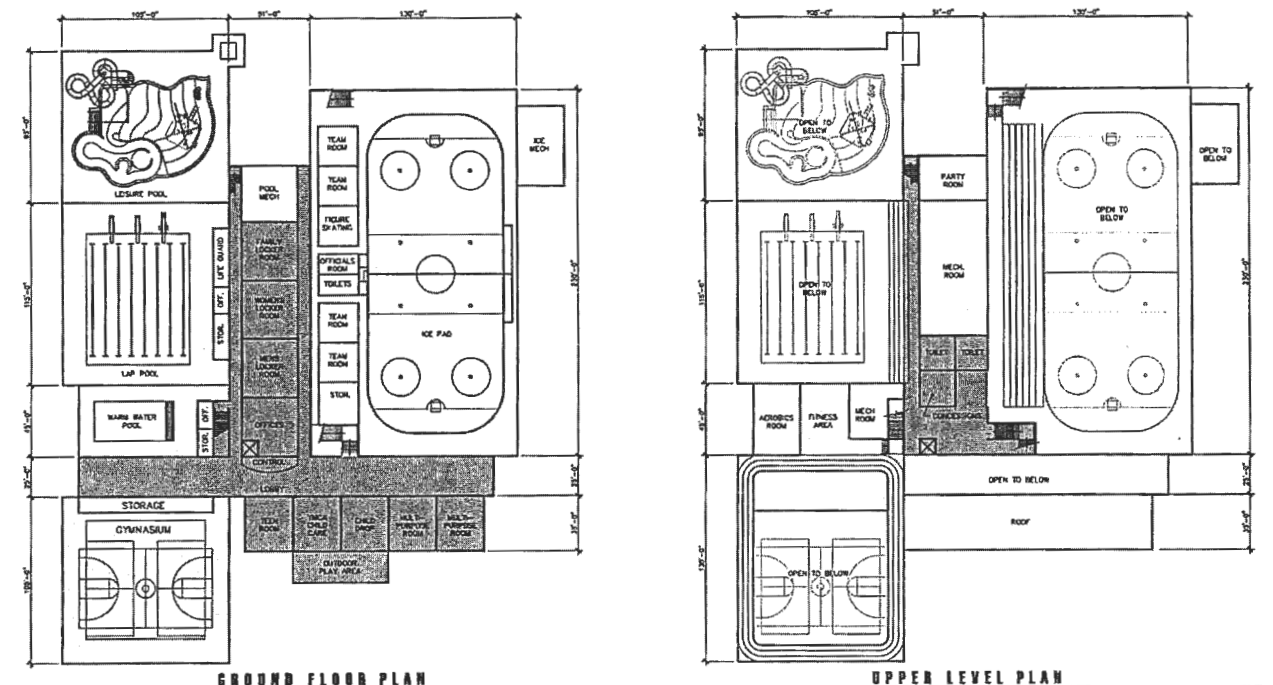


# Collingwood Multiple-Use Recreation Facility Recreation Needs and Project Feasibility Study

Final Report

October 22, 2003



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|           | Conducted by Malone Given Parson Ltd.                        |

## ACKNOWLEDGEMENTS

We thank the following organizations and individuals for their time and commitment to the Recreation Needs and Project Feasibility Study process.

- The Town of Collingwood
- The staff of Leisure Services
- The citizens of Collingwood who participated in the stakeholder meeting, the public sessions and the telephone survey
  - The Town Council
  - Hockey and skating representatives
  - Service organization representatives
  - Swimming and pool users
  - Chamber of Commerce and Business Improvement Association representatives
  - Probus Clubs representatives
  - Local youth
  - Blue Mountain Resort
  - Senior citizens representatives
  - Collingwood Vision 20/20 Committee representatives
  - Indoor / gym sports groups representatives
  - Bay Ridge Partnership
  - Citizens at large

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Note to Reader: Information contained in this Final Report may differ from information and conclusions found in the Phase One and Phase Two draft reports. These changes are a result of additional information that was gathered or received following submission of the Phase One and Phase Two Draft Reports.

## EXECUTIVE SUMMARY

### Project Description

This study, conducted in two phases, reviewed the need for and cost of constructing an indoor multiple-use recreational facility in Collingwood.

Phase One of the study analyzed the viability and support for a multiple use recreational facility. This included the review of the demographics, market competition and public support. The Phase One study also identified a direction for the market focus and included a description of program spaces that should be considered as elements in a new indoor facility.

Phase Two of the study used the gathered information and conclusions of Phase One to determine the construction and operation costs of a potential multiple-use recreational indoor facility. A review and recommendation of potential project sites was also completed.

### Project Process

Phase One of the study process included the gathering of public input through stakeholder and focus group meetings. Thirteen concerned organizations were involved in this process. An open public input session was also held to receive input from the public at large. This meeting was very successful with over 75 individuals in attendance. Finally, a scientific telephone survey of over 400 community residents was completed to get a broad community input.

The consulting team conducted a review of Collingwood's service, demographics and existing facilities. The results were compared with Canadian and North American participation statistics and trends. Recommendations for market orientation and facilities were given with consideration of existing private and non-profit competition.

In Phase Two, a detailed architectural building program was developed that identified program spaces and the necessary construction requirements. An evaluation of seventeen potential building sites was conducted; preferred sites were recommended as potential building locations. An estimate of probable project costs was established based on the building program and a concept-building plan. Finally, an Operation Pro-forma was prepared based on the concept-building plan. The Operation Pro-forma reviewed operating costs and potential revenue and established a potential for an operating subsidy.

## Phase One Executive Summary

### Project Description

The Project Team was hired by the Town of Collingwood to prepare a Recreation Needs and Project Feasibility Study. Phase One of the study included an analysis of the community's desires and needs for a new multiple use recreational facility.

### Purpose of the Study

The study was conducted to determine the viability and support for a multiple use recreational facility in Collingwood. The study reviewed area demographics, market potential, and public support. The study also described elements that should be considered for accommodation in a new facility. The study was also conducted to verify the results of the SuperBuild Grant Proposal.

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### Process

The phase one study process included the following tasks:

- Public Input - stakeholder and focus group sessions
- Public Input - general public session for citizen Input
- Public Input – telephone survey of residents
- Demographic and primary service area analysis
- Comparison with national sports participation statistics
- Service area facilities and competition
- Market orientation recommendations
- Facilities recommendation

### Phase One Findings

The following comments summarize the major findings of the needs assessment portion of the project.

- The project is a reasonably high priority for the community. This type of a facility should be seen as a strategic investment in the community that can make a positive statement about the quality of life in the area.
- The SuperBuild recreation center project is a very volatile and emotional issue in the community with strong supporters as well as detractors.
- The Collingwood primary service area with a population of almost 51,000 is large enough to support a comprehensive community recreation center especially when the second homeowners and visitors are added to this total.
- There are a number of other recreation service providers in the market area but there are still additional unmet recreation needs. The town has the Eddie Bush Arena, the Collingwood Fitness Centre, and the Centennial pool but these facilities cannot meet the all the recreational requirements of the community. The YMCA is the other major provider of recreation services but their facility is undersized and inadequate.
- The Vision 2020 Committee's report, titled "Blueprint Collingwood: A People's Vision for the Town of Tomorrow" outlines the future direction for the Town of Collingwood. This document directly mentions the goal of developing "...an indoor, year round recreation and entertainment attraction, facility or facilities."
- The results of the public input process indicated the following:
  - The community needs additional recreational facilities.
  - Key elements include ice and aquatics. All other needs are secondary.
  - The community supports partnering with the YMCA.
  - The community is concerned about locating the center at a site that is not easily accessible.
  - Funding will be a primary concern.
- A first phase facility similar to the SuperBuild Proposal would meet the indoor recreational needs of the community. This facility would include;

Ice Pad  
Gymnasium  
Fitness exercise spaces  
Youth / teen space

Lap swimming pool  
Warm Water therapy pool  
Leisure shallow water swimming pool  
Public meeting rooms

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- As a requirement of the SuperBuild Grant a partnership is required. The YMCA was most often mentioned as a possible partner. Other potential project partners that were identified for the project included the Bay Ridge equestrian group (as in the grant proposal), neighboring communities and most recently both the Canadian Steam Ship Line and Canadian Tire. The YMCA is seen as the most promising of the partners and most beneficial to the successful operation of a facility.

## Phase Two Executive Summary

### Project Description

The Project Team was hired by the Town of Collingwood to prepare a Recreation Needs and Project Feasibility Study. Phase Two of the study included a detailed feasibility analysis for the design, construction and operation of new multi-use recreation facility.

### Purpose of the Study

The study was conducted to determine the viability of and support for a multi-use recreational facility in Collingwood. The study reviewed potential building sites, building program requirements, and costs related to the design, construction and operation of the conceptualized facility.

### Process

Phase Two included the following tasks based on the information collected in Phase One:

- Develop a detailed architectural building program, identify program spaces and required construction specifics.
- Evaluate potential building sites and provide recommendations.
- Prepare an estimate of probable construction costs and project development costs based on historical data and recent facilities.
- Develop an operating proforma, including a five-year projection of operating expenses and revenue for the conceptualized facility.

### Phase Two Findings

Phase Two established the following findings.

- The Phase One Building Program should include, an ice pad, aquatic facilities (lap pool, leisure pool and a warm water therapy pool), a gymnasium, meeting space, child-care, youth space and necessary support functions such as lockers, office space, mechanical systems and parking. Additional building and program spaces are identified for future development.
- Potential sites were reviewed. Three sites were recommended because partnerships are crucial to the project's success and some of the partnerships are site-specific opportunities. The pros and cons of each site have been identified so that they can be considered during negotiations with the potential partners. The three site area as follows;
  - Site #1 at the 10<sup>th</sup> Line and Sixth Street adjacent to Fisher Field
  - Site #17 at the old Canadian Tire Site on Huron Street
  - Site #5 at Heritage Park
- The concept-building plan for the Phase One is approximately 115,000 square feet, with an estimated of probable construction cost of \$18,864,513, and development costs of \$4,656,361.
- The first year of operation have an estimated operating cost of \$3,088,067 and estimated revenue generation of \$2,688,321. This will require an operational subsidy of \$400,000

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yearly by the Town. Expenses for the first year of operation of the center should be slightly lower than projected with the facility being under warranty and new. Revenue growth in the first three years is attributed to increased market penetration and in the remaining years to continued population growth. In most recreation facilities, the first three years show tremendous growth from increasing the market share of patrons who use such facilities, but at the end of this time period revenue growth begins to flatten out. Additional revenue growth is then spurred through increases in the population within the market area, a specific marketing plan to develop alternative markets, the addition of new amenities or by increasing user fees.

**Conclusions:**

- More indoor recreational facilities are needed in Collingwood.
- The public supports the need for more facilities.
- The demographics and marketing of the Collingwood area will support a facility as described in the study.
- Viable private and non-profit partners exist for this project.
- Compliance with the Superbuild Grant is possible, but the project must start soon as possible to meet the grant's funding deadlines (March 2007). Design and construction for a project of this scale is estimated to take three years.
- The report did not review funding sources. Those sources must be put in order prior to starting project design.
- A site and partner need to be selected by the Town in order to proceed with the project design. Selection should be complete prior to February of 2004.
- The facility will not be self-supporting. Revenue generated from the facility is likely to require a subsidy. This subsidy, however, is offset by current subsidy decreases of more than \$100,000 a year (Centennial Pool and the Collingwood Fitness Club).
- A facility would have more appeal to a broad spectrum of the community and have a high rate of use by community residents and visitors.
- A facility such as described in the report would have a positive economic impact to the community as it improves the quality of life for area residents and visitors.

## PHASE ONE REPORT

### Section I - Demographic Summary

The first step in determining the need and feasibility of building a new indoor community recreation centre for the Town of Collingwood, Ontario involves a demographic analysis of the area and a market study of other recreation providers that are serving the greater Collingwood area.

The following is a summary of the basic demographic characteristics of the greater Collingwood area and a comparison with basic Canadian benchmarks.

Service Area: The primary market for the planned community centre would be the residents of the Town of Collingwood. However, it is also anticipated that the centre will provide recreation services to individuals outside of the town's boundaries as well. A larger primary service area has been determined based on the secondary trade area established in the Comprehensive Commercial Review Study. The primary service area generally includes Collingwood, Wasaga Beach, Stayner, Creemore, and Thornbury. A primary service area is usually defined by the distance people will travel on a regular basis (a minimum of once a week) to utilize a recreation facility or its programs. Use by individuals outside of the primary service area will be limited to special facilities (leisure pool), special events (tournaments, swim meets, craft shows, etc.) or visitors to the area. Another possible market for a planned recreation centre would be the many visitors to the Collingwood area as well as the many second homeowners.

Primary service areas can vary in size with the types of components that are included in a facility. A centre with a leisure pool and other active elements (weight cardiovascular equipment area, ice rink, gym, track, etc.) will generally have a larger primary service area than a more passively oriented facility.

A 15-20 minute service area is not uncommon for recreation facilities in a more rural environment. The travel distance within the designated primary service area can generally support these numbers. There are currently a limited number of indoor recreation, fitness and sports facilities in the greater Collingwood area.

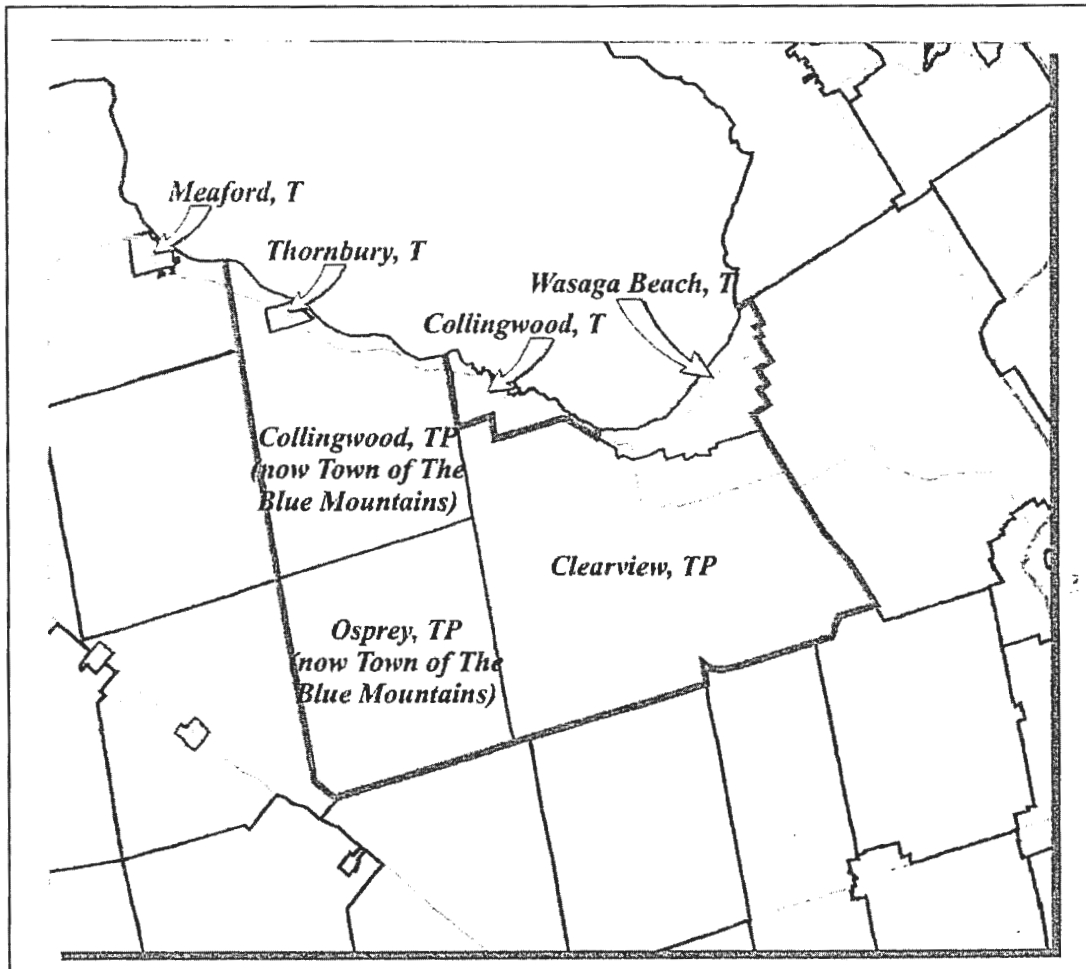
Service Area Population: The population of the service area is as follows:

|                      | <u>1991 Census</u> | <u>1996 Census</u> | <u>2001 Census</u> |
|----------------------|--------------------|--------------------|--------------------|
| Primary Service Area | 39,423             | 44,615             | 50,836             |
| Town of Collingwood  | 14,382             | 15,596             | 16,039             |

Source – Statistics Canada Census Data and Malone Given Parsons Ltd.

