



MAIN STREET  
REVITALIZATION INITIATIVE  
Tweed Madoc Marmora Stirling

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APPENDIX C

Business Mix Analysis

October, 2005  
Stirling Results



## Stirling Downtown Business Mix Analysis

Conducting a Business Mix Analysis provides a useful snapshot of the number and types of businesses located in a community. By making comparisons to other communities, it can be used to identify where there are gaps in available services or businesses. The Business Mix Analysis includes a number of types of analysis:

- Commercial Structure Analysis - classifies businesses based on consumer behaviour; convenience purchases, comparison purchases, major purchases, restaurants/entertainment
- Locational Analysis – analyses the locations of business types in the community
- Community business mix comparisons – compares business numbers in the community to similar communities/business districts
- Market Threshold Analysis – using population and business numbers, computes theoretical numbers of businesses/services that a community should be capable of supporting, and compares that to the number of businesses reported in the community
- Retail Businesses by Community Size – uses population and business numbers from small communities to calculate average numbers of businesses for small communities that can then be compared to reported business numbers in the community.

### 1. Commercial Structure Analysis

The Commercial Structure Analysis process was completed for Stirling by the Main Street Project Coordinator who recorded the type and location of the current businesses and services in the downtown, by walking the street and viewing the type of merchandise or service offered.

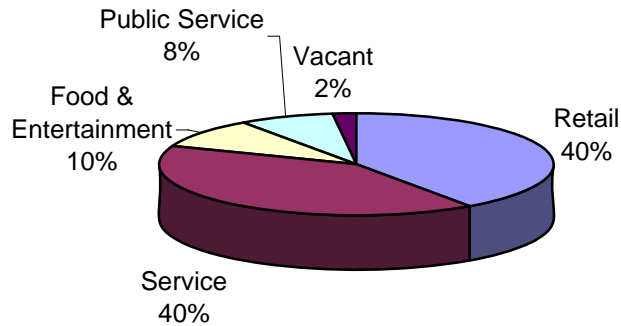
The total number of businesses in Stirling captured in the Comfort Country business directory is 117. In the Stirling Main Street area there are 47 businesses, which represents 40% of the businesses in the community.

The results of the Commercial Structure Analysis assists in identifying the function and structure of the downtown.

The Property Mix analysis for Main Street Stirling resulted in 51 properties being classified as shown in Table 1.

Type	Downtown		Total
	Retail	Service	
Commercial			
Convenience	5	2	7
Comparison	13	8	21
Major Purchase	3	11	14
Food & entertainment	5		5
Public Service	4		4
Vacant	1		1
Total business & public service			52

**Graph 1: Downtown Mix of Properties**



Stirling has a mix of property types that include commercial and public uses (see Graph 1). Of the 52 properties that were a part of the Business Mix Analysis the vast majority of the properties were of a commercial retail and service use. This combination of properties highlights that the downtown is a mixed-use area with the primary focus being a commercial centre.

As part of the Business mix analysis the commercial properties were classified into 4 different categories to describe the function of the downtown (Table 1). These 4 categories are:

- convenience purchases – frequent purchases requiring minimal effort, with near-by, short term parking. These businesses tend to generate traffic. Convenience retail business include: bakeries, beer and liquor, convenience stores, dollar store, grocery stores, newspapers, magazines and lottery tickets, pharmacies, service stations, specialized grocery stores. Convenience service businesses include banks/credit unions, childcare services, photocopy shops, and video rental. In Stirling this category included the IGA, Macs, Gas bar, the Pharmacy, the dollar store, the video store and the Bank of Montreal.
- comparison purchases – frequent but not impulsive purchases; customers compare style, brands, and prices before making a decision; ideally have similar stores nearby in a pedestrian friendly area that encourages window shopping. Retail comparison businesses include bookstores, candy/chocolates/cookies, card and gift shops, CDs, clothing, shoe, department stores, discount stores, florists, hardware, paint store, and comparison services include automobile mechanics, dry cleaners, funeral homes, hairdressers, shoe repair shop, tailors, and beauty salons. In Stirling this category included the Home Hardware, Masons, the Village Chocolatier, Family Hair Care, etc.
- major purchases – infrequent purchases that are generally more expensive and require thought; consumers are willing to travel to go to these businesses and require long term parking; major purchase businesses serve as “anchors”. Major purchase retail businesses include antique shops/art galleries, appliances, art/craft supplies, automobile sales, automobile parts, computer equipment, electronic equipment, furniture, games/toys/hobbies, garden centres, interior design, jewellers, luggage/leatherwork, music instruments, pet shops, and sports equipment. Major purchase services include accounting services, architects, computer services, employment agencies, general contractors/construction trades, home security, insurance/finance, legal services, marketing, photography studio, print shops, private medical services, real estate, surveyors, travel agencies, and veterinary clinic. In Stirling,

this category included Locklin Appliance, Quinte Business Systems, the travel agency, and insurance businesses.

