



Retail Gap Analysis

Lac La Biche County

November 2023
(update to 2019 study)



key planning strategies

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i PREFACE

Key Planning Strategies (“Key Planning”) was commissioned by Lac La Biche County (“the County”) to conduct a Retail Gap Analysis for the Hamlet of Lac La Biche (“Lac La Biche”), including the Hamlet of Plamondon (“Plamondon”). This study was carried out over the period of June to November 2023 and is based around a previous Retail Gap Analysis prepared by Key Planning in 2018/2019.

The objective of this study is to document in detail Lac La Biche’s current ground level retail inventory. The next step validates the realistic retail Trade Area area which the County serves and the retail expenditure profile across various retail categories/store types as an indication of retail inflow/outflow and opportunities the County could potentially pursue. The result is to identify gaps and bolster the local retail market by retaining or attracting greater market share of resident and passing motorists’ spending in the community.

This updated study incorporates the results of a previously completed Telephone and Survey (completed by MDB Insight in 2018) which was part of the original 2018/2019 Retail Gap Analysis.

Retail spending (i.e. demand), the County’s retail inventory, and corresponding productivity (i.e. supply) was estimated to identify gaps in the County’s current provision of shops and services.

This document is intended to assist the County in promoting the community, working with developers and investors, as well as attracting new retail or business opportunities. It further aims to assist Planning as it relates to the optimal allocation for future retail commercial lands, specifically in the Hamlet of Lac La Biche.

Reference material for this report was obtained from, but not limited to: the County, Commercial Real Estate/Property Management Firms, International Council of Shopping Centers, Manifold Data Mining Inc., Statistics Canada and Key Planning.

Key Planning 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 Lac La Biche or Plamondon 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 Key Planning as an objective and independent party, and is not an agent of the County.

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 Lac La Biche County, or Key Planning Strategies.

Key Planning Strategies
2023



EXECUTIVE SUMMARY

INTRODUCTION

Key Planning Strategies (“Key Planning”) was commissioned by Lac La Biche County (“the County”) to conduct a Retail Gap Analysis for the Hamlet of Lac La Biche (“Lac La Biche”), including the Hamlet of Plamondon (“Plamondon”).

LOCAL & REGIONAL CONTEXT

Lac La Biche is located approximately 2 hour drive time northeast of the City of Fort Saskatchewan. Lac La Biche represents a key centrality within a region for which drive times of 30, 60 and 90-minutes emanate. These drive times are critical to supporting a strong retail market. Most notably, Lac La Biche services a 60-minute drive time west/northwest, 75 minutes drive time south/southeast and a 90-minute drive time north/northeast.

From a retail commercial perspective, Lac La Biche encourages commercial development in the Downtown along 101st Avenue as well as along the Highway 55 east-west corridor on the west side of town. Recently, commercial growth in the form of hotels and potential development has been observed at the Highway 55 Bypass at the junction of Route 881 south. In addition to new retail lands being made available for commercial development at the west and south ends of the community, Lac La Biche has an important centrally located downtown core that runs predominantly along 101st Avenue between 105th St and 100th St.

RETAIL TRADE AREA

The County’s most recent census data from the 2021 Statistics Canada release revealed a population of 8,117. The Total Trade Area population is estimated (through Manifold Data Mining for year end 2022 is estimated to be just under 27,000 (26,796). This population is forecast to surpass 28,000 (28,236) by 2032.

It is realistic for the County to focus on Lac La Biche’s existing Trade Area, but also harness its strategic location along Hwy 55 to serve as an ideal pit stop for passing motorists and other target users, particularly at the junction of Hwy 55 and 101st Avenue. Highway motorists are creatures of habit who tend to stay in their vehicles unless the environment is convenient for them to stop; Lac La Biche has this potential.

The Total Trade Area retail spending is estimated at \$448 Million (2023 year-end estimate). When excluding Auto Parts and Dealerships, this figure comes in at \$352 million.

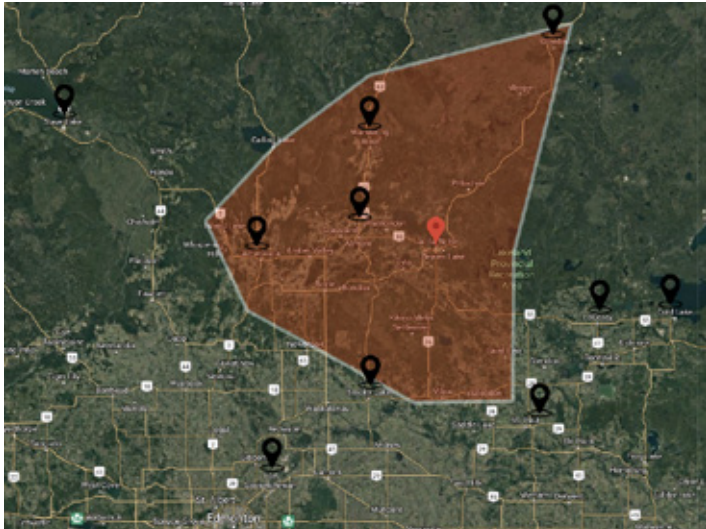
The County’s share of the Total Trade Area spending is estimated at 34%, which illustrates the regional draw that is supportive of the town’s current retail inventory and hierarchy.

The overall spending profile is healthy, though opportunities are somewhat limited because of slow growth, requiring an approach that should entail stronger penetration of the existing market rather than focusing on new growth, just for growth’s sake.

Regardless of where residents spend their money, realizing that some spending occurs in Athabasca as well Edmonton, Cold Lake, Fort Saskatchewan or Online, the top retail spending categories for the County’s Trade Area are:

- *Grocery & Pharmacy - \$128.6 Million*
- *Auto/RV/Motorsport - \$88.0 Million*
- *Home Furnishings & Improvement- \$35.0 Million*
- *Restaurants (Full & Quick Service) - \$37.3 Million*
- *Home & Personal Electronics - \$32.8 Million*
- *Clothing, Footwear & Accessories - \$31.7 Million*

ii EXECUTIVE SUMMARY



RETAIL SUPPLY

The County’s retail market (including Hamlets of Lac La Biche and Plamondon) has an estimated street front floor space of approximately 596,274 sf. When excluding businesses that are not retail related but do occupy retail street front spaces, the total inventory is an estimated 511,294sf.

A breakdown of Lac La Biche and Plamondon’s retail inventory by category illustrates the Top 5 retail categories (excluding Auto) in terms of overall retail floor space are:

1. *Grocery & Specialty Foods* 104,708 sf
2. *Home Improvement & Garden* 58,761 sf
3. *Full Service Restaurants* 33,370 sf
4. *Alcohol & Tobacco* 25,870 sf
5. *Clothing & Apparel* 23,861 sf

The current overall vacancy rate is estimated at 7.2% includes the former RONA home improvement warehouse. When excluding the Rona which may not optimally be a retail location, the vacancy drops to 4.4%, which for the Hamlet of Lac La Biche is considered favourable and healthy whereby the retail industry standard for vacancy ranges from 3% to 5%.

It may be possible to attract businesses into existing vacancies that could have lower rent costs applied which may be more attractive to local businesses who may not have the sales productivity to justify higher rents.

In particular, a missing brand in the community is Canadian Tire which may be compatible with the former RONA location. The former RONA site in particular would be highly beneficial for the community and the Downtown given its location. It must however be stated, that for this location to truly be valuable, an at-grade rail crossing must be put in place that extends from 101st St. Not only would this make the former RONA site accessible, but it would provide great benefit for Downtown businesses in keeping patrons and spending in the Downtown.

Additionally, any new development should be very targeted for uses that have the ability to create benefit for the community overall than impacting existing businesses.

As noted, retail opportunities exist for new-to-market tenants in spaces that are ready to occupy and in many cases are of a standard appropriate and conducive to basic tenant improvements. This downtown area should be a marketing priority and represent the best opportunity to attract new retail to the community. New development or redevelopment could be identified at vacant lots or older properties along the 101st Avenue corridor or as part of the emerging cluster of activity near the Bold Centre.

The retail inventory in terms of floor space and vacancies suggest that demand should be healthy, but that the County should also be targeted in its approach to luring compatible retail businesses that could occupy Lac La Biche’s existing vacant spaces or available zoned lands.



EXECUTIVE SUMMARY

Lac La Biche’s downtown will be susceptible to future retail growth in the periphery and with current vacancies levels in the downtown caution should be exercised to make sure that businesses and vacancies in the downtown are promoted to best degree possible.

This is yet another reason that the County should review its current allocation and locations for commercial land for the future to make sure that development is directed in the most appropriate areas in terms of scale and impact.

Much of the future demand and tenant prospects are likely to be of a branded or franchised nature and by virtue of their site selection requirements, they will be looking for tenant ready spaces or new development which have adequate parking, access, and potential for drive thru operations.

TELEPHONE SURVEY RESULTS

A telephone consumer survey of 200 respondents (in 2018) sought to understand how the residents spend their money inside the County, outside the County and online.

Spending Inside Lac La Biche County

Overall retention of retail spending is low for most categories across the board, with a total average retention of only 34%. This means outflow is considerable for the community.

TOTAL	596,274
TOTAL Retail Only	454,374
VACANT	42,742 sq. ft.
% VACANT of All Streetfront	7.2%
% VACANT of Total Retail Only	9.4%
Retail Space Per Capita (against COUNTY Population)	59.2 sq.ft./capita
Retail Space Per Capita (against Trade Area Population)	17.1 sq.ft./capita

According to the telephone survey respondents, 32% identified the Town of Athabasca as their primary shopping location, which is high. A community of Lac La Biche County’s size, with its trade area reach should strive for a market share of 40% to 45% within which conveniences should be at or above 60% - 70%, which would be 10% - 20% higher than current levels.

Arguably, the introduction of a WalMart and/or Canadian Tire would be a notable catalyst to not just greater retention of local resident spending, but also greater attraction of new spending that otherwise would not occur in the community.

Spending Inside Lac La Biche County

When respondents were asked to identify their primary reasons for shopping outside of the County, the top rationale provided were that it is easier to commute to other destinations where there is a better selection including stores that aren’t in the County.

Online Spending

While the national trend towards increased online spending continues to gain momentum, the fact that 12% of survey respondents spent between 5% to 10% of their spending online is a noticeable market share trend that more than likely validates the rationale identified for store selection or product variety, when those types of stores aren’t available in the County.

It will be difficult for the County to curb its online sales trend as many of the store types consumers are using either don’t have a physical bricks and mortar location or it is a brand for whom Lac La Biche or Plamondon is not a target. The reality is that local businesses could expand their online capacity and/or have a location that allows for the expedience and access to central pick up.



EXECUTIVE SUMMARY

RETAIL DEMAND

By 2028, the County could support 41,517 sf of new space resulting in a cumulative demand (including 2023 residual space) of 129,931 sf. In terms of land requirements, this amount of retail space would conservatively require 11.9 acres, most of which would be in Lac La Biche.

If the retained market shares in this scenario were to increase by 5%, the total demand by the year 2028, without new population growth, but with spending growth and increased retention could result in cumulative new space of approximately 158,866 sf.

By 2033, the County could support a total of 86,242 sf of new space resulting in a cumulative demand (including 2023 residual space) of 174,656 sf. In terms of land requirements, this amount of retail space would conservatively require 16.0 acres.

If the retained market shares were to increase and be maintained at 5%, the total demand by the year 2033, without new population growth, but with spending growth and increased retention could result in cumulative new space of just over 200,000 sf (205,828 sf).

Part of the overall demand in the County is not premised on providing new retail space since the current vacancies should be addressed as there are some well-positioned assets available for tenancies. However, new demand could be well positioned at the Bold Centre over the next decade.

The reality is that demand may only result in a few specifically targeted new businesses. The goal should also be to ensure that existing businesses can increase their market share and resulting sales and profitability rather than adding new space to further dilute what exists today.

Retail demand forecasts suggest that there is not overwhelming demand for future retail, but there are tenants capable of improving the sales retention and attraction in the County. Most notably, these include brands like Giant Tiger, Canadian Tire and potentially WalMart.

Lac La Biche would be in a position to support these slightly larger tenants, though there would likely be an impact on specific downtown retailers. This is cautionary note that speaks to ensuring that if such tenants are pursued, that they should be located as close as possible to the downtown rather than in a greenfield site at the southern periphery.

Lac La Biche would be well-served by promoting compact and clustered commercial growth. Future land needs at approximately 15 acres is much less than the amount of land currently zoned in the community, which should be reviewed to avoid unnecessary and incompatible growth. Specifically nodes like the Bold Centre are proving to be more viable (at present) than commercial retail at the Hotel cluster node at Hwy 55/881, given the more frequent day-to-day resident user segments. Over the next 10 years, the lands at or near the hotel cluster may become more viable for retail operations, particularly quick service food & beverage with drive thru capacity.



OLD

Lac La Biche
History
est 1853

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1 Introduction

1.1 SCOPE OF STUDY & PROJECT BACKGROUND

Key Planning Strategies (“Key Planning”) was commissioned by Lac La Biche County (“the County”) to conduct a Retail Gap Analysis for the Hamlet of Lac La Biche (“Lac La Biche”), including the Hamlet of Plamondon (“Plamondon”). This study was carried out over the period of June to November 2023 and is based around a previous Retail Gap Analysis prepared by Key Planning in 2018/2019. The objective of this study is to document in detail Lac La Biche’s current ground level retail inventory and validate the realistic retail Trade Area area which the County serves.

1.2 REPORT STRUCTURE

Key Planning conducted on-the-ground research in July 2023 to gain a firm understanding of existing and future retail prospects in the County. 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. To respond to the work program process, the document is presented in the following sections:

Section 1 - Introduction:

Introduces the study process and structure.

Section 2 - Location Context:

Lays out the important regional and local context of the Hamlet of Lac La Biche (“Lac La Biche”) as well as to a lesser degree, the Hamlet of Plamondon (“Plamondon”) in terms of geographic location, regional access and traffic counts.

Section 3 - Retail Trade Area Profile:

Identifies and defines a Primary Retail Trade Area, and documents the population and expenditure profiles, against which estimates of current and future floorspace demand can be estimated.

Section 4 - Retail Supply:

Assesses the location and characteristics of the County’s current nodes of retail activity (“supply”) in Lac La Biche and Plamondon, including developing or future planned retail sites. Fieldwork assessments included identifying and quantifying the entire Lac La Biche and Plamondon retail inventory by retailer, merchandise category and NAICS classification.

Section 5 – Consumer Survey:

Present the results of a Telephone Survey (conducted in 2019) with 150 residents of Lac La Biche County, Athabasca County and Smoky Lake County, as well as a separate Online Survey to ascertain retail spending and shopping preferences and how these impact demand and opportunities.

Section 6 – Retail Demand:

Quantifies the Trade Area spending and sales productivities, resulting in “demand” associated with each retail category over the next 5 and 10 years for the County. Demand estimates are applied against market shares, spending growth and population to gauge future demand and corresponding land requirements.

1.3 SOURCES OF INFORMATION

During the course of this study, a number of resources were used to quantify retail market supply and demand conditions largely comprising primary and secondary research.

The following primary sources of information were used in this Retail Gap Analysis:

- Alberta Ministry of Transportation, Highways 1 to 986 Traffic Volume History 2022
- Key Planning Strategies Detailed Retail Inventory Fieldwork, July 2023.
- Manifold Data Mining Inc., Demographics & Spending Data, 2023.

2 Location Context

2.1

INTRODUCTION

Location factors are an essential foundation to retail success, and an understanding of these factors can help create the necessary conditions for attracting and retaining retail businesses in a community. This section identifies the County's regional and local characteristics as they relate to the attraction and retention of retail businesses and merchandise categories in Lac La Biche or Plamondon.

2.2

LOCAL & REGIONAL CONTEXT

Lac La Biche is located approximately 2 hour drive time northeast of the City of Fort Saskatchewan. Referring to **Figure 2.1**, Lac La Biche represents a key centrality within a region for which drive times of 30, 60 and 90-minutes emanate. These drive times are critical to supporting a strong retail market. Most notably, Lac La Biche services a 60-minute drive time west/northwest, 75 minutes drive time south/southeast and a 90-minute drive time north/northeast.

From a retail commercial perspective, Lac La Biche encourages commercial development in the Downtown along 101st Avenue as well as along the Highway 55 east-west corridor on the west side of town. Recently, commercial growth in the form of hotels and potential development has been observed at the Highway 55 Bypass at the junction of Route 881 south. In addition to new retail lands being made available for commercial development at the west and south ends of the community, Lac La Biche has an important centrally located downtown core that runs predominantly along 101st Avenue between 105th St and 100th St.

While retail nodes on the periphery may provide retail opportunities for new-to-market larger formats, the downtown provides a focal point for local shops as well as personal and professional services. There are available lands and/or buildings in close proximity of the Downtown that are available for acquisition and would benefit the Downtown and overall community more appropriately than perpetuating further outward, and somewhat unnecessary development on the fringes of Lac La Biche.

In general, the County plays a key role along the regional highway corridor as a pit-stop between the communities of Cold Lake and St Paul to the east and southeast respectively and Fort McMurray and Athabasca to the north east and east respectively.

2.3

TRANSPORTATION CONTEXT

One of the most significant aspects to successful commercial development relates to patterns of transportation. The ability to be accessible as well as visible to high volumes of traffic are among the most influential considerations for retail businesses.

For a secondary market such as Lac La Biche, a retail location relative to strong and accessible transportation patterns remains an important component. This may be slightly less essential for a local independent business, but nonetheless is important when hamlets like Lac La Biche or Plamondon strives to position themselves within the local/regional context and compete against other communities, namely Athabasca for retail dollars.

Figure 2.1
LAC LA BICHE REGIONAL DRIVE TIMES

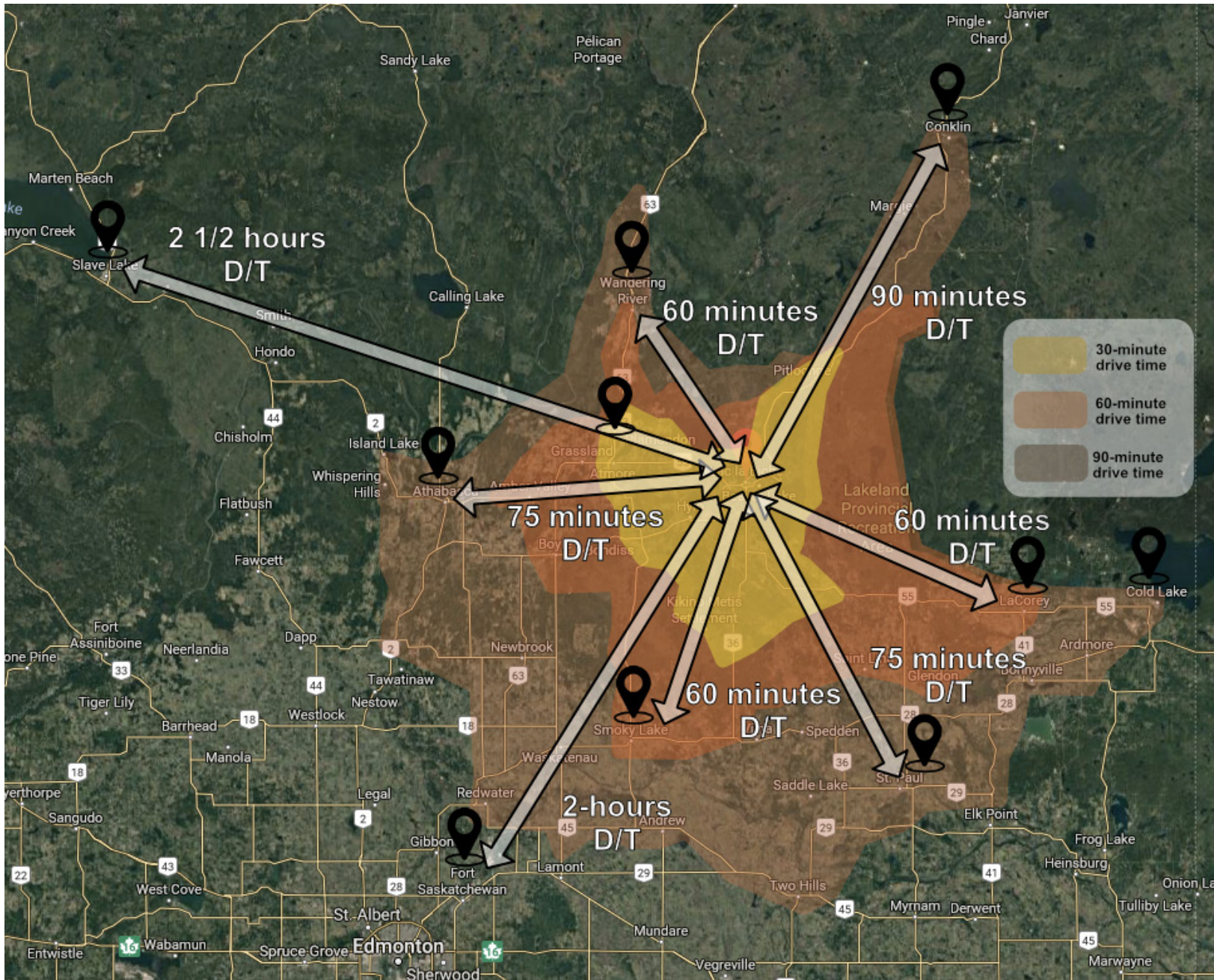
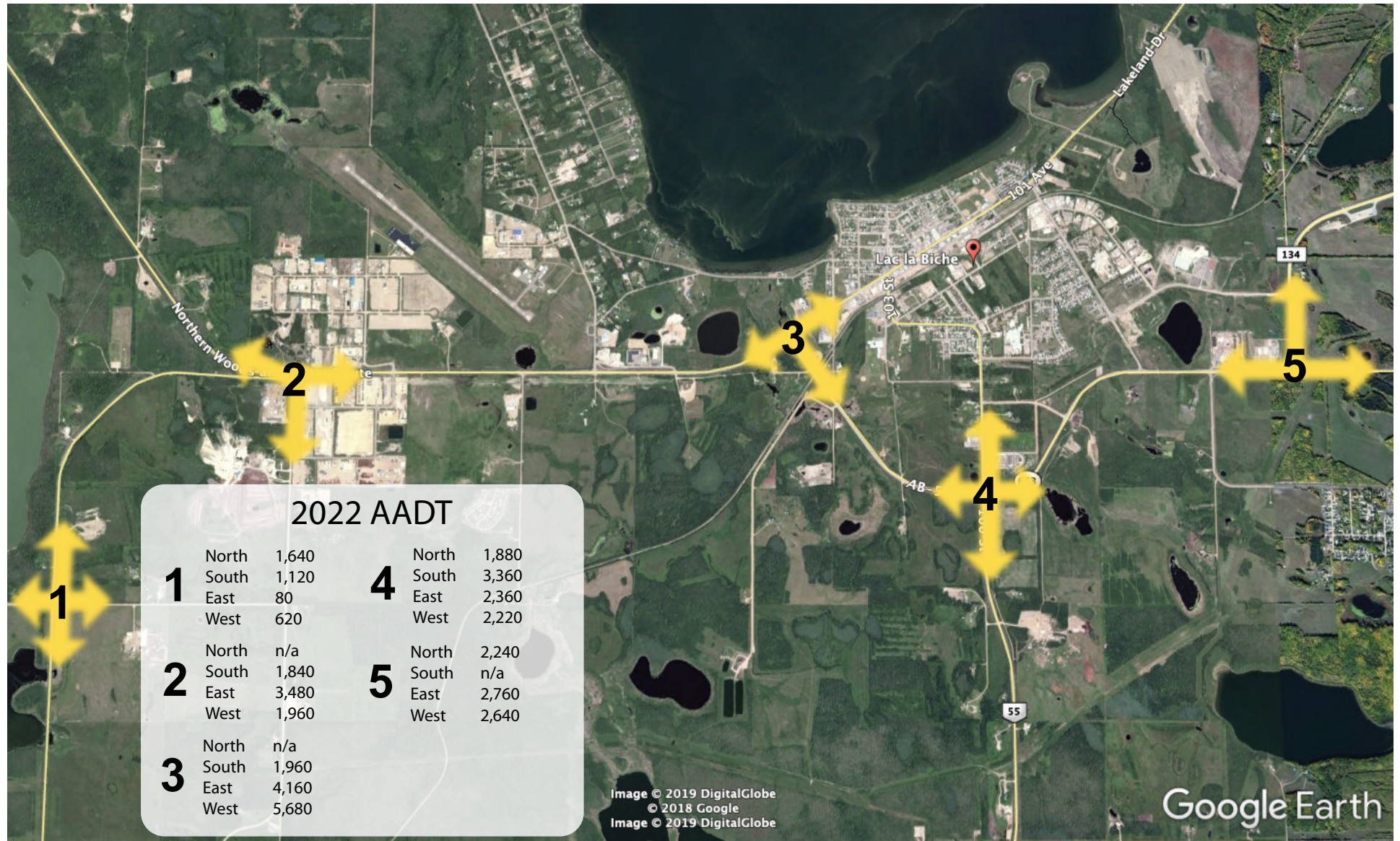


Figure 2.2
LAC LA BICHE LOCAL AADT TRAFFIC COUNTS

(Source: Alberta Transportation 2017)



The Alberta Ministry of Transportation provides detailed traffic counts on major highways and junction points. The most recent 2022 data documented in the form of Average Annual Daily Traffic (AADT) from this Provincial source is shown in **Figure 2.2** and as follows:

1) Hwy 663 & Township Rd 665

North on Hwy 663 = 1,640
 South on Hwy 663 = 1,120
 West on Rd 665 = 620
 East on Rd 665 = 80

This is one of the primary highways that connects to the smaller towns/hamlets of Hylo, Caslan, Bondiss, as well as the Buffalo Lake Metis Settlement

2) Junction of Hwy 55 & Hwy 663

West on Hwy 55 = 1,960
 South on Hwy 663 = 1,840
 East on Hwy 55 = 3,480

This junction along Hwy 55 connects directly into the downtown commercial area to the east and also connects to the Hamlet of Plamondon in the west via a 25-minute drive time.

