



Committee Minutes

Long Term Care Redevelopment Planning Task Force

December 16, 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

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; Shannon Cox-Executive Director Grey Gables; Markus Hawco, Financial Analyst, and Olivia Yale, Digital Communications Specialist

Call to Order

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

Declaration of Interest

There were no declarations of interest.

Reports

Grey Gables Feasibility Study

Tristina Sinopoli and Ed Starr-SHS Consulting, Gerry Pilon, Salter-Pilon Architecture

Randy Scherzer introduced Ms. Sinopoli and Mr. Starr from SHS Consulting. Mr. Pilon from Salter-Pilon Architecture who assisted with the Feasibility Study was also in attendance. Ms. Sinopoli provided an overview of the Grey Gables Feasibility Study

presentation to the Task Force noting that she and Mr. Starr will review the demographics and supply analysis, final report key findings, site details and project cost and funding. She noted that the purpose of the work was to assess the feasibility of building a campus of care community at the Grey Gables site.

Ms. Sinopoli provided an overview of the market analysis including local and demographic trends. She noted an increase in the aging population with accompanying needs relative to this demographic. She also spoke to employment and housing needs. Specifically, she outlined the current housing market noting it was skewed to home ownership versus rental options.

Ms. Sinopoli then highlighted the supply of long-term care, assisted living and independent living availabilities within the area. She then provided an overview of seniors affordable housing including non-profit providers but noted that many are located a distance away from Markdale.

The housing needs that were identified by stakeholders during the consultation were then reviewed noting the ability for seniors to remain in the community after retirement, spouses with varying care needs, ambulatory care discharge requirements, and the option of having respite care for seniors. The goals identified by stakeholders included overall cohesion with the new hospital and social service providers, enabling seniors to stay in their community, keeping the existing character of the home, inclusion of current tenants, walking paths and outdoor space and the alignment of the vision of downtown Markdale. An overview of the project features and amenities was reviewed.

Ms. Sinopoli then provided an overview of the site plan for the Task Force. Level one would contain 33 residential units, 18 independent living units and 15 assisted living units along with a variety of smaller spaces for a café, community garden or retail opportunities, Legion Tree Commemoration, as well as a central lobby.

Level 0 is proposed to remain largely unchanged and would include current tenants such as Kids & Us, Municipality of Grey Highlands, and Grey County Agricultural Services.

Ms. Sinopoli then spoke to the site plan of the new long-term care facility. She noted that the main level would house administrative office spaces, multi-purpose room, beauty/barber salon, leasable space, and enhanced parking. The second and third levels would include 128 long-term care beds, activity and dining space, staff and resident care spaces and an outdoor activity and courtyard area.

Ms. Sinopoli spoke to the unit mix and pricing of the units. She noted that the 13-market independent living units would rent for \$1,400/month, the 5 affordable independent living units for \$513/month and the 15 assisted living units for \$4,200/month. She noted the rents are in line with comparable operations.

The operations and programming components were then reviewed. These will include prepared meals, housekeeping, personal care, specialty clinics, laundry service, day programs and transportation to nearby amenities. Additional on-site amenities would include community garden space, childcare facilities, wellness centre, small retail and café spaces, woodworking shop and library.

Ms. Sinopoli provided an overview of the governance and operations of the proposed development. She recommended that ownership and operation remain with Grey County with the ability for dedicated leadership to advance the goals of the campus of care. She also spoke to potential community partnerships including housing, Grey Bruce Health Unit, Southeast Grey Community Health Centre, Markdale Seniors Club and Grey County Agricultural Services.

The overall project costs were then reviewed. The total project budget for the campus of care would be \$78 million with the assisted and independent living totaling \$14 million and the long-term care costing \$64 million. She noted that the renovation of the current Grey Gables to assisted living will provide some cost savings versus building new with the cost per square foot for assisted/independent living at \$180 and the long-term care at \$325/square foot.

