



# Retail & Services Gap Analysis

Town of Peace River

April 2026

Completed by:



Completed for:



An aerial photograph of a town situated along a wide river. The town features a mix of residential and commercial buildings, parking lots, and a railway bridge crossing the river. In the background, there are rolling green hills and mountains under a blue sky with scattered white clouds.

## Land Acknowledgment

We acknowledge the homeland of the many diverse First Nations, Métis, and Inuit peoples, whose ancestors have walked this land since time immemorial. We are grateful to work, live, and learn on the traditional territory of Treaty 8.

*Text adapted from: Town of Peace River Official Website.*

# Table of Contents

|                                                      |    |
|------------------------------------------------------|----|
| PREFACE .....                                        | i  |
| EXECUTIVE SUMMARY .....                              | iv |
| 1.0 INTRODUCTION .....                               | 1  |
| 1.1 Scope of Study .....                             | 2  |
| 1.2 Report Structure .....                           | 2  |
| 2.0 REGIONAL AND LOCAL CONTEXT .....                 | 4  |
| 2.1 Introduction .....                               | 5  |
| 2.2 Regional and Local Context .....                 | 5  |
| 2.3 Relevant Plans & Studies .....                   | 6  |
| 2.4 Current Business Development Incentives .....    | 13 |
| 2.5 Recent Development Activities .....              | 13 |
| 2.5 Highway Traffic Volume .....                     | 16 |
| 3.0 RETAIL TRENDS .....                              | 17 |
| 3.1 Introduction .....                               | 18 |
| 3.2 Trends in Canadian Retail Market .....           | 18 |
| 3.3 US Relations & Retail .....                      | 18 |
| 3.4 Vertical Farming .....                           | 19 |
| 3.5 E-Commerce and Rise of Omni-Channel Retail ..... | 19 |
| 3.6 Small Format Retail Stores .....                 | 20 |
| 3.7 Food Sector Trends .....                         | 20 |
| 4.0 TRADE AREA .....                                 | 21 |
| 4.1 Introduction .....                               | 21 |
| 4.2 Population and Projections .....                 | 21 |
| 4.3 Summary of Employment & Labour .....             | 28 |
| 4.4 Retail Spending Profile .....                    | 31 |
| 5.0 RETAIL & SERVICE INVENTORY .....                 | 34 |
| 5.1 Introduction .....                               | 35 |
| 5.2 Methodology .....                                | 35 |
| 5.3 Inventory Summary .....                          | 35 |
| 5.4 Overall Retail Inventory by Category .....       | 37 |
| 5.5 Overall Retail Vacancy .....                     | 37 |
| 5.6 Retail Space Per Capita .....                    | 37 |
| 5.7 NAICS & Business Services .....                  | 65 |
| 6.0 COMMUNITY SURVEY .....                           | 66 |
| 6.1 Introduction .....                               | 67 |
| 6.2 Demographics .....                               | 67 |
| 6.3 Visitation .....                                 | 67 |
| 6.4 Resident Household Spending .....                | 67 |
| 6.5 Gaps in Goods & Services .....                   | 69 |
| 6.0 MARKET DEMAND ANALYSIS .....                     | 46 |
| 6.1 Introduction .....                               | 46 |
| 6.2 Methodology .....                                | 46 |
| 6.3 Demand Based on Existing Market Shares .....     | 46 |
| 6.4 Demand Based on Increased Market Shares .....    | 49 |

# Table of Contents (continued)

|                                                                           |     |
|---------------------------------------------------------------------------|-----|
| 7.0 MARKET DEMAND ANALYSIS.....                                           | 72  |
| 7.1 Introduction .....                                                    | 73  |
| 7.2 Methodology .....                                                     | 73  |
| 7.3 Demand Based on Existing Market Shares .....                          | 74  |
| 7.4 Demand Based on Increased Market Shares .....                         | 77  |
| 8.0 KEY FINDINGS .....                                                    | 80  |
| 8.1 Introduction .....                                                    | 81  |
| 8.2 Developing Successful Retail .....                                    | 82  |
| 8.3 Importance of a Balanced Retail Hierarchy to Community Health.....    | 82  |
| 8.4 Benefits of Housing Diversity for Peace River’s Retail Ecosystem..... | 82  |
| 8.5 Allocation & Opportunities.....                                       | 84  |
| 8.6 Target Retail Prospects .....                                         | 84  |
| 8.7 Service Gap Analysis .....                                            | 86  |
| 8.8 Conclusion .....                                                      | 87  |
| APPENDIX A: DETAILED INVENTORY.....                                       | 89  |
| APPENDIX B: SURVEY DATA .....                                             | 98  |
| APPENDIX C: SURVEY RESPONSES .....                                        | 104 |

## List of Tables

|                                                                                                                |    |
|----------------------------------------------------------------------------------------------------------------|----|
| Table 2-1. Result of SWOT Analysis for Investment Attraction Strategy.....                                     | 11 |
| Table 4-1. Town of Peace River Trade Area Summary .....                                                        | 24 |
| Table 4-2. Town of Peace River Trade Area Population Breakdown .....                                           | 25 |
| Table 4-3. Town of Peace River Trade Area Household Income Breakdown .....                                     | 26 |
| Table 4-4. Town of Peace River Trade Area Canacode Lifestyle Cluster .....                                     | 27 |
| Table 4-5. Labour Force Industry and Occupation.....                                                           | 29 |
| Table 4-6. Labour Force and Commute .....                                                                      | 30 |
| Table 4-7. Trade Area Retail Spending 2025, 2030 & 2035 (by Detailed Merchandise Category) .....               | 32 |
| Table 4-8. Miscellaneous Inflow Retail Spending: 2025, 2030, and 2035 (by Detailed Merchandise Category) ..... | 33 |
| Table 5-1. Town of Peace River Retail Mix Summary .....                                                        | 35 |
| Table 5-2. Town of Peace River Total Inventory .....                                                           | 39 |
| Table 5-3. Downtown Inventory by Merchandise Category .....                                                    | 44 |
| Table 5-4. Downtown West Inventory by Merchandise Category .....                                               | 48 |
| Table 5-5. North End Inventory by Merchandise Category .....                                                   | 52 |
| Table 5-6. West Hills North Inventory by Merchandise Category .....                                            | 66 |
| Table 5-7. West Hills South Inventory by Merchandise Category .....                                            | 60 |
| Table 5-8. West Hills Industrial Inventory by Merchandise Category .....                                       | 64 |
| Table 5-9. NAICS Code & Location Quotient Summary For ALL Licensed Business in Peace River 2025 .....          | 65 |
| Table 7-1. Estimated Market Share Retention of Retail Spending in Peace River, 2025.....                       | 75 |
| Table 7-2. Estimated Retail Demand by 2035 (Based on Maintaining Current Market Share) .....                   | 76 |
| Table 7-3. Estimated Retail Demand Summary 2025 to 2035 (Based on Maintaining Current Market Share).....       | 77 |
| Table 7-4. Estimated Retail Demand by 2035 (Based on Increasing Current Market Share by 5%) .....              | 78 |
| Table 7-5. Estimated Retail Demand Summary 2025 to 2035 (Based on Increasing Current Market Shares by 4%)..... | 79 |
| Table 8-1. Future Allocation of Demand to Year 2035 (Based on Current Market Shares) .....                     | 85 |
| Table 8-2. Future Allocation of Demand to Year 2035 (Based on Increased Market Shares) .....                   | 85 |

# List of Figures

|              |                                                                                          |    |
|--------------|------------------------------------------------------------------------------------------|----|
| Figure 1-1.  | Town of Peace River Location .....                                                       | 3  |
| Figure 2-1.  | Regional Context.....                                                                    | 5  |
| Figure 2-2.  | Map of First Nations Reserves and Metis Communities .....                                | 5  |
| Figure 2-3.  | Existing Land Uses .....                                                                 | 7  |
| Figure 2-4.  | Downtown Main Street Overlay District Schedule.....                                      | 9  |
| Figure 2-5.  | Photos of Prominent Historic Sites in Downtown Peace River.....                          | 10 |
| Figure 2-6.  | Priority Areas for Downtown Beautification .....                                         | 14 |
| Figure 2-7.  | Initial Rendering of the Proposed Development, West Hill .....                           | 15 |
| Figure 2-8.  | Town of Peace River WAADT Traffic Map.....                                               | 16 |
| Figure 3-1.  | Canada Retail New Supply By Format 2014 - 2025F.....                                     | 18 |
| Figure 3-2.  | Example of Vertical Farming, Ottawa .....                                                | 19 |
| Figure 3-3.  | Example of Small-Format IKEA Store; Sydney, Australia.....                               | 20 |
| Figure 4-1.  | Town of Peace River Retail Trade Area .....                                              | 23 |
| Figure 4-2.  | Town of Peace River Population Breakdown.....                                            | 25 |
| Figure 4-3.  | Town of Peace River Household Income Breakdown .....                                     | 27 |
| Figure 4-4.  | Dominant Canacode Lifestyle Cluster.....                                                 | 27 |
| Figure 4-5.  | Trade Area Spending 2025 by Broad Merchandise Category.....                              | 23 |
| Figure 5-1.  | Town of Peace River Retail Inventory Nodes .....                                         | 36 |
| Figure 5-2.  | Town of Peace River Inventory Total (Sorted Largest to Smallest Floorspace) .....        | 38 |
| Figure 5-3.  | Town of Peace River Retail Space Per Capita .....                                        | 40 |
| Figure 5-4.  | Downtown Photos, August 2025.....                                                        | 41 |
| Figure 5-5.  | Downtown Commercial Node.....                                                            | 42 |
| Figure 5-6.  | Downtown Inventory Total (Sorted Largest to Smallest Floorspace) .....                   | 43 |
| Figure 5-7.  | Downtown West Photos, August 2025.....                                                   | 45 |
| Figure 5-8.  | Downtown West Commercial Node .....                                                      | 46 |
| Figure 5-9.  | Downtown West Inventory Total (Sorted Largest to Smallest Floorspace) .....              | 47 |
| Figure 5-10. | North End Node Photos, August 2025.....                                                  | 49 |
| Figure 5-11. | North End Node Commercial Node .....                                                     | 50 |
| Figure 5-12. | North End Node Inventory Total (Sorted Largest to Smallest Floorspace) .....             | 51 |
| Figure 5-13. | West Hills North Node Photos, August 2025.....                                           | 53 |
| Figure 5-14. | West Hills North Node Commercial Node .....                                              | 54 |
| Figure 5-15. | West Hills North Node Inventory Total (Sorted Largest to Smallest Floorspace).....       | 55 |
| Figure 5-16. | West Hills South Node Photos, August 2025 .....                                          | 57 |
| Figure 5-17. | West Hills South Node Commercial Node .....                                              | 58 |
| Figure 5-18. | West Hills South Node Inventory Total (Sorted Largest to Smallest Floorspace).....       | 59 |
| Figure 5-19. | West Hills Industrial Node Photos, August 2025 .....                                     | 61 |
| Figure 5-20. | West Hills Industrial Node Commercial Node.....                                          | 62 |
| Figure 5-21. | West Hills Industrial Node Inventory Total (Sorted Largest to Smallest Floorspace) ..... | 63 |
| Figure 6-1.  | Survey Respondents Age Distribution .....                                                | 67 |
| Figure 6-2.  | Resident Respondent Household Spending Percentage Breakdown by Category .....            | 68 |
| Figure 6-3.  | Verbatim Survey Respondent Quotes.....                                                   | 69 |
| Figure 6-4.  | Types of Shops/Services desired in Peace River.....                                      | 70 |
| Figure 6-5.  | Types Household Services or Industry Services desired in Peace River .....               | 70 |
| Figure 6-6.  | Improvements or Additions Needed to Encourage More Spending .....                        | 71 |
| Figure 6-7.  | Verbatim Survey Respondent Quotes.....                                                   | 71 |
| Figure 8-1.  | Relationship of Retail Formats to Population and Trade Area Size.....                    | 82 |
| Figure 8-2.  | Hierarchical Relationship of a Healthy Retail Community .....                            | 83 |

# Preface

FBM Planning Ltd. (“FBM”) was commissioned by the Town of Peace River to conduct a retail and service gap analysis for the Town. In addition to the core analysis, an online Community Survey was also conducted by FBM.

The study was carried out over the period of July 2025 to February 2026. On-the-ground fieldwork in the study community was carried out in August 2025.

The objective of this study is to thoroughly document the current retail and non-retail business inventory and define the realistic Trade Area for which they serve. The purpose of this research was to identify the existing gaps and opportunities for existing business market, which would also help the Town to identify investment and business attraction opportunities in support of local economic development and Municipal plans.

Taking a collaborative approach, FBM analyzed the business inventory and consumers’ spending patterns. For the purposes of identifying the business counts by business category, FBM applied its own business classifications for retail and services to provide additional depth to the overall analysis. In doing so, FBM still recognizes and attempts to adhere to the North American Industry Classification System (NAICS) designations.

Any references to specific retailers do not represent a guarantee that they will locate in the Town of Peace River, but that they have been identified based on an understanding of their typical site and market selection criteria. As with most retailers, there will be a requirement to provide compatible locations and spaces for their respective formats.

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

FBM

2025

**Image sources: Unless otherwise noted, all images were taken by FBM.**

## Glossary of Terms & Acronyms

Throughout this document, various acronyms and retail industry terminology have been used. For advance clarity, these are defined below.

**ADT** - Average Daily Traffic

**F&B** - Food & Beverage

**ICSC** - International Council of Shopping Centres

**sf** - square feet

**psf** - per square foot

**\$ psf** - dollars per square foot (an industry standard measure of annualized retail sales productivity)

**General Merchandise** - This category of retail typically carry multiple product types across an array of categories. Examples include stores like Walmart, Giant Tiger, Canadian Tire and Dollarama. Similarly, Shoppers Drug Mart also offer much more than pharmacy.

**Comparison Merchandise** - Comparison Merchandise is an industry term often synonymous with Department Store Type Merchandise (DSTM) and includes categories such as Fashion, Home Decor, Appliances and Electronics, Sporting Goods, etc, or categories that are typically found in more traditional “mall” or shopping centre environments.

**Quick/Limited Service F&B** - This represents fast food, grab-and-go, take-out only, or drive through types of restaurants, such as McDonald’s, Tim Horton’s or other cafe/coffee shops.

**Full Service F&B** - This represents restaurants or pubs that include table service seating or servers for meals and beverages.

**Specialty Retail** - This category of retail typically is a “catch-all” for a wide range of store types such as pet foods, arts & crafts, cellular phones, office supplies/ stationery, etc.

**Occupancy Cost Ratio** - A comparison of a retailer’s annual occupancy costs (including base and percentage rent, taxes, common area maintenance (CAM), insurance and marketing to its annual sales volume expressed as a percentage of occupancy costs to sales.

**In-line store** - A retail outlet placed contiguous to neighbouring retailers such that their frontages are in a straight line and behind what is considered a leaseline.

## How to Read this Document

This document represents a technical analysis and therefore there may be certain aspects that may not be intuitive to the general public.

This report is structured overall so that the background framework and an understanding of the area from which the retail users originate is presented first. The origin of consumers is synonymous with the term "retail trade area," which is used frequently in this report. A retail trade area is the geographic area from which a retail store draws and is often the longest drive a customer is willing to take. However, people will travel different distances for different types of products. There are some types of products that consumers will drive further to get. For instance, below is another way to differentiate trade areas:

**Local convenience trade areas** - refers to areas defined by ease of access, travel time, and distance. For example, with a few exceptions, people will stay within a certain area for things like gas and groceries.

**Comparison shopping trade areas** - in which people will venture further out for items with large price tags or when they want to compare price, style, or quality. Items like furniture and appliances fall into this category.

## Retail Merchandise Categories

Expenditure tables in this report estimate spending of the respective consumers. As the reader progresses through report, they will notice that the expenditure tables are not sorted out alphabetically. Rather, we have sorted these categories to correspond more accurately with the nature of broad spending categories. This is visually shown and colour-coded for ease of understanding in **Figure P-1**.

Figure P-1. Retail Merchandise Category Sorting Breakdown

### Convenience & Day-to-Day Goods & Services

- Grocery & Specialty Foods
- Pharmacy
- Alcohol & Tobacco (incl Cannabis)
- Personal Services
- Health Care & Medical Services

### Comparison or Department Store Type Merchandise (DSTM) Goods & Services

- Fashion (Clothing) & Accessories (incl Footwear)
- Jewelry
- Beauty & Personal Care
- Home Furniture & Decor
- Appliances & Electronics
- Home Improvement & Gardening
- Books & Media
- Sporting Goods
- Toys & Hobbies
- Specialty Retail

### Leisure, Recreation & Entertainment Goods & Services

- Quick Service Food & Beverage
- Full Service Food & Beverage
- Arts & Entertainment
- Fitness & Leisure

### Automotive Goods (excluding repair services)

- Auto Parts & Accessories
- Auto/RV/Motorsports Dealerships
- Auto Fuel

## North American Industry Classification System (NAICS)

The North American Industry Classification System (NAICS) is an industry classification system developed by the statistical agencies of Canada, Mexico and the United States. Created against the background of the North American Free Trade Agreement, it is designed to provide common definitions of the industrial structure of the three countries and a common statistical framework to facilitate the analysis of the three economies.

NAICS is a comprehensive system with a hierarchical structure encompassing all economic activities. At the highest level, it divides the economy into 20 sectors (refer to **Table P-1**). At lower levels, it further distinguishes the different economic activities in which businesses are engaged at a more detailed level.

The criteria used to group establishments in NAICS typically include the primary activity of the business. When NAICS is used this way, the following caveat applies: NAICS has not been specifically designed to take account of the wide range of vertically- or horizontally-integrated activities of large and complex, multi-establishment companies and enterprises.

Hence, there will be a few large and complex companies and enterprises whose activities may be spread over the different sectors of NAICS, in such a way that classifying them to one sector may misrepresent the range of other activities.

Figure P-1. Statistics Canada NAICS Category Sorting Breakdown

(Source: Statistics Canada)



| North American Industry Classification System (NAICS)                    |
|--------------------------------------------------------------------------|
| 11 Agriculture, Forestry, Fishing and Hunting                            |
| 21 Mining, Quarrying, and Oil and Gas Extraction                         |
| 22 Utilities                                                             |
| 23 Construction                                                          |
| 31-33 Manufacturing                                                      |
| 41 Wholesale Trade                                                       |
| 44-45 Retail Trade                                                       |
| 48-49 Transportation and Warehousing                                     |
| 51 Information and Cultural Industries                                   |
| 52 Finance and Insurance                                                 |
| 53 Real Estate and Rental and Leasing                                    |
| 54 Professional, Scientific and Technical Services                       |
| 55 Management of Companies and Enterprises                               |
| 56 Administrative and Support, Waste Management and Remediation Services |
| 61 Educational Services                                                  |
| 62 Health Care and Social Assistance                                     |
| 71 Arts, Entertainment and Recreation                                    |
| 72 Accommodation and Food Services                                       |
| 81 Other Services (Except Public Administration)                         |
| 91 Public Administration                                                 |

Source: Statistics Canada

# Executive Summary

## Introduction

The Town of Peace River serves as a vital secondary regional service hub in Northwest Alberta. This Retail and Services Gap Analysis provides a comprehensive evaluation of the current commercial landscape, consumer spending patterns, and market opportunities. Designed to inform economic development strategies and business recruitment, this report highlights the significant potential for new retail and service investment within the community.

## Community/Consumer Demographics

The population for the Town of Peace River in 2025 is estimated at 7,217. However, the estimated Peace River Trade Area population for 2025 is conservatively estimated at 24,403, illustrating the significant regional draw that Peace River possesses. Growth forecasts over the next decade suggest the Trade Area population could increase to 25,810 and beyond given larger “major projects” in the region.

The consumer base for Peace River extends well beyond its municipal boundaries, drawing residents from the Town of Grimshaw, County of Northern Lights, and Northern Sunrise County. This is validated by the significant amount of retail in the community (800,000 sf) compared to the town’s population base (7,200). When figures like this exist, it clearly shows a much bigger opportunity and resulting drivers necessary for success.

Peace River’s Trade Area has an estimated annual retail spending for 2025 at \$321 million excluding health care and auto (\$437 million including health care and auto).

## Retail Inventory

Peace River’s commercial activity is organized into distinct nodes, each serving specific market functions. The town maintains a robust inventory of approximately 800,000 SF of retail and service space spread across some core retail areas:

- West Hill (Retail North & South): The primary destination for “Big Ticket” items and national anchors, including Walmart, Canadian Tire, and No Frills.
- Downtown: The historic heart of the town, specializing in personal services, specialty retail, and unique “Full Service” food and beverage options.

- North End & West Hill Industrial: Key areas for localized convenience and specialized automotive/industrial services.

The top 5 retail categories in terms of overall retail floorspace are:

1. Grocery, Convenience & Specialty Foods (182,324 sf)
2. Auto/RV/Motorsports Dealerships (85,106 sf)
3. Full Service Restaurants (71,275 sf)
4. Fashion & Footwear (59,319 sf)
5. Personal Services (56,098 sf)

In addition to the retail businesses, the current inventory of household and industry services was also developed. Examples of services included plumbing, electrician, roofing, cleaning, landscaping, pest control, millwright, welding, and painting services.

## Business/Household Services Inventory

Peace River has an above average ratio of businesses in Services (excluding Public Administration, Arts Entertainment & Recreation, Administrative Support and Retail Trade).

Conversely, the town is below average in a number of categories, although not to an alarming degree whereby most industries are close to the lower end of the “average”.

A specific deeper dive on exact business services in Peace River identified the following where it can be seen that the lowest Location Quotient is for Painting Contractors whereas Plumbing & HVAC and Janitorial Services have a higher representation in the market, though most of the businesses are smaller with only 1 to 4 employees and few with more than 5 employees:

NAICS 238210 Electrical Contractors LQ 0.77

NAICS 238220 Plumbing HVAC Contractors LQ 1.14

NAICS 238320 Painting Contractors LQ 0.71

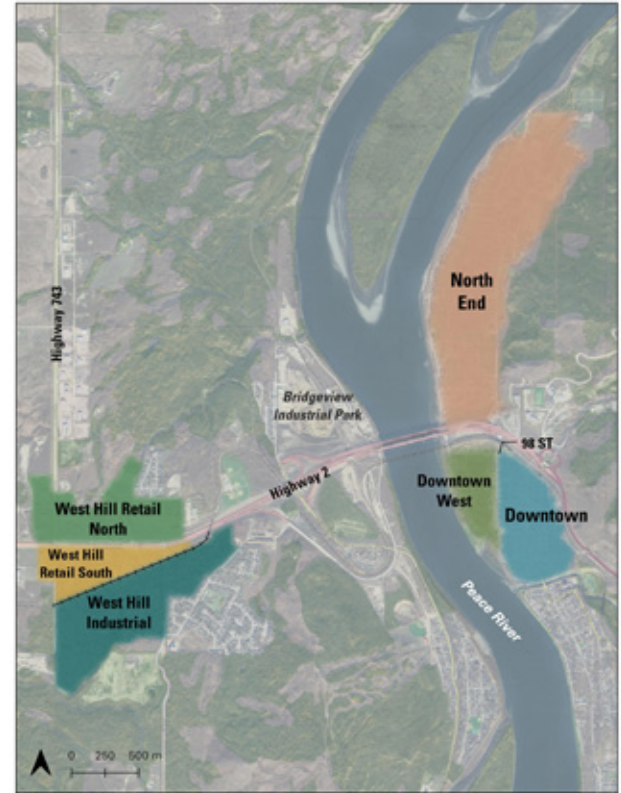
NAICS 561722 Janitorial Services LQ 1.32

NAICS 561730 Landscaping Services LQ 0.95

Table ES-1. Town of Peace River Inventory Summary

(Source: FBM)

| RETAIL MERCHANDISE or BUSINESS CATEGORY | ALL NODES FLOORSPACE (sq. ft.) | ALL NODES FLOORSPACE MIX (%) |
|-----------------------------------------|--------------------------------|------------------------------|
| NON-RETAIL (INSTITUTIONAL)              | 432,198                        | 19.5%                        |
| LIGHT INDUSTRIAL SERVICES               | 199,468                        | 9.0%                         |
| GROCERY, CONVENIENCE & SPECIALTY FOODS  | 182,324                        | 8.2%                         |
| NON-RETAIL (INDUSTRIAL)                 | 166,910                        | 7.5%                         |
| <b>VACANT (RETAIL / COMMERCIAL)</b>     | 161,249                        | 7.3%                         |
| PROFESSIONAL & FINANCIAL SERVICES       | 142,655                        | 6.4%                         |
| NON-RETAIL (OFFICE COMMERCIAL)          | 99,184                         | 4.5%                         |
| AUTO/RV/MOTORSPORTS DEALERSHIP          | 85,106                         | 3.8%                         |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b> | 79,631                         | 3.6%                         |
| FULL SERVICE F&B                        | 71,275                         | 3.2%                         |
| SPECIALTY RETAIL                        | 50,813                         | 2.3%                         |
| FASHION & FOOTWEAR                      | 59,319                         | 2.7%                         |
| FITNESS & LEISURE                       | 20,779                         | 0.9%                         |
| PERSONAL SERVICE                        | 56,098                         | 2.5%                         |
| NON-RETAIL (OTHER)                      | 48,756                         | 2.2%                         |
| MEDICAL & WELLNESS SERVICE              | 45,421                         | 2.1%                         |
| HOME FURNISHINGS & DÉCOR                | 35,847                         | 1.6%                         |
| AUTO SERVICE                            | 42,318                         | 1.9%                         |
| PHARMACY                                | 17,695                         | 0.8%                         |
| HOME IMPROVEMENT & GARDENING            | 42,219                         | 1.9%                         |
| AUTO PARTS & ACCESSORIES                | 34,442                         | 1.6%                         |
| ALCOHOL, TOBACCO & CANNABIS             | 29,224                         | 1.3%                         |
| BEAUTY & PERSONAL CARE                  | 10,137                         | 0.5%                         |
| LIMITED SERVICE F&B                     | 26,264                         | 1.2%                         |
| ARTS & ENTERTAINMENT                    | 23,791                         | 1.1%                         |
| SPORTING GOODS & OUTDOOR RECREATION     | 15,470                         | 0.7%                         |
| TOYS & HOBBIES                          | 8,208                          | 0.4%                         |
| HOME ELECTRONICS & APPLIANCES           | 21,403                         | 1.0%                         |
| JEWELRY                                 | 3,746                          | 0.2%                         |
| BOOKS, MEDIA & VIDEO GAMES              | 2,893                          | 0.1%                         |
| <b>TOTAL</b>                            | <b>2,214,845</b>               |                              |
| <b>Retail ONLY Floorspace</b>           | <b>797,054</b>                 |                              |



## Customer Survey

A community survey was conducted to inform the Gap Analysis. The survey was hosted online and was shared with community members through the Town's website, social media posts, and in-person at the community's Farmer Market held on October 18, 2025. The survey was open between September 24th to October 24, 2025, and gained 384 responses.

Key Survey findings were:

- The majority of respondents (61.5%) reported living within the Town of Peace River, followed by the Town of Grimshaw (9.1%).
- Respondents indicated using shops and services in the Town of Peace River most often on a weekly (57%) or daily (35.9%) basis.
- West Hill Peace River was the most common destination among respondents for shopping day-to-day conveniences and bigger ticket items (65% and 47.1% respectively).
- Across all retail merchandise categories, the average spending was 53.4% inside the Town, 35.2% outside the Town and 18.6% online.
- Missing specific merchandise was selected by the majority of respondents (69.2%) as a primary reason they do not shop in the Town of Peace River. Missing specific retailers was the next most common reason selected by 53.8% of respondents.

Specific retail desired by respondents included (in approximate order of most to least commonly expressed):

- Affordable and diverse clothing options
  - » Kids options, women's clothing, plus size options.
- Food & drink options
  - » Healthier quick-service establishments, coffee shops, restaurants that are available in evenings.
- Hobbies and entertainment
  - » Kids' toys, book stores, indoor and outdoor recreational facilities.

For household services, the most selected options for possible additions were plumbing and HVAC services, though this does conflict with the Location Quotient Analysis, which suggests that HVAC services are slight over represented in the Town.

Other sentiments expressed included concerns

about their personal safety when visiting Downtown due to poor road maintenance and calls to revitalize Downtown area through infilling vacant lots and removing derelict buildings.

## Demand Summary

Forecasts to 2035 premised on conservative, maintained rates of current market share reveal demand for around 180,000 sf of new floorspace. It would however, be realistic to factor absorption of the existing vacancies into this estimate. Therefore, if half of the Town's viable current vacant retail space was absorbed into future demand, a more reasonable forecast for new building floorspace would be around 100,000 sf.

An alternate approach suggests that if the retained market shares were to increase by just under 5% over the next decade, the total demand by the year 2035 based on conservative population growth, but with spending growth and increased retention could result in incremental new space of approximately 228,736 sf, or just under 50,000 sf more than if the current market shares are maintained. Under either scenario, Peace River has demand and support for conservatively 150,000 sf.

**Therefore, it is reasonable to suggest that Peace River's retail demand over the next decade could reasonably be between 100,000 and 150,000 sf.**

The retail demand forecasts suggest a good opportunity for future retail and there are tenants capable of further entrenching Peace River as a strong regional secondary market for retail sales retention and attraction. Most notably, these include Giant Tiger, DollarTree, Value Village, JYSK and Bulk Barn, to name a few and not discounting the immediate opportunity for quick service retailers like Popeye's, Mary Brown's, Burger King, Taco Bell etc.

Peace River is a self-sufficient secondary regional market to Grande Prairie with an established retail trade area and a community that definitely 'punches above its weight' when it comes to retail strength and opportunity. The current market shares at 55% with high category market shares therein, suggest that the normal 25,000 person retail trade area is conservative and in fact likely exceeds that size.

Unsurprisingly, the West Hills North and South retail nodes should be the focus of the communities attraction strategy, particularly for branded retailers in new and existing vacant spaces. Conversely the Downtown and Downtown West areas should focus more on filling small vacant lots and streetfront premises, compatible for attracting local independent retailers where cost structures (i.e. rent and operating costs) would be more tenant-friendly.

## Retail and Services Positioning

The retail demand forecasts suggest a good opportunity for future retail and there are tenants capable of moving the needle for sales retention and attraction in Peace River. Most notably, these include but are not limited to the following near to medium-term target prospects:

### Grocery & General Merchandise

*DollarTree*  
*Value Village*  
*Giant Tiger*  
*Bulk Barn*  
*Canadian Wholesale*  
*M&M Meats*

### House & Home

*JYSK*  
*Sleep Country*

### Fashion

*Winners/Marshall's*  
*Old Navy*

### Fitness & Leisure

*Fit 4 Less (by Goodlife)*  
*Planet Fitness*

### Full Service Restaurants

*Swiss Chalet*  
*Montana's BBQ*  
*Original Joe's*  
*Brown's Social House*  
*IHOP*

### Quick Service F&B

*Starbucks (with Drive Thru)*

*Mary Brown's Chicken*  
*Burger King*  
*Popeye's*  
*Carl's Jr.*  
*Wok Box*  
*Taco Bell*  
*OPA!*  
*Freshii*  
*Chopped Leaf*  
*Osmow's*  
*Cob's Bread*  
*Firehouse Subs*  
*Jersey Mike's Subs*  
*EDO Japan*  
*Little Caesars*  
*Booster Juice*

Based on Peace River's status as a regional service hub for Northwest Alberta, with a conservative total trade area of just under 25,000 residents, there are several notable gaps in the branded retail and franchise landscape. While the town is well-served by branded anchors like Walmart Supercentre, Canadian Tire, No Frills (Loblaws) and Freson's Bros Fresh Market, the following brands are currently missing but fit the demographic profile of a resource-rich, family-oriented northern hub community.

### Value & Fashion Retail

Peace River's current fashion options are largely limited to Mark's and Walmart. Residents likely travel to Grande Prairie (2 hours away) for mid-tier branded apparel.

- » **Winners / Marshalls:** A staple in Alberta regional hubs (like Hinton or Whitecourt). Given the 25,000-person trade area, a mid-sized Winners would capture significant "leakage" from residents who currently drive south for brand-name clothing.
- » **Giant Tiger:** This brand thrives in rural Canadian hubs. It fits the local "value-conscious" demographic perfectly and would compete well with the existing North Peace retail mix.
- » **Sport Chek:** While traditionally for larger markets, Sport Chek has "small-format" models that succeed in towns with high participation in hockey and outdoor recreation, which are core to Peace River's identity.

### Quick-Service Restaurants (QSR) & Dining

While the “classics” (McDonald’s, Tim Hortons, A&W) are present, several high-growth franchises are notably absent:

- » Edo Japan: Extremely popular in Alberta, Edo is a standard fixture in almost every regional hub over 6,000 people. Its absence is a clear gap in the “healthy fast-food” category.
- » Little Caesars: Currently, pizza in the area is dominated by Boston Pizza, Pizza Hut, and locals. A “Hot-N-Ready” value option is a frequent request in similar demographics.
- » Booster Juice: Usually found in community centers or near high-traffic grocery anchors (like the No Frills or Freson Bros areas).
- » Popeyes Louisiana Kitchen: This brand has been aggressively expanding into rural Alberta hubs recently; Peace River’s demographic aligns well with their typical high-performing locations.

### **Specialty Retail**

- » Bulk Barn: A common anchor in trade areas of this size, especially in agricultural and resource-based communities where home cooking and baking are more prevalent than in urban centers.

## **Conclusion**

The Town of Peace River, Alberta, serves as a quintessential example of a regional secondary market that punches significantly above its weight in terms of commercial utility and retail demand. Nestled within the Peace River Valley and expanding onto the adjacent plateaus, the municipality is the primary service hub for a vast catchment area in Northwest Alberta, catering to conservatively 25,000 residents within its immediate and extended trade areas. This exhaustive report provides a granular analysis of the retail leasing landscape, focusing on the geographic nodes of Downtown, the West Hill, and supporting industrial-retail corridors.

The retail market in Peace River is the direct beneficiary of the town’s regional positioning as an important node for forestry, oil and gas, and agricultural support services, which provide a stable economic floor for commercial activity. This industrial activity translates into high consumer purchasing power, evidenced by the town’s median family incomes.

The town’s focus on “connected transportation infrastructure”, specifically Highway 2 and Highway 35, reinforces the long-term value of the West Hill node. As the “gateway” to the Peace Country, the West Hill will likely continue to command the highest premiums for large-scale retail and regional service centers.

Retailers entering the Peace River market should prioritize location based on their customer demographic. Service-based businesses (salons, small offices) will find the Downtown core’s lease rates and available streetfront spaces accessible and cost-effective. However, those requiring vehicle access or regional visibility will look to the West Hill, where base lease rates will be higher but the trade-off is equally higher from the regional traffic volumes.

# trade area profile

Trade Area  
Population

25,000



Trade Area  
Consumer Spending

\$437 million

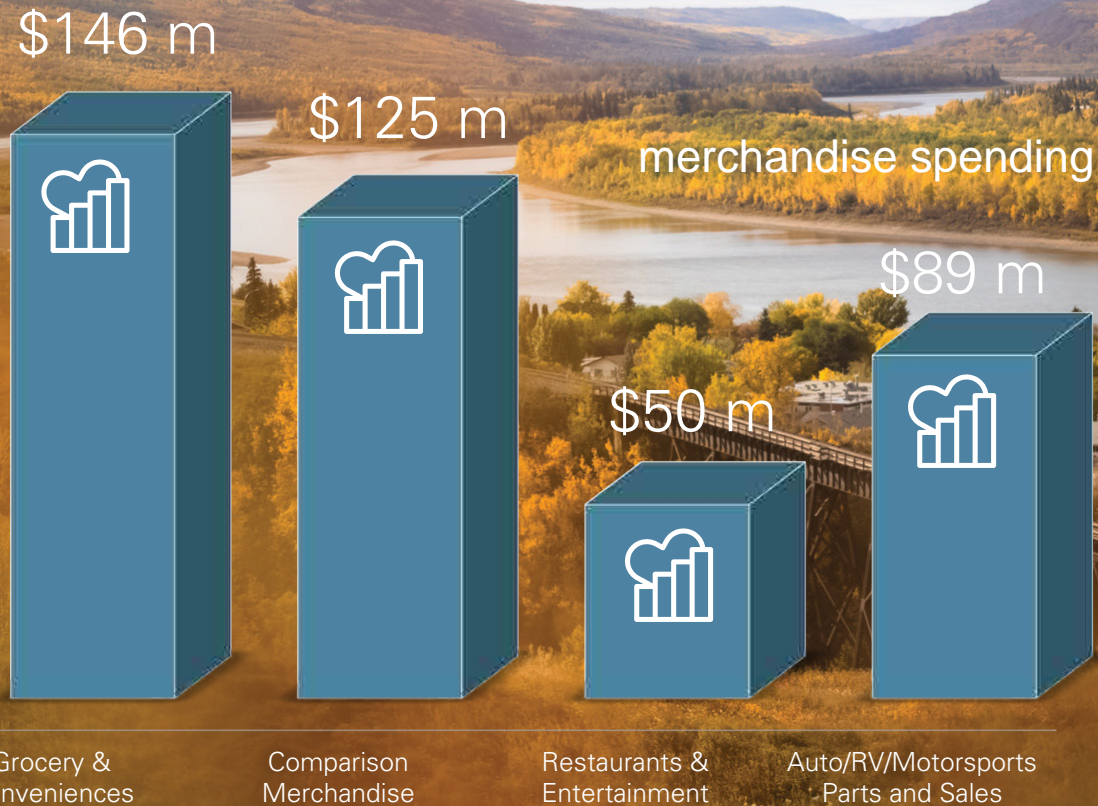


Trade Area  
Median Household Income

\$110,955



TOWN OF  
**PEACE RIVER**  
ALBERTA



Contact: Kariene Whittley | Economic Development Officer  
780.617.4683 | [KWhittley@peaceriver.ca](mailto:KWhittley@peaceriver.ca)



## Investment Opportunities

The Town of Peace River is a vital secondary regional service hub in Northwest Alberta. Serving as the primary gateway to the Peace Country, it provides a stable economy driven by forestry, oil and gas, and agricultural support services.

**West Hill** - Large scale retail, quick-service restaurants and national anchor tenants with high traffic counts along Highway 2.

**Downtown** - Specialty retail, boutique fashion, full-service restaurants and services in the historic, walkable heart of the town and affordable streetfront lease rates and abundant on-street parking.



## Merchandise Category Demand to 2035



Market demand for retail goods & services  
+/- 150,000 sq. ft.



Full and Quick Services Restaurants  
+/- 20,000 sq. ft.



Home & Household Goods  
+/- 23,500 sq. ft.



Grocery, Specialty Foods  
+/- 40,000 sq. ft.



Fashion & Beauty  
+/- 18,000 sq. ft.

## Retail Opportunity Profile





# Section 1: Introduction



# 1.0 Introduction

## 1.1 Scope of Study

FBM Architecture Ltd. (FBM) was commissioned by the Town of Peace River to conduct a Retail and Service Gap Analysis for the Town. In addition to the core analysis, an online community survey was also conducted by FBM.

The study was carried out over the period of July 2025 to February 2026. On-the-ground fieldwork in the study community was carried out in August 2025.

The objective of this study is to thoroughly document the current retail and light industrial business inventory and define the realistic Trade Area for which they serve. The purpose of this research was to identify the existing gaps and opportunities for retail businesses and services, which would also help the Town to identify investment and business attraction opportunities in support of local economic development and Municipal plans.

## 1.2 Report Structure

**Section 1 – Introduction:** Introduces the study process and structure.

**Section 2 - Regional and Local Context:** Lays out the important regional and local context of the Town of Peace River in terms of geographic location, relevant plans and policies, recent development activities, and highway traffic volume.

**Section 3 - Retail Trends:** Provides an overview of retail and commercial trends shaping consumer, tenant and investor sentiment and actions.

**Section 4 - Trade Area:** Identifies and defines the Town's Trade Area and demographics including retail spending.

**Section 5 - Commercial Supply:** Provides a detailed documentation, tabulation and summary of Town of Peace River's ground oriented retail and services business mix. This section also assesses the location and characteristics of the Town's current nodes of retail activity ("supply"), including developing or future planned retail sites. Fieldwork assessments included identifying and documenting in detail the Town's retail and services inventory by retailer, merchandise category and NAICS industry classification.

**Section 6 – Consumer Survey:** Introduces and analyzes the results of the consumer survey for the Town of Peace River.

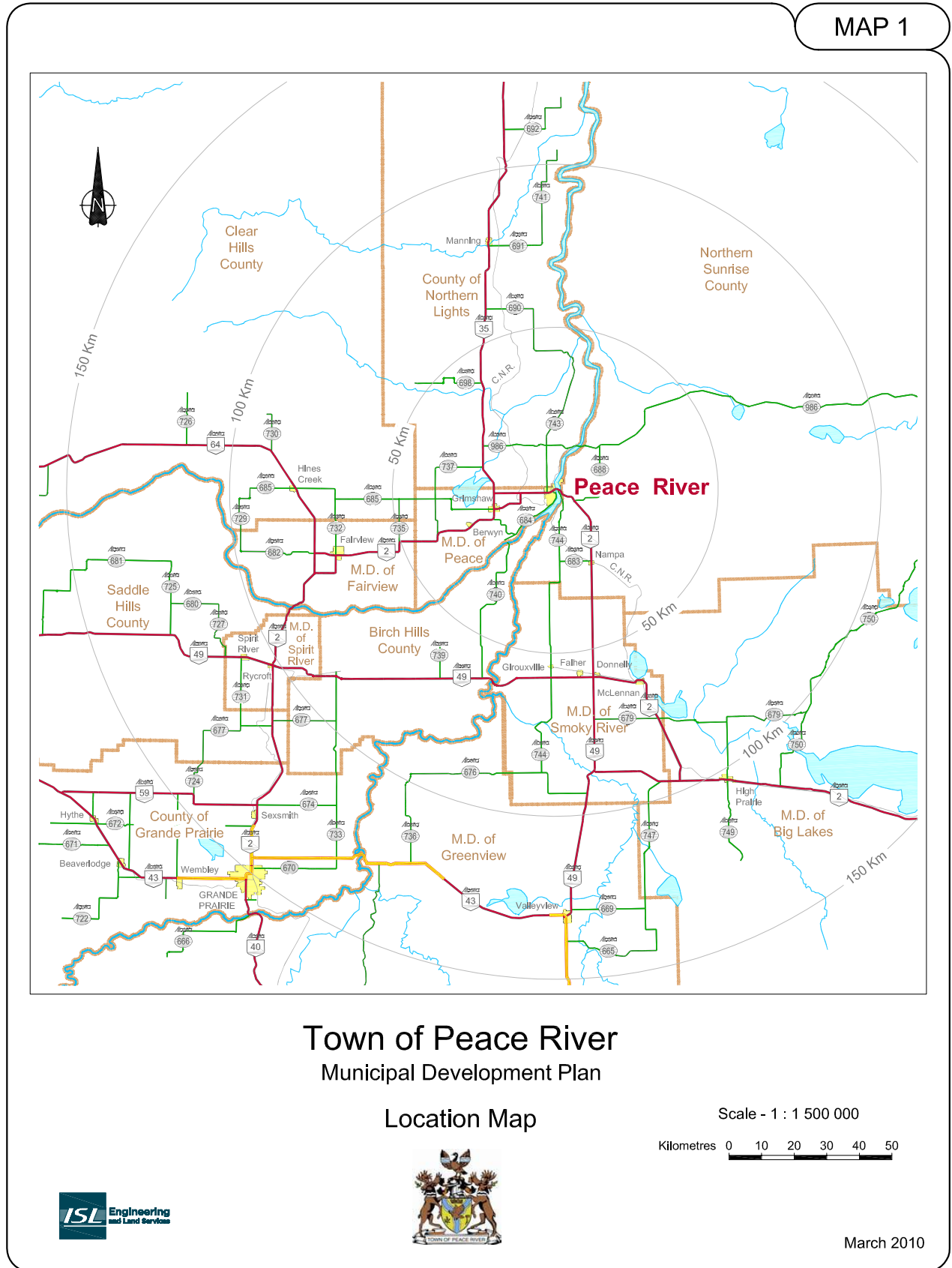
**Section 7 – Market Demand Analysis:** Based on an extensive assessment of the current "supply" and Trade Area spending, the current demand is then estimated and measured against the market potential.

**Section 8 – Key Findings:** Encapsulates the results of the retail and service gap analyses with key findings and recommendations for the Town of Peace River including recommendations for target retail and service prospects.



Figure 1-1. Town of Peace River Location

(Source: Town of Peace River, Municipal Development Plan)



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## Section 2: Regional and Local Context



# 2.0 Regional and Local 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 businesses in a community. This section identifies the regional and local characteristics of the Town of Peace River, as they relate to the attraction and retention of retail businesses and merchandise categories.

## 2.2 Regional and Local Context

The Town of Peace River is the second largest centre in northwestern Alberta<sup>1</sup> and is located within Mountain View County. The Town is located approximately 486 km northwest of Edmonton and 198 km northeast of Grande Prairie.

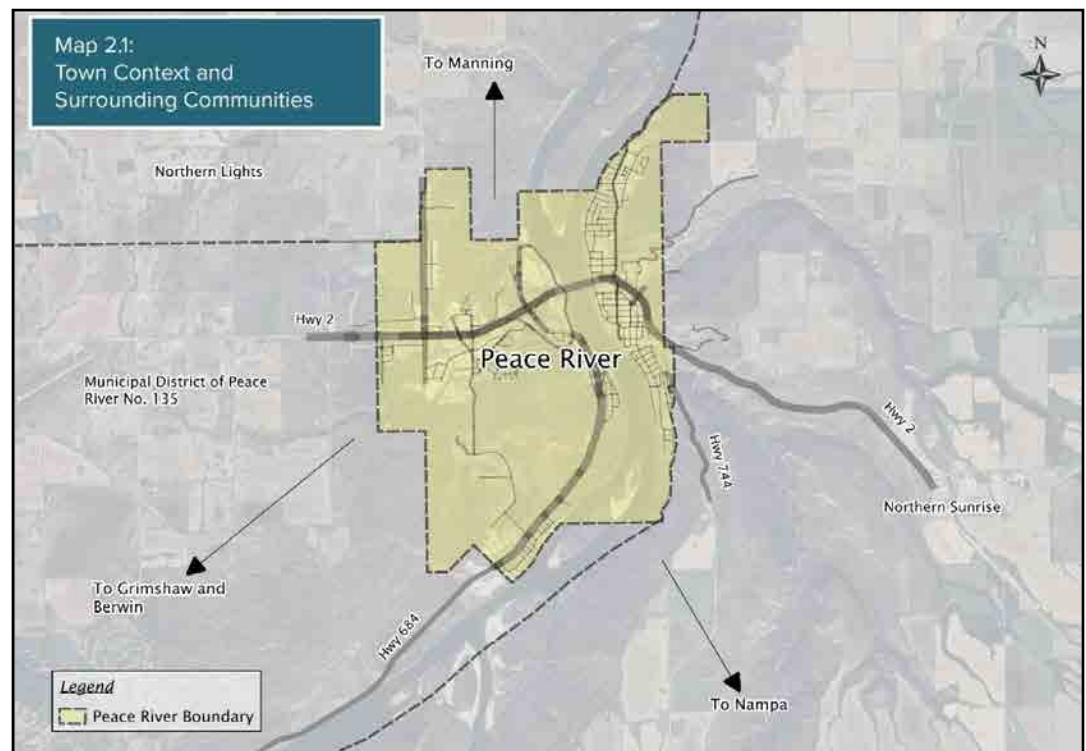
**Figure 2-1** shows a boundary of the Town and surrounding regional context. As this map indicates, Highways 2 and 744 serve as two primary corridors across the Town. In addition to the road network, the Town also owns and operates Peace River Airport, which is a municipal airport located along Highway 2 and approximately 9.3 kilometres west of the Town.

The Town of Peace River is located within Treaty 8 territory, and within Peace River Region Territory of Métis Nation of Alberta Region (Figure 2-2).

1 Town of Peace River Official Website. (n.d.) Moving to Peace River.

**Figure 2-1. Regional Context Map**

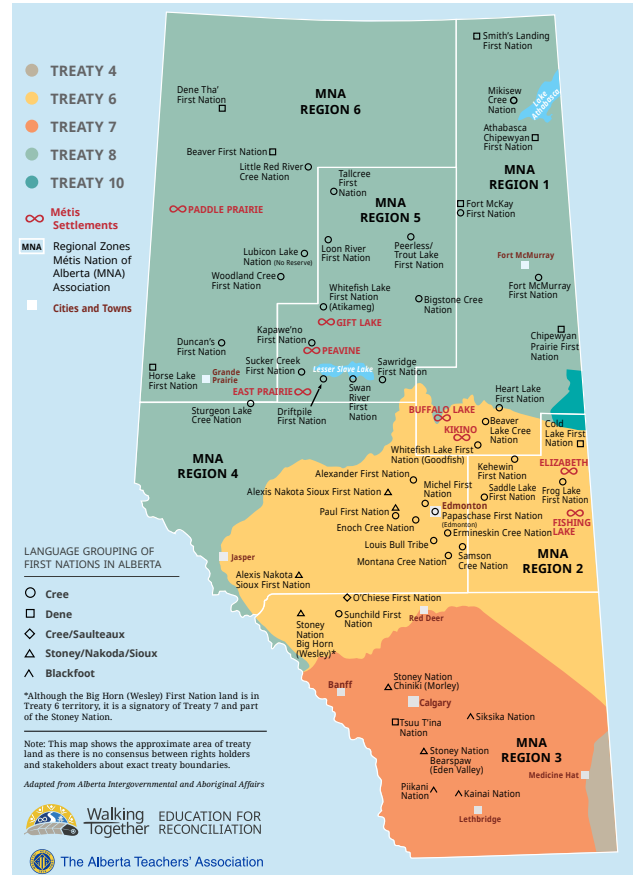
(Source: Town of Peace River, Active Transportation Plan)



**Figure 2-2. Map of First Nations Reserves and Métis Communities**

(Source: Government of Alberta)

Note: this map shows the approximate locations of treaty land; there is no consensus between rights-holders and stakeholders about exact treaty boundaries.



