

in partnership with



MetLife Foundation



**2009 METLIFE AWARDS FOR EXCELLENCE
IN AFFORDABLE HOUSING**

Green and Service-Enriched Senior Housing



AWARD WINNERS IN GREEN AND SERVICE-ENRICHED SENIOR HOUSING

Round Fourteen
2009

MetLife Foundation

in partnership with

 **Enterprise**SM

About MetLife Foundation

MetLife Foundation was established in 1976 by MetLife to carry on its longstanding tradition of contributions and community involvement. Grants support education, health, civic and cultural programs. MetLife and MetLife Foundation have supported Enterprise's neighborhood revitalization activities with grants and loans of almost \$60 million. For more information about the Foundation, visit www.metlife.org.

About Enterprise

Enterprise is a leading provider of the development capital and expertise it takes to create decent, affordable homes and rebuild communities. For more than 25 years, Enterprise has introduced neighborhood solutions through public-private partnerships with financial institutions, governments, community organizations and others that share our vision. Enterprise has raised and invested more than \$10 billion in equity, grants and loans to help build or preserve more than 257,000 affordable rental and for-sale homes to create vital communities. Enterprise is currently investing in communities at a rate of \$1 billion a year. Visit www.enterprisecommunity.org and www.enterprisecommunity.com to learn more about Enterprise's efforts to build communities and opportunity.

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FOREWORD

Affordable housing is a vital element of healthy communities. Yet far too many people – particularly those at an economic disadvantage – lack access to decent and well-maintained affordable housing. The need to provide financing and practical information to help nonprofits develop and maintain affordable housing for the country’s most vulnerable populations was the impetus for our partnership with Enterprise. In 1996, we created the MetLife Foundation Awards for Excellence in Affordable Housing with two goals: to recognize leadership and excellence within the ranks of nonprofit affordable housing providers and to highlight their best practices to strengthen the field as a whole.

Over the past 14 years, we have recognized more than 85 nonprofits for innovation and effectiveness in housing linked with supportive social services, property and asset management, and, now, senior housing. Award winners have received nearly \$1.6 million in unrestricted support to expand their work. Enterprise also has widely shared these best practices and lessons learned with affordable housing and community development professionals nationwide.

In 2009, we shifted the focus of the program to address a growing area of need: providing affordable housing for the country’s large older adult population. The program also began to emphasize the need to incorporate green components into affordable housing to improve the health and well-being of residents and neighborhoods. Unchanged is our commitment to documenting and disseminating best practices to build the capacity of the field.

This publication contains case studies of the 2009 award-winning projects. We hope that these models provide inspiration and practical examples for organizations facing similar challenges and opportunities.



A. Dennis White
President
MetLife Foundation

ACKNOWLEDGMENTS

First and foremost, Enterprise thanks MetLife Foundation for its long-term commitment to creating sustainable affordable housing for Americans with low incomes, and for supporting the awards' new focus on green and service-enriched senior housing. We also extend our thanks to the executive directors and other staff of all the nonprofit organizations that participated in the competition this year. Although we were only able to honor four exemplary best-practice housing developments, there were many excellent properties in the submissions. We deeply appreciate and commend all of the applicants for their commitment to quality, both in this process and in the missions and work of their organizations.

Additionally, we thank the Enterprise staff and external colleagues who helped throughout this effort. The Awards for Excellence in Affordable Housing is an in-depth and complex process designed to solicit quality applications and ensure that the very best housing receives the recognition it deserves. These team members designed and managed the program, reviewed applications, selected finalists and choreographed the awards ceremony.

Our external partners provided support throughout the awards process, including program and application re-design for our new senior focus, awards promotion and outreach and final review and selection. These partners included: Bill Kelly from Stewards for the Affordable Housing Future, Nancy Libson from the American Association of Homes and Services for the Aging, Casius Pealer of the U.S. Green Building Council, Phil Downey, Jr. of Downey Advisory Services and Sharon Nielson of The Nielson Group.

From the Enterprise staff, Patricia Magnuson managed the overall process and worked with internal staff and external experts on the application and the review and selection processes, and managed the awards presentation and publication processes. Melinda Pollack, Trisha Miller, Tania Kadakia, Sue Wilson and Kimberlee Cornett participated in the application design and the review and selection processes. TeAnne Coleman Chennault, Beth Lacey Gill, Jacki Flowers, Kathleen Rzemien and Catherine Hyde provided support from the marketing and communications team, with Donna Schmidt supporting the awards ceremony webinar. Leo Quigley, an outside consultant, provided editing support.

