



Baddeck Retail Market Analysis

Cape Breton Regional Enterprise Network

April 2022



Land Acknowledgment

FBM would like to respectfully acknowledge that Nova Scotia is the ancestral and traditional territory of the Mi'kmaq People. We honour the Mi'kmaq as the traditional inhabitants and our community partners.



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1.0 Introduction

1.1 Scope of Study

Fowler Bauld & Mitchell Ltd. (“FBM”) was commissioned by the Cape Breton Partnership to conduct a Retail Market Analysis for the community of Baddeck as part of a larger study including Port Hawkesbury, St. Peter’s, Inverness, and Ingonish.

The study was carried out over the period of November 2021 through April 2022. On-the-ground fieldwork in the study communities was carried out in January 2022.

The objective of this study was to thoroughly document current retail inventories and define the realistic Retail Trade Areas for which they serve. The purpose of this research was to establish a solid foundation and baseline for determining the depth of retail opportunity, associated gaps in the market provision of shops and services, and to determine what type of retail could fill these gaps. The end result is to bolster the retail market in retail areas by retaining or attracting greater market share of resident, visitor and passing motorists’ spending in the community.

FBM does not warrant that any estimates contained within the study will be achieved over the identified time horizons, but that they have been prepared conscientiously and objectively on the basis of information obtained during the course of this study.

Also, any tenant references made in the report are for illustrative purposes only and should not be taken as guarantees that they will locate in the study communities but rather that they could represent compatible “target” category types to pursue either for local businesses or external regional businesses over the next decade.

This analysis was conducted by FBM as an objective and independent party. As is customary in an assignment of this type, neither our name nor the material submitted may be included in a prospectus, or part of any printed material, or used in offerings or representations in connection with the sale of securities or participation interest to the public, without the expressed permission of the Cape Breton Partnership or FBM.

2.0 Retail Market Assessment

2.1 Introduction

Baddeck is a village of about 800 people in southern Victoria County. Centrally located on Cape Breton Island, the town is nestled on the north shore of the Bras d’Or lake, itself designated a UNESCO Biosphere Reserve since 2011. Baddeck is the boating centre of Bras d’Or Lake with 111 mooring spots, 22 of which are reserved for commercial use like boat tours. Baddeck is home to the Alexander Graham Bell National Historic Site which saw 86,302 visitors in 2018-2019 season. Victoria County Memorial Hospital is also located in Baddeck.

The Village of Baddeck (village commission) is currently in the process of deciding whether to join with the surrounding Victoria County. In November 2021 the council voted to dissolve, but at December special public engagement meeting, the public voted unanimously in favour of maintaining the village commission. Investigations into financial irregularities with the village commission will delay the final dissolution decision.

2.2 Trade Area

In order to create a framework for evaluating retail demand and subsequent gaps in the provision of shops and services, it is necessary to define and identify the Trade Areas from which Baddeck’s retail sales are most frequently and likely to be sourced. The delineated Trade Area recognize drive times, demographics, spending attributes and competition, which collectively portray the market to prospective tenants, developers and investors.

Identifying the Trade Area is important for understanding the total market potential available to current and future retailers. The local and regional residential base has particular demographic and spending habits that provide insight as to the type of compatible retail tenants, the amount of retail floorspace supportable in the market, and the current inflow or outflow of retail sales, and for which categories such inflow or outflow exists.

Major considerations in defining the Retail Trade Area also help sensitize potential market share inputs of corresponding Trade Area retail spending.

Retail Trade Area determinants include:

1. Transportation networks, including streets and highways, which affect access, drive times, commuting and employment distribution patterns;
2. Major infrastructure projects both planned or under development which could affect future travel patterns;
3. Overall community development vision, including an understanding of key nodes' characteristics;
4. Local and regional competitive environment, present and future;
5. Proposed generative uses (retail, cultural, civic, etc.) and their relationship within the wider market;
6. Significant natural and man-made barriers (e.g. water features, highways, industrial areas);
7. De facto barriers resulting from notable socioeconomic differentiation; and
8. Patterns of existing and future residential and commercial development.

The Trade Area for Baddeck is detailed in **Appendix A** and illustrated in **Figure 2-1**. Estimated for the end of year 2021, the Baddeck Trade Area population is 6,265 with 55% falling within the Joyful County lifestyle segment (**Figure 2-2**). Using the province as a benchmark, the population in this Trade Areas also tends to be slightly younger with a lower household income.

Unlike many smaller Nova Scotian communities, which until recently have been facing population decline, the population in the Baddeck Trade Area is anticipated to increase by 2031 to an estimated 7,245 residents.

Figure 2-1. Baddeck Trade Area

(Source: FBM)

