

Central Park Redevelopment Project

Final Report

CENTRAL PARK STEERING COMMITTEE

March 5, 2012

LETTER TO COUNCIL

The Central Park Redevelopment Steering Committee is pleased to have completed the challenge set out by the Collingwood Town Council, and submit this report for their consideration.

This Report is the result of the many months of work and dedication brought to the task by the Steering Committee members; and the equally important work of the Town and YMCA staff. It represents the findings of a complex analysis and community engagement process that explored the community's needs in terms of recreational facilities and services; as well as, the feasibility of addressing these with the development of a community recreation centre in Central Park as initially directed by Council.

The Steering Committee is thankful for the trust that it has been given by Council for undertaking our work. We are proud of the final product presented here, not only because of the professionalism that it represents; but more so because of the interest, sincerity and insights that Collingwood's citizens and stakeholder groups contributed to our work. The community's dedication to this important project was shown by the number of people that participated in information meetings, online surveys, and in person interviews. It was perhaps even more-so exhibited by the quality of the comments and ideas that they brought to the table.

The Steering Committee members look forward to doing everything we can to help Collingwood and Town Council achieve the vision for a Community Recreation Centre in Central Park as outline here, and described in the recommendations we have brought forth.

Sincerely,

Claire Tucker-Reid, Co-Chair

Brian Saunderson, Co-Chair

Central Park Redevelopment

Steering Committee

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ACKNOWLEDGEMENTS

The Steering Committee thank the citizens of Collingwood and surrounding areas, as well as the people representing stakeholder groups, that participated in the process to develop this report. The interest and insights you brought to bear on our efforts to inform, engage, and learn from the community were indispensable. We also thank the staff of the Town of Collingwood and YMCA for their excellent assistance and guidance.

Stakeholder Groups

Ball Hockey League
Breaking Down Barriers
Children's Treatment Network
Collingwood Clipper Swim Team
Collingwood Sports Hall of Fame
Collingwood Masters Swimming
Collingwood Minor Hockey Association
Curling Club
Downtown Collingwood BIA
Lawn Bowling Club
Minor Baseball
Parks, Recreation and Culture Advisory Committee
Simcoe Muskoka District Health Unit
Skating Club
Slo Pitch
Township of Clearview
Town of the Blue Mountains

EXECUTIVE SUMMARY

Introduction and background

Providing public recreation opportunities to a community impacts not only the health of individual citizens, but also the overall wellness and livability of the community. The Town of Collingwood has recognized this, and within recent history, has explored and planned for improved arena space, pool uses, and multi-use recreation facilities. These efforts have also been undertaken out of the recognition that a growing community cannot rely solely on existing infrastructure, which is aging beyond its intended lifespan and becoming increasingly inefficient and costly to maintain.

By focusing on the Central Park location, and the potential of a partnership with the YMCA to provide “ice and water” recreation opportunities, the Town Council has directed its attention to opportunities that leverage existing assets for the maximum benefit of the community. In early 2011 the Central Park Steering Committee was brought together by Council as part of its long-range intent to provide recreation opportunities and community services by specifically examining the potential redevelopment of Central Park.

The Steering Committee’s work, as presented in this Report, describes the following:

- The recreational needs within Collingwood are continuing to grow due to population increases as projected into the foreseeable future;
- There is potential to redevelop Central Park so that it can include facilities that meet those needs by integrating existing buildings and uses in to a community recreation centre;
- The public and stakeholder input gathered throughout the process indicates a significant level of support for the Project, particularly for:
 - The multi-use concept;
 - The central location within Collingwood and adjacency to downtown;
 - Potential use of various modes of transportation for access;
 - The possibility for integrating intergenerational uses; and,
 - The two primary uses of new pool and twin pad arena.
- Four specific areas of priority interest/concern were defined by the stakeholders and community members:
 - The partnerships required for the Project should provide and support public use;
 - Funding for construction of the Project should not be solely derived from taxes;
 - Existing recreation use/services should not be permanently impacted (for example the ball diamonds) by the Project;
 - The importance of the Eddie Bush Arena to the community’s “sense of self” must be strongly considered in the eventual redevelopment of its site.
- Strategies for financing the recommended development scenario; and,
- The scope of partnership(s) between the Town and YMCA necessary to manage and provide these services and facilities to the community.

Process

Throughout the process of conducting their work, the Steering Committee has maintained as a primary principle the need to strive for sound and verifiable information from both broad and detailed sources as a way of informing its decisions and recommendations.

Completing this work took a number of stages, specifically:

- 1) Determination and verification of recreational needs;
- 2) Identification of necessary facilities to support the direction from Council;

- 3) Definition of physical assets, constraints, and feasibility of the Central Park site to accommodate the intended uses;
- 4) Engagement of community and stakeholder groups to inform and gather input for the proposed uses and facility;
- 5) Creation of a recommended development scenario that describes the general form and function of a multi-use recreation facility;
- 6) Development of capital and operating budgets; and,
- 7) Scoping of parameters for the Project development and management, as well as, service provision partnership(s) between the Town and YMCA.

Facility Components

In terms of its physical form, and the uses that it supports, the Recommended Development Scenario defined a physical layout that supports the growing recreation demand within the community; and creates synergies with existing physical assets that allow for greater diversity of uses and access to services for the community.

The recommended development scenario includes:

- a) Twin-pad arena;
- b) New six lane 25m pool with deck space for competitions and viewing;
- c) Adapted existing pool for “therapeutic and teaching” uses;
- d) Improvements and integration of existing curling rink;
- e) Common space for “community centre” type uses;
- f) Family oriented park uses (such as playground and dog park);
- g) Integration of Lawn Bowling green;
- h) Redevelopment of ball diamonds; and,
- i) Park and site improvements to support the entire complex.

Capital and Operating Budgets

The projected cost of the Project is approximately \$35,000,000 including all Central Park facilities and site work; as well as, works necessary to relocate the displaced ball diamonds and repair deteriorating curling rink walls. While the specifics of the operating budget will be refined through further detailed design work and partnership agreement, the Committee has determined that the Recommended Development Scenario with a twin pad arena integrated with the new pool facility will be less costly to run and maintain than options where the aging facility of the Eddie Bush Arena maintains its use.

The benefits of shared maintenance and operation of the facility between the Town and YMCA will provide overall cost savings.

Key Implications and Messages

The research conducted by the Steering Committee supports the premise that the Town of Collingwood is currently unable to provide the necessary pool and arena facilities and programs needed to meet the recreation needs of the community. This gap in service provision will continue into the foreseeable future as the Town’s population increases. The Steering Committee has crafted a cohesive strategy that consists of a Recommended Development Scenario, management partnership framework, and financing options that can address this shortfall. It is important to note that decisions about implementation of the Steering Committee’s recommendations are time sensitive, as the overall costs for development will rise.

Without implementing such a strategy, the Town will be challenged to meet the recreation needs of its citizens; due in part to the following characteristics:

- The Town is a designated growth node and its population will continue to grow;
- The senior population is forecast to increase disproportionately to general population increase;

- There are existing gender inequalities in recreation opportunities that will become more pronounced; and,
- Aging facilities will become less efficient for service provision, while costing more to maintain.

Summary of Recommendations

The Steering Committee has found that the recreation needs of the community can be significantly supported through the development of a community recreation centre within a redeveloped Central Park (as illustrated through their Recommended Development Scenario). This site has characteristics that make it more accessible to the community and will allow the Town to leverage existing assets to provide recreation services that would be otherwise too costly to develop. Therefore, the Committee recommends that Town Council initiate a process to identify the most feasible and practical approach to committing to financing the Project's final design and development based on the options outlined in the report.

Additionally, the Committee has determined that to be most effective, the facilities should be managed as a partnership(s) between the Town and YMCA; a model of service provision that they have found has worked elsewhere. Therefore, it is the Committee's recommendation that Council initiate the development of a service provision agreement between the Town and YMCA that will cover the operating, management, and services provided at the proposed multi-use recreation facility.

Recommendations

THAT Council:

- **Endorse the recommended scenario for the redevelopment of Central Park and invest the necessary resources to complete the design development**
- **Commit necessary resources to determine community recreation program needs and respond to service gaps**
- **Establish a process to consider repurposing options for the Eddie Bush Facility**
- **Establishes a reserve funding mechanism to adequately maintain facilities through a capital asset management program**

THAT Council authorizes Town staff to execute the following:

- **Develop a funding formula to support the implementation plan and establish associated timelines for this project**
- **Explore potential public private opportunities to attract investment capital for the Central Park Project by leveraging existing municipally owned assets**
- **Develop and launch in cooperation with the Simcoe-Muskoka YMCA, a capital fundraising campaign for the Central Park Project**
- **Develop a Joint Venture Agreement with the Simcoe-Muskoka YMCA that outlines an operating model and roles and responsibilities**
- **Develop a plan for relocating the existing ball diamonds based on feedback from slo-pitch and minor ball representatives**

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SECTION 1: INTRODUCTION

1.1 Project Purpose

The purpose of the Central Park Redevelopment Project is for the Steering Committee to examine the feasibility for redeveloping Central Park with recreation facilities to meet the primary needs of the community for arena and pool uses, and to develop recommendations to Council regarding: a design concept; capital cost estimate and; operating budget for an enhanced recreational facility at Central Park that meets these community needs.

Vision

To develop a design concept for a recreation facility that will serve in partnership as a central hub of activity to attract all residents, keep our citizens fit, and further build community pride and cohesion.

Criteria and Assumptions

The criteria and assumptions that underpin this study are defined below:

- The Steering Committee has been charged by Council to explore the feasibility of the identified recreational uses specifically at Central Park and no other location;
- New recreational options for ice surface and arena floor uses will be explored or verified to meet future service demands;
- Expanded opportunities for aquatics to meet current and future service demands will be explored or verified
- Existing on-site uses will be integrated into the overall design where possible;
- Impacts on existing uses that cannot be effectively integrated into the design will be identified, and mitigation methods or strategies defined;
- A measured balance between community-wide recreation interests and services will be considered;
- Management of the proposed facility will require partnership arrangements with the YMCA and Town of Collingwood at a minimum. Operational costs should be shared with the partners and stakeholder groups as a means of reducing the tax based contribution and;
- Preferred courses of action will be identified and presented to the partner organizations, community and stakeholders to ensure that they have significant input and are well aware of what is being proposed.

1.2 Project Context

Background

In 2010/2011 Town Council and administration reviewed three major recreational facility concerns that consequently lead to the approval of this project. The first related to a multi-year development at Heritage Park to combine existing recreational assets at the site with new or replaced amenities. This project included a new therapeutic pool and wellness centre to replace the aging existing Town owned and operated fitness centre and sole therapeutic pool. This project was subsequently halted in 2010 during the design phase. Later that same year, the fitness centre was evaluated for structural and mechanical adequacy and subsequently closed. In addition, a request was received from the YMCA to maintain the \$1.5 million commitment to the Collingwood YMCA site expansion, previously approved to support the construction of a new 25 metre pool. Finally, in response to a request for an additional indoor ice surface, Council discussed the costs associated with putting a roof on the outdoor rink at Central Park.

While a comprehensive recreational facility master plan is yet to be completed, the prioritization of these concerns necessitated the development of a strategy to respond to community need and move the Town forward successfully over the next two decades.

Council endorsed a concept for a joint venture between the Town of Collingwood and the Collingwood YMCA to develop a strategy for a multi-use recreation facility at Central Park. The Central Park Redevelopment (Project) has formed a partnership between the Town and the YMCA to explore a strategic and cost effective way of providing services and maximizing the use of Central Park.

Community Profile

Collingwood is an active community surrounded by spectacular natural environments and parks and recreational opportunities that are vital to the Town's commitment to enhancing quality of life and promoting healthy living.

Like most rural Ontario communities, Collingwood has experienced growth and challenges since its founding in 1858 and the last fifty years in particular have brought significant change. The closing of the now iconic Shipyards marked the beginning of a shift from manufacturing to tourist-related service industries and today Collingwood is a recreational and service hub within the Georgian Triangle. An abundance of recreational amenities in the area have fostered Collingwood's status as an active and healthy community and attracted a growing number of part-time and seasonal residents. The beautiful shores of Georgian Bay and the proximity to the Niagara Escarpment ideally situate Collingwood as a destination point for visitors and vacationers. Collingwood is truly a winter and summer playground.

As a result, in addition to Collingwood's permanent population of 19,241¹, there are approximately 8,000² part-time and seasonal residents within Collingwood. Council faces the continual challenge of striking a balance between the preferences of Collingwood's permanent residents and the needs of the part-time and seasonal population. At the same time, Collingwood's population continues to change. The latest census shows that Collingwood grew by 11.3% from 2006 to 2011. In contrast, growth during the previous period (2001-2006) was 7.8%. While this recent growth is an accelerated rate that may not continue, all indications are that the general growth rate will continue over the next decade, and the Town's Official Plan projects that by 2021, the combined permanent and recreational

¹ Statistics Canada, 2011 Census

² The Town of Collingwood Official Plan, 2010, p6

population will reach 30,000³. Collingwood’s geographic location, natural and built amenities, and proximity to desirable local recreational and retirement communities; as well as the community’s distance from the Greater Toronto Region, are all significant contributing factors to its growth and remain unchanged influences.

Site

The Central Park site encompasses an area of 780,400 square feet framed by private residences and two thoroughfares, Hume Street to the north and the Train Trail to the East. Aptly named Central Park, the site is a well-known community landmark. From 1883 to 1984, it was home to the Great Northern Exhibition. In 1909, local architect Philip C. Palin and builder S.A. Woolner were commissioned to erect a masonry exhibition and hockey rink building at the site. Town Council took the initiative to build a structure that met the local needs for an agricultural exhibition hall and skating rink, and had the potential for being leased to the Department of Militia and Defense for use as an armoury. The steel roof trusses were fabricated by the Collingwood Shipyards⁴.

Today Central Park is comprised of the YMCA, curling club, outdoor arena, lawn bowling club, seasonal dog-park, and 3 baseball diamonds. In conjunction with the Town, the YMCA facility has shared the park for many years and provides an essential recreational and health amenity to the community.



1.3 Alignment with Town Strategies

The recommendations in this report are guided by the goals and strategic principles contained in the following Town of Collingwood documents:

2009 Strategic Plan

- Enhance our Arts, Culture, Heritage and Recreation Opportunities

Official Plan:

- Optimize community recreational opportunities (athletic/cultural) for all Town residents including teens, older adults, the physically or mentally challenged and seasonal visitors (tourists)⁵
- Maintain and enhance the quality of the living environment of the Town of Collingwood by ensuring that sufficient land is set aside for recreational purposes, by making the best use of the recreational facilities and natural features already existing and by providing the necessary facilities to meet the future needs of the residents of the community⁶

ENSURE A LIVABLE, HEALTHY AND SUSTAINABLE COMMUNITY

...select the Town location and develop the implementation strategy for building a multi-purpose recreational facility
 -2009 Strategic Plan

³ The Town of Collingwood Official Plan, 2010, p6

⁴ Heritage Collingwood website, www.heritagecollingwood.com, Part IV: 250 Hume Street, paragraph 2

⁵ Official Plan, General Development Community Services Goal, p12

- *Provide for and encourage the ongoing maintenance, improvement, rehabilitation and renewal of the Town's residential, commercial, industrial and recreational areas?*

1.4 Process

This project has been developed in consultation with the community. It brings together a body of work that includes a review of existing reports and strategic documents, public and stakeholder consultation, site analysis, design selection, verification of community demand and final recommendations. The timelines and available resources required a streamlined approach to the project for the purposes of providing meaningful, considered, and time sensitive recommendations to Council. A summary of the project phases are below, the timetable is available in **Appendix 1**.

Steering Committee

The Central Park Redevelopment Steering Committee (Committee) was established to guide this Project and to investigate matters of design, cost and funding for a multi-purpose recreational facility, and solicit community and stakeholder input. The Committee, listed in the acknowledgements section at the beginning of this report, is comprised of community volunteers, representatives from the YMCA and the Parks, Recreation & Culture Advisory Committee and Town staff.

Summary of Project Stages

Review and Analysis

The Committee reviewed current policy direction, demographic projections, recreational trends and demand assessment reports in order to define service area, and articulate gaps in service provision. Three development scenarios were drafted to determine design options and site characteristics and, refine the terms of reference for the design firm.

