



The Corporation of the Town of Milton

Report To:	Council
From:	Andy Scott, Director, Strategic Initiatives & Business Development
Date:	April 11, 2022
Report No:	ES-005-22
Subject:	Civic Precinct
Recommendation:	THAT staff proceed with a Request for Proposal process to retain consulting services for the public engagement related to, and the design of, an updated civic precinct concept for Downtown Milton, as further outlined in report ES-005-22.

EXECUTIVE SUMMARY

- Through the 2021 Budget, Council approved funding to re-assess the previously approved concept for the Civic Precinct in light of the evolution of the public and private sectors through the pandemic.
- For the reasons outlined in further detail below, staff propose to focus the updated concept on the Civic Placemaking and parking elements of the previously endorsed plan.
- The development of a Civic Precinct supports the Council Staff Work Plan (Focus Area #3 - Community Attractiveness and Competitiveness), the Culture Plan as well as the Economic Development Strategy.

REPORT

Background

In October 2018 Council approved progression of the Civic Precinct Project through report ES-010-18. Specifically, Council endorsed the preferred option for the Civic Precinct and supported further consideration of the additional funding that would be required. The report relied upon a feasibility study conducted by Colliers which considered the Town's future space needs, office/commercial space demands in the Downtown core and future parking considerations.



Background

Through the 2021 Capital Budget, Council approved funding to allow for a reassessment of the Civic Precinct concept that had previously been endorsed through ES-010-18. This additional review was appropriate in light of the direct and indirect impacts of the COVID-19 pandemic.

An update to Council through report ES-005-22 is timely as the Town now looks to proceed with next steps towards a Civic Precinct.

Discussion

The previously endorsed concept for the Civic Precinct included the following components:

1. Office/Commercial Space (Private Sector)
2. Town Hall Office Space Needs
3. Civic Placemaking
4. Parking

Each of these components is discussed below in the context of the next steps that are anticipated.

1. Office/Commercial Space (Private Sector)

In the 2018 Civic Precinct Feasibility Study, Colliers relied upon the 2016 Downtown Market Analysis conducted by Watson and Associates. It was projected that office based employment growth in downtown Milton would be between 100 & 200 jobs by 2031, representing an anticipated space need of between 25,000-50,000 sq. ft. Given the low market rental rates and high development costs (because of underground parking requirements in downtown Milton), the Downtown Market Analysis recommended that any office development would need to be part of a mixed-use project in order to be economically viable.

Since this Feasibility Study was finalized the market conditions for commercial office space has changed with the broad introduction of remote and hybrid work by many office based businesses. An October 2020 survey conducted by Fortune & Deloitte found that 76% of CEO's indicate that their organizations would need less space moving forward. When looking at sector specific results, CEO's from Retail, Financial & Professional service sectors report at even greater rates that they will be looking to reduce commercial office space in the future.

In early 2022, Council endorsed the Town's new five year Economic Development Strategy which promoted a greater focus on four economic sectors (ES-004-22). Of the

Discussion

four sectors highlighted, one would be considered as aligning with the growth of typical commercial office space (i.e. Professional, Scientific and Technical Services, which accounts for 3,427 jobs in Milton in 2021).

The Town has taken a balanced approach to development over many years with a high degree of success. By capitalizing on developable land to attract new businesses while advocating for the incorporation of headquarter style office development, we have seen an overall increase in knowledge worker jobs and office space development across the community. The Derry Green development is a prime example of this in that it has more than 9.5 million square feet of non-residential development approved. Over 200,000 sq. ft. of that approved development is prime office space.

By continuing to take a balanced approach to growth and advocate for development of mixed-use land developments, the Town can continue to support the development of complete communities that include the development of commercial office space in locations such as Derry Green, Trafalgar, Britannia, the Milton Education Village and the Downtown Core.

As such, the previously identified need to incorporate an office development into the Civic Precinct Project is no longer pressing and is no longer recommended by staff.

2. Town Hall Office Space Needs

In 2018, the Colliers Feasibility Study suggested that the Town forecast future space needs based on historical employee growth. It continues to be reasonable to assume that employee growth will occur given the growth in our local population and the correlating impacts to service delivery. The Colliers Study suggested that there would be a future space need of approximately 50,000 sq. ft. over the next 20 years.

However since this study was completed there are additional variables that have occurred that change the landscape and mitigate future space needs.

As a result of the public health measures established to reduce the spread of COVID-19, many of the Town's office based staff worked primarily or exclusively remotely for close to two years. Further, The Town recently implemented a Remote Work Program which is consistent with programs offered by other municipalities. As we evaluate the impacts of remote work it is anticipated that alternate work space models such as office/desk sharing will provide the Town a greater ability to maximize the use of existing office space as the Town grows.

To further mitigate space planning, staff have identified 555 Industrial Drive as having the potential to be used as an alternate work location for office-based staff. This space

Discussion

totals 42,600 sq. ft. of office space and was previously used to house Town Hall office based staff during the construction/renovation of the current Town Hall facility.

The two upper floors have longer term leases in place, but the MEV Innovation Centre which totals 13,360 sq. ft. of the total space available has a great deal of flexibility in both its use and occupancy.

As the Town's employee composition increases in the future it is intended that 555 Industrial Drive be considered as an alternate work location for office-based staff.

3. Civic Placemaking

In the 2016 Town of Milton Downtown Study Final Report, a number of Civic Placemaking priorities were established and it was acknowledged in the 2018 Council Report that the development of a Civic Square would support the achievement of each of these priorities. Council then endorsed Milton's 10-year Culture Plan (2021) which identified the need to '*Expand investment in cultural infrastructure, including places and spaces*' and the Town of Milton Economic Development Strategy (2022) which identified "*Investing in placemaking initiatives to enhance Milton as an inviting home for diverse talent*".

Placemaking efforts continue to be as important to the community today as it was when Council endorsed progression of the Civic Precinct Project in late 2018. As such, and in alignment with the results of the work undertaken by Colliers, it is recommended that the Town continue to take a leadership role in the creation of a Civic gathering space as a placemaking anchor within the community.

4. Parking

In 2017, the consultants CIMA+ were retained to undertake comprehensive Downtown Parking Study (ENG-006-17). At the time that the average utilization of the Town operated parking lots was 78% with a peak utilization of 98%. It was concluded that when considering future parking needs, the Town should contemplate an additional 251 parking stalls on top of any incremental downtown parking approved through redevelopment.

The Colliers Civic Precinct feasibility Study recommended that in creating a Civic gathering space, current and future parking demands be considered and satisfied. This recommendation remains valid.



Discussion

Next Steps

Should the recommendations contained herein be approved, staff will develop terms of reference for a request for proposal (RFP) process that will be used to retain a consulting firm to lead the next phases of this review. Those phases will include public consultation in order to inform the development of the Civic Placemaking space, as well as the eventual detailed design process. It is expected that the work of the successful proponent can begin in 2022 and conclude in 2023. The final work plan and timeframe can only be validated, however, following the RFP process and discussion with the proponent.

Financial Impact

Funding for the Civic Precinct Project was approved as part of the 2019 and 2021 budget processes, including provisions for concept development, design, land acquisition, etc. \$585,000 of that funding remains available for the next steps that are required in order for the project to progress.

\$43,640,757 in funding is currently identified in the forecast period for the Civic Precinct between 2023 and 2026 (in projects C591100 and C420105). Both the existing approved budget and forecasted amounts will be further assessed based on the results of the RFP process as well as the concept development / design process that follows.

Respectfully submitted,

Andy Scott
Director, Strategic Initiatives & Business Development

For questions, please contact: Andy Scott

Phone: Ext. 2103

Attachments

ES-010-18

CAO Approval
Andrew M. Siltala
Chief Administrative Officer



Recognition of Traditional Lands

The Town of Milton resides on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and Haudenosaunee people. The Town of Milton shares this land and the responsibility for the water, food and resources. We stand as allies with the First Nations as stewards of these lands.



The Corporation of the Town of Milton

Report To: Council

From: Andrew Siltala, Strategic Initiatives and Economic Development

Date: August 27, 2018

Report No: ES-010-18

Subject: Civic Precinct Feasibility Study

Recommendation: THAT Report ES-010-18 be received for information:

AND THAT Council endorse in principle the preferred Design-Bid-Build option for the Civic Precinct Project as outlined in the Civic Precinct Feasibility Study Report ES-010-18;

AND THAT further funding to undertake a more detailed design and analysis of the preferred Design-Bid-Build option for the Civic Precinct project be requested through the 2019 Capital Budget and Forecast.

EXECUTIVE SUMMARY

The purpose of this report is to provide an overview of the Town of Milton Civic Precinct Feasibility Study (Appendix 1), which has been completed and submitted by real estate advisory consulting firm Colliers Project Leaders Inc. (“Colliers”). A map of the downtown precinct study area and the Downtown Study referenced in this report included within Appendix 1.

REPORT

Background

The Town’s corporate strategic plan, Destiny Milton 3, was endorsed by Council in 2015 and included recommended actions related to the need for an updated policy and operational framework to support the vision for downtown Milton as a focal point of the community. To address these actions, staff brought forward the Downtown Study (report PD-054-16, Appendix 2) in December 2016, which examined the state of the historic downtown and provided a series of recommendations for revitalization. The



study was adopted by Council and achieved its goal of setting a unified, comprehensive and collaborative strategy for downtown Milton's continued evolution.

One of the next steps and recommendations of Milton's comprehensive Downtown Study was a Civic Precinct Study to focus further on the Town-owned sites in the downtown core and to determine redevelopment options for these land parcels, while defining the role of the corporation in any future redevelopment. Specifically, the Civic Precinct Study examines feasibility options for redevelopment of Town-owned lands in order to stimulate private development in the surrounding areas, and throughout Milton, in accordance with the direction received via report ES-008-13. In addition to the recommendation for a feasibility study to be developed, staff brought forward several other action items through the Downtown Study that have been considered in the Civic Precinct Feasibility Study including: addressing parking issues within the downtown; coordinating objectives and relationships with other departments, agencies and interest groups; using the Town's position as land-owner to take a leadership role in the evolution of downtown Milton.

In June 2016, staff brought forward the Downtown Market Analysis which was completed by consulting firm Watson and Associates. This initiative was complementary to the Downtown Study and identified the level of intensification that could be accommodated within downtown Milton, as well as the corresponding job and population growth. Within the study area of the market analysis, a total of 4.4 net acres of land was identified as being available for redevelopment with the total forecast demand over the 2016 to 2031 period estimated to be 129,000 sq. ft. to 258,000 sq. ft. under a range of uses, including office and retail. Through their research, Watson and Associates identified the projected office-based employment growth in downtown Milton to be 100-200 jobs by the year 2031, representing approximately 25,000-50,000 sq. ft. of office space. As a result of relatively low market rental rates and the high costs of development due to the requirement of underground parking in downtown Milton, the Downtown Market Analysis recommended that any office development would need to be part of a mixed-use project in order to be economically viable. Town of Milton staff used all of this information to complete a modelling exercise to determine how intensification adjacent to a civic square could look in terms of appropriate height, massing and scale. Substantial public feedback has been collected through early phases of the Downtown Study and considered as part of the next phase of this project.

In the two-year period between the completion of the Downtown Market Analysis in 2016 and the Civic Precinct Feasibility Study in 2018, the market for office/commercial space has progressed. Colliers noted in their study (Appendix 1) that the demand projections put forth by Watson and Associated in 2016 should now be considered the minimum threshold, due in part to the increasing number of inquiries received by the Town's Economic Development division from both private and public sector

organizations pursuing office space. Knowledge-based employers are looking for office locations in an integrated, walkable community setting, as proposed for Milton's Civic Precinct site. In addition, non-governmental organizations which had previously been locating in the southern portions of Halton are now seeking options in Milton, given the amount of new development and growth in north Halton.

Discussion

The Civic Precinct Feasibility Study was undertaken to explore various development options on three Town of Milton-owned sites within downtown Milton. In doing so, the consulting team aimed to clarify the space requirement and market demand, determine how the required space can be accommodated, examine the range of options available to redevelop the sites to a highest and best use, and to recommend next steps in order to advance the project.

The Town of Milton has identified several priorities for redevelopment of the Town-owned lands. These priorities include:

- Taking a leadership role in stimulating investment into the downtown ,
- Creating a civic square or gathering space as a place making feature
- Maximizing built form intensification
- Constructing parking facilities
- Considering future space requirements for Town of Milton staff.

Congruent to these Town priorities, Colliers highlighted several key factors relating to civic place-making from the 2016 Downtown Study that would contribute to a direct demand for office and commercial space in downtown Milton. These priorities include:

- Civic Presence as an Anchor in the Downtown
- Building on the Existing Heritage
- Create a Vibrant Public Realm
- Have a Pedestrian Friendly, Interactive Community
- Place Making for the Entire Community

These factors were also strongly supported by public feedback during the Downtown Study public consultations.

Considering the above-mentioned priorities identified by Colliers and those from the Downtown Study in the context of relevant zoning and planning guidelines, the consulting team has defined specific redevelopment opportunities that would satisfy local demand for office and retail space, parking, civic infrastructure and public open space enhancements in order to position downtown Milton for long-term success.

Colliers is recommending that the Town proceed with a Design-Bid-Build delivery model for the construction of office space, retail, parking and a civic place making feature.



This recommendation followed a comparison against an option that would see the Town sell the lands outright, as well as an option that would entail a design-build-leaseback with a private sector partner. The recommendation was arrived at with consideration for the leadership role the Town would assume as a catalyst for investment, the control provided to the Town, the administrative space created for the Town, as well as build out of parking on a best-use basis. Colliers further notes that a staged or phased construction program is most likely from a practical implementation perspective as well as a financial perspective.

The analysis that has been undertaken by Colliers has been prepared for the purpose of feasibility and to assess the delivery options at a high level. Next steps might include the development of a detailed design and analysis with consideration for program needs, site investigation (engineering, environmental, etc.), a detailed market study, financial projections and project phasing. Pending Council approval of the recommendations contained herein, staff will reflect the findings of the Colliers report in the 2019 Budget and Forecast period, including a funding request in 2019 to undertake the more detailed analysis required for further assessment of the recommended option.

Financial Impact

The preliminary capital cost estimate that has been prepared by Colliers for the purpose of comparing the outright sale, design-bid-build and design-build-leaseback delivery options amounts to \$82 million. This estimate incorporates 200,200 square feet of office space (versus the Town's anticipated needs of 50,200), retail space of 5,000 square feet, a civic place making area of 33,000 square feet, and 453 parking stalls. The capital cost was combined with projected operating expenditures and revenues to compare the delivery options on a cash flow and quantitative benefit basis for the Town. This analysis showed that the design-bid-build offered the greatest net benefit to the Town. It also demonstrated the highest initial investment requirement for the Town.

The analysis undertaken by Colliers required assumptions with respect to the size and phasing of the project, the financing strategy, as well tenant management for the purpose of feasibility and delivery option comparison. Further detail in these areas will be developed as part of future steps thereby allowing more specific forecasts of the cash flow impacts to the Town to be established.

The 9-year forecast period approved as part of the 2018 Budget process incorporated \$26.7 million for the Town Hall construction/expansion project and a further \$13.2 million for a parking structure. These estimates will be assessed as a part of the 2019 Budget process with consideration for the results of the Colliers report.



The Corporation of the Town of Milton

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ES-010-18
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Respectfully submitted,

Andrew Siltala
Director, Strategic Initiatives and Economic Development

For questions, please
contact:

Andrew Siltala x2103

Attachments
<ol style="list-style-type: none">1. Civic Precinct Feasibility Study2. Downtown Study

1. Civic Precinct Feasibility Study
2. Downtown Study

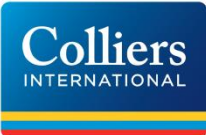
CAO Approval
William Mann, MCIP, RPP, OALA, CSLA, MCIF, RPF
Chief Administrative Officer



Town of Milton
Civic Precinct Feasibility Study

August 2018

700231-0017(3.0)



ACKNOWLEDGEMENTS

Client:

Town of Milton
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1. Executive Summary

1.1 Study Purpose and Priorities

This study was undertaken to investigate development options on three Town of Milton (the “Town”) owned sites in close proximity to the Town Hall, forming a Civic Precinct (the “Precinct”). In particular, this study seeks to:

- Consolidate the information previously developed regarding the Town’s Downtown core plan to analyze and further elaborate on it;
- Better define the space requirement / market demands;
- Determine how the required space can be accommodated on the sites;
- Examine the range of options available to deliver intensification, including the risk profile and budget impact of each option;
- Determine the next steps to advance the Civic Precinct.

Town priorities as it relates to the development of the Civic Precinct include:

- Taking a leadership role in stimulating investment into the Downtown;
- Creating a Civic gathering space as a placemaking anchor and catalyst for increased economic growth;
- Maximizing built form intensification, wherever commercially reasonable;
- Constructing structured parking facilities at a minimum to replace parking lost by redevelopment of Town-owned Sites plus predicted future growth, with consideration of future revenues from parking to offset capital costs; and
- While space efficiency as it relates to Town on-site staff requirements is a consideration, it should not be considered a primary driver of this analysis.

1.2 Supply and Demand Analysis

Analysis and review of prior Town-commissioned studies, site zoning, and Town internal/administrative space requirements indicates that both the available supply / capacity of space on the Town-owned Sites and the prospective space demands are well matched. Specifically:

- Under current land-use zoning, the Town sites have an available capacity of up to nearly 388,000 square feet (ft).
- Demand for space, per multiple data sources and guidance from Town administration regarding internal requirements resulted in the following summary according to use:

Table 1-1: Space Demand Summary

Space Category	Low	High	Mid-Point
Town On-Site Staff Office (incremental)	50,200	50,200	50,200
Civic Placemaking	33,000	33,000	33,000
Retail	4,000	8,000	6,000
Private Sector Office	125,000	250,000	187,500
Parking	109,000	109,000	109,000
Total	321,200	450,200	385,700

For purposes of this study, the “Mid-Point” demand scenario was used.

1.3 Delivery Options

The options analyzed or contemplated to build-out the Civic Precinct are summarized below:

- **Outright Sale:** Land in Sites 2-4 is sold to a private developer, with the Town retaining the necessary land to deliver the Civic Placemaking spaces and parking.
- **Design-Bid-Build:** The Town selects a private firm or firms to design and build the Civic Precinct for a fixed-price, based on typical commercial terms, conditions, and rates.
- **Design-Build-Leaseback:** The Town sells the redevelopment sites (except for Civic Placemaking and Parking spaces) to a developer who will build-out at its own cost, various land-use types according to market demand, with one exception. The Town would be required to take a head-lease for all the office space from the developer for a specific term and would be expected to pay market base rental, plus all additional rental (i.e. operating costs) for the building.

1.4 Recommendation

It is recommended that the Town proceed with a Design-Bid-Build delivery model for construction of office space, retail, parking, and Civic Placemaking on Sites 2-4, for a number of reasons:

1. This model demonstrates the Town's leadership role and commitment to the Downtown through acting as a catalyst for investment.
2. This model provides control to the Town over the construction of civic-placemaking spaces and amenities.
3. This model allows the Town to meet both short-term and long-term on-site administrative space requirements.
4. This model ensures necessary parking is built out in a manner which maximizes the highest and best use of the Town-owned sites.

Detailed next steps are suggested for the Town to move forward with these recommendations.

2. Background

In November 2015, Town Council endorsed a new Strategic Plan, “Destiny Milton 3”. To assist with implementing the actions identified in Destiny Milton 3, a subsequent study, the Downtown Study, was completed throughout 2015 and 2016. At the highest level, the Downtown Study, through a mix of policy and operational framework, provided a series of recommendations for revitalizing Milton’s Downtown.

In January 2016, the Downtown Study was presented to Council and staff was directed to obtain consulting services to prepare a market analysis for Downtown Milton. The consultant, Watson and Associates, presented the Downtown Market Analysis (DMA) to Council via a staff report in June 2016. From the recommendations of the Market Analysis, staff was directed to develop a business case for mixed-use developments on the civic precinct properties as well as to draft any policy and by-law amendments required to implement this direction.

In September 2017, staff presented to Council an Official Plan Amendment and Zoning By-law Amendment to allow for a more flexible and permissive policy context to support both businesses and a pedestrian oriented environment. The Official Plan Amendment created a ‘Downtown Supportive Area’ replacing the ‘Core Commercial Sub-Area’ and ‘Secondary Commercial Sub-Area’. The Zoning By-law Amendment included six site specific amendments and added new land use permissions.

