



ERA Architects Inc.
#600-625 Church St
Toronto ON, M4Y 2G1

WILLMOTT FARMHOUSE HERITAGE FEASIBILITY MEMORANDUM

Subject: HERITAGE FEASIBILITY MEMORANDUM

Issued To: Michael Launslager
Manager, Economic Development
150 Mary Street
Milton, ON L9T 6Z5
T: 905 878 7252 x 2160
E: Michael.Launslager@milton.ca

Project: 6712 Regional Road 25, Milton

Project #: 22-019-01

Prepared By: GS/SH/HC/NA

Issued: July 8th, 2022

Dear Mr. Launslager,

This Heritage Feasibility Memorandum has been developed to assist the Town of Milton staff in their recommendations to Council regarding the property at 6712 Regional Road 25 in Milton, also known as the Willmott Farmhouse (the "Subject Property"). The Subject Property is a 19th century Regency-style cottage built in 1835. While the property has been identified as having cultural heritage value, it is not designated under the provisions of the Ontario Heritage Act (OHA) but has been included in Milton's Heritage Register as a listed property. The Subject Property has been vacant since 2010 and staff have explored various options to re-purpose the Willmott Farmhouse to mitigate the risk of further deterioration of the building's structure while conserving its cultural heritage value.

The purpose of this Memorandum is to provide an options analysis to explore a range of conservation strategies and their feasibility and to determine how to best leverage the Subject Property as both a heritage and community resource. Options considered include stabilization and adaptive reuse; servicing; relocation; and demolition. As part of this analysis, high-level costing for the preferred option was undertaken in addition to a memo outlining current market instability and escalation in order to put the high-level costing into context (i.e., a recommendation for the municipality to budget +/- 40% escalation).

Based on the results of this analysis, Option A: Stabilization and Adaptive Reuse is ERA's preferred option as it best leverages the Subject Property as both a cultural heritage and community resource, while also presenting a lower financial risk compared to other options where the structure is maintained. This option would allow for immediate action to stabilize and protect this heritage resource and mitigate the risk of more damage, or in the worst case, total loss. This approach allows for the potential sensitive adaptation of the Subject Property with a compatible contemporary use. Option A supports park programming while protecting the Subject Property's cultural heritage value, revitalizing historical relationships and settings and providing a rich cultural opportunity.

While the stabilization and adaptive reuse of the Subject Property would require capital costs accrued to the Town, costs associated with this option are less than the other options explored as it does not require site servicing and allows for the retention of the building without a full fit out as an occupied and conditioned building. High-level costing determined the cost of this option to be +/- \$200,000 with an assumed blended contingency and escalation rate of +/- 40% (approximately \$80,000) due to unusual market conditions. Please see Appendix B for ERA's Costing Memo outlining costing assumptions and exclusions and letter provided by Turner and Townsend outlining current market instability.

This Memorandum is intended to be read in conjunction with the 2013 Cultural Heritage Evaluation (Appendix C), the 2013 ERA Heritage Properties Business Strategy (Appendix D), and the 2020 Willmott House Memo to Council (Appendix E).



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Project Background

The Subject Property is located within the grounds of the Milton Sports Centre located just off Santa Maria Blvd and adjacent to Sixteen Mile Creek. The property was acquired by the Town in 2008 and is located within an 8.15 ha (20.15 ac) block. It should be noted that vehicular access from Highway 25 has been terminated, further isolating it within the Milton Sports Centre. The Willmott Farmhouse is a Regency-style cottage built in 1835, it is one of the earliest houses to be built within Milton and, although extended and altered over the years, it still retains many of its historic features.

The Subject Property backs into the creek valley woodland, which buffers the property from the adjacent major road. The arrangement of the ancillary buildings and a few remaining heritage fruit trees also secludes the property from the Milton Sports Centre. The buildings are oriented inwardly, creating a courtyard arrangement with a significant amount of vegetation surrounding the main historical home.

The Subject Property is part of a larger historic agricultural landscape within the Town of Milton which includes the Willmott Farmhouse and Ruhl Farmstead located just south of the property, now in Sunny Mount Park. These two historically significant properties are located within the urban expansion area of the Town of Milton. Both properties contain a rich variety of natural, cultural, and built heritage elements including barns and outbuildings. In Sunny Mount Park, the historic barn on site was adaptively reused as an open pavilion, and a community garden was established to commemorate the site's agricultural history, these elements play a key role in the park's programming. Community garden plots continue to be in significant demand in this area.

In May 2010, ERA Architects in partnership with urbanMetrics was contracted by the Town of Milton to develop a business strategy for the Willmott Farmhouse. Several potential new uses were explored for the property including an early childhood education centre, a restaurant/pub, and office spaces for a community-based agency; however, no potential partners could be identified. This may have been due to the significant costs to stabilize, service, and make the required updates to the property.

In March 2020, staff prepared a Request for Information (RFI) to present the opportunity for private stakeholders to acquire the building. Specifically, the RFI sought interest from parties that had the capabilities to acquire the building, move it to another location within Milton, and restore the structure for private use. With the unsuccessful RFI process, the Town of Milton has hired ERA Architects as heritage consultant to prepare this Heritage Feasibility Memorandum, which will examine options for the Subject Property including a range of conservation strategies to conserve the cultural heritage value of the site along with the cost feasibility and considerations for each option.

The key challenges of the Subject Property include its location within the Milton Sports Centre and its limited access from Santa Maria Blvd, requiring a significant level of investment to service the building which has shown to be cost prohibitive to potential partners and/or tenants. Additional ongoing liability issues include maintenance and hoarding for the unoccupied building, vandalism, and trespassing, and the maintenance of the surrounding vegetation. These challenges have been considered as part of this analysis.

The following project objectives were applied as criteria to assess the four options:

- The conservation of the Subject Property's cultural heritage value and attributes;
- The Subject Property's use as a community asset; and
- The financial feasibility of the proposed options.

This Memorandum will inform staff recommendations to council regarding the Subject Property.



1. Cultural Heritage Value Summary

The Subject Property is currently listed on the Town of Milton's Heritage Register. ERA's 2013 evaluation of the Subject Property recommended that the Willmott Farmhouse merits designation under Section 29 of the OHA for its design, associative and contextual value and included the following statement of the property's cultural heritage value and attributes:

Draft Statement of Cultural Heritage Value or Interest:

The Willmott Farmhouse is of cultural heritage value as an example of a 19th century Regency-style cottage, and due to its relationship to the Sixteen Mile Creek and the Ruhl Farmstead.

The Willmott Farmhouse is linked to John Willmott, one of the region's first British settlers who came to Toronto in 1817 with his wife Rachel and eventually settled at this property. The Willmott Farmhouse is the second home on this site in which the Willmott family lived. It is designed in an unconventional head and tail arrangement. The head forms the 1835 brick home that was built in front of the original log house. The tail was built in the 1840's by one of John Willmott's sons to replace the original log house.

As one of the first houses to be built in Milton, the Willmott farmhouse is of significant historical value. The Willmott Farmhouse is an example of the significance of the Sixteen Mile Creek to the initial settlement of the Town of Milton. Jasper Martin was the first to take advantage of this natural resource in 1821 and the origins of Milton as "Martin's Mills" are linked to the establishment of his first gristmill on the creek. John Willmott also built his home along the creek. The Willmott Farmhouse's relationship to the Sixteen Mile Creek is an important historical cultural landscape in Milton.

The Willmott Farmhouse is also historically linked to the designated heritage property, Ruhl Farmstead, which was built by John Willmott's son, Austin Willmott. The two farmsteads were built on separate lots that were originally adjacent to each other. With the Ruhl property built on a knoll, it can still be seen from the Willmott Farmhouse's westward view corridor. Other features that link the two properties together are the century old pine trees that were planted by John Willmott on both properties.

Description of Heritage Attributes:

- *Location adjacent to the Sixteen Mile Creek.*
- *Century-old pine trees also found on the Ruhl Farmstead property.*
- *Symmetric design of front section and recessed doorway with flat pilasters indicate influence of the Regency style.*
- *Cut limestone foundation with*
- *Limestone trim detailing.*
- *Original window and door openings, 6 over 6 windows with limestone sills and panel doors.*
- *Low hipped roof to front of house with broad eaves & paired brackets.*
- *Hand-made bricks laid in Common and Flemish bond patterns with brick voussoirs.*
- *Ancillary coach house.*



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2. Options Analysis

Option A: Stabilization and Adaptive Reuse

Description:

This option would stabilize and adaptively reuse the building and surrounding landscape to support park programming, retaining the Subject Property as both a heritage and community resource. With the significant demand for community garden plots in the nearby Sunny Mount Park, it is proposed that additional community garden plots be incorporated into the Subject Property. In this option, the Willmott Farmhouse would remain unserviced and would be rehabilitated to function as a seasonal space to support a new community garden on-site with the original portion of the building facing the creek used for storage and equipment and the back portion facing the sports centre as an outdoor pavilion available to all the users of the park, similar to the successful precedent of the adapted barn in Sunny Mount Park.

This approach allows for adaptation of the Subject Property with a compatible contemporary use and a high potential to protect the site's cultural heritage value while revitalizing historical relationships and settings.

Considerations:

- Conserves cultural heritage value and most identified attributes.
- Maintains historic context and relationships to the adjacent Sixteen Mile Creek and Rhul Farmstead.
- Commemorates the agricultural history of the site and surrounding area.
- Supports Milton Park's objectives of sustainability and food security.
- Retains Subject Property as community resource.
- Integrates the Subject Property into the larger Milton Sports Centre.
- Retains original portion of the house for a potential future use.

Cost Feasibility Statement:

While the stabilization and adaptive reuse of the Subject Property would require capital costs accrued to the Town, costs associated with this option are less than the other options explored as it does not require site servicing and allows for the retention of the building without a full fit out as an occupied and conditioned building. As the Subject Property would be retained for park and community programming, funds could potentially be drawn from streams such as development charges and tax base funds.

Option B: Servicing

Description:

This option would stabilize and connect services to the building from Santa Maria Blvd. This option would require a partnership with either a private or not-for-profit enterprise with ownership remaining with the municipality. Some potentially feasible options identified in the 2013 Business Strategy included a daycare facility, a restaurant/pub, or community-based offices. Other partnerships of interest to the Town of Milton Staff include congregations looking for a small worship space. The private partner would be responsible for capital investments and daily operations. This option would see the building rehabilitated and reconfigured to service the potential user group.



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While this option has the potential to meet heritage conservation objectives, the costs would be significant and there have been barriers to finding a group to occupy the space. Connecting services through the sports centre was explored as a potentially more affordable option, but was found not to be feasible as the Region requires that the building be independently serviced.

Considerations:

- Conserves cultural heritage value and most identified attributes.
- Maintains historic context and relationship to the adjacent Sixteen Mile Creek and Rhul Farmstead.
- Rehabilitates the Subject Property with a new compatible use.
- Requires significant costs to service the building which may be cost prohibitive to potential partners/tenants.
- Property would continue to sit vacant until a tenant could be identified.

Cost Feasibility Statement:

The associated costs to stabilize and update the building for a new use, in addition to the significant costs to connect the building to services via Santa Maria Blvd make this option exposed to significant capital investment requirements which will likely be unfeasible for potential private or not-for-profit tenants.

Option C: Relocation

Description:

This option would require the purchase and relocation of the Willmott Farmhouse by a private buyer that can demonstrate an ability to move the farmhouse for re-use at an alternate location within the Milton municipal boundary. While the 2020 RFI process was unsuccessful, there is still interest from a potential buyer for the property. While this option would see the building stabilized and heritage fabric conserved, removing the building from its current location will have a significant impact on the cultural heritage value of the Subject Property and the legibility of its historic context. Given the cost and complexity of moving a historic structure to a new location, in addition to how the cultural heritage value of the Subject Property is tied to its context, orientation, and location, this building may not be a good candidate for relocation.

Considerations:

- Loss of cultural heritage value with the retention of some identified attributes.
- Loss of historic context and relationship to the adjacent Sixteen Mile Creek and Rhul Farmstead.
- Loss of Subject Property as a community asset.
- Requires significant costs to relocate, and may be cost-prohibitive to potential partners/tenants.
- Subject Property would continue to sit vacant until a buyer could be identified.

Cost Feasibility Statement:

The costs associated with the relocation of the building along with the stabilization and fit out in a potential new location are significant and to date, there has not been significant market interest in this opportunity.



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Option D: Demolition

Description:

This option includes the full demolition of the Subject Property including the Willmott Farmhouse and the adjacent outbuilding. This option could be considered if all other options were deemed unfeasible and would require the development of a commemoration strategy. While this is the simplest and most cost-effective solution to the issues identified including maintenance and vandalism, this option would result in a significant loss of the cultural heritage value in addition to the loss of the building as a community resource.

Considerations:

- Significant impact to cultural heritage value and identified attributes.
- Loss of historic context and relationship to the adjacent Sixteen Mile Creek and Rhul Farmstead.
- Loss of community asset.

Cost Feasibility Statement:

While demolition of the Willmott House would require the least potential capital cost, of the options under review, this option is not recommended from a heritage conservation perspective and should only be considered if all other options are deemed unfeasible.



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3. Options Analysis Summary and Recommendation

	Option A: Stabilization and Adaptive Reuse	Option B: Servicing	Option C: Relocation	Option D: Demolition
Impact to Cultural Heritage Value	Low	Low	High	High
Use as a Community Asset	Yes	Yes	No	No
Cost Feasibility	Potentially Feasible	Likely Unfeasible	Likely Unfeasible	Potentially Feasible
Recommendation	Recommended	Not Recommended	Not Recommended	Not Recommended

Based on the results of this analysis, Option A: Stabilization and Adaptive Reuse is ERA's preferred option as it best leverages the Subject Property as both a cultural heritage and community resource, while also presenting a lower financial risk compared to other options where the structure is maintained. This option would allow for immediate action to stabilize and protect this heritage resource and mitigate the risk of more damage, or in the worst case, total loss. This approach allows for the potential sensitive adaptation of the Subject Property with a compatible contemporary use. Option A supports park programming while protecting the Subject Property's cultural heritage value, revitalizing historical relationships and settings and providing a rich cultural opportunity. Please see Appendix A for a DRAFT diagram of Option A: Stabilization and Adaptive Reuse.

While the stabilization and adaptive reuse of the Subject Property would require capital costs accrued to the Town, costs associated with this option are less than the other options explored as it does not require site servicing and allows for the retention of the building without a full fit out as an occupied and conditioned building. High-level costing determined the cost of this option to be +/- \$200,000 with an assumed blended contingency and escalation rate of +/- 40% (approximately \$80,000) due to unusual market conditions. Please see Appendix B for ERA's Costing Memo outlining costing assumptions and exclusions and the letter provided by Turner & Townsend outlining current market instability.

Please do not hesitate to contact us if you require further information or wish to discuss the contents of this memorandum.

Sincerely,

Graeme Stewart, Principal

E.R.A. Architects Inc.

APPENDIX A: DRAFT Diagram of Option A: Stabilization and Adaptive Reuse



Original portion of the house stabilized for community garden storage

Existing outbuildings removed - new operational support buildings constructed with salvage materials (where possible)

Potential location for the proposed community garden plots

Back portion of the house stabilized and adapted as an outdoor pavilion (Similar to barn in Sunny Mount Park)

Heritage fruit trees to be preserved

APPENDIX B: Current Market Instability Memo & High-level costing for Option A: Stabilization and Adaptive Reuse

July 07, 2022

Town of Milton
150 Mary Street,
Milton, ON
L9T 6Z5

2 St. Clair Avenue West
Floor 12
Toronto, Ontario
M4V 1L5

+1 416 925 1424
www.turnerandtowntsend.com

For the attention of Michael Launslager | Manager, Economic Development

Dear Michael

Construction Market Overview - July 2022

We write in relation to our appointment by ERA Architects to provide a memo outlining our view of the current pressures facing the Ontario Construction Market. It should be noted that the views contained in this report have been written without any knowledge of a specific project and should be read as a general overview of the market.

Who We Are

Turner & Townsend has been supporting clients in Canada since 2000. From each of our six Canadian offices, we provide an essential combination of local knowledge and global best practice in cost, program, and project management. Our market knowledge is developed from delivering professional services on over 800 project per annum across all asset classes. We harness this data and play it back to our clients through thought leadership articles, reports and general conversations.

Overview of the Current Market

After 24 months of unpredictable volatility, the whole world entered 2022 looking for a sign that we were heading "back to normal". The construction market was no different. However, extreme uncertainty remains in the market which is causing a certain amount of alarm in Canada.

At Turner & Townsend, we find ourselves in an equally challenging position of advising our clients on what is happening and how best to counter the turbulence in the markets. Supply chain constraints continue to impact the availability of goods and services, and changes to monetary policy loom over the economy. But, at a macro level, it is important to take a much broader view of things and to, firstly, understand this is a black-swan event we very rarely face in the construction industry. And, whilst every project has implicit risk and challenges, it would be tough for anyone to have had the foresight to apply the necessary contingencies and mitigations to counter the effects of the last two years.

However, the adaptable nature of the industry to progressively withstand, recalibrate, and redeploy means we can always overcome uncertainty. Business confidence, at the time of writing, remains high in Ontario. Coupled with a large amount of liquidity in the market, conditions remain ripe for development projects. However, the cost of living crisis and associated super-normal increase in construction costs are leading to many project proformas indicating that development projects are unaffordable.

Commodity Pricing

The prices of key commodities elevated to unprecedented levels due to additional supply chain disruption caused by the Russia-Ukraine conflict. With Russia being a leading producer of oil and natural gas, prices started climbing in March 2022, which threatened heating bills and had a knock-on effect on the prices of goods. Staple commodities used in the construction industry such as steel, aluminum, copper and sheet metal all saw spikes in the early part of 2022 that exacerbated price rises that had steadily occurred during 2021.

However, oil prices have nosedived alongside the broader market in July 2022, with U.S. crude dipping to the psychologically important level of \$100/bbl as growing recession fears coupled with concerns over weakening demand outweigh a fundamentally tight supply market. WTI crude tumbled to \$99.50/bbl, the lowest since April 25 and the first close below the \$100/bbl level in more than a month. Meanwhile, front-month Brent crude fell by even more to \$102.77/bbl, its lowest settlement since May 10. Commodity Produce Pricing Index (PPI) data for June is expected shortly and it is anticipated to show that broader commodity prices have also dipped due to the same concerns. It is our expectation that as demand continues to slow, the pressures that we have all seen over the last 24 months will start to ease. However, we do not anticipate a sudden drop to bring prices back to pre-pandemic levels unless there is another "black swan event" that causes the tap to be turned off immediately. This therefore means that the price of steel products, sheet metal, copper wiring, etc. will remain elevated for a few months until the new prices feed their way into tender returns.

Supply Chain Issues

The construction industry continues to grapple with significant logistical and supply chain challenges. As some supply chain challenges of the past two years have seen improvements, others remain even more protracted. A shift from "Just-In-Time" to "Just-In-Case" methods has increased demand and continues to strain supply chains. The logistical challenges have also continued to worsen. Global port congestion continues to reach record numbers, resulting in an increase in delays and costs. Based on a study that we undertook in conjunction with StructureTone in the United States, the average lead time across material/equipment in the construction industry has increased by 2.71 times. Key factors that continue to impact lead times include:

- Shipping and logistical bottlenecks
- China power outages and rationing
- Driver shortages
- Virus outbreaks among global port workers
- Continuing increase of COVID cases in China
- Environmental and Geopolitical conditions, including sanctions, that have created gaps in the global markets

Labour Market

Canada has clawed back to an unemployment rate of 5.4% which is on par with the levels prior to the pandemic. Whilst this may well be a cause for optimism, it remains to be seen if these new jobs are a 1-for-1 re-employment in the job functions that were lost in the pandemic.

Other good news is that employment was only marginally impacted by surging infections driven by the Omicron variant of COVID-19. Early indicators are that the last variant, and hopefully future variants, will not impact unemployment as we become more resilient to the challenges of living with endemic COVID-19.

This positive indication, as good as it is for the Canadian economic outlook, does mean there will be continued pressure in the construction labour market, as there is less skilled labour available to work.

Building Escalation

National residential building construction costs increased 5.6% in the first quarter of 2022, the highest increase since the second quarter of 2021. Non-residential building construction costs were up 2.6% in the first quarter. To put this into context, the average yearly escalation rate in Canada over the ten years prior to 2020 was 3.3%. The continuation of this trend of plus 3% quarterly escalation has seen building construction prices increase over 25% since January 2020.

We anticipate that the annual average escalation rate for 2022 will be between 10-12% as we start to see levelling off towards the back end of the year. Assuming any recession does not bite hard, 2023 will likely see above normal escalation of between 5-7%; however, if there is a significant downturn on the back of Federal monetary policy and further global shocks, escalation may dip below our expectations.

We hope this high level market overview provides you with sufficient market context. We would be happy to present to your group a more comprehensive market overview at a convenient time.

Yours sincerely



Darren Cash
Director
Turner & Townsend
e: darren.cash@turntown.com

[HTTPS://TURNTOWN-MY.SHAREPOINT.COM/PERSONAL/DARREN_CASH_TURNTOWN_COM/DOCUMENTS/TOWN OF MILTON - CONSTRUCTION MARKET OVERVIEW \(JULY 2022\).DOCX](https://turntown-my.sharepoint.com/personal/darren_cash_turntown_com/documents/town%20of%20milton%20-%20construction%20market%20overview%20(july%2022).docx)

Copy:
Hallie Church, ERA
Graeme Stewart, ERA



ERA Architects Inc.
10 St. Mary Street, Suite 801
Toronto, Canada
M4Y 1P9

July 7, 2022

Michael Launslager
150 Mary Street
Milton, ON L9T 6Z5
Michael.Launslager@milton.ca

R E : 6712 Regional Road 25 – High-level costing

Dear Michael,

Pursuant to the Heritage Feasibility Memo, ERA has been asked to provide high-level costing for the stabilization and adaptive reuse of the Willmott Farmhouse. Values shown here based on indicative historic pricing from similar projects, though does not account for the extraordinary market conditions experienced in the construction industry at the time of writing. This document is to be read in conjunction with the *Current Market Instability Memo* by Turner & Townsend. The quantum estimated for this scope of work is \$199,080.¹² (excluding HST.) Market escalation contingencies recommended by Turner and Townsend should be added to this value.

Included in this total are:

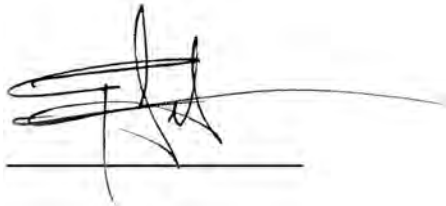
Septic tank	Demo	Removal	\$	8,000.00
Outbuildings	Demo	General	\$	9,573.00
		Foundation	\$	3,918.00
		Hauling	\$	13,350.00
House	Demo	Addition (General above grade)	\$	6,022.00
		Hauling	\$	5,959.00
	Stabilization	Repair and make good roof (original and addition)	\$	20,000.00
		Rebuild ext. wall	\$	11,900.00
		Secure and vent windows	\$	1,440.00
	Proposed	New timber post and beam structure to support existing addition roof	\$	35,000.00
		Infill to support new slab	\$	8,161.00
		New slab at addition	\$	13,433.00
		New wood decking at underside of roof	\$	20,000.00
		<i>Net estimated repair/Construction cost</i>	\$	156,756.00
Fees		Mobilization & General Conditions	\$	18,810.72
		General Contractor's Overhead and Profit	\$	23,513.40
<i>Subtotal including fees (excluding HST)</i>				\$ 199,080.12

Please note the following list of exclusions and assumptions:

1. Assume existing structure and envelope of original farmhouse is stable.
2. Does not include interior fit out beyond base stabilization.
3. Assume lighting is operational.
4. Assume heat is operational and furnace can be retained in place.
5. Assume no change of use or reduction in performance level for retained interior portion and that work can be conducted under OBC part 11.
6. Assume basement throughout original building and addition.
7. Assume brick salvage is not required for rebuilt areas.
8. Does not include site servicing.
9. Does not include electrical upgrades.
10. Does not include for winter mobilization work (ie supplemental heating).
11. Does not include Designated Substance abatement.
12. Does not include security provisions i.e. CCTV.
13. Does not include landscaping.
14. Does not include consultant services and other soft costs

Please contact us if you have any questions,

Sincerely,

A handwritten signature in black ink, appearing to read 'Graeme Stewart', is written over a horizontal line.

Graeme Stewart, Principal
E.R.A. Architects Inc.

APPENDIX C: Cultural Heritage Evaluation, ERA Architects (2013)



3.

CULTURAL HERITAGE EVALUATION

3.

CULTURAL HERITAGE EVALUATION

Identifying the cultural heritage value of the sites will provide the basis on which a protection strategy will be developed. The development of a business strategy for the engagement of these sites will be bounded to respecting the specific attributes that contribute to the historic character of the site and of which merit protection.

3.1 JOHN WILLMOTT FARMHOUSE

It is recommended that the Willmott Farmhouse be designated under Section 29 of the Ontario Heritage Act for its design, associative and contextual value. This section provides the heritage property evaluation from which to base this designation.

Statement of Cultural Heritage Value or Interest:

The Willmott Farmhouse is of cultural heritage value as an example of a 19th century Regency-style cottage, and due to its relationship to the Sixteen Mile Creek and the Ruhl Farmstead.

The Willmott Farmhouse is linked to John Willmott, one of the region's first British settlers who came to Toronto in 1817 with his wife Rachel and eventually settled at this property. The Willmott Farmhouse is the second home on this site in which the Willmott family lived. It is designed in an unconventional head and tail arrangement. The head forms the 1835 brick home that was built in front of the original log house. The tail was built in the 1840's by one of John Willmott's sons to replace the original log house.

As one of the first houses to be built in Milton, the Willmott farmhouse is of significant historical value. The Willmott Farmhouse is an example of the significance of the Sixteen Mile Creek to the initial settlement of the Town of Milton. Jasper Martin was the first to take advantage of this natural resource in 1821 and the origins of Milton as "Martin's Mills" are linked to the establishment of his first gristmill on the creek. John Willmott also built his home along the creek. The Willmott Farmhouse's relationship to the Sixteen Mile Creek is an important historical cultural landscape in Milton.

The Willmott Farmhouse is also historically linked to the designated heritage property, Ruhl Farmstead, which was built by John Willmott's son, Austin Willmott. The two farmsteads were built on separate lots that were originally adjacent to each other (see Figure 14). With the Ruhl property built on a knoll, it can still be seen from the Willmott Farmhouse's westward view corridor. Other features that link the two properties together are the century old pine trees that were planted by John Willmott on both properties.



Figure 9. Front view of 1830's brick house.



Figure 10. Rear view of 1840's section.