3) Junction of Hwy 55 Bypass & 101st Ave

South on Hwy 55 Bypass = 1,960
 West on 101st Ave = 5,680
 East on 101st Ave = 4,160

For local businesses the current traffic volume accessing the downtown area and core shopping and services district is relatively convenient and healthy in Lac La Biche. This junction point is the location of the highest traffic counts in the community and is likely to be the most desirable for new-to-market businesses in the community.

The accessibility and proximity to the Downtown is also beneficial at this location as a node for future growth, combined with recent/ongoing Downtown streetscaping improvements.

4) Hwy 55 Bypass & Hwy 881 (east)

North on Hwy 55 = 1,880
 South on Hwy 55 = 3,360
 West on Hwy 55 = 2,220
 East on Hwy 881 = 2,360

This junction is the location of a recent hotel cluster targeting traveling motorists. As a retail centric location it does not benefit from the traffic counts that location #3 has, and from a commercial perspective is considered remote from the commercial core.

5) Hwy 881 & Hwy 663

North on Hwy 881 = 2,240
 East on Hwy 663 = 2,760
 West on Hwy 881 = 2,640

Traffic counts are important considerations for retailers and in particular branded or chain retailers. However it will be very important to other higher profile tenants and/or developers to have high visibility to/from passing motorist traffic along Hwy 55 as they pass through Lac La Biche Lower speed limits along Hwy 16A/50th Ave through the centre of town are essential to enabling strong visibility.

Vacant parcels or buildings fronting Hwy 55, particularly at the east and west sides of town may represent strategic infill opportunities for higher profile tenants to whom driving regional motorists are a target consumer. The clustering near the Bold Recreational Centre at the Beaverhill development or in the west adjacent to the Independent Grocer should be the lands zoned for commercial for future growth.



Photo courtesy of Key Planning Strategies



Photo courtesy of Key Planning Strategies

3 Retail Trade Area

3.1

INTRODUCTION

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 Area from which the County's retail sales are most frequently and likely to be sourced and generated.

The Trade Area recognizes 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 floor space supportable in the market, and the current inflow or outflow of retail sales, and for which categories such inflow or outflow exists.

As a first step, a Trade Area was delineated to identify the geographic region from which regular patronage could be expected, based on a series of boundary determinants.

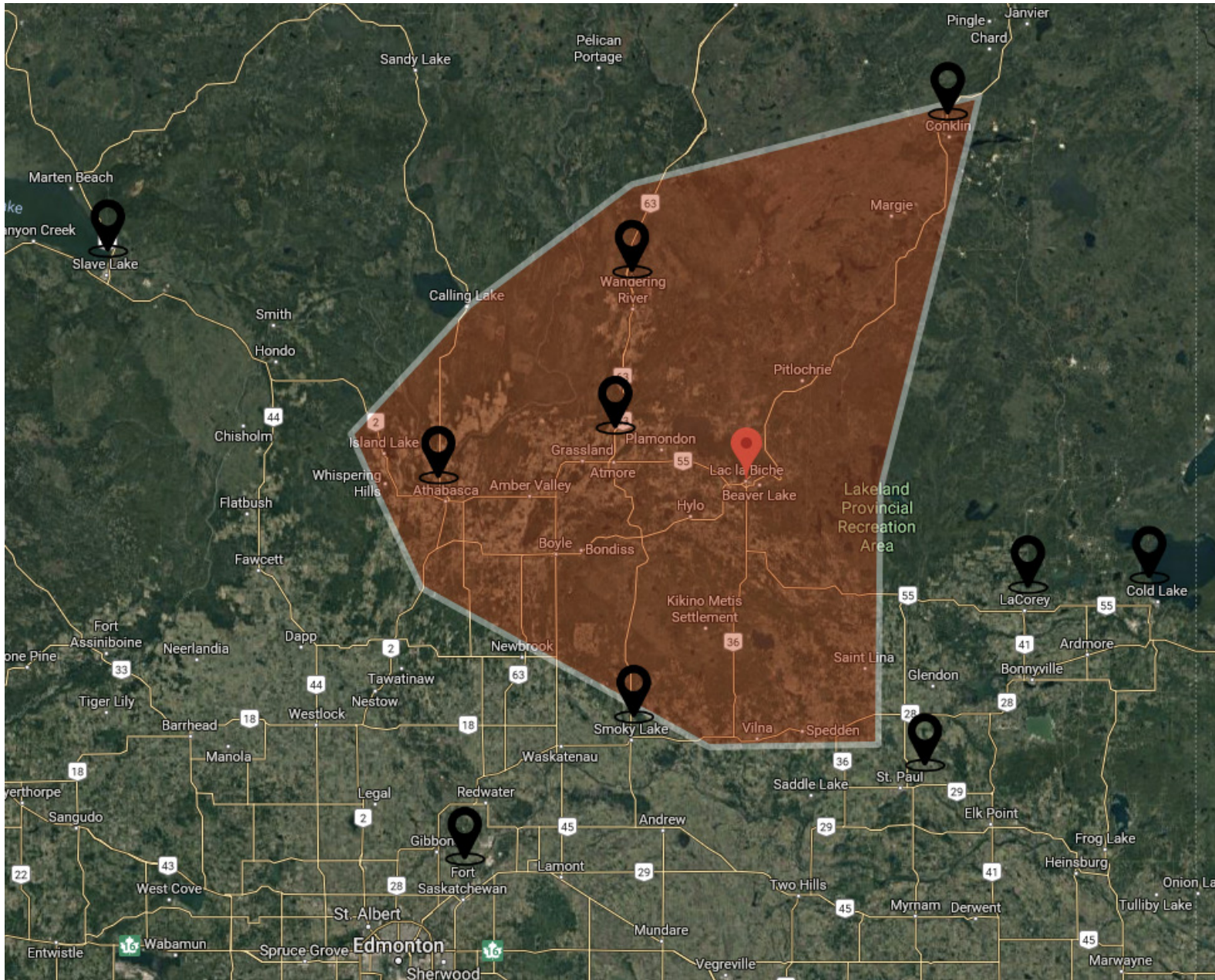
Major considerations in defining a Retail Trade Area were applied primarily to the Hamlet of Lac La Biche as the retail centrality of the County to determine its most realistic Trade Area, as well as to help sensitize potential market share inputs of corresponding Trade Area retail spending. A further layer to the Trade Area was undertaken by utilizing Telephone and Online Consumer Surveys as documented in Section 5.

Retail Trade Area Determinants

- i. Transportation networks, including streets and highways, which affect access, drive times (refer to **Figure 2.2**), commuting and employment distribution patterns;
- ii. Major infrastructure projects both planned or under development which could affect future travel patterns;
- iii. Overall community development vision, including an understanding of key nodes' characteristics;
- iv. Local and regional competitive environment, present and future;
- v. Proposed generative uses (retail, cultural, civic, etc.) and their relationship within the wider market;
- vi. Significant natural and man-made barriers (e.g. water features, highways and industrial areas);
- vii. De facto barriers resulting from notable socioeconomic differentiation;
- viii. Patterns of existing and future residential and commercial development; and

For this particular study, the Retail Trade Area shown in **Figure 3.1** utilized a combination of drive times and competitive forces, namely Athabasca, Cold Lake and St. Pauls. Consequently the trade area is skewed in a north-northeast orientation, largely because of the competitive influence that Athabasca plays in the regional marketplace (refer to Consumer Survey results).

Figure 3.1
LAC LA BICHE RETAIL TRADE AREA



Athabasca's drive time from Lac La Biche is estimated at around 75 minutes and since Athabasca has a Canadian Tire, it is a draw for the County consumer. Athabasca is a strong competitor because it is positioned at the centrality of two independent Trade Areas (Slave Lake and the County).

However, on the flip side, the County has desired shops and services that draw consumers from the smaller populated Athabasca area. Additionally, given some of the winter and seasonality travel issues, it is important nonetheless for the County to ensure it has a strong base for shops and services in its own identified trading region. Needless to say, there will be some overlap between Lac La Biche's Trade Area and Athabasca's, but this is normal given the geography and seasonality aspects of the region as a whole.

For the County, drive times are the single biggest factor in the determination of the retail Trade Area.

3.2 POPULATION PROJECTIONS

Using data sources that include the most recent Statistics Canada Census release (2021) as well as Manifold Data Mining Inc. (2023), population estimates and growth forecasts were tabulated for each of the identified Trade Areas.

The County's most recent census data from the 2021 Statistics Canada release revealed a population of 8,117.

Utilizing a trade area approach as shown in **Figure 3.1** and documented in **Tables 3.1 to 3.4** provides a more accurate depiction of the Total Trade Area for the County's retail environment rather than being solely dependent upon the smaller localized population base.

To that end, **Tables 3.1 & 3.2** provide a breakdown of the Trade Area Population and one that is much more appealing to the business community.

The Total Trade Area population is estimated (through Manifold Data Mining for year end 2022 is estimated to be just under 27,000 (26,796). This population is forecast to surpass 28,000 (28,236) by 2032.

It is realistic for the County to focus on Lac La Biche's existing Trade Area, but also harness its strategic location along Hwy 55 to serve as an ideal pit stop for passing motorists and other target users, particularly at the junction of Hwy 55 and 101st Avenue.

The Trade Area population growth dynamics do not exhibit strong projected growth, which suggests that focus should be on diligently attracting the types of retail that would benefit the community and target the latter noted highway motorists. While the County is forecast to maintain its current population, at approximately 0.4% per annum, the overall trade area is forecast to grow at approximately 0.8% per annum over the next decade, compared to the City of Edmonton benchmark which is a minimum of 1.1% over the same period.

Table 3.1
TRADE AREA DEMOGRAPHIC SUMMARY
 (Source: Manifold Data Mining Inc and Key Planning Strategies)

Attribute	Benchmark Edmonton (CMA/CA,AB)		Lac La Biche Retail Trade Area			Lac La Biche Drive Times 30 Minutes			Lac La Biche Drive Times 60 Minutes			Lac La Biche Drive Times 90 Minutes			Lac La Biche County (CSD,AB)		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index	value	percent	index
Summary																	
SUMMARY																	
Total population	1,496,750		26,796			8,701			11,641			28,010			8,117		
Total number of private households	576,125		10,812			3,299			4,691			11,272			3,134		
Average number of persons in private households	2.55		2.43		95	2.66		104	2.44		96	2.41		95	2.59		102
POPULATION AGE																	
Percent: population age 0-14	267,197	17.85%	4,161	15.53%	87	1,540	17.70%	99	1,934	16.61%	93	4,260	15.21%	85	1,411	17.38%	97
Percent: population age 15-24	176,845	11.82%	2,910	10.86%	92	1,069	12.29%	104	1,325	11.38%	96	2,986	10.66%	90	1,000	12.32%	104
Percent: population age 25-34	226,561	15.14%	3,199	11.94%	79	1,099	12.63%	83	1,484	12.75%	84	3,227	11.52%	76	1,010	12.44%	82
Percent: population age 35-44	236,172	15.78%	2,996	11.18%	71	1,014	11.65%	74	1,313	11.28%	71	3,073	10.97%	70	964	11.88%	75
Percent: population age 45-54	184,916	12.35%	3,199	11.94%	97	1,054	12.11%	98	1,404	12.06%	98	3,325	11.87%	96	979	12.06%	98
Percent: population age 55-64	180,157	12.04%	4,167	15.55%	129	1,331	15.30%	127	1,859	15.97%	133	4,344	15.51%	129	1,229	15.14%	126
Percent: population age 65+	224,905	15.03%	6,158	22.98%	153	1,593	18.31%	122	2,324	19.96%	133	6,798	24.27%	161	1,525	18.79%	125
DWELLING																	
Total number of occupied private dwellings	576,125		10,812			3,299			4,691			11,272			3,134		
Average dwelling value \$	\$482,159		\$350,456		73	\$388,324		81	#####		80	#####		69	\$388,982		81
Percent: home owners	407,288	70.69%	8,056	74.51%	105	2,467	74.79%	106	3,639	77.57%	110	8,407	74.58%	106	2,468	78.74%	111
Percent: home tenants	167,974	29.16%	2,452	22.68%	78	685	20.76%	71	902	19.22%	66	2,588	22.96%	79	666	21.26%	73
Percent: band housing	863	0.15%	304	2.81%	1,873	147	4.45%	2,967	150	3.20%	2,133	277	2.46%	1,640	0	0.00%	0
EDUCATION																	
Total population aged 15 years and over by highest certificate, diploma, or degree	1,229,560		22,510			7,041			9,586			23,626			6,601		
No certificate, diploma, or degree	185,272	15.07%	6,071	26.97%	179	2,030	28.83%	191	2,700	28.17%	187	6,228	26.36%	175	1,698	25.73%	171
High school diploma or equivalent	340,730	27.71%	6,258	27.80%	100	1,894	26.90%	97	2,666	27.81%	100	6,561	27.77%	100	1,875	28.41%	103
Post-secondary certificate, diploma, or degree	703,553	57.22%	10,181	45.23%	79	3,117	44.27%	77	4,221	44.03%	77	10,837	45.87%	80	3,027	45.85%	80
Apprenticeship or trades certificate or diploma	121,010	9.84%	3,003	13.34%	136	863	12.26%	125	1,220	12.73%	129	3,220	13.63%	139	829	12.56%	128
College, CEGEP or other non-university certificate or diploma	235,946	19.19%	4,151	18.44%	96	1,434	20.36%	106	1,887	19.68%	103	4,390	18.58%	97	1,324	20.06%	105
University certificate or diploma below bachelor level	41,604	3.38%	590	2.62%	78	142	2.02%	60	244	2.55%	75	633	2.68%	79	136	2.06%	61
University certificate, diploma, or degree at bachelor level or above	304,992	24.81%	2,438	10.83%	44	678	9.63%	39	868	9.06%	37	2,594	10.98%	44	737	11.17%	45

Note: This report is based on consumer demographic and behavior data products at the 6-digit postal code level. No confidential information about an individual, household, organization or business has been obtained from Statistics Canada or Numeris.

Index	Description
>=180	Extremely High
>=110 and <180	High
>=90 and <110	Similar
>=50 and <90	Lower
<50	Extremely Low

Table 3.2
TRADE AREA POPULATION PROJECTIONS SUMMARY 2017 TO 2027

(Source: Manifold Data Mining Inc and Key Planning Strategies)

Attribute	Benchmark Edmonton (CMA/CA,AB)		Lac La Biche Retail Trade Area			Lac La Biche Drive Times 30 Minutes			Lac La Biche Drive Times 60 Minutes			Lac La Biche Drive Times 90 Minutes			Lac La Biche County (CSD,AB)		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index	value	percent	index
Summary																	
PROJECTIONS																	
Annual population growth in the period: Next 5 years		1.14%		0.58%	51		0.76%	67		0.77%	68		0.67%	59		0.41%	36
Annual household growth in the period: Next 5 years		1.33%		0.76%	57		0.89%	67		0.91%	68		0.82%	62		0.70%	53
Annual population growth in the period: 5 to 10 years from current year		1.08%		0.46%	43		0.66%	61		0.67%	62		0.56%	52		0.41%	38
Annual household growth in the period: 5 to 10 years from current year		1.25%		0.62%	50		0.76%	61		0.79%	63		0.69%	55		0.67%	54
POPULATION GROWTH																	
Current year total population	1,496,750		26,796			8,701			11,641			28,010			8,117		
5-Year Projections - Total population	1,584,260	1.14%	27,582	0.58%		9,041	0.77%		12,102	0.78%		28,961	0.67%		8,137	0.1%	
10-Year Projections - Total population	1,671,690	1.08%	28,236	0.47%		9,348	0.67%		12,519	0.68%		29,796	0.57%		8,219	0.2%	
HOUSEHOLD GROWTH																	
Current year total number of households	576,125		10,812			3,299			4,691			11,272			3,134		
5-Year Projections - Total number of households	615,499		11,351			3,399			4,960			12,017			3,142		
10-Year Projections - Total number of households	655,091		11,620			3,514			5,131			12,363			3,173		

Efforts should be focused on trying to increase the existing market penetration for sustaining existing business vitality and for ensuring proper business succession planning. By increasing market share of existing trade area spending, businesses will rally behind a stronger market penetration for business viability and stability. Retailers in Lac La Biche such as Warehouse One, among others would benefit from a stronger market penetration of the existing market, as opposed to expanding the current market.

As will be documented in the Demand Section, even if some small component of demand could be warranted, the alternative to demand is that individual businesses could garner higher market share resulting in greater sales and thus business viability, rather than simply adding more space. For those very specific niche uses that could fit, the County has specific locations that are well-suited to accommodate them.

The strategic Hwy 55 junction point at 101st Ave is the one location in Lac La Biche that could be further considered as one of the key locations capable of not just slowing motorists, but stopping them. Highway motorists are creatures of habit who tend to stay in their vehicles unless the environment is convenient for them to stop.

3.3 AGE PROFILE

A summary of the current age profile, as documented in **Table 3.3 and Figure 3.2** reveal a slightly older family profile. The median age is 43.9 years of age, with the dominant age group less than 25 years. The younger age group suggest an emerging young formative family

stage, which itself has needs for retail shops and services that include toys, hobbies, children's apparel and footwear.

At the same time, **Table 3.2** reveals that 23% of the Trade Area's population is currently over the age of 65 years. This age cohort is typically not the strongest spending segment, though they are very supportive of local businesses and local spending. They are also not a significant cohort when it comes to restaurant spending, but they do support grocery and have a tendency to eat at home and support personal and health care services.

3.4 HOUSEHOLD INCOME PROFILE

Household incomes are among the most direct determinants in identifying patterns of spending and potential thereof for retail, food & beverage, entertainment and services.

A summary of the current average Household Income in the Retail Trade Area as documented in **Table 3.4 and Figure 3.3**, reveals an average Household Income in 2022 estimated at just over \$122,000 (\$122,325) in the Trade Area, which is very strong. Although these incomes are lower than the City of Edmonton benchmark average of \$149,731 (2022), the cost of living in the County is much lower and thus the disposable income levels are likely very strong. This however, should be tempered by a market that does exhibit higher product costs, particularly conveniences.

Figure 3.3 illustrates that approximately 43% of households have an average Household Income of more than \$100,000. Compared to other communities in the region this is quite high.

Table 3.3
TRADE AREA POPULATION AGE BREAKDOWN

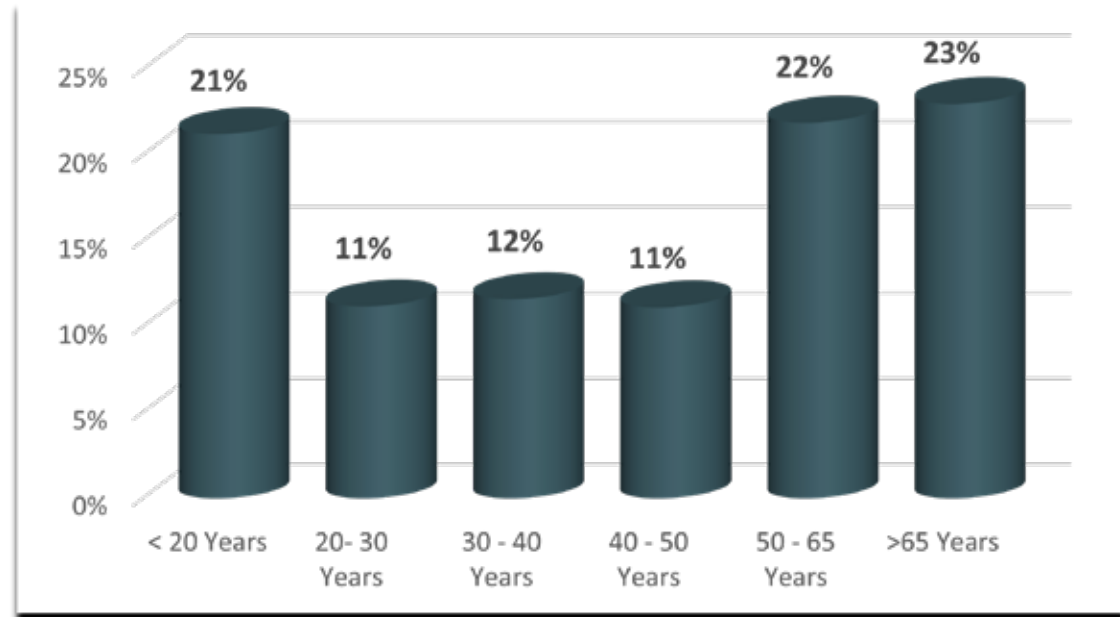
(Source: Manifold Data Mining Inc and Key Planning Strategies)

Attribute	Benchmark Edmonton (CMA/CA,AB)		Lac La Biche Retail Trade Area			Lac La Biche Drive Times 30 Minutes			Lac La Biche Drive Times 60 Minutes			Lac La Biche Drive Times 90 Minutes			Lac la Biche County (CSD,AB)		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index	value	percent	index
Summary																	
SEX AND AGE GROUP																	
Total population by sex and age groups	1,496,750		26,796			8,701			11,641			28,010			8,117		
0-4	88,091	5.89%	1,230	4.59%	78	500	5.75%	98	626	5.38%	91	1,255	4.48%	76	455	5.60%	95
05-09	90,506	6.05%	1,442	5.38%	89	505	5.80%	96	644	5.53%	91	1,471	5.25%	87	468	5.77%	95
10-14	88,600	5.92%	1,490	5.56%	94	535	6.15%	104	662	5.69%	96	1,535	5.48%	93	488	6.01%	102
15-19	83,562	5.58%	1,525	5.69%	102	572	6.57%	118	694	5.96%	107	1,571	5.61%	101	524	6.46%	116
20-24	93,283	6.23%	1,385	5.17%	83	498	5.72%	92	631	5.42%	87	1,415	5.05%	81	476	5.86%	94
25-29	105,409	7.04%	1,608	6.00%	85	520	5.98%	85	721	6.19%	88	1,619	5.78%	82	470	5.79%	82
30-34	121,152	8.09%	1,592	5.94%	73	579	6.65%	82	764	6.56%	81	1,608	5.74%	71	540	6.65%	82
35-39	124,877	8.34%	1,517	5.66%	68	506	5.81%	70	668	5.74%	69	1,552	5.54%	66	485	5.97%	72
40-44	111,295	7.44%	1,479	5.52%	74	508	5.84%	78	645	5.54%	74	1,521	5.43%	73	480	5.91%	79
45-49	95,963	6.41%	1,501	5.60%	87	493	5.67%	88	643	5.52%	86	1,552	5.54%	86	454	5.59%	87
50-54	88,953	5.94%	1,699	6.34%	107	561	6.45%	109	760	6.53%	110	1,770	6.32%	106	525	6.47%	109
55-59	90,053	6.02%	2,047	7.64%	127	681	7.83%	130	941	8.08%	134	2,120	7.57%	126	633	7.80%	130
60-64	90,104	6.02%	2,120	7.91%	131	650	7.47%	124	918	7.89%	131	2,227	7.95%	132	596	7.34%	122
65-69	76,232	5.09%	2,055	7.67%	151	579	6.66%	131	810	6.96%	137	2,162	7.72%	152	544	6.70%	132
70-74	56,842	3.80%	1,632	6.09%	160	427	4.91%	129	625	5.37%	141	1,737	6.20%	163	407	5.01%	132
75-79	39,240	2.62%	1,072	4.00%	153	276	3.17%	121	410	3.52%	134	1,224	4.37%	167	259	3.19%	122
80-84	25,550	1.71%	707	2.64%	154	178	2.05%	120	264	2.27%	133	790	2.82%	165	180	2.22%	130
85+	27,042	1.81%	691	2.58%	143	133	1.53%	85	214	1.84%	102	888	3.17%	175	136	1.68%	93
Median age of total population	39.20		43.90		112	41.10		105	42.30		108	44.70		114	41.40		106
Average age of total population	38.10		45.70		120	41.40		109	42.40		114	46.70		122	41.60		109

Figure 3.2

TRADE AREA POPULATION AGE BREAKDOWN

(Source: Manifold Data Mining Inc and Key Planning Strategies)



Index	Description
≥180	Extremely High
≥110 and <180	High
≥90 and <110	Similar
≥60 and <90	Lower
<60	Extremely Low

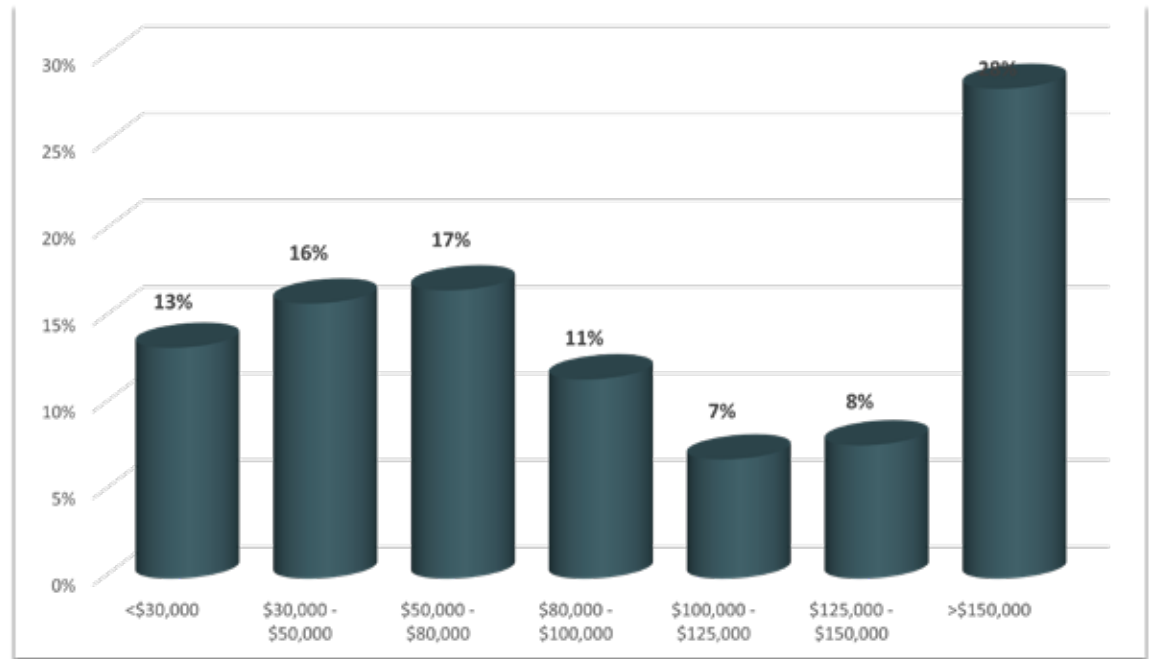
Table 3.4
TRADE AREA HOUSEHOLD INCOME BREAKDOWN

