



Staff Report PRC2025-03

Committee 2025-06-09

Committee 2025-06-23

Council 2025-07-14

Amendments

Submitted To: Committee of the Whole | Council
Submitted By: Karen Cubitt, Director, Parks, Recreation & Culture
Prepared By: Karen Cubitt, Director, Parks, Recreation & Culture
Subject: Arts Centre Feasibility Study Phase 3 Results

Recommendation

THAT Staff Report PRC2025-03, Arts Centre Feasibility Study Phase 3 Results, be received;

AND THAT Council receives the report entitled *Updated Business Case* presented by Colliers Business Leaders, dated June 6th, 2025, the final deliverable of the Phase 3 Arts Centre Feasibility Study;

AND THAT Council directs staff to return to Committee of the Whole targeting June 23rd, 2025, with a report that provides a staff analysis of the Colliers report and recommendations on next steps with this project.

Amendments

None

1. Executive Summary

Staff are pleased to present the *Updated Business Case* authored by Colliers Business Leaders, attached as **Appendix A**, the final deliverable of Phase 3 of the Arts Centre Feasibility Study. The Business Case has been updated following the July 8th, 2024, Council presentation, at which time an extension to the Colliers contract was approved to complete a prioritization and scope reduction exercise with respect to the then proposed functional program, and to take into consideration the Downtown Vision

Master Plan which was still in progress at that time. This work, along with a subsequent additional potential site assessment, was completed and is described in the Updated Business Case.

Staff propose to conduct an analysis of the Updated Business Case and return to the June 23rd Committee of the Whole meeting with recommendations on next steps with this project.

2. Analysis

Background

Since February of 2021, the Parks, Recreation & Culture Department has been working with consultants and the community to conduct a Collingwood Arts Centre Feasibility Study for the Town of Collingwood. The study has been completed in three phases. The objectives, scope, and results of Phases 1 and 2 are summarized on pages 41 and 42 in Appendix A and are provided in detail on the Arts Centre Feasibility Study page on Engage Collingwood (www.engage.collingwood.ca).

Phase 3 Objectives

Conducted by Colliers Project Leaders, the purpose of this phase was to provide Council with a finalized design option based on previous feasibility studies, options, and selected site to support Council in their decision-making regarding the development of a new arts and culture centre.

Phase 3 Scope of Work

The process included:

- Review of Phase 1 and Phase 2 data
- Site selection
- Concept Design
- Costing
- Public Consultation
- Fundraising Framework and Viability Assessment

- Business Case Development

Phase 3 Extension

Colliers, in consultation with the Arts Centre Steering Committee, conducted the bulk of the Phase 3 scope of work to determine the ideal functional program of the proposed arts centre, validating and building upon the community consultation data from phases 1 and 2. This refined vision included a 600-seat main theatre, secondary 300-seat black-box theatre, ample back of house and administrative space, classrooms, gallery space, an outdoor programming area, and a retail/market location. The square footage to accommodate this vision made 101 Pine Street the most suitable of the three downtown parking lots approved by Council for site consideration. The subsequent costing of this vision, unfortunately, proved to be substantially higher than what would be considered feasible and Colliers recommended an extension to their work which Council supported:

THAT Council approves an expenditure of \$40,000 from the Arts and Culture Legacy Fund to extend the consulting services contract with Colliers Project Leaders to complete a prioritization and scope reduction exercise with respect to the options presented in the June 2024 Collingwood Arts Centre Business Case.

AND THAT the timing provide for input from the Downtown Visioning process and that an upset limit would be determined through this prioritization and scope reduction exercise.

On January 6, 2025, Council both received the draft Downtown Master Plan and provided direction on the requested upset budget limit for the arts centre scope reduction. The direction was: *THAT Council provides a budget that equates to not more than 1% tax increase (based on the 2025 tax rate), based on a 30 year amortization for the Arts Centre Feasibility Study for the prioritization and scope reduction exercise of the options presented in the June 2024 Collingwood Arts Centre Business Case, and it not be tied to a specific location.*

Further, on May 26th, 2025, Council voted to support the Collingwood Downtown BIA's recommendation that *Council consider the Collingwood Leisure Time Club property (100 Minnesota Street) as a location for the Arts Centre.*

The outcomes of the Phase 3 extension work (ultimately the completion of Phase 3) are detailed in the Updated Business Case attached.

Analysis

Staff propose to return to the Committee of the Whole on June 23rd having conducted additional analysis on the contents of the Updated Business Case that considers:

- Layout and Functional Program
- Financial Considerations
- Parking
- Project Management

Providing ample time between the presentation of the Colliers report and the follow-up Staff Report in two weeks' time will further provide Staff the opportunity to receive additional feedback from stakeholders on the Business Case as amended.

Conclusion

The Updated Business Case presented by Colliers is a thorough and complex document that presents exciting possibilities alongside significant financial, social, and economic implications for the Town of Collingwood and the region. Determining next steps for this project will not be a simple decision for Council and, as such, Staff look forward to providing Council with additional input and recommendations on June 23rd to aid in their decision-making process.

3. Input from Other Sources

This report was discussed with Department Heads at their June 3rd, 2025, meeting.

The Arts Centre Steering Committee has been actively engaged in the development of this feasibility study and its outcomes. The Committee endorsed the recommendations

of Colliers at its May 15th meeting. The Arts Centre Steering Committee consists of Erica Angus, Rob Hart, Jim Roe, Craig Ashton, Daniel Vnukowski, and (previously) Amber Ebert.

Community and stakeholder engagement has been widely collected throughout the lifespan of the study, informing the contents of each report presented to date.

4. Applicable Policy or Legislation

This report addresses the key action identified in the Community Based Strategic Plan under Connected pillar and the Goal of Fostering belonging through arts, culture, and events. Key Action: Build capacity to support and enhance Collingwood's lively arts and culture scene, including potential development of an Arts Centre.

5. Considerations

2024-2028 Community Based Strategic Plan: Advances pillar(s) below:

- Sustainable Connected Vibrant Responsible
- Services adjusted if any Community Arts & Culture
- Climate Change / Sustainability: Not Applicable
- Communication / Engagement: Public Engagement has occurred
- Accessibility / Equity, Diversity, Inclusion: Consistent with Multi-Year Accessibility Plan
- Registered Lobbyist(s) relating to content: [\[add content and meeting dates\]](#)
- Rights of Indigenous Peoples ([UNDRIP](#)): [\[add content\]](#)

Next steps and future action required following endorsement:

Follow up Staff Report to be included on June 23rd, 2025, Committee of the Whole agenda.

6. Appendices and Other Resources

Appendix A: Updated Business Case (8.0) by Colliers Business Leaders

7. Approval

Prepared By:

Karen Cubitt, Director, Parks, Recreation & Culture

Reviewed By:

Sonya Skinner, CAO

CAO Comments:

Endorsed by CAO Skinner on June 6, 2025 to proceed to COW.