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# City of Warman Retail Market Analysis

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# Project Overview

# — 1.1 Project Overview

## **Scope of Study & Project Background**

Colliers was commissioned by the City of Warman in June 2021 to conduct a Retail Market Analysis for the City's retail sector, with a comparative analysis of six cities with similar population demographics and retail markets. The study was carried out over the period June to October 2021.

The objective of this study is to identify in detail and to provide an assessment of the City of Warman's current underperforming sectors within the local retail market. Underperforming sectors are merchandise subcategories within the retail market that are not keeping pace in gains with the corresponding subcategory of businesses from markets of a similar size to Warman.

The City of Warman desires relevant statistical and analytic outputs that will enable a retailer or developer to understand Warman's retail market, including population demographics, that would allow them to assess the potential of retail sales at a given location within Warman's current commercial retail and industrial nodes as described in the City of Warman Official Community Plan Schedule "A" to Bylaw No. 2015-11 Central Business District ("downtown"), the primary commercial district along Centennial Boulevard, and the concentration of commercial activity South adjacent to Highway 11 and the west end of South Railway Street (South Industrial Business Park.)

This document is intended to assist the City of Warman in promoting the community, working with developers and investors, as well as attracting new or expanding retailers as well as retaining existing retailers.

This 2021 study provides demographic estimates and projections for a comprehensive set of demographic and socioeconomic attributes about the City of Warman and of the six comparison markets, as well as updates the City's retail inventory and composition thereof. Population demographic data and consumer segmentation profiles were augmented and supported by a detailed retail inventory.

Reference material for this report was obtained from, but not limited to: the City of Warman, the industrial area of Emerald Park and White City, the City of Martensville, the City of Melfort, the City of Humboldt, the City of Lacombe, commercial real estate brokerage firms, local commercial developers, the Retail Council of Canada, latest and historical Census data, post-censal estimates from federal and provincial governments, immigration statistics, economic data such as building permits, and Colliers. Refer to Appendix B for a detailed list of sources.

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

Also, any tenant references made in the report are for illustrative purposes only and should not be taken as guarantees that they will locate in the City of Warman, but rather that they could represent compatible target retailers.

This analysis was conducted by Colliers as an objective and independent party, and is not an agent of the City of Warman.

## 1.2 Report Structure

### Report Structure

#### Section 1 – Executive summary

Introduction and scope of the project.

#### Section 2 - National retail trends

Overview of the important national retail trends that are of relevance to Warman. Included is a summary of how remote work and the COVID-19 have impacted the retail sector.

#### Section 3 – Local trends: Saskatchewan and Saskatoon

High level summary of retail and population trends of relevance to the Warman retail market.

#### Section 4 – Market overview: Warman

Population demographics and trends with an analysis and summary of the consumer PRIZM segments within the Warman market.

#### Section 5 – Market overview: Comparison markets

Brief market snapshot with population statistics for Lacombe, the aggregated White City/Emerald Park market, Melfort, Humboldt, and Weyburn. Detailed PRIZM segments for Martensville are provided.

#### Section 6 - Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

Analysis of Warman's strengths, weaknesses, opportunities, and threats present in relation to Saskatoon and Martensville.

#### Section 7 – Data analysis

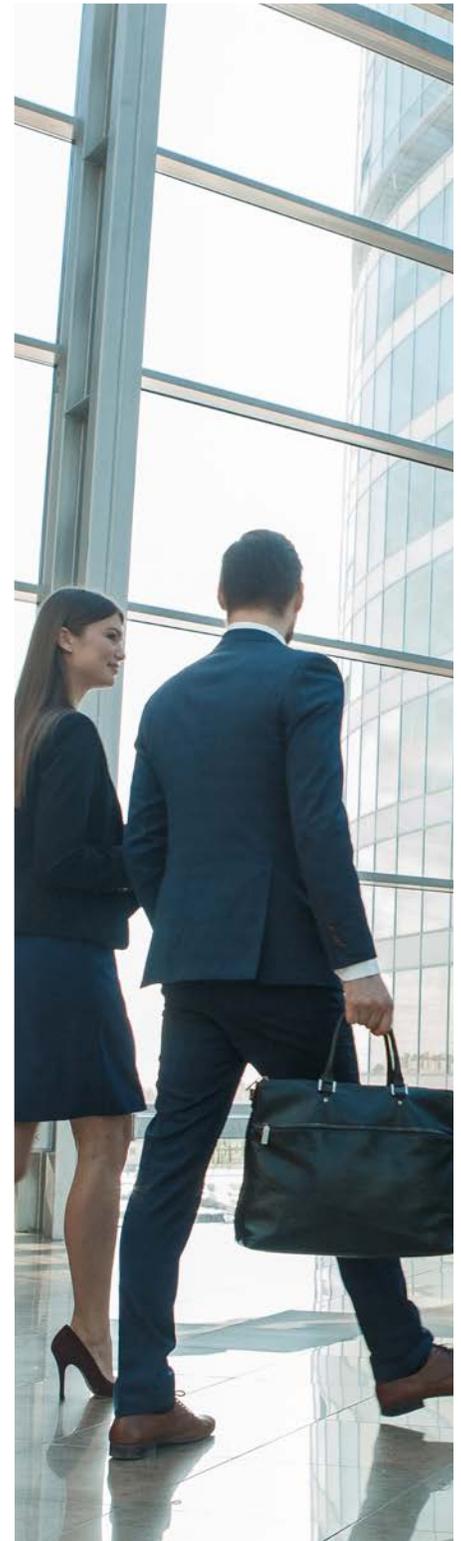
Comparative analysis of business license, spending data, and Household Spending Potential Index.

#### Section 8 – Retail demand analysis

Summary of inventory availability rates and net rents in Warman in comparison to Martensville and Saskatoon.

#### Section 9 – Findings & Considerations

Summary of key outputs is provided along with ideas for further exploration and what the next step in expanding the retail market could look like for Warman.





## 2. National Retail Summary

## 2 National Retail Trends

A key component in estimating total retail floorspace demand and formulating overall development recommendations is generating an understanding of evolving local, provincial and national retail trends.

### 2.1 Canadian retail update: mid-year 2021

Despite being one of the hardest hit commercial real estate sectors throughout the pandemic, Canadian retail has some bright spots. As public health measures are relaxed, indoor malls and restaurants have reopened, commuters have begun to return to normal patterns and optimism is starting to return among consumers, retailers, and retail landlords/investors. Many households are sitting on record savings accumulated over the last 16 months, which means consumers are just itching to partake in retail therapy.

However, there are a few hurdles to the retail recovery which include: limited capacity for retailers, worrying COVID-19 variants; such as the delta variant and mounting consumer debt levels. Although debt levels have been a concern since 2017, when the Bank of Canada started increasing their Overnight Lending Rate, there is cause for more concern now as many Canadians have stretched to buy homes throughout the pandemic; driving up both home values and mortgage principles. Adding to the concern of debt servicing are the many surveys indicating that Canadians are looking to leave jobs instead of going back to the office; potentially resulting in more single income families. This is all coming at a time when the Bank of Canada is expected to begin increasing its Overnight Lending Rate in 2022, from the current 0.25% to 1.00% by mid-2023.

### 2.2 Retail sales outlook

Despite the numerous lockdowns across Canada, total retail sales have already rebounded to above pre-pandemic levels. However, the rebound has been very unequal, with e-commerce taking a larger proportion of these gains. Furthermore, these gains were not spread evenly among the retail sectors.

Along with this, the expected slowdown in retail sales in Q3 2021 is concerning, and although this dip will not be nearly as deep as the one that occurred during the pandemic, it will last longer and retail sales will not fully rebound until Q1 2023.

**Figure 2.1: National retail sales outlook: Retail sales will not fully rebound until Q1 2023**

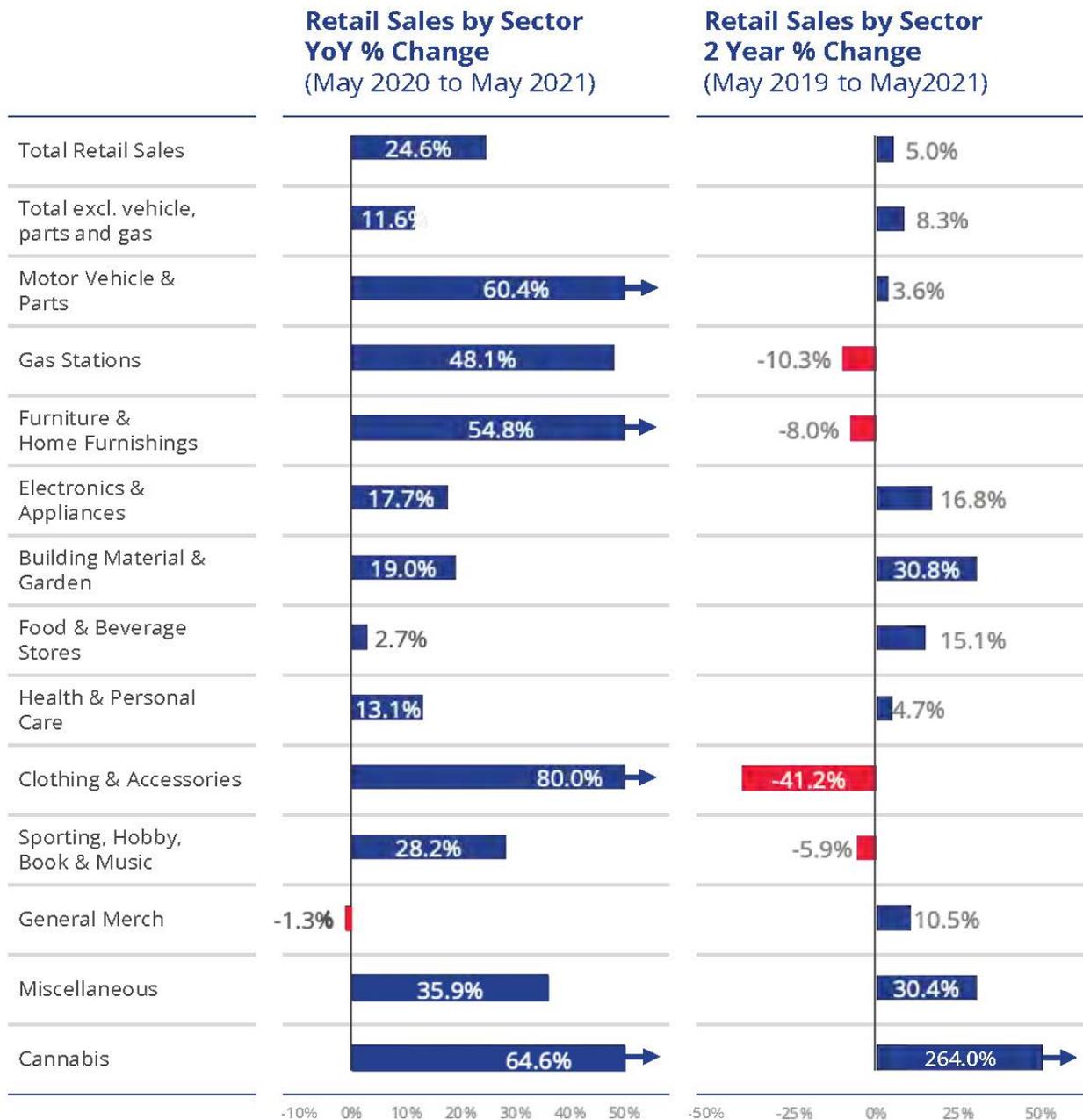


Source: Statistics Canada, July 23, 2021, and Conference Board of Canada, July 13, 2021

### 2.3 Retail rebound: sales by industry

The rebound in retail sales has truly been unequal by retail property, retailer type, and retail sector. Throughout the pandemic, as more people stayed home, it was not surprising that spending was strongest among industries related to home outfitting and recreation. As the pandemic continued, supply chains were impacted, which put a damper on sales for sporting, recreation and hobby equipment among other sectors. Furthermore, as people worked from home and travelled less in general throughout the lockdowns, gasoline sales as well as clothing and accessory sales slowed dramatically.

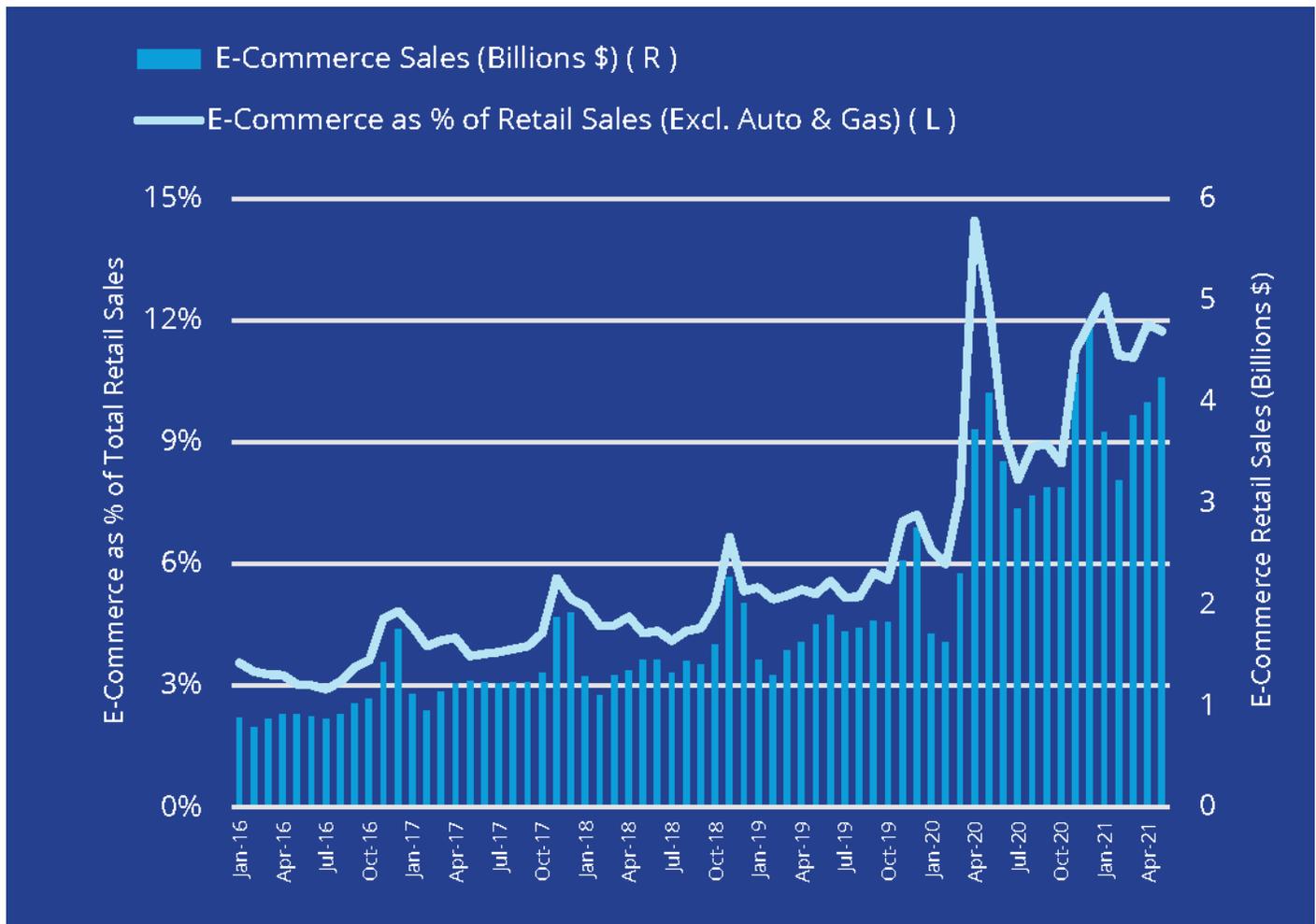
**Figure 2.2: National retail rebound - sales by industry**



Source: Statistics Canada, Retail Trade – May 2021, released July 23, 2021

It should be noted that e-commerce and brick and mortar retail are not mutually exclusive, as many retailers operate omni-channels and therefore have e-commerce platforms. Despite public health measures being eased, e-commerce adoption is here to stay, and over the next 5 years is expected to grow at a faster pace than retail sales in general. As a result, many institutional retail landlords and the Federal government are helping retailers setup their online presence.

**Figure 2.3: National e-commerce as a percentage of total retail sales**



Source: Statistics Canada, May 2021; Colliers Q2 2021

The Federal government, in their 2021 budget, announced initiatives to help small and medium sized businesses build their online presence, including initiatives such as:

**Canada Digital Adoption Program:** A tax incentive to help up to 160,000 small and medium-sized businesses adapt to e-commerce through grants and loans to buy tech and advisory support.

**Credit Card Fees Negotiation:** Plans to negotiate with credit card companies about swipe fees, as this has had an outsized impact because of e-commerce, cashless transactions, and high Canadian debt levels.

As for the major institutional retail landlords, they are helping their tenants by offering programs to setup e-commerce solutions, including assistance in setting up websites, providing e-commerce fulfillment partnerships on site, and providing return logistics solutions and partnerships on site.

## 2.4 Return to office and changing commuter patterns

As many Canadians are now starting to return to the office, or at least beginning to contemplate the return, there will likely be a boom in clothing and accessory sales as people look to update their wardrobe with new styles and sizes.

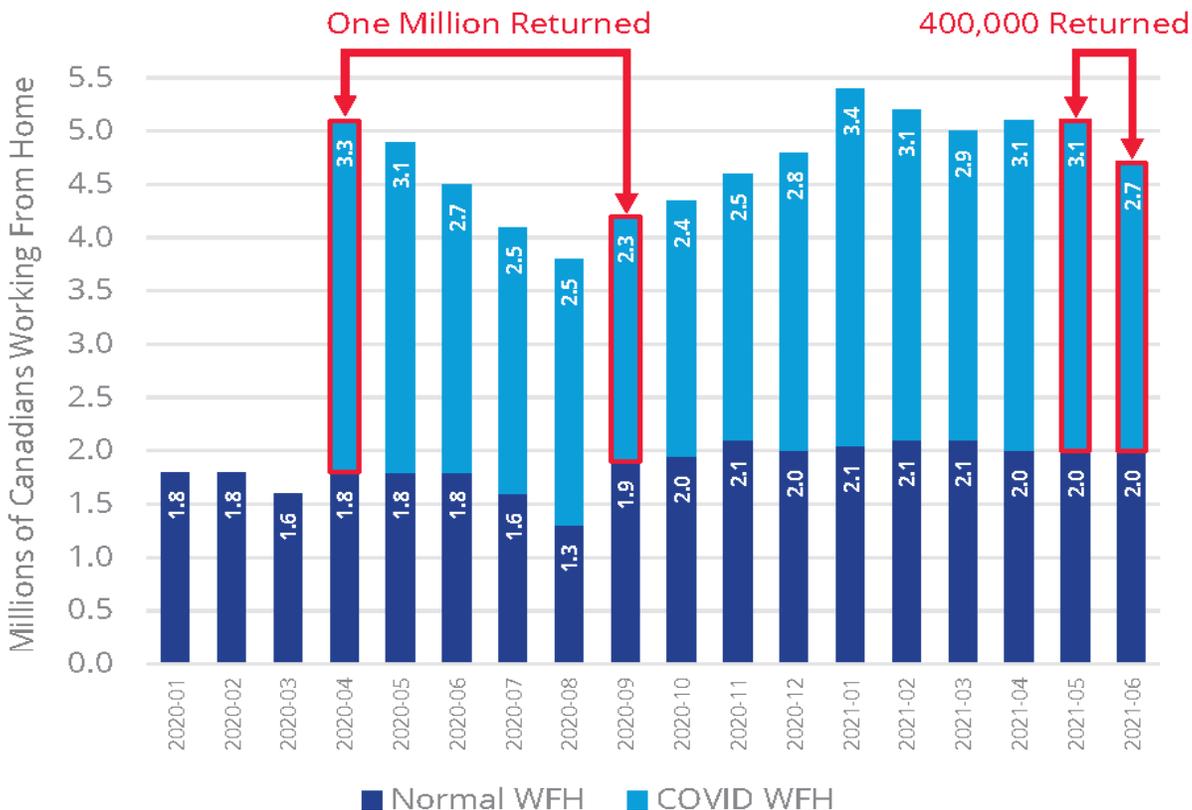
The sudden increase in Canadians working from home in mid-March 2020 essentially cut off the foot traffic and lifeblood for many downtown and commuter centric retailers. This resulted in a boom for more automobile focused and suburban properties.

These commuter patterns are beginning to change yet again, and with these changes so will the fortunes of retail properties. Similar to what was experienced in 2020, we expect at least one million Canadians to return to the office at least 3+ days a week in the third and fourth quarters of 2021. However, unlike last year, the vaccine rollout should allow a more permanent return, even if just on a hybrid schedule. As a result, more commuter focused and downtown retailers are expected to begin to reap the benefits of this shift, whereas the more automobile focused, and suburban retail properties could see a slight slowdown in activity.

**Figure 2.4: National work from home outlook**

### Working From Home (WFH)

One million Canadians returned to the office within 6 months of the start of the pandemic. 400,000 have returned since the end of the third wave.



Source: Statistics Canada, June 2021

## **2.5 E-commerce and total retail sales**

Like many trends that were expedited by the pandemic, the adoption of e-commerce increased dramatically as lockdowns forced consumers to shop online.

E-commerce as a percentage of total retail sales (excluding automobiles and gasoline) reached a peak of 14.5% in April of 2020, doubling the pre-pandemic peak of 7.2% in December of 2019. Although it has since fallen, it has averaged 10.8% throughout the pandemic, and currently sits at 11.9%. On a dollar basis, e-commerce sales peaked at \$4.8 billion in December of 2020, surpassing the pre-pandemic peak of under \$2.8 billion in December of 2019. Throughout the pandemic, e-commerce has averaged \$3.7 billion, which is up 32.2% over the pre-pandemic peak.

During the pandemic, many individuals tried e-commerce for the first time – and liked it. With the convenience experienced, e-commerce penetration will not only remain at elevated levels but will continue to flourish. This alone has resulted in another hurdle for many retailers. If they were not prepared for this shift to e-commerce prior to the pandemic, then they suffered disproportionately throughout the pandemic.

## **2.6 Retail fundamentals and outlook**

Although retail fundamentals across the country have taken a hit since the start of the pandemic, the impact has not been equal. As lockdowns were implemented overnight, commuter patterns shifted and so did the fortunes of retail properties.

Downtown and more commuter centric retail properties such as enclosed malls suffered disproportionately and resulted in increased vacancy as rent became unaffordable to many.

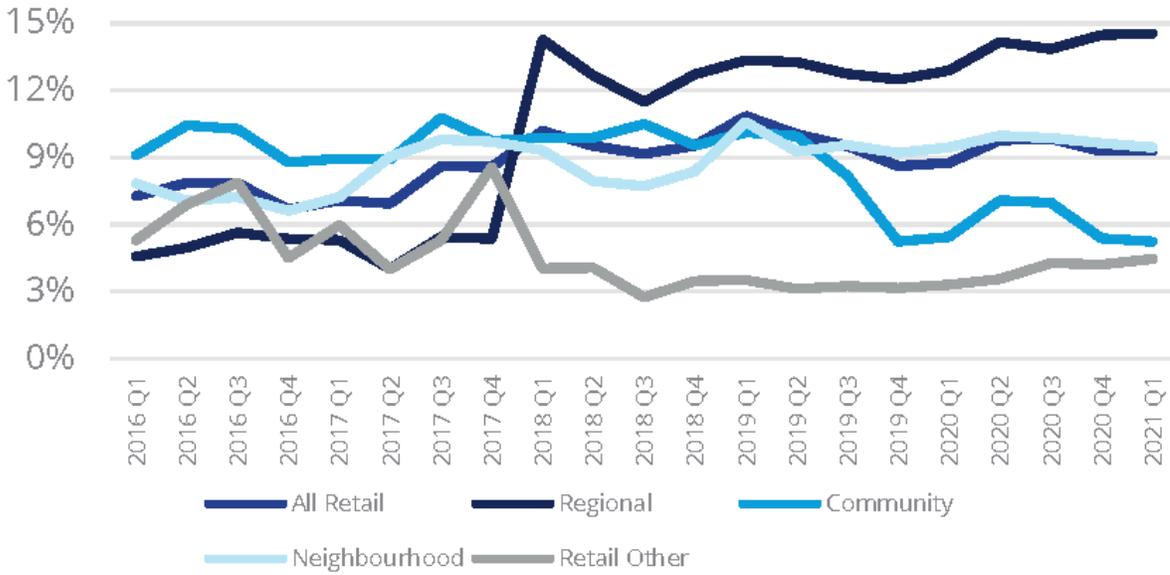
In contrast, suburban and more automobile focused retail, such as many community, neighborhood and power centers, held up quite well with many of these assets with large essential retailers seeing vacancy rates remaining stable or even falling.

Despite government support programs for rent relief, wage assistance and loans, many small retailers are still having difficulties making ends meet and could potentially close due to the insurmountable debt being accrued, which will not go away upon full reopening.

Furthermore, many small retailers are struggling to implement digital solutions. As a result, retail vacancy rates are expected to continue increasing throughout 2021, and then either slow or even begin to reverse for some markets in mid to late 2022.

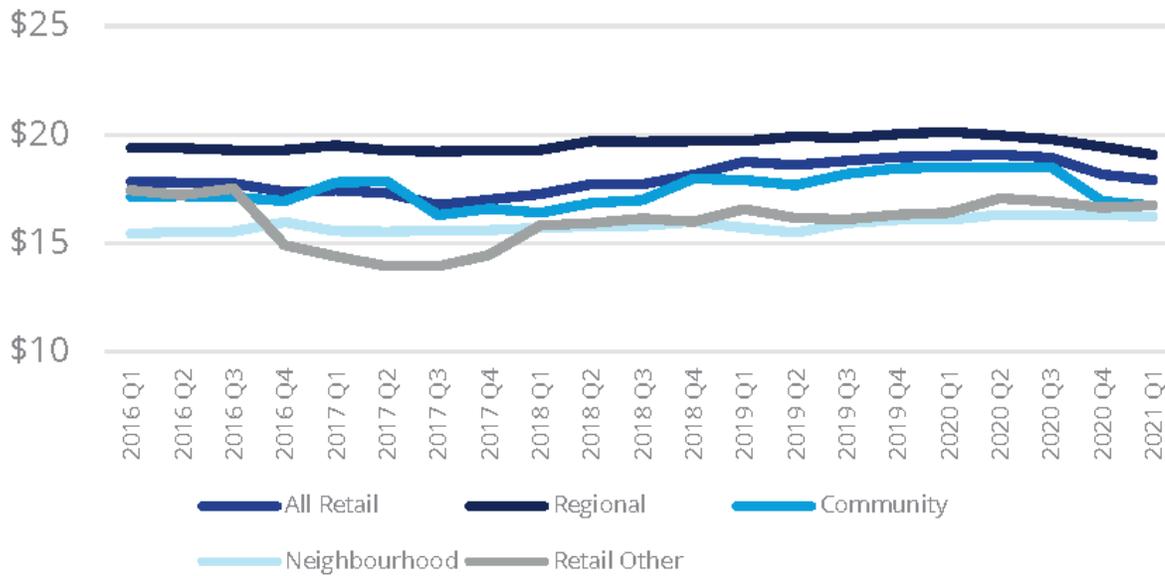
Rents have also taken a hit and are expected to continue to fall until stabilizing in mid-2022. Destination properties will experience the greatest rebound, and treasure hunt retailers are looking for open air access and properties. Despite this, landlords are expected to continue working with retailers to keep occupancy rates up.

**Figure 2.5: National retail vacancy**



Source: MSCI, 2021; Colliers, Q1 2021

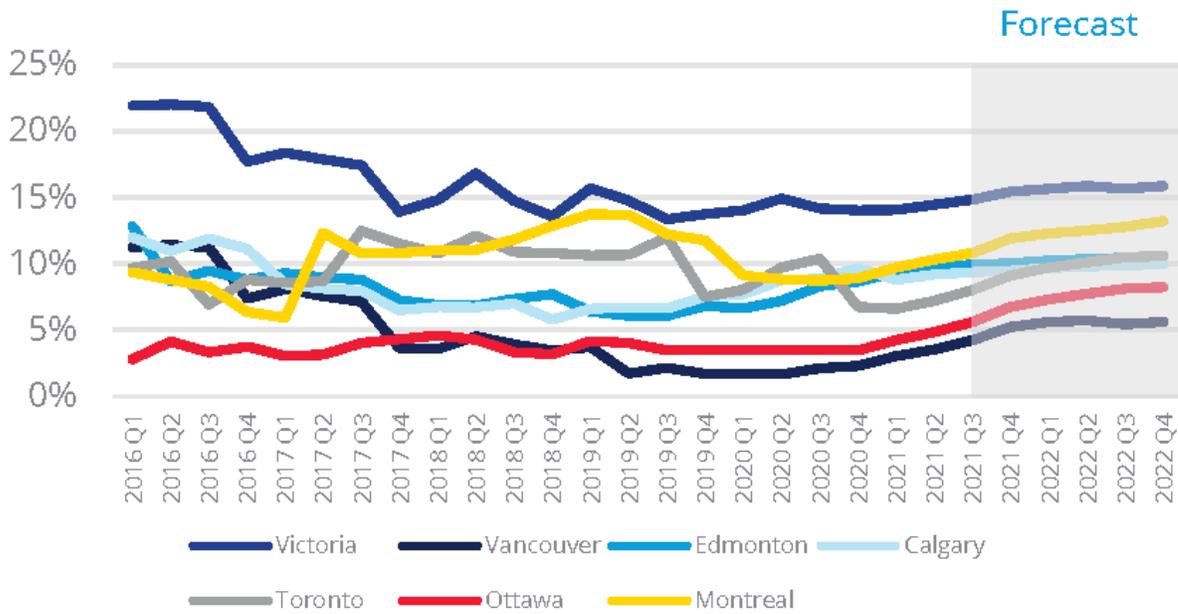
**Figure 2.6: National retail rents**



Source: MSCI, 2021; Colliers, Q1 2021

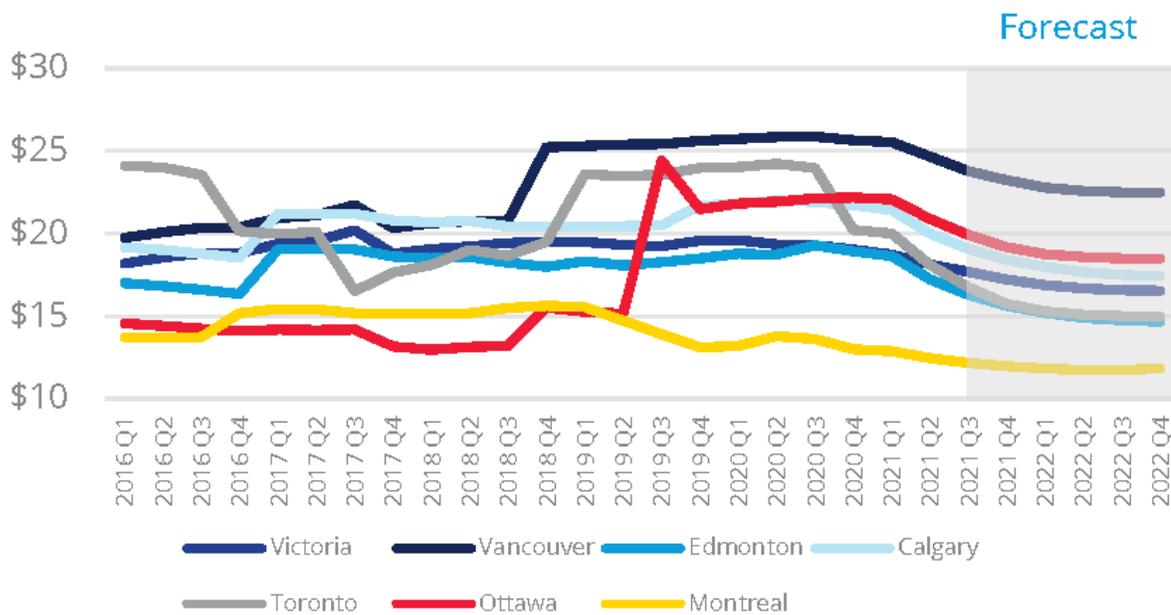
As a result, some landlords have become more open to negotiations with those tenants that are looking for space, however, this flexibility differs by landlord and by asset, and the tenant asking. Retailers and properties that specialize in commodity type goods will likely be the laggards, as they battle the continued growth of e-commerce.

**Figure 2.7: Retail vacancy by province**



Source: MSCI, 2021; Colliers, Q1 2021

**Figure 2.8: Retail rents by market**



Source: MSCI, 2021; Colliers, Q1 2021

## 2.7 Key takeaways

Ultimately consumers are social beings, and as consumers with savings burning a hole in their pockets look to get out with friends and partake in some retail therapy, experiential retail and destination properties will benefit. Further to this, developers remain optimistic, and many continue to move ahead with their retail development plans, especially if these plans are part of mixed-use projects.

Even though vacancy rates are expected to plateau, and rental rates are expected to stabilize across the country by mid-2022, there are concerns to be aware of. These include:

- A forecasted slowdown in retail sales between Q3 2021 and Q1 2023.
- The continued threat of e-commerce.
- Changing commuter patterns, as workers return to the office, and how that might change the future of downtown commuter centric retail versus suburban car centric retail.
- High consumer debt levels and rising interest rates in the second half of 2022 and 2023.
- Changing consumer preferences as households do more with less, and potentially transition from fast fashion to more sustainable practices. Longevity and reuse of items are key.
- The longevity of changing retailer preferences towards open air access.

## 2.8 Top 10 retailers in Canada

The Retail Council of Canada's Retail 100, created by the Centre for the Study of Commercial Activity at Ryerson University, ranks the top conglomerate retailers as estimated by their annual retail sales for the fiscal year 2018/2019. It was found that in 2018, the ten largest conglomerates controlled approximately 48% of national retail sales, meaning these retailers exert a significant influence on the Canadian non-auto retail sales environment.