- food/entertainment – consumed on-site; these businesses generate activity and traffic; longer term parking required; consumers travel to this area for service; atmosphere and noise are considerations in location. This category includes arcades, bars, coffee shops, hotels, B&Bs, live theatre, movie cinemas, and restaurants. In Stirling, this category included the Stirling Theatre, the Roadhouse, Jim’s Pizza, and Platters.

Public services, also captured in the Commercial Structure Analysis, include churches, municipal offices, community centres, fire service, hospitals/long term care, libraries, museums, police stations, post offices, government agencies, public parks, recreation centres, schools, and social services.

In Table 2 and Graph 2, business types according to consumer behaviour are presented. The Quebec Mix was identified by Rues Principales as the average business mix based on an analysis of successful communities in Quebec. It is used only for reference in this case.

<b>Table 2: Commercial Structure Analysis – Main Streets area</b>					
	<b>Percentage of Businesses</b>				
<b>Type</b>	Marmora	Madoc	Stirling	Tweed	Quebec Mix
Convenience	40%	22%	15%	26%	12%
Comparison	36%	37%	45%	23%	31%
Major Purchase	8%	34%	30%	38%	39%
Food & Entertainment	16%	7%	11%	13%	18%
<b>Total businesses (number)</b>	25	41	47	61	

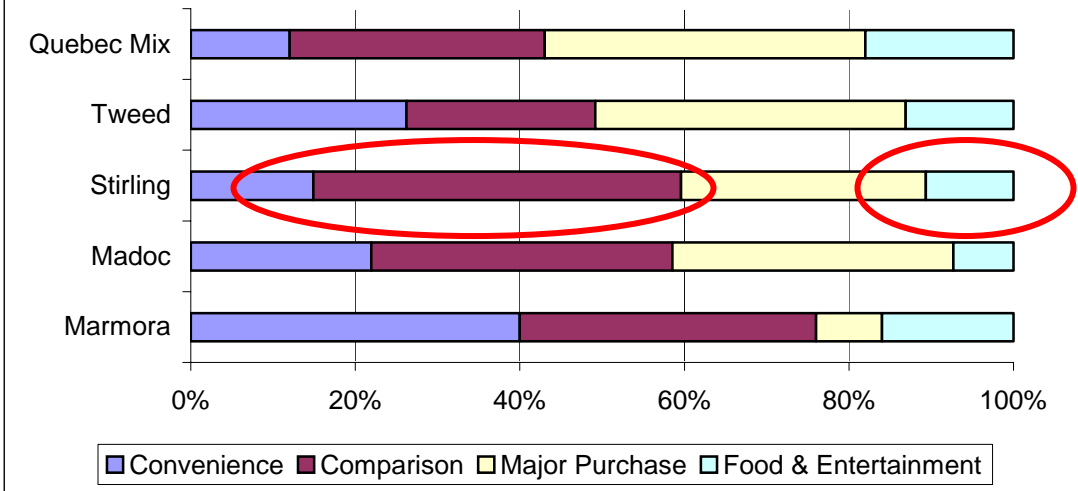
Overall, convenience purchase businesses represent 15% of commercial businesses in Stirling, serving a local market. This is lower than reported in other Hastings communities. While these stores generate traffic to the downtown, consumers may only be making very quick stops and are not exploring other businesses/services. It is important for these businesses to provide convenient, short term parking.

Comparison purchases accounts for 45% of the businesses in the study area, significantly higher than other communities. Comparison purchases are defined as stores and services for which customers like to compare style, brands, and prices before making a decision, such as hardware stores and hairdressers. Communities would ideally have a number of this type of stores to allow that comparison shopping. Well presented window displays and infrastructure that allows for pedestrian flow are important for this type of purchasing.

The Major purchase classification accounts for 30% of businesses/services. This number is lower than averages in other communities (except Marmora) and the Quebec “ideal business mix”. Major purchase businesses can act as ‘anchor’ businesses and aid in attracting consumers from a greater distance. A larger number of major purchase stores could increase the extent of the consumer draw to the community’s downtown.