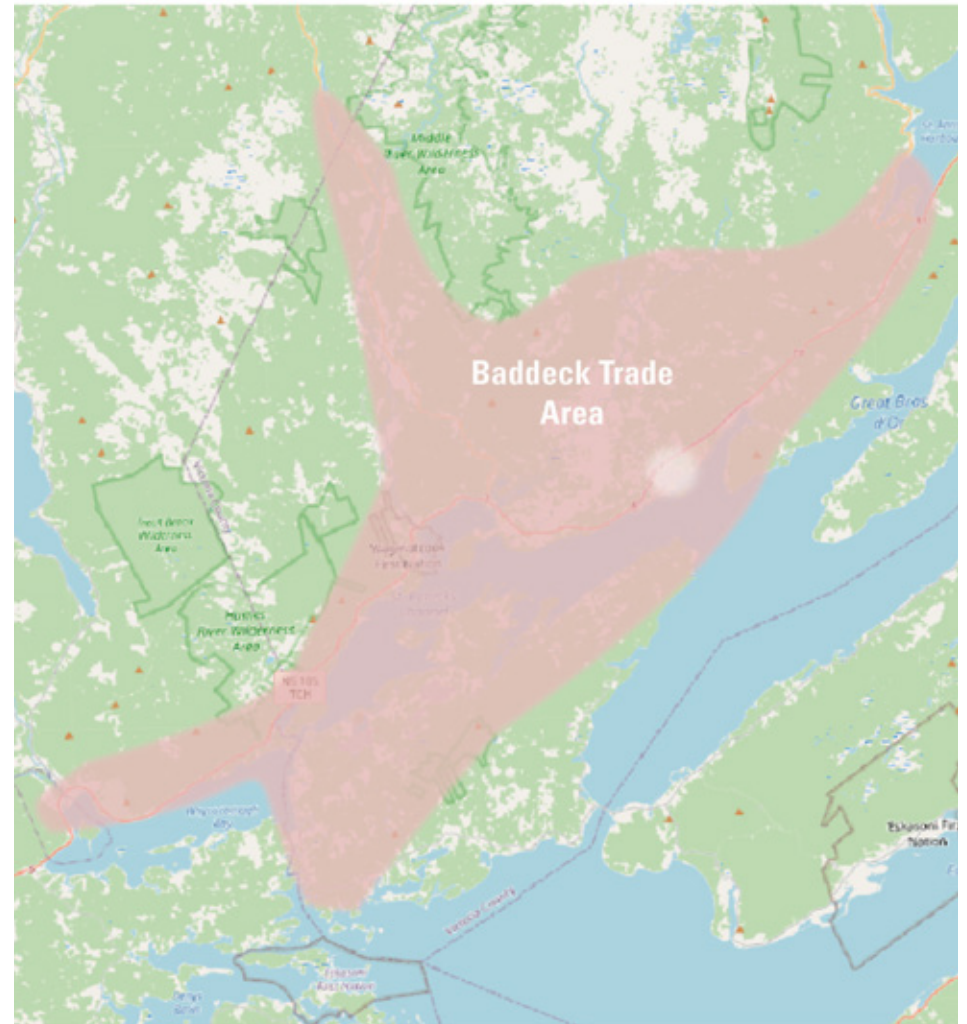


Figure 2-2. Dominant Lifestyle Cluster in Baddeck Trade Area

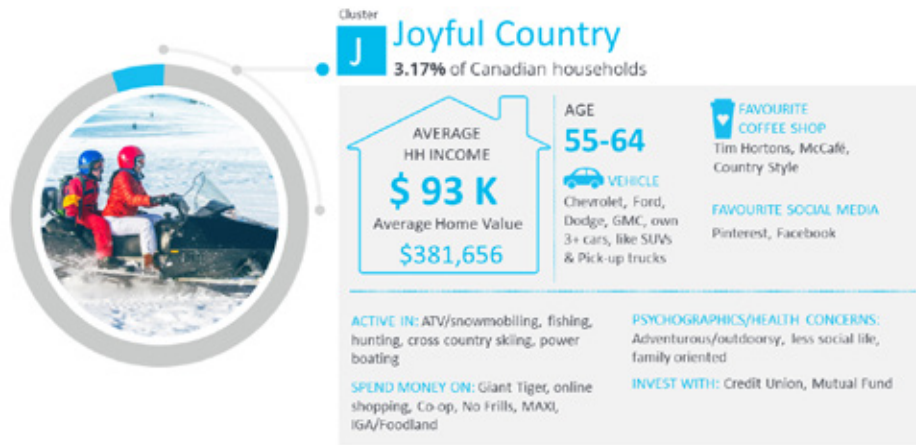
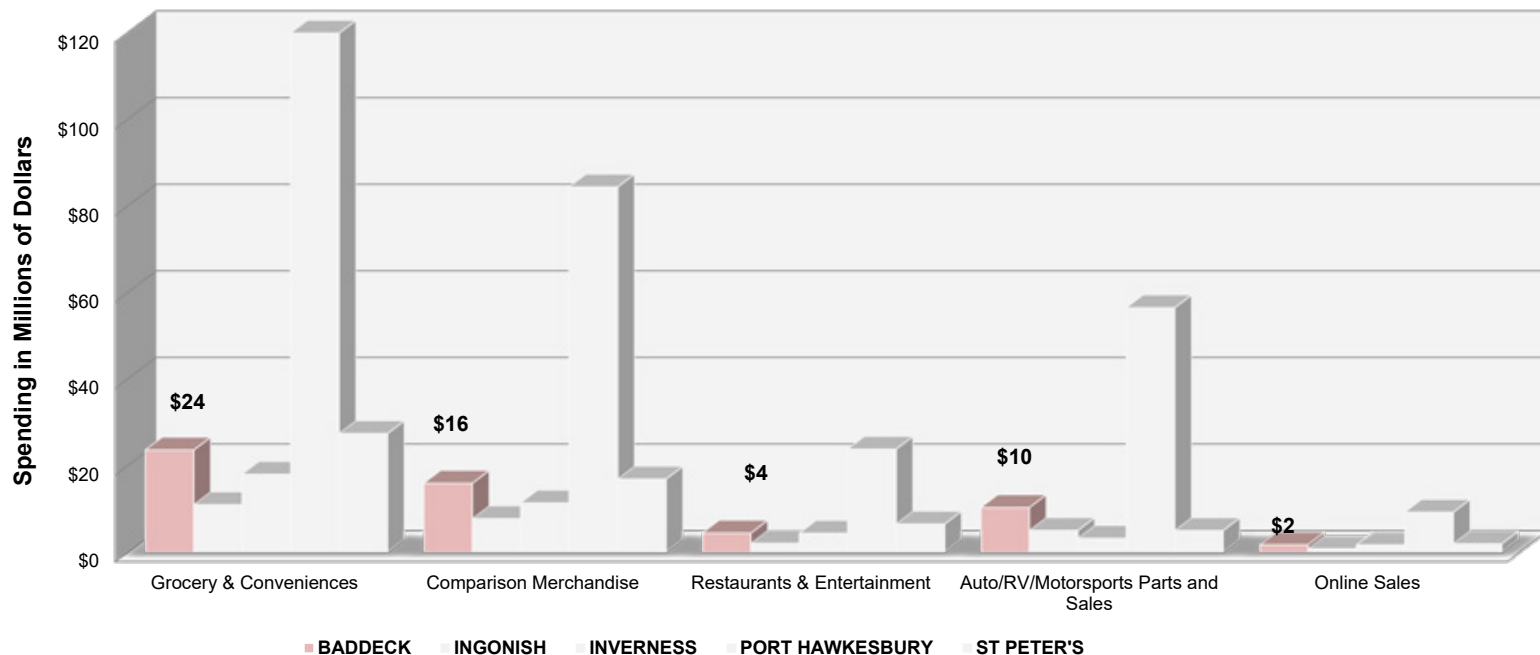


