

**THE VAUGHAN HEALTH CARE CAMPUS CENTRE PRECINCT PLAN  
MOVING FORWARD WITH PRECINCT PLANNING  
RELATED FILES: OPA 715 & OPA 725  
WARD 1**

**Recommendation**

The City Manager, the Commissioner of Planning, the Commissioner of Engineering & Public Works, the Commissioner of Legal & Administrative Services & City Solicitor, and the Commissioner of Finance, recommend:

1. That a Development Facilitator be retained to facilitate the coordination and site servicing of the lands at the northwest quadrant of Major Mackenzie Drive and Jane Street, to maximize the economic development opportunities and move forward on the precinct planning of the site in support of York Central Hospital in its planning stages;
2. That the Development Facilitator report to the City Manager, with reports as required to Council; and
3. That staff be directed to enter into discussions with the consulting team of Malone Given Parsons and Cole Engineering with a view to continuing the transportation and precinct planning work already commenced for the City lands and report to Council on May 29, 2012 with proposed Terms of Reference and costs.
4. That the Confidential Memorandum from the Commissioner of Legal and Administrative Services & City Solicitor be received.

**Contribution to Sustainability**

Ensuring a development plan which supports the timely hospital development and maximizes economic development opportunities helps achieve the community objectives of providing health care and economic development on the site.

**Economic Impact**

The cost of retaining a Development Facilitator and associated support cost would be funded from the balance of funds made available following acquisition of the lands in Capital Project CO-0054-09, as would the cost of retaining consultants for land use planning, engineering services and transportation.

**Communications Plan**

The retention of the Precinct Planning Consultants would be announced through public notices and planned public meetings. OPA 715 requires a public consultation process for the Precinct Plan and the subsequent *Planning Act* approvals (Draft Plan of Subdivision/Zoning By-law amendment) will require public hearings. York Central Hospital will also be conducting public consultation as part of their work which may include meetings to satisfy *Planning Act* and *Environmental Assessment Act* requirements for the new hospital.

## **Purpose**

The purpose of this report is to seek Council approval to retain a Development Facilitator / Project Manager to work on behalf of the City to advance the Precinct Plan on the City lands at the northwest quadrant of Major Mackenzie Drive and Jane Street, and to direct staff to enter into discussions with the planning and engineering consultants who have already commenced work on the Precinct Plan.

## **Background - Analysis and Options**

A hospital in Vaughan is one of Council's highest priorities. In 2009, Council authorized the \$80 Million contribution towards the Local Share for land acquisition and the development of a hospital in Vaughan. The City acquired 87 acres of land at the northwest quadrant of Major Mackenzie Drive and Jane Street, to provide a location for the hospital and for economic development objectives, funded by the contribution. The City owns the land and continues to have control of land uses to achieve the community objectives of advancing the health and well being of Vaughan residents and the economic development of the City.

In 2010, the Ministry of Health and Long-Term Care directed that responsibility for planning and development of a hospital in Vaughan vested in York Central Hospital. In order to support York Central Hospital in its planning stages, the City needs to now move forward on precinct planning of the site to achieve certainty through land use and environmental approvals to support early works including ponds, roads, etc.

York Central Hospital is proceeding with the Hospital Planning process, with a view to enabling Infrastructure Ontario to issue tenders for proposals from private sector partners in 2014-2015. It will be necessary for the City, in consultation with York Central Hospital to establish the development framework, which can form the basis for the proposals. The Precinct planning process is the appropriate means of achieving this objective. The Precinct Plan entails a comprehensive process involving numerous aspects of site development. While preliminary work has been undertaken, there is still a large body of work that needs to be undertaken. Therefore, it will be necessary to proceed as quickly as possible to match the projected timelines for the hospital development process, while ensuring that the City's design and development interests are protected.

The Alternative Financing and Procurement (AFP) process requires bidders to submit proposals on the project based on certainty achieved through pre-development work including land use planning and servicing work. It is necessary to finalize the City precinct plan process to provide certainty for the Infrastructure Ontario AFP process within the next 10 months in order to maintain the timeline identified by YCH in consultation with the Province for the hospital project.

### **City's Objectives: Support Timely Hospital Development and Maximize Opportunities**

In order to create a development plan which supports timely hospital development and maximizes economic development opportunities on the City-owned lands, the City needs to proactively pursue timely delivery of a precinct plan for the site. An initial priority will be to ensure early resolution of the access easements on the lands required by Canada's Wonderland and to provide timely transit and transportation planning input to York Central Hospital.

Precinct planning will need to include a Master Servicing Strategy, a Functional Transportation Master Plan, a Community Energy Plan, an Urban Design Framework, and the establishment of natural areas boundaries, differing land uses and phasing of proposed development. Given the timeframe involved it is recommended that staff be directed to enter into discussions with the firms of Malone Given Parsons and Cole Engineering as they have already commenced work for

the City-led Precinct Planning process and to obtain the necessary land use planning approvals. MGP is already familiar with the site and they would be able to begin work immediately.

A standard procurement process which would lead to the retention of a consulting team would take approximately 4 months to complete, allowing for advertising, evaluating and reporting back to Council. An alternative expedited process discussed under Retention of Consultants would take at least 6 to 8 weeks.

