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Supportive Housing for Homeless and Hard-to-House Seniors



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**Supportive Housing for Homeless and
Hard-to-House Seniors:
An In-Depth Case Study of Fairway Woods
FINAL REPORT**

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**Supportive Housing for Homeless and
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Abstract

This document is an in-depth case study of Fairway Woods, a supportive housing project for formerly homeless or hard-to-house seniors. It is located in Langford, near Victoria, BC. Research methods included a review of documents, records and floor plans; one-to-one interviews, walk-and-talk interviews and group interviews; a quality of life survey of tenants; participant observation and photographs. This report includes detailed information about: the location, site, building, dwelling units, tenants, services, service providers, and development of Fairway Woods; an evaluation of the built environment; illustrations of the impact of moving to Fairway Woods on tenants' lives; and numerous lessons learned by the housing sponsor and service providers. It concludes with recommendations from study informants, addressed to people who work in the fields of homelessness, supportive housing, mental health, community-based support services, architecture and building.

Acknowledgements

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Many thanks are also due to the members of my study team, Veronica Doyle, Luba Serge, Patti Parkyn and Sarah-Jean Bradley; to John Crean and Peggy Massiah of Cool Aid; and to the staff at Fairway Woods. All of them have unique insights, talents and experience, which contributed in significant ways to the quality of both the research and the report.

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July 2007

Supportive Housing for Homeless and Hard-to-House Seniors: An In-depth Case Study

INTRODUCTION

Supportive housing for seniors has become commonplace in Canada within the last decade. It typically combines:

- self-contained, private apartments;
- common areas to encourage residents' social interaction; and
- an array of support services, such as one meal per day and assistance with the activities of daily living.

What is not commonplace is the provision of supportive housing to seniors who are homeless, hard-to-house,¹ or have complex health problems, including mental illness and addictions.

In 2002-2003, CMHC funded Housing Options for Elderly or Chronically Ill Shelter Users,² a national, exploratory study to learn about what sorts of housing options existed for homeless seniors in Canada. The study found 13 housing projects in five different regions of the country. It also identified an ideal supportive housing model: a building located away from the downtown core, with 30-50 small, self-contained units, several common areas, and staff available 24 hours a day, seven days a week, who take a holistic approach to client-centred care. In this ideal scenario, clients would include both males and females and would be treated with respect.

Fairway Woods, a 32-apartment housing project providing 24 hours a day, 7 days a week, support services and located in suburban Langford, near Victoria, British Columbia, was one of the housing projects identified by the 2002-2003 national study. The project was identified as a possible best-practice example, matched the ideal supportive housing model for homeless seniors, and was referred by housing and health care professionals in the Greater Victoria area as a great success. The study team, therefore, suggested that documentation be developed on the Fairway Woods project.



Figure 1 The Front entrance at Fairway Woods

¹ "Hard-to-house" is defined in the Objectives section of this Research Highlight.

² The Research Highlight of this study can be found at <http://www.cmhc.ca/od/?pid=63296>

OBJECTIVES

The main objective of this study was to conduct an in-depth case study of Fairway Woods.

The specific objectives were to:

- fill the gaps in our knowledge relating to housing for homeless and hard-to-house seniors;
- provide an in-depth description of a purpose-designed housing project that is considered to be a success;
- answer important questions that emerged from the 2002-2003 national study (for example, Is a suburban location acceptable to the target tenants?); and
- report on the findings in a way that is comprehensible, meaningful and inspirational to a wide range of related professionals.

For the study, the following definitions are used:

Homeless describes someone who is literally or visibly homeless, that is, living on the street, in temporary shelters or in a location not meant for human habitation.

Hard-to-house refers to persons who are repeatedly evicted or at constant risk of homelessness, usually due to behaviours which are not tolerated in many housing or care settings.

A **social model of care** is characterized by congregate living arrangements that are residential in scale and character, and service provision that is client-centred and respectful of clients' autonomy and sense of home.

METHODOLOGY

The in-depth case study of Fairway Woods was conducted between September 2006 and July 2007. The research methods included:

- Reviewing relevant documents, records and floor plans
- Conducting a series of group interviews and formal and informal one-to-one interviews
- Carrying out a quality of life survey of the tenants
- Conducting site observations and taking photographs

Study informants included the project sponsor (the Cool Aid Society of Victoria BC) and other people involved in the development of the project, regional health policy makers, the project architect, the builder, on-site and visiting service providers, and project and surrounding neighbourhood residents.

FINDINGS

Fairway Woods was specially designed and built for formerly homeless and hard-to-house seniors by the Victoria Cool Aid Society, a well respected 39-year old organization that provides shelter, health and housing services to marginalized persons living in the Victoria, BC region.

Location, Site and Building

Fairway Woods is located on a busy, suburban, main street. It is an attractive apartment building clad in siding and surrounded by soaring fir trees and lush landscaping. The building sits on the slightly sloped, rocky corner of a large property owned by the regional health authority. Next door on the same property, but not easily visible because of the slope of the land, are three modern, single storey care facilities. Within 50 metres of the front door of Fairway Woods are bus shelters for service to downtown in one direction or to the nearest suburban mall in the other direction. Across the street is a small plaza, with health clinic, health testing services, a pharmacy and a café. Other amenities, such as a grocery store, are within a three-block walk.



Figure 2 Fairway Woods

In the building, there are 32 self-contained, one-bedroom apartments, a communal dining room, two lounges, two balconies and a library for the tenants. There is also a large kitchen, visible from the dining room and various offices for staff. Outside, there is a groomed garden both at the front and back.

Tenants

Although the tenant profile varies over time, as some tenants leave and others arrive, there are some fairly constant characteristics. Approximately three quarters of the tenants are men, the remaining are women. The median age group is 55-64 years. Over half of the tenants are dependent on welfare; the rest live on pension income. The tenants moved to Fairway Woods from a variety of living arrangements, including a detoxification facility, hospital, other Cool Aid housing projects, shelters and substandard housing. A majority of the tenants have multiple and complex diagnoses, which include mental illness and addictions, as well as physical health problems associated with age, such as arthritis, heart problems and diabetes.

In October 2006, over half the tenants had been in continuous residence at Fairway Woods since it opened in July 2003, and another nine tenants had lived there one to three years. Turnover is small: between 2003 and 2006, two tenants were asked to leave and four left voluntarily. Others died or moved to facility care.

Services and Service Providers

The following kinds of services are provided to tenants at Fairway Woods:

1. On-site services are provided by Cool Aid employees 24 hours a day, seven days a week. Staff assist in difficult situations, provide help with the instrumental activities of daily living (such as helping with medical appointments, tax forms, getting bus passes, etc.), and prepare and serve one communal full meal daily to the tenants;
2. Clustered home care services are provided by Community Health Care Workers from the regional health authority. They provide scheduled assistance with activities of daily living (such as in-suite meal preparation and personal care) to those tenants in need; and
3. Other visiting services, such as home nursing and psychiatric social work, are provided to tenants on an as-needed basis.



Figure 3 The dining room, flooded with natural lighting

Project Development

Fairway Woods is a creative project that took eight years to complete. Its design and operations are based on a philosophy of respect for all human beings and on a social model of care. Its success appears to be a combination of factors, including the following:

1. The cumulative effect of Cool Aid's experience in providing housing and support to homeless persons, over many years
2. The personal passion and commitment of a range of individuals, including Cool Aid personnel, health authority visionaries and decision-makers, the project architect and the builder

3. The selection of stellar staff members
4. The selection and support of appropriate tenants.

Impacts of Fairway Woods on Tenants' Quality of Life

Tenants were asked to rate their quality of life in January 2007 by completing a one-page, anonymous questionnaire which included 12 indicators of quality of life (such as physical health, mood, living situation, family relationships, etc.) Overall, their self-rated quality of life was "good." Over half rated their physical health as good or excellent; almost three quarters rated their mood as fair or good; and almost three quarters rated their living situation as good or excellent.



Figure 4 The tenants' lounge

In confidential, one-to-one interviews, 10 tenants described some of the impacts of moving to Fairway Woods on the quality of their lives. Previously, they had moved in and out of apartments, motels, hostels, psychiatric hospitals, detoxification centres and group homes. At some stage, each one had been homeless. Before moving to Fairway Woods, many of them felt "anxious," "angry," "isolated" and "stuck" much of the time. A typical 24-hour day was described as "lonely and a waste of time." Since moving to Fairway Woods, they have stability in their lives. Although not all of their troubles have disappeared, they feel "relieved," "more secure" and glad that their chronic conditions are "under control." They are "drinking less," "socializing more," "more confident," "getting more exercise" and "sleeping better." They rarely see "bad company." Their self-rated coping skills have escalated.

The four aspects of Fairway Woods that contribute most to the tenants' quality of life are:

1. The quiet, suburban setting
2. The predictability of everyday life
3. The proximity of shops and services, and
4. The social aspects, such as the daily communal meal.

Tenants also value having 24 hours a day, 7-days-a-week on-site service staff. This increases their sense of security and connectedness. One tenant said, "I'm living happily ever after." Another said, "Many have had rough lives; now we're in smoother waters."

Impacts of Fairway Woods on "the System"

Service providers claim that moving to Fairway Woods has had significant impacts on several aspects of tenants' lives, including increased health, greater autonomy and healthier social relationships, and decreased substance abuse. They also perceived decrease use of expensive, publicly-funded services, such as ambulances, emergency room visits, doctor appointments and calls to police.

Impacts of Fairway Woods on Neighbours

The building and its tenants are accepted in the neighbourhood. Neighbours say: “It’s a very attractive building and blends in well with the neighbourhood.” The tenants are described as “very congenial.”

The Built Environment at Fairway Woods

Service providers’ and tenants’ evaluations of the built environment at Fairway Woods are highly positive, overall. The only consistent critiques are about: (1) the elevator, which is very unreliable and noisy; (2) the dining room, because it is very noisy at mealtime; and (3) the vertical noise transfer within the building, especially between communal spaces and private spaces. Shortcomings within the tenants’ apartments are minor and easily resolved.

CONCLUSION

There have been many lessons learned from Fairway Woods. The most outstanding being the following:

“The location in the suburbs works”

- It is important to stay small to retain a sense of community and to fit in with a suburban location.
- If the building design facilitates surveillance, there is no need for a security system: the tenants become the security system.
- Staff members’ “unconditional regard” contributes to tenants’ feelings and practice of autonomy.
- “This population can accept each other and build a community.”

RECOMMENDATIONS

Considerable advice and information resulted from this case study for housing sponsors, architects and service providers. The main recommendations are as follows:

- Locate the building away from the downtown core, but within walking distance of shops and services and transit stops.
- Keep the housing project small. Thirty-two units is an ideal size.
- Design a beautiful building that is residential in character and that blends in with the neighbourhood. Ensure that it has a garden and trees surrounding it.
- Pay attention to sound transfer in the building and remember that the elevator is used 24 hours a day.
- Provide on-site staff 24 hours a day, 7 days a week.
- Ensure that all on-site and visiting staff members share a client-centred, flexible approach to support and that they work co-operatively as a team. Ideally, staff members will be mature adults with considerable life experience.
- Provide one main communal meal per day for tenants, included as part of the monthly rent.
- When selecting tenants for a new supportive housing project, strive for a mix or balance of tenant characteristics, such as physical ability, mental health, sociability, talents and background. When seeking tenants for an established housing project, ensure that they will fit into the “community” that already lives in the building.

Research Highlight

Supportive Housing for homeless and hard-to-house seniors: an in-depth case study

CMHC Project Managers: Anna Lenk and Luis Rodriguez, Housing Needs, Policy and Research

Research Report: Supportive Housing for Homeless and Hard-to-House Seniors: An In-Depth Case Study

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Logements avec services de soutien à l'intention des personnes âgées sans abri et difficiles à loger : étude de cas approfondie

INTRODUCTION

Les logements avec services de soutien pour les personnes âgées sont devenus chose courante au Canada au cours de la dernière décennie. En général, on y trouve :

- des appartements privés autonomes;
- des aires communes pour favoriser l'interaction sociale entre les résidents;
- un ensemble de services de soutien, tels qu'un repas par jour et de l'aide pour les activités de la vie quotidienne.

Fournir des logements avec services de soutien à des personnes âgées sans abri, difficiles à loger¹ ou ayant des problèmes de santé complexes, notamment des troubles mentaux et des toxicomanies, est cependant moins fréquent.

Au cours de l'exercice 2002-2003, la SCHL a financé une étude sur les options de logement pour les personnes âgées ou atteintes d'une maladie chronique ayant recours aux refuges pour sans-abri², effectuée à l'échelle nationale afin d'établir quelles options de logement existaient pour les personnes âgées sans abri. L'étude a permis de préciser un modèle idéal d'ensemble résidentiel avec services de soutien :

- un immeuble loin du centre-ville;
- un immeuble comportant 30 à 50 petits appartements autonomes et plusieurs aires communes;
- du personnel disponible jour et nuit;
- du personnel qui adopte une démarche holistique dans sa prestation des soins axés sur la clientèle.

Dans le cadre de ce scénario idéal, les clients comprendraient des hommes et des femmes, et ils seraient traités avec respect.

L'un des ensembles de logements identifiés lors de l'étude nationale de 2002-2003 est Fairway Woods à Langford, dans la banlieue de Victoria, en Colombie-Britannique. Fairway Woods comporte 32 appartements offrant des services de soutien en tout temps.

Fairway Woods correspond au modèle idéal de logement avec services de soutien pour les personnes âgées sans abri. Les professionnels du logement et de la santé de l'agglomération de Victoria qualifient Fairway Woods de grande réussite.



Figure 1 L'entrée principale de Fairway Woods

¹ L'expression « difficile à loger » est définie dans la section « Objectifs » de ce *Point en recherche*.

² Consultez Le *Point en recherche* qui traite de cette étude à l'adresse <http://www.cmhc.ca/od/?pid=63296>. Consulté en août 2007; en anglais et en français

OBJECTIFS

Il s'agissait principalement de réaliser une étude de cas approfondie de Fairway Woods.

Les objectifs précis étaient les suivants :

- combler les lacunes dans notre connaissance du logement pour les personnes âgées sans abri et difficiles à loger;
- fournir une description détaillée d'un ensemble de logements conçu pour répondre à des besoins spéciaux et considéré comme une réussite;
- répondre à d'importantes questions qu'a soulevées l'étude nationale de 2002–2003 (par exemple, un quartier suburbain est-il acceptable pour les locataires ciblés?);
- rédiger un rapport sur les résultats, qui soit compréhensible, significatif et inspirant pour un grand nombre de professionnels concernés.

Les définitions suivantes s'appliquent dans le cadre de cette étude :

Sans-abri — s'entend d'une personne qui est pratiquement ou visiblement sans abri, ce qui signifie vivre dans la rue, dans des refuges temporaires ou à dans endroit non conçu pour l'habitation.

Difficile à loger — s'entend d'une personne qui est constamment expulsée ou qui présente un risque constant d'être contraint à l'itinérance, habituellement en raison d'un comportement qui n'est pas toléré dans de nombreux immeubles d'appartements ou établissements de soins.

Modèle social de soins — caractérisé par des logements-foyers dont la taille et la nature se rapprochent de celles d'une résidence, offrant des services axés sur les clients qui reconnaissent leur l'autonomie et l'importance de pouvoir se sentir chez soi.

MÉTHODE

L'étude de cas approfondie de Fairway Woods a été réalisée entre septembre 2006 et juillet 2007. Voici certaines des méthodes de recherche utilisées :

- Examen des documents pertinents, des dossiers et des plans d'étage.

- Tenue d'une série d'entrevues en groupe ainsi que d'entrevues individuelles officielles et officieuses.
- Réalisation d'un sondage sur la qualité de vie des locataires.
- Observations sur place et prise de photos.

Parmi les informateurs clés, on compte le parrain de l'ensemble (la Victoria Cool Aid Society) ainsi que d'autres intervenants qui ont participé à l'élaboration du projet : les décideurs régionaux dans le domaine de la santé, l'architecte et le constructeur de l'ensemble, les fournisseurs de services sur place et provenant de l'extérieur ainsi que les résidents de l'ensemble et du quartier.

RÉSULTATS

Fairway Woods a été spécialement conçu et construit pour les personnes âgées sans abri et difficiles à loger par la Victoria Cool Aid Society, un organisme très respecté qui existe depuis 39 ans et qui offre des services d'hébergement, de santé et de logement aux personnes marginales de la région de Victoria.

Emplacement, site et immeuble

Fairway Woods est situé sur une rue principale, passante et suburbaine. Il s'agit d'un immeuble d'appartements attrayant, revêtu de bardage et entouré de pins matures et d'un aménagement paysager luxuriant.

L'immeuble est situé sur un terrain rocailleux et légèrement en pente d'une grande propriété qui appartient à l'organisme de santé régional. Trois établissements de santé modernes à un étage sont voisins sur la même propriété, mais sont difficilement visibles en raison de la pente du terrain.

À moins de 50 m (160 pi) de l'entrée de Fairway Woods, des abribus offrent le service vers le centre-ville dans une direction et vers le centre commercial de banlieue dans l'autre direction. De l'autre côté de la rue, se trouve un petit centre commercial comportant une clinique médicale, des services d'évaluation de santé, une pharmacie et un café. D'autres services, telle une épicerie, se trouvent à moins de trois pâtés de maison de marche.



Figure 2 Fairway Woods

L'immeuble compte 32 appartements autonomes d'une chambre, une salle à manger commune, deux aires de repos, deux terrasses et une bibliothèque pour les locataires. On y trouve aussi une grande cuisine, visible de la salle à manger, et des bureaux pour les employés. Un jardin bien entretenu agrémenté l'avant et l'arrière de l'immeuble.

Locataires

Même si le profil des résidents varie au fur et à mesure que des locataires quittent et que d'autres arrivent, certaines caractéristiques demeurent passablement constantes. Environ les trois quarts des locataires sont des hommes. Le groupe d'âges médian est 55 à 64 ans. Plus de la moitié des locataires dépendent de l'aide sociale et le reste vit de revenus de pension.

Les locataires qui emménagent à Fairway Woods proviennent de lieux de résidence divers, notamment d'établissements de désintoxication, d'hôpitaux, d'autres ensembles d'habitation de Cool Aid, de maisons d'hébergement et de logements inférieurs aux normes. La majorité des locataires ont des problèmes médicaux multiples et complexes, dont des maladies mentales et des toxicomanies entre autres, de même que des problèmes de santé associés à l'âge, tels que l'arthrite, des troubles cardiaques et le diabète.

En octobre 2006, plus de la moitié des locataires vivaient de façon continue à Fairway Woods depuis son ouverture en juillet 2003. Neuf autres locataires y avaient résidé de un à trois ans. Le taux de renouvellement est faible : entre 2003 et 2006, on a demandé à deux locataires de quitter et quatre ont quitté volontairement. D'autres locataires sont décédés ou ont emménagé dans un établissement de soins.

Services et fournisseurs de services

Les services suivants sont offerts aux locataires :

- **Services sur place**, fournis en tout temps par les employés de Cool Aid. Ceux-ci offrent de l'aide dans des situations difficiles, pour les activités de la vie quotidienne, pour prendre des rendez-vous médicaux, remplir les formulaires de déclaration de revenus, obtenir des cartes d'abonnement d'autobus, etc.; ils préparent et servent chaque jour un repas collectif complet aux locataires.
- **Services regroupés de soins à domicile**, fournis par des travailleurs de la santé communautaires travaillant pour l'organisme de santé régional. Ils offrent de l'aide selon un horaire fixe pour les activités de la vie quotidienne, comme la préparation de repas dans l'appartement du bénéficiaire et les soins personnels.
- **Autres services en visite**, tels que les soins infirmiers à domicile et le travail social dans le domaine psychiatrique, fournis au besoin aux locataires.



Figure 3 La salle à manger est inondée de lumière naturelle

Aménagement de l'ensemble

Fairway Woods est un ensemble créatif qui a nécessité huit ans de travail. Sa conception et son exploitation reposent sur une philosophie fondée sur le respect de tous les êtres humains et sur un modèle social de soins. Sa réussite semble due à une combinaison de facteurs, notamment :

- les effets cumulatifs des nombreuses années d'expérience de Cool Aid à fournir des logements et du soutien aux personnes sans abri;

- la passion et l'engagement personnels d'un certain nombre de personnes, y compris les employés de Cool Aid, des visionnaires de l'organisme de santé et des décideurs ainsi que l'architecte et le constructeur de l'ensemble;
- la sélection de membres du personnel extraordinaires;
- le choix et le soutien de locataires convenant à ce genre de milieu.

Répercussions de Fairway Woods sur les locataires

En janvier 2007, on a demandé aux locataires d'évaluer leur qualité de vie en remplissant un questionnaire d'une page sous le sceau de l'anonymat. Le questionnaire comportait 12 indicateurs de qualité de vie, tels que la santé physique, l'humeur, le milieu de vie, les relations familiales, etc.

Dans l'ensemble, les locataires ont jugé que leur qualité de vie était « bonne ». Plus de la moitié ont classé leur santé physique comme étant bonne ou excellente; près des trois quarts ont jugé leur humeur comme étant satisfaisante ou bonne et près des trois quarts considéraient également jugé leur milieu vie comme étant bon ou excellent.



Figure 4 L'aire de repos des locataires

Lors des entrevues individuelles et confidentielles, 10 locataires ont décrit certaines des répercussions qu'a eu l'emménagement à Fairway Woods sur leur qualité de vie. Auparavant, ils avaient subi des déménagements à répétition (appartements, motels, centres pour itinérants, hôpitaux psychiatriques, centres de désintoxication et foyers de groupe). Chacun d'eux avait été, à un moment donné, sans abri.

Avant d'emménager à Fairway Woods, bon nombre d'entre eux se sentaient « anxieux », « furieux », « isolés » et « coincés » une grande partie du temps. Une journée typique de 24 heures était décrite comme étant « solitaire et une perte de temps ».

Depuis leur arrivée à Fairway Woods, leur vie est empreinte de stabilité. Même si la totalité de leurs troubles n'avaient pas disparu, ils se sentaient « soulagés », « plus en sécurité » et heureux que leurs conditions chroniques soient « sous contrôle ». Ils « buvaient moins », « socialisaient davantage », « étaient plus confiants », « faisaient plus d'exercice » et « dormaient mieux ». Ils avaient rarement affaire à des gens « peu recommandables ». Selon eux, leurs habiletés d'adaptation avaient augmenté.

Les quatre aspects de Fairway Woods qui ont le plus contribué à la qualité de vie des locataires sont les suivants :

- 1 L'environnement calme de la banlieue.
- 2 La prévisibilité de la vie quotidienne.
- 3 La proximité des boutiques et des services.
- 4 Les aspects sociaux, tel le repas collectif quotidien.

Les locataires apprécient aussi les services offerts sur place en tout temps. Leur sentiment de sécurité et d'appartenance n'en est que plus fort. Un locataire a déclaré : « Je suis heureux comme jamais ». Un autre a affirmé : « Bon nombre d'entre nous avons eu une vie difficile; maintenant, nous sommes dans des eaux moins troubles ».

Répercussions sur « le système »

Les fournisseurs de services affirment que le fait d'emménager à Fairway Woods a eu des répercussions importantes sur plusieurs aspects de la vie des locataires, notamment une meilleure santé, une plus grande autonomie, des relations sociales plus saines et une diminution des abus d'alcool et de drogues. Ils ont aussi constaté une baisse du recours aux services de santé publics coûteux, tels que les ambulances, les visites aux salles d'urgence, les rendez-vous chez le médecin et les appels aux services de police.

Répercussions sur les voisins

L'immeuble et les locataires sont acceptés dans le quartier. Voici ce qu'en disent les voisins : « C'est un immeuble attrayant qui se marie bien au quartier ». Ils décrivent les locataires comme étant « très sympathiques ».

Le milieu bâti

Les évaluations faites par les fournisseurs de services et les locataires du milieu bâti à Fairway Woods sont, dans l'ensemble, extrêmement favorables. Les seules critiques unanimes formulées touchent l'ascenseur, qui est peu fiable et bruyant; la salle à manger, parce qu'elle est bruyante au moment des repas; et le transfert de bruit vertical dans l'immeuble, particulièrement entre les aires communes et les aires privées. Les lacunes dans les appartements des locataires sont mineures et facilement réglées.

CONCLUSION

De nombreuses leçons ont pu être tirées de Fairway Woods. Les plus importantes sont les suivantes :

L'emplacement dans les banlieues fonctionne.

- Il est important de demeurer petit afin de conserver le sentiment d'appartenance à la communauté et de bien cadrer avec l'emplacement suburbain.
- Si le bâtiment est conçu pour faciliter la surveillance, un système de sécurité est inutile : les locataires deviennent le système de sécurité.
- L'« acceptation inconditionnelle » dont font preuve les membres du personnel contribue au fait que les locataires se sentent autonomes et agissent comme tel.
- « Les gens s'acceptent mutuellement et forment une communauté ».

