



Lakedell Agricultural Society
**Strategic Plan and Facility
Concept Plan**

Draft

May 2020





Executive Summary

The Lakedell Agricultural Society has been providing agricultural and recreation opportunities for residents of central Wetaskiwin County since the early 1970s when the community worked together to build the existing curling rink and maintain an outdoor riding arena. Lakedell continued to serve the community, and continued to grow with the riding arena and community hall being developed in the 1990s. The Society currently hosts a variety of events and programs and the facilities and spaces which it operates are used by a variety of groups and people from within the region and beyond.

In recent years mechanical and structural deficiencies within the Society's facilities have been identified, as well as the need for new functional, accessible facilities that are capable to meeting the changing needs of the community users. Due to these changing community needs the Board of Directors, in partnership with the County of Wetaskiwin, undertook the task to explore the possible options for investing in and upgrading the current facilities owned and operated by the Society, while also examining their overall strategic intentions as an Agricultural Society and their organizational processes.

What is the purpose of the study?

The purpose of this study is to establish a strategic direction for the Lakedell Agricultural Society, and to explore facility upgrade options.

The Strategic Plan and Facility Concept Plan are designed to assist board members (the decision-makers), members, community partners, and the general public in understanding the needs and priorities related to recreation and cultural services, programs, and facilities within the region that the Lakedell Agricultural Society serves.

The Plan will guide the Lakedell Agricultural Society into the future, helping the Society chart a course to meet the highest priority needs of the regions' residents and of future generations.

Process

Research

- Review of Lakedell facilities, programming and operations
- Alberta Agriculture Societies
- Relevant Government Policies & Plans
- Agriculture Recreation Trends & Best Practices

Engagement

- Hosted 4 stakeholder meetings with Board members and user groups
- Public survey mailed to County recreation zone 2 residents - 494 responses

Strategic Plan

- Review research and engagement with Project Steering Committee.
- Hosted workshop with Board members to create goals and identify future priorities.

Facility Concept Plan

- Programmed from information collected from engagement activities, informed by research
- Worked with Architect to design a preliminary concept for new curling facility.

Engagement Activities

Lakedell Agricultural Society, and the facilities and spaces which it operates, provide many benefits to the local community and broader region. In order for these benefits to be realized and to be optimized, an important component of this study was to ask the members of the Society and the residents of the area about their opinions on Lakedell's facilities and programming, as well as more generally about recreation preferences and priorities.

Lakedell Agricultural Society Strategic Planning Public Survey Key Findings

38%

are willing to pay additional property taxes if that money was used to support enhancements to recreation and culture facilities.

Favorite recreation and cultural activities:

73%

outdoor physical activities, such as walking or cycling

72%

social activities

66%

natural activities such as fishing and picnicking

Commonly visited indoor facilities by respondents:

45%

Community Halls

34%

Museums

33%

Theatres

47%

responded that they would support \$51 - \$100 additional tax per year

Commonly visited outdoor facilities by respondents:

36%

Trails

25%

Sports Fields

24%

Outdoor Playgrounds

Participation barriers:

47%

lack of personal time

36%

lack of desired facilities

28%

lack of desired programs

45%

enhancements or additions are needed for indoor facilities.

The top five preferred indoor amenities to invest in, are:

46%

fitness/wellness spaces

36%

gymnasiums

34%

swimming pools

30%

fitness tracks

75%

satisfied with the recreation opportunities in the community.

47%

enhancements or additions are needed for outdoor facilities. The top five preferred outdoor amenities to invest in, are:

38%

trails

29%

campgrounds

23%

event grounds

23%

picnic areas

21%

natural areas

24%

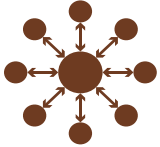
curling rinks and lounges

The findings of community engagement as well as review of trends and other Agricultural Societies have led the Board to the following strategic and tactical ideas for the future of the Society and the facilities and spaces it operates.

Lakedell Agricultural Society Strategic Plan

Building off of Lakedell Agricultural Society's mission to "...promote and enhance strong community, healthy rural living..." a series of goals and recommendation were established to guide the development and future actions of the Board and Society as a whole.

Goals



1. Contribute to building connected communities engaged in creating a better rural lifestyle.



2. Support a healthy local community through the promotion active living.

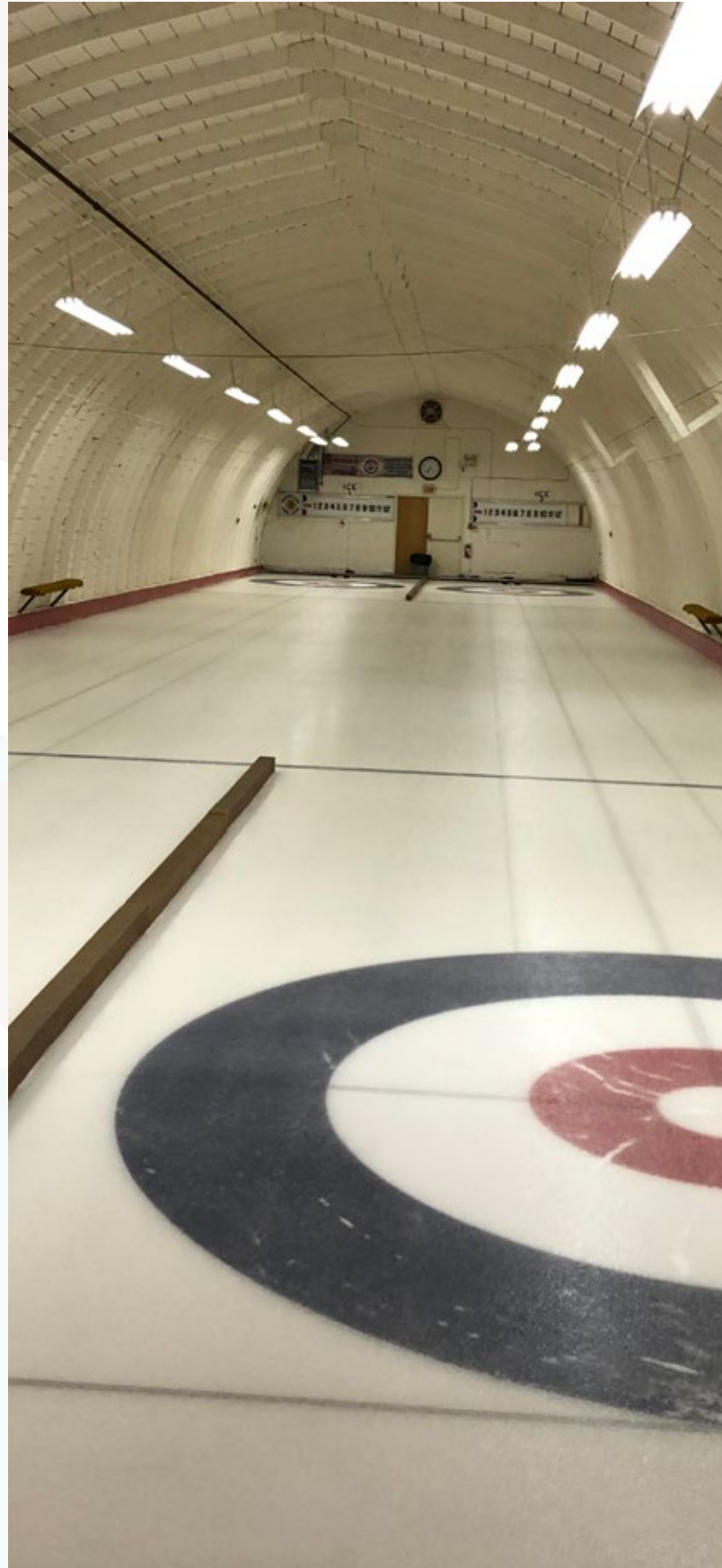


3. Provide residents and visitors with quality recreation spaces.

These goals, objectives and principles support and provide direction to the Society in their delivery of important community, agricultural and recreation programming, along with the management and operation of facilities.

To achieve these goals and to improve the current state of agricultural-based recreation in the region, the Plan also outlines some more specific actions that will assist in the management of facilities and delivery of programming. It is anticipated that the Society will utilize these strategic points of action when making future decisions. The actions are organized into service delivery (how the Society conducts its business and interacts with the user market), programming (what kinds of activities and events the Society hosts), and infrastructure (how the Society will plan, design, operate and maintain its facilities and spaces).

Further to these action items, the Board has also developed a more specific plan for reinvesting in one of its most important yet ageing facilities: the original curling rink and hall facility.



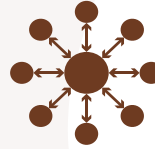
Lakedell Agricultural Society Strategic Foundations

Vision



“...to support the multi-faceted community in central Wetaskiwin County by providing the activities, programs, and facilities that enhance rural life, livelihood, agricultural practice and community development and recreation.”

Goals



1. Contribute to building connected communities engaged in creating a better rural lifestyle.



2. Support a healthy local community through the promotion active living.



3. Provide residents and visitors with quality recreation spaces.

Guiding Principles



Sustainable Programming

To ensure that the provision of programs and services reflect the current and anticipated community needs



Active Community

To inspire all residents towards greater participation in quality recreational opportunities



Recreation Capacity

To maximize the use of recreation facilities in order to derive the greatest benefits (social & physical) for the community

Program and Service Objectives



Individual

1. Residents experience local agricultural, sporting, recreation, and cultural events.
2. Opportunities exist for youth to develop in a positive, healthy environment.
3. Opportunities exist for seniors to participate, feel valued, and included.
4. Youth and adults have opportunities for basic skill development in variety of pursuits.
5. Youth and adults have opportunities for advanced skill development in some pursuits.



Community

6. Special events and celebrations connect residents, visitors and members of Lakedell.
7. Residents and visitors gather and build social capital through participation.
8. Events, programs and services draw participation from outside of Wetaskiwin County No. 10 and the Recreation Zone 2 area.



Public Space

9. Provide quality indoor and outdoor spaces to residents and visitors.
10. Lakedell's spaces are accessible for all residents and visitors.
11. All residents feel included and welcomed.
12. All residents are aware of the opportunities that exist within the community.

Facility Concept Plan

Based on an assessment of existing facilities conducted by a licensed architect, it was found that the curling rink facility requires significant investment in the short term rendering that facility as requiring replacement as opposed to reinvestment. Although the riding arena facility also requires investment, the level required is not as significant and thus it should be reinvested in rather than replaced.

Main Hall Riding Arena	Curling Facility, Hall B
\$785,000 over next 10 years (\$380,000 0-5 years)	\$1,345,000 over next 10 years (\$905,000 0-5 years)

Based on the current state of facilities, coupled with the stated priorities of the community and the consideration of broader policy and recreation trends, three future scenarios for the curling rink facility were identified and analyzed as potential next steps for the organization.

Facility Options	Description	Next Steps...	Capital Costs
Scenario 1 – Status Quo	<i>Maintain current operations until the end of the facility lifecycles, with making limited to no investment in facilities.</i>	<ul style="list-style-type: none"> Scenario not recommended as recreation and culture program and service gap in region would emerge. Maintain operations as is. Limited investment to keep current level of operation. 	\$0M
Scenario 2 - Consolidate/Community Partnership	<i>Within the Riding Arena/Main Hall facility focus on maintaining current operations and address upgrades as budget allows. For the curling facility maintain current operations until the end of the lifecycle, then explore community partnerships to deliver programming.</i>	<ul style="list-style-type: none"> Work with Wetaskiwin County No. 10 to determine potential partnership. Engage agriculture-based recreation stakeholders to determine best path forward for facility. Work with architect to address current deficiencies within the Main Hall. Establish partnership with community curling facilities to deliver programming. 	\$0-2M
Scenario 3 – Upgrade Facility (new Curling Facility)	<i>Develop a curling facility that is age friendly, physically accessible, with multi-use, year-round recreation programming and event hosting capabilities. Expand the main hall and indoor riding arena to create a facility that accommodates both recreation programming and event hosting capabilities by addressing the current programming issues in design.</i>	<ul style="list-style-type: none"> Work with Wetaskiwin County No. 10 to determine potential partnership. Begin fundraising and grant applications. Explore potential community partnerships (i.e. schools, summer villages, local groups) Work with architect to develop building plans. 	\$7-9M

Following review of all options, the Board has chosen to pursue Scenario 3. The development of a new curling facility would allow the Society to potentially expand community recreation and cultural programming and better meet local needs.

The facility concept presented here within reflects the development of a modern curling facility that will provide active living opportunities for a wide range of individuals and groups. The concept and plans presented are rooted in design principals, such as accessibility, multi-use functionality, and operational efficiencies, and other important considerations.

The proposed new curling facility would include 4 sheets of ice, a lobby/viewing area, a multipurpose community meeting space, kitchen/concession area, user locker rooms and equipment/storage areas. It is expected that the new facility will most likely break even in terms of operational costs and could generate net revenue to support other aspects of the Society's operations.

These images, and the estimated \$7-\$9 million capital costs should be considered a concept at this stage. Further refinement to the location of the facility on the site, program elements and design features will occur once significant funding is in place to support the project moving ahead.

Next Steps

The Board and the Society now have a renewed strategic foundation, with recommended actions and projects to focus on in the future. The next few years will see the Society look to enhance its impact in the region and community and its relationships with potential partners, such as regional municipalities, funding agencies and other pertinent stakeholders. The Board thanks its members and residents in the market area for providing input and will do everything in its' power to continue to meet the recreational and cultural needs of the region for years to come.





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Section 1

Project Introduction

In this Section

- Introduction to the role of recreation facilities in communities
- Overview of the project process, including the assessment methodology
- Study rationale

This Strategic Plan and Facility Concept Plan is designed to assist board members (the decision-makers), stakeholders, and the general public in understanding the identified needs and priorities related to recreation and cultural services, programs, and facilities within the region that Lakedell Agricultural Society serves.

The Strategic Plan is a balance between the needs and desires of the public, and the realities of implementation – the end result being a Plan to guide the organization into the future, which meets the highest priority needs of the regions present and future populations.

Project Process

Research + Stakeholder Engagement

- Review of facilities, programming, operations and financial documents
- Hosted 4 stakeholder meetings for board members and user groups
- Conducted a resident survey, mailed and online

Strategic Visioning Workshop

- Review conducted research, and findings of stakeholder engagement
- Discuss strategic visioning for Lakedell Agricultural Society and its' facilities

Lakedell Agricultural Society Strategic Plan and Facilities Concept Plan

Study Rational

Organizations like Lakedell Agricultural Society, and its' recreation complex, provide numerous benefits to the community and the region it serves. In order for these benefits to be realized and to be optimized, an understanding of the community need is important to ensure the provision of facilities and programming, which are appropriate to the needs of the community and sustainable in the long term. As such for this project an engagement plan was developed that included a variety of mechanisms and approaches, to ensure that an array of perspectives and opinions were considered.

In recent years, the need for operational strategic planning and upgrades to the current facilities has been raised by several stakeholders and members of the organization. The perceived demand relates to mechanical and structural deficiencies with the facilities, and the need for functional, accessible facilities that are capable to meeting the needs of the community recreation users.

The purpose of this study is to establish a strategic direction for the organization and to create a facility upgrade concept plan.



Section 2

Organizational and Facility Overview

In this Section

- Overview of the facility
- Operations review
- Review of supporting architect facility report

Key Findings

- Lakedell Agricultural Society is a non-profit organization located in central Wetaskiwin County, and founded in 1973.
- Main provider of recreation and cultural activities for area residents.
- Lakedell's amenities include: an indoor riding arena, an outdoor riding arena, community hall, curling rink, and playground.
- Facility assessment completed in 2018. Required investment in the Main Hall/Riding Arena is \$785,000 over the next 10 years. The Curling Hall required investment is \$1,345,000 over the next 10 years.

Lakedell Agricultural Society

Lakedell Agricultural Society is a non-profit organization situated on the south side of Pigeon Lake and dedicated to contributing to the provision of a positive quality of life for their community, and for residents of all ages. The Society provides recreation and agri-recreation programming for residents of central Wetaskiwin County.

Founded in 1973, the Society's members were largely made up of people with an agricultural background; however, over the years, the membership has developed into a diverse community of local residents and families who value the Agricultural Society as the main provider of recreation and cultural activities in the area. As such in recent years the Society has grown to be more diverse in its programming and events to accommodate this change in the market they serve.

The stated mission of the Lakedell Agricultural Society's is to "... promote and enhance strong community, healthy living, rural living, and the long-term sustainability of the practice of agriculture."

The Society's vision is "...to support the multi-faceted community in central Wetaskiwin County by providing the activities, programs, and facilities that enhance rural life, livelihood, agricultural practice and community development and recreation."

The Lakedell Agricultural Society maintains two separate facilities, as well as an outdoor riding arena and playground within its' recreation complex. The community hall and indoor riding arena, which is the only public indoor arena within the County of Wetaskiwin No. 10., is suitable for agricultural based spectator events and competitions, and large community gatherings and fairs. The riding arena was built in 1992, with the community hall being built in 1996. The administration building was added in early 2000.

The curling rink was constructed in 1974 and an addition for construct a small community hall was constructed in early 2000, which is suitable for community meetings

The recreation complex is host to community groups, such as the Lakedell Beef 4H, Lakedell Curling Club, and Lakedell Light Horse 4H.

Facility Assessment

In December 2018, ACI Architects Inc. conducted Facilities Analysis of two facilities in the

County of Wetaskiwin, Alberta. The first building contained Hall A, Administration Building and

Riding Arena. The Second building contained Hall B and Curling Rink. The community is actively engaged in these buildings and has requested to keep as much of the buildings as possible based on the community and social capital that has been invested in these structures over time.

The purpose was to review and report on existing facilities relative to their current condition, viability and probable short and long-term operational costs.

The findings of architectural analysis will be summarized in this section. The full findings can be found under separate cover entitled "Lakedell Agricultural Society Facilities Analysis Report".

Indoor Riding Arena & Main Hall

Lakedell Agricultural Society built the Riding Arena in 1992 with Hall A in 1996.

The outdoor arena had a wood fence enclosure that was replaced with metal pipe and cable fences in 1999. The administration building was added in the early 2000's. The building structures have been maintained for decades and will have a large upfront cost for renovating. A cost should be evaluated for the noted code deficiencies. The building envelope and insulation should be further investigated as leaks were noted in Hall A and moisture was observed in the attic of the Arena.

Further investigation of the mechanical and electrical components is recommended to understand if existing systems should be renovated or replaced. Further discussion is recommended on the building's long-term viability.

Curling Rink & Hall B

Lakedell Agricultural Society has a building to the east of Hall A that contains Hall B and the curling rink. The date of construction on this building could not be confirmed however the maintenance staff indicated the Curling Rink was constructed in 1974 and an addition to Hall B was constructed in early 2000. The site plan indicates that Hall B is likely an addition to the storefront school that is attached to the curling rink.

Hall B has an upper level with kitchen and lower viewing space below rink surface, which provides a recreational space that can be used by local community groups. The rink is in a wood Quonset with visible rot in the panels and attached rooms for the ice plant on the north and facility equipment on the east. A cost should be evaluated for the noted code deficiencies. The building envelope should be further investigated as leaks and animal penetration were noted in Curling Rink. Insulation should be further investigated as eavestroughs were frozen solid with ice buildup. Further investigation of the mechanical and electrical components is recommended to understand existing systems should be renovated or replaced. The ice plant is noted as end-of service-life and recommend replacement. Further discussion is recommended on the building's long-term viability.

Replacement Costs

As part of the report, the approximate replacement costs were provided. These costs are summarized below, the full costings can be found under separate cover entitled "Lakedell Agricultural Society Facilities Analysis Report".

Main Hall Riding Arena	Curling Facility, Hall B
<ul style="list-style-type: none">\$785,000 over next 10 years (\$380,000 0-5 years; FCI 5%)\$7M replacement value (as is)	<ul style="list-style-type: none">\$1,345,000 over next 10 years (\$905,000 0-5 years; FCI 37%)\$2.5M replacement value (as is)

Section 3

Market Overview

In this Section

- Description of the market area
- Key population and demographics indicators and factors that are likely to impact current and future recreation facilities
- Anticipated population growth.
- Overview of recreation facilities in the region

Key Findings

- County of Wetaskiwin No. 10 is a rural municipality located in the north-central Alberta.
- The population of the County has remained stable since 1991, for the 2016 Canadian Census 11,181 residents call the County home.
- The County has established recreation zones to aid in the provision and management of recreation in the area. Lakedell is part of 'Recreation Zone 2'. It has been identified as a potential area of growth.
- The average age of County residents in 2016 was 43, which is slightly older than the Provincial average. As 18.7% of County residents are over the age of 65 years old (compared to the Province rate of 12.3%).

County of Wetaskiwin No. 10

County of Wetaskiwin No. 10 is a rural municipality located in the north-central Alberta. The County stretches from Bittern Lake on the east boundary to the Alder Flats area in the west. Geographically centered in the Province, a network of provincial primary and secondary highways provides quick and easy access to and from major centers in Alberta. The majority of the land area in the County is used for agricultural production.

It is rich in natural attractions boasting several lakes, nestled in forested, hilly parkland settings and home to a variety of wildlife. The County strives to enrich and improve its community with modern amenities, while still maintaining an traditional attitude and welcoming hospitality of a rural lifestyle.

There is a strong local workforce well represented in all occupational and industry sectors including retail/wholesale jobs, agriculture, business and community services. The solid base of farming families contributes to the sustainability of the rural population. Nearly half of the labour force in the area has some level of post-secondary education.

Average housing prices are generally lower than the surrounding communities providing a strong incentive for residential relocations from the neighboring greater Edmonton and surround urban areas. Residential development on Pigeon Lake and Buck Lake offers close proximity for recreational opportunities. Additionally, competitively priced industrial land is an attraction in the County of Wetaskiwin for new business ventures.

Population & Demographic Analysis

As of 2016, 11,181 residents call County of Wetaskiwin No. 10 home, a slight increase from its 2011 population (10,866). As illustrated in Chart 1, County of Wetaskiwin No. 10's population has remained somewhat stable since 1991. The area surrounding Lakedeall Agricultural Society is part of Wetaskiwin County No. 10 Recreation Zone 2 with an approximate population of 2,889.

Chart 1: County of Wetaskiwin No. 10 Population

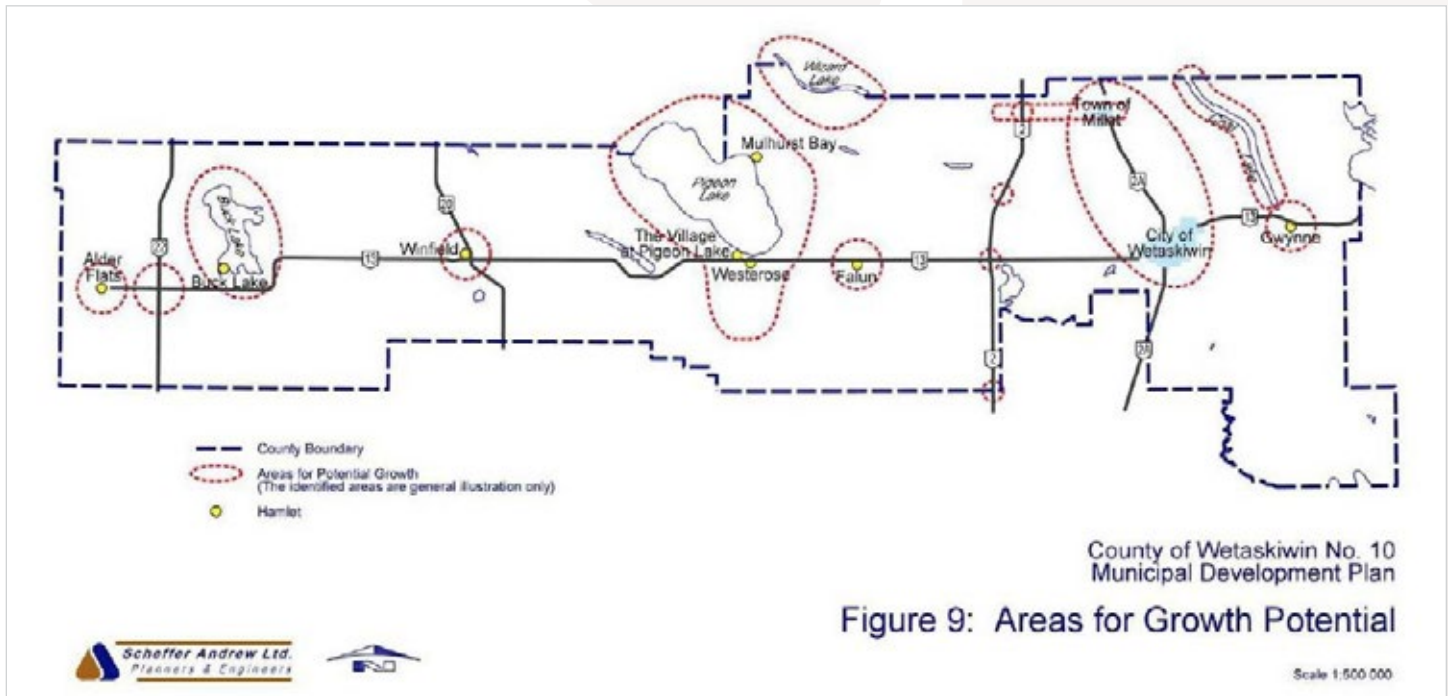
Year	Population	Population Change
2016	11,181	2.9%
2011	10,866	3.3%
2006	10,519	-5.7%
2001	11,154	1.8%
1996	10,959	-

Source: Stats Canada, 2019



The County's Municipal Development Plan (2010), which will be reviewed in the following section, identified potential areas of growth within the County. These growth areas include the Hamlets of Alder Flats, Winfield, Falun and Gwynne; the areas around the major lakes including Buck Lake, Pigeon Lake, Wizard Lake and Coal Lake; and the area between the Town of Millet and the City of Wetaskiwin. These areas for potential growth are illustrated in Figure 1.

