



image: Architectural concept of the NICU for the proposed Acute Care Centre

## 1.0 Introduction

The Provincial Health Services Authority (PHSA), on behalf of Children's and Women's Health Centre of BC (CWHC), and Sunny Hill Health Centre, is submitting an application to the City of Vancouver to amend the Comprehensive Development District CD-1 (126).

PHSA is embarking on a Redevelopment Project that will see the construction of a state-of-the-art Acute Care Centre for British Columbia's children and families. PHSA has taken this opportunity to project what may occur to the campus over the next 25-30 years. The vision for the long-term master plan is a campus for CWHC that will be a provincial centre of excellence that truly meets the specialized care needs of British Columbians.

The impending Redevelopment Project will comprise the first three phases of the long-term Master Plan, which is discussed in depth in the accompanying document. These initial phases will see the construction of a Family Stay and Respite housing facility by Ronald McDonald House (RMH), a new Child Day Care Centre, accommodating 49 children and a new Acute Care Centre (ACC).

As a major teaching, training and research facility, Children's and Women's academic mandate will be strengthened by the new ACC. In association with the University of British Columbia, Children's and Women's will become a true leader, enhancing its training for B.C.'s future physicians, nurses and other health care providers and ensuring care providers working in regional hospitals across the province are

kept up-to-date on the latest advancements in children's and women's health. The redevelopment will help expand research opportunities beyond those already in place at the Child and Family Research Institute and Women's Health Research Institute as care providers seek answers to questions that will lead to real improvements in the health and health care of B.C.'s children, women and families.

### 1.0.1 The Redevelopment Project - Phases One to Three (Current Rezoning Application)

This Rezoning proposal - Phases 1 through 3 of the Master Plan - sets the stage for the long range redevelopment program. The Acute Care Centre will be the first in a series of buildings which consolidates the main Hospital functions in the centre of the site in the location of the former Shaughnessy Hospital.

Phase One:

- Demolition of "A" and "L" wing of the former Shaughnessy hospital.
- Demolition of the MERU building.
- New Family Stay and Respite Housing by Ronald McDonald House.
- New Child Day Care Centre.

Phase Two:

- Building of a new Acute Care Centre.

Phase Three:

- Renovation to the existing Children's and Women's acute care building in order to relocate the Sunny Hill Health Centre to the Oak Street campus, expand the birthing programs within the existing Women's hospital, and better integrate related hospital functions.

### 1.0.2 The Remaining Phases - Four to Seven

The remaining phases of the 25 - 30 year Master Plan will not be included in the current rezoning. The rapid progress in health standards and health care delivery models makes it difficult to design with certainty far into the future. However, the principles that will guide subsequent development onwards have been laid out in the accompanying Master Plan document, and this Rezoning application should be considered within the context of the long-term strategy for this site.

### 1.0.3 Background

The current Master Plan differs from the prior master plan primarily in the manner in which buildings and open space are dispersed across the site. The current Master Plan meets the test of 'equal to or better than' its predecessor by reducing the building footprint in comparison to the previous plan, while increasing green space and reducing surface

parking and roadways and providing increased community-accessible amenity space.

The prior master plan for the Oak Street Health Care Campus developed by IBI Group/Karlsberger in 1995 featured an incremental approach to replacement of existing facilities over time and retention of several elements of the former Shaughnessy Hospital Complex. Since then, changing program requirements, health care delivery models, technology and best practice design have challenged the efficacy of the '95 master plan and suggested a new approach that relies less on existing infrastructure and more on opportunities for new buildings that better support effective and efficient delivery of health care services in a healing environment.

## 1.1 Project Vision

### 1.1.1 The Case for Change

Building a new Acute Care Centre and upgrading and expanding Women's is timely, given the needs of the community and limitations of the current facilities. Some of the key issues facing Children's and Women's include:

- Patient rooms are not large enough to support family centered care or to accommodate required equipment.
- Insufficient beds to meet the current demand. For instance, neonatal intensive care, emergency department, medical surgical beds, critical care, and birthing units have reached capacity.
- Infection control does not meet current requirements in patient care and treatment areas (e.g. multi-bed rooms are common).
- Limited capacity to manage seasonal patient surges or natural/infllicted disasters; for example, in 2007/2008 the occupancy rate for Children's inpatient beds exceeded 100 percent for specialized medicine, pediatric beds and oncology.
- Lack of integration and increased travel for key related off-site facilities, such as Sunny Hill Health Centre for Children.
- Inadequate physical design and sub-optimal working conditions result in staff recruitment and retention challenges.
- Poor integration of teaching and research into clinical space and patient flows.
- Lack of appropriate Telehealth and conferencing facilities.
- Lack of single physical access point to Children's for patients and staff.
- Poor 'wayfinding' throughout facilities with dispersal of programs across a large and confusing site.



image: Architectural concept of the Atrium for the proposed Acute Care Centre

### 1.1.2 Rezoning Rationale

The proposed Rezoning accommodates the first steps of a cohesive sequence of replacement facilities needed to update medical services provided by Women's and Children's Hospitals over the next 25+ years in a location which:

- Remains central to the region.
- Takes advantage of the unusual site scale.
- Permits orderly phasing and transition.
- Minimizes travel among related institutions.
- Generates employment in the Cambie Corridor.
- Takes advantage of Cambie Corridor transit services.
- Draws upon future options for service providers to live nearby as the neighbourhood continues to densify and include more multi-family developments.