The population in the Town of Collingwood has increased by 11.5% from 1991 to 2001 and is projected to continue to grow at a steady pace through 2005. The primary service area has shown even greater growth with 28.9% from 1991 to 2001. Projections are strong for growth through 2005 as well.

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Population Distribution by Age: Utilizing census information from the primary service area the following comparisons are possible.

Primary Service Area - from 2001 Census

Table- A

| Ages     | Pop.  | % of Tot. | Ontario Pop. | Diff. |
|----------|-------|-----------|--------------|-------|
| 14 under | 9,345 | 18.4%     | 19.6%        | -1.2% |
| 15-24    | 5,580 | 11.0%     | 13.0%        | -2.0% |
| 25-34    | 5,160 | 10.1%     | 13.7%        | -3.6% |
| 35-44    | 7,920 | 15.6%     | 17.2%        | -1.6% |
| 45-54    | 7,175 | 14.1%     | 14.3%        | -.2%  |
| 55-64    | 6,260 | 12.3%     | 9.3%         | +3.0% |
| 65-74    | 5,660 | 11.1%     | 7.2%         | +3.9% |
| 75+      | 3,770 | 7.4%      | 5.7%         | +1.7% |

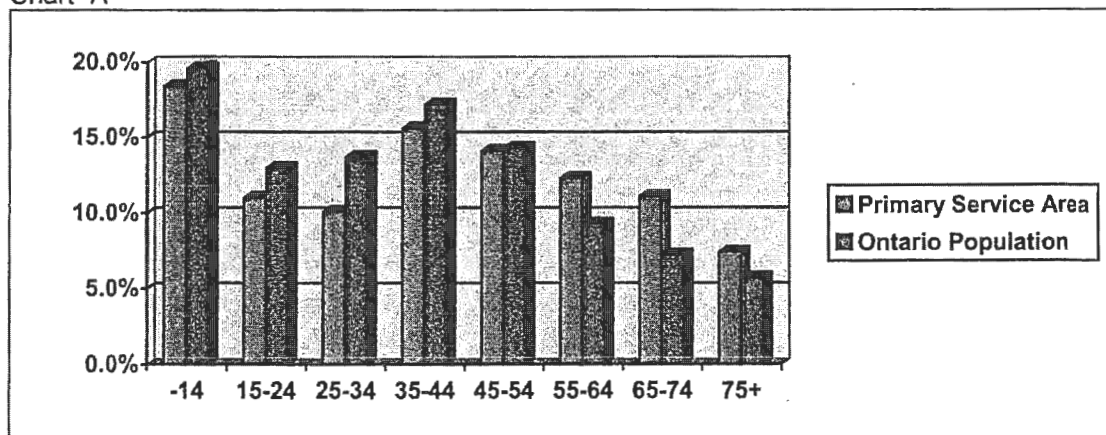
Population- 2001 census in the different age groups in the service area.

% of Total- Percentage of the service area population in the age group.

Ontario Population- Percentage of the Ontario population in the age group.

Difference- Percentage difference between the service area population and the Ontario population.

Chart- A



The demographic makeup of the primary service area, when compared to the characteristics of the Ontario population is very different with lower numbers in the youth and adult age groups and much higher percentages in the senior age groups. These statistics indicate an older population with less young families and more seniors.

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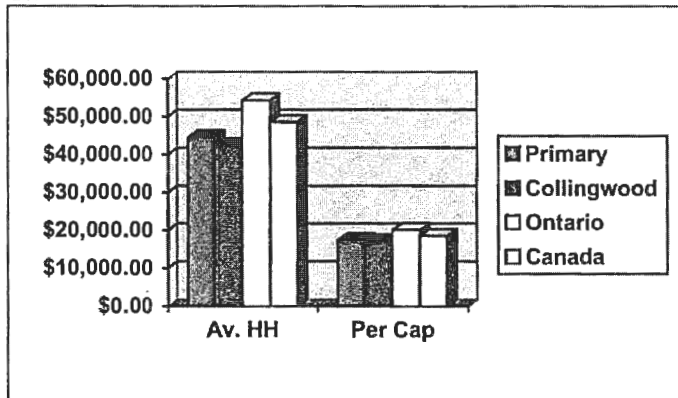
Next, the income levels are examined and compared with the Ontario and Canadian numbers. Age and income are primary determiners of participation in sports and recreation activities. The lower the median age the higher the participation rates are for most activities. The level of participation also increases as the income level goes up.

Income: From Statistics Canada 1996 Census data

Table- B

|                      | Average HH | Per Capita | Ontario Index | Canada |
|----------------------|------------|------------|---------------|--------|
| Primary Service Area | \$44,569   | \$17,478   | .87           | .93    |
| Town of Collingwood  | \$42,529   | \$17,149   | .85           | .94    |
| Ontario              | \$54,291   | \$20,108   | 1.00          | 1.09   |
| Canada               | \$48,552   | \$18,531   | .92           | 1.00   |

Chart- B



These statistics indicate that general income levels are significantly lower than Ontario numbers but are closer to overall Canadian figures. These statistics are indicative of a population that has a higher percentage of seniors who usually have lower earned incomes. However it must be remembered that both the Ontario and Canada figures factor in large metropolitan areas that traditionally have higher average household income levels.

The household income level must be balanced against the cost of living for the area to determine possible discretionary income available for recreation purposes. While the income levels for the primary service area are below the Ontario and Canada levels, the relative cost of living for the area is generally lower as well. With this in mind the level of discretionary income available for recreation purposes should still be acceptable but care will have to be taken when determining possible fees for a facility's use. Statistics extracted from the Collingwood 2002 Community Profile indicate that average household expenditures (in 1999) for recreation purposes was \$2,532 out of a total of \$45,398. This translates into approximately 5.6% of all household expenditures.

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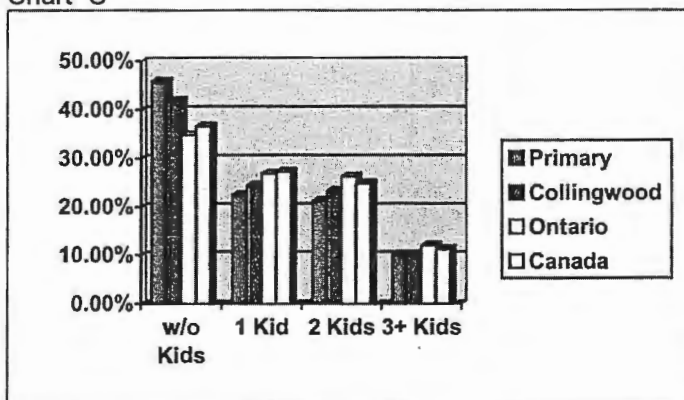
Families with Children: From Statistics Canada Census data

Table- C

|                      | % w/o Kids | % w 1 Kid | % w 2 Kids | % w 3+ Kids |
|----------------------|------------|-----------|------------|-------------|
| Primary Service Area | 45.8%      | 22.5%     | 21.3%      | 10.1%       |
| Town of Collingwood  | 41.9%      | 24.5%     | 23.4%      | 10.1%       |
| Ontario              | 34.8%      | 26.9%     | 26.3%      | 12.0%       |
| Canada               | 36.6%      | 27.3%     | 24.9%      | 11.2%       |

Again these statistics indicate that the primary service area has an older population base with fewer children in households than either the Ontario or Canada numbers show. This is further reinforced when the average persons per household is considered.

Chart- C



Average Persons per Household: From Statistics Canada Census data

Table- D

|                      | Person per HH |
|----------------------|---------------|
| Primary Service Area | 2.55          |
| Town of Collingwood  | 2.48          |
| Ontario              | 2.70          |
| Canada               | 2.62          |

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Seasonal Residents and Visitors: A submarket for any planned new recreation facility would be the many seasonal residents and visitors to the Collingwood area. Seasonal residents would be classified as seasonal residents of cottages, condominiums, time-share units and other similar dwellings. Visitors would include day trip visitors to the area as well as those that would spend on or more nights in a hotel, motel, or campground.

While many resort areas tend to focus on being either a winter destination or summer location, the Collingwood area is somewhat unique in the fact that it serves both seasons well. This provides a much broader and more consistent market to draw from for both seasonal and visitor populations.

The Comprehensive Commercial Review study conducted by Malone Given Parsons Ltd. in 1995 indicated that there were approximately 5,500 seasonal dwellings in the trade area (in 1995), projections indicated that this number would grow to approximately 6,500 by 2001. Considering the growth of Blue Mountain in the last several years this number is probably low. Next it was estimated that there were approximately 3.5 persons per seasonal unit which would convert to the following estimates for seasonal population numbers.

Table- E

|                      | 1995             | 2001             |
|----------------------|------------------|------------------|
|                      | Units/Population | Units/Population |
| Primary Service Area | 5,500/19,250     | 6,500/22,750     |

Of note is the fact that it appears that most of the dwelling units are owner occupied which indicates a more consistent level of seasonal use. The study further indicated that the average days of occupancy for a seasonal dwelling are 122.

Visitors to the Collingwood trade area were conservatively estimated at 1 million per year in 1995. It is safe to assume that this conservative figure is now considerably higher and could be 1.25 million in 2003 considering the continued expansion of recreation opportunities and overnight accommodations. Another source indicated that there were approximately 20,000 to as many as 30,000 visitors per weekend to the Collingwood area. One of the more important characteristics of most visitors to a resort area is the fact that they tend to be more active, are looking for multiple recreation opportunities, and are generally willing to pay more for the opportunity than local residents.

Demographic Summary:

- The population level of the primary service area is expected to show a steady increase during the 2000's.
- The population density is low.
- The overall age distribution in the primary service area indicates an older population when compared with Ontario numbers.
- Household size is below both Ontario and Canadian figures.
- Average household income is below the Ontario and Canadian levels but the overall cost of living is lower than other areas.
- There are approximately 6,500 seasonal dwelling units in the primary service area which accounts for an estimated population of nearly 23,000.
- It is estimated that there are approximately 1.25 million annual visitors to the Collingwood trade area. Generally speaking these individuals and groups tend to be more affluent and more active than the general population.

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Comparison with Sport Canada Statistics: Utilizing information from the 1998 Sport Participation in Canada Report there are several general participation characteristics that need to be reviewed. These include:

- The rate of regular participation (age 15 and older, once a week in season) in sports activities in general declined substantially from 1992 (45% to 34%). This does not necessarily indicate that Canadians are not engaged in physical activity. The Canadian Fitness and Lifestyle Research Institute recently indicated the rate of physical activity among adults is in fact on the rise. The National Population Health Survey reports that 9 of 10 Canadians either walk, swim, exercise at home, jog, play hockey or engage in other forms of physical activity.
- Regular sports participation levels decrease dramatically as the population ages.

Table F

| Age   | % Part. |
|-------|---------|
| 15-18 | 68.2%   |
| 19-24 | 51.1%   |
| 25-34 | 38.6%   |
| 35-54 | 31.4%   |
| 55+   | 19.8%   |

- The rate of participation generally increases from east to west and Ontario has a relatively low rate of sports participation (31.8%) compared to other provinces.

Table G

| Province         | % Part.      |
|------------------|--------------|
| Newfoundland     | 26.6%        |
| Prince Edward Is | 25.2%        |
| Nova Scotia      | 32.6%        |
| New Brunswick    | 31.6%        |
| Quebec           | 38.1%        |
| <b>Ontario</b>   | <b>31.8%</b> |
| Manitoba         | 29.7%        |
| Saskatchewan     | 33.9%        |
| Alberta          | 36.8%        |
| British Columbia | 35.8%        |

- Participation rates increase as household income increase
- The most popular adult sports are:
  - Golf
  - Hockey
  - Baseball
  - Swimming
- The reasons most Canadians participate in sports are:
  - Health and fitness
  - Relaxation
  - Sense of achievement
- 54% of children (age 5-14) were actively involved in sports. The most popular youth sports are:
  - Soccer
  - Swimming
  - Hockey
  - Baseball

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The following is a listing of sports and the rate of participation (on a regular basis) in Canada.

Regular Participation Estimates – Most Played Sports by Canadians (15+).

Table- H

| Sport          | Participation Rate |
|----------------|--------------------|
| Golf           | 7.4%               |
| Hockey         | 6.2%               |
| Baseball       | 5.5%               |
| Swimming       | 4.6%               |
| Basketball     | 3.2%               |
| Volleyball     | 3.1%               |
| Soccer         | 3.0%               |
| Tennis         | 2.7%               |
| Weightlifting  | 1.8%               |
| Curling        | 1.3%               |
| Softball       | .9%                |
| Squash         | .7%                |
| Karate         | .5%                |
| Figure Skating | .5%                |
| Racketball     | .2%                |

Next the percentage of participation is applied to the population in the Collingwood primary service area (age 15 and over) and the anticipated numbers of individuals that will participate on a regular basis has been figured for each sport.

Regular Participation Estimates – Most Played Sports by Canadians (15+).

Table- I

| Sport          | Participation Rate | Collingwood Area Part. |
|----------------|--------------------|------------------------|
| Golf           | 7.4%               | 3,073                  |
| Hockey         | 6.2%               | 2,575                  |
| Baseball       | 5.5%               | 2,284                  |
| Swimming       | 4.6%               | 1,910                  |
| Basketball     | 3.2%               | 1,329                  |
| Volleyball     | 3.1%               | 1,287                  |
| Soccer         | 3.0%               | 1,246                  |
| Tennis         | 2.7%               | 1,121                  |
| Weightlifting  | 1.8%               | 747                    |
| Curling        | 1.3%               | 540                    |
| Softball       | .9%                | 374                    |
| Squash         | .7%                | 291                    |
| Karate         | .5%                | 208                    |
| Figure Skating | .5%                | 208                    |
| Racketball     | .2%                | 83                     |

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In addition to adult participation rates in sports activities, the following is a listing of the most popular youth sports and the rate of participation in Canada.

Children Regular Participation Estimates – Most Played Sports by Canadians (5-14).

Table- J

| <b>Sport</b>   | <b>Participation Rate</b> |
|----------------|---------------------------|
| Soccer         | 31.4%                     |
| Swimming       | 23.6%                     |
| Hockey (ice)   | 23.6%                     |
| Baseball       | 21.9%                     |
| Basketball     | 13.1%                     |
| Figure Skating | 5.8%                      |
| Karate         | 5.5%                      |
| Volleyball     | 5.2%                      |

Again the percentage of participation is applied to the population in the Collingwood primary service area (age 14 and under) and the anticipated numbers of individuals that will participate on a regular basis has been figured for each sport.

