



ROCKY VIEW COUNTY

Langdon Recreation Centre Feasibility and Business Case Study

July 2022



Table of Contents

Acknowledgements

Executive Summary

Livable communities through recreation 1 (introduction)	1
Vibrancy, active living, and community 4 (preliminary vision for the Langdon Recreation Centre, benefits of recreation)	4
Facility planning considerations 6 (issues affecting the planning process, joint use site, previous planning initiatives, frameworks, etc.)	6
Servicing Langdon and area 12 (primary catchment area, service providers, other recreation facilities)	12
Exploring Service levels 19 (service levels in comparative communities)	19
Addressing needs through services 20 (community activities and priorities, services opportunities model, industry issues, markets)	20
Facility program opportunities 26 (facility program components, estimated capital costs)	26
Assessing operational implications 32 (operational approaches, financial implications, management operating models)	32
Comparing conceptual facility options 40	40
Concluding Remarks 41	41

Appendices



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Executive Summary

Rocky View County conducted a Feasibility and Business Case Study to examine opportunities for a recreation centre in Langdon. The purpose of the Study was to identify descriptive options to inform a functional program and design for the Langdon Recreation Centre.

The facility is envisioned to serve as a community 'hub' that strengthens the quality of life, character, and resiliency of the community.

Preliminary Vision for the Langdon Recreation Centre:

A vibrant, active place where residents can access and engage in services, activities, and opportunities, and foster a sense of community for Langdon and area.

Langdon and area will be the primary catchment area for the recreation facility. The current population is around 7,000, which is expected to grow to around 15,000 over the next decade or so. Markets for the Langdon Recreation Centre will likely be program users, service providers, and facility renters.

Two Facility Concepts have been developed for the Langdon Recreation Centre through the feasibility and business case analysis. One concept has a fieldhouse and the other an ice rink. Other components are the same for both concepts. The facility will be located on a 45-acre Joint Use Site with a junior-senior high school and several play fields including the recently constructed Iron Horse Fields (a quad diamond facility).

The results of the Study suggests that the Fieldhouse Concept would likely be more adaptable and flexible in providing a variety of opportunities for the community. As well, it would enable greater diversity of responsive programming to be provided to the community. It would also be less likely to impact other recreation facilities operating within the area, which would result in significantly less financial support being required from Rocky View County to operate recreation facilities in the southeast area of the County. Based on these and other findings, the Fieldhouse Concept is recommended as the preferred option for the Langdon Recreation Centre.

Facility Concepts for the Langdon Recreation Centre

Fieldhouse Concept

Facility Program Components

- Fieldhouse
- Hall
- Library
- 2 x Multipurpose rooms
- 2 x Studios
- Seniors activity space
- Indoor track
- Lease space
- Office and board room

Estimated Gross Floor Area and Capital Costs

- 6,080 m² or 65,640 ft²
- Total estimated capital costs \$32.7 million

Estimated County Contributions (Operating Grants) to Operate Southeast Area Recreation Facilities

- Between \$437,500 and \$455,000

Ice Rink Concept

Facility Program Components

- Ice rink
- Hall
- Library
- 2 x Multipurpose rooms
- 2 x Studios
- Seniors activity space
- Indoor track
- Lease space
- Office and board room

Estimated Gross Floor Area and Capital Costs

- 6,920 m² or 74,640 ft²
- Total estimated capital costs \$36.6 million

Estimated County Contributions (Operating Grants) to Operate Southeast Area Recreation Facilities

- Between \$612,500 and \$717,500



Zebra
1 lb. from \$2.50

Small Green
Peppers

TOMATOES

Livable communities through recreation

Rocky View County supports the development of recreation opportunities to enhance residents' quality of life and establish livable communities. It is recognized that enhancing greater access to recreation facilities and gathering spaces throughout the County will help build thriving and engaging communities and a greater sense of community among residents.

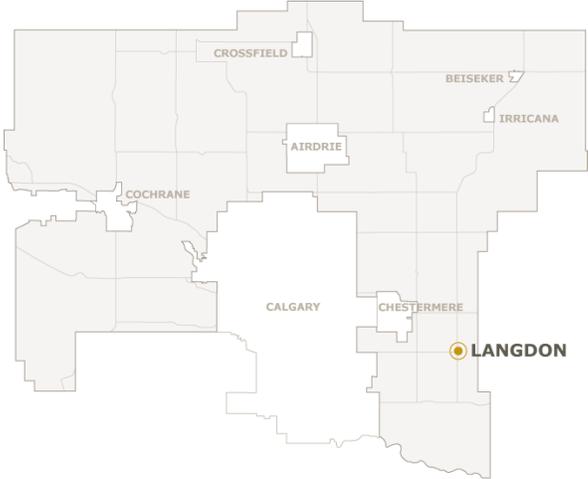
Langdon is a hamlet situated in the southeastern area of Rocky View County. Over the past few decades, the hamlet and surrounding area has experienced significant growth in population and development, which has resulted in the need for additional recreation services to support active living, creative enrichment, and community vitality.

Rocky View County and Rocky View School Division have purchased land in Langdon as a Joint Use Site for recreation facilities and schools within the community. Various planning initiatives have occurred since the purchase to determine types of recreation facilities that could be developed. Recently, the County conducted a Recreation and Parks Master Plan (2021) that involved community engagement and planning throughout County and identified recreation facilities for the Joint Use Site.

Following the Facility Development Process established in the Recreation and Parks Master Plan, the County began to work on a Feasibility and Business Case Study to identify descriptive conceptual options that would inform a functional program and design for the Langdon Recreation Centre.

This report presents the findings and conclusions of the Study.

Hamlet of Langdon in Rocky View County



A set of objectives were developed to guide the work program of the Study. Based on these objectives, a methodology was organized and implemented to gather data and relevant details that would inform the study results. The work program for the Study involved¹:

- Reviewing planning documents about recreation facility and service needs in Langdon such as the Bow North Recreation District, Household Survey Report (2018); an Indoor Amenities Workshop, Langdon Community Collaborative (2018); the Langdon Recreation Centre Business Case (2020), and the Rocky View County, Recreation and Parks Master Plan (2021) .
- Gathering and reviewing other relevant data about the community and recreation issues and trends.
- Interviewing local representatives, user groups, stakeholders, and operators.
- Gathering information about comparative facilities located in communities similar in population size to Langdon.
- Developing capital cost estimates based on high level order of magnitude costing.
- Compiling, analyzing, and assembling the findings to address the project objectives.

A Project Team comprised of County representatives and consultants from HarGroup Consulting was responsible for conducting the Feasibility and Business Case Study.

It was supported by a Stakeholder Advisory Group, which provided input and advice into the planning process. The purpose of this Group was to:²

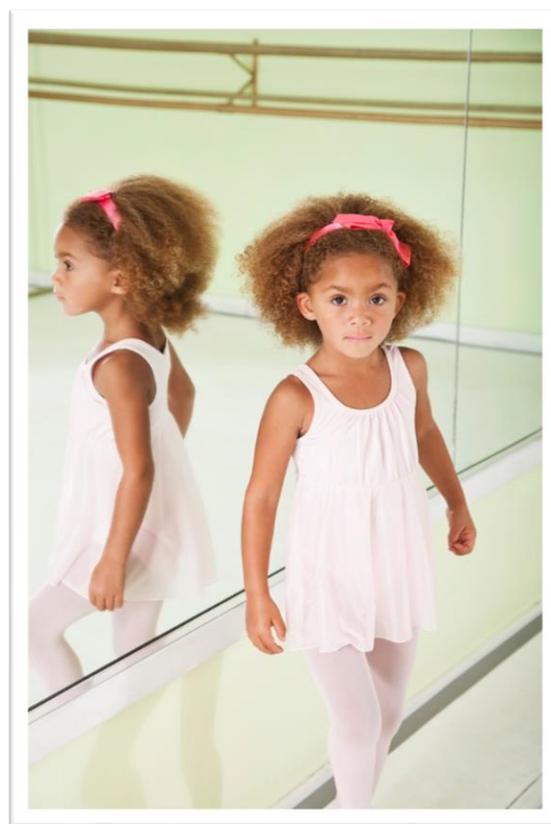
- Ensure that the community has a voice throughout the Facility Development Process.
- Provide advice and input into the recreation amenities and spaces that could be beneficial for the new facility.
- Provide local knowledge of desires in the community.
- Collaborate with other members of the community to ensure that all voices of the Rocky View residents are heard.

¹ Note: Further information about data gathered and interviews are presented in Appendix A.

² The Terms of Reference for the Stakeholder Advisory Group is presented in Appendix B.

Study Objectives:

- Conduct an assessment for a recreation centre in Langdon:
 - Market analysis including market segment and user-base
 - Impact of a new facility towards surrounding recreational amenities in the area
 - Community needs of Langdon
 - Capital and operational cost of the facility
 - Projected revenue and expenses
 - Consider previous planning frameworks and proposals:
 - Public benefit
 - Facility service level framework
 - Facility development criteria
 - Operational modelling
 - Other planning initiatives
 - Develop descriptive functional program for the facility
-



Within this Feasibility and Business Case Study, two Facility Concepts are presented for the Langdon Recreation Centre. Throughout the planning process, various issues arose around needs and interests within Langdon and area for services, constraints related with land and facility specifications, implications that offerings might have to other recreation operators, etc. that needed to be considered. These issues are highlighted and examined within this Study to identify how each Concept might contribute to and benefit Langdon and area and the County as a whole.



Vibrancy, active living, and community

Preliminary Vision for the Langdon Recreation Centre:

A vibrant, active place where residents can access and engage in services, activities, and opportunities, and foster a sense of community for Langdon and area

A Community Hub:

- Hub (central hub) of the community
- Heart of the community
- A place to meet up
- Common spaces to gather
- Run into each other
- Help each other out better
- Creates sense of community
- Brings people together
- Community focus point
- Gathering spot
- Public space
- Meeting place to gather

Stakeholder input into Langdon Recreation Centre contributions to community

To assist in the framing of the Facility Concepts, members of the Stakeholder Advisory Group were asked to comment on an overall vision for the Langdon Recreation Centre and what it might achieve for residents of the area and the community. Several key themes evolved through the comments that were provided.

There was acknowledgement that the lack of recreation-oriented spaces³ in the community makes it challenging for existing (and future) providers to deliver services to Langdon and area residents. The existing Langdon Field House has been a valuable resource within the community, but additional and larger spaces are needed.

It was suggested by several stakeholders that the Langdon Recreation Centre should be the main place within the community for area residents to access recreation services, events, and opportunities. Other recreation facilities, both indoor and outdoor, will exist in Langdon and area, but the Langdon Recreation Centre should be foremost in residents' thoughts when considering where to go for recreation.

This notion extends beyond individual and group participation in recreation activities to involve overall community spirit and social wellbeing. It is expected that the Langdon Recreation Centre will help foster greater inclusion, equity, and appreciation among residents and a stronger sense of community for Langdon and area.

These themes have been captured in a preliminary vision for the Langdon Recreation Centre. The premise of this vision is that the facility would serve as the 'hub' of the community to strengthen the quality of life, character, and resiliency of the community.

³ Recreation, arts, culture, social, community, and support spaces.

Community Benefits of Recreation

It is widely recognized that recreation contributes significantly to society. It helps build strong individuals, families, and communities, enhances mental, physical and social wellbeing, connects people, and contributes to the appeal of communities for new residents, job creation and

tourism. Essentially, strong public recreation provision strengthens the quality of life, character, and resiliency of communities. It is a prerequisite for growing neighbourhoods and communities.

The preliminary vision developed for the Langdon Recreation Centre embodies many of these aspects within its values and principles.

Benefits of Recreation

Personal



Recreation promotes physical and mental health and fitness. It also helps to develop life skills and abilities, and creativity and intellectual opportunities.

- Enhances physical health
- Improves life expectancy
- Improves mental health
- Improves learning
- Increases self-awareness and personal growth
- Prolongs independent living
- Essential to the development of children and youth
- Enhances creativity
- Expand intellectual capacities

Economic



Communities benefit from direct and indirect economic of recreation. From increased property values that contribute to local tax bases, to resident, business, and tourism appeal, the economic benefits to communities are significant and momentous.

- Shapes the competitive character of a community
- Increases perceptions of quality of place
- Provides positive financial impacts to governments
- Provides drivers for economic output
- Improves work performance
- Attracts businesses to the community
- Generates tourism to the community

Societal



Strong communities are those that put effort into building sense of community, inclusion and equity, and engagement among residents.

- Fosters community leadership
- Fosters stronger sense of community
- Enhances community spirit
- Reduces self-destructive and anti-social behaviour among youth
- Builds strong families
- Builds self-sufficient communities
- Promotes understanding and appreciation among neighbours
- Builds pride in a community

Environmental



Recreation opportunities enhances sustainability and infrastructure costs and affords public spaces within communities.

- Increases public spaces within communities
- Increases sustainability and lowers long term infrastructure costs
- Enhances attitudes towards conservation and preservation
- Enables stewardship ethics

Facility planning considerations

In addition to the proposed vision for the Langdon Recreation Centre, there are other factors that needed to be considered when identifying and developing amenities and functions for the facility.

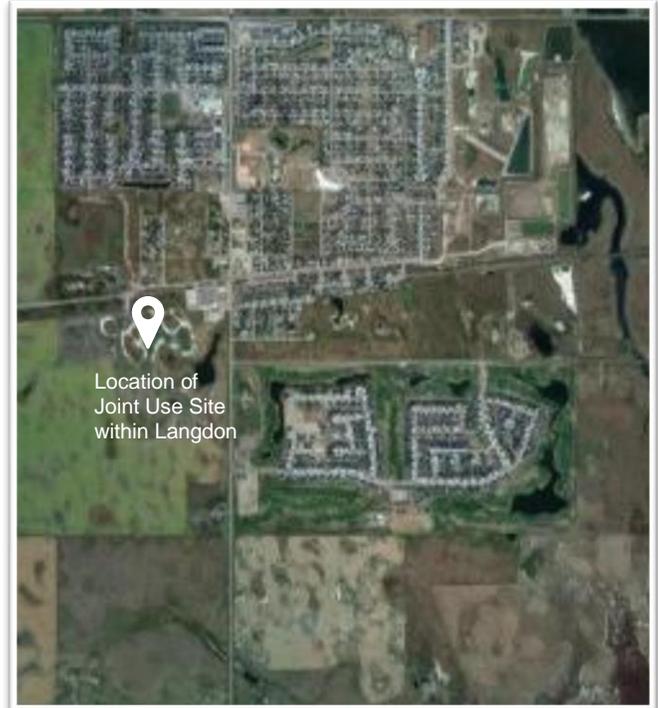
Langdon Joint Use Site

The Langdon Recreation Centre will be situated at the Langdon Joint Use Site, which is a 45-acre parcel of land located in southeast Langdon south of Railway Avenue and west of Centre Street. The land is currently jointly owned by Rocky View County and Rocky View Schools. Other uses and features of the land parcel will affect how the facility is developed and its capacity to accommodate various amenities.

With the recreation facility, the site will include a junior-senior high school (scheduled to open in 2024) and several play fields (see map on next page). In 2021, the Iron Horse Fields (a quad ball diamond facility) was constructed in the southeast corner of the land parcel. The school is planned for the southwest corner.

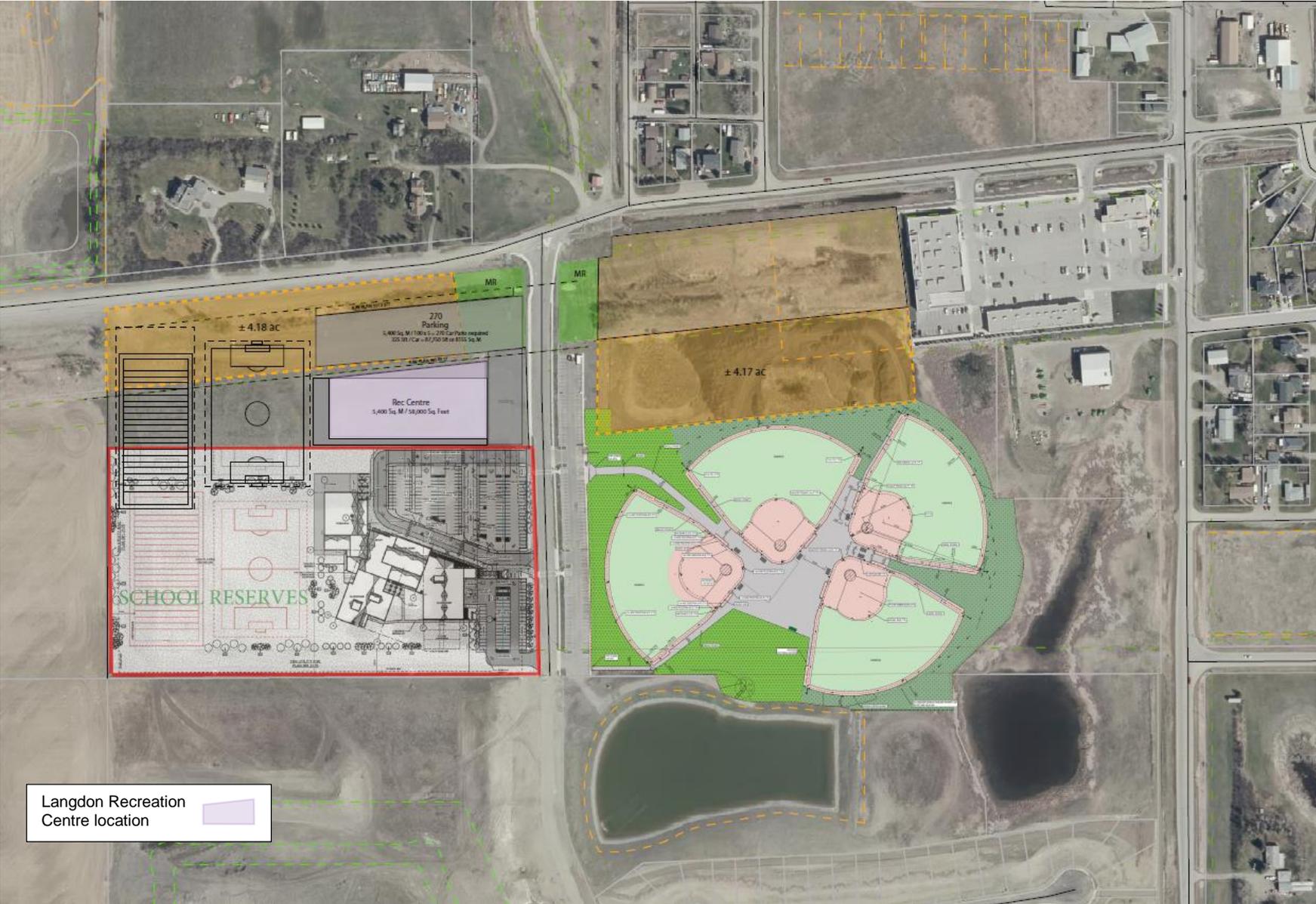
A utility right-of-way is located in the north section of the land parcel. This feature and other aspects of the land parcel, such as the locations of the outdoor sport fields and parking requirements, establishes parameters for the size of land that is available for the recreation facility and the building that can be accommodated on the site. Preliminary conceptual plans reveals that a facility of approximately 5,400 m² (or about 58,000 ft²) could be built in the area designated for the Langdon Recreation Centre. This estimate does not take into account the number of levels (or floors) the facility might have. Nonetheless, there are constraints in terms of the size and the amenities that could comprise the facility.

Location of the Joint Use Site within Langdon



To demonstrate, the playing surface area for an indoor single lacrosse box or ice hockey rink can involve around 1,600 m² (17,000 ft²) without any support and auxiliary spaces such as seating, dressing rooms, corridors, utility rooms, etc. As such, with the various indoor space needs that have been identified for the Langdon Recreation Centre (see subsequent pages), it will likely be challenging to accommodate more than one large amenity space (such as a lacrosse box or ice hockey rink) within the facility (even with some of the facility having more than one level).

Langdon Joint Use Site - Langdon Recreation Centre



Preceding Planning Initiatives

Over the past couple of decades, various planning initiatives have been conducted to assess community need and identify indoor amenities for the Langdon and area community.

Initial planning conducted in the mid 2000's resulted in needs assessments, a facility feasibility study, and a fund development report for recreation facilities in Langdon. Since then, however, the population of Langdon and area has grown significantly, which has deepened the shortage of recreation amenities and spaces in the community.

In 2018, the Langdon Community Collaborative⁴ engaged Alberta Culture and Tourism to conduct a workshop to identify indoor recreation amenities for the Langdon Joint Use site. The list of amenities developed through this process was informed by several initiatives such as a Bow North Recreation District Household Survey (2018).

The Langdon Community Association and other affiliated groups sponsored the Langdon Recreation Centre Business Case in 2020. Through the Business Case, amenities were further defined and financial implications from operations and capital costs were estimated.