**Table 2.1: Top 10 retailers in Canada**

Rank	Capital Control	Conglomerate	Example Banners	Total Estimated Annual Retail Sales 2018/19 (Millions)	Retail Space (Millions SF)	Number of Stores	Number of Chains	Dominant NAICS code
1	Canada	George Weston Ltd.	Shoppers Drug Mart, The Real Canadian Superstore, Loblaws	45,836	66,774	2,609	33	445 - Grocery
2	USA	Costco Inc.	Costco	26,689	14,477	100	2	452 – General Merchandise
3	Canada	Empire Company Ltd.	Sobeys, Safeway, IGA, Farm Boy	25,142	41,562	1,994	27	445 - Grocery
4	USA	Walmart Stores Inc.	Walmart Supercenters, Walmart	24,012	60,402	411	2	452 – General Merchandise
5	Canada	Metro Inc.	Metro, Food Basics, Jean Coutu Pharmacy	14,384	26,338	1,547	17	445 – Grocery
6	Canada	Canadian Tire Corporation	Canadian Tire, Mark's Work Wearhouse, Sport Chek	10,496	33,175	1,425	13	452 – General Merchandise
7	USA	McKesson Corporation	IDA Pharmacy, Uniprix, Rexall Drug Store	9,192	9,848	2,343	11	446 – Health and Personal Care
8	USA	Lowe's	Lowe's, Rona, Rona Home & Garden	8,418	24,671	649	9	444 – Home Improvement
9	USA	The Home Depot, Inc.	The Home Depot	8,409	19,110	182	1	444 – Home Improvement
10	Canada	Home Hardware Stores Limited	Home Hardware, Home Hardware Building Centre	6,100	12,305	1,076	4	444 – Home Improvement

Source: Retail Council of Canada. Canada's top 100 Retailers, March 4, 2020

The top 10 retail conglomerates in Canada were well-positioned prior to the start of the pandemic. The impact of COVID-19 on these retailers likely caused growth in their sectors as key drivers in the impact on the retail industry were store closures and restrictions that drove consumers to e-commerce solutions. Retailers with a strong online presence and high responsiveness to consumers, including return logistics, were well situation to capture new opportunities in the e-commerce retail environment. Another important key driver of the impact of COVID-19 on the retail sector continues to be the consumer stay-at-home focus and the impact it has on in-home consumption vs eating out.



# 3. Local Trends

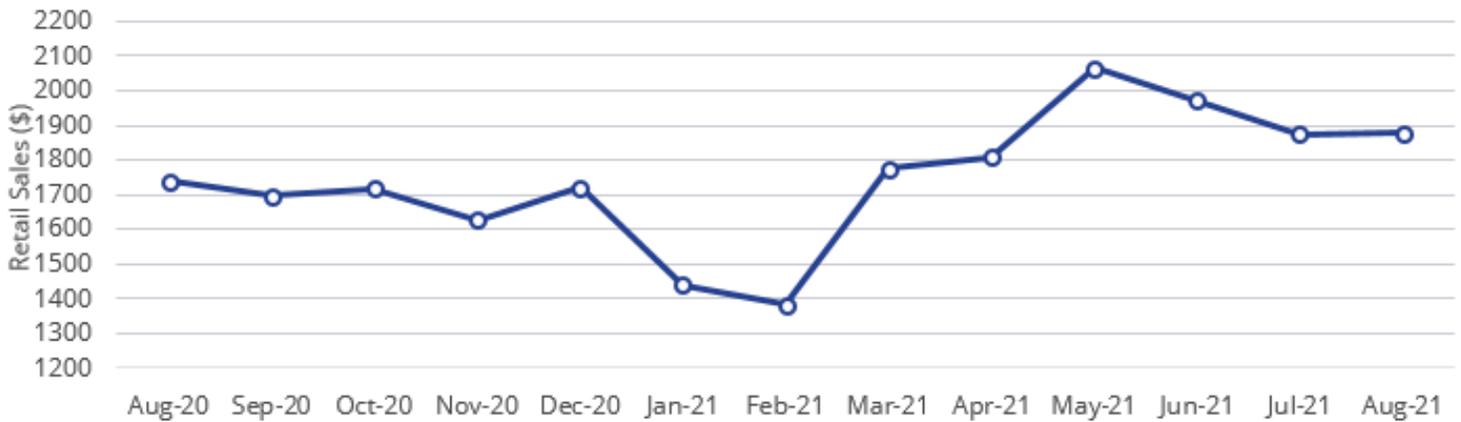
## 3 Local Trends: Saskatchewan

Retail sales have historically indicated the overall health of the economy –consumers tend to spend more when they are optimistic about their future and overall financial outlook. Saskatchewan retail sales data indicates that consumers are quite optimistic about their futures despite the spread of the Delta variant and the threat of the newly discovered Delta plus variant.

### 3.1 Saskatchewan retail growth

Saskatchewan's unadjusted retail sales in August 2020 were \$1.7B and increased to \$1.8B in August 2021, or a 7.9% increase year-over-year. When compared to percentage change across the Canadian provinces, Saskatchewan retail ranks seventh-highest. When looking only at the January to August year-to-date total, Saskatchewan has experienced an increase of 13.5% in unadjusted retail sales.

**Figure 3.1: Saskatchewan retail sales (\$ Billions), August 2020 – August 2021**



Source: Statistics Canada, Table 20-10-0008-01 (Retail Trade)

Saskatchewan

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending



## 2020 Annual clothing spending

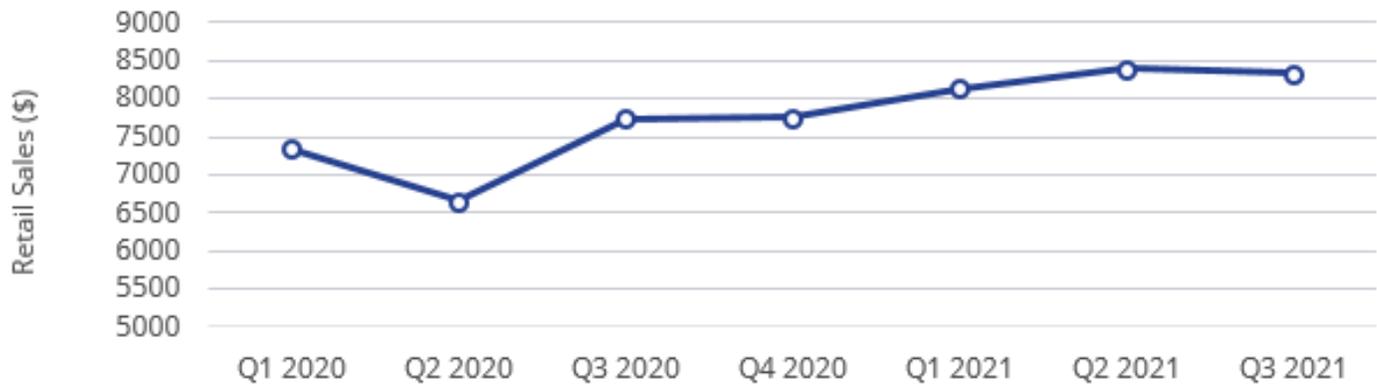


Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

### 3.2 Saskatoon retail growth

Saskatoon's unadjusted retail sales in Q1 2020 were \$7.7M and increased to \$8.3M in Q3 2021. The impact of the public health measures put in place in response to the COVID-19 pandemic is evident in the decrease in retail sales from Q1 2020 to Q2 2020. When comparing Q3 2020 to Q3 2021, Saskatoon experienced a 7.9% increase year-over-year.

**Figure 3.2: Saskatoon retail sales (\$ Millions), Q1 2020 – Q3 2021**



Source: Statistics Canada, Table 20-10-0008-01 (Retail Trade)

### 3.3 Saskatoon growth and development

As the Saskatoon population has rapidly grown, so too has suburban development and new retail nodes have been established. Retail development in Saskatoon's newer neighbourhoods is guided by concept plans.

The City of Saskatoon has emphasized community involvement and concept plans to guide the development of new neighbourhoods. The concept plan is a neighbourhood-level land use plan that guides the development of a new neighbourhood in Saskatoon. The plan will typically outline the land uses, densities, transportation network, parks system, and community facilities intended for a neighbourhood as it grows. Saskatoon's new Evergreen neighbourhood, for example, has been built around the concept of the urban village. This means that the ongoing development of Evergreen is modelled along the principles of a sustainable urban village neighbourhood. The influence of this plan has shaped the new retail nodes around the idea of a village centre – this functions as the downtown and contains a mix of housing, commercial and retail activity.

Saskatoon's newest neighbourhoods include Aspen Ridge, Brighton, Evergreen, Hampton Village and the Hampton Village business park, Kensington, Rosewood, and Stonebridge. Retail development in these areas tends to be a mix of merchandise and service categories most typically from grocery, food, medical, and fitness. Many of these newer neighbourhoods have been developed adjacent to established neighbourhoods that may not have had fulsome retail services available to residents. Therefore retail development in Saskatoon's newer neighbourhoods also provides retail services to these established areas.

### **3.4 Saskatoon - major retail centres**

#### **Preston Crossing**

Preston Crossing is Saskatoon's premier open air shopping centre and only power centre. The shopping centre is strategically situated along major arterial corridors and within walking distance of the University of Saskatchewan campus (with a student population of 25, 965) as well as Innovation Place, Saskatoon's only research park that supports the technology sector. Major anchor tenants in the development include Walmart, Cabela's, Cora's, Canadian Tire, RONA, and the Banana Republic Outlet Factory. Preston Crossing's strategic location and mix of commercial tenants make it a central retail hub servicing the neighbourhood as well as the larger trade area.

#### **Midtown Plaza**

Midtown Plaza is located in Saskatoon's central business district and is home to over 130 stores and services that includes Aritzia, H&M, Roots, Lululemon, Michael Kors, Pandora, Sephora, Victoria's Secret, Lush, The Gap, MAC Cosmetics, and The Bay. The tenant mix includes exclusive-to-market labels that are available only at Midtown Plaza in Saskatoon. Midtown Plaza is a major fashion and lifestyle retail hub for the Saskatoon CMA.

### **3.5 Diversity & regional draw to the Saskatoon retail market**

As an important regional retail and commercial hub, the Saskatoon market provides goods and services to central and northern Saskatchewan. For this reason, the Saskatoon retail market will continue to be a competitive draw of consumer expenditures extending into and influencing the retail markets of both Warman and Martensville. Other regional draws include:

- Costco is the second largest retailer in Canada as estimated by annual retail sales, and there are two locations serving the Saskatoon CMA
- Large furniture and home retailers are available to consumers
- There are numerous automobile dealerships as well as agricultural equipment dealers providing diversity and breadth of service to both the agricultural and construction sectors

### **3.6 Saskatoon retail market and commercial real estate**

The current vacancy rate in Saskatoon's retail sector is higher than the historical average of 3% but is still below 6%. In physical terms, this means that approximately 750,000 square feet (of the nearly 15 million square feet of available leaseable space) is available for retailers who are eager to enter or expand within Saskatchewan's largest centre. The average net rent for retail spaces will vary depending on amenities, although typically tends to be \$25 per square foot on the low end. Premium retail space with attractive amenities, typically found in newer suburban developments, may have net rents above \$30 per square foot. The occupancy costs in newer areas typically range between \$11 and \$13 per square foot.

Future growth in the Saskatoon retail market is expected to follow historical trends and will likely be focused on new suburban developments, particularly in the Meadows, Brighton and Evergreen neighbourhoods.

### **3.7 Saskatoon CMA & Regional Population Growth**

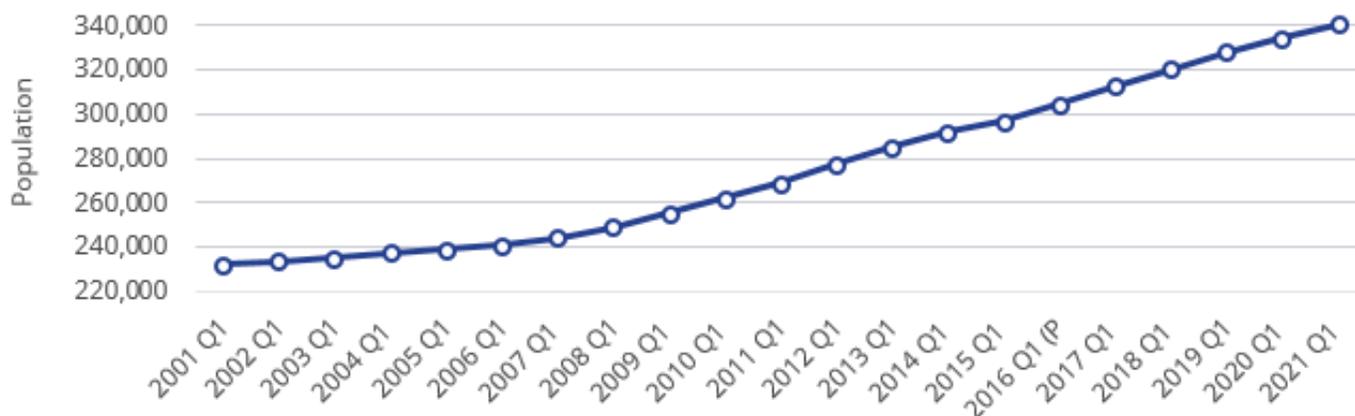
Saskatoon's unadjusted retail sales in Q1 2020 were \$7.7M and increased to \$8.3M in Q3 2021. The impact of the public health measures put in place in response to the COVID-19 pandemic is evident in the decrease in retail sales from Q1 2020 to Q 2020. When comparing Q3 2020 to Q3 2021, Saskatoon experienced a 7.9% increase year-over-year.

### 3.8 Saskatoon Population Growth

The Saskatoon CMA experienced regular modest increases in population until 2008. Then, between Q1 2008 and Q1 2009, the Saskatoon CMA experienced substantial population growth from 249,281 to 255,495 (an increase of approximately 6,214.) From 2019 onward, the population continued to grow each year between 6,000 to just over 8,000 persons, with 2011 to 2012 and 2016 to 2017 seeing the largest increases (8,893 and 8,405, respectively.)

Saskatoon's unadjusted retail sales in Q1 2020 were \$7.7M and increased to \$8.3M in Q3 2021. The impact of the public health measures put in place in response to the COVID-19 pandemic is evident in the decrease in retail sales from Q1 2020 to Q 2020. When comparing Q3 2020 to Q3 2021, Saskatoon experienced a 7.9% increase year-over-year.

**Figure 3.6: Saskatoon estimated population (Q1 2001 – Q1 2021)**



Source: Statistics Canada, Table 17-10-0135-01

Saskatoon

#### Household spending

**CA\$119,162**  
Avg household expenditure

**CA\$4,073**  
Avg rental expenditure

#### Population by age

Age 0-9 (%)	13%	Age 10-19 (%)	13%	Age 20-29 (%)	15%
Age 30-39 (%)	17%	Age 40-49 (%)	13%	Age 50-59 (%)	12%
Age 60-69 (%)	10%	Age 70-79 (%)	5%	Age 80+ (%)	3%

#### Population by generation

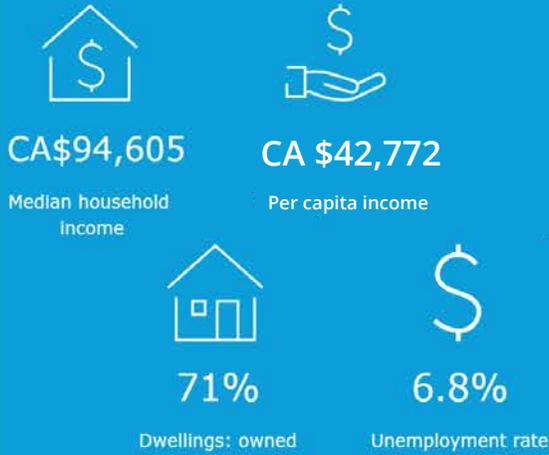
<p><b>18,665</b> Greatest gen: born 1945/earlier</p>	<p><b>64,747</b> Baby boomer: born 1946 to 1964</p>	<p><b>62,700</b> Generation x: born 1965 to 1980</p>
<p><b>85,316</b> Millennial: born 1981 to 1998</p>	<p><b>87,766</b> Generation z: born 1999 to 2016</p>	<p><b>22,065</b> Alpha: born 2017 to present</p>



# Consumer Expenditures

Saskatoon

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending



## 2020 Annual clothing spending



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# 4 Market Analysis: Warman

## 4 Market Analysis: Warman



### 4.1 Location Context

Warman is the newest city in Saskatchewan having officially incorporated on October 27, 2012. Although growth and development is planned collaboratively via the Saskatoon North Partnership for Growth, Warman functions as an independent urban centre. It is common for the residents of Warman to commute to Saskatoon for employment. Warman is a bedroom community of Saskatoon as a high percentage of residents commute to another city to work. The city of Warman is bordered by the RM of Corman Park No. 344. Warman is 14 km north of Saskatoon, and approximately 10 km north east of Martensville.

### Notable Government & Commercial Operations

- Prairie Spirit School Division
- Great Plains College, Warman campus
- Gama Medical Centre, privately operated urgent care medical clinic
- Warman Medical and Urgent Care Centre, privately operated urgent care medical clinic
- Legends Medical Clinic, privately operated urgent care medical clinic
- RCMP: Warman detachment
- The Legends Golf Club
- The Legends Centre

### Saskatchewan Health Authority Services

- There are no Saskatchewan Health Authority operated locations in Warman. Privately operated medical clinics provide medical care with Saskatchewan Health Authority oversight.

14,732<sup>^</sup>

Total Population

10,450

Daytime Population

\$134,419<sup>^</sup>

Average Household Income

2,461<sup>^</sup>

Total Visible Minorities

32.1<sup>^</sup>

Median Age

6.2%\*

Current Unemployment Rate

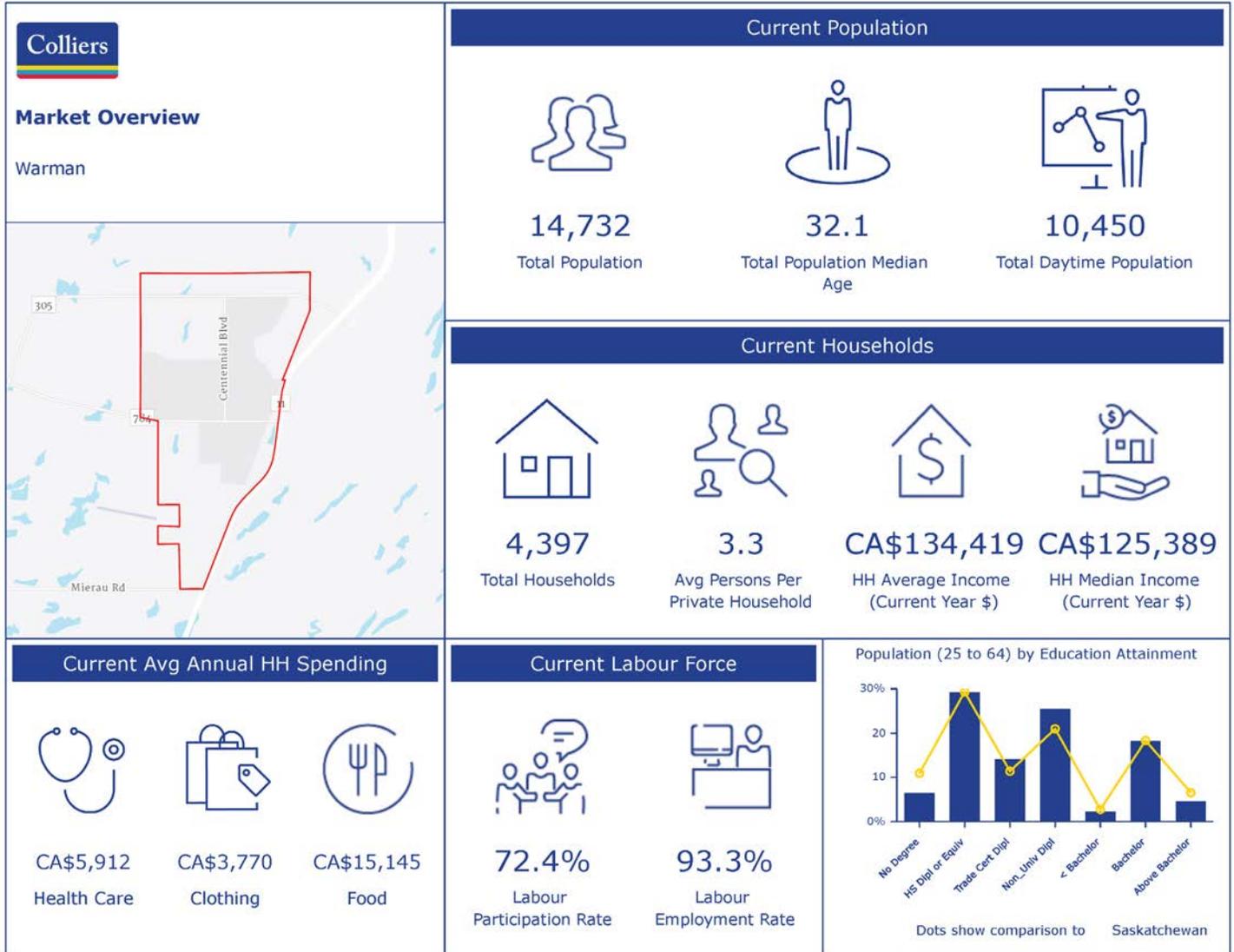
905\*

Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

\* Source: Townfolio, City of Warman

Detailed population demographic information was obtained via Colliers HYDRA platform, which combines the industry's most comprehensive set of data sources and leading modelling techniques. Population demographic data is obtained from a variety of data sources including the latest and historical Census data, current economic indicators, post-censal estimates from federal and provincial governments, immigration statistics and economic data. The population demographics presented in this report are estimates and projections to provide a comprehensive set of demographics and socioeconomic attributes about the population of Warman and the six comparison markets.



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# Consumer Expenditures

Warman

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending



## 2020 Annual clothing spending

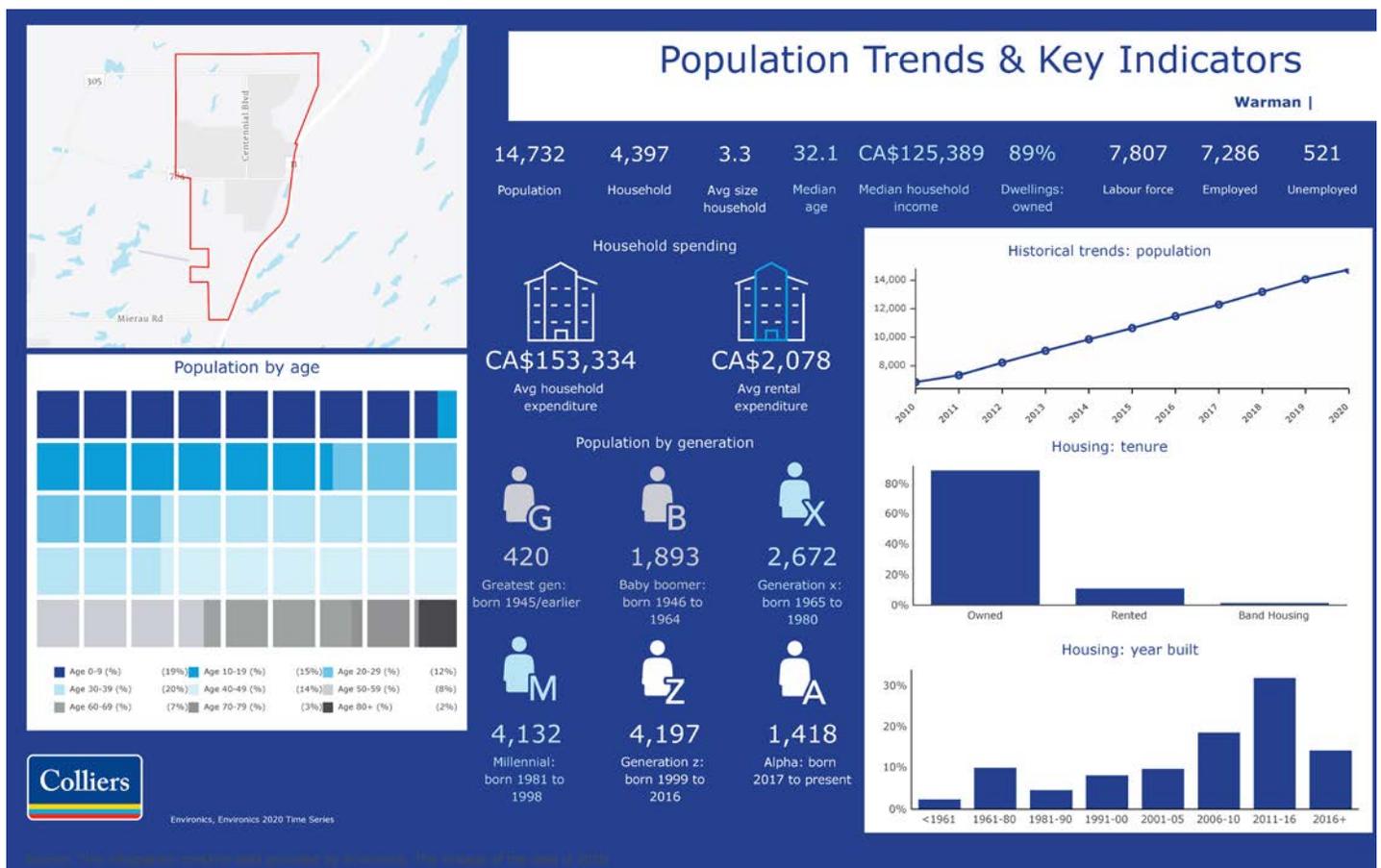


Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

## 4.2 Population trends and retail spending profile – PRIZM Segments

PRIZM segmentation provides a comprehensive picture of the consumers in Warman according to their shared demographic, lifestyle and behavioural traits. By integrating geographic, demographic and psychographic data there are a total of 67 possible segments. This information provides a more refined understanding of the opportunity for retail growth and development within the City of Warman.

Building on the population demographic analysis, an assessment was made of the population retail spending profile and the PRIZM segments in the City of Warman. Out of a total possible 67, Warman’s population falls into one of three PRIZM segments: All-Terrain Families (87.2% of 2020 Households), Happy Medium (8.8% of 2020 Households), and Family Mode (4.0% of 2020 Households).

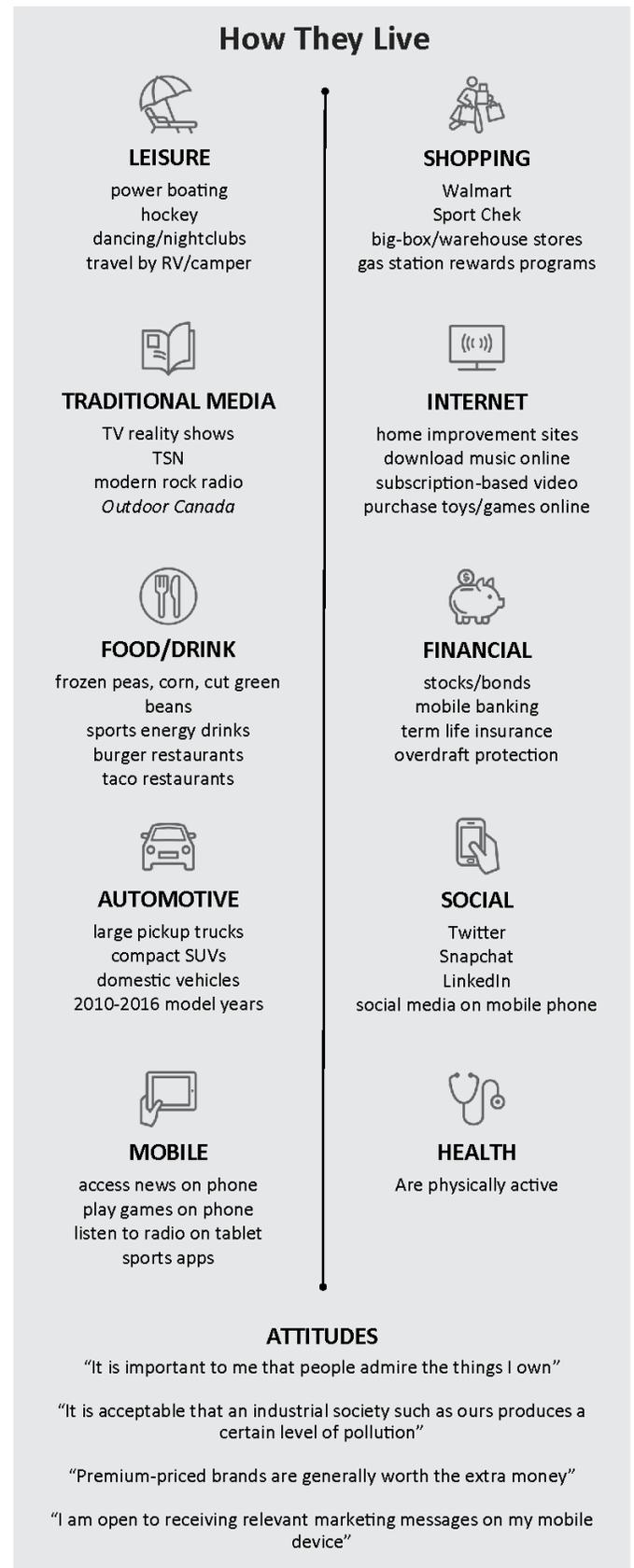


### 4.3 All-Terrain Families (87.2%)

#### Younger & middle - aged suburban families

The lure of good jobs in the mining, oil and gas industries fueled the rise of All-Terrain Families, a working-class suburban lifestyle found mostly in Alberta's large and midsize cities like Airdrie, Grand Prairie, Edmonton and Calgary. These younger and middle-aged households are among the nation's most mobile, with 60 percent having moved in the last five years. Nearly two-thirds of the maintainers are under 45 years old, and more than 70 percent of children in these households are under the age of 15. Originally attracted to Alberta's oil boom during the early 2000s, residents have turned moderate educations into well-paying blue- and grey-collar jobs and upper-middle incomes. With three-quarters of the housing built since 2006, residents own a mix of single-detached, semi-detached and row houses valued around \$400,000. In their free time, these family households have high rates for participating in team sports like hockey, baseball and curling. Their idea of weekend entertainment is going to a sports bar, rock concert or food and wine show. Given their high-energy approach to life, it's not surprising they value a healthy diet and regular exercise (Effort Toward Health).

The suburban families of All-Terrain Families have created a child-centred lifestyle. They enroll their kids in lots of sports programs, typically shuttling them around in intermediate SUVs and large trucks. On weekends, they head to kid-friendly destinations like amusement parks, zoos and aquariums, making regular stops at burger joints and coffee shops. For parents, it's a daily challenge to carve out me-time to do crafts, take a yoga class or enjoy a dinner date at a favourite steakhouse. Living close to rugged country, these households often own campers, boats and fishing and hunting equipment. As a result they have little interest in most media, too busy to read a newspaper or magazine other than The Hockey News or Live Better and mostly limiting their TV viewing to sports, reality shows and DIY programs. But their mobile phones keep them connected to the digital world, where they often access news sites, book travel tickets, search maps and shop for essentials. On the road, these families pay attention to billboard ads.

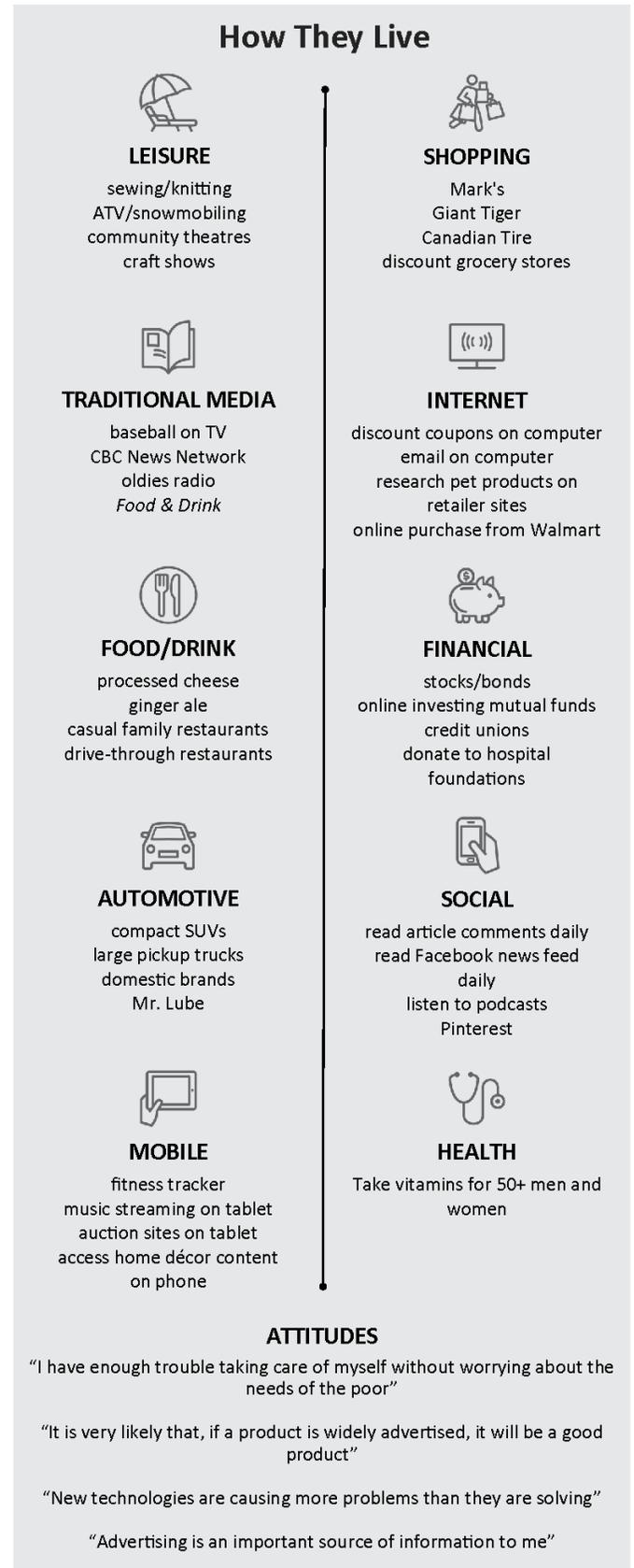


## 4.4 Happy Medium (8.8%)

### Suburban, middle-income couples and families

A quintessential portrait of Middle Canada, Happy Medium consists of couples and families living in the outer suburbs of large and midsize cities. The segment contains a mix of middle-income households of varied ages (maintainers range from 45 to over 75), educations (most adults have completed high school or college) and family types (including couples and families). But what many have in common are deep roots: three-quarters of residents are third-plus-generation Canadians. Residents typically hold blue-collar or service sector jobs in manufacturing, construction, mining and public administration. With incomes topping \$90,000, more than 80 percent own a home, typically an older, single-detached house built before 1980. In these suburban settings, nearly 90 percent of Happy Medium residents rely on their vehicles—typically domestic intermediate sedans or large pickup trucks—for commuting to work. On weekends, they'll hit the road to go snowboarding, canoeing or rowing. Many keep up with the latest trends in home and recreation by attending craft, boat, motorcycle and RV shows. As consumers on a budget, residents are keenly aware of the Importance of Price when making purchases.