RECOMMANDATIONS

Cette étude de cas a donné lieu à la collecte d'une grande quantité de conseils et de renseignements destinés aux promoteurs de logements, aux architectes et aux fournisseurs de services. Les principales recommandations sont les suivantes :

- L'immeuble doit être situé loin du centre-ville, mais à distance de marche des boutiques, des services et des arrêts de transport en commun.
- L'ensemble de logement doit demeurer petit. Trente-deux appartements constituent la taille idéale.
- La conception architecturale du bâtiment se doit d'être belle et d'allure résidentielle et doit bien se marier au quartier. Il faut s'assurer qu'un jardin et des arbres entourent le bâtiment.
- Il faut porter attention au transfert du bruit dans le bâtiment et se rappeler que l'ascenseur est utilisé à toute heure du jour et de la nuit.
- Le personnel sur place doit être disponible en tout temps.
- Il faut s'assurer que tous les fournisseurs internes et externes partagent une même approche au soutien qui soit souple et axée sur la clientèle, et qu'ils collaborent comme une seule et même équipe. Idéalement, les employés seront des adultes matures ayant une expérience considérable de la vie.
- Un repas principal collectif doit être fourni à tous les locataires et doit être inclus dans le loyer mensuel.
- Lorsqu'on choisit les locataires pour un nouvel ensemble de logements avec services de soutien, il faut mettre l'accent sur la diversité et l'équilibre des caractéristiques des locataires, telles que les habiletés physiques et sociales, la santé mentale, les talents et les antécédents. Lorsqu'on recrute des locataires pour un ensemble existant, il faut s'assurer qu'ils s'intégreront avec la communauté qui vit déjà dans l'immeuble.

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Rapport de recherche : *Logements avec services de soutien à l'intention des personnes âgées sans abri et difficiles à loger : étude de cas approfondie*

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**Supportive Housing for
Homeless and Hard-to-House Seniors:
An In-Depth Case Study
Executive Summary**

Background and Introduction

“Supportive housing” for seniors has become commonplace in Canada within the last decade. This type of housing typically includes self-contained units with lockable doors, communal space to encourage occupants’ social interaction, and an array of support services, such as one meal per day and assistance with the activities of daily living. What is not commonplace is the provision of supportive housing to a particular population of seniors: those who have been homeless or hard-to-house and who have complex health problems, including mental illness and addictions.

*In 2002-2003, CMHC funded a national, exploratory study to learn about what sorts of housing options exist for homeless seniors in Canada. The study report, *Housing Options for Elderly or Chronically Ill Shelter Users*, revealed that there are at least a dozen housing projects in Canada specially designed or modified for these older adults. The report includes “snapshots” (very brief case studies) of 13 housing projects in five different regions of the country. None of the 13, however, matched the ideal supportive housing model that was identified by study informants. The ideal was described as a building located away from the downtown core, with 30-50 small, self-contained units and several communal spaces, and 24 x 7 staff who take a holistic approach to client-centred care. In the ideal scenario, clients would include both males and females and would be treated with respect.*

One of the housing projects discovered in the 2002-2003 national study was Fairway Woods, in Langford, near Victoria, BC. At the time of the national study, it was not yet operational. Therefore, the “snapshot” of Fairway Woods was very brief in the 2003 report. After it had been operating for two years, Fairway Woods appeared to match the ideal: it is a 32-unit building in the suburbs with 24 x 7 support provided by a flexible, client-centred team. Also, it was being referred to by housing and health care professionals in the Greater Victoria area as a great success, although there was very little documentation of the project and no evaluation had been completed.

For these reasons, an in-depth case study of Fairway Woods seemed like a natural follow-up to the 2002-2003 national study.

This document reports the methods and the results of an in-depth case study of Fairway Woods conducted between September 2006 and July 2007.

Methods, Informants, Objectives, Definitions

Research methods included: a review of documents, records and floor plans; group interviews, one-to-one interviews, walk-and-talk interviews and ad hoc interviews; a quality of life survey of tenants; participant observation; and photographs.

Informants included those people who were involved in the development of the project (the Cool Aid Society of Victoria BC, regional health policy makers, the architect and builder and others), on-site and visiting service providers, neighbours and tenants.

The primary objectives of research were to:

- fill gaps in our knowledge relating to housing for homeless and hard-to-house older adults*
- provide an in-depth description of a purpose-designed housing project that is considered to be a success*
- answer important questions that emerged from the 2002-2003 national study (for example, Is a suburban location acceptable to these clients?) and*
- report findings in a way that is comprehensible, meaningful and inspirational to a wide range of professionals.*

For this study, the following definitions are used: “Homeless” describes someone who is literally or visibly homeless, that is, living on the street, in temporary shelters or in a location not meant for human habitation. “Hard-to-house” refers to persons who are repeatedly evicted or at constant risk of homelessness, usually due to behaviours which are not tolerated in many housing or care settings. A “social model of care” is characterized by congregate living arrangements that are residential in scale and character and service provision that is client-centred and respectful of clients’ autonomy and sense of home.

Findings

Fairway Woods was specially designed and built for formerly homeless and hard-to-house seniors. The sponsor of Fairway Woods is the Victoria Cool Aid Society, a well respected 39-year old organization that provides shelter, health and housing services to marginalized persons living in the Victoria BC region.

Fairway Woods: Location, Site and Building

Located on a busy, suburban, main street, Fairway Woods is an attractive apartment building clad in siding and surrounded by soaring fir trees and lush

landscaping. The building sits on the slightly sloped, rocky corner of a large property owned by the regional health authority. Next door on the same property, but not easily visible because of the slope of the land, are three modern, single storey care facilities. Within 50 metres of the front door of Fairway Woods are bus shelters for service to downtown in one direction or to the nearest suburban mall in the other direction. Across the street is a small plaza, with health clinic, health testing services, a pharmacy and a café. Other amenities, such as a grocery store, are within a three block walk.

In addition to 32 self-contained, one-bedroom apartments, the building has a communal dining room, two lounges, two balconies and a library for tenants, and groomed garden space both front and back. There is a large kitchen, visible from the dining room and there are various offices for staff.

Tenants of Fairway Woods

Although the tenant profile varies over the course of a year, as some tenants leave and others arrive, there are some fairly constant characteristics. Approximately three quarters of the tenants are men. The median age group is 55-64 years. Over half of the tenants are dependent on welfare; the rest live on pension income. The tenants moved to Fairway Woods from a variety of living arrangements, including a detoxification facility, hospital, other Cool Aid housing projects, shelters and substandard housing. A majority of the tenants have multiple and complex diagnoses, which include mental illness and addictions, as well as physical health problems associated with age, such as arthritis, heart problems and diabetes.

In October 2006, over half the tenants had been in continuous residence at Fairway Woods since it opened in July 2003, and another nine persons had lived there one to three years. Turnover is small: between 2003 and 2006, two tenants were asked to leave and four left voluntarily. Others died or moved to facility care.

Service Providers and Services

Three kinds of services are provided to tenants at Fairway Woods. (1) On-site services are provided by Cool Aid employees, who are present 24 x 7. They intervene in difficult situations, provide help with the instrumental activities of daily living (such as helping with medical appointments, tax forms, getting bus passes, etc.) and they prepare and serve a full meal, daily, to the tenants. (2) Clustered home care services are provided by Community Health Care Workers from the regional health authority, who give scheduled assistance with activities of daily living (such as, in-suite meal preparation, personal care) to those tenants who require help. (3) Other visiting services, such as, home nursing and psychiatric social work, are provided to tenants on an as-needed basis.

Development of Fairway Woods

Fairway Woods is a creative project that took eight years from concept to completion. Its design and operations are based on a philosophy of respect for all human beings and on a social model of care. The fact that it was developed, built, and is operating successfully appears to be due to a combination of factors: (1) the cumulative effect of Cool Aid's experience in providing housing and support to homeless persons, over many years; (2) the personal passion and commitment of a range of individuals, including Cool Aid personnel, health authority visionaries and decision-makers, the architect and the builder; (3) the selection of stellar staff members; and (4) the selection and support of appropriate tenants.

Impacts on Tenants, "the System" and Neighbours

Tenants were asked to rate their quality of life in January 2007 by completing a one-page, anonymous questionnaire which included 12 indicators of quality of life (such as physical health, mood, living situation, family relationships, etc.) Their self-rated quality of life, overall, was "good". For example: over half rate their physical health as good or excellent; almost three quarters rate their mood as fair or good; and almost three quarters rate their living situation as good or excellent.

In confidential, one-to-one interviews, 10 tenants described some of the impacts of moving to Fairway Woods on the quality of their lives. Previously, they had moved in and out of apartments, motels, hostels, psychiatric hospital, detoxification centres and group homes. At some stage, each one had been homeless. Before moving to Fairway Woods, many of them felt "anxious", "angry", "isolated" and "stuck" much of the time. A typical 24-hour day was described as "lonely and a waste of time". Since moving to Fairway Woods, they have stability in their lives. Although not all of their troubles have disappeared, they feel "relieved", "more secure" and glad that their chronic conditions are "under control". They are "drinking less", "socializing more", "more confident", "getting more exercise" and "sleeping better". They rarely see "bad company". Their self-rated coping skills have escalated. The four aspects of Fairway Woods that contribute most to their quality of life are: (1) the quiet, suburban setting, (2) the predictability of everyday life, (3) the proximity of shops and services, and (4) the social aspects, such as the daily communal meal. They also value of having 24 x 7 on-site staff, which increases their sense of security and connectedness. One said, "I'm living happily ever after". Another said, "Many have had rough lives; now we're in smoother waters".

Service providers also claim that moving to Fairway Woods has had significant impacts on tenants' lives: increased health, autonomy and healthy social relationships and decreased substance misuse. There has been a perceived decrease in the use of expensive, publicly-funded services, such as ambulances, emergency room visits, doctor appointments and calls to police.

The building and its occupants are accepted in the neighbourhood. Neighbours say, "It's a very attractive building and blends in well with the neighbourhood." The tenants are described as "very congenial".

Evaluation

Service providers' and tenants' evaluations of the built environment at Fairway Woods are highly positive, overall. The only consistent critiques are about: (1) the elevator, which is very unreliable and noisy; (2) the dining room, because it is very noisy at mealtime; and (3) the vertical noise transfer within the building, especially between communal spaces and private spaces. Shortcomings within the tenants' apartments are minor and easily resolved.

Lessons Learned

There have been many lessons learned from this housing project. The most outstanding are these.

- *"The location in the suburbs works."*
- *It is important to stay small to retain a sense of community and to fit in with a suburban location.*
- *If the building design facilitates surveillance, there is no need for a security system: the tenants become the security system.*
- *Staff members' "unconditional regard" contributes to tenants' feelings and practice of autonomy.*
- *"This population can accept each other and build a community."*

Recommendations

There is considerable advice from informants in this study. Some is addressed to housing sponsors, some to architects, some to service providers. The main recommendations are these.

- *Locate the building away from the downtown core, but within walking distance of shops and services.*
- *Keep the housing project small. Thirty-two units is an ideal size.*
- *Design a beautiful building that is residential in character and that blends in with the neighbourhood. Ensure that it has a garden and trees surrounding it.*
- *Pay attention to sound transfer in the building and remember that the elevator is used 24 x 7.*
- *Provide 24 x 7 on-site staffing.*
- *Ensure that all on-site and visiting staff members share a client-centred, flexible approach to support and that they work co-operatively as a team. Ideally, staff members will be mature adults with considerable life experience.*
- *Provide one main meal per day for tenants, included as part of the monthly rent.*

- *When selecting tenants for a new supportive housing project, strive for a mix or balance of tenant characteristics, such as physical ability, mental health, sociability, talents and background. When seeking tenants for an established housing project, ensure that they will fit into the “community” that already lives in the building.*

Chapter 1// Background and Introduction

“Supportive housing” for seniors has become commonplace in Canada within the last decade. This type of housing typically includes self-contained units with lockable doors, communal space to encourage occupants’ social interaction, and an array of support services, such as one meal per day and assistance with the activities of daily living. What is not commonplace is the provision of this type of supportive housing option to a particular population of seniors: those who have been homeless or hard-to-house and who have complex health problems, including mental illness and addictions.

In 2002-2003, CMHC funded a national, exploratory study to learn about what sorts of housing options did exist for this special population. The national study included a literature review outlining the reasons for and characteristics of homelessness among older adults and a dozen “snapshot” case studies -- examples of different types of housing projects, in five different regions of Canada, that serve the needs of older homeless or hard-to-house adults. (See Appendix 1 for more details about the national study.)

The study report, *Housing Options for Elderly or Chronically Ill Shelter Users 2003* also described the “ideal” housing and care option for this group. The ideal was described as a building located away from the downtown core, with 30-50 small, self-contained units and several communal spaces, and 24 x 7 staff who take a holistic approach to client-centred care. In the ideal scenario, clients would include both males and females and would be treated with respect.

One of the housing projects discovered in the 2002-2003 national study was Fairway Woods, in Langford, near Victoria, BC. At the time of the national study, it was not yet operational. Therefore, the “snapshot” of Fairway Woods was very brief in the 2003 report. After Fairway Woods had been operating for two years, it appeared to match the “ideal” described in the national study:

- It is a 32-unit building in the suburbs.
- There is 24 x 7 support provided by a flexible, client-centred on-site team.
- In 2005, it was being referred to, by housing and health care professionals in the Greater Victoria area, as a great success, although there was very little documentation of the project and no evaluation had been completed.

For these reasons, an in-depth case study of Fairway Woods seemed like a natural follow-up to the national study.

Nancy Gnaedinger, a co-Investigator and co-author of the national study *Housing Options for Elderly or Chronically Ill Shelter Users*, designed an in-depth case study of Fairway Woods and was awarded a CMHC External Research Award to

carry it out. In recognition of the multi-faceted nature of supportive housing, the research team was multidisciplinary and multi-perspective. Team members were persons with expertise in Sociology, Policy, Planning, Nursing, Psychology, Housing, and Homelessness.

This document reports the methods and results of the case study of Fairway Woods conducted by the study team between September 2006 and July 2007.

1.1// Methods

Research methods included a review of documents, records and floor plans; group interviews, one-to-one interviews, walk-and-talk interviews and ad hoc interviews; a quality of life survey of tenants; participant observation; and photographs.

1.2// Informants

Informants included those people who were involved in the development of the project (the Cool Aid Society of Victoria BC, regional health policy makers, the architect and builder and others), on-site and visiting service providers, neighbours and tenants.

1.3// Primary Research Objectives

The primary objectives of research were to:

- fill gaps in our knowledge relating to housing for homeless and hard-to-house older adults
- provide an in-depth description of a purpose-designed housing project that is considered to be a success
- answer important questions that emerged from the 2002-2003 CMHC national study (for example, Is a suburban location acceptable to these clients?) and
- report findings in a way that is comprehensible, meaningful and inspirational to a wide range of professionals.

1.4// Definitions

For this study, the following definitions are used.

- “Homeless” describes someone who is literally or visibly homeless, that is, living on the street, in temporary shelters or in a location not meant for human habitation.
- “Hard-to-house” refers to a person who is repeatedly evicted or at constant risk of homelessness, usually due to behaviours which are not tolerated in many housing or care settings.
- A “social model of care” is characterized by (1) congregate living arrangements that are residential in scale and character and (2) service provision that is client-centred and respectful of clients’ autonomy and sense of home.

1.5// The Structure of This Report

In this document, findings are reported in the same sequence as a personal tour of the housing project:

- first, an introduction to the organization conducting the tour
- then, a tour of the built environment
- next, an introduction to the key people - tenants and service providers
- then, an overview of the services
- followed by an explanation of how Fairway Woods was developed and
- finally, a synopsis of lessons learned and advice, based on three years of its operation.

Chapter 2// Information on the Victoria Cool Aid Society

The Cool Aid Society of Victoria BC (Cool Aid) has been a viable and growing organization since 1968, and continually attracts the attention and admiration of people in various fields, from housing to homelessness to health care. (There is more information on Cool Aid in Appendix 2.)

Cool Aid's mandate is *"to provide holistic shelter, housing and community health services to marginalized adults in the Victoria area"*. Its mission is to *"work to eliminate homelessness by working with others to develop community based solutions"*.

Cool Aid's underlying philosophy is to advocate for and work in a non-judgmental way with people who are marginalized, homeless or hard-to-house. Key guiding principles of the organization are to: (1) look at the environment through the eyes of clients; (2) demonstrate reliability, good faith and integrity in all relationships; and (3) treat all people with dignity and fairness. This philosophy informs many policies, from building design to hiring practices to selection criteria for tenants.

The organization has three main programs:

- shelter services -- providing shelters for homeless persons at two locations, Street Link and Sandy Merriman House, both in Victoria
- community health services -- including primary health services, a dental clinic and a program that promotes community connectedness and through employment and volunteer activities, and
- a housing program -- with a total of 208 purpose-built, permanent housing units for adults and youth who are homeless and/or hard-to-house.

Cool Aid's housing program is funded by a variety of sources, including: (1) BC Housing, for capital; (2) a provincial mental health program; (3) a provincial legal program; (4) the regional health authority, for operations; and (5) charitable donations. (There is more detailed information on Cool Aid in Appendix 2.)

The case study reported in this document focuses on just one of the successes of Cool Aid: the conceptualization, development, and operation of a supportive housing project for homeless and hard-to-house seniors, Fairway Woods.

Chapter 3// Description of the Location, Site, Building and Apartments

(There are photos and design drawings of Fairway Woods in Appendix 3.)

3.1// Location

Fairway Woods is located in the Victoria suburb of Langford. It is across the street from a small mall with health clinic, pharmacy, and therapy services. It is .75 km east of a much larger plaza which has a grocery store, laundromat, video store, coffee shop, barber shop, two modestly priced restaurants, bakery, and optical shop; and it is 1.5 km west of a very large drug store/general store.

3.2// Site

The site of Fairway Woods is flat, measuring 2062 square metres, on the corner of a busy main road and a quiet side street. The property has:

- parking for eight cars
- camouflaged garbage area
- garden shed for tenants
- covered smoking area for tenants
- gardens
- benches and
- very attractive landscaping.

3.3// Building

Fairway Wood is a four-storey building.

The main floor has:

- entrances at front and back
- staff office overlooking the front door and small lobby area
- mailboxes in the same small lobby, visible from the staff office
- seven one-bedroom apartments
- a communal dining room with room for 28 diners
- large kitchen
- tenants' laundry room with three coin washers and three coin dryers
- electrical closet

- sprinkler room
- electrical machine room
- a communal washroom for tenants or visitors
- a small washroom off the kitchen for staff
- an elevator
- two sets of inside stairs, one at each end, and
- an electrical room with access from the outdoors.

The second floor has:

- small multi-purpose room facing north with a view of tall evergreen trees, used as a library for tenants, and
- nine one-bedroom apartments.

The third floor has:

- a north-facing office for two staff members
- large south-facing lounge for tenants
- a south-facing deck off the lounge
- a large storage closet off this room
- eight one-bedroom apartments
- janitor closet, and
- another storage room.

The fourth floor has:

- a north-facing multi-purpose/staff room with washroom off it, used by staff for meetings and breaks
- a large, south-facing lounge for tenants
- a small, south-facing office for Community Health Care Workers
- eight apartments
- storage closet, and
- mechanical room.

3.4// Tenants' Apartments

There are 32 one-bedroom apartments in all: 24 are 50 square metres and eight are 53 square metres. (For more specific information on measurements, please refer to Chapter 7.)

The entrance hallway is wide and has a large closed closet with room for outerwear and storage. Doorways are wider than standard doorways, to accommodate persons with mobility aids. The kitchen has a large above-counter opening to the dining area and living room, allowing natural light to enter the kitchen, and allowing a view from it. All the windows in the apartments are large, to maximize natural light and the illusion of space. Window sills are lower than

standard, so that views can be enjoyed from a sitting position. Bathrooms are larger than standard, to allow room for mobility aids and helpers.

The living area and the bedroom have neutral coloured, hard-twist carpeting. The rest of the flooring is vinyl sheet flooring. Walls are a warm, off- white. The entrance and interior doors have moulding detail, which gives them a residential appearance.

Chapter 4// Description of Fairway Woods Tenants

The 32 people who live in Fairway Woods are a varied lot, with several things in common: they are age 55+ and due to mental illness, addictions, or a multiplicity of compounding health problems, exacerbated by the impairments that typically accompany aging, they have had difficulty finding and keeping affordable, appropriate and safe housing. All tenants live alone in their apartments.

4.1// Tenant Selection Criteria and Process

Inclusion criteria for selecting Fairway Woods tenants are: (1) age 55 plus; (2) presence of physical ailments and sensory losses associated with aging; (3) a history of homelessness, addictions and mental illness; and (4) low income.

Exclusion criteria for Fairway Woods include: (1) unstable, severe health conditions that require access to 24 hour nursing or other professional care; (2) frequent or intense or high-impact behaviours that would compromise the safety and or quality of life of others living or working in the building; (3) unwillingness to comply with terms of the occupancy agreement, or other rules that are in place to ensure respectful neighbourly relationships; and 4) inability to make decisions to direct their own care and to protect their own health and safety on a very basic level.

Tenants who would not be well served by the Fairway Woods setting are those who: (1) are unable to live in a communal setting without creating a disturbance, possibly because of a personality disorder; (2) take advantage of, or prey upon, vulnerable tenants; and (3) are medically stable, have a wide network of supports, have the ability and interest to make nutritious meals, and who simply want subsidized housing. Such a tenant would be wasting a valuable resource.

When a vacancy occurs at Fairway Woods, the Co-ordinator notifies a local housing registry that is dedicated to serving clients who are dealing with an addiction and/or mental health diagnosis. The registry sends a selection of suitable applications which fit the Fairway Woods criteria. The health authority may also put names forward. A new tenant is selected by a team of up to five persons: Cool Aid's Housing Manager, Cool Aid's Seniors Housing Co-ordinator, representatives from the housing registry, regional health authority, and VISTA (the Victoria Innovative Seniors Treatment Approach, an organization dedicated to helping seniors who have difficulties with substance abuse). (In Appendix 4 are details about the local housing registry and an update on the role of Cool Aid's Seniors Housing Co-ordinator.)

The selection committee reviews all the applications and decides which individuals would have the best chance of succeeding at Fairway Woods.

Variables influencing the decision would be the applicant's severity of disability and past housing history. Although the method is democratic, with each person reviewing each application, the final decision is up to the Housing Manager, because of his years of experience and his intimate understanding of this special population.

4.2// Tenants' Demographic Characteristics

In October 2006, information was collected on the characteristics of the tenants at Fairway Woods, as follows.

4.2.1// Occupancy

100% (32/32 apartments were occupied).

4.2.2// Gender Ratio

Male	Female
25 (72%)	7 (28%)

4.2.3// Age Categories

Age	Number
45 or under	0
46-54	2
55-64	22
65-74	6
75 +	2

4.2.4// Main Source of Income

Source of income	Number
Welfare	18
OAS	8
CPP disability pension	6
private pensions	3
earned income	0

Numbers add up to more than 32 because some tenants have more than one main source of income.

4.2.5// Number of Tenants with Serious Health Problems/Diagnoses

Health Problems and Diagnoses	Number
history of alcohol misuse	12
Mobility impairments requiring scooter, walker or wheelchair	12
Depression, anxiety, and/or mood disorder	11
high blood pressure and/or heart problems	11
history of substance or prescription drug misuse	8
Schizophrenia/paranoia/delusional disorder	7
Arthritis	6
Diabetes	6
strokes/brain injury	5
asthma/emphysema/trouble breathing	3
Cancer	2

Numbers add up to more than 32 because most tenants have multiple and complex diagnoses.

4.2.6// Length of Stay

Length of Stay	Number
36 continuous months (3 years)	19
24 – 35 continuous months (2-3 years)	6
12 – 23 continuous months (1-2 years)	3
Less than 12 months (less than a year)	4

4.2.7// Tenant Turnover Since Fairway Woods Opened, July 2003

Reason for turnover/leaving FW	Number
Died	7
Left voluntarily	4
asked to leave	2
moved to nursing home	2

4.2.8// Tenants' Living Arrangements Just Prior to Moving to Fairway Woods

Living arrangement prior to FW	Number
Apartment	9
detoxification facility or hospital	6
Substandard housing (e.g., boarding house, hotel, trailer)	6
Another Cool Aid housing project	5
Shelter	3
Friend's or family member's home	3
Street or car	0

4.2.9// Persons Named as Tenants' Primary Contacts

Primary contact in case of emergency	Number
Family member	20
Friend	5
Cool Aid	5
Professional (e.g., social worker, doctor)	2

4.2.10// Connection to "The System": Number of Tenants Receiving Services

Main connection to "The System"	Number
Home support services	14
Home nursing	6
volunteer drivers or special transportation for disabled	5
Meals on wheels	3
volunteer grocery shoppers	2
occupational or physical therapy services	0

4.2.11// Researchers' Comments on Tenants' Characteristics

The gender ratio more or less reflects the ratio of females to males in the homeless and hard-to-house population, as discovered in the CMHC national study, *Housing Options for Elderly or Chronically Ill Shelter Users (2003)*. Some tenants have four or five diagnoses – not only psychiatric illnesses and addictions, but chronic and progressive health problems associated with aging as well. This “triple whammy”, exacerbated by their unstable or unsuitable living situations in the past, compounds their difficulties in managing everyday life, and is likely the reason that they all rely on social assistance and/or pensions for their income.