The County-wide Recreation and Parks Master Plan conducted by Rocky View County in 2021 expanded upon the above work with additional considerations for other regional developments and opportunities such as establishing a public library in the Langdon community. A potential list of amenities from the Master Plan was guided by a Facility Service Level Framework and Facility Development Criteria that was specifically organized to assist County-wide facility development within Rocky View County.

All of these initiatives have provided a solid foundation of information and concepts for developing this Study for a recreation centre.

⁴ Formed in 2014, the Langdon Community Cooperative involves Langdon and area organizations that identify, prioritize, and coordinate the development of community projects to meet the current and future recreational and cultural needs of Langdon.

Indoor Recreation Amenities Identified for Langdon and Area:

Recreation and Parks Master Plan (2021)

- Multi-Purpose - gymnasium/indoor partial field
- Multi-space - activity space (event, general, seniors/youth areas, temporary/permanent playground)
- Meeting rooms
- Fitness centre
- Child minding
- Library space
- Support spaces - lease spaces/ concession/administration space

Langdon Recreation Centre Business Case (2020)

- Ice rink
- Gymnasium
- Multi-purpose space and kitchen
- Learning commons
- Fitness centre
- Youth room
- Child minding
- Running track
- Indoor playground
- Seniors centre
- Concession
- Lease space

Indoor Amenities Workshop (2018)

- Large multi-use room (~5,000 to 8,000 ft²)
 - Commercial kitchen
 - Gymnasium
 - Ice rink
 - Recreation room (multi-purpose room)
 - Open space
 - Storage
 - Retail space
-

Rocky View County, Recreation and Parks Master Plan Recreation Facility Planning Considerations

Planning tools developed within the County's Recreation and Parks Master Plan have been used to guide the concepts and feasibility analysis presented in this Study for the Langdon Recreation Centre.

Facility Service Level Framework:

Definition Factors:

- *Population/behaviours* - Recognizes that population size and density and notable patterns of recreation behaviours.
- *Users/use* - Identifies the types of users or groups most likely to use services at amenities.
- *Operational Models* - Distinguishes operational models based on business functions, service opportunities, and sustainability.
- *Location attributes* - Considers settings and conditions associated with catchment areas, joint use sites, user group boundaries, programming, etc.

Potential indoor amenities identified for urban areas of County

- Event/banquet spaces
- Multipurpose gymnasiums
- Activity spaces (social/arts/cultural)
- Meeting rooms
- Studio/dance spaces
- Artificial ice rinks
- Seniors centres
- Indoor play areas/structures
- Fitness centres
- Indoor rectangular fields
- Library services

Facility Development Criteria:

<i>Service Planning</i>	<ul style="list-style-type: none"> ▪ Address County residents' needs ▪ Have evidence of demand with emphasis on introductory programming ▪ Complement range of activities including new and emerging ▪ Lack of suitable alternatives ▪ Centrally and strategically located ▪ Adaptable for multi-use ▪ Flexible design for future conversions
<i>Public Benefit and Community Accessibility</i>	<ul style="list-style-type: none"> ▪ Community gathering places ▪ Available to all County residents as a public service ▪ Typically emphasizes basic programming ▪ Consider broader community needs and interests ▪ Affordable prices and fees for access ▪ Supported by community ▪ Recognize economic and social benefits
<i>Asset Management</i>	<ul style="list-style-type: none"> ▪ Distribution of assets throughout the County ▪ Consideration of future land and community development opportunities ▪ Preference for facility development in urban communities ▪ No or limited impact to other public recreation facilities ▪ Consideration of condition of existing amenities
<i>Partnership Development</i>	<ul style="list-style-type: none"> ▪ Mutually agreed strategic and operational objectives ▪ Measures of transparency, accessibility, collaboration, and cooperation ▪ Periodic and ongoing information sharing ▪ Customer service standards ▪ Sufficient capacity and capabilities ▪ Recognize partners with significant contribution
<i>Capital and Operational Planning</i>	<ul style="list-style-type: none"> ▪ Annual financial reporting requirements ▪ Funding and sustainability agreements for facilities that exceed basic design standards ▪ Facility development may be proposed by the County and community stakeholders with recognition of public stewardship and accessibility, capacity for development, and viability and sustainability of initiative

Langdon Park - Youth Centre and Library



Youth Centre and Library

During the development of this Study, Rocky View County Council approved the purchase of a modular unit to provide space for a Youth Centre and Library at the Langdon Park (behind the Langdon Field House).⁵ An operating agreement will be organized between the Langdon Community Association and Langdon Library Society for the facility.

It is understood that when the Langdon Recreation Centre is built, the Youth Centre will remain at the modular unit, while the Library will relocate to the Langdon Recreation Centre. Within this Feasibility and Business Case Study, space has been considered for developing a library at the facility.

Indoor Ice Rink

Since the mid 2000's, an additional indoor ice rink has been proposed for Langdon and area by various community groups.

Currently, the area is served by an indoor ice rink located at the Indus Recreation Centre, which is operated by the Bow Valley Agricultural Society. The rink was initially built in 1973-74 and was renovated in 1993-94. Bow Valley Agricultural Society has been working on adding a second sheet of ice at its facility since 2006. It has completed a market assessment, developed conceptual plans, produced a business and operational plan, and held ongoing public engagement sessions. In 2017, Rocky View County Council approved \$1.75 million in funding to be allocated to the Indus Recreation Centre Expansion Project through the County's Capital Plan process. Recently (June 2022), Rocky View County Council presented the Bow Valley Agricultural Society with a letter of support to reinforce fundraising initiatives for its second ice rink at the Indus Recreation Centre.

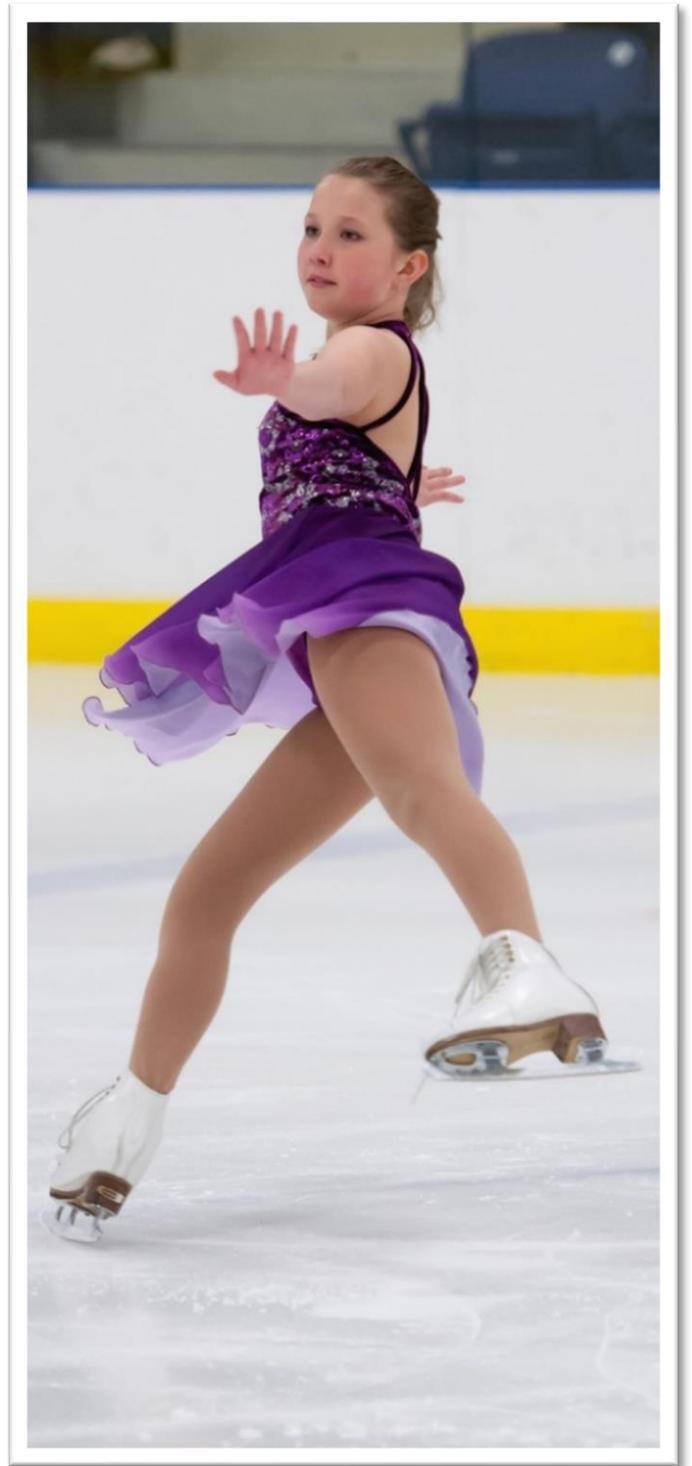
The County's Recreation Needs Assessment Study (2000) identified ice rink development in the southeast area of the County as a mid-term priority with the possibility of one (1) ice sheet being needed.⁶ In the County's Recreation and Parks Master Plan (2021), it was suggested that expanding the Indus Recreation Centre to a twin rink facility would be preferred to having two separate facilities each operating single sheet ice rinks. The rationale for this recommendation was based on analysis of factors associated with the County's Recreation Facility Development Criteria and the assessment that a twin ice rink was more operationally sustainable due to economies of scale and tournament appeal.⁷

⁵ Note: County Council approved the purchase of the modular unit at the April 5, 2022 Council Meeting.

⁶ Rocky View County, Recreation Needs Assessment Study, 2019. Page 45 ... Indoor Ice Arenas "possibly lack of 1 sheet in the southeast/Chestermere area (particularly with additional population growth)." Page 56 ... Mid-term priorities Ice rink development in the southeast area of the County (to support ice hockey, ringette, learn to skate programs, etc.).

⁷ Rocky View County, Recreation and Parks Master Plan, 2021, pages A-58 to A-60.

The overall intent of this Feasibility and Business Case Study is to identify and evaluate opportunities for recreation services and amenities at the Langdon Recreation Centre. Options for the facility were intended to be considered in the feasibility analysis. As the project evolved, along with input provided from some members of the Stakeholder Advisory Group, the Project Team determined that one of the Facility Concepts for the Langdon Recreation Centre would include an indoor ice rink. It would represent a third ice rink for the area.



Serving Langdon and area

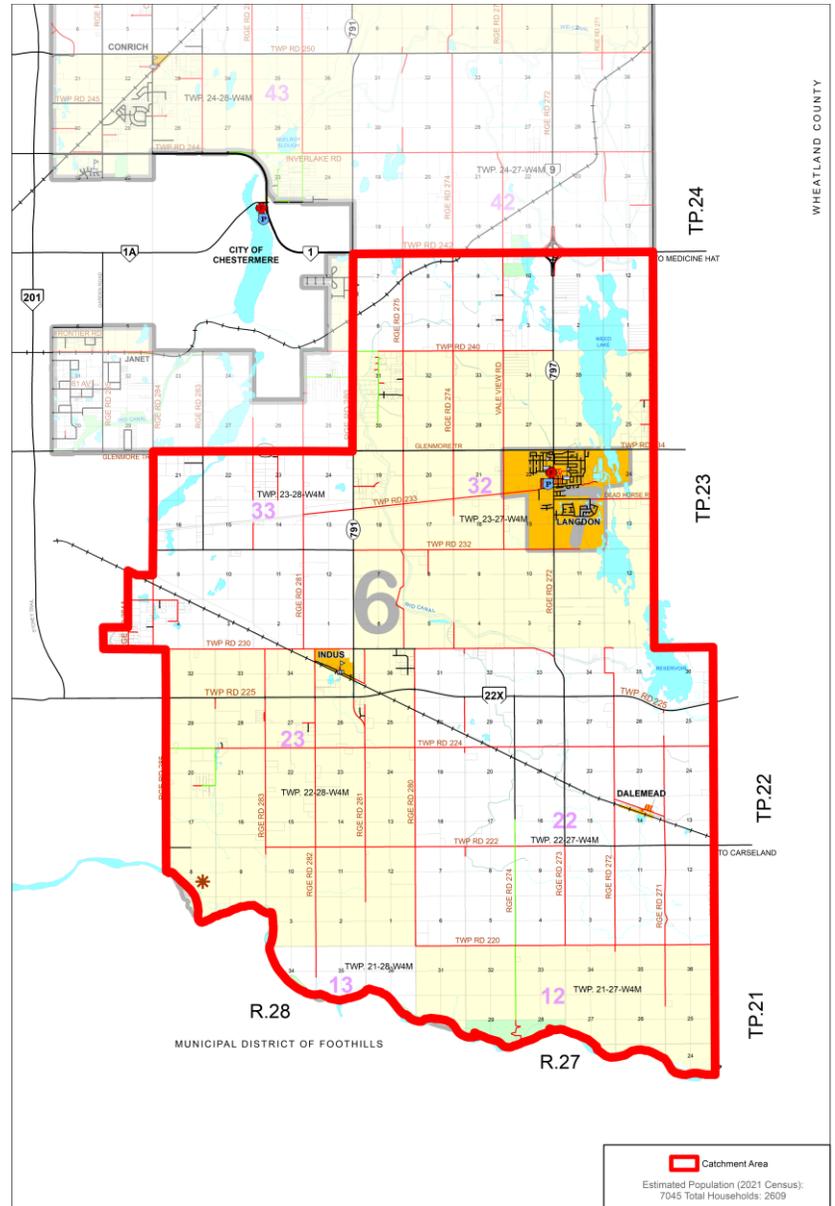
The primary catchment area for the Langdon Recreation Centre is defined as the southeast region of Rocky View County. It encompasses the east, west and south boundaries of the County and Highway 1 and the boundary shared with the City of Chestermere to the north. The hamlets of Langdon and Dalmead are included within the catchment area.

Based on the 2021 Federal Census, the population within the catchment area is approximately 7,045 (2,609 households). Future population (in ten to twenty years) for the area is expected to be 13,000 to 15,000.

The secondary catchment area would include County residents living north of Highway 1, as well as residents of Chestermere, Wheatland County, Strathmore, and southeast Calgary. Population for this secondary catchment area is estimated to be around 40,000 (excluding southeast Calgary) to 165,000 (including southeast Calgary, see Appendix C). The greater Calgary area would include a population of over 1 million people.

However, the main users of the Langdon Recreation Centre amenities and services are expected to be residents of the primary catchment area. For the most part, there are other recreation facilities and services situated in the secondary catchment area that serve the needs of those populations.

Langdon Recreation Centre Catchment Area



The primary catchment area is comprised of urban and rural areas, both of which have a legacy of western heritage and strong pioneering spirit. The population of the area is youthful, growing, and evolving.

A substantial proportion of the population is comprised of young families, many of which have been drawn to the area by the rural or small community atmosphere and affordable home ownership opportunities.⁸

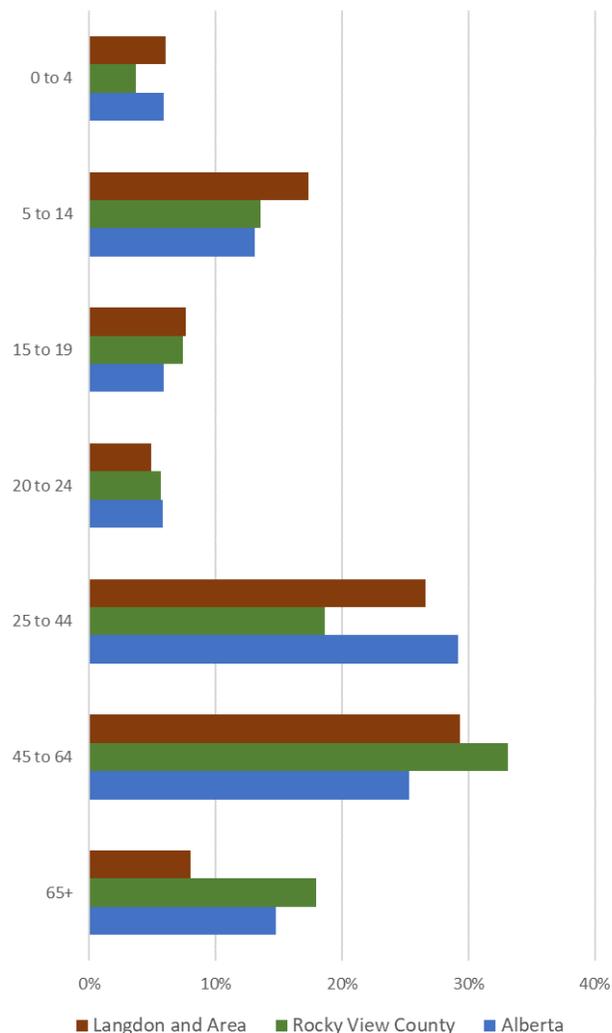
Many of the area’s adults work outside of the community and, upon returning home from work, likely want to engage in recreation close to home rather than seeking opportunities outside the area; especially those with children or youth within their households.

There is also a growing older adult and senior population in the area (note: the population aged 45+ increased 3% between 2016 and 2021), possibly from longer term residents who have chosen to remain in the area through their retirement.

It is expected that the population of Langdon and area will continue to increase as an Area Structure Plan has been approved for Langdon (2016) with additional residential development planned. Further, the above noted characteristics are likely to intensify; particularly more young families moving into the community while the established population continues to live in the area and become older.

Based on expected future demography of the area, the Langdon Recreation Centre will need to facilitate a wide range of opportunities to serve residents of all ages, especially if it is to fulfill the vision of being the recreation hub of the community.

**Population Age Distribution
Primary Catchment Area (2021)***



*Note: These data represent most of the population within the primary catchment area (see Appendix D for details).

⁸ Note: The observations presented on this page are supported by various information such as the population characteristics and community concepts - see Appendix D for 2021 Population Statistics and Household Characteristics from 2016 Federal Census, Appendix E for Vision and Goals for Hamlet of Langdon.

Recreation Service Providers

(potential users of recreation amenities in Langdon)

Arts

- Langdon Fine Arts Club
- Langdon Theatre Association

Children/Youth

- 1st Bow Valley Scouts
- Moonlight District Guides
- Synergy Youth and Community Development Society

Community

- Langdon Chamber of Commerce

Sports

- Chestermere United FC
- CLS Minor Basketball Association
- Ice Edge Skating Club (Chestermere)
- Indus Figure Skating Club
- Indus Minor Hockey Association
- Indus Ringette Association
- Langdon Little League
- Langdon Pickleball
- Langdon Softball
- Strathmore Lacrosse Club

Support

- Chestermere Community Development
- Trellis Youth and Family Resource Network

Seniors

- Langdon OK Seniors

Library

- Langdon Library Society
-

Recreation Service Providers

Various recreation service providers have been identified as potential renters and partners that could provide programming at the Langdon Recreation Centre. All of these providers currently deliver programs in Langdon and area or neighbourhood communities. Many of the service providers engaged for this Study acknowledged the need for additional programming space to help them effectively serve residents living in the area.

It is expected that the Langdon Recreation Centre will be used as the principal location for some of these service providers and as an affiliate location for others.

The needs are diverse in terms of spaces, uses, and time requirements. Some providers need spaces that enable participants to gather, meet, and engage for events and activities, while others require spaces for athletic pursuits. Others, such as the Langdon Library Society and Langdon OK Seniors, require dedicated spaces for their services and programs.

It is anticipated that when the Langdon Recreation Centre is operational, other service providers will emerge. Some may develop from within the catchment area, while others might expand their existing programming to include opportunities at the facility in Langdon.

Based on the experiences of other facility operators located in communities similar to Langdon in terms of catchment area population size, it is also expected that the operator of the Langdon Recreation Centre will need to organize responsive programming⁹ to ensure that spaces are being utilized. Some of the initiatives may be regularly structured programming activities, while others may be events or drop-in use activities at amenities within the facility.

⁹ Responsive programming involves activities and events that are needed or wanted within the catchment area, but no other service provider is able to offer.

Key users of indoor recreation facilities often include minor sport organizations. Currently, there is an assortment of sport groups that serve the 1,700 or so Langdon and area children and youth¹⁰ (see table below).

Some of these sport organizations, such as the Indus Figure Skating Club, Indus Minor Hockey Association, and Indus Ringette Association, are based in Langdon and area and use the Indus Recreation Centre as their home or principal facility. Other sport organizations are headquartered in neighbouring communities but serve Langdon and area participants. These

latter groups are more likely to use the Langdon Recreation Centre as an affiliate location.

Facility use by sport organizations is typically determined by defined boundaries, market concentration, facility availability, and pricing. Organizations will use facilities that are situated where most of their participants reside unless there is lack of availability or competitive pricing elsewhere. As such, it should be acknowledged that sport organizations headquartered in Langdon and area will more likely be dependable markets for the Langdon Recreation Centre compared to those that primarily serve residents of other communities.