Children Regular Participation Estimates – Most Played Sports by Canadians (5-14).

Table- K

| <b>Sport</b>   | <b>Participation Rate</b> | <b>Collingwood Area Part.</b> |
|----------------|---------------------------|-------------------------------|
| Soccer         | 31.4%                     | 2,022                         |
| Swimming       | 23.6%                     | 1,520                         |
| Hockey         | 23.6%                     | 1,520                         |
| Baseball       | 21.9%                     | 1,410                         |
| Basketball     | 13.1%                     | 844                           |
| Figure Skating | 5.8%                      | 373                           |
| Karate         | 5.5%                      | 354                           |
| Volleyball     | 5.2%                      | 335                           |

Note: An estimate of the population between the ages of 0-4 was made to arrive at the expected population in the 5-14 age group.

**Recreation Facilities Trends Analysis:** Despite the seeming downturn in overall sports participation, sports activities continue to play a very important role in Canadian life. This is supported by the fact that in 1998 19% of all Canadians (aged 15 and older) belonged to a sports club, local community league or other local or regional sport organization (from the Sport Participation in Canada 1998 Report). This represents a significant increase from 1992 when 15% belonged to clubs or leagues. When the statistics for "Active" Canadians are examined, over 55% belonged to a local club or community league in 1998 representing a 20% increase from 1992 when only 34% were part of such organizations.

Among all Canadians the largest number of clubs or organizations that individuals belonged to included:

- Golf
- Hockey
- Baseball
- Swimming
- Soccer

When "Active" Canadians are examined the list changes to include:

- Curling
- Bowling
- Hockey
- Weightlifting

Further investigation of sports club participation indicates that the level of participation among women has soared and overall membership (regardless of sex) is highest among the 35-54 age group. The number of members among the 25-34 and 55+ age groups also increased dramatically as well.

Sport competition or tournament participation also has been examined. The overall rate of participation has declined since 1992, with the majority of participants coming from the 15-18 age group. Most tournaments are held in the sports of curling, softball, hockey, football and volleyball.

With continuing demands for a variety of recreation facilities (both indoor and outdoor) to serve individual and team needs, communities have had to explore how to best meet this ever broadening list of needs. The multi-component concept of delivering recreation services continues to grow in acceptance with the idea of providing for a variety of activities and programs in a single location. This idea has become popular in Canada (especially the western provinces), the United States and even Europe (Britain and the Scandinavian countries). Such facilities have proven to be financially successful by centralizing operations for recreation agencies and through increased generation of revenues from patrons able to participate in multiple and varied leisure needs under the same roof. These facilities have become identifiable centers for communities, and have promoted "family" recreation values. The keys to success revolve around the concept of intergenerational use in a quality facility that has multi-use capabilities and the versatility and flexibility to meet ever-changing leisure needs. This concept has been further enhanced when indoor facilities are matched with complimentary outdoor amenities, creating a location where a wide variety of recreational pursuits can be offered.

The success of most of these public community recreation centres is dependent on meeting the recreational needs of a variety of individuals. The fastest growing segment of society is the senior population and meeting the needs of this group is especially important now and will only grow more so in the coming years. Indoor walking tracks, exercise areas, pools and classroom spaces are important to this age group. Marketing to the younger more active senior is paramount, as this age group has the free time available to participate in leisure activities, the desire to remain fit, and more importantly the disposable income to pay for such services.

Youth programming has always been a cornerstone for recreation services and will continue to be so with an increased emphasis on teen needs and providing a deterrent to juvenile crime. With a continuing increase in single parent households and two working parent families, the needs of school age children for before and after school child care continues to grow as does the need for preschool programming.

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In resort communities the need and ability to access the second homeowner and visitor population also becomes important as this group is usually very active in recreational activities and has the financial means to pay for such use.

The ever increasing demand for a diverse number of recreation programs has put a real squeeze on the number of indoor recreation facilities that are available. Recreation has historically utilized school facilities during non-school hours for many of its programs and services. However, the limits of using school facilities (unable to have consistent use), the growth in school sports, (including intramurals), and the lack of daytime program space has pushed communities to build separate recreation centres or partner with schools to enlarge facilities. Even with these new centres, use of school buildings has continued to be strong and has allowed for the growth in programs and services in an effort to keep pace with demand.

As more and more communities attempt to develop public community recreation centres the issues of competition with other providers in the market area have inevitably been raised. Objections have come from the private health club market and from the non-profit sector (primarily YMCA's), where the market is much closer to that of the public providers. The reality is that in most markets where public community centres have been built, the private sector has not been adversely affected and in fact in many cases has continued to grow. This is due in large part to the fact that public and private providers serve markedly different markets. While not as vociferous as the private providers, the non-profits have also often expressed concern over public community centres. What has resulted from this is a strong growth in the number of partnerships that have occurred between the public and non-profit sector in an attempt to bring the best recreation amenities to a community.

Service Area Competition: There are currently a number of recreation, fitness and wellness service providers in the greater Collingwood area that are supplying indoor recreation, fitness and sports activities.

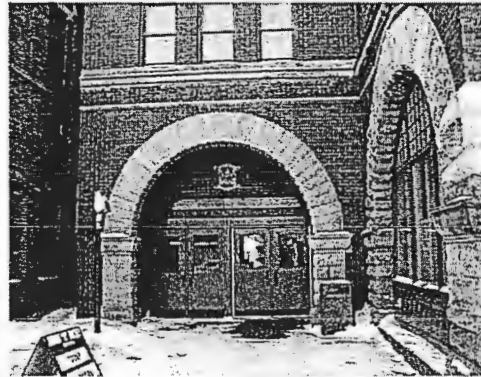
The Town of Collingwood has limited indoor recreation facilities of their own. The main facility is the Eddie Bush ice arena located in downtown Collingwood. This single sheet centre (with a relatively small ice surface) with seating for approximately 2,200 has been well maintained over the years and is one of the few local rinks still located on a main downtown street. However the single ice sheet has to serve the total ice needs of the community and the demand for more ice time (especially for girl's hockey) has resulted in a general lack of growth in overall ice programs. The other primary facility operated by the town is the Collingwood Fitness Centre which is located in an old home. The centre has a small therapy pool in the basement as well as a small weight room, and other classroom space. In addition some space is leased to a private physical therapy provider. This facility is in need of significant upgrades, does not accessible for the disabled, and is simply not capable of adequately supporting the type of activities it currently must provide. One of the primary goals of any new recreation building in Collingwood should be to replace this facility. Another town recreation facility that is in a similar state is the Centennial outdoor pool which is an old 6 lane 25 meter tank that continues to have significant operational issues and has very little appeal to the general public. This facility should also be closed if a new centre with an aquatics element is built. In addition, the town also owns the curling club building and has put significant dollars into the renovation and upkeep of this facility. Although its primary use is for the Collingwood Curling Club during the winter months, the building also serves as a community events center during the off season. The local school facilities (two gyms at the high school, as well as elementary school gyms) are also utilized for community recreation programs and sports leagues as well. Recently the school district has begun to charge for use of school facilities which has reduced the number of uses as the fees have become an issue for local groups and organizations. Collingwood does have a number of outstanding parks as well as soccer and baseball fields.

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Curling Club



Eddie Bush Arena



Senior recreation and social service needs are offered by the non-profit Collingwood Leisure Time Club in a relatively new facility that has three large multi-purpose rooms and a kitchen. The community's more passively oriented senior needs appear to be well taken care of by this facility.

Currently there are also plans to build a new community theater in the downtown area and a local citizens group is attempting to develop a youth center in the same area.

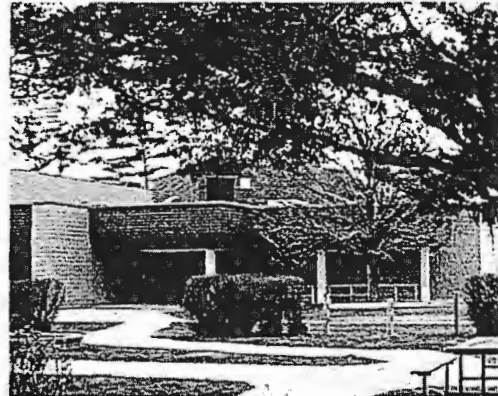
The primary provider of sports, recreation and fitness programs and services is the YMCA of Collingwood which is located in Central park next to the curling club. This centre was built approximately 20 years ago with financial assistance from the town. The facility contains a gym, pool, fitness area, racketball/squash courts and drop-in child care space. However, the building appears to be significantly undersized for the demands that it has. The gym and fitness areas are small and could be substantially expanded and the pool is not sized properly for competitive swimming. It is significant that the YMCA has the only significant indoor pool in the greater Collingwood area and with the diverse aquatic needs the centre is asked to fill this aspect of the building is severely lacking.

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Collingwood Fitness Centre



Collingwood YMCA



The other major provider of indoor fitness facilities is the private sector. There are a couple of small store front fitness centers in Collingwood (Curves for Women and others) that focus primarily on weights and cardio equipment and there is one relatively large provider, Barton's which has a substantial fitness area and racketball and squash courts. It should be expected that these existing private providers may have a concern over the possibility that a new community centre (if it includes fitness related amenities and activities) would adversely impact their market and they will oppose the project as a result. However, private fitness and community recreation centres typically serve very different clientele and usually do not compete head to head for the same users. The other emerging private provider is Blue Mountain with its goal of serving the resort market. A number of recreation and fitness amenities are already present or will be built in the coming years (Blue Mountain received Super Build funding for recreation facilities including an indoor pool). An effort needs to be made to coordinate future recreation projects with Blue Mountain to avoid duplication and enhance recreational opportunities for the permanent, second homeowners and visitors to the area.

Besides Blue Mountain, many of the communities in the Collingwood primary service area have ice rinks and other outdoor amenities (the beach in Wasaga Beach) but none have any true indoor community recreation amenities. The closest location for such facilities is in Barrie which is a significant distance away. It should be noted that the YMCA and Wasaga Beach have explored plans to possibly develop a YMCA building but it is not certain if or when this will occur.

With the large number of condominiums, second home communities and even hotels (The Cranberry) there are also a significant number of small indoor pools and other minor recreation spaces attached to these developments. While these are readily available to the residents of these dwellings, they lack the appeal and use characteristics of a true multi use public facility.

It is clear that the Town of Collingwood does not currently have adequate facilities to provide much more than just the most basic of indoor recreation programs and services. Much of what already takes place is in inadequate facilities and relies on other provider's buildings. Despite the presence of some other recreation, fitness and sports providers there should be a significant market in the primary service area but a public facility will need to draw from the entire primary service area as well as from visitors to the region and second homeowners to be financially successful.

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Alternative Recreation Service Providers: Below is a list of the alternate recreation service providers (facilities) that are located in the greater Collingwood market area.

|                      |                            |
|----------------------|----------------------------|
| Eddie Bush Ice Arena | Collingwood Fitness Centre |
| YMCA of Collingwood  | Leisure Time Club          |
| Curling Club         | Curves for Women           |
| Centennial Pool      | Barton's                   |

This is a representative listing of alternative recreation facilities in the area and is not meant to be a total accounting of all service providers. There may be other facilities located in the area that have an impact on the Collingwood market as well.

Market for a Public Recreation Center: With any proposed public community recreation center the issue of the size and qualification of the market for such a facility comes to the forefront.

Reviewing the characteristics of the various markets indicates:

- The Collingwood primary service area with a permanent population of just over 50,000 is more than adequate to support a comprehensive public community recreation center. This is further enhanced with another 23,000 from the second home market and approximately 1.25 million from visitors to the area.
- The population of the primary service area is older than the Ontario age level and the average household income level is lower as well.
- With inadequate public recreation facilities available for the town, a significant portion of any new facility built will simply allow existing programs and services to take place in a facility that is more appropriate for these activities.
- The private sector hopes to capture between 10% and 15% of a market area (generally in a 3 to 5 mile radius of a club) while the public sector facilities target a market of 20% to 30% of an area within a 15 to 20 minute driving distance. Non-profits will have a market draw that is somewhere between the two. These differences are directly related to the business practices of the three types of entities. Private facilities are generally a membership based operation where revenues are almost exclusively derived from membership revenues and from program and service expenditures generated from these same individuals. As such it is relatively easy to project market dynamics (distance, eligible households, etc.) for this type of facility. The non-profit sector (YMCA's) takes the market a bit further, while still being largely membership based; they often have some limited daily admissions and actively pursue program only members. Program and service options also often extend well beyond the sports and fitness area to include everything from child care, to cultural arts and social programs. This expands the market for recreation services to the 15% to 20% range. Public facilities on the other hand generally have readily accessible daily admissions, some form of extended passes as well as annual passes. In addition there are usually a large number of programs (again in areas beyond sports and fitness) that can be accessed without a membership and also a number of community functions and activities where no fee is collected at all. Most community recreation centres operate on an ala carte system which greatly expands the market to a broader spectrum of users based on age, income and travel time. As a result the 20% to 30% market penetration rate is obtainable and the geographic area served is generally much larger. It is not inconceivable that over the course of a year's

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time close to 50% of a community's population will have come to a community recreation centre for some use, function or activity. However, due to the variety of program and service options offered by the public sector, fewer annual passes are generally sold than private or non-profit facilities. On the other side it is relatively common to have individuals and families who have memberships at private or non-profit facilities to access public centres for certain services that are either not offered by the others or are not providing them in a manner that meets their needs.

- The market realities put public and private facilities at the opposite end of the market spectrum with the non-profits in the middle but closer to the public market.
- The ability of a fitness, sports or recreation facility to capture a market share is based in large part on the amenities that are included in a center, the variety of amenities available, the size of the facility and the fees that are going to be charged.

Based on the information noted above the following estimates are possible.

- There are estimated to be approximately 51,000 individuals in the primary service area. If 10% are captured by the private sector this would result in approximately 5,100 memberships.
- Figuring that a maximum of 10% of the market is being satisfied with the private providers (this projection is probably high) that still leaves the difference between the public and private market rate at 20%. Much of this market is being taken from the other facilities (YMCA) but even at 15% of this market that still leaves a market of 5% for a Collingwood facility. 5% of the primary service area market would convert to approximately 2,550 users that could be annual pass holders. Calculating daily and other extended pass visits typically involves drawing not only this market segment but usually from the visitor and second homeowner market as well. If only 5% of the second home market (approximately 23,000) were to use the facility this could convert to nearly 1,150 users and if as few as 2.5% of the nearly 1 million visitors utilized the facility this could add another 25,000 potential users.
- Another more conservative method to analyze possible participation numbers is to look at the pre-qualified population that is likely to participate in sports activities and look at realistic percentage of that market that can be captured by a facility. Weekly participation in active recreation activities from adults within the primary service area can be expected to be somewhere in the range of 3% to 5% of the population which equals approximately 1,530 to 2,550 individuals, (based on 2001 adult population estimates for the primary service area). Even if a new center were able to capture as little as 35% of this pre-qualified market this would convert to 535 to as many as 890 potential annual pass holders. Possible use numbers for second homeowners could add another 350 potential pass holders. Participation rates for more passive oriented facilities are more difficult to project due to the lack of reliable utilization rates for such activities, but the level of use is below that of a more active facility and the potential service area is also considerably smaller as well.
- In addition to regular sports participants a community recreation center should be expected to draw the more occasional sports and recreation user to such a facility. This will further enhance the size and depth of a market for a Collingwood recreation center.