It's been said that while everyone wants to be normal, no one wants to be average. But Happy Medium residents, with their mainstream demographics and predilections, might disagree. These settled suburbanites enjoy home-based pursuits like sewing, bird watching, making crafts and woodworking. Many prefer spectator rather than participatory sports, with high rates for attending baseball, basketball and auto events. Devoted to their local communities, they are politically engaged and typically travel to vacation destinations in Ontario and the Atlantic provinces. With their average incomes, Happy Medium households stretch their budgets by shopping at second-hand clothing and discount grocery stores; for a change from the usual, they go for take-out. Their media tastes are similarly low-key and unpretentious. Their TVs are tuned to CTV and CBC to keep up with the day's news, and they're big fans of music on the radio— everything from big band to classic rock. Few Happy Medium residents subscribe to the major dailies, but many read community papers. Somewhat shy about new technology, they're only modest Internet users, more likely to respond to flyers in community papers than email blasts.



## 4.5 Family Mode (4.0%)

### Suburban, upscale middle-aged families

Comprising more than a million people, Family Mode is one of the largest segments—and growing. Home to large, suburban families living in recently built houses, this lifestyle is rooted in midsize cities surrounding large metro areas. Its neighbourhoods are filled with maintainers between 35 and 54, and children over the age of 10. These middle-aged adults have used their mostly high school and college educations to land a variety of decent-paying jobs—from blue-collar to management level—in industries like retail, public administration, education and health. Thanks to dual-income households, their upper-middle incomes allow them to purchase single-detached houses valued at nearly \$450,000—close to the national average. As in other suburban family segments, sports are central to the Family Mode lifestyle, with many garages filled with skiing, golfing and hockey equipment as well as motorcycles, boats and camping trailers. Family Mode members make an Effort Toward Health, often working out at fitness clubs and enrolling their kids in soccer, swimming and ice skating clubs.

The members of Family Mode straddle two worlds: close enough to downtown for their work but far enough away to enjoy outdoorsy activities. These families like golfing, gardening, canoeing and power boating. Many residents belong to sports teams and spend their weekends playing basketball, baseball and volleyball. Their idea of a vacation is to pack up the RV or camper and hit the road to one of Canada's parks, relax at a beach or ski resort, or take a cruise. The adults are both financially savvy and philanthropic, supporting various charitable organizations. Many appear too busy for a lot of media. They're only average consumers of traditional media, enjoying the HGTV and Food Network channels on TV, new and traditional country music on the radio, and magazines like Today's Parent and Style at Home. And digital media for them is all about shopping, especially for books, groceries, travel deals and theatre tickets. A tough market for advertisers, Family Mode residents have modest rates for responding to direct mail, and they barely notice out-of-home messages or digital screens except on their commutes.

### How They Live

<div style="text-align: center; margin-bottom: 20px;">  <p><b>LEISURE</b> swimming baseball amusement parks travel by RV/camper</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>TRADITIONAL MEDIA</b> Family Channel top 40 radio <i>The Hockey News</i> <i>Today's Parent</i></p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>FOOD/DRINK</b> tortilla wraps granola bars Pizza Hut casual family restaurants</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>AUTOMOTIVE</b> intermediate SUVs Ford/Lincoln \$30,000-\$49,999 spent on vehicle 2013-2015 model years</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>MOBILE</b> research products/services on phone access reviews on tablet subscription-based video on tablet</p> </div>	<div style="text-align: center; margin-bottom: 20px;">  <p><b>SHOPPING</b> Winners Old Navy Mastermind Home Depot</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>INTERNET</b> listen to Internet-only music service online discount coupons on computer research pets online purchase theatre tickets online</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>FINANCIAL</b> mutual funds RESPs group life insurance spent \$5,000+/month on credit cards</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>SOCIAL</b> Pinterest LinkedIn Twitter Reddit</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>HEALTH</b> Used topical pain relief 3-5 times in past month</p> </div>
<p><b>ATTITUDES</b></p> <p>"It is important that the country should hold a strong position in the world"</p> <p>"I need to escape the stress and responsibilities of everyday life"</p> <p>"I have made plans for those I love after I die"</p> <p>"I am open to receiving relevant marketing messages on my mobile device"</p>	

## 4.6 Population Growth Forecasts

**Table 4.1: Warman total population, households and dwellings**

<b>Summary</b>	
2020 Total Population	14,732
2025 Total Population	17,460
2030 Total Population	19,041
2020-2030 Annual Rate	5%
2020 Households	4,397
2020 Average Household Size	3.3
2025 Households	5,115
2025 Average Household Size	3.4
2030 Households	5,598
2030 Average Household Size	3.4
2020-2030 Annual Rate	4.9%
2020 Families	3,076
2020 Average Family Size	3
2025 Families	3,749
2025 Average Family Size	3
2030 Families	4,363
2030 Average Family Size	3
<b>2020 Dwellings</b>	<b>4,397</b>
Owned Dwellings	3,912
Rented Dwellings	485
Band Housing	0
<b>2025 Dwellings</b>	<b>5,115</b>
Owned Dwellings	4,572
Rented Dwellings	543
Band Housing	0
<b>2030 Dwellings</b>	<b>5,598</b>
Owned Dwellings	5,019
Rented Dwellings	579
Band Housing	0

**Data Note:** 2020 Household Spending Potential shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Household spending does not equal business revenue. "Current year \$" refers to a currency in the current time period. The term "constant year \$" refers to dollars of several years expressed in terms of their value ("purchasing power") in a single year.

Source: EnviroNics

## 4.6 Population Growth Forecasts

**Table 4.2: Warman household income, and median and average age**

Average Household Income	
2020	CA\$134,418.77
2025	CA\$155,017.38
2030	CA\$176,343.32
Per Capita Income	
2020	CA\$40,119
2025	CA\$45,413
2030	CA\$51,844
Median Age	
2020	32.0
2025	32.6
2030	33.0
Average Age	
2020	32.4
2025	32.8
2030	33.3

Source: EnviroNics

**Table 4.3: Labour force activity**

2020 Population by Labour Force Activity	
Household Population 15 Years or Over	10,784
Population In the Labour Force	7,807
Population Employed	7,286
Population Unemployed	521
Not in the Labour Force	2,977
Labour Participation Rate	72.4%
Labour Employment Rate	93.3%
Labour UnEmployment Rate	6.7%

Source: EnviroNics

## 4.6 Population Growth Forecasts

Table 4.4: Warman population by age

<b>2020 Population by Age</b>	
0-4	1,418
5-9	1,320
10-14	1,125
15-19	1,044
20-24	708
25-34	2,650
35-44	2,691
45-54	1,463
55-64	1,123
65-74	770
75-84	307
85+	113

<b>2025 Population by Age</b>	
0-4	1,636
5-9	1,528
10-14	1,396
15-19	1,379
20-24	927
25-34	2,614
35-44	3,304
45-54	1,898
55-64	1,210
65-74	999
75-84	435
85+	134

<b>2030 Population by Age</b>	
0-4	1,692
5-9	1,662
10-14	1,524
15-19	1,577
20-24	1,183
25-34	2,442
35-44	3,468
45-54	2,369
55-64	1,248
65-74	1,120
75-84	593
85+	163

Source: EnviroNics

**Table 4.5: Warman 2020 population 15+ by ethnic characteristics**

<b>2020 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	13,444
Total immigrants by selected places of birth	1,021
Non-permanent residents	182
<b>Visible Minority Status</b>	
Visible Minority Chinese	71
Visible Minority South Asian	423
Visible Minority Black	206
Visible Minority Filipino	554
Visible Minority Latin American	120
Visible Minority Southeast Asian	35
Visible Minority Arab	4
Visible Minority West Asian	0
Visible Minority Korean	2
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	21
Visible Minority Multiple Visible Minorities	12
Visible Minority Not a Visible Minority	13,199

Source: Environics

Data note: The data in Tables 4.5, 4.6, and 4.7 will not necessarily add up to total population. The source data was obtained via the long-form Canadian census questionnaire administered by Statistics Canada in 2016 and population projections were conducted on the original data set based on historical demographic trends. The objective of the long-form census is to produce estimates on various topics for a wide variety of geographies. The sampling approach and the total non-response introduce variability in the estimates provided, as does data suppression by Statistics Canada on smaller sample sizes.

**Table 4.6: Warman 2025 population 15+ by ethnic characteristics**

<b>2025 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	15,728
Total immigrants by selected places of birth	1,394
Non-permanent residents	250
<b>Visible Minority Status</b>	
Visible Minority Chinese	98
Visible Minority South Asian	719
Visible Minority Black	300
Visible Minority Filipino	1,083
Visible Minority Latin American	162
Visible Minority Southeast Asian	54
Visible Minority Arab	4
Visible Minority West Asian	2
Visible Minority Korean	3
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	22
Visible Minority Multiple Visible Minorities	14
Visible Minority Not a Visible Minority	14,911

Source: Environics

**Table 4.7: Warman 2030 population 15+ by ethnic characteristics**

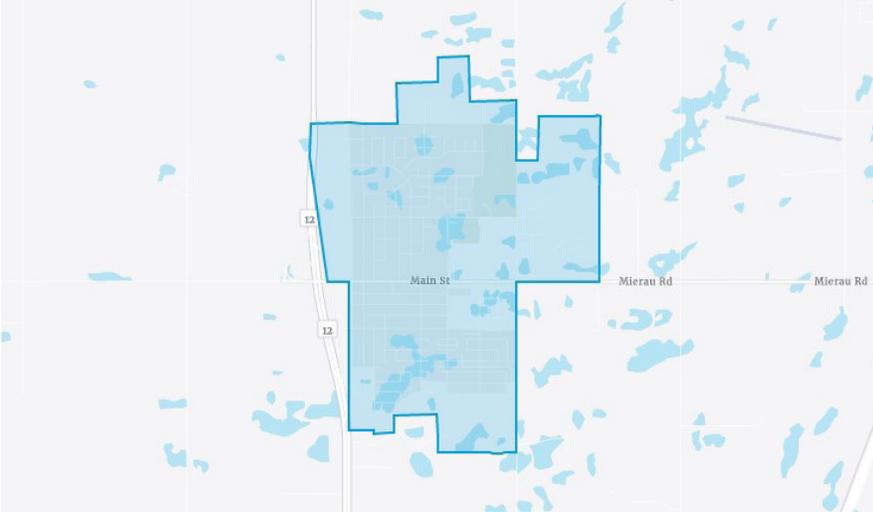
<b>2030 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	16,985
Total immigrants by selected places of birth	1,704
Non-permanent residents	263
<b>Visible Minority Status</b>	
Visible Minority Chinese	115
Visible Minority South Asian	1,059
Visible Minority Black	390
Visible Minority Filipino	1,788
Visible Minority Latin American	195
Visible Minority Southeast Asian	76
Visible Minority Arab	6
Visible Minority West Asian	2
Visible Minority Korean	4
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	21
Visible Minority Multiple Visible Minorities	16
Visible Minority Not a Visible Minority	15,280

Source: Environics



# 5 Comparison Markets

## 5 Comparison Markets Overview: Martensville



### 5.1 Location Context

Martensville was founded in 1939 and then formally established as a village in 1966 and then as a town in 1969. Martensville officially incorporated as a city in 2009. Although growth and development is planned collaboratively via the Saskatoon North Partnership for Growth, like the City of Warman, Martensville functions as an independent urban centre. Similar to Warman, Martensville has a commuter culture built around the daytime exodus of its residents for non-local employment. With a high percentage of residents commuting to another city to work, Martensville is a bedroom community of Saskatoon.

The city of Martensville is bordered by the RM of Corman Park No. 344. Martensville is approximately 17 km north of Saskatoon, and approximately 10 km south west of Warman.

### Notable Government & Commercial Operations

- Martensville Speedway
- Martensville Branch Library

### Saskatchewan Health Authority Services

- There are no Saskatchewan Health Authority operated locations in Martensville. Privately operated medical clinics provide medical care with Saskatchewan Health Authority oversight.

11,503<sup>^</sup>

Total Population

7,521

Daytime Population

\$129,184<sup>^</sup>

Average Household Income

595<sup>^</sup>

Total Visible Minorities

31.6<sup>^</sup>

Median Age

6.5%\*

Current Unemployment Rate

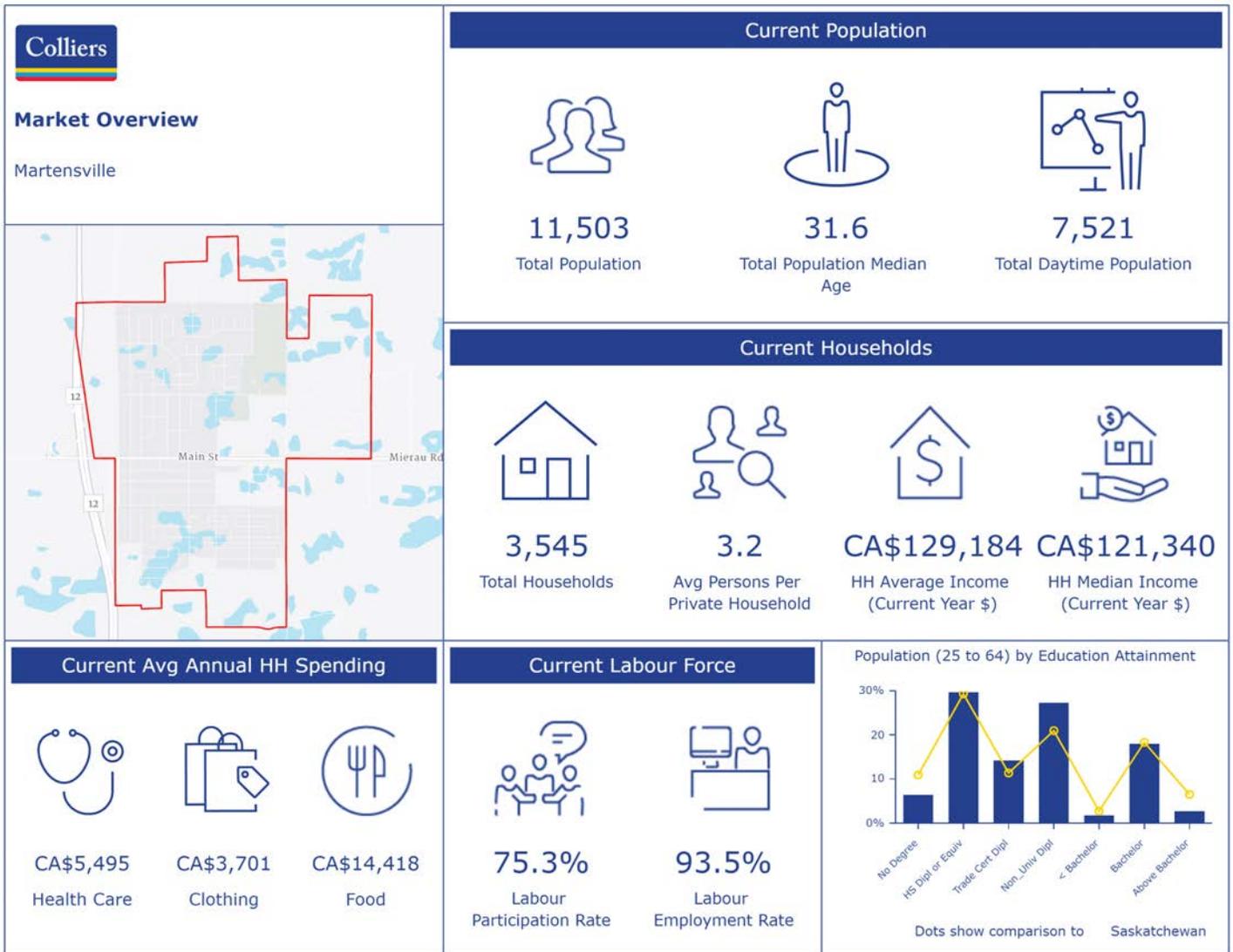
650\*

Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

\* Source: Townfolio, City of Martensville

# 5 Comparison Markets Overview: Martensville



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

Martensville

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending



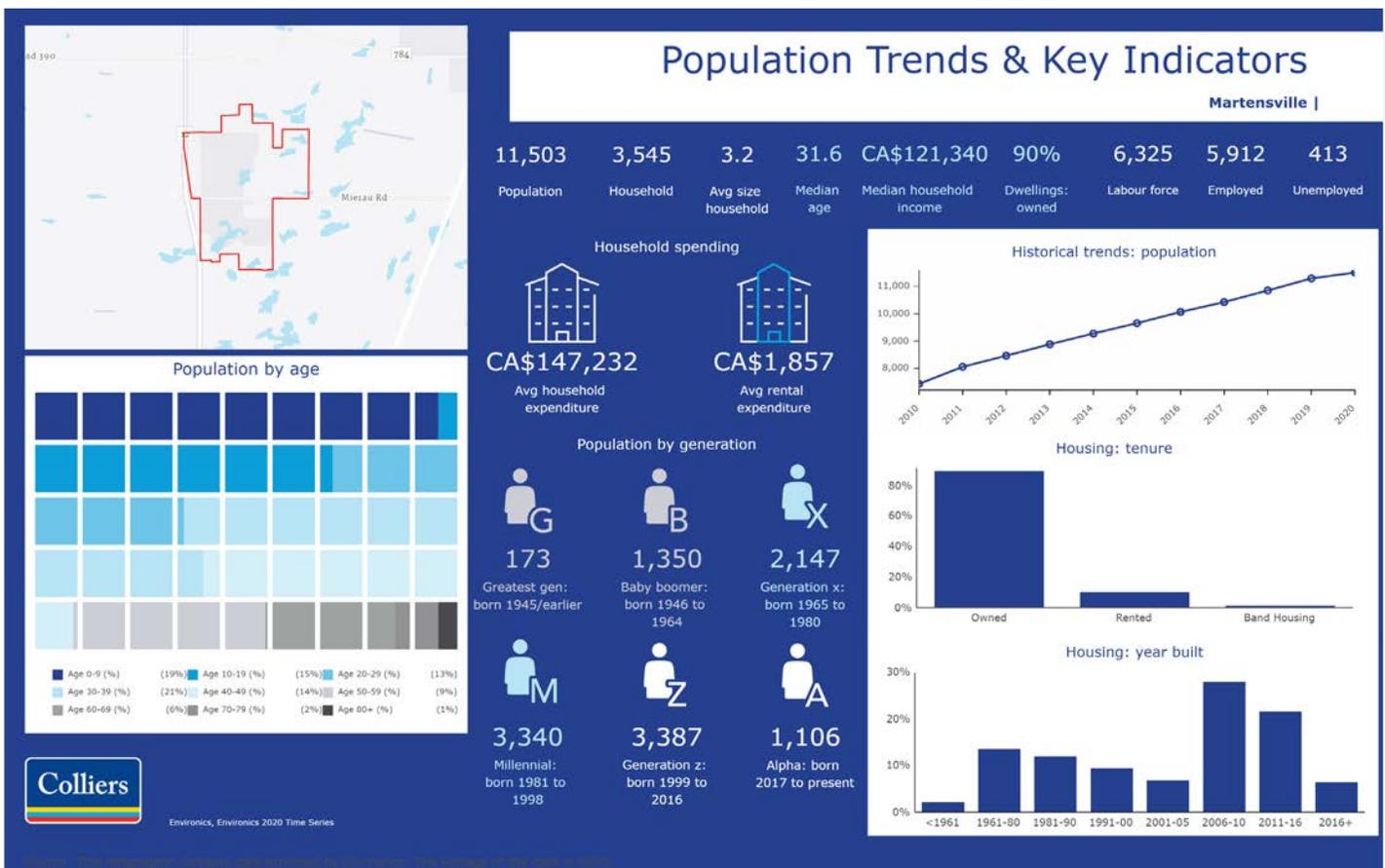
## 2020 Annual clothing spending



## 5.1 Retail Spending Profile – PRIZM Segments

The detailed PRIZM segments for Martensville have been provided because of the city's proximity to Warman and the opportunity that this presents for Warman's current and future retailers.

Out of a total possible 67, the Martensville population falls into one of five PRIZM segments: All-Terrain Families (63.8% of 2020 Households), Suburban Sports (12.2% of 2020 Households), Kick-Back Country (9.9% of 2020 Households), Family Mode (7.2% of 2020 Households), and Happy Medium (6.9% of 2020 Households.)

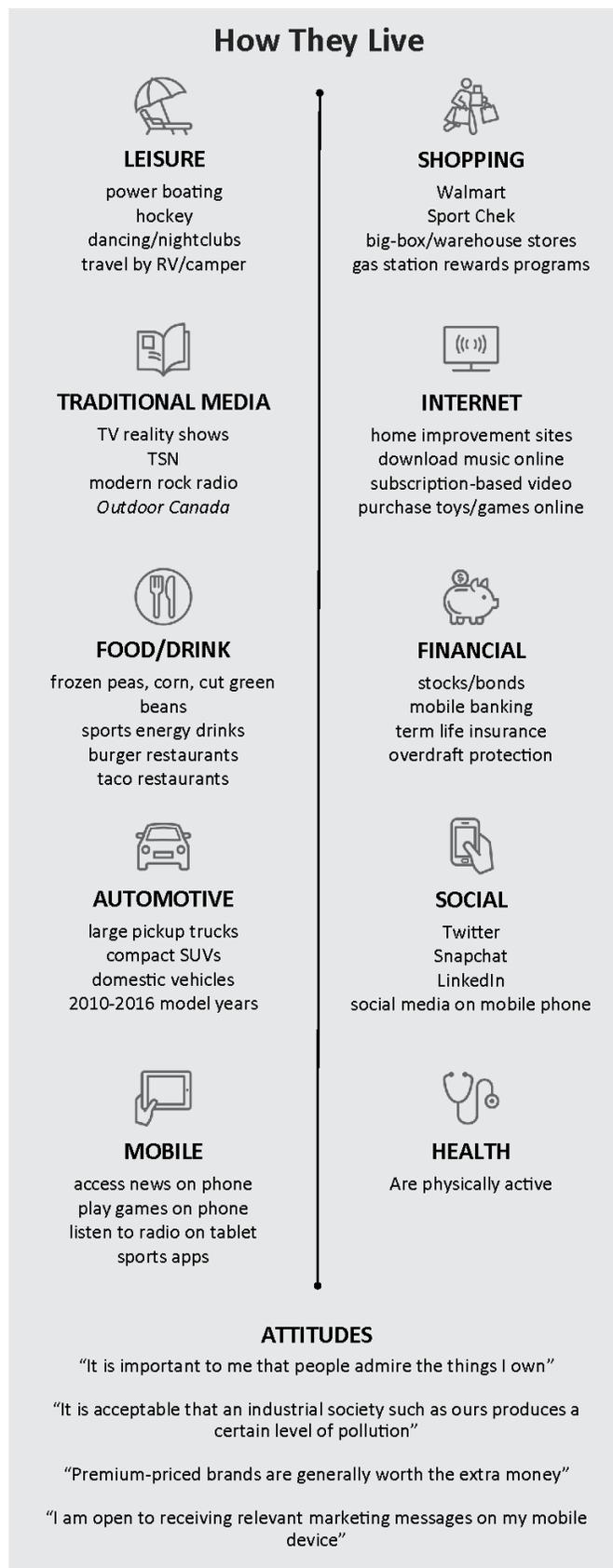


## 4.1 All-Terrain Families (63.8%)

### Younger & middle - aged suburban families

The lure of good jobs in the mining, oil and gas industries fueled the rise of All-Terrain Families, a working-class suburban lifestyle found mostly in Alberta's large and midsize cities like Airdrie, Grand Prairie, Edmonton and Calgary. These younger and middle-aged households are among the nation's most mobile, with 60 percent having moved in the last five years. Nearly two-thirds of the maintainers are under 45 years old, and more than 70 percent of children in these households are under the age of 15. Originally attracted to Alberta's oil boom during the early 2000s, residents have turned moderate educations into well-paying blue- and grey-collar jobs and upper-middle incomes. With three-quarters of the housing built since 2006, residents own a mix of single-detached, semi-detached and row houses valued around \$400,000. In their free time, these family households have high rates for participating in team sports like hockey, baseball and curling. Their idea of weekend entertainment is going to a sports bar, rock concert or food and wine show. Given their high-energy approach to life, it's not surprising they value a healthy diet and regular exercise (Effort Toward Health).

The suburban families of All-Terrain Families have created a child-centred lifestyle. They enroll their kids in lots of sports programs, typically shuttling them around in intermediate SUVs and large trucks. On weekends, they head to kid-friendly destinations like amusement parks, zoos and aquariums, making regular stops at burger joints and coffee shops. For parents, it's a daily challenge to carve out me-time to do crafts, take a yoga class or enjoy a dinner date at a favourite steakhouse. Living close to rugged country, these households often own campers, boats and fishing and hunting equipment. As a result they have little interest in most media, too busy to read a newspaper or magazine other than The Hockey News or Live Better and mostly limiting their TV viewing to sports, reality shows and DIY programs. But their mobile phones keep them connected to the digital world, where they often access news sites, book travel tickets, search maps and shop for essentials. On the road, these families pay attention to billboard ads.



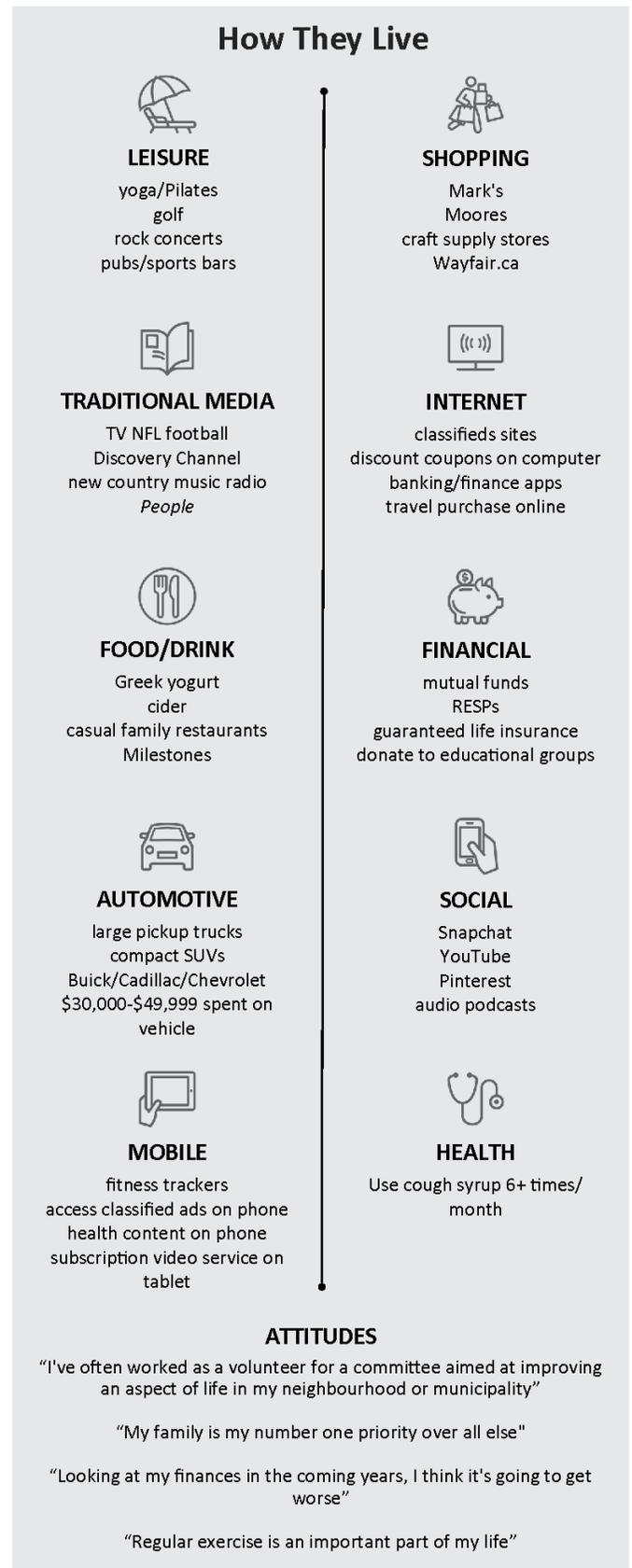
## 5.1 Suburban Sports (12.2%)

### Upper-middle-income, younger and middle-aged suburbanites

Widely dispersed across Canada, Suburban Sports is one of the larger segments, a suburban refuge for younger and middle-aged families. Originally built on exurban tracts in the 1960s and 1970s, the subdivisions have evolved into conventional suburbs of small urban areas. Eight in ten households own a home, typically a singled-detached house or a duplex. The households are nearly evenly divided between couples and families, maintainers range from 35 to 64, and children are of all ages. Moderately educated, most adults have completed high school or college and hold service sector and blue-collar jobs in natural resources and the trades; thanks to dual incomes, these households earn solid, upper-middle-class incomes. Suburban Sports scores among the top segments for English-speaking residents, reflecting its third-plus-generation Canadian population of nearly 70 percent. No doubt the presence of children affects

the popularity of family-friendly activities like snowboarding, baseball, basketball and swimming. But they also enjoy watching sports, rooting for their favourite pro hockey, soccer and football teams. Not surprising, Suburban Sports members score high for Primacy of the Family, making personal sacrifices to meet the needs of their family.

With their solid incomes, Suburban Sports members have the means to enroll their kids in soccer camp while they take a cruise or sightseeing trip to Mexico. These households frequent a wide range of cultural activities, from art galleries and theatre performances to rock and country music concerts. Regular exercise is important in this segment—and not just for kids. The adults like to bowl, golf and take Pilates classes. They're proud of their suburban homes and spend weekends doing landscaping, electrical and plumbing DIY projects before inviting friends over for coolers or Canadian rye whisky around their living room fireplace. But they also like to dine out, packing their families into a large domestic pickup or compact SUV and heading to casual family restaurants like Earls, Milestones and Montana's. While not the earliest tech adopters, they have embraced mobile phones and smart devices—TVs, watches and speakers—for entertainment as well as text messaging, responding to classified ads and downloading coupons. Traditional media is still popular however; Suburban Sports residents watch curling and football on TV, listen to country and gospel music on the radio and read outdoor magazines.



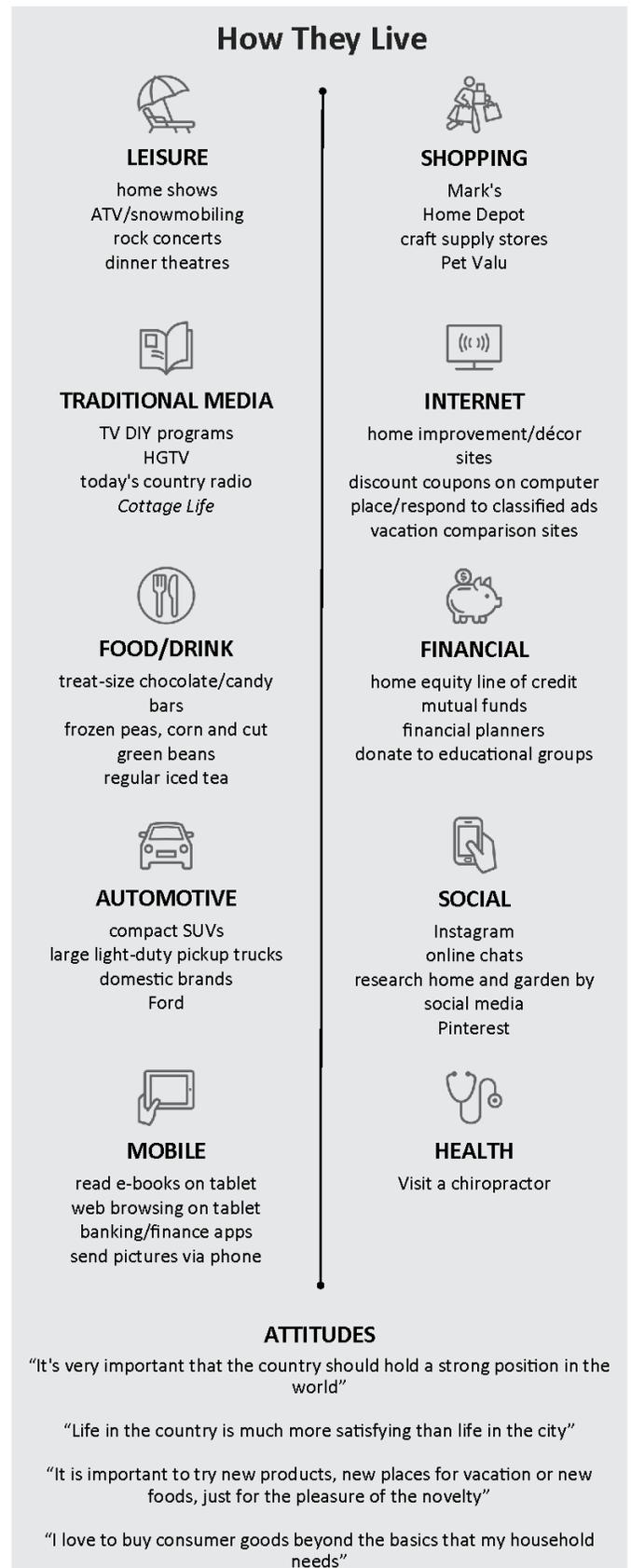
## 5.1 Kick-Back Country (9.9%)

### Rural, middle-aged upscale families and couples

The wealthiest rural lifestyle, Kick-Back Country is a collection of middle-aged families and older couples living in rustic areas near large and medium-size cities. For some, their communities are a weekend getaway from their busy life in the city. The maintainers tend to be between 45 and 64 years old, and children range in age from 5 to 24. Despite mixed educations—mostly high school, college and university—residents earn impressive incomes averaging more than \$145,000 from well-paying jobs in management as well as mining, construction, trades and transportation. The lower cost of living in their rural areas means nearly nine out of ten households own a home. Many are second- and third-generation Canadians drawn to spacious, single family houses built beyond the urban sprawl; the average dwelling value is nearly \$600,000—35 percent above average. Their driveways often contain domestic compact SUVs and large pickups for commuting to work, hauling camping and boating equipment and travelling to the city for shopping. With their conservative social views, these households score high for the value Traditional Families.