## 2.3 Relevant Plans and Policies

This section examines relevant plans and policies that shape the current state of land use and growth planning in the Town of Peace River.

### Inter-municipal Planning

The Town has three **Inter-municipal Development Plans (IDPs)** adopted in 2019, each with a neighbouring rural municipality: the Northern Sunrise County, the County of Northern Lights, and the Municipal District of Peace. The high-level purpose of the IDPs is to facilitate commercial and industrial developments at a regional scale by focusing development into areas that are already planned to support growth per the existing land use districts and approved area structure plans.

### Municipal Development Plan (MDP) and Land Use By-law (LUB)

The Town of Peace River's **Municipal Development Plan (MDP, 2013)** serves as a primary document for the Town to foster strategic growth. The Plan was in support of the Town's ongoing efforts for Downtown revitalization.

The MDP's visioning statement is as follows:

- *Beautiful by nature. Diverse by culture. Vibrant by choice. Peace River, located in a naturally beautiful valley, is a diverse community that fosters rich cultural, social, educational and economic opportunities for all. We take pride in our safe, healthy and environmentally friendly community where we live, play and work cooperatively with our neighbours.*<sup>1</sup>

To support this vision, the MDP focused on promoting the concept of "Smart Growth", which would focus on creating an integrated community environment by protecting the natural environment and improving the population's quality of life.

The MDP identified Downtown Core and West Hill as two primary areas for commercial development. The MDP also included goals and policies for industrial development. The summary is provided below.

- **Downtown core:** While Downtown core has served as a key focal point for the Town, Downtown has been experiencing a decline in commercial viability due to an increased number of vacant and

1 Town of Peace River, *Municipal Development Plan*. (2013). Page 10.

underutilized buildings. Policies for Downtown core included promoting revitalization of the area through improvements on street environments as well as offering financial incentives to encourage the revitalization efforts.

- **West Hill:** All new developments in this area "shall comply with the requirements of Alberta Transportation's long range planning for the Highway 2 and the proposed West Hill Interchange."<sup>2</sup> 80th Street and 78th Street were identified as two major entrances to the West Hill area, and the MDP highlighted that these entrances would require higher standards of built environment and walkability.
- **Industrial Development:** The MDP highlighted that one of the three light industrial parks is in West Hill. While there is no policy to prevent large-scale industrial developments, the MDP highlighted that industrial development should consider sustainability principles such as environmental protections and efficient utility servicing.

The Town of Peace River's **Land Use Bylaw (LUB)** was last updated in 2025. The LUB offers several Districts that support retail and service uses in the Town of Peace River, including:

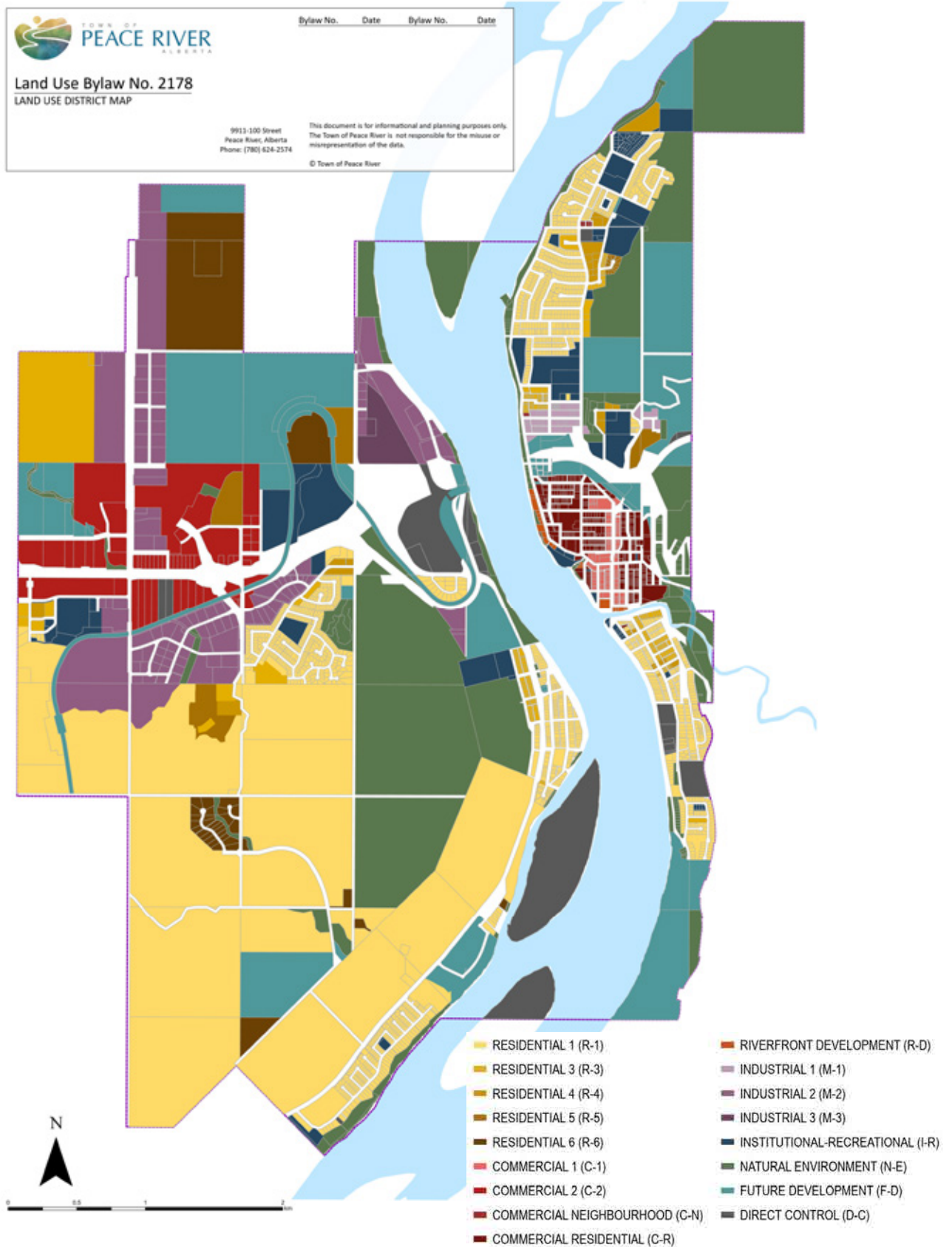
- **Commercial 1 District (C-1):** This District accommodates a variety of commercial uses and is intended to support Downtown Peace River's role as a core commercial district. Maximum building height in this District is set to 16 metres, with a maximum site coverage of 100% for commercial uses.
- **Commercial 2 District (C-2):** This District is intended to support commercial areas along highways as well as retail and service uses that require additional tracts of land for storage and goods display. In addition to the commercial uses that are permitted in the C-1 District, a few industrial uses are also permitted, which include automotive and fleet services.
- **Commercial Neighbourhood District (C-N):** This District is intended to mainly serve nearby residential neighbourhoods. Permitted uses include restaurants, convenience stores, professional offices, and retail stores.
- **Commercial Residential District (C-R):** This District is explicitly intended to encourage "an intermixing of commercial and residential uses... to strengthen the role of the downtown area as the business and cultural center of the Town."<sup>3</sup> This

2 Town of Peace River, *Municipal Development Plan*. (2013). Page 23.

3 Town of Peace River, *Land Use Bylaw*. (2025). Page 69.

### Figure 2-3. Existing Land Uses

(Source: Town of Peace River, Land Use Bylaw; Legend enlarged by FBM)



District permits a wide range of residential and commercial uses, such as apartment dwellings, townhouses, retail stores, farmer’s market, and business support services.

- **Riverfront Development District (R-D):** This District aims to leverage residential, commercial, and tourism opportunities in Downtown Riverfront area.

- **Industrial 1 District (M-1):** This District accommodates several personal and light industrial household services, such as contractor services, veterinary services, storage facilities, and fleet services. The lot area must be at least 610 square metres and the maximum site coverage is set at 60%.

- **Industrial 2 District (M-2):** In addition to the light industrial uses that are permitted in the M-1 District, this District also permits uses such as automotive sales and equipment storage and sales. This District also permits home office uses for home-based businesses.

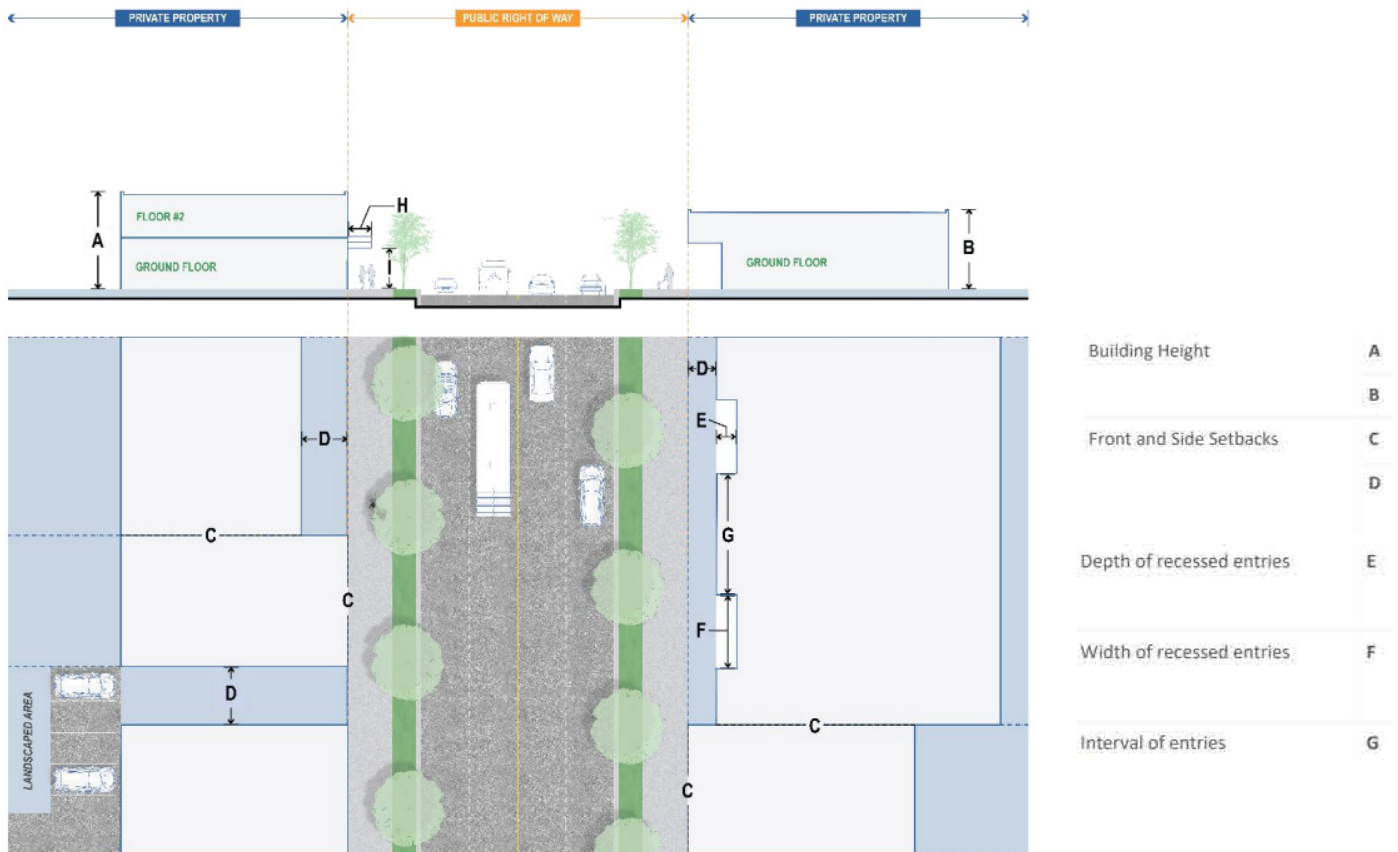
- **Industrial 3 District (M-3):** This District is primarily intended to accommodate larger-scale industrial uses that could have adverse impacts on surrounding properties. Permitted uses include contractor services and home-based business offices.

In addition to the Districts, the updated LUB includes several ‘Overlays’ for additional regulations (**Figure 2-5**). The Main Street Overlay is one of these, which aims ‘to ensure that the development and redevelopment of lands along 100th Street within the Downtown is characterized by a walkable, human-scale development, and quality urban design’.<sup>4</sup> Buildings on this Overlay need to be at least two stories or 1.5 storey façade (**Figure 2-4**).

4 Town of Peace River, *Land Use Bylaw*. (2025). Page 25.

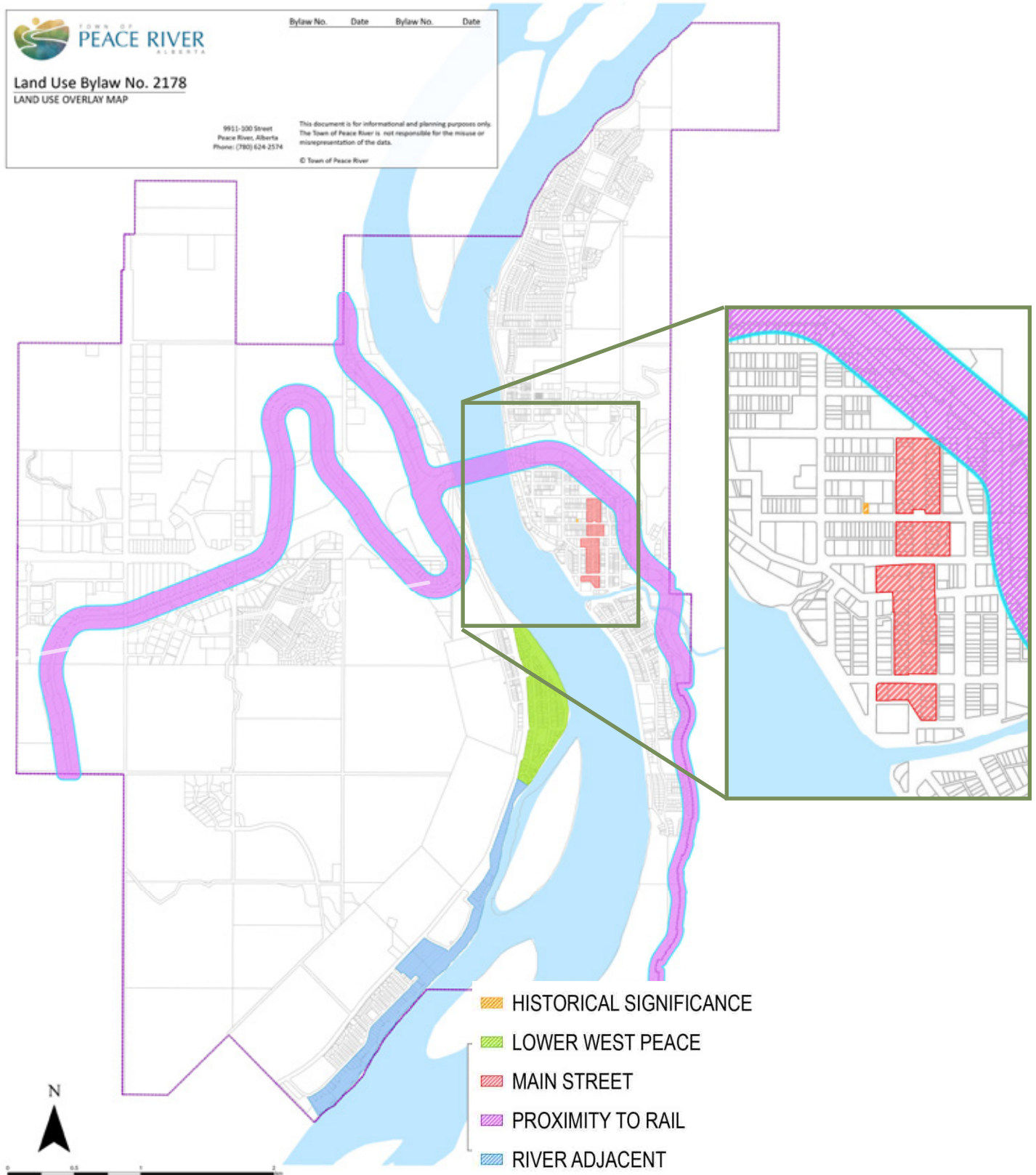
Figure 2-4. Main Street Overlay Building Standards

(Source: Town of Peace River, *Land Use Bylaw*)



## Figure 2-5. Overlay District Map

(Source: Town of Peace River, Land Use Bylaw; inset map and emphasis added by FBM)



## Other Plans and Studies for the Town

The **General Municipal Servicing Standards** (GMSS, 2009) provides standard guidelines for municipal servicing, water distribution system, sanitary sewer system, stormwater management system, transportation, landscaping, and street lighting. These standards are intended to assist the Municipality and developers for residential, commercial, and industrial developments that meet the servicing requirements, ensuring quality, cost-efficiency, and regulatory compliance.

Per the GMSS, developers' responsibilities include the following:

- Developing full design and completing construction of the proposed municipal improvements;
- Obtaining required approvals to ensure that the project meets the servicing requirements and that it complies with statutory regulations (e.g., *Municipal Government Act, Water Act, Plumbing Code*);
- Coordinating with franchise utilities for the design and installation of the proposed municipal improvements;
- Completing a Development Agreement; and
- Obtaining a certification by a third party to verify that the completion of the construction.

The **Municipal Heritage Inventory Project 2010-2013** was initiated in support of the Town's effort on the Heritage Inventory program. The Project identified the inventory of heritage sites using a value-based approach, which allowed the Project Team to assess the significance of the heritage sites from not only architectural values but also from environmental, social, cultural, and economic factors.

The Project highlighted that Downtown core had served the public since 1910s, offering several retail stores, restaurants, and banks. The following is a summary of a few prominent historic sites that are located in and near Downtown core and could shape directions in enhancing the overall built environment in Downtown (See **Figure 2-6** for images).

### T. R. Wilson Dry Goods Store (10006 100 Street)

- Year of construction: 1930
- Significance: Built during the Great Depression, this building is "one of the oldest surviving intact commercial buildings in the Town of Peace River"<sup>5</sup> This one-storey masonry building uses red brick and other high-quality materials, highlighting the early stages of commercial development in Downtown Peace River.

5 Town of Peace River. (2013). *Municipal Heritage Inventory Project*. Page 33.

Figure 2-6. Photos of Prominent Historic Sites in Downtown Peace River

(Source: *Municipal Heritage Inventory Project 2010-2013*)



Forseth Supplies



J. D. Levesque Ltd. Store



T. R. Wilson Dry Goods Store



Dominion Telegraph Office



St. James Anglican Church

### **Dominion Telegraph Office** (9811 101 Street)

- Year of construction: 1912
- Significance: This building shows the rise of telegraph communication in the Town, which was especially important given the isolated geographic context at the time. This building also has an association with Pierre Gauvreau, a first telegrapher in Peace River Crossing.
- *Note: Another Dominion Telegraph Office was constructed in around 1930 on 94 Avenue.*

### **St. James Anglican Cathedral** (9715 98 Avenue)

- Year of construction: 1936
- Significance: Located in the central location in the Town, this Anglican church was used as a headquarter building for the Diocese of Athabasca for Peace River Country. The architectural design of the church offers the British Arts and Craft style.

### **Forseth Supplies** (10101 101 Street)

- Year of construction: 1952
- Significance: This building presents commercial development during the Town's commercial expansion after World War Two in response to the return of soldiers and population growth. Featuring rounded corners and minimalistic design features, this building is a rare example of Streamline Moderne architecture in the Town of Peace River.

### **J. D. Levesque Ltd. Store** (10014 100 Street)

- Year of construction: 1930
- Significance: Like T. R. Wilson Dry Goods Store, this building preserves the design of commercial buildings in the Great Depression period.

The **Investment Attraction Strategy for the Town of Peace River** (2024) is a comprehensive strategy designed to stimulate economic growth, attract new industries, and position the Town as a vibrant commercial hub in Northern Alberta region. The Strategy conducted a SWOT analysis (**Table 2-1**) for the Town based on findings from public engagements, demographic profile, and recent development activities in the Town.

Relevant opportunities for the Town included:

- **Vertical farming:** The Town has been exploring opportunities for vertical farming given its efficient use of existing commercial spaces with simple operational processes. Its strategic geographic location and its stable workforce population.

- **Positioning the Town as a hub for food**

**retails:** The Strategy highlighted that the Town offers opportunities to become a major catchment area for surrounding rural municipalities. Located strategically along major transportation routes, the Town of Peace River offers convenient access for both suppliers and visitors.

The Strategy included the following recommended actions for the Town:

#### Proactive Planning for Commercial and Industrial Development:

- Plan for annexation for future expansion of commercial development.
- Update the *Municipal Development Plan* (MDP) and Area Structure Plans (ASPs) as necessary to encourage transparent planning processes.
- Establish a formal land development process to streamline administrative processes.
- Offer municipal grants to cover required development costs such as brownfield remediation costs.

#### Partnerships and Collaboration:

- Partner with industry groups to offer educational programs that can support workforce development.
- Connect with regional vertical farming industry firms and retail real estate managers to explore opportunities for vertical farming and retail business expansion in the Town.

#### Offer Accessible Resources:

- Promote the Town's existing Business Revitalization Grant on the Town's website.
- Develop complete municipal servicing maps for developers.
- Develop a comprehensive retail map that captures the locations of existing retail stores, grocery stores, and restaurants.

**Table 2-1. Result of SWOT Analysis for Investment Attraction Strategy**

(Source: Investment Attraction Strategy)

| Strengths                                                                                                                                                                                                                                                                                                                           | Weaknesses                                                                                                                                                                                                                                                                                           | Opportunities                                                                                                                                                                                                                                                                                | Threats                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Scenic Surroundings</li> <li>• Rich Natural Resources</li> <li>• Strategic Location</li> <li>• Continuing Education</li> <li>• Connected Transportation System</li> <li>• Advanced Telecommunications</li> <li>• Modern Recreation Facilities</li> <li>• Strong Small-Town Feel</li> </ul> | <ul style="list-style-type: none"> <li>• Oil And Gas Industry Reliance</li> <li>• Infrastructure Upgrades Required</li> <li>• Rezoning Challenges</li> <li>• Population Decline</li> <li>• High Commercial Mill Rate</li> <li>• Downtown Crime</li> <li>• Administrative Process Concerns</li> </ul> | <ul style="list-style-type: none"> <li>• Local Agribusiness Development</li> <li>• Tourism Promotion &amp; Diversification</li> <li>• Education-Industry Alignment</li> <li>• Regional Collaboration</li> <li>• Business Incentives &amp; Planning</li> <li>• Proactive Marketing</li> </ul> | <ul style="list-style-type: none"> <li>• Economic Reliance &amp; Vulnerability</li> <li>• Policy &amp; Regulatory Changes</li> <li>• Skilled Worker Recruitment</li> <li>• Infrastructure Funding Challenges</li> <li>• Population Decline Consequences</li> <li>• Regional Economic Competition</li> </ul> |

In 2024, Peace River Economic Development Committee presented a **2024 Strategic Work Plan** to Town Council.

The Work Plan consists of five Strategic Priorities. Each Strategic Priority indicates names of the Committee members who will be responsible for achieving the goals of the Priority.

1. **Downtown Revitalization:** Support both public and private investment in Downtown core by collaborating with Chamber and business connector group as well as implementing the Investment Attraction Strategy.
2. **Facilitate Entrepreneurship Opportunities:** Leverage the Town’s new and existing business opportunities by supporting training and educational opportunities and improving signage.
3. **Enhance Tourism:** Explore opportunities to enhance Indigenous tourism attraction and to attract the film industry. Create a new Town website to promote the Town’s activities.
4. **Change the Narrative:** Offer consistent communication with business communities and Community Peace Officers to together create a vibrant business climate.
5. **Improve Business-Related Information and Processes and Develop Business Programs:** Offer up-to-date business profile, existing grant programs, and processes to obtain business licenses in the Town.

Building on these Strategic Priorities, the Work Plan is currently in the process of being updated. The draft 2025 Work Plan includes an Administration

Operational Plan which identifies lists of strategic projects, key community partners, existing business development programs, and administrative tasks, and could serve as a high-level checklist to achieve the purpose of the Work Plan.

The **Traffic Impact Assessment Report** (Revised 2025) was conducted to primarily assess potential impacts of a proposed mixed-use development at 7513 and 7601 100 Avenue.

The Report assessed the current state of the following intersections. The Report highlighted that most of the intersections would be able to accommodate the new development, with a few minor recommendations.

- 100 Avenue & W Access: Offers excellent performance; Level of Service (LOS) A across all traffic demand scenarios.
- 100 Avenue & 74 Street: Operates at an LOS of A, with minor delays during peak times.
- Highway 2 & 74 Street: Operates at an LOS of B or C, with minor delays during peak times.
- 100 Avenue & 76 Street/E Access: Offers excellent performance; LOS of A across all traffic demand scenarios.
- 100 Avenue & 78 Street: Some delays are expected, particularly in the future as the Town grows.
- Highway 2 & 78 Street: Performs at an adequate level, however one lane may need to be extended.

To ensure that all intersections operate at acceptable LOS, the Report offered several recommendations including:

- Extend the existing median on 74 Street by 40 metres to block illegal turns at the intersection of 100 Avenue and 74 Street.
- Close the Right-In Right-Out (RIRO) at 76 Street as the current spacing for access points along highways is unlikely to be able to accommodate the increased traffic volume in the future.
- Extend the left turn lane by 25 metres at the intersection of Highway 2 and 78 Street.

The Town of Peace River's **Active Transportation Plan** (2025) is focused on providing equitable access to active transportation network for both permanent residents and visitors of "all ages and abilities (AAA)".<sup>6</sup>

The project team for this Plan conducted site visits across the Town as well as public engagements to identify existing issues and opportunities to enhance the active transportation network. Key findings included:

*Issues:*

- A lack of maintenance: Including missing markings for crossings and abrupt ending of a sidewalk.
- Safety concerns: Including a lack of signage to indicate pedestrian crossings and a lack of guard rail.
- Some connections are not accessible to users with limited mobility.

*Opportunities:*

- Presence of new sidewalk connection to Downtown.
- The project team identified several examples of pathways that offer good lighting access, gentle sloping, and sufficient width for pedestrians and cyclists, all of which would be critical elements to improving the active transportation connection throughout the Town of Peace River.
- The project team identified a few corridors that could be used to extend the active transportation network.

With these, the Plan identified top priority actions as well as high-level action lists to plan for a long-term expansion of the active transportation network.

6 Town of Peace River. (2025). *Active Transportation Plan*. Page 1.

Priority projects near Downtown and West Hill include the following:

Downtown:

- Improve the crossing at 98 Street and extend the path at 89 Avenue to improve the walking connection to nearby schools.

West Hill:

- Enhance commercial connections by improving the existing CN rail crossing and adding a crossing at 80 Street.

## Downtown Beautification Work Plan

The **Downtown Beautification Work Plan (2016)** is focused on improving the aesthetic quality of Downtown through improving the existing streets, sidewalks, and parks.

The Work Plan identified three classifications of "Priority Areas", as shown in **Figure 2-7**.

- **Priority 1 Area:** Streets classified in this area already have decorative lighting standards in place. Priority 1 Area includes Main Street of Downtown as well as two of the four main entrances to Downtown.
- **Priority 2 Area:** Covering key corridors such as 98 Street, 100 Avenue, and 101 Street, Priority 2 Area will also be vital to improving the aesthetic quality of Downtown. The existing sidewalks on these streets are one to three metres.
- **Priority 3 Area:** This Area includes corridors connecting Priority Areas 1 and 2. Existing sidewalks on these streets are mostly one to 1.5 metres.

Key projects in the Work Plan include the following:

- Install more benches, particularly within the Priority 1 Area.
- Replace garbage and recycling bins so that the bins will not degrade the aesthetic quality of Downtown.
- Install bike parking in highly visible and accessible locations. Proposed locations for bike parking are Streets classified as Priority Area 1 or 2 and where sidewalks are at least three metres.
- Install fencing and public art wall.
- Install clear wayfinding signage for public parking
- Improve landscaping of Downtown by adding artificial winter trees and movable planters.



## 2.4 Current Business Development Incentives

The Town of Peace River offers the Business Grant Program to offer more vibrant and attractive local businesses and draw more tourists to the Town. In 2025, the Town allocated \$50,000 for this Grant Program.<sup>7</sup> There are two grants available as part of this program: the Business Revitalization Grant and the Tourism Enhancement Grant.

The **Business Revitalization Grant** aims to encourage exterior building and property improvements by providing a grant up to \$25,000. This grant is available for a property owner or an individual who have the property owner's written approval to apply for the application planning to complete exterior building and/or property improvements as part of expanding their businesses.

The **Tourism Enhancement Grant** supports individuals or businesses that are based in the Town and are planning to develop or expand a new tourism-based product or experience. This grant also supports individuals planning to install "Community Services" or "Tourist Attractions" signs through the All Sign Up Alberta sign program to make these attractions more visible to tourists. Successful applicants will receive grants up to \$5,000.

Separate to the Business Grant Program, the Town also offers a **Downtown Revitalization Grant**, which is to provide a municipal property tax rebate for property owners who will 1) complete a new multi-family, commercial, or mixed-use development or 2) renovate existing buildings offering these uses within the Downtown Revitalization Area. Under this program, successful applicants will receive the grant over three years.

## 2.5 Recent Development Activities

### Development and Building Permit History

Building permit activity can provide empirical evidence of growth dynamics necessary to support commercial and retail opportunities.

As of July 2025, there have been six development permits that are approved. One development permit was for the development of a domestic animal care facility, and two of the permits were for home occupation. When looking at building permit history, however, there have been five building permits that were issued for retail use.

<sup>7</sup> Town of Peace River Official Website. (2025). *Business Grants Program*.

The number of commercial building permits issued in 2025 already surpasses the number of commercial building permits issued in the past four years, which suggests that commercial development is becoming increasingly active in the Town of Peace River.

The total construction value of commercial building permits in 2025 was \$4,429,000, including two large projects with a construction value of \$1,580,800. This is a significant increase from 2024 for one commercial project with a construction value of \$300,000. There was no commercial project that received a building permit in 2023.

### Recent Development Activities

#### Regional Projects:

The **Peace River Nuclear Plant Project** is led by Energy Alberta. The project proposes to build a nuclear power plant facility that can produce up to 4,800 MW of electricity, which would "[represent] up to 25% of the province's existing electricity generation."<sup>8</sup> The proposed location for the project is in 30 km north of the Town, and the construction of the facility will begin in 2029 upon approval.<sup>9</sup>

**Mihta Askiy Datacenter** is an ongoing project initiated by Woodland Cree First Nation to acquire the existing power plant in Northern Sunrise County. Located approximately 40 kilometres northeast of the Town of Peace River, this project aims to convert the power plant into an Indigenous-led data centre powered by local natural gas.<sup>10</sup> This new power plant also aims to feature intensive AI infrastructure through legal and financial partnerships with firms including Cassels Brock & Blackwell LLP, Eastdil Secured and Latham & Watkins.<sup>11</sup>

<sup>8</sup> Energy Alberta. (n.d.). *The Peace River Nuclear Power Project*.

<sup>9</sup> Garrett, Catherine. (2025, June 27). *Input wanted on large-scale nuclear power plant in northern Alberta*. CBC News.

<sup>10</sup> Government of Alberta. (n.d.). *Mihta Askiy Datacenter (Woodland Cree First Nation)*.

<sup>11</sup> Craske, Ben. (2025, July 16). *Indigenous-led data centre planned for Alberta power plant*. DataCentre Magazine.

**Local Project:**

In March 2025, Council approved the **development permit application for a large-scale mixed-use development on West Hill**. The proposed development includes a five-storey residential apartment and four commercial buildings that can offer up to 17 units. Proposed commercial buildings include two drive-through restaurants.

While the Town highlighted the need to make a few changes for the proposed development, the Town indicated the will to adjust the intersection of Highway 2 and 76 Street to accommodate this development.<sup>12</sup>

*Note: This development has not obtained a building permit yet. Construction will not begin until a building permit has been issued.*

<sup>12</sup> Town of Peace River Official Website. (2025, March 14). *West Hill Development Application Approved.*

**Figure 2-8. Initial Rendering of the Proposed Development, West Hill**

*(Source: Town of Peace River Official Website)*

*Note: The approved site plan is similar but there have been some changes made.*



## 2.6 Highway Traffic Volume

Transportation attributes are an essential foundation to meeting demand in the retail sector. An understanding of these attributes can help create the necessary conditions for attracting and retaining businesses and residents to locate in a community.

Highways 2, 684, 743, and 744 are key transportation routes for the Town of Peace River, connecting the Town with communities including Fahler, Marie-Reine, and Grimshaw.

**Figure 2-9** presents traffic counts on these highways as provided by the Province of Alberta. Traffic volume is provided as Weighted Average Annual Daily Traffic (WAADT) volume, which is a synthesis of several point AADT volumes into a single volume number for each portion of road with similar characteristics

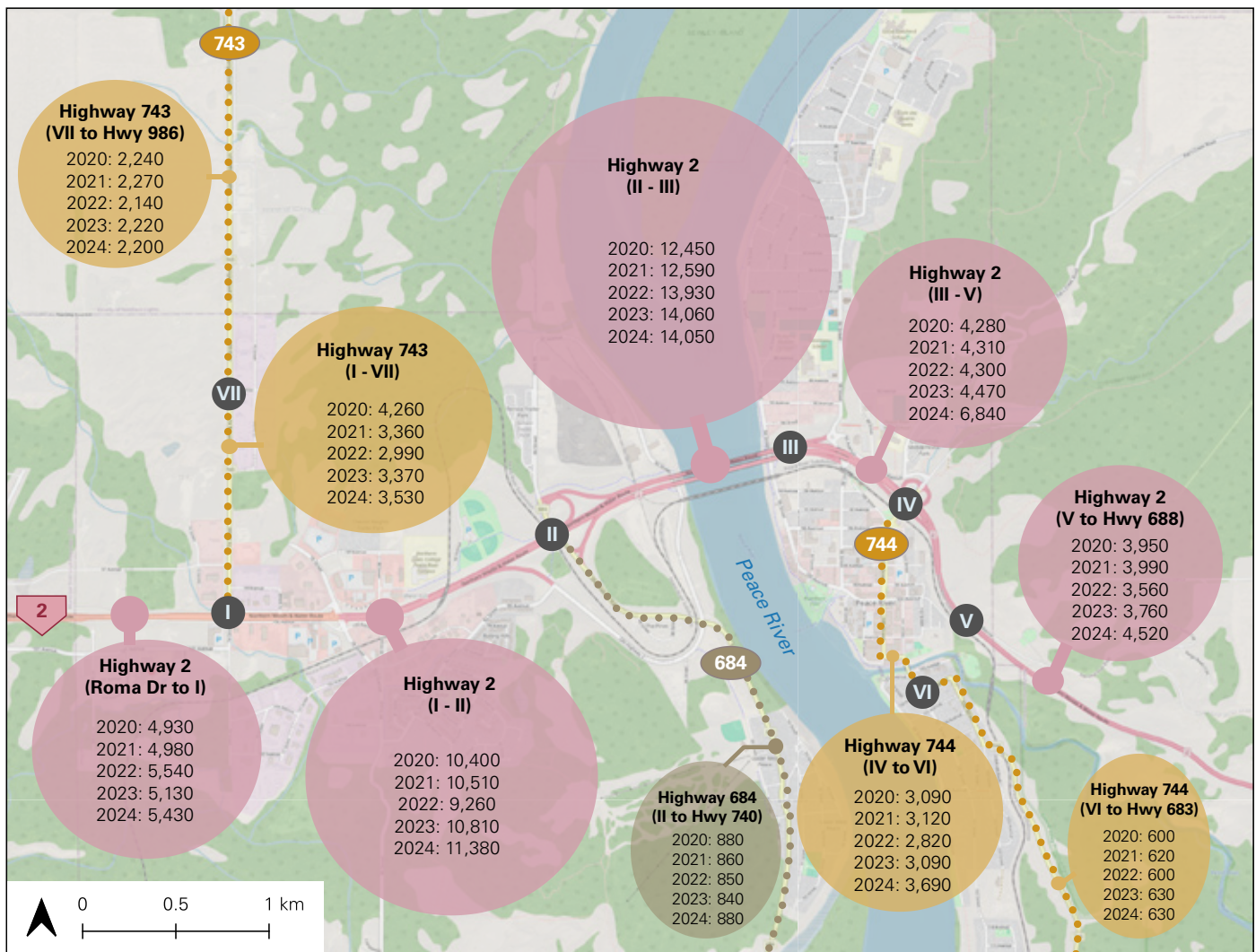
(i.e., per Traffic Control Section). The dots with Roman numerals indicate the approximate locations of the portions of where each WAADT volume was determined. The larger circle indicates larger traffic volume.

Overall, the traffic volume has been steady or slightly increasing in the past five years. Highway 2 has seen greater increase in traffic volume compared to Highways 684, 743, and 744. The traffic volume on Highway 2 peaks at the portion between II and III, which is located between West Hill and Downtown Peace River.

Between the west and the east of the Town, traffic in the western portion has slightly higher traffic volume. Traffic volume between the northern and the southern portions of the Town has been similar overall, suggesting that the Town has been attracting visitors across the regional trade area.

**Figure 2-9. Town of Peace River WAADT Traffic Map**

(Source: FBM with data from Alberta Transportation Traffic Control Map, 2020-2024)



# Section 3: Retail Trends



# 3.0 Retail Trends

## 3.1 Introduction

This section presents trends of interest to the Peace River retail market, including Canadian retail market trends, vertical farming, e-commerce, small-format retail stores, as well as trends in food retail sector.

## 3.2 Trends in Canadian Retail Market

Across Canada, retail market has seen steady growth after fluctuating trends during and post pandemic. The CBRE Outlook Report<sup>1</sup> described the current Canadian retail market as “supply-constrained”; with low vacancy rates and increase in rents.

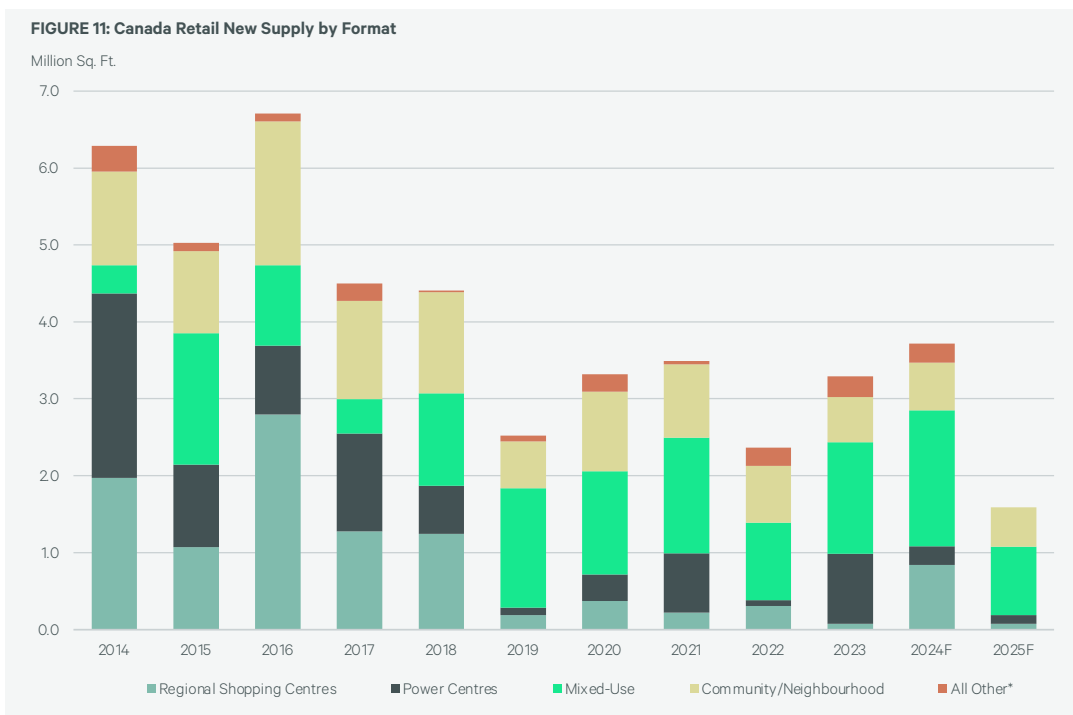
**Figure 3-1** illustrates the total square footage of new retail supply across Canada. While the total new supply is in decline, this figure shows that mixed-use format (indicated in green), including smaller-format retail stores, represents the majority of the new supply in Canadian retail market in recent years.

Current challenges in Canadian retail market include potential recession and reduced target for immigrants, which can pose impact on maintaining retail revenue and retaining required labour force population. The report highlighted that the entertainment and beauty sectors are becoming more successful in Canada, as consumers had begun to see these sectors as more of “essential” categories like other necessity-based retail.

1 CBRE. (2025). *Canada Real Estate Market Outlook*.

**Figure 3-1. Canada Retail New Supply by Format, 2014-2025F**

(Source: CBRE, Q3 2024)



## 3.3 U.S. Relations & Retail

A looming question is how the ongoing trade negotiations with the United States are going to affect the Canadian economy, including the retail sector. The industries expected to be most affected are oil and gas, potash production, farmers and farming equipment, and the steel and aluminum industries.<sup>2</sup> Though none of the above industries are retail sector specific, ripple effects like higher prices resulting from tariffs will affect retail.<sup>3</sup>

The uncertainty created by the continuously changing tariff threats are also leading to a decrease in hiring and consumer spending, both of which are likely to affect retail. During the first quarter of 2025, employment across Canada in wholesale and retail trade declined by 1% (a loss of ~29,000 jobs).<sup>4</sup> However, the change in employment in this category year-over-year was minimal, and there were increases in employment in personal and repair services (both of which are retail merchandise categories).

One emerging retail impact in response to tariffs is a renewed passion to purchase more local products. The heightened local focus can align well with the Town of Peace River’s strong local business identity.

2 Bank of Canada. (2025). *Tariffs and trade uncertainty are hurting the Canadian economy*.

3 Bank of Canada. (2025). *Tariffs and trade uncertainty are hurting the Canadian economy*.

4 Statistics Canada. (March 2025). *Labour Force Survey*.

### 3.4 Vertical Farming

Vertical farming has been identified as one of the key investment priorities in the Town's *Investment Attraction Strategy*. By growing crops in stacked layers, vertical farming offers an efficient use of land with more concentrated space to grow local food. Common crops that grow in vertical farming include leafy greens and microgreens, and while the production scale remains lower, fruiting crops such as strawberries and tomatoes have also been produced.<sup>5</sup>

Vertical farming can offer suitable environments for crops by using several advanced technologies such as controlled artificial lighting systems, climate controls to maintain temperature and humidity, and real-time data tracking software to monitor the progress of production.<sup>6</sup> The controlled and consistent environment in vertical farming facilities help to prevent pests and diseases, contributing to growing crops without the need for pesticides.<sup>7</sup> Moreover, by concentrating crop production in one facility, vertical farming allows "closed-loop irrigation systems", reducing overall water consumption.<sup>8</sup>

The environmental benefits of vertical farming can be an attractive sales point as consumers are becoming more conscious about environmental

5 Archard, Sepehr. (2025, June 10). *Vertical farming: what is it, its current state & its future*. iGrow News.

6 Archard, Sepehr. (2025, June 10). *Vertical farming: what is it, its current state & its future*. iGrow News.

7 Organico. (2024, August 14). *Why vertical farms do not require pesticides*.

8 Archard, Sepehr. (2025, June 10). *Vertical farming: what is it, its current state & its future*. iGrow News.

#### Figure 3-2. Example of Vertical Farming, Ottawa

(Source: Growcer, Retrieved from: *Interest in vertical farms grows with demand for Canadian products*, by David Israelson, *Globe and Mail*. Accessed 14 August 2025)



impacts on their purchases. In a recent survey<sup>9</sup> conducted by Agriculture and Agri-Food Canada, 70% of respondents said that they seek foods that are produced under environmentally sustainable production. While price remains the main barrier to purchasing sustainable food, 65% of respondents said that they feel moral obligations to support products that are environmentally friendly.<sup>10</sup>

**The *Investment Attraction Strategy* highlighted that agriculture has already been one of the most prominent industries in the Town of Peace River and the surrounding region. Findings from the trend research suggest that encouraging crop production using vertical farming can contribute to strengthening the Town of Peace River's food sector.**

### 3.5 E-Commerce and Rise of Omni-channel Retail

E-commerce is one of the large trends that emerged from the rise from technology. E-commerce is typically defined as "the buying and selling of goods online, including the digital transmission of payment and data"<sup>11</sup>

The total annual retail sales in Canada from the beginning of May 2024 until the end of May 2025 according to Statistics Canada is \$887.67 billion, using the most recent unadjusted data available.<sup>12</sup> E-commerce accounts for 5.71% of this annual total, with \$50.7 billion dollars in retail e-commerce sales. E-commerce sales have been especially successful in sectors such as fashion and electronics.<sup>13</sup>

However, it is important to note that the majority of purchases still occur in brick-and-mortar setting. According to a survey conducted by KPMG in 2025, 66% of respondents indicated that they prefer in-store purchasing.<sup>14</sup> Consumers appreciate opportunities to physically try out new items and pick up items at their own convenience. Past experience with online shopping was also a common factor to prefer in-store shopping, which included

9 Agriculture and Agri-Food Canada. (2024). *Consumer Perceptions of Food Survey*.

10 Agriculture and Agri-Food Canada. (2024). *Consumer Perceptions of Food Survey*.

11 Bush, Olivia. (2025, January 9). *E-Commerce Statistics in Canada*. Made in CA.

12 Statistics Canada. Table 20-10-0056-01 Monthly retail trade sales by province and territory (x 1,000).

13 Bush, Olivia. (2025, January 9). *E-Commerce Statistics in Canada*. Made in CA.

14 KPMG. (2025, April 15). *Connected commerce: A seamless omnichannel experience*.

shipping delays, complex returning process, and the uncertainty of whether the items purchased would meet consumers' expectations. The report suggested that as consumers experienced both benefits and challenges of online shopping, consumers are becoming more conscious with what they value and wish to purchase.

The report highlighted that an omni-channel retail experience would continue to be vital in the future. Omni-channel retail can offer an interconnected retail experience between online and in-store shopping through mobile apps, messaging, and home delivery. Generative AI is also contributing to the expansion of omni-channel retail by allowing users to ask questions about a product or a service.

### 3.6 Small-Format Retail Stores

Retail stores with smaller building footprints are increasingly becoming a preferred option for a range of retailers, even those that have traditionally been offering large-scale stores such as Best Buy, Walmart, and IKEA (Figure 3-3).<sup>15</sup> Small-format retail stores usually require smaller operation costs compared to large-format buildings, while allowing more flexible layouts inside the store. The sense of flexibility also allows retailers to be more responsive to local retail market, allowing business owners to "align with the evolving needs and preferences of cost-sensitive consumers."<sup>16</sup>

15 Dutton, Holly. (2024, January 8). *More retailers are rolling out small-format stores*. Urban Land.

16 Ramesbottom, Lauren. (2024, August 8). *Emerging trends in Canada's retail sector*. Altus Group.

**Figure 3-3. Example of Small-Format IKEA Store: Sydney, Australia**

(Source: IKEA, Retrieved from: *IKEA to launch small urban format stores in Canada beginning in Downtown Toronto*, Retail Insider. Accessed 19 August 2025)



Notably, many small-format retail stores also offer spaces for returning services and in-store pickup for e-commerce orders. Small-format buildings can be strategically located in high-density areas, making these services more accessible for consumers.

**Small towns like Peace River can benefit from the rise of small-format retail stores, offering opportunities to attract traditionally large-scale retail businesses. Small-format retail stores can be also a feasible option to offer both in-store and online shopping components while saving operational costs.**

### 3.7 Food Sector Trends

Along with vertical farming, another key opportunity identified in the Town's *Investment Attraction Strategy* was attracting food sector businesses, given the Town's proximity to major transportation routes.

The food sector has three major trends, including:

**1) Shifts towards health-conscious options:**

Canada has seen consistent increase in retail sales of more nutritious food products, including products with higher protein content as well as plant-based options to meat and dairy.<sup>17</sup>

**2) Increase in price-sensitive customers:**

Consumers are purchasing more sales items in response to rising food prices.<sup>18</sup> Affordable food options are critical to attracting consumers.

**3) Use of advanced technology for an efficient operation:**

Food sectors, particularly restaurant owners, are keen on investing in technology that will help them manage workflow and service capacity on a real-time basis.<sup>19</sup> Advanced technology can also play a vital role in streamlining online orders and delivery processes.

**By attracting food sector businesses that offer healthy and/or affordable food options, the Town of Peace River can be an attractive location for local and regional consumers. Enhancing incentives for start-up businesses and collaboration with existing business communities can be a few potential actions that the Town can take to attract new businesses.**

17 Government of Canada. (n.d.). *Sector trend analysis - packaged food trends in Canada*.

18 Farm Credit Canada. (2024). *Canadian food shopping habits are changing: 2024 FCC Food and Beverage Report*.

19 Square. (2025). *The top restaurant trends in 2025*.

# Section 4: Trade Area



## 4.0 Trade Area

### 4.1 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 Areas from which the Town of Peace River's retail sales are most frequently and likely to be sourced. Generated Trade Areas recognize drive times, demographics, spending attributes and competition, which collectively portray the market to prospective tenants, developers and investors.

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

As a first step, a Retail Trade Area is delineated to identify the geographic region from which regular patronage could be expected, based on a series of boundary determinants. Major considerations in defining Retail Trade Areas were applied to determine the most realistic Trade Areas, as well as to help sensitize potential market share inputs of corresponding Trade Area retail spending.