It is not surprising that seven tenants had died and another two had moved to facility care in the first 28 months of Fairway Woods' operations: this is a population with serious, multiple, physical, mental and social troubles.

Some of these findings are very positive indeed. The fact that between half and two-thirds of tenants had been in continuous residence for 28 months (as of the fall of 2006) was a testament to the success of the housing project, which was designed as permanent housing, not as transition housing. Another indicator of the stabilizing influence of Fairway Woods was (and continues to be) the notable number of tenants who are receiving support services, which would have been difficult for them to access in their previous living arrangements or without the intervention and assistance of support staff. The fact that almost two-thirds of the residents gave a family member's name as a key contact indicates that they are not as "cut off" from families as some people who are homeless or hard-to-house. This was another unexpected discovery.

Chapter 5// Description of Service Providers and Services

5.1// On-Site Service Providers

At Fairway Woods, there are two kinds of on-site service providers: Cool Aid employees and employees of the regional health authority's home support program. These two groups form a solid base of support to tenants. (Visiting services and the insights and opinions of visiting service providers are described at the end of this chapter.)

Cool Aid employees on-site at Fairway Woods include:

- the Seniors Housing Co-ordinator, one day per week
- a Tenant Support Worker, 24 x 7 (including a Team Leader, 7 am to 7 pm two days per week and 8 hours per day two days per week, and a combined Tenant Support Worker/Kitchen Worker 1-7 pm weekends) and
- a combined Tenant Support Worker/Kitchen Worker, 1-7 pm weekdays, and

The number of hours of Cool Aid employee coverage per 24-hour day is 24. The number of paid Cool Aid employee hours per week is 221.5.

Home support agency employees on-site at Fairway Woods include:

- one Community Health Care Worker (CHW) from the local home support agency 8 am to 4 pm seven days per week
- another CHW from the agency 8 am to 1 pm, overlapping with the first and
- another CHW 5 pm to 10 pm, seven days per week.

The number of hours of CHW coverage per 24-hour day is 13. The number of paid CHW staff hours per 24-hour day is 18, that is, 126 hours per week. (These CHW positions are not part of the Cool Aid budget; they are under the regional health authority.)

The minimum number of workers on-site at any time is one. The maximum number of workers on-site at any one time is six (including two Community Health Workers, the Cool Aid Team Leader, two Tenant Support Workers, and the Cool Aid Seniors Housing Co-ordinator).

5.2// On-Site Services

5.2.1// Daily Meal

Probably the most important service provided at Fairway Woods is the daily meal provided by the Cool Aid Tenant Support Workers/Kitchen Worker. A full dinner is served in the dining room each evening at approximately 5:30 pm on weekdays. Brunch or lunch is served on Saturday and Sunday. The Tenant Support Workers/Kitchen Worker is responsible for ordering supplies, preparing menus, preparing the meal and cleaning up from it. This person has passed a Food Safe course. At meal time, other on-site staff members pitch in to help serve the meal so that it is still hot when it reaches the tenants' tables.

Staff members are not the only people who help out with the daily meal, however. One tenant sets up the tables, puts out the juices, and helps with serving, while another tenant helps with the dishes. They do this, reliably, for a small honorarium.

On average, 15-16 tenants (half the population) go to the dining room for the daily meal. Those who do not feel comfortable in a group environment can bring their own, clean, labelled dinner plates, which are filled and covered with stretch-seal, so that they can pick up their meal, take it to their suite, and warm it up in their own microwave oven.

5.2.2// Other On-Site Services

Cool Aid Tenant Support Workers

Cool Aid Tenant Support Workers are involved in the management of the building and the delivery of programs. Their three main roles are as: (1) problem solvers, so that the Community Health Care Workers do not have to grapple with all the problems that may arise with tenants; (2) a link to outside agencies such as social workers, volunteers, and special bus service for persons with disabilities; (3) helping tenants with the instrumental activities of daily living, for example, making medical appointments, completing tax forms, getting bus passes, etc.; and (4) an intermediary between the home support workers and the Co-ordinator of Seniors Housing for Cool Aid. They also act as a buffer or interpreter between direct care providers and management.

Property management is looked after by Cool Aid's Manager and Assistant Manager of Housing, whose offices are downtown. There is a Cool Aid employee who arranges for painting and carpet cleaning and oversees a maintenance team that does repairs and monthly heavy cleaning (such as waxing and polishing hallway floors) for all Cool Aid buildings. The Cool Aid night

staff members at Fairway Woods (who work from 7 pm to 7 am) are responsible for daily cleaning, such as vacuuming and mopping of communal areas.

Community Health Care Workers

The services of the Community Health Care Workers (CHWs) who are employees of the local home support agency are clustered; that is, they work only at Fairway Woods and they are there for full shifts. They are all mature males. Their role is to provide services primarily inside the tenants' apartments, helping them with personal care and hazard reduction, for example, removing rotten food, moving dangerously placed electric cords, etc. In short, they focus on the activities of daily living. Another important but more nebulous aspect of their role is to create trusting relationships with the tenants.

At the time of data collection, there were 14 clients within the building receiving home support services. Most of these clients need assistance with cleaning, personal care and laundry. Eighty percent of these clients rely on CHWs for preparation of their meals. (Typically, younger tenants are more able to prepare their own meals.) All receive personal attention from the CHWs, daily.

5.3// Characteristics and Credentials of On-Site Service Providers

On-site staff members are chosen for their experience and flexibility -- they must be open to suggestions from tenants -- and for their attitude towards the tenants. Applicants who may have impressive formal credentials, but who regard their work as a list of tasks and perceive the tenants as inferior, for example, would not be hired.

The Cool Aid Tenant Support Workers have a wide range of professional training and experience. They belong to the British Columbia Government Employees Union (BCGEU). The Community Health Care Workers are graduates of a 32-week course at the community college in Victoria and they also belong to BCGEU.

5.4// Insights and Opinions of On-Site Service Providers

The on-site service providers were asked to respond to an array of questions, which tapped their observations, knowledge, experience, and wisdom.

5.4.1// Team Spirit

Although on-site staff members have differing roles, they still work as a team. They share common information as a team: for example, they are all aware of which medications are to be taken by which tenants. Another thing they have in common is that they are all mediators -- among tenants themselves, between tenants and agency personnel or visitors, and between tenants and staff -- and they all feel part of a larger team that includes other Cool Aid employees (such as the Co-ordinator of Seniors Housing and the Manager of Housing) and other employees of the home support agency.

Despite sharing a team spirit and approach, it is well recognized that each staff member has a unique relationship with each client. Sometimes one provider will not be able to problem-solve with a tenant, whereas another can, simply because of having a slightly different relationship with that tenant.

On-site providers say that the flexible but firm work culture at Fairway Woods will endure, even if they, as individuals, were to leave, because *“the flexibility and team approach have been born of necessity”*. For example, if a new person with a hierarchical and task-oriented approach were to be hired to work at Fairway Woods (and this is unlikely, given the screening process for hiring), *“They will find it doesn’t work”*. On the other hand, a new staff person who is too flexible and unable to set boundaries, will also find that it doesn’t work. *“The art is in being strong, yet flexible.”*

5.4.2// The Most Beneficial Support for Homeless and Hard-to-House Older Adults

On-site providers say the most important type of support for the homeless and hard-to-house population is *“secure housing”*. In that housing, there should be, at the very least:

- on-site support workers, 24 x 7
- clustered home support, which has the advantages of 1) being an efficient use of funding, 2) allowing more immediate response capability, and 3) providing familiar “eyes” in the residence, and
- home nursing, for wound care, health promotion, etc.

5.4.3// The Most Effective Style of Support

They also claim that services are most effective and acceptable to tenants when provided:

- in a flexible, casual manner
- with a team spirit, a willingness to *“help out”*, and
- at times that *“fit in with the tenants’ routines”*.

Despite the need for flexibility, however, Community Health Care Workers are still aware that there will be times when they *“have to step in to avert a meltdown”*. This may only take 5-20 minutes per client per day, but can make all the difference in preventing a crisis.

Services must have limits, because some tenants can demand limitless attention and assistance. One of the strategies for diverting or dissipating this need for attention is to encourage tenants to interact with each other.

5.4.4// The Challenges and Grittiness of the Job

On-site staff pointed out that providing support to this population can be challenging. It is necessary to work within a *“narrow zone between harm reduction and enabling”*. This zone can be established by *“being firm -- making it clear that there are house rules”*, and then, adapting these general rules to the abilities and characteristics of each individual tenant. It is sometimes difficult for staff members -- particularly visiting Community Health Care Workers who may be accustomed to a task-oriented approach to service provision -- to adapt to the realization that spending social time with tenants (for example, playing cards together) has value and is part of their work.

Another challenge is *“stepping back and letting the tenants solve their own problems”*, even though service providers recognize that doing so optimizes tenants’ independence, which is one of Cool Aid’s objectives. Ideally, staff members become familiar enough with each tenant to respond appropriately to their individual crises, which vary by person.

Not only is working with this population challenging. It can be a very *“gritty experience”*. One of the most difficult times for staff is dealing with the unexpected death of a tenant, especially doing *“damage control”* with other tenants, while trying to deal with one’s own feelings. In addition, managing tenants whose mental illness and/or addictions make them very aggressive, and working with tenants who are incontinent, are both very hard. It can also be very difficult to keep cool when tenants complain and are unreasonably demanding: *“They don’t understand that the system is slow to respond.”*

The roughest experiences are these:

“Going into a tenant’s apartment and finding them passed out with a needle in their arm.”

“Having to keep your cool when you find feces all over their floors and countertops an hour after you just cleaned up.”

“When some people go on binges — they are playing with their lives. It’s awful. Some can be surly and aggressive; not the person you’re used to. They’re killing themselves. It’s horrible. It’s sad. We never know if they’re going to make it through their binges. We know we could lose those people.”

The job is far less gritty at Fairway Woods than in Cool Aid’s downtown housing, however, for two main reasons: (1) there tend to be very few predators at Fairway Woods, due to its suburban location, so defending the tenants in the face of wily predators is not part of the daily routine; and (2) the tenant population is considerably older, on average, than the populations of other Cool Aid buildings. Older tenants tend to exhibit less extreme behaviour.

5.4.5// Value of On-Site Providers in Protecting Tenants from Predators

One of the advantages to having on-site staff in the building 24 x 7 is that predators *“feel out of place”* in a building under staff surveillance. Even some family members are predators, and staff will intervene to keep them out.

5.4.6// The Advantages and Disadvantages of the Suburban Location

The main advantage to the suburban location is that it removes tenants from *“the danger zone downtown”*. It is far enough so that predators *“do not bother to come all the way out to the suburbs.”*

It is *“not a great location”* for those providers who work the night shift and use public transportation (because the bus service is infrequent during non-peak hours), but the locale is so pleasant that one staff member said, *“I don’t even like to go downtown anymore!”*

Some tenants resisted the idea of moving to the suburbs, at first, but only one in three years moved out because of the location.

On-site service providers recommend developing supportive housing of this type in a suburban location, as long as it is near enough to amenities such as public transportation, a clinic, pharmacy, and grocery store. Fairway Woods has all of these amenities close by, as well as a cinema, big box stores and a food bank. A number of tenants use the food bank regularly.

5.4.7// How To Protect Senior Tenants from Younger Predators

To protect senior tenants from predators it is recommended to: (1) build in the suburbs; and (2) ensure there is on-site staff 24 x 7, who are able to be firm, but respectful and casual, about making it “*clear, crystal clear*” that hallways and all communal spaces are public property and the police can be called if there are any problems. Visitors are also reminded that the noise by-law applies to all people in all apartments and houses.

5.4.8// The Integration of Genders in this Housing Project

The male to female ratio at Fairway Woods is 27:5. On-site staff members say that an increase in the female population would be better, because “*some [female tenants] take on a motherly role, like baking for the guys*” and some of the female tenants help in the kitchen. Another impact of the female presence is that some men apologize for using foul language, “*Oops, pardon my [language]!*”

When service providers were asked if some of the female tenants lead isolated lives (which two female tenants mentioned to the researchers early in the study) they responded that an isolated lifestyle may have been a norm for those women.

One of the ways in which tenants’ isolation has been reduced is by introducing special events in the evenings. Games Night, featuring Bingo and 50/50 draws, are run by a tenant. Saturday Night Games are organized by a staff member who works 7pm to 7am on weekends. He arranges a “*different game each Saturday [for example, Trivial Pursuits] to keep them on their toes*”.

5.4.9// Which Tenants Did Not Stay and Why

One tenant was evicted because of being “*terrorizing and abusive to other tenants*”. Another did not understand the consequences of his/her actions and was therefore a threat. “*Anyone who frightens or abuses other tenants goes.*”

Evictions are not carried out lightly. Staff members “*hold out hope as long as possible*” and sometimes they “*advocate for tenants to be given another chance*”. Tenants receive three written warnings along with countless efforts at counselling and verbal guidance, by staff members.

The living situation of those tenants who have been evicted is informally tracked. One moved to other Cool Aid housing; another ended up at “*a friend’s place*”.

5.5// Services Offered by Visiting Providers

Tenants qualify for visiting health and support services, just like other community-dwelling seniors or persons with disabilities do. They receive the services of a Licensed Practical Nurse who works as a Community Mental Health Worker; a Social Worker (MSW) who is responsible for housing and community health within a certain region of the Island-wide health authority; a Registered Nurse who is a Case Manager within the health authority; an RN who supervises Home Support Services in the area; and another RN who does direct care home nursing.

The take-up of Community Health Care Workers' (home support) services by tenants varies by tenant and by circumstance. During the last phase of the study, all but two of the CHWs' clients used the following services:

- medication administration
- laundry
- food preparation and
- hazard reduction.

All but four received assistance with personal care. All received help with social interaction.

5.6// Insights and Opinions of Visiting Service Providers

The visiting service providers were also asked to respond to an array of questions, which tapped their observations, knowledge, experience, and wisdom.

5.6.1// Most Beneficial Support Services for This Population

Visiting service providers claim that older adults who have been homeless or hard-to-house, due to behaviour that results from a combination of multiple physical and mental health conditions and addictions, benefit the most from the following support services provided as part of their housing:

Staffing and Services

It is essential to provide:

- in-house staffing, 24 x 7, to provide continuous supervision

- a daily, nutritious meal served at a regular time in a common dining room (with advice sought from a registered nutritionist, as necessary)
- clustered Home Support -- that is, support provided by a team that works at Fairway Woods only – provided by mature staff members who have been carefully chosen for their flexibility, special training in mental health and comfort with this population (for example, some are smokers, as are many of the tenants)
- visiting Mental Health and Social Work professionals as needed
- visiting rehabilitation professionals (Occupational and Physical Therapists) as needed
- a quick response team including a Case Manager, Registered Nurse and Social Worker, as needed (for example, to prevent an emergency room visit or hospital admission),
- visiting support and counselling from addictions specialists (in this case, Cool Aid and the Victoria Innovative Seniors Treatment Approach), as needed
- Home Care Nursing (for example, to educate and monitor tenants regarding communicable diseases; to supervise wound care provided by Health Care Workers),
- on-site Health Care Workers with “task 2” training for administering medications and
- regular housekeeping services (which is a problem, since many tenants lack domestic skills, but housekeeping has been de-listed as a funded service in BC).

Visiting providers noted that there has been a very low turnover of on-site staff members at Fairway Woods. This contributes to the pervasive sense of continuity and community.

Activities

Some members of the tenant population lack recreation skills; therefore, recreation activities need to be encouraged and nurtured. At Fairway Woods, staff members may suggest or facilitate social activities, such as afternoon tea, movie night, and regular card games, but in most cases, the tenants have taken on the responsibility for these social events themselves. Not having an organized schedule of activities provided by staff accomplishes two things: 1) It empowers tenants to create their own events. 2) It leaves room for tenants to

connect with the wider community, with some help from on-site staff. For example, an on-site worker will help tenants get library cards.

Nutrition

The daily meal is essential. In fact, at Fairway Woods, the cost of the daily dinner is included in the rent, and tenants do not have the option of opting out of that portion of their rent.

Other Services

Quick response from the nearest hospital is critical, as are volunteer services, such as drivers and people who shop for and deliver groceries. Other important services off-site include a pharmacy and a walk-in clinic, both located across the street.

Timing

The timing of the services tends to be in concert with the tenants' daily rhythms, rather than at the convenience of staff.

5.6.2// Most Effective Style of Support

Monitoring by on-site staff is indispensable. Service providers must be accommodating enough to adjust to the unique set of clients' needs at Fairway Woods. For example, they allow latitude in tenants' behaviour and decision-making. In fact, they have adjusted to more risk behaviours than they tend to do with other home support clients in the wider community. Another aspect of the style of service delivery is "*motivational interviewing*", that is, providers validate clients' feelings so that "*clients feel heard*".

Visiting service providers appreciate that on-site staff work to create a sense of belonging and promotion of individual identity. For example, there is a tenant fire warden on each floor. This responsibility requires a special knowledge of each other's needs, thus promoting social relationships.

It was mentioned that the on-site staff are careful with and make good use of the budget allocated to them. For example, the kitchen worker "shaves a little bit off the food budget" to be able to afford to order in food for "Chinese Food Night" once a month, at the tenants' request. This shows staff's responsibility and flexibility.

5.6.3// Which Tenants Did Not Stay and Why

The tenants who have left Fairway Woods voluntarily included those who were too young to feel at home with the tenant population (which is primarily aged 55-64) and one who was too severely mentally ill to cope. Two were asked to leave. Others moved on to facility care or died.

So far, there have been some “*graduates*” of Fairway Woods, including one tenant whose depression improved to the point that it was possible to move back into the community.

It was pointed out that the location of Fairway Woods, on the same property as an extended care nursing home and a dementia care home, increases the stability of those tenants whose family members are living in one of those facilities.

5.6.4// The Most Significant Shortcomings of Fairway Woods

The most significant shortcoming is not so much a failure of Fairway Woods as it is a failure of provincial policy: that is, housekeeping services are no longer provided as part of funded home support services. Only “*hazard control*” is covered by funding, allowing the on-site Community Health Care Workers to, for example, deal with built-up garbage or very dirty situations that pose a health risk, or to move improperly placed carpets or furniture that pose a safety risk.

Many of the people who live at Fairway Woods do not have any housekeeping skills. They require people to teach them how to tidy and clean, and/or they need someone to do regular tidying and cleaning for them.

There were suggestions of interest to the architect, some of which relate to cleanliness:

- It would be preferable not to provide carpeting in tenants’ suites, although it enhances the home-like atmosphere, because some tenants are incontinent and/or do not know how to keep carpets clean.
- Some tenants live in their living room, using the bedroom as a junk room only. Living in one room probably makes them feel safer. Given this observation, it was suggested that bachelor apartments might be suitable for some members of this population.
- Scooters are very bulky, and there is not enough room in the suites or on the elevator to accommodate them comfortably.

Another shortcoming of Fairway Woods is that there are so few women that there is a very small potential friendship pool for the female tenants.

5.6.5// The Most Significant Successes of Fairway Woods

Many of the successes of Fairway Woods relate to its location, design and quality of construction.

- The building is very attractive, both inside and out.
- The location in the suburbs, *“away from wayward ways”*, is a very positive feature.
- The location near a plaza is good for all the tenants, but especially so for those who use scooters.
- The site, on a busy road, is not a problem because of the effective soundproofing provided by the windows.
- The solid construction has stood up well to some *“tough living”*.
- The builder has been flexible. For example, a covered, outdoor smoking area was added when this need became apparent.
- Pets are allowed, just as they would be in someone’s own home.

Other successes are interpreted from residents’ behaviour, for example:

- Tenants will insist that staff join them for supper, saying in effect, *“Welcome to my home.”*
- Male tenants seem to look after their own grooming better when there are women present, and some of them *“look out for the female residents”*.
- The civility in the dining room (for example, there are often fresh flowers on the tables) seems to have enhanced the polite behaviour of some tenants.

Chapter 6// Development and Operations of Fairway Woods

There is little documentation of the process of developing Fairway Woods. Most of the information, to follow, was gleaned from interviews with key informants, including Cool Aid's Housing Manager and Co-ordinator of Seniors Housing, one of the senior policy people at the regional health authority who proactively supported the project, the architect and the builder. All the key informants are clearly passionate about the project; they have put a lot of themselves into it.

6.1// Underlying Philosophy and Conceptualization

There was no single "*pigeon hole*" philosophy or model underlying the conceptualization, design and development of Fairway Woods. Each of the many people involved in conceptualization and design brought different models or philosophies with them, depending on their area of expertise and their experience. Overall, however, it can be said that a "social model" rather than a "medical model" was chosen to provide support and care to older adults who have multiple mental and physical care needs. (Expansive definitions of both a "social model of care" and "cluster model" of support service delivery are in Appendix 6.)

Despite different perspectives, disciplines and expertise, however, the key players in the development strongly agreed on the goals of the project, which were to:

- reduce the inappropriate use of hospital beds and other expensive services, such as emergency wards, by "*people who were falling off the edges*"
- create a "*home*" for this population, rather than just a place to live in the short term (e.g., a shelter) or a place to be sick (e.g., a hospital)
- design a building for them that fits in with the community, so that it does not carry a stigma with it
- ensure that the building design encourages social interaction and community participation
- nurture a culture in the building that increases tenants' "*sense of belonging and pride of ownership*"

- ensure that both on-site and visiting service providers “*do with, rather than do to or do for*” clients, thus encouraging tenants’ autonomy and self-esteem
- ensure, too, that support and care are provided to tenants at the margin of need only, so as not to create dependencies
- treat tenants with respect
- provide a home where tenants can “*live their own lives, not the lives we think they ought to live*” and
- “*make a place where people can spread their wings*”.

6.2// The Development Process

VISTA (the Victoria Innovative Seniors Treatment Approach) is an agency dedicated to supporting seniors who are at risk due to chronic misuse of alcohol in addition to their other mental and physical health problems. These characteristics, combined, can result in frequent evictions, marginalization and even homelessness.

IN 1998, VISTA approached Cool Aid with the idea of seeking funding for a special housing project for this population. The idea was a good fit for Cool Aid, which had a significant portion of formerly homeless tenants living in stable Cool Aid housing, who were aging in place and would soon need a more supportive living environment.

The Housing Manager for Cool Aid invited older tenants from Cool Aid buildings to go to meetings with him at local businesses and agencies, to propose the idea of supportive housing for formerly homeless and hard-to-house seniors. He also took the idea to non-profit housing conferences. The purpose was twofold: (1) to gather ideas for the desirable features of supportive housing for this special population; and (2) to build awareness and support for the idea among decision-makers.

At the same time, funding was sought and received from the mental health and addictions program of the regional health authority to hire a street worker (who became known as “The Street Angel”) who shared VISTA’s and Cool Aid’s vision. Over the course of two years, she identified and learned about the needs, characteristics, priorities and housing preferences of homeless and hard-to-house older adults who had multiple health problems. This accomplished at least three things: (1) Housing and service providers who were supporting the idea were able to learn more specifics about their potential tenants or clients. (2) Cool

Aid became familiar with their potential tenants on a personal level, and was therefore able to effectively screen them. (3) Cool Aid created a list of identifiable, potential tenants in need of supportive housing. This list made the need for the proposed housing project more compelling and real and was instrumental in getting support from different agencies.

With input and assistance from various people in a multitude of fields and with development funding from the provincial housing program, HOMES BC, a proposal was drafted by Cool Aid and submitted with conceptual design drawings to the regional health authority, which was asked to provide support services at Fairway Woods in a “cluster model”. A key participant in envisioning and refining the concept of Fairway Woods was the then-manager of housing for persons with addictions and mental health problems, under the regional health authority.

The health authority not only agreed to provide support services on-site, but also offered 2062 square metres of land for the project, which they already owned. They agreed to lease it for \$1 per year for 60 years. The site is at the edge of a property where there is a long-established extended care facility, a newer dementia care facility, and a day centre for seniors. It is a 30-40 minute bus ride from downtown. It was hoped that some tenants would benefit from being away from the downtown core -- away from their old habits and from predators.

When this model and the basic concepts of Fairway Woods were accepted by the regional health authority, the proposal was taken to BC Housing, where officials who were already familiar with Cool Aid’s buildings and successes readily agreed to provide funding under their special HOMES BC funding stream allocated for supportive housing for people who are hard-to-house. BC Housing made a capital contribution as well as an operational subsidy to the project. Another part of the agreement with BC Housing is that the use of the building on that site is restricted to use as seniors’ supportive housing for the duration of the 60 year lease.

