

RIMBEY AGRICULTURAL SOCIETY
AGRI-RECREATION
FACILITY BUSINESS CASE
JULY 6, 2012



July 6, 2012

Tim Edge
Rimbey Agricultural Society
Box 1173
Rimbey, AB T0C 2J0

Re: Rimbey Agri-Rereation Facility Business Case

Tim,

Please accept this document as the final version of the finalized plan for the above noted business case.

We feel strongly that this document will demonstrate the support for, and value of this exciting facility project in your community and region.

Thank you for the opportunity to work on this interesting and important project with yourself and members of the community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Roma', with a long horizontal flourish extending to the right.

*Michael Roma, Partner
RC Strategies*

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1.0—PURPOSE AND METHODOLOGY

The Rimbey Agricultural Society consists of agri-recreation enthusiasts from the Town of Rimbey and surrounding areas in Ponoka County. The Society is exploring the development of a new indoor facility to replace the aging Agriplex, and has taken a number of initial steps towards this goal. The following Business Case is the result of the Society's efforts to further engage groups and citizens in the local area, and ensure that any future facility development best meets the needs of the community.

The intent of this Business Case is explained as follows:

- » To outline stakeholder and general public needs for an indoor agri-recreation facility;
- » To demonstrate public support for the development of a new indoor agri-recreation facility;
- » To outline a facility program that would meet identified needs;
- » To estimate expected operational costs of a new agri-recreation facility in Rimbey; and
- » To outline a strong business case that the society can use moving forward to secure funding for the development of a new indoor agri-recreation facility.

In achieving the intended purpose of the study, both primary and secondary research has been undertaken. **Primary research** has included:

- » **Resident online questionnaire** — intended to gauge public support for a new facility, and use of existing agricultural and community facilities in the region;
- » **User Group online questionnaire** — developed with the objective to determine user group's current facility uses, and future facility needs; and,
- » **Stakeholder phone interviews** — intended to provide a variety of community stakeholders (e.g. businesses, agri-recreation groups, community leaders) with the opportunity to provide their thoughts and opinions on agri-recreation in the community and the potential development of a new facility.

Secondary research for the project included:

- » Research of other agri-recreation facilities in the region;
- » A review of recreation, leisure, and agri-recreational trends; and,
- » A review of publications and sources including, but not limited to, community profiles, Alberta Recreation Survey, Statistics Canada data, and innumerable websites.

2.0—COMMUNITY & REGIONAL PROFILE

The Town of Rimbey (population 2,378) is located in Ponoka County (population 8,856), and is accessible directly from Highways 20 and 53. Rimbey is approximately 60 km northwest of Red Deer, 130 km southwest of Edmonton's city limits, and just over 45 km from the Town of Ponoka. Rimbey remains an important service hub within the western portion of Ponoka County, and services a number of smaller nearby hamlets, villages, and farming operations.

Rimbey's history dates back to the turn of the twentieth century. Originally named Kansas Ridge due to the origin of many original settlers, the community would later take the last name of Jim Rimbey, who along with brothers Sam and Ben would play a key role in the early activities of the community. A key factor driving early growth of the community was the arrival of the railway in 1919. This led in part to the building of two grain elevators in the community, along with a number of lumber yard operations. Rimbey officially became incorporated as a Town in 1948.

Residents in the Rimbey area have access to a variety of recreation, leisure, and cultural opportunities. The Rimbey Community Centre features a fitness centre, curling rink, arena, racquetball & squash courts, two auditoriums, and community meeting areas. A new outdoor aquatics facility also opened in the spring of 2012. Additionally, the community has a variety of quality outdoor amenities, which include a skateboard park, tennis courts, walking trails, and sports fields. Rimbey's historic past is also well preserved, with Pas-Ka-Poo Park providing visitors and residents with a well maintained museum, community gathering space, and site for the popular farmers

market. Rimbey is also closely located to a number of popular lakes and campgrounds in the region, including Sylvan Lake, Gull Lake, and Pigeon Lake. The Rimbey and greater Ponoka County region also benefits from a number of active community organizations. The Rimbey Chamber of Commerce supports the efforts of local businesses and hosts the annual Rimbey Expo. A number of service clubs such as the Lions, Kinsmen, 4H, and the Sleigh, Wagon and Saddle Club provide countless volunteer hours to support programs for citizens of all ages in the community. Ponoka County is also home to a large number of rural community halls and associations. In total, 24 halls across the County host a variety of community and social functions.

Agriculture along with oil & gas continue to be important drivers of the local economy. With an estimated trading area of over 8,500, Rimbey remains an important service hub for both area residents and industry. The community hosts two major agricultural auction operations (Rimbey Auction Mart & Allen Olson Auctions) along with a number of other services that cater to the many agricultural operations in the region.

Public education in Rimbey is delivered by Wolf Creek Public Schools; which has three schools in the community (Rimbey Elementary School, Rimbey Junior / Senior High School, and West County Outreach School). The Rimbey Christian Academy School also provides a faith based Grade 1 – 9 option for local families and students. The close proximity to Red Deer and Edmonton furthermore provides residents with a variety of nearby post-secondary education and training opportunities.

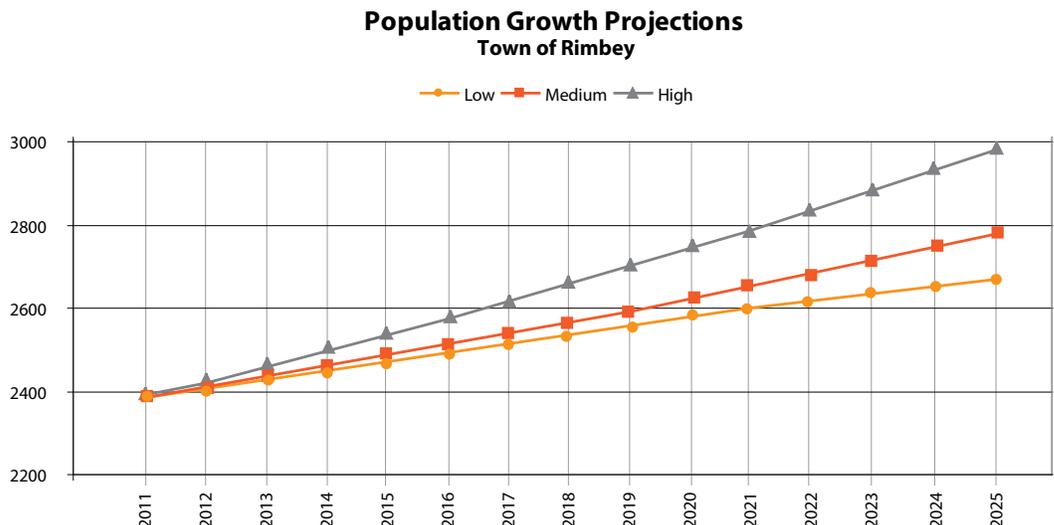
2.1. POPULATION ANALYSIS & GROWTH PROJECTIONS

2.1.1. TOWN OF RIMBEY

The 2011 Statistics Canada Census population count of 2,378 represented an increase of 5.6% from the previous population count of 2,252 in 2006.¹ Additional data further demonstrates the consistent residential growth of the Town in recent years. Over the last five years (2006 to 2011) the number of private dwellings grew by approximately 8.7% from 987 to 1081.²

Below are additional selected statistical characteristics of the Town of Rimbey:³

- » The median age of the population was 45.4 years old in 2011, which is higher than the provincial median of 36.5 years of age.
- » In contrast with the provincial figures, there are more females (53.6%) than males (46.4%) in Rimbey.
- » The median household income in Rimbey was \$53,221 in 2006, which was lower than the provincial median of \$73,823
- » 73.8% of dwellings in Rimbey are classified as single-detached houses
- » In 2006, over 96% of dwellings in Rimbey were occupied by their usual residents, compared to 90.9% in 2011.
- » Educational attainment in the Town of Rimbey:
 - » 18.6% of the population (15 years and older) has a College, CEGEP or other non-university certificate or diploma
 - » 12.1% of the population (15 years and older) has an apprenticeship or trades certificate or diploma.
 - » 4.7% of the population (15 years and older) holds a University certificate, diploma or degree
- » The unemployment rate in the Town of Rimbey was 7.2% in 2006, as compared to the provincial unemployment rate of 4.3%



1. Statistics Canada, 2011 Census

2. Statistics Canada, 2006 & 2011 Census Data

3. Statistics Canada, 2006 Community Profile

- » The largest sectors of occupation in Rimbey are sales and service (24.1%), followed by trades, transport and equipment operators (22.3%), and business, finance and administration (16.8%).

Population growth projections have been developed for the Town of Rimbey and are illustrated in the graph below. The **low growth scenario** (0.90% annually) was calculated using the annual population growth recorded in the federal census from 2001 to 2006. This scenario projects a 2025 population of 2,696. The **medium growth scenario** (1.12% annually) projects a 2025 population of 2,779. This growth rate was developed using the population increase recorded in the federal census from 2006 to 2011. Lastly, the **high growth scenario** (1.64% annually) projects a 2025 population of 2,986. This scenario was developed by averaging the annual growth rate in the Town of Rimbey (1.12% annually) with the provincial average (2.16% annually) as recorded in the federal census from 2006 to 2011.

2.1.1.2. PONOKA COUNTY

Ponoka County's population county in 2011 of 8,856 represented a 2.5% increase from the previous population count of 8,640 in 2006.⁴ Similarly to the Town of Rimbey, Ponoka County experienced a consistent 9.2% increase in the number of private dwelling between 2006 and 2011.

