

# Welcome!



Muskoka Algonquin Healthcare (MAHC) is working through Stage 1.3 of the Ministry of Health's Capital Planning Process to build two new hospitals in Muskoka that will ensure access to the highest quality of care closer to home for residents and visitors of Muskoka and East Parry Sound for future generations.

This is an exciting time for MAHC to continue our future planning momentum of the provincial government's support to reimagine local health care with a new hospital on the existing land in Huntsville and a new hospital on new land in Bracebridge.

Together with Urban Strategies Inc. and Stantec, we have embarked on a comprehensive and transparent process to identify potential properties and select the preferred location in Bracebridge. Today's Open House focuses general project updates and site selection.

## Today's Purpose

- » Understand the Capital Planning process and how you can stay connected
- » Introduce the Stage 1.3 Site Selection Process
- » Share your thoughts on the preliminary site selection criteria

## Project Team



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President and CEO

**Andrew Gall**  
Interim Vice President, Corporate Services, Planning and Chief Financial Officer

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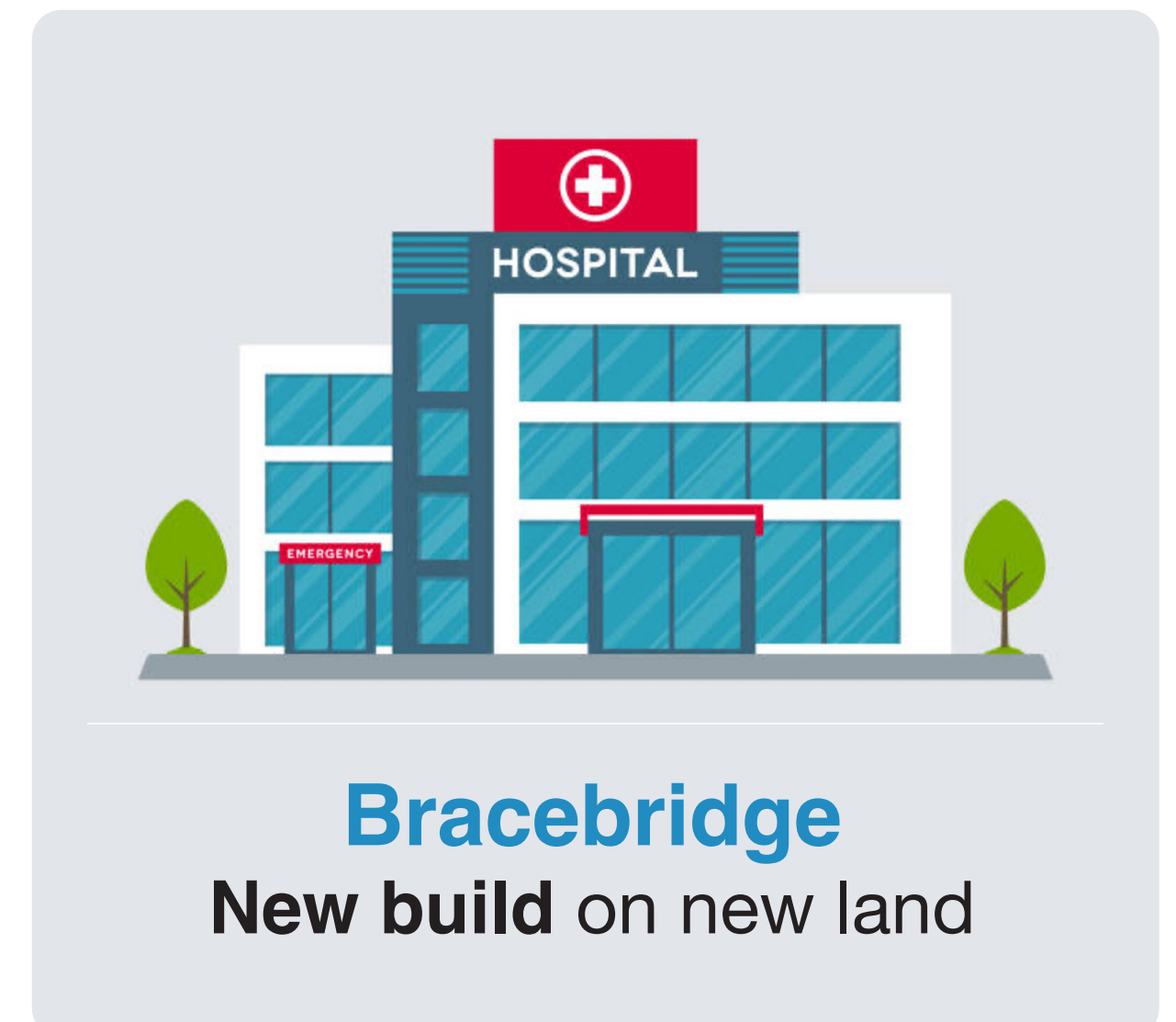
**James DiPaolo**  
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Associate

# Capital Planning Process



MAHC's vision to reimagine local hospital care includes planning for two new hospitals in Muskoka: a new hospital on the existing land in Huntsville, and a new hospital at a new location in Bracebridge.