6.2.1// Key Factors That Made It Come Together

The factors that made the timing right for this creative project were both macro and micro in scale.

Policy and Program Context

- At the international and national levels, the notion of institutional shift (a shift away from building institutional environments for persons with medical needs) was being implemented. Instead, various types of supportive housing and assisted living were being designed, built and evaluated. There was a great deal of support for these concepts in the

housing and health literature, which affected policies and programs all over the Western world.

- At the provincial level, there was a major policy and program initiative, based on background research and face-to-face consultations all over the province, which resulted in the creation of a supportive housing funding stream within the Homes BC program of BC Housing.

Political Context

- There was an impending election at the same time that interest in supportive housing was developing momentum. These two factors combined as an impetus to building supportive housing projects in a timely manner.

Serendipity and Personal Support

- During the development process, there was both serendipity and support. The regional health authority happened to create a housing-and-health portfolio (which included mental health housing). The new director was a strong proponent of a housing model of care. This was a very good fit with the Fairway Woods concept.
- The regional health authority's mental health housing manager was very familiar with the needs of persons with mental illness and/or addictions; was a strong supporter of the concept; and was able to identify a suitable source of regional funding.
- The director of health facilities planning for the capital region also had considerable knowledge and passion about the special population and their needs.

These key players all respected Cool Aid, believed in the idea, and were determined to make it a reality.

6.2.2// Features of Fairway Woods that Reflect the Philosophies and Goals

There are plentiful examples of how the philosophies and goals (listed above) were translated into building and service design.

Building Design

- The building is very handsome and well landscaped. It fits in with the neighbourhood in terms of scale, style and cladding. In fact, one

informant said, *“It looks like a better-dressed first cousin”* of a private condominium project across the street.

- The building’s floor plan is very simple and straightforward, easy to remember and easy to negotiate.
- The sunny, south-facing and easily accessible dining room was designed to encourage social interaction. It does so, because it is the main coming-and-going entrance from the parking lot and garden, at the back of the building, and because it is flooded with natural light, and therefore welcoming.
- The front entrance is visible from some areas in the dining room, so that tenants can keep an eye on both entrances at once if they are seated in the right spot near either entrance. This gives a sense of control over their environment.
- The kitchen is visible from the dining room and is domestic in scale, materials and atmosphere. For example, there is a table where tenants can sit and help prepare meals if they want. This design *“normalizes”* the living environment.
- The laundry room has a window and door through to the kitchen, so that people doing laundry can wave to or chat with people in the kitchen, just as they would if living in a house.
- The individual units are attractive, flooded with natural light, and although small, do not feel small or tight.
- The building is an *“evolving design”*, able to change according to the tenants’ talents and needs. For example, garden boxes and a small garden shed were added, in response to a tenant’s keen gardening interest and abilities. A covered smoking area was also added (outdoors, next to the parking lot) after tenants moved in and it became apparent that a communal smoking area was needed. (Smoking is not allowed in any of the communal areas inside the building, but it is allowed in tenants’ individual suites.) Flexibility regarding the evolution of the building in response to tenant characteristics does not extend to degeneration, however. *“This is not an option.”*
- Overall, the design of both the communal and private spaces at Fairway Woods reflects, first, the fundamental value of respecting tenants as persons and as individuals, and second, the goal of facilitating their social interaction and their involvement in the home’s daily rhythms.

Service Design

- The original idea of having a kitchen on each floor (to facilitate life skills coaching) was abandoned when it was realized that: 1) this would be too expensive, both in terms of construction and in terms of staffing (that is, there would need to be a staff person supervising the kitchen on each floor); 2) this was not an appropriate design for persons very unaccustomed to cooking and cleaning; and 3) a communal dining room on the main floor would likely encourage more social interaction. Instead, on-site staff members do situation-specific life skills coaching as needed with tenants. For example, they will help a tenant with budgeting and with arranging services such as Meals on Wheels and special transportation for persons with disabilities.

6.3// Hurdles During Development

One of the hurdles during development was that there needed to be a change in zoning from single family zoning to multiple residential zoning. Because this was a creative project, it was not easy, at first, to *“fit it into an existing slot”*. Another hurdle was the long wait for a building permit, which was held up due to other priorities in Langford at the time. A key player in helping the Fairway Woods project eventually overcome these hurdles was the planning department of the municipality, which co-operated with the project proponents and builder.

There was a notable lack of resistance to the project from neighbours. The main concern of the community association was the possibility that staff members would park their cars on the residential streets. This was solved in two ways. First, only eight parking places were included on the Fairway Woods property. There had to be a variance in the parking regulations for the project. Fewer parking spaces than normally allocated for the number of dwelling units were allowed, given that the vast majority of tenants would not own cars. Second, the municipality limited parking to “residential permits only” on the side streets on either side of the intersection where Fairway Woods is located. The house directly across the side street from Fairway Woods was promised and given a full cedar hedge, all the way around their property, to block the view of the project.

Regarding the characteristics of the tenants: Neighbours did not raise any objection to the idea of having what was described as *“special needs seniors”* moving into their neighbourhood.

6.4// Financial Viability

There is general consensus at BC Housing that a minimum of 20 units is required for a building's financial viability. The final number for Fairway Woods, 32 units, was chosen because that number is small enough to allow a home-like environment to prevail in the building, and it would also allow the project to be the same scale as a private apartment building across the street, to fit in with the neighbourhood.

The building efficiency level, that is, the proportion of the building that is revenue generating residential living space, is 65-68 percent.

6.4.1// Annual Operating Cost

Cool Aid's cost of operating Fairway Woods is approximately \$690,000 per year. This is \$1890.41 per day, or \$59 per tenant/day (including their daily meal): approximately one third of the cost per resident/day in residential long-term care.

(For more details on the Cool Aid annual budget, please contact Cool Aid's Manager or Assistant Manager of Housing. Contact information is in Appendix 11.)

Chapter 7// Evaluation of the Location, Site, Building and Apartments

7.1// Evaluation Methods

To evaluate the location, site, building and apartments, six Cool Aid staff members were interviewed using a Walk and Talk Interview Guide (see Appendix 7). The interview started about half a block away from the building, and worked towards the building, then inside to communal areas, and finally to the staff person's main work space. Interviews took approximately one hour. Responses were recorded by the researcher in a combination of short-hand text and symbols.

Five tenants (four men and one woman) were also interviewed at length. Four of them answered questions that were almost identical to the questions posed to Cool Aid staff about the building in general and the communal spaces, in addition to questions about their own apartments (see Appendix 7). Two of the informants were unable to walk through the space with the researcher, but were familiar enough with the building to comment from memory. One of the informants invited the researcher to accompany him and his dog on their daily walk around the neighbourhood, to give a different perspective on the building.

Two Community Health Care Workers (visiting service providers) were also interviewed. They were asked questions about the design of the tenants' apartments only.

7.2// Evaluation Results

7.2.1// Suburban Location

Cool Aid staff perspective

The suburban location works well for staff members: it is quieter than downtown, *"not as frenetic"*, *"away from the drugs"* and from *"predators"* (*"the street community"*) and it feels safer. All of this makes their work easier and their work life more pleasant.

Tenant perspective

Tenants also like the suburban location, which is *"relaxing and refreshing. The city does not have good people."* It is *"safer than downtown"*. *"At my age, you are vulnerable."* *"I like where I am, right now."* *"I'm a country boy."* *"Five years*

ago I would not have considered moving to the suburbs. Now, I wouldn't live anywhere else." "It is safer [than downtown]; you can go at your own pace." "This is a progressive community; it is respectable."

A very positive feature of the location is that it is accessible *"to everything, even for people with a walker"*. "It is *"a great location."*

Another positive feature of the location is that it is next door to a very attractively designed and well maintained complex, on the Priory property. It has smooth, well-lit and marked walkways, easily navigable by persons with mobility impairments/aids. This property, in turn, borders a golf course, which has paths for walkers and beautiful views from benches. Some of the tenants are not aware of this amenity so close by, while others take advantage of it daily.

7.2.2// Transportation

Cool Aid staff perspective

For those who drive a car, the free parking at Fairway Woods is a bonus, although the drive from central Victoria is approximately 30 minutes. For those who use public transportation, the bus service, in double-decker buses, is very good, except on weekends, after the night shift. On Sunday, the 12-hour worker whose shift is over at 7am may not get home until 10am, for example. On a positive note, the bus shelters are only 100M from the front door of the building. All staff members mentioned how convenient the bus service is for tenants.

Tenant perspective

The bus service is excellent. Fairway Woods is handy to bus stops going in either direction. The bus shelters are very well designed and maintained. It takes 30 minutes to get to the downtown core and less time to get to a large shopping centre west of Fairway Woods. A very high proportion of buses are designed to be fully accessible to persons who use wheelchairs or walkers.

7.2.3// The Particular Street

Cool Aid staff perspective

Although Goldstream Avenue, a busy, main road, is busy, *"it is not as noisy as downtown"*, and the constant traffic noise rarely bothers staff members, who are *"too busy concentrating to notice"*. Two benefits of being on a main street are: (1) proximity of public transportation, shops, services, amenities, and hospital; and (2) in the case of emergency, such as snowfalls or power outages, Fairway Woods is *"fixed sooner than more remote places"*.

Working in a building on Goldstream Avenue is much better than “*working in the core of downtown*” where staff members found themselves acting as “*security guard half the time*” because of the nature of the street community.

Tenant perspective

Although the noise from the street is loud, the tenants who live on the north side of the building can open their windows for fresh air during the day or when they are out, and close them at night, to block out the traffic noise. Some do not notice the noise, because they have lived on busy streets before. It is recognized that the noise may become “*overbearing*” as the municipality expands. Those who live on the south side of the building say the noise is “*no bother*”.

7.2.4// Immediate Neighbourhood

Cool Aid staff perspective

The immediate neighbourhood works well for staff. They feel comfortable there. For two, it is their home community – their family members live and work not far from Fairway Woods.

Across the street is a small plaza containing a medical clinic, medical testing services, pharmacy and a café. Their proximity facilitates the Cool Aid workers’ days in several ways: (1) they do not have to book tenants’ transportation to all these services; (2) tenants’ medications are delivered to Fairway Woods by pharmacy staff, on foot; and (3) the café in the plaza is “good for breaks”.

Next door to Fairway Woods are three handsomely designed and landscaped buildings, all serving the needs of seniors. The property, known as The Priory, borders a golf course.

Two or three blocks away is the shopping core of Langford (the suburban municipality that Fairway Woods is actually located in). It is handy if staff members need to do errands during their breaks or after their shift.

Tenant perspective

Tenants like the proximity of the plaza across the street, and the larger mall just three blocks away, because it “*simplifies life*”. They feel good about the immediate neighbourhood because, “*We’re pretty well accepted*” and, “*It feels like home.*”

7.2.5// The Look of the Building

Cool Aid staff perspective

The look of the building received high praise. Staff say, *“It’s an awesome building”, “It’s lovely”, “very presentable”, “not institutional”, “not clinical”, “homey”* and *“the nicest building on the street”*. They like its colour, the way it *“blends in with the neighbourhood”*, its *“aesthetic”* appeal, and very importantly, the fact that it is surrounded by fine old trees and *“beautiful landscaping”*. One said, *“I like coming to work”*. Another said, *“I like it as a break from Victoria”*. A third said, *“By far, it is the best of all the Cool Aid buildings”*.

The only thing that could be changed is to build eaves that are better designed to withstand winter storms, because right now, water builds up and pours over the eaves onto the flower beds, eroding the soil in one area (where the tenant-gardener has placed a collection of small rocks to reduce erosion) and causing mud to splash on the building. Related to this, the building needs to be cleaned more than twice a year, given the frequency and intensity of winter storms.

Staff members all feel *“comfortable”* working in the building.

Tenant perspective

The builder who made the decision to conserve the mature trees, the landscaper who designed the landscaping and the tenant who looks after the gardens and grounds all received a great deal of praise for the look of the building: *“The landscaping and flowers make the building!” “The upkeep is out of this world.”* Other positive comments were, *“It is a very attractive building and clean.” “It is fresh and new.”*

The tenants feel proud to live here, despite *“the stigma”* that hung over the building at first. *“I no longer worry about [living in a building with] a bad name. It feels good.” “Heavens, yes [I am proud to live here]!” “Definitely, it’s a fine facility.”*

7.2.6// The Entrances and Security System

Cool Aid staff perspective

The street lighting outside the front of the building is satisfactory, as is the lighting at the main entrance. The gable protecting the outdoor seating at the entrance allows two tenants to sit on a small garden bench and *“people watch”*. The dual pathway, planters, and overall design are *“welcoming”*. The trees and shrubs drew positive comments from every person interviewed.

Given that one window of the front office, and another window from the front lobby, both overlook the main entrance and the street, there is *“no need for a surveillance camera”*.

The only things that could be improved, if another housing project like this were to be built, would be to: (1) create a slightly larger outdoor space at the front of the building, where more than two tenants can *“watch the world”*; and (2) ensure that benches can be placed far enough from both the front office window and the air intake, that cigarette smoke does not penetrate the front office. It is unpleasant for staff members who do not smoke. (There really is no other protected place that the garden bench can be placed, other than right under the office window, given the current design.)

Most staff members drive a car to work, and therefore, do not enter the building via the front entrance. They enter via the back entrance, off the parking lot. The back door enters the dining room. Those staff members who bring their dogs must enter via the front entrance, however, because animals are not allowed in the dining room.

Regardless of which threshold they cross, staff members say that entering Fairway Woods *“feels like stepping into a home”*, *“coming into a small community”*, *“a relaxed space”* that is *“enjoyable”*, *“bright, clean and friendly”*.

The security system at each entrance, with a code number rather than a suite number for each tenant, rings a telephone in their apartments. (They do not have to have telephone service, something many of them cannot afford, to make this work. Having a handset plugged in is all that is required.) It generally works well, since only the people who have been told the codes, such as Community Health Care Workers and emergency service providers, can use the system effectively. The only shortcoming of the system is that if there is a power outage, it does not work.

Tenant perspective

It is *“a great feeling”* when approaching the building, *“with the trees and the planters”*. Every one of the tenants said it feels like *“home”*. The bench outside the entrance looks *“welcoming”*. The only changes that tenants suggested were: (1) to provide more frequent removal of moss on the north side of the building; and (2) to design a buzzer system that does not require owning a handset (telephone).

7.2.7// Front Lobby

Cool Aid staff perspective

The front lobby is well and attractively lit. Having comfortable armchairs there creates a social space, where tenants can sit, chat, and *“watch people....and squirrels.... passing by”*. Several staff members commented that the 19.2 square metre front lobby could be larger. *“It gets congested sometimes during the daytime.”* If it were deeper, it would be possible to place the furniture in a different way: at right angles to the front office window, rather than directly facing it. The current placement of the furniture makes it difficult for staff members to focus on their office work, when *“tenants are lined up trying to get [staff’s] attention”*.

Having the mailboxes in the main lobby, within view of the front office, is a good idea, since it is a *“good way to make contact with tenants”*.

Tenant perspective

One insightful tenant observed that although the persons who live on the main and second floor of the building have mobility impairments, their mailboxes are at the top of a block of mailboxes and difficult for some of them to reach. It would make more sense if they were at the bottom.

Some tenants rarely use the main entrance and exit, because they take out their garbage to the container at the rear of the building, on their way out to do errands on foot. Others use it all the time, because they use the bus at the front of the building.

Once they are inside, some tenants feel immediately *“at home”*, whereas others simply want to get into their own suite.

7.2.8// Staff Office Next to Front Lobby

Cool Aid staff perspective

There were two general comments about offices: *“Offices are places of authority [so they are] not designed to be welcoming”*, and, *“Surveillance is better done by being everywhere”*.

Several of the Cool Aid staff members mentioned a problem with the lack of privacy in the front office, when they are on the telephone or in face-to-face meetings dealing with crisis situations. Privacy at those times is needed. Lack of privacy is *“a recipe for frustration”*. They suggested that blinds should be

installed, to be closed on occasions when privacy is paramount. The norm, however, would be to keep them open. (This same observation and suggestion was made by one staff person for the office on the third floor and the kitchen as well.)

On the other hand, the surveillance allowed by the interior window facing the front lobby is *“good to get a sense of who’s around”*, that is, to track both tenants and visitors. Another attribute of the front office’s location and visibility is that it *“makes tenants feel secure”*. *“It is important for tenants to know that help or support is there”*. It prompts social interaction with them, giving tenants the *“opportunity to say hello”* to staff members (and to their dogs).

An advantage of having the front office adjacent to the elevator is that it is possible to track the activity of the elevator by ear. If there is an unusual amount of activity, late at night, for example, it can be investigated.

Although some workers say the 9.6 square metre office is *“big enough for what it is”*, others say that it could be slightly larger, since it feels crowded when there are two people meeting there. One reason for this is that there is considerable paraphernalia, including coats belonging to staff members, in the office. It would be better if each staff person had a locker, perhaps in a secure area adjacent to the office.

One suggestion, regarding the possibility of increasing the depth of both the front office and the front lobby, is to have bachelor apartments on each side of them.

Tenant perspective

Tenants generally like the front office because it is *“open and user friendly”*. Its location allows staff to have a *“pretty good idea of what comes and goes... they are fairly accessible to tenants”*. It is *“good for tenants to know that staff are there, and it is good for staff to know what’s going on”*. *“You get used to someone being there”*. It provides a feeling of security. If some tenants were to find the presence of staff there intrusive, they can use the back entrance.

One suggestion from a tenant is that the office should be more soundproof. *“It is not as soundproof as it could be, for confidentiality.”*

7.2.9// Laundry Room

Cool Aid staff perspective

The 11.2 square metre laundry room works well for several reasons. It is kept immaculate. Feelings of claustrophobia are minimized and surveillance is maximized by the use of interior windows, which provide views to/from both the

hallway and kitchen, which, in turn, increases tenants' observance of house rules and their sense of security when doing their laundry. The visibility increases tenants' social interaction as well: *"A little wave is social interaction"*. The cost for tenants is minimal: .25 for washer, .25 for dryer. Having the laundry room so visible is a reminder to staff persons to attend to maintenance, such as having the dryer vents cleaned regularly. (If vents are allowed to fill with lint, they become a fire hazard.)

There were three suggestions for improvement in the laundry room. (1) Provide a kick stand for the door between the kitchen and the laundry room to make it easier for night staff when they are cleaning and removing garbage. (2) Increase the insulation vertically, between storeys, so that the noise in the laundry room does not bother the tenant above. (3) If possible, design it next to an open window, for better ventilation, and to make it more of a social space, with chairs.

Tenant perspective

The laundry room is bright, clean and inexpensive to use. Although it is necessary to close the door to the hallway to make use of the folding area, it is *"a non-issue; I fold in my apartment"*. Tenants also like the visibility between the laundry room and kitchen: *"I like the openness and the friendly staff. We wave at each other."*

7.2.10// Dining Room

Cool Aid staff perspective

The dining room was praised for its brightness, its generally warm and inviting atmosphere, and its beautiful views of Fairway Woods' natural setting. The square tables are a good choice, because they are *"more social"* than oblong tables. There is enough room to seat the 12-15 people who have their dinner in the room, very comfortably. It would be *"pretty tight"* for all 32 tenants, if they were to all dine together. The dining room is 37 square metres.

Apart from being used for dining, this room is the social hub, the *"community centre"* of the building. It is used for impromptu card games, sitting and reading the newspaper in the sunshine, weekend social events such as afternoon tea, Trivial Pursuit or Bingo games, and special occasions, such as "Celebration of Life" events -- informal memorial services where all tenants can participate in remembering a tenant who has recently died.

Staff members said it feels *"fun"* coming into the dining room, where *"tenants are bantering, playing cards and so on"*. The dining room was described as *"eye candy"*, as *"big and bright"*.

The main critique of the dining room, made by all staff members and observed first hand by researchers, is that it is very noisy. Even the sound of one person having a conversation in a normal voice at one end of the dining room fills the room. The noise of several people speaking at meal time, on top of the clatter of plates, creates a din. One consequence of this is that several otherwise sociable tenants pick up their dinner and take it to their suite to eat. They find the noise very agitating.

It was suggested that it might help if the dining room were broken up into smaller spaces the way restaurants are partitioned, possibly with some wood and plants to absorb the noise and dilute the intensity of some speakers. It was acknowledged that doing this, while maintaining maximum accessibility for walkers and other mobility aids, could be challenging. All persons agreed that sound absorbing materials should be added to the ceiling.

Ideally, there should be another social space, a living room, adjacent to the dining room, a place that is more sound-absorbing, with carpeting, curtains, and so on. It would likely be better used than the multipurpose rooms upstairs, due its proximity to both the dining room and back entrance.

Tenant perspective

Tenants' opinions of the dining room reinforce those of staff members. It is bright, cheerful, attractive, and non-institutional, but it is also *"acoustically terrible"*, *"an echo chamber"* which can be overwhelming if some tenants, or even one tenant, is loud or overbearing. Another observation is that since it faces south, and gets very warm in summer months, all the windows should open, which is currently not the case.

An unattractive feature of the dining room that does not relate to its architectural design is that some tenants are *"not clean; they cough, some smell of urine, some are soaked [in urine]."* For these two reasons, and no doubt, other reasons, only about half of the tenants eat their main meal in the dining room.

Another tenant observed that since the main circulation route for people entering from and exiting to the parking lot, it can be very disruptive when tenants' families and friends move tenants' possessions in or out, if this is done during meal times. *"There should be limits set on this."*

7.2.11// Kitchen

Cool Aid staff perspective

In general, staff members like the fact that the 26.4 square metre kitchen has a residential character, and is visible from the dining room, as it would be in a

private home. Those staff persons who work in the kitchen offered several suggestions for improvements, such as:

- all windows over the sinks should open
- a small, quiet fan over the sinks, so that when the cook is pouring boiling water from a large pot, the steam can dissipate (and be less dangerous) and
- another quiet fan across the kitchen from the sinks, beside the fridge, to help reduce the hot air from the ovens.

The kitchen, which is south-facing, is said to be a “*steam bath in summer*”.

It was pointed out that all fans and equipment should be as quiet as possible, for at least three reasons. (1) The aim at Fairway Woods is to create a home-like environment. It is difficult to maintain this if a high level of noise is emanating from the kitchen. (2) Too much noise is stressful, for both the tenants and staff. (3) Many of the tenants, due to shyness, ill health or age, have very soft voices. The cumulative noise of sanitizer, running water, fans, etc. makes it very difficult for staff to hear them. This, in turn, creates stress for both the tenants and the workers.

It was noted that several items were added to the original plan for the kitchen. A kitchen table -- where the cook can be visible from the dining room, while sitting and chopping vegetables or chatting with a tenant, for instance -- was moved into the kitchen area proximate to the dining room. Also, a free-standing freezer of approximately 25 cubic feet was added to the existing 30 cubic feet of freezer space, on the advice of a tenant who used to work in the hospitality industry. All the freezer capacity is fully used. A further addition was a “*sneeze screen*”, between the kitchen table and the preparation area, so that if tenants do come in to talk, they do not spread germs into the preparation space.

Tenant perspective

Related to heat build-up, there is a need for stronger suction fans in the kitchen.

7.2.12// Communal Outdoor Space at the Rear of the Property

Cool Aid staff perspective

The south-facing communal outdoor space behind the building includes chairs against the building for basking in the sun; a parking lot for eight cars; a protected smoking area with benches; a camouflaged recycling and refuse area; garden beds; a greenhouse specially built for the tenant-gardener; tomato, green bean and hanging plants, all planted and maintained by the same tenant; two non-smoking benches purchased with funds raised by the tenants, with one of

the benches at some distance from the building under a giant fir tree; and green and rocky space, left in its natural state.

During warm weather, the area is used frequently by tenants and staff members for social events or impromptu chats. In the summer, there are BBQ dinners, and staff members can be seen gathering fresh herbs for cooking or flowers for the tables. The rest of the year, it is used primarily by staff members who smoke.

Staff described the outdoor space as *“therapeutic”*, a place that *“makes you feel good”*, *“a deer trail”* (deer are frequently seen there, especially in the early morning), *“natural”*, *“a good social gathering spot”*, *“sunny and pleasant”*, and *“charming”*. The attractive buildings next door at The Priory enhance the property and *“the trees on the property are fantastic”*. It is *“well designed -- this is what you want”* for seniors who have disabilities.

One thing that could be improved about the space is the addition of two more parking spots. There are not enough spaces when there are team meetings and visitors at the same time, and the turning space is *“tight”*. If expanding the parking spaces would mean losing some trees, however, then it is not desirable. Another wish is for more outdoor green space for tenants in general. It is understood, however, that the site is very rocky and this is not easily provided.

