

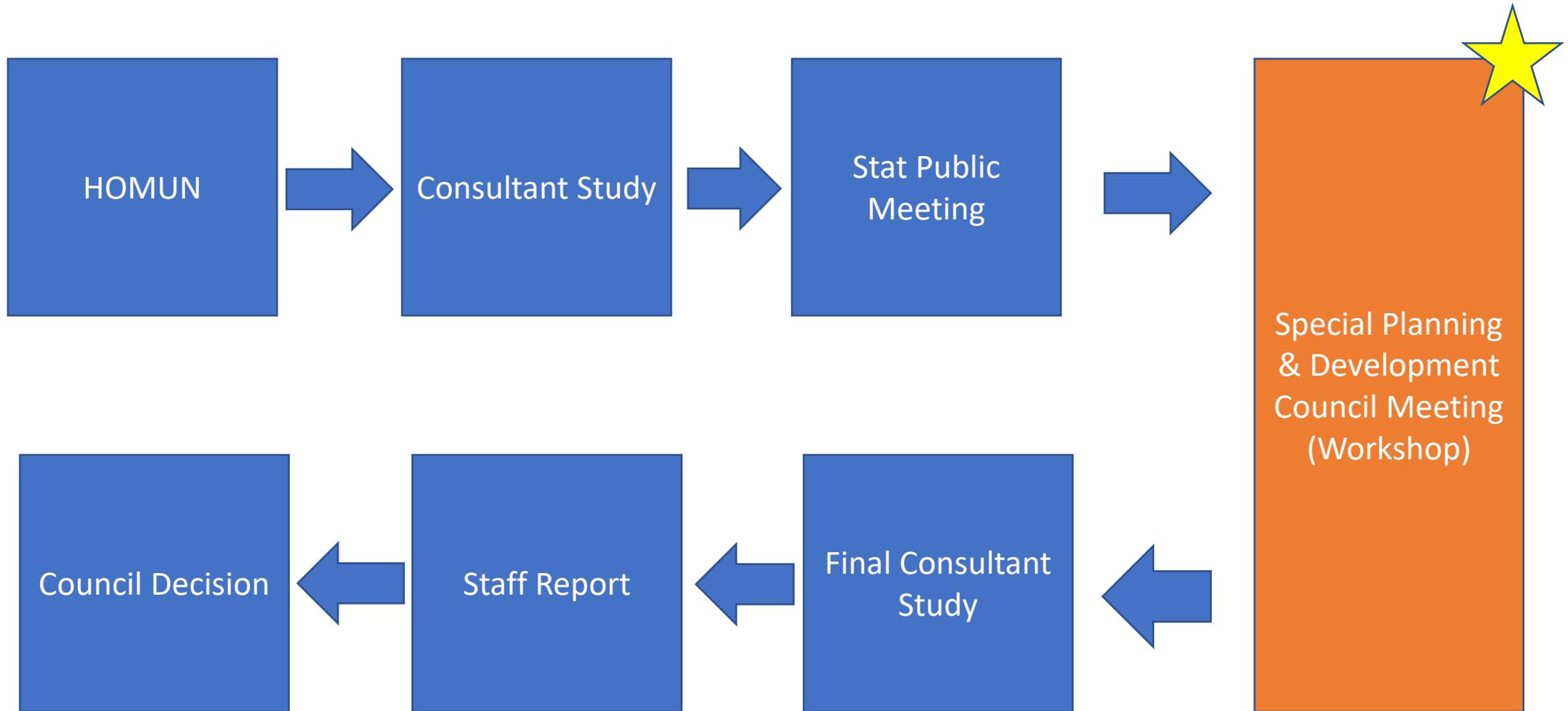
Hospital District Council Workshop

February 2, 2021

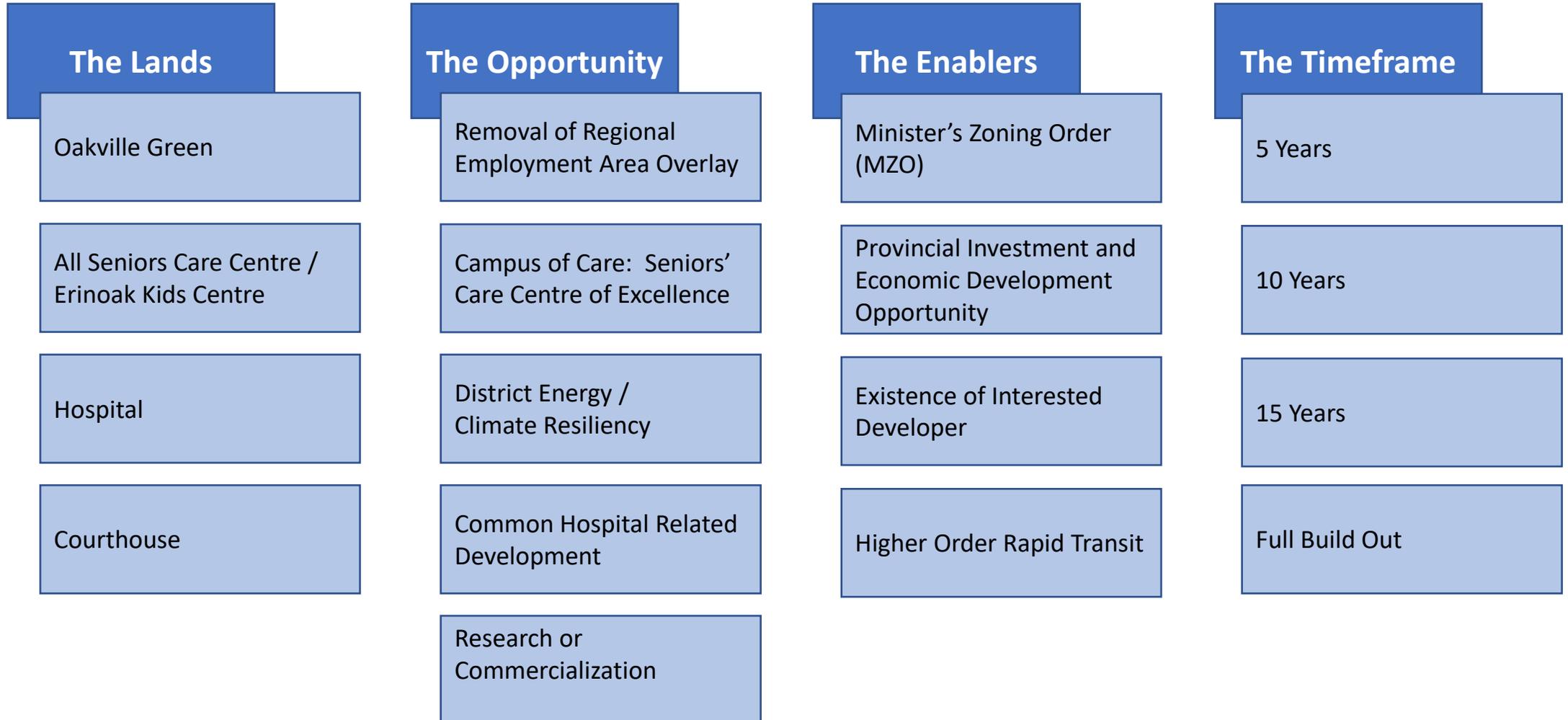
Goals of this Workshop

- The Report concluded that the Lands present a range of opportunity.
- Outcomes at the higher range of employment would have to be enabled by policies and investments to create a “magnet” for employers.
- The purpose of this workshop is to:
 - Describe the Market Analysis and resulting range of outcomes.
 - Seek input on Council’s desired employment outcomes for the site.
 - Seek input on Council’s desired end state mix of employment and residential uses.
 - Explore Council’s interest in accelerating the timeframe.
 - Explore Council’s interest in acting to promote enablers of higher employment outcomes.
 - Explore Council’s goals for the ultimate “sense of place” for the area.

Background: where we are in the process



Site Enablers: Findings from the Report



1. The Range of Employment Outcomes and Council's Goals for this site



What is the allocation of the employment numbers to the Oakville Green lands? 1/3 of total for area; taking into consideration the phase 1 plan for the site: 3000 jobs.