Retail Trade Area determinants include:

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

For this particular study, the Trade Area (**Figure 4-1**) was delineated utilizing a combination of drive times and competitive forces including communities of Manning, Fairview, and Falher.

### 4.2 Population and Projections

The most recent Statistics Canada Census release (2021) as well as Manifold Data Mining Inc (2024/25), a leading supplier of demographic and consumer expenditure information, were used to tabulate population estimates and growth forecasts for the identified trade area. These forecasts represent a snapshot based on demographic models and do not account for future planning realities that may influence population growth.

**Population:** The population for the Town of Peace River in 2024 is estimated at 7,217. However, the estimated Peace River Trade Area population for 2024 is 24,403 (**Table 4-1**), illustrating the significant regional draw that Peace River possesses. Growth forecasts over the next decade suggest the Trade Area population could increase to 25,810. The Trade Area population is projected to grow by 0.50% annually over the next three years and 0.59% over the next five years.

**Age:** Estimated for the year-end 2024, the median age of the total Trade Area population was 38.3 years, which is comparable to the provincial average at 38.7 years of age. The Trade Area has a slightly younger demographic compared to the province, with a slightly higher population of people below 20 (**Table 4-2** and **Figure 4-2**).

**Educational Attainment:** Of those over the age of 15 in the Trade Area, 44.62% have a post-secondary certificate, diploma or degree, which is lower than the Alberta benchmark (55.77%). However, both the Town and the trade area have slightly higher percentages of population with an apprenticeship or trades certificate compared to the Alberta benchmark (**Table 4-1**).

**Household Income:** The median household income in the Trade Area is \$110,955, which was slightly below the Town's median income at \$125,831 although slightly above the provincial median income at \$107,953 (**Table 4-3**). Notably, both the Town and the Trade Area have lower proportion of households that earn below \$20,000. Collectively, this suggests that the Trade Area has relatively affluent households compared to other areas in the Province. (**Table 4-3** and **Figure 4-3**).

Figure 4-1. Town of Peace River Trade Area

(Source: Manifold Data Inc. & FBM)

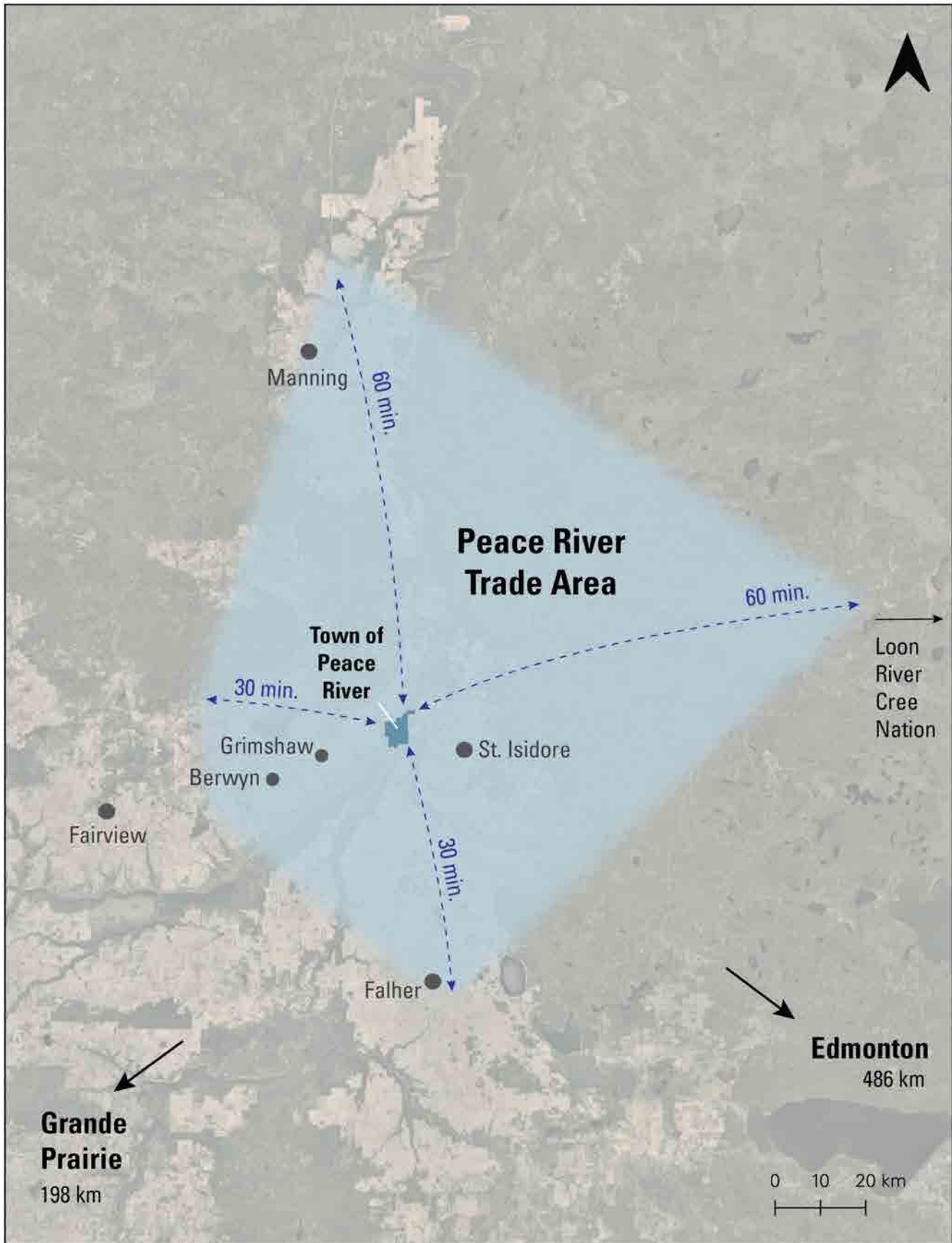


Table 4-1. Town of Peace River Trade Area Summary Table

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                                                                          | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|------------------------------------------------------------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                                                                    | value              | percent | value                   | percent | index | value                  | percent | index |
| <b>SUMMARY</b>                                                                     |                    |         |                         |         |       |                        |         |       |
| Total population                                                                   | 4,790,474          |         | 7,217                   |         |       | 24,403                 |         |       |
| Total population age 15 and over                                                   | 3,949,716          |         | 5,849                   |         |       | 19,678                 |         |       |
| Total number of private households                                                 | 1,842,517          |         | 2,855                   |         |       | 9,266                  |         |       |
| Average number of persons in private households                                    | 2.54               |         | 2.46                    |         | 97    | 2.56                   |         | 101   |
| <b>POPULATION AGE</b>                                                              |                    |         |                         |         |       |                        |         |       |
| Population age 0-14                                                                | 840,759            | 17.55%  | 1,368                   | 18.96%  | 108   | 4,726                  | 19.36%  | 110   |
| Population age 15-24                                                               | 587,258            | 12.26%  | 1,057                   | 14.65%  | 119   | 3,200                  | 13.11%  | 107   |
| Population age 25-34                                                               | 681,405            | 14.22%  | 1,045                   | 14.48%  | 102   | 3,187                  | 13.06%  | 92    |
| Population age 35-44                                                               | 761,891            | 15.90%  | 1,141                   | 15.81%  | 99    | 3,534                  | 14.48%  | 91    |
| Population age 45-54                                                               | 613,941            | 12.82%  | 880                     | 12.19%  | 95    | 2,899                  | 11.88%  | 93    |
| Population age 55-64                                                               | 551,108            | 11.50%  | 803                     | 11.13%  | 97    | 2,927                  | 11.99%  | 104   |
| Population age 65+                                                                 | 754,113            | 15.74%  | 922                     | 12.78%  | 81    | 3,930                  | 16.10%  | 102   |
| <b>EDUCATION</b>                                                                   |                    |         |                         |         |       |                        |         |       |
| Total population aged 15 years and over by highest certificate, diploma, or degree | 3,949,005          |         | 5,848                   |         |       | 19,668                 |         |       |
| No certificate, diploma, or degree                                                 | 612,709            | 15.52%  | 1,233                   | 21.08%  | 136   | 5,065                  | 25.75%  | 166   |
| High school diploma or equivalent                                                  | 1,134,005          | 28.72%  | 1,824                   | 31.19%  | 109   | 5,827                  | 29.63%  | 103   |
| Post-secondary certificate, diploma, or degree                                     | 2,202,291          | 55.77%  | 2,791                   | 47.73%  | 86    | 8,776                  | 44.62%  | 80    |
| Postsecondary certificate or diploma below bachelor level                          | 1,184,207          | 29.99%  | 1,822                   | 31.16%  | 104   | 6,350                  | 32.29%  | 108   |
| Apprenticeship or trades certificate or diploma                                    | 342,957            | 8.69%   | 572                     | 9.78%   | 113   | 2,269                  | 11.53%  | 133   |
| College, CEGEP or other non-university certificate or diploma                      | 713,739            | 18.07%  | 1,090                   | 18.64%  | 103   | 3,643                  | 18.52%  | 102   |
| University certificate or diploma below bachelor level                             | 127,511            | 3.23%   | 160                     | 2.74%   | 85    | 439                    | 2.23%   | 69    |
| University certificate, diploma, or degree at bachelor level or above              | 1,018,085          | 25.78%  | 968                     | 16.55%  | 64    | 2,426                  | 12.33%  | 48    |
| Bachelor's degree                                                                  | 709,868            | 17.98%  | 774                     | 13.24%  | 74    | 2,014                  | 10.24%  | 57    |
| <b>HOUSEHOLD INCOME</b>                                                            |                    |         |                         |         |       |                        |         |       |
| Total number of households                                                         | 1,842,517          |         | 2,855                   |         |       | 9,266                  |         |       |
| Average household income \$                                                        | \$137,719          |         | \$130,193               |         | 95    | \$126,733              |         | 92    |
| Median household income \$                                                         | \$107,953          |         | \$125,831               |         | 117   | \$110,955              |         | 103   |
| <b>PROJECTIONS</b>                                                                 |                    |         |                         |         |       |                        |         |       |
| Annual population growth in the period: Next 3 years                               |                    | 1.35%   |                         | 0.56%   | 41    |                        | 0.50%   | 37    |
| Annual population growth in the period: Next 5 years                               |                    | 1.35%   |                         | 0.56%   | 41    |                        | 0.59%   | 44    |
| Annual population growth in the period: 5 to 10 years from current year            |                    | 1.21%   |                         | 0.50%   | 41    |                        | 0.52%   | 43    |
| <b>POPULATION GROWTH</b>                                                           |                    |         |                         |         |       |                        |         |       |
| Current year total population                                                      | 4,790,474          |         | 7,217                   |         |       | 24,403                 |         |       |
| 3-Year Projections - Total population                                              | 4,986,645          |         | 7,338                   |         |       | 24,771                 |         |       |
| 5-Year Projections - Total population                                              | 5,121,868          |         | 7,420                   |         |       | 25,141                 |         |       |
| 10-Year Projections - Total population                                             | 5,439,679          |         | 7,607                   |         |       | 25,810                 |         |       |
| <b>HOUSEHOLD INCOME GROWTH</b>                                                     |                    |         |                         |         |       |                        |         |       |
| Current year average household income                                              | \$137,719          |         | \$130,193               |         | 95    | \$126,733              |         | 92    |
| 3-Year Projections - Average household income                                      | \$152,946          |         | \$145,748               |         | 95    | \$141,910              |         | 93    |
| 5-Year Projections - Average household income                                      | \$174,137          |         | \$168,249               |         | 97    | \$163,775              |         | 94    |
| 10-Year Projections - Average household income                                     | \$213,423          |         | \$211,001               |         | 99    | \$204,525              |         | 96    |

Table 4-2. Town of Peace River Trade Area Population Breakdown

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                       | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|---------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                 | value              | percent | value                   | percent | index | value                  | percent | index |
| <b>POPULATION AGE GROUP</b>     |                    |         |                         |         |       |                        |         |       |
| Total population by age groups  | 4,790,474          |         | 7,217                   |         |       | 24,403                 |         |       |
| 0-14                            | 840,759            | 17.55%  | 1,368                   | 18.96%  | 108   | 4,726                  | 19.36%  | 110   |
| 0-4                             | 254,555            | 5.31%   | 430                     | 5.96%   | 112   | 1,407                  | 5.76%   | 108   |
| 5-9                             | 289,132            | 6.04%   | 476                     | 6.60%   | 109   | 1,624                  | 6.66%   | 110   |
| 10-14                           | 297,071            | 6.20%   | 462                     | 6.40%   | 103   | 1,695                  | 6.94%   | 112   |
| 15-64                           | 3,195,603          | 66.71%  | 4,927                   | 68.27%  | 102   | 15,748                 | 64.53%  | 97    |
| 15-19                           | 294,153            | 6.14%   | 489                     | 6.78%   | 110   | 1,694                  | 6.94%   | 113   |
| 20-24                           | 293,105            | 6.12%   | 568                     | 7.87%   | 129   | 1,507                  | 6.17%   | 101   |
| 25-29                           | 319,245            | 6.66%   | 488                     | 6.76%   | 102   | 1,500                  | 6.15%   | 92    |
| 30-34                           | 362,160            | 7.56%   | 557                     | 7.72%   | 102   | 1,687                  | 6.91%   | 91    |
| 35-39                           | 386,924            | 8.08%   | 596                     | 8.26%   | 102   | 1,800                  | 7.37%   | 91    |
| 40-44                           | 374,967            | 7.83%   | 545                     | 7.55%   | 96    | 1,735                  | 7.11%   | 91    |
| 45-49                           | 324,295            | 6.77%   | 457                     | 6.33%   | 94    | 1,490                  | 6.10%   | 90    |
| 50-54                           | 289,646            | 6.05%   | 423                     | 5.86%   | 97    | 1,409                  | 5.78%   | 96    |
| 55-59                           | 267,501            | 5.58%   | 403                     | 5.58%   | 100   | 1,407                  | 5.76%   | 103   |
| 60-64                           | 283,607            | 5.92%   | 400                     | 5.54%   | 94    | 1,520                  | 6.23%   | 105   |
| 65 and over                     | 754,113            | 15.74%  | 922                     | 12.78%  | 81    | 3,930                  | 16.10%  | 102   |
| 65-69                           | 254,902            | 5.32%   | 325                     | 4.50%   | 85    | 1,323                  | 5.42%   | 102   |
| 70-74                           | 193,147            | 4.03%   | 239                     | 3.31%   | 82    | 990                    | 4.06%   | 101   |
| 75-79                           | 138,567            | 2.89%   | 147                     | 2.04%   | 71    | 730                    | 2.99%   | 103   |
| 80-84                           | 85,117             | 1.78%   | 93                      | 1.29%   | 72    | 466                    | 1.91%   | 107   |
| 85 and over                     | 82,380             | 1.72%   | 118                     | 1.64%   | 95    | 422                    | 1.73%   | 101   |
| 85-89                           | 54,203             | 1.13%   | 75                      | 1.04%   | 92    | 291                    | 1.19%   | 105   |
| 90-94                           | 22,488             | 0.47%   | 33                      | 0.46%   | 98    | 113                    | 0.46%   | 98    |
| 95-99                           | 5,111              | 0.11%   | 10                      | 0.14%   | 127   | 18                     | 0.07%   | 64    |
| 100 and over                    | 578                | 0.01%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| Average age of total population | 39.50              |         | 37.40                   |         | 95    | 39.00                  |         | 99    |
| Median age of total population  | 38.70              |         | 36.20                   |         | 94    | 38.30                  |         | 99    |

Figure 4-2. Population Breakdown

(Source: Manifold Data Mining Inc.)

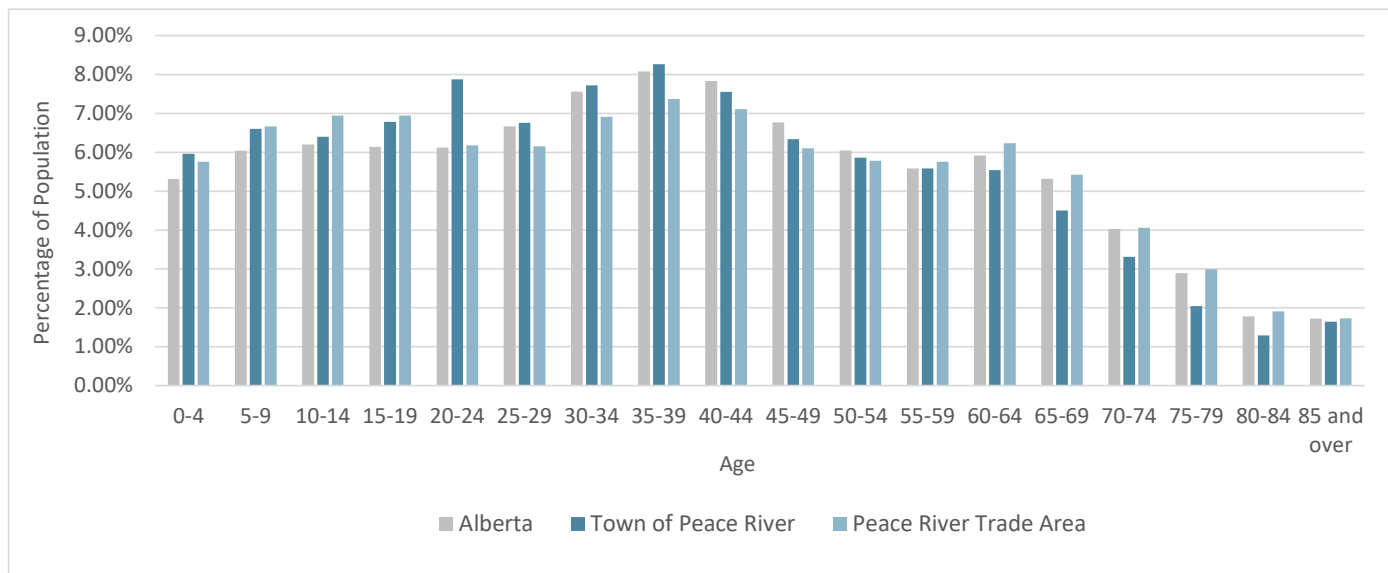


Table 4-3. Household Income Breakdown

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                                    | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|----------------------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                              | value              | percent | value                   | percent | index | value                  | percent | index |
| <b>HOUSEHOLD INCOME</b>                      |                    |         |                         |         |       |                        |         |       |
| Total number of households                   | 1,842,517          |         | 2,855                   |         |       | 9,266                  |         |       |
| Average household income \$                  | \$137,719          |         | \$130,193               |         | 95    | \$126,733              |         | 92    |
| Median household income \$                   | \$107,953          |         | \$125,831               |         | 117   | \$110,955              |         | 103   |
| Household with income under \$5,000          | 11,803             | 0.64%   | 0                       | 0.00%   | 0     | 13                     | 0.14%   | 22    |
| Household with income \$5,000 to \$9,999     | 9,752              | 0.53%   | 5                       | 0.18%   | 34    | 8                      | 0.08%   | 15    |
| Household with income \$10,000 to \$14,999   | 12,297             | 0.67%   | 7                       | 0.25%   | 37    | 24                     | 0.26%   | 39    |
| Household with income \$15,000 to \$19,999   | 18,656             | 1.01%   | 8                       | 0.28%   | 28    | 56                     | 0.60%   | 59    |
| Household with income \$20,000 to \$24,999   | 44,395             | 2.41%   | 87                      | 3.05%   | 127   | 275                    | 2.96%   | 123   |
| Household with income \$25,000 to \$29,999   | 53,578             | 2.91%   | 98                      | 3.43%   | 118   | 313                    | 3.38%   | 116   |
| Household with income \$30,000 to \$34,999   | 48,562             | 2.64%   | 83                      | 2.91%   | 110   | 236                    | 2.55%   | 97    |
| Household with income \$35,000 to \$39,999   | 52,351             | 2.84%   | 91                      | 3.19%   | 112   | 281                    | 3.03%   | 107   |
| Household with income \$40,000 to \$44,999   | 57,429             | 3.12%   | 97                      | 3.40%   | 109   | 327                    | 3.53%   | 113   |
| Household with income \$45,000 to \$49,999   | 59,811             | 3.25%   | 74                      | 2.59%   | 80    | 261                    | 2.82%   | 87    |
| Household with income \$50,000 to \$59,999   | 102,726            | 5.58%   | 160                     | 5.60%   | 100   | 550                    | 5.94%   | 106   |
| Household with income \$60,000 to \$69,999   | 117,341            | 6.37%   | 188                     | 6.59%   | 103   | 591                    | 6.38%   | 100   |
| Household with income \$70,000 to \$79,999   | 118,387            | 6.43%   | 166                     | 5.81%   | 90    | 517                    | 5.57%   | 87    |
| Household with income \$80,000 to \$89,999   | 114,588            | 6.22%   | 167                     | 5.85%   | 94    | 575                    | 6.20%   | 100   |
| Household with income \$90,000 to \$99,999   | 112,576            | 6.11%   | 138                     | 4.83%   | 79    | 556                    | 6.00%   | 98    |
| Household with income \$100,000 and over     | 908,265            | 49.30%  | 1,485                   | 52.01%  | 105   | 4,684                  | 50.55%  | 103   |
| Household with income \$100,000 to \$124,999 | 200,566            | 10.89%  | 329                     | 11.52%  | 106   | 1,102                  | 11.90%  | 109   |
| Household with income \$125,000 to \$149,999 | 188,803            | 10.25%  | 312                     | 10.93%  | 107   | 1,039                  | 11.21%  | 109   |
| Household with income \$150,000 to \$199,999 | 216,776            | 11.77%  | 434                     | 15.20%  | 129   | 1,321                  | 14.26%  | 121   |
| Household with income \$200,000 and over     | 302,121            | 16.40%  | 411                     | 14.40%  | 88    | 1,221                  | 13.18%  | 80    |

Figure 4-3. Household Income Breakdown

(Source: FBM & Manifold Data Mining Inc.)

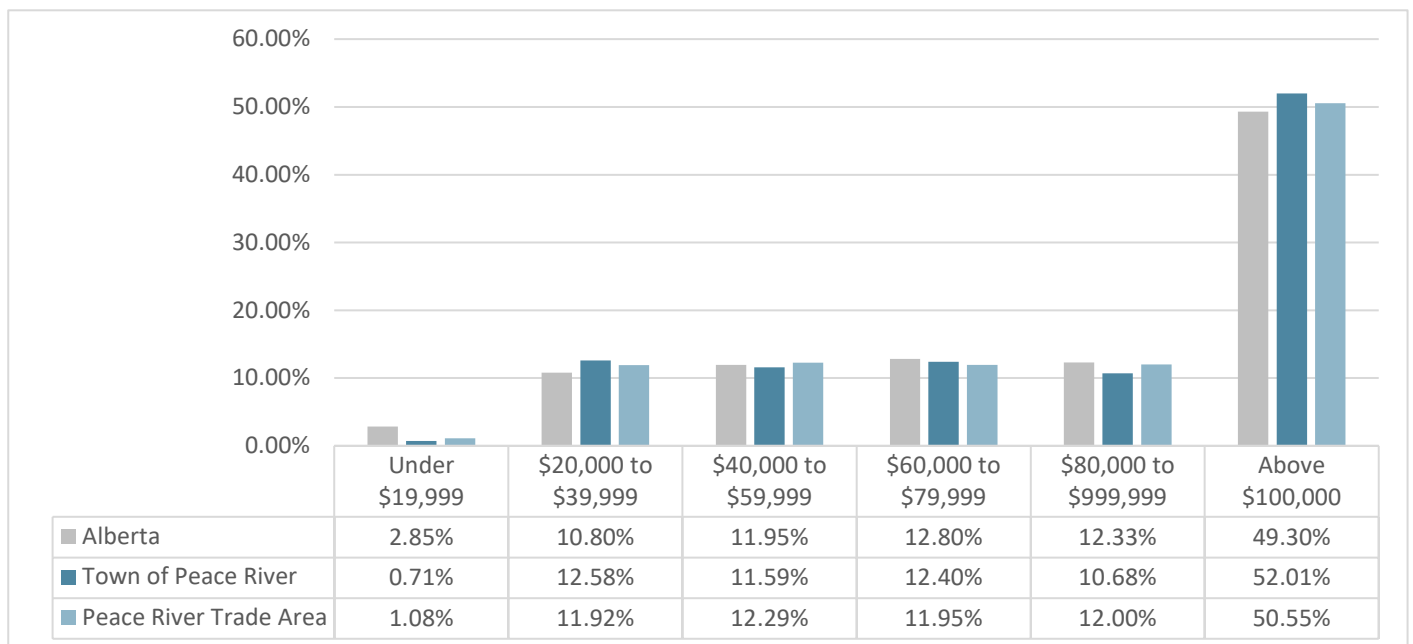


Table 4-4. Town of Peace River Trade Area Canacode Lifestyle Cluster

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                           | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|-------------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                     | value              | percent | value                   | percent | index | value                  | percent | index |
| A: AFFLUENTS                        | 121,496            | 6.56%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| B: ELITE PROFESSIONALS              | 211,120            | 11.39%  | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| C: ETHNIC CRUISERS                  | 71,922             | 3.88%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| D: NEST BUILDERS                    | 169,514            | 9.15%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| E: BUY ME A NEW HOME                | 280,516            | 15.14%  | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| F: EMPTY NESTERS                    | 94,379             | 5.09%   | 119                     | 3.23%   | 63    | 183                    | 1.97%   | 39    |
| <b>G: UP THE LADDER</b>             | 287,925            | 15.54%  | 994                     | 26.88%  | 173   | 1,144                  | 12.34%  | 79    |
| H: HIGH TRADES                      | 53,545             | 2.89%   | 1                       | 0.03%   | 1     | 1                      | 0.01%   | 0     |
| <b>I: URBAN LIFE IN SMALL TOWNS</b> | 165,071            | 8.91%   | 2,584                   | 69.86%  | 784   | 6,419                  | 69.28%  | 778   |
| J: JOYFUL COUNTRY                   | 73,996             | 3.99%   | 0                       | 0.00%   | 0     | 382                    | 4.12%   | 103   |
| <b>K: RURAL HANDYMEN</b>            | 30,427             | 1.64%   | 0                       | 0.00%   | 0     | 937                    | 10.11%  | 616   |
| L: COMFORTABLE APARTMENT DWELLERS   | 177,357            | 9.57%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| M: SINGLES                          | 39,114             | 2.11%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| N: NEW CANADIANS                    | 37,463             | 2.02%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| O: RENTERS                          | 16,120             | 0.87%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| P: ONE PARENT FAMILIES              | 13,569             | 0.73%   | 0                       | 0.00%   | 0     | 200                    | 2.16%   | 296   |
| Q: THRIFTY                          | 9,393              | 0.51%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |

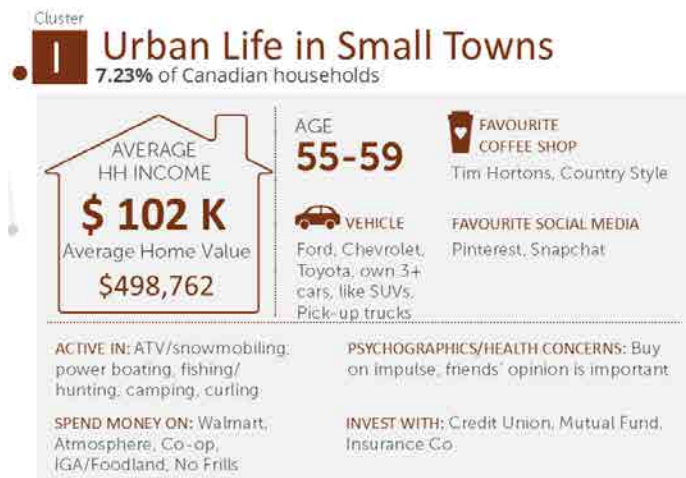
### 4.2.1 CanaCode Lifestyle Clusters

CanaCode Lifestyles is a customer segmentation that combines demographic, household spending, consumer lifestyle, attitude and behavioural databases, with a view of a target market’s choices, preferences and shopping patterns. The two-tier lifestyle segmentation system works at the six-digit postal code level and classifies Canada’s consumer landscape into 18 distinct lifestyle segments.

As shown in **Table 4-4**, the most dominant CanaCode cluster in the Trade Area is “I: Urban Life in Small Town” at 69.28% of the Trade Area population,

Figure 4-4. Dominant CanaCode Lifestyle Cluster

(Source: Manifold Data Mining Inc.)



followed by “G: Up the Ladder” (12.34 %) and “K: Rural Handymen” (10.11%).

**Figure 4-4** illustrates demographic traits for typical Canadian households under Cluster I. While factors such as house values and activities can be different depending on economic and geographic contexts, these descriptions offer a general sense of consumers’ spending habits and lifestyle in the Trade Area and provides insights into the types of industries and businesses that are likely to be attracted to and are most compatible given the demographic composition.

A full listing of the CanaCode Lifestyle Clusters can be viewed at [www.polarisintelligence.com/canacode/](http://www.polarisintelligence.com/canacode/).

#### Cluster I: “Urban Life in Small Town” Cluster

Accounting for 69.28% of the Trade Area population compared to the Canadian share of 7.2%, this group is the largest cluster in the Peace River Trade Area. Population in this cluster is usually aged between 55 and 59 working in service industries, but use their discretionary income on recreational activities such as ATV/snowmobiling, power boating, fishing/hunting, camping and curling. They have a tendency to shop at more value-oriented retailers such as Walmart, Coop and No Frills for their day-to-day needs, but do have a propensity for in-store impulse purchases and therefore less spending online than younger generations, except where remote locations necessitate such purchases.

### 4.3 Summary of Employment & Labour

**Table 4-5** and **Table 4-6** provide a summary of the estimated 2024 labour force profile for the Peace River Trade Area. The total labour force for the year-end 2024/2025 in the Trade Area was 13,319, accounting for approximately 54.6% of the estimated total population in 2024. This includes permanent and temporary employees as well as self-employed individuals. While the breakdown of types of workers is largely similar to the Provincial benchmark, the Trade Area has slightly higher percentage of self-employed workers (17.92%) compared to the provincial average at 15.07%.

The top three NAICS industry sectors (where people work) in the Trade Area were:

- **Retail Trade (44-45):** 1,602 jobs (12.03% of the labour force)
- **Health care and social assistance (62):** 1,569 jobs (11.78%)
- **Agriculture, forestry, fishing, and hunting (11):** 1,313 jobs (9.85%)

Meanwhile, the top three occupational categories (what people do for work) were:

- **Sales and service occupations:** 3,203 jobs (23.9%)
- **Trades, transport and equipment operators and related occupations:** 2,955 jobs (22.05%)
- **Business, finance, and administration occupations:** 1,898 jobs (14.16%)

Relative to the Province, the Trade Area specializes the most in the following NAICS industries:

- Agriculture, forestry, fishing, and hunting (11)
- Public administration (91)
- Mining, quarrying, and oil and gas extraction (21)
- Educational services (61)

Relative to the Province, the labour force in the Trade Area is underweight in the following NAICS industries:

- Management of companies and enterprises (55)
- Arts, entertainment, and recreation (71)
- Information and cultural industries (51)
- Real estate and rental and leasing (53) and Professional, scientific, and technical services (54)

More details can be found in **Table 4-5** where an index >100 indicates a greater specialization relative to the Province as a whole.

### *Commuting Destination*

Among the total labour force population in the Trade Area (13,319 workers), 70.76% (or 9,425 workers) have a fixed commuting destination (**Table 4-6**). 15.7% of workers have no fixed workplace address, which aligns closely with the provincial average at 16.59%. 5.71% work from home, 0.03% work outside of Canada, and 7.8% are reported as uncategorized.

In terms of the commuting destination, 43.06% of all workers (or 60.8% of workers who have fixed workplace address) commute within the census subdivision (CSD) of residence. Notably, the Trade Area had a significantly higher proportion of workers who commute to a different census subdivision (CSD) and census division (CD) that they live in. The provincial average is 2.65% and in the Town it is 4.17%, while in the Trade Area it was 11.06%. As the Trade Area covers areas of Census Divisions No. 17 and 19, the Trade Area population outside of the Town of Peace River is likely to be working in Census Division 19, which includes the Town of Peace River, the Town of Grimshaw, and the Town of Fairview.

### *Mode of Transportation & Commuting Duration*

Within both the Town and the Trade Area, vehicles are the primary mode of transportation amongst commuters. While public transit use for commuting is significantly lower in the Trade Area compared to the Province, the percentage of workers who commute by walking is slightly higher in the Trade Area relative to the Alberta benchmark.

It is important to note that this data solely focuses on commuting patterns and is not reflective of all trips being made. As a result, it does not consider the trips made by pedestrians to shops and services, children walking or biking to school, or for social purposes such as a resident visiting their local park.

Notably, both the Town and the Trade Area had higher percentages of workers with a commuting duration of 15 minutes or shorter.

The significance of commuter inflow is important for retail planning. While the town has roughly 7,200 full-time residents, the influx of an estimated 1,500 workers daily effectively increases the daytime population by over 20%. This creates an increased demand cycle for retail nodes, particularly in the food and service sectors catering to both the local resident population and the transient regional workforce.

Table 4-5. Labour Force Industry and Occupation

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                                                                                                 | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|-----------------------------------------------------------------------------------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                                                                                           | value              | percent | value                   | percent | index | value                  | percent | index |
| <b>LABOUR FORCE INDUSTRY</b>                                                                              |                    |         |                         |         |       |                        |         |       |
| Total labour force population aged 15+ years - North American Industry Classification System (NAICS) 2017 | 2,723,964          |         | 4,322                   |         |       | 13,319                 |         |       |
| Industry - not applicable                                                                                 | 81,067             | 2.98%   | 63                      | 1.46%   | 49    | 184                    | 1.38%   | 46    |
| All industries                                                                                            | 2,642,898          | 97.02%  | 4,258                   | 98.52%  | 102   | 13,135                 | 98.62%  | 102   |
| 11 Agriculture, forestry, fishing, and hunting                                                            | 78,249             | 2.87%   | 108                     | 2.50%   | 87    | 1,313                  | 9.85%   | 343   |
| 21 Mining, quarrying, and oil and gas extraction                                                          | 131,644            | 4.83%   | 231                     | 5.35%   | 111   | 778                    | 5.84%   | 121   |
| 22 Utilities                                                                                              | 24,309             | 0.89%   | 31                      | 0.72%   | 81    | 63                     | 0.47%   | 53    |
| 23 Construction                                                                                           | 253,363            | 9.30%   | 267                     | 6.18%   | 66    | 1,131                  | 8.49%   | 91    |
| 31-33 Manufacturing                                                                                       | 141,727            | 5.20%   | 186                     | 4.30%   | 83    | 712                    | 5.34%   | 103   |
| 41 Wholesale trade                                                                                        | 82,807             | 3.04%   | 109                     | 2.52%   | 83    | 330                    | 2.48%   | 82    |
| 44-45 Retail trade                                                                                        | 305,371            | 11.21%  | 731                     | 16.91%  | 151   | 1,602                  | 12.03%  | 107   |
| 48-49 Transportation and warehousing                                                                      | 153,332            | 5.63%   | 162                     | 3.75%   | 67    | 740                    | 5.56%   | 99    |
| 51 Information and cultural industries                                                                    | 31,521             | 1.16%   | 38                      | 0.88%   | 76    | 67                     | 0.50%   | 43    |
| 52 Finance and insurance                                                                                  | 79,105             | 2.90%   | 53                      | 1.23%   | 42    | 222                    | 1.67%   | 58    |
| 53 Real estate and rental and leasing                                                                     | 43,766             | 1.61%   | 54                      | 1.25%   | 78    | 111                    | 0.84%   | 52    |
| 54 Professional, scientific, and technical services                                                       | 211,165            | 7.75%   | 207                     | 4.79%   | 62    | 539                    | 4.04%   | 52    |
| 55 Management of companies and enterprises                                                                | 4,031              | 0.15%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| 56 Administrative and support, waste management and remediation services                                  | 107,857            | 3.96%   | 136                     | 3.15%   | 80    | 326                    | 2.45%   | 62    |
| 61 Educational services                                                                                   | 177,775            | 6.53%   | 352                     | 8.14%   | 125   | 1,024                  | 7.69%   | 118   |
| 62 Health care and social assistance                                                                      | 345,073            | 12.67%  | 554                     | 12.82%  | 101   | 1,569                  | 11.78%  | 93    |
| 71 Arts, entertainment, and recreation                                                                    | 48,123             | 1.77%   | 0                       | 0.00%   | 0     | 40                     | 0.30%   | 17    |
| 72 Accommodation and food services                                                                        | 158,469            | 5.82%   | 429                     | 9.93%   | 171   | 794                    | 5.96%   | 102   |
| 81 Other services (except public administration)                                                          | 123,929            | 4.55%   | 224                     | 5.18%   | 114   | 659                    | 4.95%   | 109   |
| 91 Public administration                                                                                  | 141,281            | 5.19%   | 386                     | 8.93%   | 172   | 1,114                  | 8.36%   | 161   |
| <b>OCCUPATION</b>                                                                                         |                    |         |                         |         |       |                        |         |       |
| Total labour force 15 years and over by occupation                                                        | 2,723,964          |         | 4,322                   |         |       | 13,400                 |         |       |
| Occupation - not applicable                                                                               | 81,067             | 2.98%   | 63                      | 1.46%   | 49    | 185                    | 1.38%   | 46    |
| All occupations                                                                                           | 2,642,898          | 97.02%  | 4,258                   | 98.52%  | 102   | 13,215                 | 98.62%  | 102   |
| 0 Management occupations                                                                                  | 24,943             | 0.92%   | 0                       | 0.00%   | 0     | 15                     | 0.11%   | 12    |
| 1 Business, finance, and administration occupations                                                       | 446,217            | 16.38%  | 606                     | 14.02%  | 86    | 1,898                  | 14.16%  | 86    |
| 2 Natural and applied sciences and related occupations                                                    | 215,793            | 7.92%   | 225                     | 5.21%   | 66    | 523                    | 3.90%   | 49    |
| 3 Health occupations                                                                                      | 216,420            | 7.95%   | 324                     | 7.50%   | 94    | 853                    | 6.37%   | 80    |
| 4 Occupations in education, law and social, community and government services                             | 293,595            | 10.78%  | 627                     | 14.51%  | 135   | 1,648                  | 12.30%  | 114   |
| 5 Occupations in art, culture, recreation, and sport                                                      | 58,306             | 2.14%   | 51                      | 1.18%   | 55    | 129                    | 0.96%   | 45    |
| 6 Sales and service occupations                                                                           | 645,199            | 23.69%  | 1,340                   | 31.00%  | 131   | 3,203                  | 23.90%  | 101   |
| 7 Trades, transport and equipment operators and related occupations                                       | 528,416            | 19.40%  | 766                     | 17.72%  | 91    | 2,955                  | 22.05%  | 114   |
| 8 Natural resources, agriculture, and related production occupations                                      | 116,585            | 4.28%   | 114                     | 2.64%   | 62    | 1,289                  | 9.62%   | 225   |
| 9 Occupations in manufacturing and utilities                                                              | 97,424             | 3.58%   | 205                     | 4.74%   | 132   | 703                    | 5.24%   | 146   |

Table 4-6. Labour Force and Commute

(Source: FBM & Manifold Data Mining Inc.)

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

| Attribute                                                                                                          | Benchmark: Alberta |         | Town of Peace River, AB |         |       | Peace River Trade Area |         |       |
|--------------------------------------------------------------------------------------------------------------------|--------------------|---------|-------------------------|---------|-------|------------------------|---------|-------|
|                                                                                                                    | value              | percent | value                   | percent | index | value                  | percent | index |
| <b>CLASS OF WORKER</b>                                                                                             |                    |         |                         |         |       |                        |         |       |
| Total labour force 15 years and over by class of worker                                                            | 2,723,964          |         | 4,322                   |         |       | 13,319                 |         |       |
| Class of worker - Not applicable                                                                                   | 81,067             | 2.98%   | 63                      | 1.46%   | 49    | 184                    | 1.38%   | 46    |
| All classes of worker                                                                                              | 2,642,898          | 97.02%  | 4,258                   | 98.52%  | 102   | 13,135                 | 98.62%  | 102   |
| Employees                                                                                                          | 2,232,305          | 81.95%  | 3,678                   | 85.10%  | 104   | 10,748                 | 80.69%  | 98    |
| Permanent position                                                                                                 | 1,856,844          | 68.17%  | 3,089                   | 71.47%  | 105   | 8,833                  | 66.32%  | 97    |
| Temporary position                                                                                                 | 375,461            | 13.78%  | 589                     | 13.63%  | 99    | 1,915                  | 14.37%  | 104   |
| Fixed term (1 year or more)                                                                                        | 112,413            | 4.13%   | 159                     | 3.68%   | 89    | 545                    | 4.09%   | 99    |
| Casual, seasonal or short-term position (less than 1 year)                                                         | 263,048            | 9.66%   | 430                     | 9.95%   | 103   | 1,370                  | 10.28%  | 106   |
| Self-employed                                                                                                      | 410,593            | 15.07%  | 580                     | 13.42%  | 89    | 2,387                  | 17.92%  | 119   |
| <b>PLACE OF WORK</b>                                                                                               |                    |         |                         |         |       |                        |         |       |
| Total employed labour force 15 years and over by place of work status                                              | 2,548,771          |         | 4,046                   |         |       | 12,280                 |         |       |
| At home                                                                                                            | 251,043            | 9.22%   | 173                     | 4.00%   | 43    | 761                    | 5.71%   | 62    |
| Outside Canada                                                                                                     | 6,750              | 0.25%   | 1                       | 0.02%   | 8     | 3                      | 0.03%   | 12    |
| No fixed workplace address                                                                                         | 451,771            | 16.59%  | 677                     | 15.66%  | 94    | 2,091                  | 15.70%  | 95    |
| Usual place of work                                                                                                | 1,839,207          | 67.52%  | 3,195                   | 73.92%  | 109   | 9,425                  | 70.76%  | 105   |
| <b>COMMUTING DESTINATION</b>                                                                                       |                    |         |                         |         |       |                        |         |       |
| Total employed labour force 15 years and over with a usual place of work commuting destination                     | 1,839,207          |         | 3,195                   |         |       | 9,425                  |         |       |
| Commute within census subdivision (CSD) of residence                                                               | 1,329,985          | 48.83%  | 2,869                   | 66.38%  | 136   | 5,735                  | 43.06%  | 88    |
| Commute to a different census subdivision (CSD) within census division (CD) of residence                           | 422,282            | 15.50%  | 146                     | 3.38%   | 22    | 2,216                  | 16.64%  | 107   |
| Commute to a different census subdivision (CSD) and census division (CD) within province or territory of residence | 72,041             | 2.65%   | 180                     | 4.17%   | 157   | 1,473                  | 11.06%  | 417   |
| Commute to a different province or territory                                                                       | 14,900             | 0.55%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| <b>MODE OF TRANSPORTATION</b>                                                                                      |                    |         |                         |         |       |                        |         |       |
| Total employed labour force 15 years and over who commute to work by mode of transportation                        | 2,290,978          |         | 3,872                   |         |       | 11,515                 |         |       |
| Car, truck or van                                                                                                  | 2,005,410          | 73.62%  | 3,594                   | 83.16%  | 113   | 10,883                 | 81.71%  | 111   |
| Car, truck, van, as driver                                                                                         | 1,878,355          | 68.96%  | 3,303                   | 76.42%  | 111   | 10,271                 | 77.12%  | 112   |
| Car, truck, van, as passenger                                                                                      | 127,055            | 4.66%   | 290                     | 6.71%   | 144   | 611                    | 4.59%   | 98    |
| Public transit                                                                                                     | 127,666            | 4.69%   | 0                       | 0.00%   | 0     | 8                      | 0.06%   | 1     |
| Walked                                                                                                             | 90,700             | 3.33%   | 232                     | 5.37%   | 161   | 514                    | 3.86%   | 116   |
| Bicycle                                                                                                            | 15,123             | 0.56%   | 0                       | 0.00%   | 0     | 0                      | 0.00%   | 0     |
| Other method                                                                                                       | 52,079             | 1.91%   | 47                      | 1.09%   | 57    | 111                    | 0.83%   | 43    |
| <b>COMMUTING DURATION</b>                                                                                          |                    |         |                         |         |       |                        |         |       |
| Total employed population aged 15 years and over with a usual place of work                                        | 2,290,978          |         | 3,872                   |         |       | 11,515                 |         |       |
| Less than 15 minutes                                                                                               | 696,492            | 25.57%  | 2,626                   | 60.76%  | 238   | 6,278                  | 47.13%  | 184   |
| 15 to 29 minutes                                                                                                   | 900,906            | 33.07%  | 832                     | 19.25%  | 58    | 3,132                  | 23.51%  | 71    |
| 30 to 44 minutes                                                                                                   | 444,403            | 16.32%  | 183                     | 4.23%   | 26    | 1,054                  | 7.91%   | 48    |
| 45 to 59 minutes                                                                                                   | 122,161            | 4.49%   | 84                      | 1.94%   | 43    | 404                    | 3.04%   | 68    |
| 60 minutes and over                                                                                                | 127,016            | 4.66%   | 148                     | 3.42%   | 73    | 648                    | 4.87%   | 105   |

## 4.4 Retail Spending Profile

Detailed information of retail spending within each Trade Area was collected from Manifold Data Mining Inc., a leading supplier of demographic and consumer expenditure information, using 2025 forecasted year end data. The data was further consolidated into 22 specific spending categories in order to build a spending profile for the Peace River Trade Area.

These spending categories, as shown in **Table 4-7** include:

1. Grocery & Specialty Foods
2. Pharmacy
3. Alcohol, Tobacco & Cannabis
4. Personal Services
5. *Health Care & Medical Services\**
6. Fashion & Accessories
7. Jewelry
8. Beauty & Personal Care
9. Home Furniture & Decor
10. Appliances & Electronics
11. Home Improvement and Gardening
12. Books & Media
13. Sporting Goods
14. Toys & Hobbies
15. Specialty Retail
16. Quick Service F&B
17. Restaurants & Pubs
18. Arts & Entertainment
19. Fitness & Leisure
20. Auto Parts and Accessories
21. Auto / RV / Motorsports Dealership
22. *Auto Fuel\**

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

The task involved developing an understanding of how the Trade Area residents spend their shopping and leisure dollars on a household basins for each of the 22 categories. **Table 4-7** and **Figure 4-5** illustrate a spending profile for Peace River's Primary Trade Area. Additional miscellaneous inflow is also presented in **Table 4-8**.

\*While categories such as "Health Care & Medical Services" and "Auto Fuel" have an associated household expenditure, they are only included in the spending profile and not quantified in the overall demand.

Health Care & Medical Services do not have a typical productivity associated with them for forecasting space since a large component of the business model is not a traditional fee-for-service or fee-for-product model and involves direct insurance payment. Auto Fuel is also highly volatile in terms of pricing, which is often a component of quantifying demand and productivity along with an understanding of the number of pumps, vehicles and litres sold as well as the fact that taxes vary from region to region.

### 4.4.1 Town of Peace River Trade Area

Town of Peace River's Trade Area comprises an area that encompasses the communities identified in **Figure 4-1**. Total aggregate retail spending for 2025 was \$316 million excluding health care and auto (\$437 million including health care and auto).

Grocery, Convenience and Specialty Foods represent the highest household spending category at \$9,693 and Household spending on Auto/RV/Motorsports was the second highest spending category (\$6,846).

Amongst the four major merchandise categories shown in **Figure 4-5**, Grocery & Convenience account for 36% of the total non-auto spending potential, while Comparison Merchandise accounts for 30%.

Town of Peace River's Trade Area retail-specific spending (excluding Health Care & Wellness and auto motive spending) is expected to increase to \$360 million by 2030 and \$402 million by 2035.

**Table 4-7. Trade Area Retail Spending 2025, 2030 & 2035 (by Detailed Merchandise Category)**

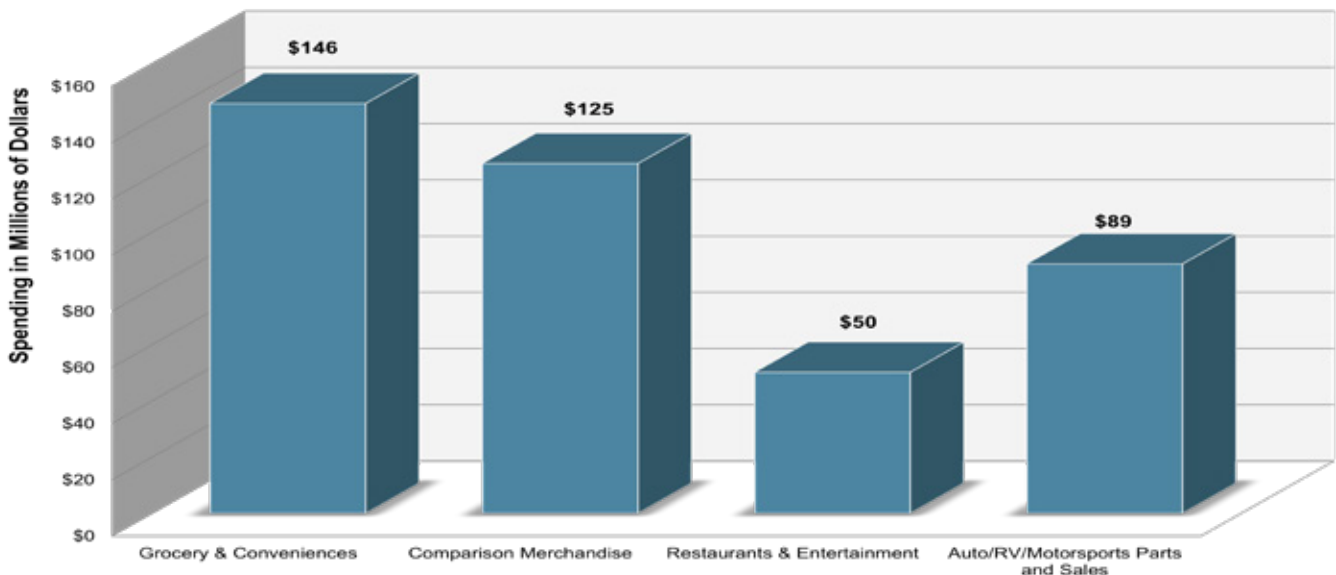
(Source: FBM & Manifold Data Mining Inc.)

