

Strategic Facility Master Plan for Victoria Manor Home for the Aged

Progress Update

June 6, 2023

Agenda

- Project Overview
- Methodology and Expected Outcomes
- Progress To-Date:
 - Summary of Facility Condition Assessment, Asset Inventory
 - Summary of Property Appraisal
 - Summary of Consultation Round #1
 - Summary of Examination of Service Levels
- Timeline of Remaining Tasks

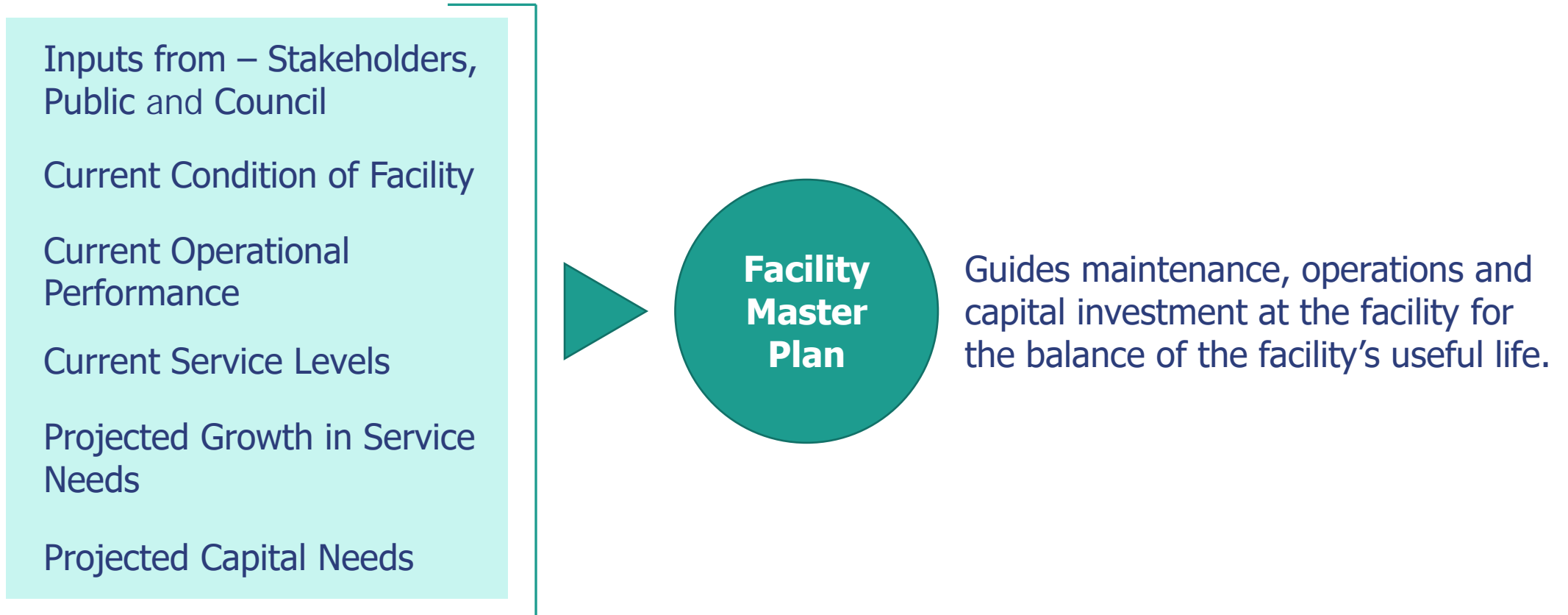
Project Overview

- Victoria Manor Home for the Aged is a 166-bed municipal long-term care home owned by the City of Kawartha Lakes, located at 220 Angeline St. S. in Lindsay, Ontario.
- Victoria Manor opened in 1989 and is a Ministry of Long-Term Care (LTC approved home identified as a Class B facility by the Ontario Ministry of Long-Term Care.
- Victoria Manor was constructed under standards of the former 1972 Nursing Homes Act and the construction exceeded the standards at that time.

