



Committee of the Whole Report

Report Number: BP2024-003

Meeting Date: October 8, 2024

Title: Paramedic Headquarters and Fleet Centre Update

Author and Title: James Smith, Manager of Building and Property

Recommendation(s):

That Report BP2024-003, **Paramedic Headquarters and Fleet Centre Update**, be received;

That the Lease Agreement between Trillium Lakelands District School Board and the Corporation of the City of Kawartha Lakes as generally outlined in Appendix A to Report BP2024-003, be approved; and

That the Mayor and City Clerk be authorized to execute the agreement.

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

Background:

The need for a new paramedic facility has been a longstanding issue and has now reached a critical point due to the rising demand for emergency medical services in our community. To address this urgent need, construction of a consolidated and centralized facility is essential. This consolidation would integrate two paramedic response stations, one community paramedic station, as well as administration, training, logistics, fleet storage, medical supply storage, and vehicle maintenance. This recommendation is supported and confirmed by the Paramedic Service Master Plan.

The Paramedic Service Master Plan (2021) and its 2024 Refresh provide a strategic framework that aligns service levels and critical infrastructure with budgetary considerations. During the Council Meeting on May 18, 2021, Council adopted the following resolution:

That Report EMS2021-002, Paramedic Service Master Plan, be received; and that the recommendations contained within the Paramedic Service Master Plan attached to Report EMS 2021-002 as Appendix A, as amended, be considered to inform future strategic planning, department work plan objectives, and budget forecasts.

Furthermore, on September 26, 2023, Council adopted another resolution:

That Report EMS2023-006, Paramedic Service Master Plan Refresh, be received; and that the recommendations, analytics, metrics, and forecasting contained in Appendix A and B to Report EMS2023-006, specifically reports completed by Ontario Research in Health Limited (ORH) and Performance Concepts Consulting, be incorporated and included in the Paramedic Service Master Plan (2021).

This report updates progress on the design and construction of the new Paramedic facility, reinforcing the need outlined in previous Council resolutions and the Master Plan. It also seeks Council approval to execute the Lease Agreement with Trillium Lakelands District School Board, as generally outlined in Appendix A.

Rationale:

An extensive assessment of the Kawartha Lakes Paramedic Service facilities has revealed significant deficiencies. Many stations are repurposed and not designed for emergency services, resulting in limited space that raises health and safety concerns, poor layouts, and an inability to accommodate future staffing needs. As these facilities

age, the escalating costs of renovation and maintenance render them increasingly unsuitable for the evolving needs of paramedic services, though they may still be repurposed for other municipal uses. Additionally, the fragmentation of administrative and support functions across multiple locations results in operational inefficiencies and increased costs.

Recognizing the need for improvement, Council approved an investment in a new Paramedic Headquarters and Fleet Centre in Lindsay. In May 2023, Salter Pilon Architecture was awarded the design and contract administration for this project. Since then, staff have been working closely with Salter Pilon to create a purpose-built facility that meets the community's growing needs. Staff expect the design of the new Paramedic Headquarters and Fleet Centre will be substantially complete by the end of 2024. This facility will improve service delivery, accommodate future staffing needs, and ensure residents receive timely access to emergency medical care.

Key Design Objectives:

Growing Population: The expanding population in Lindsay necessitates enhanced emergency services. Current infrastructure is insufficient to meet increasing demands.

Consolidation of Facilities: The new facility will consolidate seven of eleven existing paramedic facilities into a central location, improving operations and efficiency.¹ Many of the existing facilities may be repurposed, particularly those identified for expansion as shared municipal spaces. The lease cost outlined in Appendix A for the new facility is offset by the savings gained from terminating a current facility lease.

Improved Reaction Times: The Paramedic Service Master Plan and Refresh evaluated facility location options by analyzing travel time performance alongside call distributions and future development trends. This assessment identified the proposed location as a strategic and superior alternative to the current site.

Comprehensive Facilities: The new facility will feature dedicated spaces for paramedic response, fleet storage, logistics, vehicle repairs, training, community

¹ Facilities considered for repurposing: Response Station, 89 St. David St., Lindsay, Response Station, 68 McLaughlin Rd., Lindsay, Training Facility, 710 Cameron Rd., Cameron, Headquarters, 4 Victoria Ave. N., Lindsay, Community Paramedic Station, 972 Eldon Rd., Oakwood, Storage Facility, 2255 Elm Tree Rd. Cambray, Storage Facility, Quonset Hut 39 West St. S., Fenelon Falls, Logistics and Vehicle Storage, 1 Industrial Park Rd., Fenelon Falls

paramedicine, and administration, ensuring that our service is well-equipped to handle both current and future needs.

In addition to serving as the new Paramedic Headquarters and Fleet Centre, the facility will also house:

Backup Information Technology (IT) Server: A secure location for the City's critical IT infrastructure, ensuring continued service in the event of system failures.

Kawartha Lakes Police Service's Backup Communication Centre: This backup center will enhance emergency response capabilities by providing a failsafe for critical communications.