Demographic Summary and Assessment of Need Conclusion: If the town develops a new community centre, the emphasis of the project should be placed on providing quality of life benefits with corresponding facilities that attract the age groups that have the highest level of participants and those activities that have the greatest facility needs. The fact that the demographic statistics show an older (as compared to the Ontario population) age group distribution should be kept in mind since the

rate of participation decreases significantly with age. During the next five years the fastest growing segment of the population nationally will be in the 45 to 65 age category.

Population in the service area is projected to continue to increase in the coming years, which will add to the number of possible participants for the center. The continued growth in second home numbers will also help. Household income is one of the prime determiners in recreation activity participation and the Collingwood primary service area has a below average household income level, which may somewhat inhibit participation.

Overall, after reviewing the demographic information, the age and presence of existing recreation facilities in the community, and the gaps in service from the other recreation/fitness facilities, there is a reasonably strong market for a Collingwood Community Centre if it is focused on filling the recreation needs of not only the residents of the area but also the visitors and second homeowners.

## **Section II - Market Orientation**

Based on the demographic makeup of the primary service area and the trends in indoor recreation amenities, there are specific market areas that need to be addressed with such community facilities. These include:

### General

1. Drop-in recreation activities - Critical to the basic operation of any public community recreation centre is the availability of the facility for drop-in use by the general public. This requires components that support drop-in use and the careful scheduling of programs and activities to ensure that they do not dominate the center and exclude the drop-in user. The sale of annual passes and daily admissions, potential strong revenue sources for a center, requires a priority for drop-in use.
2. Instructional programming - The other major component of a community recreation centre's operation is a full slate of programs in a variety of disciplines. The centre should provide instruction for a broad based group of users in a number of program areas. The primary emphasis should be on teaching basic skills with a secondary concern for specialized or advanced instruction.
3. Special events - There should be a market for special events including community organization functions, sports tournaments and other special activities.
4. Community rentals - Gyms, ice rinks and multi-purpose rooms can be used as a large community gathering space and can host a variety of events from seminars, parties, receptions, arts and crafts sales and other events. It is important that a well-defined rental fee package is developed and the fee schedule followed closely. Rentals should not be done at the expense of drop-in use or programming in the centre.
5. Social welfare programs - An emerging area for many centres is the use of space for social service activities and programs. Special population activities, teen assistance programs, childcare and other similar uses are now common in many facilities.

### Specific market segments include:

1. Families - Within most markets an orientation towards family activities is essential. The ability to have family members of different ages participate in a variety of activities together or individually in the same facility is the challenge. Perhaps the single greatest focus of most major community recreation centres is the family market.

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2. Pre-school children - The needs of pre-school age children need to be met with a variety of activities and programs designed for their use. From drop-in childcare to specialized pre-school classes, a number of such programs can be developed. Interactive programming involving parents and toddlers can also be beneficial. It is significant that this market usually is active during the mid morning time frame, providing an important clientele to the facility during an otherwise slower period of the day. For parents with small children who wish to participate in their own activities, babysitting services are often necessary during the morning and early evening time slots.
3. School age youth - Recreation programming has tended to concentrate on this market segment and this age group should be emphasized at a community recreation centre as well. This group requires a wide variety of programs and activities that are available after school or during weekend hours. Instructional programs and competitive sports programs are especially popular, as well as drop-in use of the facility.
4. Teens – A major focus of many public community recreation centre projects is on meeting the needs of teenagers in the community. There is a great debate among recreation providers on how to best provide recreation programming for this age group. Some believe that dedicated teen space is required to meet their needs while others find that it is the activities and approach that is more important. Serving the needs of this age group will often require the use of many areas of the centre at certain “teen” times of use.
5. Seniors - As the population of Canada and the primary service area continues to age, continuing to meet the needs of an older senior population will be essential. A more active and physically oriented senior is now demanding services to ensure their continued health. Aqua exercise, lap swimming, exercise walking, weight training and cardiovascular conditioning have proven to be popular with this age group. Again, the fact that this market segment will usually utilize a facility during the slower use times of early to mid-day also is appealing. Providing services for this age group should be more of a function of time than space.
6. Business/corporate - This market has a variety of needs from fitness/wellness and instruction, to recreation and social. The more amenities and services that can be offered at one location the more appeal there is to this market segment. The business community should be surveyed to determine their specific needs and expectations.
7. Special needs population - This is a secondary market, but with disability access requirements and the possible existence of a number of recreation components, the amenities should be present to develop programs for this population segment. Association with the Special Olympics, health care providers and/or other social service agencies will be necessary to fully reach this market.
8. Special interest groups - This is a market that needs to be explored to determine the use potential from a variety of groups. These could include school functions and teams, social service organizations and adult and youth sports teams. While the needs of these groups can be great, their demands on a centre can often be incompatible with the overall mission of the facility. Care must be taken to ensure that special interest groups are not allowed to dictate use patterns for the centre.
9. Visitor/Second Home - This large market can be developed through working with local hotels/motels, condos and developments in the area. Generally the leisure pool elements and fitness aspects of the facility have the most appeal for this group. This involves the development of a specific marketing plan more than anything else. The rate of participation in recreation activities and the use of indoor recreation facilities is generally much stronger than the general population.

### Section III – Public Input

An important aspect of determining the need for additional indoor recreation space is through public input regarding the matter. To this end a series of stakeholder and focus group sessions were held to gain input from a number of different aspects of the greater Collingwood community regarding current and future needs for indoor recreation. A general public session was also conducted to allow input from anyone in the community. In addition a formal, scientifically valid phone survey was administered to determine community recreational needs as well.

Stakeholder/Focus Group Sessions: On March 27<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup> of 2003, a series of stakeholder/focus group sessions were held with different segments of the community.

Stakeholder/Focus groups:

Town Council  
Hockey/ice skating  
Service groups  
Aquatic groups/users  
Chamber of Commerce/Business Improvement Association  
Probus clubs  
Youth of the community  
School representatives  
Blue Mountain Resort  
Seniors of the community  
Collingwood Vision 2020 Committee  
Sports groups  
Bay Ridge Partnership  
Collingwood YMCA

These meetings started with a brief description of the study process and the intent of the meetings. Each of these groups was then asked a series of questions regarding indoor recreation. The following are the basic questions that were asked:

1. Is there a need for indoor recreation in Collingwood?
2. Is there a need for more indoor recreation than is currently being provided in Collingwood?
3. What types of indoor recreation facilities are needed?
4. Where should any new recreation facility be located?
5. The SuperBuild grant requires a partnership, who should the town partner with?
6. What concerns are there regarding the proposed facility?
7. What should be done with the Eddie Bush arena?
8. How should the project be funded?
- 9.

General Findings from these sources were:

#### *Need*

- Indoor facilities are an important aspect of providing recreation services to Collingwood residents.
- There is a strong need for additional indoor recreation facilities in Collingwood, as existing facilities (primarily Eddie Bush, school gyms and the YMCA) are being used to their limit or are simply inadequate for the uses they must support (YMCA pool).
- Many sports programs are limited in the number of participants they can take due to the lack of space (especially gym, ice and pool space).

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- Residents of Collingwood must leave the community for many of their recreation needs.
- There is nothing for the youth of Collingwood to do and an indoor recreation centre would help to alleviate this problem.
- Any new facility must serve the needs of all ages and should have a multi-generational approach and appeal. It should not be built just to serve team and athletic needs.
- While not a top priority, any new centre should attempt to serve not only the local population but also second homeowners and visitors.

#### *Amenities*

- Specific amenities that should be considered for inclusion in a centre included:
  - Ice rink
  - Gym space
  - Indoor pool (competitive and leisure)
  - Indoor track
  - Fieldhouse (indoor soccer, etc.)
  - Meeting rooms/conference center
  - Fitness area
  - Gymnastics area
  - Climbing wall
  - Outdoor ice rink
  - Racketball/squash courts
  - Youth center
  - Skate park
- 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 result.
- A community events space is also needed for trade shows and other functions.
- The concept of having distributed indoor recreation facilities around the community instead of one central facility was raised.
- People generally wanted to see Eddie Bush remain as an ice arena even if a new sheet(s) is built elsewhere. It must remain a public use space if not used for ice purposes in the future. There is a desire to try and have a second sheet of ice located next to Eddie Bush.

#### *Site*

- Considerable concern was expressed over any planned partnership with the Bay Ridge equestrian group. There is a thought that they will dominate the site and possibly the facility itself.
- A site must be chosen for the centre that is centrally located, has easy access for pedestrians (especially kids), and bicyclists. The site should also be close to downtown and have bus service and be able to be served by the trail system. There was concern that the site next to Fisher Field was too far away from the core area of town to be considered.
- There was some support for the equestrian site due to its size and its location in the growing area of the community.

- There was considerable support for trying to develop a recreation centre at the current curling club and YMCA location.
- A location that can support both indoor and outdoor recreation needs was preferred.

#### *Partners*

- Potential project partners that were identified for the project included the Bay Ridge equestrian group, the YMCA and neighboring communities. The YMCA was most often mentioned as a possible partner while there was a great deal of concern about a partnership with the equestrian group.
- There were many questions raised regarding how the town and equestrian group might partner. There was little support for partnering if actual facilities would be shared and not just the site.

#### *Funding*

- The sale of "parkland" to fund the construction and operation of a new recreation centre is not supported.
- There is a real concern regarding have to fund the project with a tax increase. However there is not as much opposition to a debenture if it can be funded without a tax increase.
- While SuperBuild funding will provide one-third of the capital cost to build the facility where will the balance of the funding come from if not from tax dollars.
- Other funding options included partnering with neighboring communities to jointly fund the project and through corporate donations and fundraising.
- Users would expect to have to pay for centre admittance and programs taking place in the building.
- Concern was expressed that there were more pressing community infrastructure needs besides an indoor recreation centre.
- The project as it currently has been proposed is seen by some as being too big and grandiose. Possible phasing of the centre was mentioned as a way to start with a smaller financial commitment.
- Questions were raised regarding the possible economic impact that such a facility might have on the community.

#### *Other*

- There were many questions regarding how much the project would cost to build as well as to operate.
- With the timeline that must be followed to receive the SuperBuild grant there is concern if the project can be completed within these limitations.
- Concern was expressed over the process that was followed to submit the SuperBuild application and that there was not enough public input.

**General Public Meeting:** On Saturday, March 29<sup>th</sup>, 2003 an open general public meeting was held to gather information from residents of Collingwood regarding the indoor recreation needs of the community. Many of the same questions that were asked in the stakeholder/focus group meetings were posed to the attendees.

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In general the issues and concerns raised in this public meeting were similar to what was heard in the other sessions. Key findings included:

1. The need for an additional ice sheet, an aquatics facility and a facility for large group functions. Some expressed the feeling that there was not a need for any other recreation facilities.
2. Questions over where the centre would be located and concern over the viability of the equestrian center site. The desire to see a central location that is easily accessible was paramount.
3. A desire to have public art included in a new facility and the need to make sure that the building is environmentally sensitive.
4. Concern over how the project would be funded and a lack of support for increasing taxes for this purpose as well as the sale of parkland.
5. There are other higher priorities for the town to focus on.

Survey of Residents: Malone Given Parsons Ltd. conducted a phone survey of resident households during May of 2003 to help determine public interest, priorities, usage, and financial support for a proposed indoor recreation center to be developed in Collingwood.

Malone Given Parsons worked extensively with representatives from Ballard\*King and Associates and Ankeny Kell Architects in the development of the survey questionnaire. The instrument was then approved by the Town of Collingwood staff prior to the start of the actual survey work. This work allowed the survey to be tailored to issues of strategic importance in evaluating issues relating to the development of an indoor community recreation centre.

The survey was administered by telephone based on random sample of telephone numbers with a target of 400 completed surveys of Collingwood residents.

The full results of the survey have been included in the separate survey report generated by Malone Given Parsons Ltd.

The following summarizes the surveys findings:

- Just over half of the residents surveyed indicated that they or members of their households currently use indoor recreation, sports, fitness and aquatic facilities.

|                                                                                                                                      |                                  |                             |
|--------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|
| <b>Table 1.</b>                                                                                                                      |                                  |                             |
| <i>Q3. Are you or other members of your household currently using any indoor recreation, sports, fitness and aquatic facilities?</i> |                                  |                             |
|                                                                                                                                      | <b>Number of<br/>Respondents</b> | <b>Percent<br/>of Total</b> |
| Yes                                                                                                                                  | 209                              | 52.1%                       |
| No                                                                                                                                   | 192                              | 47.9%                       |
| <b>Total</b>                                                                                                                         | <b>401</b>                       | <b>100.0%</b>               |

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- Of the respondents who reported that they or members of their household were currently using indoor recreation, sports, fitness or aquatic facilities, over half (52.6%) reported using the YMCA. The second and third most commonly used facilities included the Eddie Bush Arena (42.1%) and private fitness clubs (34.0%).
- Generally, existing facilities are meeting at least some of the needs of households who use such facilities. About half of those surveyed indicated that existing facilities meet all their needs.
- When presented with a list of specific indoor recreation features, the majority of respondents indicated that space for teens and youths, an indoor ice-rink and an indoor swimming/aquatics center were strongly needed.

**Table 4. (continued)**  
Q4. I am going to read to you a list of specific indoor recreation features. For each one, please tell me whether you think each of these amenities is strongly needed, somewhat needed or not needed in Collingwood.

|                                                                            | Strongly<br>Needed | Somewhat<br>Needed | Subtotal:<br>Strongly or<br>Somewhat<br>Needed | Not<br>Needed | Don't<br>Know | Total  |
|----------------------------------------------------------------------------|--------------------|--------------------|------------------------------------------------|---------------|---------------|--------|
| <b>Percentages:</b>                                                        |                    |                    |                                                |               |               |        |
| Gymnasiums for basketball, volleyball, etc.                                | 44.1%              | 33.2%              | 77.3%                                          | 20.7%         | 2.0%          | 100.0% |
| Dance Rooms for beginning tap & ballet, ballroom, and square dancing       | 27.4%              | 37.2%              | 64.6%                                          | 33.4%         | 2.0%          | 100.0% |
| Space for Teens/Youths                                                     | 80.3%              | 14.2%              | 94.5%                                          | 4.2%          | 1.2%          | 100.0% |
| Multipurpose space for classes, meetings, receptions, and birthday parties | 39.4%              | 28.9%              | 68.3%                                          | 30.7%         | 1.0%          | 100.0% |
| Aerobics/fitness space                                                     | 34.4%              | 31.7%              | 66.1%                                          | 31.4%         | 2.5%          | 100.0% |
| Arts and crafts rooms                                                      | 35.9%              | 35.7%              | 71.6%                                          | 26.7%         | 1.7%          | 100.0% |
| Senior citizens area                                                       | 43.9%              | 29.7%              | 73.6%                                          | 24.9%         | 1.5%          | 100.0% |
| Weight room/cardiovascular equipment area                                  | 39.4%              | 32.2%              | 71.6%                                          | 26.2%         | 2.2%          | 100.0% |
| Racquetball/handball/volley ball courts                                    | 35.9%              | 37.4%              | 73.3%                                          | 23.7%         | 3.0%          | 100.0% |
| Indoor swimming/aquatics center                                            | 65.3%              | 18.5%              | 83.8%                                          | 14.5%         | 1.7%          | 100.0% |
| Indoor running/walking track                                               | 50.9%              | 26.7%              | 77.6%                                          | 21.4%         | 1.0%          | 100.0% |
| Preschool program space                                                    | 47.9%              | 23.7%              | 71.6%                                          | 24.4%         | 4.0%          | 100.0% |
| Childcare area for children of parents using community facilities          | 61.3%              | 21.7%              | 83.0%                                          | 15.7%         | 1.2%          | 100.0% |
| Indoor stage/performing arts                                               | 35.2%              | 30.2%              | 65.3%                                          | 34.2%         | 0.5%          | 100.0% |
| Rock climbing wall                                                         | 25.7%              | 30.4%              | 56.1%                                          | 41.6%         | 2.2%          | 100.0% |
| Outdoor roller hockey                                                      | 39.4%              | 34.9%              | 74.3%                                          | 22.7%         | 3.0%          | 100.0% |
| Indoor ice-rink                                                            | 69.3%              | 15.2%              | 84.5%                                          | 14.0%         | 1.5%          | 100.0% |
| Outdoor swimming/aquatics center                                           | 48.1%              | 25.4%              | 73.6%                                          | 24.9%         | 1.5%          | 100.0% |

- When presented with a list of specific aquatic features, a high proportion of respondents indicated that an area for swimming lessons, a warm-water area for therapeutic purposes and swimming lanes were strongly needed.
- When asked what they felt the first, second and third most needed feature was, the features which were given the highest priority included an area for swimming lessons, a warm-water area for therapeutic purposes, and a warm water family-oriented swimming/leisure pool.