Project Overview

- The City has appointed Colliers Project Leaders to develop a Facility Master Plan for Victoria Manor to guide its maintenance, operations and capital investment facility for the balance of the facility's useful life.
- The plan is intended to provide an evidence-based roadmap for future investment and end-of-life facility decisions.

Methodology & Expected Outcomes



Methodology & Expected Outcomes

- The Facility Master Plan is being developed based on stakeholder inputs, assessment of current building condition and operating performance, examination of service levels, future needs and growth-related capital needs.
- A capital forecast with preventive and predictive maintenance schedules to minimize reactive and unplanned maintenance, and major long-term capital investment required at the end of the facility's useful life will be prepared.
- Potential scenarios at the end of the facility's useful life may include:
 - Relocate, sell existing facility
 - Renovate-expand, or
 - Redevelop

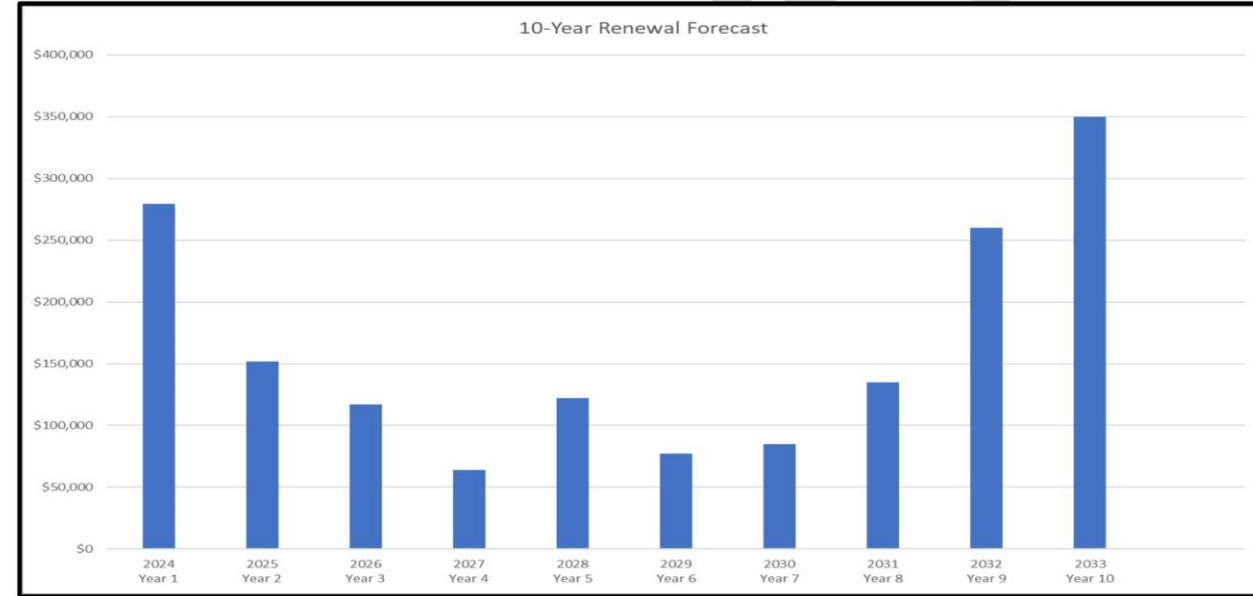
Progress To-Date on the Master Plan

- ✓ Asset Inventory
- ✓ Facility Condition Assessment
- ✓ Capital Cost Forecast
- ✓ Maintenance Program
- ✓ Property Appraisal
- Stakeholder Consultations *ongoing*
- Examination of Service Levels *ongoing*
- Benchmarking
- Growth-Related Capital Needs
- Recommendations

Summary: Facility Condition Assessment



- The site was found to be in generally **Good** condition at the time of review.
- Short term maintenance requirements will cost \$276k in 3 years. Projects include repairs to drywall damage and wall protection in basement level, asphalt parking lots and loading dock resurfacing and repair. Continuation of the ongoing painting program in service hallways and resident home area corridors.
- The Capital Plan projects a requirement of \$1.66 million in 10 years. This also includes general budgeting allowances for interior finishes, exterior envelope, and exterior site system repairs such as windows and caulking, end of life replacement for roof top package units over the term of this report and elevator upgrades over the ten-year period.



