



Terrace Lodge Redevelopment Fundraising Committee
August 24, 2020

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Terrace Lodge Redevelopment Fundraising Committee



AGENDA

Date: Monday, August 24, 2020

Time: 3:30 p.m.

Location: Port Bruce Pavilion

1. Call to Order
2. Review of Agenda
3. Adoption of Minutes: June 25, 2020 Meeting
4. Terrace Lodge Redevelopment Update
5. Campaign Timelines – Kick - off
6. Online Catalogue Design Update
7. Future Meetings – Times/Dates/Locations
8. Other Business
9. Next Meeting
10. Adjournment



Meeting: Terrace Lodge Redevelopment Fundraising Committee
Date: June 25, 2020
Time: 3:00 p.m.
Location: Port Bruce Pavilion

Attendees: Dominique Giguère, Deputy Mayor - Township of Malahide
Kay Haines, Terrace Lodge Auxiliary
Peter Barbour, Councillor – Town of Aylmer
Ruth Anne Perrin, Community Member

Staff:
Tonya Noble, Manager of Program and Therapy Services
Katherine Thompson, Supervisor of Legislative Services and Community Relations

Regrets:
Jamie Chapman, Councillor - Town of Aylmer
Fiona Roberts, Municipality of Central Elgin
Muriel Carrel, Community Member
Julie Gonyou, Chief Administrative Officer

MINUTES

1. Call to Order

The Terrace Lodge Redevelopment Fundraising Committee met this 25th day of June, 2020 at the Port Bruce Pavilion. The meeting was called to order at 3:00 p.m.

2. Review of Agenda

Moved by: Ruth Anne Perrin
Seconded by: Kay Haines

Resolved that the agenda be approved as presented.

3. Adoption of Minutes – March 11, 2020

Moved by: Pete Barbour
Seconded by: Kay Haines

Resolved that the minutes from the meeting held on March 11, 2020 be approved.

- Motion Carried.

4. Terrace Lodge Redevelopment Update for Terrace Lodge Fundraising committee

The Supervisor of Legislative Services and Community Relations presented the report updating the Committee on activities and progress of the Steering Committee including extended timelines as a



result of COVID-19. It was recommended that Elgin County incorporate design changes to address COVID-19 concerns including oxygen, negative pressure rooms, dining room revisions and staff locker room revisions into the redevelopment plans. The Steering Committee has asked the working group to provide a recommendation on design, costing and timing for Council consideration. If approved by Council these changes will result in extended timelines and additional budget.

Moved by: Ruth Anne Perrin

Seconded by: Kay Haines

Resolved that the report from the Chief Administrative Officer titled "Terrace Lodge Redevelopment Update for Terrace Lodge Fundraising Committee" be received and filed.

5. Correspondence

The Committee received correspondence from Paul Shipway, CAO of the Municipality of Bayham indicating that the representative from the Municipality of Bayham Council, Councillor Chilcott, would be unable to continue with the Committee due to time constraints and other commitments.

Moved by: Pete Barbour

Seconded by: Ruth Anne Perrin

Resolved that the Committee draft a letter to Bayham Council, acknowledging receipt of Councillor Chilcott's resignation from the Committee and requesting that in lieu of a Council participant the Councillors reach out to members of the community that they think might be a good fit to join the Committee.

6. Member Recruitment – Applications

The Committee reviewed two applications received by members of the community interested in serving as part of the Terrace Lodge Fundraising Committee.

Moved by: Pete Barbour

Seconded by: Kay Haines

Resolved that the Committee recommend that County Council appoint Jim Jenkins and Richard Kisuule as Community Members of the Terrace Lodge Redevelopment Fundraising Committee.

- Motion Carried.

Both Councillor Barbour and Councillor Chapman of the Town of Aylmer would like to serve on the Committee. Councillor Giguère will consult the Committee Terms of Reference to see if it is permitted to have two Council representatives from the same jurisdiction serve on the Committee. If it is not permitted, the Committee will recommend that Councillor Chapman be appointed to sit on the Committee as a Community Member.



7. Update on Online Catalogue Platform Design and Provider

Since the Committee met in March, Councillor Giguère has continued to work behind the scenes with Finance, IT and Administrative staff to set up an online catalogue of fundraising items.

The consultant recommended using Canada Helps, an outside organization, to take donations; however, during an investigation of the platform it was determined that limitations existed. It was decided that the County could set up Laserfiche forms internally to accept donations in once place and issue CRA approved tax receipts. A front facing marketing website will be set up and Laserfiche will be used to collect the donations in the back ground. Staff will be able to give the committee monthly reports on donations. Staff have been asked to track time as staff time used which will be a cost against the project.

The Committee put forward the following questions to be addressed at the next meeting:

- What does the County pay in fees to Visa and Masercard?
- What involvement, if any, does the Aylmer Express want to have in regards to in-kind donations of print materials and design?
- What is the “to-do” list from the consultant?
- Would in-kind donations be accepted (labour instead of money)? If so, what are the list of services needed (gazebo, landscaping etc.)?