The Market Analysis identified how much intensification can be feasibly accommodated within the Downtown from an economic perspective. The study area for the Market Analysis identified 4.4 net acres available for redevelopment with forecasted demand over the 2016 to 2031 period to range from 129,000 sq. ft. to 258,000 sq. ft. under a range of uses, including office and retail. Staff subsequently used this information to complete a modelling exercise to determine how this intensification should look in terms of appropriate height, massing and scale.

Figure 2-1: Potential Design Concept from Town of Milton Downtown Study Final Report (December 2016)



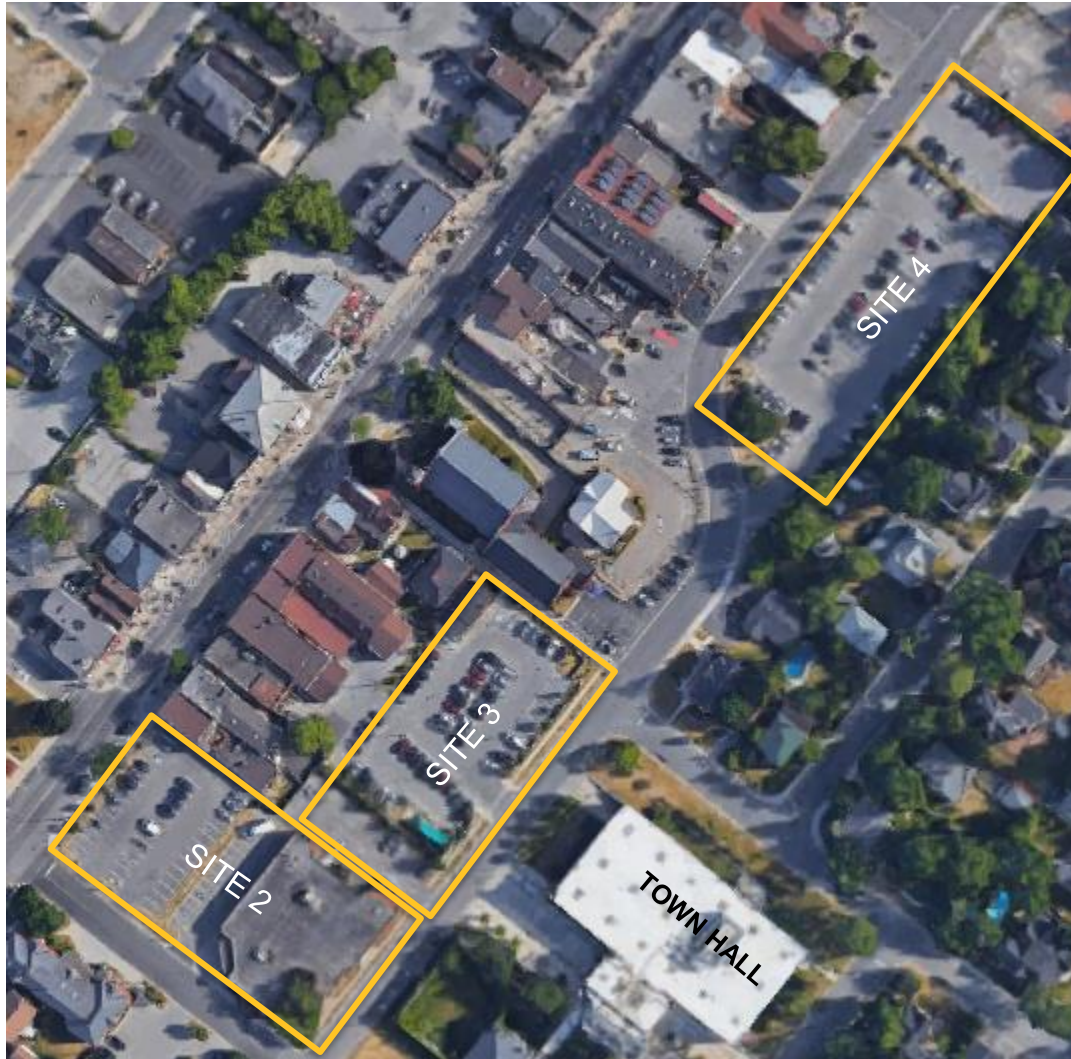
Elements of both the Downtown Study and Market Analysis were used by Colliers to support the analysis and recommendations of this report. For purposes of consistency with the Downtown Market Analysis, despite having separate or multiple civic addresses, the Town-owned Sites which represent the focus of this study shall be referred to as follows:

- Site 2 – 128 Main Street East / 25 Brown Street
- Site 3 – 155 Mary Street
- Site 4 – 188 Mary Street

3. Town-Owned Site Potential

3.1 Context Map

Figure 3-1: Town-Owned Sites



3.2 Site Zoning

Table 3-1: Town-Owned Site Zoning

DMA Site #	Civic Address	Parcel Size	Zoning
Site 2	128 Main Street East / 25 Brown Street	0.4 ha / 0.99 a / 43,056 sf	CBD-A, with permission for Public Park; Active Frontage
Site 3	155 Mary Street	0.2 ha / 0.49 a / 21,528 sf	CBD-A
Site 4	188 Mary Street	0.3 ha / 0.74 a / 32,292 sf	CBD-A

The Town’s Land-Use Bylaw CBD-A land-use designation permits residential, retail, and office uses, with the following restrictions:

- General Office and Residential uses only above grade, while all other land uses are permitted at grade, including “Service Retail Office”.
- Service Retail Office is a type of office that is permitted within the Active Frontage Area at grade level. It is defined as an office use that is publicly accessible at all hours of operation, provides an on-demand product or service, but does not primarily carry out clerical or administrative functions (e.g. realtors or travel agents).
- Development at street level in the Active Frontages shall be required to:
 - provide pedestrian traffic generating activities at street level, particularly retail and service uses, including retail offices (such as banks and realtors) that directly provide an on-demand, over the counter service to visiting members of the public;
 - incorporate transparent display windows for a majority of the street facing ground floor wall with at least one main entry leading directly from the sidewalk, which is universally accessible to the public; and,
 - have a ground floor level at sidewalk grade elevation and ground floor heights of at least 4.5m measured floor to floor.

Easements & Rights of Way

Colliers has pulled the parcel registry for the parcels associated with all the possible site options. Listed below is a summary from our parcel registry search. It is not intended to be a full title search of each of the parcels and a detailed title search is recommended for an opinion of title.

Table 3-2: Parcel Registry Summary for Sites 2 – 4

Site 2

PIN#	Ownership	Legal Description	Comment
24953-0026	The Corporation of The Town of Milton	Lt 1, 2 & 3, Blk 8, Pl Hugh Foster's Survey, Aka; Lt 1, Blk 8, Pl 7, Lt 2, Blk 8, Pl 7, Lt 3, Blk 8, Pl 7; Pt Lt 19 & 20, Blk 8, Pl 15, Part 1, 20R3857; Milton	Improved and occupied by Habitat for Humanity
24953-0034	The Corporation of The Town of Milton	Pt Lt 19, Blk 8, Pl 15, Pt Lt 20, Blk 8, Pl 15, S/S of Main St, As In 551207; Milton	Used as a parking lot

Site 3

PIN#	Ownership	Legal Description	Comment
24953-0176	The Corporation of The Town of Milton	Pt Lt 4, Blk 8, PI 7 (Foster's Survey), Pt 1 20R15602; Milton. S/T Easement in Gross Over Part 1 PI 20r16094	Used as a parking lot Subject to easement in gross under Inst # HR390292
24953-0177	Mule Nicolo & Mule Josephine Giuseppina	Lt 4, Blk 8, PI 7 (Foster's Survey) Except Pt 1 20R15602; Town of Milton	Used as laneway access and parking by 146 Main Street Town of Milton also have an easement right over parcel under Instrument # HR274611 dated Mar 31, 2004
24953-0024	The Corporation of The Town of Milton	Pt Lt 5, Blk 8, PI 7; Pt Lt 6, Blk 8, PI 7, Pt 5, 20R15602; Milton.	Used as parking lot Previous Easement deleted under Instr # HR486321 on June 21, 2006
24953-0179	The Corporation of The Town of Milton	Pt Lt 6, Blk 8, PI 7, Pt 2 20R16758; Milton.	Used as parking lot Previous Easement deleted under Instr # HR486321 on June 21, 2006
24953-0178	The Corporation of The Town of Milton	Pt Lt 6, Blk 8, PI 7, Pt 1 20R16758; Milton.	Used as a parking lot Previous Easement deleted under Instr # HR486321 on June 21, 2006
24953-0166	The Corporation of The Town of Milton	Pt Lt 6, Blk 8, PI 7, As In 834939; Description May Not Be Acceptable in Future as in 834939; Milton	Used as a parking lot

Site 4

PIN#	Ownership	Legal Description	Comment
24953-0083	The Corporation of The Town of Milton	Pt Lt 11, Blk 2, PI 5, As In 698680 ; Lt 12, Blk 2, PI 5, Lt 13, Blk 2, PI 5, Lt 14, Blk 2, PI 5, Lt 15, Blk 2, PI 5, Lt 16, Blk 2, PI 5, Lt 17, Blk 2, PI 5, Lt 18, Blk 2, PI 5 ; Milton Pt Lt 11, Blk 2, PI 5, As In 698680 ; Lt 12, Blk 2, PI 5, Lt 13, Blk 2, PI 5, Lt 14, Blk 2, PI 5, Lt 15, Blk 2, PI 5, Lt 16, Blk 2, PI 5, Lt 17, Blk 2, PI 5, Lt 18, Blk 2, PI 5 ; Milton	Used as parking lot
24953-0082	The Corporation of The Town of Milton	Lt 10, Blk 2, PI 5; Pt Lt 11, Blk 2, PI 5, As In 846215; Milton	Used as a parking lot

In summary, the Town of Milton owns fee simple interest with respect to all the parcels associated with Sites 2 and 4. However, the Town only has ownership of 5 out the 6 parcels associated with Site 3.

PIN No. 24953-0176 is the westerly parcel within Site 3 and is encumbered with an easement in gross in favour of Union Gas for the purpose of an underground pipeline. The area is identified as being Part 1 on Plan 20R-16094. See Appendix 1 for copy of Instrument.

Our analysis indicates that the easement in favour of Union Gas within PIN 24953-0176 will need to be assessed to understand if the gas line can be either rerouted and/or relocated to different depth in order to maintain the gas services to its intended customers. The need to acquire this easement from Union gas

may not be required if relocation of this pipeline is achieved within the development design. However, the cost of relocating this line is expected to be the responsibility of the Town.

PIN No. 24953-0177 is a reverse L-shape parcel located within the middle portion of Site 3 and is under the ownership of Mule, Nicolo & Mule Giuseppina. They are also owners of the northerly adjacent parcel, No.146 Main Street E. (PIN# 24953-0175). This "lane" appears to serve as access to the rear of 146 Main Street E. Under the parcel registry for PIN 29453-0175 the north-south strip of the L-shape parcel is encumbered with an easement interest in favour of the Corporation of the Town of Milton under instrument #HR274611. This area is identified as Parts 2, 3 & 4 on Plan 20R-15602. The following is an excerpt from Instrument #HR274611 describing the easement (a copy of Instrument #HR274611 is attached in Appendix 1 of this report):

"The Transferor transfers to the Transferee, an Easement for right-of-way in perpetuity upon, over, along and across Part of Lot 4, Block 8, Plan 7, Town of Milton, Regional Municipality of Halton, designated as Parts 2, 3 & 4 on Plan 20R-15602 (the "Servient Lands" or "Easement Lands") to be for the use of the Transferee, its successors and assigns, and those permitted by the Transferee which may include members of the general public to traverse the Easement Lands as a passage way for the passage of pedestrians and vehicles for purpose of access and egress to and from adjacent lands now owned by the Transferee, and including Mary Street.

This Easement is for the benefit of Part of Mary Street, Plan 7, lying East of Bell Street; Part Lot A, Block 8, Plan 15, Parts 1 and 2 on Plan 20R-1832; Part Lot A, Block 8, Plan 15, as in Instrument No. 4003 and 242983; Mary Street, Plan 5; Milton, being property described in the Parcel Register for property identifier 24953-0103 (LT).

Notwithstanding the foregoing, by registration of this Easement, it is hereby acknowledged by the Transferee, for itself and its successors and assigns, that the Easement Lands are not to become a public highway and are not intended to become a passage way between Mary Street and Main Street. The Transferee, for itself and its successors and assigns, hereby agrees with the Transferor, their heirs, executors, administrators, successors and assigns, that it shall be responsible for the maintenance, upkeep and cleaning of the Easement Lands from and after the date the Transferee paves the Easement Lands."

Our analysis indicates that PIN 24953-0177 will need to be acquired in order to assemble the site that is suitable for development in Site 3. This acquisition can be achieved either through amicable agreement with the owner or through the expropriation process.

ACQUISITION BY AMICABLE AGREEMENT

The potential cost of the purchase this parcel is expected to be at or near market value of the land. The Town would need to have an appraisal conducted to establish market value.

ACQUISITION BY EXPROPRIATION

Should amicable agreement with the owner not be reached, the Town of Milton would have the authority to expropriate the required site. It is estimated that this process can take an estimated 9 months to 18 months to complete. It is common practice that expropriation process and the amicable agreement process takes place concurrently in order to ensure acquisition of the land to ensure the project timeline be met.

Under this process, once the Town serves to the owner with the Notice of Intent to expropriate, the owner will have a right to request for a Hearing of Necessity, through which the Town will need to show that the taking of the land is fair, reasonable and necessary in order to achieve the objective of the Authority.

Under the Expropriation Act, compensation to the registered owner will be required. As indicated earlier, the market value of the land would need to be determined through an appraisal. When considering the total costs required for an acquisition by expropriation, these may be far in excess of the costs through acquisition by amiable agreement, particularly should the registered owner wish to contest any portion of the expropriation.

3.3 Combined Site Capacity

The following observations were made in, or can be extrapolated from, the Downtown Market Analysis (DMA) relative to physical space capacity:

- The study area contains a number of sites, totalling 1.8 net ha (4.45 net acres), that could be subject to redevelopment. From a physical capacity perspective, these sites could accommodate a range of possible high-density residential and non-residential developments totalling approximately 388,000 square feet (sf), based on a Floor Area Ratio (FAR) assumption of 2.0. FAR is the ratio of a building's gross floor area to the size of the piece of land upon which it is built. It represents a reasonable proxy for the number of storeys in height that a building can be under zoning restrictions.
- Of the total sites, the study identified five (5) key sites as having sufficient size to accommodate medium-to-large scale development. The five key redevelopment sites in aggregate are 1.5 ha (3.71 acres) in size, or 83% of the total study area. The three Town-owned Sites referenced above comprise 0.9 ha (2.2 acres), or 60% of the key five redevelopment sites aggregate acreage.
- Of the three Town-owned key redevelopment sites, Site 2 was identified in the DMA as having the highest redevelopment potential due to its central location, direct access to public transit and site configuration, as summarized below:

Table 3-3: Site Development Potential

Location	Market Potential		
	Office	Retail	Residential
Town-owned Site 2	High	High	High
Town-owned Site 3	Moderate	Moderate	Low
Town-owned Site 4	Low	Moderate	Low

From this information and analysis above, there are two options for calculating what the site capacity is for the Town-owned sites:

- Option 1 – Apply Downtown Market Analysis FAR assumption to Town-owned Sites: This results in an aggregate square footage between Sites 2-4 of approximately 194,000 sf.
- Option 2 – Utilize the maximum FAR allowable under the CBD-A zoning, which is 4.0. That would create capacity on the 3 Town-owned Sites of nearly 388,000 sf.

Given that the conclusions and recommendations of the Downtown Market Analysis and Downtown Study are for the Town take a pioneering and leadership role in Downtown revitalization, and in keeping with the identified Town priorities, for purposes of this study, Option 2 will be used as the assumed development capacity of the Town-owned Sites 2-4.

4. Potential Demand for Space

4.1 Office and Retail Uses

DOWNTOWN MARKET ANALYSIS FINDINGS

The Watson & Associates Economists Ltd. Downtown Market Analysis (2016) focused on a study area defined as follows:

“The area covers the historical downtown core of Milton, centred along Main Street East. Representing a gross land area of 28 ha (69 gross acres), the area is generally bound by Millside Drive and Mill Pond to the north, Millside Drive and Fulton Street to the east, a combination of Pine Street, Pearl Street and King Street to the south, and Bell Street, Elizabeth Street and James Street to the west.”

Figure 4-1: Watson & Associates Downtown Market Analysis Study Area



Specific to office demand, the Downtown Market Analysis study concluded:

- Projected office-based employment growth potential within the study area totals 100 to 200 jobs over the 2016 to 2031 period.
- Using an assumption of 250 sf of gross floor area (GFA) per person, this creates a space demand range of 25,000 to 50,000 sf.
- The economic viability of standalone major office development within the study area is currently unfavourable. This is attributed to the relatively low market rents and the relatively high development costs due to the provision for underground parking.
- An urban office development without significant financial incentives needs to be part of a mixed-use development (i.e. combined with a residential component) to be economically viable.

Relative to retail space demand, the Downtown Market Analysis study also identified limited demand, as outlined below:

- The forecast growth in potential local population and employment within the study area is expected to have limited impact on the demand for additional retail/commercial service GFA.
- With the expected jobs and population growth in the study area between 2016 and 2031, the demand for retail/commercial service GFA could increase by approximately 4,000 to 8,000 sf.
- It is expected that the study area's share of Town-wide retail/commercial services GFA will continue to decline over the forecast period as suburban retail development continues to expand at a strong rate.

These demand projections for space should be viewed as a minimum requirement, or floor, particularly for the office demand. Based on the frequency of past inquiries to the Town for office product, which has seen a steady pace of increase over the past five years, there is pent up demand from both the private sector and the broader public sector. Knowledge-based employers are looking for office locations in an integrated and walkable community setting, such as can be accommodated within the Civic Precinct site. As well, non-governmental organizations, which have previously been locating in the southern portions of Milton, are now seeking to locate in the north part given the amount of new development and growth in that area.

Although it is difficult to quantify the exact amount of office space demand, the current trend is positive in the direction of increased growth. This is an opportunity for the Town to demonstrate leadership and be that catalytic driver of economic growth in the Downtown through providing the office product that tenants in the market are requesting.

4.2 Parking Considerations

As part of the administration report to Council on the Town's Downtown Study, a key recommendation was to initiate and complete a comprehensive Downtown Parking Study. A third-party consultant, CIMA+, was retained by the Town to complete this body of work, which is comprised of the following activities:

1. Data Collection and Analysis of Parking Operations
2. Zoning Review and Analysis
3. Rationalization of Existing Parking Locations and Operations
4. Development and Evaluation of Future Parking Alternatives
5. Cash-in Lieu Policy

As of the writing of this report, CIMA+ has delivered items 1 – 3 to the Town. The three technical memorandums delivered to date indicate the following number of parking stalls and weekday utilization for Sites 2-4 as outlined in Table 4-1.

Table 4-1: Parking Stall Count and Utilization

Location	Stalls	Average Utilization	Peak Utilization
Site 2	39	80%	97%
Site 3	57	74%	95%
Site 4	106	80%	100%
Total / Weighted Average	202	78%	98%

Further, the Downtown Parking Study suggests that on weekends, “parking utilization is expected to exceed 100% for municipal off-street parking”. Based on the above utilization rates and the weekend demand, it is reasonable to assume redevelopment of Town-owned Sites 2-4 will result in the need for a full replacement of the 202 parking stalls currently provided on Sites 2 – 4.

In addition, the Downtown Parking Study goes on to address future Downtown parking requirements by comparing existing land-uses to anticipated future land-uses under the CBA-A designation, using both the Institute of Transportation Engineers (ITE) Parking Generation Manual and Town Zoning By-law parking requirements under low, medium and high growth scenarios, with the summarized results for the zone containing and surrounding Sites 2-4, as well as for the entire Downtown, as follows:

Table 4-2: Incremental Parking Demand

Area	Incremental Parking Need (Demand) Ranges		
	Town Bylaws	ITE Manual	Average
Sites 2 & 3 Parking Zone	20 - 23	20 - 32	20 - 28
Site 4 Parking Zone	55 - 68	60 - 90	58 - 79
Downtown Total (Sites 1 – 5)	195 - 253	211 - 345	203 - 299

It is recommended that the Town contemplate building out parking facilities in the Civic Precinct to meet the full average Downtown incremental growth forecast for the Downtown Total, even though land-ownership in Downtown is not wholly municipal. While private land-owners and developers should be expected to accommodate other incremental parking as part of the redevelopment approval process, the Town must take leadership in this regard, and consequently, it is recommended that the Town contemplate adding an incremental 251 parking stalls, which represents the mid-range of the average shown in Table 4-2 for the Downtown Total.