Note: "Auto Parts & Accessories" includes "Maintenance and Repair" and "Online Sales Operation of Recreational Vehicles" as spending categories, which often include services that are not factored into the full inventory of this type of study.

| Retail Spending by Merchandise Category                               |                                | 2025                           |                                | 2030                           |                                | 2035                           |                                |
|-----------------------------------------------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
|                                                                       |                                | PEACE RIVER PRIMARY TRADE AREA | PEACE RIVER PRIMARY TRADE AREA | PEACE RIVER PRIMARY TRADE AREA | PEACE RIVER PRIMARY TRADE AREA | PEACE RIVER PRIMARY TRADE AREA | PEACE RIVER PRIMARY TRADE AREA |
|                                                                       |                                | Per Household Retail Spending  | Aggregate Retail Spending      | Per Household Retail Spending  | Aggregate Retail Spending      | Per Household Retail Spending  | Aggregate Retail Spending      |
| Convenience & Day-to-Day Goods/Services                               | Grocery & Convenience          | \$9,693                        | \$89,819,934                   | \$10,443                       | \$100,865,539                  | \$11,250                       | \$112,710,723                  |
|                                                                       | Pharmacy                       | \$935                          | \$8,664,504                    | \$1,007                        | \$9,730,021                    | \$1,085                        | \$10,872,670                   |
|                                                                       | Alcohol & Tobacco              | \$1,667                        | \$15,448,448                   | \$1,796                        | \$17,348,220                   | \$1,935                        | \$19,385,515                   |
|                                                                       | Personal Services              | \$3,452                        | \$31,986,612                   | \$3,719                        | \$35,920,165                   | \$4,006                        | \$40,138,464                   |
|                                                                       | Health Care & Medical Services | \$826                          | \$7,653,887                    | \$890                          | \$8,595,124                    | \$959                          | \$9,604,495                    |
| Comparison or Department Store Type Merchandise (DSTM) Goods/Services | Fashion & Accessories          | \$2,608                        | \$24,166,182                   | \$2,810                        | \$27,138,018                   | \$3,027                        | \$30,324,982                   |
|                                                                       | Jewelry                        | \$190                          | \$1,760,737                    | \$205                          | \$1,977,263                    | \$221                          | \$2,209,464                    |
|                                                                       | Beauty & Personal Care         | \$1,321                        | \$12,239,072                   | \$1,423                        | \$13,744,172                   | \$1,533                        | \$15,358,224                   |
|                                                                       | Home Furniture & Décor         | \$1,105                        | \$10,234,859                   | \$1,190                        | \$11,493,491                   | \$1,282                        | \$12,843,234                   |
|                                                                       | Appliances & Electronics       | \$1,987                        | \$18,415,351                   | \$2,141                        | \$20,679,979                   | \$2,306                        | \$23,108,540                   |
|                                                                       | Home Improvement & Gardening   | \$3,222                        | \$29,856,564                   | \$3,471                        | \$33,528,175                   | \$3,739                        | \$37,465,569                   |
|                                                                       | Books & Media                  | \$806                          | \$7,472,452                    | \$869                          | \$8,391,376                    | \$936                          | \$9,376,821                    |
|                                                                       | Sporting Goods                 | \$626                          | \$5,804,447                    | \$675                          | \$6,518,249                    | \$727                          | \$7,283,722                    |
|                                                                       | Toys & Hobbies                 | \$481                          | \$4,460,930                    | \$519                          | \$5,009,512                    | \$559                          | \$5,597,806                    |
|                                                                       | Specialty Retail               | \$1,092                        | \$10,121,039                   | \$1,177                        | \$11,365,674                   | \$1,268                        | \$12,700,406                   |
| Leisure, Recreation & Entertainment Goods/Services                    | Quick Service F&B              | \$2,215                        | \$20,520,509                   | \$2,386                        | \$23,044,018                   | \$2,570                        | \$25,750,201                   |
|                                                                       | Restaurants & Pubs             | \$2,535                        | \$23,490,564                   | \$2,731                        | \$26,379,316                   | \$2,942                        | \$29,477,181                   |
|                                                                       | Arts & Entertainment           | \$274                          | \$2,535,575                    | \$295                          | \$2,847,388                    | \$318                          | \$3,181,772                    |
|                                                                       | Fitness & Leisure              | \$398                          | \$3,688,953                    | \$429                          | \$4,142,602                    | \$462                          | \$4,629,090                    |
| Automotive Goods (excluding repair)                                   | Auto Parts & Accessories       | \$2,739                        | \$25,381,616                   | \$2,951                        | \$28,502,919                   | \$3,179                        | \$31,850,171                   |
|                                                                       | Auto/RV/Motorsports Dealership | \$6,846                        | \$63,432,292                   | \$7,375                        | \$71,232,877                   | \$7,945                        | \$79,598,138                   |
|                                                                       | Auto Fuel                      | \$2,166                        | \$20,070,465                   | \$2,333                        | \$22,538,631                   | \$2,514                        | \$25,185,464                   |
| <b>TOTAL CATEGORIES</b>                                               |                                | <b>\$47,186</b>                | <b>\$437,224,992</b>           | <b>\$50,833</b>                | <b>\$490,992,728</b>           | <b>\$54,761</b>                | <b>\$548,652,651</b>           |
| <b>TOTAL (excluding Health Care &amp; Auto)</b>                       |                                | <b>\$34,609</b>                | <b>\$320,686,732</b>           | <b>\$37,284</b>                | <b>\$360,123,177</b>           | <b>\$40,165</b>                | <b>\$402,414,383</b>           |

**Figure 4-5. Trade Area Spending 2025 by Broad Merchandise Category**

(Source: Manifold Data Mining Inc. & FBM)



### 4.4.3 Miscellaneous Inflow

In broad terms miscellaneous inflow is derived from passing motorists, visitors, students, or infrequent residents from outside of the normal, everyday trading region for Peace River.

Categories where estimated miscellaneous inflow spending is likely to be applicable include Grocery & Convenience, Pharmacy, and Quick Service F&B.

An estimate derived by applying a percentage inflow estimate on top of the existing trade area spending estimate yields an approximate additional miscellaneous annual 2025 retail inflow spending at around \$8.3 million (excluding auto and health care spending). This figure could grow to \$10.4 million over the next decade particularly as external large economic development-driven activities begin to take hold in the region, such as the Peace River Nuclear Power Project.

Table 4-8. Miscellaneous Inflow Retail Spending: 2025, 2030, and 2035

(Source: Manifold Data Mining Inc. & FBM)

|                                                                              |                                         | 2025                             | 2030                             | 2035                             |
|------------------------------------------------------------------------------|-----------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Miscellaneous Inflow Factor                                                  | Retail Spending by Merchandise Category | PEACE RIVER Misc Inflow Spending | PEACE RIVER Misc Inflow Spending | PEACE RIVER Misc Inflow Spending |
| <b>Convenience &amp; Day-to-Day Goods/Services</b>                           | 5.0% Grocery & Convenience              | \$4,490,997                      | \$5,043,277                      | \$5,635,536                      |
|                                                                              | 5.0% Pharmacy                           | \$433,225                        | \$486,501                        | \$543,633                        |
|                                                                              | 1.0% Alcohol & Tobacco                  | \$154,484                        | \$173,482                        | \$193,855                        |
|                                                                              | 1.0% Personal Services                  | \$319,866                        | \$359,202                        | \$401,385                        |
|                                                                              | 0.0% Health Care & Medical Services     | \$0                              | \$0                              | \$0                              |
| <b>Comparison or Department Store Type Merchandise (DSTM) Goods/Services</b> | 0.5% Fashion & Accessories              | \$120,831                        | \$135,690                        | \$151,625                        |
|                                                                              | 0.0% Jewelry                            | \$0                              | \$0                              | \$0                              |
|                                                                              | 0.5% Beauty & Personal Care             | \$61,195                         | \$68,721                         | \$76,791                         |
|                                                                              | 2.0% Home Furniture & Décor             | \$204,697                        | \$229,870                        | \$256,865                        |
|                                                                              | 2.0% Appliances & Electronics           | \$368,307                        | \$413,600                        | \$462,171                        |
|                                                                              | 1.0% Home Improvement & Gardening       | \$298,566                        | \$335,282                        | \$374,656                        |
|                                                                              | 0.0% Books & Media                      | \$0                              | \$0                              | \$0                              |
|                                                                              | 0.0% Sporting Goods                     | \$0                              | \$0                              | \$0                              |
| <b>Leisure, Recreation &amp; Entertainment Goods/Services</b>                | 0.0% Toys & Hobbies                     | \$0                              | \$0                              | \$0                              |
|                                                                              | 0.5% Specialty Retail                   | \$50,605                         | \$56,828                         | \$63,502                         |
|                                                                              | 2.5% Quick Service F&B                  | \$513,013                        | \$576,100                        | \$643,755                        |
|                                                                              | 5.0% Restaurants & Pubs                 | \$1,174,528                      | \$1,318,966                      | \$1,473,859                      |
|                                                                              | 5.0% Arts & Entertainment               | \$126,779                        | \$142,369                        | \$159,089                        |
| 0.0% Fitness & Leisure                                                       | \$0                                     | \$0                              | \$0                              |                                  |
| <b>Automotive Goods (excluding repair)</b>                                   | 0.0% Auto Parts & Accessories           | \$0                              | \$0                              | \$0                              |
|                                                                              | 0.0% Auto/RV/Motorsports Dealership     | \$0                              | \$0                              | \$0                              |
|                                                                              | 1.0% Auto Fuel                          | \$200,705                        | \$225,386                        | \$251,855                        |
| <b>1.9% TOTAL RETAIL CATEGORIES ONLY</b>                                     |                                         | <b>\$8,517,798</b>               | <b>\$9,565,274</b>               | <b>\$10,688,576</b>              |
| <b>TOTAL (excluding Health Care &amp; Auto)</b>                              |                                         | <b>\$8,317,094</b>               | <b>\$9,339,888</b>               | <b>\$10,436,721</b>              |

# Section 5: Retail & Service Inventory



# 5.0 Retail & Service Inventory

## 5.1 Introduction

The dynamics of the overall commercial market comprising retail and food & beverage shops and services, and street level office services provide critical indicators as to the performance of the Town of Peace River’s commercial sectors and moreover the magnitude of demand and resulting opportunity for which certain market segments or gaps could be filled.

This section will provide a detailed inventory of the business mix (predominantly the ground floor) that comprise the current commercial market for the Town of Peace River, which serves as the core centrality for shops and services in the identified Trade Area. A detailed inventory is included in **Appendix A**.

The purpose of the inventory and 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 Town of Peace River could be considered a compatible market for expansion or attraction.

## 5.2 Methodology

FBM documented the existing retail and services inventory through fieldwork conducted in 2025, supplemented by desktop research. Various aspects of the Town’s retail stock was recorded including business names, addresses, merchandise (or service) categories, estimated unit sizes, occupancy rates and vacancies, and industry types according to the North American Industry Classification System (NAICS) codes. We used geographic information systems (GIS) and business licensing data courtesy of the Town of Peace River in addition to fieldwork data to generate a robust and up-to-date database of predominantly ground floor businesses.

The process of inventory tabulation and reconciling takes into account the primary building use as the key metric for determining whether the uses are classified as retail, industrial, or office. For example, a building in an industrial park that is designed for office uses would be classified as office. Similarly, in a retail environment, there may be some uses that are office centric but overall business classification that would be based on the predominant use, which in this case would be retail.

## 5.3 Inventory Summary

The Town of Peace River’s retail and light industrial service inventory has been grouped in six key nodes (**Figure 5-1**):

- Downtown;
- Downtown West;
- North End;
- West Hill Retail North;
- West Hill Retail South; and
- West Hill Industrial.

The full ground-oriented/streetfront retail and business mix inventory for the Town of Peace River is summarized in **Table 5-1** and **Figure 5-2**.

The current ground-floor commercial inventory is approximately 2.2 million sf. This figure includes some non-retail services or quasi-retail uses in retail-type street-level spaces including community services, professional and financial services, and medical and wellness services. It also does not account for any home-based retail businesses.

When excluding these non-retail segments, as well as automotive categories and vacant retail space, the “retail only” inventory amounts to just under 800,000 sf (797,054 sf) as shown in **Table 5-2**.

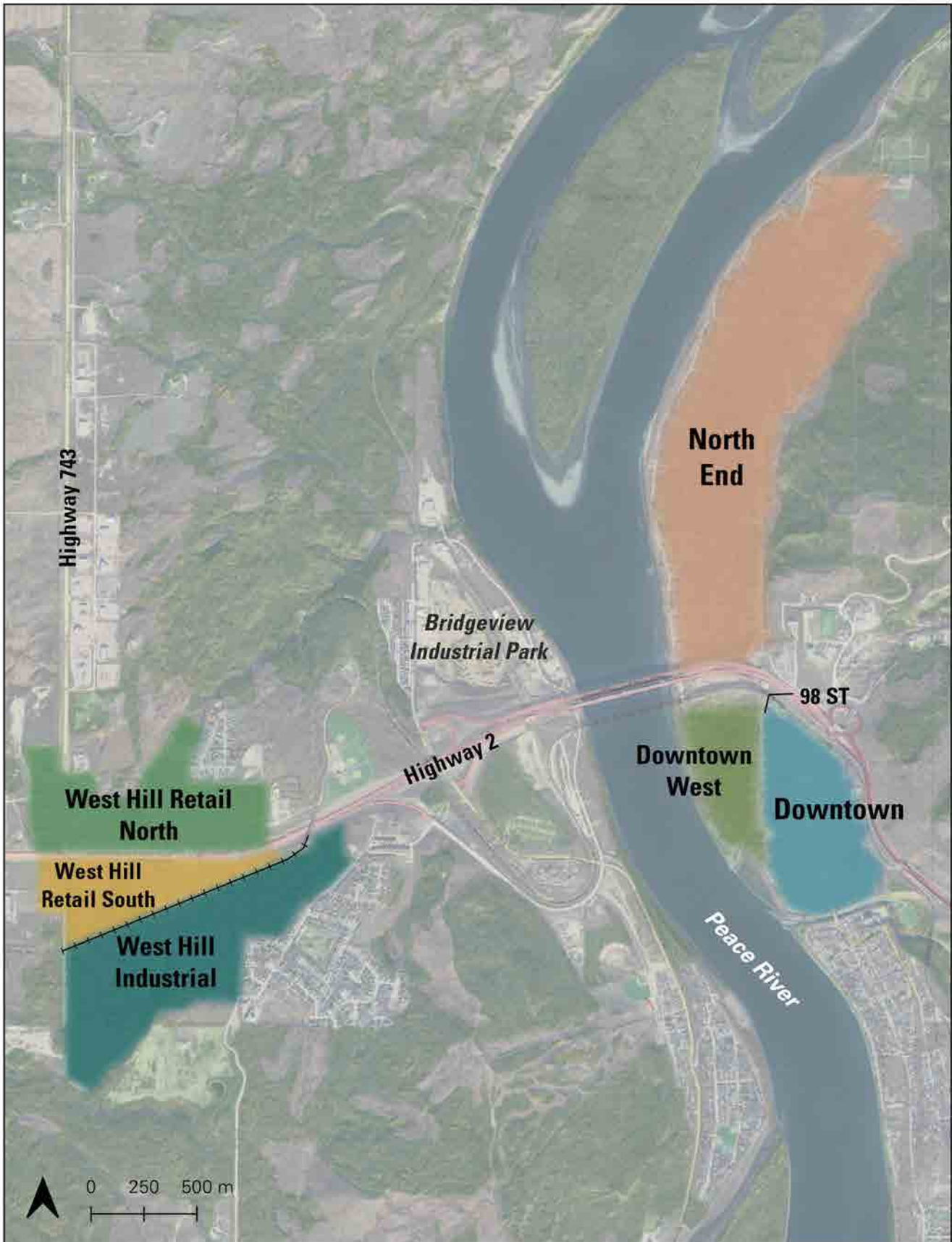
**Table 5-1. Town of Peace River Retail Mix Summary**

(Source: FBM)

| Total RETAIL only - Town-wide<br>(excluding Auto & Vacant) |                  |         |         |
|------------------------------------------------------------|------------------|---------|---------|
|                                                            | Local            | 79      | 111     |
|                                                            | Brand            | 32      |         |
| business count                                             | Local            | 71%     |         |
| business count                                             | Brand            | 29%     |         |
| floorspace                                                 | Local            | 258,317 | 691,179 |
| floorspace                                                 | Brand            | 432,863 |         |
| floorspace                                                 | Local            | 37%     |         |
| floorspace                                                 | Brand            | 63%     |         |
|                                                            | Avg Local Size   | 3,270   | 6,227   |
|                                                            | Avg Branded Size | 13,527  |         |

Figure 5-1. Town of Peace River Inventory Nodes

(Source: FBM)



## 5.4 Overall Retail Inventory by Category

**Table 5-2** and **Figure 5-2** provide a breakdown of the Town of Peace River's retail inventory by category. The top retail categories (excluding Professional and Financial Services and Automotive categories) in terms of overall retail floor space are:

1. Grocery, Convenience & Specialty Foods (192,465 sf)
2. Full Service F&B (75,868 sf)
3. Specialty Retail (69,500 sf)
4. Fashion & Footwear (64,682 sf)
5. Fitness & Leisure (54,131 sf)

Overall, as shown in Table 5-1 Peace River has a mix of 72% local businesses to 32% branded in terms of the overall store count and an inverse mix of 42% local to 58% branded in terms of the floorspace. Not unexpectedly, the local businesses are typically smaller in size, while the recognized branded businesses are larger.

## 5.5 Overall 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 specifically for retail is estimated at 7.0%. This figure is slightly higher than the industry standard for a balanced healthy retail environment, which should be in the range of 4% - 5%. However, notable among the vacancies are buildings like the former Peavey Mart (23,145 sf). If that space were to re-tenanted, as an example, the vacancy would drop to 6% illustrating the impact that one space could have on the vacancy. Additionally, another space in the West Hill Retail North Node, near the former Peavey Mart is that which is currently used for the Farmer's Market (10,658 sf). This particular retail node is a strong performing retail area and vacancies such as those identified above should be prime targets for potential new-to-market retailers looking for more than 10,000 sf locations

## 5.6 Retail Space Per Capita

Utilizing data from FBM'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 Peace River.

As a starting point, **Figure 5-3** 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.

The current retail space per capita, as calculated by FBM takes into account a trade area beyond simply Peace River's geopolitical boundary, by using a drive time analysis and other criteria to form the retail trade area (as noted previously). **Figure 5-3** 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 area's 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 5-3** provides useful direction and insight for communities of their retail market.

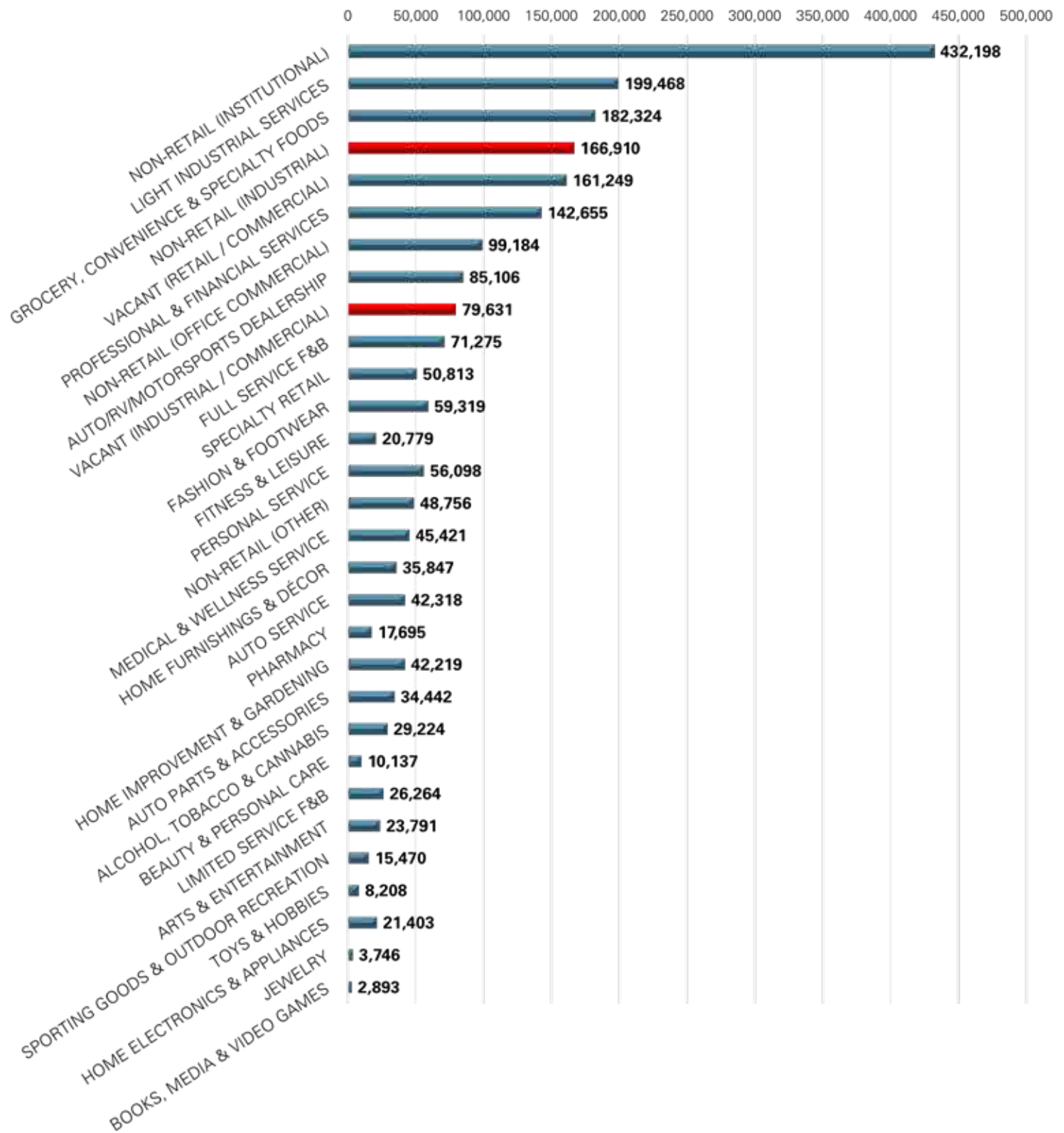
In most urban markets in Canada and the United States, a typical benchmark for ALL retail space per capita is in range of 30 sf to 40 sf (International Council of Shopping Centres). This figure can be misleading however, as this accounts for organized shopping centre space only in centres larger than 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 5-3** as a benchmark for retail space in communities and for a comparable market like Peace River which is more rural and reaches a wider area given the more remote nature, this figure should fall in the 25 to 35 sf per capita range. The estimated current floorspace per capita in Peace River, measured against its PTA population for occupied retail space only is **approximately 33 sf**. If current vacancies can be absorbed the retail space per capita would likely fall almost in line with the top end of the per capita range. This means any new future growth should be monitored to consider vacancy absorption less that it would for new greenfield development.

Figure 5-2. Town of Peace River Total Inventory

(Source: FBM)



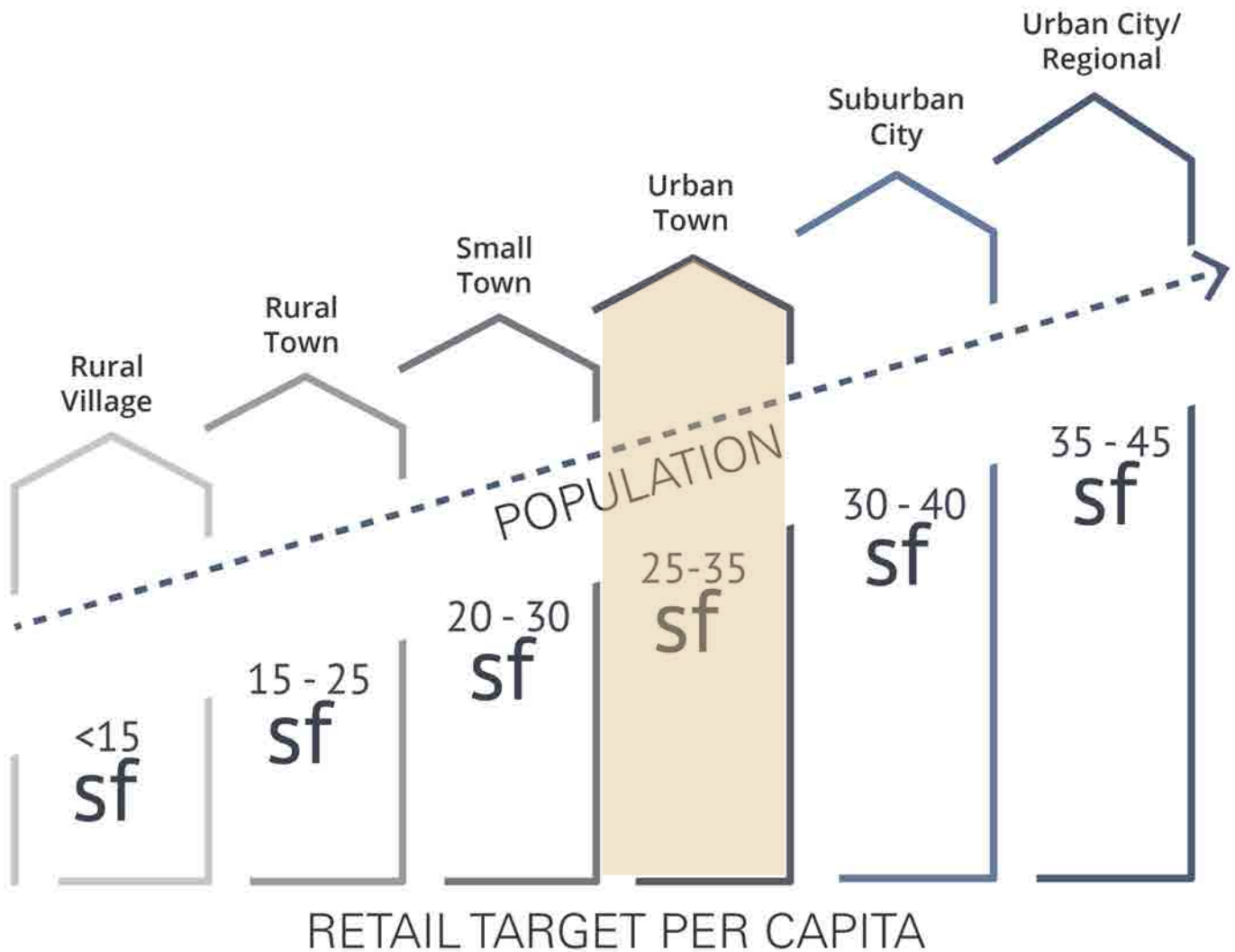
**Table 5-2. Town of Peace River Total Inventory**

(Source: FBM)

| RETAIL MERCHANDISE or BUSINESS CATEGORY            | ALL NODES FLOORSPACE (sq. ft.) | ALL NODES FLOORSPACE MIX (%) |
|----------------------------------------------------|--------------------------------|------------------------------|
| NON-RETAIL (INSTITUTIONAL)                         | 432,198                        | 19.5%                        |
| LIGHT INDUSTRIAL SERVICES                          | 199,468                        | 9.0%                         |
| GROCERY, CONVENIENCE & SPECIALTY FOODS             | 182,324                        | 8.2%                         |
| NON-RETAIL (INDUSTRIAL)                            | 166,910                        | 7.5%                         |
| <b>VACANT (RETAIL / COMMERCIAL)</b>                | 161,249                        | 7.3%                         |
| PROFESSIONAL & FINANCIAL SERVICES                  | 142,655                        | 6.4%                         |
| NON-RETAIL (OFFICE COMMERCIAL)                     | 99,184                         | 4.5%                         |
| AUTO/RV/MOTORSPORTS DEALERSHIP                     | 85,106                         | 3.8%                         |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>            | 79,631                         | 3.6%                         |
| FULL SERVICE F&B                                   | 71,275                         | 3.2%                         |
| SPECIALTY RETAIL                                   | 50,813                         | 2.3%                         |
| FASHION & FOOTWEAR                                 | 59,319                         | 2.7%                         |
| FITNESS & LEISURE                                  | 20,779                         | 0.9%                         |
| PERSONAL SERVICE                                   | 56,098                         | 2.5%                         |
| NON-RETAIL (OTHER)                                 | 48,756                         | 2.2%                         |
| MEDICAL & WELLNESS SERVICE                         | 45,421                         | 2.1%                         |
| HOME FURNISHINGS & DÉCOR                           | 35,847                         | 1.6%                         |
| AUTO SERVICE                                       | 42,318                         | 1.9%                         |
| PHARMACY                                           | 17,695                         | 0.8%                         |
| HOME IMPROVEMENT & GARDENING                       | 42,219                         | 1.9%                         |
| AUTO PARTS & ACCESSORIES                           | 34,442                         | 1.6%                         |
| ALCOHOL, TOBACCO & CANNABIS                        | 29,224                         | 1.3%                         |
| BEAUTY & PERSONAL CARE                             | 10,137                         | 0.5%                         |
| LIMITED SERVICE F&B                                | 26,264                         | 1.2%                         |
| ARTS & ENTERTAINMENT                               | 23,791                         | 1.1%                         |
| SPORTING GOODS & OUTDOOR RECREATION                | 15,470                         | 0.7%                         |
| TOYS & HOBBIES                                     | 8,208                          | 0.4%                         |
| HOME ELECTRONICS & APPLIANCES                      | 21,403                         | 1.0%                         |
| JEWELRY                                            | 3,746                          | 0.2%                         |
| BOOKS, MEDIA & VIDEO GAMES                         | 2,893                          | 0.1%                         |
| <b>TOTAL</b>                                       | <b>2,214,845</b>               |                              |
| <b>Retail ONLY Floorspace</b>                      | <b>797,054</b>                 |                              |
| <b>Total Estimated Retail Sales</b>                | <b>\$248,926,724</b>           |                              |
| <b>Estimated Retail Sales Productivity (\$/sf)</b> | <b>CA\$312</b>                 |                              |

Figure 5-3. Peace River Retail Space Per Capita

(Source: FBM)



PEACE RIVER'S PER CAPITA RETAIL RATIO IS...

32.7 sq. ft. per capita when applied against the trade area population of 24,403

An appropriate target for the Town's Trade Area should be in the range of 25 to 35 sq. ft per capita

## 5.7 Nodal Profile

### 5.7.1 Downtown

- Total GFA: 609,623 sf
- Retail floorspace: 221,040 sf
- Light Industrial Service floorspace: 19,807 sf
- Vacancy: 63,834 sf (10.5%)
- Local retail-specific businesses: 56
- Branded retail-specific businesses: 10

The Downtown node, as shown in **Figure 5-5**, is the oldest, densest, and most walkable commercial area in the Town of Peace River. 100 Avenue serves as the main spine for Downtown core.

Downtown is defined by its high concentration of local, independent businesses, which outnumber branded retailers by nearly six to one. The node is the primary destination for Full-Service Food and Beverage (39,208 sf) and Specialty Retail (36,435 sf). It also functions as a vital service hub, hosting approximately 100,000 sf of professional and financial services and nearly 45,000 sf of medical and wellness facilities. The business mix mirrors Downtown's key character as a home for local retailers, where lease rates are seen to be more achievable for local, independent businesses.

**Figure 5-6** and **Table 5-3** represent the Downtown Core node's total inventory by retail merchandise category. The top three retail categories are:

1. Personal Services (39,008 sf)
2. Full Service F&B (38,320 sf)
3. Fashion & Footwear (30,863 sf)

The primary opportunity in Downtown lies in revitalization and infill to counter current higher vacancy levels. Consumer survey results show a strong desire for the continued vitalization through the removal of derelict buildings and the infilling of vacant lots. Specific opportunities include:

- » Boutique Fashion and Specialty Goods: Given the regional leakage in Fashion spending, there is room for small-format boutique retailers that offer curated products not found in larger power centers.
- » Evening Economy and Dining: Attracting unique culinary concepts such as ethnic cuisines or healthier quick-service options, which could leverage the existing dining cluster to create a more vibrant nightlife.

Figure 5-4. Downtown, August 2025

(Source: FBM)



Figure 5-5. Downtown Commercial Node

(Source: FBM)

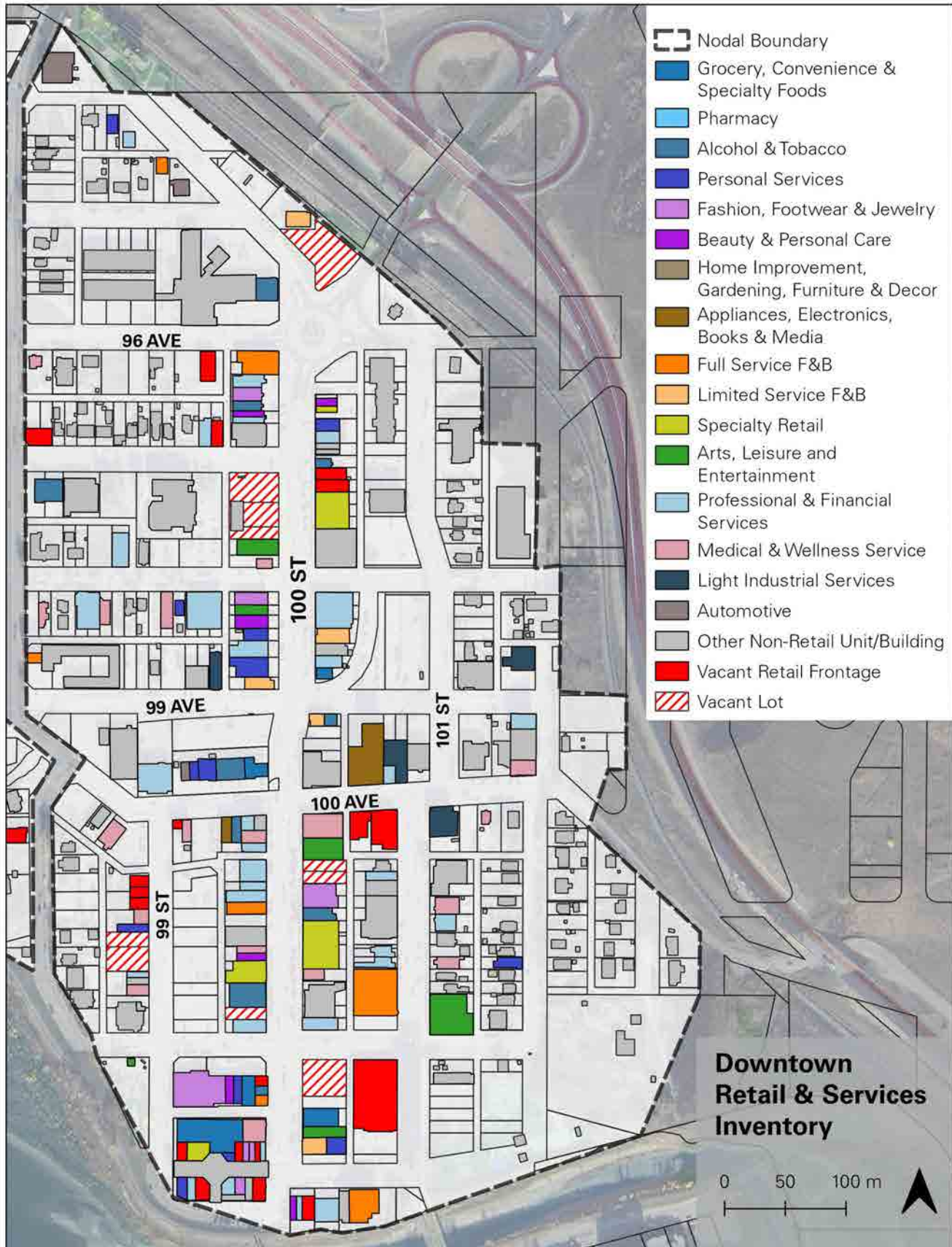
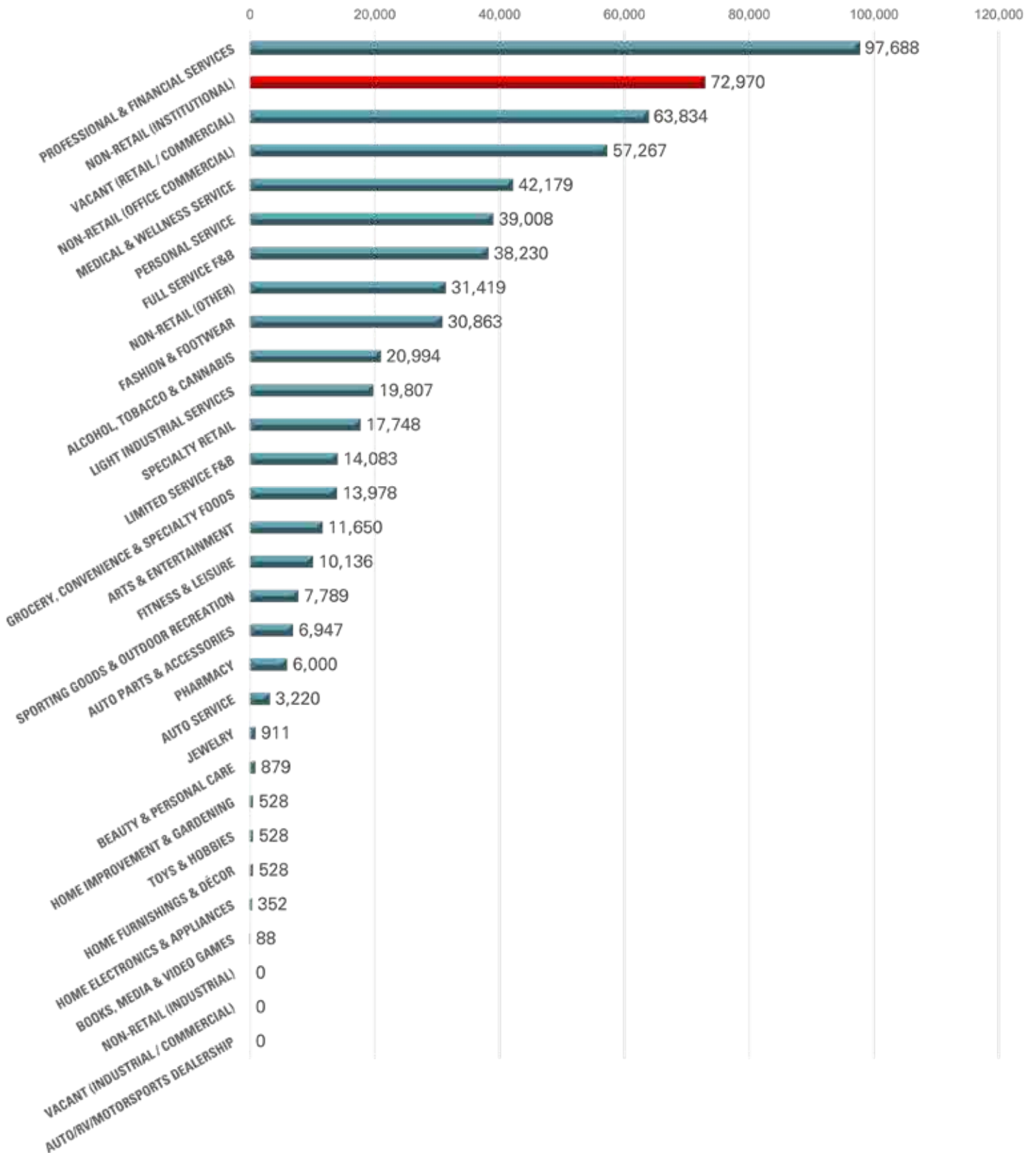


Figure 5-6. Downtown Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



**Table 5-3. Downtown Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                       | DOWNTOWN FLOORSPACE (sq. ft.) | DOWNTOWN MIX (%) |
|------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|
| PROFESSIONAL & FINANCIAL SERVICES                                                                          | 97,688                        | 16.0%            |
| NON-RETAIL (INSTITUTIONAL)                                                                                 | 72,970                        | 12.0%            |
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                        | <b>63,834</b>                 | <b>10.5%</b>     |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                             | 57,267                        | 9.4%             |
| MEDICAL & WELLNESS SERVICE                                                                                 | 42,179                        | 6.9%             |
| PERSONAL SERVICE                                                                                           | 39,008                        | 6.4%             |
| FULL SERVICE F&B                                                                                           | 38,230                        | 6.3%             |
| NON-RETAIL (OTHER)                                                                                         | 31,419                        | 5.2%             |
| FASHION & FOOTWEAR                                                                                         | 30,863                        | 5.1%             |
| ALCOHOL, TOBACCO & CANNABIS                                                                                | 20,994                        | 3.4%             |
| LIGHT INDUSTRIAL SERVICES                                                                                  | 19,807                        | 3.2%             |
| SPECIALTY RETAIL                                                                                           | 17,748                        | 2.9%             |
| LIMITED SERVICE F&B                                                                                        | 14,083                        | 2.3%             |
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                     | 13,978                        | 2.3%             |
| ARTS & ENTERTAINMENT                                                                                       | 11,650                        | 1.9%             |
| FITNESS & LEISURE                                                                                          | 10,136                        | 1.7%             |
| SPORTING GOODS & OUTDOOR RECREATION                                                                        | 7,789                         | 1.3%             |
| AUTO PARTS & ACCESSORIES                                                                                   | 6,947                         | 1.1%             |
| PHARMACY                                                                                                   | 6,000                         | 1.0%             |
| AUTO SERVICE                                                                                               | 3,220                         | 0.5%             |
| JEWELRY                                                                                                    | 911                           | 0.1%             |
| BEAUTY & PERSONAL CARE                                                                                     | 879                           | 0.1%             |
| HOME FURNISHINGS & DÉCOR                                                                                   | 528                           | 0.1%             |
| HOME IMPROVEMENT & GARDENING                                                                               | 528                           | 0.1%             |
| TOYS & HOBBIES                                                                                             | 528                           | 0.1%             |
| HOME ELECTRONICS & APPLIANCES                                                                              | 352                           | 0.1%             |
| BOOKS, MEDIA & VIDEO GAMES                                                                                 | 88                            | 0.0%             |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                             | 0                             | 0.0%             |
| NON-RETAIL (INDUSTRIAL)                                                                                    | 0                             | 0.0%             |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                    | <b>0</b>                      | <b>0.0%</b>      |
| <b>TOTAL</b>                                                                                               | <b>609,623</b>                |                  |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b>       | <b>221,240</b>                | <b>36%</b>       |
| <b>Total Estimated Retail Sales (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$49,190,906</b>           |                  |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                         | <b>\$222</b>                  |                  |

### 5.7.2 Downtown West

- Total GFA: 223,113 sf
- Retail floorspace: 56,107 sf
- Light Industrial Service floorspace: 27,362 sf
- Vacancy: 56,661 sf (25.2%)
- Local businesses: 5
- Branded businesses: 3

The Downtown West node covers the Downtown area west of 98 Street. This node is characterized by its mix of residential, commercial, light industrial, and institutional spaces. The inventory in this node is mostly concentrated along 94 Street, with a few vacant lots along this corridor.

This node has a high vacancy rate, due to one large vacant building at 96 Street (37,996 sf), known as the Bell Centre.

**Figure 5-9** and **Table 5-4** represent the Downtown West node’s total inventory by retail merchandise category. The top three retail categories are:

1. Grocery, Convenience & Specialty Foods (20,927 sf)
2. Full Service F&B (13,902 sf)
3. Arts & Entertainment (12,141 sf)

The investment narrative for Downtown South is centered on adaptive reuse and the attraction of large-format service providers.

- » Re-purposing Large-Format Space: The Bell Centre represents a major opportunity for a “quasi-retail” or institutional user that requires significant square footage in a central location.
- » Indoor Recreation and Fitness: Survey data suggests a significant gap in entertainment facilities for children and youth. The large floor plates in this node are well-suited for indoor play centers, specialized fitness studios, or cultural spaces. This might also present an option for adaptive re-use of the Bell Centre.
- » Light Industrial Services: With 27,362 square feet of light industrial services already established, this node is ideal for service businesses (e.g., HVAC, plumbing, or specialty repairs) that require central accessibility.

