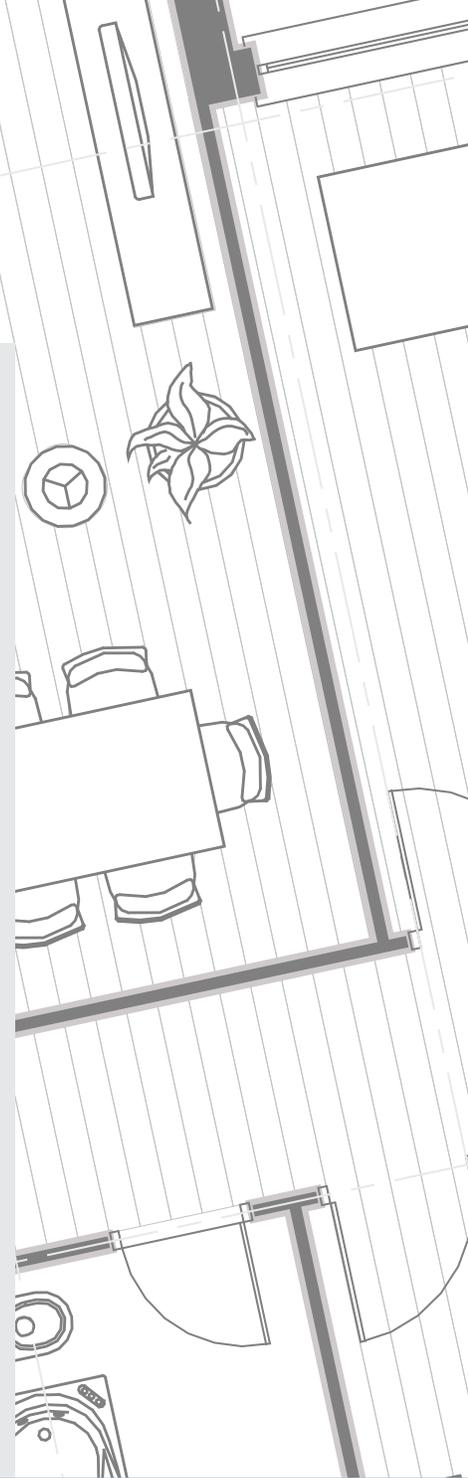


Understanding the Affordable Housing Development Process

**A PRIMER FOR LGBT
AGING PROVIDERS**



About SAGE

SAGE is the country's largest and oldest organization dedicated to improving the lives of lesbian, gay, bisexual, and transgender (LGBT) older adults. Founded in 1978 and headquartered in New York City, SAGE is a national organization that offers supportive services and consumer resources to LGBT older adults and their caregivers, advocates for public policy changes that address the needs of LGBT older people, provides education and technical assistance for aging providers and LGBT organizations through its National Resource Center on LGBT Aging, and cultural competence training through SAGECare. Headquartered in New York City, with staff across the country, SAGE also coordinates a growing network of affiliates in the United States. Learn more at sageusa.org.

Chief Executive Officer: Michael Adams

Acknowledgments

SAGE's National LGBT Elder Housing Initiative is generously supported by the Calamus Foundation, Citi Community Development and the Wells Fargo Housing Foundation.

SAGE would also like to thank the housing and service professionals who took time out of their busy schedules to provide various insights, specifically:

Chicago, IL

Britta Larson and Kim Fountain — Center on Halsted
Mark Masaracchia — Heartland Housing

Los Angeles, CA

Tripp Mills — Los Angeles LGBT Center

Minneapolis, MN

Barbara Satin — GLBT Generations
Kathleen Tully — Premier Management
David Dye — Everwood Development
Kathy Wetzels-Mastel — Powderhorn Residence Group

New York City, NY

Tracy Welsh, Diosdada Gica, and Michael Adams — SAGE
John Wright — The Wright Group

Philadelphia, PA

Ed Miller — SAGE Philadelphia at William Way
Mark Segal — dmhFund
Jacob Fisher — Pennrose Development

Raleigh, NC

Ken Daniel — United Church Homes
Les Geller — SAGE Raleigh

San Francisco, CA

Karyn Skultety and Michelle Alcedo — Openhouse
Sharon Christen and Barbara Gaulco — Mercy Housing California

Innovating to Increase Inclusive and Safe Housing Opportunities for LGBT Older Adults

Lesbian, gay, bisexual, and transgender (LGBT) older adults are a resilient population that faces many unique challenges. It is no surprise that today's LGBT elders have faced discrimination, yet many of them have responded to such adversity by building movements to advocate for equal rights, developing their own support systems and communities, and creating "families of choice." According to *Opening Doors: An Investigation of Barriers to Senior Housing for Same-Sex Couples*¹, most LGBT older people feel good about the communities they belong to and have at least some social support. Many of them also engage in activities that bolster their health and wellness, such as moderate physical activity or attending religious services.

However, the effects of a lifetime of social stigma, and prejudice both past and present should not be underestimated. Despite the fact that we live in a time of tremendous social change and increasing visibility and inclusion of LGBT people, it is important to remember that today's LGBT older adults came of age in an era that was far less affirming of their identities.

Society's view and acceptance of LGBT people is changing. However, for some older adults, the fear and social stigma they experienced has disrupted their lives, their connections with their families of origin, their lifetime earnings, and their opportunities to save for retirement. In addition, the added stress of dealing with decades of discrimination means that LGBT older people are at greater risk of physical and mental illnesses and other issues, such as depression, disability,



Kelly W. Kent

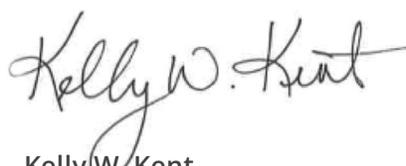
chronic illnesses, poverty, social isolation, poor nutrition, and premature mortality.

Compounding these concerns, LGBT older adults face higher rates of poverty and suffer higher rates of housing discrimination. These realities for the LGBT community contribute to the need for innovative housing solutions.

To address these concerns, SAGE launched The National LGBT Elder Housing Initiative in 2015. As part of this Initiative, SAGE set out to develop and provide complete access to a comprehensive collection of innovative housing strategies.

One such strategy is affordable housing developments created explicitly for LGBT older adults. Throughout this guide, these will be referred to as "LGBT-specific" developments. In order to help increase the number of these developments by memorializing lessons learned from those that have already been developed, we researched, wrote and published this guide to help readers understand the overall development process. To provide perspective on individual experiences in developing LGBT-specific housing projects, we conducted interviews with more than 20 LGBT service providers, developers and property managers around the country representing seven different LGBT-specific communities. The learnings from these interviews are woven throughout this guide and in the corresponding case studies.

SAGE is committed to highlighting innovation to increase inclusive and safe housing opportunities for LGBT older adults. We sincerely hope that you find this guide to be of service.



Kelly W. Kent
Director,
SAGE's National LGBT Elder Housing Initiative

¹ "Opening Doors: An Investigation of Barriers to Senior Housing for Same-Sex Couples" The Equal Rights Center. equalrightscenter.org/wp-content/uploads/senior_housing_report.pdf