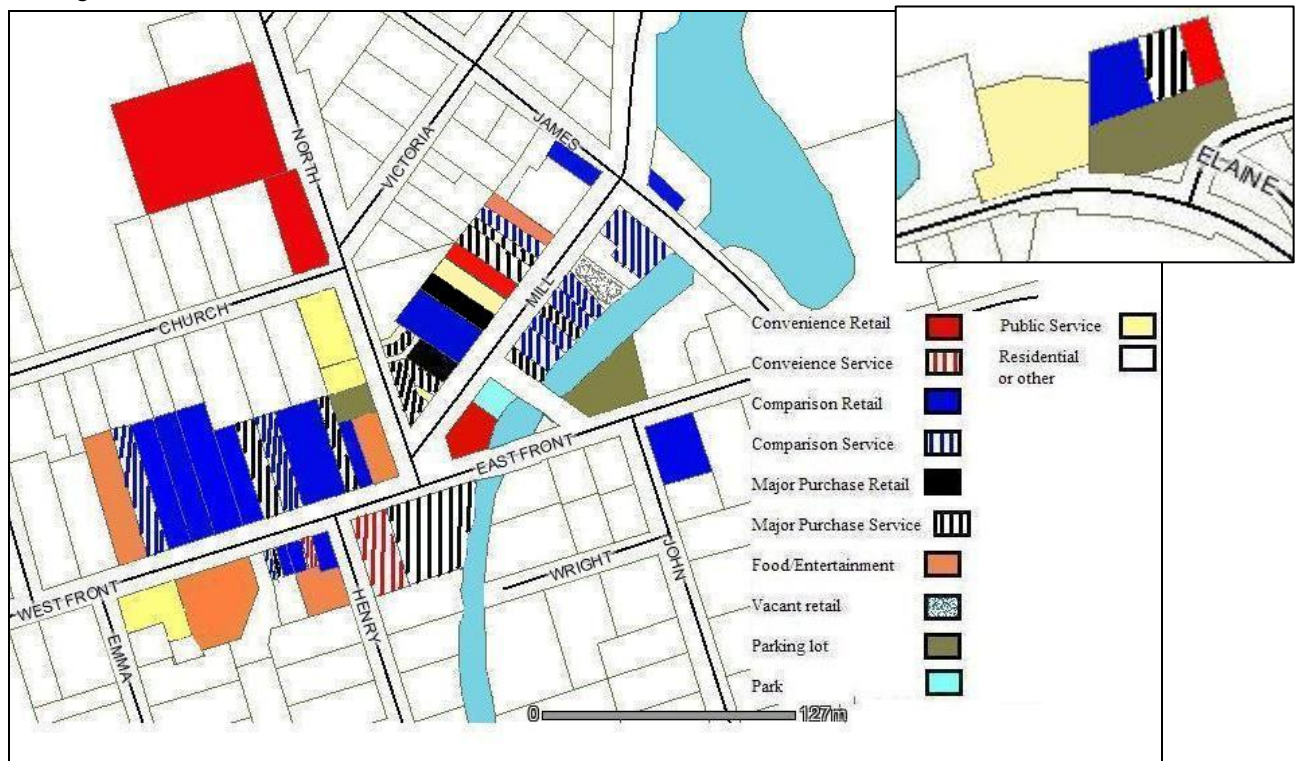
Stirling appears to be under represented in the food and entertainment category; 11% compared to the 18% seen in successful Quebec downtowns. There is a trend in some communities for the core to serve more and more of an entertainment role with retail significance diminishing.

**Graph 2: Commercial Structure Analysis**



## 2. Business Mix: Locational Analysis

Stirling Main Street



The Locational Analysis map shows the distribution of businesses and services throughout the study area with all categories being represented. There is only one vacancy in the core. Convenience businesses require near-by, short term parking for customers. Comparison retail businesses, for the most part, are located together which provides ease to customers to do their comparisons and to “window shop”. Major purchase businesses are scattered throughout and they ideally would serve as anchors to attract shoppers to the community. Longer term parking is required for major purchase businesses and for food/entertainment businesses. Food/entertainment businesses generally are traffic generators but are underrepresented in Stirling.

## 3. Business Mix: Community Comparison

**Note that the source of information for this analysis is not the Main Street Project Coordinator as above. These numbers are from Ryerson University.**

Comparing Stirling to similar communities is a useful means of identifying potential gaps in the number and types of service and retail businesses (see Table 3). Other communities in eastern Ontario were selected as comparison communities because of similar characteristics to the Hastings Main Streets communities; population size and distance to a major urban centre.

When comparing Stirling to the other communities there are a number of sectors where Stirling appears to be underrepresented. These sectors include: eating and drinking places, real estate, accommodations, and health services. **These areas may warrant further exploration.**

**Note that the business numbers do not account for size of the business, so if there are 7 eating and drinking places in Stirling, as opposed to the 9 in similar size communities, there may in fact not be a market opportunity for a new restaurant business. Also consider whether neighbouring communities are filling the market need.**

Stirling has a number of strengths apparent from this analysis and has more businesses than would be expected based on comparisons with like communities. The strength sectors include building materials, apparel, furniture, business services and personal services. They may be drawing in customers from outside of the community and there may be complementary businesses and services that those customers are seeking. There may be a business development opportunity building on the community strengths. Note that there are population size differences between the communities; Bancroft, Napanee and Picton are larger than the Hastings communities, and Norwood, Sharbot Lake, Sydenham, Warkworth and Westport are smaller in population.

