



Feasibility Study Summary Report

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

DRAFT

October 20, 2014



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Multi-Purpose Agricultural Facility Feasibility Study*

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October 15, 2014

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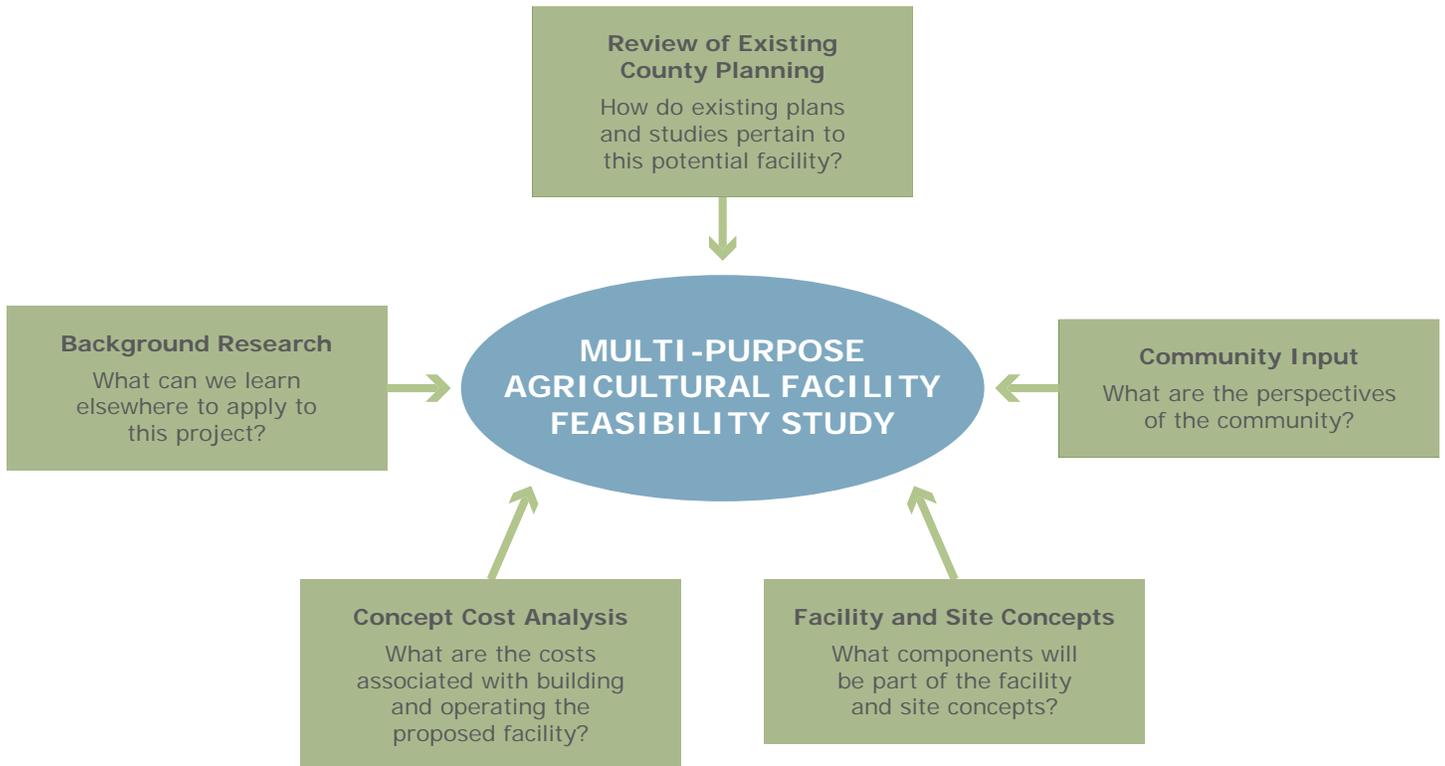
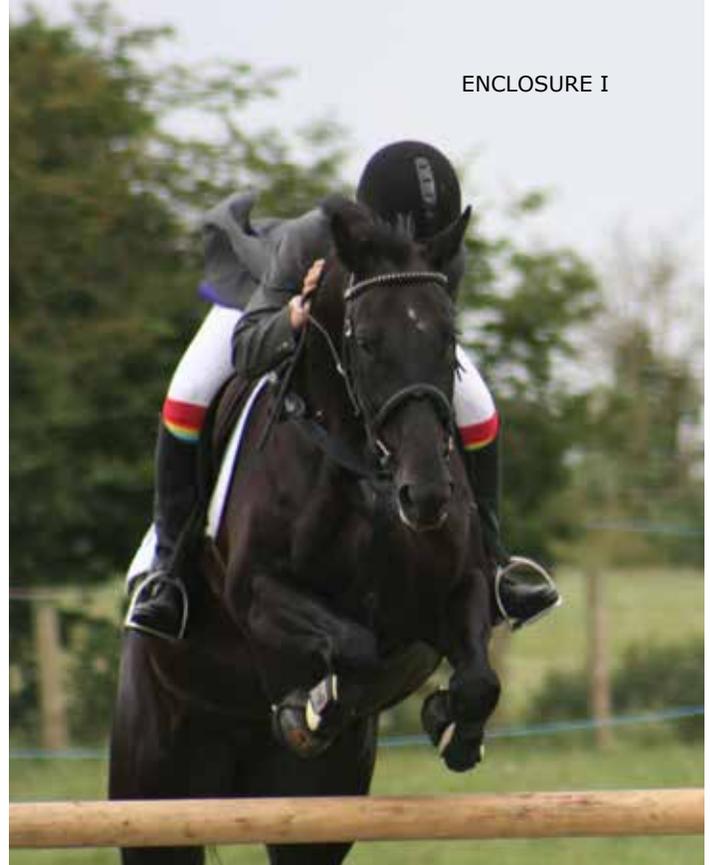
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Introduction & Methodology

The potential development of a multi-purpose agricultural facility in Strathcona County has been a topic of resident, stakeholder, and political **discussion for many years**. In 2013 Strathcona County Council directed administration to further explore the feasibility of developing a multi-purpose agriculture facility to meet resident and stakeholder needs in the County.

The following feasibility study is the result of the efforts of **extensive research and community consultation**. Key to the development of the study has been direction from an internal project steering committee, input from a number of vested stakeholders from Strathcona County and beyond, input from County Council, input from the Strathcona County Agriculture Services Board, and the guidance, facilitation and expertise of a multifaceted consulting team.

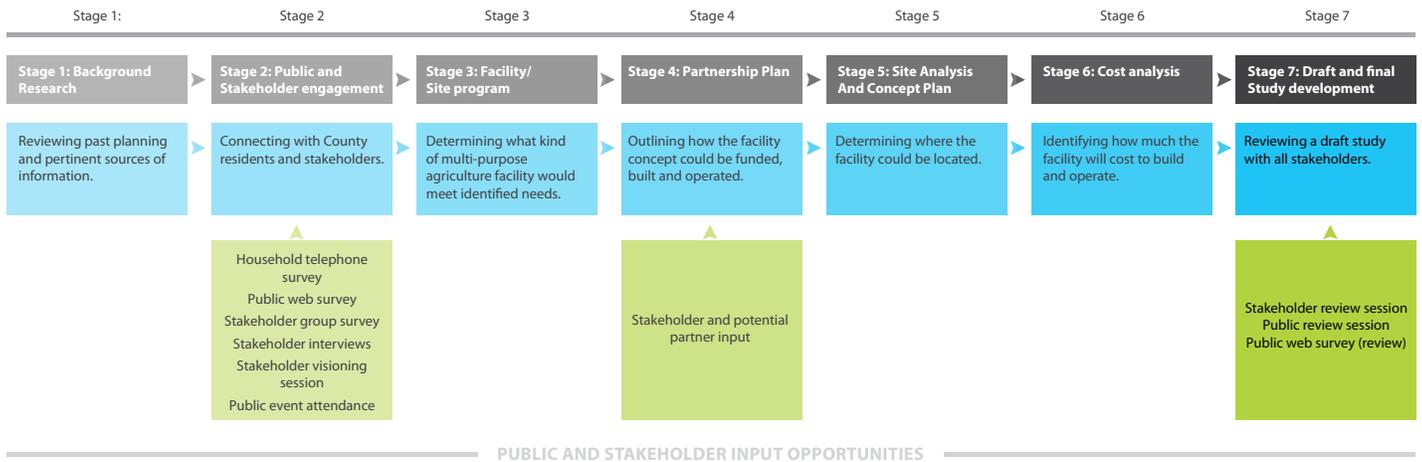


The level of community engagement was heightened for this project; a **multi-purpose agricultural facility first needed to be defined**. Once this program definition was accomplished, further cost - benefit analysis costs was conducted.

The project work plan was broken down into **six stages of work**. A summary of the findings for each stage of work is presented herein. Each stage of work also included a background report which can be found in the Study Appendix.

The methodology utilized in developing this study is described in the flow chart below.

PROJECT PROCESS & METHODOLOGY FLOW CHART





Key Findings—Stage 1 Report: Background Research

Background Documentation

The importance of agriculture to the economic, cultural and social well-being of Strathcona County has been identified in numerous strategic planning documents. A multi-purpose agricultural facility is one element of many that can enhance the profile and strength of agricultural lifestyle in the County.

Strathcona County's 2013 Strategic Plan outlines a vision for the County which includes being a "**champion for advancing diverse agricultural business**". Furthermore, the vision statement reflects that Strathcona County strives to be...

"...a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart."

Identified below are additional references to agriculture and agri-recreation from other strategic planning studies and initiatives.

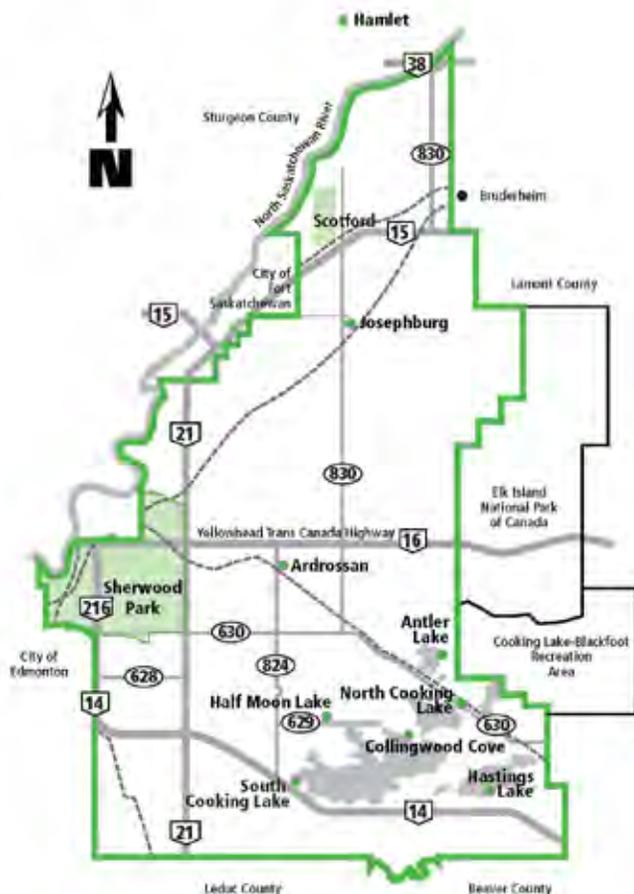
- » The County's **Open Space and Recreation Facility Study (2008)** identified that further exploration of multipurpose agriculture facilities is warranted.
- » **Recreation Master Plans for Josephburg (2012) and Ardrossan (2009)** confirmed that community groups are interested in the further exploration of multipurpose agriculture facilities is warranted.
- » **The County's Trails Strategy (2012)** identified the need for additional staging and amenity areas for equine trail activities.
- » **The Beaver Hills Tourism Initiative Opportunity Assessment** further identified that gaps exist in agri-tourism across the region.
- » The County's **Municipal Development Plan (2007)** notes that importance of providing a variety of indoor and outdoor recreational opportunities to residents across the County.



Community Context

Strathcona County (population 92,403)¹ is a specialized municipality² located directly east of the City of Edmonton in north central Alberta. Strathcona County is the **third largest municipality in Alberta** behind only the City of Calgary and City of Edmonton. As a specialized municipality, the County is administratively comprised of both an urban service area and a rural service area. The urban service area is comprised of Sherwood Park, while the rural service area includes all other areas within the County boundaries. Included in the rural service area are eight hamlets (Josephburg, Ardrossan, Antler Lake, Half Moon Lake, North Cooking Lake, Collingwood Cove, Hastings Lake and South Cooking Lake). The following map presents of the County boundaries and hamlets.

Strathcona County is well regarded for its **high quality of life** and vibrancy. In March 2013, MoneySense Magazine rated Strathcona County as the fourth best overall place to live in



Canada and the fourth best place to raise a family in Canada.³ Contributing to the attractiveness of Strathcona County for existing and prospective residents are an abundance of cultural, social, and recreational opportunities.

Agriculture remains an important part of the County's economic and cultural fabric. Located within the County boundaries are 1,964 farms and 84,930 hectares of agricultural land. In total, agricultural lands account for approximately 67% of all land use in the County.⁴ A 2011 'Horse Count' estimated that there were 6,282 horses in the County, second only to Rocky View County among municipalities Alberta.

The continued significance of agriculture is further reflected in the number of agricultural related recreation and social activities that take place throughout the County. Key to the delivery of programs, facilities and events are numerous not for profit organizations and groups. Operating within the County are three registered agricultural societies (Josephburg Agricultural Society, Colchester & District Agricultural Society, Ardrossan Recreation Agricultural Society). Each of the three societies plays an important role in the operation of facilities and the delivery of programs and events. A number of 4H clubs, pony and horse clubs, equine riding groups and private riding facilities also exist and are important in providing "agri-recreation" opportunities across the region.

Strathcona County and its **growing population** continue to benefit from a **strong economy**. The County remains Canada's predominant hydrocarbon processing centre, with 43% of the nation's basic chemical manufacturing taking place at 15 facilities within the County's boundaries. Seventy-five percent (75%) of all petroleum refining in western Canada takes place in Strathcona County. The 290 retail and commercial businesses that exist within the County also continue to benefit from a growing region and close proximity to major transportation networks. The market area of Strathcona County is estimated at over 1.2 million people, and is serviced by major road, air and rail transportation networks.⁵

1 Strathcona County, Municipal Census (2012)

2 Recognized by the Government of Alberta as having unique urban and rural service areas with corresponding funding requirements

3 MoneySense Magazine, March 2013 edition

4,5 Strathcona County, Facts and Stats (2013) <http://www.strathcona.ca/files/files/at-comc-factsandfiguresjune112013rev.pdf>

Review of **trends, background materials, comparable facilities, and the inventory of agricultural facilities in the market area** has influenced the program and intent of a proposed multi-purpose agricultural facility. The following bullets explain.

- » Agricultural activities remain an **important part of Strathcona County's economic, cultural, social and recreational fabric.**
- » Existing within the County and broader region are a **number of agri-recreation focused groups** and organizations that provide a variety of events, programs and facilities.
- » The region is **growing**; potential development needs to accommodate future expansion and be flexible in nature (a phased approach may be necessary to continue meeting community needs).
- » Strathcona County currently has **limited public / community "agri-recreation" infrastructure.**
- » Multi-purpose **indoor arenas are the core component of most major agri-recreation facilities in western Canada**, and are most often located adjacent to outdoor agri-recreation facilities and indoor exhibition facilities.
- » Trends in agri-recreation suggest that facility operators and programmers need to place an increase emphasis on **rural education** in order to attract and retain participants.
- » The majority of multi-purpose indoor arenas are supported by **amenities** such as stabling (permanent or temporary / event based), wash bays, trailer parking and accommodations.

For further detail, please refer to the Stage 1 summary report found in the Study Appendix.



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Key Findings—Stage 2 Report: Public & Stakeholder Engagement

Public and stakeholder engagement was identified as a crucial component to the development of the **Multi-Purpose Agricultural Facility Feasibility Study**. By thoroughly consulting and gathering feedback from stakeholders, County residents and community organizations, the feasibility study accurately identifies a facility program that meets community needs and priorities.

The public and stakeholder engagement phase of the project utilized a number of methods in order to ensure that the feedback gathered was accurate and represented a wide cross-section of interests across the County. The following chart provides an overview of the consultation program.

METHOD	RESPONSES / PARTICIPANTS
HOUSEHOLD SURVEY	400
STAKEHOLDER GROUP SURVEY	21
STAKEHOLDER INTERVIEWS	16
VISIONING SESSION	39+

Identified below are key findings from the public and stakeholder research that will guide the development of a draft facility program.

- » **Support exists in the County for the development of a multi-purpose agricultural facility.**
 - The household survey found that one-quarter (25%) of households support the development of a new multi-purpose agricultural facility in the County (consistent with surveying done for other successful community projects).
 - Support for facility development among community groups and stakeholder was strong.
- » **There exists a strong demand for an indoor riding arena as a core component of a multi-purpose agricultural facility in the County.**
 - 71% of resident survey respondents that were in support of development identified that an indoor riding arena was needed (2nd among all potential elements).
 - An indoor riding arena was identified as a required component / amenity by all participating stakeholder groups.
- » **Agricultural and related activities remain popular in the Strathcona County.**
 - 87% of residents attended a farmers market and 45% attended a fair / festival in the previous year.
 - 24% of households reported having taken part (as a spectator or active participant) in an agricultural competition or rodeo in the previous twelve months (similar to provincial participation rates for ice skating, downhill skiing, tobogganing / sledding, and dancing).³
 - The majority of groups that participated in the group survey expect to continue growing.



4

Key Findings—Stage 3 Report: Facility & Site Program Outline

The findings from **Stage 1 and Stage 2 efforts have driven the following facility and site program for a potential multi-purpose agricultural facility in Strathcona County.** Further to the research conducted by the study team, vested stakeholders were asked to help interpret data and react to a draft facility and site program at a **visioning session** held in late 2013. The following facility and site program is provided to reflect three levels of development based on intended programming and is the product of vested stakeholder involvement, background research and public input. Potential site criteria to be utilized for selecting a site were also discussed through each aspect of research. A proposed site criteria and prioritization system is also provided for future use. For further detail, please refer to the Stage 3 summary report found in the Study Appendix.



Level One: Recreation & Basic Event / Competition Hosting

Intent

To enable community stakeholders to host grassroots agricultural programs, events, and basic competitions.

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
<i>MULTIPURPOSE ARENA</i>	Concrete floor, minimal spectator seating capability (up to 200), 250 ft x 400 ft including program and warm up area
<i>LOBBY</i>	Lobby area appropriate for expected usage
<i>MEETING / PROGRAM ROOMS</i>	Meeting / program room spaces (2), up to 30 person capacity convertible to judging areas and event headquarters rooms
<i>WASH RACKS</i>	Multipurpose wash stalls (10)
<i>TEMPORARY STABLING</i>	Non-fixed structure event-based stabling for up to 200 animals, non-permanent
<i>ADMINISTRATION: FACILITY</i>	Office space (2 offices) and staff areas (lunch room, storage, washrooms with shower facilities)
<i>STORAGE: FACILITY</i>	Storage areas for facility based equipment and supplies
<i>FOOTING STORAGE</i>	Storage areas for footings

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
<i>SHOW RINGS (3)</i>	Show rings for outdoor event and program use, 150 ft x 250 ft
<i>PARKING</i>	Parking as appropriate for expected usage
<i>OPEN SPACE</i>	Multi-use open space for special events
<i>CAMPGROUND: NOT SERVICED</i>	Campground facilities, not serviced for up to 100 units
<i>TRAILS</i>	Multipurpose agri-recreation trails as able based upon site constraints



Level Two: Major Event / Competition Hosting

Intent

To enable community stakeholders to host major events and competitions in addition to grassroots agricultural programming.

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
<i>FACILITY / SITE COMPONENT</i>	Enhanced arena area (as compared to Level 1) to include spectator bleacher seating for up to 2,500
<i>ENHANCED: MULTIPURPOSE ARENA</i>	Enhanced arena area (as compared to Level 1) to include spectator bleacher seating for up to 2,500
<i>ENHANCED: LOBBY AREA</i>	Enhanced lobby area (as compared to Level 1) appropriate for expected traffic / usage
<i>STABLING</i>	Temporary stabling (120 horse capacity), to service event based users, permanent
<i>VIP SEATING</i>	Luxury box accommodations (5 suites)
<i>PRESS BOX / PRODUCTION AREA</i>	Production area appropriate for broadcasting events and press related activities
<i>BANQUET / EXHIBITION HALL</i>	Banquet hall for up to 1,000 capacity, 40 – 50 display booths
<i>COMMERCIAL KITCHEN</i>	Commercial kitchen to service up to 1,000 banquet capacity
<i>LEASE SPACE: CONCESSION</i>	Leasehold space for event based concession services

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
<i>GRANDSTAND</i>	Bleacher seating for up to 1,000
<i>CAMPGROUND: SERVICED</i>	Additional serviced camping for up to 100 units
<i>ADDITIONAL PARKING</i>	Parking as appropriate for expected usage



Level Three: Agri-Business & Research

Intent

To lever site programming associated with Level 1 & 2 development to further local agri-business, agricultural tourism, research, and innovation.

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
RESEARCH LABORATORY SPACE	Laboratory space for agriculture related research
CLASSROOM / TRAINING SPACE	Classroom/training areas (4) to accommodate groups of 20
LEASE SPACE: RETAIL	Lease space for complimentary retail tenants
LEASE SPACE: PROFESSIONAL SERVICES	Lease space for complimentary professional services (veterinary, etc.)
ADMINISTRATION: RESEARCH INCUBATOR	Office space (2 offices) for incubator staff and administration

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION
DEMONSTRATION / TEST AREAS	Crop and livestock research areas
ADDITIONAL PARKING	Parking as appropriate for expected usage



Site Selection Criteria

The background research, public and stakeholder consultation, and feedback from the vested stakeholder visioning session were also utilized to develop a site selection criteria model. The model identifies **7 key criteria and a grading system** that can be used to assess each. Ultimately, this model is intended to ensure that the vetting of potential facility locations considers the needs and priorities that have been identified as important by the community and potential users.

CRITERIA			WEIGHT
<i>ACCESSIBILITY TO MAJOR TRANSPORTATION ROUTES</i>	1 point: The site has access / egress onto major transportation routes (Hwy 16, 21, etc.)	0 points: The site does not have access / egress onto major transportation routes (Hwy 16, 21, etc.)	3
<i>SITE OWNERSHIP</i>	1 point: Site is owned by one of, or a combination of, the partners	0 points: The site is not owned by one of, or a combination of, the partners	3
<i>PROXIMITY TO ACCOMMODATIONS</i>	1 point: The site is in close proximity to accommodations (hotels, etc.)	0 points: The site is not in close proximity to accommodations (hotels, etc.)	2
<i>PROXIMITY TO URBAN CENTRES</i>	1 point: The site is in appropriate proximity to urban centres <i>*Close enough for ease of access, far enough to reduce conflicts</i>	0 points: The site is not in appropriate proximity to urban centres	2
<i>PROXIMITY TO COMPLIMENTARY FACILITIES</i>	1 point: The site is in close proximity to complimentary agriculture / recreation facilities	0 points: The site is not in close proximity to complimentary agriculture / recreation facilities	1
<i>AVAILABLE EXISTING SITE SERVICING</i>	1 point: The site is serviced	0 points: The site is not serviced	1
<i>FUTURE EXPANSION</i>	1 point: The site will accommodate future expansion	0 points: The site will not accommodate future expansion	1



Key Findings—Stage 4 Report: Partnership Plan

Partnerships in the development of public recreation and community facilities are considered by many the way forward. Partnerships enable public funding and expertise to be leveraged with private and non-profit sector resources to ultimately provide enhanced services. Potential partnerships for this project could include **usage agreements, funding and ownership arrangements, and operating relationships.**

Although opportunities for partnership may exist in the Strathcona County market, no formal relationships have been established at this feasibility stage. That being said, many of the other facilities and sites studied during this process do employ partnerships in facility ownership and operations.

As public institutions, municipalities provide transparent and equal access to public programs and infrastructure where at all possible. Assuming that this is the case in Strathcona County, the selection of any of the partnerships should be conducted in a fashion that allows equal access and opportunity for all interested parties. A **partnership solicitation process** (described in the Stage 4 report) would allow the County to understand all real opportunities for partnership. The process would give all potential partners the opportunity to explain their proposal for working with the County and how they will adhere to the operating principles and considerations set out by the County.

Should this project be agreed to by County Council as warranting further exploration, the next step in the development process would be to solicit partnership proposals in a process similar to what is outlined in the Stage 4 report. For further detail, please refer to the Stage 4 summary report found in the Study Appendix.

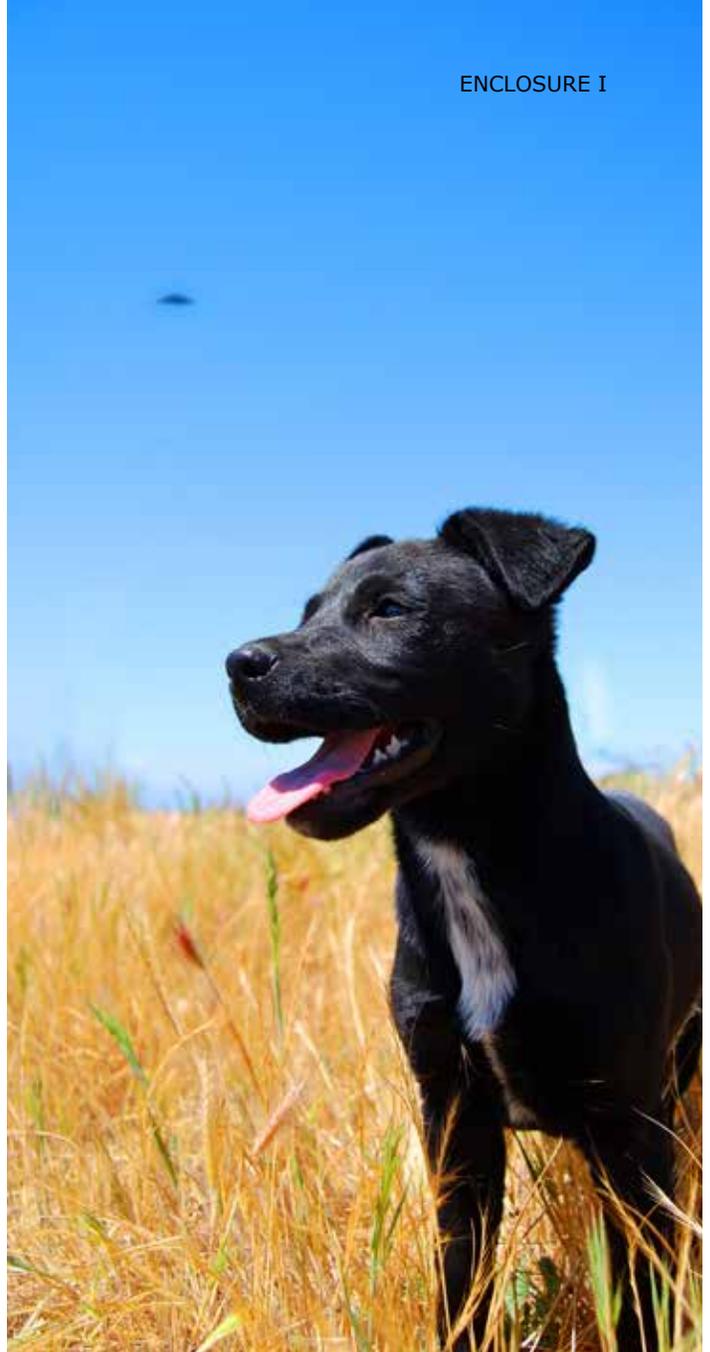




Key Findings—Stage 5 Report: Concept Plan & Site Analysis

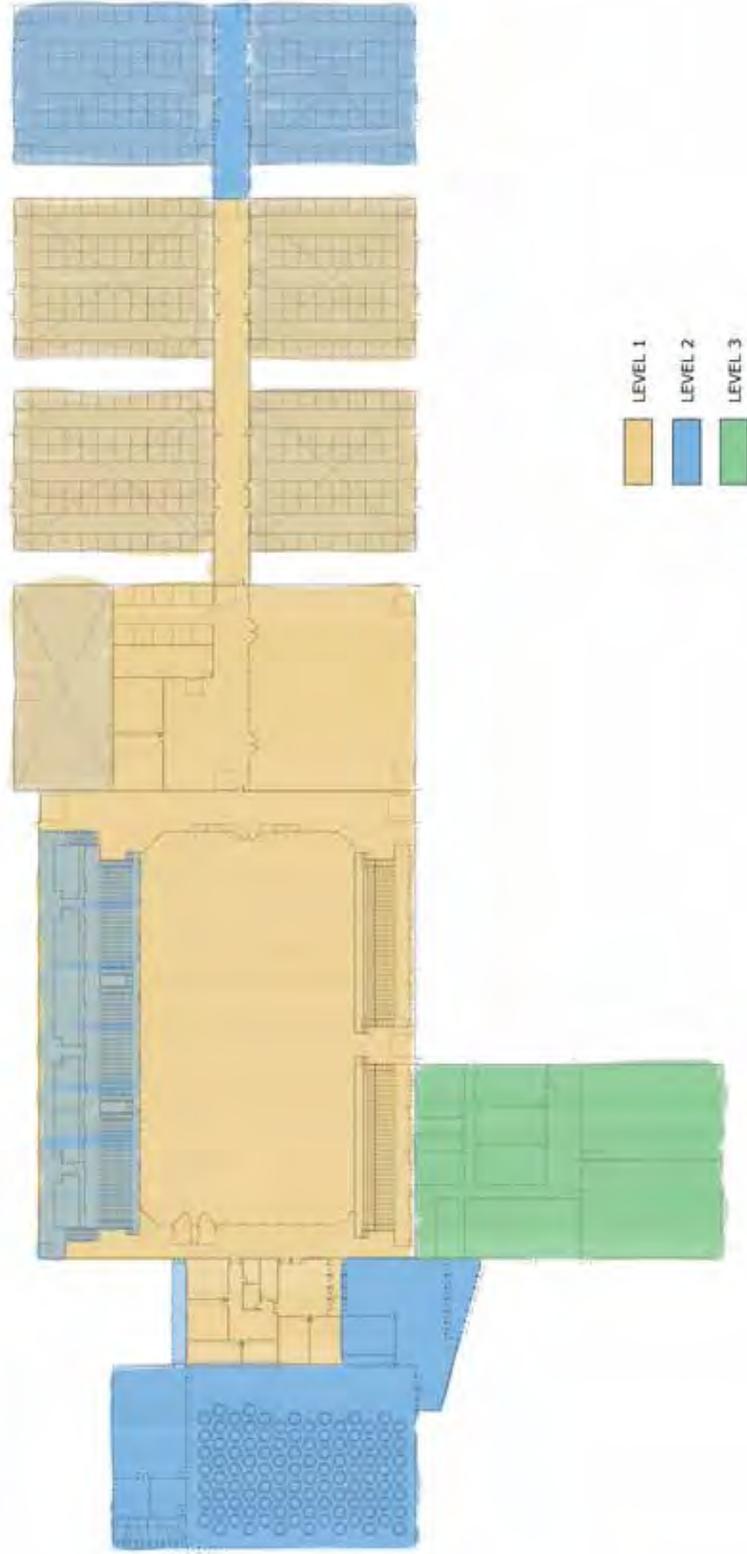
The following concept plans for a facility and a site have been developed to **graphically depict** what a multi-purpose agriculture facility could look like. A facility fly through **animation is also available online (<http://youtu.be/DrWCNUDWUUs>)**. For further detail, please refer to the Stage 5 summary report found in the Study Appendix.

It is entirely possible that the concept plans could change during the detailed design process and that the actual site may be a different shape. However the general site size (60 acres) and facility and site program components are not expected to change should the facility be developed.



Incremental Program Concept Plan: Levels 1 – 3

Document: 6717442



STRATHCONA COUNTY MULTIPURPOSE AGRICULTURAL CENTRE
PHASING PLAN

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING

Facility Renderings



Facility Renderings





Key Findings—Stage 6 Report: Cost Analysis

Projected capital costs for developing the facility and site as presented are included in the chart below. These costs should be considered +/- 20% and are based on per square foot unit construction rates observed in the 2014 Alberta construction market. Inflation between now and when the project is tendered could affect the construction budget. These estimates do not include furniture, fixtures and equipment, site acquisition or site servicing costs which are dependent upon the site selected for development. For further detail, please refer to the Stage 6 summary report found in the Study Appendix.

CAPITAL COST ESTIMATES (MILLIONS)

	FACILITY PROGRAM ELEMENTS	SITE PROGRAM ELEMENTS *	TOTAL
<i>LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING</i>	\$24.26	\$6.67	\$30.93
<i>LEVEL 2: MAJOR EVENT / COMPETITION HOSTING</i>	\$41.94	\$14.53	\$56.47
<i>LEVEL 3: AGRI-BUSINESS & RESEARCH</i>	\$50.41	\$14.56	\$64.97

INCREMENTAL (MILLIONS)

	FACILITY PROGRAM ELEMENTS	SITE PROGRAM ELEMENTS *	TOTAL
<i>LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING</i>	\$24.26	\$6.67	\$30.93
<i>LEVEL 2: MAJOR EVENT / COMPETITION HOSTING</i>	+ \$17.68	+ \$7.86	+ \$25.54
<i>LEVEL 3: AGRI-BUSINESS & RESEARCH</i>	+ \$8.47	+ \$0.03	+ \$8.5
TOTAL	= \$50.47	= \$14.56	= \$64.97



Community facilities can be owned and operated under a variety of different models. Potential ownership models include municipally owned, jointly owned (partnership between municipality and private/non-profit partners), or partner owned (where the municipality has no ownership of the facility). Facility ownership is typically a function of initial capital contribution. As no significant external contributions to capital have been identified for this project to date, it is assumed the facility and site will be owned by the County.

Operating models can include a facility being directly operated by municipal staff or a facility being operated by a third party (non-municipal) under a contractual arrangement. During the research conducted for this project, no potential operating bodies have been identified that represent County-wide interests and therefore it is assumed that the facility will be operated by County staff. That being said, there may be operational partnerships that come forward through the partnership Solicitation process at which point in time operating conditions may change. For further detail, please refer to the Stage 6 summary report found in the Study Appendix.