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Table 7.

Q3a. From the list I just read, which THREE of these aquatic features do you and members of your household feel are MOST NEEDED in Collingwood? If there are no additional features needed please state that. [READ THE LIST AGAIN] Write in the letters below [using the letters from the above list]

|                                                                | Most<br>Needed | Second<br>Most<br>Needed | Third<br>Most<br>Needed | Total         |
|----------------------------------------------------------------|----------------|--------------------------|-------------------------|---------------|
| <b>Frequency:</b>                                              | 73             | 35                       | 54                      | 162           |
| Area for swim lessons                                          | 85             | 47                       | 37                      | 169           |
| A warm water family oriented swimming center (leisure pool)... | 53             | 89                       | 49                      | 191           |
| Warm water area for therapeutic purposes                       | 26             | 22                       | 19                      | 67            |
| 25-metre competition pool                                      | 21             | 22                       | 15                      | 58            |
| 50-metre competition pool                                      | 20             | 36                       | 30                      | 86            |
| An area with deep water                                        | 10             | 29                       | 37                      | 76            |
| Diving boards                                                  | 8              | 19                       | 26                      | 53            |
| Spa with raised temperature                                    | 34             | 35                       | 45                      | 114           |
| Lanes for lap swimming                                         | 8              | 10                       | 18                      | 36            |
| Dry sauna and steam room                                       | 47             | 28                       | 40                      | 115           |
| Outdoor family oriented swim center                            | 73             | 35                       | 54                      | 162           |
| <b>Total</b>                                                   | <b>385</b>     | <b>372</b>               | <b>370</b>              | <b>1,127</b>  |
| <b>Percentages:</b>                                            |                |                          |                         |               |
| Area for swim lessons                                          | 19.0%          | 9.4%                     | 14.6%                   | 14.4%         |
| A warm water family oriented swimming center (leisure pool)... | 22.1%          | 12.6%                    | 10.0%                   | 15.0%         |
| Warm water area for therapeutic purposes                       | 13.8%          | 23.9%                    | 13.2%                   | 16.9%         |
| 25-metre competition pool                                      | 6.8%           | 5.9%                     | 5.1%                    | 5.9%          |
| 50-metre competition pool                                      | 5.5%           | 5.9%                     | 4.1%                    | 5.1%          |
| An area with deep water                                        | 5.2%           | 9.7%                     | 8.1%                    | 7.6%          |
| Diving boards                                                  | 2.6%           | 7.8%                     | 10.0%                   | 6.7%          |
| Spa with raised temperature                                    | 2.1%           | 5.1%                     | 7.0%                    | 4.7%          |
| Lanes for lap swimming                                         | 8.8%           | 9.4%                     | 12.2%                   | 10.1%         |
| Dry sauna and steam room                                       | 2.1%           | 2.7%                     | 4.9%                    | 3.2%          |
| Outdoor family oriented swim center                            | 12.2%          | 7.5%                     | 10.8%                   | 10.2%         |
| <b>Total</b>                                                   | <b>100.0%</b>  | <b>100.0%</b>            | <b>100.0%</b>           | <b>100.0%</b> |

- The majority of respondents indicated that they would use an indoor multi-use community recreation centre more than once a month (73.1%).
- Generally, respondents indicated that the most important locational/siting criteria for a new indoor multi-use community recreation centre included accessibility for cyclists and pedestrians, site size and the need to provide opportunity for future expansion opportunities, auto accessibility and proximity to the downtown.

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**Table 9.**

*Q8. If the Town of Collingwood builds a new indoor multi-use community recreation center, how strongly do you feel about each of the following locational / siting criteria?*

|                                                                          | Very<br>Important | Somewhat<br>Important | Not<br>Important | Don't<br>Know | Total  |
|--------------------------------------------------------------------------|-------------------|-----------------------|------------------|---------------|--------|
| <b>Frequency:</b>                                                        |                   |                       |                  |               |        |
| Close to the downtown                                                    | 209               | 93                    | 98               | 1             | 401    |
| Accessible for pedestrians and cyclists                                  | 336               | 50                    | 14               | 1             | 401    |
| Accessible to automobiles (i.e. near a major road or highway)            | 209               | 132                   | 59               | 1             | 401    |
| Close to schools                                                         | 124               | 135                   | 140              | 2             | 401    |
| Site size – opportunity for future expansion or outdoor recreation space | 269               | 90                    | 37               | 5             | 401    |
| Proximity to other existing sports facilities                            | 72                | 133                   | 182              | 14            | 401    |
| Close to new residential growth areas                                    | 104               | 128                   | 165              | 4             | 401    |
| Close to Blue Mountain & resort areas                                    | 28                | 47                    | 324              | 2             | 401    |
| <b>Percentages:</b>                                                      |                   |                       |                  |               |        |
| Close to the downtown                                                    | 52.1%             | 23.2%                 | 24.4%            | 0.2%          | 100.0% |
| Accessible for pedestrians and cyclists                                  | 83.8%             | 12.5%                 | 3.5%             | 0.2%          | 100.0% |
| Accessible to automobiles (i.e. near a major road or highway)            | 52.1%             | 32.9%                 | 14.7%            | 0.2%          | 100.0% |
| Close to schools                                                         | 30.9%             | 33.7%                 | 34.9%            | 0.5%          | 100.0% |
| Site size – opportunity for future expansion or outdoor recreation space | 67.1%             | 22.4%                 | 9.2%             | 1.2%          | 100.0% |
| Proximity to other existing sports facilities                            | 18.0%             | 33.2%                 | 45.4%            | 3.3%          | 100.0% |
| Close to new residential growth areas                                    | 25.9%             | 31.9%                 | 41.1%            | 1.0%          | 100.0% |
| Close to Blue Mountain & resort areas                                    | 7.0%              | 11.7%                 | 80.8%            | 0.5%          | 100.0% |

- The results of the survey indicate a fairly even split between respondents who would prefer to use an annual pass compared to those who would prefer to pay per visit.
- About three quarters of respondents indicated that they were willing to pay more than \$200 per year for an annual family membership. About eighty-five percent of respondents were willing to pay more than \$200 per year for an adult membership. Approximately seventy percent indicated that they were willing to pay an adult fee of more than \$6 per day and about half said they were will to pay the same amount for a child fee.
- Fundraising and user fees received the most support as methods of funding the costs of building and operating a new, indoor multi-use community recreation centre. A high proportion (61.1%) of respondents indicated that they either disagreed or strongly disagreed with municipal tax increases as a means of funding these costs.
- The support for the use of municipal debentures and the sale of Town owned property showed a greater split. Only 11.7% of respondents strongly agreed with municipal debentures as a method of funding; however, over half (51.6%) indicated that they somewhat supported it. Similarly, only 31.4% of respondents strongly agreed with the sale of Town owned property, while 38.9% indicated that they somewhat agreed. With regard to the sale of Town owned land specifically, we note that some respondents raised a concern that the Town would be selling parkland.

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**Table 15.**

*Q14. Thinking about the cost of building and operating a new indoor multi-use community recreation centre, how do you feel about each of the following options for funding the costs of building and operating a new indoor multi-use community recreation center?*

|                              | Agree<br>Strongly | Agree<br>Somewhat | Disagree | Strongly<br>Disagree | Don't<br>Know | Total  |
|------------------------------|-------------------|-------------------|----------|----------------------|---------------|--------|
| <b>Frequency:</b>            |                   |                   |          |                      |               |        |
| Municipal Tax Increases      | 19                | 137               | 118      | 127                  | 0             | 401    |
| Municipal Debentures (loans) | 47                | 207               | 91       | 55                   | 1             | 401    |
| Sale of Town Owned Property  | 126               | 156               | 57       | 61                   | 1             | 401    |
| Fundraising                  | 338               | 50                | 11       | 1                    | 1             | 401    |
| User Fees                    | 314               | 70                | 11       | 6                    | 0             | 401    |
| <b>Percentages:</b>          |                   |                   |          |                      |               |        |
| Municipal Tax Increases      | 4.7%              | 34.3%             | 29.4%    | 31.7%                | 0.0%          | 100.0% |
| Municipal Debentures (loans) | 11.7%             | 51.6%             | 22.7%    | 13.7%                | 0.2%          | 100.0% |
| Sale of Town Owned Property  | 31.4%             | 38.9%             | 14.2%    | 15.2%                | 0.2%          | 100.0% |
| Fundraising                  | 84.3%             | 12.5%             | 2.7%     | 0.2%                 | 0.2%          | 100.0% |
| User Fees                    | 78.3%             | 17.5%             | 2.7%     | 1.5%                 | 0.0%          | 100.0% |

- Respondents were presented with a list of potential communities/organizations that the Town might partner with in funding the development and operational costs and asked which two they would most support. The choices that received the most support included the Collingwood YMCA (62.3%) and other Municipalities around Collingwood (56.9%).

**Table 16.**

*Q15. Collingwood could possibly partner with other communities/organizations in the development and operations of a new indoor multi-use community recreation center. From the list of potential partners that I am about to read, please tell me the TWO you would most support Collingwood partnering with in the development and operations of a multi-use community recreation center. [READ THE LIST OF POTENTIAL PARTNERS AND THEN PUT A CHECK NEXT TO THE TWO POTENTIAL PARTNER AGENCIES THE RESPONDENT WOULD MOST SUPPORT]*

|                                         | Number of<br>Respondents | Percent<br>of Total<br>(n=401) |
|-----------------------------------------|--------------------------|--------------------------------|
| Other municipalities around Collingwood | 228                      | 56.9%                          |
| Blue Mountain or Other Resorts          | 125                      | 31.2%                          |
| the Collingwood YMCA                    | 250                      | 62.3%                          |
| the Equestrian Group                    | 47                       | 11.7%                          |
| Other groups/organizations              | 42                       | 10.5%                          |
| None                                    | 46                       | 11.5%                          |

- Regarding the amount of support for the project given other challenges, projects or priorities that the community is facing, 31.7% indicated that the project should be a high priority, while 47.9% ranked it as a medium priority. At the same time, 18.2% ranked it as a low priority.

**Table 18.**

*Q16. Compared to other important issues facing the Town of Collingwood, how high of a priority do you think the development of a community center with the features you most prefer should be?*

|                 | <b>Number of<br/>Respondents</b> | <b>Percent<br/>of Total</b> |
|-----------------|----------------------------------|-----------------------------|
| High Priority   | 127                              | 31.7%                       |
| Medium Priority | 192                              | 47.9%                       |
| Low Priority    | 73                               | 18.2%                       |
| Don't Know      | 9                                | 2.2%                        |
| <b>Total</b>    | <b>401</b>                       | <b>100.0%</b>               |

#### Section IV - Needs Assessment Summary

The following comments summarize the major findings of the needs assessment portion of the project.

1. The SuperBuild recreation center project is a very volatile and emotional issue in the community with strong supporters as well as detractors.
2. The Collingwood primary service area with a population of almost 51,000 is large enough to support a comprehensive community recreation center especially when the second homeowners (approximately 23,000) and visitors (approximately 1.25 million) are added to this total.
3. The population distribution by age within the primary service area is older than the Ontario population and the average household income level is also below the Ontario and Canadian statistics. However these demographic characteristics are still acceptable for a public community recreation center.
4. There are a number of other recreation service providers in the market area but there are still additional unmet recreation needs. The town has the Eddie Bush Arena, the Collingwood Fitness Centre, and the Centennial pool but these facilities cannot meet the all the recreational requirements of the community. The YMCA is the other major provider of recreation services but their facility is undersized and inadequate.
5. The Vision 2020 Committee's report, titled "Blueprint Collingwood: A People's Vision for the Town of Tomorrow" outlines the future direction for the Town of Collingwood. This document directly mentions the goal of developing "...an indoor, year round recreation and entertainment attraction, facility or facilities." However certain committee members voiced concern over the project and its value to the community as it is presently being planned.
6. The results of the public input process indicated the following.
  - There is general agreement that there is a need for additional recreational facilities.
  - The key elements are ice and aquatics, all other needs are secondary.

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- There is generally not support for partnering with the Bay Ridge equestrian group. However there is support for partnering with the YMCA.
  - There is concern over putting the center at a site that is outside the downtown area and at a location that does not have easy access for youth and others.
  - People would like to see the ice rink at Eddie Bush remain.
  - 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 process.
  - Funding will be a primary concern. There is very limited support for a tax increase. The sale of "parkland" to fund the project is not acceptable but the sale of surplus property might be possible.
7. The project is a reasonably high priority for the community.
  8. There are two critical requirements of the SuperBuild application. One requires a partnership with another entity and the second is the requirement that the project be completed and open by March 31<sup>st</sup>, 2007. Also any changes to the overall plan for the facility will need to be approved by the SuperBuild administrative agency.
  9. This type of a facility should be seen as a strategic investment in the community that can make a positive statement about the quality of life in the area.

### Building Program

The building program and master plan program has been developed based on the information collected during Phase One of this study. The following concerns have influenced the determination of this program and the programmed spaces priority ranking.

- The SuperBuild Grant proposal's building program
- Public support for an activity or type of space
- Need for the program space in Collingwood
- Adequacy of existing facilities
- Site limitation for a facility
- Initial capital cost for a programmed space
- Operational cost for a programmed space
- Revenue generation from a programmed space
- Potential partners needs and opportunities

Additional information can be referred to in Section II – Market Orientation and Section IV – Needs Assessment Summary for the following building program.

#### First Phase Building Program

##### Ice Pad:

The Collingwood area needs another ice pad. The existing ice at Eddie Bush cannot accommodate the requested amount of ice time. Many of Collingwood's residents, including the girl's youth hockey, are traveling to Stayner, Barrie and other neighboring ice pads to skate. The need for ice time in

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Collingwood and the neighboring communities merits a second ice pad for the winter months. Additionally, the construction of a year-round ice pad would allow the Eddie Bush facility to be used for other large civic activities, such as ELVIS and Lobster Fest, during months when a second sheet of ice is not required. (Included in the SuperBuild Grant.)

Lap swimming pool, 25 meters:

At this time, Centennial Pool at Heritage Park is the only standard length swimming pool in Collingwood. The pool is in poor condition, needs replacement, and lacks appeal to the majority users. The YMCA pool, a 20-meter pool, is too shallow to meet the needs of fitness and competitive swimmers. A new pool will meet the needs of fitness and competitive swimmers and provide a place for swimming lessons and water safety instruction. While the competitive swimming groups in town desired a 50-meter pool, 50-meters is not recommended for a number of reasons; precedents of a \$300,000 operating cost short fall exist, an additional \$1.7 million of construction cost would be needed, and the area lacks the number of competitive users or events to justify its inclusion in the building program. The additional cost is better spent on facility amenities that meet broad public interest. (A 33-meter pool was included in the SuperBuild Grant.)