Figure 2-3. Baddeck Trade Area Retail Spending Summary 2021 Y/E estimate
(Source: Manifold Data Mining Inc. and FBM)



2.3 Retail Spending

Detailed information of retail spending within each Trade Area was collected from Manifold Data Mining Inc., a leading supplier of demographic and consumer expenditure information, using 2021 year end data.

Trade Area Resident Household Spending

Each of the major five categories of spending (Convenience, Comparison, Leisure, Auto and Online Sales) was assessed at a detailed category-by-category level then aggregated into major categories as shown in **Figure 2-3** for the Baddeck Trade Area.

The Baddeck Trade Area spending, as illustrated in **Table 2-1** is estimated at \$58 million in 2021 and is forecast to grow to \$68 million by 2026 and \$80 million by 2031. This growth is driven by expected population growth in the area. Spending by the local resident base does however have the choice to travel on a semi-frequent basis to retailers in Port Hawkesbury or Sydney for larger bulk convenience or bigger ticket purchases.

Table 2-1. Baddeck Trade Area Resident AND Visitor Retail Household Spending Summary 2021 Y/E estimate

(Source: FBM)

Retail Spending by Merchandise Category		BADDECK PRIMARY TRADE AREA + VISITOR SPENDING								
		2021			2026			2031		
		BADDECK VISITOR Aggregate Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending	BADDECK TOTAL Visitor + Resident Spending	BADDECK VISITOR Aggregate Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending	BADDECK TOTAL Visitor + Resident Spending	BADDECK VISITOR Aggregate Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending	BADDECK TOTAL Visitor + Resident Spending
Conveniences	Grocery & Convenience	\$200,000	\$15,149,642	\$15,349,642	\$240,378	\$17,634,293	\$17,874,671	\$272,165	\$20,860,481	\$21,132,646
	Pharmacy	\$40,000	\$1,803,325	\$1,843,325	\$48,076	\$2,099,084	\$2,147,159	\$54,433	\$2,483,110	\$2,537,543
	Alcohol & Tobacco (Incl Cannabis)	\$120,000	\$2,671,082	\$2,791,082	\$144,227	\$3,109,159	\$3,253,386	\$163,299	\$3,677,978	\$3,841,277
	Personal Services	\$0	\$4,038,460	\$4,038,460	\$0	\$4,700,796	\$4,700,796	\$0	\$5,560,806	\$5,560,806
	Fashion & Accessories	\$240,000	\$2,704,946	\$2,944,946	\$288,454	\$3,148,577	\$3,437,031	\$326,598	\$3,724,608	\$4,051,206
	Jewelry	\$40,000	\$198,474	\$238,474	\$48,076	\$231,025	\$279,101	\$54,433	\$273,292	\$327,725
Comparison	Health & Beauty	\$0	\$1,046,188	\$1,046,188	\$0	\$1,217,771	\$1,217,771	\$0	\$1,440,561	\$1,440,561
	Home Furniture & Décor	\$40,000	\$1,310,753	\$1,350,753	\$48,076	\$1,525,726	\$1,573,802	\$54,433	\$1,804,857	\$1,859,290
	Appliances & Electronics	\$0	\$2,180,983	\$2,180,983	\$0	\$2,538,680	\$2,538,680	\$0	\$3,003,131	\$3,003,131
	Home Improvement & Gardening	\$0	\$5,384,005	\$5,384,005	\$0	\$6,267,020	\$6,267,020	\$0	\$7,413,570	\$7,413,570
	Books & Media	\$40,000	\$608,338	\$648,338	\$48,076	\$708,110	\$756,186	\$54,433	\$837,659	\$892,092
	Sporting Goods	\$0	\$393,544	\$393,544	\$0	\$458,089	\$458,089	\$0	\$541,896	\$541,896
	Toys & Hobbies	\$80,000	\$462,980	\$542,980	\$96,151	\$538,912	\$635,063	\$108,866	\$637,505	\$746,371
	Specialty Retail	\$200,000	\$1,695,120	\$1,895,120	\$240,378	\$1,973,132	\$2,213,510	\$272,165	\$2,334,116	\$2,606,281
	Quick Service F&B	\$560,000	\$1,210,103	\$1,770,103	\$673,059	\$1,408,569	\$2,081,628	\$762,062	\$1,666,266	\$2,428,328
	Restaurants & Pubs	\$1,200,000	\$2,662,471	\$3,862,471	\$1,442,270	\$3,099,136	\$4,541,406	\$1,632,990	\$3,666,122	\$5,299,112
Leisure	Arts & Entertainment	\$360,000	\$145,875	\$505,875	\$432,681	\$169,800	\$602,481	\$489,897	\$200,865	\$690,762
	Fitness & Leisure	\$40,000	\$447,694	\$487,694	\$48,076	\$521,120	\$569,195	\$54,433	\$616,458	\$670,891
	Auto Parts & Accessories and Fuel	\$840,000	\$4,114,770	\$4,954,770	\$1,009,589	\$4,789,623	\$5,799,212	\$1,143,093	\$5,665,883	\$6,808,976
Auto	Auto/RV/Motorsports Dealership	\$0	\$6,244,969	\$6,244,969	\$0	\$7,269,189	\$7,269,189	\$0	\$8,599,085	\$8,599,085
	TOTAL CATEGORIES	\$4,000,000	\$54,473,723	\$58,473,723	\$4,807,567	\$63,407,808	\$68,215,374	\$5,443,302	\$75,008,248	\$80,451,550
TOTAL (excluding Auto Parts & Accessories & Auto/RV/Motorsports Dealerships)		\$3,160,000	\$44,113,983	\$47,273,983	\$3,797,978	\$51,348,996	\$55,146,974	\$4,300,208	\$60,743,280	\$65,043,488
TOTAL Online Sales			\$1,754,060							