ABOUT THE AWARDS PROGRAM

Recognizing Excellence and Sharing Best Practices In Affordable Housing

The MetLife Foundation Awards for Excellence in Affordable Housing were developed in 1996 by MetLife Foundation and Enterprise to recognize the outstanding work of nonprofit organizations in two categories: supportive housing and property and asset management.

In 2009 the competition shifted focus to a single new category: senior housing with green and service-enriched components. In addition to public recognition, each winner receives an award of \$50,000 in unrestricted funds to support its work.

As in prior years, the overall goals of the awards were to:

- Showcase models of excellence in the design, supportive services and property management of affordable senior housing
- Increase the understanding of how to achieve success in providing innovative and high-quality independent living for seniors
- Provide an unrestricted financial award for agencies that exhibit excellence in senior housing
- Disseminate model senior independent living programs

For additional information about the MetLife Foundation Awards for Excellence in Affordable Housing program, including the online application process, criteria, deadlines and copies of this and past years' award publications, please visit metlifeawards.enterprisecommunity.org. This publication can be downloaded free in PDF format from the Enterprise website.

A limited number of print copies will be available at no cost. To order, email metlifeawards@enterprisecommunity.org. Additional community development tools and resources are available at www.enterprisecommunity.org/resources.

THE MARVIN

Under One Roof, Inc., Norwalk, Conn.

Summary

The Marvin, an adaptive re-use of a former school, offers an outstanding service program and high level of care outside of an assisted living setting. It represents an innovative approach to meeting the needs of both the very young and the elderly through a combination of affordable congregate housing for seniors, school-readiness and full-day child care programs for young children and robust intergenerational programming. The Marvin layers multiple service funding streams to achieve comprehensive services for its residents.



The Marvin provides affordable rental housing to low-income seniors as well as affordable child care to the community.

Developer/Sponsor

Under One Roof, Inc., brings a strong intergenerational philosophy to the design of supportive services for seniors. Formed in 1993, Under One Roof combines the experience of development, design, advocacy, management and service professionals with an extensive background in affordable and elderly housing, early childhood education and child care services and local community advocacy. The Marvin is Under One Roof's only housing development.

Under One Roof is The Marvin's developer, owner, property manager, service provider and asset manager. It also owns and operates the on-site Marvin Children's Center.

Project Description

The Marvin consists of the gut rehab and adaptive re-use of a grammar school building and the construction of a new addition. Under One Roof acquired the long-vacant school building for \$1 from the city of Norwalk in 1993. Located in a quiet, suburban neighborhood in Norwalk, Conn., the original 1898 school building was reconfigured into 14 housing units and residential program space. Featuring a brick and stone exterior, The Marvin boasts neo-classical details and large double-hung windows that provide plenty of sunlight. The newly constructed addition provides 36 more residential units.

The Marvin provides affordable rental housing to low-income seniors as well as affordable child care to the Norwalk community. The project is conveniently located in an attractive residential



A typical one-bedroom apartment home in The Marvin

neighborhood, where residents have easy access to public transportation, stores, places of worship, public parks and beaches.

The congregate housing component of The Marvin was opened to residents in 1997. It remains the only congregate housing for the elderly in Connecticut to combine state congregate housing funding with the Low-Income Housing Tax Credit.

Amenities

All of the one-bedroom residential units are accessible and include a dining/living room, bedroom, fully equipped kitchen, bathroom and emergency call stations. Each floor houses a lounge, promoting socialization among the residents. The property also has a library, art and activity rooms, a laundry room and resident storage.

The resident lounges on each floor of The Marvin feature beautiful aquariums, birds and plants that are cared for by the residents. The Marvin also features a large interior community meeting space available to residents as well as the child care center, local organizations with compatible services and community-related functions.