(Source: Manifold Data Mining Inc and Key Planning Strategies)

Attribute	Benchmark Edmonton (CMA/CA,AB)		Lac La Biche Retail Trade Area			Lac La Biche Drive Times 30 Minutes			Lac La Biche Drive Times 60 Minutes			Lac La Biche Drive Times 90 Minutes			Lac la Biche County (CSD,AB)		
	value	percent	value	percent	index	value	percent	index	value	percent	index	value	percent	index	value	percent	index
Summary																	
INCOME																	
Average family income \$	\$176,447		\$147,870		84	\$158,961		90	#####		89	#####		83	\$165,641		94
Average household income \$	\$149,731		\$122,325		82	\$135,986		91	#####		88	#####		80	\$140,533		94
Average income population age 15 and over (\$)	\$76,848		\$63,975		83	\$66,780		87	\$66,478		87	\$63,154		82	\$71,197		93
Population with income Under \$10,000 (including loss)	88,423	7.19%	1,567	6.97%	97	187	2.66%	37	453	4.74%	66	1,492	6.32%	88	386	5.88%	82
Population with income \$10,000 to \$19,999	133,833	10.89%	2,776	12.35%	113	709	10.11%	93	1,019	10.66%	98	2,888	12.24%	112	721	10.99%	101
Population with income \$20,000 to \$29,999	136,044	11.06%	3,261	14.50%	131	923	13.16%	119	1,301	13.61%	123	3,478	14.73%	133	837	12.76%	115
Population with income \$30,000 to \$39,999	121,684	9.90%	2,757	12.26%	124	886	12.63%	128	1,186	12.40%	125	2,976	12.61%	127	732	11.16%	113
Population with income \$40,000 to \$49,999	113,090	9.20%	2,106	9.37%	102	702	10.01%	109	916	9.58%	104	2,217	9.40%	102	612	9.33%	101
Population with income \$50,000 to \$59,999	104,246	8.48%	1,716	7.63%	90	605	8.62%	102	796	8.33%	98	1,835	7.77%	92	513	7.82%	92
Population with income \$60,000 to \$69,999	90,963	7.40%	1,433	6.37%	86	508	7.24%	98	640	6.69%	90	1,514	6.42%	87	438	6.68%	90
Population with income \$70,000 to \$79,999	76,195	6.20%	1,170	5.20%	84	394	5.62%	91	526	5.51%	89	1,232	5.22%	84	349	5.32%	86
Population with income \$80,000 to \$89,999	62,305	5.07%	781	3.47%	68	329	4.69%	93	427	4.47%	88	828	3.51%	69	296	4.51%	89
Population with income \$90,000 to \$99,999	52,524	4.27%	781	3.47%	81	275	3.92%	92	362	3.79%	89	817	3.46%	81	271	4.13%	97
Population with income \$100,000 and over	191,998	15.62%	2,973	13.22%	85	1,111	15.84%	101	1,438	15.04%	96	3,151	13.35%	85	1,077	16.42%	105
Population with income \$100,000 to \$149,999	82,245	6.69%	1,232	5.48%	82	311	4.43%	66	475	4.97%	74	1,266	5.36%	80	417	6.36%	95
Population with income \$150,000 and over	109,752	8.93%	1,741	7.74%	87	801	11.41%	128	963	10.07%	113	1,886	7.99%	89	660	10.06%	113

Figure 3.3
TRADE AREA HOUSEHOLD INCOME BREAKDOWN

(Source: Manifold Data Mining Inc and Key Planning Strategies)



Index	Description
≥180	Extremely High
≥110 and <180	High
≥90 and <110	Similar
≥60 and <90	Lower
<50	Extremely Low

3.5 RETAIL SPENDING PROFILE

Building upon the Trade Area demographic profile analysis, an assessment was made of the Trade Area's retail spending profile. This provides a more refined understanding of the opportunity for retail within the County.

The key questions it seeks to answer are:

- How much do Trade Area residents spend on Convenience retail (such as Grocery and Pharmacy), on Comparison retail or Department Store Type Merchandise (such as Fashion and Home Furnishings), and Leisure (Food & Beverage and Entertainment)?
- What spending patterns or trends does the Trade Area expenditure profile demonstrate? And how is spending forecast to change over the coming years?
- What types of retail goods and services are garnering inflow of sales dollars and which categories are exhibiting outflow of sales (or leakage)?

Detailed information of retail spending within the Trade Area was collected from Manifold Data Mining Inc., a leading supplier of demographic and consumer expenditure information, using 2022 year end data and extrapolated to estimate 2023 year end. The data was compiled into groups according to where the respondent was from in order to build a spending profile for each respective Trade Area.

Each of the major three categories of spending (Convenience, Comparison and Leisure) was assessed at a detailed category-by-category level then aggregated into major categories.

Having established the Trade Area boundary, population and demographic profile, the size of the retail market and its anticipated growth was projected using retail spending data from Manifold Data Mining.

As illustrated in **Table 3.5**, the Total Trade Area retail spending is estimated at \$448 Million (2023 year-end estimate). When excluding Auto Parts and Dealerships, this figure comes in at \$352 million.

The County's share of the Total Trade Area spending is estimated at 34%, which illustrates the regional draw that is supportive of the town's current retail inventory and hierarchy.

The overall spending profile is healthy, though opportunities are somewhat limited because of slow growth, requiring an approach that should entail stronger penetration of the existing market rather than focusing on new growth, just for growth's sake.

Figures 3.5 and 3.6 illustrate the retail spending as summarized by the larger categorizations of Grocery & Conveniences, Comparison Merchandise (also known as Department Store Type Merchandise), Restaurants & Entertainment and Auto/RV/Motorsports Parts and Sales.

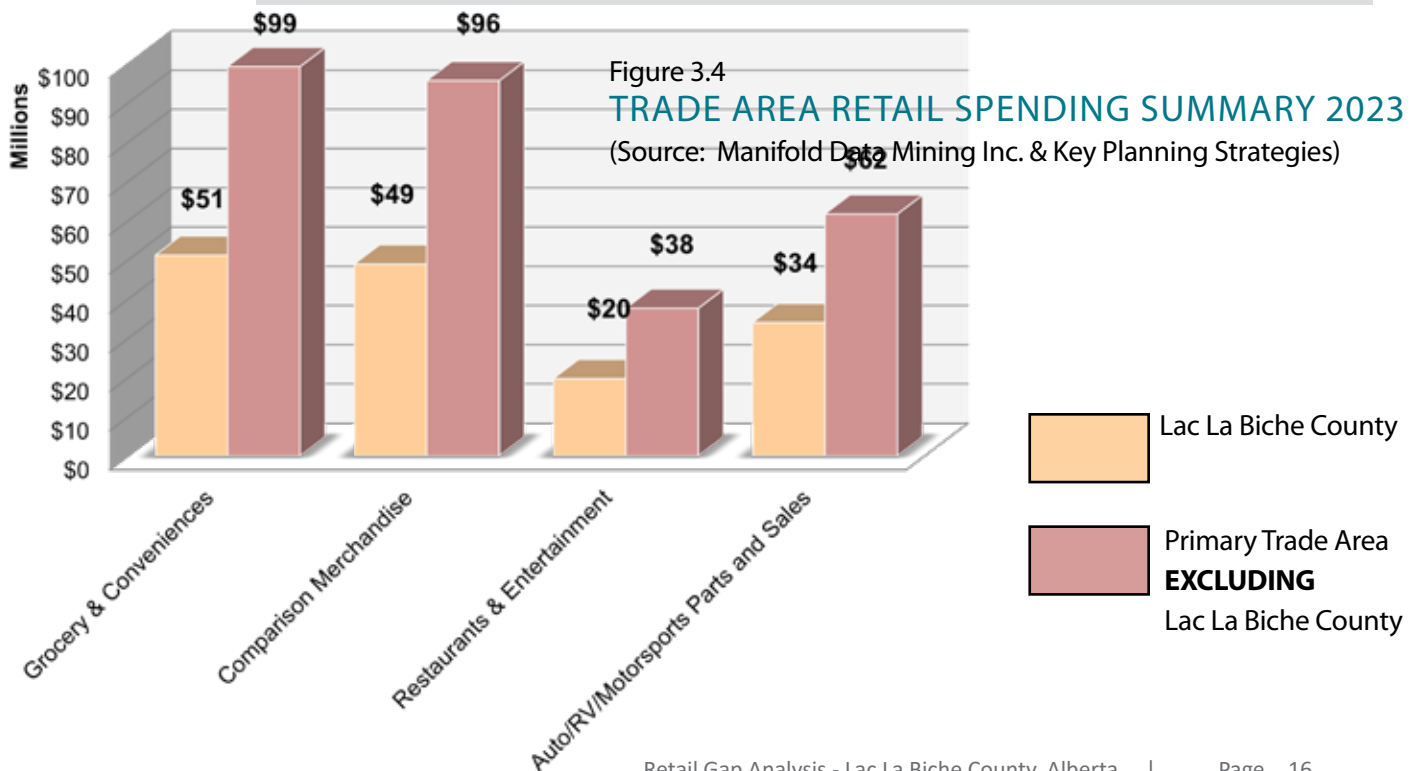
As shown in **Figure 3.6** and as is more common in rural or secondary markets, the share of spending on Grocery and Conveniences (35%) is high when compared to other segments, while the spending on Restaurants & Entertainment (11%) is comparable with more urban markets, although entertainment spending is most likely to occur in the Edmonton region.

Table 3.5

TRADE AREA RETAIL SPENDING (2023 year end forecast estimate)

(Source: Manifold Data Mining Inc. & Key Planning Strategies)

Retail Spending by Merchandise Category	2023 Year End (estimate)		
	Lac La Biche County Aggregate Retail Spending	PTA (excluding Lac La Biche County) Aggregate Retail Spending	TOTAL Trade Area Aggregate Retail Spending
Grocery, Convenience & Specialty Foods	\$41,978,794	\$81,029,088	\$123,007,882
Pharmacy & Medical Supplies	\$2,158,006	\$4,066,581	\$6,224,586
Alcohol, Tobacco & Cannabis	\$5,360,963	\$11,136,702	\$16,497,666
Personal Services	\$1,685,281	\$3,038,554	\$4,723,836
Fashion & Apparel	\$7,874,636	\$14,735,288	\$22,609,924
Footwear	\$2,439,811	\$4,562,590	\$7,002,401
Jewelry & Accessories	\$775,903	\$1,456,776	\$2,232,679
Health & Beauty	\$2,520,873	\$5,142,207	\$7,663,080
Home Furniture & Décor	\$4,165,502	\$7,898,097	\$12,063,599
Home & Personal Electronics	\$11,236,402	\$21,704,542	\$32,940,944
Home Improvement & Gardening	\$7,821,307	\$15,294,460	\$23,115,767
Books, Computers & Media	\$3,911,729	\$8,633,812	\$12,545,541
Sporting Goods & Recreation	\$2,460,504	\$4,822,219	\$7,282,723
Toys & Hobbies	\$1,474,091	\$2,955,307	\$4,429,399
Specialty Retail	\$4,244,259	\$8,486,252	\$12,730,511
Quick Service "Grab & Go" F&B	\$4,098,856	\$7,205,815	\$11,304,670
Full Service "Sit Down" Restaurants	\$9,071,361	\$17,085,472	\$26,156,832
Drinking Establishments	\$825,179	\$1,651,951	\$2,477,130
Arts & Entertainment	\$4,228,369	\$8,842,278	\$13,070,647
Fitness & Leisure	\$1,498,542	\$2,867,268	\$4,365,811
Auto Parts & Accessories	\$2,501,402	\$4,700,161	\$7,201,564
Auto/RV/Motorsports Dealerships	\$31,492,341	\$56,993,490	\$88,485,831
TOTAL CATEGORIES	\$153,824,113	\$294,308,912	\$448,133,025

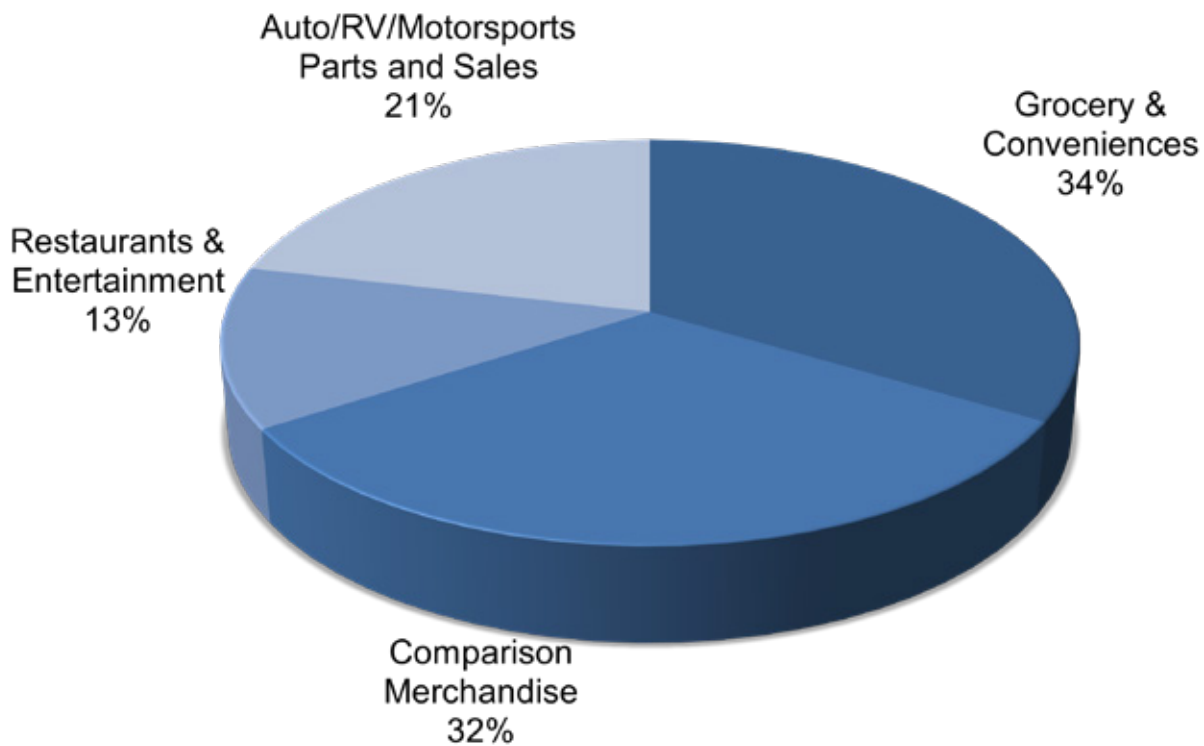


Regardless of where residents spend their money, realizing that some spending will occur in Athabasca as well as in Edmonton, Cold Lake, Fort Saskatchewan or Online, the Top retail spending categories for the County's Trade Area are:

- *Grocery & Pharmacy - \$128.6 Million*
- *Auto/RV/Motorsport - \$88.0 Million*
- *Home Furnishings & Improvement- \$35.0 Million*
- *Restaurants (Full & Quick Service) - \$37.3 Million*
- *Home & Personal Electronics - \$32.8 Million*
- *Clothing, Footwear & Accessories - \$31.7 Million*

Figure 3.5
TRADE AREA RETAIL SPENDING BY GENERAL CATEGORY

(Source: Manifold Data Mining Inc. & Key Planning Strategies)



4 Retail Supply

4.1 INTRODUCTION

The dynamics of the overall retail market provide critical indicators as to the performance of the retail and moreover the magnitude of demand and resulting opportunity for which certain market segments can be filled.

This section will provide a detailed inventory of the tenants that comprise the current retail market for the County, which serves as the core centrality for retail in the identified Trade Area. The focal point of this analysis is the Hamlets of Lac La Biche and Plamondon.

The purpose of the inventory evaluation is to identify a foundation for demand and current retail performance (also known as retail sales productivity) followed by identifying the potential types of tenants and/or merchandise categories for whom the County could be compatible.

4.2 COUNTY RETAIL MARKET

To document the retail inventory, Key Planning conducted on-the-ground fieldwork in which street front retail premises were documented in terms of the retail store, merchandise category, estimated unit size, vacancy as well as North American Industry Classification System (NAICS).

The inventory was categorized into the same merchandise categories that were profiled in the retail spending so that a direct comparison could be taken. In some cases where retail data was not available, store sizes were estimated using leasing plans, brokerage websites and satellite mapping measurements.

As documented in **Tables 4.1, 4.2 and 4.3** and **Figures 4.1 and 4.2** the County's retail market (including Hamlets of Lac La Biche and Plamondon) has an estimated street front floor space of approximately 596,274 sf. This floor space is comprised of business types that range from Grocery to Home Improvement, Restaurants, Personal Services such as Salons as well as Professional and Medical Services. When excluding businesses that are not retail related but do occupy retail street front spaces, the total inventory is an estimated 454,374 sf.

The inventory distinguishes between Professional Medical, Finance/Insurance/Real Estate Services or other Non-Retail that may occupy traditional street front spaces, but typically do not have a retail productivity. Regardless, many of these uses even if not traditional retail are essential to the lifeblood of retail and are part of the overall market demand analysis.

Table 4.1
RETAIL MARKET SNAPSHOT

TOTAL	596,274
TOTAL Retail Only	454,374
VACANT	42,742 sq. ft.
% VACANT of All Streetfront	7.2%
% VACANT of Total Retail Only	9.4%
Retail Space Per Capita (against COUNTY Population)	59.2 sq.ft./capita
Retail Space Per Capita (against Trade Area Population)	17.1 sq.ft./capita

4.3

RETAIL VACANCY

A review of the current vacancy and nature of the vacancies provides additional cues for prospective business interests in the community.

The current overall vacancy rate is estimated at 7.2% includes the former RONA home improvement warehouse. When excluding the Rona which may not optimally be a retail location, the vacancy drops to 4.4%, which for the Hamlet of Lac La Biche is considered favourable and healthy whereby the retail industry standard for vacancy ranges from 3% to 5%. This level of vacancy creates an equitable balance for tenants and landlords.

It may be possible to attract businesses into existing vacancies that could have lower rent costs applied which may be more attractive to local businesses who may not have the sales productivity to justify higher rents. In particular, a missing brand in the community is Canadian Tire which may be compatible with the former RONA location. The former RONA site in particular would be highly beneficial for the community and the Downtown given its location. It must however be stated, that for this location to truly be valuable, an at-grade rail crossing must be put in place that extends from 101st St. Not only would this make the former RONA site accessible, but it would provide great benefit for Downtown businesses in keeping patrons and spending in the Downtown.

Any new development should be very targeted for uses that have the ability to create benefit for the overall community rather than impacting existing businesses.

As noted, retail opportunities exist for new-to-market tenants in spaces that are ready to occupy and in many cases are of a standard appropriate and conducive to basic tenant improvements. This downtown area should be a marketing

priority and represent the best opportunity to attract new retail to the community. New development or redevelopment could be identified at vacant lots or older properties along the 101st Avenue corridor.

Although vacancy is a mild concern, equally speaking succession planning is also a concern/opportunity where it is often the case in smaller markets that businesses and/or buildings tend to be for sale rather than particular spaces for lease. Current examples of this in Lac La Biche include La Bones, Queen Bean, or Cascade Flowers & Art.

4.4

RETAIL INVENTORY BY CATEGORY

Tables 4.2 and 4.3 and Figure 4.2 (and Appendix A) provides a breakdown of Lac La Biche's and Plamondon's inventory by category.

The Top 5 retail categories (excluding Auto) in terms of overall retail floor space are:

- | | |
|---|------------|
| 1. <i>Grocery & Specialty Foods</i> | 104,708 sf |
| 2. <i>Home Improvement & Garden</i> | 58,761 sf |
| 3. <i>Full Service Restaurants</i> | 33,370 sf |
| 4. <i>Alcohol & Tobacco</i> | 25,870 sf |
| 5. <i>Clothing & Apparel</i> | 23,861 sf |

The County has a limited retail offering within the Comparison or Department Store Type Merchandise Categories (DSTM), which could set the stage for a format such as Giant Tiger, Red Apple, WalMart and/or Canadian Tire, which are the primary reason the majority of shoppers in the County choose to shop in Athabasca or St. Paul.

While there may be opportunities to strategically add to this inventory or worth pursuing in certain circumstances, it is important that they be located at sites compatible and beneficial to the community and the downtown specifically.

Figure 4.1
HAMLET OF LAC LA BICHE RETAIL INVENTORY MAP

(Source: Key Planning Strategies)



Figure 4.1
HAMLET OF PLAMONDON RETAIL INVENTORY MAP

(Source: Key Planning Strategies)

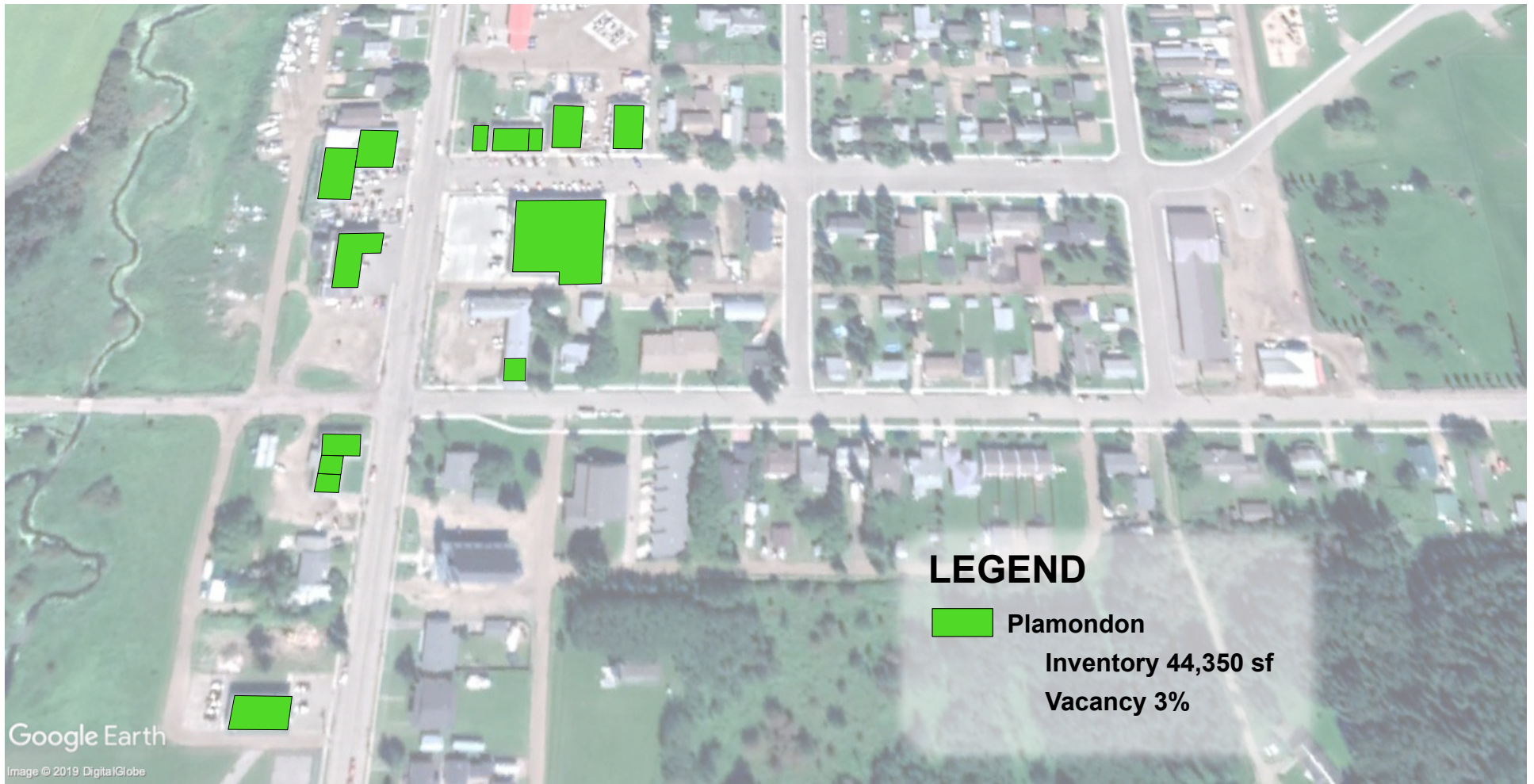


Figure 4.2
COUNTY (INCLUDING HAMLETS OF LAC LA BICHE & PLAMONDON) RETAIL INVENTORY BY CATEGORY

(Source: Key Planning Strategies)