Visitor Spending

Baddeck's natural lakefront amenity is not only a tourist destination for its beauty, but also as the home of the Alexander Graham Bell Museum. Additionally, the "main street" in Baddeck is compact and walkable to both of the above destinations and has a strong mix of local and visitor-oriented shops and services.

While Baddeck does not have as many traditional hotel accommodations, it does have a number of accommodation formats and because of all these factors, Baddeck benefits from significant visitor volume as well as multiple night stays.

With data from the Alexander Graham Bell Museum placing annual visitation at 85,000, for the purposes of this study, we used an estimated annual visitor catchment for Baddeck of 100,000 visitors with a total duration averaging 2 days.

With a very strong roster of shops and restaurants in Baddeck, the retention of visitor spending is likely quite high. Consequently, the resulting estimated visitor spending in Baddeck which supplements the smaller, yet strong local resident trade area, is approximately \$4.0 million per year on local goods and services and recreational amenities in 2021, growing to \$4.8 million in 2026 and \$5.4 million by 2031.

2.4 Retail Inventory

Baddeck has a strong cluster of retail business along Chebucto Street with many seasonal accommodations located a short walking distance away (**Figure 2-4**). Storefronts are positioned near the street creating an enjoyable main street feel for residents and visitors alike. Baddeck also provides a number of day-to-day services through stores like the Co-op, Pharmasave, East Coast Credit Union, and NSLC (**Figure 2-5**). Outside of the local area, there are also some other destinations, which include some roadside glass blowing galleries as well as the increasingly popular Big Spruce Brewing.

Baddeck has a total ground level inventory of 97,072 sf (**Table 2-2**), with near zero vacancy, thus illustrating the strength, resilience and balance of the local inventory. The inventory measured against the local trade area it serves equates to a per capita ratio of 15.4 sf/capita, which is stable, but has room for upward growth given the low vacancy and strong visitation factors.

Figure 2-4. Baddeck Business Inventory Map (February 2022)



Table 2-2. Baddeck Retail Inventory Summary

STREETFRONT RETAIL & SERVICES BUSINESS MIX	GROUND LEVEL STREETFRONT INVENTORY SQ. FT.
BUSINESS MIX	0
ARTS & ENTERTAINMENT	0
AUTO PARTS & ACCESSORIES	0
AUTO/RV/MOTORSPORTS DEALERSHIP	0
BOOKS & MULTI-MEDIA	0
FASHION & FOOTWEAR	1,100
FITNESS & LEISURE	0
FULL SERVICE F&B	14,929
GROCERY, CONVENIENCE & SPECIALTY FOODS	15,430
HEALTH & BEAUTY	0
HOME ELECTRONICS & APPLIANCES	0
HOME FURNISHINGS & DÉCOR	1,748
HOME IMPROVEMENT & GARDENING	15,500
JEWELRY	0
LIMITED SERVICE F&B	10,115
PERSONAL SERVICE	5,441
PHARMACY	4,000
PROFESSIONAL & FINANCIAL SERVICE	8,158
SPECIALTY RETAIL	17,151
SPORTING GOODS & OUTDOOR RECREATION	3,500
TOYS & HOBBIES	0
VACANT	0
TOTAL	97,072

2.5 Retail Demand

Quantifying the future potential retail demand for Baddeck utilized a more general methodology. Rather than examining the market capture by retail spending, the methodology took 3 approaches and then created an average of the three to determine the approximate demand. Additionally, the demand for this community looks toward a 10-year horizon to the year 2031. **Appendix B & C** provides documentation of detailed category spending for the Baddeck Trade Area.

Inventory Market Share Methodology

The first methodology, as shown in **Table 2-3** takes the current inventory estimates and divides this into the demand based on a 100% market share capture to determine the current market share of inventory.

In the case of Baddeck, if 100% of the trade area spending were captured, approximately 260,372 sf of space would be supported.

This is not realistic based on the resident population base only, but from this figure we can calculate that the current Baddeck inventory of 97,072 sf accounts for a market share of inventory of just under 38%, which is more representative of the market, recognizing that residents will likely make semi-frequent journey's to Port Hawkesbury or Sydney for retail shops and services, as well as stocking up on grocery and convenience items.

A nominal increase in market share to 40% could help support some new retail, without hindering existing businesses. The resulting difference between the "target" and the "current" inventory equates to an "unmet potential" figure, which may also be referred to as "residual demand". This high level methodology suggests an unmet potential of 7,077 sf.

Per Capita Floorspace Methodology

The second methodology, as shown in **Table 2-3** recognizes the “current calculated per capita floorspace” of 15.4 and applies a “target per capita” floorspace of 20, which is realistic for the growing Baddeck resident and tourist market against the population by 2031.