Below are additional selected statistical characteristics of Ponoka County:⁵

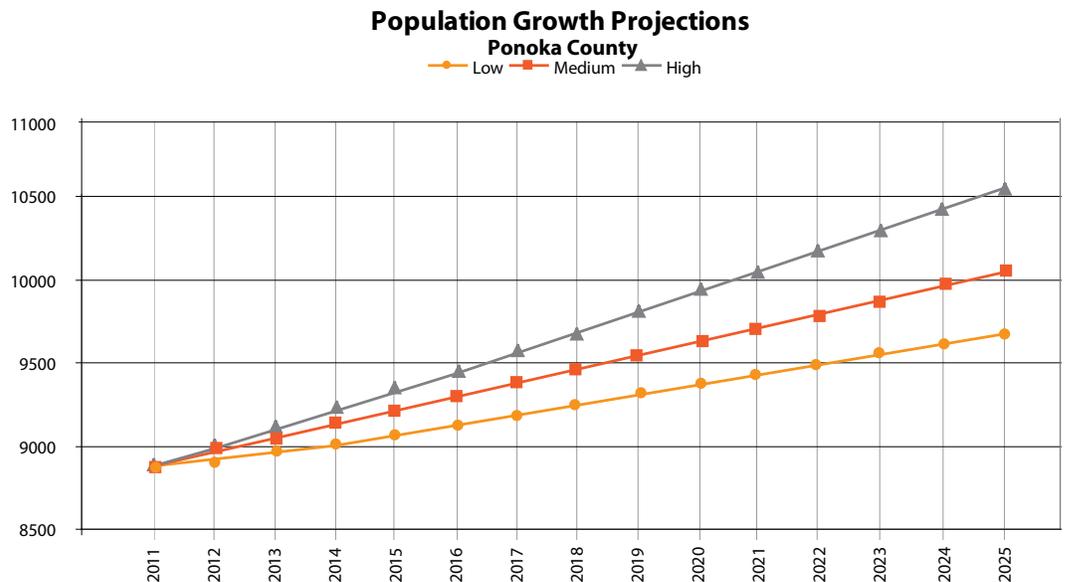
- » The median age of the population is 43.6 years, which is consistent with the Town of Rimbey (45.4), and older than the provincial average (36.5)
- » In contrast to the Town of Rimbey, there are more males (51.3%) than females (48.7%) in Ponoka County.
- » 86.5% of dwellings in the County are occupied by their usual residents
- » 62.0% of the population is classified as legally married, compared to the provincial average of 50.1%
- » Educational attainment in Ponoka County:
 - » 16.2% of the population (15 years and older) has a College, CEGEP or other non-university certificate or diploma
 - » 15.4% of the population (15 years and older) has an apprenticeship or trades certificate or diploma.
 - » 7.5% of the population (15 years and older) holds a University certificate, diploma or degree
- » The unemployment rate in Ponoka County was 2.8% in 2006, which is significantly lower than both the Town of Rimbey (7.2%) and the provincial unemployment rate (4.3%)
- » The largest sectors of occupation in Ponoka County are occupations unique to primary industry (30.1%), followed by trades, transport and equipment operators (21.9%), and Sales and service occupations (15.1%)

4. Statistics Canada, 2006 & 2011 Census Data

5. Statistics Canada, 2006 & 2011 Census Data

As illustrated in the graph below, population growth projections have also been developed for Ponoka County. The **low growth scenario** (0.5% annually) was developed using the growth recorded in the County between the 2006 and 2011 federal census population counts. This scenario projects a 2025 population of 9,496 in the County. The **medium growth scenario** (0.9% annually) projects a 2025 population of 10,040. This scenario was

calculated by averaging the annual growth rate experienced in the County from the 1996 to 2001 (1.30%) & 2006 to 2011 (0.5%) federal census population counts. The **high growth scenario** (1.30% annually) reflects the high growth experienced in the County as recorded in the federal census population counts from 1996 to 2001. This scenario projects a 2025 population of 10,611.



3.0—MARKET ASSESSMENT

3.1. PONOKA COUNTY AGRICULTURAL PROFILE¹

In Ponoka County there are a total of 1,233 farms. This ranks the County 7th in the province out of 70 'rural' classified municipalities. 2.7% of total cattle inventory and 3.4% of total pig inventory in the province are located within the County boundaries. The largest percentage of farms in the County (55.9%) are primarily involved in cattle production, followed by miscellaneous specialty (15.3%), and grain & oilseed production (9.5%). By comparison to provincial statistics, 44% of the overall farms in Alberta were classified as primarily involved in cattle production, with 53% of total producers in the province having some level of beef cattle. Given the relative strength of the beef production industry in Alberta, Ponoka County's higher than average proportion of primary cattle producers should be advantageous for the region in coming years. Alberta accounts for approximately 40% of Canada's total cattle inventory and annual exports of over \$1.4 billion.²

The average age of farm operators in the County was 51.7 years in 2006, with approximately 51% being between the ages of 35 – 54 years old. Both figures are consistent with the provincial averages. Over two-thirds (71.3%) of farmers in the County spend more than 20 hours per week on farm work, with just and half (45.1%) spending over 40 hours per week on farm work. Ponoka County ensures sustainability of all agricultural sectors in the region through the Agricultural Services Board. This board has a mandate to promote, advise, and organize a number of agricultural related initiatives within the County boundaries.

3.2. EQUINE

The Alberta Equestrian Federation suggests that there exists an enormous growth potential in the Alberta market. With over 300,000 horses (80,000 owners) in Alberta (the highest in Canada) and recognizing that 56% of Alberta's horse owners board horses, there is a potential demand for the boarding of approximately 168,000 horses within the province.

The Horse Industry Association of Alberta commissioned a study in 2003 that stated over one-third (35%) of people associated with the equine industry are involved in breed competitions and horse shows, 18% involved in dressage, and 15% involved in barrel racing. Further, the study stated that 25% of horses are used for activities like showing, barrel racing, team roping, dressage, penning, and gymkhana.

According to the 2008 Alberta Recreation Survey, 7.9% of respondents participate in horseback riding / trail riding. Of interest, this closely compares with curling (7.9%), ice hockey (8.3%), and soccer (8.5%). Extrapolating the proportion of people horseback riding to the 2011 federal census population counts, it can be estimated that there are 700 horseback riders in Ponoka County and 188 horseback riders in the Town of Rimbey. Rimbey's close proximity to the City of Red Deer (estimated 7,154 horseback riders), Red Deer County (estimated 1,450 horseback riders), and the Edmonton Metropolitan area (estimated 91,629 horseback riders) provides Rimbey with a strong base of agri-recreation enthusiasts from which to draw in potential equine related events and facility user groups.

1. Statistics Canada, 2006 Census of Agriculture

2. Alberta Beef Producers, 2009 Industry Statistics

3.3. AGRICULTURE & TOURISM

Ag-tourism is a blending of agriculture and tourism³. It provides a tourist with an opportunity to directly connect with the agricultural community. Examples of ag-tourism attractions, events, and services include:

- » Heritage farms and ranches,
 - » Farm recreation and visits,
 - » Ag industry tours,
 - » Festivals,
 - » Fairs,
 - » Rodeos,
 - » Conferences / tradeshowes,
 - » Horse and livestock shows,
 - » Retail (farmers' markets, u-pick, etc)
- » 65% are somewhat or very likely to watch a rodeo or go behind the scenes to meet some riders;
 - » 58% are somewhat or very likely to watch a demonstration of stock dogs herding sheep;
 - » 51% are somewhat or very likely to visit a family entertainment farm with petting zoo, hay bale playground, pony rides;
 - » 49% are somewhat or very likely to attend a riding camp on a ranch to get instructions on horsemanship;
 - » 38% are somewhat or very likely to learn about the fine art of horse whispering; and
 - » 35% are somewhat or very likely to attend a horse breed show and sale.

In 2003 Alberta Agriculture and Rural Development commissioned a study entitled, "Ag Tourism Market Potential Assessment". Some pertinent findings from that study:

- » 47% of all Albertans had taken part in an ag-tourism activity as part of a trip 80 km away from their place of residence in the previous 12 months.
- » Ag-tourism activities have a broad appeal with nearly all respondents (99%) indicating that they are somewhat or very likely to take part in at least one ag-tourism activity.

There are a number of other pertinent participation trends included in the Alberta Recreation Survey beyond horseback riding. Almost two-thirds (63%) of Albertans responding to the Alberta Recreation Survey reported attending festivals and fairs while 58% indicated that they attend sports events as spectators.

3.4. COMPARABLE FACILITIES OVERVIEW

The following chart identifies a number of similarly purposed agri-recreation facilities in the region. A general overview of their amenities and rental / user rates is also outlined, in order to provide a sense of what is currently available to agri-recreation users groups and enthusiasts.

