

---

**Subject:** Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans

**Report to:** Public Health & Social Services Committee

**Report date:** Tuesday, April 13, 2021

---

## **Recommendations**

1. That this report **BE RECEIVED** for information.

## **Key Facts**

- This report is intended to provide an information update on the status of the long-term care home redevelopment project.
- Significant work on the design of Linhaven and Gilmore Lodge has occurred and this report seeks to share with Council key features of the design and upcoming project milestones.
- Linhaven and Gilmore Lodge construction tenders are anticipated to be issued on March 30, 2021 and May 16, 2021, respectively.
- The construction sector has been significantly impacted by the global pandemic, with substantial material price increases being observed. Impacts to the long-term care redevelopment project are being tracked and monitored.
- The redevelopment process, applications, reporting and building requirements are largely directed by the province and require ministry approvals.

## **Financial Considerations**

The Council approved capital budget for the long-term care (LTC) home redevelopment project is \$175M, of which \$102M has been allocated to Linhaven and \$73M to Gilmore Lodge.

Ongoing project financial updates will be routed through Corporate Services Committee.

## **Analysis**

Following completion of the master plan development phase, which established two master plans to support Niagara Region's vision of a long-term care home and campus in Fort Erie and St. Catharines, the consultant team embarked on design development

of the Linhaven and Gilmore Lodge LTC homes. Over the past year, the project team has been advancing the design of both LTC homes in accordance with the Ministry of Long-Term Care (ministry) 2015 Design Guidelines and infection control best practices.

Many features within the building have been designed based on the feedback of residents, staff and families. Extensive engagement on all elements of the future LTC homes (common spaces, resident bedrooms and bathrooms, spas, care stations, dining areas, etc.) enabled the design to be responsive to identified priorities and key features.

Within the resident home areas particular focus has been placed on ensuring excellent sight lines of the unit and designing for optimal infection control. Resident home areas feature two short bedroom corridors that have clear sight lines from the central nursing station. Each resident will have their own bedroom, regardless of the type of accommodation, and shared ensuite washrooms provide two vanities and sinks to avoid cross contamination. Resident home areas have been designed to function as two individual 16 bed units with the inclusion of separate tub rooms and soiled/clean linen rooms to support enhanced infection control practices and dining areas. Resident rooms include individual heating, ventilation and air conditioning units that will provide residents with optimal temperature control and confine air circulation to within the room, reducing the potential spread of air borne contaminants.

In support of Niagara Region's commitment to the health and wellbeing of residents and staff who will be living and working in the new facilities, together with guests, families and volunteers who visit and utilize the various amenities, both Linhaven and Gilmore Lodge will be pursuing WELL™ Silver certification under the WELL Building Standard. The WELL Building Standard is premised on a holistic approach and is focused exclusively on enhancing people's health and well-being through the built environment. WELL was developed by integrating scientific and medical research, and literature on environmental health, behavioral factors, health outcomes and demographic risk factors that affect health with leading practices in building design, construction and management.

Creating a built environment that enhances the wellbeing of residents and staff will positively support recruitment and retention strategies for staff, increase staff engagement and promote the delivery of high quality, compassionate care to residents. Through the implementation of WELL, the Region will be demonstrating leadership by building the first two WELL certified LTC homes in North America, in addition to demonstrating alignment with project deliverables, divisional strategies and corporate vision, values and strategic plans.

The redevelopment process and building design requirements are largely directed by the province. Throughout the design process Niagara Region was required to provide mandatory design submissions to the ministry's Redevelopment Office for verification of compliance with ministry design guidelines and to obtain approval to proceed to detailed design and tender. To date, the Region has provided preliminary and detailed plan submissions for the Linhaven project with both being vetted and approved by the ministry. The preliminary plan submission for Gilmore Lodge has also been approved, with a detailed plan submission scheduled for April 2021, following completion of construction documents. Timely submissions and responses from the ministry are essential to maintaining the project schedule.

