

August 5, 2018

Mayor and Members of Council

Re: Sandwich South Secondary Plan Amendment & Hospital Zoning

I have been following with some interest and concern the emerging plans for the proposed Windsor Regional Hospital. Since I understand you have a critical decision point coming up I am writing to share those concerns. I am an urban designer, teacher, writer, former Director of Urban Design and Architecture for the City of Toronto (under 3 mayors beginning with David Crombie) and currently Principal of Greenberg Consultants. For over four decades I have played a critical consulting role on public and private assignments in urban settings throughout North America and Europe including a number of situations in Windsor and in neighbouring Detroit.

In the course of my career I have focused on the rejuvenation of downtowns, waterfronts, neighborhoods and on campus master planning, regional growth management, and new community planning in cities as diverse as Toronto, Hartford, Amsterdam, New York, Boston, Montréal, Ottawa, Edmonton, Calgary, St. Louis, Washington DC, Paris, Detroit, Saint Paul and San Juan Puerto Rico. I am also the author of *Walking Home: the Life and Lessons of a City Builder* published by Random House which chronicles many of those experiences. Currently I am working with Sidewalk Labs, an affiliate of Alphabet on the creation of Quayside a 21st century smart neighbourhood on the Toronto waterfront.

It is that combined experience which has set off some alarm bells for me in reviewing your proposal. It is my understanding that Windsor currently has two premier acute care hospitals one of which is downtown. Your current plans, awaiting approval, call for building a new mega-hospital on farmlands at some considerable distance on the outskirts of the city where there is currently inadequate road, transit or sewer infrastructure. I am troubled by the long-term ramifications and potential detrimental effects of such an out of city mega-solution and the impacts this new project will have on the downtown, businesses and residents alike.

I would urge you for a whole variety of compelling reasons (many of which are set out in the extensive report prepared by Citizens for an Accountable Megahospital Planning Process [CAMPP]) to reconsider this move. In my view it is a bad idea from both a medical and public health standpoint (access to care) as well as a city building perspective and these two perspectives are inextricably intertwined. In short there are enormous benefits to retaining the expanded hospital in the city centre, or at very least in the urban core, in order to preserve the vibrancy and sustainability of your city as well to better serve your population.

The real and tangible benefits associated with a location closer to the core of the city are in line with the big shift underway in how we think about city-building and the increasing need for 21st century health care institutions to be 'connected' in mixed-use, transit-oriented walkable urban settings. This contemporary thinking has also been reflected in Provincial

policy re “Community Hubs” <https://www.ontario.ca/page/community-hubs> for integration as opposed to stand alone facilities

We are rapidly moving away from segregated land uses and as this happens major health care institutions are forming mutually beneficial symbiotic relationships with their host cities and towns creating distinct areas of mutual benefit. Such productive partnerships have advantages for both the City and the hospital. For the hospital the city location also provides a competitive advantage with improved accessibility for staff and patients – utilizing significant existing and proposed transit infrastructure. By leveraging existing city assets – an urban hospital ‘campus’ has opportunities to connect with the local community in its immediate context in ways that will be mutually beneficial in terms of services, overlap of resources, housing, job opportunities, shared services and amenities

For the City the presence of the hospital in an urban location also provides a clear competitive advantage contributing to vitality of city centre. A health care cluster creates special places and resources and catalyzes economic development and spinoffs. It is my understanding that there is availability of land within the urban core and specific opportunities to leverage these assets

I have unfortunately seen examples of this exact mistake of locating a mega-facility outside the city centre distorting regional growth and diminishing the core. On the other hand counter examples from my work across the river occurred in New Center and Midtown in Detroit where Henry Ford Hospital and the Detroit Medical Center respectively have served as true anchors for the city in its most difficult times where these major health care institutions embraced their roles as effective “city builders.

Respectfully

A handwritten signature in black ink, appearing to read "Ken Greenberg". The signature is fluid and cursive, with a large initial "K" and "G".

Ken Greenberg

Principal