Design and Funding

The Committee procured a design firm to develop conceptual feasibility drawings and scenarios for the site in response to an RFP. Subsequent meetings centered on the needs of the community resulting in a recommended conceptual design. Potential capital funding streams were researched.

Verifying Priorities

The Committee integrated public and stakeholder consultation throughout the project in order to provide timely updates to the community and measure demand for recreation facilities in Collingwood. Stakeholders and the community were engaged in discussions regarding service models, design scenario, partnerships opportunities and preferred phasing.

Final Recommendations

The Committee developed a facility recommendation for how to best respond to the highest priority needs. An operational model and partnership framework between the Town and the YMCA was developed with capital budget implications and a five-year operational budget.

6 Official Plan, Land Use Designations: Recreation Goal, p43

7 Official Plan, Community Improvement Policy Goal, p143

Public and Stakeholder Consultation

Throughout the process the Committee utilized a variety of methods to gather community and stakeholder input on the Project. The intent was to provide information about the Project characteristics and the process being undertaken by the Committee; as well as to gather information from the community. Traditional methods of stakeholder interviews and presentations to Council were utilized, complementing more contemporary online tools:

Blog✓ 2 Surveys (219 & 225 resp.)✓ Newspaper Ads✓ 14 stakeholder group interviews✓ Email notices✓ Radio Interview✓ Television Show✓ Town website✓ Televised Council Meetings✓ Posters in High Schools✓ Facebook✓ 2 public open houses (100 & 120 participants) ✓

Through the above mechanisms, the Committee was able to verify findings with respect to recreational facility needs and seek opinion from the general public and stakeholders on recreational facility issues including:

- What exists
- What should exist
- How do we get there
- Advice to the Committee
- What should have priority
- What financial support or models should be explored

The tangible results included over 100 pages of written comments relating to the Project, from the public. Many of these comments were applied to the recommended development scenario. Others relate to specific design and development issues that are beyond the scope of the Project at this time (such as refined architectural design, transportation management, storm-water facilities and financing of the Project). The large amount of information that relates more generally to the provision of recreational services within Collingwood will be used as appropriately for this Project and inform other recreation initiatives within Collingwood.

1.5 Benefits of Recreation

The benefits of recreation and its importance to individual health for all segments of the population as well as sustaining a healthy community are well documented. In particular physical activity and sport for teenagers and youth results in healthier, happier and better adjusted adults. Youth active in sport and recreation are significantly less likely to abuse alcohol or drugs, less likely to become pregnant and less likely to develop depression, eating disorders and other mental health issues. Right to Play, an international not-for-profit organization, argues that good health is fundamental to the ability of individuals to realize their full human potential and advocates for the right of all children and youth to have access to recreation and sport⁸.

Personal Health

- Improves physical, psychological and emotional health
- Reduces rates of some types of chronic diseases including type-2 diabetes and heart disease
- Fosters social, intellectual, physical and emotional development
- Reduces self-destructive behavior in youth, counteracts substance abuse, smoking and depression
- Builds self-esteem and a positive self image

⁸ Right to Play, *Sport for Children and Youth: Fostering Development and Strengthening Education*, Chapter 3, p84-85

- Reduces reliance on social services

Balanced Human Development

- Contributes to developing motor skills
- Develops social skills
- Promotes creativity through play
- Allows adults, youth and children to develop to their full potential
- Nurtures growth, independence and acquisition of life skills

Strong and Safe Communities

- Promotes social interaction, volunteerism, civic pride and aesthetics
- Can reduce crime
- Encourages social inclusion
- Fosters inclusive and vibrant communities
- Reduces isolation and alienation
- Enhances quality of life

Develops Community Leaders

- Builds leaders for the future: recreation is the largest volunteer endeavour in Ontario⁹. Volunteers help sustain services and facilities, contributing to solving community problems and encouraging leadership

1.6 Partnership Considerations

In order to meet the challenges of cost and resource containment, partnerships with external service providers are becoming increasingly beneficial for recreation and sport departments/organizations in order to meet municipal mandates. Many municipalities have, and continue to work with other service providers including private business, service clubs and non-profit organizations to serve the needs of the community.

For example, a joint operating agreement framework has recognized the importance of providing for the recreation needs of Vancouver citizens since the late 1970's through partnerships between the Vancouver Board of Parks and Recreation and each of 20 not-for-profit community association societies. The City of Edmonton adopted a policy for "Enhancing Community Facility Services through Partnerships," to actively encourage and support public recreation and leisure partnership opportunities.

Public Private Partnerships (PPP) are becoming increasingly more common in Canada. According to the Canadian Council of Public Private Partnerships (CCPPP), more PPP projects closed in recent years than ever before, and more and more Canadians support the idea that PPP models can be an innovative way to build community infrastructure including roads, recreation facilities, hospitals and schools.

⁹ PRO, *How Recreation and Parks Contribute to a Healthier and Sustainable Ontario*, p4

Within the Town's Parks, Recreation and Culture Department, the provision of the majority of sport and leisure activities has been achieved by supporting various sport and recreation community groups, including the Collingwood YMCA. This is not new – a number of Ontario municipalities have partnered with their local YMCA to provide for the recreation and leisure needs of the community and have done so successfully. This Project was undertaken with the objective that the Town of Collingwood and the YMCA would pursue a mutually beneficial partnership to develop the Central Park site as a multi-purpose facility to serve the recreational needs of the community. The goals of the partnership are to:

- Keep the downtown area vibrant
- Create synergies for an enhanced Central Park
- Build on existing assets and investments
- Provide needed services
- Share operating costs in common areas and opportunities for new energy efficiencies

Definition of Partnership

The Partnership Handbook developed by Human Resources Development Canada, defines partnerships as: *A relationship where two or more parties, having compatible goals, form an agreement to do something together. Partnerships are about people working together in a mutually beneficial relationship oftentimes doing things together that might not be able to be achieved alone.*¹⁰

Benefits of Partnerships

- Shared operating costs and opportunities for new energy efficiencies
- The ability to compliment the delivery of other municipal recreation/leisure programs, activities and services
- Consistent messaging and strategies to promote healthy living, active lifestyle and well-being
- Shared expertise to maximize cost effectiveness and delivery standards
- Expanded funding opportunities
- Tax dollars may become available as a result of the cost sharing and are able to be put towards other important initiatives.

The Collingwood YMCA

The Simcoe/Muskoka YMCA is comprised of eight centres, including Collingwood, Barrie, Innisfil, Midland, Orillia, Parry Sound, Gravenhurst and Wasaga Beach. With an operating budget of \$30 million, and serving 29,000 annual members and participants, it is one of the largest YMCA's in Canada. Serving the community for over 160 years, the YMCA's mission is *to strengthen our communities by providing opportunities for all to grow in Spirit, Mind and Body.*

From 2005-2012, the Simcoe/Muskoka YMCA focused on creating sustainable organizations through the renewal of physical buildings and facilities. In 2012, this includes the proposed expansion and renovation of the Collingwood YMCA. In 2008, the Town of Collingwood approved \$1.5 million from its reserves, towards Phase Three of this project to provide a new 25 metre, 6-lane pool and leisure swim area. This commitment was deferred by the current Council. Funding from the Provincial and Federal Government was applied for but not received for the project. To date the YMCA renovations include expansion of the conditioning room and lobby space, adding a new fitness studio and multi-purpose space for children's programming and new equipment. Funds are currently being raised for the

¹⁰ Human Resources Development Canada, 2000, *The Partnership Handbook*, Flo Frank and Anne Smith, p13

second phase of the expansion which is to renovate the change rooms. Work on the second phase will start in the winter of 2012.

The Collingwood YMCA serves 3,775 active memberships, 78 percent of which are Collingwood residents. The Collingwood YMCA’s fees are established during the yearly budget process and reflect the actual costs of operating a standalone facility including overhead for items such as accounting and insurance risk management. Monthly memberships range from \$20.50 for children to \$47 for adults. A one-time \$75 building fee is also accessed per family to help with ongoing maintenance and replacement of equipment. Subsidized memberships are available and day passes start at \$4.50. Approximately 18% of YMCA members are subsidized by the YMCA at an annual cost of \$222,000 to the organization. All subsidized individuals contribute something toward the cost of their membership based on a sliding scale of income. No one is turned away due to inability to pay.

Town of Collingwood/YMCA Partnership Opportunities

The YMCA has a long standing history of building successful partnerships with municipalities; with more than 160 years of demonstrated leadership and measurable impact with program delivery and facility development. The YMCA of Simcoe/Muskoka works with a number of groups to ensure that every resource available is utilized to its fullest, allowing for greater benefit to all. The list of YMCA community partners is a long one and includes school boards, social service agencies, hospitals, service clubs, health organizations, libraries, charities and all levels of government. Currently, the YMCA of Simcoe/Muskoka has facility management agreements with three communities in their catchment area, two of which include rink and aquatic components similar to those being discussed in this report. Locations include the Towns of Wasaga Beach, Innisfil and Gravenhurst.

The YMCA’s strategic expansion project supports its membership model to encourage a lifelong pursuit of health and wellness. A partnership between the Town of Collingwood and the YMCA presents an opportunity to anticipate and fulfill the needs of the community through shared resources and expertise.

Utilizing the YMCA’s membership model, there is the potential to transfer the financial impact of operating a large aquatics component to the YMCA. Using the proposed 25 metre, 6-lane pool as an example, the long-term benefit to the community is roughly \$8.2 million dollars in operating and maintenance costs and a positive saving after their capital investment of \$2.63 million as illustrated in **Figure A**.

**Figure A
Potential Cost Benefit of YMCA/Town Partnership**

	2011	2012	Acc.Savings by 2022	Acc. Savings by 2032	Acc. Saving 2042
Capital Investment	5.4 Million				
Accumulated Maintenance Savings \$3 per square foot on 5,000 sq. ft.		\$15,000	\$165,000	\$315 ,000	\$465,000
Accumulated Operating Savings at \$250,000 per year		\$250,000	\$2,750,000	\$5,275,000	\$7,750,000
	Capital	Combined Operations and Maintenance over Time			
Total Cost/Savings over 30 year life of the building	5,583,600	\$265,000	\$2,915,000	\$5,590,000	\$8,215,000

*This is based on typical municipal costs for this size of pool.

Other Potential Community Partners

Children's Treatment Network

In 2008, the Collingwood YMCA and Children's Treatment Network (CTN), partnered to provide an enhanced service delivery model. The local CTN utilizes space at the YMCA to offer professional rehabilitation and other support services to children, teens, and their families. The partnership embodies a well-rounded and inclusive philosophy about community building and helping people reach their potential.

CTN was established in 2005 with funding from the Ontario Ministry of Children and Youth Services. The Network is incorporated, and registered as a charitable organization and works to achieve improved quality of life outcomes for children and youth (birth to 19 years, or 21 if in school) with long term developmental, physical and communications needs in Simcoe County and York Region¹¹.

Collingwood Curling Club

The Collingwood Curling Club shares the current Central Park with the YMCA and Lawn Bowling Club. It is located in a heritage building erected in 1909, originally the community's hockey and skating rink. The Club is a non-profit organization governed by a volunteer Board of Directors. Its membership extends beyond Collingwood to the Georgian Triangle, serving the communities of Wasaga Beach and Thornbury, which do not currently have a curling rink.

In 2011, the Curling Club membership was 475, up from 120 in 2001. Membership fees range from \$50 for students to \$250 for a full adult membership. The club operates from mid-October to the end of March.

A broad spectrum of the community enjoys daytime and evening curling leagues each day of the week at all levels of play. Mixed jitney is offered four days a week and in addition there are six invitational Bonspiels and a number of weekend Bonspiels throughout the year. To accommodate the seasonal and part-time senior residents, the season is divided into three seven-week draws allowing participation in the fall and spring. The club encourages an active junior program and accommodates local elementary and secondary schools bringing their students for physical education classes and electives. The club also provides opportunities to integrate persons with disabilities and provides space to Breaking Down Barriers to host events.

The members of the Collingwood Curling Club are very active, organizing Bonspiels and special events. In addition, support from the community has resulted in a number of sponsorships and use of the rink by local business for staff functions and events. A 2007 partnership with the Town resulted in an extended lounge to provide improved viewing and increased capacity. A new front entrance was also installed with stairs and an elevator to the lounge. These improvements were instrumental to the 2008 Ontario Paralympics Winter Championships hosted in Collingwood.

Lawn Bowling Club

The Lawn Bowling Club is situated behind the YMCA. The green and clubhouse serves approximately 75 members from Collingwood and the surrounding area. It is part of District 13 encompassing clubs such as Stayner, Aurora, Barrie, Orillia and Newmarket.

¹¹ Children's Treatment Network website, www.ctn-simcoeyork.ca

Bowling is offered 7 days a week from May to September, in jitney format, league games, in house tournaments and open tournaments. Membership is \$125 annually which includes membership in the Ontario Lawn Bowling Association. Instruction and coaching is offered each Monday afternoon.

SECTION 2: UNDERSTANDING NEED

At the outset of the Project there were prevailing assumptions defined with respect to recreational facility needs in Collingwood; particularly as they related to arena and pool use. Therefore the Committee's first steps were to develop a clear understanding of what appeared to be two long-held facility needs by reviewing existing needs analysis documents and reviewing arena and aquatics allocations to determine current capacity and potential future demand.

Next the Committee obtained input from the community to verify the findings and determine other recreational facility needs. This was completed through two parallel approaches: meetings and interviews with organized interest groups, and input from the general public through a survey and public meetings.

Finally, the Committee reviewed current trends in sport and recreation and potential demographic changes in Collingwood, and their potential implications on the redevelopment of Central Park.

2.1 Needs Assessment Document Review

The Committee undertook a review of existing and relevant documents that could provide some analysis of the community's recreational needs and service requirements:

2003 Collingwood Multiple-Use Recreation Facility Study (CMURF): In 2003, the Town of Collingwood commissioned a multi-use recreational facility study to determine the viability and support for this type of facility in Collingwood. Phase one of this study was a needs assessment that analyzed public and stakeholder input, demographics, current service area facilities and recreational trends.

2008 Leisure Services Master Plan (LSMP): This report identified future needs for recreation and culture facilities through facility supply and use, recreational trends, stakeholder surveys, public meetings and focus groups and other mechanisms. Three reports informed the final Master Plan: 2006 Public Consultation; 2007 Environmental Scan; 2008 Needs Assessment.

Key messages from previous needs assessments include:

Location

- A site must be chosen for the centre that is centrally located, has easy access for pedestrians (especially children), and bicyclists. The site should also be close to downtown and have bus service and be able to be served by the trail system¹²
- There is considerable support for placing any new facilities at Central Park but this will require the relocation of the existing playing fields, and the integration of the YMCA and curling club into the process¹³

Facility Type

- Implement a strategy for developing major indoor sports and recreation facilities¹⁴
- The primary service area [Collingwood, Wasaga Beach, Stayner, Creemore and Thornbury] is large enough to support a comprehensive community recreation centre especially when the second homeowners and visitors are added to this total¹⁵

¹² Ankeny Architects et al., 2003, *Collingwood Multiple-Use Recreation Facility Recreation Needs and Project Feasibility Study*, p24

¹³ *Ibid*, p32

¹⁴ *dmA Planning & Management and ENVision-Tatham. Leisure Services Master Plan*, p13

¹⁵ Ankeny Architects et al., 2003, *Collingwood Multiple-Use Recreation Facility Recreation Needs and Project Feasibility Study*, p3

- The Project (multiple-use facility) is a reasonably high priority for the community¹⁶
- A [multiple-use facility] should be seen as a strategic investment in the community that can make a positive statement about quality of life in the area¹⁷
- There is nothing for the youth to do and an indoor recreational centre would help to alleviate this problem¹⁸

Core Elements

- The most needed components are another ice sheet and an indoor pool. There is not enough ice time to support all the program needs especially for girl's hockey. The YMCA's pool is too short for competitive swimming and no meets can be held as a result¹⁹.
- For some user groups (such as minor hockey), [ice time is used] at facilities outside of Collingwood that presumably would be transferred back to a local arena. For other user groups, additional time is required to develop new programs or improve existing ones²⁰
- Many sports programs are limited in the number of participants they can take due to the lack of space - especially gym, ice and pool - and residents must leave the community for many of their recreational needs²¹
- Projected population growth to 30,000 by 2016 alone will not create enough demand for a second major indoor pool in Collingwood however the existing YMCA facility does not currently meet the full range of needs in the community²²
- In the future, options for a second indoor pool could be explored regionally and have features not found in existing pools²³

Management

- The community supports partnering with the YMCA²⁴
- Improve program planning and delivery in conjunction with other partners and the volunteer sector²⁵
- ... The Town and the YMCA should consider how best to use (or reuse) existing resources and explore opportunities to work together to meet future community needs²⁶

Conclusions:

- **There is merit in pursuing a multi-use facility function at the Central Park site**
- **There are two outstanding recreational priorities consistently identified throughout the documents:**
 - **Additional ice**
 - **Expanded aquatics**
- **There is support for pursuing a partnership between the Town and YMCA to provide expanded recreational services to the community**

¹⁶ *Ibid*, p3

¹⁷ *Ibid* p3

¹⁸ *Ibid*, p24

¹⁹ *Ibid*, p 24

²⁰ *Leisure Services Master Plan Needs Assessment Report*, p7

²¹ *Ankeny Architects et al., 2003, Collingwood Multiple-Use Recreation Facility Recreation Needs and Project Feasibility Study* p23

²² *Ibid*, p7

²³ *Ibid* p7

²⁴ *Ibid*, p3

²⁵ *dmA Planning & Management and ENVision-Tatham, Leisure Services Master Plan*, p42

²⁶ *Ibid*, p18

2.2 Arena Review

Municipal Supply

The Town of Collingwood has 1 indoor ice pad located in downtown Collingwood. The Eddie Bush Memorial Arena is 63 years old and officially opened in July 1949. Re-named in honour of NHL player and Collingwood native Eddie Bush, the arena has an official NHL-sized ice surface and is operational year-round. While significant from a historical perspective and well maintained, the age of the facility necessitates an extensive list of infrastructure investments as well as barriers to accessibility²⁷.