When the need to replace the parking eliminated by redevelopment of Sites 2-4 and the accommodation of future growth in the overall Downtown area is considered, for the purposes of this study, it is assumed that the Town will add 453 (202+251) parking stalls. Using an assumption of 240 sf per stall, space needs for parking calculates to approximately 109,000 sf. Note that this is a high-level initial estimate of the amount of space needs for parking for the purposes of understanding the various space demands and types in the Civic Precinct. Actual space needs for parking will be determined during a future design development phase and is dependent upon the eventual configuration of any parking structure, either below grade or above grade, and efficiencies in layout achievable.

4.3 Town Requirements

ADMINISTRATIVE SPACE

The Town administration (elected officials and related staff are housed elsewhere) currently occupy a 50,000 square-foot two-storey addition (Town Hall East) to the historical Town Hall (Town Hall West) that was completed in 2009, with the two buildings connected by a glass walkway. Town Hall West mainly houses the council chambers and ancillary office and meeting space within the heritage Town Hall structure. Due to the specialized nature of the majority of the space within Town Hall West, it has been excluded from analysis for the purposes of this study.

Discussions with the Town and Colliers research has indicated:

- There are approximately 160 Full Time Equivalent (FTE) Town staff occupying Town Hall East (on-site staff) and approximately 10 workstations are vacant for a total current capacity of 170 FTE's. Removing unique spaces (data centre, concentrated filing, etc.) this calculates to an existing square footage per employee ratio of approximately 253 sq. ft. per FTE.
- In the Human Capital Report to Council in July 2017, the strategic workforce plan completed by KPMG in 2015 was revisited. One of the key findings indicated that, to be properly positioned for growth and continue to meet the expectations of the Town's residents and businesses, the Town's staffing model would need to increase by 100 positions, excluding fire and transit positions. Not all of these positions would necessarily be located at the Town Hall or be filled immediately. For the purposes of this study, it is presumed an additional 15 FTE's be considered in addition to the existing current capacity of 170 FTE's located at the Town Hall for a total of 185 FTE's.
- The Government of Ontario (GoO) uses a workplace standard to ensure consistent quality and design of provincial office spaces for general office space of 180 sf per employee, or roughly 60% of the current Town arrangement. If the GoO standard was applied to the existing Town Hall, it would suggest a maximum building capacity of approximately 275 on-site FTE's.
- Colliers prior client experience has demonstrated a range of space allocation ratios of anywhere from 150 to 250 sf per employee depending on uses.

With the above in mind, forward looking space-requirements for Town administration can be approached as follows:

Option A: Current Town Estimate: through consultation with Senior Administration suggest a long-term (20 year) need of 50,000 sf, which would double the existing Town Hall East space.

Option B: Forecasting of future needs based on two employee growth scenarios:

1. **On-site staff increase from current levels according to previous Town experience.** From Town approved budget documents, total Town FTE staffing has risen on average by approximately 4.3% per annum over the past 3 years. Further, discussion with Town Administration has indicated historical on-site staff growth of 5 FTE per annum since facility opening in 2009, which provides an average annual growth rate of 3.7%. The simple average of these two figures is 4.0%.
2. **On-site staff increase from current levels according to Town population increases on past experience and forward-looking forecasts.** Using Canada Census information, Milton's population grew by 5.6% per annum from 2011 to 2016. Further, the Government of Ontario 2017 Provincial Population Projection update indicates an average annual growth rate between 2017 and 2041 of 1.8% for the Halton Region. Finally, the Halton Region 2011 Best Planning Estimate (BPE) report forecasted annual growth between 2016 and 2031 of 5.3%. The simple average of these three figures is 4.3%.

Given the consistency in growth rates between the two employee growth scenarios considered in Option B, it is suggested that the growth rate based on population increases, 4.3%, be used to develop the space estimate for Option B.

The second component of Option B’s space analysis is the assumption used for the ratio of sf per on-site staff FTE. Table 4-3 presents a comparison of these assumptions.

Table 4-3: Option B – SF/FTE Assumption Comparison

Year	On-Site City Staff Capacity	Square Feet Required at Various SF/FTE Ratios		
		Existing Town Hall of 253	GoO of 180	Average at 220
2018	185	46,805	33,300	40,700
2019	192	48,576	34,560	42,240
2020	200	50,600	36,000	44,000
2021	208	52,624	37,440	45,760
2022	216	54,648	38,880	47,520
2023	225	56,925	40,500	49,500
2024	234	59,202	42,120	51,480
2025	244	61,732	43,920	53,680
2026	254	64,262	45,720	55,880
2027	264	66,792	47,520	58,080
2028	275	69,575	49,500	60,500
2029	286	72,358	51,480	62,920
2030	298	75,394	53,640	65,560
2031	310	78,430	55,800	68,200
2032	323	81,719	58,140	71,060
2033	336	85,008	60,480	73,920
2034	350	88,550	63,000	77,000
2035	365	92,345	65,700	80,300
2036	380	96,140	68,400	83,600
2037	396	100,188	71,280	87,120

*Cells highlighted bolded indicate years in which the various scenarios are poised to exceed existing Town Hall space.

Ultimately, the Town will need to decide which space-planning methodology and assumptions best suit their strategic plan, vision, and growth expectations. However, this study will be based on Option B, using the existing 253 sf per on-site FTE metric, for two primary reasons:

- Firstly, Option B is grounded in both actual and forecasted growth assumptions.
- Secondly, it is unreasonable to expect a Civic administrative use such as Town Hall to subscribe to an “office standard” such as the GoO’s, given economies of scale and the requisite level of space required for public interaction in Milton.

This then suggests an overall 20-year Town administration space requirement of approximately 100,200 sf, or an incremental 50,200 sf over and above the existing 50,000 sf Town Hall East facility.

CIVIC PLACEMAKING

The 2016 “Town of Milton Downtown Study Final Report” identified the following priorities as it relates to Civic Placemaking for the Town:

- **Civic Presence as an Anchor in the Downtown:** Having the Town Hall within the Downtown is a key asset that can be used as a building block supporting the revitalization of the Downtown. The Town has the opportunity to expand the importance of the civic presence as an anchor within the Downtown beyond the Town Hall and Victoria Park Square by moving forward with redevelopment options within the Civic Precinct.
- **Building on the Existing Heritage:** As the Town grows as a community, the historic Downtown core continues to evolve and remain relevant. There are both significant built heritage resources as well as significant history evident in the Downtown core which need to be celebrated and enhanced.
- **Create a Vibrant Public Realm:** A more diverse range of land uses will contribute to a distinct sense of identity, vibrancy and economic viability. Providing for the proper land uses in optimal locations is a critical step as the Downtown evolves. An engaging, interactive public realm has intangible benefits to the community since it creates an environment that invites people throughout all seasons and times of day.
- **Have a Pedestrian Friendly, Interactive Community:** Having a distinct sense of identity created by pedestrian friendly streetscapes and human-scaled built form are important to the achievement of a vibrant Downtown.
- **Place Making for the Entire Community:** A missing ingredient of the Downtown that was identified in public engagement efforts is a Civic gathering space, which often serves as an anchor for a variety of year-round activities.

In isolation, none of the aforementioned priorities creates a direct demand for space, but instead, represent considerations that should be taken into account when contemplating the scale of public space(s) within the Civic Precinct. As part of the Downtown Study Open-House/Public Engagement efforts, Town Administration produced 3 unique visual design concepts which prominently featured public space (the Civic Square), with the average Civic Square being approximately 33,000 sf. This benchmark will be used as part of the overall Civic Precinct space demand analysis.

4.4 Space Demand Summary

The combined Civic, Retail, Office, and Parking space requirements identified above are presented in Table 4-4 below.

Table 4-4: Space Demand Summary

Space Category	Low	High	Mid-Point
Town On-Site Staff Office (incremental)	50,200	50,200	50,200
Civic Placemaking	33,000	33,000	33,000
Retail	4,000	8,000	6,000
Private Sector Office	125,000	250,000	187,500
Parking	109,000	109,000	109,000
Total	321,200	450,200	385,700

For purposes of this study, the “Mid-Point” demand scenario will be used.

From this, it then needs to be determined how much of the above total demand should be allocated to Town Sites 2-4. As discussed in the Site Capacity analysis, based on land parcel size alone, 60% of the total DMA sf capacity was allocated to the Town-owned sites. Table 4-5 shows how that same percentage allocation would compare to a 100% allocation of demand to the Town-owned Sites.

Table 4-5: Space Demand Allocation

Space Category	Per Capacity Allocation of 60%	100% to Town Sites	Mid-Point
Town On-Site Staff Office (incremental)	50,200	50,200	50,200
Civic Placemaking	33,000	33,000	33,000
Retail	3,600	6,000	5,000
Private Sector Office	112,500	187,500	150,000
Parking	109,000	109,000	109,000
Total	308,300	385,700	347,200

For this study, the Mid-Point square footage allocation will be used which fits within the approved zoning of up to 4.0 FAR, which creates a site capacity of approximately 388,000 sf. Further, although there are a myriad of land-use mixes available to the Town with this square footage, generating all of those mixes is both time-consuming and potentially confusing. As such, the mix of uses in Table 4-5 will be utilized for purposes of design and financial modelling in Section 5.

5. Development Model

5.1 Highest and Best-Use

When examining the optimal mix of uses for the space identified in Table 4-5, in addition to meeting the strategic priorities of the Downtown Study, the Town must take into account the highest and best uses of the space.

Highest and best use is commonly described as the reasonable, probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value. Implied in this definition is that the determination of highest and best use takes into account the contribution of a specific use to the community and community development goals, as well as the benefits of that use to individual property owners.

As such, when we contemplate the redevelopment of Sites 2-4, the following highest and best use assumptions will be made:

- Any parking requirements will be accommodated with the most cost-effective combination of underground and above grade structures.
- Town On-Site Staff space requirements will be combined with other Office space demands into one structure.
- Civic Placemaking spaces will be maximized wherever possible.

5.2 Site Design

In light of the space demands of the various respective land uses, the zoning associated with Sites 2-4 and the importance of Civic Placemaking in the Civic Precinct Plan, it is important to understand how much space would be available or remain as residual for the Civic Plaza/Square once other uses are built-out under a range of floor area ratio options, per Table 5-1.

Table 5-1: Civic Placemaking Space Availability

	Floor Area Ratio Assumption		
	1.0	2.0	3.0
Site Capacity	96,900	193,800	290,700
Less Easements	1,300	1,300	1,300
Less Retail	5,000	5,000	5,000
Less Town On-Site Office	50,200	50,200	50,200
Less Private Sector Office	150,000	150,000	150,000
Equals Remainder for Civic Placemaking	(109,600)	(12,700)	84,200

From this, it is clear that should Sites 2 – 4 be built-out with buildings at a maximum of two storeys, it will not leave any space for Civic Placemaking. Therefore, the buildings constructed will need to be at a minimum of three storeys in height to allow for sufficient Civic Placemaking to occur.

Further, when considering the amount of land the Town has available for future considerations, after factoring in the space desired for Civic Placemaking (33,000 sq. ft.) and parking (109,000 sq. ft.), what would remain is approximately 0.6 acres of land available for future civic use or disposition.

5.3 Construction Costs

Using information from the Altus Group “2018 Canadian Cost Guide” for the Greater Toronto Area, the study will apply the following Mid-Point “hard” construction costs per the space demand in Table 4-5.

Table 5-2: Construction Cost Ranges

	Estimated Cost per Square Foot to Construct		
	Low	High	Mid-Point
Office Under 5 Storeys	\$175.00	\$245.00	\$210.00
Retail Strip Plaza	\$105.00	\$170.00	\$137.50
Parking Garage - Above Grade	\$70.00	\$105.00	\$87.50
Parking Garage - Underground	\$95.00	\$170.00	\$132.50

Given the higher cost to construct underground parking as compared to above grade parking, for the purposes of this study, it is presumed that all parking constructed will be above grade. From the above, once soft costs are taken into account, the total cost to redevelop Sites 2-4 into the Town Civic Precinct is estimated at \$82.1 M, as summarized below. For purposes of comparison, should the Town choose to build a level of underground parking, for instance under Site 2, this would result in an increase in building size of 43,000 sq. ft. at an increase in total construction cost of approximately \$2.4 M.

Table 5-3: Total Construction Costs (Town Perspective)

Space	Square Footage	\$/SF	Cost
Total Office	200,200	\$210	\$42,042,000
Retail	5,000	\$138	\$687,500
Civic Placemaking (Civic Square)	33,000	\$85	\$2,805,000
Municipal (Public Use) Parking	109,000	\$88	\$9,537,500
FF&E - Town Only	50,200	\$115	\$5,773,000
Hard Costs (total of above)			\$60,845,000
Post-tender contingency (10%)			\$6,084,500
Soft Costs ⁽¹⁾			\$9,544,400
Development Charges ⁽²⁾	205,200	\$14	\$2,922,400
Net HST			\$1,413,300
Financing Costs			\$1,258,700
Total			\$82,068,300

(1) Soft Costs include consultants (design and engineering), project management, contract administration, and disbursements (permit and fee related costs).

(2) Development charges have been estimated; calculation of charges will be subject to the specific bylaws in place at the time of development.

5.4 Potential Development Methods

The Downtown Market Analysis identified high-level options for the delivery of intensification, specifically, public-private partnerships (P3's) and ground leasing. This study provides a more detailed review of a full range of potential options to better determine suitability and alignment to the Town's priorities. The options analyzed or contemplated are described as follows:

- **Outright Sale:** Land in Sites 2-4 is sold to a private developer, with the Town retaining the necessary land to deliver the Civic Placemaking spaces and public parking. The Town would be required to lease space from the developer (or in another location) to accommodate additional on-site staff requirements.

- **Design-Bid-Build:** The Town selects a private firm to provide complete design documents. The Town then uses those design documents to solicit fixed-price bids from contractors to perform the work. These two firms are usually different, but may be the same. The rates shown in Table 5-2 represent commercial rates – in other words, they include the profit of the private design and construction firms. The Town would retain ownership of all the buildings and would then determine which uses should be leased or sold. This could also be done on behalf of the Town through a third party managing the design development process and providing development management services.
- **Design-Build-Leaseback:** The Town sells the redevelopment sites (except for Civic Placemaking and Public Parking spaces) to a developer who will build-out at its own cost, various land-use types according to market demand, with one exception. The Town would be required to take a head-lease for all the office space from the developer for a specific term and would be expected to pay market base rental, plus all additional rental (i.e. operating costs) for the building. The Town would then sub-let unused space to other public or private sector users. The developer would also be contracted to construct the Civic Placemaking and Public Parking spaces at the Town's cost. Relative to the pure ground-leasing approach, it is recommended that the Town solicit input as to private developer sentiment relating to the attractiveness of this approach.

5.5 Quantitative Comparison of Options

ASSUMPTIONS

The following key assumptions were made relative to the modeled scenarios in terms of potential rental income and associated costs on a per sf basis from each proposed land-use:

Table 5-4: Rental Income & Cost Assumptions

Space Category	Space	Gross Rent	Base ("Net") Rent	Operating Costs	Recoverable Additional Rent	Note Ref.
Town On-Site Staff Office (incremental)	50,200	\$30.80	\$17.13	\$13.67	\$13.67	1
Civic Placemaking	33,000	\$0.00	\$0.00	\$2.76	\$0.00	2
Retail	5,000	\$24.20	\$12.17	\$13.67	\$13.67	3
Private Sector Office	150,000	\$30.80	\$17.13	\$13.67	\$13.67	4
Parking	109,000	\$10.40	\$7.64	\$2.76	\$0.00	5

Notes:

1. Rent (gross and base) per sf from Colliers Toronto Office Market Statistics Q1 2018 for GTA West – Burlington.
2. Operating Costs assumed same as parking.
3. Base Rent per sf from DMA, Recoverable Additional Rent assumed same as office.
4. Rent (gross and base) per sf from Colliers Toronto Office Market Statistics Q1 2018 for GTA West – Burlington.
5. Gross assumption of \$12/weekday per stall at 80% utilization; Operating Expenses from Canadian Parking Association.

In addition, a number of assumptions were made under each scenario analyzed:

- **Outright Sale**
 - Construction and Operating Costs for Civic Placemaking and Public Parking are as outlined above, with the assumption that no financing is available for these purposes. Parking Revenues are as outlined above.
 - The Town will need to fill its on-site staff space requirements with a lease from the land-purchaser or another vendor at the rates outlined in Table 5-4.

- Design-Bid-Build
 - Base Rental and Recoverable Rental Rates as outlined in Table 5-4.
 - Construction Costs as outlined in Table 5-3.
 - Assumed Construction Financing at 60% of the Construction Cost, thus implying required equity/cash investment from the Town of \$32.3 M.
 - Facility Operating Costs as outlined in Table 5-4.

- Design-Build-Leaseback
 - Construction and Operating Costs for Civic Placemaking and Public Parking are as outlined above, with the assumption that no financing is available for these purposes. Parking Revenues are as outlined above.
 - The Town will need to fill its on-site staff space requirements with a leaseback from the development partner, as well as taking on the obligation of a head-lease for any remaining office space.
 - The Town will pay an economic rent rather than market rent for the head-lease of the entire office space so that the development is financially viable for a third-party developer. It is assumed the private sector developer return requirement is 10%.

SUMMARY FINANCIAL COMPARISON OF OPTIONS

Table 5-5 below displays a comparative analysis of key financial metrics for the various Civic Precinct development options. Gross Revenue from Sale captures gross sale proceeds to the Town of the approximately 0.6 acres available for disposal. Construction Costs identifies the high-level cost estimates for construction, including financing costs for the Design-Bid-Build option. Note that the construction cost shown is the cost to the Town, so for the Outright Sale and Design-Build-Leaseback options this is the estimated costs for the Civic Placemaking space and public parking.

Present Value of Rental and Parking Revenues estimates the proceeds to the Town from parking and leasing of private sector office and retail space. Increases in rental rates of 10% are applied every 5 years. Present Value of Operating Expenses estimates the cost to the Town for operations and maintenance with inflationary increases of 2% applied annually. Net Cash Flow provides the net amount of financial activity from the above items. Note that the Present Value of Rental and Parking Revenues and Present Values of Operating Expenses are calculated over a 20-year period at a discount rate of 4.0%. In the case of a private sector developer, a higher discount rate would be more appropriate to use given the higher risk profile of a private enterprise as compared to a municipal government. This would result in lower values for both the Present Value of Rental and Parking Revenues and Present Values of Operating Expenses. For the purposes of this study, and ease of comparability, a discount rate of 4.0% is used for all scenarios.

For the Design-Build-Leaseback option, Present Value of Operating Expenses also includes the base rent amount payable by the Town for its leased office space with increases of 10% applied every 5 years. The estimated economic rent payable by the Town to entice a private sector to enter into a Design-Build-Leaseback is calculated to be approximately \$32.86 per sq. ft., an amount far in excess of the market base rent of \$17.13 per sq. ft. as shown in Table 5-4.

The Value of Owned Asset provides an estimate of value of assets retained by the Town in their ownership. For the Outright Sale and Design-Build-Leaseback options, this would be the Civic Placemaking space and public parking. The value of the Civic Placemaking is based on land only (33,000 sq. ft. at \$100 per sq. ft.) plus the value of the public parking (stabilized year 1 net operating income of parking using the capitalization method at a rate of 10%). The value of the office/retail structure under the Design-Bid-Build

option is calculated in a similar manner as the public parking however using a market lease rate for the entire facility and a capitalization rate of 6.5%.

Finally, the Required Equity/Cash from Town provides the up front financial funding needed (100% of estimated construction costs for the Outright Sale and Design-Build-Leaseback options and 40% of estimated construction costs for the Design-Bid-Build option).

