

# Moving Forward

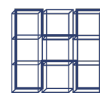
Community Report - May 2026



EXTERIOR, MAIN ENTRANCE. Concept rendering only, subject to change.

## The redevelopment of Lake of the Woods District Hospital **All Nations Hospital Project**

**MAMOO'KANDAA OSHKI AAKOZIIWIGAMIG** | Working Together for our New Hospital



Lake of the Woods  
District Hospital



**Message from Lake of the Woods District Hospital President & CEO: Cheryl O'Flaherty**

*I am pleased to share this inaugural edition of our Moving Forward report, focused on the new hospital project, which we aim to publish twice annually as we progress toward opening a new facility in Kenora. Our goal is to keep communities informed, engaged, and involved throughout planning and construction*

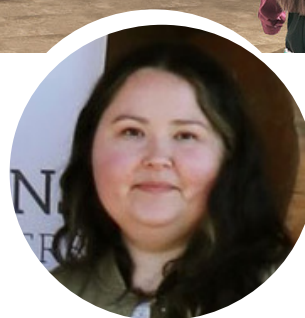
The redevelopment project we are undertaking, along with our planning partners at Ogimaawabiitong – Kenora Chiefs Advisory (KCA), will be truly transformational for our region, and the Province of Ontario's recent \$50 million investment confirms strong momentum, supporting detailed planning and design through to groundbreaking.

Our hospital's redevelopment is long overdue. A Facility Condition Assessment undertaken in 2021 found \$53.8 million in deficiencies across key systems, and with a Facility Condition Index of 33%, the building is officially rated in poor condition. Parts of the core structure date back to 1929, reflecting standards far removed from today's needs. The new hospital will meet modern requirements for infection control, accessibility, technology and safety, and will provide vastly improved spaces for patients and families.

Equally important is how this work is being done—through transparency, collaboration, and meaningful community engagement. The LWDH–KCA partnership continues to guide a vision rooted in culturally safe care, reflecting the needs of the diverse population served.

I am deeply grateful to everyone contributing to this once in a generation effort—our staff, partners, community members, and leaders at every level. Together, we are planning a modern, culturally grounded hospital that will strengthen care for generations to come.

I hope you enjoy this report, and I encourage you to visit the new project website ([kenorasnewhospital.com](http://kenorasnewhospital.com)) to keep up-to-date, ask questions, share suggestions, or provide feedback.



**Message from Ogimaawabiitong - Kenora Chiefs Advisory Executive Director: Jennifer Dreaver**

*I am honoured to share this message on behalf of Kenora Chiefs Advisory as we continue moving forward in planning a new hospital that is co-led with Anishinaabe First Nation partnership. It's because of the passion and care of so many key individuals that this planning process is grounded in Anishinaabe approaches, teachings, and reinforcing Anishinaabe people's inherent right to equitable, safe (in all forms), and culturally appropriate care. For those members of our greater community who are still learning, I point to the Truth and Reconciliation Commission's Calls to Action, #18-22.*

Culturally safe care is essential as Indigenous patients and families must feel respected, understood, and supported when they seek help. The new hospital will physically embody this as well through dedicated ceremonial spaces, traditional healing rooms, and outdoor, natural spaces that honour the human connection with Aki (Mother Earth).

This project strengthens care for everyone. A modern, inclusive hospital improves access, outcomes, and experiences across the region, creating a space where all patients feel welcome. The progress made so far in building a dedicated Indigenous Patient Navigation team, and enhancements to Social Work in the Emergency Department reflects years of trust building, and cooperation. We are proud to deliver in partnership an anti-racism training to both hospital and Kenora Chiefs Advisory staff that reflects engagement in surrounding First Nation communities, and is built upon local lived experiences and history within the Treaty #3 region.

Miigwech to the board Chiefs, organizational partners, and cultural advisors and knowledge carriers for supporting this ongoing work. Together, we are building a hospital, as well as a future that honours all nations.



