



**STAFF REPORT  
ACTION REQUIRED**

**251 Esther Shiner Boulevard – Oriole Yard –  
Opportunities for Long-Term Care**

<b>Date:</b>	July 24, 2014
<b>To:</b>	Government Management Committee
<b>From:</b>	Chief Corporate Officer and General Manager, Long-Term Care Homes & Services
<b>Wards:</b>	24 – Willowdale
<b>Reference Number:</b>	P:\2014\Internal Services\RE\Gm14024re (AFS#19697)

**SUMMARY**

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At its meeting on May 12, 2014, Government Management Committee directed the Chief Corporate Officer and the General Manager, Long-Term Care Homes & Services, to review opportunities to situate a long-term care facility on a part of Oriole Yard, located at 251 Esther Shiner Boulevard. Staff were directed to report back to Government Management Committee on August 11, 2014 (GM30.6).

The purpose of this report is to ensure that Long-Term Care Homes & Services, as part of its due diligence, consider the Oriole Yard site, within its Capital Renewal Strategy, currently underway, for report back to City Council in mid 2015. City staff will also consider the City's current operations on the site, including the cost and operational impact of relocating Divisions that may be displaced by a long-term care facility.

**RECOMMENDATIONS**

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**The Chief Corporate Officer and the General Manager, Long-Term Care Homes and Services recommend that:**

1. Government Management Committee receive this report for information.

**Financial Impact**

There is no financial implication arising from the report.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

## **DECISION HISTORY**

At its meeting of December 5, 6, and 7, 2005, Council adopted as amended, the recommendations of Administration Committee Report 9, authorizing Facilities and Real Estate to conduct a yard consolidation study to evaluate consolidation opportunities and explore the potential for unlocking municipal yards assets located in the Etobicoke York District for higher order use.

<http://www.toronto.ca/legdocs/2005/agendas/committees/adm/adm051107/it003.pdf>

At its meeting on November 27, 28 and 29, 2012 City Council adopted the Yard Property Utilization Initiative – Toronto-East York, Scarborough, and North Districts, which provided a status update on the Yard Consolidation Study. It directed the Director, Real Estate Services, to "work with the Acting General Manager, Transportation Services to relocate operations from Oriole Yard, 251 Esther Shiner Boulevard, to 170 Plewes Road" and to "work with the General Manager, Parks, Forestry and Recreation to relocate operations from Oriole Yard, 251 Esther Shiner Boulevard, to Sunnybrook Stables (Sunnybrook Park), 1132 Leslie Street." 170 Plewes Road is currently occupied by Emergency Medical Services (EMS) and is scheduled to vacate upon construction of a new EMS facility at 1300 Wilson Avenue. Transportation will be moving into 170 Plewes after EMS vacates, which will help consolidate Transportation Services operations in the North district.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2012.GM18.7>

On November 13, 14, 15 and 18, 2013, City Council authorized the "creation of one sub-project to increase funding in Emergency Medical Services' 2013 Approved Capital Budget in the amount of \$3.950 million" for the purposes of acquiring 1300 Wilson Avenue for EMS. The acquisition of this property will enable Transportation Services staff to relocate from Oriole Yard to 170 Plewes Road, once EMS moves out.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.EX35.18>

On November 20, 2013, City Council adopted the Long-Term Care Homes & Services Capital Renewal Strategy to address the mandatory redevelopment of long-term care homes, which includes six (6) long-term care homes operated by the City of Toronto (Kipling Acres Redevelopment is in progress). The strategy identified one (1) new location (part of the George Street Redevelopment), two (2) existing locations for intensification (Castleview Wychwood Towers and Seven Oaks), and two (2) existing locations, including Carefree Lodge (Ward 24), for potential surplus. City Council directed the General Manager, Long-Term Care Homes & Services to "explore, in conjunction with the local Councillor, potential community partnerships and the acquisition of land nearby or neighbouring Ward 24, in an effort to continue providing a long-term care home in this community and report to the Community Development and Recreation Committee prior to considering the transfer of beds from Carefree Lodge".

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2013.CD25.8>

At its meeting on February 19 and 20, 2014, City Council requested that the Director of Real Estate Services, in consultation with the General Manager of Transportation Services and the Acting General Manager of Parks, Forestry and Recreation report to Government Management Committee in May 2014 with an update on progress regarding Oriole Yard.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.MM48.27>

On May 12, 2014, Government Management Committee (GMC) directed the Chief Corporate Officer and the General Manager, Long-Term Care Homes & Services, to review opportunities to situate a long-term care facility on a part of Oriole Yard, located at 251 Esther Shiner Boulevard, and report back to GMC on August 11, 2014.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2014.GM30.6>

## **ISSUE BACKGROUND**

In 2007, the Province introduced a new Capital Renewal Strategy for long-term care homes in Ontario. As a result, six (6) of the City's ten (10) long-term care homes were identified under structural classes 'B' and 'C' as requiring mandatory redevelopment. The facilities identified under classes 'B' and 'C' include: Carefree Lodge (Ward 24), Castleview Wychwood Towers (Ward 21), Fudger House (Ward 28), Kipling Acres (Ward 2), Lakeshore Lodge (Ward 6) and Seven Oaks (Ward 43).

