CMN313 FORMAL REPORT

DRESS TO IMPRESS:

How Can Non-Profit Second Hand Clothing Organizations Leverage Partnerships To Facilitate Humanitarian Efforts While Gaining Revenue



YONGE STREET MISSION

Prepared For:
DoubleTake, Yonge Street Mission (YSM)

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Submitted: April 9th, 2025

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Dear Christina Caravan,

We are honored to deliver with this letter the enclosed report, “Dress To Impress: How Non-Profit Second Hand Clothing Organizations Can Leverage Partnerships To Facilitate Humanitarian Efforts While Gaining Revenue,” requested by DoubleTake’s executive team. This report explores how DoubleTake could utilize their TikTok platform to provide accessible resources to the homeless community of Regent Park, Toronto.

This report offers practical suggestions to assist DoubleTake in aligning and identifying with their target audience and stakeholders. For instance, we found interesting research on consumer perception influencing clothing disposal, donation incentives, and collaborative consumption models. This report was conducted to help DoubleTake understand the external business environment in which their NPO operates.

We will give you a chance to read through this report over the next week and then we can schedule a meeting to discuss the next steps of implementation. We are thankful to work with your organization and look forward to hearing your thoughts and suggestions!

Best,

Natalia Bruce

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Executive Summary

This report investigates the issues of DoubleTake's limited visibility and minimal influence on their TikTok platform. It is unclear which audiences they are targeting and the promotional goals behind their content. Considering the collaborative consumption business model they operate, customers are their primary suppliers. Much of their organizational success is dependent on strong loyal customer relationships. TikTok is a key resource DoubleTake can leverage to strengthen these connections.

The Yonge Street Mission (YSM) works to provide relief to individuals in poverty, however, the apparel resources available to this demographic are vague. The underlying issue remains uncertain in whether these resources are aimed to be provided through DoubleTake's social enterprise branch or the YSM. This report reviews social media metrics to identify how content is positioned to engage with populations.

The findings are in conjunction with primary data collected from DoubleTake's TikTok. This report identifies strategies for how DoubleTake can leverage their partnership with the YSM to facilitate humanitarian efforts while gaining revenue. The findings in the report identify incongruity in DoubleTake's target audience, and misalignment with YSM in humanitarian content positioning.

This report provides DoubleTake with three recommendations on how to improve the sphere of influence on their TikTok platform. The recommendations in this report are as follows:

1. **Highlights DoubleTake's Impact On The YSM through Social Media Content**
   DoubleTake should develop content that directly showcases its tangible contributions to YSM's initiatives. This includes posting metrics and storytelling content connecting clothing sales to measurable humanitarian outcomes. These emotionally resonant narratives will strengthen community trust, motivate clothing donations, and inspire ethical consumerism. This strategy helps unify the brand under a clear social mission.

2. **Launch a New Instagram Page Targeted Towards DoubleTake's Artist Community**
   To reduce audience fragmentation and clarify brand messaging, DoubleTake should create a separate Instagram page dedicated to their Artist community. This page would highlight workshops, upcycling events, and market vendor promotions, allowing the main Instagram page to refocus on thrift store inventory, donor outreach, and partnerships. Segmenting content in this way allows each page to better serve its specific community while fostering deeper engagement and identity clarity.

3. **Partner With Fashion Programs At Toronto Universities**
   DoubleTake can benefit from collaborating with fashion departments at Toronto-based universities. These partnerships can offer student internships, volunteer roles, and co-branded campaigns that showcase sustainability in fashion. By involving fashion students in store curation, social content creation, and event planning, DoubleTake can expand its influence among youth audiences, increase store foot traffic, and enhance its

TikTok and Instagram content. This mutually beneficial partnership also opens up promotional channels through university social media platforms.

By implementing these strategies, DoubleTake can clarify its brand identity, deepen community engagement, and align its digital content with both revenue and humanitarian objectives.