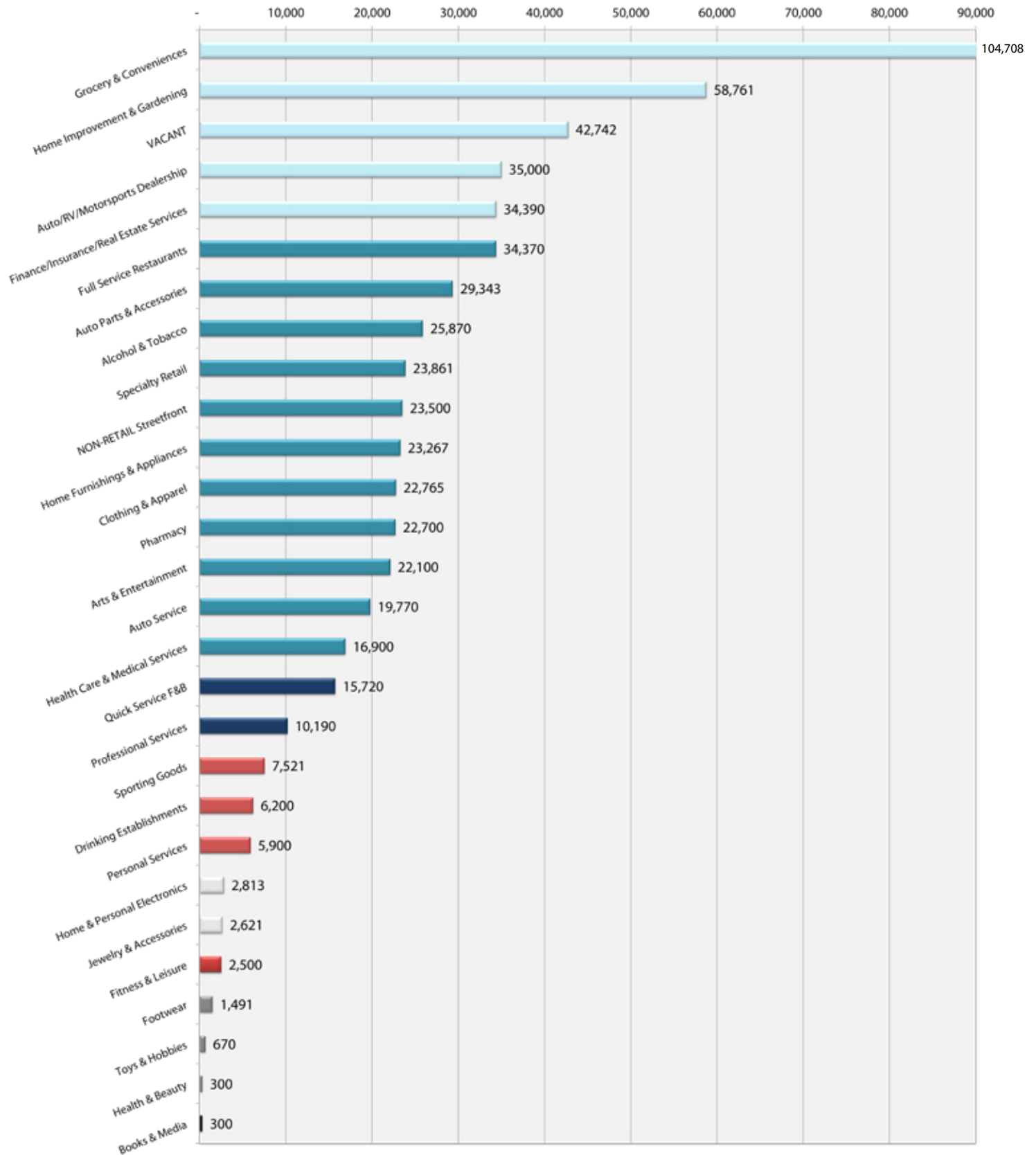


Table 4.2

COUNTY (INCLUDING HAMLETS OF LAC LA BICHE & PLAMONDON) RETAIL INVENTORY SUMMARY

Merchandise Category	Existing Inventory (SF)	Existing Inventory (%)
Grocery & Conveniences	104,708	17.6%
Home Improvement & Gardening	58,761	9.9%
VACANT	42,742	7.2%
Auto/RV/Motorsports Dealership	35,000	5.9%
Finance/Insurance/Real Estate Services	34,390	5.8%
Full Service Restaurants	34,370	5.8%
Auto Parts & Accessories	29,343	4.9%
Alcohol & Tobacco	25,870	4.3%
Specialty Retail	23,861	4.0%
NON-RETAIL Streetfront	23,500	3.9%
Home Furnishings & Appliances	23,267	3.9%
Clothing & Apparel	22,765	3.8%
Pharmacy	22,700	3.8%
Arts & Entertainment	22,100	3.7%
Auto Service	19,770	3.3%
Health Care & Medical Services	16,900	2.8%
Quick Service F&B	15,720	2.6%
Professional Services	10,190	1.7%
Sporting Goods	7,521	1.3%
Drinking Establishments	6,200	1.0%
Personal Services	5,900	1.0%
Home & Personal Electronics	2,813	0.5%
Jewelry & Accessories	2,621	0.4%
Fitness & Leisure	2,500	0.4%
Footwear	1,491	0.3%
Toys & Hobbies	670	0.1%
Health & Beauty	300	0.1%
Books & Media	300	0.1%
TOTAL	596,274	100.0%

Table 4.3

RETAIL INVENTORY SUMMARY BY NODE

Community/Neighbourhood	Existing Inventory (SF)	Existing Inventory (%)	Vacant (SF)	Vacant (%)
Lac La Biche Downtown	349,226	59%	34,124	10%
Lac La Biche Midtown	79,780	13%	1,300	2%
Lac La Biche East	57,950	10%	0	0%
Lac La Biche West	57,200	10%	0	0%
Lac La Biche South	7,768	1%	5,768	74%
Plamondon	44,350	7%	1,550	3%
TOTAL	596,274	100%	42,742	7%

Table 4.4

RETAIL INVENTORY BY NAICS CODES

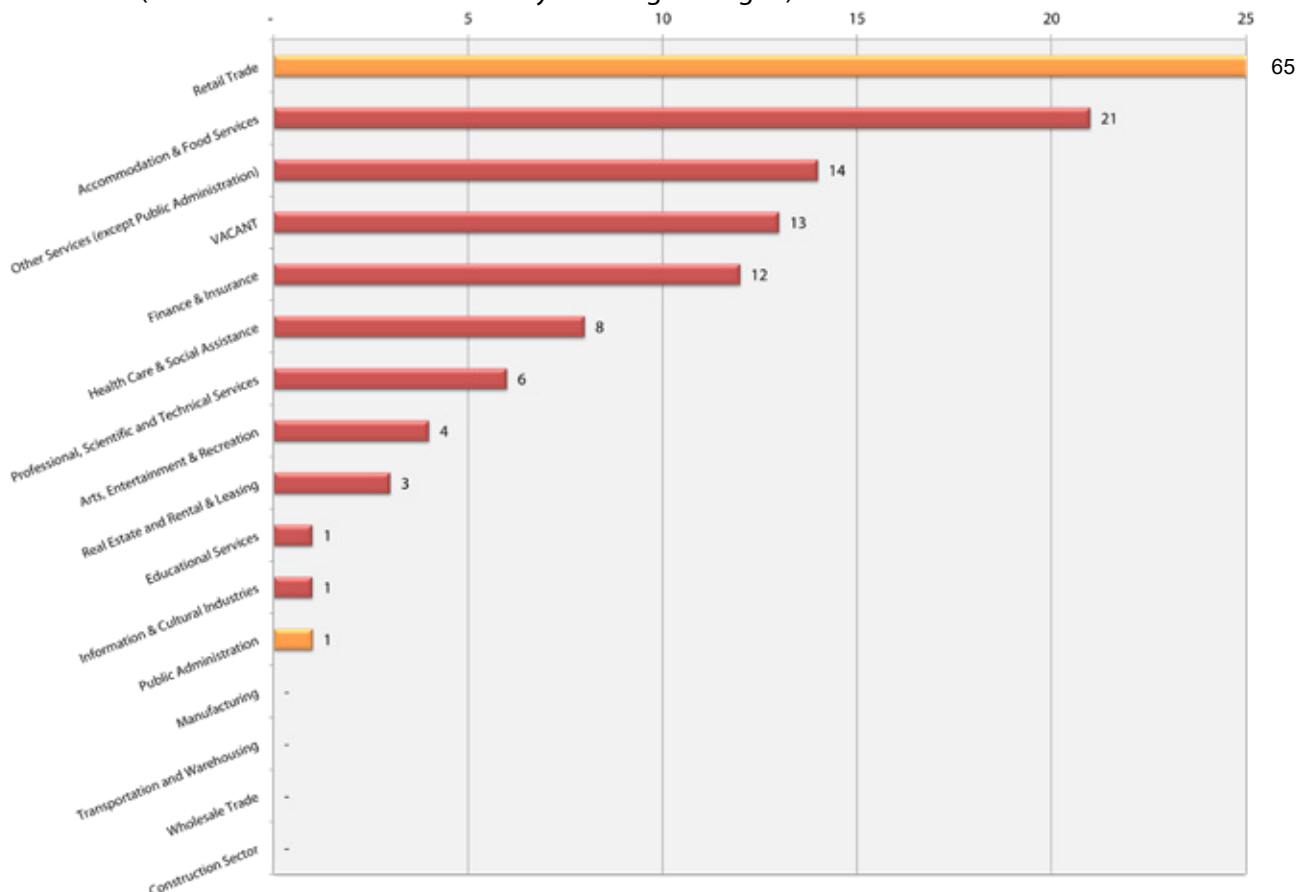
(Source: Statistics Canada and Key Planning Strategies)

NAICS CODE	NAICS CLASSIFICATION	Number of Businesses	% share of Businesses
44-45	Retail Trade	65	43.6%
72	Accommodation & Food Services	21	14.1%
81	Other Services (except Public Administration)	14	9.4%
VACANT	VACANT	13	8.7%
52	Finance & Insurance	12	8.1%
62	Health Care & Social Assistance	8	5.4%
54	Professional, Scientific and Technical Services	6	4.0%
71	Arts, Entertainment & Recreation	4	2.7%
53	Real Estate and Rental & Leasing	3	2.0%
61	Educational Services	1	0.7%
51	Information & Cultural Industries	1	0.7%
91	Public Administration	1	0.7%
31-33	Manufacturing	-	0.0%
49	Transportation and Warehousing	-	0.0%
42	Wholesale Trade	-	0.0%
23	Construction Sector	-	0.0%
TOTAL		149	100.0%

Figure 4.3

RETAIL INVENTORY BY NAICS CODES

(Source: Statistics Canada and Key Planning Strategies)



4.5

RETAIL INVENTORY BY NAICS

Table 4.3 and Figure 4.3 provides a breakdown of the North American Industry Classification System (NAICS) for the County's street front businesses.

The County's street front inventory is comprised of almost 43.6% of businesses that are traditional Retail in their classification, followed by almost 14.1% in the Accommodations & Food Services classification.

Rounding out the top 3 industries are the Finance & Insurance and Other Services (which comprise hair salons businesses). Combined, these classifications account for 8.4% and 5.3% respectively of the County's businesses that occupy street front spaces in the community. These figures do not include any home-based or remote rural businesses.

The strong presence of Finance/Insurance/Real Estate services is equally important to acknowledge as banks in particular are the lifeblood to downtowns and every effort should be made to ensure they stay in Lac La Biche's main street/downtown. This is noted, because it is often the case where new larger development takes place, that financial institutions are known to "follow the customers".

4.6

RETAIL SPACE PER CAPITA

Utilizing data from Key Planning's extensive retail inventory tabulation in conjunction with Demographic Data provided by Statistics Canada and Manifold Data Mining Inc., the approximate retail space per capita ratio has been estimated for the County's retail market.

As a starting point, **Figure 4.6** depicts the Target Retail Space Per Capita, which provides a baseline for determining how much retail per capita is best suited to a community, according to its population size.

How much retail a community is able to support is crucial for determining future land use plans: a local government wants to have as much evidence as possible to demonstrate to potential retailers the opportunity and untapped potential in their community. Per Capita ratios can also be used as a methodology to gauge future demand, if and as population growth occurs.

In predominantly rural areas in and around the County, Lac La Biche is a shopping locale for not only the residents, but a larger regional area.

The current retail space per capita, as calculated by Key Planning takes into account a trade area beyond simply Lac La Biche by using a drive time analysis and other criteria to form the retail trade (as noted in Section 3).

Figure 4.6 is meant to illustrate a general indication of retail opportunity and representation for communities, with an understanding that some variations do exist.

Many location specific factors contribute to an areas overall retail market, and cannot be addressed in a general chart or graph. Such locational factors can include specialized demands of a community, or unique characteristics that warrant certain retail traits. Aside from unique locational factors that each retail trade area has, **Figure 4.6** provides beneficial direction and insight for communities to consider when trying to understand the opportunities of their retail market.

Figure 4.4

REPRESENTATIVE LAC LA BICHE & PLAMONDON RETAIL IMAGERY

Source: Photos by Key Planning Strategies)

Main Street, Plamondon



Tim Hortons under construction
December 2023 opening

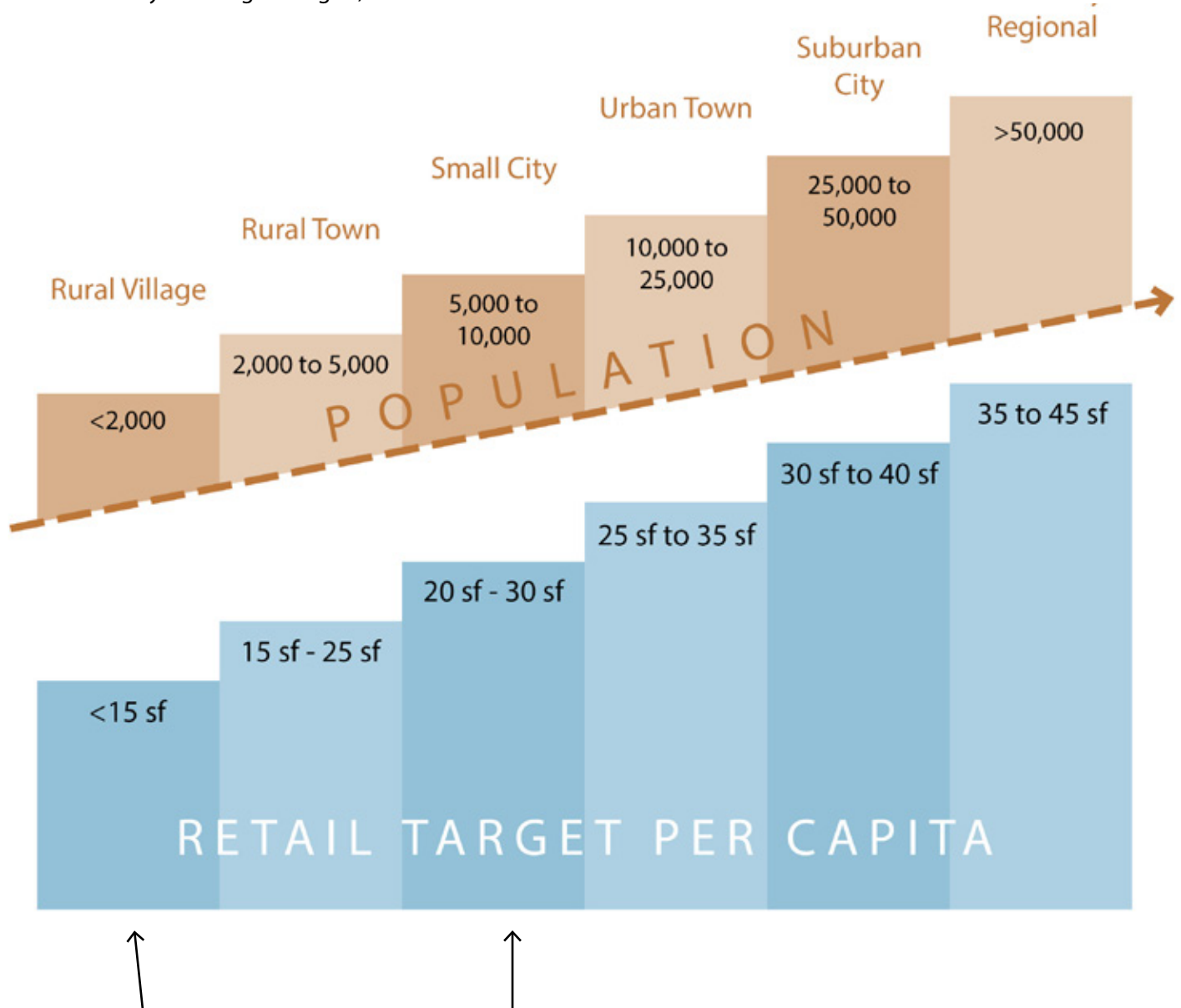


Photos courtesy of Key Planning Strategies

Figure 4.5
REPRESENTATIVE LAC LA BICHE & PLAMONDON VACANCIES/LAND
 Source: Photos by Key Planning Strategies)



Figure 4.6
RETAIL SPACE PER CAPITA GROWTH CONTINUUM
 Source: Key Planning Strategies)



THE COUNTY'S PER CAPITA RETAIL RATIO IS 17.1 sq. ft. per capita when applied against the total trade area population of 26,620

An appropriate target for the County's Trade Area should be in the range of 20 to 30 sq. ft per capita

Retail space per capita is an industry measure of the ratio of retail space against a city/town's population. An examination of retail space per capita provides a general indication of whether a market is under-retailed or over-retailed.

In most urban markets in Canada and the United States, a typical benchmark for ALL retail space per capita is in the range of 30 sf to 40 sf (*Source: International Council of Shopping Centers*).

This figure can be misleading however as this accounts for organized shopping center space only in centers larger than 10,000 sf. Therefore, when factoring in all retail including street front retail, urban markets can be higher than this figure.

It also means that rural markets, since they don't have the same type of retail infrastructure need to factor all space into their equation, since they are predominantly main street and multiple property owner/business owner driven.

Using **Figure 4.6** as a benchmark for retail space in communities and for a comparable market like the County which is more rural and reaches a wider area given the more remote nature, this figure should fall in the 20 to 25 sf per capita range.

Accordingly, the estimated retail space per capita ratio for the County and its 26,620 person retail trade area is in the range of 17.1 sf/capita if not including non-retail street front space and not accounting for other retail in the trade area.

The per capita figure illustrates that the inventory for the County is not just a local market. Rather the County is a localized, regional hub that in reality comfortably serves its 25,000 person trade area, but could in fact provide more retail within the trade area it services.

The County should be striving for a target retail space per capita ratio of 20 to 25 sf/capita. **For example, a trade area of 27,000 residents supporting a conservative per capita ratio of 20 sf would result in a total supportable inventory of 540,000 sf or approximately 85,000 sf more than exists today (for retail-specific categories).**

The retail inventory in terms of floor space and vacancies suggest that demand may not be robust and that the County should be very targeted in its approach to obtaining the most compatible retail businesses to fit within the Lac La Biche's existing vacant spaces or available land.

Lac La Biche's downtown will be susceptible to future retail growth in the periphery. Current vacancies in the downtown mean caution should be exercised to make sure that businesses and vacancies are promoted to best degree possible.

This is yet another reason that the County should review its current allocation and locations for commercial land for the future to make sure that development is directed in the most appropriate areas in terms of scale and impact. The most appropriate area is likely to be at the Bold Centre, where a gravitational is likely to occur with the opening of Tim Hortons. Much of the future demand and tenant prospects are likely to be of a branded nature and by virtue of their site selection requirements, they will be looking for tenant ready spaces or new development.

Per capita is a typical rule-of-thumb benchmark, but locational contexts do play a role. The Edmonton Metropolitan Region has a significant impact on retail within an approximate 1 to 2 hour drive whereby major bigger ticket branded retailers typically know their consumers will travel up to 2+ hours for specific goods not available in their community.

5 Consumer Survey

5.1

INTRODUCTION

A random telephone survey and online survey was conducted in 2018 as part of the original Retail Gap Analysis (by MDB Insight) in which respondents were asked questions regarding shopping habits and preferences in the County.

Survey respondents were targeted to Lac La Biche County, Athabasca County and Smoky Lake County to give a wide representation. The exact breakdown of origin of residence for the telephone survey is shown in **Figure 5.2**. The representative survey sample size was 200 persons aged 18+ was obtained. A Random Digit Dialing Telephone methodology was utilized to collect the interviews using a combination of residential landlines and cell phone numbers.

5.2

TELEPHONE SURVEY RESULTS

The telephone consumer survey of 200 respondents identified a number of questions to gauge how the residents are spending their money inside the County, outside the County and online. In addition to the spending habits, questions were asked pertaining to their reasons for shopping outside the County and what types of shops, services or other offering would play a key role in retaining their spending in the community.

Accordingly, **Table 5.1 and Figures 5.2 to 5.9** illustrate the key findings and patterns based on the responses from residents interviewed.

Overall Spending Patterns

In terms of an overall retail spending, as shown in **Figure 5.3**, approximately 39% of the survey respondents indicated that they spend between \$1 and \$499 on average per month for retail products and services. An additional 31% spend between \$500 and \$999 on average per month.

Of the latter total average monthly spending, respondents were asked to indicate how much of that spending was located to day-to-day purchases or convenience (refer to **Figure 5.4**). The survey results indicated that 33% of respondents allocated between 60% to 80% of their total spend on day-to-day purchases, while 25% of respondents indicated that they allocated between 40% to 60% of their total spend on day-to-day purchases.

This pattern is strong for local conveniences, but suggests an opportunity for greater spending on DSTM (Department Store Type Merchandise) is prevalent, but may not be fully captured the overall offering in the County.

Spending Inside Lac La Biche County

Table 5.1 and Figures 5.2 and 5.5 illustrate the nature of spending by survey respondents on all purchases inside the County.

The results illustrate that for the residents of the County, overall retention of retail spending is low for most categories across the board, with a total average retention of only 34%. This means outflow is considerable for the community. According to the telephone survey respondents in **Figure 5.5**, 32% identified the Town of Athabasca as their primary shopping location, which is high.

Arguably, the introduction of a WalMart and/or Canadian Tire would be a notable catalyst to not just greater retention of local resident spending, but also greater attraction of new spending that otherwise would not occur in the community. Similarly, these particular brands could also help to increase the market size and penetration for spending on Home Furnishings and Appliances.