#### Development Facilitator Will Bring Focus to Effort

There is a substantial body of work involved driving towards the development of the lands. This will include overseeing and monitoring the work of consultants engaged by the City to develop the detailed plans, ensuring coordination of consultations with the public and stakeholders, as well as internal departments and the various external public agencies. The development effort requires a primary point of contact for day-to-day activity and to act as principle negotiator with Cedar Fair (Canada's Wonderland) and York Central Hospital, to protect the City's interests including optimizing value and to facilitate the timely resolution of the complex matters involved in moving forward.

This individual will be tasked with ensuring resolution of access easements related to Canada's Wonderland's access requirements, instructing the requisite consultants, and generally overseeing project management from the City's perspective.

Given the timelines implicit in supporting the York Central Hospital planning requirements, and the need to focus on maximizing the value of the asset to the City, it is advantageous to ensure distinct separation from internal administrative and operational responsibility.

As well, given the complexity of issues in creating a comprehensive development plan for the land, the role requires an individual with a proven track-record of development experience who has the knowledge, skill set and approach to move the project forward expeditiously while recognizing the City's fiduciary duty, obligations under the Official Plan and *Planning Act* and the dynamics of the Infrastructure Ontario alternative financing and procurement process.

A 'Development Facilitator' should be retained by the City on a full time two-year contract basis to carry out this responsibility. The Development Facilitator would prepare a Project Charter setting out goals and timelines, an operational structure, a master Pro Forma for the development of the land which would provide a cost-benefit framework, which would be used to test potential expenditures and land use scenarios in order to optimize value and opportunity on the hospital lands.

The Development Facilitator would report to the City Manager, providing updates to Council. The Development Facilitator would be expected to work closely with relevant Commissioners to prepare business cases and reports. The Development Facilitator would be expected to run and manage (notes, action items, etc.) regular liaison meetings involving relevant agencies and Ministries of the Province, the Region, City and other stakeholders. The Development Facilitator would work to established goals and timelines, bringing reports when Council direction is required.

#### Easement/Access Re-Design Engineering Needs To Proceed Immediately

The City has been engaged in discussions with Cedar Fair with respect to the access easement re-design issues. Time is of the essence in resolving this aspect of the transportation design work to allow York Central Hospital to continue its planning process. Cole Engineering had been retained to undertake due diligence required prior to the acquisition of the site, and to develop alternatives regarding the accesses to the lands. Preliminary work has been done and meetings have been held to identify City/Region/Hospital/Canada's Wonderland functional objectives.

Having completed the preliminary work, it would be cost effective to retain Cole Engineering to continue as lead consultant to establish a work plan, hold meetings with stakeholders and facilitate a resolution on the access easement issues. Staff are recommending entering into discussions for this purpose.

#### Retention of Consultants to Utilize Work Already Done

Both Cole Engineering and Malon Given Parsons were selected through a competitive Request For Proposals process by the VHCC, which satisfied the procurement requirements for the Federal Development grant funding of \$10 Million. Malone Given Parsons is a qualified team with experience on hospital projects including the Downsview Humber River Health redevelopment project. Malone Given Parsons was also retained to prepare a draft plan of subdivision and to work with the City to prepare a precinct plan for this site. The firm met with City staff and agencies on several occasions and prepared land use concepts and conducted due diligence on this project. The effort was publicly funded and it would be appropriate to consider retaining this firm to continue their work on the City's behalf. Staff are preparing the Terms of Reference for the scope of work to meet the City's needs which is close to the VHCC Terms of Reference with City requirements added. There may be other disciplines required to meet the City objectives that could be used to complement the skill sets of MGP.

Staff did consider proceeding with a new competitive procurement process where MGP would be invited to bid, along with two or three other qualified firms for land use planning and engineering services, to take place immediately, in anticipation of the retention of the Project Manager/Facilitator. This would add at least six to eight weeks before a team could be retained, and firms may be reluctant to submit proposals recognizing MGP and Cole have already gone through an RFP process, expended funds on the effort, and are already familiar with the project.

Based on the above, staff are recommending the City enter into discussions with the team of Malone Given Parsons and Cole Engineering with a view to optimizing the precinct planning and transportation work already commenced. This would support the completion of the precinct plan in a timely manner along with hospital planning and design objectives.

Staff are preparing draft Terms of Reference, and will report to Council with final Terms of Reference and costs on May 29, 2012.

#### Relationship to Vaughan Vision 2020/Strategic Plan

Supporting the timely development of a hospital in Vaughan is one of the City's primary strategic initiatives set out in Vaughan Vision 2020. A Development Facilitator will significantly advance this initiative.

#### Regional Implications

There are no Regional implications as a result of this report.

#### Conclusion

In order to ensure that the City meets the timing objectives of the Hospital development process, it is recommended that a Development Facilitator/ Project Manager be retained to expedite the Precinct Plan approvals for the site. This will provide a dedicated resource to the management of the project and ensure the effective and efficient coordination of City and stakeholder participation, including the public consultation process. Due to the need to create the necessary certainty of development (e.g. servicing, design, approvals) at this location, within required timeframes for Hospital development, staff is recommending entering into discussions with the consulting team which has already commenced the Precinct Plan work. Staff will report further to Council on May 29, 2012.

**Attachments**

1. Confidential Memorandum of May 4, 2012 – to Mayor and Members of Council only

**Report prepared by:**

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Respectfully submitted,

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