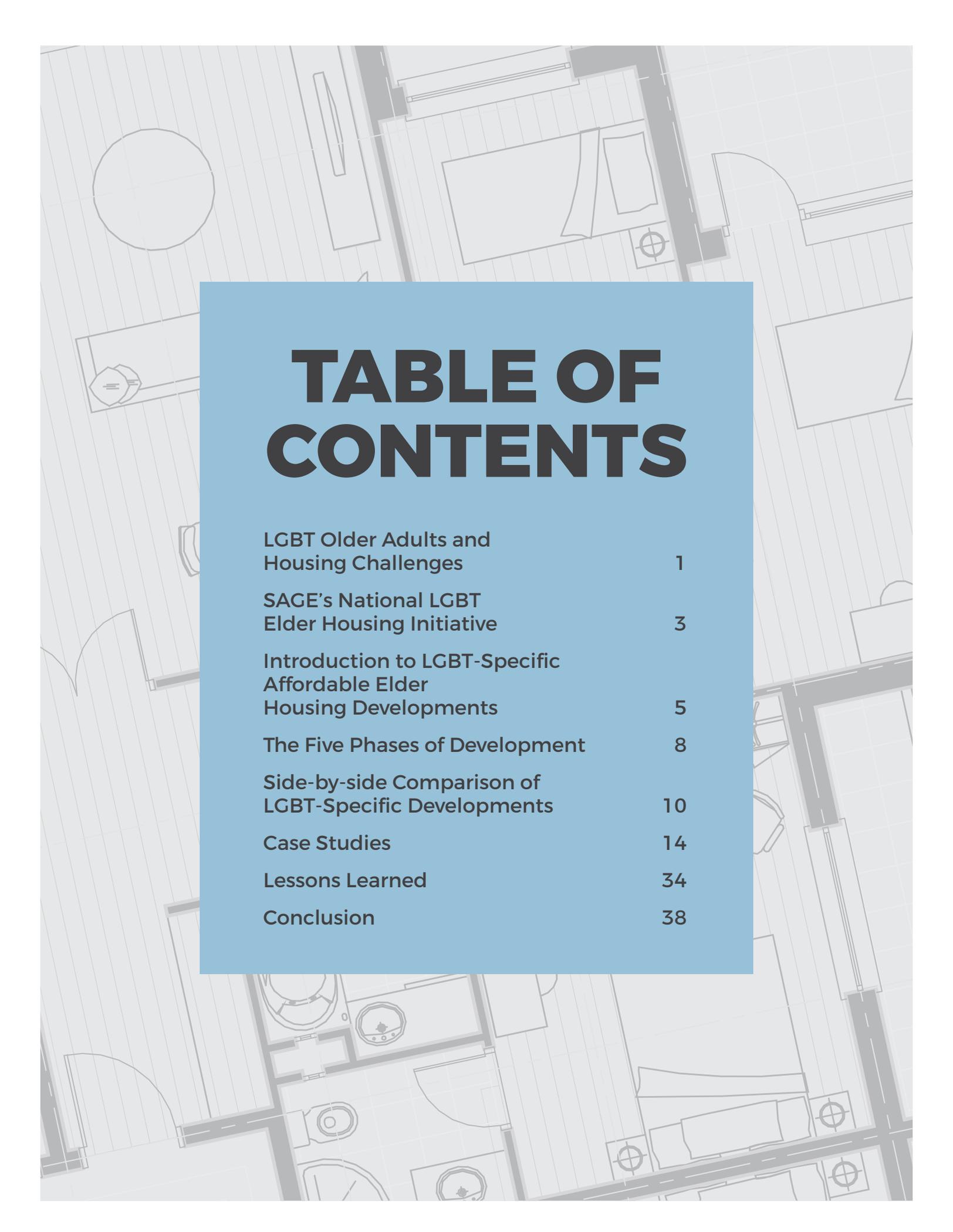
The background of the page is a light gray architectural floor plan. It shows various rooms, including a kitchen with a sink and stove, a bathroom with a toilet and bathtub, and several bedrooms with beds. There are also circular elements, possibly representing tables or large windows, and various lines representing walls, doors, and furniture.

TABLE OF CONTENTS

LGBT Older Adults and Housing Challenges	1
SAGE's National LGBT Elder Housing Initiative	3
Introduction to LGBT-Specific Affordable Elder Housing Developments	5
The Five Phases of Development	8
Side-by-side Comparison of LGBT-Specific Developments	10
Case Studies	14
Lessons Learned	34
Conclusion	38

LGBT Older Adults and Housing Challenges

LGBT older adults have faced a lifetime of discrimination and socioeconomic inequities that are further exacerbated by the complexities of aging. Currently estimated at approximately 3 million people, the LGBT older adult population is estimated to grow to 7 million by 2030.²

LGBT older adults face several unique issues that have only begun to be addressed by communities across the country. LGBT older people deal with significant health disparities across areas related to physical and mental health, including high blood pressure, elevated cholesterol levels, diabetes, heart disease, HIV/AIDS, and more, as well as with serious mental health concerns. Many mainstream aging providers do not account for the unique realities and needs of LGBT older adults, leaving them at risk for isolation, neglect, and discrimination. A recent national survey about LGBT older adults in long-term care facilities found that only 22% of respondents felt

they could be open about their LGBT identities with facility staff; 89% predicted that staff would discriminate based on their sexual orientations and/or gender identities; and 43% reported instances of mistreatment.³ By utilizing innovative approaches to couple LGBT-specific housing with culturally competent services, communities such as those in Los Angeles and San Francisco, California; Minneapolis, Minnesota; Chicago, Illinois; and New York, New York, are paving a new aging path for LGBT older adults.

LGBT older adults face housing discrimination at an alarming rate according to research done by the Equal Rights Center. “200 tests across 10 states

LGBT Older Adults and Poverty

The cumulative impact of discrimination over a lifetime is that LGBT older adults are at increased risk for poverty. Nearly one-third of LGBT older adults ages 65 and older live at or below 200% of the federal poverty level, compared to a quarter of non-LGBT older adults. This percentage rises to 40% of LGBT older adults 80 and older. Bisexuals 65 and older have shocking poverty rates:

47% of bisexual older men and 48% of bisexual women live at or below 200% of the federal poverty level. In addition, transgender older adults have similar rates to bisexual older adults. One study found that 48% of transgender older adults live at or below 200% of the federal poverty level.⁶



were conducted to measure the extent of adverse, differential treatment against a senior seeking housing for oneself and a same-sex partner. In 96 of the 200 tests conducted (48%), the LGB tester with a same-sex spouse experienced at least one type of adverse, differential treatment when compared to the heterosexual tester with an opposite-sex spouse.”⁴

Further, 23% of transgender older adults have faced some form of housing discrimination. “More than one-quarter (26%) of those who experienced homelessness in the past year avoided staying in a shelter because they feared being mistreated as a transgender person.”⁵ LGBT older adults also face increased rates of poverty.

Additionally, The Homeless Research Institute of the National Alliance to End Homelessness estimated that the older adult homeless population is projected to rise from 44,000 in 2010 to as many as 95,000 by 2050.⁷ The Movement Advancement Project echoes a similar sentiment in a recent report where they identified that unstable housing caused by lower incomes and discrimination often leave LGBT people spending time in emergency shelters.⁸

Economic and social conditions affect health and are the underlying contributing factors of health inequities. One of the key social determinants of health is housing.

“Access to safe, quality, affordable housing—and the supports necessary to maintain that housing—constitute one of the most basic and powerful social determinants of health. In particular, for individuals and families trapped in a cycle of crisis and housing instability due to extreme poverty, trauma, violence, mental illness, addiction or other chronic health conditions, housing can entirely dictate their health and health trajectory.”⁹

For vulnerable populations like older adults and those with chronic health conditions or compromised immune systems, housing instability only exacerbates existing vulnerabilities.

Despite its importance, affordable housing is in short supply. In addition, while the competition for affordable housing continues to grow dramatically, the potential for mainstream affordable housing programs and services funding targeted to older adults could face dramatic reductions or limitations in the coming years. While numerous studies have been conducted on the efficacy of various housing interventions for vulnerable populations, from developing supportive housing models to aging in place strategies, little time, energy or capital has been invested in dissecting the components of how these models can or should be nuanced to effectively address the needs of LGBT older adults.

² “Understanding Issues Facing LGBT Older Adults” MAP and SAGE. lgbtmap.org/file/understanding-issues-facing-lgbt-older-adults.pdf

³ LGBT Older Adults in Long-Term Care Facilities: Stories from the Field” National Senior Citizens Law Center. lgbtagingcenter.org/resources/pdfs/NSCLC_LGBT_report.pdf

⁴ “Opening Doors: An Investigation of Barriers to Senior Housing for Same-Sex Couples” The Equal Rights Center. equalrightscenter.org/wp-content/uploads/senior_housing_report.pdf

⁵ “The Report of the 2015 U.S. Transgender Survey” National Center for Transgender Equality. transequality.org/sites/default/files/docs/usts/USTS%20Full%20Report%20-%20FINAL%201.6.17.pdf

⁶ “Social, Economic, and Health Disparities Among LGBT Older Adults”, Charles Emler. researchgate.net/publication/305181097_Social_Economic_and_Health_Disparities_Among_LGBT_Older_Adults

⁷ “Healthy Aging Begins at Home” Bi-Partisan Policy Center. bipartisanpolicy.org/library/recommendations-for-healthy-aging/

⁸ “Understanding Issues Facing LGBT Older Adults” MAP and SAGE. lgbtmap.org/policy-and-issue-analysis/understanding-issues-facing-lgbt-older-adults

⁹ “Housing is the Best Medicine Supportive Housing and the Social Determinants of Health” Corporation for Supportive Housing. csh.org/wp-content/uploads/2014/07/SocialDeterminantsofHealth_2014.pdf

SAGE's National LGBT Elder Housing Initiative

In 2015, SAGE launched *The National LGBT Elder Housing Initiative* in response to a growing body of research highlighting the housing needs of LGBT older adults.

The Initiative seeks to engage consumers, providers, and policymakers to increase access to and create understanding and welcoming housing environments for LGBT older people. More specifically, it follows a multi-pronged approach to create a continuum of housing resources available to LGBT older adults through the following:

1 Building LGBT-specific older adult housing in select cities and providing capacity building resources to communities to replicate best practices.

