

Supporting mission-driven organizations to build more affordable housing for aging Canadians

*Building with Mission is a Canada Mortgage
& Housing Corporation Solutions Lab
to advance solutions to persistent and
complex housing challenges.*



Building With Mission

*“At the core of Catholic health care is a deep commitment to serve people who are marginalized or disadvantaged by responding to the greatest need in local communities. **Housing is a natural extension of Catholic health care**, and we are encouraging our 129 organizations across Canada to think about how they can **take action and work with partners to advance housing initiatives** in their local community, either for older adults or others in need of care.”*

— John Ruetz, CEO of the Catholic Health Alliance of Canada

National Housing Strategy Solutions Labs

Project Funder

Our Challenge: Solutions Labs are designed to tackle complex national housing challenges. The Building with Mission Project was focused on addressing the *urgent need for more affordable and more supportive housing options for older Canadians.*



Project Partners

Project Purpose: *Increase organizational knowledge and accelerate project initiation* by supporting health organizations, whether faith based or secular, as well as other mission-driven non-profits, to use their assets, capacity and expertise to build more affordable and more supportive housing for older Canadians.



Health + Housing for Older Adults

The opportunity for health care organizations

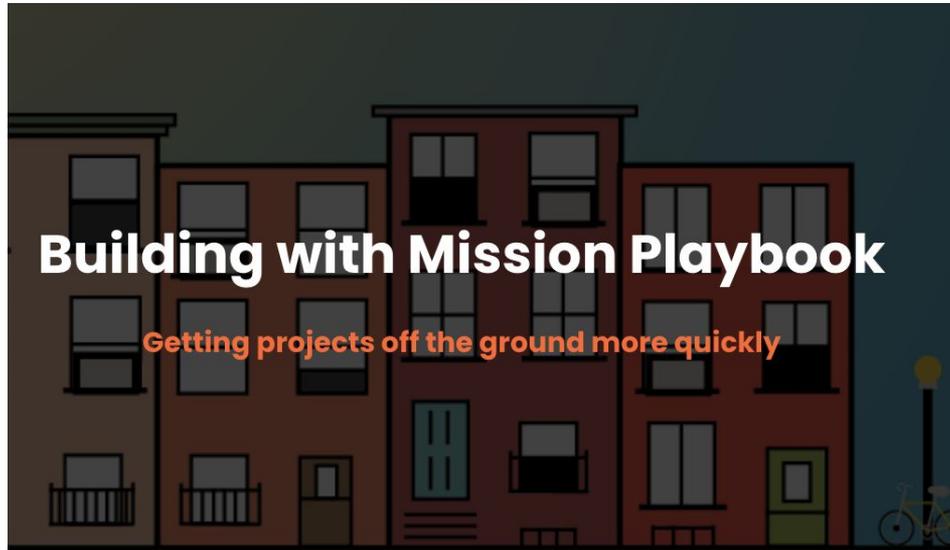
The role of health care organizations is evolving

- Increasingly playing a role in *creating health* for their community
- Looking to address *social determinants* of health; health + housing are closely linked
- Insufficient supply / range of housing options for lower and middle income seniors impact health service utilization / costs
- Health orgs bring unique expertise, capabilities and under-utilized real estate assets

*Health care organizations can improve health outcomes for older adults, reduce health system costs and amplify their impact by helping to challenge the mindsets, norms and business models that are no longer serving older adults well and by **proactively building new types of housing for older adults** in their communities.*

A Playbook for Getting Started

Helping to accelerate project initiation through knowledge sharing



A collection of resources to help organizations new to this work with a strong focus on the initial stages of project development

- Understand the activities involved
- Support key conversations to have internally and externally
- Point you to helpful resources to save time and effort
- Apply human-centred design methods

www.buildingwithmission.ca

How to get started?