This results in future demand for 47,928 sf, which could be challenging, but would in all likelihood be incrementally added over time.

Visitor-Driven Demand Floorspace Methodology

The third input or consideration is the nature of tourism. As such, and recognizing the economic impact that tourism has for Baddeck, demand attributable to the visitors is estimated to be approximately 24,042 sf by 2031.

Each of these approaches is then averaged so as to create sufficient opportunity to further entrench the area as a visitor destination, while balancing this with the necessary year-round resident support.

In the case of Baddeck, the inventory market share methodology yields a demand estimate of 7,077 sf, while the per capita floorspace methodology yields a floorspace demand of 47,928 sf and visitor-driven demand at 24,042 sf. As a result, the combined average new floorspace demand in Baddeck by 2031 is estimated at 26,264 sf. This figure is seen to be a fair and reasonable amount of space to accommodate fresh new retail additions in Baddeck by 2031, particularly as the area is expected to grow with more permanent full-time residents.

Table 2-3. Baddeck Retail Demand Methodology

(Source: FBM)

		BADDECK DEMAND ESTIMATES (10-year target to 2031)
Inventory Market Share Methodology	Current inventory (sf)	97,072
	Current market share by inventory	37.3%
	Target potential fair market share	40.0%
	Unmet Potential of fair market share(sf)	7,077
	<hr/>	
Per Capita Floorspace Methodology	Current per capita floorspace est (sf/capita)	15.4
	Target per capita (sf/capita)	20.0
	Target retail based on per capita (sf)	145,000
	Unmet potential of per capita (sf)	47,928
<hr/>		
Visitor-Supported Floorspace Demand Forecast (sf)		23,786
<hr/>		
TOTAL Resident + Visitor Floorspace Demand (sf)		26,264

Figure 2-5. Baddeck Retail Inventory Images (February 2022)



3.0 Summary

3.1 Business Market Opportunities

Baddeck benefits from having a compact collection of shops and services closely walkable to the water's edge as well as a major tourist destination. While there are not a lot of major infill redevelopment opportunities along the main street, the waterfront along Water Street presents a distinct opportunity to create a boardwalk type atmosphere comprising a mix of specialty shops and casual dining restaurant, still within a convenient and comfortable walk of main street. Signage from the core main street to Water Street and waterfront should be more prominent as part of any future additional commercial components.

Baddeck is somewhat unique in that two of its most prominent businesses are a home decor store in a heritage building and an outdoor apparel store. These stores are strong in their place and could be supported by non-competing, but complementary store types, such as women's apparel or fashion accessories, or nautical-specific apparel.

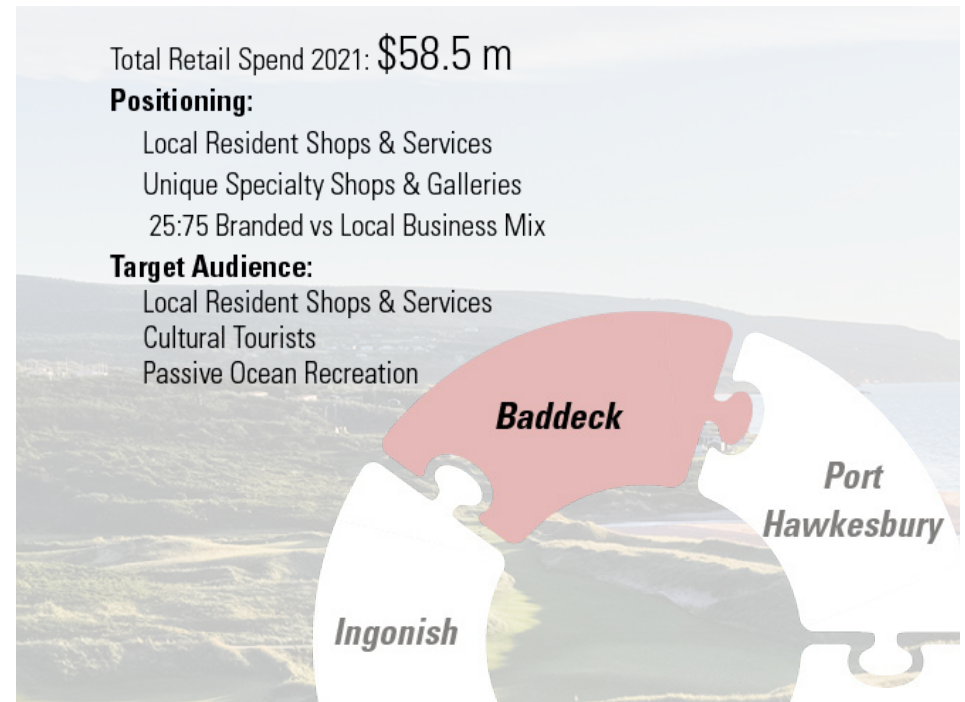
Since there is also an active environment of local farming in the area, one option may be to create a seasonally-adaptive, quasi-enclosed space on the waterfront for a public market/farmer's market, similar to the example of the Hubbards Barn in Hubbards, NS. This type of facility could become a local and regional destination as well as serve as an ideal rental facility for community and/or private events such as weddings.

Because of the growing, more permanent residential segment that exists today and is forecast to grow, there may also be an opportunity for another financial institution, such as TD or Scotiabank.

Lastly, leverage the proximity of the Wagmatcook First Nation to invite them to establish an interactive cultural workshop space in the village or as part of any new community space.

