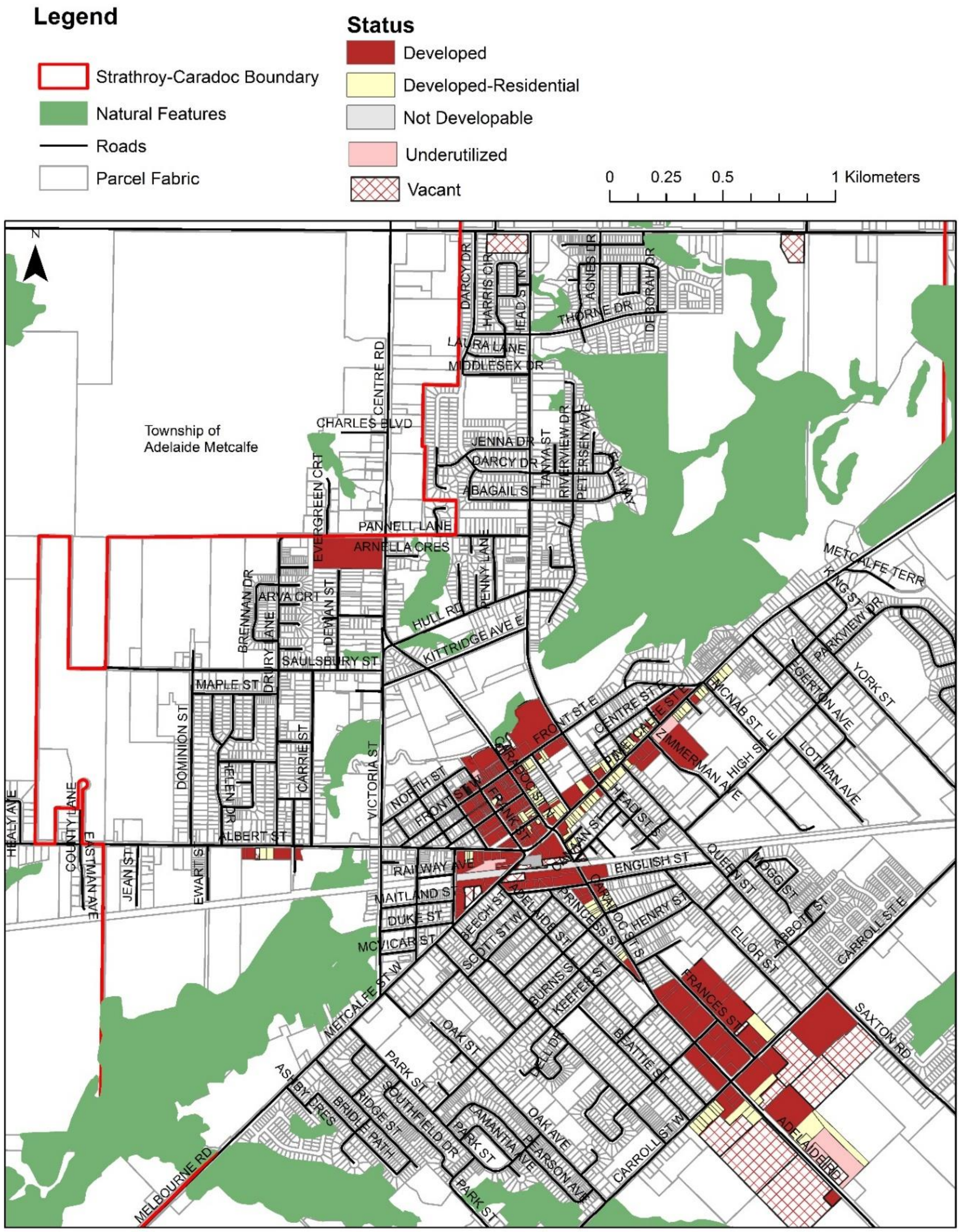


Figure 5-2: Commercial Land Inventory - Strathroy

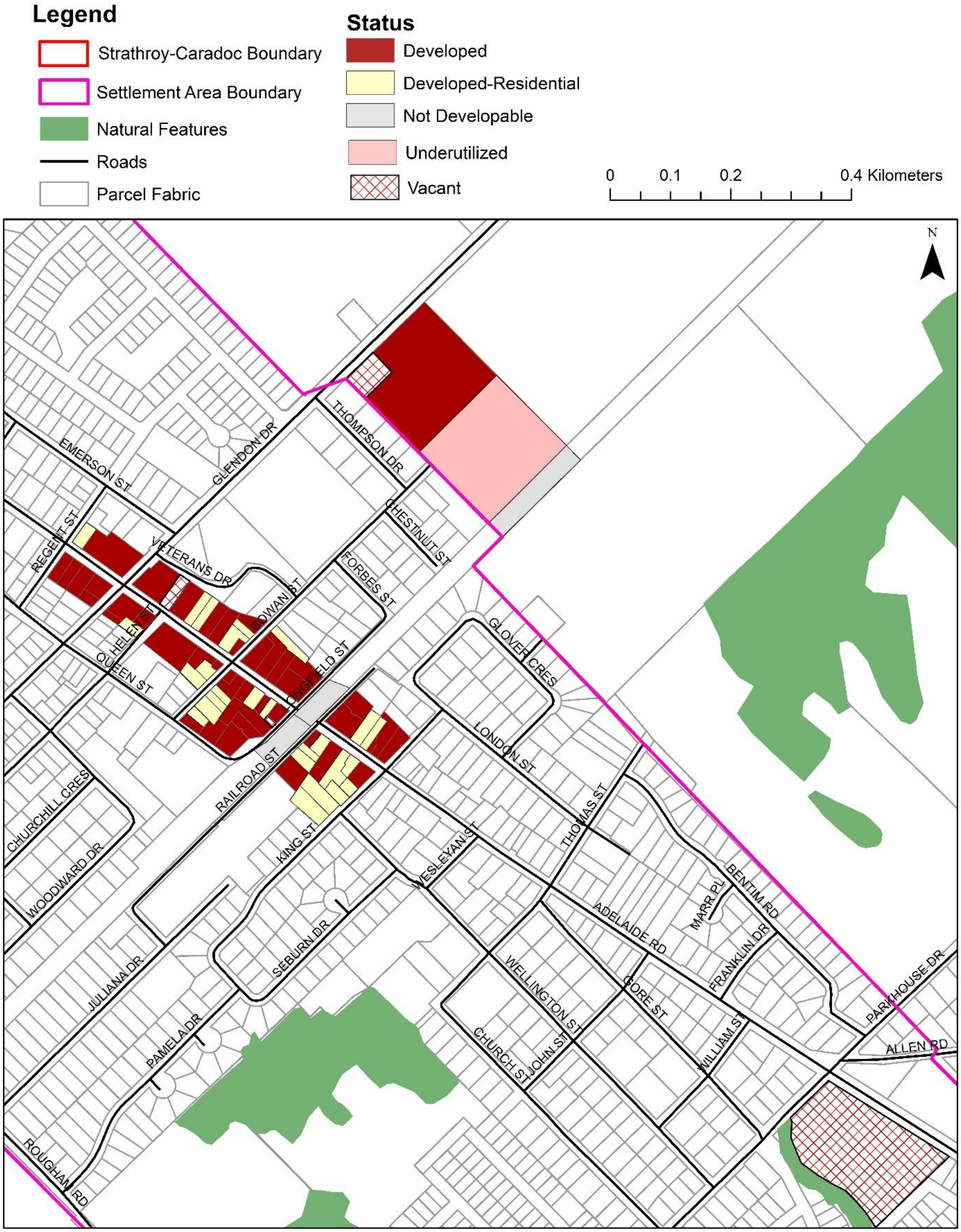
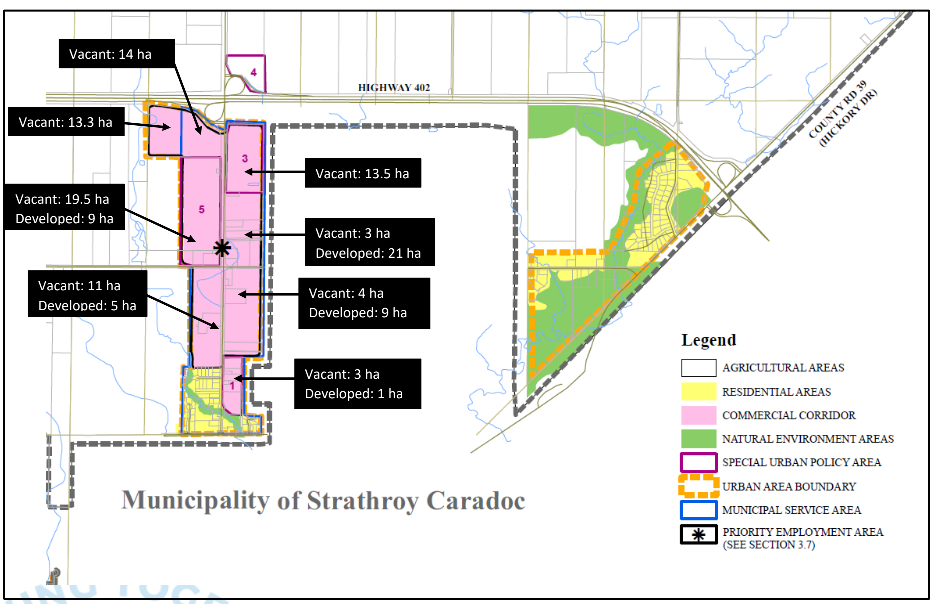


Figure 5-3: Commercial Land Inventory – Mount Brydges

5.2 Total Designated Commercial Lands within the Centre Road Commercial Corridor (Township of Adelaide Metcalfe)

As previously discussed, the Centre Road Commercial Corridor in the Township of Adelaide Metcalfe is an important component of the local commercial system for the Strathroy Urban Settlement Area. The Centre Road Commercial Corridor accommodates a cluster of commercial uses that are oriented to the highway. Commercial uses include accommodations, gas stations, fast-food restaurants and building supply stores. It is estimated that this corridor has approximately 81 ha of vacant designated commercial land.

Most of the designated commercial land in this area is serviced with water and wastewater by the Municipality of Strathroy-Caradoc; a small portion is not serviced, approximately 13.3 ha. The commercial demand forecast assumes that the Centre Road Commercial Corridor will accommodate a portion of the demand for automotive uses (gas stations, dealerships), accommodation units, building store space requirements, as well as a small share of the food services building space requirements. The developed lands in this corridor are currently serviced by Strathroy-Cardaoc. It is important to note, there is no servicing agreement or commitment in place with Strathroy-Caradoc and the Township of Adelaide Metcalfe for municipal servicing for the lands in this corridor that are currently identified as vacant. Further, it is unlikely at this stage that these lands could be serviced by Strathroy-Caradoc with additional flows of servicing. As such, the vacant commercial lands in this corridor currently have no water/wastewater servicing.



Note: Land supply excludes lands that are a part of the boundary adjustment agreement with the Municipality of Strathroy-Caradoc and the Township of Adelaide Metcalfe (Municipality of Strathroy-Caradoc, By-law No. 51-16).

Source: Watson & Associates Economists Ltd. based on a desktop review and site visits. Base map is from the Township of Adelaide Metcalfe Official Plan.

Figure 5-4: Centre Road Commercial Corridor, Township of Adelaide Metcalfe

5.3 Potential Intensification Opportunities for Commercial Uses

There are opportunities for intensification within the Strathroy and Mount Brydges Urban Settlement Areas, including the following types of intensification:

- Redevelopment on underutilized sites, primarily along Adelaide Street within the Strathroy urban areas;
- Redevelopment potential of Kenwick Mall (a large aging retail site of 5 ha) which is now under new ownership and has recently undergone site improvements;
- Commercial rental units (C.R.U.s), building site pads on large retail sites, including the Walmart site has the potential to accommodate an additional 40,000 sq.ft. (3,700 sq.m) of commercial space (based on the unbuilt site plan approved building space);
- Additional retail and commercial uses through the conversion of housing units (or redevelopment) on lands designated for commercial and mixed use; and
- Opportunities to accommodate additional retail and service commercial within vacant C.R.U.s and buildings.

As discussed in Chapter 4, the Strathroy and Mount Brydges settlement areas have approximately 80,000 sq.ft. (7,400 sq.m) G.L.A. of vacant commercial space. The vacant building space within Mount Brydges, totalling approximately 6,000 sq.ft. (465 sq.m), includes a retail building space along Adelaide Street. The vacant retail building space in Strathroy is approximately 74,000 sq.ft. (6,900 sq.m), most of which is concentrated within the downtown area including Kenwick Mall. At the time of this study, this property was recently sold to a new owner with plans for new tenants. The site area has been identified as a major redevelopment opportunity in the Municipality of Strathroy-Caradoc Downtown Master Plan, 2020.

Kenwick Mall, Redevelopment Potential

Kenwick Mall, Recent Improvements

6 Retail Commercial G.F.A. Demand Forecast, 2021 to 2046

The following chapter provides a review of the commercial demand analysis for the Urban Settlement Areas of Strathroy and Mount Brydges through to 2046, including the following components:

- An analysis of market-supportable additional retail and service commercial space;
- A summary of market potential based on anticipated consumer spending and estimates on capture rates (outflow and inflow); and
- A summary of key metrics to generate employment estimates, including floor space per worker, building coverage, and employment density.

It is important to note that the commercial demand forecast contained in this report is based on commercial growth to be accommodated on designated commercial lands. Approximately 25% of the Municipality's commercial employment growth is anticipated to be accommodated in Employment Areas, as summarized in the Municipality of Strathroy-Caradoc Employment Land Study, 2021. There are two Special Policy Areas within the Strathroy Molnar Industrial Park that permit commercial uses, these sites have been includes the Employment Area land supply in the Municipality of Strathroy-Caradoc Employment Land Study, 2021.