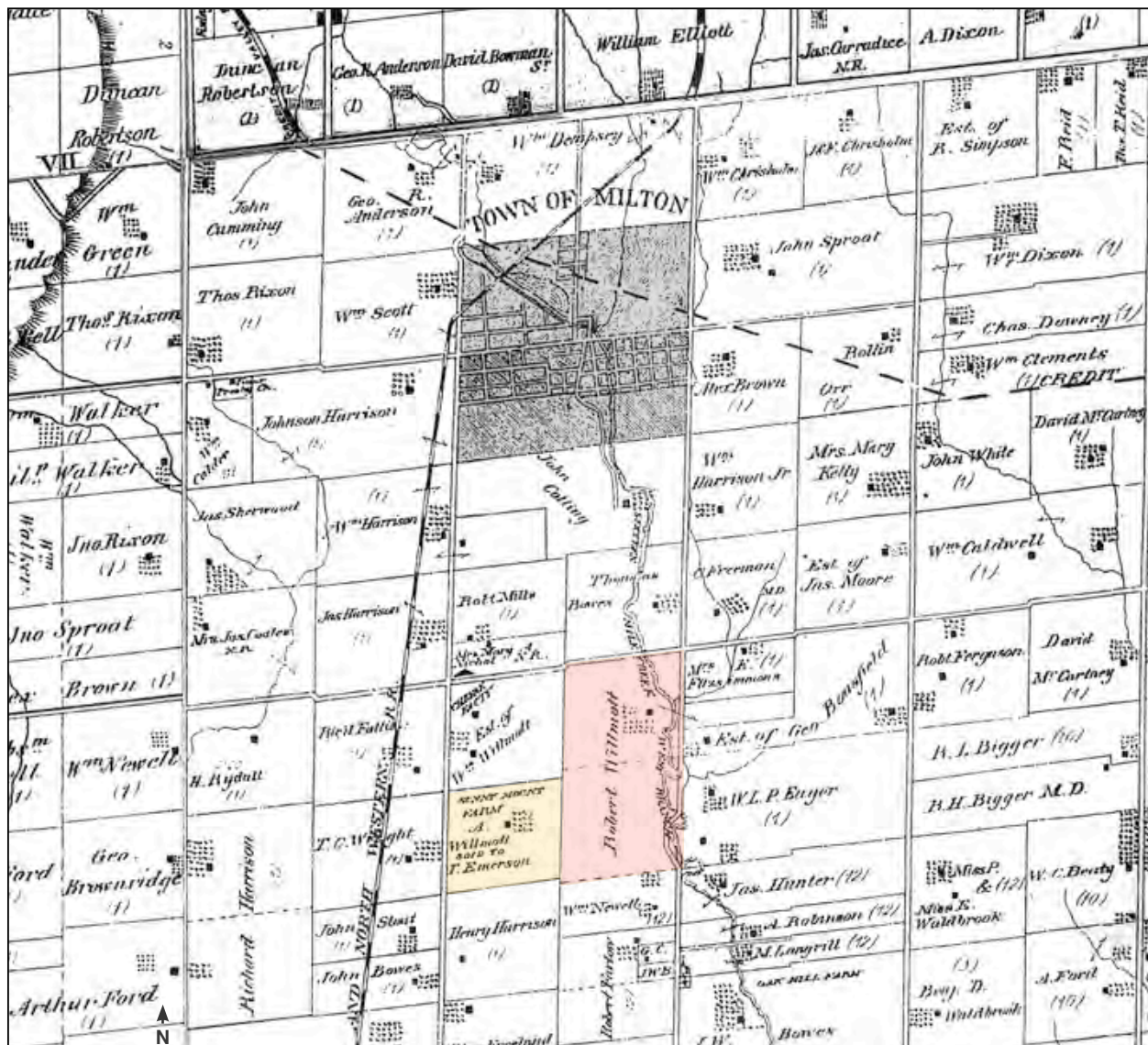


Figure 11. An 1877 Halton County Homestead Map shows the original property line of the John Willmott farmhouse adjacent to the Ruhl Farmstead property which was built by his son, Austin Willmott. Robert Willmott is assumed to be a son who inherited the land after John Willmott's death in 1836. (Source: 1877 Walker & Miles Atlas)



Figure 12. Front of the Willmott Farmhouse facing Sixteen Mile Creek. Like most Regency cottages, the Willmott Farmhouse was situated along a stream.

Description of Heritage Attributes:

Key attributes of the farmhouse that reflects its value as a unique example of early 19th century Regency cottage architecture include:

a) Symmetric design of front section and recessed doorway with flat pilasters indicate influence of the Regency style.



d) Low hipped roof to front of house with broad eaves & paired brackets.



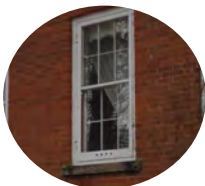
b) Cut limestone foundation with limestone trim detailing.



e) Hand-made bricks laid in Common and Flemish bond patterns with brick voussoirs.



c) Original window and door openings, 6 over 6 windows with limestone sills and panel doors.



f) Ancillary coach house.

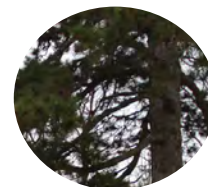


Key attributes of the property that reflects its historical and contextual value include:

a) Location adjacent to the Sixteen Mile Creek.

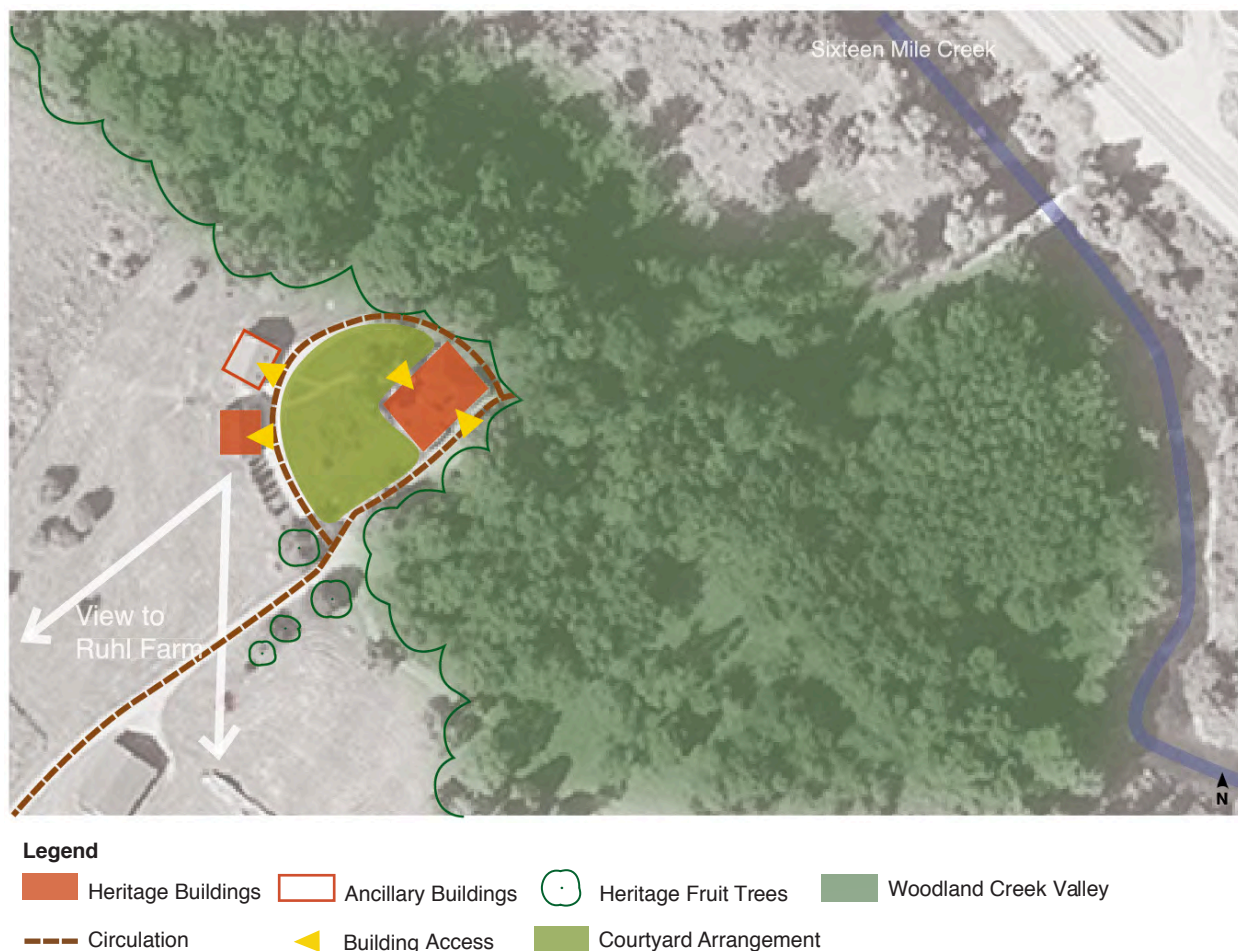


d) Century-old pine trees also found on the Ruhl Farmstead property.



3.1.1 CULTURAL HERITAGE LANDSCAPE ANALYSIS

Part of the original Willmott farm lot has been enveloped into the current Milton Sports Centre expansion plan and community park plan. However, the relationship between the farmhouse and Sixteen Mile Creek retains important heritage value. The farmhouse backs into the creek valley woodland, which buffers the site from the adjacent major road. The arrangement of the ancillary buildings and a few remaining heritage fruit trees also segregates the property from the Milton Sports Centre and expansion site. The buildings are oriented inwardly, creating a courtyard arrangement. The development of a business strategy for this site should respect this compound-like character.



APPENDIX D: Heritage Properties Business Strategy, ERA architects (2013)



HERITAGE PROPERTIES FUTURE USE OPTIONS & BUSINESS STRATEGY

PREPARED FOR:

Community Services Department
Town of Milton
150 Mary Street
Milton, ON L9T 6Z5

PREPARED BY:

ERA Architects Inc.
10 St. Mary Street, Suite 801
Toronto, Ontario M4Y 1P9
416-963-4497

E.R.A.
Architects Inc.



Project: 10-036-01

Prepared By: MM/GS/SH

Issue/Revision Date: 28/10/2011

EXECUTIVE SUMMARY

ERA Architects Inc. has prepared the Heritage Properties Business Strategy to provide the Town of Milton with a clear understanding of the heritage attributes of the Ruhl Farmstead and Willmott Farmhouse properties as well as the sites' future opportunities. The goal of this report is to illustrate the feasibility of adaptive re-use of the two heritage properties in terms of heritage impact and economic potential.

The Ruhl Farmstead and Willmott Farmhouse are remarkable properties that are important to the cultural heritage of the Town of Milton. They evoke the Town's agricultural roots and rural heritage in the midst of the community's current context of growth and development. As development continues to transform the surrounding area, heritage resources like the Ruhl Farmstead and Willmott Farmhouse will be valuable resources to create a sense of place in the Town of Milton and to distinguish the Town from other municipalities within the region. The heritage evaluation provided in this report identifies and defines the cultural value of the sites and the heritage attributes that should be protected. They should be considered as heritage assets that have value and can be leveraged in the contemporary context. The business analysis in this report provides a range of options for the property's future use that would strategically support the ongoing preservation of the two heritage properties.

The potential for a adaptive re-use of a heritage structure that is incorporated into a park setting presents a special opportunity for the Town of Milton. The recommended future-use options featured in this report were derived by creating a short-list of potential uses, in consultation with retail consultants, urbanMetrics Inc. The recommended future use-options do not preclude other potential options or uses, but rather showcase options that our analysis has found to be financially viable and contextually appropriate. Based on these findings, we recommend that approval be sought from Milton Town Council to begin the process of securing a development partner to realize the site potential through an Expression of Interest (EOI) or the engagement of a retail consultant, followed by a Request for Proposal (RFP) process. This report provides a framework for which to evaluate the appropriateness and desirability of responses to an EOI/recruitment process with respect to heritage impact and economic potential.

In consideration of site conditions, cultural heritage value, and market potential, the study found the following new uses (without precluding other potential uses) would be best suited for this property. The following tables on page ii summarize and illustrate the feasibility of each use in terms of economic potential and in consideration of conservation costs.

WILLMOTT FARMHOUSE PROPERTY

Option 1: Daycare/Early Childhood Education Centre

Projected Revenue:	\$402,000 - \$475,000
Projected Earning (for Operator):	\$35,000 - \$70,000
Projected Rental Income (for Town):	\$40,000
Facility Investment Costs:	\$554,000*

Option 2a: Restaurant/Pub (without addition)

Projected Revenue:	\$1,296,000 - \$1,944,000
Projected Earning (for operator)	\$180,000 - \$451,000
Projected Rental Income (for Town):	\$47,000
Facility Investment Costs:	\$752,000*

Option 2b: Restaurant/Pub (with addition)

Projected Revenue:	\$1,701,000 - \$2,551,000
Projected Earning (for operator)	\$282,000 - \$639,000
Projected Rental Income (for Town):	\$56,000
Facility Investment Costs:	\$956,000*

Option 3: Office Space for Community-Based Agency

Projected Revenue:	\$378,000 - \$765,000
Projected Earnings (for Operator)	-\$114,000 - \$272,000
Projected Rental Income (for Town):	\$40,000
Facility Investment Costs:	\$554,000*

RUHL FARMSTEAD PROPERTY

Option 1a: Event Facility & Restaurant (seasonal event space, no addition)

Projected Revenue:	\$1,241,000 - \$1,727,000
Projected Earning (for Operator):	\$365,000 - \$788,000
Projected Rental Income (for Town):	\$50,000
Facility Investment Costs:	\$1,350,000*

Option 1b: Event Facility & Restaurant (with addition and full barn upgrade)

Projected Revenue:	\$2,121,000 - \$2,776,000
Projected Earning (for Operator):	\$120,000 - \$887,000
Projected Rental Income (for Town):	\$120,000
Facility Investment Costs:	\$2,860,000*

Option 2: Day Spa

Projected Revenue:	\$1,473,000 - \$2,209,000
Projected Earning (for Operator):	\$365,000 - \$950,000
Projected Rental Income (for Town):	\$130,000
Facility Investment Costs:	\$2,272,000*

Option 3: Not-for-profit/Community Organization Fieldhouse

Projected Revenue:	\$380,000 - \$570,000
Projected Earning (for Operator):	\$130,000 - \$233,000
Projected Rental Income:	\$50,000
Facility Investment Costs:	\$563,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

In consideration of financial projections, heritage impact analysis and site planning framework presented in this report, we recommend the following option for the heritage properties in question: **Willmott Option 1: Daycare/Early Childhood Education Centre**, and **Ruhl Option 1a: Restaurant/Café with Seasonal Events**.

A day care or early childhood education centre would preserve and have minimal impact on the heritage features of the Willmott site while addressing the demographic and planning challenges faced by the Town. Although the restaurant scenario projects greater potential revenue, and thus rental income for the Town, it presents challenges discussed in Section 5 of this report.

For the Ruhl Farmstead, the restaurant/café and seasonal events facility presents a favourable business model and use of the heritage resource. Although there would be periodic privatization of the special precinct area for weddings and other private functions, daily operation of the restaurant and café could help make the farmstead a community landmark, contributing to the vibrancy of the park.

ERA recommends that the Town of Milton proceed with the procurement of a development partner to realize these future use options. Once a development partner is selected, the Town could then establish a development and lease agreement. This agreement would further refine expectations and responsibilities of the Town and the development partner. Recommended next steps in moving forward are outlined below.

Recommended Next Steps:

1. Present findings of the Heritage Properties Business Strategy to Milton Town Council.
2. Recommend Town Council to move forward with recruitment of development through an Expression of Interest followed by a Request for Proposal process.
3. Recruitment strategy should focus on operators of ERA's preferred options: day care/early childhood education centre for the Willmott property and an event and restaurant facility for the Ruhl property).
4. Once a development partner is selected, the Town can establish a development and lease agreement including expectations, responsibilities, and timelines for coordinated private and public site investment. The Town would also be able to use favourable lease agreements to attract potential operators (i.e. low rents for a defined period of time).

The adaptive re-use of the John Willmott Farmhouse and Ruhl Farmstead presents an opportunity to expand the heritage and cultural resources in the Town of Milton, while providing services and amenities vital to the success of a growing and dynamic region. The integration of the heritage properties and their landscapes into larger park plans presents a unique opportunity within Ontario to highlight its agricultural heritage. The consultant team commends the Town of Milton for their innovative approach to heritage planning.

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- I Investment Scenarios for Future-Use Options
(Prepared by ERA Architects)
- II Financial Projections
(Prepared by urbanMetrics)
- III Costing
(Prepared by ERA Architects)
- IV Parking Requirements
(Prepared by ERA Architects)

A large, leafy tree with a thick trunk and dense green foliage dominates the left and center of the frame. Its branches spread out, casting long, dappled shadows across a well-maintained green lawn. In the background, a two-story brick house with dark shutters and a white roof is visible. A wooden fence runs along the left side of the property. The scene is bathed in bright, natural light, suggesting a sunny day.

1. INTRODUCTION

1.

INTRODUCTION

In May 2010, ERA Architects in partnership with urbanMetrics was contracted by the Town of Milton to develop a business strategy for the Ruhl Farmstead and John Willmott Farmhouse. The John Willmott Farmhouse and Ruhl Farmstead are two historically significant properties located within the urban expansion area of the Town of Milton (see Figure 1). Currently, the area surrounding these properties is undergoing a transformation from a rural to an urban condition. The John Willmott Farmhouse will be incorporated into a 8.15 ha (20.15 ac) block set inside of a larger community park and sports centre, while the Ruhl Farmstead is to be incorporated within a new 7.28 ha (17.9 ac) community park. Both properties contain a rich variety of natural, cultural and built heritage elements including barns and outbuildings.

This report details the historic and planning context and provides an analysis of the heritage value and range of programming options for the heritage properties. The purpose of this report is to inform the Town of Milton's approach to the site when seeking potential operators.

1.1 SCOPE OF THE REPORT

The goal of this report is to illustrate the feasibility of a viable business strategy for the adaptive re-use of the Ruhl Farmstead and John Willmott Farmhouse properties. The recommended options in this report do not necessarily preclude other options or uses, but rather showcase options that our analysis have found to be suitable, both in terms of heritage impact and economic potential. Based on these findings, we recommend that approval be sought from Milton Town Council to develop an Expression of Interest (EOI) to begin the process of finding a suitable development partner. This report provides a framework for which to evaluate the appropriateness and desirability of responses to an EOI.



2.

BACKGROUND + CONTEXT

2. BACKGROUND + CONTEXT

The Willmott and Ruhl farmsteads are best understood through a description of their regional, municipal and local context. At these scales their strong connection to natural and cultural heritage and their position as a cultural resource within the Town of Milton are made apparent.

2.1 THE REGION

Halton Region is defined by its relationship with the Niagara Escarpment, sensitive natural systems, prime agricultural land and a mix of small and large communities. Between 2001 and 2006 the Region experienced 17.1% in growth, one of the highest growth rates in the country. Over the next twenty years the Region is expecting to grow from 450,000 in 2009 to approximately 780,000 residents by 2031. This projected growth places increased pressure on maintaining the character of Halton and a strong link between its rural past and urbanizing future.

2.2 THE MUNICIPALITY

In 2007 the Town of Milton was named the fastest growing municipality in the Country. Between 2001 and 2006 the community grew by 71.1%, raising the population to 53,900. Milton's growth is projected to continue over the next twenty years with the community projected to reach a population of 260,000 by 2031. The pressure to develop has led the community to identify substantial new areas for impending residential growth as well as increase residential growth.

While Milton is known for its explosive growth, the community is also recognized for its historic relationship with the Escarpment, the Sixteen Mile Creek and the wealth of its agricultural land. The community was founded on the banks of the Sixteen Mile Creek when Jasper Martin built the Town's first gristmill in the 1820's. Milton's early cultural life was heavily influenced by its relationship with farming.

Prior to its incorporation as the capital of the County of Halton in 1857, Milton was at the centre of an agricultural district. Halton Agricultural Society was formed in Milton in 1853 and established the Town's first annual fair. By 1920, five rural school fairs and three urban fairs had been organized and conducted activities like; livestock judging and breeding; crop improvement; fruit and vegetable growing; and farm business management.

Development, agriculture, and nature have always been in precarious balance in Milton. Encroachment of highways, subdivisions, and the extension of the Town's boundaries on the surrounding agricultural land was a concern in the Town's centennial in 1957. Presently, the identification of Milton as an Urban Growth Centre through the Province of Ontario's 2006 Growth Plan has prompted unprecedented growth in the municipality. The Town of Milton has preemptively acquired two heritage properties to preserve this part of its historical past. The Town has taken other related actions to preserve heritage in Milton, including the renovation of Town Hall, restoration and addition to 16 Hugh Lane, relocation of two heritage homes from Mary Street to within a 0.5km radius of Town Hall, and several other projects.

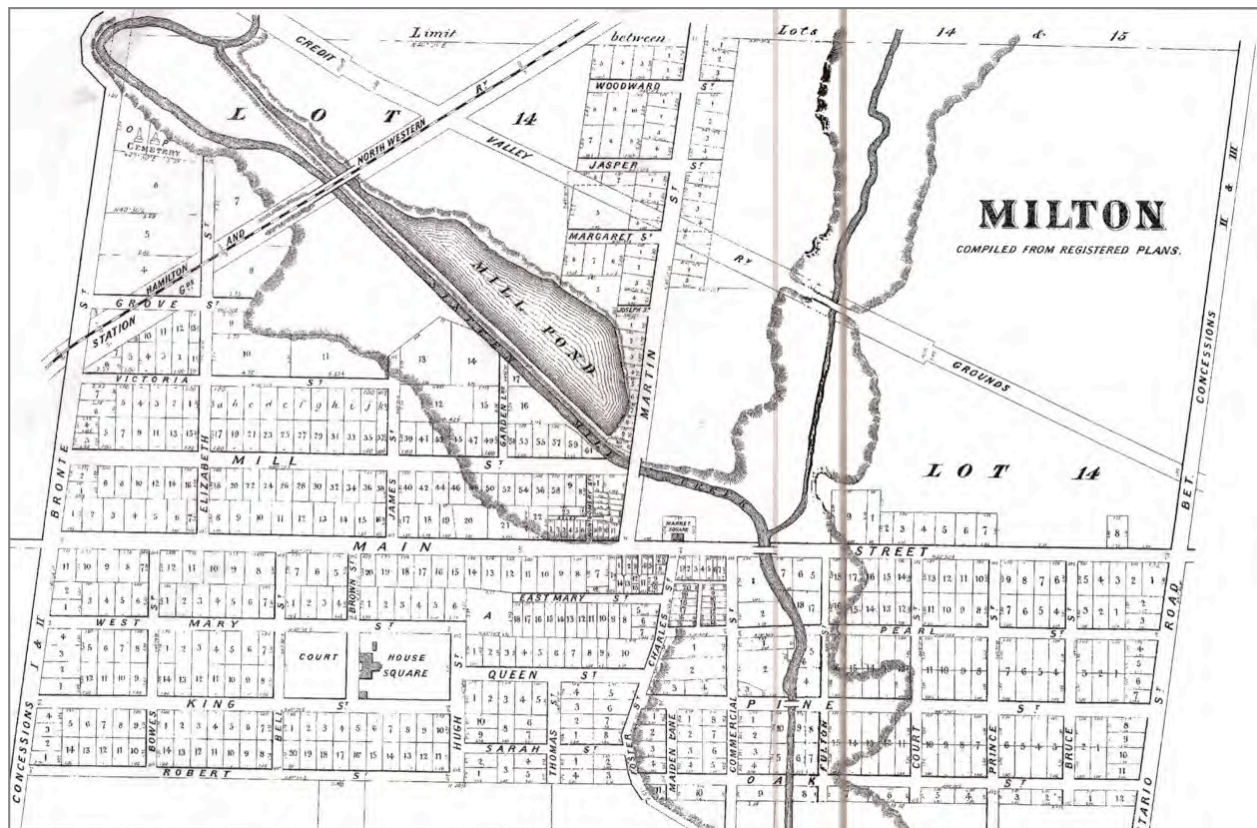


Figure 2. 1877 map of Milton. (Source: 1877 Walker and Miles Atlas)



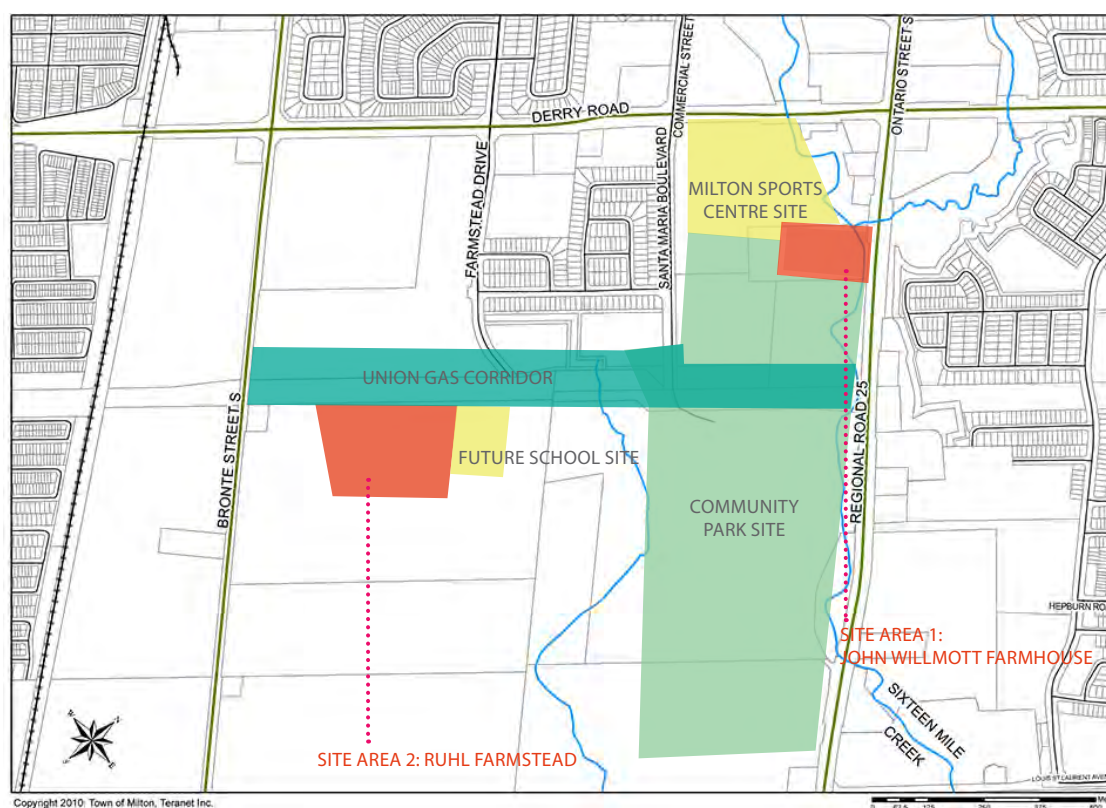
Figure 3. The 100th Milton Fair in 1957. (Source: Milton Historical Society)



Figure 4. Martin's Grist Mill, built in 1856, destroyed by fire in 1963. The Town received its first namesake from its earliest British settler, Jasper Martin, who built the Town's first gristmill on Sixteen Mile Creek. "Martin's Mills" eventually evolved to "Milton" by 1837. (Source: Milton Historical Society)

2.3 NEIGHBOURHOOD CONTEXT

The two heritage properties are located within the area bounded by Derry Road to the north-west, Regional Road 25 to the north-east, Louis St Laurent Avenue to the south-east and Bronte Street S to the south-west. The sites in which the heritage properties are located are designated as park lands and comprises the two heritage properties recently acquired by the Town of Milton - the John Willmott Farmhouse and the Ruhl Farmstead. The two heritage properties are considered valuable assets that could anchor a dynamic program that would contribute to community development and enhance the Town of Milton's identity and character.