The middle-aged households of Kick-Back Country like their new country lifestyle with their gardens and pets and plenty of fishing and hunting gear to make the most of their rural landscapes. They typically do their own maintenance and spend weekends prowling the aisles of Lowe's, Home Depot and Home Hardware. They're not too remote for big-city nightlife, but they also enjoy going to relatively closer dinner

theatres, rock concerts and casinos. And they try to keep up with trends by frequenting exhibitions, particularly craft, home and garden shows. With their solid incomes, they have the means to travel, enjoying cruises and beach resort packages. While not overly enthusiastic about technology, they've embraced tablets and download an array of apps—from banking and weather reports to music and games. But traditional media maintain a hold on Kick-Back Country adults, and when their chores are done, they sink into their easy chairs to watch TV sports, listen to radio stations playing new and traditional country, and read food and gardening magazines. Many subscribe to community newspapers, if only for the flyer inserts.



## 5.1 Family Mode (7.2%)

### Suburban, upscale middle-aged families

Comprising more than a million people, Family Mode is one of the largest segments—and growing. Home to large, suburban families living in recently built houses, this lifestyle is rooted in midsize cities surrounding large metro areas. Its neighbourhoods are filled with maintainers between 35 and 54, and children over the age of 10. These middle-aged adults have used their mostly high school and college educations to land a variety of decent-paying jobs—from blue-collar to management level—in industries like retail, public administration, education and health. Thanks to dual-income households, their upper-middle incomes allow them to purchase single-detached houses valued at nearly \$450,000—close to the national average. As in other suburban family segments, sports are central to the Family Mode lifestyle, with many garages filled with skiing, golfing and hockey equipment as well as motorcycles, boats and camping trailers. Family Mode members make an effort towards health, often working out at fitness clubs and enrolling their kids in soccer, swimming and ice skating clubs.

The members of Family Mode straddle two worlds: close enough to downtown for their work but far enough away to enjoy outdoorsy activities. These families like golfing, gardening, canoeing and power boating. Many residents belong to sports teams and spend their weekends playing basketball, baseball and volleyball. Their idea of a vacation is to pack up the RV or camper and hit the road to one of Canada's parks, relax at a beach or ski resort, or take a cruise. The adults are both financially savvy and philanthropic, supporting various charitable organizations. Many appear too busy for a lot of media. They're only average consumers of traditional media, enjoying the HGTV and Food Network channels on TV, new and traditional country music on the radio, and magazines like Today's Parent and Style at Home. And digital media for them is all about shopping, especially for books, groceries, travel deals and theatre tickets. A tough market for advertisers, Family Mode residents have modest rates for responding to direct mail, and they barely notice out-of-home messages or digital screens except on their commutes.

## How They Live

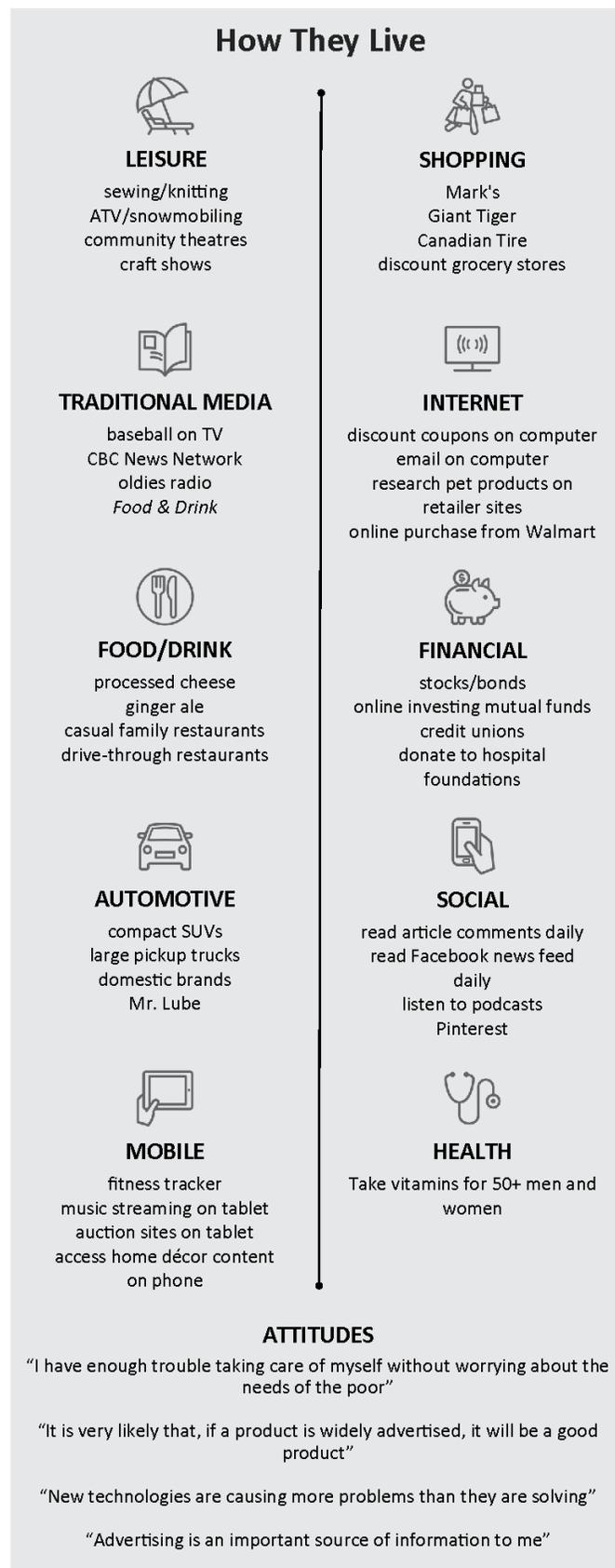
<div style="text-align: center; margin-bottom: 20px;">  <p><b>LEISURE</b> swimming baseball amusement parks travel by RV/camper</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>TRADITIONAL MEDIA</b> Family Channel top 40 radio <i>The Hockey News</i> <i>Today's Parent</i></p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>FOOD/DRINK</b> tortilla wraps granola bars Pizza Hut casual family restaurants</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>AUTOMOTIVE</b> intermediate SUVs Ford/Lincoln \$30,000-\$49,999 spent on vehicle 2013-2015 model years</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>MOBILE</b> research products/services on phone access reviews on tablet subscription-based video on tablet</p> </div>	<div style="text-align: center; margin-bottom: 20px;">  <p><b>SHOPPING</b> Winners Old Navy Mastermind Home Depot</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>INTERNET</b> listen to Internet-only music service online discount coupons on computer research pets online purchase theatre tickets online</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>FINANCIAL</b> mutual funds RESPs group life insurance spent \$5,000+/month on credit cards</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>SOCIAL</b> Pinterest LinkedIn Twitter Reddit</p> </div> <div style="text-align: center; margin-bottom: 20px;">  <p><b>HEALTH</b> Used topical pain relief 3-5 times in past month</p> </div>
<p><b>ATTITUDES</b></p> <p>"It is important that the country should hold a strong position in the world"</p> <p>"I need to escape the stress and responsibilities of everyday life"</p> <p>"I have made plans for those I love after I die"</p> <p>"I am open to receiving relevant marketing messages on my mobile device"</p>	

## 5.1 Happy Medium (6.9%)

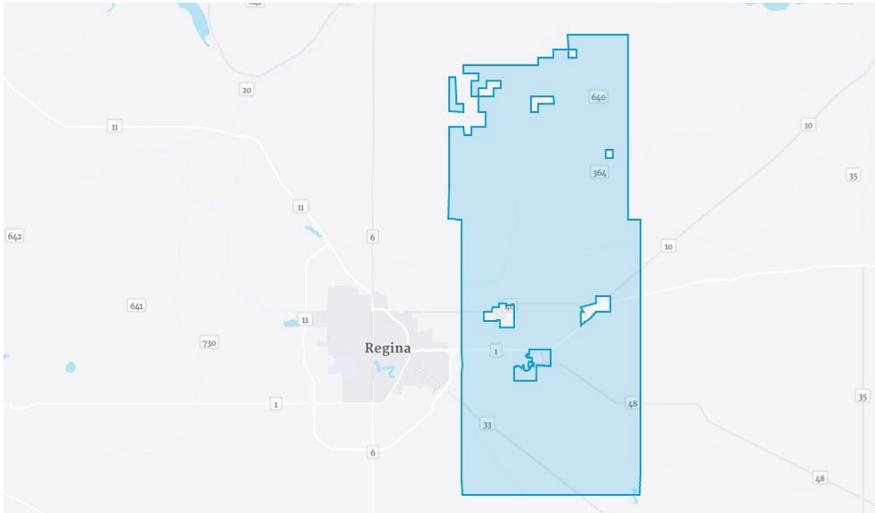
### Suburban, upscale middle-aged families

A quintessential portrait of Middle Canada, Happy Medium consists of couples and families living in the outer suburbs of large and midsize cities. The segment contains a mix of middle-income households of varied ages (maintainers range from 45 to over 75), educations (most adults have completed high school or college) and family types (including couples and families). But what many have in common are deep roots: three-quarters of residents are third-plus-generation Canadians. Residents typically hold blue-collar or service sector jobs in manufacturing, construction, mining and public administration. With incomes topping \$90,000, more than 80 percent own a home, typically an older, single-detached house built before 1980. In these suburban settings, nearly 90 percent of Happy Medium residents rely on their vehicles—typically domestic intermediate sedans or large pickup trucks—for commuting to work. On weekends, they'll hit the road to go snowboarding, canoeing or rowing. Many keep up with the latest trends in home and recreation by attending craft, boat, motorcycle and RV shows. As consumers on a budget, residents are keenly aware of the Importance of Price when making purchases.

It's been said that while everyone wants to be normal, no one wants to be average. But Happy Medium residents, with their mainstream demographics and predilections, might disagree. These settled suburbanites enjoy home-based pursuits like sewing, bird watching, making crafts and woodworking. Many prefer spectator rather than participatory sports, with high rates for attending baseball, basketball and auto events. Devoted to their local communities, they are politically engaged and typically travel to vacation destinations in Ontario and the Atlantic provinces. With their average incomes, Happy Medium households stretch their budgets by shopping at second-hand clothing and discount grocery stores; for a change from the usual, they go for take-out. Their media tastes are similarly low-key and unpretentious. Their TVs are tuned to CTV and CBC to keep up with the day's news, and they're big fans of music on the radio— everything from big band to classic rock. Few Happy Medium residents subscribe to the major dailies, but many read community papers. Somewhat shy about new technology, they're only modest Internet users, more likely to respond to flyers in community papers than email blasts.



# 5 Comparison Markets Overview: White City & Emerald Park (Aggregate)



## 5.2 Location Context

White City (Census Profile: White City, Town) and Emerald Park (Census Profile: Emerald No. 277) were combined into an aggregate area for the purposes of market comparison. Pilot Butte and Balgonie were excluded from the aggregate.

The White City and Emerald Park markets function as a single bedroom community despite being classified differently in Statistics Canada's Census Profiles. White City is approximately 3.4 km from Emerald Park, and most of the population of the aggregate area resides in White City.

Emerald Park, on the other hand, is where most of the retail and commercial activity takes place in and around White City and Emerald Park. In some instances, population and commercial data is only available for the larger R.M. of Edenwold, which encompasses both communities.

## Notable Government & Commercial Operations

- Ecole White City School (French Immersion)
- Emerald Ridge Elementary School Division
- William Albert House, privately operated assisted living facility
- White City Medical and Urgent Care Centre, privately operated urgent care medical clinic
- White City Splash Park
- Aspen Links Country Club

## Saskatchewan Health Authority Services

- There are no Saskatchewan Health Authority operated locations in this area. Privately operated medical clinics provide medical care with Saskatchewan Health Authority oversight.

8,995<sup>^</sup>

Total Population

7,236

Daytime Population

\$121,206<sup>^</sup>

Average Household Income

1,385<sup>^</sup>

Total Visible Minorities

36.6<sup>^</sup>

Median Age

9.5%<sup>\*</sup>

Current Unemployment Rate

2,760<sup>\*</sup>

Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

<sup>\*</sup> Source: Townfolio, White City

## 5.2 Retail Spending Profile – PRIZM Segments

Out of a total possible 67, the aggregated area of White City and Emerald Park have the following consumer segments: Family Mode (36.2%), Turbo Burbs (31.5%), New Country (17.1%), Kick-Back Country (15.1%), and Old Town Roads (0.1%)



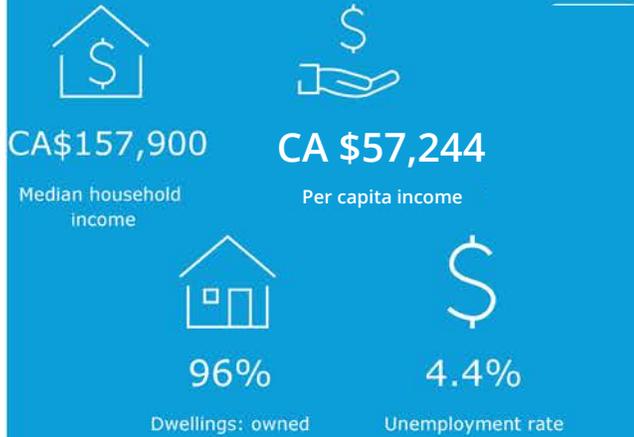
Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# Consumer Expenditures

Edenwold No. 158

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending

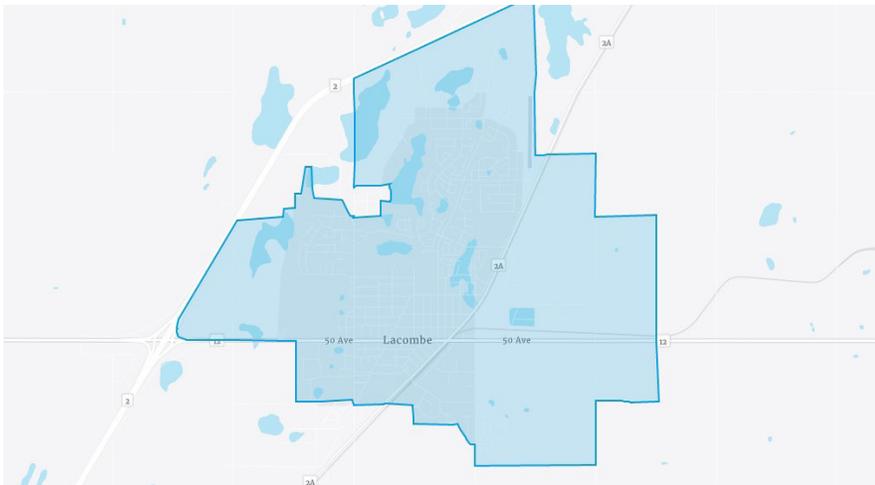


## 2020 Annual clothing spending



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

## — 5 Comparison Markets Overview: Lacombe



### 5.3 Location Context

Lacombe is a city located in central Alberta, located approximately 25 kilometres north of Red Deer, the nearest major city, and is 125 kilometres south of Edmonton, the nearest metropolitan area. It is common for the residents of Lacombe to commute to these cities for work.

### Notable Government & Commercial Operations

- Burman University
- Lacombe Golf & Country Club
- Michener House Museum & Archives
- Blindman Brewing (Award winning craft beer company)
- Lacombe Regional Airport
- Charis Village Retirement Community
- Vivo Cura (multidisciplinary pain clinic)

### Alberta Health Services

- Lacombe Hospital & Care Centre
- Mental Health Hospital

14,002<sup>^</sup>  
Total Population

13,831  
Daytime Population

\$121,206<sup>^</sup>  
Average Household Income

1,385<sup>^</sup>  
Total Visible Minorities

38.5<sup>^</sup>  
Median Age

9.5%\*  
Current Unemployment Rate

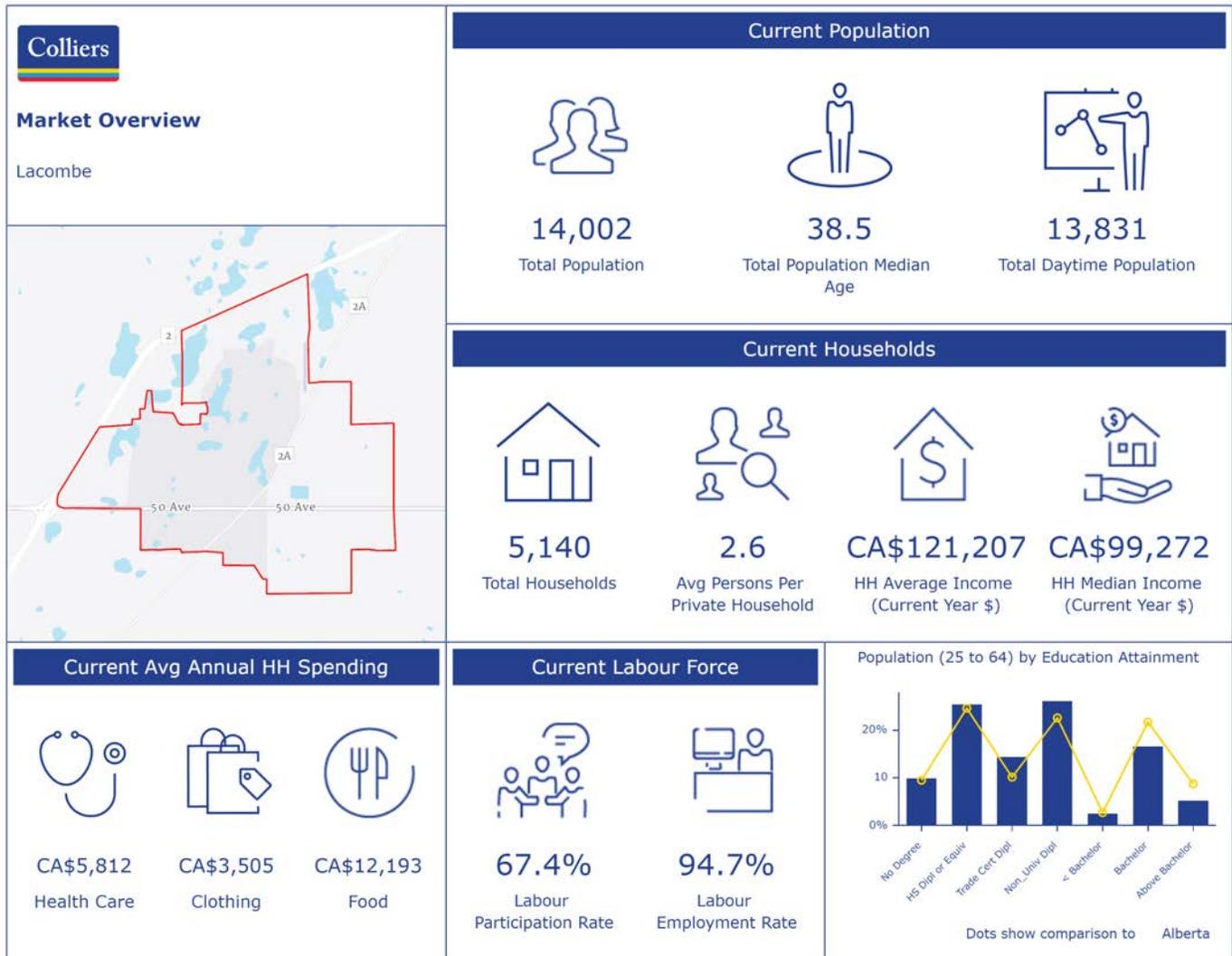
2,760\*  
Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

\* Source: Townfolio, City of Lacombe

### 5.3 Retail Spending Profile – PRIZM Segments

Out of a total possible 67, the City of Lacombe has the following consumer segments: Family Mode (28.4%), Kick-Back Country (17.7%), Old Town Roads (14.3%), Suburban Recliners (11.2%), Stressed in Suburbia (10.4%), Happy Medium (9.3%), Suburban Sports (3.8%), Slow-Lane Suburbs (2.6%), New Country (2.3%).



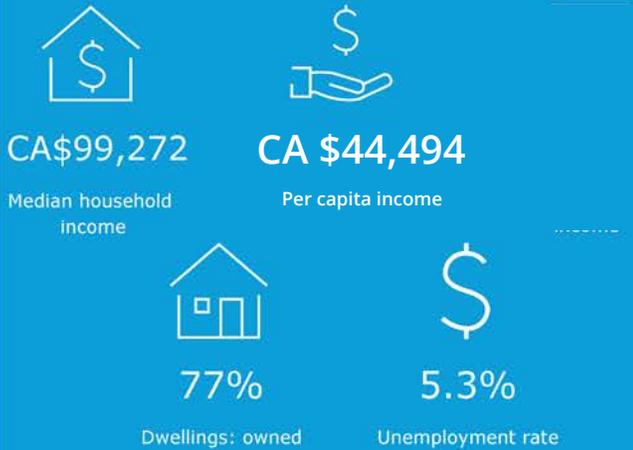
Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# Consumer Expenditures

Lacombe

## 2020 Wealth & income



## 2020 Annual spending total



2.6

Avg size household



CA \$660,535,876

Annual household expenditure

## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending

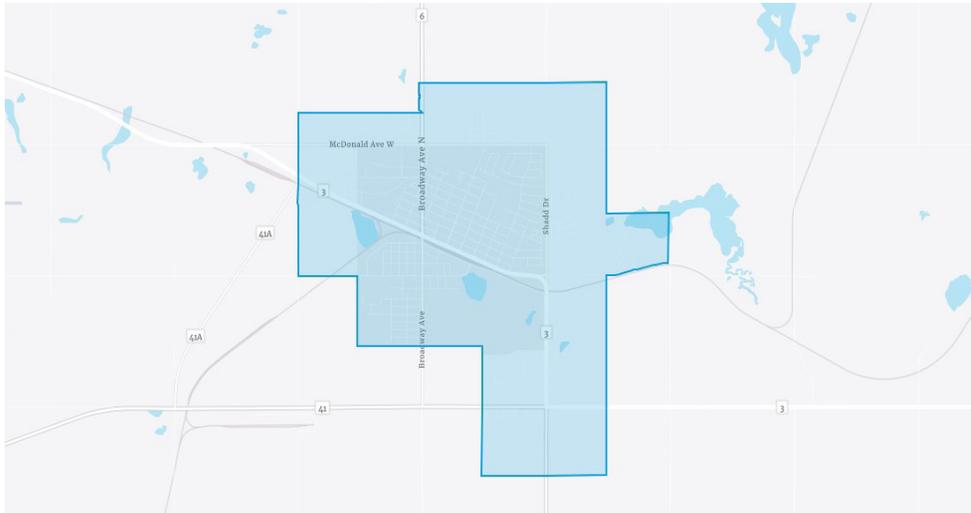


## 2020 Annual clothing spending



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

## — 5 Comparison Markets Overview: Melfort (Hub)



### 5.4 Location Context

The city of Melfort was preceded by the Stoney Creek Settlement situated along the banks of Stoney Creek, approximately 2 km southeast of the present location, in an area with excellent potential for agricultural production. Melfort is located in the Carrot River valley. Melfort is now a major service centre for the region and is a centre for health, education, recreation and other public and community services. These sectors are vital to the City of Melfort's economic development.

Melfort incorporated as a village on November 4, 1903 and then as a town on July 1, 1907. Melfort's official incorporation as a city occurred on September 2, 1980. The City of Melfort is situated approximately 175 km north east of the City of Saskatoon, 95 km south east of Prince Albert, and 279 km north of the City of Regina. Access to the community is provided via provincial highways 3, 41, and 6. The City of Melfort is bordered by the R.M. of Star City No. 428 and the R.M. of Flett's Springs No. 429. Melfort is the administrative headquarters of the Peter Chapman First Nation government.

### Notable Government & Commercial Operations

- The Agriculture Melfort Research Station
- The Melfort Research Farm is near the city of Melfort, and is one of three field sites of the Saskatchewan Research Centre
- Near a large diamond exploration site

### Key Infrastructure

- Melfort Miller Airport – a medium-sized general aviation airport operated by the City of Melfort
- The Melfort Hospital - Acute care offering 24-hour emergency services, primary medical care, palliative care, outpatient services, laboratory and diagnostic imaging services
- Saskatchewan Health Authority designated medical service hub for the region

6,108<sup>^</sup>

Total Population

6,579

Daytime Population

\$62,144<sup>^</sup>

Average Household Income

410<sup>^</sup>

Total Visible Minorities

41.0<sup>^</sup>

Median Age

7.4%<sup>\*</sup>

Current Unemployment Rate

1,830<sup>\*</sup>

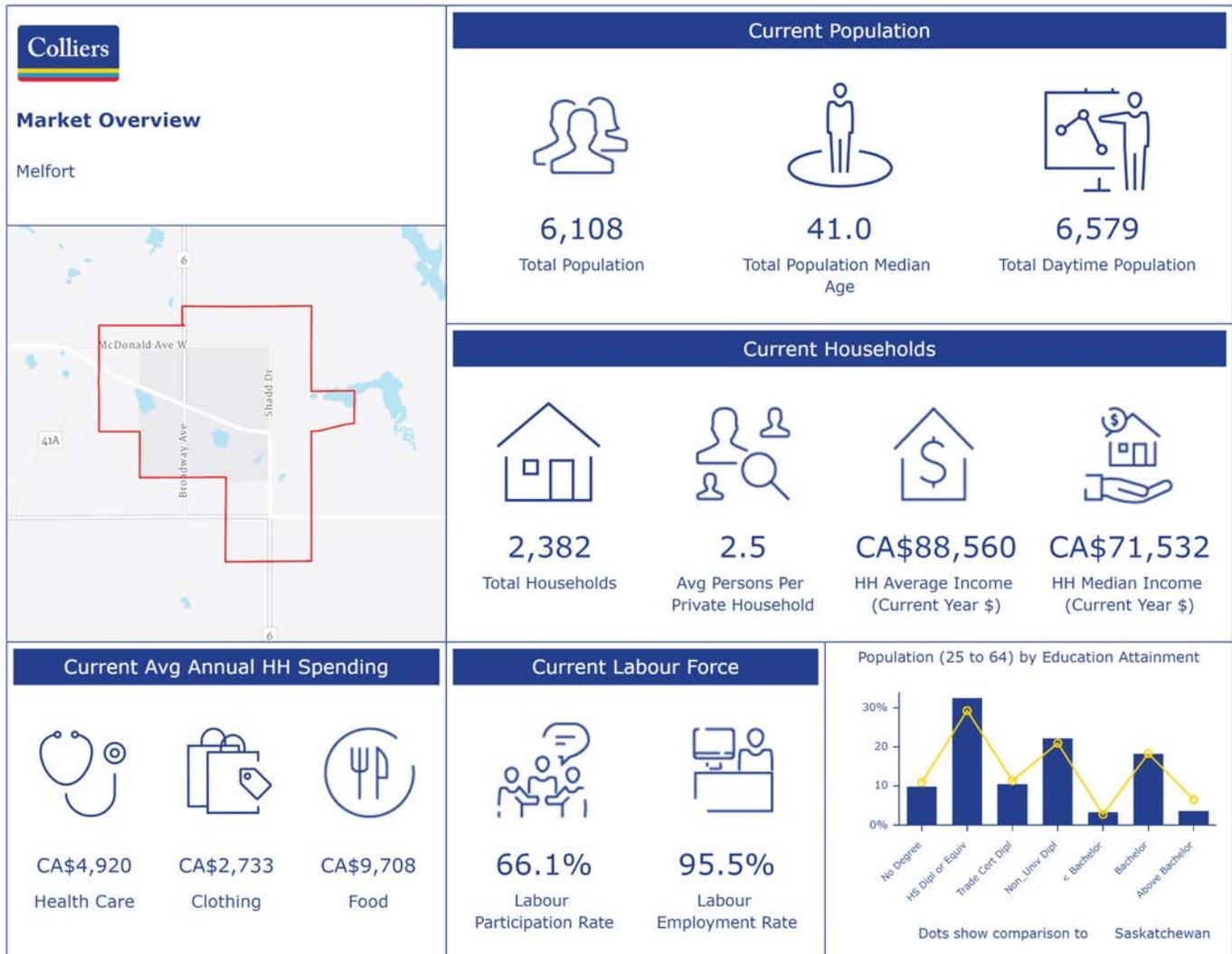
Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

<sup>\*</sup> Source: Townfolio, City of Melfort

## 5.4 Retail Spending Profile – PRIZM Segments

Out of a total possible 67, the City of Melfort has the following consumer segments: Country & Western (22.4%), Suburban Sports (17.2%), Silver Flats (11.4%), Value Villagers (9.2%), Juggling Acts (8.9%), Suburban Recliners (8.7%), Stressed in Suburbia (8.1%), Keep on Trucking (7.8%), Down to Earth (6.3%).



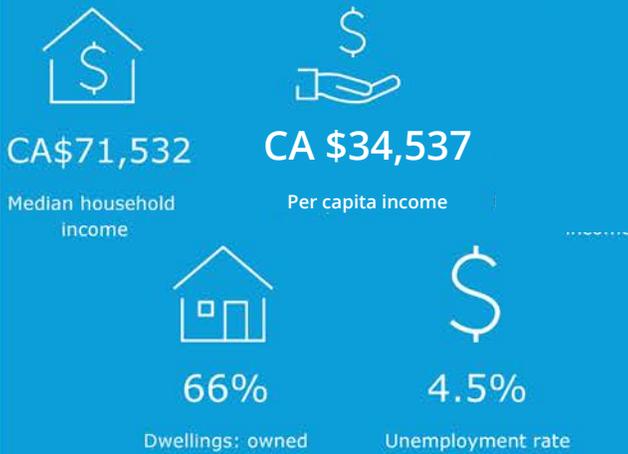
Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# Consumer Expenditures

Melfort

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



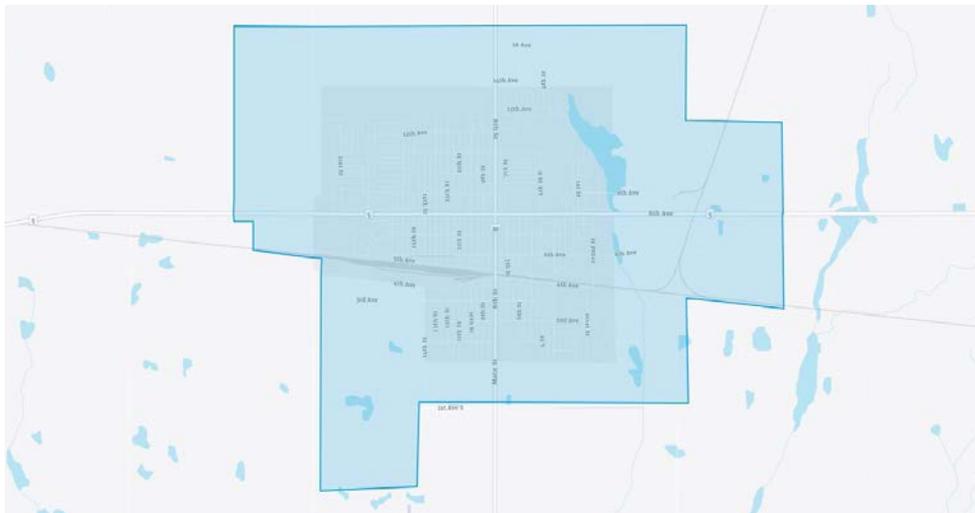
## 2020 Annual food & alcohol spending



## 2020 Annual clothing spending



## — 5 Comparison Markets Overview: Humboldt (Hub)



### 5.5 Location Context

Humboldt was created as a site for the telegraph operators, linemen and their families and members of the North West Mounted Police due to the proximity of the Canadian Pacific Telegraph Line repair station approximately 8 km from the townsite. As the area was settled, Humboldt served as a stage depot on the main cart and stagecoach trail from Fort Qu'Appelle to Fort Carlton and was an area of strategic significance during the Métis resistance that was led by Louis Riel at Batoche, approximately 100 km north west of the townsite.

### Regional Location & Physical Setting

Humboldt was established in 1875, incorporated as a town in 1907 and then as a city in November 2000. The City of Humboldt is situated approximately 112 km east of the City of Saskatoon and 230 km north of the City of Regina. Access to the community is provided via provincial highways 5 and 20. Humboldt is with the RM Humboldt No. 370.

