



The Corporation of the TOWN OF MILTON

Report to: Mayor G.A. Krantz & Members of Council

From: Jennifer Reynolds, Director, Community Services

Date: November 21, 2011

Report No. COMS-047-11

Subject: Toronto 2015 Pan/Parapan American Games – Velodrome Project
Status Report

RECOMMENDATION: THAT COMS-047-11 be received for information;

AND THAT the opportunity to host the Toronto 2015 Pan/Parapan American Games Velodrome facility and related training and competitive events leading up to, including and following the Games, be recognized as an honour and that the permanent facility would serve as a high performance and community legacy, founded on the principles of supporting high performance and community cycling participation and growth, volunteer development, sport tourism, financial viability, community engagement and diversity;

AND THAT Council direct staff to await comment and direction from the Toronto 2015 representatives regarding the permanent 4 season Velodrome project in the Town of Milton and the potential to reduce the overall capital cost related to the project and hence reduce the expected “host” share;

AND THAT pending the outcome of said discussions with Toronto 2015, and the status of their selection process for a permanent 4-season Velodrome, that Milton Council re-confirm its interest in being the preferred municipality to host the temporary facility and continue discussions in this regard, including a review of location options which considers the Milton Education Village site;

AND THAT staff report back to Council in December 2011 with a status report on the future of this project in Milton;



AND THAT Staff Report COMS-047-11 be circulated to the Toronto 2105 Pan/Parapan American Games Office, the Honourable Lisa Raitt, Minister of Labour and MP, Halton; the Honourable Bob Chiarelli, Minister of Infrastructure and Minister of Transportation; the Honourable Glen Murray, Minister of Training, Colleges and Universities, the Honourable Bal Gosal, Minister of State (Sport); and Ted Chudleigh, MPP, Halton.

EXECUTIVE SUMMARY

Council authorized staff to submit a letter to the Toronto 2015 Pan /Parapan American Games Committee expressing interest in pursuing the opportunity to develop the Velodrome project in the Town of Milton. The following resolution was approved;

Rec. AP-045-11: That Milton Council direct staff to submit a letter of interest to Pan/Parapan Am Toronto 2015 regarding its interest in pursuing the opportunity to develop the Velodrome project in the Town of Milton;

And That the following two sites be identified for consideration, a) the Milton Education Village site for a permanent facility and b) the Derry Green Business Park community park site for a temporary facility; and/or any existing vacant buildings that may facilitate development;

And Further that staff report back at the Council meeting of November 21, 2011 on the status of this project.

The purpose of this report is to provide an update on the status of this project, and to seek further Council direction.

REPORT

Background

The Toronto 2015 Pan/Parapan Am Games Organizing Committee (TO2015) is a not-for-profit organization that has been granted the mandate to deliver the Toronto 2015 Games. Based on a recent decision by the City of Hamilton to limit funding to a proposed permanent velodrome in its community and as a result, not proceed with the



project, the velodrome sports facility is the only major 2015 Pan/Parapan Am Games sport venue remaining for site selection.

The velodrome will be an International Sport Federation approved facility, and will be used for Toronto 2015 Pan Am Games track cycling events, for both competition and training purposes. This permanent four season velodrome will have a 250-metre track and will serve as the national training centre for Cycle Canada. It will also include a large, versatile infield to allow for a variety of community sport programs. While the Velodrome plans continue to evolve, the current components planned to date by Toronto 2015 include:

- 250 metre Union Cycliste Internationale (UCI) sanctioned cycling track
- 1500 permanent seats with capacity for an additional 750 temporary seats
- Multi-purpose infield for recreation activities
- Change rooms, administrative offices, meeting space, storage, National Cycling Centre training lab

As one of three Games legacy venues, the permanent velodrome will be eligible for an operating subsidy from the TO2015 Legacy Fund, however the exact amount has not yet been determined.