## Message from Lake of the Woods District Hospital's Vice President of Capital Redevelopment: Alison Wesley-James

*I am honoured to introduce myself as the Vice President of Capital Redevelopment for Lake of the Woods District Hospital. I officially joined LWDH in May 2024, but this project is not new to me. For four years prior, I supported its early planning stages as a consultant, gaining a deep appreciation for both the vision and the collaborative spirit behind this once in a generation redevelopment.*

I bring more than 30 years of experience in healthcare management and capital projects, including leadership roles at The Ottawa Hospital and St. Paul's Hospital in Vancouver, where I helped guide major redevelopment initiatives. As a consultant for more than a decade, I supported hospitals across four provinces in planning and implementing complex facility solutions. I hold a Masters of Health Administration, Project Management Professional (PMP) certification, and accreditation with the Canada Green Building Council. Above all, I am deeply passionate about this project and the impact a new hospital will have on the health and well being of people across the Kenora region.

To support this work, we have established a dedicated project management team now based at 40 Minnesota Street, the home of the All Nations Hospital Project Office. This team includes skilled individuals in several essential areas:

- Design and Construction – A project leader and project manager who will work closely with our architectural and engineering partners to ensure the design reflects the project's goals, oversee site due diligence and municipal submissions, support site preparation, and manage construction risk.
- Operational Readiness and Transition Planning – A team responsible for preparing the organization to operate in a new environment. This includes developing new systems, policies, and processes; coordinating training; and leading the detailed planning required for a seamless transition and move.
- Furniture, Fixtures & Equipment (FF&E) Procurement – Under the Director of Clinical Liaison and Operational Readiness, this function ensures that the extensive furniture and equipment needs align with design specifications. Procurement will follow provincial regulations and be carefully timed to match construction and staff training requirements.
- Project Accounting – A specialized accounting role dedicated to managing and reporting on the large, multi-million dollar capital budget.

This team, together with our partners at KCA and the broader LWDH community, is committed to ensuring the new hospital is thoughtfully designed, expertly executed, and ready to serve our region for decades to come. I look forward to sharing our progress with you as we move through the next stages of planning, design, and eventually construction.

## Meet the Team!

L-R: Project Coordinators Deborah Ogbeide, Hanuman Nath and Brooke Morrell, Chief Chris Skead, Dawn Neufeld - Executive Assistant, Alison Wesley-James - VP of Capital Redevelopment, Larry Somers - Project Manager, Charlene Kissick - Senior Communications Specialist, Daniel Ward - Project Director Clinical Liaison and Operational Readiness and Joe Barnes - Senior Advisor. Not available for the photo were: Darren Thiessen - Project Cost Accountant and Gord Wickham - Project Manager.

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# Master Plan Visioning and Site Planning Work: Shaping a shared campus of care for generations to come



**PICTURED:** The 118 parcel of land purchased by Kenora Chiefs Advisory along Lakeshore Drive (previously the Green First property), intended for development as a **Campus of Care**, including the new regional hospital, long term care home, other partners in health care and with the potential for vast development opportunities including housing and retail.

With growing interest from partners in co-locating on the future hospital site, and with Kenora Chiefs Advisory's (KCA) purchase of the full property creating new opportunities for shared services and infrastructure, KCA and Lake of the Woods District Hospital (LWDH) undertook a public procurement process to secure a team to update and refine the Campus of Care's Master Plan.

The Master Plan is the long term blueprint for the entire 118 acre Campus of Care. It outlines how the site could be organized over time, including where the hospital, long term care home, partner buildings, cultural spaces, roads, parking, utilities, green spaces, and future growth areas could be located. It also defines how various services connect to one another and ensures the site can evolve in a coordinated, sustainable way. The updated Master Plan can help guide how the new hospital and Campus of Care grows and operates as development progresses in phases.

## Selecting the Planning Team

Five qualified firms competed for the role of Prime Consultant to lead the Master Plan review and visioning work. Following a competitive evaluation, Diamond Schmitt Architects, working in partnership with an Indigenous led landscape architecture firm (who are also supporting the Wiigwas Long Term Care project) were selected. This team brings significant experience in complex health campuses, Indige-

nous centered design, and northern site planning. A dedicated Working Group which includes KCA, LWDH, the City of Kenora, and Infrastructure Ontario meets regularly with the consultants to guide the work and ensure alignment with community needs and regulatory requirements.