### Notable Government & Commercial Operations

- Shop Humboldt First initiative – a shop local campaign created and run by local business owners

### Key Infrastructure

- Municipal Airport, located approximately 2 km south of Humboldt. The airport is a base for private and commercial aircraft and is available 24 hours per day, 7 days per week
- Saskatchewan Health Authority designated medical service hub for the region

6,163<sup>^</sup>

Total Population

6,684

Daytime Population

\$71,979<sup>^</sup>

Average Household Income

365<sup>^</sup>

Total Visible Minorities

42.1<sup>^</sup>

Median Age

6.4%\*

Current Unemployment Rate

1,845\*

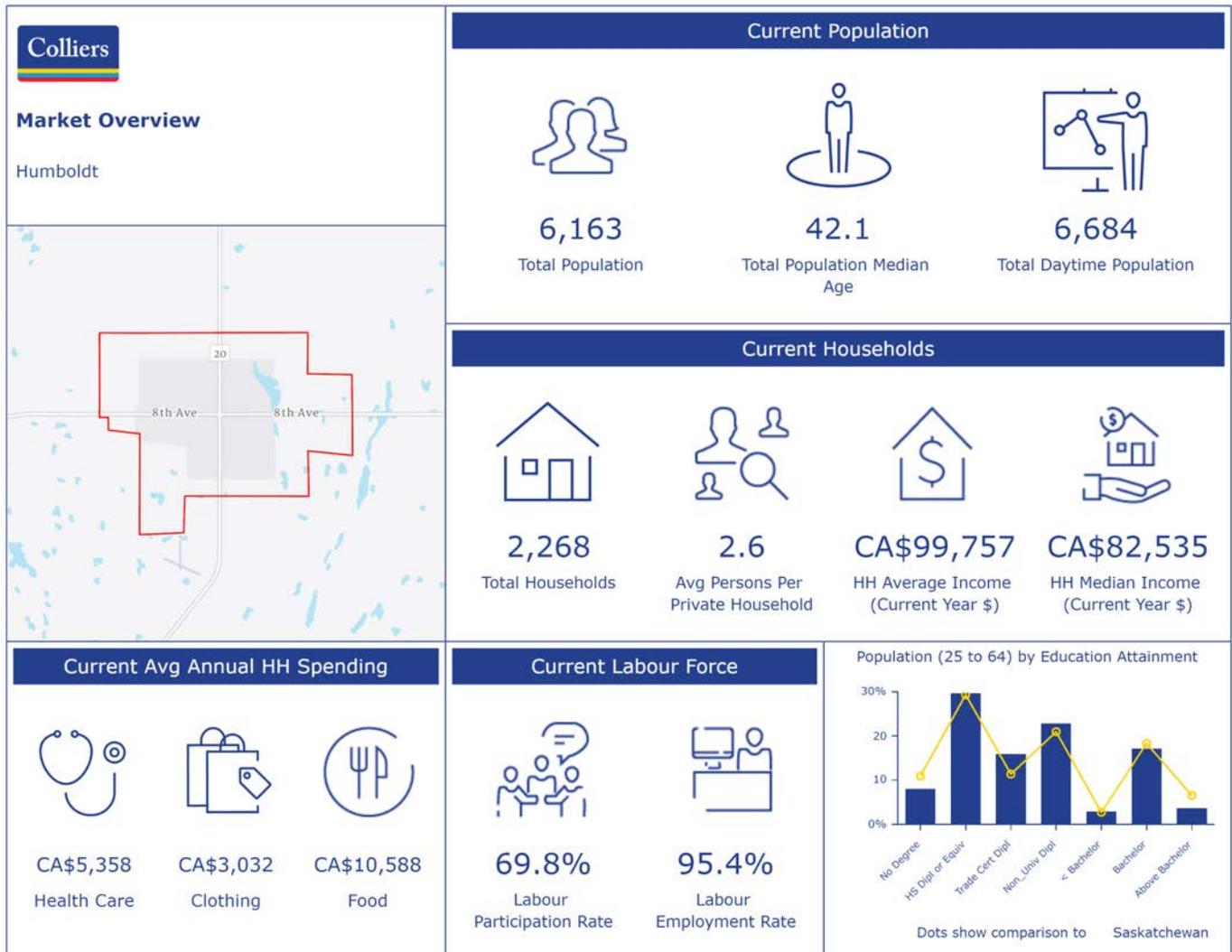
Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

\* Source: Townfolio, City of Humboldt

## 5.5 Retail Spending Profile – PRIZM Segments

Out of a total possible 67, the City of Humboldt has the following consumer segments: Suburban Recliners (30.5%), Country & Western (24.2%), Down to Earth (11.9%), Keep on Trucking (11.4%), Juggling Acts (9.3%), New Country (7.5%), Suburban Sports (5.2%).



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.



# Consumer Expenditures

Humboldt

## 2020 Wealth & income

  
**CA\$82,535**  
 Median household income

  
**CA \$36,711**  
 Per capita income

  
**80%**  
 Dwellings: owned

  
**4.6%**  
 Unemployment rate

## 2020 Annual spending total



**2.6**

Avg size household



**CA \$234,809,894**

Annual household expenditure

## 2020 Annual household goods spending

  
**CA\$10,994,254**  
 Housekeeping supplies

  
**CA\$3,169,946**  
 Furnishings

  
**CA\$351,971**  
 Household textiles

  
**CA\$2,204,728**  
 Furniture

  
**CA\$1,289,420**  
 Major appliances

  
**CA\$2,310,814**  
 Household equipment

## 2020 Annual transportation spending

  
**CA\$28,132,533**  
 Transportation total

  
**CA\$910,417**  
 Payments on vehicles excluding leases

  
**CA\$9,890,088**  
 Gasoline & motor oil

  
**CA\$2,205,877**  
 Vehicle maintenance & repairs

  
**CA\$825,815**  
 Vehicle insurance

  
**CA\$137,801**  
 Leased vehicles

## 2020 Annual entertainment/recreation spending

  
**CA\$10,777,966**  
 Total entertainment/rec

  
**CA\$1,612,320**  
 Sports/rec/exercise equipment

  
**CA\$421,108**  
 Reading materials, other printed matter

  
**CA\$184,891**  
 Photographic goods/services

  
**CA\$368,239**  
 Children toys

  
**CA\$1,120,389**  
 Home entertainment, services

## 2020 Annual food & alcohol spending

  
**CA\$24,014,112**  
 2020 Food

  
**CA\$16,733,239**  
 Food from store

  
**CA\$7,280,873**  
 Food from restaurants

  
**CA\$4,340,167**  
 Alcoholic beverages total

  
**CA\$2,906,434**  
 Alcoholic beverages from store

  
**CA\$1,259,457**  
 Alcoholic beverages from restaurants

## 2020 Annual clothing spending

  
**CA\$6,877,377**  
 Total clothing

  
**CA\$1,261,060**  
 Men's clothing

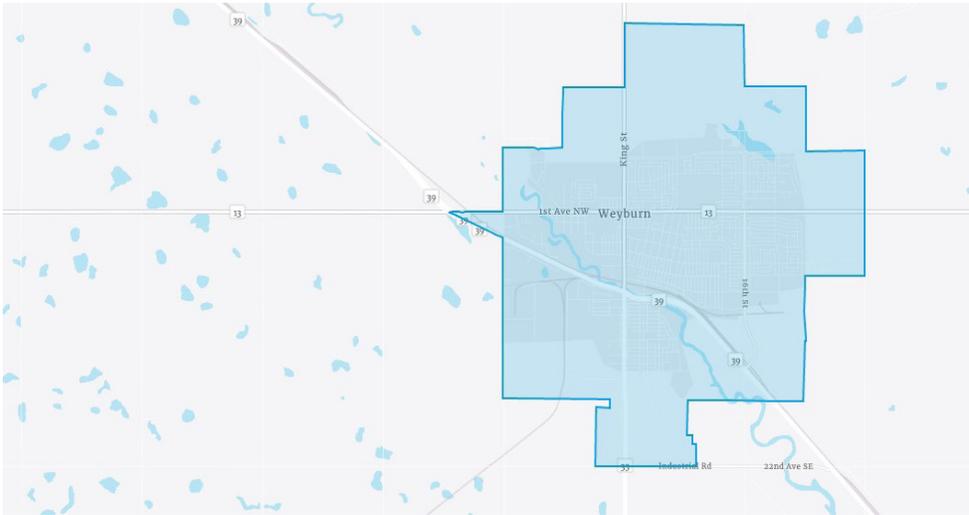
  
**CA\$1,999,247**  
 Women's clothing

  
**CA\$461,080**  
 Children's apparel

  
**CA\$106,502**  
 Infant clothing

  
**CA\$1,254,960**  
 Footwear

## — 5 Comparison Markets Overview: Weyburn (Hub)



### 5.6 Location Context

The city of Weyburn was founded in 1899 as a community began to form around a station house. Weyburn is now a designated regional centre for southeast Saskatchewan and provides various public services for the region.

### Regional Location & Physical Setting

Weyburn incorporated as a village in 1900 and then as a town in 1903. Weyburn's official incorporation as a city occurred on September 1, 1913.

The City of Weyburn is on the Souris River approximately 115 km southeast of the city of Regina, 372 km from Saskatoon, and is approximately 76 km north of the Canada - United States border. Weyburn is approximately 123 km from the Global Transportation Hub (GTH) – Canada's only autonomous and self-governing inland Port Authority providing rail access to all major Canadian ports, Gulf Coast ports and mid-western US trans-shipment points and trucking connections.

Access to the community is provided via provincial highways 13, and 35 and 39 (international highways). Highway 39 is the main route to the 24-hour Canada – US border crossing at North Portal. The city of Weyburn is surrounded by the RM of Weyburn No. 67.

### Key Infrastructure

- Weyburn Municipal Airport – a registered four-directional airport operated by the City of Weyburn
- Weyburn General Hospital – currently 40 acute care beds. Design plans will soon be underway for a new hospital to serve residents of Weyburn and the surrounding area.
- City of Weyburn Police Service – a full-service agency providing 24 hour / 365 policing and law enforcement services to the City of Weyburn

11,430<sup>^</sup>

Total Population

11,462

Daytime Population

\$118,364<sup>^</sup>

Average Household Income

1,195<sup>^</sup>

Total Visible Minorities

38.9<sup>^</sup>

Median Age

5.2%\*

Current Unemployment Rate

3,430\*

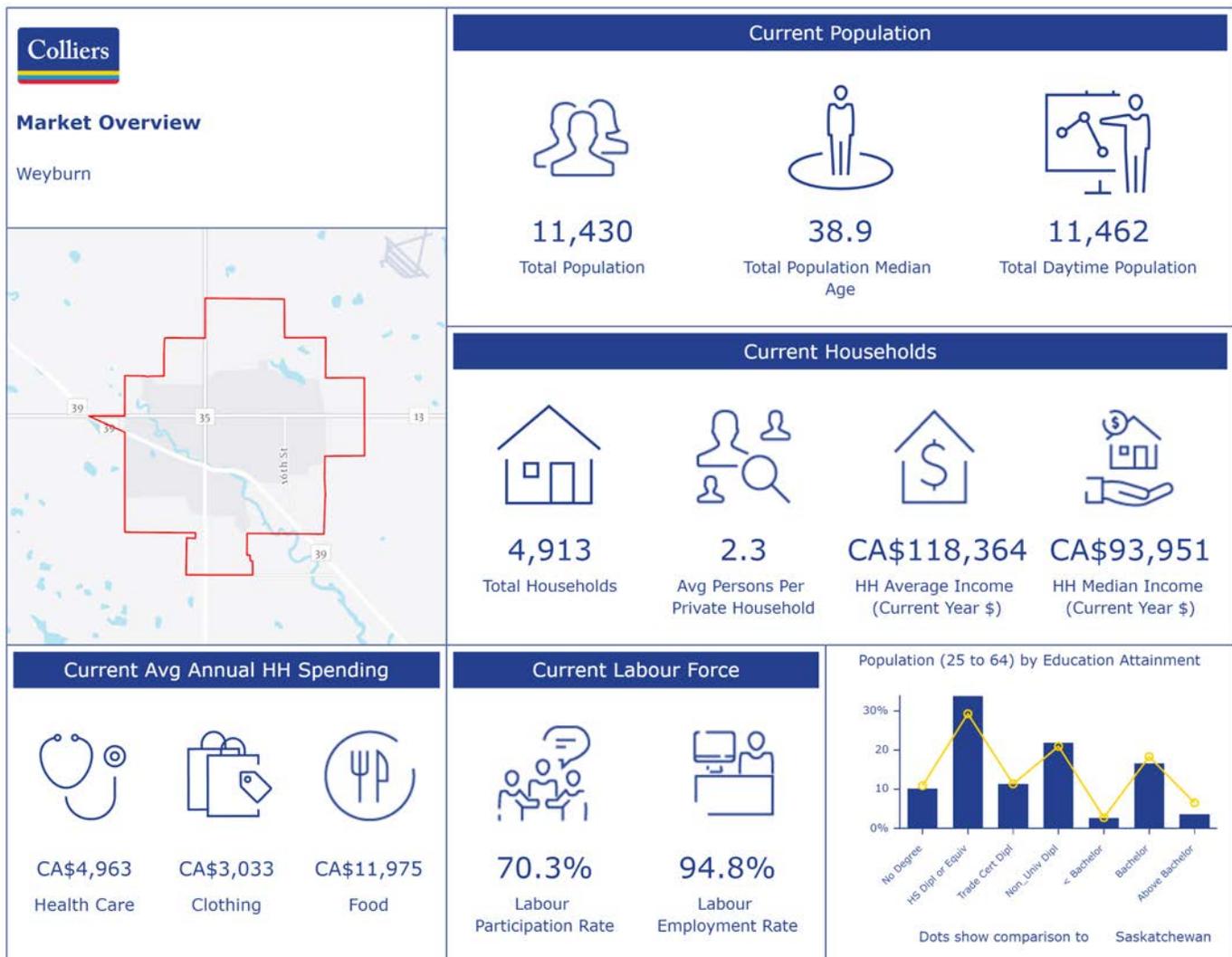
Residents Who Work Locally

<sup>^</sup> Source: Colliers, 2020 estimate based on statistical models of 2016 Canadian Census data

\* Source: Townfolio, City of Weyburn

## 5.6 Retail Spending Profile – PRIZM Segments

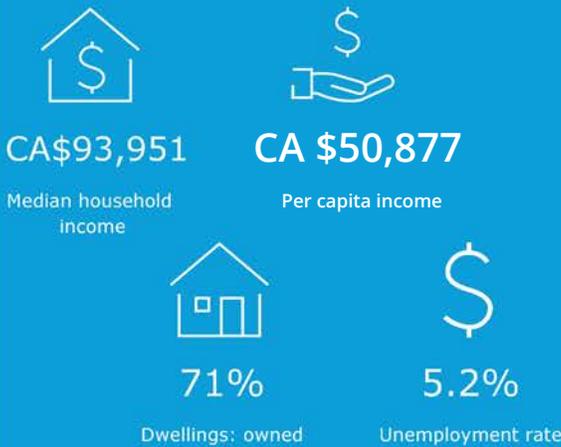
Out of a total possible 67, the City of Weyburn has the following consumer segments: Keep on Trucking (49.7%), Suburban Recliners (20.9%), Value Villagers (14.5%), Kick-Back Country (11.7%), Juggling Acts (3.1%).



Source: This infographic contains data provided by Environics. The vintage of the data is 2020.

Weyburn

## 2020 Wealth & income



## 2020 Annual spending total



## 2020 Annual household goods spending



## 2020 Annual transportation spending



## 2020 Annual entertainment/recreation spending



## 2020 Annual food & alcohol spending



## 2020 Annual clothing spending





# 6 SWOT Analysis

## 6 SWOT Analysis

### 6.1 Strengths

- Successful positioning of the City as a safe and affordable community with a welcoming environment.
- Active and engaged City Council and Administration seeking to understand the community demographics, retail market, and commitment to making Warman the ideal place to live, work, and play.
- The intent and desire of City Council to transform Warman to a self-sufficient edge community rather than a traditional bedroom community of Saskatoon.
- An exceptional, well-designed, and comprehensive City website with useful integrations (e.g., campground reservations, My Recreation account management).
- Excellent population demographics to support an expanding retail sector: a young population that is rapidly growing, is highly educated, high incomes, and high levels of home ownership.
- Located adjacent to a highway that is the primary route to access northern Saskatchewan, with an estimated daily traffic of 20,600 vehicles per day (2018).
- Dominant in the region for certain retail sectors.
- Excellent Household Spending Potential Index scores across several retail categories.
- Overall commercial real estate prices including the cost of land, net rent and average occupancy costs are lower than Saskatoon.
- Abundant land commercial land, as well as competitively priced industrial land.
- Lower costs for residential properties.
- Lower commercial property taxes than Saskatoon
- Development-driven, specifically with a streamlined construction permit process
- Development is quicker than in Saskatoon from application to constructed building

## 6.2 Weaknesses

- Current health services are privately-owned enterprises occupying commercial space. Privately-owned clinics serve the immediate community and likely do not attract enough people to the area for daytime work from other centres. Government-operated departments comprise the top four employers in Saskatchewan, with the Saskatchewan Health Authority being the largest with 54,000 more employees than the second top employer. With no permanent Saskatchewan Health Authority-operated facilities located in Warman, there is no draw for daytime workers from the area nor visitors for the purposes of health services.

**Table 6.1: Saskatchewan’s top four employers (2020)**

Company	Industry	Employees
Saskatchewan Health Authority	Healthcare	59,000+
SaskTel	Telecommunications	4,100+
SaskPower	Utilities	3,100+
SaskEnergy	1.8Oil and Gas	1,110+

Source: IIMMI Group

- Established commuter culture and loss of approximately 29.1% of daytime population for non-local employment.
- Retail outflow, or loss of retail expenditures, to Saskatoon and Martensville due to geographical proximity.
- Although there is land for sale, there is no current commercial retail enterprises adjacent to Highway 11.
- Major highways do not go through Warman.
- Specialty retailers catering to a particular ethnicity (e.g., Asian grocery stores in Saskatoon) may bypass Warman in favour of Saskatoon, or potentially Martensville as it has a slightly more diverse population.
- Lack of a business park (or modern office space hub) for businesses to potentially locate head offices or corporate enterprise directly in Warman in order to increase overall daytime population.

## 6.3 Opportunities

- Investigating how Warman can be the site of ancillary health services provided in a Saskatchewan Health Authority-operated facility.
- Focusing the development of a plan to support and expand the commercial sector in order to increase daytime population over time.
- Similar gaps in sectors and services to Martensville means that Warman could seize the opportunity to be the first to fill the gap.
- Explore the profitability of multifamily investment in Warman for developers. Multifamily has weathered the pandemic well and is one of the better performing asset classes for investors looking to expand multifamily development.
- Although out of scope for this project, Warman has a strong home-based business sector that could be evaluated and supported in terms of growth.
- Encourage development of a hybrid fitness sector with a mix of in-person and online offerings.
- Explore options for retailers in the clothing and accessories retail sector.
- Investigate the desired automotive sector services by Warman residents, specifically in automotive parts, service, and car wash.
- Development of the amusement retail sector to draw additional consumers from the region, specifically Martensville.
- Abundant land available for development (both on market and off market) that can be offered with competitive pricing as an alternative to Saskatoon and Martensville.
- Increase the in-migration of new Canadians either by attracting new residents new to the country from the city of Saskatoon or by way of increasing the direct immigration from out of country to Warman.
- Currently, commercial real estate market reports are published for Saskatoon and Regina only. Being the first small Saskatchewan market to publish regular market reports could provide Warman a competitive advantage.
- Targeting local and regional franchise growth rather than large conglomerate corporations at this time.

## 6.4 Threats

- The highway commercial land for sale being at par with Saskatoon commercial land. This may be deterring commercial development on highway commercial zoned land adjacent to Highway 11. Developers may consider the pricing similarity and select commercial land in Saskatoon rather than the land in Warman. A caveat is that the City of Saskatoon is a developer and can therefore directly control land prices whereas the City of Warman land is offered by third party development firms.
- Direct retail sector competition from Martensville and Saskatoon for consumer dollars.
- Martensville developing exclusivity in one or more retail sectors that rank the highest on the Warman Household Spending Potential Index (Section 7.14: Warman Household Spending Potential.)
- Commercial real estate leasing net rental rates increasing, in the future, to be at par with Saskatoon leasing rates, particularly in neighbourhoods with demographics and PRIZM segmentation profiles like Warman.
- Given that retail wages are typically lower, a potential lack of affordable housing, particularly multifamily rental buildings, is a threat to the expansion of the retail sector.
- The retail market expanding more quickly than the pool of available workers residing in Warman.
- Uncertainty by developers or investors around the future intent of the City in developing a highway commercial/retail district.
- As the population ages, the elderly population migrating out of the community in favour of Saskatoon either in relation to provision of health services and/or lack of suitable, affordable senior housing and in-home personal services.
- Building new is challenging. Overall capital to commit can be larger in secondary communities with fear of return on the investment by developers.
- Impact of COVID on the development industry, with respect to cost – Saskatoon, Martensville, and Warman are now similar in terms of cost.
- Leasing: Saskatoon will always hurt secondary markets as long as there is vacancy and availability.
- Martensville's expansion activity in the development of multifamily and residential housing.



# 7 Data Analysis

# 7 Data Analysis

## 7.1 Comparison Markets

The project team selected comparison markets in collaboration with the City of Warman. When the comparison markets were selected it was presumed that each market was similar in population demographics and therefore comparable to Warman's retail market. Of the cities selected, three are classified as bedroom communities (Martensville, an aggregated White City and Emerald Park, and Lacombe, Alberta) and the remaining three are considered regional hubs (Melfort, Humboldt, and Weyburn).

### Overview

The City of Warman's retail market ranked favourably when compared across all spending categories on a per household basis within the market region of Warman, Martensville, and Saskatoon. Additionally, Warman ranked higher than Martensville in nine out of twelve retail sector categories.

With respect to spending categories, the top four spending categories in Warman were found to be:

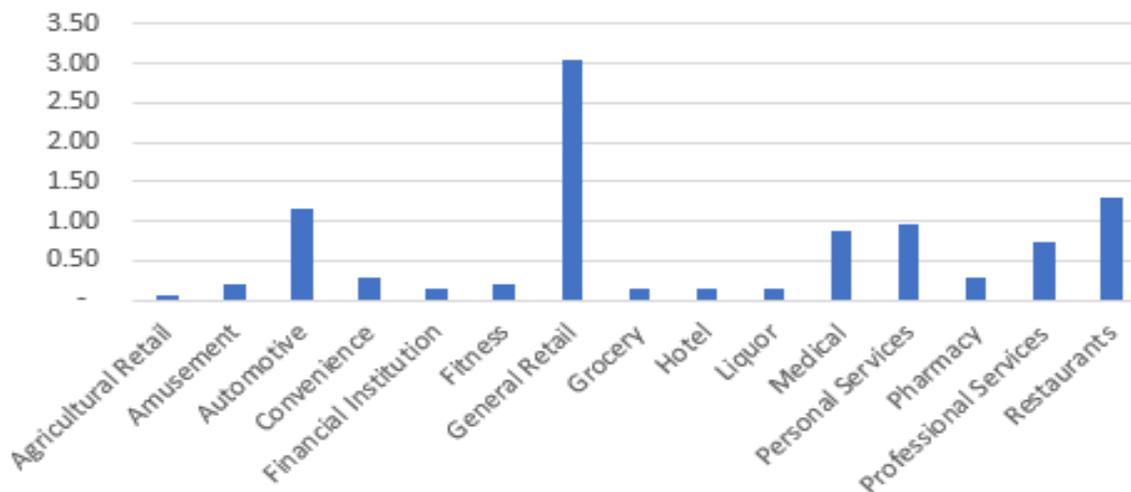
1. Food (\$15,145 per household for both in-store and restaurants)
2. Automotive (\$12,401 per household)
3. Furniture/Appliances/Décor/Garden (\$7,298 per household)
4. Entertainment (\$5,934)

Although not in the top four, other strong spending categories were: Clothing/Accessories including Athletic Wear (\$4,054 per household); Healthcare services, excluding those provided by the Saskatchewan Health Authority, (\$4,125 per household); and Personal Care services (\$4,003 per household).

Of the categories assessed in the comparative analysis, Warman ranked second highest (per capita) in the following six retail sectors:

1. Food
2. Automotive
3. Furniture/Appliances/Décor/Garden
4. Clothing
5. Entertainment
6. Personal Care

**Figure 7.1: Warman retail sector per thousand residents**



## Summary: Warman vs the Martensville retail market

When comparing the active business data between Martensville and Warman, both cities were found to have the same four dominant retail categories: General Retail (21%), Restaurants (21%), Automotive (12%), and Personal Services (12%).

- Warman residents nearly outspend Martensville residents across all merchandise expenditure categories.
- Between Martensville and Warman there is only one agricultural business operating in this region, and that business is in Warman.
- Warman slightly outperforms Martensville in the Amusement retail sector on a per capita comparison.
- Warman has slightly fewer automotive retail establishments than Martensville on a per capita comparison.
- Warman slightly outperforms Martensville in the financial institutions retail sector on a per capita comparison.
- Martensville outperforms Warman in the restaurant retail sector on a per capita basis.
- Warman and Martensville both have a total of 14 businesses classified under the personal services retail category. Warman has more businesses in Non-Medical Health with 29% of the category. Martensville has no businesses in this category.
- Martensville has more businesses (21% per thousand residents) operating in the pet care services sub-sector than does Warman (7% per thousand residents).

## Warman vs Martensville retail growth potential

Statistics Canada administers the national Survey of Household Spending to quantify the spending habits of Canadians. In 2020, Warman's households spent 37% more than the national average across all spending categories, while Martensville households spent 31% more.

The Warman population is young and growing, well educated, and affluent. When assessing the household Spending Potential Index, the residents of Warman significantly outspent the national average for household expenditures in the following top 5 categories:

1. Personal insurance payments and pension contributions: total (\$)
2. Recreation: Total (\$)
3. Games of chance (net): Total (\$)
4. Gifts of money and contributions: Total (\$)
5. Shelter: Total (\$)

Martensville residents, in comparison, outspent the national average for household expenditures in the following top five categories:

1. Personal insurance payments and pension contributions: total (\$)
2. Recreation: Total (\$)
3. Shelter: Total (\$)
4. Household Operation: Total (\$)
5. Games of chance (net): Total (\$)

## **Summary: Warman vs the comparison hub markets**

In the analysis of the comparative markets, it was found that three of the comparison markets (Humboldt, Melfort, and Weyburn) possessed particular characteristics unique to them. These three markets were classified as regional hubs on the basis of: geography and situated further away from a larger centre classified as a CMA by Statistics Canada (such as Prince Albert, Saskatoon, or Regina), plus serve as the primary retail market for the surrounding rural municipalities. These hubs have a greater diversity of retail and service sectors in their respective communities.

As expected, the regional hub markets outperformed, and outranked, Warman and most of the other bedroom communities in every category on a per capita basis. Warman and the other bedroom communities' low ranking in the Medical, Professional Services, and hotel sector may indicate an opportunity for growth in Warman. However, the findings suggest that the hotel sector may be challenging to develop in Warman if done in isolation to other strategic growth initiatives within the broader Warman economy. The key drivers of hotel demand and growth in the regional hubs appears to be the size of the local business community, Saskatchewan Health Authority-provided services, recreation facilities, and the intersection of major highways adjacent to one or more of the retail and commercial areas.

The regional hubs may have higher rankings due to government and Saskatchewan Health Authority services provided within the community. In each case, the hubs serve their respective regions, and this directly translates to increased travel to obtain services. This regional concentration of services could suggest that the private medical sector may be difficult to expand in Warman without the parallel development of permanent Saskatchewan Health Authority-operated services. That said, with Warman's young and rapidly growing population, a collaboration between the City of Warman and the Saskatchewan Health Authority may be a possibility to explore as one strategy to increase overall daytime population in order to support and sustain an expansion of the local retail market.

## 7.2 Business License Data

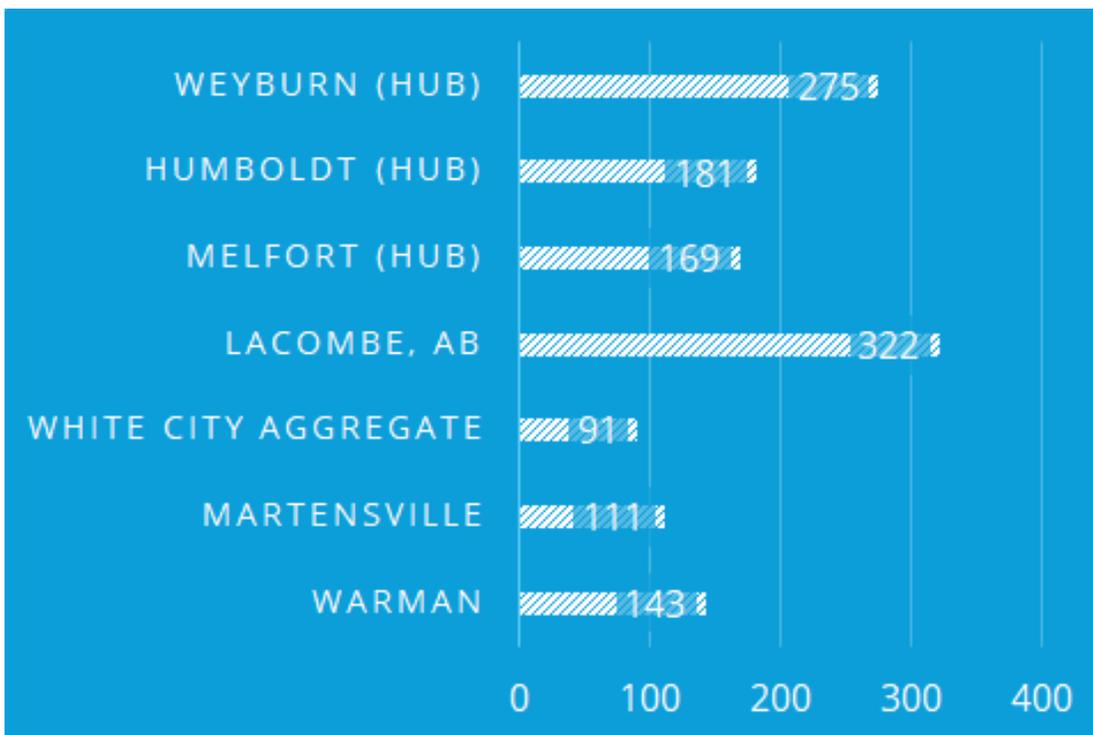
The City of Warman Economic Development Officer provided Colliers with business license data for currently operating businesses in the market area. Of the business license data provided, 143 active businesses were classified into one of the retail sectors relevant to the City of Warman and were therefore included in the comparative analysis. The business license data from the City of Warman was considered against the data from the six comparison markets.

Of the 143 active, and relevant, businesses included in the analysis, it was found that 66% of Warman's businesses are operating in four retail categories: General Retail (31%), Restaurants (13%), Automotive (12%), Personal Services (10%).

When the same analysis was applied to the Martensville active business data, it was found that, of the 111 active businesses, these same four categories are the predominant retail sectors in the city: General Retail (21%), Restaurants (21%), Automotive (12%), and Personal Services (12%).

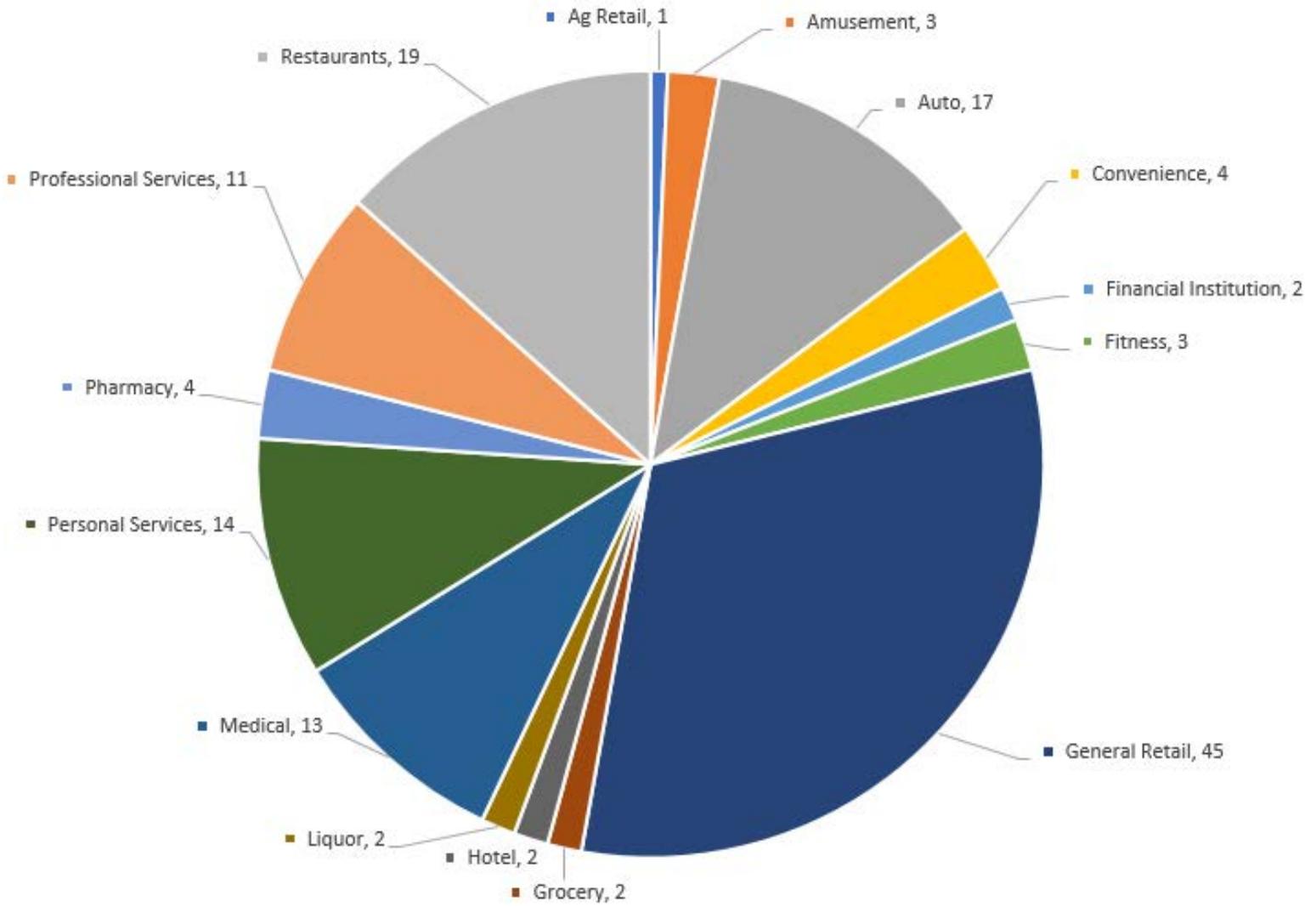
The homogeneity of both the Warman and Martensville retail markets may indicate a perceived lack of diversity that may contribute to retail outflow, or lost sales, to the Saskatoon market within the broader region. That said, the lack of diversity found in the active business data demonstrates that there are opportunities here for new and different retail businesses to establish in Warman and cater to both cities population's preferences and needs.