Figure 1: Areas for Potential Population Growth



Source: County of Wetaskiwin No. 10 Municipal Development Plan, 2010

Identified in Chart 2 are selected population and demographic characteristics from the 2016 Statistics Canada population Census, which compares the County to Provincial figures/trends. Between 2011 and 2016, the County's population increased by 2.9%; during that same period the Province of Alberta's population grew by 11.6%. It should be noted that the bulk of Alberta's growth has occurred within its major metropolitan centres, with many rural areas experiencing moderate growth or decline over this period.

Compared to the provincial averages, the County of Wetaskiwin No. 10 has a slightly older population. The average age in the County is 43 years old, compared to an average 38 years old in the Province. As well 18.7% of the County's population is 65 years of age or older, compared to the Province where only 12.3% of the population is 65 years of age or older.

Chart 2: Comparison of Population Characteristics

Characteristic	County of Wetaskiwin No. 10	Comparison to Provincial Average
Overall Growth (2011-2016)	2.9%	11.6%
Gender Distribution	52 % male/48% female	50% male/50% female
Average Age	43	38
% Population Under 14	17.1%	19.2%
% Population 15-64	64.1%	68.5%
% Population 65+	18.7%	12.3%
Household Size	2.5	2.6
Household Income	\$70,339	\$80,300

Source: Stats Canada, 2019

Facilities in Market Region

The County offers its residents a variety of recreation and cultural facilities located throughout the County including:

- 25 community halls (varying sizes)
- 7 baseball diamonds
- 2 riding arenas
- 5 curling
- 2 arenas
- 3 outdoor rinks
- 10 parks with campgrounds
- 4 soccer pitches

This list of facilities does not include City of Wetaskiwin facilities. The following three diagrams illustrate the facilities that are within the defined market area of Lakedell Agricultural Society facilities, specifically focusing on curling clubs, riding arenas, and community halls.



Diagram 1: Market Area Curling Clubs

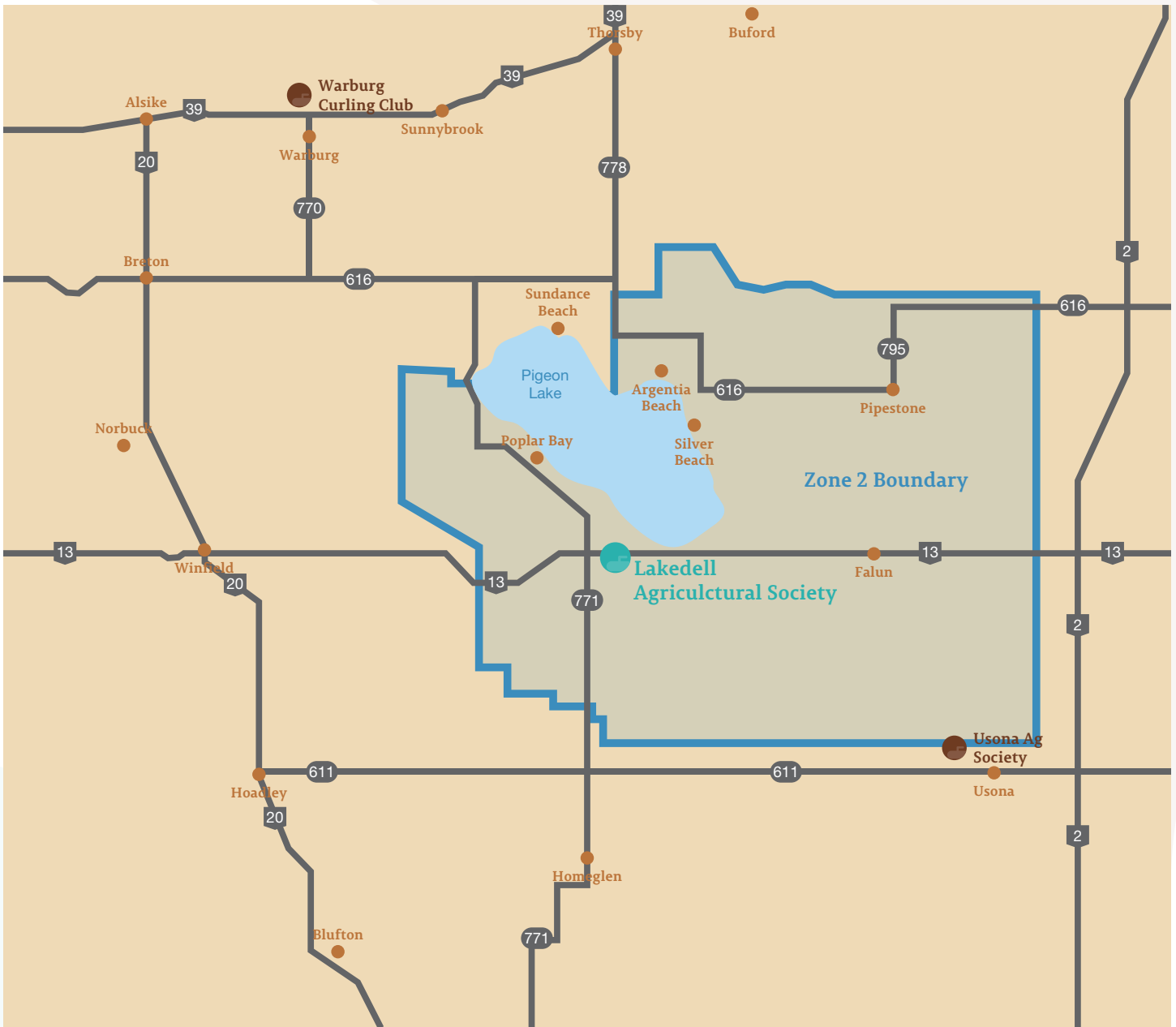


Diagram 2: Market Area Riding Grounds



Diagram 3: Market Area Community Halls



Section 4

Policy Review

In this Section

- The planning context – review of local planning policies
- Review of recreation and culture policies that will influence the planning process

Key Findings

- **County of Wetaskiwin Co. 10 Recreation Master Plan** - Project Alignment: This project supports providing space to encourage active living within the County, while fostering strong organizations and community leaders to create an attractive place to work, live and visit.
- **Spirit of Alberta** - Project Alignment: This project fosters and promotes the agricultural heritage of the area, and seeks to build social capital within the community.
- **Active Alberta** - Project Alignment: This project fosters active living for a wide array of individuals, and will allow for a variety of groups to offer programming to the community.
- **Framework for Recreation in Canada** - Project Alignment: This project supports Lakedell Agricultural Society as a hub for recreation delivery in the region, and assists with building recreation capacity.

The Lakedell Agricultural Society Operations Strategic Plan and Facility Concept Plan began with a review of a series of related municipal, provincial and federal policies, which will influence and shape the future decisions for the facilities. The review of these policies will place the findings and analysis into regional context, and within the provincial and national trends for the future directions of recreation and culture.

Local and Regional

The following is a summary of identified local and regional policies, which have informed the research and have influenced the creation of this plan.

Lakedell Agricultural Society Strategic Plan (2015-2018)

Stated goals/objectives within Lakedell Agricultural Society 2018-2021 Business Plan:

1. Complete feasibility study
2. Curling rink structural updates
3. Enhancements to riding arena

The strategic plan notes shifting the programming focus of the organization to addressing the needs of the older population within the community, and having less of an agricultural focus on programming.

The Lakedell mission statement is as follows:

Lakedell Agricultural Society's mission is to promote and enhance strong community, healthy rural living, and the long-term sustainability of the practice of agriculture.

The organizations vision statement is:

Lakedell Agricultural Society will strive to support the multi-faceted community in central Wetaskiwin County by providing activities, programs and facilities that enhance rural life, livelihood, agricultural practice, community development and recreation.

Project Alignment Statement

This project aligns with the strategic goals to evaluate and consider upgrading existing facilities.

County of Wetaskiwin No. 10 Municipal Development Plan (2010)

County of Wetaskiwin No. 10's Municipal Development Plan (MDP) sets out the guidelines for orderly growth and development over the next 20 years and beyond. The MDP provides a comprehensive long-term land use policy framework within which present and projected growth and development may take place.

Purpose:

"The County of Wetaskiwin will strive to maintain a balanced approach to diverse development while protecting our agricultural heritage and rural environment."

The plan outlines eight objectives to guide development within the County. Specific to the provision of recreation, is 'Objective 6: Commercial/Residential'. The plan states:

Objective 6.2 Recreational development respects the existing community character. Recreational development has various degrees of impact on adjacent lands. In addition to boat launches and parks at the lakes, there are several golf courses and campgrounds as well as museums and trails in the County which act as visitor attractions.

6.2.1 Low-impact, passive recreational uses such as trail systems that do not require permanent structures or have the potential to contaminate soil or groundwater may be permitted on good agricultural land.

6.2.2 Recreational uses should be located on poor agricultural land.

6.2.3 Notwithstanding any previous subdivision, the subdivision of a parcel from a quarter section may be allowed for a recreational use.

6.2.4 Developers may be required to demonstrate the economic viability of the proposed recreational use prior to subdivision approval.

6.2.5 Developers are required to provide information on water supply, proposed sewer systems, transportation and other relevant service

Project Alignment Statement

The project supports the promotion of agricultural heritage and rural lifestyle in the community.

County of Wetaskiwin No. 10 Recreation Master Plan (2014)

The County of Wetaskiwin Co. 10 Recreation Master Plan in 2014 documents the present and future needs for recreation, trails, parks, open spaces and programs throughout the County. Identified within the plan includes the facilities owned and operated by Lakedell Agriculture Society.

As part of the Plan development, the County comprised a list of County facilities and facilities that the County provides funding to. The following chart presents a summary of recreation facilities in the County.

Facilities	Details
Recreation Centres / Community Halls	11 municipally owned, 13 privately owned and 1 school board owned
Ball Diamonds	7 ball diamonds at 4 facilities
Soccer Pitches	5 facilities with soccer pitches
Tennis Courts	2 owned by the Town of Millet
Playgrounds	5 municipally owned
Publicly supervised beaches / splash pads	4 public supervised beaches including Viola Beach, Mulhurst Bay, Buck Lake Provincial Day Use Area, and Ma-Me-O Beach as well as a splash pad park in Millet.
Seasonal Outdoor rinks	Located in Millet, Falun, and Mulhurst Bay
Ski Hill	1 privately owned ski hill in Gwynne
Parks with Campgrounds	7 municipally owned (including Winfield Lions Pioneer Park operated by a non-profit group on County land) and 3 provincially owned parks with campgrounds as well as a Girl Guides campground. The County campgrounds total 302 acres while the Provincial campground totals 2,135 acres
Trail System	CPR Canyon Hiking Trail system totally 4 km

Source: County of Wetaskiwin No. 10 Recreation Master Plan (2014)

The Plan outlined six desired outcomes or benefits from the provision and funding of recreation amenities and programming. It is focus of the County that they will invest their resources into recreation opportunities that will achieve these outcomes.

The six outcomes identified were:

- Active and Healthy Community: Providing opportunities for all County residents to have active and healthy lifestyles.
- Rewarding Leisure Time: Providing opportunities for all residents to have enjoyable, rewarding leisure time activities.
- Community Development: Fostering community development, creating stronger community organizations and community leaders.
- Community Cohesion: Providing opportunities for social interaction and building stronger, more cohesive communities.

- Environmental Sustainability: Protecting and preserving the County's environment through a sustainable parks and open space system.
- Sustainable Communities: Creating an attractive community with a high quality of life that retains our youth and attracts new residents, businesses and visitors.

Project Alignment Statement

This project supports providing space to encourage active living within the County, while fostering strong organizations and community leaders to create an attractive place to work, live and visit.

County of Wetaskiwin No. 10 Citizen Engagement: Sustainability of Recreation Facilities and Halls (2019)

In February and March of 2019, the County of Wetaskiwin No. 10 engaged the public regarding the sustainability of recreation facilities and halls throughout the County. The Citizen Engagement Sessions were held at the Winfield Agriplex Hall and the Millet Agriplex Hall. Approximately 45 stakeholders attended Winfield and 45 residents attended Millet, along with 7 County Councilors, the Assistant Chief Administrative Officer, Director of Leisure and Community Services, Director of Public Works, Director of Finance, Communications Officer, and Municipal Intern.

During the public engagement sessions specific questions were asked, and answered via electronic voting devices.

Of interest to this project, when asked if attendees agreed that the County in conjunction with interested community associations who own and/or operate major parks and recreation facilities should prepare long range development plans for these properties. Approximately 80% of the attendees at both sessions responded yes.

Specifically relating to curling facilities at the Winfield session 60% of attendees responded that 5 rinks would be sustainable, and approximately 20% believed 4 rinks were sustainable.

At the session the County officials also asked attendees to identify recreation facilities and halls they use or identify as significant for the community. The Lakedell facilities were identified as significant to the community by the majority of attendees.



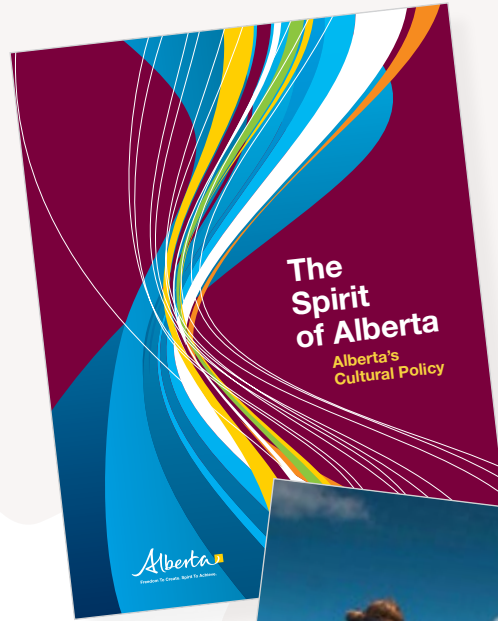
Provincial and National

The following is a summary of identified provincial and federal policies, which have informed the research and have influenced the creation of the Lakedell Agricultural Society Operations Strategic Plan and Facility Concept Plan.

Spirit of Alberta (2008)

Launched in January 2008, this policy provides a framework for decision-making related to the support, growth and development of culture. Based on extensive research and public consultation, the Spirit of Alberta policy reflects the broad view of Albertan culture, encompassing the arts, our heritage, natural landscapes and recreation. The policy is focused around four keystones: access; capacity; excellence; and growth of cultural industries.

Recreation, active living and sport are integral to the culture of Alberta. As the Spirit of Alberta: Alberta's Cultural Policy states, recreation and sport are included in our definition of Alberta's culture and: "...culture is the glue that connects us as individuals to our communities, fostering unity, civility and a sense of belonging, pride and caring for our fellow citizens."



Project Alignment Statement

This project fosters and promotes the agricultural heritage of the area, and seeks to build social capital within the community.

Active Alberta (2011 – 2021)

Recreation, active living and sport are vitally important to Albertans. Research clearly points to the importance of active lifestyles to the physical, social and emotional health and well-being of individuals and their communities. The Government of Alberta's Active Alberta Policy (2011 – 2021) is the overarching policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province.

This resource outlines a 10-year policy to refocus government initiatives, challenge partners, and encourage Albertans to become more active. Active Alberta, sets out a vision for recreation, active living and sport: Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment, through recreation, active living and sport.

The Policy identifies that:

"Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans."

Core to the Policy document is the identification of six core outcomes which reflect the intended objectives of the Policy:

- Active Albertans: More Albertans are more active, more often.
- Active Communities: Alberta communities are more active, creative, safe and inclusive.
- Active Outdoors: Albertans are connected to nature and able to explore the outdoors.
- Active Engagement: Albertans are engaged in activity and in their communities.
- Active Coordinated System: All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.
- Active Pursuit of Excellence: Albertans have opportunities to achieve athletic excellence.

Project Alignment Statement

This project fosters active living for a wide array of individuals, and will allow for a variety of groups to offer programming to the community.

Municipal Government Act (1967; Modernized 2016)

The *Municipal Government Act* (MGA) was first enacted in 1967, and is the second-largest piece of legislation in the province.

There are three key topics governed by the Act: planning and development; governance and administration; assessment and taxation. This legislation helps to define how Albertan municipalities function, develop land, and manage funds.

The MGA was amended by three bills over three years: *Municipal Government Amendment Act* (2015), *Modernized Municipal Government Act* (2016) and *An Act to Strengthen Municipal Government* (2017).

- *Municipal Government Amendment Act (2015)*
 - » Key highlights included conduct of elected officials, open council meetings and subdivision and appeal board training.
- *Modernized Municipal Government Act (2016)*
 - » Key highlights include expanding the types of projects that could be funded through off-site levies to include fire and police stations, recreation centres and libraries. Improved regional planning with growth management boards and inter-municipal collaboration frameworks, which will lead to more efficient services for Albertans.
- *An Act to Strengthen Municipal Government (2017)*
 - » Key highlights include the provision of parental leave for municipal councillors.

Intermunicipal Collaboration Framework (2016)

Municipalities that share a common boundary must create an Intermunicipal Collaboration Framework (ICF) with each other.

Frameworks are intended to:

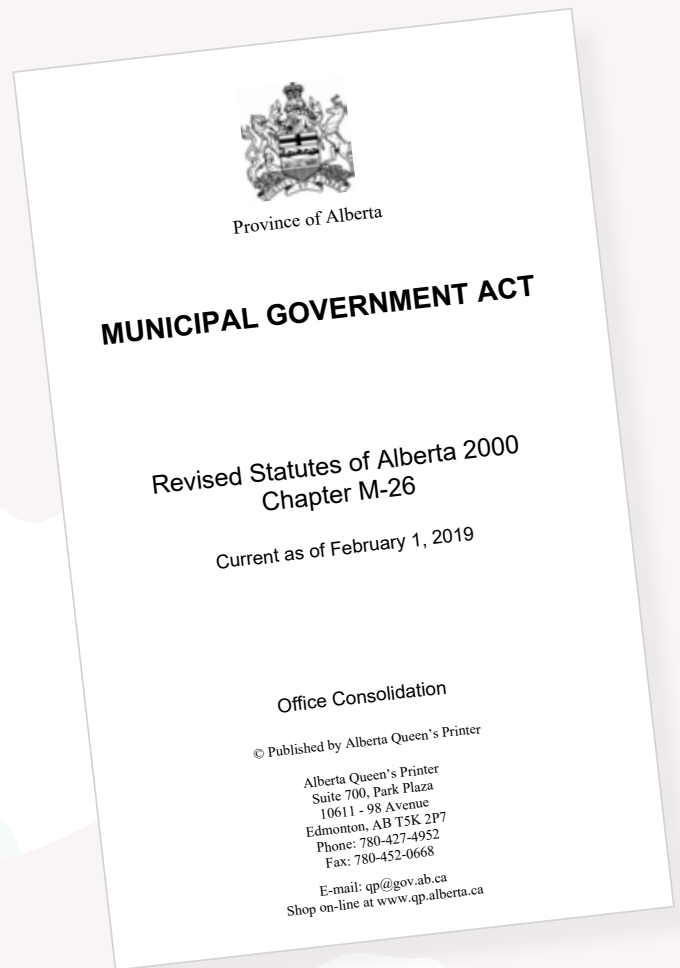
- provide for integrated and strategic planning, delivery and funding of intermunicipal services
- allocate scarce resources efficiently in the providing local services
- ensure municipalities contribute funding to services that benefit their residents

Municipal councils adopt their framework by passing matching bylaws that:

- list services currently provided by each municipality; services being shared on an intermunicipal basis by the municipalities; and services provided by third parties
- identify how each of these services would be best delivered
- outline how intermunicipal services will be delivered and funded

Each framework must address the following services:

- transportation
- water and wastewater
- solid waste
- emergency services
- recreation, and
- any other services that benefit residents in more than one of the municipalities that are parties to the framework



A Framework for Recreation in Canada 2015: Pathways to Wellbeing

The Framework provides a new vision for recreation and identifies common ways of thinking about the role of recreation in Canadian life, based on clear goals and underlying values and principles. It has been endorsed by the Government of Canada, Provincial and Territorial Ministers, the Canadian Parks and Recreation Association, Provincial and Territorial Parks and Recreation Associations and the Federation of Canadian Municipalities.

The Framework provides a renewed definition of recreation: ... is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Vision

We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster individual wellbeing, community wellbeing, and the wellbeing of our natural and built environments.

Goals



Goal 1: Active Living

Foster active living through physical recreation.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



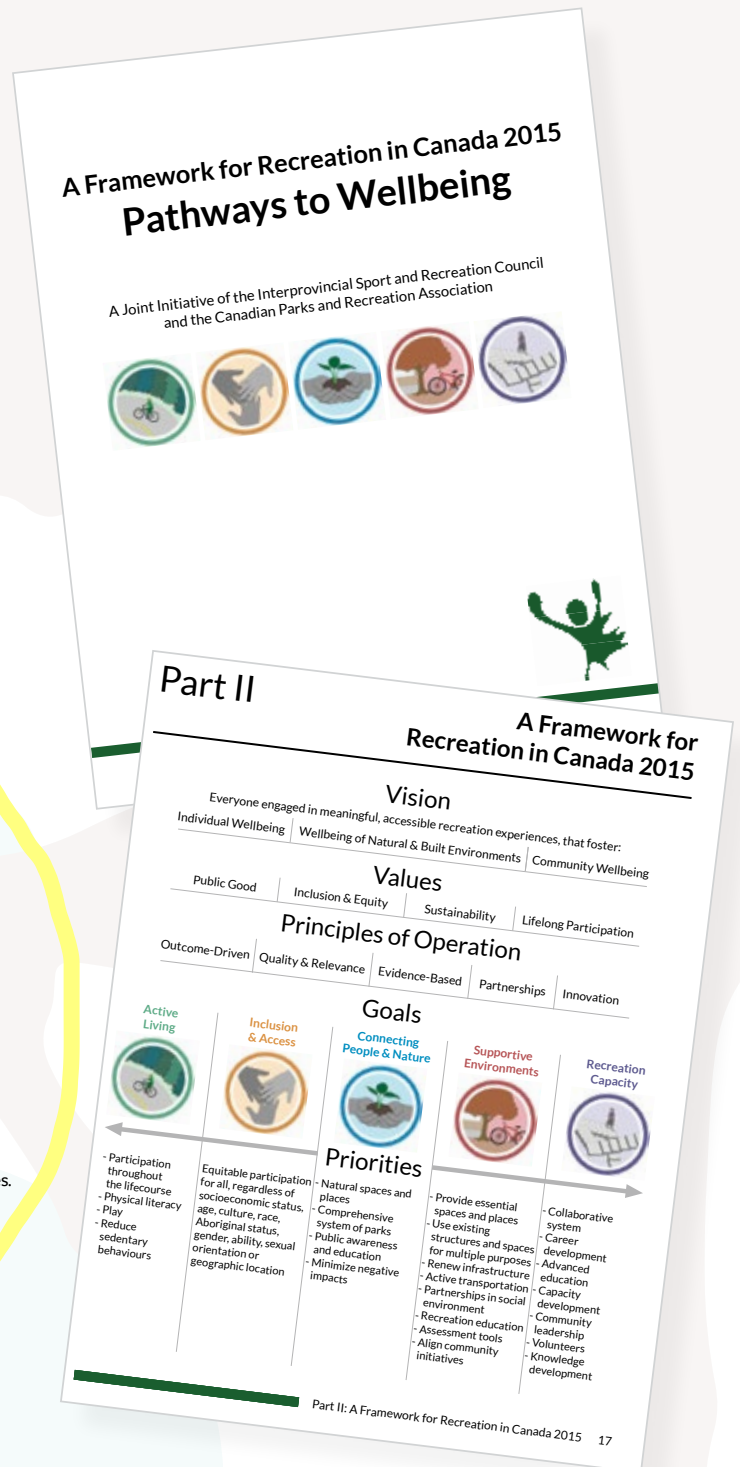
Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.