## Engagement and Early Work

Since the project launch, the consulting team has begun a series of structured engagement and technical activities, including:

- Meetings with current and prospective partners to understand building requirements, adjacencies, and opportunities for shared spaces or infrastructure.
- A Visioning Workshop held in February, which brought together partners together to discuss guiding principles for the site and the future health campus.
- Technical reviews of topography, servicing needs, traffic, site drainage, forest cover, and surrounding land uses, informed by previous studies and municipal planning requirements.

These early steps ensure the Master Plan reflects the full range of partners who may join the site, such as mental health services, elder and senior care, primary care, EMS, child care, community programs, and potential future housing and wellness facilities.

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# Master Plan Visioning and Site Planning

## Developing and Reviewing Site Concepts

Diamond Schmitt developed two comprehensive site concept options, each illustrating potential building locations, access routes, traffic circulation, parking, integration with natural features, and opportunities for shared infrastructure.

In early May, these two options were presented and reviewed with the All Nations Health Partners, KCA and LWDH leaders, and community representatives. This engagement provided valuable feedback on site layout, connections between services, accessibility, and long-term growth considerations. The concepts assessed:

- Servicing requirements (water, wastewater, electrical, and gas)
- Traffic flow and circulation
- Topography and grading impacts
- Sustainability opportunities
- Phased development approaches
- Site constraints and opportunities identified through technical studies

Feedback gathered through the May sessions will inform the refinement of a single preferred concept.

## Next Steps

Following this input, Diamond Schmitt will develop a preferred site concept into the Final Site Master Plan. This plan will include detailed renderings, servicing strategies, updated traffic analysis, and recommended phasing to guide long-term development of the Campus of Care.

## Timeline

The updated Master Plan is on track for completion by the end of June

2026, aligning with Infrastructure Ontario's next steps for the project. Supporting narrative materials from the consultants will also be incorporated into this report.

## Looking Ahead: Procurement and Economic Opportunities

In the coming months, Infrastructure Ontario (IO) will determine the project delivery model for the All Nations Hospital Project, defining how design and construction contracts will be structured. This decision will mark the beginning of formal procurement for design teams and the next phase of project development.

During a site visit in fall 2025, IO met with local stakeholders and construction partners from across central Canada. At that time, IO reaffirmed its commitment to including strong local participation requirements within procurement contracts, including opportunities for local subcontractors, skilled trades, students, and apprentices. This approach will help ensure that the development of the new hospital and Campus of Care delivers meaningful and lasting economic benefits to Kenora and the surrounding region.

**PICTURED:** Engagement session participants reviewed two site concept options and provided feedback on layout, accessibility, servicing, and long-term growth to help inform a preferred design.





EXTERIOR HEALING SPACES. Concept rendering only, subject to change.

# Expanded Services, Cultural Safety, and a Strong Future Together

The proposed new 81-bed hospital will be a modern, 320,000 square foot facility designed to meet today's clinical standards and the needs of communities across Northwestern Ontario. Estimated at approximately \$800 million to build, the new hospital will replace the aging and nearly 100-year old Lake of the Woods District Hospital and introduce expanded services, culturally grounded spaces, and integrated care that better reflects the region's population and health care reality.

## Enhanced and Expanded Clinical Services

The new hospital will significantly expand access to several core programs, addressing long standing service gaps in the Northwest. Highlights include:

- Expanded Mental Health Inpatient Unit, improving access to mental health beds and services—an identified regional priority.
- New Transitional Care Unit, supporting seniors and other non-acute patients who need rehabilitation before discharge, reducing pressure on acute care units.
- Expanded Emergency Department, designed for trauma care, higher patient volumes, and improved mental health and addictions response capacity.
- Enhanced diagnostic capacity, including space for the community's first MRI suite (already operational at the existing hospital) and room for expanded CT, mammography, and other imaging services.
- A modern Surgical Services Department, well designed to handle the high volume of Day Surgery cases that continue to expand.