**Figure 7.2: Number of active businesses in Warman and the six comparison markets**



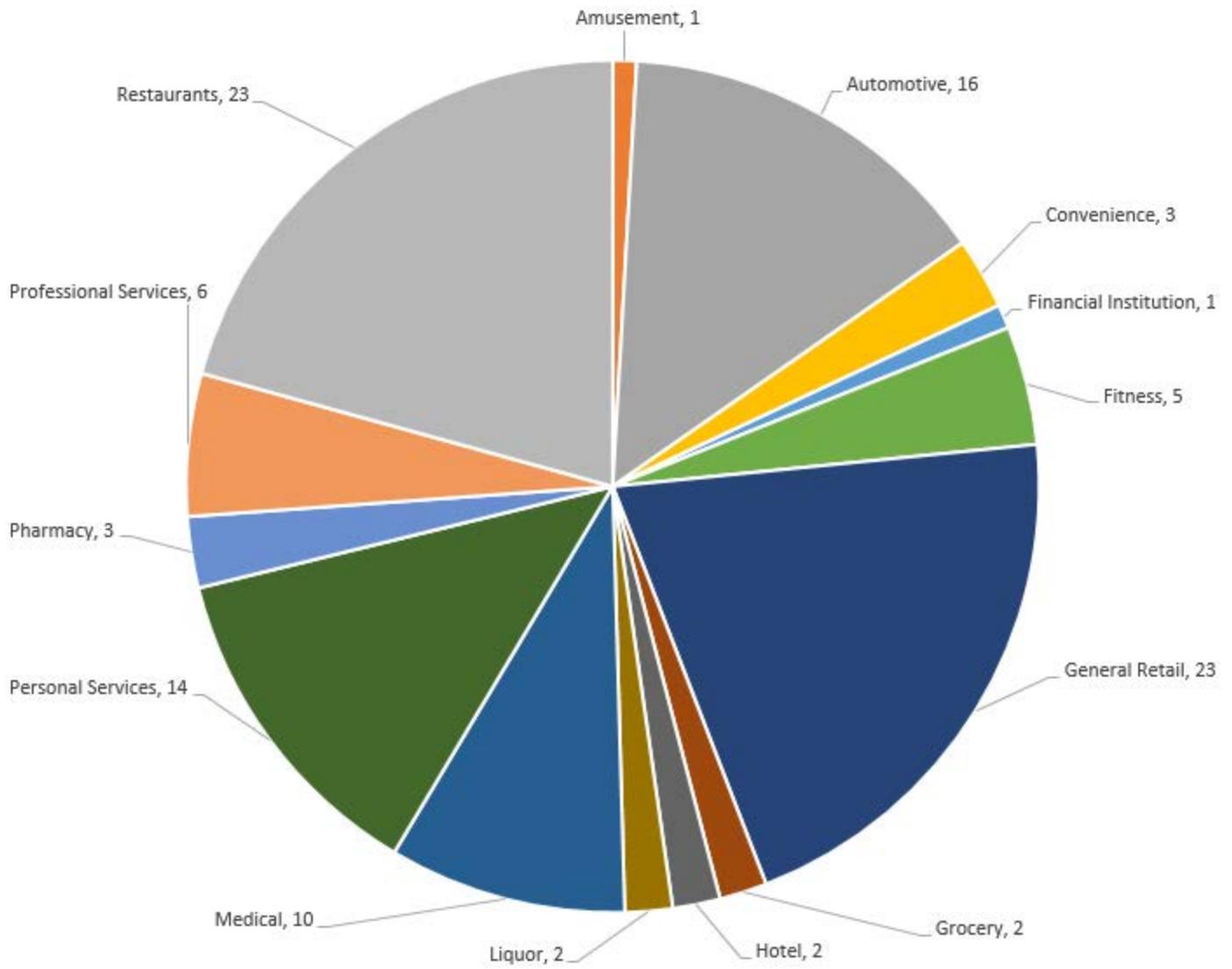
## 7.2 Business License Data

Figure 7.3: Warman - number of businesses by retail sector



## 7.2 Business License Data

Figure 7.4: Martensville – number of businesses by retail sector



### 7.3 Spending Data - Overview

Underperforming sectors were identified within the Warman retail market by the following criteria: the sector has less participants per capita as compared to other markets with similar characteristics, and that has realistic potential for growth within the city of Warman. Warman's ranking in merchandise spending data for each sector was compared to Martensville, and then to all other comparison markets.

**Table 7.1: Merchandise expenditures per household – regional summary**

	Warman	Martensville	Saskatoon	Saskatchewan
<b>Total number of Households</b>	<b>4,397</b>	3,545	98,565	432,620
Home Renovations	<b>\$4,776.49</b>	\$4,951.29	\$4,530.74	\$5,059.00
Food	<b>\$15,145.03</b>	\$14,418.25	\$12,545.64	\$11,811.25
Furniture / Appliances / Décor / Garden	<b>\$7,298.01</b>	\$7,017.03	\$6,161.99	\$5,608.38
Clothing and Accessories	<b>\$4,054.24</b>	\$3,928.27	\$3,812.36	\$3,421.24
Sporting Goods and Outdoors	<b>\$351.12</b>	\$304.94	\$227.42	\$251.73
Hardware and Tools	<b>\$234.36</b>	\$249.89	\$119.80	\$135.65
Automotive	<b>\$12,401.10</b>	\$12,328.70	\$9,006.05	\$10,194.57
Healthcare	<b>\$4,125.77</b>	\$3,836.00	\$3,982.54	\$3,806.67
Personal Care	<b>\$4,003.07</b>	\$3,800.24	\$3,406.83	\$2,854.18
Entertainment	<b>\$5,934.29</b>	\$5,445.72	\$4,984.58	\$4,576.23
Professional Services	<b>\$2,357.98</b>	\$2,305.20	\$2,557.46	\$2,375.83
Pet	<b>\$982.68</b>	\$991.32	\$888.67	\$906.48

## 7.3 Spending Data - Overview

Table 7.2: Merchandise expenditures per household – comparison markets

	Warman	Martensville	Aggregate White City / Emerald Park	Lacombe	Melfort	Humboldt	Weyburn
<b>Total number of Households</b>	<b>4,397</b>	3,545	2,762	5,140	2,382	2,268	4,913
Home Renovations	<b>\$4,776.49</b>	\$4,951.29	\$12,303.42	\$3,013.97	\$4,211.55	\$5,822.69	\$5,144.19
Food	<b>\$15,145.03</b>	<b>\$14,418.25</b>	\$18,171.34	\$12,193.04	\$9,707.97	\$10,588.23	\$11,974.67
Furniture / Appliances / Décor / Garden	<b>\$7,298.01</b>	\$7,017.03	\$10,315.68	\$6,063.93	\$4,236.20	\$5,028.75	\$6,012.83
Clothing and Accessories	<b>\$4,054.24</b>	\$3,928.27	\$5,354.28	\$3,884.06	\$2,747.12	\$3,130.70	\$3,141.39
Sporting Goods and Outdoors	<b>\$351.12</b>	\$304.94	\$478.01	\$263.60	\$313.21	\$438.46	\$282.87
Hardware and Tools	<b>\$234.36</b>	\$249.89	\$308.64	\$46.44	\$77.62	\$86.28	\$143.51
Automotive	<b>\$12,401.10</b>	\$12,328.70	\$17,003.22	\$14,698.44	\$9,547.02	\$10,682.95	\$10,513.20
Healthcare	<b>\$4,125.77</b>	\$3,836.00	\$4,937.50	\$4,184.46	\$3,555.74	\$3,847.30	\$3,557.03
Personal Care	<b>\$4,003.07</b>	\$3,800.24	\$4,537.38	\$3,045.22	\$2,279.99	\$2,675.64	\$2,835.05
Entertainment	<b>\$5,934.29</b>	\$5,445.72	\$7,427.35	\$5,586.97	\$3,677.47	\$4,177.57	\$4,683.53
Professional Services	<b>\$2,357.98</b>	\$2,305.20	\$3,335.91	\$2,334.28	\$2,180.14	\$2,445.51	\$2,266.52
Pet	<b>\$982.68</b>	\$991.32	\$1,746.85	\$1,520.92	\$650.40	\$796.55	\$934.68

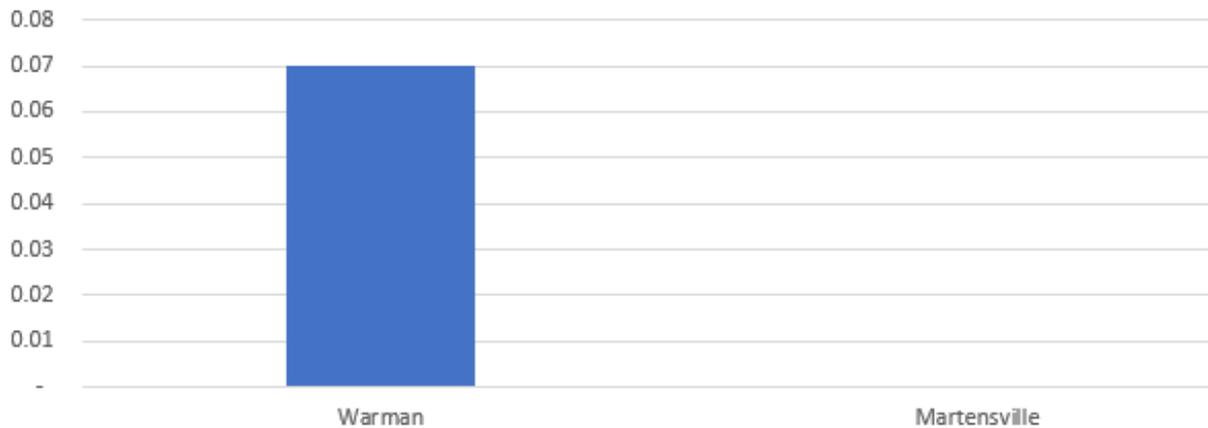
## 7.4 Spending Data - Agriculture Sector

### Agriculture sector – Key findings

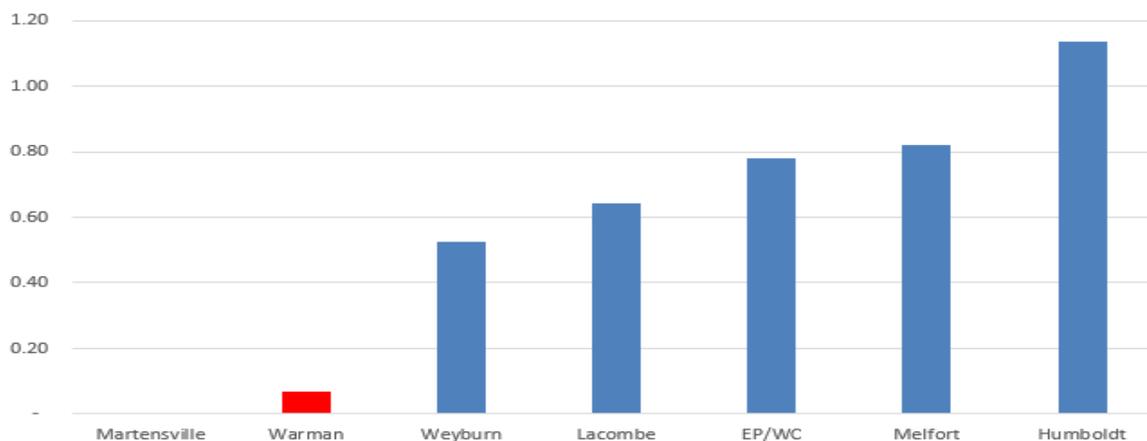
The Agriculture sector includes those businesses selling farm equipment as well as feed and general farm supplies. Expanding in this sector could create drive within the region to come to Warman for basic farm and agriculture supplies

- Between Martensville and Warman only one business operating in this region, and that business is located in Warman.
- Lacombe and Emerald Park/White City have significantly more Agriculture based businesses at 0.64 per thousand and 0.78 per thousand, respectively.
- As of August 2020, Farm Products made up the largest portion of exports originating in Saskatchewan according to the Provincial government
- Easy access between Warman and surrounding communities such as Martensville, Dalmeny, Osler, Hague and the RM of Corman Park may facilitate Warman’s evolution into a small regional hub for these products, however competing with Saskatoon for some of the larger equipment dealers may be challenging.
- Significant agriculture sector businesses operating in other markets that do not currently operate in Warman: Schenns Farm Supply (Humboldt), Quibell Feeds (Melfort), Cow Town (Weyburn) and many Co-Op Agro Centres across several of the comparison markets.

**Figure 7.5: Warman vs Martensville - Agriculture Sector: Retail (per thousand residents)**



**Figure 7.6: Agriculture Sector: Retail (per thousand residents)**



## 7.5 Spending data - Amusement sector

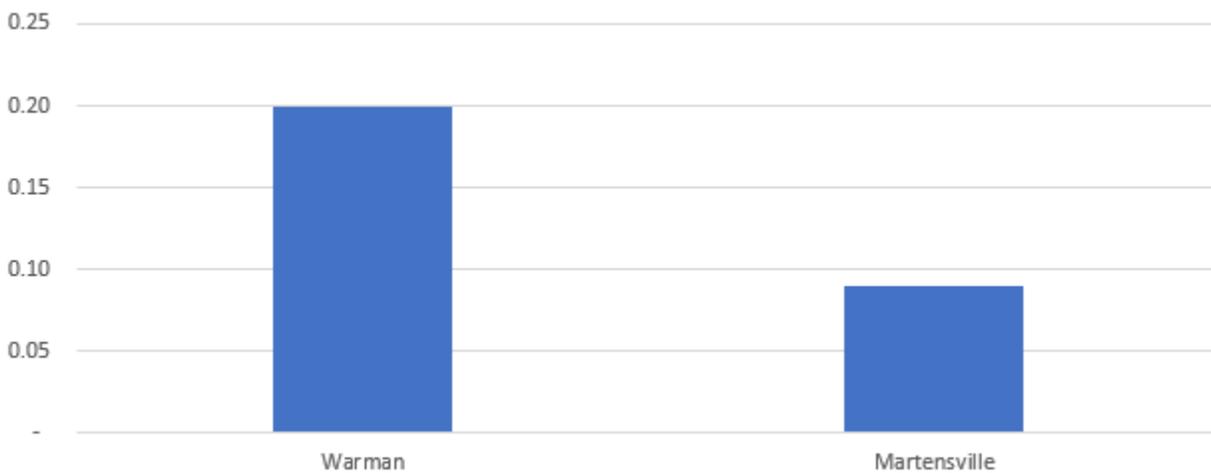
### Amusement sector - key findings

Businesses in the Amusement sector include dance studios, gymnastics studios, arcades, bowling alleys, movie theatres and any other business where residents may go for a fun activity. Excluded from this category were civic recreation centres. This sector has, as a whole, struggled throughout the COVID-19 pandemic and strategies to attract these types of businesses to Warman may be challenging in the short term. That said, in Warman, this sector is one of the highest spending categories per household. Post-pandemic opportunities may exist for Warman to grow this sector.

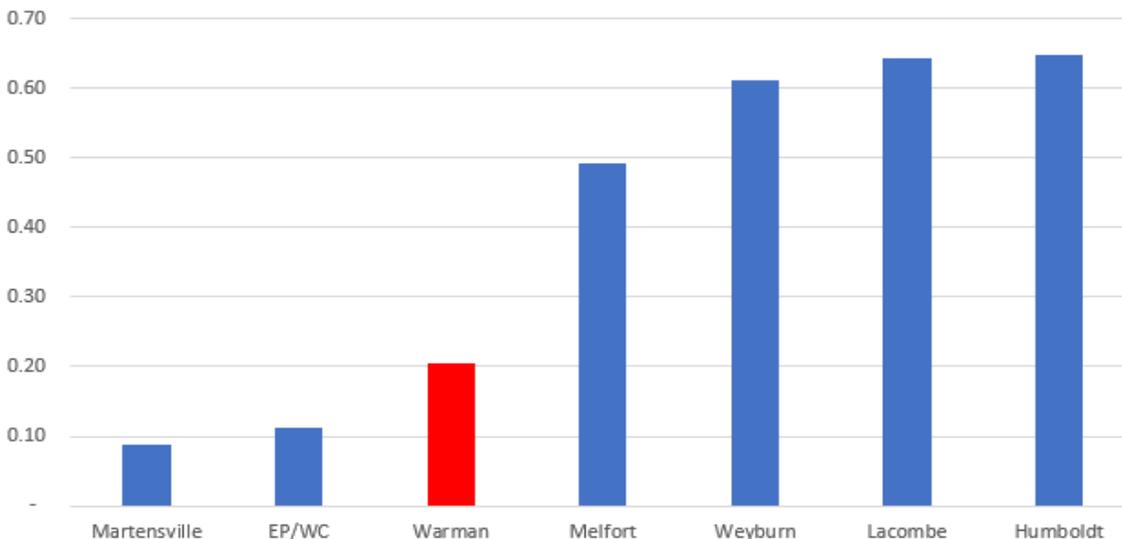
Warman slightly outperforms Martensville and Emerald Park/White City in this sector, and falls far behind all other markets. Lacombe, for example, has 0.64 amusement businesses per thousand compared to just 0.20 per thousand in Warman. Melfort has 0.49 Amusement businesses per thousand and Weyburn, Lacombe and Humboldt all have over 0.60 per thousand.

The regional hub markets of Melfort, Humboldt, and Weyburn and the bedroom community of Lacombe all have at least one bowling alley and at least one movie theatre. Warman and Martensville have neither of these.

**Figure 7.7: Warman vs Martensville - Amusement Sector: Retail (per thousand residents)**



**Figure 7.8: Amusement Sector: Retail (per thousand residents)**



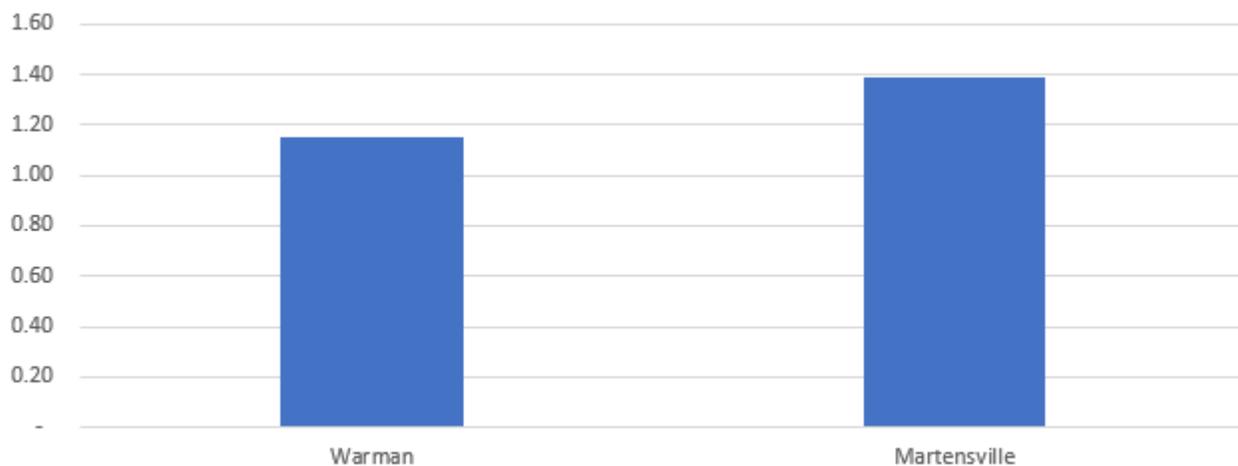
## 7.6 Spending data – Automotive sector

### Automotive sector– key findings

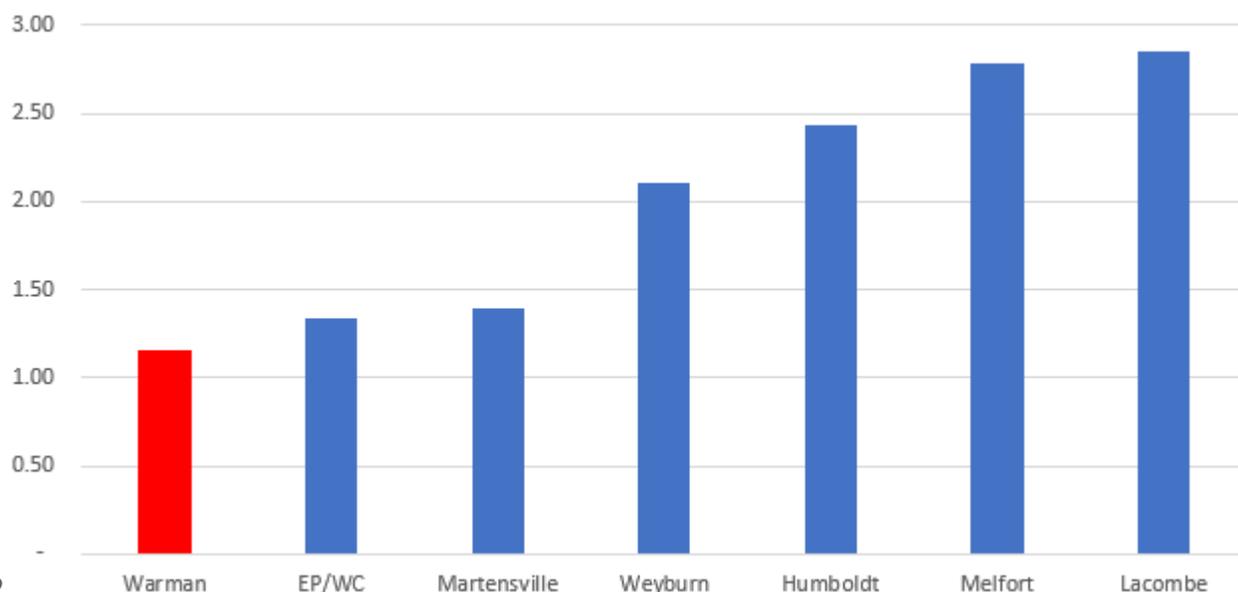
Businesses in the Automotive sector includes dealerships for personal automobiles, recreational vehicles and industrial equipment as well as parts retailers and service businesses commonly found within retail developments such as lube shops and car washes. Provincially, Motor Vehicle and Parts Dealers make up a significant amount of retail trade. In the first quarter of 2021 sales in this category were up 35.6% from the same period in 2020 and it is the largest category of those that the government reports on. Similar to the Agriculture sector, competing with Saskatoon for dealerships may be challenging, however expanding parts retail, service, and car washes could take advantage of the high per household auto spending in Warman and thus grow this sector in a meaningful way.

- Warman ranks in last place in this sector with only 1.15 per thousand auto businesses.
- Lacombe outranks every other market in the analysis with 2.86 per thousand auto businesses.
- Of the top three markets in this sector (which also include Humboldt and Melfort) Lacombe has the most expansive and diverse auto sector with large numbers of parts retailers, personal auto dealers representing many major manufacturers as well as second-hand auto dealers, equipment dealers, recreational vehicle dealers and a larger number of lube and service oriented businesses than any other market.

**Figure 7.9: Warman vs Martensville - Automotive Sector: Retail (per thousand residents)**



**Figure 7.10: Automotive Sector: Retail (per thousand residents)**



## 7.7 Spending data – Fitness Sector

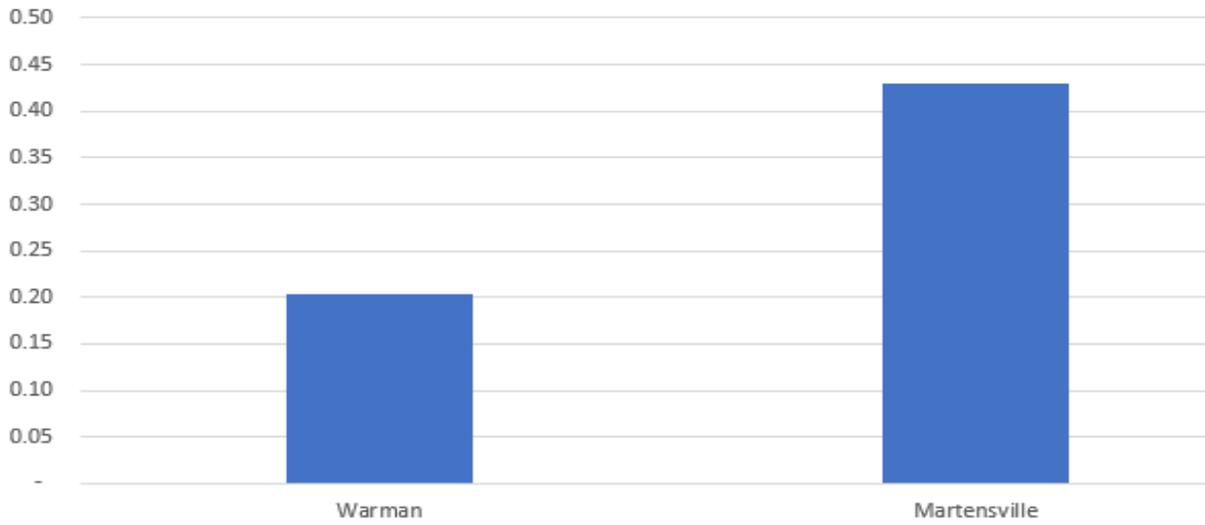
### Fitness sector– key findings

The businesses included in the Fitness sector analysis includes all gyms, and excluded are any gyms or facilities located in a residential home or a civic recreation centre. The fitness sector has struggled to remain viable and generate revenue throughout the pandemic. Restrictions on indoor gatherings as well as masking requirements has made for an unpredictable business environment.

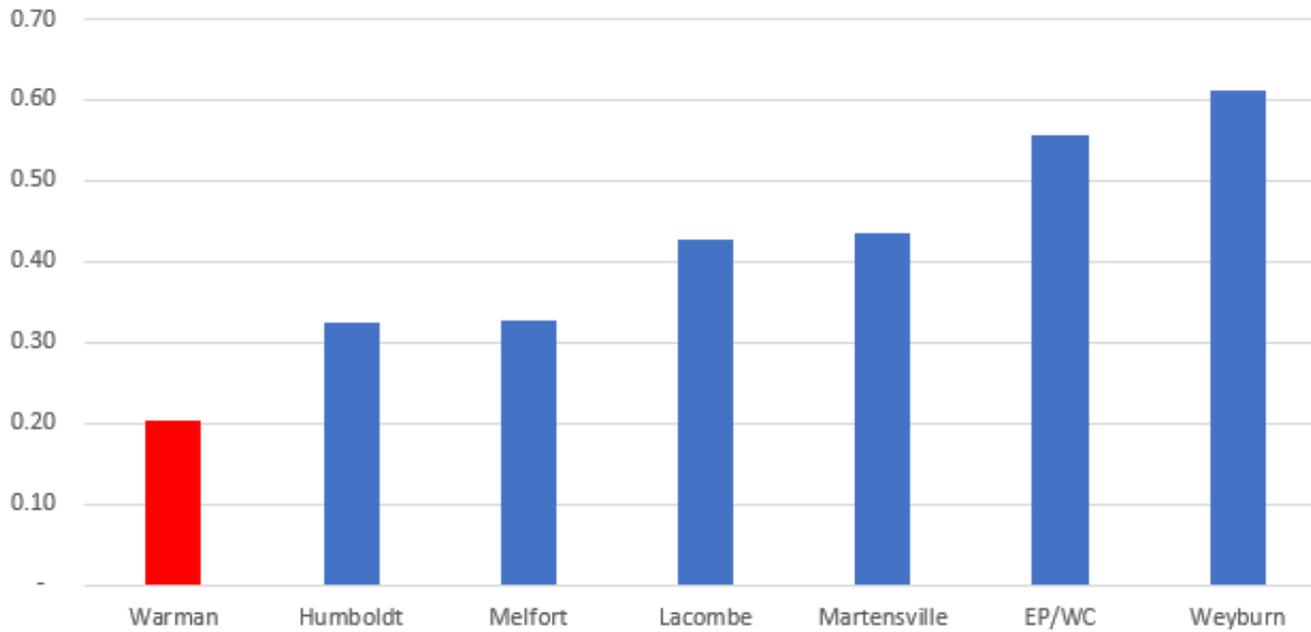
Prior to the pandemic, the fitness sector was growing quickly and changing composition in major centres like Saskatoon. In addition to large scale gyms such as Goodlife Fitness, Planet Fitness and Motion Fitness (that tend to occupy 30,000 square feet or more) boutique fitness was a rapidly expanding sub-sector within the fitness category. Boutique, specialized gyms that focus on yoga, circuit training, spin classes, barre classes, for example, were expanding into smaller spaces in both regional and neighbourhood shopping centres.

- Warman ranks last in this sector with only 0.27 per thousand fitness businesses. The other bedroom communities rank significantly higher. Lacombe and Martensville each have 0.43 per thousand fitness businesses while Emerald Park/White City having 0.56 per thousand fitness businesses.
- Weyburn, a regional hub, has a higher average age than all but one comparison market possesses the most fitness businesses per capita at 0.61 per thousand.
- Of the major national and regional chains operating large scale gyms there is only one in all of the comparison markets; a Goodlife Fitness in Lacombe. The fitness sectors of all other markets, including Warman are a mix of national chains and local boutique operators all likely operating in no more than 6,000 square feet.
- The low average age and high average household income of Warman indicates that residents have the lifestyle priorities and disposable income to support more fitness businesses. While in the short-term this may be a difficult sector to grow, evidence would suggest that more fitness businesses could be located in Warman at some time in the future, provided they are those that have adapted to the operating climate in this industry.

**Figure 7.11: Warman vs Martensville - Fitness Sector: Retail (per thousand residents)**



**Figure 7.12: Fitness sector retail (per thousand residents)**



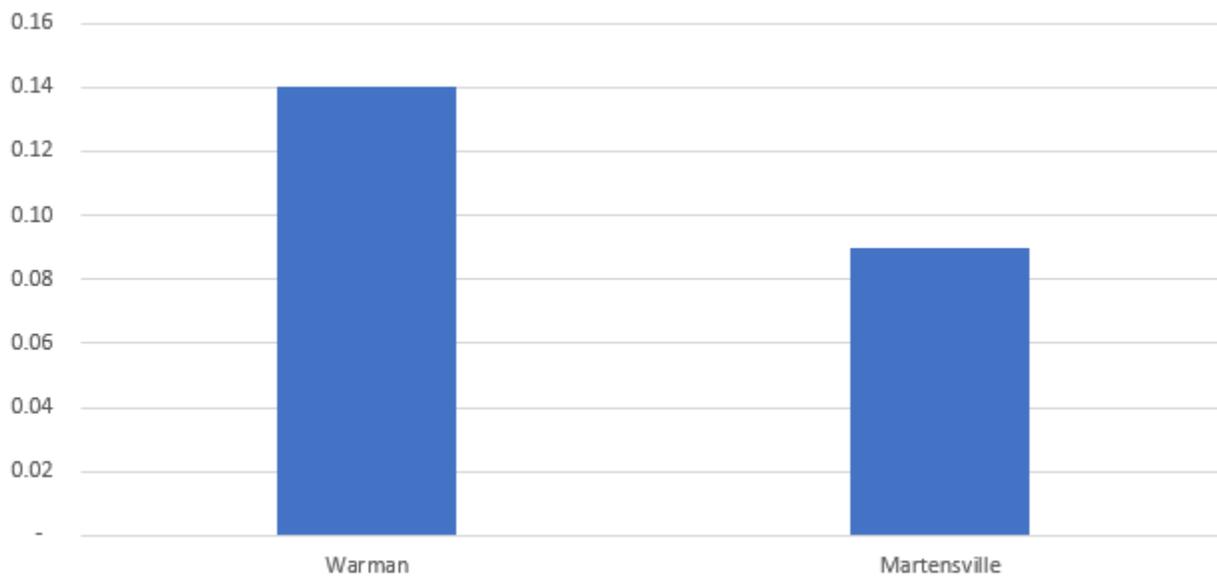
## 7.8 Spending data – Financial Institutions Sector

### Financial Institutions sector– key findings

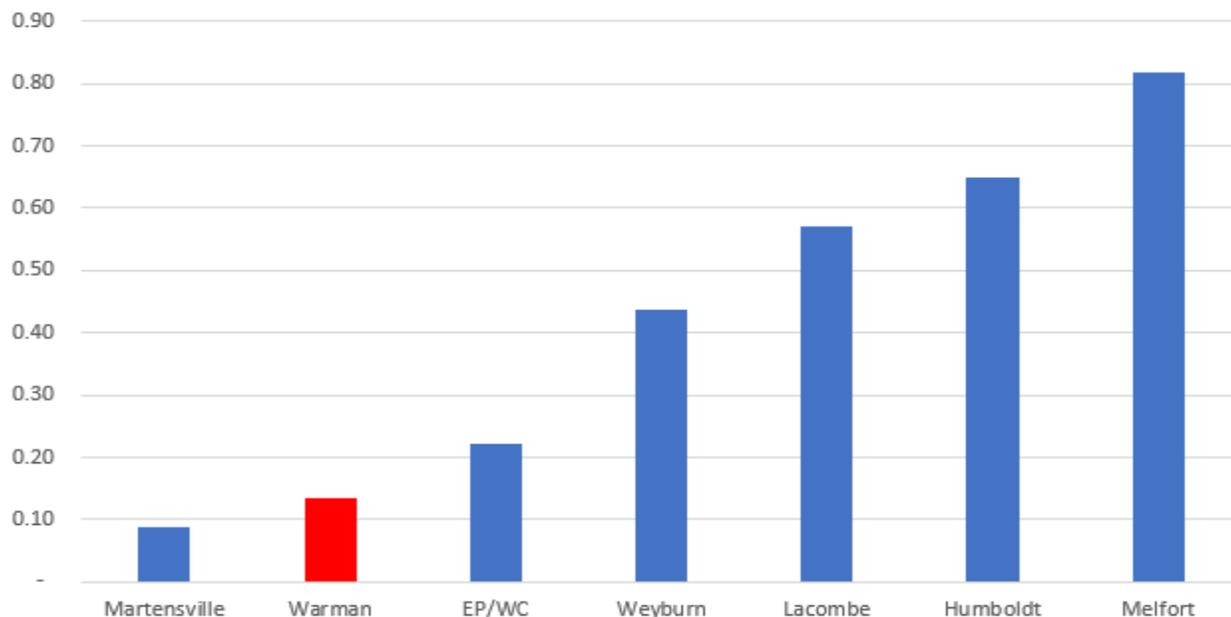
The Financial Institutions sector includes traditional banks and credit unions with retail locations. While many services typically offered in this sector are moving online, and the players involved continue to assess the function and need for physical space, new retail development still manages to attract major financial institutions who jostle for strategic locations within a given market. Growing this sector within Warman may likely require new retail development with diverse tenant mixes.