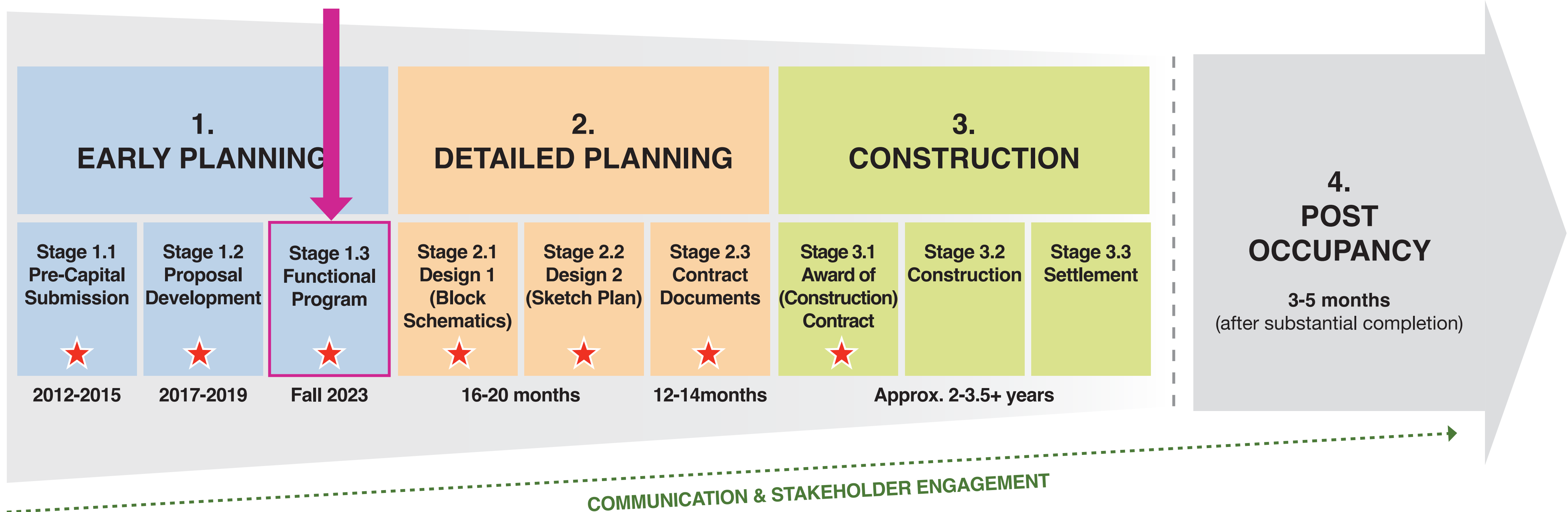


## Ministry Approach to Capital Planning

The provincial government announced support for MAHC to move ahead with the next stage of planning - this stage is known as Stage 1.3 - for the two new hospitals.

MAHC is completing Stage 1.3, also known as Functional Programming. MAHC is planning to complete this phase by December 2023, with a target date of September 30, 2023.

