



The Context for Caring

A DEVELOPMENT VISION FOR THE GARTH HOMER SOCIETY

09.2013

CONSIDER THIS...

- > In the 1920s, the average life expectancy of a child born with Down syndrome was **nine years**. Most people with developmental disabilities simply did not live long enough to get old.
- > Today, a child born with Down syndrome can expect to live to his or her mid-fifties, and those with less severe cognitive impairments are living almost as long.
- > For the **first time in human history**, most people with developmental disabilities are living to old age.
- > For organizations that serve people with developmental disabilities, this presents huge challenges.

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Garth Homer

THE LONG TERM VISION

– AN INCLUSIVE, ACCESSIBLE NEIGHBOURHOOD

CONCEPTUAL RENDERING

CITY  SPACES

GARTH HOMER SOCIETY STRATEGIC GOALS (2011)

1. To become a provider of geriatric services.
2. To develop operational alliances in order to deliver geriatric services that are closely integrated with long-term residential care.
3. To diversify and increase revenue through fundraising and social enterprise initiatives.
4. To maintain the current diverse service mix.
5. To grow the agency in order to maintain programs at an adequate scale for both older and younger clients.
6. To redevelop the facility to accommodate a changing population mix and modernized services.

1 CHANGING NEEDS & EMERGING DEMANDS

The Garth Homer Society (GHS) is a non-profit society in Victoria that provides day services for adults with developmental disabilities.

Like social service organizations everywhere, GHS is being challenged to meet changing needs and emerging demands. From our point of view, **three issues are absolutely critical:**

> AGING

By 2017, nearly 50% of our clients will be over the age of 50 – with many in their sixties, seventies, and even eighties.

> HIGHER NEEDS

Changing demographics and funding priorities are focusing our services on individuals with higher needs.

- > Half of our older clients have dementia.
- > Among younger clients, autism is replacing Down syndrome as the most frequent primary diagnosis.
- > More and more of our new young clients have multiple disabilities, and complex health issues.

> FISCAL RESTRAINT

We do not expect that current austere funding policies will be relaxed any time soon. ***This means that the services of the future will demand innovative new approaches and greater efficiency.***

The provision of geriatric care for people with developmental disabilities necessitates much closer integration of day and residential services. As a provider of day services only, GHS faces a difficult question in determining how that integration ought to be achieved.

The challenge of these circumstances is to provide a continuum of supports that

- > Enables our clients to age with choice and dignity, among friends and familiar, inclusive surroundings, for as long as possible, and
- > Facilitates the delivery of health services in the context of disabilities supports. The key is **innovative supportive housing**, co-located with day services, in order to provide the flexibility needed to meet the increasingly individual needs of older clients.



2 A REMARKABLE OPPORTUNITY & A CALL TO LEADERSHIP

In the past, GHS was fortunate to have enjoyed the involvement and support of the early visionaries who championed the development of the current Garth Homer Centre (GHC). Located on Darwin Avenue in Saanich, near Saanich Municipal Hall, the facility open in 1978, and has been repurposed time and again as the needs and expectations of clients have changed. Given the changing realities and the fundamental imperatives GHS is now facing, it is timely to explore future development possibilities. In doing so, it is important to keep in mind the Garth Homer site's relationship with its neighbourhood, and the potential for integrating services. This site presents a remarkable opportunity for innovative development.



The GHS property currently comprises 62,300 sf, occupied by a single building that encloses 35,000 sf of floor space over two floors. There is possibility for further site expansion. A Building Assessment Report, conducted in 2012, indicated that, while the building is sound, there are some building systems issues and a degree of functional obsolescence that have grown as programming needs have changed over time.

The neighbourhood has also seen immense change. The GHS property is located within the Saanich *Uptown Centre District*, which calls for redevelopment into a high density, mixed-use regional centre. It includes a combination of commercial, institutional, recreational, transportation, and housing uses to serve families, single adults, seniors, and residents with special needs, as well as a mix of incomes. The area will become a regional hub of community activities and services.

Within the immediate precinct of the GHS property, on a broad swath of community-purposed lands, there is a unique mixture of other not-for-profit societies that provide a wide range of housing and services for families and

seniors, residential care, and supports for people with special needs. The GHS facility also provides space for other non-profit organizations and community-purpose use. The large activity-hall space within the current GHC building offers a special opportunity and huge potential to enable and enhance community and social purpose enterprise, and to act as a seed for growth and development.