Impact on communications: The targets for Oakville Green lands seem high. Would the towers be high and would they have an effect on the White Oaks Comms. Towers? Should more work be done on this having regard to the Stantec recommendation... potential liability issues. Target heights in excess of 24m

- Building heights are 15 storeys: the maximum is linked to the helipad flight path.

Council is not opposed to additional jobs. The barriers to success are investment in transit infrastructure. How do we achieve “transit first”;

Concerned about BRT. We should seek “more than usual.” We have redirected funding to other projects... can we try to seek other funding opportunities to fund Dundas BRT?

- We can work with Metrolinx...
- Transportation is “chicken and egg”: is it an enabler of development, or does development enable BRT?
- Need to establish densities to support a BRT investment
- Start with policies and then allow for transit to follow.

Looking at N. Oakville as a whole and the target of 10,000...how do we keep to that goal, track progress

- Need trackable KPIs; such as development applications and associated data; links to capital budgets; fiscal impacts; recognize limits; focus on achievement of targets
- Monitoring may be inherently rearview mirror in nature; need to analyze; report...

Interim measures: suppose we DO decide to support employment policies, what do we do as an “interim measure” until transit follows?

- We can use H designations until transit is available, for example. There are other tools. Need to match infrastructure with opportunities.

1. The Range of Employment Outcomes and Council’s Goals for this site



What would attract research? What are the fits between hospital centres of research excellence and potential private sector partners. Are we too late for PPE/vaccines already?

Need the fundamentals: transit, livability, other amenities and investments... med-tech, research. Need to be sustainable

Did the analysis of employment consider proximity of employee dwellings. Are there COVID related changes to market.

Are Employers interested in having Employees living closer to work?

- Market analysis at this level is at a more strategic level; getting to the bottom of employer interest gets to a more granular level
- Market uncertainty still exists on COVID impacts on future uses
- Market assessment DOES consider commuter shed and travel patterns, and good practice of promoting living proximate to work.

“cannibalization” of employment from other places: explain

- Overall growth targets and capacity for growth are finite; there is only so much to go around; in absence of a major catalyst, it will tend to get a “reasonable” share...so enablers become relevant to achieving more.
- Could draw from other areas...a risk, not a certain outcome
- Overall target is 10,000 jobs for North Oakville; the Hospital were it to take it all

Hospital and Research: are we scoping potential investment in research in emerging medical priority areas?

- Yes; it is very competitive however; need competitive approaches
Oakville’s livability is a big draw and strategic advantage.

Vaccine development: Obvious strategic opportunity!

What have we learned over the last 11 months about change to the market; growth in warehouse distribution. More urban space? More space for people? How to manage

- Depends. Divided views.
- some markets will continue to be strong because of their locational factors.
- Other markets that are earlier in their growth may face challenges. Puts focus on ENABLERS; investors will have choices

Impact of COVID on transit? Our ability to invest in transit and potential funding for transit. How much of the plan RELIES on transit. Do we need transit even to achieve the lower end goals?

Reliance on Other Levels of Government: do we need to get commitments from them first, or do we “build and they will come?”

1. The Range of Employment Outcomes and Council's Goals for this site: Page 2

Community energy strategy:

Need to understand linkages between district energy and this site

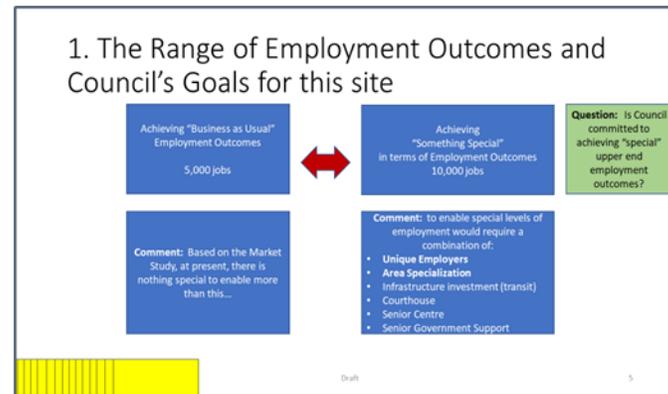
- *needs to be built*

Need to plan for deliverability of actual goals given track record of things not necessarily turning but differently:

e.g. Uptown Core

Flexibility; practicality;