Figure 3-1. Retail Positioning Strategy & Target Markets Summary

(See CB REN Retail Market Analysis for information on the other communities in the study)



Appendix A: Detailed Trade Area Demographics

(Source: Manifold Data Mining Inc. and FBM, 2021/2022)

Attribute	Baddeck Trade Area		
	value	percent	index
SUMMARY			
Total population	6,265		
Total population age 15 and over	5,175		
Total number of private households	2,316		
Average number of persons in private households	2.54		117
Total population in private households	5,872		
Total number of census families in private households	1,564		
Average number of persons per census family	3.17		118
Total population in families	4,953		
Total number of labour force age 15 and over	2,656		
Land area (square km)	570.09		
Inhabited area (square km)	1,640.81		
POPULATION AGE			
Population age 0-14	1,090	17.4%	124
Population age 15-24	836	13.4%	119
Population age 25-34	609	9.7%	78
Population age 35-44	628	10.0%	85
Population age 45-54	659	10.5%	84
Population age 55-64	925	14.8%	94
Population age 65+	1,518	24.2%	109
DWELLING			
Total number of occupied private dwellings	2,316		
Average dwelling value \$	\$280,136		92
Home owners	1,637	70.7%	104
Home tenants	289	12.5%	40
Band housing	390	16.8%	2,903
HOUSEHOLDS			
One-family households	1,455	62.8%	97
Multiple-family households	46	2.0%	152
Non-family households	729	31.5%	93
EDUCATION			
Total population aged 15 years and over by highest certificate, diploma, or degree	5,175		
No certificate, diploma, or degree	1,107	21.4%	110
High school diploma or equivalent	1,311	25.3%	99
Post-secondary certificate, diploma, or degree	2,756	53.3%	97
Apprenticeship or trades certificate or diploma	719	13.9%	143
College, CEGEP or other non-university certificate or diploma	979	18.9%	88
University certificate or diploma below bachelor level	162	3.1%	128
University certificate, diploma, or degree at bachelor level or above	896	17.3%	81
Bachelor's degree	599	11.6%	81

Attribute	Baddeck Trade Area		
	value	percent	index
INCOME			
Average family income \$	\$93,005		85
Average household income \$	\$75,079		85
Average income population age 15 and over (\$)	\$41,947		87
Population with income Under \$10,000 (including loss)	751	14.5%	133
Population with income \$10,000 to \$19,999	922	17.8%	110
Population with income \$20,000 to \$29,999	833	16.1%	107
Population with income \$30,000 to \$39,999	764	14.8%	114
Population with income \$40,000 to \$49,999	555	10.7%	102
Population with income \$50,000 to \$59,999	358	6.9%	88
Population with income \$60,000 to \$69,999	216	4.2%	72
Population with income \$70,000 to \$79,999	152	2.9%	64
Population with income \$80,000 to \$89,999	119	2.3%	63
Population with income \$90,000 to \$99,999	85	1.6%	65
Population with income \$100,000 and over	207	4.0%	69
Population with income \$100,000 to \$149,999	130	2.5%	78
Population with income \$150,000 and over	77	1.5%	58
PROJECTIONS			
Annual population growth in the period: Next 3 years		0.8%	
Annual household growth in the period: Next 3 years		1.3%	126
Annual family growth in the period: Next 3 years		1.0%	
Annual population growth in the period: Next 5 years		1.3%	382
Annual household growth in the period: Next 5 years		2.0%	226
Annual family growth in the period: Next 5 years		1.6%	431
Annual population growth in the period: 5 to 10 years from current year		1.5%	484
Annual household growth in the period: 5 to 10 years from current year		2.3%	276
Annual family growth in the period: 5 to 10 years from current year		1.9%	571
POPULATION GROWTH			
Current year total population	6,265		
3-Year Projections - Total population	6,541		1.45%
5-Year Projections - Total population	6,698		1.35%
10-Year Projections - Total population	7,254		1.61%
HOUSEHOLD GROWTH			
Current year total number of households	2,316		
3-Year Projections - Total number of households	2,471		
5-Year Projections - Total number of households	2,565		
10-Year Projections - Total number of households	2,887		
FAMILY GROWTH			
Current year total number of census families	1,564		
3-Year Projections - Total number of census families	1,651		
5-Year Projections - Total number of census families	1,701		
10-Year Projections - Total number of census families	1,887		
HOUSEHOLD INCOME GROWTH			
Current year average household income	\$75,079		85
3-Year Projections - Average household income	\$79,960		84
5-Year Projections - Average household income	\$86,481		84
10-Year Projections - Average household income	\$105,109		86
POPULATION GROWTH ALTERNATE FORECASTS			
Current year total population	6,265		
3-Year Projections - Total population (modified projection estimates)	6,541		1.45%
5-Year Projections - Total population (modified projection estimates)	6,698		1.35%
10-Year Projections - Total population (modified projection estimates)	7,254		1.61%

Appendix B: Detailed Resident Trade Area Spending

Baddeck, 2021, 2026 & 2031

(Source: Manifold Data Mining Inc. and FBM)