Table 5-5: Development Options Financial Metrics

Metric	Outright Sale	Design-Bid-Build	Design-Build-Leaseback
Gross Revenue from Sale (0.6 acres)	\$2,613,600	\$0	\$2,613,600
Present Value of Rental and Parking Revenues	\$16,146,700	\$83,793,000	\$83,793,000
Construction Costs	(\$16,277,800)	(\$82,068,300)	(\$16,277,800)
Present Value of Operating Expenses	(\$5,829,500)	(\$47,562,500)	(\$141,272,600)
Net Cash Flow	(\$3,347,000)	(\$45,837,800)	(\$71,143,800)
Value of Owned Asset	\$10,717,700	\$68,408,400	\$10,717,700
Total Benefit to Town	\$7,370,700	\$22,570,600	(\$60,426,100)
Required Equity / Cash from Town	\$13,664,200	\$32,323,800	\$13,664,200

5.6 Qualitative Assessment

Table 5-6 presented on the following page captures the primary risks and advantages associated with each of the development options. Reviewing the identified options against the previously noted Town priorities, both the Design-Bid-Build and Design-Build-Leaseback options will allow the Town to demonstrate a leadership role in stimulating economic growth in the Downtown and be sure to provide sufficient office space for the Town's future administrative needs; however, the Design-Bid-Build option will result in a significant asset for the Town and allow the Town to maintain control over the development whereas the Design-Build-Leaseback option does not. Moreover, the Design-Build-Leaseback option results in an above market lease rate the Town will need to pay to a third-party developer/owner.

Table 5-6: Qualitative Assessment

Development Option	Risks / Disadvantages	Advantages
Outright Sale	<ul style="list-style-type: none"> • Loss of Control: No guarantee that purchaser will stay true to Town vision. • Lack of Purchaser Interest: The parcel size available for sale (0.6 acres) is very small for a private purchaser to generate an acceptable economic return. • Lease Costs: Town faces ongoing lease costs to accommodate growth on on-site staff space requirements; Town will need to provide capital and operational funding for Civic Spaces and Public Parking. • Office Space Needs Unmet: Does not guarantee that the Town office space needs will be met. 	<ul style="list-style-type: none"> • No Development Risk: Town does not carry the risks associated with development. • No Debt Financing Required: Town does not have to secure debt financing. • On-going Revenue Stream: Potential positive revenue stream from ongoing ownership of Public Parking spaces.
Design-Bid-Build	<ul style="list-style-type: none"> • Town Lack of Project Delivery Capacity and Technical Capability: By separating the design and build portions of the work, the Town retains all risk associated with completeness of the design documents, which may lead to schedule over-runs and costly change orders. The Town would also need to closely monitor the construction process, or look to a third-party to manage on its behalf. • Town Lack of Development Management Experience: Town may lack the skills needed to judge whether a project meets the expressed performance criteria. • Equity / Cash Requirements: The Town will need to find funding (assuming the availability of institutional debt-financing) for approximately \$32.3 M to support the project. • Market Risk: In this scenario, the Town carries almost 100% of the market risk associated with non-Town demand for Office and Retail space. • Town Lack of Tenant Management Experience: Town may lack the skills and expertise necessary to manage tenant relations and leasing of available space. Further, this continues to add pressure and expectations on already stretched Town staff. 	<ul style="list-style-type: none"> • Control over Design and Construction Process: Town will have complete control over both the design and construction, allowing for the fulfillment of the Town's vision for the sites.. • Certainty of Price: Cost is known early in the process. • Office Space Needs Met: Guarantees that the Town office space needs will be met. • On-going Revenue Stream: Potential positive revenue stream from ongoing ownership of Public Parking spaces.

Development Option	Risks / Disadvantages	Advantages
Design-Build-Leaseback	<ul style="list-style-type: none"> • Lack of Purchaser Interest: The parcel size available for sale (0.6 acres) is very small for a private purchaser to generate an acceptable economic return. • Complex Early Planning: Extremely detailed information is required upfront, which the Town may not have the time or the internal skills to provide. • Town Lack of Development Management Experience: Town may lack the skills needed to judge whether a project meets the expressed performance criteria. • Lease Costs: Town would take on head-lease for entire office space (at a significantly above market rate), thus requiring sub-lease tenants (however can only recover market level rents); Town will need to provide capital and operational funding for Civic Spaces and Public Parking. • Market Risk: In this scenario, the Town carries almost 100% of the market risk associated with non-Town demand for Office and Retail space. • Town Lack of Tenant Management Experience: Town may lack the skills and expertise necessary to manage tenant relations and leasing of available space. Further, this continues to add pressure and expectations on already stretched Town staff. • Annual Debt Repayment Limit: Given the nature of the lease, it may be considered a capital lease rather than operating and therefore will count against the Town's annual debt repayment limit as calculated by the Province. 	<ul style="list-style-type: none"> • No Development Risk: Town does not carry the risks associated with development. • No Debt Financing Required: Town does not have to secure debt financing. • Single Source Responsibility: There is only one firm responsible for meeting the performance specifications of the project. • Cost Efficiency: Greater cost and schedule savings accrue from a single contract team since it facilitates fast-tracking without the loss of cost control. • Certainty of Price: Cost is known early in the process. • Reduced Administration / Professional Fee Savings: Combining both design and construction eliminates the need for Town coordination and will compress design fees. • Office Space Needs Met: Guarantees that the Town office space needs will be met. • On-going Revenue Stream: Potential positive revenue stream from ongoing ownership of Public Parking spaces.

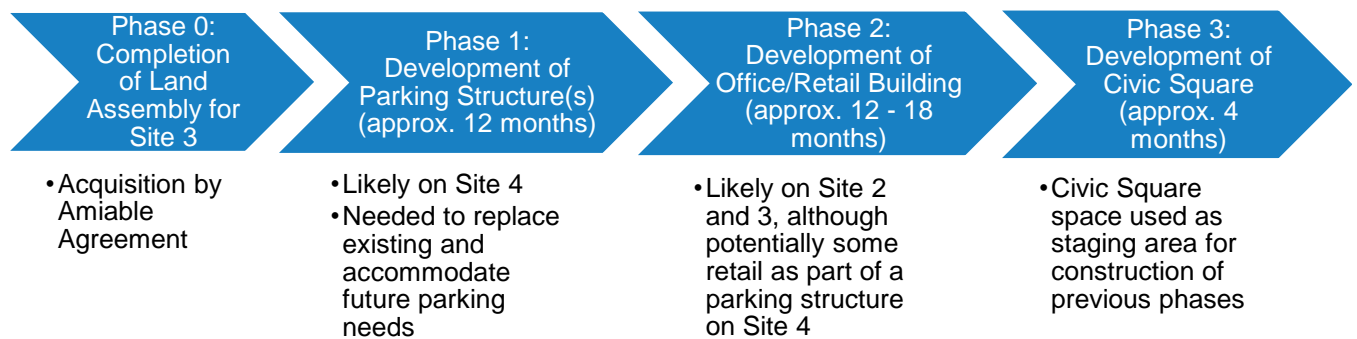
5.7 Staging and Phasing Considerations

Although for purposes of simplicity, the financial modelling completed for this study assumes all land-uses (office, retail, and civic) are constructed concurrently, from a practical implementation perspective, a staged or phased construction program is both more likely and more financially prudent.

Factors to be considered as it relates to phasing are as follows:

- **Prioritization of Uses:** The existing Town Hall East facility is at or near capacity and, with forecasted on-site staff growth, the Town will soon require additional space. This is contemplated to be satisfied through the redevelopment on Sites 2-4, however any development on these sites would result in a loss of parking. As identified in the Downtown Parking Study, there is already significant demand and near 100% utilization of the existing parking supply. Any reduction in available parking would negatively impact the Downtown economy. Thus, parking should be in the first phase of development.
- **Availability of Financial Resources and Town Risk Tolerance:** As referenced above, the construction of the entire project is expected to require approximately \$32.3 M in equity. Further, to the extent the Town pursues the Design-Bid-Build model and there exist restrictions on the ability of the municipality to borrow funds or take on debt, that equity requirement will rise – potentially as high as the full construction amount of \$82.1 M. Whether it is \$32.3 M or \$82.1 M, the Town will need to weigh the financial risk associated with redevelopment against its strategic priorities, values, and mandate. Staging or phasing various elements of the plan will help to mitigate this risk.
- **Infrastructure Upgrades:** It is outside the scope of this study to analyze the infrastructure capacity which would serve Sites 2-4 and the proposed future uses. However, it may be that adding almost 200,000 SF of office space would require time consuming and expensive upgrades to Town sanitary and water systems, whereas completing the Civic Square and parkade would not. Sanitary and water systems are the responsibility of Halton Region (the Region), therefore capacity will need to be verified with the Region with any required upgrades to be coordinated with the Region. The required infrastructure upgrades and associated costing and impacts would be identified during a future design development phase.
- **Material Changes in Market Conditions (Supply & Demand):** A significant consideration in redevelopment is the ongoing supply and demand dynamic in the Downtown. For example, if a private developer were quicker to market with an office development in close proximity to Sites 2-4, it may no longer be prudent for the Town to build out those same use, as material square footage may sit vacant for long periods of time.

Figure 5-1: High-Level Development Phasing Timeline



6. Conclusion

6.1 Recommendation

As part of continuing efforts by the Town to revitalize the Downtown, and in keeping with the recommendations put forth in previous studies relating to the Downtown, this study was undertaken to investigate development options relating to three Town-owned Sites within the Civic Precinct and provide a recommendation as to how best to satisfy Town priorities, which includes taking a leadership role in stimulation investment in the Downtown, creation of a Civic gathering space as a placemaking anchor, and satisfying current and future parking and office demand.

A review of site characteristics and capacity to identify the potential supply along with an analysis of demand drivers for office, retail, parking and civic uses quantified the types and amounts of land uses proposed for the development of the Town-owned Sites. Based on the proposed use mix, a high-level construction cost estimate was developed to allow for a quantitative assessment of the development options considered, which included Outright Sale, Design-Bid-Build and Design-Build-Leaseback. As well, from a risks and benefits perspective, a qualitative assessment of the development options was conducted.

Therefore, to best address the Town priorities, it is recommended that the Town proceed with a Design-Bid-Build delivery model for construction of office-space, retail, parking, and civic-placemaking on Sites 2-4, for a number of reasons:

1. This model demonstrates the Town's leadership role and commitment to the Downtown through acting as a catalyst for investment.
2. This model provides control to the Town over the construction of civic-placemaking spaces and amenities.
3. This model allows the Town to meet both short-term and long-term on-site administrative space requirements.
4. This model ensures necessary parking is built out in a manner which maximizes the highest and best use of the Town-owned sites.

Note that prior to proceeding with any potential development, ownership and control of the entirety of the contemplated development site will need to be achieved.

6.2 Next Steps

To move forward with the recommendations of this study, the Town may wish to consider the following stages:

- 1. Council approval to proceed with resolving ownership of all parcels in Site 3.**

Prior to the commencement of any development program, whether Town-led or otherwise, complete ownership and control of the contemplated development site needs to be achieved. This stage would include:

- a. Negotiations with the private land owners for PIN 24953-0177; and
- b. Acquisition by amicable agreement of PIN 24953-0177.

2. Council approval to proceed with a Design Development program (approximate cost of \$150,000 – \$250,000).

The Design Development program may be completed by the Town or may be performed by a third-party providing development management assistance to the Town. The Design Development program would include the following activities:

- a. Program of needs;
- b. Massing/site diagrams providing a rough concept of the development (completed by an architectural firm);
- c. Site investigations (i.e. civil and other engineering studies, geotechnical study, environmental study, etc.);
- d. Financial proforma analysis; and
- e. Detailed market study.

3. Council approval to proceed to entitlement (estimated cost of \$1 million – to be confirmed during Design Development stage).

This stage includes:

- a. Site plan approval, which may require re-zoning to fully achieve the Town's desires;
- b. Commencement of leasing activity to source office and retail tenants (on a non-binding basis);
- c. Development of a budget, providing visibility into the hard costs for construction; and
- d. Tender for Design-Bid-Build.

4. Council approval to proceed with construction.

A contract would be awarded to the successful Proponent and construction commences.

5. Possession of new facility, move in, and generation of positive cash flow.

Appendix 1 PARCEL REGISTRY DOCUMENTS FOR SITES 2 – 4

Parcel registry documents can be found starting on the following page.

Properties

PIN 24953 - 0175 LT *Estate/Qualifier* Fee Simple Lt Conversion Qualified Add Easement
Description PT LT 5, BLK 8, PL 7 (HUGH FOSTER'S SURVEY), DESIGNATED AS PARTS 2,
 3 & 4 ON PLAN 20R-15602, MILTON.
Address MILTON

Consideration

Consideration \$2.00

Transferor(s)

The transferor(s) hereby transfers the easement to the transferee(s).

Name MULE, NICOLO
Address for Service 89 John Street
 MILTON, Ontario
 L9T 1G4

I am at least 18 years of age.

Virginia Mule and I are spouses of one another and are both parties to this document

This document is not authorized under Power of Attorney by this party.

Name MULE, VIRGINIA
Address for Service 89 John Street
 MILTON, Ontario
 L9T 1G4

I am at least 18 years of age.

Nicolo Mule and I are spouses of one another and are both parties to this document

This document is not authorized under Power of Attorney by this party.

Transferee(s)*Capacity**Share*

Name THE CORPORATION OF THE TOWN OF MILTON
Address for Service 43 Brown Street
 MILTON, Ontario
 L9T 5H2

Statements

Schedule: See Schedules

STATEMENT OF THE TRANSFEROR (S): The transferor(s) verifies that to the best of the transferor's knowledge and belief, this transfer does not contravene the Planning Act.

STATEMENT OF THE SOLICITOR FOR THE TRANSFEROR (S): I have explained the effect of the Planning Act to the transferor(s) and I have made inquiries of the transferor(s) to determine that this transfer does not contravene that Act and based on the information supplied by the transferor(s), to the best of my knowledge and belief, this transfer does not contravene that Act. I am an Ontario solicitor in good standing.

STATEMENT OF THE SOLICITOR FOR THE TRANSFEREE (S): I have investigated the title to this land and to abutting land where relevant and I am satisfied that the title records reveal no contravention as set out in the Planning Act, and to the best of my knowledge and belief this transfer does not contravene the Planning Act. I act independently of the solicitor for the transferor(s) and I am an Ontario solicitor in good standing.

Signed By

Derek John Presse	205 Main St. East, Suite 301 Milton L9T 1N7	acting for Transferor(s)	Signed	2004 03 31
Tel 905-876-4656				
Fax 9058784282				
Andrew Charles Knox	700 Kerr St. Oakville L6K 3W5	acting for Transferee(s)	Signed	2004 03 31

Signed By

Tel 905-842-8030
Fax 9058422460

Submitted By

O'CONNOR, MacLEOD, HANNA 700 Kerr St. 2004 04 22
Oakville L6K 3W5
Tel 905-842-8030
Fax 9058422460

Fees/Taxes/Payment

<i>Statutory Registration Fee</i>	\$60.00
<i>Land Transfer Tax</i>	\$0.00
<i>Total Paid</i>	\$60.00

File Number

Transferee Client File Number : 73460

LAND TRANSFER TAX STATEMENTS

In the matter of the conveyance of: 24953 – 0175 PT LT 5, BLK 8, PL 7 (HUGH FOSTER'S SURVEY), DESIGNATED AS PARTS 2, 3 & 4 ON PLAN 20R-15602, MILTON.

BY: MULE, NICOLO
MULE, VIRGINIA

TO: THE CORPORATION OF THE TOWN OF MILTON

1. ANDREW C. KNOX

I am

- (a) A person in trust for whom the land conveyed in the above-described conveyance is being conveyed;
- (b) A trustee named in the above-described conveyance to whom the land is being conveyed;
- (c) A transferee named in the above-described conveyance;
- (d) The authorized agent or solicitor acting in this transaction for THE CORPORATION OF THE TOWN OF MILTON described in paragraph(s) (c) above.
- (e) The President, Vice-President, Manager, Secretary, Director, or Treasurer authorized to act for _____ described in paragraph(s) () above.
- (f) A transferee described in paragraph() and am making these statements on my own behalf and on behalf of _____ who is my spouse described in paragraph() and as such, I have personal knowledge of the facts herein deposed to.
- (g) A transferee described in paragraph() and am making these statements on my own behalf and on behalf of _____ who is my same-sex partner described above in paragraph(s) ().
-

3. The total consideration for this transaction is allocated as follows:

(a) Monies paid or to be paid in cash	2.00
(b) Mortgages (i) assumed (show principal and interest to be credited against purchase price)	0.00
(ii) Given Back to Vendor	0.00
(c) Property transferred in exchange (detail below)	0.00
(d) Fair market value of the land(s)	0.00
(e) Liens, legacies, annuities and maintenance charges to which transfer is subject	0.00
(f) Other valuable consideration subject to land transfer tax (detail below)	0.00
(g) Value of land, building, fixtures and goodwill subject to land transfer tax (total of (a) to (f))	2.00
(h) VALUE OF ALL CHATTELS –items of tangible personal property	0.00
(i) Other considerations for transaction not included in (g) or (h) above	0.00
(j) Total consideration	2.00

4.

Explanation for nominal considerations:

s) other: TRANSFER OF EASEMENT FROM TRANSFEROR TO TRANSFEREE GIVEN ON CLSOING. LAND TRANSFER TAX PAID UNDER PREVIOUS TRANSFER.

PROPERTY Information Record

A. Nature of Instrument: Transfer Easement
LRO 20 Registration No. HR274611 Date: 2004/03/31

B. Property(s): PIN 24953 – 0175 Address MILTON Assessment –
Roll No

C. Address for Service: 43 Brown Street
MILTON, Ontario
L9T 5H2

D. (i) Last Conveyance(s): PIN 24953 – 0175 Registration No. 850032
(ii) Legal Description for Property Conveyed: Same as in last conveyance? Yes No Not known

E. Tax Statements Prepared By: Andrew Charles Knox
700 Kerr St.
Oakville L6K 3W5

The Transferor transfers to the Transferee, an Easement for right-of-way in perpetuity upon, over, along and across Part of Lot 4, Block 8, Plan 7, Town of Milton, Regional Municipality of Halton, designated as Parts 2, 3 & 4 on Plan 20R-15602 (the ^Servient Lands~ or ^Easement Lands~) to be for the use of the Transferee, its successors and assigns, and those permitted by the Transferee which may include members of the general public to traverse the Easement Lands as a passage way for the passage of pedestrians and vehicles for purpose of access and egress to and from adjacent lands now owned by the Transferee, and including Mary Street.

This Easement is for the benefit of Part of Mary Street, Plan 7, lying East of Bell Street; Part Lot A, Block 8, Plan 15, Parts 1 and 2 on Plan 20R-1832; Part Lot A, Block 8, Plan 15, as in Instrument No. 4003 and 242983; Mary Street, Plan 5; Milton, being property described in the Parcel Register for property identifier 24953-0103 (LT).

Notwithstanding the foregoing, by registration of this Easement, it is hereby acknowledged by the Transferee, for itself and its successors and assigns, that the Easement Lands are not to become a public highway and are not intended to become a passage way between Mary Street and Main Street. The Transferee, for itself and its successors and assigns, hereby agrees with the Transferor, their heirs, executors, administrators, successors and assigns, that it shall be responsible for the maintenance, upkeep and cleaning of the Easement Lands from and after the date the Transferee paves the Easement Lands.

Properties

PIN 24953 - 0176 LT *Estate/Qualifier* Fee Simple (Easement) Add Easement
Description PART OF LOT 4, BLOCK 8, PLAN 7 (FOSTER'S SURVEY), DESIGNATED AS PART 1
 20R-16094, TOWN OF MILTON, REGIONAL MUNICIPALITY OF HALTON
Address MILTON

Consideration

Consideration \$0.00

Transferor(s)

The transferor(s) hereby transfers the easement to the transferee(s).

Name THE CORPORATION OF THE TOWN OF MILTON
Address for Service Victoria Park Square
 43 Brown Street
 Milton, Ontario
 L9T 5H2

This document is not authorized under Power of Attorney by this party.

This document is being authorized by a municipal corporation The Corporation of the Town of Milton, Gordon A. Krantz, Mayor, and Troy McHarg, Town Clerk.