OPERATING COST ESTIMATES

	LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING	LEVEL 2: MAJOR EVENT / COMPETITION HOSTING	LEVEL 3: AGRI-BUSINESS & RESEARCH	LEVELS 1 & 3 ONLY
REVENUES	\$ 305,050.00	\$ 537,800.00	\$1,027,800.00	\$795,000.00
EXPENSES	\$ 824,987.50	\$1,446,012.50	\$1,499,637.50	\$878,216.50
NET	(\$519,937.50)	(\$908,212.50)	(\$471,837.50)	(\$83,562.50)
% RECOVERY	37.0%	37.2%	68.5%	90.5%

Note: The cost estimates in the table are cumulative. In other words, the figures in column 2 for Level 2 include the elements for Level 1 & 2. Likewise, the figures for Level 3 include all elements in Levels 1, 2 & 3. The final column represents the figures for the elements in Levels 1 & 3 only.





Cost Benefit Summary & Next Steps

Strathcona County, through its vision, has demonstrated a desire to be *"...a champion for advancing diverse **agricultural business...**"*. Furthermore the County's 2014 Strategic Plan explains *"We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, **cultural and recreational programs and facilities is a priority and sets us apart.**"* The potential development of a multi-purpose agriculture facility in Strathcona County is an initiative that could help achieve this vision.

This feasibility exploration into the potential development of a multi-purpose agriculture facility in Strathcona County has accomplished a number of intended outcomes. The **definition of multi-purpose facility and site components in the context of Strathcona County** has been identified through thorough background research, public input, and the engagement of vested stakeholders and content experts from the County and beyond.

Further to this definition, potential **tangible and intangible costs and benefits** associated with a new multi-purpose agricultural facility have also been discovered. Expected benefits include:

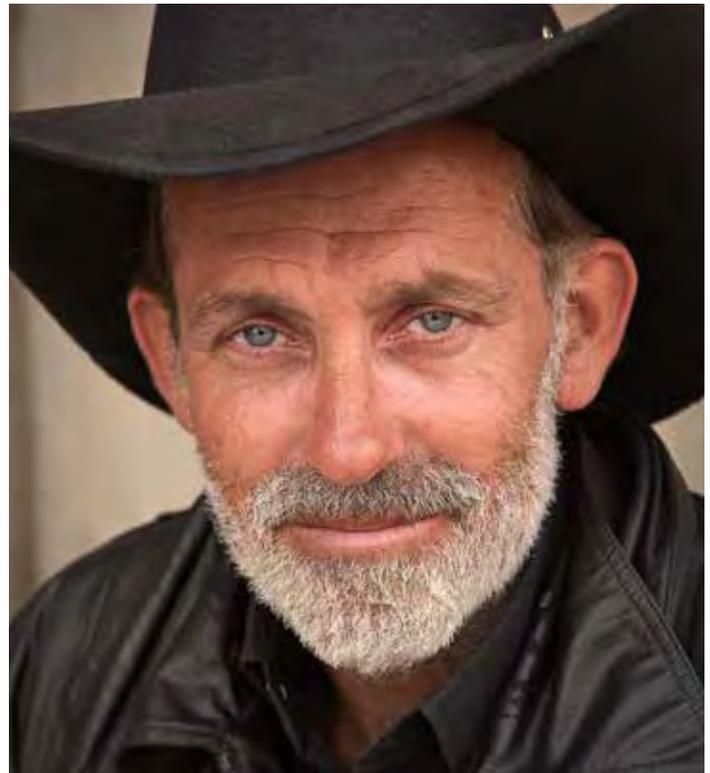
- » The project will help the County achieve its overall Vision.
- » The project will address community demands for multi-purpose agriculture facilities.
- » The project will position Strathcona County as ideal location for Regional, Provincial, or National events (e.g. shows, performances, competitions, etc.).
- » The project will portray the rural – urban balance that exists in Strathcona County.
- » The project will have positive economic impact in regards to construction and ongoing operations.

Capital costs for the project are expected to be between \$31M and \$65M depending on the desired level of development and not including site acquisition or servicing. Annual operating costs for the project are estimated at between \$85,000 and \$950,000 per year depending on the desired level of development and not including debt servicing.

Strathcona County Council is now armed with significantly more information about a potential new multi-purpose agriculture facility to help them better understand the costs and benefits associated with development of this nature in the County. Should Council support moving forward further with the project, exploring potential sites and potential partnerships, the following next steps have been suggested. Of note is that these next steps do not require commitment by County Council to actually develop a facility; that being said moving on to these next steps with the understanding of forecasted impacts (tangible and intangible) of development will create a level of expectation in the public and with potential partners that the County is committed to the exploring the project in a more committed fashion.

PROPOSED NEXT STEPS

1. Solicit partnership interest in building and operating the facility and site via the process outlined herein.
2. Review potential sites and prioritize based on the criteria and system presented herein.



Apper

Indices



Appendix A—Stage 1 Report: Background Information



Stage 1 Report: Background Research

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



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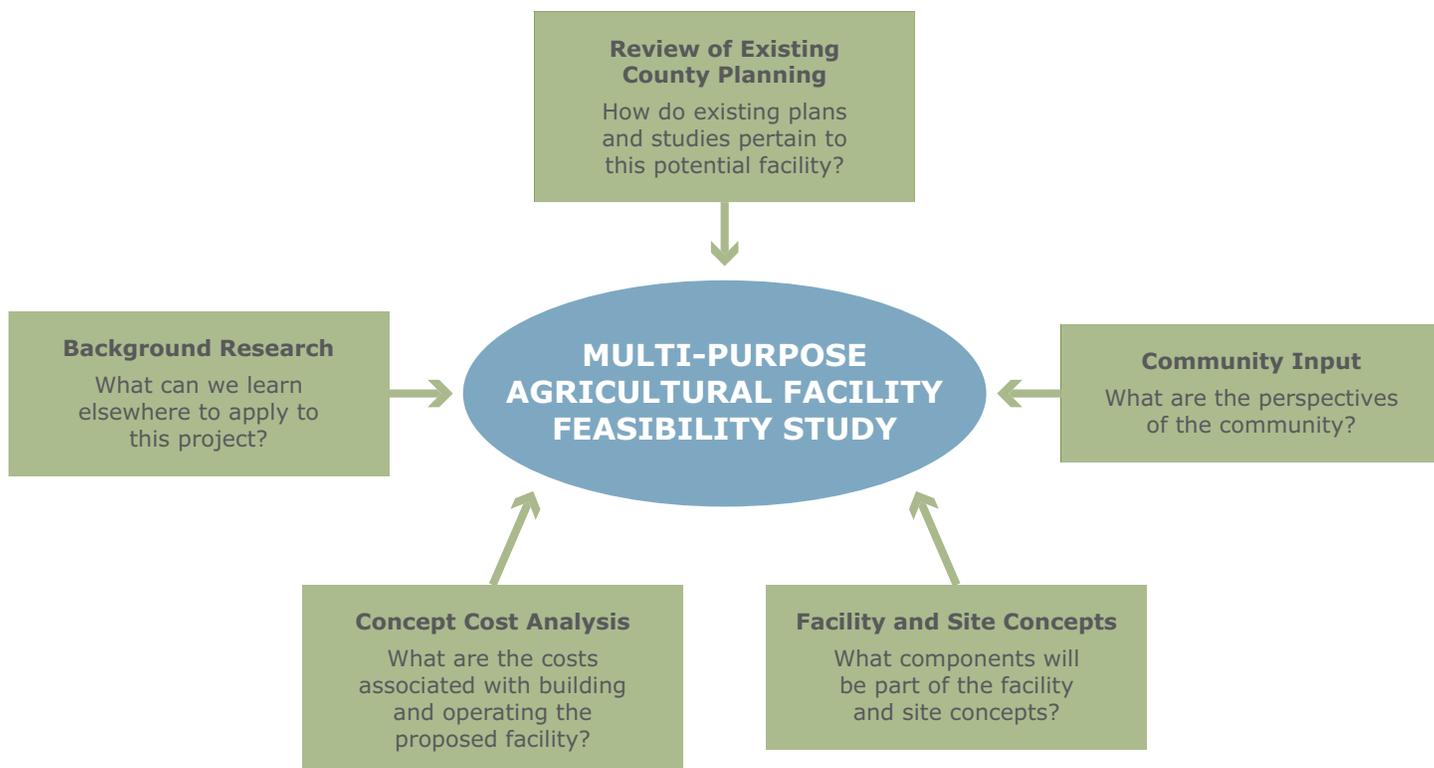
1.0 Introduction & Project Background

Strathcona County is conducting a feasibility study on a multi-purpose agricultural facility in order to measure the need, costs and benefits of developing a facility in the County. While a number of agri-recreation activities are popular in the County, and continue to utilize a variety of facilities, there is not currently a purposed multi-purpose agricultural facility.

The study will undertake and utilize significant research and public consultation to shape a facility program (components and amenities) and other related considerations such as potential sites and partnership opportunities. The financial implications of development, both capital and operating, will also be outlined in order to provide an accurate estimate of the resources that will be necessary to successfully provide a potential multi-purpose agricultural facility in the County.

The project methodology can be explained using the following chart.

Summarized in this document is research that has been conducted in order to provide a base context for the project. This research includes a review of County characteristics and population demographics, trends in the provision of agri-recreation programs and infrastructure and a comparative overview of other facilities across western Canada. This information can help frame the initial discussions on community needs for agri-recreation programs and services, and components / amenities that may be required in a potential facility in order to meet these needs.



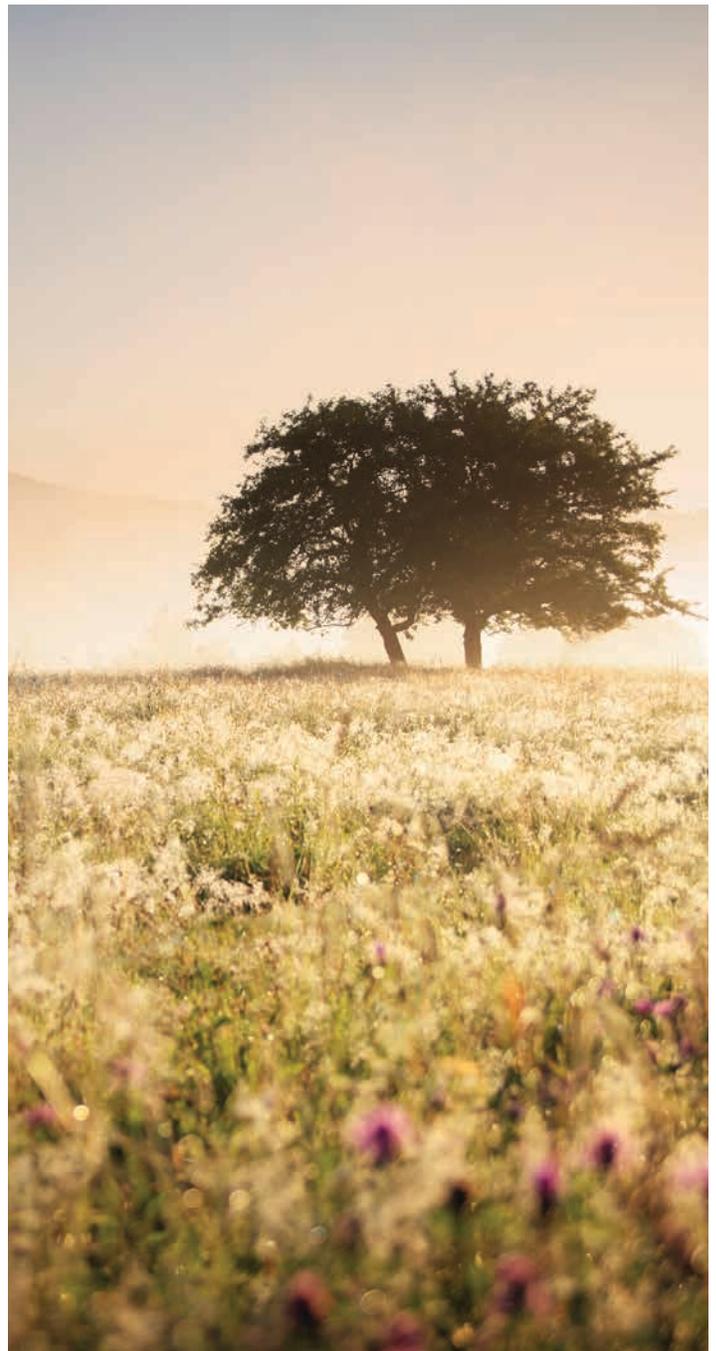
1.1 Background Documentation

The importance of agriculture to the economic, cultural and social well-being of Strathcona County has been identified in numerous strategic planning documents. Strathcona County's 2013 Strategic Plan outlines a vision for the County which includes being a "champion for advancing diverse agricultural business". Furthermore, the vision statement reflects that Strathcona County strives to be...

"...a model of ecological integrity, protecting our environment and preserving our agricultural heritage. Investment in infrastructure, quality services, cultural and recreational programs and facilities is a priority and sets us apart."

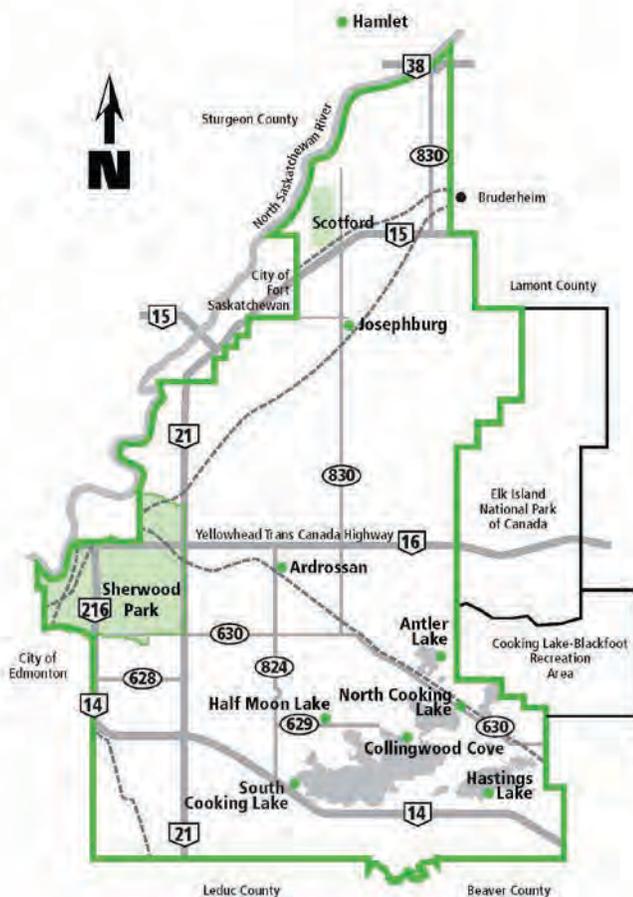
Identified below are additional references to agriculture and agri-recreation from other strategic planning studies and initiatives.

- » The County's **Open Space and Recreation Facility Study (2006)** identified that further exploration of multipurpose agriculture facilities is warranted.
- » **Recreation Master Plans for Josephburg (2012) and Ardrossan (2009)** confirmed that community groups are interested in the further exploration of multipurpose agriculture facilities is warranted.
- » **The County's Trails Strategy (2012)** identified the need for additional staging and amenity areas for equine trail activities.
- » **The Beaver Hills Tourism Initiative Opportunity Assessment** further identified that gaps exist in agri-tourism across the region.
- » The County's **Municipal Development Plan (2007)** notes that importance of providing a variety of indoor and outdoor recreational opportunities to residents across the County.



2.0 Community Context

Strathcona County (population 92,403)¹ is a specialized municipality² located directly east of the City of Edmonton in north central Alberta. Strathcona County is the third largest municipality in Alberta behind only the City of Calgary and City of Edmonton. As a specialized municipality, the County is administratively comprised of both an urban service area and a rural service area. The urban service area is comprised of Sherwood Park, while the rural service area includes all other areas within the County boundaries. Included in the rural service area are eight hamlets (Josephburg, Ardrossan, Antler Lake, Half Moon Lake, North Cooking Lake, Collingwood Cove, Hastings Lake and South Cooking Lake). The following map provides an overview of the County boundaries and hamlets.



Strathcona County is well regarded for its high quality of life and vibrancy. In March 2013, MoneySense Magazine rated Strathcona County as the fourth best overall place to live in Canada and the fourth best place to raise a family in Canada.³ Contributing to the attractiveness of Strathcona County for existing and prospective residents are an abundance of cultural, social and recreational opportunities. The County along with its community partners offer an abundance of facilities, events and programs for residents of all ages and interests. Located within the County are a variety of major recreation facilities, parks and open spaces, sports fields, trails and community halls. **See Section 4 on page 6 for an overview of facilities in the County.**

Agriculture remains an important part of the County's economic and cultural fabric. Located within the County boundaries are 1,964 farms and 84,930 hectares of agricultural land. In total, agricultural lands account for approximately 67% of all land use in the County.⁴ A 2011 'Horse Count' estimated that there were 6,282 horses in the County, second only to Rocky View County among municipalities Alberta.

The continued significance of agriculture is further reflected in the number of agricultural related recreation and social activities that take place throughout the County. Key to the delivery of programs, facilities and events are numerous not for profit organizations and groups. Operating within the County are three registered agricultural societies (Josephburg Agricultural Society, Colchester & District Agricultural Society, Ardrossan Recreation Agricultural Society). Each of three societies plays an important role in the operation of facilities and the delivery of programs and events. A number of 4H clubs, Pony and Horse clubs, equine riding groups and private riding facilities also exist and are important in providing "agri-recreation" opportunities across the region.

Strathcona County and its growing population continue to benefit from a strong economy. The County remains Canada's predominant hydrocarbon processing centre, with 43% of the nation's basic chemical manufacturing taking place at 15 facilities within the County's boundaries. Seventy-five percent (75%) of all petroleum refining in western Canada takes place in Strathcona County. The 290 retail and commercial businesses that exist within the County also continue to benefit from a growing region and close proximity to major transportation networks. The market area of Strathcona County is estimated at over 1.2 million people, and is serviced by major road, air and rail transportation networks.⁵

1 Strathcona County, Municipal Census (2012)

2 Recognized by the Government of Alberta as having unique urban and rural service areas with corresponding funding requirements

3 MoneySense Magazine, March 2013 edition

4,5 Strathcona County, Facts and Stats (2013)
<http://www.strathcona.ca/files/files/at-com-c-factsandfiguresjune112013rev.pdf>

3.0 Population Analysis⁶

The 2012 Municipal Census population count of 92,403 residents in Strathcona County represented an increase of 5.0% (4,405 residents) from the previous census completed in 2009. In 2012, 70.8% of the County's population (65,465 residents) lived in Sherwood Park and 29.2% (26,938 residents) lived in rural Strathcona County. Within rural Strathcona County, the highest proportion of residents live in Country residences (71.5%), followed by Farms (19.3%) and Hamlets (9.1%). Over 81% of rural residents have lived in Strathcona County for more than five years. By comparison, approximately 76% of Sherwood Park residents have lived in the County for more than five years.

Population growth in Sherwood Park was 6.2% from 2009 to 2012, while rural Strathcona County grew at a rate of 2.3% from 2009 to 2012. Since 2002, the overall population of the County has increased by 25.4%. Identified below are the population changes for the eight rural hamlets within rural Strathcona County between 2009 and 2012.

- » Ardrossan (increase from 434 to 514 residents)
- » Collingwood Cove (increase from 331 to 362 residents)
- » Antler Lake (increase from 337 to 353 residents)
- » South Cooking Lake (increase from 293 to 294 residents)
- » North Cooking Lake (increase from 49 to 66 residents)
- » Half Moon Lake (increase from 212 to 225 residents)
- » Josephburg (decrease from 237 to 233 residents)
- » Hastings Lake (increase from 77 to 92 residents)

Identified below are a number of additional population and demographic characteristics for Strathcona County:

- » 87.2% of households in Sherwood Park and 88.8% of households in rural Strathcona County earn more than \$40,000 annually.
- » Between 2009 and 2012 there was an 8.2% increase in the total number of dwellings in Sherwood Park, while the number of dwellings in rural Strathcona County grew by 4.3%.
- » 50.3% of residents in Strathcona County are females, while 49.7% are males (in rural Strathcona County 51.3% of residents are male and 48.7% are female).
- » The median age of residents in Sherwood Park is 37 years of age, while the median age of residents in rural Strathcona County is 41 years of age (provincial average⁷: 36.5 years of age).
- » Sherwood Park has higher proportions of younger adults while rural Strathcona County has high proportions of older adults:
 - Ages 20 – 44 (Sherwood Park: 33.4% of the population; rural Strathcona County: 26.5%)
 - Ages 45 – 64 (Sherwood Park: 27.7% of the population; rural Strathcona County: 35.6%)
- » Average household sizes:
 - Sherwood Park (2.85 people)
 - Country residences (3.02 people)
 - Farms (2.61 people)
 - Hamlets (2.49 people)



⁶ Population data from Strathcona County, Municipal Census (2012) unless otherwise specified

⁷ Statistics Canada, 2011 Census of the Population

3.1 Growth Projections

Strathcona County has developed a five year population growth projection (2013-2017) which estimates that annual growth in the County will be between 1.41% and 1.81%. If these growth projections are accurate, the County could exceed 100,000 residents by 2017. As reflected in the graph below, the rate of growth is expected to be higher in the urban service area of Sherwood Park, with rural Strathcona County experiencing steady population growth.

If the growth rates outlined in the above chart (1.41% to 1.81% annual growth) were extrapolated to the year 2023, the population in the County would be between 107,787 and 120,211 residents. If extrapolated to the year 2033, the population in the County would be between 123,986 and 143,830 residents.

	2013 PROJECTION	2014 PROJECTION	2015 PROJECTION	2016 PROJECTION	2017 PROJECTION
Urban Service Area (Sherwood Park)	66,607 (1.74%)	68,074 (2.20%)	69,541 (2.16%)	71,009 (2.11%)	72,476 (2.07%)
Rural Strathcona County	27,097 (0.59%)	27,322 (0.83%)	27,546 (0.82%)	27,771 (0.82%)	27,996 (0.81%)
<i>TOTAL COUNTY</i>	<i>93,704 (1.41%)</i>	<i>95,396 (1.81%)</i>	<i>98,780 (1.77%)</i>	<i>98,780 (1.74%)</i>	<i>100,471 (1.71%)</i>



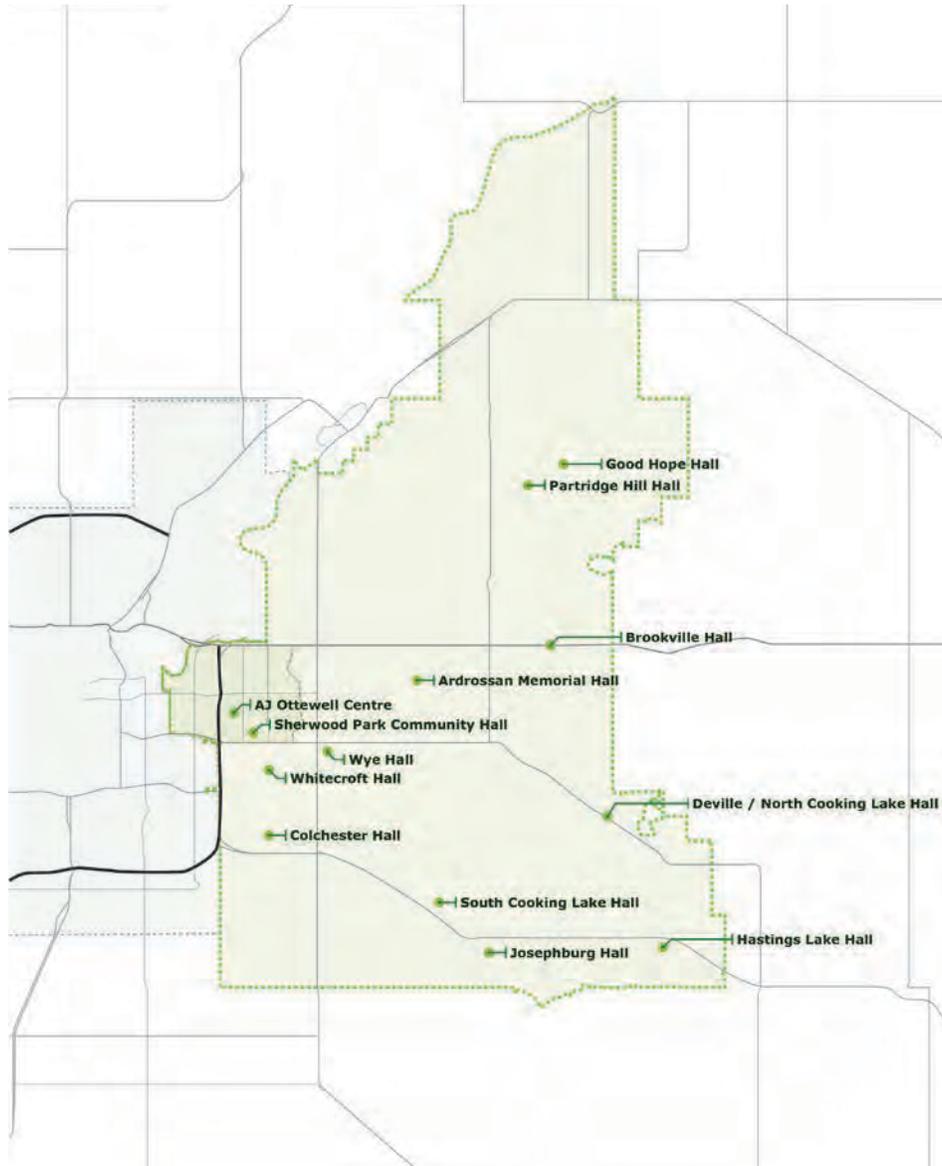
4.0

Current Provision

The following section provides an overview of recreation, leisure and community facilities in Strathcona County. Also identified are facilities / sites that are used across the region for agri-recreation and related activities.

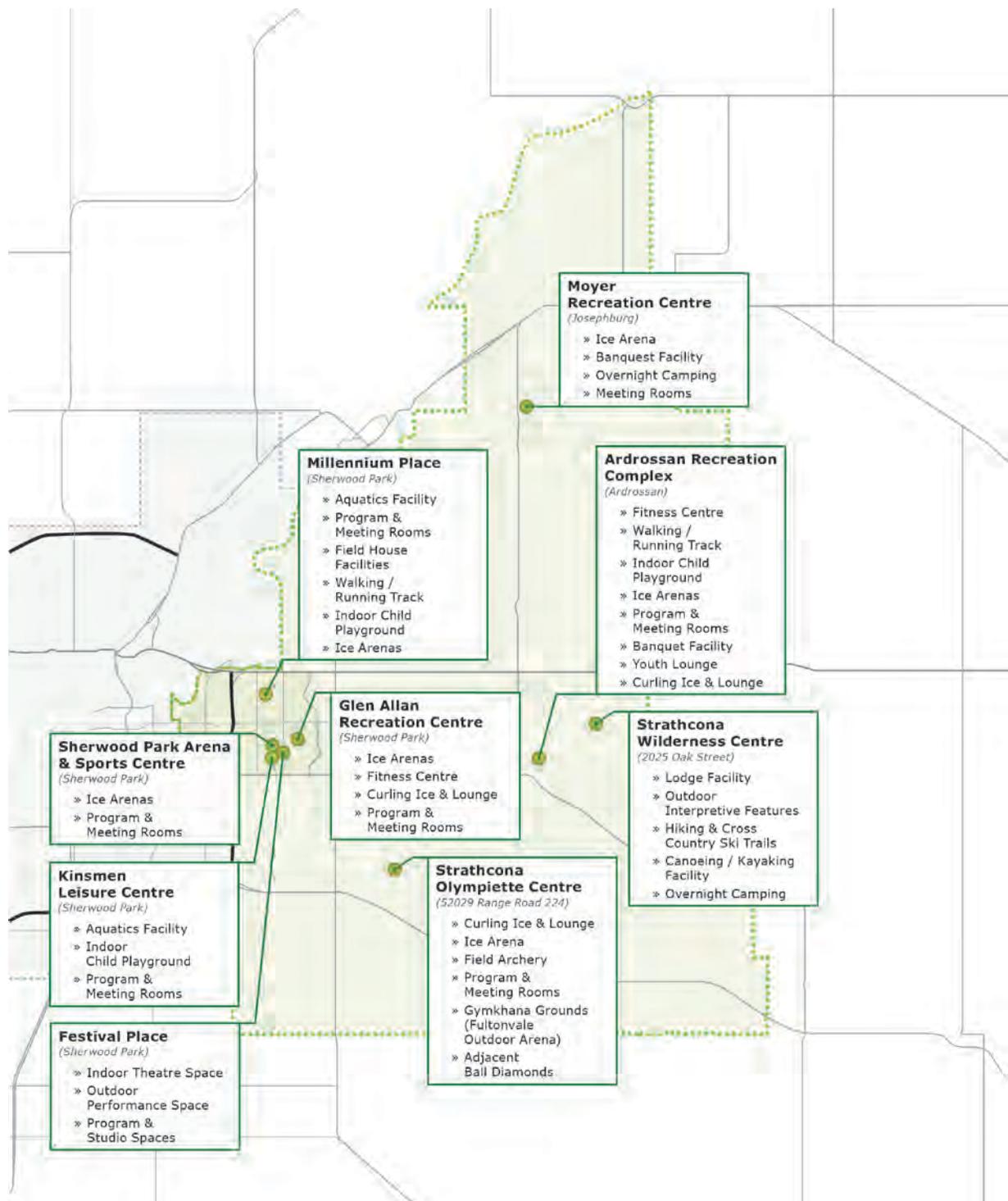
4.1 Community Halls (Strathcona County)

Located within Strathcona County are 13 community hall facilities. Existing halls in the County have a range of capacities and are used for a variety of programs, social functions and events.



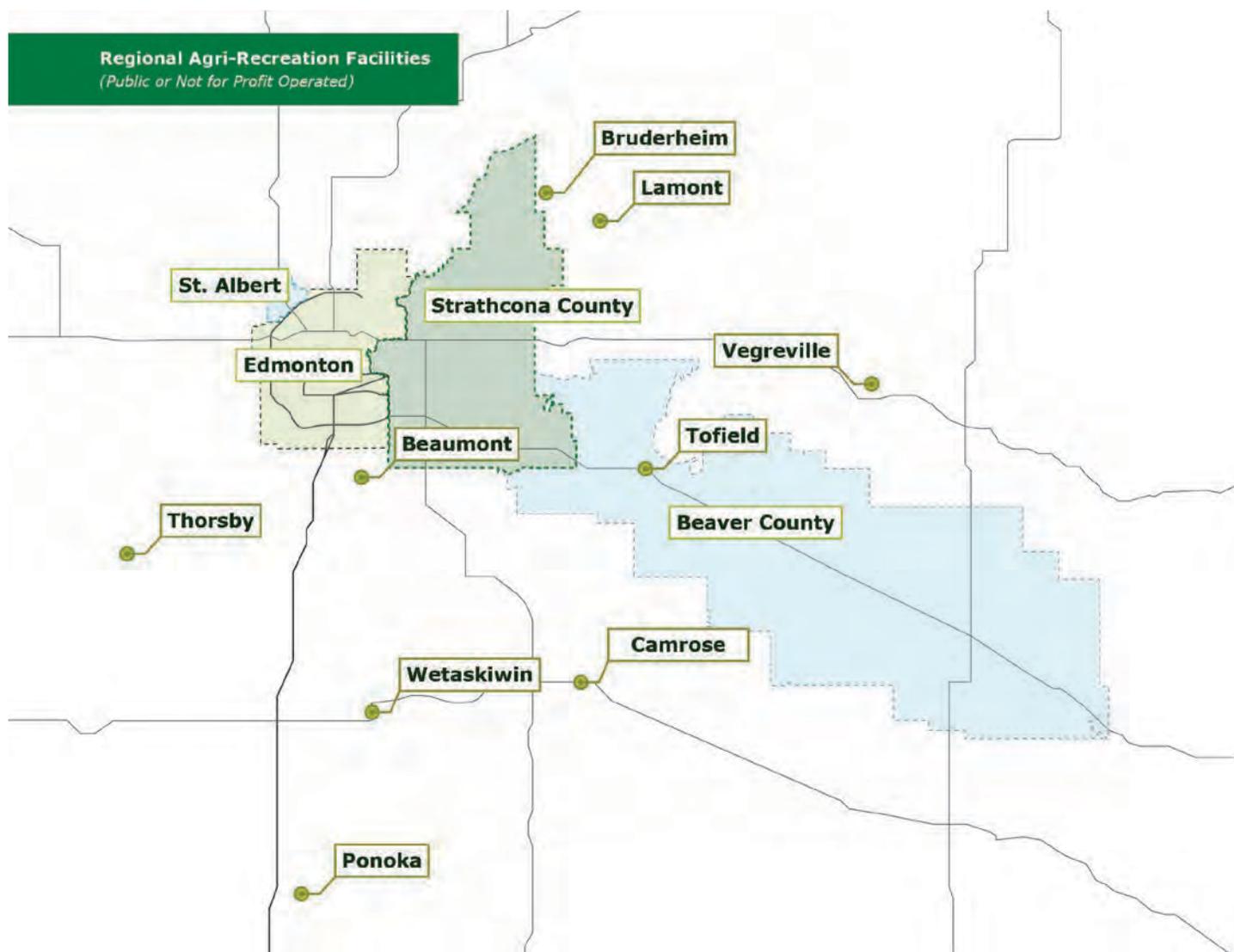
4.2 Major Multi-Purpose Recreation & Cultural Facilities / Sites (Strathcona County)

Located across the County are a number of major multi-purpose recreation and cultural facilities. These facilities are utilized by a number of groups and individuals for a multitude of activities. While the majority of these facilities are not purposed for agricultural activities, many are used by a variety of agricultural groups for programs, meetings and events.



4.3 Regional Agri-Recreation Facilities (Community)

Located across north-central Alberta are a variety of community (municipal or not for profit operated) agri-recreation facilities and sites. As reflected in the following map the majority of sites are outdoor. Located within 125 km of Strathcona County are three community indoor riding arenas (Ponoka, Thorsby, Edmonton) and two major indoor exhibition facilities (Edmonton, Strathcona County)



* See the following page for an overview of the components and amenities at each site.

