

SCHEDULE “A”

Poplar Regional Health & Wellness Village MZO – Comments & Answers on Questions Received to Date

We have compiled a list of questions received through communications to date with Town planning and economic development staff, as well as from the consultants retained by the Town to undertake a review the Poplar Regional Health & Wellness Village proposal. While we have addressed some of these items through previous discussions, the following memo aims to provide additional context and commentary to help support your review of the proposal and to answer your fundamental question as described to Council as to whether this project will be a net positive for the community.

Q Who will be developing and delivering the vision for the Poplar Regional Health & Wellness Village?

Di Poce Management Limited (“DPML”) and Live Work Learn Play Inc. (“LWLP”) have entered into a partnership agreement to co-develop the Poplar Regional Health & Wellness Village project. We are committed to continue with the project as Co-Master Developers, taking on the role of visionaries and master developers behind the project.

As is the case with similar master planned communities of this scale, we will also bring on best in class planners, builders, contractors, private-sector and public-sector collaborators, investors and/or partners as we execute different phases and components of the project. As mentioned previously we have already begun discussions with multiple potential collaborators and/or end occupiers in industries such as health care, mobility, purpose-built aging in place housing, attainable workforce housing, cultural institutions, biotech and innovation, and more. We will continue to further these discussions with our substantive relationships as we continue to advance the project, however, we need to have the appropriate mix of land uses and zoning in place that would allow us to be able to secure official commitments and agreements.

Q Why have you decided on this particular location within Collingwood for the Poplar Regional Health & Wellness Village? What are the attributes that would lead to success in Collingwood in the context of good planning principles?

We have undertaken months of market research and analysis as well as preliminary market testing that supports and affirms this vision and development in Collingwood, including but not limited to:

- Review of the local, regional and macro markets including reviewing relevant Collingwood and other municipal and county documents and reportsⁱ, goals and strategic plans and initiatives, including, but not limited to:
 - Analysis of trends in various forms of demographics, area growth, economics, market conditions, community needs, and real estate development typologies, including but not limited to in wellness-based real estate, health care, housing, retail, aging in place, eco-friendly infrastructure and servicing, and otherwise
 - Internal and 3rd Party Demographic analyses
- Reviewing third party reportsⁱⁱ
- Undertaking a housing and health care needs assessment prepared by KPMG
- Market testing as part of LWLP's proprietary Targeted Leasing & Casting and deal making process, including with:
 - Private and public health care institutions
 - Federal government agencies
 - Private sector bio-tech, medical research and other tech-based companies
 - Continuum of care housing operators
 - Infrastructure investors and contractors
 - Private equity firms
 - Educational institutions
 - Sports and recreation institutions

Other factors that were important in site selection included but were not limited to:

- To achieve the vision, scale and feasibility of this enduring placemaking community development with a complete integration of the mix of uses, and to deliver this significant abundance of community benefits, substantial acreage of land to develop and make productive use is required.
- This property is substantial in size at over 130 acres and is owned by one private landowner who wants to deliver this development vision and the enduring legacy of meaningful community benefits to Collingwood and the region and has the means and philanthropic desire to donate the required land free-of-charge to a hospital which comes at a great financial cost to him and his family.
- This site has already gone through a public and transparent site selection process undertaken by the Collingwood General and Marine Hospital and was selected as the preferred location for the Hospital as a future state-of-the-art healthcare facility and provider serving the needs of the Community and the Region for decades to come.
- The lands are within the Settlement Boundary of the Town of Collingwood and therefore makes efficient use of existing infrastructure and services of an otherwise underutilized and vacant property.
- The lands require a land use modification to deliver the potential for the investment worthy mix of uses that will deliver the optimal amount of economic development, quality jobs, attainable purpose-built housing, and enduring substantial health and wellness community benefits.