Warm water therapy pool:

The demographic of Collingwood indicates a larger than normal senior population. Program space such as the warm water therapy pool is essential. Older adults and those conducting physical therapy would be the primary users. Trends show that low impact exercise in warm water is growing in popularity. The warm water therapy pool would replace the existing therapy pool at the Collingwood Fitness Centre. The existing therapy pool is not handicapped accessible and lacks user appeal. The supporting spaces for the pool are in extremely poor shape and could poses safety concerns. The fitness centre as a whole is inefficient and needs replacement. (Included in the SuperBuild Grant.)

Leisure swimming pool:

This shallow water swimming pool with play features and a water slide is a standard program space in community recreational centers constructed across North America. Construction of a leisure pool would replace the existing Centennial Pool and have a broader appeal to area youth including the very young and teenagers. A new leisure pool would also be an attractive amenity for Collingwood visitors, especially during inclement weather. A leisure pool is a high cost program item both in construction and operation, but these costs are offset by its potential for revenue generation, especially from visitors to the Collingwood area. (Included in the SuperBuild Grant.)

Fitness exercise spaces:

These spaces include a walking track, exercise classroom and an area for aerobic and strength training equipment. These spaces would replace the existing aerobic and strength training space at the Collingwood Fitness Centre, a space that is extremely small and in poor condition. The addition of a walking track would meet a need for basic exercise space during inclement weather. The exercise classroom is another element that is critical to the operational success of a facility. Current trends indicate growth toward instructor-led exercise classes for all fitness levels. An exercise classroom can be used for many types of activities, such as yoga, dance, martial arts and traditional aerobics. These classes are a good revenue source whether conducted by the facility or through space rentals. (Included in the SuperBuild Grant.)

Public meeting rooms:

A large dividable meeting space was a desired program element. A lack of public meeting space was indicated in the users group meeting. This type of space is also needed for hosting events such as swim meets and hockey tournaments. Meeting room spaces have low operational costs and low revenue generation, but they do provide support for high revenue generating spaces. (Not included in the SuperBuild Grant.)

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**Youth / teen space:**

Youth space was a relatively high priority as expressed in both stakeholder meetings and the public survey. Youth space is flexible and can have many uses. In addition, it provides a place for kids to "hang-out" at little or no cost. (Not included in the SuperBuild Grant.)

**Child Care:**

Two types of child supervision are provided in the child-care area; short term and full-service day care. The short term (1 hour) child-care is provided for parents who are using the facility. Short-term care includes a small fee but helps to make the facility convenient and easily accessible during the day. Full-service day care is included as a program element in anticipation of a YMCA partnership. The YMCA currently operates a full-service day care facility. (Not included in the SuperBuild Grant.)

**Gymnasium:**

The study indicated a lack of gymnasium space in the Collingwood area. Gymnasium space is extremely flexible. It accommodates many activities, thus creating a broad base of users and support. In addition, if a YMCA partnership develops, their current gym space would need replacement. (Not included in the SuperBuild Grant.)

**Master Plan Building Program**

The following spaces were desired elements in the master plan building program and included to help evaluate the potential sites and future expansion of the multiple-use recreation facility. They are not considered viable elements for the project's first phase due to cost, lack of public support, lack of current need or site limitations.

**3000 Seat Arena:**

A large arena was included in the SuperBuild Grant proposal. However, a large arena is cost prohibitive at this time, as the estimated cost would be well over \$10 million. In addition, the Eddie Bush Arena can meet need for this type of venue. The addition of a second ice sheet would allow Eddie Bush to host ice events in the summer months. A 3000-seat arena would also require a large amount of land to accommodate the building and the required parking. Locating the arena near the multiple-use facility would provide operational efficiencies. Replacement of Eddie Bush received little public support.

**Banquet Facility:**

A large flexible space was mentioned many times in stakeholder meeting as a needed space in Collingwood. A banquet facility would meet the need of large meetings, dinners and dances that cannot be accommodated at the Leisure Time Centre or the Curling Club. (Not included in the SuperBuild Grant.)

**OutDoor Sports Fields:**

These are included in a master plan to address long-term operational efficiencies, and identify a single location for community recreation. A large number of fields in one location increases the revenue potential though the ability to host tournaments and camps.

**First Phase Building Program Priorities**

The following list indicates space priorities in the First Phase building program.

1. Ice pad
2. Lap pool
3. Leisure pool

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4. Warm water therapy pool
5. Fitness center
6. Youth / teen space
7. Gymnasium
8. Child-care spaces

Partnership with the YMCA

A partnership with the YMCA would benefit this facility. They would have the ability to operate a number of the programs and space more efficiently. A partnership would allow a greater number and size of elements to be included in the facility. The result would appeal to a broad range of users, and provide a more financially feasible operation. The YMCA's exclusion from the project would be detrimental due to competition and a decreased number of users.

## PHASE TWO REPORT

### Detailed Building Program

Note: This preliminary program was used to review and estimate the probable construction cost of the proposed multiple-use facility. This program assumes a partnership with the YMCA.

#### Aquatics – 28,670 s.f.

##### Leisure / Activity Pool:

- This free-form body of water ranges in depth from zero to 1 meter. It will feature a current channel for both play and resistance walking, user activated and interactive water play features, in-floor geysers and bubblers, and a 6-meter high water slide and splash down area. Water temperature will range from 29.5 to 30.5 degrees Celsius.
- This element in the building should have a southern exposure and large amounts of windows.
- Deck area needs to be provided for seating of swimmers and accompanying parents.
- The lifeguard office needs to have a view of the pool and immediate access to the pool.
- The pool should be adjacent to a multipurpose party room.
- *This pool will replace the existing outdoor swimming pool at Heritage Park.*

##### Spa / Whirl Pool:

- The pool will be sized for 8 to 10 people and have a water temperature of 40 degrees Celsius.
- The spa/whirl pool should be located in the same natatorium space as the leisure pool.
- *This pool will replace the existing spa located at the Collingwood Fitness Center and YMCA.*

##### Lap Pool:

- This 25-meter, 8-lane pool will accommodate competitive swimming at both short-course distances.
- The pool will provide deep water for swimming lessons and water safety training. Pool depth ranges from 1 meters to 4 meters.
- Deck area should be included for dry land instruction and seating for teams during swim meets.
- The pool area should provide seating for 100 spectators.
- This pool should be separated from other pools to allow independent operation during swim meets and training sessions.
- *This will replace the existing lap pool located at the Heritage Park and YMCA.*

##### Warm Water Pool:

- This pool is intended for water exercise classes and physical therapy instruction.
- Water temperature will range from 31.1 to 33 degrees Celsius.
- Low rise steps or a ramp is needed for access to this pool.
- This pool should be separated from other pools to control noise and provide privacy for exercise classes.
- An office should be located adjacent to this pool for programmers and class instructors.
- Some deck space is required for dry land instruction.
- *This will replace the existing warm water pool located at the Collingwood Fitness Center.*

##### Lifeguard Office:

- Locker and changing areas should be provided for lifeguards.
- An office for pool operations should be included.

Aquatics Adjacencies: The following elements should be located adjacent to the pool areas.

- Family locker rooms
- Men and women's locker rooms
- Lifeguard room and pool office
- Pool mechanical & pool storage

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Other Aquatics Area Design Criteria:

- Aquatic areas should be visible from the main entry lobby
- Pool Mechanical: Ozone Water Treatment System
- Pool Finishes: Diamond-Brite vessel surfaces, plaster
- Pool Deck: Ceramic tile
- Wall Surface: Burnished concrete masonry units or painted concrete masonry units
- Roof Structure: Long span steel joist with epoxy paint and acoustical perforated structural metal deck
- Air handling: Mechanical dehumidification and heat recovery equipment designed for pool environments, located in mechanical rooms. One unit for each one of the three natatoriums, with air distribution along exterior windows and with both supply and return air at the floor level and ceiling.
- Lighting: Direct and indirect metal halide lighting located around the perimeter of the pools.
- Roof Membrane: Built-up 4 ply bitumen roof

Ice Arena Practice – 35,500 s.f.

Ice Pad:

- 85' x 200' ice pad with a concrete floor to allow for secondary use out of season
- Removable dasher boards with tempered glass to 3.6 meters and safety nets at each end
- Team boxes located on opposite sides
- Exterior overhead door for truck access
- Floor inserts for volleyball stanchions, 4 sets

Spectator Seating:

- Elevated seating, pre-cast or cast-in-place concrete with plastic-covered aluminum benches
- Seating for 300 to 400 spectators with access to seating from above
- Located above changing rooms

Team Changing Rooms:

- Four team rooms with toilets and sinks
- Benches and hooks on three walls
- Rubber flooring

Public toilet room:

- Two single-occupant toilet rooms for use while wearing ice skates

Figure Skating Room:

- One room for use by figure skaters
- Changing stalls and mirrors

Officials Room:

- One room with toilet, sink and shower
- Bench and wall hooks

Ice Mechanical Room:

- Room for ice mechanical plant
- Exterior access
- View of ice pad
- Work space for equipment logs

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Water Heater Room:

- Room for 100-gallon water heater and boiler
- Ventilation for gas combustion

Resurfacers Room:

- Ice dump pit
- Workbench
- Tool storage
- Powered overhead door to ice pad
- Exterior access for resurfacers

Ice Adjacencies: The following elements should be located adjacent to the ice areas.

- Team changing room
- Concessions
- Main lobby
- Ice mechanical
- Visible from main entry lobby
- Ice storage
- Party room / multipurpose space

Other Ice Arena Design Criteria:

|                  |                                                                                                                                                                             |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ice Mechanical:  | Direct or indirect ice plant, industrial grade ice, temperature to vary from -9 to -4 Degrees Celsius                                                                       |
| Ice Pad Floor:   | Concrete (to allow for other uses off season)                                                                                                                               |
| Perimeter Floor: | Skate proof rubber flooring                                                                                                                                                 |
| Wall Surface:    | Pre-cast insulated concrete wall panels, painted                                                                                                                            |
| Roof Structure:  | Long span steel joist with epoxy paint and acoustical perforated structural metal deck                                                                                      |
| Air Handling:    | Desiccant dehumidification with distribution system over spectator's area                                                                                                   |
| Radiant Heat:    | Over seating and deck areas                                                                                                                                                 |
| Fans:            | Three exhaust fans on timers for use with combustion type resurfacers<br>Three paddle fans for circulation of air                                                           |
| Lighting:        | Bi-level sport lighting over the ice sheet,<br>32 or 38 1,000-watt metal halide fixtures with multi level ballasts<br>Fluorescent strip lighting over the spectator's areas |

Locker Rooms – 4,020 s.f.

Family Locker Cabanas:

- Planned to provide separation of families from the male and female only locker rooms, accommodates locker space for opposite gender caregivers and disabled people
- Six individual rooms, each with a toilet, sink, shower and changing space; two rooms with handicapped accessible shower, toilet and sink
- Located off a locker area core
- Access to main lobby and leisure pool
- 40 oversized plastic lockers in locker core

Men's Locker Room:

- Locker area with 140 lockers
- Sink and grooming area (five sinks)
- Toilet area (six stalls)
- Gang showers (eight heads)
- Two hundred lockers

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Women's Locker Room:

- Locker area with 140 lockers
- Sink area (five sinks)
- Makeup counter area
- Toilet area (six stalls)
- Individual shower area (eight stalls)
- Two hundred lockers

Sauna:

- One eight-person sauna accessible from the locker room, access to the pool deck
- *This will replace the existing sauna at the YMCA and the Collingwood Fitness Center.*

Locker Adjacencies: The following elements should be located adjacent to the locker areas.

- Main lobby, paid side of control desk
- Pools

Other Locker room Design Criteria:

|               |                                                                                                       |
|---------------|-------------------------------------------------------------------------------------------------------|
| Floor:        | Ceramic tile                                                                                          |
| Wall Surface: | Ceramic tile in wet areas, floor to ceiling, painted concrete masonry at other areas                  |
| Ceiling:      | Cementitious plaster at all wet areas, moisture resistant acoustical ceiling system in changing areas |
| HVAC:         | Humidity control, heat recovery and 100% exhaust                                                      |
| Lighting:     | Recessed fluorescent fixtures                                                                         |
| Lockers:      | Solid plastic or solid phenolic                                                                       |
| Benches:      | Solid wood attached to wall below the lockers with stainless steel brackets                           |
| Misc:         | Hand dryers, hair dryers, diaper changing stations, paper towel dispensers and trash receptacles      |

Fitness Area – 11,500 s.f.

Walking Track:

- A three-lane elevated walking track around the gymnasium
- Rubber flooring

Exercise Equipment Area:

- Aerobic / cardio-vascular equipment
- Circuit weight training
- Space for multiple TV and broadcast system closet
- Instruction desk for room monitoring and equipment instruction
- Carpet and rubber flooring
- Ceiling fans
- Separate HVAC system
- Drinking fountains

Exercise Class Room:

- A room to accommodate 40 people for exercise class
- Suspended wood floor
- Ballet bar and mirrors on two walls
- Storage closet for exercise equipment and sound system
- Separate HVAC system
- 3-meter high ceilings
- Multi-level lighting

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Gymnasium – 10,800 s.f.

Gymnasium:

- Hardwood floor
- Single full-size basketball court
- Six adjustable height, ceiling mounted, basketball hoops
- Double volleyball court
- Storage room
- Divider curtain
- Drinking fountain

Offices Areas – 1,410 s.f

Control Desk:

- Track daily users
- Located in lobby across from entry doors
- Sign-up point for programs and classes
- Display space for point of sale
- Custom millwork, cabinets and desks

Private Offices:

- Five private offices
- YMCA and town offices

Open Office Area:

- Space for three 2-meter by 2-meter work stations

Work/Mail Room:

- Copier
- Layout work space
- Mail boxes
- Supply storage
- Located close to control desk
- Custom millwork

Tele/Com Closet:

- Space for facility computer network
- Space for facility phone system
- Space for security and CCTV system
- 24 hour ventilation

Staff Break / Conference Room:

- Include a large table, functions both as a private area for staff breaks and staff meetings
- Counter and cabinet space for microwave and sink
- Space for refrigerator

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Support Spaces and Mechanical Spaces – 9,650 s.f.

General Storage

- Building supplies, maintenance and receiving

Janitorial Closets

- Dispersed throughout the building for easy and quick upkeep of meeting rooms and locker areas
- Include floor sinks

Common Public Spaces – 13,400 s.f.

Lobby:

The lobby is a critical portion of the facility design. The lobby must function as a control point for users coming to the facility and separate paid, non-paid and spectator areas. It should be organized to provide an understanding of where each activity is located within the building.