8. Impacts (Positive and Negative) of Pandemic on our Campaign

Positive	Negative
There is a spotlight on long-term care right now as a result of the Federal report released about the state of long-term care in Ontario. This has created an increased awareness around the needs in long-term care.	Both individuals and businesses are suffering financially right now. There will be cash flow and financial issues that may cause donation amounts to be lesser.
Uncertain times make people want to look for the good in the world. The pandemic may have increased people’s desire to be part of a good news community project.	Uncertainty of the times is making people anxious and they may not want to donate money if they don’t know what the future will hold.
The campaign can highlight needs and generate positive outcomes	It will be more difficult to collect money during the COVID-19 era. There will be no large events and door to door collection will be difficult.
Knowing the need of long-term care there may be more people willing to donate even if the donations are small.	
People are now more comfortable with online avenues as they have been required to adjust rapidly due to the pandemic.	
The pandemic has allowed the Committee some leeway in regards to timing.	



When restrictions are lifted people will be eager to go out to events and become involved in the community.	
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9. Updated Timelines – Kick Off

Based on the updated timelines provided by the Terrace Lodge Steering Committee, the Fundraising Committee discussed the positives and negatives associated with launching the campaign at different times.

October 2020

Positives	Negatives
October and November are the peak months for giving to charity as the spirit of giving is increased in advance of the holiday season.	With the anticipated construction delays the fundraising campaign launch would not be synchronized with the start of construction.
There is focused media attention on long-term care and people are emotionally invested in long-term care.	May draw attention to construction delays.
Even with construction delays this could be a way to keep momentum on the project going.	Possible second wave of COVID-19.

January/February 2021

Positives	Negatives
If construction commences the fundraising campaign could be synchronized with the first shovel in the ground.	This is traditionally the time of year where people give the least to charity.
There are fewer competing media stories at this time of year and the project could get more attention.	There is a sense of letdown after the holiday season and people's spirits are low.
	People have less money to give at this time of year.



Spring 2021

Positives	Negatives
If construction does start in January, it will be well underway at this time.	The fundraising campaign will be delayed by over 6 months.
Spring is a time of renewal. Good weather lifts people's spirits and will help the campaign be received more positively.	
There may be more certainty surrounding the COVID-19 pandemic by this time. There will have been some time for economic recovery, there will likely be less anxiety and fear surrounding events and gatherings etc.	

The Committee decided to continue planning for the Campaign as if it would launch in October (to ensure preparedness) but put off the final decision until more information can be gathered from the Steering Committee regarding how construction delays may affect fundraising.

10. Future Meetings: best time/location/health and safety considerations

Councillor Chapman will be consulted as to when is the best time for her to meet. From this feedback a meeting time and location will be determined.

11. Other Business

None.

12. Next Meeting Date

The Committee decided to tentatively set a meeting for sometime during the week of July 20-24, 2020. Calendar invitations will follow.

13. Adjournment

Moved by: Ruth Anne Perrin
Seconded by: Kay Haines

Resolved that the meeting adjourn at 4:15 p.m. to meet at a date to be determined.

- Motion Carried.



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Julie Gonyou,
Chief Administrative Officer.

Dominique Giguère,
Chair.



REPORT TO TERRACE LODGE REDEVELOPMENT FUNDRAISING COMMITTEE

FROM: Katherine Thompson, Supervisor of
Legislative Services and Community Relations

DATE: August 17th, 2020

SUBJECT: Terrace Lodge Redevelopment Update

RECOMMENDATION:

THAT the August 17th, 2020, report titled, Terrace Lodge Redevelopment Update, submitted by the Supervisor of Legislative Services and Community Relations, be received and filed for information.

INTRODUCTION:

At its meeting held on August 11, 2020, Councillor Purcell, Chair of the Terrace Lodge Redevelopment Committee, and Michele Harris, Director of Homes and Seniors Services, presented reports to Council providing an update on the Terrace Lodge Redevelopment Project and seeking Council's direction regarding the allocation of additional funds for enhancements to identified priority areas as they relate to infection prevention and control. These priority areas include oxygen availability/storage, negative pressure rooms, staff lockers and, dining room and meal time assistance/requirements.

DISCUSSION:

At the onset of the COVID-19 pandemic, the Province of Ontario announced additional funding for the construction of Long-Term Care Homes including an additional \$4.3M for the Terrace Lodge Redevelopment Project.

The pandemic has had a significant impact on Long-Term Care across the Province and an independent commission will spend the next year investigating the impact to residents, staff and families and determine whether the government's response to

COVID-19 was appropriate. Considering lessons learned from the pandemic and best practices at other Long-Term Care Homes, the Terrace Lodge Redevelopment Steering Committee entered into discussions regarding infection prevention and control measures as they relate to the safety of staff and residents during a pandemic or outbreak situation. These discussions identified several areas where infection prevention and control measures could be enhanced during the Terrace Lodge redevelopment.

The Terrace Lodge Redevelopment Steering Committee recommended that Council approve additional funds for oxygen storage, negative pressure rooms, modifications to the staff locker room, a replacement of the aging Nurse Call System, and additional cleaning and safety measures during construction.

The Committee also sought direction from Council regarding expanded dining areas that would allow for a more pleasurable dining experience for residents, more efficient use of staffing resources and space for physical distancing during future pandemics or outbreaks.

After careful consideration of the costs associated with these enhancements, County Council approved additional funds to be allocated to all the above noted enhancements.

Please see the attached report from Councillor Purcell titled "Terrace Lodge Redevelopment August 2020 Update" and the corresponding presentation from the Director of Homes and Seniors Services titled "Terrace Lodge Redevelopment – Dining Room Options".