Building capacity of organizations across the country in developing LGBT- and age-specific developments is of paramount importance to combat the entrenched discrimination experienced by the LGBT community. To meet this need, SAGE is engaging with organizations working with members of the development community to help broker new relationships with LGBT service providers. Through this guide, SAGE is also engaging these groups to document lessons learned and best practices from existing LGBT-specific older adult housing that can inform replication strategies in other parts of the country. SAGE's goal is to serve as a catalyst for increased development through elevating national discussions around this innovative approach to serving our LGBT elders.



Michael Adams (CEO, SAGE) with NYC Council Member Ritchie Torres and SAGE participants at Housing Announcement press conference.

In addition, SAGE will launch two of its own LGBT-specific housing communities. SAGE will be the service provider in the Crotona Park Senior Residences (82 units) in the Bronx and Ingersoll Senior Residences (145 units) in Brooklyn. Estimated completion of these developments is late summer of 2019.

2 Training mainstream older adult housing providers in fair and welcoming treatment of LGBT older people through cultural competency training.

SAGE has developed robust LGBT aging training curricula for housing providers. Through SAGE's training project, SAGECare,

providers can equip their staff with the tools necessary to properly serve LGBT older people. SAGECare also offers a credential for agencies that reach a certain percentage of staff trained. To learn more about SAGECare trainings visit www.sageusa.care.

3 Changing public policy to end housing discrimination against LGBT older people and expand federal support to LGBT-specific elder housing. SAGE is actively involved in supporting the Equality Act, which would provide equal rights protections for LGBT people in employment and housing. In addition, SAGE continues to defend the Equal Access Rule promulgated by HUD in 2014 that prohibits any housing program receiving federal funding from discriminating based on sexual orientation or gender identity.

4 Equipping LGBT older people with the resources they need to find—and advocate for—LGBT-specific housing. SAGE has developed “Know Your Rights” and other fair housing materials for LGBT older adults to educate both consumers and providers around the tenets of fair housing laws and how to advocate for themselves and others. In addition, SAGE has developed Welcome Home, the LGBT housing website portal that offers consumer education materials to assist LGBT older adults, including aging in place and home modification best practices, as well as fair housing protections information: www.sageusa.org/lgbthousing.

5 Expanding services (Aging in Place, Care Coordination, Naturally Occurring Retirement Communities, Co-housing) that support LGBT older people facing housing challenges. Not everyone prefers,



or is able, to move to a new community as they age, and a large majority of those responding to various surveys indicate they would like to age in their existing homes and communities. In order to do so, SAGE, through its online housing portal Welcome Home, is providing resources related to many different types of “aging in place” models. Visit www.sageusa.org/lgbthousing to learn more.



Introduction to LGBT-Specific Affordable Elder Housing Developments



One housing intervention for LGBT older adults is the creation of LGBT-specific elder housing. While available to anyone meeting the housing community’s criteria, regardless of sexual orientation and gender identity, these affordable developments are designed specifically to meet the needs of LGBT older adults.

Federal, state, and local laws prohibit housing discrimination on the basis of sex. Restricting renting or selling to only LGBT people can violate fair housing laws—it is critical that communities not discriminate—on those, or other bases. Instead, the goal is to create inclusive communities

where any sexual orientation and gender identity is embraced, and diversity is celebrated. These communities comply with fair housing laws while still focusing on creating LGBT-welcoming and inclusive environments with LGBT culturally competent staff and LGBT-focused programming.

At the time of this guide's publishing, five such projects are operational in the U.S.—in Los Angeles, San Francisco, Chicago, Minneapolis, and Philadelphia—with at least a dozen others in the development process.

Ultimately, the financial tools and products used to create LGBT-specific developments are no different from those utilized in producing traditional affordable multi-family developments. The key ingredient that makes these projects unique are the services and engagement strategies of residents to create a welcoming environment and a sense of community. There are general principles any affordable development will share:

- Ensuring affordability for a segment of its tenants by utilizing Low Income Housing Tax Credits for its development. No less than 20% of all units must be accessible to those at 50% and below Area Median Income (AMI) or 40% of units at 60% of Area Median Income.
- Embracing special needs populations (examples include veterans, older adults or those living with HIV/AIDS) and ensuring that the service linkages needed for any potential tenants are in place through partnerships with community agencies.
- Income restrictions on a portion of units or operating subsidies to assist in making monthly rents more affordable for lower income residents through the use of federal programs such as Project Based Section 8 Housing Choice Vouchers or HOPWA (Persons living with HIV/AIDS) or locally developed housing subsidy programs (depending on location).
- Space co-located on site for the service needs of its tenants. This could be as basic as limited case management to more intensive



service needs such as a primary healthcare clinic. Exploration of funding options such as Medicaid, Medicare, or partnering with an organization that has a designation as a Federally Qualified Health Center (FQHC) are all ways to ensure at least a portion of these service costs could be covered for tenants.

- Accessibility to transportation, wellness programming, and other community amenities to ensure a thriving community engagement for its tenants.

Before elaborating on the various stages of the development process or highlighting innovative project specifics, it is wise to have an understanding of the key financing mechanisms that make creating affordable housing possible. The Low Income Housing Tax Credit Program (LIHTC) was created by the Tax Reform Act of 1986 and since has become one of the primary means of directing private capital toward the development and preservation of affordable rental housing for low-income households.

The LIHTC program is funded by the U.S. Treasury Department and is overseen by the Internal Revenue Service (IRS). The LIHTC program is

administered through each state's housing finance administrative agency. Tax credits are awarded to eligible participants annually by these state agencies through a competitive process. Awardees receive the benefit of being able to offset a portion of their federal tax liability in exchange for the production or preservation of affordable rental housing.

The value associated with the tax credits lies within the ability of the program to create new affordable housing resources for the communities it is building. Developments built using LIHTC create deeper affordability for residents by requiring income restrictions for a portion of the overall units. This in turn creates additional affordable housing stock for the community in which the development resides. Projects funded through the LIHTC program are required to meet the particular project's low-income requirements for a 15-year initial "compliance period" and a subsequent 15-year "extended-use period." Property managers of these developments are required to keep detailed records of tenant

financial eligibility as the IRS monitors the program closely. Often, developers will also work with local governments and housing authorities to attach project-based operating subsidies, also known as the Project Based Section 8 Housing Choice Voucher Program to guarantee even deeper affordability for potential tenants, ideally paying no more than 30% of their monthly income towards rent. The ultimate benefits of the program for local communities include:

- Maximizing the number of affordable units added to the state's housing supply;
- Ensuring that the state's affordable housing supply is well maintained and operated, serving as an asset to the communities in which affordable housing is constructed and operated; and,
- Preventing losses in the state's supply of affordable housing.

Overview of Low Income Housing Tax Credits

The LIHTC program accounts for approximately 90% of all affordable rental housing created in the U.S. today. Most projects may have anywhere between 40% and 60% of their total development costs covered through tax credit equity, depending on the area of the country it is being developed. As the maximum rent that can be charged is based upon the Area Median Income (AMI), LIHTC housing remains unaffordable to many low-income (<30% AMI) renters. Guarantees of affordability are ensured through

stipulations of one of the following in any project awarded credits:

- At least 20% or more of the residential units in the development are both rent restricted and occupied by individuals whose income is 50% or less than the area median gross income.
- At least 40% or more of the residential units in the development are both rent restricted and occupied by individuals whose income is 60% or less than the area median gross income.



The Five Phases of Development

While many community-based organizations express interest in building LGBT-specific affordable elder housing, there are very few developments, largely because the process is arduous, expensive, and extremely complicated. Here is a high-level summary of the various stages in the development process, with examples drawn from the current LGBT-specific communities that are completed or in development.

PREDEVELOPMENT CONCEPT

PHASE 1

The concept phase of development, often referred to as “predevelopment,” is when the project sponsor—the company in charge of developing the project—will begin to assemble its development team. The team will consist of a developer, owner, property manager and service provider. One entity can play all of these roles, or separate organizations can assume one of these roles where they have a specific expertise.

🔹 **In New York City**, SAGE has collaborated with HELP USA, an experienced non-profit housing developer, for its Crotona Park Senior Residences project in the Bronx; and BFC Partners, an experienced developer for SAGE’s Ingersoll Senior Residences in Brooklyn.

FEASIBILITY ANALYSIS

PHASE 2

In this phase of development, the developer begins to test assumptions for the project. For example, an “operating pro forma” is developed to test assumptions around monthly expenses for the building. The operating

pro forma determines the necessary operating subsidies and/or income levels of tenants and rents needed to make the project “cash flow” or “pencil out”—slang terms used to mean the rough analysis of the financial viability of an investment. This is also the phase in which the developer assesses the true capital needs for the building and identifies sources of “gap” financing to assist with any assumptions they may not have factored in during the original design of the concept in phase one of development. Some LGBT projects often have to recalibrate assumptions to meet situational challenges.