2.4 CHARACTER STATEMENTS

Taken from the Town of Milton's Heritage Properties Business Strategy Terms of Reference, the character statements of the two properties within the site are as follows:

2.4.1 JOHN WILLMOTT FARMHOUSE - 6712 REGIONAL ROAD 25

This Georgian farmhouse was built in 1835 by the father of Austin Willmott and is historically and architecturally significant (although it is not designated under the provisions of the Ontario Heritage Act). It is one of the earliest houses to be built within Milton and, although extended and altered over the years, it still retains many of its historic features.

The property was acquired by the Town in 2008 and is located adjacent to Sixteen Mile Creek on the east, and a Sports Centre (undergoing expansion) and community park to the north, south and west. The buildings are located within an 8.15 ha (20.15 ac) block with existing road access from Santa Maria Blvd. It should be noted that vehicular access from Highway 25 will be terminated in the future as the site is redeveloped.

A significant amount of vegetation is surrounding the main historical home which may be worthy of preservation and at the top of the bank adjacent to the historical home will restrict site development.



Figure 5. View of John Willmott Farmhouse from Sixteen Mile Creek

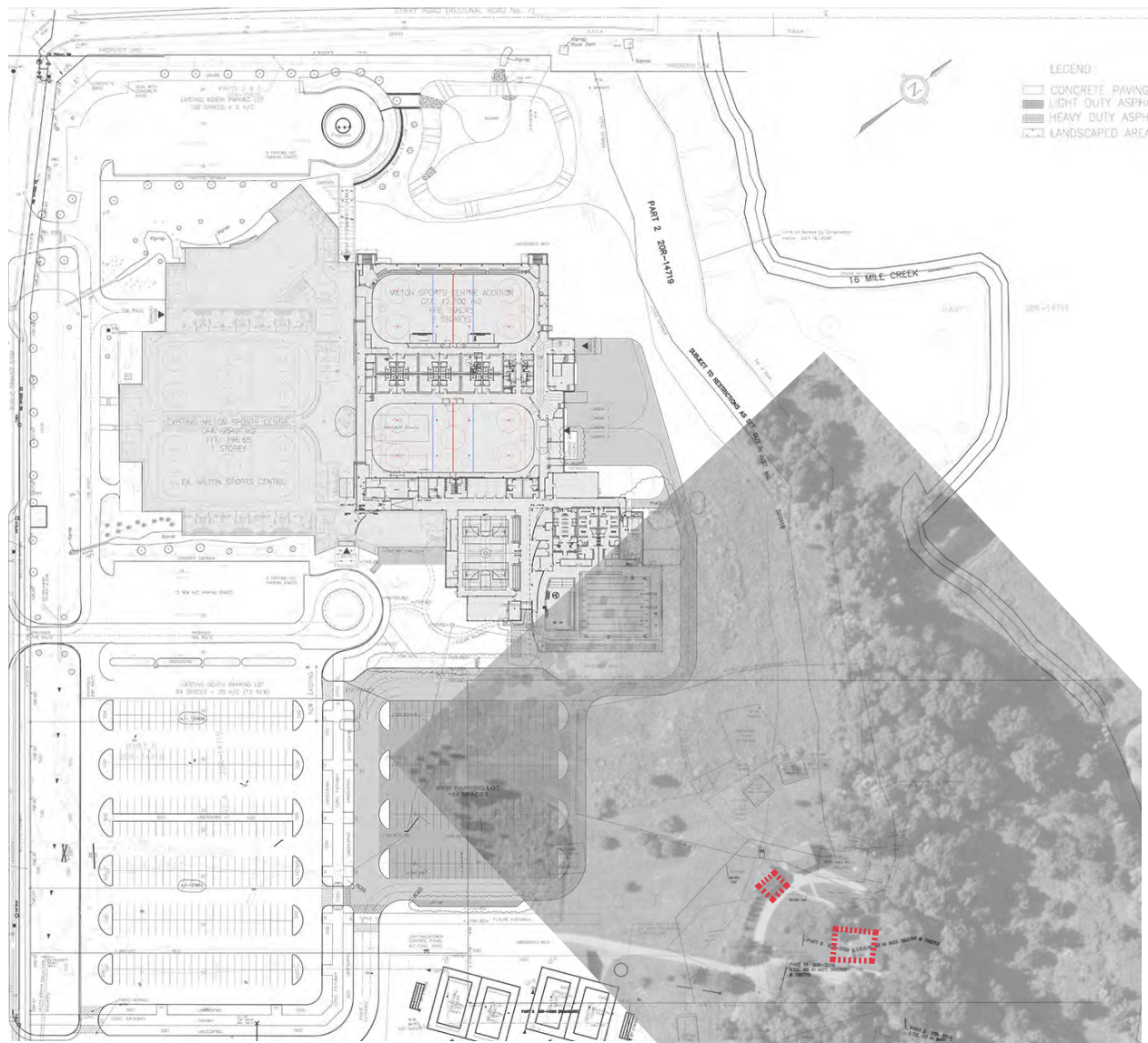


Figure 6. Overlay of Milton Sports Centre expansion plan by BBB Architects and aerial view of Willmott Farmhouse property. Heritage properties are highlighted in red.

2.4.2 RUHL FARMSTEAD - 895 BRONTE STREET SOUTH

The Ruhl Farmstead (Austin Willmott Farmstead) is historically and architecturally significant. It was built by Austin Willmott who was a member of an early pioneer family that had long associations in the community. The farmstead includes a number of buildings, the most important of which are the farmhouse and barn. These two buildings and their setting are designated under Part IV Section 29 of the Ontario Heritage Act. The farmhouse comprises of a rare 1840's wing that formed the original pioneer farmhouse and a grander circa. The 1850's front section that was constructed in the particularly well crafted style that includes Georgian, Greek Revival and Italianate influences. The barn was built by a subsequent owner. It is of particular significance because of its early use of hollow clay tiles in its foundation, as well as because of its disciplined design, state of preservation and traditional relationship to the farmhouse.

The property is located in a future residential plan of a subdivision that currently has no status although draft plan approval is underway with Regional servicing allocation yet to be approved. The buildings are located within a future 7.28 ha (17.99 ac) park block which will preserve the existing buildings and also the surrounding vegetation and topography given the relatively unique nature of the knoll in which the buildings are situated.



Figure 7. The relationship of the barn to the house forms an idyllic composition.



Figure 8. Overlay of future residential subdivision plan and aerial view of Ruhl Farmstead. Heritage properties are highlighted in red.



2.5 GUIDING PRINCIPLES

ERA Architects has developed a set of four guiding principals that are based in both the Town of Milton's Heritage Properties Business Strategy RFP, as well as the goals articulated in the Town of Milton's Strategic Plan - Destiny Milton 2. These guiding principals include:

- 1** Protect and engage the heritage value of the site.
- 2** Identify opportunities that result in no net revenue loss for the municipality.
- 3** Promote community building, 'place-making' solutions that contribute to Milton's unique sense of place and identity.
- 4** Develop potential business models that could be reproducible elsewhere in the municipality for future heritage properties.

2.6 CRITERIA MATRIX

In order to guide the implementation of a Heritage Property Business Strategy at the Ruhl Farmstead and Willmott Farmhouse, the following criteria matrix was developed to provide a framework for future redevelopment plans. The criteria have been identified accordance with the guiding principals.

Town of Milton Re-Use Analysis - Criteria Matrix				Options		
Principle	Criteria		Potential Uses	A	B	C
1. Protect and engage the heritage of the site	Sympathetic to Heritage	1	Not in Keeping with Site Character			
		5	Highly Compatible with Site Heritage			
	Protection of Heritage	1	Requires Demolition of Heritage Resources			
		5	Retains Heritage Resources			
	Impacts on Heritage	1	Potential for significant wear and tear			
		5	Low impacts on structure and grounds			
2. Identify opportunities that result in no net revenue loss for the municipality	Capital Cost	1	High			
		5	Low			
	Financial Risks to the City	1	Very Risky -			
		5	Low Risk -			
	Cost to the Municipality	1	Requires Significant Investment from the Municipality			
		5	Requires Minimal Investment from the Municipality			
	Market Potential	1	Likely Limited Attendance			
		5	Widespread Market Support			
	Phasing Potential	1	Revenue Potential Delayed Until Completion			
		5	Opportunity for Recoveries Prior to Completion			
3. Promote community building and 'place making' opportunities that contribute to Milton's unique sense of place and identity	Access to the Community	1	Limited Opportunity for Community Use			
		5	Community Focal Point			
	Public Access	1	Private Use Requiring the Enclosure of Property			
		5	Highly Accessible to Public			
	Responds to Community Needs	1	Irrelevant to Community Needs/Insufficient Demand			
		5	Community is in Need of Proposed Amenity			
Compatibility to Park Setting	1	High Potential for Negative Impacts				
	5	Compatible with Park Setting				
4. Develop potential business models that could be reproducible elsewhere in the municipality	Involvement of Town	1	Requires municipal management			
		5	High public use with low municipal involvement			
	Potential to Reproduce	1	Is specific to the proposed sites			
		5	Can be used as a model for similar heritage sites			
	Synergies With Adjacent Uses	1	Stand Alone Facility			
		5	Complementary With Adjacent Uses			
	Revenue Generation Potential	1	Highly Dependent on Grants			
		5	Strong Revenue Earning Potential			
	Scale	1	Is Not Compabile to a Smaller Site			
		5	Fits the Small-scale of the Site			
Multi-use Potential	1	Dominant or Sole Use				
	5	Can be Integrated with Other Uses				
Total						



3.

CULTURAL HERITAGE EVALUATION

3.

CULTURAL HERITAGE EVALUATION

Identifying the cultural heritage value of the sites will provide the basis on which a protection strategy will be developed. The development of a business strategy for the engagement of these sites will be bounded to respecting the specific attributes that contribute to the historic character of the site and of which merit protection.

3.1 JOHN WILLMOTT FARMHOUSE

It is recommended that the Willmott Farmhouse be designated under Section 29 of the Ontario Heritage Act for its design, associative and contextual value. This section provides the heritage property evaluation from which to base this designation.

Statement of Cultural Heritage Value or Interest:

The Willmott Farmhouse is of cultural heritage value as an example of a 19th century Regency-style cottage, and due to its relationship to the Sixteen Mile Creek and the Ruhl Farmstead.

The Willmott Farmhouse is linked to John Willmott, one of the region's first British settlers who came to Toronto in 1817 with his wife Rachel and eventually settled at this property. The Willmott Farmhouse is the second home on this site in which the Willmott family lived. It is designed in an unconventional head and tail arrangement. The head forms the 1835 brick home that was built in front of the original log house. The tail was built in the 1840's by one of John Willmott's sons to replace the original log house.

As one of the first houses to be built in Milton, the Willmott farmhouse is of significant historical value. The Willmott Farmhouse is an example of the significance of the Sixteen Mile Creek to the initial settlement of the Town of Milton. Jasper Martin was the first to take advantage of this natural resource in 1821 and the origins of Milton as "Martin's Mills" are linked to the establishment of his first gristmill on the creek. John Willmott also built his home along the creek. The Willmott Farmhouse's relationship to the Sixteen Mile Creek is an important historical cultural landscape in Milton.

The Willmott Farmhouse is also historically linked to the designated heritage property, Ruhl Farmstead, which was built by John Willmott's son, Austin Willmott. The two farmsteads were built on separate lots that were originally adjacent to each other (see Figure 14). With the Ruhl property built on a knoll, it can still be seen from the Willmott Farmhouse's westward view corridor. Other features that link the two properties together are the century old pine trees that were planted by John Willmott on both properties.



Figure 9. Front view of 1830's brick house.



Figure 10. Rear view of 1840's section.

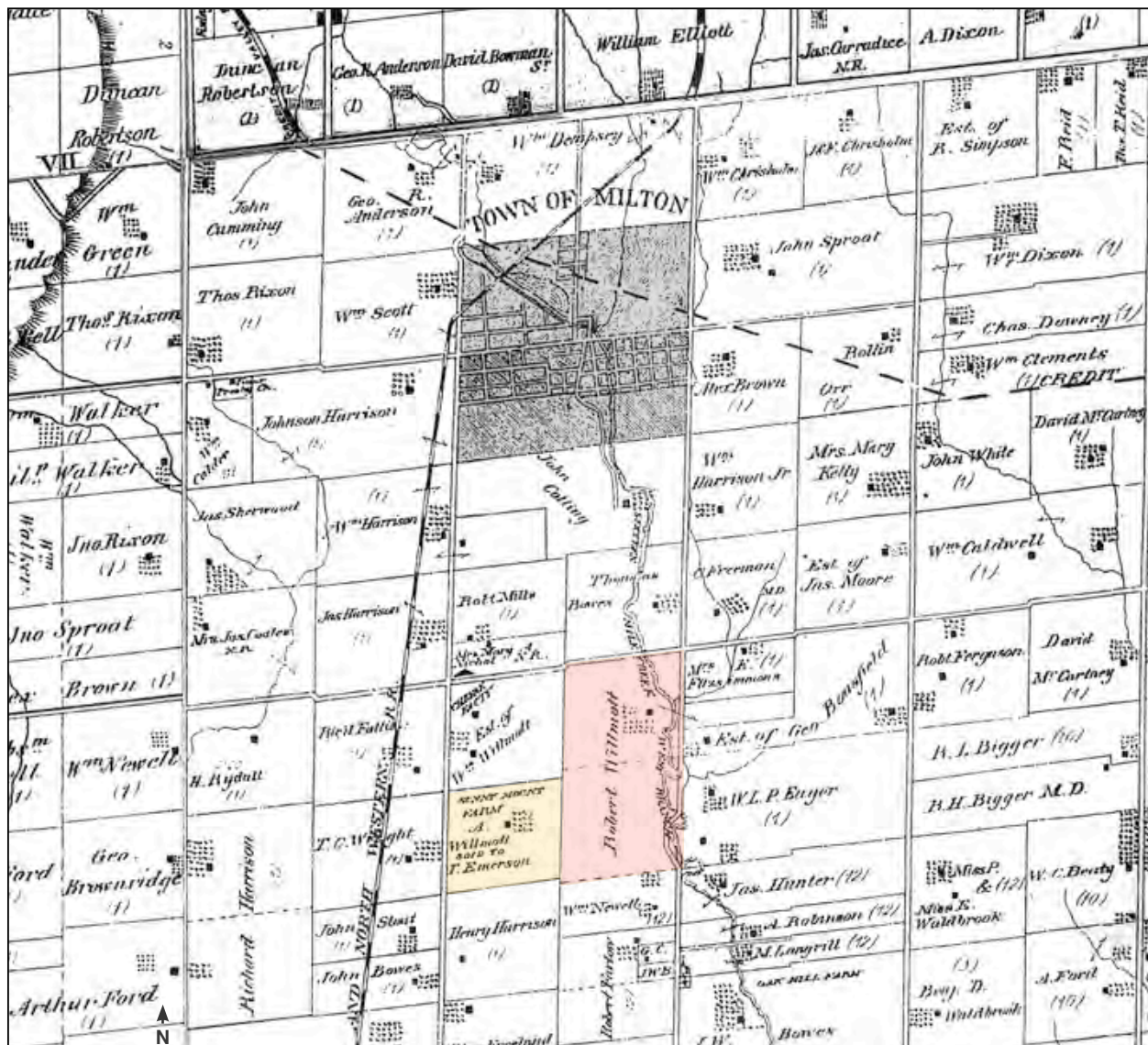


Figure 11. An 1877 Halton County Homestead Map shows the original property line of the John Willmott farmhouse adjacent to the Ruhl Farmstead property which was built by his son, Austin Willmott. Robert Willmott is assumed to be a son who inherited the land after John Willmott's death in 1836. (Source: 1877 Walker & Miles Atlas)



Figure 12. Front of the Willmott Farmhouse facing Sixteen Mile Creek. Like most Regency cottages, the Willmott Farmhouse was situated along a stream.

Description of Heritage Attributes:

Key attributes of the farmhouse that reflects its value as a unique example of early 19th century Regency cottage architecture include:

a) Symmetric design of front section and recessed doorway with flat pilasters indicate influence of the Regency style.



d) Low hipped roof to front of house with broad eaves & paired brackets.



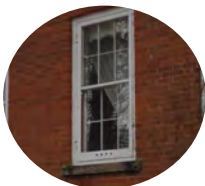
b) Cut limestone foundation with limestone trim detailing.



e) Hand-made bricks laid in Common and Flemish bond patterns with brick voussoirs.



c) Original window and door openings, 6 over 6 windows with limestone sills and panel doors.



f) Ancillary coach house.

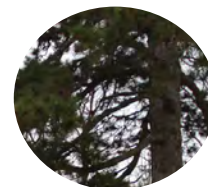


Key attributes of the property that reflects its historical and contextual value include:

a) Location adjacent to the Sixteen Mile Creek.

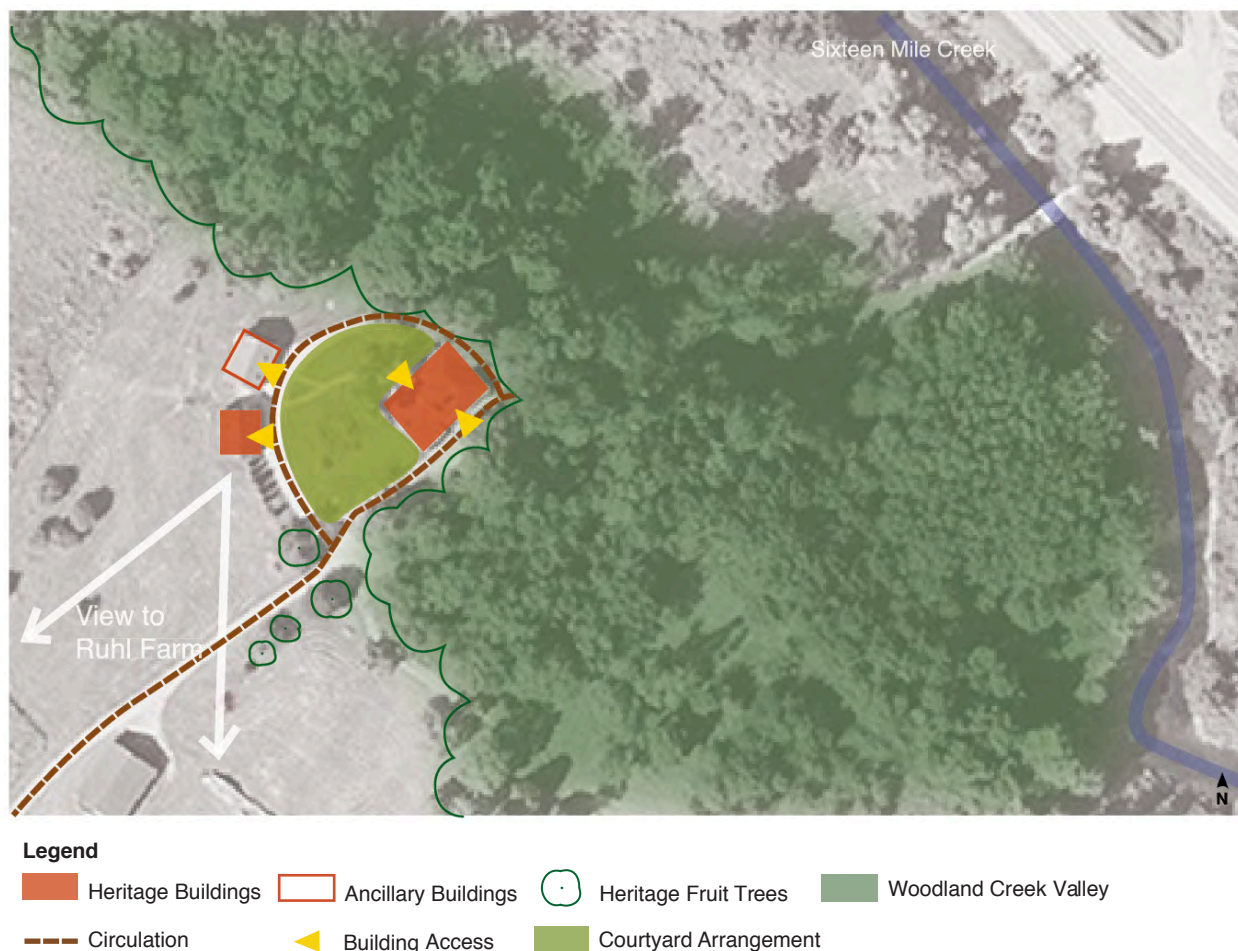


d) Century-old pine trees also found on the Ruhl Farmstead property.



3.1.1 CULTURAL HERITAGE LANDSCAPE ANALYSIS

Part of the original Willmott farm lot has been enveloped into the current Milton Sports Centre expansion plan and community park plan. However, the relationship between the farmhouse and Sixteen Mile Creek retains important heritage value. The farmhouse backs into the creek valley woodland, which buffers the site from the adjacent major road. The arrangement of the ancillary buildings and a few remaining heritage fruit trees also segregates the property from the Milton Sports Centre and expansion site. The buildings are oriented inwardly, creating a courtyard arrangement. The development of a business strategy for this site should respect this compound-like character.



3.2 RUHL FARMSTEAD

The Ruhl Farmstead includes a number of buildings, the most important of which are the farmhouse and barn. These two buildings and their setting are designated under Part IV of the Ontario Heritage Act. The key attributes of the site are divided into an analysis of the architectural significance of the farmhouse and barn, and the property's significance as a cultural landscape.

Key attributes that reflect the architectural significance of the buildings include:

Farmhouse:

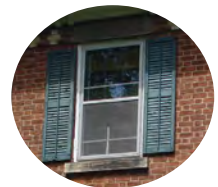
1850's front section with Georgian, Greek Revival and Italianate influences and 1840's wing that formed the original pioneer farmhouse:



a) Classical architectural composition & proportions.



c) Wooden sash 6 over 6 windows with stone lintels and sills, wooden shutters & "blind" windows.



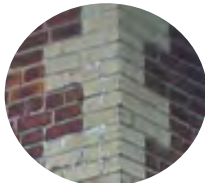
b) Hipped roof to front of house with broad eaves & paired brackets.



e) Finely detailed front entranceway. Interior wood paneling, architraves & detailing and staircase.



c) Hand-made bricks laid in Common and Flemish bond patterns, beaded mortar and contrasting buff brick detailing.



f) Integration of original 1840 one-and-a-half storey pioneer homestead with shallow pitched roof.



Barn:

Well-preserved example of an early 20th century dairy barn with integrated granary and chicken coop:



a) Gambrel roof and board & batten walls.



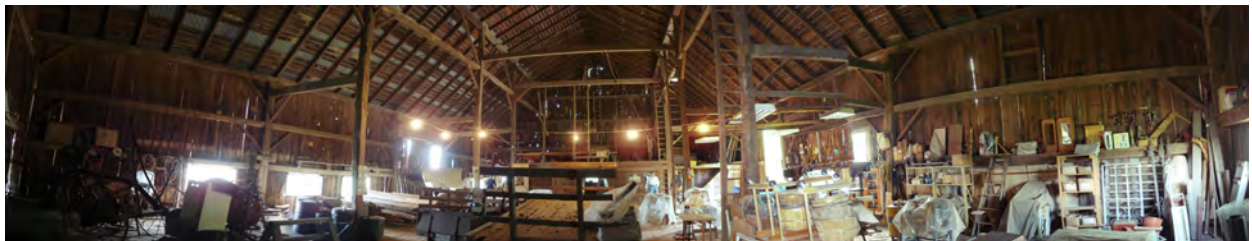
d) Pairs of 2 by 2 sash windows built into foundation with brick relieving arches above windows and door.



a) Hollow clay tile foundation.



c) High ceiling formed by well-preserved wooden beams.



3.2.1 CULTURAL HERITAGE LANDSCAPE ANALYSIS

The Ruhl property is a fine example of a 19th century farmstead. The heritage designation of the property states that the two buildings (the farmhouse and barn) and their setting are designated under Part IV Section 29 of the Ontario Heritage Act. The purpose of this section is to identify the heritage attributes of the "setting" as a cultural heritage landscape in order to maintain their integrity in the midst of change and development.

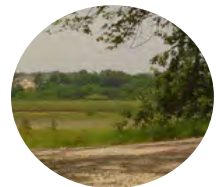


Key attributes that reflect the property's significance as a historic cultural landscape include extensive landscaping such as:

a) Century old pine trees.



c) Knoll top location.



b) Rich arable land.



e) Small pond.



d) The compound formed by the relationship between the farmhouse and barn.



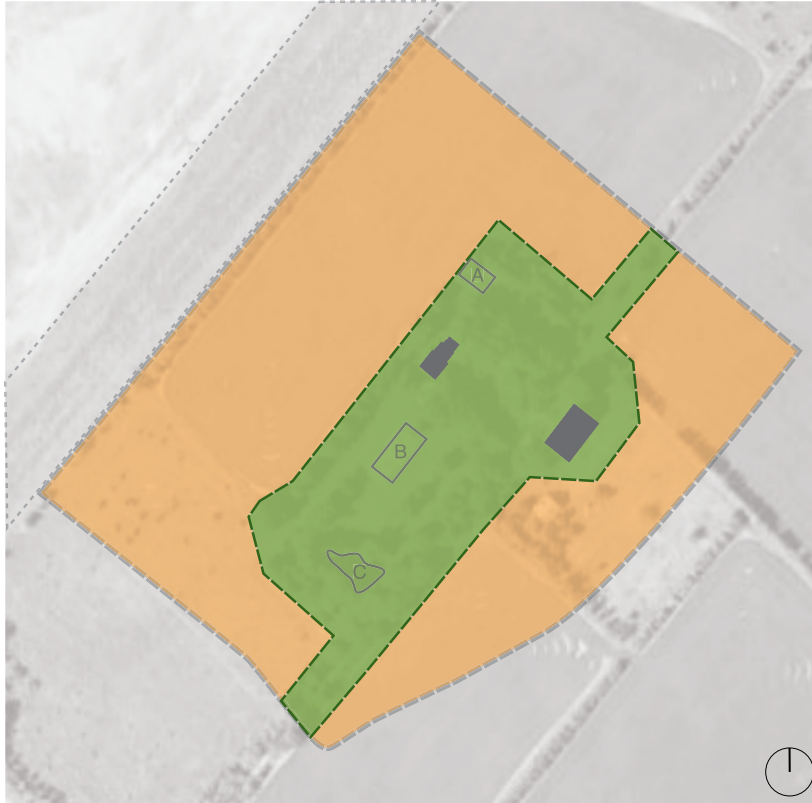
Site Analysis

The Ruhl property follows typical arrangements of traditional 19th century farmsteads. In the image below, **Zone 1** refers to the agricultural fields found around the perimeter of the original lot. Traces of tree rows are seen and served to delineate parcels of land for the traditional practice of crop rotation, which was common practice at the time. **Zone 2** refers to the heritage farmstead precinct. The boundaries were dictated by a hedge formed by century old tree rows that create a sense of enclosure and separation from the surrounding expansive, open area. The community park boundary contains both of these zones, which have different cultural landscape attributes but pertain to the traditional arrangement of late 19th century farmsteads. The proposed community park boundary should maintain this relationship between the agricultural field zone and farmstead precinct zone at the new scale. The following analysis is related to these two zones and examines details of this cultural heritage landscape including: vegetative structure; outdoor rooms; views and landform; circulation; and built features.