A recent building condition assessment was completed on the Eddie Bush Memorial Arena in December 2011. This assessment determined that the facility is generally in fair condition and components are functioning as intended. Using an industry accepted Facility Condition Index, the condition of the building was considered to be a mid-level C, as minor distress was observed and repairs will be required within the next five years in order to maintain functionality. Aside from the condition of individual building components, functionally the building would not be considered as being compliant with many current building codes and standards. The recommended repairs to increase the performance and its useful life expectancy were broken out accordingly;

Priority 1 – Health and Life Safety	\$55,000
Priority 2 – Code Compliance and Legislative Requirements	\$920,000
Priority 3 – Proactive Replacement	\$755,290
TOTAL	\$1,730,290

The above recommended repairs has no allowance for upgrading the interior facility components to current contemporary standards, nor does it address the long term structural life expectancy requirement beyond the next 5 years.

The municipality also operates 1 outdoor ice pad at Central Park. This surface is suitable for recreational hockey and pleasure skating for approximately 3.5 months of the year and for ball hockey in the summer months. During the winter, ice quality and maintenance are dramatically affected by weather conditions with unseasonably warm temperatures, snow or rain taxing the refrigeration system that is shared with the curling club. These impacts can result in the temporary closure of the outdoor rink, which would include cancelled time and shortened seasons.

The Town explored the option of a roof to cover the rink surface in an effort to reduce the impact that weather conditions impose each year. The preferred option identified was a 2,350 sq. m. pre-engineered steel roof with a construction cost of \$1,127,500 (not including HST). While the proposed project would help alleviate impacts from weather, it did not adequately address demand for more ice time suitable for users such as hockey and figure skating.

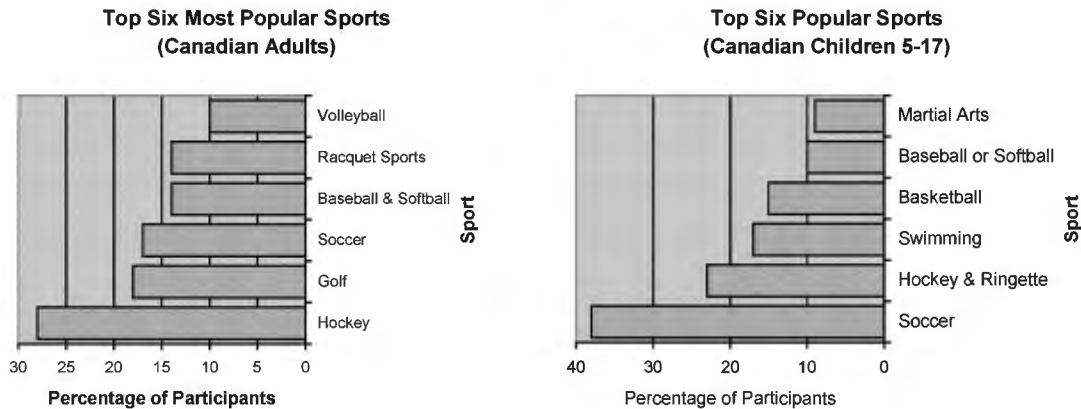
Context and Analysis

Ice sports continue to be in high demand in Canada and municipalities across the Province are experiencing pressures for ice, particularly during prime time. It is expected that this demand will remain steady. Ice hockey continues to be a popular sport among youth and teens across Canada, municipalities are seeing an increase in the number of female ice hockey participants and, it is expected that there will be a growth in the number of 55+ teams over the next 10 years.

²⁷ PRC, 2011, *Ice Demand Report* p 8

Figure B illustrates the current popular sports among Canadians based on participation. Hockey ranks first among Canadian adults and second among Canadian children.

Figure B
Current Popular Sports Among Canadians



Source: CFLRI 2009 Physical Activity Monitor

Source: CFLRI: 2010 Physical Activity Monitor

For the purposes of this Project, prime ice hours are defined as 4 pm – 11:30 pm weekdays and 7 am – 11:30 pm weekends. This definition is typical of most municipalities. It provides 70.5 of “prime” ice hours per week.

In Collingwood, an analysis of ice allocation for municipal and community programs at the Eddie Bush Memorial Arena indicates that during prime hours, ice use was at 96% capacity with only 3 unallocated hours in 2010 and **in 2011 ice use was at 100% capacity**. While rentals may vary during peak ice season, the Eddie Bush Arena has **no prime time ice available in the Winter season 2012**.

This lack of available ice time has caused users to program during less favourable times such as weekdays between 6:30-8:30 am, or purchase their ice time from other municipalities. For example, the Collingwood Minor Hockey Association (CMHA) purchases approximately 140 hours of ice time yearly from external municipal sites that would otherwise be used locally. In addition, CMHA has requested an industry standard of two practices and one game per week, which is not currently being achieved²⁸.

Figure C illustrates the approximate 865 registered participants using the Eddie Bush Memorial Arena in 2011/2012. In addition, the Town offers private rentals, shinny, and open skate and tiny tot skate at the Central Park outdoor ice surface.

²⁸ PRC, 2011 Ice Demand Report, p 5

Figure C
2011/2012 Registered Ice Participants

Ice Sport Organization	Registered # of Participants	Primary Market
Minor Sports		
Collingwood Minor Hockey	411	Youth
Collingwood Skating Club	173	
CCI Boys Hockey team	19	Youth
CCI Girls Hockey Team	19	Youth
Jean Vanier Boys Hockey Team	19	Youth
Jean Vanier Girls Hockey Team	19	Youth
Adult Pick-up		
Parkes	20*	Adult
Usher - 2 separate rental groups	40*	Adult
Havens	20*	Adult
Horner	20*	Adult
Henderson	20*	Adult
Owens	20*	Adult
Wilson	20*	Adult
Privateers	20*	Adult
Lunch Bunch	20*	Adult
TOTAL 865		

*Estimated registration based on 20 players per hour booked

Research and industry standards indicate that a market-driven provision of one ice rink per 650-750 active participants is an accepted target for ice rink requirements for a municipality. Given that Collingwood is a highly active hockey community, a target of 1 ice pad per 650 registered participants was determined applicable to this Project. **Therefore our current usage is 33% higher than what is considered effective for 1 ice pad.** Figure D illustrates there is potential new demand for 90 additional hours per week.

Figure D
Potential New Ice Demand

User Group	Potential additional hrs./week	Potential # of Users	# of additional weeks/yr
Collingwood Minor Hockey*	15	50	30
Girls Youth Hockey	25	75	30
Men's' Recreation League	10	120	30
Ladies Recreational League	10	120	30
Master's Recreational League	10	120	30
Adult Pick-up	10	200	30
Sledge Hockey**	10	10	30
Total potential new hrs & participants	90	695	

*Based on a formal request by CMHA President for 2011-2012 ice time

**Sledge Hockey Ontario has contacted PRC expressing interest

While communities across Canada will experience an increase in median age, resulting in more adults, not typically primary ice users, this is not expected to negatively influence the demand for ice in Collingwood. **Figure E** applies the provision target of 1 ice pad per 650 registered participants to current and future population forecasts assuming a constant participation rate of 5.5 %.

Figure E
Ice Pad Demand Analysis

	2012	2021
Permanent Population	17,290	21,152
Participant Growth based on 5.5%/yr	865	1072
Potential New Participants based on 5.5%/yr	695	815
Provision Target: 1 Ice Pad per 650 registered participants		
Ice Rinks Needed	2.4	2.9
Existing Supply	1	
Surplus (deficit)	(1.4)	(1.9)

*based on 2006 census numbers

Therefore based on existing and potential usage there is a current shortage of 1.4 ice pads. By 2021 that number will grow to 1.9. The provided calculations do not include non-resident participants which have constituted a significant proportion of ice demand in Collingwood²⁹. Also, there continues to be expressed interest on re-establishing an OHA Junior Hockey Team which would increase ice demand by approximately 8 hours a week. Note, these figures are based on the 2006 census population figures.

Conclusions:

- **Hockey ranks as the first sport among Canadian adults and second among Canadian children**
- **Eddie Bush Arena has no prime time ice available in the Winter season 2012**
- **Current usage is 33% higher than what is considered effective for 1 ice pad**
- **Lack of prime time hours is a barrier to some users**
- **Based on existing and potential usage there is a current shortage of 1.4 ice pads.**
- **By 2021 that number will grow to 1.9**

2.3 Indoor Aquatics Review

Municipal Supply

There are no municipal indoor aquatic facilities in Collingwood. The Town formerly provided an indoor therapeutic pool up until 2010 when the facility was assessed and subsequently closed. Annually, there were approximately 600 members of this facility and 2000 guest passes issued. **This service provision has not been replaced.**

The YMCA is the sole provider of indoor aquatics in Collingwood. Its current tank is 20 x 10 m (50,000 gallon), 4 lanes, with a capacity of 141. This is below the recommended industry standard. The design and construction of aquatic facilities in Canada has changed over the last 20 years – the YMCA was built in the 1970s.

29 PRC, 2011, Ice Demand Report, p 9

...in the 1960s and 1970s, when a large number of aquatic facilities were built in Canada, the basic design was a four-to-eight lane pool, either 25 or 50 metres in length. Although this style of facility served the community well at the time, we have now seen a shift to a more leisure-based concept in aquatic facility design³⁰.

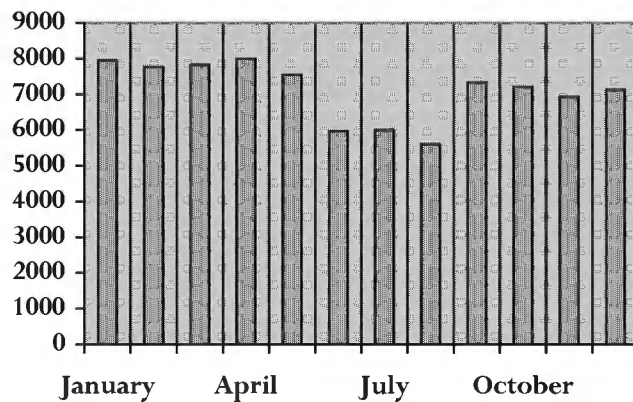
In order to provide access to a broad range of aquatic sport opportunities, the Aquatic Sport Council recommends a width of 20.4 m and length of 25 m. In its review of the existing facility, WGD Architects expressed that “the components of the operational system are aging and there are some needed infrastructure repairs.”³¹

Context and Analysis

According to the Canadian Fitness and Lifestyle Research Institute, participation rates among children aged 5-17 indicate that swimming is the number 1 leisure activity and, among adults 18+, swimming is the 4th most popular leisure activity³². The benefits of swimming are well-documented. Half of public registration in municipal recreation is in aquatic programs³³. As inactivity levels and obesity increases particularly among youth, aquatics provide a fun environment to engage in physical activity. Aquatics provide a wide range of opportunities for participation that can appeal to all ages and abilities. In addition, aquatics by nature of being non weight-bearing create an atmosphere of equality and allow people to move in ways they might not otherwise be able to on land. As the population ages, aquatics will become increasingly appealing for their low impact, low injury sport opportunities. At the same time, families, children and youth continually choose swimming for fun and social interaction.

The Town’s proximity to Georgian Bay includes many recreational benefits and also an increasing responsibility to promote water safety and swimming as an essential life skill. At the Collingwood YMCA, current lesson registration is at 98% capacity. In the fall of 2011, 489 children, youth and adults enrolled in lessons. In 2010, a total of 82,225 swim visits were logged at the YMCA (see **Figure F** below). This total includes swimming lessons, high school swim teams, classes, lane swim, open swim, adult masters program, children’s programs and the Clipper Swim team.

Figure F
2010 YMCA Swim Participants (Per Month)



30 Canadian Red Cross Society, Best Practices Library, Ontario Recreation Facilities Association, Section A, Introduction to Aquatic Facilities

31 WGD Architects Inc, 2011, p19

32 Cfri, cfri.ca

33 Aquatics Sport Council Ontario, Aquatic Sport and Canadians, aquaticsport.ca

The YMCA pool is programmed 95 % of the time the building is open and 100 % of prime time hours*. Due to the quantity of demand for pool use, the YMCA is currently only able to provide swimming lessons to members.

*Prime time: lane swim – 6:30-8 am, 11:30am-1:00pm & 4:30-7 pm; lessons – Saturdays 9-12 pm & Sundays 9am-12pm; Swim Clubs – 6:30-8:30 am & 4:30-8pm

Researchers recognize that typically swimming lessons coupled with public swim is considered the core “business” of swimming pools. However, the Aquatic Sport Council of Ontario advocates for a balance of activities - “sport friendly pools” which over time yield a better return for investment.

Sport friendly pools can host the same programming as leisure pools (for example birthday parties, family swim, swim lessons, etc). They also allow the community to run a greater variety of aquatic programs, provide aquatic sports a venue for practice and can be used to provide for aquatic sport events³⁴.

The size and limitation of the existing YMCA pool tank and deck is a barrier to providing a “sport friendly” pool that the citizens of Collingwood need. In addition, the YMCA does its best to accommodate use by several other groups including the Collingwood Clippers Swim Club and school swim teams both of which must modify their programs because of the limited amount of available training time in the pool.

Aquatic sport across Ontario, similar to other sports, faces serious infrastructure issues. The Aquatic Sport Council of Ontario believes that “good aquatic facilities are fundamental to developing sporting opportunities for everyone, from the youngest beginner to the international class athlete. These aquatic buildings encourage civic pride and assist the process of revitalizing neighbourhoods.³⁵”

The following table illustrates the potential usage for a 6 lane, 25 m pool and a 4 lane, 20 m warm water tank. Usage is based on discussion with user groups.

³⁴ Aquatic Sport Council of Ontario, Sport Friendly Pools, aquaticsport.ca

³⁵ Aquatics Sport Council Ontario, Sport Friendly Pools, aquatics.ca

Figure G
Potential New Aquatics Demand

USER GROUP	Potential additional hours per week	Potential number of users	# of additional weeks per year
Collingwood Clippers Swim Club	36 lane hours: 6 hours per lane @ 6 additional lanes	200	4-8 weeks depending upon level of membership in club
Children's Treatment Network One-on-one support Family workshop / recreation	<i>Warm water</i> 1	6	50
	1.5	20	4
Elementary Schools Swim-to-survive	9 lane hours:1.5 hours x 6 lanes	240 (25-60 per school x 4 schools)	3 weeks
	Swim lessons 9 lane hours:1.5 hours x 6 lanes	200 (35 – 50 per school x 4 schools)	3 weeks
YMCA/Community Instruction			
Private lessons	7 hours	20	36 weeks
Child / youth swim lessons	Shift hours to be more convenient: increase prime time lessons and decrease off-hour slots.		
Adult swim lessons	2 hours	12	36 weeks
Stroke improvement	2 hours	12	36 weeks
Master swim program	2 hours	12	36 weeks
Aqua-fit	1.5 hours	60	36 weeks
Aqua-zumba	1.5 hours	60	36 weeks
Advanced Aquatics	6 hours	30	12 weeks
YMCA/Community – recreation			
Adult / senior lane swim	15 hours (3/wk day)	115	52 weeks
Family swim	Expanded area	20	52 weeks
Fit-Kids	1.5 hours	24	36 weeks
Adult Recreational swim	10 hours (2/wk day)	90	52 weeks
Total potential additional pool-time required	105 Lane hours	921	

*Adult fitness and youth program numbers are based on 3x12-week sessions per year.