Discussion

Subsequent to the Council direction, the following has taken place;

- review of the August 10, 2010 City of Hamilton 2015 Pan Am Games Velodrome Business Plan and staff report
- review of the August 29, 2011 City of Hamilton staff report regarding the status of this project in Hamilton
- meeting and discussions with a number of potential partners for this project in Milton;
 - Mattamy Corporation
 - York Trafalgar Corporation
 - Wilfred Laurier University
 - Milton Hydro Distribution Company
 - Woodbine Entertainment Group
- review of the Draft documents provided by Toronto 2015 (2015 Pan/Parapan American Games Multi Party Agreement and Draft Memorandum of Understanding document regarding specific facility projects between the 2015 Organizing Committee and Ontario Infrastructure and Lands Corporation)



- site visit with representatives of Infrastructure Ontario and the Architect for the Toronto 2015 Games (B + H Architects) at the Milton Education Village site
- several discussions with representatives of Toronto 2015
- discussion with the CEO of the Canadian Cycling Association
- discussions with the authors of the City of Hamilton Business Plan; receipt of estimate to undertake a Milton Business Plan
- initial discussion with the Region of Halton

Region of Halton

The Town will require the support of the Region of Halton to carry out the Milton Education Village Secondary Plan amendment process, including expediting approvals and providing input on servicing. Staff has not had any detailed discussion regarding their participation in the Velodrome project to date, but has introduced the subject at a staff level. The Economic impacts (Region wide) for such an initiative are well documented in the business analysis completed for this project by others, and demonstrate the regional benefits of the Pan Parapan American Games and the legacy of a permanent Velodrome project. The Town needs to continue to explore the interests of the Region in this project.

Project Criteria – Toronto 2015

Staff has reviewed the list of requirements and criteria that is being used by Toronto 2015 in their assessment of Velodrome host communities (we understand that Milton is one of 2 or 3 other potential sites under review, although this has not been fully verified);

Criteria: Site Evaluation (owned by Municipality, situated with 60km of Pan Am Athletes Village in Toronto

Status: Site will be owned by Town of Milton, pending land conveyance and is within 60km of Athletes Village in Toronto (5 acre site at Tremaine Road and Louis St Laurent Blvd.)

Criteria: Development site of 5 to 6 acres, construction ready by January 2013

Status: Site is 5 acres; all indications are it will be construction ready by Q 1 2013 (March 2013 at latest)

Criteria: Compliance with Official Plan and zoning, site fully remediated, EA complete, site serviced

Status: Use deemed to be “public” in nature, therefore conforms with Local Official Plan and Zoning Policies and Requirements, site servicing readily available, site



alteration permitting under way, Tremaine Road EA to be completed by end of 2011, road widening to be undertaken by Region of Halton in 2012, depending upon planning process and timing provincial assistance may be required

Criteria: demolition and removal of any structure complete

Status: Not applicable; site has no structures.

Criteria: access to public transit

Status: Current public transit expectations in accordance with the Region of Halton Transportation Master Plan Update are that the Town of Milton would increase/alter its Milton Transit Service in order to accommodate the anticipated public transit service levels generated by the MEV lands, in conjunction with the anticipated increased ridership levels for the west side of the Milton Urban Area. Although a functioning design has not been determined to date, it is generally expected that primary public transit access to the MEV and, specifically, to the satellite campus, will be via the proposed Louis Saint Laurent Blvd. extension, which will extend from Tremaine Road. In this manner, by 2015, it is anticipated that the planned new alignment of Tremaine Road as a major regional arterial will have been constructed, along with the connecting 401 interchange. This newly-aligned 6-lane arterial road and associated interchange will provide immediate access to Highway 401, both east and west, facilitating inter-regional GO-bus movement from areas such as Guelph, Cambridge, Waterloo, as well as remaining areas of the GTA, including Mississauga and Brampton. Long-term planning at the local, regional and provincial (Metrolinx) level has also provided for the location of a new GO station in relation to the CPR tracks and the newly-aligned Tremaine Road.

In essence, all public transit, whether local or regional GO-bus or Go-Train service would be centred on a proposed intermodal site, which is to be developed at the existing Main Street Go station. Of course, express bus times and routes between the two Go-Train stations and the MEV would be developed to coincide with the MEV's peak activity times.