In updating the strategy for facility replacement and site utilization, this plan looks further into the future than the previous master plan.

It strives to balance the same community and health care objectives within the physical constraints of previous development.

To replace facilities without interruption of service requires a multi-phased sequence of developments and subsequent demolitions, resulting in floor area and site coverage variations. The steps shown in this document demonstrate that all anticipated facility upgrades are achievable over the next 25 years. The proposed CD-1 amendments at this time reflect the floor area necessary up to Phase 3, and will increase with subsequent rezonings in order to reflect the maximum overlapping density, which will necessarily be higher than the ultimate density. Recognizing the low density residential context, it should be noted that while this is clearly an institutional use of regional and provincial importance, the floor space ratio will reflect a density comparable to nearby townhouse sites, while site coverage will remain lower than single family.

### 1.1.3 Precinct Goals and Principles

The general precinct goal is to develop a new state of the art Children's and Women's Hospital on the Oak Street site over the next 25 years. The primary working design principle will be to consolidate the major hospital development in the centre of the site, while enlarging the surrounding green space over time.

The first phases will begin this process by placing the new Acute Care Centre at the "heart" of the existing Hospital site, directly behind the current 1982 building and alongside the existing Ambulatory Care Building. Future buildings will then continue to be massed at the centre where clinical services are consolidated into a series of linked structures that together will house the new Children's and Women's Hospital. Most of the original buildings will be stripped away to reveal a new Hospital that responds to the primary links and connections back to the local community and surrounding street structure.

The long-term goal is to create a link between the hospital site and the surrounding community by developing open space that can be accessed and used by the neighbourhood, hospital workers, patients and families. The open space on the site will be categorized as passive, semi-active, and active which will create areas of landscape for respite and repose, for healing, and for active sport and children's play. A "wellness walk" along the street edges of the hospital campus will be developed over time, welcoming use by workers and neighbours.

## 1.2 Development Statistics

**SITE AREA** 186,954.6 sm

### PROPOSED USES, FLOOR AREAS OF EACH USE AND FLOOR SPACE RATIO (FSR):

#### Existing Conditions (2011)

Existing Site Area 186,954.6 sm  
Existing Allowable FSR .85  
Existing Allowable Density 158,922.8 sm

#### Existing Density (2011 - 2012)

Existing Density (2011) 132,432.5 sm  
Clinical Support Building 2,373.0 sm  
3T Research MRI (under construction) 403.5 sm  
Total Area 135,209.0 sm  
**Total FSR .72**

#### Phase 1 - 2011-2013

Existing Density 135,209.0 sm  
Family Stay and Respite Housing 6,970.0 sm  
Child Day Care Centre 850.0 sm\*  
Demolition of the Shaughnessy A wing (7,388.0) sm  
Demolition of MERU building (247.5) sm  
Demolition of L Wing (3,972) sm  
Total Area (2013) 130,571.5 sm  
**Total FSR (2013) .70**

\* excluded from Floor Space Ratio

#### Phase 2 - 2013-2017

Existing Density (2013) 130,571.5 sm  
Acute Care Centre  
- New Build (2013-2017) 55,000.0 sm  
Total Area (2017) 196,302.3 sm\*  
**Total FSR 1.05**

\* includes additional hospital development space that may be required

#### Phase 3 - 2017-2020

Existing Density (2017) 196,302.3 sm  
Interior renovation of existing 1982  
Children and Women's Hospital 0 sm  
Total Area (2020) 196,302.3 sm  
**Total FSR 1.05**

**PROPOSED HEIGHT** Maximum height of 45m (centre of site)

**PROPOSED HEIGHT IN STOREYS** 8 storeys (centre of site)

(please see diagrams 4.2 on page 15)

**SETBACKS** (please see diagrams 4.2 on page 15)

EAST 17m (56 ft.) from property line along Heather Street  
NORTH 8.5m (28 ft.) from property line along 28th Avenue  
WEST 18.2m (60 ft.) from property line along Oak Street  
3m (10 ft.) adjacent to the Blood Services property lines  
SOUTH 10m (33 ft.) from property line along St.Vincent's  
16m (52 ft.) from property line adjacent to 32nd Street

PARKING	CURRENT ZONING		PROPOSED ZONING		Estimated Demands	Provided
	Phase 1	Phase 2	Phase 1 (2011-2013)	Phase 2 (2013-2017)		
	1,797	1,797	1,634	1,739	1,884	1,845
	1,966	1,966	1,845	1,845	1,845	1,848

\* please see note on page 16

BICYCLE SPACES	Required	Provided
Currently (2012)	166 (based on FTE 2,828)	265
Phase 1 (2011-2013)	156 (based on FTE 2,658)	to meet bylaw requirements
Phase 2 (2013-2017)	166 (based on FTE 2,828)	to meet bylaw requirements
Phase 3 (2017-2020)	177 (based on FTE 3,015)	to meet bylaw requirements