Learn from lessons in the MARS complex, and other places... Don't chase current opportunities, go to the "next thing"...such as research preparedness for new challenges



Transit: *Plan for the BRT so that it is doable based on our plans;*

Needs to be a tie-in between Ec Dev and the development of these plans: A recent article re: pharma links overall pharma policy with choices of manufacturers to not locate here

KPIS: *to answer the question, we would really have to be able to measure the results, and understand the resulting compromises. Before we can answer the question, we really need to understand what the tradeoffs are.*

Also need to learn from some of the BIG dreams of other such sites;

We need a workshop on what did we really learn, and how can we

2. The Desired Mix of Employment and Residential

- This slide sets out the range of outcomes expressed as a mix of residential and employment uses

Option 1
All Jobs
(current
condition)

100/0

Option 2
High Jobs

65/35

Option 3
Balanced

50/50

Option 4
High
Residential

35/65

Question: Is Council
committed to a
particular ratio of
employment to
residential?

2. The Desired Mix of Employment and Residential

With Oakville Green, what were we projecting initially?

- The phase 1 plans are approved
- There is a phase 2 plan that is not approved yet

The transportation impact study indicated a significant increase in trips...which could have a major cost increase.

We would need significant funding to pay for increased buses to Oakville Transit; given that DCs would only pay a fraction of the capital costs; also operating costs.

There is a lot of due diligence to do here.

- We will come back with the numbers....

Residential was to support jobs...and achievement of “not business as usual”

We should decide this based on what is required to enable the higher quality job outcome;

Need to make sure we don't JUST get the residential, without guaranteeing the outcome

If goal is 15-minute walkable community, then the goal should be to build living spaces for people to have walkable communities. So the split is not so important as a number as it is as an outcome: what do we need to achieve the goals> this is how we get cars off the road, achieve

Need to consider overall sense of place...holistic balance of outcomes. *Develop a culture in this development area so that it has an identity to connect to...JUST employment would not achieve this. “grassroots connectivity” meeting, gathering etc. is important too... We lack community gather spaces...*

2. The Desired Mix of Employment and Residential

- This slide sets out the range of outcomes expressed as a mix of residential and employment uses



What is the link between employment goals, and mix of job and employment?

- They are related;
- Need to protect for achievement of employment goals; will ultimately also relate to scale and density.
- They contribute to the social environment, but also create the compelling environment where people will want to live.
- No factor can be taken in isolation, as they are all interrelated.