Criteria: Financial Contribution: 44% of capital costs and 100% of land and site servicing costs

Status: Summary Table below

Funding Plan – Principles:

The principles of the financial proposal are based on the concept of a "Partnership Funding Strategy" where capital funding and operational costs minimize incremental impact to the Milton tax payer.



44 % host share based on estimated project cost \$45M (as per Toronto 2015)		
Partner	Range of funding	Status
Town of Milton	\$2.9M - \$3.8M	<ul style="list-style-type: none"> represents Town budget allocation in Capital forecast to deliver community based facilities; exact facilities and therefore exact extent of funding dependent on business plan
Corporate Naming Sponsor	\$6.0M – 8.7M	<ul style="list-style-type: none"> Discussions with potential corporate sponsor have prompted the request to consider addressing the scope of project and hence the host contribution
MEV Partner	\$2.0M – 3.0M	<ul style="list-style-type: none"> letter from Laurier University attached
Fund Raising Campaign	\$3.0M	<ul style="list-style-type: none"> to be verified; based upon Hamilton bid plan; Milton assessment for fund raising potential
In-Kind Capital	\$1.5M	<ul style="list-style-type: none"> Milton to source local corporate project support via in-kind contributions to project development and construction
Total	\$15.4M - \$20.0M	
Other Costs – 100% Host		
Site Servicing	\$1.0M	To be determined
Parking		Included in cost estimates for project
Land – 5 acres		Donation confirmed – email Schedule B (TSAM Investments)
Other Potential Project Additions		
District Heat / Geothermal	\$1.0M	To be determined
Rooftop Solar	\$1.5M	To be determined
Additional Recreation Components		Subject to consultation with sport user groups; will affect Town of Milton contribution and may be supported by partnership contribution



Town staff has identified the following list of future works to be undertaken to adequately assess and confirm the Town's participation in this project, should Toronto 2015 confirm its interest in continuing to work with the Town of Milton and its partners. This work is only to be undertaken pending confirmation that the Town of Milton is the preferred location for the Toronto 2015 permanent velodrome site; said confirmation expected no later than December 2011.

- 1.0 Confirm the location for the Velodrome on the Milton Education Village site, on a 5 acre parcel of land currently owned by (but to be conveyed to the Town of Milton) Milton Land Four Investments Ltd
- 2.0 Confirm the Town share of funding to the Velodrome to be more or less tied to the amount that would otherwise be directed to community based facilities which will be provided in conjunction with the Velodrome project
- 3.0 Initiate discussions with local community based and regional cycling clubs, associations and networks to begin development of a community based cycling program for all ages
- 4.0 Initiate discussions with local community based and regional cycling clubs, associations and networks to define the extent of a Capital Fund Raising campaign for the Velodrome project
- 5.0 Initiate discussions with other Milton based community and sport organizations to confirm options for facility needs within and adjacent to the Velodrome, including opportunities to partner
- 6.0 Initiate discussions with the Milton Chamber of Commerce and other community associations, networks and interested groups to explore economic opportunities and impacts related to the Velodrome project in Milton;
- 7.0 Commence more detailed discussions with Laurier University to verify facility needs that are complementary to the Velodrome, could be co-located and otherwise shared with the Velodrome, Town of Milton, community groups and University uses
- 8.0 Continue work with all identified and/or new potential funding partners to confirm required financial contributions as generally outlined in COMS-047-11
- 9.0 Explore all other grant program opportunities that may exist and be applicable to this project
- 10.0 Initiate Town review (legal and other) of the Multi Party Agreement and the Memorandum of Understanding as provided by Toronto 2015
- 11.0 Continue to expedite the completion of the Secondary Plan for the Milton Education Village
- 12.0 Establish and fund a capital project to engage external resources to assist with detailed business plan analysis for a Milton velodrome model, site assessment and



co-location options, program and/ or facility design assistance and other related support to an upset limit of \$ 100,000

13.0 Engage Sierra Planning and Management to undertake the detailed business plan work described in Schedule D

Should Toronto 2015 be interested in the Town of Milton for a temporary Velodrome location, the scope and extent of required works would be adjusted accordingly.