Transferee(s)*Capacity**Share*

Name UNION GAS LIMITED
Address for Service 50 Keil Drive North
 Chatham, Ontario
 N7M 5M1

Statements

Schedule: See Schedules

Signed By

Brian James McAskill	700 Kerr St. Oakville L6K 3W5	acting for Transferor(s)	Signed	2005 06 30
Tel	905-842-8030			
Fax	9058422460			
Brigitte B. Jones	50 Keil Drive North Chatham N7M 5M1	acting for Transferee(s)	Signed	2005 06 30
Tel	519-436-4600			
Fax	5194365292			

Submitted By

UNION GAS	50 Keil Drive North Chatham N7M 5M1			2005 06 30
Tel	519-436-4600			
Fax	5194365292			

Fees/Taxes/Payment

<i>Statutory Registration Fee</i>	\$60.00
<i>Land Transfer Tax</i>	\$0.00
<i>Total Paid</i>	\$60.00

File Number

Transferor Client File Number : 73460

Transferee Client File Number : D23-0850

LAND TRANSFER TAX STATEMENTS

In the matter of the conveyance of: 24953 – 0176 PART OF LOT 4, BLOCK 8, PLAN 7 (FOSTER'S SURVEY), DESIGNATED AS PART 1 20R-16094, TOWN OF MILTON, REGIONAL MUNICIPALITY OF HALTON

BY: THE CORPORATION OF THE TOWN OF MILTON

TO: UNION GAS LIMITED

1. BRIGITTE B. JONES

I am

- (a) A person in trust for whom the land conveyed in the above-described conveyance is being conveyed;
- (b) A trustee named in the above-described conveyance to whom the land is being conveyed;
- (c) A transferee named in the above-described conveyance;
- (d) The authorized agent or solicitor acting in this transaction for UNION GAS LIMITED described in paragraph(s) (c) above.
- (e) The President, Vice-President, Manager, Secretary, Director, or Treasurer authorized to act for _____ described in paragraph(s) () above.
- (f) A transferee described in paragraph() and am making these statements on my own behalf and on behalf of _____ who is my spouse described in paragraph() and as such, I have personal knowledge of the facts herein deposed to.
- (g) A transferee described in paragraph() and am making these statements on my own behalf and on behalf of _____ who is my same-sex partner described above in paragraph(s) ().
-

3. The total consideration for this transaction is allocated as follows:

(a) Monies paid or to be paid in cash	1.00
(b) Mortgages (i) assumed (show principal and interest to be credited against purchase price)	0.00
(ii) Given Back to Vendor	0.00
(c) Property transferred in exchange (detail below)	0.00
(d) Fair market value of the land(s)	0.00
(e) Liens, legacies, annuities and maintenance charges to which transfer is subject	0.00
(f) Other valuable consideration subject to land transfer tax (detail below)	0.00
(g) Value of land, building, fixtures and goodwill subject to land transfer tax (total of (a) to (f))	1.00
(h) VALUE OF ALL CHATTELS –items of tangible personal property	0.00
(i) Other considerations for transaction not included in (g) or (h) above	0.00
(j) Total consideration	1.00

4.

Explanation for nominal considerations:

s) other: Exempt from Land Transfer Tax pursuant to Ontario Revised Regulation 695/90 – easement for the purpose of a pipeline.

6. Other remarks and explanations, if necessary.

1.This conveyance qualifies for an exemption from tax under Regulation 695 RRO 1990 for certain transfers of easements to an oil or gas pipeline company.

PROPERTY Information Record

A. Nature of Instrument: Transfer Easement
LRO 20 Registration No. HR390292 Date: 2005/06/30

B. Property(s): PIN 24953 – 0176 Address MILTON Assessment – Roll No

C. Address for Service: 50 Keil Drive North
Chatham, Ontario
N7M 5M1

D. (i) Last Conveyance(s): PIN 24953 – 0176 Registration No. HR274610
(ii) Legal Description for Property Conveyed: Same as in last conveyance? Yes No Not known

E. Tax Statements Prepared By: Brigitte B. Jones
50 Keil Drive North
Chatham N7M 5M1

SCHEDULE TO TRANSFER OF EASEMENT IN FAVOUR OF UNION GAS LIMITED FOR UTILITY LINE

WHEREAS the Transferor is the owner in fee simple of those lands and premises more particularly described as Part of Lot 4, Block 8, Plan 7 (Foster's Survey), Town of Milton, Regional Municipality of Halton, being Part 1 on Plan 20R-15602 (hereinafter called the "Transferor's lands").

WHEREAS the Transferee is the owner in fee simple of those lands and premises (hereinafter called the "Transferee's lands") situate, lying and being in the Township of Dawn-Euphemia, formerly in the geographic Township of Dawn, in the County of Lambton and Province of Ontario and being composed of the west half (w½) of Lot Number 25 in the 2nd Concession of the said Township.

The Transferor does hereby GRANT, CONVEY, TRANSFER AND CONFIRM unto the Transferee, its successors and assigns, to be used and enjoyed as appurtenant to all or any part of the lands of the Transferee's lands the right, liberty, privilege and easement on, over, in, under and/or through a strip of the Transferor's lands more particularly described as Part of Lot 4, Block 8, Plan 7 (Foster's Survey), Town of Milton, Regional Municipality of Halton, being Part 1 on Plan 20R-16094 (hereinafter referred to as "the said lands") to survey, lay, construct, maintain, inspect, patrol, alter, remove, replace, reconstruct, repair, move, keep, use and/or operate one pipe line for the transmission or distribution of gas (hereinafter referred to as "the said pipe line") including therewith all such buried attachments, equipment and appliances for cathodic protection which the Transferee may deem necessary or convenient thereto, together with the right of ingress and egress at any and all times over and upon the said lands for its servants, agents, employees, those engaged in its business, contractors and subcontractors on foot and/or with vehicles, supplies, machinery and equipment for all purposes necessary or incidental to the exercise and enjoyment of the rights, privileges and easement hereby granted. The Parties hereto mutually covenant and agree each with the other as follows:

1. Consideration for the rights and interest granted herein shall be the sum of TWO DOLLARS (\$2.00) of lawful money of Canada (hereinafter called "the consideration"), which sum is payment in full for the rights and interest hereby granted, injurious affection to remaining lands and the effect, if any, of registration on title of this document subject to Clause 11 hereof to be paid by the Transferee to the Transferor within 90 days from the date of these presents or prior to the exercise by the Transferee of any of its rights hereunder other than the right to survey (whichever may be the earlier date), the rights, privileges and easement hereby granted shall continue in perpetuity or until the Transferee shall execute and deliver a surrender thereof. Prior to and following such surrender Transferee shall remove all debris as may have resulted from the Transferee's use of the said lands from the said lands and in all respects restore the said lands to its previous state so far as is reasonably possible, save and except for items in respect of which compensation is due under Clause 2 hereof. Transferor and Transferee hereby agree that nothing herein shall oblige Transferee to remove the said pipe line from the said lands as part of Transferee's obligation to restore the said lands.

2. The Transferee shall make to the Transferor (or the person or persons entitled thereto) due compensation for any damages to the said lands resulting from the exercise of any of the rights herein granted, and if the compensation is not agreed upon by the Transferee and the Transferor, it shall be determined by arbitration in the manner prescribed by the Expropriations Act, R.S.O. 1990, Chapter E-26 or any Act passed in amendment thereof or substitution therefor. Any gates, fences, municipal drains and tile drains interfered with by the Transferee shall be restored by the Transferee at its expense as closely as reasonably practicable to the condition and function in which they existed immediately prior to such interference by the transferee and in the case of tile drains, such restoration shall be performed in accordance with good drainage practice.

3. The said pipe line (including attachments, equipment and appliances for cathodic protection but excluding valves, take-offs and fencing installed under Clause 8 hereof) shall be laid to such a depth that upon completion of installation it will not obstruct the natural surface run-off from the said lands nor ordinary cultivation of the said lands nor any tile drainage system existing in the said lands at the time of installation of the said pipe line nor any planned tile drainage system to be laid in the said lands in accordance with standard drainage practice, if the Transferee is given at least thirty (30) days notice of such planned system prior to the installation of the said pipe line; provided that the Transferee may leave the said pipe line exposed in crossing a ditch, stream, gorge or similar object where approval has been obtained from the Ontario Energy Board or other Provincial Board or authority having jurisdiction in

the premises. The Transferee agrees to make reasonable efforts to accommodate the planning and installation of future tile drainage systems following installation of the said pipe line so as not to obstruct or interfere with such tile installation.

4. As soon as reasonably practicable after the construction of the said pipe line, the Transferee shall level the said lands and unless otherwise agreed to by the Transferor, shall remove all debris therefrom and in all respects restore the said lands to their former state so far as is reasonably practical, save and except for items in respect of which compensation is due under Clause 2 hereof.

5. The Transferee shall indemnify the Transferor for all liabilities, damages losses, costs, claims, injuries, suits, actions and causes of actions which are directly attributable to the exercise of the rights hereby granted, except to the extent that the liabilities, damages, losses, costs, claims, injuries, suits, actions and causes of actions have been caused by the negligence or wilful misconduct of the Transferor or those for whom the Transferor is legally responsible.

6. In the event that the Transferee fails to comply with any of the requirements set out in Clause 2, 3, or 4 hereof within a reasonable time of the receipt of notice in writing from the Transferor setting forth the failure complained of, the Transferee shall compensate the Transferor (or the person or persons entitled thereto) for any damage, if any, necessarily resulting from such failure and for the reasonable costs, if any, incurred by the Transferor in the recovery of those damages.

7. Except in case of emergency, the Transferee shall not enter upon any lands of the Transferor, other than the said lands, without the consent of the Transferor. In case of emergency the right of entry upon the Transferor's lands for ingress and egress to and from the said lands is hereby granted. The determination of what circumstances constitute an emergency, for purposes of this paragraph is within the absolute discretion of the Transferee, but is a situation in which the Transferee has a need to access the pipeline in the public interest without notice to the Transferor, subject to the provisions of paragraph 2 herein. The Transferee will, within 72 hours of entry upon such lands, advise the Transferor of the said emergency circumstances and thereafter provide a written report to Transferor with respect to the resolution of the emergency situation.

8. The Transferor shall have the right to fully use and enjoy the said lands except for planting trees over a one (1) metre strip centred over the said pipe line, and except as may be necessary for any of the purposes hereby granted to the Transferee, provided that without the prior written consent of the Transferee, the Transferor shall not excavate, drill, install, erect or permit to be excavated, drilled, installed or erected in, on, over or through the said lands any pit, well, foundation, pavement, building, mobile homes or other structure or installation. Notwithstanding the foregoing the Transferee upon request shall consent to the Transferor erecting or repairing fences, constructing or repairing its tile drains and sewer pipes, water pipes, and utility pipes and constructing or repairing its lanes, roads, driveways, parking lots, pathways, and walks across, on and in the said lands or any portion or portions thereof, provided that before commencing any of the work referred to in this sentence the Transferor shall (a) give the Transferee at least three (3) clear business days notice in writing pointing out the work desired so as to enable the Transferee to evaluate the work and to have a representative inspect the site and/or be present at any time or times during the performance of the work, (b) follow the instructions of such representative as to the performance of such work without damage to the said pipe line, (c) exercise a high degree of care in carrying out any such work and, (d) perform any such work in such a manner as not to endanger or damage the said pipe line as may be required by the Transferee.

9. Notwithstanding any rule of law or equity and even though the said pipe line and its appurtenances may become annexed or affixed to the realty, title thereto shall nevertheless remain in the Transferee.

10. The Transferor covenants that he has the right to convey this easement notwithstanding any act on its part, that it will execute such further assurances of this easement as may be requisite and which the Transferee may at its expense prepare and that the Transferee, performing and observing the covenants and conditions on its part to be performed, shall have quiet possession and enjoyment of the rights, privileges and easement hereby granted. If it shall appear that at the date hereof the Transferor is not the sole owner of the said lands, this Indenture shall nevertheless bind the Transferor to the full extent of its interest therein and shall also extend to any after-acquired interest, but all monies payable hereunder shall be paid to the

Transferor only in the proportion that its interest in the said lands bears to the entire interest therein.

11. In the event that the Transferee fails to pay the consideration as hereinbefore provided, the Transferor shall have the right to declare this easement cancelled after the expiration of fifteen (15) days from personal service upon the Secretary, Assistant Secretary or Manager, Lands Department of the Transferee at its Executive Head Office in Chatham, Ontario, (or at such other point in Ontario as the Transferee may from time to time specify by notice in writing to the Transferor) of notice in writing of such default, unless during such fifteen (15) day period the Transferee shall pay the said consideration; upon failing to pay as aforesaid, the Transferee shall forthwith after the expiration of fifteen (15) days from the service of such notice execute and deliver to the Transferor at the expense of the Transferee, a valid and registerable release and discharge of this easement.

12. All payments under these presents may be made either in cash or by cheque of the Transferee and may be made to the Transferor (or person or persons entitled thereto) either personally or by mail. All notices and mail sent pursuant to these presents shall be addressed to the Transferor at The Corporation of the Town of Milton, 43 Brown Street, Victoria Park Square, Milton, Ontario, L9T 5H2, and to the Transferee at Union Gas Limited, 50 Keil Drive North, Chatham, Ontario N7M 5M1, Attention: Manager, Lands, or to such other address in either case as the Transferor or the Transferee respectively may from time to time appoint in writing.

13. The rights, privileges and easement hereby granted are and shall be of the same force and effect as a covenant running with the land and this Indenture, including all the covenants and conditions herein contained, shall extend to, be binding upon and enure to the benefit of the heirs, executors, administrators, successors and assigns of the parties hereto respectively; and, wherever the singular or masculine is used it shall, where necessary, be construed as if the plural, or feminine or neuter had been used, as the case may be. The Transferee shall not assign this agreement without prior written notice to the Transferor and, despite such assignment, the Transferee shall remain liable to the Transferor for the performance of its responsibilities and obligations hereunder.

MUNICIPALITY OF CHATHAM-KENT

PROVINCE OF ONTARIO

DECLARATION REQUIRED UNDER SECTION 50 OF THE PLANNING ACT, R.S.O. 1990, as amended

I, _____, of the _____ of _____, in the Province of Ontario.

DO SOLEMNLY DECLARE THAT

1. I am _____ of Union Gas Limited, the Transferee in the attached Grant of Easement and as such have knowledge of the matters herein deposed to.

2. The use of or right in the land described in the said Grant of Easement is being acquired by Union Gas Limited for the purpose of a utility line, within the meaning of the Ontario Energy Board Act, 1998.

AND I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath, and by virtue of The Canada Evidence Act.

DECLARED before me at the)
_____ of _____,)

in the Province of Ontario)
this ___ day of _____, 200__)
) _____)
A Commissioner, etc.)

Properties

<i>PIN</i>	24953 – 0179 LT	<input checked="" type="checkbox"/> Remove S/T interest
<i>Description</i>	SERVIENT LANDS: PT LT 6, BLK 8, PL 7, PT 2 20R16758; S/T EASEMENT M4355; MILTON.	
<i>Address</i>	MILTON	
<i>PIN</i>	24953 – 0178 LT	<input checked="" type="checkbox"/> Redescription
<i>Description</i>	DOMINANT LANDS: PT LT 6, BLK 8, PL 7, PT 1 20R16758; T/W EASEMENT 572869; MILTON.	
<i>Address</i>	16 HUGH STREET MILTON	
<i>PIN</i>	24953 – 0024 LT	<input checked="" type="checkbox"/> Redescription
<i>Description</i>	DOMINANT LANDS: PT LT 5, BLK 8, PL 7 ; PT LT 6, BLK 8, PL 7, PT 5, 20R15602; T/W EASEMENT 838109; MILTON.	
<i>Address</i>	00155 MARY ST MILTON	

Applicant(s)

Name THE CORPORATION OF THE TOWN OF MILTON
Address for Service 43 Brown Street
Victoria Park Square
Milton, Ontario
L9T 5H2

This document is not authorized under Power of Attorney by this party.

This document is being authorized by a municipal corporation The Corporation of the Town of Milton, Gordon A. Krantz, Mayor, and Troy McHarg, Town Clerk.

Statements

Schedule: TO: The Land Registrar for the Land Titles Division of Halton (No. 20). The Corporation of the Town of Milton, the registered owner of PIN 24953–0179 (the dominant land), PIN 24953–0178 (servient land) and PIN 24953–0024 (servient land) hereby applies to have the registers for the said PINs amended by deleting the said easements. The evidence in support of this application is the fact that the easement is extinguished due to the fact that the dominant and servient tenements have merged.

This document relates to registration no.(s)M4355, 572869 and 838109.

Signed By

Brian James McAskill	700 Kerr St. Oakville L6K 3W5	acting for Applicant(s)	Signed	2006 06 21
Tel	9058428030			
Fax	9058422460			

Submitted By

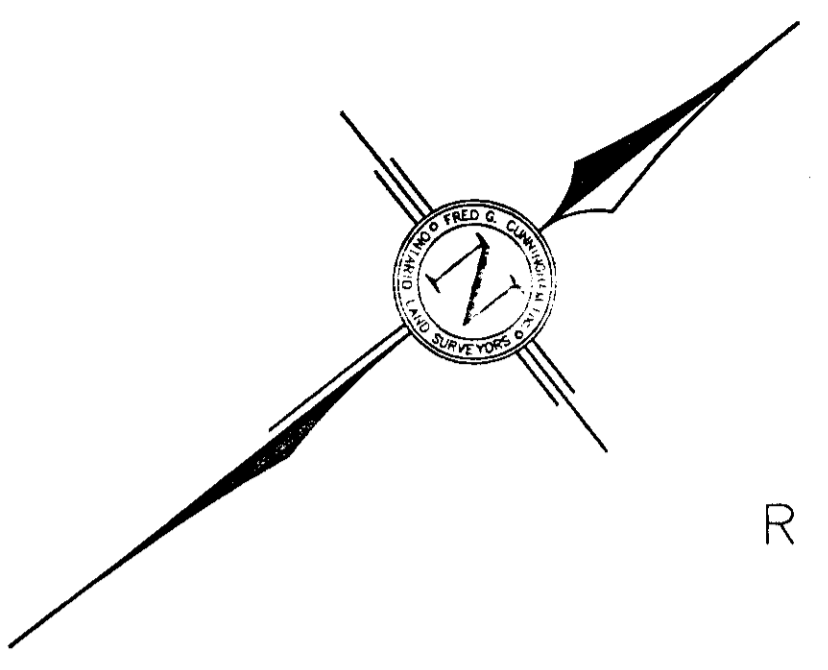
O'CONNOR MACLEOD HANNA LLP	700 Kerr St. Oakville L6K 3W5		2006 06 21
Tel	9058428030		
Fax	9058422460		

Fees/Taxes/Payment

<i>Statutory Registration Fee</i>	\$60.00
<i>Total Paid</i>	\$60.00

File Number

Applicant Client File Number : 73406



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.
 DATE: March 30, 2004
 THOMAS J. PACKOWSKI
 ONTARIO LAND SURVEYOR

PLAN 20R-15102
 RECEIVED AND DEPOSITED
 DATE: March 30, 2004
 L.J. GILBERT & L.R. WENDEL "AS A TIMBERS" AD
 LAND REGISTRAR FOR THE LAND TITLES DIVISION OF HALTON (NO. 20)

SCHEDULE

PART	LOT	BLOCK	PLAN	AREA m ²	PIN
1	PART OF 4			608	PART OF 24953-0174 (LT)
2			REGISTERED PLAN 7	42	PART OF 24953-0175 (LT)
3	PART OF 5			52	PART OF 24953-0175 (LT)
4			7	32	PART OF 24953-0175 (LT)
5	PART OF 5 AND 6		(FOSTER'S SURVEY)	789	ALL OF 24953-0024 (LT)
6	PART OF 6			123	ALL OF 24953-0169 (LT)
7				410	ALL OF 24953-0166 (LT)

PARTS 2, 3 & 4 COMPRISE PART OF PIN 24953-0175 (LT)
 PARTS 2, 3 & 4 - SUBJECT TO RIGHT OF WAY AS SET OUT IN INST. NO. 8245 M
 PART 3 - SUBJECT TO EASEMENTS AS SET OUT IN INST. NO.'S 404896 AND 849561

PLAN OF SURVEY OF
 PART OF LOTS 4, 5 AND 6
 BLOCK 8
 REGISTERED PLAN 7
 (FOSTER'S SURVEY)
 TOWN OF MILTON
 REGIONAL MUNICIPALITY OF HALTON