Regional Agri-Recreation Facilities
(Public or Not for Profit Operated)



STRATHCONA COUNTY

1. Fultonvale Outdoor Arena (Sherwood Park)
 - Located at the Strathcona Olympiette Centre
2. Moyer Recreation Centre (Josephburg)
 - Not purposed (arena and adjacent outdoor space utilized for events and programs)

BEAUMONT

3. Beaumont Agricultural Society Grounds
 - Outdoor riding arena / rings
 - Cross country riding course
 - Covered and outdoor stabling

EDMONTON

4. Whitemud Equine Learning Centre
 - Outdoor show grounds
 - Indoor riding arena
 - Outdoor riding arena / rings
 - Cabin
 - Permanent and temporary stabling (indoor and outdoor)
5. Edmonton Northlands
 - Major agricultural exhibits and events
 - Horse racing

TOFIELD

6. Tofield Agricultural Grounds
 - Outdoor rodeo grounds
 - Onsite camping

BEAVER COUNTY

7. Bruce Sport and Stampede Grounds
 - Outdoor rodeo facilities
 - Onsite camping
8. Thorsby Haymaker Centre
 - Indoor riding arena
 - Outdoor warm-up area
 - Temporary stabling (indoor)
 - Onsite camping
 - Wash bays

PONOKA

9. Calnash Trucking Ag Event Centre
 - Indoor riding arena
 - Warm-up area
 - Outdoor riding arena
 - Program rooms
 - Museum
 - Wash bays
10. Ponoka Sport and Stampede Grounds
 - Outdoor rodeo facilities
 - Onsite camping

BRUDERHEIM

11. Bruderheim Ag Society Grounds
 - Outdoor rodeo facilities
 - Onsite camping

VEGREVILLE

12. Vegreville Agricultural Society Grounds
 - Outdoor rodeo facilities
 - Dining hall
 - Horse barn
 - Wash bays
 - Temporary stabling
 - Onsite camping

ST. ALBERT

13. Kinsmen Fair Grounds
 - Temporary outdoor rodeo and event facilities

WETASKIWIN

14. Wetaskiwin Agricultural Society Grounds
 - Outdoor rodeo facilities

CAMROSE

15. Camrose Regional Exhibition
 - Lamble's arena (indoor exhibit and event arena)
 - Exhibit hall
 - Indoor and outdoor pavilion
 - Conference centre
 - Onsite camping

LAMONT

16. Lamont Fair Grounds
 - Outdoor rodeo facilities

5.0 Trends in Agri-Recreation

The following section provides an overview of trends in agriculture and "agri-recreation". These trends are based on available data from a number of sources as well as best practices observed at a regional, provincial and national level. A thorough understanding and consideration of these trends can help ensure that future infrastructure and programming is efficient, focused and relevant in order to best meet community needs.



5.1 Trends in Agriculture

Data available from the 2011 Statistics Canada Census of Agriculture suggests that there is a continued trend towards fewer, but larger and more profitable, farming operations. From 2006 to 2011, Alberta experienced a 12.5% decrease in the total number of farms, however farms with \$500,000 or more in total gross farm receipts increased by 18%. In total, 10.3% of farms in Alberta accounted for 70.6% of all gross farm receipts. The average farm size in Alberta also increased by approximately 10% (1,055 acres to 1,168 acres) between 2006 and 2011.

Identified below are a number of additional findings from the 2011 Statistics Canada Census of Agriculture:

- » Alberta accounts for 21% of all farms in Canada, and 31.5% of total farm area
- » Alberta continues to report the largest cattle herd in the country in 2011 (39.9% of national inventory)
- » However Alberta experienced a 19.9% decrease in total cattle inventories, declining from 6.3 million head in 2006 to 5.1 million head in 2011 (national decrease was 18.9% from 2006 to 2011)
- » The number of persons involved in farm operations (62,050) decreased by 13.4% in Alberta from 2006 to 2011
- » The average age of farm operators in Alberta is 54.5 years of age, up from 52.2 years of age in 2006
- » 52% of farm operators have an off-farm job or business
- » Farm operators aged 35 and under were more likely to have a full-time job off the farm than older operators (32.8% under 35 years of age, 27.9% between 35-54 years of age, 12.8% aged 55 and over)
- » Cropland on Alberta farms increased from 45.6% to 47.7% between 2006 and 2011
- » Over one-quarter (29.6%) of Alberta farms employed paid labour in 2010

5.2 Participation Levels

5.2.1 Equine Activities

The 2008 Alberta Recreation Survey found that horseback riding / trail riding was among the top ten most frequently participated in outdoor activities among Albertans, with 7.9% of respondents having participated at least once in the previous year. If this figure is extrapolated to the population of Strathcona County,⁸ it can be estimated that 7,300 County residents participate in horseback riding / trail riding annually. Popularity of equine related activities in Strathcona County is further reflected by a recent (2011) 'Horse Count' conducted in the County. The Horse Count estimated that there were 6,282 horses in the County, second only to Rocky View County among municipalities Alberta.

Membership information from the Alberta Equine Federation (AEF), the governing body for sanctioned equine activities in Alberta, further reflects the popularity of recreation based equine events and competitions. From 2002 to 2012, the membership of the AEF doubled from 7,000 to over 15,000 members. The majority (84%) of the AEF membership are classified as 'recreational' participants, with 16% classified as 'sport' participants. Participation levels are also highest among females and youth. In 2012, 69% of the AEF membership was comprised of female members and 67% of members were junior aged.

A survey undertaken for a 2003 study commissioned by the Horse Industry of Alberta⁹ found that 76% of respondents identified that their primary focus of interest was sport/recreational in nature, while 24% identified "business" as their primary focus of interest. The top three primary interests identified by respondents were sport/recreational riding (68.2%), breeding (46.5%) and trail riding (43.6%).

Another growing sector in recreational equine is the popularity of pony clubs. The Canadian Pony Club includes approximately 4,500 individual members and 175 branch clubs. Many Pony Clubs operate with a strong mandate geared towards attracting new members, especially youth, to riding and equestrian disciplines.

5.2.2 Events

For many individuals, participation in agri-recreation and related activities occurs through events. This participation can be as a spectator or attendee, active participant or volunteer. In 2011, Agricultural Societies in Alberta reported that they hosted a total of 991 events, with 141 of 289 registered Societies hosting at least one event in the previous year. It was reported that over 1.5 million people attended these events, an increase of 43% from previous data collected in 1992. Volunteers played a significant role in the planning and execution of these events. Societies reported that 154,226 volunteer hours (24% of total hours) were dedicated to community and rural events and 127,446 volunteer hours (19% of total hour) were dedicated to sport and rodeo events.¹⁰

Survey findings from the Horse Industry of Alberta's 2003 study also identified involvement levels in a number of event related agri-recreation disciplines and activities.

- » Breed competitions/horse shows (24.3% identified as a primary sport/recreation interest)
- » Dressage (13.0% identified as a primary sport/recreation interest)
- » Hunter / Jumper (12.6% identified as a primary sport/recreation interest)
- » Barrel racing (12.2% identified as a primary sport/recreation interest)
- » Reining (10.6% identified as a primary sport/recreation interest)
- » Rodeo (9.7% identified as a primary sport/recreation interest)
- » Roping / team roping (5.8% identified as a primary sport/recreation interest)

⁸ Strathcona County, Municipal Census (2012)

⁹ Horse Industry Association of Alberta: Horse Industry Profile and Economic Impact Survey (2003), Westar Inc.

¹⁰ Alberta Association of Agricultural Societies, Community Benefits, Economic Stimulation and Sustainability (2012)

5.3 Economic Benefits

5.2.3 4-H Participation

4-H Canada, a youth development organization with a focus on rural skill development, provided programs to over 24,000 Canadian youth in 2012/13. Alberta remains the most active 4-H province, accounting for nearly a quarter (24.9%) of all 4-H participation in Canada. While participation remains strong in many communities, overall participation in 4-H has decreased since 2008/09 by approximately 9% at both the national and provincial level. The number of active clubs in Alberta also decreased from 399 in 2008/09 to 369 in 2012/13.

The highest proportion (41%) of 4-H projects undertaken by Alberta participants in 2012/13 involved Beef, followed by Horse (24%) and Dog (6%). In total, Alberta youth participated in 28 different types of 4-H projects which included food sciences, outdoor living, sheep / lamb raising, crafts and veterinary studies. Females continue to represent the majority (60% provincially, 61% nationally) of participants. The average age of participants is 14 years of age in Alberta and 15 years of age nationally.

Agri-recreation events and activities contribute to local, regional and national economies by generating both local and tourism related spending. The Pro Rodeo Association of Canada estimates that the Canadian Finals Rodeo, held annually in Edmonton, generates an economic impact of more than \$50 million dollars for the local economy. It is also estimated that professional rodeos in North America contribute over \$30 million annually to charitable organizations.¹¹

Community groups and organizations benefit their local and regional economies by hosting events, providing employment for residents and operating or renting facilities. Using methodology and prior research conducted by Travel Alberta, it is estimated that over \$200 million dollars is spent annually in Alberta by attendees at events staged by Agricultural Societies and their facility tenants. Societies across the province also reported that over \$36 million dollars (90% of their total annual expenditures) were spent locally or regionally.¹²



¹¹ Pro Rodeo Canada website, <http://www.rodeocanada.com/>

¹² Alberta Association of Agricultural Societies, *Community Benefits, Economic Stimulation and Sustainability* (2012)

5.4 Service Delivery & Programming Trends

5.4.1 Rural Education

Changing demographics and a continuing population shift from rural to urban areas has forced many agri-recreation focused organizations and facilities to adapt in order to continue attracting program participants, event spectators and to maintain overall interest in rural living and recreational pursuits. Municipalities and not for profit organizations are placing an increased priority on offering programs and events with a rural education component. Doing so can help connect residents, especially youth, to rural activities. In addition, many program providers and facilities in rural communities located in close proximity to larger urban centres have found that there exists a market amongst 'urbanites' that are looking to escape the city and participate in agri-recreation programs and events.

Educational displays, food to fork shows, and the creation of introductory competitions are examples of rural education strategies that many agri-recreation facilities and organizations have found to be successful. Rural municipalities and not for profit program providers such as 4-H have also had to diversify their program and event offerings in order to continue attracting youth. Many annual events organized by rural municipalities or not for profit group now encompass activity booths and hands-on opportunities for youth to interact with animals or learn about food production.

There also exists a growing number of organizations with a specific focus on rural education and sustainability. One such example is Green Hectares, a Strathcona County based organization which offers a number of resources and supports to entrepreneurs within the agricultural industry. Through these offerings, Green Hectares strives to attract young people to agriculture and create vibrant and sustainable rural communities.

5.4.2 Providing Structured & Unstructured Opportunities

A trend observed broadly across recreation and leisure is the increasing demand for unstructured or "spontaneous use" opportunities. People are seeking individualized, informal pursuits that can be done alone or in small groups and at flexible times. This trend appears to be especially relevant to Albertan's who average the lowest amount of average leisure time per day nationally.¹³

Examples of unstructured opportunities could include providing open times for riding at an indoor facility or publically accessible equine trails adjacent to a facility. However this does not eliminate the need for venues that accommodate structured activities and the stakeholder groups that utilize them. Instead, this trend suggests that both types of users are important to consider in order to most adequately meet community needs.



¹³ Statistics Canada (2005)

5.5 Trends in Infrastructure

5.4.3 Partnerships

Important and often crucial to the provision of agri-recreation opportunities in most communities are partnerships. These partnerships can take shape in a variety of forms and include municipalities, not profit organizations and the private sector. Partnerships between municipalities and not for profit organizations often involve monetary contributions such as grants. By providing grants to not for profit organizations, municipal and provincial levels of government can ensure that programs, events and facilities are available to residents in an efficient and often lower cost manner than if government were to directly offer the service. In 2011, Agricultural Societies in Alberta received over 33% (\$14,252,081) of their revenues from government grants.¹⁴

Many municipalities also provide community groups with no or low cost access to facilities, meetings rooms and human resources. Offering groups these resources can help build good will, and ensure that community groups have the proper support and capacity to plan and coordinate events and programs that can be enjoyed by residents and attract visitors.

Recognizing the economic impact that agri-recreation events and activities can have on a community, the private sector is also an important partner for many not for profit groups and municipalities. These partnerships can involve sponsorships, donations and collaboration on promotions and marketing. In 2011, Agricultural Societies in Alberta procured 11% of total revenues (\$4,655,897) from donations, sponsorship and other fundraising activities; a significant proportion of which can be attributed to the private sector.

5.5.1 Multi-Purpose Spaces

Increasingly, community recreation and leisure facilities are being designed to accommodate multiple activities and to encompass a host of different components. The benefits of designing multi-functional spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. This trend is especially pertinent in the development and operations of public agri-recreation facilities such as indoor riding arenas. In order to justify public investment, these facilities are being required to serve a variety of different user groups and agricultural disciplines.

A number of design considerations can help agri-recreation facilities achieve the mandate of multi-functionality. Ensuring that adequate load in/out access and proper (preferably covered) storage exists for multiple types of footings can help a facility attract and retain a wide spectrum of programs and events. Providing on-site amenities such as program / meeting rooms, wash bays, parking, practice areas, storage, temporary event stabling, camping and social gathering spaces can further help ensure that a facility is multi-purpose in nature.

While many multi-purpose agricultural facilities are initially conceived to primarily service traditional agricultural activities such as equine riding, livestock shows and indoor rodeos; the long term viability of many facilities is largely dependent on attracting additional user groups and events. Trade shows, tractor pulls, dog agility programs and events, archery and a host of other activities are held at many multi-purpose agri-recreation facilities. Designing spaces that are easily re-configured and have multiple layout options can help attract and accommodate a multitude of activities.

¹⁴ Alberta Association of Agricultural Societies, *Community Benefits, Economic Stimulation and Sustainability* (2012)

5.5.2 Integrating Indoor & Outdoor Environments

A new concept observed broadly across community recreation infrastructure planning is to ensure that the indoor environment interacts seamlessly with the outdoor environment. Although there are a number of operational issues that need to be considered when combining indoor and outdoor environments (e.g. cleanliness, controlled access), this concept can result in a number of operational and user benefits. These benefits can include creating community hubs, maximizing usage of available land and encouraging full season usage of a site. Operational efficiencies can also be obtained through this approach as support amenities (e.g. storage and mechanical) and staff can often be shared.

Within agri-recreation, it is common for indoor riding arena's to be located adjacent to outdoor facilities such as rodeo grounds, practice areas and camping facilities. In some cases, agri-recreation sites encompass or are linked to equine nature trails and other natural areas. Creating these linkages and synergies can help ensure that a site is used by a multitude of agricultural enthusiasts.

5.5.3 Planning For Future Expandability

As communities grow and interests evolve, it may be necessary to expand or re-purpose recreation infrastructure. Planning and designing recreation infrastructure in such a manner that it can accommodate future expansion has the potential to result in long term cost savings and the most efficient use of land resources. When initially constructing facilities, it is important to ensure that adequate amounts of adjacent land are available for expansion and that the facilities themselves are designed in such a manner that they can be easily added on to.

While ideally all desired facilities and amenities would be developed simultaneously, financial realities often dictate that infrastructure is developed through a phased approach over a period of time. This approach often requires project developers and stakeholders to prioritize community needs and weigh the costs/benefits of developing specific facilities or amenities. When developing infrastructure through a phased approach, it is important to ensure that the design and site layout provides flexibility as community needs and circumstances may change over time.



6.0 Comparative Analysis

Research was conducted into major agri-recreation facilities across western Canada in order to identify potential facility components and groupings, best practice in agri-recreation and operating models. Information was provided by representatives from Thunderbird Equestrian Show Park (Langley), Westerner Park (Red Deer), Ponoka Ag Events Centre / Ponoka Sport and Stampede Association Grounds (Ponoka) and Prairieland Park (Saskatoon). Provided below is an overview of each facility.

PRAIRIELAND PARK (SASKATOON)

Footprint: N / A

Event / Activity Focus:

- » Exhibits and trade shows (e.g. Saskatoon EX, Western Canada Dairy Expo)
- » Agricultural education (home to one of western Canada's largest 4-H programs)
- » Concerts

Indoor components / amenities:

- » Indoor riding arena (100' x 200') *fixed grandstand with 1,500 person capacity
- » 70' x 140' animal wash bay
- » Sand footings
- » Temporary and permanent box stalls (\$50/weekend or \$600/month) *approximately 40 horses boarded on a full-time basis
- » Exhibition space

Outdoor components / amenities:

- » Located adjacent to a horse racing facility

Ownership / Operations:

- » Not for profit owned and operated
- » Cost to use facility:
 - Riding arena (\$750/day)
- » 10,000 visitors annually
- » 300+ volunteers



THUNDERBIRD EQUESTRIAN SHOW PARK (LANGLEY)

Footprint: 86 acres

Event / Activity Focus:

- » Major equestrian events (permanent home to 6 international tournaments and 2 World Cup qualifiers)
- » Recognized by the North American Riders Group as one of the top 3 venues in North America

Indoor components / amenities:

- » 3 riding arenas:
 - Main (260' x 140') *grandstand seating for 1,000 and standing capacity for 1,000
 - Titan (200' x 100')
 - Legend (220' x 75')
- » Footings: engineered silica sand, textile and nike felt mix
- » Stabling / box stalls:
 - Portable stalls (\$150/week)
 - Stabling (\$200/week)

Outdoor components / amenities:

- » 350' x 520' grass equestrian facility
- » Grandstand seating for 600, 400 temporary bleacher seats, standing room capacity for 5,000 spectators
- » Equestrian features:
 - Thunderbird Signature Jumper Silica Sand and GeoTextile (200' x 300')
 - Sky High Ring (FEI Warm Up) Silica Sand and GeoTextile (185' x 275')
 - Pacific Park Jumper Angular sand & Nike Felt (185' x 300')
 - Jumper 4 Ring Angular Sand (150' x 275')
 - Grand Hunter Ring Angular sand & Nike Felt (280' x 300')
 - Dina Happy Hunter Ring Angular sand & Nike Felt (150' x 300')
 - Hunter Ring 2 Angula sand & Nike Felt (130' x 300')
 - Hunter Ring 3 Angula sand & Nike Felt (130' x 250')
- » VIP / Suite areas for 200 guests
- » 1000 parking stalls
- » 500 trailer stalls

Ownership / Operations:

- » Privately owned and operated (Jane Tidball)
- » No support or formal relationship with municipality
- » Cost to use facility
 - Indoor arena (\$1,000 / day)



WESTERNER PARK (RED DEER)



Footprint: 123 acres

Event / Activity Focus:

- » Multi-use focus
- » Exhibitions and trade shows (e.g. Canadian Cowboy Christmas, Boat and Sportsman Show)
- » Livestock shows (e.g. Westerner Championship Dairy Showcase)
- » Agri events and competitions (e.g. permanent home of Canadian Supreme Western Horse Event)
- » Agricultural education (home to 4-H programs and events)
- » Concerts and sporting events (Enmax Centre)

Indoor components / amenities:

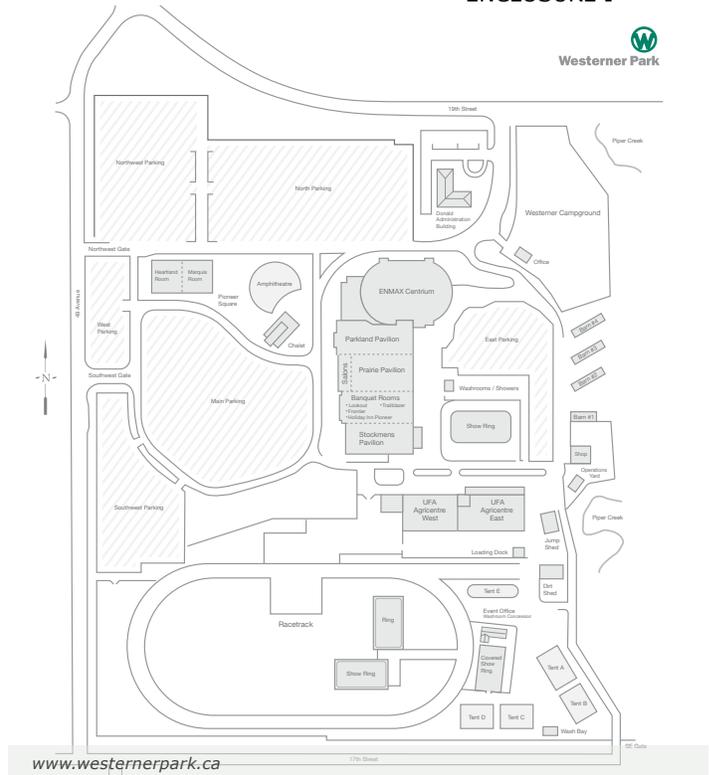
- » 3 indoor riding arenas/spaces:
 - Agri-Centre East (200' x 117) *seating for 290 (fixed seats)
 - Covered show ring (106' x 220') *seating for 1,895 (fixed seats)
 - Stockmans Show Ring (2 rings, each 110' x 220')
- » 3 indoor wash bays
- » Footings: 2" clay base and 4" sand cover
- » 705 non-permanent (event only) covered box stalls
- » Exhibition facilities (chalet, 4 banquet rooms, 3 exhibition buildings, meeting rooms)
- » Performance ice arena (Enmax Centrium)

Outdoor components / amenities:

- » 4,000 parking stalls
- » Campground (99 serviced camping stalls, 200 un-serviced camping stalls)
- » Horse race track

Ownership / Operations:

- » Not for profit owned and operated (Westerner Park Exhibition Society)
- » 17 board members
- » 3 municipally appointed board members (2 City, 1 County)
- » Formal partnerships include: local breed associations, West Central 4-H Club, Amateur Rodeo Association, Canadian Supreme and other not-for profit equine associations
- » Over 1.5 million annual visitors and participants
- » 200 volunteers
- » 1,500 annual events
- » Cost to use facility:
 - Agri-Centre East (\$1,600 / day)
 - Covered show rings (\$650 / day)



PONOKA AG EVENTS CENTRE & PONOKA SPORT / PONOKA STAMPEDE ASSOCIATION GROUNDS (PONOKA)

Footprint: Ponoka Ag Event Centre only (15 acres),
Ponoka Sport and Stampede Society
Grounds (120 acres)

Event / Activity Focus:

- » Events and competitions (equestrian, indoor rodeos)
- » Agricultural programs (e.g. 4-H)
- » Spontaneous use (open ride and practice times)
- » Livestock shows

Indoor components / amenities (Ponoka Ag Event Centre):

- » 200' x 400' (129' x 247' riding area) indoor riding arena **spectator seating for 500 with ability to accommodate 1,500*
- » 8 wash racks
- » 300 non-permanent (event only) covered box stalls
- » Museum
- » Banquet facility (jointly used by Ag Event Centre and Sport and Stampede Association)

Outdoor components / amenities (Ponoka Sport and Stampede Association Grounds):

- » 200' x 300' infield
- » Chutes and pens (200' x 300')
- » 5,000 grandstand seating
- » 10 suites
- » Total parking: 1,000 stalls (Ag Event Centre and Sport and Stampede Grounds)

Ownership / Operations:

- » Ponoka Ag Event Centre
 - Owned by the Ponoka Ag Event Centre Society
 - Board consists of 2 representatives from each partner (Town, County, Agricultural Society, Sport and Stampede Association)
 - Board hires a full-time facility manager
 - 30,000 annual visitors / competitors
 - Facility naming rights sold to Calbash Trucking (20 year term)
- » Ponoka Sport and Stampede Association Grounds
 - Owned and operated by the Ponoka Stampede Association
 - 12 member board
 - Annual Ponoka Stampede Rodeo attracts an estimated 80,000 visitors for an 8 day event
 - Numerous major corporate sponsors (Dodge Trucks, Wrangler, Budweiser)



PRAIRIELAND PARK GROUNDS (SASKATOON)



THUNDERBIRD EQUESTRIAN SHOW PARK GROUNDS (LANGLEY)



WESTERNER PARK GROUNDS (RED DEER)



PONOKA AG EVENTS CENTRE & PONOKA SPORT / PONOKA STAMPEDE ASSOCIATION GROUNDS (PONOKA)



While the facilities profiled above represent only a handful of major agri-recreation facilities across western Canada, a number of similarities and practices can be garnered which may be relevant to consider in the context of a potential multi-purpose agricultural facility development in Strathcona County. Identified below are a number of relevant findings from the comparable facilities research.

- » Multi-purpose indoor arenas are the core facility component of most major agri-recreation complexes / sites.
- » Most agri-recreation complexes / sites had more than one indoor arena. On many sites, smaller indoor arenas are used for warm-up areas and programs while the larger riding areas are used primarily for events and shows.
- » Fixed seating capacities at the indoor arenas studied (main arena on the site) ranged from 500 to approximately 2,000. However all of the main indoor riding arenas had been designed to accommodate temporary seating.
- » All of multi-purpose indoor arenas were located adjacent to outdoor agri-recreation facilities (e.g. rodeo grounds, horse racing tracks). However in most cases, the outdoor facilities were operated by a different entity.
- » All of the facilities had wash bays, temporary stabling and trailer parking amenities. A few of the facilities studied offered permanent stabling.
- » All of the facilities studied were located in close proximity to accommodation 'hubs' in their communities (e.g. campgrounds and/or hotels).
- » A number of the complexes / sites have or were located adjacent to major exhibition facilities.

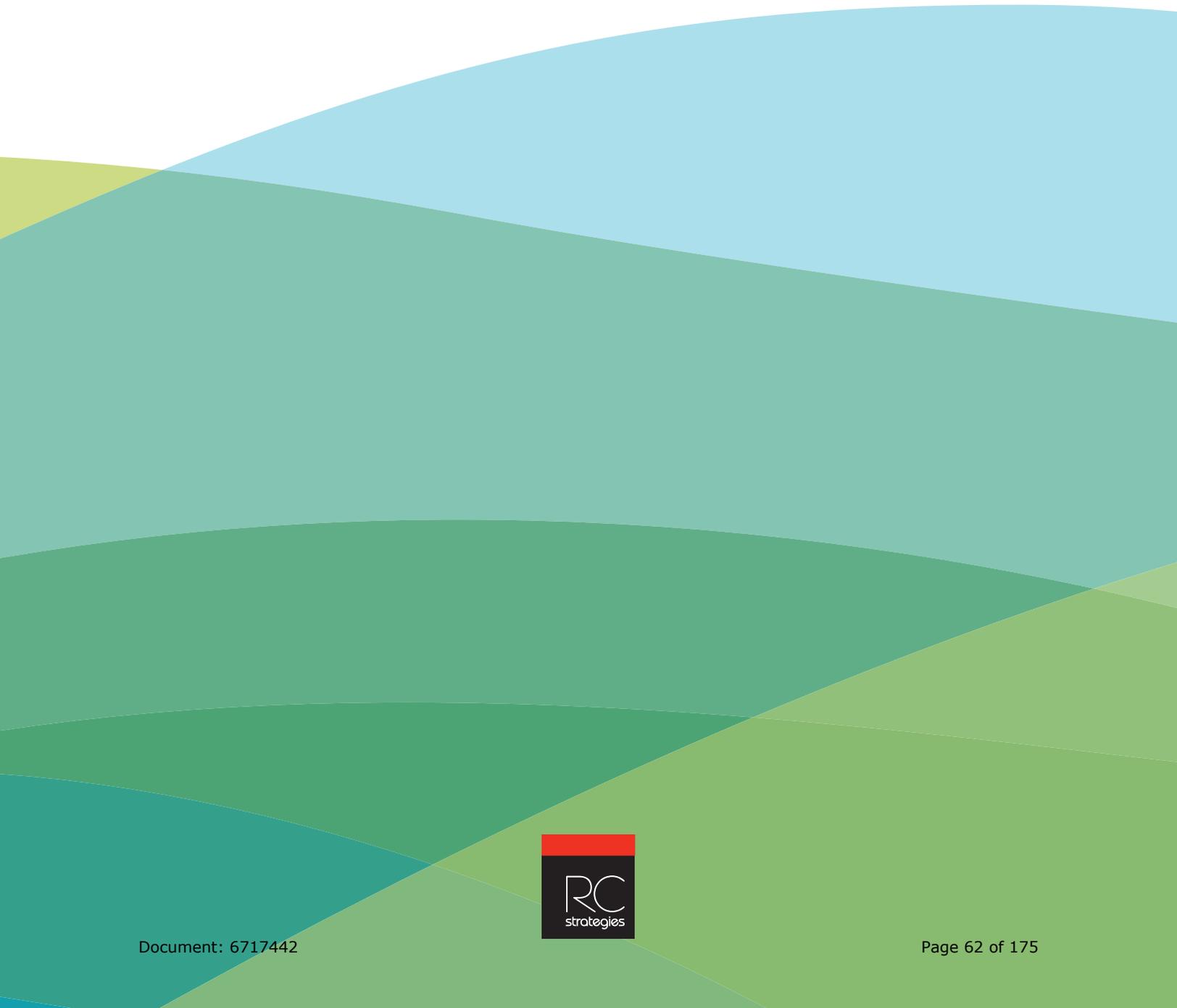


7.0 Facility Program Implications

The research presented in this document provides an initial basis to begin developing a facility program for a potential multi-purpose agricultural facility in Strathcona County. Identified below are a number of **key research findings from the Stage 1 Report which may warrant consideration as the facility program is developed.** This research can now be analyzed and cross-referenced with the public consultation findings presented in the Stage 2 Report document.

- » Agricultural activities remain an important part of Strathcona County's economic, cultural, social and recreational fabric.
- » Existing within the County and broader region are a number of agri-recreation focused groups and organizations that provide a variety of events, programs and facilities.
- » The region is growing; potential development needs to accommodate future expansion and be flexible in nature (a phased approach may be necessary to continue meeting community needs).
- » Strathcona County currently has limited public / community "agri-recreation" infrastructure.
- » Multi-purpose indoor arenas are the core component of most major agri-recreation facilities in western Canada, and are most often located adjacent to outdoor agri-recreation facilities and indoor exhibition facilities.
- » Trends in agri-recreation suggest that facility operators and programmers need to place an increase emphasis on rural education in order to attract and retain participants.
- » The majority of multi-purpose indoor arenas are supported by amenities such as stabling (permanent or temporary / event based), wash bays, trailer parking and accommodations.





Stage 2 Report: Public & Stakeholder Engagement

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



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1.0 Introduction & Overview

Public and stakeholder engagement was identified as a crucial component to the development of the Multi-Purpose Agricultural Facility Feasibility Study. By thoroughly consulting and gathering feedback from stakeholders, County residents and community organizations, the feasibility study can accurately identify a facility program that meets community needs and priorities.

The public and stakeholder engagement phase of the project utilized a number of methods in order to ensure that the feedback gathered was accurate and represented a wide cross-section of interests across the County. The following chart provides an overview of the consultation program.

METHOD	RESPONSES / PARTICIPANTS
<i>HOUSEHOLD SURVEY</i>	400
<i>STAKEHOLDER GROUP SURVEY</i>	21
<i>STAKEHOLDER INTERVIEWS</i>	16
<i>VISIONING SESSION</i>	TBD



2.0 Household Survey

A telephone household survey was fielded to 400 County households in order to gather resident's perspectives on the need for and potential development of a multi-purpose agricultural facility. The survey was developed by RC Strategies in conjunction with Banister Research & Consulting. Fielding of the survey took place in June 2013. Please see Appendix A for a copy of the survey instrument.

Telephone numbers were randomly dialed and quotas were set for age, gender and location of residency within the County. Overall findings are accurate to within 4.9%, nineteen times out of twenty. The sub-segment findings presented are accurate within of 6.9%, nineteen times out of twenty.

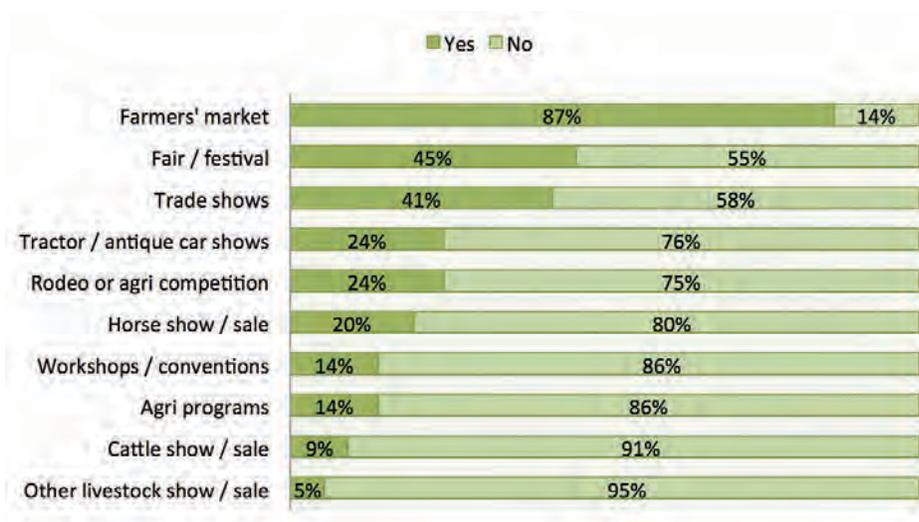
To ensure that perspectives were gathered from households across the County, 200 telephone interviews were completed with residents in Sherwood Park and 200 telephone interviews were completed with residents in rural Strathcona County. The findings presented in this section have been weighted to be representative of the County's population (70% Sherwood Park:30% rural Strathcona County). When significant and / or pertinent, a comparison between rural and urban responses are mentioned in this section.



2.1 Participation in Agriculture Related Activities

To begin the survey respondents were provided with a number of agricultural (or related) activities, and asked to indicate if they or anyone in their household had taken part in these activities. As reflected in the adjacent graph, over three-quarters (87%) of respondents had taken part in a farmers market (87% as a spectator / attendee, 7% as a participant, 5% as both). Forty-five (45%) of respondents indicated that they had taken part in a fair / festival (82% as a spectator, 5% as a participant, 14% as both). Over 40% of respondents also indicated that they had taken part in a trade show (75% as a spectator, 10% as a participant, 15% as both).¹

HAS ANYONE IN YOUR HOUSEHOLD TAKEN PART IN THE FOLLOWING AGRICULTURAL ACTIVITIES?