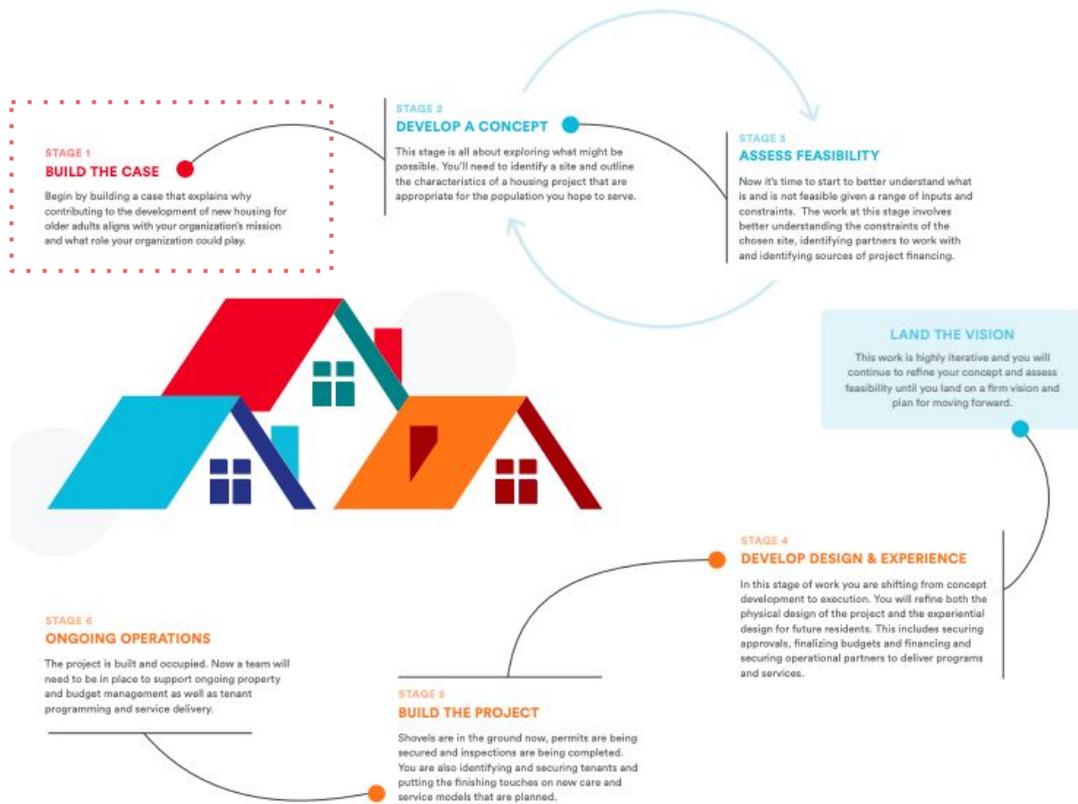
Key questions to consider

Stage 1: BUILD THE CASE

What role(s) could your organization play in the development and ongoing operation of affordable housing for older adults?

What resources can your organization bring forward to support the development of new housing for older adults?

Who else in your community could you work with to develop new affordable housing?

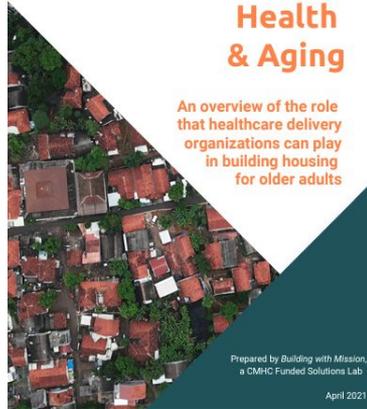


Helpful Resources

Building with Mission reports and curated research

BUILDING WITH MISSION PLAYBOOK DEVELOPMENT PROCESS OVERVIEW

	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	STAGE 6	
STAGE 1 Build the Case	STAGE 2 Develop a Concept	STAGE 3 Assess Feasibility	STAGE 4 Develop Design & Secure Finance	STAGE 5 Build the Project	STAGE 6 Ongoing Operations		
Timeline	0 - 6 months	6 - 18 months	18 - 32 months	32 - 42 months	42 - 60 months	60 - 25+ years	
Timeline Investment	\$	\$\$	\$\$\$	\$\$\$\$	\$\$\$\$\$	\$\$\$\$\$	
KEY ACTIVITIES	Clarify & Measure the Mission and Vision Understand the housing needs of older adults in your community. Assess alignment of housing with local organization's mission, strategy and capacity.	Articulate the project vision and establish design principles Articulate the vision and establish design principles to make sure you stay on course.	Conduct a feasibility study Conduct a feasibility study to determine if the project meets local design principles to make sure you stay on course.	Develop Design & Secure Finance Develop design and secure financing for the project.	Build the Project Build the project based on the design and secure financing report.	Ongoing Operations Review performance and ensure ongoing support.	
Confirm & Secure Organizational Support	Build the case for your organization's involvement in housing.	Continue to report back on progress and secure the ongoing support.	Lead the mission and make a case for ongoing/limited staff development project.	Continue to report back on progress and confirm ongoing support.			
Identify Project Team & Partners	Secure organizational commitment to explore development options and feasibility.	Identify potential project team members, partners and organizations.	Engage and select project partners.	Secure the land and/or project location and partners.	Continue to work closely with project team and partners.		
Work Closely with Key Stakeholders (including older adults)	Identify potential project team members, partners and organizations.	Engage key stakeholders on housing and building options.	Meet with municipal staff for planning and zoning approvals.	Keep your key stakeholders in the loop on progress.	Monitor community relations.	Continue to engage with tenants.	
Secure a Site	This step is most critical to ensure you have a site for the project at the stage.	Identify and evaluate the suitability of project sites.	Complete a site investigation and market analysis.	Secure the land (if you don't already own it).			
Develop a Design	Identify and select project partners.	Meet with partners to develop design principles.	Refine and finalize design.	Construction	Construction	Coordinate with tenants.	