SCALE 1:200

GRAPHIC SCALE
 FRED G. CUNNINGHAM Inc.
 ONTARIO LAND SURVEYORS

METRIC:
 MEASUREMENTS SHOWN ON THIS PLAN ARE IN METRES AND MAY BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

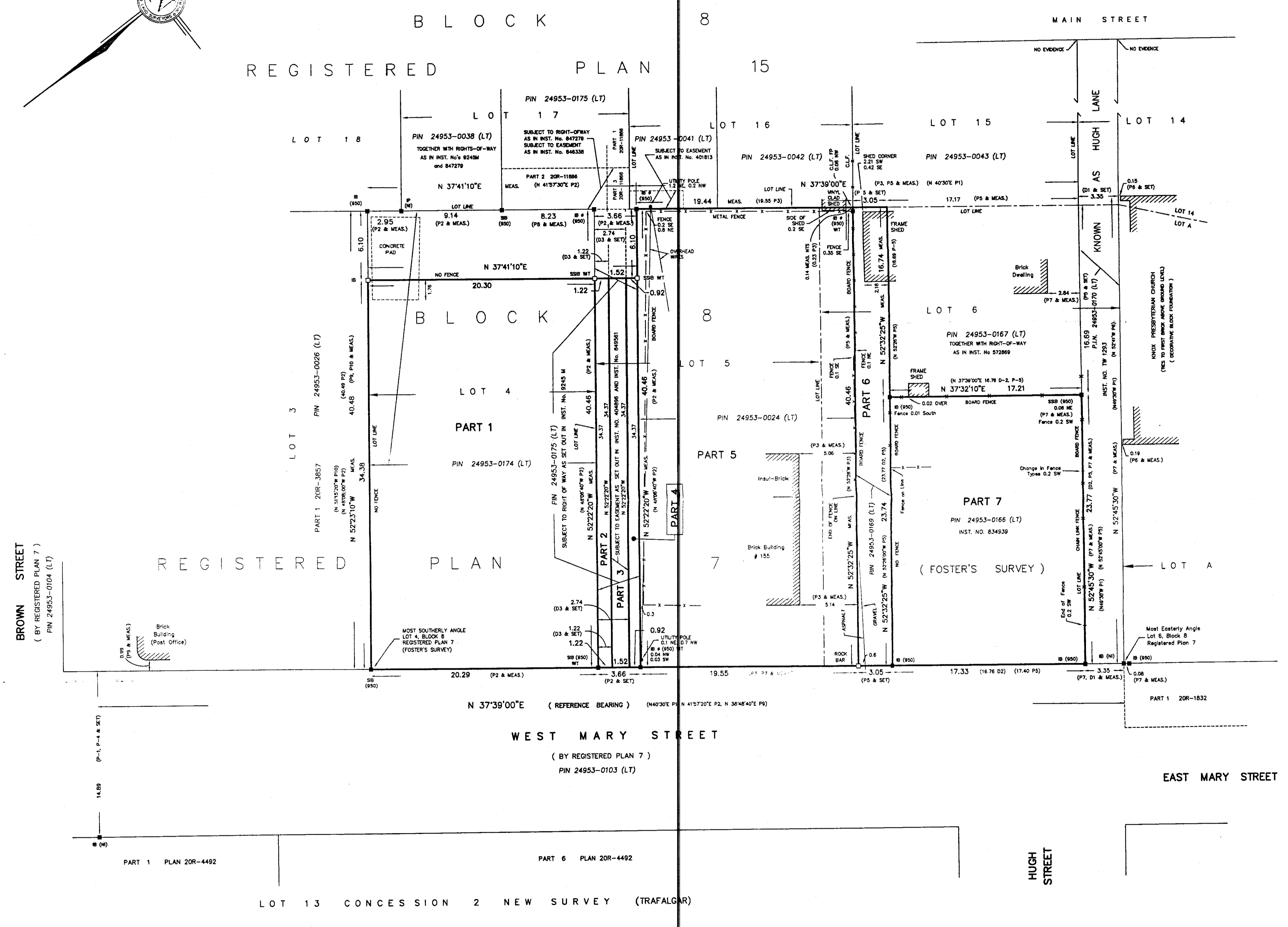
BEARING NOTE:
 ALL BEARINGS HEREON ARE ASTRONOMIC AND ARE REFERRED TO THE NORTHWEST LIMIT OF WEST MARY STREET HAVING A BEARING OF N 37°39'00"E IN ACCORDANCE WITH THE PLAN BY F.G. CUNNINGHAM INC. DATED JUNE 11, 1981.

- LEGEND:**
- DENOTES SURVEY MONUMENT FOUND
 - SURVEY MONUMENT SET
 - SB STANDARD IRON BAR
 - SSB SHORT STANDARD IRON BAR
 - IB IRON BAR
 - IP IRON PIPE
 - N NO IDENTIFICATION
 - S50 FRED G. CUNNINGHAM INC. O.L.S.
 - P1 REGISTERED PLAN 7 (FOSTER'S SURVEY)
 - P2 PLAN BY F.G. CUNNINGHAM INC. DATED JULY 11, 1990
 - P3 PLAN BY F.G. CUNNINGHAM INC. DATED MARCH 24, 1977
 - P4 PLAN 20R-4492
 - P5 PLAN BY F.G. CUNNINGHAM INC. DATED JUNE 11, 1981
 - P6 PLAN BY SEWELL & SEWELL O.L.S. DATED JAN. 23, 1958
 - P7 PLAN BY THIS OFFICE DATED SEPT. 17, 1996
 - P8 PLAN 20R-11859
 - P9 PLAN BY MCCONNELL, MAUGHAN LTD. DATED JUNE 11, 1990
 - P10 PLAN 20R-3857
 - UC CUT CROSS
 - # ROUND
 - P.I.N. PROPERTY IDENTIFIER NUMBER
 - C.L.F. CHAIN LINK FENCE
 - D1 INST. NO. TW 1293
 - D2 INST. NO. 834939
 - D3 INST. NO. 404896
 - P.I.N. PROPERTY IDENTIFIER NUMBER
 - FP FENCE POST
 - WT WITNESS

SURVEYOR'S CERTIFICATE
 I CERTIFY THAT:
 1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
 2. THE SURVEY WAS COMPLETED ON MARCH 24th, 2004.

DATE: MARCH 24, 2004
 THOMAS J. PACKOWSKI
 ONTARIO LAND SURVEYOR

FRED G. CUNNINGHAM
 INCORPORATED
 ONTARIO LAND SURVEYORS
 THOMAS J. PACKOWSKI, O.L.S.
 205 MAIN STREET
 MILTON
 L1T 1N7
 PHONE (905) 878-6672
 FAX (905) 878-6672
 O.L.S. FILE # 04-3248

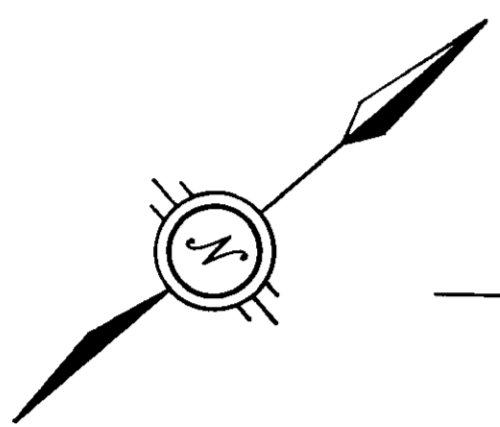


BROWN STREET
 (BY REGISTERED PLAN 7)
 PIN 24953-0104 (LT)

PART 1 PLAN 20R-4492

PART 6 PLAN 20R-4492

LOT 13 CONCESSION 2 NEW SURVEY (TRAFALGAR)



MAIN STREET
(BY BY-LAW NO. 32)

CAUTION
THIS PLAN IS NOT A PLAN OF SUBDIVISION
WITHIN THE MEANING OF THE PLANNING ACT.

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER REGISTRY ACT.

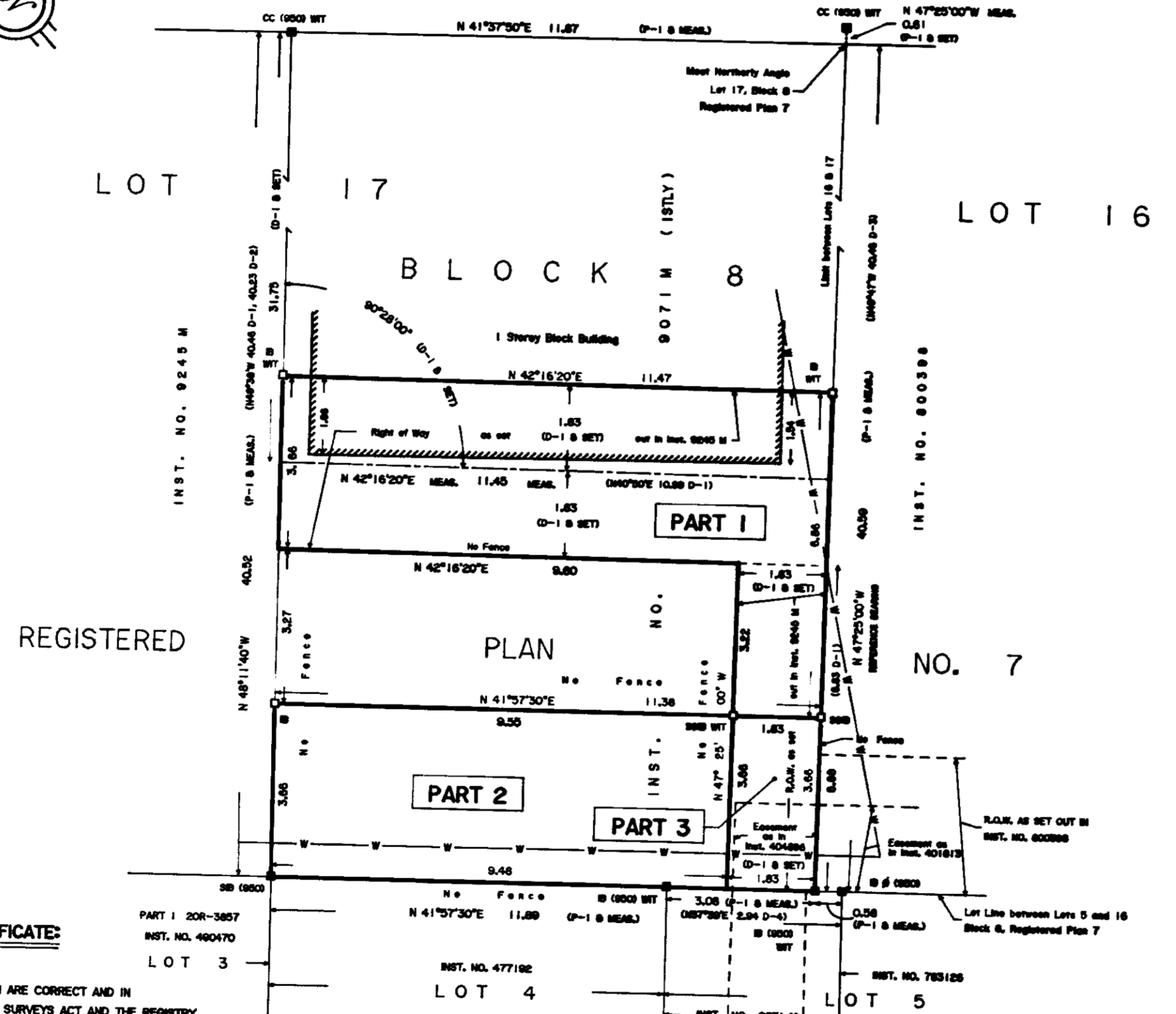
DATE: Oct. 10th 1995.

Thomas J. Packowski
THOMAS J. PACKOWSKI
ONTARIO LAND SURVEYOR

PLAN 20R-11866
RECEIVED AND DEPOSITED

DATE: 10 OCT 1995

Sheila Bell
SHEILA BELL
DEPUTY LAND REGISTRAR
FOR THE REGISTRY DIVISION
OF HALTON (No. 20)



PART	LOT	BLOCK	REGISTERED PLAN	INST. NO.
1			7	
2	17	8	(FOSTER'S SURVEY)	9071 M (187L)
3				

PART 1 - SUBJECT TO A RIGHT OF WAY AS SET OUT IN INST. NO. 9245 M
PART 3 - SUBJECT TO RIGHT OF WAY AS SET OUT IN INST. NO. 9245 M
AND SUBJECT TO EASEMENT AS SET OUT IN INST. NO. 404896

PLAN OF SURVEY OF
PART OF LOT 17, BLOCK 8
REGISTERED PLAN 7 (FOSTER'S SURVEY)
TOWN OF MILTON
REGIONAL MUNICIPALITY OF HALTON
SCALE: 1:100



FRED G. CUNNINGHAM INC.
ONTARIO LAND SURVEYORS
1985

- LEGEND:**
- DENOTES SURVEY MONUMENT FOUND
 - SURVEY MONUMENT SET
 - SB STANDARD IRON BAR (0.025x0.025x1.22)
 - SSB SHORT STANDARD IRON BAR (0.025x0.025x0.61)
 - SB IRON BAR (0.015x0.015x0.61)
 - IP IRON PIPE
 - NI NO IDENTIFICATION
 - SBO FRED G. CUNNINGHAM INC. O.L.S.
 - W ROUND WITNESS
 - WT WITNESS
 - P-1 PLAN BY F.G. CUNNINGHAM INC. O.L.S. DATED JULY 11, 1980
 - D-1 INST. NO. 9245 M
 - D-2 INST. NO. 9071 M
 - D-3 RIGHT OF WAY
 - CC CUT CROSS
 - D-3 INST. 600398
 - D-4 INST. 401813
 - W OVERHEAD WIRES

SURVEYOR'S CERTIFICATE:

I CERTIFY THAT:

- THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT AND THE REGISTRY ACT AND THE REGULATIONS MADE THEREUNDER.
- THE SURVEY WAS COMPLETED ON THE 21ST DAY OF JUNE, 1995.

DATE: JUNE 21 1995

Thomas J. Packowski
THOMAS J. PACKOWSKI
ONTARIO LAND SURVEYOR

BEARING:

ALL BEARINGS HEREON ARE ASTRONOMIC AND ARE REFERRED TO THE NORTHEAST LIMIT OF LOT 17, BLOCK 8, REGISTERED PLAN 7 HAVING A BEARING OF 147°23'00"W IN ACCORDANCE WITH THE PLAN BY F.G. CUNNINGHAM INC. O.L.S. DATED JULY 11, 1980.

METRIC:

DISTANCES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

FRED G. CUNNINGHAM
INCORPORATED
ONTARIO LAND SURVEYORS
THOMAS J. PACKOWSKI, O.L.S.
205 MAIN STREET
MILTON
L9T 1N7
PHONE (905) 878-6672
FAX (905) 878-6672

16X

Appendix 2 HIGH-LEVEL CASH FLOW PROFORMAS

Cash Flow Proforma Assumptions	
Construction Period	2 years
Analysis Period	20 years
Inflation Rate	2.0%
Discount Rate	4.0%
Rental Rate Increase (every 5 years)	10.0%

Various Options - Cash Flows

Outright Sale																							
	Present Value	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22
Revenues																							
Gross Revenue from Sale	\$2,613,600	\$2,613,600																					
Parking Revenues	\$16,146,700	\$0	\$0	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822
Total Revenue	\$18,760,300	\$2,613,600	\$0	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822
Costs																							
Construction Costs - Square & Parking	\$16,277,800	\$8,138,900	\$8,138,900																				
Maintenance Costs - Square & Parking	\$5,829,500	\$0	\$0	\$391,832	\$399,669	\$407,662	\$415,815	\$424,132	\$432,614	\$441,267	\$450,092	\$459,094	\$468,276	\$477,641	\$487,194	\$496,938	\$506,877	\$517,014	\$527,355	\$537,902	\$548,660	\$559,633	\$570,826
Total Costs	\$22,107,300	\$8,138,900	\$8,138,900	\$391,832	\$399,669	\$407,662	\$415,815	\$424,132	\$432,614	\$441,267	\$450,092	\$459,094	\$468,276	\$477,641	\$487,194	\$496,938	\$506,877	\$517,014	\$527,355	\$537,902	\$548,660	\$559,633	\$570,826
Net Cash Flow	(\$3,347,000)	(\$5,525,300)	(\$8,138,900)	\$741,768	\$733,931	\$725,938	\$717,785	\$709,468	\$814,346	\$805,693	\$796,868	\$787,866	\$778,684	\$894,015	\$884,462	\$874,718	\$864,779	\$854,642	\$981,467	\$970,920	\$960,162	\$949,189	\$937,996
Design-Build																							
	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22
Revenues																							
Gross Revenue from Sale	\$0	\$0																					
Office and Retail Rental Revenues	\$67,646,300	\$0	\$0	\$4,749,200	\$4,749,200	\$4,749,200	\$4,749,200	\$4,749,200	\$5,224,120	\$5,224,120	\$5,224,120	\$5,224,120	\$5,224,120	\$5,746,532	\$5,746,532	\$5,746,532	\$5,746,532	\$5,746,532	\$6,321,185	\$6,321,185	\$6,321,185	\$6,321,185	\$6,321,185
Parking Revenues	\$16,146,700	\$0	\$0	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822
Total Revenue	\$83,793,000	\$0	\$0	\$5,882,800	\$5,882,800	\$5,882,800	\$5,882,800	\$5,882,800	\$6,471,080	\$6,471,080	\$6,471,080	\$6,471,080	\$6,471,080	\$7,118,188	\$7,118,188	\$7,118,188	\$7,118,188	\$7,118,188	\$7,830,007	\$7,830,007	\$7,830,007	\$7,830,007	\$7,830,007
Costs																							
Construction Costs	\$82,068,300	\$41,034,150	\$41,034,150																				
Operating Costs	\$41,733,000	\$0	\$0	\$2,805,084	\$2,861,186	\$2,918,409	\$2,976,778	\$3,036,313	\$3,097,039	\$3,158,980	\$3,222,160	\$3,286,603	\$3,352,335	\$3,419,382	\$3,487,769	\$3,557,525	\$3,628,675	\$3,701,249	\$3,775,274	\$3,850,779	\$3,927,795	\$4,006,351	\$4,086,478
Maintenance Costs - Square & Parking	\$5,829,500	\$0	\$0	\$391,832	\$399,669	\$407,662	\$415,815	\$424,132	\$432,614	\$441,267	\$450,092	\$459,094	\$468,276	\$477,641	\$487,194	\$496,938	\$506,877	\$517,014	\$527,355	\$537,902	\$548,660	\$559,633	\$570,826
Total Costs	\$129,630,800	\$41,034,150	\$41,034,150	\$3,196,916	\$3,260,855	\$3,326,072	\$3,392,593	\$3,460,445	\$3,529,654	\$3,600,247	\$3,672,252	\$3,745,697	\$3,820,611	\$3,897,023	\$3,974,964	\$4,054,463	\$4,135,552	\$4,218,263	\$4,302,628	\$4,388,681	\$4,476,455	\$4,565,984	\$4,657,303
Net Cash Flow	(\$45,837,800)	(\$41,034,150)	(\$41,034,150)	\$2,685,884	\$2,621,945	\$2,556,728	\$2,490,207	\$2,422,355	\$2,941,426	\$2,870,833	\$2,798,828	\$2,725,383	\$2,650,469	\$3,221,165	\$3,143,224	\$3,063,725	\$2,982,636	\$2,899,925	\$3,527,378	\$3,441,326	\$3,353,552	\$3,264,023	\$3,172,704
Design-Build Leaseback																							
	Total	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22
Revenues																							
Gross Revenue from Sale	\$2,613,600	\$2,613,600																					
Office and Retail Rental Revenues	\$67,646,300	\$0	\$0	\$4,749,200	\$4,749,200	\$4,749,200	\$4,749,200	\$4,749,200	\$5,224,120	\$5,224,120	\$5,224,120	\$5,224,120	\$5,224,120	\$5,746,532	\$5,746,532	\$5,746,532	\$5,746,532	\$5,746,532	\$6,321,185	\$6,321,185	\$6,321,185	\$6,321,185	\$6,321,185
Parking Revenues	\$16,146,700	\$0	\$0	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,133,600	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,246,960	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,371,656	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822	\$1,508,822
Total Revenue	\$86,406,600	\$2,613,600	\$0	\$5,882,800	\$5,882,800	\$5,882,800	\$5,882,800	\$5,882,800	\$6,471,080	\$6,471,080	\$6,471,080	\$6,471,080	\$6,471,080	\$7,118,188	\$7,118,188	\$7,118,188	\$7,118,188	\$7,118,188	\$7,830,007	\$7,830,007	\$7,830,007	\$7,830,007	\$7,830,007
Costs																							
Construction Costs	\$16,277,800	\$8,138,900	\$8,138,900																				
Town Office Base Rent	\$93,710,100	\$0	\$0	\$6,579,045	\$6,579,045	\$6,579,045	\$6,579,045	\$6,579,045	\$7,236,950	\$7,236,950	\$7,236,950	\$7,236,950	\$7,236,950	\$7,960,645	\$7,960,645	\$7,960,645	\$7,960,645	\$7,960,645	\$8,756,709	\$8,756,709	\$8,756,709	\$8,756,709	\$8,756,709
Operating Costs	\$41,733,000	\$0	\$0	\$2,805,084	\$2,861,186	\$2,918,409	\$2,976,778	\$3,036,313	\$3,097,039	\$3,158,980	\$3,222,160	\$3,286,603	\$3,352,335	\$3,419,382	\$3,487,769	\$3,557,525	\$3,628,675	\$3,701,249	\$3,775,274	\$3,850,779	\$3,927,795	\$4,006,351	\$4,086,478
Maintenance Costs - Square & Parking	\$5,829,500	\$0	\$0	\$391,832	\$399,669	\$407,662	\$415,815	\$424,132	\$432,614	\$441,267	\$450,092	\$459,094	\$468,276	\$477,641	\$487,194	\$496,938	\$506,877	\$517,014	\$527,355	\$537,902	\$548,660	\$559,633	\$570,826
Total Costs	\$157,550,400	\$8,138,900	\$8,138,900	\$9,775,961	\$9,839,900	\$9,905,117	\$9,971,638	\$10,039,490	\$10,766,604	\$10,837,197	\$10,909,202	\$10,982,647	\$11,057,561	\$11,857,668	\$11,935,608	\$12,015,107	\$12,096,197	\$12,178,908	\$13,059,337	\$13,145,390	\$13,233,164	\$13,322,693	\$13,414,012
Net Cash Flow	(\$71,143,800)	(\$5,525,300)	(\$8,138,900)	(\$3,893,161)	(\$3,957,100)	(\$4,022,317)	(\$4,088,838)	(\$4,156,690)	(\$4,295,524)	(\$4,366,117)	(\$4,438,122)	(\$4,511,567)	(\$4,586,481)	(\$4,739,480)	(\$4,817,420)	(\$4,896,919)	(\$4,978,009)	(\$5,060,720)	(\$5,229,331)	(\$5,315,383)	(\$5,403,157)	(\$5,492,686)	(\$5,584,006)