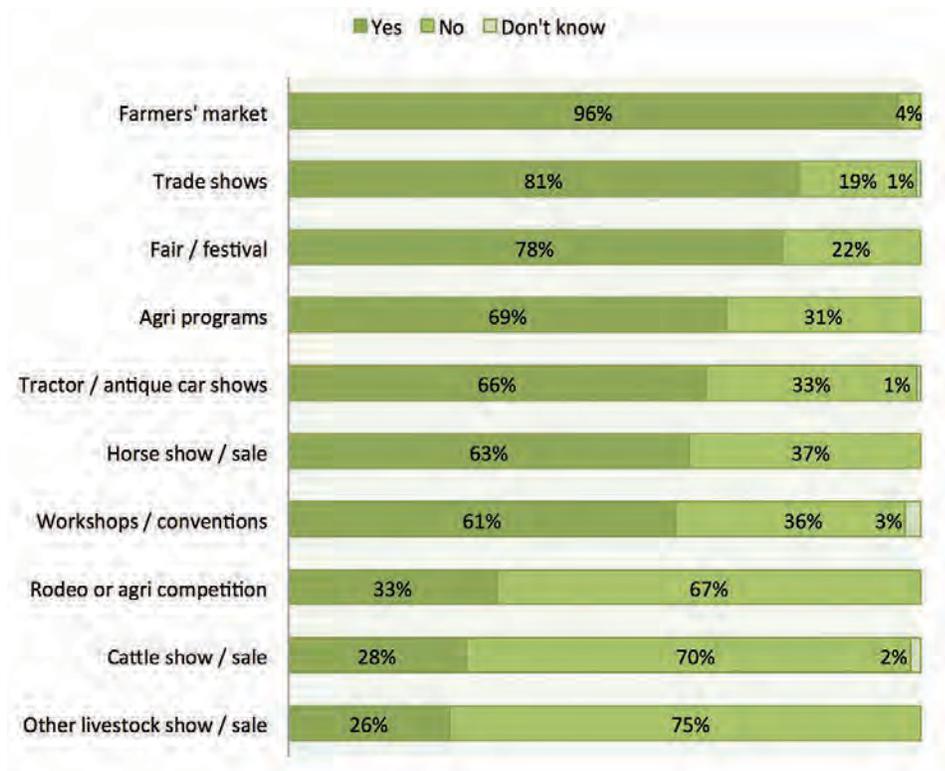


¹ Percentages may not add to 100% as some respondents were "unsure" when asked to describe their participation.
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Respondents that had taken part in the activities identified in the previous graph were next asked to indicate if that involvement took place in Strathcona County. As the adjacent graph illustrates, individuals involved in activities such as farmers markets, trade shows, fairs / festivals, agri programs, tractor / antique car shows, horse shows /sales and workshops/conventions generally did so in Strathcona County. Conversely, individuals that were involved in rodeo or agri competitions, cattle shows / sales and 'other' livestock shows / sales generally did so outside of the County. That majority of individuals that participated in agricultural activities outside of the County indicated that they did so within 100km of the County boundaries.

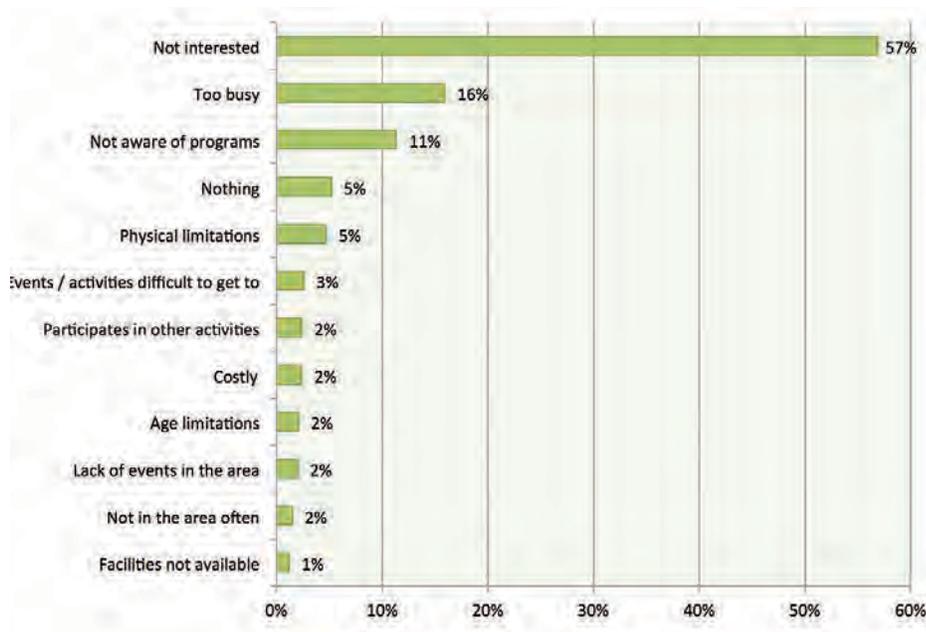
Respondents that were involved in the agricultural activities identified in the previous graphs were also asked to indicate if they paid a fee to participate or attend as a spectator. The majority of participants and spectators for rodeo or agri competitions, trade shows and workshops /conventions indicated that they paid a fee. However the findings also indicated that a number of no cost agricultural opportunities exist within the County. The majority of participants and spectators for activities such as fairs/ festivals and farmers markets indicated that they paid no fee. Approximately one-third (37%) of individuals that participated in agricultural programs also indicated that they paid no fee to participate.

WAS THE INVOLVEMENT IN THE COUNTY?
(SUBSET: HOUSEHOLDS THAT TOOK PART IN EACH ACTIVITY)



To get a sense of factors that may limit participation, respondents were provided with a list of potential barriers and asked to identify those that prevent themselves or members of their household from attending agricultural related activities. As reflected in the adjacent graph, 57% of respondents were “not interested” followed by 16% indicating that they were “too busy” and 11% were “not aware of programs”.

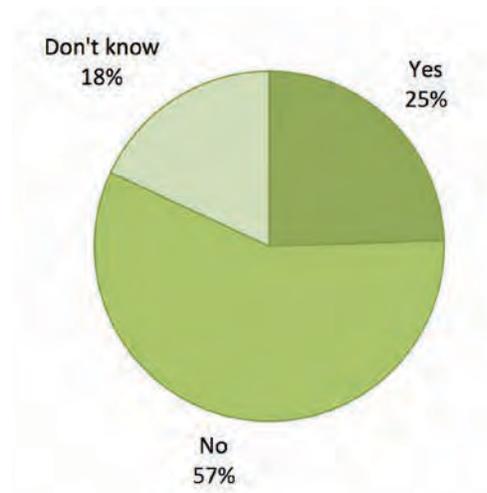
WHAT IS PREVENTING MEMBERS OF YOUR HOUSEHOLD FROM ATTENDING AGRICULTURE RELATED ACTIVITIES?



2.2 Community Need for Multi-Purpose Agriculture Facilities

Respondents were asked if they thought there was a need for new multi-purpose agricultural facilities or amenities to be developed in Strathcona County. As reflected in the adjacent graph, one-quarter of respondents indicated that they thought there was a need for new development.

IS THERE A NEED FOR A NEW MULTI-PURPOSE AGRICULTURAL FACILITY OR AMENITIES TO BE DEVELOPED IN STRATHCONA COUNTY?

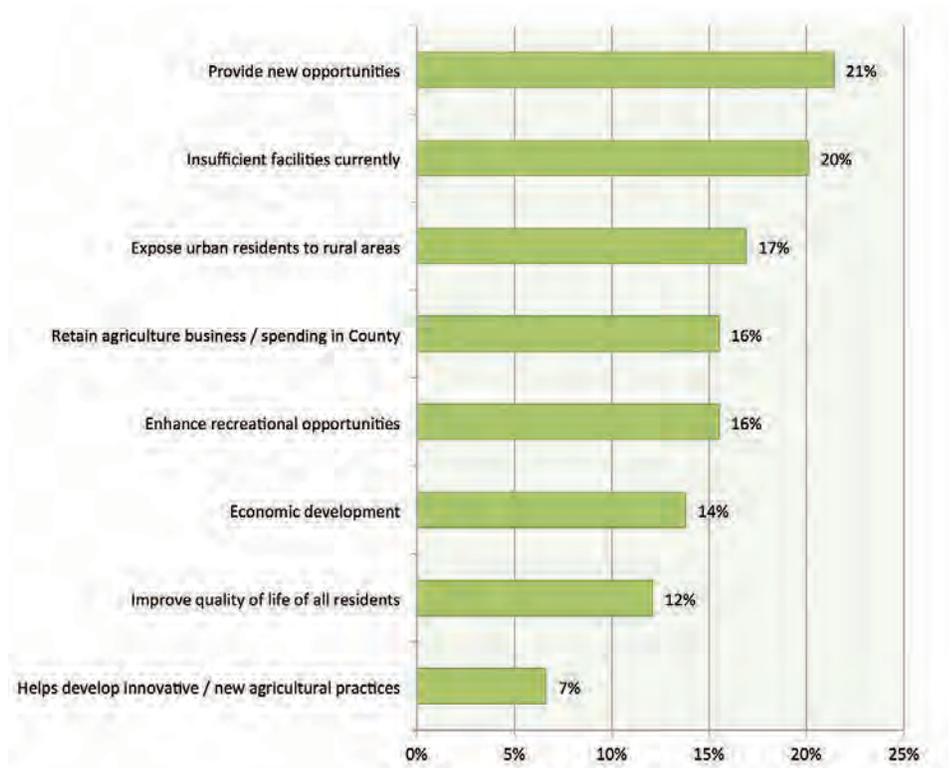


COMPARING RURAL & URBAN RESPONSES

30.5% of **rural respondents** indicated that there is a need for new multi-purpose agricultural facilities, while 22.0% of **urban respondents** believed that there was a need.

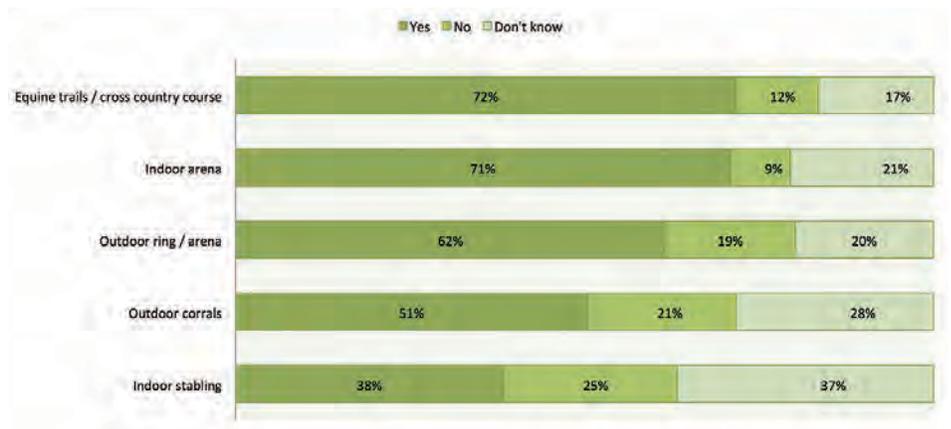
Respondents that were supportive or unsure of the need for a multi-purpose agricultural facility were next asked why they thought new agricultural facilities and amenities should be developed in Strathcona County. The top two reasons identified were to provide new opportunities (21%) and that there are currently insufficient facilities (20%). See the adjacent graph for a complete overview of the findings.

WHY IS A NEW / ENHANCED AGRICULTURAL FACILITY NEEDED IN STRATHCONA COUNTY?
(EXCLUDES RESPONDENTS WHO DO NOT THINK THERE IS A NEED FOR A NEW MULTI-PURPOSE AG FACILITY)



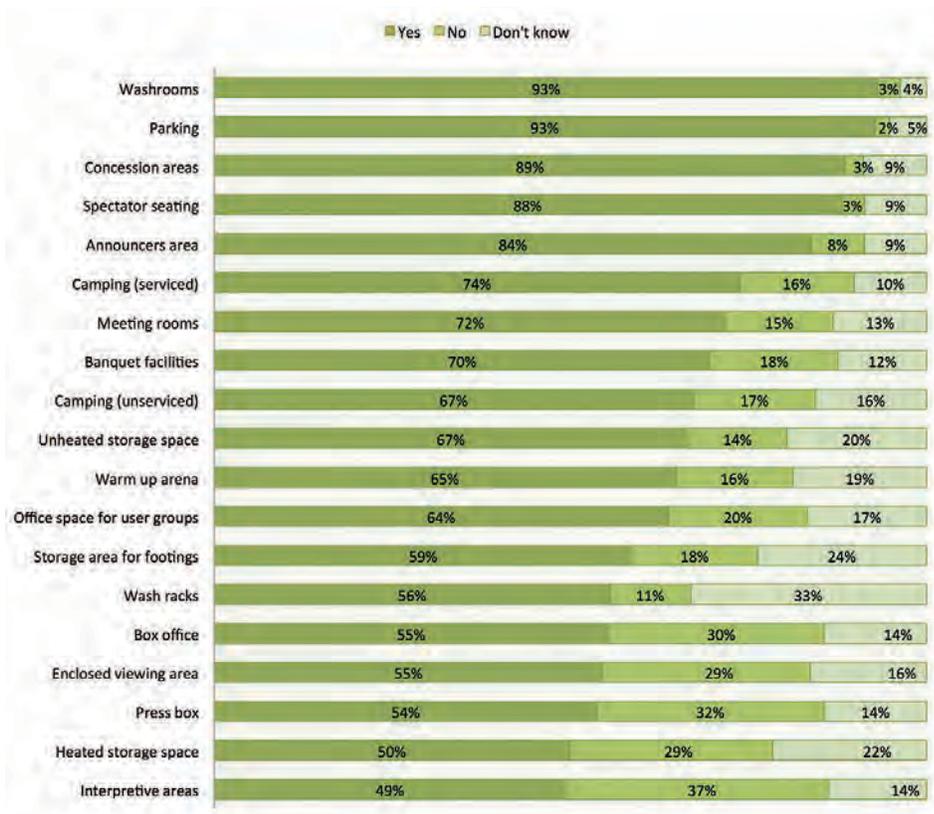
Respondents that were supportive or unsure about the need for new multi-purpose agricultural facilities or amenities were next asked a series of questions in order to determine the types of agriculture facilities and spaces that are needed in the County. The adjacent graph identifies the general elements (overall types of facilities) that respondents thought were needed. As reflected in the graph, equine trails / cross country course (72%), indoor riding arena (71%) and an outdoor ring / area (62%) were the top three elements identified.

ARE THESE AGRICULTURE RELATED ELEMENTS NEEDED IN STRATHCONA COUNTY?
(EXCLUDES RESPONDENTS WHO DO NOT THINK THERE IS A NEED FOR A NEW MULTI-PURPOSE AG FACILITY)



Respondents were also provided with a number of more specific amenities / components that could be part of a new multi- purpose agricultural facility, and asked to identify if they thought each should be included. In total 18, different amenities/components were identified as being important by more than half of the respondents. See the adjacent graph for a complete overview of the findings.

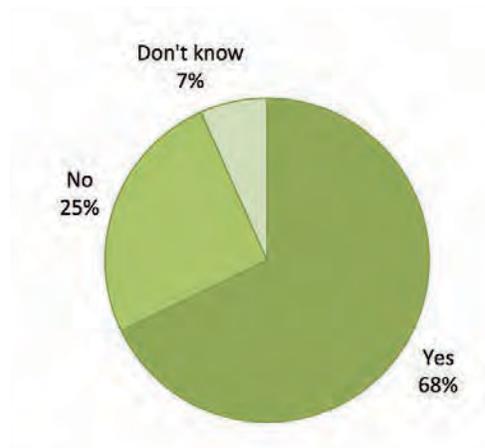
SHOULD EACH COMPONENT BE PART OF A NEW FACILITY?
(EXCLUDES RESPONDENTS WHO DO NOT THINK THERE IS A NEED FOR A NEW MULTI-PURPOSE AG FACILITY)



Respondents that were supportive or unsure of the need for a new multi-purpose agricultural facility were asked if someone in their household would use a new facility if one were developed. As illustrated in the accompanying graph, 68% indicated that a household member would use a new multi-purpose agricultural facility.

WOULD SOMEONE IN YOUR HOUSEHOLD UTILIZE A NEW MULTI-PURPOSE AGRICULTURAL FACILITY IN STRATHCONA COUNTY?

(EXCLUDES RESPONDENTS WHO DO NOT THINK THERE IS A NEED FOR A NEW MULTI-PURPOSE AG FACILITY)



COMPARING RURAL & URBAN RESPONSES

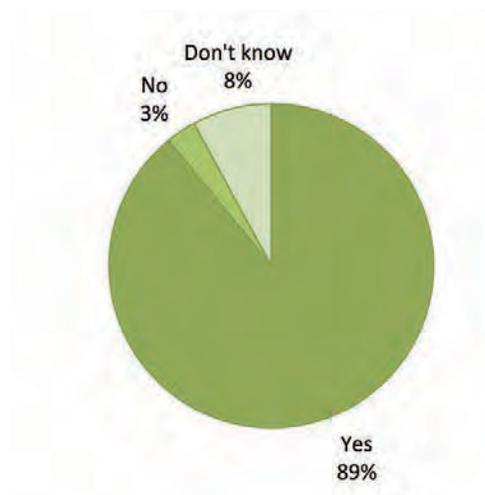
72.6% of **rural respondents** indicated that members of their household would utilize a new multi-purpose agricultural facility in Strathcona (22.1% would not use it, 5.3% were unsure).

65.4% of **urban respondents** indicated that members of their household would utilize a new multi-purpose agricultural facility in Strathcona (27.2% would not use it, 7.4% were unsure).

Respondents that were supportive or unsure of the need for a multi-purpose agricultural facility were next asked if they thought the County should have a role in any potential development. As illustrated in the accompanying graph, 89% indicated that the County should have a role in the development of a new multi-purpose agricultural facility.

DOES THE COUNTY HAVE A ROLE IN THE DEVELOPMENT OF A MULTI-PURPOSE AGRICULTURAL FACILITY?

(EXCLUDES RESPONDENTS WHO DO NOT THINK THERE IS A NEED FOR A NEW MULTI-PURPOSE AG FACILITY)

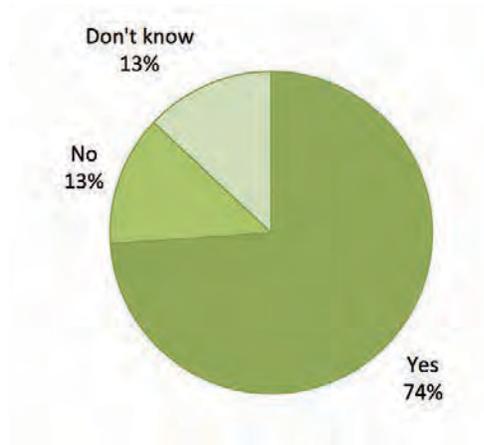


COMPARING RURAL & URBAN RESPONSES

Similar proportions (89.5% of **rural respondents** and 88.9% of **urban respondents**) indicated that the County should have a role in the development of a multi-purpose agricultural facility.

Respondents that indicated that the County should have a role in the development of a multi-purpose agricultural facility were then asked to further clarify what the County's role should be. As reflected in the adjacent graphs, 89% of respondents indicated that the County should have a financial role in facility construction, with 74% indicating that the County should also provide financial support in the operations of a facility.

DOES THE COUNTY'S ROLE INCLUDE FINANCIAL SUPPORT TO OPERATE THE FACILITY?
(INCLUDES RESPONDENTS WHO DO THIS THE COUNTY HAS A ROLE IN THE FACILITY'S DEVELOPMENT)

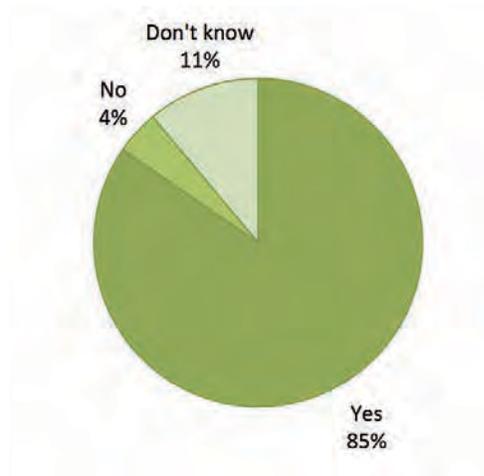


COMPARING RURAL & URBAN RESPONSES

92.3% of **rural residents** indicated that the County should have a financial role in the construction of a facility, with 80.2% indicating that the County should also contribute financial support to operate a facility.

81.0% of **urban residents** indicated that the County should have a financial role in the construction of a facility, with 70.9% indicating that the County should also contribute financial support to operate a facility.

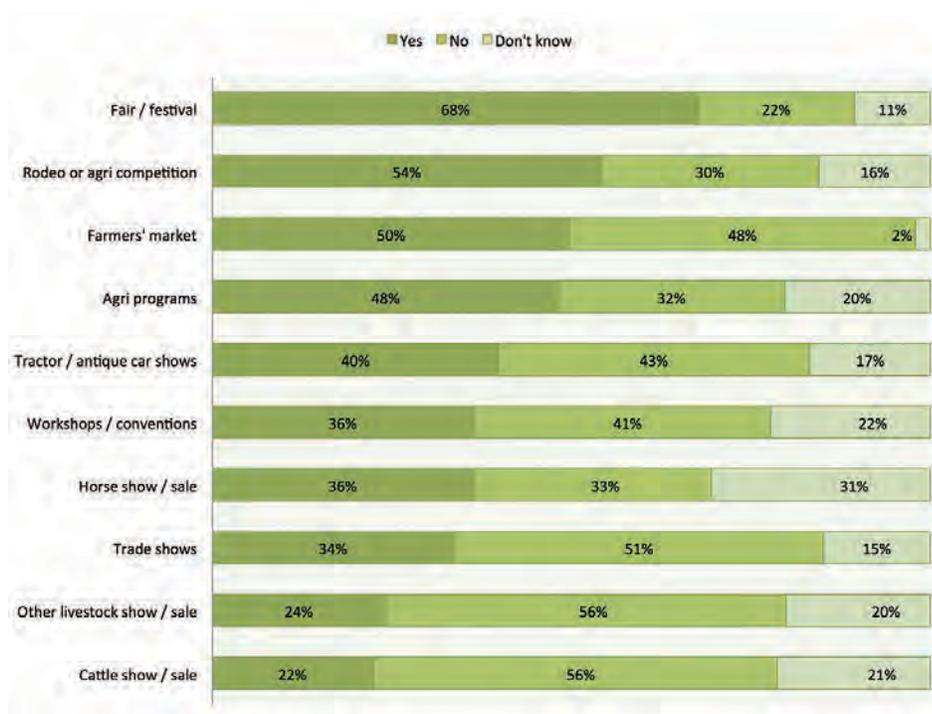
DOES THE COUNTY'S ROLE INCLUDE FINANCIAL SUPPORT FOR THE CONSTRUCTION OF THE FACILITY?
(INCLUDES RESPONDENTS WHO DO THINK THE COUNTY HAS A ROLE IN THE FACILITY'S DEVELOPMENT)



2.3 Community Needs for Agriculture Related Programs & Events

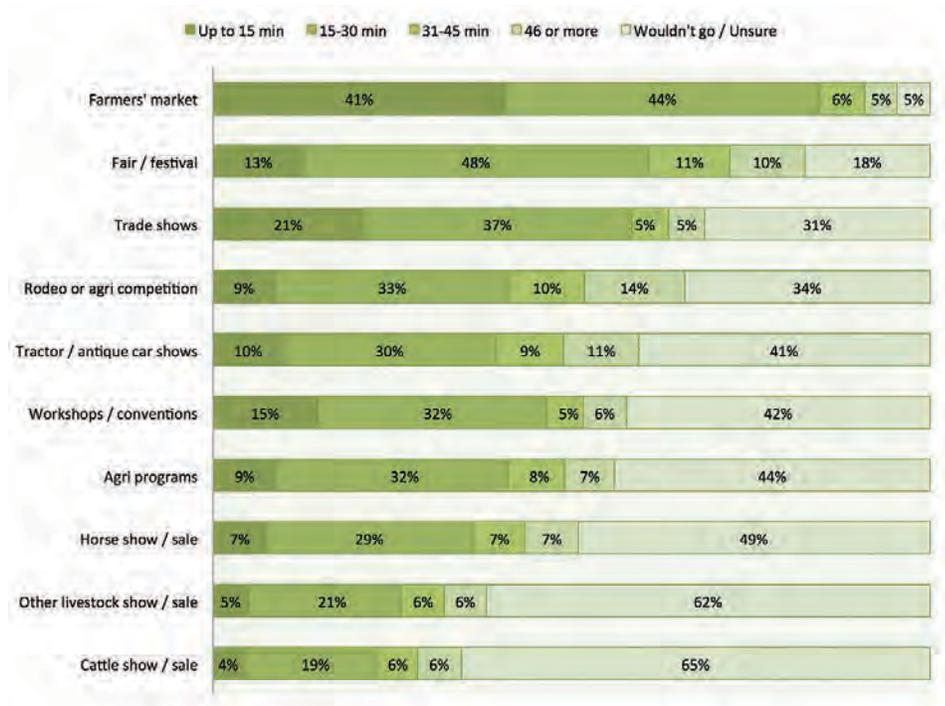
Survey respondents were asked to provide feedback on the types of agricultural related activities that they would like to see more readily available in Strathcona County. Over two-thirds of respondents (68%) identified fairs / festivals, while 54% identified rodeo or agri-competitions and half of respondents (50%) identified farmers markets. See the accompanying graph for a complete overview of the findings.

SHOULD EACH ACTIVITY BE MORE READILY AVAILABLE IN STRATHCONA COUNTY?



In relation to the list of activities in the previous graph, respondents were next asked to identify how long of a commute they would be willing to make to attend each. As illustrated in the adjacent graph, a 15 – 30 minute commute was identified as the maximum commute that respondents were willing to make for the majority of activities. However over twenty percent (20%) of respondents indicated that they would commute more than 30 minutes to attend a fair / festival, rodeo or agri-competition, or tractor / antique show.

HOW LONG OF A COMMUTE WOULD YOU BE WILLING TO TAKE TO GET TO EACH EVENT?



2.4 Respondent Profile

AGE OF RESPONDENTS	
18 – 24	3%
25 – 34	5%
35 – 44	17%
45 – 54	24%
55 – 64	25%
65+	25%
Not stated	1%

AGE COMPOSITION OF RESPONDENT HOUSEHOLDS (NUMBER OF HOUSEHOLD MEMBERS IN EACH AGE CATEGORY)						
	1	2	3	4	NONE	NOT STATED
Child (7 years and younger)	8%	6%	1%	0%	84%	1%
Youth (8 – 12)	9%	4%	1%	0%	85%	1%
Teen (13 – 18)	8%	7%	1%	0%	83%	1%
Young Adult (19 – 44)	19%	21%	2%	0%	57%	1%
Middle Aged Adult (45 – 64)	21%	36%	0%	0%	42%	1%
Senior (65 yrs and older)	14%	17%	0%	0%	69%	1%

TENURE RESIDING IN STRATHCONA COUNTY	
Less than 1 year	2%
1 – 3 yrs	3%
4 – 5 yrs	4%
6 – 10 yrs	14%
11 – 15 yrs	13%
16 – 20 yrs	11%
21 yrs and longer	53%

ON A SCALE OF 1 (NOT AT ALL LIKELY) TO 5 (VERY LIKELY), HOW LIKELY ARE YOU TO BE LIVING IN THE COUNTY FOR THE NEXT 5 YEARS?	
1 (Not at all likely)	2%
2	1%
3	2%
4	5%
5 (Very likely)	90%
Don't know	1%

INCOME LEVELS OF RESPONDENT HOUSEHOLDS	
\$19,999 or lower	1%
\$20,000 – \$39,999	6%
\$40,000 – \$69,999	14%
\$70,000 – \$99,999	22%
\$100,000 – \$150,000	21%
Over \$150,000	18%
Not stated	20%

3.0 Stakeholder Group Survey

The delivery of agriculture and related programs and opportunities across the region relies heavily on the efforts of not for profit organizations and private sector businesses. In order to gain valuable feedback and perspectives on the need for a multi-purpose agricultural facility in the County, a Stakeholder Group Survey was fielded. In total, 210 contacts were made (by email, phone or mail) with a wide variety of different stakeholder organizations and businesses across the region. Groups were provided with the option of completing a web based version of the questionnaire or having a paper copy sent to them.

Responses were provided by 21 different groups, representing a wide array of interests, activity preferences and membership characteristics. A list of participating groups and the survey tool can be found in Appendix B. **Note:** *in some cases not all groups answered each questions (the number of responses for each question is identified in the graphs).*

To begin the survey, group representatives were asked to provide information on their organization and its membership. Groups participating in the survey represented a range of age categories:

- » 5 groups have members, participants or clients that are preschool aged (0 – 5)
- » 13 groups have members, participants or clients that are youth (6 – 12)
- » 15 groups have members, participants or clients that are teens (13 – 17)
- » 20 groups have members, participants or clients that are adults (18 – 59)
- » 14 groups have members, participants or clients that are seniors (60+)

Encouragingly, when group representatives were asked about their expectations for future participant / membership or client numbers, the majority (52%, 11 groups) expected to grow in the coming years. Nine groups (43%) expected to remain stable, while only one group expected to decline.

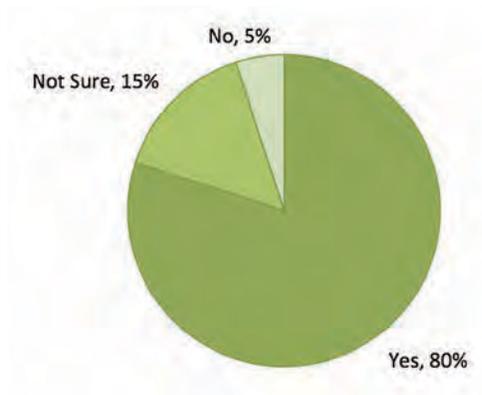
Next, group representatives were asked to identify the facilities in the region that there groups uses most frequently. In total 22 different facilities or locations across Alberta were identified (one group also mentioned that they frequently use a facility in Chilliwack, B.C). Those facilities identified by three or more groups are as follows:

- » Fultonvale Arena (Strathcona Olympiette Centre): 6 mentions
- » Olds Agricultural Society Facilities: 4 mentions
- » Westerner Park (Red Deer): 3 mentions
- » Amberlea Meadows: 3 mentions
- » Beaumont and District Agricultural Society Grounds: 3 mentions



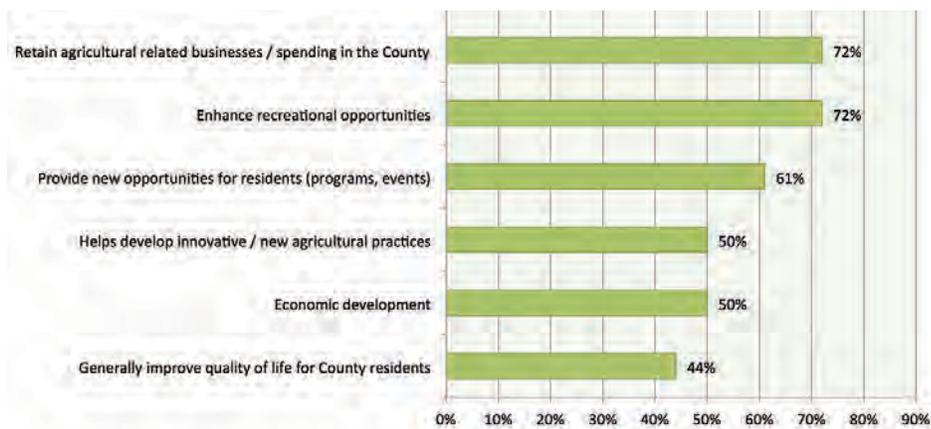
Group representatives were asked if they (on behalf of their organization) think that there is a need for a new multi-purpose agricultural facility to be developed in Strathcona County. As illustrated in the adjacent graph, the majority of groups (80%, 16 groups) believed that there is a need for a new facility.

IS THERE A NEED FOR A NEW MULTI-PURPOSE AGRICULTURAL FACILITY TO BE DEVELOPED IN STRATHCONA COUNTY?
(20 RESPONSES)



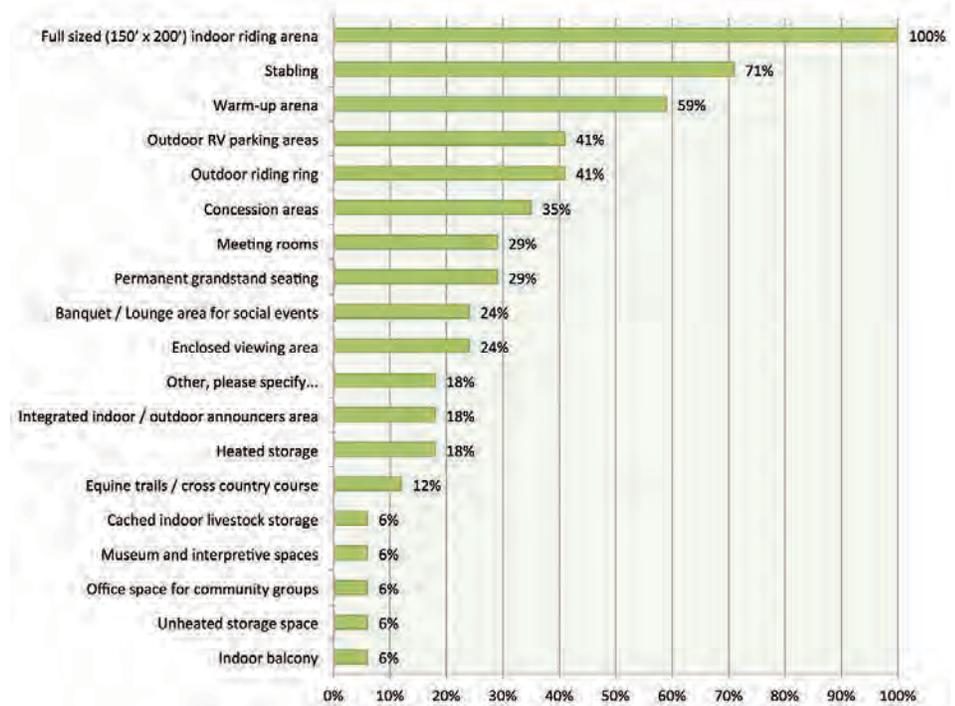
Group representatives that answered "yes" or "not sure" to the previous question were next asked why they thought there was a need for a new multi-purpose agricultural facility to be developed in the County. The top three reasons as identified by over two-thirds of the group representatives were: insufficient facilities currently available (78%, 14 groups), retain agricultural related businesses/spending (72%, 13 groups) and enhance recreational opportunities (72%, 13 groups).