- Improved infection prevention and control design, bringing the facility in line with modern health care infrastructure standards.

## Indigenous Led, Culturally Grounded Care

The hospital will include dedicated spaces that integrate Indigenous healing traditions alongside Western medicine—features directly shaped by Indigenous partners:

- Indigenous Kitchen
- Ceremonial Room and Traditional Medicine Room
- Quiet/Smudging Rooms
- Elders' Offices and Counseling Rooms
- Round House and Sweat Lodge (exterior)

These features align with project partners' commitment to reconciliation, cultural safety, and Indigenous led care models.

## Part of a Larger Campus of Care

The hospital will anchor a broader Campus of Care, envisioned to include:

- The new 160 bed Wiigwas Elder & Senior Care Home (under development)
- Spaces for primary care, mental health and addictions services, and community programs
- Opportunities for future housing and partner facilities
- Centralized access to multiple health and wellness services on a single site

This co location approach improves access, reduces duplication, and increases system integration across the region.

## Economic Impact of the New Hospital

The new hospital is expected to be one of the most economically significant developments in Kenora's history. Anticipated regional economic benefits include:

- \$2.5 billion in economic impact during construction, driven by workforce needs, construction activity, procurement, and demand for housing and services.

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## A Strong Future Together Continued from previous

- Nearly \$2 billion in post construction economic impact, reflecting ongoing employment, partner development on the campus, and increased local spending.
- 500 construction jobs over four years, and approximately 400 new permanent health care positions once the hospital opens.
- Significant stimulation of housing development, workforce attraction, and local business growth, as the larger Campus of Care is built out.

### Public Spaces Designed for Comfort and Clarity

The renderings included in this report depict bright, open public spaces filled with natural light, clear sightlines, and views of the surrounding landscape. The main lobby will feature a welcoming café, offering a comfortable place for patients and families to wait, gather, or take a break. Security and the Hospital Foundation will be positioned prominently at the entrance, ensuring both safety and ease of access for the community upon entrance.

The design emphasizes intuitive wayfinding, making it simple for visitors to navigate to key services. Public areas will also connect directly to an outdoor patio and nearby walking trails, giving patients and families calming access to fresh air and nature. Altogether, these features create a warm, accessible, and supportive environment from the moment people enter the building.



## Message from the City of Kenora: Mayor Andrew Poirier

Strong health care acts as a foundation for a thriving community—it keeps people healthier, supports economic growth and prepares the community for future challenges.

The new Campus of Care is a major investment that will improve health care support, boost the economy, attract growth, and strengthen the overall resilience of our community. The City of Kenora is an active partner at the planning table and will have a significant role in this project. A key component of a project of this size is the necessary infrastructure that will be required which will connect the new Campus of Care to utilities as well as roadway networks. There will be required support from our building team, planning professionals as well as the expertise of City Engineers. Building a strong team of municipal professionals to add to the many community partners working on this project will see collaboration bringing the best results for the group to manage the complexity of a project this size.

This project will see significant impacts to our community including economic development, job creation and an influx of professionals in the area. This development will have lasting benefits and impacts to all our communities and leave a legacy for all who were part of this important project.

On behalf of Council and City Administration, thank you, Miigwech to everyone who is making this project a reality. Your commitment will build a stronger community, strengthen relationships and demonstrate what strong partnerships can do when they work together for the greater good.

**\$2 BILLION**

**Post Construction  
Economic Impact**

**500**

**Construction Jobs  
over 4 years**

**400**

**NEW Permanent  
Health Care  
Positions**





CEREMONIAL ROOM. Concept rendering only, subject to change.

# Lake of the Woods District Hospital Foundation: Strengthening Care Today, Building Tomorrow Together

In 2025, the Lake of the Woods District Hospital Foundation continued to play a vital role in strengthening healthcare for Kenora and the surrounding region, not only by responding to today's needs, but by investing with the future hospital firmly in mind.