With the addition of a 6 lane, 25 m pool and therapeutic pool retrofit of the existing tank, the YMCA instructional programming would increase by half at a minimum combined with general community (non-member) public swim needs. The Collingwood Clippers Club would host two three-day competitions plus aim to increase the number of one-day competitions per season.

Conclusions

- The YMCA pool is programmed 100 % of prime time hours
- Due to the quantity of demand for pool use, the YMCA is currently only able to provide swimming lessons to members
- The size and limitation of the existing YMCA pool tank and deck is a barrier to providing a “sport friendly” pool
- The sole therapeutic pool formerly operated by the Town has not been replaced. There is demonstrated need from diverse demographics for access to warm water for teaching and therapeutic purposes

2.4 Preliminary Community Input

The preliminary community input consisted of a blog site, public meeting, on-line survey and stakeholder meetings, the purpose of which was to verify the Committee’s findings to date with respect to recreational facility needs.

Targeted stakeholder meetings were scheduled with representatives from key recreation user groups to provide input in the preliminary phase (the list of stakeholder groups interviewed along with highlights of their feedback is available in **Appendix 2**). In general, all groups were supportive of redeveloping central park and provided recommendations based on their specific needs. There was strong concern expressed by all user groups related to any negative impact from potentially displaced infrastructure. Stakeholders requested that should the central park re-development project move forward, that a plan to relocate displaced infrastructure be in place prior to construction.

In two months, the online survey had 219 responses, resulting in over 55 pages of written comments alone. Launched on July 5, 2011, the Project blog site (www.collingwoodcentralpark.blogspot.com), has received over 3400 visits from Canadian sources to date and there have been over 50 posts.

To gather information from citizens about the Project, an initial public meeting was held on August 10, 2011. Notices were published in the newspaper, on the Town website, on the Project blog, posted in Town Hall, arena, library, YMCA and curling rink; flyers were hand delivered to the surrounding neighbours of Central Park; and notices were forwarded to various community stakeholder groups. One hundred citizens attended the public meeting at the Collingwood Curling Club. Both Town and YMCA staff were present to facilitate discussions with the public and record notes. The meeting began with presentations from one of the Committee co-chairs and a Town staff member. Attendees were informed about the Project parameters and the goal for the meeting and asked to provide input through written notes as well as “dot democracy” votes for a variety of concepts relating to the scope of the Project and its execution.

The vast majority of the participants identified that they live in Collingwood, and among these, most live west of Hurontario Street. Their input verified that indoor pool and ice arenas were still considered the highest priority for recreational facilities. This was followed by a splash pad/water play facility. A noticeable group of people expressed the desire for a significantly larger pool facility (50m length and up to 12 lanes) than that being explored by the Committee; however, a majority expressed that they were in support of the Committee’s recommended arena and pool sizes. There was a general interest in having a dog park component at the site and it was expressed that greater, more balanced recreation facilities for all ages be considered.

In addition to the information gathered about the Project itself, it is noteworthy to identify that participants clearly indicated that they were pleased with the process and forum used to gather their input. People also stated that they were looking forward to similar opportunities as the development scenario was being created.

Conclusions

- Ice remains the highest priority for recreational facilities
- In general stakeholder groups thoughts on specific options to pool and arena size were in line with that of the Steering Committee
- If the current Central Park ball diamonds are to be displaced, at a minimum, the same number would need to be constructed elsewhere in the community

1 in 4 of Ontario's children aged 2-17 are overweight and close to half of Ontario's adults are overweight or obese (PRO, 2007, p5)

2.5 Sport and Recreation Trends

Recreation is an important part of the community and essential to sustaining a high quality of life. There is recognition of the many social, economic and health benefits of vibrant sport and recreational opportunities and facilities and as a result governments have invested significantly in recreation.

In Collingwood, the mandate of the Parks, Recreation and Culture Department is to “sustain and enhance quality of life and healthy living for Collingwood residents and visitors by providing access to a wide range of sport, arts and culture, parks, recreation and active living opportunities.”

Nationally, the Government of Canada has formally recognized that recreation “is a fundamental human need,” through its *National Recreation Statement* and states that recreation “is a constitutional responsibility of provincial and territorial governments.”

In 2011, the Government of Ontario and recreational leaders created the *Ontario Recreation Framework*, a guiding document to solidify the importance of recreation in contributing to healthy citizens and building a stronger Ontario. As a result of consultations with community leaders about the greatest challenges facing the sector, four themes emerged as pivotal to the future of recreation in Ontario:

- Citizen Health
- Community Health
- Environment and Economy
- Demographics

This section summarizes the trends within these four areas and their possible implications for this Project.

Citizen Health

The role of recreation in Ontario's health promotion is becoming increasingly important as incidents of obesity, chronic disease and mental health issues rise. According to the Simcoe Muskoka District Health Unit, 85% of Canadian adults and 93% of Canadian children and youth do not achieve the minimum level of physical activity necessary to ensure long-term good health and well-being.

In addition, regular participation in sport and recreation has been well documented to play an important role in building self-confidence and self-esteem and, help to manage stress and anxiety.

“Connections through trusting and common values enforce positive standards for youth and provide them access to mentors, role models, educational sponsors and job contacts³⁶.”

Health organizations are increasingly aware of the benefits of recreation and communities and are embracing the knowledge that active living and active transportation paired with cultural expression, supports a holistic approach to individual and community well-being.

The substantial benefits of recreation related to physical health, in particular, are well documented. Physical exercise promotes the optimal performance of all major systems of the human body-musculoskeletal, cardiovascular, immunologic, neurosensory and gastrointestinal. While recreation benefits the entire population, it is especially important to seniors and young people³⁷.

According to the 2009 Parks and Recreation Ontario Public Opinion Survey, 98% of Ontarians believe that recreation and parks are essential services that benefit their entire community and 93% said that recreation participation contributes to an individual's health and well-being.

-PRO, Ontario Recreation Framework, p1

The Canadian Fitness and Lifestyle Research Institute (CFLRI) reported that 75% of children and youth participate in sport. According to parents, more boys than girls participate in martial arts, baseball, football/rugby and hockey/ringette whereas more girls participate in volleyball, swimming, and skating. Older children (13-17 years) are more likely to participate in racquet sports, basketball, football/rugby or volleyball whereas younger children (5-12 years) are more likely to participate in swimming, baseball, soccer and martial arts.

Conversely, only 27% of adult Canadians participate in sport activities. Of these, men are more likely than women to be at least moderately active. Adults in older age groups are less likely to participate in active sport due to family responsibilities, lack of time, careers, and etcetera.

Proportionally, more Canadians in higher income households participate in sport and adults who have attained higher levels of education (higher than secondary school) are more likely to be active than those with secondary school education or lower.

Community Health

Recreation services can encourage not only physical, intellectual and emotional development but also foster social development. *The Ontario Recreation Framework* indicates that parks, trails, recreation facilities, programs and community cultural and sporting events are key factors in strengthening communities through social interaction, volunteerism, civic pride and aesthetics³⁸. Therefore it is important to plan our communities to support healthy living.

“Participation in cultural and recreational programs have been found to promote social connectedness in communities and shape civic behavior later in life³⁹.”

³⁶ Torjman, S., Caledon Institute of Social Policy, *Culture and Recreation: Links to Well-Being*, 2004, p6

³⁷ Torjman, S., Caledon Institute of Social Policy, *Culture and Recreation: Links to Well-Being*, 2004, p2

³⁸ Parks and Recreation Ontario, *The Ontario Recreation Framework*

³⁹ Torjman, S., Caledon Institute of Social Policy, 2006, *Culture and Recreation: Links to Well-Being*, p6

Environment and Economic

As the sense of personal stewardship grows among Canadians, there is an increased interest in walking and cycling and in creating and promoting sustainable recreation opportunities. By acquiring, protecting and maintaining open spaces, trails, natural features and culturally important assets, recreation supports environmental sustainability⁴⁰.

Parks and recreation programs and facilities and community sporting events attract and retain businesses and families, as well as attract tourists. Recreation creates jobs and generates income for the community and for local businesses. It also provides youth with opportunities for engagement, learning and skills development.

In addition, the real estate industry and planning journals have identified preferences from home buyers for communities that offer a variety of options and opportunities to lead fulfilling lives including recreation and walkability. Sport and recreation is a desirable community asset and contributes to a vibrant, attractive community.

Author of the global best-seller *The Rise of the Creative Class* and *Who's Your City?*, Richard Florida explains that the new economy of knowledge-based and creative industries is comprised of skilled, talented and mobile people that are attracted to diverse, vibrant and interesting places and in turn bring with them energy, diversity and economic growth.

Also importantly, recreation contributes to reduced health care costs. Physical activity represents a significant health burden in Canada. Low levels of health can affect people's ability to work and earn a living for themselves and their families, creating lost income and increased health-care costs. About 2.1 billion or 2.5 % of the total direct health care costs in Canada were attributable to inactivity in 1999⁴¹. Even modest reductions in inactivity levels could result in substantial cost savings.

All levels of government need to explore options for solutions to real problems associated with inactivity and obesity. Health Canada has estimated that for each \$1 invested in physical activity alone, there is a long-term savings of \$11 in health care⁴².

*On a national scale, poor population health diminishes productivity and impedes economic growth, while investment in better health outcomes is generally seen as an investment in economic growth*⁴³.

Demographics

While the proportion of those involved in sport activities typically decreases with age, Statistics Canada and Canada Mortgage and Housing Corporation observed that seniors, particularly those aged 65-74, are more healthy, active and happy, and generally more affluent than in the past⁴⁴. It also expressed that today's seniors are more concerned with safety and accessibility, good public and active transportation and opportunities for social interaction.

While Collingwood's demographics suggest a growing senior population that may be looking for curling clubs, walking groups, and therapeutic swim time, it is important to consider children and youth who will need active sports, recreation and life-skill opportunities. Balancing provision of amenities for youth and seniors contributes to creating a well-rounded and healthy citizens and community.

40 Parks and Recreation Ontario, *The Ontario Recreation Framework*, p14

41 Katzmarzyk, Peter T. Gledhill, Norman and Shephard, Roy J., *Canadian Medical Association or its licensors, 2000, The Economic Burden of Physical Inactivity in Canada*, p1435

42 BC Recreation and Parks Association, *Everybody Active Information Sheet 4: Why Don't People Participate*, p6

43 *Right to Play, Sport and Health Preventing Disease and Promoting Health*, p25

44 Statistics Canada and Canada Mortgage and Housing Corporation, 2006, *A Portrait of Seniors*

The impact of recreational trends and demographic influences on the identified facility priorities is summarized in **Figure H**.

Figure H
Potential Implications of Recreational Trends and Demographics for this Project

Facility Need	Recreational Trends	Demographic Changes	Potential Implications
Multi-Use Facility Concept	Positive	Positive	<ul style="list-style-type: none"> • Promotes social inclusion • Provides efficiencies in operating • Growing seniors population (boomers) will likely continue to seek multi-generational facility • Lack of free time prompts busy families to facilities where they can participate in recreation concurrently • Meets a variety of needs rather than just one need – one-stop shopping • Creates a community hub
Additional Ice	Neutral	Positive	<ul style="list-style-type: none"> • Current unmet demands for ice time across all age groups • Growing interest among female demographic for competitive and recreational hockey • Sledge hockey both recreational and competitive is on the increase • Adult men’s hockey is on the rise • Demand for figure skating may generally decline
Expanded Indoor Pool	Positive	Positive	<ul style="list-style-type: none"> • Existing facility does not serve need • Depending on design and amenities, aging population may seek more aquatic activities and therapeutic pool programs • Competitive swimming for all ages and both male and female is on the rise • Instructional swim will remain steady • Demand for therapeutic swim is increasing • Recreational swim will remain popular • Part-time residents continue to seek recreational experiences
Public Meeting Space	Positive	Positive	<ul style="list-style-type: none"> • Promotes social inclusion and helps create a ‘hub’ of experiences on one site
Improved Park	Positive	Positive	<ul style="list-style-type: none"> • Expectation that parks and trails will remain accessible and free

			<ul style="list-style-type: none"> Improved park attracts youth
Re-located Ball Diamonds	Neutral	Positive	<ul style="list-style-type: none"> Interest has decreased over the last 20 years but there is steady number of adult baseball and softball participants in Collingwood
Improved Lawn Bowling Green	Neutral	Neutral	<ul style="list-style-type: none"> Sharing of club house space Active current membership Appeals to growing aging demographic
Dog Park	Positive	Positive	<ul style="list-style-type: none"> Expectation that Town will provide a centrally-located dog park May be accessed by adjacent Train Trail Provides social experiences for wide age group while promoting year-round, outdoor recreational enjoyment

2.6 Collingwood Demographics

Collingwood's population is growing and this trend is expected to continue. Our geography, location, natural attributes, proximity to Toronto, access to recreational and natural amenities will continue to foster growth in Collingwood. It is important to note that in real numbers, the youth population will also continue to grow, increasing demand for recreation services and facilities as well. The Town's Official Plan expects that by 2021, there will be approximately 30,000 permanent and part-time residents.

Figure I enumerates the 2006 demographics of Collingwood compared to the provincial average. Note that complete 2011 Census information is not available at this time, however it does identify that there has been accelerated growth in Collingwood, reaching a current population of 19,241.

Figure I
Demographic Profile of Collingwood
2006 Census, Statistics Canada

Population	Male	Female	Total	Collingwood's Population (%)	Provincial Average %
Total			17,290		12,160,282
Age					
0-19	1990	1825	3815	22%	25%
20-34	1345	1395	2740	16%	19%
36-59	2885	3225	6110	35%	37%
60+	1930	2100	4030	23%	18%
Household Composition					
Households containing			1680	23%	31%

couples with children					
Education Attainment					
Certificate, Diploma or Degree	5590	6715	12305	71%	78%
No Certificate, Diploma or Degree	2975	2790	5765	33%	22%
Immigration Status					
Canadian Citizens	7870	8695	16565	96%	92%
not Canadian Citizens	150	210	360	2%	7%
Income Levels - <i>median household income</i>			\$58,711		\$69,156.00

Conclusions:

- Population growth will drive demand for increased access to facilities and amenities
- Baby Boom generation will continue to be active and place a high demand on facilities and services.
- There will be an increased demand for aquatic facilities for low impact, low injury sports, rehabilitation and therapy
- Part-time residents, many of whom specifically chose this area for its recreation opportunities will continue to participate in a variety of sport and recreational activities
- Accessibility and affordability will continue to be a priority for everyone
- There is a need to ensure the service mix has different price points for entry.
- There will continue to stable demand for aquatics and ice from children and youth
- Given the population breakdown, the limited access currently available for arena uses for female sports represents significant gender inequity for Collingwood's citizens
- Day-time use of recreational facilities will increase as jobs become more flexible and more people retire
- Lack of time is a key barrier to participation – there will be a greater demand for unstructured recreational opportunities

SECTION 3: FACILITY CONCEPT AND BUSINESS CASE

The Committee reviewed six conceptual designs by WGD Architects and, utilizing a set of criteria to evaluate relative impact and the value of key elements of each design, selected two scenarios for further development. Next WGD Architects provided specific architectural and site design, costing and feasibility assessment for the two concepts. Through this process, a single recommended development scenario was identified and is proposed in the next section.

The recommended scenario was presented to the public in an open house, through stakeholder meetings and on the website and Project blog. Feedback was encouraged and a survey provided to those not able to attend the open house, to provide their input on the facility concept with respect to matters of design, cost and funding.