- Proximity and access to transit networks and major transportation routes – the site is already serviced proximally by public transit connecting to the existing ~ 9.5 acre Georgian College Campus, it has egress/ingress from Highway 26 that connects the Southern Georgian Bay Communities.
- The site has excellent ingress/egress access and flow to other major arterials, working waterfronts, the Collingwood Airport, flight path for helipads and air medivacs, regional trail systems, other communities such as Clearview, Wasaga Beach, Town of Blue Mountains, Thornbury, and is a gateway to Collingwood.
- Access to servicing and infrastructure – the site can be serviced by existing sanitary sewer connections located on Raglan Street and Sandford Fleming/6th line boundary.
- Building on the existing adjacent Georgian College South Georgian Bay Campus that has been established as a result of Mr. Di Poce’s generosity and previous land and financial donations.
- The John Di Poce Georgian College South Georgian Bay campus has already established a sensitive land use (educational) and therefore, planning and programming for similar and complementary uses represents good planning.
- A substantial lack of supply of attainable housing and overwhelming need for workforce housing.
- The needs and strategic future plans to provide state of the art regional health care services.
- Substantial demand to provide safe, attainable and high-quality standard of living that is affordable for the substantial regional aging population.
- The need to curtail economic leakage and boost a struggling service economy occurring in Collingwood, and more.

The project addresses criteria for employment conversions included in Provincial policy, including demonstrating the need for conversion, mainlining jobs on site, demonstrating that there will be no impact on the surrounding employment areas and that there is planned and existing infrastructure in the area.

- The need for the conversion is supported in part because there is a need for workforce housing in the Town, including housing for seasonal workers. The introduction of housing on these lands will support the overall supply of attainable workforce housing, including the commitment to provide 10% attainable housing on the lot;
- There would be limited impact on the remainder of the employment area. The concept plan includes a broad range of uses, that could be organized through detailed stages of the planning approvals to limit the location of sensitive uses in proximity to the existing employment areas. With consideration for the types of uses that are permitted on the employment lands in the surroundings as well as the proximity of the employment uses to other existing sensitive uses (including residential areas to the west) that already limit the types of industrial uses, and inclusion of minimum setbacks to proposed uses there would be limited land use compatibility concerns with a proposed mixed development

on the site. In this regard, the introduction of sensitive uses on the site would result in limited impact on the remainder of the employment area.;

- The proposed conversion to permit a mixed-use development would maintain and enhance the number of jobs on the subject site. The proposed development would create approximately 3,500 to 6,500 jobs for Collingwood and Simcoe County, compared to an estimated 1000 jobs if the lands remained designated for employment uses and built out in the lower density form assumed in the County's Land Needs Assessment. This increase in the number of jobs will address the shortfall identified in the County's Land Needs Assessment for the *municipal comprehensive review*; and,
- there is existing and planned infrastructure and public service facilities to accommodate a mixed-use development.

The project also supports the intent and objectives of provincial, County and Town policies to provide *complete communities*, make efficient use of land and infrastructure, provide a range of housing options and maintain and enhance employment opportunities.

Q Would the proposal work at a smaller scale? Is the conversion of the entirety of the lands required for success?

With respect to the conversion, the plan will maintain the number of jobs on the site that would be provided through the current policies and regulations because a commitment to provide a combined minimum of 60,000 square metres of institutional uses, light industrial and offices uses is provided. The Town and County's average area per employee is 60 square metres, meaning that at a minimum, these as-of-right uses that will be maintained on the site, will provide the same number of jobs (approximately 1,000) for the same uses that the County and Town have considered through the *municipal comprehensive review* process. In addition to those 1,000 jobs associated with the as-of-right uses, 2,500 to 5,500 additional jobs are estimated for a total of 3,500 to 6,500 jobs.

With respect to the proposal working at a smaller scale, the ~130 acres of land are crucial to feasibly deliver the integrated mixed-use vision of this community and to maximize the amount of substantive public amenities proposed.

Q How long is the anticipated build-out time horizon? How and in what way would the development be phased over time?

Development of the Village is anticipated to build-out in phases over the next 5 to 20 years. LWLP and DPML as the Co-Master Developers are committed to working with the Town to establish an intelligent and flexible phasing plan to provide for the orderly development of the lands.

All phases of the project are conceived to include a mix of uses in order to deliver a complete community. The components of the program are interrelated, as housing including workforce

housing is essential in order to attract quality anchor employment uses as well as public and private sector health care and wellness operators who require purpose-built housing solutions for their employees, doctors, other health care workers, researchers, employees, etc.