**WE ARE HERE**  
formerly known as Stage 2



★ Denotes Government approval required through the stages

## What's New?

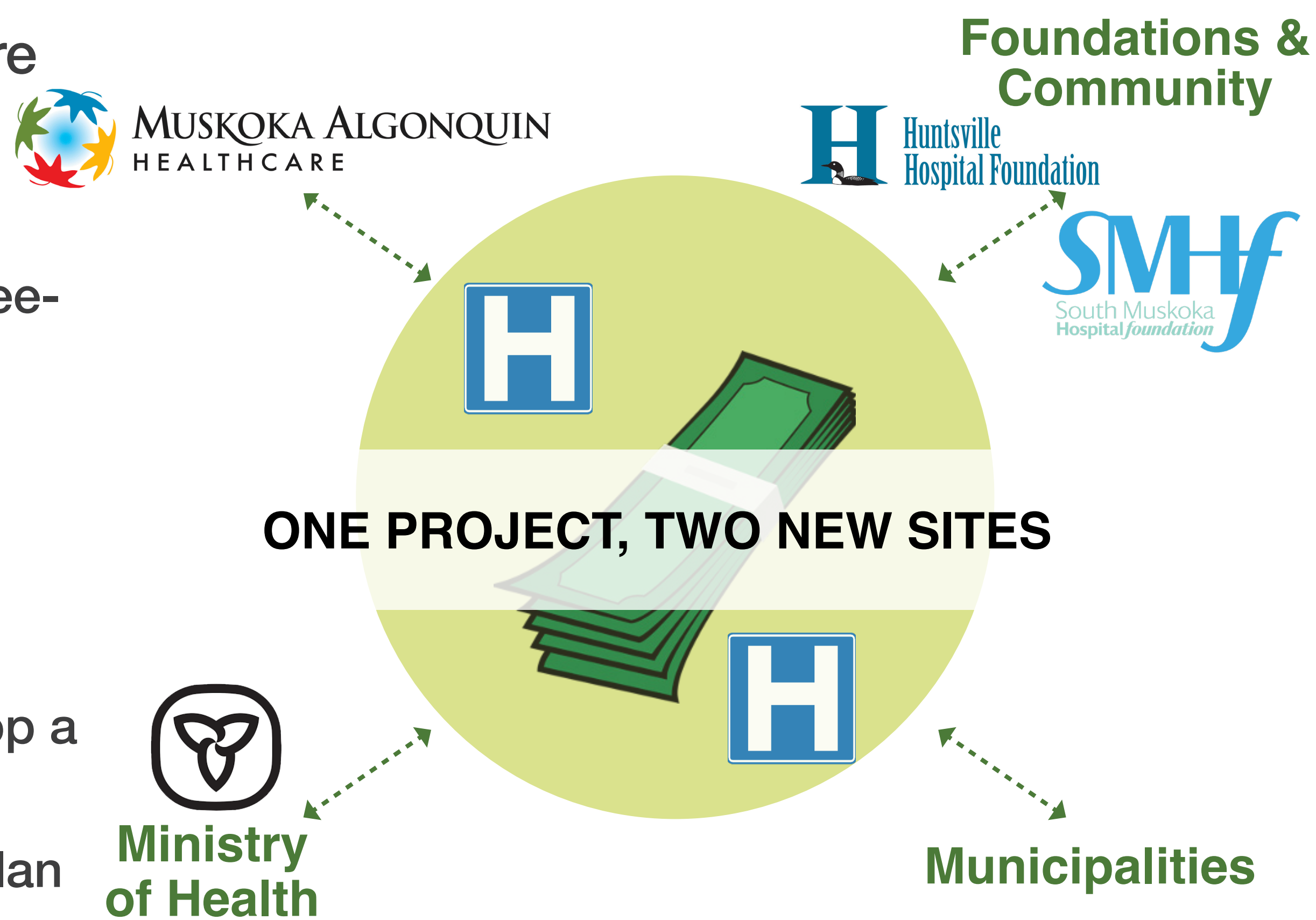
The MAHC Board of Directors has formed a **Capital Redevelopment Steering Committee** to provide governance oversight. A **Capital Redevelopment Operations Committee** has also been established with members of MAHC's Leadership Team, physician leaders, hospital foundation representatives and project consultants. Their purpose is to work through the Stage 1.3 requirements, reporting to and making recommendations to the Board's steering committee.

# Funding the Project

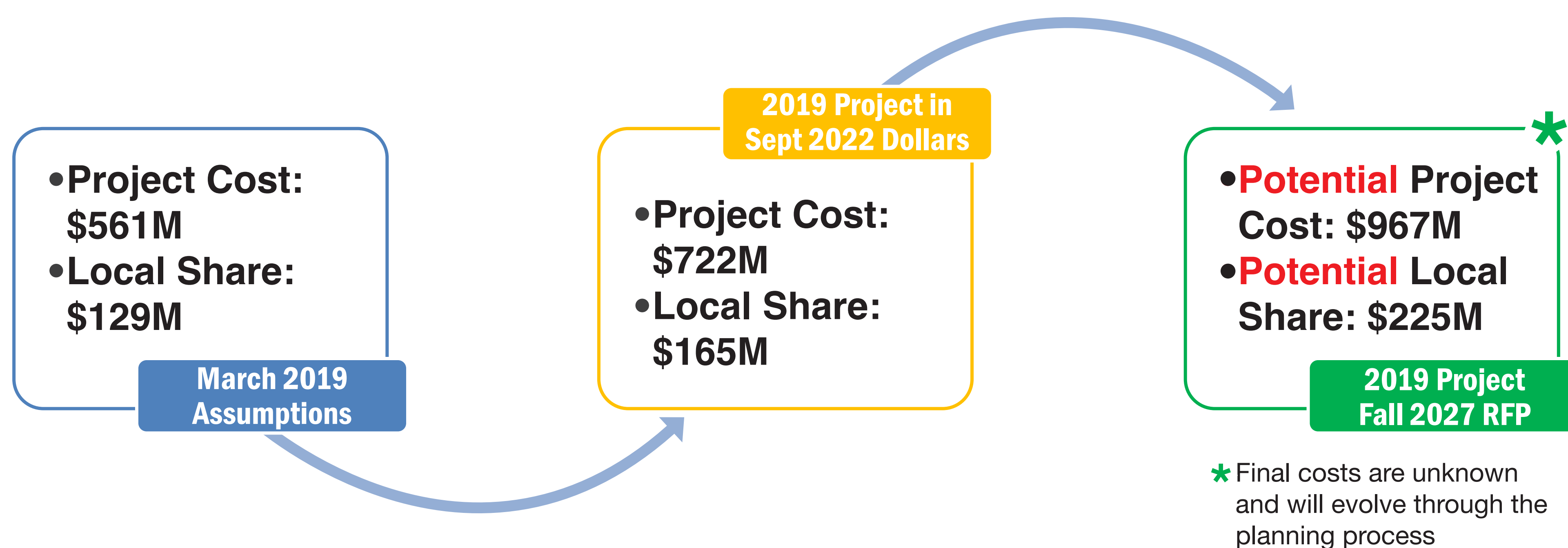


The work in this stage will help us to better understand the cost of the future builds. Funding for the project takes into consideration the following:

- **Ministry of Health** contributes approx. three-quarters of the project cost
- **Community's "local" share** covers the remaining construction cost and all furnishings, fixtures, and equipment in the building, land cost, and related servicing
- **Local Share Committee** working to develop a plan to raise local share
- Failure to resolve a local share financing plan by Stage 1.3 submission (fall 2023) stops the new hospitals from proceeding (funding itself does not have to be in hand by this time)



## Updated Project Costs 2019 to 2022



## Impacts on Costs

The preliminary cost assumptions from the earlier planning stages will be updated to be more current to today's economy and take into consideration other factors such as:

- Learning from the COVID-19 pandemic & impacts on models of care
- Construction cost inflation
- Supply chain issues
- Functional program planning through 2023
- Lengthy process including government approval points (or potential delays) also expected to impact cost
- Costs will continue to evolve as planning gets refined leading to tender

# Site Selection Process



## Site Selection Objectives

The objectives of the site selection process are:

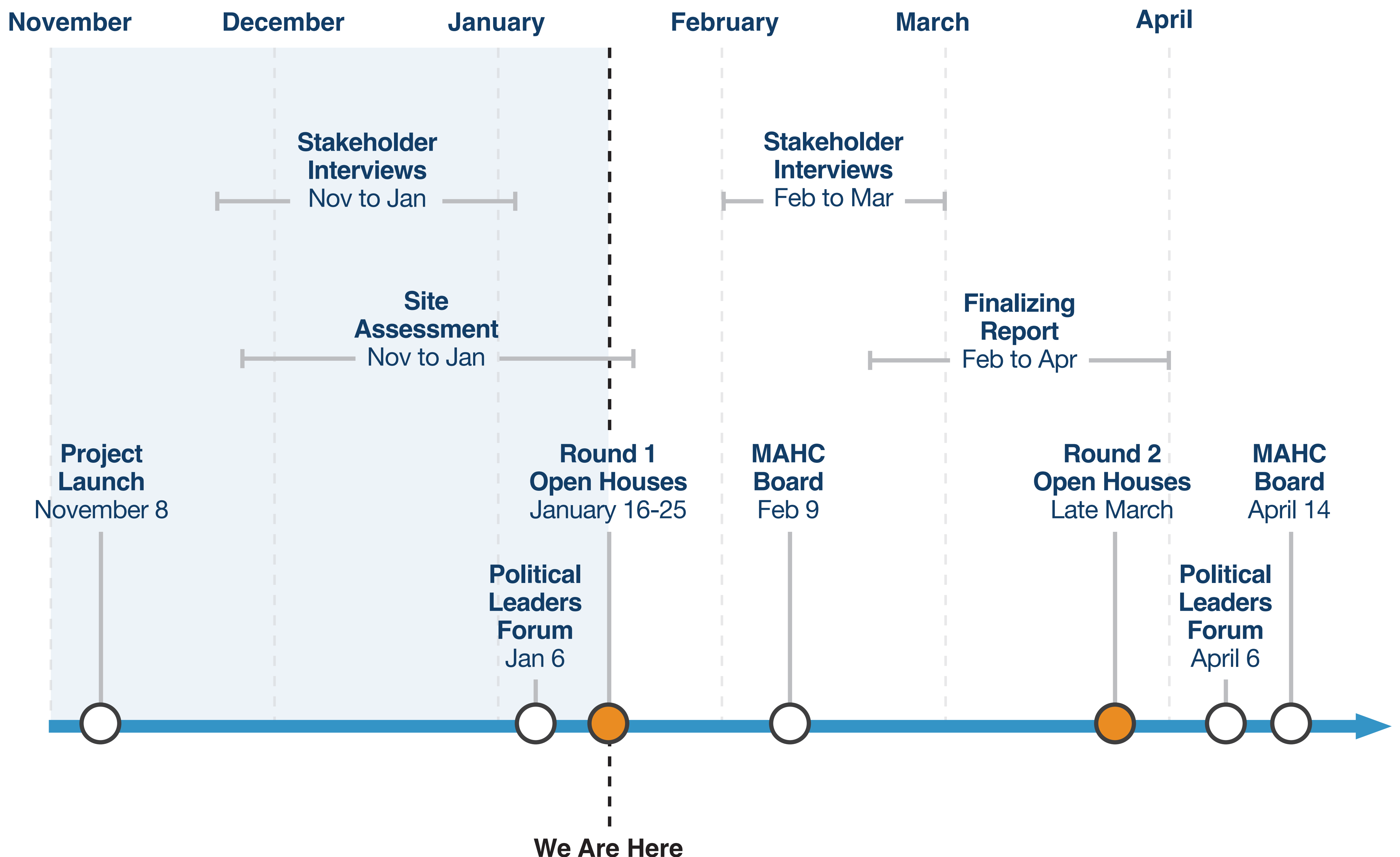
- To evaluate potential properties/locations to ensure the location best suited for a hospital is determined;
- To ensure the perspectives of interested and impacted parties are considered; and
- To build on the previous site selection work completed in 2018.