6.1 Market Supportable Additional Commercial Space, Strathroy and Mount Brydges Urban Settlement Areas

Figures 6-1 through 6-4 provide a summary of the demand for retail and commercial service space G.L.A. for the urban areas of Strathroy and Mount Brydges to 2046. It is important to note that the retail and commercial service space G.L.A. demand analysis also includes an additional 35% of G.L.A. space for non-retail uses, such as office and institutional uses, as these uses are also accommodated within retail purpose-built buildings. The commercial demand analysis was prepared based on the following components:

As previously discussed in Chapter 4, a detailed retail and commercial space inventory within the Urban Settlement Areas of Strathroy and Mount Brydges was completed by retail and commercial service category which was utilized to understand the current market conditions. Additional details on the commercial space inventory are provided in Appendix B.

A review of the regional commercial context and cellular ping data, as discussed earlier in the report (Chapter 4), was used to rationalize the delineation of the trade areas, as well as to establish the outflow and inflow of spending from inside and outside the study areas (Strathroy and Mount Brydges).

The average retail expenditure per capita was calculated for the trade areas (Strathroy and Mount Brydges) based on the income relationship between the Province and the study areas, and an expenditure regression analysis. The expenditure regression analysis calculates the relationship of household income and household spending at the provincial level. Data was obtained from Statistics Canada on average house expenditures by key retail categories and household income quintiles. Appendix C provides tables and graphs from the expenditure regression analysis. It is important to recognize that income levels have an impact on the need for additional commercial space; and

An analysis of key commercial metrics, including floor space per worker, building coverage, and average service space allocation was prepared based on a review of existing conditions within Strathroy and Mount Brydges, a commercial forecast and averages observed across southern Ontario in comparable markets.

Key highlights of the retail and commercial service space demand forecast include the following and are provide in Figures 6-1 and 6-2 and in Appendices A through E:

Market Expenditure Potential

The market potential is a gross calculation of the total market expenditure based on sales residents make in and outside the trade area. Over the forecast horizon, the retail sales market expenditure potential is anticipated to grow at an annual rate of 1.5%. Further details are provided by trade area (Strathroy and Mount Brydges) in Appendix D.

It is important to note that market expenditure potential is based on the primary classification of a retail establishment. It is recognized that retail establishments may accommodate more than one retail category, such as a postal outlet, drug store, wine outlet or beer store outlet in a food store or a Walmart store. While Mount Brydges does not have a free-standing wine, liquor or beer store, it does have an authorized LCBO outlet within the independent food store (Mount Brydges Food Market).

Trade Area Capture Rates

Over the forecast horizon, trade area capture rates, the share of sales that are spent within the trade area, are anticipated to remain at current levels, as summarized in Figures 6-1a and 6-1b. Given the rise of e-commerce and other disruptors anticipated over the forecast horizon, policy enhancements to the Municipality’s commercial structure will be required to ensure that the Municipality's commercial base grows with population.

Further details are provided in Appendix E.

Forecast Additional Commercial Space G.L.A. Demand

As summarized in Figure 6-2a, the Urban Settlement Area of Strathroy has the potential to support an additional 350,000 sq.ft. (32,500 sq.m) G.L.A. of commercial space by 2046. A large component will include local-serving retail uses at approximately 73% of the commercial space. The other 27% of commercial space demand is anticipated to comprise Non-Food Store Retail, referred to as GAFO. As previously noted, this retail category is a comparison-based retail use. Further details are provided in Appendix F.

As summarized in Figure 6-2b, the Urban Settlement Area of Mount Brydges has the potential to support an additional 78,000 sq.ft. (72,000 sq.m) G.L.A. of commercial space by 2046. A large component will include local-serving retail uses at approximately 85% of the commercial space. The other 15% of commercial space demand is anticipated to comprise Non-Food Store Retail, referred to as GAFO. Further details are provided in Appendix F.

Commercial Service Space Per Capita

Over the forecast period, the Urban Settlement Area of Strathroy is anticipated to slightly decrease its commercial space per capita ratio of 54 sq.ft. per resident as of 2021, to 52 sq.ft. per resident by 2051 based on the outlook for commercial space by category and the impact of e-commerce. It is recommended that the Municipality use a net commercial space per capita ratio of 47 sq.ft. per new resident when planning for commercial space requirements in Strathroy.

Over the forecast, the Urban Settlement Area of Mount Brydges is anticipated to support a need for a commercial space per capita ratio of 25 sq.ft. per resident as of 2021, a marginal decrease from 33 sq.ft. per resident by 2051. Mount Brydges is anticipated to require predominantly local-serving retail uses, including more than doubling its existing food store building space. It is recommended that the Municipality use a net commercial space per capita ratio of 19 sq.ft. per new resident when planning for commercial space requirements in Mount Brydges.

Forecast Additional Commercial Employment

As summarized in Figures 6-2a it is estimated that the G.L.A. forecast would accommodate approximately 715 jobs within the Strathroy Urban Settlement Area, while 160 employees would be accommodated within the Mount Brydges Urban Settlement Area by 2046.
New commercial lands are anticipated to achieve an average density of 55 jobs/net ha by 2046, based on an average building coverage ratio of 25%.

The density average assumes a greater mix of office and local-serving commercial uses compared to the existing commercial base. As a comparison, the average employment density of commercial development on lands designated for commercial uses within Strathroy-Caradoc Urban Settlement Areas is estimated at 47 jobs/ha which is further discussed in Chapter 7.

Existing Trade Area Capture Rates of Market Expenditure Potential

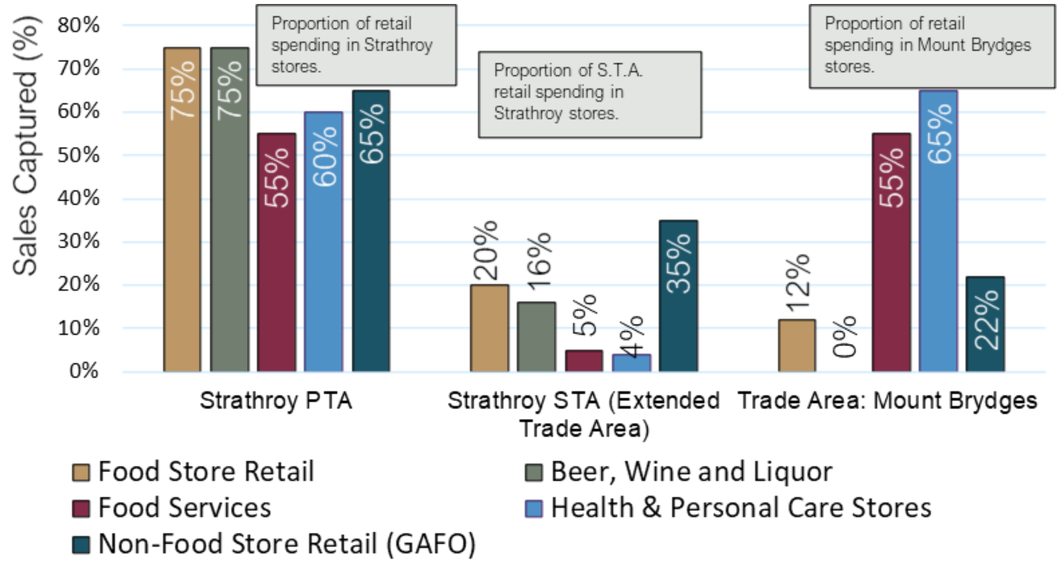


Figure 6-1a: Strathroy and Mount Brydges Existing Trade Area Capture Rates of Market Expenditure Potential

Forecast Trade Area Capture Rates of Market Expenditure Potential by 2046

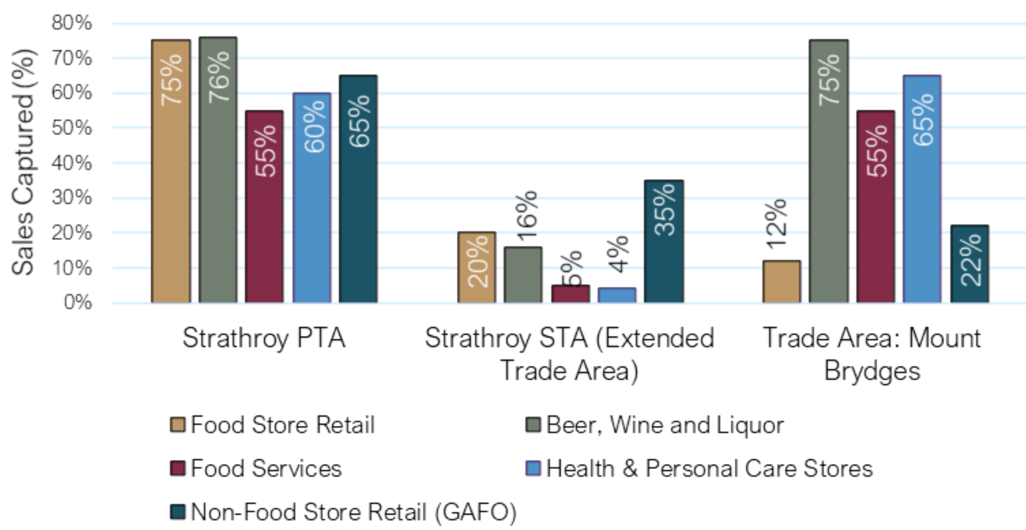


Figure 6-1b: Strathroy and Mount Brydges Forecast Trade Area Capture Rates of Market Expenditure Potential

Note: As previously discussed, trade area capture rates are anticipated to remain largely unchanged. Given the rise of e-commerce and other disruptors anticipated over the forecast horizon, policy enhancements to the Municipality's commercial structure will be required to ensure that the Municipality's commercial base grows with population.

Further details are provided in Appendix E.

Summary of Forecast Additional Commercial G.L.A. Space Demand – Strathroy

Retail and Commercial G.L.A. Space Requirement (sq.ft.)	Strathroy Urban Area					
Retail and Commercial Service Category	Base Sq.ft.		Incremental Sq.ft.			Total at 2046
	2021	%	2021-2031	2021-2046	%	
Food Store Retail	141,900	16%	40,000	72,000	21%	213,900
Beer, Wine & Liquor Stores	8,700	1%	2,000	4,000	1%	12,700
Food Services (Restaurants)	70,900	8%	22,000	41,000	12%	111,900
Health & Personal Care Stores	30,000	3%	8,000	15,000	4%	45,000
Non-Food Stores	358,000	40%	45,000	97,000	28%	455,000
Personal Services (additional 25%)	152,800	17%	44,000	87,000	25%	239,800
Office & Institutional Services (additional 10%)	136,100	15%	18,000	34,000	10%	170,100
Total	898,400	100%	179,000	350,000	100%	1,248,400

	Land Requirement, Net ha	
Building Coverage	2021-2031	2021-2046
@20% Building Coverage	8.3	16.3
@25% Building Coverage	6.7	13.0
@30% Building Coverage	5.5	10.7
@35% Building Coverage	4.7	9.2

		Estimated Employment	
Retail and Commercial Service Category	Floor Space Per Worker	2021-2031	2021-2046
Food Store Retail	480	85	150
Beer, Wine & Liquor Stores	550	5	5
Food Services (Restaurants)	400	55	105
Health & Personal Care Stores	375	20	40
Non-Food Stores	645	70	150
Personal Services	585	75	150
Office & Institutional Services	300	60	115
Total		370	715

Note: Excludes accommodation and automotive services. It is estimated that demand for this building space will be accommodated in the Centre Road Commercial Corridor and to a lesser extent Employment Areas.

Figure 6-2a: Strathroy Urban Settlement Area Commercial Demand

Summary of Forecast Additional Commercial G.L.A. Space Demand – Mount Brydges

Retail and Commercial G.L.A. Space Requirement	**Mount Brydges Urban Area**					
Retail and Commercial Service Category	Base Sq.ft.		**Incremental Sq.ft.**			Total at 2046
	2021	%	2021-2031	2021-2046	%	
Food Store Retail	12,800	13%	17,000	19,000	24%	31,800
Beer, Wine & Liquor Stores	0	0%	2,000	2,000	3%	2,000
Food Services (Restaurants)	9,800	10%	4,000	12,000	15%	21,800
Health & Personal Care Stores	3,700	4%	3,000	5,000	6%	8,700
Non-Food Stores	8,500	9%	4,000	12,000	15%	20,500
Personal Services (additional 25%)	43,400	45%	12,000	20,000	26%	63,400
Office & Institutional Services (additional 10%)	18,500	19%	5,000	8,000	10%	26,500
Total	96,700	100%	47,000	78,000	100%	174,700

	Land Requirement, Net ha	
Building Coverage	2021-2031	2021-2046
@20% Building Coverage	2.2	3.6
@25% Building Coverage	1.7	2.9
@30% Building Coverage	1.4	2.4
@35% Building Coverage	1.2	2.1

		Estimated Employment	
Retail and Commercial Service Category	Floor Space	2021-2031	2021-2046
Food Store Retail	480	35	40
Beer, Wine & Liquor Stores	550	5	5
Food Services (Restaurants)	400	10	30
Health & Personal Care Stores	375	10	10
Non-Food Stores	645	5	20
Personal Services	585	20	30
Office & Institutional Services	300	15	25
Total		100	160

Note: Excludes accommodation and automotive services. It is estimated that demand for this building space is limited.