Resident Spending / Economic Leakage Questionnaire

Figure 5.1
TELEPHONE SURVEY RESPONDENT ORIGIN OF RESIDENCE (%)
(Source: MDB Insight, 2018)

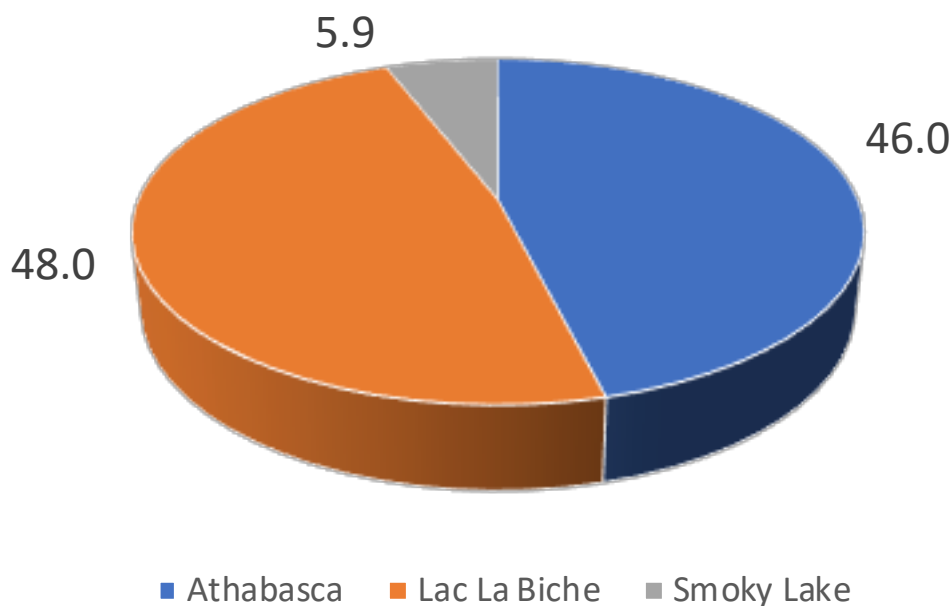


Table 5.1

TELEPHONE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

Retail Merchandise & Spending Category (TELEPHONE SURVEY)	Local Spending (Lac La Biche)	Online Spending	Outside Lac La Biche
Grocery/specialty foods/floral	45.24	0.38	54.38
Alcohol & Tobacco	41.13	0.69	58.18
Pharmacy (prescription and over-the-counter)	51.89	0.52	47.60
Health and beauty (fitness, barber, beauty salon, spa)	45.34	1.21	53.45
Personal/household services (eye glasses/lens, travel agent, post office/courier, dry cleaning/laundry, veterinarian, plumber, etc.)	42.04	1.15	56.81
Health services (doctor, dentist, optometrist)	46.56	0.00	53.44
Financial/professional services (banking, insurance, legal, accounting)	44.90	5.76	49.34
Clothing, Apparel & Footwear	19.81	6.46	73.72
Jewellery and accessories	19.03	6.47	74.50
Home & Personal electronics/appliances	31.89	5.31	62.80
Home furnishings/accessories	32.88	2.88	64.24
Hardware and home improvement	41.86	1.21	56.93
Books and multimedia	19.31	22.84	57.85
Sporting goods	36.81	1.38	61.81
Toys and hobbies	20.48	7.04	72.47
Full service restaurants (provide examples such as Brown's Social House, Original Joes etc.)	32.25	0.30	67.45
Fast food restaurants & cafes (provide examples such as Subway, Tim Hortons, Starbucks, etc.)	33.56	0.26	66.18
Family entertainment & leisure (provide examples such as movie theatres, bowling alleys, etc.)	22.33	1.93	75.74
Auto, RV & Motorsports Dealerships	25.69	0.54	73.77
Auto Parts, Maintenance & Accessories	35.39	1.15	63.46
	34.42	3.37	62.21

Figure 5.2

TELEPHONE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

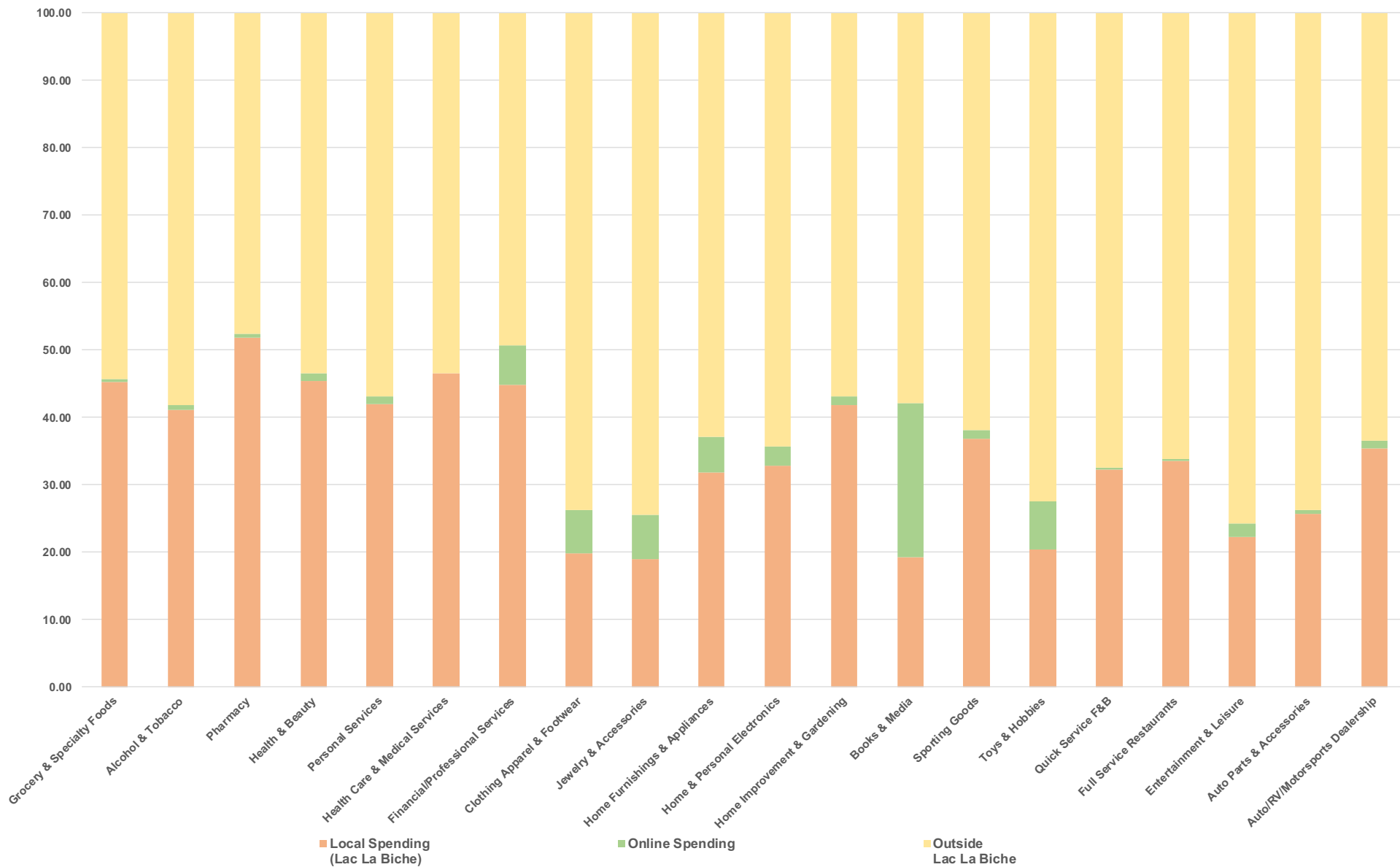


Figure 5.3

TELEPHONE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING (Source: MDB Insight, 2018)

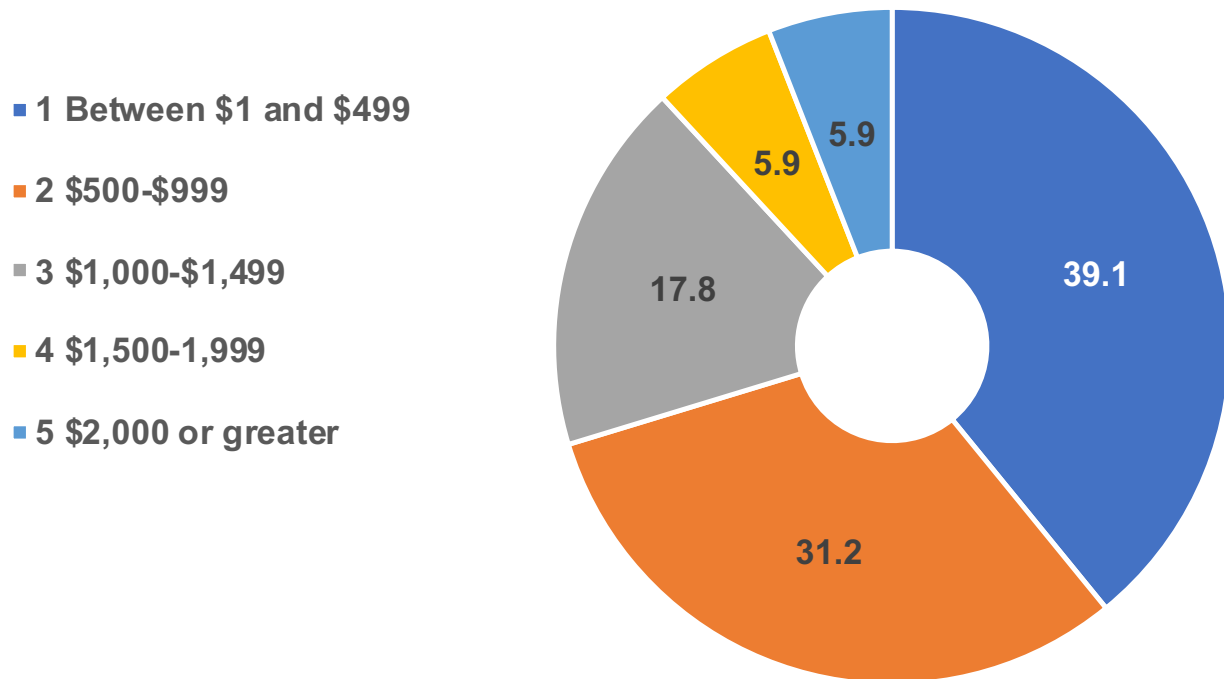


Figure 5.4

TELEPHONE SURVEY RESPONDENT PERCENTAGE SPENT ON DAY-TO-DAY PURCHASES (Source: MDB Insight, 2018)

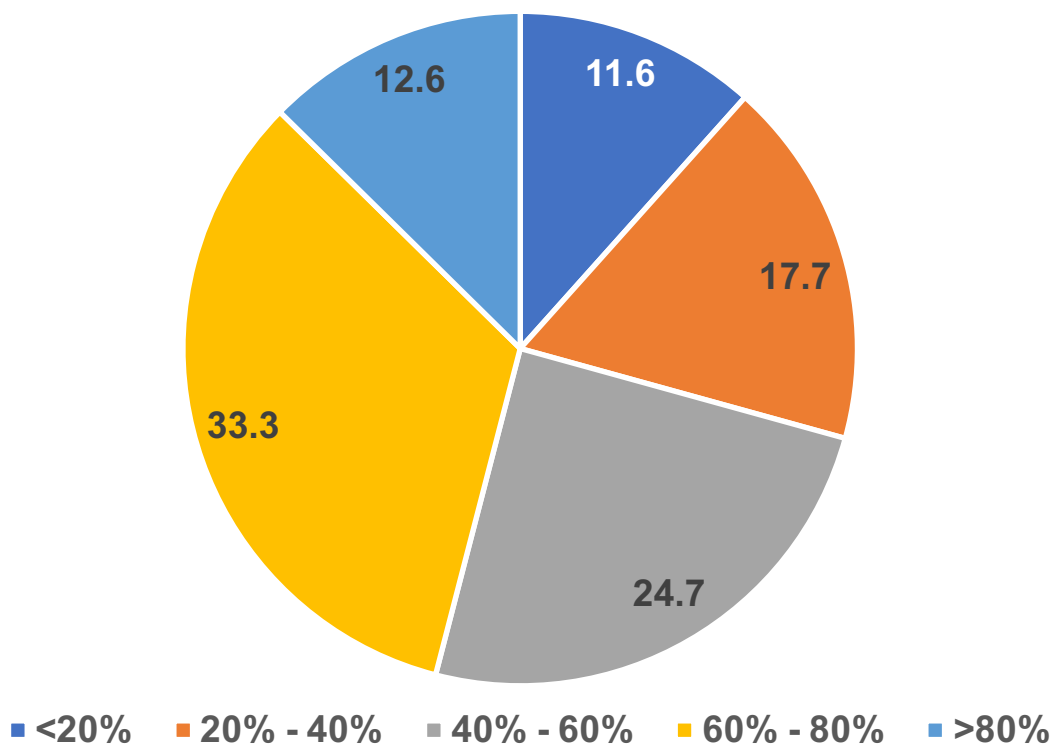


Figure 5.5

TELEPHONE SURVEY RESPONDENT PREFERRED SHOPPING LOCATIONS

(Source: MDB Insight, 2018)

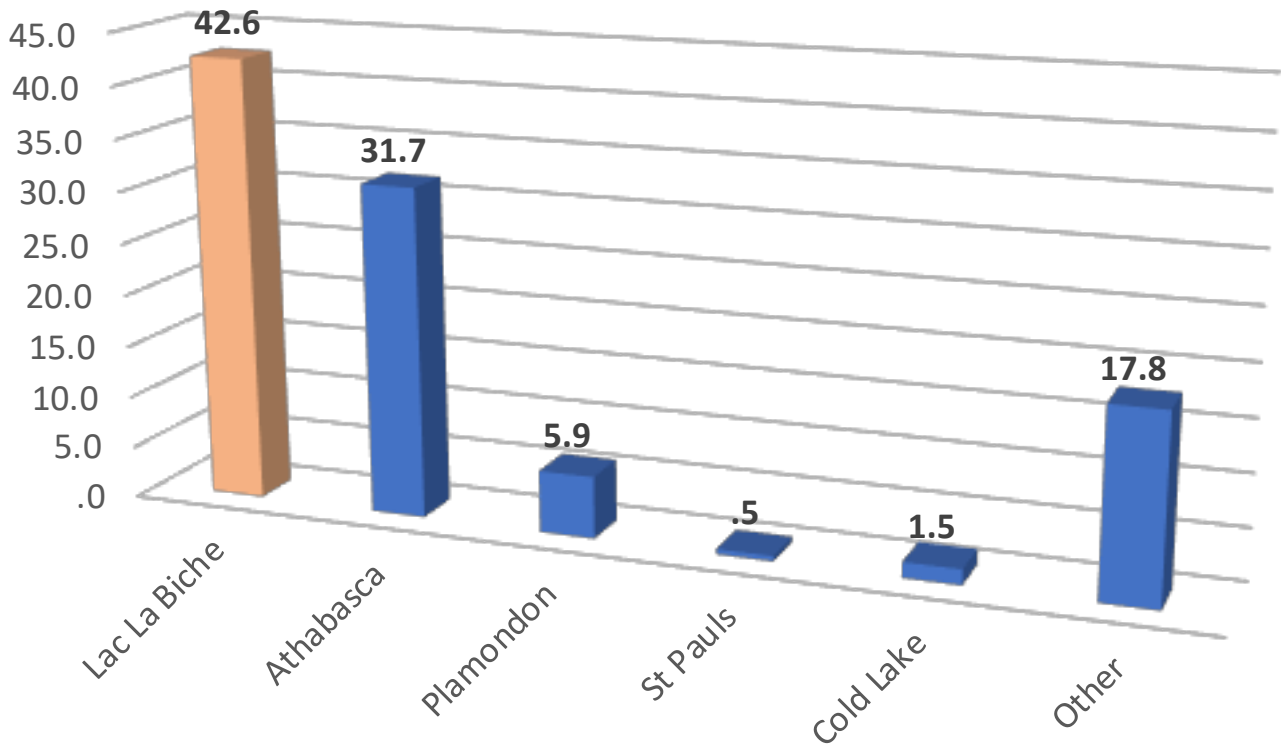


Figure 5.6

TELEPHONE SURVEY RESPONDENT PERCENTAGE SPENT LOCALLY IN LAC LA BICHE COUNTY (Source: MDB Insight, 2018)

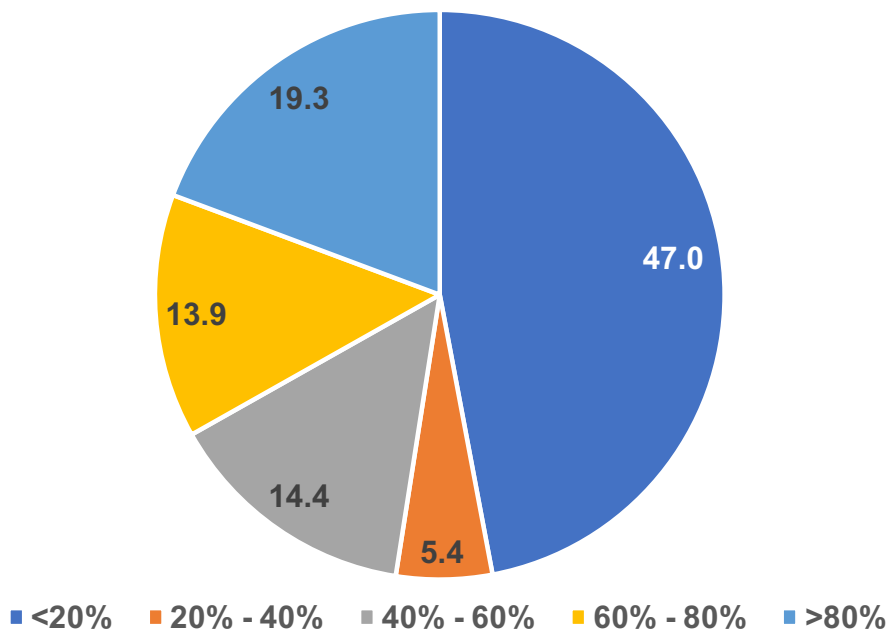


Figure 5.7

TELEPHONE SURVEY RESPONDENT PERCENTAGE SPENT OUTSIDE OF LAC LA BICHE COUNTY (Source: MDB Insight, 2018)

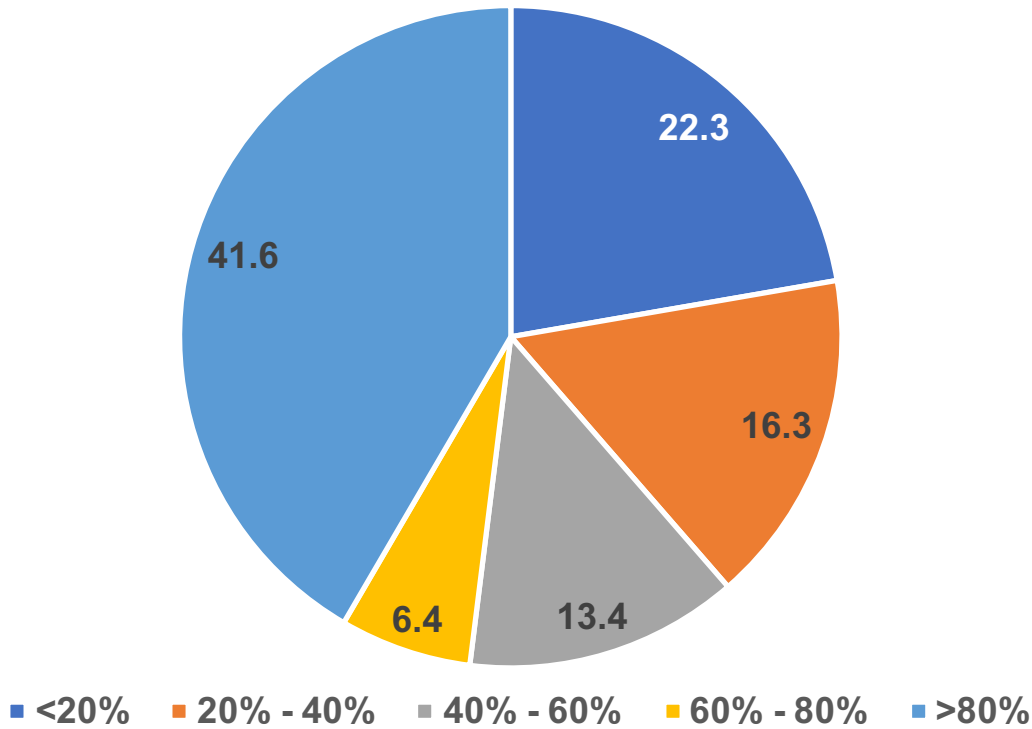
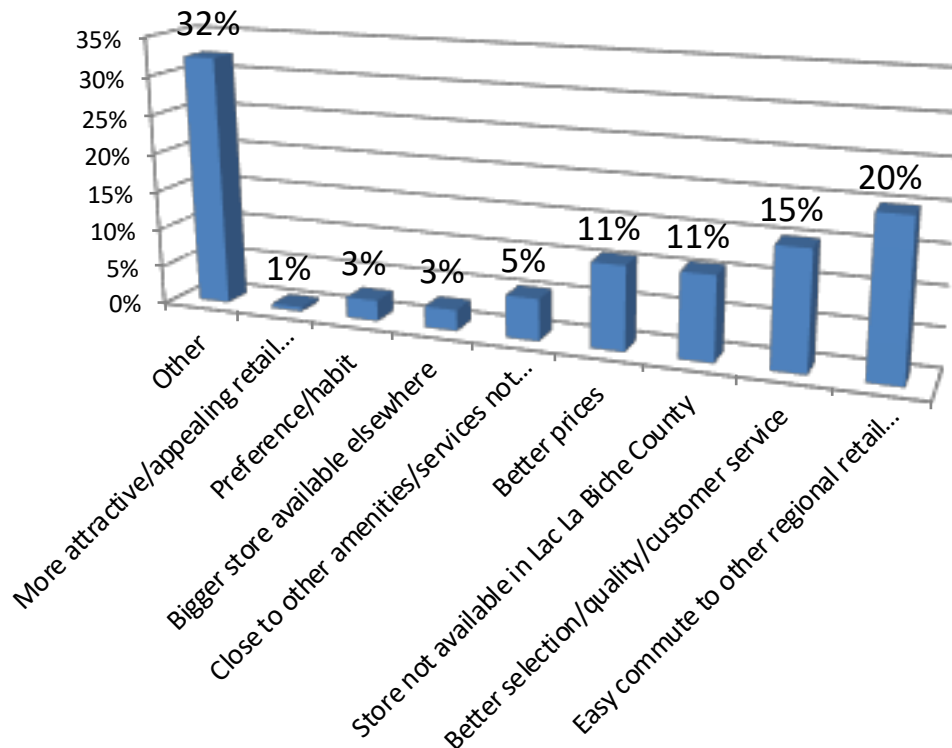


Figure 5.8

TELEPHONE SURVEY RESPONDENT PRIMARY REASON FOR NOT SHOPPING IN LAC LA BICHE COUNTY (Source: MDB Insight, 2018)



Surprisingly, conveniences and day-to-day purchases inside the County are also not as strongly supported as would normally be the case in a secondary community like Lac La Biche. This also suggests a strong opportunity to increase the sales retention, particularly in Lac La Biche.

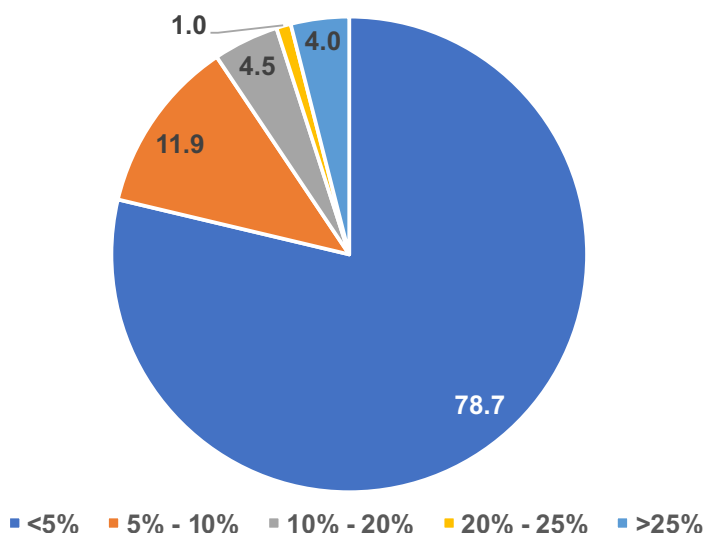
Spending Outside Lac La Biche County

Table 5.1 and Figure 5.5 illustrate the nature of spending by survey respondents on all purchases outside the County or “leakage”.

The results of the survey indicate that almost 42% of the respondents indicated that they spend more than 80% of their retail dollars outside of the County, further validating the low sales retention and high leakage in the County.

Figure 5.9
**TELEPHONE SURVEY
RESPONDENT PERCENTAGE SPENT
ONLINE**

(Source: MDB Insight, 2018)



NOTE: Refer to Appendix B which provides a full list of the open ended responses that comprise the “Other” reasons for spending outside the County.

Referring to **Figure 5.8**, when respondents were asked to identify their primary reasons for shopping outside of the County, the top rationale provided were that it is easier to commute to other destinations where there is a better selection including stores that aren’t in the County. These comments most frequently pertain to the Town Athabasca and City of Fort Saskatchewan.

Online Spending

Table 5.1 and Figure 5.9 illustrates the nature of online spending as it relates to consumer spending of survey respondents.

Figure 5.7 reveals that 79% of the survey respondents typically spend less than 5% of their retail expenditure on online purchases.

While this trend continues to gain momentum, nationally, the fact that 12% of survey respondents spent between 5% to 10% of their spending online is a noticeable market share trend that more than likely validates the rationale identified for store selection or product variety, when those types of stores aren’t available in the County.

It will be difficult for the County to curb its online sales trend as many of the store types consumers are using either don’t have a physical bricks and mortar location or it is a brand for whom Lac La Biche or Plamondon is not a target. The reality is that local businesses could expand their online capacity and/or have a location that allows for the expedience and access to central pick up.

5.3

ONLINE SURVEY RESULTS

The online consumer survey garnered an additional 116 responses gauging how the residents are spending their money inside the County outside the County and online. The online survey was administered through the County website and thus generally obtained responses from within the local community and consequently the results are more locally oriented.

The nature of an online survey also yielded a higher than average response rate for the amount of spending online. This is often found in online surveys, where respondents are more familiar with and prefer using online services for their personal activities.

Accordingly, **Table 5.2 and Figures 5.10 and 5.12** illustrate the key findings and patterns based on the responses from online survey participants.

The online respondents, because they are predominantly local in their origin show a higher propensity of spending on day to day services and conveniences in the County, but their spending on so-called bigger ticket items or DSTM type merchandise is actually quite low.

Overall, the online respondents spend almost 13% on online spending. This is a high rate, wherein specific categories like Home Electronics, Books, Sporting Goods, Toys and Clothing are dominant. This presents a challenge for some local business retention, but may also present an opportunity to look at attraction as a way to mitigate the online spending.

Industry-wide however, online spending will continue to grow, but it doesn't always come at the expense of existing sales, but rather online spending is in many cases generating spending that may not have already been allocated. In essence the size of the spending pie has increased because of online retail and the convenience thereof.

The low spending on specific DSTM type categories has a correlation with a much higher rate of online spending which as noted is often the case with those who participate in online surveys.

It is interesting to observe that within the online respondent base, the specific categories of Home Improvement and Sporting Goods actually have healthy rates of sales retention in the County, but they also have high leakage.

Overall, the approximate 35% sales retention means there are many categories that exhibit high rates of leakage or spending outside of the County by the online respondents. The fact that locals do not frequent the County as much as those from outside the local area is a concern and represents an opportunity to focus the message for marketing to the local trade area.

5.4

MERGED TELEPHONE AND ONLINE SURVEY RESULTS

While it is not statistically valid to utilize the merged results, it is nonetheless useful to view the results to see the output of the total 316 survey respondents.

Accordingly, **Table 5.3 and Figures 5.11 and 5.13** illustrate the key findings and patterns based on the responses from the combined telephone and online respondents.

The overall merged profile of spending confirms the low overall sales retention within the County and the corresponding high rates of leakage.

Day to day conveniences and services have a lower than expected rate of sales retention, which is partly a factor driven by cost of goods and overall offering.

5.5 SUMMARY

The consumer survey documented a weak pattern of local sales retention and as will be highlighted in **Appendix B**, provided some direction as to desired store types or brands.

The surveys not only examined local resident spending patterns, but also included those within adjacent counties and thus it is important to note that the true success of the County will come from its wider supporting trade area, which is the foundation and justification for the current retail inventory and future demand.

Having said this, the low rate of local sales retention should be a focus of attention to ensure that local businesses can garner more support by the local trade area within the County itself.

The overall sales retention is estimated to be around 35% and a community of Lac La Biche County's size, with its trade area reach should strive for a market share of 40% to 45% within which conveniences should be at or above 60% - 70%, which would be 10% - 20% higher than current levels.

The Survey Questionnaire also provided an opportunity for open-ended responses pertaining to the following two (2) questions. These responses are provided in full in Appendix B:

Is there anything that the County could do or change to get you to spend more of your retail shopping in the County?