The property's location, size and functional imperatives suggest that GHS can, and should, take a leadership role in redevelopment of the precinct.



Garth Homer
NEIGHBOURHOOD
STRUCTURAL PLAN

CITY  SPACES

3 PLANNING & DEVELOPMENT PRINCIPLES



How can the Garth Homer Society provide leadership with the regeneration of its lands, and act as an incubator for the redevelopment of the neighbourhood? We see seven principles as critical.

1. Taking advantage of our land holdings in the context of adjoining land uses and development patterns to take a leading role in the redevelopment of an inclusive, accessible community in the Nigel Avenue valley precinct.
2. Addressing the changing needs of GHS clients and citizens with developmental disabilities, particularly in the rapidly expanding areas of aging and dementia.
3. Developing partnerships with other service and housing providers, including *BC Housing*, to encourage and support an inclusive mix of market and non-market housing, and commercial and neighbourhood land use.
4. Improving pedestrian linkages and connectivity within the neighbourhood.
5. Promoting sustainable neighborhood and building designs.
6. Encouraging investment by, and with, government, non-profits, philanthropic organizations, and the private sector.
7. Acting as a catalyst in the revitalization and redevelopment of the neighbourhood through
 - > Development of seniors day services for adults with early and progressing dementia, serving a wide range of clients, including adults with developmental disabilities; and
 - > Provision of an innovative form of congregate housing, for functioning adults with developmental disabilities, in a home-like setting.



Garth Homer

LONG TERM VISION POSSIBILITIES

Our long-term vision is for an inclusive, accessible neighbourhood with greater integration of services across social-purpose lands.

CITY  SPACES

4 A LONG TERM VISION



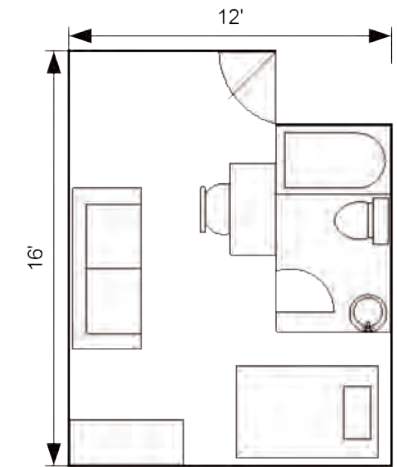
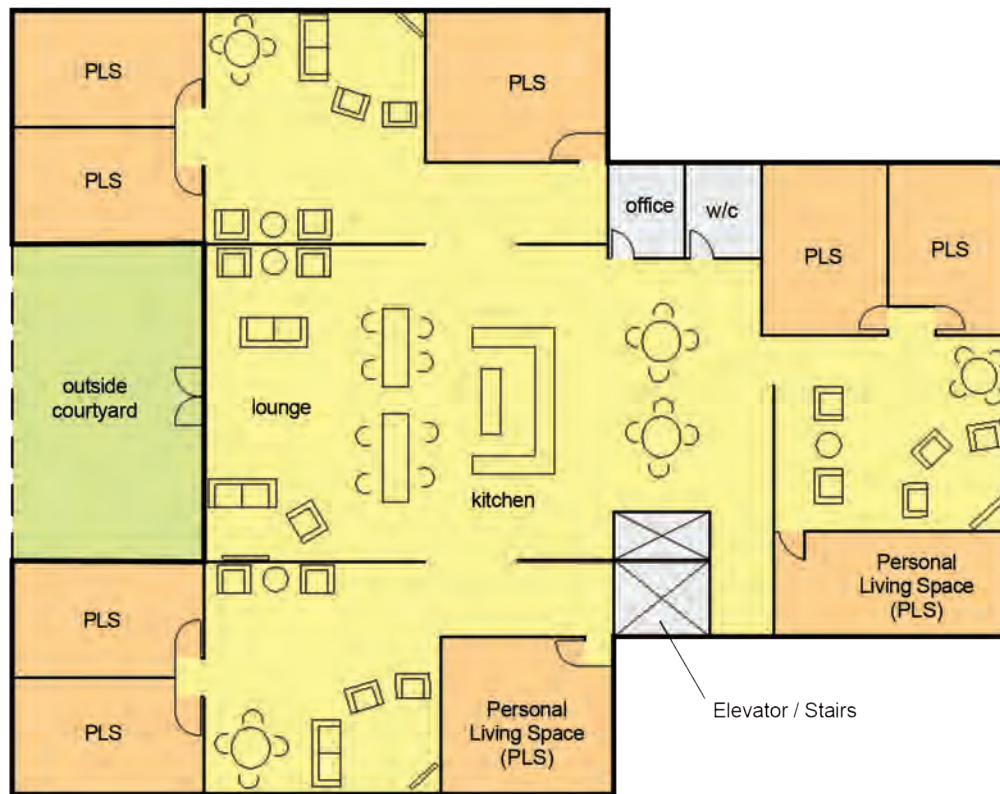
The goal of the Garth Homer Society is to provide a life-long continuum of support for cognitively challenged clients, whatever the nature or severity of their disabilities. By comprehensively addressing a client's needs on-site, rapid geriatric transitions will not threaten social supports, or the continuity of services.