As an important place making project, we see the first phase as the heart of the project; delivering the right amount of critical mass with proposed uses such as, but not limited to:

- A regional market hall that seeks to celebrate South Georgian Bay food and artisans by delivering an iconic indoor-outdoor, four-season, fully activated destination that will offer healthy, nutritious and affordable food from all around Simcoe County, with cooking and nutrition schools and programs, a small-business incubator program, urban agricultural centre, and more
- An activated central plaza and wellness park with a range of public amenities such as splash pads, skating rink, outdoor events stage, indoor-outdoor botanical gardens, and picnic area
- Applicable sections of a 5-kilometer multi modal 4-season trail system connected to the regional trail system
- Workforce Housing
- Light industrial employment uses
- Regional transportation hub

Q Is the project dependent upon an agreement with Collingwood General and Marine Hospital?

No. While discussions with Collingwood General and Marine Hospital are ongoing, the vision for the Village can proceed without co-location of the hospital. We have provided for a physical area as placeholder for the hospital or another complementary health care user who wants to locate, integrate, and operate at this Health and Wellness Village within a reasonable timeframe.

Given that the hospital is an autonomous body, the decision for relocation ultimately rests on the conclusion of their Stage Two study with the Ministry of Health. In making the decision to potentially relocate and through the planning process underway, the hospital is currently evaluating its needs as well as community needs and impact. Accordingly, the question regarding community impact will ultimately be answered through the hospital's own process and relocation assessment.

Q How is transit proposed to be integrated?

We are having discussions with Provincial agencies on the development of a regional transportation hub for the County. This is imperative as it will allow people to access the community and create opportunities to get to and from work. This is proposed to be part of the first phase of delivery.

Q Will the rezoning of this property away from employment land jeopardize future jobs and employment within the Town? How will the MZO ensure Collingwood meets its employment forecasts and its long-term employment needs? How do we show that we will have employment generating uses on this property, in particular, commercial and industrial uses?

The Poplar Regional Health & Wellness Village project is anticipated to have significant positive impacts on employment and job growth within the Town of Collingwood, Simcoe County, and beyond.

First and foremost, the construction phase alone is projected to contribute nearly \$2B to Canada's GDP and create 16,127 jobs in Canada, of which, \$1.05 billion of labour income and 14,885 jobs will be in Ontario.

Our proposed conversion of the lands from employment to mixed-use also maintains and enhances several of the currently permitted uses and also increases the number of jobs on the site, generating between 3,500 to 6,350 permanent jobs during the operational phase (note: assumptions of a higher density employment based on several precedent assumptions, which includes calculating the number of jobs for each employment category individually, reflective of the concept plan), compared to an estimated 1,000 jobs if the lands were built out under the designated employment uses in the lower density form assumed in the County's Land Needs Assessment as part of the municipal comprehensive review process. To ensure this, a minimum non-residential gross floor area has been included in the MZO, which ensures that the planned number of jobs meets or exceeds the Town's employment forecasts and number of jobs per hectare currently planned by the County and Town. We are committed to working together with the Town to include reasonable and appropriate area specific official plan policies that can further guide the future planning for these lands at the time of the plan of subdivision and subsequent site plan applications, providing the Town with an additional tool to secure reasonable draft plan conditions for development and more detailed design elements through site plan control.

Other key factors pertaining to employment in relation to our proposal include:

- A broader range and diversity of employment opportunities, including knowledge-based jobs and economy
- MZO contains minimum gross floor area requirements for light industrial, office, and institutional uses
- The zoning order limits the location of sensitive uses adjacent to neighbouring employment lands
- Opportunities exist to intensify existing employment lands
- These lands are currently vacant, and attraction of traditional employment uses has been challenging to date
- Traditional employment uses may be more appropriate for development elsewhere in Simcoe County particularly along 400 series highways
- These lands are not classified as provincially significant employment zone

- Some of the existing abutting employment lands contain light industrial uses as opposed to traditional employment uses and more intensive uses such as open storage are generally only permitted on those lands through site specific exceptions that do not apply to those lands.

Q What is the anticipated breakdown of jobs?

