

# Citizens for an Accountable Mega-Hospital Planning Process (CAMPP) Backgrounder

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## About Windsor

- Windsor, Ontario, Canada is a city of approximately 217,000. The greater region (referred to as the Windsor-Essex area) totals about 400,000 inhabitants. Like many mid-sized North American communities, the population is aging and future residential growth is expected to be modest.
- Located directly across the Detroit River from Detroit, Michigan, Windsor is known as the “automotive capital of Canada.” However, today, many of the major automobile manufacturers have either left or reduced their production in Windsor.
- Windsor, like many cities dependent on manufacturing jobs in the 20th Century, now has a struggling downtown. With few exceptions, the surrounding urban neighbourhoods have also fallen into decline. Over the past 50-60 years, the suburban parts of the city and surrounding exurban municipalities have grown significantly.
- Windsor is surrounded by 7 considerably smaller municipalities (Tecumseh, Lakeshore, Amherstburg, LaSalle, Essex, Kingsville, Leamington) that have also grown their suburban periphery, though as much as half of “county” employment is tied to Windsor.

## **Windsor: Canada's Automotive Capital**

- In 1975, the automotive industry was Canada's most important export industry, supporting 18,000 jobs in Windsor. Barring recessions in the 1980s, this number continued to slowly grow—with 22,500 Windsorites employed in automotive in 1987, reaching an all-time high of approximately 28,100 people by 2000.
- Windsor's largest employer is Fiat Chrysler Automobiles (FCA). The Windsor Assembly Plant (WAP), Canada's largest manufacturing facility, produces the Chrysler Grand Caravan and Pacifica minivans. The plant operates with three shifts, employing 6,000 and producing about 1,400 vehicles per day. In April 2019, as a result of soft minivan sales, FCA announced it will be eliminating the third shift and 1,500 jobs as of September 30, 2019. The Caravan is currently due to be phased out after 2020.
- In 2000, 49,400 people were employed in manufacturing in the Windsor CMA (Windsor, Tecumseh, Lakeshore, Amherstburg, LaSalle). The 2008 economic recession hit the local automotive industry particularly hard. By 2010, there were 29,600 employees in the manufacturing sector. The workforce in the industry was reduced by approximately 20,000 workers.
- As of 2005, approximately 25,400 Windsorites were employed in automotive manufacturing in Windsor. This number dropped to 18,200 over the next two years.

## About our Hospitals

- Windsor is served by two acute care hospitals, operated by a single entity: Windsor Regional Hospital (WRH). Ouellette Campus is located just outside downtown Windsor and Metropolitan Campus is about 4km (2.5 miles) from downtown in a first ring suburban area locally referred to as South Walkerville. WRH, with 500 inpatient beds, employs approximately 4,000, and is Windsor's second largest employer.
- The city is also served by a non-acute care facility (Tayfour Campus) in West Windsor operated by Hôtel Dieu Grace Healthcare. Its services are limited to in and out-patient mental health and addiction, rehabilitative, complex medical and palliative care. It does not have an ER.
- Both Windsor Regional and Hôtel Dieu Grace are provincially governed under the Ontario Ministry of Health. In Canada, hospitals are funded by provincial governments, and operate as not-for-profit corporations. A majority of healthcare services in Canada are paid for directly by public tax dollars. Health care is the largest expense for the Province of Ontario, taking up nearly 40 per cent of its roughly \$163-billion budget.
- Most residents of Essex County (1,851 km<sup>2</sup> or 715 square miles) travel into Windsor for specialized hospital-based healthcare needs. There is a smaller county hospital located in Leamington (Erie Shores Healthcare) which has an ER and offers a limited array of surgical and non-surgical programs and services. The distance from Leamington to Windsor is 52 km (32 miles).