What new types of stores, services and/or restaurants would increase your visits and spending in the County?

Table 5.2

ONLINE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

Retail Merchandise & Spending Category (ON-LINE WEB SURVEY)	Local Spending (Lac La Biche)	Online Spending	Outside Lac La Biche
Grocery/specialty foods/floral	57.48	2.53	39.99
Alcohol & Tobacco	62.24	0.41	37.35
Pharmacy (prescription and over-the-counter)	78.23	2.97	18.80
Health and beauty (fitness, barber, beauty salon, spa)	54.32	8.60	37.07
Personal/household services (eye glasses/lens, travel agent, post office/courier, dry cleaning/laundry, veterinarian, plumber, etc.)	48.15	7.81	44.05
Health services (doctor, dentist, optometrist)	55.69	0.64	43.67
Financial/professional services (banking, insurance, legal, accounting)	61.21	7.54	31.25
Clothing, Apparel & Footwear	13.14	26.59	60.27
Jewellery and accessories	7.11	26.39	66.51
Home & Personal electronics/appliances	16.32	26.27	57.41
Home furnishings/accessories	19.08	18.64	62.28
Hardware and home improvement	43.52	7.45	49.03
Books and multimedia	6.60	51.39	42.01
Sporting goods	24.67	20.61	54.72
Toys and hobbies	14.92	33.30	51.78
Full service restaurants (provide examples such as Brown's Social House, Original Joes etc.)	33.12	0.40	66.48
Fast food restaurants & cafes (provide examples such as Subway, Tim Hortons, Starbucks, etc.)	33.29	1.03	65.69
Family entertainment & leisure (provide examples such as movie theatres, bowling alleys, etc.)	10.53	5.92	83.54
Auto, RV & Motorsports Dealerships	15.11	1.65	83.24
Auto Parts, Maintenance & Accessories	39.56	8.85	51.59
	34.71	12.95	52.34

Figure 5.10

ONLINE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

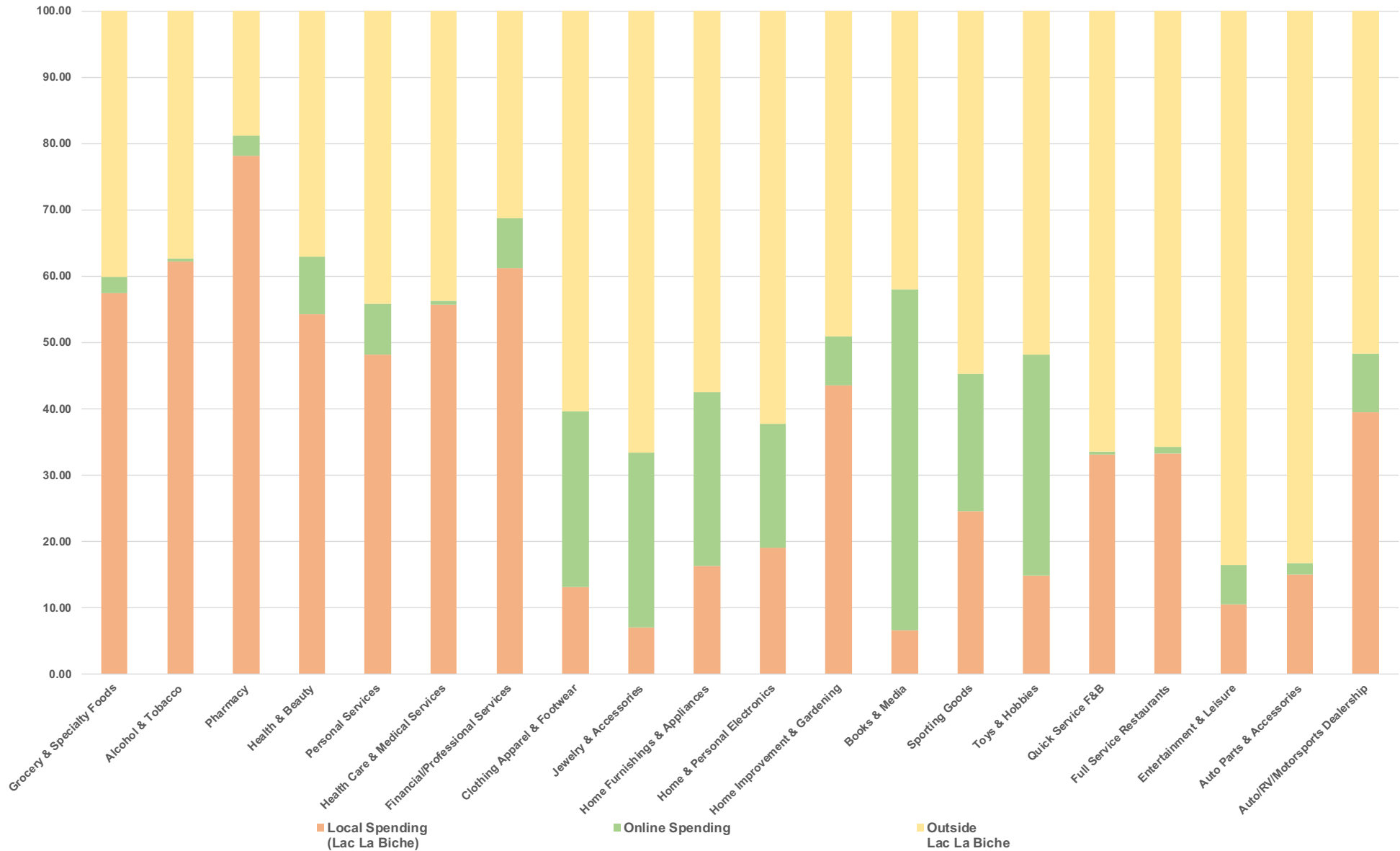


Table 5.3

MERGED TELEPHONE AND ONLINE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

Retail Merchandise & Spending Category (MERGED TELEPHONE & ON-LINE WEB SURVEY)	Local Spending (Lac La Biche)	Online Spending	Outside Lac La Biche
Grocery/specialty foods/floral	49.75	1.17	49.07
Alcohol & Tobacco	48.41	0.59	51.00
Pharmacy (prescription and over-the-counter)	61.50	1.41	37.08
Health and beauty (fitness, barber, beauty salon, spa)	48.79	4.05	47.16
Personal/household services (eye glasses/lens, travel agent, post office/courier, dry cleaning/laundry, veterinarian, plumber, etc.)	44.31	3.63	52.06
Health services (doctor, dentist, optometrist)	49.86	0.23	49.91
Financial/professional services (banking, insurance, legal, accounting)	50.91	6.41	42.68
Clothing, Apparel & Footwear	17.32	13.99	68.69
Jewellery and accessories	14.36	14.27	71.37
Home & Personal electronics/appliances	25.89	13.39	60.72
Home furnishings/accessories	27.47	9.05	63.48
Hardware and home improvement	42.47	3.49	54.04
Books and multimedia	14.27	34.17	51.56
Sporting goods	31.86	9.21	58.92
Toys and hobbies	18.18	17.93	63.90
Full service restaurants (provide examples such as Brown's Social House, Original Joes etc.)	32.59	0.34	67.07
Fast food restaurants & cafes (provide examples such as Subway, Tim Hortons, Starbucks, etc.)	33.45	0.56	65.99
Family entertainment & leisure (provide examples such as movie theatres, bowling alleys, etc.)	17.23	3.66	79.12
Auto, RV & Motorsports Dealerships	21.89	0.94	77.17
Auto Parts, Maintenance & Accessories	36.94	4.01	59.05
	34.37	7.13	58.50

Figure 5.11

MERGED TELEPHONE AND ONLINE SURVEY RESPONDENT PERCENTAGE OF AVERAGE MONTHLY RETAIL SPENDING BY MERCHANDISE CATEGORY SEGMENT

(Source: MDB Insight, 2018)

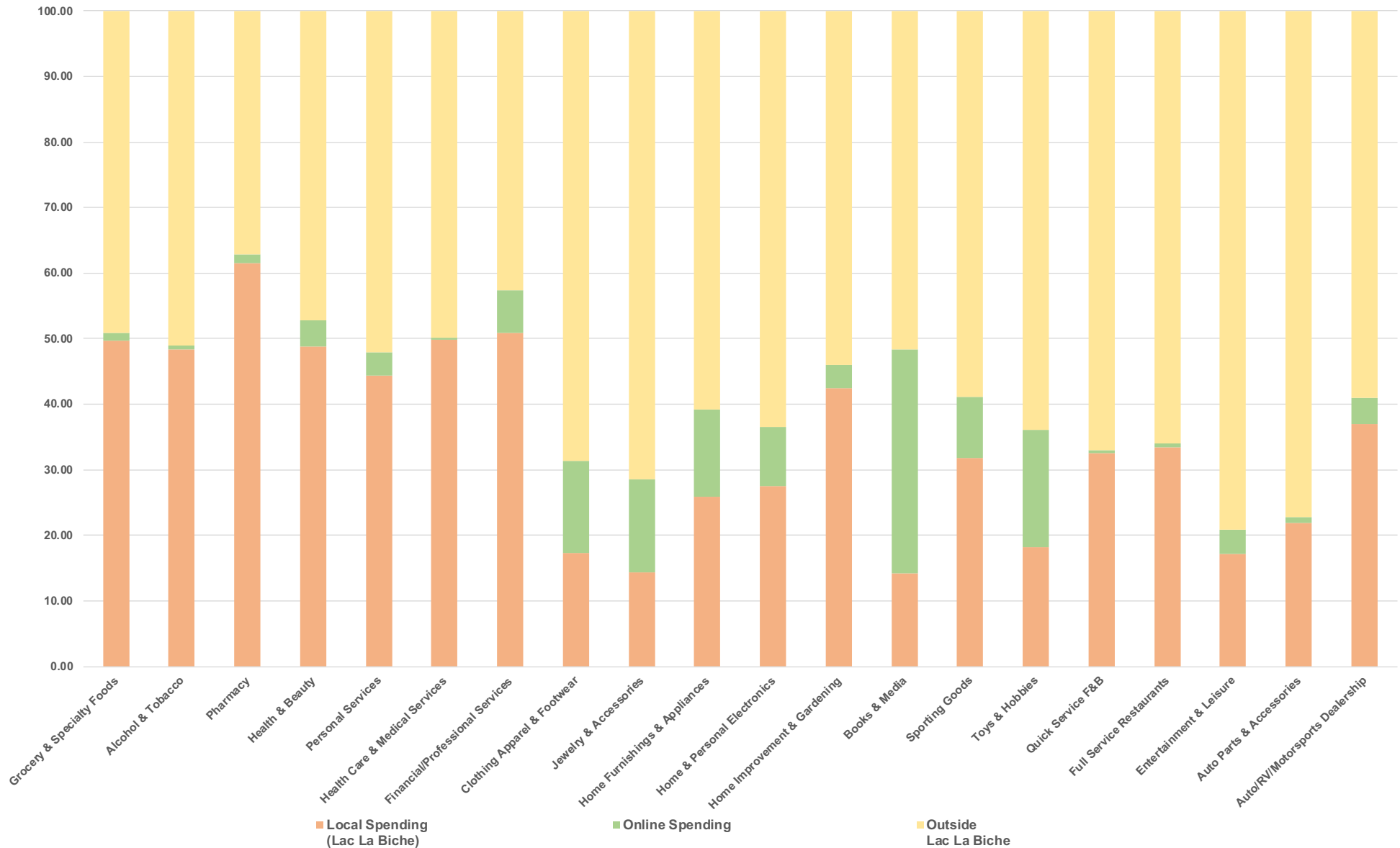


Figure 5.12

ONLINE SURVEY RESPONDENT PREFERRED SHOPPING LOCATIONS

(Source: MDB Insight, 2018)

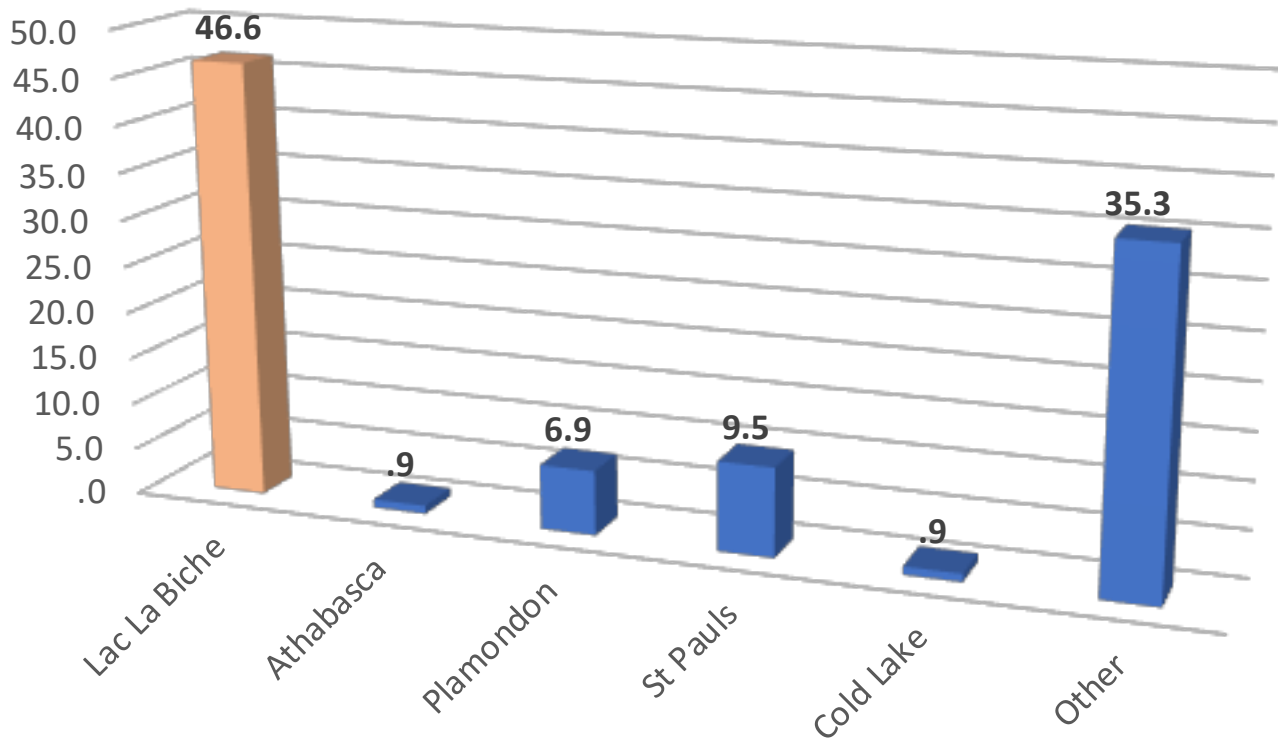
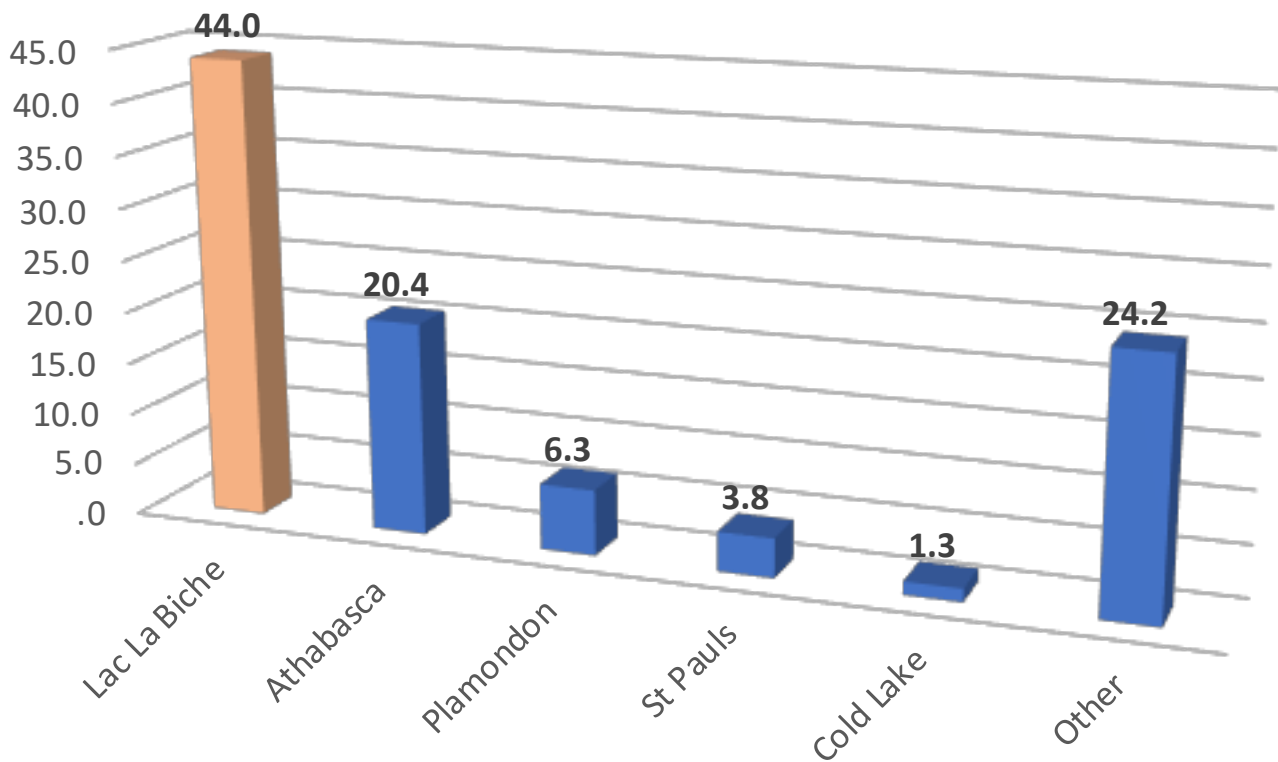


Figure 5.13

MERGED TELEPHONE AND ONLINE SURVEY RESPONDENT PREFERRED SHOPPING LOCATIONS

(Source: MDB Insight, 2018)



6 Retail Demand

6.1 INTRODUCTION

The following section will assess the amount of supportable floor space in the County justified by the Trade Area it serves. After determining the supportable and residual floor space (if and as determined), the retail analysis will measure the difference between the supply and demand as presented in terms of inflow or outflow of retail sales and the net resulting implications on demand and tenant prospects. A final step will be to forecast demand in terms of both floorspace and land to provide a basis for future land use planning in the County.

6.2 RETAIL FLOOR SPACE DEMAND

In most typical urban market scenarios, forecasting retail demand would largely be predicated and have a close correlation with population growth and the inherent opportunities that would naturally come from a growing trade area. However in secondary or rural markets and since population growth forecasts in the County are not expected to provide this requisite increase, an alternative approach to demand is applied.

The overall retail market in the County seems exhibit some small-scale near term opportunities, mostly in the Hamlet of Lac La Biche within the existing retail inventory to accommodate new business opportunities.

With this understanding of the County's market dynamic and population growth and the results of the consumer survey, the key to forecasting new floorspace demand must look at the notion of achieving a greater market share of the existing spending for categories that represent strength today. In particular, as will be shown this greater market share will need to apply to the local and surrounding trade area, given what seems to be a weak overall sales retention.

From Key Planning's extensive analysis of the current retail inventory, retail sales productivity estimates were applied to each of the respective categories to provide an indication of the current estimated retail sales that the County's businesses are generating.

A sounding board for retail productivities are the lease rates which are estimated to be in the range of \$10 - \$20 per sf in Lac La Biche's Downtown, and higher for newer builds at the Bold Centre.

On this basis, it is estimated that retail sales productivities in the community would generally average in the \$200 to \$300 per sq. ft. range with the possible exception of conveniences which could be in the range of \$300 to \$500 per sq. ft. The more remote nature of the County also would suggest moderate sales productivities because of cost of goods from transport.

By dividing the aggregate Trade Area retail spending potential by category-specific retail sales productivity estimates (measured in \$/sf); and the market shares or sales retention rates from the telephone and online surveys, the estimated warranted or supportable floorspace can be calculated.

The results of this approach is shown in **Tables 6.1 to 6.4**, which profiles Lac La Biche County, the Primary Trade Area (excluding the County), Miscellaneous Inflow from outside the Trade Area and the Total Primary Trade Area including the County and Miscellaneous spending segments.

Lac La Biche County Supply - Demand

Starting with **Table 6.1**, Lac La Biche County as a stand-alone market is quantified to determine, based on expenditure and market shares, just how much retail space the County's estimated 8,117 residents would justify.



Photo courtesy of Key Planning Strategies



Photo courtesy of Key Planning Strategies

TABLE 6.1
LAC LA BICHE COUNTY ESTIMATED RETAIL MARKET SHARE DEMAND 2023 EST.

Retail Spending by Merchandise Category	2023 (estimate)			
	Lac La Biche County Retail Sales Productivity (\$psf)	Lac La Biche County Retained Market Share	Retained Sales \$	Floorspace Demand (sf)
Grocery, Convenience & Specialty Foods	\$550	50%	\$20,989,397	38,163
Pharmacy & Medical Supplies	\$400	62%	\$1,337,964	3,345
Alcohol, Tobacco & Cannabis	\$500	48%	\$2,573,262	5,147
Personal Services	\$175	44%	\$741,524	4,237
Fashion & Apparel	\$200	17%	\$1,338,688	6,693
Footwear	\$200	17%	\$414,768	2,074
Jewelry & Accessories	\$350	14%	\$108,626	310
Health & Beauty	\$400	49%	\$1,235,228	3,088
Home Furniture & Décor	\$200	27%	\$1,124,686	5,623
Home & Personal Electronics	\$400	26%	\$2,921,465	7,304
Home Improvement & Gardening	\$225	42%	\$3,284,949	14,600
Books, Computers & Media	\$150	14%	\$547,642	3,651
Sporting Goods & Recreation	\$150	32%	\$787,361	5,249
Toys & Hobbies	\$175	18%	\$265,336	1,516
Specialty Retail	\$200	26%	\$1,103,507	5,518
Quick Service "Grab & Go" F&B ***	\$500	60%	\$2,459,313	4,919
Full Service "Sit Down" Restaurants	\$350	33%	\$2,993,549	8,553
Drinking Establishments	\$250	33%	\$272,309	1,089
Arts & Entertainment	\$150	17%	\$718,823	4,792
Fitness & Leisure	\$150	49%	\$734,286	4,895
Auto Parts & Accessories	\$250	37%	\$925,519	3,702
Auto/RV/Motorsports Dealerships	\$400	22%	\$6,928,315	17,321
TOTAL RETAIL CATEGORIES ONLY ***(assumes opening of Tim Hortons)	\$354	35%	\$53,806,517	151,789

TABLE 6.2
PTA (EXCLUDING LAC LA BICHE COUNTY) ESTIMATED RETAIL MARKET SHARE DEMAND 2023 EST.

Retail Spending by Merchandise Category	2023 (estimate)			
	PTA Excluding Lac La Biche County Sales Productivity (\$psf)	PTA Inflow & Retained Market Share	Inflow & Retained Sales \$	Floorspace Demand (sf)
Grocery, Convenience & Specialty Foods	\$550	45%	\$36,463,090	66,297
Pharmacy & Medical Supplies	\$400	56%	\$2,269,152	5,673
Alcohol, Tobacco & Cannabis	\$500	43%	\$4,811,055	9,622
Personal Services	\$175	40%	\$1,203,268	6,876
Fashion & Apparel	\$200	15%	\$2,254,499	11,272
Footwear	\$200	15%	\$698,076	3,490
Jewelry & Accessories	\$350	13%	\$183,554	524
Health & Beauty	\$400	44%	\$2,267,713	5,669
Home Furniture & Décor	\$200	24%	\$1,919,238	9,596
Home & Personal Electronics	\$400	23%	\$5,078,863	12,697
Home Improvement & Gardening	\$225	38%	\$5,781,306	25,695
Books, Computers & Media	\$150	13%	\$1,087,860	7,252
Sporting Goods & Recreation	\$150	29%	\$1,388,799	9,259
Toys & Hobbies	\$175	16%	\$478,760	2,736
Specialty Retail	\$200	23%	\$1,985,783	9,929
Quick Service "Grab & Go" F&B ***	\$500	54%	\$3,891,140	7,782
Full Service "Sit Down" Restaurants	\$350	30%	\$5,074,385	14,498
Drinking Establishments	\$250	30%	\$490,630	1,963
Arts & Entertainment	\$150	15%	\$1,352,868	9,019
Fitness & Leisure	\$150	44%	\$1,264,465	8,430
Auto Parts & Accessories	\$250	33%	\$1,565,154	6,261
Auto/RV/Motorsports Dealerships	\$400	20%	\$11,284,711	28,212
TOTAL RETAIL CATEGORIES ONLY ***(assumes opening of Tim Hortons)	\$353	32%	\$92,794,369	262,752

TABLE 6.3

MISCELLANEOUS INFLOW ESTIMATED RETAIL MARKET SHARE DEMAND 2023 EST.

