

LANSDOWNE PARK CONSERVANCY CONTINUING A 150 YEAR PUBLIC TRUST

DEVELOPMENT PROPOSAL LANSDOWNE PARK

Re-submitted July 20, 2011

(Original Submission June 21, 2010, first revision November 15, 2010, second revision April 27, 2011)



PROPOSITION DE DÉVELOPPEMENT PARC LANSDOWNE

le 27 juillet, 2011 mise à jour

(Présentation originale le 21 juin, 2010, première révision le 15 novembre, 2010, deuxième révision le 27 avril, 2011)

CONSERVATION PARC LANSDOWNE

LA CONTINUITÉ D'UNE CONFIANCE
PUBLIQUE DE PLUS DE 150 ANS




TABLE OF CONTENTS

Letter of Application
Financials
Development Proposal
Comparisons
Financial Appendices

\$68M less expensive

Stadium ready by December 2013

A place to share with family and friends

Background

The Lansdowne Park Conservancy was founded by Andrew Dickson, Michaël Gazier and John E. Martin, local businessmen who have dedicated their private resources and time.

This proposal would not be possible without the gracious help of contributors and the generous donations from supporters.

The desired design team for the Conservancy will be the internationally recognized team at NBBJ. NBBJ is currently completing the Bill (Microsoft Founder) and Melinda Gates Foundation in Seattle which includes the highest level of LEED including water management systems and ecological green space design.

They have completed Lincoln Field in Philadelphia (NFL Football and MLS Soccer) and the Columbus Crew Stadium in Ohio (MLS Soccer). Both of these stadiums were used during the FIFA Women's World Cup of Soccer when it was hosted by the United States. They have also completed the Paul Brown Stadium (NFL) in Cincinnati and are regarded as experts in combining soccer and football and keeping to FIFA standards, a requirement for the Lansdowne Project.

NBBJ have also completed the NHL Blue Jackets arena in Ohio. Arena experience is another area of expertise required under the Lansdowne Project.

Their unique and special expertise is unsurpassed for this project and bring efficiencies in pricing over other companies who do not have this experience.

Under the proposal, Lansdowne Park is to be managed by the non-profit Lansdowne Park Conservancy using a public governance board that includes all invested parties. Ownership of the park remains with the City of Ottawa, and city park staff and management could bring their valuable expertise and knowledge to the park through a purchase-of-service agreement that retains all seniority and benefits.

The board would be comprised of, but not limited to, representation from the following:

- City of Ottawa
- NCC
- Parks Canada
- Community, Business, and Heritage groups



“Continuing a 150 Year Public Trust” – La continuité d’une confiance publique de plus de 150 ans”

- Rural / Agricultural Interests
- Tourism
- Sports
- Arts and Culture

The Lansdowne Park Conservancy business model follows the successful heritage development at Vancouver's Granville Island, which is run by a public governance board. At 37 acres, Granville Island is roughly the same size as Lansdowne Park, is bordered by water and a bridge, and uses perimeter surface parking. Buildings are restricted to three storey's and only local businesses and farmers are allotted space to lease. Last year, Granville Island attracted 10.5 million visitors. The economic impact to the Greater Vancouver area from the market is by some estimates over \$500M. It is expected that Lansdowne Park will attract 2 million visitors per year by following this proven and successful model.

The Conservancy not-for-profit management model was adopted with assistance from the Central Park Conservancy in New York. Last year, Central Park attracted 30 million visitors. CEO Stephen Spinelli from the Central Park Conservancy is available to meet with the City.

From 1888 to 1973, Lansdowne Park was run profitably for the City of Ottawa by another non-profit group, the Central Canada Exhibition, who made it the home of a CFL team.

The message is clear.

People come to beautiful and interesting places where they are not overwhelmed.

Vision Statement

The overall vision of the Lansdowne Park Conservancy is to preserve and protect Lansdowne Park as a public space for present and future generations.

- The plan promotes sports and recreation, supports local small business and provides room for the Farmer's Market to expand.
- There will be a concert shell, outdoor pool and pavilion with a family area.
- There will be a horticulture area with a children's garden and dancing water area for hot days.
- The park is 100% public with no private ownership, and preserves Sylvia Holden Park.
- Building height is restricted to 11 meters (Stadium and Aberdeen Pavilion excepted).
- All heritage lines are protected and heritage buildings will be restored for a lively mix of retail.
- There is room to create new pavilions as future needs arise.
- Stadium to be completed by December 2013, and ready for FIFA 2014!

A world-class park will be a place for people. With greater space comes greater opportunities for healthy living, and the promotion of culture and tourism.

Under this plan, Lansdowne Park will be a vibrant, self-sufficient, and revenue-generating centre in the Nation's Capital for generations to come.



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July 20, 2011

Jeff Byrne
Chief Procurement Officer
City of Ottawa, City Hall
110 Laurier Avenue West
Ottawa, Ontario
K1P 1J1

RE: Letter of Application Development of Lansdowne Park

Dear Mr. Byrne,

This letter is to officially re-submit the Development Proposal and Competitive Bid for Lansdowne Park by the Lansdowne Park Conservancy/Conservation parc Lansdowne.

Guidelines set out by City of Ottawa Council

The guidelines established by Ottawa City Council were to develop Lansdowne Park with a stadium, green space, and a revenue and management model. The Conservancy proposal meets and exceeds all of these criteria.

The overall guiding principle of procurement at the City of Ottawa, as published in procurement By-Law 50, is as follows:

2. (1) The objective of the By-law respecting procurement is to obtain best value when purchasing goods, construction and services for the City while treating all suppliers equitably.
- (2) The guiding procurement principle is that purchases be made using a competitive process that is open, transparent and fair to all suppliers.
- (3) These objectives and principles are reflected in this By-law.



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CFL

With respect to attaining a CFL franchise, a suitable stadium in the City is a requirement. The Conservancy not only satisfies this requirement but follows historical precedent of providing a public stadium for the CFL.

The firm NBBJ, our preferred design team, are world renowned specialists in professional stadium design. (Please refer to the attached Development Proposal outlining the design and their expertise). The CFL franchise rights do not extend to a right to develop.

Partnership

The City of Ottawa has clarified that they wish to have a partner that removes the costs associated with the Park from the City books. The Conservancy satisfies this partner requirement.

No Reset

There is no requirement to restart the process on Lansdowne. The Conservancy meets all the requirements as set out by council of

- 1. Stadium
- 2. Green Space
- 3. Retail/Revenue Model
- 4. Governance/Management Model

The Conservancy is defined as a competitive bid under the rules and is available immediately.

Governance Model

The Conservancy model follows the extremely successful public governance model seen at both Granville Island in Vancouver, B.C., and the Conservancy non-profit management system most famously seen in the Central Park Conservancy in New York. The Conservancy management model works with their City partner to enhance their bottom line and to increase quality of life, real estate values and tourism.

The CEO of the Central Park Conservancy, Mr. Stephen Spinelli, is available to meet with the City.

Financial Advantages

The savings to the City with the Conservancy will be in the range of \$250M to \$300M as outlined in the Financials Section of this proposal. This does not include the increase to tourism as a result of a truly unique heritage restoration of the park, or the full tax revenue benefit of intensification that by definition will take place outside the park.

Corporate Structure

The structure of the Conservancy is streamlined and will be comprised of a Board of Directors and an Advisory Committee. The Advisory Committee will include membership from the following stake holders:

- The City of Ottawa - Heritage
- The NCC/CCN - Sports

- Parks Canada - The Arts
- General Community - Business
- Agriculture/Rural - Tourism

The board will oversee that the park would follow the direction of Conservancy non-profit management and to keep the park 100% public for the enjoyment of present and future generations.

All site revenue surpluses would either be re-invested into the park or returned to the City. No member of this prestigious board would receive compensation. All members of the Board would participate out of a desire to give back to their community.

All direction from the Board will be carried out by the existing experienced staff at the park under a purchased services agreement.

Development and Park Overview

There would be no private development on the land. All heritage structures in the park would remain in their present locations (Aberdeen, Horticulture, Coliseum). Height restrictions on new construction in the park of future public pavilions would comply with local zoning of 11 meters (stadium excepted).

Renewable Energy

The board would promote the use of renewable energy, and the highest levels, Platinum, of LEED (Leadership in Energy and Environmental Design) beginning with a .5MW solar roof on the new South Stands. This meets with the current direction of the City of Ottawa to encourage renewable energy opportunities.

Healthy Living

The Conservancy would encourage healthy living, sports, the arts, and culture. A full Farmer’s Market of over 100 full time vendors in summer and a permanent home in the Aberdeen Pavilion in the winter. This also falls in line with the City direction to encourage local growth. Providing a year round opportunity for our growers will inevitably create further local economic

opportunities and stimulate year round farming with organic indoor environment food production as seen with TerraSphere from Boston/Vancouver.

Site Cleanup

Contamination at the site will be an expensive proposition. Families and young children will be active on the site and it is imperative to ensure that the highest levels of decontamination are followed. The appropriate cleanup is defined as a "complete remediation" and involves removal of all contaminated soil from the site to a neutral location where all toxins and metals are fully expunged to Ministry satisfaction. Cost of such a cleanup will be in the range of \$5M to \$20M depending on the volume of soil affected. As a competitive bid the Conservancy is eligible for both Provincial and Federal funding on this necessary cleanup.

Promoting Local Business

The best way to stimulate our local economy is to follow the directives of the City of Ottawa to promote and support local business. In so doing the money is not shipped out of the area but rather is re-circulated in the area. This is good for local business and great for our economy.

Lease Space

Retail opportunities will be limited to around 100,000 sq/ft making full use of the Coliseum Building, Horticultural Building (in its present location), Kiosks at the base of the North Stands, the Salon space in the Civic Centre no longer required for large trade shows, and a new Pavilion adjacent to the new Concert Shell and pool. By keeping the scale of the retail space down, it is in scale to the site, to the human experience and providing all the necessary features desired by patrons and tourists. Local business will be stimulated not overwhelmed.

Parking

Parking will be on the surface, but strategically located around the outer extremities of the park. This provides for easy access to the Front Lawn, Concert Shell, Stadium,

Farmer's Market and Coliseum and Horticulture retail space. With one sixth the intensification traffic will be very manageable.

What can be assured with the Conservancy approach is that it meets all heritage requirements, avoids messy precedent of expropriating park land for private homes, increases site lines, falls within the Official Plan, is available immediately at a far superior bottom line, and is fully compliant with Procurement Rules.

On behalf of the Lansdowne Park Conservancy, I respectfully request that this application be thoroughly examined in accordance with the rules and the overall guiding principle of procurement of seeking best value for the taxpayer.

A Substantive Objection has been registered with you as the main point of contact. You have replied to me that you will not undertake the mandatory internal and available dispute resolution mechanism attached to the Substantive Objection process. Within this proposal you will clearly see, with supporting evidence, that we surpass all of the guiding principles of procurement to provide best value for the taxpayers of Ottawa. Should your position not change forthwith to commence the internal dispute resolution process, we will have no alternative than to seek immediate relief from the court.

I look forward to working with you cooperatively.

Most Sincerely Yours,



John E. Martin
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M. Rick O'Connor, City of Ottawa
Gordon Greenwood, Maclaren Corlett LLP.



Lansdowne Park Conservancy - Financial Summary

(Capital costing by NBBJ)

Park with Complete Stadium

July 20, 2011

Capital Costs

Stadium and Arena	65,495,000
Horticulture Building	6,400,000
Coliseum Building	3,000,000
Aberdeen Pavilion	500,000
Retail Upgrades	500,000
Park and Grounds	16,040,000
Pool and Pavilion	5,000,000
Concert Shell	1,200,000
North Stand Atrium/Walkways	12,000,000
Total Capital Cost	<u>\$110,135,000</u>

Cost of Loan \$267,286,000
(40 years at 5.35%)¹

Debt Retirement \$6,682,150
(Interest and Principal)

Notes to reader:

With the arrival of the new Trade Space near the Airport, Lansdowne Park will replace the lost revenue (and expenses) with greater retail lease space. The largest space vacated will be 30,000 ft² in the lower level Salon Space underneath the North Stands. As a non-profit aimed to support local small business, the Conservancy offers a substantially more competitive lease rate of \$23.47 ft², or more than \$5 / ft² less than the developers proposal. This competitive advantage will create great interest for local small business and greatly minimize vacancy.

Of note to the City of Ottawa is that the **Ottawa Art Gallery** has a need for 30,000 ft² of climate controlled high ceiling exhibition space. This demonstrates a financially viable alternative for the Ottawa Art Gallery to provide access to art at a tourist destination.

The **Ottawa Sports Hall of Fame**, now at a temporary location at City Hall, has an opportunity to be placed within the new stadium on the main level. This will allow both fans and athletes easy access to these historic and cherished memories.