Figure 6-2b: Mount Brydges Urban Settlement Area Commercial Demand

It is important to note that market expenditure potential is based on the primary classification of a retail establishment. It is recognized that retail establishments may accommodate more than one retail category, such as a postal outlet, drug store, wine outlet or beer store outlet in a food store or a Walmart store. While Mount Brydges does not have a free-standing wine, liquor or beer store, it does have an authorized LCBO outlet within the independent food store (Mount Brydges Food Market).

7 Commercial Land Needs Analysis, 2021 to 2046

The following chapter provides a review of the commercial land demand requirements to 2046 for the urban settlement areas of Strathroy and Mount Brydges, including a commercial land employment density analysis.

7.1 Commercial Density and Building Coverage

Figure 7-1 provides a summary of the average commercial density and building coverage in commercial areas of Strathroy and Mount Brydges. As summarized in Figure 7-1, the average commercial land employment density on commercial lands in the Urban Settlement Areas of Strathroy-Caradoc is 47 jobs/net ha with an average building coverage of 20% (ratio of building space to land area). The employment density ranges from 40 jobs/net ha in the Adelaide-Carroll Street Corridor to 62 jobs/net ha in the Pannell Lane Commercial Node. The sample represents a mix of built forms and commercial categories.

Commercial land employment density is influenced by built-form, utilization of land, as well as the type of commercial uses. Generally, comparison-based retailers such as those found within the Adelaide-Carroll Street Corridor have a low employment density due to parking allocation and building space devoted to backroom storage. Commercial uses predominately comprised of commercial services and local-serving retail uses tend to have a higher density because of less land and building space required per employee. As previously discussed in Chapter 6, commercial demand within Strathroy and Mount Brydges is anticipated to include a large portion of commercial services and local-serving commercial uses. As a result, a higher density of 55 jobs/net ha and a building coverage ratio of 25% is anticipated over the planning horizon.

Commercial Corridor/Nodes	Developed Commercial Land Area, Net Ha	Employees	Employment Density (jobs/net ha)	Average Building Coverage	Total Commercial GLA	Occupied Commercial GLA (sq.ft.)
Adelaide-Carroll St.	23	920	40	15%	373,000	355,000
Downtown Strathroy (Kenwick Mall, plazas & storefronts)	19	1,000	52	20%	407,000	351,000
Mount Brydges	5	220	44	20%	106,000	97,000
Pannell Lane	5	290	62	20%	103,000	106,000
Total Sample	52	2,430	47	18%	989,000	909,000

Note: Excludes residential parcels.
Source: Watson & Associates Economists Ltd., 2021.

Figure 7-1: Commercial Land Density Sample, March 2021

7.2 Total Commercial Land Needs to 2046

Figure 7-2 provides a summary of the commercial land supply and the employment forecast to be accommodated on commercial lands to 2046. As previously discussed, it is estimated that the warranted additional retail and service commercial space would generate an employment increment of 880 employees on approximately 16 net ha of land designated for commercial uses.

Key findings include the following:

- There is an adequate supply of commercial land in Mount Brydges; and
- There is a surplus of commercial land in Strathroy of 16 net ha. In addition to a surplus, Strathroy also has intensification opportunities, as previously discussed in Chapter 6.

Land Needs, 2021 to 2046		Strathroy	Mount Brydges	Total
Commercial Building Space, 2021 to 2046				
Commercial G.L.A. sq.ft. Demand	A	350,000	78,000	428,000
Building Coverage	B	25%	25%	25%
Commercial Land Demand (net ha)	C = A x	13	3	16
Estimated Employment, 2021 to 2046				
Commercial Density (jobs/net ha)	D	55	55	55
Commercial Employment	E = C x D	715	160	875
Land Needs, 2021 to 2046				
Commercial Land Demand (net ha)	F= E / D	13	3	16
Commercial Land Supply (net ha)	G	29	3	32
Commercial Land Needs, Surplus/(Shortfall), Net ha	**H = G - F**	**16**	**0**	**16**

Note: Figure has been rounded.
Source: Watson & Associates Economists Ltd., 2021.

Figure 7-2: Commercial Land Needs, 2021 to 2046, Strathroy and Mount Brydges

8 Strategic Directions

The following chapter provides a commercial land conversion evaluation framework and commercial policy recommendations. As previously discussed, given the rise of e-commerce and other disruptors anticipated over the forecast horizon, policy enhancements to the Municipality’s commercial structure will be required to ensure that the Municipality's commercial base grows with population.

8.1 Commercial Land Conversion Evaluation Considerations and Principles

The Consultant Team has prepared a commercial land conversion evaluation framework. It is important to note that there is no specific provincial framework for reviewing conversions of designated commercial land to other uses. The P.P.S., 2020 includes policies to protect and preserve Employment Areas[29] and provides a framework for reviewing Employment Area conversions.[30] While there are no policies on protection of designated commercial lands, the P.P.S., 2020 requires municipalities to provide an adequate market-based range and mix of residential and employment uses, such as commercial uses.[31] As discussed in Chapter 7, there is a surplus of designated commercial lands in Strathroy of approximately 16 ha to accommodate commercial development to 2046, while Mount Brydges has a sufficient supply of designated commercial lands.

The criteria for reviewing commercial land conversions considers the following broad principles:

- The conversion would not undermine the commercial structure and the broader urban structure;
- The site offers limited opportunity for commercial uses based on site characteristics (e.g., site configuration and size and access); and
- If applicable, the commercial site acts as an important transition between Employment Areas and residential uses.

[29] According to the P.P.S., 2020, Employment Areas are clusters of industrial-type operations, offices and associated retail and ancillary facilities. Generally, Employment Areas exclude and are protected from sensitive uses, such as major retail and residential uses.
[30] P.P.S., 2020, policy 1.3.2.4.
[31] P.P.S., 2020, policy 1.1.1.

8.2 Policy Recommendations

The primary objective of this commercial study is to provide a long-term vision for the Municipality's designated commercial lands. A core component of this study is a review of the amount of commercial land that currently exists, as well as identifying the amount of commercial development that would be required to serve future population and employment growth. Ensuring the quantity and suitability of commercial land is an important factor in not only servicing the needs of residents, but also current and future businesses.

Over the next 25-years, it is anticipated that the Strathroy Urban Settlement Area has surplus of designated commercial lands of approximately 16 ha, while the Mount Brydges Urban Settlement Area has a sufficient supply of commercial land to 2046. Going forward it is anticipated that the demand for retail big-box retail such as those found in the Strathroy's southend will soften with the rise of e-commerce. Big-box users are at least 20,000 sq.ft. (1,900 sq.m) and are generally comprised of three categories – general merchandise retailers (e.g., Walmart and Canadian Tire), food store retailers and large specialty retailers, referred to as "category-killers" (e.g., Staples, Best Buy and Toys R'Us). Over the next 25-years, commercial growth in Strathroy and Mount Brydges is anticipated to be largely concentrated in small (less than 20,000 sq.ft./1,900 sq.m.) commercial and institutional uses (e.g., restaurants, health/medical offices, small office uses and daycare centres), as well as a moderate amount of commercial space that may require big-box retail space, including food store use and non-food store retail use (including discount retailers, similar to Winners and Dollarama).

A major provincial policy objective in the P.P.S., 2020 is that Municipalities ensure that land is available to accommodate a range and mix of land use over a 25-year horizon.[32] Designated commercial lands are an important source in accommodating employment in Strathroy-Caradoc, as approximately 20% of the Municipality's employment is accommodated on lands designated for commercial use. Over the next 25-years, it is anticipated that 19% of the Municipality's employment will be accommodated on designated commercial lands (includes downtown and other designated commercial lands). The built-form and type of commercial employment over the next 25-years is anticipated to evolve based on changes in consumer behaviours and key disruptors, such as e-commerce and technology. Further, a major thrust in provincial policy, such as the P.P.S., 2020 is to encourage more mixed-use developments that support complete communities' principles of encouraging pedestrian movement, increasing employment density and establishing a sense of place. Striking a balance in supporting mixed-use development and ensuring an adequate supply of commercial lands will be a key challenge for the Municipality going forward, especially with increasing pressure to accommodate residential development.

The following policy recommendations and action items support the guiding principles of the Strathroy-Caradoc R.C.S. and build on the existing provincial and County of Middlesex policy frameworks. Each strategic recommendation outlines the current issues and opportunities

[32] P.P.S., 2020, policy 1.1.2.

associated with it, as well as policy or process-based actions for the Municipality of Strathroy-Caradoc to consider in its land-use and economic development planning activities.

Recommendation 1:	Allow Commercial Areas to Evolve into Mixed-Use Sites while Protecting Commercial Space for the Long-Term
Opportunities and Challenges	Commercial sites are evolving and there is a desire to incorporate mixed-use opportunities such as residential uses based on market and provincial policy objectives. Striking a balance in supporting mixed-use development and ensuring an adequate supply of commercial lands will be a key challenge for the Municipality going forward, especially with increasing pressure to accommodate residential development. It is important to recognize that accommodating commercial uses in a mixed-use development is more challenging than accommodating residential use due to the commercial site and market requirements, such as density, visibility, shipping/loading access, parking/and or transit access and preference for ground floor space.
Recommended Actions	• In order to ensure mixed-use developments on designated commercial sites support complete community principles and maintain an adequate mix of non-residential uses, the Municipality should consider the review of a proposed mixed-use development on designated commercial lands as part of a Comprehensive Review and/or as part of a Commercial Functional Study prepared by applicant. The Commercial Functional Study would include the following: a) Phasing of development including timing of commercial development component; b) A rationale for the allocation for commercial floor space that establishes an appropriate commercial space allocation and ensures a prominent share of the development as commercial (e.g., ground-floor retail or commercial frontage facing road and at minimum a commercial floor space of 430 sq.ft./40 sq.m. for every 1 dwelling unit); c) Potential impact of the development on the function of the surrounding commercial area and broader commercial structure; d) The availability of commercial space floor space on the site to complement the daily and weekly needs of the surrounding community; e) Opportunities for additional commercial floor space to be provided nearby;

Recommendation 1:	**Allow Commercial Areas to Evolve into Mixed-Use Sites while Protecting Commercial Space for the Long-Term**
	f) Role of the commercial component in creating a focal point; g) The redevelopment of a commercial site (if applicable) will retain at least the same number of employees; and h) There is a need for residential uses.

Recommendation 2:	**Ensure that Mount Brydges Can Accommodate Commercial Demand Given the Sufficient Supply of Commercial Land to 2046**
Opportunities and Challenges	There are limited opportunities in Mount Brydges to accommodate employment growth. Commercial lands provide an opportunity to accommodate a wide range of population-related employment (e.g., health care, personal services and retail). Mount Brydges has the commercial demand to accommodate up to 78,000 sq.ft. (7,200 sq.m) of commercial space and 160 associated jobs. The current designated land supply can accommodate this demand with a slight surplus (less than 0.4 ha).
Recommended Actions	• The Municipality should protect designated existing and vacant designated commercial lands in Mount Brydges. • It is possible to achieve the commercial demand forecast for Mount Brydges on less land based on higher utilization of the land (i.e., building coverage and employment density).

Recommendation 3:	**Protect and Enhance the Function of the Downtown Core of Strathroy**
Opportunities and Challenges	Downtown Strathroy is an important centre for the Municipality and provides the largest cluster of commercial and institutional services to the residents of the Municipality. Further, given the historical character of the Downtown, there is potential to attract visitors and expand its business base. Further, the Municipality of Strathroy-Caradoc Downtown Master Plan, 2020 considers the Kenwick Mall site as the largest opportunity for the downtown. The plan envisions the redevelopment of the Kenwick Mall site as a focus for intensive mixed-use development containing residential uses. Parking is envisioned to be contained in

Recommendation 3:	Protect and Enhance the Function of the Downtown Core of Strathroy
	the interior of the block with a combination of surface parking and some parking structures.
Recommended Actions	• Maintain O.P. policies that protect the commerce function of the downtown core by requiring ground-floor retail uses to be occupied by commercial uses and directing residential above commercial uses. • Consider identifying the Kenwick Mall site, as a special policy area that allows for a gradual transition of uses that complement the downtown core, including the opportunity to increase people and jobs density on site, allow for a greater intensity of residential uses that support the downtown and opportunities for parking.

Recommendation 4:	Consider Removing the Minimum Size Threshold for Free-Standing Retail Outlets and the Number of Retail Outlets in Areas Designated Commercial in Southend of Strathroy
Opportunities and Challenges	The demand for big-box retail is softening due to e-commerce. Over the forecast horizon, it is anticipated that small-scale retail uses (less than 20,000 sq,ft./1,900 sq.m) will comprise a large component of the retail development activity in the Municipality. Municipalities have traditionally used minimum/maximum size threshold as an approach to control big-box and category-killer growth and protect downtown areas, by directing commercial uses that cannot be accommodated in the downtown to arterial road locations. This approach is losing relevance, especially in the context of Strathroy, as commercial growth is largely to be comprised of smaller retail uses. It is important to recognize that the downtown does not have the capacity to accommodate commercial growth anticipated. Best Practices in planning for commercial development is to create a vibrant commercial structure that includes a connected structure of nodes and corridors that supports communities through the urban area.
Recommended Actions	• In order to ensure that vitality of commercial areas, the Municipality should consider removing the zoning-bylaw requirement of minimum size commercial floor area and number of retail outlet thresholds for free-standing retail uses.