Legend

 Zone 1 (agricultural fields)  Zone 2 (farmstead precinct)  Community Park Boundary



Zones

The arrangement of the Ruhl Farmstead landscape is typical of 19th century farmsteads.

Traces of the farmstead's original orchards can be seen. Orchards and vegetable gardens were traditionally located close to the farmstead for convenience and cooking purposes.

Although the pond is not necessarily an original component, it contributes to the intimate setting of the heritage farmstead precinct.

Legend

- Agricultural Fields
- Heritage Farmstead Precinct
 - A) orchard
 - B) vegetable garden
 - C) pond
- Heritage Precinct Boundary
- Designated Heritage Buildings
- Community Park Boundary
- Union Gas Corridor



Vegetative Structure

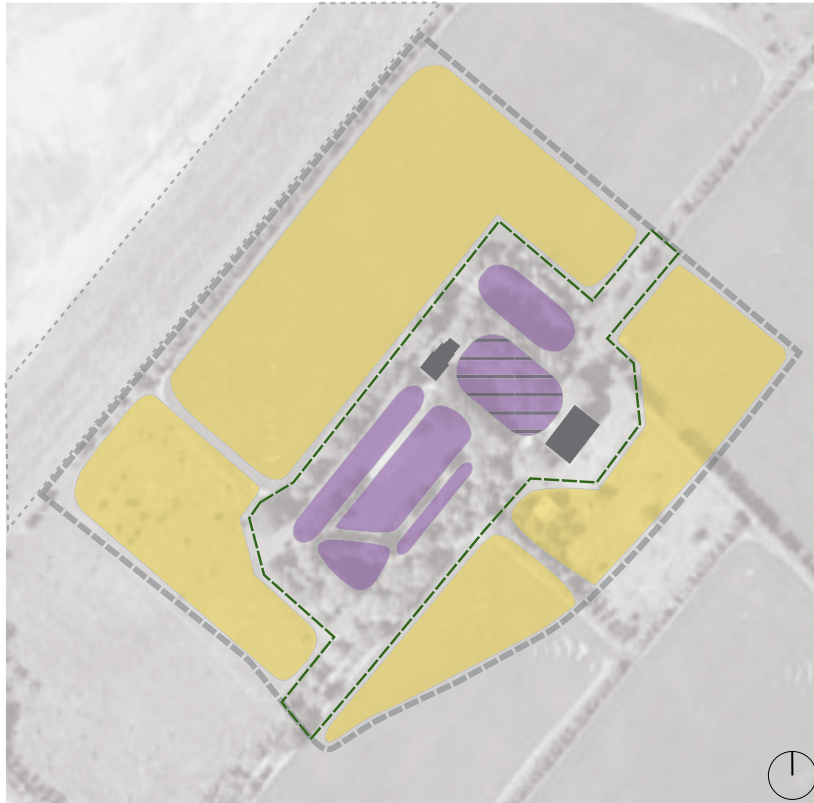
Farmstead tree rows defined the original hedge of the farmstead, formed primarily by century old pine trees. These should be protected and maintained.

Field tree rows were most likely used to delineate plots of land for crop rotation. They probably served as informal circulation purposes and provided shade during farm work.

Secondary tree rows are also part of the vegetative structure, however, they could be altered if need be.

Legend

- Farmstead Tree Row
- Field Tree Row
- Secondary Vegetative Structure
- Heritage Precinct Boundary
- Community Park Boundary
- Union Gas Corridor



Outdoor Rooms

Formed by the vegetative structure, the outdoor rooms on the site could provide different programming opportunities, according to their characteristics.

For example, the flat agricultural areas are conducive to active uses, while the enclosed areas would be more appropriate for passive uses.

Legend

- Open, Flat, Exposed Rooms
- Enclosed, Rolling, Intimate Rooms
- Formal Enclosure
- Heritage Precinct Boundary
- Community Park Boundary
- Union Gas Corridor



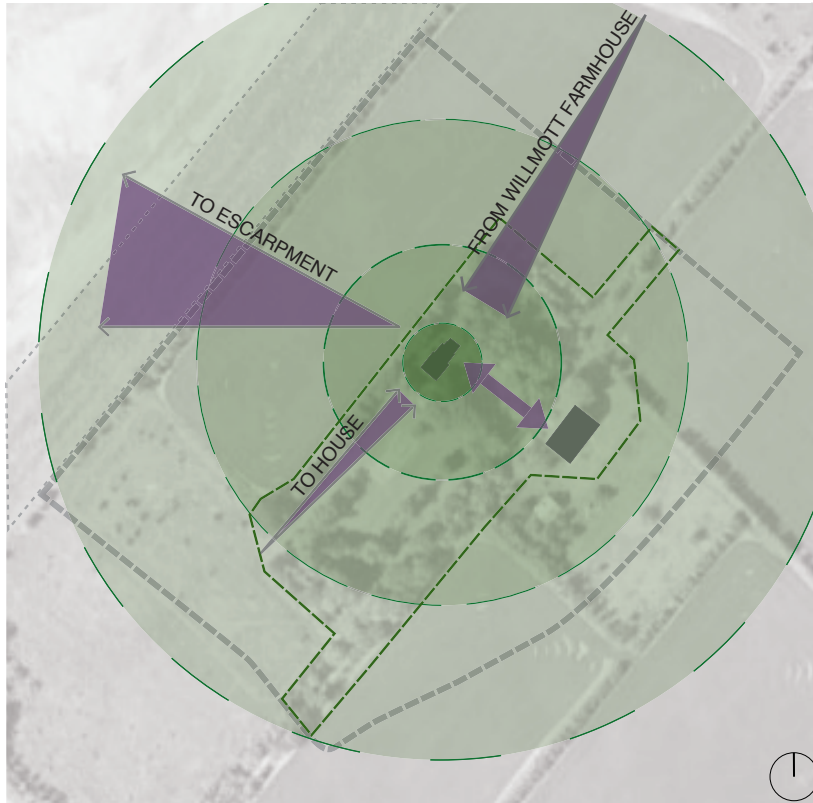
Circulation

The primary pedestrian spine of the site is enhanced by a procession-like row of trees. This formal circulation route should be protected and maintained.

The field tree rows, although not primarily intended for circulation, would have probably been used as an informal route for farm workers to move between plots.

Legend

- Primary Pedestrian Spine/
Shared Vehicular Access
- Informal Pedestrian Circulation
- Vehicular Access
- Heritage Precinct Boundary
- Community Park Boundary
- Union Gas Corridor



Views and Landforms

The farmstead was built on a knoll, as was traditional to build homes on the highest point on the property. The elevated location of the farmstead allows privileged views to the escarpment and views of the home itself at lower topographic grades. These views should be maintained and enhanced.

There is also opportunity to maintain visual connection with the Willmott Farmhouse to highlight the historical connection between the two properties.

NB: Representation of topography is diagrammatic and not to scale

Legend

-  Important Views/Visual Connections
-  Increasing Topographic Grade
-  Heritage Precinct Boundary
-  Community Park Boundary
-  Union Gas Corridor



Built Features

The built features within the heritage precinct are consistent with the historic farmstead character. Fencing throughout the precinct is wooden rail fencing. Other built features, such as benches and lookout points by the pond, are also made of wood. An outdoor oven is made of large stones and vehicular circulation is not paved, but gravel.

Legend

-  Gravel Pathway
-  Wooden Fence
-  Other Wooden Built Features
-  Stone Built Features
-  Heritage Buildings
-  Ancillary Buildings
-  Heritage Precinct Boundary
-  Community Park Boundary
-  Union Gas Corridor

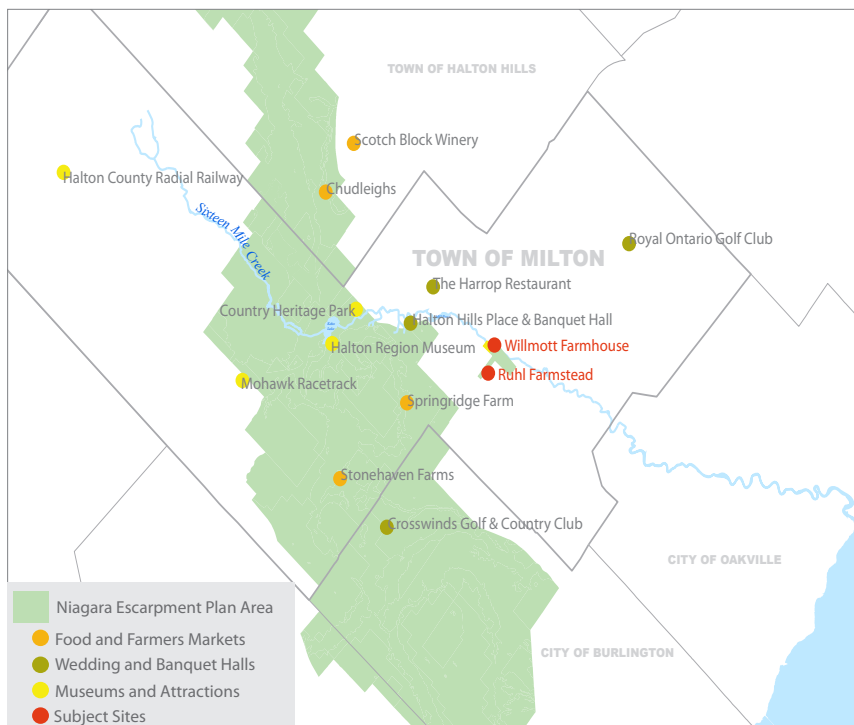


4. DEVELOPING A STRATEGY

THINKING REGIONALLY: NIAGARA ESCARPMENT



Southern portion of Ontario's Niagara Escarpment.



Existing attractions and venues related to the Escarpment in Milton

Niagara Escarpment Plan

Although the Ruhl and Willmott properties lie outside of the boundaries of the Niagara Escarpment Plan and Parks and Open Space System, part of the distinctive character of the two heritage properties is a visual connection to the Escarpment and a physical connection through Sixteen Mile Creek. A business strategy for the re-use of the Ruhl and Willmott properties could greater engage this natural resource in the culture and tourism industry, as exemplified by the thriving food and winery sector in the southern portion of the Escarpment in the regional municipality of Niagara.

A Cultural Industry in Milton

The re-use of the Ruhl and Willmott properties presents an important opportunity to support and enhance the burgeoning culture, food and tourism industry in the Town of Milton. The programming of these two properties should be geared towards catalysing a cultural industry in the Town of Milton based on the natural assets and character of the area, including the Niagara Escarpment and its agricultural heritage.

4.2 RE-THINKING THE PARK - THE MULTI-PURPOSE PARK

Milton finds itself amongst a greater trend where cities are re-thinking the way community parks are programmed. In many instances, the adaptive re-use of heritage buildings are used as a catalyst.

Throughout the early 20th century parks often contained dynamic programming, functioning as multi-purpose community centres. In South Chicago, a series of 10 parks developed around 1900 formed the prototype of neighbourhood parks in North America.

In response to the need to provide 'breathing spaces' in Chicago's crowded tenement districts, a system of 10 parks and recreational areas developed in the city's most densely populated neighbourhoods.

Each park was anchored by a 'field house', which would provide athletic, educational and recreational programs throughout the year.

These parks established the notion of having a programmed structure as part of a neighbourhood park design.

This prototype remained popular in the post-war period in North America, although the field house would take the form of schools and community centres usually located next to a park at the centre of a subdivision. The level of programming and its integral role waned over time. In many instances, park scope was limited to passive and active recreation.

In the 21st century, there is a resurgence of the concept of the multi-use park anchored around a programmed field house, after a result of grass roots community development promoting a re-think of the role of a park. The following subsections illustrate this trend in local contexts.

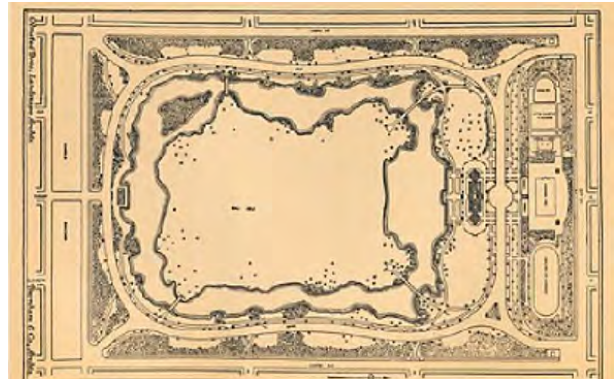


Figure 13. Plan of Sherman Park, one of ten neighbourhood parks that opened in 1905 designed by D.H. Burnham & Co. and the Olmsted Brothers (top). Sherman Park Fieldhouse (middle). Children's play grounds in Sherman Park, Chicago (bottom).

(Source: Encyclopedia of Chicago)

LOCAL EXAMPLES:

Artscape Wychwood Barns

The Artscape Wychwood Barns is a 60,000 sq. ft. multifaceted community centre located at St.Clair Avenue West and Christie Street. The Wychwood Barns were created by the re-use of an abandoned TTC streetcar repair barns site. It is comprised of five attached brick buildings built between 1913 and 1921 and is surrounded by 127,000 sq.ft (2.9 ac) of City park space. The entire site is 4.3 acres.

The Wychwood Barns came into being through a working partnership between non-profit organizations, Artscape and the Stop Community Food Centre, and the City of Toronto.

It serves as a social incubation space, providing artist live/work space that houses 26 artists and their families, 17 individual artists and 11 non-profit arts and environmental organizations including The Association for Native Development in the Performing and Visual arts, Helene Comay Nursery School, Latino Canadian Cultural Association, and The Stop Community Food Centre.

The Studio Barn provides 26 live/work studios, 15 work-only studios, and a Community Gallery.

The Covered Street Barn provides affordable community use space, including year-round access for community events, exhibitions, festivals, etc.

The Community Barn provides affordable programming, rehearsal, office and meeting space to not-for-profit community arts and environmental organizations.

The Stop Community Food Centre's Green Barn houses a year-round temperate greenhouse, sustainable food education centre, sheltered garden, outdoor bake oven and compost demonstration site. The Green Barn's year-round farmers' market is a successful weekly event that draws visitors from the whole city.

Other park features include a children's play area, open sports field with a natural ice rink, a fenced-in off-leash dog area, a beach volleyball court and picnic tables.

The buildings are owned by the City of Toronto. Artscape was the developer and operates the buildings. Artscape's vision for the reuse of the barns was developed through an extensive process of community consultations and a feasibility study. The Artscape Wychwood Barns is an example of a successful collaborative process.



Figure 14. Toronto Transit Commission streetcar repair barns were adapted into a vibrant community hub.

Sorauren Park

Sorauren Park is a park in the City of Toronto's Roncesvalles/Parkdale neighbourhood. It is a local example of the return to the Chicago prototype for a multi-purpose park design anchored by a fieldhouse. The park was created in 1995 by the brownfield redevelopment of an old Toronto Transit Commission (TTC) transit garage site which was decommissioned in the 1980's. The site also included an industrial building built in 1915 as a plant for the Canada Linseed Oil Company.

The park and all its related facilities are owned by the City of Toronto and is maintained by the Wabash Building Society, a non-profit volunteer-run, community-based organization. Many volunteers and community groups are also involved in programming, maintaining and enhancing the park.

The old Canada Linseed Oil Company factory has been re-adapted to become the hub for community life around the park. Aptly named, the Sorauren Park Fieldhouse recalls the historical prototype that developed out of South Chicago at the turn of the 20th century. Opened in 2008, the Fieldhouse provides 2,000 sq. ft of meeting space, a small kitchen, and washrooms and houses fitness programs, nutrition workshops, nature classes, farmer's markets, etc.

The restoration of the site involved the City of Toronto conducting a \$1-million environmental clean up of the site, removing contaminated soil and asbestos in the old buildings.

The Wabash Building Society took a 'baby-step' approach by focusing on the quick provision of washrooms, storage space and meeting space for the park. Over time, a children's sports league in the park has grown from 100 to 750 children registered each season. The park now also hosts seasonal festivals, an off-leash dog park, a natural ice rink in the winter, and other community events.

The construction of the Fieldhouse was aided by efforts by the community involving a fundraising campaign, grants from the Evergreen Foundation, in-kind donations, "Section 37" development fees from nearby condo and loft developments, and City support.



Figure 15. Sorauren Park's fieldhouse was adapted from an industrial building built in 1915.

4.3 DEVELOPMENT OPTIONS SHORT LIST

Our initial exploration of options resulted in a long list of possible programming options, including professional offices, the introduction of a community shared agriculture program at the Ruhl Farmstead property, or heritage recreation uses such as equestrian facility at the Willmott property. However, many of these options were eliminated due to a lack of current market viability. The following short list of options was determined through consultation with the Town of Milton's Heritage Properties Business Strategy Steering Committee. Section 5 will analyze these options in greater detail.

Willmott Farmhouse

Ruhl Farmstead

1. Daycare/Early childhood education centre	1. Events facility and restaurant
2. Pub/Restaurant	2. Day spa
3. Office Space for Community Agency	3. Not-for-profit/Community Fieldhouse

4.3.1 PRECEDENTS

The following case studies were considered for the feasibility of the shortlist options:

The John Noble Raymer House - York Montessori Academy - Markham, Ontario

Other municipalities such as the Town of Markham have had success in adapting heritage buildings to re-use for educational purposes. The primary tenant for these spaces are typically small alternative schools and day care facilities that cater to the local population. The John Noble Raymer House is an example of a designated property in the Town of Markham that has been successfully adapted to a new use through the introduction of a Montessori School. Until recently, the property was occupied as a residential property, but was purchased by a private developer. The Town of Markham worked with the developer to relocate the property and secure a suitable tenant for the property. The school maintains the heritage character of the property while at the same time meeting the needs of the Montessori school's clients.



Figure 16. The John Noble Raymer House before and after conservation.

Aberfoyle Mill Restaurant - Guelph, Ontario

The Aberfoyle Mill Restaurant in Guelph, Ontario is located within a historic grist mill, constructed in 1859. It has been a successful restaurant since the 1960's. It operates daily as a restaurant, but can be booked for private functions, weddings and also hosts regular murder mystery dinner theatres. The historic and country atmosphere of the restaurant contributes to the appeal to the restaurant. The picturesque grounds of the Aberfoyle Mill is a popular venue for outdoor weddings as well. The Aberfoyle Mill is situated within a subdivision development, as will be the future condition of the Ruhl Farmstead. The scale of the Aberfoyle Mill property and the Ruhl Farmstead property is also comparable.



Figure 17. Aberfoyle restaurant and grounds.

Church Community Centre by arc Architects - Schwindkirchen, Germany

A fit up of an historic barn for an old presbytery in Schwindkirchen, Germany involved the construction of a two storey timber-and-concrete structure which was inserted within the existing enclosure of the barn. This was an extraordinary intervention that retained the open timber roof structure of the barn as well as the original ensemble of the grounds, including the priest's and curate's houses and the barn. It simplified the re-use of the barn, without having to apply elaborate insulation, install double glazing, or completely dry out old walls.

The new building is a two storey community centre containing club and youth rooms, and a main hall. In the summer, the barn gates open and the intermediate zone becomes part of a covered area available to the community.



Figure 18. Two-storey church community centre inside a historic barn in Schwindkirchen, Germany.



5. RECOMMENDED OPTIONS

5. RECOMMENDED OPTIONS

Our approach to the selection of programming options for the site has been framed by the guiding principles and criteria matrix developed in section 2.4 and 2.5. Another key element to our site approach is awareness that the operator of these properties will likely either be a private or not-for-profit enterprise with ownership remaining with the municipality. Our reasoning is based on previous experiences of other municipalities who have tried unsuccessfully to undertake both the ownership and operation of complex heritage properties. In order to ensure that risk to the municipality is kept low, each business model assumes that the private partner would be responsible for capital investments and daily operations in all cases. However, as municipal development of the adjacent parks will be underway concurrent to, or prior to the development of the Ruhl and Willmott properties, there is an opportunity for site infrastructure investment to aid in the revitalization of the heritage properties. See Appendix I Development Investment Scenarios for details on a collaborative public and private investment strategy.

In Section 5.1.1 and 5.1.2, urbanMetrics provides a real estate options analysis of the potential revenue scenarios for the range of short-listed uses identified in Section 4.3 which include:

For the **Willmott Property**

- a daycare facility,
- a restaurant/pub, or
- community-based offices

For the **Ruhl Property**

- events facility and restaurant,
- a day spa, or
- community-based organization

The real estate options analysis also considers some of the more qualitative community benefits accruing from each the above development options, and highlight some of the potential risks and constraints which may ultimately limit the scope, scale and/or timing of some of the options.

ERA further provides an analysis of the implementation considerations and potential heritage and urban design impacts of each of the recommended development options.

This section illustrates the feasibility of a successful adaptive re-use of the Ruhl Farmstead and Willmott Farmhouse. We thus recommend that approval be sought from Milton Town Council to either develop an Expression of Interest (EOI) to begin the process of finding a suitable development partner or retain a retail consultant to actively attract and recruit future tenants. Once a development partner is selected, the Town could then establish a development and lease agreement. This agreement would define expectations and responsibilities in accordance with strategic goals. This agreement may also establish a framework and timeline for a collaboration of private and public investment for the coordinated development of the Ruhl Farmstead and Willmott Farmhouse properties and adjacent parks.

5.1 WILLMOTT FARMHOUSE RECOMMENDED OPTIONS

5.1.1 REAL ESTATE OPTIONS ANALYSIS

OPTION 1: DAYCARE/EARLY CHILDHOOD EDUCATION CENTRE

A daycare facility located at the Willmott farmhouse would complement the surrounding land uses, including the future residential development, and community recreation facilities, while also increasing the Town of Milton's capacity to deal with the growing demand for child care spaces.

Based on population projections provided by the Ontario Ministry of Finance, the Town of Milton is expected to experience consistent population growth, particularly amongst infants and toddlers between the ages of zero and four. The existing market for daycare facilities in Milton is under supplied, with more than 50% of the existing daycare facilities reporting waiting lists for prospective clients. The average daily rate for one child in a daycare facility in Milton is approximately \$34 based on an inventory of more than 40 existing facilities. Based on the inventory of daycare facilities in Milton, daily rates range between \$20 and \$45 per child enrolled.

The extension of kindergarten classes to the entire day for students throughout the province will limit the demand for daycare services for children over the age of five, except for before/after school programs. Although the program has not been fully implemented throughout the province, it is expected that every elementary school in Ontario will have full day kindergarten classes by 2014. As a result, the analysis of a day care facility on the Willmott property was based on a facility which provided care for infants, toddlers and preschoolers who are less than five years of age.

The heritage house located on the Willmott property is approximately 2,500 square feet. Assuming a building efficiency ratio of 80%, the gross leasable area would be 2,000 square feet. After allocating 1,300 square feet of the gross leasable area towards administrative space, storage, and a kitchen/dining area, there would be 700 square feet of unobstructed space remaining for daycare programming. Under the Ontario Child Care Licensing guidelines, it is recommended that each child have 30 square feet of unobstructed floor space. As a result, the maximum capacity of the heritage house would be 23 children.

The northeast ancillary structure is 900 square feet. Assuming an efficiency ratio of 80%, the gross leasable area of the north ancillary structure is 720 square feet. It was assumed that the other ancillary structure will be used for storage purposes, allowing the entire 'northeast ancillary structure' to be dedicated to provide additional child care space. Given that there is 720 square feet of the unobstructed floor area in the 'northeast ancillary structure' no more than 24 students could be accommodated in this building. As a result, the subject site would have a maximum capacity of 47 students, if the Willmott farmhouse and the adjacent ancillary structures were converted into a daycare facility.

Available grants and subsidies for childcare services in Ontario are typically provided to parents to be used to finance program fees, which make a significant contribution to the revenue earned by daycare services. Based on our analysis of other daycare facilities in the Greater Toronto Area, approximately 35% of day care revenues are derived from subsidies, with the remaining 65% paid for by parents. In our analysis we have assumed that 35% of daycare revenues would be attributed to grants/subsidies, with remaining 65% derived from parents.

In the **high revenue scenario** we have assumed that the daycare facility will be operating at 100% capacity. Assuming children are enrolled in a daycare program 5 days per week, 50 weeks per year, at a daycare facility charging \$40 daily for each child, the **total annual revenue generated by the daycare would be approximately \$475,000.**

In the low revenue scenario we have assumed that the daycare facility will be operating at 85% capacity. Assuming children are enrolled in a daycare program 5 days per week, 50 weeks per year, at a daycare facility charging \$40 daily for each child, the **total annual revenue generated by the daycare would be approximately \$402,000.**

The operating expenses for a daycare facility were modelled based on the financial statements of other daycare facilities in the Greater Toronto Area. A

daycare operator typically incurs an annual insurance charge of \$40 per student. Annual food expenses are typically \$1000, program supplies are \$160, school trips are \$80, office supplies are \$110, and miscellaneous expenses are typically \$50 per student. These expenses have been modelled based on the number of students because they are sensitive to increases or decreases in enrolment. Professional fees have been forecast at 1.5% of the total revenues earned, assuming that professional fees are related to the revenues earned.

The number of staff required to care for the children in each building at the daycare facility is based on the guidelines provided Ontario Child Care Licensing Orientation Package. For children who are 30 months of age or younger, one staff member is required for every 2-3 students. For children who are between 30 and 60 months of age, there must be at least one staff member for every eight students. As a result, the daycare facility would employ nine staff members in the high revenue scenario, and eight staff members in the low revenue scenario. Staff salaries are based on 37.5 hours worked each week, 50 weeks annually. The wage rate used to model staff salaries is based on the average wage for early childhood educators in the Toronto region (\$15.70).

The estimated cost to renovate the Willmott farmhouse and repurpose the property to accommodate a daycare facility is \$554,000*. To limit the costs borne by the Town of Milton we have assumed that the future daycare operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the building upgrades, we assumed that a standard loan to value of ratio of 75%. As a result the original loan balance would be \$393,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$39,000; with the borrowing costs declining gradually as the loan reaches maturity.

¹ 'Neighbourhood shopping centre' refers to a retail property, typically with less than 70,000 square feet of total retail space. Neighbourhood shopping centres are smaller scale retail hubs that are intended to serve the residents in the surrounding residential area, rather than a more regional service area.