Conclusion:

By freeing up the park from high density, the park will be more financially and socially profitable. Directing the high density development along the multi-billion dollar rapid transit expansion will allow the city to doubly benefit with greater new taxation.

Operations

(Operational Expenses and Revenues grow at 2.5%/year

Debt and Avoided Costs remain constant.)

Expenses

² Stadium and Arena	3,702,000
³ Grounds and Buildings	1,700,402
² Operations Expense Parking	200,000
¹ Debt Retirement (interest and principal)	6,682,150
² Annual Avoided Costs	-3,800,000
Total Expenses	<u>-\$8,484,552</u>

Revenues

Pool Revenue	75,000
³ Catering, Concessions, Other	100,000
³ Aberdeen Pavilion Rentals	250,000
² Parking	2,142,000
² Lease Operations 110,000 ft ² (net taxes/expenses) (Coliseum, Horticulture, NS Kiosks, Pool Pavilion, NS Salons)	2,581,700
³ Lease Soccer Bubble	300,000
Solar South Stands (FIT - .5MW)	442,702
Concert Shell, Festivals	250,000
³ Farmers Market Summer Outdoors	300,000
³ Farmers Market Winter in Aberdeen	100,000
² Stadium Rental Fee: CFL	300,000
² Arena Rental Fee: 67's	100,000
² Stadium/Arena: other events	2,536,000
² Total Stadium and Arena Revenue	2,936,000
Total Revenues	<u>\$9,477,402</u>
Annual Surplus	<u>\$992,850</u>

¹ City of Ottawa Business Model

² See Price Waterhouse Cooper Report

³ Based on City of Ottawa Balance Sheets

Notes to Financial Summary

Capital Costs

All capital costs based on NBBJ figures.
Bid price guaranteed by bond.

Cost of Loan

*Total Capital Cost of \$110.135M financed
Over 40 years at 5.35%.
Debenture financing model confirmed by
City of Ottawa.*

Provincial Loan Program

*The proposal by the Conservancy to
incorporate as a non-profit sports and
recreation now removes all risk and cost
to the City for the development and management
of Lansdowne Park. Dividend payments and
taxation to the taxpayer increase the attractiveness
of this proposal.*

Assumptions

*NASL lease, stadium sponsorship fees, per
ticket debt pay down fees have not been included.*

Operations

Expenses

Stadium and Arena
Grounds, Buildings and Pool
Debt Retirement
Annual Avoided Costs

Revenues

Pool Revenue
Catering, Concessions, Other
Aberdeen Pavilion Rentals
Parking
Lease Operations on 110,000 ft²

Lease Soccer Bubble

Solar South Stands
Concert Shell, Festivals
Farmer's Market Summer
Farmer's Market Winter

Stadium and Arena

Profit Sharing CFL/OHL

Value of Waterfall Payment

Number of Parking Spots

Appendix

Appendix A
Appendix B
Appendix C
Appendix D

.....
Appendix B
Appendix B
Appendix E
Appendix F

Appendix B

Appendix G
.....
Appendix L
Appendix L

Appendix H
Appendix I
Appendix J

Appendix K

Appendix M

Notes to Reader All Operations Expenses and Revenues will grow at 2.5% / year
(Debt retirement and Avoided Costs remain constant)

PWC Report page 27

(120 days by 250 daily swims @ \$2.50 /swim)

Item 407065

Item 407302

PWC Report page 34

PWC Report page 43 – OSEG is \$28.72/ft². Conservancy is \$23.47/ ft².

*Lease space within Coliseum, Coliseum Offices, North Stands ground level
and promenade level, Salon Space Area, Horticulture Bldg, Pool pavilion.*

Item 407067

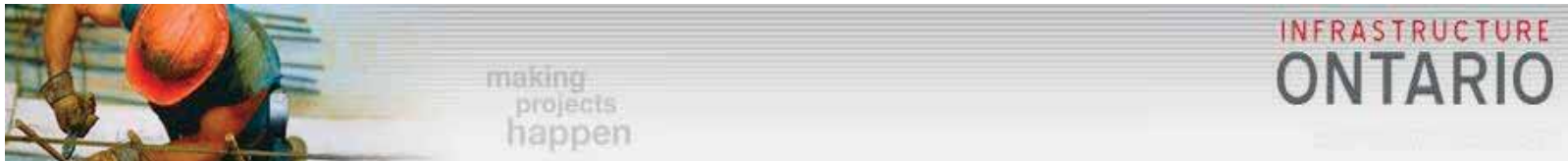
(based on 20 events at \$5,000 and 10 events at \$15,000)

PWC Report page 25 CFL/OHL

PWC Report page 27 totals

For the purpose of this report CFL/OHL profits are ignored.

OSEG Sports sector would keep 100% of all CFL, OHL, NASL profits.



New Information: Provincial Loan Guarantees

Infrastructure Ontario – Sports and Recreation

Non-Profits and new Municipal Non-Profit Corporations

Option 1 **Non-profit Sports and Recreation Corporation by
The Lansdowne Park Conservancy.**

- 100% financed by the Province of Ontario.
- Construction costs capitalized into the loan
- Interest rate 4.69%
- Loan secured by construction firm bond.
- Loan is paid off in 25 years,
- Annual dividend & taxation returns to City start year 3.
- dividend returns to City increase by \$6.5M starting year 26.
- City borrows zero, taxpayer cost zero
- Lansdowne Park remains 100% public

Option 2 **Non-profit Sports and Recreation Corporation by
The Lansdowne Park Conservancy.**

- Same as Option 1, only:
- City co-signs the loan
- Interest rate reduces to 4.29%
- Annual dividends increase



Under the Program Eligible Non-Profits are Defined:

“A not-for-profit organization that owns, is the lessee of or operates a recreational facility such as swimming pools, arenas, sport specific courts, sports fields, a gymnasium, a park or a path or trail for walking, hiking, bicycling or similar use, but not a path or trail for use by motorized vehicles”



LANSDOWNE PARK & FRANK CLAIR STADIUM RENOVATION

11.10.2010

nbbj

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- INTRODUCTION
- NBBJ SPORTS BACKGROUND
- DESIGN & PROCESS MANAGEMENT
- DESIGN PARAMETERS
- DESIGN FEATURES
- PROGRAM ELEMENTS
- PLANNING
- TIMELINE & BUDGET

CONTENTS

INTRODUCTION

NBBJ was asked by the Lansdowne Park Conservancy to develop a concept for the renovation of Frank Clair Stadium as well as other enhancements to Lansdowne Park itself. The resulting concepts are included in this report.

In order to reach the target seating capacity of 24,000 in the stadium we developed a design concept that would create a new South Stands consisting of approximately 11,000 seats. This concept includes the addition of suites to the new South Stands and extends seating around the west side. The west end of the stadium would also be designed to convert to a stage for concerts and other performance type entertainment. The east end of the stadium takes the form of a grass berm which can be used for informal seating. All necessary concessions, restrooms, and other support space are provided for the added seating capacity. A large video scoreboard is planned at the west end of the stadium. The new seating will be covered by a roof / canopy structure which will support an array of photovoltaic panels with capacity to generate approximately 500KW. The playing field is sized to accommodate Canadian Football as well as MLS / NASL Soccer and the existing FIFA approved Field Turf Surface will be updated. The AV systems such as Broadcast Production, Cable TV, Sound System, and Video all meet CFL and MLS / NASL criteria.

The North Stands will undergo a complete transformation. All seating and cement base of the existing audience area will be removed. Reinforcement of the supporting structure for seating is achieved with new raker beams exceeding new code requirements. A new concrete platform to new code standards will be create the base and modern seats with greater room and comfort will be installed. Corporate boxes will be added at field level. The roof cover on the North Stands will be updated with a partial translucent cover to allow more light. All necessary concessions, restrooms, ticket booths and other support space will be upgraded to modern standards. Total new seating will be 13,000.

The OHL Hockey 67's arena located under the North Stands will have all mechanical, electrical updated. A new roof to the arena will be installed. All corporate boxes will be updated and a new corporate club section will be added on the south side of the arena. The promenade level of the arena will be enhanced with new natural lighting and permanent retail space extending onto the exterior deck space. At street level on the west end of the stadium the entrance to the lower level salon (new retail) space will be enclosed by a glass atrium. Access will be by a meandering wheelchair accessible path through a beautifully bright and spacious environment. Plants, flowers and water elements will create a welcoming experience pleasing to the eye and to the senses. Wheelchair accessible ramps will be available from the main approach towards the Aberdeen Pavilion. A pedestrian bridge will culminate the experience by connecting the North Stands across the grass berm to the South Stands as well as to the pool pavilion and lawn.

Enhancement to the park includes a concert shell with linear array sounds systems to keep the sound in the park; an outdoor heated all season mineral water swimming pool with 50 meter lanes as well as shallow water recreational area. Conversion of much of the asphalt paving to grass and landscaping is a fundamental change to the existing Park. Reflecting pools and other water elements are added on an axis with the main entry from Bank Street to the Aberdeen Pavilion and on the east side of the Aberdeen; this will strengthen the view corridors to the Aberdeen Pavilion. The historic buildings will be protected with the Horticulture and Coliseum Buildings being restored in a heritage fashion and renovated to allow retail businesses at the street level. Parking will be on the surface primarily on the existing parking areas of the NW, and NE corners of the park at traditional entry points. A perimeter parking line will run from in front of the Frank Clair stadium around the back of the South Stands extending to the horticulture area but not interfering with the majestic approach to the Aberdeen from the canal side. There will be a minimum of 1,250 public spots.

The primary driver of our design was the desire to restore Lansdowne Park to a user friendly urban gathering place. The stadium must be integrated into the park in a way that does not dominate and negatively impact other daily uses of the park.

Key features of our proposed design options are illustrated in rendering views and plans in the following pages of this report.

SPORTS AT NBBJ

For nearly two decades, NBBJ has been creating unique high-performance sports and entertainment venues across the globe. Our guiding principle is the belief that truly successful venues are those that marry powerful long-term revenue generation strategies with inspirational civic architecture, representative of the values and ideals of the communities which they serve. This principle requires not only expertise in the latest sports venue design and technology, but also a deep understanding of our clients' unique business and community parameters, and their team's measures of success. This principle is also evident in the diversity of our projects, from Staples Center in Los Angeles, to Safeco Field in Washington, to Miller Park in Wisconsin, to Lincoln Financial Field NFL Stadium in Philadelphia, to Asia World Expo Arena and Exhibition Center in Hong Kong, to Hangzhou Olympic Sports Center in People's Republic of China, to Viking Football Stadium in Stavanger, Norway.

NBBJ is able to achieve consistent success in our sports work by employing a truly integrated sports "practice", not a sports "division" comprised solely of specialists in one building type. Six years ago, inspired by the sharing of knowledge across disciplines and societal changes happening worldwide, NBBJ integrated the sports and event practice into the firm's broader civic and public building practice. This integration provides a powerful connection to the expertise in project finance, brand strategy, urban design, commercial centers, and other disciplines are brought to each of our sport projects, working in tandem with our established team of sports design experts. This powerful exchange within our firm ensures that each of our sports venues is unique and exciting, appropriate to its context, and achieves the highest level of experience for both our clients and their public.





DESIGN OVERVIEW

For more than 65 years, NBBJ's ideas, vision, and people have shared one driving inspiration: Design solutions should be rooted in fearless creativity that is both collaboratively developed and intelligently realized. As one of the world's leading architecture and design firms, NBBJ helps companies, organizations, and municipalities create innovative places - Designing communities, buildings, environments, and products that inspire people's lives.

What sets NBBJ apart from other international design practices is a system of specialized studios within the larger structure that ensure personalized service and specific design solutions for clients. Within each studio, individual members bring a unique set of skills and experiences contributing to the overall strength of the group. This spirit of innovation and collaboration is evident in the firm's architecture.

By providing architecture, branding, and design solutions for a wide range of industries and clients, NBBJ has accumulated experiences and viewpoints that enrich our thinking from one project to the next. By respecting diverse ideas and expecting excellence, we bring together multiple mind-sets from various building types and disciplines across the firm to each project to create original and appropriate final designs.



PAUL BROWN STADIUM, CINCINNATI, OHIO



LINCOLN FINANCIAL FIELD, PHILADELPHIA, PA

PROCESS MANAGEMENT

CHANGE DESIGN: Designing the Process

NBBJ uses a highly integrated design methodology to ensure thorough coordination of all design and engineering disciplines throughout design and construction. We call this strategy 'Process Design'. Through this approach NBBJ first 'designs the process' for delivering the project.