Relationship to the Strategic Plan

- *work with other levels of government to encourage additional investment in Milton*
- *encourage the development of new partnerships and strategic alliances to encourage community ownership and responsibility*
- *ensure that Federal and Provincial programs that may benefit Milton are considered whenever possible*

Financial Impact

There is no direct financial impact as a result of this report. Staff will report back to Council with subsequent reports as required pending the outcome of discussions with Toronto 2015, and at a minimum with a project status report in December 2011.

Respectfully submitted,

Jennifer Reynolds
Director, Community Services

If you have any questions on the content of this report: Jennifer Reynolds, 905 878 7252 X 2180

Attachments: Schedule A: Letter of Support – Laurier University
Schedule B: Letter of Support – TSAM Investments Inc.
Schedule C: Letter of Support – Canadian Cycling Association
Schedule D: Estimate – Sierra Planning & Management

CAO Approval: _____



MILTON	RECEIVED	
	<input type="checkbox"/> Mayor	<input type="checkbox"/> Clerk's
	<input checked="" type="checkbox"/> CAO	<input type="checkbox"/> Ec. Dev.
NOV 14 2011		
REF.	c: Jennifer R	
ACTION	COMS	

RECEIVED
TOWN OF MILTON
NOV 15 2011
COMMUNITY
SERVICES

8 November 2011

Mr. Mario Belvedere
Chief Administrative Officer
Town of Milton
150 Mary Street
Milton, ON L9T 6Z5

Dear Mario:

I am writing to express my support for the efforts that the Town of Milton is making to secure the honour of hosting the 2015 Pan/Parapan Am Games velodrome facility.

The location of the velodrome in the proposed Milton Education Village (MEV) is highly strategic. It will provide important opportunities for a potential partnership with our Laurier Milton campus, including the possibility of using the velodrome facility for university athletics and recreation. Our students are increasingly interested in cycling as a competitive sport.

I believe that the Town's efforts to secure the velodrome within the MEV will enhance our shared objective of securing provincial consent and financial support to establish the Laurier Milton campus. As you are aware, we are currently awaiting further information from the Ministry of Training Colleges and Universities on the government's plans to create three new leading-edge undergraduate campuses in the GTA.

Once the government's Satellite Campus Policy is released, Laurier, the Town and our partners in the community and in the region will be in a position to move forward with our *Blueprint for Investment* bid to integrate transformational postsecondary education into Canada's fastest growing community.

These are exciting opportunities. They reflect the Town's bold approach to well-managed and sustainable planning and growth. They also reflect the spirit of possibility that imbues Milton's goals and aspirations.

We are proud of our partnership with the Town of Milton and we look forward to playing an important role in Milton's future.

Sincerely yours,

D. Max Blouw, PhD
President and Vice-Chancellor

- cc. Hon. Dalton McGuinty, Premier of Ontario
- Hon. Glen Murray, Minister of Training, Colleges and Universities
- Hon. Bob Chiarelli, Minister of Infrastructure and Minister of Transportation

Jennifer Reynolds

From: Mario Belvedere
Sent: Friday, November 04, 2011 1:43 PM
To: Jennifer Reynolds; Bill Mann; Linda Leeds; Paul Cripps; Andrew Siltala
Subject: Fw: 5 Acre Land Commitment for Pan Am Velodrome from Milton Land Four Investments Ltd.

Fyi

From: Tom [<mailto:tsam.investments@sympatico.ca>]
Sent: Friday, November 04, 2011 12:25 PM
To: Exec - executiveservices@milton.ca
Cc: Mario Belvedere; Bill Mann; ygruehl@yorktrafalgar.com <ygruehl@yorktrafalgar.com>
Subject: 5 Acre Land Commitment for Pan Am Velodrome from Milton Land Four Investments Ltd.

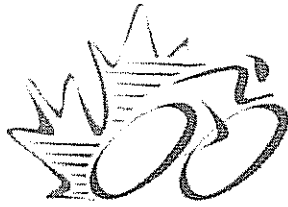
Dear Mayor Krantz:

Further to our discussions over the last few weeks and our meeting yesterday with Mario Belvedere and Bill Mann, I confirm our commitment to make a 5 acre site available to the Town of Milton to accommodate a Velodrome for the Pan Am Games.