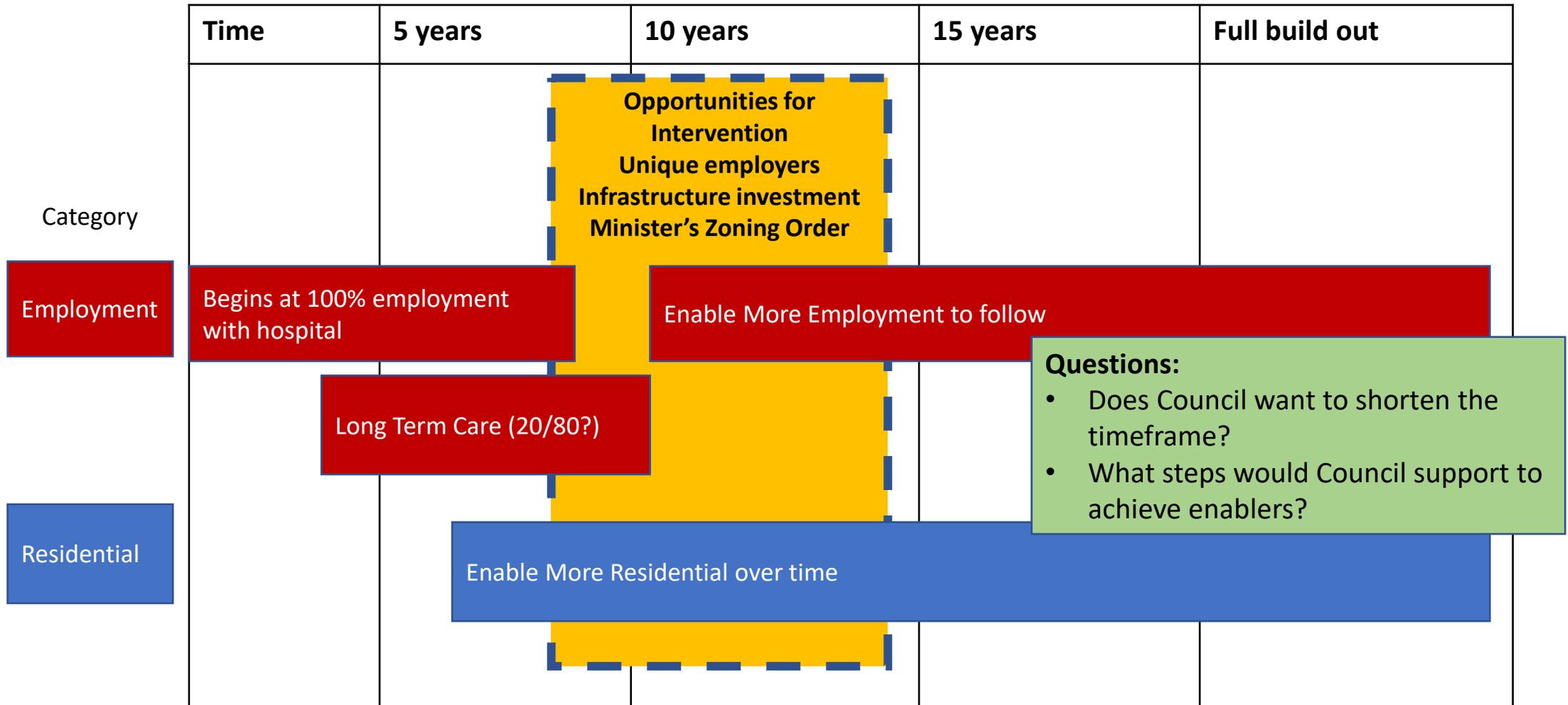
“IT is about employment!”

More not less...but with caveats: chicken and egg argument is still a problem. We get the Res but the employment does not follow. Need to Stick to it and implement it.

If you build the res first, you need to plan to follow-up with delivering on the research; Need to recognize that the sort of high value research work will not necessarily be attracted to a condo living lifestyle.

Be mindful of deployment of phasing and holds to protect the employment character of the area;

3. Timelines: Potential for Council Action



3. Timelines: Potential for Council Action

Need to have a clearly defined set of conditions: BRT is the condition that must be

We have already deferred on transit investment: *The transportation investments are maybe the most important...and we recently passed on transit; so this may be years out.
Be careful about using residential as the enabler; it may come first, with no employment to follow.*

We need to get the employment first: *We should be active in seeking health and science employers.
We must take into account COVID impacts.; consider staging of employment vs. residential*

We need to learn from Burloak and Uptown core; re phasing *There is insufficient demand for BRT at present, but with proper policy choice, that could create the demand in time; which would create the business case at that moment
The diversion of funding from BRT to Wycroft made good sense, and there is an opportunity to get additional/new funding for BRT...*

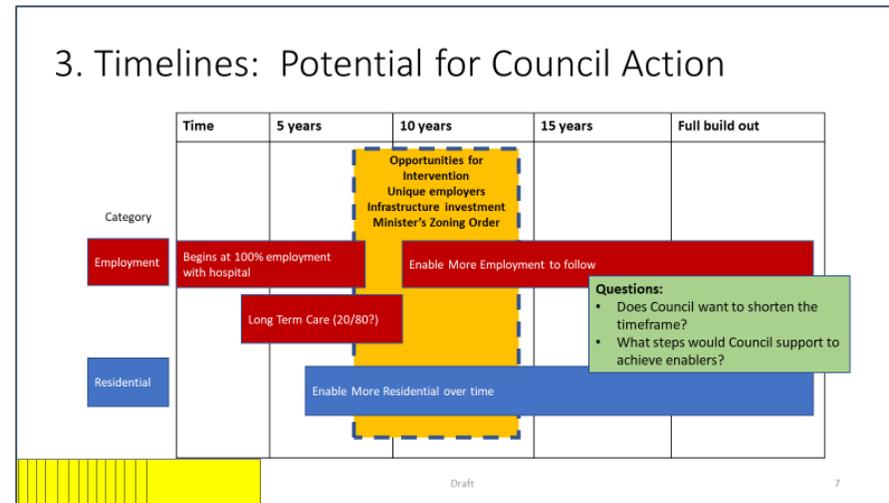
Need to focus on employment for the area. *Need to also consider growth in other parts of the Region—e.g. Milton, Burlington, West end of Mississauga.
We need to be the ones who concentrate on achieving employment*