Minor Sports Organizations					
Activity	Organization	Approximate Registrants	Playing Surface	Main Facilities Used	Locations Served
Basketball	CLS Basketball Association	100 - 125	Rectangular gymnasium	School gymnasiums, Chestermere Regional Community Association, Strathmore Motor Products Sports Centre	Chestermere, Strathmore, Langdon and area
Figure Skating	Indus Figure Skating Club	20 - 45 (65 - 90 CanSkate)	Ice rink	Indus Recreation Centre	Langdon and area
	Ice Edge Skating Club	100 - 125		Chestermere Regional Community Association	Chestermere and area (including Langdon and area)
	Strathmore Skating Club	30 - 55 (85 - 110 Canskate)		Strathmore Family Centre	Strathmore and area
Hockey	Indus Minor Hockey	175 - 200	Ice rink	Indus Recreation Centre	Southeast Rocky View County including Langdon
	Chestermere Minor Hockey	450 - 475		Chestermere Regional Community Association	Chestermere
	Strathmore Minor Hockey	400 - 425		Strathmore Family Centre	Strathmore and area
Lacrosse	Strathmore Lacrosse Club	200 - 225	Boarded box (rink)	Strathmore Family Centre, Strathmore Motor Products Sports Centre	Chestermere, Strathmore, Langdon and area
Ringette	Indus Ringette Association	115 - 140	Ice rink	Indus Ringette Association, Chestermere Regional Community Association	Indus, Chestermere, Langdon and area
	Strathmore Minor Ringette Association	135 - 160		Strathmore Family Centre	Strathmore and area
Soccer	Chestermere United FC	425 - 500 (indoor soccer)	Indoor turf field (rectangular gymnasium)	Practice facilities in schools in Chestermere and area, game facilities in Calgary	Chestermere, Conrich, Langdon, Indus, Strathmore and Calgary area

Note: Information gathered through interviews and desk research (meeting minutes, reports, newspaper articles, etc.).

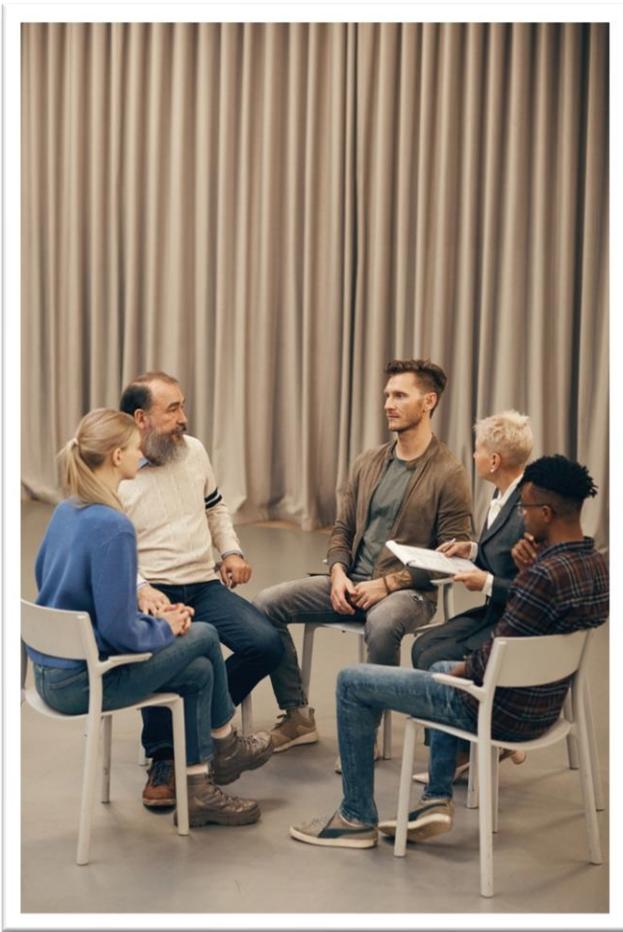
¹⁰ Aged 5 to 19 years based on the 2021 Statistics Canada Federal Census.

Other Indoor Recreation Facilities

Recreation facilities exist throughout the region. Information presented on the next page shows notable facilities located in Chestermere, Indus, Langdon, and Strathmore.

Facilities in Langdon and Indus provide or facilitate services that are mainly delivered to Langdon and area residents.

Chestermere, Strathmore, and Calgary facilities serve local residents of these communities, but also Langdon and area residents.



In addition to the expansion of the ice rink at the Indus Recreation Centre, other recreation facilities are planned:

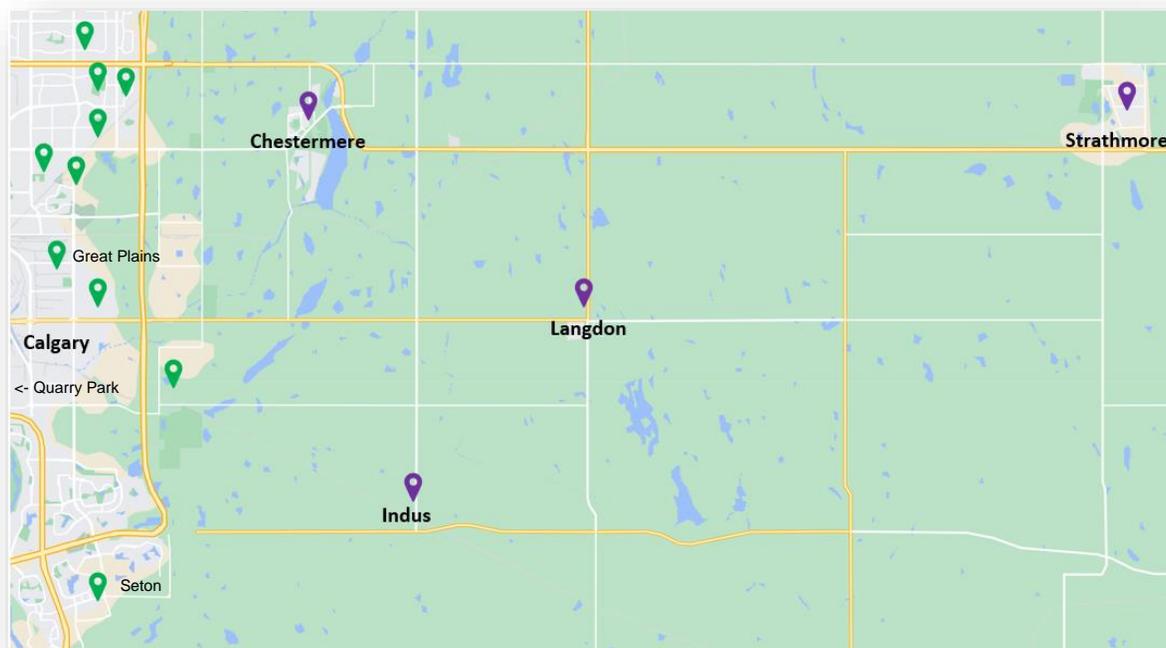
- New recreation facilities are proposed for Chestermere. Planning documents reveal that an indoor synthetic turf field, fitness centre, and arena with three ice sheets have been planned.¹¹ These amenities are expected to address the recreation needs of local residents. Analysis suggests that the three rinks are justified in the community for existing and future demand based on population growth (note: the three-ice rink arena is intended to replace the two ice rinks at the Chestermere Regional Recreation Centre). While timing for the new facilities is unknown, the Municipality has been collecting off-site levies to offset capital costs for construction.¹²
- Over the past decade, recreation facilities have been built in east Calgary to address the increasing needs from population growth. Remington YMCA in Quarry Park (30 kms from Langdon) was constructed with aquatic facilities, gymnasium, fitness centre, and library and opened in 2016. Great Plains Recreation Facility, a twin ice rink arena, opened in the same year (20 kms from Langdon). Brookfield Residential YMCA at Seton (30 kms from Langdon) developed with aquatic facilities, gymnasiums, twin ice rink, and other amenities and opened in 2019. The City of Calgary recently announced (2021) major new recreation facility developments that involve three indoor fieldhouses. One ice rink was announced for the city (to be built 35 kms from Langdon), which may imply that the existing inventory for ice in the city is currently meeting demand.

¹¹ City of Chestermere, Chestermere Civic and Recreation Complex for the City of Chestermere, April 2020.

¹² City of Chestermere, Update of Offsite Levy Rates, June 4th, 2021.

Facility Operators in Region

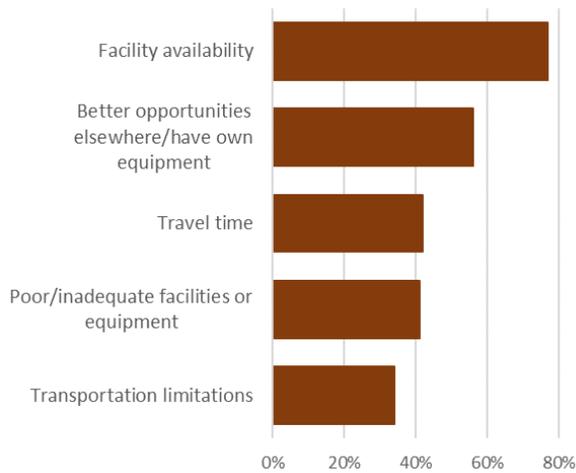
Notable Indoor Facilities in Communities (not including school facilities)	
Chestermere (population: 22,163)	Chestermere Recreation Centre <ul style="list-style-type: none"> ▪ 2 indoor ice rinks ▪ Chestermere Whitecappers 50+ Seniors Association ▪ 2 banquet/function halls/kitchens ▪ Curling rink/dry floor/indoor field ▪ 2 studio rooms ▪ Training facility/fitness centre ▪ Lounge Chestermere Public Library Various private fitness centres/ studios
Indus (population: 36)	Indus Recreation Centre <ul style="list-style-type: none"> ▪ 1 indoor ice rink/dry pad ▪ Banquet hall/kitchen ▪ Riding arena ▪ Meeting rooms Bow Valley Community Club <ul style="list-style-type: none"> ▪ Curling rink
Langdon (population: 5,497)	Langdon Field House <ul style="list-style-type: none"> ▪ Hall/kitchen I.O.O.F. Hall <ul style="list-style-type: none"> ▪ Hall A private fitness centre
Strathmore (population: 14,339)	Strathmore Family Centre <ul style="list-style-type: none"> ▪ 2 indoor ice rinks Strathmore Aquatic Centre <ul style="list-style-type: none"> ▪ Aquatic amenities Strathmore Motor Product Sports Centre <ul style="list-style-type: none"> ▪ 2 gymnasiums ▪ 1 lacrosse box ▪ 1 futsal field ▪ Walking track Lambert Centre <ul style="list-style-type: none"> ▪ Public library ▪ Seniors drop-in Strathmore Civic Centre <ul style="list-style-type: none"> ▪ Hall/event space Various private fitness centres/ studios
Calgary (population: 1.3 million)	Various community centres, ice rinks, swimming pools, gymnasiums etc.
(populations sourced from Statistics Canada Census 2021; represent municipal boundaries, not catchment areas)	



Legend:

- Notable facilities in surrounding communities
- Calgary facilities

Top 5 Barriers to Recreation Participation in Rocky View County among Langdon and Area Residents

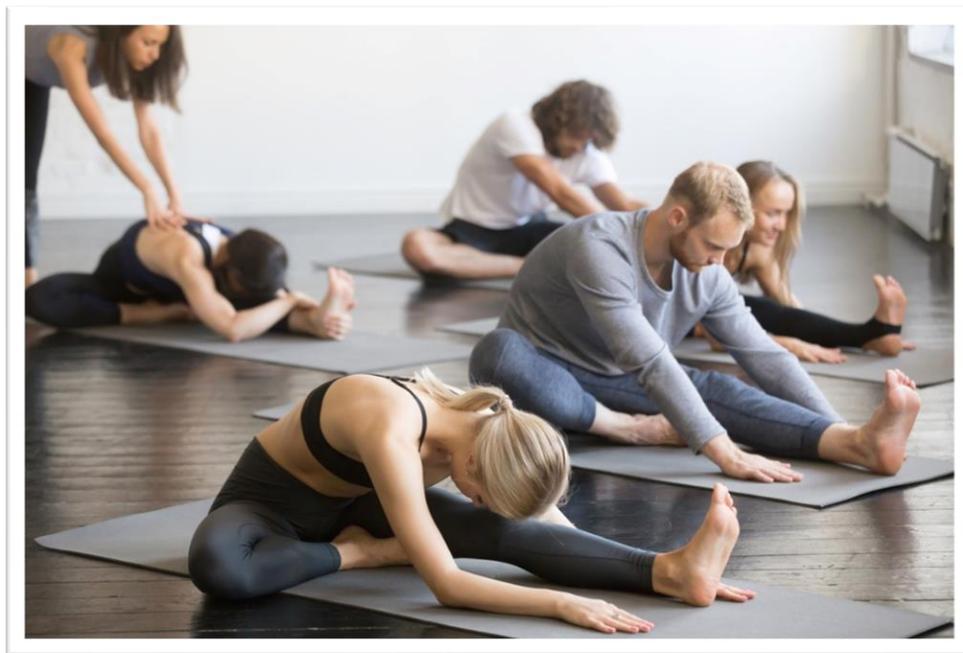


Source: Bow North Recreation District Household Survey

When the Langdon Recreation Centre is built, many Langdon and area residents are expected to shift their current use from other facilities for opportunities developed at the new facility, mainly due to convenience of location. Some residents may continue to use services at other facilities based on loyalty or preferences of services. In the short term, the results of the expected shift may be substantial to the operations of the other facilities. However, subsequent population growth over the next decade or so throughout the region may compensate for the changes that are expected, mainly for facilities in Chestermere and Strathmore.

It is also common for services at new recreation facilities to rouse latent demand that had previously been encumbered by distance or other reasons.

The above inferences are supported by some of the findings of a survey conducted with residents of Langdon and area in 2018.¹³ Lack of facility availability, travel time, and transportation limitations were top of mind for many of the survey participants when asked about barriers to recreation participation.



¹³ Source: Bow North Recreation District Household Survey, 2018. Top 5 out of 17 reasons identified for what keeps households from participating in recreation programs and activities in Rocky View County.

Exploring service levels

In the Langdon Recreation Centre Business Case developed for the Langdon Community Association and other affiliated groups in 2020, benchmark service levels were presented for various amenities among Alberta communities with populations ranging from 5,500 to 8,000. These data help to determine the prevalence of amenity provision with communities similar in size to Langdon.¹⁴

The analysis (see right) shows that other Alberta communities typically have banquet/event halls, community gymnasiums/field houses, fitness centre, ice rinks, libraries/learning centres, and seniors centres. Indoor walking/running tracks are less commonly available.

Building on this analysis, existing service levels based on population for the primary and secondary catchment areas (excluding Calgary) of the Langdon Recreation Centre were estimated for various amenities. As well, service levels were calculated if one or two additional spaces were introduced through the Langdon Recreation Centre (including the Indus Recreation Centre for ice rinks). The analysis suggests that adding additional spaces for each type of amenity within the region would result in service levels that are higher than those observed for communities with between 5,000 and 8,000 population.

While these findings imply that the market area could accommodate additional spaces, the analysis lacks financial implications of operating the facilities. Typically, there is some level of municipal contribution to operate recreation amenities in communities with populations similar to Langdon and area, not unlike what occurs with other recreation facilities situated in Rocky View County.

Amenity Service Levels for Communities with 5,000 to 8,000 Population in Alberta		
	% of Communities with Amenities	Minimum Community Size
Banquet/event halls	90%	5,581
Community gymnasium/field houses	60%	5,695
Fitness centres (publicly provided)	60%	5,689
Ice rinks	100%	5,581
Indoor walking/running tracks	30%	6,606
Library/learning centre	100%	5,581
Dedicated seniors centres	100%	5,581

Impact of Additional Spaces to Market Service Levels				
	Existing Amenities	Per Population*	Additional Spaces	
			1	2
Banquet/function halls	6	7,900	6,800	5,900
Futsal field	1	47,300	23,600	15,800
Gymnasiums (community run)	2	23,600	15,800	11,800
Ice rink	5	9,500	7,900	6,800
Lacrosse box	1	47,300	23,600	15,800
Public library	2	23,600	15,800	11,800
Seniors	2	23,600	15,800	11,800
Studios	2	23,600	15,800	11,800
Walking track	1	47,300	23,600	15,800

*Langdon and area and secondary catchment area excluding Calgary (rounded)

Readiness for municipalities to provide recreation amenities and services can be affected by the levels of financial contribution needed to support operations. This type of analysis will be examined in a subsequent section of this report for the amenities considered at the Langdon Recreation Centre.

¹⁴ Note: Data from 13 Alberta communities is examined. Additional data were researched to augment the analysis presented in the Langdon Recreation Centre Business Case 2020.

Addressing needs through services

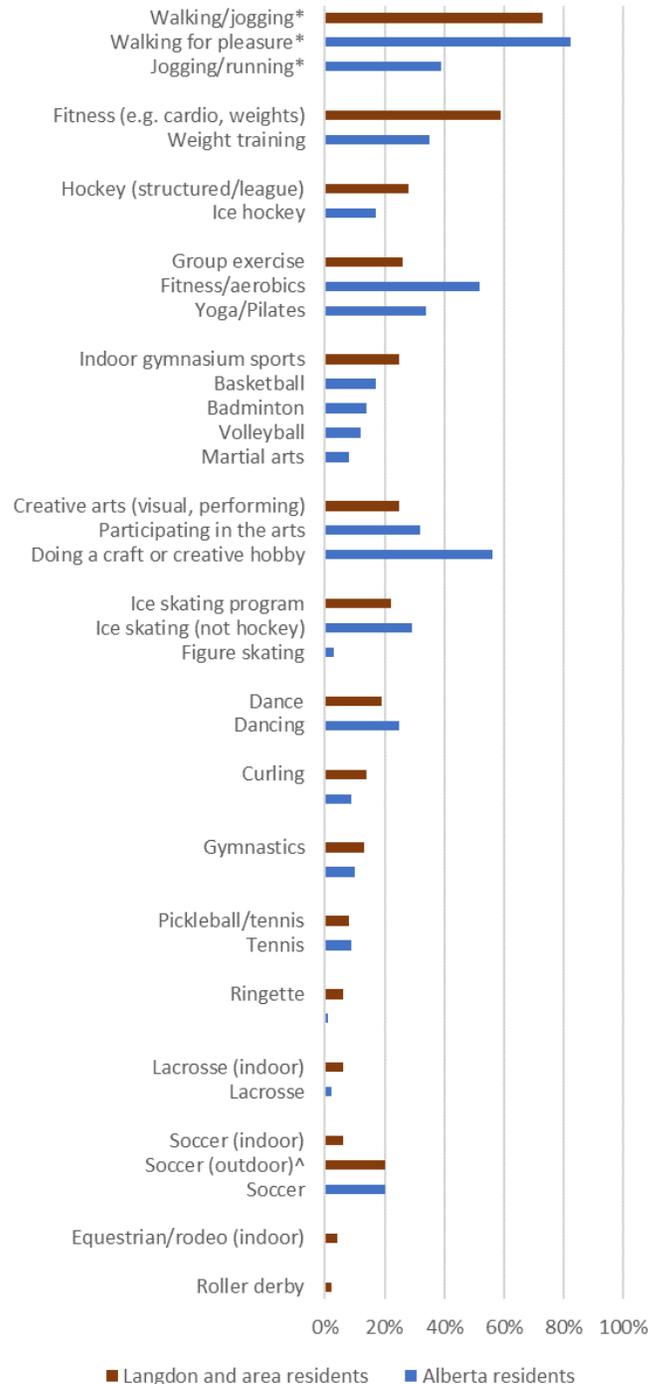
The findings presented previously about demographics and recreation service provision in Langdon and area provided insights into current market conditions and established a basis for identifying needs and amenities for the future Langdon Recreation Centre. Additional information about residents' participation in recreation activities and expectations for amenities offers further indications about possible opportunities for the facility.

The survey of Langdon and area residents conducted in 2018¹⁵ revealed existing participation in indoor recreation activities (see figure to right). These data are compared to similar queries that were posed to Alberta residents in 2017.¹⁶ While there may be differences in how activities were defined and presented to respondents in each survey, the findings show certain consistencies in participation patterns between the two populations.¹⁷ For example, walking, jogging, or running are popular activities among respondents of both surveys, whereas dance, curling, and gymnastics are less prevalent.

Some activities show slightly higher levels of involvement among Langdon and area residents such as ice hockey, ringette, lacrosse, etc. These levels can be affected by various factors such as availability of programming or facilities, amount of interest in the activity, performance of service providers, etc.

It would be worthwhile to develop amenities at the Langdon Recreation Centre that facilitate popular activities among residents of the area. It would also be advisable to consider amenities that support less prominent or new activities that could emerge among the population. A deliberative mix of amenities that address a broad range of interests is more likely to achieve the 'community hub' vision that has been imagined for the Langdon Recreation Centre.