Recommendation 4:	**Consider Removing the Minimum Size Threshold for Free-Standing Retail Outlets and the Number of Retail Outlets in Areas Designated Commercial in Southend of Strathroy**

Recommendation 5:	**Protect and Direct Commercial Development in the Established Commercial Nodes and Corridors**
Opportunities and Challenges	Commercial development should be directed to the existing nodes and corridors to ensure the vitality of the established commercial areas. It is assumed a quarter of the municipality's commercial employment growth will be accommodated in Employment Areas, while most of the remaining commercial employment will largely be accommodated within existing commercial nodes and corridors. A small portion (less than 5%) is assumed to be accommodated on residential sites and the rural area.
Recommended Actions	• Develop O.P. policies that establish identify existing commercial nodes and corridors. • Provide policies that protect Commercial Areas, as well as Employment Areas by directing major retail uses (20,000 sq.ft./1,900 sq.m) to Commercial Areas. Further, commercial uses within Employment Areas should include supportive commercial uses, such as hotels/motels, restaurants, fitness centres, office uses and commercial uses that cannot be accommodated in commercial areas due to storage requirements (e.g., marina storage, equipment sales and rental, etc.). • Commercial development in residential areas should include small-scale commercial uses that have a minimal impact on the function of the commercial structure.

Recommendation 6:	**Undertake Regular and Ongoing Monitoring of Commercial Area Land Supply and Demand**
Opportunities and Challenges	Effectively accommodating commercial development over the longer term requires the implementation of programs and mechanisms to accurately receive, catalogue and assess industrial development information, as well as to assess the available supply of commercial lands within the Municipality. The data collected and presented in this study offers the Municipality a base from which to work, but the Municipality will need to continue to update and monitor the information on a regular basis.

Recommendation 6:	**Undertake Regular and Ongoing Monitoring of Commercial Area Land Supply and Demand**
Recommended Actions	• Develop a system for tracking and monitoring commercial land supply and demand data, in accordance with the County of Middlesex O.P. policy on monitoring (policy 4.2) and building on baseline data provided in this R.C.S., to assist with longer-term planning and land-needs forecasting. • Track development enquires and potential issues with the O.P. policies to ensure the effectiveness of the O.P. in commercial development which can be reviewed at the next O.P. review. • Undertake a comprehensive update to the R.C.S. every five years at minimum.

Appendix A: Definitions

Automotive Services: includes gas stations, auto repair, auto dealerships (new and used), RV sales, car washes, and collision centres.

Commercial Area and Commercial Lands: includes all lands or areas that are designated for commercial uses and other permitted uses (e.g., institutional and office) as identified in the Municipality of Strathroy-Caradoc Official Plan.

Commercial: includes establishments that sell or provide a service and are open to the general public.

Comparison Retailers: a term that generally refers to non-food store retail (N.F.S.R.). These retailers typically cluster with other similar businesses so customers can examine and evaluate products. Comparison retailers generally attract customers on a less frequent basis.

Home Improvement and Building Supplies Stores: a subset of N.F.S.R., and includes paint stores, spa/pool stores, hardware stores, and outdoor and garden centres.

Finance, Insurance and Real Estate (F.I.R.E.): includes businesses that offer finance, insurance or real estate services.

Food Store Retail (F.S.R.): includes grocery stores, convenience stores, bakeries, and specialty food stores.

Food Services: includes restaurants and establishments that serve food and/or drinks.

General Merchandise, Apparel, Furniture and Other Retail (G.A.F.O): a subset of N.F.S.R. stores and includes stores that sell durable goods.

Gross Floor Area (G.F.A.): the gross floor area is the total floor space of the retail building and includes all common areas shared by tenants.

Gross Leasable Area (G.L.A.): the gross leasable area is the total area designed for exclusive use by a commercial tenant. If the building is leased to a single tenant, then the gross leasable area is equal to the gross floor area.

Health and Personal Care Stores: a subset of N.F.S.R. stores, and includes pharmacy/drug stores, nutrition supplement stores, optician stores, and health equipment supply stores.

Local Retail Uses: retailers that are visited on a frequent basis and are generally close to the customer's home.

Non-Food Store (N.F.S.R.): includes retailers that primarily sell durable goods: apparel, furniture, electronics, and general merchandise. Home improvement stores and building supply stores (e.g. home improvement stores, paint stores, spa/pool supplies, etc.) and health and personal care stores (e.g. pharmacy/drug stores) which are N.F.S.R., have been further broken down in the inventory.

Office and Institutional Services within Retail Buildings: includes banks, insurance branches, law offices, accounting offices, professional offices, and dental/medical offices operating within retail buildings.

Personal Services: includes commercial services operating with a storefront and open to the public, and includes the following: dry cleaners, hair/nail salons, spas, travel agencies, laundry services, weight loss centres, tattoo parlours, and tanning salons.

Appendix B: Commercial Built Space Inventory, March 2021

Company Name	Retail Category	Adddress	Estimated Employees	Building Type	Corridor/Node	Estimated Sq.ft. GLA
KFC	Restaurant	105 CARADOC ST S	10	Arterial	Adelaide-Caroll St	1,600
STARBUCKS	Restaurant	105 CARADOC ST S	18	Arterial	Adelaide-Caroll St	2,200
MAIN STREET CREDIT UNION	FIRE	214 CARADOC ST S	12	Arterial	Adelaide-Caroll St	3,600
JOHAN'S BRANDSOURCE	GAFO Furniture	24667 ADELAIDE RD	5	Arterial	Adelaide-Caroll St	12,500
MC DONALD'S	Restaurant	269 CARADOC ST S	66	Arterial	Adelaide-Caroll St	4,900
ROY'S COFFEE SHOPPE	Restaurant	273 CARADOC ST S	16	Arterial	Adelaide-Caroll St	3,300
POPEYES LOUISIANA KITCHEN	Restaurant	275 CARADOC ST S	12	Arterial	Adelaide-Caroll St	1,800
LUXURY NAILS 2	Personal Services	301 CARADOC ST S	2	Arterial	Adelaide-Caroll St	1,500
HAMSTRA CARPET ONE	GAFO Home	325 CARADOC ST S	14	Arterial	Adelaide-Caroll St	6,400
SWISS CHALET ROTISSERIE/GRILL	Restaurant	329 CARADOC ST S	50	Arterial	Adelaide-Caroll St	2,800
PIZZA HUT	Restaurant	341 CARADOC ST S	20	Arterial	Adelaide-Caroll St	1,200
PIONEER	Automotive - GSR	351 CARADOC ST S	6	Arterial	Adelaide-Caroll St	1,100
STRATHROY GOODWILL CMNTY STORE	GAFO GM	351 CARADOC ST S	12	Arterial	Adelaide-Caroll St	12,600
MCDONNELL MOTORS LTD	Automotive Dealerships	359 CARADOC ST S	22	Arterial	Adelaide-Caroll St	13,600
CANADIAN TIRE GAS+	Automotive - GSR	405 CARADOC ST S	7	Arterial	Adelaide-Caroll St	1,000
WALMART SUPERCENTER	GAFO GM	150 CARROLL ST E	100	Big-Box	Adelaide-Caroll St	91,000
CANADIAN TIRE	GAFO GM	24614 ADELAIDE RD	65	Big-Box	Adelaide-Caroll St	71,000
DOLLARAMA	GAFO GM	70 CARROLL ST E	18	Big-Box	Adelaide-Caroll St	9,200
LCBO	Liquor, Beer and Wine Store	70 CARROLL ST E	7	Big-Box	Adelaide-Caroll St	4,200
MONEY MART	Personal Services	70 CARROLL ST E	3	Big-Box	Adelaide-Caroll St	1,500
STRATHROY ANIMAL CLINIC	Personal Services	425 FRANCES ST	13	Other	Adelaide-Caroll St	4,900
STAPLES	GAFO GM	1 1-425 CARADOC ST S	31	Plaza	Adelaide-Caroll St	15,500
MCFARLAN ROWLANDS	FIRE	303 CARADOC ST S	4	Plaza	Adelaide-Caroll St	1,500
Gotham Barbershop	Personal Services	305 CARADOC ST S	10	Plaza	Adelaide-Caroll St	1,500
ADM AGRI INDUSTRIES	Industrial	305 CARADOC ST S	2	Plaza	Adelaide-Caroll St	2,600
M&M FOOD MARKET	Food Store Retail - Grocery	305 CARADOC ST S # B4	5	Plaza	Adelaide-Caroll St	2,000
EDWARD JONES	FIRE	323 CARADOC ST S	2	Plaza	Adelaide-Caroll St	1,200
HERBAL ONE WEIGHT MANAGEMENT	Health and Personal Care S	323 CARADOC ST S	1	Plaza	Adelaide-Caroll St	1,000
CRABBY JOE'S BAR & GRILL	Restaurant	323 CARADOC ST S	35	Plaza	Adelaide-Caroll St	6,600
SIMPLY HOUSE	Restaurant	323 CARADOC ST S	5	Plaza	Adelaide-Caroll St	2,000
SHELBY'S	Restaurant	323 CARADOC ST S	5	Plaza	Adelaide-Caroll St	2,000
SUBWAY	Restaurant	323 CARADOC ST S	8	Plaza	Adelaide-Caroll St	1,500
SCOTIABANK	Banking	360 CARADOC ST S	10	Plaza	Adelaide-Caroll St	2,000
TD CANADA TRUST	Banking	360 CARADOC ST S	20	Plaza	Adelaide-Caroll St	3,000
EASYHOME	GAFO Furniture	360 CARADOC ST S	7	Plaza	Adelaide-Caroll St	12,000
SOURCE	GAFO GM	360 CARADOC ST S	4	Plaza	Adelaide-Caroll St	1,500
PET VALU	GAFO GM	360 CARADOC ST S	4	Plaza	Adelaide-Caroll St	2,000
GIANT TIGER	GAFO GM	360 CARADOC ST S	28	Plaza	Adelaide-Caroll St	21,500
CAMEO HAIR STYLING	Personal Services	360 CARADOC ST S	2	Plaza	Adelaide-Caroll St	1,300
LITTLE CAESARS PIZZA	Restaurant	360 CARADOC ST S	10	Plaza	Adelaide-Caroll St	1,500
BDO	FIRE	425 CARADOC ST S	13	Plaza	Adelaide-Caroll St	2,000
DOLLAR TREE	GAFO GM	425 CARADOC ST S	14	Plaza	Adelaide-Caroll St	8,000
ROGERS	Personal Services	425 CARADOC ST S	5	Plaza	Adelaide-Caroll St	4,000
KING PIGS	Restaurant	425 CARADOC ST S	5	Plaza	Adelaide-Caroll St	2,000
DOMINO'S	Restaurant	425 CARADOC ST S	17	Plaza	Adelaide-Caroll St	2,500
TIM HORTONS	Restaurant	425 CARADOC ST S	45	Plaza	Adelaide-Caroll St	2,300
DESJARDINS	FIRE	114 ALBERT ST	2	Plaza	Albert St	2,000
HI-TECH ENGINEERING SARNIA	FIRE	114 ALBERT ST	1	Plaza	Albert St	1,500
TRANQUIL MASSAGE THRPY-WLLNSS	Health and Personal Care S	114 ALBERT ST	3	Plaza	Albert St	1,200
GERBER'S WORKWEAR LTD	GAFO C&A	114 Albert Street	3	Plaza	Albert St	1,500
COMMON WEALTH FINANCIAL	FIRE	370 Albert Street	8	Other	Albert St	4,900
RUDY DIVIC	FIRE	96 ALBERT ST	4	Other	Albert St	1,200
LITTLE LAMBS DAY CARE CTR	Personal Services	421 ALBERT ST	11	Other	Albert St	2,700
SOUL MIND & BODY SPA	Personal Services	440 ALBERT ST	6	Other	Albert St	3,500
Ryan's Mini-Mart	Food Store Retail - Conveni	380 ALBERT ST	4	Plaza	Albert St	2,500
BANH MI SHOP	Restaurant	380 ALBERT ST	8	Plaza	Albert St	1,800
MASTERPIECE FINANCIAL	FIRE	101 METCALFE ST E	3	Arterial	Downtown	3,000
CANADA'S CLEANERS	Personal Services	11 METCALFE ST W	2	Arterial	Downtown	1,200
NATURAL ELEMENTS	Personal Services	110 CARADOC ST S	6	Arterial	Downtown	1,700
BEER STORE	Liquor, Beer and Wine Store	112 METCALFE ST W	9	Arterial	Downtown	4,500
LINDA NAILS	Personal Services	120 CARADOC ST N	1	Arterial	Downtown	2,100
MNM ENTERPRISE MAIN	GAFO GM	120 METCALFE ST W	2	Arterial	Downtown	2,500
STRATHROY INTERNATIONAL TRAVEL	Personal Services	123 CARADOC ST N	2	Arterial	Downtown	1,500
ELITE HAIR STUDIO	Personal Services	123 CARADOC ST N	5	Arterial	Downtown	1,500
AJ'S AUTO	Automotive Dealerships	15 ADELAIDE ST	3	Arterial	Downtown	3,500
CIRCLE K	Food Store Retail - Conveni	15 FRONT ST E	5	Arterial	Downtown	2,600
GARDENIA RESTAURANT	Restaurant	162 METCALFE ST E	2	Arterial	Downtown	2,000
CORS MOTORS	Automotive - GSR	164 METCALFE ST E	8	Arterial	Downtown	1,100
PETRO-CANADA	Automotive - GSR	174 METCALFE ST W	4	Arterial	Downtown	1,300