Through the extraordinary generosity of our community and the success of the Beyond the Scan Campaign, we marked a major milestone with the opening of the Diagnostic Imaging Centre of Excellence in September 2025. This achievement brought Kenora its first-ever MRI, a new advanced mammography unit, and an incoming CT scanner, transformational tools that are already improving access, diagnosis, and care close to home.

Beyond Diagnostic Imaging, the Foundation invested nearly \$3 million in critical medical equipment across the hospital in 2025. These investments support specialized programs such as the Foot & Ankle Program, enhance patient comfort with the addition of 16 new beds and mattresses across departments, and introduce advanced surgical technologies including MOLLi technology and SPY-PHI (Portable Handheld Imager). Upgrades such as point-of-care ultrasound in both the Operating Room and Emergency Department further strengthen care in some of the hospital's busiest and most essential spaces.

Importantly, these investments are being made with intention. Where possible, equipment is selected and planned to align with the future hospital, ensuring today's generosity continues to serve patients for years to come.

Philanthropy remains essential to this work. Government funding does not cover capital medical equipment at LWDH, making community support critical to delivering high-quality care both now and into the future. Every gift helps ensure our hospital is equipped to meet evolving needs while laying the foundation for a modern, future-ready facility.

The Foundation welcomes conversations with individuals, families, and organizations interested in supporting this work or exploring early commitments toward the new hospital.

Together, we are investing in more than infrastructure, we are building a healthier future for Kenora and our region.

Mira Trebilcock, Executive Director  
LWDH Foundation  
[lwdhf@lwdh.on.ca](mailto:lwdhf@lwdh.on.ca)  
807-468-9861 x 2469



## Message from Ogimaawabiitong Kenora Chiefs Advisory: Chief Chris Skead

*Boozhoo,*

*Reaching this stage in the All Nations Hospital Project is an exciting and meaningful accomplishment, one that we, as a community, can all be proud of.*

Since the very beginning, even in the earliest conversations, creating a space rooted in true partnership and advancing reconciliation has remained a central priority. Over the past several years, as we have moved through each phase of developing this new Campus of Care, it has been both encouraging and inspiring to come together, sit at the table, and witness the collaboration that continues to shape this work.

The All Nations Hospital Project is envisioned as a place for everyone. A space where all people feel that they have access to meaningful, culturally respectful and holistic care. Our goal and hope is to address and close the gaps we see, so patients are able to have a wrap around care experience. It is essential that we, as leaders, continue to listen to the voices and insights of the grassroots community. In doing so, we can ensure that this hospital truly reflects and meets the needs of all those in Treaty 3 and across the region.

Miigwetch to everyone for the dedication and effort that has brought us to this point. I look forward to continuing to invest in and support this important work in all its aspects.

Miigwetch.



**MAMOO'KANDAA OSHKI AAKOZIIWIGAMIG** | Working Together for our New Hospital

Big Steps Forward!

# Site Assessment Studies Underway

Infrastructure Ontario (IO) began the required site assessment program for the new hospital project in the summer of 2025. This work is an important early phase of any major health infrastructure development. It ensures that the land is properly understood, environmentally suitable, and ready to support the future hospital.

Up to 19 studies could be required as part of the municipal and provincial approvals which must be secured before the land can be rezoned for hospital use. These studies cover environmental, archaeological, natural heritage, engineering, legal, and servicing considerations. Collectively, they will take approximately two years to complete.

The site assessments potentially being conducted through the IO Due Diligence Program include:

- Phase 1 Environmental Site Assessments (ESA) – southeast block and northern block
- Stage 1–2 archaeological assessment (including marine assessment)
- Preliminary natural heritage assessment
- Topographic survey and supplemental boundary/R plan work
- Subsurface utility investigation
- Stage 3–4 archaeological assessment (if required)
- Supplemental detailed natural heritage surveys, including Species at Risk
- Phase 2 ESA
- Geotechnical investigation
- Geophysical investigations
- Geothermal feasibility investigation
- Hydrogeological investigation, including water balance
- Soil summary report for excess soils planning
- Development Feasibility Report (civil engineering and related work)
- Legal/title services (if required)

