



HURON PERTH
HEALTHCARE
ALLIANCE

CLINTON
PUBLIC HOSPITAL

ST. MARYS
MEMORIAL HOSPITAL

SEAFORTH
COMMUNITY HOSPITAL

STRATFORD
GENERAL HOSPITAL

September 21, 2022

Mr. Howard Shubert
Representative of Save Avon Crest Group

Dear Howard,

On behalf of the Board of Directors of the Huron Perth Healthcare Alliance (HPHA), I would like to thank you very much for attending our Board Meeting on September 15th, and for sharing both your group's passion for preserving our heritage and for being responsible stewards of the environment. I can assure you, on both fronts, that the Board and the broader HPHA Team share these commitments. Moreover, the Board truly appreciated your acknowledgement of the vital role our wonderful staff tirelessly play in providing critical healthcare to our community, especially over these very challenging past few years.

As you may be aware, extensive discussions have taken place over the years in respect to our Avon Crest property. While all discussions have acknowledged the heritage of this site, the primary accountability of the Huron Perth Healthcare Alliance, our heritage if you will, is the provision of high quality health care for those we serve. Specifically, it is our overarching mandate under the Public Hospitals Act. Therefore, all discussions around the future of Avon Crest have focused on how best we can leverage the site to strengthen local health care. We have completed extensive due diligence in reviewing development options, including options that would have maintained the original hospital. Unfortunately, both the financial impact of rejuvenating the building, combined with its central location on the site, make preservation neither feasible nor responsible.

As has been previously announced, we are actively exploring with potential partners a redevelopment of the site that would provide significant health care benefits to the people of Stratford and area. Discussions are commercially sensitive, and we are therefore not in a position to comment publicly. I can share with you however that maintaining the original hospital will not be an option.

In saying this, we have no plans to commence demolition within the next three months and have every intention of maintaining basic services to the building until such time as all necessary approvals to demolish are in place. Currently, this is anticipated for the spring of 2023. As such, we would be happy to review any tangibly funded plan that your group prepares for our consideration. Such a plan would need to bring the building to current standards, estimated to be a minimum of \$24 million per the attached cost summary, provide net additional benefits to the community from a health care

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perspective, be timely and achievable, and complement other planning realities on our site. Of note, this particular offer has been shared previously and, to date, no plans, nor grant opportunities have been forthcoming.

To assist you in your efforts, attached you will find various recent correspondence and presentations from the past 7 months as the issue of Avon Crest was discussed and dealt with. Given that Stratford City Council, after careful deliberation, did not designate Avon Crest as a heritage property we will continue to solely focus on delivering quality healthcare to our patients, now and into the future.

Given the time sensitive nature of your efforts, I would be happy to pass along to the HPHA Board any updates or progress reports you may wish to share. Feel free to reach out with questions or comments.

Respectfully,



Andrew Williams, BSc(Hon), MHSA, CHE
President & CEO

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cc: Stephen Hearn, Chair, HPHA Board of Directors
John Wilkinson, Vice Chair, HPHA Board of Directors
Ken Haworth, Vice President Performance & Chief Financial Executive
Doug Biesinger, Director Facilities Management
Francesco Sabatini, Manager Facilities Management Projects
Rick Orr, Chair, Stratford Local Advisory Committee
Barb Thibeault, Chair, Stratford General Hospital Foundation