🔹 **In Philadelphia**, dmhFund and Pennrose Development originally had planned to site the John C. Anderson apartments directly next to the William Way LGBT Center. However, due to remediation concerns and the opportunity to optimize a vacant parking lot nearby, the plans were changed and the project was sited adjacent to its originally identified site. As Mark Segal with dmhFund in Philadelphia noted, “You must be flexible and recognize that the project will evolve over time and you must be open to that to be successful.”

FINANCING

The financing stage is a critical juncture in the project because this is when developers are actively applying for capital funding and identifying operating subsidies. It is common for projects to stall during this phase of development. It takes endurance in many cases to secure the sometimes multiple layers of funding sources needed to build a development. Given that development can cost as much as \$250,000 per unit, it is common for developments to cost millions of dollars.

🎯 **In Minneapolis**, Spirit on Lake Apartments is a prime example of how endurance and resilience can prove a key to success. Spirit on Lake spent four years assembling necessary financing to develop its building. This is not unusual due to the extremely competitive nature of the Low Income Housing Tax Credit Program and the funding environment in which affordable housing developers operate.

CONSTRUCTION

During construction, one can physically see the development being built. This process typically takes approximately 18 to 24 months. It is during this development phase that the property manager and service provider collaborate on supportive services plans, property management plans, and staffing structures. Approximately seven months prior to “lease-up” (see next section), the property manager will begin the affirmative marketing plan of the development and will provide information sessions to prospective tenants. The need for close collaboration from this point forward between the property manager and service provider is critical to ensure necessary property management and service coordination.

PHASE 3



🎯 **In Los Angeles**, residents of Triangle Square have benefited from its close proximity to the Hollywood Redevelopment District, a 30-year Tax Increment Financing project that has produced one of LA’s most popular entertainment districts.

LEASE-UP AND OPERATION

The last phase of development is the lease-up and operations phase. Lease-up and operations of the building occur upon completion of construction. However, preparation for this phase starts well before—in the late feasibility or during the construction phase. If the project will utilize operating subsidies, a project team may be working with a local housing authority to secure Project Based Section 8 Housing Choice Vouchers for units in the development to guarantee deeper affordability for residents. Typically, housing authorities have very long waiting lists. It is not uncommon to have thousands of prospective applicants waiting to apply for any new affordable housing development constructed. However, there are instances where communities have found innovative strategies and compromise around how to handle waiting-list issues.

🎯 **In Chicago**, Heartland Alliance and the Center on Halsted (COH) were successful in working closely with the Chicago Housing Authority to develop its waiting list and site based lottery. Applicants were selected via random lottery for the development. Emphasis was placed on educating Center on Halsted clients about the application process through community application workshops held onsite at COH. This was to ensure that the housing authority was able to serve the backlog of individuals on their extensive waiting list and that the project sponsors could also ensure at least a portion of residents were clients potentially already receiving services from them.

PHASE 5



SIDE-BY-SIDE COMPARISON OF LGBT-SPECIFIC HOUSING DEVELOPMENT FOR OLDER ADULTS

TOWN HALL APARTMENTS, CHICAGO

Developer & Property Manager: Heartland Alliance

Service Provider: Center on Halsted

Total Development Cost: \$26 million

PROJECT SNAPSHOT

- Adaptive reuse and rehabilitation of the historic Town Hall police station in Lakeview neighborhood of Chicago with adjoining new construction
- Total of 79 units (39 studios and 40 one-bedroom units) of affordable housing for seniors with ground floor community and commercial space.
- Utilized 9% Low Income Housing Tax Credits

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- LEED Silver certified
- Second floor terrace
- Secure, keycard entry
- Emergency call system
- Onsite parking
- Fitness room
- Designated laundry on each floor

TENANT PROFILE

- 100% Affordable housing —All units for 55 and older that pay no more than 30% of their monthly income on rent—Project Based Section 8 Housing Choice Vouchers
- The development is marketed to all in the community with special focus on LGBT populations.
- Presently, 60% of residents are LGBT

TRIANGLE SQUARE APARTMENTS, LOS ANGELES

Developer & Property Manager: McCormick Barron Salazar

Service Provider: Los Angeles LGBT Center

Total Development Cost: \$21.5 million

PROJECT SNAPSHOT

- Completed in 2007
- 104 units (96 one-bedroom, eight two-bedroom units)
- 35 units (33.65%) are set aside for people living with HIV/AIDS (through Housing Opportunities for People with HIV/AIDS), homeless or at risk of being homeless
- About 1/3 of units (43) have Project Based Section 8 subsidies
- Utilized 9% Low Income Housing Tax Credits as well as funding through the California Redevelopment Authority (no longer in existence)

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- Onsite swimming pool and outdoor garden
- Individual unit balconies
- Parking garage
- Media room
- Gym
- Library
- Community room

TENANT PROFILE

- All residents must be 62 and older; 70% of residents are currently LGBT and most of the clients receive their services through the Los Angeles LGBT Center
- The development is marketed to all in the community with special focus on LGBT populations
- 20% of units at 60% or below Area Median Income

SIDE-BY-SIDE COMPARISON OF LGBT-SPECIFIC HOUSING DEVELOPMENT FOR OLDER ADULTS

SPIRIT ON LAKE APARTMENTS, MINNEAPOLIS

Developer: PRG Communities and Everwood Development
Property Manager & Service Provider: Premier Management
Total Development Cost: \$9.8 million

PROJECT SNAPSHOT

- Five units have Project Based Section 8 Housing Choice Vouchers coupled with supportive services provided by community supportive housing provider partner, Clare Housing
- Approximately 12 residents utilize tenant-based Section 8 Housing Choice Vouchers directly from the local housing authority to help subsidize their rents
- Utilized 9% Low Income Housing Tax Credits

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- Quatrefoil (LGBT library) resident of first floor commercial space
- Units with terraces
- Large resident lounge
- Conference room
- Onsite parking
- Fitness room

TENANT PROFILE

- 46 (29, one-bedroom units and 17, two-bedroom units)
- There are no age restrictions on residents of the building; however, 65% of residents are LGBT older adults with the remaining 35% of residents made up largely of east African immigrant families
- The development is marketed to all in the community with special focus on LGBT populations
- Units income restricted to those at 50% and below of Area Median Income

CROTONA PARK SENIOR RESIDENCES, NEW YORK

Developer & Property Manager: HELP USA
Service Provider: SAGE
Total Development Cost: \$37 million

PROJECT SNAPSHOT

- Scheduled to open in 2019
- 82 new studio and one-bedroom apartments designed specifically for older adults in the first LGBT-specific low-income older adult housing development in New York City
- Utilized 9% Low Income Housing Tax Credits

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- First-floor LGBT older adult center run by SAGE provides health and cultural programs, hot meals and a computer training “cyber-center”
- Rooftop terrace and community gardens
- Walking distance to public transportation, pharmacies, grocery stores and public parks

TENANT PROFILE

- 100% Affordable housing—60% and below Area Median Income—Project Based Section 8 Housing Choice Vouchers—older adult housing 62 and older—30% set aside for formerly homeless
- The development is marketed to all in the community with special focus on LGBT populations

SIDE-BY-SIDE COMPARISON OF LGBT-SPECIFIC HOUSING DEVELOPMENT FOR OLDER ADULTS

INGERSOLL SENIOR RESIDENCES, NEW YORK

Developer: BFC Partners

Property Manager: Metropolitan Realty Group

Service Provider: SAGE

Total Development Cost: \$44.7 million

PROJECT SNAPSHOT

- Adaptive reuse and rehabilitation of former Ingersoll Public Housing Residences
- Scheduled to open in 2019
- 145 high quality units designed specifically for older adults
- Utilized 9% Low Income Housing Tax Credits

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- First-floor LGBT older adult center run by SAGE provides hot meals, a computer training “cyber center” and eight daily hours of programs in fitness, arts and culture, and more
- Open lobby concept
- Garden terrace
- Walking distance to public transportation, pharmacies, grocery stores and public parks
- The development will be certified under the Enterprise Green Communities program
- The residential units will incorporate the American Society of Interior Designers’ Design for Aging Council’s recommendations to create units that are conducive to safe and active aging. Therefore, half of the units will feature walk-in showers that can easily accommodate wheelchairs. Smaller details, like grab bars, slip-resistant floors, paddle handles on faucets, and layouts that will allow for easy wheelchair movement will be employed throughout.