## Progress to Date

The site assessment is currently about one third complete. Significant progress has been made in several key areas:

- Environmental Site Assessments (ESAs): Initial environmental investigations are well underway to understand historical land use and identify any potential contamination concerns.
- Preliminary Natural Heritage Assessment: Specialists are documenting eco-logical features, including vegetation, wildlife habitat, and Species at Risk con-siderations.
- Archaeological Assessment: Field assessments have begun to identify and protect any areas of archaeological significance.
- Marine Assessment: Work has progressed along shoreline areas to ensure compliance with cultural heritage and environmental requirements.

These studies form the technical foundation for all future planning and design activities. Completing the Record of Site Condition is a legislative requirement and a key milestone that will allow the new hospital project to move forward with rezoning and subsequent phases of development.

## Engagement to take place throughout the region this summer

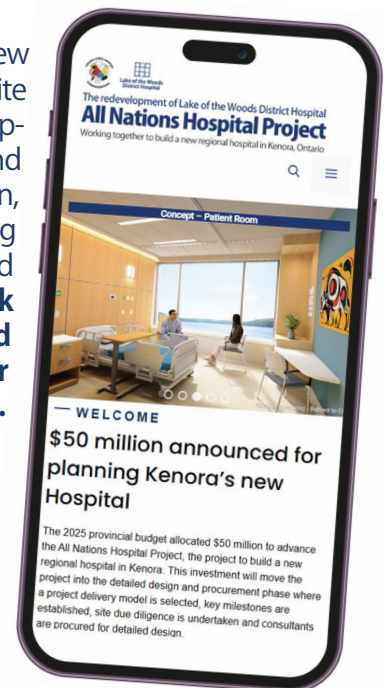
As planning for the All Nations Hospital Project continues to advance, the project team will be actively engaging with communities across the region throughout the summer months. Building on the strong foundation of collaboration and feedback gathered to date, the team will be co-ordinating presentations, attending local events, and visiting communities to share updates and hear directly from residents.

Ongoing community input remains essential to shaping a hospital and Campus of Care that reflects the needs, priorities, and values of the people it will serve. These conversations help guide planning decisions and ensure the project continues to move forward in a way that is inclusive, transparent, and responsive.

The All Nations Hospital Project team welcomes invitations to connect with groups, organizations, and communities interested in learning more or sharing their perspectives.

To arrange a presentation or community visit, contact Charlene Kissick at [ckissick@lwdh.on.ca](mailto:ckissick@lwdh.on.ca)

Visit the new project website for the most up-to-date news and information, upcoming events and connect to **ask questions and share your ideas.**



[kenorasnewhospital.com](http://kenorasnewhospital.com)

## Functional Program Review:

# Today's team is shaping tomorrow's hospital

The All Nations Hospital Project Functional Program is the detailed planning document that describes how the new hospital will operate. It was completed in 2023 and was formally approved by the Ministry of Health in 2025. This comprehensive document outlines each department's purpose, future services, staffing, space needs, equipment, patient flows, and relationships to support safe, efficient and progressive care. MOH's approval of the Functional Program confirmed that the government endorsed the overall scope, service model, and size of the new hospital, allowing the project to advance into the more detailed design phases.

Over the winter of 2026, core individuals across LWDH and partner organizations were guided by Stantec Consulting and Resource Planning Group in facilitated sessions to re-examine the Functional Program and ensure it still reflects service realities, and the vision for future service delivery. In essence, it describes how the hospital will function on opening day and ensures the building is designed to support safe, efficient, culturally grounded care. All refinements raised through this process must still fit within the previously approved scope and fixed overall building size, while still ensuring the future design remains flexible enough to adapt to future technologies, innovation, and evolving models of care.