## 21st Century Health Care Service Delivery

- The Windsor-Essex Hospitals System Plan replaces all hospital-based care in the centre of Windsor with walk-in (“Urgent Care”) and non-acute outpatient services.
- Health care service delivery continues to evolve. In the past two decades, post-operative hospital stays have fallen dramatically. Soon many more procedures will be less invasive, and average inpatient stays will become fewer and shorter.
- However, Windsor’s rapidly aging 21st century population (by 2031, one in three adults is projected to be older than 65) has more complex medical conditions than ever before. This will necessitate a more extensive array of services than those planned to replace the hospitals in Windsor’s most densely populated neighbourhoods.
- Urgent Care is not intended for life-threatening or complex conditions (strokes, heart attacks, seizures, abdominal pain, major trauma, poisoning). It’s not open 24/7. The city’s lowest-income neighbourhoods are home to the greatest number of people who do not drive. For tens of thousands of urban residents dependent on active transportation to get around (including many of the 4,000+ professional staff), the planned hospital site will be considerably less accessible.

## Building for the Past

- The plan that Windsor Regional Hospital's unelected empire builders have been presenting as a done deal - an undeveloped exurb, single site acute care hospital with acres of additional surface parking - was formed with last century's healthcare centralization mind-set.
- A decade from now, public healthcare will most likely look very different than it does today. It will be considerably leaner: enabled by medical advances, but also scaled back, because of an almost \$350 billion of debt inherited from the free-spending previous Ontario government. There is a role for a new hospital system, but the monolithic \$2 billion mega-structure as presented to the public (with enough land to replicate itself) will almost certainly be obsolete long before opening day.
- Any delays in what has already been a lengthy (10+ years) planning process may be attributed to the Ontario Ministry of Health requiring hospital planners to right-size their proposal for a more realistic, decentralized future.
- There's no debate: Windsor-Essex needs provincial investment in its hospital infrastructure. Sections of WRH's two campuses have seen better days. But others are relatively new, including the \$17M Regional Cancer Centre built in 2001, and new state of the art surgical suites added in a major renovation completed in 2005.

## CAMPP's Story

- In November 2012 a report was released by Windsor Regional Hospital (WRH) - (our local hospital authority) indicating the need to replace the two aging existing urban hospitals (WRH – MET and WRH – Ouellette) in Windsor with a new single site hospital to be located on a “60 acre greenfield site.”
- Shortly after the report was released, *The Windsor Star*, the local newspaper published a story about what was happening. Almost immediately, residents began voicing concerns about the planned loss of two easily accessible acute care hospitals, for one in a rural, undeveloped exurban location.
- In the summer of 2013, CAMPP – Citizens for an Accountable Mega-Hospital Planning Process was formed. Composed of mostly urban residents, the group began to meet on a regular basis with a goal of staving off the loss of the city’s accessible hospital services. CAMPP began writing to officials and holding meetings with residents, hospital planners and politicians.
- If WRH was going to close both existing campuses in favor of a new single site hospital, CAMPP advocated that it should be located on a municipally serviced urban brownfield and not on “60 acres of greenfield land.”
- Also in 2013/2014, WRH held “information” sessions (billed as consultations) to sell this idea of a brand spanking new hospital to the community. Hospital officials promoted the benefits of a new facility, from private rooms and more parking to state of the art technology. Dozens of these meetings were attended by CAMPP supporters looking for answers to their questions about the reported requirements that the hospital be located on “60 acres of greenfield land.”

The official WRH answer was consistently “It’s too early to discuss location”; the hospital simply needed to obtain government approval. The site would be selected later. CAMPP members were assured they were “putting the cart before the horse.” The group’s concerns about sprawl and abandonment of the city centre were dismissed outright.

- In 2014, WRH assembled a site selection committee, comprised of hospital board members and select community representatives. The selected active farmland site, at the edge of Windsor’s municipal boundary and adjacent to the city’s only airport, was announced in July 2015.
- Locals began referring to the proposed hospital site as “the beanfield.” At 13 km (8 miles) from downtown Windsor, it is closest to the region’s wealthiest