WHY DO YOU THINK A NEW MULTI-PURPOSE AGRICULTURAL FACILITY SHOULD BE DEVELOPED IN STRATHCONA COUNTY?
(18 RESPONSES)



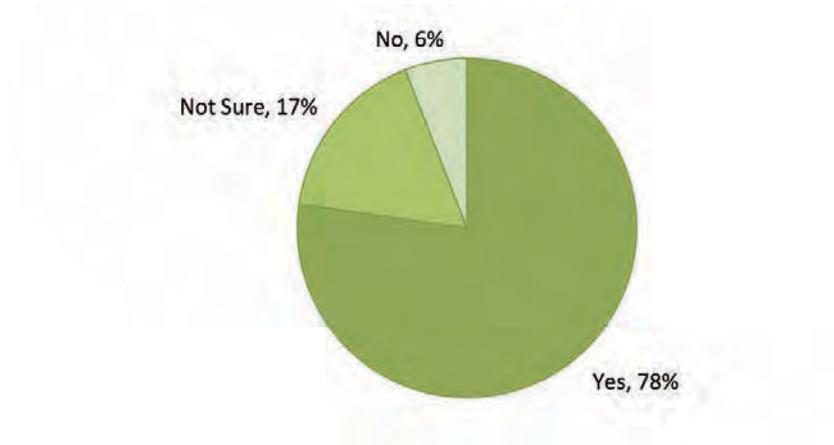
From a list of potential facilities components and amenities, group representatives were asked to indicate up to five that they believe should be included in a new multi-purpose agricultural facility if one were to be developed. All 17 groups that provided a response to the question identified the need for an indoor riding arena. Over two-thirds of the groups (71%, 12 groups) identified stabling, with over half of the groups (59%, 10 groups) indicating that a warm-up area was needed. See the adjacent graph for a complete overview of the component / amenity preferences.

COMPONENTS / AMENITIES THAT SHOULD BE INCLUDED IN A NEW MULTI-PURPOSE AGRICULTURAL FACILITY
(17 RESPONSES)



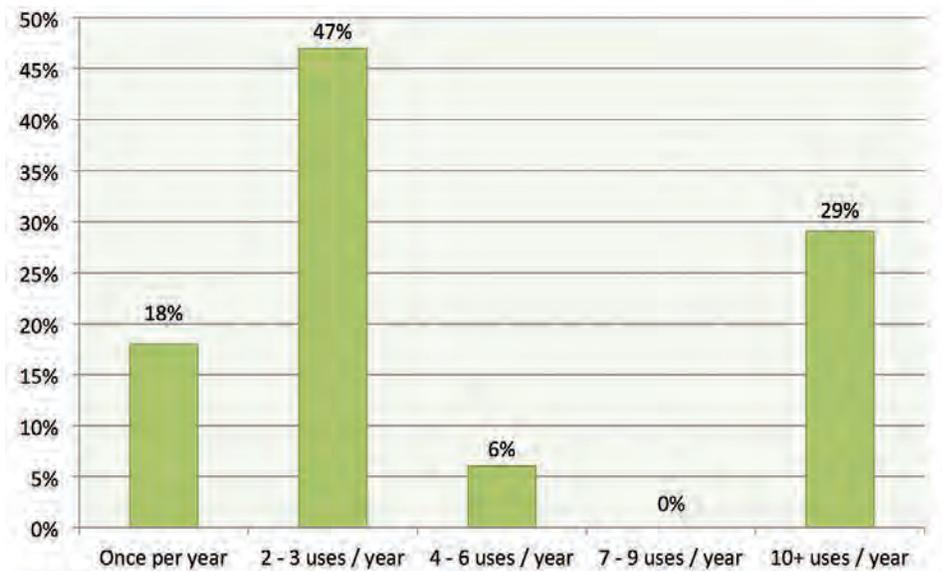
Group representatives were next asked if their organization would you a new multi-purpose agricultural facility in Strathcona County. As reflected in the graph to the right, the majority (78%, 14 groups) indicated that they would use a new facility, while 3 groups (17% were not sure). Only one group indicated that they would not use a new facility.

WOULD YOUR ORGANIZATION USE A NEW MULTI-PURPOSE AGRICULTURAL FACILITY IN STRATHCONA COUNTY?
(18 RESPONSES)



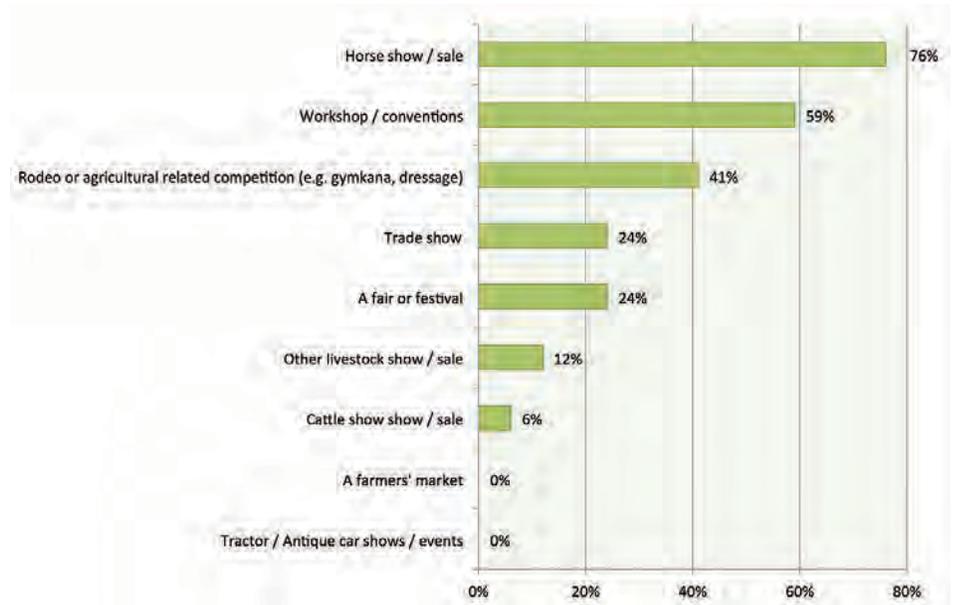
To get a further sense of the potential usage that a new multi-purpose agricultural facility in Strathcona County would get, group representatives were asked how often their groups would use a new facility if one were developed. As the adjacent graph illustrates, the highest proportion (47%, 8 groups) indicated that they would use a multi-purpose agricultural facility in the County between two and three times annually. Five groups (29%) indicated that they would use the facility on a frequent basis (more than 10 times).

HOW OFTEN (ANNUALLY) WOULD YOUR ORGANIZATION USE A MULTI-PURPOSE AGRICULTURAL FACILITY IN THE COUNTY?
(17 RESPONSES)



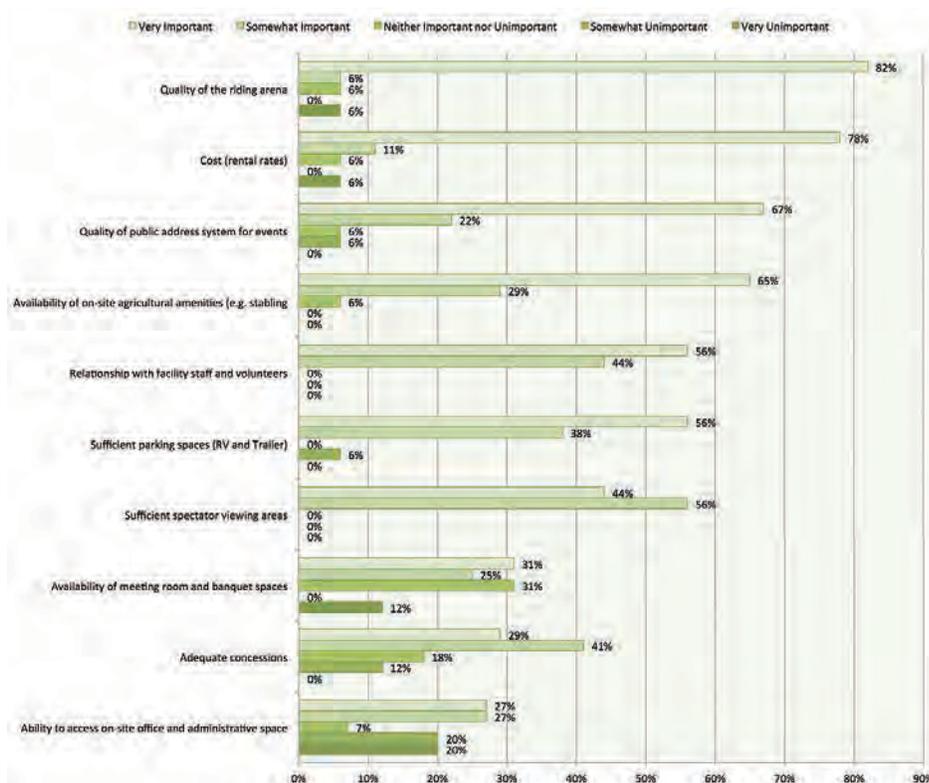
Group representatives were next provided with a list of activity types (events, programs and functions) and asked to identify those for which they would use a new multi-purpose agricultural facility in the County. Over three-quarters of the groups (76%, 13 groups) identified horse shows / sales as an activity types their group would use a new facility for. See the graph to the right for a complete overview of the potential uses identified by the groups.

**TYPES OF ACTIVITIES THAT GROUPS WOULD USE
A NEW MULTI-PURPOSE AGRICULTURAL FACILITY FOR.
(17 RESPONSES)**



Group representatives were next provided with a list of potential facility factors or considerations and asked to indicate how important each would be when determining how often their organization would use a new multi-purpose agricultural facility in the County. As illustrated in the adjacent graph, the top two factors / considerations that group representatives indicated were "very important" in their groups decision to use a new facility were quality of the riding arena (82%, 14 of 17 groups) and the cost to use the facility (78%, 14 of 18 groups).²

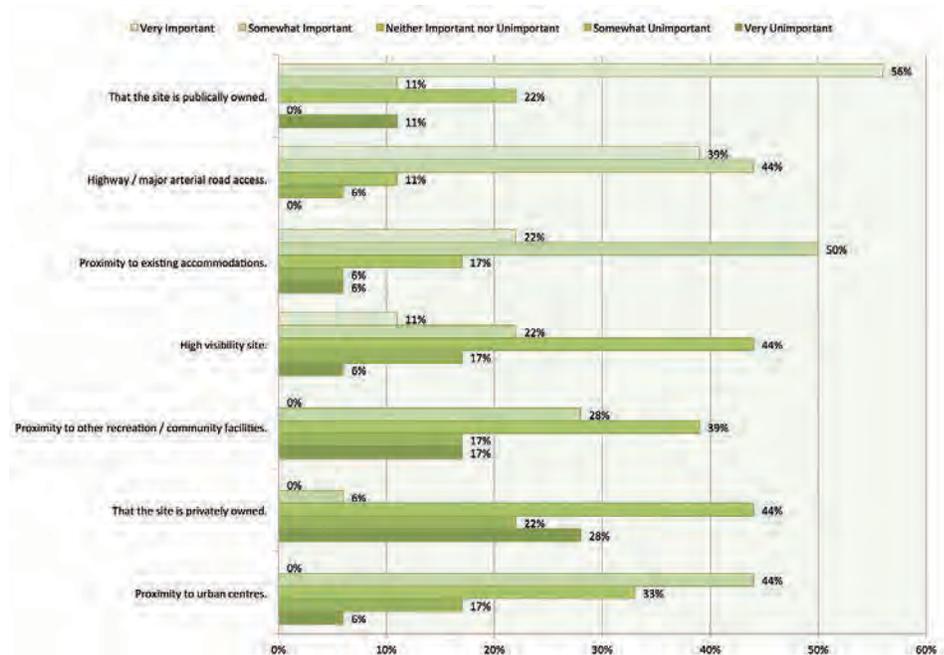
WHAT ARE IMPORTANT FACTORS THAT WOULD IMPACT HOW OFTEN YOUR ORGANIZATION WOULD USE A NEW MULTI-PURPOSE FACILITY IN THE COUNTY?
(18 RESPONSES)



² The number of responses for each factor / consideration varied from 15 to 18. The percentages in the graph

Group representatives were also asked to identify important site criteria that should be considered when determining a potential location for a new multi-purpose agricultural facility in the County. Group representatives were provided with a list of criteria, and asked to indicate how important each should be. The top three criteria that respondents indicated are important were public ownership of the site, close proximity to highways / major arterial road and proximity to existing accommodations. See the accompanying graph for a complete overview of the responses.

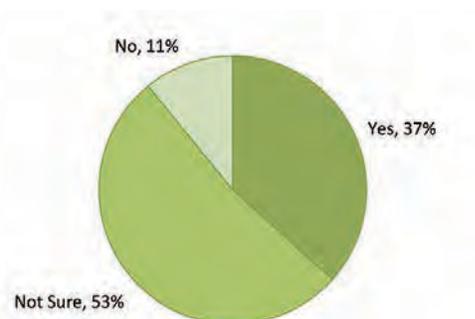
**IMPORTANT OF SITE CRITERIA
(18 RESPONSES)**



Group representatives were asked if their organization would be willing to partner with the County on the development of a new multi-purpose agricultural facility. As illustrated in the adjacent graph, 7 groups (37%) indicated that they would be willing to partner while 10 groups (53%) were unsure. Two groups indicated that they would not be interested in a partnership. Groups were also provided space to identify or suggest ways that they could potentially partners with the County. The sharing of best practices and volunteers were both identified as potential partnerships.

IS YOUR ORGANIZATION WILLING TO PARTNER WITH STRATHCONA COUNTY ON THE DEVELOPMENT OF A NEW MULTI-PURPOSE AGRICULTURAL FACILITY?

(19 RESPONSES)



To conclude the survey, group representatives were provided with space to comment generally on a potential new multi-purpose agricultural facility in the County. The majority of comments offered re-affirmed the need such a facility to be developed. A number of comments also reflected the need for any facility development to be multi-purpose in nature, and able to accommodate a wide array of events and programs.

4.0 Stakeholder Interviews

Sixteen (16) stakeholder interviews were conducted (in-person or by telephone) throughout the summer and fall of 2013 with a number of individuals and organization representatives in Strathcona County and throughout the broader region. In order to ensure that a balance of opinions and perspectives were heard, a cross-section of individuals and organization representatives were invited to participate in an interview. Individuals and groups included local community groups and program providers, private developers, agricultural societies and provincial agriculture related organizations. Provided as follows is a summary of the prevalent themes and key findings from the interviews.

STATE OF “AGRI-RECREATION” IN STRATHCONA COUNTY.

Interviewees provided a variety of opinions and perspectives on this topic. A number of those interviewed expressed that rural Strathcona County remains a hub for a number of agri-recreation pursuits. The existence of numerous private equine stables and training operations was cited by a number of individuals as reflecting the popularity of these activities throughout the County. Some interviewees however did express that participation in some activities is declining. Urbanization of rural areas and a lack of suitable facilities were mentioned as a limiting factor by many of those interviewed.

SUPPORT FOR A MULTI-PURPOSE AGRICULTURAL FACILITY IN STRATHCONA COUNTY.

Support for facility development among those interviewed was strong. Interviewees commonly cited a number of advantages that would result from a new multi-purpose agricultural facility in the County. These included:

- » Sustaining and enhancing the capacity of existing agriculture focused community groups in the County;
- » Providing new opportunities for residents to participate in programs and events;
- » Economic benefits to the County; and
- » Increased community pride.

While support for the concept of a facility appears strong, some skepticism does exist towards the County and other groups based on previous plans and initiatives that failed to successfully result in facility development. A number of those interviewed expressed that while they appreciated being engaged in this Study; they ultimately remain skeptical as to whether development is realistic or would occur.

POTENTIAL USES FOR A MULTI-PURPOSE AGRICULTURAL FACILITY IN STRATHCONA COUNTY.

Strongly expressed by the majority of interviewees was that any facility development needs to be multi-purpose and multi-functional. A number of those interviewed mentioned that for a facility to be viable, it must capture a variety of potential users from both the local area and broader region.

An indoor riding area was frequently cited as being the core component needed. A number of interviewees also mentioned the importance of including quality amenities, and how including or excluding these amenities could impact the usage and overall viability of the facility. Important amenities identified by a number of interviewees included sufficient vehicle and trailer parking, temporary (event) stabling, wash bays, warm-up areas and banquet and social gathering spaces.

While the indoor riding arena was the primary component identified by the majority of participants, a number of other components were frequently mentioned as warranting consideration. These included:

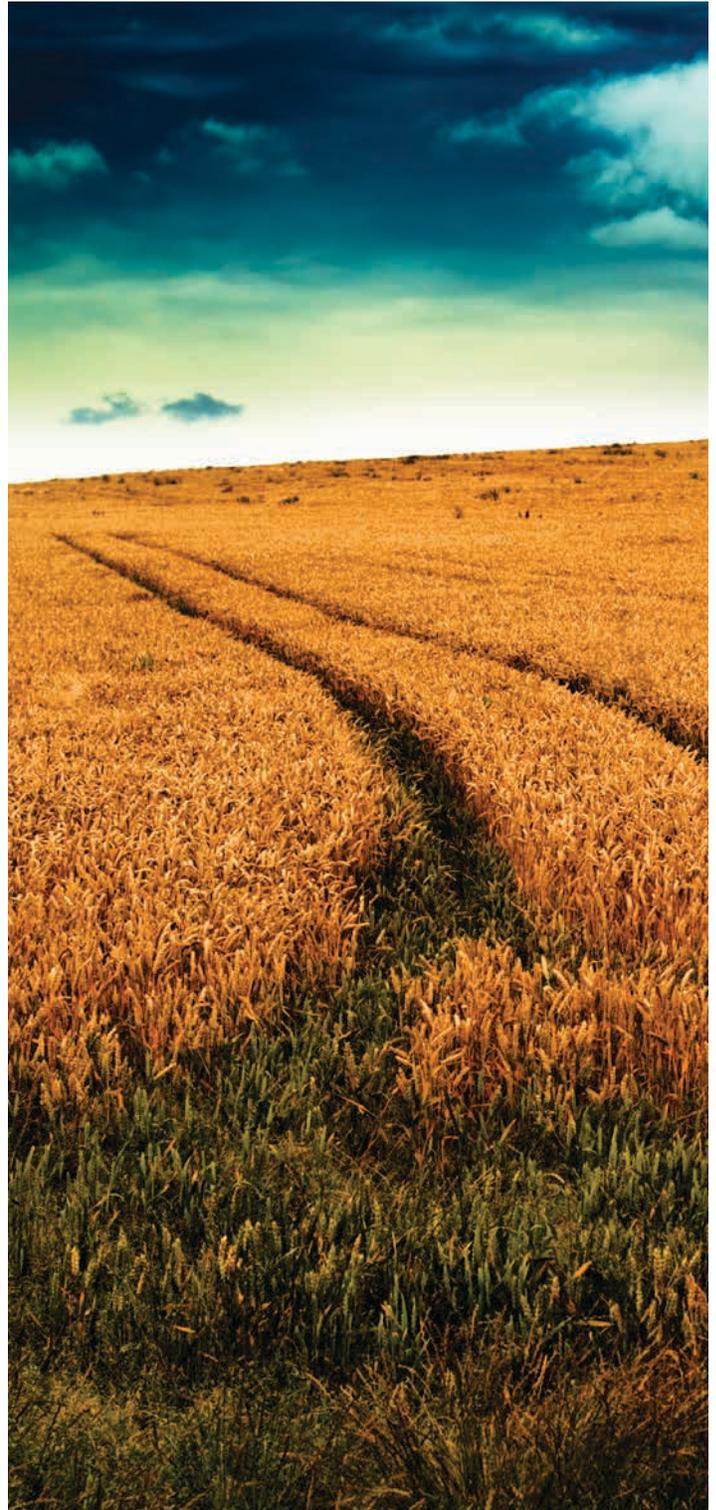
- » Agriculture research and development spaces
- » Business park for agricultural related businesses
- » Office space for community groups
- » Camping areas



PERSPECTIVES ON OWNERSHIP AND OPERATIONS OF A POTENTIAL MULTI-PURPOSE AGRICULTURAL FACILITY IN STRATHCONA COUNTY.

While the majority of those interviewed believed that the County should have a prominent role in the construction of a facility, varying opinions existed on potential operating models and responsibilities. Some individuals expressed that the County should directly operate a facility in order to ensure maximum public access and so that all groups would receive equitable treatment or priority. However other interviewees believed that a facility would be best operated by a not for profit group. The most frequently cited advantage of this approach was lower operating costs and efficiency.

Some mention was made during the interviews of the role that the private sector could play in potential operations of a facility. The opportunity to include lease spaces was often mentioned as a mechanism to increase revenues and offset low or no cost community usage. Mention was also made of the potential to develop adjacent office buildings for private sector business. However it was clearly stated by most that identified this opportunity that these businesses should be agriculturally focused and if possible service activities that are taking place at the site (e.g. veterinary services).



5.0 Public Events

Members of the consulting team attended Strathcona County's Rural Living Days on May 25th and the Josephburg Country Classic on May 26th. A booth was set-up at both events with information on the project, a general comment form and a sign-up sheet for those individuals looking to stay updated on the project.



6.0 Summary & Facility Program Implementation

Findings from public and stakeholder consultation phase of the project, along with the previous background research conducted (Stage 1 Report), are important when determining the facility components, elements and amenities that are required to meet community needs for a multi-purpose agricultural facility. Identified below are key findings from the public and stakeholder research that will guide the development of a draft facility program.

» **Support exists in the County for the development of a multi-purpose agricultural facility.**

- The household survey found that one-quarter (25%) support the development of a new multi-purpose agricultural facility in the County (consistent with surveying done for other successful community projects)
- Support for facility development among community groups and stakeholder was strong.

» **There exists a strong demand for an indoor riding arena as a core component of a multi-purpose agricultural facility in the County.**

- 71% of resident survey respondents that were in support of development identified that an indoor riding arena was needed (2nd among all potential elements).
- An indoor riding arena was identified as a required component / amenity by all participating stakeholder groups.

» **Agricultural and related activities remain popular in the Strathcona County.**

- 87% of residents attended a farmer market and 45% attended a fair / festival in the previous year.
- 24% of households reported having taken part (as a spectator or active participant) in an agricultural competition or rodeo in the previous twelve months (*similar to provincial participation rates for ice skating, downhill skiing, tobogganing / sledding, and dancing*).³
- The majority of groups that participated in the group survey expect to continue growing.



3 2008 Alberta Recreation Survey, Provincial Results

Apper

Indices

[A] Household Survey



Multi-Purpose Agricultural Facility Feasibility Study—Household Survey

Strathcona County residents have a variety of recreational opportunities available to them. These opportunities (including facilities, services, and programs) are offered by many community organizations, not for profit and for profit agencies, and the County itself. While the County provides many facilities throughout the municipality it does not have a multi-purpose agricultural facility.

Mentioned in several Strathcona County planning documents (including the 2008 Open Space and Recreation Facility Strategy, the 2009 Ardrossan Community Recreation Master Plan and the 2012 Josephburg Community Recreation Plan) a multi-purpose agricultural facility has been requested of the County by many residents and community organizations.

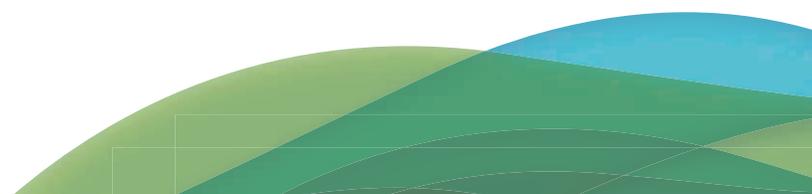
Strathcona County is moving ahead and conducting a feasibility study on a potential multi-purpose agricultural facility. The study will determine the need, costs, and benefits of developing a facility in the County. Consultation with the community is critical to the development of this study. Residents, community partners, and organizations are being provided with a number of opportunities to share their thoughts and ideas.

Please complete this survey on behalf of all members of your household. A telephone survey has also been fielded to households in the County. If you already participated in the telephone survey it is not necessary to complete this version (they are the same). The completed questionnaire can be returned by fax to (780) 426-2734 or mailed to the address below:

RC Strategies
10315 109 Street NW
Edmonton, AB T5J 1N3

If you have any questions regarding this survey, or the potential development of a new multi-purpose agricultural facility in Strathcona County, please contact Jocelyn Thrasher-Haug (Strathcona County) at 780.464.8093 or Stephen Slawuta (RC Strategies) at 780.441.4267.

To stay up-to-date on this project please visit the website: www.strathcona.ca/agfacility



Section I: Household Participation in Agricultural Related Activities

1. For each of the following agricultural related activities, please indicate if anyone in your household has taken part in these.

	Yes	No	Not Sure
Horse show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cattle show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other livestock show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rodeo or agricultural related competition (e.g. gymkana, dressage, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture related program (e.g. 4H, riding club)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair or festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers' market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops or conventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tractor or Antique car shows or events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. **If you answered 'Yes'** to any of the activities in the previous question, please select those characteristics that apply for each activity that you identified.

	Participant	Spectator	Activity took place in Strathcona County	Activity was not in Strathcona County but within 100 km of the County
Horse show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cattle show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other livestock show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rodeo or agricultural related competition (e.g. gymkana, dressage, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture related program (e.g. 4H, riding club)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair or festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers' market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops or conventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tractor or Antique car shows or events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. If you were a **'Participant'** in any of the activities described in the previous questions, was there a cost (e.g. program fee, membership) in order to participate?

Yes No

3a. Please name the activities that required a cost (e.g. program fee, membership) in order to participate

4. If you were a **'Spectator'** for any of the activities described in the previous questions, was there a cost (e.g. admission fee) in order to attend?

Yes No

4a. Please name the activities that required a cost (e.g. admission fee) in order to attend.

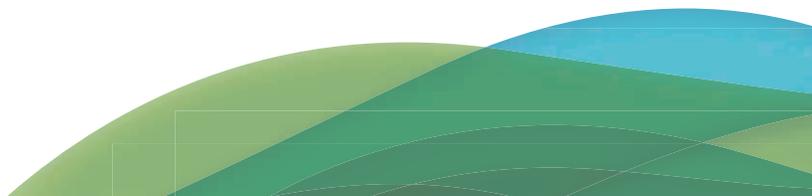
5. What, if anything, is **limiting or preventing** members of your household from attending agricultural related activities or events? Please select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Not aware of programs | <input type="checkbox"/> Events / activities are difficult to get to |
| <input type="checkbox"/> Not interested | <input type="checkbox"/> Facilities not available |
| <input type="checkbox"/> Cost | <input type="checkbox"/> Helps develop innovative / new agricultural practices |
| <input type="checkbox"/> Physical limitations | <input type="checkbox"/> Other (please specify): _____ |

Section II: Community Need for Multi-purpose Agricultural Facilities

6. Do you think there is a need for a new multi-purpose agricultural facility or amenities to be developed in Strathcona County?

Yes Not sure No (please proceed to question 12)

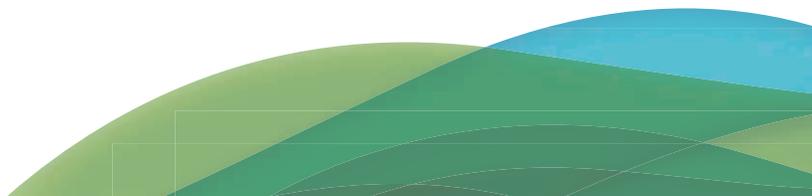


7. Why you think **new or enhanced agricultural facilities or amenities** are needed in Strathcona County? Please select all that apply.

- Generally to improve quality of life for both urban and rural County residents
- To expose urban residents to rural areas in the County
- To retain agricultural related business/ spending within the County
- Economic development
- Other (please specify): _____
- Helps develop innovative / new agricultural practices
- Provide new opportunities for residents (e.g. programs, events)
- Insufficient facilities currently available
- Enhance recreational opportunities

8. For each of the following **facilities and elements**, please indicate whether it is needed in Strathcona County.

	Yes	No	Not Sure
Indoor arena (for shows, clinics, competitions, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor ring / arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor stabling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor corrals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equine trails / cross country course	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



9. There are a variety of components that could be part of any new agricultural recreation facility in Strathcona County. For each of the following components, please indicate whether you think it should be part of any new multi-purpose agricultural facility.

	Yes	No	Not Sure
Spectator seating or grandstands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concession areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camping facilities (serviced)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Camping facilities (unserviced)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wash racks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Storage areas for different footings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting rooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Banquet facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Washrooms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warm-up arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heated storage space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unheated storage space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Office space for user groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Box office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enclosed viewing area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interpretive areas / museum type elements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Announcers area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Press box	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Would you or someone in your household utilize a new multi-purpose agricultural facility in Strathcona County?

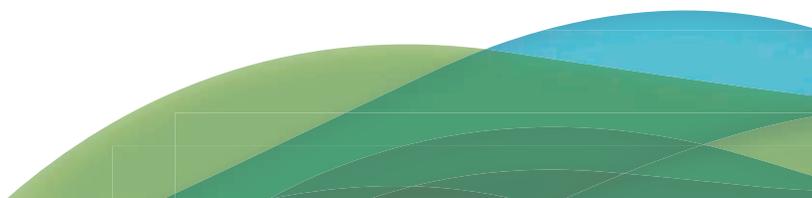
- Yes Not sure No

11. Do you think that Strathcona County has a role in the development of a multi-purpose agricultural facility in the area?

- Yes Not sure No

11a. If you **selected 'Yes' or 'Not sure' to question 11**, please indicate if the County's role could include financial support for the **construction** of a facility?

- Yes Not sure No



11b. If you **selected 'Yes' or 'Not sure' to question 11**, please indicate if the County's role could include financial support to **operate** a facility?

Yes Not sure No

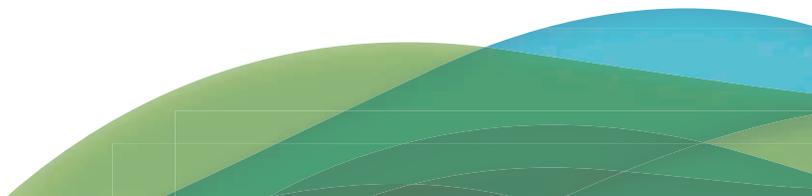
11c. If you **selected 'No' to question 11** please explain why the County should not have a role in the development of a multi-purpose agricultural facility

Section III: Community Needs for Agricultural Related Recreation Programs and Events

12. There are many different agricultural related activities or events that could take place in Strathcona County. For each of the activities or events listed below, please indicate if they should be **more readily available or held more frequently** in Strathcona County.

	Yes	No	Not Sure
Horse show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cattle show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other livestock show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rodeo or agricultural related competition (e.g. gymkana, dressage, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agriculture related program (e.g. 4H, riding club)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair or festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers' market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops or conventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tractor or Antique car shows or events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12a. Using the space below, please identify any **other** agricultural related recreation activities or events that should be more readily available or held more frequently in Strathcona County.



13. For each agricultural related activity or event, please indicate **how long of a commute** you would be willing to make in order to participate or attend.

	Up to 15 minutes of travel	15 - 30 minutes of travel	31 - 45 minutes of travel	More than 45 minutes of travel	Would not be willing to travel
Horse show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cattle show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other livestock show or sale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rodeo or agricultural related competition (e.g. gymkana, dressage, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agricultural related program (e.g. 4H, riding club)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fair or festival	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Farmers' market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trade shows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workshops or conventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tractor or Antique car shows or events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section IV: About Your Household

14. Please identify your age range.

- Under 18 years of age 18 - 24 years of age 25 - 34 years of age
 35 - 44 years of age 45 - 54 years of age 55 - 64 years of age
 65 years of age and older

15. Please describe your household by indicating the number of members in each of the following age categories. (Please do not forget yourself)

<input type="text"/>	7 years of age and younger	<input type="text"/>	19 - 44 years of age
<input type="text"/>	8 - 12 years of age	<input type="text"/>	45 - 64 years of age
<input type="text"/>	13 - 18 years of age	<input type="text"/>	65 years of age or older

16. How long have you lived in Strathcona County?
- Up to 5 years 6 to 10 years 11 to 15 years
 More than 15 years
17. How likely are you to be residing in Strathcona County for the next five years?
- Very unlikely Somewhat unlikely Not sure Somewhat likely Very likely
18. Please identify the range that your current annual household income (before taxes) falls into.
- \$19,999 or lower \$20,000 to \$39,999 \$40,000 to \$69,999
 \$70,000 to \$99,999 \$100,000 to \$150,000

Thank you for your input!

Please visit the project website at www.strathcona.ca/agfacility

[B] Stakeholder Group Survey

Participating Groups

1	Western Canadian Miniature Horse Club
2	EHJA
3	Saddleseat Canada
4	Sherwood Barks Dog Training
5	Western Canadian Miniature Horse Club
6	Edmonton Alberta Area Dressage Association
7	Appaloosa Horse Association of Alberta
8	Alberta Society for Injured Birds of Prey
9	Beaumont and District Agricultural Society
10	Alberta Trail Riders Association
11	Alberta Carriage Driving Association—Klondike Chapter
12	Josephsburg Agricultural Society
13	Strathcona All-Breed Horse Association
14	Western Canadian Farrier Association
15	TNT Riders Club (Gymkana)

Multi-Purpose Agricultural Facility Feasibility Study

Strathcona County residents have a variety of recreational opportunities available to them. These opportunities (including facilities, services, and programs) are offered by many community organizations, not for profit and for profit agencies, and the County itself. While the County provides many facilities throughout the municipality it does not have a multi-purpose agricultural facility.

Mentioned in several Strathcona County planning documents (including the 2008 Open Space and Recreation Facility Strategy, the 2009 Ardrossan Community Recreation Master Plan and the 2012 Josephburg Community Recreation Plan) a multi-purpose agricultural facility has been requested of the County by many residents and community organizations.