### **Linhaven – St. Catharines**

The new 256 bed LTC home is being constructed on the existing Linhaven property located at 403 Ontario Street, St. Catharines. The building is five stories with a total gross floor area of 229,000 square feet. The building program will be comprised of eight 32 bed resident home areas, clinical and administration offices, support spaces, commercial kitchen and laundry facilities, and a senior's wellness centre with community service areas, supporting community programs.

### **Gilmore Lodge – Fort Erie**

The new 160 bed LTC home is being constructed on the former County Fair Mall property located at 200 Garrison Road, Fort Erie. The home will be replacing the current 80 bed Gilmore Lodge in Fort Erie and 80 bed Upper Canada Lodge in Niagara-on-the-Lake. The building will be three stories with a total gross floor area of 159,000 square feet. The building program will be comprised of five 32 bed resident home areas, clinical and administration offices, support spaces, commercial kitchen and laundry facilities, rehabilitation space, a senior's wellness centre, an EarlyON Child & Family Centre and community service areas, supporting community programs.

### **Site Plan Design**

The site plans for both Linhaven and Gilmore Lodge provide ample parking for staff and visitors, efficient LED lighting and a discrete shipping /receiving area that is considerate of adjacent residential neighbourhoods. Bio-swales (channels designed to concentrate and convey storm water runoff while removing debris and pollution) have been incorporated into the parking lots to assist with storm water management, but also provide for a pleasant and welcoming approach to the buildings. Entrances to the

buildings are designed with accessibility and safety as a top priority. Dropped curbs have been incorporated along the entire frontage of the buildings for safe and unobstructed access from all areas of the parking lot; covered canopies and a radiant snow melting system in the sidewalks provide a sheltered and safe approach to the front entrances.

## **Exterior Spaces**

The Linhaven and Gilmore Lodge designs incorporate outdoor spaces throughout the buildings and sites that will provide residents with a safe environment to enjoy the outdoors. In each home area, residents will have access to an outdoor balcony space centrally located off the dining room. An outdoor rooftop terrace at Linhaven has been incorporated on the second floor of the home that is accessible to all residents and staff and will also serve as the outdoor space for the behavioural support unit. Access to the terrace is conveniently located off the elevator lobby.

Two large secure courtyards service the buildings and will be accessible from several program spaces available to residents and visitors including the celebration room, café, great room, diner, rehabilitation gym and auditorium (Linhaven). The courtyards will be designed to provide a variety of experiences for residents and visitors ranging from quiet meditative spaces to more active and stimulating areas. The courtyards will feature hard flat surfaces in looped configurations allowing residents to easily and safely navigate all areas. Shade structures and seating have been incorporated into the design to provide residents with rest areas and protection from the elements.

## **Next Steps in the Redevelopment Project**

1. Contract documents for Linhaven have been completed and the construction tender was issued on March 30, 2021.
2. The tender award report for Linhaven will be brought to Council, through the Corporate Services Committee, for approval on June 24, 2021.
3. Linhaven construction period – July 2021 to May 2024.
4. Execution of Development Agreement for Gilmore Lodge and revised Development Agreement for Linhaven.
5. Issue Gilmore Lodge Detailed Drawing Submission to the Ministry of LTC for technical review and approval.

6. Complete contract documents for Gilmore Lodge and issue for tender in May 2021.
7. The tender award report for Gilmore will be brought to Council, through the Corporate Services Committee, for approval in July 2021.
8. Gilmore Lodge construction period – August 2021 to November 2023.

### **Alternatives Reviewed**

Not applicable.

### **Relationship to Council Strategic Priorities**

Not applicable

### **Other Pertinent Reports (2018-2020)**

- CWCD 210-2020 Long-Term Care Redevelopment Status Update
- CSD 26-2020 Long-Term Care (LTC) Redevelopment Procurement Process
- COM 32-2019 Long-Term Care Home Redevelopment Project Update: Preliminary Master Plans
- CSD 15-2018 Long-Term Care Home Redevelopment
- CLC 21-2018 Financing Plan for Niagara Region LTCH Redevelopment