Construction Cost

The estimated cost for the Paramedic Headquarters and Fleet Centre facility is \$50,000,000. This budget encompasses the construction of the new paramedic headquarters, site development, contractor fees, design allowances, and various contingencies as outlined in Appendix B, Class D Cost Estimate.

The new facility, which spans 61,032 square feet, represents the largest portion of the hard construction costs. Additionally, site development, is a significant component of the overall project. To accommodate the project's complexity, contractor general requirements are included in the budget, along with a design and pricing allowance to ensure the facility meets current needs while allowing for future growth. In total, the hard construction costs amount to \$33,555,481.

To mitigate potential risks, several contingencies are incorporated into the budget. These include measures to protect against rising labor and material costs, as well as a commitment to integrating environmentally conscious elements into the design. Additional contingencies provide a buffer for unforeseen construction challenges and adjustments initiated by the owner. The rates at which these contingency amounts are calculated are industry standard and account for \$8,892,202.

Specialty systems and equipment have also been budgeted to ensure that the facility is fully equipped with the necessary infrastructure, such as emergency systems and technology. Other costs include development charges, furniture, fixtures, and equipment (FF&E), as well as consultancy services, such as surveying and geotechnical work, all of which are essential to completing the project and making the facility fully

operational. These 'soft costs' make up \$7,299,095 of the project budget. Overall, this budget has been structured to ensure fiscal responsibility while addressing immediate operational requirements and future scalability, with a strong emphasis on sustainability.

Investing in the Community

This investment reflects the municipality's commitment to high-quality emergency medical services. By building a purpose-designed facility, the City ensures the sustainability of its services, proactively addressing both current and future community demands.

Alignment to Strategic Priorities

1. Healthy Environment

The facility will incorporate sustainable design principles, including energy-efficient systems and waste reduction measures.

2. An Exceptional Quality of Life

The facility will enhance the delivery of Paramedic services, contributing to the health and safety of residents.

3. A Vibrant and Growing Economy

Construction will create job opportunities and stimulate local economic growth, aiming to involve local contractors and suppliers.

4. Good Government

This project demonstrates responsible planning and investment by consolidating critical needs into one facility for efficient resource utilization.

Financial/Operation Impacts:

The Paramedic Headquarters and Fleet Centre is a multiyear capital project over 2024-2026 approved by Council as part of the 2024 Tax-Supported Capital Budget, with an initial installment of \$7,000,000 for 2024. In mid-2023, preliminary work on the design of the new facility indicated that the project was anticipated to cost \$33,000,000, as indicated by the 2024 Tax-Supported Capital Budget. With the design now nearing

completion, however, that estimate has since risen to \$50,000,000 due to major capital cost inflation. This is reflective of major inflationary pressures experienced across the municipal sector during 2020-2024, particularly for facilities. As such, the Proposed 2025 Tax-Supported Capital Budget presented to the Budget Committee at its meeting of September 25, 2024, increased the 2025 and 2026 installments for the project from \$13,000,000 to \$21,500,000 each.

Based on the Paramedic Service Master Plan and the Development Charges Background Study, the costs of the project and associated land leasing are 35% recoverable from development charges, with the expectation that approximately 35% of the facility is reserved to accommodate the needs of growth. As the design of the facility aligns with this expectation, the Proposed 2025 Tax-Supported Capital Budget maintains development charges recoverability at 35% for the project.

The balance of the project is slated for debenture financing, given the magnitude of the cost and long-lived nature of facilities. The City will analyze the most efficient mode of debenture with the lowest interest. The new facility will increase the annual grant received by City from the Ministry of Health and Long-Term Care in respect of amortization (i.e. depreciation) of Paramedic Service assets. Such amortization is recoverable by the grant at a rate of 50%. Conservatively assuming an expected useful life of 70 years for facilities under the straight-line method of amortization, the new facility would be expected to generate approximately $(50\%)(\$50,000,000 / 70) \approx \$357,000/\text{year}$ in additional grant revenue. This increase, however, will be offset to the extent to which existing facilities are removed from the Paramedic Service, and thus grant eligibility, as a result of the new facility coming on line.

Given the configuration and function of the facility, significant cost efficiencies are achieved by incorporating excess capacity into the initial construction of the facility, as opposed to expanding the facility in future.

Servicing Implications:

Current limitations in paramedic stations hinder service delivery and overall effectiveness. The new Paramedic Headquarters and Fleet Centre will centralize operations, enhancing efficiency and supporting all aspects of paramedic services. This consolidation ensures readiness to meet future demands and deliver exceptional care to the community.

Consultations:

Paramedic Chief

City Solicitor

Chief Administrative Officer

Director of Corporate Services

Director of Community Services

Manager of Corporate Assets

Salter Pilon Architecture

Attachments:

Appendix A – Lease Agreement



Appendix A -
Revised - Draft Lease

Appendix B – Cost D Estimate



Appendix B - Cost D
Estimate.pdf

Appendix C – Site and Floor Plan



Appendix C - Site
and Floor Plan.pdf

Department Head email: jjohnson@kawarthalakes.ca

Department Head: Jenn Johnson