Introduction

Problem And Purpose

This report outlines how DoubleTake can improve their relationship with the YSM to collaborate on initiatives providing resources to vulnerable populations in Regent Park, Toronto. This report aims to gain a deeper understanding of the collaborative consumption business model DoubleTake operates in. The goal of this report is to evaluate the effectiveness of DoubleTake's current target market and to analyze the external environment of collaborative consumption business models.

The research defines which resources are provided by organizations within this industry and how they can best support this population. DoubleTake lacks cohesion and direction in what consumer group they are appealing to on their TikTok platform. This report can be used as a framework for non-profit organizations (NPO) to understand how they can leverage partnerships to facilitate humanitarian efforts while gaining revenue.

Background On Organization

Yonge Street Mission

John Coolidge opened the YSM in 1875 with an objective of providing those in need in Toronto with food, clothing, and support. Our goal is to address poverty by aiding vulnerable youth, financially struggling adults, and families on Yonge Street; specifically around Regent Park. When we opened, on an average year we would make 1800 small loaves of bread, serve 2400 sandwiches, and brewed 480 gallons of coffee. We have consistently served the people of Downtown Toronto through two World Wars, The Great Depression, Pandemics, and other global crises without disruption (See Appendix 1). Today, YSM has evolved to meet the changing needs that have emerged over time. We currently have six buildings across the city, including a center for street youth and a barrier free health and dental centre. YSM continues to provide support to those in need by providing resources such as employment support, housing, education & training, individualized support, and health & wellbeing (See Appendix 2) (Yonge Street Mission, n.d).

DoubleTake Thrift

DoubleTake Thrift operates as a social enterprise of the YSM in Regent Park, Toronto. We opened in 1999 as a way to support YSM's programs, employ members of the community, and provide a space to represent local artists and creatives. We sell a variety of clothing, home-decor,

and other accessories. All proceeds go towards YSM's community programs. DoubleTake aims to help individuals break free from the cycle of poverty by selling clothes in-store and online. Individuals can get involved in our organization through a variety of volunteer opportunities, donations, community markets, and our upcycling studio (DoubleTake Thrift, n.d).

Methods, Methodologies and Limitations

This report uses primary and secondary research to provide a comprehensive overview of DoubleTake's organization. The primary research consists of a content analysis on DoubleTake's TikTok platform over the past four months (December 1, 2025 - March 31, 2025) (See Appendix 3). In comparison to other social media platforms such as Instagram and Facebook, DoubleTake is significantly less active on TikTok. Our TikTok platform was analyzed as the lack of content can be used to identify gaps and opportunities for improvement. Secondary research investigates peer-reviewed literature regarding the history of thrift stores in Canada, motivators influencing consumer donation and disposal, which customers shop at thrift stores, collaborative consumption models, reverse supply chains, and clothing and people experiencing homelessness. Limitations could include the scope of research. The content analysis was conducted on a relatively short timeline. To provide a more comprehensive overview of DoubleTake's TikTok platform it would be beneficial to analyze our content from 2-3 years back.

Literature Review

A Brief History of Second Hand Stores in Canada: Origin & Purpose

Second-hand stores are a resource for individuals to purchase low-cost clothing while supporting humanitarian causes. By purchasing used goods, they are participating in a collaborative consumption model, increasing product lifetime and reducing post-consumer textile waste. Non-profit thrift stores are often affiliated with humanitarian organizations to address global issues such as poverty, disaster relief, and human rights.

Thrifting is not a new concept to civilizations. Its origins can be traced back to the exchange of goods through trading and barter systems. The demand for thrift stores began as a product of overconsumption (Thrift World, n.d). Global events such as the Industrial Revolution and Mass Immigration catalyzed a need for waste management. The Great Depression and World War II limited the production of clothing, causing financial constraints and demand to outweigh supply. Thrift Stores became popular during this period of post-war prosperity (Waxman, 2018). Thrifting began in Canada with organizations such as the Salvation Army working on philanthropic projects in 1882. In 1902 salvage work now called 'recycling' began in Toronto, leading to the evolution of the Salvation Army becoming one of the most well-known thrift Stores in Canada (See Appendix 4) (The Salvation Army, n.d).