Project Alignment Statement

This project supports Lakedell Agricultural Society as a hub for recreation delivery in the region, and assists with building recreation capacity.

Truth and Reconciliation

Reconciliation Canada is an Indigenous-led organization that envisions a vibrant Canada where all peoples achieve their full potential and shared prosperity through meaningful relationships, values-based dialogue, leadership and action. Several “calls to action” were outlined in the Truth and Reconciliation report commissioned by Reconciliation Canada in 2016. Some of the calls to action are pertinent to the public delivery of recreation services.

Call to Action 66

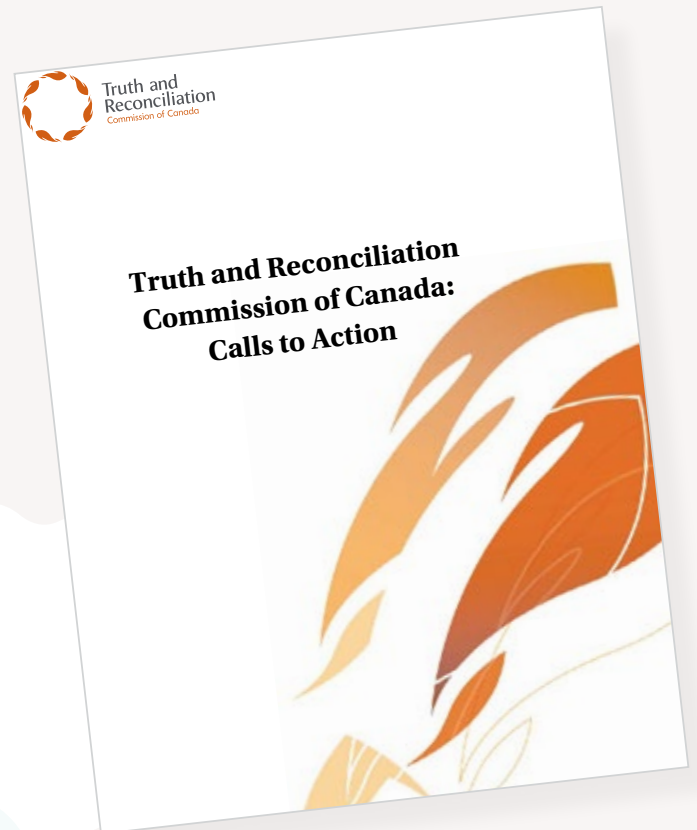
We call upon the federal government to establish multiyear funding for community-based youth organizations to deliver programs on reconciliation.

Call to Action 87

We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.

Call to Action 88

We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.



Project Alignment Statement

This project creates the opportunity to create synergies in the community and throughout the region between various groups, and organizations.



Section 5

Case Study: Alberta Agricultural Societies



In this Section

- Case studies
- Benchmarking



Key Findings

- 293 Agricultural Societies in Alberta (2 major, 7 regional, 284 district/town)
- Shift in programming offered by Agricultural Societies across Alberta, which includes (but not limited to) computer, decorating, and photography classes; move nights; general fitness and yoga classes.
- Case study communities examined: Thorsby; Alder Flats; Madden.

As per Alberta Bill 14: Agricultural Societies Amendment Act (2015) the mandate of Alberta Agricultural Societies is:

“The object of a society is to encourage improvement in agriculture and enhanced quality of life for persons living in the community by developing educational programs, events, services and facilities”

There are 293 Agricultural Societies in Alberta (2 major, 7 regional, 284 district/town), which are primarily staffed and operated by volunteers. These not-for-profit organizations are focused on engaging and fostering community support and spirit, while providing educational, recreational, and social opportunities to their community members.

In total there are over 700 facilities that are owned and/or operated by Alberta’s Agricultural Societies. These facilities include, but are not limited to, community halls, ice arenas, riding arenas, camping facilities, and parks.

With the exception of the two major Agricultural Societies in Alberta, the major of Agricultural Societies are in suburban or rural areas. As noted in the quote from Mr. Eggen, MLA above, in recent decades rural areas in Canada have been experiencing a lost in population. By 2011, fewer than one in five Canadians lived in a rural community, the lowest rate experienced in history (Statistics Canada, 2018) . What is unique and significant, is the low number of young Canadian living in rural communities; according to the 2011 Canadian Census only 17% of people living in rural areas were between the age of 15 to 29.

However, there is evidence of a shift occurring and a countervailing migration flow of young families, mid-life career changers and retirees out of major urban centres to rural areas. This changing rural demographic, has actually been referenced by some of Alberta’s societies when speaking to the state of their organization and goals. For example, the President of Whitecourt District Agriculture Society notes:

Founded in 1995, the Society’s members were largely made up of people with an agricultural background. Over the years, the membership has developed into a more balanced community, made up of families that have moved into the area to either retire or work, families wanting to have more agricultural influence within the community. For this reason, the Society has grown to be more diverse in its programming and events to accommodate this change.

This shift is also represented in the changing programming offered by Agricultural Societies across Alberta, which includes (but not limited to) computer, decorating, and photography classes; move nights; general fitness and yoga classes. These examples compliment the traditional agricultural education and skill building programming that is offered by Agricultural Societies across Alberta.

To summarize the current state of Agricultural Societies in Alberta, it is evident that they still continue to foster agricultural awareness, safety training, and mentorship; however, they also serve an important boarder purpose to development and support vibrant, engaged communities for their residents by providing access to recreation facilities and programming that would otherwise not be available in rural communities.

Case Studies

Research was conducted into major agriculturally based recreation facilities across Western Canada in order to identify potential facility components and groupings, best practice in recreation and operating models

The following chart provides an overview of cost of public utilization of several select equestrian facilities in Alberta.

Chart 3: Benchmarking Riding Facilities

Facility	Community	Day Rate	Hourly Rate	Annual Single Riding Membership	Drop-in Riding	Daily Box Stall Rentals
Lakedell Ag Society	Lakedell	\$350	\$35	\$120	\$10	N/A
Calnash Trucking Ag Event Centre	Ponoka	\$1,200	\$120	N/A	\$40	\$40
Olds Cow Palace	Olds	\$975	\$125	N/A	N/A	\$50
Thorsby Haymaker Centre	Thorsby	\$550	\$55	\$200	\$15	\$20
Beaumont and District Agriculture Society Riding Arena	Beaumont	\$150/\$300 (2 arenas)	\$15	\$180	\$30	N/A
Cold Lake Agricultural Society Riding Arena	Cold Lake	\$400	N/A	\$237	\$20	\$20
Agrim Centre	Rimbey	\$750	\$100	\$350	\$20	\$40



Thorsby Agricultural Society - Thorsby, Alberta

Thorsby is a town in central Alberta, in Leduc County. Lakedell Agricultural Society facilities are approximately 40 km south of Thorsby. The Town of Thorsby is Alberta's newest town (effective January 1, 2017), with a population of 1025. The town has a recreation facility, which provides multiple opportunities for residents such as weight room, dance studio, field house, bowling, racket ball and hockey

Thorsby Agricultural Society operates the Haymaker Center, the facility includes:

- an indoor riding arena with heated spectator stands
- a concession area
- meeting rooms

The site also features:

- an outdoor warm up area
- 100 covered overnight stalls
- cattle holding pens
- wash rack
- 20 powered camping sites and space for trailer parking

Programming includes:

- Rodeos (various age groups, levels)
- 4H sales and shows
- Barrel racing events
- Community events



Alder Flats Agricultural Society - Alder Flats, Alberta

Alder Flats is a hamlet in central Alberta, Canada within the County of Wetaskiwin No. 10. It is located approximately 60 kms west of Lakedell Agricultural Society facilities.

Alder Flats Agricultural Society facilities include:

- community centre - banquet hall, lounge, meeting room, kitchen
- curling rink
- outdoor riding arena - 1/2 mile oval, rodeo arena with stands, lights and sound booth
- community park

Programming by the Agricultural Society includes:

- Community meetings
- Family Day party
- Bonspiels
- Curling leagues (adult and junior)
- Christmas potluck
- Movie nights
- Rodeo

Madden Agricultural Society - Madden, Alberta

Madden is a hamlet in southern Alberta, in Rocky View County, located approximately 50 kms south of Calgary.

The Madden Agricultural Society facilities include:

- community hall – (large/small room) with a kitchen
- curling rink and skating ice surface
- outdoor riding arena
- campground
- baseball diamonds

Programming by the Agricultural Society includes:

- Community meetings
- Musical performances and dances
- Rodeo

2013 Renovation of Facilities

The Madden Agricultural Society recently embarked on a large renovation project of the curling rink, community centre and playground structure. The enhancements encompassed a myriad of improvements, including new kitchen appliances, new carpet, curling rocks, the redesign of the refrigeration system at the curling rink, roof resurfacing, and the replacement of the community playground.

With 50% funding support from Rocky View County, the renovation project was completed in the fall of 2013 and cost just under \$300,000, along with 500 volunteer hours to complete.

Section 6

Trends and Leading Practices

In this Section

- Review of participation and programming trends in rural and agricultural related recreation pursuits
- Overview of recreation facility design trends

Key Findings

- Travel Alberta has estimated that over \$200 million dollars is spent annually in Alberta by attendees at events hosted by Agricultural Societies. Societies across the province also reported that over \$36 million dollars (90% of their total annual expenditures) was spent locally or regionally.
- Rural municipalities are home to approximately 16% of Alberta's population.
- Community services, such as healthcare, education and recreation, are important and necessary for rural municipalities to offer a quality of life that will attract and retain residents and business development.
- An 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.
- To increase efficiencies and attract a range of user groups, recreation and leisure community facilities are being designed to accommodate multiple activities and to encompass a host of different components.

Trends in Rural and Agriculture-Based Recreation

Summarized as follows are key findings from a number of sources, which provide insight into rural and agriculturally based recreation programming and events in Alberta and as such has influenced the development of this Operations Strategic Plan and Facility Concept Plan.

These trends are based on available data from a number of sources, as well as best practices anecdotally observed at the 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.

Economic Impacts of Agriculture-Based Recreation

Agriculturally based 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 generates an economic impact of approximately \$30 million dollars for the local host economy (which will be hosted by Red Deer, Alberta from 2018 – 2028). It is also estimated that professional rodeos in North America contribute over \$30 million annually to charitable organizations.

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.

Rural Recreation

Rural municipalities are home to 18% of the approximately four million people that live in Alberta. Community services, such as education, healthcare and recreation, are proven economic drivers. In addition to contributing to economic sustainability recreation and leisure activities, as well as parks and green spaces are essential to our physical, intellectual social and spiritual wellbeing, or simply essential to our quality of life. For Alberta's rural municipalities to offer a quality of life that will attract and retain residents and business development, strong community services must be available.

Recreation amenities require short- and long-term investment for communities. Rural communities do not have the population density of urban centres, which are needed to support the capital investment and operational budget demands, therefore rural communities often seek to establish cooperative agreements between neighbouring municipalities or local non-profit organizations to ensure their residents' needs are met.

The provision of recreation and leisure pursuits often look different in rural areas than in urban areas. It is important that rural communities have the autonomy to offer services in a way that meets the local needs of their residents.

Trends in Rural and Agriculture-Based Programming

Rural Education

Changing demographics and a continuing population shift from rural to urban areas has forced many 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 agriculturally based recreation programs and events.

Educational displays, food to fork shows, and the creation of introductory competitions are examples of rural education strategies that many rural 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.

Providing Structure and 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 Albertans who average the lowest amount of average leisure time per day nationally.

Examples of unstructured opportunities could include providing open times for riding at an indoor facility or publicly 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.

Partnerships

Important and often crucial to the provision of 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.

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 agriculturally based and rural 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. A 2015 survey conducted by the Alberta Agricultural Societies, found that nearly 65 percent of the Agricultural Societies in Alberta benefited from contributed "in kind" goods and services provided by their local community. The survey data also indicated that Agricultural Societies received a cumulative \$4.1 Million in "in kind" goods and services, indicating the strong support for Agricultural Societies by local individuals, businesses, municipalities and community organizations.

Facility Trends and Leading Practices

Multi-Purpose Spaces

Increasingly, community recreation and leisure community 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 agriculturally based 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 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, parking, 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 recreation facilities. Designing spaces that are easily re-configured and have multiple layout options can help attract and accommodate a multitude of activities.

Integrating Indoor and 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.

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.

Section 7

Stakeholder Engagement

In this Section

- Overview of the engagement process of this project
- User group survey findings
- Stakeholder interview findings

Key Findings

- The engagement process for this project included stakeholder group meetings and a targeted mail out resident survey, an online survey was also posted.
- Generally, the survey respondents indicated that they value recreation in their community and that recreation contributes to stronger, healthier, more prosperous communities.
- The majority of respondents (75%) stated that overall they were satisfied with the recreation opportunities in the community.
- The favorite recreation and cultural activities of the surveyed community include: outdoor physical activities, such as walking or cycling (73%); social activities (72%); and natural activities such as fishing and picnicking (66%).
- The most commonly visited indoor facilities by respondents - community halls (45%), museums (34%), and theatres (33%). For outdoor facilities – trails (36%), sports fields (25%) and outdoor playgrounds (24%).
- The most common limits of participation of household members in recreation and culture activities were lack of personal time (47%), lack of desired facilities (36%), and lack of desired programs (28%).
- Forty-five percent (45%) believed that enhancements or additions are needed for more indoor facilities. The top five preferred indoor amenities to invest in, are: fitness/wellness spaces (46%); gymnasiums (36%); swimming pools (34%); fitness tracks (30%); curling rinks and lounges (24%).
- Forty-seven (47%) believed that enhancements or additions are needed for more outdoor facilities. The top five preferred outdoor amenities to invest in, are: trails (38%); campgrounds (29%); event grounds (23%); picnic areas (23%); natural areas (21%).
- Thirty-eight percent (38%) said yes they were willing to pay additional property taxes if that money was used to support enhancements to recreation and culture opportunities in the area. Forty-two percent (42%) said no and 20% was unsure. Of the 38% who said yes, 47% responded that they would support \$51 - \$100 additional tax per year.

Engagement activities with the Lakedell Agricultural Society Board, members, community partners and stakeholders were identified as a research priority in the development of this Facility and Operations Strategic Plan. To ensure that an array of perspectives and opinions were considered, the engagement plan developed for the project included a variety of mechanisms and approaches.

The following chart provides an overview of the engagement mechanisms used to gather feedback from stakeholders in order to better understand and measure the level of support, potential utilization and identify key strategic factors that will be critical to the success of Lakedell Agricultural Society, and its' programming and facilities.

Engagement Method	Participation
Resident Survey (Coded)	494
Resident Survey (Non-Coded)	10
Stakeholder Discussions (Board Members)	2 sessions (~20 participants)
Stakeholder Discussions (User Groups)	2 sessions (~10 participants)

Community Survey

To ensure the highest level of accuracy possible, an agreement was reached with the County of Wetaskiwin No. 10 for the County to support the distribution of the survey. The County utilized the tax roll for the County Recreation Zone 2 to mail out the survey to the region's residents. The survey included information on the Lakedell Agricultural Society, on the project, and the use of the information collected.

How important is recreation to...

Not sure
 Not Important
 Important
 Very Important

...the attractiveness, appeal, and/or success of the region?



...the community/area in which you live?



...your households' quality of life?



Survey Findings

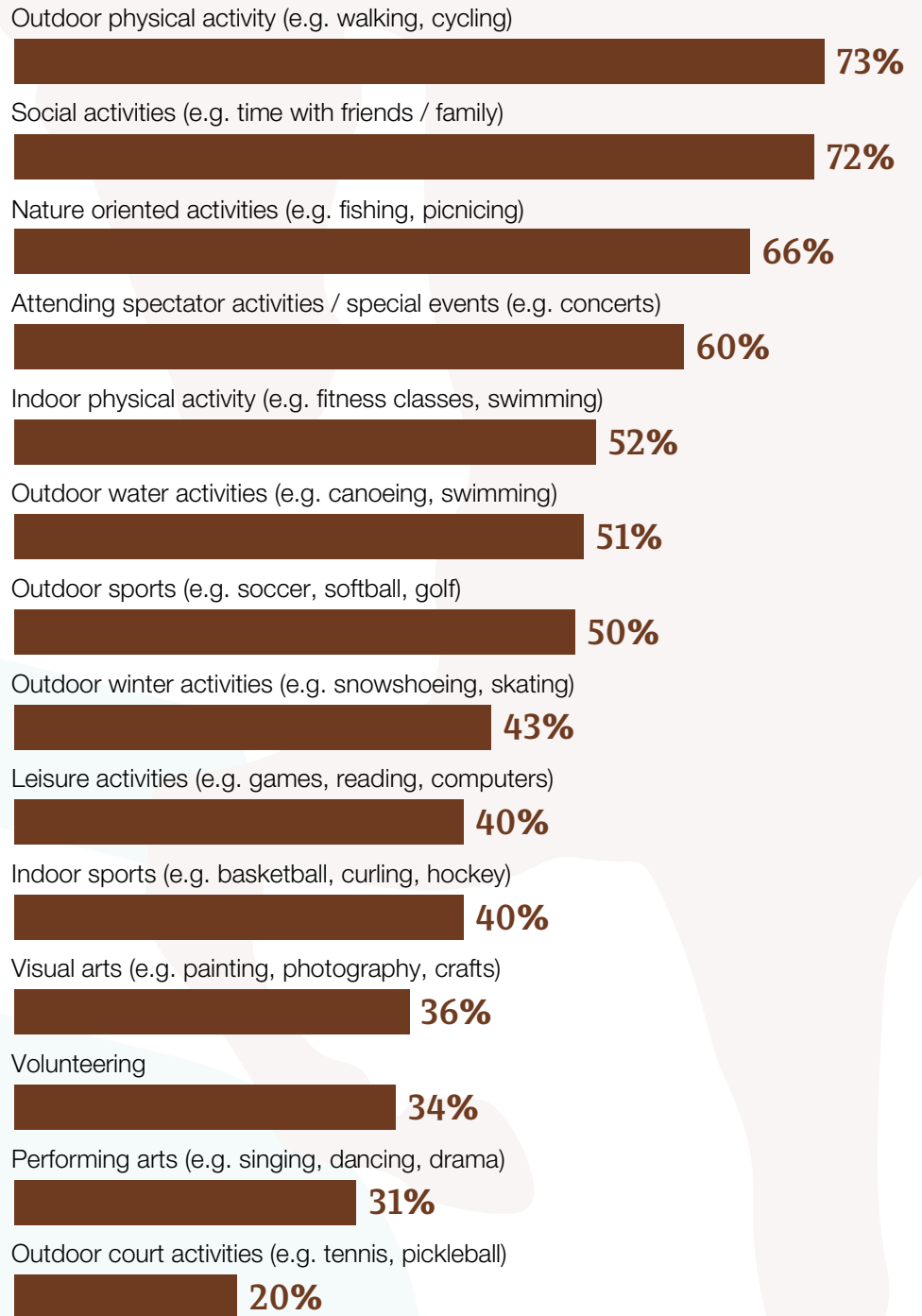
The survey began by assessing the respondent's perception of the value of recreation and culture to their household. When asked how important recreation and culture is to their quality of life 88% said important or very important. In regards to the important of recreation and culture to their community and the community's attractiveness and/or appeal, 94% said important or very important.

When asked about their level of agreement that relates to the development and delivery of recreation and culture opportunities the majority of responded in agreement to the importance of recreation and culture.

Do you agree with the following statements.....	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	I Don't Know
Recreation and culture are “must have” community services that benefit all.	59%	34%	5%	2%	1%
Recreation and culture opportunities make me proud of my community.	53%	38%	5%	2%	2%
Recreation and culture opportunities contribute to personal health, growth and wellness.	61%	35%	3%	1%	1%
Recreation and culture activities and events lead to stronger connections among residents.	63%	33%	3%	0%	2%
Recreation and culture are “must have” community services that benefit all.	59%	34%	5%	2%	1%
Recreation and culture opportunities make me proud of my community.	53%	38%	5%	2%	2%
Recreation and culture opportunities contribute to personal health, growth and wellness.	61%	35%	3%	1%	1%
Recreation and culture activities and events lead to stronger connections among residents.	63%	33%	3%	0%	2%

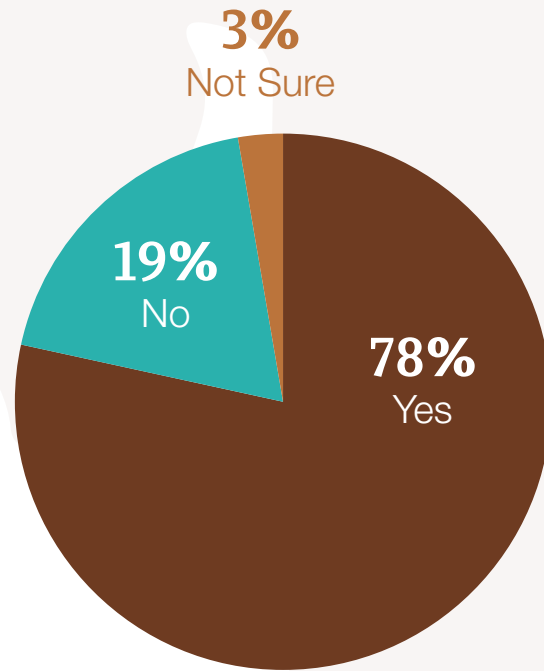
The favorite recreation and cultural activities of the surveyed community include: outdoor physical activities, such as walking or cycling; social activities; and natural activities such as fishing and picnicking.

Favourite Recreation and Culture Activities



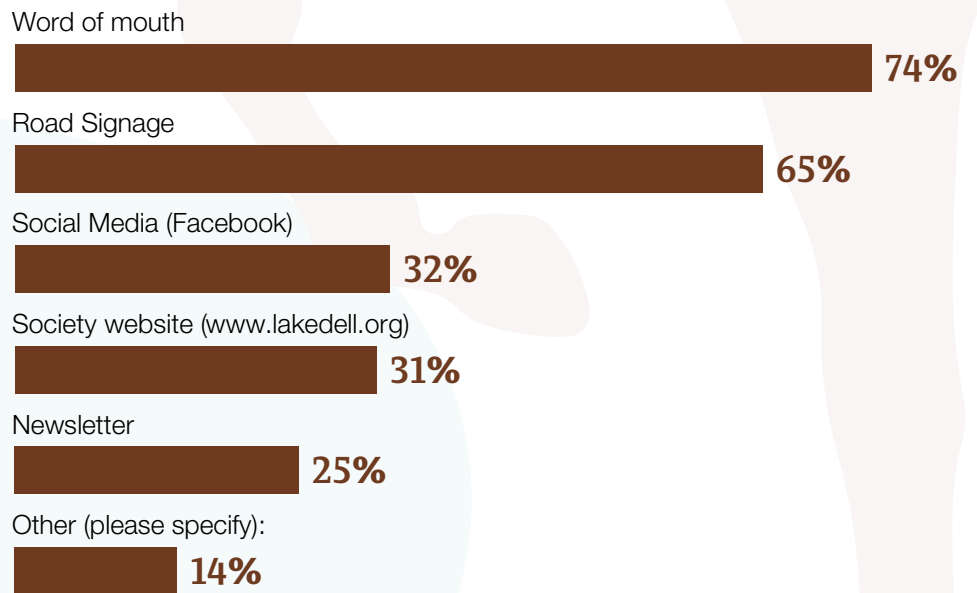
When asked if they were aware of Lakedell Agricultural Society before this questionnaire, 78% stated that they were aware of the Society.

