

Driving Social Housing Innovations through Partnerships

INNOVATION FORUM 2017

June 7. 2017 >> BEST WESTERN HOTEL >> NORTH BAY



Keynote Speaker

**Building on Success: Housing & Health
Working in Partnership**





Peterborough
Housing Corporation

BUILDING ON SUCCESS

Housing and Health Working in
Partnership

Darlene Cook, CEO, PHC

SHARE/NOSDA Innovation Forum, June 7, 2017



Peterborough Housing Corporation

- PHC is a stand alone LHC...arms length relationship with the Shareholder.
- Owns and manages 818 former public housing units, 8 supportive housing units, 250 affordable units and approx. 250 rent supplements.
- Under agreement with the SM, we manage the centralized wait list for the City and County of Peterborough.



Peterborough Housing Corporation

- Our Board is a 10 member governance board, skills based and includes 1 City and 1 County representative.
- From 2005-2014, PHC built approx. 250 new affordable units of our own under 8 contribution agreements. Some were new developments and others were complete redevelopment of older, existing buildings.



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Supportive Seniors: The Vision

- To build an affordable supportive senior's residence to replicate the "for profit" retirement home with care services model



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What does that look like?

- A 24/7 assisted living facility that provides supports in a clustered care model
- Affordable accessible apartment units
- Dining room that provides nutritious meals for residents
- Common areas, areas for specialty care, recreation facilities



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The Challenges for Housing Providers

- We don't speak the language!!!!
- Who do we need as partners and how do we engage them?
- How does the partnership work best?
- How do we fund this?
- What does affordable look like and do we need to think profit for purpose?



We don't speak the language

- In one of our previous developments we had applied for supports from the CE LHIN (2009)
- We wanted funding for supports and capital for a rural seniors building
- We were unable to compete with agencies that provided supports and were familiar with the health care environment



Partners: Who and how do we engage them? And how does this work best?

- Early experience had us securing a health care provider before asking for funding; this negated the de-linked model we wanted
- Who do we need to engage to make our vision work and what is the motivation for them to partner with PHC?



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How do we fund this?

- In the absence of a funding program, how does the bricks and mortar piece work?
- Who pays for the supports?
- Are there rent supplements?
- How do you incorporate costs and delivery of the food piece?



What is affordable? What about profit for purpose?

- How do we structure food costs and rental accommodation, married with appropriate supports and keep it affordable?
- Is “profit for purpose” a concept we can live with?
- What is the end goal and does this fit our vision?



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Our Inspiration





SPRUCE CORNERS, APSLEY

- Building with supports, 8 bedsitting apts with bathrooms, congregate dining room and lounge, large accessible bathroom, pantries
- 24/7 supports based on pooling of 8 x 2 hrs
- Includes food, housekeeping, recreation, care services
- Housing \$475.00, Food \$275.00



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The Dream

- To replicate Spruce Corners model, in an urban setting, increasing the numbers
- To provide affordable wrap around services for frail elderly in a new fully accessible building with amenities similar to for profit assisted living retirement homes



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And then the magic happened!

- What a difference a phone call makes....this one from the Peterborough Regional Health Centre (PRHC)
- Looking for solutions to an ongoing ALC bed problem for those who do not need acute care but have no appropriate location available to them.



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- Partners included PRHC, Peterborough Family Health Team and Central East Community Access Centre
- Worked for one year to develop a business case for the Central East LHIN to approve supports for the initiative
- PHC Board of Directors approves 80 unit building on an existing site



The Ask

- Funding for 24/7 supports for 50 units of supportive housing / de-linked model
- 20 units to be dedicated to Discharge Planning at PRHC
- 5 PSW's during the day, 4 PSW's in the evenings, a full time supervisor and a full time client coordinator



Approval Time Line

- Business Plan done 12 months, Oct 15-Oct 16
- Senior staff of CE LHIN approves in one month with suggestions to strengthen Nov 16
- CE LHIN Board of Directors approve March 17



The Building

- Site of the former Trades Building for Fleming College
- Purchased by PHC, existing building to be renovated for 36 units of housing, a Day Care and a replication of Homeward Bound Program
- Land acquired with the building will be site for the 80 Unit Supportive Seniors Building