*Disclaimer: some business numbers may need to be revisited before making conclusions*

Business Description	Bancroft, Napanee, Picton Average # of Businesses per community	Comfort Country Average # of Businesses per community	Stirling # of businesses	Norwood, Sharbot Lake, Sydenham, Warkworth, Westport Average # of Businesses per community
AVERAGE POPULATION	4568	1607	2149	748
Building materials, hardware, garden sup	13	6	9	3
General merchandise stores	7	3	3	2
Food stores	16	6	9	4
Automotive dealers and gasoline service	20	7	9	5
Apparel and accessory stores	7	2	5	2
Furniture, home furnishings and equipment	18	5	8	3
Eating and drinking places	31	9	7	5
Miscellaneous retail	47	15	19	9
Depository institutions	6	2	1	1
Nondepository credit institutions	2	1	2	0
Insurance agents, brokers, and service	10	2	3	1
Real estate	11	2	1	2
Hotels, rooming houses, camps, and other	22	6	5	6
Personal services	26	7	10	5
Business services	17	4	9	3
Automotive repair, services, and parking	23	8	10	4
Amusement and recreational services	12	6	8	4
Health services	34	10	8	6
Legal services	8	1	1	2
Social services	19	5	5	3
Museums, art galleries, botanical & zool	1	1	0	0
Total	350	105	132	70

*Source: Centre for Study and Commercial Activity, Ryerson University, 2005*

Opportunities to explore – community may be underrepresented in this sector

possible strength to explore - community may be overrepresented in this sector –  
may pull customers to this community

#### ***4. Business Mix: Market Threshold Analysis***

**In this analysis, the source of information is the Canadian Business Patterns Data.**

Market Threshold Analysis is used primarily to determine the threshold level of population needed to support specific types of retail and service businesses. You can use threshold levels as a *general* guide to determine how many businesses of a certain type a community can theoretically support. The numbers indicate how many retail and service businesses a community has room for. This can then be compared with the actual number of businesses in the community to identify potential opportunities for new business development.

The extent to which a community can fill theoretical gaps indicated by the analysis will depend on several factors, including proximity to other major centers and transportation corridors, as well as local demographics (age, sex) and income levels. It is important to recognize that the threshold levels are averages for the province and do not take into consideration differences in income,

age, tourism, etc. Cities tend to have a higher density of businesses and greater diversity than smaller towns because of higher income levels, larger trade areas and larger tourist and business trade that they can attract.

**It is also important to recognize that the data is based on *registered businesses* and does *not account for the size* of those businesses, in terms of numbers of employees. Therefore, a community may have only a couple of eating establishments that are registered as “restaurants”, so it would appear in the analysis to have room for more restaurants. However, these may be two very large restaurants which are seldom full and therefore it would be unrealistic for the community to support more restaurants.**

Market Threshold Analysis is simply a tool to help us identify potential businesses. It does not account for businesses just on the main street but the number of businesses in the entire community. It might be beneficial to compare reported numbers of business to actual community numbers from your current business directory. In some cases the number from the Canadian Business Patterns Data may over represent the number of actual business because some businesses may no longer operate although they are still registered. Or the Community Business Patterns Data (CBPD) may actually be below what your community has because the businesses in your community may be registered in another community if their head office is elsewhere.

***Unfortunately, market threshold analysis is not an effective tool for Stirling because the database “actual number in community” column does not capture the business numbers***, so all industry areas are listed as “fewer than capacity”. The table is included as a guideline. Numbers of businesses from the community business directory can be substituted in, and an analysis conducted using local numbers. The Main Street Project Coordinator will explore whether local directories (i.e. Comfort Country directory) can provide appropriate business numbers for this threshold analysis.

Market Threshold Analysis can be useful in that it presents the “# people per business”, which we can roughly equate to the number of people it takes to support a business. In essence, if someone is considering a business venture, he/she can get a sense of what his/her market size needs to be in order to be successful. For example, the information suggests that Electronics and Appliance Stores (4431) require a population of 2,080 in their market area to support their business.