In order to achieve this, GHS intends to first expand and modernize our program spaces to better support those with dementia and other health issues related to aging, as well as those with higher physical and behavioural support needs.

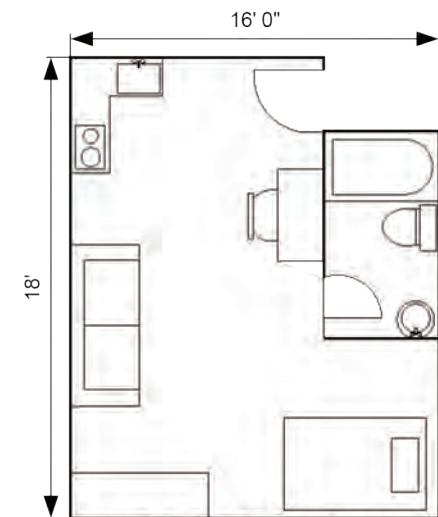
Secondly, we aim to build highly innovative, supportive cluster housing for older adults in a new building on our site. The housing will be integrated with a neighbourhood-based day services centre for adults with dementia.

With these first two steps, we will offer three critical services for developmental disabilities in the same location — high needs and geriatric day services, residential supports for older adults, and dementia day services.

Finally, we see restructuring of the Garth Homer Centre as a first step in the redevelopment of the community-purpose lands which surround us. GHS is located within an extraordinary mix of other not-for-profit societies that provide a range of services and housing for families, seniors, and people with special needs. At its worst, this site could become a social services ghetto. However, at its best, the site represents a unique opportunity in Victoria for the development of a collaborative “campus of care,” that is fully integrated into the surrounding commercial and residential neighbourhood, and will serve diverse populations in an inclusive and accessible built environment that supports independent living.



Personal Living Space Concept
Standard Layout



Personal Living Space Concept (II)
Layout with Kitchenette

CITY SPACES

Garth Homer

INNOVATIVE CLUSTER HOUSING

Housing concept contains personal living space in small friendly clusters with other spaces that allow for both individual or group interaction.

5 A VISION OF INNOVATIVE, SUPPORTIVE CLUSTER HOUSING



The key to the design of future services at the GHS will be the development of innovative, disabilities-specific supportive housing for our older clients; housing that ensures they will be able to age with dignity and choice, amid friends and with familiar supports.

What do we mean by **innovative housing**? Our vision includes five elements of innovative housing that will

1. Provide a non-institutional, domestic, human-scaled environment for our residents, while delivering the service efficiencies of a larger facility with centralized services.
2. Support inclusion by being closely embedded in the diverse, surrounding community.
3. Be closely integrated with day services for older clients, allowing flexible and adaptive service provision as clients age.
4. Provide for the domestic delivery of a continuum of health services.
5. Be developed on the principles of a **therapeutic built environment** that helps maintain and support cognitive and functional abilities.



Garth Homer Lands

IMPLEMENTATION OF THE VISION

CITY SPACES

6 IMPLEMENTATION OF THE VISION

OVERALL

We have schematically shown the future redevelopment and regeneration possibilities for the neighbourhood in order to stimulate discussion, and encourage a more complete and collaborative planning process.