Finally, a business case was developed including a comparison of operating costs between current arena and ice facilities and the proposed scenario; a five year operating forecast, and a partnership framework with the Collingwood YMCA.

3.1 Preliminary Design Criteria

The following design concept ranked the highest among the Committee in terms of the following applied criteria:

Function

Parking, entrances, back-of-house options, pedestrian circulation, uses (active & passive), storm water management

Building design

Front facades, massing/visual impact, relationship with existing buildings

Place-making

Spaces and places, overall park opportunities, synergies

Neighbourhood and community integration

Relationship to street network, streetscape, impact on neighbours, presence on Hume Street, relationship to downtown

Costs

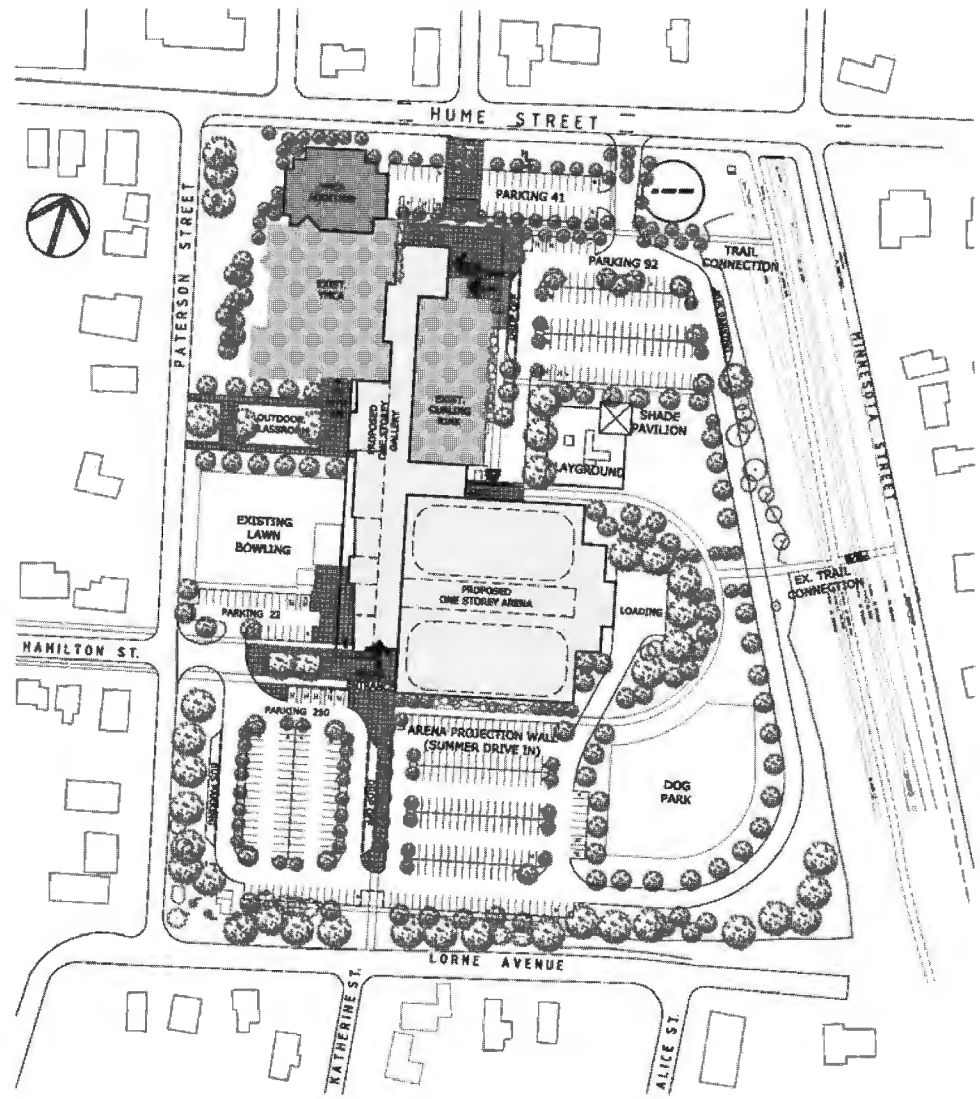
Relative costs, implications of retrofitting (buildings), associated costs of moving existing facilities

Intangibles

Phasing opportunities, synergies, red flags

3.2 Facility Concept

Figure J
Recommended Design Concept⁴⁵



COLLINGWOOD CENTRAL PARK ARENA - SCHEMATIC DESIGN

WGD ARCHITECTS INC. **ENVISION TATHAM** Environmental Planning + Site Design Consultants

SITE PLAN
 1:1500
 Nov. 9, 2011
 GFA=9587.1 sm. (103195 s.f.)
 390 CARS + 15 HC PARKING SPACES

⁴⁵ WGD Architects, Expansion Options Analysis – Collingwood’s Central Park, Pg 66

Central Park Redevelopment Project | 3/5/2012

Figure K
Facility Concept Components

Component	Details
Twin Ice Pads	<ul style="list-style-type: none"> • Two NHL(85' x 200') sized ice surfaces • Internalized connection • Perimeter circulation and team benches • Spectator seating (500 seats) in one rink and (150 bench seating) in the other rink • 6 team dressing rooms per ice pad • Referee change room, first aid room, 2 media/music boxes • Service end includes refrigeration room, workshop, ice resurfer, dump pit and staff office
Integrated and expanded YMCA	<ul style="list-style-type: none"> • Upgrades to the existing YMCA pool tank • Construction of an additional 25 m 6 lane pool tank • Expanded pool decking to accommodate viewing areas and competitive meets
Integrated Curling Rink	<ul style="list-style-type: none"> • Pedestrian entrance/symmetry of front façade • Integrated lobby space
Integrated Lawn Bowl	<ul style="list-style-type: none"> • Courtyard integrates bowling green with YMCA • Outside access to new clubhouse
Running/Walking Track	<ul style="list-style-type: none"> • Running track on upper perimeter of arena
Community Room	<ul style="list-style-type: none"> • Multi-purpose space, divisible into two smaller rooms with storage
Youth Room and Multi-Purpose Room	<ul style="list-style-type: none"> • Two activity rooms for use for programs, meetings, events, rentals
PRC Offices	<ul style="list-style-type: none"> • Offices for PRC staff (approximately two offices and a shared administrative space)
Internal Corridor	<ul style="list-style-type: none"> • Internalized connection to integrated complex with lobby, lounge, warm viewing areas, public washrooms, entrance to arena, curling club, lawn bowling club and YMCA, gallery wall • Open and transparent on the west side to allow for activities to pile out towards Paterson St.
Expanded Parking	<ul style="list-style-type: none"> • Multiple parking areas associated with various access points
Playground and Remediated Park	<ul style="list-style-type: none"> • Shade pavilion and lawn, washroom access
Dog Park	<ul style="list-style-type: none"> • Dedicated space for dogs to play off-leash
Pedestrian Walkway	<ul style="list-style-type: none"> • New connection to the Memory Lane Trail
Drop-Off Zones	<ul style="list-style-type: none"> • Two drop-off areas, one for curling club and one for arena (arena parking includes a bus parking zone)

Conceptual Design and Analysis with square footage is available on p35 of the WGD Architects Inc. report
The benefits associated with the recommended design scenario include:

- All facilities are well integrated both physically and programmatically
- Interior and exterior spaces work well together to support interactions between people for both organized and spontaneous uses
- Opportunity to provide activities for all ages
- Lowest impact on neighbouring residential uses

3.3 Capital Budget Estimate

The following capital budget is an estimated cost of the recommended development concept. It is felt that the proposed design balances community need and expectations with programming potential. It proposes a community-oriented design that integrates existing amenities with new facilities to create a hub for all ages in the life-long pursuit of health and wellness.

The capital budget is intended to reflect the fair market value for the construction of the project as of October, 2011. Pricing assumes competitive bidding for every aspect of the work.

Unit rates in the preparation of the elemental estimate include labour, material, equipment, and subcontractors overheads and profits.

An allowance is included to relocate the ball diamonds to another site(s) within the community. It is intended that there be no disruption to the leagues as the relocations would take place before construction begins on the site.

An allowance of 10% has been included to account for design and pricing unknowns. A post allowance has been included to account for post contract change orders.

The Steering Committee requested assigning a higher than average contingency calculation (20% versus the typical industry standard of 15%) due to the limited scope of the analysis conducted to date; the complexity of integrating existing infrastructure of different ages and to better ensure that budgeting would not be subject to unexpected cost overages.

Of particular importance, is that through the concept design process, it was recognized that the curling club walls require remediation regardless of the status of this project. This work has been currently estimated at \$400,000 and further assessment has been scheduled to detail the work and confirm accurate costs. Of note, remediation to this facility will be required regardless of the community centre project moving forward.

A new artificial outdoor ice pad with projected cost of \$605,000 is proposed to be put on hold for future consideration in later year park development plans.

The budget provides remediation to the deteriorated curling club walls, furniture, fixtures and equipment, site development and associated parklands, contingencies, ball diamond relocation.

HST is excluded. An escalation allowance is also excluded. A suggested amount is 0.5% per month until time of tender. Escalation costs during the construction period are included in the unit rates used in the estimate.

Figure L⁴⁶

COLLINGWOOD CENTRAL PARK - PROJECT COST BREAKDOWN

1	CURLING RINK 10 YEAR REPAIR BUDGET ⁹	<u>\$400,000.00</u>
	SUB TOTAL	\$400,000.00
2	TWIN ICE PAD AND COMMUNITY CENTRE BUDGET ¹ : TWO ICE-PADS, SITE WORK, FF&E, COMMUNITY SPACE, 400 FIXED SEATS	<u>\$16,080,000.00</u>
	SITE AND PARK DEVELOPMENT ⁶	\$3,087,800.00
	YMCA ADDITION ²	\$5,467,779.63
	EXPANDED POOL TO ACCOMMODATE OBSERVATION ²	<u>\$400,000.00</u>
		\$25,035,579.63
	DESIGN FEES/PERMITS/MISCELLANEOUS (10%) ⁴	\$2,503,557.96
		\$27,539,137.59
	PROJECT CONTINGENCY (20%) *	<u>\$5,507,827.52</u>
	SUB TOTAL	\$33,046,965.11
3	NEW OUTDOOR ICE PAD ⁸	\$605,000.00
	BALL DIAMOND RELOCATION (4 DIAMONDS) ⁷	<u>\$1,200,000.00</u>
	SUB TOTAL	\$1,805,000.00
	TOTAL PROJECT COST	<u>\$35,251,965.11</u>

VALUES IN CURRENT DOLLARS; A YEARLY ESCALATION OF 1.5% SHOULD BE CARRIED.

- 1 Clare Randal Smith Pendlebury Cost Consultants
- 2 CM²R
- 3 WGD Architects
- 4 Ibid
- 5 Ibid
- 6 C.C. Tatham & Associates Ltd. Consulting Engineers
- 7 Ibid
- 8 Ingersoll & Associates
- 9 M&E Consultants

* The Steering Committee asked for a higher than average contingency due to the limited scope of the analysis conducted to date; to better ensure that budgets would not be subject o unexpected cost overages

46 WGD Architects, 2011, Expansion Option Analysis, Collingwood's Central Park

3.4 Community Input (Phase Two)

A second public meeting was held on December 3, 2011 at the public library with over 100 people in attendance. The meeting was intended to provide the public with an outline of the specific characteristics of the Committee's recommended development scenario for a Community Recreation Centre, as shown in **Figure J**. The format for this meeting was similar to the first. Short presentations about the Project were made; followed by an open question period; opportunities for discussions; and, "dot democracy" voting and commenting.

Participants were asked to comment on their support for financing the Project through municipal tax revenues. A vast majority of respondents indicated that they would be willing to pay for the development of the community recreation centre through taxes. The upper limit to the amount was generally around 50%, with the highest preferences being 20%.

A second on-line survey echoed many of the questions asked during the public meeting. There were 226 respondents to the survey and a similar amount of written comments as was provided in the first survey.

Stakeholder interviews were conducted by YMCA and Town staff to both inform and learn from key recreation groups within the community about issues associated with the Project (the list of stakeholder groups interviewed along with highlights of their feedback is available in **Appendix 2**). While each group of representatives was able to clearly articulate their group's needs as they relate to this project, they were equally able to bring forth a seemingly unbiased perspective as well.

As was found with the comments from the general public, the stakeholder groups agreed that Collingwood's greatest perceived need for recreational facilities is a new pool and arena. There was expressed concern about how such a project could potentially impact their interests, either directly, or in terms of future support from the Town. Given that the ball diamonds would have to be relocated as part of implementing the Project, the ball leagues made it very clear that they were concerned about the logistics and end result of this reconstruction elsewhere. Even groups not associated with these fields made it clear that they understood the potential impact of loosing these fields. The conclusion that was reached from all participants (including the Committee) is that the facility redevelopment and any re-location of facilities must be linked to the Project in terms of phasing and financing.

It is important to note that the results of the meetings, the online surveys, and the attention given to the blog site should not be viewed as the same as information developed through more statistically valid methods. This is because of the fact that this is the result of people self selecting their involvement in the process. The value of the information gathered through these methods rests primarily in three areas:

- identifying a general sense of community interest;
- common themes/ideas emerging across the different methods; and,
- the content of specific ideas/comments/concerns/questions.

Conclusions

- **Support for the proposed multi-use facility concept that would form a Community Recreation Centre is very strong**
- **Support for a central location is very strong**
- **Support for partnerships is strong, with almost equal concern about ensuring that partnerships are well defined and executed to provide services and benefits to the public**
- **The use of taxes to pay for the development of this project is considered by most to be reasonable provided that there is perceived value for money.**

- While some funding of the project through taxation is supported, it appears that this support is generally in favour of a combination of new municipal taxes and reallocation of taxes; with a generally desired maximum funding through the combined tax sources being about 50%
- There is definitive interest in the Project providing opportunities for uses across all age groups and income ranges
- Overall there is strong recognition by the public that this Project cannot likely be funded entirely by the Municipality
- In addition to the specific recreation needs focused on through the process, support for the Project is strongly tied to the social/community building value of the community recreation centre's common spaces and, the design of the building and Park as one cohesive project
- The community supports the Town providing recreational facilities and programs

3.5 Business Case

The Town of Collingwood has long been noted for its four season recreation and sport environment. Its proximity to outdoor activities such as skiing, snowmobiling, sailing and golf is unrivaled in Ontario. Yet the physical facilities within the town for public recreation are limited and aging. The priority need for facilities with additional and upgraded ice, aquatics and community programming space has been well documented in this report. The following outlines the business case highlighting the opportunities, benefits and projected operational efficiencies anticipated through a partnership with the Town of Collingwood and YMCA in the development of a Community Recreation Centre at Central Park.

Comparison of Operating Costs

Arena

The current Eddie Bush Arena is over 60 years old with many of its major mechanical and electrical components operating well beyond their life expectancy. The recent arena building condition assessment completed by WGD Architects in December 2011 outlined necessary repairs to increase the performance and useful life expectancy that would require a minimum investment of approximately \$1.7 million over the next 5 years. This investment has no allowance for upgrading the interior facility components to current contemporary standards, nor does it address the long term structural life expectancy requirement beyond the next 5 years.

Figure M outlines a comparison of current operating costs of the Eddie Bush Arena with the projected operating costs of the proposed new Community Recreation Centre. The estimates have been established by reviewing similar facilities recently built in Orillia and Innisfil. The chart also incorporates savings of \$196,785 achieved by the closure of Central Park outdoor rink and reducing stand alone costs associated with the off season operation of the Curling Club facility which will be incorporated into the new community centre.