## Stage 1.3 Site Selection Work

Stage 1.3 requires a more detailed site selection process that includes:

- Identification of potential land/properties;
- Assessment against a range of land use and community planning considerations;
- Assessment of technical considerations; and
- Engagement with stakeholders and the public.

## Site Selection Timeline



# Stakeholder Engagement



Stakeholder input will help to inform the various criteria that will be used to evaluate the potential sites. The purpose of engaging with stakeholders, regional partners and government, Indigenous communities and our broader community is to:

- Introduce and provide an overview of the Stage 1.3 site selection process; and
- Solicit input on the locational and site considerations that should factor into the decision-making process.

## Stakeholder Engagement

Together with MAHC, Urban Strategies and Stantec have hosted a series of virtual one-on-one interviews and/or focus groups that started in November 2022.

### Stakeholder Engagement to Date:

- ✓ Town of Bracebridge (Staff)
- ✓ Town of Huntsville (Staff)
- ✓ Town of Gravenhurst (Staff)
- ✓ District of Muskoka (Staff)
- ✓ Emergency Services (Police, Fire and Paramedic)
- ✓ Beaver Creek Institution
- ✓ Muskoka & Area Ontario Health Team (MAOHT)
- ✓ MAHC Patient & Family Advisory Council
- ✓ MAHC Staff Town Hall Meeting

### Stakeholders Remaining to Engage:

- Huntsville Hospital Foundation
- South Muskoka Hospital Foundation
- Muskoka Area Indigenous Leadership Table
- Bracebridge Town Council
- Huntsville Town Council
- The Lakelands Association of Realtors
- Muskoka Builders Association

## What We Heard So Far

Based on early engagement, several overarching themes have emerged:

Proximity to Highway 11 is key

Access to public transit to support low-to moderate-income resident

Availability of municipal servicing

Avoiding travel through congested roads

Accommodating commercial/retail uses or housing for employees

Accessible location for residents in Gravenhurst and populations around lakes

Proximity to other medical services/offices (or land available to accommodate)

# Potential Hospital Locations



## Preliminary Pass/Fail Criteria

We have prepared a preliminary list of pass/fail criteria for identifying potential properties for evaluation:

- Minimum developable area of 40 acres (or could be combined with an adjacent available parcel to meet minimize size requirement)
- Located within Bracebridge's Urban Centre Boundary;
- Access to a Provincial highway or district road;
- Property is mostly flat and has a usable shape and topography;
- Direct or convenient access to municipal services;
- Land is available (landowner is willing to dispose of property); and
- Property is not below 1.5m above the 1:100-year floodplain.



Twelve potential sites were identified through conversations with Town and District staff. Three appear to meet the pass/fail criteria and are likely to be considered further:

- Ⓐ Fowler Construction Property
- Ⓑ Muskoka Royale Lands
- Ⓒ Highway 118 Lands (south)
- South Muskoka Memorial Hospital (existing)