We look forward to working with the Town and the other participants in this exciting project.

Regards,

Tom Tsampiras
TSAM Investments Inc.
480 Main Street North
Brampton, ON L6V 1P8
Mobile (416) 460-0733 | Bus (905) 452-1945 | Fax (905) 846-0745



*Canadian Cycling Association
Association cycliste canadienne*

**CANADIAN CYCLING
ASSOCIATION**

2197 Riverside Drive, Suite 203
Ottawa, Ontario K1H 7X3

T 613 248 1353

F 613 248 9311

November 10, 2011

Mario Belvedere,
Chief Administrative Officer
Town of Milton
150 Mary Street,
Milton, ON
L9T 6Z5

Dear Mr. Belvedere:

The Canadian Cycling Association has been engaged with the Toronto 2015 Host Co organizing committee in the discussions around the planning and location of the indoor velodrome for the 2015 Pan American Games.

We understand that a study commissioned for the City of Hamilton by Sierra Planning on the velodrome's business case has been provided to your staff. It sets out the usage plan and rental rates that users would pay for access to the velodrome and for other complimentary sports in the infield area. The high performance cycling partners; the Canadian Cycling Association and the Ontario Cycling Association are in agreement with the rental rates and use patterns set out in the study. In addition to the rental commitment, the high performance partners would also work together to put in place a high level of coaching support for the athletes that would train at the facility. Those coaches would assist the many cycling clubs, schools and community based programs that would make use of the velodrome throughout the year.

In the area of hosting, Canada has a proud record of bringing international events to communities that are of the highest order including World Cups, World Championships (Masters, Elite, Junior, Para) and Pan American Championships. This facility will allow Canadian track cyclists to perform at home in front of Canadian supporters and that will give exposure to both the sport and the community in which the events are held. Milton would become Canada's cycling capital!

Both the Canadian Cycling Association and the Ontario Cycling Association would make this facility the home of their high performance track programs. It would be the National Track Cycling Training Centre. In addition, Ontario Cycling would be interested in putting its provincial office in the velodrome as a renter of approximately 2,000 square feet.

...2/

With this stated, the Canadian Cycling Association looks upon this Pan American Games legacy as a unique and timely opportunity that may not occur again in Canada's most heavily populated area for decades. The fact that the velodrome will be one of three Games facilities that will qualify for operational funding from the Games legacy fund provides the sponsor community with a level of financial support that is unprecedented in relation to major facilities.

This is why our commitment is to a permanent indoor velodrome which will build the sport of cycling in southern Ontario and Canada for the long term. If Milton is prepared to build that facility, the CCA and other high performance stakeholders will be strong and committed partners in its operation.

We look forward, with considerable interest, to the determination of Milton's commitment to a permanent indoor velodrome.

Yours very truly,

A handwritten signature in black ink, appearing to read 'Greg Mathieu', with a large, stylized flourish at the end.

Greg Mathieu
CEO / Secretary General

cc. J. Crosscombe (OCA)
I. Troop (Toronto 2015)



26 Dalhousie St. Toronto · Ontario · M5B 2A5 · T: (416) 363 4443 · F: (877) 895-5925 · www.sierraplan.com

November 16, 2011

Ms. Jennifer Reynolds
Town of Milton
Town Hall
150 Mary Street
Milton, ON L9T 6Z5

Via Email

Dear Ms. Reynolds:

***RE: Preparation of a Business Plan for the Pan American Games Velodrome Facility, Town of Milton
Proposal for Consulting Services***

INTRODUCTION

Further to our telephone conversation yesterday regarding the need for a business plan for the development and operation of the Pan American Games Velodrome Facility as a permanent facility located in the Town of Milton, as requested we are providing an overview of the range of work that will be required to prepare such a business plan and the likely budget required.