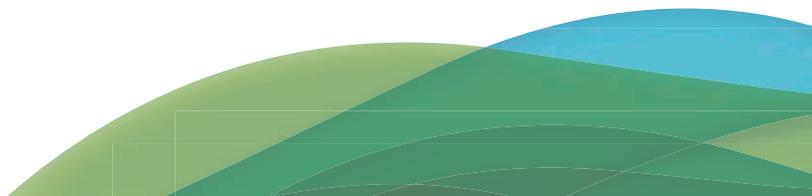
Strathcona County is moving ahead and conducting a feasibility study on a multi-purpose agricultural facility. The study will determine the need, costs, and benefits of developing a facility in the County. A new multi-purpose agricultural facility in Strathcona County could be used for a variety of events and functions. These potential uses could include, among other activities, trade shows, equine and rodeo events, livestock shows, exhibits, and social gatherings.

Your organization is invited to provide feedback, which will help determine the current needs & future uses for such a facility in Strathcona County. The County would appreciate your group's response by **completing this questionnaire by July 5, 2013**. Please complete this questionnaire on behalf of your group / organization (only one questionnaire per group please). The questionnaire can be returned by fax to (780) 426-2734, email (slawuta@rcstrategies.ca) or mailed to the address below:

RC Strategies
10315 109 Street NW
Edmonton, Alberta T5J 1N3

If your group has any additional comments or questions regarding this survey, or the potential development of a new multi-purpose agricultural facility in Strathcona County, please contact Stephen Slawuta (RC Strategies) at 780.441.4267.

To stay up-to-date on this project please visit the website: www.strathcona.ca/agfacility



Section I: Organization Profile

1. Organization name: _____
2. Contact name and position: _____
3. Contact phone number and email: _____

4. Briefly explain the purpose of your organization and its major activities.

5. What age group(s) best describe(s) your organization’s members / participants or clients?

Please check (√) all that apply.

- | | | |
|--|---|---|
| <input type="checkbox"/> Preschool (age 0 – 5) | <input type="checkbox"/> Youth (6 – 12) | <input type="checkbox"/> Teen (13 – 17) |
| <input type="checkbox"/> Adult (18 – 59) | <input type="checkbox"/> Senior (60+) | |

6. How many participants / members or clients belong to your organization? If available, please provide historical data.

	2011	2012	2013
Participants / members / clients:			

7. Over the next couple of years, what are your expectations for participant / membership, or client numbers? Please check (√) one of the following.

- Grow Remain stable Decline

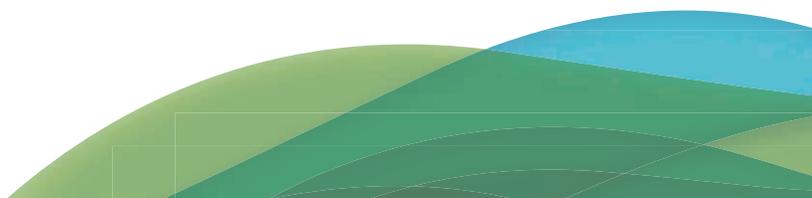
8. Please provide an estimate of the residency for your organization’s members / participants or clients. (Note—numbers should add up to 100%)

____% Sherwood Park
 ____% Strathcona County (rural areas)
 ____% Other
 100%

Section II: Current Facility Usage

9. Please list below up to five **agricultural facilities** in the region that your group uses most frequently. For each facility please indicate how many times in the previous 12 months your organization used it.

Facility	1 – 9 Uses	10 – 20 Uses	21 or more uses
1.			
2.			
3.			
4.			
5.			



10. Using the space below, please identify any improvements you think are needed at the existing agricultural facilities in the region.

11. Please list below any additional **non-agricultural community facilities** in the Strathcona County area that your organization uses. For each facility, please indicate the number of times in the previous 12 months your organization used each (Examples of non-agricultural facilities could include those used for meetings, fundraising activities, or social gatherings.)

Facility	1 – 9 Uses	10 – 20 Uses	21 or more uses
1.			
2.			
3.			
4.			
5.			

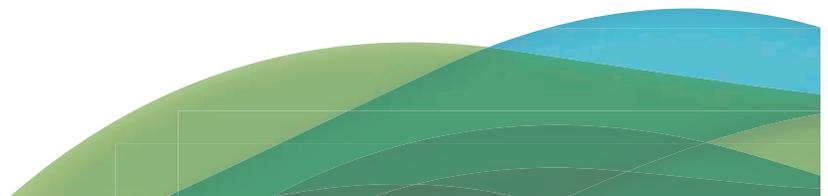
Section III: New Facility Components & Usage

12. Answering on behalf of your organization, do you think that there is a need for a new multi-purpose agriculture facility to be developed in Strathcona County?

- Yes Not sure No (Go to question 14)

12a. If yes or unsure, why do you think a new multi-purpose agricultural facility should be developed in Strathcona County? (check all that apply)

- | | |
|---|--|
| <input type="checkbox"/> Generally improve quality of life for County residents | <input type="checkbox"/> Retain agricultural related businesses / spending in the County |
| <input type="checkbox"/> Economic development | <input type="checkbox"/> Insufficient facilities currently available |
| <input type="checkbox"/> Provide new opportunities for residents (programs, events) | <input type="checkbox"/> Helps develop innovative / new agricultural practices |
| <input type="checkbox"/> Enhance recreational opportunities | <input type="checkbox"/> Other (please specify): _____ |



13. Answering on behalf of your organization, please **check [√] up to five** components / amenities that should be included in a new multi-purpose agricultural facility in Strathcona County.

- | | |
|---|---|
| <input type="checkbox"/> Full sized (150' x 200') indoor riding arena | <input type="checkbox"/> Permanent grandstand seating |
| <input type="checkbox"/> Outdoor riding ring | <input type="checkbox"/> Equine trails / cross country course |
| <input type="checkbox"/> Warm-up arena | <input type="checkbox"/> Stabling |
| <input type="checkbox"/> Enclosed viewing area | <input type="checkbox"/> Unheated storage space |
| <input type="checkbox"/> Indoor balcony | <input type="checkbox"/> Heated storage space |
| <input type="checkbox"/> Outdoor balcony | <input type="checkbox"/> Meeting rooms |
| <input type="checkbox"/> Outdoor RV parking areas | <input type="checkbox"/> Office space for community groups |
| <input type="checkbox"/> Banquet / Lounge area for social events | <input type="checkbox"/> Box office |
| <input type="checkbox"/> Museum and interpretive spaces | <input type="checkbox"/> Cached indoor livestock storage |
| <input type="checkbox"/> Integrated indoor / outdoor announcers area | <input type="checkbox"/> Concession areas |
| <input type="checkbox"/> Other (please specify): _____ | |

14. Would your organization use a new multi-purpose agricultural facility should one be built in Strathcona County?

- Yes Not sure No (Go to Question 20)

15. If a new multi-purpose agricultural facility was developed in Strathcona County, how often would your organization use the facility each year?

- Once per year 2-3 uses / yr 4-6 uses / yr 7-9 uses / yr 10+ uses / yr

16. Please indicate below the types of activities, events, and functions for which your group would use a new multi-purpose agricultural facility in Strathcona County. You may check [√] multiple items.

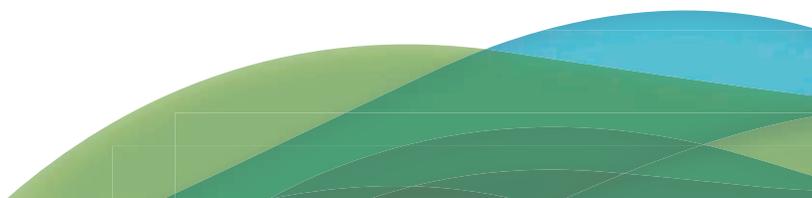
- | | |
|---|---|
| <input type="checkbox"/> Horse show/sale | <input type="checkbox"/> Cattle show / sale |
| <input type="checkbox"/> Other livestock show / sale | <input type="checkbox"/> Tractor / Antique car shows / events |
| <input type="checkbox"/> A fair or festival | <input type="checkbox"/> A farmers' market |
| <input type="checkbox"/> Trade show | <input type="checkbox"/> Workshops / conventions |
| <input type="checkbox"/> Rodeo or agricultural related competition (e.g. gymkana, dressage) | <input type="checkbox"/> Other (specify): _____ |

17. Answering on behalf of your organization, please indicate **how important** each of the following factors would be when determining how often your organization would use a new multi-purpose agriculture facility in Strathcona County. Please check [√] one rating per row.

	Very Unimportant	Somewhat Unimportant	Neither Important nor Unimportant	Somewhat Important	Very Important
Quality of the riding arena					
Availability of on-site agricultural amenities (e.g. stabling areas, livestock storage, wash bays)					
Cost (rental rates)					
Availability of meeting room and banquet spaces					
Ability to access on-site office and administrative space					
Adequate concessions					
Sufficient parking space (RV and Trailer)					
Sufficient spectator viewing areas					
Quality of public address system for events					
Relationship with facility staff and volunteers					
Other (please specify):					

18. Should the County proceed with the development of a proposed multi-purpose agricultural facility, a site would be selected. The County would evaluate each site according to a number of criteria. For each site selection criteria noted below, please indicate **how important** it should be when choosing one site over the others.

	Very Unimportant	Somewhat Unimportant	Neither Important nor Unimportant	Somewhat Important	Very Important
Proximity to existing accommodations					
Proximity to urban centres					
Highway / major arterial road access					
The site is publicly owned					
The site is privately owned					
Proximity to other recreation / community facilities					
High visibility site					



19. If a new multi-purpose agricultural facility were developed in Strathcona County what is the approximate hourly rental rate that your group would be willing to pay for use of the facility?
- \$ _____ / per hour
- \$ _____ / per half-day
- \$ _____ / per full-day

Section IV: Facility Partnerships

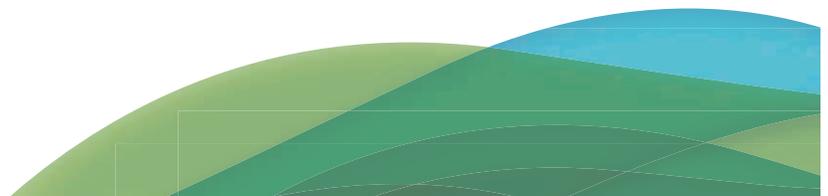
20. Is your organization willing to partner with Strathcona County on the development of a new multi-purpose agricultural facility?
- Yes Not sure No (Go to Question 22)

21. In what ways might your organization partner with the County? You may check [√] multiple items
- | | |
|--|---|
| <input type="checkbox"/> Provide Funds | <input type="checkbox"/> Promotion |
| <input type="checkbox"/> Fundraising | <input type="checkbox"/> Naming / Sponsorship |
| <input type="checkbox"/> Provide Land | <input type="checkbox"/> Facility Operations |
| <input type="checkbox"/> Input into design | <input type="checkbox"/> Other (specify): _____ |

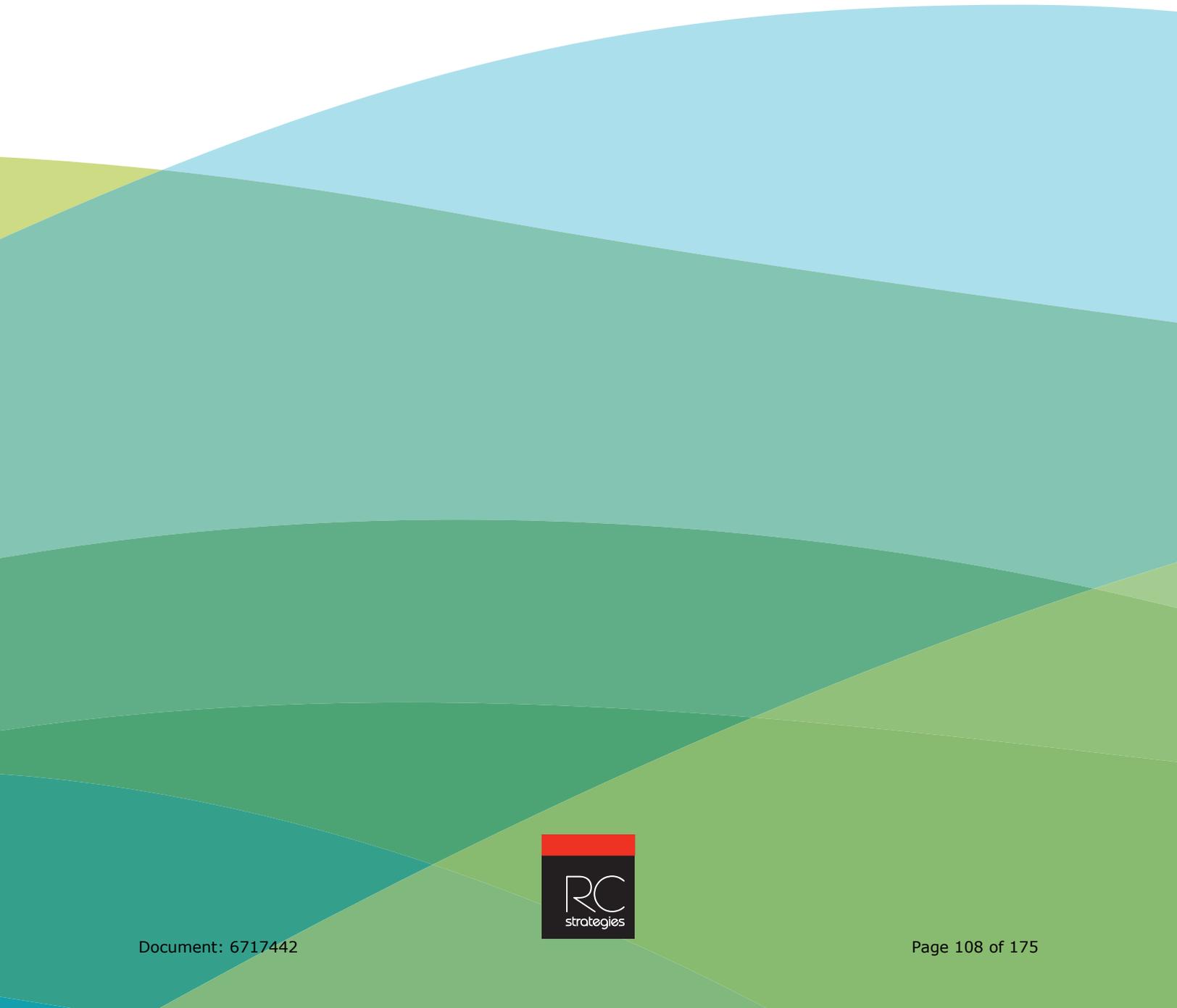
Section V: General Comments

22. Do you have any additional comments to make concerning a potential new multi-purpose agriculture facility in Strathcona County?

Thank you for your input!
Please visit the project website at www.strathcona.ca/agfacility









Stage 3 Report: Facility & Site Program Outline

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



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1.0 Introduction & Project Background

Outlined in this report is a facility and site program for a potential multi-purpose agricultural facility in Strathcona County. The finalized facility and site program presented (see Section 6) outlines the components and amenities needed in a potential facility as well as the spatial requirement of each.

The development of the facility and site program has been driven by thorough background research (Stage 1 Report) and public engagement (Stage 2 Report) along with feedback from the project steering committee. Background research undertaken included a review of previous strategic plans, market area characteristics, comparable facilities and trends in "agri-recreation". An extensive public engagement process was executed to ensure that residents and stakeholders were able to provide valuable input and feedback on community needs for agricultural facilities and activities. Mechanisms used in the public engagement process included a statistically valid resident survey, community stakeholder survey, one on one interviews and a stakeholder visioning session.

The finalization of a facility and site program is necessary to move forward with other required stages of the Multi-Purpose Agricultural Facility Feasibility Study. Now that the components, amenities and site requirements have been outlined for a potential facility, the identification of potential partnerships in the ownership and / or operation of a facility can be explored. The facility and site program is also a necessary pre-requisite to further analyze project costs (capital and operating), identify potential sites and develop visual representations of how a facility could conceptually be designed. The adjacent illustration is a visual representation of the process and methodology being used to conduct the Feasibility Study.

PROJECT PROCESS & METHODOLOGY FLOW CHART



2.0 Stage One: Program & Site Implications

The Stage 1 Report document (found under a separate cover) presents background research that provided context for the project and assisted in framing initial discussions on community and regional needs for an agricultural facility. Research elements detailed in the Report include:

- » A review of background documentation and planning;
- » Community context (profile of the region);
- » Population analysis and growth projections;
- » Current provision of facilities in the County and broader region;
- » Trends in “Agri-Recreation”; and
- » A comparative analysis of agricultural facilities.

The background research was further valuable in helping to begin identifying components and amenities that may be needed in a potential multi-purpose agricultural facility in the County. Identified below are a number of key findings from the research that were important to consider in the development of the facility and site program.

» **“Agri-Recreation” activities remain important and valued in the County.**

- A 2011 ‘Horse Count’ estimated that there were 6,282 horses in the County, second only to Rocky View County among municipalities Alberta.
- A number of agricultural groups and organizations exist in the region, offering residents a variety of programs and events (including 3 registered agricultural societies).

» **The availability of publically accessible agricultural facilities, especially indoor, is currently limited in the County.**

- The County does not have a publically accessible indoor agricultural facility
- While agriculturally focused groups do have some access to recreation facilities for events and programs (e.g. Moyer Recreation Centre in Josephburg), these facilities often lack the proper amenities and accessibility needed by these groups.
- Private riding arenas do exist in the County but have varying, and often limited, accessibility for community agricultural groups.

» **A number of strategic planning documents commissioned by the County note the importance of agricultural activities to quality of life in the County and suggest that there may be a need for additional facilities and amenities.**

- E.g. Open Space and Recreation Facility Study, Trails Strategy, Municipal Development Plan

» **A number of publically accessible agri-recreation facilities do exist in the broader region.**

- Located within 125 km of Strathcona County are 3 permanent / purposed indoor riding areas (Ponoka, Edmonton, Thorsby).
- Located within 125 km of Strathcona County are 8 permanent / purposed outdoor riding arenas or rodeo grounds (Beaumont, Edmonton, Bruce, Ponoka, Bruderheim, Vegreville, Wetaskiwin, Lamont).
- Located within 125 km of Strathcona County are 2 major exhibition facilities (Edmonton, Camrose).

» **Participation trends indicate that “agri-recreation” activities remain popular in Alberta, but also suggest that groups must react to evolving participant demographics and interests.**

- Alberta continues to have the highest participation rate in 4-H, accounting for nearly a quarter (24.9%) of all 4-H participation in Canada. 4-H activities in Alberta have broadened to include participation in over 28 different types of projects.
- Membership data available from organizations such as the Alberta Equine Federation and Canadian Pony Club support the trend that equine participation is highest among recreational level riders, youth and females. A survey undertaken for a 2003 study commissioned by the Horse Industry of Alberta also found that 76% of respondents identified that their primary focus of interest was sport/recreational in nature.
- Agricultural facility operators and event organizers report that they have had to adjust to a decreasing rural population by putting more emphasis and resources into agricultural education and promotion when planning events and programming facilities.

» **Agricultural events and facilities generate economic activity for a community and region.**

- Using methodology and prior research conducted by Travel Alberta, it is estimated that over \$200 million dollars is spent annually in Alberta by attendees at events staged by Agricultural Societies and their facility tenants.¹
- Agricultural Societies across the province also reported that over \$36 million dollars (90% of their total annual expenditures) were spent locally or regionally.²
- It is estimated that professional rodeos in North America contribute over \$30 million annually to charitable organizations.³



» **Trends in recreation infrastructure, including “agri-recreation”, reflect the importance of developing facilities that are multi-functional in nature with the flexibility to accommodate future expansion.**

- Benefits include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue.
- Including amenities such as on-site camping, social gathering spaces, meeting rooms and community program spaces can help ensure the facilities become ‘hubs’ in the community and are well utilized throughout the year.
- Increasingly, facilities are being designed to integrate both indoor and outdoor environments in order to capitalize on operational efficiencies and maximize the usage of available land.
- Considering future expandability when initially planning facilities and determining sites can help ensure that the facility will be able to grow and evolve with the community.
- Increasingly, recreation and “agri-recreation” infrastructure is being planned and developed using a phased approach.

» **A review of major agricultural facilities across western Canada revealed a number of commonalities.**

- Multi-purpose indoor arenas are the core facility component of most major agri-recreation complexes / sites.
- Fixed seating capacities at the indoor arenas vary, however most facilities are designed to accommodate significant temporary seating.
- Multi-purpose indoor arenas are commonly located adjacent to outdoor agri-recreation facilities. In many cases the indoor and outdoor facilities are owned or operated by different entities.
- Animal wash bays, temporary stabling, trailer parking and camping are important and common amenities at many large agricultural facilities.

^{1,2} Alberta Association of Agricultural Societies, Community Benefits, Economic Stimulation and Sustainability (2012)

³ Pro Rodeo of Canada website

3.0 Stage Two: Program & Site Implications

The Stage 2 Report document (found under a separate cover) summarizes the public and stakeholder engagement that was important in developing the draft facility and site program. The need to engage a cross-section of residents, stakeholders and community organizations was identified as being vital to the development of the Multi-Purpose Agricultural Facility Feasibility Study. The chart below provides an overview of the public and stakeholder consultation conducted as part of Stage 2.

METHOD	RESPONSES / PARTICIPANTS
Household Survey	400 (controlled telephone survey)
Stakeholder Group Survey	21
Stakeholder Interviews	16
Public Events	2 events

Identified as follows are a number of key findings from the public and stakeholder engagement process that were important to consider in the development the draft facility program.

» **Support exists in the County for the development of a multi-purpose agricultural facility.**

- The household survey found that one-quarter (25%) support the development of a new multi-purpose agricultural facility in the County (this is consistent with surveying done for other successful community projects)
- Support for facility development among community groups and stakeholder was strong (only one participating stakeholder survey group did not support development).
- Of household that supported development or were unsure as to their level of support, 68% indicated that they would use a facility should one be developed.

» **There exists strong demand for an indoor riding arena as a core component of a multi-purpose agricultural facility in the County**

- 71% of household survey respondents that supported the development of a multi-purpose agricultural facility indicated that an indoor arena was needed (2nd among all potential elements).
- Participating stakeholder groups overwhelmingly identified an indoor arena as a needed component (identified as by required by all 21 participating groups)
- A multi-purpose indoor arena was considered a key component by the majority of stakeholders that participated in interviews with the consulting team.
- The majority (82%) of stakeholder group survey respondents indicated that the quality of the riding arena was a "very important" factor that would impact their use of a multi-purpose agricultural facility.

» **The need to develop a "multi-purpose" facility was clearly identified through the public and stakeholder engagement.**

- Household survey respondents identified a variety of activities that they thought should be more readily available in the County (Top 5: fair / festival, rodeo or agricultural competition, farmers market, agricultural programs, tractor / antique car show).
- The top 5 types of activities identified by stakeholder group survey respondents were horse show / sale, workshop/convention, rodeo or agricultural competition, trade show and fair / festival.



» **Stakeholder groups and interview subjects strongly indicated the importance of including adequate amenities in a new multi-purpose agricultural facility.**

- A common theme during the stakeholder interviews was the importance of amenities (e.g. stabling, wash bays, practice areas, program rooms, trailer parking, social spaces) to support events and programs taking place at the facility. This was mentioned as being key to ensure usage and overall viability of the facility.
- 71% of stakeholder group survey respondents identified stabling as a required component / amenity, while over half (59%) also indicated that a warm-up area was needed.

» **Household survey respondents that were in favour of development also strongly indicated the importance of providing a number of amenities at a potential multi-purpose agricultural facility.**

- Washrooms, parking, concession areas, spectator seating, announcer's area, serviced camping and banquet facilities were identified as being needed by over 70% of respondents.

» **While the indoor riding arena was the primary component identified by the majority of stakeholder interview participants, a number of other components were frequently mentioned as warranting consideration in future phases of development.**

- Agriculture research and development spaces were mentioned as being natural 'fits' for the site.
- A business park for agriculture related businesses was mentioned as being a potential opportunity to generate traffic and revenue for the site. A number of individuals also cited the importance of these businesses having an agricultural focus to support activities at the facilities.
- Office space for community groups was mentioned as being needed generally in the County, and that a new multi-purpose agricultural facility could potentially help fill this need.

» **A number of location and site considerations were identified as being important for potential facility users.**

- A 15 – 30 minute commute was identified as the maximum travelling distance that household survey respondents were willing to make for the majority of activity types.
- The top three site criteria identified by stakeholder group survey respondents were: public ownership of the site, close proximity to highways / major arterial road and proximity to existing accommodations.



4.0 Draft Facility & Site Program

A draft facility and site program was developed based on the background research, public and stakeholder consultation and feedback from the project steering committee. **The draft facility and site program was developed in three progressive levels of development, each achieving a different intended purpose.** Level 1 would meet basic recreational and event / competition needs. Level 2 would enhance the facility to meet major event and competition hosting needs.

Level 3 would incorporate an agri-business and research component into the facility and site.

The draft facility and site program was then **presented and discussed at a visioning session with a diverse group of vested stakeholders.** Outlined in the following chart is the draft program as outlined at the visioning session.

Level One: Recreation & Basic Event / Competition Hosting

Indoor Components

TYPE OF SPACE	DESCRIPTION
<i>MULTI-PURPOSE ARENA</i>	Dirt floor, minimal spectator seating capability (up to 200), 250 ft x 327 ft including program and warm up area
<i>LOBBY</i>	Lobby area appropriate for expected usage (2,500 ft ²)
<i>MEETING / PROGRAM ROOMS</i>	Meeting / program room spaces (2), up to 30 person capacity convertible to judging areas and event headquarters rooms
<i>WASH RACKS</i>	Multi-purpose wash stalls (10)
<i>STABLING</i>	Non-fixed structure for up to 60 animals, temporary stabling only (for events / programs)
<i>ADMINISTRATION: FACILITY</i>	Office space (2 offices) and staff areas (lunch room, storage, washrooms with shower facilities)
<i>STORAGE: FACILITY</i>	Storage areas for facility based equipment and supplies

Outdoor Components

TYPE OF SPACE	DESCRIPTION
<i>SHOW RINGS (3)</i>	Show rings for outdoor event and program use, 150 ft x 250 ft
<i>PARKING</i>	Parking as appropriate for expected usage
<i>OPEN SPACE</i>	Multi-use open space for special events
<i>CAMPGROUND</i>	Campground facilities, not serviced for up to 100 sites
<i>TRAILS</i>	Multipurpose agricultural trails as site allows

Level Two: Major Event / Competition Hosting

Indoor Components

TYPE OF SPACE	DESCRIPTION
ENHANCED: MULTIPURPOSE ARENA	Enhanced arena area (as compared to Level 1) to include concrete floor, spectator bleacher seating for up to 2,500
ENHANCED: LOBBY AREA	Enhanced lobby area (as compared to Level 1) appropriate for expected usage
STABLING	Enhanced stabling (permanent structure) for up to 60 animals, temporary stabling only (for events / programs)
STORAGE: FOOTINGS	Storage areas for different types of footings <i>*if required</i>
VIP SEATING	Luxury box accommodations (5 suites)
PRESS BOX / PRODUCTION AREA	Production area appropriate for broadcasting events and press related activities
BANQUET / EXHIBITION HALL	Banquet hall for up to 1,000 capacity
COMMERCIAL KITCHEN	Commercial kitchen to service up to 1,000 banquet capacity
LEASE SPACE: CONCESSION	Leasehold space for event based concession services

Outdoor Components

TYPE OF SPACE	DESCRIPTION
GRANDSTAND	Bleacher seating for up to 2,500
CAMPGROUND: SERVICED	Additional serviced camping for up to 100 sites
ADDITIONAL PARKING	Parking as appropriate for expected usage



Level Three: Agri-Business & Research

Indoor Components

TYPE OF SPACE	DESCRIPTION
RESEARCH LABORATORY SPACE	Laboratory space for agriculture related research
CLASSROOM / TRAINING SPACE	Classroom / training areas (4) to accommodate groups of 20
LEASE SPACE: RETAIL	Lease space for complimentary retail tenants
LEASE SPACE: PROFESSIONAL SERVICES	Lease space for complimentary professional services (veterinary, etc.)
ADMINISTRATION: RESEARCH INCUBATOR	Office space (2 offices) for incubator staff and administration

Outdoor Components

TYPE OF SPACE	DESCRIPTION
DEMONSTRATION / TEST AREAS	Crop and livestock research areas
ADDITIONAL PARKING	Parking as appropriate for expected usage



5.0 Visioning Session Overview & Results

Important to the refinement and finalization of the draft facility and site program was discussion and feedback gathered from vested stakeholders. The draft facility and site program was presented to a group of stakeholders on November 27, 2013.

An invitation was sent to individuals and organizations that had participated in earlier forms of input; they had identified themselves as particularly interested in the project. This list was augmented by the consulting team and the client. Invitations were sent out with 31 in attendance.

Key research findings were shared with those in attendance. Small group discussion ensued to gather feedback about the facility and site program and site selection criteria. To enable individual input, all attendees were emailed the presentation material along with a link to an online survey. The findings from the discussions are presented below as is the survey findings.

5.1 Findings

Presented as follows are findings from the group discussion and online survey.

5.1.1 Group Discussion

Attendees were broken into three groups to discuss the potential facility. Key points of the discussion from all the groups are noted below. It should be noted that there was not unanimity in the discussions, the points noted below highlight some of the salient points made during the discussion.

- » There needs to be multiple footings in the facility.
- » The facility needs to be multi-purpose and presented as such.
- » The concrete floor should be included in the first phase.
- » Ultimately the facility should be a community facility—supporting grass roots community organizations.
 - As such the facility needs to be affordable. Some concern was expressed that the costs to the user will be too high should all amenities / elements be included in the proposed facility as were outlined in the proposed phasing.
- » There needs to be seating for 100 – 200 spectators at the outset.
- » The amount of stabling needed is much more than the 60 identified in the draft facility program. Estimates ranged up to 200 stalls.
- » A banquet seating area of 1,000 is too large; this space could be much closer to 200 – 300.



5.1.2 Online Survey

In total sixteen individuals who attended the visioning session provided their feedback using the online survey. Attendees were able to share their thoughts online from November 28 through to December 8, 2013.

Level One

To begin, respondents were asked whether they agreed with the facility components / elements identified in **Level 1** development.

LEVEL ONE: INDOOR

- » Multipurpose arena (250' x 400')
- » Wash racks (10)
- » Lobby
- » Temporary stabling (≤ 60)
- » Meeting / program rooms (2)
- » Administration spaces
- » Facility storage

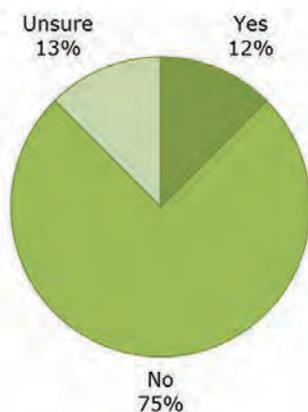
LEVEL ONE: OUTDOOR

- » Show rings (3 x 150' x 250')
- » Parking
- » Open space
- » Unserviced campground (25)
- » Trails

As illustrated in the following graph, the majority of respondents did not agree (75%) with the components identified in Level 1.

DO YOU AGREE WITH THE FACILITY COMPONENTS / ELEMENTS IDENTIFIED IN LEVEL ONE?

(N = 16)



Those who did not agree with the components provided some comments. Those made by more than 2 respondents are noted below.

INDOOR

- » The 60 temporary stalls is not a sufficient number (5 comments). Suggestions included at least 100 and up to 200.
- » The arena space is larger than is necessary (2 comments)
- » Additional office space is needed. (2 comments)
- » The arena should be built with a concrete floor to start with. (2 comments)

OUTDOOR

- » There are too many show rings / there is no need for the rings (4 comments)
- » The trails are not needed. (3 comments)

A few suggestions were provided about components to be added. These included: educational / research components (as identified in Level 3); up to 2 isolation stalls for injured animals; additional retail / revenue spaces; the capability of dividing the arena area into two rings.



Level Two

Next, respondents were asked whether they agreed with the facility components / elements identified in **Level 2** development.

LEVEL TWO: INDOOR (BEYOND THE COMPONENTS OF LEVEL ONE)

- » Enhanced multipurpose arena (concrete floor) and bleacher seating for 2,500
- » Enhanced lobby
- » Temporary stabling (60)
- » Storage (footings)
- » VIP seating (5 suites)
- » Press box / production area
- » Banquet / exhibition hall (1,000 capacity)
- » Commercial kitchen
- » Lease space (concession)

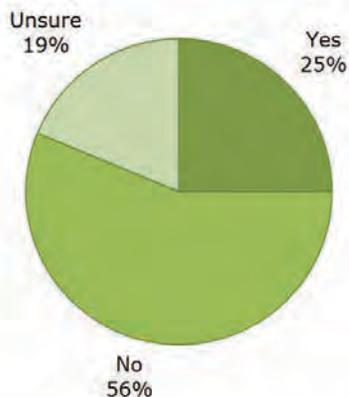
LEVEL TWO: OUTDOOR (BEYOND THE COMPONENTS OF LEVEL ONE)

- » Grandstand (bleacher seating for 2,500)
- » Additional serviced camping (50 stalls)
- » Additional parking

As illustrated in the following graph, the majority of respondents did not agree (56%) with the components identified in Level 2. It should be noted that Level 2 was more positively received than Level 1.

DO YOU AGREE WITH THE FACILITY COMPONENTS / ELEMENTS IDENTIFIED IN LEVEL TWO?

(N = 16)



Those who disagreed with the facility components offered a number of comments. Those made by more than one person include the following.

- » More stabling is needed (3 comments). Stabling provides a good revenue opportunity.
- » The banquet facility is too big / not needed. (2 comments)
- » The luxury boxes and press box are not needed. (2 comments)
- » Concrete flooring should not be used. It takes more effort and material to prepare footings (2 comments)

It was also suggested that provision needs to be made for first aid services for people and animals including perhaps a biosecurity area for injured / sick animals.



Level Three

Finally, respondents were asked whether they agreed with the facility components / elements identified in **Level 3** development.