FINANCIAL IMPLICATIONS:

The cost breakdown of approved additional infection prevention and control measures is indicated in the chart below:

COVID-19 related cleaning/timing/design during construction	\$265,000
Oxygen Storage Rooms, Enhanced Staff Locker Rooms, Negative Pressure Capabilities in each Resident Bedroom	\$78,000
New Nurse Call System	\$100,450
Expanded Dining Space	\$750,000

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

LOCAL MUNICIPAL PARTNER IMPACT:

None.

COMMUNICATION REQUIREMENTS:

The decision of County Council will be communicated to the members of the Terrace Lodge Steering Committee, the Terrace Lodge Redevelopment Fundraising Committee and the public (through media release).

CONCLUSION:

County Council carefully considered the benefits and costs of the aforementioned enhancements and made the decision to support additional funding allocations for infection prevention and control enhancements for the Terrace Lodge Redevelopment Project.



All of which is Respectfully Submitted

Approved for Submission

Katherine Thompson
Supervisor of Legislative Services and
Community Relations

Julie Gonyou
Chief Administrative Officer





REPORT TO COUNTY COUNCIL

FROM: Bob Purcell, Terrace Lodge Redevelopment Steering Committee Chair

DATE: August 11, 2020

SUBJECT: Terrace Lodge Redevelopment August 2020 Update

RECOMMENDATION:

THAT the August 11, 2020, report titled, "Terrace Lodge Redevelopment August 2020 Update", submitted by the Terrace Lodge Redevelopment Steering Committee Chair, be received and filed for information; and,

THAT the Terrace Lodge Redevelopment project be supplemented with a further \$443,450 of budget to allow for project construction to commence while still under COVID restrictions. This addition includes an allowance for known COVID19 construction cleaning expenses; plus adding oxygen storage rooms, enhanced staff locker rooms and negative pressure capability in each resident bedroom to improve the design to address concerns raised as a result of COVID. Simultaneously the Nurse Call system in the common building core will be updated; and,

WHEREAS a further \$750,000 investment to increase dining space will provide a permanent "physical distancing" solution and improve operational efficiencies. We are asking County Council to decide, today, if they want this option included in the final design.

THEREFORE be it resolved

THAT Council consider the option of adding a further \$750,000 to the Terrace Lodge Redevelopment project to allow for enhanced dining space, weighing the advantages and disadvantages of said investment.

INTRODUCTION:

County Council approved a \$15.8 million investment, together with \$12.5 million of provincial funding for a total of \$28.3 million, as part of the 2019 County budget for the redevelopment of Terrace Lodge. In June 2019 the province increased funding by \$1

million and County Council used this funding as well as a 0.5% incremental increase as part of the 2020 budget to added \$4.2 million to the project, bringing the total to \$32.6 million.

The uptake of provincial funding across LTC operators remained low despite the increased funding even before the pandemic took hold. The province, already considering further funding increases, quickly pushed the increase through with the onset of COVID. This funding will provide the County with over \$4.2 million in further funding.

This report asks that County Council allocate \$443,450 of that increased funding. If project construction is to commence while still under COVID restrictions, \$265,000 for COVID related cleaning/timing/design is required. Add oxygen storage rooms, enhanced staff locker rooms and negative pressure capability in each resident bedroom will address concerns highlighted during COVID and can be accomplished for \$78,200. The current project is installing a new nurse call system in the new building, but this would be an opportune time to replace the existing aging system in the existing building with one integrated system at a preliminary estimate of cost of \$100,250.

The Steering Committee needs County Council direction, regarding the benefits of a further \$750,000 investment in expanded dining space.

DISCUSSION:

The reality of the pandemic over the last five (5) months has significantly impacted the world, the nation, and our communities within Elgin County, but, with the most significant impact to Ontarians being felt in long-term care Homes (staff and residents) across the province. As a result of this significant LTC impact, an independent commission into COVID-19 and LTC will be occurring with a report back time of April 2021. The commission will examine and provide recommendation on the effects of COVID-19 on LTC Homes, how residents, staff, and families were impacted, and whether the government response was appropriate to prevent, isolate and contain the virus. In addition, the Commission will look at the impact of existing features (e.g. infrastructure, infection prevention and control, staffing approaches, labour relations) and will provide the government with guidance on how to better protect LTC residents and staff from any future outbreaks.

As a result of the pandemic, and lessons learned from other LTC Homes, a discussion regarding infection prevention and control as it relates to the current Terrace Lodge redevelopment project design occurred. Priority areas were identified including oxygen availability/storage, negative pressure rooms, staff lockers and, dining room and meal time assistance/requirements.



The physical distancing requirements since the onset of the pandemic have increased the challenges of dining significantly at Long-Term Care (LTC) Homes across the province. LTC Homes have investigated and trialed a variety of options including, but not limited to:

- Two (2) sittings
- Staggered meal times
- In room service
- Increased dining room locations (lounges, hallways, etc.)

Each of these options has shown to negatively impact resident quality of life and staff routines resulting in:

- Disruption and confusion to resident's routine, meal service and snack service
- Challenging adjustments of staff routines and practices
- Additional staffing to supervise and provide care

Mealtime service and the requirement for pleasurable dining, on average, involves 3-4.5 hours/day of each resident's waking hours in the dining room. As a result of the significant impact of dining to residents and staff daily routines and quality of life, many discussions regarding dining room size, challenges and opportunities for improvement occurred pre-pandemic as part of the Terrace Lodge Redevelopment functional and design planning. Overall project priorities were reviewed and decisions were made to adjust the size of the dining room to align with design standards of 30 square feet/resident. Recognizing the limitations of the dining room through this adjustment, floor space was optimized in the current design by minimizing walls between the dining room and the corridor in each resident home area (RHA).