---

#### **Prepared by:**

Mislav Koren  
Senior Project Manager, Facilities  
Corporate Services

---

#### **Recommended by:**

Adrienne Jugley, MSW, RSW, CHE  
Commissioner  
Community Services

---

#### **Submitted by:**

Ron Tripp, P. Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Henri Koning, Director, Senior Services and Nicole Wolfe, Director, Construction, Energy & Facilities Management.*

## **Appendices**

Appendix 1      Architectural images of LTC home redevelopment

## Appendix 1 Architectural images of LTC home redevelopment

### Ontario Street Elevation Looking North West:

The five storey Linhaven LTC home will have a prominent street presence along Ontario Street. The exterior façade is comprised of stone, masonry and aluminum composite metal panels providing a durable, low maintenance building envelope. Transparency and natural light is brought into the building through a combination of curtain wall and punched windows.



## Wellness Centre – Adult Day Program Room

An open concept great room that allows for optimal flexibility in room configuration to meet varying program interests of participants. Adjacent small programming space, and a quiet room are tailored to very specific interests and needs of the participant group. Participants will move to the exercise and program kitchen areas for functional programming needs while simultaneously creating the circumstance for movement and mobility which are essential to continued independent living.





## Wellness Centre – Exercise Room

Design elements create a community space that supports regularly scheduled Healthy, Safe, and Strong exercise classes in addition to an informal walking track. IT projection capacity to alternate rooms allows others to benefit from the class. Beyond scheduled classes, the space can be transformed into community meeting space with flexible furnishings and built in TV, audio and IT connectivity.



## Wellness Centre – Program Kitchen/Dining

Primary use is to support Adult Day Program client meal service and food related baking/cooking programs. Integrating the space with the adjacent conference room allows for projection and audio of cooking programs and/or target instructional healthy cooking habits such as heart smart cooking; while refining skills through the teaching kitchen.



### Linhaven – Great Room & Café Seating

Residents, families and visitors will have access to a large multi-use area on the ground floor of the home. The area has been purposely designed to provide a variety of environments, through the use of décor, equipment and furniture, to encourage casual use by both residents and their families as well as to facilitate appropriately scaled programs and events.





## Resident Home Area – Dining Room

The dining rooms are located within the central hub of each resident home area. There are two dining rooms per resident home area, each accommodating 16 residents, and are serviced from a centrally located home kitchen. Incorporating two smaller dining rooms into the design provides residents with a home like setting to experience pleasurable dining. Dining rooms have been designed to facilitate optimal circulation around tables and mobility aids. Beyond their function during meal services, the dining rooms add to the domestic character of the home area and serve as a catalyst for social activities that relate to food and home.



## Resident Home Area – Bedroom Corridor

Resident home area corridors have been designed in an efficient manner thereby minimizing the distance residents need to travel to access amenities within the home area. Handrails on both sides of the corridor hallways provide for safe and secure travel by residents. Outside of each bedroom memory boxes have been incorporated to personalize the space and provide visual cues for residents. Personal protective equipment (PPE) cabinets have been discretely incorporated into the space providing convenient access for staff and optimizing infection control.



## Resident Bedroom

The layout and location of the private and semi-private (basic) resident bedrooms are similar for all resident home areas. The design of the resident bedroom was informed in part by the requirements of the ceiling-mounted lift track system that will be installed in each room. Resident rooms include large operable windows and individual HVAC units for personalized comfort and temperature control. Wood accents on the wardrobe and walls provide for a warm homelike feel. Lighting controls provide for day and nighttime settings, supporting resident wellbeing by minimizing the effect of electric light on the human circadian rhythm.