*Disclaimer: some business numbers may need to be revisited before making conclusions*

Stirling market threshold analysis	# Businesses in Ontario	# people per business (Ontario)	<i>Theoretical</i> capacity of the community	Actual number in community	+ Greater than capacity - fewer than capacity
3113 - Sugar and Confectionery Product Manufacturing	167	73,539	0.1	0	-0.1
3118 - Bakeries and Tortilla Manufacturing	1092	11,246	0.4	0	-0.4
3121 - Beverage Manufacturing	443	27,722	0.2	0	-0.2
3231 - Printing and Related Support Activities	3943	3,115	1.6	0	-1.6
4411 - Automobile Dealers	4644	2,644	1.8	1	-0.8
4412 - Other Motor Vehicle Dealers	1138	10,792	0.5	0	-0.5
4413 - Automotive Parts, Accessories and Tire Stores	1872	6,560	0.7	0	-0.7
4421 - Furniture Stores	1884	6,519	0.7	0	-0.7
4422 - Home Furnishings Stores	3045	4,033	1.2	0	-1.2
4431 - Electronics and Appliance Stores	5903	2,080	2.3	0	-2.3
4441 - Building Material and Supplies Dealers	3062	4,011	1.2	0	-1.2
4442 - Lawn and Garden Equipment and Supplies Stores	760	16,159	0.3	0	-0.3
4451 - Grocery Stores	9649	1,273	3.8	0	-3.8
4452 - Specialty Food Stores	3124	3,931	1.2	0	-1.2
4453 - Beer, Wine and Liquor Stores	1256	9,778	0.5	0	-0.5
4461 - Health and Personal Care Stores	6048	2,031	2.4	0	-2.4
4471 - Gasoline Stations	5038	2,438	2.0	0	-2.0
4481 - Clothing Stores	7421	1,655	3.0	0	-3.0
4482 - Shoe Stores	1121	10,955	0.4	0	-0.4
4483 - Jewellery, Luggage and Leather Goods Stores	2060	5,962	0.8	0	-0.8
4511 - Sporting Goods, Hobby and Musical Instrument Stores	4157	2,954	1.7	0	-1.7
4512 - Book, Periodical and Music Stores	1306	9,404	0.5	0	-0.5
4521 - Department Stores	299	41,074	0.1	0	-0.1
4529 - Other General Merchandise Stores	5056	2,429	2.0	1	-1.0
4531 - Florists	1686	7,284	0.7	0	-0.7
4532 - Office Supplies, Stationery and Gift Stores	3427	3,584	1.4	0	-1.4
4533 - Used Merchandise Stores	1817	6,759	0.7	0	-0.7
4539 - Other Miscellaneous Store Retailers	4233	2,901	1.7	0	-1.7
4541 - Electronic Shopping and Mail-Order Houses	1030	11,923	0.4	0	-0.4
4542 - Vending Machine Operators	638	19,249	0.3	0	-0.3
4543 - Direct Selling Establishments	1550	7,923	0.6	0	-0.6
4853 - Taxi and Limousine Service	5842	2,102	2.3	0	-2.3
4884 - Support Activities for Road Transportation	1534	8,006	0.6	0	-0.6
4921 - Couriers	1294	9,491	0.5	0	-0.5
4922 - Local Messengers and Local Delivery	1224	10,033	0.5	0	-0.5
5111 - Newspaper, Periodical, Book and Database Publishers	2278	5,391	0.9	0	-0.9
5181 - Internet Service Providers, Web Search Portals	509	24,128	0.2	0	-0.2
5191 - Other Information Services	406	30,249	0.2	0	-0.2
5221 - Depository Credit Intermediation	1880	6,532	0.7	0	-0.7
5222 - Non-Depository Credit Intermediation	4157	2,954	1.7	0	-1.7