Retail Spending by Merchandise Category	2021		2026		2031	
	BADDECK TRADE AREA Per Household Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending	BADDECK TRADE AREA Per Household Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending	BADDECK TRADE AREA Per Household Retail Spending	BADDECK TRADE AREA Aggregate Retail Spending
Grocery & Convenience	\$6,541	\$15,149,642	\$6,875	\$17,634,293	\$7,226	\$20,860,481
Pharmacy	\$779	\$1,803,325	\$818	\$2,099,084	\$860	\$2,483,110
Alcohol & Tobacco	\$1,153	\$2,671,082	\$1,212	\$3,109,159	\$1,274	\$3,677,978
Personal Services	\$1,744	\$4,038,460	\$1,833	\$4,700,796	\$1,926	\$5,560,806
Fashion & Accessories	\$1,168	\$2,704,946	\$1,228	\$3,148,577	\$1,290	\$3,724,608
Jewelry	\$86	\$198,474	\$90	\$231,025	\$95	\$273,292
Health & Beauty	\$452	\$1,046,188	\$475	\$1,217,771	\$499	\$1,440,561
Home Furniture & Décor	\$566	\$1,310,753	\$595	\$1,525,726	\$625	\$1,804,857
Appliances & Electronics	\$942	\$2,180,983	\$990	\$2,538,680	\$1,040	\$3,003,131
Home Improvement & Gardening	\$2,325	\$5,384,005	\$2,443	\$6,267,020	\$2,568	\$7,413,570
Books & Media	\$263	\$608,338	\$276	\$708,110	\$290	\$837,659
Sporting Goods	\$170	\$393,544	\$179	\$458,089	\$188	\$541,896
Toys & Hobbies	\$200	\$462,980	\$210	\$538,912	\$221	\$637,505
Specialty Retail	\$732	\$1,695,120	\$769	\$1,973,132	\$808	\$2,334,116
Quick Service F&B	\$522	\$1,210,103	\$549	\$1,408,569	\$577	\$1,666,266
Restaurants & Pubs	\$1,150	\$2,662,471	\$1,208	\$3,099,136	\$1,270	\$3,666,122
Arts & Entertainment	\$63	\$145,875	\$66	\$169,800	\$70	\$200,865
Fitness & Leisure	\$193	\$447,694	\$203	\$521,120	\$214	\$616,458
Auto Parts & Accessories	\$1,777	\$4,114,770	\$1,867	\$4,789,623	\$1,963	\$5,665,883
Auto/RV/Motorsports Dealership	\$2,696	\$6,244,969	\$2,834	\$7,269,189	\$2,979	\$8,599,085
TOTAL CATEGORIES	\$23,521	\$54,473,723	\$24,720	\$63,407,808	\$25,981	\$75,008,248
TOTAL (excluding Auto Parts & Accessories & Auto/RV/Motorsports Dealerships)	\$19,047	\$44,113,983	\$20,019	\$51,348,996	\$21,040	\$60,743,280
TOTAL Online Sales	\$757	\$1,754,060	\$796	\$2,041,738	\$837	\$2,415,274

Appendix C: Detailed Visitor Spending

Baddeck, 2021, 2026 & 2031

(Source: Province of Nova Scotia, Cabot Cliffs and FBM)

Retail Spending by Merchandise Category	2021		2026		2031	
	BADDECK Visitor Spending	BADDECK Aggregate Visitor Retail Spending	BADDECK Visitor Spending	BADDECK Aggregate Visitor Retail Spending	BADDECK Visitor Spending	BADDECK Aggregate Visitor Retail Spending
Grocery & Convenience	\$1.0	\$200,000	\$1.1	\$237,998	\$1.1	\$269,470
Pharmacy	\$0.2	\$40,000	\$0.2	\$47,600	\$0.2	\$53,894
Alcohol & Tobacco	\$0.6	\$120,000	\$0.6	\$142,799	\$0.7	\$161,682
Personal Services	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
Fashion & Accessories	\$1.2	\$240,000	\$1.3	\$285,598	\$1.3	\$323,364
Jewelry	\$0.2	\$40,000	\$0.2	\$47,600	\$0.2	\$53,894
Health & Beauty	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
Home Furniture & Décor	\$0.2	\$40,000	\$0.2	\$47,600	\$0.2	\$53,894
Appliances & Electronics	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
Home Improvement & Gardening	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
Books & Media	\$0.2	\$40,000	\$0.2	\$47,600	\$0.2	\$53,894
Sporting Goods	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
Toys & Hobbies	\$0.4	\$80,000	\$0.4	\$95,199	\$0.4	\$107,788
Specialty Retail	\$1.0	\$200,000	\$1.1	\$237,998	\$1.1	\$269,470
Quick Service F&B	\$2.8	\$560,000	\$2.9	\$666,395	\$3.1	\$754,517
Restaurants & Pubs	\$6.0	\$1,200,000	\$6.3	\$1,427,990	\$6.6	\$1,616,822
Arts & Entertainment	\$1.8	\$360,000	\$1.9	\$428,397	\$2.0	\$485,047
Fitness & Leisure	\$0.2	\$40,000	\$0.2	\$47,600	\$0.2	\$53,894
Auto Parts & Accessories & Fuel	\$4.2	\$840,000	\$4.4	\$999,593	\$4.6	\$1,131,776
Auto/RV/Motorsports Dealership	\$0.0	\$0	\$0.0	\$0	\$0.0	\$0
TOTAL CATEGORIES	\$20	\$4,000,000	\$21.0	\$4,759,967	\$22.1	\$5,389,407