Figure 5-7. Downtown West, August 2025

(Source: FBM)



Figure 5-8. Downtown West Commercial Node

(Source: FBM)

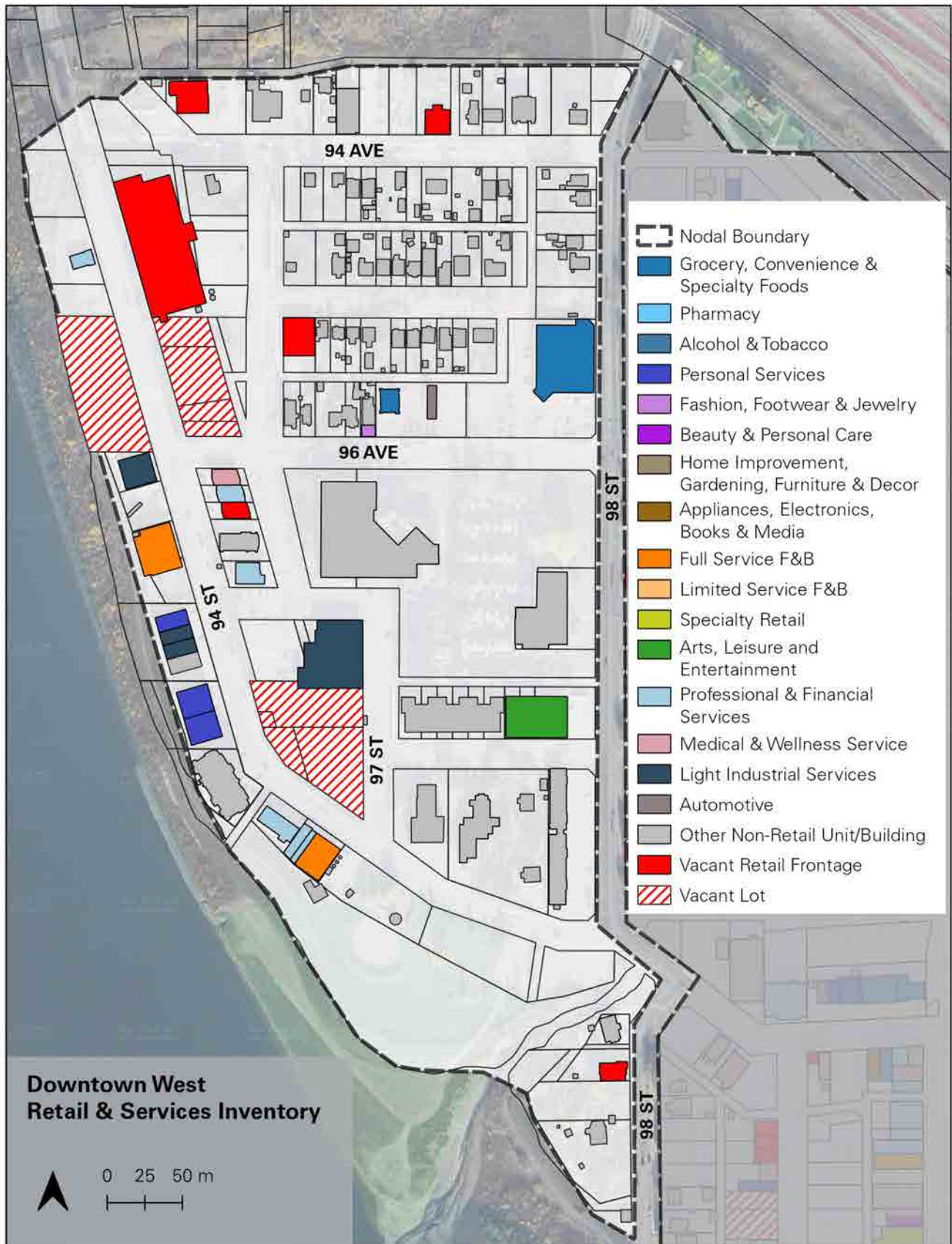
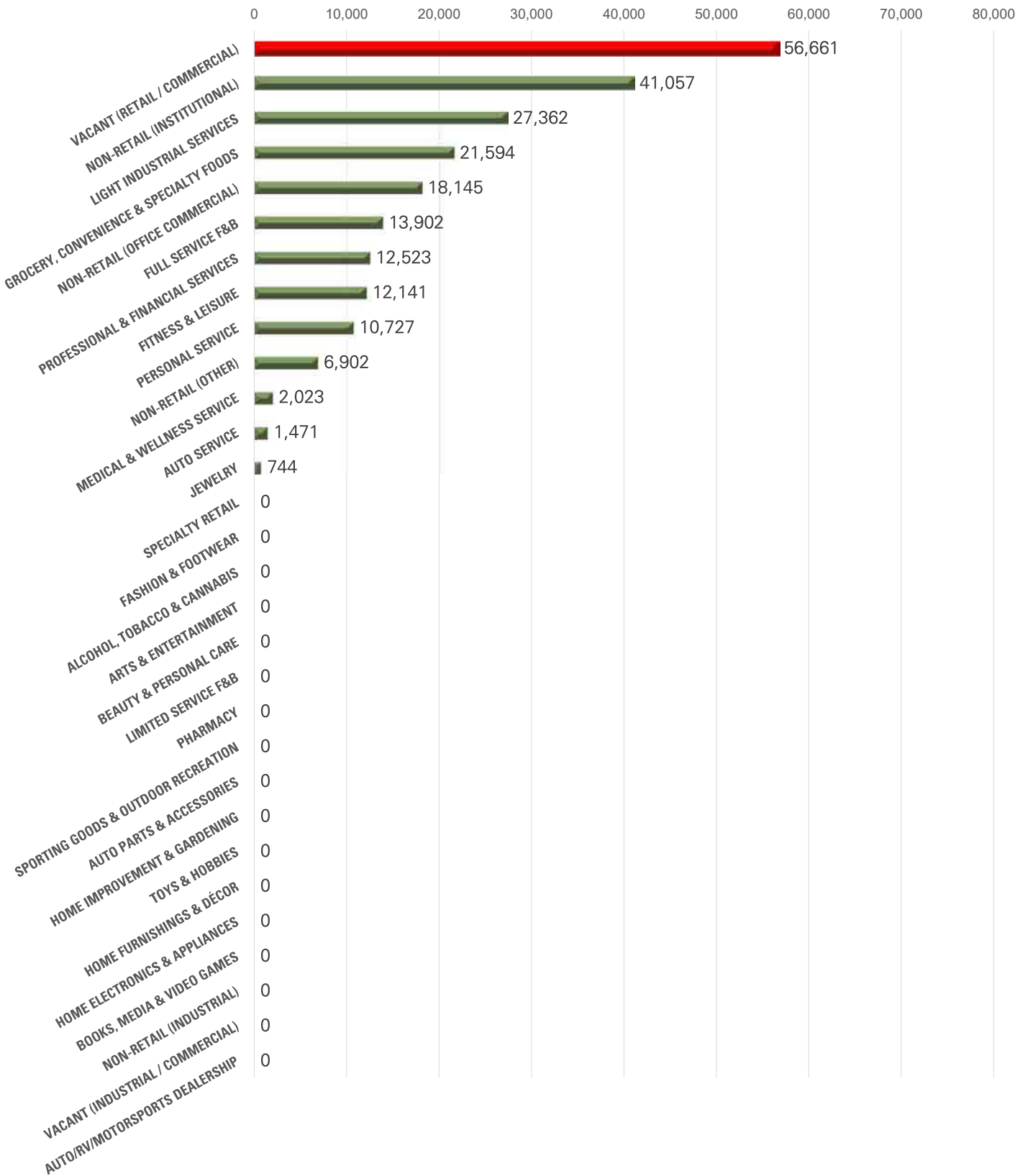


Figure 5-9. Downtown West Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



**Table 5-4. Downtown West Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                       | DOWNTOWN WEST FLOORSPACE (sq. ft.) | DOWNTOWN WEST MIX (%) |
|------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------|
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                        | 56,661                             | 25.4%                 |
| NON-RETAIL (INSTITUTIONAL)                                                                                 | 41,057                             | 18.4%                 |
| LIGHT INDUSTRIAL SERVICES                                                                                  | 27,362                             | 12.3%                 |
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                     | 20,927                             | 9.4%                  |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                             | 18,145                             | 8.1%                  |
| FULL SERVICE F&B                                                                                           | 13,902                             | 6.2%                  |
| PROFESSIONAL & FINANCIAL SERVICES                                                                          | 12,523                             | 5.6%                  |
| ARTS & ENTERTAINMENT                                                                                       | 12,141                             | 5.4%                  |
| PERSONAL SERVICE                                                                                           | 8,394                              | 3.8%                  |
| NON-RETAIL (OTHER)                                                                                         | 6,902                              | 3.1%                  |
| AUTO SERVICE                                                                                               | 2,333                              | 1.0%                  |
| MEDICAL & WELLNESS SERVICE                                                                                 | 2,023                              | 0.9%                  |
| JEWELRY                                                                                                    | 744                                | 0.3%                  |
| FASHION & FOOTWEAR                                                                                         | 0                                  | 0.0%                  |
| ALCOHOL, TOBACCO & CANNABIS                                                                                | 0                                  | 0.0%                  |
| SPECIALTY RETAIL                                                                                           | 0                                  | 0.0%                  |
| LIMITED SERVICE F&B                                                                                        | 0                                  | 0.0%                  |
| FITNESS & LEISURE                                                                                          | 0                                  | 0.0%                  |
| SPORTING GOODS & OUTDOOR RECREATION                                                                        | 0                                  | 0.0%                  |
| AUTO PARTS & ACCESSORIES                                                                                   | 0                                  | 0.0%                  |
| PHARMACY                                                                                                   | 0                                  | 0.0%                  |
| BEAUTY & PERSONAL CARE                                                                                     | 0                                  | 0.0%                  |
| HOME FURNISHINGS & DÉCOR                                                                                   | 0                                  | 0.0%                  |
| HOME IMPROVEMENT & GARDENING                                                                               | 0                                  | 0.0%                  |
| TOYS & HOBBIES                                                                                             | 0                                  | 0.0%                  |
| HOME ELECTRONICS & APPLIANCES                                                                              | 0                                  | 0.0%                  |
| BOOKS, MEDIA & VIDEO GAMES                                                                                 | 0                                  | 0.0%                  |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                             | 0                                  | 0.0%                  |
| NON-RETAIL (INDUSTRIAL)                                                                                    | 0                                  | 0.0%                  |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                    | 0                                  | 0.0%                  |
| <b>TOTAL</b>                                                                                               | <b>223,113</b>                     |                       |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b>       | <b>56,107</b>                      | <b>25%</b>            |
| <b>Total Estimated Retail Sales (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$15,876,135</b>                |                       |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                         | <b>\$283</b>                       |                       |

### 5.7.3 North End

- Total GFA: 426,216 sf
- Retail floorspace: 17,570 sf
- Light Industrial Service floorspace: 31,812 sf
- Vacancy: 34,798 sf (8.2%)
- Local retail-specific businesses: 6
- Branded retail-specific businesses: 0

The North End node is located north of Downtown Peace River. The North End is a unique node where institutional and recreational uses dominate the inventory. Over 65% of the node’s 426,216 sf is classified as institutional. The retail offering is very localized, consisting of space focused on fitness and leisure including a pool and community centre and neighbourhood grocery/convenience. All retail businesses in this node are local, with no branded national representation.

This node offers a few light industrial services at 90 Avenue, with several vacant buildings nearby. The North End is characterized by more light industrial businesses and services clustered near the highway and off-ramp. Retail businesses have a very localized offering and tend to occupy older spaces, as does the light industrial activity.

**Figure 5-12** and **Table 5-5** represent the North End node’s total inventory by retail merchandise category. The top three retail categories are:

1. Fitness & Leisure (7,283 sf)
2. Personal Service (4,740 sf)
3. Grocery & Convenience (3,221 sf)

Opportunities in the North End are smaller in scale and driven by neighbourhood convenience and specialized recreation.

- Neighborhood Retail Gaps: Consumer feedback indicated a perceived lack of grocery and convenience options in the North End. There is potential for a small-scale neighbourhood grocer or specialty food store to serve the local residents, in the range of 5,000 sf.
- Recreational Synergies: The high concentration of fitness and institutional traffic suggests an opportunity for service businesses that cater to families and recreation enthusiasts, such as wellness, sports therapy, or health-focused cafes.
- Light Industrial Service Growth: The node’s 7.6% vacancy rate in industrial/commercial space provides affordable options for small-scale trades and service workshops with highway access.

Figure 5-10. North End, August 2025

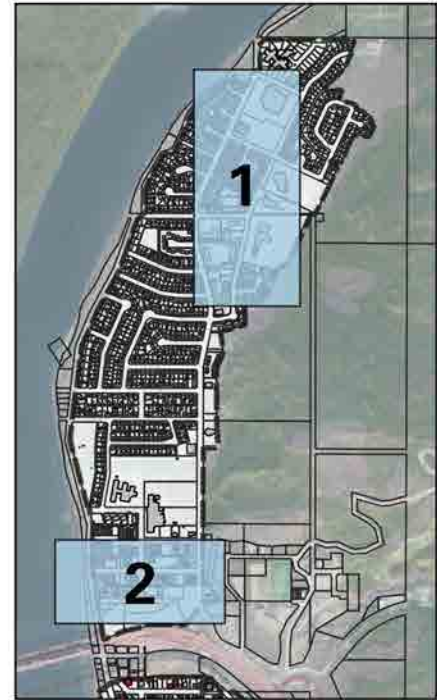
(Source: FBM)



Figure 5-11. North End Commercial Node

(Source: FBM)

### North End Retail & Services Inventory

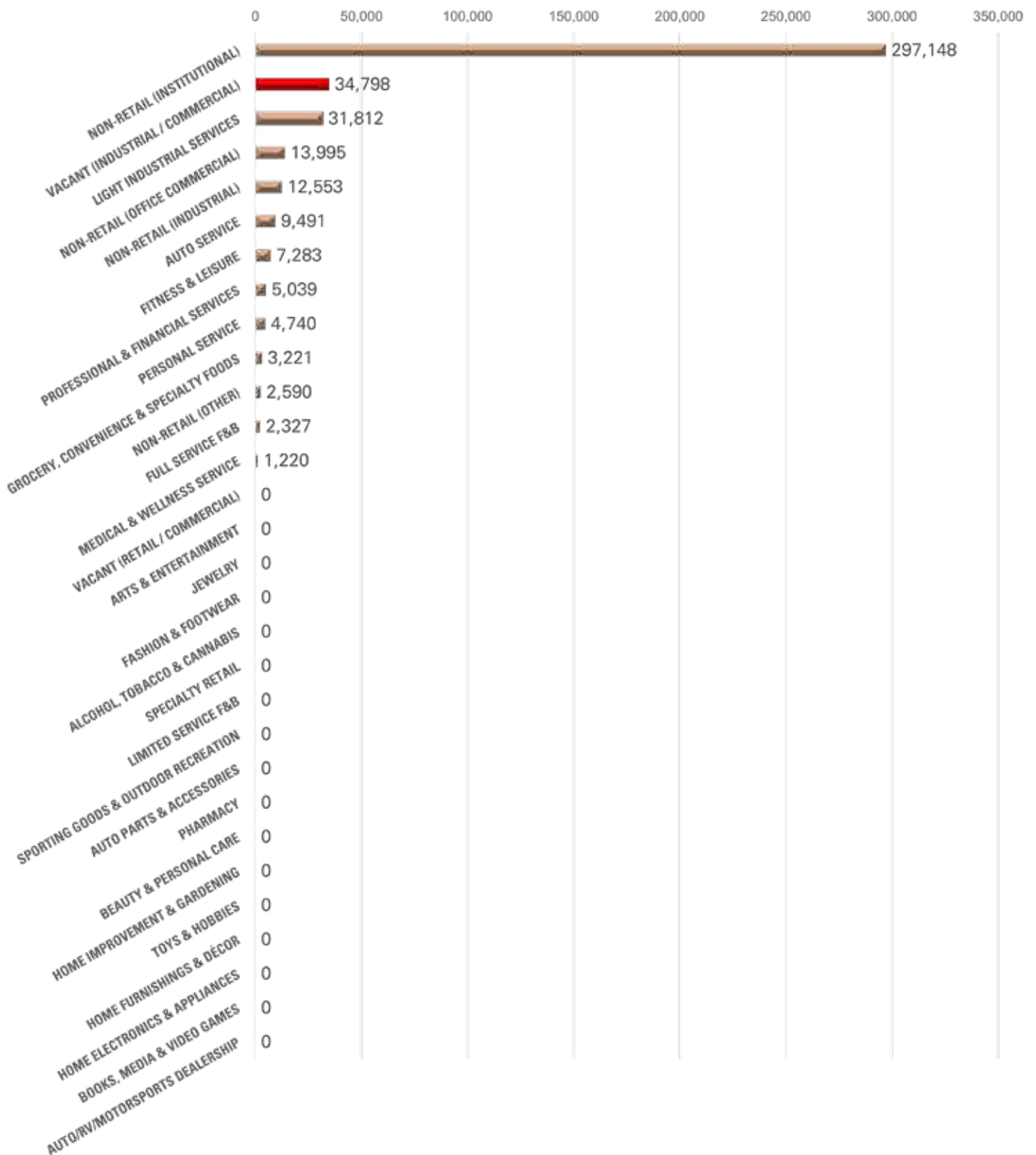


- Nodal Boundary
- Grocery, Convenience & Specialty Foods
- Pharmacy
- Alcohol & Tobacco
- Personal Services
- Fashion, Footwear & Jewelry
- Beauty & Personal Care
- Home Improvement, Gardening, Furniture & Decor
- Appliances, Electronics, Books & Media
- Full Service F&B
- Limited Service F&B
- Specialty Retail
- Arts, Leisure and Entertainment
- Professional & Financial Services
- Medical & Wellness Service
- Light Industrial Services
- Automotive
- Other Non-Retail Unit/Building
- Vacant Retail Frontage
- Vacant Lot



Figure 5-12. North End Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



**Table 5-5. North End Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                       | NORTH END FLOORSPACE (sq. ft.) | NORTH END MIX (%) |
|------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------|
| NON-RETAIL (INSTITUTIONAL)                                                                                 | 297,148                        | 69.7%             |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                    | 34,798                         | 8.2%              |
| LIGHT INDUSTRIAL SERVICES                                                                                  | 31,812                         | 7.5%              |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                             | 13,995                         | 3.3%              |
| NON-RETAIL (INDUSTRIAL)                                                                                    | 12,553                         | 2.9%              |
| AUTO SERVICE                                                                                               | 9,491                          | 2.2%              |
| FITNESS & LEISURE                                                                                          | 7,283                          | 1.7%              |
| PROFESSIONAL & FINANCIAL SERVICES                                                                          | 5,039                          | 1.2%              |
| PERSONAL SERVICE                                                                                           | 4,740                          | 1.1%              |
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                     | 3,221                          | 0.8%              |
| NON-RETAIL (OTHER)                                                                                         | 2,590                          | 0.6%              |
| FULL SERVICE F&B                                                                                           | 2,327                          | 0.5%              |
| MEDICAL & WELLNESS SERVICE                                                                                 | 1,220                          | 0.3%              |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                             | 0                              | 0.0%              |
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                        | 0                              | 0.0%              |
| HOME FURNISHINGS & DÉCOR                                                                                   | 0                              | 0.0%              |
| HOME IMPROVEMENT & GARDENING                                                                               | 0                              | 0.0%              |
| SPECIALTY RETAIL                                                                                           | 0                              | 0.0%              |
| FASHION & FOOTWEAR                                                                                         | 0                              | 0.0%              |
| HOME ELECTRONICS & APPLIANCES                                                                              | 0                              | 0.0%              |
| LIMITED SERVICE F&B                                                                                        | 0                              | 0.0%              |
| PHARMACY                                                                                                   | 0                              | 0.0%              |
| BEAUTY & PERSONAL CARE                                                                                     | 0                              | 0.0%              |
| AUTO PARTS & ACCESSORIES                                                                                   | 0                              | 0.0%              |
| ALCOHOL, TOBACCO & CANNABIS                                                                                | 0                              | 0.0%              |
| SPORTING GOODS & OUTDOOR RECREATION                                                                        | 0                              | 0.0%              |
| TOYS & HOBBIES                                                                                             | 0                              | 0.0%              |
| BOOKS, MEDIA & VIDEO GAMES                                                                                 | 0                              | 0.0%              |
| JEWELRY                                                                                                    | 0                              | 0.0%              |
| ARTS & ENTERTAINMENT                                                                                       | 0                              | 0.0%              |
| <b>TOTAL</b>                                                                                               | <b>426,216</b>                 |                   |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b>       | <b>17,570</b>                  | <b>4%</b>         |
| <b>Total Estimated Retail Sales (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$2,741,263</b>             |                   |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                         | <b>\$156</b>                   |                   |

## 5.7.2 West Hill Retail North

- Total GFA: 423,594 sf
- Retail floorspace: 337,393 sf
- Light Industrial Service floorspace: 14,562 sf
- Vacancy: 40,754 sf (9.6%)
- Local retail-specific businesses: 6
- Branded retail-specific businesses: 14

West Hill is a prominent node for retail and light industrial businesses. West Hill broadly consists of three nodes: Retail North, Retail South, and Industrial.

The node covers the area north of Highway 2. There are a number of quick-service establishments and auto dealers along this Highway corridor, serving as a key highway commercial area for recognized brands.

This node also offers several accommodations, which bring additional captive, visitors for shopping. Retail businesses represent over 70% of the node's total inventory, which is higher compared to Downtown and North End and attributable to the anchor tenants like Walmart, Home Hardware, City Furniture and Freson's, which alone account for almost 200,000 sf or two-thirds of the retail floorspace in the area.

Vacancy is largely attributable to the former Peavey Mart (23,145 sf) and the nearby 10,000 sf building on 78 St temporarily used as an indoor space for the Farmer's Market.

**Figure 5-15** and **Table 5-6** represent the West Hill Retail North node's total inventory by merchandise category. The top three retail categories are:

1. Grocery, Convenience & Specialty Foods (76,037 sf)
2. Home Furnishings & Decor (43,052 sf)
3. Home Improvement & Gardening (30,961 sf)

The primary opportunity in West Hills North is the attraction of "mid-box" retailers and quick-service drive thru compatible retailers that are currently missing from the market (e.g. JYSK, Bulk Barn, Burger King, Popeye's etc).

- » Comparison Merchandise Attraction: With strong fashion spending likely leaking out of the trade area annually, this node is the most compatible location for national apparel brands (e.g. Winners, Marshalls, or Old Navy) that require standardized store formats.
- » Absorption of Large Vacancies: The 23,145-square-foot former Peavey Mart space is a prime target for a new-to-market retailer in the sporting goods, electronics, or home furnishings category.

Figure 5-13. West Hill Retail North, August 2025

(Source: FBM)



Figure 5-14. West Hill Retail North Node Inventory

(Source: FBM)



- |                                        |                                                |                                   |
|----------------------------------------|------------------------------------------------|-----------------------------------|
| Nodal Boundary                         | Home Improvement, Gardening, Furniture & Decor | Professional & Financial Services |
| Grocery, Convenience & Specialty Foods | Appliances, Electronics, Books & Media         | Medical & Wellness Service        |
| Pharmacy                               | Full Service F&B                               | Light Industrial Services         |
| Alcohol & Tobacco                      | Limited Service F&B                            | Automotive                        |
| Personal Services                      | Specialty Retail                               | Other Non-Retail Unit/Building    |
| Fashion, Footwear & Jewelry            | Arts, Leisure and Entertainment                | Vacant Retail Frontage            |
| Beauty & Personal Care                 | Vacant Lot                                     |                                   |

### West Hill Retail North Retail & Services Inventory

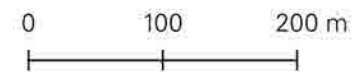
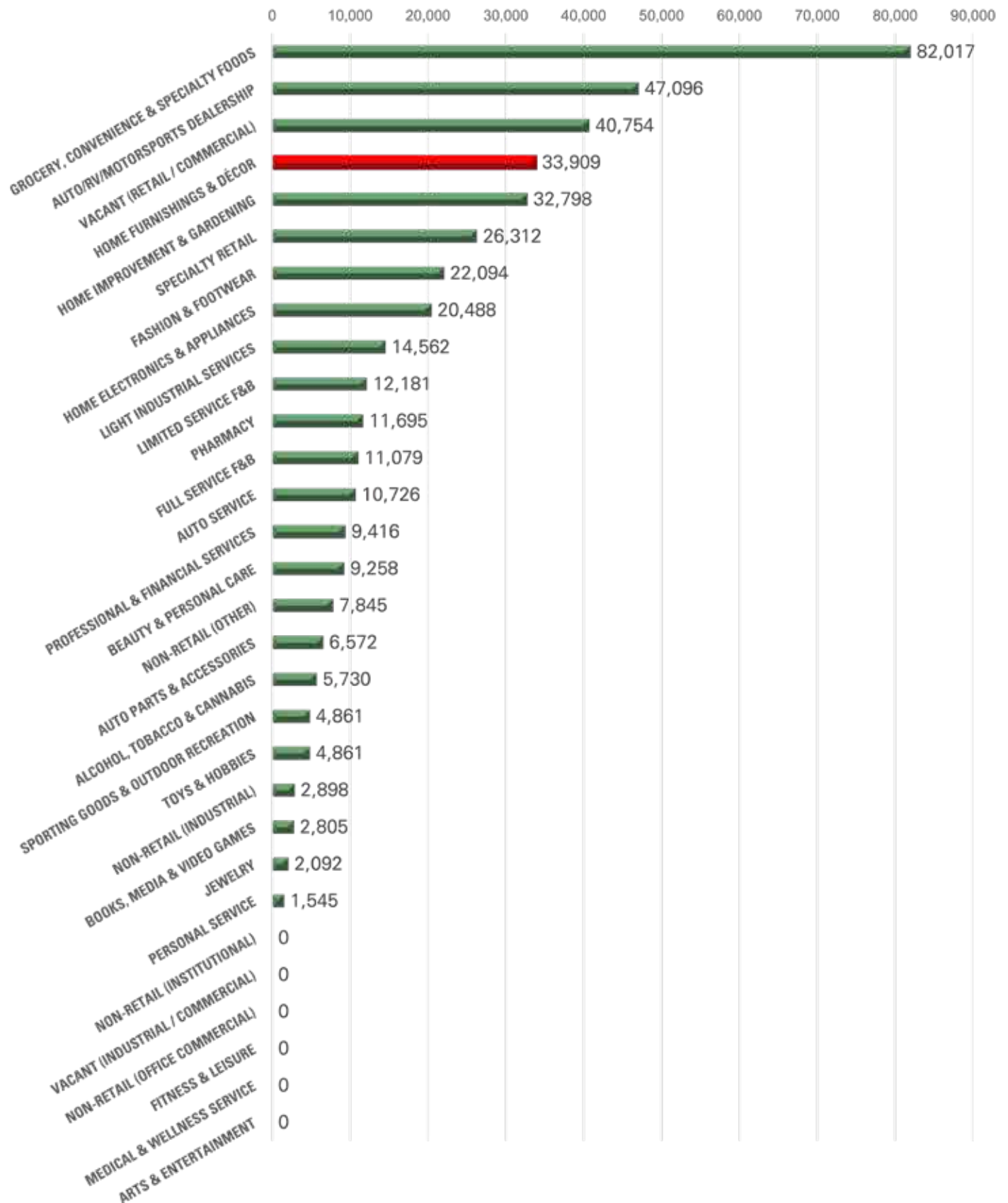


Figure 5-15. West Hill Retail North Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



**Table 5-6. West Hill Retail North Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                       | WEST HILL RETAIL NORTH FLOORSPACE (sq. ft.) | WEST HILL RETAIL NORTH MIX (%) |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------------|
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                        | 40,754                                      | 9.6%                           |
| NON-RETAIL (INSTITUTIONAL)                                                                                 | 0                                           | 0.0%                           |
| LIGHT INDUSTRIAL SERVICES                                                                                  | 14,562                                      | 3.4%                           |
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                     | 82,017                                      | 19.4%                          |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                             | 0                                           | 0.0%                           |
| FULL SERVICE F&B                                                                                           | 11,079                                      | 2.6%                           |
| PROFESSIONAL & FINANCIAL SERVICES                                                                          | 9,416                                       | 2.2%                           |
| ARTS & ENTERTAINMENT                                                                                       | 0                                           | 0.0%                           |
| PERSONAL SERVICE                                                                                           | 1,545                                       | 0.4%                           |
| NON-RETAIL (OTHER)                                                                                         | 7,845                                       | 1.9%                           |
| AUTO SERVICE                                                                                               | 10,726                                      | 2.5%                           |
| MEDICAL & WELLNESS SERVICE                                                                                 | 0                                           | 0.0%                           |
| JEWELRY                                                                                                    | 2,092                                       | 0.5%                           |
| FASHION & FOOTWEAR                                                                                         | 22,094                                      | 5.2%                           |
| ALCOHOL, TOBACCO & CANNABIS                                                                                | 5,730                                       | 1.4%                           |
| SPECIALTY RETAIL                                                                                           | 26,312                                      | 6.2%                           |
| LIMITED SERVICE F&B                                                                                        | 12,181                                      | 2.9%                           |
| FITNESS & LEISURE                                                                                          | 0                                           | 0.0%                           |
| SPORTING GOODS & OUTDOOR RECREATION                                                                        | 4,861                                       | 1.1%                           |
| AUTO PARTS & ACCESSORIES                                                                                   | 6,572                                       | 1.6%                           |
| PHARMACY                                                                                                   | 11,695                                      | 2.8%                           |
| BEAUTY & PERSONAL CARE                                                                                     | 9,258                                       | 2.2%                           |
| HOME FURNISHINGS & DÉCOR                                                                                   | 33,909                                      | 8.0%                           |
| HOME IMPROVEMENT & GARDENING                                                                               | 32,798                                      | 7.7%                           |
| TOYS & HOBBIES                                                                                             | 4,861                                       | 1.1%                           |
| HOME ELECTRONICS & APPLIANCES                                                                              | 20,488                                      | 4.8%                           |
| BOOKS, MEDIA & VIDEO GAMES                                                                                 | 2,805                                       | 0.7%                           |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                             | 47,096                                      | 11.1%                          |
| NON-RETAIL (INDUSTRIAL)                                                                                    | 2,898                                       | 0.7%                           |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                    | 0                                           | 0.0%                           |
| <b>TOTAL</b>                                                                                               | <b>423,594</b>                              |                                |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b>       | <b>337,393</b>                              | <b>73%</b>                     |
| <b>Total Estimated Retail Sales (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$119,975,328</b>                        |                                |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                         | <b>\$356</b>                                |                                |

### 5.7.2 West Hill Retail South

- Total GFA: 150,458 sf
- Retail floorspace: 135,116 sf
- Light Industrial Service floorspace: 8,294 sf
- Vacancy: 1,408 sf (0.9%)
- Local retail-specific businesses: 2
- Branded retail-specific businesses: 5

The West Hills South node is a rapidly developing highway commercial cluster located south of Highway 2. It is characterized by high-traffic anchors and modern development projects. The node includes area immediately south of Highway 2. Like the West Hill Retail North node, inventory in this node is primarily highway-oriented retail businesses. This node also has the lowest vacant space and vacancy rate across all nodes in the Town.

This node exhibits the healthiest market dynamics in the town, with a vacancy rate of only 0.9%. It is anchored by Canadian Tire and No Frills and is the site of the new West Peace Plaza development. The positioning is strictly highway-oriented, catering to residents of West Hill and regional travelers. The node is heavily weighted toward grocery (62,181 sf) and automotive dealership/parts (43,762 sf combined).

**Figure 5-18** and **Table 5-7** represent the West Hill Retail South node’s total inventory by retail merchandise category. The top retail categories are:

1. Grocery, Convenience & Specialty Foods (62,181 sf)
2. Fashion & Footwear (6,361 sf)
3. Full Service F&B (5,737 sf)

Opportunities are centered on the completion of new developments and diversification of the F&B sector.

- » New Market Entrants at West Peace Plaza: The plaza represents a significant opportunity for up to 15 new retail units, with Wendy’s already identified as a future tenant. This development will fill a gap for quick-service food options in the southern half of town.
- » Recapture of Daily Goods Spending: As the primary destination for day-to-day conveniences for 65.1% of survey respondents, this node can support additional pharmacy and personal care services that benefit from high-frequency grocery traffic.
- » Automotive Secondary Market: The existing cluster of tires, parts, and accessories stores suggests that this node can support specialized automotive services that cater to the trade area’s high vehicle-per-household ratio.

Figure 5-16. West Hill Retail South, August 2025

(Source: FBM)

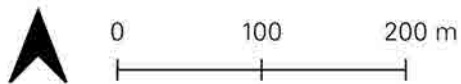


Figure 5-17. West Hill Retail South Node Inventory **(NOTE: Vacant lot is the site of the West Peace Plaza under construction)**

(Source: FBM)



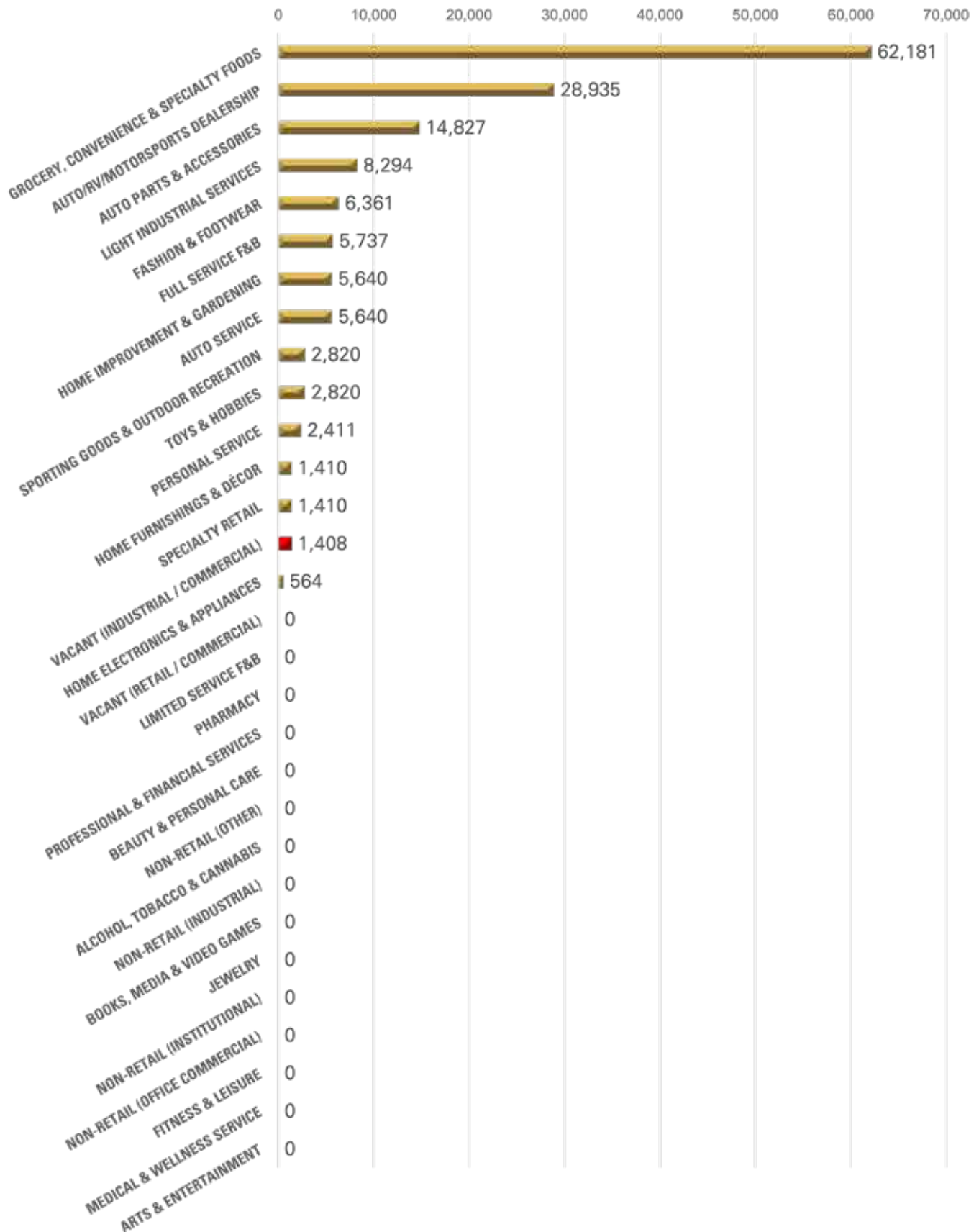
### West Hill Retail South Retail & Services Inventory



- |                                                |                                   |
|------------------------------------------------|-----------------------------------|
| Nodal Boundary                                 | Full Service F&B                  |
| Grocery, Convenience & Specialty Foods         | Limited Service F&B               |
| Pharmacy                                       | Specialty Retail                  |
| Alcohol & Tobacco                              | Arts, Leisure and Entertainment   |
| Personal Services                              | Professional & Financial Services |
| Fashion, Footwear & Jewelry                    | Medical & Wellness Service        |
| Beauty & Personal Care                         | Light Industrial Services         |
| Home Improvement, Gardening, Furniture & Decor | Automotive                        |
| Appliances, Electronics, Books & Media         | Other Non-Retail Unit/Building    |
|                                                | Vacant Retail Frontage            |
|                                                | Vacant Lot                        |

Figure 5-18. West Hill Retail South Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



**Table 5-7. West Hill Retail South Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                           | WEST HILL<br>RETAIL SOUTH<br>FLOORSPACE<br>(sq. ft.) | WEST HILL<br>RETAIL SOUTH<br>MIX (%) |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------|
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                         | 62,181                                               | 41.3%                                |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                                 | 28,935                                               | 19.2%                                |
| AUTO PARTS & ACCESSORIES                                                                                       | 14,827                                               | 9.9%                                 |
| LIGHT INDUSTRIAL SERVICES                                                                                      | 8,294                                                | 5.5%                                 |
| FASHION & FOOTWEAR                                                                                             | 6,361                                                | 4.2%                                 |
| FULL SERVICE F&B                                                                                               | 5,737                                                | 3.8%                                 |
| AUTO SERVICE                                                                                                   | 5,640                                                | 3.7%                                 |
| HOME IMPROVEMENT & GARDENING                                                                                   | 5,640                                                | 3.7%                                 |
| SPORTING GOODS & OUTDOOR RECREATION                                                                            | 2,820                                                | 1.9%                                 |
| TOYS & HOBBIES                                                                                                 | 2,820                                                | 1.9%                                 |
| PERSONAL SERVICE                                                                                               | 2,411                                                | 1.6%                                 |
| HOME FURNISHINGS & DÉCOR                                                                                       | 1,410                                                | 0.9%                                 |
| SPECIALTY RETAIL                                                                                               | 1,410                                                | 0.9%                                 |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                        | 1,408                                                | 0.9%                                 |
| HOME ELECTRONICS & APPLIANCES                                                                                  | 564                                                  | 0.4%                                 |
| NON-RETAIL (INSTITUTIONAL)                                                                                     | 0                                                    | 0.0%                                 |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                                 | 0                                                    | 0.0%                                 |
| NON-RETAIL (INDUSTRIAL)                                                                                        | 0                                                    | 0.0%                                 |
| FITNESS & LEISURE                                                                                              | 0                                                    | 0.0%                                 |
| PROFESSIONAL & FINANCIAL SERVICES                                                                              | 0                                                    | 0.0%                                 |
| NON-RETAIL (OTHER)                                                                                             | 0                                                    | 0.0%                                 |
| MEDICAL & WELLNESS SERVICE                                                                                     | 0                                                    | 0.0%                                 |
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                            | 0                                                    | 0.0%                                 |
| LIMITED SERVICE F&B                                                                                            | 0                                                    | 0.0%                                 |
| PHARMACY                                                                                                       | 0                                                    | 0.0%                                 |
| BEAUTY & PERSONAL CARE                                                                                         | 0                                                    | 0.0%                                 |
| ALCOHOL, TOBACCO & CANNABIS                                                                                    | 0                                                    | 0.0%                                 |
| BOOKS, MEDIA & VIDEO GAMES                                                                                     | 0                                                    | 0.0%                                 |
| JEWELRY                                                                                                        | 0                                                    | 0.0%                                 |
| ARTS & ENTERTAINMENT                                                                                           | 0                                                    | 0.0%                                 |
| <b>TOTAL</b>                                                                                                   | <b>150,458</b>                                       |                                      |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness,<br/>Professional, Auto Service &amp; Vacant)</b>       | <b>135,116</b>                                       | <b>74%</b>                           |
| <b>Total Estimated Retail Sales (excl Medical &amp;<br/>Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$52,257,198</b>                                  |                                      |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                             | <b>\$387</b>                                         |                                      |

## 5.7.2 West Hill Industrial

- Total GFA: 381,842 sf
- Retail floorspace: 29,627 sf
- \*\*\*Light Industrial Service floorspace: 97,631sf
- Vacancy: 43,425 sf (11.4%)
- Local retail-specific businesses: 4
- Branded retail-specific businesses: 1

The West Hill Industrial node is located further south of the West Hill Retail South node. This node is primarily non-retail, with industrial and service uses representing conservatively 65% of the total floorspace. It serves as a regional base for heavy-duty service workshops, welding, and warehousing. Retail representation is minimal (12,957 sf) and consists of businesses that support the industrial sector, such as specialty equipment and fitness/leisure (3,360 sf).

**Figure 5-21** and **Table 5-8** represent the West Hill Industrial node’s total inventory by retail merchandise category. The top retail categories include:

1. Specialty Retail (5,343 sf)
2. Fitness & Leisure (3,360 sf)

The primary opportunity in the industrial node is addressing the town-wide gap in professional trades and industrial services.

- » Trades Recruitment: While the consumer survey results identified a significant lack of plumbing and HVAC services, the forthcoming Location Quotient Analysis suggests this may not be the case. Regardless however, the West Hills Industrial node is the ideal location for contractor and business service firms to establish operational bases due to zoning and available lots/spaces.
- » Support for Regional Economic Projects: As regional projects like the nuclear power plant and data center progress, this node will see increased demand for fabrication, logistics, and repair services.
- » Retail Service Hybrids: There is an opportunity for retailers that require significant outdoor storage or workshop space, such as landscape supply centers or heavy-duty outdoor recreation dealers (ATV/snowmobile).

*\*\*\*NOTE: The nature of this study may not have captured all of the businesses in the industrial area as many businesses do not have visible names. Therefore, it is expected that the industrial inventory of this area is likely higher, while the retail inventory is more accurately reflected since these businesses tend to have signage.*

Figure 5-19. West Hill Industrial, August 2025

(Source: FBM)

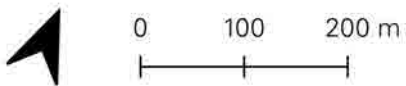


Figure 5-20. West Hill Industrial Node Inventory

(Source: FBM)



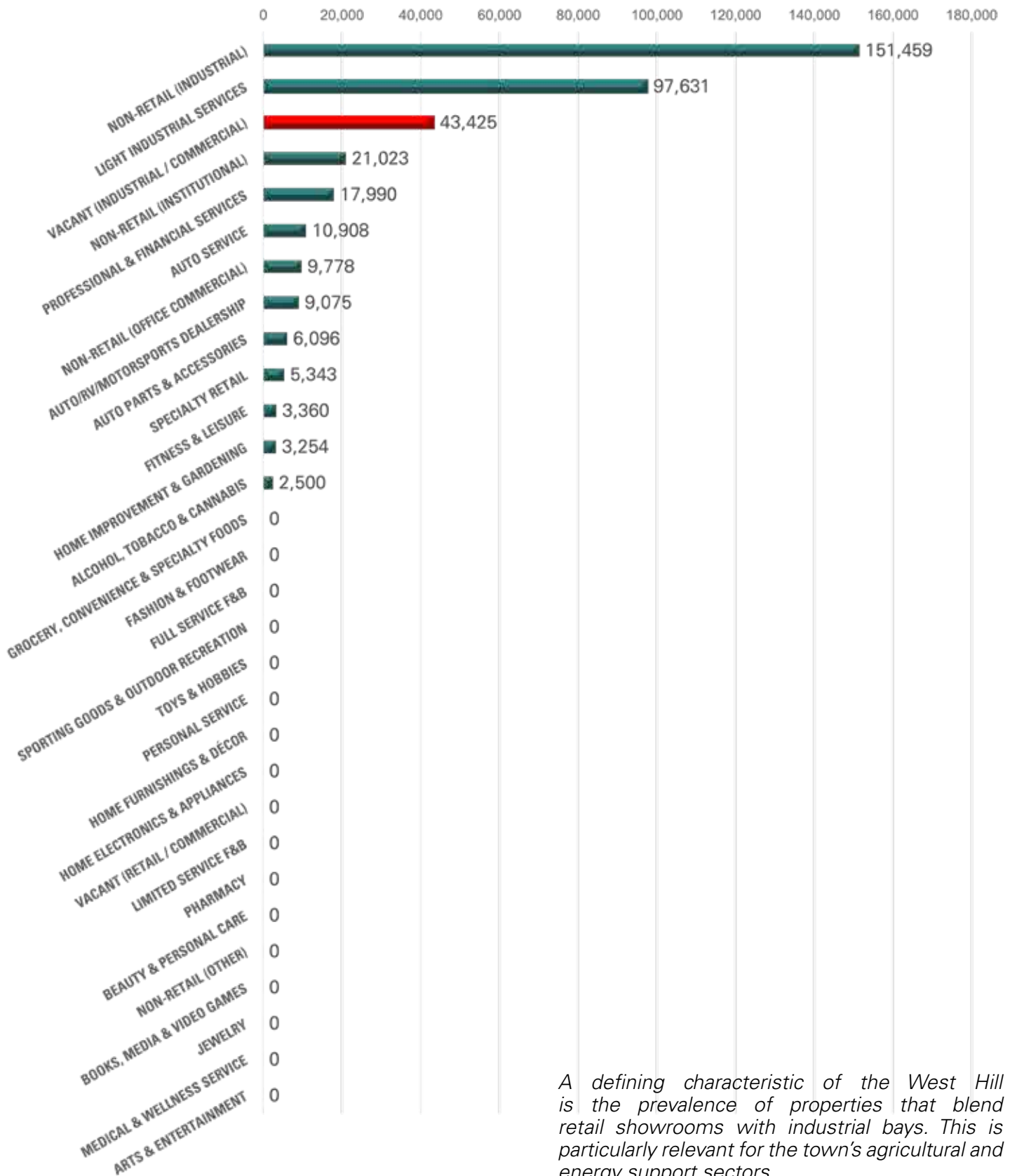
### West Hill Industrial Retail & Services Inventory



- |                                                |                                   |
|------------------------------------------------|-----------------------------------|
| Nodal Boundary                                 | Full Service F&B                  |
| Grocery, Convenience & Specialty Foods         | Limited Service F&B               |
| Pharmacy                                       | Specialty Retail                  |
| Alcohol & Tobacco                              | Arts, Leisure and Entertainment   |
| Personal Services                              | Professional & Financial Services |
| Fashion, Footwear & Jewelry                    | Medical & Wellness Service        |
| Beauty & Personal Care                         | Light Industrial Services         |
| Home Improvement, Gardening, Furniture & Decor | Automotive                        |
| Appliances, Electronics, Books & Media         | Other Non-Retail Unit/Building    |
|                                                | Vacant Retail Frontage            |
|                                                | Vacant Lot                        |

Figure 5-21. West Hill Industrial Inventory Total (Sorted Largest to Smallest Floorspace)

(Source: FBM)



A defining characteristic of the West Hill is the prevalence of properties that blend retail showrooms with industrial bays. This is particularly relevant for the town’s agricultural and energy support sectors.

**Table 5-8. West Hill Industrial Inventory by Merchandise Category**

(Source: FBM)

| MERCHANDISE CATEGORY                                                                                       | WEST HILL INDUSTRIAL FLOORSPACE (sq. ft.) | WEST HILL INDUSTRIAL MIX (%) |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------|------------------------------|
| NON-RETAIL (INDUSTRIAL)                                                                                    | 151,459                                   | 39.7%                        |
| LIGHT INDUSTRIAL SERVICES                                                                                  | 97,631                                    | 25.6%                        |
| <b>VACANT (INDUSTRIAL / COMMERCIAL)</b>                                                                    | 43,425                                    | 11.4%                        |
| NON-RETAIL (INSTITUTIONAL)                                                                                 | 21,023                                    | 5.5%                         |
| PROFESSIONAL & FINANCIAL SERVICES                                                                          | 17,990                                    | 4.7%                         |
| AUTO SERVICE                                                                                               | 10,908                                    | 2.9%                         |
| NON-RETAIL (OFFICE COMMERCIAL)                                                                             | 9,778                                     | 2.6%                         |
| AUTO/RV/MOTORSPORTS DEALERSHIP                                                                             | 9,075                                     | 2.4%                         |
| AUTO PARTS & ACCESSORIES                                                                                   | 6,096                                     | 1.6%                         |
| SPECIALTY RETAIL                                                                                           | 5,343                                     | 1.4%                         |
| FITNESS & LEISURE                                                                                          | 3,360                                     | 0.9%                         |
| HOME IMPROVEMENT & GARDENING                                                                               | 3,254                                     | 0.9%                         |
| ALCOHOL, TOBACCO & CANNABIS                                                                                | 2,500                                     | 0.7%                         |
| GROCERY, CONVENIENCE & SPECIALTY FOODS                                                                     | 0                                         | 0.0%                         |
| FASHION & FOOTWEAR                                                                                         | 0                                         | 0.0%                         |
| FULL SERVICE F&B                                                                                           | 0                                         | 0.0%                         |
| SPORTING GOODS & OUTDOOR RECREATION                                                                        | 0                                         | 0.0%                         |
| TOYS & HOBBIES                                                                                             | 0                                         | 0.0%                         |
| PERSONAL SERVICE                                                                                           | 0                                         | 0.0%                         |
| HOME FURNISHINGS & DÉCOR                                                                                   | 0                                         | 0.0%                         |
| HOME ELECTRONICS & APPLIANCES                                                                              | 0                                         | 0.0%                         |
| NON-RETAIL (OTHER)                                                                                         | 0                                         | 0.0%                         |
| MEDICAL & WELLNESS SERVICE                                                                                 | 0                                         | 0.0%                         |
| <b>VACANT (RETAIL / COMMERCIAL)</b>                                                                        | 0                                         | 0.0%                         |
| LIMITED SERVICE F&B                                                                                        | 0                                         | 0.0%                         |
| PHARMACY                                                                                                   | 0                                         | 0.0%                         |
| BEAUTY & PERSONAL CARE                                                                                     | 0                                         | 0.0%                         |
| BOOKS, MEDIA & VIDEO GAMES                                                                                 | 0                                         | 0.0%                         |
| JEWELRY                                                                                                    | 0                                         | 0.0%                         |
| ARTS & ENTERTAINMENT                                                                                       | 0                                         | 0.0%                         |
| <b>TOTAL</b>                                                                                               | <b>381,842</b>                            |                              |
| <b>Retail ONLY Floorspace (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b>       | <b>29,627</b>                             | <b>8%</b>                    |
| <b>Total Estimated Retail Sales (excl Medical &amp; Wellness, Professional, Auto Service &amp; Vacant)</b> | <b>\$8,885,894</b>                        |                              |
| <b>Estimated Retail Sales Productivity (\$/sf)</b>                                                         | <b>\$300</b>                              |                              |

## 5.7 NAICS & Business Services

To provide a further layer of analysis to the market study, a separate analysis was done to examine all businesses in town. This included businesses that were physically documented by the project team as well as those businesses not physically counted but listed within the Town’s business registry.

The purpose of this separate analysis was to focus specifically on light industrial business services in the town, where gaps could be identified. In support of this, the forthcoming Survey Section 6.0 asked respondents about which services they felt are most in need in the community (refer to **Figure 6-5** for the list of Desired Household or Industry Services in the Town of Peace River).

The methodology for assessing any gaps utilizes a Location Quotient (LQ) which is a way to measure the overall business mix balance in the community. An LQ is a simple ratio that identifies where a specific industry or trade is more or less common in a town relative to the provincial average (i.e. Alberta).

Referring to **Table 5-9**, the following parameters highlight the ratio:

**LQ between 0.75 and 1.25:** The community has the “average” amount of that business or exactly what you’d expect to see based on provincial trends.

**LQ greater than 1.25:** The community is specialized.

Where there is a higher concentration of these businesses than average, meaning the community may “export” these goods or services to other places.

**LQ less than 0.75:** The community has a gap whereby there are fewer of these businesses than the provincial average, meaning local residents might be leaving town to find those services elsewhere.

**Table 5-9** illustrates that Peace River has an above average ratio of businesses in Services (excluding Public Administration, Arts Entertainment & Recreation, Administrative Support and Retail Trade. Conversely, the town is below average in a number of categories, although not to an alarming degree whereby most industries are close to the lower end of the “average.”