This roadmap is crafted with the key stakeholders, client groups, and consultants all present. The outcome is a clear plan for how the professional services team and client will move ahead, with a clear shared vision in place as a guiding foundation for all decisions and choices that will be required as the project progresses. Schedule, milestones, time commitments and deliverables are all mapped out in detail, vetted and modified together so that we are sure all goals, immediate and long term, are met.

MANAGING SCHEDULES

Our Process Design approach is focused on managing expectations and aligning goals throughout the process. With diverse user groups, facilities personnel and city reviewers, NBBJ anticipates that a clear approach to milestones, decision making, and review processes will be the key to overall project success. NBBJ employs tools like the Client Decision Matrix and the Process Design calendar to steer the process smoothly through a potentially challenging consensus-building process, especially early in the design process where big vision choices will need to be made.

MANAGING BUDGETS

Working within budget goals is fundamental to our successful collaboration with our clients. Budget control is integral to our process, and we have assembled a comprehensive team, including professional cost estimators who will work with us throughout the design process to ensure our design concepts and scope definition is in alignment with the client's goals. This external review will be balanced against our own in-house estimating team, creating a check and balance of opinions on cost throughout the design.

DOCUMENT QUALITY

NBBJ employs a robust delivery approach that allows us to tackle complexity with speed and intense accuracy. We will draw from our firm's vast array of experienced technical staff to meet the needs of each project. Our team will be focused in our Los Angeles office, but we can also readily borrow resources from our other offices if required to augment staffing needs.

As a basic part of our internal QA-QC process we will draw from the technical staff throughout our firm prior to major milestone document releases for in-house peer reviews. We will leverage our firm's known delivery leaders from other offices, who have no association with the project, to give an unbiased assessment of the quality of our documents.







PARAMETERS



An aerial photograph showing a dense urban area with a mix of green spaces and buildings. A prominent road or canal runs diagonally through the center. In the foreground, there's a large green field, possibly a park or sports field, with some trees and a path. The bottom edge of the image shows a body of water, likely the Rideau Canal.

■ DESIGN PARAMETERS

Lansdowne Park is an historic sports, exhibition and entertainment facility of the City of Ottawa. It is located along Bank Street and is adjacent to the UNESCO World Heritage Rideau Canal, in central Ottawa.

Lansdowne Park contains Frank Clair Stadium, the Urdandale Centre arena, the Aberdeen Pavilion hall, Coliseum and the Horticulture heritage building and additional exhibition space. The park has also been the site of the annual Central Canada Exhibition for over 122 years.

Lansdowne Park has long had a treasured history as a public meeting place for the greater Ottawa area. The sports venues have played host to championships in curling, figure skating, Canadian football, ice hockey and soccer. Frank Clair Stadium and its outdoor field has provided sports usage in baseball, football, lacrosse and soccer. Today the University of Ottawa football team (Gee Gees) have played their home games at the field since 1957.

In the summer of 2008, a part of the stadium was destroyed because of the crumbling infrastructure, reducing the seating capacity from 28,826 to 14,542. The traditional function of the park has been as a meeting place for the urban and rural general public to meet and interact. In addition to sports, there is a long tradition of agricultural, cultural and special events and exhibits. Entertainment concerts and weekly farmer's market are part of regular key events of the park.

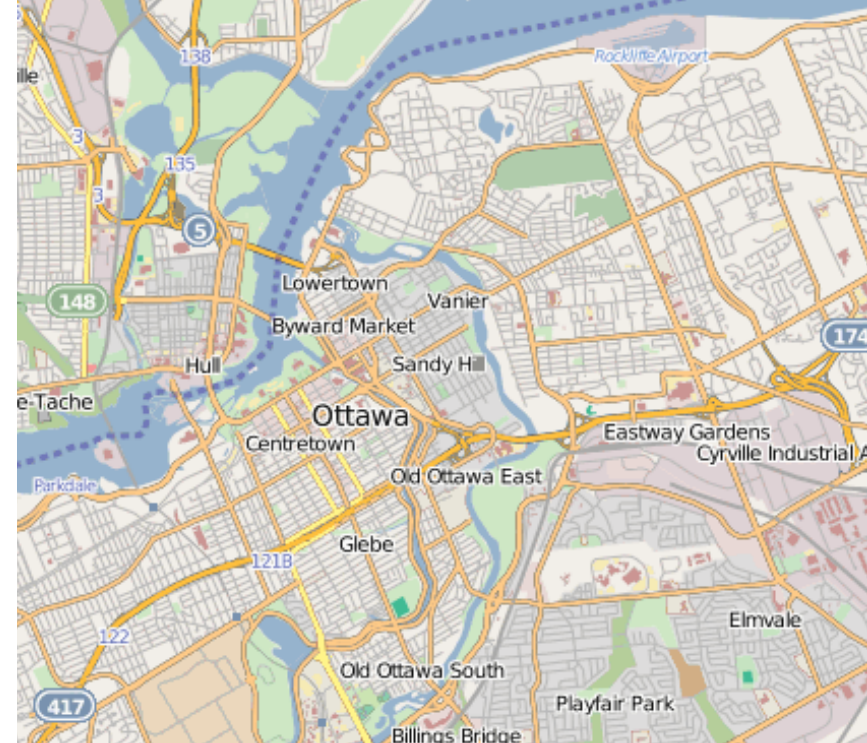
Our design goals are to bring back the glory of the Lansdowne Park past history for Sports (amateur or professional) while maintaining some Exhibition and Social functions, promoting Entertainment both indoor as well as outdoor, and creating a lively mix of stores, boutiques, restaurants, cafes and market shopping at a human scale surrounded by beautiful landscaping. We hope to create a design scheme that is a truly meaningful place where the citizens of Ottawa, Canadians as a whole and international visitors will be able to enjoy visiting the park and be able to take away from it a unique experience.

DESIGN GOALS:

1. Create a sustainable "Living Building + Environment"
2. Integrate innovative technology into the overall design
3. To create a design that is both socially and environmentally responsible.



GLOBALLY



REGIONALLY



LOCALLY



SITE

■ SITE PARAMETERS

LOCATION: Lansdowne park is located in Ottawa, Ontario, Canada. Frank Clair Stadium is located on the southern edge of The Glebe neighbourhood, where Bank Street crosses the Rideau Canal.

CLIMATE and TEMPERATURE: Ottawa has a humid continental climate with a range of temperatures from a record high of 37.8C (100F) in July to a record low of -38.9C (-38F) in December. This extreme range in temperature allows Ottawa to boast a variety of annual activities - More notable events such as the Winterlude Festival on the Rideau Canal in the winter and the National Canada Day celebrations on the Parliament Hill in July. Ottawa has 4 distinct seasons. Summers are warm and humid. Spring and fall are variable, prone to extreme in temperature and unpredictable swings in conditions. Winter season is dominated by snow and ice

SEISMIC: Ottawa is occasionally struck by earthquakes from magnitude of 4 to 5.2





FEATURES



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■ DESIGN FEATURES

- 1 SYNTHETIC PLAYING FIELD
- 2 EAST END SLOPED GRASS SEATING AREA
- 3 TRANSLUCENT ROOFING
- 4 TRANSLUCENT ROOFING
- 5 SOLAR PHOTO-VOLTAIC ROOFING SYSTEM
- 6 PERFORATED METAL SKIN ENCLOSURE
- 7 WEST END SEATING AREA
- 8 HEATED OLYMPIC SIZE POOL
- 9 COVERED CONCERT SHELL
- 10 DANCING WATER FEATURE
- 11 FISH POND
- 12 HORTICULTURE GROW AREA
- 13 ABERDEEN PAVILION
- 14 HORTICULTURE BUILDING-RETAIL
- 15 COLISEUM BUILDING-OFFICE AND RETAIL
- 16 FARMERS MARKET
- 17 PLAZA
- 18 ENTRY WATER FOUNTAIN
- 19 POOL PAVILION/ RESTAURANT



1 SYNTHETIC PLAYING FIELD



5 SOLAR PHOTO-VOLTAIC ROOFING SYSTEM



8 HEATED OLYMPIC SIZE POOL



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FRANK CLAIR STADIUM

OTTAWA

■ DESIGN FEATURES

- 1 SYNTHETIC PLAYING FIELD
- 2 EAST END SLOPED GRASS SEATING AREA
- 3 TRANSLUCENT ROOFING
- 4 TRANSLUCENT ROOFING
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- 17 PLAZA
- 18 ENTRY WATER FOUNTAIN
- 19 POOL PAVILION/ RESTAURANT



11 FISH POND

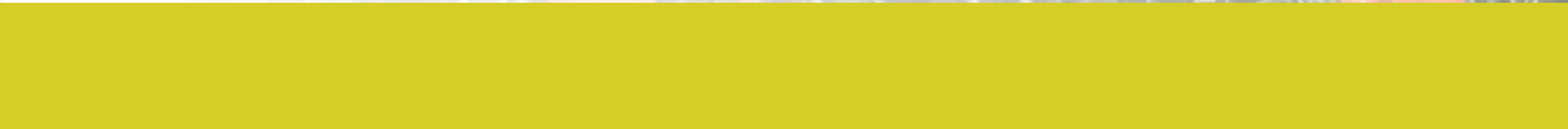


16 FARMERS MARKET



3 TRANSLUCENT ROOFING

PROO





GRAND

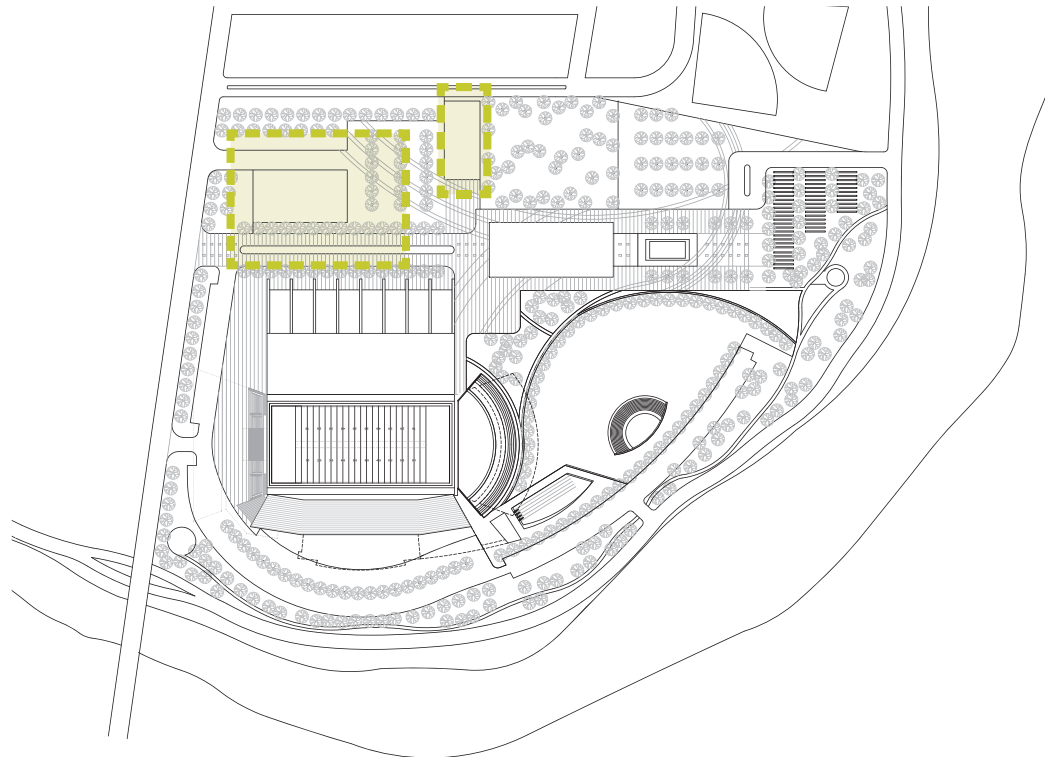
ELEMENTS

PROGRAM ELEMENTS

EXISTING COLISEUM & HORTICULTURE BUILDING

The Coliseum Building (28,000 sq/ft) will be restored and available as a market style flexible rentable retail space.

The Horticulture Building (22,000 sq/ft) will be respectfully restored in accordance to Heritage requirements and become available for service type retail and artisans. An open terrace to the side will provide an awning covered area for refreshment and dining and integrate the building on the east to the Farmer's Market and Aberdeen Pavilion, and on the west, to the retail access from the Holmwood corner parking.