Consistent with the planning principles outlined in Section 3, the implementation of our vision includes:

- > Restructuring of the existing Garth Homer Centre building.
- > A mixed use building that could include GHS space in conjunction with supportive housing.
- > Innovative housing for functional adults with developmental disabilities.
- > Seniors day services for adults with progressing dementia.
- > Other market housing.
- > Neighbourhood linkages and streetscape enhancement

Order of magnitude cost estimates for all five phases are described in the Appendix.







PHASES ONE & TWO

Phase One of the Concept Plan would comprise the development of an innovative, three-storey, purpose-designed building to house:

- > Integrated, adult day services for people with symptoms of dementia; and
- > Special-purpose, long-term supportive cluster housing for functioning adults with developmental disabilities.

Day services would comprise approximately 5,000 sf on the first floor, and include three separate wings of program space and administration. A common activity area would provide for staff space, a special-purpose bathing room, plus both active and quiet spaces for residents.

Eighteen (18) units of supportive housing, built in pods of three, are envisaged over the upper two floors. Each pod would have a common living space, with private washrooms in each bedroom. These units would offer a home-like, rather than institutional, atmosphere. This facility could include consideration of co-housing elements to create a fully integrated housing model.

Planning for the building would require innovation, and special site planning to create that home-like feeling, and maintain a smaller, human scale. Siting of the building is critical since it should relate to the existing GHC building and the program space.

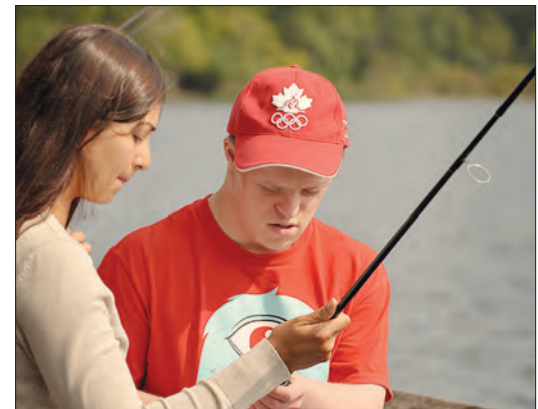
- > **Phase Two** would include an expansion of the approximately 3,000 sf of program space on the lower level floor of the Garth Homer Centre building.
- > A table outlining costing for Phases 1 and 2 is included in the Appendix.



7 SUMMARY

It is imperative that the Garth Homer Society renew its property in order to respond to the changing and expanding needs of its clients, and the neighbourhood. We do not see our facility as a simple passive container for service delivery. Rather, our belief is that a properly designed facility will contribute directly to improved service outcomes, and improved quality of life. This Long-term Redevelopment Concept Plan demonstrates some exciting possibilities, and the potential for bold, new directions. By no means a blueprint, this concept does provide a framework for future discussions with potential funders, partners, neighbours, and government.

Additional planning and budgeting are needed, and can be considered part of the implementation process for the Concept Plan.