A specific deeper dive on exact business services in Peace River identified the following where it can be seen that the lowest LQ is for Painting Contractors whereas Plumbing & HVAC and Janitorial Services have a higher representation in the market, though most of the businesses are smaller with only 1 to 4 employees and few with more than 5 employees:

NAICS 238210 Electrical Contractors LQ 0.77

NAICS 238220 Plumbing HVAC Contractors LQ 1.14

NAICS 238320 Painting Contractors LQ 0.71

NAICS 561722 Janitorial Services LQ 1.32

NAICS 561730 Landscaping Services LQ 0.95

Table 5-9. NAICS Code & Location Quotient Summary for ALL Licensed Businesses in Peace River 2025

(Source: FBM)

| NAICS CLASSIFICATION                          | 2-Digit NAICS Code | Number of Businesses Counted in Physical Inventory | Uncounted Businesses (including Business Licenses) | Total Business Including Uncounted | Peace River Industry Share | Provincial Benchmark Industry Share | Location Quotient Peace River |
|-----------------------------------------------|--------------------|----------------------------------------------------|----------------------------------------------------|------------------------------------|----------------------------|-------------------------------------|-------------------------------|
| Utilities                                     | 22                 | 5                                                  | 1                                                  | 6                                  | 1.0%                       | 0.2%                                | 5.0                           |
| Other services (except public administration) | 81                 | 41                                                 | 38                                                 | 79                                 | 13.1%                      | 7.4%                                | 1.8                           |
| Arts, entertainment & recreation              | 71                 | 9                                                  | 8                                                  | 17                                 | 2.8%                       | 1.6%                                | 1.8                           |
| Administrative & support, waste management    | 56                 | 9                                                  | 33                                                 | 42                                 | 7.0%                       | 4.5%                                | 1.6                           |
| Retail Trade                                  | 44-45              | 69                                                 | 26                                                 | 95                                 | 15.8%                      | 10.5%                               | 1.5                           |
| Information & Cultural Industries             | 51                 | 6                                                  | 3                                                  | 9                                  | 1.5%                       | 1.2%                                | 1.2                           |
| Real Estate and rental & leasing              | 53                 | 10                                                 | 17                                                 | 27                                 | 4.5%                       | 4.8%                                | 0.9                           |
| Accommodation & food services                 | 72                 | 21                                                 | 14                                                 | 35                                 | 5.8%                       | 6.8%                                | 0.9                           |
| Construction Sector                           | 23                 | 17                                                 | 44                                                 | 61                                 | 10.1%                      | 12.5%                               | 0.8                           |
| Mining, quarrying, and oil and gas extraction | 21                 | -                                                  | 10                                                 | 10                                 | 1.7%                       | 2.1%                                | 0.8                           |
| Finance & Insurance                           | 52                 | 15                                                 | 0                                                  | 15                                 | 2.5%                       | 3.5%                                | 0.7                           |
| Health Care & Social Assistance               | 62                 | 18                                                 | 27                                                 | 45                                 | 7.5%                       | 11.2%                               | 0.7                           |
| Professional, scientific & technical services | 54                 | 24                                                 | 29                                                 | 53                                 | 8.8%                       | 13.2%                               | 0.7                           |
| Manufacturing                                 | 31-33              | 5                                                  | 14                                                 | 19                                 | 3.2%                       | 4.8%                                | 0.7                           |
| Transportation & warehousing                  | 48-49              | 2                                                  | 16                                                 | 18                                 | 3.0%                       | 5.1%                                | 0.6                           |
| Wholesale Trade                               | 41-42              | 6                                                  | 6                                                  | 12                                 | 2.0%                       | 4.2%                                | 0.5                           |
| Educational Services                          | 61                 | 3                                                  | 1                                                  | 4                                  | 0.7%                       | 1.5%                                | 0.4                           |
| Management of Companies                       | 55                 | -                                                  | 1                                                  | 1                                  | 0.2%                       | 0.4%                                | 0.4                           |
| Public Administration                         | 91                 | -                                                  | 1                                                  | 1                                  | 0.2%                       | 2.8%                                | 0.1                           |
| Agriculture                                   | 11                 | -                                                  | 0                                                  | 0                                  | 0.0%                       | 1.8%                                | 0.0                           |
| VACANT                                        | VACANT             | 52                                                 |                                                    | 52                                 |                            |                                     |                               |

# Section 6: Community Survey



# 6.0 Community Survey

## 6.1 Introduction

A customer survey was conducted by FBM to inform the Retail and Services Gap Analysis. The purpose of this survey was to obtain feedback from residents of, and visitors to, the Town of Peace River to identify current shopping preferences and patterns, the types of businesses and services the community would like to see, and gaps in current goods and services.

The survey was hosted online in English and was shared with community members through the Town’s website, social media posts, and in-person at the community’s Farmer Market held on October 18, 2025. The survey was open between September 24th to October 24, 2025, and gained 384 responses.

The following is an aggregated summary of the customer survey results. The full list of survey questions and results are provided in **Appendix B** and **Appendix C**.

## 6.2 Demographics

The majority of respondents (61.5%) reported living within the Town of Peace River, followed by the Town of Grimshaw (9.1%) and the County of Northern Lights and Northern Sunrise County (each representing 7.6% of the total respondents). 64.3% of respondents indicated the Town of Peace River as their workplace, which is higher than the percentage of respondents indicating the Town of Peace River as their place of residence.

There is strong and balanced representation among adult age groups in this survey, from young adults up to retirees (**Figure 6-1**). Females were most strongly represented (82.7%), followed by males (16.8%).

## 6.3 Visitation

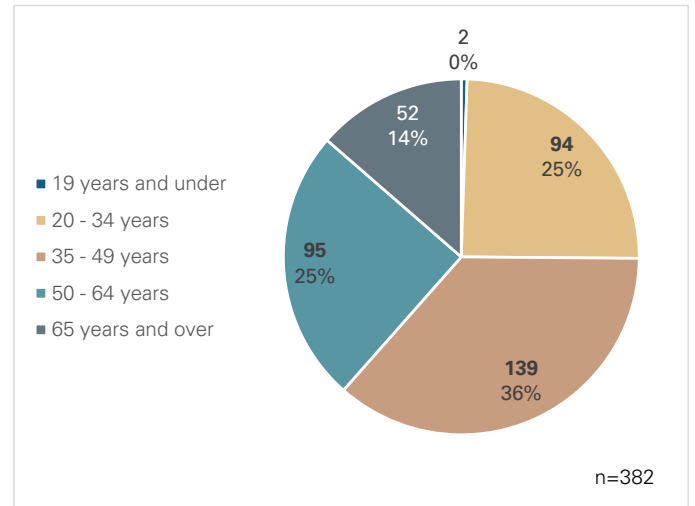
Customers reported using shops and services in the Town most often on a weekly (57%) or daily (35.9%) basis. 29.8% of respondents indicate that they typically stay in the Town for 30 minutes to one hour for shopping, and 26.6% answered that they spend one to two hours.

The most common reason amongst customers for using shops and services in the Town of Peace River was living in the area (73.4%). 10.4% selected working or owning a business in the area, and 9.6% indicate that they go for a specific retailer or business.

When residents were asked where they prefer to shop for day-to-day conveniences (e.g., grocery, pharmacy, and alcohol), 65.1% selected West Hill

Figure 6-1. Survey Respondent Age Distribution

(Source: FBM with survey data)



Peace River and 23.4% chose Downtown Peace River. Combined with those who selected “Elsewhere in the Town of Peace River”, this constitutes 91.7% of the respondents. This is an exceptionally high percentage reflecting the availability of daily goods and services in the Town. 3.4% selected the Town of Grimshaw and 3.1% selected the City of Grande Prairie.

For bigger ticket items, including home, auto, apparel and electronics, West Hill Peace River remains the most common destination among respondents (47.1%). However, 28% of respondents indicated that they prefer to shop in the City of Grande Prairie for this type of shopping, which is higher compared to online shopping (12%) and Downtown Peace River (3.1%).

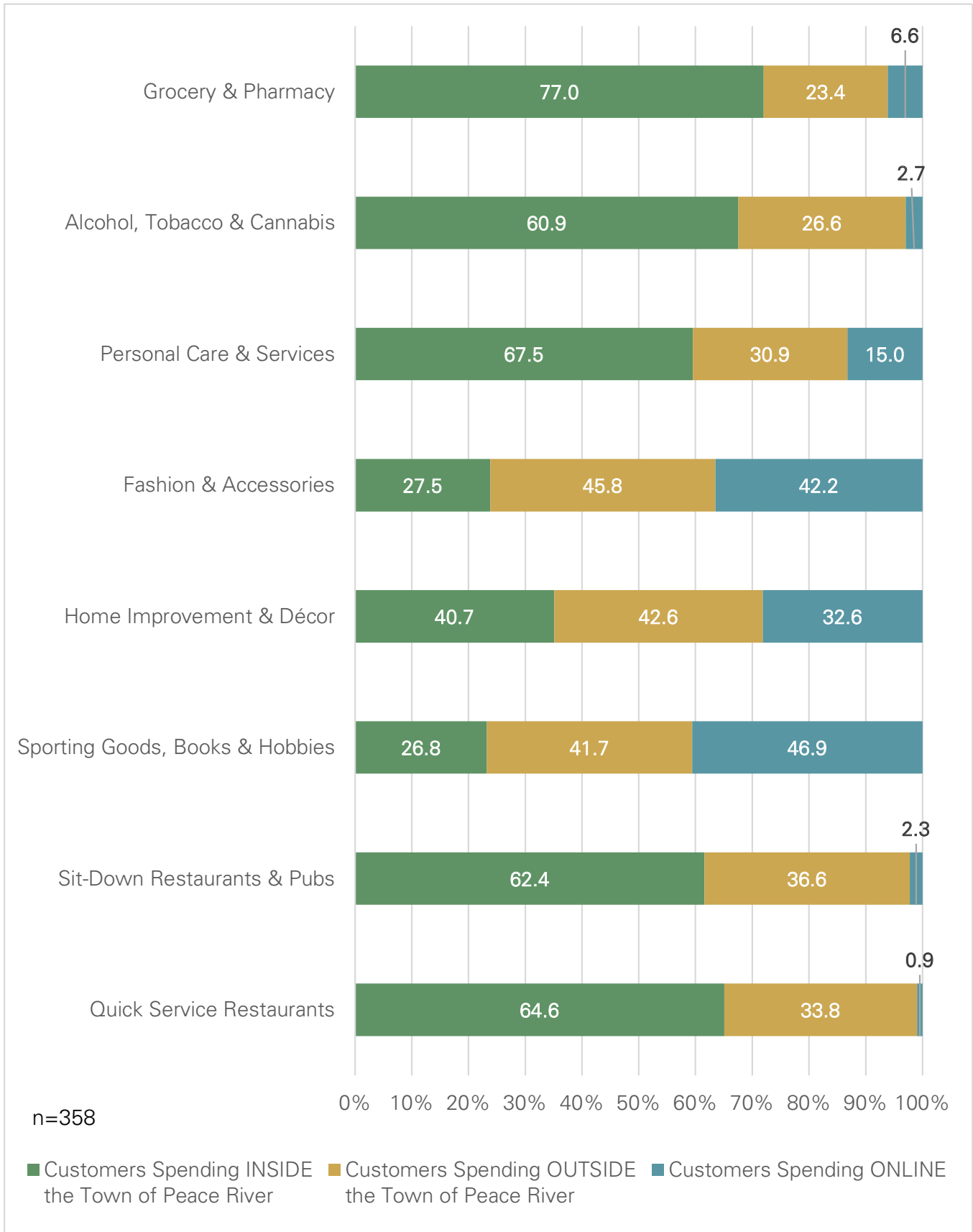
## 6.4 Resident Household Spending

Survey respondents were asked to estimate what percentage of their average annual household spending occurred inside and outside of the Town of Peace River and online (**Figure 6-2**). Spending inside the Town was highest in the categories of Grocery & Pharmacy (77%), followed by Personal Care & Services (67.5%).

Spending outside the Town was highest for Fashion & Accessories (45.8%) and Home Improvement & Décor (42.6%). Online shopping was highest for Sporting Goods, Books & Hobbies (46.9%) followed by Fashion & Accessories (42.2%). Across all retail merchandise categories, the average spending was 53.4% inside the Town, 35.2% outside the Town and 18.6% online.

Figure 6-2. What percentage (%) of your spending occurs inside the Town of Peace River, outside Peace River or online?

(Source: FBM)



## 6.5 Gaps in Goods and Services

Missing specific merchandise (69.2%, excluding those with no response) was the most selected reason customers do not use shops or services in the Town of Peace River. Missing specific retailers was the second most common reason selected (53.8%).

As for the retail categories for which respondents selected “I wish there were more in the Town of Peace River”, the survey highlighted the following (**Figure 6-4**):

1. Fashion & Accessories (n=266)
2. Home Improvement & Décor (n=170)
3. Sporting Goods, Books & Hobbies (n=134)
4. Sit Down Restaurants & Pubs (n=113)
5. Fitness & Entertainment (n=59)

Alcohol, tobacco, and cannabis stores were identified as the most overrepresented category of retail businesses in the Town (n=286), followed by quick-service restaurants (n=97).

For household services, the most selected options for possible additions were plumbing and HVAC services (n=156) and electricians (n=101). However, responses were distributed evenly across other services, such as pest control, landscaping, painting, cleaning, as well as roofing and siding services (**Figure 6-5**). In addition to the responses given, a few respondents identified the need for repair services for appliances and personal items.

Respondents were provided the opportunity to share additional comments about shops and services offered within the Town of Peace River. Sample quotes from the additional comments are included in **Figure 6-3**. Specifically, respondents identified the following retailers as possible additions to the Town’s retail offering (in approximate order of most to least commonly expressed):

### Clothing retailers

- » Kids’ clothings and shoes stores
- » Women’s clothing
- » Clothing store offering affordable items
- » Plus-size clothing options

### Food & drink options

- » Healthier quick-service food options
- » Coffee shops
- » Sit down restaurants offering cuisines from different countries
- » Food establishment retailers that are available in evenings (i.e., after 4 pm)
- » Bakeries/treats

### Hobbies and entertainment

- » Kids’ toys and recreation options
- » Book stores
- » Indoor and outdoor recreational facilities
- » Hobby supplies and craft stores
- » Sports goods

### Miscellaneous

- » Farm supply stores
- » Gift stores
- » Antique shops

### Figure 6-3. Verbatim Survey Respondent Quotes: Additional Comments for Retail Offerings

(Source: FBM with survey data)

*“Need more variety for families for shoes and clothing”*

*“Need to bring in some food varieties. Thai food, Indian food, etc.”*

*“I would like to see healthier quick service options”*

*“I wish there were a few more offerings of craft stuff, pet supplies, and plus sized clothes”*

*“This Town definitely lacks things for kids to do”*

*“I would love a local bakery”*

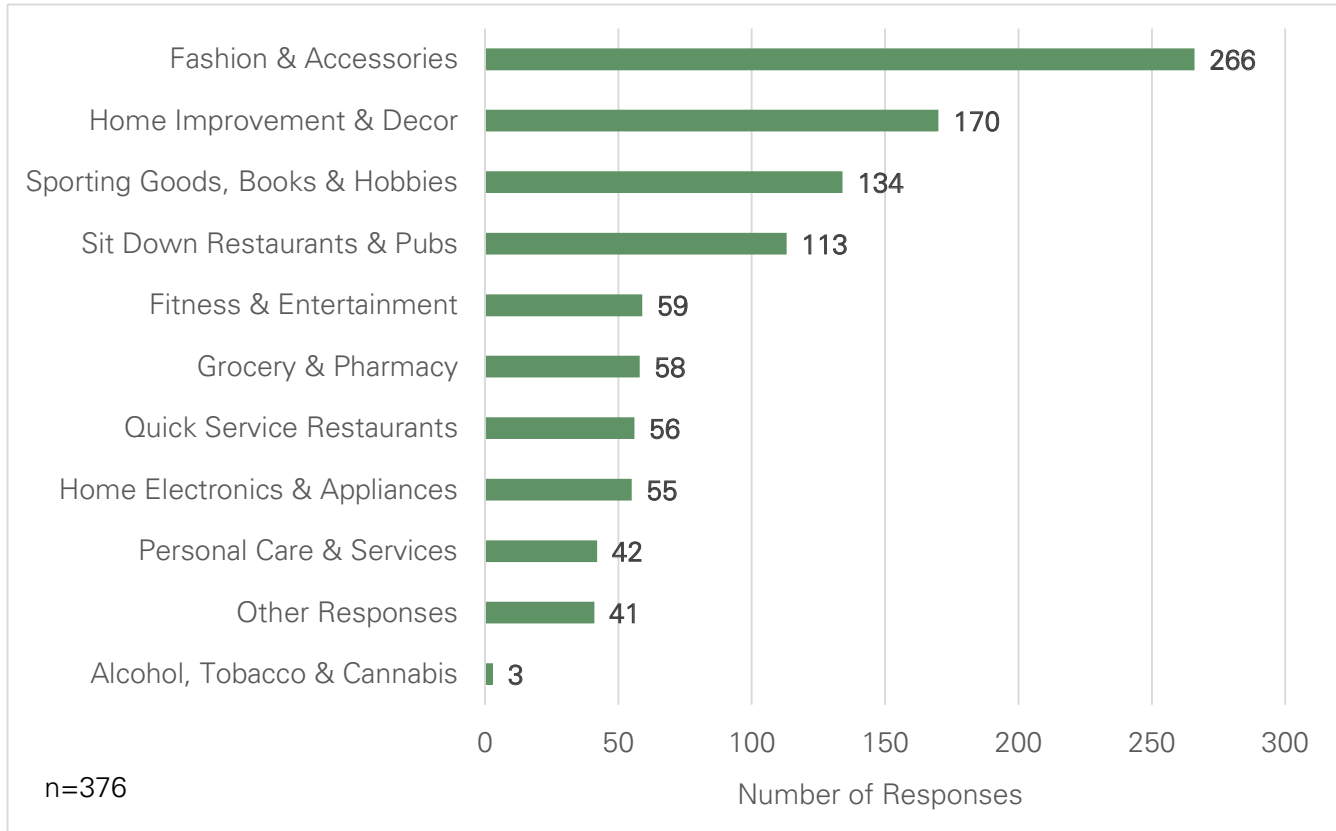
*“Need more large department store”*

*“I’m not sure [if] Peace River has the population for a successful retail”*

*“If we add too much, it won’t be a town anymore”*

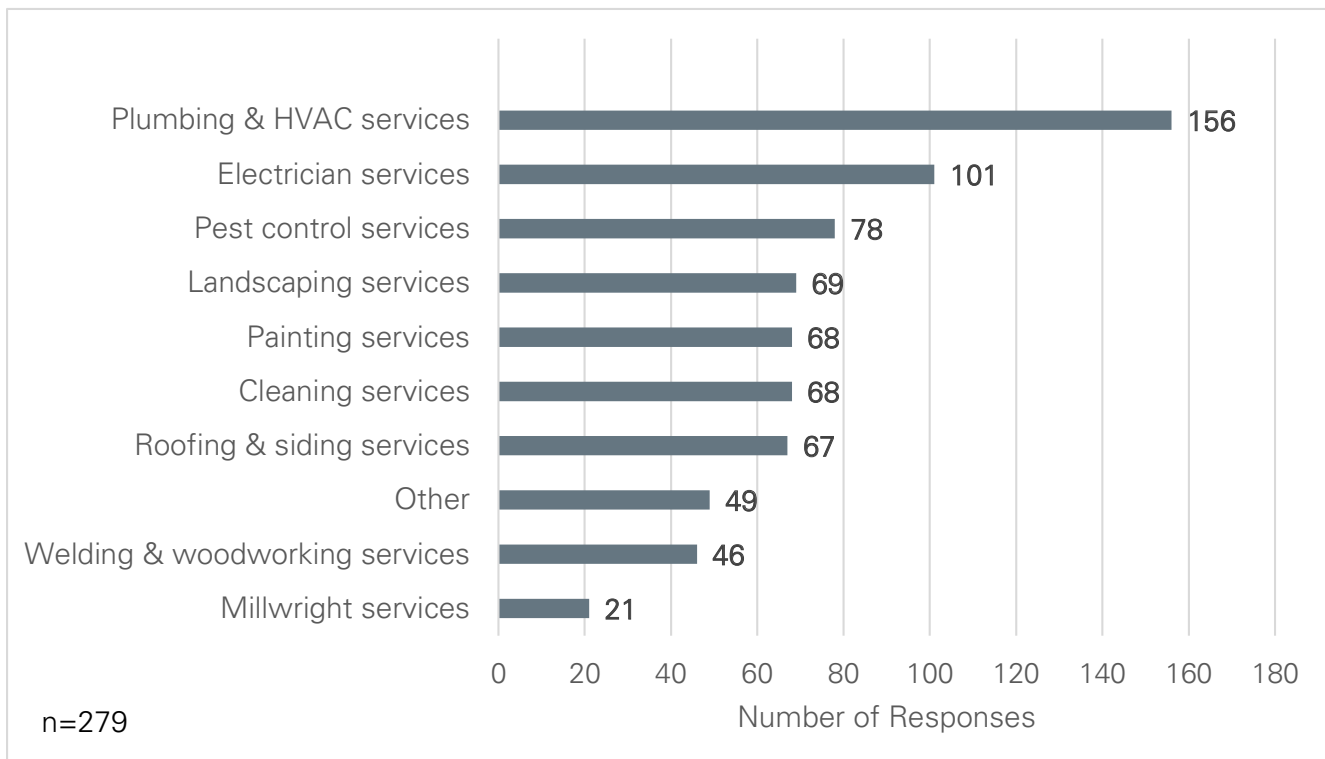
**Figure 6-4. What are some types of shops and/or services you wish were more available in the Town of Peace River?**

(Source: FBM with survey data)



**Figure 6-5. Desired Household or Industry Services in the Town of Peace River**

(Source: FBM with survey data)



Respondents had a mix of opinions regarding offering large-scale merchandise retailers. Costco was the single most requested business among respondents, highlighting that Costco could attract more visitors from outside of the Town while retaining more local shopping. Other respondents identified Winner's, Marshalls, Old Navy, Best Buy, and Canadian Tire as possible additions to the Town.

On the other hand, respondents also recognized the importance of preserving the "town" atmosphere in Peace River. While respondents showed positive responses regarding the availability of retail businesses in West Hill, participants also called for supporting growth of local businesses, particularly in Downtown that could attract both permanent residents and seasonal tourists.

There were also common calls to revitalize Downtown area through actions including infilling vacant lots and removing derelict buildings such as the former SAAN building. Respondents also highlighted concerns about their personal safety when visiting Downtown due to poor road maintenance and a lack of sufficient lighting.

Another comment highlighted limited access to grocery and convenience retailers in North End community.

**Figure 6-7. Verbatim Survey Respondent Quotes: Current Issues and Suggested Actions**

(Source: FBM with survey data)

**Safety concerns**

*"Make Downtown area feel safe again... I've had too many scary encounters now"*

*"The parking in front of Shoppers is dangerous to pull out of because of the road access"*

*"The lighting is pretty dim, no wonder no one wants to walk [in Downtown] at night"*

**Actions**

*"The Town should try to remove or clean up derelict buildings"*

*"More outside patios, infilling vacant lots, pop-up/collab spaces, street festivals, etc."*

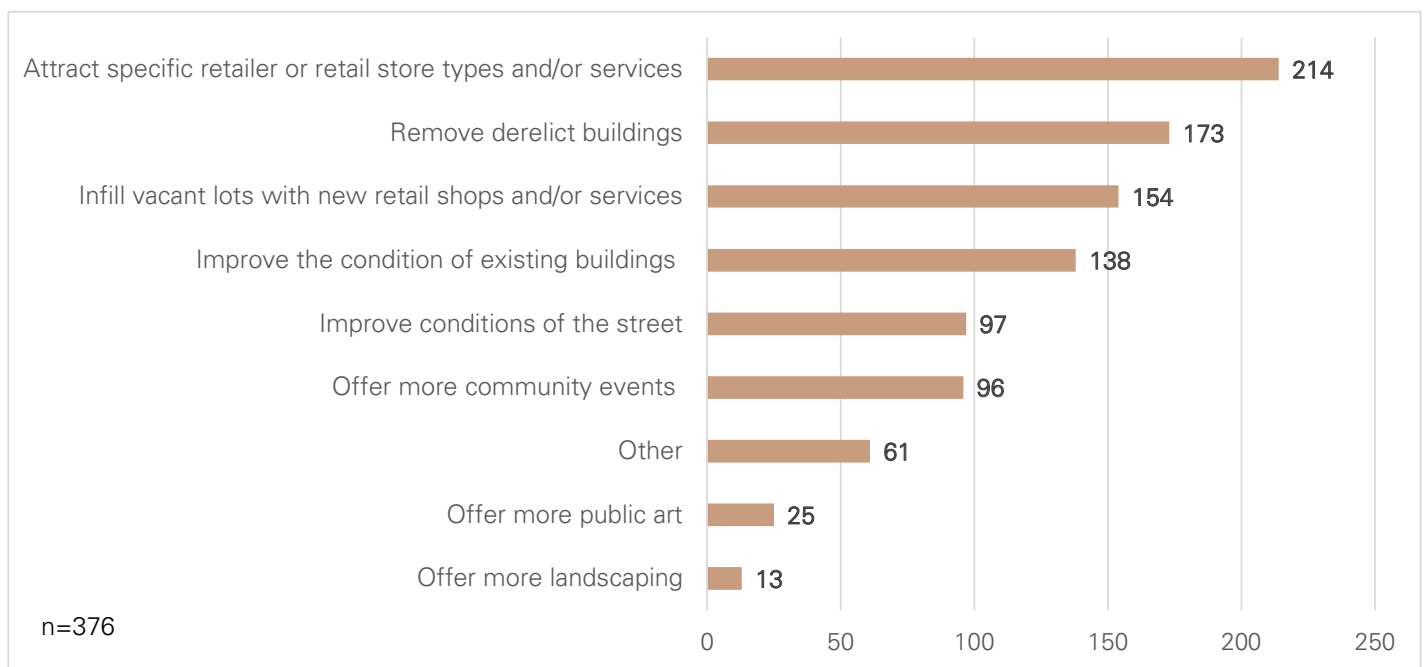
*"Need more of a night life or attractions"*

*"I think the murals are a fabulous idea"*

*"[Have] more spaces to sit Downtown"*

**Figure 6-6. Improvements or additions needed to encourage spending in the community**

(Source: FBM with survey data)



# Section 7: Market Demand Analysis



## 7.0 Market Demand Analysis

### 7.1 Introduction

The following section will assess the amount of supportable retail floorspace in the Town of Peace River premised on estimates of the current market share of total available retail spending by the existing primary trade area as well as miscellaneous spending. This process will forecast demand in terms of both floorspace (square footage) and land (acres) to provide a basis for future land use planning in Peace River.

### 7.2 Methodology

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 markets and since population growth forecasts in Peace River are not expected to show dramatic increases, an alternative approach to demand is applied. Demand forecasts are predicated on past population projections that did not show significant population growth, and therefore can be considered conservative in their outlook since it is becoming more realistic to view Peace River as having more positive growth dynamics towards the end of the next decade, particularly with larger economic-driven regional initiatives coming into play.

With this understanding of the retail market dynamic and population growth and the results of the consumer survey, the key to forecasting new floorspace demand examines 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 considers not just the local community but the full Peace River approximate 25,000-person resident trade area. **The current estimated market share of trade area spending potential for Peace is estimated at 57%. This is actually a very healthy market share and reflects the more distant location of Peace River from a larger market like Grande Prairie, but also its interceptory location from travelers further north.**

From FBM'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 Peace River's businesses are generating.

A sounding board for retail productivities are average lease rates in the community.

The Riverdrive Mall (10122 100 Street) remains a cornerstone of the downtown node, often described as the "hub of downtown". Listing data indicates that retail spaces within the mall are typically marketed at a base rate of \$12.00 per sf.

The West Hill node represents the town's primary expansion area and regional commercial corridor. Positioned along Highway 2 and Highway 743, this area is designed for high-vehicle-traffic retail and industrial-retail hybrid services. Average asking lease rates in this area are in the range of \$25 to \$35+ depending on the location, size and quality of the retail spaces.

The North End node currently has the lowest average lease rates in the town estimated (in the industrial area) to be in the range of \$6 to \$8 per sf.

The lower lease rates in the North End compared to the Downtown or West Hill provide a clear hierarchy of value based on location, age/quality of inventory and visibility/access to target markets.

On this basis, it is estimated that retail sales productivities in the community would average in the \$200 to \$300 per sf range with the possible exception of conveniences or higher traffic areas like West Hills which could be in the range of \$400 to \$600 per sf.

By dividing the total Trade Area retail spending potential into the category-specific retail sales productivity estimates (measured in \$/sf), the estimated market share figures could be calculated from which a measure of supportable floorspace can be determined.

### 7.3 Demand Based on Existing Market Shares

The results of this approach is shown in **Table 7-1** which quantifies the total estimated market share of retail spending in Peace River's Trade Area. **Table 7-1** reveals that Peace River's Trade Area residents currently garner just over 56% of the available Trade Area spending. This means that almost 44% of the resident Trade Area spending is spent outside of the community. As a comparison, comparably sized communities to Peace River in the province may have a retention rate of 40% to 45% where their trade area is around the 25,000-person benchmark as it is for Peace River, but where the community may be located closer to a larger metropolitan area.

The estimated market shares reveal that a category such as Grocery & Specialty Foods is capturing well in excess of 90% of the Trade Area spending. Evidence of the overall trade area penetration and resulting strong Grocery & Specialty Foods segment is that Peace River has four (4) full size grocery stores in the community (Freson's, Coop, Walmart, and No Frills).

With these existing, strong market shares there are great opportunities to further deepen the market penetration and market capture of trade area spending that emphasizes the beneficial geographic positioning of Peace River.

To illustrate the impact on future demand in Peace River, **Tables 7-2 and 7-3** illustrate the amount of future demand that could be possible simply based on maintaining the current market shares and sales productivity.

**The result of this forecast reveals that by 2035, Peace River could support up to 180,850 sf of additional retail space.**

The combined categories that would be most notable in this would be day-to-day conveniences (Grocery/Pharmacy/Alcohol/Personal Services) at approximately 60,000 sf.

On the surface, the Conveniences would include almost 35,571 sf in Grocery. This figure would be sufficient to supportive of an additional grocery format, but given the fact that the town has four well-performing grocery stores, this may be a challenging attraction strategy in the near term.

Rather, these retailers are likely to have more success in solidifying or expanding their market spending and resulting productivities.

However, retailers like Bulk Barn and DollarTree may well be drawn to Peace River as they often like to be in locations where Dollarama has set up shop or peripheral to other grocery stores. A location such as West Hills would be an ideal location for either retailer. Another location in downtown could be a possible consideration for a retailer like Giant Tiger who typically look to backfilling existing vacancies and do not like to be too close to more prominent grocery stores.

The home improvement category in the context of maintaining current market share could accommodate the possible re-entry of Peavey Mart in Peace River, given the recent restructuring of Peavey Mart in late 2025. Currently however location re-openings are slated for buildings owned by the new ownership rather than leased buildings like in Peace River.

Home decor goods could potentially be fulfilled by attracting a value-oriented retailer like JYSK who recently opened a new-to-market store in Wetaskiwin in an approximate 15,000 sf format or possibly a concept like Structube in a 5,000 sf format.

Current market share figures also indicate support for further Automotive opportunities. The Restaurant sector, which is still recovering from the COVID-19 pandemic and where the industry is still in flux nonetheless illustrative of future growth, most likely to be in the form of new-to-market branded or franchise food & beverage formats, such as Original Joe's and Quick Service retailers like Popeye's, Mary Browns, Burger King or other drive thru concepts.

**Forecasts to 2035 are premised on conservative, maintained rates of market share reveal demand for around 180,000 sf of new floorspace. It would however, be realistic to factor absorption of the existing vacancies into this estimate. Therefore, if half of the current vacant space was absorbed into future demand, a more reasonable forecast for new building floorspace would be around 100,000 sf.**

Table 7-1. Estimated Market Share Retention of Retail Spending in Peace River, 2025

(Source: FBM & Manifold Data Mining Inc.)

|                                                                              |                                                   | 2025                                   |                                    |                       |                                |
|------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------|------------------------------------|-----------------------|--------------------------------|
| Retail Spending by Merchandise Category                                      |                                                   | PEACE RIVER Sales Productivity (\$psf) | PEACE RIVER Estimated Market Share | Market Share Sales \$ | Current Retail Floorspace (sf) |
| <b>Convenience &amp; Day-to-Day Goods/Services</b>                           | Grocery & Specialty Foods                         | \$494                                  | 95%                                | \$89,983,481          | 182,324                        |
|                                                                              | Pharmacy                                          | \$468                                  | 91%                                | \$8,276,456           | 17,695                         |
|                                                                              | Alcohol & Tobacco                                 | \$305                                  | 57%                                | \$8,921,072           | 29,224                         |
|                                                                              | Personal Services                                 | \$137                                  | 24%                                | \$7,695,134           | 56,098                         |
|                                                                              | <i>Health Care &amp; Medical (not applicable)</i> |                                        |                                    |                       |                                |
| <b>Comparison or Department Store Type Merchandise (DSTM) Goods/Services</b> | Fashion & Accessories                             | \$196                                  | 48%                                | \$11,617,836          | 59,319                         |
|                                                                              | Jewelry                                           | \$323                                  | 69%                                | \$1,211,799           | 3,746                          |
|                                                                              | Beauty & Personal Care                            | \$246                                  | 20%                                | \$2,490,715           | 10,137                         |
|                                                                              | Home Furniture & Décor                            | \$206                                  | 71%                                | \$7,393,250           | 35,847                         |
|                                                                              | Appliances & Electronics                          | \$379                                  | 43%                                | \$8,121,104           | 21,403                         |
|                                                                              | Home Improvement & Gardening                      | \$181                                  | 25%                                | \$7,641,503           | 42,219                         |
|                                                                              | Books & Media                                     | \$217                                  | 8%                                 | \$627,590             | 2,893                          |
|                                                                              | Sporting Goods                                    | \$210                                  | 56%                                | \$3,244,003           | 15,470                         |
|                                                                              | Toys & Hobbies                                    | \$235                                  | 43%                                | \$1,926,490           | 8,208                          |
|                                                                              | Specialty Retail                                  | \$190                                  | 95%                                | \$9,645,827           | 50,813                         |
| <b>Leisure, Recreation &amp; Entertainment Goods/Services</b>                | Quick Service F&B                                 | \$387                                  | 48%                                | \$10,166,898          | 26,264                         |
|                                                                              | Restaurants & Pubs                                | \$273                                  | 79%                                | \$19,484,044          | 71,275                         |
|                                                                              | Arts & Entertainment                              | \$109                                  | 97%                                | \$2,594,493           | 23,791                         |
|                                                                              | Fitness & Leisure                                 | \$117                                  | 66%                                | \$2,427,146           | 20,779                         |
| <b>Automotive Goods (excluding repair)</b>                                   | Auto Parts & Accessories                          | \$376                                  | 51%                                | \$12,941,939          | 34,442                         |
|                                                                              | Auto/RV/Motorsports Dealerships                   | \$382                                  | 51%                                | \$32,515,945          | 85,106                         |
|                                                                              | <i>Auto Fuel (not applicable)</i>                 |                                        |                                    |                       |                                |
| <b>TOTAL RETAIL CATEGORIES ONLY</b>                                          |                                                   | <b>\$312</b>                           | <b>56.9%</b>                       | <b>\$248,926,724</b>  | <b>797,054</b>                 |
| <b>TOTAL (excluding Health Care &amp; Auto)</b>                              |                                                   | <b>\$300</b>                           | <b>63.4%</b>                       | <b>\$203,468,839</b>  | <b>677,506</b>                 |

Table 7-2. Estimated Retail Demand Summary 2025 to 2035 (Based on Maintaining Current Market Share)

(Source: FBM & Manifold Data Mining Inc.)

|                                                                              |                                                   | 2035                                   |                                    |                       |                                  |
|------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------|------------------------------------|-----------------------|----------------------------------|
| Retail Spending by Merchandise Category                                      |                                                   | PEACE RIVER Sales Productivity (\$psf) | PEACE RIVER Estimated Market Share | Market Share Sales \$ | Total New Retail Floorspace (sf) |
| <b>Convenience &amp; Day-to-Day Goods/Services</b>                           | Grocery & Specialty Foods                         | \$494                                  | 95%                                | \$107,539,000         | 35,571                           |
|                                                                              | Pharmacy                                          | \$468                                  | 91%                                | \$9,891,169           | 3,452                            |
|                                                                              | Alcohol & Tobacco                                 | \$305                                  | 57%                                | \$11,083,786          | 7,085                            |
|                                                                              | Personal Services                                 | \$137                                  | 24%                                | \$9,560,648           | 13,600                           |
|                                                                              | <i>Health Care &amp; Medical (not applicable)</i> |                                        |                                    |                       |                                  |
| <b>Comparison or Department Store Type Merchandise (DSTM) Goods/Services</b> | Fashion & Accessories                             | \$196                                  | 48%                                | \$14,506,134          | 14,747                           |
|                                                                              | Jewelry                                           | \$323                                  | 69%                                | \$1,520,628           | 955                              |
|                                                                              | Beauty & Personal Care                            | \$246                                  | 20%                                | \$3,109,929           | 2,520                            |
|                                                                              | Home Furniture & Décor                            | \$206                                  | 71%                                | \$9,095,523           | 8,254                            |
|                                                                              | Appliances & Electronics                          | \$379                                  | 43%                                | \$9,990,964           | 4,928                            |
|                                                                              | Home Improvement & Gardening                      | \$181                                  | 25%                                | \$9,494,016           | 10,235                           |
|                                                                              | Books & Media                                     | \$217                                  | 8%                                 | \$787,532             | 737                              |
|                                                                              | Sporting Goods                                    | \$210                                  | 56%                                | \$4,070,743           | 3,943                            |
|                                                                              | Toys & Hobbies                                    | \$235                                  | 43%                                | \$2,417,460           | 2,092                            |
|                                                                              | Specialty Retail                                  | \$190                                  | 95%                                | \$12,043,865          | 12,633                           |
| <b>Leisure, Recreation &amp; Entertainment Goods/Services</b>                | Quick Service F&B                                 | \$387                                  | 48%                                | \$12,446,783          | 5,890                            |
|                                                                              | Restaurants & Pubs                                | \$273                                  | 79%                                | \$23,285,326          | 13,905                           |
|                                                                              | Arts & Entertainment                              | \$109                                  | 97%                                | \$3,100,671           | 4,642                            |
|                                                                              | Fitness & Leisure                                 | \$117                                  | 66%                                | \$3,045,709           | 5,296                            |
| <b>Automotive Goods (excluding repair)</b>                                   | Auto Parts & Accessories                          | \$376                                  | 51%                                | \$16,240,218          | 8,778                            |
|                                                                              | Auto/RV/Motorsports Dealerships                   | \$382                                  | 51%                                | \$40,802,698          | 21,689                           |
|                                                                              | <i>Auto Fuel (not applicable)</i>                 |                                        |                                    |                       |                                  |
| <b>TOTAL RETAIL CATEGORIES ONLY</b>                                          |                                                   | <b>\$311</b>                           | <b>55.4%</b>                       | <b>\$304,032,803</b>  | <b>180,950</b>                   |
| <b>TOTAL (excluding Health Care &amp; Auto)</b>                              |                                                   | <b>\$298</b>                           | <b>61.4%</b>                       | <b>\$246,989,886</b>  | <b>150,483</b>                   |

Table 7-3. Estimated Retail Demand by 2035 (Based on Maintaining Current Market Share)

(Source: FBM & Manifold Data Mining Inc.)

| Retail Merchandise Category                            | 2025                                    | 2030                                              | 2035                                              | 2025 TO 2035                          |                                     |                                       |
|--------------------------------------------------------|-----------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|
|                                                        | Current<br>Floorspace<br>Supply<br>(sf) | Cumulative<br>NEW<br>Floorspace<br>Demand<br>(sf) | Cumulative<br>NEW<br>Floorspace<br>Demand<br>(sf) | Total<br>Floorspace<br>Demand<br>(sf) | Current Retail<br>Inventory<br>(sf) | Total<br>Future NEW<br>Demand<br>(sf) |
| Convenience & Day-to-Day Goods/Services                | 285,341                                 | 23,445                                            | 59,708                                            | 59,708                                | 285,341                             | 59,708                                |
| Comparison or Department Store Type Merchandise (DSTM) | 250,056                                 | 28,349                                            | 61,043                                            | 61,043                                | 250,056                             | 61,043                                |
| Leisure, Recreation & Entertainment Goods/Services     | 142,109                                 | 11,673                                            | 29,732                                            | 29,732                                | 142,109                             | 29,732                                |
| Automotive Goods (excluding repair)                    | 119,548                                 | 14,701                                            | 30,467                                            | 30,467                                | 119,548                             | 30,467                                |
| <b>Total (sf)</b>                                      | <b>797,054</b>                          | <b>78,168</b>                                     | <b>180,950</b>                                    | <b>180,950</b>                        | <b>797,054</b>                      | <b>180,950</b>                        |

## 7.4 Demand Based on Increased Market Shares

Looking at current market shares however is only one possibility. There is an alternative direction for Peace River’s retail opportunity that lies in incrementally increasing the overall market share of sales, while still being cognizant of the fact that drive times to Grande Prairie and destination retailers like Costco will still prevail for many bigger ticket items. Increasing market share can be derived from attracting new-to-market retailers such as JYSK, Value Village, Winners, Bulk Barn etc.

**Tables 7-4 and 7-5** provide a forecast of future demand in terms of floorspace and land based on applying an increase of approximately 4 to 5% market share across all categories. While the reality may dictate that some categories may not necessarily need to increase their market share, others may seek to increase more than 5%, the overall impact of the increase is that which is considered important in this analysis.

If the retained market shares presented previously in **Table 7-1** were to increase by just under 5%, the total demand by the year 2035 based on conservative population growth, **but with spending growth and increased retention could result in incremental new space of approximately 228,736 sf, or just under 50,000 sf more than if the current market shares are maintained. Under either scenario, Peace River has demand and support for conservatively 150,000 sf.**

If a 5% increase in demand was achieved, retail categories like Grocery could now be 46,218 sf and would still be more than enough for a freestanding grocery anchor within the next 5 to 10 years (e.g. Canadian Wholesale, Giant Tiger or FreshCo).

Another goal should also be to ensure that existing businesses are in a strong positioning to increase their market share and resulting sales and profitability. This is important because the entry of new more recognized retailers can have a short term impact on local businesses that sell similar products or services. Strong retailers however are able to raise their bar to meet competition and can benefit from the bigger draw that new retailers can have for a community like Peace River.

Table 7-4. Estimated Retail Demand by 2035 (Based on Increasing Current Market Share by 5%)

(Source: FBM & Manifold Data Mining Inc.)

| Retail Spending by Merchandise Category                                      |                                                   | 2035                                   |                                    |                       |                                  |
|------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------|------------------------------------|-----------------------|----------------------------------|
|                                                                              |                                                   | PEACE RIVER Sales Productivity (\$psf) | PEACE RIVER Estimated Market Share | Market Share Sales \$ | Total New Retail Floorspace (sf) |
| <b>Convenience &amp; Day-to-Day Goods/Services</b>                           | Grocery & Specialty Foods                         | \$519                                  | 105%                               | \$118,561,748         | 46,218                           |
|                                                                              | Pharmacy                                          | \$492                                  | 100%                               | \$10,905,014          | 4,486                            |
|                                                                              | Alcohol & Tobacco                                 | \$321                                  | 63%                                | \$12,219,875          | 8,859                            |
|                                                                              | Personal Services                                 | \$144                                  | 26%                                | \$10,540,615          | 17,005                           |
|                                                                              | <i>Health Care &amp; Medical (not applicable)</i> |                                        |                                    |                       |                                  |
| <b>Comparison or Department Store Type Merchandise (DSTM) Goods/Services</b> | Fashion & Accessories                             | \$206                                  | 53%                                | \$15,993,012          | 18,366                           |
|                                                                              | Jewelry                                           | \$340                                  | 76%                                | \$1,676,493           | 1,184                            |
|                                                                              | Beauty & Personal Care                            | \$258                                  | 22%                                | \$3,428,696           | 3,139                            |
|                                                                              | Home Furniture & Décor                            | \$217                                  | 78%                                | \$10,027,815          | 10,408                           |
|                                                                              | Appliances & Electronics                          | \$399                                  | 48%                                | \$11,015,038          | 6,215                            |
|                                                                              | Home Improvement & Gardening                      | \$190                                  | 28%                                | \$10,467,152          | 12,798                           |
|                                                                              | Books & Media                                     | \$228                                  | 9%                                 | \$868,254             | 915                              |
|                                                                              | Sporting Goods                                    | \$220                                  | 62%                                | \$4,487,994           | 4,891                            |
|                                                                              | Toys & Hobbies                                    | \$247                                  | 48%                                | \$2,665,249           | 2,595                            |
| Specialty Retail                                                             | \$200                                             | 105%                                   | \$13,278,362                       | 15,733                |                                  |
| <b>Leisure, Recreation &amp; Entertainment Goods/Services</b>                | Quick Service F&B                                 | \$407                                  | 53%                                | \$13,722,578          | 7,461                            |
|                                                                              | Restaurants & Pubs                                | \$287                                  | 87%                                | \$25,672,071          | 18,067                           |
|                                                                              | Arts & Entertainment                              | \$115                                  | 107%                               | \$3,418,489           | 6,031                            |
|                                                                              | Fitness & Leisure                                 | \$123                                  | 73%                                | \$3,357,895           | 6,570                            |
| <b>Automotive Goods (excluding repair)</b>                                   | Auto Parts & Accessories                          | \$395                                  | 56%                                | \$17,904,841          | 10,889                           |
|                                                                              | Auto/RV/Motorsports Dealerships                   | \$402                                  | 57%                                | \$44,984,975          | 26,908                           |
|                                                                              | <i>Auto Fuel (not applicable)</i>                 |                                        |                                    |                       |                                  |
| <b>TOTAL RETAIL CATEGORIES ONLY</b>                                          |                                                   | <b>\$327</b>                           | <b>61.1%</b>                       | <b>\$335,196,165</b>  | <b>228,736</b>                   |
| <b>TOTAL (excluding Health Care &amp; Auto)</b>                              |                                                   | <b>\$314</b>                           | <b>67.7%</b>                       | <b>\$272,306,349</b>  | <b>190,939</b>                   |

It may be worth consideration for the town to establish a “shop local” program as has been done in other communities, where concerns over downtown health and vitality needs to be balanced against the needs and expressed desires of new-to-market tenants who are looking for growth in or near to West Hills, where high traffic volumes and visibility prevail.

In many smaller markets retail growth is not always about adding new retail, but creating an environment for stronger retention and performance of existing businesses. Peace River, like many similar markets across Alberta is a market that has a stable and strong trade area, and room for targeted growth.

**Forecasts to 2035 are premised on moderately increased rates of market share reveal demand for just under 230,000 sf of new floorspace. It would however, be realistic to factor absorption of the existing vacancies into this estimate.**

**Therefore, if half of the current vacant space was absorbed into future demand, a more reasonable forecast for new building floorspace would be around 150,000 sf.**

Table 7-5. Estimated Retail Demand by 2035 (Based on Increasing Current Market Share by 5%)

(Source: FBM & Manifold Data Mining Inc.)

| Retail Merchandise Category                            | 2025                                    | 2030                                              | 2035                                              | 2025 TO 2035                          |                                             |                                       |
|--------------------------------------------------------|-----------------------------------------|---------------------------------------------------|---------------------------------------------------|---------------------------------------|---------------------------------------------|---------------------------------------|
|                                                        | Current<br>Floorspace<br>Supply<br>(sf) | Cumulative<br>NEW<br>Floorspace<br>Demand<br>(sf) | Cumulative<br>NEW<br>Floorspace<br>Demand<br>(sf) | Total<br>Floorspace<br>Demand<br>(sf) | Current City<br>Retail<br>Inventory<br>(sf) | Total<br>Future NEW<br>Demand<br>(sf) |
| Convenience & Day-to-Day Goods/Services                | 285,341                                 | 30,899                                            | 76,567                                            | 76,567                                | 285,341                                     | 76,567                                |
| Comparison or Department Store Type Merchandise (DSTM) | 250,056                                 | 35,069                                            | 76,244                                            | 76,244                                | 250,056                                     | 76,244                                |
| Leisure, Recreation & Entertainment Goods/Services     | 142,109                                 | 15,385                                            | 38,129                                            | 38,129                                | 142,109                                     | 38,129                                |
| Automotive Goods (excluding repair)                    | 119,548                                 | 17,942                                            | 37,797                                            | 37,797                                | 119,548                                     | 37,797                                |
| <b>Total (sf)</b>                                      | <b>797,054</b>                          | <b>99,295</b>                                     | <b>228,736</b>                                    | <b>190,939</b>                        | <b>797,054</b>                              | <b>228,736</b>                        |

The retail demand forecasts suggest a good opportunity for future retail and there are tenants capable of further entrenching Peace River as a strong regional secondary market for retail sales retention and attraction. Most notably, these include Giant Tiger, DollarTree, Value Village, JYSK and Bulk Barn, to name a few and not discounting the immediate opportunity for quick service retailers like Popeye’s, Mary Brown’s, Burger King, Taco Bell etc.

Peace River is a self-sufficient secondary regional market to Grande Prairie with an established retail trade area and a community that definitely ‘punches above its weight’ when it comes to retail strength and opportunity. The current market shares at 55% with high category market shares therein, suggest that the normal 25,000 person retail trade area is conservative and in fact likely exceeds that size.

# Section 8: Key Findings



## 8.0 Key Findings

### 8.1 Introduction

This section highlights the key findings of the Retail and Service Gap Analysis as well as documenting a few notable trends that can be relevant to the Town of Peace River's locational, demographic and market context.

### 8.2 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 business opportunities in a respective community ranks against other opportunities in front of the retailer; and
- Understanding co-tenancy requirements 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, Peace River was analyzed in detail 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 and future 10-yr supportable retail space.

#### ***Retail Development Fundamentals***

Retail development, whether in smaller secondary communities such as those found throughout Alberta and the prairies, 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 as far as population thresholds for new market or multi-store locations. For example, Bulk Barn tends to look at local markets with a minimum of 25,000 people, usually within an urban setting or reasonable drive time.

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 is a 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.

### 8.3 Importance of a Balanced Retail Hierarchy to Community Economic Health

A well-planned retail hierarchy as presented in **Figures 8-1 & 8-2** ensures that businesses of all sizes, especially local, independent ones, can thrive. Main streets and downtowns, like that in Peace River are critical for incubating and supporting small businesses, while larger retail nodes or corridors accommodate the broader desired and necessary branded national chains and larger format retailers. This balance helps keep local dollars circulating within the community and provides diverse shopping options for residents.

**Figure 8-2** illustrates an overall healthy retail hierarchy that takes into account multiple attributes that further speak to the magnitude of retail opportunity. In the context of Peace River, the diagram highlights where the community currently sits in this hierarchy, in which there is an essential and central role for the downtown.

### 8.4 Benefits of Housing Diversity for Peace River's Retail Ecosystem

Across the retail industry, the adage "retail follows rooftops" has proven to be true. In the case of Peace River's growth as a town, this adage is also true.

This is why the amount and type of housing mix must continue to be prioritized within and in proximity to the downtown to ensure that the current amount of retail floorspace and retail opportunity can be supported and economically viable for the business owners and operators.

The importance of increasing the amount and diversifying the mix of housing in and around the downtown, is not only to provide a solid consumer base for retailers in walkable or more locally accessible location, but because it promotes a healthier community overall. From a retail perspective, a diverse housing stock for both customers and employees are also critical for supporting existing businesses and attracting new ones.