Figure M
Arena
Comparison of Current Operating Costs to Projected First Year Costs of Twin Pad

Addition of Twin Pad			
	Eddie Bush 2012	Community Recreation Centre	Variance
Revenue			
Advertising	\$18,000	\$40,000	\$22,000
Ice Rental	\$360,000	\$523,095	\$163,095
Pro Shop Sales	\$3,000	\$4,000	\$1,000
Other	\$12,212	\$7,000	(\$5,212)
	\$393,212	\$574,095	\$180,883
Expenses			
Utilities	\$135,000	\$212,500	(\$77,500)
Salaries and Benefits	\$307,500	\$498,717	(\$191,217)
Maintenance and Repairs	\$41,500	\$19,000	\$22,500
Other	\$35,320	\$93,000	(\$57,680)
Outdoor Rink/Curling	\$196,785	n/a	\$196,785
	\$716,105	\$823,217	(\$107,112)
Net	(\$322,893)	(\$249,122)	\$73,771

This chart demonstrates that the new Community Recreation Centre has the potential of creating operating efficiencies that result in a reduced operating net to the Town. The above projections include ice revenue calculations based on our current demand (96% utilization) for 1 ice surface and a projected 75% utilization for a 7 month span (September to end of March) for the 2nd ice surface. The 75% rate is based on expressed interest from our current user groups (Minor Hockey, Skating Club) and new user groups (Girls Hockey, Sledge Hockey, Adult recreational leagues). There is also significant potential for increased and new programming opportunities both on the ice surfaces and in the designated community space. The potential for new revenue streams associated with programming have not been forecasted nor have new and expanded rental opportunities of summer floor space for special events, trade shows and camps. Thus, there is even greater potential for further decreasing the operating net deficit, currently projected at \$249,122.

Aquatic Centre

The current YMCA pool faces structural challenges related to age and size. These challenges are further impacted by increased demand for aquatic programs, as well as the impact of the recent closure of the Town's therapeutic pool which provided specialized programming to accommodate an aging population as well as individuals with disabilities. The chart below outlines the operating costs of the existing YMCA 4 lane leisure pool in comparison to the proposed 6 lane 25 metre pool and a newly converted warm water teaching /therapy pool tank. The numbers used for comparison reflect the YMCA's current budget for Collingwood compared to revenues and expenses based on the YMCA's 6 lane Aquatic Centre in Innisfil.

Figure N
Comparison of Current Operating Pool Costs to Projected First Year Costs of Expanded Aquatics Facilities

New Aquatic Centre		2010-11 Budget	6 lane Pool	Variance
Total Members		3719	4250	
Revenue	Annual Giving	\$32,000	\$32,000	\$0
	Program Fees	\$46,815	\$46,815	\$0
	Rental	\$76,350	\$85,800	\$9,450
	Membership	\$1,223,008	\$1,279,200	\$56,192
	*A la carte	\$0	\$47,500	\$47,500
	Day pass	\$54,980	\$61,068	\$6,088
Total Revenue		\$1,390,145	\$1,552,383	\$162,238
Expenses				
	Utilities	\$147,250	\$233,043	(\$85,793)
	Salaries and Benefits	\$709,626	\$802,791	(\$93,165)
	Repairs and Maintenance	\$111,416	\$123,968	(\$12,552)
	Other	\$104,652	\$111,001	(\$6,349)
	Corporate Services	\$208,522	\$232,857	(\$24,336)
	Capital Reserves	\$97,310	\$108,667	(\$11,357)
Total Expenses		\$1,378,776	\$1,612,327	(\$233,551)
Net		\$11,369	(\$59,944)	(\$71,313)

The revenue projections for the expanded facility reflect a realistic increase to the opening membership number, 4250 individuals, compared to the current (2011) Collingwood YMCA membership of 3719. The projected membership growth is anticipated based on planned locker room renovations that will be completed prior to any aquatic facility upgrades. In 2012, the YMCA has already seen a membership increase to 3900. As such, the chart reflects that initial utilization will not off-set the increased costs of staffing and utilities in year one. Increased memberships sales and pay as you go opportunities will be required to ensure the YMCA can offset all operating costs as per the 5 year projections in **Figure N**.

The addition of a six lane pool to the existing aquatic centre of the YMCA will more than double the capacity of the pool and its ability to meet the needs of the community well into the future. Currently the pool programs primarily accommodate only the needs of existing membership. With the increased capacity, the pool will be able to attract new membership, accommodate non-member based registrants and expand rental opportunities for community groups and organization. Over time, this will create substantial new revenue sources to eventually off set the operating deficit associated with the expansion.

Five Year Forecast

Based on our first year starting point, a number of assumptions were created to forecast a five year projection for both the arena and aquatic operations. This five year forecast allows a better look at the long range viability of the projects and their net results once the revenues and expenses have had a chance to mature.

Basic Common Assumption

- Inflation for general expenses will rise 2.5% per year
- Salaries will increase by 2.5% per year
- Utilities will increase 5% per year
- Only routine maintenance is required on any of the facilities
- YMCA forecasts include an annual contribution toward capital improvements, the Town is currently studying this approach

Twin Pad Assumptions

- Ice rentals based rates will increase 2.5% per year
- Project an annual 5% utilization rate increase for the second ice surface during a 7 month period after year 2
- Advertising revenues will go up 5% per year due to increased volumes
- Pro shop sales will increase 5% per year as they get more established

Aquatic Centre Assumptions

- 70% of new growth related to an expanded pool will be in children, youth and seniors
- Membership/program fees for service will rise 2.5% per year
- Membership will grow year over year to peak at 4250 members
- Annual giving will increase 1.5% per year

These assumptions are based on the best knowledge possible to this date. They are to be used only as guidelines for decision making.

Figure O
Collingwood Community Centre Project

Collingwood Centre of Community Project					
Five Year Operating Budgets					
Addition of two Rinks					
Twin Pad					
Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Advertising	\$40,000	\$42,000	\$44,100	\$46,305	\$48,620
Ice Rental	\$523,095	\$536,172	\$556,542	\$581,878	\$608,134
Pro Shop Sales	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862
Other	\$7,000	\$7,175	\$7,354	\$7,538	\$7,727
	\$574,095	\$589,547	\$612,406	\$640,352	\$669,343
Expenses					
Utilities	\$212,500	\$221,000	\$229,840	\$239,034	\$248,595
Salaries and Benefits	\$498,717	\$513,679	\$529,089	\$544,962	\$561,310
Maintenance and Repairs	\$19,000	\$19,475	\$19,962	\$20,461	\$20,972
Other (Supplies, propane, garbage, telephone, janitorial supplies, clothing, advertising, fees & dues)	\$93,000	\$95,325	\$97,708	\$100,151	\$102,655
	\$823,217	\$849,479	\$876,599	\$904,608	\$933,532
Net	(\$249,122)	(\$259,932)	(\$264,193)	(\$264,256)	(\$264,189)

New Aquatic Centre	Addition of 6 Lane Pool to Existing Tank				
	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	3900	4050	4150	4200	4250
Membership	\$1,279,200	\$1,361,610	\$1,430,111	\$1,483,525	\$1,538,715
Annual Giving	\$32,000	\$32,480	\$32,967	\$33,462	\$33,964
Program Fees	\$46,815	\$47,985	\$49,185	\$50,415	\$51,576
Rental	\$85,800	\$87,945	\$90,144	\$92,397	\$94,707
*A la carte	\$47,500	\$48,688	\$49,905	\$51,152	\$52,431
Day pass	\$61,068	\$62,595	\$64,160	\$65,764	\$67,408
Total Revenue	\$1,552,383	\$1,641,303	\$1,716,471	\$1,776,714	\$1,838,900
Expenses					
Utilities	\$233,043	\$244,695	\$256,930	\$269,776	\$283,265

Salaries and Benefits	\$802,791	\$822,861	\$843,432	\$864,518	\$886,131
Repairs and Maintenance	\$123,968	\$127,067	\$130,244	\$133,500	\$136,837
Other	\$111,001	\$113,776	\$116,620	\$119,536	\$122,524
Admin Overhead 15%	\$232,857	\$246,195	\$257,471	\$266,507	\$275,835
Capital Reserve 7%	\$108,667	\$114,891	\$120,153	\$124,370	\$128,723
Total Expenses	\$1,612,327	\$1,669,486	\$1,724,850	\$1,778,207	\$1,833,316
Net YMCA	(\$59,944)	(\$28,183)	(\$8,379)	(\$1,493)	\$5,584

Five Year Nets

The table below compares the projected five year net operating costs with those presently being incurred by the Eddie Bush Arena and the YMCA. Based on greater efficiencies and the closure of the existing outdoor ice rink, the five year forecasts show an initial net reduction to the Town of Collingwood which could be applied to cover the initial net loss of the YMCA in operating an expanded aquatic facility. Additionally, the numbers provided below do not reflect the Town of Collingwood's previous budget commitment toward the operation of the Contact Centre which included a therapeutic pool and weight room and operated at a deficit of approximately \$200K annually based on a five year average.

Figure P
Consolidated Operational Budget

Total Nets over 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5
Twin Pad	(\$249,122)	(\$259,932)	(\$264,193)	(\$264,256)	(\$264,189)
YMCA	(\$59,944)	(\$28,183)	(\$8,379)	(\$1,493)	\$5,584
Total Net Contribution/Loss	(\$309,066)	(\$288,115)	(\$272,572)	(\$265,749)	(\$258,605)
Net Before Facility Development*	(\$322,893)	(\$322,893)	(\$322,893)	(\$322,893)	(\$322,893)
Net After Facility Development	(\$309,066)	(\$288,115)	(\$272,572)	(\$265,749)	(\$258,605)
Net Savings	\$13,827	\$34,778	\$50,321	\$57,144	\$64,288

*Current net cost to operate Eddie Bush and Outdoor rink, does not include inflation percentage.

A Town of Collingwood and YMCA Partnership

The YMCA has been operating successfully in Canada for over 150 years. Its success has been based on its ability to adapt to changing environments as well as having a solid business model. For the past 27 years there has been an existing cooperative relationship with the current YMCA and the Town. During this time, the YMCA has maintained a strong commitment to accessibility for all and as such, has locally provided approximately \$220,000 in annual subsidies to individuals who do not have the financial means to access programs and services.

In most municipal settings, the net cost of an aquatic centre of the proposed size would operate at a deficit in the range of between \$250 and \$300K. The above five year forecast projects a significantly lower loss which is substantially further reduced over time through a partnership with the YMCA. The combined benefits from the

proposed partnership and the proposed new Community Recreation Centre will greatly expand and enhance community opportunities in response to expressed and identified citizen needs. The following principles have been established by the Committee to guide and inform the partnership framework, and to inform an Operating Agreement based on public feedback through this project.

Guiding Principles

Access and Equity:

Programs and services will be provided to all residents regardless of one's background. Gender equity is paramount

Service Friendly

Programs and services will be based on community need

Choices and Options

The centre will ensure that membership, program participation and casual use options are available to the residents in both active and creative opportunities

Recreation and Sport for Life

All effort will be made to encourage and motivate residents to continue to be active for life

Healthy Individuals and Communities

Programs and services will aim to improve the social, physical, spiritual, mental and emotional well being of residents and the town as a whole.

Building Capacity within the Community

The facility will be a centre to community supporting volunteerism and community organizations

Environmental Stewardship

Operations and programs will strive to respect, protect and enhance the environment

Seamless Operations

The Town and YMCA will work together to provide as seamless an experience for the user as possible

Sustainability

All efforts will be made to reduce expenditures and increase revenues to ensure that the centre operations are sustainable over time

Through this project staff and committee volunteers have explored Municipal/YMCA partnerships across Ontario. We have seen many successful examples of existing partnership frameworks where municipal contributions have been minimized and/or eliminated due to the success of the partnership model. The Central Park Steering Committee strongly endorses this model as a responsible and viable option for providing new and expanded recreational opportunities to the citizens of Collingwood.

3.6 Recommendations:

- **That the Town and YMCA develop a Joint Venture Agreement that outlines an operating model and roles and responsibilities at a minimum**
- **That the Town establishes a reserve funding mechanism to adequately maintain facilities through a capital asset management program**
- **That the Town commit the necessary resources to determine community recreation program needs and respond to service gaps**

SECTION 4: IMPLEMENTATION

The Central Park Steering Committee recommends that the Town of Collingwood endorse the recommended design scenario for the redevelopment of Central Park. Upon Council approval, Town and YMCA staff will move forward with the next steps of this project to include;

- Establish a partnership agreement
- Explore and confirm funding options
- Prepare a project plan with proposed timelines

4.1 Funding Strategy

The Committee explored potential funding options by comparing similar projects across southern Ontario. This process confirmed that the costs associated with constructing the proposed facility are in line with current similar construction comparatives. The mechanisms that funded the various similar projects include:

- Development Charges
- Reserves
- Debentures
- Public private partnerships
- Grants
- Fundraising Campaigns

Thoroughly examining and identifying realistic options from all available sources will be a primary goal to inform next steps and define the project work plan and timetables.

4.2 Impacts and Considerations

The recommended scenario does impact existing infrastructure which must be addressed in the process of moving forward. The existing natural ice rink would be displaced, and at this time, the committee does not recommend the construction of a new artificial ice pad. There would be capacity to accommodate the current users within the new additional arena space. As well, the Town has recently regenerated a program of constructing community based natural ice rinks. This program could also address the impact of not reconstructing the artificial ice rink at this time.

The existing ball diamonds would be displaced and it is critical that a re-location plan to accommodate both minor ball and slo pitch be developed and in place prior to initiating construction at Central Park.

The Steering Committee also determined that it is not feasible to maintain the current Eddie Bush Memorial Arena and thus suggests that a process to repurpose this valuable asset be implemented as soon as possible.

4.3 Recommendations

- That Town Council endorse the recommended scenario for the redevelopment of Central Park and invest the necessary resources to complete the design development
- That Town Council develop a funding formula to support the implementation plan and establish associated timelines for this project
- That the Town explore potential public private opportunities to attract investment capital for the Central Park Project by leveraging existing municipally owned assets
- That the Town and YMCA develop and launch a capital fundraising campaign for the Central Park Project
- That staff develop a plan for relocating the existing ball diamonds based on feedback from slo-pitch and minor ball representatives
- That the Town establish a process to consider repurposing options for the Eddie Bush Facility

Appendix 1

Project Timetable

TOWN OF COLLINGWOOD – CENTRAL PARK REDEVELOPMENT STUDY – REVISED TIMELINE

STAGE	DESCRIPTION	LEAD	ESTIMATED TIMELINES (note: not necessary sequential)
Discussion with Mayor, CAO, lead Councillors, co-chairs and staff	Assessment of Steering Committee's recommendation to go before Council regarding P3 application submission	Chairs	COMPLETE
Articulate demographics, trends, demand/service assessment, and policy direction	Outline of existing analysis; policy direction; and population projections - COMPLETE Define service area and update projections. Articulate policy gaps (access & equity)	Town/YMCA	AUGUST 2011
Preliminary scenario development and site design	Review needs/assumptions associated with determining physical site arrangement and drafting three scenario options (presentation to Committee). COMPLETE Review & refine to develop terms of reference for design firm. COMPLETE - INFORMED RFP.	Town	COMPLETE
Procurement of design firm	Confirm capital space program Develop conceptual drawings Develop capital budget summary Suggest scenario(s) Suggest options for phasing	Town	RFP ISSUED - DUE AUG. 15th RFP TIMELINE TO END SEPT.
Articulation of partnership opportunities	Exploration and identification of partnerships based on specific scenario(s)	Committee	Ongoing July - Oct
Funding contributions	Explore the options for funding contributions	Committee	Ongoing
Develop Communications Plan	Key messages surrounding the project Communications opportunities to keep public and stakeholders informed and offer opportunities for input.	Committee	OUTLINE COMPLETE ONLINE RESOURCES "LIVE" Ongoing with key benchmark events.
Stakeholder Consultation	Identify and engage community stakeholders regarding service model; scenario(s), partnership opportunities; phasing; et cetera	Town	Ongoing with key benchmarks. Phase 1 TO MID AUG. Phase 2 TO NOVEMBER
Articulation of Operation Model	Collective Partnership Principles and Benefits Broad articulation of responsibilities and accountabilities	YMCA – first draft	Sept TO OCT
Development of the operational budget	Articulation of the budget assumptions and 5 year budget pro-forma (NOTE: LINKED TO RFP RESULTS)	YMCA/Staff	Sept to OCT
Council updates	Progress updates to Council	Town/Chairs	Two to three times as appropriate. July (COMPLETE) OCT JAN
Preparation of summary report	Report outlining all aspects of review with specific recommendations/scenarios	Town	Sept to DEC
Review of summary report	Thorough review of the summary report	Committee	NOV TO DEC
Council review of summary report submission	Presentation of summary report, findings and next steps to Council for their review.	Chairs/Staff	JAN 2012

Appendix 2

Stakeholders

1st Round Public Consultation: Understanding Need

Interviewed representatives from the following ten groups:

1. Surrounding Community's Municipal Representatives (TOBM & Clearview)
2. Simcoe Muskoka District Health Unit
3. Lawn Bowling Club..... (approximate membership number: 65)
4. Slo Pitch (approximate participant number: 474)
5. Minor Baseball (approximate participant number: 117)
6. Collingwood Minor Hockey (approximate participant number: 411)
7. Curling Club (approximate members: 475 plus additional participants)
8. Skating Club(approximate participant number: 173)
9. Collingwood Clipper Swim Team
10. Parks, Recreation and Culture Advisory Committee

Invited but could not coordinate a meeting:

1. Girls Hockey & Women's Hockey representation
2. Sledge Hockey, representative from provincial team
3. BIA
4. Breaking Down Barriers

2nd Round Public Consultation: Proposed Project & Community Input

Interviewed representatives from the following twelve groups:

1. Simcoe Muskoka District Health Unit
2. Lawn Bowling Club
3. Slo Pitch
4. Minor Baseball
5. Collingwood Minor Hockey
6. Curling Club
7. Skating Club
8. Collingwood Clipper Swim Team
9. Children's Treatment Network
10. Breaking Down Barriers
11. Collingwood Hall of Fame
12. BIA

Invited but could not coordinate a meeting:

1. Ball Hockey(approximate participant number: 60)
2. Women's Hockey representation
3. Collingwood Masters Swimming
4. High School swim team coaches

Selection of Noteworthy Items from initial round of Stakeholder Interviews:

1. *Determine need in the area of recreation*

Lawn Bowling:

- their membership goes in cycles - currently static
- very focused on their particular concerns

TOBM & Clearview:

- needs are generally static in their municipalities
- recognize Collingwood's need for added arena

SMDHU (Health Unit):

- after school programs
- green space
- affordability

Slo Pitch:

- lack of diamonds (in one location)
- noted that Slo Pitch is increasing in popularity (and affordable)

CMHA:

- see problems with Heritage Park, ball diamonds, and lack of ice time

Minor Ball:

- increasing popularity
- need for one committee for all sports
- one ice pad for hockey is unbelievable
- infrastructure is generally very poor

Curling Club:

- arenas are needed
- affordability is an issue for recreation in the community
- lack of facilities supporting sports in Heritage Park and Fisher Fields

CCSC:

- they are at maximum capacity, cannot grow

Skating Club:

- lack of ice
- affordability

2. *Priorities: what should come first?*

Lawn Bowling:

- seniors need sports they can play
- Collingwood needs expanded indoor arena space

TOBM & Clearview:

- TOBM focusing on trails & perhaps curling rink
- Clearview focused on trails

SMDHU:

- active transportation links to YMCA
- pool

Slo Pitch:

- ice pad first priority; diamonds second (could do two at Legion)

CMHA:

- ice pad first priority (diamonds, soccer, and pool all mentioned)

Minor Ball:

- ball diamonds first, then ice pad
- should be affordable and accessible for all families
- Eddie Bush Arena needs to be redeveloped as something else

Curling Club:

- ice pad at Central Park and 25m pool

CCSC:

- one ice pad, and a pool

Skating Club:

- twin pad arena and pool

3. *Pros and Cons of Central Park for Ice and Aquatics facility?*

Lawn Bowling:

- as long as the green isn't affected, Central Park is accepted as good site

TOBM & Clearview:

- great location; parking will be a challenge
- do not see a need for two spectator rinks
- provide limited seating in spectator rink
- smaller rink size for one (so that non-ice uses are possible)
- careful considerations for gender specific dressing rooms

SMDHU:

- careful site design for accessibility, CPTED
- possible negative if all green space is removed

Slo Pitch:

- new ice pad is great; unfortunately Slo Pitch would have to move

CMHA:

- cannot think of a better location

Minor Ball:

- entire project needs to be properly considered/developed
- worried about phasing of relocated uses (cannot sacrifice one for the other)

Curling Club:

- parking a possible problem

CCSC:

- great location for ice and water with parking

Skating Club:

- good location; concerned about parking

4. *Size and scope*

Lawn Bowling:

- concerned about impact on green (takes 3 to 5 years to establish)

TOBM & Clearview:

- multi-use facility a good option (provided efficiencies can be proven)

Slo Pitch:

- one new ice pad at Central Park and keep Eddie Bush
- see potential in a multi-use arrangement

CMHA:

- one ice pad is needed at least just for practice

- two ice pads would be nice and keep Eddie Bush
- Minor Ball:
- two ice pads preferred
 - multi-use facility preferred
- Curling Club:
- twin pad
 - connecting all amenities under one roof could be very difficult
- CCSC:
- use Eddie Bush site for redevelopment to help finance project
 - twin pad arena with buildings separate to reduce costs
- Skating Club:
- twin pad arena and Eddie Bush Arena

5. *What should happen to onsite infrastructure that can't be accommodated on this site?*

- TOBM & Clearview:
- relocate
 - possibly in shared arrangement with neighbouring municipalities
- Slo Pitch:
- relocate outdoor rink
 - consider Heritage Park
- CMHA:
- relocate diamonds, in one central location
- Minor Ball:
- would be best if outdoor rink could stay on site
 - if diamonds moved they should be kept together
- Curling Club:
- lawn bowling should stay in Central Park
- CCSC:
- relocate diamonds in one location
 - keep lawn bowling on site
 - keep outdoor rink on site
- Skating Club:
- keep lawn bowling on site
 - keep outdoor rink on site

6. *How would you support this project?*

- Lawn Bowling:
- tax dollars should be used to a certain degree
- SMDHU (Health Unit):
- look at all services being offered through taxation (so that the most people can be served by the taxes coming into the Town)
- Slo Pitch:
- fundraiser; taxes
- CMHA:
- fundraiser; taxes; municipal partnerships a good idea
- Minor Ball:
- fundraiser; taxes

Curling Club:

- important to use tax dollars; development charges

CCSC:

- willing to contribute; taxes

Skating Club:

- fundraiser; taxes

7. Partnerships or relationships that should be pursued

TOBM & Clearview:

- willing to explore shared services/facilities

Slo Pitch:

- possible partnership with neighbouring municipalities if not too far for Collingwood residents to travel (Fisher Field could be reworked)

An online survey along with updated blog postings started the second round of public consultation for this project. The online survey has seen over 200 responses and blog continues to receive views.

Stakeholder Interviews and Information Meetings – Phase 2

The second Round of Stakeholder Interviews / Information Meetings were held on December 1st, December 7th and December 22nd.

A total of twelve meetings took place, with four groups unable to attend, but received information via email correspondence and online blog site (Ball Hockey, Women's Hockey, High School Swim teams and Masters Swimming).

Summary of Stakeholder Feedback:

1. Determine familiarity with process and project

Collingwood Clipper Swim Club (CCSC): Pleased with process and feel making progress. Of note, many club members seem disinterested because they have tried for many years to expand their pool facility and skeptical it will occur.

Minor Baseball: Aware of process.

Public Health Unit: Very aware of the process, kept up with blog information. Believes process has been excellent including the call out for input.

BIA: Aware of process and felt BIA would be included at the appropriate point – involved in reuse of Eddie Bush.

Minor Hockey: Aware of project in the news and believes process has been great. Seeing a concept helps to get people interested and talking about it.

Children's Treatment Network (CTN): Would have liked to been included earlier.

Skating Club: Informed from the start of project, had input and appreciate many ways we utilized to gather public input. This has been an inviting process.

Slo Pitch: Good attempt to involve people and gather input. President, Chris Sweat indicated he attended the public meetings.

Curling Club: Very aware of process

2. Positive and Negative aspects / features of recommended scenario

CCSC: Recreation Centre is very essential, will help attract people to Collingwood. Indicated a preference to keeping amenities at one location and attached.

Minor Baseball: Positive: Bike parking and trail connections

Public Health Unit: Positive; parkland/playground, outdoor classroom, trails/walk ability, value of downtown. Negative; bigger playground, add community garden, sidewalk to Connaught school, skateboard amenities, suggest designated parking for YMCA.

BIA: Positive; general concept, partnership with YMCA. Question seating capacity for hockey, whether there would be year round curling and if still possibility to discuss a twin pad at Eddie Bush Arena which would come into parking area.

Minor Hockey: Positive; meeting or office space that user groups can utilize, indoor running track, potential to further programming and bring back some users, twin ice pad is very exciting. Interested in operational efficiencies and the longer we wait to build, the higher it will cost.

CTN: Positive; idea of a community centre and promoting inclusiveness, positive experience partnering with YMCA, therapeutic pool is extremely valuable and will draw beyond Collingwood area. Negative; would like consideration for more accessible parking, request to consider importance of natural light for their area, would like to be involved in design process for accessibility considerations for pool features, access to their space and privacy considerations for their clients.

Skating Club: Positive; double ice pad, smaller pad for practice, glass / warm viewing area, opportunity to upgrade sound system, opportunity for dry land fitness with running track, outdoor classroom and YMCA amenities. Negative; potential loss of parkland / green space.

Slo Pitch: Positive, fantastic concept, agrees with 2 ice pads. Suggest consider fees for dog park users.

Lawn Bowling: Positive; general layout is best option seen to date. Negative, curling club locker rooms need upgrading and lawn bowling social space is limited; trouble managing more than 60 people.

Breaking Down Barriers: Positive; terrific concept, desperate need. Negative; space is big issue (suggestion came without fully understanding recommended concept), concerns with lawn bowling not being fully wheelchair accessible and not compatible with other users i.e. bocce ball, croquet

HOF: Positive; project is long time overdue. Will be painful, but have to pay for anything good.

Curling Club: Positive; club has a general support, however, there are a lot of questions. Negative; current recommended scenario does not reflect Heritage Façade, parking is of concern, how will it be managed?

3. Specific implications and considerations of this project for each user group

CCSC: For a swim club's perspective the proposed is not perfect (8 lane 50m would be ideal), however, most understand that this is the best option for Collingwood. 90% of members believe this concept is the right idea. Thank you to the YMCA for working with the CCSC on moving forward on this.

Minor baseball: Distance priority versus the number of diamonds grouped together.

Public Health Unit: see comments submitted

BIA: Primary concern is BIA losing Hockey Business from main street and what will take its place. Want to be involved in the replacement process. Does not oppose project and likes the proximity to downtown core. Feel this is important but not an urgent issue for the BIA.

Minor Hockey: Dressing room space is always an issue, like to see designated female spaces. Include Hall of Fame in redesign. Great opportunity for tournaments, twin pad, common space, upgraded washroom & change room facilities.

CTN: Natural light and privacy is valuable for their service. Promotion of inclusiveness in general population is very important. CTN can provide guidance and recommendations for accessibility considerations (parking, facility layout, pool amenities, etc). CTN also highlighted the desire to continue partnership including use of the

pool facility. Highlighted benefits of a therapeutic pool and offered to provide statistics to support inclusion of a therapeutic pool.

Skating Club: A smaller rink is ideal for practices, while updated amenities are ideal for tournaments. Currently, they do not host tournaments due to poor amenities; lobby, change rooms, meeting space. With a second ice pad, skating club could offer ice time in the mornings for higher level athletes and build their competitive scope. Connection to YMCA provides great opportunity for dry land training.

Slo Pitch: Consists of 45 teams with approximately 5-600 players. Discussed options for moving the ball diamonds and the group liked the GNE as a possibility. Could look at Legion however, he does not see it possible to reduce amount of parking to accommodate two ball diamonds.

Lawn Bowling: Membership will be pleased to stay, no negative feedback to date. Club is wary with potential requirement to use facility caterers if we go with a private contract for food service as they self cater most events to keep \$ affordable to membership. Inquired about how clubhouse will be integrated into new centre. Need to consider space for lawn maintenance equipment, possibly stored with Parks maintenance. Upcoming maintenance includes new boards, chemicals, fencing, and additional trees for shading.

Breaking Down Barriers: Accessibility should be a focus – physical and programming barriers. Believe we could build a sledge hockey team and consider other activities like Bocce.

HOF: A Hall of Fame needs to be integrated into the environment, there are 175 individuals featured to date, 1 square foot each, program adds 6 every two years. Representatives would like to go back to their committee to show support.

Curling Club: Group had some very specific questions along with a proposal for a 1500ft. addition to upgrade their change rooms in which they are willing to contribute up to \$200,000. Specific concerns identified include the exterior wall issues need to be addressed, club is concerned about the impact on ice quality with the proposed internal wall with viewing into the rink and finally questions on what the operational agreement will look like.

Collingwood Ball Hockey League: Written feedback submitted to the Committee summarized the impact on ball hockey. The current outdoor surface impacts the league as games may be postponed or cancelled due to weather affecting the playing surface and there is ongoing maintenance with sand build up that must continuously be swept away. By having a surface that is indoors or covered, it would reduce this chance for injury and liability. There is projection that by going to an indoor rink, the league could expand to three difference age groups increasing the number of participants from 60 to 150-200. There is concern that the hourly fee would be significantly increased and may impact the ability to see this growth. Although an indoor rink would be beneficial to the ball hockey league, they were cautious on the idea of significantly raising taxes to complete the project.

All groups agreed to return to their membership and provide a letter or statement of support. Letter or statement of support received to date (February 24, 2012):

- Collingwood Clipper Swim Team (statement)
- Collingwood Minor Hockey Association (statement)
- Simcoe Muskoka District Health Unit (letter)
- Children's Treatment Network (letter)
- Collingwood Masters Swimmers (letter)
- Collingwood Downtown Business Improvement Area (letter)
- Collingwood Sports Hall of Fame (letter)
- Ball Hockey League (written feedback)
- Collingwood Slo Pitch League, holding off until relocation of ball diamonds is confirmed, continue to meet with Town to discuss options

Collingwood Clipper Swim Team

From: slmcfarlane <slmcfarlane@mail1.scdsb.on.ca>
To: Brian + Susan Saunderson <saunderson@rogers.com>
Sent: Monday, December 19, 2011 8:15:18 PM
Subject: Re: Centrap Park Development
 Dec, 18th, 2011

Dear Brian,

The Collingwood Clippers executive has put together a position statement regarding the proposed concept of a multiple sports facility in the Central Park location. Please share this statement with the steering committee. Thank you. If you have any questions please do not hesitate to contact me at slmcfarlane@mail.1.scdsb.on.ca.

The Collingwood Clippers Swim Club supports the concept of a multiple sports facility in the Central Park location, where many sports venues exist under one roof. We feel this will support a sense of community and an active lifestyle. We support a 6 lane, 25M FINA specific pool as part of this facility.

Sincerely,
 Sharon McFarlane
 Collingwood Clippers President

Collingwood Minor Hockey Association



December 7, 2011

To Whom it May Concern;

We have been asked as a board to provide a letter of acknowledgement to the Steering Committee and The Town of Collingwood to endorse the Central Park Development.

The Collingwood Minor Hockey association will put forth a commitment to help in any fundraising initiatives that come about in support of the Collingwood Central Park Multi-use Facility.

Yours in Hockey,

Jason Henry
 President
 CMHA

Simcoe Muskoka District Health Unit



December 15, 2011

Marta Proctor
 Manager of Parks and Recreation
 Town of Collingwood
 105 Hurontario Street,
 P.O. Box 157
 Collingwood, ON L9Y 3Z5

Re: Collingwood Central Park Redevelopment Plan

Dear Ms. Proctor:

Thank you for the opportunity to review the Central Park Redevelopment design plan. Members of our Simcoe Muskoka District Health Unit staff have reviewed the Central Park Redesign plan from a health point of view and we are pleased to provide you with our feedback (attached).

Our purpose in reviewing the Central Park Redevelopment plan is to provide you with recommendations which can contribute to the overall foundation of the final plan. This review is in keeping with our Building Healthy Communities initiative in which the health unit has been working with municipalities, planners and other partners over the past four years to affect positive changes to the built environment to improve overall public health.

The comments attached are in keeping with the direction and spirit of the *Places to Grow* plan and legislation, the *Ontario Provincial Policy Statement (2005)* and *The Ontario Planning Act (2006)*, all of which direct land use and growth planning toward building strong, safe and healthy communities. Comments are also made in accordance with policy laid out in the County of Simcoe Proposed Official Plan (adopted by County Council on November 25, 2008). Many of our suggestions are found within the health unit's policy resource for municipalities: *Healthy Community Design: Policy Statements for Official Plans* (available at: www.simcoemuskokahealth.org). Additional comments align with the recommendations as outlined by the 2011 Active Healthy Kids Canada Report Card on Physical Activity for Children and Youth. Finally, our comments reflect the evidence outlined in our 2007 published report: *"The Impact of the Built Environment on the Health of the Population: A Review of the Review Literature"* (also available at our website).