5223 - Activities Related to Credit Intermediation	805	15,256	0.3	0	-0.3
5231 - Securities and Commodity Contracts Intermediation and Brokerage	1553	7,908	0.6	0	-0.6
5232 - Securities and Commodity Exchanges	93	132,054	0.0	0	-0.0
5239 - Other Financial Investment Activities	22777	539	9.1	0	-9.1
5241 - Insurance Carriers	692	17,747	0.3	0	-0.3
5242 - Agencies, Brokerages and Other Insurance Related Activities	4676	2,626	1.9	0	-1.9
5311 - Lessors of Real Estate	32226	381	12.8	0	-12.8
5312 - Offices of Real Estate Agents and Brokers	21923	560	8.7	1	-7.7
5313 - Activities Related to Real Estate	8542	1,438	3.4	0	-3.4
5321 - Automotive Equipment Rental and Leasing	1982	6,196	0.8	0	-0.8
5322 - Consumer Goods Rental	1759	6,982	0.7	0	-0.7
5323 - General Rental Centres	406	30,249	0.2	0	-0.2
5324 - Commercial and Industrial Machinery and Equipment Rental and Leasing	2104	5,837	0.8	0	-0.8
5411 - Legal Services	10409	1,180	4.1	0	-4.1
5412 - Accounting, Tax Preparation, Bookkeeping and Payroll Services	11650	1,054	4.6	0	-4.6
5413 - Architectural, Engineering and Related Services	14023	876	5.6	0	-5.6
5414 - Specialized Design Services	7296	1,683	2.9	0	-2.9
5418 - Advertising and Related Services	6610	1,858	2.6	0	-2.6
5419 - Other Professional, Scientific and Technical Services	9424	1,303	3.8	0	-3.8
5611 - Office Administrative Services	5186	2,368	2.1	0	-2.1
5612 - Facilities Support Services	1	12,281,000	0.0	0	-0.0
5613 - Employment Services	2481	4,950	1.0	0	-1.0
5614 - Business Support Services	3000	4,094	1.2	0	-1.2
5615 - Travel Arrangement and Reservation Services	2964	4,143	1.2	0	-1.2
5616 - Investigation and Security Services	1877	6,543	0.7	0	-0.7
5617 - Services to Buildings and Dwellings	16509	744	6.6	0	-6.6
5619 - Other Support Services	7957	1,543	3.2	0	-3.2
6111 - Elementary and Secondary Schools	877	14,003	0.3	0	-0.3
6112 - Community Colleges and C.E.G.E.P.s	469	26,186	0.2	0	-0.2
6113 - Universities	133	92,338	0.1	0	-0.1
6114 - Business Schools and Computer and Management Training	1324	9,276	0.5	0	-0.5
6115 - Technical and Trade Schools	712	17,249	0.3	0	-0.3
6116 - Other Schools and Instruction	4417	2,780	1.8	0	-1.8
6117 - Educational Support Services	933	13,163	0.4	0	-0.4
6244 - Child Day-Care Services	2164	5,675	0.9	0	-0.9
7111 - Performing Arts Companies	1920	6,396	0.8	0	-0.8
7112 - Spectator Sports	1512	8,122	0.6	0	-0.6
7113 - Promoters (Presenters) of Performing Arts, Sports and Similar Events	598	20,537	0.2	0	-0.2
7114 - Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures	439	27,975	0.2	0	-0.2
7115 - Independent Artists, Writers and Performers	4916	2,498	2.0	0	-2.0
7121 - Heritage Institutions	459	26,756	0.2	0	-0.2
7131 - Amusement Parks and Arcades	269	45,654	0.1	0	-0.1
7132 - Gambling Industries	624	19,681	0.2	0	-0.2

7139 - Other Amusement and Recreation Industries	5336	2,302	2.1	0	-2.1
7211 - Traveller Accommodation	3239	3,792	1.3	0	-1.3
7212 - RV (Recreational Vehicle) Parks and Recreational Camps	1548	7,933	0.6	0	-0.6
7213 - Rooming and Boarding Houses	92	133,489	0.0	0	-0.0
7221 - Full-Service Restaurants	14464	849	5.8	0	-5.8
7222 - Limited-Service Eating Places	15287	803	6.1	1	-5.1
7223 - Special Food Services	2976	4,127	1.2	0	-1.2
7224 - Drinking Places (Alcoholic Beverages)	1807	6,796	0.7	0	-0.7
8111 - Automotive Repair and Maintenance	14827	828	5.9	1	-4.9
8112 - Electronic and Precision Equipment Repair and Maintenance	1600	7,676	0.6	1	0.4
8113 - Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	3652	3,363	1.5	0	-1.5
8114 - Personal and Household Goods Repair and Maintenance	4413	2,783	1.8	0	-1.8
8121 - Personal Care Services	11558	1,063	4.6	0	-4.6
8122 - Funeral Services	665	18,468	0.3	0	-0.3
8123 - Dry Cleaning and Laundry Services	3003	4,090	1.2	0	-1.2
8129 – Other Personal Services	1848	6,646	0.7	0	-0.7
8131 - Religious Organizations	5475	2,243	2.2	0	-2.2
8132 – Grant-Making and Giving Services	735	16,709	0.3	0	-0.3
8133 - Social Advocacy Organizations	616	19,937	0.2	0	-0.2
8134 - Civic and Social Organizations	3162	3,884	1.3	0	-1.3
8139 - Business, Professional, Labour and Other Membership Organizations	6731	1,825	2.7	0	-2.7

## ***5. Retail Businesses by Community Size***

Analyzing the average number of retail businesses by community size is another method to identify business gaps in a community. By looking at only communities in Ontario with populations under 10,000 residents (communities with 5,000 – 10,000 residents and with 0 – 5,000 residents) we have a better comparison for our smaller rural communities. For example, if we look at the grocery store classification (includes grocery stores and convenience stores), we see that on average communities fewer than 5,000 residents have 1.5 businesses, and communities from 5,000 – 10,000 residents on average have 7 food businesses. By comparing to actual numbers of businesses in our community, these numbers can be used to identify possible industry areas where our community is underrepresented.

For example, in Stirling, we identified eating and drinking businesses as opportunities to explore in an earlier analysis. By looking at the number of service businesses by community size analysis, we see that this warrants further exploration.