Company Name	Retail Category	Adddress	Estimated Employees	Building Type	Corridor/Node	Estimated Sq.ft. GLA
TIM HORTONS	Restaurant	19 FRONT ST E	40	Arterial	Downtown	2,700
VAC SHOP	GAFO GM	320 METCALFE ST W	1	Arterial	Downtown	1,400
STRATHROY ANTIQUE MALL	GAFO GM	39 FRONT ST E	6	Arterial	Downtown	20,500
BLOWES TRAVEL & CRUISE CENTRES	Personal Services	40 CARADOC ST N	6	Arterial	Downtown	1,200
ULTRAMAR	Automotive - GSR	7 METCALFE ST E	7	Arterial	Downtown	2,700
PRO OIL CHANGE	Automotive - GSR	78 CARADOC ST S	6	Arterial	Downtown	1,300
T H LEASING & SALES	Automotive - GSR	8 METCALFE ST E	2	Arterial	Downtown	2,000
CARADOC ANIMAL CLINIC	Medical Services	84 CARADOC ST S	8	Arterial	Downtown	2,000
DR RON KREUZER	Medical Services	86 FRONT ST E	5	Arterial	Downtown	2,600
ORR CLEANERS	Personal Services	88 CARADOC ST S	1	Arterial	Downtown	1,000
ORR CLEANERS	Personal Services	88 FRONT ST E	2	Arterial	Downtown	1,200
CHRIS DAS INSURANCE & FNCL SVC	FIRE	90 FRONT ST E	4	Arterial	Downtown	1,000
STRATHROY TIRE SALES & SVC	Automotive - GSR	91 MAITLAND TERR	6	Arterial	Downtown	2,200
SKOOPS	Food Store Retail - Conveni	95 CARADOC ST S	2	Arterial	Downtown	2,200
A&W CANADA	Restaurant	96 CARADOC ST S	15	Arterial	Downtown	1,700
JUSTIN'S SHOP	Automotive - GSR	11 FRANK ST	1	Downtown Storefr	Downtown	2,100
PETS N PONDS	GAFO GM	11 FRANK ST	2	Downtown Storefr	Downtown	3,100
Tia's Place - Portuguese Restaurant	Restaurant	11 FRONT ST W	5	Downtown Storefr	Downtown	1,200
ACHIEVEMENT & LEARNING CTR	Personal Services	117 THOMAS ST	2	Downtown Storefr	Downtown	1,500
HAMILTON'S BAKERY	Food Store Retail - Specialty	12 FRONT ST W	2	Downtown Storefr	Downtown	1,400
STRATHROY SUBMARINE & PIZZA	Restaurant	13 FRONT ST W	5	Downtown Storefr	Downtown	2,000
NJS CONSTRUCTION INC	Personal Services	131 THOMAS ST	25	Downtown Storefr	Downtown	1,500
KEEPERS STRATHROY	GAFO GM	15 FRONT ST W	2	Downtown Storefr	Downtown	2,000
STRATHROY MEDICAL PHARMACY	Health and Personal Care S	17 FRANK ST	4	Downtown Storefr	Downtown	1,200
GILLOOLY DENTURE CLINIC	Medical Services	17 FRANK ST	1	Downtown Storefr	Downtown	1,000
WEST MIDDLESEX WALK IN CLINIC	Medical Services	17 FRANK ST	5	Downtown Storefr	Downtown	1,000
DR LEUNG & DR MITHOOWAN MAIN	Medical Services	17 FRANK ST	5	Downtown Storefr	Downtown	1,000
BEZAIRE HEMERYCK BARNETT	FIRE	18 FRONT ST E	4	Downtown Storefr	Downtown	2,500
ROSS AUTOMOTIVE	Automotive - GSR	20 FRONT ST E	1	Downtown Storefr	Downtown	700
STRATHROY'S TAILOR	Personal Services	20 FRONT ST E	2	Downtown Storefr	Downtown	1,200
NEON CRAB TATTOOS & PIERCING	Personal Services	20 FRONT ST E	4	Downtown Storefr	Downtown	1,700
MCGUGAN OPTOMETRY CTR	Medical Services	22 FRANK ST	6	Downtown Storefr	Downtown	4,200
Back Alley Burrito	Restaurant	23 Front St W	5	Downtown Storefr	Downtown	1,600
H&R BLOCK	FIRE	24A FRONT ST E	6	Downtown Storefr	Downtown	1,000
WAGNER CHIROPRACTIC HEALTH	Medical Services	25 CENTRE ST W	5	Downtown Storefr	Downtown	1,800
DOUG & MARION'S BIKE SALES	GAFO GM	25 FRONT ST W	2	Downtown Storefr	Downtown	1,400
MPW CHARTER PRO ACCOUNTS	FIRE	26 FRONT ST W	5	Downtown Storefr	Downtown	1,600
NIELSEN'S FLOWERS-CNTRY GOOSE	GAFO GM	27 FRONT ST W	6	Downtown Storefr	Downtown	1,800
TANG'S VILLAGE RESTAURANT	Restaurant	28 FRONT ST W	6	Downtown Storefr	Downtown	1,700
DOWNTOWN SOUND AGAIN	GAFO GM	29 FRONT ST W	3	Downtown Storefr	Downtown	1,700
COMPUTER BUSTERS	Personal Services	29 FRONT ST W	3	Downtown Storefr	Downtown	500
STRATHROY OPTICAL	Health and Personal Care S	3 CENTRE ST W	1	Downtown Storefr	Downtown	900
MEN'S SHOPPE	GAFO C&A	30 FRONT ST W	9	Downtown Storefr	Downtown	1,300
STRATHROY FAMILY HEALTH	Medical Services	31 CARADOC ST N	5	Downtown Storefr	Downtown	2,200
MARKET DELI & DUTCH SHOP	Food Store Retail - Specialty	31 FRONT ST W	5	Downtown Storefr	Downtown	1,200
NEXT WAVE	Personal Services	32 FRONT ST W	3	Downtown Storefr	Downtown	1,700
SKIN SENSE SPA INC	Personal Services	33 FRANK ST	3	Downtown Storefr	Downtown	4,800
GUARDIAN-BOSSONS PHARMACY	Health and Personal Care S	35 FRONT ST W	11	Downtown Storefr	Downtown	2,700
RBC ROYAL BANK	Banking	38 FRONT ST W	22	Downtown Storefr	Downtown	5,100
JOSEPH VANDEN ELZEN & ASSOC	FIRE	39 FRANK ST	4	Downtown Storefr	Downtown	2,500
MARK J BOTSFORD FAMILY DENTIST	Medical Services	39 FRANK ST	7	Downtown Storefr	Downtown	1,100
JANET M GIBBONS LLB	FIRE	39 FRONT ST W	6	Downtown Storefr	Downtown	1,000
CAMARA'S HAIR SALON	Personal Services	43 FRANK ST	2	Downtown Storefr	Downtown	1,600
FYSICAL HEALTH MASSAGE THERAPY	Medical Services	46 FRONT ST E	2	Downtown Storefr	Downtown	1,100
CENTURY 21RED RIBBON REALTY	FIRE	47 FRANK ST	5	Downtown Storefr	Downtown	1,400
BRIAN LINKER SALES REP	GAFO GM	47 FRANK ST	3	Downtown Storefr	Downtown	1,500
STRATHROY AUDIO VIDEO	GAFO GM	5 FRONT ST W	3	Downtown Storefr	Downtown	3,000
CIBC	Banking	52 FRONT ST W	14	Downtown Storefr	Downtown	2,600
Sink Geroge Law Office	FIRE	53 FRONT ST W	5	Downtown Storefr	Downtown	1,500
DANCE FACTOR STUDIOS LTD	Personal Services	55 FRANK ST	10	Downtown Storefr	Downtown	4,700
EPIC HAIR SALON	Personal Services	57 THOMAS ST	2	Downtown Storefr	Downtown	1,300
MNP LLP	Personal Services	6 FRONT ST W	21	Downtown Storefr	Downtown	5,000
LOFT HOUSE OF FASHION	GAFO C&A	61 FRONT ST W	2	Downtown Storefr	Downtown	2,000
Muggs Coffeebar and Clayroom	Restaurant	63 Frank St	5	Downtown Storefr	Downtown	1,800
KETTLEWELL INSURANCE-REAL EST	FIRE	65 FRANK ST	8	Downtown Storefr	Downtown	1,500
LEO'S TAXI TRANSPORTATION LTD	Personal Services	67 CENTRE ST W	5	Downtown Storefr	Downtown	1,500
LEO TAXIS	Personal Services	67 CENTRE ST W	3	Downtown Storefr	Downtown	1,500
HEARING LIFE	Health and Personal Care S	68 FRONT ST W	2	Downtown Storefr	Downtown	1,500
STRATHROY SPORTS EXCELLENCE	GAFO GM	7 FRONT ST W	3	Downtown Storefr	Downtown	1,500
H & N TAX SVC	FIRE	70 FRONT ST W	2	Downtown Storefr	Downtown	1,200
CLOCK TOWER INN	Accommodations	71 FRANK ST	1	Downtown Storefr	Downtown	3,500
Clocktower Bistro	Restaurant	71 Frank St	5	Downtown Storefr	Downtown	3,000
ECONOMY SHOP	GAFO C&A	71 RICHMOND ST	8	Downtown Storefr	Downtown	11,900
LIBRO CREDIT UNION	Banking	72 FRONT ST W	21	Downtown Storefr	Downtown	5,200
AGE DISPATCH	FIRE	73 FRONT ST W	3	Downtown Storefr	Downtown	1,200
INCOMPARABLE SALON	Personal Services	76 FRANK ST	3	Downtown Storefr	Downtown	1,700
ETHICS UNISEX HAIR SALON	Personal Services	77 FRONT ST W	3	Downtown Storefr	Downtown	1,800
UNISEX HAIRSTYLE SALON	Personal Services	79 FRONT ST W	1	Downtown Storefr	Downtown	1,200
SANDKER HANS	GAFO Furniture	79 THOMAS ST	5	Downtown Storefr	Downtown	2,100
DAMEN OPTIMAL HEALTH TEAM	Medical Services	8 FRONT ST E	5	Downtown Storefr	Downtown	7,000
A STAR IS BORN	GAFO C&A	8 FRONT ST W	2	Downtown Storefr	Downtown	2,100
HOME CHILD CARE MIDDLESEX	Personal Services	80 FRANK ST	10	Downtown Storefr	Downtown	1,300
ONTARIO EARLY YEARS CTR	Personal Services	80 FRANK ST	2	Downtown Storefr	Downtown	1,300
SALT & PEPPER'S	Restaurant	84 FRANK ST	7	Downtown Storefr	Downtown	1,200
MUSIC SPOT	Personal Services	85 CARADOC ST N	2	Downtown Storefr	Downtown	1,400
G 2G DRIVING ACADEMY	Personal Services	85 FRANK ST	3	Downtown Storefr	Downtown	1,800
MAELSTROM	GAFO GM	89 FRANK ST	2	Downtown Storefr	Downtown	1,900
CASHLINE LOANS INC	Personal Services	91 FRANK ST	2	Downtown Storefr	Downtown	1,500
COLDWELL BANKER APPLEBY REAL	FIRE	93 FRANK ST	2	Downtown Storefr	Downtown	700
POAG JAMES O JEWELLERS LTD	GAFO C&A	94 FRANK ST	12	Downtown Storefr	Downtown	3,700
ARTISTRY IN MOTION	GAFO GM	95 FRANK ST	3	Downtown Storefr	Downtown	1,000
POAG J R	GAFO GM	96 FRANK ST	4	Downtown Storefr	Downtown	2,400