The anticipated breakdown of jobs based on the current conceptual master plan for the project using a variety of assumptions is as follows:

Summary - Jobs

<u>Use:</u>	# of Jobs based on Town of Milton Job Calculation Assumptions	# of Jobs based on Town of Collingwood Hemson Development Charges Study	# of Jobs based on average (Bousfields)
Institutional	1,936	Breakdown not available	Breakdown not available
Office	959		
Light Industrial	278		
Commercial /Retail	172		
Infrastructure	196		
Recreational	15		
TOTAL	3,557	3,917	6,352

These calculations are based on the assumed square footage per employee used in other municipalities that separate out the area per employee assumptions for each employment category, in this case take from the Development Charges Background Study that Watson completed for the Town of Milton. We note that the Town and County do not use the same breakdown per job category and instead apply an average in their Development Charges Background Studies of 60 square metres per employment.

Q How will you ensure that the proposed development does not negatively impact the adjacent prime vacant industrial land?

The proposed MZO has included separation distances to protect the adjacent employment lands. Only light industrial and office uses will be permitted, providing an appropriate land use transition to sensitive uses in accordance with provincial guidelines.

Q The Town has enough supply to meet the anticipated residential growth forecasted. Adding 2,200 additional residential units could mean an inventory beyond what is required over the long term. How do we justify an additional 2,200 residential units?

While overall targets for persons and jobs per hectare are set by the province it is important to note that these are minimums; provincial policy encourages municipalities to plan beyond the minimums. More importantly, overall population targets do not address the specific housing needs of a community. Attainable workforce housing has been identified as a particular unmet need in the Collingwood area. By providing the right type of supply in the right area, the specific housing needs of the community can be met.

The current housing supply is largely all market rate, single family homes. This project is planned for approximately 2,200 residential units delivered in a range of formats/typologies, including workforce housing, purpose-built housing, seniors living, athletes housing, etc., that are not currently being developed in Collingwood. The units will be built in phases which will help address the workforce housing crisis in Collingwood and allow many people who work in Collingwood and live elsewhere to live closer to where they work.

We know through our research that this region has a large aging population and will require accessible health services and options to continue to live and age within the community. A key pillar of the Poplar Regional Health & Wellness Village is the aging-in-place district which will allow current residents the ability to live a healthy life independently or with assistance, and comfortably as they age, with access to the amenities and services that they need.

Q How can we guarantee that the type of housing development to occur will actually be what is outlined in the vision?

There are a few ways we can work together to secure such assurances, through legal agreements, Council resolutions, as well as through other planning tools and mechanisms.

Key regulations to address Council and staff's concerns are included in the proposed MZO. We have taken steps to limit single-family residential dwellings. Our plan is looking to provide apartment style and townhome units that would introduce a greater diversity of housing options for Collingwood and are already units that tend to be more affordable in nature.

We are also looking to introduce a commitment of 10% of the housing on site (whether standalone residential or as part of a mixed-use building) as attainable through mechanisms that can capture this level of detail.

There have been a few MZO examples where a Council resolution was used as an important tool to achieve this. This tool (if supported by Council) can be used by passing a resolution with conditions to be addressed through the implementation of the next steps in the planning process (i.e., plan of subdivision).

Area specific official plan policies are also proposed to help guide future applications for plan of subdivision and site plan approval. For example, policies requiring block planning or phasing of development will be enforceable through the subdivision approval process. The Town of Collingwood has the ability to ask for comprehensive block plan as part of a planning application process. This can also be an option to explore together to provide another level of detailed plan at the site plan or other stages.

DPML and LWLP have confirmed their commitment to these principles in writing, under their respective corporate seals. The province has the ability to revoke an MZO should the principles not be followed.

Q How will the need for public consultation, agency and Indigenous consultation be met?

We are in the early stages of our community engagement process and will be actively engaging members of the public as we proceed. We've launched a community website www.PoplarHealthandWellnessVillage.com to gather ongoing feedback from the community. We will continually seek input, collaboration, and feedback on what people in Collingwood value, what challenges they face, and the opportunities they would like to see considered in the future Village.

We have committed to develop jointly with the Town a fulsome public engagement strategy.

Q Will the MZO include provisions to ensure ground floor commercial in mixed use buildings?

Yes. This will be a requirement of the MZO for mixed-use buildings in appropriate areas of the master plan and development.

Q Will the MZO include provisions to ensure that there will be a mix of uses on the site, including office uses?