Re: Upfronting of cost of infrastructure investment *Are there financial considerations that would drive our approach?*

- *Region upfronts costs of some employment lands; they are more difficult to get going as they take public funds to get the investment going;*
- *In this case, the hospital caused significant, costly infrastructure to*

Transit: *The total cost for the Dundas BRT was \$2B, well in excess of monies diverted to Wycroft; the higher-level investments in transit are the task of Ontario; their delays were part driven by the lack of a business case; if we set up a planning regime that ensure it is not needed; we will endure it is never possible
There is a chicken and egg element; we have a base case without BRT, and our upside could be contemplated and allowed as investments arise.*

*Focus should be on employment: congestion is always a risk of growth; need to plan for it; need to plan for a range of housing, including the “missing middle.”
If it will drive us to build more single detached, how will we balance that: there remain unanswered questions that line to other policy decisions*



4. Approach to Planning the Lands

Prefer greater flexibility; do not fragment it to too many precincts; the main magnet is the hospital; give future councils flexibility

Treat it as an integrated site; allows for understanding of connections and an eco-system approach

Need flexibility to change as time goes on....

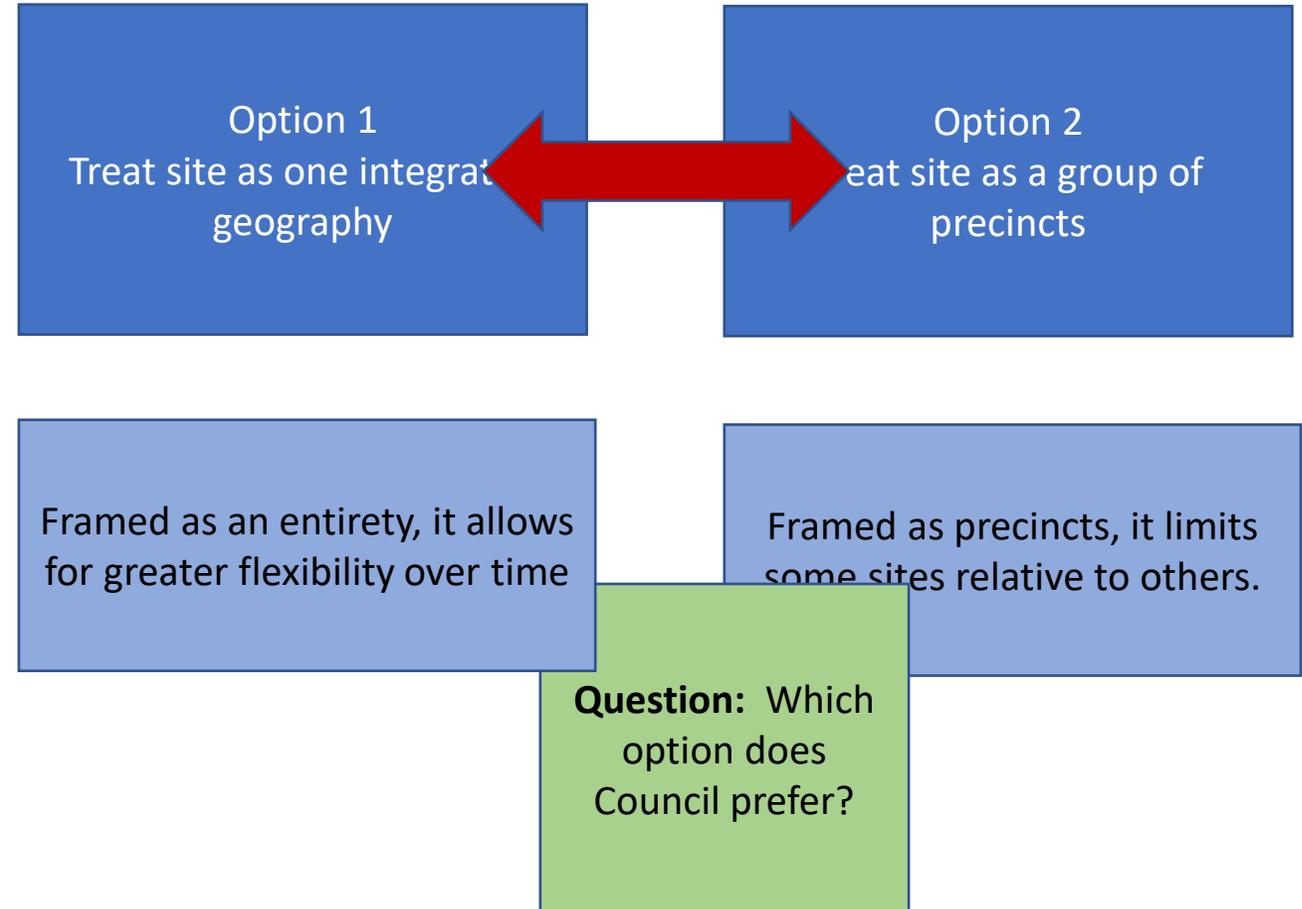
Need to think about connectivity and sense of place