What physical distancing has proven to the LTC sector during the pandemic is that it has been, and continues to be, effective as an important aspect of infection prevention and control principles.

The Director of Homes and Seniors Services will outline for Council two options for consideration in regards to dining room areas – current dining room design and enhanced dining room. The presentation will outline the impact to:

- Resident quality of life
 - Staff routines and ability to meet resident care needs
 - Infection prevention and control (IPAC)
 - Operational and capital costs to the overall project
- 

While the proposed, preferred dining room enhancement is optional, and the ground has not yet been broken for the Terrace Lodge Redevelopment project, now is the time for Council to consider this change, if Council recommends and supports.

FINANCIAL IMPLICATIONS:

The 2019 County budget included \$28.3 million for the Terrace Lodge redevelopment with \$15.8 million being funded by ratepayers. Council added \$4.2 million in funding in June 2019 at the time when the province added \$1 million in funding for a \$32.6 million project total. The latest funding announcement by the province will provide a further \$4.3 million in funding, in effect partially reducing the already large investment County Council has already approved. The Steering Committee is recommending that a portion of that funding be used to add a further \$443,450 to the project for a total budget of \$33.0 million (see Attachment I). As this added investment addresses COVID concerns at an affordable cost, all Steering Committee members support the increased budget.

A further investment of \$750,000 provides permanent “physical distancing” dining space; however, the current design has sufficient space to provide “physical distancing” dining when it is required at the cost of added staffing (see Attachment II).

The newly announced \$4.3 million in provincial funding reduces the already significant commitment Council has made to the Terrace Lodge project. County Council will need to decide the best use of the funds.

ALIGNMENT WITH STRATEGIC PRIORITIES:

Serving Elgin	Growing Elgin	Investing in Elgin
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring alignment of current programs and services with community need. <input checked="" type="checkbox"/> Exploring different ways of addressing community need. <input checked="" type="checkbox"/> Engaging with our community and other stakeholders. 	<ul style="list-style-type: none"> <input type="checkbox"/> Planning for and facilitating commercial, industrial, residential, and agricultural growth. <input checked="" type="checkbox"/> Fostering a healthy environment. <input checked="" type="checkbox"/> Enhancing quality of place. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Ensuring we have the necessary tools, resources, and infrastructure to deliver programs and services now and in the future. <input checked="" type="checkbox"/> Delivering mandated programs and services efficiently and effectively.

Additional Comments:**LOCAL MUNICIPAL PARTNER IMPACT:**

None

COMMUNICATION REQUIREMENTS:

A media release on the status of the project and the uses of the added provincial funding should be made once Council direction is received.

CONCLUSION:

The recently announced provincial funding announcement for construction of LTC homes provides Elgin with \$4.3 million in additional funding. Although the current Terrace Lodge redevelopment design meets all the requirements to receive full provincial funding, the Steering Committee believes that some increase in investment is prudent. Although a larger investment in increasing dining space has significant qualitative benefits, such an investment requires Council to consider how that investment compares to the benefits of competing potential uses for that same funding. The Directors of Homes and Finance are available to answer any questions related to this optional expansion.

All of which is Respectfully Submitted

Approved for Submission

Councillor Bob Purcell

Julie Gonyou

Terrace Lodge Redevelopment Steering
Committee Chair

Chief Administrative Officer

Terrace Lodge Project Summary

	\$ per bed	Annual	Original	Jun-2019	Jul-2020	Total
Approved/Requested Project Budget						
Jan 2019 Project Approval (33,400 sq.ft. addition)			28,331,000			28,331,000
June 25, 2019 incremental approved (price escalation and incremental 2800 sq.ft)				4,249,650		4,249,650
Oxygen Rooms/Staff Locker					110,000	110,000
Revised Work Plan (COVID construction cleaning)					225,000	225,000
Nurse Call Upgrade to Core Area (allowance to be confirmed)					100,000	100,000
Request			28,331,000	4,249,650	435,000	33,015,650
Cum Request			28,331,000	32,580,650	33,015,650	
MOH Funding						
Lump Sum						
Design			250,000			250,000
Transition Support			30,000			30,000
July 2020 Construction Lump Sum (10% of construction cost with a cap)					2,492,300	2,492,300
Per Diem						
Base	16.65	607,725	11,730,000			11,730,000
June 2019 escalation increase	1.38	50,370		970,000		970,000
July 2020 escalation increase	2.50	91,250			1,760,000	1,760,000
Size Per Diem	0.75	27,375	530,000			530,000
Estimated Funding	21.28	776,720	12,540,000	970,000	4,252,300	17,762,300
Cum Estimated Funding			12,540,000	13,510,000	17,762,300	
Elgin Rate Payer Funded			15,791,000	19,070,650	15,253,350	15,253,350

Terrace Lodge Expanded Dining Analysis

Scenario #1: COVID-like pandemic every 30 years, no added housekeeping staff required to clean larger building

Scenario #2: COVID-like pandemic every 100 years (prior major pandemic was 1918), add housekeeping staff to clean larger building