The average annual rental rate for services businesses located in neighbourhood shopping centres (\$14.25 per square foot) was used as the benchmark figure to determine the annual rental stream from the subject site¹. As a result, the expected **annual rental revenue for the Town of Milton would be in the order of \$40,000 under both the low and high scenarios.**

From our perspective, the provision of below market rent by the Town of Milton, may aid in ensuring the success of the daycare scenario.

Based on financial projections for a daycare facility on the Willmott property (with rent and the borrowing costs associated with the required heritage building upgrades included in the annual expenses) net earnings are expected to be **\$70,000 in the high scenario** and **\$35,000 in the low scenario.**

Willmott Property Option 1 Summary Daycare / Early Childhood Education Centre

Projected Revenue:	\$402,000 - \$475,000
Projected Earning (for Operator):	\$35,000 - \$70,000
Projected Rental Income (for Town):	\$40,000 - None

Facility Investment Costs:	\$554,000*
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Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

OPTION 2: RESTAURANT/PUB

Establishing a restaurant in the Willmott farmhouse provides another development option that complements the surrounding land uses, providing a local venue for residents and visitors to enjoy restaurant services before or after making use of the nearby recreational facilities. While there are risks in establishing a restaurant given the volatility of the market (and a high business failure rate), a restaurant/pub located within the former Willmott farmhouse and incorporating the ancillary buildings would provide the greatest opportunity to generate revenue, if a reputable operator is secured. The restaurant alternative was explored under two development scenarios – a restaurant with an addition; and a restaurant constructed in the existing buildings.

OPTION 2A: RESTAURANT/PUB (without addition)

The heritage house located on the Willmott property is approximately 2,500 square feet. Assuming a building efficiency ratio of 80%, the gross leasable area would be 2,000 square feet. Restaurants will often have in the order of 40% of the gross leasable area occupied by the kitchen and storage areas. As a result, the gross floor area of the restaurant dining space would be 1,200 square feet. The 'northeast ancillary structure' is 900 square feet. Assuming an efficiency ratio of 80%, the gross leasable area of the north ancillary structure is 720 square feet. In total the pub/restaurant could accommodate approximately 80 customers, without investing in an addition to the existing buildings.

The Ontario Building Code requires that all alcoholic beverage or dining spaces must provide guests will at least 11.8 square feet per person. Typically restaurants provide between 15 and 20 square feet of space per customer. To promote more of a fine dining experience, it was assumed that the maximum capacity would be determined using a floor area ratio of 24 square feet per person. As a result the maximum capacity of the heritage house (with no building additions) would be 50 customers, and the 'northeast ancillary structure' could accommodate up to 30 people.

In the **high revenue scenario** (with no building additions) it was assumed that a restaurant/pub would operate at 75% of the maximum capacity. Assuming

the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 65,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, **the restaurant would generate approximately \$1.9 million in total revenues.**

In the **low revenue scenario** (with no building additions) it was assumed that a restaurant/pub would operate at 50% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 43,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, **the restaurant would generate approximately \$1.3 million in total revenues.**

The operating expenses for a restaurant/pub were modelled based on the financial statements of other restaurants in the Greater Toronto Area. For restaurants, a number of operating expenses are sensitive to changes in the volume of business (reflected in revenues earned). As a result, some operating expenses were modelled as a percentage of total revenues. Marketing was assumed to be equivalent to 2% of total revenues, and professional fees were 0.5% of total revenues. Supplies, utilities, insurance, salaries, rent, and borrowing costs were modelled differently than the other operating expenses.

In general, restaurants typically employ a 300% markup on food and alcohol sales. As a result, the supplies expense is equal to 1/3 of the total food and beverage revenues. Because utilities are not very sensitive to changes in the volume of business, this expense category was calculated as a percentage of the rent. It was assumed that utilities are equal to 10% of the annual rent for the building. Insurance was assumed to be equivalent to 3% of total rent. The wage rate used to model staff salaries is based on the average wage for chefs (\$15.55) and food and beverages servers (\$11.75) in the Toronto region. The average rental rate (\$17 per square foot) for an independent licensed restaurant in a neighbourhood commercial context was used as a benchmark for the

rental income that could be generated by the Town of Milton if the Willmott property is leased to a private, third-party restaurant operator.

The estimated cost to renovate the Willmott farmhouse and repurpose the property to accommodate a restaurant/pub (with no building addition) is \$752,000*. To limit the costs borne by the Town of Milton we have assumed that the future restaurant operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the building upgrades, we assumed that a standard loan to value ratio of 75% would be used. As a result the original loan balance would be \$564,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$55,000; with the borrowing costs declining gradually as the loan reaches maturity.

Based on the average for independent restaurants serving liquor, **the Town of Milton could expect to earn in the order of \$47,000 in annual rental income if the Willmott farmhouse was rented to a restaurant operator.** Financial projections for a restaurant/pub (with no building addition) on the Willmott farmhouse property indicate that **net earnings** are expected to be **\$451,000 in the high scenario** and **\$180,000 in the low scenario.**

OPTION 2B: RESTAURANT/PUB (with addition)

The Ontario Building Code requires that all places that serve alcoholic beverages or dining spaces must provide guests with at least 11.8 square feet per person. Typically restaurants provide between 15 and 20 square feet of space per customer. To promote more of a fine dining experience, it was assumed that the maximum capacity would be determined using a floor area ratio of 24 square feet per person. A 750 square foot addition to the northeast coach house would increase the maximum capacity of a restaurant on the Willmott property from 80 to 105 customers.

The operating expenses for a restaurant/pub were modelled based on the financial statements of other restaurants in the Greater Toronto Area. For restaurants, a number of operating expenses are sensitive to changes in the volume of business

(reflected in revenues earned). As a result, some operating expenses were modelled as a percentage of total revenues. Marketing was assumed to be equivalent to 2% of total revenues, and professional fees were 0.5% of total revenues. Supplies, utilities, insurance, salaries, rent, and borrowing costs were modelled differently than the other operating expenses.

In general, restaurants typically employ a 300% markup on food and alcohol sales. As a result, the supplies expense is equal to 1/3 of the total food and beverage revenues. Because utilities are not very sensitive to changes in the volume of business, this expense category was calculated as a percentage of the rent. It was assumed that utilities are equal to 10% of the annual rent for the building. Insurance was assumed to be equivalent to 3% of total rent. The wage rate used to model staff salaries is based on the average wage for chefs (\$15.55) and food and beverage servers (\$11.75) in the Toronto region. The average rental rate (\$17 per square foot) for an independent licensed restaurant in a neighbourhood commercial context was used as a benchmark for the rental income that could be generated by the Town of Milton if the Willmott property is leased to a private, third-party restaurant operator.

In the **high revenue scenario** (with building additions) it was assumed that a restaurant/pub would operate at 75% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there is an average of three servings each day (one lunch serving and two dinner servings), the restaurant would have approximately 85,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, **the restaurant would generate approximately \$2.5 million in total revenues.**

In the **low revenue scenario** (with building additions) it was assumed that a restaurant/pub would operate at 50% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 57,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, **the restaurant would generate approximately \$1.7 million in total revenues.**

The estimated cost to renovate the Willmott farmhouse and repurpose the property to accommodate a restaurant/pub (with building addition) is \$956,000*. To limit the costs borne by the Town of Milton we have assumed that the future restaurant operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the building upgrades, we assumed that a standard loan to value of ratio of 75%. As a result the original loan balance would be \$716,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$70,000; with the borrowing costs declining gradually as the loan reaches maturity.

Based on the average for independent restaurants serving liquor (\$16.98 per square foot), **the Town of Milton could expect to earn approximately \$56,000 in annual rental income if the Willmott farmhouse was rented to a restaurant operator.**

When projected revenues and expenses are calculated, including borrowing costs required to finance building upgrades, a restaurant would be able to generate increased profits by investing in an addition in order to increase the maximum capacity. Given the increased capacity created by a building addition, the financial projections for a restaurant/pub (with building addition) indicate that net earnings are projected to equal **\$639,000 in high revenue scenario**, and **\$282,000 in the low revenue scenario**.

Despite the positive economic indicators of the feasibility of a restaurant on the Willmott property, the site is set-back from the road, and as a consequence, not visible when driving along Regional Road 25. This will limit customer traffic, and will require a specific type of operator capable of marketing the facility as a destination.

Willmott Property Option 2a Summary

Restaurant/Pub (without addition)	
Projected Revenue:	\$1,296,000 - \$1,944,000
Projected Earning (for operator)	\$180,000 - \$451,000
Projected Rental Income (for town):	\$47, 000
Facility Investment Costs:	\$752,000*

Willmott Property Option 2b Summary

Restaurant/Pub (with addition)	
Projected Revenue:	\$1,701,000 - \$2,551,000
Projected Earning (for operator)	\$282,000 - \$639,000
Projected Rental Income (for Town):	\$56, 000
Facility Investment Costs:	\$956,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

OPTION 3: OFFICE SPACE FOR COMMUNITY-BASED AGENCY

Like most communities throughout Ontario, Milton is projected to experience considerable population growth amongst residents who are 65 years of age or older, exhibiting close to 4% annual population growth over the next 25 years. According to the Ministry of Finance population projections, residents over the age of 65 are expected to experience the greatest population growth in the Town of Milton over the next 25 years. Given the rapid increase in this segment of the population there will be increased demand for seniors housing, which is already in limited supply; or as an alternative, there is expected to be increased demand for services that allow seniors to maintain their independence as they age.

The Willmott farmhouse could be converted into office space that is designated for private companies that are working in partnership with the municipal or provincial government to provide services that allow senior residents to age at home. These types of services are provided by both profit, and non-profit companies. As part of the Ontario provincial government's "Aging at Home Strategy" there is funding available for in-home support services that help seniors maintain a more independent lifestyle as they age. This type of facility would complement the surrounding land uses, such as the Milton Community Sports Centre by assisting seniors in living more active lives, and helping to encourage all age segments to be more engaged in the local community.

The Willmott farmhouse could be used as office space by a single organization offering these support services, or shared by multiple organizations offering "a basket of services" under one roof. To convert the Willmott farmhouse into an office space it would require a \$554,000* investment to upgrade the heritage house. To limit the costs borne by the Town of Milton we have assumed that the future operator will be responsible for the required building and associated grounds upgrades**.

The Willmott farmhouse is approximately 2,500 square feet. Assuming an 80% building efficiency ratio, the heritage house could provide 2,000 square feet of space, while the ancillary structures could provide an additional 720 square feet for prospective tenants.

In the **high revenue scenario**, it was assumed that the organization(s) would capture 2% of the senior population in Milton (approximately 378 senior

residents in 2011). At a rate of \$20/hour for support services, **the business could generate approximately \$765,000 in total revenue** if each client received two hours of assistance weekly, 50 weeks each year.

In the **low revenue scenario**, it was assumed that the organization(s) would capture only 1% of the senior population in Milton (approximately 189 senior residents in 2011). At a rate of \$20/hour for support services, **the business could generate approximately \$378,000 in total revenue** if each client received two hours of assistance weekly, 50 weeks each year.

The annual operating expenses for an office facility are based on several assumptions. Staff salaries are based on the average wage rate for employees working in social services (\$15.70) in the Toronto area. It was assumed that each staff member works 37.5 hours each week, and works 50 weeks each year. Professional fees have been forecast at 1.5% of the total revenues earned, assuming that professional fees are related to the volume of business. It was assumed that utilities are equal to 10% of the annual rent for the building. To model the borrowing costs to finance the building upgrades, we have assumed a standard loan to value ratio of 75%. As a result the original loan balance would be \$415,000. The annual borrowing costs would be approximately \$41,000 if the loan was amortized over a twenty year period, at a 7.5% interest rate. The annual borrowing costs gradually decline as the loan reaches maturity.

Based on the benchmark established by the average rent charged for office space in a neighbourhood scale shopping centre (\$14.25 per square foot), **the Town of Milton could expect to earn approximately \$40,000 annually by renting out the office space.**

Based on financial projections for an office facility on the Willmott property (with rent and the borrowing costs associated with the required heritage building upgrades included in the annual expenses) **net earnings are expected to be \$272,000 in the high revenue scenario. In the low revenue scenario** it was assumed that 1% of the seniors in the local market could be captured. If only 1% of the local seniors market (or 189 people) are captured, net earnings would be negative according to the business model.

Willmott Property Option 3 Summary

Office space for community-based agency

Projected Revenue:	\$378,000 - \$765,000
Projected Earnings (for Operator)	-\$114,000 - \$272,000
Projected Rental Income: (for Town of Milton)	\$40,000
Facility Investment Costs:	\$554,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

5.1.2 WILLMOTT IMPLEMENTATION CONSIDERATIONS

Parking

In the real estate options outlined in Section 5.2.1, additional parking adjacent to the Willmott farmhouse will be required, as well as accommodations for pick up/drop off and loading requirements. See Section 5.2.3 for locations where parking may be appropriate and Appendix IV for parking requirement details.

In many of the schemes, parking can be accommodated for each option with minimal impact on the heritage attributes of the site. However, the parking requirements for the restaurant/pub option could potentially have negative impacts on the heritage resource if not strategically considered. A parking strategy for the restaurant/pub option should minimize the impact on the heritage attributes of the site by maintaining a landscape buffer between the Willmott property and the adjacent community centre. Although there is flexibility to potential parking areas, section 5.1.4 illustrates potential parking areas that would have the least impact on the identified heritage attributes of the site.

Building Addition:

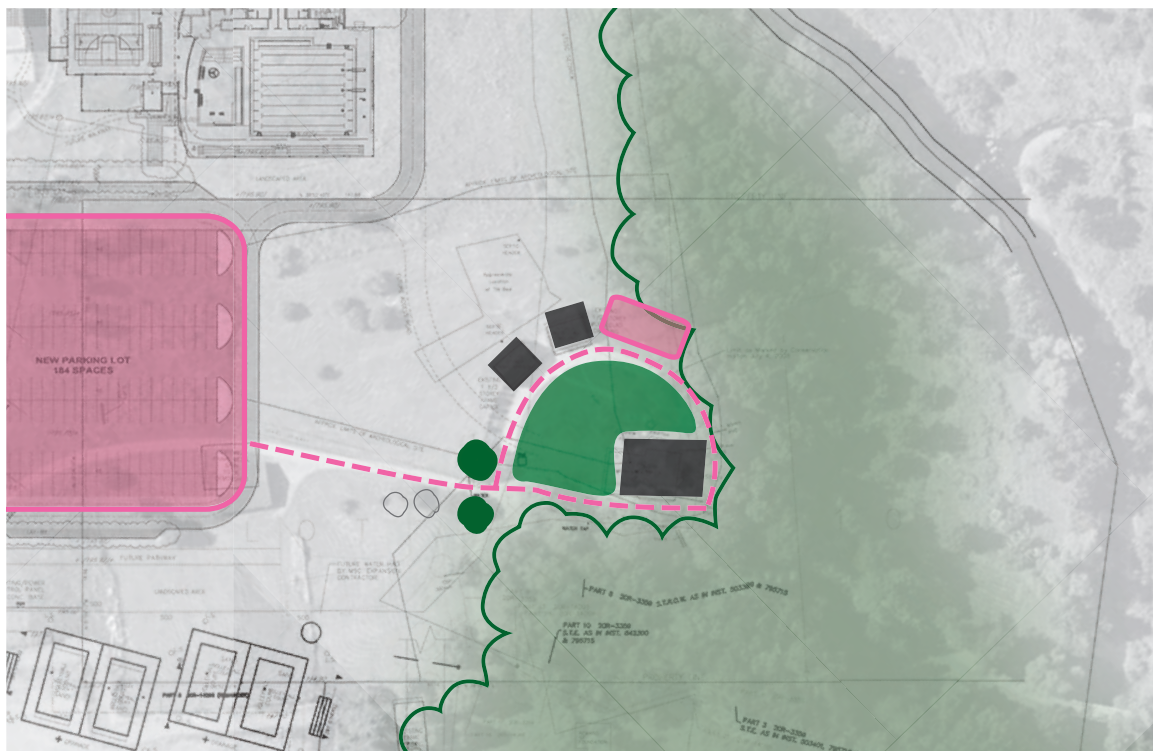
The high impact restaurant scenario for the Willmott farmhouse would require a 750 square foot or larger addition. Any addition should be located in the area that would have the least visual impact on the existing structure and the courtyard arrangement of the property. Although there is flexibility for potential additions, section 5.1.4 identifies locations where additions would have least impact on the identified heritage attributes of the site. Heritage professionals should be consulted in the design of any such structure.

The above recommendations are based on a high level analysis. Specific strategies will be at the discretion of the Town of Milton and individual site operators.

5.1.3 WILLMOTT PROGRAM FRAMEWORK

The diagram below presents a programming framework that would conserve the heritage character of the property, and within which any of the three building program scenario's could occur. The impact of each of the building program scenario's on the heritage character of the property is discussed in section 5.8.

New development should respect the compound-like, enclosed arrangement of the heritage resources on the site. Parking within the compound should be limited to reserved parking for staff or accessible parking and vehicular circulation within the compound should be limited for servicing and pick-up/drop-off routes. Other considerations include a possible pedestrian connection to Sixteen Mile Creek.



Legend



Courtyard



Parking

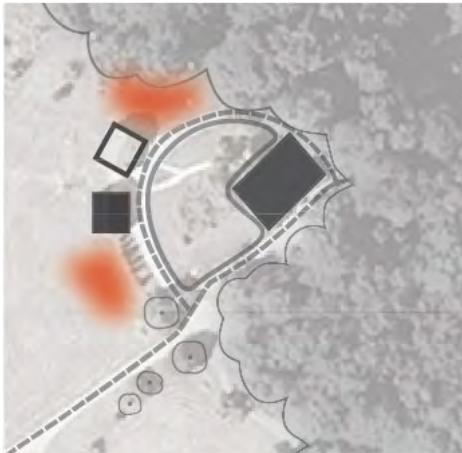


Controlled vehicular
access (servicing, pick
up/drop off)

5.1.4 WILLMOTT OPTIONS IMPACT ANALYSIS

The following section illustrates the impact the options introduced in Section 5.2.1 would have on the heritage character:

OPTION 1



Day care/Early childhood education centre

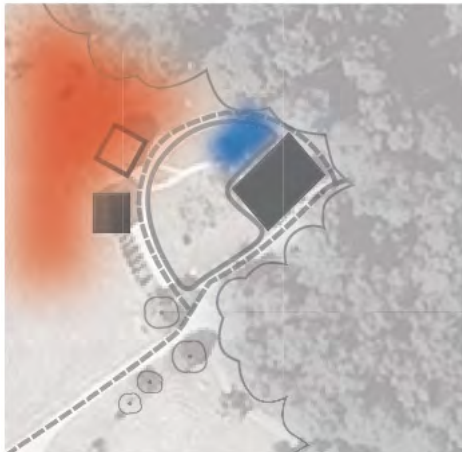
IMPACT:

- Private use segregates site from the park`

ANALYSIS:

- Revenue neutral or loss
- Preserves heritage features of building and minimal impact on site
- Property becomes private
- Although the property is isolated from the park, its separation will not significantly reduce the quality of either program
- Could provide ideal learning environment in natural setting
- Moderate parking requirement: 23 spaces

OPTION 2



Restaurant/Bar (with and without addition)

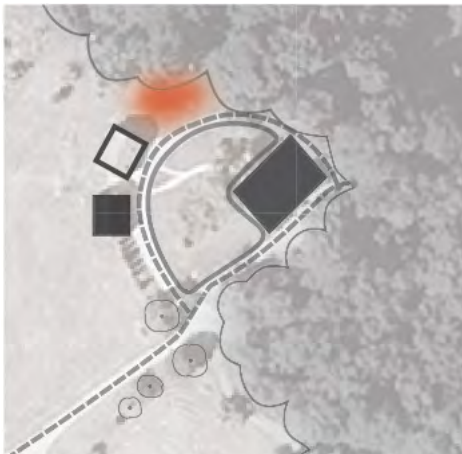
IMPACT:

- Parking, access and advertising requirements
- Potential building addition

ANALYSIS:

- Revenue positive
- Likely to attract investment from third party
- Signage and parking requirement may impact heritage features of building and site
- Property remains semi-public and integrated into the park
- Pub could become community "hub"
- Significant parking requirement: 44-58 spaces

OPTION 3



Offices for community-based agency

IMPACT:

- Minimal impact

ANALYSIS:

- Revenue neutral or loss
- Preserves heritage features of buildings and site
- Property remains semi-public
- Minimal parking requirement: 11 spaces

Legend

 Potential parking area with the least impact on built and natural heritage resources.

 Potential building addition resources.

5.2 RUHL FARMSTEAD RECOMMENDED OPTIONS

5.2.1 REAL ESTATE OPTIONS ANALYSIS

The following is an analysis of the proposed development options including an events facility, a day spa, and a community based organization for the Ruhl site. This analysis identifies the options which have the greatest potential to generate a revenue stream for the Town of Milton. Alternatives for the Ruhl site include a day spa and an event facility, which could also be combined and packaged together on the property, with a spa operating in the historic farmhouse, and an events facility operating out of the barn. Another alternative could be the combination of an event facility and restaurant.

OPTION 1: EVENT FACILITY & RESTAURANT

A seasonal event facility, combined with a restaurant at the Ruhl farmstead would provide the Town of Milton with a unique setting for weddings and other private and community based functions. An alternative plan for an event facility would incorporate the barn as a permanent event space, while the heritage house would be converted into restaurant. The restaurant would serve local residents, while also providing catering services for events hosted in the event facility. The event facility and restaurant alternative was explored under two development scenarios – a restaurant/event facility with a full barn upgrade; and a restaurant constructed in the existing buildings, with a tent used for seasonal event space.

OPTION 1A: EVENT FACILITY & RESTAURANT *Seasonal Event Space (no building addition):*

The heritage house on the Ruhl property is approximately 3,500 sq.ft. Assuming a building efficiency ratio of 80%, the gross floor area of the heritage house would be 2,800 sq.ft. Restaurants will often have in the order of 40% of the gross leasable area occupied by the kitchen and storage areas. As a result, the gross floor area of the restaurant located in the heritage house would be 1,680 sq.ft.

Guidelines from the Ontario Building Code require at least 11.8 sq.ft per guest in a dining/event facility. To promote a fine dining experience, we have assumed that there will be double the minimum required space per guest. As a result, the heritage house could accommodate a maximum of approximately 70 guests based on the size and space constraints of the building and building code standards.

We have also explored the option of offering a tent to provide seasonal event space, in addition to the regular restaurant operations. We have assumed that a 2,000 square foot tent will be available for event space from June – September. Following guidelines from the Ontario Building Code, the tent could accommodate up to 170 guests, assuming there is 11.8 sq.ft available per guest.

In the high revenue scenario (with no building additions) it was assumed that a restaurant/event facility would operate at 70% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 53,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the restaurant would generate approximately \$1.6 million in revenues. Assuming the event facility hosts two events each week, 16 weeks each year (June – September), it would have almost 4,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the event facility would generate approximately \$114,000 from food/beverage sales. The event facility would also generate revenue from renting the tent to host various functions. With approximately 32 functions held each year, the event facility would generate an additional \$26,000 in revenue. **The total revenue generated by the event facility and restaurant from food/beverage sales and tent rentals is approximately \$1.7 million in the high revenue scenario.**

In the low revenue scenario (with no building additions) it was assumed that a restaurant/event facility would operate at 50% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 38,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the restaurant would generate approximately \$1.1 million in revenue from food and beverage sales. Assuming the event facility hosts two events each week, 16 weeks each year (June – September), it would have almost 3,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the event facility would generate approximately \$81,000 from food/beverage sales. The event facility would also generate revenue from renting the tent to host various functions. With approximately 32 functions held each year, the event facility would generate an additional \$26,000 in revenue from tent rentals. **The total revenue generated by the event facility and restaurant from food/beverage sales and tent rentals is approximately \$1.2 million in the low revenue scenario.**

The operating expenses for a restaurant/event facility were modelled based on the financial statements of other restaurants in the Greater Toronto Area. For restaurants, a number of operating expenses are sensitive to changes in the volume of business. As a result, some operating expenses were modelled as a percentage of total revenues. Marketing was assumed to be equivalent to 2% of total revenues, and professional fees were 0.5% of total revenues. Supplies, utilities, insurance, salaries, rent, and borrowing costs were modelled differently than the other operating expenses.

In general, restaurants typically employ a 300% markup on food and alcohol sales. As a result, the supplies expense is equal to 1/3 of the total food and beverage revenues. Because utilities are not very sensitive to changes in the volume of business, this expense category was calculated as a percentage of the rent. It was assumed that utilities are equal to 10% of the annual rent for the building. Insurance was assumed to be equivalent to 3% of total rent. The wage rate used to model staff salaries is based on the average wage for chefs (\$15.55) and food and beverages servers (\$11.75) in the Toronto region. The average rental rate (\$16.98 per square foot) for an

independent licensed restaurant in a neighbourhood commercial context was used as a benchmark for the rental income that could be generated by the Town of Milton if the Willmott property is leased to a private, third-party restaurant operator.

The estimated cost to renovate the Ruhl property, including improvements to the heritage house and barn to accommodate a restaurant/event space (with no building addition) is \$1,350,000*. To limit the costs borne by the Town of Milton we have assumed that the future restaurant operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the building upgrades, we assumed that a standard loan to value of ratio of 75%. As a result the original loan balance would be approximately \$1,002,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$99,000; with the borrowing costs declining gradually as the loan reaches maturity.

Based on the average for independent restaurants serving liquor, **the Town of Milton could expect to earn in the order of \$50,000 in annual rental income if the heritage house on the Ruhl property was rented to a reputable restaurant operator.** Financial projections for a restaurant/event facility (with seasonal event space) on the Ruhl property indicate that **net earnings** are expected to be **\$788,000 in the high scenario** and **\$365,000 in the low scenario.**

OPTION 1B: EVENT FACILITY & RESTAURANT *(with addition and full barn upgrade):*

Another alternative for the development of a restaurant/event space on the Ruhl property, involves the expansion of the restaurant area, with a 1,000 square foot addition to the heritage house, and a full barn upgrade to accommodate event space. The existing heritage house on the Ruhl property is approximately 3,500 sq.ft and the barn is 4,600 sq.ft. Assuming a building efficiency ratio of 80%, the gross floor area of the heritage house after the addition would be 3,600 sq.ft, while the gross floor area of the barn would be approximately 3,700 sq.ft. Because restaurants often have in the order of 40% of the gross leasable area occupied by the kitchen and storage areas, the gross floor area of the restaurant located in the heritage house would be 2,160 sq.ft.

The maximum capacity of the barn would be approximately 300 guests based on guidelines from the Ontario Building Code, which require at least 11.8 sq.ft per guest in a dining/event facility. The heritage house could accommodate a maximum of approximately 90 restaurant customers based on the size of the building and building code standards.