Facility	Operated By	Amenities / Components	Rental / User Rates (Indoor arena)
Lakedell	Lakedell Agricultural Society	-200' x 80' groomed indoor arena -Bleacher seating -Hall (200 person seating capacity) -Secondary Hall (40 person seating capacity) -Adjoining outdoor rodeo facilities -Outdoor playground	-Hourly (\$25 – \$35) -Weekend daily (\$250) -Bull sale (\$300 — day of sale / \$150 — set-up & clean days) -Annual membership (\$100 — single / \$175 — family)
Thorsby Haymaker Centre	Thorsby Agricultural Society	-195' x 100' riding area -Seating for 500 spectators -Wash rack -Holding pens -Adjoining outdoor rodeo and camping facilities -Concession	-Annual membership (Single — \$200 / Family — \$350)
Ponoka Ag Events Centre	Ponoka Agricultural Events Society	-Indoor arena (135' x 400') with a dirt floor surface -Seating for 1500 spectators -Arena with capacity to be used as exhibition space. -Warm-up area in arena -Banquet area (incl. kitchen) -Multi-purpose community rooms to accommodate up to 50 people. The rooms are available for education classrooms and special events) -Stabling facility with 200+ box stalls -50 camping sites -Stock pens -Specialized equipment to support equestrian and other livestock events eg. Wash racks -Concession facility -287 parking stalls -Administration offices	-Full Day (\$1000)* -Hourly rate (\$100) -Ride Card (\$20 per use or 6 times for \$100) <i>*Do not usually book less than 2 or 3 day blocks for full-day rentals</i>
Stettler Agri-Plex	Stettler & District Agricultural Society	-Indoor riding arena -Seating for 600 people -Wash bay -Pavilion -Kitchen facility -Heritage room (60 person capacity)	-Half day (\$200) -Full day (\$400) -Riding memberships (single — \$150 / family — \$250)

4.0—PUBLIC & STAKEHOLDER CONSULTATION

A key component of the Business Case was to engage and gather feedback from a variety of area user groups and residents. Feedback collected ensures that the future development of a new indoor agri-recreation facility in Rimbey can best meet the needs of its potential facility users. As further described below, three methods of public and stakeholder consultation were used to gather feedback and opinions on the proposed new indoor agri-recreation facility. 1) A resident survey, 2) a community group survey and 3) stakeholder interviews.

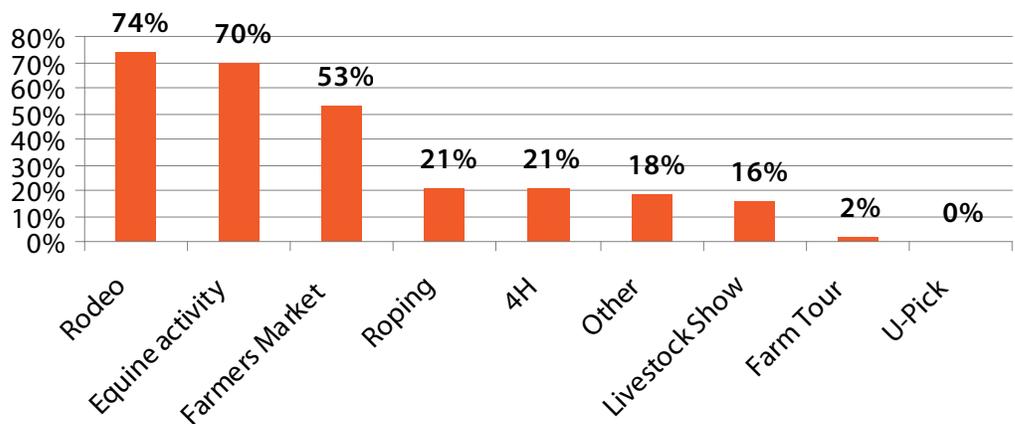
4.1. RESIDENT SURVEY

The **Resident Survey** provided valuable insights on the current uses of local agricultural facilities and programs, as well as opinions on the development of a new facility in Rimbey. A link for the online survey was available on the County of Ponoka and Town of Rimbey websites. In addition, paper copies were also made available at the Town and County administration offices. To promote this public engagement opportunity, the Rimbey Agricultural Society placed two advertisements in the Rimbey Review encouraging local residents to complete the survey. In total 72 area residents completed the survey. Indicated under the survey title is the number of responses specific to each question — as with the online survey tool respondents have the option to skip a question if they wish to. The following graphs provide an overview of the respondent’s feedback.

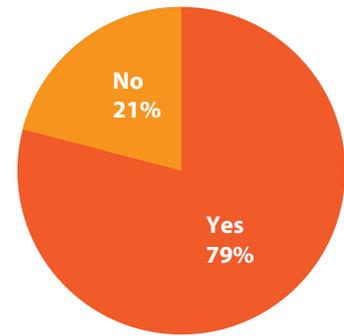
“Other” activities identified were: bullerama, dog agility, pony club, cutter parade, bull sales (2), barrel racing (3), gymkhana (2)

Select those agri-recreation activities (from a list) which you participated.

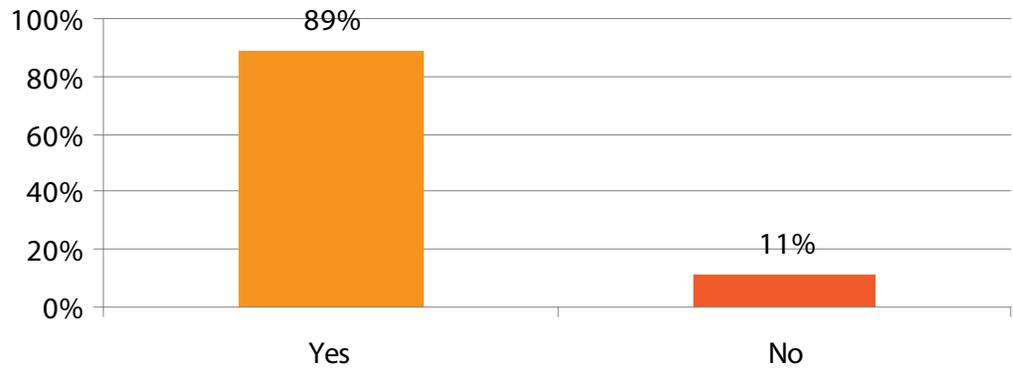
(57 total responses)



**In the past twelve months
have you participated
in any agri-recreation activities?**
(72 total respondents)

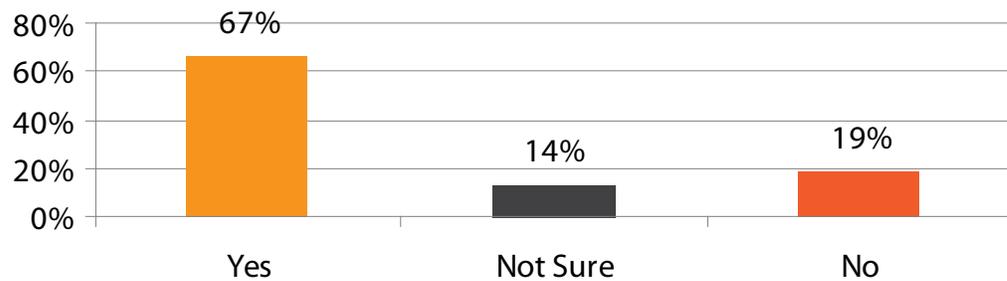


**Did you participate in any of those (previous)
activities in the Rimbey region?**
(57 total responses)



**Do you think a new agri-recreation facility is
needed in the Rimbey region?**
(69 total responses)

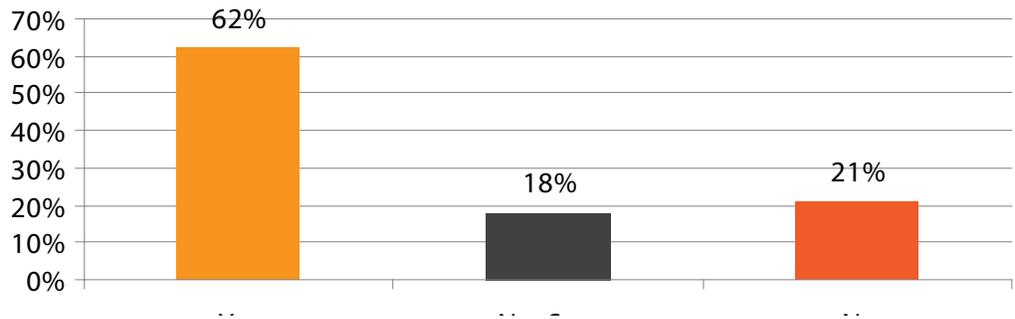
■ Yes ■ Not Sure ■ No



If a new agri-recreation facility was developed in Rimbey, would members of your household use it?

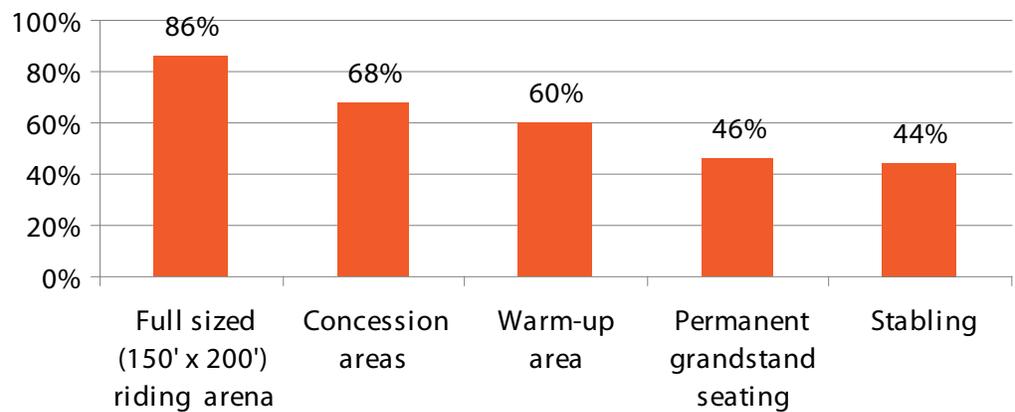
(68 total responses)

Yes Not Sure No



Top five amenities that should be included in a new indoor agri-recreation facility.

(43 responses)



4.2. COMMUNITY GROUP SURVEY

Community groups in the area were also contacted to complete an online Group survey. Contact information (e.g. phone numbers, email addresses) for these groups were provided by the Rimbey Agricultural Society, as well as gathered from a variety of other sources (e.g. Town website). The following eight groups completed the survey:

- » Rimbey 4 – H Club
- » Rimbey Exhibition Association
- » Bull Sale
- » Canadian Girls Rodeo Association
- » Wildrose Mounted Shooting Society
- » Kansas Ridge Gym Kana Club
- » Bluffton 4 – H Club

**One group chose to remain anonymous*

The following is an overview of the feedback received from the community groups.