Factors Influencing Consumer Perceptions Surrounding Clothing Donations And Disposal

The reuse of clothing is beneficial for environmental benefits, humanitarian aids and consumer well-being. The process of reusing clothing through donation in contrast to disposal prevents

waste. Simultaneously, donations lower barriers for individuals in poverty to obtain clothing. These vulnerable populations experience positive psychological benefits when obtaining clothing which can help prevent diseases such as hypothermia and bodily lice. Consumers also experience improved wellbeing from having less clutter, increased cleanliness, organization and supporting philanthropies. (Secondhand Clothes Donation, 2023).

A variety of factors influence clothing disposal such as excess amount of clutter, poor fit, outdated style, boredom and/or wear-out (Joung, 2013). Consumer motivation behind donation of clothing to second-hand stores includes cognitive factors associated with the perceived sense of environmental responsibility, and emotional factors including guilt associated with clothing consumption and disposal. Perceived personal hygiene level is a motivating factor in customer donation decision making process. (Secondhand Clothes Donation, 2023). Young consumers are highly influenced by peers and family as a reference group when making purchasing and donations decisions. Additionally, Consumer clothing donation among friends, family, and peers is a common alternative to second-hand store donation.

The fast fashion industry has increased customer garment disposal. Mass production and lower prices have increased fast fashion consumption, specifically in younger consumers. This has led to lower perceived value associated with these garments leading to increased throwaway attitudes. The negative environmental impacts and excessive purchasing can be observed as clothing significantly dominates over other product categories (Zhuravleva, 2024).

Second Hand Store Customers

There are a variety of reasons contributing to why consumers shop at thrift stores. Economic benefit remains the most significant driver of thrift stores' purpose and revenue. In recent years, consumers have started to perceive thrift stores as not only a resource for economic necessity, however, a choice to be green, express vintage looks, create individual styles, and find unique items. There is a wide variety of demographics attracted to thrift stores because of variety in consumer motivation. (Gopalakrishnan & Matthews, 2018). Geographic location of thrift stores follows the distribution of the general population. Areas with high levels of business activity are an important place for second-hand stores to locate themselves as it is convenient for donations (“IBIS”, 2023).

Two main customer segments who derive high value from thrift stores are college students and parents with young children. College students are often cost conscious, place high value on fashion, and seek clothing for a variety of events, classes, and presentations. Children’s clothing represents a large apparel category as they outgrow their garments quickly and experience more wear and tear with clothing. This leads to parents looking for a place to buy and recycle goods (Gopalakrishnan & Matthews, 2018).

Unlike traditional retailers, thrift stores rely on customers as their suppliers for the primary amount of their stock. The duality of customers being responsible for supply and demand, makes strong customer relationships significantly important (Joung, 2013). Customer loyalty and

reward programs are a tool that can improve customer relationships and promote recycling and reusing, as they offer incentives to increase store frequency (Gopalakrishnan & Matthews, 2018).

Collaborative Consumption Business Model: Competitors, Threats, & Challenges

Second-Hand Stores fall under the category of a redistributive business model. This term refers to systems that are implemented to move goods from where they are no longer needed from where they are needed. Under this model, non-profit thrift stores face high competition from private second-hand shops and online second-hand platforms with good-quality, reusable donations. For example, vintage, branded, labeled and luxury pieces in good condition. This pressure can cause gaining revenue and stock to be a challenge. For NPOs, donations from this product category drive sales and contribute to fundraising goals. Contrarily, clothing from fast fashion retailers has a short product life cycle and low price tag. This makes them a common, yet less lucrative item ending up in second-hand stores (Zhuravleva, 2024).

The second hand market is valued at approximately $169bn CAD and is expected to reach rapid growth up to $312bn CAD by 2026 (See Appendix 5). It can be a challenge for NPOs to generate revenue and manage their reverse supply chain without compromising humanitarian operation objectives. NPOs can generate additional revenue streams by selling merchandise, organizing events or engaging in cause marketing with a for-profit organization (Zhuravleva, 2024). Overhead costs that determine economic gain from selling textile donations include donation collection, sorting, and the ability to mitigate risk with a low level of control over the quality and quantity of donations. It is critical to promote appropriate textile disposal practices to meet the goals of recovering post-consumer textile waste in order to reduce the environmental impact of textile waste (Zhuravleva, 2024).