We are committed to ensuring the Town meets and exceeds its employment targets with high quality jobs, to be secured within the MZO by including:

- a. A minimum requirement of 60,000 m² of light industrial use; office, and institutional use (Includes private & public institutions)
- b. A maximum requirement of 25,000 m² of retail use, with the exception of ancillary or accessory retail uses for institutional, light industrial, or offices uses.

Q Will short-term accommodations be permitted?

No. Short term stays will only be permitted in association with an institutional use. For example, where overnight accommodation is required during the course of receiving wellness treatment on site.

Summary of technical items addressed in the MZO document based on communications with Town planning staff, economic development staff, and town retained consultants:

1. The inclusion of density references to Official Plan for medium and high density residential land use categories, consistent with the Collingwood ZB approach to defining density
2. Introduction of height requirements for mixed use buildings
3. Modification to require parking for residential uses to be on the same site as the residential building
4. Removal of financial institution, hotel and motel from list of permitted uses
5. Removal of private wastewater treatment from list of permitted uses
6. Removal of short-term accommodation from list of permitted uses, replaced with short term accommodation in association with an institutional use
7. The addition of a definition for ancillary housing and site
8. Restrictions on the location of residential uses in proximity to adjacent employment uses with consideration for land use compatibility matters, included as an overlay in the zoning map
9. Requiring that 25% of the ground floor of a mixed used building be for non-residential uses
10. The addition of a minimum requirement of 60,000 square metres combined of light industrial, institutional uses and office uses.
11. A maximum permission of 20,000 square metres of gross floor area of retail uses, excluding accessory uses

Sources, including but not limited to:

¹ Town of Collingwood, 2021 Community Profile
Town of Collingwood, Affordable Housing Task Force, 2021
Town of Collingwood Servicing Allocation Policy and Land Use Study, Presented to Council, Dec 2021
Feasibility Study for an Arts & Culture Centre in the Town of Collingwood, 2021
Town of Collingwood, Community Based Strategic Plan, 2020-2023
Official Plan, Town of Collingwood, Jan 2019
Recolour Grey, County of Grey Official Plan, 2019
Trend and Analysis Summary: County of Grey Housing and Homelessness Plan 2014-2024
'Made in Grey' Grey County Economic Development Strategy, 2015
Grey County, Growth Management Strategy Update, 2015
Grey County Tourism, Destination Development Action Plan, 2016
Simcoe County Economic Development Strategy, 2021-2025
Health@Simcoe Muskoka, Annual Community Reports 2017-2022
County of Simcoe Official Plan, 2016
Age-Friendly Simcoe County, 2016 Community Needs Assessment Report
County of Simcoe, Transit Feasibility Study: Needs & Opportunities, 2015 & 2016
County of Simcoe Water and Wastewater Visioning Strategy, 2012

Simcoe County Trails Strategy, 2014

ⁱⁱ Canada Real Estate Market Outlook Report, CBRE, 2022

Collingwood Real Estate Market Report, 2021 in review, Royal LePage, 2021

Southern Georgian Bay Real Estate Market Report, 2021 in review, Royal LePage, 2021

Simcoe County, Multi-Family Submarket Report, CoStar, 2022

Sitewise Demographic Analysis for: The Blue Mountains, Clearview, Collingwood, Meaford, Simcoe County, Wasaga Beach, 2021

CMHC Historical Data for Collingwood: Vacancy Rates by Bedroom Type, Under Construction Inventory by Dwelling type, Starts by Dwelling Type, Rental Market Stats, Completions by Dwelling, 2021

Life Science Outlook, Toronto-Golden Horseshoe, JLL, 2021

Cities Alive, Designing for Aging Communities, ARUP, 2019

The Global Wellness Economy: Looking Beyond COVID, Global Wellness Institute, 2021

The Case for Healthy Places, Improving Health Outcomes Through Placemaking, Project for Public Spaces

Resetting the World with Wellness Whitepaper, Global Wellness Institute, 2020

Ontario Hospitals, Leaders in Efficiency, OHA, December 2019

Georgian College, Campus Fact Sheet, South Georgian Bay, 2015

Building for Wellness, The Business Case, Urban Land Institute, 2014