We recognize your recent work in development of the Urban Design Standards and are confident this document will support the creation of a healthy community.

Page 2...

<input type="checkbox"/> Barrie: 15 Sperling Drive Barrie, ON L4M 6K9 705-721-7520 FAX: 705-721-1496	<input type="checkbox"/> Collingwood: 280 Presty River Pkwy. Collingwood, ON L9Y 4J5 705-445-0904 FAX: 705-445-8498	<input type="checkbox"/> Cookstown: 2-25 King Street S. Cookstown, ON L0L 1L0 705-458-1103 FAX: 705-458-0105	<input type="checkbox"/> Gravenhurst: 2-5 Pineridge Gate Gravenhurst, ON P1P 1Z3 705-684-9090 FAX: 705-684-9887	<input type="checkbox"/> Huntsville: 34 Chaffey St. Huntsville, ON P1H 1K1 705-789-8813 FAX: 705-789-7245	<input type="checkbox"/> Midland: B-865 Hugel Ave. Midland, ON L4R 1X8 705-526-9324 FAX: 705-526-1513	<input type="checkbox"/> Orillia: 120-189 Front St. Orillia, ON L3V 4S8 705-325-9565 FAX: 705-325-2
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Your Health Connection

We would like to thank you for the opportunity to provide feedback on the Central Park Redevelopment Plan. We hope our comments are useful and will inspire a new vision for Collingwood that supports, promotes and protects the health of its residents.

Sincerely,

ORIGINAL SIGNED BY

Dr. Charles Gardner, MD, CCFP, MHSc, FRCPC
CEO & Medical Officer of Health

CG:CB:pgc

2022/05/11 10:51:11 AM

Simcoe Muskoka District Health Unit Feedback on Working Draft of Central Park Redevelopment Site Plan Town of Collingwood

All comments are based on the WGD Architects Site plan last revised November 9, 2011

The Simcoe Muskoka District Health Unit is providing comments on the following topics: active transportation, physical activity, sun safety, food access, injury prevention and tobacco.

Planning for Active Transportation & Injury Prevention

"Planning for non-motorized travel can benefit your community in many ways. It can remove barriers to mobility and increase the safety and comfort of pedestrians and cyclists, broaden travel options for non-drivers, reduce conflicts between motorists and other road users, reduce automobile traffic and the problems it creates, increase recreational activity and exercise, encourage non-motorized tourism, better accommodate people with disabilities, and help create more livable communities. Improved pedestrian and cycling conditions can benefit everybody in your community regardless of how much they use non-motorized travel modes". (*Pedestrian and Bicycle Planning; A Guide to Best Practices. December 8, 2011. Todd Litman et al. Victoria Transport Policy Institute*).

It is clear that the existing site plan for Central Park creates a physical environment that provides opportunities for safe, daily physical activity for community members. The redevelopment of the site to include new trail linkages to existing trail infrastructure will only increase access and opportunities for residents of Collingwood to be active. Walking trails around the park will not only support recreational opportunities but will also support utilitarian active transportation as residents will be able to get back and forth the park by making use of the expanded trail infrastructure.

To further plan for active transportation and injury prevention, the Simcoe Muskoka District Health Unit (SMDHU) recommends the following:

- ensure safe connectivity to Connaught Public School by including a sidewalk on Peel Street;
- include a separated bike lane or extra-wide shoulders along Hume Street and the addition of lights to assist with crossing on this busy street;
- consider adding separated bike lanes on connecting streets to the park;
- provide a safe, well-lit bike, stroller, and skate board storage/parking area at the park.
- ensure the bike trail connection to the park are well signed as well as ensuring crossing areas within the park are well signed for pedestrians and cyclists;
- ensure parking lots are well lit and have clearly visible and well marked walkways to channel pedestrians safely across traffic lanes, and
- consider adding a shelter to the existing bus stop in front of the facility on Hume Street.

Planning for Sun Safety

Community planning should include natural and built shade features at outdoor venues to protect residents from the harmful effects of the sun and help to prevent skin cancer.

To plan for sun safety, SMDHU recommends the following:

- develop a new bus stop at the facility on Hume Street with a shelter;
- build a shade pavilion at the playground;
- ensure there is shade in and around the outdoor classroom area;

- plant trees around the facility, and
- consider a shade structure at the dog park facility to allow for additional protection from sun exposure.

Planning for Social Cohesion

SMDHU congratulates the Town of Collingwood for the creation of this “Community Hub” and public space can provide opportunities for citizens of all ages and abilities to interact and socialize. People who feel connected to their community and have strong social networks have overall improved health and live longer.

Planning for Recreational Opportunities

The re-development of Central Park takes into consideration the provision of active and passive park elements. There are multiple areas within the site which incorporate this (playground, dog park, lawn bowling, green space). The park is also within close proximity to residential and some tourist associated areas in the community, thus increasing accessibility to people of all ages and abilities.

To further plan for recreational opportunities, SMDHU recommends the following:

- consider the addition of skate park equipment (bench, rails and ramps) within the site to accommodate the youth of the community. The existing skate park is not within this part of the community;
- consider the use of features from the natural environment into the playground design which will help stimulate free-form, creative and social play. Consider this for children to develop their physical literacy skills. Consider expansion of the playground area within the non-utilized green space beside it, and;
- consider offering free regular opportunities for physical activity within the planning of the use of the park.

Planning for Food Access

Parks plans that incorporate community gardens can provide residents with opportunities for outdoor recreation, opportunities to connect and socialize with neighbours as well opportunities to access locally grown produce which supports the health of residents.

To plan for food access, SMDHU recommends the following:

- Consider incorporating a community garden or classroom within the “outdoor classroom” area.
- Consider edible plants in and around the park as landscape design takes place. This could include raised beds or ground cover features.
- Consider implementation of the “Eat Smart” Recreation Program www.eatsmartontario.ca in partnership with the Simcoe Muskoka District Health Unit to allow for access to healthy foods within the new park.

Planning for Tobacco Free Spaces

The harm associated with secondhand smoke is well documented and has resulted in a complete ban in Ontario on smoking in indoor spaces used by the public and workers. Studies now show that there is a significant health impact from secondhand smoke in outdoor spaces. The Town of Collingwood has shown great leadership by enacting a by-law prohibiting smoking within 9 m of the entrance to any municipal building and within 25 m of sports and playing fields.

Designating Central Park as "tobacco free" would further eliminate the use of any tobacco product, including, spit tobacco, snus, other smokeless products, as well as hookah and other emerging tobacco products. Tobacco-free areas present positive role modeling for children, help to de-socialize the use of all tobacco products, support and encourage user groups and teams to become tobacco-free organizations with tobacco-free policies, help tobacco users quit, protect the environment, and create a tobacco-free culture.

To plan for tobacco-free spaces, SMDHU recommends the following:

- Consider designating all grounds, buildings, bike and walking trails within Central park as tobacco free.
- Require user groups that are based out of the Central Park facilities to adopt a tobacco-free sport and recreation policy requiring all members, players, administration and staff to be tobacco free while engaged in team/organization based activities.

Children's Treatment Network



Children's Treatment Network

December 16, 2011

To Whom it May Concern:

Re: Central Park Support

This letter is to indicate the support to the Central Park Proposal from Children's Treatment Network of Simcoe York (CTN). CTN provides rehabilitation services for children and families with multiple special needs. Through our partnership with the Simcoe Muskoka YMCA, we provide services at the YMCA and consider ourselves a stakeholder in this project.

CTN advocates for inclusivity of these children in all aspects of life including their recreational needs and welcomes the opportunity to participate in the planning process looking through the lens of accessible access for all children and families. The redevelopment of this space with the addition of the therapeutic pool will enhance our ability to provide service to this population of children including the development of lifestyle changes leading to lifelong participation in recreational activities.

CTN wholeheartedly supports this project and looks forward to working with the YMCA and the Town of Collingwood as this project progresses.

Sincerely,

Bill Frampton, CHE
Director Infrastructure &
Information Management

Collingwood Masters Swimming

January 13, 2012

Attention: Central Park Redevelopment Steering Committee, Town of Collingwood

The Masters Swim Club is excited and very supportive of the Central Park Redevelopment proposal and in particular the addition of a new 25 meter, 6 lane pool at the Collingwood YMCA.

The Masters Swim Club is an informal group of adult swimmers who share a common interest in swimming for health and fitness. The program is offered at the Collingwood YMCA and is not affiliated with the Clippers or any other swim club. The group is coached by a certified swim coach and offers adult swimmers of all levels and abilities a higher level of programming and skill development.

The goals of individual swimmers vary but include the following: fun, fitness, health and wellness, training for competitive swimming, learning to train for sport in general, Triathlon training, cross training, low impact activity, skill development or therapy due to injury or limited mobility. The Collingwood YMCA is the only facility in the Town available for this program.

Currently the Masters Swim group consists of approximately 12-18 swimmers. The Collingwood YMCA offers a limited schedule of two, one hour sessions per week. The current time available is 6:00 a.m. to 7:00 a.m. on Wednesday and Friday mornings. Although the existing pool has four lanes, often, one lane is left available to lane swimmers who do not want to participate in the Masters program. Therefore, at a typical session, 12 swimmers of varying abilities often squeeze into three narrow lanes of the 20 meter pool.

The current facility is at maximum capacity and due to the age of the pool and related equipment, the limited time slots available for all swimming groups are often cancelled due to equipment and/or other operational failures.

An additional 6 lane 25 meter pool would provide the following benefits:

- Safer spaces for multiple levels of swimmer participation – seniors, beginners, competitive swimmers, children, swimmers with disabilities etc.
- Space for additional participants. The overcrowded facility is intimidating and potentially a deterrent to participants.
- Community health and fitness goals supported by increased schedule time available for swimming.
- Maximized efficiencies of fixed operating costs with the opportunity for simultaneous programming in two pools.
- Competitive training facility for all swimmers training to compete in 25 meter pools or other, long distance swim events.
- Revenue and spin off revenue as a result of hosting competitive swim meets.
- Revenue and spin off revenue from out of area and local sports groups renting the Central Park facilities for high level athlete training camps. The combination of facilities at Central Park, the attractions and infrastructure of Collingwood and surrounding area make it a perfect destination training camp facility for a variety of user groups.

Respectfully submitted by
Collingwood Masters Swimmers

Collingwood Downtown Business Improvement Area



February 8, 2012

Mayor Cooper and Members of Council
 Town of Collingwood
 97 Hurontario Street, Box 157
 Collingwood, ON
 L9Y 3Z5

Dear Mayor Cooper and Members of Council,

At its recent meeting, the BIA Board of Management discussed the proposed redevelopment of Collingwood's Central Park. BIA Chair, Joe Saunders and General Manager, Susan Nicholson had met previously with the Chair of the project Steering Committee and the Town of Collingwood's Director of Parks Recreation and Culture to fully understand the scope of the project prior to discussing it with the Board of Management.

Although the BIA Board of Management supports the expansion of recreational services for the community, it expressed concern that this project contemplates the decommissioning of the Eddie Bush Memorial Arena.

The Arena continues to be a major anchor for our downtown core and the impact of its loss would be significant for our downtown business community. This view is supported by the fact that many communities across Canada have or are in the process of locating arena complexes within their core areas to revitalize the downtown business district. One of the best examples of the impact that this type of project can bring to a downtown core is in London, ON.

Therefore the Board felt that any cost estimate for the Central Park redevelopment project must include the cost of either the refurbishment and continued use of the downtown arena or, at the very least, the cost of repurposing the building to another use that will continue to be an anchor for our downtown.

The BIA Board of Management would be pleased to assist in the process as we move forward with this initiative to ensure that, while the town expands our community recreational offerings, we do not diminish the impact of what we already have.

Thank you for the opportunity to make comment regarding this project.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Joe Saunders".

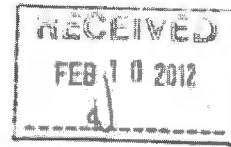
Joe Saunders
 Chair
 Collingwood Downtown Business Improvement Area

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 Collingwood, ON
 L9Y 3Z4

Collingwood Sports Hall of Fame

January 2, 2012



Letter of Support

Attn: Collingwood Multi-Use Steering Committee

On behalf of the Collingwood Sports Hall of Fame Committee, I am writing to express our support on your development efforts to provide expanded recreational facilities at Central Park.

In December, members of our committee were pleased to learn of the many proposed design features to accommodate the anticipated recreational demands.

Formed in 1974, the Collingwood Sports Hall of Fame is presently housed at the Eddie Bush Arena. Designed to honour the rich sporting history of our community, the Hall proudly showcases 144 Athletes & Builders alongside 35 Championship teams that span the spectrum of 15 sports ranging from hockey to arm wrestling. Presently, the Hall features 2 display kiosks, 144 Inductee plaques, 35 Team Photos, 1 – Photo Wall and 2 x Sponsorship plaque wall mounts.

The Hall of Fame committee strongly believes our physical presence must reside within a high traffic location situated within a recreational/sporting environment. Since our inception in 1974, our current location overlooking the ice surface has maintained a high profile presence. In consideration of the planned wide ranging recreational offerings featured within this new facility, we are excited that our sporting legacy will be prominently featured within the grand hallway that serves to connect the building's sport pods.

Please contact any member or myself to discuss this letter of support, if so required. I can be contacted by phone) 705-443-5504 or email) markrich@rogers.com.

Yours truly,

Mark Rich
Chairman, Collingwood Sports Hall of Fame

Board of Directors: Marie Stephenson, Jim Malley, Dave Chandler, Harold Reid, Dave Labelle, Donna Brock, Sandy Cunningham

Collingwood Skating Club



Thursday February 24, 2012

Attention: Central Park Redevelopment Steering Committee, Town of Collingwood

The Collingwood Skating Club enthusiastically gives its support to the Central Park Redevelopment proposal. The potential for “ice” opportunities and in particular the addition of an enclosed ice surface would have a very significant and positive impact on the skating club.

The Collingwood Skating Club has been encouraging skaters of all ages to take to the ice for over 60 years. We are a not for profit organization with over 130 skaters from ages 3 to adult registered this season. Our programming is certified by Skate Canada and is geared towards skaters of all skill levels, including pre-power skating, figure skating and adult learn to skate. The Can Skate programs are designed to teach beginners the fundamentals of skating as a jumping off point to allow our young athletes to safely and successfully participate in hockey, ringette or figure skating.

Currently the Collingwood Skating Club is able to utilize 10 hours of ice time a week. The Eddie Bush arena is at maximum capacity with regards to the availability of ice time and as a result the Collingwood Skating Club is often required to forfeit ice time to accommodate hockey tournaments and playoffs. With an additional ice surface the Collingwood Skating Club would have the opportunity to increase our ice time and therefore expand our programming. Currently many of our skaters travel to other skating rinks outside of the Collingwood area because they need the opportunity to practice more frequently if they are going to achieve a higher level of performance. The Collingwood Skating Club is also limited to a very short skating season as the ice at the Eddie Bush Arena is removed in early April.

The current facility poses additional challenges in other areas of programming including

- Difficulties getting younger skaters on and off the ice due to the large step onto the ice
- Limited changing facilities with a lot of congestion
- Very little display cases available to skating which limits our ability to increase our profile

Many of our skaters choose to participate in figure skating and enjoy the challenge of representing Collingwood in numerous skating competitions throughout the region. Our club would be very excited to host skating competitions in Collingwood. This would not only allow our skaters to showcase their talents in front of a home town crowd but would also increase our clubs profile and bring business to the town. There are numerous limitations in the current facility that make hosting competitions a significant challenge. These include:

- A completely inadequate sound system
- Inadequate change rooms
- No additional rooms to host judges and events associated with the competition

Skating is sport that children can learn at a young age and can continue for a lifetime with very little financial output. We like to say that all it takes is a pair of skates! As a result skating is very accessible to a large number of individuals. With an additional arena there would be increased opportunities to have more family, youth and senior free skating time therefore increasing the opportunities for everyone in the community to be more physically active.

The Collingwood Skating Club would like to offer our commitment and support to this project and we look forward to working together with the members of the Central Park Redevelopment Steering Committee towards a common goal.

Regards,

Deb Saunders Chatwin
Collingwood Skating Club