Clothing and People Experiencing Homelessness

Individuals experiencing homelessness have difficulty accessing affordable clothing. One of the main health risks associated with a lack of warm layers is hypothermia. Hypothermia has become a serious health risk to homeless individuals living in cold climates. Unhoused populations in Toronto, ON are highly susceptible to this disease during the cold weather season of November 15 to March 31. This season is categorized by low temperatures, high wind chill and precipitation (Zhang et al., 2019). Although cold weather poses a threat, hypothermia is highly preventable. It is critical that individuals in poverty have low barrier access to warm clothing layers and shelter.

Another factor in connecting people who are unhoused with clothing is that they are more likely to suffer from health issues associated with communal living conditions and poor hygiene. The frequency of clothing exchange, clothing hygiene, and sleeping conditions are factors considered when preventing diseases such as body lice and bed bugs (Bonilla et al., 2014).

Analysis of DoubleTake's Social Media Platform

This analysis over the last 4 months from December 1, 2024 - March 31, 2025 of DoubleTake's TikTok platform determines how we allocate our content. This report uses the categories of target audience, promotion type, and post incentive. Our analysis determines DoubleTake's target, our incentive, and the engagement behind the content.

Figure 1: Comparison of DoubleTake's TikTok Target Markets

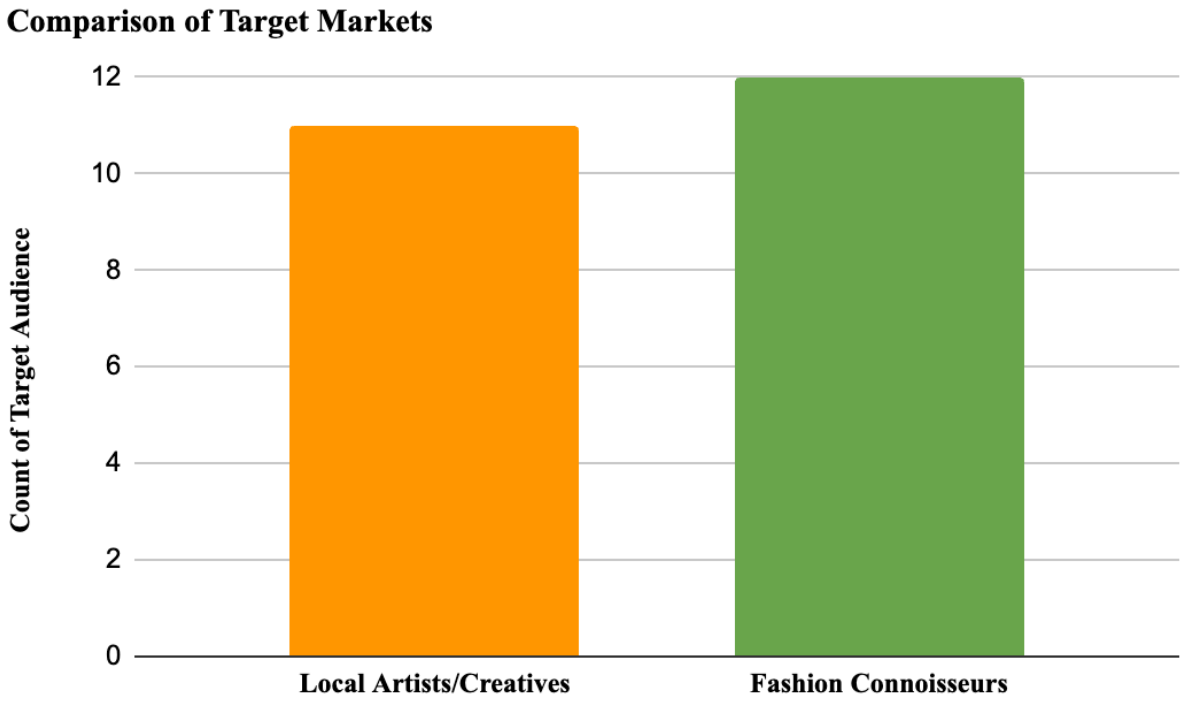


Figure 2: Analysis of DoubleTake's Content Goals

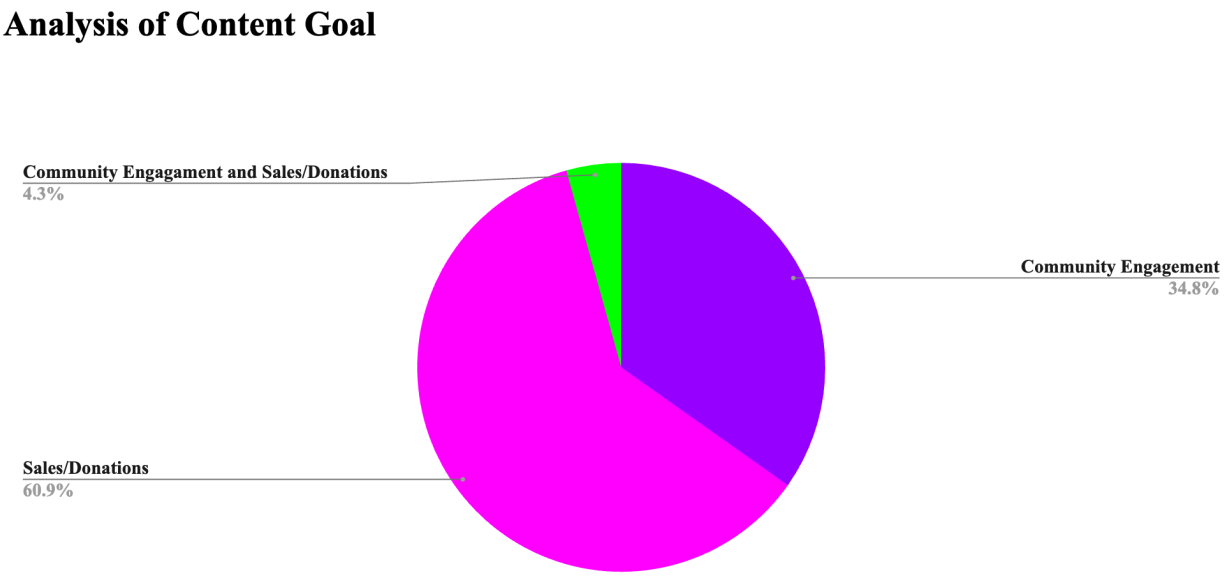
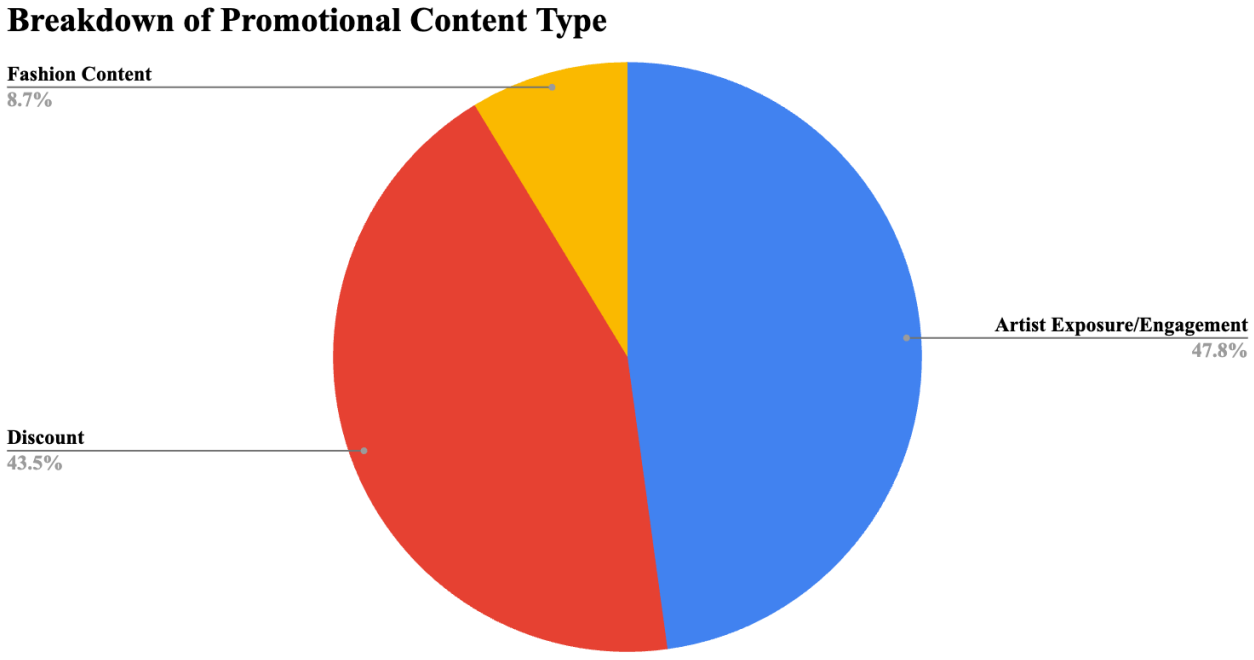