A mix of housing options especially in proximity to the downtown allows lower-income individuals to live near higher-income households, contributing to a more balanced economic ecosystem. This can lead to increased overall spending in local businesses, as different groups of people have different consumption habits and preferences. This blending of consumer segments also creates a wider and more varied customer base, supporting local retail by ensuring a steady and diverse stream of consumers. Retailers benefit from having customers with different needs and purchasing capacities, helping to stabilize sales across economic cycles.

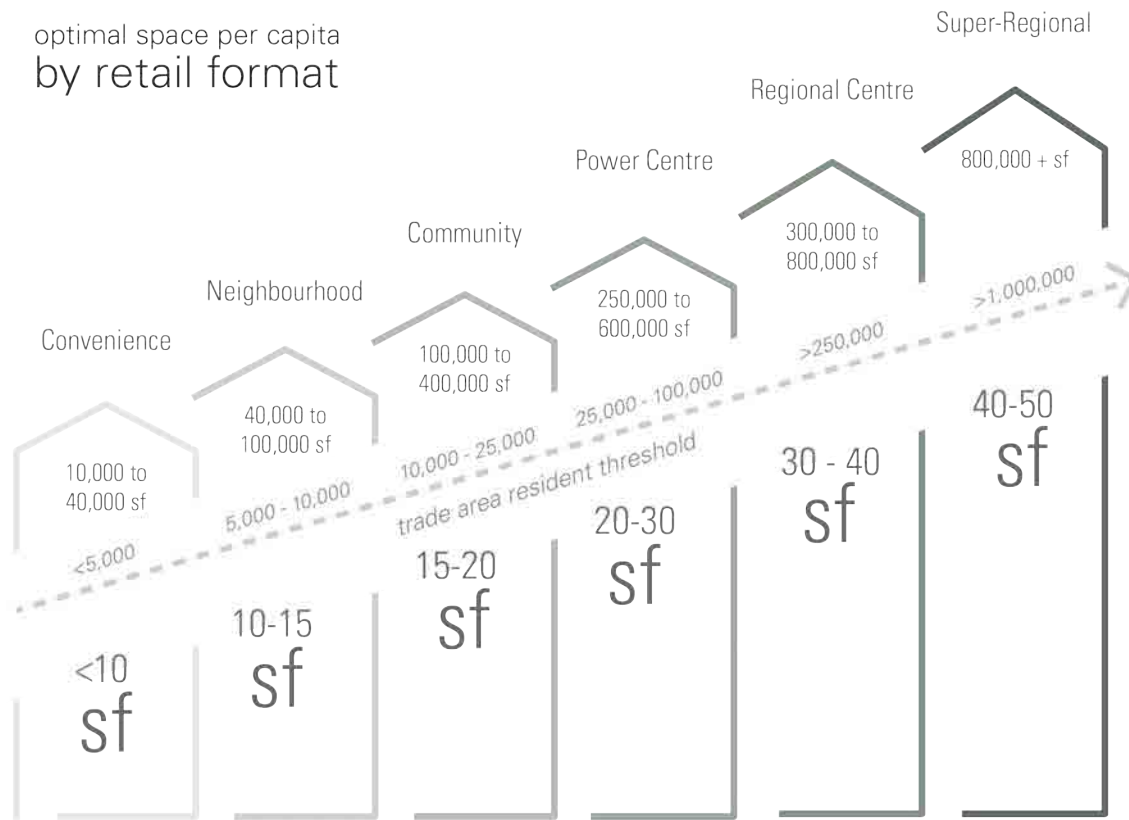
Housing diversity supports long-term community stability by preventing the displacement of low- and middle-income residents. This stability fosters a reliable customer base for businesses, as families and individuals can remain in the area and continue supporting local stores.

Another intangible factor of providing housing is the role that housing plays in employee attraction and retention. Employees who can find affordable housing near their place of work are less likely to leave for other jobs, reducing turnover and hiring costs. This proximity also leads to more reliable and engaged employees. In turn, well-staffed businesses provide better customer service, enhancing customer satisfaction and loyalty.

New businesses often prefer to set up and shop in vibrant, diverse communities where a mix of people live and work. It provides a framework for orderly development, supports the local economy, and fosters strong community ties, contributing to Peace River's overall economic vitality and sustainability.

A diverse densification of housing supply in proximity to Peace River's downtown, especially in the Downtown West or North End nodes would be valuable for the health and growth of the retail sector and supports the ideal retail hierarchy. It helps existing businesses by broadening their customer base and stabilizing their workforce, while making the community more attractive for potential new businesses by ensuring access to a varied and available talent pool.

Figure 8-1. Relationship of Retail Formats to Population and Trade Area Size



Source: FBM, Key Planning Strategies & International Council of Shopping Centers

Figure 8-2. Hierarchical Relationship of a Healthy Retail Community



Broadly speaking, diverse housing contributes to economic diversity and overall community vibrancy, which are key factors in the sustainability and success of retail environments.

## 8.5 Allocation & Opportunities

The demand figures shown in **Tables 8-1 and 8-2** provide guidance for retail growth in the Town of Peace River over the next ten years, with an eye to how future development could or should proceed over the longer term and as planning and economic development strategies evolve.

Further the demand forecasts and resulting allocation consider the impact that existing vacancy absorption plays in accommodating growth. Because, Peace River has a number of prominently located mid-sized vacancies, the Town should work with the landlords or property owners to backfill these spaces with retail or possible community uses.

Using this approach means that not all the forecasted demand should require new land or built space.

**Table 8-1** reflects a 50% absorption of current vacancies against demand based on maintaining current annualized market shares at 57%. This results in a net new floorspace of approximately 100,000 sf over the next 10 years.

Similarly, **Table 8-2** reflects a 50% absorption of vacancies against demand based on increasing the current annualized market share from 57% to 61%. This results in a net new floorspace of approximately, 150,000 sf over the next 10 years.

Realizing the locations of retail development, combined with retailer site selection preferences and land availability, **Tables 8-1 and 8-2** identify the estimated allocation of new demand across Peace River's respective retail nodes.

Unsurprisingly, the West Hills North and South retail nodes should be the focus of the communities attraction strategy, particularly for branded retailers in new and existing vacant spaces. Conversely the Downtown and Downtown West areas should focus more on filling small vacant lots and streetfront premises, compatible for attracting local independent retailers where cost structures (i.e. rent and operating costs) would be more tenant-friendly.

## 8.6 Target Retail Opportunities

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.

To be successful in attracting these store types or brands it will be necessary to increase the market share of trade area retail spending.

While there is no guarantee, the current retail market is absent of a few immediate opportunities for whom land exists but the marketing message needs to be clear and real in terms of the market opportunity. Persistence is also critical when many brands may not be "ready at this time" for a secondary market, as opposed to a focus on "larger, more urban" markets.

**The retail demand forecasts suggest a good opportunity for future retail and there are tenants capable of moving the needle for sales retention and attraction in Peace River. Most notably, these include but are not limited to the following near to medium-term target prospects:**

### Grocery & General Merchandise

*DollarTree*  
*Value Village*  
*Giant Tiger*  
*Bulk Barn*  
*Canadian Wholesale*  
*M&M Meats*

### House & Home

*JYSK*  
*Sleep Country*

### Fashion

*Winners/Marshall's*  
*Old Navy*

### Fitness & Leisure

*Fit 4 Less (by Goodlife)*  
*Planet Fitness*

### Full Service Restaurants

*Swiss Chalet*  
*Montana's BBQ*  
*Original Joe's*  
*Brown's Social House*  
*IHOP*

Table 8-1. Retail Demand Allocation Estimates by Node to 2035 Based on Existing Market Shares

| Retail Node<br>(net new developable land)     | Total 10-yr New Demand<br>by 2035 with<br>CURRENT Market Share<br>(sf / acres) |     | PEACE RIVER             |                            |                           |                             |
|-----------------------------------------------|--------------------------------------------------------------------------------|-----|-------------------------|----------------------------|---------------------------|-----------------------------|
|                                               |                                                                                |     | %<br>Share of<br>Demand | Share of<br>Demand<br>(sf) | Site<br>Coverage<br>Ratio | Net Land<br>Area<br>(acres) |
| <i>a) Future Demand</i>                       | 180,950                                                                        |     |                         |                            |                           |                             |
| <i>b) Current Vacancy</i>                     | 161,249                                                                        |     |                         |                            |                           |                             |
| <i>c) Estimated Vacancy Absorption</i>        | 80,625                                                                         |     |                         |                            |                           |                             |
| Total Estimated Net New Demand<br>(a minus c) | 100,325                                                                        | 8.4 | 100%                    | 100,325                    | 0.28                      | 8.4                         |
| Downtown                                      |                                                                                |     | 10%                     | 10,033                     | 0.75                      | 0.3                         |
| Downtown West                                 |                                                                                |     | 5%                      | 5,016                      | 0.50                      | 0.2                         |
| North End                                     |                                                                                |     | 0%                      | 0                          | 0.50                      | 0.0                         |
| West Hills North                              |                                                                                |     | 40%                     | 40,130                     | 0.25                      | 3.7                         |
| West Hill South                               |                                                                                |     | 45%                     | 45,146                     | 0.25                      | 4.1                         |
| West Hill Industrial                          |                                                                                |     | 0%                      | 0                          | 0.15                      | 0.0                         |

Table 7-6. Retail Demand Allocation Estimates by Node to 2035 Based on Increased Market Shares

| Retail Node<br>(net new developable land)     | Total 10-yr New Demand<br>by 2035 with<br>INCREASED Market Share<br>(sf / acres) |      | PEACE RIVER             |                            |                           |                             |
|-----------------------------------------------|----------------------------------------------------------------------------------|------|-------------------------|----------------------------|---------------------------|-----------------------------|
|                                               |                                                                                  |      | %<br>Share of<br>Demand | Share of<br>Demand<br>(sf) | Site<br>Coverage<br>Ratio | Net Land<br>Area<br>(acres) |
| <i>a) Future Demand</i>                       | 228,736                                                                          |      |                         |                            |                           |                             |
| <i>b) Current Vacancy</i>                     | 161,249                                                                          |      |                         |                            |                           |                             |
| <i>c) Estimated Vacancy Absorption</i>        | 80,625                                                                           |      |                         |                            |                           |                             |
| Total Estimated Net New Demand<br>(a minus c) | 148,112                                                                          | 12.1 | 95%                     | 140,706                    | 0.27                      | 12.1                        |
| Downtown                                      |                                                                                  |      | 7%                      | 10,368                     | 0.75                      | 0.3                         |
| Downtown West                                 |                                                                                  |      | 3%                      | 4,443                      | 0.50                      | 0.2                         |
| North End                                     |                                                                                  |      | 0%                      | 0                          | 0.50                      | 0.0                         |
| West Hills North                              |                                                                                  |      | 40%                     | 59,245                     | 0.25                      | 5.4                         |
| West Hill South                               |                                                                                  |      | 45%                     | 66,650                     | 0.25                      | 6.1                         |
| West Hill Industrial                          |                                                                                  |      | 0%                      | 0                          | 0.15                      | 0.0                         |

## Quick Service F&B

Starbucks (with Drive Thru)  
Mary Brown's Chicken  
Wendy's  
A&W  
Burger King  
Popeye's  
Carl's Jr.  
Wok Box  
Taco Bell  
OPA!  
Freshii  
Chopped Leaf  
Osmow's  
Cob's Bread  
Firehouse Subs  
Jersey Mike's Subs  
EDO Japan  
Little Caesars  
Booster Juice

Based on Peace River's status as a regional service hub for Northwest Alberta, with a robust, yet conservative total trade area of just under 25,000 residents, there are several notable gaps in the branded retail and franchise landscape. While the town is well-served by branded anchors like Walmart Supercentre, Canadian Tire, No Frills (Loblaws) and Freson's Bros Fresh Market, the following brands are currently missing but fit the demographic profile of a resource-rich, family-oriented northern hub community.

## Value & Fashion Retail

Peace River's current fashion options are largely limited to Mark's and Walmart. Residents likely travel to Grande Prairie (2 hours away) for mid-tier branded apparel.

- » Giant Tiger: This brand thrives in rural Canadian hubs. It fits the local "value-conscious" demographic perfectly and would compete well with the existing North Peace retail mix.
- » Sport Chek: While traditionally for larger markets, Sport Chek has "small-format" models that succeed in towns with high participation in hockey and outdoor recreation, which are core to Peace River's identity.
- » Winners / Marshalls: A more aspirational target, though found in Alberta regional hubs (like Grande Prairie, Spruce Grov and Lloydminster). Given the 25,000-person trade area, a mid-sized Winners could capture significant "leakage" from residents

who currently drive to Grande Prairie for brand-name clothing.

## Quick-Service Restaurants (QSR) & Dining

While the "classics" (McDonald's, Tim Hortons) are present, several high-growth franchise models are notably absent:

- » A&W, Burger King and Wendy's: The nearest location is in 15km away in Grimshaw. Rumors do persist that some of these may soon make their entry in Peace River
- » Edo Japan: Extremely popular in Alberta, Edo is a standard fixture in almost every regional hub over 6,000 people. Its absence is a clear gap in the "healthy fast-food" category.
- » Little Caesars: Currently, pizza in the area is dominated by Boston Pizza, Pizza Hut, and locals. A "Hot-N-Ready" value option is a frequent request in similar demographics.
- » Booster Juice: Usually found in community centers or near high-traffic grocery anchors (like the No Frills or Freson Bros areas).
- » Popeyes Louisiana Kitchen: This brand has been aggressively expanding into rural Alberta hubs recently; Peace River's demographic aligns well with their typical high-performing locations.

## Specialty Retail

- » Bulk Barn: A common anchor in trade areas of this size, especially in agricultural and resource-based communities where home cooking and baking are more prevalent than in urban centers.

## 8.7 Service Gap Analysis

The Town of Peace River is a robust and resilient market with a clear role as a regional capital. While it faces challenges from regional leakage and high vacancy in specific large-format assets, the underlying demographic stability and the high volume of highway traffic provide a solid foundation for growth. By strategically positioning each node to serve its specific strengths, from the historic experiential core of Downtown to the high-traffic power centers of West Hill, the Town can create a balanced and healthy retail hierarchy that meets the needs of its 25,000 plus regional consumers, which will only expand as economic drivers continue to gain momentum in the region.

## 8.8 Conclusion

The Town of Peace River, Alberta, serves as a quintessential example of a regional secondary market that punches significantly above its weight in terms of commercial utility and retail demand. Nestled within the Peace River Valley and expanding onto the adjacent plateaus, the municipality is the primary service hub for a vast catchment area in Northwest Alberta, catering to conservatively 25,000 residents within its immediate and extended trade area. This exhaustive report provides a granular analysis of the retail leasing landscape, focusing on the geographic nodes of Downtown, the West Hill, and supporting industrial-retail corridors.

The retail market in Peace River is the direct beneficiary of the town's regional positioning as an important node for forestry, oil and gas, and agricultural support services, which provide a stable economic floor for commercial activity. This industrial activity translates into high consumer purchasing power, evidenced by the town's median family incomes.

The town's focus on "connected transportation infrastructure", specifically Highway 2 and Highway 35, reinforces the long-term value of the West Hill node. As the "gateway" to the Peace Country, the West Hill will likely continue to command the highest premiums for large-scale retail and regional service centers.

Retailers entering the Peace River market should prioritize location based on their customer demographic. Service-based businesses (salons, small offices) will find the Downtown core's lease rates and available streetfront spaces accessible and cost-effective. However, those requiring vehicle access or regional visibility will look to the West Hill, where base lease rates will be higher but the trade-off is equally higher from the regional traffic volumes.



**Appendix A: Detailed Commercial Inventory**

**Appendix B: Online Survey Questions**

**Appendix C: Survey Responses**

# Appendix A: Detailed Commercial Inventory

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                                      | UNIT # | CIVIC ADDRESS | STREET NAME | NODE     | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|--------------------------------------------------|--------|---------------|-------------|----------|---------------------------|
| Alcohol, Tobacco & Cannabis             | 12 Ft Liquor Store                               |        | 9910          | 100 AVE     | Downtown | 4,452                     |
| Alcohol, Tobacco & Cannabis             | Bud Runners Cannabis                             |        | 9610          | 100 ST      | Downtown | 2,095                     |
| Alcohol, Tobacco & Cannabis             | Cannabis 4 Less                                  |        | 9701          | 100 ST      | Downtown | 1,121                     |
| Alcohol, Tobacco & Cannabis             | Freedom Fog                                      |        | 9801          | 97 AVE      | Downtown | 1,000                     |
| Alcohol, Tobacco & Cannabis             | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Alcohol, Tobacco & Cannabis             | Liquor Store                                     |        | 9510          | 100 ST      | Downtown | 3,603                     |
| Alcohol, Tobacco & Cannabis             | Peace Pipe Cannabis Company Co.                  |        | 10032         | 100 ST      | Downtown | 2,000                     |
| Alcohol, Tobacco & Cannabis             | Plain Jane Cannabis                              |        | 9909          | 100 AVE     | Downtown | 1,798                     |
| Alcohol, Tobacco & Cannabis             | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Alcohol, Tobacco & Cannabis             | The Little Smoky Cannabis                        |        | 10019         | 100 ST      | Downtown | 2,956                     |
| Alcohol, Tobacco & Cannabis             | The Vape Club                                    |        | 9901          | 100 ST      | Downtown | 1,116                     |
| Alcohol, Tobacco & Cannabis             | Vape in Peace                                    |        | 9907          | 101 AVE     | Downtown | 854                       |
| Arts & Entertainment                    | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Arts & Entertainment                    | River City Cinema                                |        | 10035         | 101 ST      | Downtown | 11,650                    |
| Arts & Entertainment                    | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Auto Parts & Accessories                | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 94                        |
| Auto Parts & Accessories                | Pat's Auto Supply                                |        | 9810          | 94 AVE      | Downtown | 6,595                     |
| Auto Parts & Accessories                | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 258                       |
| Auto Service                            | Car Wash                                         |        |               |             | Downtown | 1,179                     |
| Auto Service                            | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Auto Service                            | Tech One Mechanical                              |        | 9426          | 100 ST      | Downtown | 2,041                     |
| Auto Service                            | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Auto/RV/Motorsports Dealership          | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Auto/RV/Motorsports Dealership          | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Beauty & Personal Care                  | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 234                       |
| Beauty & Personal Care                  | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 645                       |
| Books, Media & Video Games              | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 23                        |
| Books, Media & Video Games              | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 64                        |
| Fashion & Footwear                      | Dad's N Lad's Ltd. (Mainstreet Menswear)         |        | 10017         | 100 ST      | Downtown | 6,050                     |
| Fashion & Footwear                      | Fashion Republikk                                |        | 10122         | 100 ST      | Downtown | 1,275                     |
| Fashion & Footwear                      | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 1,078                     |
| Fashion & Footwear                      | Leather & More                                   |        | 10122         | 100 ST      | Downtown | 894                       |
| Fashion & Footwear                      | Lookin' Good Clothing & Accessories              |        | 9804          | 100 ST      | Downtown | 3,071                     |
| Fashion & Footwear                      | Peace Thrift & Donations                         |        | 9913          | 101 AVE     | Downtown | 12,620                    |
| Fashion & Footwear                      | Sweet Peas Clothing & Express                    |        | 9606          | 100 ST      | Downtown | 2,909                     |
| Fashion & Footwear                      | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 2,967                     |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                                      | UNIT # | CIVIC ADDRESS | STREET NAME | NODE     | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|--------------------------------------------------|--------|---------------|-------------|----------|---------------------------|
| Fitness & Leisure                       | Fitness on the Go Ltd.                           |        | 10007         | 100 ST      | Downtown | 6,294                     |
| Fitness & Leisure                       | Golf World - Peace River Mini Golf               |        | 9803          | 101 AVE     | Downtown | 423                       |
| Fitness & Leisure                       | Peace Playland                                   |        | 10107         | 100 ST      | Downtown | 3,419                     |
| Full Service F&B                        | Boston Pizza                                     |        | 9602          | 100 ST      | Downtown | 6,788                     |
| Full Service F&B                        | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Full Service F&B                        | Peace Garden Restaurant                          |        | 10016         | 100 ST      | Downtown | 3,470                     |
| Full Service F&B                        | Peace River Brewing                              |        | 10028         | 101 ST      | Downtown | 14,874                    |
| Full Service F&B                        | Ricky's All Day Grill                            |        | 9510          | 100 ST      | Downtown | 4,037                     |
| Full Service F&B                        | Riggers Dining                                   |        | 9801          | 98 ST       | Downtown | 1,045                     |
| Full Service F&B                        | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Full Service F&B                        | TJ's Restaurant                                  |        | 10011         | 102 AVE     | Downtown | 6,635                     |
| Full Service F&B                        | What the Chunk Burgerhouse                       |        | 9822          | 95 AVE      | Downtown | 1,381                     |
| General Merchandise                     | Great Canadian Dollar Store                      |        | 10107         | 100 ST      | Downtown | 4,687                     |
| General Merchandise                     | The Bargain Shop                                 |        | 10122         | 100 ST      | Downtown | 12,899                    |
| Grocery, Convenience & Specialty Foods  | Fas Gas Plus                                     |        | 9912          | 100 ST      | Downtown | 2,791                     |
| Grocery, Convenience & Specialty Foods  | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 1,875                     |
| Grocery, Convenience & Specialty Foods  | MKP Frozen Fish & Seafood                        |        | 9813          | 100 ST      | Downtown | 1,290                     |
| Grocery, Convenience & Specialty Foods  | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 5,160                     |
| Grocery, Convenience & Specialty Foods  | Valley Health                                    |        | 9917          | 101 AVE     | Downtown | 2,863                     |
| Home Electronics & Appliances           | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 94                        |
| Home Electronics & Appliances           | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 258                       |
| Home Furnishings & Décor                | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 141                       |
| Home Furnishings & Décor                | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 387                       |
| Home Improvement & Gardening            | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 141                       |
| Home Improvement & Gardening            | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 387                       |
| Jewelry                                 | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 23                        |
| Jewelry                                 | Jewellery Box & Giftware                         |        | 10122         | 100 ST      | Downtown | 823                       |
| Jewelry                                 | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 64                        |
| Limited Service F&B                     | Alz Donair                                       |        | 9921          | 101 AVE     | Downtown | 978                       |
| Limited Service F&B                     | Domino's Pizza                                   |        | 9807          | 100 ST      | Downtown | 3,661                     |
| Limited Service F&B                     | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Limited Service F&B                     | J's Java Domain                                  |        | 10107         | 100 ST      | Downtown | 2,963                     |
| Limited Service F&B                     | KFC                                              |        | 9501          | 100 ST      | Downtown | 2,696                     |
| Limited Service F&B                     | Panago Pizza                                     |        | 9901          | 100 ST      | Downtown | 1,307                     |
| Limited Service F&B                     | Subway                                           |        | 9816          | 100 ST      | Downtown | 2,478                     |
| Limited Service F&B                     | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                                      | UNIT # | CIVIC ADDRESS | STREET NAME | NODE     | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|--------------------------------------------------|--------|---------------|-------------|----------|---------------------------|
| Personal Service                        | 12 Ft Laundromat                                 |        | 9910          | 100 AVE     | Downtown | 2,771                     |
| Personal Service                        | Aspen Grove Spa Salon Barber                     |        | 9607          | 100 ST      | Downtown | 1,745                     |
| Personal Service                        | Bella Rose Tattoo Studio                         |        | 9607          | 100 ST      | Downtown | 533                       |
| Personal Service                        | Charmed & Co. Salon & Boutique                   |        | 9815          | 94 AVE      | Downtown | 1,550                     |
| Personal Service                        | Don's Barber Shop                                |        | 9910          | 100 AVE     | Downtown | 1,178                     |
| Personal Service                        | Fone Hub                                         |        | 10122         | 100 ST      | Downtown | 1,564                     |
| Personal Service                        | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Personal Service                        | Hair Images                                      |        | 10024         | 99 ST       | Downtown | 1,835                     |
| Personal Service                        | La Bonita Esthetics & Hair                       |        | 9612          | 100 ST      | Downtown | 2,854                     |
| Personal Service                        | Lash X Tend                                      |        | 9913          | 101 AVE     | Downtown | 1,672                     |
| Personal Service                        | L'Studio                                         |        | 9615          | 100 ST      | Downtown | 2,149                     |
| Personal Service                        | Moe's Hair Design and Tanning                    |        | 10122         | 100 ST      | Downtown | 642                       |
| Personal Service                        | Nail Style Peace River                           |        | 10003         | 102 AVE     | Downtown | 1,118                     |
| Personal Service                        | ND Nails Spa Peace River                         |        | 10024         | 100 ST      | Downtown | 1,639                     |
| Personal Service                        | Peace Country Upholstery                         |        | 9810          | 100 ST      | Downtown | 2,201                     |
| Personal Service                        | Pink Rose Day Spa Inc.                           |        | 10026         | 102 ST      | Downtown | 2,154                     |
| Personal Service                        | Sam's Hair & Tanning                             |        | 9913          | 101 AVE     | Downtown | 1,684                     |
| Personal Service                        | Second Star to the Right Doggy Daycare           |        | 9814?         | 100 ST      | Downtown | 5,108                     |
| Personal Service                        | Split Enz Beauty & Wellness Lounge               |        | 9806          | 100 ST      | Downtown | 3,204                     |
| Personal Service                        | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Personal Service                        | Wren Hair Studio                                 |        | 10107         | 100 ST      | Downtown | 2,397                     |
| Personal Service                        | Zen Medi Spa                                     |        | 9907          | 98 AVE      | Downtown | 1,009                     |
| Pharmacy                                | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 0                         |
| Pharmacy                                | Peace River Value Drug Mart                      |        | 10027         | 100 ST      | Downtown | 6,000                     |
| Pharmacy                                | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 0                         |
| Specialty Retail                        | Enchanted Florist                                |        | 9607          | 100 ST      | Downtown | 967                       |
| Specialty Retail                        | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 703                       |
| Specialty Retail                        | Hollyhocks & Honeysuckle                         |        | 10028         | 100 ST      | Downtown | 5,500                     |
| Specialty Retail                        | Kit Office Plus                                  |        | 9709          | 100 ST      | Downtown | 5,800                     |
| Specialty Retail                        | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 1,935                     |
| Specialty Retail                        | The Little Mexican Store                         |        | 10122         | 100 ST      | Downtown | 2,844                     |
| Sporting Goods & Outdoor Recreation     | Burnsie's Sports Excellence                      |        | 9714          | 100 ST      | Downtown | 4,807                     |
| Sporting Goods & Outdoor Recreation     | Frontline Snow & Skate Ltd.                      |        | 9806          | 100 ST      | Downtown | 2,455                     |
| Sporting Goods & Outdoor Recreation     | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 141                       |
| Sporting Goods & Outdoor Recreation     | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 387                       |
| Toys & Hobbies                          | Great Canadian Dollar Store Merchandise Category |        | 10107         | 100 ST      | Downtown | 141                       |
| Toys & Hobbies                          | The Bargain Shop Merchandise Category            |        | 10122         | 100 ST      | Downtown | 387                       |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME | UNIT # | CIVIC ADDRESS | STREET NAME | NODE     | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|-------------|--------|---------------|-------------|----------|---------------------------|
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9703          | 100 ST      | Downtown | 2,594                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10010         | 102 AVE     | Downtown | 22,652                    |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10014         | 99 ST       | Downtown | 1,595                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10013         | 100 AVE     | Downtown | 7,064                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10009         | 100 AVE     | Downtown | 3,757                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9802          | 97 AVE      | Downtown | 3,239                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9909          | 96 AVE      | Downtown | 3,329                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9903          | 100 AVE     | Downtown | 627                       |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9705?         | 100 ST      | Downtown | 2,960                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10014?        | 99 ST       | Downtown | 1,451                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10014?        | 99 ST       | Downtown | 1,596                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10122         | 100 ST      | Downtown | 1,361                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10122         | 100 ST      | Downtown | 1,148                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10122         | 100 ST      | Downtown | 758                       |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10122         | 100 ST      | Downtown | 2,205                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 10122         | 100 ST      | Downtown | 2,182                     |
| VACANT (Retail / Commercial)            | VACANT BLDG |        | 9912          | 97 AVE      | Downtown | 2,182                     |
| VACANT (Retail / Commercial)            | VACANT UNIT | B      | 10003         | 102 AVE     | Downtown | 2,186                     |
| VACANT (Retail / Commercial)            | VACANT?     |        |               | 101 AVE     | Downtown | 947                       |
|                                         | VACANT LOT  |        | 10026         | 99 ST       | Downtown |                           |
|                                         | VACANT LOT  |        | 10034         | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        | 9509          | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        | 10030         | 99 ST       | Downtown |                           |
|                                         | VACANT LOT  |        | 10011         | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        | 10101         | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        | 10013         | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        | 9704          | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        |               | 100 ST      | Downtown |                           |
|                                         | VACANT LOT  |        |               | 100 ST      | Downtown |                           |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                                | UNIT # | CIVIC ADDRESS | STREET NAME | NODE                 | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|--------------------------------------------|--------|---------------|-------------|----------------------|---------------------------|
| Arts & Entertainment                    | Lucky Strike Ltd.                          |        | 9720          | 98 ST       | Downtown West        | 12,141                    |
| Auto Service                            | The Install Shop                           | 4      | 9710          | 94 ST       | Downtown West        | 2,333                     |
| Full Service F&B                        | Board 'n' Barrel                           |        | 9610          | 94 ST       | Downtown West        | 8,512                     |
| Full Service F&B                        | Wow Grill                                  |        | 9509          | 100 AVE     | Downtown West        | 5,390                     |
| Grocery, Convenience & Specialty Foods  | Peace Country Co-op Food Store             |        | 9714          | 96 AVE      | Downtown West        | 19,456                    |
| Grocery, Convenience & Specialty Foods  | Peace Country Co-op Gas Bar                |        | 9614          | 96 AVE      | Downtown West        | 1,471                     |
| Jewelry                                 | Renaissance Goldsmiths                     |        | 9612          | 96 AVE      | Downtown West        | 744                       |
| Personal Service                        | Telus                                      |        | 9720          | 94 ST       | Downtown West        | 4,225                     |
| Personal Service                        | Zip Comm Unlimited                         |        | 9720          | 94 ST       | Downtown West        | 4,169                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 9601          | 95 AVE      | Downtown West        | 5,771                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 9414          | 96 ST       | Downtown West        | 37,996                    |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 9626          | 94 AVE      | Downtown West        | 3,148                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 10010         | 98 ST       | Downtown West        | 2,302                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 9606          | 96 ST       | Downtown West        | 2,091                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                                |        | 9506          | 94 AVE      | Downtown West        | 5,353                     |
|                                         | VACANT LOT                                 |        | 9810          | 97 ST       | Downtown West        |                           |
|                                         | VACANT LOT                                 |        | 9515          | 94 ST       | Downtown West        |                           |
|                                         | VACANT LOT                                 |        | 9504          | 94 ST       | Downtown West        |                           |
|                                         | VACANT LOT                                 |        | 9501          | 94 ST       | Downtown West        |                           |
|                                         | VACANT LOT                                 |        |               |             | Downtown West        |                           |
|                                         | VACANT LOT                                 |        |               |             | Downtown West        |                           |
|                                         | VACANT LOT                                 |        |               |             | Downtown West        |                           |
|                                         | VACANT LOT                                 |        |               |             | Downtown West        |                           |
|                                         | VACANT LOT                                 |        |               |             | Downtown West        |                           |
| Auto Service                            | Dads Rads and Repair                       |        | 9715          | 89 AVE      | North End            | 3,444                     |
| Auto Service                            | Wet Willy's Wand Wash and Auto Detailing   |        | 9015          | 94 ST       | North End            | 6,047                     |
| Fitness & Leisure                       | North Peace Gymnastics Club                |        | 9806          | 77 AVE      | North End            | 7,283                     |
| Full Service F&B                        | Matt's Pizza                               |        | 9810          | 77 AVE      | North End            | 2,327                     |
| Grocery, Convenience & Specialty Foods  | Northend Reddi Mart                        |        | 9802          | 77 AVE      | North End            | 2,971                     |
| Grocery, Convenience & Specialty Foods  | Thy Grace African Grocery & Kitchen        |        | 7916          | 99 ST       | North End            | 250                       |
| Personal Service                        | Roger's Lock                               |        | 9721          | 90 AVE      | North End            | 3,373                     |
| Personal Service                        | Wispernet Ltd.                             |        | 9710          | 90 AVE      | North End            | 1,366                     |
| Alcohol, Tobacco & Cannabis             | Sippers Liquor Mart                        |        | 10001         | 80 ST       | West Hill Industrial | 2,500                     |
| Auto Parts & Accessories                | Kal Tire                                   |        | 8005          | 102 AVE     | West Hill Industrial | 6,096                     |
| Auto Service                            | G.E.T. Auto Repair & Accessories           |        | 7801          | 102 AVE     | West Hill Industrial | 1,846                     |
| Auto Service                            | Touch of Class Autobody                    |        | 8114          | 102 AVE     | West Hill Industrial | 5,439                     |
| Auto Service                            | Whitty Automotive                          |        | 10402         | 77 ST       | West Hill Industrial | 3,623                     |
| Auto/RV/Motorsports Dealership          | Maximum Powersports                        |        | 8118          | 102 AVE     | West Hill Industrial | 9,075                     |
| Fitness & Leisure                       | Redline Fitness                            |        | 8102          | 102 AVE     | West Hill Industrial | 3,360                     |
| Home Improvement & Gardening            | Modern Paint & Decor Ltd. (Benjamin Moore) | 2      | 7910          | 102 AVE     | West Hill Industrial | 3,254                     |
| Specialty Retail                        | Peace Valley Creations                     | F      | 8002          | 102 AVE     | West Hill Industrial | 2,675                     |
| Specialty Retail                        | Radiance Florist & Gift Shop               |        | 8002          | 102 AVE     | West Hill Industrial | 2,668                     |
|                                         | VACANT LOT                                 |        | 7502          | 104 AVE     | West Hill Industrial |                           |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                                      | UNIT # | CIVIC ADDRESS | STREET NAME | NODE                   | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|--------------------------------------------------|--------|---------------|-------------|------------------------|---------------------------|
| Alcohol, Tobacco & Cannabis             | Barrell Wine 'n' Spirits                         | Unit 2 | 9610          | 94 ST       | West Hill Retail North | 2,000                     |
| Alcohol, Tobacco & Cannabis             | Bud Runners Cannabis                             |        | 7426          | 100 AVE     | West Hill Retail North | 1,663                     |
| Alcohol, Tobacco & Cannabis             | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Alcohol, Tobacco & Cannabis             | Liquor Store                                     |        | 8006          | 99 AVE      | West Hill Retail North | 2,067                     |
| Alcohol, Tobacco & Cannabis             | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Alcohol, Tobacco & Cannabis             | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Alcohol, Tobacco & Cannabis             | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 0                         |
| Arts & Entertainment                    | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Arts & Entertainment                    | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Arts & Entertainment                    | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Arts & Entertainment                    | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 0                         |
| Auto Parts & Accessories                | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Auto Parts & Accessories                | NAPA Auto Parts - Peace Auto Supply Ltd.         |        | 7410          | 100 AVE     | West Hill Retail North | 5,149                     |
| Auto Parts & Accessories                | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Auto Parts & Accessories                | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Auto Parts & Accessories                | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 1,073                     |
| Auto Service                            | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Auto Service                            | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Auto Service                            | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Auto Service                            | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 10,726                    |
| Auto/RV/Motorsports Dealership          | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Auto/RV/Motorsports Dealership          | Peace River Chrysler                             |        | 9702          | 74 ST       | West Hill Retail North | 21,430                    |
| Auto/RV/Motorsports Dealership          | Peace River Ford                                 |        | 9902          | 74 ST       | West Hill Retail North | 23,993                    |
| Auto/RV/Motorsports Dealership          | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 308                       |
| Auto/RV/Motorsports Dealership          | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Auto/RV/Motorsports Dealership          | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 0                         |
| Auto/RV/Motorsports Dealership          | Westhill Auto & Equipment Sales and Consignments |        | 7502          | 100 AVE     | West Hill Retail North | 1,366                     |
| Beauty & Personal Care                  | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 1,750                     |
| Beauty & Personal Care                  | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Beauty & Personal Care                  | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Beauty & Personal Care                  | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 7,508                     |
| Books, Media & Video Games              | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Books, Media & Video Games              | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Books, Media & Video Games              | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Books, Media & Video Games              | The Computer Store & A440 Music                  |        | 7647          | 121 AVE     | West Hill Retail North | 1,919                     |
| Books, Media & Video Games              | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 536                       |
| Fashion & Footwear                      | Dollarama Merchandise Category                   | A      | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Fashion & Footwear                      | Shoppers Drug Mart Merchandise Category          |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Fashion & Footwear                      | The Brick Merchandise Category                   |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Fashion & Footwear                      | Walmart Merchandise Category                     |        | 9701          | 78 ST       | West Hill Retail North | 16,088                    |
| Fashion & Footwear                      | Warehouse One                                    |        | 9917          | 78 ST       | West Hill Retail North | 5,656                     |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                               | UNIT #      | CIVIC ADDRESS | STREET NAME | NODE                   | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|-------------------------------------------|-------------|---------------|-------------|------------------------|---------------------------|
| Full Service F&B                        | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Full Service F&B                        | MR MIKES Peace River                      |             | 8006          | 99 AVE      | West Hill Retail North | 8,000                     |
| Full Service F&B                        | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 3,079                     |
| Full Service F&B                        | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Full Service F&B                        | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 0                         |
| General Merchandise                     | Dollarama                                 | A           | 7900          | 99 AVE      | West Hill Retail North | 17,500                    |
| General Merchandise                     | Shoppers Drug Mart                        |             | 9925          | 78 ST       | West Hill Retail North | 15,393                    |
| General Merchandise                     | The Brick                                 |             | 7626          | 100 AVE     | West Hill Retail North | 18,774                    |
| General Merchandise                     | Walmart (96,530 sf without auto)          |             | 9701          | 78 ST       | West Hill Retail North | 107,256                   |
| Grocery, Convenience & Specialty Foods  | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 5,775                     |
| Grocery, Convenience & Specialty Foods  | Freson Bros. Fresh Market Peace River     |             | 7900          | 99 AVE      | West Hill Retail North | 28,000                    |
| Grocery, Convenience & Specialty Foods  | Petro Canada                              |             | 9901          | 78 ST       | West Hill Retail North | 2,867                     |
| Grocery, Convenience & Specialty Foods  | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 4,618                     |
| Grocery, Convenience & Specialty Foods  | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Grocery, Convenience & Specialty Foods  | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 40,757                    |
| Home Electronics & Appliances           | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Home Electronics & Appliances           | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Home Electronics & Appliances           | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 5,632                     |
| Home Electronics & Appliances           | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 2,681                     |
| Home Electronics & Appliances           | City Furniture & Appliances               | West Hill I | 29,560        | Brand       | West Hill Retail North | 11,824                    |
| Home Furnishings & Décor                | City Furniture & Appliances               |             | 9701          | 74 ST       | West Hill Retail North | 17,736                    |
| Home Furnishings & Décor                | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Home Furnishings & Décor                | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Home Furnishings & Décor                | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 13,142                    |
| Home Furnishings & Décor                | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 2,681                     |
| Home Improvement & Gardening            | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 350                       |
| Home Improvement & Gardening            | Peace River Home Hardware Building Centre |             | 7310          | 97 AVE      | West Hill Retail North | 30,303                    |
| Home Improvement & Gardening            | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Home Improvement & Gardening            | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Home Improvement & Gardening            | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 2,145                     |
| Jewelry                                 | Dollarama Merchandise Category            | A           | 7900          | 99 AVE      | West Hill Retail North | 175                       |
| Jewelry                                 | Shoppers Drug Mart Merchandise Category   |             | 9925          | 78 ST       | West Hill Retail North | 308                       |
| Jewelry                                 | The Brick Merchandise Category            |             | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Jewelry                                 | Walmart Merchandise Category              |             | 9701          | 78 ST       | West Hill Retail North | 1,609                     |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                             | UNIT # | CIVIC ADDRESS | STREET NAME | NODE                   | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|-----------------------------------------|--------|---------------|-------------|------------------------|---------------------------|
| Limited Service F&B                     | Dairy Queen Grill & Chill               |        | 7718          | 100 AVE     | West Hill Retail North | 2,182                     |
| Limited Service F&B                     | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Limited Service F&B                     | McDonald's                              |        | 7812          | 100 AVE     | West Hill Retail North | 4,705                     |
| Limited Service F&B                     | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Limited Service F&B                     | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Limited Service F&B                     | Tim Hortons                             |        | 7820          | 100 AVE     | West Hill Retail North | 3,149                     |
| Limited Service F&B                     | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 2,145                     |
| Personal Service                        | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 0                         |
| Personal Service                        | Inked By Day                            |        | 7426          | 100 AVE     | West Hill Retail North | 1,545                     |
| Personal Service                        | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 0                         |
| Personal Service                        | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Personal Service                        | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 0                         |
| Pharmacy                                | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 175                       |
| Pharmacy                                | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 6,157                     |
| Pharmacy                                | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Pharmacy                                | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 5,363                     |
| Specialty Retail                        | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 7,000                     |
| Specialty Retail                        | Pet Valu                                |        | 9909          | 78 ST       | West Hill Retail North | 4,576                     |
| Specialty Retail                        | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 308                       |
| Specialty Retail                        | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Specialty Retail                        | Thomas Homes & RV Center                |        | 9900          | 78 ST       | West Hill Retail North | 9,065                     |
| Specialty Retail                        | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 5,363                     |
| Sporting Goods & Outdoor Recreation     | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 263                       |
| Sporting Goods & Outdoor Recreation     | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 308                       |
| Sporting Goods & Outdoor Recreation     | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Sporting Goods & Outdoor Recreation     | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 4,290                     |
| Toys & Hobbies                          | Dollarama Merchandise Category          | A      | 7900          | 99 AVE      | West Hill Retail North | 263                       |
| Toys & Hobbies                          | Shoppers Drug Mart Merchandise Category |        | 9925          | 78 ST       | West Hill Retail North | 308                       |
| Toys & Hobbies                          | The Brick Merchandise Category          |        | 7626          | 100 AVE     | West Hill Retail North | 0                         |
| Toys & Hobbies                          | Walmart Merchandise Category            |        | 9701          | 78 ST       | West Hill Retail North | 4,290                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                             |        | 9700          | 78 ST       | West Hill Retail North | 10,658                    |
| VACANT (Retail / Commercial)            | VACANT BLDG                             |        | 9717          | 78 ST       | West Hill Retail North | 23,145                    |
| VACANT (Retail / Commercial)            | VACANT BLDG                             |        | 7502          | 100 AVE     | West Hill Retail North | 1,282                     |
| VACANT (Retail / Commercial)            | VACANT BLDG                             |        | 7510          | 100 AVE     | West Hill Retail North | 5,669                     |

| RETAIL MERCHANDISE or BUSINESS CATEGORY | TENANT NAME                        | UNIT # | CIVIC ADDRESS | STREET NAME | NODE                   | ESTIMATED FLOOR AREA (SF) |
|-----------------------------------------|------------------------------------|--------|---------------|-------------|------------------------|---------------------------|
| Alcohol, Tobacco & Cannabis             | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Arts & Entertainment                    | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Auto Parts & Accessories                | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 7,050                     |
| Auto Parts & Accessories                | Fountain Tire                      |        | 7215          | 101 AVE     | West Hill Retail South | 7,778                     |
| Auto Service                            | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 5,640                     |
| Auto/RV/Motorsports Dealership          | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Auto/RV/Motorsports Dealership          | Mighty Peace Chevrolet Buick GMC   |        | 7501          | 100 AVE     | West Hill Retail South | 22,067                    |
| Auto/RV/Motorsports Dealership          | Mighty Peace Powersports & RV      |        | 7425          | 100 AVE     | West Hill Retail South | 6,868                     |
| Beauty & Personal Care                  | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Books, Media & Video Games              | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Fashion & Footwear                      | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 564                       |
| Fashion & Footwear                      | Mark's                             |        | 7725          | 100 AVE     | West Hill Retail South | 5,797                     |
| Full Service F&B                        | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Full Service F&B                        | The Hitchin Post Peace River       |        | 7701          | 100 AVE     | West Hill Retail South | 5,737                     |
| General Merchandise                     | Canadian Tire                      |        | 7713          | 100 AVE     | West Hill Retail South | 28,198                    |
| Grocery, Convenience & Specialty Foods  | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 282                       |
| Grocery, Convenience & Specialty Foods  | ESSO                               |        | 10001         | 80 ST       | West Hill Retail South | 2,500                     |
| Grocery, Convenience & Specialty Foods  | Karl's No Frills Peace River       |        | 7613          | 100 AVE     | West Hill Retail South | 56,375                    |
| Grocery, Convenience & Specialty Foods  | On the Run                         |        | 7401          | 100 AVE     | West Hill Retail South | 3,024                     |
| Home Electronics & Appliances           | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 564                       |
| Home Furnishings & Décor                | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 1,410                     |
| Home Improvement & Gardening            | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 5,640                     |
| Jewelry                                 | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Limited Service F&B                     | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Personal Service                        | Ageless Cuts & Styles              |        | 7701?         | 100 AVE     | West Hill Retail South | 2,411                     |
| Personal Service                        | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Pharmacy                                | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 0                         |
| Specialty Retail                        | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 1,410                     |
| Sporting Goods & Outdoor Recreation     | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 2,820                     |
| Toys & Hobbies                          | Canadian Tire Merchandise Category |        | 7713          | 100 AVE     | West Hill Retail South | 2,820                     |
|                                         | VACANT LOT                         |        | 7513          | 100 AVE     | West Hill Retail South |                           |
|                                         | VACANT LOT                         |        | 7601          | 100 AVE     | West Hill Retail South |                           |



## Retail & Services Gap Analysis

Town of Peace River | Consumer Survey

Thank you for your interest in this survey about the Town of Peace River, Alberta. This Retail Gap Analysis survey should take 10-15 minutes to complete.

Your responses are very valuable to the Town and will inform the Town's business recruitment, retention, and economic development strategy for the community. Your input will help identify the shops and services that you would like to see in the Town of Peace River.

The results of the survey will be presented in a summarized format in the final report. Any identifying information you submit through this form will be kept confidential.

**The personal information collected through this survey is for the purpose of conducting a Retail and Services Gap Analysis for the Town of Peace River. The personal information collected is input into Jotform to generate anonymized survey results. This collection is authorized by section 4(c) of the *Protection of Privacy Act*.**

For questions about the collection of personal information, please contact the Town of Peace River's Privacy Officer at: email [legislativeservices@peacriver.ca](mailto:legislativeservices@peacriver.ca); or telephone 780-624-2574; or 9911 100 Street, Box 6600, Peace River, Alberta, T8S 1S4.

### Where do you live? \*

- |                                                               |                                                             |
|---------------------------------------------------------------|-------------------------------------------------------------|
| <input checked="" type="checkbox"/> Town of Peace River       | <input checked="" type="checkbox"/> Town of Grimshaw        |
| <input checked="" type="checkbox"/> Town of Manning           | <input checked="" type="checkbox"/> Town of Fairview        |
| <input checked="" type="checkbox"/> Village of Berwyn         | <input checked="" type="checkbox"/> Village of Nampa        |
| <input checked="" type="checkbox"/> County of Northern Lights | <input checked="" type="checkbox"/> Northern Sunrise County |
| <input checked="" type="checkbox"/> MD of Peace               | <input checked="" type="checkbox"/> MD Fairview             |
| <input checked="" type="checkbox"/> MD Smoky River            | <input checked="" type="checkbox"/> Birch Hills County      |
| <input checked="" type="checkbox"/> Other                     |                                                             |

### Where do you work? \*

- |                                                               |                                                             |
|---------------------------------------------------------------|-------------------------------------------------------------|
| <input checked="" type="checkbox"/> Town of Peace River       | <input checked="" type="checkbox"/> Town of Grimshaw        |
| <input checked="" type="checkbox"/> Town of Manning           | <input checked="" type="checkbox"/> Town of Fairview        |
| <input checked="" type="checkbox"/> Village of Berwyn         | <input checked="" type="checkbox"/> Village of Nampa        |
| <input checked="" type="checkbox"/> County of Northern Lights | <input checked="" type="checkbox"/> Northern Sunrise County |
| <input checked="" type="checkbox"/> MD of Peace               | <input checked="" type="checkbox"/> MD Fairview             |
| <input checked="" type="checkbox"/> MD Smoky River            | <input checked="" type="checkbox"/> Birch Hills County      |
| <input checked="" type="checkbox"/> Other                     |                                                             |

The following questions are optional questions that help us understand how the survey results represent the community.

All submissions are anonymous and individual responses will be kept confidential. Results will only be presented in aggregate (group together) values in the final report.