Retail Spending by Merchandise Category	2023 (estimate)			
	Miscellaneous Inflow Sales Productivity (\$psf)	Miscellaneous Inflow Market Share	Inflow Sales \$	Floorspace Demand (sf)
Grocery, Convenience & Specialty Foods	\$550	10%	\$12,300,788	22,365
Pharmacy & Medical Supplies	\$400	15%	\$933,688	2,334
Alcohol, Tobacco & Cannabis	\$500	10%	\$1,649,767	3,300
Personal Services	\$175	5%	\$236,192	1,350
Fashion & Apparel	\$200	0%	\$0	0
Footwear	\$200	0%	\$0	0
Jewelry & Accessories	\$350	0%	\$0	0
Health & Beauty	\$400	0%	\$0	0
Home Furniture & Décor	\$200	0%	\$0	0
Home & Personal Electronics	\$400	0%	\$0	0
Home Improvement & Gardening	\$225	25%	\$5,778,942	25,684
Books, Computers & Media	\$150	0%	\$0	0
Sporting Goods & Recreation	\$150	0%	\$0	0
Toys & Hobbies	\$175	0%	\$0	0
Specialty Retail	\$200	10%	\$1,273,051	6,365
Quick Service "Grab & Go" F&B ***	\$500	30%	\$3,391,401	6,783
Full Service "Sit Down" Restaurants	\$350	20%	\$5,231,366	14,947
Drinking Establishments	\$250	0%	\$0	0
Arts & Entertainment	\$150	15%	\$1,960,597	13,071
Fitness & Leisure	\$150	5%	\$218,291	1,455
Auto Parts & Accessories	\$250	10%	\$720,156	2,881
Auto/RV/Motorsports Dealerships	\$400	10%	\$8,848,583	22,121
TOTAL RETAIL CATEGORIES ONLY ***(assumes opening of Tim Hortons)	\$347	8%	\$42,542,822	122,655

TABLE 6.4

TOTAL TRADE AREA ESTIMATED RETAIL MARKET SHARE DEMAND 2023 EST.

Retail Spending by Merchandise Category	2023 (estimate)			
	TOTAL Retail Sales Productivity (\$psf)	TOTAL Market Share	Inflow Sales \$	Floorspace Demand (sf)
Grocery, Convenience & Specialty Foods	\$550	52%	\$69,753,275	126,824
Pharmacy & Medical Supplies	\$400	63%	\$4,540,803	11,352
Alcohol, Tobacco & Cannabis	\$500	50%	\$9,034,084	18,068
Personal Services	\$175	44%	\$2,180,983	12,463
Fashion & Apparel	\$200	16%	\$3,593,187	17,966
Footwear	\$200	16%	\$1,112,844	5,564
Jewelry & Accessories	\$350	13%	\$292,180	835
Health & Beauty	\$400	46%	\$3,502,941	8,757
Home Furniture & Décor	\$200	25%	\$3,043,923	15,220
Home & Personal Electronics	\$400	24%	\$8,000,327	20,001
Home Improvement & Gardening	\$225	51%	\$14,845,196	65,979
Books, Computers & Media	\$150	13%	\$1,635,502	10,903
Sporting Goods & Recreation	\$150	30%	\$2,176,160	14,508
Toys & Hobbies	\$175	17%	\$744,096	4,252
Specialty Retail	\$200	31%	\$4,362,341	21,812
Quick Service "Grab & Go" F&B ***	\$500	66%	\$9,741,854	19,484
Full Service "Sit Down" Restaurants	\$350	42%	\$13,299,301	37,998
Drinking Establishments	\$250	31%	\$762,939	3,052
Arts & Entertainment	\$150	27%	\$4,032,288	26,882
Fitness & Leisure	\$150	48%	\$2,217,042	14,780
Auto Parts & Accessories	\$250	41%	\$3,210,829	12,843
Auto/RV/Motorsports Dealerships	\$400	28%	\$27,061,609	67,654
TOTAL RETAIL CATEGORIES ONLY ***(assumes opening of Tim Hortons)	\$352	39%	\$189,143,708	537,196

Accordingly, **Table 6.1** reveals that the County's residents could justify approximately just over 151,789 sf of retail space (including auto dealerships and parts), at an overall market share of 35%.

*Primary Trade Area (Excluding Lac La Biche County)
Supply - Demand*

To isolate the area surrounding the County, **Table 6.2** illustrates the magnitude of retail floorspace demand that is attributable to the remainder of the Primary Trade Area (18,679 residents), but excluding Lac La Biche County.

The purpose for excluding the County was to allow for a more sensitized market share approach (as evidenced by the online respondents).

The resulting analysis in **Table 5.2** reveals supportable floorspace demand of 262,752 sf and an estimated market share of 32% attributable to residents in the Primary Trade Area (excluding Lac La Biche County).

Miscellaneous Inflow Supply - Demand

Table 6.3 applies estimated rates of inflow to various categories that takes into account travelers or visitors to the County from beyond the identified Trade Area. The figures reveal demand attributed to miscellaneous inflow for approximately 122,655 sf of retail at a conservative estimated market share of approximately 8%.

Total Trade Area Supply - Demand

Table 6.4 aggregates the total demand for floorspace attributable to the County's Trade Area segments at approximately 537,196 f at a market share of 39%.

Table 6.5 provides a summary of the estimated residual demand based on the current market shares and sales estimates.

When compared against the current County retail occupied inventory or supply at 448,782 sf, the difference between demand and supply equates to almost 88,414 sf of residual retail demand that could be supported in the County.

Specific categories that fall within those that are in demand based on current market shares include predominantly day to day conveniences.

Because the methodology reflects current low market shares for many of the DSTM type categories there is limited demand for such categories at current sales retention levels.

Therefore, the key to the County's retail opportunity lies in incrementally and slowly increasing the overall market share of sales, realizing that the draw of the Town of Athabasca (albeit a competitor that could be overcome), Edmonton and to a lesser extent Cold Lake and Fort Saskatchewan will still continue to be notable factors in attracting spending in the DSTM type categories.

Lac La Biche County is a trade area that is within a "competitive" drive time from Edmonton and, which will always put some constraints on the future growth of the County's market, particularly at current low population growth rates.

Tables 6.6 and 6.7 provide a forecast of future demand in terms of floorspace and land. The methodology used for forecasting applied growth in spending at current retained market share rates.

TABLE 6.5
ESTIMATED RESIDUAL FLOORSPACE DEMAND (2023)

2023 (estimate)			
Retail Spending by Merchandise Category	Total Floorspace Demand (sf)	Current Town/ Inventory (sf)	Total Residual Demand (sf)
Grocery, Convenience & Specialty Foods	126,824	104,708	22,116
Pharmacy & Medical Supplies	11,352	22,700	-11,348
Alcohol, Tobacco & Cannabis	18,068	25,870	-7,802
Personal Services	12,463	5,900	6,563
Fashion & Apparel	17,966	22,765	-4,799
Footwear	5,564	1,491	4,073
Jewelry & Accessories	835	2,621	-1,786
Health & Beauty	8,757	300	8,457
Home Furniture & Décor	15,220	23,267	-8,047
Home & Personal Electronics	20,001	2,813	17,188
Home Improvement & Gardening	65,979	58,761	7,218
Books, Computers & Media	10,903	300	10,603
Sporting Goods & Recreation	14,508	7,521	6,987
Toys & Hobbies	4,252	670	3,582
Specialty Retail	21,812	23,861	-2,049
Quick Service "Grab & Go" F&B ***	19,484	15,720	3,764
Full Service "Sit Down" Restaurants	37,998	34,370	3,628
Drinking Establishments	3,052	6,200	-3,148
Arts & Entertainment	26,882	22,100	4,782
Fitness & Leisure	14,780	2,500	12,280
Auto Parts & Accessories	12,843	29,343	-16,500
Auto/RV/Motorsports Dealerships	67,654	35,000	32,654
TOTAL RETAIL CATEGORIES ONLY ***(assumes opening of Tim Hortons)	537,196	448,782	88,414

The results reveal that by the year 2028, the County could support 41,517 sf of new space resulting in a cumulative demand (including 2023 residual space) of 129,931 sf. In terms of land requirements, this amount of retail space would conservatively require 11.9 acres, most of which would be in Lac La Biche.

If the retained market shares in this scenario were to increase by 5%, the total demand by the year 2028, without new population growth, but with spending growth and increased retention could result in cumulative new space of approximately 153,400 sf.

By 2033, as shown in **Table 6.7** and **Figure 6.1**, the County could support 174,656 sf of new space resulting in a cumulative demand (including 2023 residual space) of 169,047sf. In terms of land requirements, this amount of retail space would conservatively require 16.0 acres.

If the retained market shares were to increase and be maintained at 5%, the total demand by the year 2033, with only modest new population growth, but with spending growth and increased retention could result in cumulative new space of just over 200,000 sf (205,828 sf).

Part of the overall demand in the County is not premised on providing new retail space since the current vacancies should be addressed as there are some well-positioned assets available for tenancies. However, new demand could be well positioned at the Bold Centre over the next decade.

The reality is that demand may only result in a few specifically targeted new businesses. The goal should also be to ensure that existing businesses can increase their market share and resulting sales and profitability rather than adding new space to further dilute what exists today.

TABLE 6.6

LAC LA BICHE 5-YEAR (2028) FORECAST OF FLOORSPACE & LAND

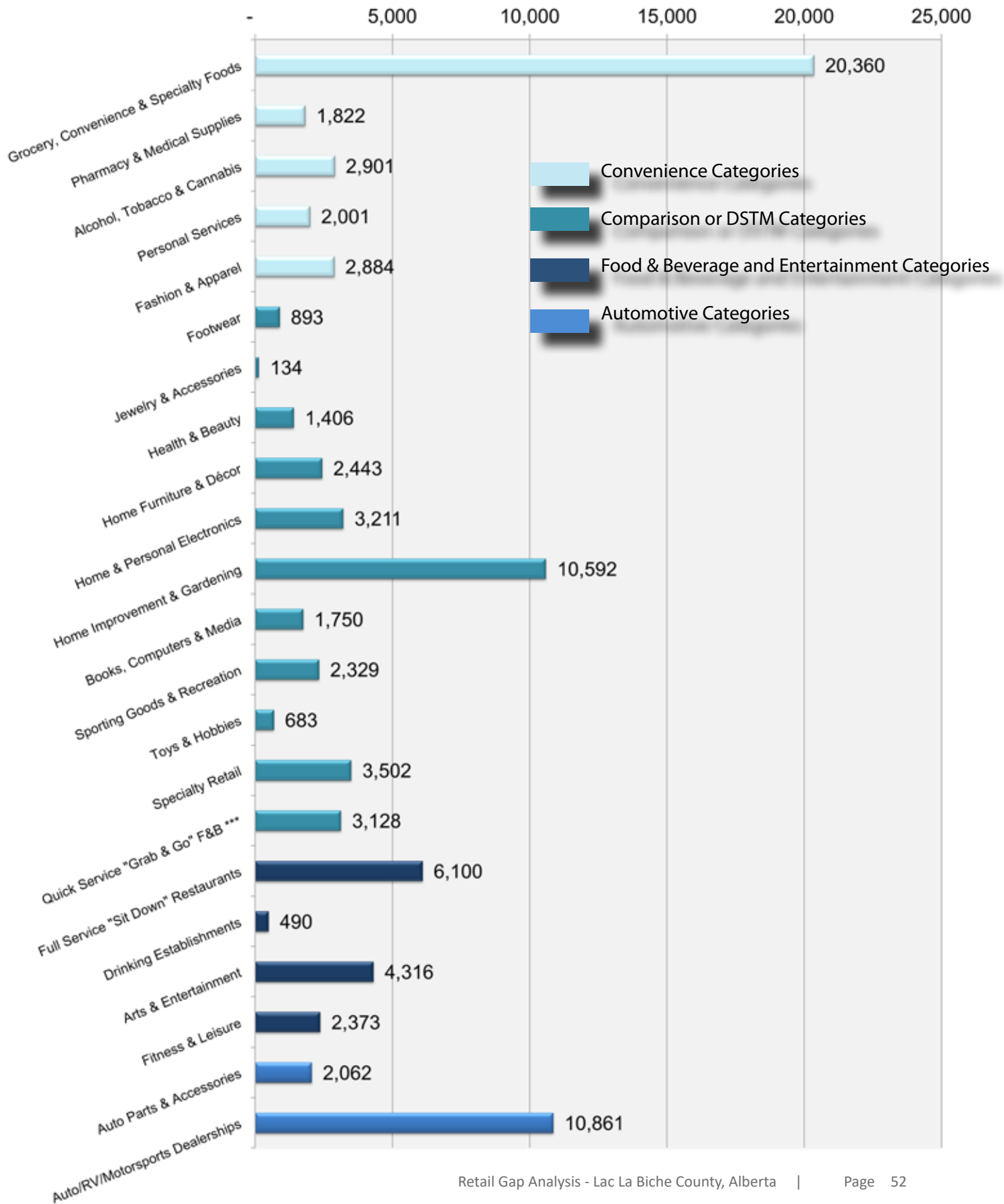
Retail Spending by Merchandise Category	2028 (Year End Est.)			
	5-Year Total Sales (assuming current market shares)	5-Year Total Floorspace Demand (sq. ft.)	5-Year Incremental Floorspace Demand (sq. ft.)	5-Year Cumulative Floorspace Demand (sq. ft.) (including current residual demand)
Grocery, Convenience & Specialty Foods	\$75,144,087	136,626	9,801	31,918
Pharmacy & Medical Supplies	\$4,891,735	12,229	877	-10,471
Alcohol, Tobacco & Cannabis	\$9,732,275	19,465	1,396	-6,405
Personal Services	\$2,349,538	13,426	963	7,526
Fashion & Apparel	\$3,870,883	19,354	1,388	-3,411
Footwear	\$1,198,849	5,994	430	4,503
Jewelry & Accessories	\$314,761	899	65	-1,722
Health & Beauty	\$3,773,662	9,434	677	9,134
Home Furniture & Décor	\$3,279,170	16,396	1,176	-6,871
Home & Personal Electronics	\$8,618,625	21,547	1,546	18,734
Home Improvement & Gardening	\$15,992,492	71,078	5,099	12,317
Books, Computers & Media	\$1,761,901	11,746	843	11,446
Sporting Goods & Recreation	\$2,344,343	15,629	1,121	8,108
Toys & Hobbies	\$801,603	4,581	329	3,910
Specialty Retail	\$4,699,481	23,497	1,686	-364
Quick Service "Grab & Go" F&B	\$10,494,744	20,989	1,506	5,269
Full Service "Sit Down" Restaurants	\$14,327,124	40,935	2,937	6,565
Drinking Establishments	\$821,902	3,288	236	-2,912
Arts & Entertainment	\$4,343,920	28,959	2,078	6,859
Fitness & Leisure	\$2,388,383	15,923	1,142	13,423
Auto Parts & Accessories	\$3,458,975	13,836	993	-15,507
Auto/RV/Motorsports Dealerships	\$29,153,039	72,883	5,229	37,883
TOTAL RETAIL CATEGORIES ONLY	\$203,761,491	578,713	41,517	129,931
	Land Requirements (acres) (assuming a site coverage of 25%)		3.8	11.9

TABLE 6.7

LAC LA BICHE 10-YEAR (2033) FORECAST OF FLOORSPACE & LAND

Retail Spending by Merchandise Category	2033 (Year End Est.)			
	10-Year Total Sales (assuming current market shares)	10-Year Total Floorspace Demand (sq. ft.)	10-Year Incremental Floorspace Demand (sq. ft.)	10-Year Cumulative Floorspace Demand (sq. ft.) (including current residual demand)
Grocery, Convenience & Specialty Foods	\$80,951,523	147,185	20,360	42,477
Pharmacy & Medical Supplies	\$5,269,788	13,174	1,822	-9,526
Alcohol, Tobacco & Cannabis	\$10,484,424	20,969	2,901	-4,901
Personal Services	\$2,531,120	14,464	2,001	8,564
Fashion & Apparel	\$4,170,040	20,850	2,884	-1,915
Footwear	\$1,291,501	6,458	893	4,967
Jewelry & Accessories	\$339,087	969	134	-1,652
Health & Beauty	\$4,065,306	10,163	1,406	9,863
Home Furniture & Décor	\$3,532,597	17,663	2,443	-5,604
Home & Personal Electronics	\$9,284,707	23,212	3,211	20,399
Home Improvement & Gardening	\$17,228,456	76,571	10,592	17,810
Books, Computers & Media	\$1,898,067	12,654	1,750	12,354
Sporting Goods & Recreation	\$2,525,523	16,837	2,329	9,316
Toys & Hobbies	\$863,554	4,935	683	4,264
Specialty Retail	\$5,062,675	25,313	3,502	1,452
Quick Service "Grab & Go" F&B	\$11,305,820	22,612	3,128	6,892
Full Service "Sit Down" Restaurants	\$15,434,381	44,098	6,100	9,728
Drinking Establishments	\$885,421	3,542	490	-2,658
Arts & Entertainment	\$4,679,635	31,198	4,316	9,098
Fitness & Leisure	\$2,572,967	17,153	2,373	14,653
Auto Parts & Accessories	\$3,726,298	14,905	2,062	-14,438
Auto/RV/Motorsports Dealerships	\$31,406,102	78,515	10,861	43,515
TOTAL RETAIL CATEGORIES ONLY	\$219,508,994	623,438	86,242	174,656
	Land Requirements (acres) (assuming a site coverage of 25%)		7.9	16.0

FIGURE 6.1
 LAC LA BICHE COUNTY 2033 NET POTENTIAL NEW DEMAND BY CATEGORY



Retail growth need not always be about adding new retail, but creating an environment for stronger retention and performance of existing businesses.

The retail demand forecasts suggest that there is not overwhelming demand for future retail, but there are tenants capable of improving the sales retention and attraction in the County. Most notably, these include brands like Giant Tiger, Canadian Tire and potentially WalMart (refer to Vegreville as a comparable community profile).

Lac La Biche would be in a position to support these slightly larger tenants, though there would likely be an impact on specific downtown retailers. This is cautionary note that speaks to ensuring that if such tenants are pursued, that they should be located as close as possible to the downtown rather than in a greenfield site at the southern periphery.

Lac La Biche would be well-served by promoting compact and clustered commercial growth. Future land needs at approximately 15 acres is much less than the amount of land currently zoned in the community, which should be reviewed to avoid unnecessary and incompatible growth. Specifically nodes like the Bold Centre are proving to be more viable (at present) than commercial retail at the Hotel cluster node at Hwy 55/881, given the more frequent day-to-day resident user segments. Over the next 10 years, the lands at or near the hotel cluster may become more viable for retail operations, particularly quick service food & beverage with drive thru.

6.3 DEVELOPING SUCCESSFUL RETAIL

According to ICSC's "Developing Successful Retail in Secondary and Rural Markets", targeted retail recruitment should reach out to those retailers or developers who may not have discovered a respective community yet.

The process for attracting businesses must be tempered by reality and cognizant of:

- Paying attention to the geographic base of operations for retailers. Do not expect retailers to deviate significantly from their base of operations to serve a small community;
- Accepting that most retailers have established minimum trade area populations or income thresholds for success based on years of operating experience;
- Understanding that the limited consumer spending in small communities simply cannot support some retailers offering specialized merchandise assortments;
- Being realistic about how the business opportunity in a respective community ranks against other opportunities in front of the retailer; and
- Understanding the co-tenancy requirements that retailers have established as predictors of success.

Overall, commercial real estate continues to shift to meet the rapidly changing tastes and needs of target markets. Consumers now value uniqueness, and they are quick to switch their brand allegiance. Emerging trends require new developments to be adaptable and flexible, and relevant and retain their consumer base.

One of the most critical aspects to being proactive and understanding whom to target starts with creating a business case based on some statistical foundation. A statistical business case is typically required to explain the merits of a community. It is important to first establish an understanding of the communities before promoting any specific site option.

Accordingly, the County was profiled to illustrate and document the following statistical facts:

- Geographic delineation of the retail trade area that reflects a realistic drive time or market penetration;
- Demographic and economic profiles of the trade area population;
- Growth projections for the trade area population;
- Annual retail spending;
- Sales performance of key retail categories;
- Current estimated retained market share of trade area spending; and
- Current supportable retail space.

Retail Development Fundamentals

Retail development, whether in smaller communities such as those found throughout the northern/northeastern Alberta region, or like those on the fringe of a larger urban or metropolitan market like Edmonton, are driven by critical business fundamentals that must be acknowledged and considered when identifying retail opportunities.

By way of a checklist, these include:

- Population characteristics of the consumer base;
- The reality that retail follows consumers;
- Consistent and high shopper traffic is a prerequisite for most retailers;
- The consumer base must demonstrate sufficient buying power to be of interest to retailers;

- Chain retailers have a limited number of prototypical store formats that they are willing to operate. Deviating from these established formats is done only as a last resort in circumstances where demand for a location by a retailer or developer is high;
- Most retailers require sites with convenient access, high visibility, and ample parking;
- Most retailers expand in well-defined geographic areas that coincide with their distribution networks and their familiarity with consumer preferences;
- Most retailers have established criteria for site selection. For example, Shoppers Drug Mart typically requires a population of 10,000 people in order to build a 15,000 sf store. This however typically applies to a local segment for whom regular and frequent patronage is expected, particularly for day-to-day types of convenience goods and services. In a general sense for a more remote or secondary market, this benchmark would apply to a 15-30 minute drive time and would be dependent upon the level of competition in a respective market.
- Clustering of compatible retailers has become the norm;
- Retailers cannot generally survive rent-to-sales ratios in excess of 15%. Retailers have a threshold level of sales they know they must achieve to be profitable; and
- Retailers attempt to maximize profitability by operating the fewest number of stores possible in any market to avoid sales transference.

6.4

TARGET RETAIL PROSPECTS

With an understanding of the trade area in terms of spending and demographics along with an understanding of the retail market dynamics, specific potential targeted tenants, many of whom would operate a Franchise model have been identified in **Table 6.8**.

The telephone survey respondents as well as Key Planning's extensive network of retailers, sheds some light as to the future compatible businesses for the County.

To be successful in attracting these store types or brands it is incumbent upon the County to strive to increase its market share of trade area retail spending.

The identified target prospects have been allocated into time horizons of 5 year increments realizing that if successful in the next 5 years of garnering more market share, additional tenants will take notice and give consideration to locating in the County.

While there is no guarantee, the current retail market is void of a few immediate opportunities for whom spaces do exist, but the marketing message needs to be clear and real in terms of the market opportunity.

6.5

SUMMARY

Given current vacancies in the community, combined with some small strategic land assets at the Bold Centre as well as fronting Hwy 55 near the entry to the Downtown and near the current hotel cluster, the amount of forecast space could be accommodated in a manner that would likely be minimally impactful to the community, but could fill some complementary niches, while possibly utilizing current available spaces such as the former RONA location.

The overall message is that retail demand is not predicated on simply adding new space, but specifically targeting new businesses that have the capacity to succeed while not creating a negative impact on existing local businesses. In retail however, sometimes competition is necessary to ensure that spending is retained in the community and in many cases a new competitor can actually increase the overall spending.

Without population increase, but a marginal increase in overall market share of trade area spending, the County could add to its retail inventory by as much as 250,000 sf in specifically targeted categories/business types by 2028. If the majority of this was in the form of a Canadian Tire and Walmart, they alone would absorb half of that demand.

In a secondary market like Lac La Biche County, the key to attracting businesses lies not only in presenting a good market and business case, but will likely fall under two (2) approaches; securing franchise partners and succession planning.

TABLE 6.8
LAC LA BICHE TARGET RETAIL TENANTS

Retailer	Merchandise Category Segment	Time Horizon Near Term 2024 to 2030	Time Horizon Long Term 2030 to 2035 (or beyond)
Lammle's Western Wear	Clothing & Accessories		✓
Marks	Clothing & Accessories	✓	
Denny's	F&B Restaurant - Full Service		✓
Humpty's	F&B Restaurant - Full Service	✓	
Joey's Only	F&B Restaurant - Full Service		✓
Montana's BBQ & Bar	F&B Restaurant - Full Service		✓
Original Joe's	F&B Restaurant - Full Service	✓	
Smitty's	F&B Restaurant - Full Service		✓
Swiss Chalet	F&B Restaurant - Full Service		✓
Arby's	F&B Restaurant - Quick Service		✓
Burger King	F&B Restaurant - Quick Service	✓	
Chopped Leaf	F&B Restaurant - Quick Service		✓
Cora's	F&B Restaurant - Quick Service		✓
DQ Grill & Chill	F&B Restaurant - Quick Service	✓	
Freshii	F&B Restaurant - Quick Service		✓
Good Earth Coffee	F&B Restaurant - Quick Service		✓
Harvey's	F&B Restaurant - Quick Service		✓
Little Caesar's Pizza	F&B Restaurant - Quick Service	✓	
Mary Brown's Chicken	F&B Restaurant - Quick Service	✓	
McDonalds	F&B Restaurant - Quick Service	✓	
Mucho Burrito	F&B Restaurant - Quick Service	✓	
Opa	F&B Restaurant - Quick Service	✓	
Pizza Hut	F&B Restaurant - Quick Service	✓	
Quizno's	F&B Restaurant - Quick Service	✓	
Second Cup	F&B Restaurant - Quick Service	✓	
Starbucks	F&B Restaurant - Quick Service		✓
Wendy's	F&B Restaurant - Quick Service		✓
Wendy's	F&B Restaurant - Quick Service		✓
Fit 4 Less	Fitness & Leisure		✓
Canadian Tire	General Merchandise	✓	
Dollarama	General Merchandise	✓	
DollarTree	General Merchandise	✓	
Giant Tiger	General Merchandise	✓	
Shopper's Drug Mart	General Merchandise		✓
Value Village	General Merchandise		✓
WalMart	General Merchandise		✓
7/11 Convenience	Grocery & Conveniences	✓	
Bulk Barn	Grocery & Conveniences	✓	
Cobs Bread	Grocery & Conveniences	✓	
FreshCo	Grocery & Conveniences		✓
M&M Meat Shops	Grocery & Conveniences	✓	
Sally's Beauty Supplies	Health & Beauty	✓	
Q Nails	Personal Service	✓	
Great Clips	Personal Service	✓	
Global Pet Foods	Specialty Retail	✓	
Pet Planet	Specialty Retail	✓	
Mastermind Toys	Toys, Games & Hobbies		✓

For many businesses with recognized brands, the likelihood of attracting a corporate run store is limited, but the franchise model is a distinct possibility.

The optimal approach for this target is to look at a market like Edmonton, Sherwood Park, Fort Saskatchewan or even Lloydminster to see if existing franchise holders would be interested in additional locations as part of an overall locational network strategy, particularly along Hwy 15 in Lac La Biche.