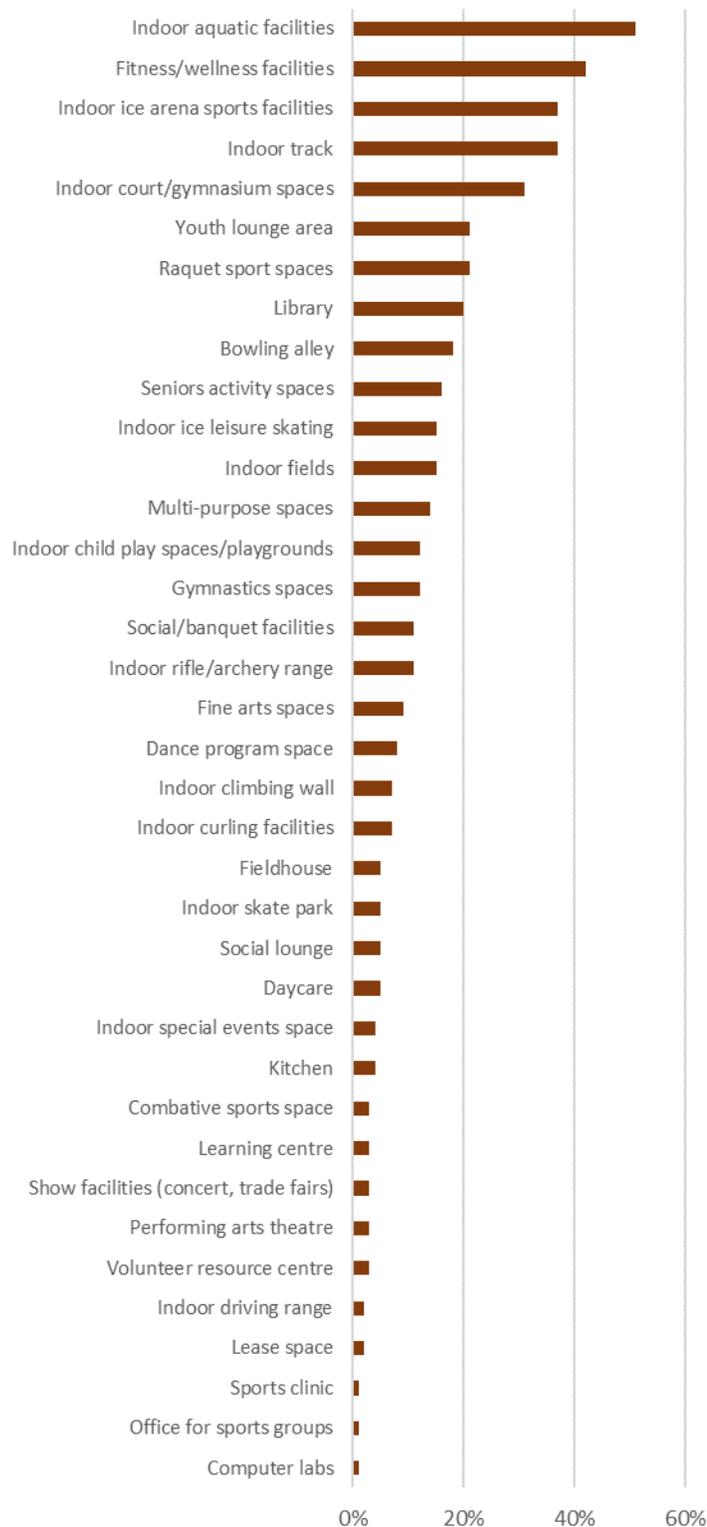
Participation in Indoor Recreation Activities



Sources: Bow North Recreation District Household Survey, 2018; Alberta Recreation Survey, 2017.
 *Could occur on indoor walking/running track.
 ^Presented for comparison purposes.

¹⁵ Bow North Recreation District Survey involving 329 respondent households.
¹⁶ Alberta Recreation Survey.
¹⁷ It is acknowledged that measures can be affected by how questions are asked, and items defined.

Priorities for Indoor Spaces at Langdon Joint Use Site



Residents of Langdon and area were offered an opportunity to state their priorities for indoor spaces at the Langdon Recreation Centre (see figure to left). The results reveal that the interests among the population for amenities at the facility are extensive.

Many of the top identified spaces such as indoor aquatic facilities, fitness/wellness facilities (e.g., studios), indoor track, youth lounge area, racquet sport spaces, library, bowling alley, senior activity spaces, and indoor fields do not currently exist within Langdon and area, although a youth lounge area is being planned for Langdon.¹⁸ Indoor aquatic facilities was the top priority, however, the capital and operating costs associated with these kinds of amenities would be prohibitive for the community.

Indoor ice arena sports facilities was also identified as a top priority for the community. It has been stated earlier in this report that a rink is located at the Indus Recreation Centre (about 13 kms from Langdon) with another rink being planned. It was also indicated earlier that analysis would be presented in this report for an ice rink at the Langdon Recreation Centre.

Racquet sport and bowling alley spaces emerged as high priorities among survey respondents. None of these spaces currently exist within Langdon and area (or in Chestermere or Strathmore). It has been common for these amenities to be developed by private initiatives rather than as part of public facilities. Some public recreation facilities have constructed racquet sport facilities in the past but have since decommissioned them or use the spaces for other activities due to low demand.

Source: Bow North Recreation District Household Survey, 2018, household's five most important priorities for indoor spaces.

¹⁸ Note: A library space is also being planned but is considered temporary.

Some of the spaces identified by Langdon and area residents could be addressed within the Langdon Recreation Centre through multi-use amenities. There will need to be compromises for the requirements of some of the indoor spaces to become multi-use, but this approach would help accommodate many of the interests that exist within the community.

- A fieldhouse might have a rubberized playing surface that supports different types of activities. While not ideal for some sports, it can be resilient for other opportunities such as indoor child play spaces/ playgrounds or skate park equipment that are brought in on a temporary basis.
- A hall might be designed to accommodate learning/education courses, arts performances, banquets, social events, as well as host school break activity programs for children and youth. Interior surfaces could be constructed to cope with different uses rather than being decorative or elegant and susceptible to damage.
- A studio could be designed for artistic activities such as dance, but also have temporary cushions adapted for the walls to allow for combative sports sessions.

Many communities that operate ice rinks take the ice out during the off-season to allow other non-ice activities such as trade shows, community events, lacrosse, etc. This type of adaption is preferred to applying cover panels over the ice surface when the ice is in, mainly due to system requirements and costs (e.g., storage, human resources, scheduling, etc.). However, non-ice activities can only occur in the spring/summer rather than throughout the year.

While opportunities exist to extend the utility of multi-use spaces, trade-offs and concessions need to be acknowledged.

Multi-use Amenity Spaces	
Amenity	Indoor Space Priorities Accommodated
Fieldhouse	Indoor child play spaces/ playgrounds (temporary) Indoor court/gymnasium spaces Indoor fields Indoor skate park (temporary) Show facilities
Ice rink	Indoor ice arena sports facilities Indoor ice leisure skating Off-season: <ul style="list-style-type: none"> • Indoor child play spaces/ playgrounds • Indoor court/gymnasium spaces • Indoor fields • Indoor skate park • Show facilities
Hall	Kitchen Learning centre Performing arts theatre Social/banquet facilities
Library	Library spaces
Multipurpose room	Daycare Fine arts spaces Multi-purpose spaces
Studio	Combative sports space Dance program space Fitness/wellness facilities Gymnastics spaces
Activity space	Computer labs Seniors activities area Social lounge Youth lounge area
Indoor track	Indoor track
Lease space	Lease space Sports clinic Office for sports organizations

Using all the findings presented, a service opportunities model has been developed for the Langdon Recreation Centre (see table below). Key service areas have been identified based on the types of activities and programming that could occur at the facility. Some of these opportunities have been identified from the findings of the survey conducted with Langdon and area residents, while others arise from activities and programming that typically occurs at recreation facilities operating in communities similar to Langdon and area.

For each of the activities and programming opportunities, various multi-use amenities have been identified including all that were presented on the previous page.

Stakeholder Advisory Group members and other key stakeholders interviewed for this Study indicated the types of activities and programs that they expect to occur at the facility based on their involvement in previous planning exercises (i.e., Alberta Culture workshops and Business Case 2020, discussions with potential users, etc.). Also presented in the model is information about service providers that indicated interest to rent the Langdon Recreation Centre to offer their activities and programs.

It is acknowledged that some activities and services presented in the model may not materialize at the facility. One such service is a fitness centre as there is already a private provider operating a facility within Langdon.

Service Opportunities Model for the Langdon Recreation Centre

Key service areas	Activities and programming	Typical multi-use amenities	SAG/KS *	Renter interest**
Social functions/private events	Social activities (community get togethers, dances, performances, graduations)	Hall/multipurpose room	■ ■ ■ ■ ■ ■	
	Public events (flea markets, art/craft sales, bake sales, farmers market, movie nights)	Fieldhouse/ice rink/hall	■ ■ ■ ■ ■ ■	✓
	Community meetings, functions	Fieldhouse/hall/multipurpose room/ice rink	■ ■ ■ ■ ■ ■	✓
	Clubs	Multipurpose room/fieldhouse/hall	■ ■ ■ ■ ■ ■	✓
	Weddings, reunions, birthday parties, corporate events	Hall, multipurpose room	■ ■ ■ ■	
	Faith-based services	Hall/multipurpose room/fieldhouse	■ ■ ■ ■ ■ ■	
Support/learning programs/services	Children/youth groups	Multipurpose room/fieldhouse	■ ■ ■ ■ ■ ■	✓
	Group therapy/help activities	Multipurpose room	■ ■ ■ ■ ■ ■	✓
	Youth assistance/intervention	Multipurpose room	■ ■ ■ ■ ■ ■	✓
	Day/school break/summer camps	Fieldhouse/multipurpose room/hall/studio	■ ■ ■ ■ ■ ■	✓
	Seniors activities/programs	Activity space	■ ■ ■ ■ ■ ■	✓
	Parent/tots programs	Multipurpose room/hall	■ ■ ■ ■ ■ ■	✓
	Personal development/wellness courses	Multipurpose room/hall	■ ■ ■ ■	
	Pre-school/daycare	Multipurpose room	■ ■ ■ ■ ■ ■	
	Before/after school	Multipurpose room/hall/fieldhouse	■ ■ ■ ■ ■ ■	
	Playtime/tumble time/indoor playground (inflatables)	Fieldhouse/ice rink	■ ■ ■ ■ ■ ■	
Sports activities	Competitive sports (indoor soccer, basketball, volleyball, badminton, ice activities, other)	Fieldhouse/ice rink	■ ■ ■ ■ ■ ■	✓
	Non-competitive sports - drop-in (sportball, pickleball, badminton, volleyball floor hockey, indoor soccer, etc.)	Fieldhouse	■ ■ ■ ■ ■ ■	✓
Fitness/dance/martial arts activities	Group exercises	Studio/multipurpose room/fieldhouse	■ ■ ■ ■ ■ ■	
	Yoga/movement	Studio/multipurpose room	■ ■ ■ ■ ■ ■	
	Dance lessons	Studio	■ ■ ■ ■ ■ ■	
	Martial arts	Studio/multipurpose room	■ ■ ■ ■ ■ ■	
Arts programs	Performing arts (including year end performances)	Hall/studio	■ ■ ■ ■ ■ ■	✓
	Visual arts	Multipurpose room	■ ■ ■ ■ ■ ■	✓
Other	Library	Library	■ ■ ■ ■ ■ ■	
	General gathering/hanging out	Open space	■ ■ ■ ■ ■ ■	
	Walking/jogging/running	Indoor track	■ ■ ■ ■ ■ ■	
	Seniors activities	Activity space	■ ■ ■ ■ ■ ■	
	Lease services	Lease space	■ ■ ■ ■	
	Fitness centre	Fitness/wellness facilities	■ ■ ■ ■ ■ ■	

*SAG/KS - represents expectations of Stakeholder Advisory Group members and key stakeholders/partners.

**Renter Interest - Types of programs/multi-use amenities that potential renters expressed interest.

Notable Recreation Industry Issues

Industry trends and issues about services/programming and facility development over the past few years were researched and identified for this Study.

Many of the main issues that have been affecting the industry focus around social and financial recovery, mainly due to the impacts of the Covid-19 pandemic.

Initial indicators suggest that participation in indoor recreation activities and programs is improving but may take a few years to reach levels that were attained prior to the pandemic. Nonetheless, some issues identified through the research are worth noting as they are applicable to the development of the Langdon Recreation Centre.¹⁹

Services/Programming

- The Alberta Recreation Survey has been conducted for several decades and examines household participation in recreation activities among Albertans. As shown previously within this report, many of the participation levels for indoor recreation activities among Albertans were similar to those observed in Bow North Recreation District Survey for Langdon and area residents. However, long term analysis involving data between 1996 and 2017 revealed (see Appendix G):
 - Increasing trend:
 - Fitness/aerobics – from 32% to 52% of households
 - Declining trends:
 - Dancing – from 34% to 25% of households
 - Volleyball – from 19% to 12% of households
 - Curling – from 14% to 9% of households
 - Squash – from 9% to 3% of households
 - Racquetball – from 9% to 2% of households
- Other research shows similar trends about increases for fitness activities (including group exercise) and movement (Yoga/Pilates) throughout North America over the past few decades and this trend is expected to continue in the foreseeable future. Other notable recreation activities experiencing increases in popularity include pickleball, badminton, wellness and support programs, and personal development training.

Facility Development

- Top indoor amenities planned for development by American recreation providers in 2020 and 2021 include:
 - Exercise studios
 - Indoor courts for sports like basketball and volleyball
 - Classrooms and meeting rooms
 - Synthetic turf sport fields
 - Fitness centres
 - Concession areas
- Increasingly, recreation facilities are designed to address multiple rather than single purpose activities. Benefits associated with multi-use spaces include operational efficiencies, broader market opportunities, and multiple sources of revenue.
- It is increasingly recognized among recreation facility operators that rooms, lobbies, and other spaces need to balance the needs and experiences of all users, regardless of age. While it can be appealing to create more welcoming décor for children and youth, it can be beneficial to ensure that environments are also engaging to all ages. Spaces that are designed for multi-generations ensure greater attractiveness to support revenue generating potential.
- Another trend that has developed within recreation facilities involves using social or common areas as programming space. Lobbies, sitting areas, spectator viewing areas, corridors, etc. are being designed to enable programming, activities, or events to occur. Before starting to use these spaces, consideration needs to be given to programming and spectator needs (e.g., noise reduction, space attractiveness, equipment or staging mobility, flooring appropriateness, seating availability, wireless Internet provision, ventilation and airflow, etc.).
- Many service providers are acknowledging the value that arts and culture, intellectual and spiritual, as well as recreation pursuits can have in creating a sense of place and support resilient and sustainable communities. This concept is further enhanced when residents are not simply considered as passive consumers, but also encouraged to be providers, stakeholders, and contributors to the resources in the community (e.g., program instructors, organizers, volunteers, etc.).

¹⁹ Sources: Active Alberta Coalition, Alberta Government, Canadian Architect, Canadian Parks and Recreation Association, Government of Canada, and National Recreation and Parks.

Langdon Recreation Centre Markets

Markets for the Langdon Recreation Centre will likely comprise of the following three main groups. Emphasis should be given to the needs and expectations for programs and services of Langdon and area residents as they represent the primary catchment area for the facility.

- **Program Users** – It is expected that the Langdon Recreation Centre will need to create and deliver responsive programs and services that are provided directly to users. Facility staff will identify, develop, market, and implement various programs and activities for users to register and participate in. This market is also comprised of users that participate in drop-in activities (e.g., drop-in sports, fitness classes, etc.). Currently, there are approximately 7,050 residents living in the area with future population expected to be 13,000 to 15,000 (in ten to twenty years).
- **Service Providers** – These organizations are external to the Langdon Recreation Centre and will rent the facility's amenities to deliver programs to users. Based on current organizations serving the area, as well as consideration of experiences of facilities located in similar communities, it is expected that service providers could include:
 - Dance organizations
 - Economic development organizations
 - Faith-based organizations
 - Fitness/Yoga/Pilates groups
 - Immigrant support organizations
 - Learning organizations (tutorial, STEM - Science, Technology, Economic, Mathematics, etc.)
 - Martial arts organizations
 - Self-help groups
 - Social service organizations
 - Sport and recreation organizations
 - Health and wellness organizations
 - Youth services organizations
- **Facility Renters** - Individuals and organizations that rent amenities to hold functions and events such as weddings, reunions, dances, birthday parties, yearend presentations and celebrations, corporate meetings, etc. While some of the facility renters will be Langdon and area residents and organizations, it is expected that this market will draw from the region as a whole.

Expected Markets for the Langdon Recreation Centre



The mix of markets will likely be dependent on the demand from service providers and facility renters to use the Langdon Recreation Centre amenities. Recreation facility operators often solicit service providers and facility renters before developing and delivering programs and activities due to the resources (e.g., staff, equipment, funds, etc.) that are required.

Facility program concept opportunities

With the community needs having been examined and recreation services considered, facility program components that might be comprised within the Langdon Recreation Centre have been identified (see list to right).

Additional characteristics for each component are presented in Appendix H such as anticipated size, space definitions, types of uses, main markets served, and other considerations.

In previous sections of this report, activity spaces were highlighted as potential amenities that could be developed within the facility. However, based on guidance from the Stakeholder Advisory Committee, the amenity recommended for the Langdon Recreation Centre is a dedicated Seniors Activity Space.



Key Facility Program Components

Fieldhouse

A multi-use space that has hard surface flooring designed to be adaptable for various activities, programs, and events and able to sustain high traffic with wear-resistance material. It would have equipment, features, and markings to support activities, particularly sport and athletic.

Ice Rink

A boarded community rink with the capacity to create artificial ice for competitive team and individual based ice sports such as hockey, ringette, and figure skating. During off-season, the ice rink can be used as a dry pad for other activities such as box lacrosse, public events, etc.

Hall

A function or reception room for gatherings, events, meetings, or educational courses with the capacity to host 200 seated guests for a dining function. Attached to the room is a service kitchen that enables food handling and serves as a distribution point for expediting food to guests.

Library

A public space that accommodates collections and materials, reading and studying, public computers, and administration spaces. The library will enable Langdon and area residents to access books reference collections (possibly through the Marigold Library System) and other materials.

Multipurpose room

A space that serves multiple program and functional purposes. It should be designed with durability, versatility, and practicality so as to withstand wear-and-tear, stains, heavy foot traffic, etc. from various uses. It should be able to accommodate up to 50 persons.

Studio

A space that facilitates instruction for physical activities and exercises. It may have equipment such as mirrors, barres, mats, spin cycles, exercise balls, steps or risers, etc. that are used in dance and fitness programs. It should be able to accommodate 20 to 25 persons.

Seniors Activity Space

A space that enables older adults to gather for social, physical, and intellectual activities. The space will be multipurpose oriented to allow various services, programs, and events to occur.

Indoor track

A laned walking and running track.

Lease space

Spaces to be leased to other organizations such as food services, sports clinic, offices for sports organizations, etc.

Office and board room

Office spaces for administration and board room.

Further characteristics for each component are presented in Appendix H.

Facility Concepts for the Langdon Recreation Centre

Fieldhouse Concept

Facility Program Components

- Fieldhouse
 - Hall
 - Library
 - 2 x Multipurpose rooms
 - 2 x Studios
 - Seniors activity space
 - Indoor track
 - Lease space
 - Office and board room

Ice Rink Concept

Facility Program Components

- Ice rink
 - Hall
 - Library
 - 2 x Multipurpose rooms
 - 2 x Studios
 - Seniors activity space
 - Indoor track
 - Lease space
 - Office and board room

As already presented, there are site constraints that would make it difficult to include all facility program components in the building. As such, two concepts have been developed for the Langdon Recreation Centre. One concept has a fieldhouse (referred to as Fieldhouse Concept) and the other an ice rink (referred to as Ice Rink Concept). The remaining components are the same for both concepts.

The rest of this section of the report organizes functional programs for each of the two concepts.

Both concepts have net floor areas that are more than the 5,400 m² (58,000 ft²) identified earlier as being available at the site. However, it is expected that some amenities would be constructed using two levels (or floors).

Subsequent sections of this report will examine various issues associated with the two concepts such as operation and financial implications.