### Semi-Private Resident Washroom

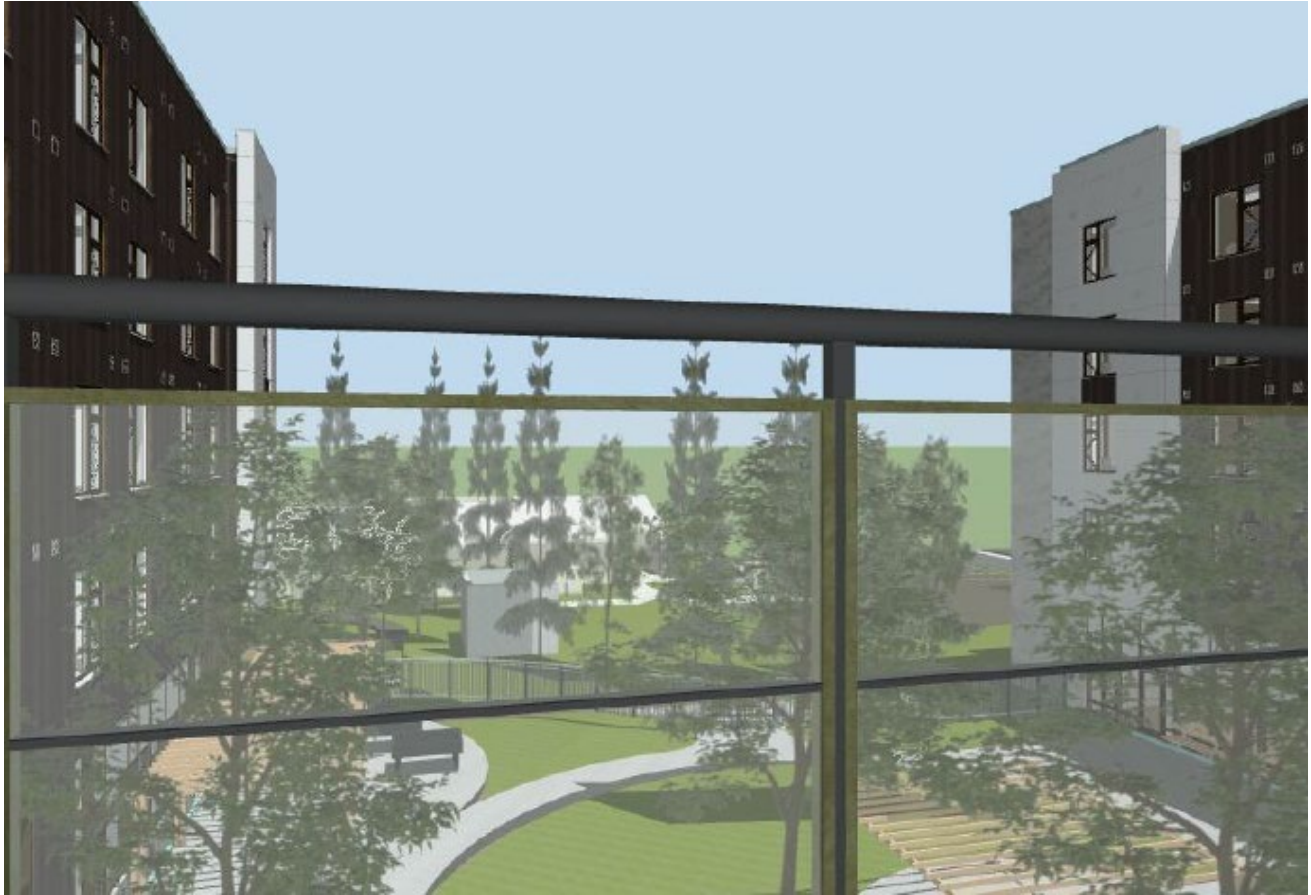
Semi-private washrooms include two vanities and storage cabinets, providing residents with their own space for personal grooming items. Separate vanities also assist with infection control and avoidance of cross contamination.





### View from Resident Home Area Balcony – Looking South

The building design incorporates outdoor spaces throughout the LTC home that will provide residents with a safe environment to enjoy the outdoors. In each home area, residents will have access to an outdoor terrace centrally located off the dining room.





## LTC Exterior Courtyard

The home features two large secure courtyards at ground level which will be accessible from several programming spaces available to residents including the celebration room, café, great room, diner, rehabilitation gym and auditorium. The courtyard will be designed to provide a variety of experiences for residents ranging from quiet meditative spaces to more active and stimulating areas. The courtyard will feature hard flat surfaces in looped configurations allowing residents to easily and safely navigate all areas. Shade structures and seating will be incorporated into the design to provide residents with rest areas and protection from the elements.