Tenant perspective

The outside areas are used frequently by tenants during good weather. The grounds remind one tenant *“of my parent’s home and gardens”*. The feeling evoked by the view of the outdoor space is *“nice and quiet”* and *“perfect”*. The outdoor space gives special satisfaction to the tenant who spends many hours gardening there.

7.2.13// Privacy from Neighbours

Cool Aid staff perspective

Tenants have good privacy from neighbours, and vice versa, because:

- the buildings and walkways at The Priory, east of Fairway Woods, are orientated away from Fairway Woods
- the land on the south side is sloped in such a way that neighbours are not at eye level
- the property is on a corner, so there is plenty of space between Fairway Woods and the houses on its west side, and
- there is a vacant lot directly across the street, on the north side, the front of the building. The grand, tall trees surrounding the building contribute to feelings of privacy.

Staff mentioned that *“90 percent of the tenants respect each other’s and the neighbours’ privacy”*.

Tenant perspective

Tenants’ responses reinforced those of staff. There is plenty of privacy due to the slope of the site and the presence of trees. *“The only ‘intruders’ are Mommy deer and her babies and they are most welcome!”*

7.2.14// Elevator

Cool Aid staff perspective

Comments on the elevator at Fairway Woods were consistently negative. Although it is well located within the building, and is large enough (2.8 square metres) for general use, it is noisy, because it has a hydraulic pump which makes a very noticeable, loud groan, heard on the main floor whenever it is in use. It is also unreliable, *“finicky”*. Sometimes it gets stuck between floors. One staff person was stuck with a tenant for over 15 minutes; another tenant was stuck alone for longer. The floor of the elevator is often uneven with the floor of the storey where the elevator door opens. The door sometimes opens one third of the way, or half way, and then shuts. It does not automatically re-open in response to, for example, an arm being waved between the door and the wall when the door is closing (a standard safety feature in elevators in congregate settings). Many staff members do not have confidence in the elevator, which causes stress. Sometimes they must use it, however; for example, if they are *“hauling a vacuum cleaner”*.

It was suggested that mirrors in the elevator and on the walls beside the elevator doors would reduce the frustration of people waiting for and in the elevator.

Tenant perspective

Some tenants avoid using the elevator because it is *“not always reliable”.... “There are maintenance guys here about once a month, it seems.” “It gets stuck.” “It is jerky.”* It does not settle level with the floor, and this causes some people to trip. The general consensus is that Fairway Woods needs a better elevator.

Although the noise from the hydraulic pump bothers visitors, newcomers, and some tenants (*“It is very, very, very noisy!”*) it eventually becomes *“white noise”* for most people in the building.

7.2.15// Large, South-Facing Lounges

Cool Aid staff perspective

The L-shaped, carpeted 34 square metre tenants' lounge on the third floor is furnished with a large television, a comfortable sofa and three arm chairs, all facing the TV, and a full wall-sized map of the world, donated by the builder. The TV lounge *"is used all the time"* by two to three tenants, and there will be up to six tenants there on a *"hockey night"*. Sometimes there are movie nights with popcorn. This idea was instigated by a member of the night staff. Most other activities in this room are impromptu or planned by tenants.

A concern is that the tenant whose apartment is beneath the third floor lounge is bothered by noise coming from above.

The room creates a good mood: *"It's bright."* *"Nice, comfortable, like a living room."* *"[It's] relaxed, and calm."*

There is another large, L-shaped 34 square metre south-facing lounge on the fourth floor. It has a pool table which is *"only used occasionally."* One staff member expressed the opinion that it is too remote from the hub of the building for staff to be able to interact with tenants in that room.

In the short part of the L in the fourth floor lounge, is the Community Health Care Workers' office. (See 7.2.18, below.)

Tenant perspective

The TV room on the third floor is convenient for tenants who do not have their own TVs. The noise from the TV does not seem to bother the neighbours on each side. The lounge on the fourth floor is not often used. Tenants enjoy going out onto the large balconies off the two south-facing lounges, however, to look at the flowers on the balconies and the garden below, and to take in some fresh air.

7.2.16// Hallways

Cool Aid staff perspective

The hallways at Fairway Woods are said to be wide enough (1.7 metres) and bright enough, *"a description that could apply to the whole building"*. Although the *"homey"* light fixtures are appreciated, there is still an institutional look to the hallways, most likely due to the shiny floors. It was mentioned that the shine can be stressful to some persons with mental illness. *"But, most elements of the building are homey, so the halls are not a big distraction."*

The only feature missing in the hallways, or perhaps in apartment entrances, is adequate room for parking scooters. Another suggestion about the hallways was that the floors should be slightly darker, so that scuff marks are not so prominent.

Tenant perspective

The hallways are wide enough for a scooter to do a “two-point turn” and wide enough to accommodate stretchers during emergencies. The fact that the windows open at the end of the hallways is considered a very positive feature: “beautiful, it’s fresh”. The only critique of the hallways is that they look “medicinal -- no curtains, no blinds”.

7.2.17// Staff Office, Third Floor

Cool Aid staff perspective

The north-facing 22 square metre staff office on the third floor has blinds on the windows to the hallway, for privacy. It functions well for two persons. Just off the office (in the same amount of space allocated to the staff washroom directly above it) is a large storage closet, where donations, such as bedding, and emergency supplies, such as soap, are stored. This is a good location for the storage, as it is only accessible to staff members.

7.2.18// Lack of Meeting Space for Community Health Care Workers

Cool Aid and home support staff members all pointed out, in early phases of the study, that there was no dedicated place for Community Health Care Workers (CHWs) to meet in private: they were using a table in the “L” area of the tenants’ lounge on the fourth floor and they kept their files locked in several of the “galley kitchen” cupboards there. During the last phase of the study, that area of the lounge was partitioned off as a dedicated, lockable office for CHWs. They now have a small, bright office with table, chairs and secure storage space.

7.2.19// Staff/Multipurpose Room, Fourth Floor

Cool Aid staff perspective

The north-facing, 22 square metre multi-purpose room on the fourth floor has been turned into a staff room for Cool Aid staff, with blinds covering the windows to the hallway for privacy. Inside are a round table and chairs for meetings, a large “Lazy Boy” chair facing a donated television, and a microwave oven.

Attached to this room, accessible from the meeting room only, is a staff bathroom. The private location of this bathroom is critical, since it allows staff to use the toilet without *“running into tenants in the hall and being diverted”* during their break time. The fact that the room is north-facing, with a view over the front entrance of the building, is a bonus: *“You still have surveillance over the front of the building.”*

One item missing from the staff lounge is a small refrigerator. Currently, staff members who bring lunches have to use the refrigerator in the main kitchen, which means they can be sidetracked by tenants when they go to the kitchen to get their lunch or supper. This cuts into their break time.

7.2.20// About the Evaluation of Tenants' Apartments

Questions about tenants' apartments were addressed to tenants and to Community Health Care Workers (CHWs), the service providers who are very familiar with them. Cool Aid staff members were not asked questions about tenants' apartments.

7.2.21// Apartments - Entrance

CHW perspective

The doorways are well marked, well lit and easy to access from the hallway.

A very significant, and dangerous, shortcoming of the inside entrance in the apartments is that if the bathroom door (which opens out) is left open, it can stop the front door from opening more than a few inches. In the case of emergency, the front door has to be forced open, breaking the bathroom door off its hinges. (This has happened.) All the bathroom doors should have their hinges mounted on the opposite side.

For tenants who use scooters, the hallway inside the front door of their apartment is crowded if a scooter is stored there.

Tenant perspective

A good feature is that the entrance doors can be adjusted to open and close more slowly or more quickly.

One tenant said, *“This is my space and all my belongings are in here. Nice to have my own space with bathroom, kitchen, etc.”* Another said he feels *“Great”*

when he enters his suite, *"It's home!"*. A third said, *"It feels like home, totally."* And another, *"I'm back.... I kick off the shoes and put my feet up."*

7.2.22// Apartments - Kitchen

CHW perspective

The 6.4 square metre kitchens are generally well designed, bright and safe. Tenants who cannot manage in their own kitchens do not use them much. The CHWs prepare meals, take away tenants' garbage and items for recycling, etc.

Tenants who do prepare food generally make *"snacks"* such as toast, sandwiches, and small meals that use a microwave for preparation. (Most tenants have microwaves.) Ovens are so seldom used that one Community Health Care Worker said, *"I didn't realize they had ovens"*.

There were three suggestions regarding tenants' kitchens:

- Do not provide ovens, since they are so rarely used; spend the money elsewhere.
- Since all refrigerator doors are currently mounted on the wrong side for easy and safe use by tenants (especially for tenants who use walkers, who are limited to using one hand, with the other needed for balance on the walker), all the refrigerator doors should be switched.
- There is no obvious space for recycling containers, so tenants leave their items for recycling on their countertops. If space was allocated under the sink, and a recycling container was provided for each suite, it might decrease the clutter on counter tops and increase the efficiency of Community Health Care workers.

Tenant perspective

The tenants who were interviewed seem to use their kitchens for all their meals that are not taken in the dining room. Two of the four use the ovens regularly.

There were numerous positive comments about the kitchens.

- The kitchens have a good heating system.
- *"Everything works well."*
- *"I like the open space between the kitchen and dining room" "and the view of the trees"*.

The only shortcoming mentioned was that, *“There are lots of cupboards but not enough drawers.”*

Three tenants reported using their kitchen quite a lot, for preparing everything from *“toast to a complete dinner”*. Two use their oven. Another, who does not have an oven, would like a countertop oven.

7.2.23// Apartments - Bathroom

CHW perspective

Bathrooms are a good size, 2.08 square metres. This allows room for the tenant, a walker and a helper. *“Keep the bathrooms exactly as they are.”* It was suggested that grab bars should be installed as needed, where needed.

A few tenants do use their bathtubs; they enjoy *“a good soak”*.

One Community Health Care Worker observed that bathtubs are hazardous for this population, and walk-in showers, with room for a non-slip chair, are much safer.

Tenant perspective

The bathrooms are considered *“all right”*. Their doorway is wide enough for someone who uses a walker. Their exhaust fans are effective. The fact that the bathrooms are wheelchair accessible, means that they are roomy, a positive feature.

Three critiques are these:

- There are not enough towel racks.
- There are not enough shelves.
- There should be a grab bar where the soap dish is located.

7.2.24// Apartments – Living Room

CHW perspective

Living rooms are well designed and well lit by natural light. They have enough outlets and temperature control. *“The air quality is excellent.”* The design of the windows, opening out at the bottom, is *“safe – predators cannot get in”*. The

windows are easily opened and closed, they cut out sound very effectively, and they are not draughty.

The only problem with the design of the living room is that carpeting is difficult to keep clean, especially in the apartments of tenants who are not adept at housekeeping.

Tenants typically use their living rooms for watching TV. Only one tenant known to a visiting service provider works at a hobby in the living room.

Tenant perspective

The living rooms get good marks for layout, light, number of outlets, noise-reducing windows, and temperature control. The end of the living room near the kitchen is roomy enough for four people to sit at a table.

Tenants spend time in their apartments watching TV or movies, enjoying the view and the unique aspects of their own space, and reading. *"I feel comfortable in my front room..... it is my very own home."* *"I am totally comfortable [there]".* The living room *"is my own space and I don't have to share it with others."*

The main thing that is lacking in both the living room and bedroom is window screens, to keep bugs out.

7.2.25// Apartments – Bedroom

CHW perspective

Some tenants do not use their bedroom for sleeping. They live in their living room and use their bedroom for storage only. *"Some are packrats."* Perhaps they do not use their bedroom because their TV is in the living room, and they like to fall asleep watching TV; or it is possible that some do not feel safe in their bedroom. As in the living room, the temperature is well controlled by a thermostat and there are no draughts from windows.

Tenant perspective

Several tenants have DVD players or VCR players in their bedrooms. The layout, natural light, outlets, and temperature control in the bedrooms are satisfactory to tenants. In fact, it was mentioned that *"the bedroom window is larger than usual size, so there is sufficient light"*.

Since there is no general storage room for tenants in the building, bedrooms are used as storage space as well as sleeping space.

7.2.26// Apartments - Privacy

CHW perspective

Although the aural privacy between apartments is generally “*very, very good here – better than most buildings*”, there are two problems with sound transfer. (1) “*You can hear talking from the elevator, on any floor, if you are near the [apartment’s] door.*” (2) There is considerable sound transfer vertically, through the floors and ceilings of apartments.

Tenant perspective

The tenants feel visually private in their apartments. “*People can’t see in.*” They feel “*peaceful*” for the most part, despite frequent police, ambulance and fire sirens going by on the main street, and they feel “*safe*”. “*Totally.*”

The only lack of privacy is aural, due to vertical sound transfer. For example, one tenant mentioned that he can hear his upstairs neighbour whenever he moves about.

7.2.27// Apartments – Accessibility

CHW perspective

Tenants can reach everything they need to reach in the apartments. If they cannot, the Community Health Care Workers re-arrange their storage so that everyday items are reachable.

The workers would like to be able to take away tenants’ “*clutter*” and give the apartments a good cleaning, but that is not allowed. (Under provincial policy, there are no provisions for housecleaning services to this population if they live in the community.)

Tenant perspective

One tenant mentioned not using the top shelves in the kitchen cupboards. (This is very common for women in seniors’ buildings.)

7.2.28// Apartments - Overall

CHW perspective

Community Health Care Workers rated the tenants’ apartments as “*excellent*” overall, and described them as “*functional*” and “*perfect*”.

Tenant perspective

Tenants rate their apartments as good or excellent, overall. One reservation is that, *“Unless a person has next to nothing... [there is] not enough room for everything.”*

7.2.29// Fairway Woods - Overall

All informants

Visiting service providers and tenants gave Fairway Woods “good” (3/4) and “excellent” (4/4) ratings. All six Cool Aid staff gave Fairway Woods an “excellent” (4/4 rating).

Everyone who participated in Walk and Talk interviews was asked to give a key word or short phrase that captures the essence of Fairway Woods, from their personal perspective. They said it is:

- *“... fantastic and functional. The people are lucky to have a place like this.”*
- *“bright and beautiful.”*
- *“a community”*
- *“a necessary service that gives great support and that needs support”*
- *“a positive environment...[I get a] positive feeling when I walk in”*
- *“safe ... a community environment”*
- *“stability”*
- *nice, clean, presentable...”*
- *“like home”*
- *“perfect”*
- *a “comfortable home”*
- *“superb”*
- *“overall ... great – the style suits the area surrounding.”*

Chapter 8// Impacts of Fairway Woods on Tenants

Three methods were used to assess the impacts of living at Fairway Woods on tenants' quality of life: (1) a one-page, multiple choice Quality of Life survey of the tenant population (see survey tool, Appendix 8); (2) in-depth personal interviews with a sample of 10 tenants (see interview guide, Appendix 8); and (3) in-depth group interviews with on-site staff members and visiting service providers, at the beginning and again at the end of the study (see interview guides, Appendix 8).

8.1// “Quality of Life” Survey of Tenants

8.1.1// Survey Methods

All the tenants at Fairway Woods (30 at the time of the Quality of Life survey) were asked to complete a one-page Quality of Life questionnaire consisting of 12 questions, each assessing one facet of their quality of life: physical health, energy, mood, living situation, memory, family relationships, friend relationships, self as a whole, ability to do chores around their apartments, ability to do things for fun, money situation, and life as a whole. (See Appendix 8 for a sample of the questionnaire.)

Tenants were asked to complete the questionnaire on their own, in private. To accommodate different comfort levels with reading and writing, however, tenants were told that if they did “not like paperwork” and would prefer to have one of the researchers read the questions to them, and circle the responses they chose, that the researchers would be pleased to do this, in a quiet, private place of the tenant's choosing. None accepted this offer.

They rated each of 12 aspects of their life by circling one of four possible responses: poor, fair, good or excellent. A final, open-ended question asked for more general comments on their quality of life at Fairway Woods.

Tenants were reminded to complete the questionnaire by the on-site research assistant and offered the chance to win a gift basket of “food goodies” by participating. Two days after the deadline, 23 completed surveys had been returned (each in a sealed envelope, addressed to the researcher), a response rate of 77 percent.

8.1.2// Results of Quality of Life Survey

Unfortunately, there are no baseline data on tenants' self-rated quality of life before they moved to Fairway Woods and there are no data on tenants' self-rated quality of life in other Cool Aid buildings. Therefore, the following information on tenants' quality of life is without context or comparison. The results are included here as a snapshot of how tenants felt about their lives at Fairway Woods in January of 2007.

Tenants rated the various aspects of their quality of life as follows. (Tables showing percentages and means are in Appendix 8.)

Physical health	Number
Poor	3
Fair	8
Good	11
Excellent	1
No response	-
Total	23

Energy	Number
Poor	3
Fair	9
Good	10
Excellent	1
No response	-
Total	23

Mood	Number
Poor	3
Fair	8
Good	9
Excellent	3
No response	-
Total	23

Living situation	Number
Poor	1
Fair	5
Good	11
Excellent	6
No response	-
Total	23

Memory	Number
Poor	1
Fair	9
Good	9
Excellent	4
No response	-
Total	23

Family relationships	Number
Poor	2
Fair	3
Good	14
Excellent	3
No response	1
Total	23

Friend relationships	Number
Poor	-
Fair	3
Good	14
Excellent	3
No response	1
Total	23

Self as a whole	Number
Poor	-
Fair	7
Good	10
Excellent	6
No response	-
Total	23

Ability to do chores in apartment	Number
Poor	3
Fair	8
Good	6
Excellent	6
No response	-
Total	23

Ability to do things for fun	Number
Poor	3
Fair	8
Good	6
Excellent	6
No response	-
Total	23

Money situation	Number
Poor	5
Fair	9
Good	7
Excellent	2
No response	-
Total	23

Life as a whole	Number
Poor	1
Fair	7
Good	12
Excellent	3
No response	-
Total	23

In summary:

- over half rated their physical health as good or excellent
- about 80 percent rated their energy as fair or good

- almost three quarters rated their mood as fair or good, and another three persons chose excellent
- almost three quarters rated their living situation as good or excellent
- over half rated their memory as fair or good, and another 17 persons chose excellent
- almost three quarters rated their family relationships as good or excellent
- almost three quarters rated their friend relationships as good or excellent
- just over two thirds rated their self as a whole as good or excellent
- just over half rated their ability to do chores in their apartment as good or excellent, whereas the other half chose poor or fair
- just over half rated their ability to do things for fun as good or excellent, whereas the other half chose poor or fair
- more than two thirds rated their money situation as poor or fair, with the other third choosing good or excellent, and
- just under two thirds rated their life as a whole as good or excellent, with the other third choosing poor (one person) or fair (another seven persons).

Eleven of the 23 respondents chose to write comments on their surveys. Almost all comments were positive. Their comments fell into several themes:

- gratitude
- praise for the location, building and staff
- appreciation for the accepting atmosphere and friendships
- concerns about the built environment
- protests about frequent disruptions to peace and quiet and
- worries about security of tenure.

Their quotes, to follow, illustrate the themes.

“Thanks to [the co-ordinator] and a few other people, I have had the chance to feel like I belong in this world. Some things are still a bit difficult, but always improving.”

“I feel fortunate to live here.”

“Even though my health is poor, Fairway Woods has allowed me to have a life and I am forever grateful.”

“All in all, I am very happy to be in Fairway Woods.”

“We need more affordable housing like this -- open space, good to get away from the city. Lots of peace and quiet.”

“Fairway Woods is well managed and that reassures people [regarding what goes on in] the complex itself.”

“Tenants are okay [and] Cool Aid staff excellent. Also, living quarters and food [are good].”

“One of the things I like about Fairway [is] the people – everyone here has had some kind of trauma in their life, so for the most part, no one is judgmental about the other.”

“We all have our days when we just want to ‘hide away’ and people are pretty much respectful of that wish.”

“The elevator, from time to time, breaks down and it scares people. It is too jerky.”

“The comments I’d like to make are also concerns of other tenants. The end of 2006 and the beginning of 2007 brought a spate of emergency vehicles to the building for one reason or another. Myself and others find it disruptive, and hope that things will settle down as days go on. Most of the time I am here 24/7. The staff and the homecare workers are not. That means that, as a tenant, I experience things that the staff do not. They only read about it in the book, except for the staff member on duty. So that means that some problems remain the same.”

“Tempers flash from time to time, but that’s just life.”

“A lot of us residents are frightened, because of similar residences that were lost due to rent raises and the like.”

“[I] hope they do have good intentions [that is, not raising the rent so that tenants have to move].”

(Only one respondent made non-constructive negative comments, as follows.)

“Atmosphere is toxic.”

“Food is passable; luckily I can cook.”

“Support for people under their care is insufficient.”

“I would like the [communal] bathroom on the first floor [in the hallway beside the laundry room] to be left unlocked as long as there’s people in the dining room.”

“I guess we are lucky to get one meal a day, but it would be nice if the budget allotted were to be stepped up a notch.”

The most poignant comments were these:

“The friendships I have made are genuine.”

“Fairway Woods gave me back my life!”

8.1.3// Researchers’ Comments on Quality of Life Survey Results

It must be mentioned that the impressively high response rate of 77 percent was probably thanks to the combination of several factors: (1) the on-site research assistant’s repeated and friendly verbal reminders to tenants; (2) the cheerful reminder poster on the bulletin board in the dining room; (3) the possibility of winning a gift basket of “food goodies” as a prize; (4) the brevity and simplicity of the survey itself; and (5) the fact that it was anonymous (it was returned in sealed envelopes).

In summary, the tenants’ comments are mostly positive about the building and staff. There are concerns about security of tenure, frequent noisy disruptions, reliability of the elevator, and the quality of the food. Overall, however, the results are very positive, and indicate a great deal of courage and spirit on the part of tenants, who have to deal with low incomes, multiple health difficulties, disabilities, and uncomfortable pasts.

8.2// Personal Interviews with Tenants

8.2.1// Lead-up to Personal Interviews

Tenants were invited to a special afternoon tea approximately one month before personal interviews were scheduled. The study team gave a brief report of the progress of the study so far, and then consulted with tenants about the best way to ask other tenants if they would consent to being interviewed. The group's advice was to seek participation by word of mouth, through tenants and/or on-site staff.

8.2.2// Sampling

The number of tenants interviewed was increased from six (in the original work plan) to 10 because it became clear that tenants wanted to tell their stories. The sample was chosen, first, by asking on-site service providers to discuss among themselves which tenants they thought would represent an array of characteristics (for example, different health status, different length of stay at Fairway Woods, different individual strengths). From this selection, staff members were asked to identify tenants who would be good communicators. The tenants on the short list were then asked by an on-site staff member if they would consider being interviewed as part of the study. They were already quite familiar with the two main researchers at this time and several readily volunteered.

The sample consisted of seven males and three females. At the time of the interviews, four persons had lived at Fairway Woods for over three years; four for over two years; and two for over one year. Their ages ranged from 54 to 71 years, with an average age of 61. Interviews lasted from one to one and a half hours. Several of the interviewees preferred to take one or more breaks during the interview process.

8.2.3// Four Main Interview Questions

Tenants who were interviewed one-to-one were asked four general questions:

- (1) What was your life like before you moved to Fairway Woods?
- (2) What your life is like now?
- (3) What aspects of Fairway Woods make your life better or worse, and which ones don't make any difference at all?

- (4) What advice, or recommendations, would you give Cool Aid or any other group that wants to build supportive housing for older adults similar to this one?

These four general questions were broken down into many smaller questions and probes. (The full interview guide is in Appendix 8.) Results of personal interviews are reported below in the same sequence as the general questions listed above.

8.2.5// Tenants' Lives before Moving to Fairway Woods

Before moving to Fairway Woods, tenants lived in apartments and rooms, group homes, hotels/motels, shelters/hostels and psychiatric wards. Their self-reported health was, for the majority, *"bad"*. They suffered from arthritis, obesity, chronic pain, the extremes of bipolar disorder and the consequences of binge drinking. For a couple of informants, their health was *"pretty good except for the drinking"*. For some, *"Life was the pits"*.

The risks they took in their former lives were numerous: they took *"too many pills"*; ate irregularly (risky behaviour for diabetics); lost possessions and lacked personal safety *"because I didn't give a damn"*; *"associated with the wrong people"*; and drove while inebriated. It was notable that heavy smoking was not mentioned once as risky behaviour.

The majority (eight of 10) received no home support services. Some had regular support from their general practitioner and/or from Cool Aid and/or from Alcoholics Anonymous. More than half rated their coping skills before moving to Fairway Woods as poor or fair. One gave an excellent self-rating.

Most of them felt negative a lot of the time: *"anxious"*, *"depressed"*, *"withdrawn"*, *"bad"*, *"angry"*, *"unhappy"*, *"miserable"*, and *"stuck"*. A couple said they were *"isolated"* and *"bored"*. Two were *"generally happy"* and one said: *"I knew life could get better"*.