Fieldhouse Concept - Functional Program

Facility Components		Net Area Total (m ²)	Net Area Total (ft ²)	Description
Fieldhouse	Playing space	1,625	17,500	Multi-sport courts: pulastic sports flooring - boards around playing space
	Seating	500	5,400	Approximately 250 seats (possibly situated over locker/storage/wash rooms)
	Locker rooms	150	1,600	4 locker rooms and aux room (30m2, dry - no washroom or shower)
Indoor track		490	5,300	3 lane, wrap around field/gym/event space
Hall	Event space	350	3,800	Capacity 200 seated banquet style
	Other spaces	100	1,100	Temporary stage, furniture storage area, entrance
	Service kitchen	75	800	Attached to both field/gym/event space and community/learning room/hall
Multipurpose room(s)		200	2,200	100 x 2 - (50 person capacity) sink, cabinets
Studio(s)	Activity surface	200	2,200	100 x 2 - (20 to 25 person capacity) activity sprung/floating flooring - partition wall between rooms
	Storage	20	200	
Library		375	4,000	Circulation space, service desk, study space, administration, storage space
Seniors activity space		150	1,600	Sink, cabinets
Lease space		100	1,100	Tenant space, to be determined
Administration	Office	200	2,200	Shared and dedicated office and workstations
	Meeting room	50	500	12 person table
Commons area/entrance		280	3,000	Lobby, gathering area, benches
Storage		200	2,200	General storage areas
	Subtotal	5,065	54,700	
	Gross Factor	1.2	1.2	Includes service room spaces (mechanical, electrical), wall thickness, structure, washroom, and custodial spaces.
Total Gross Floor Area		6,080 *	65,640 *	

*Some amenities are expected to be constructed using two levels (or floors).

Ice Rink Concept - Functional Program

Facility Components		Net Area Total (m ²)	Net Area Total (ft ²)	Description
Ice rink	Playing space	1,625	17,500	NHL sized rink
	Seating	500	5,400	Approximately 250 seats (possibly situated over locker/storage/wash rooms)
	Locker rooms	300	3,200	6 locker rooms and aux room (50m2 with washroom or shower)
	Ice plant room	95	1,000	
	Resurfacers room	115	1,200	
	Mechanical/electrical room	125	1,300	
	Other spaces	220	2,400	Storage, IT/data, elevator machine, generator rooms, garage, etc.
Indoor track		490	5,300	3 lane, wrap around field/gym/event space
Hall	Event space	350	3,800	Capacity 200 seated banquet style
	Other spaces	100	1,100	Temporary stage, furniture storage area, entrance
	Service kitchen	75	800	Attached to both field/gym/event space and community/learning room/hall
Multipurpose room(s)	200	2,200	100 x 2 - (50 person capacity) sink, cabinets	
Studio(s)	Activity surface	200	2,200	100 x 2 - (20 to 25 person capacity) activity sprung/floating flooring - partition wall between rooms
	Storage	20	200	
Library		375	4,000	Circulation space, service desk, study space, administration, storage space
Seniors activity space		150	1,600	Sink, cabinets
Lease space		100	1,100	Tenant space, to be determined
Administration	Office	200	2,200	Shared and dedicated office and workstations
	Meeting room	50	500	12 person table
Commons area/entrance		280	3,000	Lobby, gathering area, benches
Storage		200	2,200	General storage areas
	Subtotal	5,770	62,200	
	Gross Factor	1.2	1.2	Includes service room spaces (mechanical, electrical), wall thickness, structure, washroom, and custodial spaces.
Total Gross Floor Area		6,920 *	74,640 *	

*Some amenities are expected to be constructed using two levels (or floors).

Estimated Capital Costs

Preliminary construction cost estimates for the two concepts have been developed based on historical costs for comparable amenities²⁰ to those described in the functional program. These estimates are presented on the next page.

Costplan Management Ltd., a professional construction cost and quantity surveyor consulting firm, was engaged to develop base cost estimates for amenities that have been identified (see Appendix H).

Due to the preliminary nature of the available information, estimates should be used as 'order of magnitude' budget guidelines only.

The estimates do not capture any cost variations, either up or down, that may result from implications of the COVID-19 pandemic and other economic conditions such as material shortages, supply disruptions, exchange rate fluctuations, delays, or labour premiums.

It should be noted that the current material supply uncertainty and material price escalation in the Canadian economy has created an unstable and unpredictable market that the authors have no control over. Given current market conditions, it cannot be guaranteed that tenders will not vary significantly from the estimated values.

Notes and assumptions associated with the cost estimates include:

- Unit rates are developed based solely upon the space descriptions shown.
- All costs are shown in 1st quarter 2022 dollars.
- Final size, configuration and stacking of amenities and functions could significantly impact the estimated construction costs.
- Furniture, furnishings and equipment is shown as an overall allowance on each budget summary.

Excluded from these estimates are:

- Phasing premiums.
- Public art.
- Storm water volume control allowance.
- Food service equipment.
- Ice surface equipment.
- All work beyond the construction boundary lines other than service connections.
- Owner internal costs.
- Moving and relocation costs.
- Operating and lifecycle maintenance reserve fund.
- Post-disaster building requirements.
- Construction cost escalation.
- Site development costs, if required.
- Hazardous material remediation, if required.
- Land costs (acquisition, assessments, levies, etc.) & offsite services.*
- Goods and Services Tax.

²⁰ In the Calgary region, as well as other communities throughout Alberta.

*Note: Have been addressed for the site already but listed in case of unforeseen issues.

Langdon Recreation Centre -Estimated Capital Cost Program Concepts Comparison

Rounded to nearest \$100,000

Facility Components		Net Area Total (m ²)	Net Area Total (ft ²)	Cost per m ²	Estimated Capital Cost Per Option	
					Fieldhouse Concept	Ice Rink Concept
Fieldhouse	Playing space	1,950	21,000	3,974	\$ 7,700,000	
	Seating	600	6,480	3,833	2,300,000	
	Locker rooms	180	1,920	4,167	800,000	
Ice Rink	Playing space	1,950	21,000	3,974		\$ 7,700,000
	Seating	600	6,480	3,833		2,300,000
	Locker rooms	360	3,840	4,167		1,500,000
	Ice plant room	114	1,200	3,621		400,000
	Resurfacer room	138	1,440	3,621		500,000
	Mechanical/electrical room	150	1,560	3,621		500,000
	Other spaces	264	2,880	3,621		1,000,000
Indoor track		588	6,360	3,912	2,300,000	2,300,000
Hall	Event space	420	4,560	4,524	1,900,000	1,900,000
	Other spaces	120	1,320	4,167	500,000	500,000
	Service kitchen	90	960	5,000	500,000	500,000
Multipurpose room(s)		240	2,640	4,167	1,000,000	1,000,000
Studio(s)	Activity surface	240	2,640	4,375	1,100,000	1,100,000
	Storage	24	240	4,167	100,000	100,000
Library		450	4,800	4,722	2,100,000	2,100,000
Seniors activity space		180	1,920	4,722	800,000	800,000
Lease space		120	1,320	2,917	400,000	400,000
Administration	Office	240	2,640	3,750	900,000	900,000
	Meeting room	60	600	4,167	300,000	300,000
Commons area/entrance		336	3,600	4,613	1,500,000	1,500,000
Storage		240	2,640	3,611	900,000	900,000
Subtotal - Hard construction costs					\$ 25,100,000	\$ 28,200,000
Site development costs					Not included	Not included
Soft Costs - Design, testing, permits, project management				15%	\$ 3,800,000	\$ 4,200,000
Post-tender Construction Contingency				10%	\$ 2,500,000	\$ 2,800,000
Other potential funding requirements						
Furniture, furnishings & equipment				5%	\$ 1,300,000	\$ 1,400,000
Operating and lifecycle maintenance reserve funds					Not included	Not included
Total program Costs plus FF&E Allowance					\$ 32,700,000	\$ 36,600,000

Assessing operational implications

There are various systems and strategies that can influence a recreation facility's services, operations, and financial performance. This section of the Study examines and develops functions and applications that could be utilized within the Langdon Recreation Centre and infers and estimates potential outcomes.

Three of the main issues explored within this section are summarized below:

- Operational approaches – Recreation facilities deliver services, generate revenues, and manage functions through various methods and processes. For instance, facility operators can deliver services directly or indirectly, or a combination thereof. Assumptions are presented around the expected approaches that will occur for the Langdon Recreation Centre.
- Financial implications – Estimated budgets are developed for potential revenues and expenses of the Langdon Recreation Centre, along with assumptions that have been used to guide the forecasts. However, the financial implications also provide anticipated changes needed to operating grants that Rocky View County provides annually to recreation facilities in the southeast area of the County. This analysis considers the operating grants for the Langdon Recreation Centre and Indus Recreation Centre.
- Management operating models – Considerations are presented about potential models for operators of the facility.

Outcomes are examined for two concepts that have been developed for the Langdon Recreation Centre:

- Fieldhouse Concept
- Ice Rink Concept

For both Concepts, it is assumed that the Indus Recreation Centre twin ice rink expansion will occur since it has already received support from Rocky View Council.²¹ The Ice Rink Concept represents a third ice rink surface being build for the area in Langdon and implications presented in this Feasibility and Business Case Study reflect this situation.

Some of the main influences for assumptions presented in this section result from a review of operations and financial statements of recreation facilities located in and outside of Rocky View County.²² Information has been developed through reports and statistics provided by the County, documents obtained through desk research, and other similar work that has been conducted by the consultants. Some of the recreation facilities from which information has been reviewed include:

- Indus Recreation Centre
- Chestermere Regional Community Association
- Spray Lakes Sawmills Family Sports Centre
- Bearspaw Leisure Centre
- Springbank Park for All Seasons
- Other community facilities in Rocky View County
- Various community and recreation centres in Calgary
- Other recreation and community centres throughout Alberta

²¹ Reference: Letter of Support for the Bow Valley Agricultural Society, June 28, 2022.

²² Information that was reviewed represents pre-Covid Pandemic time periods.

Operational Approaches

Choices about how a recreation facility is operated can significantly influence the types of services provided and how operations are funded.

The following approaches represent postulated management outcomes and fundamental assertions for the Langdon Recreation Centre.

- *Facility Management* – Due to the complexity of the building, its operations, and available services, it is expected that full and part-time staff will be employed to manage the facility. Volunteers may be used for some tasks within the operations; however, the majority of necessary duties will be implemented by paid staff.
- *Service delivery systems* – Some recreation facilities mainly rent amenities to local service providers that deliver programming to customers (e.g., sport groups or arts groups rent amenities to provide activities to their participants). In other cases, facility operators develop and provide programming to users. There are also facility operators that use a combination of these approaches.

The research conducted for this Study has revealed local and regional service providers that are keen on using amenities at the Langdon Recreation Centre to deliver programs. However, there is likely going to be considerable scheduling opportunities for amenities that are not used by service providers. As well, needs will exist within the community for which no local or regional service providers exist. As such, it is expected that the facility operator will need to develop responsive programs, either through use of internal resources or contractual arrangements.

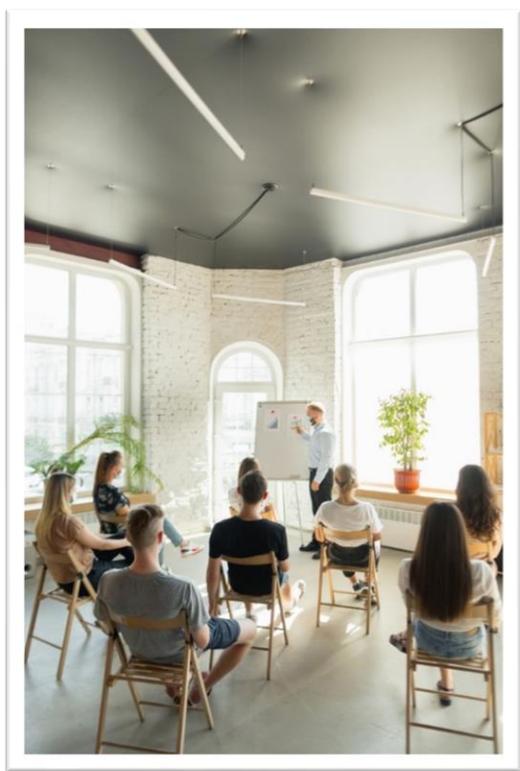
- *Memberships* – Memberships are a method used by some recreational facilities to encourage use and generate revenues opportunities. Typically, services that involve frequency of use or combinations of services such as fitness centres, aquatic facilities, drop-in services, etc. prompt the use of memberships. While it is assumed that the facility operator will offer

programming opportunities, the type of services (e.g., group exercises, arts programs, parent & tot programs, inflatable indoor playgrounds, etc.) are not likely to be conducive to a membership system. As such, membership sales have not been incorporated in the budget estimate assumptions.

- *Revenue Streams* – A mix of revenue opportunities have been identified for the Langdon Recreation Centre:
 - *Amenity rentals* – Service providers or local residents rent amenities for providing programming (e.g., arts, sport, culture, etc.) or personal use (e.g., birthday parties, celebrations of life, reunions, etc.)
 - *Programs and services* – The facility operator designs programs, accepts registrations, and delivers activities directly to users.
 - *Unearned income* – Funding sources that do not involve delivery of programs and services to users. Examples may include sponsorships, grants, casinos/bingo, other fund raising opportunities, etc.
- *Library and Seniors Activity Centre* – These spaces within the Langdon Recreation Centre are likely to be used by the Langdon Library Society and Langdon OK Club. Specifications about the operation of these services or amenities have not been developed within this report. However, it is expected these organizations will contribute to certain expenses such as utilities, garbage removal, etc.
- *School Collocation Considerations* – There may be opportunities for collocation developments with the high school on the Joint Use Site. Since these types of arrangements typically require negotiations and written agreements among relevant organizations, specifications have not been incorporated into forecasts and outcomes, although Rocky View School District representatives interviewed for this study indicated opportunities likely exist.

Financial Implications

High level estimated operating budgets developed for the Langdon Recreation Centre suggest that an annual operating grant will be needed from Rocky View County to support operations, which is common for recreation facilities situated within the County or among communities of similar population size to Langdon and area. However, the Ice Rink Concept would likely result in higher operating grants²³ being needed to support both the Langdon Recreation Centre and the Indus Recreation Centre than if the Fieldhouse Concept was developed.



On the next page, financial budget estimates for the Langdon Recreation Centre are presented for both the Fieldhouse and Ice Rink Concepts. Two budget scenarios are developed for each Concept based on low and high forecast ranges. While assumptions between low and high ranges have intrinsic similarities, there is a fundamental difference for the Ice Rink Concept.

Planning for new recreation facilities by the City of Chestermere suggests that a third rink will eventually be needed for that community. It also postulates that latent demand already exists within that community for a third rink.²⁴ Nonetheless, it is unclear when a third rink may be built.²⁵

The high scenario forecast developed for the Ice Rink Concept considers how three ice rink surfaces located in Langdon (1 ice surface) and Indus (2 ice surfaces) might be affected by serving the demand from this regional market.²⁶ The low scenario does not include the regional demand.²⁷

Revenues for the Fieldhouse Concept rely principally on demand for services from Langdon and area residents.²⁸

Nonetheless, the analysis presented on the next page contends that operating grants from the County would be substantially higher for either Ice Rink Concept forecasts compared to those of the Fieldhouse Concept, mainly due to an anticipated over supply of ice services in the area.

Its worth noting that the Bow Valley Agricultural Society, which operates the Indus Recreation Centre, has access to grant programs that are not readily available to other organizations (e.g., Alberta Societies Grant Program through the Alberta Government). From a financial perspective, this funding is an advantage to having ice rinks situated at the Indus Recreation Centre. The Rocky View County Recreation and Parks Master Plan presents additional analysis about economies of scale and tournament appeal for having a twin ice rink in Indus.

²³ Rocky View County Recreation Facility Operating Grants

²⁴ City of Chestermere, Concept Plan for a Chestermere Civic and Recreation Complex, 2020.

²⁵ Supporting documentation for the City of Chestermere, Bylaw No. 013-21 indicates construction will be delayed to 2035.

²⁶ It is acknowledged that the Facility Development Criteria presented in the 2020 Recreation and Parks Master Plan state "Facility development should principally address the needs of County residents and not be dependent upon (primarily serve) other markets to sustain operations."

²⁷ Both high and low scenarios for the Ice Rink Concept include revenues from Calgary/other markets.

²⁸ Revenues for ice rinks at the Indus Recreation Centre include revenues from Calgary/other markets.

Estimated Financial Implications of Operating Recreation Facilities in Southeast Area

Rounded to nearest \$2,500

	Fieldhouse Concept		Ice Rink Concept	
	Low*	High*	Low*	High*

Estimated Financial Implications for Langdon Recreation Centre

Revenues

Rentals

Fieldhouse	\$ 50,000	\$ 75,000		
Ice rink - Ice			\$ 265,000	\$ 347,500
- Dry pad			20,000	37,500
Hall	40,000	60,000	40,000	60,000
Multipurpose rooms	27,500	55,000	27,500	55,000
Studios	25,000	50,000	25,000	50,000
Library	5,000	7,500	5,000	7,500
Seniors Activity Centre	2,500	2,500	2,500	2,500
Lease spaces	17,500	22,500	17,500	22,500
Organized Events	10,000	20,000	10,000	20,000
Organized Programs				
Adult/parent programs	32,500	60,000	15,000	30,000
Preschool/Youth programs	10,000	15,000		
Break programs	52,500	87,500	47,500	80,000
Drop in programs	5,000	10,000	2,500	2,500
Unearned Revenues				
Adverstising, sponsorship, etc.	7,500	15,000	10,000	20,000
Fund raising, grants, etc.	2,500	10,000	2,500	10,000
Total Estimated Revenues	\$ 287,500	\$ 490,000	\$ 490,000	\$ 745,000

Expenses

Salaries, wages, and benefits	\$ 355,000	\$ 467,500	\$ 402,500	\$ 507,500
Utilities/Garbage Removal	82,500	97,500	225,000	245,000
Custodial	35,750	48,750	41,250	56,250
Office, administration, supplies	22,500	32,500	25,000	35,000
Professional fees, insurance	30,000	32,500	30,000	32,500
Marketing and promotions	7,500	10,000	5,000	7,500
Program supplies and materials	5,000	7,500	2,500	5,000
Security	10,000	12,500	10,000	12,500
Repairs and maintenance	35,000	60,000	50,000	85,000
Other	10,000	20,000	10,000	20,000
Total Estimated Expenses	\$ 592,500	\$ 790,000	\$ 802,500	\$ 1,007,500

Estimated Annual Deficit

Estimated Annual Deficit	-\$ 305,000	-\$ 300,000	-\$ 312,500	-\$ 262,500
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Estimated Implications to County Contributions** for the Indus Recreation Centre

Current average annual contributions** to Indus Recreation Centre	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Estimated contributions** to Indus Recreation Centre for Operating Twin Ice Rink (see Appendix K)	50,000	37,500	305,000	250,000

Total Estimated Implications to County Contributions** to Operate Recreation Facilities in Southeast Area

(Estimated Annual Deficit + Current and Additional Contributions for Indus)

Total Estimated Implications to County Contributions** to Operate Recreation Facilities in Southeast Area	\$ 455,000	\$ 437,500	\$ 717,500	\$ 612,500
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* Low and high revenue estimates.

** Rocky View County Recreation Facility Operating Grants

Budget Forecasts Assumptions

Other Key Assumptions to the Estimated Financial Implications

In addition to the notions about ice rink revenues presented above, the financial implication estimates for the Langdon Recreation Centre are based on various assumptions. Many of the main assumptions are presented to the right. Additional assumptions about revenues, expenses, and expected County contributions to the Langdon Recreation Centre and Indus Recreation Centre are presented in Appendices I, J, and K.

While it is acknowledged the Covid-19 pandemic has affected the recreation industry over the past few years, the forecasts have been developed with a long-term outlook considering it will likely take several years for the facility to be constructed.



Revenues

- Rental and lease revenues reflect fees charged to service providers by other similar facility operators. Types of service providers and anticipated revenue amounts are presented in Appendix I.
- Revenues for organized events represent net surpluses (\$10,000) obtained from 1 or 2 weekend events organized by facility operators or rentals to other organizations.
- Organized programs involve services developed and delivered by the facility operator. Fewer programs are expected for the Ice Rink Concept since the rink will have ice in for approximately eight months. General estimates involve charges of \$100 per participant for a six-to-eight-week program. Further details presented in Appendix I.
- Unearned revenues involve advertising and sponsorship opportunities within the facility and fund-raising activities beyond contributions from Rocky View County or adjacent municipalities. These amounts are similar to other recreation facilities operating in the Calgary region.
- Revenues have not been forecasted for the walking/running track. Discussions with facility operators that manage similar types of facilities indicated challenges for charging for use of the track when membership systems are not offered. Facility operators suggested that it may be better to provide the walking/running track as a community benefit.
- For the Ice Rink Concept forecasts, the Langdon Recreation Centre would likely receive a higher proportion of use than the Indus Recreation Centre due to being located where the majority of users are situated (see Appendix I).