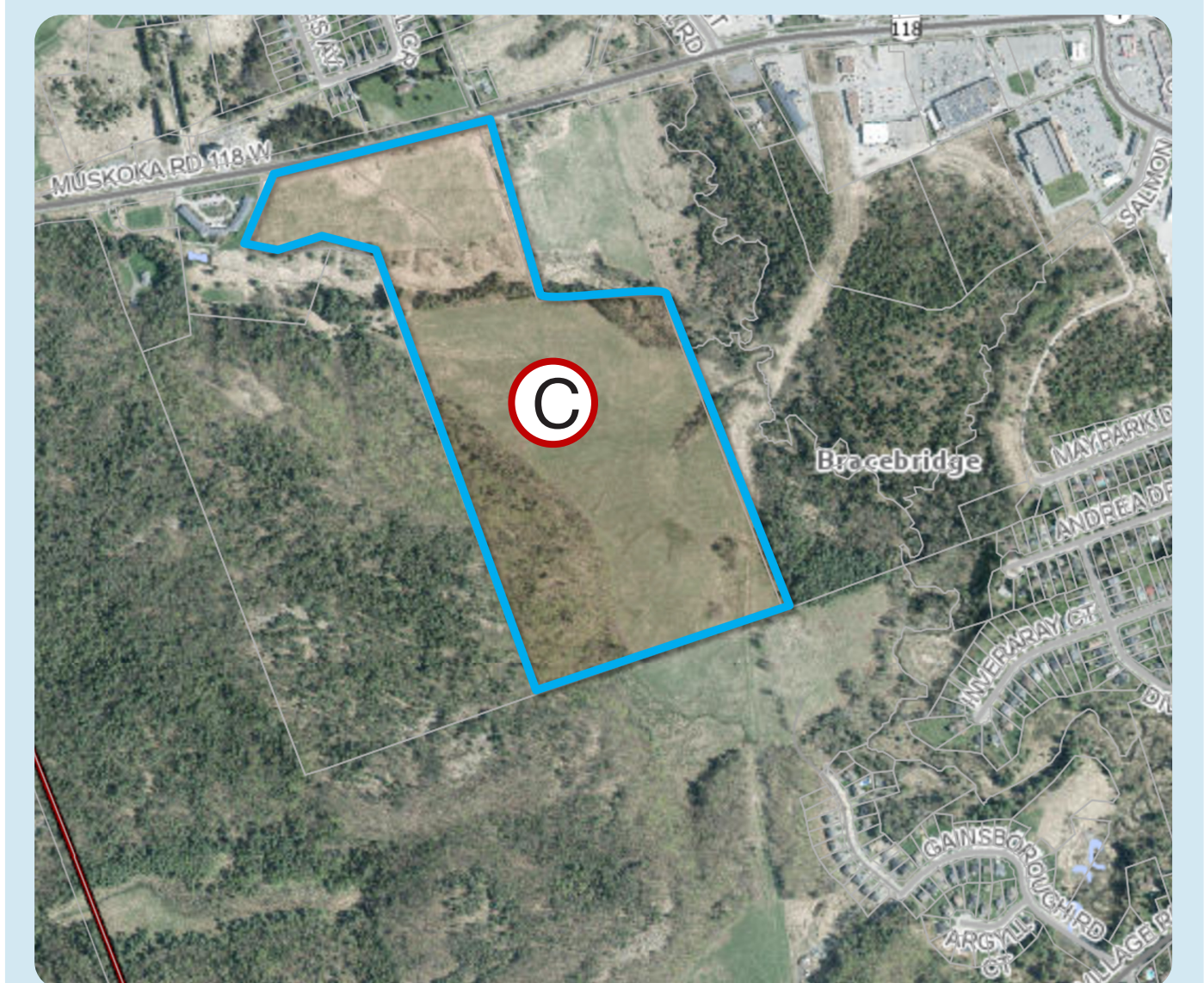
### Ⓐ Fowler Construction Property

- 45 acres with frontage along Hwy 11 (no existing access)
- Access from Pine Street; potential access from Depot Drive
- Water/sewer services at doorstep
- Zoned Business Park Industrial and Special Purpose Commercial
- Potential presence of archaeological resources: moderate to high



### Ⓑ Muskoka Royale Lands

- 201 acres with frontage along Ecclestone Drive and Muskoka Beach Road
- Water/sewer services existing
- Zoned Institutional
- Small wetland area on site
- Not identified as having potential for archaeological resources.



### Ⓒ HWY 118 Lands (south)

- 79 acres with frontage along 118 W
- Site is bisected by Beaver Creek (seasonal creek)
- Potential access from Salmon Avenue and subdivision to the south
- Services exist nearby but would require upgrades and extension
- Zoned Residential
- Potential presence of archaeological resources: moderate to high

# Preliminary Site Selection Criteria



## Preliminary Site Selection Criteria Categories include:



1

### Location & Property

Determining the appropriateness of the potential location and broader surrounding context for a new hospital, based on:

- Highway and emergency access
- Transit access
- Contributes to complete community
- Ability to accommodate for complementary and ancillary uses
- Adheres to the health care facilities standards
- Accommodates hospital programs, parking, and helicopter pad
- Opportunity for future expansion/redevelopment
- Archaeological impact



2

### Land Use Planning Framework

Evaluating alignment with provincial, District and local municipal planning directions such as:

- Consistency with provincial planning policies
- Conformity with District and local municipal plan policy directions
- Adherence to the local zoning by-law
- Overall municipal approvals risks (e.g., the nature/extent of approvals required and anticipated challenges)



3

### Capital and Operating Costs

Assessing cost-efficiency of development by taking into consideration:

- Land cost
- Site preparation
- Cost of infrastructure (roads, water, sewers, power, communications)
- Environment remediation (if required)