COLISEUM BECOMES LIVELY MARKETPLACE



OUTDOOR TERRACES

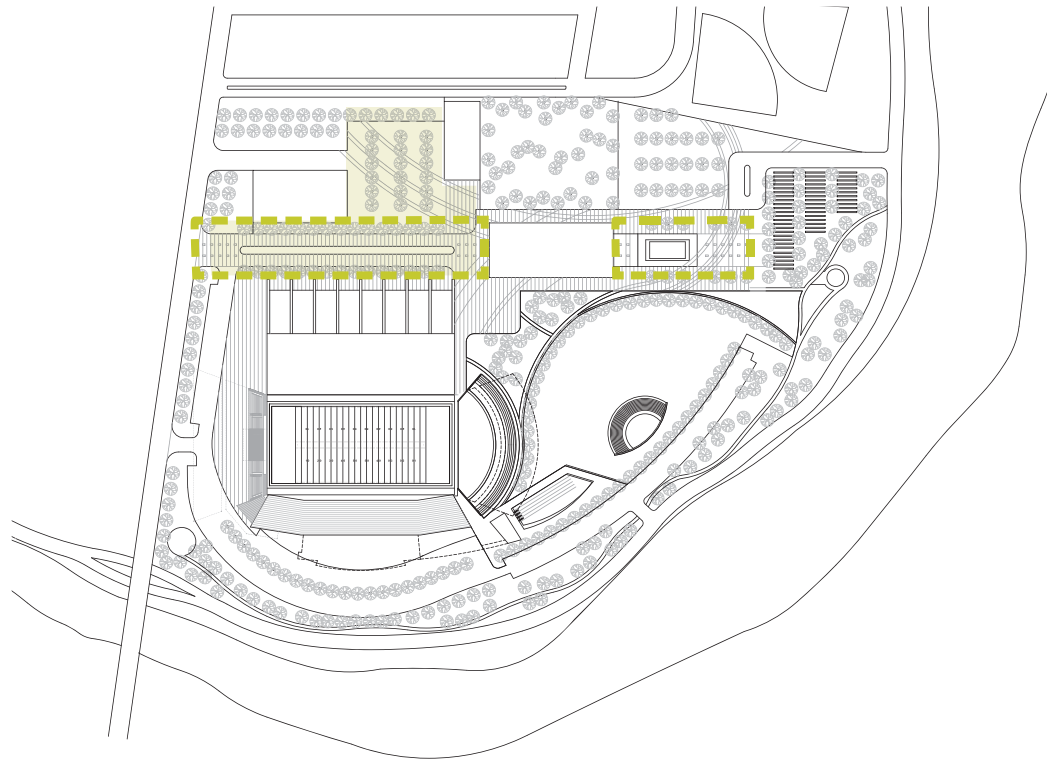


HORTICULTURE BUILDING WITH RETAIL/RESTAURANTS

PROGRAM ELEMENTS

PEDESTRIAN STREET

Creating a warm and open space that will invite people to explore the long main promenade and stunning approach to the Aberdeen Pavilion. Water elements including fountains, bordered by trees will add tranquility and coolness on hot summer days, and benches will provide a place to relax and enjoy the surrounding beauty.





RETAIL AND RESTAURANTS



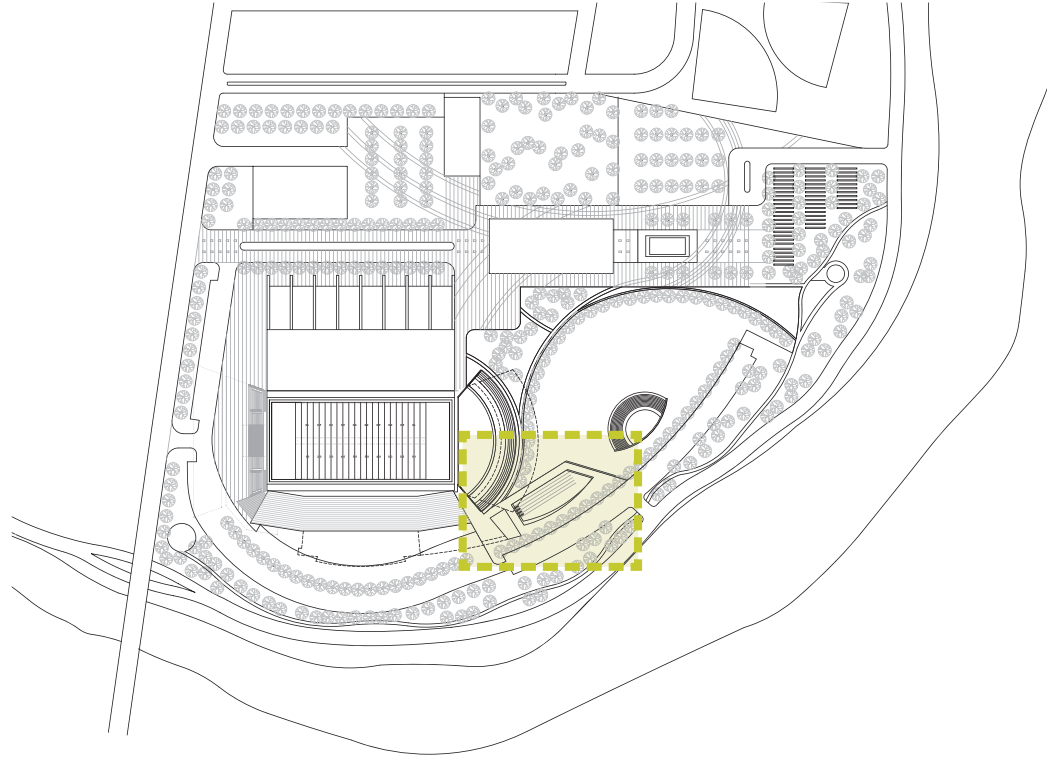
INTERACTIVE AND SOCIAL STREET



PROGRAM ELEMENTS

HEATED OUTDOOR POOL & POOL PAVILION

The pool pavilion will be a two-story structure (15,000-20,000sf) that includes ground floor lockers and reception area, an upstairs restaurant, retail, and an elevated viewing deck to pool and canal.





POOL BLENDS WITH NATURAL SURROUNDINGS

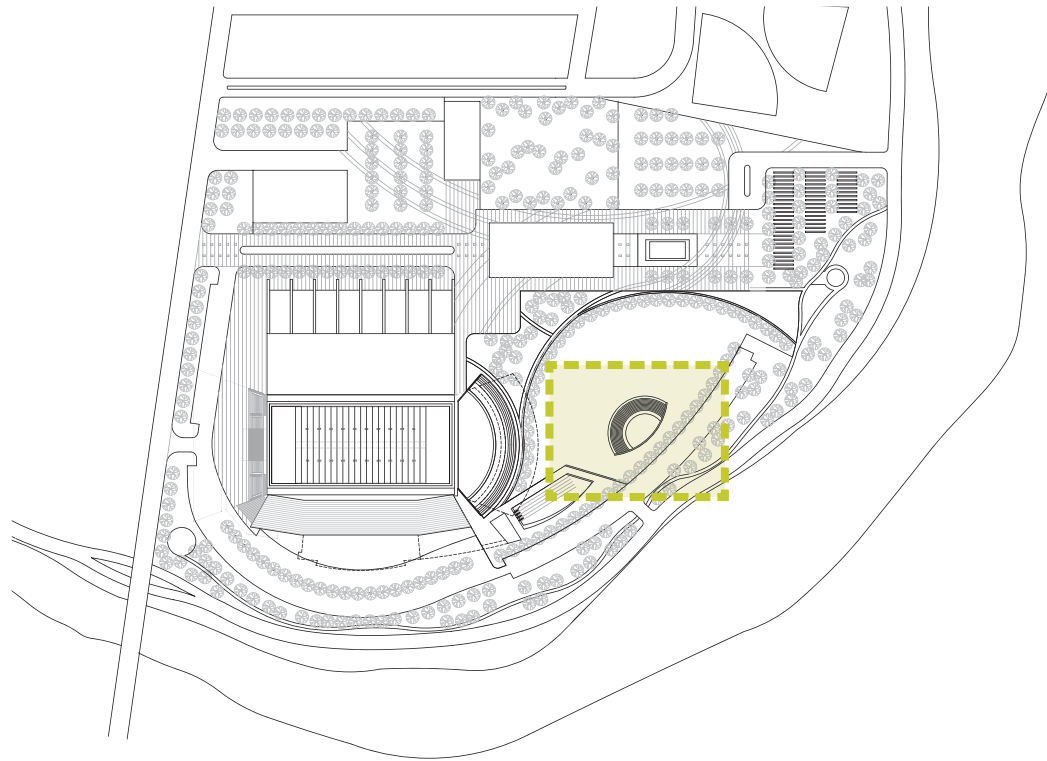


POOL PAVILION WITH RESTAURANT



■ PROGRAM ELEMENTS CONCERT SHELL

A beautiful outdoor concert shell blends into the open and natural environment, encouraging local families and visitors the opportunity to enjoy a summer evening on the lawn with beautiful music and theatre and providing a special venue for the local arts community





NATURAL SLOPE CREATES SEATING

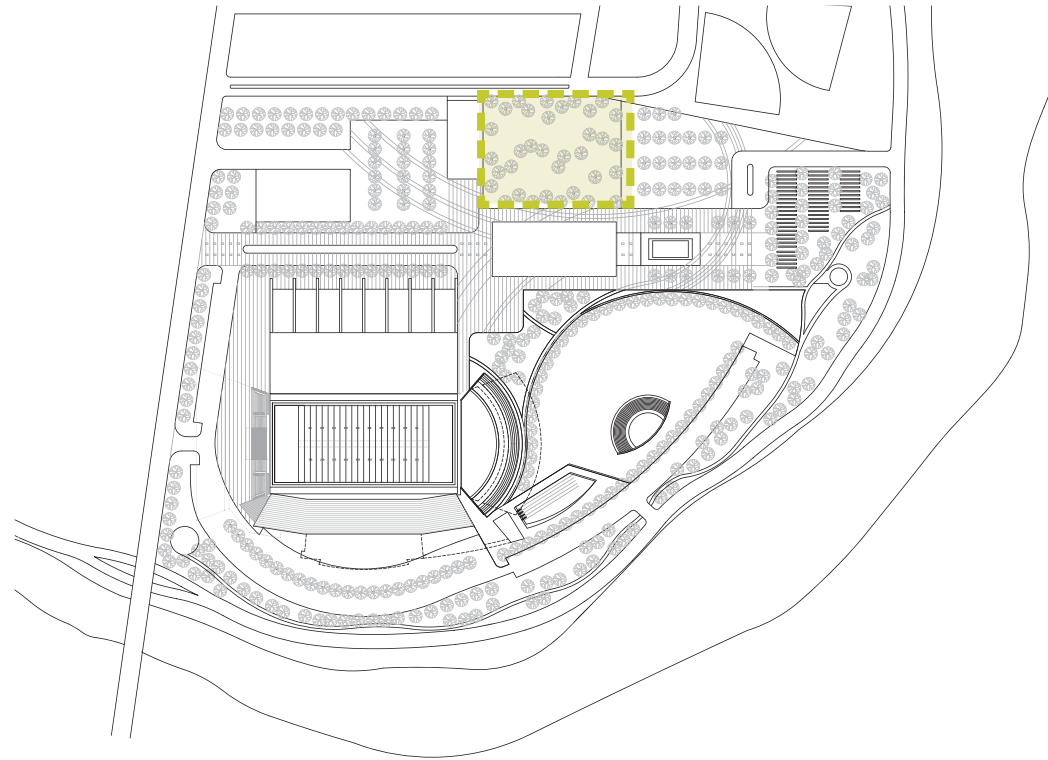


MUSIC AND ENTERTAINMENT

PROGRAM ELEMENTS

FARMERS MARKET

The Farmers Market will have a full time home during the summer where they are currently located but on grass and in plentiful shade and wind break from trees. Fixed cover for the market stalls will be integrated precluding the need to use portable canopies. During the winter they will be able to locate within the Aberdeen Pavilion as needed.







