



John Brown
Chief Administrative Officer
Town of Collingwood
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December 14, 2016

Dear Mr. Brown,

We are pleased to submit this final report to the Town of Collingwood in response to the Scope of Work Statement issued to complete a due diligence review on the site selection process as completed by the Collingwood General and Marine Hospital (CGMH) for the hospital facility's redevelopment project.

The report and the municipal review addendum are a result of a review of the site selection process and methodology and the costing estimates presented in the Stage 1 submission as well as supplementary documentation provided by the hospital. The report was initiated by discussions with key leadership within CGMH where they willingly provided access to required reports and consultants.

Upon the completion of the draft report CGMH had the opportunity to provide initial feedback, which was reviewed and discussed, at a joint meeting on Monday December 12, 2016 between the hospital and Town, which we were pleased to attend. Key findings from the report were reviewed and next steps were considered in this important redevelopment process.

During the meeting, an agreement was reached on the following areas:

- The report was in no way intended to question the integrity of the process undertaken by the hospital and words such as increased transparency and rigor were meant to reflect a desire for further information only
- The hospital supported the key recommendation from the report that "*further information is required to reliably compare the viable development options and conclusively select a final recommendation on siting*" stating it was always their intention to do a deeper analysis post stage 1 to assist in determining the final site recommendation.
- The hospital acknowledged that having a clearer understanding of the areas of concern raised in the report will be of great assistance as they move forward with the planning process and more rigorous analyses to be completed for the Stage 2 submission. In particular the following areas will require clarification before a recommended site can be declared for the redevelopment:
 - further understanding of scoring methodology in the evaluation of the final viable development options,
 - the local share plan funding allocations, and
 - alignment of the viable development options within municipal policies and regulations
- The hospital additionally clarified that the "*preferred site*", as presented in the Stage 1 submission, is not a definitive siting decision but rather allowed CGMH to move forward with additional planning and information gathering necessary to satisfy the Ministry capital redevelopment application process
 - CGMH acknowledged that the "*preferred site*" may be revisited as additional information is collected to address the areas of concern as listed in the final report and as the hospital moves forward with the Ministry capital redevelopment application process
- The Town acknowledged that the information, to the level available, was utilized in the analyses completed for the Stage 1 submission and the site selection process was inclusive particularly in light of the regional aspect of the proposed facility.

The meeting showed a level of consensus that will allow the Town and CGMH to move forward in a collaborative fashion in the subsequent planning stages to select an optimal site for the redevelopment project, including:

- information gathering around the highlighted areas of concern presented in this final report
- undertaking the steps necessary to gain required municipal approvals to support future stages of planning, and
- a commitment on the part of both parties to continue to share information including, timelines, decision milestones, required information and process requirements, and risks. Ongoing face-to-face meetings are highly recommended on a regular basis as schedules on the projects, as shared, are aggressive.

We feel that it is important to acknowledge commitment on the part of the Town for clearly identifying where their areas of concern lie such that the citizens of Collingwood have a place to live, work, and grow well into the future and commitment on the part of the hospital to see this redevelopment project move forward with great consideration of the patient experience in providing optimal healthcare to current and future generations. Bringing these visions together will have challenges but ultimately share a common good.

It has been our pleasure providing this report and we wish the Town of Collingwood and CGMH great success as they move forward with this very important redevelopment project.

Sincerely,

Gloria Kain
Senior Advisor
Deloitte