- communities, but distant from the most densely populated neighbourhoods. The rural road leading to the proposed location currently has no public transit service and will require major infrastructure upgrades to handle the anticipated significantly increased traffic. Because of its isolation from existing neighbourhoods, pedestrian or cycling accessibility is unrealistic.
- Despite hostile resistance from hospital administrators and elected officials, CAMPP has continued to oppose this site decision. These same politicians and administrators have spread fear among residents, stating that not supporting this exurb location will result in loss of provincial funding for the project.
  - This has created a heated “county vs. city” debate. Some believe the location better serves their automobile dependent lifestyles. Other residents argue the location will require more driving, and that it is inaccessible to the city’s most vulnerable populations. Those who walk, ride bicycles or use public transit today (not just patients, but also 4,000+ healthcare workers and visitors) will no longer easily be able to do so.
  - Additionally, the proposed hospital site lies in a designated “floodplain development control area,” with official floodplain mapping yet to be done. The land development, including additional road construction and many acres of surface parking, will require an elaborate stormwater management system. This system is necessary to reduce flood risk to low-lying residential neighbourhoods to the north - an area that in both 2016 and 2017, experienced 100-year rain events that resulted in extensive and expensive flood damage. However, because of the site’s proximity to Windsor Airport, specialized engineering will also be needed to prevent open pools of standing water that will otherwise attract waterfowl, an obvious danger to aircraft.
  - In Fall 2018, CAMPP embarked on a costly (\$100K+) legal appeal challenging Windsor City Council’s (August 13, 2018) planning decision to approve zoning for the new hospital, as well as a surrounding residential and commercial development of nearly 990 acres of farmland.
  - In April 2019, the Local Planning Appeal Tribunal (LPAT), an independent provincial adjudicator, awarded CAMPP the right to a future oral hearing "based on the breadth and nature of the likely issues." The group is awaiting a hearing date.
  - A [GoFundMe account](#) was started to finance the LPAT legal appeal. To date, almost \$60K has been contributed by supporters from far and wide.

## Media Coverage

- [Globe & Mail \(Bozikovic\): Will Windsor's new hospital heal the city or do it harm?](#)
- [Environmental Defence: The most critical issue facing Windsor today](#)
- [Strong Towns: Activists fight to keep Windsor's new hospital in the heart of the city](#)
- [Spacing Magazine: The disassembly of a city: Windsor's Mega-hospital debate should be on every Canadian's radar](#)
- [The Star \(Micallef\): In the shadow of the greenbelt it's all about sprawl](#)
- [The Life-Sized City: Windsor and Detroit \(at -27.23\)](#)

## Summary

### CAMPP's Issues

Access to healthcare for all residents, regardless of where they live

Cost to build and maintain new municipal infrastructures

Urban planning policy that has been contravened

Transparency of site selection process

Environmental issues arising from greenfield development and increased automotive dependency during a climate emergency

### The \$2 Billion Hospital Plan

\$1.7 billion (\$1000/sq. ft) for the new hospital. \$385M more for satellite facilities:

- A P3-financed hospital on County Road 42, 13 km (8 miles) from downtown Windsor, to replace the existing campuses ("Met" and "Ouellette") of Windsor Regional Hospital ("WRH"). It will serve as the community's only full service acute care hospital
- Demolition of Met & Ouellette, including the \$17M Cancer Centre built in 2001
- An Urgent Care Centre to serve downtown Windsor residents. Doors to close to the public at 10 p.m. daily
- Transfer of 60 mental health beds from downtown Windsor to Tayfour Campus, which offers services in mental health & addictions, rehabilitative and palliative care
- No additional Alternative Level of Care (ALC), Long Term Care or hospital bed capacity to address current bottlenecks
- Outpatient mental health, addictions and chronic disease management services on the former Ouellette site. No overnight services will remain downtown

Zoning approval of the hospital on County Road 42 is the catalyst for a concurrently approved 400 hectare (990 acre) residential and commercial subdivision south of Windsor Airport.