- Adjacent to control desk
- Public pay telephone
- Seating area
- Display area and cabinets

Public toilets:

- Services the multipurpose rooms, ice arena spectators, and swimming pool
- 8 stalls in each toilet room

Entrance vestibule:

- Automatic doors
- Recessed walk off mats
- Ceiling mounted cabinet unit heaters

Community Rooms:

- A large room capable of seating 150 people, can be divided into two rooms with a moveable wall partition
- Access to small exterior patio area
- Sink and cabinets in each section
- Storage room for table and chair storage
- Multi-level lighting capability

Teen Center:

- Multipurpose space for youth activities
- Non-paid use for youth
- Electrical for vending machine & video games
- Other game tables

YMCA Child Care:

- Programmed and contracted child care
- Single occupant toilet
- Counter, cabinets and hand sink
- Space for dishwasher
- Space for refrigerator
- Space for microwave
- Fenced outdoor play area, with play structure, grass and sand

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Tot Drop Area:

- For facility users
- Access to single occupant toilet
- Counter, cabinets and hand sink
- Space for small refrigerator
- Access to outdoor play area

Fire Protection:

- Wet sprinkler system in building with the exception of a dry pipe system in the ice arena and related cold areas

Fire Alarm:

- An addressable fire alarm system with multiple zones
- Including a public address system
- Including horn strobe combination devices
- Including smoke and heat detection

HVAC Controls:

- Central computerized control of all mechanical systems

Security System:

- Building access control
- Closed circuit television cameras

Parking:

- Parking for 350 cars for the first building phase
- Entry drive and turn around to accommodate large buses
- Bus stop for public bus
- Parking for bicycles

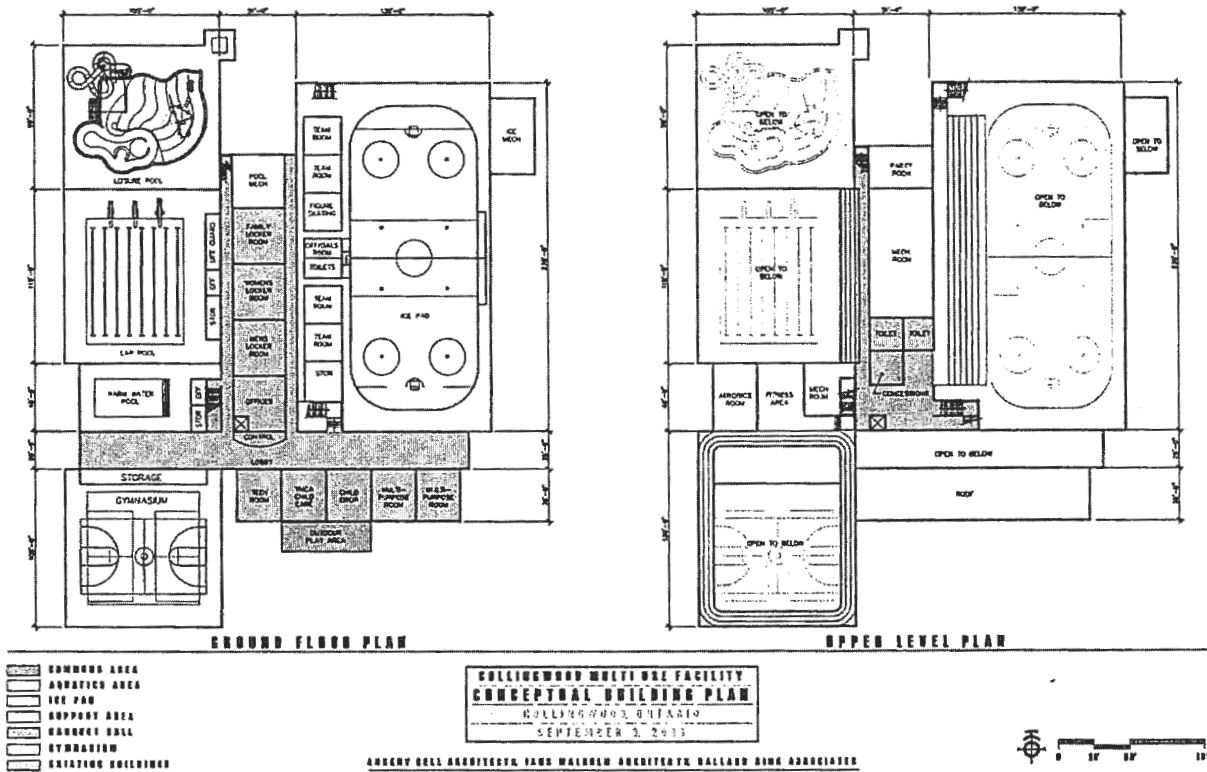
Landscaping:

- Allowance for landscape and irrigation around building and parking lot

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Concept Building Plan

This plan was developed to confirm the building program areas and the overall building size. It was conceptualized on Site #17 – Waterfront and was tested on the other sites to see if the building program fit with minor changes for each site.



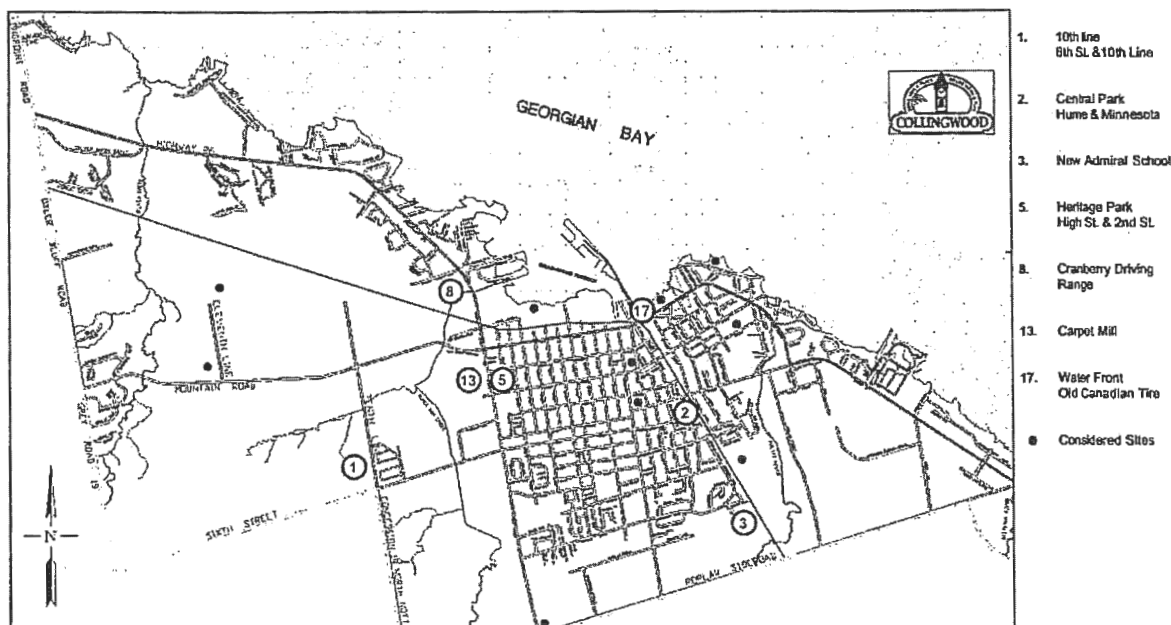
## Site Evaluation and Recommendations

The selection of a site is critical to the project. Because of the emotional and volatile nature of this project, the specific site and process of informing the public will influence support of this project. (The partnership issue is critical as well and should be approached in the same manner as the site issue.)

A single location, rather than multiple locations, is recommended for operational efficiencies. A single location is also more attractive to the users because a variety of activities and programs are found at one location. In addition, a single location will result in stronger community identification with the facility, as it becomes the place to go for all recreational activities.

More than 15 sites were reviewed. Many sites were discarded due to size, shape, soils or loss of irreplaceable resources. Considerations were made for the following issues:

- Ability for expansion
- Visibility and ease of locating/finding
- Accessibility to the site - especially by youth, pedestrians and by bicycle
- Public perception of site and accessibility
- Site development cost
- Land acquisition costs



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### Site Matrix

The site evaluation matrix was developed to evaluate and rank sites according to the criteria listed below. In order to rank the sites, each criteria was rated on a 10-point numerical system - ten (10) is the highest point ranking and one (1) is the lowest point.

Points were assessed through an intuitive and anecdotal method. No scientific/engineering analysis of a particular site was employed, primarily due to lack of time and budget. As the process moves forward beyond the study, in depth analysis of a favored site will be required.

Because of this approach, the rankings for each site may be modified. The project team views the following site evaluations as a starting point. The evaluations may change as new information becomes available.

|                          |                               |                                                                      |                                          |
|--------------------------|-------------------------------|----------------------------------------------------------------------|------------------------------------------|
| <b>Size of Site</b>      |                               | <b>Replacement of Existing Facilities</b>                            |                                          |
| 10                       | Larger than Future needs      | 10                                                                   | No Cost                                  |
| 8                        | Future Program                | 8                                                                    | less than \$ - some                      |
| 6                        | Phase 1 with YMCA & Fields    | 6                                                                    | less than \$ - more                      |
| 4                        | Phase 1 with YMCA             | 4                                                                    | less than \$ - a lot                     |
| 2                        | To small                      | 2                                                                    | More than \$ - to much                   |
| <b>Location</b>          |                               | <b>Accessibility</b>                                                 |                                          |
| 10                       | 0 Kilometers from Town Hall   | 10                                                                   | Great                                    |
| 9                        | 0.5 Kilometers from Town Hall | 8                                                                    | Very Good                                |
| 8                        | 1 Kilometers from Town Hall   | 6                                                                    | Good                                     |
| 7                        | 1.5 Kilometers from Town Hall | 4                                                                    | Acceptable                               |
| 6                        | 2 Kilometers from Town Hall   | 2                                                                    | Bad                                      |
| 5                        | 2.5 Kilometers from Town Hall |                                                                      |                                          |
| <b>Partnering</b>        |                               | <b>Adjacencies - major neighbors</b>                                 |                                          |
| 10                       | Four or more partner options  | 10                                                                   | None                                     |
| 8                        | Three partner options         | 8                                                                    | Recreational / Future Residential        |
| 6                        | Two partner options           | 6                                                                    | Future Residential                       |
| 4                        | One partner options           | 4                                                                    | Existing / Future Retail                 |
| 2                        | No partner options            | 2                                                                    | Existing Residential                     |
| <b>Perception</b>        |                               | <b>Building Orientation Options</b>                                  |                                          |
| 10                       | Great                         | 10                                                                   | Lots of Options                          |
| 8                        | Very Good                     | 8                                                                    |                                          |
| 6                        | Good                          | 6                                                                    |                                          |
| 4                        | Acceptable                    | 4                                                                    |                                          |
| 2                        | Bad                           | 2                                                                    | No Options                               |
| <b>Development Costs</b> |                               | <b>Visibility based on ability to find and be seen</b>               |                                          |
| 10                       | None                          | 10                                                                   | On major road way high visibility        |
| 8                        | less than \$ - some           | 8                                                                    | Visible from major road way              |
| 6                        | less than \$ - more           | 6                                                                    | not visible from major road easy to find |
| 4                        | less than \$ - a lot          | 4                                                                    | Easy to give directions to but hidden    |
| 2                        | More than \$ - to much        | 2                                                                    | hard to give direction to hard to access |
| <b>Acquisition Costs</b> |                               | <b>Amenities - existing facilities that can remain and be reused</b> |                                          |
| 10                       | No Cost                       | 10                                                                   | All                                      |
| 8                        | less than \$ - some           | 8                                                                    | Some                                     |
| 6                        | less than \$ - more           | 6                                                                    | one                                      |
| 4                        | less than \$ - a lot          | 4                                                                    | none                                     |
| 2                        | More than \$ - to much        | 2                                                                    | loss of existing                         |

Collingwood Multiuse Facility  
Site Selection Analysis

10/15/03

SITE EVALUATION MATRIX

SCORING = 10 Best, 1 Worst

| Criteria                              |                                           | Site #1<br>10th Line<br>6th St. & 10th Line         | 1  | Site #2<br>Central Park<br>Hume & Minnesota                  | 2  | Site #3<br>Site at New Admiral School<br>or Site b: Collins and Peel | 3  | Site #5<br>Heritage Park<br>High st. & 2nd St.                |    | Site #17<br>Huron & Terminal<br>Old Canadian Tire |    | Site #13<br>Carpet Mill<br>High Street                |    |
|---------------------------------------|-------------------------------------------|-----------------------------------------------------|----|--------------------------------------------------------------|----|----------------------------------------------------------------------|----|---------------------------------------------------------------|----|---------------------------------------------------|----|-------------------------------------------------------|----|
| 1. Size of Site                       | Size and configuration                    | 35 acres                                            | 10 | Limited site due to existing facilities                      | 10 | Unknown - plenty of undeveloped land                                 | 10 | Good Size - Base project will fill the entire site            | 10 | Adequate - Base project will fill site            | 10 |                                                       | 10 |
| 2. Location                           | Location                                  | 2.5 Kilometers                                      | 6  | 1/2 a Kilometer                                              | 6  | 2.5 Kilometers                                                       | 6  | 1 kilometer                                                   | 6  | 1/2 a Kilometer                                   | 6  | 1 kilometer                                           | 6  |
| 3. Partnering Possibilities           | Partnering Possibilities                  | Equestrian / YMCA / Town of Blue Mountain           | 10 | YMCA                                                         | 10 | YMCA                                                                 | 10 | YMCA / Town of Blue Mountain                                  | 10 | YMCA / CSL / College                              | 10 | YMCA / Town of Blue Mountain                          | 10 |
| 4. Public perception                  | Public perception                         | Out of Town / Town Growth / Equestrian Partnerships | 7  | Good Location / Partner with Y / Loss of existing facilities | 7  | Good Location, cost to purchase, auto access difficult               | 7  | Loss of Park                                                  | 7  | In town, good partner                             | 7  | Good location - Cost to purchase land, dislocation of | 7  |
| 5. Development Costs                  | utilities, soils, roads, site improvement | High / Utilities / Road Way / Trails                | 3  | Medium- replacement of existing ball fields,                 | 7  | High - needs road ways built to site and utilities                   | 4  | Medium                                                        | 6  | Partner Cost                                      | 8  | High cost to demo building and relocate tenants       | 1  |
| 6. Acquisition Costs                  | cost added to project                     | Donated Land                                        | 10 | Two owns                                                     | 10 | Unknown                                                              | 5  | Town owns                                                     | 10 | Partner Expense                                   | 2  | Unknown - Assumed High, relocation of tenants         | 2  |
| 7. Replacement of Existing Facilities | No replacement cost = 10                  | no                                                  | 10 | Yes - ball field & other TBD                                 | 2  | No                                                                   | 10 | Yes - replacement of ball fields Pool - to be replaced anyway | 8  | No replacement                                    | 10 | part of purchase cost                                 | 10 |
| 8. Accessibility                      | pedestrian, bicycle                       | lacking existing trails and distant                 | 4  | Center of town                                               | 8  |                                                                      | 6  |                                                               | 6  | Good Access - Cross Major Street / Hwy 28         | 8  | need to cross major streets                           | 5  |
| 9. Adjacencies                        | neighbors                                 | Future Residential & existing Golf                  | 8  | Existing Residential                                         | 3  | Residential - existing / future                                      | 5  | School / existing residential                                 | 5  | Exist. Future Residential Exist. Future Retail    | 8  | Commercial / Industrial                               | 5  |
| 10. Views                             |                                           | Escarpment                                          | 6  | None                                                         | 3  | Current panoramic Future - Ltd by future resid                       | 5  | Escarpment                                                    | 5  | Bay                                               | 10 | Escarpment                                            | 5  |
| 11. Visibility                        | Easy to see and get to                    |                                                     | 6  |                                                              | 8  |                                                                      | 4  |                                                               | 8  |                                                   | 10 |                                                       | 10 |
| 12. Amenities                         | existing facilities and partnerships      | Adjacent to Fisher Field                            | 8  | YMCA / curling club                                          | 8  | Adjacent to School and Trail                                         | 4  | Adjacent School                                               | 3  | Adjacencies to Trail/Trail and Terminal Access    | 6  | Heritage Park with ball fields across High Street     | 6  |
| 13. Orientation                       | flexibility of design opportunities       | Very Flexible Site                                  | 10 | Constrained site by existing facilities and neighbor's       | 4  | Some possibilities                                                   | 5  | Constricted due to neighborhood concerns                      | 5  | Constrained site                                  | 4  | Constrained - best part of site has a building on it. | 4  |