Company Name	Retail Category	Adddress	Estimated Employees	Building Type	Corridor/Node	Estimated Sq.ft. GLA
ARTISTRY IN MOTION	GAFO GM	95 FRANK ST	3	Downtown Storefr	Downtown	1,000
POAG J R	GAFO GM	96 FRANK ST	4	Downtown Storefr	Downtown	2,400
BROKERLINK	FIRE	97 FRANK ST	2	Downtown Storefr	Downtown	800
FOOD BASICS	Food Store Retail - Grocery	51 FRONT ST E	75	Mall	Downtown	29,000
DUKE ON SYDENHAM	Restaurant	51 FRONT ST E	6	Mall	Downtown	4,000
MERIDIAN HEARING CTR	Health and Personal Care S	74 FRONT ST E	3	Medical Office	Downtown	1,100
DCTM CLINICAL TRIALS GROUP	Health and Personal Care S	74 FRONT ST E	2	Medical Office	Downtown	750
STRATHROY MEDICAL CLINIC	Medical Services	74 FRONT ST E	11	Medical Office	Downtown	7,600
ACTIVE JOINT PHYSIOTHERAPY CTR	Medical Services	74 FRONT ST E	5	Medical Office	Downtown	1,900
DYNACARE	Medical Services	74 FRONT ST E	4	Medical Office	Downtown	1,500
SUBWAY	Restaurant	74 FRONT ST E	18	Medical Office	Downtown	1,200
SHOPPERS DRUG MART	Health and Personal Care S	78 FRONT ST E	1	Medical Office	Downtown	15,000
STRATHROY DENTAL CTR	Medical Services	83 METCALFE ST E	14	Medical Office	Downtown	1,900
GROSS HEALTH SVC	Medical Services	83 METCALFE ST E	4	Medical Office	Downtown	1,900
CROSSINGS INSURANCE	FIRE	201 METCALFE ST W	2	Other	Downtown	1,300
FLAGSTONE FINANCIAL GROUP	FIRE	88 METCALFE ST E	5	Other	Downtown	3,000
SUTTON	FIRE	48 FRONT ST E	4	Other	Downtown	1,100
TOWN & COUNTRY MUTUAL INS CO	FIRE	79 CARADOC ST N	20	Other	Downtown	4,500
GOODHAND INSURANCE INC	FIRE	79 CARADOC ST N	4	Other	Downtown	3,000
KOKOMO'S	Personal Services	10 METCALF PL B8	5	Plaza	Downtown	1,900
MUFFLERMAN	Automotive - GSR	10 METCALFE ST W	6	Plaza	Downtown	4,500
ONCE UPON A TIME WEDDINGS	GAFO C&A	10 METCALFE ST W	2	Plaza	Downtown	1,500
HEARING CARE CLINIC	Health and Personal Care S	10 METCALFE ST W	4	Plaza	Downtown	1,200
IMPERIAL EYE WEAR	Health and Personal Care S	10 METCALFE ST W	4	Plaza	Downtown	1,500
RODER CHIROPRACTIC OFFICE	Medical Services	10 METCALFE ST W	1	Plaza	Downtown	1,500
FIRST CHOICE HAIRCUTTERS	Personal Services	10 METCALFE ST W	9	Plaza	Downtown	1,800
ANDY'S LEGENDARY PIZZA	Restaurant	10 METCALFE ST W	14	Plaza	Downtown	2,000
RE/MAX CITY REALTY	FIRE	11 METCALFE ST W	8	Plaza	Downtown	2,200
BRIGHTVIEW DENTAL	Medical Services	11 METCALFE ST W	7	Plaza	Downtown	1,100
Peavy Mart	GAFO Home	134 CARADOC ST N	15	Plaza	Downtown	15,000
KATHY'S COFFEE SHOP	Restaurant	134 CARADOC ST N	1	Plaza	Downtown	1,500
GOOD LIFE FITNESS CLUB	Recreational	216 METCALFE ST E	2	Arterial	Metcalfe St. E.	9,000
FAB FABRICS & DECOR	GAFO GM	218 METCALFE ST E	3	Arterial	Metcalfe St. E.	5,000
TRANSMISSION DIRECT	Automotive - GSR	259 METCALFE ST E	5	Arterial	Metcalfe St. E.	5,300
ALL ROUND TRUCK & AUTO CARE	Automotive - GSR	259 METCALFE ST E	5	Arterial	Metcalfe St. E.	3,800
SPEEDY GLASS	Automotive - GSR	265 METCALFE ST E	2	Arterial	Metcalfe St. E.	2,800
WALTER TADGELL & SONS LTD	GAFO GM	281 METCALFE ST W	2	Arterial	Metcalfe St. E.	1,200
DENNING BROTHERS FUNERAL HOME	Personal Services	32 METCALFE ST W	5	Arterial	Metcalfe St. E.	16,000
SUNSHINE BAKERY	Food Store Retail - Specialty	22406 ADELAIDE RD	2	Arterial	Mount Brydges	2,000
TINA S TREASURES	GAFO GM	22423 ADELAIDE RD	2	Arterial	Mount Brydges	1,900
PILKEY AUTO SALES	Automotive Dealerships	22440 ADELAIDE RD	3	Arterial	Mount Brydges	4,700
VERN'S VARIETY STORE	Food Store Retail - Conveni	22447 ADELAIDE RD	2	Arterial	Mount Brydges	1,900
BERT'S REPAIR & TOWING	Automotive - GSR	22463 ADELAIDE RD	5	Arterial	Mount Brydges	2,400
RBC ROYAL BANK	Banking	22466 ADELAIDE RD	10	Arterial	Mount Brydges	3,800
PLATINUM KEY REALTY INC	FIRE	22469 ADELAIDE RD	5	Arterial	Mount Brydges	1,300
CUSTOM MOBILITY	GAFO GM	22471 ADELAIDE RD	7	Arterial	Mount Brydges	1,200
MT BRYDGES FLORAL DESIGN	GAFO GM	22477 ADELAIDE RD	2	Arterial	Mount Brydges	1,900
MT. BRYDGES INDEPENDENT GROCER	Food Store Retail - Grocery	22482 ADELAIDE RD	3	Arterial	Mount Brydges	6,600
SEW CREATIVE	GAFO GM	22486 ADELAIDE RD	1	Arterial	Mount Brydges	1,500
MT BRYDGES SVC CTR	Automotive - GSR	22497 ADELAIDE RD	4	Arterial	Mount Brydges	1,300
VILLAGE PIZZA & RESTAURANT	Restaurant	22519 ADELAIDE RD	9	Arterial	Mount Brydges	1,700
KORNER KAFE	Restaurant	22523 ADELAIDE RD	6	Arterial	Mount Brydges	2,400
Lotus Thai Restaurant	Restaurant	22527 Adelaide Rd	5	Arterial	Mount Brydges	1,000
CIRCLE K	Food Store Retail - Conveni	22537 ADELAIDE ST N	5	Arterial	Mount Brydges	2,300
EDWARD JONES	FIRE	22542 ADELAIDE RD	2	Arterial	Mount Brydges	1,200
TIM HORTONS	Restaurant	22542 ADELAIDE RD	30	Arterial	Mount Brydges	4,700
IDEAL QUALITY AUTOMOBILES INC	Automotive Dealerships	644 LONGFIELD ST	3	Arterial	Mount Brydges	2,600
COLLIER AUTO BODY	Automotive - GSR	8647 GLENDON DR	2	Arterial	Mount Brydges	2,000
MT BRYDGES FORD SALES LTD	Automotive Dealerships	8791 GLENDON DR	25	Arterial	Mount Brydges	18,800
MIDDLESEX SPINE & SPORT CLINIC	Medical Services	22494 ADELAIDE RD	5	Other	Mount Brydges	4,200
MIKE BEATTIE INS	FIRE	633 LIONS PARK DR	2	Other	Mount Brydges	700
GIFFEN PIERCE & SINCLAIR INS	FIRE	11 CENTRE ST W	3	Other	Mount Brydges	2,200
MAXIMUM TECHNOLOGY MANAGEMENT	Personal Services	678 BOWAN ST	2	Other	Mount Brydges	1,500
CARADOC DE MUTUAL INSURANCE CO	FIRE	22508 ADELAIDE RD	4	Other	Mount Brydges	3,000
MT BRYDGES ANIMAL CLINIC	Personal Services	22276 MILL RD	15	Other	Mount Brydges	3,100
ELLIOTT MADILL FUNERAL HOMES	Personal Services	22424 ADELAIDE RD	2	Other	Mount Brydges	5,100
TRINITY ROSE HAIR STUDIO	Personal Services	22472 ADELAIDE RD	4	Plaza	Mount Brydges	1,900
TAX FREE CASH INC	FIRE	22473 ADELAIDE RD	1	Plaza	Mount Brydges	2,100
CDS PHARMACIES INC	Health and Personal Care S	22474 ADELAIDE RD	8	Plaza	Mount Brydges	1,700
Mount Brydges Pet Supply	GAFO GM	22534 ADELAIDE RD	5	Plaza	Mount Brydges	2,000
MT BRYDGES CDS PHARMACY	Health and Personal Care S	22534 ADELAIDE RD	10	Plaza	Mount Brydges	2,000
COMMUNITY MENTAL HEALTH ASSN	Medical Services	21 RICHMOND ST	20	Other	Other	8,100
CRYSTAL CLEAR BAGS CANADA	Industrial	155 VICTORIA ST	10	Other	Other	12,400
PETE'S SPORTS	GAFO GM	667 ADAIR BLVD	3	Other	Other	2,000
SIMPLY KIDS INC	Personal Services	376 CARRIE ST	16	Other	Other	7,900
STRATHROY MONUMENTS	Personal Services	40A THOMAS ST	3	Other	Other	3,400
MOBIL	Food Store Retail - Conveni	626 VICTORIA ST	3	Plaza	Pannell Lane	1,200
REAL CANADIAN SUPERSTORE	Food Store Retail - Grocery	626 VICTORIA ST	300	Plaza	Pannell Lane	96,000
SUGAR & SPICE CHOCOLATE	Food Store Retail - Specialty	626 VICTORIA ST	5	Plaza	Pannell Lane	1,500
WW (WEIGHT WATCHERS)	Health and Personal Care S	626 VICTORIA ST	9	Plaza	Pannell Lane	1,200
BMO BANK OF MONTREAL	Banking	630 VICTORIA ST	11	Plaza	Pannell Lane	2,500
BURGER KING	Restaurant	640 VICTORIA ST	40	Plaza	Pannell Lane	3,300

Vacant Building Space

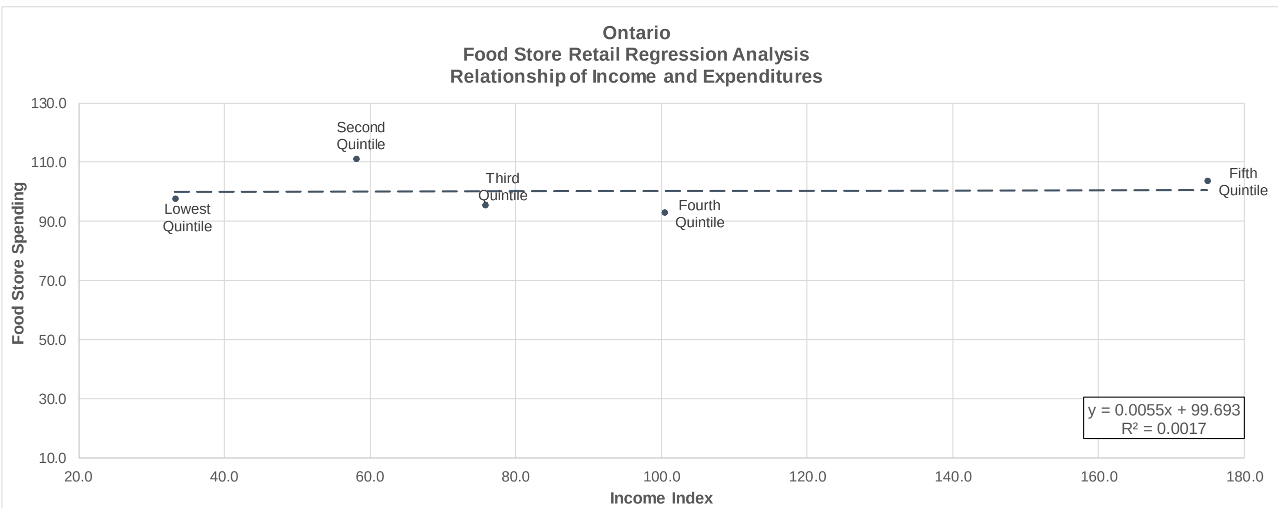
Vacant Site Location	Location	Retail Corridor	Vacant Sq.ft. (Rounded)
Strathroy Crossing	Strathroy Crossing	Adelaide/Carroll St.	1,600
Strathroy Crossing	Strathroy Crossing	Adelaide/Carroll St.	1,500
Strathroy Crossing	Strathroy Crossing	Adelaide/Carroll St.	1,200
Strathroy Crossing	Strathroy Crossing	Adelaide/Carroll St.	900
323 CARADOC ST. S.	Caradoc St Arterial Retail	Adelaide/Carroll St.	1,200
200 Metcalfe	Southdale Centre - 323, 275, 303 Caradoc St.	Adelaide/Carroll St.	1,300
12 Caradoc St	12 Caradoc St Plaza	Adelaide/Carroll St.	6,500
22534-22542 Adelaide Road, Mount Brydges	Mount Brydges	Mount Brydges	2,200
22534-22542 Adelaide Road, Mount Brydges	Mount Brydges	Mount Brydges	1,800
22534-22542 Adelaide Road, Mount Brydges	Mount Brydges	Mount Brydges	1,000
380 Albert	380 Albert St Plaza	Albert St	800
360 CARADOC ST S	360 Caradoc St Plaza	Adelaide/Carroll St.	3,000
Downtown Vacant	Downtown	Downtown	1,500
Downtown Vacant	Downtown	Downtown	1,000
Downtown Vacant	Downtown	Downtown	2,000
Downtown Vacant	Downtown	Downtown	1,500
Downtown Vacant	Downtown	Downtown	5,000
Downtown Vacant	Downtown	Downtown	3,000
Downtown Vacant	Downtown	Downtown	1,500
Downtown Vacant	Downtown	Downtown	1,500
Downtown Vacant	Downtown	Downtown	2,000
76 Front St	Front St Arterial Retail	Downtown	1,000
10 Metcalfe	10 Metcalfe St Plaza	Downtown	1,500
134 Caradoc St	134 Caradoc St Plaza	Adelaide/Carroll St.	1,000
Kenwick Mall	Kenwick Mall	Downtown	3,800
Kenwick Mall	Kenwick Mall	Downtown	1,300
Kenwick Mall	Kenwick Mall	Downtown	2,500
Kenwick Mall	Kenwick Mall	Downtown	8,300
Kenwick Mall	Kenwick Mall	Downtown	1,400
Kenwick Mall	Kenwick Mall	Downtown	1,200
Kenwick Mall	Kenwick Mall	Downtown	1,900
Kenwick Mall	Kenwick Mall	Downtown	400
Kenwick Mall	Kenwick Mall	Downtown	2,300
Kenwick Mall	Kenwick Mall	Downtown	1,500
Kenwick Mall	Kenwick Mall	Downtown	1,300
Kenwick Mall	Kenwick Mall	Downtown	1,700
Kenwick Mall	Kenwick Mall	Downtown	1,500
Kenwick Mall	Kenwick Mall	Downtown	700
Kenwick Mall	Kenwick Mall	Downtown	2,500
Kenwick Mall	Kenwick Mall	Downtown	1,700
Kenwick Mall	Kenwick Mall	Downtown	800
Total			80,300

Appendix C: Provincial Expenditures Analysis and Income Regression Analysis

Appendix C-1: Food Store Expenditures Analysis

Ontario
Food Store Uses Expenditures Analysis

Household Spending Data		Lowest Quintile	Second Quintile	Third Quintile	Fourth Quintile	Highest Quintile	All Quintiles
		Less than $33,230	Between 33,230 to $58,850	Between $58,850 to $89,710	Between $89,10 to $142,500	Over $142,500	
Average Household Size	A	1.59	2.13	2.64	3.08	3.42	2.57
Average Household Income before Tax	B	$19,470	$45,580	$73,710	$113,910	$220,390	$94,690
Average Household Income per capita	C = B / A	$12,250	$21,400	$27,920	$36,980	$64,440	$36,840
Income Index	D = C / $36,840 x 100	33.3	58.1	75.8	100.4	174.9	100.0
Food Store Uses							
Food Store, Household Total Spending	E	$3,490	$5,300	$5,660	$6,420	$7,930	$5,760
Average Food Store Expenditure per capita	F = E / A	$2,190	$2,490	$2,140	$2,080	$2,320	$2,240
Food Store as Percentage of Income (%)	G = F / C	18%	12%	8%	6%	4%	6%
Average Food Store Expenditure, Ratio Ontario Index	H = F / $2,240	97.8	111.2	95.5	92.9	103.6	100.0



Source: Derived from Statistics Canada. Custom data table requests and Table 11-10-0223-01 Household spending by household income quintile by Waston & Associates Economists Ltd.