The Long-Term Care Home Design Standards focus care models around resident home areas (RHA) of no more than 32 residents. These standards govern the room sizes, living spaces, dining areas and support areas. The standardization of RHA design can lead to operating efficiencies when multiple RHAs share common and support areas, but historical home sizes (number of beds in the home) require optimization to benefit from these efficiencies. The Oriole land presents an opportunity to expedite LTCHS's Capital Renewal Strategy or enhance services, but the optimum number of beds will need to be further explored as a rebuild of Carefree Lodge would not provide increased operational efficiency.

## **COMMENTS**

### **Long-Term Care at Oriole Yard**

Oriole Yard is located in the same Ward as Carefree Lodge (Ward 24). Carefree Lodge is the City's smallest long-term care home with only 127 approved beds. The capital redevelopment strategy proposed by LTCHS seeks, as one of its stated redevelopment objectives, to realize operating efficiencies. A 127 bed home is not considered to be an optimum size as a standalone facility as it will be more difficult to generate operating savings due to its smaller resident home area configurations and the general impact of economies of scale. Long-Term Care Homes & Services is currently conducting the requisite studies and consultations to finalize its Capital Renewal Plan, so the potential opportunity to rebuild Carefree Lodge at the Oriole Yard will be studied further.

## Current City Divisions and Operations at Oriole Yard

Oriole Yard is currently occupied by Transportation Services, Forestry Services, Parks Services, and Fire Services (see Appendix B for site layout and uses). Current operations include:

Table 1 – Oriole Yard Operating Divisions			
Current Occupant	Service Boundaries	Key Site Requirements	Summary of Operations
Transportation Services	Yonge Street, Moore Avenue, Victoria Park Avenue, Steeles Avenue	<ul style="list-style-type: none"> <li>• Salt dome for salt storage</li> <li>• Parking for sixty-one (61) contractor snow plow vehicles and salting trucks</li> <li>• Administrative and touchdown space for staff</li> <li>• Indoor space for road maintenance vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Road Maintenance Crews (street sweepers, pothole response, bridge crews)</li> <li>• Winter Maintenance Depot (salting and plowing of roads, sidewalks, bus stops, cross walks and walkways)</li> <li>• Administration of road maintenance and winter depot programs</li> </ul>
Forestry Services	Wards 24, 25, 26, 33, and 34	<ul style="list-style-type: none"> <li>• Touchdown and office space for staff</li> <li>• Garage bays for storage of eight (8) aerial towers</li> <li>• Outdoor space for vehicle parking and equipment /materials storage</li> </ul>	<ul style="list-style-type: none"> <li>• Tree Maintenance Functions (tree trimming, pruning, tree removal, tree planting, stump removal, and after-hours emergency response)</li> </ul>
Parks Services	Wards 23 (east of Yonge Street), 24, 25, 26, 33, and 34	<ul style="list-style-type: none"> <li>• Touchdown and office space for staff</li> <li>• Indoor shop space for small engine repair and equipment storage</li> <li>• Outdoor space for vehicle parking and equipment and materials storage</li> </ul>	<ul style="list-style-type: none"> <li>• Parks Maintenance Functions (grass cutting, maintenance of flowerbeds, shrubs, baseball diamonds, tennis courts, splash pads and artificial outdoor ice rinks)</li> </ul>
Fire Services		<ul style="list-style-type: none"> <li>• Fire Station #116 - To remain at Oriole Yard</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Station #116 - To remain at Oriole Yard</li> </ul>

While there may be benefits of locating a long-term care home at Oriole Yard, including accelerated redevelopment of the LTCHS Capital Renewal Plan, impacts to consider include:

- Displacement of Existing Operations: To physically accommodate a long-term care home at Oriole Yard with a footprint of approximately 46,000 sf, plus parking and outdoor space, several current operations would be displaced (suitable relocation sites have not been identified at this time).
- Relocation Costs: Relocation costs for displaced operations, including site acquisition, demolition, build-out and fit-up costs, will need a funding source. There is no current Capital Budget to cover relocation expenses.

- Operational Impacts: If current operations are relocated, operational impacts will need to be evaluated, including increased travel times to and from fuel sites and work locations, impacts on service delivery, scheduling and associated budgets, loss of shared resources and supplies, and impacts on supervision and management controls.
- Development Potential: Both Build Toronto and Metrolinx have expressed interest in the site for mixed-use development and transportation uses, which can generate other positive impacts for the City.

## Conclusion

Although Oriole Yard is not currently part of the LTCHS Capital Renewal Strategy, Long-Term Care Homes & Services have determined that the property presents potential benefits, including opportunities to accelerate redevelopment. If land at Oriole Yard is made available to LTCHS, it could become part of future expansion as the Capital Renewal Strategy addresses the need to redevelop the City's existing long-term care bed inventory but does not address the increasing demands of an aging population.

Real Estate Services staff have also determined, however, that in order to accommodate a long-term care home on a part of Oriole Yard, several existing operations will need to be relocated, resulting in operational impacts and relocation costs that need to be evaluated further. As a result, staff are required to undertake further due diligence to determine the most optimal use for Oriole Yard on a long-term basis, including further consultations with Transportation Services, Parks Forestry & Recreation, LTCHS, Build Toronto and other affected stakeholders.

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## SIGNATURE

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Josie Scioli,  
Chief Corporate Officer

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Reg Paul, General Manager  
Long-Term Care Homes & Services

## ATTACHMENTS

Appendix "A" – Oriole Yard Location Map  
Appendix "B" – City Divisions at Oriole Yard