Awareness of Lakedell



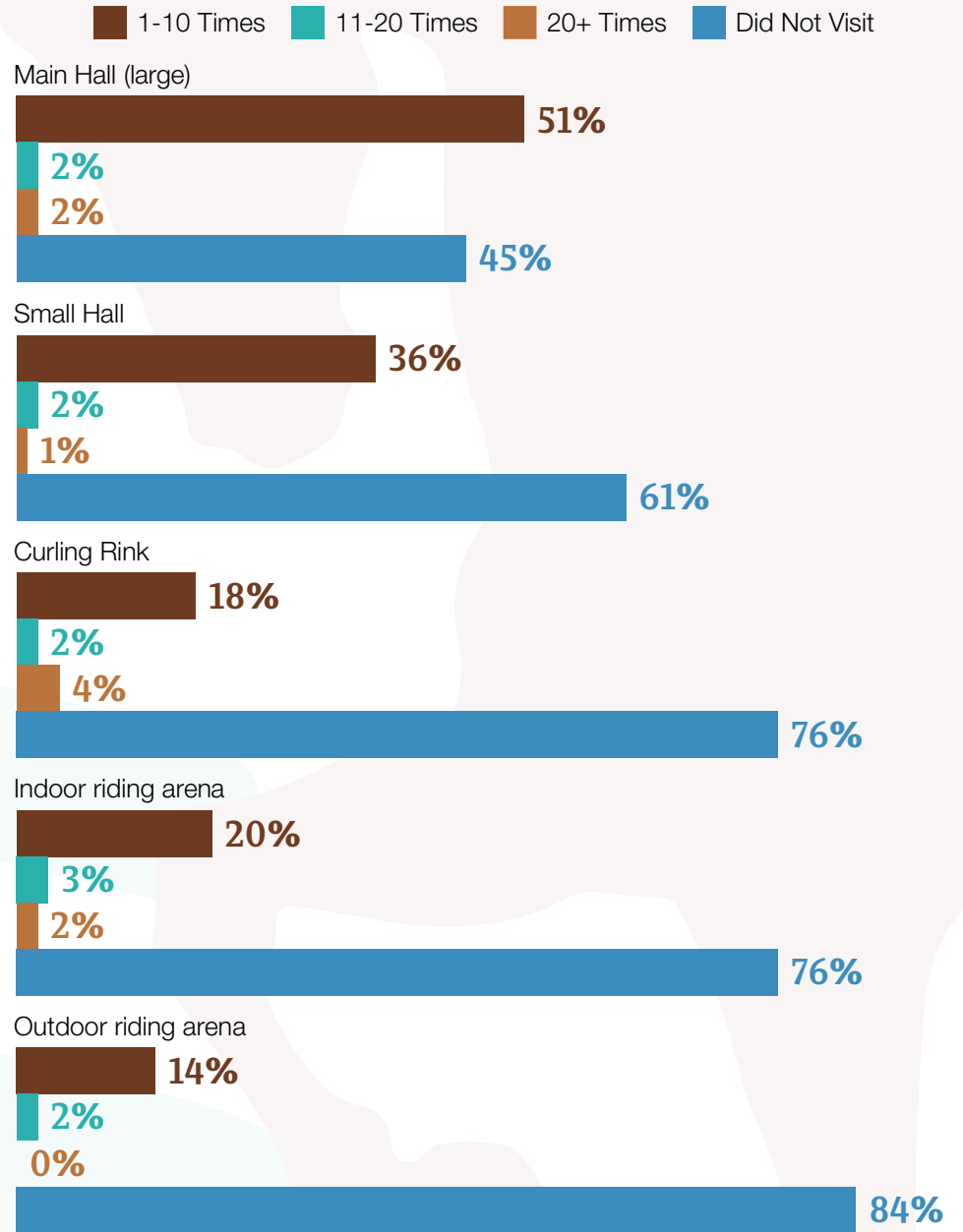
When asked about how they connect and/or find out information about the Society's facilities, events, and programs, the most popular methods were word of mouth (74%), and road signage (65%), followed by 32% who used social media.

Get Information about Lakedell



The questionnaire asked about the usage of recreation and cultural facilities, and specifically the Lakedell Agricultural Society facilities. The community halls were most commonly used, and the curling rink had the highest multi-use with four percent (4%) using the facility 20 or more times.

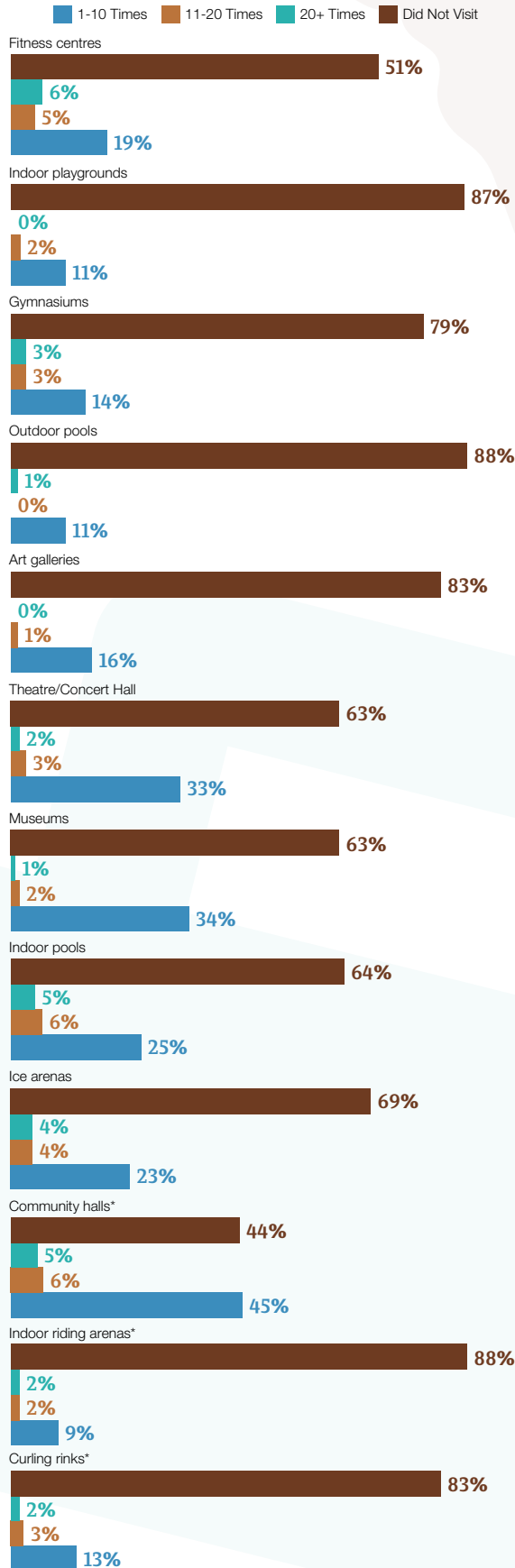
Lakedell Facility Usage



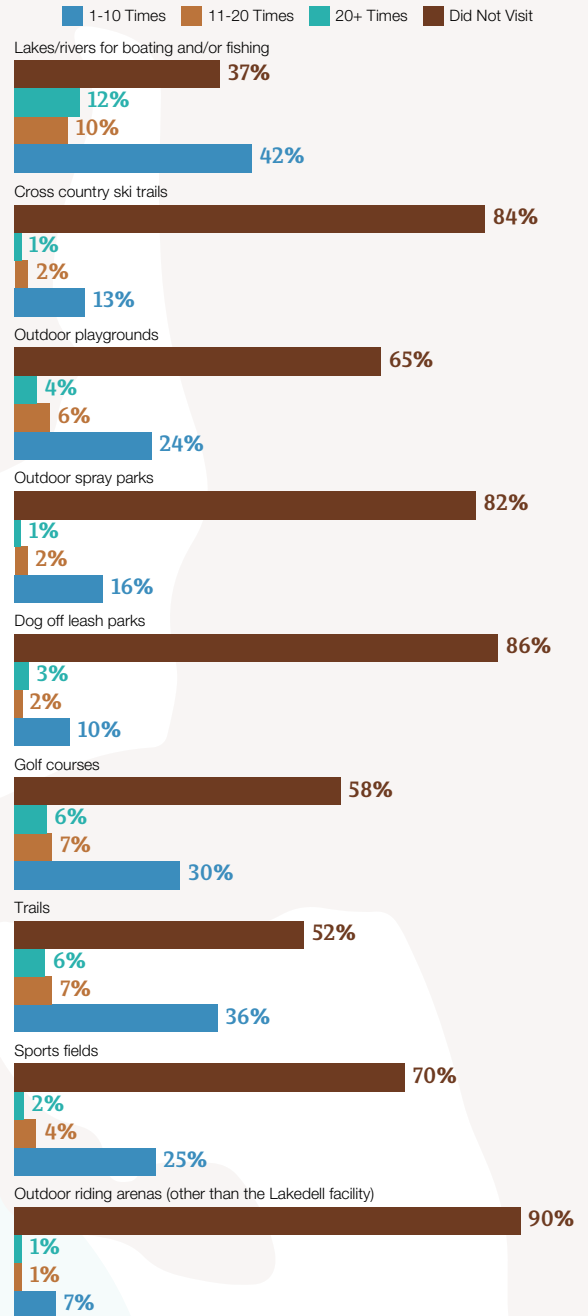
In regards to other indoor facilities - community halls (45%), museums (34%), and theatres (33%) were most commonly visited by respondents.

For outdoor facilities – trails (36%), sports fields (25%) and outdoor playgrounds (24%) were most commonly visited.

Indoor Facility Usage

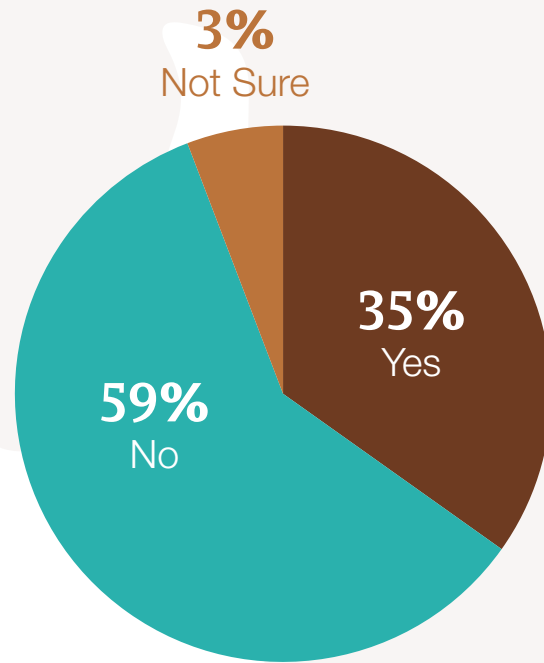


Outdoor Facility Usage



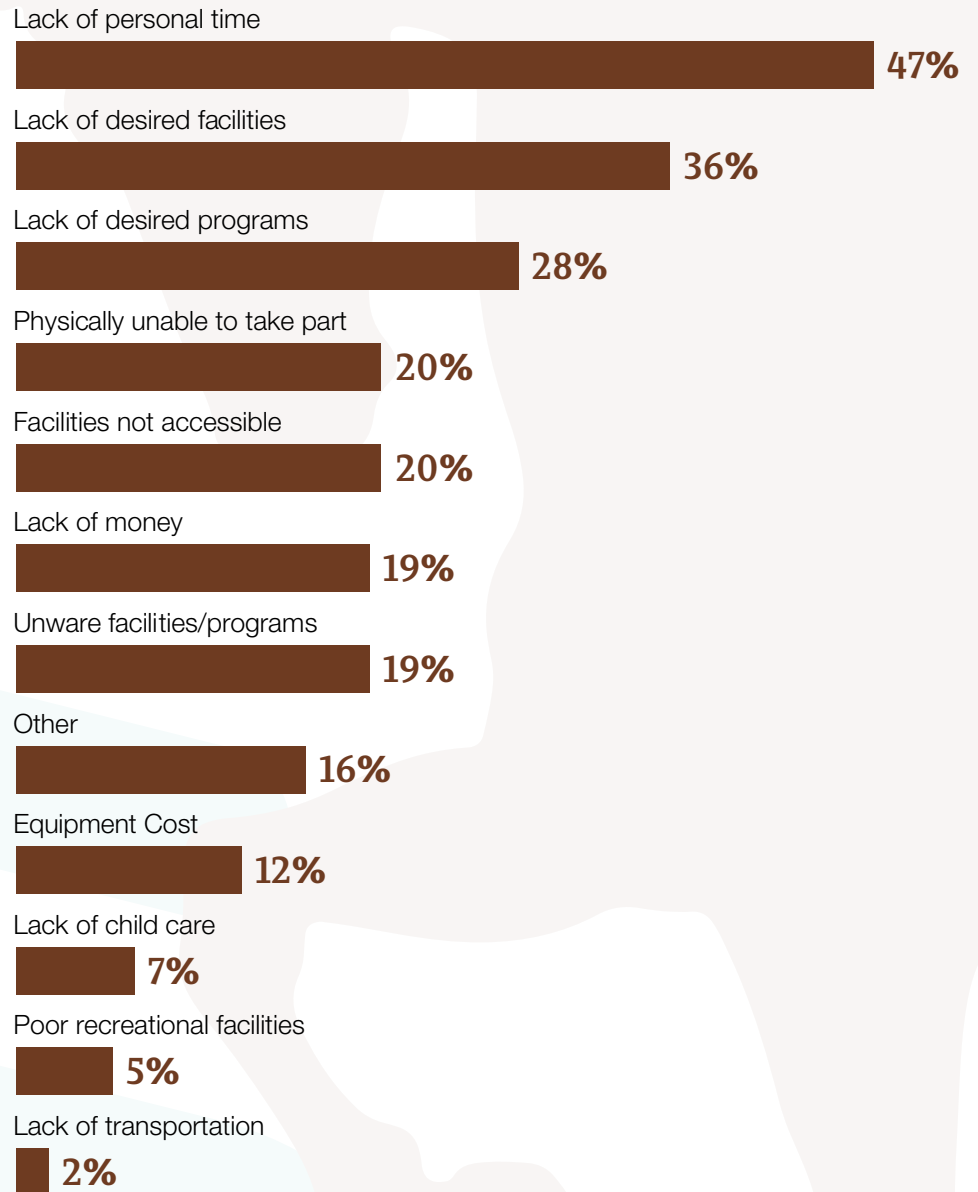
Fifty-nine percent (59%) stated that nothing was preventing their household members from participating in recreation and cultural activities.

Experience Barriers To Participation



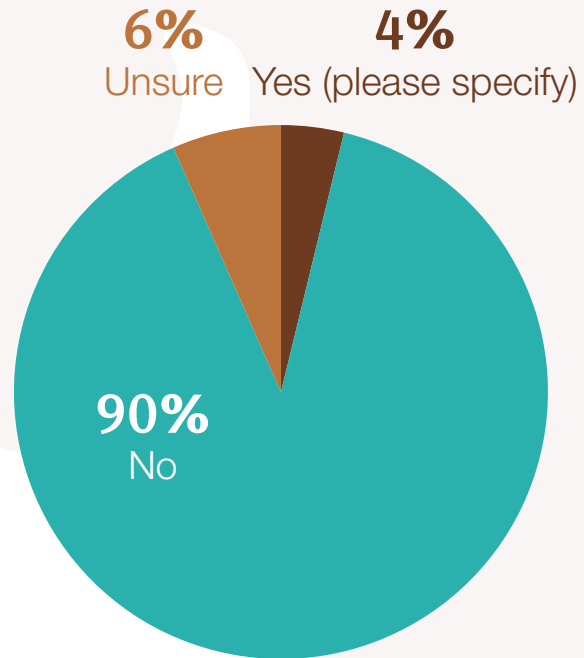
Barriers To Participation

The most common limits of participation of household members in recreation and culture activities were lack of personal time (47%), lack of desired facilities (36%), and lack of desired programs (28%).



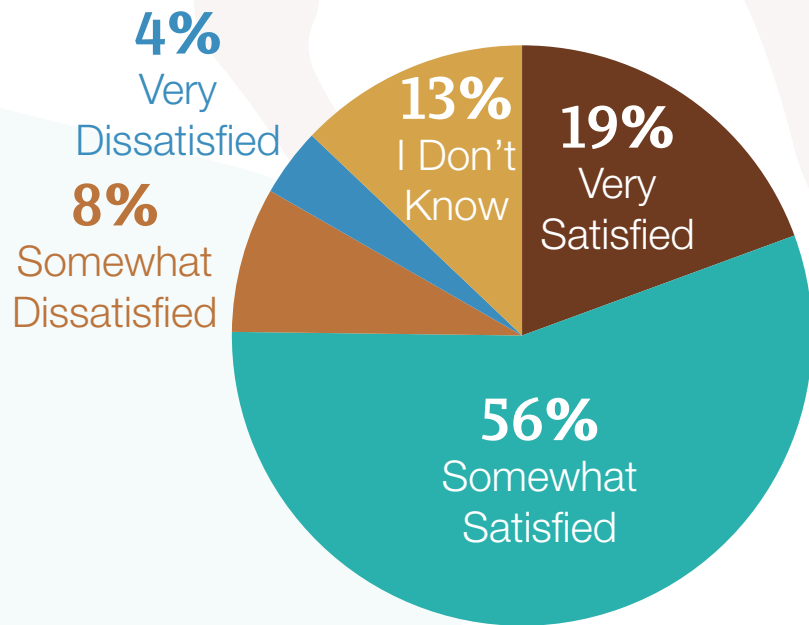
When asked if they were aware of any financial assistance programs in the area to help those who cannot afford to participate in recreation or culture activities, 90% said they were not aware of financial assistance programs.

Awareness of Financial Assistance



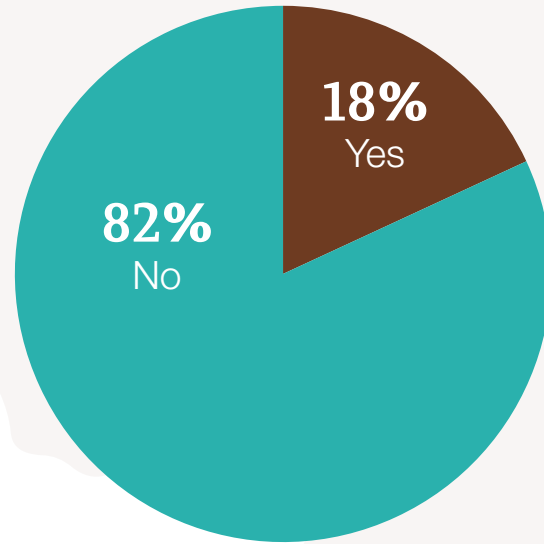
The majority of responds stated that overall they were satisfied with the recreation opportunities in the community.

Satisfaction with Recreation Opportunities



Given the agri-recreation component of this project and programming of Lakedell Agricultural Society, the questionnaire inquired about horse ownership. Eighty-two percent did not own a horse, of the 18% who responded they owned a horse 86% rode their horse on their property.

Horse Ownership



Location of Ridership

Outdoors on your own property



Outdoor on public land (e.g. trails, back-country)



Indoor at a public facility in the region (please specify the facility):



We don't ride the horses that we own



Indoors at your own private facility

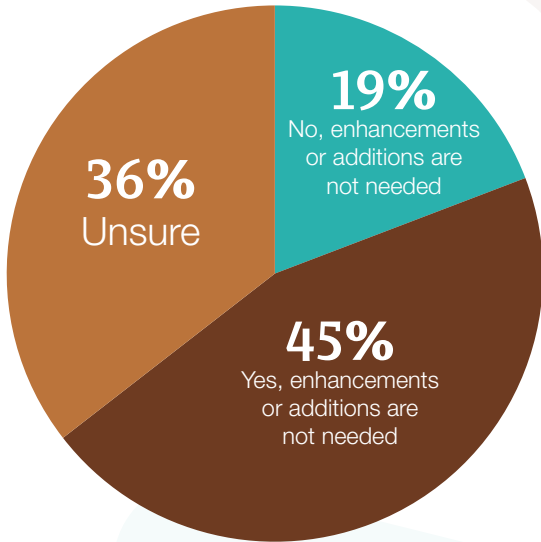


At a private facility where you board your horse (please specify the facility):



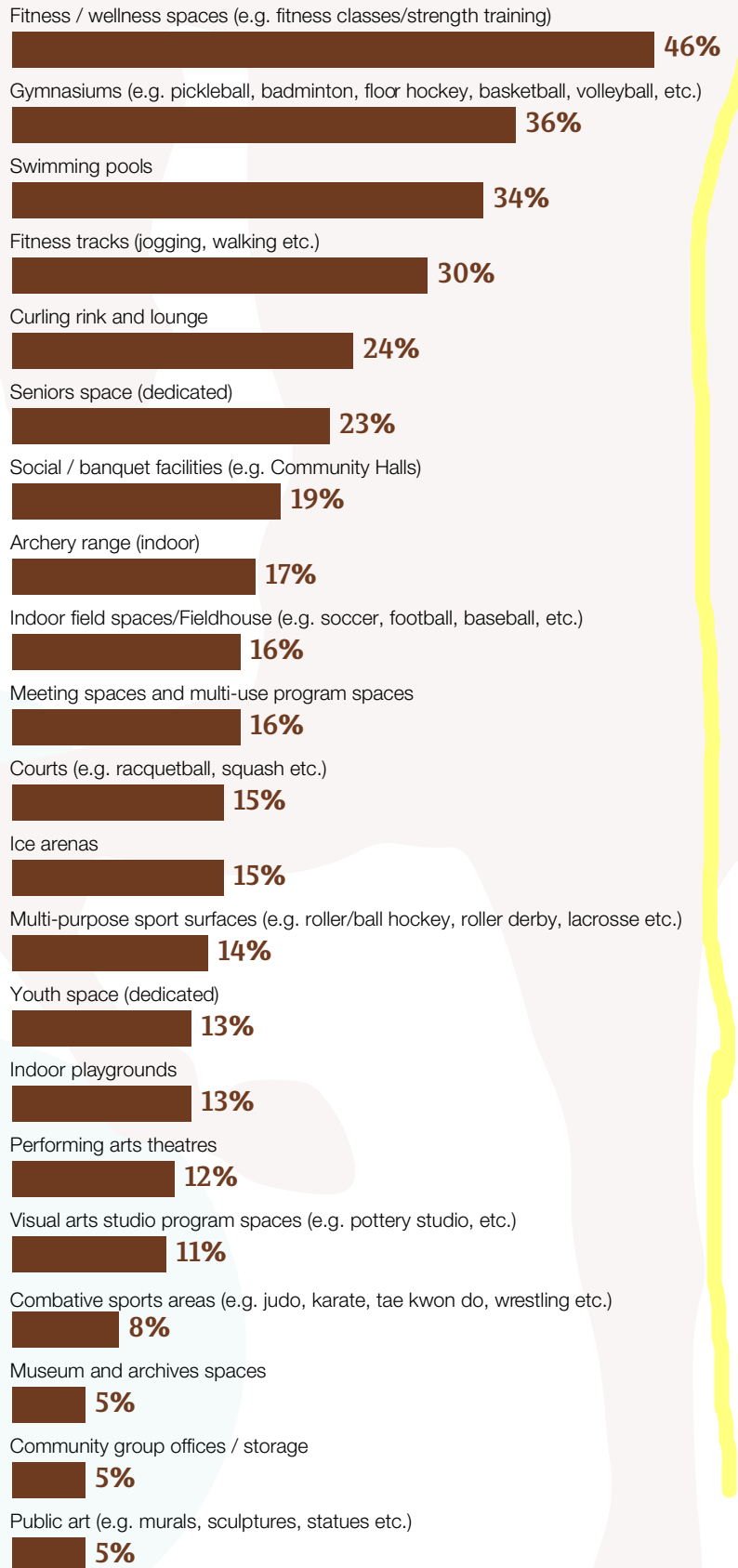
The questionnaire then asked about respondents' future preferences for recreation and culture in their community. Forty-five percent (45%) believed that enhancements or additions are needed for more indoor facilities.