### **What is your age?**

- 19 years and under
- 20 - 34 years
- 35 - 49 years
- 50 - 64 years
- 65 years and over

### **What is your gender?**

- Female
- Male
- Transgender / Two-Spirit / Non-Binary / Gender-Fluid
- Other

### **What is the size of your household?**

**An understanding of household income will better inform the Gap Analysis. Please select the annual gross (before tax) income of your household. Please select your annual personal income if you do not live with your family. Your response will remain anonymous.**

**What is your 6-digit postal code of your primary residence? This helps us understand which areas in and around the Town of Peace River have been represented by the survey.**

Add your postal code (e.g., A1B 2C3)

## Tell us about your shopping experience

### How often do you shop in the Town of Peace River?

- Daily
- Weekly
- Monthly
- Rarely
- Never

### How long do you typically stay in the Town of Peace River on a visit for shopping?

- Less than 30 minutes
- 30 minutes to 1 hour
- 1-2 hours
- More than 2 hours
- Not applicable

### Where do you prefer to shop for your day-to-day conveniences (grocery, pharmacy, alcohol)?

- |                                                                          |                                                           |
|--------------------------------------------------------------------------|-----------------------------------------------------------|
| <input checked="" type="checkbox"/> Downtown Peace River                 | <input checked="" type="checkbox"/> West Hill Peace River |
| <input checked="" type="checkbox"/> Elsewhere in the Town of Peace River | <input checked="" type="checkbox"/> Town of Grimshaw      |
| <input checked="" type="checkbox"/> Town of Fairview                     | <input checked="" type="checkbox"/> Town of Manning       |
| <input checked="" type="checkbox"/> City of Grande Prairie               | <input checked="" type="checkbox"/> Other                 |

### Where do you prefer to shop for your bigger ticket items (home/auto/apparel/electronics etc.)?

- |                                                                          |                                                           |
|--------------------------------------------------------------------------|-----------------------------------------------------------|
| <input checked="" type="checkbox"/> Downtown Peace River                 | <input checked="" type="checkbox"/> West Hill Peace River |
| <input checked="" type="checkbox"/> Elsewhere in the Town of Peace River | <input checked="" type="checkbox"/> Town of Grimshaw      |
| <input checked="" type="checkbox"/> Town of Fairview                     | <input checked="" type="checkbox"/> Town of Manning       |
| <input checked="" type="checkbox"/> City of Grande Prairie               | <input checked="" type="checkbox"/> Online                |
| <input checked="" type="checkbox"/> Other                                |                                                           |

## The Town of Peace River's Retail Offerings

**What is your primary reason for visiting or using shops and services in the Town of Peace River?  
(Please select one option)**

- I live in the area
- I visit the area for recreation / leisure
- I go there for a specific retailer / businesses
- Other
- I work or own a business in the area
- I visit the hospital or attend medical services
- I go there to meet with my friends or relatives

**What are your primary reasons for NOT using the Town of Peace River's shops and services, if any? (Please select up to three options)**

- Missing specific merchandise
- Lack of parking space
- Cost of goods or services
- It is dirty or poorly maintained
- It is inaccessible for those with mobility challenges
- Not applicable
- Missing specific retailer
- It is too far away from where I spend my time
- Quality of goods or services
- It feels unsafe
- Too crowded
- Other

**When thinking about your average annual household spending, what percentage (%) of your spending occurs inside the Town of Peace River, outside Peace River or online?**

|                                 | Inside the Town of Peace River | Outside the Town of Peace River | Online |
|---------------------------------|--------------------------------|---------------------------------|--------|
| Grocery & Pharmacy              |                                |                                 |        |
| Alcohol, Tobacco & Cannabis     |                                |                                 |        |
| Personal Care & Services        |                                |                                 |        |
| Fashion & Accessories           |                                |                                 |        |
| Home Improvement & Decor        |                                |                                 |        |
| Sporting Goods, Books & Hobbies |                                |                                 |        |
| Sit-Down Restaurants & Pubs     |                                |                                 |        |
| Quick Service Restaurants       |                                |                                 |        |

See example below to complete your answer.

|                    | Inside the Town of Peace River | Outside the Town of Peace River | Online |
|--------------------|--------------------------------|---------------------------------|--------|
| Grocery & Pharmacy | 50%                            | 40%                             | 10%    |

*The total for each row should equal 100% (For example: 50% of your household spending is in the Town of Peace River, 40% is from outside of the Town of Peace River, and 10% is online for a total of 100%)*

**What are some types of shops and/or services you wish were more available in the Town of Peace River? (Please select up to three options)**

- |                                 |                               |
|---------------------------------|-------------------------------|
| Grocery & Pharmacy              | Alcohol, Tobacco & Cannabis   |
| Personal Care & Services        | Fashion & Accessories         |
| Home Improvement & Decor        | Home Electronics & Appliances |
| Sporting Goods, Books & Hobbies | Fitness & Entertainment       |
| Sit Down Restaurants & Pubs     | Quick Service Restaurants     |
| Other                           |                               |

**Are there any shops or services that you feel are over-represented or not needed in the Town of Peace River? (Please select up to three options)**

- |                                 |                               |
|---------------------------------|-------------------------------|
| Grocery & Pharmacy              | Alcohol, Tobacco & Cannabis   |
| Personal Care & Services        | Fashion & Accessories         |
| Home Improvement & Decor        | Home Electronics & Appliances |
| Sporting Goods, Books & Hobbies | Fitness & Entertainment       |
| Sit Down Restaurants & Pubs     | Quick Service Restaurants     |
| Not applicable                  | Other                         |

**What types of household or industry services do you find lacking in the Town of Peace River? (Please select all that apply)**

- |                                |                       |
|--------------------------------|-----------------------|
| Plumbing & HVAC services       | Electrician services  |
| Roofing & siding services      | Cleaning services     |
| Landscaping services           | Pest control services |
| Welding & woodworking services | Millwright services   |
| Painting services              | Other                 |

**What improvements or additions to the Town's retail offering or experience would contribute to retaining or increasing your spending in the community? (Select up to three options)**

- Attract specific retailer or retail store types and/or services (if specific retailer, please identify in the "other" below)
- Improve the condition of existing buildings (e.g., renovation, facade improvements)
- Offer more community events (e.g., street closures, cultural events)
- Remove derelict buildings
- Infill vacant lots with new retail shops and/or services
- Offer more public art
- Offer more landscaping
- Improve conditions of the street (e.g., improve sidewalks, install more lighting)
- Other

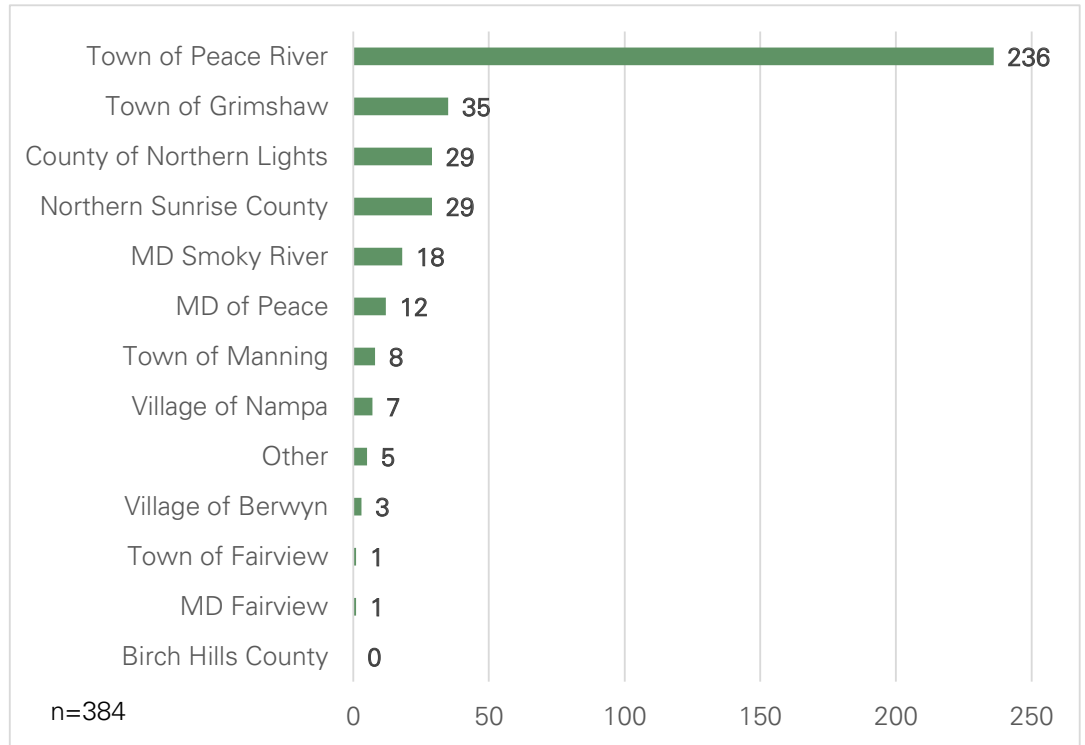
**Do you have any other comments about retail shops and services in the Town of Peace River?**

# Appendix C: Survey Results

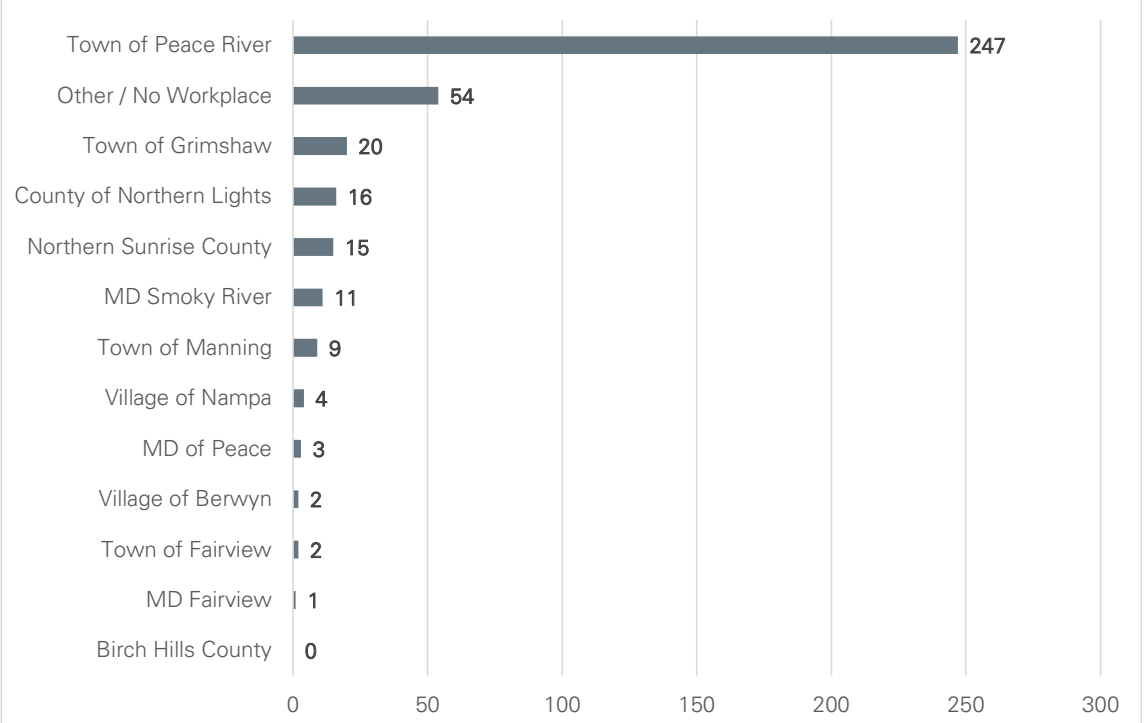
The following summarizes responses to the “Town of Peace River Retail & Services Gap Analysis - Consumer Survey” that ran from September 17 to October 24, 2025. Responses to open-ended questions are excluded from this report to protect respondent anonymity, as are responses to the voluntary postal code question.

## Demographic Questions

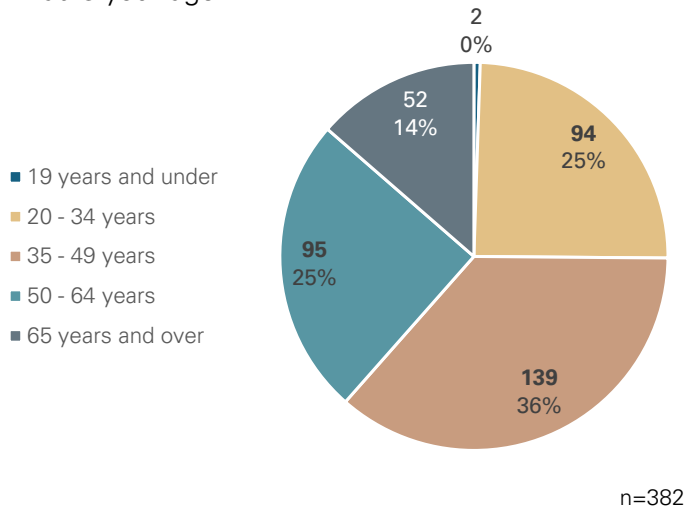
Where do you live?



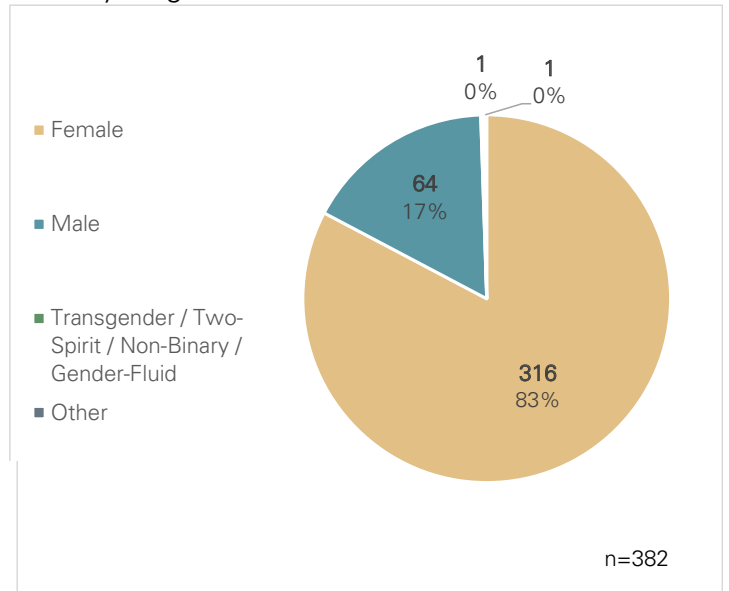
Where do you work?



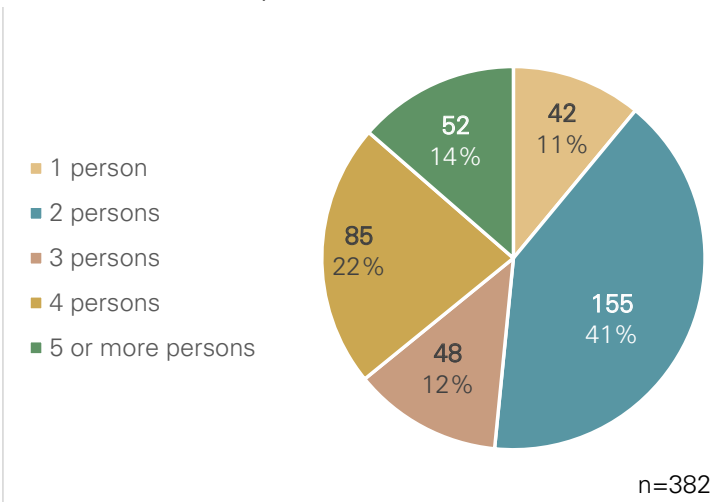
What is your age?



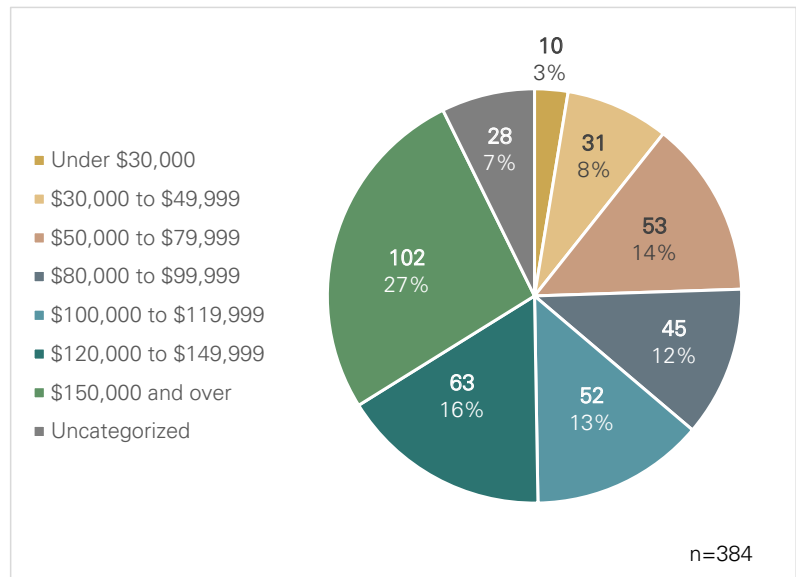
What is your gender?



What is the size of your household?

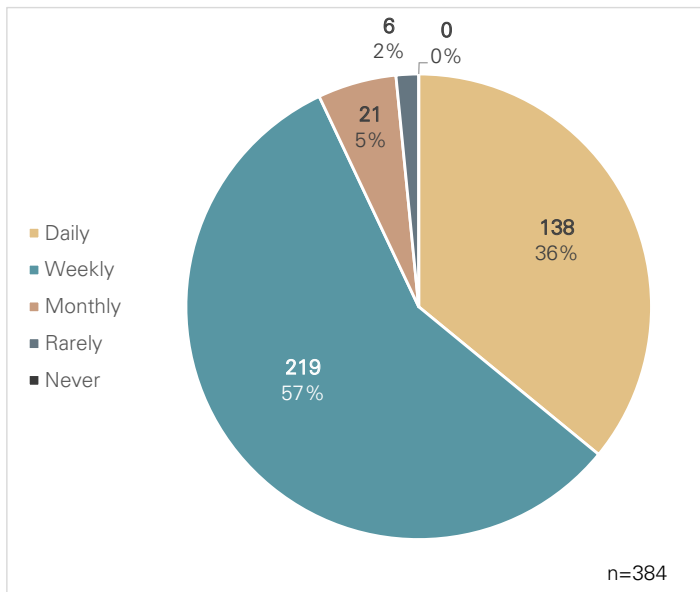


What is your annual gross (before tax) income? Please select your annual personal income if you do not live with your family.

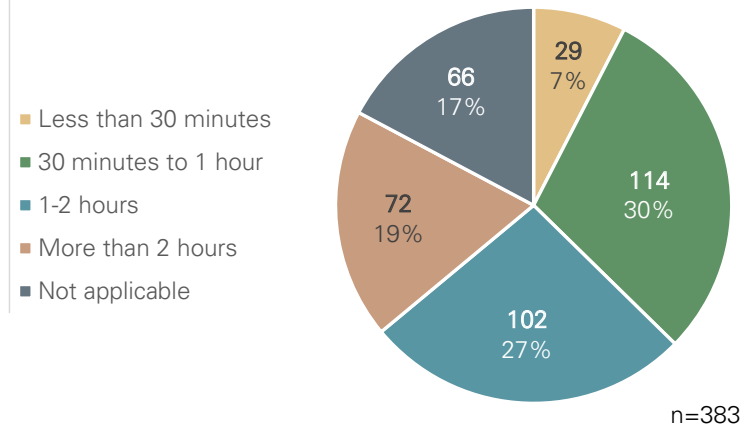


## Tell us about your shopping experience

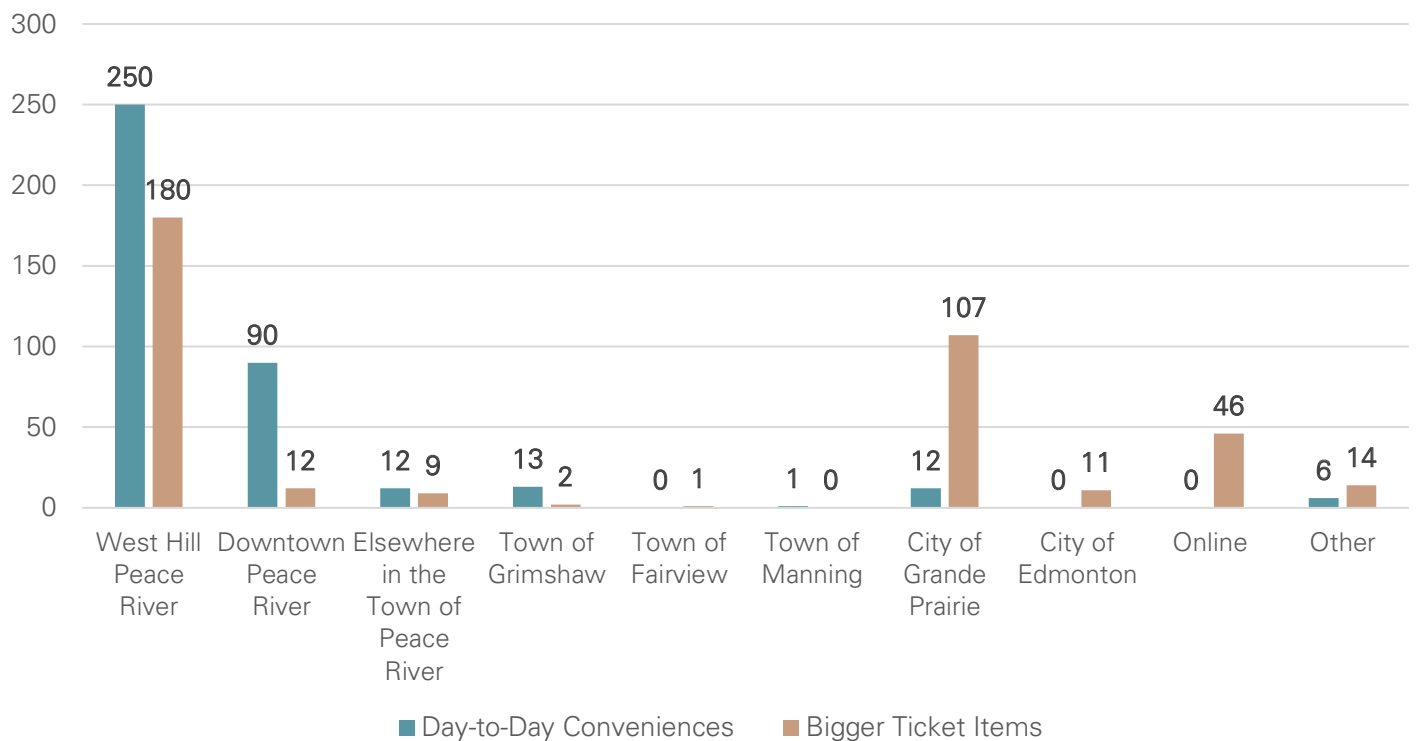
How often do you shop in the Town of Peace River?



How long do you typically stay in the Town of Peace River on a visit for shopping?

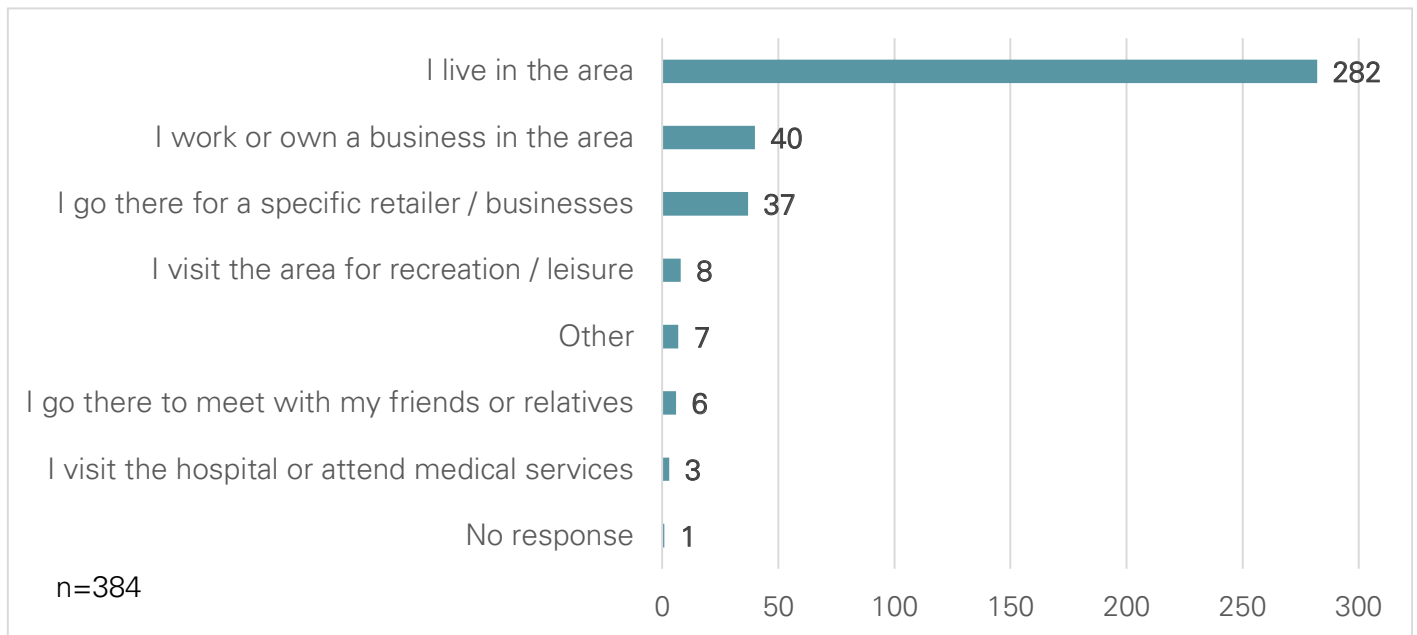


Where do you prefer to shop for your **day-to-day conveniences** (e.g., grocery, pharmacy, alcohol) and your **bigger ticket items** (e.g., home, auto, apparel, electronics)?

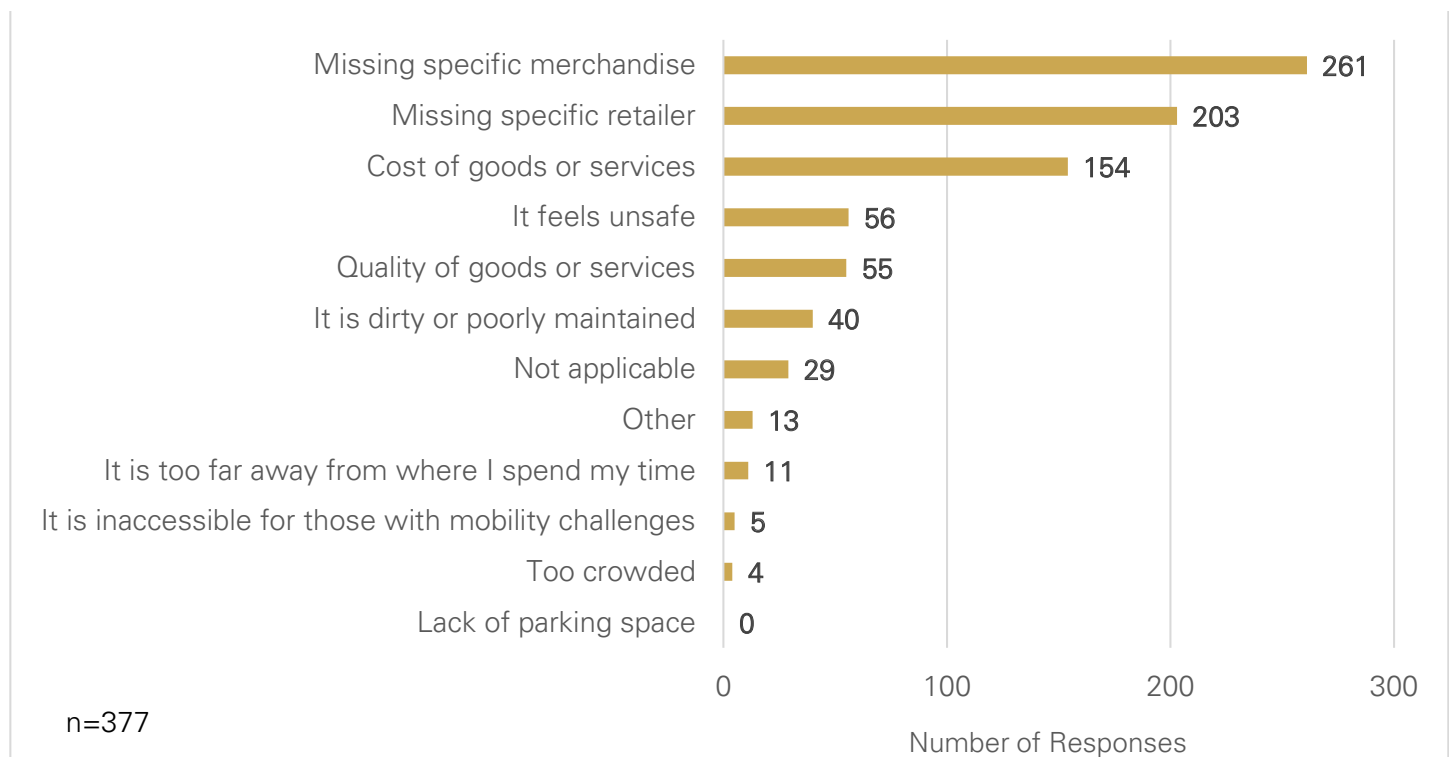


## The Town of Peace River's Retail and Services Offerings

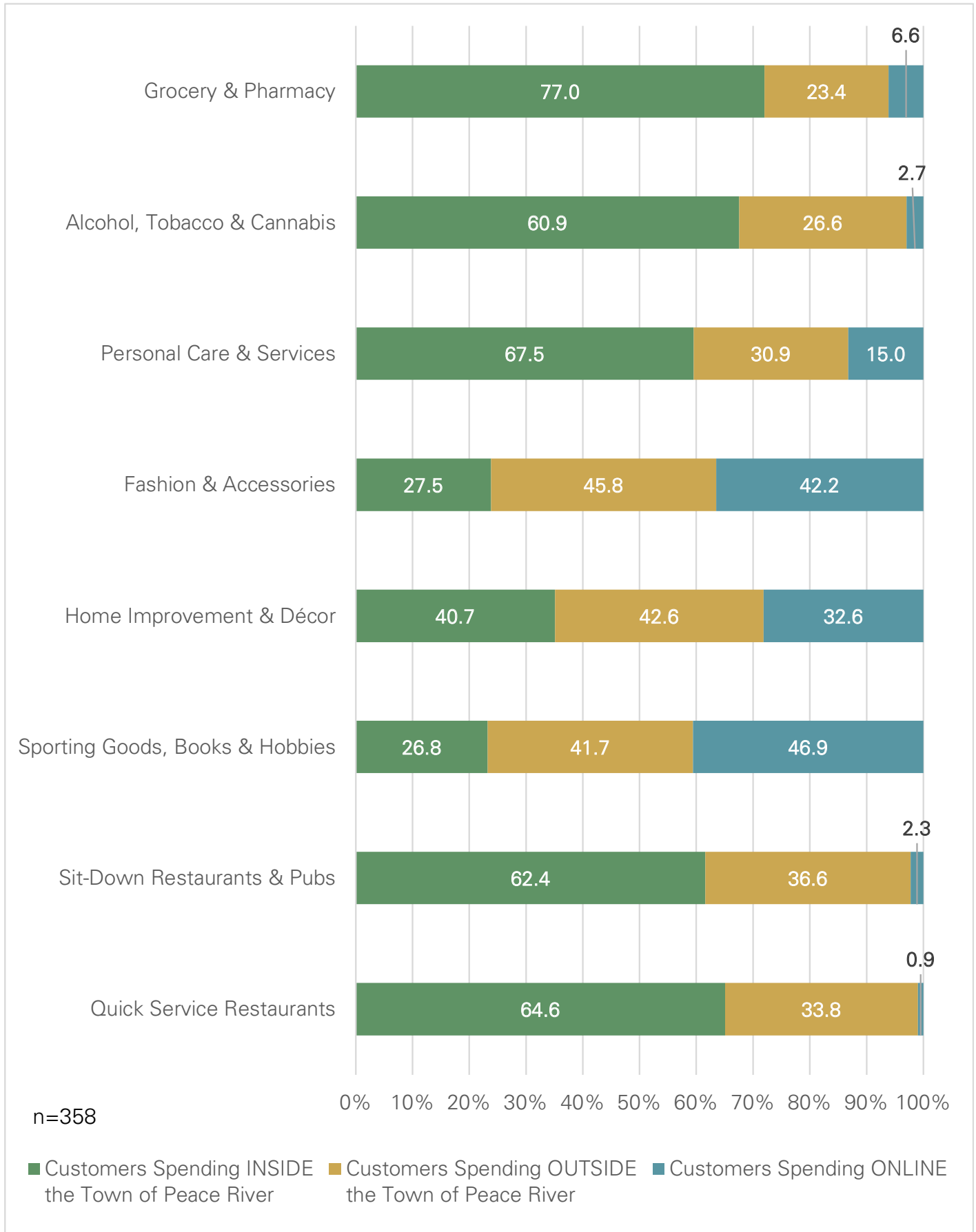
What is your primary reason for visiting or using shops and services in the Town of Peace River?



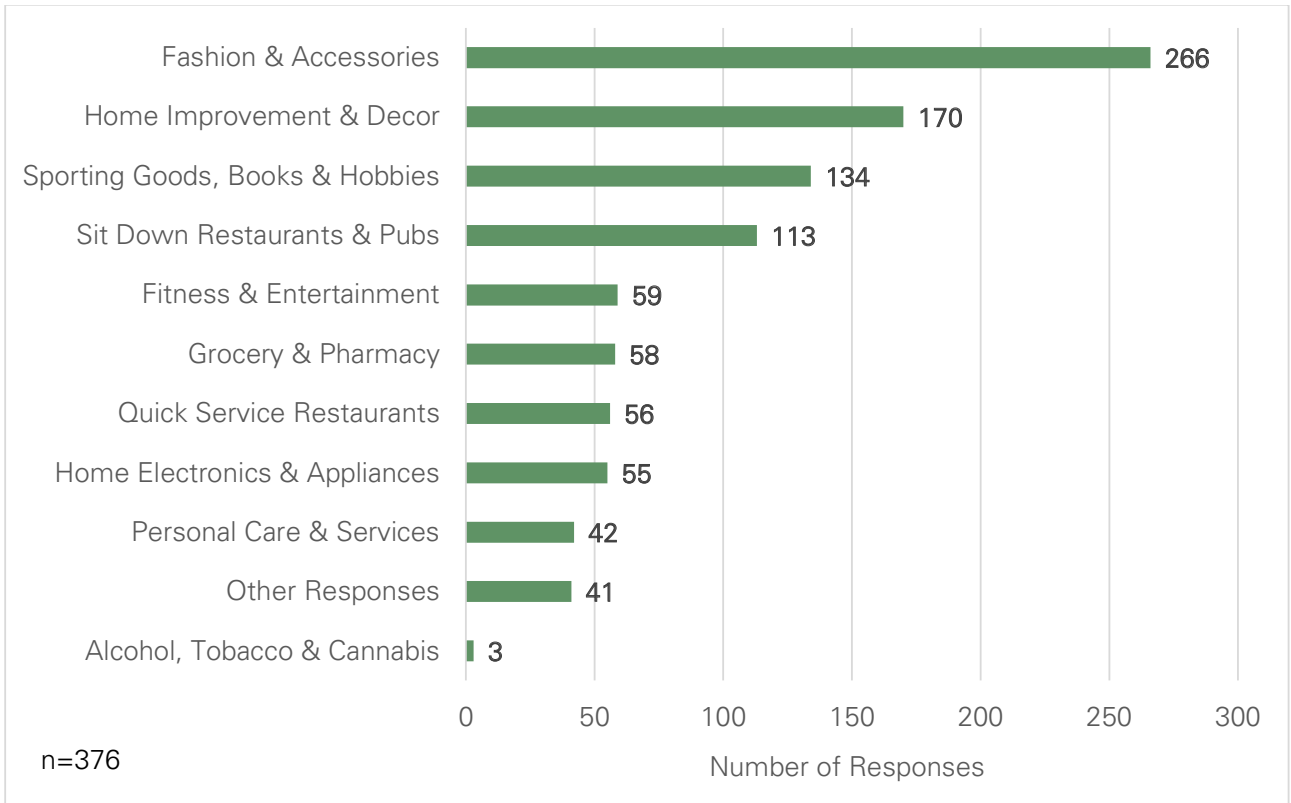
What are your primary reasons for **NOT** using the Town of Peace River's shops and services, if any? (Please select up to three options)



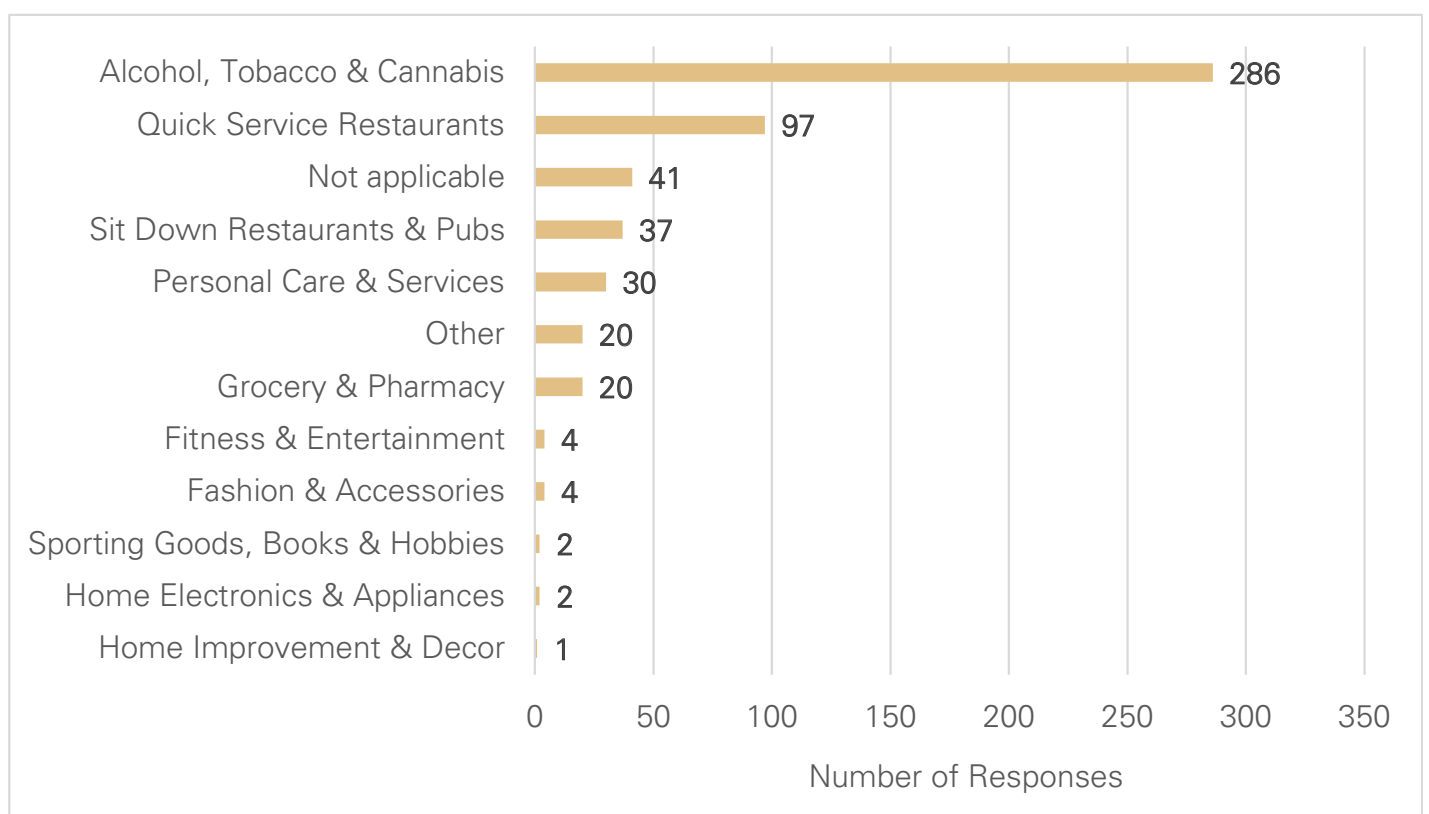
When thinking about your average annual household spending, what percentage (%) of your spending occurs inside the Town of Peace River, outside Peace River or online?



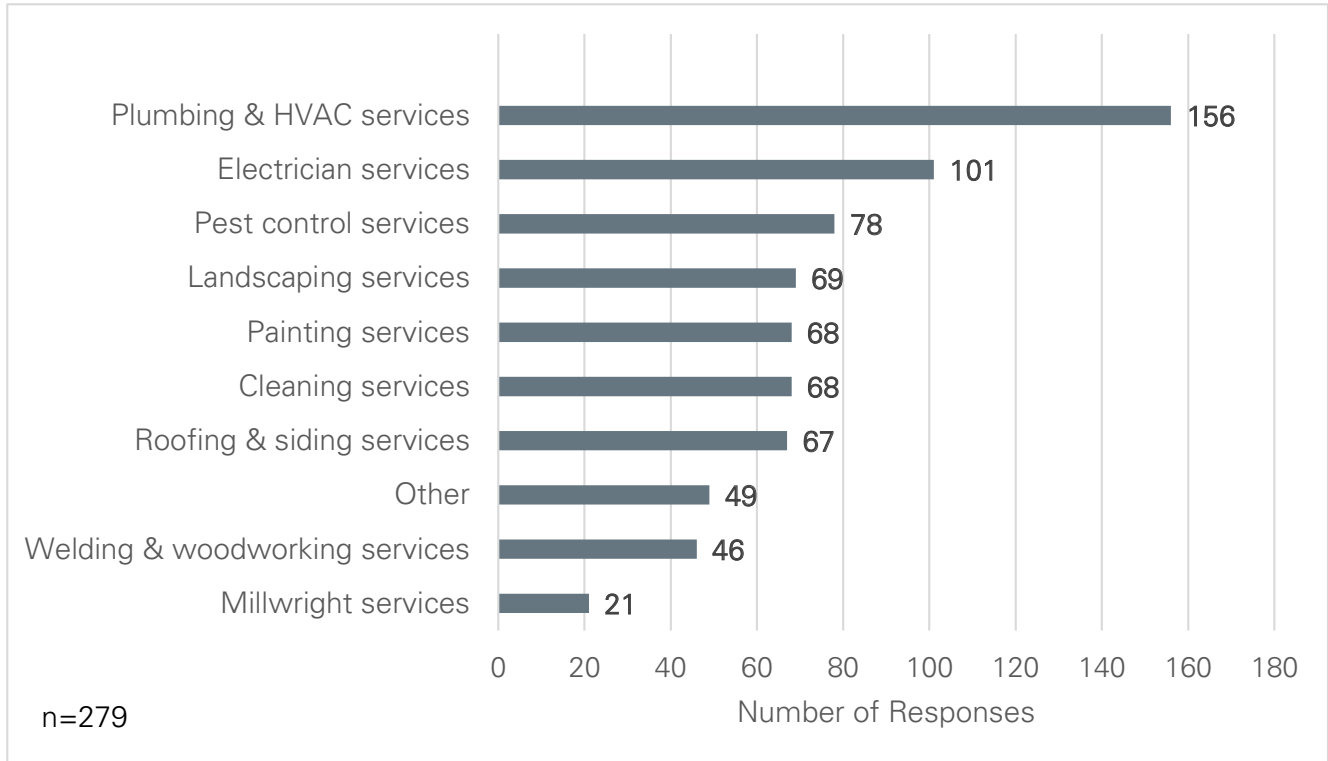
What are some types of shops and/or services **you wish were more available** in the Town of Peace River?  
 (Please select up to three options)



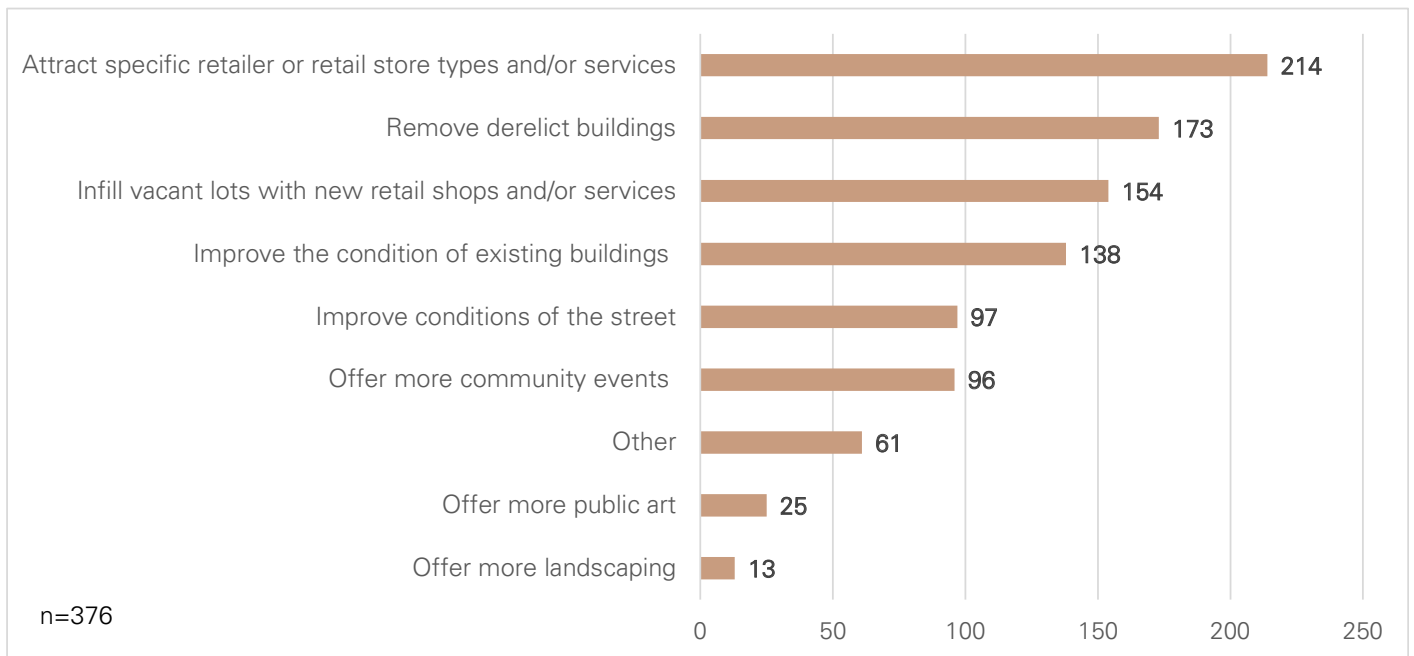
Are there any shops or services that you feel are **over-represented or not needed** in the Town of Peace River?  
 (Please select up to three options)

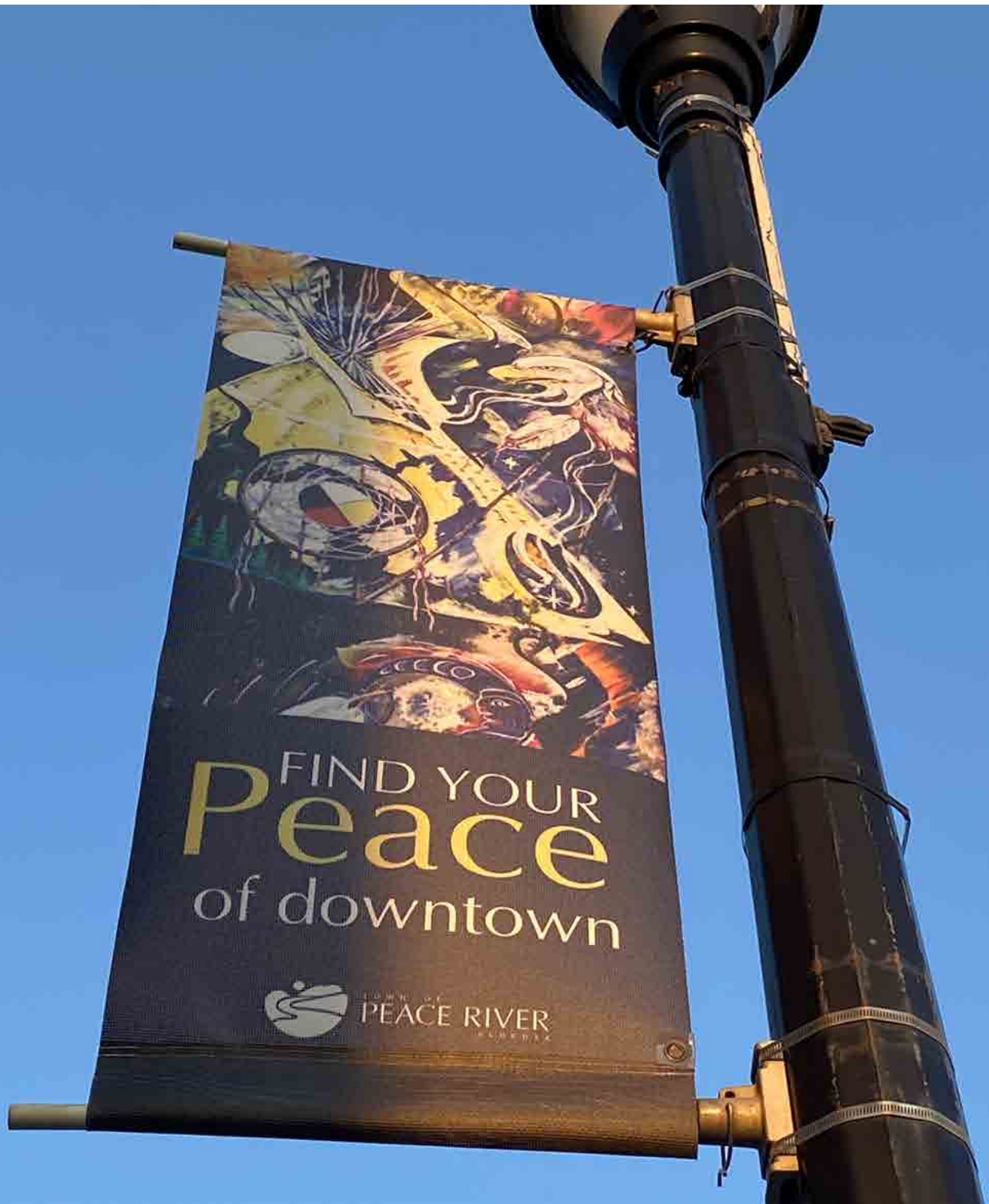


What types of **household or industry services** do you find lacking in the Town of Peace River? (Please select all that apply)



What **improvements or additions** to the Town’s retail offering or experience would contribute to retaining or increasing your spending in the community? (Select up to three options)





FBM



TOWN OF  
**PEACE RIVER**  
ALBERTA