TENANT PROFILE

- 100% Affordable housing—60% and below Area Median Income (AMI)—Project Based Section 8 Housing Choice Vouchers
- Older adult housing 62 and older—30% set aside for formerly homeless.
- The development is marketed to all in the community with special focus on LGBT populations

SIDE-BY-SIDE COMPARISON OF LGBT-SPECIFIC HOUSING DEVELOPMENT FOR OLDER ADULTS

JOHN C. ANDERSON LGBT FRIENDLY APARTMENTS, PHILADELPHIA

Developer & Property Manager: Pennrose

Service Provider: William Way LGBT Center

Total Development Cost: \$19.5 million

PROJECT SNAPSHOT

- Opened in January of 2014
- Total of 56 one-bedroom units
- Ground floor retail space
- Utilized 9% Low Income Housing Tax Credits

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- Green courtyard, partial green roof, Energy Star Three rating
- Onsite community room and library, computer lab and laundry
- Case management and wellness services provided by Mazzone Center for LGBT Health and Wellness (affiliated with Thomas Jefferson University Medical Center)
- Array of LGBT-specific and other programming including: Intergenerational group, women’s group, Tai Chi, peer support sharing group, social and wellness groups

TENANT PROFILE

- All units are for those 62 and older, income restricted to 60% and below Area Median Income, six units for extremely low income (less than \$11,100/year), 23 units for very low income (less than \$27,750/year), and 27 units for low income (less than \$33,300/year)
- The development is marketed to all in the community with special focus on LGBT populations

THE OPENHOUSE COMMUNITY AT 55 LAGUNA RESIDENCES, SAN FRANCISCO

Developer & Property Manager: Mercy Housing California

Service Provider: Openhouse

Total Development Cost: \$56 million

PROJECT SNAPSHOT

- Completed in March 2017
- 10 studio apartments, 26 one-bedroom units and 4 two-bedroom units, and connects to the Bob Ross Service Center which holds 1,000 square feet of service delivery space
- Utilized 9% Low Income Housing Tax Credits
- This was an adaptive reuse and rehabilitation of a historic building former UCSF administrative building
- A second phase of development, which will be new construction, is estimated to break ground in early fall 2017 (95 Laguna) and will provide an additional 79 units of housing with an additional 7,000 square feet of service space

PROJECT AMENITIES & OTHER UNIQUE FEATURES

- Wider hallways
- Direct access to Bob Ross LGBT Senior Center
- Second floor terrace
- Large community room
- Full kitchen
- Units have high ceilings and floor to ceiling windows
- Close proximity to Castro neighborhood
- 7,000 square feet of activity space

TENANT PROFILE

- Individuals and couples who are 55 and older with income restricted to those at 50% and below of Area Median Income (AMI), 8 of 39 units set aside for formerly homeless funded through Housing Opportunities for Persons with AIDS (HOPWA).
- The development is marketed to all in the community with special focus on LGBT populations

Town Hall Apartments

CHICAGO



BACKGROUND

The Center on Halsted opened its new building in 2007 and its Chief Executive Officer Tico Valle had a vision of how the Center could provide housing for aging LGBT older adults in a vacant, neighboring building that had been a local police station. The Center engaged Heartland Alliance, a local non-profit housing developer and supportive housing provider to begin discussions about the project. Heartland Alliance opened its doors in 1888, pioneered, in part, by Jane Addams, founder of Hull House and one of Chicago's first leaders in the movement to end poverty. Over the past 25 years Heartland Alliance has developed more than 1,600 units of housing and manages 895 units.

PROJECT SNAPSHOT

- Adaptive reuse and rehabilitation of the historic Town Hall police station in Lakeview neighborhood of Chicago, Illinois, with adjoining new construction
- Total of 79 units (39 studios and 40 one-bedroom units) of affordable housing for seniors (LGBT-friendly) with ground floor community and commercial space
- At least 60% of the buildings units presently occupied by LGBT residents
- Utilized 9% Low Income Housing Tax Credits
- LEED Silver certified



Heartland Alliance had already demonstrated its dedication to the issue with its 2005 study of housing needs of LGBT adults in Chicago. Discussion began in earnest with the City of Chicago in 2010, and there was a tremendous amount of political and community support. Mayor Daley was a huge supporter of the project, and its location in the Lakeview neighborhood (also known as “Boystown”) only reiterated the community support of the idea.

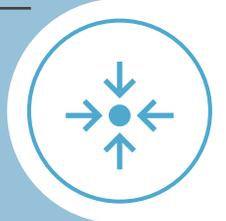
Heartland Alliance conducted local community charrettes to get community input for the process and assess community needs. The project utilized Low Income Housing Tax Credits and coupled with the building having 100% Project Based Section 8 to ensure deep affordability for residents. The “lease-up” process was successful in that the Center and the Chicago Housing Authority worked closely together to ensure that Center on Halsted’s clients were aware of the development and how to apply for the available units. The Chicago Housing Authority’s compliance department helped structure a site based waiting list lottery, thereby ensuring diversity for the building. The project opened in 2014 and has only seen six units turn over—four of which were older residents who passed away due to illness. There is also a waiting list of more than 475 applicants.

Detailed interviews with staff the revealed keys to success that include:

- Partnering with a supportive housing provider with deep knowledge of wraparound services and property management coordination
- A property manager who is focused on keeping tenants housed, which means helping residents work through late rent payments when needed versus moving straight to eviction

AMENITIES & OTHER UNIQUE FEATURES

- Second floor terrace
- Secure, keycard entry
- Emergency call system
- Onsite parking
- Fitness room
- Designated laundry on each floor



- A building design focused on creating opportunities for community engagement
- A “harassment addendum” to the lease stipulating harassment of any resident is grounds for eviction
- Recognizing the service needs of the tenants are significant and planning for those needs by recognizing they will grow in the future as residents age.

Total Development Costs: \$26 million

Owner: Heartland Housing and Center on Halsted

Developer: Heartland Housing

Property Manager: Heartland Housing

Service Provider: Center on Halsted

Tenant Profile: Tenants must be 55 and older and pay no more than 30% of their monthly income on rent. A total of 35 units are for those at 50% and below of Area Median Income, 40 units are for those at 60% and below of Area Median Income, and four units are for those at 80% and below Area Median Income.

Service Provider Mission: The Center on Halsted is the Midwest’s most comprehensive community center dedicated to advancing

CASE STUDY

community and securing the health and well-being of the lesbian, gay, bisexual, transgender, and queer people of Chicago. More than 1,400 community members visit the Center every day, located in the heart of Chicago's Lakeview Neighborhood.

Service Approach: Since the launch of its first program for seniors in 1997, the Center on Halsted (COH) is recognized as a national leader in development of LGBTQ-affirming, skills-enhancement, and socialization program for its elders to combat the many challenges faced by this generation. The majority of COH's programming is held in its newly expanded and renovated 5,500 square foot Center on Addison, located on the first floor of Town Hall Apartments and adjacent to Center on Halsted. Center on Addison offers a robust calendar of programs for older adults for both Town Hall residents as well as community-based seniors. Each week, more than 150 older adults visit Center on Addison to attend workshops, take classes, share a meal, or make new friends.

At Center on Halsted, one full-time, onsite case manager funded through the Illinois Department of Supportive Housing checks in with each resident no less than twice a month. Additional programming and services are funded through the Center on Halsted and provide linkages to behavioral health and primary health related services nearby. (Residents indicated they would prefer not to have those services located onsite.) Town Hall Apartments has a number of resident-led committees, including various social groups, décor bulletin board committee, gardening committee, and newsletter committee. Center on Halsted Senior Services offers a strong employment program, which has helped some residents create a stronger level of self-sufficiency. It offers a variety of

employment programs and services to help older adults re-enter the workforce. Several Town Hall residents are enrolled in the Senior Community Service Employment Program (SCSEP) at the Center on Halsted where they receive on the job training and work 20 hours per week.



Triangle Square Apartments

LOS ANGELES



BACKGROUND

This 104-unit building of one and two bedroom units opened in 2007. Triangle Square is the very first LGBT-specific affordable development in the United States. The project, which was originally started by the Grammy Foundation as an older adult housing building for Grammy Foundation designated members, changed during the predevelopment process to an LGBT-specific development. The Gay and Lesbian Elder Housing Corporation (no longer operating the building) partnered with McCormick Barron Salazar to develop and operate the building until 2014 when a new partner, Encore Housing, took over GLEHC's ownership stake in the limited partnership. McCormick Barron Salazar is one of the nation's leading for-profit developers. Since 1973, the firm has been an innovator in community development and urban revitalization in 42 cities, having built more than 19,500 high-quality homes for families, children, older adults, and veterans.