Need for More Indoor Facilities



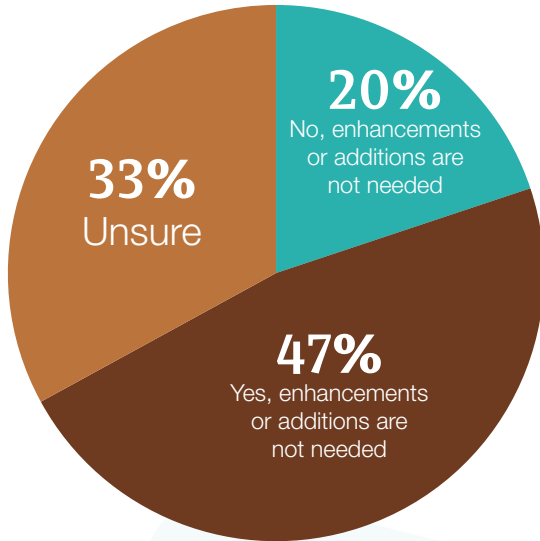
The top five preferred indoor amenities to invest in, are: fitness/wellness spaces (46%); gymnasiums (36%); swimming pools (34%); fitness tracks (30%); curling rinks and lounges (24%).

Indoor Facility Planning Priorities



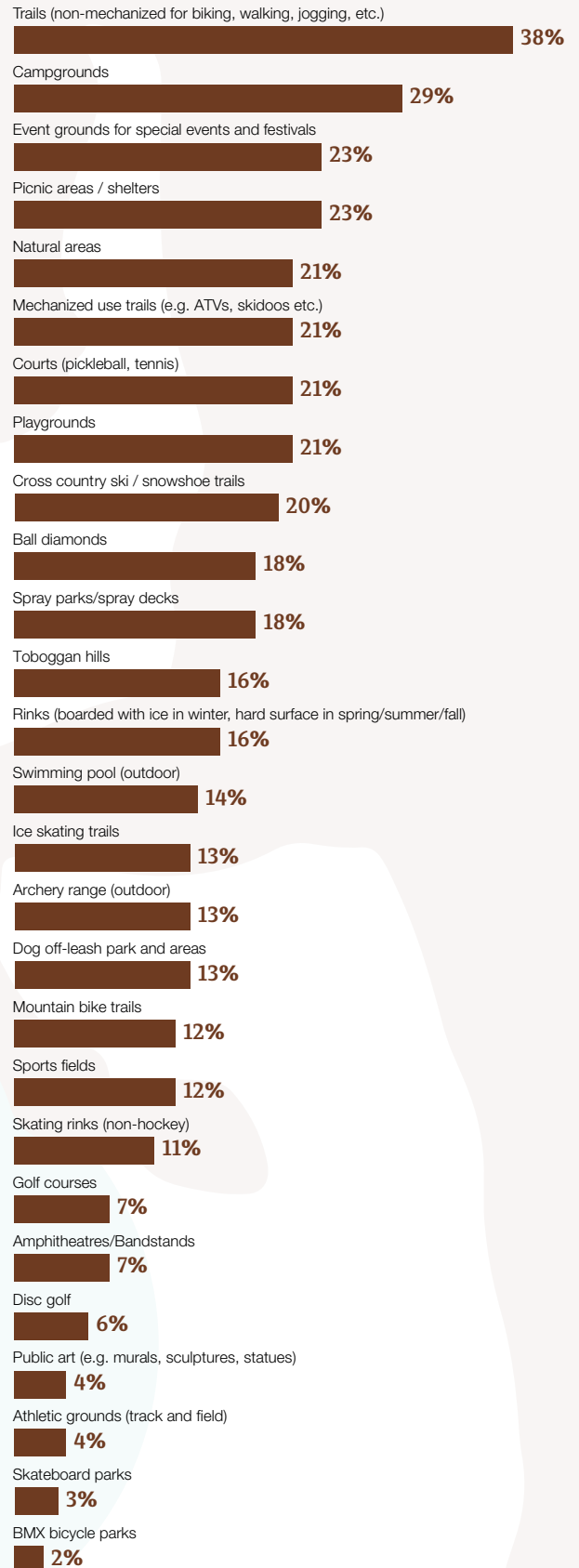
When the questionnaire then asked about respondents' future preferences for outdoor recreation and culture in their community, 47% believed that enhancements or additions are needed.

Need for More Outdoor Facilities



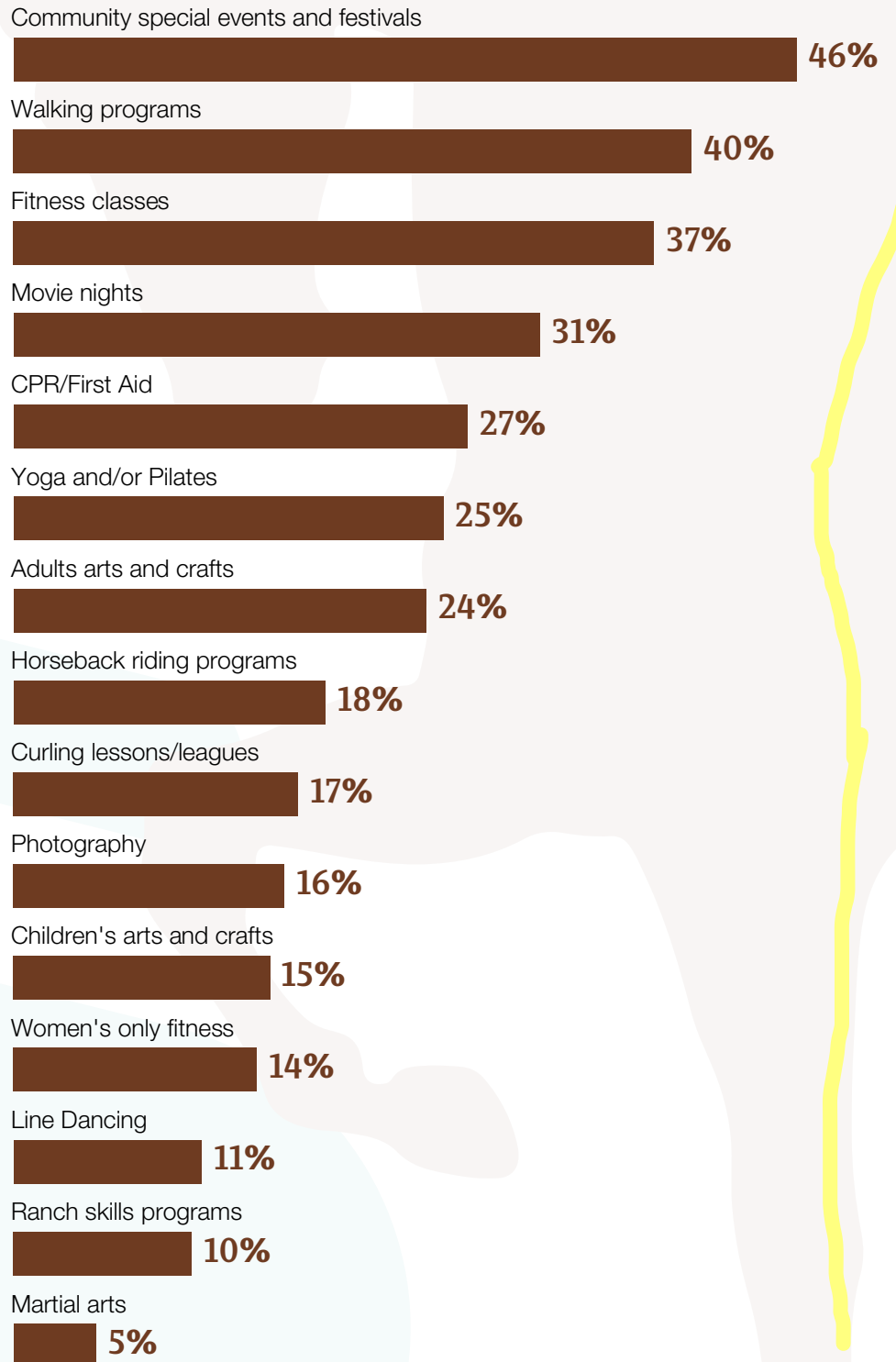
The top five preferred outdoor amenities to invest in, are: trails (38%); campgrounds (29%); event grounds (23%); picnic areas (23%); natural areas (21%).

Outdoor Facility Planning Priorities



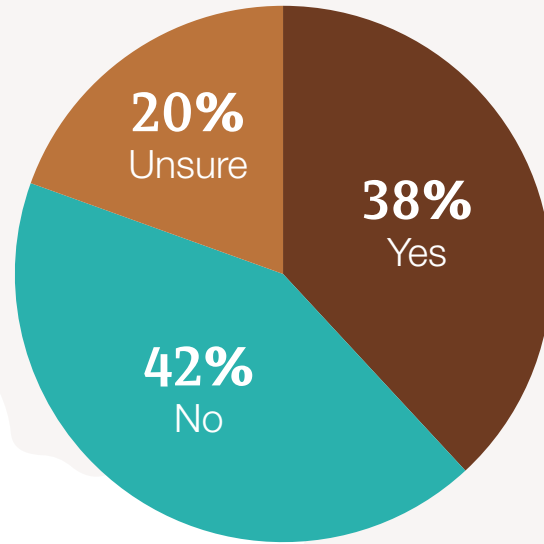
When asked about what types of recreation and culture programming would like to have offered in your community, the most popular were community special events (46%), walking programs (40%) and fitness classes (37%).

Desired Programs

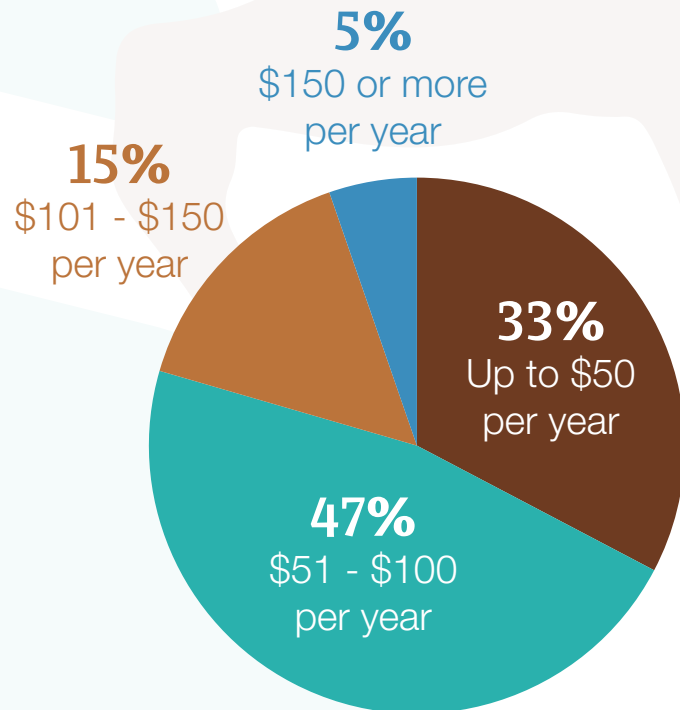


There was not a majority for household willingness to pay additional property taxes if that money was used to support enhancements to recreation and culture opportunities the area. Thirty-eight percent said yes, 42% said no and 20% was unsure. Of the 38% who said yes, 47% responded that they would support \$51 - \$100 additional tax per year.

Support for Increased Taxes

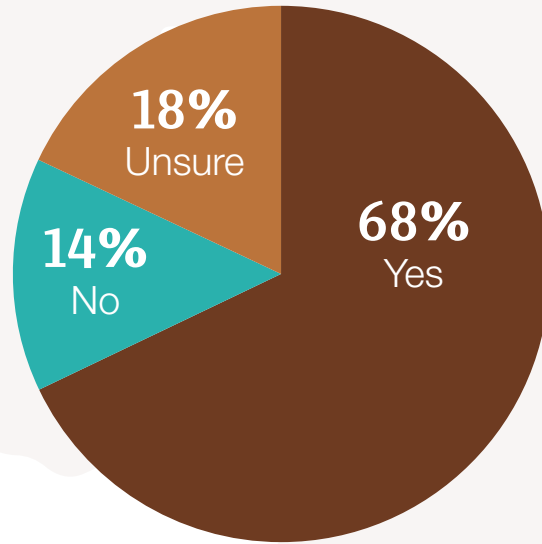


Additional Tax Amount



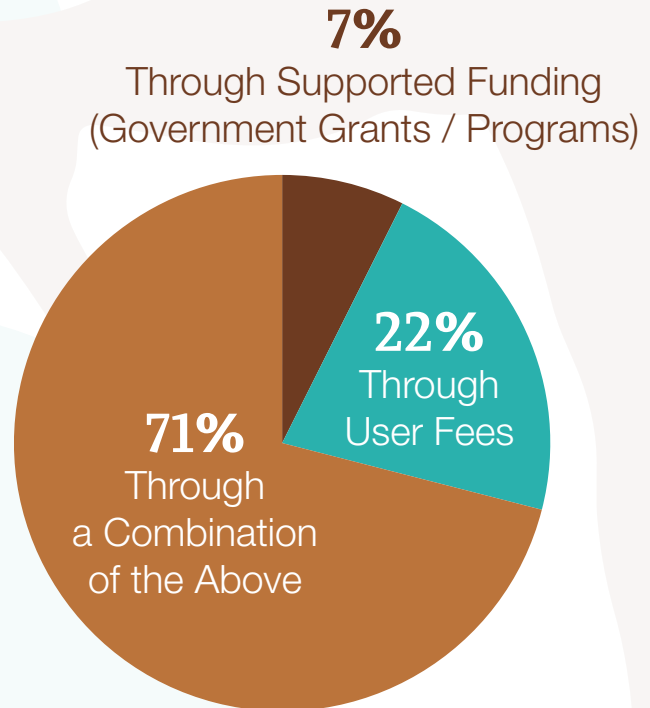
Regarding the willingness to pay increased user fees to support enhancements to recreation and culture opportunities in the area, 68% would support the increase of user fees.

Support Increased User Fees



Seventy-one percent (71%) said in their opinion public recreation and culture opportunities should be funded through a combination of user fees and tax supported funding.

Funding for Recreation and Culture



The majority of respondents live in the County of Wetaskiwin No. 10 (73%), on an acreage (44%), for over 10 years (68%) and were aware of Lakedell Agricultural Society (79%), but were not members of the Society (83%).

Area of Residence	Percent
In Wetaskiwin County	73%
In a Summer Village	6%
Other	21%

Length of Residency in Area	Percent
Less than 1 year	3%
1-5 Years	12%
6-10 Years	11%
10+ Years	68%
Not applicable	6%

Aware of Lakedell Ag So-ciety	Percent
Yes	79%
No	19%
Not sure	3%

Member of Lakedell Ag So-ciety	Percent
Yes	16%
No	83%
Not sure	2%

Type of Property

Acreage



Other (please specify):



Farm



Ranch



Community Meetings

Twenty-six stakeholders participated in four community meetings, which were convened in order to further gauge the level of support for the Lakedell facilities and to discuss key factors and considerations that may impact utilization, overall viability and potential next steps.

The individuals that participated in the discussions reflected a diverse cross section of interests and backgrounds, including:

- Local agri-recreation focused programs and events.
- Local and regional business community.
- Public sector service providers (e.g. school district, health providers).
- Agricultural advocacy groups.
- Arts and cultural groups.
- Local agri-recreation participants and enthusiasts.

The following themes and points of interest were collected from the stakeholder meetings. It should be noted that not all stakeholders shared the same views or opinions, these findings represent a summary of the discussions with Lakedell Agricultural Society stakeholders.

Good Provision of Recreation

- Generally positive comments on the availability of recreation opportunities relative to the size of the community.
- Facilities are important to community as they provide recreation opportunities and social gathering place, as well as historical relevance.
- The importance of recreation was commonly mentioned.
- The importance of creating programming to service youth and senior populations was commonly mentioned.

Facility design and utilities create limitations

- Users feel there are opportunities to expand riding and ag based programming and events, which are not being explored.
- Challenges with facility design to event hosting in the main hall
- Need for accessible features in the main hall (i.e. barrier free washrooms)

Aging infrastructure

- Aging infrastructure is a challenge and difficult decisions will need to be made on what to renew/sustain.
- Safety concerns with the curling facility, and challenges with entrance for those with mobility issues.
- Cost of maintenance
- Limits to events that can be hosted

Communication (internal and external)

- Groups identified there are gaps in communication between Board and Users.
- Opportunities exist to increase clarity and awareness of Society and its' facilities.
- Generally positive comments from the groups regarding the support from the Society to run new programming.
- Groups and stakeholders appreciated the opportunity to be engaged.

Section 8

Strategic Objectives

In this Section

- Presentation of strategic goals and supporting objectives
- Overview of points of action
- Facility planning scenarios and recommendations



Building on the organizational vision to support

“...multi-faceted community in central Wetaskiwin County by providing activities, programs and facilities that enhance rural life, livelihood, agricultural practice, community development and recreation”

– a series of goals and objectives were established to guide the development and interpretation of the Plan’s recommendations.

A “goal” is a broad, general statement of the long-term results needed to achieve the Vision; whereas an “objective” is a specific target for accomplishing the goals. Collectively with the organizations’ vision, the goals and objectives should be interpreted as being the direction to which the organization and community aspire to.

Goals



1. Contribute to building connected communities engaged in creating a better rural lifestyle.



2. Support a healthy local community through the promotion active living.



3. Provide residents and visitors with quality recreation spaces.

Program and Service Objectives

In total 12 program and service objectives are identified to assist Lakedell Agricultural Society in making future decisions relating to recreation, parks, and culture and when establishing priorities for service and program delivery and facility investment by creating a specific target.

These objectives are largely complementary and should be read and interpreted as a set, rather than as separate, isolated statements.

Individual

1. Residents experience local agricultural, sporting, recreation, and cultural events.
2. Opportunities exist for youth to develop in a positive, healthy environment.
3. Opportunities exist for seniors to participate, feel valued, and included.
4. Youth and adults have opportunities for basic skill development in variety of pursuits.
5. Youth and adults have opportunities for advanced skill development in some pursuits.

Community

6. Special events and celebrations connect residents, visitors and members of Lakedell Agricultural Society.
7. Residents and visitors gather and build social capital through participation.
8. Events, programs and services draw participation from outside of Wetaskiwin County No. 10 and the Recreation Zone 2 area.

Public Space

9. Provide quality indoor and outdoor spaces to residents and visitors.
10. Lakedell’s spaces are accessible for all residents and visitors.
11. All residents feel included and welcomed.
12. All residents are aware of the opportunities that exist within the community.

Guiding Principles

To build on Lakedell Agricultural Society's mission to "...promote and enhance strong community, healthy rural living..." and to aid in the delivery of that mandate the following guiding principles were established for the Lakedell Agricultural Society Operations Strategic Plan.

Sustainable Programming

To ensure that the provision of programs and services reflect the current and anticipated community needs

Active Community

To inspire all residents towards greater participation in quality recreational opportunities

Recreation Capacity

To maximize the use of recreation facilities in order to derive the greatest benefits (social & physical) for the community



Recommendations

The way in which the Lakedell Agricultural Society provides services and programs to its members and area residents is as critical as the types of recreation facilities that are offered. This Section is intended to provide guidance to the Lakedell Agricultural Society with respect to the planning and delivery of its amenities and respective programming.

Building on the goals, objectives and guiding principles, these points of action or recommendations for service delivery, programming and infrastructure highlight specific tasks to help Lakedell Agricultural Society.

It is expected that the Society will utilize these strategic recommendations when making future decisions.

Service Delivery

1. Host annual meetings with other service providers in the region to determine joint priorities and opportunities to work together.
2. Conduct an annual resident/member survey to determine needs and satisfaction levels.
3. Develop promotional strategies, continuing to build social media channels, and leveraging community champions to promote events and programs.
4. Profile volunteers and their value within the broader community, in order to recruit and retain volunteers, and increase volunteer satisfaction through appropriate recognition.
5. Develop performance metrics for programs and services.

Recommendation	Justification	Priority	Cost	Timeline
Host annual meetings with other service providers in the region to determine joint priorities and opportunities to work together.	Avoid potential duplication of programming. Create synergies within the community and region.	High	\$	0-2 years
Conduct an annual resident/member survey to determine needs and satisfaction levels.	Groups identified gaps in communication. Increase awareness of programming. Understand needs of community.	Medium	\$	0-2 years
Develop promotional strategies, continuing to build social media channels, and leveraging community champions to promote events and programs.	Increase awareness of programming. Engaging and attracting youth. Importance of facility as a social gathering place for community.	Medium	\$\$	0-2 years
Profile volunteers and their value within the broader community, in order to recruit and retain volunteers, and increase volunteer satisfaction through appropriate recognition.	Attract and retain volunteers. Volunteers make a positive contribution to their community. Assists in building social capital within the community.	Low	\$	1-3 years
Develop performance metrics for programs and services.	Develop an understanding of the successes of programming.	High	\$	0-3 years

Programming

1. Work with other program providers to identify gaps, optimize programs and collaborate on programming.
2. Expand on current recreation and cultural programming offered to meet the stated needs of the community.
3. Develop low cost opportunities to reduce barriers to participation.
4. Develop programs and services for an aging population.
5. Provide family friendly social events to foster community pride, spirit, and inclusion.

Recommendation	Justification	Priority	Cost	Timeline
Work with other program providers to identify gaps, optimize programs and collaborate on programming.	Avoid potential duplication of programming.	Medium	\$	0-3 years
	Support the value of recreation in the community.			
	Create synergies within the community and region.			
Expand on current recreation and cultural programming offered to meet the stated needs of the community.	Identified potential to expand ag based programming and events.	Low	\$\$	0-5years
	Desire to have more fitness programming.			
Develop low cost opportunities to reduce barriers to participation.	Cost is a barrier to participation.	Medium	\$	0-5 years
Develop programs and services for an aging population.	Demographics indicate a trend of an aging population.	High	\$	0-3 years
Provide family friendly social events to foster community pride, spirit, and inclusion.	Assists in building social capital within the community.	High	\$	0-3 years
	Supports a high quality of life.			

Infrastructure

1. Providing spontaneous, unstructured recreation opportunities should be a key consideration in design and use of new and existing spaces.
2. Consider age friendly and physically accessible factors, as well as agricultural and community event hosting capabilities in design.
3. Explore opportunities to develop integrated/multi-use facilities when considering new and/or enhancement of facilities.
4. Employ environmentally sound design principles and practices when considering new facilities or investing in existing facilities.

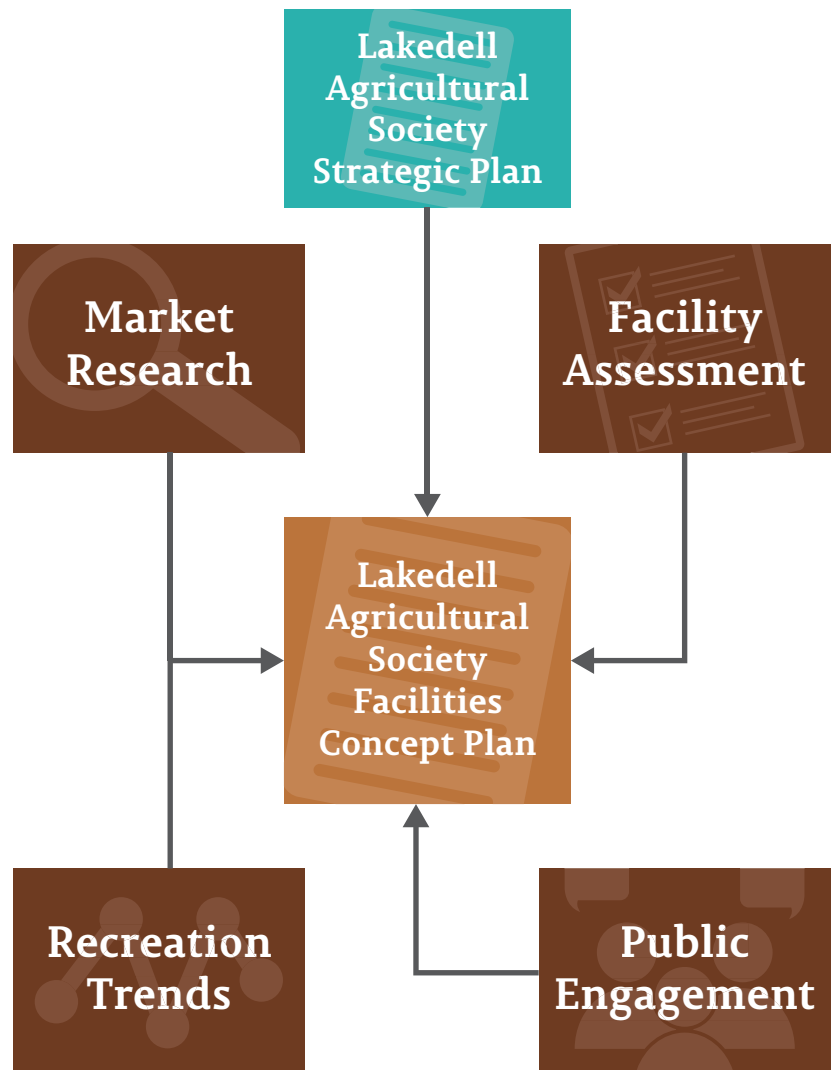
Recommendation	Justification	Priority	Cost	Timeline
Providing spontaneous, unstructured recreation opportunities should be a key consideration in design and use of new and existing spaces.	Changing trends in recreation. Participation at flexible times.	Medium	\$	0-3 years
Consider age friendly and physically accessible factors, as well as agricultural and community event hosting capabilities in facility design.	Demographics indicate a trend of an aging population. Provide recreation to a range of individuals and groups.	Medium	SS	1-5 years
Explore opportunities to develop integrated/multi-use facilities when considering new and/or enhancement of facilities.	Create operational efficiencies, and generate multiple sources of revenue. Provide recreation to a variety of user groups.	High	\$\$	1-5 years
Employ environmentally sound design principles and practices when considering new facilities or investing in existing facilities.	Encourage design efficiencies. Accommodate future planning requirements and standards.	High	\$\$	1-5 years
Adopt Facility Concept Plan outlined within this Plan, contingent on securing funding and establishing operational support partnerships.	Create a hub for recreation for the community. Encourage active living. Builds recreation capacity.	High	\$\$\$	2-7 years

Section 9

Facility Concept Plan

In this Section

- Overview of three potential facility development scenarios
- Presentation of facility concept drawings



The following chart provides a summary of the current state of Lakedell Agricultural Societies' facilities.