Scenario #3: Social Distance dining is not mandated post-COVID

	Scenario # 1			Scenario # 2			Scenario # 3
	\$/Day	# of Days/ Year	Per Year Cost	\$/Day	# of Days/ Year	Per Year Cost	Per Year Cost
Enlarged Dining Savings							
36 PSW Hours/Day	1,134			1,134			
Outbreak Average Days		52			52		
Pandemic Average Days		24			7		
	1,134	76	86,596	1,134	59	67,273	
Enlarged Dining Cost Penalties							
Housekeeping Operating Costs			676			676	676
Building Maintenance & Utilities			9,469			9,469	9,469
Capital Carrying Costs			7,500			7,500	7,500
Lost Social Distancing Operational Funding			TBD			TBD	
			17,645			17,645	17,645
Net Cost Savings/(Penalty)			68,951			49,628	(17,645)
Required Investment (2100 sq.ft)	750,000						
Payback (Years)			11			15	

Terrace Lodge Redevelopment Project - Dining Room Options

Michele Harris, Director of Homes and Seniors Services

August 11, 2020



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Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic

Current Design – Pre-COVID-19 Pandemic

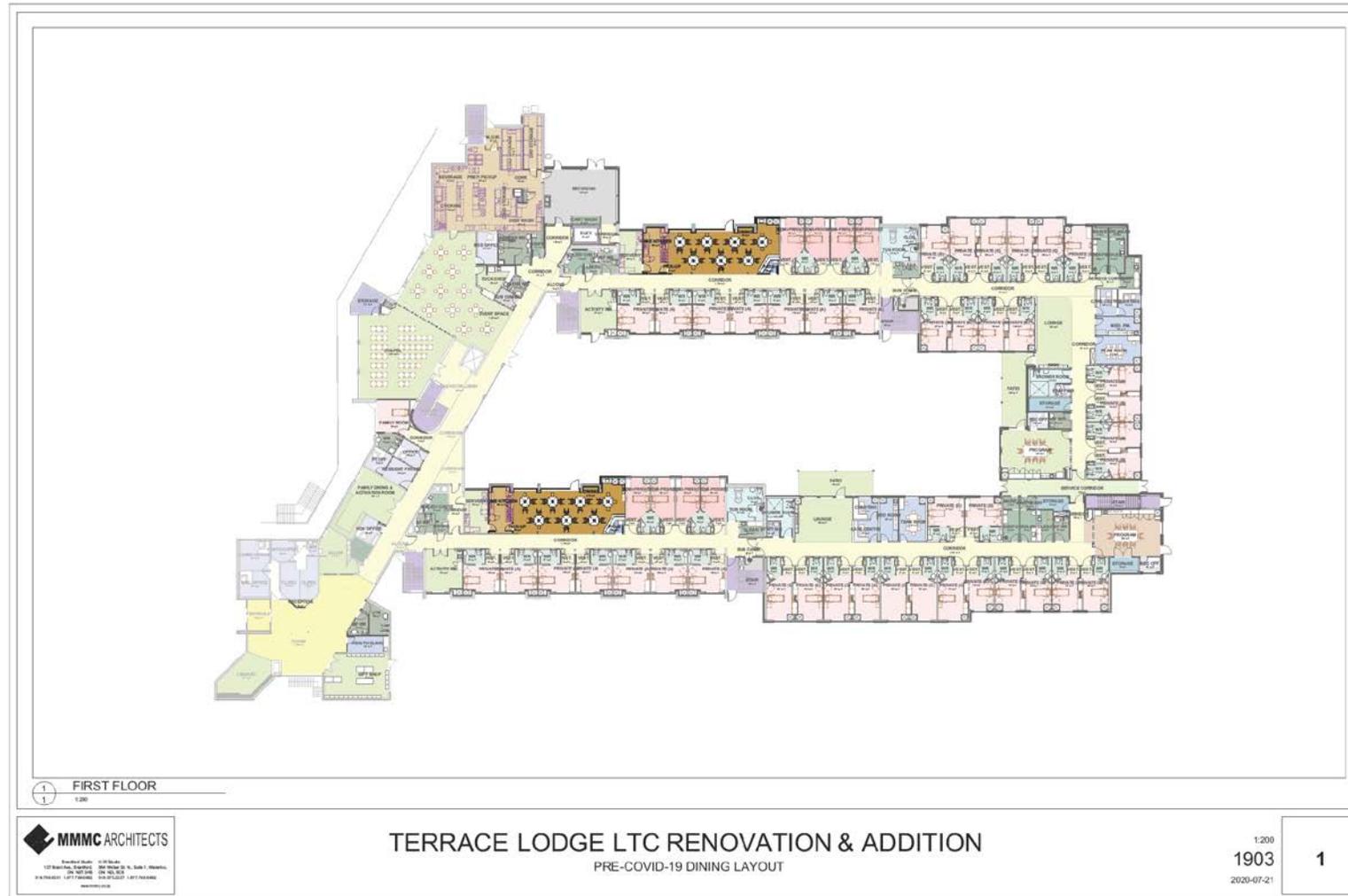
- ▶ Discussions+ r/t dining room size and challenges during design stage
- ▶ Goal was larger dining room
- ▶ Adjustments made based on other areas to be funded
- ▶ Limitations known - optimized floor space by minimizing walls between dining room and corridor
- ▶ Meets the design standards of 30 sq. ft/resident
- ▶ Every resident spends (on average) 3 - 4.5 hours/day in the dining room for meals

Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic

- ▶ Drawings 1 & 2 demonstrate the close proximity of chairs/tables/residents with current design
- ▶ Physical distancing requirements not contemplated during the design stages
- ▶ Physical distancing cannot be accommodated within the pre-pandemic dining room space, should it be required during future outbreaks and pandemics
- ▶ Long-term care homes across the province are struggling to meet physical distancing requirements and balancing quality of life including pleasurable dining, mealtime assistance/supervision/monitoring
- ▶ More personal space during dining facilitates Infection Prevention and Control (IPAC) and safety practices in a communal living environment