Town of Milton Downtown Study Final Report Civic Precinct Lands

12/12/2016



Downtown Study Final Report

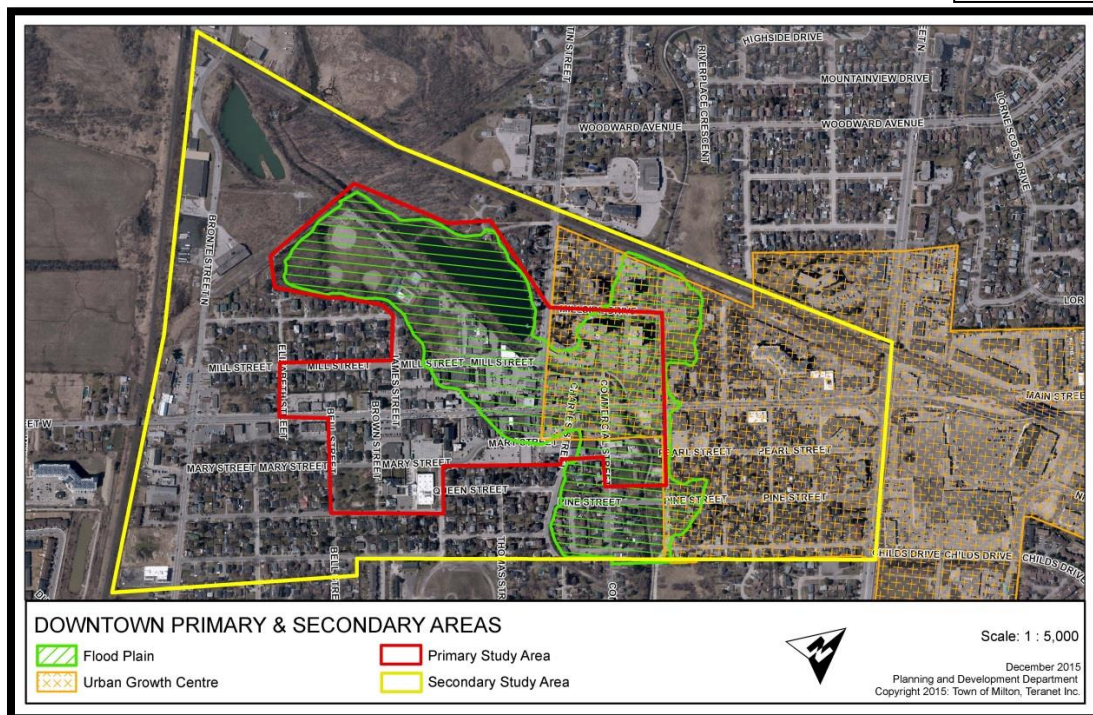
1.0 Introduction

Milton has experienced significant growth pressures as a result of provincial planning policy directions, such as the “Places to Grow” and the Provincial Policy Statement, which require intensification. An objective of this study is to identify how much of that intensification can be feasibly accommodated within the Downtown. In addition, the study will address compatibility of any intensification with the elements of the Downtown which are historically important and valued by the community including specific landmark and heritage buildings, the overall historic character and views to the Niagara Escarpment.

The purpose of the Downtown Study has been to examine in-depth the current state of Downtown Milton to optimize opportunity for redevelopment and revitalization and to provide a unified strategy and implementation framework to shape the future of the Downtown. This will allow the area to evolve cohesively as Milton grows. The study is built on a combination of planning analysis and public engagement.

The study area has been divided into two areas the “Primary Area” and the “Secondary Area” as shown in Figure 1. The Primary Area which is comprised of a significant portion of Town owned lands, also known as the Civic Precinct was the first area to be thoroughly examined. This primary area is prioritized in order to provide a strong civic base for Downtown revitalization to move forward.

Figure 1



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Through the Study there has been a great amount of engagement and input from the community. Through the level of interest expressed it is clear that the Downtown remains the physical and symbolic heart of the community. It provides both an important and valuable focus for the Town. It is, therefore, important to maintain and enhance the Downtown as an asset for the entire municipality, not just for the immediate surrounding area. An important element of this will be the implementation of a strategy that will not only help enhance the economic viability of the Downtown but also protect the character of the Downtown and the features that make it so symbolic to the community.

The following report details the course of the Downtown Study, outlines the objectives of the study and provides recommendations regarding how the Town of Milton can move forward to ensure that the objectives of the Study, public interest and the Vision for the Downtown are achieved. The Study was initiated with a public engagement session in June, 2015, the Interim Report followed and was received by Council in January, 2016. An additional report outlined the Market Analysis for the Downtown and was provided to Council in June 2016, with a second public engagement opportunity held seeking input regarding approaches to land use planning to achieve the desired form and function of the Downtown in September 2016.

1.1 Objectives

The Downtown Study has been predicated upon five core objectives of for Downtown Milton. These five components have been derived from feedback collected through public engagement, approved Official Plan policies and directions, protection the historic Downtown core and technical consultation. The five core objectives are detailed below. These objectives are the building blocks that create the unified vision for the Downtown. It is important that the desire and needs of the community guide redevelopment within the Downtown. The vision and objectives should be used to assist in guiding decisions, and goals while moving forward to implement a strategy for the Downtown.

Vision Statement

Use a strong Civic presence as an anchor to build on while amplifying Downtown Milton's historic assets into a vibrant, pedestrian-oriented Downtown with a high quality public realm. Harmoniously preserve the beloved character of the Downtown while intensifying in ideal locations, creating a sense of Place for all of Milton with a space to be enjoyed by the entire community.

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Objectives

- 1. Civic Presence as an Anchor in the Downtown**
- 2. Build on the Existing Heritage**
- 3. Create a vibrant Public Realm – A destination for the entire community.**
- 4. Have a pedestrian friendly, interactive community**
- 5. Place making for the entire community.**

1. *Civic Presence as an Anchor in the Downtown*

Having Town Hall within the Downtown is a key asset that can be used as a building block supporting the revitalization of the Downtown. The potential redevelopment of the Civic Precinct lands will be a crucial step in moving the Downtown forward. It is important that the Town takes a leadership role in implementing a vision for the Downtown, and incentivizing the appropriate form of development and range of uses to attract private investment in the Downtown. The Town has the opportunity to expand the importance of the civic presence as an anchor within the Downtown beyond Town Hall and Victoria Park Square by moving forward with redevelopment options within the Civic Precinct.

2. *Building on the Existing Heritage*

It is imperative as the Town grows as a community that the historic Downtown core continues to evolve and remain relevant. The Downtown needs to be a place where all residents have the opportunity to appreciate and feel connected to Milton's history. There are both significant built heritage resources as well as significant history evident in the Downtown core which need to be celebrated and enhanced. It already has many attributes which contribute to its sense of place – these attributes simply need to be recognized in a more comprehensive and coherent manner.

3. *Create a Vibrant Public Realm – A destination for the Entire Community*

It is equally important to be able to sustain a diversity of land uses. A more diverse range of land uses will contribute to a distinct sense of identity, vibrancy and economic viability. Providing for the proper land uses in optimal locations is a critical step as the Downtown evolves.

It is important to note that commercial functions of a Downtown Core are distinctly different from master planned commercial nodes. Because of this, Downtown development cannot be treated with the same model. It is important to encourage economic development while mindfully preserving the identity of the Downtown Core. Such concepts are discussed in the Town's Official Plan through policies such as Section 2.4.3.6. c) which "encourage(s) residential and commercial intensification

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of Milton's downtown core that complements existing heritage and retail areas, while recognizing the flood susceptible areas". This direction includes the provision of a high quality public realm and spaces within the Downtown Core that can be enjoyed by all. An engaging, interactive public realm has intangible benefits to the community since it creates an environment that invites people throughout all seasons and times of day.

4. *Have a Pedestrian Friendly, Interactive Community*

Having a distinct sense of identity created by the function and uses within a space are important to the achievement of a vibrant downtown. However, the sense of identity needs to be supported by a pedestrian friendly streetscapes and human-scaled built form. The people coming to the Downtown need to feel safe and engaged. Historically, downtowns have been developed to cater to pedestrians and that function needs to be encouraged allowing for an interactive community and ensuring that cars do not dictate how space within the Downtown is used.

5. *Place Making for the Entire Community*

It was identified in the public engagement session that a key missing ingredient of the Downtown is a Civic gathering space. These types of spaces are found in many downtowns throughout growing municipalities and often serve as an anchor for a variety of year-round activities. This may be achieved through a public square that would anchor Downtown Milton as a year-round destination. A civic gathering space, such as a public square, would provide an opportunity to better connect the Downtown to the larger community.

2.0 Background

2.1 First Engagement Session

An initial Downtown Study public engagement session was held in June, 2015. The meeting began with a presentation outlining the purpose of the Downtown Study followed by a workshop guided by questions where the community had the opportunity to provide comments on what they value about the Downtown and what they felt could improve the quality, use and character of Downtown Milton.

There were a wide variety of thoughts and opinions expressed, but several common themes were evident in the feedback staff received. Some of the thoughts raised throughout the session include the following:

- The need to preserve the character and identity of Downtown Milton

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- The need to bring more people into the downtown (both living in the Downtown and visiting the Downtown)
- The need for a civic square, and space to be able to accommodate and attract people into the downtown with year round events
- The need for Main Street to be more pedestrian friendly and provide inviting public space
- The need for a diverse range of land uses that complement the historic Downtown but also keep people engaged in the downtown at all times of day and evening.
- Parking concerns were also frequently discussed throughout the evening although the comments were quite diverse; the general consensus was that parking needs should be carefully examined as the Downtown evolves

Figure 2

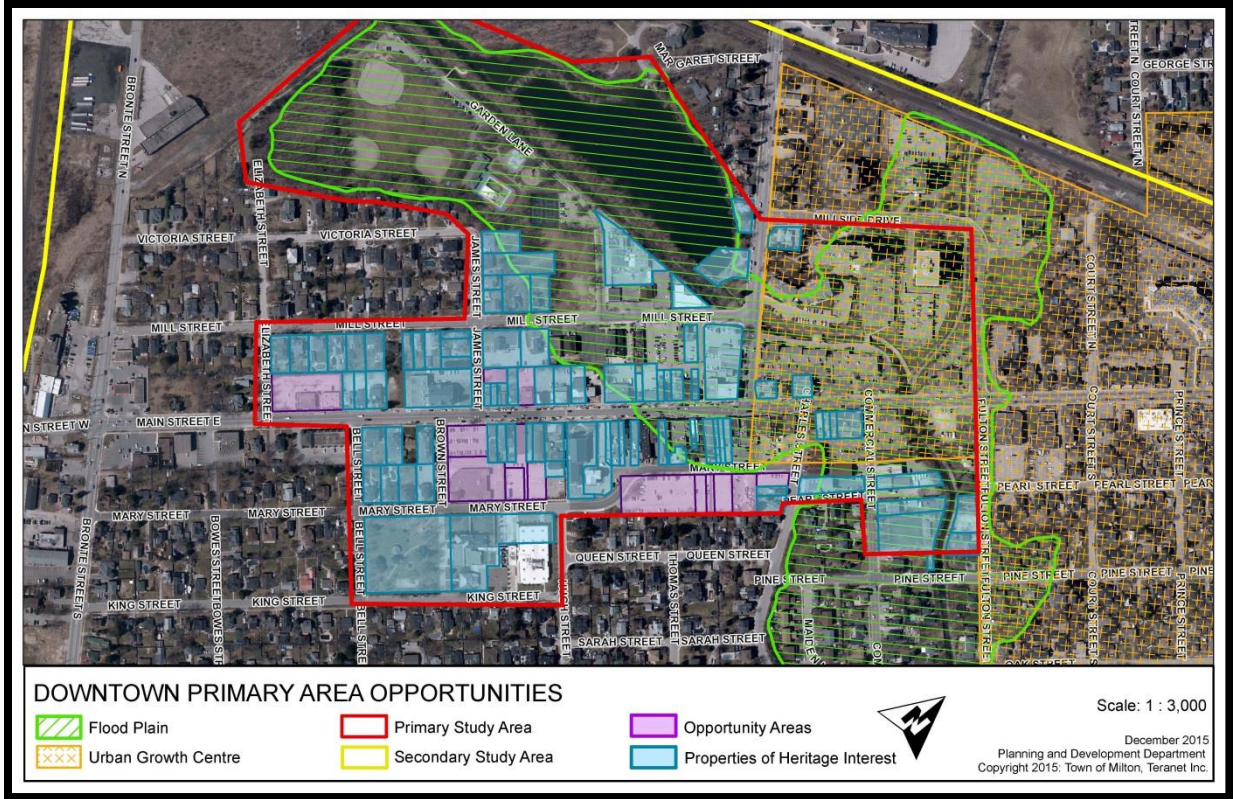


2.2 Modelling Winter 2015 Work

Following the first Public Engagement Session an analysis of opportunity was conducted in order to assess the amount of space available or potentially available for redevelopment. Feasible opportunity spaces were determined by identifying constraints to development such as the extent of floodplain, character elements such as heritage buildings and compatibility considerations such as height, location and context and evaluating potential redevelopment on this basis. It should be noted that the properties that were identified through the work completed to date are not necessarily the only potential redevelopment opportunities. As additional heritage assessment is undertaken, and the heritage inventory is refined, more opportunities may arise.

Once opportunity lands were identified, an assessment of the balance of the lands was completed to identify the opportunity lands which are highlighted in Figure 3. Out of the 4.2 acres of Opportunity Lands, the Town owns 2.76 acres, or approximately 65% of the land base. Ownership provides the Town with the unique ability to take a leadership role in stimulating investment in the Downtown.

Figure 3



As part of this process, 3D computer generated modelling work was completed to illustrate different massing options and concepts. This modelling assists in visualizing how the redevelopment of key Opportunity Lands could be undertaken. These concepts also enabled staff to determine the capacity of contextually appropriate built form that could potentially be accommodated on the Civic Opportunity Lands and visually communicate these possibilities.

These concepts and the accompanying analysis provided the foundation for Market Analysis work to be completed. The Market Analysis was intended to provide an understanding of use and function feasibility for these lands in a manner which contributes to implementing the vision for a healthy and economically viable mixed use Downtown in both current and future market conditions.

2.3 Downtown Milton Market Analysis

The Downtown Market Analysis, prepared by Watson and Associates, provided key market information about Downtown Milton with respect to vacancy rates, turnover rates, projected take up rates, range of suitable land uses and suggestions of potential tools the Town could consider implementing to achieve its vision.

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Figure 4

Additionally, it contained a Strengths-Weaknesses-Opportunities-Challenges (SWOC) Analysis for Downtown Milton. The Downtown Market Analysis report focused on what has been identified in the Downtown Study as the “Primary Area”.

Through the Downtown Market Analysis report, Watson reviewed the current state of Milton’s Downtown and concluded that although there is opportunity for improvement; Milton’s Downtown is a healthy downtown comparable to other municipalities of similar size. Further, the report provides a realistic expectation of the future growth potential within the Primary Study Area. This growth potential includes an additional:

- 100-200 jobs
- 25,000-50,000 square feet of office space
- 100-200 high density residential housing units accommodating a population of 150-300, and
- 4,000-8,000 square feet of new retail or service commercial space

Figure 5



The report provides the market potential for each of the Opportunity Land sites identified through Phase 1 of the Downtown Study, rating them “High”, “Moderate”, or “Low” for each use (Office, Residential or Retail). Finally, it recommends changes to policies and permissions within the Study Area as suggestions for the Town as it moves towards creating a more enabling policy framework.

Figure 6

The key findings from Market Analysis were used by Staff to formulate how land use policies could assist in achieving feasible development outlined in Market Analysis work.



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2.4 Parking Study

A parking study is currently underway specifically looking at the parking available within the Downtown and the challenges that it may have. This Study is ongoing however it will provide an analysis of the challenges and opportunities experienced and provide the Town with options to address parking in Downtown Milton in support of the identified redevelopment opportunities. Though there are no final findings at this time the outcomes of this report will provide key recommendations regarding how and where to address parking needs as well as recommendations for changes to the Town's parking requirements and cash in lieu of parking policies.