OUTLINE OF PREVIOUS BUSINESS PLAN: CITY OF HAMILTON FACILITY

The previous business plan was completed by Sierra Planning and Management in August of 2010. Subsequent to that, and its presentation to Council, additional sensitivities and alterations to the business plan were undertaken to test a variety of circumstances specific to the City of Hamilton's bid to the facility. The work undertaken included the following:

- Case Study Research;
- Community Needs Assessment;
- Stakeholder Identification and Consultation;
- Locational Analysis;
- Legacy Assessment;
- Velodrome Programming;
- Partnership Analysis;
- Public/Private Investment Assessment;
- Analysis of Financial Feasibility – Proformas;
- Economic Impact Analysis;
- Reporting – Draft and Final Business Plans; and
- Presentation of Findings, and additional revisions relative to locational dynamics as well as commentary by Toronto 2015 and the advent of independent capital cost estimates for the building and site development.

Ms. Jennifer Reynolds

November 16, 2011

We understand that a single site represents the candidate location in the Town of Milton. With respect to locational analysis therefore, the business plan undertaken for the facility in Milton will consider site specific and community factors which may impact the form and operational model of the velodrome, as well as likely capital cost associated with land preparation and site servicing/access/ancillary services, rather than a comparison of competing sites.

The initial business plan was undertaken during a time when there was still debate as to the merits of a permanent vs. a temporary velodrome. At that time, estimates of the viability and capital costs associated with a temporary facility were still under consideration by both Toronto 2015 and the City of Hamilton. As a result of our work in Hamilton, and subsequent analysis by Toronto 2015, the Business Plan firmly represented the development of a permanent velodrome. In preparing this estimate of work to be undertaken by the Town of Milton, we will assume that the existing capital cost estimates for the permanent facility, originally undertaken by our team and subsequently subject to further review by a cost consultant, will be the basis for the estimate of capital cost. Should additional capital costing as it relates to the building itself be desired this will entail an additional expense over and above the estimated budget for the preparation of the business plan. . Cost estimation and design review can be provided by our team but we all require confirmation that such is required prior to starting our work.

We further assume that the general specifications provided to date for the design of the facility (by B&H Architects, acting as project compliance architects on behalf of Toronto 2015, also form the basis for the preparation of the business plan. Should this not be the case, we will resort to our original project team partners, WGD Architects Inc., or work with B&H to further the design specs as required. We note that review of community needs may justify changes to the assumed program for the facility as currently prepared by Toronto 2015. For purposes of scoping our work,

We assume that existing capital costs and design specification including functional space program as it relates to the *core* velodrome facility will remain in place. However, whether additional space programming and therefore potential capital cost and design implications arise from undertaking a Milton-specific assessment of need and opportunity for the venue, are important questions for the new business plan. With this in mind, we offer the following commentaries as to how a new business plan can be created for the Town of Milton to assist in this planning for a Velodrome, understanding its legacy potential and intentions to obtain maximum social and economic benefit to the residents of the Town of Milton.

OUTLINE OF RANGE OF TASKS

Below we outline the range of actions necessary and how the work in Milton might build upon the existing work undertaken in Hamilton. Where the work can't simply be built upon but requires new rounds of research specific to Milton, this is indicated below. The work plan and budget excludes any conceptual design and floor plans which can be provided for under an additional scope of work. As discussed, the existing design specs and cost estimates enable the business plan research to move beyond first principles and assess community needs and opportunities as adjustments to the existing plans.

Ms. Jennifer Reynolds

November 16, 2011

1. **Case Study Research** - A considerable body of work has been built up as part of the work undertaken to date on business planning for a velodrome. This involves a global assessment of other venues, the locational attributes of their development, range of uses, capital costs and so forth.

This will require modest updating to ensure the accuracy of some of the more recent developments. However, the body of this work, proprietary to Sierra Planning and Management, can be available as part of this business planning exercise.