- Warman ranked second last in this sector with only 0.14 financial institutions per thousand. This is well below Lacombe with 0.57 per thousand and Humboldt and Melfort who rounded out the top three ranked markets with 0.65 per thousand and 0.82 per thousand respectively.

**Figure 7.13: Warman vs Martensville - Financial sector retail (per thousand residents)**



**Figure 7.14: Financial sector retail (per thousand residents)**



## 7.9 Spending data -Restaurant Sector

### Restaurant Sector- key findings

Nationally, the food service sector is attracting increased sales and a larger share of household budgets. Food service establishments have become more prominent as well as more important anchor tenants that attract consumers to larger shopping centres. The food service sector (NAICS 722) identifies six broad groups of commercial activity within the larger food services sector:

1. Food service contractors (722310)
2. Caterers (722320)
3. Mobile food services (720330)
4. Drinking places (alcoholic beverages) (722410)
5. Full-service eating places (722511)
6. Limited-service eating places (722512)

The two main sub-sectors that make up 90% of the commercial activity in this retail sector are full-service restaurants and limited-service eating places. Furthermore, drinking places and food service contractors are experiencing decreases in the number of businesses. We incorporated drinking places (alcoholic beverages) in the full-service sub-sector category, and excluded food service contractors, caterers, and mobile food service establishments from this market analysis.

### Full-service eating places

Full-service restaurants are comprised of establishments that provide food services to customers who order and are served while seated, and who typically pay after eating.

### Limited-service eating places

Limited-service eating places are comprised of establishments who select items at a counter or order line and pay before consumption, whether the consumption takes place on-site or via take-out/delivery.

Market research conducted by Ryerson University's Centre for the Study of Commercial Activity (CSCA) has found that, by and large, the LSE sub-sector is largely comprised of chain (75%) and franchise (90%) based eating places. Of these establishments, the majority (over 50%) are from the top 5 US-owned conglomerates. The largest chains in this sub-sector tend to be US-owned and the smallest Canadian headquartered.

- Warman ranked second last in this sector with only 1.29 restaurants per thousand; ahead of only Emerald Park/White City with 1 restaurant per thousand. Martensville, which was the next lowest, has 2 restaurants per thousand and both Humboldt and Melfort topped the list with an almost identical number of restaurants per thousand at 3.25 and 3.27, respectively.
- The composition of LSEPs vs. Full Service was found to be identical between Warman and Martensville, with each city having five more LSEPs than full-service establishments.
- Except for Lacombe, it was found that the bedroom communities of Warman, Martensville, and the White City/ Emerald Park aggregate had a higher percentage of LSEPs than full-service - over 60% for each.

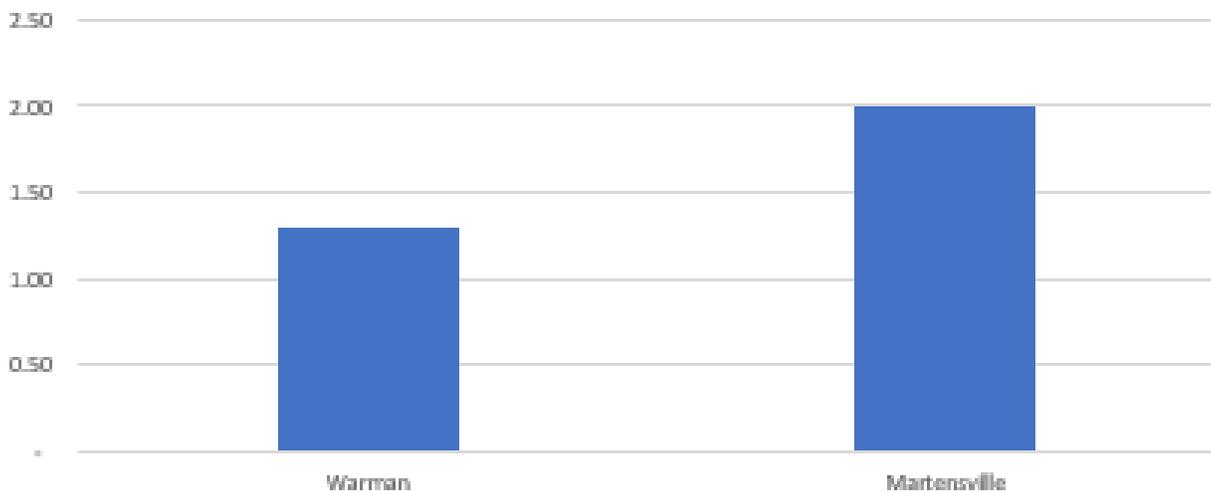
## 7.9 Spending data -Restaurant Sector

- Lacombe and the hub markets of Melfort, Humboldt and Weyburn had a more even distribution of LSEPs and full-service establishments. The fact that the two highest ranking markets in this sector are those that also have the lowest average household incomes was surprising, however Melfort and Humboldt also have two of the lowest outbound commuter numbers at 22% and 24% respectively. This reinforces the importance of daytime population for many restaurants.

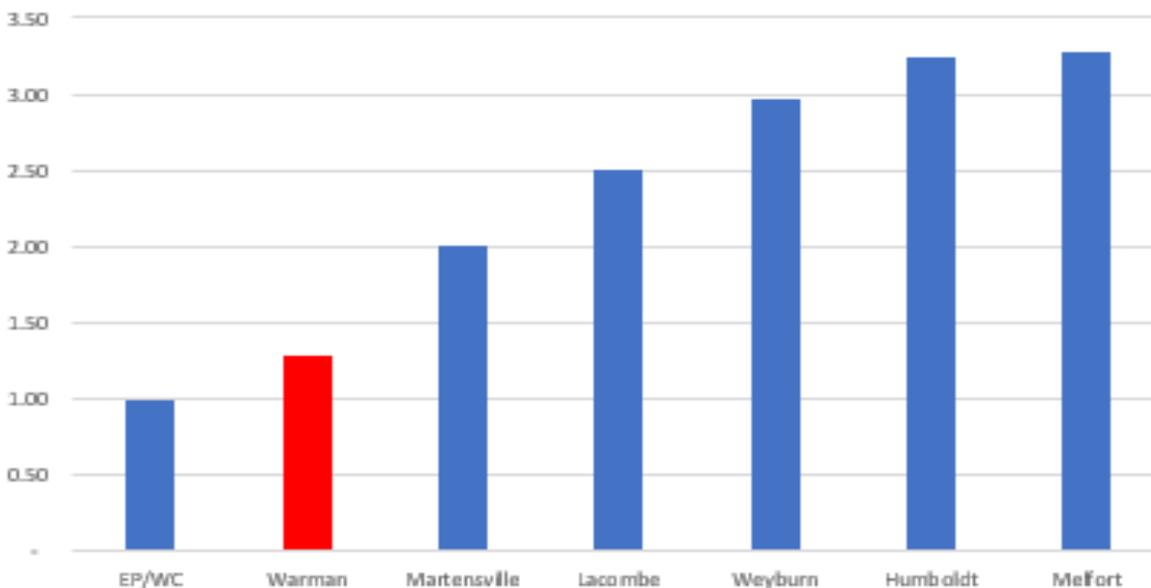
### Considerations for the Warman restaurant sector

For an establishment to thrive in any given market it needs to be in a market area that has potential for sufficient revenue. The Warman retail consumer base is comprised of a homogenous PRIZM segments (All-Terrain Families (87.2%), Happy Medium (8.8%), and Family Mode (4.0%). Most of these segments tend to be mobile, have upper-middle incomes, and are busy with young families. The All-Terrain Family segment will typically purchase food at burger and taco restaurants. While the Happy Medium segment prefers to opt for take-out when desiring a change from the usual and tend to patronize casual family and drive-through restaurants. The Family Mode segment makes up the smallest segment of Warman's consumers and they will typically prefer to purchase food from Pizza Hut and casual family restaurants.

**Figure 7.15: Warman vs Martensville - Restaurant sector retail (per thousand residents)**



**Figure 7.16: Restaurant sector retail (per thousand residents)**



## 7.10 Spending data - General Retail sector

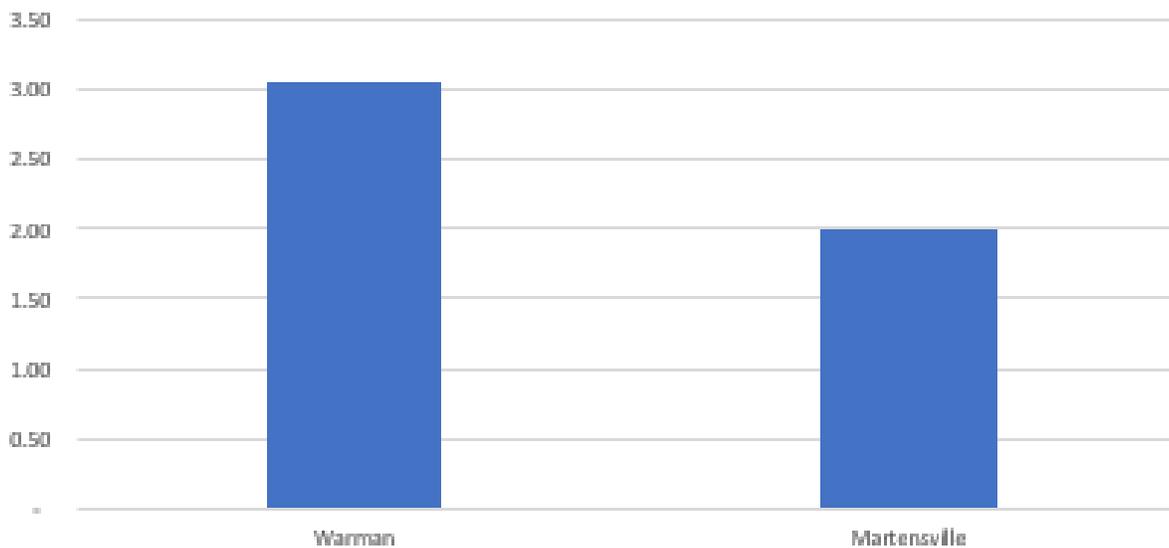
### General Retail- key findings

For this analysis, the category of General Retail was used to summarize and compare the retail establishments not captured in one of the seven larger sectors in this analysis. General retail includes the sub-sectors: auction, books/music, brewery, cannabis, cellular, clothing, department, electronics, financial, florists, food, hardware, health, home/furniture/décor/garden, jewelers, office, other, pet, second-hand merchandise, sporting goods. Some of the businesses in this category are not underperforming sub-sectors. Therefore, this analysis considers only those general retail sub-sectors that are underperforming as indicated by the spending data.

General retail sub-sectors that are areas of opportunity for Warman due to under-representation in the market include: Books/Music, Health, Pet and Second-Hand categories. Each of the preceding sub-sectors represent less than 3% of the total sector category:

- Healthcare spending, which includes healthcare equipment, accessories, pharmaceuticals and procedures not covered by government healthcare, is a category that totaled just over \$18,000,000 in 2020
- Although the Pet sub-sectors is not a major category in Warman, the has only one specialty pet retailer and fewer pet service providers than Martensville. The ratio of spending to businesses in these two categories suggests there is room for growth in both pet retail and pet professional services such as grooming services.

**Figure 7.17: Warman vs Martensville - General retail sector (per thousand residents)**



### **General Retail: Department sub-sector**

The most notable category within this sector that was found to be underperforming was the Department sub-sector within the General Retail category. The Department sub-sector is a broad category and captures business that sell a variety of items that cannot be captured by one category alone. Examples of retailers that are classified in the Department Retail sub sector include: discount stores such as Dollarama, general merchandise retailers like Canadian Tire, and mixed merchandise, food and pharmacy services providers such as Shoppers Drug Mart.

The markets with the highest percentage of department stores in the General Retail category include Melfort and Humboldt with 20% and 13%, respectively.

Department Retail sub-sector businesses present in some of the comparison markets but not in Warman include Walmart, Canadian Tire, and Shoppers Drug Mart. Of the top 100 retail chains operating in Canada:

- Walmart Supercentres ranks 2nd with \$24 million in retail sales in 411 stores occupying 60,402 square feet of commercial retail space and employing over 97 thousand Canadians.
- Shoppers Drug Mart/Pharmaprix rank 3rd with \$12.6 million in retail sales in 1,337 stores occupying 13,874 square feet of commercial retail space and employing over 41 thousand Canadians.
- Canadian Tire ranks 7th with \$7.2 million in retail sales in 503 stores occupying 21,900 square feet of commercial retail space and employing over 58 thousand Canadians.

**Table 7.3: General Retail – per thousand residents**

Sector	Warman		Martensville	
	Number of Businesses	Businesses per thousand residents (%)	Number of Businesses	Businesses per thousand residents (%)
Auction	0	-	0	-
Books /Music	1	2%	1	4%
Brewery	1	2%	0	-
Cannabis	3	7%	2	9%
Cellular	1	2%	1	4%
Clothing	6	13%	3	13%
Department	1	2%	3	13%
Electronics	2	4%	1	4%
Florists	2	4%	1	4%
Food	2	4%	2	9%
Hardware	4	9%	3	13%
Health	1	2%	0	-
Home / Furniture / Décor / Garden	10	22%	2	9%
Jewellers	1	2%	0	-
Office	0	-	0	-
Pet	1	2%	1	4%
Second Hand	1	2%	1	4%
Sporting Goods	4	9%	0	-
Other	4	9%	2	9%

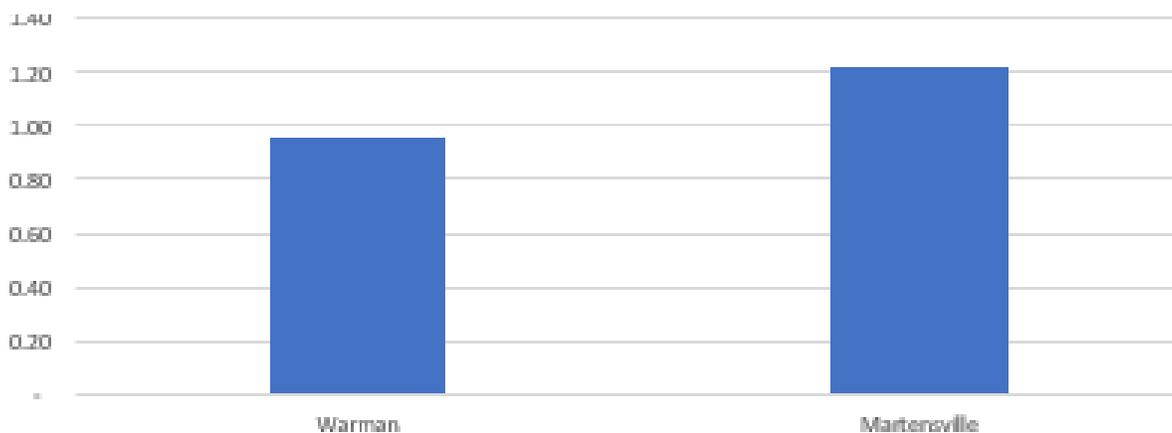
## 7.12 Spending data – Personal Services sector

### Personal Services sector- key findings

Personal Services Retail includes a range of businesses associated with personal care including services such as funeral services, non-medical health services, salons, barbers, pet care services and massage. The number of home-based businesses operating in both Warman and Martensville in this sector is notable and may present an area for exploration and further analysis by the City of Warman. However, only those businesses operating in a commercial real estate space were included in this analysis.

- Warman and Martensville both have a total of 14 businesses classified under the personal services retail category. Warman has more businesses in Non-Medical Health with 29% of the category compared to none in Martensville.
- Martensville has more businesses (21% per thousand residents) operating in the pet care services sub-sector than does Warman (7% per thousand residents).
- The Salon/Barber sub-sector includes personal services businesses such as nail salons, esthetic salons, tanning salons and tattoo shops. This sub-sector was the largest category in the personal services retail category for every market analyzed. Martensville was found to have slightly more businesses than Warman in this sub-sector.
- The second largest sub-sector in this category for most of the markets analyses was the Massage sub-sector. However, Warman and Martensville have the same number of businesses per thousand in this sub-sector.

**Figure 7.18: Warman vs Martensville – Personal Services Retail (per thousand residents)**



**Table 7.5: Professional Services Retail - number of businesses per thousand residents**

Sector	Warman		Martensville	
	Number of Businesses	Businesses per thousand residents (%)	Number of Businesses	Businesses per thousand residents (%)
Funeral	1	7%	1	7%
Health	4	29%	0	-
Massage	2	14%	2	14%
Other	0	-	0	-
Pet	1	7%	3	21%
Salon / Barber	6	43%	8	57%
Travel	0	-	0	-

## 7.13 Commuter data & highway traffic volumes

### Summary

The ability of a community's retail market to attract and retain consumers is essential to the overall economic health of the community. The ability of a community's market to capture and retain the available retail dollars is a key indicator of overall economic fitness of the community, and therefore more desirable to potential retailers and other new entrants to the market.

The regional economic impacts of an event such as commuter traffic is typically determined by leakage, or lost revenue, to other competing markets. Generally accepted is the notion that there is less leakage in markets that are self-reliant edge communities with virtually no outbound commuter traffic leaving the market area for non-local employment. Furthermore, when dealing with smaller markets, such as Warman and Martensville, there is potentially a source of economic leakage in the loss of locally generated earnings via commuting. With respect to retail sales, the magnitude of this particular leakage depends on whether commuters are likely to spend their money near their places of work or near their places of residence. Additionally, retail businesses will consider local traffic statistics, commuter data, and/or highway traffic counts when considering new developments in a particular market area.

While measuring the extent of retail sales leakage due to outbound commuter traffic is beyond the scope of the document, the information contained below is intended to provide context with respect to the commuter traffic leaving Warman and the comparison markets. At time of writing, there is no local traffic counts within Warman's retail sectors and the vintage of the highway traffic volume map provided by the Saskatchewan Ministry of Transportation is dated 2020.

### Average annual daily traffic

Highway 11 traffic volume for Warman from Saskatoon city limits to Warman's Central Street was 14,400 per day in 2020, between Central Street to Highway 305 was 8,150, and from highway 305 north to Osler 9,290. The average daily traffic volume along Highway 305 between Highway 11 and Range Road 3051 was 5,410 vehicles per day in 2020. The highway traffic volume past Range Road 3051 heading west was 4,970 vehicles per day in this same time period. In total, Warman has approximately 42,220 vehicles per day driving past the east and north roads adjacent to the community.

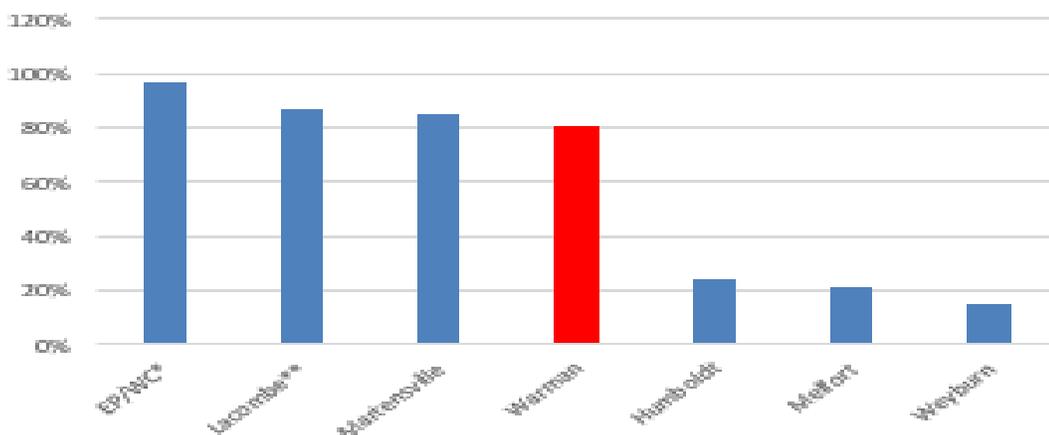
In comparison, highway traffic volumes for Martensville in 2020 along Highway 12 between Saskatoon city limits and 9th Street North were 13,140 vehicles per day. There was a smaller volume of traffic, 5,330 vehicles per day in 2020, counted from 9th Street North and moving northwards along Highway 12 towards Hepburn.

### Commuter population key findings

The smaller communities in this analysis had a higher percentage of outbound commuter traffic leaving the community each day for non-local employment.

The regional hubs were all found to have lower percentages of outbound commuters and larger daytime populations than total population. This difference is likely due, in large part, to the draw of the permanent Saskatchewan Health Association-operated services for both employment and health-related needs.

**Figure 7.20: Percentage of outbound commuters**



## 7.14 Warman Household Spending Potential

The Household Spending Potential shows the amount spent on a variety of goods and services by households that reside in Warman for 2020. Expenditures are shown by broad budget categories that are not mutually exclusive. Household spending does not equal business revenue. The Spending Potential Index represents the amount spent in the area relative to a national average of 100. An SPI of 110 means that the area spends 10 percent more than the national average on that good or service.

**Table 7.6: Warman Spending Potential Index (2020)**

<b>2020 Total expenditure: Total (\$)</b>	<b>CA\$674,208,106</b>
Average Spent	CA\$153,333.66
Spending Potential Index	137
<b>Total current consumption: Total (\$)</b>	<b>CA\$587,963,006</b>
Average Spent	CA\$133,719.13
Spending Potential Index	131
<b>Food: Total (\$)</b>	<b>CA\$66,592,702</b>
Average Spent	CA\$15,145.03
Spending Potential Index	125
<b>Shelter: Total (\$)</b>	<b>CA\$125,081,754</b>
Average Spent	CA\$28,447.07
Spending Potential Index	144
<b>Household Operation: Total (\$)</b>	<b>CA\$30,096,358</b>
Average Spent	CA\$6,844.75
Spending Potential Index	142
<b>Household furnishings and equipment: Total (\$)</b>	<b>CA\$20,225,058</b>
Average Spent	CA\$4,599.74
Spending Potential Index	130
<b>Clothing: Total (\$)</b>	<b>CA\$16,575,478</b>
Average Spent	3,769.72
Spending Potential Index	100
<b>Transportation: Total (\$)</b>	<b>CA\$66,410,122</b>
Average Spent	CA\$15,103.51
Spending Potential Index	104
<b>Health care: Total (\$)</b>	<b>CA\$25,996,827</b>
Average Spent	CA\$5,912.40
Spending Potential Index	141
<b>Personal care: Total (\$)</b>	<b>CA\$12,074,892</b>
Average Spent	CA\$2,746.17
Spending Potential Index	132

Source: EnviroNics

**Table 7.7: Warman Spending Potential Index (2020)**

<b>Total current consumption: Total (\$)</b>	<b>CA\$587,963,006</b>
<b>Recreation: Total (\$)</b>	<b>CA\$28,726,311</b>
Average Spent	CA\$6,533.16
Spending Potential Index	153
<b>Reading materials and other printed matter: Total (\$)</b>	<b>CA\$1,275,200</b>
Average Spent	CA\$290.02
Spending Potential Index	91
<b>Education: Total (\$)</b>	<b>CA\$6,681,679</b>
Average Spent	CA\$1,519.60
Spending Potential Index	106
<b>Tobacco products and alcoholic beverages: Total(\$)</b>	<b>CA\$18,911,653</b>
Average Spent	CA\$4,301.04
Spending Potential Index	119
<b>Games of chance (net): Total (\$)</b>	<b>CA\$7,127,833</b>
Average Spent	CA\$1,621.07
Spending Potential Index	150
<b>Miscellaneous expenditures: Total (\$)</b>	<b>CA\$9,469,375</b>
Average Spent	2,153.60
Spending Potential Index	108
<b>Personal Taxes: Total (\$)</b>	<b>CA\$103,618,897</b>
Average Spent	CA\$23,565.82
Spending Potential Index	136
<b>Personal insurance payments and pension contributions: Total (\$)</b>	<b>CA\$34,422,276</b>
Average Spent	CA\$7,828.58
Spending Potential Index	154
<b>Gifts of money and contributions: Total (\$)</b>	<b>CA\$14,676,592</b>
Average Spent	CA\$3,337.87
Spending Potential Index	147

Source: Environics

**Table 7.8: Martensville Spending Potential Index (2020)**

<b>2020 Total expenditure: Total (\$)</b>	<b>CA\$521,937,517</b>
Average Spent	CA\$147,232.02
Spending Potential Index	132
<b>Total current consumption: Total (\$)</b>	<b>CA\$453,531,286</b>
Average Spent	CA\$127,935.48
Spending Potential Index	125
<b>Food: Total (\$)</b>	<b>CA\$51,112,691</b>
Average Spent	CA\$14,418.25
Spending Potential Index	119
<b>Shelter: Total (\$)</b>	<b>CA\$98,406,319</b>
Average Spent	CA\$27,759.19
Spending Potential Index	141
<b>Household Operation: Total (\$)</b>	<b>CA\$23,476,152</b>
Average Spent	CA\$6,622.33
Spending Potential Index	138
<b>Household furnishings and equipment: Total (\$)</b>	<b>CA\$15,308,414</b>
Average Spent	CA\$4,318.31
Spending Potential Index	122
<b>Clothing: Total (\$)</b>	<b>CA\$13,120,767</b>
Average Spent	3,701.20
Spending Potential Index	98
<b>Transportation: Total (\$)</b>	<b>CA\$52,956,441</b>
Average Spent	CA\$14,938.35
Spending Potential Index	103
<b>Health care: Total (\$)</b>	<b>CA\$19,480,130</b>
Average Spent	CA\$5,495.10
Spending Potential Index	131
<b>Personal care: Total (\$)</b>	<b>CA\$9,229,982</b>
Average Spent	CA\$2,603.66
Spending Potential Index	125

Source: Environics

**Table 7.9: Martinsville Spending Potential Index (2020)**

<b>Total current consumption: Total (\$)</b>	<b>CA\$453,531,286</b>
<b>Recreation: Total (\$)</b>	<b>CA\$21,881,296</b>
Average Spent	CA\$6,172.44
Spending Potential Index	145
<b>Reading materials and other printed matter: Total (\$)</b>	<b>CA\$891,854</b>
Average Spent	CA\$251.58
Spending Potential Index	79
<b>Education: Total (\$)</b>	<b>CA\$5,301,626</b>
Average Spent	CA\$1,495.52
Spending Potential Index	105
<b>Tobacco products and alcoholic beverages: Total(\$)</b>	<b>CA\$15,098,683</b>
Average Spent	CA\$4,259.15
Spending Potential Index	118
<b>Games of chance (net): Total (\$)</b>	<b>CA\$5,291,029</b>
Average Spent	CA\$1,492.53
Spending Potential Index	138
<b>Miscellaneous expenditures: Total (\$)</b>	<b>CA\$7,329,259</b>
Average Spent	2,067.49
Spending Potential Index	103
<b>Personal Taxes: Total (\$)</b>	<b>CA\$77,108,654</b>
Average Spent	CA\$21,751.38
Spending Potential Index	126
<b>Personal insurance payments and pension contributions: Total (\$)</b>	<b>CA\$27,792,384</b>
Average Spent	CA\$7,839.88
Spending Potential Index	155
<b>Gifts of money and contributions: Total (\$)</b>	<b>CA\$9,745,603</b>
Average Spent	CA\$2,749.11
Spending Potential Index	121

Source: Environics



# 8 Retail Demand Analysis

## 8 Retail Demand Analysis

Although there are commercial spaces located throughout the community, the primary commercial and retail spaces are in three areas: along Central Street and the three adjacent streets of Sixth Avenue, Klassen Street and Railway Street, along Centennial Boulevard, and the mix of land zoned highway commercial and industrial in the southern half of the City.

### 8.1 Warman's Commercial Areas

#### Central Business District

- Warman's downtown, located along Central Street.
- Challenges may include mix of non-conforming residential dwellings mixed with commercial spaces in the area, commercial spaces are dispersed and separated from each other due to early development that has led to single detached dwellings being located along Central Street.
- Strength of this area is the location on the main arterial road leading into the community from Highway 11.

#### Centennial Business District

- Warman's primary commercial district and the newest retail-focused development located along Centennial Boulevard.
- Challenges may include lack of visibility from Highway 11.
- Strengths include new commercial spaces for potential businesses with a mix of tenants to attract consumers, east-side of the development bordered by residential development, in close proximity to the Legends facility.

#### South Industrial

- Land in the south half of the City that is zoned highway commercial as well as industrial.
- Strengths include current available land for potential developers alongside the busy Highway 11 between Saskatoon and Prince Albert, excellent visibility from Highway 11.

## 8.2 Retail Floorspace Demand

### Retail Leasable Space: Warman vs Martensville

Saskatoon's retail vacancy is sitting at 6.9%, which could potentially draw future tenants to the city instead of into the Warman market with a lower vacancy rate of 3.1%. Although Warman's retail vacancy is low, there is development in progress and this may attract new entrants to the market or encourage existing retailers to upgrade into a new space.

The average net asking rate in the Warman retail market is \$18.54 per square foot, slightly lower than \$20.87 in Saskatoon and lower than Martensville's \$22.67 per square foot. In terms of competition for tenants from Saskatoon retail spaces, there is currently a variety available in Saskatoon's downtown and suburban areas.

For example, the premium retail space at River Landing as well as other new construction can range from \$30-\$35 per square foot, with operating costs around \$16 per square foot, while other retail spaces in Saskatoon typically see net rent range from \$11 to \$13 per square foot. Amenities and features that determine where a retail space is placed within the net rent range often include newer builds, window size, quality of common areas and neighbouring tenants, and the availability of dedicated parking.

Average occupancy costs in Warman are lower than both Martensville (\$6.50 per square foot) and Saskatoon (\$9.76 per square foot.)

**Table 8.1: Retail Market Summary**

	Warman	Martensville	Saskatoon
Total population	14,732	11,503	246,376
Vacant space (SF)	34,000	34,381	1,167,654
Vacancy rate (%)	3.1%	14.7%*	6.9%
Average net rent	\$18.54	\$22.67	\$20.87
Average occupancy costs	\$5.75	\$6.50	\$9.67

Source: Colliers CRM+, City of Warman Planning Department

\* Note: Dataset for Martensville total retail inventory is incomplete and actual vacancy is likely lower than table value.

## 8.3 Land Availability

### Retail Land Comparison

Warman has approximately 97.76 acres of serviced commercial land for sale at an average asking price of \$473,768 per acre. This number includes the land zoned M1 – Light Industrial District as several of the permitted uses in the M1 – Industrial District include retail operations such as agricultural machinery sales and services, bakeries, gas bars, personal service establishment, veterinary clinics.

Martensville, on the other hand, there are only 31.93 acres available at an average asking price of \$553,000 per acre.



# 9 Considerations & Next Steps

## 9 Considerations & Next Steps

This report seeks to identify features in comparison markets that may contribute to a vibrant commercial sector. A comparative demographic and high-level market analysis between Warman and six similarly-sized communities was carried out between June to October 2021.

### 9.1 Methodology & Community Selection

The comparison communities were selected because they have populations of similar size to Warman and a highway that is adjacent to or that runs through the city. Additionally, regional hubs were included because of the communities' primary/central retail sectors having been developed around a major highway corridor.

Highway commercial strip corridors are common in smaller towns and cities, as seen in the regional hub market data, and these areas contribute to profitability and success for businesses. The intention was to examine what specific features these markets possess that Warman could feasibly adopt or tailor as a strategy to expand the retail market. Although these communities are not directly comparable to Warman, the populations in terms of size are similar and provided the best comparator markets in the province.

Vibrant cities can contain substantially larger numbers of people during the typical workday than during evening hours, and we wanted to consider the factors contributing to the regional hubs' increased daytime population. It was suspected that the increased daytime population, as compared to total population, was related to primary health services, key infrastructure, and the ancillary services to both, as well as providing a larger central retail area for the region.

Warman's location adjacent to Highway 11 is a competitive advantage and presents an opportunity to develop the commercial area because of the high volumes of traffic to and from northern Saskatchewan. Selection of the hub markets for comparison was to answer the question "how important is the highway corridor to the retail market". The intent was to consider how these populations have grown into their current retail markets and if there are features that Warman could adopt, adapt, or consider to grow its retail market.