## Timeline

Date	Details
<b>Jun 2009</b>	Master plan, with greenfield site and demolition of Windsor Regional Hospital including Cancer Centre (2001) identified as preferred option
<b>Nov 30, 2012</b>	<a href="#">Windsor Hospitals Study Final Report released</a>
<b>Nov 23, 2013</b>	Stage 1A announced
<b>May 7, 2014</b>	Public invited to apply for 4 of 10 positions on Site Selection Committee. Deadline May 16 <sup>th</sup> .
<b>May 20, 2014</b>	Site Selection Committee announced
<b>May 25, 2014</b>	Survey: Public invited to rank a predetermined set of site selection criteria
<b>Jun 11, 2014</b>	Site Selection criteria announced
<b>Jul 23, 2014</b>	Land offers accepted
<b>Jul 16, 2015</b>	County Road 42 site announcement
<b>Nov 11, 2015</b>	The only downtown public meeting (hosted by DWBIA)
<b>Dec 21, 2015</b>	Windsor City Council Levy Meeting (Note also: “Levy, not Location”)
<b>Dec 22, 2015</b>	Lawsuit launched against WRH by GEM Properties (later dropped)
<b>Jan 7, 2016</b>	News release on site selection following CAMPP FOI request

<b>Apr 20, 2016</b>	County Council approves levy share
<b>Apr 25, 2016</b>	Windsor Council approves levy share
<b>May 24, 2016</b>	Erie St. Clair Board Meeting in Windsor (set of questions presented by CAMPP to the Board)
<b>Sep 7, 2016</b>	Public information meeting on Secondary Plan convened by Stantec (official response submitted by CAMPP)
<b>Jul 5, 2017</b>	Public meeting convened by MHBC Consultants (official response submitted by CAMPP)
<b>Dec 1, 2017</b>	Dr. Hoskins announces Stage 2: Adds that the re-use of Ouellette Campus instead of Grace Site will be investigated
<b>Feb 2, 2018</b>	<a href="#">MHBC Background Plan submitted to City of Windsor</a>
<b>Aug 13, 2018</b>	<a href="#">Combined Planning and Council meeting to approve Secondary Plan Amendment and hospital zoning</a>
<b>SEP 17, 2018</b>	Council adoption of Secondary Plan Amendment and hospital zoning by-laws

## Infographics



# WINDSOR'S FLAWED PLANNING

## DATA THAT SIMPLY DOESN'T ADD UP

1.



**7,752 = POPULATION INCREASE**

**EXPECTED IN WINDSOR THROUGH 2031**

Windsor's Planning Department acknowledges the city's population might decrease after 2031. Their projections don't break down population by age, though Windsor's Official Plan acknowledges the community is aging.

2.

**4,219 FEWER 20-64 YEAR OLDS**

**EXPECTED REGIONALLY THROUGH 2031**

Our working age population is shrinking. The Ministry of Finance expects only our retiree age demographic to expand in significant numbers, mainly those older than 75.



3.