Expenses

- Salaries, wages, and benefits have been developed based on specific staff positions developed for each Facility Concept. The amounts also include costs for contract instructors/coordinators employed for programs (see next page and Appendix J).
- Utilities are estimated at \$1.25 (low) and \$1.50 (high) per ft² for the Fieldhouse Concept and \$3.00 (low) and \$3.25 (high) per ft² for the Ice Rink Concept. Additional costs are budgeted for garbage removal. These amounts are consistent with the experiences of recreation facilities operating in the region.
- The following expense items were developed from costs researched and identified from other recreation facilities operating in the region:
 - Custodial expenses, costs are expected to be higher for the Ice Rink Concept due to more space and type of amenities (e.g., wet locker rooms in arena).
 - Office, administration, supplies, which involve phone and internet; supplies, mileage; staff appreciation, postage/ courier; bank charges; etc.
 - Program supplies and materials are costs for delivering responsive programs with less being credited to the Ice Rink Concept due to fewer programs.
 - Security involves expenses to secure the building.
 - Repairs and maintenance involve costs associated with the building and equipment.

General

- Estimated budgets represent a typical year of operation after the facility has operated for several years.
- Amounts are based on 2022 dollars.
- The estimates do not capture cost variations that may result economic conditions, material shortages, supply disruptions, inflation, and labour premiums.

Human Resources Assumptions

Fieldhouse and Other Amenities

- 1 x Facility Manager (Full-time)
- 1x Program Lead (Full-time)
- 1 x Facility Maintenance Staff (Full-time)
- 3 x Facility Attendants/Coordinators (Part-time)

Ice Rink and Other Amenities

- 1 x Facility Manager (Full-time)
 - 1x Program Lead (Full-time)
 - 2 x Facility Maintenance Staff/Ice Technicians (Full-time)
 - 3 x Facility Attendants/Coordinators (Part-time)
-

Human resources will be a vital aspect of the operations at the Langdon Recreation Centre.

Staff, particularly seniors management levels, should have previous experience in operating and maintaining similar facilities.

Skills and abilities in service and program development, financial planning, fund raising, marketing and customer service, risk management, and general management will be necessary to ensure that the facility operates effectively and successfully. Technical knowledge of maintenance requirements, safety standards, security monitoring, and environmental systems are necessary for proper stewardship of the facility and equipment and overall safety and security of staff and users.

The list presented to the left represents the types of human resources required to operate a facility with the scope and scale of the Langdon Recreation Centre (see Appendix J for further details about human resources assumptions).



Service Delivery System Analysis

It has been suggested within this Study that the facility operator would provide responsive programming to ensure community needs are met and facility spaces are used within the Langdon Recreation Centre.

Analysis was conducted to evaluate the financial implications if the facility operator does not provide responsive programming (see table below). Essentially, programming would only be delivered through service providers. Revenues from programming would be eliminated, as well as subsequent expenses such as human resources and related supplies and materials.

Potential consequences differ depending on the Facility Concept and high and low budget estimates. However, the analysis suggests that

on average there is a marginal financial cost to implementing responsive programming by the facility operator.²⁹

Advantages to offering these services would go beyond simple financial consequences. Without responsive programming, the variety of opportunities available to the community would be reduced. Also, spaces within the facility would be used less often and by fewer residents.

Its worth noting that the revenue estimates for responsive programming imply that, on average, households within the primary catchment area would spend between \$25 and \$65 on these types of opportunities, which is similar to what other recreation facilities operating in and around Rocky View County experience.³⁰

Service Delivery System Analysis - Implications of No Responsive Programming Provided by Facility Operator

	Rounded to nearest \$2,500			
	Fieldhouse Concept		Ice Rink Concept	
	Low*	High*	Low*	High*
Estimated reductions without responsive programming services				
Revenue reductions	\$ 100,000	\$ 172,500	\$ 65,000	\$ 112,500
Expense savings				
Salaries, wages, and benefits	102,500	125,000	80,000	97,500
Program supplies and materials	5,000	7,500	2,500	5,000
Implications of not providing responsive programs	\$ 7,500	-\$ 40,000	\$ 17,500	-\$ 10,000
Estimated Annual Deficits without Responsive Programming	-\$ 312,500	-\$ 260,000	-\$ 330,000	-\$ 252,500
Original Estimated Annual Deficits without Responsive Programming	-\$ 305,000	-\$ 300,000	-\$ 312,500	-\$ 262,500
Surplus/loss from No Responsive Programming	\$ 7,500	-\$ 40,000	\$ 17,500	-\$ 10,000

²⁹ Note: The average benefit among the four forecasts was a slight deficit (e.g., <\$10,000).

³⁰ Note: Comparative analysis for facilities such as the Chestermere Regional Recreation Centre, Spray Lakes Sawmills Family Sports Centre, and Bearspaw Lifestyle Centre reveal averages between \$40 and \$70.

Factors Used to Identify Potential Facility Operators for the Langdon Recreation Centre

Factors	Expected Levels of Significance
Specialized knowledge/expertise	■ ■ ■ ■ ■
Unearned revenue opportunities	■ ■ ■ ■ ■
Cost efficiencies	■ ■ ■ ■ ■
Contractual influence	■ ■ ■ ■
Operating systems	■ ■ ■
Available resources	■ ■
Defined standards of service	■ ■
Rates and fees	■ ■
Equitable accessibility	■ ■
Community support	■ ■
Market responsiveness	■

The above factors are referenced on page 15 of the Rocky View County, Recreation and Parks Master Plan, 2021. Significance levels have been assessed based on Langdon Recreation Centre specifications.

Management Operating Models

The Rocky View County Recreation and Parks Master Plan states that different management operating models should be considered for any given facility that is developed within the community. It advises that facilities could be operated by the County or other organizations such as non-profit community organizations and private companies.

It also specifies that an evaluation process should be implemented to ensure due diligence and process is applied when identifying an appropriate operator. Selection typically does not occur until later stages of the facility development process (e.g., Design and/or Construction and Operational Development Phases).³¹ Nonetheless, preliminary considerations have been developed based on the findings presented in this Study.

A set of factors was identified in the Master Plan to use when selecting a facility operator. These were examined to determine which should have greater relevance for selecting a facility operator for the Langdon Recreation Centre (see list presented to the left).

Facility managers will need to have specialized knowledge and expertise. This should be a critical aspect of the facility operator selection process. Any potential facility operator must demonstrate how talented and experienced staff will be attracted to and retained for the facility.

Potential operators will also need to demonstrate the ability to generate unearned (and earned) revenues and minimize costs at the facility. Operators are apt to encounter ongoing demands for these requirements due to the expected operating deficits of the Langdon Recreation Centre. Within the County's Master Plan, these kinds of competencies were most to be identified with non-profit community organizations.³²

Within the regional area, there are several non-profit organizations that already operate recreation facilities and may have interest in being the facility operator for the Langdon Recreation Centre. These operators, as well as private companies, should be encouraged to consider participating in the facility operator evaluation process.

³¹ As presented on page 14 of the Rocky View County, Recreation and Parks Master Plan, 2021.

³² As referenced on page 15 of the Rocky View County, Recreation and Parks Master Plan, 2021.

Comparing conceptual facility options

The County's Recreation and Parks Master Plan presents a set of Facility Development Criteria that can be used to evaluate issues when planning, identifying and investigating opportunities for new facilities. These criteria, which were presented earlier in this report (page 9), have been organized to enable a comparative assessment between the two Facility Concepts.

Analysis from the assessment is presented below. Some criteria evaluate benefits or advantages associated with the development of each Facility Concept, while others examine costs or disadvantages. Scores have been attributed and calculated for each criterion.³³

Findings of the analysis suggest that the Fieldhouse Concept would be better suited for the Langdon Recreation Centre than the Ice Rink Concept. Some of the main rationale for this recommendation include:

- It has greater adaptability of spaces to foster more variety of opportunities for the community.
- It can accommodate more activities and services related to responsive programming for the community.
- It is less likely to draw markets and users from other existing recreation facilities in the area.
- It has greater propensity of flexibility for emergent and future activities.
- It has more advantages associated with financial implications (operating and capital).

Facility Development Criteria Evaluation

Criteria	Fieldhouse Concept	Ice Rink Concept
Addresses community need	4 Advantages	3 Advantages
Evidence of demand	2 Advantages	4 Advantages
Complement a range of activities/ability for multi-use	4 Advantages	3 Advantages
Flexible for future conversions	3 Advantages	2 Advantages
Affordability/available to all County residents as a public service	3 Advantages	3 Advantages
Impact on other community facilities	1 Disadvantage	4 Disadvantages
Need and ability to draw from outside RVC	2 Disadvantages	4 Disadvantages, 2 Advantages
Supports development of community programming	4 Advantages	3 Advantages
Use throughout the year	4 Advantages	3 Advantages
Propensity to recover operating costs	1 Advantage	2 Advantages
Propensity to manage costs	1 Disadvantage	4 Disadvantages
Development and capital costs	4 Disadvantages	4 Disadvantages
Long term maintenance and life cycle	2 Disadvantages	4 Disadvantages
Average scores	2 Disadvantages, 4 Advantages	3 Disadvantages, 4 Advantages



 Disadvantages Advantages

³³ Further information is presented in Appendix L.

Concluding remarks

Within this Business Case, Facility Concepts have been developed and examined for the Langdon Recreation Centre. Two Concepts have been evaluated with a Fieldhouse Concept being recommended over an Ice Rink Concept.

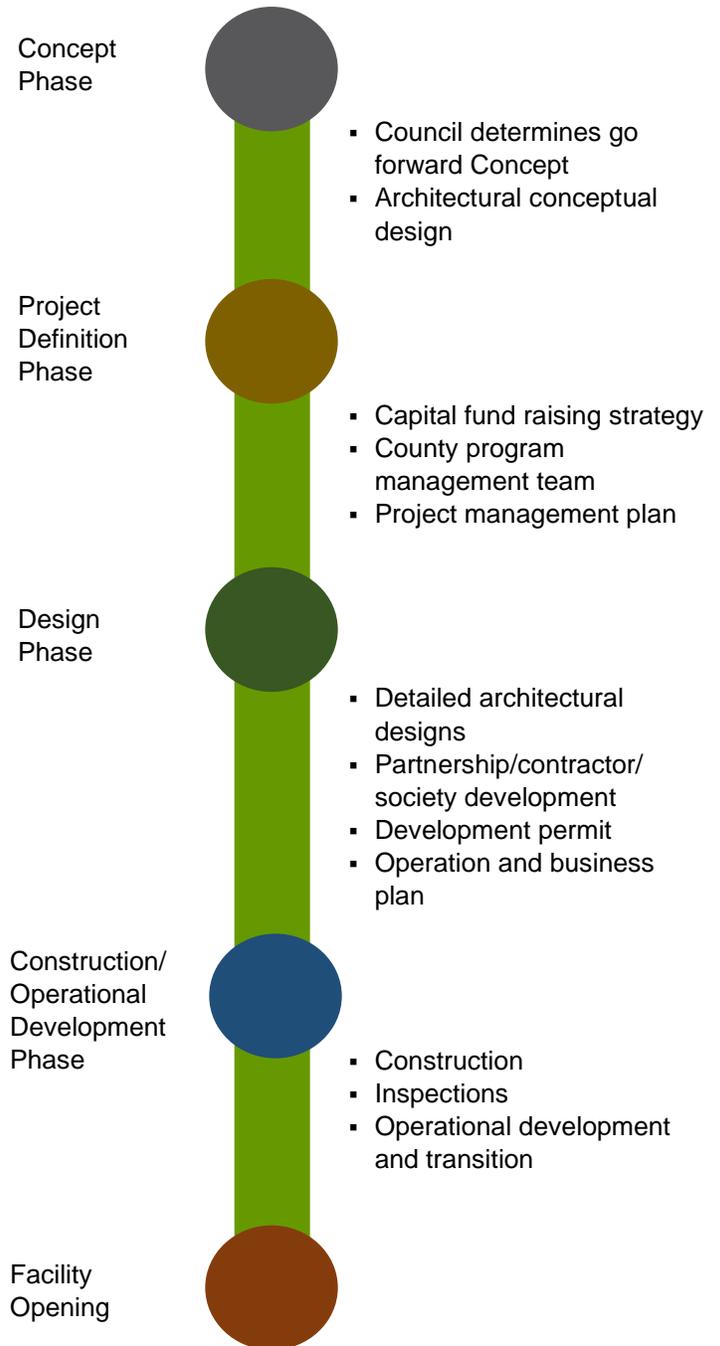
Both Concepts are expected to require supportive financial contributions from the County to operate. However, the Fieldhouse Concept would be less reliant upon markets and users from outside the area.

The Fieldhouse Concept appears to be more adaptable and flexible in providing a variety of opportunities for the community. As well, it is more likely to enable greater diversity of responsive programming provided to the community.

It also is less likely to impact other recreation facilities operating within the area and, as such, would result in significantly less financial support being required from Rocky View County for all recreation facility operations situated in the southeast area of the County.

Next steps for the development of the Langdon Recreation Centre are presented in the diagram to the right.

Next Steps for the Development of the Langdon Recreation Centre²⁶



³⁴ Adapted from Rocky View County, Recreation and Parks Master Plan 2020.

Appendix A: Document Review and Interviews

Main Documents and Information

- Alberta Government, Alberta Recreation Survey, periodic survey waves between 1996 to 2017
- Annual general meeting minutes of sport organizations from Chestermere, Indus, Langdon, and Strathmore
- Bow North Recreation District, Household Survey 2018
- City of Chestermere, Concept Plan for a Chestermere Civic and Recreation Complex, 2020
- City of Chestermere, Update of Offsite Levy Rates, June 4th, 2021
- Financial statements from 40 different recreation facilities in the Calgary region
- Langdon Community Association, Langdon Recreation Centre Business Case, 2020
- Langdon Community Collaborative, Indoor Amenities Workshop, Process and Results Summary, 2018
- Rocky View County, Recreation and Parks Master Plan, 2021
- Rocky View County, Recreation Needs Assessment Study, 2020
- Rocky View County, Area Structure Plan, Langdon, 2016
- Rocky View County, various Council and Recreation Governance Committee meeting agendas and minutes
- Statistics Canada, Community Profiles, 2021

Interviews

- Rocky View County Councillor Div 6 – Sunny Samra
- Rocky View County Councillor Div 7 – Al Schule
- Volunteer from Langdon Fire Department – Corrie Carrobough
- Representative appointed by Division 7 Councillor – Chrissy Craig
- Langdon Community Association – Jessica Smythe
- Bow Valley Agricultural Society – Lyle Weigum
- Langdon Community Collective – Coralee McIntosh
- Rocky View Schools Trustee - Shelley Kinley
- Rocky View School Division – Larry Paul
- The Langdon Library Society - Debra Corrobough
- Girl Guides & Pathfinders - Debra Corrobough
- Boy Scouts – Tony Baker
- Langdon Softball – Tony Baker
- Langdon Pickleball Club – Terry Hillestad
- Langdon Little League – Kyle Wade
- Langdon Chamber of Commerce – Rachel Wurz
- OK Seniors Club – Hugh Wilkie and Larry Haines
- Langdon Theatre Association – Sheena Madole
- Langdon Fine Arts Club – Terri Halsted
- Chestermere Community Development – Craig McLeod, Olimphyia Hermosillo de Elizondo, Paulette Tippe
- Trellis Youth and Family Resource Network – Raina Gardner and Shelly Wade
- Indus Figure Skating Club – Lesley Steward
- Bob Snodgrass Recreation Complex – Manager
- Cavalry FC Regional Fieldhouse - Manager

**Appendix B:
Stakeholder Advisory Group
Terms of Reference**



ROCKY VIEW COUNTY

Langdon Stakeholder Advisory Group

Terms of Reference

Project Background

1. The approved 2021 Recreation and Parks Master Plan (RPMP) includes a list of capital priorities for recreation facilities in Rocky View County and within the timeframe of short to midterm priority (1 to 10 years) is a recreation centre on the joint use site in Langdon. The Recreation Needs Assessment study (2020) identified the need for additional programmable space as a short term priority in SE portion of the County.
2. The County, through the recommendations of the RPMP, will lead and support the planning and development of County-wide public recreation projects and initiatives to achieve benefits for all residents and stakeholders.
3. Within the process, the formation of a Stakeholder Advisory Group, to provide input into the facility development project, is critical. The Langdon Advisory Group is being established to advise on the development of the proposed Langdon Recreation Centre.



Scope of work

4. The Langdon Stakeholder Advisory Group will be established to provide input to the Project Team (which involves Rocky View County Administration and HarGroup Consultants) on matters relating to the planning and building of a recreation centre in Langdon.
5. Stakeholder Advisory group will provide a source of input to be considered as part of the facility development assessment process by the Project Team. Other sources of information will include Market analysis, Capital and operational costs and projected Revenue and expenses plus a preliminary review of an operational model for the facility.
6. The Advisory Group will meet 3 to 4 times during the duration of the Facility Development Assessment phase, which is anticipated to be completed by the first quarter of 2022.



Mandate

7. The Stakeholder Advisory Group will provide advice and input to be considered by the Project Team, in the following areas:
 - (1) Ensure that the community has a voice throughout the Facility Development Process.
 - (2) Provide advice and input into the recreation amenities and spaces that could be beneficial for the new facility.
 - (3) Provide local knowledge of desires in the community.
 - (4) Collaborate with other members of the community to ensure that all voices of the Rocky View residents are heard.

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Page 1 of 2



Membership

8. The Stakeholder Advisory Group consists of the following:
- (1) The Rocky View County Councilor representing Division 4.
 - (2) The Rocky View County Councilor representing Division 5.
 - (3) The Rocky View Schools Trustee representing the division where the project is located, where possible.
 - (4) A representative from the volunteer Langdon Fire Department.
 - (5) A representative be appointed by the County's Division 4 Councilor.
 - (6) A representative from the Langdon Community Association.
 - (7) A representative from the Bow Valley Agricultural Society.
 - (8) A representative from the Langdon Library Society.
 - (9) A representative from the Langdon Community Collaborative; and
 - (10) A representative from the Langdon O.K. Seniors.



Agendas and Meetings

9. Rocky View County Administration will coordinate agendas as required.
10. The Stakeholder Advisory Group is intended to meet at predetermined dates during the duration of the project.
11. The number of meetings as well as the approximate dates and the locations of the meetings will be established by the Project Team before the Committee's first meeting.
12. The Project team will provide regular updates to the Stakeholder Advisory Group throughout the duration of the project, when required.
13. The Stakeholder Advisory Group will dissolve upon completion of the Langdon Recreation Centre Facility Development Assessment project. Estimated completion of project is first quarter of 2022.