Total Estimated Budget for 10 - Year Reporting Period - \$1,661,500.00

Summary: Asset Inventory

- Asset inventory provides a central repository of information on all assets and its sub-elements to facilitate effective asset management. This allows for effective monitoring, analysis of asset performance and ensures timely intervention and management.
- A hierarchal inventory of the main building's elements or components and ancillary facilities were prepared in accordance with industry (Uniformat) standards and municipal asset management requirements.
- There are a total of 176 assets marked with asset ID tags.
- The Asset Registry was prepared by examining all recent and available documentation, and the physical inspection of the Building Components.

Summary: Property Appraisal

- Colliers conducted an appraisal of the property and carried out a full analysis in order to estimate its current market value. As of March 31, 2023 (Effective Date), the property consists of a Class B Long-Term Care facility, located in the Town of Lindsay.
- Per information provided by the City of Kawartha Lakes, Victoria Manor had an occupancy rate of 100% as of the Effective Date, with a waiting list.
- Based on our investigations, it is our opinion that the market value of the Subject Property as on March 31, 2023, is estimated to be: \$10,800,000.

Valuation Summary	
Final Adjusted Value	\$10,800,000
Effective Date	3/31/2023
Operating Expense Ratio	
Value Per Unit	\$65,060

Summary: Consultations Round #1

- Colliers Project Leaders conducted consultations with various stakeholders and collected perspectives from a wide range of participants.
- All engagements were intended for the purpose of exploring the effectiveness of the Home in serving its mandate now and in the future (short and long-range).
- Methods of consultation included: focus groups, individual and small group interviews, and a public survey.
- Participation included: residents, front line staff, Family Council, management staff at Victoria Manor, and the management company, Medical Director, expert leaders in healthcare including local hospital, home and community care, system planners, Emergency Services, City leadership, and the general community.

Summary: Consultations Round #1

Findings (organized by theme):

Positives:

- Public spaces are well designed and spacious
- Strong reputation and successful delivery of quality LTC for 35 years and through the COVID-19 pandemic
- Location and accessibility in community is good

Challenges/Gaps:

- Building Performance: plumbing and Heating Ventilation and Air Conditioning (HVAC) systems are reported as underperforming
- Care Delivery: building design does not accommodate current Infection Prevention and Control (IPAC) requirements, lighting plan does not support good clinical practices, door opening widths too narrow for modern equipment
- Resident experience: dementia care needs increasing, small personal living spaces limit residents' independence; access to outdoors is limited

Summary: Examination of Service Levels

Findings:

- A significant number of current Ministry of Long-Term Care Design minimums are not met, and it has an impact on daily operations, and resident and staff experience.
- The direct living areas (Resident Home Areas – RHA) are not designed to match the service level demands in the current LTC environment. Some of the observations pertain to:
 - Number of beds in an RHA
 - Door opening widths – bedrooms, washrooms, tub/shower rooms
 - Turning circle radius – washrooms, tub/shower rooms
 - Social spaces outside of the bedroom
 - Corridor widths
 - Dining spaces
 - Work areas for staff

Summary: Examination of Service Levels

Findings:

- Changes to resolve the shortfall in meeting design guidelines, and challenges to the living and working environment maybe challenging to undertake in the current building and may not provide the desired results.
- The Facility Master Plan will provide recommendations to effectively incorporate Ministry standards and proven best practice resulting from new knowledge gained from the various components of this study.

Timeline of Remaining Tasks

The following tasks are needed to inform the Master Plan:

- Stakeholder Consultations *ongoing*
- Examination of Service Levels *ongoing*
- Benchmarking
- Growth-Related Capital Needs
- Recommendations

The draft Master Plan will be submitted to the City for review by **August 2023**.
The final Master Plan will be submitted to the City by **September 2023**.

Question and Answers

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Thank You