LOCAL VENDORS

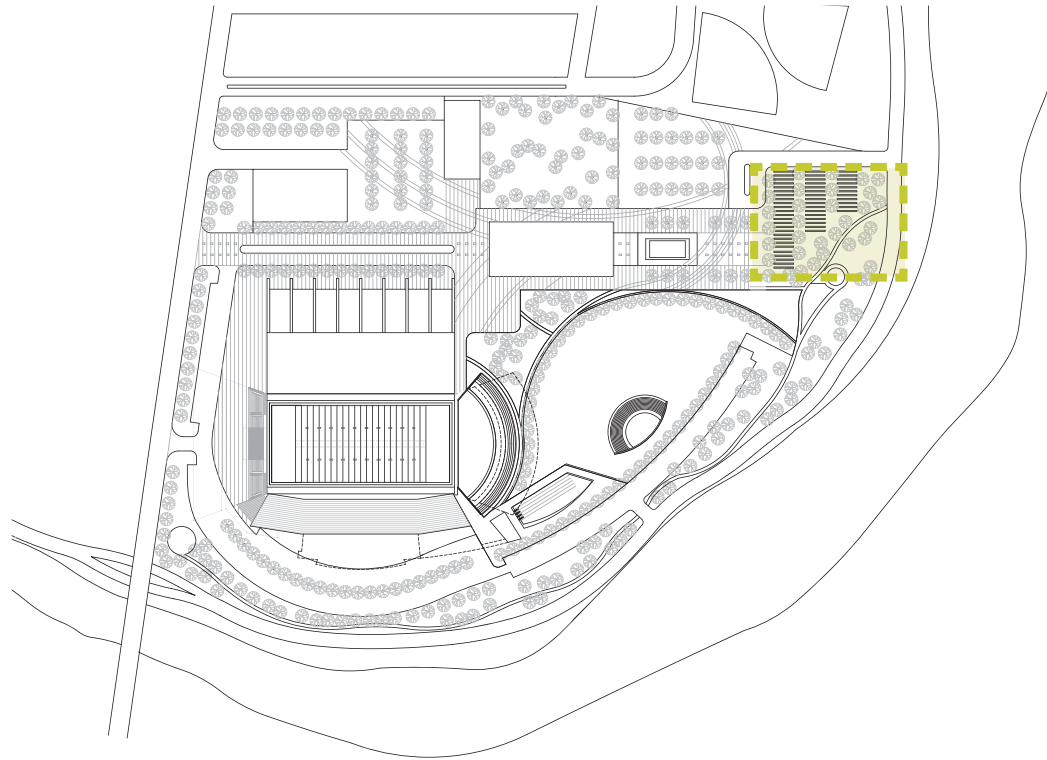


FRESH PRODUCE



PROGRAM ELEMENTS HORTICULTURE AREA

A horticulture area adjacent to the great lawn will provide a community grow area. Local wild flower gardens will provide low maintenance beauty. Both of these areas will provide an educational and living example to organic growth for children and families alike. A set of dancing water area adjacent to the working garden will provide a fun, and simple area for children to cool off and tidy up. Planting the tulips in and around the park is a natural addition and will provide a natural setting for the Tulip Festival.





TULIP FESTIVAL



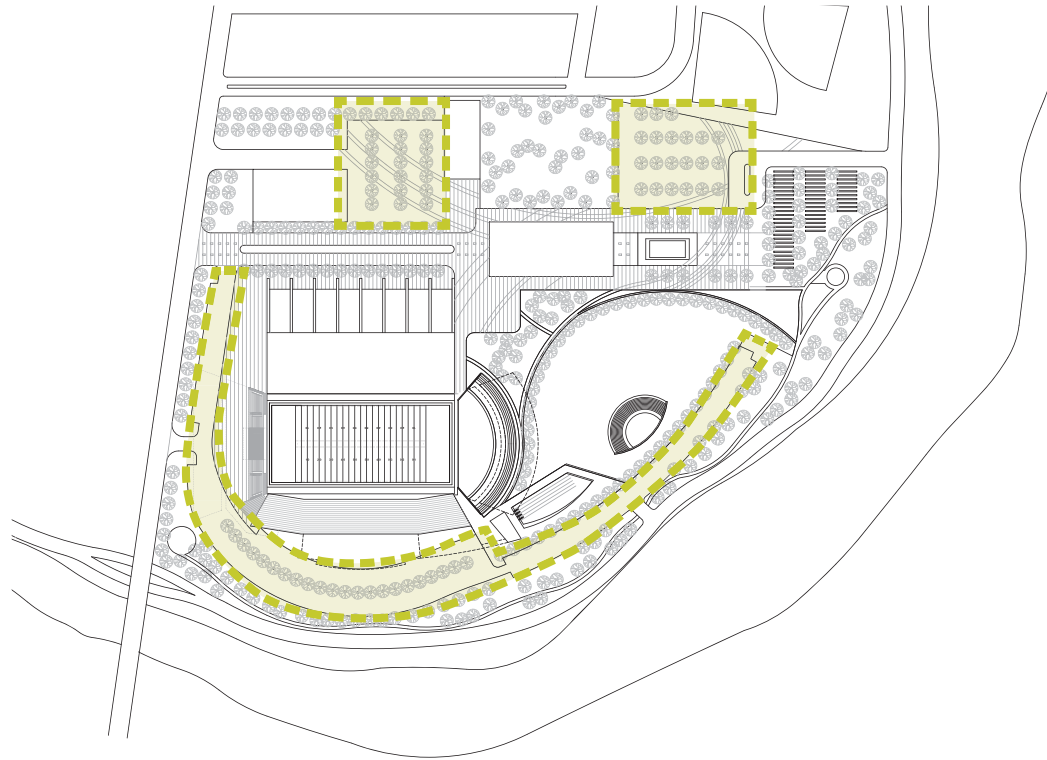
DANCING WATER FEATURE



PROGRAM ELEMENTS

PARKING

Parking on the site will retain 1,250 spots. Eight hundred spots by a highly efficient "perimeter road" . Shade will be provided by tree lines, and lighting supplied with solar battery powered lights. An additional 240 spots will remain at the Queen Elizabeth northern entrance/tour bus drop-off, along with the existing 210 at the Holmwood corner behind the Coliseum Building. A bus turnaround at the QE entrance will allow tour bus access. Solar powered ticketing booths and pay areas will provide an attendant and hydro free access.





SOLAR POWERED TICKET BOOTHS



TREE SHADED PARKING



SOLAR PARKING METERS





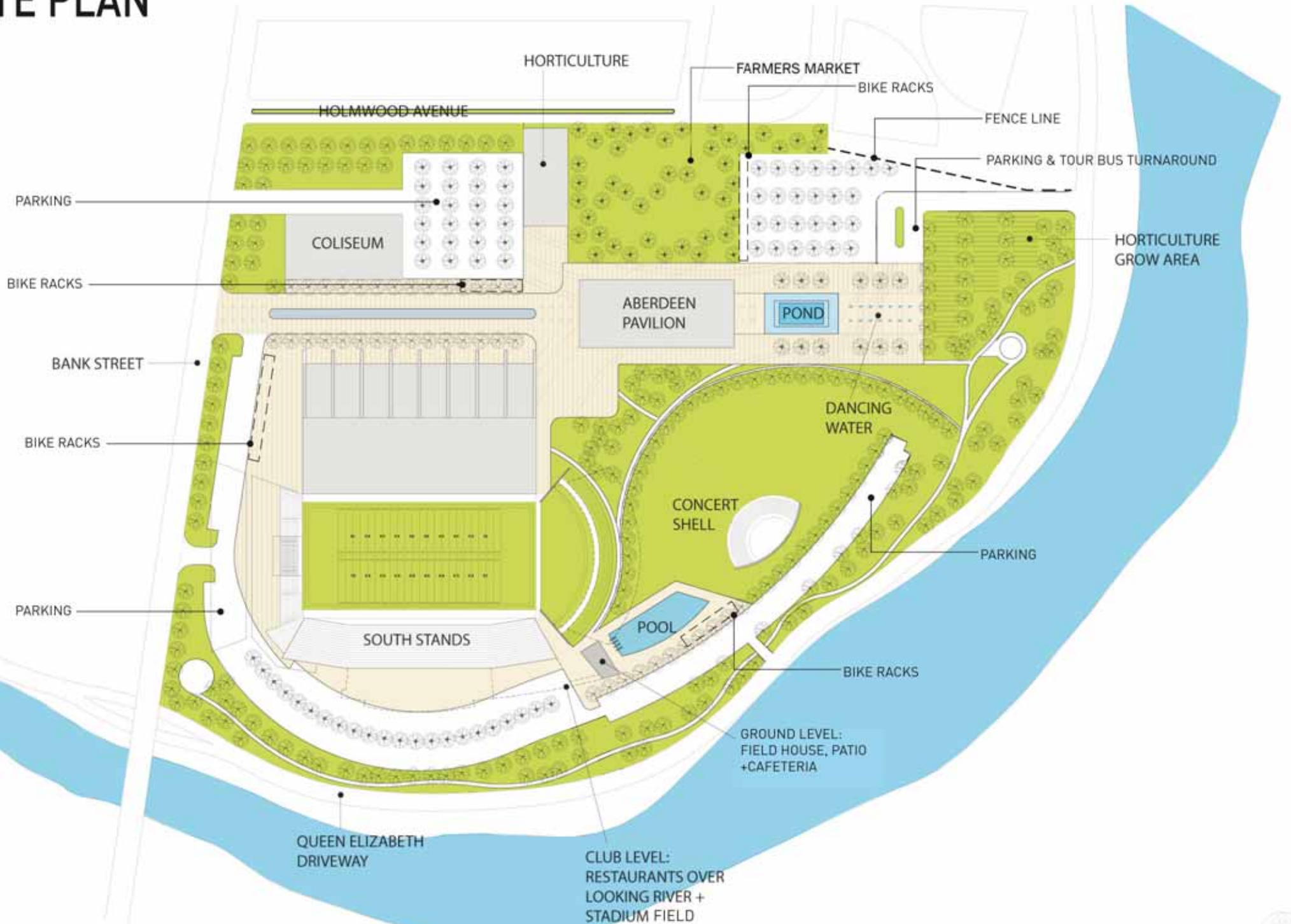
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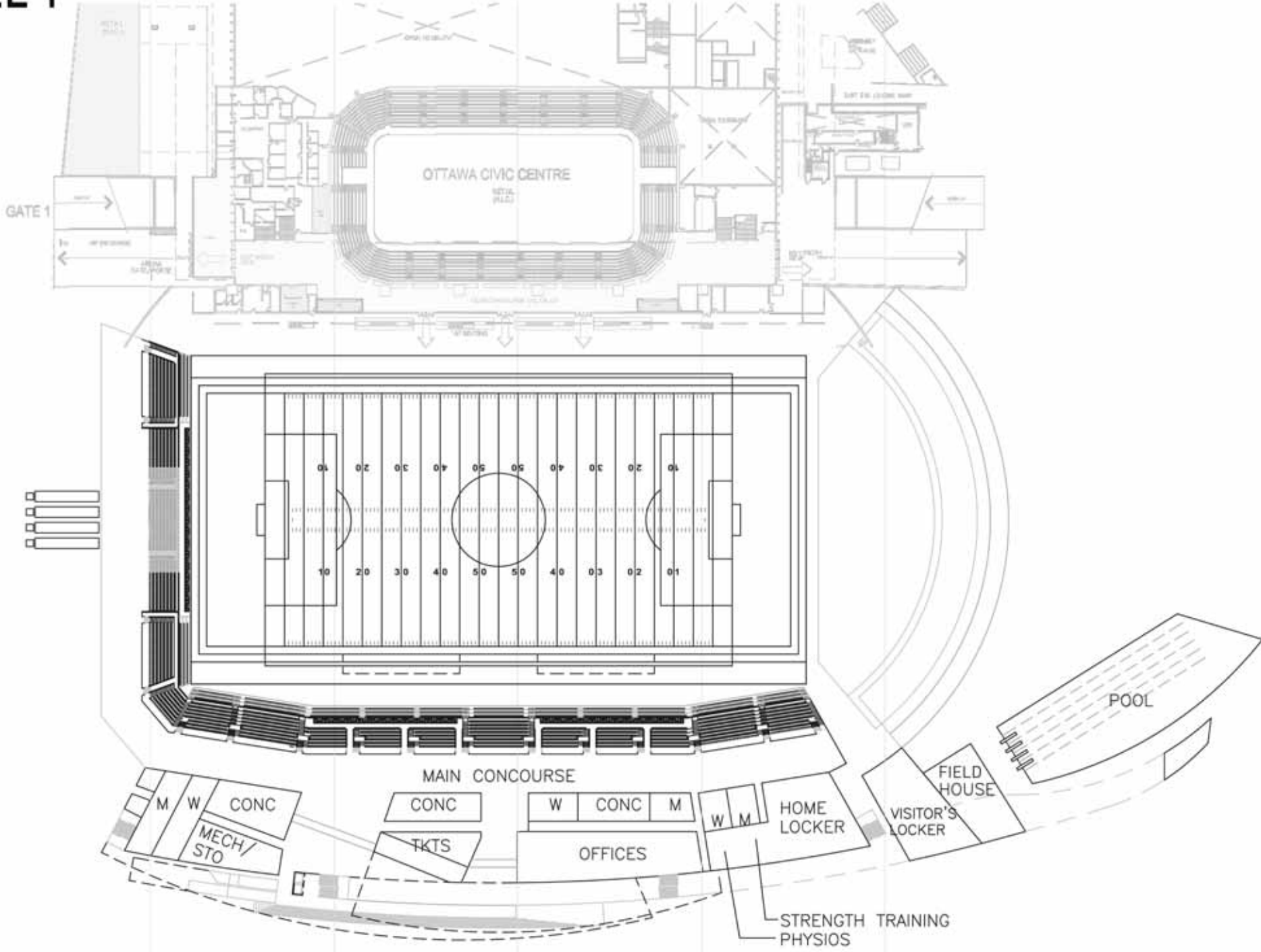