This marks the early stages of building the roadmap to opening day readiness. While the most visible progress in a project of this nature is the design and construction of the building; the work that has to go on behind the scenes, transitioning to new systems and processes is even more significant. The best approach is to start this "readiness" as early as possible; implementing new practices well ahead of opening. The upgrade of the electronic medical record, going live in April 2027, is a great example of this readiness and will permit new functionality over the coming years to integrate practices at the patient bedside as well as diagnostic and allied health services.

With most sessions now complete, we are well poised to move into the specifications and design stage. Involvement in this next stage will be broadened to include front line staff, further physician participation, patient and family representatives, and partners.

## What's to come this spring/summer

In the months ahead, Ontario Treasury Board must approve the All Nations Hospital Project delivery model and the updated total project cost, ideally by early Fall. Infrastructure Ontario has been completing market research to understand the number of companies who can carry out a project of this magnitude in the region, with the goal of maximizing project success; and the level of market interest to ensure a competitive process. They are preparing to bring a recommended project delivery model to the ANHP leadership & governance groups at the end of May. The model will articulate the nature of the contracts with designers and builders, who will carry scope, financial and schedule risk, and define project milestones.

The total project cost requires updating as market conditions have changed since the last cost estimate was completed in 2023. Infrastructure Ontario will carry out this work, and along with the recommended project delivery model, it will comprise a package being developed by the Ministry of Health for Treasury Board.

*"The new hospital gives us a chance to design a pharmacy that incorporates new technologies to free up time for Pharmacists to provide more consultation to clinicians and counselling to patients and families. New, modern compounding facilities will bring services in-house where currently we have to rely on external vendors, improving availability and expediency. Staff are excited about the possibilities of a larger pharmacy designed to address national best practice standards"*

— **Angela Larman,**  
Manager of Pharmacy Services  
Lake of the Woods District Hospital

*"It is critical that the new hospital's Surgical Services Program includes three modern operating rooms, two minor procedure rooms, a Day Surgery/Post Anesthesia Care Unit (PACU), and a Pre-Admission Clinic to support expanded surgical services. LWDH delivers a regional surgical program that provides nine specialty services across two operating rooms and one minor procedure room, including Total knee/hips and spine, Lower Extremity, Upper Extremity, Cataract Surgery, Gynecology, Urology, Pediatric Dental, Maxillofacial, and General Surgery/Endoscopy. The program is designed to serve Kenora and surrounding communities, with a strong commitment to keeping patients' care as close to home as possible. With the proposed expansions, Kenora will have the capacity to introduce additional surgical procedures, further reducing the need for patients to travel outside the region. The expansion plans were developed with direct input from the Surgical Services team, whose frontline experience ensures the new spaces will be practical, efficient, and thoughtfully designed to support safe, high-quality care for patients now and into the future."*

— **Debra Bastone,**  
Manager of Surgical Services  
Lake of the Woods District Hospital

*"The new hospital will greatly enhance our ability to recruit physicians and health care professionals to our community. Modern facilities and expanded services make it easier to attract people who want to practice high quality, team based medicine. It will also create more opportunities for medical learners and students to train here, helping us build the next generation of health care providers and strengthen our workforce for the future."*

— **Dr. Sean Moore,**  
Chief of Staff  
Lake of the Woods District Hospital

# Your questions answered!

Thank you to everyone who took part in the November 2025 Campus of Care Town Hall AND all those who continue to share questions, ideas, and feedback about the redevelopment of Lake of the Woods District Hospital / All Nations Hospital Project. Community engagement is a vital part of this work, and the strong turnout to events and thoughtful discussions we've had with communities reinforces how important this project is to people across the region. Below are some themes we've noticed in the questions received, along with summarized responses to help provide clarity, transparency, and a shared understanding as planning continues.