Figure 3: Breakdown of DoubleTake's Promotional Content Types



Discussion

Organizational Goals & Content Incentives: Contrasting Motivations Between Fashion Consumers and Homeless Populations

At DoubleTake, the philanthropic motivations behind our organization remain unclear. One of our goals is to increase revenue to support YSM's initiatives. Our content positioning towards “Fashion Connoisseurs”, who are a lucrative audience clearly shows this, as seen in Figure 1, which defines and measures our target audience frequency. However, whether we aim to provide accessible clothing for homeless populations by lowering access barriers remains unclear. The content analysis reveals this uncertainty. Our TikTok platform has not featured content regarding incentives appealing to this demographic.

Target Markets Identified: Fashion Consumers & Artists/Creatives

Our content analysis reveals that our TikTok targets consumers that fall under two categories: Fashion Consumers and Artists. Firstly, we target Fashion Consumers through TikTok content by showcasing novelty vintage sale items and promotions, positioning the products as affordable. Additionally, we produce fashion content in the form of styling advice, new item features, luxury items, and items for special occasions such as christmas or spring. As seen in Figure 2, our content is categorized and analyzed by targeting sales/donations, community engagement, or both. The incentive identified behind this content is to receive the maximum amount of revenue to support initiatives at the YSM. In order to receive the maximum amount of revenue, our organization needs to focus on receiving and donating high end, good quality labeled products. The content analysis helps guide this report by providing data on which type of customer the posts are targeting and the incentives behind each post.

The second target segment identified is Artists/Creatives. DoubleTake uses TikTok to create a community of people who can access resources affiliated with their craft and bond over shared interests. We promote initiatives that appeal to this group in the form of workshops. For example, we offer upcycling workshops in felting, embroidery, and mending with needles. Furthermore, we give Artist/Creatives an opportunity to showcase and sell their work/products by facilitating weekly and monthly markets and pop-up events. Vendors showcase products such as handmade items, jewelry, upcycled clothing, candles, thrifted goods, and more.

Philanthropic Motivations

Although our content appeals to fashion consumers and artists, our Tik Tok platform does not have content supporting our organization's broader mission. As seen in Figure 3 which outlines our post incentives, we are missing an opportunity to scale philanthropic efforts by not promoting initiatives associated with donations, volunteer opportunities, and poverty resources. Although we are a branch of the YSM and rely on their sector of the organization to promote the majority of philanthropic efforts; it is essential that we connect our motivations to their mission through our TikTok platform.

Recommendations & Conclusion

To investigate motivating factors behind donations and purchases, we should conduct surveys and interviews with our customers. Market analysis data will uncover unlying cognitive and emotional consumer perceptions, providing direction on the future trajectory of our social media. This research will help us make executive decisions regarding how we position humanitarian and philanthropy content.