Appendix D: Baddeck Detailed Retail Inventory

NAICS 6-DIGIT	NAICS DETAILED CODE	RETAIL MERCHANDISE CATEGORY	TENANT NAME	BUSINESS ADDRESS	STREET NAME	SIZE (SF)	COMMUNITY
487210	Scenic and sightseeing transportation, water	TOURISM SERVICE	Amoeba Sailing Tours			0	Baddeck
453310	Used merchandise stores	SPECIALTY RETAIL	Antiques Boutique - Baddeck			1,578	Baddeck
453220	Gift, novelty and souvenir stores	SPECIALTY RETAIL	Aphrodite Gift Shop			2,069	Baddeck
721111	Hotels	ACCOMMODATIONS	Auberge Gisele's Inn			20,076	Baddeck
444130	Hardware stores	HOME IMPROVEMENT & GARDENING	Baddeck Building Supplies Co Ltd		22 Twining St	8,000	Baddeck
453220	Gift, novelty and souvenir stores	SPECIALTY RETAIL	Baddeck Celtic Gifts & Tartans			8,253	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Baddeck Inn			6,253	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	Baddeck Lobster Suppers			3,141	Baddeck
713930	Marinas	NON-COMMERCIAL	Baddeck Marine			5,171	Baddeck
721192	Housekeeping cottages and cabins	ACCOMMODATIONS	Bayside Haven Vacation Home			789	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	Bean There Café		503 Chebucto St	1,100	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Beira's Retreat			2,710	Baddeck
713910	Golf courses and country clubs	NON-COMMERCIAL	Bell Bay Golf Club			19,129	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	Bell Buoy Restaurant			3,012	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Bell View Luxury Suites			2,218	Baddeck
713930	Marinas	NON-COMMERCIAL	Bras D'or Yacht Club			6,046	Baddeck
621320	Offices of optometrists	PROFESSIONAL & FINANCIAL SERVICE	Burns Vision Center		503 Chebucto St	0	Baddeck
561520	Tour operators	TOURISM SERVICE	Cabot Discovery Tours		43 Old Margaree Rd	0	Baddeck
721114	Motels	ACCOMMODATIONS	Cabot Trail Motel & Cabot Restaurant			18,519	Baddeck
491110	Postal service	INSTITUTIONAL / PUBLIC SERVICE	Canada Post			2,527	Baddeck
812115	Beauty salons	PERSONAL SERVICE	Carol Campbell's Hair Studio Entrenous		503 Chebucto St	1,100	Baddeck
721111	Hotels	ACCOMMODATIONS	Ceilidh Country Lodge			14,236	Baddeck
445110	Supermarkets and other grocery (except convenience) stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	Co-op - Baddeck		48 Twining St	13,593	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Dunlop Inn			1,379	Baddeck
522130	Local credit unions	PROFESSIONAL & FINANCIAL SERVICE	East Coast Credit Union			3,781	Baddeck
453220	Gift, novelty and souvenir stores	SPECIALTY RETAIL	Flying Kite Artisan Shop		507 Chebucto St	2,000	Baddeck
721111	Hotels	ACCOMMODATIONS	Green Highlander Lodge			1,197	Baddeck
541212	Offices of accountants	PROFESSIONAL & FINANCIAL SERVICE	H&R Block		387 Shore Rd	0	Baddeck
812115	Beauty salons	PERSONAL SERVICE	Hair Salon 36			3,241	Baddeck
531212	Offices of real estate brokers	PROFESSIONAL & FINANCIAL SERVICE				1,339	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	High Wheeler Café		466 Chebucto St	1,500	Baddeck
444130	Hardware stores	HOME IMPROVEMENT & GARDENING	Home Hardware		491 Chebucto St	7,500	Baddeck
721113	Resorts	ACCOMMODATIONS	Inverary Resort			13,857	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	Julius Bakery Ltd		48 Twining St	1,250	Baddeck
721113	Resorts	ACCOMMODATIONS	Kildare Landing by Cape Breton Resorts			5,541	Baddeck
453220	Gift, novelty and souvenir stores	SPECIALTY RETAIL	Lakeside Boutique			3,251	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	Lakeside Restaurant			3,134	Baddeck
721111	Hotels	ACCOMMODATIONS	Lynwood Inn			8,656	Baddeck
721111	Hotels	ACCOMMODATIONS	Macaulay's Hill Farm			1,642	Baddeck
524210	Insurance agencies and brokerages	PROFESSIONAL & FINANCIAL SERVICE	Macleod Lorway Insurance		503 Chebucto St	0	Baddeck
541110	Offices of lawyers	PROFESSIONAL & FINANCIAL SERVICE	Matthew F Hart Law			0	Baddeck
811112	General automotive repair	AUTO SERVICE	Morrison Motors		387 Shore Rd	0	Baddeck
445120	Convenience stores	GROCERY, CONVENIENCE & SPECIALTY FOODS	Needs Convenience Baddeck			1,837	Baddeck
445310	Beer, wine and liquor stores	ALCOHOL & TOBACCO	NSLC			6,472	Baddeck
442298	All other home furnishings stores	HOME FURNISHINGS & DÉCOR	Our Seaside Home Décor			1,748	Baddeck
624210	Community food services	INSTITUTIONAL / PUBLIC SERVICE	Pan Cape Breton Food Hub			780	Baddeck
448120	Women's clothing stores	FASHION & FOOTWEAR	Patchouli Accessories Boutique		503 Chebucto St	1,100	Baddeck
446110	Pharmacies and drug stores	PHARMACY	Pharmasave Stone's		491 Chebucto St	4,000	Baddeck
522111	Personal and commercial banking industry	PROFESSIONAL & FINANCIAL SERVICE	RBC			3,038	Baddeck
447190	Other gasoline stations	AUTO FUEL WITH CONVENIENCE	S.J. MACRAE & SON			3,227	Baddeck
721111	Hotels	ACCOMMODATIONS	Silver Dart Lodge			23,778	Baddeck
721114	Motels	ACCOMMODATIONS	Telegraph House & Motel			10,187	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	The Freight Shed			1,736	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	The Frozen Spoon		507 Chebucto St	750	Baddeck
812910	Pet care (except veterinary) services	PERSONAL SERVICE	The Golden Collar		503 Chebucto St	1,100	Baddeck
451119	All other sporting goods stores	SPORTING GOODS & OUTDOOR RECREATION	The Outdoor Store		479 Chebucto St	3,500	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	Tim Hortons			2,000	Baddeck
722512	Limited-service eating places	LIMITED SERVICE F&B	Tom's Pizza			3,515	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Water's Edge Inn & Gallery			3,044	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	Wong's Restaurant		466 Chebucto St	2,500	Baddeck
721191	Bed and breakfast	ACCOMMODATIONS	Worn Door Step		43 Old Margaree Rd	0	Baddeck
722511	Full-service restaurants	FULL SERVICE F&B	Yellow Cello Cafe & Pizza			1,406	Baddeck