PROJECT SNAPSHOT

- Completed in 2007
- 104 units (96 one-bedroom and 8 two-bedroom units)
- Approximately 70-80% of units are residents who are LGBT
- Twenty percent of units at 60% or below AMI
- 35 units are set aside for people living with HIV/AIDS through the Housing Opportunities for People with HIV/AIDS (HOPWA), homeless or at risk of being homeless—33.65% overall
- About 1/3 of units (43) have Section 8
- Developed using 9% Low Income Housing Tax Credits as well as funding through the California Redevelopment Authority (no longer in existence)



The Los Angeles LGBT Center has been deeply involved as the service provider since the building's inception. The building had significant private support as well as Low Income Tax Credit equity and a significant investment from the now defunct California Community Redevelopment Authority. Private donations made up at least \$1 million of the capital expenditures. In addition, some of the amenities often unavailable to affordable housing, such as the swimming pool in the courtyard, laundry on each floor, and complimentary Internet services were all provided via private donation. The community spaces were furnished through monetary donations of board members.

Total Development Costs: \$21.5 million

Owner: Encore Housing/McCormack Baron Salazar (Sunrise Corporation)

Developer: McCormack Baron Salazar

Property Manager: McCormack Baron Salazar

Service Provider: Los Angeles LGBT Center

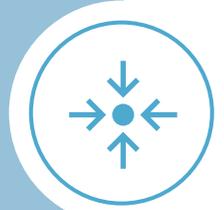
Tenant Profile: All residents must be 62 and older; 70-75% of residents are currently LGBT and most of the clients receive their services through the Los Angeles LGBT Center

Service Provider Mission: Since 1969, the Los Angeles LGBT Center has cared for, championed, and celebrated LGBT individuals and families in Los Angeles and beyond. The Center's nearly 600 employees provide services and programs that span four broad categories: Health, Social Services and Housing, Culture and Education, Leadership, and Advocacy. Each month, the Center welcomes more than 42,000 visits (more than half a million each year) from youth and adults who represent the full diversity of the LGBT community. All of the LA LGBT Center's services, which are available to everyone, are free or low-cost.

Service Approach: Supportive services are provided both onsite as well as in nearby

AMENITIES & OTHER UNIQUE FEATURES

- Onsite swimming pool and outdoor garden
- Individual unit balconies
- Parking garage
- Media room, Gym, Library, Community room
- Lunch provided to residents Monday through Friday

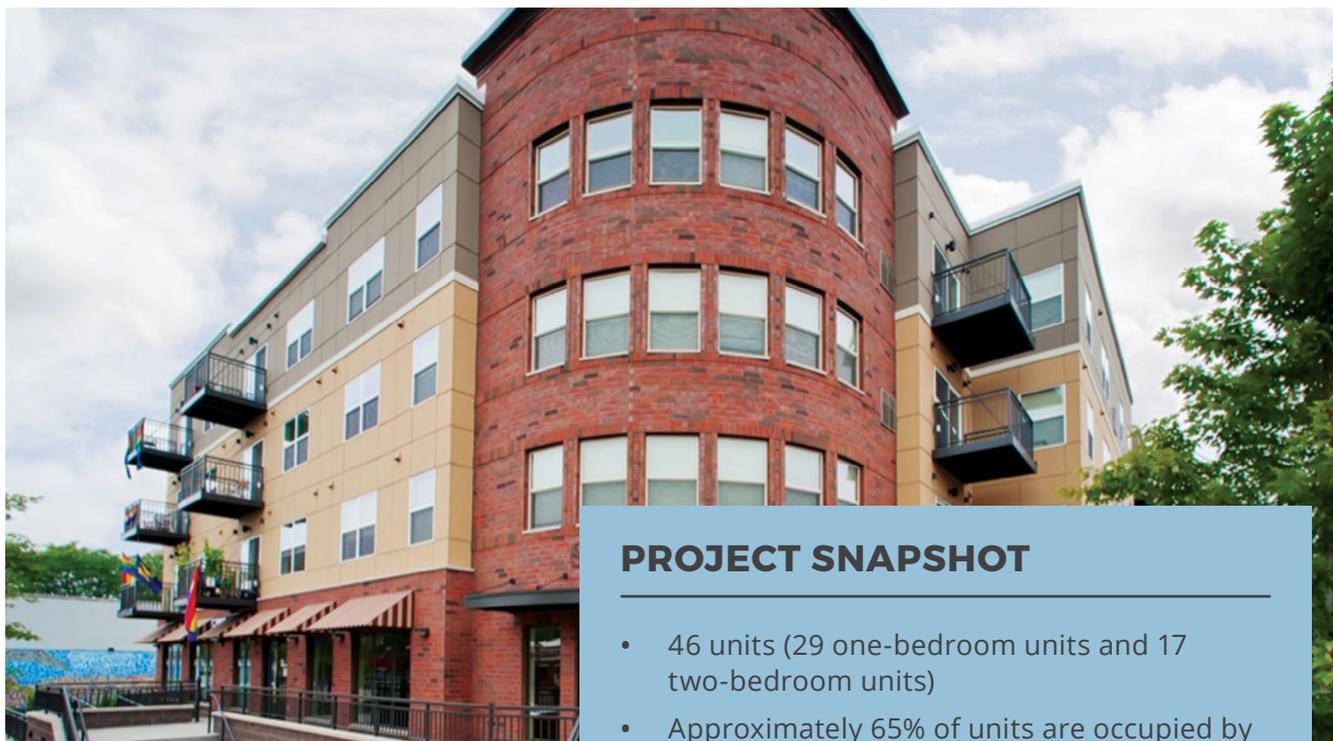


program offices by the LA LGBT Center's Senior Services Program. In addition, the Center's large and growing services help meet many of the life-sustaining needs of LGBT people over the age of 50 throughout the community, including food and case management, while providing an array of life- and health-enriching programs and activities that also help end the isolation so many experience when aging.

General funding support of all services for Triangle Square is through the LA LGBT Center. These services include things like behavioral health, legal assistance and primary healthcare, including access to offsite services provided by community partners. Many of the services are funded through philanthropic grants. The Center has close ties to the Jeffrey Goodman Center, which is a Federally Qualified Health Center (FQHC) and provides primary healthcare services to Center clients. The value of having linkages to an FQHC is that at least some of the services tenants receive through the FQHC are in many cases largely Medicaid reimbursable. There are three full time staff at Triangle Square, consisting of one case manager and two resident service coordinators. The Center coordinates hospice and mental health services for tenants when needed.

Spirit on Lake Apartments

MINNEAPOLIS



BACKGROUND

Since 2001, Barbara Satin, a transgender activist and Assistant Faith Work Director for the National LGBTQ Task Force, and other members of the Spirit of The Lakes United Church of Christ had a vision for a safe, welcoming environment for all people irrespective of their gender identity, sexual orientation, faith, or cultural background—but with particular emphasis on LGBT seniors. The catalyzing moment to create such a community came after a transgender woman had a stroke, and for fear of mistreatment was forced to outwardly conform to a male gender

PROJECT SNAPSHOT

- 46 units (29 one-bedroom units and 17 two-bedroom units)
- Approximately 65% of units are occupied by LGBT older adults, 35% residents are east African immigrants at time of opening
- Utilized 4% Low Income Housing Tax Credits and bonds along with a variety of other state, county and local subsidy sources
- Units income restricted to those at 50% and below of Area Median Income
- Five units have Project Based Section 8 Housing Choice Vouchers (coupled with supportive services provided by community supportive housing provider partner, Clare Housing)
- The remainder do not have operating subsidies, although approximately 12 additional residents utilize Tenant Based Section 8 Housing Choice Vouchers directly from the local housing authority to help subsidize their rents

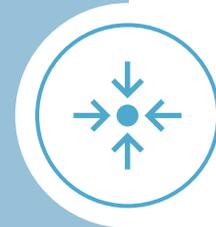


identity. Ms. Satin and two other members of the congregation founded GLBT Generations to better educate the Minneapolis/St. Paul communities about LGBT aging issues and focus on the major need for safe, welcoming housing. The church owned its small church, a former industrial garage, as well as a large parking lot making up almost an entire city block. In 2005, the congregation began discussions with a local non-profit developer they met when the developer, Powderhorn Residence Group, had approached the church about using its sanctuary for a neighborhood meeting. That started a partnership that would span the next 10 years in bringing their vision to fruition. The Powderhorn Residence Group (PRG) has been in existence since 1976. A small-but-nimble community based non-profit developer, PRG not only works in multi-family development but also in foreclosure prevention, first-time homeowner education, and homeowner financial counseling in the Minneapolis/St. Paul metropolitan area.

Despite the collaborative partnership created, the path toward development was not always smooth. Originally envisioned as a co-operative housing complex, the 2007 recession and subsequent real estate market crash made the process costly and unrealistic. Therefore, in 2010, the partners regrouped and added some additional development expertise with Everwood Development as a key partner to alter the focus to one of affordable rental housing. It took nearly four years to assemble the project financing package. Ms. Satin, representing the LGBT community, and the staffs of PRG and Everwood Development spent countless hours working with neighborhood, city, county, and state leaders to educate them on the issues facing LGBT older adults and how this

AMENITIES & OTHER UNIQUE FEATURES

- Units with terraces
- Large resident lounge
- Conference room
- Onsite parking
- Fitness room
- Quatrefoil (LGBT library) occupies the first floor commercial space
- Located near the 66 acre Powderhorn Park
- Adjacent to the five-mile Midtown Greenway Bike Path



development could help meet an important local need. The project finally opened in 2013 and has been hugely successful both in its development but also in its success in creating a true multi-cultural community where all are embraced for their diversity.