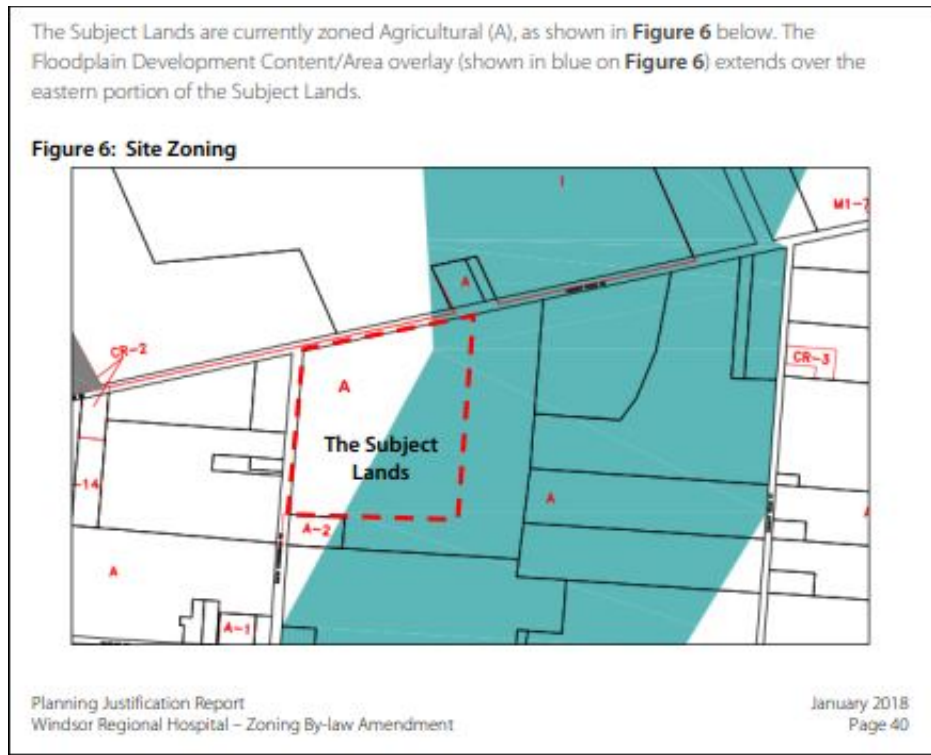
**BUT: 21,140 NEW JOBS?**

**BASED ON REPORTS FROM 2008**

That's almost 3 times Windsor's expected population increase. It's not supported by up to date analysis. The Sandwich South Secondary Plan uses pre-recession projections.

**If our population increases by 8,000 and none of that increase is working age people, where will the 21,000 new jobs come from?**

The proposed hospital site lies in a designated floodplain development control area:



Hospital-based services that are to be lost from the centre of Windsor:

Treatment for life-threatening conditions	Major surgery	Stroke and heart attack intervention	Trauma
Specialist Referrals	Birth services	Minor (day) surgery	Ambulatory care clinics
MRI	Cancer treatment	Pre- and post-op appointments	Overnight stays
Ambulances	Palliative care	Mental health beds	Speedy transfers to Detroit

Comparison of Urgent Care and ER services in Brampton ON, a city that has been used as an example of what might be expected in Windsor:

## Urgent Care Centre

(Peel Memorial)

Open 8:00am - 10:00pm  
every day

No referral or  
appointment needed

VISIT THE URGENT CARE CENTRE  
FOR ILLNESSES OR INJURIES SUCH  
AS:

- > Sprains, strains or broken bones
- > Skin rashes
- > Minor burns
- > Cuts that might need stitches
- > Earaches, eye injuries
- > Fevers, coughs and colds
- > Minor infections
- > Nose and throat complaints

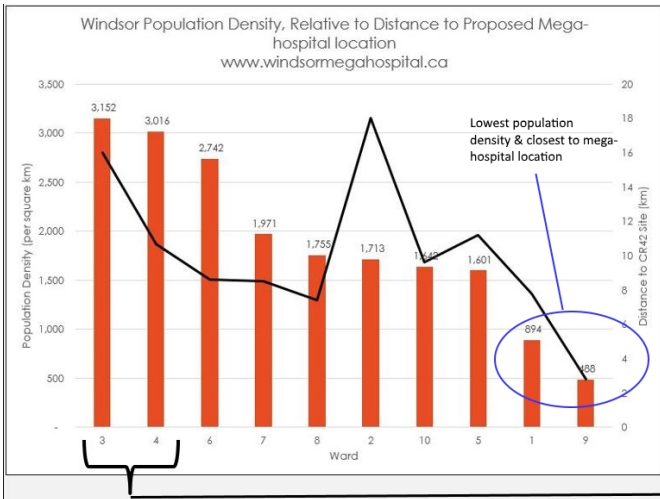
## Emergency Department

(Brampton Civic /  
Etobicoke General)

Open 24 hours a day,  
every day

GO TO AN EMERGENCY  
DEPARTMENT IF YOU HAVE A  
SERIOUS INJURY OR CONDITION  
SUCH AS:

- > Chest pain or abdominal pain
- > Shortness of breath, dizziness/fainting
- > Internal bleeding
- > Numbness or weakness in arms or hands
- > Major trauma
- > Mental health issues
- > Fever in infants three months and younger
- > Overdose/poisoning
- > Pregnancy-related emergencies
- > Seizures
- > Stroke symptoms
- > Any serious condition that you feel is getting worse




# Population Density

**15** TIMES GREATER per square kilometer than Essex County

By 2031, Windsor's population will increase by only

## 7,750

Then growth will remain **FLAT** or even decline  
(per Windsor Planning Dept.)



## 1 in 3

ADULTS WILL BE

## 65+