



Committee Minutes

Long Term Care Redevelopment Planning Task Force

October 12, 2021 – 9:30 AM

The Long-Term Care Redevelopment Planning Task Force met on the above date through electronic means with the following members in attendance:

Present: Chair Burley, Councillors O’Leary, Milne, Robinson, McQueen, Mackey, and Warden Hicks

Regrets

Staff

Present: Kim Wingrove, Chief Administrative Officer; Randy Scherzer, Deputy CAO; Anne Marie Shaw, Director of Housing; Jennifer Cornell, Director of Long-Term Care; Heather Morrison, Clerk; Mary Lou Spicer, Director of Finance; Karen Kraus, Executive Director-Rockwood Terrace; and Rob Hatten, Communications Manager.

Call to Order

Chair Burley called the meeting to order at 9:30 am.

Declaration of Interest

There were no declarations of interest.

Delegation

Andrew Rodrigues, Senior Project Manager, Colliers-RFP Prime Consultant Review

Andrew Rodrigues provided an update on the Rockwood Terrace redevelopment project. He noted the next step is to proceed with the Request for Proposal (RFP) award for the Prime Consultant. The RFP was released September 7, 2021 and closed October 7, 2021. The RFP team is reviewing the submissions and will bring a future

report to award to the Task Force. He noted that the Prime Consultant's scope has been revised to include only the redevelopment of Rockwood Terrace.

Mr. Rodrigues noted that the Prime Consultant's scope was revised to include the preparation of an alternative conceptual Master Plan for the Campus of Care. He then provided an overall schedule for the redevelopment of Rockwood Terrace along with the prime consultant procurement timeline. It is anticipated that the first residents will move into Rockwood Terrace in July 2025. Interviews are set for October 25 for a short list of proponents for the prime consultant and a report regarding the award of the RFP will come forward to the Task Force at the November 4th meeting and with Council endorsement anticipated November 12, 2021.

Questions and comments then followed related to repurposing Rockwood Terrace. Staff indicated that several consultants have reviewed the property and that a report summarizing comments from the consultants related to this item would be forthcoming to a future meeting.

Councillor Robinson entered the meeting.

Chair Burley thanked Mr. Rodriguez for this presentation and Mr. Rodriguez left the meeting.

Reports

Redevelopment Options Analysis

Kim Wingrove provided an overview of the current status of the redevelopment project noting that the latest concept proposes the development of a 128-bed long-term care facility as well as 40 assisted living beds and 60 seniors' apartments. Currently, development is to be a phased-in approach with the first phase being the long-term care home at a cost of approximately \$45.5 million. The senior's apartments and assisted living would be constructed after the LTC home is complete and the current Rockwood Terrace can be demolished. Salter-Pilon indicated a cost for the construction of the assisted living and senior apartments of an additional \$47.6 million.

Ms. Wingrove then noted there are several unknowns at this time including:

- whether a phased-in approach is the most cost effective and efficient way to undertake such a project
- possible benefits to completing all the construction at the same time
- potential role of the private sector
- best options for operating the assisted living and rental portions of the campus
- long-term operating and lifecycle costs for the campus.

Questions from the Task Force arose related to additional options for review related to the entire site. Ms. Wingrove noted that the architect will provide some of this information once the prime consultant RFP is awarded. The respondents have been requested to look at providing two concepts for the campus of care along with a high-level cost impact of each concept. It was noted that the timeframe of the overall development would be part of the work that is being asked for through the amendment to Collier's proposal.

To have a complete picture and the best possible information moving forward, staff spoke with Colliers and its Infrastructure Advisory (IA) team. The IA team have provided a proposal to review the work completed to date regarding the site, concepts, stakeholder consultation date and housing needs assessment. They would also develop two options for a whole campus of care based on need, creating a cohesive site, costs, and availability of funds and evaluate development options based on two procurement options: design, bid, build and Public Private Partnership (P3).

The proposal would also include an evaluation of the impact of the phased delivery, conduct market sounding for phased-in versus a single approach, evaluate potential funding sources, review, and analyze facility operating and lifecycle costs, complete qualitative and quantitative analysis and prepare and present a final report to this Committee. Ms. Wingrove noted that staff are recommending issuing a change order to the Colliers project management contract for \$75,000+ HST to complete this work. The funds would be coming from the Redevelopment Reserve.

Questions and comments from the members then followed. It was noted that having a consistent company providing oversight to the entire project would provide consistency. It was noted that staff have requested a net-zero feasibility assessment on the builds, and the ability to achieve and costs associated with that standard may have an impact on doing the construction in phases or not. There were questions around redoing the work already completed. Ms. Wingrove noted that Colliers would not be redoing previous work but would be building on that preliminary information already gathered and to prepare a second option to consider either full construction of the campus at the same time rather than phasing-in.

Councillor Robinson left the meeting.

The question arose as to whether there is an option to look to Simcoe County as a comparator for having gone through this process. It was noted that Colliers has a broad range of experience with the development and redevelopment of long-term care homes and that is a very different market than those homes or campuses of care completed in the past due to increased acuity levels, rental rates etc. Ms. Wingrove provided an overview of the Simcoe County process noting that the operations of some parts of the campus are now operated in-house rather than by external contractors.

It was noted that having a couple of options to review a cost-benefit analysis and pros and cons of each option would be beneficial in order to provide the best decision with the most fulsome information available. Discussion on options available to deliver a net-zero build such as electric vehicle charging stations, building materials used etc. continued with staff noting that this would be included in the net-zero feasibility analysis.

Question arose related to the overall outlay of costs for the whole campus which was noted as comparable to completing both long-term care redevelopment projects at Rockwood Terrace and Grey Gables. Ms. Wingrove noted that Grey County has committed to completing a campus of care at Durham with the Province. Is there a way to engage with the private sector to play a role in this development so that the County's debt repayment limit isn't impacted rather than the County taking on the entire project? Ms. Wingrove stated that it is hoped that examining the campus of care project and potential partnership could alleviate some of the County costs. It is anticipated that the additional work by Colliers, will answer many questions related to options, impact on Grey County's capital budget, long-term operating costs etc. and help us understand what the market is looking for. Discussion occurred on the debt management process.

RD08-21 Moved by: Councillor O'Leary Seconded by: Warden Hicks

That staff be authorized to issue a change order to the Collier's project management contract to complete a comprehensive feasibility study for the redevelopment of Rockwood Terrace Campus of Care at a cost of \$75,000; and

That the funds for this report come from the Redevelopment Reserve.

Carried

Update on Grey Gables Feasibility Study

Randy Scherzer provided an update to the Task Force on the status of the Grey Gables Campus of Care Feasibility Study. He noted that the Phase 2 report had been delayed as work was still being done to complete the concept plan which SHS received last week. SHS will now review the concept plan and complete the final report. The final draft of Phase 2 report will be completed in the next couple of weeks. The Phase 2 report will be brought forward prior to the end of the year to the Task Force. It was also noted that stakeholder engagement is currently ongoing.

Other Business

A brief discussion took place on the servicing options relative to the Rockwood Terrace property.

Next Meeting Dates

November 4, 2021 9:30 AM

On motion by Councillors Milne and O'Leary the meeting adjourned at 10:36 AM.

Dwight Burley, Chair