- » All age ranges in the community were represented by at least two of the eight groups, with the 18 – 59 age range represented by all eight.
- » Half of the groups (4) expect to grow in membership in the coming years, while the other half (4) expect to remain stable (no groups expected to decline in membership).
- » Six of the eight groups indicated that the majority of their members reside in Ponoka County.
- » Currently the most commonly used facility by the groups was the Rimbey Agriplex (4 groups) followed by the Rimbey Outdoor Rodeo Grounds (2 groups).

- » Five groups indicated that the most needed improvement to the existing agricultural facilities in the region is a larger indoor arena.
- » The groups indicated that they would have the following potential uses for a new indoor agri-recreation facility in Rimbey:
 - » Monthly meetings and seminars
 - » Awards and banquets
 - » Animal washing
 - » Alternate facility for rodeo (if weather is bad)
 - » Youth (mini) rodeos
 - » Club practices
 - » Clinics
 - » Workshops
 - » Major show and sale
- » Six groups commented that their organization may be able to partner with the Rimbey Ag. Society on the development and / or operation of a new indoor agri-recreation facility:
 - » Volunteer time and services (4 groups)
 - » Assist with fundraising (2 groups)

4.3. STAKEHOLDER INTERVIEWS

In order to gather additional perspectives from a variety of key stakeholders (e.g. local businesses, municipal representatives, user groups) a number of groups and individuals were contacted for a phone interview. The following five individuals / groups participated in phone interviews:

- » Rimbey Co-op
- » Town of Rimbey
- » Rimbey 4 – H Club
- » Buist Motors
- » UFA

Below is an overview of the results from the interviews in which the participants were asked to share a variety of viewpoints on agri-recreation, impact on local businesses, and the potential for a new agri-recreation facility in Rimbey.

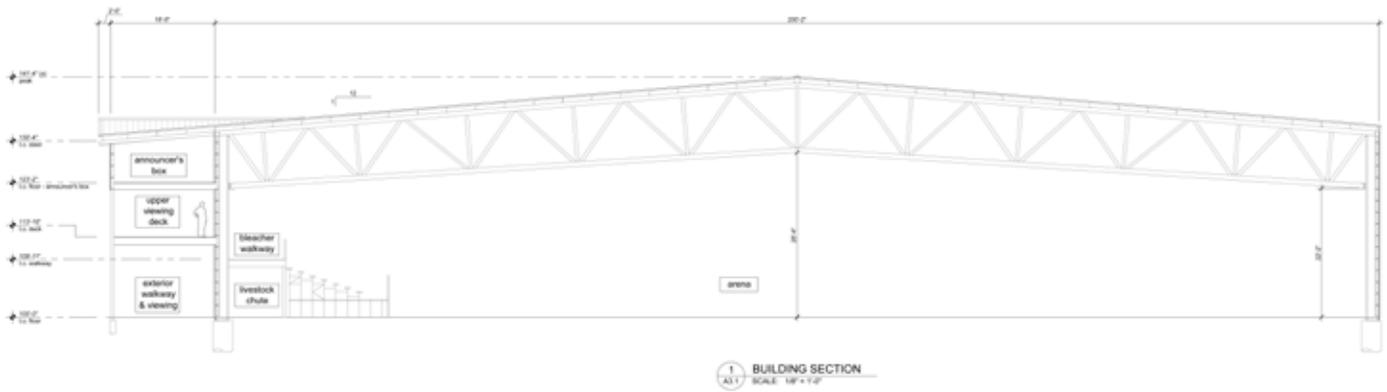
- » All five participants indicated that agri-recreation is important to Rimbey
- » Three of the five participants believe that agri-recreation ‘significantly’ benefits local businesses, two of the five participants indicated that agri-recreation ‘somewhat’ benefits local businesses.
- » Three of the five participants believe that the current facilities are in poor shape and / or limit the types of programs / events that can take place in the community
- » All five participants believe a new facility would bring more people and events to Town.
- » Participants had the following suggestions with regards to the potential development of a new indoor agri-recreation facility in Rimbey:
 - » Community agriculture groups must work together and collaborate with each other (“can’t be ‘horse people’ and ‘cow people’)
 - » New facility needs to be focused on youth (“they are the future”)
 - » New facility needs to be environmentally friendly
 - » It is important not to hurt smaller community halls and associations (e.g. hosting banquets and social events)

5.0—FACILITY PROGRAM REQUIREMENTS

Based on the public consultation and research conducted, facility program requirements have been developed for a new agri-recreation facility in Rimbey.

Areas	Description / Activity
Full sized (200' x 290') riding arena	<ul style="list-style-type: none"> -Space that can accommodate a variety of agricultural & agri-recreation activities, events, and programs (e.g. equine, mini-rodeos, bull sales, bullarama's) -Space that can accommodate additional community events and shows (e.g. car shows, tractor pulls)
Grandstand seating for approximately 900 spectators	-Comfortable seating to accommodate spectators for agri-recreation and community events / programs taking place in the facility.
Lobby & concession space with sufficient support amenities (e.g. kitchen / food prep area, washrooms)	-To accommodate events and programs taking place at the new facility as well as the outdoor rodeo grounds.
Office & administration space	-For use by the Rimbey Agricultural Society (building operations and hosted events), as well as facility user groups and community organizations
Ticket booth	-Required for medium to large scale events (paid events) and to manage entry / exit for sales and other private or semi-private events.
Livestock chutes	-To be used for agri-recreation / agricultural events
Animal wash bays with overhead loading doors	-To be used for agri-recreation / agricultural events
Social gathering space with accompanying support amenities (e.g. bar, washrooms, kitchen / food prep area)	<ul style="list-style-type: none"> -For social functions / gatherings related to events at the facility -Potential program space for agri-recreation and community groups
Boardroom	<ul style="list-style-type: none"> -For Rimbey Agricultural Society and user group meetings -Additional space during events (e.g. volunteer room, temporary event storage, etc.)
Announcers booth and public address system	-To accommodate medium to large scale agri-recreation / agricultural spectator events
Box stalls	-For permanent or semi-permanent stabling

6.1.3. EXTERIOR SECTION VIEW



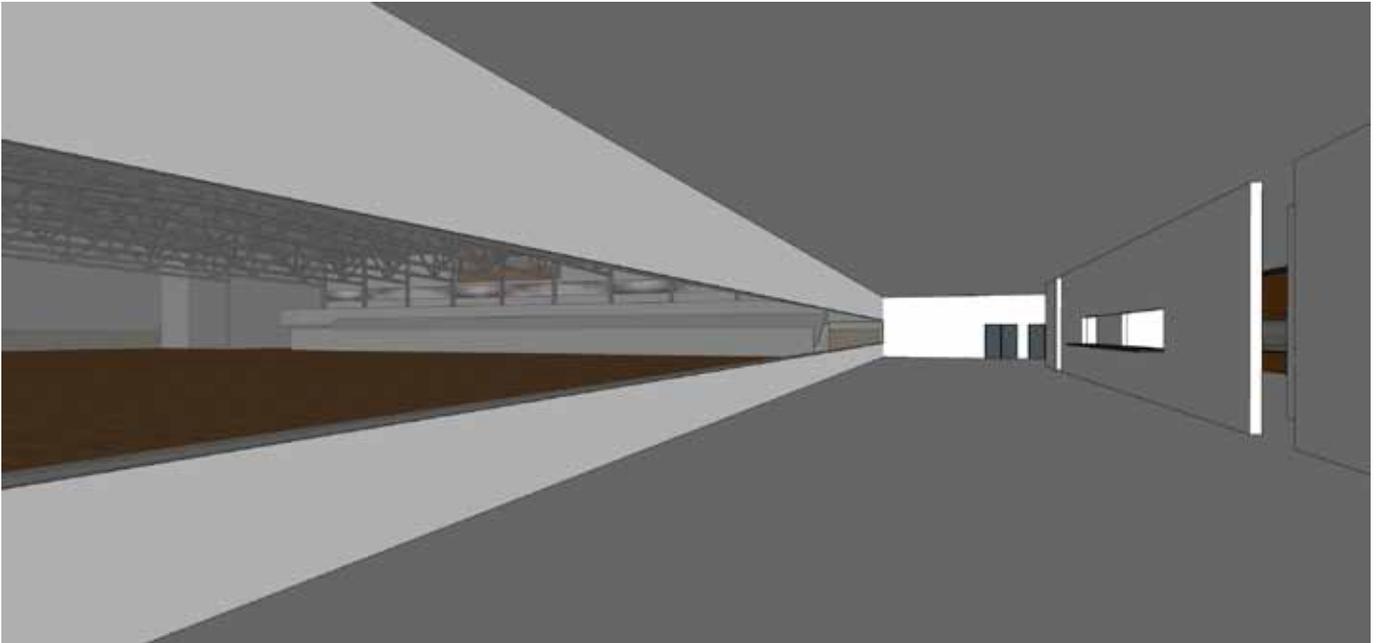
6.2. FACILITY CONCEPT RENDERINGS

The following concept rendering depict how the facility will look once constructed.