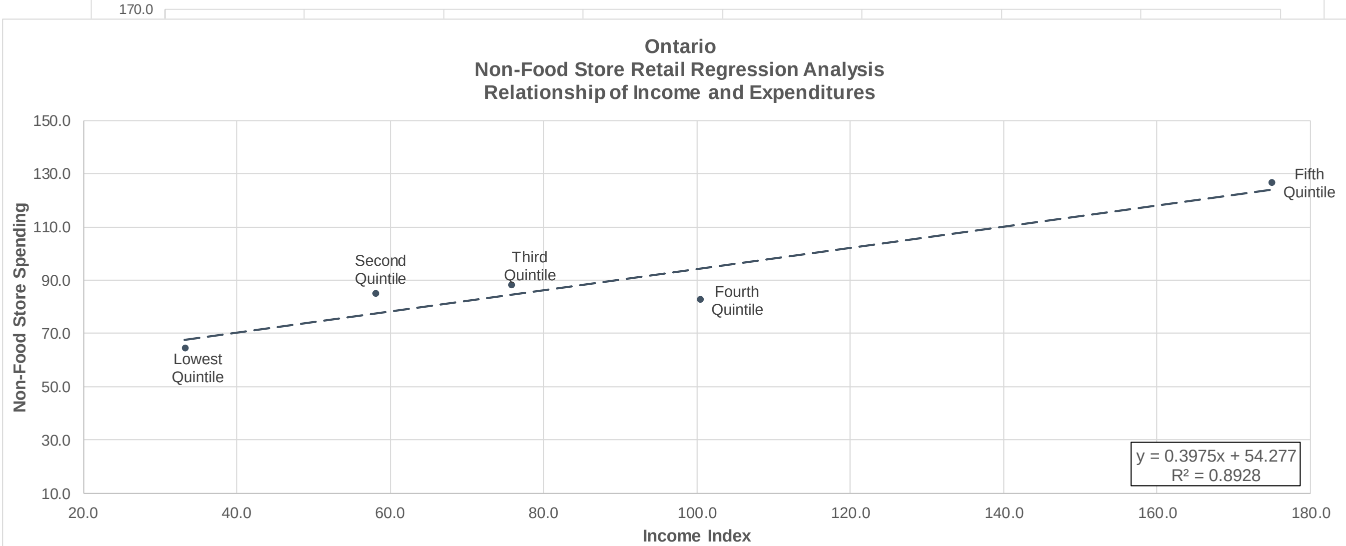
Appendix C-2: Food Services Expenditures
Appendix C-3: Non-Food Store Expenditures

Ontario
Food Services Expenditures Analysis

Household Spending Data		Lowest Quintile Less than $33,230	Second Quintile Between 33,230 to $58,850	Third Quintile Between $58,850 to $89,710	Fourth Quintile Between $89,10 to $142,500	Highest Quintile Over $142,500	All Quintiles
Income Index	D = C / $36,840 x 100	33.3	58.1	75.8	100.4	174.9	100.0
Food Store Uses							
Restaurants (Food Services and Drinking Places), Household Total Spending	E	$1,680	$1,380	$3,260	$3,250	$7,040	$3,420
Average Restaurants Expenditure per capita	F = E / A	$1,060	$650	$1,210	$1,060	$2,060	$1,330
Average Restaurants Expenditure, Ratio Ontario Index	H = F / $2,240	79.7	48.9	91.0	79.7	154.9	100.0

Ontario
Non-Food Store Uses Expenditures Analysis

Household Spending Data		Lowest Quintile Less than $33,230	Second Quintile Between 33,230 to $58,850	Third Quintile Between $58,850 to $89,710	Fourth Quintile Between $89,10 to $142,500	Highest Quintile Over $142,500	All Quintiles
Average Household Size	A	1.59	2.13	2.64	3.08	3.42	2.57
Average Household Income before Tax	B	$19,470	$45,580	$73,710	$113,910	$220,390	$94,690
Average Household Income per capita	C = B / A	$12,250	$21,400	$27,920	$36,980	$64,440	$36,840
Income Index	D = C / $36,840 x 100	33.3	58.1	75.8	100.4	174.9	100.0
Non-Food Store Uses							
Non-Food Store, Household Total Spending	E	$1,300	$2,290	$2,960	$3,240	$5,500	$3,260
Average Non-Food Store Expenditure per capita	F = E / A	$820	$1,080	$1,120	$1,050	$1,610	$1,270
Non-Food Store as Percentage of Income (%)	G = F / C	7%	5%	4%	3%	2%	3%
Average N.F.S.U. Expenditure, Ratio Ontario Index	H = F / $3,260	64.6	85.0	88.2	82.7	126.8	100.0

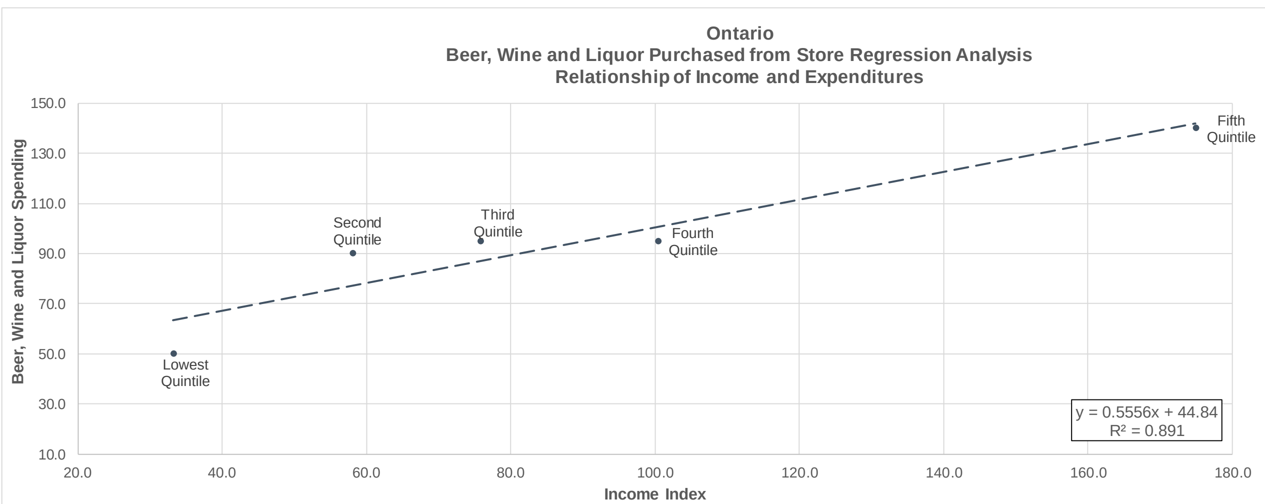


Source: Derived from Statistics Canada. Custom data table requests and Table 11-10-0223-01 Household spending by household income quintile by Waston & Associates Economists Ltd.

Appendix C-4: Beer, Wine and Liquor Store Expenditures Analysis

Ontario
Beer, Wine and Liquor Stores Purchased from Store

Household Spending Data		Lowest Quintile	Second Quintile	Third Quintile	Fourth Quintile	Highest Quintile	All Quintiles
		Less than $33,230	Between 33,230 to $58,850	Between $58,850 to $89,710	Between $89,10 to $142,500	Over $142,500	
Average Household Size	A	1.59	2.13	2.64	3.08	3.42	2.57
Average Household Income before Tax	B	$19,470	$45,580	$73,710	$113,910	$220,390	$94,690
Average Household Income per capita	C = B / A	$12,250	$21,400	$27,920	$36,980	$64,440	$36,840
Income Index	D = C / $36,840 x 100	33.3	58.1	75.8	100.4	174.9	100.0
Beer, Wine and Liquor Stores							
Beer Wine and Liquor Stores, Household Total Spending	E	$160	$390	$510	$570	$970	$520
Average B.W.L. Expenditure per capita	F = E / A	$100	$180	$190	$190	$280	$200
B.W.L. as Percentage of Income (%)	G = F / C	1%	1%	1%	1%	0%	1%
Average B.W.L. Expenditure, Ratio Ontario Index	H = F / $2,240	50.0	90.0	95.0	95.0	140.0	100.0



Source: Derived from Statistics Canada. Custom data table requests and Table 11-10-0223-01 Household spending by household income quintile by Waston & Associates Economists Ltd.

Appendix D: Market Expenditure Potential Forecasts

Strathroy Trade Area
Study Area Expenditure Potential (2021 Dollars)

Strathroy Trade Area		2021	2031	2046
Population	A	46,800	55,300	61,400
Food Store (Supermarket, Specialty Food Stores & Convenience) per captia expenditure	B	$2,835	$2,835	$2,835
Food Store Total Expenditure ($ Million)	C = A x B	$132.7	$156.8	$174.1
Beer, Wine & Liquor Stores (B.W.L.)	D	$325	$325	$325
B.W.L. Total Expenditure ($ Million)	E = A x D	$15.2	$18.0	$20.0
Food Services and Drinking Places (Restaurants)	F	$1,810	$1,810	$1,810
Restaurants Total Expenditure ($ Million)	G = A x F	$84.7	$100.1	$111.1
Health and Personal Care Stores	H	$1,150	$1,150	$1,150
Health and Personal Care Stores ($ Million)	I = A x H	$53.8	$63.6	$70.6
Non-Food Store Retail Uses/Comparison Retailers	J	$3,685	$3,685	$3,685
Non-Food Store Retail Uses ($ Million)	K = A x J	$172.5	$203.8	$226.3
Other Retailers	L	$1,260	$1,260	$1,260
Other Retailers ($ Million)	M = A x L	$59.0	$69.7	$77.4
Total Expenditure Potential ($ Million)		$517.8	$611.9	$679.4

Source: Watson & Associates Economists Ltd.

Strathroy Trade Area

Market Potential Expenditures				
Supermarket, Specialty Food Stores and Convenience Stores		$132.7	$156.8	$174.1
Beer, Wine & Liquor Stores		$14.7	$17.4	$19.3
Food Services and Drinking Places (Restaurants)		$82.6	$97.6	$108.4
Health and Personal Care Stores		$53.1	$62.8	$69.7
Non-Food Store Retail Uses/Comparison Retailers		$169.9	$200.7	$222.9
Other Retail Uses		$58.0	$68.6	$76.1
Total Market Potential ($m)		$511.1	$603.9	$670.5

Mount Brydges Trade Area
Study Area Expenditure Potential (2021 Dollars)

Mount Brydges		2021	2031	2046
Population	A	2,900	5,000	7,100
Food Store (Supermarket, Specialty Food Stores & Convenience) per captia expenditure	B	$2,835	$2,835	$2,835
Food Store Total Expenditure ($ Million)	C = A x B	$8.2	$14.2	$20.1
Beer, Wine & Liquor Stores (B.W.L.)	D	$315	$315	$315
B.W.L. Total Expenditure ($ Million)	E = A x D	$0.9	$1.6	$2.2
Food Services and Drinking Places (Restaurants)	F	$1,765	$1,765	$1,765
Restaurants Total Expenditure ($ Million)	G = A x F	$5.1	$8.8	$12.5
Health and Personal Care Stores	H	$1,135	$1,135	$1,135
Health and Personal Care Stores ($ Million)	I = A x H	$3.3	$5.7	$8.1
Non-Food Store Retail Uses/Comparison Retailers	J	$3,630	$3,630	$3,630
Non-Food Store Retail Uses ($ Million)	K = A x J	$10.5	$18.2	$25.8
Other Retailers	L	$1,240	$1,240	$1,240
Other Retailers ($ Million)	M = A x L	$3.6	$6.2	$8.8
Total Expenditure Potential ($ Million)		$31.7	$54.6	$77.5

Source: Watson & Associates Economists Ltd.

Mount Brydges Trade Area

Market Potential Expenditures				
Supermarket, Specialty Food Stores and Convenience Stores		$8.2	$14.2	$20.1
Beer, Wine & Liquor Stores		$0.9	$1.6	$2.2
Food Services and Drinking Places (Restaurants)		$5.1	$8.8	$12.5
Health and Personal Care Stores		$3.3	$5.7	$8.1
Non-Food Store Retail Uses/Comparison Retailers		$10.5	$18.2	$25.8
Other Retail Uses		$3.6	$6.2	$8.8
Total Market Potential ($m)		$31.7	$54.6	$77.5

Appendix E: Detailed Market Warranted Additional G.L.A. Space Tables by Category

Strathroy

Food Store Retail

PTA[1]		2021	2031	2046
Population		24,100	30,200	35,400
Food Store Expenditure per capita		$2,835	$2,835	$2,835
Food Store Total Expenditure ($ Million)		$68.3	$85.6	$100.4
STA[1]		2021	2031	2046
Population		22,700	25,100	26,000
Food Store Expenditure per capita		$2,835	$2,835	$2,835
Food Store Total Expenditure ($ Million)		$64.4	$71.2	$73.7
Existing				
Existng Food Store G.L.A. (sq.ft.)		141,900		
PTA Capture Rate (%)	75%	$51.2		
STA Capture Rate (%)	20%	$12.9		
Inflow (%)	10%	$6.8		
Total Current Sales @ $500/sq.ft.	$500	$71.0		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
PTA Capture Rate (%)	75%	$51.2	$64.2	$75.3
STA Capture Rate (%)	20%	$12.9	$14.2	$14.7
Inflow (%)	10%	$6.8	$8.3	$9.5
Total Sales		$71.0	$86.8	$99.6
Minus Existing Sales		$71.0	$71.0	$71.0
Residual		$0.0	$15.8	$28.6
Potential Food Store G.L.A. (sq.ft.)	$400	0	40,000	72,000
Potential Food Store G.L.A. (sq.ft.)	$450	0	35,000	64,000
Potential Food Store G.L.A. (sq.ft.)	$500	0	32,000	57,000

[1] P.T.A. includes the Municipality of Strathroy-Caradoc.