This tool may be most useful for people considering starting a business. By using the “# people per business” column, an entrepreneur can get a sense of the size of market he/she requires for their new venture.

*Disclaimer: some business numbers may need to be revisited before making conclusions*

Retail Businesses by Community Size	10,000 to 5,000			5,000 to 0		
	Total Population*			426,021		
	Number of Communities**			280		
<b>INDUSTRY GROUPS</b>	# of businesses	Average number of businesses	# people per business	# of businesses	Average number of businesses	# people per business
4411 - Automobile Dealers	310	3.8	1,942	159	0.6	2,679
4412 - Other Motor Vehicle Dealers	175	2.1	3,440	132	0.5	3,227
4413 - Automotive Parts, Accessories and Tire Stores	124	1.5	4,855	77	0.3	5,533
4421 - Furniture Stores	109	1.3	5,523	44	0.2	9,682
4422 - Home Furnishings Stores	114	1.4	5,280	52	0.2	8,193
4431 - Electronics and Appliance Stores	250	3.0	2,408	153	0.5	2,784
4441 - Building Material and Supplies Dealers	305	3.7	1,974	211	0.8	2,019
4442 - Lawn and Garden Equipment and Supplies Stores	99	1.2	6,080	41	0.1	10,391
4451 - Grocery Stores	571	7.0	1,054	427	1.5	998
4452 - Specialty Food Stores	182	2.2	3,307	99	0.4	4,303
4453 - Beer, Wine and Liquor Stores	122	1.5	4,934	140	0.5	3,043
4461 - Health and Personal Care Stores	219	2.7	2,749	127	0.5	3,354
4471 - Gasoline Stations	441	5.4	1,365	415	1.5	1,027
4481 - Clothing Stores	303	3.7	1,987	131	0.5	3,252
4482 - Shoe Stores	42	0.5	14,332	9	0.0	47,336
4483 - Jewellery, Luggage and Leather Goods Stores	68	0.8	8,852	30	0.1	14,201
4511 - Sporting Goods, Hobby and Musical Instrument Stores	241	2.9	2,498	171	0.6	2,491
4512 - Book, Periodical and Music Stores	53	0.6	11,358	23	0.1	18,523
4521 - Department Stores	8	0.1	75,246	2	0.0	213,011
4529 - Other General Merchandise Stores	334	4.1	1,802	290	1.0	1,469
4531 - Florists	129	1.6	4,666	55	0.2	7,746
4532 - Office Supplies, Stationery and Gift Stores	271	3.3	2,221	175	0.6	2,434
4533 - Used Merchandise Stores	140	1.7	4,300	59	0.2	7,221
4539 - Other Miscellaneous Store Retailers	230	2.8	2,617	126	0.5	3,381
4541 - Electronic Shopping and Mail-Order Houses	38	0.5	15,841	28	0.1	15,215
4542 - Vending Machine Operators	33	0.4	18,241	12	0.0	35,502
4543 - Direct Selling Establishments	90	1.1	6,688	63	0.2	6,762

\* Total Population refers to the combined total population of all Census Sub-Divisions within the range (i.e. 20,000 to 10,000).

\*\* Number of Communities refers to the number of Census Sub-Divisions that have registered businesses from the 2004 Canadian Business Patterns Data.

*Disclaimer: some business numbers may need to be revisited before making conclusions*