SITE & EXPANSION

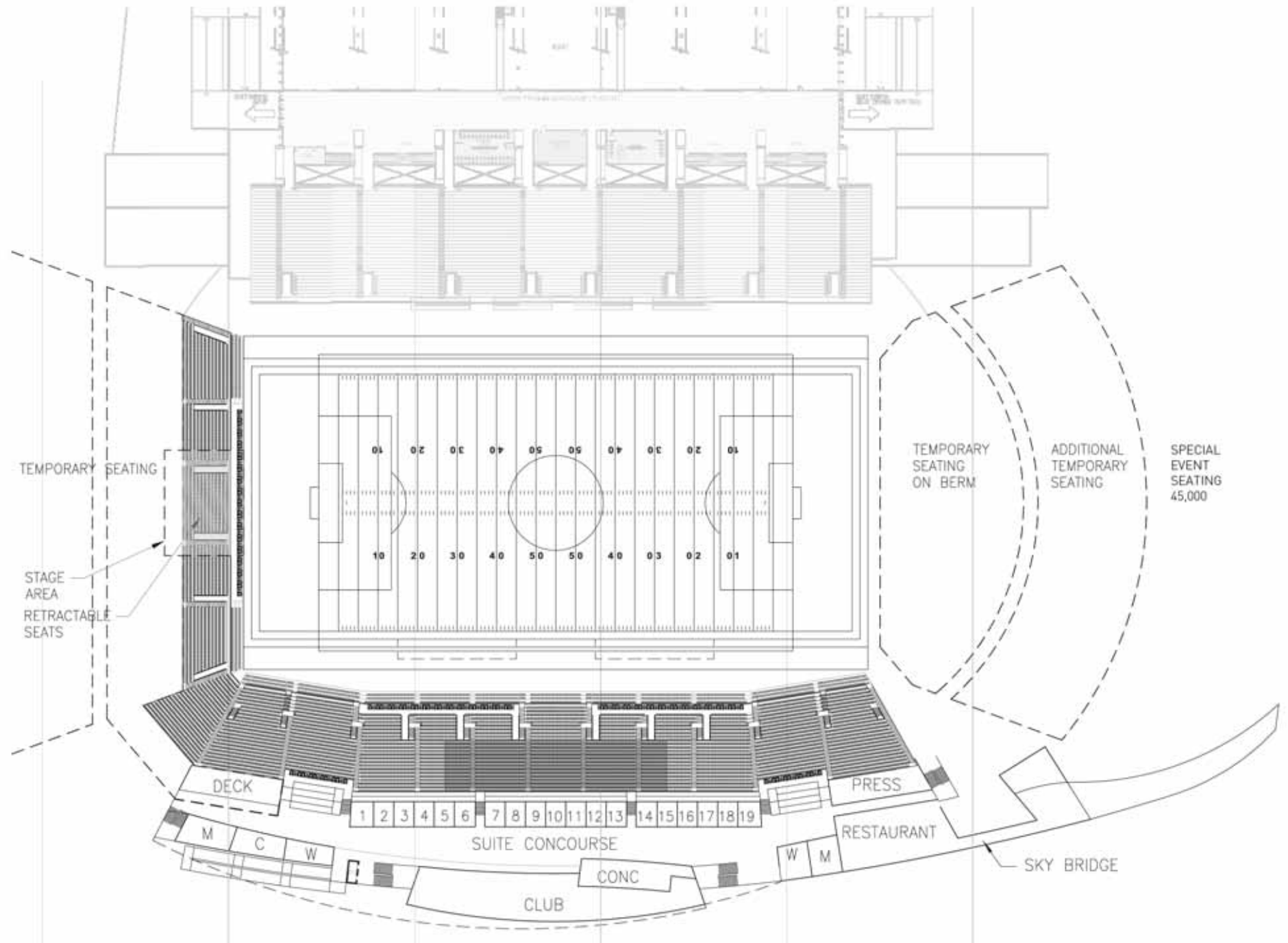
SITE PLAN



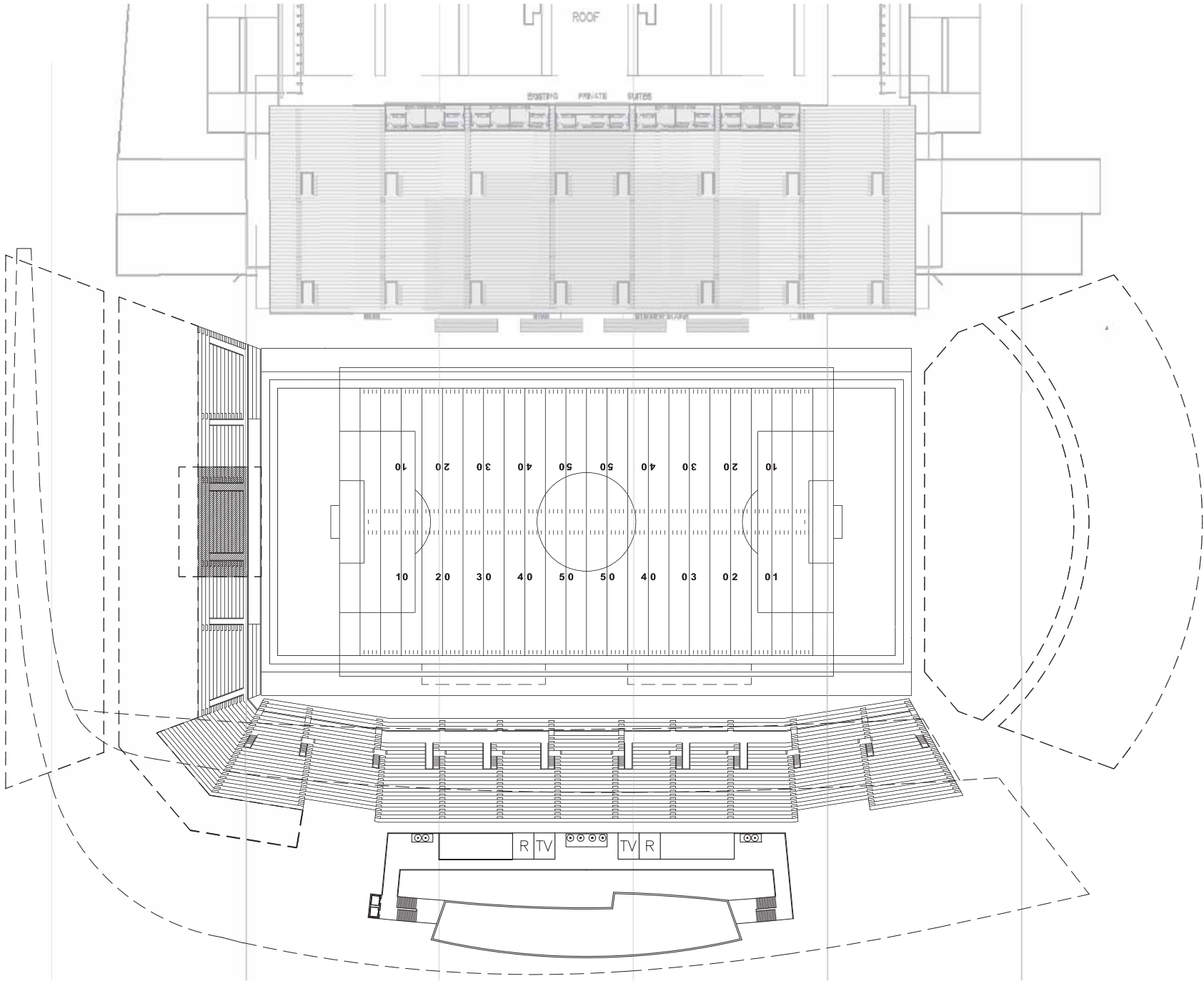
LEVEL 1



LEVEL 2



LEVEL 3





MVE



BUDGET

TIMELINE

NOTICE TO PROCEED

OCCUPANCY

TOTAL PROJECT TIMELINE - 30 MONTHS



DESIGN - 8 MONTHS



DEMO PERMIT

FOUNDATIONS PERMIT

BUILDING PERMIT

CM @ RISK SELECTED

DEMO

CONSTRUCTION - 28 MONTHS

COMMISSIONING - 2 MONTHS

OCCUPANCY





City with Conservancy



City with OSEG

South Stands	48,000,000	39,000,000
North Stands/Arena	29,000,000	44,000,000
Building Code Changes	0	23,200,000
Green Space and Grounds	16,040,000	16,000,000
80ft Beacon, Paving, Curling Rink	none	7,000,000
400ft Digital Wall, cement porch	none	9,000,000
Outdoor hockey rinks	included	none
Outdoor recreational skating	included	included
Tobogganing hill	included	included
Horticulture Building Renovations	6,400,000	3,000,000
Coliseum Building	3,000,000	removed
Concert Shell	1,200,000	none
Swimming Pool/Pavilion	5,000,000	none
Parking	zero, half of existing	22,523,000
Horticulture Bldg Move	zero, building remains	5,000,000
Soccer Dome Move	zero, building remains	5,000,000
Infrastructure	495,000	5,000,000
Retail Space upgrades	500,000	(private developer cost)
Improvements to Aberdeen	500,000	none
Total Current Cost to City	\$110,135,000	\$178,723,000

Financed over 40 years at 5.35%

	City with Conservancy	City with OSEG
Total Debenture Cost to City	\$267,286,000	\$433,742,000

REVENUES

Revenue - Lease Operations

Total Retail/Office lease space ft ²	110,000	339,000	
Net Lease space cost/ft ²	<u>\$23.47</u>	<u>\$28.72</u>	
Annual Net Lease Revenue	<u>\$2,581,700</u>	<u>\$9,736,080</u>	
Total Tower lease space ft ²	0	90,000	
Net Lease space cost/ft ²	<u>\$0.00</u>	<u>\$22.00</u>	
Annual Net Lease Revenue Towers	<u>\$0</u>	<u>\$1,980,000</u>	
Total – Net Annual Lease Operations	<u>\$2,581,700</u>	<u>\$11,716,080</u>	
Total – Available to Park		\$2,581,700	\$1

Revenue - General Operations

Pool Revenue	75,000	0	<i>(no pool or pavilion)</i>
Catering, Concessions, Other	100,000	0	
Aberdeen Pavilion Rentals	250,000	0	
Number of public parking spots	<i>(Public Parking spots 1250)</i>	<i>(Public Parking spots 660 – Appendix K)</i>	
Parking - Revenue	2,142,000	0	
Lease Soccer Bubble	300,000	0	<i>(soccer bubble removed)</i>
Solar Revenue South Stands	442,702	0	
Concert Shell/Festivals	250,000	0	<i>(no concert shell)</i>
Farmer's Market Summer	300,000	0	
Farmer's Market Winter	100,000	0	
Stadium Rental Fee CFL	300,000	0	
Arena Rental Fee OHL	100,000	0	
Stadium/Arena	2,536,000	0	
Total Revenue - Operations	6,895,702	0	
Total Available to Park		\$6,895,702	\$0

EXPENSES	City with Conservancy		City with OSEG	
Debt Retirement and Operations				
Annual Debenture Repayment	6,682,150		10,843,550	
Stadium/Arena Costs	3,702,000		0	
Park and Maintenance Costs	1,700,402		1,500,000	
Operations Expense Parking	200,000		0	
Annual Avoided Costs	<u>-3,800,000</u>		<u>-3,800,000</u>	
Total Annual Expenses		\$8,484,552		\$8,543,550
Total Annual Cost to City		\$0		\$8,543,550

Calculations after year 1	City with Conservancy		City with OSEG	
Total Annual Revenues		\$9,477,402		\$1
Total Annual Costs		-\$8,484,552		-\$8,543,550
PROFIT/LOSS after year 1		\$992,850		-\$8,543,549

Calculations after 40 years	City with Conservancy		City with OSEG	
Total Capital Cost	\$110,135,000		\$178,723,000	
Total Cost of Borrowing		-\$267,286,000		-\$433,742,000
Avoided costs over 40 years		\$152,000,000		\$152,000,000
Total Annual Direct Expenses	\$5,602,402		\$1,500,000	
Total Expenses after 40 years		-\$412,904,180		-\$110,551,915
Total Annual Lease Revenue	\$2,581,700		\$1	
Total Lease Revenue after 40 years	\$190,274,586		\$74	
Lease Revenue to pay off debt		\$190,274,586		\$74 (<i>\$864M to OSEG</i>)
Total Annual Operations Revenue	\$6,895,702		\$0	
Total Operations Revenue; 40 years	\$508,222,042		\$0	
Operations Revenue to pay off debt		\$508,222,042		\$0
Air Rights (Note no bidders for RFP)		\$0		\$0
Capital contributions (Waterfall)		\$0		\$85,000,000 Appendix K <i>(Max cash to City)</i>
PROFIT/LOSS After 40 years		\$170,306,447		-\$307,293,841

Conclusions

Net park and social benefits

City with Conservancy

1. A public spacious heritage development
2. Sylvia Holden Park protected, maintained
3. Less density means less traffic
4. All Heritage protected
5. A reserve fund ensuring no taxpayer cost.
6. Greater tourism potential
7. Promoting local business, profits local
8. Swimming pool and pavilion
9. Concert Shell and promotion of arts
10. Outdoor winter skating, hockey, rinks
11. Works within original zoning
12. Competitive bid, ready for RFP
13. Stadium design, low maintenance steel
14. Use of Solar, follows City/Province plan
15. Large space for Farmers to expand
16. Profitable to City and Taxpayer
17. Less complicated, lower risk

Conservancy generates **\$170M** for the park
No taxpayer costs, keeps park 100% public.