The Marvin Children's Center, which opened in November 1998, is funded by the state of Connecticut's School Readiness and Child Day Care Grant Program. The Connecticut Health and

PROJECT TYPE		KEY DESIGN FEATURES	
Gut rehab and reconfiguration of former school building with new construction; suburban setting; 49 units in one three-story building; all 1-BR apartments		Adaptive re-use of 19 th century school building; on-site child care; all units accessible; resident lounge on each floor; library; art and activity rooms; community gardens maintained entirely by residents	
PROJECT COST AND FINANCING		KEY SERVICES	
Low Income Housing Tax Credit equity	\$5,801,395	Intergenerational programming; optional assisted-living services through Medicaid waiver; congregate meal services; light housekeeping; 24-hour emergency coverage and links to support services; health and wellness programs	
Conn. Department of Economic and Community Development and Conn, Housing Finance			
Agenystate mortgage funds	\$4,858,725		
Federal Home Loan Bank/AHP	\$243,000		
Total development cost	\$10,903,120	CONTACT	
Per unit:	\$222,513	Under One Roof, Inc. Mary R. Windt, Executive Director 60 Gregory Boulevard Norwalk, CT 06855 203.854.4660 mrwindt@underoneroofinc.org	
RESIDENT PROFILE			
Age range:			
55 to 64: 0%, 65 to 74: 14%			
75 to 84: 32%, 85 or over: 53%			

Educational Facilities Authority provided tax-free municipal bond funds for the renovation of the 2,600-square-foot space designated for The Marvin Children's Center.

Bright Horizons Family Solutions, a leading provider of employer-sponsored child care and early education, manages the Marvin Children's Center. The program serves 40 children between the ages of three and four, providing affordable child care that prepares children for entrance into kindergarten. With individually tailored programming, the center has achieved the highest national early care and education accreditation possible from the National Association on the Education of Young Children.

There is an enclosed area with a paved patio and shade, with plenty of seating for senior and intergenerational programming. Outdoor space at The Marvin includes other comfortable seating areas around the building, which are surrounded by resident-maintained flowerbeds and raised planters. Residents maintain The Marvin's gardens, often with participants from the intergenerational program.

Resident Population

The Marvin serves seniors 65 and over, with emphasis on older residents. Current residents range in age from 68 to 94. Over 50 percent of its residents are over 85, including 18 percent over 90. The Marvin serves residents with incomes at or below 60 percent of the area median.

Resident Services

Residents have access to multiple layers of supportive services, including an assisted living option. The intergenerational programs that The Marvin uses to connect seniors with pre-schoolers in their nationally accredited child care program provide a unique opportunity to both the children and the adults. By serving these very different groups of clients, Under One Roof is meeting the needs of a diverse group of community members — parents, children and seniors.



The Marvin provides intergenerational programs and services to provide a supportive environment for residents, their families and people of all ages in the community.

The primary goal of The Marvin is to provide seniors with affordable congregate housing with supportive services, which allow residents to maintain their independence for as long as possible. Congregate services include one meal per day, light housekeeping, 24-hour emergency coverage and links to city, state and private providers for support services.

The Marvin's combination of state and federal funding for support services has allowed it to provide a broad range of services addressing a continuum of aging-in-place needs. The Marvin skillfully overlays several funding streams to achieve a level of care comparable to assisted living for its low-income senior population. The congregate services program is subsidized by Connecticut's Department of Economic and Community Development's Congregate Services for the Frail Elderly. The nutritional meal program receives funding from the Southwestern Connecticut Agency on Aging. Enhanced core services, including health and wellness programming and emergency transportation, were added as funds became available. In 2001, funding for a full array of state-funded assisted living services became available to eligible residents of congregate facilities.

The fees for the assisted living services provided to eligible residents are based on residents' income and assets, and can be subsidized with state support through the Medicaid Waiver program. The available services include an on-site nurse (part-time); a 24-hour, on-call nurse; and hands-on assistance with daily activities, including dressing, grooming and eating. Additional core services include housekeeping, personal laundry and meal preparation.

In addition to congregate services, enhanced core services and assisted living services, The Marvin offers health and wellness programs that include monthly blood pressure and weight screenings, guest speakers on health and nutrition, weekly yoga and relaxation classes, neck and shoulder massages and reflexology. The staff members also arrange a variety of social and recreational activities to engage residents.

Outstanding Features/Achievements

The Marvin provides seniors with high-quality, safe, affordable congregate housing with supportive services, allowing residents to maintain their independence for as long as possible. The Marvin's creative funding structure and maximization of state and federal funding to support services has allowed it to provide a broad range of services addressing a continuum of aging-in-place needs.

The Marvin's congregate living and extensive support services avoid premature or unnecessary transfer to a more intensive care environment. Over 60 percent of residents live out their final days at the Marvin without a disruptive move to a nursing home or assisted living facility. This approach achieves significant cost savings for the state, while providing a high quality of life for aging seniors.



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