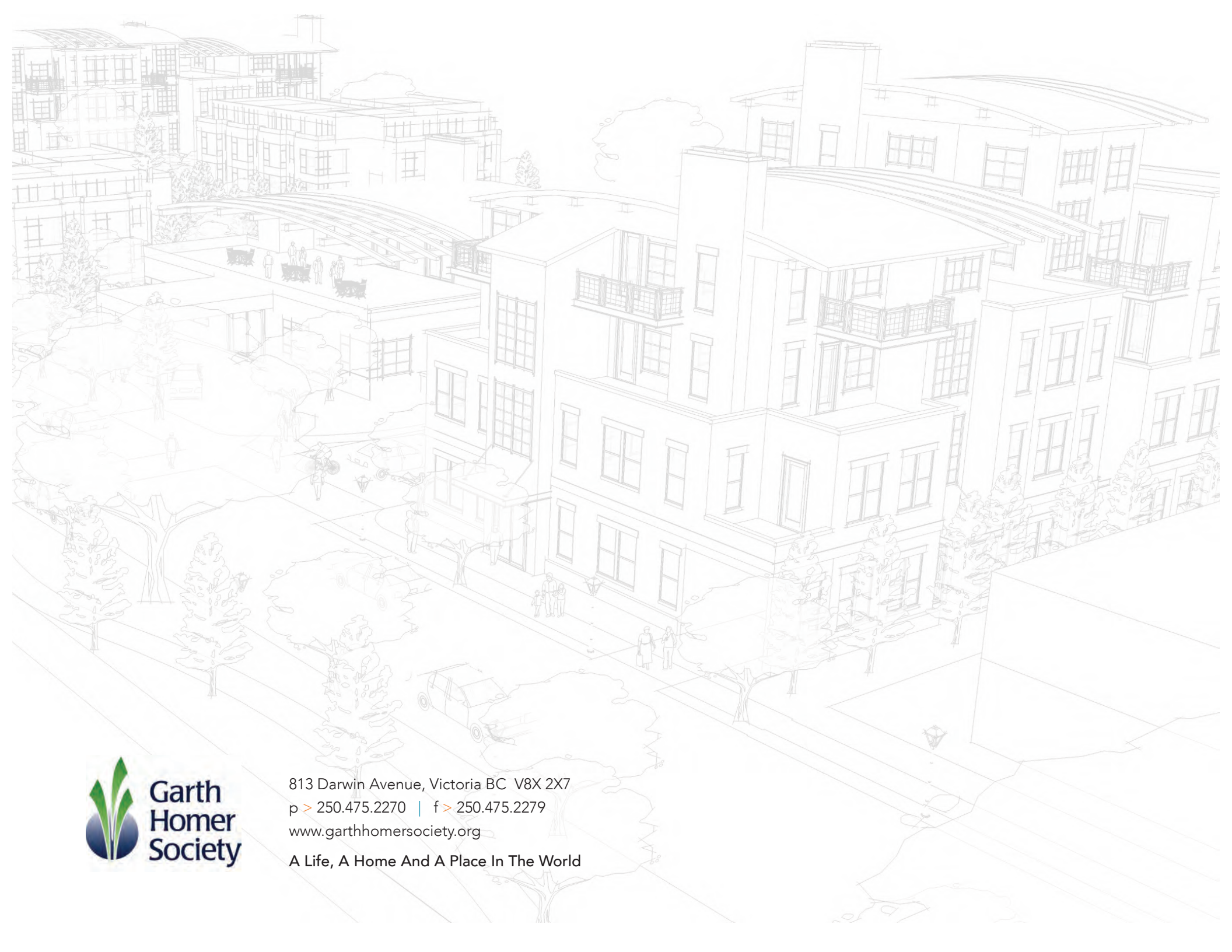
APPENDIX

ORDER OF MAGNITUDE DEVELOPMENT POTENTIAL & COST ESTIMATES			
Phase	Description	Estimated Total Building Area (sf)	OoM Cost
1	New 3-storey building > 1 storey for adult day services below 2 storeys of housing	13,500 sf	\$4,375,000
2	Extension of existing Garth Homer Centre ground floor + landscaping. (Phases 1 & 2 can be developed together – internal wall changes)	3,000 sf	\$825,000
3	New 6-storey building > 2 storeys for GHS program space + 4 storeys of seniors housing + road improvements	14,000 sf GHS space + 28,000 sf seniors housing	\$12,500,000
4	Repurpose Garth Homer Centre > Demolition & reinstate Phase 4 tied to agreements for development of Phase 5	25,000 sf net	\$1,650,000
5	Mixed Housing: Market/Non-Market* > GHS to receive market value for land or could be developed by GHS or other non-profit	24,000 sf	\$7,200,000
	Above-ground Parkade & Landscaping		\$250,000
TOTAL		107,000 sf	\$26,800,000

* Phase 5 > If sold to the private sector for market housing, the GHS will realize an estimated +/- \$1,250,000 for the land.

PHASES 1 & 2 COSTING		
Item	Cost	Notes
Permits & Fees	\$50,000	Based on construction
Soft Costs, including insurance	\$550,000	Consulting fees and cc insurance
Base Construction Costs	\$2,800,000	Based on wood frame construction
Tenant Improvements	\$500,000	Special millwork/window coverings, etc.
Site Works & Landscaping	\$100,000	No parking, but improvements to east parking building on slab
Off-site Works	\$150,000	Improvements to Nigel Avenue
GHC Extension	\$900,000	3,000 sf extension + miscellaneous repairs & upgrades to existing GHC building
Miscellaneous Kitchen & FF&E	\$150,000	Furniture, fixtures and equipment
TOTAL	\$5,200,000	

< PHASE 2



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A Life, A Home And A Place In The World