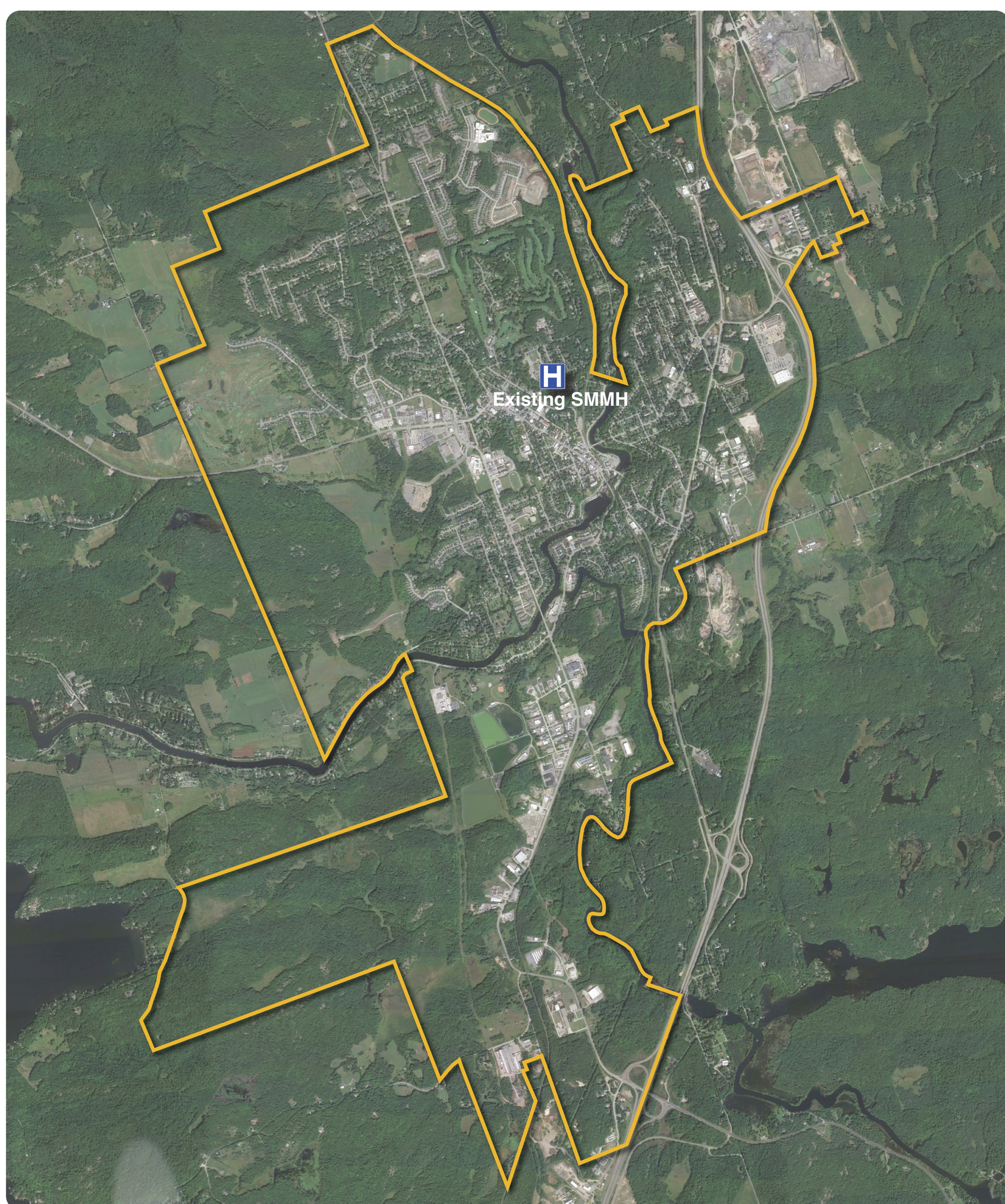
# We Would Like to Hear From You



The project team is working to finalize the site selection criteria and will consider your input to inform the various criteria that will be used to evaluate the potential locations/properties.



Based on the preliminary site selection criteria categories, are there any other potential locations/properties that the project team should consider? Place a dot on the map, or let us know on a post-it note.



Have your say at  
[www.mahc.ca/siteselection](http://www.mahc.ca/siteselection)



# We Would Like to Hear From You



The project team is working to finalize the site selection criteria and will take your suggestions into consideration to inform the various criteria that will be used to evaluate the potential properties/locations.



Are there any other categories or criteria the project team should consider that would help with the site selection process?

Have your say at  
[www.mahc.ca/siteselection](http://www.mahc.ca/siteselection)



Which categories from the preliminary site selection criteria list do you think are particularly important to consider? Place a dot.

Location &  
Property

Land Use Planning  
Framework

Capital &  
Operating Costs

# Next Steps



## The project team will be focusing on these next steps:

- Preparing a complete site selection criteria list;
- Assessing potential locations/properties against this criteria list;
- Preparing a draft report, which will be reviewed by MAHC, circulated to external partners (i.e., Muskoka District, local municipalities, emergency service providers, etc.), and posted on the project website;
- Hosting a second round of open houses to share highlights of the evaluation and draft report (March 2023)
- Finalizing the report for MAHC Board (April 2023), including a recommended location/property.