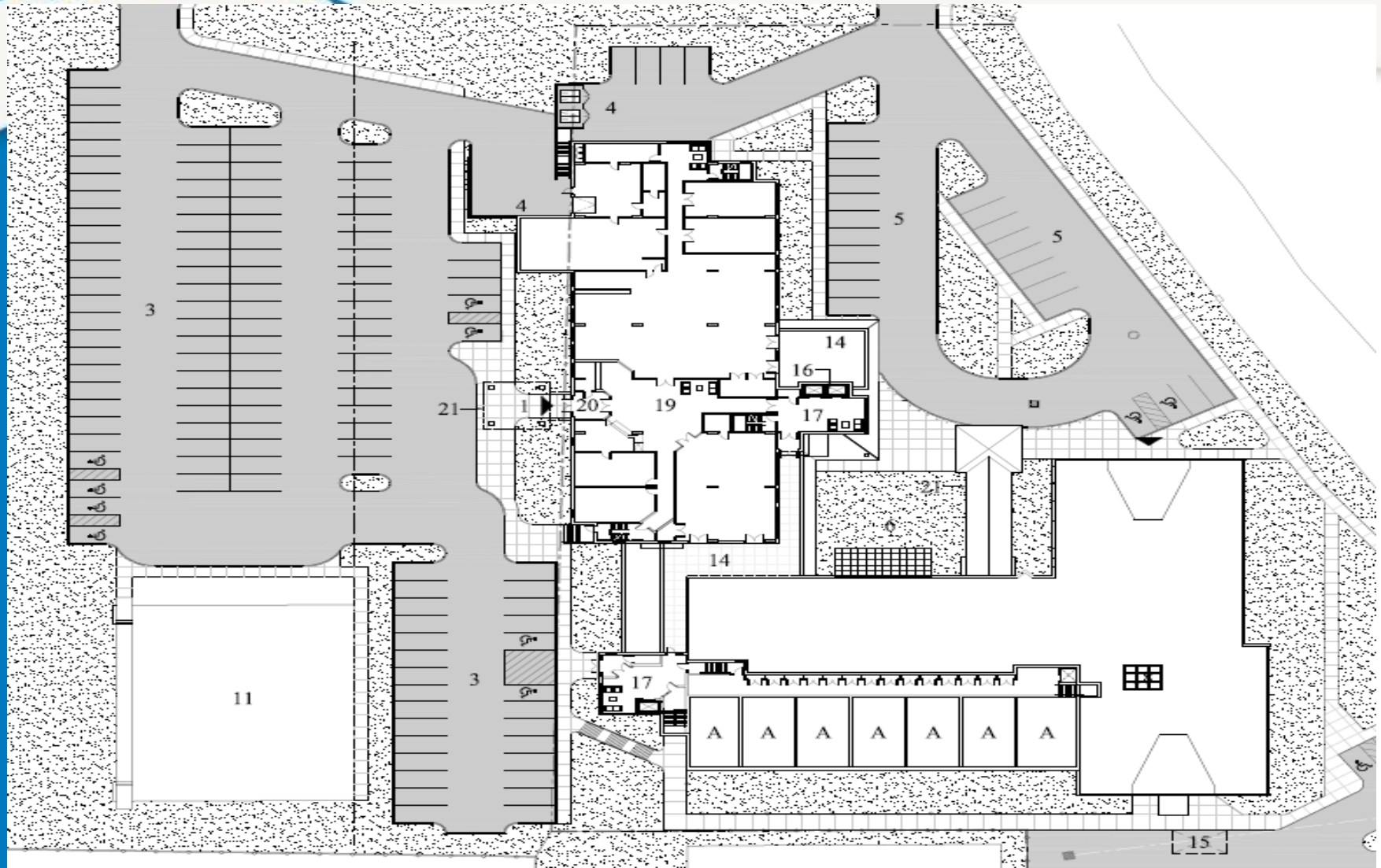


New Build

- 80 Units, 50 with supports
- Modified kitchens in 50, accessible units
- 30 units will be market housing, 12 of which will be at the higher end of market
- Profit for purpose means the higher end of market will allow lower rents in the affordable.