Housing, Health & Aging

An overview of the role that healthcare delivery organizations can play in building housing for older adults

Prepared by Building with Mission, a CMHC Funded Solutions Lab
April 2021

The Building with Mission Playbook

Overview of the Roles Health Orgs Can Play in Building Housing



Location & Community Context

- Be Pocket Neighbourhoods
- Be Intergenerational Communities
- Be Accessible Homes
- Be Adaptable Homes
- Nb Culturally/Literally Specific Communities
- Nb Home Sharing
- Nb Naturally Occurring Communities

Programming & Services

- Nb Enhanced Services & Programs
- Nb Community Led Support
- Nb Supportive Housing
- Nb Clustered Care
- Nb Campuses of Care
- Nb Dementia Wings
- Nb Embedded Technology

Cost of Living

- Fe Co-Housing
- Fe Shared Equity Home Ownership
- Fe Under-utilized Land
- Fe Adaptive Reuse
- Fe Co-Location
- Fe Prefab/Modular
- Fe Passive Design

Cost to Build & Operate

Social Connection

Supportive Tech

Built Environment (Be)
 Non-Built Environment (Nb)
 Financial Environment (Fe)

A Periodic Table of Housing Models for Aging Canadians

Sources of Funding for Affordable Housing



Sources of Funding for the Development of Affordable Housing

An Overview of Sources of Pre-Development, Development and Post-Development Funding

This document has been prepared by CMHC on behalf of the Building with Mission project, a CMHC National Housing Strategy Solutions Lab

BuildingWithMission

Tools To Try

Design approaches that put people at the centre of your work



June
74 years old
New Tecumseth, Ontario

"JTC hints here are where you send older people and forget about them"

About
June lives in a small town in a one-bedroom apartment rental. She and her husband moved from an urban area in southern Ontario ten years ago after selling their home. They required a single-level apartment as her husband's health was deteriorating. She is a caregiver for her husband who has been sick for the last two years. June had a career as a researcher and worked in both private and university settings before retiring 20 years ago. Leaving their lifelong home was really difficult as it held many memories for both of them.

Loves to

- Try new hobbies and activities
- Enjoy long daily walks
- Volunteer her time to research initiatives
- Explore new ways of doing research and data analysis with advancing technology
- Read, kayak, and swim in the summer
- Spend time with friends

Challenges

- Inadequate access to support for both her and her husband in a small town
- Although walk-lists are shorter than they are in big cities, some important supports aren't available
- Concern with how much longer she will be able to drive. Without a license or reliable public transportation, she will have no way to get around or drive her husband to appointments
- Fears placing her husband in long-term care because she has heard terrible things about them, but she also questions how much longer she can care for him as she ages herself

Better Means

- Significant in-home support for her husband
- Access to affordable public transportation
- A variety of activities and hobbies to keep her happy
- Access to amenities, like grocery delivery, to make life easier
- Safe and trustworthy long-term care homes so family members don't have to worry about their loved ones to enable seniors to age with dignity

Independent Cluster Living
John Hill, 75, Healthy and Active

- Former insurance sales. Getting comfortable with tech
- Retired \$27k income. 40 per savings
- Her only retirement vehicle and to invest all the plans
- Very young. Usually only see her once
- Struggling to develop relationship with people in community
- May want to date one day
- Has a dog
- Breaks objects, from Bowlers, most in a hand

INDEPENDENT CLUSTER LIVING	Family / Caregiver Actions (optional)	Tenant Actions	SE Health Actions	Supporting Systems / Processes	Reserve Org / Home / Living system (optional)
...



Foresight: Four Scenarios for the Future

Personas: How Older Adults Live

Prototyping: Physical & Experiential Design

Overview of Problem & Stakeholder Mapping

Other Tools: Strategic Implications of Foresight Work, Different types of Prototyping, Visioning Exercises

Working with Demonstration Sites

Capacity building and method validation

We worked with several **demonstration sites** that were engaging in new housing projects to share new human-centred design tools with their teams and to document their journey for others to learn from.

St. Joseph's Continuing Care Centre



Covenant Care and Living

SE Health



Building Awareness

Spreading the word to support others

- We are looking to spread the word about this work so that organizations are aware of the resources available to them
- We encourage Catholic health organizations interested in learning more to reach out to CHAC for more information and support
- All of the project partners are excited to continue this work, share their learnings and speak with potential partners
 - ◆ Cahdco: offering development consulting support to non-profits
 - ◆ Overlap Associates: supporting the application of human-centred design methods
 - ◆ SE Health: developing an affordable and supportive operating model for seniors housing and seeking development partners