## More Opportunities to Engage

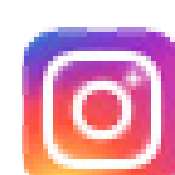
This Open House is one in a series of open houses being hosted across the region - help us to spread the word about other in-person and virtual events (see below for dates and times)!

### COMMUNITY OPEN HOUSES

|   |   |   |  |
|---|---|---|--|
| <b>Huntsville</b><br>January 16, 7-8:30p.m.<br>Active Living Centre<br>20 Park Drive, Huntsville                      | <b>Gravenhurst</b><br>January 17, 7-8:30p.m.<br>Terry Fox Auditorium (Centennial Centre)<br>101 Centennial Drive, Gravenhurst | <b>Burk's Falls</b><br>January 18, 7-8:30p.m.<br>Armour Ryerson & Burk's Falls Memorial<br>Arena<br>220 Centre Street, Burk's Falls | <b>Lake of Bays</b><br>January 19, 7-8:30p.m.<br>Dwight Community Centre<br>1014 Dwight Beach Road                     |
| <b>Port Carling</b><br>January 21, 10-<br>11:30a.m.<br>Port Carling Community Centre<br>3 Bailey Street, Port Carling | <b>Bracebridge</b><br>January 21, 2-3:30p.m.<br>Rene M. Caisse Theatre<br>100 Clearbrook Trail, Bracebridge                   | <b>VIRTUAL</b><br>January 23, 2-3:30p.m.<br>Please visit the project website<br>for full details on this virtual event              | <b>VIRTUAL</b><br>January 25, 7-8:30p.m.<br>Please visit the project website<br>for full details on this virtual event |

Stay informed and visit our website: [www.mahc.ca/planning-for-the-future](http://www.mahc.ca/planning-for-the-future)

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# Frequently Asked Questions about the Project



## Doesn't the Town of Bracebridge have an agreement to purchase the Fowler Construction property as the location of the new hospital?

- The Town does have a conditional agreement to purchase this property.
- However, further, more detailed site selection work is required to ensure that the best property/location is identified based on a full range of considerations.

## What is the Bracebridge Urban Centre Boundary (UCB) and why should the future hospital be located within it?

- The UCB is a geographic area delineated in the Muskoka District Official Plan and Bracebridge Official Plan.
- The UCB contains sufficient land to accommodate anticipated growth, along with the infrastructure to support it.
- To manage growth sustainability, the majority of new development is directed to the UCB.
- Adjustments to the UCB are not anticipated, and only take place through a comprehensive review of the Official Plan, supported with a strong justification.

## How will you ensure you have enough doctors, nurses, and other staff to work in the new hospitals?

- Health Human Resources are a challenge across Ontario.
- Staff deserve to work in an environment that fosters the highest quality of care and ensures patients are safe.
- New hospitals that are built to the best standards of care and equipped with the latest tools will attract care providers to our region.
- Efforts continue to recruit health care providers and we are optimistic that 10 years from now hospital staffing will be better.

## Why can't the South Muskoka Memorial Hospital (SMMH) be rebuilt on the existing property?

- The existing SMMH site is small (11 acres) and constrained by the surrounding residential areas and an environmental protection area.
- A larger property with fewer constraints will accommodate a modern hospital and provide space for future expansion/redevelopment.

## Which programs and services will be offered at the new SMMH, and which at the new HDMH?

- The functional programming of the new hospitals is currently underway, and will be complete by Fall 2023.
- This work will be informed by volume projections looking out 10-20 years, and by direct involvement from use groups (MAHC team members, patients, family members, caregivers, community partners, and stakeholders).
- This process will result in detailed diagrams of the buildings and physical spaces needed to support programs and services.

## When will the new hospitals be built?

- After this stage of planning is approved by the government, detailed planning comes next with final design detail. The detailed planning stage can take 2 or more years.
- Construction can take 2 to 3.5 years
- We are projecting that the new hospitals could be completed in the early 2030s.

## How will my feedback influence site selection?

- It is critical to hear what is important to our community when considering where a new hospital will be built.
- Input from the community and stakeholders will help inform how different criteria categories are weighted.
- The best way to share your feedback is to complete the online survey.

## Why are you building a new Huntsville District Memorial Hospital (HDMH) instead of renovating and expanding?

- Renovating a functioning hospital is disruptive to patient care and hospital operations. It can also be extremely expensive, and often cost-prohibitive.
- The existing structure is not capable of supporting a third floor. Current building codes require hospitals to be designed to withstand seismic (earthquake) forces.
- The current building code would also require substantial structural work on the foundation and first and second floor structure.
- Many areas of the existing hospital, from Emergency Departments to Inpatient Units, are too small for the care we are providing today and do not meet today's standards.

## What will happen to the old hospitals?

- In Huntsville, the current plan is to tear down the old hospital so that the land can be used to create at-grade parking beside the new hospital.
- In Bracebridge, there are a number of options that will be investigated in future planning. The hospital could be repurposed for other appropriate uses, or the property could be sold, for example.