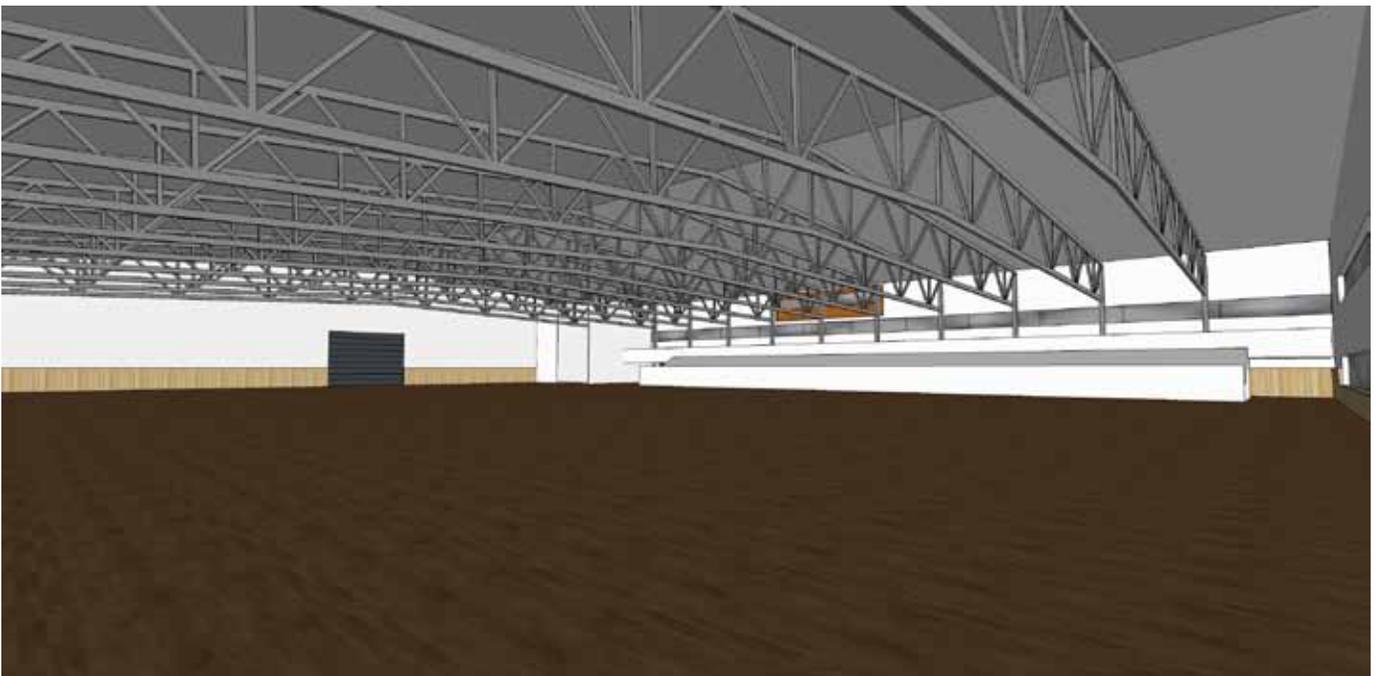
6.2.1 FACILITY CONCEPT RENDERING: EXTERIOR VIEW



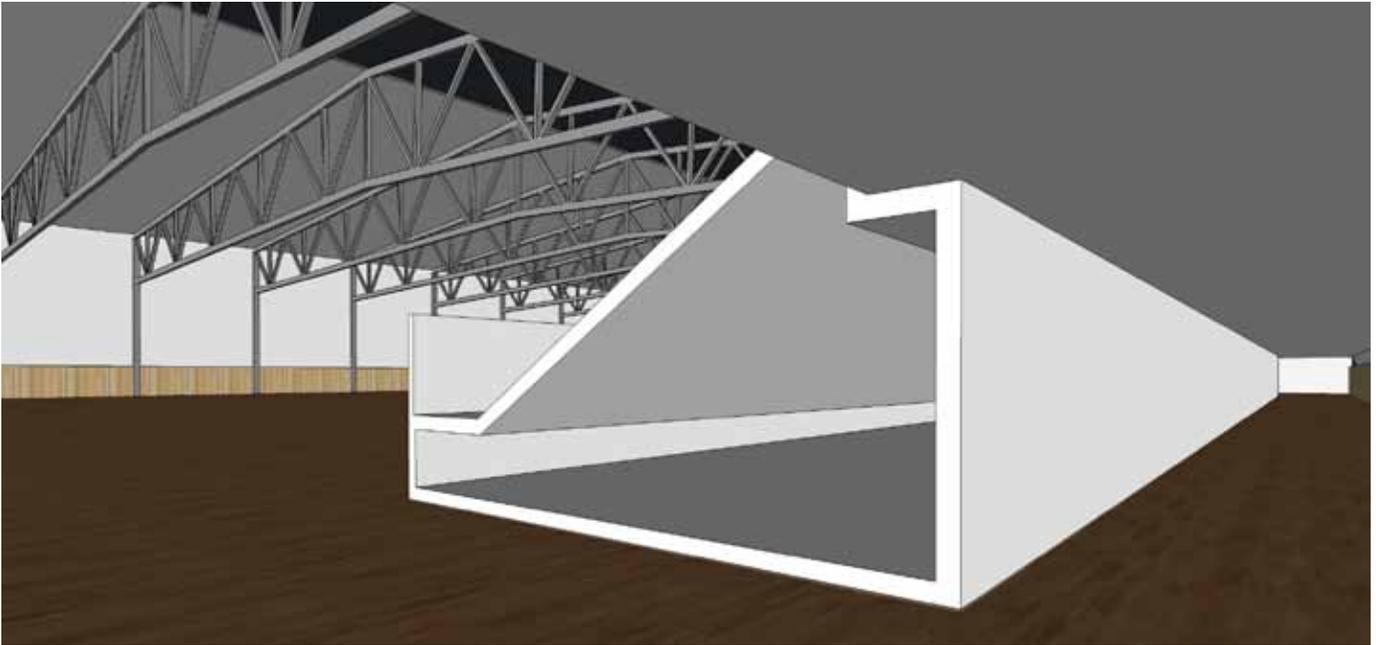
6.2.2 FACILITY CONCEPT RENDERING: MAIN FLOOR CONCESSION AREA



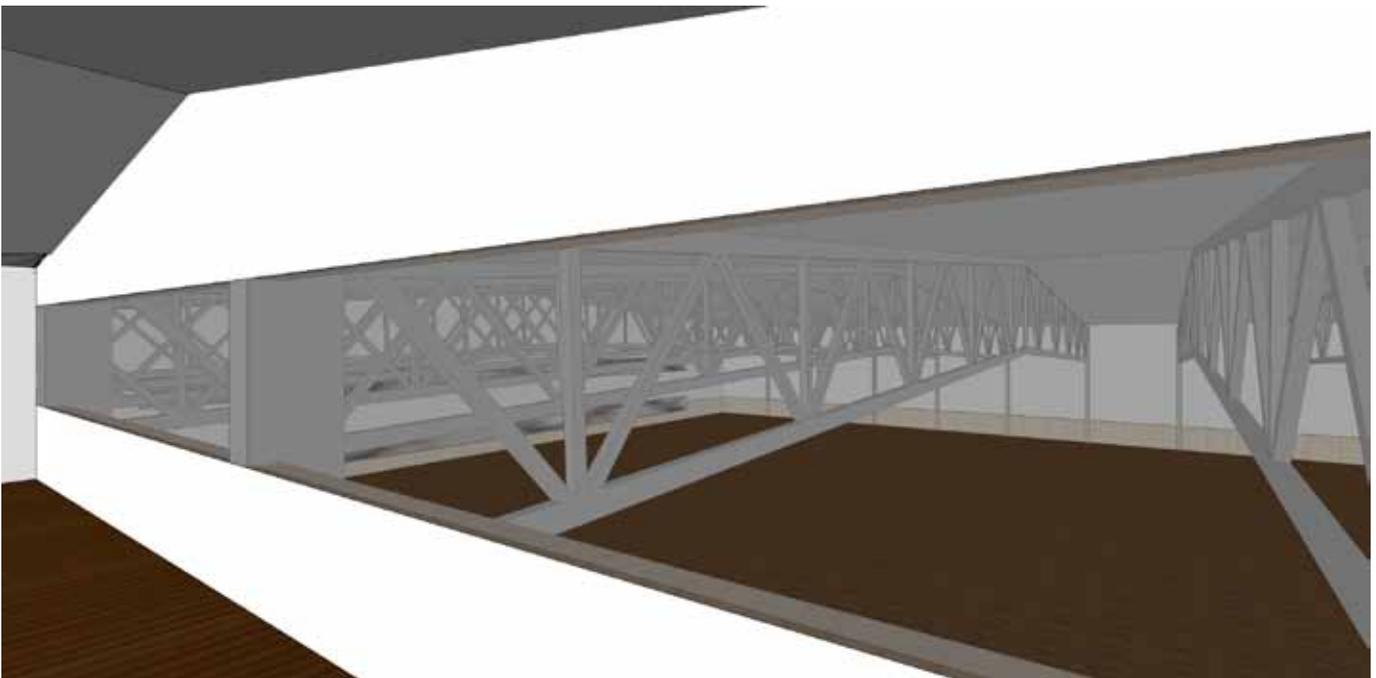
6.2.3 FACILITY CONCEPT RENDERING: RIDING ARENA