Chart 4: Facility Summary Chart

Facility	Usage	Stakeholders	Trends	Assessment	Conclusion
Main Hall	51% (Use) 20% (Priority)	Community Groups Event Hosts	Multi-use/Functional Facilities Accessibility	\$785,000 over next 10 years (\$380,000 0-5 years; FCI 5%) \$7M replacement value (as is)	Reinvest Enhance utilization Position as node
Riding Arena	20% (Use) N/A (Priority)	4H Groups Community Riders Agri-recreation Users	Stable Participation Animal Welfare	Included in Main Hall assessment	Reinvest Enhance utilization Position as node
Curling Rink	18% (Use) 25% (Priority)	Curling League Junior Curling Program Community Users	Adapted Participation Multi-functional design	\$1,345,000 over next 10 years (\$905,000 0-5 years; FCI 37%) \$2.5M replacement value (as is)	Approaching re- placement Consider multi-use and multi-functional design Position as node
Hall B	36% (Use) 20% (Priority)	Curling Users Community Groups	Multi-use/Functional Facilities Accessibility	Included in Curling Rink assessment	Approaching re- placement Consider multi-use design Position as node
Outdoor events/ Arena	14% (Use) 23% (Priority)	Farmers Mar-ket Community Users	Integrating Indoor and Outdoor Spaces Public Gathering Space	Not assessed	Reinvest Maintain out-door space for community events
Playground	25% (Use) 22% (Priority)	Community Users	Safety Age Appropriate Play Space Unstructured Play	Not assessed	Reinvest Maintain out-door play space

Outlined as follows are the three facility scenarios for Lakedell Agricultural Society, which this plan has identified as potential next steps for the organization.

Scenario 1: Status Quo

Maintain current operations until the end of the facility lifecycles, with making limited to no investment in facilities.

While it is an option to use the facility until the end of its' current lifecycle, it is **not recommended** due to the importance of the facilities to the community and the identification of the area by the County of Wetaskiwin No. 10 officials as an area for potential future population growth.

If the facilities were to eventually close a recreation and culture program and service gap in region would emerge.

Anticipated capital cost would be \$0 million.

Scenario 2: Focus on Arena/Hall; Consolidate Partner to Provide Curling

Within the Riding Arena/Main Hall facility focus on maintaining current operations and address upgrades as budget allows. For the curling facility maintain current operations until the end of the lifecycle, then explore community partnerships to deliver programming.

This scenario would allow for the potential to expand on community recreation and cultural programming in the main hall and indoor riding arena facility. Depending on the potential upgrades, it could also provide the Society the opportunity to increase community event hosting as a revenue generating activity.

The Society would need to explore other community curling facilities to partner with, to host and maintain programming for the community. This scenario could create a service gap in the region if participants viewed travel as a barrier to participation.

Anticipated capital cost would be \$0-2 million.

Scenario 3: Upgrade Facilities

Develop a curling facility that is age friendly, physically accessible, with multi-use, year-round recreation programming and event hosting capabilities. Expand the main hall and indoor riding arena to create a facility that accommodates both recreation programming and event hosting capabilities by addressing the current programming issues in design.

The development of a new curling facility and upgrade to the main hall facility would allow the Society to potentially expand community recreation and cultural programming and revenue generating event hosting.

It would also require the Society to work with County and Provincial funding partners to establish operational partnerships and supports, while recognizing the need for an ongoing subsidy for the recreation facility.

To explore this scenario further the following conceptual renderings of potential new facilities were developed, and are presented in the following section. The rendering of a new curling facility also includes other recreation and culture spaces such as a fitness/wellness space, a community meeting space, user locker rooms and storage.

The cost undertaking for this project is currently estimated to be \$7.5 million, chart 5 provides a breakdown of costs. These costs should be considered +/- 20% and are based on per square foot unit construction rates observed in the 2019 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, and site servicing costs.

Chart 5: New Facility Build Costs

Description	Cost
Facility Build	\$6,000,000
Build Contingency (15%)	\$900,000
Site Preparation and Servicing	n/a
Design Fees	\$600,000

Anticipated capital cost would be \$7-9 million.

Summary of Facility Scenarios

The above outlined scenarios will require varying levels of capital investment, the chart below summaries the investment for each scenario and identifies potential next steps should the organization choose to pursue one of the proposed facility planning options.

Path Forward...	Next Steps...	Capital Costs
Scenario 1 – Status Quo	<ul style="list-style-type: none"> • Work with Wetaskiwin County No. 10 to determine potential partnership, formation of recreation node. • Maintain operations as is. • Limited investment to keep current level of operation. • Inform members and community of future plan. 	\$0M
Scenario 2 - Consolidate/ Community Partnership	<ul style="list-style-type: none"> • Work with Wetaskiwin County No. 10 to determine potential partnership, formation of recreation node. • Engage agriculture-based recreation stakeholders to determine best path forward for facility. • Work with architect to address current deficiencies within the Main Hall. • Establish partnership with community curling facilities to deliver programming. • Inform members and community of future plan 	\$0-2M
Scenario 3 – Upgrade Facility (new Curling Facility)	<ul style="list-style-type: none"> • Work with Wetaskiwin County No. 10 to determine potential partnership, formation of recreation node. • Begin fundraising and grant applications. • Explore potential community partnerships (i.e. schools) • Work with architect to develop building plans. • Inform members and community of future plan 	\$7-9M



Concept and Site Plans

As this Project has evolved, the various research inputs have led to the development of a concept for a new facility development which will best serve the identified needs of the community, and will best serve the community in the future, by considering this project through the lenses of identified recreation trends and best practices.

The facility concept presented here within reflects the development of a recreation complex that will be unique in the region and provide active living opportunities for a wide range of individuals and groups. The concept and plans presented within this section are rooted in design principals, such as: accessibility, multi-use functionality, and operational efficiencies.

Facility Program

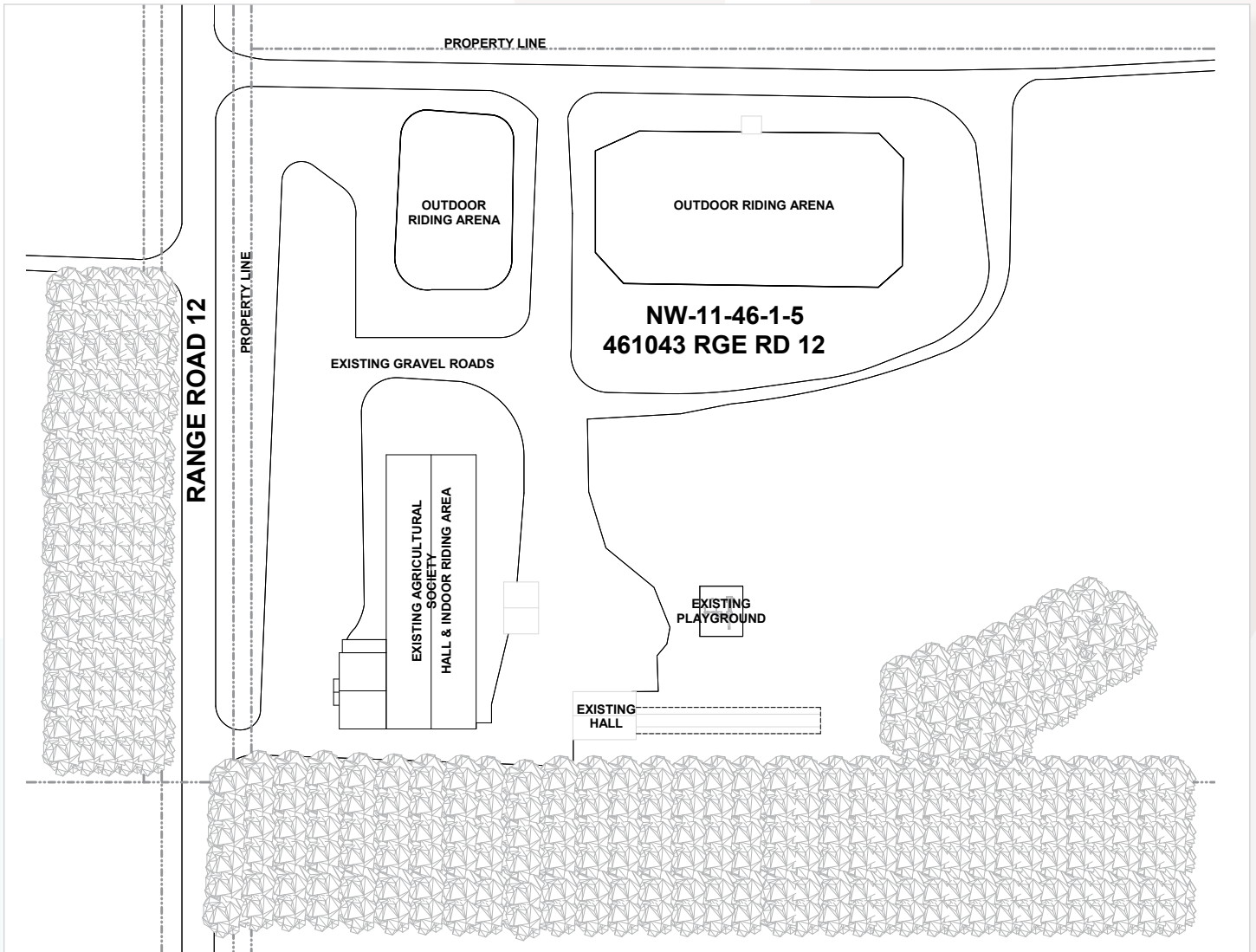
The components for the facility have been identified based on market research, identified leading practices, consultation with stakeholders and the community, an analysis of current facility utilization and determination of future need. The facility as a multi-use, multi-functional design will contribute broadly the community, and how it will be able to serve the identified needs of stakeholders, and the general community. An overview of the components are as follows.

Path Forward...	Capital Costs
Ice Arena	Main curling area, 4 sheets to accommodate leagues and tournaments. Can be a multi-functional space to accommodate different uses when ice is not in.
Viewing Area	Spectator area, could include potential seating, to accommodate visitation while making the best use of the space.
Lobby Area	Functional common space that can provide a positive user experience and convience.
Multipurpose Room	Flexible space that can accommodate a variety of purposes – including community events, meetings, Society and stakeholder recreation programming. Generate additional revenue for the Society.
Kitchen/Concession Area	Space to accommodate simple food services to support curling and special event activities.
Equipment Room	To meet facility storage needs.
Men's Dressing Room	Variety of accessible change room components to meet the anticipated needs of users and visitors, and generate a positive user experience.
Women's Dressing Room	Variety of accessible change room components to meet the anticipated needs of users and visitors, and generate a positive user experience.

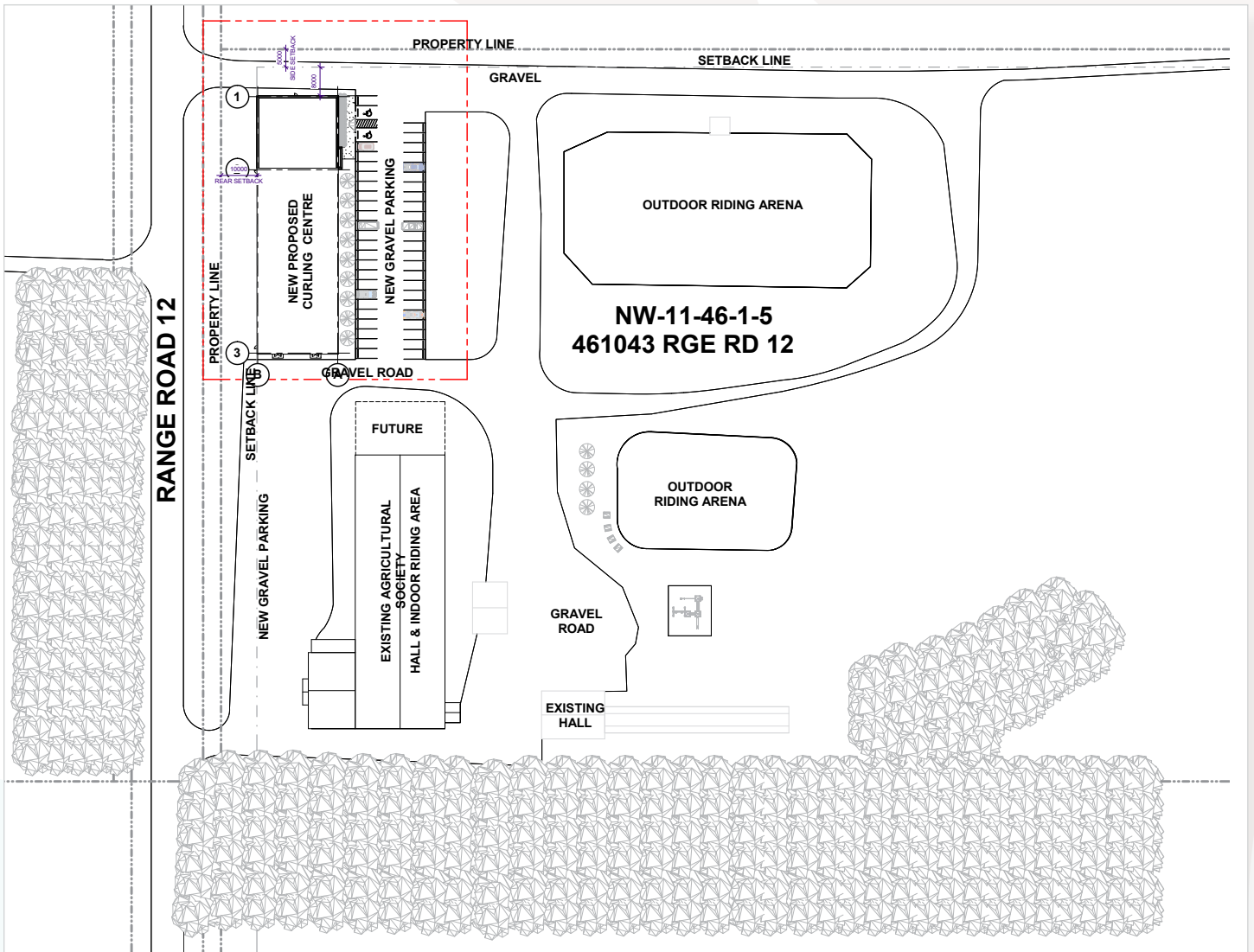
Site Plans and Renderings

The following concept plans for a facility and a site have been developed to graphically depict what a multi-purpose agriculture and curling facility could look like. It should be noted that 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 and configuration** with existing facilities could also change.