Service Businesses by Community Size	10,000 to 5,000			5,000 to 0		
	601,964			426,021		
Total Population*	82			280		
Number of Communities**	# of businesses	Average # of businesses per community	# people per business	# of businesses	Average # of businesses per community	# people per business
<b>INDUSTRY GROUPS</b>						
5242 - Agencies, Brokerages and Other Insurance Related Activities	240	2.9	2,508	102	0.4	4,177
5311 - Lessors of Real Estate	1,318	16.1	457	585	2.1	728
5312 - Offices of Real Estate Agents and Brokers	703	8.6	856	438	1.6	973
5313 - Activities Related to Real Estate	181	2.2	3,326	95	0.3	4,484
5321 - Automotive Equipment Rental and Leasing	77	0.9	7,818	43	0.2	9,907
5322 - Consumer Goods Rental	125	1.5	4,816	56	0.2	7,608
5411 - Legal Services	258	3.1	2,333	103	0.4	4,136
5412 - Accounting, Tax Preparation, Bookkeeping and Payroll Services	429	5.2	1,403	180	0.6	2,367
5414 - Specialized Design Services	120	1.5	5,016	46	0.2	9,261
5416 - Management, Scientific and Technical Consulting Services	1,120	13.7	537	508	1.8	839
5418 - Advertising and Related Services	167	2.0	3,605	61	0.2	6,984
5419 - Other Professional, Scientific and Technical Services	329	4.0	1,830	126	0.5	3,381
5611 - Office Administrative Services	122	1.5	4,934	66	0.2	6,455
5613 - Employment Services	61	0.7	9,868	42	0.2	10,143
5614 - Business Support Services	58	0.7	10,379	32	0.1	13,313
5615 - Travel Arrangement and Reservation Services	77	0.9	7,818	46	0.2	9,261
5617 - Services to Buildings and Dwellings	871	10.6	691	438	1.6	973
5619 - Other Support Services	297	3.6	2,027	139	0.5	3,065
7139 - Other Amusement and Recreation Industries	481	5.9	1,251	409	1.5	1,042
7211 - Traveller Accommodation	497	6.1	1,211	684	2.4	623
7212 - RV (Recreational Vehicle) Parks and Recreational Camps	347	4.2	1,735	579	2.1	736
7221 - Full-Service Restaurants	756	9.2	796	528	1.9	807
7222 - Limited-Service Eating Places	591	7.2	1,019	340	1.2	1,253
7223 - Special Food Services	136	1.7	4,426	88	0.3	4,841
7224 - Drinking Places (Alcoholic Beverages)	116	1.4	5,189	74	0.3	5,757
8111 - Automotive Repair and Maintenance	990	12.1	608	645	2.3	660
8112 - Electronic and Precision Equipment Repair and Maintenance	51	0.6	11,803	35	0.1	12,172
8113 - Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	384	4.7	1,568	233	0.8	1,828
8114 - Personal and Household Goods Repair and Maintenance	307	3.7	1,961	181	0.6	2,354
8121 - Personal Care Services	442	5.4	1,362	191	0.7	2,230
8123 - Dry Cleaning and Laundry Services	97	1.2	6,206	48	0.2	8,875
8129 - Other Personal Services	58	0.7	10,379	51	0.2	8,353

\* Total Population refers to the combined total population of all Census Sub-Divisions within the range (i.e. 20,000 to 10,000).

\*\* Number of Communities refers to the number of Census Sub-Divisions that have registered businesses from the 2004 Canadian Business Patterns Data.

## ***6. Conclusions***

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Stirling has a mixed use downtown but serves primarily as a retail and service commercial district. Comparison style shopping is higher than in other communities and Food and Entertainment functions are low compared to other community cores and presents an opportunity to analyze further.

To identify business opportunities that warrant further exploration, we can compare Stirling to other communities, or do a market threshold analysis.

Additional food and entertainment businesses may serve as a draw to the community core. There may also be an opportunity for accommodations and health services.

Once a gap is identified and further market analysis is conducted, the community can seek investors who may be interested in establishing a new business, or contact existing businesses to encourage them to expand their product lines to respond to the gaps.

The community is well represented in some business areas, for example, building materials, apparel, furniture, business services and personal services. They may be drawing in customers from outside of the community and there may be complementary businesses and services that those customers are seeking.

In your analysis, be sure to consider:

- what businesses exist outside of the core and in neighbouring communities;
- feedback from existing businesses (from the business survey);
- feedback from residents (from the residents survey) to identify what products/services they are looking for in their community that they need to go elsewhere to purchase;
- the function of your downtown and current trends.

The business mix analysis can be an excellent starting point for the development of businesses cases. Communities can use the tool and insert actual business numbers from their business directory to lead to a more accurate analysis.

***One further comment: filling vacancies and creating the ideal business mix in a community must be supported by efforts to get people to live, work, play and do business in your main streets area. Economic development initiatives must be supported by marketing efforts in order to be successful.***

## Description of Business Mix Categories

### Retail:

- Businesses that sell merchandise (grocery store, shoe store, etc.).

### Services:

- Businesses that provides services to consumers (bank, lawyer, etc.).

### Convenience purchases:

- Frequent purchases; impulse purchases; minimum effort required; nearby (e.g. retail – grocery store; service – bank).

### Comparison purchases:

- Frequent purchases but less on impulse; businesses visited and prices and selection compared (e.g. retail – clothing store; service – hairdresser).

### Major purchases:

- Infrequent purchases, more expensive, require greater thought beforehand; purchases are kept for a long period; destination purchases; comparisons are made with respect to the merchandise, its appearance, quality, price, style, and the need; distance is less important (e.g. retail – furniture; service – lawyer).

### Food & entertainment:

- Consumed on-site (e.g. coffee shop or theatre).

### Public Service:

- Refers to Municipal building, libraries, post offices, churches, and medical buildings that are located in the study area.

### Residential:

- Single or Multi-Residential buildings that are located in the study area. This does not include residential units that are located above ground floor commercial units.

### Vacant Commercial:

- Refers to vacant commercial buildings or units in the study area.