This approach is preferred by franchisers as there is a built in relationship with the franchisees who understand the business model.

The second approach for succession planning is often overlooked in smaller or secondary markets, where a successful local business may be family run and is of value to the community, but its future is up-in-the-air because no one is able to take over.

An organization such as Succession Matching (www.successionmatching.com) provides a road map for businesses to ensure they can continue in their respective communities. Succession planning looks to understand the Consumer Segment, Value Proposition, Revenue Streams, Distribution Channels and Key Partnerships.

Lac La Biche County may not exhibit significant demand forecasts, but with strategic messaging, collaborations and awareness can retain and attract business opportunities that could utilize existing vacancies or new land for the betterment of the community.

APPENDICES

Retail Business Name	Civic Address	Street Name	Community/Local Area	General Retail Category	Est. Area (SF)	NAICS Sector #	NAICS Sector Name
A&W	9951	101 Ave	Lac La Biche Downtown	Quick Service F&B	1,600	72	Accommodation & Food Services
A1 Fitness Wellness (Second Floor)	10128	101 Ave	Lac La Biche Downtown	Fitness & Leisure	500	71	Arts, Entertainment & Recreation
Ace Hardware	10113	101 Ave	Lac La Biche Downtown	Home Improvement & Gardening	4,400	44-45	Retail Trade
ATB Financial	10039	101 St	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	4,300	52	Finance & Insurance
Bargain Shop TBS!			Lac La Biche Downtown	Alcohol & Tobacco	0		
Bargain Shop TBS!			Lac La Biche Downtown	Pharmacy	0		
Bargain Shop TBS!			Lac La Biche Downtown	Personal Services	0		
Bargain Shop TBS!			Lac La Biche Downtown	Clothing & Apparel	3,305		
Bargain Shop TBS!			Lac La Biche Downtown	Footwear	751		
Bargain Shop TBS!			Lac La Biche Downtown	Jewelry & Accessories	751		
Bargain Shop TBS!			Lac La Biche Downtown	Health & Beauty	300		
Bargain Shop TBS!			Lac La Biche Downtown	Home & Personal Electronics	300		
Bargain Shop TBS!			Lac La Biche Downtown	Home Furnishings & Appliances	1,502		
Bargain Shop TBS!			Lac La Biche Downtown	Home Improvement & Gardening	751		
Bargain Shop TBS!			Lac La Biche Downtown	Books & Media	300		
Bargain Shop TBS!			Lac La Biche Downtown	Sporting Goods	751		
Bargain Shop TBS!			Lac La Biche Downtown	Toys & Hobbies	300		
Bargain Shop TBS!			Lac La Biche Downtown	Specialty Retail	751		
Bargain Shop TBS!			Lac La Biche Downtown	Quick Service F&B	0		
Bargain Shop TBS!			Lac La Biche Downtown	Full Service Restaurants	0		
Bargain Shop TBS!			Lac La Biche Downtown	Arts & Entertainment	0		
Bargain Shop TBS!			Lac La Biche Downtown	Fitness & Leisure	0		
Bargain Shop TBS!			Lac La Biche Downtown	Auto Parts & Accessories	0		
Bargain Shop TBS!	10032	101 St	Lac La Biche Downtown	Grocery & Conveniences	5,258	44-45	Retail Trade
Benson Randolph Barrister (was VACANT)	10233	101 Ave	Lac La Biche Downtown	Professional Services	2,300	54	Professional, Scientific and Technical Services
BG Professional Consultant (Gail Broadbent CPA)	10263	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	500	52	Finance & Insurance
Big Buffalo Law & Legal Services	10124	101 Ave	Lac La Biche Downtown	Professional Services	1,500	54	Professional, Scientific and Technical Services
Birch Hill Interiors (was R+R Creative Interiors)	10103	101 Ave	Lac La Biche Downtown	Home Furnishings & Appliances	5,200	44-45	Retail Trade
Boom 103.5 (office building)	10107	102 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	2,500	51	Information & Cultural Industries
Broadbent Accounting & Investors Group	10263	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	1,800	52	Finance & Insurance
Broker Link Insurance	10117	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	3,500	52	Finance & Insurance
Café on Main	10105	101 Ave	Lac La Biche Downtown	Quick Service F&B	1,500	44-45	Retail Trade
Canada Post	10204	101 St	Lac La Biche Downtown	NON-RETAIL Streetfront	4,000	81	Other Services (except for Public Administration)
Carniverous Delights Butchery	10117	102 Ave	Lac La Biche Downtown	Grocery & Conveniences	1,250	44-45	Retail Trade
Cascade Flowers & Art (FOR SALE)	10114	101 Ave	Lac La Biche Downtown	Specialty Retail	3,240	44-45	Retail Trade
Century 21 Realty (office building)	10107	102 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	2,000	53	Real Estate and Rental & Leasing
Chef Tao's Restaurant (was Wildcat Bar & Grill)	10134	101 Ave	Lac La Biche Downtown	Drinking Establishments	2,150	72	Accommodation & Food Services
Chipawean Prairie Group	10004	101 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	1,500	81	Other Services (except for Public Administration)
CIBC	10126	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	1,900	52	Finance & Insurance
Community Futures Centre	10106	102 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	4,000	81	Other Services (except for Public Administration)
Community Learning	10140	102 St	Lac La Biche Downtown	NON-RETAIL Streetfront	1,000	61	Educational Services
Cooperators	10116	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	800	52	Finance & Insurance
Costa Café & Steakhouse	10120	101 Ave	Lac La Biche Downtown	Full Service Restaurants	2,100	72	Accommodation & Food Services

Retail Business Name	Civic Address	Street Name	Community/Local Area	General Retail Category	Est. Area (SF)	NAICS Sector #	NAICS Sector Name
Crescent IDA Pharmacy	10029	101 Ave	Lac La Biche Downtown	Pharmacy	5,400	44-45	Retail Trade
Eddie's Mart Convenience	10251	101 Ave	Lac La Biche Downtown	Grocery & Conveniences	3,500	44-45	Retail Trade
Equilibrium Cannabis	10130	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	500	44-45	Retail Trade
Fields			Lac La Biche Downtown	Alcohol & Tobacco	0		
Fields			Lac La Biche Downtown	Pharmacy	0		
Fields			Lac La Biche Downtown	Personal Services	0		
Fields			Lac La Biche Downtown	Clothing & Apparel	2,960		
Fields			Lac La Biche Downtown	Footwear	740		
Fields			Lac La Biche Downtown	Jewelry & Accessories	370		
Fields			Lac La Biche Downtown	Health & Beauty	0		
Fields			Lac La Biche Downtown	Home & Personal Electronics	370		
Fields			Lac La Biche Downtown	Home Furnishings & Appliances	1,110		
Fields			Lac La Biche Downtown	Home Improvement & Gardening	370		
Fields			Lac La Biche Downtown	Books & Media	0		
Fields			Lac La Biche Downtown	Sporting Goods	370		
Fields			Lac La Biche Downtown	Toys & Hobbies	370		
Fields			Lac La Biche Downtown	Specialty Retail	370		
Fields			Lac La Biche Downtown	Quick Service F&B	0		
Fields			Lac La Biche Downtown	Full Service Restaurants	0		
Fields			Lac La Biche Downtown	Arts & Entertainment	0		
Fields			Lac La Biche Downtown	Fitness & Leisure	0		
Fields			Lac La Biche Downtown	Auto Parts & Accessories	0		
Fields	10241	101 Ave	Lac La Biche Downtown	Grocery & Conveniences	370	44-45	Retail Trade
Fountain Tire	10246	101b Ave	Lac La Biche Downtown	Auto Service	4,270	44-45	Retail Trade
Four Seasons Clothing	10112	101 Ave	Lac La Biche Downtown	Clothing & Apparel	2,300	44-45	Retail Trade
Gateway Dental Clinic	10213	100 St	Lac La Biche Downtown	NON-RETAIL Streetfront	5,000	62	Health Care & Social Assistance
Generations Eye Care	10121	101 Ave	Lac La Biche Downtown	Health Care & Medical Services	2,000	62	Health Care & Social Assistance
Great Canadian Liquor Company	10108	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	7,900	44-45	Retail Trade
Green Eden Cannabis	10213	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	1,000	44-46	Retail Trade
Guardian Pharmacy	10017	101 Ave	Lac La Biche Downtown	Pharmacy	5,500	44-45	Retail Trade
H&R Block (office building)	10107	102 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	2,000	52	Finance & Insurance
High Point Clothing	10247	101 Ave	Lac La Biche Downtown	Clothing & Apparel	3,800	44-45	Retail Trade
IGA	10114	101 St	Lac La Biche Downtown	Grocery & Conveniences	21,000	44-45	Retail Trade
Iron Gym	10119	101 St	Lac La Biche Downtown	Fitness & Leisure	2,000	71	Arts, Entertainment & Recreation
Javal Jewelry	10114	101 Ave	Lac La Biche Downtown	Jewelry & Accessories	1,500	44-45	Retail Trade
Jazzy's Salon	10119	101 Ave	Lac La Biche Downtown	Personal Services	750	81	Other Services (except for Public Administration)
JW Kozina Law	10130	101 Ave	Lac La Biche Downtown	Professional Services	580	54	Professional, Scientific and Technical Services
Kut n Kurl	10114	101 Ave	Lac La Biche Downtown	Personal Services	1,500	81	Other Services (except for Public Administration)
La Bones Sports Pub (FOR SALE)	10015	101 Ave	Lac La Biche Downtown	Drinking Establishments	1,650	72	Accommodation & Food Services
Lac La Biche Associated Medical Clinic	10017	101 Ave	Lac La Biche Downtown	Health Care & Medical Services	4,000	62	Health Care & Social Assistance
Lac La Biche Glass & Mirror	10236	101b Ave	Lac La Biche Downtown	Auto Service	4,500	44-45	Retail Trade
Lac La Biche Pharmacy	10105	101 Ave	Lac La Biche Downtown	Pharmacy	3,100	44-45	Retail Trade
Lac La Biche Registry	10116	101 Ave	Lac La Biche Downtown	Personal Services	400	81	Other Services (except for Public Administration)

Retail Business Name	Civic Address	Street Name	Community/Local Area	General Retail Category	Est. Area (SF)	NAICS Sector #	NAICS Sector Name
Lac La Biche Wine Spirits & Liquor	10004	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	2,000	44-45	Retail Trade
Lakeland Denture Clinic	10101	101 Ave	Lac La Biche Downtown	Professional Services	1,150	62	Health Care & Social Assistance
Lakeland Employment Services	10263	101 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	1,000	81	Other Services (except for Public Administration)
Lakeland Physiotherapy (office building)	10107	102 Ave	Lac La Biche Downtown	Health Care & Medical Services	2,500	62	Health Care & Social Assistance
Lasting Impression (was Budget Floors)	10263	101 Ave	Lac La Biche Downtown	Home Improvement & Gardening	1,780	44-45	Retail Trade
Lee's Burger Baron	10215	101 Ave	Lac La Biche Downtown	Full Service Restaurants	2,370	72	Accommodation & Food Services
LLB Cold Beer Wine & Spirits	10002	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	2,470	44-45	Retail Trade
LLB Massage Therapy (office building)	10107	102 Ave	Lac La Biche Downtown	Health Care & Medical Services	2,000	62	Health Care & Social Assistance
Lori A Gerard Professional Corp	10116	101 Ave	Lac La Biche Downtown	Professional Services	400	54	Professional, Scientific and Technical Services
Main Street Salon & Spa	10263	101 Ave	Lac La Biche Downtown	Personal Services	500	81	Other Services (except for Public Administration)
Modern Wears	10109	101 Ave	Lac La Biche Downtown	Clothing & Apparel	3,400	44-45	Retail Trade
Mo's Barber Shop	10140	101 Ave	Lac La Biche Downtown	Personal Services	500	81	Other Services (except for Public Administration)
Mo's Billiards	10117	102 Ave	Lac La Biche Downtown	Arts & Entertainment	5,000	71	Arts, Entertainment & Recreation
Munchies Candy Store	10119	101 St	Lac La Biche Downtown	Specialty Retail	750	44-45	Retail Trade
Mystic Thrift	10138	101 Ave	Lac La Biche Downtown	Specialty Retail	4,600	44-45	Retail Trade
NAPA Auto Supplies	10255	101 Ave	Lac La Biche Downtown	Auto Parts & Accessories	3,400	44-45	Retail Trade
Northern Lights Public Schools	10220	101 Ave	Lac La Biche Downtown	Professional Services	1,200	91	Public Administration
Oasis Tirecraft	10250	101 Ave	Lac La Biche Downtown	Auto Service	5,500	44-45	Retail Trade
Oh My Vape Lounge	10208	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	1,900	44-45	Retail Trade
Omar's Barber Shop	10124	101 Ave	Lac La Biche Downtown	Personal Services	1,000	81	Other Services (except for Public Administration)
Queen Bean (was Eats& Sweets Café) (FOR SALE)	10027	101 Ave	Lac La Biche Downtown	Quick Service F&B	2,300	72	Accommodation & Food Services
Region 1 Aboriginal Business Association (ROABA)	10135	101 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	1,000	81	Other Services (except for Public Administration)
Remax	10124	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	950	53	Real Estate and Rental & Leasing
Reminiscence Flowers & Giftware	10233	101 Ave	Lac La Biche Downtown	Specialty Retail	2,300	44-45	Retail Trade
Royal Lepage (Building FOR SALE)	10140	102 St	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	2,000	53	Real Estate and Rental & Leasing
Rupertsland Institute Metis Training	10123	101 Ave	Lac La Biche Downtown	Professional Services	1,530	54	Professional, Scientific and Technical Services
Scotiabank	10202	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	3,060	52	Finance & Insurance
Screenshot Computers	10208	101 Ave	Lac La Biche Downtown	Home & Personal Electronics	1,600	44-45	Retail Trade
Servus Credit Union	10209	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	4,700	52	Finance & Insurance
Shine Laser & Skin Care Clinic (was Money Mart)	10031	101 Ave	Lac La Biche Downtown	Health Care & Medical Services	2,400	62	Health Care & Social Assistance
Smiley's Furniture	10040	101 Ave	Lac La Biche Downtown	Home Furnishings & Appliances	12,200	44-45	Retail Trade
Source For Sports	10005	101 Ave	Lac La Biche Downtown	Sporting Goods	6,400	44-45	Retail Trade
Source For Sports (secondary building)	10005	101 Ave	Lac La Biche Downtown	Auto/RV/Motorsports Dealership	20,000	44-45	Retail Trade
Straus Law	10123	101 Ave	Lac La Biche Downtown	Professional Services	1,530	54	Professional, Scientific and Technical Services
Subway	10101	101 Ave	Lac La Biche Downtown	Quick Service F&B	1,070	72	Accommodation & Food Services
Superior Safety	10208	101 Ave	Lac La Biche Downtown	Specialty Retail	900	44-45	Retail Trade
Taco Bell/KFC	10003	101 Ave	Lac La Biche Downtown	Quick Service F&B	2,500	44-45	Retail Trade
Tara's Pizza	10219	101 Ave	Lac La Biche Downtown	Quick Service F&B	2,850	72	Accommodation & Food Services
The Liquor Stop Cold Beer & Wine	10225	101 Ave	Lac La Biche Downtown	Alcohol & Tobacco	4,800	44-45	Retail Trade
The Pet and Farm Shop	10117	102 Ave	Lac La Biche Downtown	Specialty Retail	4,000	44-45	Retail Trade
The Print Shop	10251	101 Ave	Lac La Biche Downtown	NON-RETAIL Streetfront	3,500	81	Other Services (except for Public Administration)
The Stitchen' Man	10229	101 Ave	Lac La Biche Downtown	Clothing & Apparel	3,000	44-45	Retail Trade
Truckers Tavern (was Ricky's All Day Grill at Hotel)	10399	101 Ave	Lac La Biche Downtown	Full Service Restaurants	6,800	72	Accommodation & Food Services

Retail Business Name	Civic Address	Street Name	Community/Local Area	General Retail Category	Est. Area (SF)	NAICS Sector #	NAICS Sector Name
VACANT (former RONA)	9804	99 Ave	Lac La Biche Downtown	VACANT	17,334	VACANT	VACANT
VACANT (was Cold Beer & Wine at Hotel)	10399	101 Ave	Lac La Biche Downtown	VACANT	1,300	VACANT	VACANT
VACANT (was Flashing Cow Café)	10263	101 Ave	Lac La Biche Downtown	VACANT	800	VACANT	VACANT
VACANT (was Ginger House)	10201	101 St	Lac La Biche Downtown	VACANT	5,000	VACANT	VACANT
VACANT (was Lac La Biche Stationers)	10205	101 Ave	Lac La Biche Downtown	VACANT	2,270	VACANT	VACANT
VACANT (was Top to Bottom Home Inspections)	10105	101 Ave	Lac La Biche Downtown	VACANT	1,500	VACANT	VACANT
VACANT (was Twintel Telus)	10203	101 Ave	Lac La Biche Downtown	VACANT	2,270	VACANT	VACANT
VACANT (was Universal Video)	10119	101 Ave	Lac La Biche Downtown	VACANT	1,750	VACANT	VACANT
VACANT ground floor	10117	102 Ave	Lac La Biche Downtown	VACANT	1,000	VACANT	VACANT
VACANT ground floor	10117	102 Ave	Lac La Biche Downtown	VACANT	1,000	VACANT	VACANT
VACANT ground floor (office building)	10107	102 Ave	Lac La Biche Downtown	VACANT	1,200	VACANT	VACANT
Value Drug Mart	10133	101 Ave	Lac La Biche Downtown	Pharmacy	8,700	44-45	Retail Trade
Warehouse One	10115	101 Ave	Lac La Biche Downtown	Clothing & Apparel	3,500	44-45	Retail Trade
Western Financial	10123	101 Ave	Lac La Biche Downtown	Finance/Insurance/Real Estate Services	1,530	52	Finance & Insurance
Will's Barber Shop	10119	101 St	Lac La Biche Downtown	Personal Services	500	81	Other Services (except for Public Administration)
Your Dollar Store & More	10102	101 St	Lac La Biche Downtown	Specialty Retail	5,950	44-45	Retail Trade
Beaverhill Liquor	9024	Beaverhill Rd	Lac La Biche East	Alcohol & Tobacco	2,000	44-45	Retail Trade
Booster Juice (At Bold Centre)	8702	91 Ave	Lac La Biche East	Quick Service F&B	300	72	Accommodation & Food Services
Fat Unicorn Brewery	9024	Beaverhill Rd	Lac La Biche East	Full Service Restaurants	2,500	72	Accommodation & Food Services
Fiddler's Convenience	9031	101 Ave	Lac La Biche East	Grocery & Conveniences	2,500	44-45	Retail Trade
Fiddler's Laundromat	9031	101 Ave	Lac La Biche East	Personal Services	750	81	Other Services (except for Public Administration)
Home Hardware	9112	Beaverhill Rd	Lac La Biche East	Grocery & Conveniences	0	44-45	Retail Trade
Home Hardware			Lac La Biche East	Alcohol & Tobacco	0		
Home Hardware			Lac La Biche East	Pharmacy	0		
Home Hardware			Lac La Biche East	Personal Services	0		
Home Hardware			Lac La Biche East	Clothing & Apparel	0		
Home Hardware			Lac La Biche East	Footwear	0		
Home Hardware			Lac La Biche East	Jewelry & Accessories	0		
Home Hardware			Lac La Biche East	Health & Beauty	0		
Home Hardware			Lac La Biche East	Home & Personal Electronics	543		
Home Hardware			Lac La Biche East	Home Furnishings & Appliances	3,255		
Home Hardware			Lac La Biche East	Home Improvement & Gardening	17,360		
Home Hardware			Lac La Biche East	Books & Media	0		
Home Hardware			Lac La Biche East	Sporting Goods	0		
Home Hardware			Lac La Biche East	Toys & Hobbies	0		
Home Hardware			Lac La Biche East	Specialty Retail	0		
Home Hardware			Lac La Biche East	Quick Service F&B	0		
Home Hardware			Lac La Biche East	Full Service Restaurants	0		
Home Hardware			Lac La Biche East	Arts & Entertainment	0		
Home Hardware			Lac La Biche East	Fitness & Leisure	0		
Home Hardware			Lac La Biche East	Auto Parts & Accessories	543		
Lakeland Shell Convenience	9024	Beaverhill Rd	Lac La Biche East	Grocery & Conveniences	1,000	44-45	Retail Trade
Lakeland Vitality Centre (Medical & Wellness)	9706	Beaverhill Rd	Lac La Biche East	Health Care & Medical Services	4,000	62	Health Care & Social Assistance

Retail Business Name	Civic Address	Street Name	Community/Local Area	General Retail Category	Est. Area (SF)	NAICS Sector #	NAICS Sector Name
Lucky Strike Bowling	9019	101 Ave	Lac La Biche East	Arts & Entertainment	17,100	71	Arts, Entertainment & Recreation
Lucky's Chinese Restaurant	10	Nipewon Rd	Lac La Biche East	Full Service Restaurants	2,500	72	Accommodation & Food Services
Mr. Sub (At Bold Centre)	8702	91 Ave	Lac La Biche East	Quick Service F&B	300	72	Accommodation & Food Services
Rustic Bean (At Bold Centre)	8702	91 Ave	Lac La Biche East	Quick Service F&B	300	72	Accommodation & Food Services
Tara'z Pizza (At Bold Centre)	8702	91 Ave	Lac La Biche East	Quick Service F&B	300	72	Accommodation & Food Services
Tim Hortons	9024	Beaverhill Rd	Lac La Biche East	Quick Service F&B	2,700	72	Accommodation & Food Services
Esso Convenience	10302	101 Ave	Lac La Biche Midtown	Grocery & Conveniences	2,380	44-45	Retail Trade
Independent Grocer	10527	101 Ave	Lac La Biche Midtown	Grocery & Conveniences	39,000	44-45	Retail Trade
Jiggers Pub (at Almac Motor Hotel)	10425	101 Ave	Lac La Biche Midtown	Drinking Establishments	2,400	72	Accommodation & Food Services
Mac's Grill (at Almac Motor Hotel)	10425	101 Ave	Lac La Biche Midtown	Full Service Restaurants	3,000	72	Accommodation & Food Services
OK Tire	10307	101 Ave	Lac La Biche Midtown	Auto Service	5,500	44-45	Retail Trade
Oslo's Eatery & Lounge (was Tom's Pizza & Steakhouse)	10303	101 Ave	Lac La Biche Midtown	Full Service Restaurants	6,000	72	Accommodation & Food Services
Petro Canada Convenience	14072	Stanley Dr	Lac La Biche Midtown	Grocery & Conveniences	1,500	44-45	Retail Trade
Shell Convenience	10339	101 Ave	Lac La Biche Midtown	Grocery & Conveniences	2,000	44-45	Retail Trade
Squirrels Fas Gas Plus	10303	101 Ave	Lac La Biche Midtown	Grocery & Conveniences	1,700	44-45	Retail Trade
Terrabin Chrysler	104	Albert St	Lac La Biche Midtown	Auto/RV/Motorsports Dealership	15,000	44-45	Retail Trade
UFA Convenience	8304	100 St	Lac La Biche South	Grocery & Conveniences	2,000	44-45	Retail Trade
VACANT Restaurant Pad (Behind Canalta Hotel)	9511	83 Ave	Lac La Biche South	VACANT	5,768	VACANT	VACANT
Boston Pizza	15068	Stanley Dr	Lac La Biche West	Full Service Restaurants	6,100	72	Accommodation & Food Services
Castle Building Supplies (FOR SALE)	14245	AB-55	Lac La Biche West	Home Improvement & Gardening	17,500	44-45	Retail Trade
Highway 35 Beer Store (at Tempo Gas)	14245	AB-55	Lac La Biche West	Alcohol & Tobacco	1,500	44-45	Retail Trade
Sapphire Auto Industrial & Truck Supplies	14060	Stanley Dr	Lac La Biche West	Auto Parts & Accessories	21,600	44-45	Retail Trade
The Pit Stop Convenience (at Tempo Gas)	14245	AB-55	Lac La Biche West	Grocery & Conveniences	1,500	44-45	Retail Trade
Timber Mart	113	Sentinel Dr	Lac La Biche West	Home Improvement & Gardening	9,000	44-45	Retail Trade
ATB Financial	10004	101 Ave	Plamondon	Finance/Insurance/Real Estate Services	2,300	52	Finance & Insurance
Bumper to Bumper Auto Supplies	10050	Central Ave	Plamondon	Auto Parts & Accessories	3,800	44-45	Retail Trade
Coop Grocery	9937	101 Ave	Plamondon	Grocery & Conveniences	18,000	44-45	Retail Trade
Coop Hardware & Agro	10018	101 Ave	Plamondon	Home Improvement & Gardening	7,600	44-45	Retail Trade
Creative Edge & Fabrics	9930	101 Ave	Plamondon	Specialty Retail	1,000	44-45	Retail Trade
Leo's Liquor Mart	9938	100 Ave	Plamondon	Alcohol & Tobacco	500	44-45	Retail Trade
Liquor Store (Pelican Hotel)	10040	100 St	Plamondon	Alcohol & Tobacco	1,300	44-45	Retail Trade
Love Eats (was Double Confectionary)	10004	101 Ave	Plamondon	Grocery & Conveniences	1,750	44-45	Retail Trade
Servus Credit Union	9906	100 St	Plamondon	Finance/Insurance/Real Estate Services	3,050	52	Finance & Insurance
Tavern/Restaurant (Pelican Hotel)	10040	100 St	Plamondon	Full Service Restaurants	3,000	72	Accommodation & Food Services
Thrift Up (was Chic Boutique)	9922	100 St	Plamondon	Clothing & Apparel	500	44-45	Retail Trade
VACANT - freestanding (FOR SALE)	9613	100 St	Plamondon	VACANT	1,550	VACANT	VACANT



Lac La Biche County
welcoming by nature.