Ms. Sinopoli then provided information related to key pro forma assumptions. She then outlined the capital contributions and stated that this excludes mortgage and debenture financing, noting the total cost of the project would be approximately \$51.1 million. She noted that the assisted living portion of the build could provide a surplus of funds which could then be used in a variety of ways including lowering the rent for the assisted living units or converting four assisted living units to four dedicated respite units.

Ms. Sinopoli provided an overview of the next steps for the Task Force.

Questions and comments from the Task Force members then followed and the consultants or staff provided responses as outlined below.

Ms. Sinopoli elaborated on the funding sources noting the key sources from Infrastructure Ontario which provided dedicated financing for public long-term care development. The Canadian Housing and Mortgage Company has a national housing strategy with a variety of programs to support construction of purpose-built rental housing-co-investment fund if 30% of the units are less than 80% of the market rent for the community.

She noted a strong alignment with community vision and the ability to repurpose the existing building. She then outlined the repayment process and parameter of risk associated with the development. Mr. Starr noted that the report highlights the ability to house three different levels of care all on one site.

Ms. Sinopoli noted that neither the Community Health Centre nor the hospital need any further spaces but did see possibilities for programming opportunities within the campus of care. The number of beds was arrived based on the need to maximize the space and programming opportunities. There are options to purchase additional services if the needs arise based on level of care. Grey County, if operating, would be able to determine how such a program would work.

Ms. Sinopoli noted that there are a lot of similarities between a long-term care home and assisted living that would reduce the overall construction costs associated with renovating the existing home into assisted living. Mr. Pilon stated that an analysis would need to be completed on the viability on the existing equipment at Grey Gables to ensure it meets the requirements of the build/renovation.

Memory care could be included as part of the campus of care in how the build is completed to assist with programming opportunities. Mr. Pilon noted that the design of the four resident home areas could evolve to be conducive to increased resident needs and converted to memory care or behavioural transition support unit in the future as needs change.

CAO Wingrove spoke to the option for further follow-up through a staff report that would delve into the next level of the financial aspects and implications.

Ms. Wingrove noted that County staff will go through information and additional details relative to various aspects of the project including long-term care pro-formas, forecast options relative to changes to provincial legislation for long-term care resident care hours among other items and bring a future report back to the Task Force.

Ms. Sinopoli noted that the net operating income provided in the report is based on industry best practices. SHS can provide pro-forma numbers to staff based on actual Grey County information and staff will bring back a fulsome report to the task force.

Mr. Starr noted that the campus of care may help offset the associated costs and in the provincial application process, higher scores are given if the development project is a campus of care model.

Discussion occurred on public input. Mr. Starr noted that this could be an option to pursue and could be completed virtually. CAO Wingrove noted that the additional report would come back with a recommendation to the task force on next steps.

Chair Burley thanked the delegation for their presentation.

The overall costs of long-term care were discussed along with the financial implications.

Councillor Burley stepped away from the Chair and Vice Chair O'Leary assumed the Chair.

CAO Wingrove noted that staff will bring back a detailed report with current Grey County financial numbers before any further steps are taken. A conversation with the province relative to funding models may be appropriate as the redevelopment beds at Grey Gables are currently not funded by the province.

The Task Force recessed briefly and then resumed. Councillor Burley reassumed the Chair.

Rockwood Terrace Update

Grey County (Kim Wingrove, Jennifer Cornell, Randy Scherzer) met with our MLTC project manager Julie Girard and her licensing colleague on November 29th to provide an update on the County's progress on the Rockwood Terrace project. Grey advised the province that Kasian Architects had been retained as our prime consultant.

The province provided the latest template for the development agreement. There have only been a couple of minor changes from the last version related to air conditioning requirements for the build. Colliers is working with Grey County and Kasian on getting the agreement template completed. We expect to have it to review internally next week and submitted to the province before year end. The province will make it a priority to review in January and we hope to have a signed agreement in place by February 2022.

CAO Wingrove noted that Kasian and Colliers will attend the January 2022 Task Force meeting to discuss future decision-making points.

Other Business

There was none.

Next Meeting Dates

To be Determined

On motion by Councillors McQueen, O'Leary the meeting adjourned at 11:14 AM.

Dwight Burley, Chair