Signatures

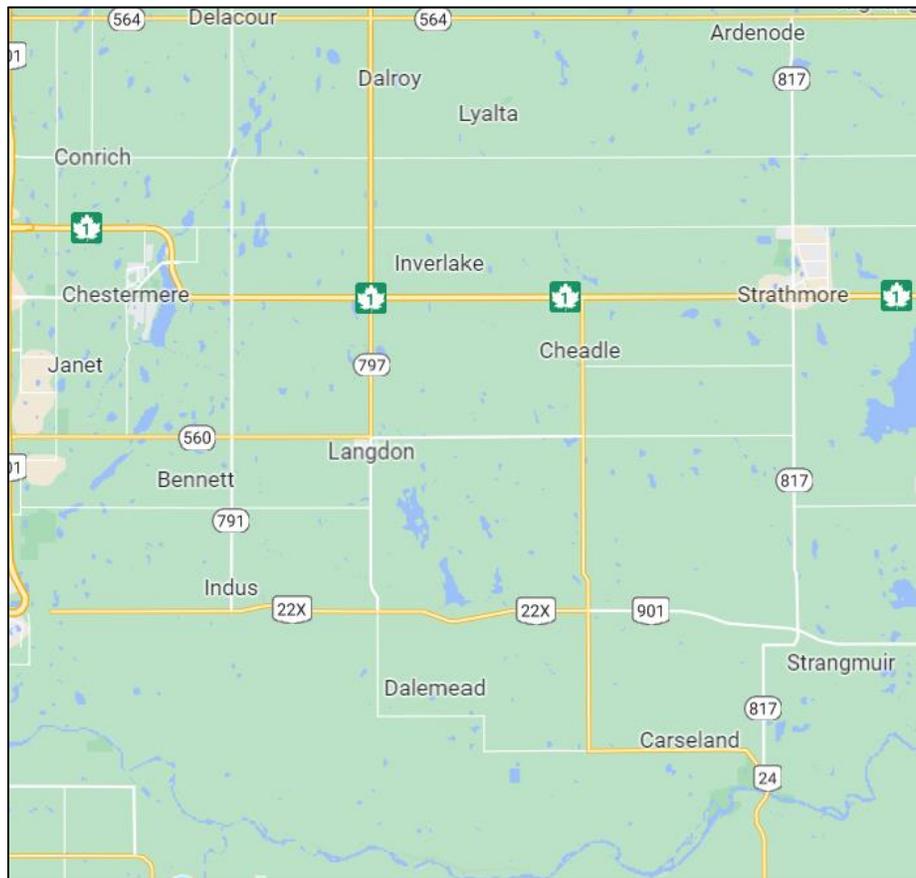
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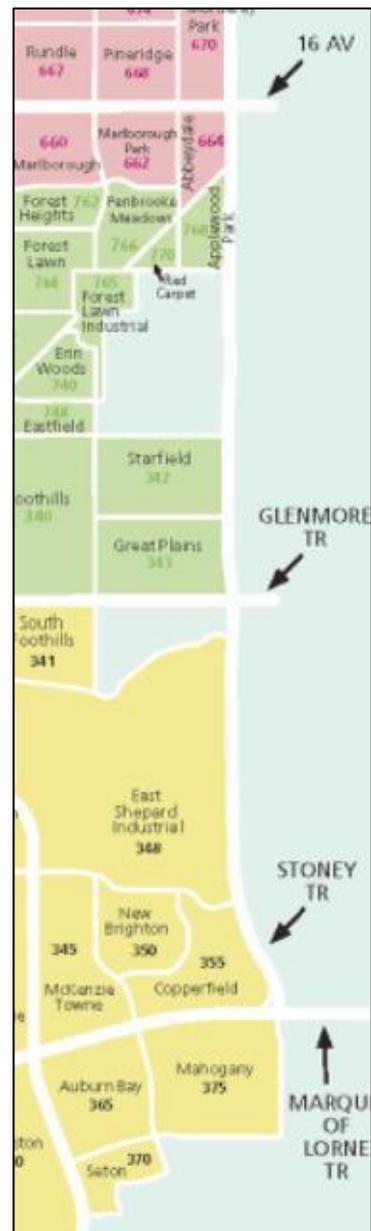
**Appendix C:
Secondary Catchment Area
Population Estimates**

(Note: Some data are sourced from 2016 Statistics Canada, Federal Census and others from the 2021 Federal Census. Use is dependent on availability – not all data from the 2021 Federal Census have been released)

Location	Population	Source
Rocky View County north of Hwy 1	~ 2,500	2016 Federal Census
Chestermere	22,163	2021 Federal Census
Strathmore	14,339	2021 Federal Census
Wheatland County	~1,500	2021 Federal Census
Estimated	~40,000	



Calgary Locations	Population	Source
Abbeydale	6,150	City of Calgary, Community Profiles, 2016.
Applewood Park	6,850	
Auburn Bay	14,850	
Copperfield	12,600	
East Shepard Industrial	Industrial	
Eastfield		
Erin Woods	7,095	
Foothills	Industrial	
Forest Heights	6,295	
Forest Lawn	7,405	
Great Plains	Industrial	
Mahogany	7,125	
Marlborough	9,240	
Marlborough Park	6,935	
McKenzie Town	17,890	
New Brighton	12,295	
Pembroke Meadows	8,625	
Red Carpet	1,815	
Seton	new	
South Foothills	Industrial	
Starfield	Industrial	
Estimated	~125,170	



Appendix D:

Population by Age (2016 and 2021)

- **Langdon and Area** (see map on next page)
- **Rocky View County**
- **Alberta**

Source: Statistics Canada - Community Profiles 2016 and 2021

Population Based on Age - 2016 and 2021						
	Alberta		Rocky View County		Langdon and Area	
	2016	2021	2016	2021	2016	2021
0 to 4	7	6	4	4	7	6
5 to 14	13	13	14	14	18	17
15 to 19	6	6	8	7	7	8
20 to 24	6	6	6	6	4	5
25 to 44	30	29	20	19	29	27
45 to 64	26	25	35	33	28	29
65+	12	15	14	18	6	8
Total	100	100	100	100	100	100

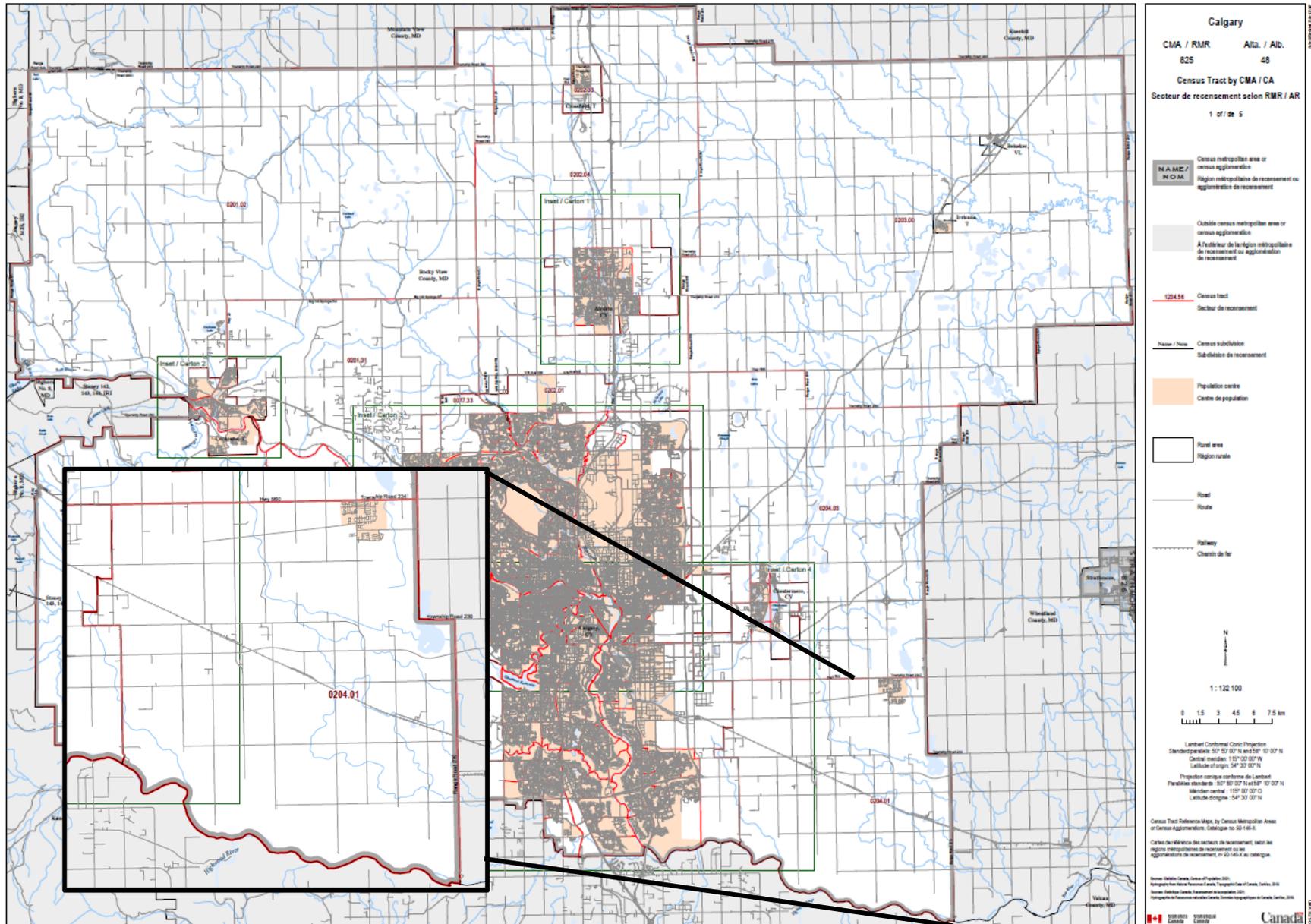
Household Characteristics (2015/2016)

- **Hamlet of Langdon**
- **Langdon and Area** (see map on next page)
- **Rocky View County**
- **Calgary**
- **Alberta**

Source: Statistics Canada - Community Profiles 2016 (2021 Federal Census data have not been released at time of Study)

Household Characteristics from 2016 Federal Census					
	Alberta	Calgary	Rocky View County	Langdon and Area	Langdon
Median Household Income (2015)	\$ 99,583	\$ 99,388	\$ 152,866	\$ 135,125	\$ 142,507
Home Ownership (2015)	73%	74%	91%	92%	96%
Median Dwelling Value (2015)	\$ 450,406	\$ 450,224	\$ 897,619	\$ 500,928	\$ 470,226
Home Owners with Mortgage (2015)	68%	67%	57%	82%	87%
Median Monthly Shelter Costs for Owned Dwellings (2016)	\$ 1,616	\$ 1,607	\$ 1,720	\$ 2,018	\$ 2,063
Moved to/within the community in past 5 years (2016)	46%	46%	33%	39%	40%
Moved within community	60%	58%	47%	29%	29%
Moved from within Alberta	12%	14%	39%	62%	62%
Commute to a different census subdivision within census division of residence (2016)	11%	14%	84%	76%	78%

Statistics Canada 2016 and 2021 Census Tract Boundaries - Calgary Metropolitan Area



**Appendix E:
Hamlet of Langdon Vision and Goals**
(Source: Area Structure Plan, Langdon, Bylaw
C-7566-2016, May 2016)

Vision - By 2025, Langdon will be a charming hamlet nestled in its surrounding wetlands and agricultural lands. The community's character is rooted in its railway and early-settler heritage, while supporting modern lifestyles through a range of housing, employment, and amenity options. Centre Street provides a focus for meeting the daily needs of people in all stages of life. Residents and visitors travel a network of sidewalks and pathways throughout the community, and enjoy Langdon's parks, recreation facilities, and outdoor gathering spaces.

Community Design/Character Goals:

- Maintain the look and feel of Langdon as a rural community where new development blends into the character of existing neighbourhoods.
- Create an attractive community that preserves and promotes Langdon's history and unique Centre Street character.

Appendix F:

Benchmarking Service Levels

Sources: Langdon Recreation Centre Business Case 2020 and additional research.

Benchmarking of Amenity Service Levels - Alberta Communities 5,500 to 8,000 Populations								
	Population	Banquet/ Event Hall	Community Gymnasium/ Field House	Fitness Centres (publicly provided)	Ice Rink	Indoor Walking/ Running Tracks	Library/ Learning Centre	Dedicated Seniors Centres
Ponoka	7,331	7,331			7,331		7,331	7,331
Innisfail	7,985	7,985			7,985		7,985	7,985
St. Paul	5,863	5,863	5,863		5,863		5,863	5,863
Slave Lake	6,836	6,836	6,836	6,836	6,836	6,836	6,836	6,836
Rocky Mountain House	6,765	6,765	6,765	6,765	6,765		6,765	6,765
Devon	6,545	6,545			6,545		6,545	6,545
Drumheller	7,909	7,909	7,909	7,909	7,909	7,909	7,909	7,909
Drayton Valley	7,291	7,291	7,291	7,291	7,291		7,291	7,291
Peace River	6,619	6,619	6,619	6,619	6,619	6,619	6,619	6,619
Redcliff	5,581	5,581			5,581		5,581	5,581
Stettler	5,695	5,695	5,695	5,695	5,695		5,695	5,695
Vegreville	5,689	5,689		5,689	5,689		5,689	5,689
Wainwright	6,606		6,606	6,606	6,606	6,606	6,606	6,606
Average of Comparators for Communities that Offer Amenity	6,700	6,700	6,700	6,700	6,700	7,000	6,700	6,700
Minimum Community Size	5,581	5,581	5,695	5,689	5,581	6,606	5,581	5,581

**Appendix G:
Participation among Alberta Households in
Recreation Activities**

Source: Alberta Recreation Survey – 1996 to 2017.

Alberta Recreation Survey - Household Participation in Activities						
Activities	% of Households					
	1996	2000	2004	2008	2013	2017
Walking for pleasure	89	91	93	79	84	83
Attending a live performance						65
Attending live theatre			52	45	51	
Doing a craft/creative hobby	59	68	64	54	57	56
Aerobics/fitness	32	36	44	45	47	52
Jogging/running	31	33	36	34	32	39
Weight training	34	34	36	34	35	37
Yoga/Pilates					29	34
Taking part in arts/drama, music	31	36	31	29	28	32
Ice skating (not hockey)	39	34	30	23	22	29
Dancing	34	34	29	27	25	25
Attending non-credit education course				23	23	24
Ice hockey	21	18	17	14	13	17
Basketball	20	22	18	12	8	17
Badminton	15	13	13	10	9	14
Volleyball	19	16	14	11	8	12
Gymnastics	10	8	7	7	6	10
Curling	14	13	8	10	10	9
Martial arts	6	5	7	5	5	8
Squash	9	7	5	4	4	3
Figure skating				3	4	3
Racquetball	9	6	4	3	2	2
Lacrosse						2
Ringette	6	2	1	1	1	1

Increasing trend

Declining trend



**Appendix H:
Facility Program Component Sheets**

- Fieldhouse
- Ice rink
- Hall
- Library
- Multipurpose room
- Studio
- Seniors activity space
- Indoor track
- Lease space
- Office and board room

Fieldhouse

Description:

- A multi-use space that has hard surface flooring designed to be adaptable for various activities, programs, and events and able to sustain high traffic with wear-resistance material. It would have equipment, features, and markings to support activities, particularly sport and athletic.

Approximate size:

- 2,275 m² (24,500 ft²) per playing space
- Playing surface approximately 61m x 26m (200 ft x 85 ft)

Main, auxiliary, and support spaces:

- Playing surface
- Seating for 250 spectators
- Locker rooms
- Storage

Characteristics:

- Synthetic or rubberized multipurpose flooring.
- Sport court markings on the floor.
- Equipment and features such as divider curtains, clock and scoreboard, sound and multimedia system, suspended basketball nets, net supports (sleeves and anchors), acoustical solutions, etc.
- Sufficient lighting and adequate ceiling height.

Activities/programs

- Sports (competitive and non-competitive) pickleball, lacrosse, basketball, volleyball, badminton, sportball, dodgeball, floor hockey, futsal and indoor soccer, etc.
- Physical activities associated with children/youth groups, day/school break/summer camps, etc.
- Public events, civic meetings, assemblies, banquets (flea/farmers markets, trade shows, art sales, large audience meetings, faith-based services, weddings, receptions, etc.)
- Fitness and group exercises
- Temporary play structures (inflatable play equipment and skateboarding equipment)

Main markets served:

- Program users
- Service providers
- Facility renters

Other considerations:

- Boards may be included around the playing space to serve principally box lacrosse. With the playing surface being boarded, players benches and officials boxes would need to be included. It should be noted, however, that boards can pose challenges for using the playing surface for other activities. Temporary boards may be considered.



Ice Rink

Description:

- A boarded community rink with the capacity to create artificial ice for competitive team and individual based ice sports such as hockey, ringette, and figure skating. During off-season, the ice rink can be used as a dry pad for other activities such as box lacrosse, public events, etc.

Approximate size:

- 2,830 m² (30,675 ft²) per playing space
- Playing surface approximately 61m x 26m (200 ft x 85 ft)

Main, auxiliary, and support spaces:

- Playing surface
- Seating for 250 spectators
- Locker rooms
- Storage
- Refrigeration room and ice resurfacers room
- Mechanical/electrical room

Characteristics:

- Ice pads comprised of concrete, insulation, piping, and ground layers.
- Home and visitor players' benches and officials/penalty box.
- White boards (as well as kick plates) with protective glass above the boards made of Plexiglas or acrylic material.
- A protective netting suspended above the protective glass around the rink.
- Markings on the ice surface for sports and, possibly, permanent markings for activities such as box lacrosse on dry concrete pad.
- Equipment and features such as scoreboard, sound and multimedia system, acoustical solutions, etc.
- Sufficient lighting and adequate ceiling height.

Activities/programs

Winter season

- Ice sports (hockey, ringette, figure skating, broomball, speed skating)
- Learn to skate programs

Non-winter seasons (no ice)

- Sports (competitive and non-competitive) pickleball, lacrosse, basketball, badminton, sportball, floor hockey, futsal and indoor soccer, etc.
- Physical activities associated with children/youth groups, day/school break/summer camps, etc.
- Public events, civic meetings, assemblies, banquets (flea/farmers markets, trade shows, art sales, large audience meetings, faith-based services, weddings, receptions, etc.)
- Temporary play structures (inflatable play equipment and skateboarding equipment)

Main markets served:

- Service providers
- Facility renters
- Program users (mainly during non-winter seasons)

Other considerations:

- The community rink is not expected to address the needs of higher performance levels of sport such as required for an AJHL or WHL hockey team.
- The facility will need appropriate insulated walls and ceiling, refrigeration plant, mechanical ventilation, heating system and air de-humidification system.



Hall

Description:

- A function or reception room for gatherings, events, meetings, or educational courses with the capacity to host 200 seated guests for a dining function. Attached to the room is a service kitchen that enables food handling and serves as a distribution point for expediting food to guests.

Approximate size:

- 350 m² (3,765 ft²) for the room
- 175 m² (1,885 ft²) for other spaces

Main, auxiliary, and support spaces:

- Function or reception hall
- Service kitchen
- Storage space

Characteristics:

- Hold approximately 200 banquet seating or 550 standing guests.
- Kitchen should include preparation space, convection and warming oven, fridge, microwave, dishwasher, utility sink, etc. There should be an opening between the kitchen and the function or reception hall.
- A temporary stage would be available.
- Sound and multimedia system.
- Tables and chairs available for dining and meeting events.
- Wi-fi should be available to assist organization of meetings and presentations.

Activities/programs

- Social activities and private events (dances, graduations, weddings, celebration of life ceremonies, birthday parties)
- Performance arts (theatre, concerts, year end performances)
- Public events, civic meetings, assemblies, banquets (art sales, meetings, conferences, faith-based services, receptions, fundraisers, etc.)
- Learning activities (personal development/wellness courses, day/school break/summer camps, etc.)

Main markets served:

- Facility renters
- Service providers
- Program users

Other considerations:

- Interior of the room should present an aesthetically pleasing appearance to be attractive for special events such as weddings, receptions, celebration of life ceremonies, etc., but capable to allow other uses such as school break activity programs.
- Service kitchen should be positioned within the building so that it can be used for the hall and other spaces (i.e., seniors activity space).



Library

Description:

- A public space that accommodates collections and materials, reading and studying, public computers, and administration spaces. The library will enable Langdon and area residents to access books reference collections (possibly through the Marigold Library System) and other materials.

Approximate size:

- 375 m² (4,050 ft²)

Main, auxiliary, and support spaces:

- Circulation and collections space
- Service desk area
- Study space
- Technology access space
- Administration space
- Storage space

Characteristics:

- The circulation and collections space should be conveniently accessible to users within the library.
- An area should be available for a service desk for users to check out of books and materials and access assistance.
- Throughout the collections area, quiet individual and group study spaces should be developed.
- An area that accommodates publicly accessible electronic and technology services such as computers, printers, scanners, etc.
- An administrative support area with desks and tables should be available for staff (can be used for various tasks such as acquisitions, interlibrary loans, etc.).
- Other spaces may include a data room and storage.
- The library should have access to a delivery loading area.

Activities/programs

- Book loans, reference materials, and other collections
- Public technology
- Reading, study, and contemplative areas

Main markets served:

- Program users (public/library users)

Other considerations:

- The library will operate as a separate organization within the building through the Langdon Library Society with support from the Marigold Library System. Within Alberta, public library boards are guided by the Alberta Public Library Act.
- The library should be situated adjacent to multipurpose or meeting rooms within the building to enable sharing of these resources.
- The library should be built with floor loadings that support the weight of collections and materials.
- Public wi-fi should be available.



Multipurpose Room

Description:

- A space that serves multiple program and functional purposes. It should be designed with durability, versatility, and practicality so as to withstand wear-and-tear, stains, heavy foot traffic, etc. from various uses. It should be able to accommodate up to 50 persons.

Approximate size:

- 110 m² (1,185 ft²)

Main, auxiliary, and support spaces:

- Programming area
- Storage space
- Counters and cabinets
- Utility sink
- Fridge

Characteristics:

- Should be designed to accommodate 'messy' activities such as painting and other crafts, birthday parties, other kids activities, etc., as well as clean activities like sewing and quilt making, music practices, meetings, etc.
- Should have easily cleanable surfaces. All floor surfaces should have resilient, hygienic and easy to clean.
- May need storage for tables and chairs.
- Cabinets will provide storage space for programming materials.
- Multipurpose room may require soundproofing.

Activities/programs

- Clubs (arts, crafts, hobbies, cards, etc.)
- Social activities (meetings, community get togethers, birthday parties)
- Learning and support activities (child/youth groups, personal development/wellness courses, day/school break/summer camps, group therapy/help activities, youth assistance/intervention, faith-based services, parent and tot programs, etc.)
- Fitness classes (group exercises, yoga/movement classes, etc.)

Main markets served:

- Service providers
- Facility renters
- Program users

Other considerations:

- Access should be conveniently situated near general circulation and near the location of administration/programming staff offices.
- Spaces may be used as an administration area by groups that are organizing tournaments or conferences at the facility.
- Should be located near washroom facilities.



Studio

Description:

- A space that facilitates instruction for physical activities and exercises. It may have equipment such as mirrors, barres, mats, spin cycles, exercise balls, steps or risers, etc. that are used in dance and fitness programs. It should be able to accommodate 20 to 25 persons.