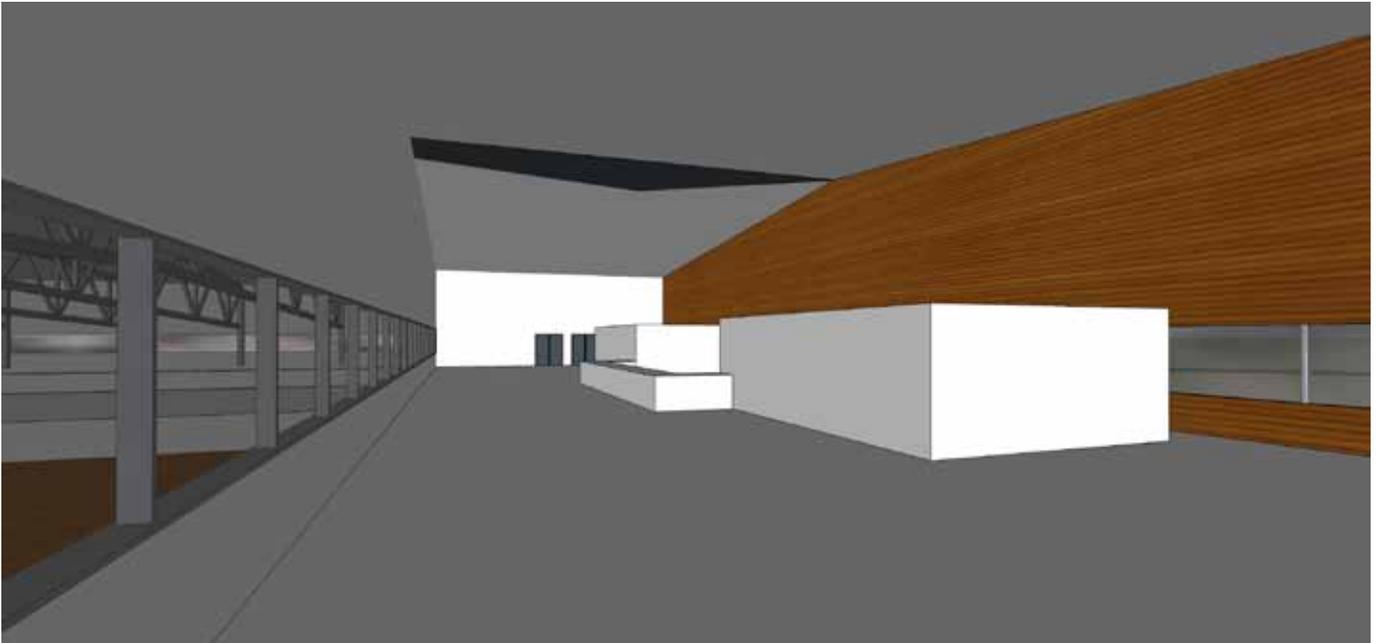
6.2.4 FACILITY CONCEPT RENDERING: MAIN FLOOR LIVESTOCK CHUTE



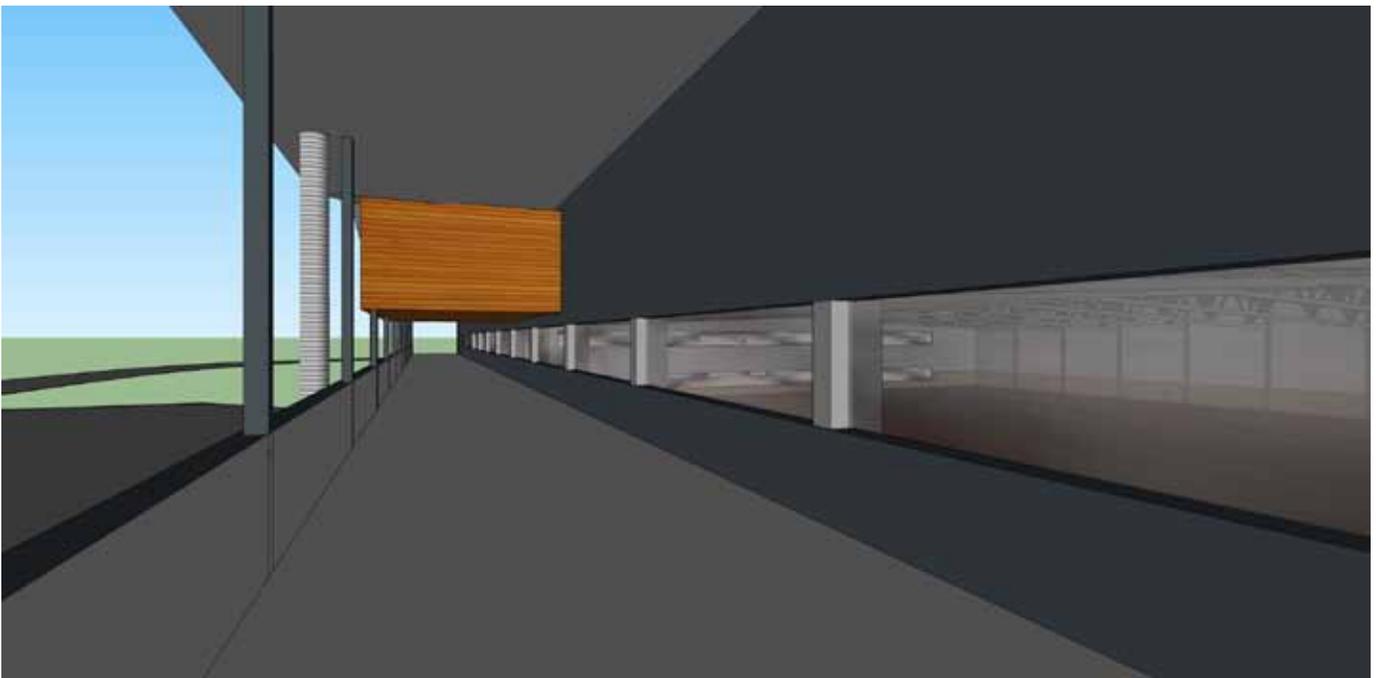
6.2.5 FACILITY CONCEPT RENDERING: ANNOUNCERS BOX

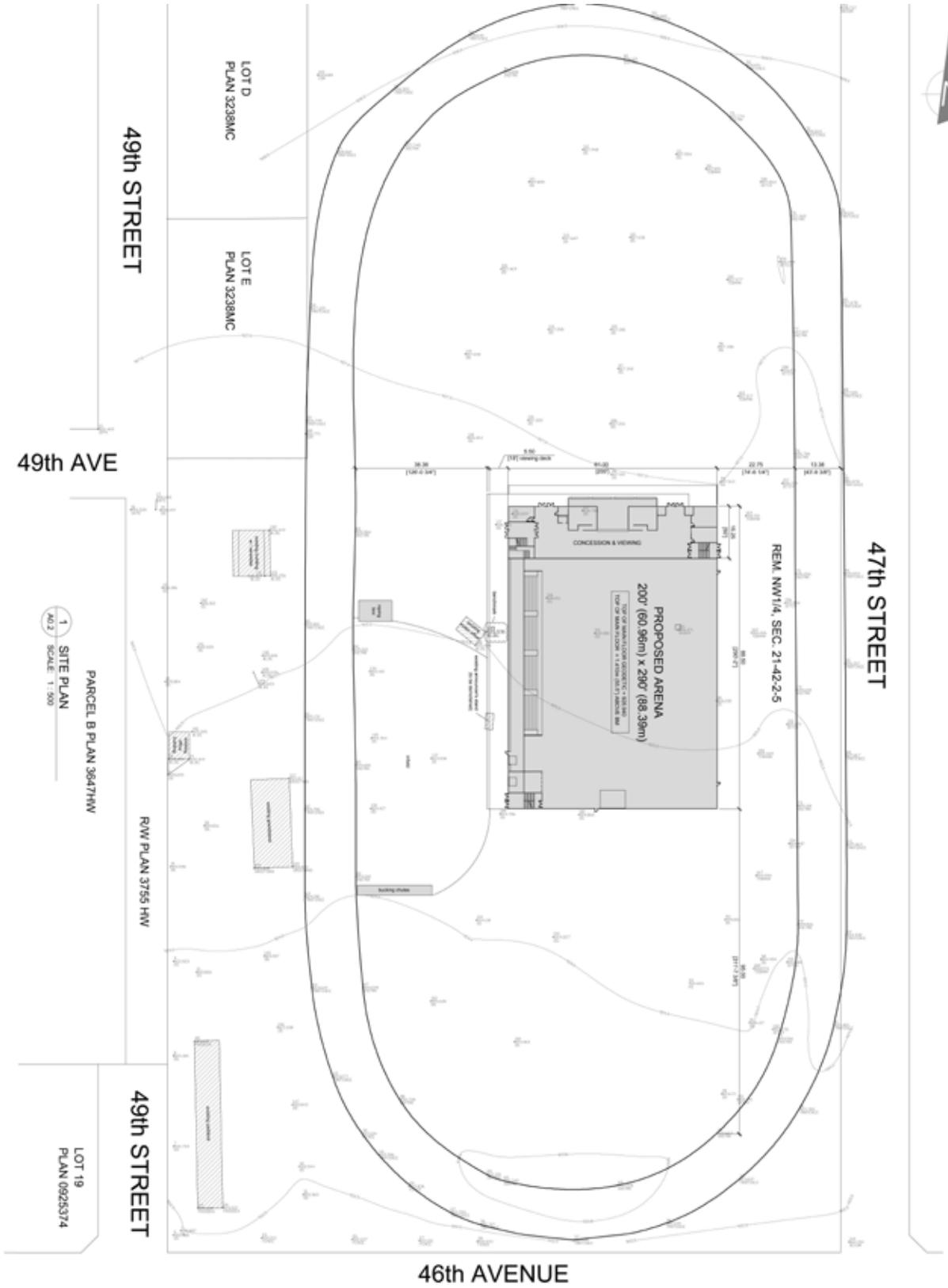


6.2.6 FACILITY CONCEPT RENDERING: SOCIAL FUNCTION ROOM



6.2.6 FACILITY CONCEPT RENDERING: UPPER VIEWING DECK





6.3. FACILITY LOCATION

The Rimbey Agricultural Society has determined that the best location for a new indoor agri-recreation facility is on the existing agricultural grounds in the Town. In order to adequately manage the development of a new facility (and required amenities), the Society purchased land adjacent to its existing facilities in 2010. Below is a site plan for the proposed facility. The following analysis includes review of the potential capital and operating costs for a new agri-recreation facility in Rimbey.