Relationships with family members were good in four cases; in others, relationships were tentative or distant (e.g., by telephone only). Sisters and mothers seemed to be the most supportive family members of tenants. Some informants claimed that their friends had *"given up on"* them; others said they had good relationships with former co-workers and with their friends at AA.

Before moving to Fairway Woods, two females said they found enjoyment in cooking and entertaining. Others enjoyed mostly solitary activities, such as watching TV, listening to the radio, reading, and going for long walks. Only one

participated in sports. Two said they didn't do anything for enjoyment: when asked what they did for fun, one said, *"I can't think of much"*.

A typical 24-hour day was, according to one tenant, *"lonely and a waste of time"*. Some claimed to sleep a lot (*"too many meds!"*); others visited neighbours and watched TV; still others described cycles of binge drinking and late nights.

Most interviewees said they already wanted to change their lives when they were given the opportunity to move to Fairway Woods. One said, *"I wanted the peace and quiet, the trees and nature. I knew I was getting older"*. Another said, *"I was too old to be dealing with homelessness"*. The amount of private, personal space at Fairway Woods and its many amenities, such as a dining room and access to a computer, were a draw to some.

8.2.6// Life after Moving to Fairway Woods

Tenants all live alone in private, one-bedroom apartments at Fairway Woods. They describe their health nowadays as better, in many ways. They are:

- relieved that *"someone [Cool Aid staff] is there"* to reduce worries about predators
- feeling more secure, *"mentally sharper"*, *"better"*, more relaxed
- sleeping better
- getting more exercise
- socializing more
- drinking less or not at all
- no longer drinking and driving
- not *"hanging out in bars with bad company"*
- glad that their chronic condition is *"under control"*
- able to be better groomed, thanks to having their own place
- receiving more unscheduled help with everyday life, from Cool Aid, and more scheduled help, from Community Health Care Workers and
- enjoying living in the suburbs.

Several take pleasure in the bus ride to downtown, *"watching the trees and the people"*. Others mentioned how much they enjoy the gardens at Fairway Woods. One said, *"I have more sanity"*. In short, *"Life is better"*.

Risky behaviours have diminished. Having a regular, daily meal reduces risks for everyone. *"Knowing someone is there"* reduces the perception of living at risk. Only two of the 10 tenants interviewed receive regular home support services. In one case, home support is used to reduce risk: *"The Community Health Care Worker will stay when I have my bath – for safety."*

The tenants' money situation is *"better"* for the majority of interviewees: *"Motels cost more than Fairway Woods."* *"Rent and food here costs less than the total before."* The others said that their money situation is about the same. As for their coping skills, eight of 10 gave self-ratings of good or excellent, a notable improvement over their pre-Fairway Woods scores.

Most of them used positive words to describe how they feel a lot of the time nowadays:

- *"very good"*
- *"contented"*
- *"lucky"*
- *"anxious and down less often"*
- *"more elated, more optimistic"* and
- *"more confident"*.

Those who suffer chronic pain, however, still experience that pain, and those who were bored before moving to Fairway Woods are still bored.

In most cases, tenants' relationships with their family members have not changed. Those that were poor continue to be poor; those that were good continue to be good. (Relationships were often assessed in terms of the frequency of visits with family members, which, for most, was low.) In two cases, however, family relationships were markedly better: *"I'm invited to visit the babies in the family."* *"I have more room to welcome my grandkids."*

A majority of the interviewees rarely or never see their old friends. One said, *"We stayed friends awhile, but it petered off. He has problems of his own."* Another said, *"It's too far to go to visit them, an hour by bus or so."* One gentleman *"deliberately got rid of old friends"*. Almost all have made new friends since moving to Fairway Woods. Some relationships are based on mutual aid. For example, one tenant will help out a frail neighbour with housework, in exchange for use of that neighbour's telephone. Others help each other with grocery shopping. Other relationships are purely social: *"I visit a couple of other tenants in the building."* *"My table mates are very congenial."* *"The home support staff have become good friends."* Several have made new friends at the café across the street and at the nearest AA.

For enjoyment, most tenants seem to do solitary activities: watching TV, reading, going downtown by bus to enjoy the sights, using the computer, listening to music or going for walks. One said, *"I enjoy the quiet and comfort of Fairway Woods."*

A typical 24-hour day starts early. Many of the tenants get up in time to have a cup of coffee that is made for them by night staff at 6:30 am. They spend their days doing what many seniors do: errands, reading the newspaper, watching TV (especially the news), getting help from home support service providers or

preparing their own small meals, going for walks, going to the café across the street and visiting friends. Some *“help out”* around Fairway Woods.

The most significant changes to tenants' lives vary. One said he could be more alone and isolated, doing what he wants to do (but still be safe). Another said he is considering going back to church. A third feels *“more at peace and content”* now that he has a clean place to live. This same feeling of peace allows another tenant to have *“more inner confidence”* and thereby be *“able to be more concerned about other people”*. The most significant change for one interviewee is an increase in social life. For another, it is an increase in pride of place. *“I feel good about my place, for my [family] to come and visit.”* Access to a computer, to be able to connect via email with family members, is also very significant. One analytical tenant said there is less conflict among persons with mental illness (compared to living in a psychiatric facility) because they have privacy at Fairway Woods and so they can *“look out for each other”*. One gentleman said his physical and mental health was improved and he now *“has purpose in life”*: looking out for other tenants and helping out around the building.

8.2.7// Tenants' Quality of Life at Fairway Woods

Most responses about living in the suburbs were positive, because of the trees, the views of nature, and an atmosphere that is *“peaceful”, “quiet”, and “green”*. Several people commented on the gardens surrounding the building, saying, *“I like the grounds. It is a country atmosphere.” “You can see deer outside the window.”* This is in contrast to downtown, where *“the noise was constant; it drove me crazy”*. Other aspects of Fairway Woods that contribute to tenants' quality of life are: (1) having a private, lockable suite with kitchen and bathroom; (2) the cleanliness of the building; (3) specific communal areas in the building, such as the games room and library; and (4) the proximity to shops and services. One tenant said, *“I was glad to leave my downtown lifestyle behind”*.

Aspects of Fairway Woods that have a negative impact on quality of life are: (1) the traffic noise on Goldstream Avenue, which is increasing in frequency and volume; and, (2) for a minority, the distance from their downtown friends and social life.

When asked what changes should be made to the design of the tenants' apartments, most respondents said, *“None”*. The apartment is large enough. The design is good. Those who did make suggestions focussed on increasing the storage space, by adding a closet for linens, cleaning equipment etc., and adding hooks on the backs of doors. A couple of people said that having carpeting is impractical, because it gets dirty too easily.

Cool Aid staff members contribute to tenants' quality of life by being there to hear complaints and by their presence 24 x 7, which increases tenants' feelings of security. Cool Aid employees respond in emergencies, help with tenants' practical arrangements, such as appointments, and remind tenants about scheduled activities. They also *"get on your back when you drink"*. Other ways that they increase tenants' quality of life are hard to measure: They provide support by *"the spoken word"*. *"We have laughs."*

Seven of the ten tenants interviewed do not receive home support services. Those who do, say that they are very helpful.

Regarding the daily meal, a central feature of support provided at Fairway Woods, most respondents appreciate the fact that the meal is available, is good value for money (\$100/month included as part of the rent) and offers an opportunity for social interaction. *"I like the friendly people."* Several, however, criticized the quality of the meals: *"They are primitive"*. *"I take the dinner to my apartment, so I can get rid of what I don't like without hurting anyone's feelings."*

The most important aspects of Fairway Woods that contribute to tenants' quality of life are the: (1) quiet setting; (2) predictability of everyday life; (3) location close to shops and services; and (4) social aspects, such as a communal dinner. In addition, it is comforting that the tenants are of a similar age. *"It is easier to get to know each other."* *"Many have had rough lives; now we're in smoother waters."*

Ten out of ten interviewees said that they plan to continue living at Fairway Woods for the foreseeable future or *"until I die!"* *"Nothing would make me want to move!"* Three qualified that claim. They would move if there were a similar building closer to downtown; if *"too many women and mentally ill people"* move in; or *"If I win the Lottery!"*

Half of the interviewees do not consider Langford their community. It is just a place to live: *"I haven't done much in the community. I'm not very interested."* The others say they do feel part of the community: *"Sure I do! I say hi to people!"*

In response to questions about quality of life, several people made summary statements:

- *"This is a good set-up."*
- *"My apartment is my refuge."*
- *"I'm grateful to be here. I've got the whole package."*
- *"I'm living happily ever after."*

8.2.7// Tenants' Recommendations to Those Who May Copy the Fairway Woods Model

Recommendations from tenants about what to add to or remove from the Fairway Woods model, and about the most suitable candidates for supportive housing such as this, are included in Chapter 11.

8.2.8// Tenants' Final Comments

At the end of the personal interview, each tenant was asked for final comments. They were asked to comment on whatever they wanted to -- the building, the services, the staff, themselves, anything. They said:

- *"This place is excellent and everyone is doing their best."*
- *"It has been a long time since I've had this much contentment and peace in my life."*
- *"There should be more buildings like Fairway Woods for people in need."*
- *"This model is so successful in numerous ways, that it is a model for others."*
- *"Christmas was really, really nice; one I will remember."*
- *"We definitely need more buildings like Fairway Woods."*
- *"People open up and tell you about their past lives... They tell you what they used to be. They were somebody."*

8.3// Impacts of Fairway Woods on Tenants – Service Providers' Perspectives

On-site and visiting service providers who are very familiar with the tenants stated that they had observed the following changes in the tenants' lives:

- increased stability – in their housing, in their health conditions, in their relationships

- increased/improved self-esteem -- for example, the personal hygiene of some improved considerably after they moved in,
- increased/improved nutrition
- increased/improved social interaction
- increased personal safety
- increased acceptance of and access to support services, medical services and other services, thanks to assistance from on-site staff (for example, staff will help them make an appointment)
- increased ability to do the activities of daily living, partly due to the fully accessible environment
- increased ability to do instrumental activities of daily living, such as filling prescriptions, going to the dentist and barber, and using a computer, partly due to the help available from on-site staff
- increased disposable income, now that rent is a fixed portion of income
- increased involvement in their talents, such as carving, gardening or working on the computer
- increased positive connections with and stability of relationships, with both “*natural friends*” (that is, not “friends” from the world of addictions) and family members, thanks in part to the life improvements noted above, and thanks in part to the proximity and frequency of public transportation, and
- increased “*pride of place*”.

Service providers have also observed their clients’:

- decreased alcohol consumption, by most of those who have problems with alcohol
- decreased social isolation
- decreased interaction with predators
- decreased calls to ambulance services and
- decreased visits to doctors.

Fairway Woods' proximity to AA meetings makes it easier for tenants to stay "*straight and sober*", as does the non-judgemental culture at Fairway Woods, among both tenants and staff. "*If a tenant goes on a bender*" they know that they will not lose their apartment or their place in the society of Fairway Woods. A reformed drinker might bring a cup of coffee to another tenant who has had a binge the night before, and may offer counselling.

Other vignettes illustrate the changes in tenants' lives. One tenant "*who was desperate to get away*" from downtown predators who robbed her or "*hustled for money*", arrived two days before move-in day, with no personal possessions. She was helped to move in early. "*[She] is excited, happy, relaxed and part of the community already.*"

Another tenant, although still "*street entrenched*" to the extent that he goes downtown regularly to find his "*buddies*", is still safer at Fairway Woods than in a shelter situation because he is less likely to be financially or physically abused or exploited.

Chapter 9// Impacts of Fairway Woods on “the System” and the Neighbourhood

9.1// Impacts on “The System”

One of the most experienced visiting service providers, a manager with the regional health authority, said that *“two or three people would be in long-term care if it weren’t for this project”*. Further perceived impacts on the system identified by all the visiting service providers include:

- decreased Emergency Room visits
- decreased home support hours (provided by Community Health Care Workers) per client
- fewer calls to police, in the three years since tenants first moved in, because they have *“settled in and become more stable”*, and
- a reduction in calls to the fire department during this same period.

(Please note: impacts on “the system” identified by service providers were not verified quantitatively with hospitals, home support, police or fire departments, since doing so was outside the scope of this study.)

9.2// Impacts on the Neighbourhood

Despite their respect for the Cool Aid organization, which offers *“comfort, continuity and a safe zone”* to their clients, and their confidence that Cool Aid would do careful screening of tenants to ensure they would not be intrusive in the neighbourhood, some neighbours were anxious about the proposed *“questionable”* tenants, who *“might be a nuisance or intrusive”* in their neighbourhood.

Six neighbours (each one representing a different building or business) were asked if they had experienced any problems since the occupancy of the building or with the tenants as individuals. All said, *“None!”* or, *“No issues”*. In fact, the tenants were described as *“very congenial”*.

Neighbours commented *“I wish there were more supportive housing for seniors in buildings like this [of this size] instead of big buildings!”* and, *“It’s very attractive and blends in well with the neighbourhood.”* It contributes to the gentrification of that area of Langford. *“The building looks great. The gardens are always perfect!”*

The only disturbance associated with Fairway Woods is the frequency of visits from the fire department (which responds to almost all emergency calls in Langford). The arrival and presence of their vehicles creates short term disturbances.

There has been a measurable impact on the local fire department. There were 13 calls to the fire department in the first 3.5 years that Fairway Woods was occupied. All of these calls were characteristic of a population of older adults who need supportive housing because of their mental and/or physical impairments.

(The interview questions for neighbours are included in Appendix 9.)

Chapter 10// Evaluation of the Model and Lessons Learned

10.1// What Works Well and Not So Well About Fairway Woods

According to the key people involved in the development, design and management of Fairway Woods, the elements of the model that work well are these:

- The partnerships among different sectors and among individuals in different specialties (housing, social work, health, mental health, addictions, homelessness, architecture, construction) worked well. Everyone was and still is *“on the same page”*.
- The building has performed well. There have been no disappointments or problems with the basic design or the structure.
- Fairway Woods is very attractive; in fact, it won the 2004 “CARE Award for Project of the Year” from the Canadian Home Builders Association, Victoria. It adds quality to the community.
- The intake and screening process for tenants works well. Evidence that it works well is the very small turnover in tenants in the first three years of operations.
- The tenant mix works well, and is, in part, a consequence of the intake process. There is a desire to keep the level of abilities mixed: that is, some tenants have high, some medium, and some low abilities in carrying out activities of daily living.
- The on-site staff mix works well. This is, in part, a consequence of their careful selection and specific training (that is, they are trained to work with persons with mental illness and/or addictions).
- The design of the kitchen works exceptionally well. It is residential in character and scale and is visible from the dining room. This encourages tenants to participate in meal preparation and serving, which some do.
- The Fairway Woods model is already working well as an example to be emulated in other government-funded housing programs. (For example, a more recent Cool Aid project, Hillside Terrace, has 42 apartments for tenants with characteristics similar to Fairway Woods tenants, and lessons learned from Fairway Woods were incorporated into its physical and service designs.)

- The units are all designed using universal design principles, so tenants with differing abilities can all be comfortably accommodated in them, and tenants whose frailty increases with age continue to be supported by the built environment as they age in place.
- Everyone involved in the development of this project participated with a great deal of heart. For example, the builder donated a very large world map to stimulate conversation among tenants. It was mounted on the wall in a recreation room. He also donated a computer for tenants' use. One outcome of the computer donation is that a man who was formerly living under a bridge and then in a group home, moved to Fairway Woods, developed a friendship with a computer-literate tenant, learned to use the computer, and recommenced contact with his children, via email.

According to the same key people involved in the development, design and management of Fairway Woods, the elements of the model that do not work so well are these:

- There are more people using scooters than anticipated, and there is inadequate space for their storage either outside the dining room or in individual apartments. It is also quite crowded when a person with a scooter uses the elevator.
- Because there is only one elevator: (1) when the elevator is not functioning, people who use mobility aids are stranded on their floor; and (2) sometimes tenants have quite a long wait for the elevator just before dinner time.
- Those people who have bathtubs tend not to use them. They may be an unnecessary expense and use of space.
- Similarly, the ovens are generally not used. They may be an unnecessary expense for this population, most of whom have very limited domestic skills.
- The large lounge/games room that has a pool table is not used as fully as anticipated. Residents who like to socialize tend to do so in the dining room downstairs; they tend to congregate where staff members are visible.
- Vinyl sheet flooring would be preferable to vinyl tile flooring, for cleanliness. Dirt gets between and stays between the tiles.
- Shiny flooring looks institutional. Non-shiny flooring would be preferable, to maintain a home-like atmosphere. Laminate flooring

(faux hardwood) would be ideal, since it looks residential and is easy to clean.

- It would be ideal to have all the apartment doors timed to open when the fire alarm goes off, given that the doors open in, and it is difficult for people in chairs or scooters to get out of their apartments quickly.

10.2// Lessons Learned About the Development, Design and Management

Following are the outstanding lessons learned by persons involved in the development, design and management of Fairway Woods.

- The location *“in the suburbs works!”* The location, about 30 minutes by bus from downtown, works well, in that it reduces the presence of predators and the proximity of *“temptation”*, which are plentiful in the downtown core. Tenants also seem to enjoy the location. One said, *“I like the bus ride downtown; it’s peaceful”*.
- Its beautiful landscaping and gardens are appreciated by the neighbourhood.
- The building *“size is good, not too big, and it fits into the neighbourhood”*.
- It is important to *“stay small”*. Having just 32 tenants makes it possible for the staff members to be familiar with all of them, and allows tenants to become familiar with each other. It is small enough *“to be run like a home”*.
- The small scale of the project seems to result in a real feeling of ownership among tenants, who informally fulfill a security function. *“They’ve become the security system.”*
- There is no need for an elaborate security system. The suburban location, combined with the architectural design (which facilitates surveillance of the front and back entrances by both staff and residents) makes electronic security redundant.
- It is possible to design and build an affordable, attractive building that contributes to both the aesthetic quality of the community and tenants’ pride.
- It is important to privately and publicly recognize the contributions of all the partners to a project like this, at every opportunity.

- Overall, thanks to the input, dedication and collaboration of a wide range of sectors, agencies and individuals, *“This model works!”*.

10.3// Lessons Learned About Service Provision

There have been further important lessons learned by service providers.

10.3.1// Lessons Learned about Tenants

- People with the characteristics of this population are *“everywhere, in every town and city in Canada, and this model would work everywhere”*.
- *“This population can accept each other and build a community.”*
- Tenants are generally happy at Fairway Woods. This, in turn, positively affects the experience and adjustment of new tenants.
- Tenants can manage autonomy.
- *“Most have risen to the challenge to keep their own space.”* Some *“take responsibility for their home”*.
- Many of the people at Fairway Woods have *“blossomed”*.
- Tenants with multiple health problems *“can be resilient and can enjoy life”*.
- Tenants’ *“pride of place is evident”*.
- Tenants who are willing to *“stop the partying”* have done well at Fairway Woods.
- *“One tenant was dragged in kicking and screaming, and a few weeks later, called me [a Community Mental Health Worker] to say, ‘Why didn’t you make me do this sooner?’”*
- Tenants are always looking out for each other. *“From living isolated lives in SROs [and elsewhere] they have now made a community!”*

10.3.2// Lessons Learned about Service Providers

- Both on-site and visiting service providers value the tenants as autonomous individuals.
- *“The workers are happy here.”* There is significant job satisfaction for the staff members, because they have the latitude to *“work outside the box”*.
- Community Health Care Workers need time to communicate with each other, and with Cool Aid staff, about tenants’ status, on a regular and frequent basis. This is not always part of their work day, and should be.
- Despite this dearth of communication, Community Health Care Workers say, *“I love coming out here!”*
- The efforts of home support seem to go nowhere when members of this population are living in inappropriate, unsupportive housing, but *“in this building, results are real”*. Reasons for better results are varied: tenants benefit from feeling safe, which allows them to open their doors to visitors; they are well rested, because the building is peaceful at night; they are encouraged to *“keep their place up for company”*.
- The service providers’ philosophy and approach are critical: *“Their services are client-centred, not care plan based.”*
- The harm reduction approach means that tenants know they are not automatically evicted if they *“blow it once”*. This adds to their sense of security and stability.
- Staff members’ *“unconditional regard”* contributes to tenants’ feelings and practice of autonomy.

CHAPTER 11// Recommendations

Cool Aid staff, visiting service providers and tenants were all asked for advice or recommendations to architects or builders who may develop another building with the same purposes and population as Fairway Woods. They recommended changing some things about the Fairway Woods model and keeping some things the same.

11.1// Recommendations to Architects and Builders

11.1.1// Design Some Things Differently

- Provide an elevator that can withstand operating 24 x 7, without frequently breaking down. One tenant commented that he *“got stuck in it for 20 minutes – not fun”*.
- Provide enough power so that when elevator is operating, there is no flickering of lights in apartments.
- If possible, do not build a south-facing kitchen. It is hot.
- Provide a shower in the staff washroom off the kitchen, because it gets very hot in the kitchen.
- Provide a lounge or more social space (such as a library and TV room), decorated in a residential style, on the main floor for tenants. This would increase opportunities for social interaction among tenants, and with staff and visitors. Doing so would make surveillance easier for staff members, as well.
- Provide good quality sound insulation vertically, in floors and ceilings. Vertical sound transmission is a problem in this building.
- If possible, provide plenty of outdoor, landscaped space for tenants.
- If possible, provide a small, lockable space that could be used as a tuck shop.
- Provide enough parking spots to allow for both service providers' and visitors' vehicles. The eight spaces at Fairway Woods are sometimes inadequate.

- Provide storage space inside tenants' apartments or outside their doors, specifically for scooter or wheelchair parking.
- Provide plentiful storage space inside tenants' apartments or in a storage shed for their possessions.
- Provide smoke detectors in tenants' apartments that are not overly sensitive. The ones in place are considered too sensitive; they *"go off if toast is burned"*.
- Provide curtains, if possible since Venetian blinds are *"cold"*.
- Use a *"different kind of flooring in hallways."*
- Provide an area for a pet cemetery in future buildings. *"An actual enclosure for them would be ... settling."*
- When numbering the mailboxes, number them from the bottom to the top, rather than in the conventional way, so that those people who live on the main and second floors, many of whom use a wheelchair, scooter or walker, will find it easier to reach their low mailboxes.
- Put the light switches for the living and dining room areas next to each other. This reduces the number of steps in the dark.
- Ensure that the bathroom walls are strong enough to accommodate the installation of grab bars.
- Design a space within the building that could be used as a gym or workout room.
- Set the thermometers so that they do not go higher than 21°C. *"Some heat up their place to over 30°C. It is wasteful!"*

11.1.2// Design Some Things the Same

- Definitely build in a suburban location, within walking distance of shops and services.
- Definitely keep to this size -- 32 is the optimal number of tenants, because it is possible to create a community with this number, to know all the tenants, and to interact with tenants while doing maintenance, in a building this size.

- Build on a main street, since it is advantageous for emergency response and facilitates the use of public transit.
- Provide a feeling of spaciousness and plenty of natural light, two key features of Fairway Woods.
- Keep the design and size of the tenants' apartments. *"They have all they need."*
- *"Keep the trees!"* as has been done at Fairway Woods. *"It's very important."*
- *"Keep the good design! It's simple and easy to live and work in."*
- Be sure to provide private meeting space and locked storage space for home support workers.

11.2// Recommendations to Supportive Housing Providers/Service Providers

Cool Aid staff, Community Health Care Workers and tenants were all asked for recommendations regarding the support service component of this type of housing project. They provided several suggestions.

11.2.1// About Selecting Tenants

Tenants' recommendations

- Select a variety of older adults, *"a little bit of everything"* -- people who are *"lonely"* and who *"have been challenged by mental illness and addictions and who have come out"*. These candidates, the *"less fortunate"* who have been *"street people"*, should be *"quiet"*, *"respectful of others"*, *"clean"*, *"ambulatory"*, and *"caring and interested in helping each other"*.
- Remember: *"Everyone needs someone of similar age and the same gender to talk to."*

Service providers' recommendations

- Ensure that the mandate of the program (such as the selection criteria for tenants) remains the same, to ensure a continued good fit between staffing mix and tenants.

- When choosing tenants, consider the well-being of the existing community, *“the other 31”*, first and foremost.
- Allow on-site staff a say in tenant selection.

11.2.2// About Selecting On-site Staff

- When hiring, choose *“people who have had a life”*. Not only should they have the appropriate training, but, perhaps more importantly, they will adjust better to the work if they are mature and have had some experience with drug addition and mental illness in either their personal or their professional lives.
- Look for staff members who are flexible, who can handle surprises.
- Find staff members who are comfortable working in a very interactive environment, since the tenants at Fairway Woods are more of an interactive community than at other places.

11.2.3// About the Needs of Home Support Workers

- Ensure that the home support workers (Community Health Care Workers at Fairway Woods) who come into the building are aware of the culture of the building and are aware of the tenants’ characteristics. This may require their spending several shifts “shadowing” staff members who are already familiar with both the norms and the tenants.
- Provide the home support workers with (1) a private office in which to meet, communicate, store their materials, etc., and (2) an overlap in their schedules – paid time to communicate with each other.