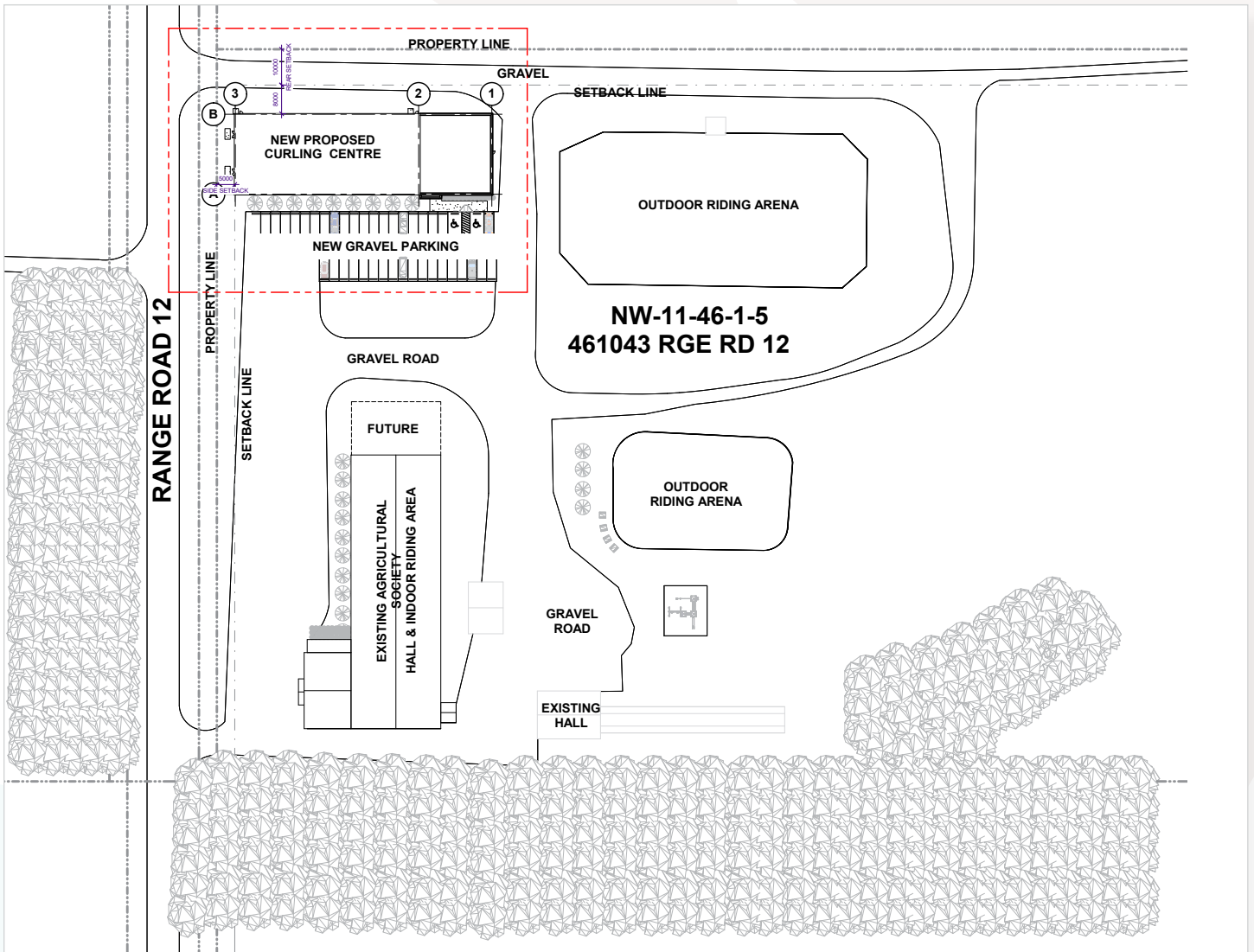
Existing Site Plan



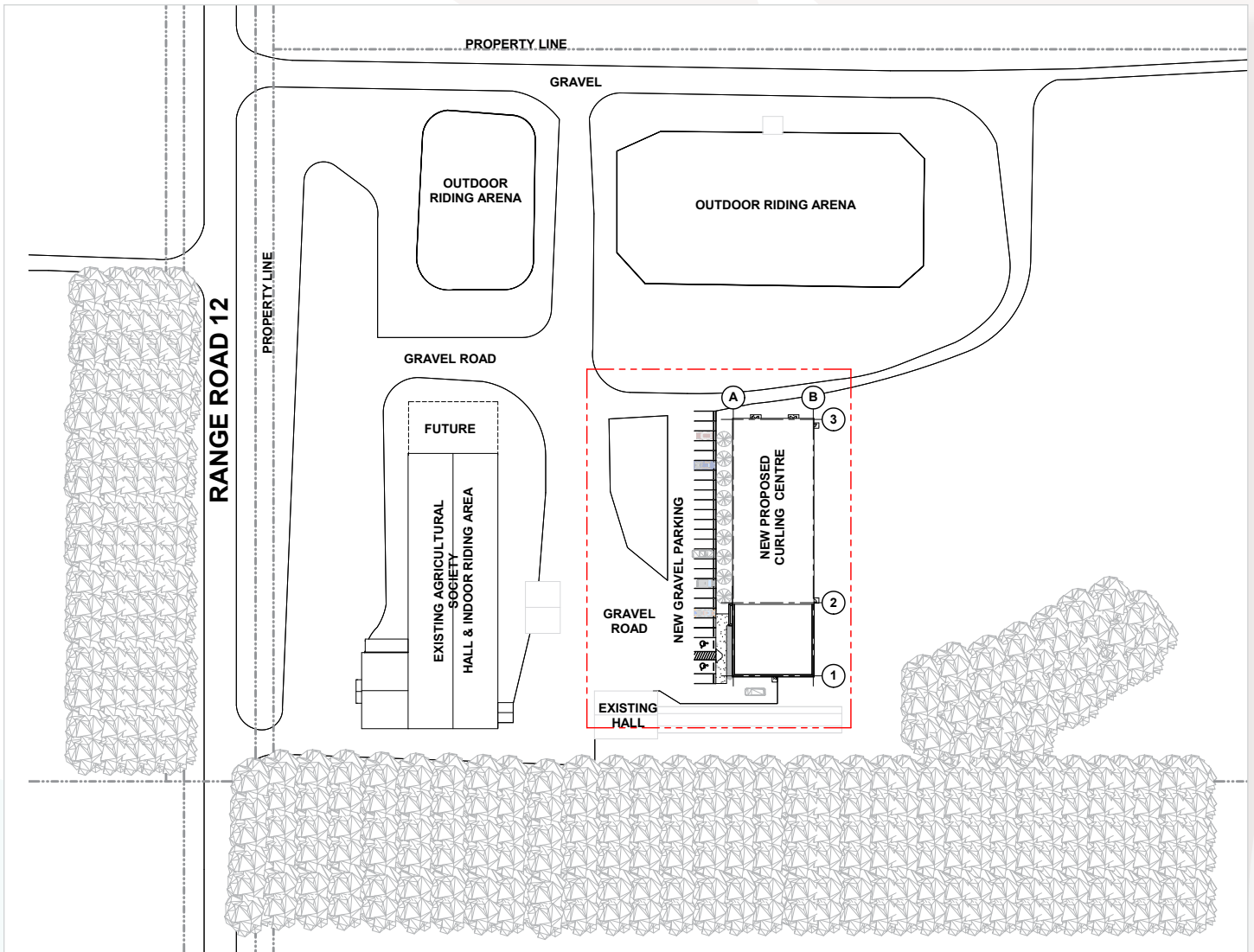
Site Plan - Option 1



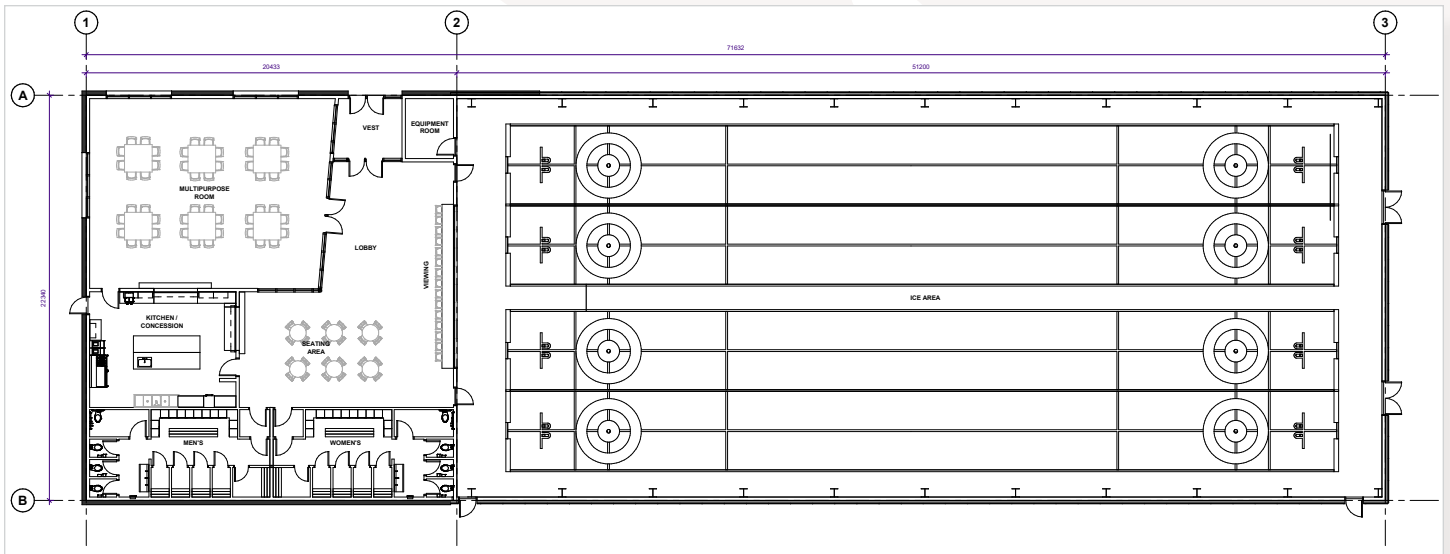
Site Plan - Option 2



Site Plan - Option 3

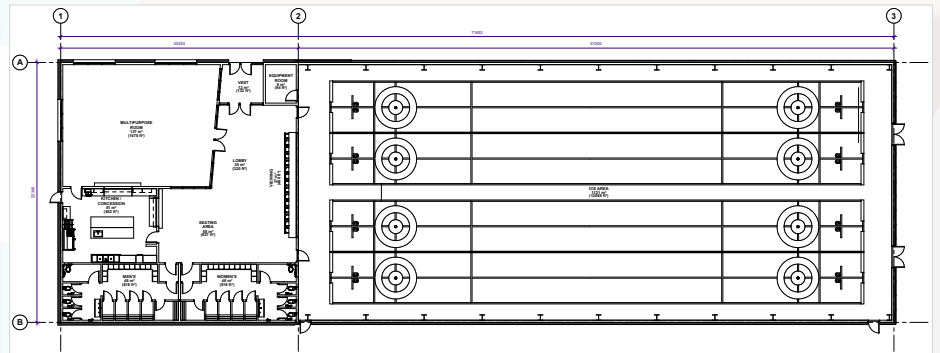


Curling Club Main Floor Plan



Curling Club Main Floor Plan Areas

AREAS	
Name	Area
VEST	12 m ²
LOBBY	30 m ²
ICE AREA	1121 m ²
EQUIPMENT ROOM	9 m ²
VIEWING	37 m ²
MEN'S	48 m ²
WOMEN'S	48 m ²
MULTIPURPOSE ROOM	137 m ²
KITCHEN / CONCESSION	51 m ²
SEATING AREA	58 m ²



Ice



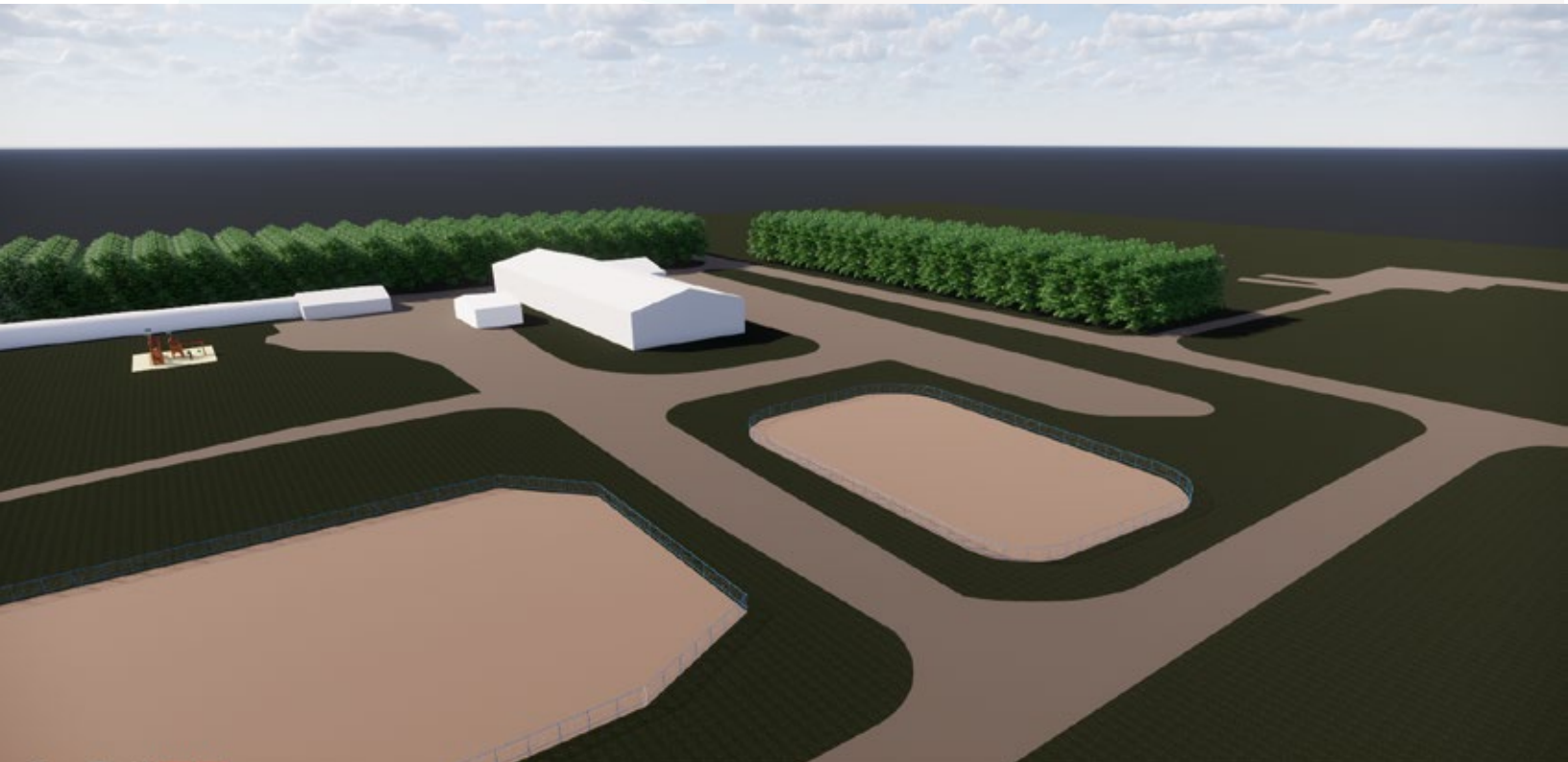
Seating & Lobby



Multipurpose Room



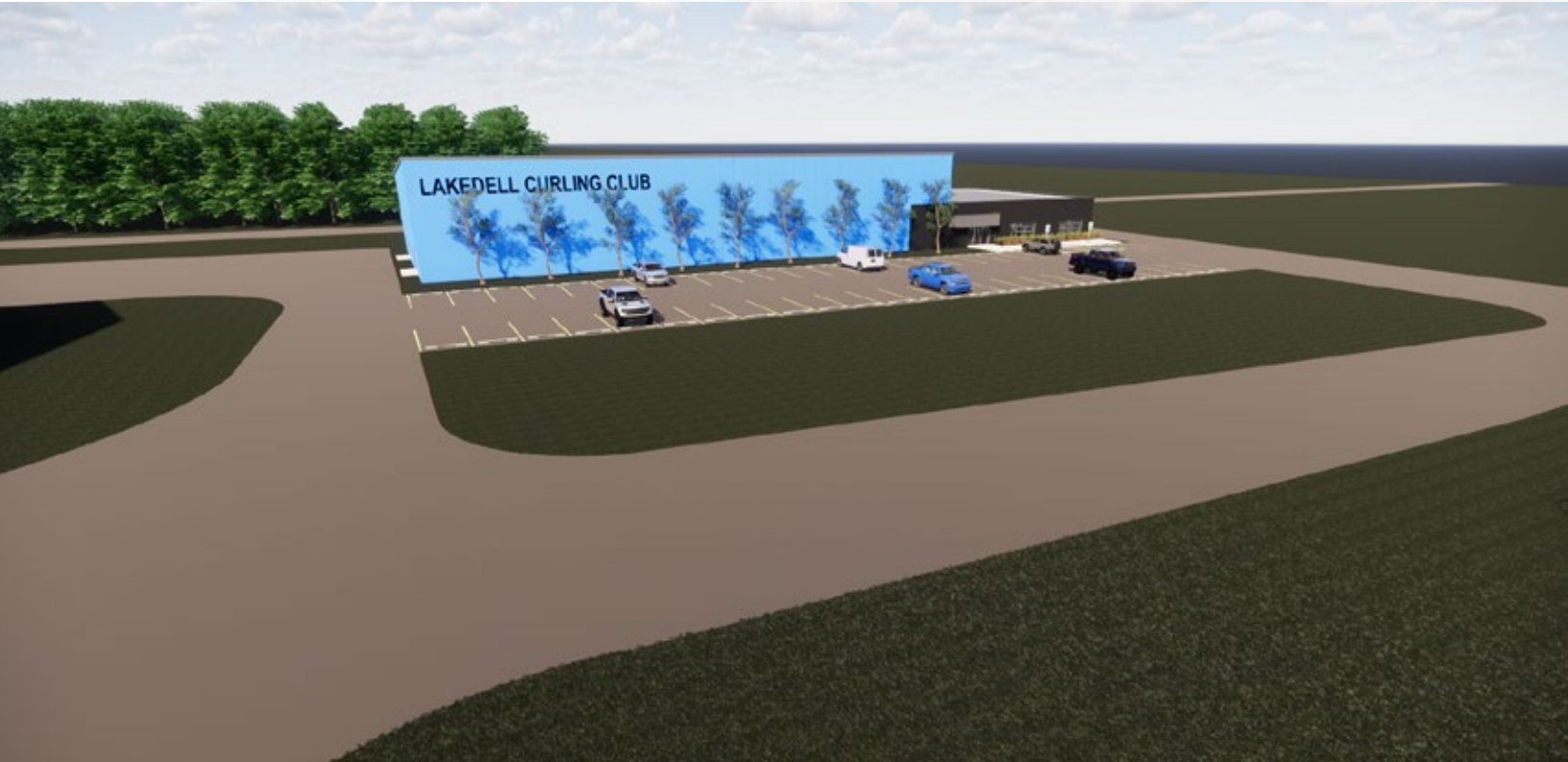
Existing Aerial 1



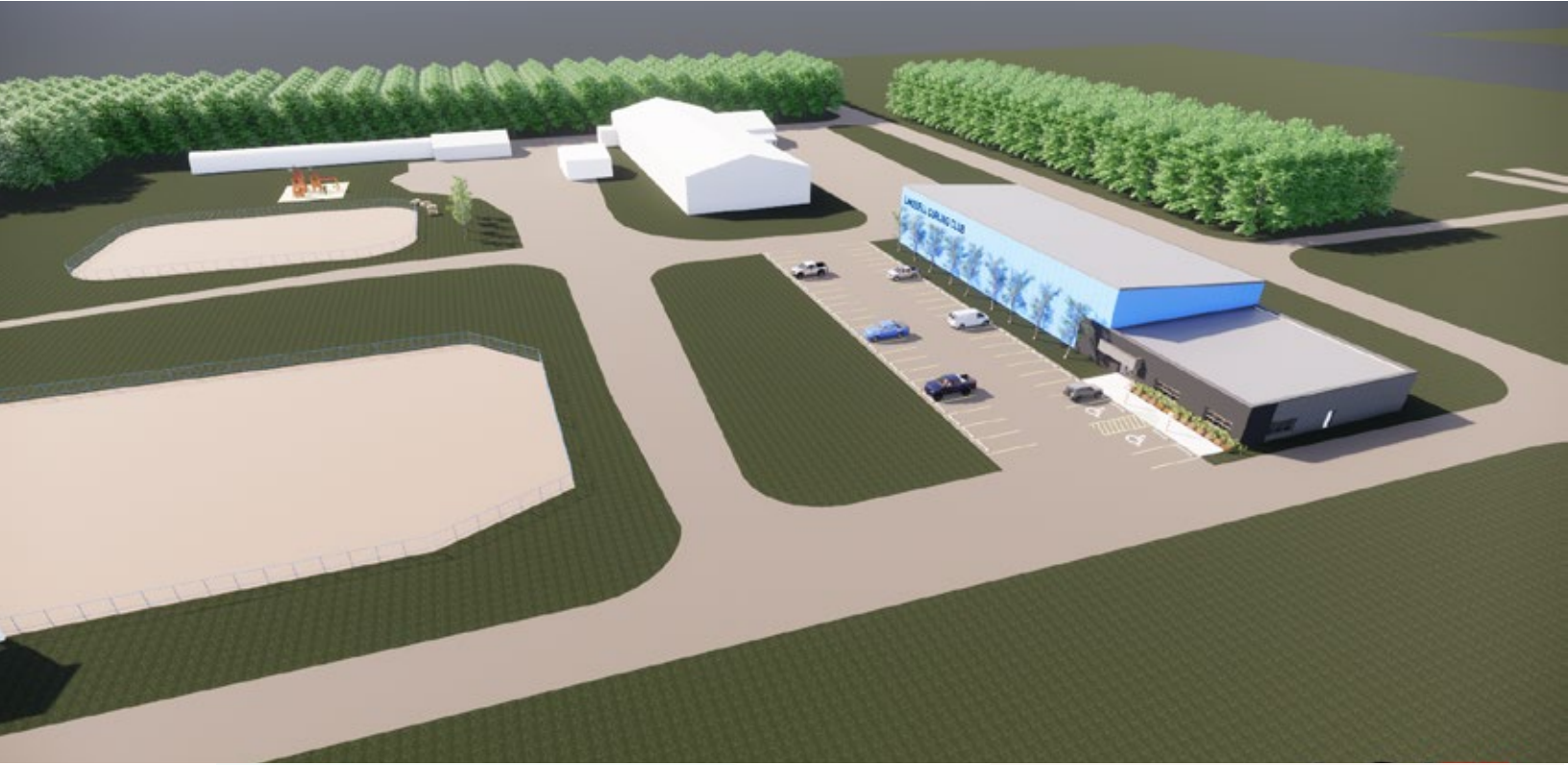
Existing Aerial 2



Option 1



Option 1 Aerial 1



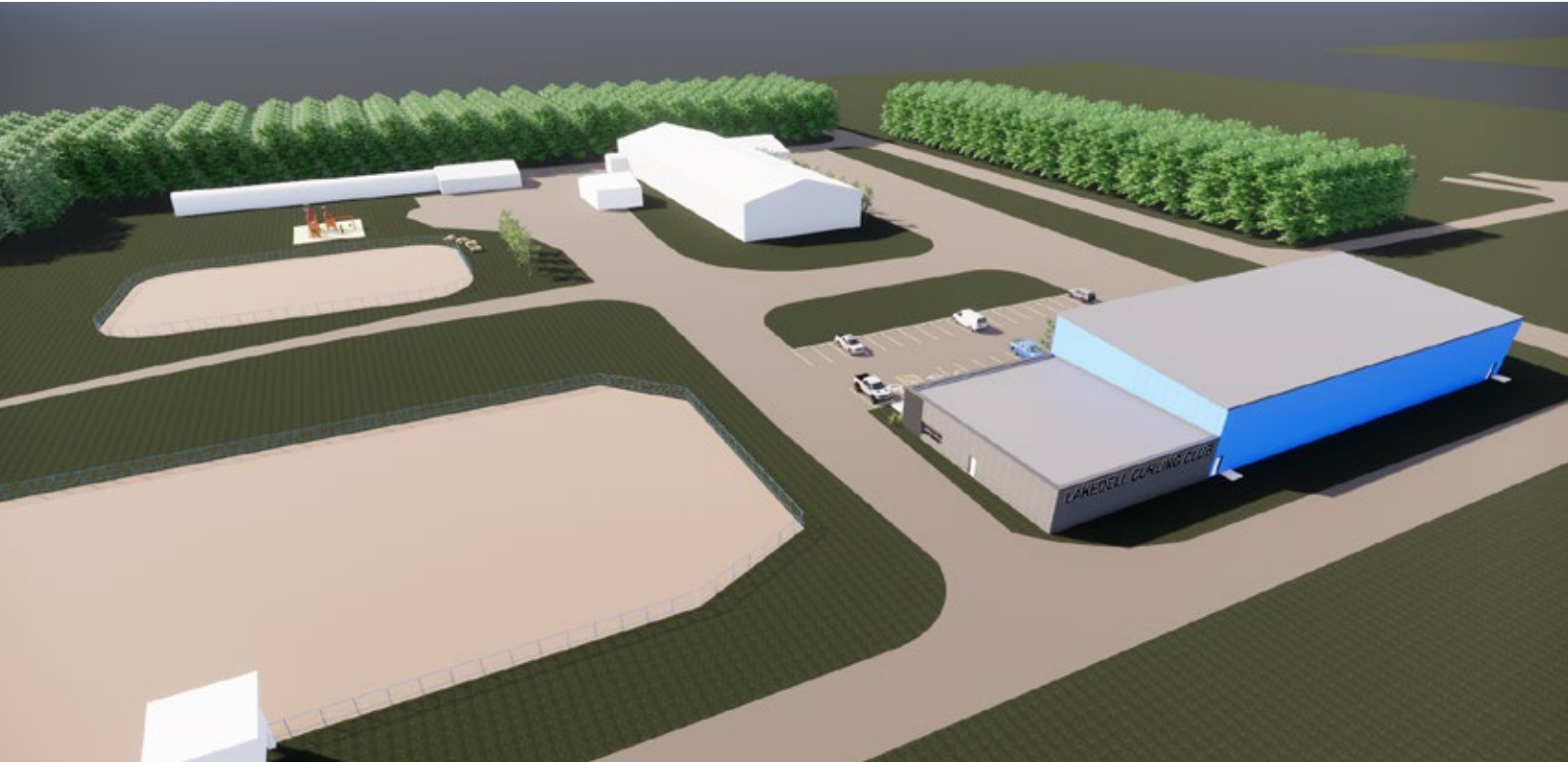
Option 1 Aerial 2



Option 2



Option 2 Aerial 1



Option 2 Aerial 2



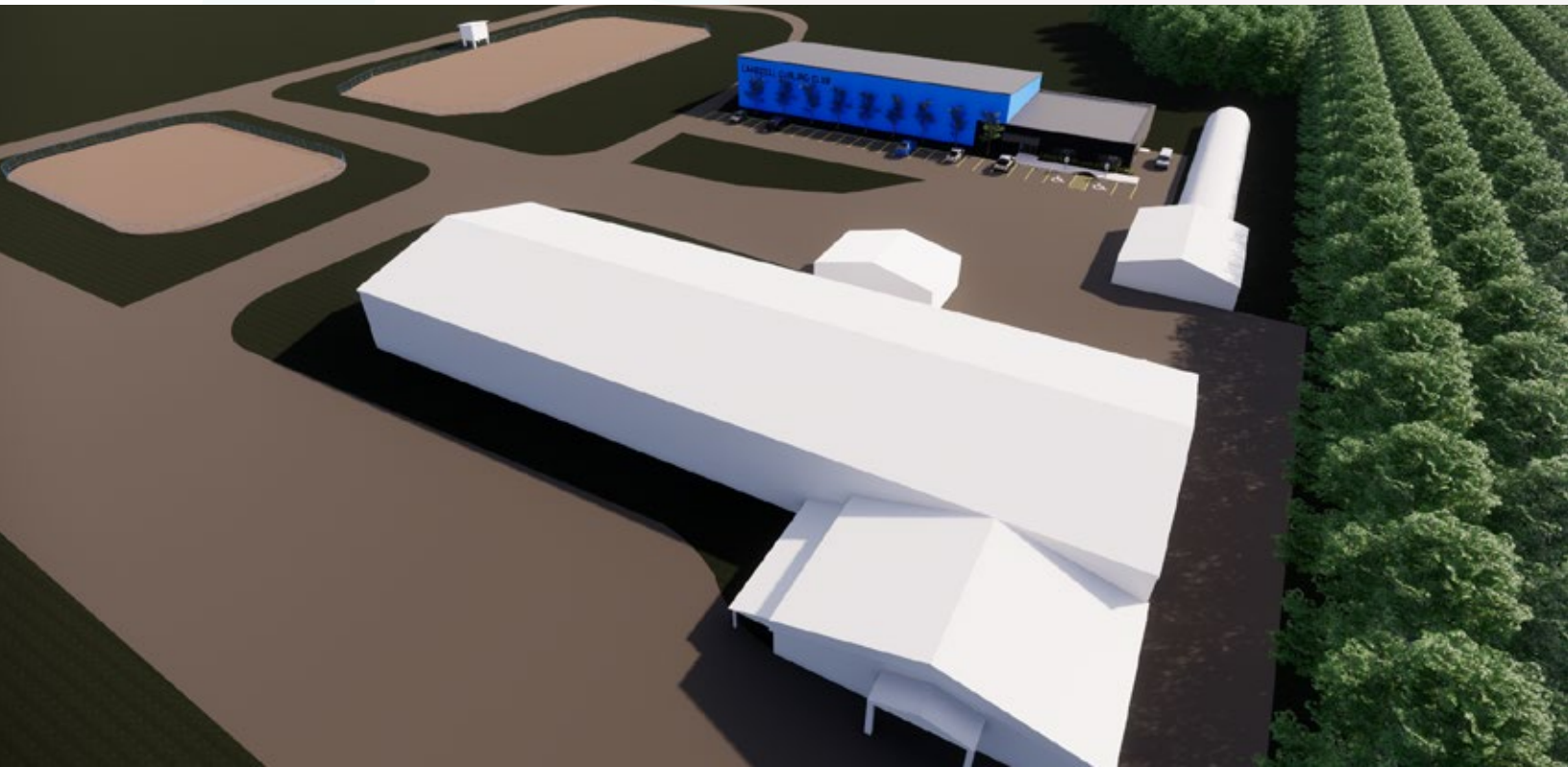
Option 3



Option 3 Aerial 1



Option 3 Aerial 2



Budget Overview

This section presents an estimated operating budget which has been developed based on the information presented in this document, the consultants experience and the current operations at Lakedell's existing facilities. This budget reflects expected annual revenues and expenses which are anticipated to remain relatively stable with some year to year fluctuations. These fluctuations are likely to be based on external factors such as the state of the regional and provincial economy. It is also important to note that this operating budget should be considered preliminary and will require further refinement if the project proceeds to detailed design and operational planning.

It is also important to note that the preliminary operating budget does not include an allocation for capital replacement or property taxes.

Please see Appendix B for revenue assumptions, which the operation budget is based on.