LEVEL THREE: INDOOR (BEYOND THE COMPONENTS OF LEVEL TWO)

- » Research laboratory space
- » Classroom / training space (4 spaces)
- » Lease space (retail)
- » Lease space (professional services)
- » Administration: research incubator

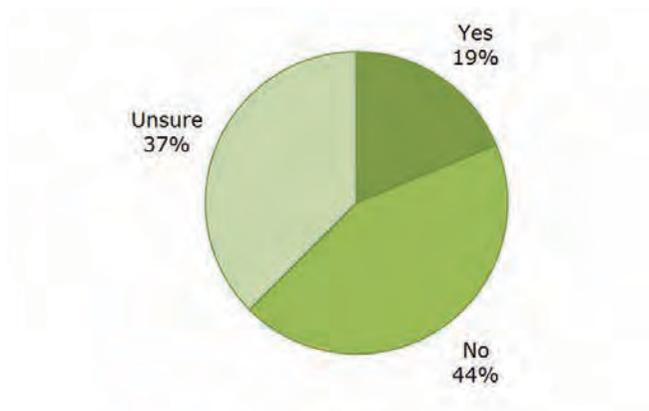
LEVEL THREE: OUTDOOR (BEYOND THE COMPONENTS OF LEVEL TWO)

- » Demonstration / test areas
- » Additional parking

As illustrated below the largest segment (44%) did not agree with the components of Level 3 (see below). In terms of support, 19% supported the components of Level 3 compared with 25% for Level 2 and 12% for Level 1.

DO YOU AGREE WITH THE FACILITY COMPONENTS / ELEMENTS IDENTIFIED IN LEVEL THREE?

(N = 16)



Comments from those who are not in agreement focussed primarily on the notion that the concept is too extravagant and way beyond what the users require. The research component does not fit here. (4 comments).

There was a suggestion that equipment necessary to support users with disabilities should be considered. Another spoke to the need to see a solid financial plan for this proposed facility.



Site Criteria

Respondents were next asked to comment on the importance of various criteria to adjudicate various sites. As illustrated in the following graph, being accessible to major routes (highways) was considered very important by the largest segment of respondents—69% said this was very important and the remaining 31% indicated it was important.

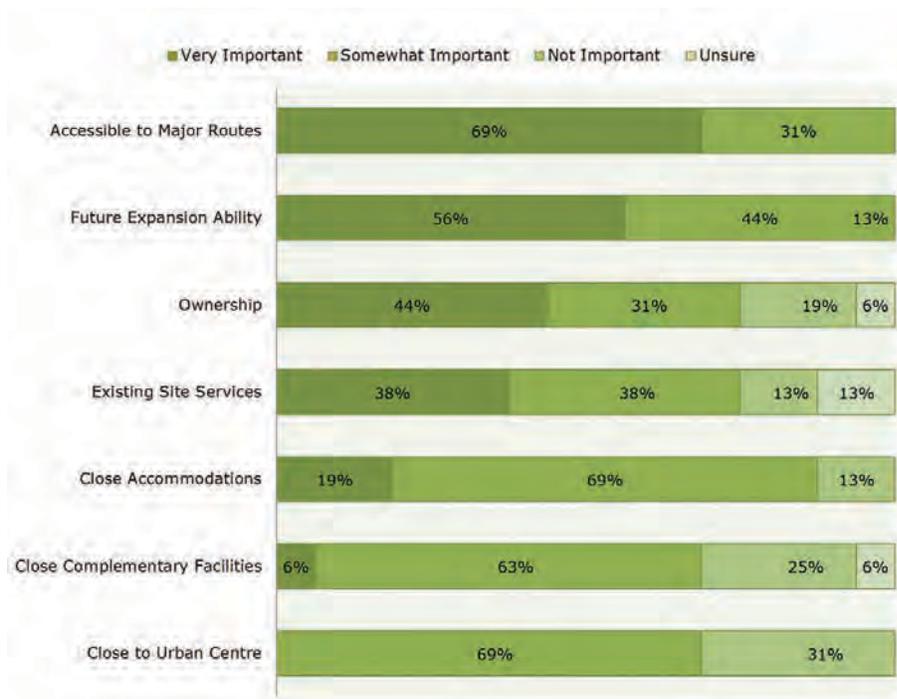
Other Comments

Lastly, respondents were able to provide any other comments they had on a potential multi-purpose agricultural facility in Strathcona County. Comments made by multiple respondents include:

- » The costs to users to access the facility need to be reasonable. Including all elements may make it too expensive for organizations and users to book the space. (4 comments)
- » The project needs to proceed. Many have spent time sharing information and providing input over the years; there is a need this time for the County to do something. (3 comments)
- » The process for this project has been good and all perspectives have had the opportunity to provide input and be heard. (2 comments)

IMPORTANCE OF SITE CRITERIA

(N = 16)



6.0 Final Facility & Site Program

Feedback from the community session and follow-up discussions with the project steering committee were used to adjust the facility and site program. The input gathered from vested stakeholders was also valuable in helping to further identify important design considerations for many of component. The key adjustments made to the facility and site program are summarized as follows:

- » Concrete floor in the multipurpose arena included in Level 1 (previously in Level 2)
- » Footing storage area included in Level 1 (previously in Level 2)
- » Capacity of temporary stabling increased from 60 animals to 200 animals in Level 1, with capacity for an additional 120 animals added in Level 2

The finalized facility and site program is outlined in the following charts. As illustrated in the graphic on page 1 in Section 1 of this document this finalized facility and site program will be used in the identification of potential partners, assessment of potential sites, development of a facility concept plan and cost analysis.



Level One: Recreation & Basic Event / Competition Hosting

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>MULTIPURPOSE ARENA</i>	Concrete floor, minimal spectator seating capability (up to 200), 250 ft x 400 ft including program and warm up area	
<i>LOBBY</i>	Lobby area appropriate for expected usage	
<i>MEETING / PROGRAM ROOMS</i>	Meeting / program room spaces (2), up to 30 person capacity convertible to judging areas and event headquarters rooms	Adjacent to arena, convertible to one large room up to 75 capacity, 600 ft ² per room
<i>WASH RACKS</i>	Multipurpose wash stalls (10)	
<i>TEMPORARY STABLING</i>	Non-fixed structure event-based stabling for up to 200 animals, non-permanent	Adjacent to indoor arena, tent / fabric enclosure, per square foot, external electrical
<i>ADMINISTRATION: FACILITY</i>	Office space (2 offices) and staff areas (lunch room, storage, washrooms with shower facilities)	Average 600 ft ² per office
<i>STORAGE: FACILITY</i>	Storage areas for facility based equipment and supplies	Adjacent to arena
<i>FOOTING STORAGE</i>	Storage areas for footings	Adjacent to arena, minimal structure / service requirements, three areas

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>SHOW RINGS (3)</i>	Show rings for outdoor event and program use, 150 ft x 250 ft	In close proximity to indoor facility
<i>PARKING</i>	Parking as appropriate for expected usage	Parking for single vehicles as well as trailers, not hard surface
<i>OPEN SPACE</i>	Multi-use open space for special events	
<i>CAMPGROUND: NOT SERVICED</i>	Campground facilities, not serviced for up to 100 units	Close to animals / stabling
<i>TRAILS</i>	Multipurpose agri-recreation trails as able based upon site constraints	

Level Two: Major Event / Competition Hosting

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>FACILITY / SITE COMPONENT</i>	Description	Design considerations
<i>ENHANCED: MULTIPURPOSE ARENA</i>	Enhanced arena area (as compared to Level 1) to include spectator bleacher seating for up to 2,500	
<i>ENHANCED: LOBBY AREA</i>	Enhanced lobby area (as compared to Level 1) appropriate for expected traffic / usage	Added to Level 1 entry / lobby space
<i>STABLING</i>	Temporary stabling (120 horse capacity), to service event based users, permanent	Adjacent to indoor arena, steel / permanent enclosure with external electrical
<i>VIP SEATING</i>	Luxury box accommodations (5 suites)	Fully serviced suites, convertible to meeting rooms, 1,000 ft ² per suite
<i>PRESS BOX / PRODUCTION AREA</i>	Production area appropriate for broadcasting events and press related activities	Overlooking arena program area
<i>BANQUET / EXHIBITION HALL</i>	Banquet hall for up to 1,000 capacity, 40 – 50 display booths	
<i>COMMERCIAL KITCHEN</i>	Commercial kitchen to service up to 1,000 banquet capacity	
<i>LEASE SPACE: CONCESSION</i>	Leasehold space for event based concession services	

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>GRANDSTAND</i>	Bleacher seating for up to 1,000	On all three rings
<i>CAMPGROUND: SERVICED</i>	Additional serviced camping for up to 100 units	Servicing to include electrical and water, close to animals / stabling
<i>ADDITIONAL PARKING</i>	Parking as appropriate for expected usage	Hard surface / asphalt

Level Three: Agri-Business & Research

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>RESEARCH LABORATORY SPACE</i>	Laboratory space for agriculture related research	
<i>CLASSROOM / TRAINING SPACE</i>	Classroom/training areas (4) to accommodate groups of 20	1,000 ft ² per room
<i>LEASE SPACE: RETAIL</i>	Lease space for complimentary retail tenants	
<i>LEASE SPACE: PROFESSIONAL SERVICES</i>	Lease space for complimentary professional services (veterinary, etc.)	
<i>ADMINISTRATION: RESEARCH INCUBATOR</i>	Office space (2 offices) for incubator staff and administration	Average 600 ft ² per office

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>DEMONSTRATION / TEST AREAS</i>	Crop and livestock research areas	
<i>ADDITIONAL PARKING</i>	Parking as appropriate for expected usage	Hard surface / asphalt



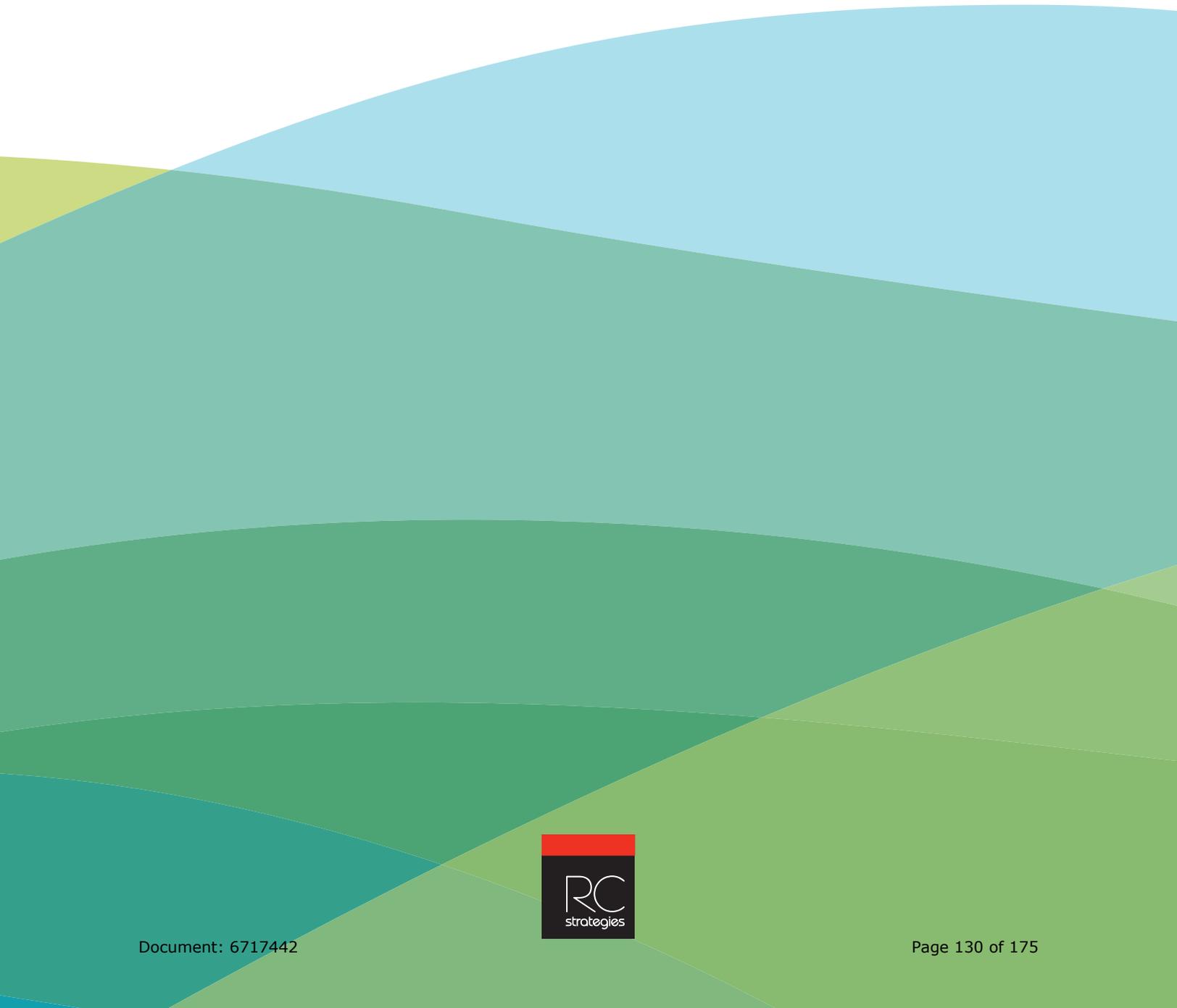
7.0 Site Selection Criteria

The background research, public and stakeholder consultation and feedback from the vested stakeholder visioning session were also utilized to develop a site selection criteria model. The model identifies 7 key criteria and a grading system that can be used to assess each. Ultimately, this model is intended to ensure that the vetting of potential facility locations considers the needs and priorities that have been identified as important by the community and potential users.



CRITERIA			WEIGHT
<i>ACCESSIBILITY TO MAJOR TRANSPORTATION ROUTES</i>	1 point: The site has access / egress onto major transportation routes (Hwy 16, 21, etc.)	0 points: The site does not have access / egress onto major transportation routes (Hwy 16, 21, etc.)	1
<i>SITE OWNERSHIP</i>	1 point: Site is owned by one of, or a combination of, the partners	0 points: The site is not owned by one of, or a combination of, the partners	1
<i>PROXIMITY TO ACCOMMODATIONS</i>	1 point: The site is in close proximity to accommodations (hotels, etc.)	0 points: The site is not in close proximity to accommodations (hotels, etc.)	1
<i>PROXIMITY TO URBAN CENTRES</i>	1 point: The site is in appropriate proximity to urban centres <i>*Close enough for ease of access, far enough to reduce conflicts</i>	0 points: The site is not in appropriate proximity to urban centres	1
<i>PROXIMITY TO COMPLIMENTARY FACILITIES</i>	1 point: The site is in close proximity to complimentary agriculture / recreation facilities	0 points: The site is not in close proximity to complimentary agriculture / recreation facilities	1
<i>AVAILABLE EXISTING SITE SERVICING</i>	1 point: The site is serviced	0 points: The site is not serviced	1
<i>FUTURE EXPANSION</i>	1 point: The site will accommodate future expansion	0 points: The site will not accommodate future expansion	1







Stage 4 Report: Partnership Plan

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



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1.0 Introduction to Partnerships

Partnerships in the development and operations of public community facilities are becoming more prevalent across the province. These partnerships can be as simple as facility sponsorship arrangements and as complex as lease and contract operation agreements for facility spaces. Interest within the private and non-profit sectors in partnering with the public sector in the provision of community infrastructure has occurred for a number of reasons, including the following:

- » The infrastructure in question meets program goals of program providers (i.e. an agricultural society will support the development and operations of an exhibition grounds);
- » The infrastructure in question is "healthy" in nature or has a complimentary "brand" appeal; and
- » The infrastructure generates enough facility traffic to be an attractive venue for corporate advertising, sponsorship, and commercial activity.

Partnerships associated with publicly supported community facilities can occur with a number of stakeholders. Partnerships with **users, funding sources, operators and lease hold tenants** can all contribute to minimizing the cost burden of facility construction and operations on the local tax base.

In contemplating, negotiating and sustaining facility partnerships, it is important to recognize and continually consider the following three fundamentals of successful partnerships.

1. **Mutual benefit** is a major success factor in a successful and long term partnership. There must be a benefit to all parties involved, either tangible or intangible, so that there is motivation to maintain and strengthen the relationship as it matures. This is important in capitalizing on the successes of a partnership arrangement but also in mitigating issues that could arise during the term of an agreement.
2. **Communication** between all partners is very important in ensuring that all parties are "on the same page" and in dealing with issues / conflicts that might surface throughout the term of an agreement.
3. All parties must have **trust** in each other to ensure that proper communication channels are utilized and to ensure that broader facility program goals can be met. This trust must exist in the individuals involved in "face to face communication" as well as in broader organization-wide ideals.

If any of the above three fundamentals is lacking in a partnership the chances of the partnership being sustainable and fruitful for all parties involved are greatly depreciated.



2.0 Potential Partnerships

Community facility partnerships can materialize in many forms. Agreements with users to consume facility rental time, operating agreements with non-profit or private sector organizations to operate facilities, and agreements providing external sources of capital and / or operational funding are all partnership possibilities to be considered by municipal government in the provision of public facilities.



2.1 User Partnerships

User partnerships are important as they lead to the generation of user fees which ultimately offset operating costs of facilities and further sustainability agendas. User partnerships can exist for the rental of programmed spaces, the sale of facility access passes and programming of spaces within the facility.

Regular or ongoing rental arrangements with groups can provide a constant revenue stream for facility operations and can mitigate the risks associated with having an empty facility. These agreements typically involved a group renting large blocks of time in a facility are most attractive during prime time hours¹. Ideally these agreements work best in facilities that have a number of floor plates (i.e. riding arena and warm up ring) so that time is still available for smaller group bookings or spontaneous use for other users.

User partnerships with spontaneous facility users, including day passes and monthly pass holders, needs to balance and consider facility accessibility, convenient hours of operation and spontaneous user satisfaction. This will ensure a critical mass of facility users will be accessing the facility at periods throughout the operating day and ensure that the facility remains accessible to the broader community.



¹ Prime time hours include the ideal hours during the day (i.e. 5pm – 11pm weekdays and 8am – 11pm weekends) and season (i.e. October to April for indoor winter riding).

2.2 Funding Partnerships

Funding for community facilities can come from a variety of internal and external sources. Internal funding sources can include borrowing through debenture and using existing reserves. A typical approach for **internal fund resourcing** for community facility development entails a municipality sourcing existing reserves and / or borrowing capital funds required for development from the Alberta Municipal Finance Corporation (which provides financing to Alberta municipalities). This approach requires ongoing debenture servicing (payments) but spreads out the impact on the tax base over a number of years, thereby having future generations pay for facilities that they utilize.

Municipalities have limitations on the amount of money that they can borrow for any municipal purpose. It is expected that the County will have to source a portion of capital and / or operational funding internally for this project.

The Province of Alberta has a number of **grants** available for municipalities some being for overall municipal purposes (Municipal Sustainability Initiative funding, Alberta Community Partnership Program, etc.) as well as some being specific to community facility development (Community Facility Enhancement Program, Community Initiatives Program, etc.). Some of these grants are available directly to a municipality while other have to be accessed by non-profit groups and all are in high demand.

Regional cost sharing occurs when adjacent municipalities pay for a portion of the capital and operating costs of municipal facilities or services that are recognized as facilities that serve the population of the adjacent municipality. As the County is a specialized municipality and incorporates both rural and urban populations, the ability for this project to gather external regional funding is limited. That being said, there are a few other agri-recreation facility projects being contemplated throughout the Capital Region (Beaumont, Stony Plain, etc.); any of which may prove to be a partnership opportunity.

When contemplating **corporate / non-profit sponsorship** and facility fundraising it is important to understand the nature of the sponsorship market. Fundraising campaigns must provide access for all budgets, however prominence must be given to those groups that contribute the most. Sponsorship occurs to accomplish greater good in a community and to promote / affiliate an organization with the intentions and image of a certain resource. In the case of a multi-purpose agricultural facility, the case for contribution to quality of life and healthy, agricultural lifestyles is straight forward and the affiliation is easy to make.

Naming opportunities throughout a facility can be marketed to a variety of private and non-profit organizations. The sale of naming rights presents the opportunity to obtain a source of funding for the facility in return for brand recognition and association with the overall facility and associated programming.

Once sponsorship opportunities are outlined, a decision must be made regarding the administration of a fundraising campaign. A campaign can be administered through a grass roots volunteer approach, with the municipality providing assistance and guidance but actual "asks" being conducted by community volunteers. This approach requires volunteer dedication and can necessitate third party assistance in asset valuation, volunteer training and promotional package development. The costs associated with this approach are minimal as much of the leg work is done by community volunteers.

Conversely, a campaign can be administered by a professional fundraising firm which would, in turn, take a portion of overall funds raised as payment for services rendered. Professional fundraising firms can be very useful as they usually have strong connections to the corporate sector (prospective sponsors) and understand the requirements and intentions of large sponsorship arrangements.

Individual **donations** are smaller in magnitude than large corporate / non-profit sponsorships but nonetheless have a positive impact on the fundraising campaign and help build momentum, community support and buy-in and excitement about a fundraising campaign. A strong individual donation program and high levels of support indicate to County Council and prospective sponsors that the community is behind the project and willing to pay for it. However, for a donation campaign to be successful the benefits and value of the facility must be concisely portrayed to the community.

2.3 Operating Partnerships

Operational partnerships exist in some public community facilities, typically in the form of an operational agreement for a specific portion of a facility. Successful examples include private or non-profit sector involvement in the operations of program areas such as an indoor riding arena and in the operation of food and beverage / concession and lounge services. Operating partnerships are different than lease partnerships as an operating agreement outlines a fee for services as opposed to an exchange for “renting” space. An operating partnership can be successful if the agreement enables the municipality’s goals for the facility to be met. However this most often leads to a decrease in operational revenues for an overall facility.

That being said, many municipalities choose to offer a “first right of refusal” to the private and non-profit sectors allowing all parties interested in entering into an operational agreement for a facility the ability to propose a business plan on how they could partner with a municipality. These arrangements can also lessen the operational burden on a municipality (staff, expertise, liability, etc.) especially in the case of a new service being offered.

Potential facility lease spaces have been included in the facility program (predominantly in Level 3) to date and the idea of leasing space in public community facilities has proven successful in a number of applications. Typical lease tenants in public agriculture recreation facilities include:

- » Veterinary services and specialized animal services;
- » Food and beverage services, such as restaurant and lounge areas, concession areas and sandwich / juice shops; and
- » Related retail areas, such as farm equipment and supplies, clothing sales, etc.

It is too early to identify a specific use for the lease space identified in the program. With the realization that the layout and the fitting of the lease space cannot be finalized yet, the County will administer a process that would allow all potential leasehold tenants, as well as other potential partners, to propose their involvement through a fair and transparent process. This “request for proposals” would have to occur once a decision is made by the County to proceed further with facility development and would be open to potential user partners, lease hold tenants, and facility operating partners.



3.0 Partnership Solicitation Process

As public institutions, municipalities provide transparent and equal access to public programs and infrastructure where at all possible. Assuming that this is the case in Strathcona County, the selection of any of the aforementioned partnerships should be conducted in a fashion that allows equal access and opportunity for all interested parties. A partnership solicitation process would allow the County to understand all real opportunities for partnership.

Although the competition would have to be open to any and all types of private, non-profit and public sector organizations to ensure a fair and transparent process, a number of criteria

should be proposed to ensure that the candidates have operational goals congruent to those of a public agri-recreation facility, that the potential partner has a sound business plan, and that the potential partner understands the dynamics of becoming part of a public community facility.

The following diagram outlines a prudent partnership solicitation process for a municipality contemplating partnerships in the development of a community facility.



4.0 Partnership Selection Criteria

Public investment in community facilities needs to be justifiable and accountable to the resident tax base. As such, the operations of these facilities must be in line with community priorities and strategic direction. As this potential facility project is a product of agreed to County strategic direction and community needs, any partnerships that evolve related to the project need to be rooted in this same strategic direction and need. For this reason, a partnership solicitation process and subsequent arrangements (if applicable) should adhere to a set of agreed to operating principles. All partnership proposals should demonstrate these principles.

Although some partnership arrangements, such as sponsorships may not be impacted greatly by these principles others, such as operating agreements would be greatly impacted by them. The following list of operating principles has been developed for discussion purposes and should be reviewed and ratified prior to soliciting potential partnership arrangements.

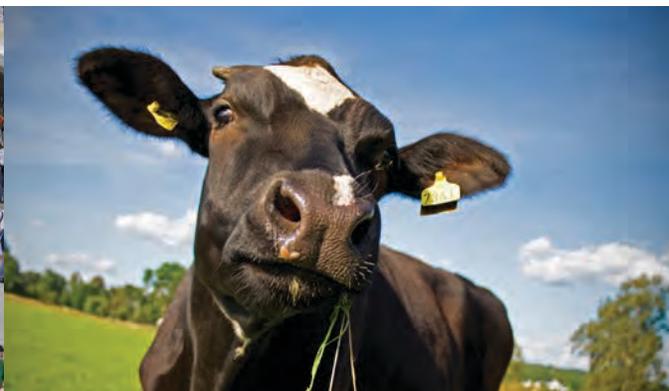
OPERATING PRINCIPLES

1. The facility and site will help the County become a champion for advancing diverse agricultural business
2. The facility and site will be a vehicle to enable the County to preserve its agricultural heritage
3. The facility and site will create a heightened sense of community throughout the County
4. The facility and site will enable residents to be more healthy, active, vibrant and creative
5. The facility and site will be available to the general public
6. The facility and site will be multi-purpose, meeting the needs of agricultural recreation groups (including, but not limited to, 4H, equine, livestock, trade shows, rodeo, etc.), hosting special events and enabling other non-traditional agricultural activities to occur

These principles form the foundation of partnership selection criteria. During the development of the request for proposal, a scoring system should be developed with these criteria and appropriate weighting to help adjudicate proposals. Other important criteria to be considered by the County in adjudicating potential partnership proposals include:

- » Fiscal benefit to the County (how does the operating and / or capital costs improve through the partnership; contribution could include cash, land and in-kind services)
- » Intangible benefit to all parties (how will the County and the proponent both benefit from the partnership?)
- » Proponent tenure and history (how long has the proponent been in operation? Are current proponent operations similar to what is being proposed?)
- » For partnerships related to specific spaces within the concept: How will the operations of a specific space integrate with broader facility and site operations?

During the partnership solicitation process previously discussed, proponents should be asked to demonstrate how their proposal would ensure the operating principles are considered and how the other criteria are achieved. Proposal format should be outlined in a request for proposal to ensure consistency in responses so that comparisons can be made between competing proposals.



5.0 Next Steps

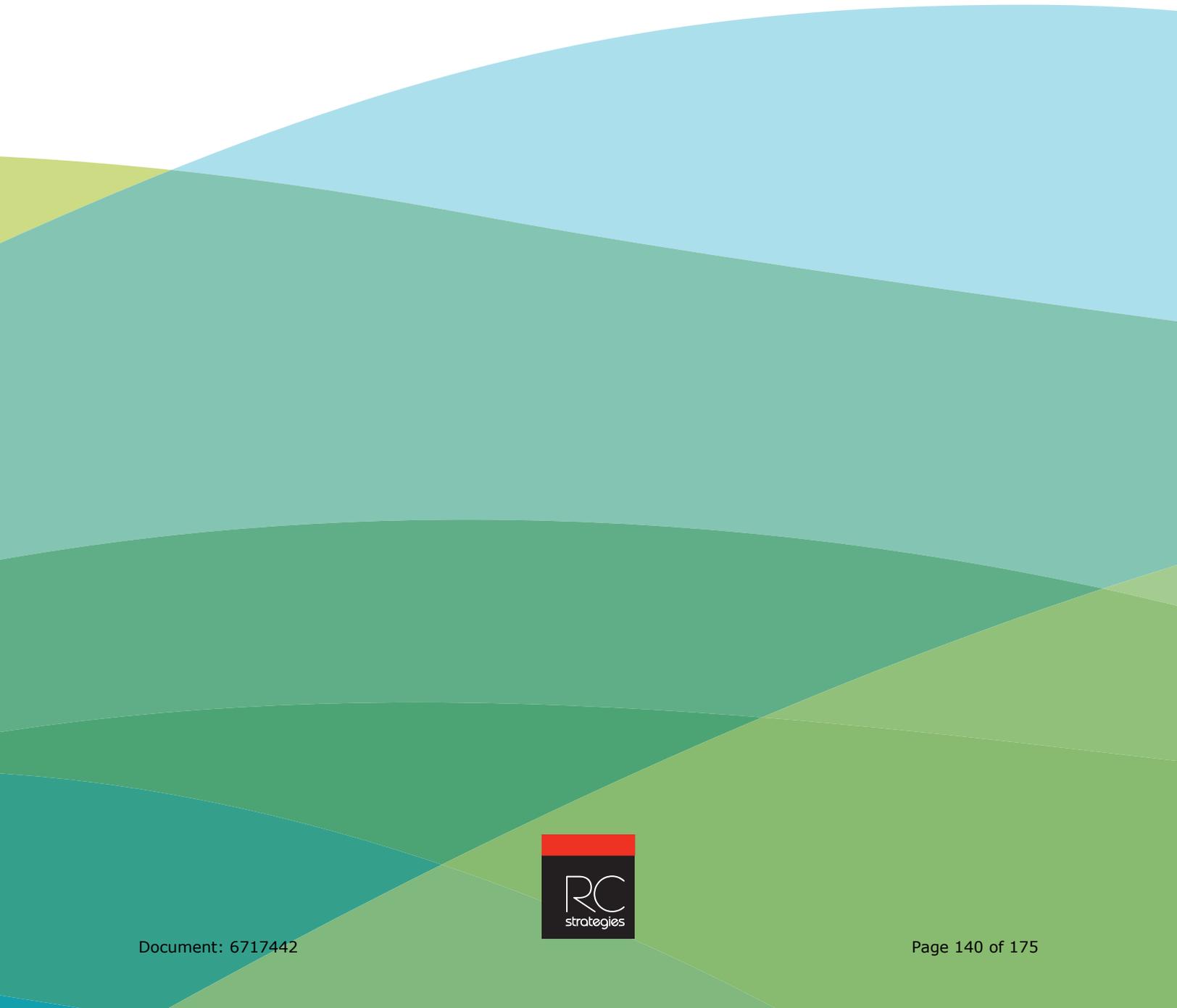
In regards to potential project partnerships, should the County decide to pursue this project further, a partnership solicitation process should be undertaken to determine interest in either partnership category (sponsor, user, operator, ownership). This process could occur prior to a County decision regarding the project to move forward, however the response from potential partners may be diluted if a firm "go-forward" decision has not been made by County Council.

Regardless of when the solicitation process occurs, specific adjudication criteria and statements need to be included to protect the County's interest and limit initial expectations. These criteria and statements are discussed in this report and will need to be reviewed and revised prior to the actual request for proposal process.



micadew (flickr.com / micadew)

Loel Garza (flickr.com / loelgarza)





Stage 5 Report: Concept Plan & Site Analysis

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



STRATHCONA
COUNTY

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1.0 Facility Program

The following facility program serves as the basis for further analysis regarding facility and site concept planning ultimately leading to cost impacts, project imagery and potential operating and ownership strategies. The rationale discussing how the program meets community demands and County needs is found in the Stage 1, 2 and 3 reports. For the purposes of this study, the program is broken down into three development phases:

Level 1: Recreation & Basic Event / Competition Hosting

Level 2: Major Event / Competition Hosting

Level 3: Agri-business & Research



Level One: Recreation & Basic Event / Competition Hosting

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>MULTI-PURPOSE ARENA</i>	Concrete floor, minimal spectator seating capability (up to 200), 250 ft x 400 ft including program and warm up area	
<i>LOBBY</i>	Lobby area appropriate for expected usage	
<i>MEETING / PROGRAM ROOMS</i>	Meeting / program room spaces (2), up to 30 person capacity convertible to judging areas and event headquarters rooms	Adjacent to arena, convertible to one large room up to 75 capacity, 600 ft ² per room
<i>WASH RACKS</i>	Multi-purpose wash stalls (10)	
<i>TEMPORARY STABLING</i>	Non-fixed structure event-based stabling for up to 200 animals, non-permanent	Adjacent to indoor arena, tent / fabric enclosure, per square foot, external electrical
<i>ADMINISTRATION: FACILITY</i>	Office space (2 offices) and staff areas (lunch room, storage, washrooms with shower facilities)	Average 600 ft ² per office
<i>STORAGE: FACILITY</i>	Storage areas for facility based equipment and supplies	Adjacent to arena
<i>FOOTING STORAGE</i>	Storage areas for footings	Adjacent to arena, minimal structure / service requirements, three areas

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>SHOW RINGS (3)</i>	Show rings for outdoor event and program use, 150 ft x 250 ft	In close proximity to indoor facility
<i>PARKING</i>	Parking as appropriate for expected usage	Parking for single vehicles as well as trailers, not hard surface
<i>OPEN SPACE</i>	Multi-use open space for special events	
<i>CAMPGROUND: NOT SERVICED</i>	Campground facilities, not serviced for up to 100 units	Close to animals / stabling
<i>TRAILS</i>	Multi-purpose agri-recreation trails available based upon site constraints	

Level Two: Major Event / Competition Hosting

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>ENHANCED: MULTI-PURPOSE ARENA</i>	Enhanced arena area (as compared to Level 1) to include spectator bleacher seating for up to 2,500	
<i>ENHANCED: LOBBY AREA</i>	Enhanced lobby area (as compared to Level 1) appropriate for expected traffic / usage	Added to Level 1 entry / lobby space
<i>TEMPORARY STABLING</i>	Temporary stabling (120 horse capacity), to service event based users, permanent	Adjacent to indoor arena, steel / permanent enclosure with external electrical
<i>VIP SEATING</i>	Luxury box accommodations (5 suites)	Fully serviced suites, convertible to meeting rooms, 1,000 ft ² per suite
<i>PRESS BOX / PRODUCTION AREA</i>	Production area appropriate for broadcasting events and press related activities	Overlooking arena program area
<i>BANQUET / EXHIBITION HALL</i>	Banquet hall for up to 1,000 capacity, 40 – 50 display booths	
<i>COMMERCIAL KITCHEN</i>	Commercial kitchen to service up to 1,000 banquet capacity	
<i>LEASE SPACE: CONCESSION</i>	Leasehold space for event based concession services	

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>GRANDSTAND</i>	Bleacher seating for up to 1,000	On all three rings
<i>CAMPGROUND: SERVICED</i>	Additional serviced camping for up to 100 units	Servicing to include electrical and water, close to animals / stabling
<i>ADDITIONAL PARKING</i>	Parking as appropriate for expected usage	Hard surface / asphalt

Level Three: Agri-Business & Research

Indoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>RESEARCH LABORATORY SPACE</i>	Laboratory space for agriculture related research	
<i>CLASSROOM / TRAINING SPACE</i>	Classroom/training areas (4) to accommodate groups of 20	1,000 ft ² per room
<i>LEASE SPACE: RETAIL</i>	Lease space for complementary retail tenants	
<i>LEASE SPACE: PROFESSIONAL SERVICES</i>	Lease space for complementary professional services (veterinary, etc.)	
<i>ADMINISTRATION: RESEARCH INCUBATOR</i>	Office space (2 offices) for incubator staff and administration	Average 600 ft ² per office

Outdoor Components

FACILITY / SITE COMPONENT	DESCRIPTION	DESIGN CONSIDERATIONS
<i>DEMONSTRATION / TEST AREAS</i>	Crop and livestock research areas	
<i>ADDITIONAL PARKING</i>	Parking as appropriate for expected usage	Hard surface / asphalt

2.0 Facility Concept Plan

In response to the program presented, the following facility floor plans have been developed.