11.2.4// About Services that Should be Added or Taken Away

Tenants were asked which services should be added or taken away. They made the following suggestions:

- Inform tenants about the status of other tenants who go to hospital. Also, provide some information about incoming new tenants.

- Continue to hire the same type of staff member. They are respectful and understanding. More interaction with them would be better.
- Provide house cleaning services.
- Provide outings, perhaps in a van.
- Provide computer lessons for tenants.
- Give frail, older tenants a loud whistle, so that if they have an emergency, they can send a signal that staff members or other tenants can respond to quickly.

11.2.5// About the Best General Approach to Providing Support

Fairway Woods staff members offered these recommendations to others in a similar role:

- *“Err on the side of trust”* with tenants.
- *“Move slow. Don’t make hasty decisions!”*
- *“Don’t believe everything you hear [from tenants]!”* Some tenants can be manipulative and may alter the truth for personal gain.
- *“Be a fly on the wall”*, that is, be there and be reliable, but do not build expectations among tenants that everything will be done for them.
- *“Find that place between giving freedom and providing support [to tenants].”*
- Provide opportunities for social interaction among tenants, for example, at meal time, tea time, or during early morning coffee.
- Allow tenants to have a role in running the place and give them a small honorarium. For example, they can help with the gardening, washing the dishes, cleaning up the dining room, tidying the library, and so on. It is best to wait to see which tenants are natural helpers, before assuming that a paid staff person has to do a certain task.

11.3// Recommendations to Governments and Non-profit Housing Providers

All informants in this study strongly recommended that governments and non-profit housing providers must:

- *“Provide a lot more of this kind of housing. What we do here makes a huge difference in people’s lives. They live healthier, more stable lives.”*

APPENDIX 1

INFORMATION ON
“HOUSING OPTIONS FOR ELDERLY
AND CHRONICALLY ILL SHELTER USERS”

Housing Options for Elderly or Chronically Ill Shelter Users (CMHC CR File NO. 6530-62) by Luba Serge of Montreal QC and Nancy Gnaedinger of Victoria BC, was published by CMHC in 2003. It reports the purpose, methods and results of a national, exploratory study focussed on homeless and/or chronically ill older adults who use shelters in Canada.

The central research questions in the study were: (1) Why are elderly people and chronically ill persons living in shelters for homeless people? (2) What are their residential long-term care needs? (3) What are the barriers to their accessing long-term care, and how can those barriers be reduced or removed? (4) What strategies (housing options, support services) have been developed in Canada to address the needs of this population?

The research methods included a comprehensive, international literature review; interviews with professional networks and key informants, and 13 case studies of housing projects for homeless seniors in five regions of Canada.

The findings revealed (1) a paucity of documented information on older, homeless adults, (2) their vulnerability and premature aging, (3) the lack of supportive or health services in, or connected to, shelters, (4) older homeless persons' difficulty in finding and maintaining suitable, affordable, permanent housing, (5) that there are at least 13 housing options for this population in five regions of Canada, which vary widely in scale, model, and character, and (6) most notably, that the needs of homeless older adults are still largely unmet in Canada.

A copy of the report can be ordered from CMHC by calling 1-800-668-2642.

APPENDIX 2

MORE INFORMATION ON THE COOL AID SOCIETY

VICTORIA COOL AID SOCIETY

About Us

History

The Victoria Cool Aid Society traces its origins to the Cool Aid Hostel, which was established in 1968 to provide short term emergency shelter to transient youth traveling the country. Today, Cool Aid operates a diverse range of social and health services directed at those in our community who are most vulnerable.

Cool Aid is well known for their work in addressing issues related to housing, such as accessibility, affordability, alternative housing programs and homelessness. In addition to housing and shelter, Cool Aid also provides primary multi-disciplinary health care at the Cool Aid Health Centre. Through the provision of accessible and affordable service we are able to meet individual needs and make a positive contribution to creating a healthy and vibrant community.

Cool Aid is an active participant in a variety of regional, provincial and national networks and organizations which work together to improve services, maximize our effectiveness and influence policy. The Society is governed by an elected, community-based Board of Directors, which employs a comprehensive and open committee structure in order to maximize community input into Cool Aid's various initiatives. Cool Aid has established itself as a "bottom line" resource in the social safety net within the Capital Regional District (CRD).

For information on our specific programs, visit the links at left.

Mission

We work to eliminate homelessness by working in partnership with others to develop community based solutions. We are committed to working in a non-judgmental way with people who are marginalized, homeless and hard to house. We advocate for and provide emergency shelter, supportive housing and integrated healthcare service to marginalized adults in the Victoria area.

Vision

The Victoria Cool Aid Society works to eliminate homelessness and improve our quality of life by working with others to build a community where:

- No one is forced to sleep on the street or go hungry.
- Everyone who needs supportive housing is getting it.
- Integrated health care services to treat illness and promote wellness is provided.
- Integrated services are provided to those with mental health and addiction issues.

Guiding Principles

- We demonstrate reliability, good faith and integrity in all our relationships.
- We make and keep our commitments.
- We are accountable for our actions and measure and share our contribution to the community.
- We support and value participation, build partnerships, and encourage shared leadership in our community.

- We treat all people with respect, dignity and fairness.
- We look at the environment through the eyes of our clients.
- We are innovative, learn from our experiences and the input of others, and make effective change.
- We are action oriented, and advocate for those we serve.

Annual Reports

Victoria Cool Aid Society's Annual General Meeting was held on June 27, 2006:

- [Annual Report 2005-06](#) (PDF)
- [Andrew Benson - Opening Remarks](#) from the Chair
- [Mike Conroy, COO Vancouver Island Health Authority](#) (VIHA) – Speaking Notes
- [Victoria City Police Recognition](#)

[2004/2005 Annual Report](#) (PDF)

[2003/2004 Annual Report](#) (PDF)

[2002/2003 Annual Report](#) (PDF)

[2001/2002 Annual Report](#) (PDF)

[2000/2001 Annual Report](#) (PDF)

Governance

The Victoria Cool Aid Society is governed by an elected, community based, Board of Directors which employs a comprehensive and open committee structure in order to maximize community input into Cool Aid's various initiatives.

The Administration office is:

Victoria		Cool		Aid	Society
#102	–	749		Pandora	Avenue
Victoria		BC		V8W	1N9
Phone:(250)383-1977					
Email:society@coolaid.org					

VICTORIA COOL AID SOCIETY

Housing Services

Background

There was a time when the same homeless, poor, ill and addicted people returned again and again to emergency shelters in the city - they simply had nowhere else to go. Affordable housing in the 1980s was drying up and large mental institutions were shutting down, leaving people with little support for getting off the street. Shelter workers were frustrated to see the cycles of homelessness unbroken, and the homeless themselves were trapped in an eviction cycle from whatever, often substandard, housing they could find.

Swift House Apartments

In response to the crisis, the Victoria Cool Aid Society opened Swift House in 1991 - a 26-apartment complex designed specifically for the hard-to-house. It was the first project of its kind in Canada. The idea was for residents to live independently, but with the support of staff trained and experienced in working with challenging behavior. There were, at first, problems: emergency call-outs, acts of vandalism, psychotic episodes, and drunken behavior. In response, the tenants banded together and the project soon developed into a tenant-involved community: it was the residents who set up a social space, became involved in decision-making and took on caretaking duties of their building. The model continues to be successful to this day.

Pandora Project

Our next development, the Pandora Project, incorporates feedback from many of the Swift House tenants. Opened in 1997, the building provides 32 apartments for adults, an activity center, and 8 transitional units of youth housing. The activity center has played a key role in allowing residents of all projects a chance to recreate together - from playing a game of basketball to holding a meeting. Tenants also run newsletters, in-house choir groups, community kitchens, art therapy sessions, regular shopping expeditions, camping trips and work searches. Our housing projects have given people hope for changing and improving their lifestyle patterns. Additionally, relations with the downtown business and residential community have evolved to new levels of comfort and accommodation. Tenants are valued members of the downtown residency mix who care about the quality of their environment.

Mike Gidora Place

Located at 749 Pandora Ave., Mike Gidora apartments started as a vision of our former financial administrator Mike Gidora. Mike had a dream of being able to build homes for the young working poor in the downtown area of Victoria that would be decent and affordable. We now have 45 units of purposely built, small suite design, affordable housing for low income urban singles, with a minimum of 10 units subsidized by BC Housing. Tenants living in these small suites have found them to be suitable for their present lifestyle. Also incorporated into the building is main floor commercial / office space. For a report outlining the vision, and steps undertaken in the development and construction of the Mike Gidora Place, see [Report](#).

Johnson Manor

Building on the success of Pandora and Swift, Johnson Manor is designed for tenants who have had the most difficulty in maintaining safe, affordable housing. Since its official opening on December 1st of 2001, the project has enjoyed a positive response from tenants, staff, case managers, and the surrounding community. Some factors that have influenced the building's success include its central location away from the downtown core, 24-hour on-site staffing, and strong partnerships with key stakeholders. Johnson Manor has proven to be a cost-effective model for dealing with individuals managing mental health and poly-substance abuse issues. To continue on this path of success, Cool Aid plans to complete this 3-phase project by opening two more buildings in the near future.

Fairway Woods

Fairway Woods is specifically designed to house 32 homeless and homeless at risk individuals who are now experiencing the added burden of dealing with all of the issues related to aging. One meal per day (dinner) is provided in our new dining room, facilitating community development. In addition, we provide 24 hour, seven day a week staffing coverage. FairWay Woods is located at 597 Goldstream Avenue in Langford, and is adjacent to bus service, parks, walkways and easy accessibility to stores and restaurants.

Hillside Terrace

Hillside Terrace is a 45-unit supported living project for seniors built in partnership with BC Housing and the Vancouver Island Health Authority. Hillside Terrace provides housing to seniors who have difficulty fitting into regular housing situations and need a higher level of care. VIHA provides the personal medical care and Cool Aid provides the housing component and facilitates community development within the building.

Downtown Community Activity Centre

The Downtown Community Activity Centre is a multi-purpose facility that includes a gymnasium, computer access centre, kitchen and courtyard. The Centre facilitates healthy living through community involvement and activity for those living, working and involved in Victoria's downtown. It also provides an affordable [voicemail service](#) and is [available for rentals](#) to the community. [Program and schedule information](#) is available online. The Activity Centre is located at 755 Pandora Avenue: call 383-0076 or [email](#).

Intake Process

Through a partnership with Pacifica Housing, St. Vincent de Paul, and the Vancouver Island Health Authority, Cool Aid is fortunate to participate in the Coordinated Housing Registry (CHR). Located in the D.O.S. Office (see [Partners](#)), the CHR is a centrally located resource that allows clients to access a number of different housing options (including Cool Aid's) at one time. This intake process promotes accessibility to affordable, appropriate housing for those who need in most.

Success

The Cool Aid Housing Program is not only supporting the hard to house, but is also helping many to return to the greater community.

We have had a lot of success stories coming out of here. People who have bounced from institution to institution all their lives have been able to live here a long time. These are people who would otherwise be sleeping under a bridge or in emergency shelters. Others have stabilized to the point of being able to move on.

- John Crean, Manager of Housing

The Challenge

Victoria, like the rest of the country, is facing a housing crisis, particularly among the mentally ill who are the first to suffer when sufficient affordable housing is unavailable. With a growing homelessness problem on the streets, the Cool Aid Housing program would like to see additional housing facilities built in the future.

People should know: Cool Aid Housing's tenants are valuable contributors to our community. Their only need is to find the safe, affordable accommodation that the Cool Aid Housing Program provides.

- John Crean, Manager of Housing

APPENDIX 3

PHOTOS AND PLANS OF FAIRWAY WOODS

On the following pages are photographs of:

- (1) Fairway Woods facing Goldstream Avenue
- (2) Fairway Woods back entrance, parking and outdoor smoking area
- (3) deer fence surrounding vegetable garden
- (4) dining room and back entrance
- (5) tenants' lounge
- (6) tenant's apartment
- (7) tenant's cat

and design drawings of:

- (1) Site plan
- (2) Level 1 floor plan
- (3) Level 2 floor plan
- (4) Level 3 floor plan
- (5) Level 4 floor plan
- (6) Unit plans; Common areas
- (7) Common area plans; Levels 2, 3, 4
- (8) Roof plan
- (9) Goldstream Avenue (north) elevation; Exterior materials / finishes
- (10) Fairway Avenue (west) elevation; Exterior materials / finishes
- (11) South elevation; Exterior materials / finishes
- (12) East elevation; Exterior materials / finishes



(1) Fairway Woods facing Goldstream Avenue



(2) Fairway Woods back entrance, parking lot and outdoor smoking area



(3) Deer fence surrounding vegetable garden



(4) Dining room and back entrance



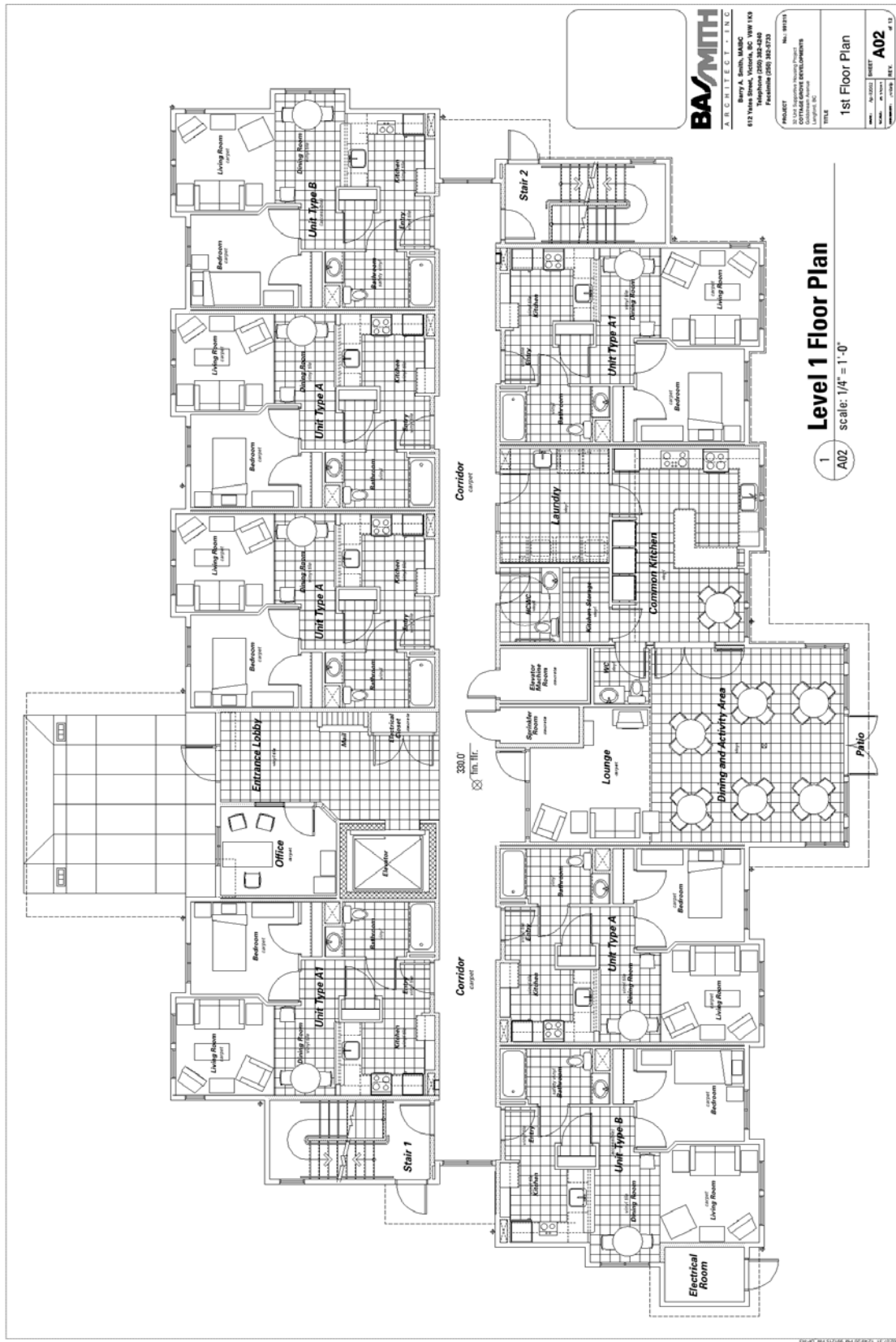
(5) Tenants' lounge

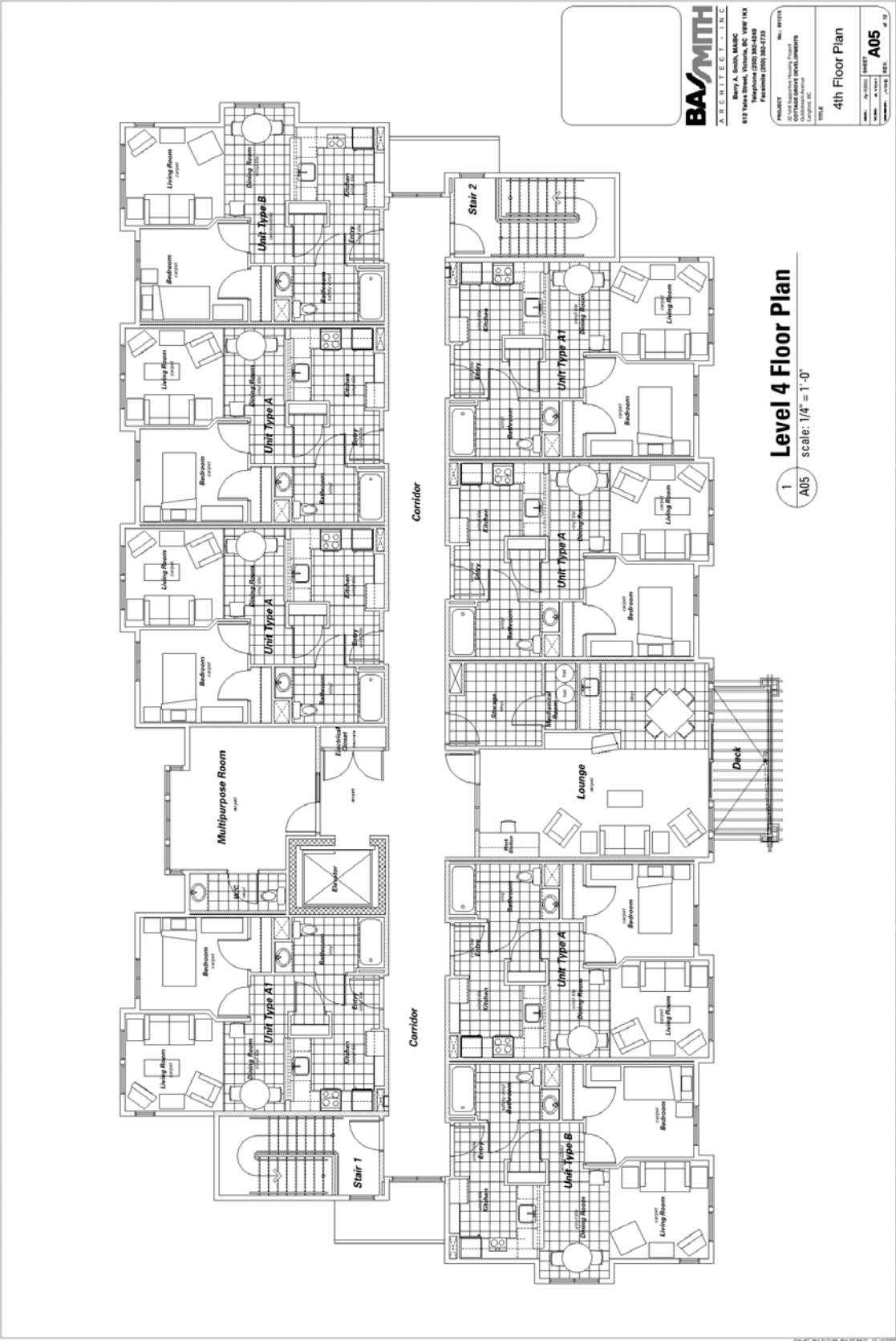


(6) Tenant's apartment

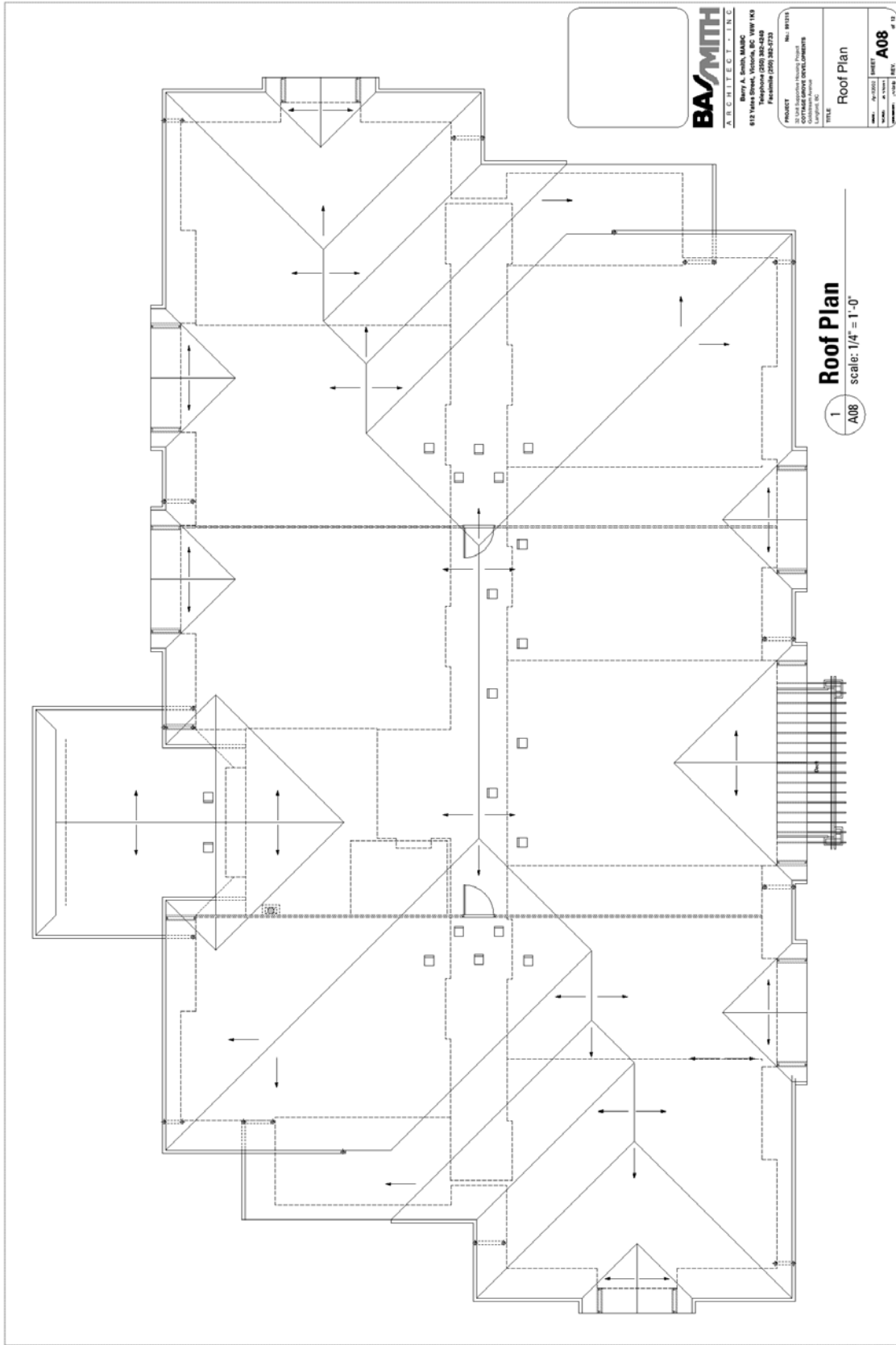


(7) Tenant's cat









BAS/MITH
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PROJECT
1111 Yates Street, Victoria, BC
COMMERCIAL RESIDENTIAL
Lansford, BC

DATE
11/11/10

TITLE
Roof Plan

NO. 111110
SHEET
A08
OF 13



APPENDIX 4

INFORMATION ON THE INTAKE PROCESS AT COOL AID

At the beginning of the study, the research team was told that part of the intake process at Cool Aid was to consult the Community Housing Registry, an organization under the umbrella of Pacifica Housing of Victoria BC. The registry was dedicated to providing Cool Aid and other organizations with the contact and background information on clients in need of housing, in particular those people who are dealing with an addiction and/or mental health diagnosis.

Unfortunately, by the end of the study, the funding for the registry had become “re-directed” and the organization’s future was in limbo.