2. **Community Needs Assessment** - Based on the analysis of the sport of cycling and its ranking in the order of sports participation in Canada, this will likely not require additional work. However, the assessment of the local and regional cycling clubs and demand for indoor track time will require verification. A full assessment of community needs and opportunities in and around the Milton area will be required. This will also involve a broader review of the Milton-specific recreation participation, recreation policy planning, proposed recreation facility development (public and private in Milton and surrounding communities, an indication of community needs over time and how development of the Velodrome may represent an opportunity for co-location of required community infrastructure.
3. **Consultation (Regarding paying users)** – there will be a need to update the estimates of demand for use of the facility by reference to the market place for Milton. As per Section 4 of the original business plan, a number of primary stakeholders were identified, including not only those localized in Hamilton but also including the Canadian Cycling Association, the Ontario Cycling Association and a variety of other primary stakeholders. The primary stakeholder list would need to be updated to include other stakeholder interests which are important to Milton and the broader Halton Region. In addition, there are a number of secondary stakeholders which represent a broader constituency of potential users including school boards, regional organizations and cycling and other organizations which are located elsewhere in the GTA and Southern Ontario/Southwest Ontario Market Place. Potential demand from near markets in the US is also relevant – existing intelligence gathered on demand from the US will be augmented as needed.
4. As per our original work, we would contact existing stakeholders by telephone where they have been previously surveyed and obtain their confirmatory input. Where there is a need to identify new stakeholders, we would follow the same methodology as before involving one on one or telephone interviews as appropriate based on a series of standardized questions which are enabling us to understand both the mandate of the organization, and their need / opportunity for use of a Velodrome and the likely sustainability of this demand (important for our analysis of stabilized revenue for the facility overtime.)
5. **Locational Analysis** – no additional work required other than understanding site constraints and opportunities which exist and impact the business plan for the candidate site.
6. **Partnership Opportunity Analysis** – the legacy and partnership analysis require an assessment of legacy potential, a range of programmatic use, applicable rates, tolerance for fees, prospective partnership both in terms of operations, lease of space, concessions and other revenue and expense categories.

Ms. Jennifer Reynolds

November 16, 2011

This includes risk assessment of these opportunities to arrive at a viable legacy based business planning and facility governance model.

7. **Proforma Financial Feasibility** – We will update the existing models and adjust accordingly based on the specifics of the Milton Business Plan. Based on current understanding of the Legacy Fund from the games, and the existing capital funding formula, the financial analysis will include an assessment of options for the Town of Milton to meet its obligations under the capital funding agreements. We will work with Town of Milton staff to assess options and impacts on the tax base.
8. **Economic Impact Analysis** – Use of the Sierra Planning and Management in-house economic impact model estimating both construction and ongoing operations impacts as well as offsite spending impacts arising from visitation to the facility.
9. **Reporting and Presentation Findings** – New report, presentation materials and attendance at presentation meetings as well as update meeting as required.

BUDGET

The above work plan can be undertaken for an anticipated upset budget of \$47,000 including normal disbursements but excluding the HST. Disbursements include 5 printed copies of the draft and final reports. Disbursement costs for production of additional printed reports, if required, will be charged based on the costs of production. The budget includes provision for project startup meeting, an update meeting, draft business plan report, final report and presentation to technical committee as well as Council.

We would also recommend carrying an additional allocation to be drawn upon subsequent to the provision of the final report in the amount of \$15,000 to accommodate necessary sensitivity analysis with respect to the business plan as a result of review by Toronto 2015.

As noted, should the Town of Milton be required to fund consulting costs to assess alterations to the existing design and space programming completed to date, this will require additional budget and review of scope. We suggest that no allocation be provided at this time. We further assume that Toronto 2015 compliance Architects B&H will be required to review the implications of the business plan from a design, space programming and capital cost perspective as part of subsequent discussions post-submission of the business plan to Council and Toronto 2015.

TIMELINE

Upon approval to proceed, we can undertake the work within 4-6 weeks. We can expedite the timeline as required based on reasonable expectations viz-a-vis the required work plan.

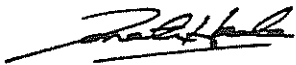
Ms. Jennifer Reynolds

November 16, 2011

We trust the above is satisfactory. Please let us know if you have any questions.

Yours sincerely,

SIERRA PLANNING AND MANAGEMENT



Jonathan Hack, MA, MCIP, RPP, PLE
Director