6.4. CAPITAL COSTS

The estimated capital cost for building a new agri-recreation facility in Rimbey is **\$3.45M**. This cost includes the facility materials and installation, as well as interior fit and finishing's. Not included in this estimate is the additional land purchased by Agricultural Society, and the earthwork which has already been completed on the site. These initial elements of the project have been made possible in large part due to the previous \$700,000 contribution made to the project by Ponoka County.

6.4.1. POTENTIAL FUNDING FRAMEWORK

To move the project forward, the Rimbey Agricultural Society will need to determine a funding framework in order to obtain the required capital funds for the project. The chart below outlines an expected funding framework for the project.

Potential Sources of Funds	Contribution (%)	Project Capital Costs
Fundraising and Sponsorship	25%	\$862,500
Provincial and / or Federal Grants	25%	\$862,500
Municipal Government Support	50%	\$1.725M
Total	100%	\$3.45M

At this point, operating deficits of the facility concept are assumed to be the sole responsibility of the facility operating body.

6.5. ESTIMATED OPERATING COSTS

Projected annual revenues and operating costs have been developed for the potential new facility. The estimates outlined below are based upon the Rimbey Agricultural Societies experience in running the current facility, as well as revenues and operating costs observed at similar facilities throughout Alberta.

Revenues		
Type	Amount (\$)	Assumption
Major event revenue	\$30,000	\$500 / day @ 60 days per year (30 weekends)
Regular Usage	\$18,000	\$50 / hr @ 360 total hrs per year (4 hrs per day, 3 days per week, 30 total weeks)
Riding Pass	\$9,000	40 single passes @ \$150 / year 10 family passes @ \$300 / year
Membership Sales	\$450	90 people @ \$5 annually
Box Stall Rental (Monthly)	\$30,000	\$300 month x 10 stalls
Box Stall Rental (Major events)	\$6,000	10 stalls rented @ \$40 per weekend (\$20 per day) for 15 major events per year
Advertising / Sponsorship	\$40,000	10 signs @ \$4,000 per year
Grants	\$146,500	As projected by the Rimbey Agricultural Society
Concession	\$20,000	(Net of costs of goods sold)
TOTAL REVENUES	\$299,950	

Expenses		
Type	Amount (\$)	Assumption
Utilities	\$28,104	Based on similar sized arenas
Manager	\$70,000	1 FTE
Incidental wages	\$15,000	Bookkeeping, etc
Janitorial	\$15,000	Contract and supplies
Yard maintenance	\$12,000	Contract and supplies
Repair and maintenance	\$15,000	Equipment and facility repair (minor)
Equipment	\$6,000	Accounting for a donated tractor and \$500 / month in fuel costs
Telephone and Internet	\$3,000	Includes office phone, cell, and internet
Additional office expenses	\$2,500	Estimated
Bank charges	\$500	Estimated
Insurance	\$10,000	Estimated
Marketing and advertising	\$15,000	Promotions and marketing
Property taxes	\$4,500	Estimated
Lifecycle budgeting	\$35,000	For major capital repair / replacement
TOTAL EXPENSES	\$231,604	
ESTIMATED ANNUAL OPERATING SURPLUS	\$68,346	

7.0—RECOMMENDATIONS AND NEXT STEPS

Once the following conditions are met, the Rimbey Agricultural Society is recommended to move forward with the facility concept plan:

- » A sustainable plan is in place to secure the capital costs required to develop and operate the facility.
- » Support for the project moving forward is confirmed by key stakeholders (e.g. Ponoka County, Town of Rimbey, user groups).

Other **key considerations** for the Society to consider as the project moves forward include:

- » Ongoing engagement and consultation with area residents, community groups, and stakeholders is critical. By continuing to involve these individuals and groups in the project as it develops, the Society will ensure that the support for the project remains strong.
- » The Society should (internally or through a professional agency) develop and execute a strong marketing and sponsorship

/ fundraising strategy.

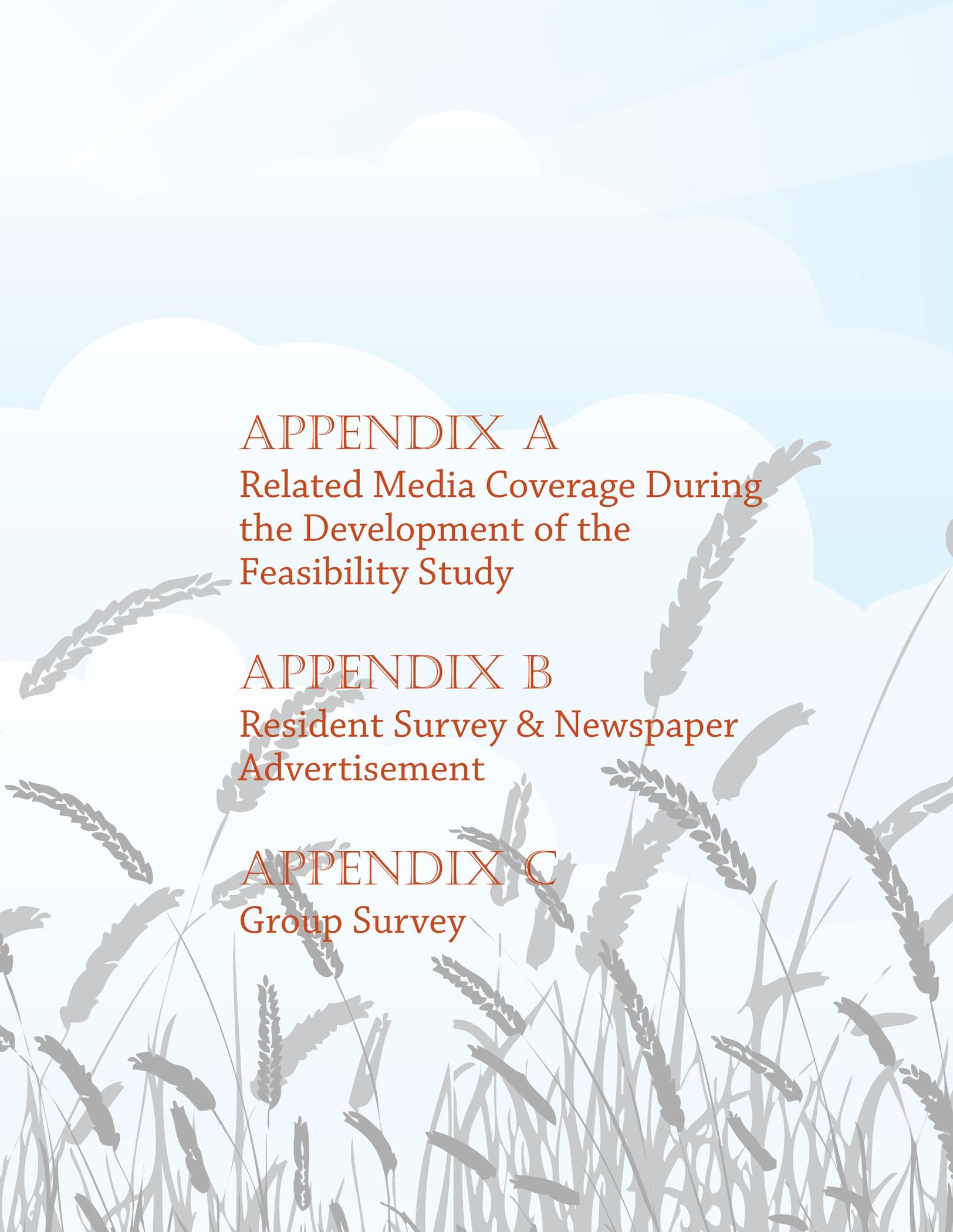
- » The new indoor agri-recreation facility should work to complement existing facilities in the region, as opposed to compete with existing groups and operators. Within the region, there exists many smaller community associations and facilities. Competing directly with these groups will result in negative sentiment, which will ultimately affect the operations and sustainability of the new indoor agri-recreation facility in Rimbey.

Listed below are a number of **next steps** that the Rimbey Agricultural Society should follow in order to move the facility project forward:

- » Present the Business Case to the Town and County Councils
- » Confirm support from the Town and County
- » Apply for Provincial grants
- » Confirm fit and finishing costs for the facility
- » Develop and implement a marketing and sponsorship strategy
- » Construct facility

APPENDICES





APPENDIX A
Related Media Coverage During
the Development of the
Feasibility Study

APPENDIX B
Resident Survey & Newspaper
Advertisement

APPENDIX C
Group Survey

APPENDIX A: RELATED MEDIA COVERAGE

SEARCH

WHERE

SEARCH:

flyerland.ca wegotjobs.ca YOURHOUSE YOUR HOME

Home | News | Sports | Agriculture | Community | Entertainment | Opinion | Letters | Horoscopes | Lotteries | Comics | Puzzles | Obituaries | Community Papers | Shop | Classifieds | Homes | Careers | Weather



Ag centre presentation to Rimbey town council

By Treena Mielke

Published: March 06, 2012 9:39 AM

Town council has been given an up-close and personal account of a new agricultural centre now in the planning stages.

At its regular meeting Feb. 27, council listened to Tim Edge, spokesman for the Rimbey Agricultural Society, who gave them an update, presenting drawings and plans of the building.

The multi-million dollar multi-use centre is to be located in the infield of the rodeo grounds and is being constructed with a seating capacity of around 650.

"We have a conservative estimate that it will bring \$1.9 million to Rimbey community through the use of hotels, gas and restaurants if 30 events are held out of 52 weekends," said Edge.

He said the society has estimated annual revenues of approximately \$203,000 and operating expenses of \$168,000.

Edge said the agricultural society is grateful for the support of Ponoka County, which has recently completed earthwork for the project at no cost. He noted the county has also contributed financially to the project.

A feasibility study/business plan is now being completed by RC Strategies.