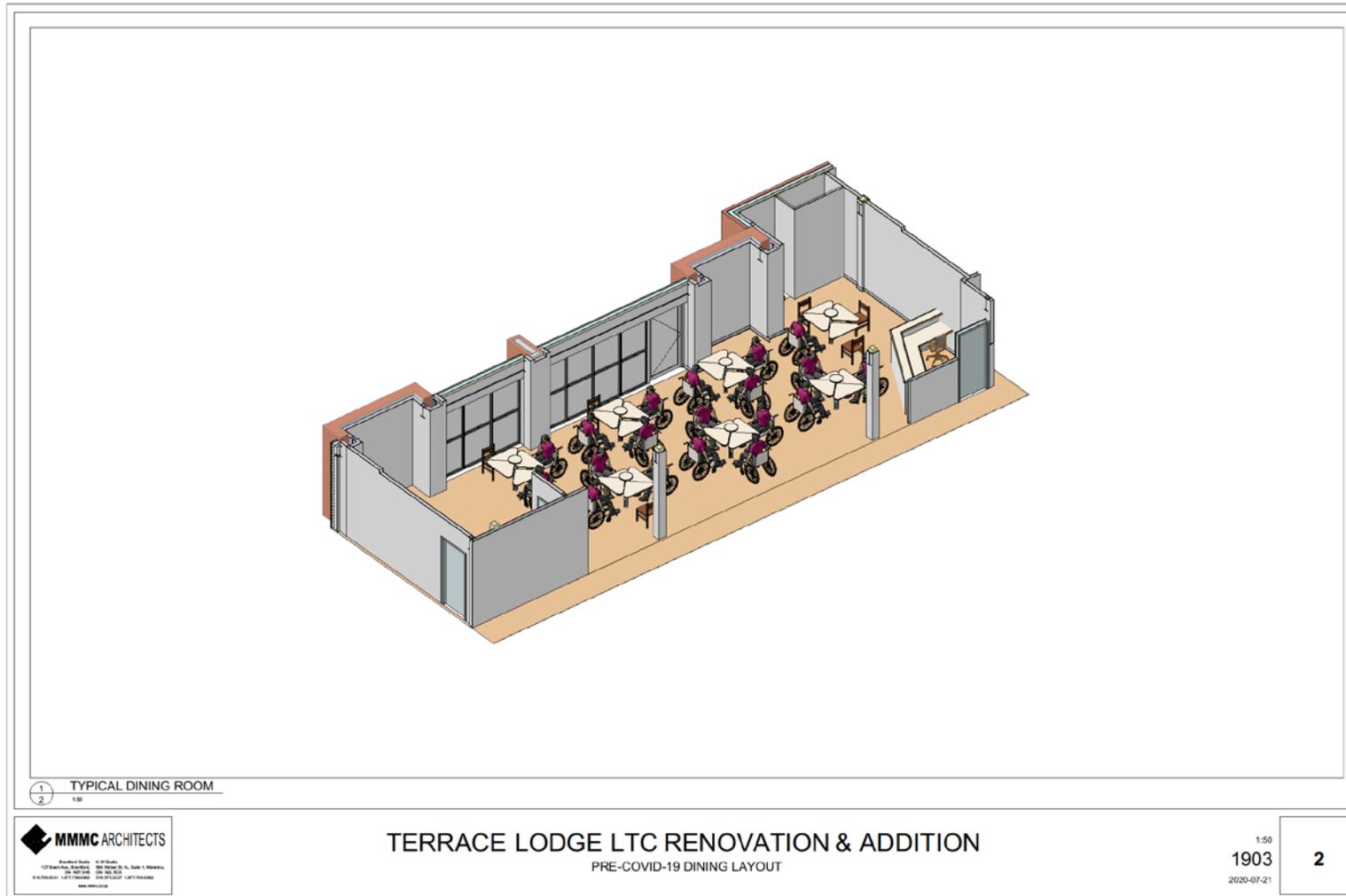
Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic

Drawing 1



Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic

Drawing 2



Terrace Lodge Redevelopment – Current Dining Room Design - Physical Distancing

- ▶ Physical distancing requirements
 - ▶ 2 residents/table with plexi-glass
 - ▶ Unable to achieve 4 residents/table with plexi-glass
 - ▶ Tables 6 feet apart
 - ▶ Additional dining locations will be required
 - ▶ Activity room and lounge for dining – set up with tables and chairs for all 3 meals

Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Current Design – Option A (Drawing 1&2): Two (2) sittings and/or staggered meal times – Impact:

- ▶ Complicates meal and snack service – unpredictability of meal start times (delay)
- ▶ Disruptive and confusing for residents
- ▶ Change of staff routines and practices
- ▶ Requires additional staff to supervise and provide care for those not in the dining room while the other staff are assisting with meal-time service
- ▶ Zero capital costs
- ▶ Increased operational costs:
 - ▶ 36 hours PSW/day – 9 hours/RHA to cover 3 meal times

Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Current Design – Option B: (Drawing 3 & 4) Three (3) dining areas/Resident Home Area – Impact:

