



TO: Chair and Members of the Community and Protective Services Committee

FROM: Christopher Mackie, Medical Officer of Health

DATE: 2018 February 5

MIDDLESEX-LONDON HEALTH UNIT SITE SELECTION

Recommendation

It is recommended that:

- a) the report of the Medical Officer of Health of the Middlesex-London Health Unit, dated February 5, 2018 and entitled “Middlesex-London Health Unit Site Selection BE RECEIVED; and*
- b) the Board of Health of the Middlesex-London Health Unit (MLHU) BE ADVISED that pursuant to subsection 52(4) of the health Protection and Promotion Act, R.S.O. 1990, c.H.7 (the “Act”), the Municipal Council consents to the MLHU’s proposal to lease real property for the purposes of consolidating its London operations and performing its mandatory functions and duties under the Act or any other Act.*

Key Points

- Since 2015, the Middlesex-London Health Unit (MLHU) has conducted an intensive and robust site selection process to identify and select a future location for its London offices.
- Consolidation of London offices will not equate to centralization. Implementing “Workplace 2.0” practices will both reduce rentable space required, and also ensure that MLHU staff spend more time in the field providing services where clients live, work, and play.
- As an extension of this project, MLHU will be conducting a review of services provided in Middlesex County in order to enhance services to County residents.
- Together, these changes will both improve services provided to clients in both Middlesex and London, and streamline internal MLHU operations.

Background

The physical locations of the Middlesex-London Health Unit (MLHU) represent our presence in the community. These locations facilitate the important programs and services that we deliver and demonstrate clearly how the Health Unit contributes to improved health outcomes.

When Middlesex County informed MLHU of their intention to redevelop the 50 King Street site in Fall of 2015, a project plan was initiated to assess current and ongoing space needs, and to investigate options that would provide MLHU with long-term planning certainty.

The procurement process and site selection has long-term impacts on the organization in regards to accessibility to the public, functionality, sustainability (financial and environmental), operational efficiency, and security.

Throughout our process, MLHU sought to maximize the opportunities provided by a potential new location as well as mitigate potential risks that may arise by:

- Assessing community and MLHU needs;
- Developing and executing a transparent procurement process;
- Ensuring that the potential sites are viable for the intended future location of the health unit; and
- Collaborating with community partners and consultants throughout the evaluation of sites.

Site Selection Process

The site selection process consisted of three phases:

1. **Plan & Identify** – In this phase, the project governance and appropriate steps were determined that would guide the duration of this project. Task leads, time estimates and completions dates for key deliverables are identified to provide clear project direction and accountabilities.
2. **Assess & Define** – In this phase, data was gathered to assess current and future space needs of the Middlesex-London Health Unit and our clients and to define the goals and objectives that a future location must meet.
3. **Select Site** – In this phase, options available to the Middlesex-London Health Unit were identified and assessed based on the previously assessed needs and goals and objectives for our future location.

A timeline of activities completed to date is included below:

Spring 2016	<ul style="list-style-type: none"> • Project Plan Approved by the Board of Health • Space Needs Functional Program & Plan • Location Project Risk Management Planning • Location Selection Criteria Evidence Review
Summer 2016	<ul style="list-style-type: none"> • Space Needs Functional Plan • KPMG Lease / Buy / Build Financial Analysis • MOHLTC Community Health Capital Program (CHCP) Planning Grant Submission
Fall 2016	<ul style="list-style-type: none"> • Public Consultation Findings • Partner Consultation Findings • Preliminary consultation with City of London Planning Department • Site Selection Criteria approved • Distribution of Expression of Interest • MOHLTC endorsement of CHCP Planning Grant application
Winter 2016 – Spring 2017	<ul style="list-style-type: none"> • Shortlist of Potential Sites • Distribution of Request for Proposals • Selection of 2 proposals to conduct additional due diligence and enter into contemporaneous negotiations
Summer 2017	<ul style="list-style-type: none"> • Engineering and Architectural due diligence conducted
Fall 2017 – Winter 2018	<ul style="list-style-type: none"> • Revised offer requested from two remaining sites • One proponent withdrew • Negotiations have proceeded with the remaining proponent • Initiation of Middlesex County Public Health Services Review

Final Selection

As a result of the conclusion of the comprehensive procurement process, pursuant to subsection 52(4) of the Health Protection and Promotion Act, R.S.O. 1990, c.H.7 (the “Act”), the Board of Health is now seeking the consent of the Council of The Corporation of the City of London to lease real property for the purpose of performing its mandatory functions and duties under the Act or any other Act.

Additional Considerations for Service Delivery

Recognizing the considerable time that has been spent in determining a location for its London operations, MLHU has committed to a review of the organization’s Middlesex County services, and identifying effective strategies to meet the public health needs of County residents.

This review will assess the services delivered in Middlesex County; the review will consist of:

- Identifying priority populations;
- Mapping existing assets;
- Identifying best practices from Ontario Public Health Units;
- Assessing community needs;
- Conduct community consultations; and
- Identification of effective strategies.

Working collaboratively with our stakeholders, we will determine our optimal service delivery model and make recommendations to the Board of Health that enhance services to Middlesex County residents. The review of Middlesex County Services will commence in Spring 2018 and conclude in the Fall.

This report was prepared by the Strategic Projects Team, Corporate Services Division of the Middlesex-London Health Unit.



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Medical Officer of Health