



Mackenzie
Health

10 Trench Street
Richmond Hill, ON
Canada L4C 4Z3

T: (905) 883-1212
F: (905) 883-2455
www.mackenziehealth.ca

C 23
COMMUNICATION
CW (PH) - <u>SEPT. 3/13</u>
ITEM - <u>1</u>

August 30, 2013

Mayor Bevilacqua and Members of Council
Attention: City Clerk's Office
City of Vaughan
2141 Major Mackenzie Drive
Vaughan, ON L6A 1T1

Dear Mayor Bevilacqua and Members of Council:

RE: Public Meeting (Hearing) – September 3, 2013
Vaughan Healthcare Centre Precinct Plan
City File 15.107.3

Pursuant to the Notice of Public Meeting (Hearing) regarding this matter, Mackenzie Health has carefully considered the draft Precinct Plan prepared by the City of Vaughan (the "City") and makes this submission as a response.

On August 29, 2013, Mackenzie Health's Board met and passed the following resolution:

BASED ON THE REPORT FROM THE CEO ON THE STATUS OF DISCUSSIONS WITH THE CITY OF VAUGHAN REGARDING AN ALTERNATE ROAD ARRANGEMENT OR APPROACH FOR THE PRECINCT PLAN, AND THAT THE CITY'S DRAFT PRECINCT PLAN DOES NOT ENSURE CONTIGUOUS 50 ACRES FOR THE HOSPITAL, THE BOARD OF DIRECTORS HEREBY AUTHORIZES AND DIRECTS THE HOSPITAL THROUGH ITS CEO TO TABLE WITH THE CITY A WRITTEN SUBMISSION WHICH DETAILS MACKENZIE HEALTH'S OBJECTION TO STREET F, AND TO WORK WITH THE CITY ADMINISTRATION TO ARRIVE AT A MUTUALLY AGREEABLE RESOLUTION.

This written submission is necessary in order to ensure that the Precinct Plan is amended appropriately to support a hospital development which maximizes significant government and community investment as well as sound planning for future patient care delivery.

Our concerns are as follows:

Fifty (50) Contiguous Acres for Hospital Development

An acute care hospital is a very specialized and unique facility and operation. The site requires adequate usable land area for efficient and effective operations and also sufficient capacity and flexibility to meet service delivery changes and growing population needs, especially in an area with extreme growth, such as Vaughan.

Mackenzie Health has always been clear that the Vaughan hospital requires 50 contiguous acres of land, based on Ministry of Health and Long-Term Care (Ministry) direction, which states:

“Based on the ministry’s previous experience in hospital construction and operation of a similar size and scope built on a green field site, the ministry has seen a site size of approximately 50 acres as suitable to ensure there is potential for cost-effective future redevelopment.”

However, in order to work constructively with the City, Mackenzie Health has accepted that this could be accomplished through obtaining 40 acres for the initial hospital project and an additional 10 contiguous acres in the future to enable future redevelopment.

Council has recognized the 50 acre (40 + 10) requirement through a resolution passed in December 2012.

Road Network Impact on 50 Contiguous Acres

Over the past several months, the City has developed road network plans for the entire Precinct. However, the road network, as set out by the City, has significant impact on the hospital’s ability to develop a plan that meets the Ministry’s hospital planning objectives. For example, the proposed Street F physically separates the hospital area into two, non-contiguous blocks, one for the initial new hospital development and the second to allow for future redevelopment.

The Ministry has been apprised of the Precinct Plan and conveyed its concerns through recent written commentary. Key Ministry comments include:

- “...it is clear that site limitations are emerging which the ministry is concerned will prevent the hospital from achieving optimum planning and preservation of flexibility for growth, adaptation and progressive regeneration of the hospital. For example, there is a proposed north-south public/municipal road which separates the 40 acre parcel from the 10 acre parcel...”
- “The proposed site plan with the North – South public road does not support the ministry’s fundamental planning and design objectives of: operational efficiency, accessibility, safety and sustainability.”
- “To reiterate, a public road confines future hospital service expansion and development, presents foreseeable site/property management conflicts, and further limits the hospital’s ability to leverage that land for future access or modification for hospital purposes.”

- “The ministry is concerned if Mackenzie Health is unable to maximize the significant government and community investment.”
- “...the planning context for the Vaughan new hospital project is new and unprecedented. There is a unique convergence of factors including: new hospital in a new location and municipality (i.e., not a replacement of an existing site); high growth area with significant existing population base and major infrastructure and intensification plans (e.g., subway); reconfiguration of services of a single organization to a two site model; emerging best practices on patient based design; new patient access patterns based on health system funding reform implementation during project planning and implementation. No other hospital, including the new Humber and Oakville hospitals, will experience all of these factors.”
- “Please work to ensure that site planning enables an optimal plan for a highly effective and efficient new hospital development with clear flexibility for future growth of services and infrastructure to support a rapidly growing community.”

Mackenzie Health requires Ministry support and planning stage approvals to continue to advance the project.

Mackenzie Health’s most significant concern with the Precinct Plan is that it does not guarantee the provision of 50 contiguous acres for the new hospital project and future hospital redevelopment, within the 82 acre site acquired by the City for the primary purpose of a hospital. The inability to satisfy Ministry direction and its documented concerns with the site plan pose a significant risk.

Although the Precinct Plan refers to removal of Street F in the future, its removal is stated to be conditional on future traffic and servicing studies. Further, the City has been unable to provide an actual legal commitment for its future removal. The result is that the hospital does not have the certainty that it will have the necessary 50 contiguous acres.

Additionally, the manner in which Street F is incorporated in the Precinct Plan includes several requirements/features that make its future removal costly and disruptive.

The Precinct Plan provides for:

- Street F as a public street;
- the width of Street F to be four lanes rather than two lanes;
- major infrastructure such as sanitary and storm sewers and water mains to be located beneath Street F; and,

- Street F designated as a “gateway” and includes three “key connection” points, which confers prominence and importance within the overall precinct.

To resolve the issue of Street F’s impact on land contiguity, and avoid a foreseeable and major problem for future decision makers, we suggest that Council consider an alternative to Street F that meets the needs of the hospital and the Precinct.

Conclusion

Mackenzie Health has worked diligently to advance the new hospital project with the Ministry at an unprecedented pace. It is completely reasonable that the community’s investment in the new hospital be consistent with the province’s expectations and requirements for new hospital planning and operation. It is important that the Precinct Plan is set up for success. Ongoing flexibility in the City’s planning process is important as the project will evolve through the province’s Alternative Financing and Procurement approach which promotes flexibility for innovation.

Mackenzie Health is working diligently to advance through the Ministry and Infrastructure Ontario’s capital planning and procurement/transaction processes. We foresee significant project risk should the City’s site planning guidelines conflict with the provincial government’s new hospital planning requirements.

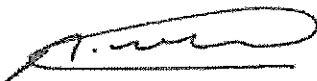
Through the Joint Coordinating Committee, Mackenzie Health has highlighted its concerns and has even shared the Ministry’s detailed review comments. However, the Precinct Plan does not bring resolution to many of the key issues.

The City needs to change the Precinct Plan so that Mackenzie Health can meet the Ministry’s planning requirements for current and long term needs and achieve Infrastructure Ontario’s project delivery schedule.

Our shared interest is ensuring a Precinct Plan that will enable us to bring a hospital to Vaughan for the benefit of its citizens.

We trust this submission will be seriously considered by the City, and that continued mutual cooperation will ensure a positive resolution to these matters for our mutual benefit.

Yours very truly,



Altaf Stationwala
President and CEO