[2] S.T.A. includes the extended trade area as discussed in section 4.1.4.

Beer, Wine and Liquor Stores

PTA[1]		2021	2031	2046
Population		24,100	30,200	35,400
Beer, Wine and Liquor Expenditure per capita		$325	$325	$325
B.W.L. Total Expenditure ($ Millons)		$7.8	$9.8	$11.5
STA[1]		**2021**	**2031**	**2041**
Population		22,700	25,100	26,000
Food Store Expenditure per capita		$320	$320	$320
B.W.L. Total Expenditure ($ Millons)		$7.3	$8.0	$8.3
Existing				
Existng B.W.L. G.L.A. (sq.ft.)		8,700		
PTA Capture Rate (%)	75%	$5.9		
STA Capture Rate (%)	16%	$1.2		
Inflow (%)	10%	$0.8		
Total Current Sales @ $900/sq.ft.	$900	$7.8		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
PTA Capture Rate (%)	76%	$6.0	$7.5	$8.7
STA Capture Rate (%)	16%	$1.2	$1.3	$1.3
Inflow (%)	10%	$0.8	$0.9	$1.1
Total Sales		$7.9	$9.7	$11.1
Minus Existing Sales		$7.8	$7.8	$7.8
Residual		$0.1	$1.8	$3.3
Potential B.W.L. G.L.A. (sq.ft.)	$900	0	2,000	4,000
Potential B.W.L. G.L.A. (sq.ft.)	$950	0	2,000	3,000
Potential B.W.L. G.L.A. (sq.ft.)	$1,000	0	2,000	3,000

[1] P.T.A. includes the Municipality of Strathroy-Caradoc.

[2] S.T.A. includes the extended trade area as discussed in section 4.1.4.

Food Services (Restaurants)

PTA[1]		2021	2031	2046
Population		24,100	30,200	35,400
Food Services (Restaurants) Expenditure per capita		$1,810	$1,810	$1,810
Restaurants Total Expenditure ($ Millions)		$43.6	$54.7	$64.1
STA[1]		**2021**	**2031**	**2046**
Population		22,700	25,100	26,000
Food Store Expenditure per capita		$1,775	$1,775	$1,775
Restaurants Total Expenditure ($ Millions)		$40.3	$44.6	$46.2
Existing				
Existng Restaurants G.L.A. (sq.ft.)		70,900		
PTA Capture Rate (%)	55%	$24.0		
STA Capture Rate (%)	5%	$2.0		
Inflow (%)	8%	$2.4		
Total Current Sales @ $400/sq.ft.	$400	$28.4		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
PTA Capture Rate (%)	55%	$24.0	$30.1	$35.2
STA Capture Rate (%)	5%	$2.0	$2.2	$2.3
Inflow (%)	8%	$2.4	$2.7	$3.2
Total Sales		$28.4	$35.0	$40.7
Minus Existing Sales		$28.4	$28.4	$28.4
Residual		$0.0	$6.7	$12.4
Potential Restaurants G.L.A. (sq.ft.)	$300	0	22,000	41,000
Potential Restaurants G.L.A. (sq.ft.)	$350	0	19,000	35,000
Potential Restaurants G.L.A. (sq.ft.)	$400	0	17,000	31,000

[1] P.T.A. includes the Municipality of Strathroy-Caradoc.

[2] S.T.A. includes the extended trade area as discussed in section 4.1.4.

Health and Personal Care Stores

PTA[1]		2021	2031	2046
Population		24,100	30,200	35,400
Health & Personal Care Stores Expenditure per capita		$1,150	$1,150	$1,150
Health & Personal Care Total Expenditure ($ Millions)		$27.7	$34.7	$40.7
STA[1]		**2021**	**2031**	**2046**
Population		22,700	25,100	26,000
Health & Personal Care Stores Expenditure per capita		$1,135	$1,135	$1,135
Health & Personal Care Total Expenditure ($ Millions)		$25.8	$28.5	$29.5
Existing				
Existng Health & Personal Care Stores G.L.A. (sq.ft.)		30,000		
PTA Capture Rate (%)	60%	$16.6		
STA Capture Rate (%)	4%	$1.0		
Inflow (%)	2%	$0.3		
Total Current Sales @ $600/sq.ft.	$600	$18.0		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
PTA Capture Rate (%)	60%	$16.6	$20.8	$24.4
STA Capture Rate (%)	4%	$1.0	$1.1	$1.2
Inflow (%)	2%	$0.3	$1.1	$1.3
Total Sales		$18.0	$23.1	$26.9
Minus Existing Sales		$18.0	$18.0	$18.0
Residual		$0.0	$5.1	$8.9
Potential Health & Personal Care Stores G.L.A. (sq.ft.)	$600	0	8,000	15,000
Potential Health & Personal Care Stores G.L.A. (sq.ft.)	$650	0	8,000	14,000
Potential Health & Personal Care Stores G.L.A. (sq.ft.)	$700	0	7,000	13,000

[1] P.T.A. includes the Municipality of Strathroy-Caradoc.

[2] S.T.A. includes the extended trade area as discussed in section 4.1.4.

Non-Food Store Retail (GAFO/Building Supplies)

PTA[1]		2021	2031	2046
Population		24,100	30,200	35,400
Non-Food Store Expenditure per capita		$3,685	$3,685	$3,685
Non-Food Store Total Expenditure ($ Millions)		$88.8	$111.3	$130.4
STA[1]		**2021**	**2031**	**2046**
Population		22,700	25,100	26,000
Non-Food Store Expenditure per capita		$3,640	$3,640	$3,640
Non-Food Store Total Expenditure ($ Millions)		$82.6	$91.4	$94.6
Existing				
Non-Food Stores G.L.A. (sq.ft.)		358,000		
PTA Capture Rate (%)	65.0%	$57.7		
STA Capture Rate (%)	35.0%	$28.9		
Inflow (%)	25.5%	$29.7		
Total Current Sales @ $325/sq.ft.	$325	$116.4		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
PTA Capture Rate (%)	65%	$57.7	$72.3	$84.8
STA Capture Rate (%)	35%	$28.9	$32.0	$33.1
Inflow (%)	26%	$29.7	$26.6	$30.1
Total Sales		$116.4	$130.9	$148.0
Minus Existing Sales		$116.4	$116.4	$116.4
Residual		$0.0	$14.6	$31.7
Potential Non-Food Store G.L.A. (sq.ft.)	$325	0	45,000	97,000
Potential Non-Food Store G.L.A. (sq.ft.)	$350	0	42,000	90,000
Potential Non-Food Store G.L.A. (sq.ft.)	$375	0	39,000	84,000

[1] P.T.A. includes the Municipality of Strathroy-Caradoc.

[2] S.T.A. includes the extended trade area as discussed in section 4.1.4.

Mount Brydges

Food Store Retail

Trade Area[1]		2021	2031	2046
Population		2,900	5,000	7,100
Food Store Expenditure per capita		$14,175	$9,923	$7,507
Food Store Total Expenditure ($ Million)		$41.1	$49.6	$53.3
Existing				
Existng Food Store G.L.A. (sq.ft.)		12,800		
Trade Area Capture Rate (%)	12%	$4.9		
Inflow (%)	14%	$0.8		
Total Current Sales @ $450/sq.ft.	$450	$5.8		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
Trade Area Capture Rate (%)	12%	$4.9	$6.0	$6.4
Inflow (%)	14%	$0.8	$1.0	$1.0
Total Sales		$5.8	$6.9	$7.4
Minus Existing Sales				
Residual				
Potential Food Store G.L.A. (sq.ft.)	$400	0	17,000	19,000
Potential Food Store G.L.A. (sq.ft.)	$450	0	15,000	16,000
Potential Food Store G.L.A. (sq.ft.)	$500	0	14,000	15,000

[1] Includes the Mount Brydges Urban Settlement Area.

Beer, Wine and Liquor Store

Trade Area[1]		2021	2031	2046
Population		2,900	5,000	7,100
Beer, Wine and Liquor Expenditure per capita		$315	$315	$315
B.W.L. Total Expenditure ($ Millons)		$0.9	$1.6	$2.2
Existing				
Existng B.W.L. G.L.A. (sq.ft.)		0		
Trade Area Capture Rate (%)	0%	$0.0		
Inflow (%)	0%	$0.0		
Total Current Sales @ $800/sq.ft.	$800	$0.0		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
Trade Area Capture Rate (%)	75%	$0.7	$1.2	$1.7
Inflow (%)	15%	$0.1	$0.2	$0.3
Total Sales		$0.8	$1.4	$2.0
Minus Existing Sales		$0.0	$0.0	$0.0
Residual		$1	$1.4	$2.0
Potential B.W.L. G.L.A. (sq.ft.)	$900	1,000	2,000	2,000
Potential B.W.L. G.L.A. (sq.ft.)	$950	1,000	1,000	2,000
Potential B.W.L. G.L.A. (sq.ft.)	$1,000	1,000	1,000	2,000

[1] Includes the Mount Brydges Urban Settlement Area.

Food Services (Restaurants)

Trade Area[1]		2021	2031	2046
Population		2,900	5,000	7,100
Food Services (Restaurants) Expenditure per capita		$1,765	$1,765	$1,765
Restaurants Total Expenditure ($ Millions)		$5.1	$8.8	$12.5
Existing				
Existng Restaurants G.L.A. (sq.ft.)		9,800		
Trade Area Capture Rate (%)	55%	$2.8		
Inflow (%)	28%	$1.1		
Total Current Sales @ $400/sq.ft.	$400	$3.9		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
Trade Area Capture Rate (%)	55%	$2.8	$4.9	$6.9
Inflow (%)	28%	$1.1	$0.4	$0.6
Total Sales		$3.9	$5.2	$7.4
Minus Existing Sales		$3.9	$3.9	$3.9
Residual		$0.0	$1.3	$3.5
Potential Restaurants G.L.A. (sq.ft.)	$300	0	4,000	12,000
Potential Restaurants G.L.A. (sq.ft.)	$350	0	4,000	10,000
Potential Restaurants G.L.A. (sq.ft.)	$400	0	3,000	9,000

[1] Includes the Mount Brydges Urban Settlement Area.

Health and Personal Care Stores

Mount Brydges Trade Area[1]		2021	2031	2046
Population		2,900	5,000	7,100
Health & Personal Care Stores Expenditure per capita		$1,135	$1,135	$1,135
Health & Personal Care Total Expenditure ($ Millions)		$3.3	$5.7	$8.1
Existing				
Existng Health & Personal Care Stores G.L.A. (sq.ft.)		3,700		
Elmvale Capture Rate (%)	65%	$2.1		
Inflow (%)	4%	$0.1		
Total Current Sales @ $600/sq.ft.	$600	$2.2		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
Elmvale Capture Rate (%)	65%	$2.1	$3.7	$5.2
Inflow (%)	4%	$0.1	$0.2	$0.3
Total Sales		$2.2	$3.9	$5.5
Minus Existing Sales		$2.2	$2.2	$2.2
Residual		$0.0	$1.7	$3.3
Potential Health & Personal Care Stores G.L.A. (sq.ft.	$600	0	3,000	5,000
Potential Health & Personal Care Stores G.L.A. (sq.ft.	$650	0	3,000	5,000
Potential Health & Personal Care Stores G.L.A. (sq.ft.	$700	0	2,000	5,000

[1] Includes the Mount Brydges Urban Settlement Area.

Non-Food Store Retail (GAFO/Building Supplies)

Mount Brydges Trade Area[1]		2021	2031	2046
Population		2,900	5,000	7,100
Non-Food Store Expenditure per capita		$3,630	$3,630	$3,630
Non-Food Store Total Expenditure ($ Millions)		$10.5	$18.2	$25.8
Existing				
Non-Food Stores G.L.A. (sq.ft.)		8,500		
Trade Area Capture Rate (%)	22%	$2.3		
Inflow (%)	27%	$0.9		
Total Current Sales @ $375/sq.ft.	$375	$3.2		
Residual Sales & G.L.A./Forecast Additional G.L.A. Space				
Trade Area Capture Rate (%)	22%	$2.3	$4.0	$5.7
Inflow (%)	27%	$0.9	$0.4	$0.5
Total Sales		$3.2	$4.4	$6.2
Minus Existing Sales		$3.2	$3.2	$3.2
Residual		$0.0	$1.2	$3.0
Potential Non-Food Store G.L.A. (sq.ft.)	$325	0	4,000	9,000
Potential Non-Food Store G.L.A. (sq.ft.)	$350	0	3,000	9,000
Potential Non-Food Store G.L.A. (sq.ft.)	$375	0	3,000	8,000

[1] Includes the Mount Brydges Urban Settlement Area.