- ▶ Travel distance between the dining areas – need to provide simultaneous meal time assistance and supervision of three dining rooms
- ▶ Disruptive and confusing for residents who will be temporarily reassigned dining locations during times of physical distancing
- ▶ Legislation requires minimum of one (1) staff member I dining room at all times (resident safety/liability - choking risk)
- ▶ Change of staff routines and practices – disruptive to staff and residents
- ▶ Loss of lounge and activity room space for residents during already challenging times complicates infection prevention and control measures
- ▶ Zero capital costs
- ▶ Increased operational costs:
 - ▶ 36 hours PSW/day – 9 hours/RHA to cover 3 meal times

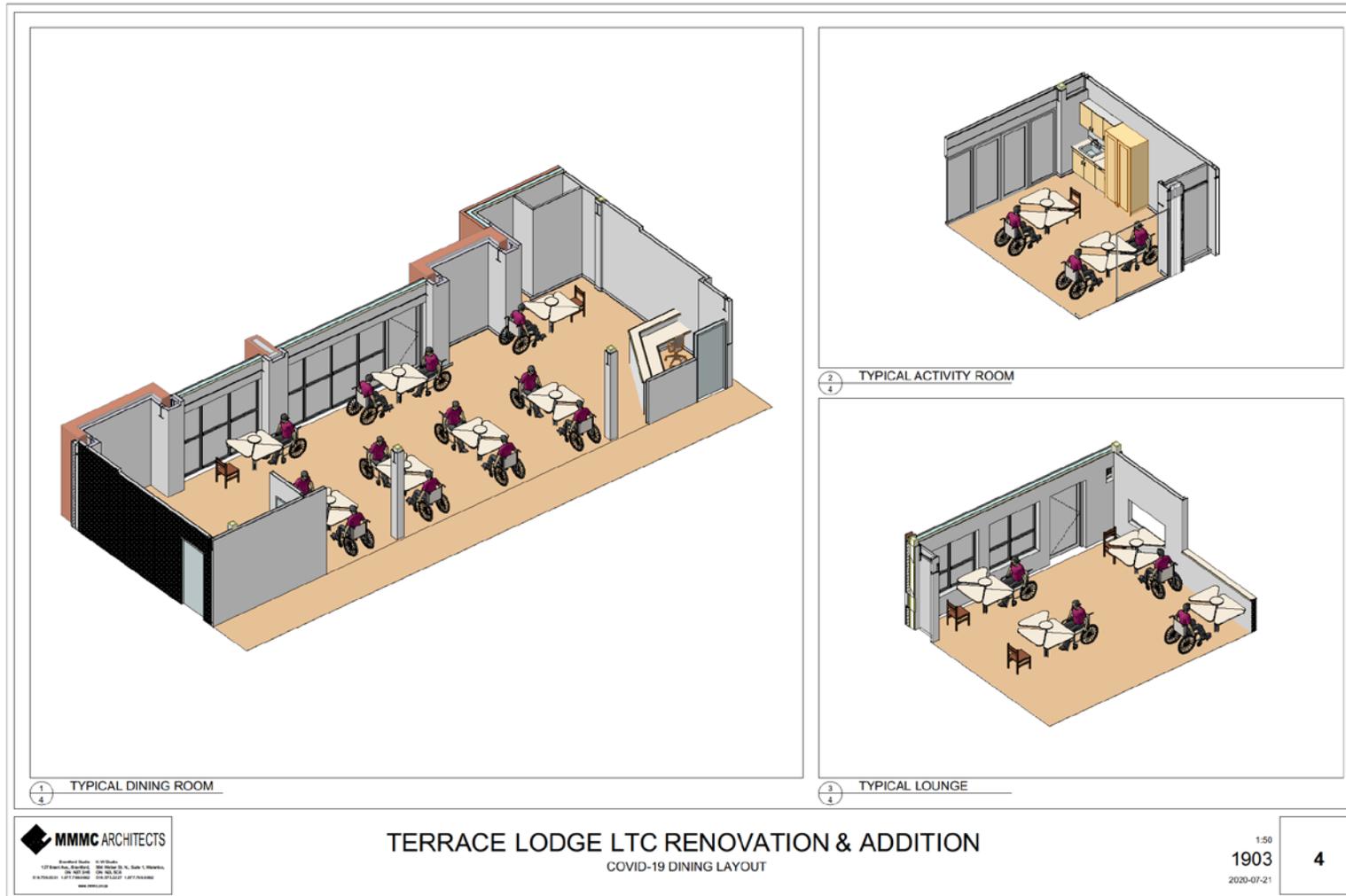
Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic – 3 Dining Areas

Drawing 3



Terrace Lodge Redevelopment – Dining Room – Pre-COVID-19 Pandemic – 3 Dining Areas

Drawing 4



Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Current Design Operational Costs - Option A and Option B

- ▶ 36 hours PSW/day - \$1134 estimate 2021 rate +benefits
- ▶ Financials do not include wage escalation over time
- ▶ Letter of Understanding to discuss potential new classification – could potentially decrease costs
- ▶ Would redeployed staff and/or pandemic funding be available? If not, additional operational (staffing) costs would be likely
- ▶ Recreation mealtime assistance supported? role impact?

Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Enhanced Dining Room - Preferred Option (Drawing 5&6)

- ▶ Second dining room directly across the corridor from the current dining area
- ▶ Additional 578 square feet of dining area – can be seated 2/table and 6 foot separation maintained
- ▶ Relocation of 2 bedrooms to end of each RHA – closer proximity to nursing station
- ▶ **Capital cost of \$750,000**

Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Enhanced Dining Room - Preferred Option (Drawing 5&6) – Impact:

- ▶ Able to more comfortably seat all residents, particularly the higher percentage of residents with large chairs
- ▶ Noise attenuation – hearing impaired, challenging/mental health issues
- ▶ More options for seating residents with challenging behaviours
- ▶ Additional space for staff and residents to navigate around tables and staff to sit (as per standards) to provide mealtime assistance (cueing, feeding, monitoring)
- ▶ Ability for residents to enter/exit dining room as desired (own timing) eliminating the need to shift other residents to provide necessary access between tables

Terrace Lodge Redevelopment – Dining Room Options for Physical Distancing

Enhanced Dining Room - Preferred Option (Drawing 5&6)– Impact:

- ▶ Additional space for families and visitors to assist with meals
- ▶ Overall ambiance of the dining room such as restaurant setting – random placement of tables versus row like arrangement
- ▶ Increases options for seating plans e.g. ability to co-locate residents of similar ability and cognitive function
- ▶ Provides an additional room for small group activities between meals and in the evening
- ▶ Would be utilized 365 days/year for dining and programming
- ▶ Zero increase to operational costs due to close proximity of 2 dining areas
- ▶ No additional housekeeping wages – easier to clean

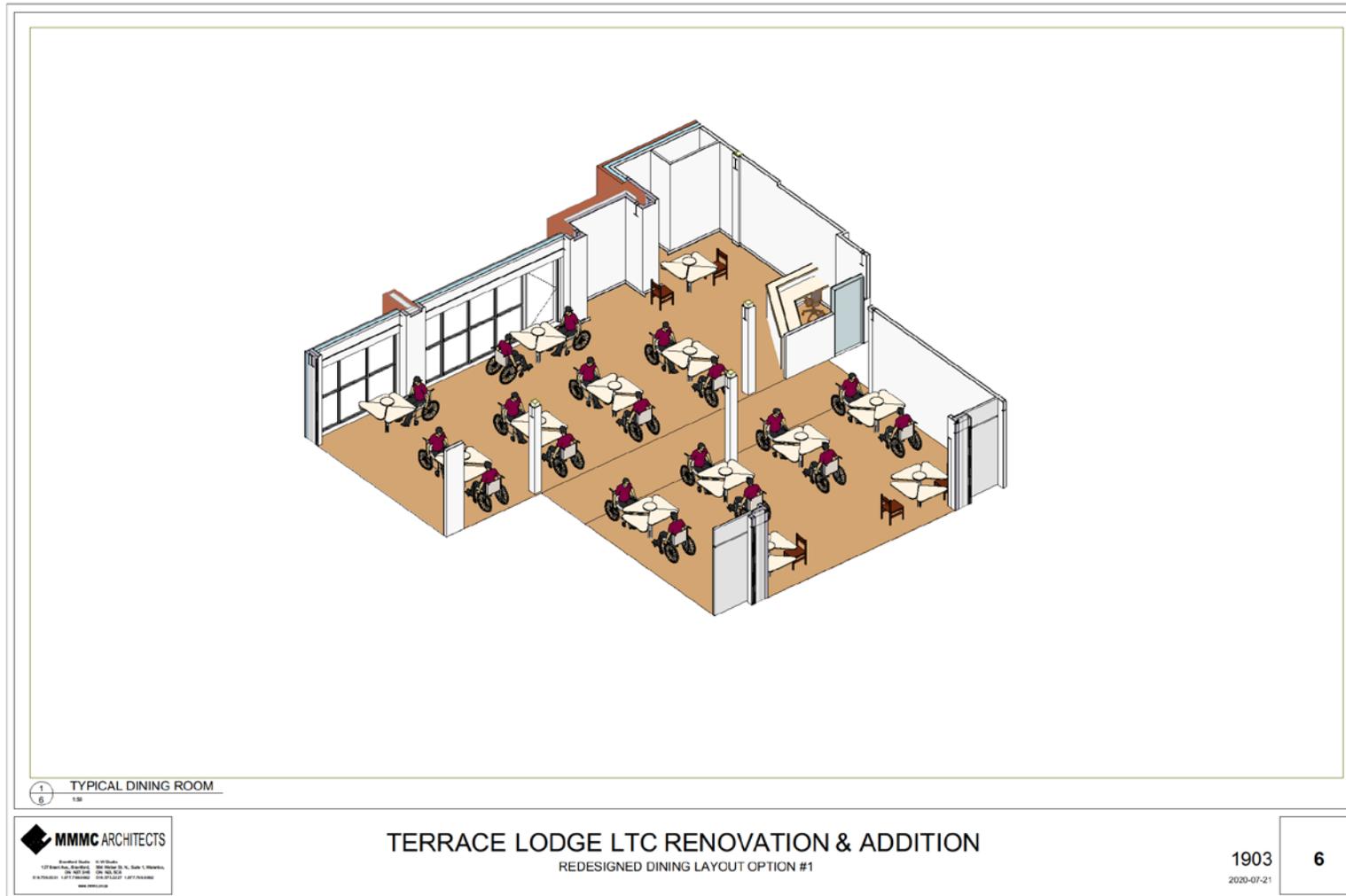
Terrace Lodge Redevelopment – Enhanced Dining Room Option

Drawing 5



Terrace Lodge Redevelopment – Enhanced Dining Room Option

Drawing 6



Terrace Lodge Redevelopment – Dining Room Options

Questions and Answers?