As many consumers shop at thrift stores for economic benefit, an analysis of current and future economic conditions could be helpful in predicting consumer traffic and revenue in our store. Considering most consumers will donate to second-hand stores in close proximity to their homes, we should analyze our store's geographic location in relation to the demographics of residents and commercial property surrounding their store.

Highlight DoubleTake's Impact On YSM Through Social Media Content

One way to motivate consumer donations would be to highlight DoubleTake's impact on the YSM. Such as showcasing data on the amount of donations they have made in the past year and how this has impacted the YSM efforts. For example, DoubleTake's revenue was $X in 2024 and that allowed us to purchase X number of food from suppliers allowing us to provide the homeless with X sandwiches. Promoting this type of content could emotionally resonate with consumers inspiring them to donate clothing.

New Instagram Page Targeted Towards DoubleTake's Art Community

To re-evaluate who our content is targeting, we should create a new Instagram page dedicated towards our Artist/Creative community. This will allow us to define our target audience by creating a separate page for a consumer group with specific incentives. This provides an opportunity for our main Instagram page to develop a more narrow and clearer focus.

Partner With Fashion Programs At Toronto Universities

There is an opportunity for DoubleTake to highlight broader incentives affiliated with the YSM while appealing to our current target market. One way we can implement this is by collaborating with the Fashion Programs at Toronto universities. This is beneficial as these students have an interest in the fashion industry and would be willing to volunteer and get involved. Additionally, this collaboration could increase reach and promotion through the university's social media platforms.

The findings in this report highlight potential areas of improvement that DoubleTake can implement to improve their TikTok. Addressing these issues is critical for repositioning our target market. Effectively collaborating with the YSM could result in increased apparel donations and volunteers, improving humanitarian efforts.

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Appendix

Appendix 1

YSM Offering Free Meals to The Toronto Community During The Great Depression



Source: https://en.m.wikipedia.org/wiki/File:YongeStreetMission.jpg

Appendix 2

YSM Community Engagement: Creating Hygiene Kits



Source: https://www.ysm.ca/get-involved/community-engagement/

Appendix 3

Primary Data Content Analysis

Brand Name: Double Take							
Link to Post	**Date of Post**	**Caption**	**Likes**	**Comments**	**Target Audience**	**Type of Promotion**	**Goal**
https://www.tiktok.co	March 21, 2025	Pop-Up Market This Weekend!	3	1	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	March 19, 2025	Our monthly Pop-Up Market was born from a simple id	334	3	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	March 13, 2025	Surprise! New luxury drop coming this Friday,	0	0	Local Artists/Creatives	Discount	Community Engagement
https://www.tiktok.co	March 2, 2025	Last month's Felting Workshop was a beaut	3	0	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	February 26, 2025	Toronto's most affordable thrift store is calling your nar	7	0	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	February 24, 2025	Got 99 problems, but finding a fire fit ain't one!	2	0	Fashion Conosers	Fashion Content	Sales/Donations
https://www.tiktok.co	February 20, 2025	Looking for office-ready style? Thrifted work dress	0	0	Fashion Conosers	Fashion Content	Sales/Donations
https://www.tiktok.co	February 19, 2025	Calling All Vendors!	5	0	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagament and Sales/Donations
https://www.tiktok.co	February 14, 2025	Our Mending with Felting Needle workshop happe	3	0	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	February 4, 2025	The wait is OVER! Our February Pop-Up Market is	308	5	Local Artists/Creatives	Artist Exposure/Engagement	Sales/Donations
https://www.tiktok.co	January 29, 2025	Who can resist such a bargain!	10	0	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	January 28, 2025	That moment you stumble upon a clearance rack and	5	0	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	January 24, 2025	Get your hands on the best deals in The 6ix!	2	0	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	January 24, 2025	It's HERE, tomorrow!	189	2	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	January 15, 2025	Here's your chance to showcase your creativity and se	151	1	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	December 24, 2024	End-of-Year Thrift Sale!	289	1	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	December 18, 2024	12 Days of Thriftmas	348	3	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	December 16, 2024	More Thriftmas surprises are coming your way!	717	2	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	December 4, 2024	Transforming the unwanted into something beautifu	150	2	Fashion Conosers	Discount	Sales/Donations
https://www.tiktok.co	December 4, 2024	All our upcycled goodies are ready for you at this po	4	1	Local Artists/Creatives	Artist Exposure/Engagement	Sales/Donations
https://www.tiktok.co	December 4, 2024	Yes, the rumors are true! Double Take is having a p	2	0	Fashion Conosers	Artist Exposure/Engagement	Sales/Donations
https://www.tiktok.co	December 1, 2024	Double Take is so excited to team up with the amaz	1	1	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement
https://www.tiktok.co	December 1, 2024	You don't wanna miss this one!	282	4	Local Artists/Creatives	Artist Exposure/Engagement	Community Engagement