## Addiction Treatment Services

**Q:** Will the campus include an addiction treatment center? *Partners are actively working on a mental health and addictions strategy, including a proposed Center of Excellence and a HART Hub to address homelessness and addiction needs.*

**Q:** How will individuals actively using substances access healthcare? *Plans include harm reduction strategies, mobile RAAM clinics, and pathways for substance use disorder treatment. There is also funding for a Day Treatment Program and the Hospital2Home program for Mental Health patients to be initiated soon.*

## Recruitment and Retention of Healthcare Staff

**Q:** What strategies will attract and retain staff for new positions? *Workforce planning is underway with local educational partnerships, expanded training programs. Wigwas anticipates doubling its workforce as it expands to 160 beds.*

## Hospital Bed Capacity

**Q:** How was the number of beds determined, and will it be sufficient? *Bed projections follow Ministry of Health formulas, factoring in population growth and evolving care models. Shelled space will allow for future expansion if needed.*

## Timeline for the New Hospital

**Q:** When will the new hospital open? *Optimistic projections target shovel-in-ground within three years, followed by approximately four years of construction.*

**Q:** Will the recent flood expedite the new hospital process? *The flood which occurred in the hospital in May 2026 emphasized the vulnerable nature of the current aged hospital building. Individuals at the highest levels of the Ministry of Health and Infrastructure Ontario are aware of the situation and it is hoped this will help to move the project through this next step of Treasury Board Approval.*

## Community Fundraising for Equipment

**Q:** Will there be a capital equipment fundraising campaign? *Yes, local share requirements include 10% of construction costs and 100% of equipment costs. Community fundraising will complement efforts to secure federal support.*

## Future of Existing Hospital Sites

**Q:** What will happen to the current hospital properties? *Both the Lake of the Woods District Hospital and St. Joseph's Hospital sites will be*

*sold after relocation, with proceeds supporting local share obligations.*

## Outdoor Gardens and Sustainability

**Q:** How will gardens and nourishment initiatives be incorporated? *Plans include outdoor gardens for traditional medicines and food, with opportunities for community involvement during the design phase.*

**Q:** What are some green initiatives being considered for new hospital? *The goal is to minimize the carbon footprint of the new hospital. It will be designed to address the Canada Green Building Council's LEED Silver Accreditation standards, at a minimum. This rating system evaluates sustainability across multiple categories, including energy efficiency, water use, materials selection, indoor environmental quality, innovation and regional priorities. The larger Campus of Care has set healing the land as a key design principle.*

**Q:** Will composting be part of the sustainability plan? *The suggestion was noted for consideration during planning, as part of an overall strategy to reduce the hospital's carbon footprint and be environmentally sensitive.*

## Youth Engagement and Workforce Development

**Q:** Will youth be engaged to prepare for future careers? *Yes, initiatives include school outreach, co-op placements, and partnerships with local colleges to build a health-care talent pipeline.*

## Urban Reserve Designation

**Q:** Will the campus become an urban reserve? *No, due to complexities with provincial funding and governance.*

## Campus of Care

**Q:** What do you mean by "Campus of Care"? *A Campus of Care involves a continuum of health and social services, creating one location for patients and families. It aims to*

*improve access to services and improve the linkages and coordination between providers. Overall, the campus will create a supportive environment, including access to nature and its healing properties.*

## Traffic

**Q:** Should I be concerned about traffic congestion at the entrance to the site? *A second traffic study was completed in May 2026. It provided reassurance that the volumes of traffic are within reasonable parameters for the single entrance to the site. Wait times were determined for turning onto the highway and found to be very reasonable. In addition, the number of cars on the feeder roads within the campus was tested and results were positive.*

**STAGE 1  
EARLY  
PLANNING  
COMPLETE**

- Proposal
- Pre-Capital
- Functional Program

**STAGE 2  
DETAILED  
PLANNING  
2026-2029**

**WE ARE HERE**

- Master Planning
- Site Plan
- Procurement

**STAGE 3  
CONSTRUCTION  
2029-2033**

**A NEW 81-BED REGIONAL  
HOSPITAL**  
In KENORA, ONTARIO located on a water accessible site

\*DATES ARE ESTIMATED AND SUBJECT TO CHANGE.

**All Nations Hospital  
Project Office  
40 Minnesota Street  
807-468-9861, ext 2591  
info@kenorasnewhospital.com**

**MAMOO'KANDAA OSHKI AAKOZIIWIGAMIG**  
Working Together for our New Hospital



Lake of the Woods  
District Hospital