Level Two: Floor Plan



STRATHCONA COUNTY MULTIPURPOSE AGRICULTURAL CENTRE
FLOOR PLAN

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING ARCHITECTURE INTERIOR DESIGN URBAN PLANNING

Level Three: Floor Plan

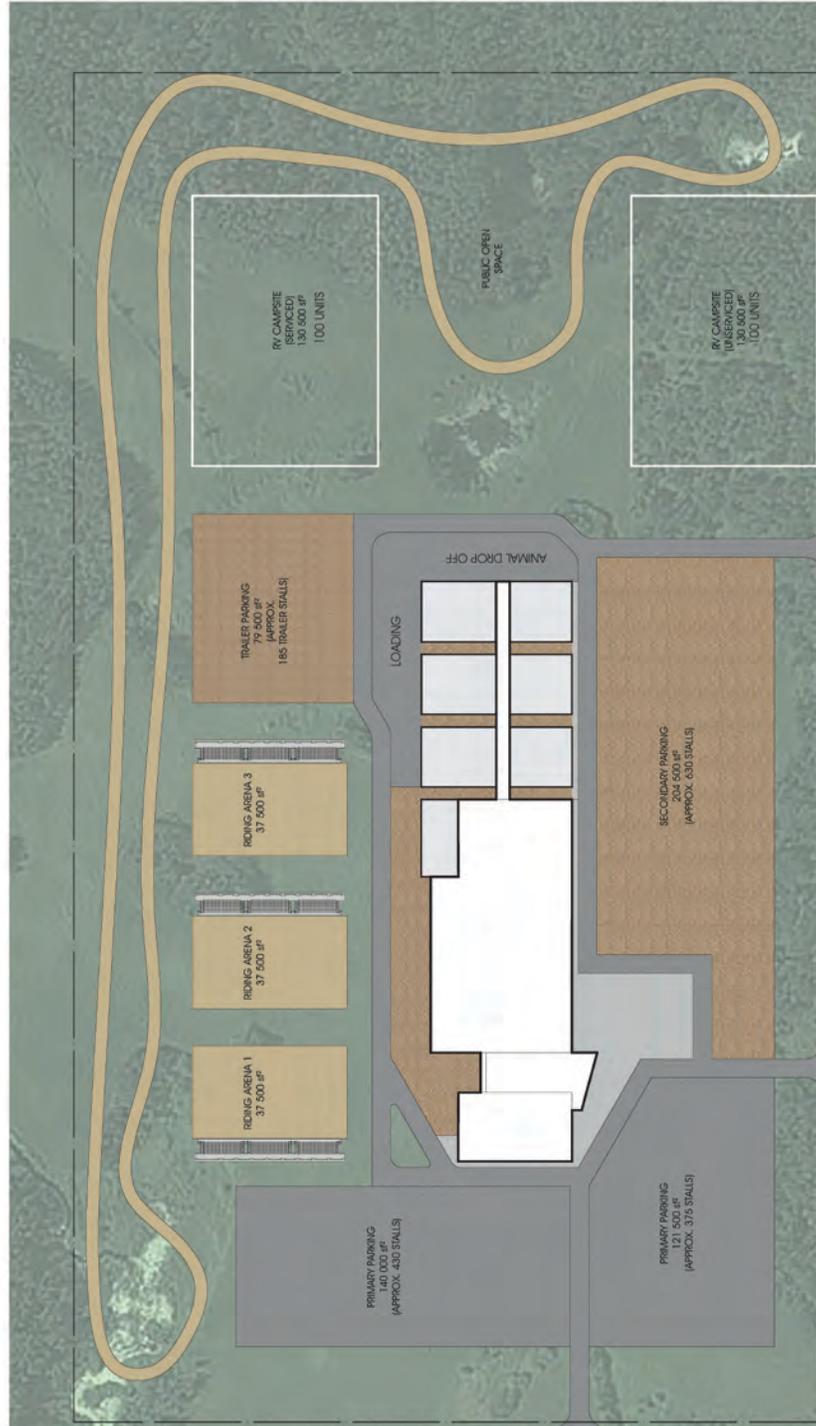


3.0 Site Concept Plan

The following site concept plan has been developed to portray how the outdoor amenities associated with each phase could materialize. It is important to note that the following images assume a rectangular site, which may not be the case for the final site selected. The approximate size of the site shown is approximately 60 acres.



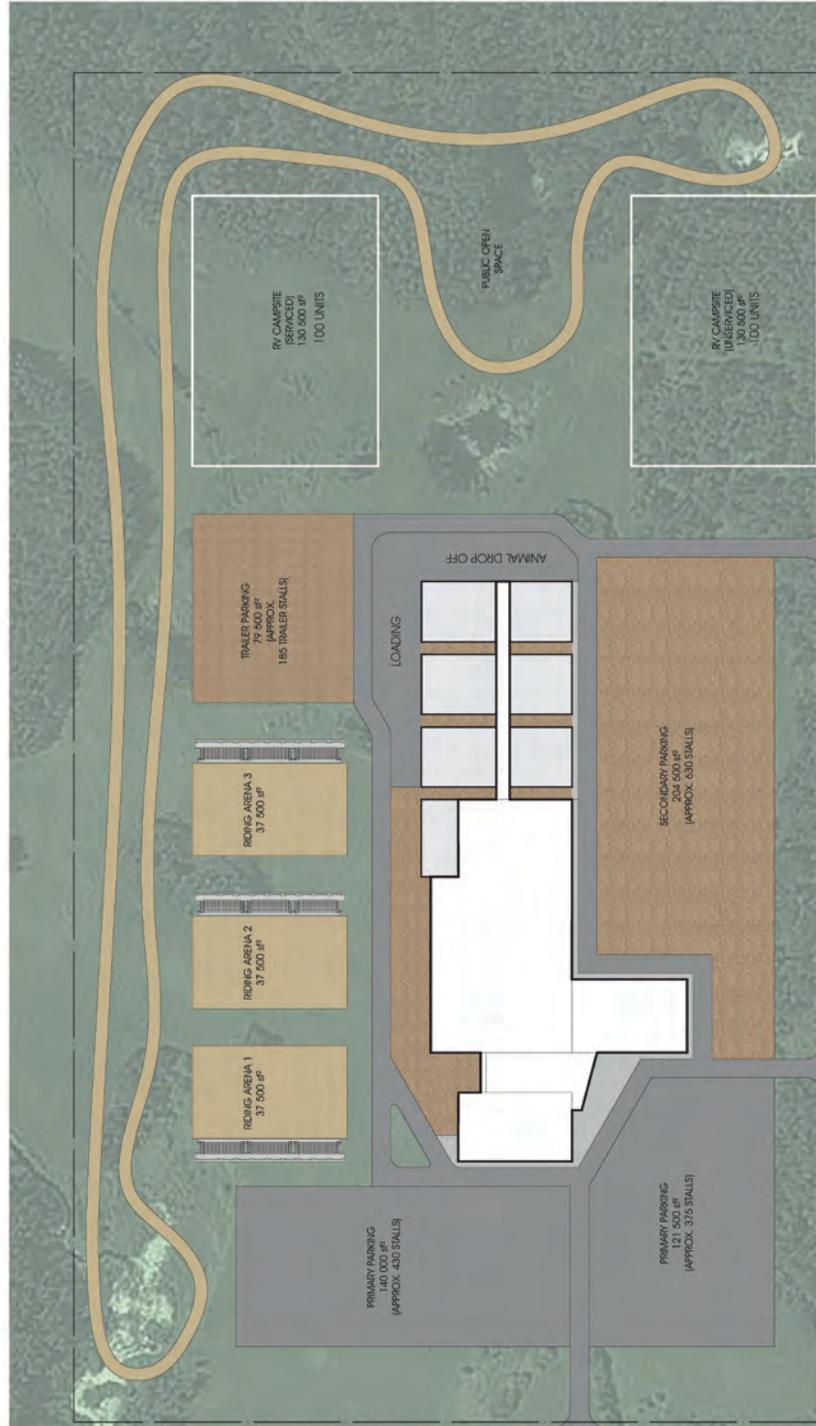
Level Two: Site Plan



STRATHCONA COUNTY MULTIPURPOSE AGRICULTURAL CENTRE
 SITE PLAN

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING ARCHITECTURE INTERIOR DESIGN URBAN PLANNING ARCHITECTURE URBAN PLANNING ARCHITECTURE

Level Three: Site Plan



STRATHCONA COUNTY MULTIPURPOSE AGRICULTURAL CENTRE SITE PLAN

ARCHITECTURE INTERIOR DESIGN URBAN PLANNING ARCHITECTURE INTERIOR DESIGN URBAN PLANNING ARCHITECTURE URBAN PLANNING ARCHITECTURE

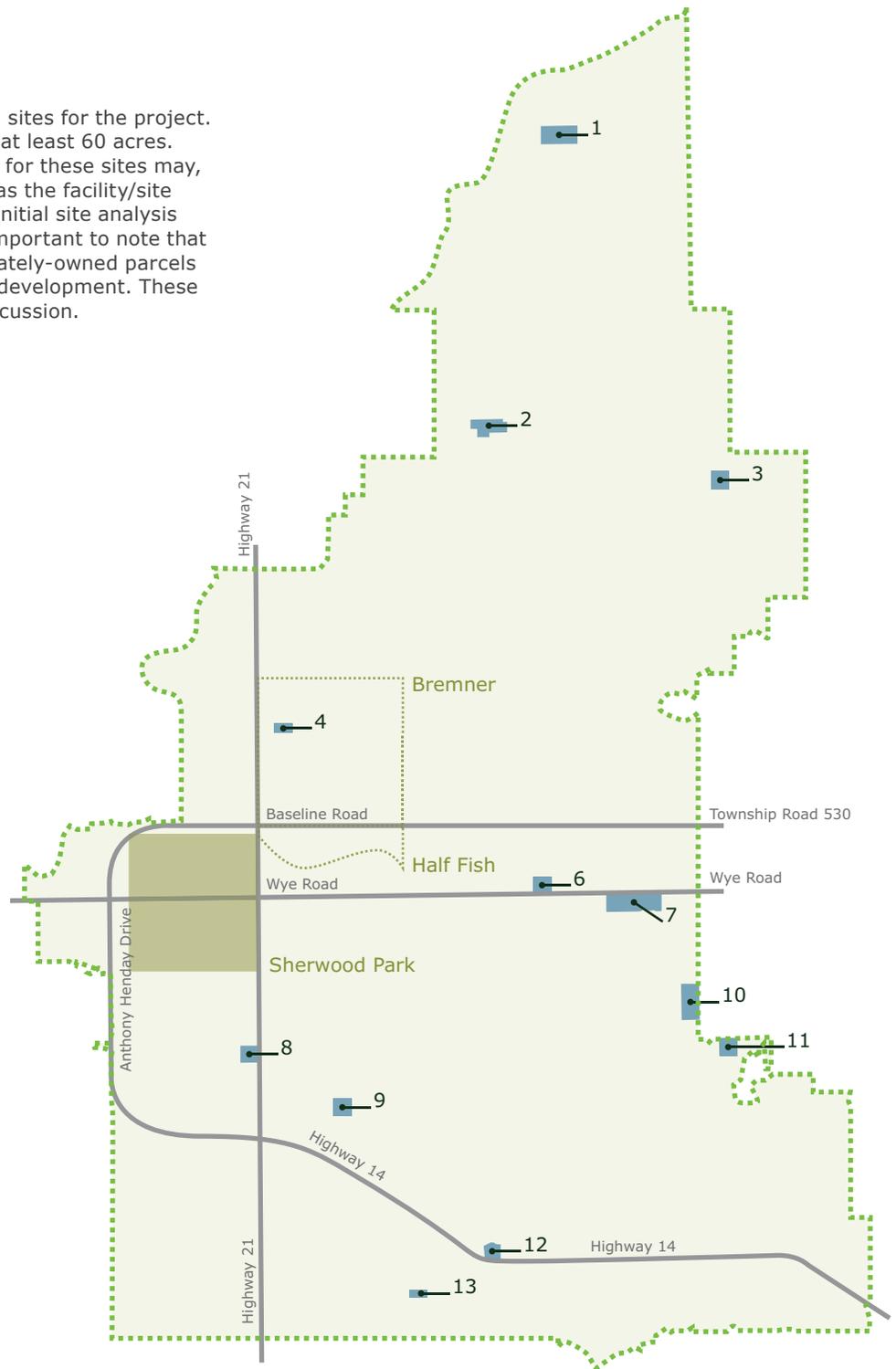
4.0 Site Criteria

In order to prioritize potential sites for the project, the following site criteria have been identified. These criteria were originally developed by the study team based on research and review of existing similar facilities. The criteria were then reviewed and weighted by internal and external stakeholders.

CRITERIA			WEIGHT
<i>ACCESSIBILITY TO MAJOR TRANSPORTATION ROUTES</i>	1 point: The site has access / egress onto major transportation routes (Hwy 16, 21, etc.)	0 points: The site does not have access / egress onto major transportation routes (Hwy 16, 21, etc.)	3
<i>SITE OWNERSHIP</i>	1 point: Site is owned by one of, or a combination of, the partners	0 points: The site is not owned by one of, or a combination of, the partners	3
<i>PROXIMITY TO ACCOMMODATIONS</i>	1 point: The site is in close proximity to accommodations (hotels, etc.)	0 points: The site is not in close proximity to accommodations (hotels, etc.)	2
<i>PROXIMITY TO URBAN CENTRES</i>	1 point: The site is in appropriate proximity to urban centres <i>*Close enough for ease of access, far enough to reduce conflicts</i>	0 points: The site is not in appropriate proximity to urban centres	2
<i>PROXIMITY TO COMPLIMENTARY FACILITIES</i>	1 point: The site is in close proximity to complimentary agriculture / recreation facilities	0 points: The site is not in close proximity to complimentary agriculture / recreation facilities	1
<i>AVAILABLE EXISTING SITE SERVICING</i>	1 point: The site is serviced	0 points: The site is not serviced	1
<i>FUTURE EXPANSION</i>	1 point: The site will accommodate future expansion	0 points: The site will not accommodate future expansion	1

5.0 Potential Sites

The following map outlines some potential sites for the project. All of these sites are County-owned and of at least 60 acres. The existing zoning and land use planning for these sites may, or may not, reflect a recreation use such as the facility/site concept however for the purposes of this initial site analysis they are all assumed to be options. It is important to note that there may be other County-owned or privately-owned parcels of land that may be more appropriate for development. These have been presented to provoke initial discussion.



1 With the exception of the site labeled "Ardrossan".

6.0 Prioritized Sites

The following chart depicts how two potential sites could be reviewed and scored based on the criteria presented. As can be seen, site #12 (South Cooking Lake) is ranked higher than site #4 (Bremner). **It is important to note that this analysis has been included to provide some clarity on**

potential locations for the project and the analysis has been limited to two (2) sites to demonstrate how the system can work. Should partnerships be pursued and come to fruition or should other parcels of land be acquired by the County, site ranking may be effected.

SITE REFERENCE	ACCESSIBILITY TO MAJOR TRANSPORTATION ROUTES	FUTURE EXPANSION CAPABILITY	SITE OWNERSHIP	AVAILABLE EXISTING SITE SERVICING	PROXIMITY TO ACCOMMODATIONS	PROXIMITY TO URBAN CENTRES	PROXIMITY TO COMPLIMENTARY FACILITIES	SCORE
#12 SOUTH COOKING LAKE	1	1	1	0	0	0	0	8
#4 BREMNER	0	1	1	0	1	1	0	7





Stage 6 Report: Cost Analysis

*Strathcona County
Multi-Purpose Agricultural Facility Feasibility Study*

FINAL

November 4, 2014



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1.0 Capital Cost Estimates

Projected capital costs for developing the facility and site as presented in Stage 3 are included in the chart below. These costs should be considered +/- 20% and are based on per square foot unit construction rates observed in the 2014 Alberta construction market. Inflation between now and when the project is tendered could affect the construction budget. These estimates do not include furniture, fixtures and equipment, site acquisition or site servicing costs which are dependent upon the site selected for development. Further capital cost details can be found in Appendix A, B, and C.



CAPITAL COST ESTIMATES (MILLIONS)

	FACILITY PROGRAM ELEMENTS	SITE PROGRAM ELEMENTS *	TOTAL
<i>LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING</i>	\$24.26	\$6.67	\$30.93
<i>LEVEL 2: MAJOR EVENT / COMPETITION HOSTING</i>	\$41.94	\$14.53	\$56.47
<i>LEVEL 3: AGRI-BUSINESS & RESEARCH</i>	\$50.41	\$14.56	\$64.97

INCREMENTAL (MILLIONS)

	FACILITY PROGRAM ELEMENTS	SITE PROGRAM ELEMENTS *	TOTAL
<i>LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING</i>	\$24.26	\$6.67	\$30.93
<i>LEVEL 2: MAJOR EVENT / COMPETITION HOSTING</i>	+ \$17.68	+ \$7.86	+ \$25.54
<i>LEVEL 3: AGRI-BUSINESS & RESEARCH</i>	+ \$8.47	+ \$0.03	+ \$8.5
TOTAL	= \$50.47	= \$14.56	= \$64.97

* Not including site acquisition or site servicing.

2.0

Ownership & Operating Model

Community facilities can be owned and operated under a variety of different models.

Potential ownership models include municipally owned, jointly owned (partnership between municipality and private/non-profit partners) or partner owned (where the municipality has no ownership of the facility). Facility ownership is typically a function of initial capital contribution. As no significant external contributions to capital have been identified for this project to date, **it is assumed the facility and site will be owned by the County.**

Operating models can include a facility being directly operated by municipal staff or a facility being operated by a third party (non-municipal) under a contractual arrangement. During the research conducted for this project, no potential operating bodies have been identified that represent County-wide interests and therefore **it is assumed that the facility will be operated by County staff.** That being said, there may be operational partnerships that could come forward through the partnership solicitation process at which point in time operating conditions may change.



3.0 Operating Cost Estimates

The following operational cost estimates have been developed with consideration to existing Strathcona County cost structures, operational budgets from similar facilities operating in other jurisdictions, expected utilization levels based on stakeholder input received and assuming that the facility is operated directly by Strathcona County. Should operational partnerships be struck, operating costs could be impacted. Detailed breakdowns of operating revenue and expenses assumptions can be found in the appendix.

CAPITAL COST ESTIMATES

	LEVEL 1: RECREATION & BASIC EVENT / COMPETITION HOSTING	LEVEL 2: MAJOR EVENT / COMPETITION HOSTING	LEVEL 3: AGRI-BUSINESS & RESEARCH
<i>REVENUES</i>	\$ 305,050.00	\$ 537,800.00	\$1,027,800.00
<i>EXPENSES</i>	\$ 824,987.50	\$1,446,012.50	\$1,499,637.50
<i>NET</i>	(\$519,937.50)	(\$908,212.50)	(\$471,837.50)
<i>% RECOVERY</i>	37.0%	37.2%	68.5%



Larry Johnson (flickr.com / drljohnson)

Apper

Indices

[A]

Appendix A—Capital Cost Details: Level 1

	AREA	UNIT COST	COST
FACILITY ZONE	ft ²	\$ / ft ²	\$
Administration	3,200		
Office	150	250	\$37,500
Office	150	250	\$37,500
Staff Lunch Room	300	250	\$75,000
Meeting Room	600	250	\$150,000
Meeting Room	600	250	\$150,000
Storage	300	250	\$75,000
Ticket booth	250	250	\$62,500
Circulation	850	250	\$212,500
Arena	132,800		
Main Riding Arena: includes 200 bleacher seats	65,000	175	\$11,375,000
Warm up Arena	12,500	225	\$2,812,500
Wash Rack	2,200	225	\$495,000
Warm Up Arena Circulation	4,700	225	\$1,057,500
Stable Corridor	5,200	225	\$1,170,000
Ancillary Non-Arena Structure	43,200	50	\$2,160,000
Stabling: Nonpermanent 232 animals	—	—	—
Public Area	2,525		
Lobby	1,325	250	\$331,250
Women's W/C	600	250	\$150,000
Men's W/C	600	250	\$150,000
Miscellaneous	1,320		
Storage	1,200	250	\$300,000
Storage: Footing (Non-Arena Structure)	120	75	\$9,000

FACILITY ZONE		AREA	UNIT COST	COST
		ft ²	\$ / ft ²	\$
Gross Floor Area		139,845		\$20,810,250
Substructure	8.00%			\$1,664,820
Structure	25.30%			\$5,264,993
Exterior Enclosure	27.30%			\$5,681,198
Partitions and Doors	4.30%			\$894,841
Finishes	0.90%			\$187,292
Fittings & Equipment	1.20%			\$249,723
Mechanical	19.30%			\$4,016,378
Electrical	3.70%			\$769,979
General Requirements & Fees	10.00%			\$2,081,025
Subtotal	100%			\$20,810,250
Contingency	10.0%			\$2,081,025
Total Excluding Site		139,845	64	\$22,891,275
Fees and Expenses	6.0%			\$1,373,477
TOTAL		139,845		\$24,264,752

Notes:

- 1 Main riding arena dimensions include the ability to expand to the phase two seating within the dimensions; cannot expand the main arena in a width direction for pre-eng facility without additional costs
- 2 All numbers accurate to +/- 20%

[B]

Appendix B—Capital Cost Details: Level 2

	AREA	UNIT COST	COST
FACILITY ZONE	ft ²	\$ / ft ²	\$
Administration	3,350		
Office	150	250	\$37,500
Office	150	250	\$ 37,500
Staff Lunch Room	450	250	\$112,500
Meeting Room	600	250	\$150,000
Meeting Room	600	250	\$150,000
Storage	300	250	\$ 75,000
Ticket booth	250	250	\$ 62,500
Circulation	850	250	\$212,500
Arena	165,200		
Main Riding Arena: includes 2500 bleacher seats	65,000	225	\$14,625,000
Warm up Arena	12,500	225	\$2,812,500
Wash Rack	2,200	225	\$495,000
Warm Up Arena Circulation	4,700	225	\$1,057,500
Stable Corridor	7,700	225	\$1,732,500
Ancillary Non-Arena Structure	64,800	50	\$3,240,000
Stabling: Permanent Structure 348 animals			
Change / Washrooms	2,000	225	\$450,000
VIP Boxes: 5 Suites	2,500	300	\$750,000
Press Production box	800	300	\$240,000
Second Floor Circulation	3,000	300	\$900,000
Public Area	7,875		
Lobby	5,925	250	\$1,481,250
Women's W/C	600	250	\$150,000
Men's W/C	600	250	\$150,000
Lease Space	750	250	\$187,500
Banquet / Exhibition Hall Facility	21,000		
Banquet Hall 1000 seats / Exhibition Hall 40 - 50 booths	15,400	250	\$3,850,000
Coat Room	200	250	\$ 50,000
Kitchen	3,000	500	\$1,500,000
Kitchen Corridor	600	250	\$150,000
Banquet Hall Storage	1,300	250	\$325,000
Kitchen Shipping Receiving	500	250	\$125,000

FACILITY ZONE		AREA	UNIT COST	COST
		ft ²	\$ / ft ²	\$
Miscellaneous		8,700		
	Storage	1,200	250	\$300,000
	Storage: Footing (Non-Arena Structure)	7,500	75	\$562,500
Gross Floor Area		206,125		\$35,971,250
	Substructure	8.00%		\$2,877,700
	Structure	25.30%		\$9,100,726
	Exterior Enclosure	27.30%		\$9,820,151
	Partitions and Doors	4.30%		\$1,546,764
	Finishes	0.90%		\$323,741
	Fittings & Equipment	1.20%		\$431,655
	Mechanical	19.30%		\$6,942,451
	Electrical	3.70%		\$1,330,936
	General Requirements & Fees	10.00%		\$3,597,125
	Sub Total	100%		\$35,971,250
	Contingency	10.0%		\$3,597,125
Total Excluding Site		206,125	192	\$39,568,375
	Fees and Expenses	6.0%		\$2,374,103
TOTAL		206,125		\$41,942,478

Notes:

- 1 Main riding arena dimensions include the ability to expand to the phase two seating within the dimensions; cannot expand the main arena in a width direction for pre-eng facility without additional costs
- 2 All numbers accurate to +/- 20%

[C]

Appendix C—Capital Cost Details: Level 3

	AREA	UNIT COST	COST
FACILITY ZONE	ft ²	\$/ ft ²	\$
Administration	3,350		
Office	150	250	\$37,500
Office	150	250	\$37,500
Staff Lunch Room	450	250	\$112,500
Meeting Room	600	250	\$150,000
Meeting Room	600	250	\$150,000
Storage	300	250	\$75,000
Ticket booth	250	250	\$62,500
Circulation	850	250	\$212,500
Arena	165,200		
Main Riding Arena: includes 2500 bleacher seats	65,000	225	\$14,625,000
Warm up Arena	12,500	225	\$2,812,500
Wash Rack	2,200	225	\$495,000
Warm up Arena Circulation	4,700	225	\$1,057,500
Stable Corridor	7,700	225	\$1,732,500
Ancillary Non-Arena Structure	64,800	50	\$3,240,000
Stabling: Permanent 348 animals			
Change / Washrooms Rooms	2,000	250	\$500,000
VIP Boxes: 5 Suites	2,500	300	\$750,000
Press Production box	800	300	\$240,000
Second Floor Circulation	3,000	300	\$900,000
Public Area	7,875		
Lobby	5,925	250	\$ 1,481,250
Women's W/C	600	250	\$150,000
Men's W/C	600	250	\$150,000
Lease Space	750	250	\$187,500
Banquet / Exhibition Hall Facility	21,000		
Banquet Hall 1000 seats / Exhibition Hall 40 - 50 booths	15,400	250	\$3,850,000
Coat Room	200	250	\$50,000
Kitchen	3,000	500	\$1,500,000
Kitchen Corridor	600	250	\$150,000
Banquet Hall Storage	1,300	250	\$325,000
Kitchen Shipping Receiving	500	250	\$125,000

FACILITY ZONE		AREA	UNIT COST	COST
		ft ²	\$/ ft ²	\$
Agribusiness Incubator		21,450		
	Research Laboratory	5,000	500	\$2,500,000
	Classroom / Training: 4 rooms	4,000	400	\$1,600,000
	Lease Space: Retail	2,500	250	\$625,000
	Lease Space: Professional Services	5,000	250	\$1,250,000
	Administration: 2 offices	1,200	250	\$300,000
	Washrooms	600	250	\$150,000
	Circulation Space	3,150	250	\$787,500
Miscellaneous		8,700		
	Storage	1,200	250	\$300,000
	Storage: Footing (Non-Arena Structure)	7,500	75	\$562,500
Gross Floor Area		227,575		\$43,233,750
	Substructure	8.00%		\$3,458,700
	Structure	25.30%		\$10,938,139
	Exterior Enclosure	27.30%		\$11,802,814
	Partitions and Doors	4.30%		\$1,859,051
	Finishes	0.90%		\$389,104
	Fittings & Equipment	1.20%		\$518,805
	Mechanical	19.30%		\$8,344,114
	Electrical	3.70%		\$1,599,649
	General Requirements & Fees	10.00%		\$4,323,375
	Sub Total	100%		\$43,233,750
	Contingency	10.0%		\$4,323,375
Total Excluding Site		227,575	209	\$47,557,125
	Fees and Expenses	6.0%		\$2,853,428
TOTAL		227,575		\$50,410,553

Notes:

- 1 Main riding arena dimensions include the ability to expand to the phase two seating within the dimensions; cannot expand the main arena in a width direction for pre-eng facility without additional costs
- 2 All numbers accurate to +/- 20%

[D]

Appendix D—Operating Cost Estimates

	Level 1	Level 2	Level 3	ASSUMPTIONS
REVENUES				
Spontaneous Use Revenues				
Memberships (includes access to arena and trails)	\$50,000	\$50,000	\$50,000	200 members, \$250 annual membership
Subtotal	\$50,000	\$50,000	\$50,000	
Arena Revenue				
Regular Facility Usage	\$80,000	\$80,000	\$80,000	\$100 / hour, 5 hours per day, 4 days a week (Mon – Thurs), 40 weeks of year
Major Event Rentals	\$30,000	\$60,000	\$60,000	Level 1: 10 events; Level 2: 20 events per year, 2 days per event, \$1,500 per day
Luxury box rentals	—	\$25,000	\$25,000	Level 2 only: 5 boxes, 20 events per year, \$500 per box, 50% capacity
Subtotal	\$110,000	\$140,000	\$140,000	
Outdoor Spaces				
Riding arena rentals	\$11,250	\$11,250	\$11,250	3 show rings, \$500 per day per ring, 50 days per year (capacity of 200 days per year, 15% usage)
Temporary Box Stall Rentals: Stock	\$ 6,400	\$ 6,400	\$ 6,400	5 stock shows per year, 40 animals per show, 2 days per show, \$40 per day, 80% utilization
Temporary Box Stall Rentals: Major Events	\$80,000	\$ 160,000	\$ 160,000	Level 1: 10 major events; Level 2: 20 major events, avg. 125 animals per event, 2 days per show, \$40 per day, 80% utilization
Camping	\$32,000	\$60,000	\$60,000	Level 1: 10 events, 100 unserviced stalls, 2 nights per event, \$20 per night, 80% utilization; Level 2: 20 events, additional 100 serviced sites (200 total), avg. \$30 per night, 50% utilization
Subtotal	\$118,400	\$226,400	\$226,400	
Room Rentals				
Board / Meeting Rentals	\$5,400	\$18,900	\$18,900	Level 1: 2 meeting rooms; Level 2: 7 meeting rooms, \$30 per meeting, 2 meetings per room per day, 300 days per year, 15% utilization
Banquet Rentals	—	\$31,250	\$31,250	25 banquets per year at \$1,250 per event, including kitchen
Subtotal	\$5,400	\$50,150	\$50,150	

	Level 1	Level 2	Level 3	ASSUMPTIONS
REVENUES				
Leases				
Concession	—	\$50,000	\$50,000	3,000 ft ² (kitchen), 20% of gross revenues, \$250,000 est.
Retail / professional	—		\$175,000	7,000 ft ² @ \$25 per ft ²
Laboratory	—		\$315,000	9,000 ft ² @ \$35 per ft ²
Subtotal	\$—	\$50,000	\$540,000	
Advertising				
Facility Naming	—	—	—	Assumed to capital
Arena Walls	\$21,250	\$21,250	\$21,250	25 spots, \$850 per spot per year
Subtotal	\$21,250	\$21,250	\$21,250	
Operating Grants				
Provincial / Agricultural	—	—	—	Not applicable
TOTAL REVENUES				

	Level 1	Level 2	Level 3	ASSUMPTIONS
EXPENSES				
Salaries & Wages				
Manager	\$100,000	\$100,000	\$100,000	1 FTE @ \$100,000 per year
Scheduling	\$22,500	\$45,000	\$45,000	Level 1: .5 FTE @ \$45,000 per year; Level 2 – 3: 1 FTE @ \$45,000 per year
Marketing & Promotions	\$25,000	\$50,000	\$50,000	Level 1: 0.5 FTE @ \$50,000 per year; Level 2 – 3: 1 FTE @ \$50,000 per year
Operations	\$165,000	\$275,000	\$275,000	Level 1: 3.0 FTE @ \$55,000 per year; Level 2 – 3: 5 FTE @ \$55,000 per year
Janitorial	\$40,000	\$80,000	\$80,000	Level 1: 1 FTE @ \$40,000 per year; Level 2 – 3: 2 FTE @ \$40,000 per year
Benefits	\$81,075	\$126,500	\$126,500	23% of staffing costs
Training	\$5,000	\$10,000	\$10,000	Estimate
Memberships	\$1,000	\$2,000	\$2,000	Estimate
Subtotal	\$439,575	\$688,500	\$688,500	
Operations				
Utilities: Arena	\$132,800	\$165,200	\$165,200	Level 1: 132,800 ft ² ; Level 2: 165,200 @ \$1.00 per ft ²
Utilities: Other Areas	\$17,613	\$102,313	\$155,938	Level 1: 7,045 ft ² ; Level 2: 40,925 ft ² ; Level 3: 62,375 ft ² @ \$2.50 per ft ²
Utilities: Camping	—	\$40,000	\$40,000	Estimate, only applicable to Levels 2 & 3
Waste removal	\$20,000	\$20,000	\$20,000	Estimate, applicable to all phases

	Level 1	Level 2	Level 3	ASSUMPTIONS
EXPENSES				
Janitorial Supplies	\$15,000	\$30,000	\$30,000	<i>Estimate, double for Levels 2 – 3</i>
Site Maintenance	\$7,500	\$15,000	\$15,000	<i>Estimate, double for Levels 2 – 3</i>
Fuel	\$5,000	\$10,000	\$10,000	<i>Estimate, double for Levels 2 – 3</i>
Insurance	\$40,000	\$80,000	\$80,000	<i>Estimate, double for Levels 2 – 3</i>
Equipment Repair and Maintenance	\$10,000	\$20,000	\$20,000	<i>Estimate, double for Levels 2 – 3</i>
Office Supplies & Overhead	\$5,000	\$10,000	\$10,000	<i>Estimate, double for Levels 2 – 3</i>
Marketing & Advertising	\$30,000	\$60,000	\$60,000	<i>Estimate, double for Levels 2 – 3</i>
Capital Replacement	\$100,000	\$200,000	\$200,000	<i>Estimate, double for Levels 2 – 3</i>
Other	\$2,500	\$5,000	\$5,000	<i>Estimate, double for Levels 2 – 3</i>
Subtotal	\$439,575	\$688,500	\$688,500	
TOTAL EXPENSES	\$824,988	\$1,446,013	\$1,499,638	
NET OPERATIONS	\$(519,938)	\$(908,213)	\$(471,838)	