In the high revenue scenario it was assumed that a restaurant/event facility would operate at 70% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 68,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the restaurant would generate approximately \$2.0 million in revenues from food and beverage sales. Assuming the event facility hosts two events each week, 50 weeks each year, it would have almost 22,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the event facility would generate approximately \$655,000 from food/beverage sales. The event facility would also generate revenue from renting the barn to host various functions. With approximately 100 functions held each year, the event facility would generate an additional \$80,000 in revenue. **The total revenue generated by the event facility and restaurant from food/beverage sales and rental space is approximately \$2.8 million in the high revenue scenario.**

In the low revenue scenario it was assumed that a restaurant/event facility would operate at 50% of the maximum capacity. Assuming the restaurant operates 360 days each year, and there are three servings each day (one lunch serving and two dinner servings), the restaurant would have almost 52,000 annual customers. If each customer spends an average of \$20 on food each meal, and \$10 on alcohol/beverages, the restaurant would generate approximately \$1.5 million in revenue from food and beverage sales. The event facility would also generate revenue from renting the barn to host various functions. With approximately 100 functions held each year, the event would generate an additional \$80,000 in total revenue. **The total revenue generated by the event facility and restaurant from food/beverage sales and rental space is approximately \$2.1 million in the low revenue scenario.**

The operating expenses for a restaurant/event facility were modelled based on the financial statements of other restaurants in the Greater Toronto Area. For restaurants, a number of operating expenses are sensitive to changes in the volume of business. As a result, some operating expenses were modelled as a percentage of total revenues. Marketing was assumed to be equivalent to 2% of total revenues, and professional fees were 0.5% of total revenues. Supplies, utilities, insurance, salaries, rent, and borrowing costs were modelled differently than the other operating expenses.

In general, restaurants typically employ a 300% markup on food and alcohol sales. As a result, the supplies expense is equal to 1/3 of the total food and beverage revenues. Because utilities are not very sensitive to changes in the volume of business, this expense category was calculated as a percentage of the rent. It was assumed that utilities are equal to 10% of the annual rent for the building. Insurance was assumed to be equivalent to 3% of total rent. The wage rate used to model staff salaries is based on the average wage for chefs (\$15.55) and food and beverages servers (\$11.75) in the Toronto region. The average rental rate (\$17 per square foot) for an independent licensed restaurant in a neighbourhood commercial context was used as a benchmark for the rental income that could be generated by the Town of Milton if the Willmott property is leased to a private, third-party restaurant operator.

The estimated cost to renovate the Ruhl property, including an addition to the heritage house and a full barn upgrade to accommodate a restaurant/event space is approximately \$2.86 million*. To limit the costs borne by the Town of Milton we have assumed that the future restaurant operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the building upgrades, we assumed that a standard loan to value of ratio of 75%. As a result the original loan balance would be approximately \$2.1 million. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$210,000; with the borrowing costs declining gradually as the loan reaches maturity.

Based on the average for independent restaurants serving liquor, **the Town of Milton could expect to earn upwards of \$120,000 in annual rental income if the Ruhl property was rented to a reputable**

restaurant operator. Financial projections for a restaurant/event facility (without full barn upgrade) on the Ruhl property indicate that **net earnings** are expected to be **\$887,000 in the high scenario**, and **\$120,000 in the low revenue scenario**. Financial projections for a restaurant/event facility with a full barn upgrade are provided in Appendix II.

Although events would not be held daily, future residents of the surrounding residential development may raise concerns about the noise and traffic created by large functions hosting close to 300 guests. With a restaurant operating on a daily basis there will likely be further concerns from local residents, particularly regarding increased traffic flow and party spillover on residential streets surrounding the property.

Ruhl Property Option 1a Summary:

Event Facility & Restaurant (seasonal event space, no building addition)

Projected Revenue: \$1,241,000 - \$1,727,000

Projected Earning:
(for Operator) \$365,000 - \$788,000

Projected Rental Income (for Town): \$50,000

Facility Investment Costs: \$1,350,000*

Ruhl Property Option 1b Summary:

Event Facility & Restaurant
(with addition and full barn upgrade)

Projected Revenue: \$2,121,000 - \$2,776,000

Projected Earning:
(for Operator) \$120,000 - \$887,000

Projected Rental Income (for Town): \$120,000

Facility Investment Costs: \$2,860,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

OPTION 2: DAY SPA

A day spa at the Ruhl farmstead would incorporate both the heritage house, and the barn, which would require more extensive renovations to cater to the typical clientele. The median income in Milton is almost \$ 20,000 higher than the provincial average, increasing the likelihood of success for an operator providing “higher-end” services such as spa treatments.

The heritage house on the Ruhl property is 3,500 square feet, and the barn is 4,600 square feet. Assuming a building efficiency ratio of 80%, the gross leasable area of the heritage house would be 2,800 square feet, and the barn would be 3,680 square feet. To determine the maximum number of treatment rooms we assumed that each room would be approximately 330 square feet. As a result the heritage house could accommodate 8 treatment rooms, in addition to 11 treatment rooms in the upgraded barn.

In the **high revenue scenario** it was assumed that a day spa would operate at 75% of the maximum capacity. Assuming the day spa operates 5 days per week, 50 weeks each year, with 4 series of treatments offered each day, there would be approximately 15,000 annual customers. If each customer is charged \$150 per treatment, **the day spa could expect to generate \$2.2 million in annual revenues.**

In the **low revenue scenario** it was assumed that a day spa would operate at 50% of the maximum capacity. Assuming the day spa operates 5 days per week, 50 weeks each year, with 4 series of treatments offered each day, there would be approximately 10,000 annual customers. If each customer is charged \$150 per treatment, **the day spa could expect to generate \$1.5 million in annual revenues.**

The operating expenses for a day spa were modeled based on a review of the financial statements of other spa facilities in the Toronto area. For the day spa, several operating expenses are sensitive to changes in the volume of business. As a result, insurance, supplies, marketing, professional fees, and office supplies expenses were modeled as a percentage of total revenue. Utilities expenses are not as sensitive to changes in the volume of business, and were modeled as a percentage of the annual rent. Staff salaries were based on the average wage rate for personal care service occupations in the Toronto area (\$15.15). We

have assumed that each staff member would work 37.5 hours weekly, 50 weeks each year.

The estimated cost to renovate the Ruhl property to accommodate a day spa in the heritage house and barn is \$2,272,000*. To limit the costs borne by the Town of Milton we have assumed that the future operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the required building improvements, we assumed a standard loan to value ratio of 75%. As a result, the original loan balance would be \$1,693,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$166,000 (gradually declining as the loan reaches maturity).

Based on financial projections for a spa facility at the Ruhl farmstead, **the Town of Milton could expect to earn upwards of \$130,000 in annual rent from a spa facility located on the Ruhl property according to the business model. The future spa operator could expect to earn approximately \$950,000 annually in the high revenue scenario, and \$365,000 in the low scenario.**

Ruhl Property Option 2 Summary:

Day Spa

Projected Revenue:	\$1,473,000 - \$2,209,000
Projected Earning: (for Operator)	\$365,000 - \$950,000
Projected Rental Income (for Town):	\$130,000
Facility Investment Costs:	\$2,272,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

OPTION 3: COMMUNITY ORGANIZATION FIELDHOUSE

A non-profit or community based organization such as a sports camp and/or sports league convener would provide the community with a needed public service, while also complimenting the surrounding land uses of the Ruhl farmstead. This type of facility would provide residents with the opportunity to make use of the services provided by the community organization(s) in addition to the surrounding recreational facilities.

There are examples of existing sports camps operating in the GTA that operate year-round and provide children with an opportunity to exercise and learn how to play various sports. Dash Sports Inc., for example, operates a series of recreational sporting programs for children in the Toronto area provides an example of the type of community organization that would fit well on the Ruhl property, given its proximity to the surrounding sporting facilities. Dash Sports Inc. already operates a youth soccer league in Milton, in addition a variety of other sports and general recreation programs for children throughout the Toronto area.

The heritage house on the Ruhl property is 3,500 square feet, and the barn is 4,600 square feet. Assuming a building efficiency ratio of 80%, the gross leasable area of the heritage house would be 2,800 square feet, and the barn would be 3,680 square feet. To determine the maximum number of program participants it was assumed that 45 square feet of gross floor area, would be provided for each student (recognizing that daycare facilities require at least 30 square feet of space for children 60 months or younger, and the children in the sports programs would require more space given that they are older/larger). As a result a maximum of 144 children could participate in the recreational programs offered on the Ruhl property. Assuming the program is 90% subscribed, 130 children could participate in the recreational programs offered.

In the **high revenue scenario** it was assumed that the recreational programs and sports leagues offered on the Ruhl property would be 90% subscribed. Assuming the recreational programs are offered 35 weeks each year, and the price of each program is \$120, a community organization could expect to earn \$544,000 annually from programs/camps that are offered. Assuming there is a \$195 charge per child

to join a sports league, and 130 kids participate annually, a community organization could expect to earn \$25,000 from the leagues that are offered. In total, a community organization could expect to generate **\$570,000 in annual revenues.**

In the **low revenue scenario** it was assumed that the recreational programs and sports leagues offered on the Ruhl property would be 60% subscribed. Assuming the recreational programs are offered 35 weeks each year, and the price of each program is \$120, a community organization could expect to earn \$363,000 annually from programs/camps that are offered. Assuming there is a \$195 charge per child to join a sports league, and 86 kids participate annually, a community organization could expect to earn \$17,000 from the leagues that are offered. In total, a community organization could expect to generate **\$380,000 in annual revenues.**

Operating expenses for a community organization were based on several assumptions. For daycare facilities, there is a \$40 allocation per program space for insurance, a \$200 allocation per program space for supplies, a \$100 allocation per program space for office supplies. Professional fees are assumed to be sensitive to the volume of business. As a result, professional fees were modelled as a percentage of total revenues. Utilities expenses are not as sensitive to changes in the volume of business, and were modelled as a percentage of the annual rent.

The number of staff required to operate the sports leagues and other recreational programs offered by the community organization was modelled based on the recommended ratio of employees to children outlined in the Ontario Child Care Licensing Orientation Package. For children between 5 and 12 years of age there must be at least one adult staff member present for every 15 children. Staff salaries were modelled based on the average wage rate for early childhood educators in the Toronto region (\$15.70). While the programs would be offered 35 weeks each year, it was assumed that staff would work an additional 5 weeks each year to account for required administrative activities (registration, other administrative activities). Each staff member works 37.5 hours weekly, 50 weeks each year.

The estimated cost to renovate the Ruhl property to accommodate a community based organization in the heritage house and barn is \$554,000*. To limit the costs borne by the Town of Milton we have assumed that the future operator will be responsible for the required building and associated grounds upgrades**. To model the borrowing costs associated with the required building improvements, we assumed a standard loan to value ratio of 75%. As a result, the original loan balance would be \$415,000. With an interest rate of 7.5%, amortized over a twenty year period, the annual borrowing costs would be approximately \$41,000 (gradually declining as the loan reaches maturity).

Based on financial projections for a community facility at the Ruhl farmstead, we estimate the Town of Milton could expect to earn upwards of \$50,000 in annual rent from a community-based, not for profit organization. The rental income assumes a \$14.25/ square foot base rent on the farm house, plus a \$10,000 flat-fee rent for barn structure.

Based on the foregoing, a prospective operator could expect to earn approximately \$233,000 annually in the high revenue scenario, and \$130,000 in the low scenario.

Ruhl Property Option 3 Summary:
Not-for-profit/Community Organization Fieldhouse

Projected Revenue:	\$380,000 - \$570,000
Projected Earning: (for Operator)	\$130,000 - \$233,000
Projected Rental Income:	\$50,000
Facility Investment Costs:	\$563,000*

Cost estimations have been rounded. Detailed financial projections for this scenario are provided in Appendix II.

* Investment costs include building upgrade and associated grounds improvements. The full set of costing assumptions is outlined in Appendix III.

**Investment scenario assumptions outlined in Appendix I

5.2.2 RUHL IMPLEMENTATION CONSIDERATIONS

Parking

In the schemes outlined, additional parking to service the park and program for the Ruhl farmstead will be required, as well as accommodations for pick up / drop off and loading requirements. See Section 5.3.3 for locations where parking may be appropriate, as well as Section 5.3.4 for the specific impact of the individual schemes.

Building Addition:

The high impact restaurant scenario for the Ruhl farmhouse would require a 1,000 square foot or larger addition. Any addition should be located in the area that would have the least visual impact on the existing structure. See Section 5.3.4 for locations where additions may be appropriate. Heritage professionals should be consulted in the design of any such structure.

New Structures:

An initial space-planning analysis for the catering and restaurant programs indicate that accommodating the requirements of the commercial kitchen, storage and washrooms for three hundred or more guests may require the construction of a new structure adjacent to the Ruhl farmhouse or Barn. Section 5.3.4 indicates where these structures may be located with minimal impact of the heritage landscape.

Phasing:

The largest capital expenditure in the event space scenario is the barn renovation. The Ruhl farmstead site offers the potential for the barn renovation to be phased while offering seasonal catering and event services in the open air or large tent structure. During the initial phase, the barn could serve as a limited use pavilion structure for cocktail reception purposes, with renovations for all season sit down catering taking place in a future phase. In this scenario, the barn would undergo stabilization in order to be opened to the public. Note, the financial projections presented here are based on year round catering.

Barn Renovation Strategy for Event Space:

The renovation to the barn for full catering purposes presents technical complications in achieving the fire rating requirements of the Ontario Building Code, while maintaining the heritage characteristics of the Ruhl Barn. While a traditional approach would be to upgrade the envelope of the existing structure, this would result in the significant alteration of the appearance of the barn, and may present unforeseen technical complications during the process of retrofit.

An alternative solution worth exploration is the construction of a glass structure, similar to a greenhouse, in the interior of the barn. This approach would provide a modern events facility, while minimizing visual alterations to the historic property. In this scenario, the envelope and exterior of the barn would undergo stabilization and otherwise remain in its original state, with servicing and climate controlled environments achieved within the new interior structure. A variation of this approach, though at a smaller scale, can be seen in section 5.1.

The above recommendations based on a high level analysis. Specific strategies will be at the discretion of the Town of Milton and individual site operators.

5.2.3 RUHL PROGRAM FRAMEWORK

The diagram below presents a park framework that would conserve the heritage character of the property, and within which any of the three building program scenario's could occur. The impact of each of the building program scenario's on the heritage character of the property is discussed in section 5.5.

Ruhl Park Site Concept



Park Perimeter

The north west portion of the park, situated on former agricultural fields and between two heritage tree rows, would be suitable for conversion to sports fields. A NW to SE orientation on the long dimension of a soccer field provides ideal solar exposure in the northern hemisphere for the fall playing season, however the spacing of the tree rows would preclude full sized fields. The existing topography could easily be adjusted to terrace up the gentle slope and then down the other side, with a field located at each plateau. New paths connecting between the fields to a new trail in the utility corridor could be installed at the top of each bank between the field terraces. The steeper banks could be seeded with meadow grasses to stabilize the slope and to reference the former agricultural plantings while conserving dramatic views toward the escarpment.

The south west and south east edges of the park are also located on former agricultural fields, and adjacent to a new residential subdivision. Here, typical park programming such as off leash dog areas, senior play grounds, and smaller active recreation facilities like tennis and volleyball courts would be appropriate and easily accessible to the new community.

Heritage Farmstead Precinct

The park framework plan envisions that the character of the farmstead precinct would be best conserved if designed for passive park uses such as informal unprogrammed play, sitting, people watching or temporary events. The vegetative structure for this area that defines a series of clearings or 'outdoor rooms' should be conserved, and reinforced with seating elements and new paths. The existing pond could be modified to become a feature of this passive landscape, through selective tree thinning, the restoration of the pond banks, and the addition of new seating amenities. Parking, vehicular infrastructure or programmed park facilities would be incompatible with the character of this area, however, a junior play area or tot-lot would be compatible near to the farm house if the farm house is converted into a restaurant and cafe facility offering take out coffee and snacks and an outdoor patio overlooking the play area.

Special Program Precinct

The existing Ruhl 'front yard' is defined on the north by the Ruhl farmhouse, on the south by the Barn, and on the east and west by mature tree rows. This is the most formal and most significant of the 'outdoor rooms' on the property. The barn sits on a hill above the new residential subdivision to the south, a prominent situation that could make it a landmark in the new community. Depending on the selected building program scenario, a garden terrace on the south side of the barn could make for a sunny and warm setting for events to spill out onto, and additionally, would be a wise location to formalize with more intensive landscape plantings. The character and vitality of the 'front yard' and the 'barn terrace' will both be affected by the different program scenario options for the two buildings.

From a community park vitality perspective, the most appropriate building program scenario would be the option which allows these spaces to *feel* publicly accessible during most times of the day, and for these space to function as park space without negatively impacting on the performance of the businesses and programs housed in the buildings. Additionally, the best scenario from this perspective would be the building program that acts as an amenity and destination for park users, and that contributes to the vibrancy of surrounding park spaces.

The three building program scenario options meet these park vitality goals to different degrees. These park vitality impacts should be weighed carefully with the different business and revenue models associated with each scenario, in making final decisions about the overall park vision.

Vehicles and parking

Vehicle access and parking should be kept outside of the heritage farmstead precinct and away from the park perimeter to minimize its negative impact on the heritage character of the property and to discourage the need to drive to the edge of the park for daily park uses. A parking lot servicing roughly 100 cars could be located on the eastern side of the park to serve the sports facilities and the special program precinct, connected to a smaller lot tucked between and preserving the existing vegetative structure and providing accessible and staff parking near to the building facilities. If additional parking capacity were required, an additional lot could be located south of the main lot, tucked in between the existing tree rows.

Visitors to the park should be prevented from driving in these areas, however controlled access for fire services, building and park maintenance vehicles, and vehicles needed to operate the buildings (i.e. stocking inventory, etc.) could be provided along the existing gravel driveway and turn-around loop. These areas should look and function as pedestrian areas that can also accommodate vehicles at certain times.

Pedestrian circulation

A network of primary and secondary paths that provide access into and through the park could be located along historic circulation routes (i.e. along the main entrance drive), along existing tree rows to provide strong delineation and a comfortable micro- climate, and in locations that make important connections with the park's new context.

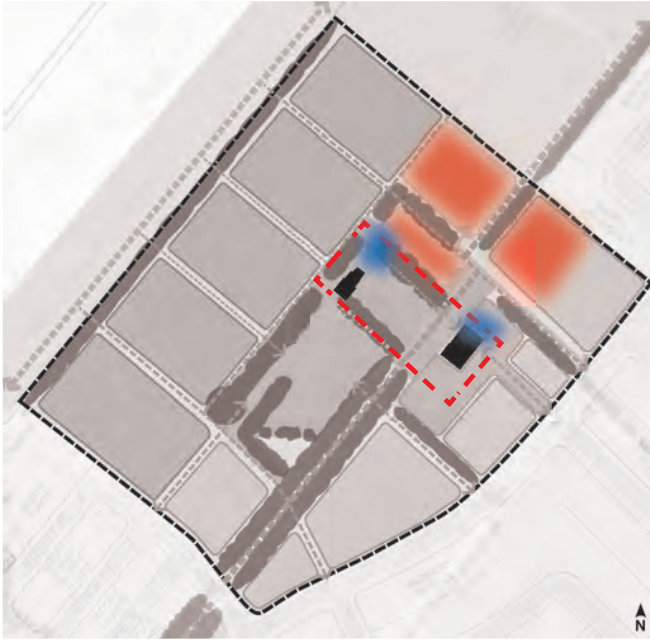
Materials

In order to best conserve the character of the Ruhl Farmstead property, appropriate materials and design detailing should be utilized. Limestone screenings or similar crushed aggregate pavements should be used for new paths to conserve the sound and look of walking and cycling on farm lane ways. Where spaces need to be enclosed and defined, cedar rail fencing, field stone walls, or careful landscape grading could be used. Except in specific more formalized areas, the planting palette in the park should consist of native trees and understory shrubs that define turf clearings. These understory of these planted edges could be left un-mowed, and allowed to grow wild like the farm field rows that they reference.

5.2.4 RUHL OPTIONS IMPACT ANALYSIS

The following section illustrates the impact the options introduced in Section 5.3.1 would have on the heritage character. See Appendix IV for parking requirement details.

OPTION 1A



Seasonal Event Facility & Restaurant

IMPACT:

- Potential building additions (kitchen, washrooms, storage)
- Frequent privatization of inner lawn

ANALYSIS:

- Revenue positive
- Likely to attract investment from third party
- Preserves heritage features, though with new pavilion building and interior barn renovations
- Retains degree of public accessibility to inner lawn and barn (potential for part time community use)
- Noise from late night receptions may result in community opposition
- Significant parking requirement: 96 spaces

OPTION 1B



Event Facility and Restaurant

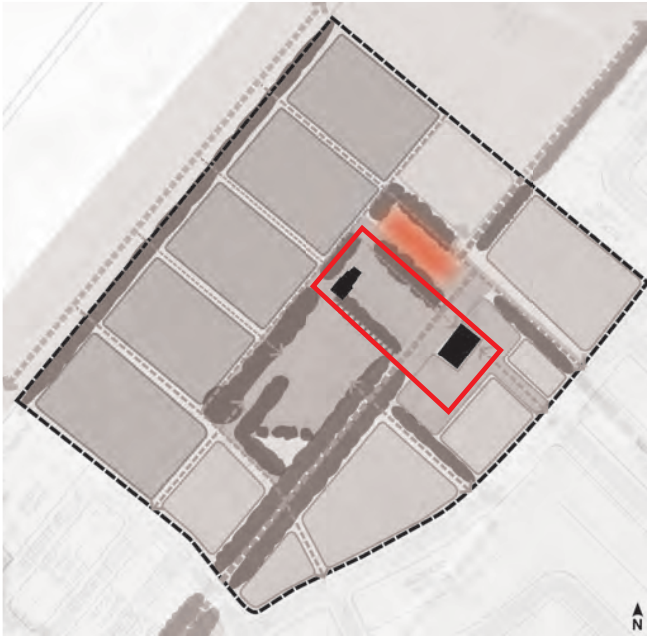
IMPACT:

- Potential building additions (kitchen, washrooms, storage)
- Addition to heritage building
- Frequent privatization of inner lawn

ANALYSIS:

- Revenue positive
- Likely to attract investment from third party
- Preserves heritage features, though with new pavilion building and interior barn renovations
- Retains degree of public accessibility to inner lawn and barn (potential for part time community use)
- Noise from late night receptions may result in community opposition
- Restaurant could become community landmark
- Cafe (if included) could become a positive amenity for a wide demographic
- Significant parking requirement: 160 spaces

OPTION 2



Day Spa

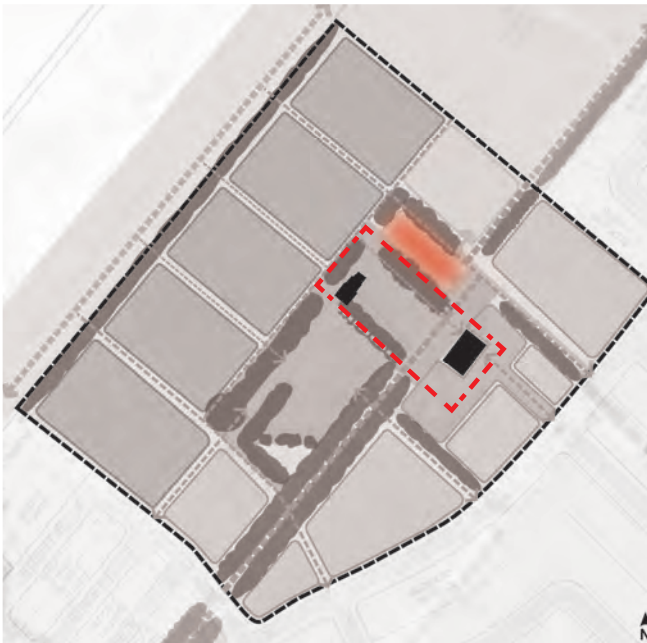
IMPACT:

- Complete privatization of inner lawn, house and barn

ANALYSIS:

- Revenue positive
- Likely to attract investment from third party
- Preserves heritage features, though with interior barn renovations
- May be viewed as a private use in conflict with community park use
- Minimal parking requirement: 11 spaces

OPTION 3



Not-For-Profit/ Community Organization Fieldhouse

IMPACT:

- Minimal impact

ANALYSIS:

- Revenue neutral or loss
- Preserves heritage features of building and site
- Inner lawn and house remain public
- House could potentially be semi-public
- Moderate parking requirement: 30 spaces

Legend



Potential parking area



Potential building addition



Periodic private use



Exclusive private use

5.3 EVALUATION OF OPTIONS

In consideration of financial projections, heritage impact analysis and site planning framework presented in this report, the best programming options for Willmott Farmhouse and Ruhl Farmstead would be a daycare/early childhood education centre, and an event facility with restaurant/café respectively.

Willmott Farmhouse

At the Willmott farmhouse, the best financial opportunity would be to convert the property to a pub or restaurant. As a business model, it is the most lucrative of the three options for this site. However, this scenario presents two key challenges: the viability of marketing the restaurant in this location removed from street frontage, and the impact of access and parking on the heritage resource and surrounding landscape.

In our analysis the optimal use of the Willmott property balancing heritage, planning and economic perspectives is Option 1: a daycare/early childhood education centre. A daycare or early childhood education centre would preserve and have minimal impact on the heritage features of the site. It also addresses the demographic and planning challenges faced by the Town and thus provides greater added value to the community. The success of this scheme may be aided by the provision of below-market rent by the Town (As noted in Section 5).

Ruhl Farmstead

For the Ruhl Farmstead, the financial projection for a day spa was the greatest, with the highest amount of annual rental income potential for the Town of Milton. Due to the picturesque landscape of the Ruhl property there is opportunity to create a unique spa experience and attract development for showcase architecture and design. However, this would require the complete privatization of the special precinct bounded by the farmstead and barn. This would be the most incompatible option within the proposed park program and does not allow for the broad scale use and enjoyment of this important heritage resource.

From the perspective of park programming and impact to heritage resources, the community organization/sports camp model is the best option. However, with revenue earning potential much less than the other options, it is anticipated that there would be less interest from a potential operator in relation to the other higher revenue generating options, and greater risk of a failed venture.

The restaurant / café with events facilities is the favoured option, presents a favourable business model; a balanced approach to public and private use of the park; and significant rental potential for the Tower of Milton. Although there would be periodic privatization of the special precinct area for weddings and other private functions, daily operation of the restaurant and café could help make the farmstead a community landmark, contributing to the vibrancy of the park. Both Ruhl Option 1a and Option 1b; restaurant with seasonal and year round events facilities respectively, showed positive returns for a potential operator. Therefore, we recommend Option 1a, restaurant with seasonal events, as it presents less capital investment, and therefore less associated risk to the potential operator. This option also provides the potential for future expansion for year round events.

Our ranking of the recommended options is represented in the following criteria matrix, with the daycare/early childhood education centre scoring above the restaurant and community offices for the Willmott property, and the restaurant and events facility scoring above the day spa and community organization.