Total Development Costs: \$9.8 million

Owner: PRG, Inc./Everwood Development

Developer: PRG Inc./Everwood Development

Property Manager: Premier Management

Service Provider: Premier Management/Clare Housing

Tenant Profile: There are no age restrictions on residents of the building; however, 65% of residents are LGBT older adults with the remaining 35% of residents being made up largely of East African immigrant families. There are 17 two-bedroom units with some families with children residing in those units. This has helped also foster intergenerational relationships between residents.

CASE STUDY

The building has a mix of distinct cultural backgrounds and religious differences between Christian and Muslim populations. The surrounding neighborhood is culturally diverse and tenants and community residents alike have embraced the differences in culture. Premier Management has facilitated community-building opportunities with speakers on LGBT issues as well as on the Muslim faith. The LGBT residents also encourage potlucks and opportunities for residents to share their cultural backgrounds. Quatrefoil, the LGBT community library for the Twin Cities metro area, was invited to be the occupant of the first floor commercial space. (This was originally designated for the church, which had to move before construction began.) The residents of Spirit on Lake and the members of Quatrefoil share access to the large lounge area and use it for community celebrations and educational programs.

Service Provider Mission: Founded in 1987, Clare Housing has created an enduring legacy of providing affordable, supportive housing, and compassionate care for people living with and affected by HIV and AIDS. Clare Housing uses a person-focused program, which is designed to bring together strategies of harm reduction, treatment, and care to enhance quality of life and reduce new infections in our community.

Service Approach: Supportive services are provided through Clare Housing to five of the units in the building that have project-based subsidies for formerly homeless individuals. Clare Housing provides the wraparound supportive services to those five tenants. There are no other specifically funded services onsite for residents. Many residents opt to obtain supportive services through local LGBT organizations, such as OutFront Minnesota, the Aliveness Project, and Rainbow Health Initiative.

Although Premier Management's staff has assisted tenants in getting connected to local services, such as Meals on Wheels, it is not a formalized part of its resident services nor is it directly funded to provide additional support onsite. The majority of group activities and events are led by the building occupants. The property management staff is quick to point to the residents' desire to engage and foster community through a welcoming, open environment. In interviews, staff pointed to the residents as the primary key to the project's success. While property management acknowledges that residents will most likely need graduated services in the future, they have seen very little turn over thus far with less than a 2% vacancy rate. When vacancies do arise, Premier Management notes that word of mouth among existing tenants usually backfills available units immediately.

Crotona Park Senior Residences

BRONX, NEW YORK CITY



BACKGROUND

SAGE's mission is to improve the lives of LGBT older adults through a combination of direct services, advocacy, and training. SAGE has not historically been a direct housing provider. However, in 2014, amidst SAGE constituents' growing concerns related to their housing vulnerability, and an Equal Rights Center report that 48% of same-sex older adult couples faced some form of housing discrimination, SAGE launched its National LGBT Elder Housing Initiative and made a decision to catalyze LGBT-specific affordable elder housing in New

PROJECT SNAPSHOT

- 82 new studio and one-bedroom apartments designed specifically for older adults in one of the first two LGBT-specific low-income senior housing development in New York City
- Utilized 9% Low Income Housing Tax Credits in development.
- All 82 units will have Project Based Section 8 Housing Choice Voucher subsidy to guarantee housing affordability
- Scheduled to open in August 2019



York City. SAGE engaged with HELP USA to collaborate on creating one of the first two LGBT-specific developments for older adults in New York City.

HELP USA has been a housing innovator since its founder, Andrew Cuomo, opened its first residence in 1986. Under his leadership, HELP USA created a supportive housing model, packaging services with shelter and opening HELP 1 for homeless families in Brooklyn. Since its founding, HELP USA has combined innovation with management excellence, becoming a national leader in both homeless prevention and a developer of permanent supportive housing for special needs populations. HELP USA currently operates 52 different programs and residences across five states.

SAGE has partnered with HELP USA to build an LGBT-specific older adult affordable housing development in the Bronx, located next to Crotona Park, a New York City gem and favorite of naturalists with its 3.3-acre lake and 28 species of trees. The building will contain 84 studio and one-bedroom apartments for low-income seniors and will include energy-efficient construction, a rooftop terrace, and community gardens. The focal point will be a full-service, 6,000-square-foot ground-floor SAGE Center that will provide health and cultural programs, meal service, and a cyber-center—all built on SAGE's holistic Whole Person Wellness model. The Crotona Park Senior Residences is estimated to close and break ground in October 2017 with an estimated "lease-up" date in late August 2019.

Total Development Costs: \$37 million

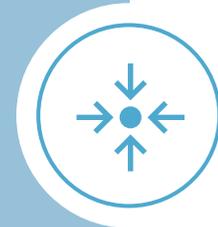
Owner: HELP USA/SAGE

Developer: HELP USA

Property Manager: HELP USA

AMENITIES & OTHER UNIQUE FEATURES

- First-floor LGBT-specific SAGE Center for older adults providing health and cultural programs, hot meals, and a computer training "cyber-center"
- Rooftop terrace
- Community gardens
- Walking distance to public transportation, pharmacies, grocery stores and public parks



Service Provider: SAGE

Tenant Profile: 100% Affordable housing (60% and below AMI)—Project Based Section 8 Housing Choice Vouchers—senior housing 62 and older—30% set aside for formerly homeless

Service Provider Mission: SAGE is the country's largest and oldest organization dedicated to improving the lives of lesbian, gay, bisexual, and transgender older adults. Founded in 1978 and headquartered in New York City, SAGE is a national organization that offers supportive services and consumer resources to LGBT older adults and their caregivers, advocates for public policy changes that address the needs of older LGBT people, provides education and technical assistance for aging providers and LGBT organizations through its National Resource Center on LGBT Aging, and cultural competence training through SAGECare. Headquartered in New York City, with staff located across the country, SAGE coordinates a growing network of affiliates across the country, SAGE also coordinates a growing network of affiliates in the United States.

CASE STUDY

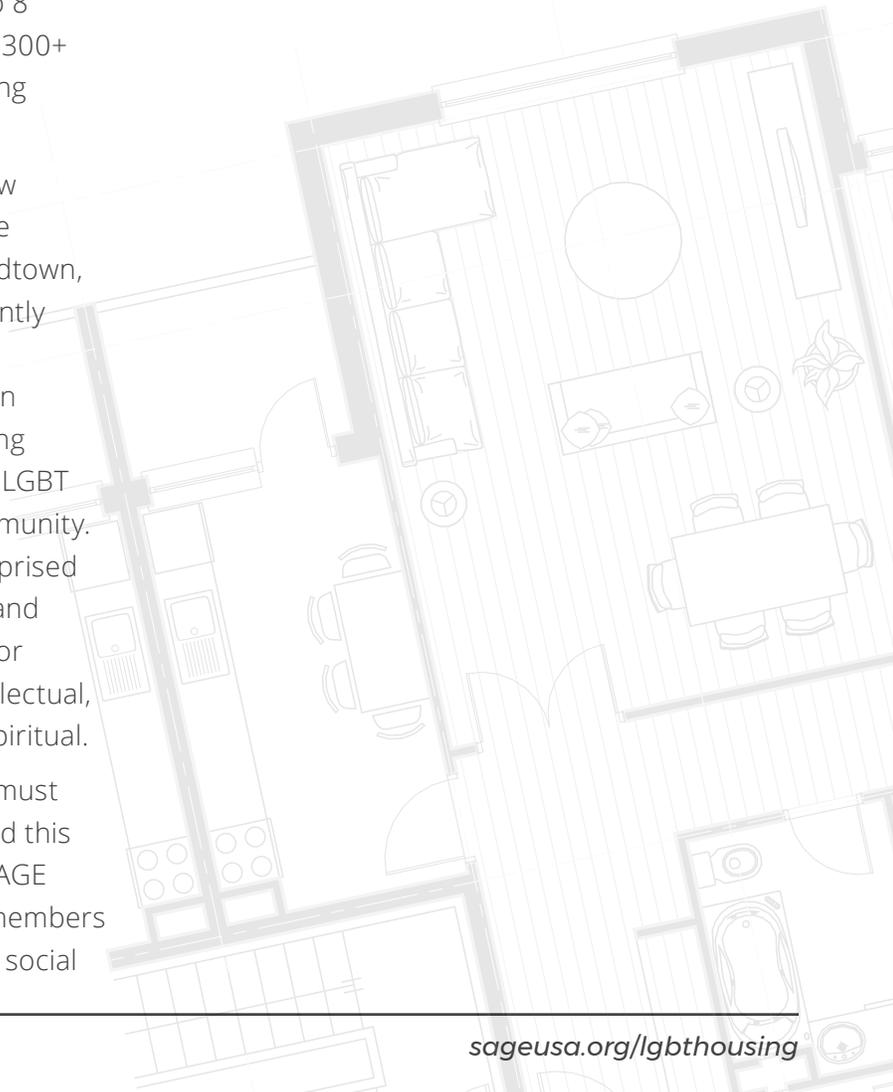
Service Approach: Supportive services will be provided onsite through SAGE Center staff. The SAGE Center model is based on a Whole-Person Wellness Model—the bedrock of service provision at all SAGE Center locations. As the national leader in LGBT aging issues with 40 years of experience, SAGE is uniquely qualified to guide the breadth of inclusive senior services planned for community use throughout this proposed 84-unit building. To that end, the centerpiece of the project will be a ground-floor SAGE Center, managed and staffed by SAGE, open to all adults older than 60 who live in the building or in the greater community. Annually the SAGE Centers provide roughly 8,000 hours of programming and almost 40,000 congregate hot meals to thousands of LGBT older adults throughout New York City. Roughly 100 meals and 7 to 8 hours of programming will be provided to 300+ older adults in the building and surrounding neighborhood daily.