The intake process at Cool Aid as of July 2007, therefore, is done without the input of a local housing registry. The selection committee includes representatives of VISTA (the Victoria Innovative Seniors Treatment Approach, an organization dedicated to assisting seniors with addictions), the regional health authority and the Cool Aid Society.

APPENDIX 5

DETAILS ABOUT ON-SITE SERVICES

Hours/Coverage of On-Site Services at Fairway Woods

1// As of July 2007, there was no Seniors Housing Co-ordinator at Cool Aid, so there was no regular, weekly, managerial presence at Fairway Woods. The position had been vacant for several months.

2// For those who might wish to develop a similar housing option, here are some details of staffing hours:

- The number of hours of Cool Aid employee coverage per 24-hour day is 24.
- The number of paid Cool Aid employee hours per week is 221.5.
- The number of hours of Community Health Care Worker (home support) coverage per 24-hour day is 13.
- The number of paid CHW staff hours per 24-hour day is 18, that is, 126 hours per week.

The CHW positions are not part of the Cool Aid budget; they are under the regional health authority.

APPENDIX 6

SOCIAL MODEL OF CARE and CLUSTER MODEL OF SUPPORT

Following are expansive definitions of two fundamental models underlying the development of Fairway Woods: a social model of care and cluster model of support.

Social Model of Care

A “social model” of care is the foundation of the many supportive housing projects that have been developed for seniors across Canada within the last decade. This model strives to be residential in scale and character. It is client/tenant-centred, rather than disease-centred in the way that services are delivered. For example, those clients/tenants who can direct their own care are encouraged to do so. The model respects the autonomy of the client. This can sometimes mean accepting a client’s risky behaviour, even if the care provider is uncomfortable with it. A social model of care also stresses the fact that the client/tenant’s living space is their home. For example, a support worker would not just walk into a client’s apartment; they would knock and wait to be invited in.

The distinguishing characteristic of the social model at Fairway Woods is that its built environment and service model were designed specifically for older adults who have been homeless or at risk of homelessness, and who likely have a mental illness and/or addictions. A list of the specific design features that were included to meet the needs of clients with specific diagnoses or behaviours is not available.

Cluster Model of Home Support Service Delivery

A “cluster model” of home support consists of clustering service recipients in one location to maximize the effectiveness and efficiency of service provision, as compared to other ways of providing services, such as serving recipients in individual and sometimes widely dispersed houses/apartments.

The cluster model is more effective because it allows continuity of care, and with that continuity, more familiarity with each client. It also allows a home support worker the opportunity to “drop in on” a client for just a few minutes in a day, to check on their well-being. This does not happen when home support clients are geographically widely dispersed.

The cluster model is more efficient because: (1) taxpayers are not paying the home support workers’ hourly rate while they drive from one client to another; and (2) home support workers can move from one dwelling to the next within minutes, on foot, so they are not charging travel expenses for each client.

APPENDIX 7

WALK AND TALK INTERVIEW GUIDES USED TO EVALUATE THE BUILT ENVIRONMENT

Walk and Talk Survey, Fairway Woods, January 2007

At every stage of the Walk and Talk Interview, the interviewer is asking basically the same questions: about function (what works well and what works not so well about xx) and about feeling (how the staff person feels about xxx). If the respondent thinks that any of the questions don't make sense or they don't feel they can answer them, they are asked to say so, e.g., "Let's skip that one". They are not obliged to respond to all the questions.

The Walk and Talk Interview starts about half a block east of the building, and works towards the building, then inside to communal areas, and finally to the staff person's work space.

It will take anywhere from half an hour to 45 minutes per interview. Responses are to be recorded in the right margins as follows: √ for positive responses; x for negative responses; key words and/or phrases written to capture the essence of the response.

1// Suburban Location

a// What works well and what doesn't work so well about working in a suburban location?

b// How does it feel, working out here in the suburbs? [Probe: Safe?]

2// Transportation

a// What works well and what doesn't work so well about the public transportation here? [Probe: Is it convenient for you? Does it meet your needs?]

3// This Particular Street

a// What works well and what doesn't work so well about working on this particular street? [Probe: Does the busyness or noise bother you?]

b// How do you feel about working on this street? [Probe: Is it a nicer street than you used to work on, or not as nice?]

4// Immediate Neighbourhood

a// How well does the immediate neighbourhood work for you in your everyday worklife? [Probe: For example, is it handy having the mall across the street?]

b// How do you feel about the immediate neighbourhood? [Probe: Do you feel comfortable in this neighbourhood? Safe?]

5// The Look of the Building

a// What do you like best about the appearance of Fairway Woods from the street? What do you like least? [Probe: Is there anything you'd change about the outside?]

b// Do you feel good about working in that building? Why (or why not)?

6// The Front Entrance

a// What works well and what doesn't work so well about this entrance (outside)? [Probe: Is there anything you'd design differently?]

7// Front Lobby

a// What works well and what doesn't work so well about this front lobby, for you in your work? [Probe: Is there anything you'd design differently?]

b// How often do you come into the building by the front door?

c// How do you feel once you are inside? [Probe: Does it feel like coming into a home or a small community?]

8// The Staff Office Next to Front Lobby

a// What works well and what doesn't work so well about having this office located where it is? [Probes: What is the main advantage of being able to see who is coming and going? What is the main advantage of being seen here by tenants and visitors?]

b) What works well and what works not so well about this office itself? [Probes: Is this office big enough? Bright enough? Is there enough storage space?]

9// Laundry Room

a// What works well and what doesn't work so well about this laundry room, based on your observations or experiences with tenants? [Probe: Is there anything you'd design differently?]

b// Do you like the fact that whoever is in the kitchen can see whoever is in the laundry room? Why?

10// Dining Room

a// What works well and what works not so well about this dining room? [Probe: Big enough? Bright enough? Do you find it noisy? Is there anything you'd design differently?]

b// When is it used, other than dinner time? [Probe: By whom? For what, besides card games?]
c// How do you feel when you come into this room? [Probe: Is it welcoming? Comfortable?]

11// Communal Outdoor Space

a// [Looking out at parking area and gardens.] How often do you use the outdoor spaces, like the gardens, the benches, the smoking area? [Probe: For what purposes?]
b// How well do you think the outdoor space at the back functions for tenants? For visitors?
c// How would you describe the property surrounding the building? [Probe: Attractive, ordinary, calming, rural?]

12// Privacy from Neighbours

a// [While looking out the back toward the parking lot and gardens:] Do you feel the tenants have enough privacy from neighbours here, on this property? [Head towards elevator.]

13// Elevator

a// What works well and what works not so well about having an elevator in the building? [Probe: Is it large enough? Is one elevator enough for 32 tenants?]

14// A Large, South-Facing Lounge

a// What works well and what works not so well about this lounge? [Probe: Is it well designed? What about the storage? Would you do design it differently?]
b// How do you feel when you come into this room? [Probe: Good? How?]
c// How often do tenants use this lounge, as far as you know?

15// Hallways

a// What works well and what doesn't work so well about the hallways? (Probes: Wide enough? Bright enough?)

16// Work Place/Space

a) What works well and what works not so well about the staff lounge?
b) Is it big enough? Missing anything critical?

17// Other Work-Related Spaces

- a) What works well and what works not so well about [the particular work space that the worker spends the most time in]?
- b) What would you change about the design, if anything?

QUESTIONS 16-26 ARE FOR COMMUNITY HEALTH CARE WORKERS ONLY. FOR THE REST, SKIP TO QUESTION 27.

[WITH COMMUNITY HEALTH CARE WORKERS: ASK QUESTIONS WHILE LOOKING AT UNIT FLOOR PLANS. NOTE THAT MANY PEOPLE IN BC REFER TO AN APARTMENT AS A “SUITE”. USE WHATEVER TERM IS MOST COMFORTABLE FOR THE RESPONDENT.]

18// Tenant Suite - Entrance

a// What works well and what works not so well about the entrance way to the suites? [Probe: Is there enough room for a scooter to come and go? Does the colour coding on the doors help?]

19// Tenant Suite - Kitchen

- a// What works well and what works not so well about the tenants' kitchens, based on your experience?
- b) How many tenants that you are familiar with use their kitchens daily? What sorts of meals do they prepare? Can you give me an example?
- c// How often do they use their ovens, as far as you know?

20// Tenant Suite - Bathroom

- a// What works well and what works not so well about the tenants' bathrooms? [Probe: Does the layout work well for them? What about those with mobility impairments? Would you design it differently?]
- b// Do any tenants that you are familiar with use the bathtub?

21// Tenant Suite – Living Room

- a// What works well and what works not so well about the tenants' living rooms, as far as you know? [Probes: Does the layout work? Is there enough natural light? Enough outlets? Is it ever too hot or too cold? Do the windows open easily?]
- b// What are tenants' main activities in their living rooms, as far as you know?

22// Tenant Suite – Bedroom

a// What works well and what works not so well about the tenants' bedrooms?
[Probes: Does the layout work? Is there enough natural light? Enough outlets?
Are they ever too hot or too cold?]
b// [What else do tenants use their bedrooms for, besides sleeping? [Probe:
Hobbies? Computers?]

23// Tenant Suite - Privacy

a// Do the tenants have enough aural privacy, that is, are you aware of sounds from other tenants' apartments, or from the hallway, when you are working in a tenant's suite?

24// Tenant Suite – Accessibility

a// Can the tenants you are familiar with reach everything they need to reach in their apartment?
b) Is there anything you cannot do, but want to do, to increase the autonomy or safety of the tenant because of the design of the apartment?

25// Tenant Suite - Overall

a// How would you rate the tenants' apartments, overall:

- 1 poor
- 2 fair
- 3 good
- 4 very good or
- 5 excellent?

b// How would you describe the apartments in one word or short phrase?

FOR ALL RESPONDENTS

26// Fairway Woods - Overall

a// How would you rate Fairway Woods, overall:

- 1 poor
- 2 fair
- 3 good
- 4 very good or
- 5 excellent?

b// How would you describe Fairway Woods, overall, in one word or a short phrase?

27// General Recommendations to Architects and Builders

The architect who designed this building and the builder who built it care very much about doing a good job. They sincerely want to know what you think of this building in general and your work place in particular.

What advice, or recommendations, would you give them if they were designing and building another housing project like this, somewhere else? How would you improve upon this design and this construction?

You have the last word.

APPENDIX 8

QUALITY OF LIFE SURVEY TOOL AND IN-DEPTH PERSONAL INTERVIEW GUIDE

Quality of Life Survey Tool

The Quality of Life questionnaire on the next page was adapted, with permission, from a Quality of Life (QOL) instrument developed by Rebecca Logsdon of the University of Washington for elderly persons with cognitive impairment. This particular QOL questionnaire was chosen because it covers the essential facets of quality of life, expressed in clear, plain language and it is short and easy to complete.

One variable, marriage, was omitted from the Logsdon tool, because none of the tenants is living in a married state. Another variable, money, was re-worded as 'money situation' to make it fit the respondents' reality better. (That is, 'money' itself could imply equity or financial security, two things the tenants do not have. Therefore, the variable was re-worded as 'money situation' which suggests a more 'current' reality.) A third variable was re-worded slightly to reflect the reality of the tenants' living situation, to read "ability to do chores around your apartment".

The one-page survey was printed on pastel paper, and distributed with envelopes addressed to the researcher, to maximize tenants' confidence that their responses would remain confidential. A coding system (known only to two members of the research team) was developed and used on the envelopes, so that these two researchers would be able to identify the winners at a draw of envelopes, which qualified winners for an assortment of prizes.

Fairway Woods: An In-Depth Case Study
QUALITY OF LIFE SURVEY FOR TENANTS

Dear Tenant of Fairway Woods: This is a questionnaire about Quality of Life. It is part of the case study being conducted by Nancy and Patti, whom you have probably met. We want to know how you rate your quality of life, now that you live at Fairway Woods. Your responses are confidential. Do not put your name on this. It will take 3-6 minutes to complete the survey. Please fill it in, put it in envelope (to ensure privacy) and hand it in at the front office or to xxx by xxx. Thank you very much for your help with this study.

Please just circle one response to each question.

How would you rate your:

- | | | | | | |
|-----------|--|------|------|-----------|--|
| 1 | Physical health? | | | | |
| | Poor | Fair | Good | Excellent | |
| 2 | Energy? | | | | |
| | Poor | Fair | Good | Excellent | |
| 3 | Mood? | | | | |
| | Poor | Fair | Good | Excellent | |
| 4 | Living situation? | | | | |
| | Poor | Fair | Good | Excellent | |
| 5 | Memory? | | | | |
| | Poor | Fair | Good | Excellent | |
| 6 | Family relationships? | | | | |
| | Poor | Fair | Good | Excellent | |
| 7 | Friend relationships? | | | | |
| | Poor | Fair | Good | Excellent | |
| 8 | Self as a whole? | | | | |
| | Poor | Fair | Good | Excellent | |
| 9 | Ability to do chores in your apartment? | | | | |
| | Poor | Fair | Good | Excellent | |
| 10 | Ability to do things for fun? | | | | |
| | Poor | Fair | Good | Excellent | |
| 11 | Money situation? | | | | |
| | Poor | Fair | Good | Excellent | |
| 12 | Life as a whole? | | | | |
| | Poor | Fair | Good | Excellent | |

13 Are there any comments you would like to make about your quality of life at Fairway Woods? Please write as much as you like below and on the back of this sheet.

Following is some more analysis of the results of the Quality of Life Survey of Tenants
Quality of Life Survey Results - Percentages and Means

Physical health	Number	%	Mean
Poor	3	13.0	
Fair	8	34.8	
Good	11	47.8	
Excellent	1	4.3	
No response	-	0.0	
Total	23		2.4

Energy	Number	%	Mean
Poor	3	13.0	
Fair	9	39.1	
Good	10	43.5	
Excellent	1	4.3	
No response	-	0.0	
Total	23		2.4

Mood	Number	%	Mean
Poor	3	13.0	
Fair	8	34.8	
Good	9	39.1	
Excellent	3	13.0	
No response	-		
Total	23		2.5

Living situation	Number	%	Mean
Poor	1	4.3	
Fair	5	21.7	
Good	11	47.8	
Excellent	6	26.1	
No response	-		
Total	23		3.0

Memory	Number	%	Mean
Poor	1	4.3	
Fair	9	39.1	
Good	9	39.1	
Excellent	4	17.4	
No response	-		
Total	23		2.7

Family relationships	Number	%	Mean
Poor	2	8.7	
Fair	3	13.0	
Good	14	60.9	
Excellent	3	13.0	
No response	1	4.3	
Total	23		2.7

Friend relationships	Number	%	Mean (3)
Poor	-		
Fair	3	13.0	
Good	14	60.9	
Excellent	3	13.0	
No response	1	4.3	
Total	23		2.6

Self as a whole	Number	%	Mean (3)
Poor	-		
Fair	7	30.4	
Good	10	43.5	
Excellent	6	26.1	
No response	-		
Total	23		3.0

Ability to do chores in apartment	Number	%	Mean
Poor	3	13.0	
Fair	8	34.8	
Good	6	26.1	
Excellent	6	26.1	
No response	-		
Total	23		2.7

Ability to do things for fun	Number	%	Mean
Poor	3	13.0	
Fair	8	34.8	
Good	6	26.1	
Excellent	6	26.1	
No response	-		
Total	23		2.7

Money situation	Number	%	Mean
Poor	5	21.7	
Fair	9	39.1	
Good	7	30.4	
Excellent	2	8.7	
No response	-		
Total	23		2.3

Life as a whole	Number	%	Mean
Poor	1	4.3	
Fair	7	30.4	
Good	12	52.2	
Excellent	3	13.0	
No response	-		
Total	23		2.7

***Personal Interview Guide – Self-Selected Sample of Tenants
Fairway Woods
April, May 2007***

[Note to interviewers: Re-format this to make it into a questionnaire with spaces between or beside questions if you wish.]

Introduction [to be said or read to tenants]

First, Would you like me to re-cap the purpose and process of the study that [Nancy/Patti] and I are doing at Fairway Woods?

[If yes] The purpose of research is to learn, in-depth, how supportive housing for “older adults who have had difficulties finding appropriate housing” works: how it got started, how it operates, and what the tenants think of living here.

The study was funded by the federal government’s housing department (CMHC), so ultimately, they will receive a report on what we learn.

All the information in the report will be reported confidentially; that is, nobody’s identity will be linked to their comments. Nobody reading the report will know who said or did what. Our rough notes will be destroyed after they have been combined and typed without any identifying information.

This personal interview is only one component of the study. We also did:

- interviews with the people who got this whole housing project going in the first place,*
- as well as interviews with Cool Aid and Home Support staff members*
- and we put together a snapshot of the tenants characteristics, such as age and how many have lived here for three years, and so on, nothing personal,*
- and we did a little survey on Quality of Life, which you may recall,*
- and we did Walk and Talk interviews with six tenants to find out how well the location, neighbourhood, building and apartments work for you.*

The purpose of the personal interviews we’re doing now is to learn in more depth, from you, just what works and what doesn’t work about Fairway Woods, from your perspective.

We are particularly interested in learning about what changes may have occurred in your life, because of moving to Fairway Woods.

There are four general questions that I will be asking, in order, today:

- (5) What was your life like before you moved to Fairway Woods?*
- (6) What your life is like now?*
- (7) What aspects of Fairway Woods make your life better or worse, and which ones don't make any difference at all?*
- (8) What advice, or recommendations, would you give Cool Aid or any other group that wants to build supportive housing for older adults similar to this one? We want your input.*

We are asking everyone we interview the same questions. There are no right or wrong answers.

Some of the questions are a bit personal. Please remember that if there are any questions you don't wish to answer, throughout the interview, just say so, and we will skip them.

Any questions before we begin?

I have four main questions to ask you, and under each main question, are a number of little, specific questions. I will ask them in order, starting with this question:

1// First, I am going to ask what your life was like before you moved to Fairway Woods.

1.1// What were your living arrangements? Where did you live? With whom?

1.2// How was your health at that time?

1.3// What kinds of risks were you taking in your everyday life, if any?

1.4// What support services and health services did you use then?

1.5// How would you rate your "coping skills" back then, things like looking after your grooming, paying the bills, organizing your life, and so on?

Poor Fair Good Excellent?

1.6// What word(s) would describe how you felt a lot of the time, in your former life? *[Wait to prompt, so as not to lead.]*

Happy? Anxious? Lonely? Secure?

Just give me one or two words that capture how you felt a lot of the time.

1.7// What sort of relationships did you have with relatives?

1.8// What sort of relationships did you have with friends?

1.9// What did you do for enjoyment, in your former situation?

1.10// Please describe a typical 24-hour day, before you moved here.

1.11// Were you wanting to change your life, when the possibility of moving here came up? [If yes] What made you decide it was time for a change?

2// Now, I am going to ask a series of questions about what your life is like nowadays.

2.1// How would you describe your health nowadays?

2.2// How does living at Fairway Woods reduce the risks you talked about earlier?

2.3// What support services and health services do you use on a regular basis, now that you live here?

2.4// What is your money situation, now?
Worse? About the same? Better than before?
Why?

2.5// How would you rate your coping skills (such as looking after your grooming, paying the bills, organizing your life, and so on) since moving to Fairway Woods?
Poor, Fair, Good Excellent?

2.6// What word(s) would describe how you feel a lot of the time, in this living situation? [*Wait to prompt, so as not to lead.*]
Happy? Anxious? Lonely? Secure?

Just give me one or two words that capture how you feel a lot of the time these days.

2.7// What sort of relationships do you have with relatives nowadays?

2.8// What sort of relationships do you now have with the friends you mentioned earlier?

Do you have new friendships? Can you describe them? (No need to name anyone.)

2.9// What do you do for enjoyment, these days?

2.10// Please describe for me a typical 24-hour day in your life since you moved to Fairway Woods.

2.11// What would you say are the most significant changes in your life, since moving here? *[Probe for specifics, not generalities.]*

3// The next series of questions is about how different aspects of Fairway Woods increase or decrease your quality of your life, or don't make any difference to you one way or another.

3.1// What about living in the suburbs? How does that affect your quality of life?

3.2// Does the location – near shops, a bus route – affect your QOL? How? (Does the traffic noise bother you?)

3.3// What aspects of the building and grounds do you appreciate the most in your everyday life?

3.4// What do you like best about your apartment?

3.5// What would you change in the design of your apartment, if you could? Why?

3.6// All tenants here get some kind of support from Cool Aid staff, like Ed, Robert and Sarah Jean. What kind of support from them makes the biggest difference to you? Why?

3.7// Some of the tenants get help from Home Support Service Workers, like Steve and Gary, Katherine and Patricia, who help with making meals and so on. Do you receive Home Support Services? If so, how do they help you with your everyday life?

3.8// About half the tenants take their daily meal in the dining room. Others bring in their plate to get their dinner, and take it to their apartment. Which do you do? Why?

3.9// What do you like most about the daily meal? What do you like least?

3.10// Do you feel that Langford is your community now, or just a place that you stay?

3.11// Do you plan to continue living at Fairway Woods? What, if anything, would make you want to move from here?

4// Now, we are almost finished. This last set of questions asks for your suggestions to people in the supportive housing field who may consider copying Fairway Woods as a model.

4.1// What would you add, that you think is missing at Fairway Woods?

Anything in the building or the gardens?

Anything that the staff does not provide now?

Anything related to your social life?

What else?

4.2// What support services or building features do you think are unnecessary, or should be left out (because they may be an unnecessary expense), if somebody were copying Fairway Woods as a model for supportive housing?

4.3// There are numerous people wanting to move into Fairway Woods. What type of person do you think fits in best here?

4.4// What are your final comments about living here?

Thank you very much for contributing to this study. You have helped to enrich the knowledge and understanding of everyone who will read the report that will ultimately come out of this study.

We will be sure to send a copy of the full, final report to Fairway Woods, so that everyone who wants to can read it. Thank you again.

Name code: _____	Length of stay: _____	Other	key
characteristics: _____			
Age: _____	Gender: _____		

APPENDIX 9

INTERVIEW GUIDES USED WITH SERVICE PROVIDERS AND NEIGHBOURS

Group Interview with Visiting Service Providers Friday November 17, 2006

1. What types of support services, delivered in what manner, and when, are most beneficial to this population? How do you know?
2. Have you changed your style of service delivery as a result of working with this particular group?
3. What are the impacts of moving into this stable, supportive housing on clients' physical and mental health and functioning? Can you give illustrations?
4. What are the impacts of this supportive housing model on the effectiveness and efficiency of your own work?
5. What are the impacts of this supportive housing model on "the system"?
6. What are the characteristics of residents who did not stay? Why did they go? Where did they go?
7. What are the most significant shortcomings or failures of Fairway Woods? (Location? Site? Architectural design? Quality of construction? Programming? Staffing? Staff members? Mix of genders? Other?)
8. What are the most significant successes of Fairway Woods? (Location? Site? Architectural design? Quality of construction? Programming? Staffing? Staff members? Mix of genders? Other?)
9. What are the most important lessons you have learned from the tenants?
10. What are the most important lessons learned from this project overall that could be applied across Canada?

Questions
For NEIGHBOURS of Fairway Woods
December 14, 2006

- 1) What were your experiences before construction: Were you consulted about the project? How did you hear about it?
- 2) What were your experiences during construction?
- 3) What is your opinion of the location and building itself?
- 4) What were/are your impressions of Cool Aid, the sponsoring organization?
- 5) How familiar are you with the tenants? Please give examples.
- 6) What is your advice or recommendations to other designers and developers of supportive housing for seniors?
- 7) Any other comments you would like to make?

**Group Interview Guide for
FINAL Group Interview with On-Site Providers
June 2007**

1// What changes have you seen in the lives of the residents who have moved to, and stayed at, this facility?

2// What have been the biggest hurdles in doing your job?
How could they have been avoided?
How were they, or could they be, overcome?

3// What are the lessons learned from this project that could be relevant across Canada?

4// What advice or recommendations would you give others who may be developing, designing, or delivering supportive housing to this special population?

[Note: Examples of the “gritty” nature of the job at Fairway Woods were gleaned during extra one-to-one, open-ended interviews arranged with six on-site staff members at the suggestion of Cool Aid’s Manager of Housing.]

APPENDIX 10

KEY INFORMANT INTERVIEW GUIDE

Questions for Key Informant Group Interview re: Development & Design *October 31, 2006*

1// What were the underlying a) philosophy, b) model(s) and c) objectives of this model -- both the building and the operations?

2// How were these philosophies, model(s) and objectives operationalized, in terms of both physical and program design? (Need 1-2 examples of each.)

3// What were the key a) components, b) players, c) hurdles and d) strategies of project development and design?

4// If there was any community resistance to a housing project for this population, especially in a suburban location, how did you overcome it?

5// How do you make a small facility (with 32 residents) financially viable?

6// What works very well and what does not work well about this model in your experience?

7// What are the lessons learned from this project that could be relevant across Canada? Advice? Recommendations?

APPENDIX 11

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