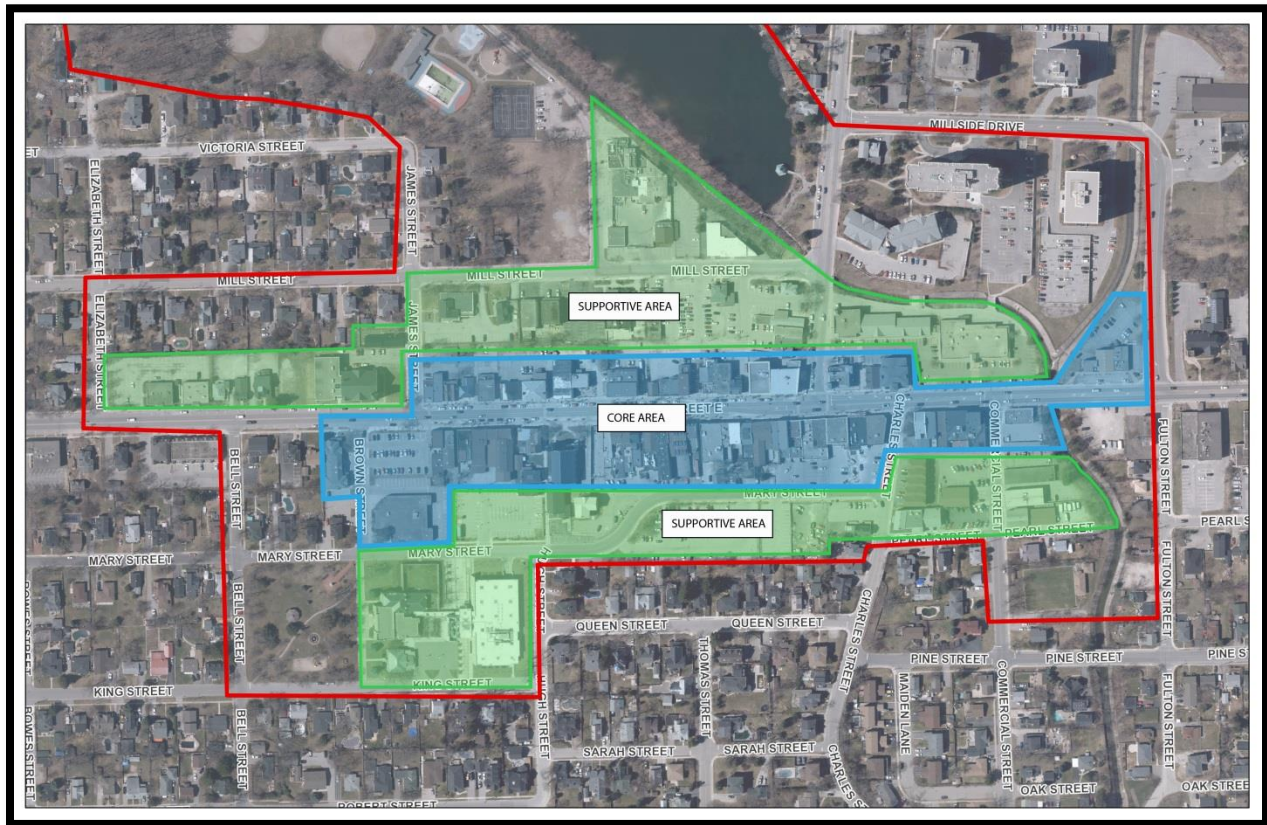
2.5 Heritage

Cultural heritage resources an important aspect and contributes towards Milton's identity and history as well as the "small town feel" that the community has expressed that they value. As previously noted, as Milton grows the Downtown continues be important as the Town's historic core. A component of the Downtown Study is a heritage review which includes a review of the Downtown Heritage Character Area Study and considers options for conserving its cultural heritage resources. The Cultural Heritage Resources Report notes there are a large number and variety of the cultural heritage resources within Milton's Downtown. It considers that the unique character of the existing downtown neighbourhoods would be conserved and enhanced by dividing the existing Character Area into a number of smaller Character Areas. These would have their character assessed and defined (in consultation with the local residents and property owners) and used to amend the existing planning regulation to ensure that new development does not harm the character of these neighbourhoods. This review is ongoing and would include a review of preservation options for the Historic Main Street corridor.

2.4 Illustrative Concepts & Land Use Analysis

The next step towards implementing land use changes within the Downtown was to build on the previous work and break down the Primary Area into two sections. These consisted of the Core Area on the Main Street corridor with buildings fronting onto Main Street and the Supportive Area making up the portion of the Primary Area that does not front Main Street but still contains Office and Commercial uses. These are illustrated on Figure 7.

Figure 7



As mentioned, the Core Area fronts onto Main Street and serves as the high activity area focused around the principles of achieving a community focused, pedestrian oriented space, with visually interesting surroundings and a mix of uses, particularly at grade. Supporting by market and land use analysis, it is recommended that to achieve the vision for the downtown, the land use permissions in this area be broadened to allow retail and commercial at all grades without limitations.

Residential uses are recommended to be allowed at all above grade level. Office permissions are recommended to be allowed at all above grade level. Additional Office permissions are recommended to introduce a component of “business to customer office” or offices that generate pedestrian traffic through drop-in style services within this area. The type of office ideal for this area would be those that complement the other shops and services already located in the Downtown and attract customers who will also visit other businesses as part of their trip. A proposed amendment to the zoning by-law is being drafted based upon the recommendations of the study and best practices in how to integrate limited office at grade within the Core Area while maintaining an environment supportive of the pedestrian-oriented, interactive function of that core.

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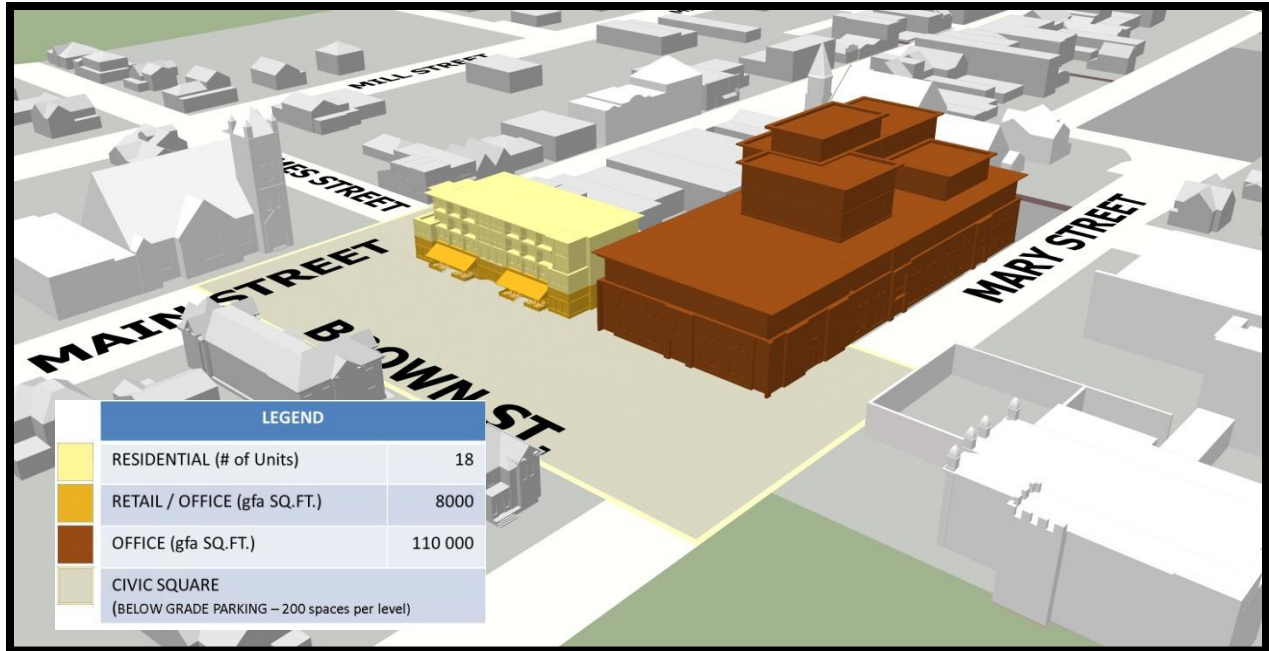
The Supportive Area directly abuts the Core Area but is offset from the Main Street Corridor. A key component of this area is that any new development and uses must be compatible with its surroundings, physically and functionally. The land use permissions for this area are intended to be more flexible in nature. Its purpose is to support the range and mix of uses within the Downtown, act as a transitional area between the high activity of the Main Street Corridor and the residential neighbourhoods, and provide more intensive development than the heritage built form on Main Street allows. It is recommended that the Official Plan policies be modified within the identified Supportive Area to allow for retail, commercial, residential and office at all grades. This change is expected to bring more people into the Downtown both as residents and employees to support the Core Area function.

In order to better communicate the implementation of this recommendation with the community and stakeholders, design concepts were prepared. Staff developed these concepts illustrating different land use options. These conceptual interpretations of policy were then used as the main conversation generator in public engagement. An example of the design concept is in Figures 8 and 9 below.



Figure 8: View from Main Street and Brown Street looking toward Town Hall, Civic Centre Opportunity Design Concept

Figure 9



2.5 Public Engagement 2016

The Downtown Study’s Public Engagement sessions took place in September 2016. Not only was a meeting held but staff launched a more interactive public engagement campaign. This included a formal engagement session at Town Hall, Stakeholder meetings and presentations, staff outreach to the community at locations around the Milton, a twitter chat, email communication, a booth at the Farmer’s Market and Interactive Engagement Boards displayed at key locations within the Downtown inviting people to write their feedback directly on the boards.

There was a tremendous response from the community showcasing their interest in the Downtown. This is a relationship that moving forward the Town should foster by keeping the community engaged through subsequent implementation activities.

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Feedback received through all channels was analyzed and considered. As stated, it is clear that the Downtown is the symbolic heart to the community and evokes great interest. Many of the comments received support a mixed-use viable downtown achieved by bringing people into the Downtown and by creating a space that people feel comfortable and welcomed. This is best achieved through:

- supporting land uses
- creating a gathering space for people and events (i.e. a public square); and
- bringing in amenities that are vital to the use of the Downtown

Additionally, the need for activities and visually appealing space for pedestrians figured prominently in the responses received.

It was equally and strongly noted that the preservation of the heritage character of the area is also very important to the community, and that the community would not support redevelopment that negatively impacts the Downtown's existing heritage. Specifically such concerns as building height were identified. However, it is clear that the community supports contextually-appropriate redevelopment which enhances the existing character of the Downtown.

Traffic and parking issues were also clearly identified through the engagement process. Concerns about traffic generation and how to address parking when bringing more living, working and playing in the Downtown figured prominently in many of the comments received. These concerns will need to be address when the Town further considers specific development applications, and through the on-going Parking Study.

Overall, the response from the community was outstanding and should be thoroughly considered as implementation initiatives are undertaken.

In conclusion, the main themes that were identified through the Study process include but are not limited to:

- the importance of creating a pedestrian friendly and inviting Downtown
- the need for an adaptable mix of uses supporting the Downtown long-term
- traffic management
- parking sufficiency
- heritage preservation and
- attracting people to live, work and visit by creating a lively Downtown with an appealing range of activities and sights

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3.0 Moving Forward

3.1 Improvement Opportunities: Next Steps Recommendations

The following section provides recommendations on how to achieve the overall vision for the Downtown:

Land Use Amendments and Urban Design Guidelines

Zoning

To address current land uses challenges identified, the next step would be for the Town to initiate amendments to the Official Plan and Zoning By-law. These Amendments would widen land use permissions within the Downtown to support a mix of uses that create the vibrancy that is key to the long term health of Milton's Downtown as well as revise regulations to allow for the built form illustrated through the modeling exercise. These amendments will additionally seek to recognize legally existing land uses in heritage buildings such as churches. Consideration of revisions to the zone boundaries is also recommended in order to better fit the direct needs of the community, while still supporting the overall goals and objectives for Downtown Milton.

Public Square

It is recommended that the Town reserve space similar to that illustrated in Option ** to allow for the opportunity for the future development of a public square to link Town Hall and Victoria Park to Main Street, further anchoring the civic presence within the Downtown. This space will have the potential to incorporate multiple features and serve a variety of community functions such as year round markets, year round activity programming and a space to enjoy, bringing people into the Downtown and contributing to its economic health and vibrancy.

Urban Design Guidelines

The study has identified a number of opportunities for intensification, public realm improvements and cultural heritage conservation and enhancement. It is considered that a comprehensive and consistent approach to realizing these opportunities is required in order to ensure that the historic Downtown continues to evolve as a coherent and well-designed urban environment with a strong sense of place.

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The existing Central Business District (CBD) Secondary Plan Urban Design Guidelines (1999) and the complementary CBD Streetscape Design Study (2001) are somewhat out of date and no longer reflect current best practice. Staff recommends that the existing guidance should be updated in order to:

- Create a public realm that is an attractive, accessible and safe destination for all modes of transportation (walking, cycling, vehicular), including consideration of a flexible or shared street approach in key locations;
- Provide clear and investment ready built form performance standards for private and public sector developments; and
- Further refine the urban design concepts to illustrate the vision, principles and general design elements for the proposed civic square and associated development.

As community 'place-making' is likely to be a core principle that will influence and be embedded throughout the comprehensive Official Plan Review, staff will consider whether the updated guidance should be informed by that work or whether there is a need to prioritize some aspects of the updated guidance in advance of the Official Plan Review.

DM3- Vibrant and Connected Community, Economic Growth

Economic Development Business Case

As an immediate next step, it is recommended that Executive Services staff complete a business case for the redevelopment of Town-Owned Opportunity lands generally, and specifically for the development of a mixed use, multi-storey building with either underground or structured parking. These plans should be developed using the recommendations of the Downtown Milton Market Analysis, and the land use findings of this study as a basis. Additionally, as the business is developed consideration of the recommendations of the Downtown Milton Parking Study should be included, particularly with respect to any recommendations addressing the need for development of a parking garage within the Downtown. Redevelopment of the Town Owned Lands would provide a new building and comprehensively provide additional mixed use floor space and/or residential units and parking solutions. Further, it will provide concrete evidence of the Town's commitment to the Downtown.

DM3- Economic Growth, Financial Sustainability

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Address Parking within the Downtown

Throughout the Study it has been evident that there is a need to address parking within the Downtown, particularly through public engagement. The next steps to address parking within Downtown Milton will be to finish the ongoing Downtown Milton Parking Study, implement parking solutions from the Study in an appropriate timeframe, and use findings regarding Parking Structures, underground or at grade, to inform the parking components of the above-referenced business plan for redevelopment of the Town Owned Opportunity Lands. (Note: There will be additional public consultation undertaken specifically regarding parking within the Downtown)

DM3- Vibrant and Connected Community

Protect Heritage

It is recommend that staff continue to move forward with the Character Area Study, advancing past the “Primary Area” identified into the broader “Secondary Area”. Further heritage work needs to be undertaken in this regard. Additional work would consider options for replacing the large Character Area that currently covers the whole of the downtown area with a series of smaller well defined character areas. These smaller character areas would have reasons why they are considered significant clearly defined and the forms of development that are appropriate/inappropriate within these areas clearly articulated. The findings of this study would then be used to develop additional new official plan polices, zoning provisions and design guidelines that would be precisely tailored to the areas in question. The views of the community and findings of the ongoing heritage studies will assist in this process. Following the implementation of these measures, and after further public consultation, the upgrading of these character areas into Heritage Conservation District could then be considered.

DM3- Vibrant and Connected Community

Coordinate Objectives and Relationships

A further recommendation coming from the Downtown Study is that greater emphasis be placed upon building or fostering relationships within Town Hall and with external agencies and groups. There was an incredible response through the public engagement avenues with the Study, some of the most compelling responses came from various agencies and groups that have a willingness and desire to work with the Town to improve their community generally and specifically to improve the Downtown. Moving

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forward with implementation of the vision, whether it be by developing plans or programming, it is recommended that staff place more emphasis on outreach to agencies and groups, such as the Downtown Milton Business Improvement Association and Arts Milton, and look for opportunities to work collaboratively with these groups to achieve better co-ordination of projects and mandates and therefore better outcomes within the Downtown.

DM3- Enhanced Community Engagement, Vibrant and Connected Community, Organizational Effectiveness

Continue Community Engagement

It is recommended that moving forward staff keep the community engaged through every step in the process. Through the Study there was a significant amount of community engagement and a profound interest for the Downtown. For a Downtown to be successful it needs to be bringing people in to live, work and visit. To ensure this is achieved, the Town should make sure that decisions made include significant and meaningful public engagement. Using innovative approaches in addition to traditional meeting formats, staff were able to attract far greater participation in this study than is normally experienced. This is a goal that is consistent with the strategic Town direction identified through Destiny Milton 3, Enhanced Community Engagement.

DM3- Enhanced Community Engagement

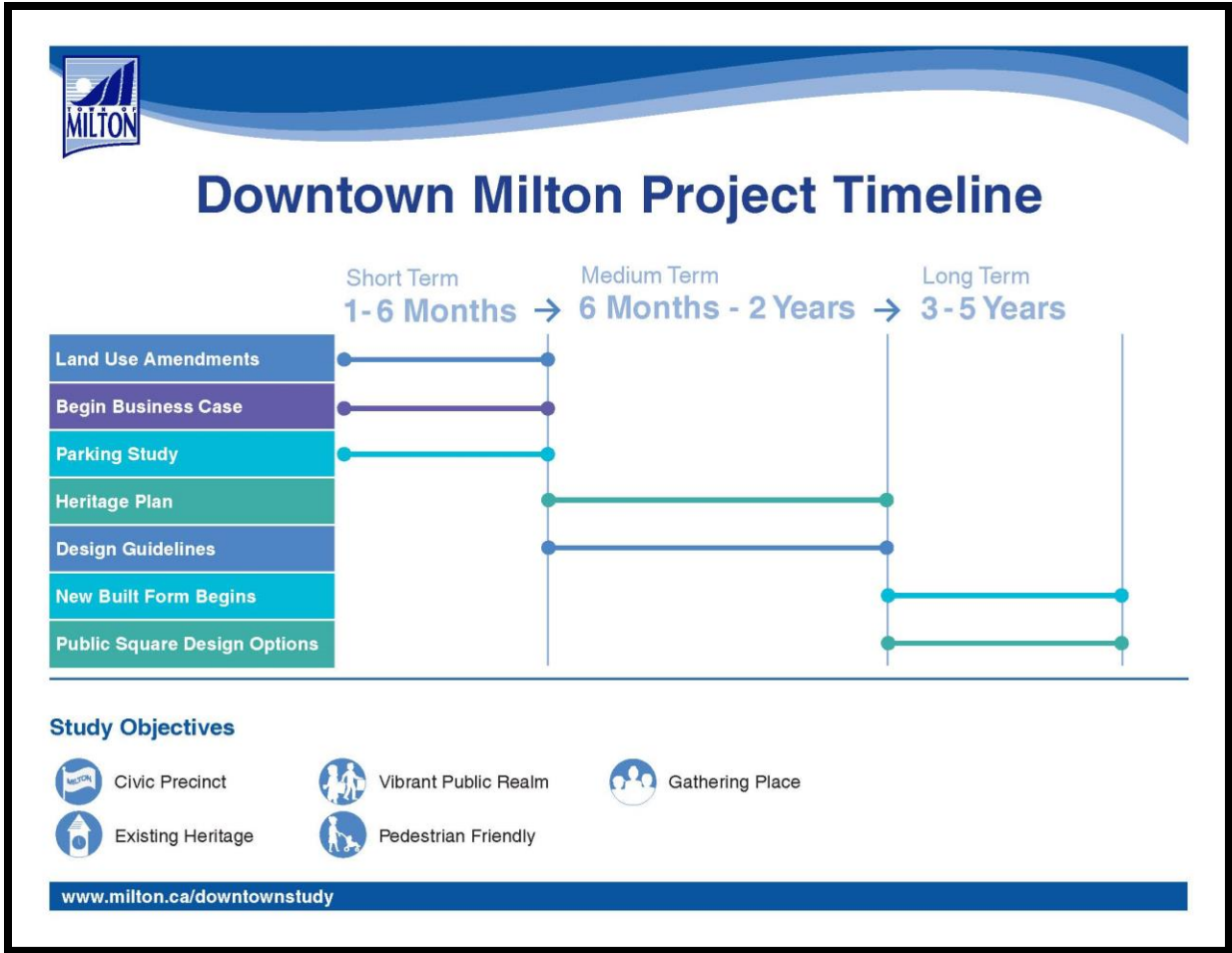
Town Leadership Role

It is strongly recommended that the Town take a leadership role in moving the Downtown forward by both setting up a policy framework and guidelines to direct Downtown redevelopment and utilizing key civic lands to stimulate private investment. This approach is consistent with the actions identified in Destiny Milton 3, specifically to develop a comprehensive policy and operational framework to support the revitalization and sustainability of the Downtown as a focal point for the community.

3.2 Chart of Goals (Attached, but having working on an easier to understand graphic display)

The following is a chart outlining goals and milestones to be implemented over the short, medium and long terms. These outline specific timelines associate with the next steps of progressing forward with work in the Downtown.

Figure 10



3.3 Next Steps

The immediate next steps resulting from the Study will be to introduce proposed Official Plan and Zoning By-law Amendments in January 2017, conduct public consultation on parking within the Downtown through the Downtown Milton Parking Study, present heritage conservation options for the Downtown, and complete a business case for the redevelopment of Town-Owned Opportunity Lands. The proposed amendments to the Official Plan and Zoning By-law are proposed to be brought forward for Council consideration in the first quarter of 2017. Other projects such as the redevelopment business case for Town-owned lands and the Downtown Milton Parking Study will establish more detailed timelines for the implementation of the recommendations contained therein.

These immediate next steps are not the last steps: revitalization of Downtown Milton is a long term project that will continue to evolve over time.