City with OSEG

1. A private highrise/shopping centre
2. Sylvia Holden park lost
3. Greater density means more traffic
4. Heritage ignored
5. No reserve fund, high taxpayer cost
6. Lower tourism potential
7. Promoting chains, profits removed.
8. No pool or public pavilion
9. No concert shell
10. Curling rinks
11. New zoning, contrary to good planning
12. Sole sourced bid, legal challenges
13. Stadium design, high maintenance wood
14. No use of solar
15. No room for Farmers to expand
16. Taxpayers must pay **-\$307M**
17. Extremely complicated, higher risk

OSEG proposal costs taxpayers **-\$307M**
and Corporatizes the park.

Appendix A

Page 27 of PWC Report

Section 2.4.1 - Stadium and Arena

Financial Overview – Stadium and Arena 2013 to 2019

(in thousand of dollars)

	2013	2014	2015	2016	2017	2018	2019
CAPITAL							
Net Carrying Amount - MSC							
North Side Stands and Civic Centre	\$ 64,010	\$ 62,368	\$ 60,727	\$ 59,086	\$ 59,037	\$ 57,395	\$ 55,754
South Side Stands and Stadium	\$ 39,535	\$ 38,522	\$ 37,508	\$ 36,494	\$ 36,464	\$ 35,450	\$ 34,436
Total	\$ 103,545	\$ 100,890	\$ 98,235	\$ 95,580	\$ 95,500	\$ 92,845	\$ 90,190
OPERATIONS							
Annual Revenues							
Stadium	\$ 1,511	\$ 1,549	\$ 1,588	\$ 1,628	\$ 1,668	\$ 1,710	\$ 1,753
Arena	\$ 1,425	\$ 1,460	\$ 1,497	\$ 1,534	\$ 1,573	\$ 1,612	\$ 1,652
Total	\$ 2,936	\$ 3,010	\$ 3,085	\$ 3,162	\$ 3,241	\$ 3,322	\$ 3,405
Annual Expense							
Stadium	\$ 1,296	\$ 1,328	\$ 1,361	\$ 1,395	\$ 1,430	\$ 1,466	\$ 1,502
Arena	\$ 2,406	\$ 2,466	\$ 2,528	\$ 2,591	\$ 2,656	\$ 2,722	\$ 2,790
Total	\$ 3,702	\$ 3,794	\$ 3,889	\$ 3,986	\$ 4,086	\$ 4,188	\$ 4,293
P&L							
Stadium	\$ 216	\$ 221	\$ 227	\$ 232	\$ 238	\$ 244	\$ 250
Arena	\$ (981)	\$ (1,006)	\$ (1,031)	\$ (1,057)	\$ (1,083)	\$ (1,110)	\$ (1,138)
Total	\$ (765)	\$ (785)	\$ (804)	\$ (824)	\$ (845)	\$ (866)	\$ (888)

Appendix B

City of Ottawa - Lansdowne Park Operations Statement - 2009

Lansdowne 2009

Account	YTD Per 1..12				
501055 Stat Hol Work @ .5X	10,097	502660 Rentals -Comm/Comp	3,204	604156 Fleet Depreciation	64,440
501059 Stat Hol Exp 7-24	21,347	502692 Parking	0	604157 Fleet Management Fee	34,455
501093 WSIB Admin. Charges	2,930	502892 Water Purchase	100,002	604161 Fleet Maintenance	36,569
501094 WSIB Perm. Awds(Pre)	11,400	502895 Snow Removal	151,377	604163 Fleet Fuel	7,978
501110 Compensation	1,890,453	502896 Graffiti Removal	5,340	604196 Fleet Rentals	193
501115 Boot Allowance	2,533	502903 Sundry Services	0	604230 P-Card Purchases	698
501132 Pay In Lieu of Benef	39,563	502912 Licences & Permits	1,165	604240 Employee Recognition	5,300
501150 Overtime	114,766	502914 Regular Garbage Coll	32,077	604250 Labour - Regular	21,691
501151 Shift Premium	39,607	502918 W. Collection-Suboon	2,047	604254 Trades Labour - Reg	2,254
501190 On Call	2,989	502919 Recyclable Related C	4,765	604260 Labour - Overtime	810
501191 Longevity Pay	2,550	650201 PWS Mtnr Purch Serv	40	604264 Trades Labour - OT	5,610
501193 Vacation Pay	29,441	650202 RPAM Purch Services	186,069	604270 Internal Equipment	478
501210 Contract Budget Allo	0	Purchased Services	1,469,541	604274 Trades Stock Material	1,210
501401 Salary Benefits	388,064	505340 Chemicals & Gases	2,617	604277 First Aid/CPR Train	2,865
501994 MPE & CIPP Perf Pay	2,741	505343 Fuels & Lubricants	1,705	604301 Photocopy	2,610
501998 Provision for Gapping	0	505344 Heating Fuels (buil	363,134	660101 PWS Mtnr Labour	1,092
Compensation	2,558,479	505348 Hydro	617,513	660102 RPAM Labour	14,379
502111 Conferences & Conven	3,550	505349 Construct/Building M	39,518	660111 PWS Mtnr Equipment	151
502112 Staff Training & Dev	2,780	505350 RPAM Trades Material	144	660112 RPAM Equipment	170
502114 Employee Recognition	3,921	505470 Electrical Supplies	2,593	660131 PWS Mtnr P-Card Pur	140
502119 Business Travel	2,201	505472 Plumbing Supplies	6,855	660132 RPAM P-Card Purchases	456
502122 Freight/Courier/Serv	98	505478 Safety Supplies	475	Activity Allocations	158,266
502123 Brokerage Services	15	505479 Personal Safety Equi	449	** Secondary Accounts	158,266
502127 Towing Services	165	505480 Janitorial Supplies	10,693	*** All Primary & Secondary	5,289,438
502131 Cable/Communications	2,650	505485 Uniforms	747	406010 1 X Funding - CW R/F	95,000
502132 Phone Network Charge	3,499	505758 Parts	371	407004 Sales of G/S	35,329
502134 Cell Phones - AT,H,R	8,559	505775 Tools	537	407005 Sundry	542,850
502135 Long Dist & Conf Cal	0	505980 Paper (Printer)	606	407007 Impark Revenue	950,163
502208 (CSPI) Newspaper Ad	95	505984 Program Supplies	1,570	407065 Concessions	391,656
502209 (CSPI) Major News Ad	2,500	505987 Medical Supplies	252	407066 Catering	62,919
502210 Advertising/Promotio	24,445	505989 Publications	291	407067 Surcharge	293,171
502329 Non Prof Serv	8,790	505990 Office Supplies	3,185	407068 Security Recoveries	212,550
502330 Professional Services	95,327	505991 Computer Supplies	0	407302 Facility Rentals	2,090,938
502379 Security Services	525,420	505994 Printing/Reprod. Sup	106	** Operating Revenue	4,603,917
502391 Parking Services Ext	211,018	505995 Miscellaneous Supplies	30,076	*** All Revenue	4,603,917
502394 Receptions & Luncheons	0	505997 Books,Period & Subsc	185	**** Account	685,521
502395 Memberships	11,090	650500 REIO Mat/Supplies	0		
502396 Outside Printing	4,331	650502 RPAM Materials	1,718		
502397 Janitorial & Laundry	26,354	Materials and Supplies	1,081,903		
502435 R & M - Bldgs/Grounds	203,925	506152 Vehicles & Equipment	0		
502457 R & M - Vehicles/Eqpt.	5,577	506173 Office Furniture & E	235		
502473 R & M - Office/Bldgs.	0	506175 Comp/Periph/Software	2,843		
502478 R & M - Miscellaneous	141,495	506178 Miscellaneous Equipm	172		
502619 Buildings/Fac Rental	2,565	Fixed Assets	3,250		
502620 Rentals - Vehicles/E	39,594	507542 Realty Taxes	17,999		
502650 Rentals - Miscellane	25,626	Financial	17,999		
		Primary Accounts	5,131,172		
		604002 Internal Printing	2,285		
		604023 Postage	324		
		604101 Police Services	24,769		
		604126 Reg. Comm. System	13,020		
		604154 Fleet Licensing	74		
		604155 Fleet Insurance	812		

All Primary and Secondary Accounts \$5,289,438.00
 All Revenue \$4,603,917.00
 Account \$685,421.00

Appendix C

City of Ottawa - Business Model Fact Sheet Excerpt

Has interest rate flexibility been factored into your calculations?

- The model uses an interest rate of 5.35% for the City's 40 year debt. The current rate is 4.99% allowing for rates to increase by 0.36% in the next two years without impacting the model. In addition, the debt servicing cost increase has been identified as \$240k for every 0.25% increase above the modeled rate of 5.35%. City debt is issued at a fixed term and at a fixed rate. The City will know the interest rate before the debt is issued.

Appendix D

City of Ottawa - Business Model



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[Home](#) > [Residents](#) > [Public Consultations](#) > [Lansdowne Partnership Plan](#) > [Fact sheets](#) > [Business Model](#)

Fact sheets
Preserving Our Heritage
Stadium, Arena Revitalization and Mixed-Use
Retail and Commerce Approach
Governance Structure
Transportation
Transportation Peer Review
12 Myths
Business Model
Lansdowne Farmers' Market

Business Model

What is the true cost of this project?

- The cost to the City to revitalize Lansdowne (\$129.3 million), including the urban park (\$35 million) and the new trade show and exhibition space (\$8.5 million), is \$172.8 million.

Can you provide a detailed accounting?

- A detailed accounting can be found in the report entitled [Lansdowne Park Business Plan](#) on [ottawa.ca](#).

Summary of Expenditures:

PHASE 1 CAPITAL COSTS	(\$ million)	
	OSEG	CITY
ITEM		
Stadium/Infra/Bldg.		\$106.2 ¹
Parking Garage	\$11.9	\$23.1
Retail/Cinema/Infra.	\$86.9 ²	
CFL/OHL Franchise Fee/Start-up Costs	\$19.2	
Phase 1 Total	\$118	\$129.3

¹ City's share of required Infrastructure included is \$106.2 million

² OSEG share of required Infrastructure related to Retail is included in the \$86.9 million.

- The City will be required to pay \$7.2 million per year to repay the debt it issues to build the stadium and public parking.
- The annual debt repayment will not result in an increase in residential property taxes. This is because the \$7.2 million annual payment will be covered through the following:
 - \$3.8 million that the City will not have to spend to operate and maintain Lansdowne Park as it exists today;
 - \$2.6 million - 75% of the new commercial and retail property taxes that will come from the re-developed Lansdowne;
 - \$0.8 million - from the parking, commercial development and programming revenue from the new site – this will be fully achieved by 2020. Until this amount is fully achieved any shortfall will come from existing City reserves.