Town of Milton Re-Use Analysis - Criteria Matrix									
				Willmott Options			Ruhl Options		
Principle	Criteria		Potential Uses	A	B	C	A	B	C
1. Protect and engage the heritage of the site	Sympathetic to Heritage	1	Not in Keeping with Site Character	5	5	5	5	5	5
		5	Highly Compatible with Site Heritage						
	Protection of Heritage	1	Requires Demolition of Heritage Resources	5	3	5	5	5	5
		5	Retains Heritage Resources						
	Impacts on Heritage	1	Potential for significant wear and tear	4	3	4	3	4	4
		5	Low impacts on structure and grounds						
2. Identify opportunities that result in no net revenue loss for the municipality	Capital Cost	1	High	3	3	4	2	2	4
		5	Low						
	Financial Risks to the City	1	Very Risky -	5	5	4	5	5	4
		5	Low Risk -						
	Cost to the Municipality	1	Requires Significant Investment from the Municipality	5	5	4	5	5	4
		5	Requires Minimal Investment from the Municipality						
	Market Potential	1	Likely Limited Attendance	5	3	3	5	5	3
		5	Widespread Market Support						
	Phasing Potential	1	Revenue Potential Delayed Until Completion	1	1	1	2	1	3
		5	Opportunity for Recoveries Prior to Completion						
3. Promote community building and 'place making' opportunities that contribute to Milton's unique sense of place and identity	Access to the Community	1	Limited Opportunity for Community Use	3	4	2	4	2	4
		5	Community Focal Point						
	Public Access	1	Private Use Requiring the Enclosure of Property	3	4	3	3	1	4
		5	Highly Accessible to Public						
	Responds to Community Needs	1	Irrelevant to Community Needs/Insufficient Demand	5	4	3	5	2	4
		5	Community is in Need of Proposed Amenity						
	Compatibility to Park Setting	1	High Potential for Negative Impacts	3	3	3	5	3	5
		5	Compatible with Park Setting						
4. Develop potential business models that could be reproducible elsewhere in the municipality	Involvement of Town	1	Requires municipal management	4	4	3	5	4	3
		5	High public use with low municipal involvement						
	Potential to Reproduce	1	Is specific to the proposed sites	4	4	4	4	3	4
		5	Can be used as a model for similar heritage sites						
	Synergies With Adjacent Uses	1	Stand Alone Facility	3	3	3	4	3	3
		5	Complementary With Adjacent Uses						
	Revenue Generation Potential	1	Highly Dependent on Grants	3	4	3	5	5	2
		5	Strong Revenue Earning Potential						
	Scale	1	Is Not Compatible to a Smaller Site	3	1	2	3	4	4
		5	Fits the Small-scale of the Site						
	Multi-use Potential	1	Dominant or Sole Use	2	2	2	4	2	4
		5	Can be Integrated with Other Uses						
Total				66	61	58	74	61	69

Willmott Options:

A = Daycare/Early Childhood Education Centre

B = Restaurant/Pub

C = Office Space for Community-Based Agency

Ruhl Options:

A = Event Facility & Restaurant

B = Day Spa

C = Not-for-profit/Community Organization Fieldhouse

5.4 RECOMMENDATIONS

The options analysis in this report have provided a range of viable business strategies for the adaptive re-use of a heritage resource while responding to community needs. ERA recommends that approval be sought from Milton Town Council to either develop an Expression of Interest (EOI) to begin the process of finding a suitable development partner or retain a retail consultant to actively attract and recruit a future tenant for the Ruhl Farmstead and the Willmott Farmhouse.

The findings of this report identify the preferred options as the **day care/early childhood education centre** for the Willmott property and a **seasonal events facility and restaurant** for the Ruhl property. We recommend that the development procurement process should be geared towards these types of operators.

Once a development partner is selected, the Town could then establish a development and lease agreement. This agreement would further refine expectations and responsibilities of the Town and the development partner.

Recommended Next Steps:

1. Present findings of the Heritage Properties Business Strategy to Milton Town Council.
2. Recommend Town Council to move forward with recruitment of development through an Expression of Interest followed by a Request for Proposal process.
3. Recruitment strategy should focus on operators of ERA's preferred options: day care/early childhood education centre for the Willmott property and an event and restaurant facility for the Ruhl property).
4. Once a development partner is selected, the Town can establish a development and lease agreement including expectations, responsibilities, and timelines for coordinated private and public site investment. The Town would also be able to use favourable lease agreements to attract potential operators (i.e. low rents for a defined period of time).



Figure 19. The Ruhl Farmstead, built by Austin Willmott, was eventually sold to the Emerson family, who is shown in this photograph (1878-1881).



Figure 20. John Willmott Farmhouse. Date unknown.

5.5 CONCLUSION

The John Willmott Farmhouse and Ruhl Farmstead properties are significant cultural resources and present a unique opportunity in the Town of Milton. In consideration of financial projections, heritage impact analysis and site planning presented in this report, the best programming options for Willmott Farmhouse and Ruhl Farmstead would be a day care/early childhood education centre, and an event facility with restaurant/café respectively.

The adaptive re-use of the John Willmott Farmhouse and Ruhl Farmstead presents an opportunity to expand the heritage and cultural resources in the Town of Milton, while providing services and amenities vital to the success of a growing and dynamic region. The successful implementation of a business strategy at the John Willmott Farmhouse and Ruhl Farmstead is anticipated to provide a model for similar adaptive re-use projects in the Town of Milton and beyond. The integration of the heritage properties and their landscapes into the larger park plans present a unique opportunity within Canada to highlight its agricultural heritage. The consultant team commends the Town of Milton for their innovative approach to heritage planning.

APPENDIX I: INVESTMENT SCENARIOS FOR FUTURE-USE OPTIONS

prepared by ERA Architects

INVESTMENT SCENARIOS FOR FUTURE-USE SCHEMES

Development Agreement Between Municipality and Private Sector Partner:

In the development of the Ruhl and Willmott properties, the refurbishment of the heritage buildings and surrounding site will be the responsibility of the private development partner. However, as municipal development of the adjacent parks will be underway concurrent to, or prior to the development of the Ruhl and Willmott properties, there is an opportunity for site infrastructure investment to aid in the revitalization of the heritage properties. These may include but are not limited to road access and the introduction of site servicing. The specific nature of the agreed upon investment of the municipality and private proponent will be outlined in future development agreements following the selection of a development partner.

Investment Assumptions for Study:

For the purposes of this report, the following assumptions were made as to the source of investment of various aspects of the redevelopment of the Ruhl and Willmott properties.

Willmott Property:

The Willmott property is located in the eastern most portion of the Milton Sports Centre and Community Park, currently under development. As the park plan is completed, a new road will connect the Willmott house to the Sports Centre parking lot. The plan will also bring water and sanitary service into the site to accommodate maintenance and irrigation.

These investments into municipal infrastructure will aid future development partners in the revitalization of the Willmott property.

For the purposes of this study it is to be assumed that the **Town of Milton** will provide:

- Road access into the site;
- Public parking lot (Used by development partner subject to lease agreement);
- Water service;
- Sanitary service;
- Ongoing maintenance of publicly accessible area of grounds.

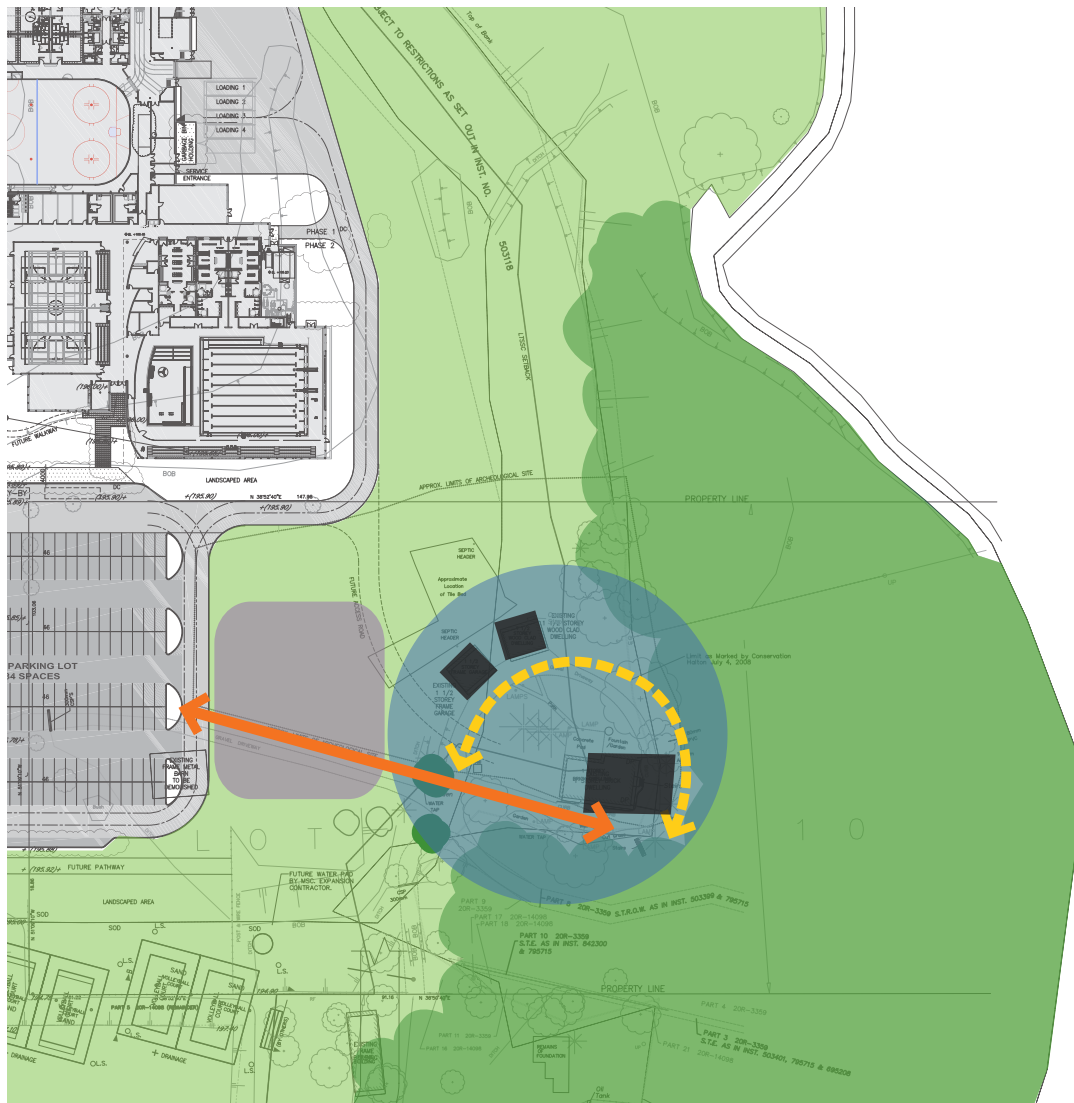
Therefore, the following is to be assumed that the **development partner** in the revitalization of the Willmott property will be responsible for:

- Upgrades to the Willmott house, outbuildings as required to accommodate the occupancy scenario;
- Landscaping and grounds upgrade as required;

For future-use scenario break down, see Section 5 of the report.

For costing details see Appendix III.

WILLMOTT PROPERTY - INVESTMENT SCENARIO DIAGRAM



Legend

- | | | | |
|---|---|---|--|
|  | Public Green Space
(Town owned and managed) |  | Existing municipal parking |
|  | Wooded Ravine |  | Parking lot expansion as required
(Financed by development partner) |
|  | Zone A - Area subject to lease agreement
(Heritage site leased from Town by private development partner. Specific boundary and details of lease agreement TBD) |  | Proposed municipal vehicular access routes |
| | |  | Proposed vehicular access routes
(Financed by development partner) |

Ruhl Property:

The Town of Milton will be converting the Ruhl property into a municipal park in conjunction with the development of the surrounding area into a residential subdivision.

The current park plan calls for the creation of a new paved road into the site and a new public parking lot. The plan also calls for the retention and upgrading of an existing gravel road bisecting the site into a limited access service road. The plan will also bring water and sanitary service into the site to accommodate maintenance and irrigation. These investments into municipal infrastructure will aid future development partners in the revitalization of the Farmhouse and Barn on the Ruhl property.

For the purposes of this study it is to be assumed that the **Town of Milton** will provide:

- Road access into the site;
- Upgrade of service road;
- Public parking lot (Used by development partner subject to lease agreement);
- Water service within park boundary;
- Sanitary service;
- Ongoing maintenance of publicly accessible area of grounds.

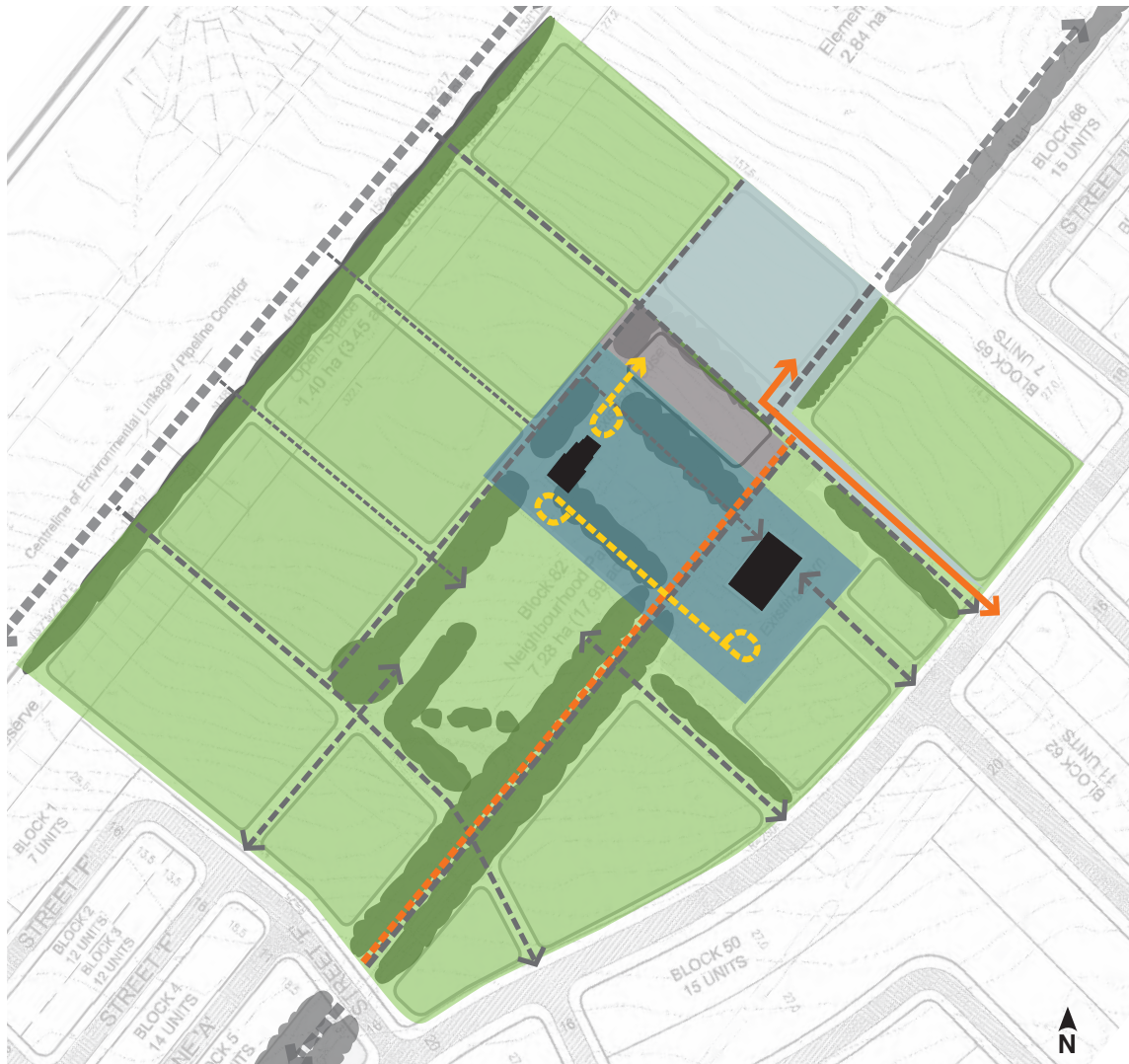
Therefore, the following is assumed to be the responsibility of the **development partner** in the revitalization of the Ruhl farmhouse and Barn structures and grounds:

- Upgrades to the Ruhl farmhouse and barn as required to accommodate planned future-use scenario;
- Landscaping and grounds upgrade as required;

For future-use scenario break down, see Section 5 of the report.

For costing details see Appendix III.

RUHL PARK - INVESTMENT SCENARIO DIAGRAM



Legend

- Public Park
(Town owned and managed)
- Zone A - Area subject to lease agreement
(Heritage site leased from Town by private development partner. Specific boundary and details of lease agreement TBD)
- Municipal parking and new access road
- Parking lot expansion as required (Financed by development partner)
- Proposed municipal vehicular access routes
- Proposed vehicular access routes (Financed by development partner)
- Pedestrian pathways

APPENDIX II:

FINANCIAL PROJECTIONS

prepared by urbanMetrics

Willmott Scenarios

OPTION 1: DAYCARE/EARLY CHILDHOOD EDUCATION CENTRE

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	2,000	720	2,720
Required Floor Area Per Student (SQFT)	30	30	30
Unobstructed Floor Area (SQFT)	700	720	1,420
Maximum Capacity (students)	23	24	47

HIGH REVENUE SCENARIO

Revenue			
Parent Fees	\$149,732	\$154,010	\$303,742
Grants/Funding	\$83,588	\$85,977	\$169,565
TOTAL Revenue	\$233,320	\$239,986	\$473,307
Expenses (1)			
Insurance	\$933	\$960	\$1,893
Rent	\$28,500	\$10,260	\$38,760
Staff Salaries	\$171,719	\$88,313	\$260,031
Food	\$23,333	\$24,000	\$47,333
Programs Supplies	\$3,733	\$3,840	\$7,573
Professional Fees	\$3,500	\$3,600	\$7,100
School Trips	\$1,867	\$1,920	\$3,787
Office Supplies	\$2,567	\$2,640	\$5,207
Miscellaneous Expenses	\$1,167	\$1,200	\$2,367
Mortgage Interest Payment			\$29,633
Borrowing Costs			\$38,757
Mortgage Principal Retirement			\$9,124
Outstanding Mortgage Balance			\$385,981
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL Expenses	\$237,319	\$136,732	\$402,808
NET EARNINGS	-\$3,998	\$103,254	\$70,499

SOURCE: urbanMetrics inc.

1) Program occupancy is assumed to be 100% in the high revenue scenario. As a result, there would be 47 students in total and 9 staff members (allocated to each building according to the unobstructed floor area).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 1: DAYCARE/EARLY CHILDHOOD EDUCATION CENTRE

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	2,000	720	2,720
Required Floor Area Per Student (SQFT)	30	30	30
Unobstructed Floor Area (SQFT)	700	720	1,420
Maximum Capacity (students)	23	24	47

LOW REVENUE SCENARIO

Revenue			
Parent Fees	\$127,272	\$89,556	\$216,828
Grants/Funding	\$71,050	\$114,444	\$185,494
TOTAL	\$198,322	\$204,000	\$402,322
Expenses (1)			
Insurance	\$793	\$816	\$1,609
Rent	\$28,500	\$10,260	\$38,760
Staff Salaries	\$147,188	\$88,313	\$235,500
Food	\$19,833	\$20,400	\$40,233
Programs Supplies	\$3,173	\$3,264	\$6,437
Professional Fees	\$2,975	\$3,060	\$6,035
School Trips	\$1,587	\$1,632	\$3,219
Office Supplies	\$2,182	\$2,244	\$4,426
Miscellaneous Expenses	\$992	\$1,020	\$2,012
Mortgage Interest Payment			\$29,633
Borrowing Costs			\$38,757
Mortgage Principal Retirement			\$9,124
Outstanding Mortgage Balance			\$385,981
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$207,222	\$131,009	\$366,987
NET EARNINGS	-\$8,900	\$72,992	\$35,335

SOURCE: urbanMetrics inc.

1) Program occupancy is assumed to be 85% in the high revenue scenario. As a result, there would be 40 students in total and 8 staff members (allocated to each building according to the unobstructed floor area).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 2A: RESTAURANT/PUB (WITHOUT ADDITION)

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	1,200	720	1,920
Maximum Capacity (customers)	50	30	80
HIGH REVENUE SCENARIO			
Revenue			
Food	\$810,000	\$486,000	\$1,296,000
Beverages	\$405,000	\$243,000	\$648,000
TOTAL	\$1,215,000	\$729,000	\$1,944,000
Expenses (1)			
Rent	\$33,960	\$12,226	\$46,186
Insurance	\$1,019	\$367	\$1,386
Staff Salaries			
Chefs	\$116,625	\$58,313	\$174,938
Servers/Dishwashers	\$330,469	\$198,281	\$528,750
Supplies	\$405,000	\$243,000	\$648,000
Marketing	\$24,300	\$14,580	\$38,880
Professional Fees	\$6,075	\$3,645	\$9,720
Utilities	\$3,396	\$1,223	\$4,619
Mortgage Interest Payment ²			\$42,294
Borrowing Costs			\$55,317
Mortgage Principal Retirement			\$13,022
Outstanding Mortgage Balance			\$550,304
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$917,448	\$530,411	\$1,493,175
NET EARNINGS	\$297,552	\$198,589	\$450,825

SOURCE: urbanMetrics inc.

1) Restaurant occupancy is assumed to be 75% in the high revenue scenario. As a result, there would be 64,800 annual customers, served by 6 chefs and 24 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 2A: RESTAURANT/PUB (WITHOUT ADDITION)

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	1,200	720	1,920
Maximum Capacity (customers)	50	30	80
LOW REVENUE SCENARIO			
Revenue			
Food	\$540,000	\$324,000	\$864,000
Beverages	\$270,000	\$162,000	\$432,000
TOTAL	\$810,000	\$486,000	\$1,296,000
Expenses (1)			
Rent	\$33,960	\$12,226	\$46,186
Insurance	\$1,019	\$367	\$1,386
Staff Salaries			
Chefs	\$116,625	\$58,313	\$174,938
Servers/Dishwasher	\$330,469	\$198,281	\$528,750
Supplies	\$180,000	\$108,000	\$288,000
Marketing	\$16,200	\$9,720	\$25,920
Professional Fees	\$4,050	\$2,430	\$6,480
Utilities	\$3,396	\$1,223	\$4,619
Mortgage Interest Payment			\$42,294
Borrowing Costs			\$55,317
Mortgage Principal Retirement			\$13,022
Outstanding Mortgage Balance			\$550,804
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$682,323	\$389,336	\$1,116,975
NET EARNINGS	\$127,677	\$96,664	\$179,025

SOURCE: urbanMetrics inc.

1) Restaurant occupancy is assumed to be 50% in the high revenue scenario. As a result, there would be 64,800 annual customers, served by 6 chefs and 24 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 2B: RESTAURANT/PUB (WITH ADDITION)

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	1,650	4,150
Gross Floor Area (SQFT)	1,200	1,320	2,520
Maximum Capacity (customers)	50	55	105
HIGH REVENUE SCENARIO			
Revenue			
Food	\$810,000	\$891,000	\$1,701,000
Beverages	\$405,000	\$445,500	\$850,500
TOTAL	\$1,215,000	\$1,336,500	\$2,551,500
Expenses (1)			
Rent	\$33,960	\$22,414	\$56,374
Insurance	\$1,019	\$672	\$1,691
Staff Salaries			
Chefs	\$116,625	\$58,313	\$174,938
Servers/Dishwashers	\$330,469	\$374,531	\$705,000
Supplies	\$405,000	\$445,500	\$850,500
Marketing	\$24,300	\$26,730	\$51,030
Professional Fees	\$6,075	\$6,683	\$12,758
Utilities	\$3,396	\$2,241	\$5,637
Mortgage Interest Payment			\$53,736
Borrowing Costs			\$70,281
Mortgage Principal Retirement			\$16,545
Outstanding Mortgage Balance			\$899,831
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$917,448	\$934,842	\$1,912,571
NET EARNINGS	\$297,552	\$401,658	\$638,929

SOURCE: urbanMetrics inc.

1) Restaurant occupancy is assumed to be 75% in the high revenue scenario. As a result, there would be 85,050 annual customers, served by 6 chefs and 32 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 2B: RESTAURANT/PUB (WITH ADDITION)

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	1,650	4,150
Gross Floor Area (SQFT)	1,200	1,320	2,520
Maximum Capacity (customers)	50	55	105
LOW REVENUE SCENARIO			
Revenue			
Food	\$540,000	\$594,000	\$1,134,000
Beverages	\$270,000	\$297,000	\$567,000
TOTAL	\$810,000	\$891,000	\$1,701,000
Expenses (1)			
Rent	\$33,960	\$22,414	\$56,374
Insurance	\$1,019	\$672	\$1,691
Staff Salaries			
Chefs	\$116,625	\$58,313	\$174,938
Servers/Dishwasher	\$330,469	\$374,531	\$705,000
Supplies	\$180,000	\$198,000	\$378,000
Marketing	\$16,200	\$17,820	\$34,020
Professional Fees	\$4,050	\$4,455	\$8,505
Utilities	\$3,396	\$2,241	\$5,637
Mortgage Interest Payment			\$53,736
Borrowing Costs			\$70,281
Mortgage Principal Retirement			\$16,545
Outstanding Mortgage Balance			\$699,931
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$682,323	\$676,205	\$1,418,808
NET EARNINGS	\$127,677	\$214,795	\$282,192

SOURCE: urbanMetrics inc.

1) Restaurant occupancy is assumed to be 50% in the high revenue scenario. As a result, there would be 56,700 annual customers, served by 6 chefs and 32 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 3: OFFICE SPACE FOR COMMUNITY AGENCY

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	2,000	720	2,720
HIGH REVENUE SCENARIO			
Revenue			
Support Services	\$529,498	\$236,005	\$765,502
TOTAL	\$529,498	\$236,005	\$765,502
Expenses (1)			
Rent	\$28,500	\$10,260	\$38,760
Staff Salaries	\$294,375	\$117,750	\$412,125
Professional Fees	\$7,942	\$3,404	\$11,346
Utilities	\$2,850	\$1,026	\$3,876
Mortgage Interest Payment			\$31,158
Borrowing Costs			\$40,752
Mortgage Principal Retirement			\$9,594
Outstanding Mortgage Balance			\$405,851
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$330,817	\$131,414	\$492,983
NET EARNINGS	\$198,680	\$104,591	\$272,519

SOURCE: urbanMetrics inc.

1) In the high revenue scenario, we have assumed a 2% market share. As a result, there would be 378 annual customers, served by 14 staff members.

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Willmott Scenarios

OPTION 3: OFFICE SPACE FOR COMMUNITY AGENCY

Building	Heritage House	Northeast Ancillary	Total
Building Size (SQFT)	2,500	900	3,400
Gross Floor Area (SQFT)	2,000	720	2,720
LOW REVENUE SCENARIO			
Revenue			
Support Services	\$264,749	\$113,464	\$378,213
TOTAL	\$264,749	\$113,464	\$378,213
Expenses (1)			
Rent	\$28,500	\$10,260	\$38,760
Staff Salaries	\$294,375	\$117,750	\$412,125
Professional Fees	\$7,942	\$3,404	\$11,346
Utilities	\$2,850	\$1,026	\$3,876
Mortgage Interest Payment			\$31,158
Borrowing Costs			\$40,752
Mortgage Principal Retirement			\$9,594
Outstanding Mortgage Balance			\$405,851
Heritage Maintenance Reserve Fund (2)			-\$10,000
TOTAL	\$330,817	\$131,414	\$492,983
NET EARNINGS	-\$330,817	-\$131,414	-\$114,771

SOURCE: urbanMetrics inc.