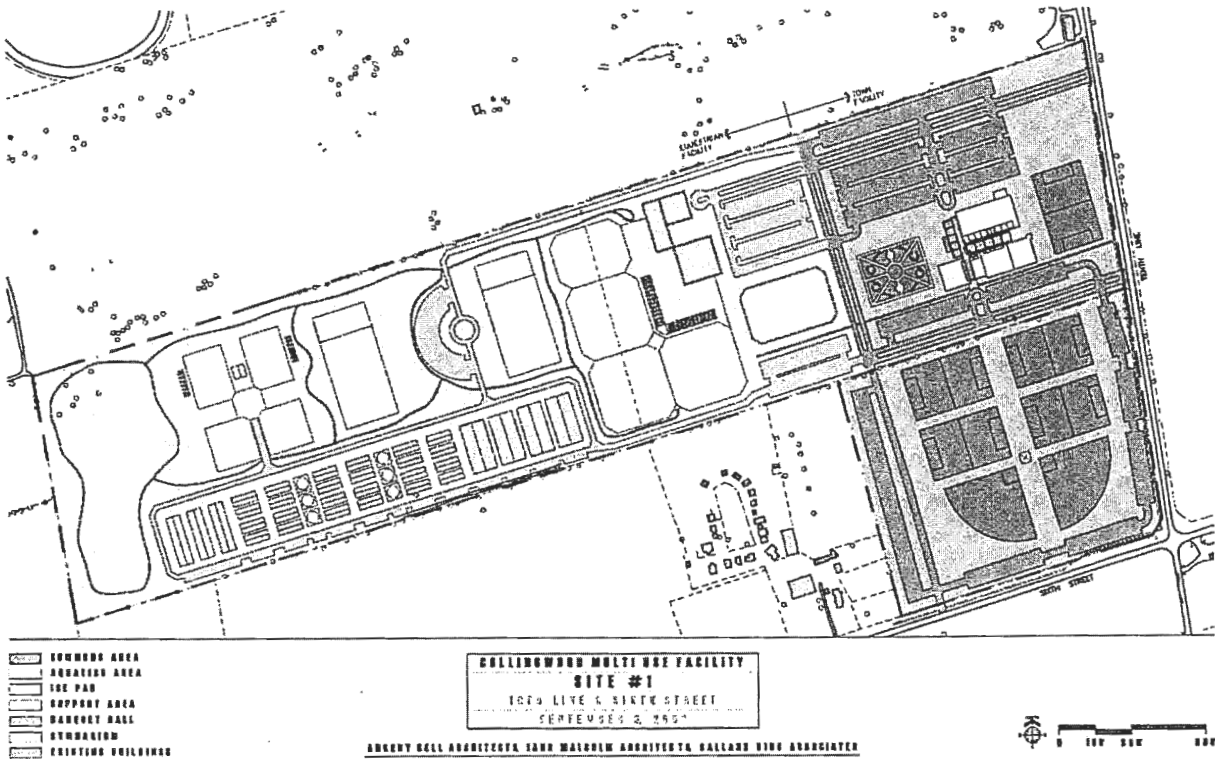
| Group Totals         |                         | weighted scores |    |        |    |       |    |     |    |       |    |       |    |
|----------------------|-------------------------|-----------------|----|--------|----|-------|----|-----|----|-------|----|-------|----|
| Site [ 1 To 4 ]      | out of 40 / score x 1.5 | 40.5            | 27 | 40.5   | 27 | 34.5  | 23 | 39  | 23 | 43.5  | 26 | 42    | 26 |
| Cost [ 5 To 7 ]      | out of 30/score x 1.25  | 28.75           | 23 | 23.75  | 19 | 23.75 | 19 | 30  | 24 | 25    | 20 | 16.25 | 13 |
| Location [ 8 To 13 ] | out of 60 / score x 1   | 45              | 45 | 42     | 42 | 34    | 34 | 37  | 37 | 46    | 46 | 35    | 35 |
| Combined Totals      | 130                     | 114.25          | 95 | 106.25 | 88 | 92.25 | 76 | 106 | 87 | 114.5 | 95 | 93.25 | 76 |

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Sites

Note: The following drawings are site diagrams used to test the fit and scale of the proposed facility on the probable sites.

Site Number 1



Site Number 1, located on the Tenth Line, had the highest rating of all sites in the site matrix analysis. This site was included in the approved SuperBuild Grant Application. The major advantage of this site is that it has the potential to create a very large recreational area for the town of Collingwood and the Georgian Triangle. The major drawback of the site is the perceived distance from the existing town.

**Site One Pros and Cons**

Pros:

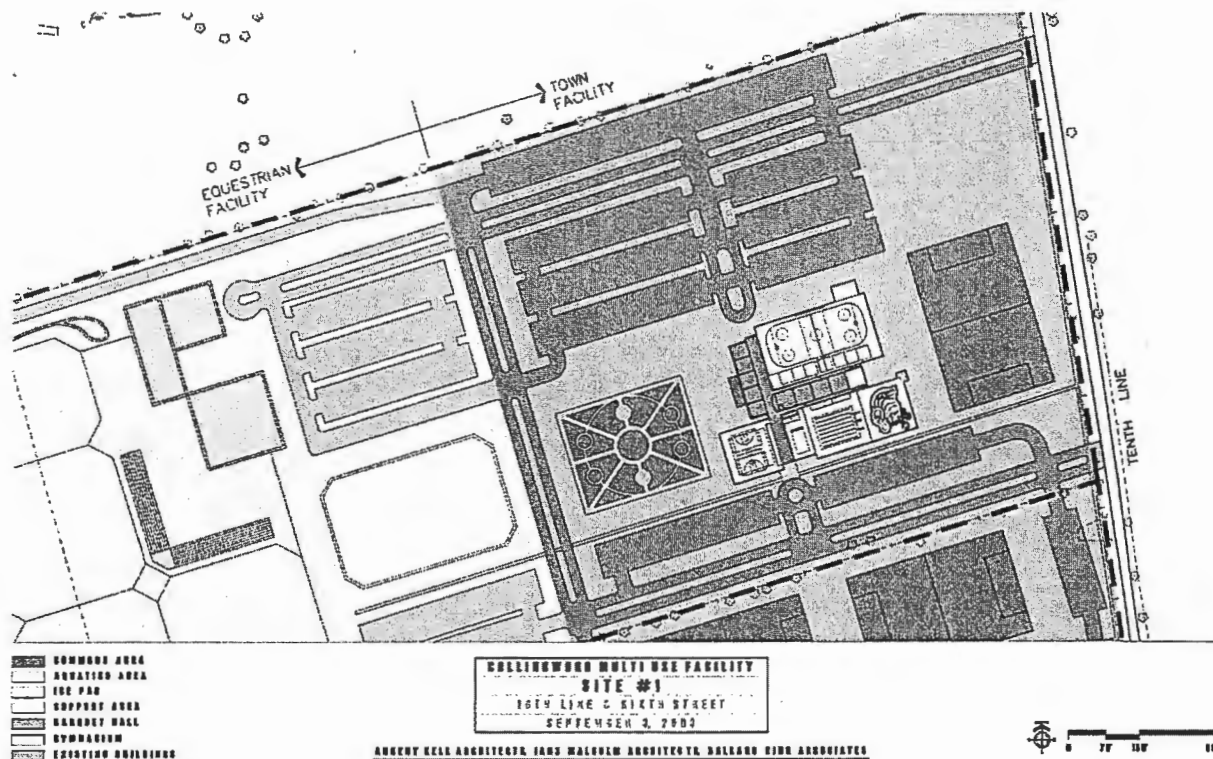
In the existing SuperBuild Grant  
Involved partner  
Multiple partners  
Room for growth  
Potential for recreational density  
Relates to future growth  
No existing neighbors  
No land acquisition cost  
No replacement of existing facilities

Cons:

Distance from center of town  
Public perception of partnership  
Site development cost  
Public needs to be informed of advantages  
Needs improved access

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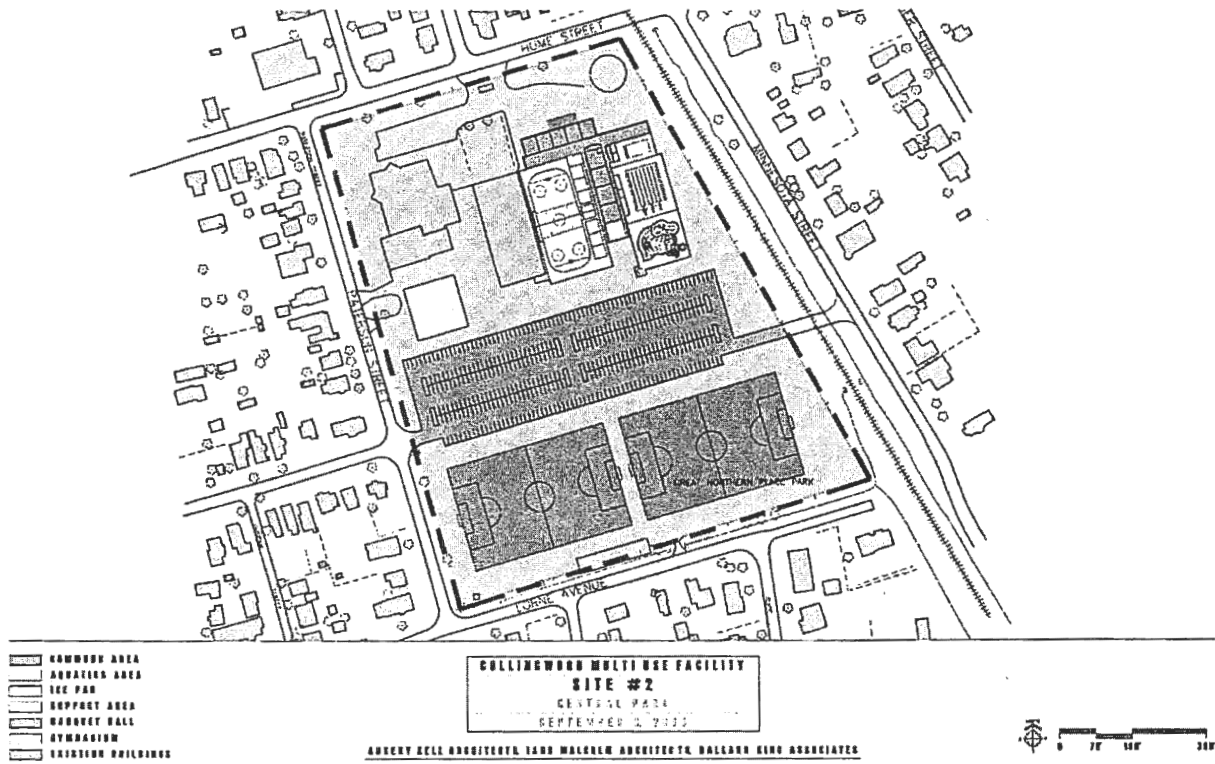
Site Number 1



This site diagram was prepared to illustrate the long-term potential of the Tenth Line site. The diagram indicates that given the site's adjacency to Fisher Field (currently under lease by the town), an extensive recreation facility could be developed. This would provide facilities for tournaments and festivals, and new location for recreation in the Georgian Triangle.

In addition, this diagram illustrates an example of how the Equestrian Center and the multiple-use recreation facility could co-exist on the site yet still maintain a clear separation of facilities and responsibilities.

Site Number 2

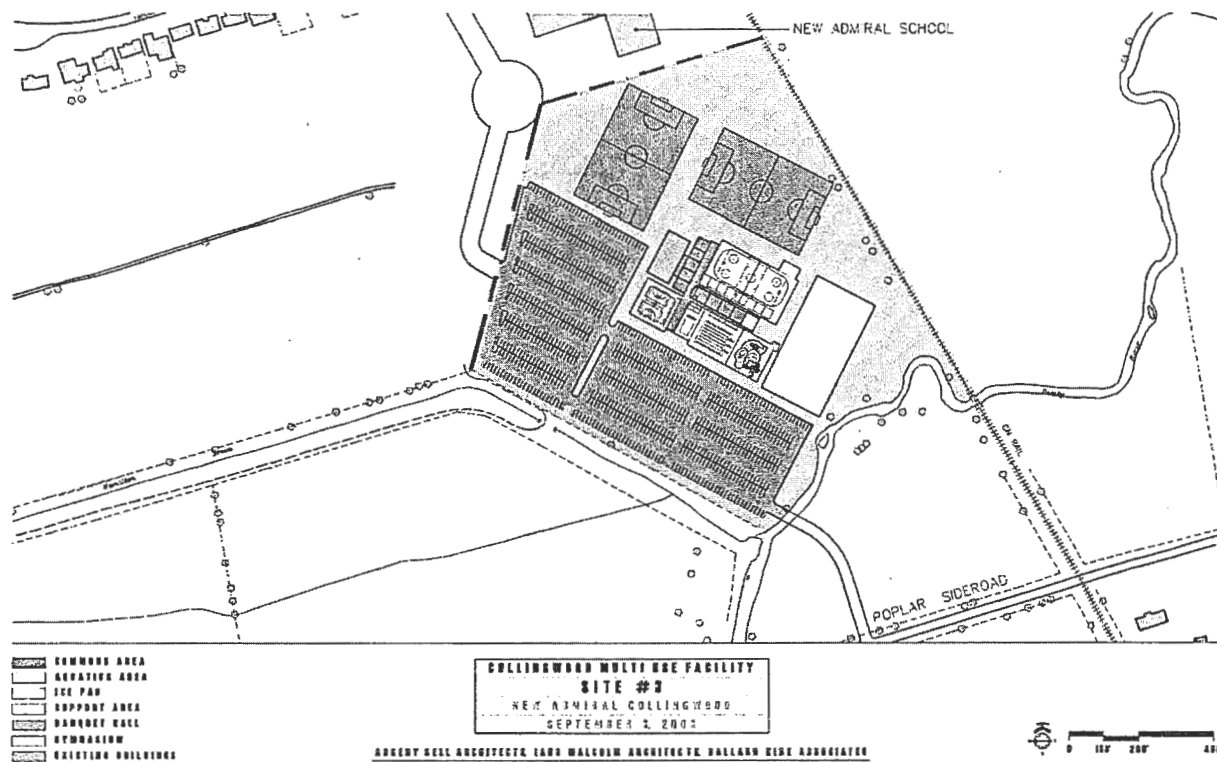


Site Number 2 is located at the existing Central Park. While this site ranked well on the site matrix analysis and was site most often mentioned in the public and stakeholder meetings, it had a number of drawbacks that made it a less preferred site.

First, the site is home to existing facilities that are heavily used. If a new recreational facility were constructed at this site, the existing facilities would need to be replicated at another location. This would add both additional costs and time to the project, neither of which are feasible based on the SuperBuild Grant requirements. Because this site is located in an existing residential neighborhood, any changes would meet neighborhood and community resistance.

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Site Number 3



Site Number 3 is located on the south east side of town, adjacent to the new Admiral Collingwood School. While this site has close proximity to town for pedestrian and bicyclist access, it lacks vehicular access. This site is also ranked low due to acquisition costs and necessary road and facility improvements.