Appendix E

Page 36 of PWC Report

Section 2.4.2 - Parking

Financial Overview – Parking

(in thousand of dollars)

	2013	2014	2015	2016	2017	2018	2019
CAPITAL							
Net Carrying Amount - City							
Stadium and Arena	\$ 22,523	\$ 21,945	\$ 21,368	\$ 20,790	\$ 20,773	\$ 20,195	\$ 19,618
Total	\$ 22,523	\$ 21,945	\$ 21,368	\$ 20,790	\$ 20,773	\$ 20,195	\$ 19,618
Net Carrying Amount - OSEG							
Retail	\$ 11,603	\$ 11,305	\$ 11,008	\$ 10,710	\$ 10,413	\$ 10,115	\$ 9,818
Total	\$ 11,603	\$ 11,305	\$ 11,008	\$ 10,710	\$ 10,413	\$ 10,115	\$ 9,818
Parking Revenues	\$ 2,142	\$ 2,196	\$ 2,250	\$ 2,307	\$ 2,364	\$ 2,423	\$ 2,484
OPERATIONS							
Annual Expense							
Below Grade	\$ 1,263	\$ 1,295	\$ 1,327	\$ 1,360	\$ 1,394	\$ 1,429	\$ 1,465
Total	\$ 1,263	\$ 1,295	\$ 1,327	\$ 1,360	\$ 1,394	\$ 1,429	\$ 1,465
Surplus (deficit)	\$ 760	\$ 779	\$ 798	\$ 818	\$ 839	\$ 860	\$ 881

Section 2.4.3 - Retail, Integrated Office, and Associated Parking

Financial Overview - Retail

(in thousand of dollars)

	2013	2014	2015	2016	2017	2018	2019
CAPITAL							
Net Carrying Amount - OSEG							
Retail Construction	\$ 84,786	\$ 82,612	\$ 80,438	\$ 78,264	\$ 76,090	\$ 73,916	\$ 71,742
Total	\$ 84,786	\$ 82,612	\$ 80,438	\$ 78,264	\$ 76,090	\$ 73,916	\$ 71,742
OPERATIONS							
Revenue (net of taxes expenses)	\$ 9,735	\$ 9,979	\$ 10,228	\$ 10,484	\$ 10,746	\$ 11,015	\$ 11,290
Vacancy	\$ (974)	\$ (873)	\$ (767)	\$ (655)	\$ (537)	\$ (551)	\$ (565)
Mortgage payment							
Principal	\$ (1,363)	\$ (1,459)	\$ (1,561)	\$ (1,670)	\$ (1,787)	\$ (1,912)	\$ (2,046)
Interest	\$ (6,037)	\$ (5,941)	\$ (5,839)	\$ (5,730)	\$ (5,613)	\$ (5,488)	\$ (5,354)
Net cash after debt	\$ 1,362	\$ 1,706	\$ 2,061	\$ 2,429	\$ 2,809	\$ 3,064	\$ 3,326

- The OSEG will invest approximately \$99 million in development costs to create approximately 339,000 square feet of new retail and integrated office space, and 200 underground parking

Calculation of Price per Square Foot

Total Revenue / Total square Feet = Cost / ft² (Net of Taxation and Expenses)
 \$9,735,000 / 339,000 ft² = **\$28.72 / ft²**

Appendix G

Province of Ontario FIT Program KW Calculator



[Home](#) | [About Us](#) | [Contact Us](#) | [Ca](#)

Home > Renewable Technologies > Solar PV > Quick Facts Table

- ▶ Background
- ▼ Renewable Technologies
 - ▶ Bioenergy
 - ▶ Solar PV
 - ▶ Waterpower
 - ▶ Wind
- ▶ FIT Program
- ▶ Contract Requirements
- ▶ Program Resources
- ▶ Program Updates
- ▶ Public Consultation

Quick Facts Table

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Solar PV Projects			
Contract price	Rooftop	≤ 10 kW	80.2 ¢/kWh
	Rooftop	> 10 kW ≤ 250 kW	71.3 ¢/kWh
	Rooftop	> 250 kW ≤ 500 kW	63.5 ¢/kWh
	Rooftop	> 500 kW	53.9 ¢/kWh
	Ground-mounted	≤ 10 kW	64.2 ¢/kWh
	Ground-mounted*	>10 kW ≤ 10 MW	44.3 ¢/kWh
Length of contract	20 years		

Calculation for Solar Return on South Stands

Accepted Values:

Square Feet of Solar on South Stands = 450ft x 130ft = 58,500 ft²

Solar output per square foot is on average = 9 Watts/ft² *

Annual number of sunshine hours in Ottawa = 2,000 **

Sources

* www.solar-estimate.org

** www.ottawa.weatherstats.ca

*** www.solar-estimate.org

Calculation

58,500 x 9 = 526,500 Watts per hour

526.5 kwh x 2,000 hours of annual sunshine = 1,053,000

Loss to inversion, converters, wiring of 22% = 821,340 kWh ***

Price of 53.9¢ x 821,340kWh = **\$442,702.00**

- The CFL team will pay annual rent to the stadium of \$300,000 beginning in 2013;
- The OHL team will pay annual rent to the arena of \$100,000 beginning in 2013;

Financial Overview – Stadium and Arena 2013 to 2019

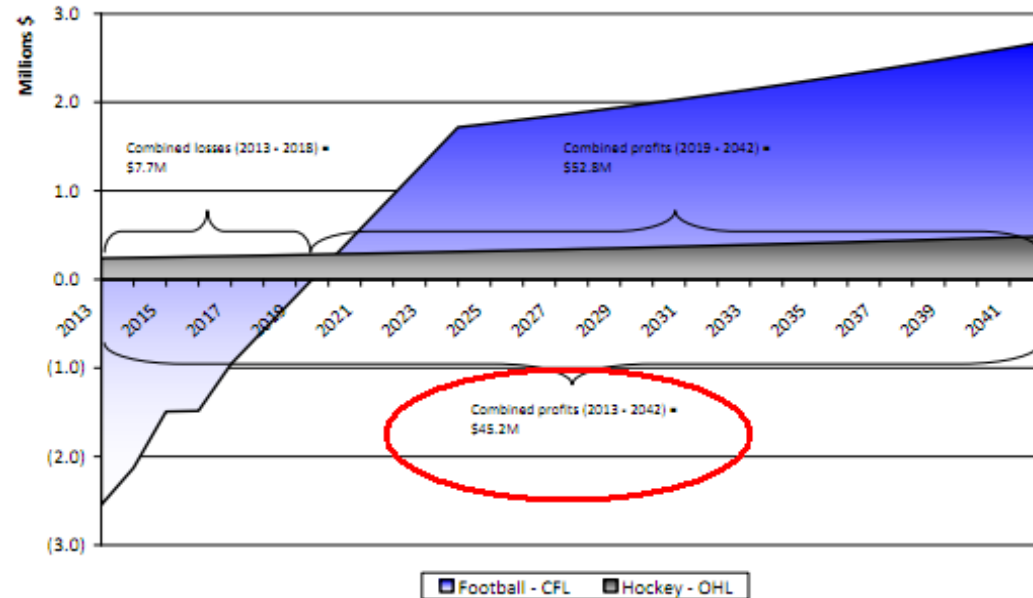
(in thousand of dollars)

	2013	2014	2015	2016	2017	2018	2019
CAPITAL							
Net Carrying Amount - MSC							
North Side Stands and Civic Centre	\$ 64,010	\$ 62,368	\$ 60,727	\$ 59,086	\$ 59,037	\$ 57,395	\$ 55,754
South Side Stands and Stadium	\$ 39,535	\$ 38,522	\$ 37,508	\$ 36,494	\$ 36,464	\$ 35,450	\$ 34,436
Total	\$ 103,545	\$ 100,890	\$ 98,235	\$ 95,580	\$ 95,500	\$ 92,845	\$ 90,190
OPERATIONS							
Annual Revenues							
Stadium	\$ 1,511	\$ 1,549	\$ 1,588	\$ 1,628	\$ 1,668	\$ 1,710	\$ 1,753
Arena	\$ 1,425	\$ 1,460	\$ 1,497	\$ 1,534	\$ 1,573	\$ 1,612	\$ 1,652
Total	\$ 2,936	\$ 3,010	\$ 3,085	\$ 3,162	\$ 3,241	\$ 3,322	\$ 3,405
Annual Expense							
Stadium	\$ 1,296	\$ 1,328	\$ 1,361	\$ 1,395	\$ 1,430	\$ 1,466	\$ 1,502
Arena	\$ 2,406	\$ 2,466	\$ 2,528	\$ 2,591	\$ 2,656	\$ 2,722	\$ 2,790
Total	\$ 3,702	\$ 3,794	\$ 3,889	\$ 3,986	\$ 4,086	\$ 4,188	\$ 4,293
P&L							
Stadium	\$ 216	\$ 221	\$ 227	\$ 232	\$ 238	\$ 244	\$ 250
Arena	\$ (981)	\$ (1,006)	\$ (1,031)	\$ (1,057)	\$ (1,083)	\$ (1,110)	\$ (1,138)
Total	\$ (765)	\$ (785)	\$ (804)	\$ (824)	\$ (845)	\$ (866)	\$ (888)

Section 2.4.1 - Stadium and Arena

CFL and OHL Operations

- OSEG will provide for franchise fees and startup costs estimated \$19.6 million; these will go towards OSEG's equity minimum contribution; and
- The CFL and OHL teams will pay rent for the stadium and arena.



Appendix K

Maximum Cash to City from OSEG

(page 61 PWC Report)

Section 3.2 - Revenue Neutrality Analysis

City of Ottawa – Revenue Neutrality Analysis

- In nominal terms, over the first 30 years 13% of the property taxes from the retail, office and parking components are required; and
- On an NPV basis, over the first 30 years 37% of the property taxes from the retail, office and parking components are required.

	Nominal	NPV
Avoided costs	114,000	48,027
Waterfall payments	85,177	21,744
Sub total	199,177	69,771
Total debt servicing	(218,837)	(91,930)
Sub total	(19,660)	(22,159)
Property taxes	155,540	59,549
Total cash flow	135,880	37,390
Required from taxes	13%	37%

(thousands \$)

Notes to reader:

Total debt servicing under the PWC Report was based on the City only borrowing \$119M, not the new amount of \$179M.

Appendix K

**Ottawa Farmer's Market (OFM) Revenue
Lansdowne Park, Ottawa**

(all numbers based on 20' x 10' per vendor area)

Revenue 2010

(confirmed as reasonable by Ottawa Farmer's Market Board)

Summer

Days of Operation	Average Number of Vendors/day	Farmer's fee to OFM avg/day	Total Revenue
Sunday's	23	80	\$156,400.00
Thursday's	20	15	\$25,500.00
Total Revenue			\$181,900.00

Annual Rental fee paid by OFM to City of Ottawa **-\$17,500.00**

Annual Revenue, net of City Cost, available to OFM **\$164,400.00**

THE CURRENT M.O.U., OR MEMORANDUM OF UNDERSTANDING BETWEEN THE O.F.M. AND THE CITY OF OTTAWA CONFIRMS THAT THE FARMER'S MARKET WILL OPERATE YEAR ROUND AND 7 DAYS PER WEEK WITH VARIABLE NUMBERS DEPENDING UPON THE DAY OF WEEK AND SEASON.

FOLLOWING THE NUMBER OF DAYS AND REDUCING THE CURRENT DAILY VENDOR FEE BY 40% THE REVENUE TOTAL WOULD BE IN THE ORDER OF \$600,000.00 ANNUALLY FOR CONSERVANCY FINANCIALS. THE NUMBER USED IS \$400,000.00. **THE CONSERVANCY CAN REDUCE THE DAILY FEE TO \$35.00. AND STILL MAKE ITS TARGETED PROJECTED REVENUE.**

Under this proposal, the OFM would administrate the market and charge vendors a fee. Over the course of the year there are a total of 12,480 chargeable vendor days. Should the OFM charge a \$20/day administrative fee per vendor, they would realize annual revenue of..... \$249,600.00

Projected Revenue 2012 with Lansdowne Park Conservancy (Market expands to full time)

(confirmed as reasonable by Ottawa Farmer's Market Board)

Summer

Days of Operation	Average Number of Vendors/day	Total Vendor chargeable days	Farmer's fee to Conservancy/day	Total Revenue
Monday's	26	25	\$50.00	\$32,500.00
Tuesday's	26	25	\$50.00	\$32,500.00
Wednesday's	26	25	\$50.00	\$32,500.00
Thursday's	26	40	\$50.00	\$52,000.00
Friday's	26	60	\$50.00	\$78,000.00
Saturday's	26	100	\$50.00	\$130,000.00
Sunday's	26	100	\$50.00	\$130,000.00
Totals	182	375	\$50.00	\$487,500.00

Winter

Days of Operation	Average Number of Vendors/day	Farmer's fee to Conservancy/day	Total Revenue
Monday's	26	15	\$19,500.00
Tuesday's	26	15	\$19,500.00
Wednesday's	26	15	\$19,500.00
Thursday's	26	15	\$19,500.00
Friday's	26	15	\$19,500.00
Saturday's	26	15	\$19,500.00
Sunday's	26	15	\$19,500.00
Totals	182	105	\$136,500.00

Appendix M

OSEG Public Parking (page 31 PWC Report)

Section 2.4.2 - Parking

Description

- The City and OSEG will partner to build an underground parkade of approximately 1370 stalls
 - The City will provide funds for 660 stalls for stadium and public use;
 - OSEG will provide funds for 340 stalls associated with the retail development;
 - A residential developer will provide funds for 280 stalls; and
 - An office developer will provide funds for 90 stalls.