1) In the high revenue scenario, we have assumed a 1% market share. As a result, there would be 189 annual customers, served by 14 staff members.

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 1A: EVENT FACILITY & RESTAURANT (SEASONAL EVENT SPACE, NO ADDITION)

Building	Heritage House (Restaurant)	Tent (Event Facility)	Total
Building Size (SQFT)	3,500	2,000	5,500
Gross Floor Area (SQFT)	1,680	2,000	3,680
Maximum Capacity (customers)	70	169	239
HIGH REVENUE SCENARIO			
Revenue			
Food	\$1,058,400	\$75,932	\$1,134,332
Beverages	\$529,200	\$37,966	\$567,166
Rental Fees	\$0	\$25,600	\$25,600
TOTAL	\$1,587,600	\$139,498	\$1,727,098
Expenses (1			
Rent	\$47,544	\$0	\$47,544
Insurance	\$1,426	\$815	\$2,241
Staff Salaries			
Chefs	\$46,650		\$46,650
Servers/Dishwasher	\$112,800	\$30,080	\$142,880
Supplies	\$529,200	\$37,966	\$567,166
Marketing	\$31,752	\$2,790	\$34,542
Professional Fees	\$7,938	\$697	\$8,635
Utilities	\$4,754	\$2,717	\$7,471
Mortgage Interest Payment			\$75,894
Borrowing Costs			\$99,261
Mortgage Principal Retirement			\$23,367
Outstanding Mortgage Balance			\$988,548
Heritage Maintenance Reserve Fund (2	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$782,065	\$72,349	\$938,674
NET EARNINGS	\$805,535	\$67,150	\$788,424

SOURCE: urbanMetrics inc.

1) Restaurant/seasonal event space occupancy is assumed to be 70% in the high revenue scenario. As a result, there would be 56,717 annual customers, served by 5 chefs and 36 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 1A: EVENT FACILITY & RESTAURANT (SEASONAL EVENT SPACE, NO ADDITION)

Building	Heritage House (Restaurant)	Tent (Event Facility)	Total
Building Size (SQFT)	3,500	2,000	5,500
Gross Floor Area (SQFT)	1,680	2,000	3,680
Maximum Capacity (customers)	70	169	239
LOW REVENUE SCENARIO			
Revenue			
Food	\$756,000	\$54,237	\$810,237
Beverages	\$378,000	\$27,119	\$405,119
Rental Fees		\$25,600	\$25,600
TOTAL	\$1,134,000	\$106,956	\$1,240,956
Expenses (1)			
Rent	\$47,544	\$0	\$47,544
Insurance	\$1,426	\$815	\$2,241
Staff Salaries			
Chefs	\$46,650		\$46,650
Servers/Dishwasher	\$112,800	\$141,000	\$253,800
Supplies	\$378,000	\$27,119	\$405,119
Marketing	\$22,680	\$2,139	\$24,819
Professional Fees	\$5,670	\$535	\$6,205
Utilities	\$4,754	\$2,717	\$4,754
Mortgage Interest Payment			\$75,394
Borrowing Costs			\$99,261
Mortgage Principal Retirement			\$23,367
Outstanding Mortgage Balance			\$988,548
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$619,525	\$171,608	\$875,393
NET EARNINGS	\$514,475	-\$64,652	\$365,563

SOURCE: urbanMetrics inc.

1) Restaurant/seasonal event space occupancy is assumed to be 50% in the low revenue scenario. As a result; there would be 40,512 annual customers, served by 5 chefs and 36 additional staff (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 1B: EVENT FACILITY & RESTAURANT (WITH ADDITION AND FULL BARN UPGRADE)

Building	Heritage House (Restaurant)	Barn (Event Facility)	Total
Building Size (SQFT)	4,500	4,600	9,100
Gross Floor Area (SQFT)	2,160	3,680	5,840
Maximum Capacity (customers)	90	312	402

HIGH REVENUE SCENARIO			
Revenue			
Food	\$1,360,800	\$436,610	\$1,797,410
Beverages	\$680,400	\$218,305	\$898,705
Rental Fees	\$0	\$80,000	\$80,000
TOTAL	\$2,041,200	\$734,915	\$2,776,115
Expenses (1)			
Rent	\$61,128	\$62,486	\$123,614
Insurance	\$1,834	\$1,875	\$3,708
Staff Salaries			
Chefs	\$145,781		\$145,781
Servers/Dishwasher	\$352,500	\$94,000	\$446,500
Supplies	\$680,400	\$218,305	\$898,705
Marketing	\$40,824	\$14,698	\$55,522
Professional Fees	\$10,206	\$3,675	\$13,881
Utilities	\$6,113	\$6,249	\$12,361
Mortgage Interest Payment			\$160,559
Borrowing Costs			\$209,994
Mortgage Principal Retirement			\$49,435
Outstanding Mortgage Balance			\$2,091,350
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$1,298,786	\$395,039	\$1,888,819
NET EARNINGS	\$742,414	\$339,876	\$887,296

SOURCE: urbanMetrics inc.

1) Restaurant/event space occupancy is assumed to be 70% in the high revenue scenario. As a result, there would be 89,871 annual customers, served by 5 chefs and 36 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 1B: EVENT FACILITY & RESTAURANT (WITH ADDITION AND FULL BARN UPGRADE)

Building	Heritage House (Restaurant)	Barn (Event Facility)	Total
Building Size (SQFT)	4,500	4,600	9,100
Gross Floor Area (SQFT)	2,160	3,680	5,840
Maximum Capacity (customers)	90	312	402
LOW REVENUE SCENARIO			
Revenue			
Food	\$1,030,320	\$330,576	\$1,360,896
Beverages	\$515,160	\$165,288	\$680,448
Rental Fees		\$80,000	\$80,000
TOTAL	\$1,545,480	\$575,864	\$2,121,344
Expenses (1)			
Rent	\$61,128	\$62,486	\$123,614
Insurance	\$1,834	\$1,875	\$3,708
Staff Salaries			
Chefs	\$145,781		\$145,781
Servers/Dishwasher	\$352,500	\$440,625	\$793,125
Supplies	\$515,160	\$165,288	\$680,448
Marketing	\$30,910	\$11,517	\$42,427
Professional Fees	\$7,727	\$2,879	\$10,607
Utilities	\$6,113	\$6,249	\$12,361
Mortgage Interest Payment			\$160,599
Borrowing Costs			\$209,994
Mortgage Principal Retirement			\$49,435
Outstanding Mortgage Balance			\$2,091,350
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$1,121,153	\$684,671	\$2,000,818
NET EARNINGS	\$424,327	-\$108,806	\$120,526

SOURCE: urbanMetrics inc.

1) Restaurant/event space occupancy is assumed to be 50% in the low revenue scenario. As a result, there would be 68,045 annual customers, served by 5 chefs and 36 additional staff members (allocated to each building according to the maximum capacity).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 2: DAY SPA

Building	Heritage House	Barn	Total
Building Size (SQFT)	3,500	4,600	8,100
Gross Floor Area (SQFT)	2,800	3,680	6,480
Maximum Number of Rooms	8	11	20

HIGH REVENUE SCENARIO

Revenue			
Sales	\$954,545	\$1,254,545	\$2,209,091
Expenses (1)			
Insurance	\$9,545	\$12,545	\$22,091
Rent	\$56,000	\$73,600	\$129,600
Staff Salaries	\$306,858	\$403,299	\$710,156
Supplies	\$76,364	\$100,364	\$176,727
Marketing	\$9,545	\$9,545	\$19,091
Professional Fees	\$9,545	\$9,545	\$19,091
Office Supplies	\$9,545	\$9,545	\$19,091
Utilities	\$5,600	\$7,360	\$12,960
Mortgage Interest Payment			\$126,998
Borrowing Costs			\$166,100
Mortgage Principal Repayment			\$39,102
Outstanding Mortgage Balance			\$1,654,203
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$483,003	\$625,804	\$1,259,907
NET EARNINGS	\$471,542	\$628,741	\$949,184

SOURCE: urbanMetrics inc.

1) Dayspa occupancy is assumed to be 75% in the high revenue scenario. As a result, there would be 14,727 annual customers, served by 25 staff members (allocated to each building according to the gross floor area/maximum number of rooms).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 2: DAY SPA

Building	Heritage House	Barn	Total
Building Size (SQFT)	3,500	4,600	8,100
Gross Floor Area (SQFT)	2,800	3,680	6,480
Maximum Number of Rooms	8	11	20

LOW REVENUE SCENARIO

Revenue			
Sales	\$636,364	\$836,364	\$1,472,727
Expenses (1)			
Insurance	\$6,364	\$8,364	\$14,727
Rent	\$56,000	\$73,600	\$129,600
Staff Salaries	\$272,248	\$352,739	\$624,988
Supplies	\$50,909	\$66,909	\$117,818
Marketing	\$9,545	\$9,545	\$19,091
Professional Fees	\$9,545	\$9,545	\$19,091
Office Supplies	\$9,545	\$9,545	\$19,091
Utilities	\$5,600	\$7,360	\$12,960
Mortgage Interest (Payment)			\$126,998
Borrowing Costs			\$166,100
Mortgage Principal Retirement			\$39,102
Outstanding Mortgage Balance			\$1,654,203
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$419,757	\$537,608	\$1,108,466
NET EARNINGS	\$216,606	\$298,755	\$364,262

SOURCE: urbanMetrics inc.

1) Dayspa occupancy is assumed to be 50% in the high revenue scenario. As a result, there would be 9,818 annual customers, served by 22 staff members (allocated to each building according to the gross floor area/maximum number of rooms).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 3: NOT-FOR-PROFIT/COMMUNITY ORGANIZATION FIELDHOUSE

Building	Heritage House	Barn	Total
Building Size (SQFT)	3,500	4,600	8,100
Gross Floor Area (SQFT)	2,800	3,680	6,480
HIGH REVENUE SCENARIO			
Revenue			
Programs/Camps	\$235,200	\$309,120	\$544,320
Sports Leagues	\$10,920	\$14,352	\$25,272
TOTAL	\$246,120	\$323,472	\$569,592
Expenses (1)			
Insurance	\$2,240	\$2,944	\$5,184
Rent	\$40,000	\$10,000	\$50,000
Staff Salaries	\$87,920	\$115,552	\$203,472
Program Supplies	\$5,600	\$7,360	\$12,960
Office Supplies	\$11,200	\$14,720	\$25,920
Professional Fees	\$3,667	\$4,820	\$8,487
Utilities	\$4,000	\$1,000	\$5,000
Mortgage Interest Payment			\$31,158
Borrowing Costs			\$40,752
Mortgage Principal Retirement			\$9,594
Outstanding Mortgage Balance			\$405,851
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$154,627	\$156,396	\$336,775
NET EARNINGS	\$91,493	\$167,076	\$232,817

SOURCE: urbanMetrics inc.

1) Program occupancy is assumed to be 90% in the high revenue scenario. As a result, there would be 130 annual participants served by 9 staff members (allocated to each building according to the gross floor area/maximum number of rooms).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Ruhl Scenarios

OPTION 3: NOT-FOR-PROFIT/COMMUNITY ORGANIZATION FIELDHOUSE

Building	Heritage House	Barn	Total
Building Size (SQFT)	3,500	4,600	8,100
Gross Floor Area (SQFT)	2,800	3,680	6,480
LOW REVENUE SCENARIO			
Revenue			
Programs/Camps	\$156,800	\$206,080	\$362,880
Sports Leagues	\$7,280	\$9,568	\$16,848
TOTAL	\$164,080	\$215,648	\$379,728
Expenses (1)			
Insurance	\$1,493	\$1,963	\$3,456
Rent	\$40,000	\$10,000	\$50,000
Staff Salaries	\$58,613	\$77,035	\$135,648
Program Supplies	\$3,733	\$4,907	\$8,640
Office Supplies	\$7,467	\$9,813	\$17,280
Professional Fees	\$2,445	\$3,213	\$5,658
Utilities	\$4,000	\$1,000	\$5,000
Mortgage Interest Payment			\$31,158
Borrowing Costs			\$40,752
Mortgage Principal Retirement			\$9,594
Outstanding Mortgage Balance			\$405,851
Heritage Maintenance Reserve Fund (2)	-\$10,000	-\$5,000	-\$15,000
TOTAL	\$117,751	\$107,930	\$251,434
NET EARNINGS	\$46,329	\$107,718	\$128,294

SOURCE: urbanMetrics inc.

1) Program occupancy is assumed to be 60% in the low revenue scenario. As a result, there would be 86 annual participants served by 6 staff members (allocated to each building according to the gross floor area/maximum number of rooms).

2) The annual Heritage Maintenance Reserve Fund appears as a 'negative expense'.

A Heritage Maintenance Reserve Fund is assumed to be required by the owners of the building to set aside annual funds dedicated to the ongoing maintenance and preservation of heritage resources.

Summary Tables

	Wilmott Property			
	Daycare	Restaurant/Bar (Without Addition)	Restaurant/Bar (With Addition)	Seniors Care - Offices
Projected Revenue	\$400,000 - \$500,000	\$1,00,000 - \$2,000,000	\$1,500,000 - \$2,500,000	\$400,000 - \$800,000
Projected Earnings (for Operator)	\$35,000 - \$70,000	\$200,000 - \$500,000	\$300,000 - \$600,000	\$0 - \$300,000
Projected Rental Income (for Town of Milton)	\$40,000	\$50,000	\$60,000	\$40,000
Total Capital Investment Costs	\$554,000	\$752,000	\$956,000	\$554,000
Capital Investment	Private Partner	Private Partner	Private Partner	Private Partner
Daily Operations	Private Partner	Private Partner	Private Partner	Private Partner

	Ruhl Property			
	Restaurant/Bar (Seasonal Tent)	Restaurant/Bar (With Addition)	Day Spa	Community Organization
Projected Revenue	\$1,200,000 - \$1,800,000	\$2,000,000 - \$3,000,000	\$1,400,000 - \$2,200,000	\$350,000-\$600,000
Projected Earnings (for Operator)	\$400,000 - \$800,000	\$100,000 - \$900,000	\$400,000 - \$1,000,000	\$150,000-\$260,000
Projected Rental Income (for Town of Milton)	\$50,000	\$120,000	\$130,000	\$50,000
Total Capital Investment Costs	\$1,350,000	\$2,860,000	\$2,272,000	\$563,000
Capital Investment	Private Partner	Private Partner	Private Partner	Private Partner
Daily Operations	Private Partner	Private Partner	Private Partner	Not For Profit

APPENDIX III:

COSTING

prepared by ERA Architects

Willmott Scenarios (Rounded Figures)

Option 1 - Day Care

Building Upgrade	
House Upgrade	\$200,000.00
Out Building Upgrade	\$130,000.00
Furniture and Equipment (Allowance)	\$50,000.00
Heritage Reserve Fund	\$10,000.00
Building Upgrade Sub-Total	\$390,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$14,000.00
Plantings (Allowance)	\$4,500.00
Grounds Upgrade Sub-Total	\$18,500.00
Sub-Total	\$408,500.00
Contingency (20%)	\$81,700.00
Sub-Total	\$490,200.00
HST (13%)	\$63,726.00
Total	\$553,926.00

Option 2a - Food and Beverage (Without Addition)

Building Upgrade	
House Upgrade	\$200,000.00
Out Building Upgrade	\$130,000.00
Kitchen Fit Out	\$130,000.00
Furniture and Equipment (Allowance)	\$50,000.00
Heritage Reserve Fund	\$10,000.00
Building Upgrade Sub-Total	\$520,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$30,000.00
Plantings (Allowance)	\$4,500.00
Grounds Upgrade Sub-Total	\$34,500.00
Sub-Total	\$554,500.00
Contingency (20%)	\$110,900.00
Sub-Total	\$665,400.00
HST (13%)	\$86,502.00
Total	\$751,902.00

Option 2b - Food and Beverage (With Addition)

Building Upgrade	
House Upgrade	\$200,000.00
Out Building Upgrade	\$130,000.00
Building Addition	\$150,000.00
Kitchen Fit Out	\$130,000.00
Furniture and Equipment (Allowance)	\$50,000.00
Heritage Reserve Fund	\$10,000.00
Building Upgrade Sub-Total	\$670,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$30,000.00
Plantings (Allowance)	\$4,500.00
Grounds Upgrade Sub-Total	\$34,500.00
Sub-Total	\$704,500.00
Contingency (20%)	\$140,900.00
Sub-Total	\$845,400.00
HST (13%)	\$109,902.00
Total	\$955,302.00

Option 3 - Office Space for Community Services Agency

Building Upgrade	
House Upgrade	\$200,000.00
Out Building Upgrade	\$130,000.00
Furniture and Equipment (Allowance)	\$50,000.00
Heritage Reserve Fund	\$10,000.00
Building Upgrade Sub-Total	\$390,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$14,000.00
Plantings (Allowance)	\$4,500.00
Grounds Upgrade Sub-Total	\$18,500.00
Sub-Total	\$408,500.00
Contingency (20%)	\$81,700.00
Sub-Total	\$490,200.00
HST (13%)	\$63,726.00
Total	\$553,926.00

Ruhl Scenarios (Rounded Figures)

Option 1a - Restaurant and Seasonal Event Space

Building Upgrade	
House Upgrade	\$270,000.00
Kitchen / Service Building (Allowance)	\$500,000.00
Furniture and Equipment (Allowance)	\$50,000.00
Tent	\$30,000.00
Barn Stabilization	\$50,000.00
Heritage Reserve Fund	\$15,000.00
Building Upgrade Sub-Total	\$915,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$70,000.00
Plantings (Allowance)	\$10,000.00
Grounds Upgrade Sub-Total	\$80,000.00
Sub-Total	\$995,000.00
Contingency (20%)	\$199,000.00
Sub-Total	\$1,194,000.00
HST (13%)	\$155,220.00
Total	\$1,349,220.00

Option 1b - Restaurant and Year Round Event Space (Full Barn Upgrade and Restaurant Addition)

Building Upgrade	
House Upgrade	\$270,000.00
Kitchen / Service Building (Allowance)	\$500,000.00
Barn Stabilization	\$50,000.00
Heritage Reserve Fund	\$15,000.00
Restaurant Addition	\$200,000.00
Barn Upgrade	\$800,000.00
Furniture and Equipment (Allowance)	\$180,000.00
Building Upgrade Sub-Total	\$2,015,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$80,000.00
Plantings (Allowance)	\$10,000.00
Grounds Upgrade Sub-Total	\$90,000.00
Sub-Total	\$2,105,000.00
Contingency (20%)	\$421,000.00
Sub-Total	\$2,526,000.00
HST (13%)	\$328,380.00
Total	\$2,854,380.00

Option 2 - Day Spa

Building Upgrade	
House Upgrade	\$270,000.00
Barn Upgrade	\$1,100,000.00
Furniture and Equipment (Allowance)	\$200,000.00
Heritage Reserve Fund	\$15,000.00
Building Upgrade Sub-Total	\$1,585,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$80,000.00
Plantings (Allowance)	\$10,000.00
Grounds Upgrade Sub-Total	\$90,000.00
Sub-Total	\$1,675,000.00
Contingency (20%)	\$335,000.00
Sub-Total	\$2,010,000.00
HST (13%)	\$261,300.00
Total	\$2,271,300.00

Option 3 - Community Youth Organization

Building Upgrade	
House Upgrade	\$270,000.00
Barn Stabilization	\$50,000.00
Furniture and Equipment (Allowance)	\$40,000.00
Heritage Reserve Fund	\$15,000.00
Building Upgrade Sub-Total	\$375,000.00
Grounds Upgrade	
Pathways and Lighting (Allowance)	\$40,000.00
Plantings (Allowance)	None
Grounds Upgrade Sub-Total	\$40,000.00
Sub-Total	\$415,000.00
Contingency (20%)	\$83,000.00
Sub-Total	\$498,000.00
HST (13%)	\$64,740.00
Total	\$562,740.00

Building Upgrade Unit Costs

Ruhl Property Capital Upgrades

House	
Cost of General Upgrade (\$75/sqf)	\$270,000.00
House Annual Heritage Reserve Fund	\$10,000.00
Servicing for Restaurant / Catering	
900 sqf Commercial Kitchen Addition (\$150/sqf)	\$135,000.00
Kitchen Fit Out (Allowance)	\$100,000.00
W/Cs (full capacity Provision)	\$90,000.00
2000sqf Storage Structure (\$45/sqf)	\$90,000.00
Subtotal	\$415,000.00
Contingency (20%)	\$83,000.00
Total	\$498,000.00
1000 sqf Restaurant Addition for 65 guests (\$200/sqf)	\$200,000.00
Barn	
Barn Stabalization	\$50,000.00
Barn Annual Heritage Reserve Fund	\$5,000.00
Barn Full Occupancy via Construction of New Building	
Glass Enclosure :	
Walls (3,000 sqf @ \$65/sqf)	\$196,000.00
Roof (4,400 sqf @ \$50/sqf)	\$220,000.00
Floor (4,400 sqf @ \$15/sqf)	\$66,000.00
GWB Fireproofing on overside of Floor (4,400 sqf @ \$5/sqf)	\$26,400.00
Sprinklers	\$16,000.00
HVAC and Electrical	\$96,800.00
Subtotal	\$621,200.00
Contingency (20%)	\$124,240.00
Total for Event Space	\$745,440.00
Servicing for Spa	\$360,000.00
Total for Spa	\$1,105,440.00
Servicing	
4" Pipes for Water Service and Sanitary (Approximate)	\$35,000.00

Willmott Capital Upgrades

House	
Cost of General Upgrade (\$80/sqf)	\$200,000.00
Annual Heritage Reserve Fund	\$10,000.00
Commercial Kitchen	\$60,600.00
Kitchen Fit Out (Allowance)	\$70,000.00
W/C (full capacity Provision)	\$45,000.00
Subtotal	\$105,600.00
Contingency (20%)	\$21,120.00
Total	\$126,720.00
750 sqf Restaurant Addition (\$200/sqf)	\$150,000.00
Out Building Upgrade (\$75/sqf)	\$130,000.00

COSTING NOTES

General

Costs provided in this report are for budgeting purposes and are based on current trades rates, adjusted for a small building and landscape scope. Costs of similarly scaled projects conducted by ERA Architects Inc. were used as a baseline.

Listed estimates include material, labour, equipment, contractor mobilization, a 10% contingency, and HST.

Soft costs, such as consultant fees for construction drawings and site plan approval are not included in these estimates. These costs are estimated to be in the range of 13%-17% of the cost of construction. Estimated costs are for Spring 2011 and do not account for inflation.

This order of magnitude costing was established using mid-range unit prices for building and site upgrade. Materials selection, fit out and landscaping scope among other factors could result in a - /+ 20% deviation in the estimated costs.

General House Upgrade

General House upgrade refers to interior renovation work required to make the properties suitable for occupation in accordance with current standards and to accommodate each future use option, inclusive of architectural, mechanical, electrical and structural.

Landscape, Access and Parking

Landscape projections are inclusive of needed grading, plantings and paving required by each scenario. Landscaping cost projections do not include the proposed public park. Landscape strategies are based on minimal intervention and the retention of existing trees.

APPENDIX IV:

PARKING REQUIREMENTS

prepared by ERA Architects

PARKING REQUIREMENTS:

Parking requirements were calculated using the greater value of either Section 5 of Milton's Comprehensive Zoning By-Law Section 5, or the provision of 1 parking spot per 2.5 user of the site.

Parking requirements of Section 5 of Milton's Comprehensive Zoning By-Law are as follow:

- Restaurant Use: 1 spot per 9 m²
- Restaurant Patio Use: 1 spot per 18 m²
- Office Use: 1 spot per 30 m²

Capacity of building users has been derived from the combination of patrons and staff anticipated in the various schemes. In schemes where restaurant use applies, the balance of the building GFA was considered office-use.

The derived parking counts are as follows:

Ruhl Property:

Option 1a:

Seasonal Event Space (no addition)

Capacity: 239

Parking Provision: 96 spaces

Option 1b:

Event and Restaurant (addition, full barn upgrade)

Capacity: 402

Parking Provision: 160 spaces

Option 2:

Day Spa

Capacity: 20

Parking Provision: 11 spaces

Option 3:

Community Organization

Capacity: 140

Parking Provision: 56

Willmott Property:

Option 1:

Day Care/Early Childhood Education Centre

Capacity: 56

Parking Provision: 23 spaces

Option 2a:

Restaurant/Pub (without addition)

Capacity: 110

Parking Provision: 44 spaces

Option 2b:

Restaurant/Pub (with addition):

Capacity: 143

Parking Provision: 58 spaces

Option 3:

Community Offices - Senior Care

Capacity: 14

Parking Provision: 11

APPENDIX E: Willmott Farmhouse Memo to Council (2020)



Town of Milton

Memo

To: Mayor and members of Council
From: Mike Launslager, Manager, Economic Development
Date: Monday, December 21, 2020
Subject: Willmott House status update

Located within the grounds of the Milton Sports Centre, the Willmott House is a historically significant residential building (ca. 1835) that was purchased by the Town of Milton in 2008 as part of a property transaction to acquire the land needed to facilitate the development of Community Park. Although not designated under the provisions of the Ontario Heritage Act, the building is included in Milton's Heritage Register as a listed property. Due to the poor condition of the building and limited water and wastewater services on site, the Willmott House has been identified as surplus to the Town of Milton's needs.

Over the past several months, Executive Services staff has been exploring various options to repurpose the Willmott House in order to mitigate the risk of further deterioration of the building's structure, while maintaining its significant heritage value. In order to present the opportunity to acquire the building to private stakeholders, staff prepared a Request for Information (RFI) in March 2020 that outlined criteria for potential bidders. Specifically, the RFI sought interest from parties that had the capabilities to acquire the building, move it to another location within Milton, and restore the structure for private use. Due to the initial impact of the COVID-19 pandemic on the real estate market in spring 2020, staff put the RFI on hold. In October 2020, the RFI was formally released to the public through the Purchasing Department for a period of 30 business days.

In addition to posting the RFI on Milton's Bids and Tenders website, staff implemented a robust marketing campaign to raise awareness of the opportunity, which included print and digital advertisements and inclusion in the Economic Development Division's e-newsletters. Further, staff followed up directly with key

stakeholders in the development community to present the opportunity to respond to the RFI. Staff also organized a tour of the building for stakeholders that registered for the RFI through the Bids and Tenders website. While staff received verbal indication of interest in the opportunity to acquire the building from two stakeholders, ultimately there were no formal submissions received through the RFI process.

Despite the unsuccessful RFI process, Executive Services staff have since engaged in meaningful discussions with one of the stakeholders that expressed an interest in further exploring options to acquire the building, Mattamy Homes. Staff will pursue the opportunity to arrive at an agreement to move the Willmott House to one of Mattamy's current residential communities in Milton for re-use, and update Council on any progress.

Cc:

Andrew Siltala, Chief Administrative Officer

Strategic Management Team