Revenue Projections

Revenues	Low	Medium	High	Assumption
Curling Rink rental (member, daily, 2 sheets)	\$3,750	\$5,625	\$6,750	Average 2 rentals per week, 30 weeks per year. \$125/day. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (member, daily, 4 sheets)	\$7,500	\$11,250	\$13,500	Average 2 rentals per week, 30 weeks per year. \$250/day. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (member, hourly, one sheet)	\$3,000	\$4,500	\$5,400	Average 5 hours rentals per week, 30 weeks per year. \$40/hour. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (non-member, daily, 2 sheets)	\$3,750	\$5,625	\$6,750	Average 1 rental per week, 30 weeks per year. \$250/day. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (non-member, daily, 4 sheets)	\$7,500	\$11,250	\$13,500	Average 1 rental per week, 30 weeks per year. \$500/day. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (non-member, hourly, one sheet)	\$4,500	\$6,750	\$8,100	Average 5 hour rentals per week, 30 weeks per year. \$60/hour. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (member, off-season, dry floor)	\$2,000	\$3,000	\$3,600	Average 2 rental per week, 20 weeks per year. \$100/day. Capacity - High (90%), Medium (75%), Low (50%).
Curling Rink rental (non-member, off-season, dry floor)	\$1,500	\$2,250	\$2,700	Average 1 rental per week, 20 weeks per year. \$150/day. Capacity - High (90%), Medium (75%), Low (50%).
Multi-purpose room (member)	\$6,250	\$9,375	\$11,250	Average 2 rentals per week, 50 weeks per year, \$125/day. Capacity - High (90%), Medium (75%), Low (50%).
Multi-purpose room (member)	\$5,250	\$7,875	\$9,450	Average 7 hours rentals per week, 50 weeks per year, \$30/hour. Capacity - High (90%), Medium (75%), Low (50%).
Multi-purpose room (non-member)	\$5,000	\$7,500	\$9,000	Average 1 rental per week, 50 weeks per year, \$200/day. Capacity - High (90%), Medium (75%), Low (50%).
Multi-purpose room (non-member)	\$5,000	\$7,500	\$9,000	Average 5 hours rentals per week, 50 weeks per year, \$40/hour. Capacity - High (90%), Medium (75%), Low (50%).
Concession	\$10,000	\$15,000	\$20,000	Average 1 rental per week, 50 weeks per year. \$500/day. Capacity - High (80%), Medium (60%) Low (40%)
Lobby/viewing area (member)	\$1,000	\$1,000	\$1,000	Average 1 rental per week, 50 weeks per year, \$20.
Lobby/viewing area (non-member)	\$1,500	\$1,500	\$1,500	Average 1 rental per week, 50 weeks per year, \$30.
Advertising	\$20,000	\$20,000	\$20,000	10 banners, \$1,000 per banner; 5 signs, \$2,000 per sign
Total Revenues	\$87,500	\$119,950	\$141,500	

Three operating scenarios (low, medium, high) have been developed for the facility. All three scenarios have the same operational expenses, with varying levels of revenue.

Expense Projections

Expenses	Cost	Assumptions
Human Resources		
Facility Management	\$16,250	0.25 FTE, \$65,000
Programming	\$16,250	0.25 FTE, \$65,000
Operations Staff	\$45,000	1.0 FTE, \$45,000
Sub Total	\$110,000	
Operations		
Utilities	\$35,000	Estimate
Security	\$2,400	\$200 per month monitoring fee
Repair and Maintenance: Building and Equipment	\$10,000	Annual building and equipment maintenance. Estimate.
Marketing	\$5,000	
Information Technology	\$2,400	\$200 per month fee
Supplies	\$2,000	
Snow Removal	\$3,000	
Other	\$0	
Sub Total	\$59,800	
Total Expenses	\$137,300	

Operational Budget Summary

The following summarizes the operation budget for the new facility. This estimated operation budget only takes into consideration the revenues and expenses for the proposed new facility. It is assumed that the medium scenario would be the most likely, however it would be subject to external factors that could impact revenue levels.

Revenues	Low	Medium	High
Total Revenues	\$87,500	\$119,950	\$141,500
Total Expenses	\$137,300	\$137,300	\$137,300
Estimated Net Operations	-\$49,800	-\$17,350	\$4,200

Section 10

Future Direction and Conclusion

This Strategic Plan provides an overview of the current operating context for the Lakedell Agricultural Society, and provides direction for how it can continue to serve the local area best in the future. Although it outlines goals and intended outcomes to follow and a set of recommendations related to service delivery, programming and infrastructure, it also outlines a potential new capital project for the Society.

This Strategic Plan and Facility Concept Plan has identified the following tangible and intangible community benefits associated with the development of a new recreation facility for Lakedell Agricultural Society:

- The proposed facility will meet the needs of the community for a multi-functional and multi-purpose space to participate in desired recreation activities.
- The proposed facility will contribute to supporting and maintaining a healthy rural lifestyle for residents.
- The proposed facility will position Lakedell Agricultural Society as an ideal host for community celebration and recreation events, having a positive impact of tourism and new resident attraction.
- The proposed facility will position Lakedell Agricultural Society to be a strong community partner for the County of Wetaskiwin No. 10 and assist the County in meeting stated strategic goals.
- The proposed facility will have positive economic impact in regards to construction and ongoing operations.

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 County of Wetaskiwin No. 10 market, no formal relationships have been explored at the stage of this study.

If the County of Wetaskiwin No. 10 is to undertake the recommendation from the 2014 Recreation Master Plan to adopt a new service delivery model through the creation of recreation nodes within the County, then it is recommended for Lakedell Agricultural Society to evaluate their current working relationship with the County, and consider how the organization can evolve to become a delivery partner within the new recreation node model.

More specifically, the next steps associated with then Strategic Plan components of this document are as follows:

1. Adopt and incorporate new goals into Board decision-making and operations
2. Work towards achieving recommendations (as able).
3. Utilizing this plan in decision making as a reference document.
4. Work with Wetaskiwin County No. 10 to determine how new goals align with County recreation delivery goals and explore Lakedell's role as a recreation node for the County.

As it relates to the capital project, moving forward with Scenario 3 pursuing a new curling facility, the following next steps are recommended.

1. Work with Wetaskiwin County No. 10 and possibly the nearby summer villages, to determine potential partnership, formation of recreation node.
2. Share Lakedell's intentions for the project with the community and begin fundraising and grant applications.
3. Explore potential community partnerships (i.e. schools, local groups, etc.).
4. Work with an architect to develop more detailed building plans.

Appendix A

Resident Survey





Lakedell Agricultural Society Strategic Planning Public Survey

Project Overview

The Lakedell Agricultural Society is a non-profit organization operating on the south side of Pigeon Lake and dedicated to enhancing the quality of life residents in the area. Founded in 1973, the Society's members were largely made up of people with an agricultural background. Over the years, the membership has evolved and is now made up of families and residents that have moved into the area to either retire or work. For this reason, the Society has grown to be more diverse in its programming and events to facilitate recreation and culture activities.

The Society is looking to better understand how it can enhance quality of life in the area. As such it is undertaking a strategic planning exercise (with support from the County of Wetaskiwin) in order to better understand public and stakeholder preferences and identify the benefits the Society can and does provide to area residents. The planning exercise will also provide insight into capital and operating costs associated with any changes that might occur with its facilities. RC Strategies+PERC, a consulting firm specializing in recreation and community services planning, has been retained to help the Society through the planning process.

About this Survey

Input from area residents is a critical aspect of this planning exercise. Please answer the following questions on behalf of all members of your household by **June 10, 2019**. If you have any questions about this survey or the project please contact RC Strategies+PERC (project consultants) at 1.877.727.9204 (toll free number).

Recreation and culture are activities that people engage in during their free time, that people enjoy, and that people recognize as having socially redeeming values. For the purpose of this survey recreation and culture are defined as follows:

Recreation: An activity that leads to improved physical health and well being, through a variety of indoor and outdoor activities done for relaxation, health, or enjoyment that requires physical effort.

Culture: An activity that leads to personal enrichment, through the means of books, music, movies, concerts, and museums.

Draw Entry Form

As a token of thanks for completing this questionnaire, a draw will be made for a \$500 gift card at any AG or Buy Low Foods, including the store at the Village Market at the Village at Pigeon Lake.

To be included in the draw, complete and return the entry form below with your survey by June 10, 2019. This information will be utilized solely for the purposes of the draw and will not be reported in connection with the responses you have provided.

Name (First Name Only): _____

Phone Number: _____



Section 1: About Recreation and Culture in Your Household

1. From your household's perspective, how important are recreation and culture opportunities (facilities and programs) to...

	Very Important	Important	Not Important	Not sure
...your households' quality of life?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...the community/area in which you live?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
...the attractiveness, appeal, and/or success of the region?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. For each statement in this section, please indicate your level of agreement that relates to the development and delivery of recreation and culture opportunities (facilities and programs).

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	I Don't Know
Recreation and culture are "must have" community services that benefit all.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation and culture opportunities make me proud of my community.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation and culture contributes to the local economy by attracting new residents and visitors and help retain existing ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation and culture opportunities contribute to personal health, growth and wellness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation and culture activities and events lead to stronger connections among residents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
It is important to maintain or upgrade our existing recreation and culture facilities before we consider developing new ones.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The County of Wetaskiwin should continue to explore partnerships with other volunteers and community groups to provide recreation and culture services.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Lakedell Agricultural Society has a positive impact on my households' quality of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What are the favourite types of recreation and cultural activities for members of your household? (Please select all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> Visual arts (e.g. painting, photography, crafts) | <input type="checkbox"/> Indoor sports (e.g. basketball, curling, hockey) |
| <input type="checkbox"/> Performing arts (e.g. singing, dancing, drama) | <input type="checkbox"/> Indoor physical activity (e.g. fitness classes, swimming) |
| <input type="checkbox"/> Outdoor water activities (e.g. canoeing, swimming) | <input type="checkbox"/> Attending spectator activities / special events (e.g. concerts) |
| <input type="checkbox"/> Outdoor court activities (e.g. tennis, pickleball) | <input type="checkbox"/> Leisure activities (e.g. games, reading, computers) |
| <input type="checkbox"/> Outdoor sports (e.g. soccer, softball, golf) | <input type="checkbox"/> Social activities (e.g. time with friends / family) |
| <input type="checkbox"/> Outdoor winter activities (e.g. snowshoeing, skating) | <input type="checkbox"/> Volunteering |
| <input type="checkbox"/> Outdoor physical activity (e.g. walking, cycling) | <input type="checkbox"/> Other (please specify): _____ |
| <input type="checkbox"/> Nature oriented activities (e.g. fishing, picnicing) | |

4. Were you aware of the Lakedell Agricultural Society before receiving this questionnaire?

- Yes
- No (Go to Q5)
- Not Sure (Go to Q5)

a. If yes, how do you connect and/or find out information about the Society's facilities, events, and programs?
(Check all that apply.)

- Society website (www.lakedell.org)
- Newsletter
- Social Media (Facebook)
- Word of mouth
- Road Signage
- Other (please specify): _____

5. For each item in the list below, please indicate how often in the previous 12 months members of your household visited the following facilities and spaces. Please estimate total participation for all household members.

Facility or Space	1 - 10 Times	11 - 20 Times	20+ Times	Did Not Visit
Lakedell Agricultural Society Facilities				
Main Hall (large)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Small Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curling Rink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor riding arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor riding arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other facilities and spaces (not located at the Lakedell Agricultural Society grounds)				
Curling rinks (other than the Lakedell facility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor riding arenas (other than the Lakedell facility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community halls (other than the Lakedell facility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor riding arenas (other than the Lakedell facility)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ice arenas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor pools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sports fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ball diamonds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Museums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Theatre/Concert Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Art galleries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golf courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dog off leash parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor spray parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor pools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gymnasiums	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indoor playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fitness centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross country ski trails	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lakes / rivers for boating and/or fishing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify): _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Does anything prevent your household members from participating in recreation and cultural activities to the degree that they would like?

- Yes
- No (Go to Q7)
- Unsure (Go to Q7)

a. If yes, what prevents or limits the participation of household members in recreation and culture activities? Please select all that apply.

- Lack of personal time/too busy with other activities
- Lack of child care
- Lack of desired facilities
- Recreational facilities/areas are poorly kept/maintained/overcrowded
- Lack of desired programs
- I don't know where I can take part/What I can take part in
- Lack of money/Programs and facilities too expensive
- Lack of money/Cost (rental or purchase) of equipment, material and supplies
- Lack of transportation
- Recreational facilities not physically convenient
- Don't have physical abilities/Physically unable to take part
- Other (please specify): _____

7. Are you aware of any financial assistance programs in the area to help those who cannot afford to participate in recreation or culture activities?

- Yes (please specify): _____
- No
- Unsure

8. Overall, how satisfied is your household with the availability of recreation and culture opportunities within your community?

- Very Satisfied
- Somewhat Satisfied
- Somewhat Dissatisfied
- Very Dissatisfied
- I don't know

9. Do members of your household own a horse(s)?

- Yes
- No (Go to Q11)

10. Where do you ride your horse(s)? Please select all that apply.

- Outdoors on your own property
- Indoors at your own private facility
- Outdoor on public land (e.g. trails, back-country)
- At a private facility where you board your horse (please specify the facility): _____
- Indoor at a public facility in the region (please specify the facility): _____
- We don't ride the horses that we own

Section 2: Future Preferences for Recreation and Culture

11. Do you believe there are **INDOOR** recreation and cultural facilities and amenities that should be more readily available or enhanced in the community?

- No, enhancements or additions are not needed (Go to Q13)
- Yes, enhancements or additions are needed (Go to Q12)
- Unsure (Go to Q13)

12. Please select up to five (**5**) **INDOOR** recreation and culture facilities and amenities that should be more readily available or enhanced in the area.

A couple of things to consider:

There are costs to building and operating recreation and culture facilities and amenities.

Your responses will be used to help determine priorities for planning purposes. This may not lead to changes in an existing facility or to building a new facility.

- | | |
|--|--|
| <input type="checkbox"/> Archery range (indoor) | <input type="checkbox"/> Meeting spaces and multi-use program spaces |
| <input type="checkbox"/> Combative sports areas (e.g. judo, karate, tae kwon do, wrestling etc.) | <input type="checkbox"/> Multi-purpose sport surfaces (e.g. roller/ball hockey, roller derby, lacrosse etc.) |
| <input type="checkbox"/> Community group offices / storage | <input type="checkbox"/> Museum and archives spaces |
| <input type="checkbox"/> Courts (e.g. racquetball, squash etc.) | <input type="checkbox"/> Performing arts theatres |
| <input type="checkbox"/> Curling rink and lounge | <input type="checkbox"/> Public art (e.g. murals, sculptures, statues etc.) |
| <input type="checkbox"/> Indoor field spaces/Fieldhouse (e.g. soccer, football, baseball, etc.) | <input type="checkbox"/> Seniors space (dedicated) |
| <input type="checkbox"/> Fitness / wellness spaces (e.g. fitness classes/strength training) | <input type="checkbox"/> Social / banquet facilities (e.g. Community Halls) |
| <input type="checkbox"/> Fitness tracks (jogging, walking etc.) | <input type="checkbox"/> Swimming pools |
| <input type="checkbox"/> Gymnasiums (e.g. pickleball, badminton, floor hockey, basketball, volleyball, etc.) | <input type="checkbox"/> Visual arts studio program spaces (e.g. pottery studio, etc.) |
| <input type="checkbox"/> Ice arenas | <input type="checkbox"/> Youth space (dedicated) |
| <input type="checkbox"/> Indoor playgrounds | <input type="checkbox"/> Other (please specify): _____ |

13. Do you believe there are **OUTDOOR** recreation and cultural facilities and amenities that should be more readily available or enhanced in the community?

- No, enhancements or additions are not needed (Go to Q15)
- Yes, enhancements or additions are needed (Go to Q14)
- Unsure (Go to Q15)

14. Please select up to five **(5) OUTDOOR** recreation and culture facilities and amenities that should be more readily available or enhanced in the area.

A couple of things to consider:

There are costs to building and operating recreation and culture facilities and amenities.

Your responses will be used to help determine priorities for planning purposes. This may not lead to changes in an existing facility or to building a new facility.

- | | |
|---|---|
| <input type="checkbox"/> Archery range (outdoor) | <input type="checkbox"/> Ice skating trails |
| <input type="checkbox"/> Athletic grounds (track and field) | <input type="checkbox"/> Mechanized use trails (e.g. ATVs, skidoos etc.) |
| <input type="checkbox"/> Ball diamonds | <input type="checkbox"/> Mountain bike trails |
| <input type="checkbox"/> Amphitheatres/Bandstands | <input type="checkbox"/> Trails (non-mechanized for biking, walking, jogging, etc.) |
| <input type="checkbox"/> BMX bicycle parks | <input type="checkbox"/> Natural areas |
| <input type="checkbox"/> Campgrounds | <input type="checkbox"/> Picnic areas / shelters |
| <input type="checkbox"/> Cross country ski / snowshoe trails | <input type="checkbox"/> Playgrounds |
| <input type="checkbox"/> Courts (pickleball, tennis) | <input type="checkbox"/> Public art (e.g. murals, sculptures, statues) |
| <input type="checkbox"/> Disc golf | <input type="checkbox"/> Skateboard parks |
| <input type="checkbox"/> Dog off-leash park and areas | <input type="checkbox"/> Sports fields |
| <input type="checkbox"/> Event grounds for special events and festivals | <input type="checkbox"/> Spray parks/spray decks |
| <input type="checkbox"/> Golf courses | <input type="checkbox"/> Swimming pool (outdoor) |
| <input type="checkbox"/> Rinks (boarded with ice in winter, hard surface in spring/summer/fall) | <input type="checkbox"/> Toboggan hills |
| <input type="checkbox"/> Skating rinks (non-hockey) | <input type="checkbox"/> Other (please specify): _____ |

15. What types of recreation and culture programming would like to have offered in your community? Select up to five (5).

- | | |
|---|---|
| <input type="checkbox"/> Walking programs | <input type="checkbox"/> CPR/First Aid |
| <input type="checkbox"/> Line Dancing | <input type="checkbox"/> Horseback riding programs |
| <input type="checkbox"/> Yoga and/or Pilates | <input type="checkbox"/> Community special events and festivals |
| <input type="checkbox"/> Fitness classes | <input type="checkbox"/> Martial arts |
| <input type="checkbox"/> Women's only fitness | <input type="checkbox"/> Curling lessons/leagues |
| <input type="checkbox"/> Adults arts and crafts | <input type="checkbox"/> Ranch skills programs |
| <input type="checkbox"/> Children's arts and crafts | <input type="checkbox"/> Movie nights |
| <input type="checkbox"/> Photography | <input type="checkbox"/> Other (please specify): _____ |

16. Would your household be willing to pay additional property taxes if that money was used to support enhancements to recreation and culture opportunities the area?

- Yes
- No (Go to Q17)
- Unsure (Go to Q17)

a. If you answered "yes", how much more would your household be willing to pay in annual property taxes to support enhancements to recreation and culture opportunities in the area?

- Up to \$50 per year
- \$51 - \$100 per year
- \$101 - \$150 per year
- \$151 + per year

17. Would you be willing pay increased user fees to support enhancements to recreation and culture opportunities in the area? (User fees would include the entrance fees at a facility, the cost of a registered program, or cost to rent space such as an arena or field).

- Yes
- No
- Unsure

18. In your opinion, how should public recreation and culture opportunities be funded?

- Tax supported funding (government grants/programs).
- Through user fees.
- Through a combination of the above.

Section 3: General Comments

19. Please use the space below to provide any additional comments about the Lakedell Agricultural Society, its facilities and/or programs, or about recreation and culture opportunities in the area in general.

Section 4: About Your Household

20. Is anyone in your household a member of the Lakedell Agricultural Society?

- Yes
- No
- Not Sure

21. How would you categorize your property which this survey was sent to?

- Full time residence
- Seasonal residence
- Other (please specify): _____

22. How would you describe your property?

- Acreage
- Farm
- Ranch
- Other (please specify): _____

23. Where do you live?

- In Wetaskiwin County
- In a Summer Village (Please indicate which one): _____
- Other (please specify): _____

24. How long have you lived in the area?

- Less than 1 year
- 1-5 Years
- 6-10 Years
- 10+ Years
- Not applicable

25. Do you expect to be residing in the area for the next five years?

- Yes
- No
- Not Sure
- Not applicable

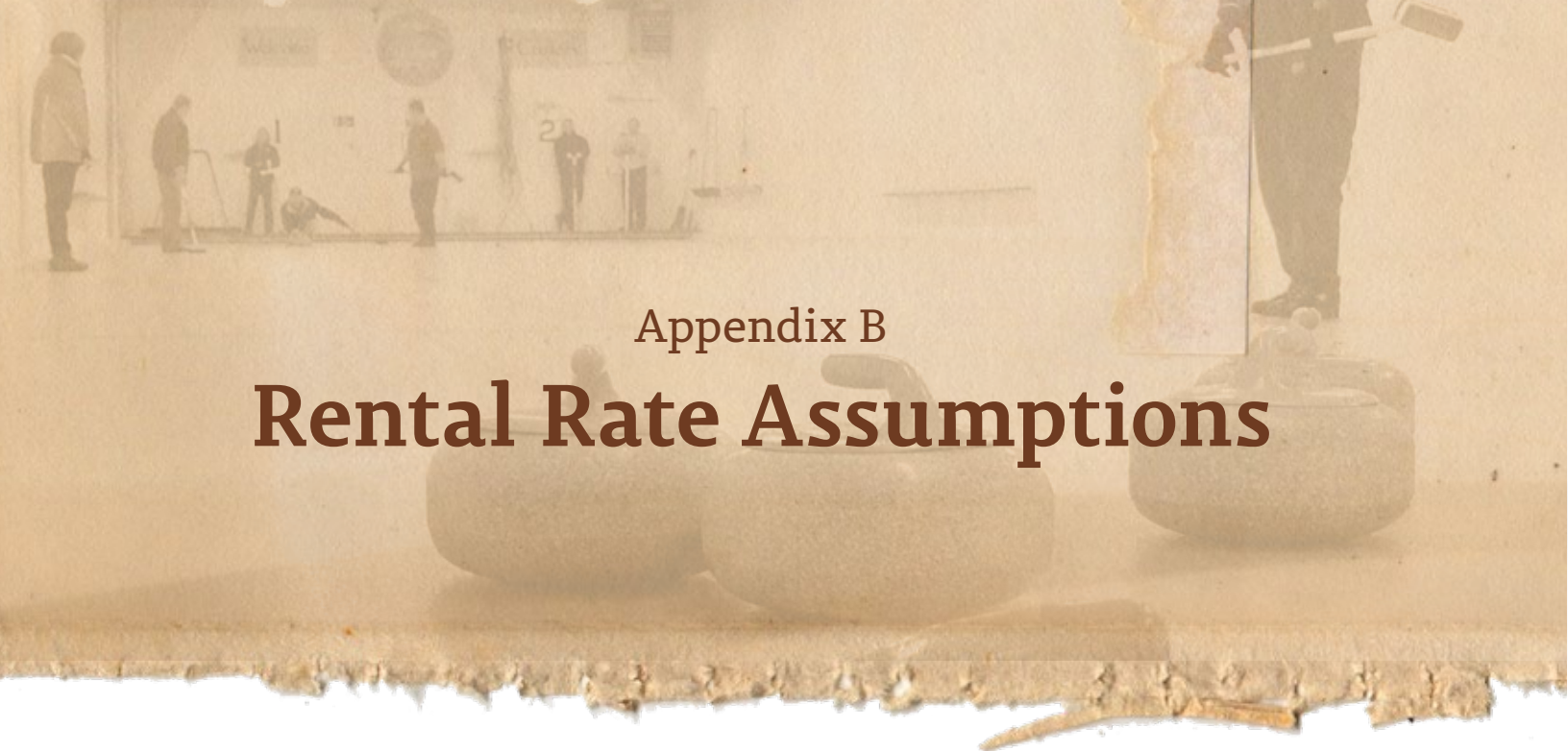
26. Please describe your household by recording the number of members in each of the following age groups.
Don't forget to include yourself!

Please indicate # of household members in each category

Age 0 – 4 Years _____ Age 20 – 29 Years _____ Age 50 – 59 Years _____ Age 70 – 79 Years _____

Age 5 – 9 Years _____ Age 30 - 39 Years _____ Age 60 – 69 Years _____ Age 80+ Years _____

Age 10 – 19 Years _____ Age 40 – 49 Years _____



Appendix B

Rental Rate Assumptions

Rates	Member	Non-member
Curling Rink rental (daily, 2 sheets)	125	250
Curling Rink rental (daily, 4 sheets)	250	500
Curling Rink rental (hourly, one sheet)	40	60
Curling Rink rental (off-season, dry floor, daily)	100	150
Multi-purpose room (daily)	125	200
Multi-purpose room (hourly)	30	40
Concession rental (daily)	500	500
Lobby/viewing area (3 hours)	20	30





RC + PERC
strategies