Source:https://docs.google.com/spreadsheets/d/16_tIU1oDp9k7lJ5M9ele3SywEwVftAvhB-Ddc5FDtBQ/edit?gid=984673233#gid=984673233

Appendix 4

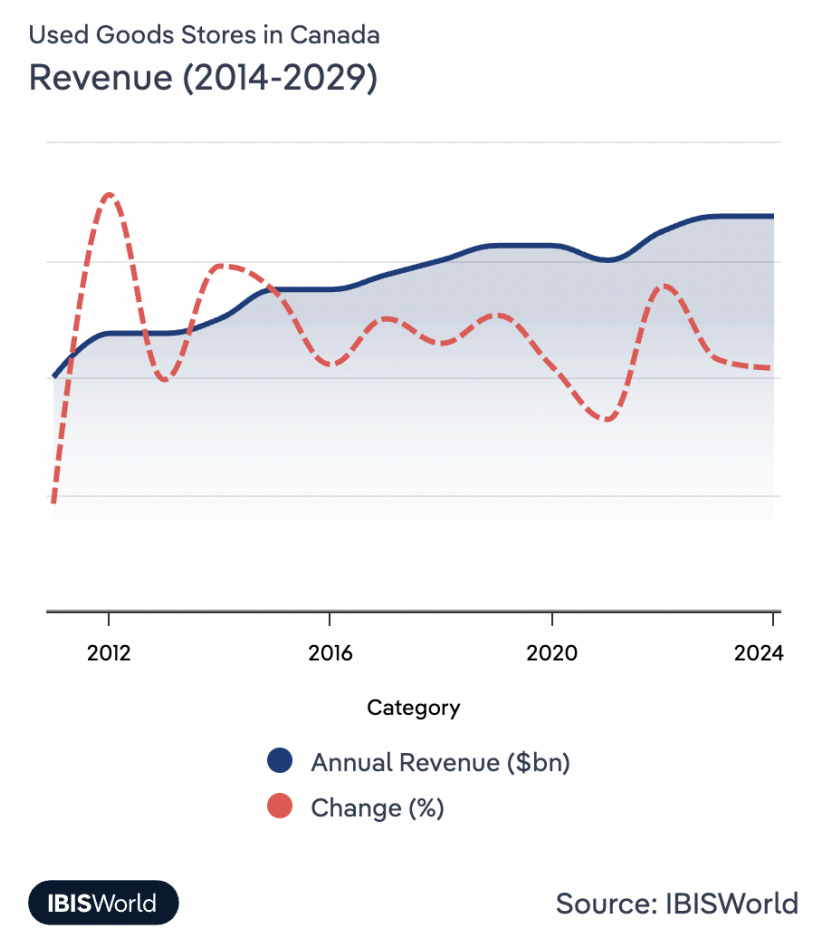
One of Salvation Army's First Thrift Stores



Source*:* https://salvationarmy.ca/about-us/history/

Appendix 5

Second Hand Stores in Canada Revenue



Source: https://www.ibisworld.com/canada/industry/used-goods-stores/1101/