The following communities in close proximity Saskatoon were excluded from analysis for the reasons identified below:

Market Name	Population Size	
Village of Clavet	410	Too small, not comparable
Town of Aberdeen	622	
RM of Blucher No 343	2,006	
RM of Corman Park No 344	8,568	
Town of Dalmeny	1,826	
Town of Delisle	1,038	
Town of Hepburn	688	
Town of Langham	1,496	
Town of Rosthern	1,688	
Town of Osler	1,237	Too small, and not likely to draw significant volume of consumers from Warman

## 9.2 Key Outputs Provided

Output	Name	Location in Report
Population growth forecasts 2020, 2025, 2030	Table 4.1	Section 4.6, Appendix C
Total population	Table 4.1	Section 4.6, Appendix C
Estimated population growth rate from the period 2020 to 2030	Table 4.1	Section 4.6, Appendix C
Average household size	Table 4.1	Section 4.6, Appendix C
Average family size	Table 4.1	Section 4.6, Appendix C
Number of owned dwellings, rented dwellings, and Band housing	Table 4.1	Section 4.6, Appendix C
Average household income	Table 4.2	Section 4.6, Appendix C
Per capita income	Table 4.2	Section 4.6, Appendix C
Median age	Table 4.2	Section 4.6, Appendix C
Average age	Table 4.2	Section 4.6, Appendix C
Population by age	Table 4.4	Section 4.6, Appendix C
Population 15+ by ethnic characteristics – immigration status	Tables 4.5, 4.6, 4.7	Section 4.6, Appendix C
Population 15+ by ethnic characteristics – visible minority status	Tables 4.5, 4.6, 4.7	Section 4.6, Appendix C
Household Spending Potential Index (2020)	Tables 7.6, 7.7	Section 7.14
Market overview	Infographic	Section 4.1
Population trends and key indicators	Infographic	Section 4.2
Comparative analysis of market with similar sized market: Martensville	Section 5.1	Section 5.1
Comparative analysis of market with similar sized market: Lacombe	Section 5.3	Section 5.3
Comparative analysis of market with similar sized market: Aggregated White City/Emerald Park	Section 5.2	Section 5.2
Comparative analysis of market with similar sized market: Melfort	Section 5.4	Section 5.4
Comparative analysis of market with similar sized market: Humboldt	Section 5.5	Section 5.5
Comparative analysis of market with similar sized market: Weyburn	Section 5.6	Section 5.6

Note: Tables and infographics listed above have been provided in a separate Microsoft Word document for use in future marketing materials.

## 9.3 Considerations

### 9.3.1 What now?

Further investigation is needed for a granular investigation of the retail market. This document's intention was to provide a retailer or developer with an understanding of Warman and its demographics as well as information required to evaluate the potential for sales. Some ideas that the City may want to pursue may include:

- Policy and process analysis of the touch points between the City and home-based businesses. Are there opportunities for process improvement or initiatives the City could take to support the development of Warman's home-based entrepreneurs.
- Identification of data gathering to assist in the targeting of potential retailers (E.g., a consumer intercept survey to gather market research from the residents of Warman on which services/businesses they would most like to have in the community, commercial traffic counts within the City of Warman)
- Conducting a comparative case study of two similar markets, Estevan and Weyburn, that served the same primary industry (oil and gas) but that grew at different rates. Uncovering the crucial key factor(s) that led one economy to grow and the other not may provide the City of Warman ideas and strategies for planning growth and development over the long term within the commercial sector.
- Publication of commercial real estate market reports (for one or more asset class) – the frequency would be based on the most feasible schedule for the City given the movement in the five asset classes identified above.
- Assessment of land sales in Warman: how long is land on the market, how is price different between serviced/partially serviced/unserviced land, how long does it take a property owner from purchase to development and is there any administrative barriers that the City can remove to speed up the development process
- Analysis of the home-based business sector and opportunities that exist to support the expansion of these businesses. Understanding the threshold and identify key indicators that signal when home-based business owners make the transition into larger commercial enterprise. May require intercept surveys, yearly financial data, evaluating the sectors in which the commercial activity is placed.
- An in-depth potential sales analysis for specific types of businesses in a particular commercial area. An example would be examining the potential fuel sales of a proposed gas station as a function of passing traffic along Highway 11. The major factors that could be considered may include average fill, interception rate, trading days in a month, and an updated total vehicles. The purpose of such an analysis would be to investigate the interception rate required by a retailer to support sales at that site.
- A thorough and detailed quantification of the City's current commercial supply for all asset classes in order to determine current supply versus demand in terms of supportable retail floorspace and resulting sales inflow and outflow estimates.

### **9.3.2 Quick Wins**

Growth of a retail market is a stepped, longer-term project. However, quick wins building on this report could include:

- Identifying potential local and regional retailers that may experience successful retail sales in Warman.
- Reviewing the material in this report and selecting those items that would be of interest to potential retailers, and developers or investors.
- Development of marketing and promotional materials that incorporate infographics, data, and/or findings from this report.
- Capitalizing on the connectedness of the community in Warman by conducting consumer intercept survey(s) to identify preferred retailers for the community or perceived retail service gaps.

### **9.3.3 Concluding remarks**

The tables, figures, and infographics in this report were designed to provide a realistic expectation for potential retail sales in Warman relative to the composition of the community and the consumer segments.

Warman's educated and affluent population is an asset and bodes well for retail development in the city. The underperforming markets analysis provides a starting point for the City to explore opportunities that would be a good fit with the needs of the population and would also provide a Warman-specific retail experience unique to the region.

The biggest challenge that Warman will face in growing the retail market is the pressure by way of competition from the neighbouring markets of Saskatoon and Martensville in the draw of both consumer dollars as well as potential retailers. The City may want to consider exploring those specific and unique features of Warman, not available in other regional markets, that will make the community stand out as an exceptional location for retail businesses.



# 9 Appendices

# Appendix A

## Glossary of Terms and Acronyms

**Census Subdivision (CSD)~:** The general term for municipalities (as determined by provincial/territorial legislation) or areas treated as municipal equivalents for statistical purposes.

**Census Metropolitan Area (CMA)~:** Area consisting of one or more neighbouring municipalities situated around a core. A census metropolitan area must have a total population of at least 100,000 of which 50,000 or more live in the core. A census agglomeration must have a core population of at least 10,000.

**Daytime Population:** Is an estimate of the population that covers both residents and workers during the day. The data source used for calculating daytime population does not distinguish if workers are in an area predominantly between the hours of 9:00 a.m. and 5:00 p.m. or during some other time of the day. However, while there is no way to identify specific workday hours, workday activities typically occur Monday through Friday between 9:00 a.m. and 5:00 p.m. At time of writing the report, we do not have the information specific to daytime population and the numbers provided is an estimate based on advanced statistical modelling techniques.

Daytime population variables
Total household population
Total daytime population
Total daytime population at home
Total daytime population at home aged 0 - 14
Total daytime population at home aged 15 - 64
Total daytime population at home aged 65 and over
Total daytime population at work
Total daytime population at work at usual place
Total daytime population at work mobile
Total daytime population at work at home

**Grocery or Community Centre\*:** Mid-size to larger enclosed or unenclosed centres with a community-oriented focus, offering products and services for daily needs, but with an expanded soft goods and services component. Anchors often include supermarkets, drugstores, discount department stores and similar outlets, but can also include “big box” outlets in categories such as apparel, home improvements, electronics and others.

**Neighbourhood or Strip Centre:** Smaller to mid-size unenclosed centres, intended for convenience shopping for the residents of the surrounding neighbourhood. These centres are often anchored by smaller supermarkets, drugstores, discount stores, etc., with a mix of smaller, attached retailers.

**Power Centre:** Larger “open air” centres, typically in arterial locations, comprising a cluster of mostly freestanding, large-format “big box” stores, with ample surface parking adjacent to the stores and throughout the centre. Tenant mixes tend to reflect anchors such as discount department stores, home improvement/hardware, electronics, office supplies, cinemas, fashion outlets, etc., with few smaller CRUs.

~ Source: Statistics Canada, <https://www150.statcan.gc.ca>

\* Definition source: NAIOP, the Commercial Real Estate Development Association [www.naiop.org](http://www.naiop.org)

## — Appendix A

**Regional Hub Market:** In the analysis of the comparative markets, it was found that three of the comparison markets (Humboldt, Melfort, and Weyburn) possessed particular characteristics unique to them. These three markets were classified as regional hubs on the basis of: geography and situated further away from a larger centre classified as a CMA by Statistics Canada (such as Prince Albert, Saskatoon, or Regina), serve as the primary retail market for the surrounding rural municipalities.

**Regional Shopping Centre:** Larger enclosed malls characterized by multiple anchors (typically including department stores/mini-anchors) complemented by numerous smaller retailers (CRUs). The CRUs are generally oriented inwardly with stores connected by internal walkways (malls) and with numerous common entrances. They tend to reflect a high proportion of national tenants, with a broad mix of categories.

**Retail Inventory\*:** The total number of buildings and total square footage (net rentable area) in the competitive inventory. Buildings under construction are not part of total inventory. Total inventory increases when a new building is delivered and decreases when an existing building is demolished or changes use. Total inventory includes properties under renovation if the building remains leaseable during the renovation but excludes properties converting to a different use.

**Trade Area:** A geographical region in which a commercial enterprise transacts business. The size of a trade area is based on the range of goods and services offered in the community as well as the proximity of the community to competing trade area markets.

**Underperforming Sector:** Underperforming sectors were identified within the Warman retail market by the following criteria: the sector has less participants per capita as compared to other markets with similar characteristics, and that has realistic potential for growth within the city of Warman. Warman's ranking in merchandise spending data for each sector was compared to Martensville, and then to all other comparison markets.

**Vacancy Rate\*:** A measurement expressed as a percentage of the total amount of vacant space divided by the total amount of inventory.

**Visible Minority~:** Visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour." The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese.

**White City/Emerald Park Aggregate:** White City (Census Profile: White City, Town) and Emerald Park (Census Profile: Emerald No. 277) were combined into an aggregate, or combined to form a whole for the purposes of market comparison. These two markets function as a single bedroom community despite being classified differently in Statistics Canada's Census Profiles. White City is approximately 3.4 km from Emerald Park, and most of the population of the aggregate area resides in White City. Emerald Park, on the other hand, is the area where most of the retail and commercial activity takes place around and in both White City and Emerald Park. In some instances, population and commercial data is only available for the larger R.M. of Edenwold, which encompasses both communities.

~ Source: Statistics Canada, <https://www150.statcan.gc.ca>

\* Definition source: NAIOP, the Commercial Real Estate Development Association [www.naiop.org](http://www.naiop.org)

## — Appendix B

### **Sources of Data and Information**

During the course of the study, a number of information resources were used to quantify population demographics and retail market supply and demand conditions.

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

- City of Warman Official Community Bylaw No. 2015-11 and Schedule "A" to Bylaw No. 2015-11
- City of Warman Zoning Bylaw No. 2018-06
- City of Warman business license data, 2021
- City of Warman building permit data, 2021
- City of Warman building information data, 2021
- Saskatoon North Partnership for Growth (P4G)
- City of Saskatoon, Evergreen Neighbourhood Concept Plan, 2009
- City of Martensville Official Community Plan
- Town of White City, Official Community Plan Bylaw No. 580-14, 2014
- RM of Edenwold 158 Official Community Plan
- City of Lacombe, Downtown Area Redevelopment & Urban Design Plan, 2013
- City of Lacombe, Bylaw No. 263: Southeast Lacombe Area Structure Plan, updated 2018
- City of Lacombe North Area Structure Plan, 2000
- City of Melfort Official Community Plan, July 2019
- City of Melfort Zoning Bylaw, August 2019
- City of Melfort Basic Planning Statement Schedule "A" to Bylaw No. 96-08
- City of Melfort Business Incentive Policy 7.4.40
- City of Humboldt Background Report, 2016
- City of Humboldt 2035 Community Plan
- City of Weyburn Official Community Plan Bylaw No: 2020-3411 Schedule "A"
- Weyburn Regional Economic Development, Weyburn Community Profile 2021

## Appendix B

### Population demographics data and projection

Population demographics and PRIZM Segmentation Profiles were created through Colliers Hydra, which uses the industry's most comprehensive set of data sources and leading modelling techniques. Population demographic data is obtained from a variety of data sources including the latest and historical Census data, current economic indicators, post-censal estimates from federal and provincial governments, immigration statistics and economic data. The population demographics presented in this report are estimates and projections to provide a comprehensive set of demographics and socioeconomic attributes about the population of Warman and the six comparison markets.

With the interruption to the ongoing Canadian Census, the last complete Census count was 2016 and demographic information is derived from advanced statistical modeling techniques based on the 2016 Census data. At time of writing, the 2021 Canadian Census demographic data has not been made available, and the release date of that information is 2022.

- Colliers Hydra platform
- Colliers Canada Research
- Colliers CRM+
- EnviroNics
- ESRI
- McKinsey & Company, Elements of Success: Urban Transportation systems of 24 global cities, June 2018
- Retail Council of Canada, Canada's top 100 retailers, March 4, 2020
- Deloitte, Global Powers of Retailing 2021
- Government of Saskatchewan Traffic Map, 2018
- Average Annual Daily Traffic, Government of Saskatchewan, 2020
- Centre for the Study of Commercial Activity, Research Insight: Major Food Services (MFS) in Canada
- Statistics Canada, Table 20-10-0008-01 (Retail Trade), August 2020 to August 2021
- Statistics Canada, Population growth rate by census metropolitan area, 2019/2020, Canada, 17-10-0135-01
- Statistics Canada. Table 33-10-0270-01 Experimental estimates for business openings and closures for Canada, provinces and territories, census metropolitan areas, seasonally adjusted
- Statistics Canada, Retail e-commerce sales, Table 20-10-0072-01 Retail e-commerce sales (x 1,000)
- Statistics Canada, Monthly Retail Trade Summary – May 2021

## — Appendix B

- Statistics Canada, Working from home during the COVID-19 pandemic, April 2020 to June 2021
- Conference Board of Canada, Canadian Outlook
- MSCI
- Hoovers
- IIMMI Group

### **Home-Based Businesses Data**

Although home based businesses are an important component of the commercial sector in Warman, they have been excluded from analysis as they do not occupy commercial retail floor space and are therefore more challenging to quantify. While understanding the composition and opportunities within the home-based business sector is important, this information does not provide value to those parties interested in investment and development in Warman. That said, it should be noted that home-based businesses assist in stimulating the local economy through the purchase of local goods. Through expansion, home based businesses could lead to full scale enterprise, which may then require commercial retail floorspace to continue operations.

# Appendix C

## Key Outputs: Tables

**Table 4.1: Warman total population, households and dwellings, 2020 - 2030**

<b>Summary</b>	
2020 Total Population	14,732
2025 Total Population	17,460
2030 Total Population	19,041
2020-2030 Annual Rate	5%
2020 Households	4,397
2020 Average Household Size	3.3
2025 Households	5,115
2025 Average Household Size	3.4
2030 Households	5,598
2030 Average Household Size	3.4
2020-2030 Annual Rate	4.9%
2020 Families	3,076
2020 Average Family Size	3
2025 Families	3,749
2025 Average Family Size	3
2030 Families	4,363
2030 Average Family Size	3
<b>2020 Dwellings</b>	<b>4,397</b>
Owned Dwellings	3,912
Rented Dwellings	485
Band Housing	0
<b>2025 Dwellings</b>	<b>5,115</b>
Owned Dwellings	4,572
Rented Dwellings	543
Band Housing	0
<b>2030 Dwellings</b>	<b>5,598</b>
Owned Dwellings	5,019
Rented Dwellings	579
Band Housing	0

Source: Colliers, Environics

## Appendix C

### Key Outputs: Tables

Table 4.2: Warman income and labour force, and median and average age, 2020 - 2030

Average Household Income	
2020	CA\$134,418.77
2025	CA\$155,017.38
2030	CA\$176,343.32
Per Capita Income	
2020	CA\$40,119
2025	CA\$45,413
2030	CA\$51,844
Median Age	
2020	32.0
2025	32.6
2030	33.0
Average Age	
2020	32.4
2025	32.8
2030	33.3

Source: Colliers, Environics

## Appendix C

### Key Outputs: Tables

Table 4.4: Warman population by age, 2020 - 2030

2020 Population by Age		10,640
0-4		1,418
5-9		1,320
10-14		1,125
15-19		1,044
20-24		708
25-34		2,650
35-44		2,691
45-54		1,463
55-64		1,123
65-74		770
75-84		307
85+		113

2025 Population by Age		
0-4		1,636
5-9		1,528
10-14		1,396
15-19		1,379
20-24		927
25-34		2,614
35-44		3,304
45-54		1,898
55-64		1,210
65-74		999
75-84		435
85+		134

2030 Population by Age		
0-4		1,692
5-9		1,662
10-14		1,524
15-19		1,577
20-24		1,183
25-34		2,442
35-44		3,468
45-54		2,369
55-64		1,248
65-74		1,120
75-84		593
85+		163

Source: Colliers, Environics

## Appendix C

### Key Outputs: Tables

**Table 4.5: Warman population 15+ by ethnic characteristics - 2020**

<b>2020 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	13,444
Total immigrants by selected places of birth	1,021
Non-permanent residents	182
<b>Visible Minority Status</b>	
Visible Minority Chinese	71
Visible Minority South Asian	423
Visible Minority Black	206
Visible Minority Filipino	554
Visible Minority Latin American	120
Visible Minority Southeast Asian	35
Visible Minority Arab	4
Visible Minority West Asian	0
Visible Minority Korean	2
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	21
Visible Minority Multiple Visible Minorities	12
Visible Minority Not a Visible Minority	13,199

Source: Colliers, Environics

**Table 4.6: Warman population 15+ by ethnic characteristics - 2025**

<b>2025 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	15,728
Total immigrants by selected places of birth	1,394
Non-permanent residents	250
<b>Visible Minority Status</b>	
Visible Minority Chinese	98
Visible Minority South Asian	719
Visible Minority Black	300
Visible Minority Filipino	1,083
Visible Minority Latin American	162
Visible Minority Southeast Asian	54
Visible Minority Arab	4
Visible Minority West Asian	2
Visible Minority Korean	3
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	22
Visible Minority Multiple Visible Minorities	14
Visible Minority Not a Visible Minority	14,911

Source: Colliers, Environics

## Appendix C

### Key Outputs: Tables

**Table 4.7: Warman population 15+ by ethnic characteristics - 2030**

<b>2030 Population 15+ by Ethnic Characteristics</b>	
<b>Immigration Status</b>	
Non-immigrant population	16,985
Total immigrants by selected places of birth	1,704
Non-permanent residents	263
<b>Visible Minority Status</b>	
Visible Minority Chinese	115
Visible Minority South Asian	1,059
Visible Minority Black	390
Visible Minority Filipino	1,788
Visible Minority Latin American	195
Visible Minority Southeast Asian	76
Visible Minority Arab	6
Visible Minority West Asian	2
Visible Minority Korean	4
Visible Minority Japanese	0
Visible Minority All Other Visible Minorities	21
Visible Minority Multiple Visible Minorities	16
Visible Minority Not a Visible Minority	15,280

Source: Colliers, Environics

**Table 7.6: Warman Spending Potential Index (2020)**

<b>2020 Total expenditure: Total (\$)</b>		<b>CA\$674,208,106</b>
Average Spent		CA\$153,333.66
Spending Potential Index		137
<b>Total current consumption: Total (\$)</b>		<b>CA\$587,963,006</b>
Average Spent		CA\$133,719.13
Spending Potential Index		131
<b>Food: Total (\$)</b>		<b>CA\$66,592,702</b>
Average Spent		CA\$15,145.03
Spending Potential Index		125
<b>Shelter: Total (\$)</b>		<b>CA\$125,081,754</b>
Average Spent		CA\$28,447.07
Spending Potential Index		144
<b>Household Operation: Total (\$)</b>		<b>CA\$30,096,358</b>
Average Spent		CA\$6,844.75
Spending Potential Index		142
<b>Household furnishings and equipment: Total (\$)</b>		<b>CA\$20,225,058</b>
Average Spent		CA\$4,599.74
Spending Potential Index		130
<b>Clothing: Total (\$)</b>		<b>CA\$16,575,478</b>
Average Spent		3,769.72
Spending Potential Index		100
<b>Transportation: Total (\$)</b>		<b>CA\$66,410,122</b>
Average Spent		CA\$15,103.51
Spending Potential Index		104
<b>Health care: Total (\$)</b>		<b>CA\$25,996,827</b>
Average Spent		CA\$5,912.40
Spending Potential Index		141
<b>Personal care: Total (\$)</b>		<b>CA\$12,074,892</b>
Average Spent		CA\$2,746.17

## Appendix C

**Data Note:** 2020 Household Spending Potential shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Household spending does not equal business revenue. “Current year \$” refers to a currency in the current time period. The term “constant year \$” refers to dollars of several years expressed in terms of their value (“purchasing power”) in a single year.

Source: Colliers, Environics

**Table 7.7: Warman Spending Potential Index (2020)**

<b>Total current consumption: Total (\$)</b>	<b>CA\$587,963,006</b>
<b>Recreation: Total (\$)</b>	<b>CA\$28,726,311</b>
Average Spent	CA\$6,533.16
Spending Potential Index	153
<b>Reading materials and other printed matter: Total (\$)</b>	<b>CA\$1,275,200</b>
Average Spent	CA\$290.02
Spending Potential Index	91
<b>Education: Total (\$)</b>	<b>CA\$6,681,679</b>
Average Spent	CA\$1,519.60
Spending Potential Index	106
<b>Tobacco products and alcoholic beverages: Total(\$)</b>	<b>CA\$18,911,653</b>
Average Spent	CA\$4,301.04
Spending Potential Index	119
<b>Games of chance (net): Total (\$)</b>	<b>CA\$7,127,833</b>
Average Spent	CA\$1,621.07
Spending Potential Index	150
<b>Miscellaneous expenditures: Total (\$)</b>	<b>CA\$9,469,375</b>
Average Spent	2,153.60
Spending Potential Index	108
<b>Personal Taxes: Total (\$)</b>	<b>CA\$103,618,897</b>
Average Spent	CA\$23,565.82
Spending Potential Index	136
<b>Personal insurance payments and pension contributions: Total (\$)</b>	<b>CA\$34,422,276</b>
Average Spent	CA\$7,828.58
Spending Potential Index	154
<b>Gifts of money and contributions: Total (\$)</b>	<b>CA\$14,676,592</b>
Average Spent	CA\$3,337.87
Spending Potential Index	147

**Data Note:** 2020 Household Spending Potential shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive. Household spending does not equal business revenue. “Current year \$” refers to a currency in the current time period. The term “constant year \$” refers to dollars of several years expressed in terms of their value (“purchasing power”) in a single year.

Source: Colliers, Environics

## Appendix D

### Detailed Retail Inventory

Address	Retail SF	Office SF	Other
100 2nd Ave N	2,396	1,000	
100 6th Ave	2,463		
100 6th Ave S	7,085		
100 Crystal Springs Dr	3,952	1,140	
101 Central St W	3,115		
102 5th Ave S	4,433		
102 Central St E	3,285		
102 Eldorado St	1,920		
103 Central St W	4,992		
104-5th Ave S	1,712		830
106 Central St E	2,161		
106 Eldorado St	3,522		
106 Klassen St	1,601		
109 Klassen St W	2,640		
109 Steves Street	9,960		
110 Central St E	9,838		
110 Eldorado St	10,915		
111 Eldorado St	6,660		
112 North Railway St E	6,300		484
115 Klassen St W	9,984		
115 Eldorado St W	25,650		
123 South Railway St W	19,776		
1210 Industrial Rd	11,900		

## Appendix D

### Detailed Retail Inventory

Address	Retail SF	Office SF	Other
1211 Boucher Ave	20,766		
1212 Boucher Ave	6,680		
16 Hamilton Ave	2,250		
18 Hamilton Ave	5,205		
201 Centennial Blvd	100,341		
202 Corman St	320		
204 Central St W	3,932		
205 Central St	4,152		
205 Corman St	6,880		
206 Eldorado St	7,212		
208 Central St W	1,976		
209 Corman Street	12,220		
211 Central St W	3,200		880
212 Central St	8,078		
22 Hamilton Ave	2,024		
304 Central St W	2,956		
315 Central St W	2,048		
319 Central St W	624		1,642
402 Central St W	3,922		1,048
407 Central St W	2,312		
409 Central St W	4,600		
411 Central St	3,540		528
426 Central St W	11,163		

## Appendix E

### Detailed Retail Inventory

Address	Retail SF	Office SF	Other
430 Central St	3,360		
501 Main St	4,312		
501 Neufeld St	15,548		
501 South Railway St W	11,136		
502 N Railway St W	5,840		
505 Central St W	3,946		3046
511 Industrial Rd	9,290		
513 Main St	1,344		960
514 Langley Ave	15,103		
514 Thompson Road	13,950		
517 Boehr Ave	4,336		
520 Central St W	52,020		
521 Neufeld St	16,100		
521 South Railway St W	14,400		
522 Thompson Road	10,036		
523 Main St	4,064		968
531 Langley Ave	23,312		
532 Main St W	1,812		
601 Neufeld St	2,600		
601 South Railway St W	70,390		
603 Neufeld St	5,280		
619 and 621 South Railway St W	9,200		
620 Central St W	8,736		

## Appendix E

### Detailed Retail Inventory

Address	Retail SF	Office SF	Other
701 Centennial Blvd	125,534		
701 South Railway St	15,696		
800 South Railway St	18,280		
801 S Railway St W	5,271		
805 6th Ave s	7,228		
807 S Railway St W	5,950		
810 Cent.Blvd	28,559		
810 Centennial Blvd	55,978		
810 Centennial Blvd	3,705		
815 5th Ave	4,752		
815 South Railway St W	4,472		
821 South Railway St W	5,508		
900 Centennial Blvd	9,600		
901 6th Ave S	9,036		
903 6th Ave S	6,128		
905 6th Ave S	7,650		
910 Centennial Blvd	25,201		
917 5th Ave S	5,240		
920 Cent. Blvd	4,535		
930 Centennial Blvd	31,737		1,222
117 Haichert St	24,372		
531 Langley Ave	23,312		

## Appendix E

### Warman Business Inventory

Name	Category
More Than Just Feed	Ag Retail
M&S Arcade	Amusement – Arcade
Dancers Edge	Amusement – Dance Studio
CJ's Climb and Play Inc.	Amusement - Other
Central Car Wash	Automotive – Car Wash
Warman Equipment Rentals Ltd	Auto – Rental
Dads Cycle and Sledshop Ltd	Automotive – Retail/Parts
306 Deal Auto Sales	Automotive – Sales/Leasing
Apex Auto Sales	Automotive – Sales/Leasing
Barryl Auto Services	Automotive – Sales/Leasing
Creative Concepts & Restorations	Automotive – Sales/Leasing
Dark Iron Diesel	Automotive – Sales/Leasing
GTR Auto Sales Inc.	Automotive – Sales/Leasing
K Auto & Truck Sales Ltd.	Automotive – Sales/Leasing
VTEC Auto Sales Inc.	Automotive – Sales/Leasing
Clark's Supply and Service Ltd	Automotive – Sales/Leasing - Equipment
Iron Nations Equipment Inc	Automotive Sales/Leasing – Equipment
Pro-Line Manufacturing (Sask) Inc.	Automotive Sales/Leasing – Equipment
Sunlight Machinery Trading Inc.	Automotive Sales/Leasing – Equipment
Hanson RV Ltd.	Automotive – Sales/Leasing – Recreational
Great Canadian Oil Change	Automotive - Service
7-Eleven Canada Inc	Convenience
Co-op Gas Bar Warman	Convenience

## Appendix E

### Warman Business Inventory

Name	Category
ESSO on the Run	Convenience
Everything Country Mini Market	Convenience
Affinity Credit Union	Financial Institution
RBC Royal Bank	Financial Institution
Falling for Fitness	Fitness
Not A Gym	Fitness
Synergy Strength & Conditioning Warman	Fitness
Hannah Books & Gifts Ltd	General Retail – Books/Music
Park Brewing Company	General Retail - Brewery
Homebound Brewery	General Retail - Brewery
5 Buds Cannabis	General Retail - Cannabis
National Cannabis Distribution	General Retail - Cannabis
Prairie Records	General Retail - Cannabis
Prairie Mobile Communications	General Retail - Cellular
Bodacious Bustlines Bras and Lingerie	General Retail - Clothing
Clothing Obsession Inc.	General Retail - Clothing
HL KIDZ	General Retail - Clothing
KHL Clothing Company	General Retail - Clothing
Pretty Little Pieces	General Retail - Clothing
Warm Hugs Lingerie & Accessories	General Retail - Clothing
Dollar Tree #40233	General Retail - Department
MB23HK	General Retail - Electronics
The Source	General Retail - Electronics

## Appendix E

### Warman Business Inventory

Name	Category
Baby Bear	General Retail - Florist
Flower Memory Florist and Gardens Ltd	General Retail - Florist
J&J Sausage	General Retail - Food
Nourish Natural Health Food Store	General Retail - Food
J&H Builder's Warehouse	General Retail - Hardware
Kingeys Hardware & Tooling Co. Ltd	General Retail - Hardware
Warman Home Centre	General Retail - Hardware
Zak's Home Building Centre	General Retail - Hardware
Brace Supplies CA. Ltd	General Retail - Health
Clement Farms Inc.	General Retail – Home/Furniture/Décor/Garden
D&D Decorate Services	General Retail – Home/Furniture/Décor/Garden
DTH Kitchen Wares	General Retail – Home/Furniture/Décor/Garden
Eternal Flooring Ltd.	General Retail – Home/Furniture/Décor/Garden
H&T Cabinets LTD	General Retail – Home/Furniture/Décor/Garden
QuantumX Technologies Inc. – operating as Aqua Wave Pools & Spa	General Retail – Home/Furniture/Décor/Garden
Ruiting Bed & Bath	General Retail – Home/Furniture/Décor/Garden
Sanergy Lighting Supply Ltd.	General Retail – Home/Furniture/Décor/Garden
TL Curtain Store	General Retail – Home/Furniture/Décor/Garden
Woody's Furniture Canada Ltd.	General Retail – Home/Furniture/Décor/Garden
Yan & Wu Jewelry Ltd	General Retail - Jewellers
Advanced Marketing Concepts	General Retail - Other
Electric Fog Vape Shop	General Retail - Other
Smoking Glass Shop	General Retail - Other

## Appendix E

### Warman Business Inventory

Name	Category
Tiny Stitch Quilt Shop	General Retail - Other
Warman Thrift Shop	General Retail – Second Hand
Pet Valu	General Retail - Pet
Atlas Outdoors Cycle & Recreation	General Retail – Sporting Goods
First and First Boardshop	General Retail – Sporting Goods
KB Sports Ltd	General Retail – Sporting Goods
Top Shelf Sports	General Retail – Sporting Goods
Buy-Low Foods LP	Grocery
Co-Op Food Store Warman	Grocery
Days Inn & Suites	Hotel
The Rail Bar & Grill, Warman Hotel	Hotel
Crystal Springs Liquor & Convenience	Liquor
Maverick & Co. Liquor	Liquor
Dr. Kirby Cadman Orthodontic Prof. Corp	Medical - Dental
Legends Dental Centre	Medical - Dental
Warman Dental Centre	Medical - Dental
Warman Eyecare	Medical - Optometry
Danalee Pell Counselling	Medical – Other Specialist
Warman Medical Imaging	Medical – Other Specialist
Gama Family Medicine & Minor Emergency Centre	Medical - Physicians
Legends Medical Clinic	Medical - Physicians
Pro Sports Rehab – Warman	Medical - Physiotherapy
Warman Physiotherapy & Wellness	Medical - Physiotherapy

## Appendix E

### Warman Business Inventory

Name	Category
Warman Denture & Implant Solutions	Medical - Service
Warman Small Animal Hospital	Medical - Veterinarian
Warman Veterinary Clinic	Medical - Veterinarian
Martens Warman Funeral Home Inc	Personal Services - Funeral
Fynesse Cosmetic Injection Studio	Personal Services - Health
Gleisberg's Naturopathic Clinic	Personal Services - Health
Laserology Skin Clinic Inc.	Personal Services - Health
Prairie Hope Wellness	Personal Services - Health
Inside Out Therapies	Personal Services - Massage
Legends Massage Therapy	Personal Services - Massage
Bo's Pet Service Centre Inc.	Personal Services - Pet
Golden Shears Hair Studio	Personal Services – Salon/Barber
Reign Academy & Studios	Personal Services – Salon/Barber
Salon Beau.ti.ful Inc.	Personal Services – Salon/Barber
Sazzy Nails & Spa	Personal Services – Salon/Barber
Thing's Beauty Studio	Personal Services – Salon/Barber
Walkincuts & Colours	Personal Services – Salon/Barber
Co-op Pharmacy Warman	Pharmacy
Diamond Centre Pharmacy	Pharmacy
Legends Pharmacy	Pharmacy
Warman Pharmasave	Pharmacy
Green Tax & Accounting Services Inc.	Professional Services - Accounting
King Accounting Services	Professional Services - Accounting

## Appendix E

### Warman Business Inventory

Name	Category
Laskowski & Wright LLP	Professional Services - Accounting
Loewen Accounting Service	Professional Services - Accounting
102082741 Saskatchewan Ltd.	Professional Services - Consultant
ACME Digital Marketing Consulting	Professional Services - Consultant
Contact Business Consulting Inc.	Professional Services - Consultant
Cornerstone Wealth Management	Professional Services - Financial
Kessler Insurance	Professional Services - Insurance
MuniCode Services	Professional Services - Other
W Law Group	Professional Services - Lawyer
Re/Max north Country	Professional Services - Real Estate
Chopsticks Asian Cuisine (102119495 SK Ltd)	Restaurant - Full Service
Cork and Kettle	Restaurant - Full Service
Leopold's Tavern	Restaurant - Full Service
Ma's Sushi	Restaurant - Full Service
Phoenix Restaurant	Restaurant - Full Service
Warman Wok	Restaurant - Full Service
You's Kitchen Ltd.	Restaurant - Full Service
Booster Juice	Restaurant - LSEP
Dairy Queen Grill & Chill	Restaurant - LSEP
Family Pizza	Restaurant - LSEP
McDonald's	Restaurant - LSEP
Pizza Hut	Restaurant - LSEP
Refuge Coffee & Baking Co.	Restaurant - LSEP

## Appendix E

### Warman Business Inventory

Name	Category
Ringers Original Pizza	Restaurant - LSEP
Subway	Restaurant - LSEP
Taco Time	Restaurant - LSEP
The Happy Heifer Icecream Co.	Restaurant - LSEP
Tim Hortons	Professional Services - Consultant
Venice House Pizza	Professional Services - Financial



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