Approximate size:

- 100 m² (1,110 ft²)

Main, auxiliary, and support spaces:

- Programming area
- Storage space

Characteristics:

- Floor surfaces should be resilient, hygienic, and non-porous for easy cleaning. May include hardwood or sport composite flooring.
- Subfloor should be sprung to protect users from injuries.
- Mirrors and barres should be located within the studio.
- Walls should be able to support impacts from equipment and users.
- May need storage training equipment.
- Studio should accommodate low- and high-level activities (e.g., yoga, dance, Pilates, bootcamp, aerobics classes, combative sports, etc.).
- Local temperature control within the studio would benefit specifications of activities (e.g., cooler or warmer).
- Studio may require soundproofing.
- Sufficient lighting will be required. Adjustable lighting would be used for relaxation activities.

Activities/programs

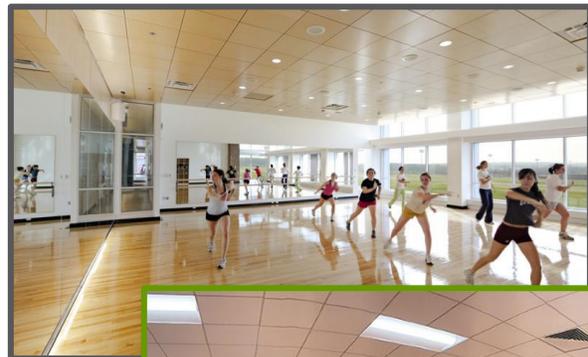
- Fitness (Yoga/movement, Pilates, group exercises, spin classes, etc.)
- Dance (ball room, hip hop, tap, folk, modern, jazz, ballet, etc.)
- Martial arts (Karate, Judo, Aikido, Taekwondo, etc.)

Main markets served:

- Service providers
- Program users

Other considerations:

- Access should be conveniently situated near general circulation and near the location of administration/programming staff offices.
- Small lockers for storage of personal items should be located near the studio entrance.
- Should be located near washroom facilities.



Seniors Activity Space

Description:

- A space that enables older adults to gather for social, physical, and intellectual activities. The space will be multipurpose oriented to allow various services, programs, and events to occur.

Approximate size:

- 150 m² (1,625 ft²)

Main, auxiliary, and support spaces:

- Programming area
- Storage space
- Counters and cabinets
- Utility sink
- Fridge

Characteristics:

- Should be designed to accommodate various activities with a central open space.
- Should have easily cleanable surfaces. All floor surfaces should have resilient, hygienic and easy to clean.
- May need storage for tables and chairs.
- Cabinets will provide storage space for programming materials.

Activities/programs

- Seniors activities and services such as:
 - Drop-in social activities (card or board games, coffee times, etc.)
 - Social events (dances, concerts, performances, etc.)
 - Physical fitness and therapeutic activities (Yoga, movement, group exercise)
 - Travel activities (organized day trips, coach tours, etc.)
 - Learning activities (personal development courses, wellness and nutrition programs, etc.)
 - Creative activities (arts, crafts, hobbies, etc.)
 - Daily support services (home delivery meals, services to help seniors with routine, daily activities)
 - Community involvement (volunteering) activities

Main markets served:

- Program users

Other considerations:

- Access should be conveniently situated near entrance to the building. Should also be located near hall, which may be used for seniors activities (e.g., monthly dinners).
- Should be located near or with washroom facilities.



Indoor Track

Description:

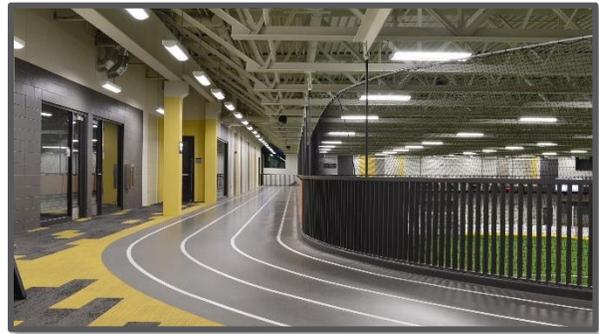
- A laned walking and running track.

Approximate size:

- 490 m² (5,275 ft²)

Characteristics:

- 3 x .9 m (3 ft) lane track.
- Flooring should be resilient material.
- Located with fieldhouse or ice rink.
- Should have surface that is easy to clean.



Lease space

Description:

- Spaces to be leased to other organizations such as food services, sports clinic, offices for sports organizations, etc.

Approximate size:

- 100 m² (1,075 ft²)

Characteristics:

- Create raw space with access to services. To be developed based on negotiations with lessee.
- Lease space could be rented for food services or used as a concession.



Offices and Meeting Room

Description:

- Office spaces for administration and board room.

Approximate size:

- 250 m² (2,590 ft²)

Characteristics:

- Shared and dedicated office and workstations.
- 12 person board room.



Facility Component	Cost per m ²	Cost per ft ²
Field/gym/event space	\$3,974	\$369
Seating	\$3,833	\$356
Locker rooms	\$4167	\$387
Ice rink playing space	\$3,974	\$369
Seating	\$3,833	\$356
Locker	\$4,167	\$387
Mechanical/other	\$3,621	\$336
Walking/running track	\$3,912	\$363
Community/learning room/hall/learning	\$4,524	\$420
Other spaces	\$4,167	\$387
Service kitchen	\$5,000	\$465
Studio(s)	\$4,375	\$406
Storage space	\$4,167	\$387
Multipurpose room(s)	\$4,167	\$387
Meeting room	\$4,167	\$387
Library	\$4,444	\$413
Seniors space/lounge	\$4,722	\$439
Commons area/entrance	\$4,613	\$429
Office/Administration	\$3,750	\$348
Storage	\$3,611	\$335
Lease Space	\$2,917	\$271

Prepared by:

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**Appendix I:
Assumptions for Estimated Revenues**

Rental Revenue Assumptions

Fieldhouse – Rentals			
Descriptor		Estimate	
		Low	High
Number of weeks for rentals		50	50
Estimated annual hourly rentals for types of groups			
Youth groups, support groups, etc.	A	100 hrs	135 hrs
Pickleball/Badminton	B	135 hrs	165 hrs
Lacrosse	C	65 hrs	100 hrs
Basketball/Volleyball	D	65 hrs	100 hrs
Soccer	E	135 hrs	200 hrs
Other (including Calgary organizations)	F	165 hrs	300 hrs
Estimated Annual Rental Hours	A+B+C+D +E+F=G	665 hrs	1,000 hrs
Rental rates	H	\$75	\$75
Total Estimated Annual Revenues from Multipurpose Room Rentals*	GxH=I	\$50,000	\$75,000
Rentals space use as % of available annual prime time hours**		26%	39%
*Rounded to nearest \$2,500			
** Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm (2 spaces). Spaces also used by facility operator to provide programs.			

Ice rink - Ice Rentals

- The information in this table calculates estimated rental hours and revenues for three ice rinks located in the area at the Langdon Recreation Centre and Indus Recreation Centre.
- The intent of these estimates is to identify:
 - Revenues estimated for rentals at 1 ice surface at the Langdon Recreation Centre
 - Revenues estimated for rentals of 2 ice surfaces at the Indus Recreation Centre
 - Use the above revenue estimates to calculate anticipated annual contributions (operating grants) needed from Rocky View County to support 3 ice surfaces operating at two facilities in Langdon and Indus

Descriptor		Estimates	
		Low	High
Approximate annual hourly rentals currently at Indus Recreation Centre*	A	1,500 hrs	1,500 hrs
Approximate annual hourly rentals currently by local organizations at ice rinks outside of local area (e.g., minor sport organizations renting ice rinks in Gleichen, Hussar, Standard, etc.)*	B	200 hrs	200 hrs
Potential annual latent demand (hourly) from adjacent communities (e.g., Chestermere minor sport organizations)**	C		550 hrs
Potential annual hourly latent demand from organizations outside regional area (e.g., Calgary/other)***	D	250 hrs	500 hrs
Total Estimated Annual Hourly Demand to Area Facilities (three ice surfaces at Langdon Recreation Centre and Indus Recreation Centre)	A+B+C+D=E	1,950 hrs	2,750 hrs
% of Total Estimated Annual Hourly Demand to Area Facilities compared to capacity of operating three ice surfaces (3 ice surfaces x 1,500 annual hours during prime time - September to April)****	E/4,500	43%	61%
Blended per hour rental rate for prime time (minor and adult)	F	\$220	\$220
Estimated total annual revenues for three ice surfaces based on estimated annual hourly demand to area facilities *****	ExF=G	\$430,000	\$605,000
% of Total Estimated Annual Hourly Demand to Area Facilities attributed to the Langdon Recreation Centre (higher proportions to Langdon due to users predominantly being Langdon residents)	H	60%	55%
Estimated annual latent demand from Langdon-based groups/individuals for non-prime time hourly rentals***** (e.g., adult hockey, training and development, etc.)	I	75 hrs	150 hrs
Blended per hour rental rate for non-prime time (minor/adult)	J	\$100	\$100
Estimated annual revenues for Langdon Recreation Centre***** (Total for 1 ice surface)	(GxH)+(IxJ)=K	\$265,000	\$347,500
Langdon Recreation Centre - Rentals space use as % of available annual prime time hours (1 ice surface)****		72%	93%
Estimated annual revenues for Indus Recreation Centre ***** (Total for 2 ice surfaces)	G-K=L	\$172,500	\$272,500
Indus Recreation Centre - Rentals space use as % of available annual prime time hours (2 ice surfaces)****		24%	38%
*Extrapolated from information available from Rocky View County and interviews with representatives. **Extrapolated from information sourced from planning documents of adjacent communities (e.g., Chestermere). ***General estimate based on information sourced from facility operators located in east Calgary. ****Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm (32 weeks per year). *****Rounded to nearest \$2,500. *****Weekdays between 7:00 am to 5:00 pm.			

Ice Rink – Drypad Rentals

High season for drypad rentals – mid April to end of June

Descriptor		Estimates	
		Low	High
Number of weeks for typical rental season (April to June)		10	10
Estimated rental hours from sport organizations (e.g., basketball, inline/floor hockey, lacrosse, pickleball, soccer, etc.)	A	115 hrs	190 hrs
Estimated rental hours from youth/support groups	B	40 hrs	60 hrs
Blended rental rates (minor/adult)	C	\$70	\$70
Total Annual Estimated Rental Revenues*	$A \times B \times C = D$	\$10,000	\$17,500
Estimated number of event rentals during drypad season	E	1	2
Average revenue for each event	F	\$10,000	\$10,000
Total Annual Estimated Event Rental Revenues	$E \times F = G$	\$10,000	\$20,000
Total Estimated Annual Revenues from Drypad Rentals*	$D + G = H$	\$20,000	\$37,500
Rentals space use as % of available annual prime time hours for rentals and events**		35%	59%

*Rounded to nearest \$2,500
 ** Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm (note: 2 weekend days for event). Space also used by facility operator to provide programs.

Hall – Rentals

Descriptor		Estimate	
		Low	High
Number of weeks for rentals		52	52
Estimated weekend event bookings (2 days per booking) Events may also be developed by facility operator (e.g., arts/crafts and other types of sales, community parties, performances, etc.)	A	1 per month	2 per month
Weekend rental rates	B	\$600 per day	\$600 per day
Estimated Total Weekend Event Rentals*	$A \times B = C$	\$15,000	\$30,000
Other bookings (social activities and private events, performance arts, public events, civic meetings, assemblies, banquets, learning activities)			
Weekdays 2.0 to 2.5 hours per weekday for 50 weeks	D	500 hrs	625 hrs
Weekends 4.0 to 5.0 hours per weekend day for 26 weeks	E	208 hrs	260 hrs
Hourly rental rates	F	\$35	\$35
Estimated Total Other Bookings Rentals*	$(D + E) \times F = G$	\$25,000	\$30,000
Total Estimated Annual Revenues from Hall Rentals*	$C + G = H$	\$40,000	\$60,000
Rentals space use as % of available annual prime time hours**		39%	57%

*Rounded to nearest \$2,500
 ** Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm. Space also used by facility operator to provide programs.

Multipurpose Rooms – Rentals			
Descriptor		Estimate	
		Low	High
Number of weeks for rentals		50	50
Estimated annual hourly rentals for types of groups			
Youth groups, support groups, etc.	A	156 hrs	312 hrs
Birthdays, parties, etc.	B	104 hrs	208 hrs
Local groups, arts groups, etc.	C	52 hrs	104 hrs
Other (meetings, event organizers, etc.)	D	156 hrs	312 hrs
Estimated Annual Rental Hours	A+B+C +D=E	468 hrs	936 hrs
Rental rates	F	\$60	\$60
Total Estimated Annual Revenues from Multipurpose Room Rentals*	ExF=G	\$27,500	\$55,000
Rentals space use as % of available annual prime time hours**		9%	18%
*Rounded to nearest \$2,500			
** Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm (2 spaces). Spaces also used by facility operator to provide programs.			

Studios – Rentals			
Descriptor		Estimate	
		Low	High
Number of weeks for rentals		50	50
Estimated annual hourly rentals			
Group exercises/wellness groups	A	104	208
Martial arts groups	B	130	260
Dance groups	C	104	208
Other	D	78	156
Estimated Annual Rental Hours	A+B+C +D=E	416	832
Rental rates	G	\$60	\$60
Total Estimated Annual Revenues from Multipurpose Room Rentals*		\$25,000	\$50,000
Rentals space use as % of available annual prime time hours**		8%	16%
*Rounded to nearest \$2,500			
** Weekdays between 5:00 pm and 10:00 pm and weekends between 9:00 am and 10:00 pm (2 spaces). Spaces also used by facility operator to provide programs.			

Lease Spaces – Leases (Rentals)			
Descriptor		Estimate	
		Low	High
Lease spaces ft ²	A	1,100 ft ²	1,100 ft ²
Lease rate per ft ²	B	\$15	\$20
Total Estimated Annual Revenues from Leases*	AxB=C	\$17,500	\$22,000
*Rounded to nearest \$2,500			

Program Revenue Assumptions

Fieldhouse – Programs						
(Programs delivered by Facility Operator)						
Descriptor	# Participants Per Program	Price Per Participant	Number of Programs		Estimates	
			Low	High	Low*	High*
	A	B	C	D	AxBxC=E	AxBxD=F
Adult/parent programs						
Group exercise, yoga, Pilates, visual arts, personal development, parent and tot, etc.	25	\$100	6	12	\$15,000	\$30,000
Basketball, volleyball, floor hockey, dodgeball, soccer, badminton, pickleball, etc.	25	\$100	7	12	\$17,500	\$30,000
Preschool/youth programs						
Sportball, basketball, volleyball, soccer, floor hockey, visual arts, etc.	25	\$100	4	6	\$10,000	\$15,000
Break programs						
Summer	30 low per week 50 high per week	\$200	8 weeks	8 weeks	\$47,500	\$80,000
Other (day break)	30 low per week 50 high per week	\$25	6	6	\$5,000	\$7,500
Drop-in programs						
Drop-in times offered 200 days per year (including indoor playgrounds)	5 low per day 10 high per day	\$5	200 days	200 days	\$5,000	\$10,000

*Rounded to nearest \$2,500

Ice Rink – Programs						
(Programs delivered by Facility Operator)						
Descriptor	# of Participants Per Program	Price Per Participant	Number of Programs		Estimates	
			Low	High	Low*	High*
	A	B	C	D	AxBxC=E	AxBxD=F
Adult/parent programs						
Group exercise, yoga, Pilates, visual arts, personal development	25	\$100	6	12	\$15,000	\$30,000
Break programs						
Summer	30 low per week 50 high per week	\$200	8 weeks	8 weeks	\$47,500	\$80,000
Drop-in programs						
Drop-in times offered 3 days per week for 25 weeks	5 to 10 per day	\$5	75 days	75 days	\$2,500	\$2,500

*Rounded to nearest \$2,500

**Appendix J:
Assumptions for Human Resources
Expenses**

Facility Human Resources				
Position	Number	Type	Estimated Compensation per Position	
			Low	High
Fieldhouse Concept				
Facility Manager	1	Full-time	\$85,000	\$115,000
Program Lead	1	Full-time	\$55,000	\$65,000
Facility Maintenance Staff	1	Full-time	\$60,000	\$68,000
Facility Attendants/Coordinators	3	Part-time	\$18,000	\$21,000
Program staff/contractors – estimated at 55% of program revenues				
Ice Rink Concept				
Facility Manager	1	Full-time	\$85,000	\$115,000
Program Lead	1	Full-time	\$55,000	\$65,000
Facility Maintenance Staff/Ice Technicians	2	Full-time	\$60,000	\$68,000
Facility Attendants/Coordinators	3	Part-time	\$18,000	\$21,000
Program staff/contractors – estimated at 55% of program revenues				
Note: Compensation levels were researched through Alberta alis and other recreation facility operators.				

**Appendix K:
Estimated Contributions to Indus Recreation
Centre for Twin Ice Rink**

Estimated Additional Costs to Indus Recreation Centre for Twin Ice Rink				
Descriptor	Estimates*			
	Fieldhouse Concept (2 ice surfaces in area at Indus Recreation Centre)		Ice Rink Concept (3 ice surfaces in area with 2 in Indus and 1 in Langdon)	
	Low	High	Low	High
Basic additional human resources costs to operate twin ice rinks	\$60,000	\$68,000	\$60,000	\$68,000
Additional utilities to operate 2 nd ice rink	63,000	68,250	63,000	68,250
Additional repairs and maintenance for 2 nd ice rink	25,000	55,000	25,000	55,000
Estimated additional revenues for operating 2 nd ice rink 200 hrs x \$220 from local demand 250 or 500 hrs x \$220 from Calgary	(99,000)	(154,000)	n/a	n/a
Estimated lost of revenues compared to existing levels with 3 ice surfaces in area	n/a	n/a	157,500	57,500
Estimated Contributions** to Indus Recreation Centre for Operating Twin Ice Rink	\$50,000	\$37,500	\$305,000	\$250,000
*Rounded to nearest \$2,500. **Rocky View County Recreation Facilities Operating Grants..				

**Appendix L:
Facility Development Criteria Evaluation
Notes**

Facility Development Criteria Evaluation		
Criteria	Descriptions	General Rationale for Scores
Addresses community need	Facility development should principally address the needs of County residents and not be dependent upon (primarily serve) other markets to sustain operations.	There has been a variety of needs within the community, however the fieldhouse amenities are able to fulfill more needs including responsive programming.
Evidence of demand	There should be evidence of existing or available demand for potential facility spaces within the local service area.	Research has shown specific needs for all of the amenities within the community, however, there is more evidentiary demand for ice rink activities (e.g., hockey, figure, skating, ringette, etc.).
Complement a range of activities/ability for multi-use	Facilities should be adaptable in design to accommodate a wide range of recreation, sport, culture, arts, and social activities, uses, and opportunities.	The fieldhouse would provide additional opportunities to address a multitude of needs compared to the ice rink.
Flexible for future conversions	Facilities should be flexible in development to enable conversion for future recreation, sport, culture, arts, and social uses.	The ice rink would be less flexible and more costly to convert than the fieldhouse.
Affordability/available to all County residents as a public service	Prices and fees for facility/amenity access and services should be consistent (within $\pm 10\%$) with those charged by publicly provided services in the County region. Services, activities, and uses accessible at facilities must be available to all County residents as a public service.	Activities presented in the fieldhouse are likely to be less costly to participants than those in the ice rink.
Impact on other community facilities	Facility development should have no or limited impact to the market, operation, and financial functions of existing public recreation facilities within the County.	The ice rink would have a significant impact on other facilities in the area (e.g., Indus Recreation Centre).
Need and ability to draw from outside RVC	Facility development should principally address the needs of County residents and not be dependent upon (primarily serve) other markets to sustain operations.	The ice rink would need to draw more users from outside the community to help recover costs, however there is likely greater opportunity to draw from other areas than the fieldhouse.
Supports development of community programming	Facility development should consider broader needs and interests of the community and not simply focus on those of specific recreation, sport, culture, arts, or social activities or uses or higher performance levels. Facilities should provide opportunities for responsive programming for community needs.	Responsive programs for local residents are more likely to be developed through the fieldhouse than the ice rink.
Use throughout the year	Facility development should foster year round use.	The fieldhouse has greater opportunity to be used for various events throughout the year compared to the ice rink.
Propensity to recover operating costs	Revenues should enable recovery of operating costs.	Revenues are expected to be higher for the ice rink compared to the fieldhouse.
Propensity to manage costs	The extent to which flexibility exists to manage the facility and services to reduce costs, if necessary.	Fixed costs associated with operating an ice rink are expected to be greater for the ice rink compared to the fieldhouse.
Development and capital costs	Costs (development and capital) to construct facilities.	Costs to develop the ice rink are higher than the fieldhouse.
Long term maintenance and life cycle	Expected long term maintenance and life cycle costs based on facility amenities, features, and equipment.	The technical aspects of the rink and its equipment are expected to result in higher long-term maintenance and life cycle costs.



ROCKY VIEW COUNTY