"(Once the study is finished) we will start petitioning all levels of government for more aid," he said.

Edge is not certain when construction of the centre will begin and declined to give construction costs because of fluctuating prices.

However, he said the project will be completed within eight months of when the actual building process starts.

He said concerns about the new centre adversely affecting the rodeo are unfounded.

"Everything needed for the rodeo can be set up within a day or two," he said.

He noted a new announcer's stand will be incorporated into the building.

The agricultural society plans to apply for funding from the province and is confident green initiatives such as a solar wall that will cut heating costs and a rainwater collection initiative will boost their eligibility.

"The whole countryside is in need of something like this that can combine a variety of ag event while keeping an open mind to any other events that need a facility of this kind."

Mayor Sheldon Ibbotson also spoke positively about the proposal.

"It is a great project and will certainly add something positive to Rimbey," he said.



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<p>Las Vegas - Excelsior...</p> <p>★★★★★</p> <p>C\$31 per night</p> <p>BOOK NOW</p>	<p>Toronto - Delta Chelsea Hotel</p> <p>★★★★★</p> <p>C\$96 per night</p> <p>BOOK NOW</p>	<p>Las Vegas - Luxor Hotel...</p> <p>★★★★★</p> <p>C\$52 per night</p> <p>BOOK NOW</p>
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Prices found Apr 04, 2012

Expedia.ca

THE RIMBEY AGRICULTURAL SOCIETY WANTS TO HEAR FROM YOU!

The Rimby Agricultural Society is completing a feasibility study on a potential agri-recreation facility in Rimby. Feedback from the public is a very important component of the study and area residents are encouraged to complete a questionnaire. The questionnaire is available in the following ways:

Online—visit the websites of the Town of Rimby (www.rimbey.com) and Ponoka County at (www.ponokacounty.com) and follow the links

Paper Copy—available at the Town of Rimby & Ponoka County Administration Offices

The Rimby Agricultural Society would greatly appreciate getting your feedback by *April 30th, 2012*.

If you have any questions regarding the potential development of a new indoor agri-recreation facility in Rimby, please contact the Rimby Agricultural Society at (403) 843-2929.

The Rimby Agricultural Society additionally took part in other media interviews to promote the opportunity for members of the public to provide feedback via the online resident survey. One such example was an interview on the agricultural show on 95.5 CKGY.



APPENDIX B: RESIDENT SURVEY & NEWSPAPER ADVERT

Rimbey Agricultural Society- Facility Feasibility Study Resident Questionnaire

The Rimbey Agricultural Society is undertaking a **Facility Feasibility Study** that will help guide the potential development of a **new indoor agri-recreation facility** in the community. A new indoor agri-recreation facility in Rimbey could be used for a variety of events and functions. These potential uses could include, among other activities, trade shows, equine and rodeo events, livestock shows, and social gatherings.

An important part of this Study involves consultation with residents and community groups in the Town of Rimbey and Ponoka County regions. The Rimbey Agricultural Society would greatly appreciate your feedback by **completing this questionnaire by April 30, 2012**. Please complete this questionnaire in a single sitting.

1) In the past twelve months have you participated in any agri-recreation activities? (Include activities in which you were an active participant, spectator, etc)

- Yes Not Sure No (Please proceed to Q2)

1a) If "Yes", please identify from the following list those agri-recreation activities in which you participated.

- | | |
|--|---|
| <input type="checkbox"/> Farmers Market | <input type="checkbox"/> U-Pick |
| <input type="checkbox"/> Rodeo | <input type="checkbox"/> Livestock show |
| <input type="checkbox"/> Equine activity | <input type="checkbox"/> 4H |
| <input type="checkbox"/> Roping | <input type="checkbox"/> Farm tour |
| <input type="checkbox"/> Other (please specify): _____ | |

1b) Did you participate in any of those activities in the Rimbey region?

- Yes No

2) Do you think a new agri-recreation facility is needed in the Rimbey region?

- Yes Not Sure No

3) If a new indoor agri-recreation facility was developed in Rimbey, would members of your household use it?

- Yes Not Sure No

4) Please identify the activities, events, and functions in which you or members of your household would participate in a new agri-recreation facility.

Rimbey Agricultural Society- Facility Feasibility Study Resident Questionnaire

5) Please check [✓] up to five amenities that should be included in a new indoor agri-recreation facility.

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

6) Do you have any additional comments regarding the potential development of a new indoor agri-recreation facility in Rimbey?

7) Please confirm where you live by checking [✓] one of the following.

- Town of Rimbey Ponoka County Other (please specify): _____

APPENDIX C: GROUP SURVEY

GROUPS THAT PARTICIPATED IN THE SURVEY:

- » Rimbey 4 – H Club
- » Rimbey Exhibition Association
- » Bull Sale
- » Canadian Girls Rodeo Association
- » Wildrose Mounted Shooting Society
- » Kansas Ridge Gym Kana Club
- » Bluffton 4 – H Club



Rimbey Agricultural Society- Facility Feasibility Study Community Group Questionnaire

The Rimbey Agricultural Society is undertaking a **Facility Feasibility Study** that will help the guide the potential development of a **new indoor agri-recreation facility** in the community. A new indoor agri-recreation facility in Rimbey could be used for a variety of events and functions. These potential uses could include, among other activities, trade shows, equine and rodeo events, livestock shows, and social gatherings.

Your organization is invited to provide feedback, which will help determine the current needs & future uses for such a facility in the Rimbey area. **Please complete this questionnaire on behalf of your group / organization by April 23, 2012.** (Only one questionnaire per group please.)

Section I: Organization Profile

1) Organization Name: _____

Contact name and position: _____

Contact phone number and email: _____

1a) Briefly explain the purpose of your organization and its major activities.

2) What age group(s) best describe(s) your organization's members /participants or clients? Please check (✓) all that apply.

- Preschool (age 0 – 5) Youth (6 – 12) Teen (13 – 17)
 Adult (18 – 59) Senior (60+)

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

	2009	2010	2011
Participants / members / clients:			

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

- Grow Remain stable Decline

5) Please provide an estimate of the residency for your organization's members / participants or clients. Note- numbers should add up to 100%

_____ % Town of Rimbey
_____ % Ponoka County (rural areas)
_____ % Other
100%

**Rimbey Agricultural Society- Facility Feasibility Study
Community Group Questionnaire**

Section II: Current Facility Usage

6) Please list below up to five **agricultural facilities** in the region that your group uses most frequently, and then indicate how many times in the previous 12 months your organization has used each facility. Please check [✓] your responses.

Facility	1 - 9 Uses	10 - 20 Uses	21 or more uses	Did not use in previous 12 months
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7) Using the space below, please identify any improvements you think are needed at the existing agricultural facilities in the Region.

8) Please list below any additional **non-agricultural community facilities** in the Rimbey area that your organization uses, and how frequently in the previous 12 months your organization used each facility. Examples of non-agricultural facilities could include those used for meetings, fundraising activities, or social gatherings. Please check [✓] your responses.

Facility	1 - 9 Uses	10 - 20 Uses	21 or more uses	Did not use in previous 12 months
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section III: New Facility Components & Usage

9) Answering on behalf of your organization, do you think that there is a need for new indoor agri-recreation facility in the Rimbey area? Please check [✓] your response.

- Yes Not Sure No (If "No", please proceed to question #18)

10) Would your organization use a new indoor agri-recreation facility should one be built in the Rimbey area? Please check [✓] your response.

- Yes Not Sure No

**Rimbey Agricultural Society- Facility Feasibility Study
Community Group Questionnaire**

11) Answering on behalf of your organization, please check [✓] up to five components / amenities that should be included in a new indoor agri-recreation facility in Rimbey.

- Full sized (150' x 200') riding arena
- Warm-up arena
- Enclosed viewing area
- Indoor balcony
- Outdoor balcony
- Outdoor RV parking areas
- Banquet / Lounge area for social events
- Museum and interpretive spaces
- Integrated indoor / outdoor announcers area
- Other (please specify: _____)
- Permanent grandstand seating
- Stabling
- Unheated Storage space
- Heated storage space
- Meeting rooms
- Office space for community groups
- Box office
- Cached indoor livestock storage
- Concession areas

12) If a new indoor agri-recreation facility was developed in Rimbey, how often would your organization use the facility each year? Please check [✓] your response.

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

13) Please describe in the space below the types of activities, events, and functions for which your group would use new indoor agri-recreation facility in Rimbey.

14) Answering on behalf of your organization, please indicate how important each of the following factors would be when determining how often your organization would use a new indoor agri-recreation facility in Rimbey. Please check [✓] your responses.

	Very Unimportant	Somewhat Unimportant	Neither Important nor	Somewhat Important	Very Important
Quality of the riding arena	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of on-site agricultural amenities (e.g. stabling areas, livestock storage, wash bays)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost (rental rates)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of meeting room and banquet spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to access on-site office and administrative space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adequate concessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sufficient parking space (RV and Trailer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Rimbey Agricultural Society- Facility Feasibility Study
Community Group Questionnaire**

Sufficient spectator viewing areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of public address system for events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Relationship with facility staff and volunteers	<input type="checkbox"/>	<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"/>	<input type="checkbox"/>

15) If a new agri- recreation facility were developed in Rimbey, what is the approximate hourly rental rate that your group would be willing to pay for use of the facility?

\$_____ / per hour

Section IV: Facility Partnerships

16) Is your organization willing to partner with the Rimbey Ag. Society on the development of a new indoor agri-recreation facility Rimbey?

- Yes Not sure No **(If no please proceed to question # 18)**

17) Please provide further detail on how your organization may be able to partner with the Rimbey Ag. Society on the development of a new indoor agri-recreation facility.

Section V: General Comments

18) Do you have any additional comments to make concerning a potential new indoor agri-recreation facility in Rimbey?