The hospital and Erin Oaks are there; the Court is in question; the Senior's Residence is approved; What is left?

Oakville Green and 7 blocks...how much is that compared to the remainder?

What do we mean by precincts anyway?

- *About half of the site has approved plans.*
- *We are considering about half as still to be shaped*



5. Community Character

Question: What “sense of place” is Council seeking for the area?



5. Community Character

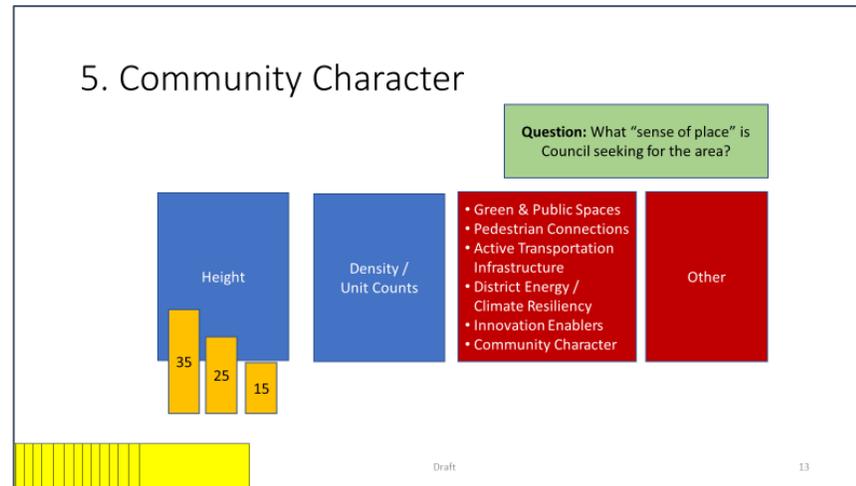
The third box is most important

To make it in to a beacon that attracts, it should be visible: Hospital is visible at a distance due to our relatively flat terrain; some height will help make it a landmark site, for which Oakville can be known as a centre for research

The time for “corporate parks” may be past... if it is to be a beacon and recognizable, we need to think about heights... Community character: to make a place that is livable, it should not merely be a jungle; needs to consider ground orientation; feel like “home” and a place

*The character should be less about a typical Oakville neighbourhood...more of a “google research park” kind of flavour...for people who “live to work” in the research community
Need to fit their needs... innovative, creative things that reflect the needs of “brilliant people”...a SF kind of lifestyle...walkable...creative. Adapt to the creative workstyle.*

“Campus of care” says green, open, etc. and pedestrian connections speak to the need to that; but need to fit creative needs too; the hospital will be the beacon;



Radio towers and health risks: Should they be moved. To manage the concerns of radiation and reradiation.

Community character: hubs are becoming the way of the world, and the community of people who make it up will help define its character; younger professionals will be ok with condos. Ur change is to make this a climate friendly community.

Agree that box 3 is the biggest. Mental health is an important issue; having green spaces is essential. Hospital should be the most prominent

Thank You!