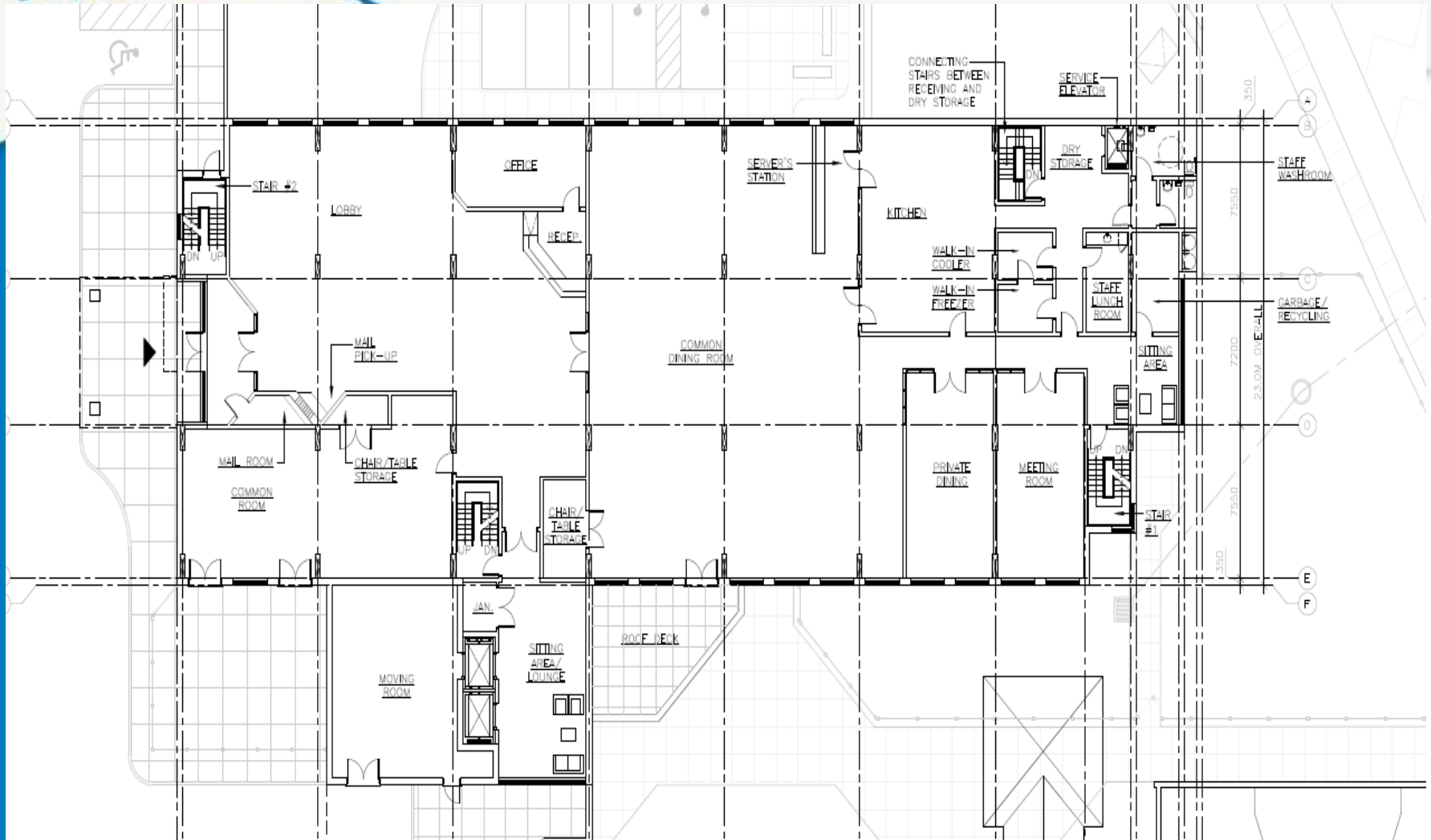


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Affordability

- We believe we will provide meals and rental unit for approx. \$1100.00 monthly
- We will apply for rent supplements for some of the supportive units which will lower the rents , making some units, with meal plan below or at \$800.00



Funding

- Total cost of two buildings 31M
- With permission from council, we will sell, or leverage 50 units of housing stock and use proceeds for this build, raising approx 15 M
- Equity in the property consisting of a 50 unit
- AHP, Trade College and land from the City is 7M



Funding

- Some incentives for Phase 1 (36 units), plus 1.5 M from IAH grants
- Construction financing from City (they give us a rate just above what their investments would yield)
- Gap will be mortgaged



What does success look like?

- Long term sustainability for the building
- We ensured that the units could be converted to full kitchens and regular apartments if the supportive funding was withdrawn.
- **This model could be replicated across the Province**



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Next Steps

- Build begins in July and will be an 18 month build.
- Intergenerational opportunities between the two buildings
- 32 units in Havelock will replicate this model with 12 units of support



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Final Notes

- We could not have had success without solid partnerships
- Health care agency to be selected by RFP by CE LHIN
- PHC will be owner and property manager.



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THANK YOU!

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