The SAGE Center at Crotona Park will follow SAGE's highly successful model used in the creation of the innovative SAGE Center Midtown, founded in 2012 in Chelsea and subsequently expanded to Harlem, the Bronx, Staten Island, and Brooklyn in 2014. Wellness is an indispensable framework for understanding and serving the wants and needs of older LGBT adults seeking to age actively in their community. The Whole-Person Wellness Model is comprised of eight wellness domains, which overlap and coordinate to provide rich environments for living: social, physical, environmental, intellectual, emotional, vocational/occupational, and spiritual.

In order to achieve optimal wellness, one must have a balance within each domain. Toward this end of optimal wellness while aging, the SAGE Center will offer tenants and community members comprehensive, on-site programming and social

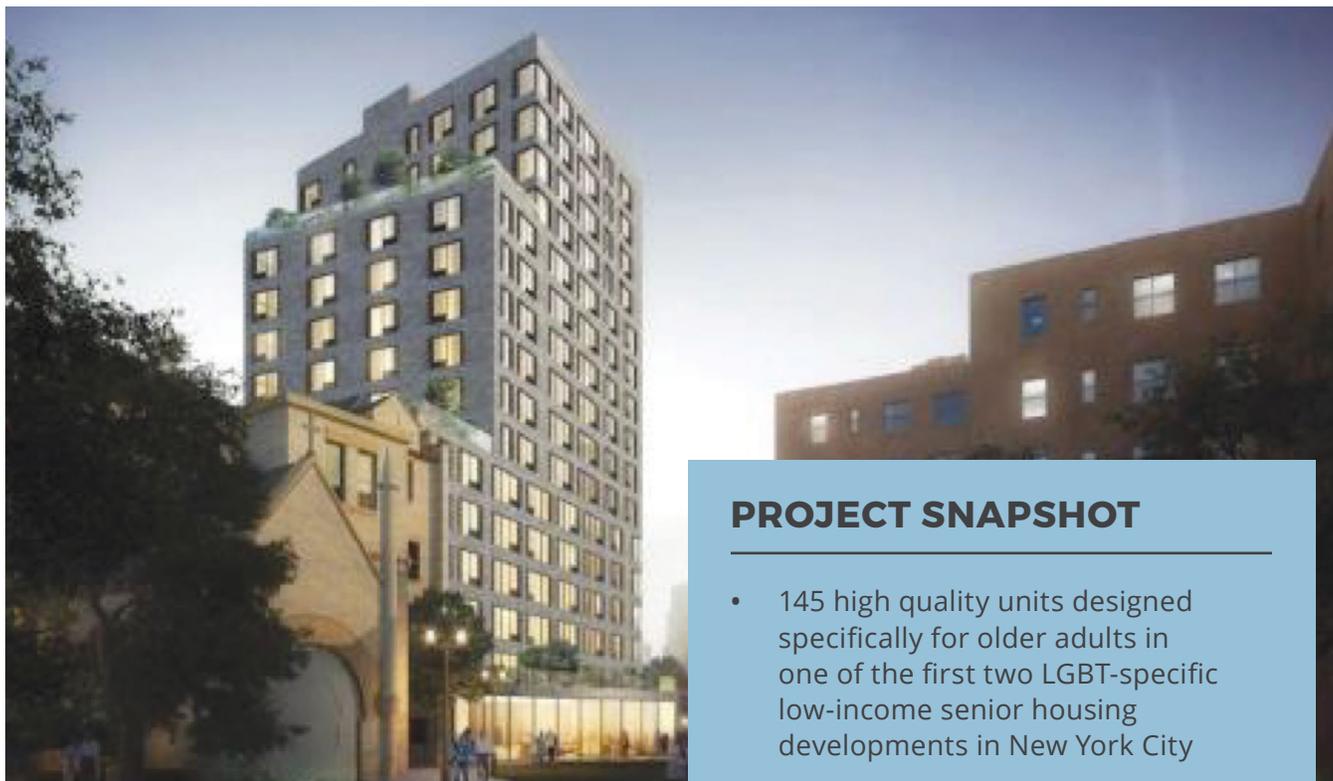
engagement opportunities. Additional services will include meal services in a congregate setting; case management and social service support; engagement in culturally relevant health and wellness seminars; exercise and fitness programs; recreational activities that diminish social isolation; employment assistance, vocational training and volunteer opportunities; and a range of cultural and educational programs including art, writing, financial literacy, and computer skills.

The SAGE Center will also provide comprehensive housing stability services for all building tenants, including crisis intervention, ongoing case management, information and referral services, financial and household management, entitlement assistance, and coordination of in-home services and medical care as appropriate.



Ingersoll Senior Residences

BROOKLYN, NEW YORK CITY



BACKGROUND

SAGE's mission is to improve the lives of LGBT older adults through a combination of direct services, advocacy, and training. SAGE has not historically been a direct housing provider. However, in 2014, amidst SAGE constituents' growing concerns related to their housing vulnerability, and an Equal Rights Center report that 48% of same-sex older adult couples faced some form of housing discrimination, SAGE launched its National LGBT Elder Housing Initiative and made a decision to catalyze LGBT-specific affordable elder housing in New York City. SAGE engaged with BFC Partners

PROJECT SNAPSHOT

- 145 high quality units designed specifically for older adults in one of the first two LGBT-specific low-income senior housing developments in New York City
- Adaptive reuse and rehabilitation of the existing Ingersoll public housing residences through the HUD Rental Assistance Demonstration program (RAD)
- LGBT culturally competent case management and support services for 300+ building and community residents
- Utilized 9% Low Income Housing Tax Credits in development
- All 145 units will have Project Based Section 8 Housing Choice Voucher subsidy to guarantee housing affordability
- Scheduled to open in August 2019



CASE STUDY

to collaborate on creating one of the first two LGBT-specific developments for older adults in New York City.

In 2014, a Request for Proposals was released by the New York City Housing Authority (NYCHA) requesting bids to redevelop an existing public housing site (Ingersoll) in the Fort Greene neighborhood of Brooklyn. Don Capoccia, managing principal and founder of NYC's BFC Partners, engaged with SAGE to submit a bid for the redevelopment of an existing public housing development in Brooklyn, New York, as part of HUD's Rental Assistance Demonstration (RAD) Program. BFC has more than 25 years of proven success as a housing developer and delivered thousands of affordable units in four different Boroughs of the New York City metro area. The Rental Assistance Demonstration under which this redevelopment program has been launched was created in order to give public housing authorities a powerful tool to preserve and improve public housing properties and to address the national \$26-billion-dollar backlog of deferred maintenance. In RAD, units move to a Project Based Section 8 platform with a long-term contract that by law, must be renewed by the federal government. This ensures that the units remain permanently affordable to low-income households.

SAGE engaged with BFC Partners as the onsite service provider with the guarantee of a first floor, 7,000-square-foot SAGE Center. BFC Partners, NYCHA, and SAGE will break ground on the development the end of summer 2017. The new Ingersoll Senior Residences is estimated to open in August of 2019.

Total Development Costs: \$44.67 million

Owner: New York City Housing Authority

Developer: BFC Partners

Property Manager: Metropolitan Realty Group

Service Provider: SAGE

Tenant Profile: 100% Affordable housing (60% and below AMI)—Project Based Section 8 Housing Choice Vouchers—senior housing 62 and older—30% set aside for formerly homeless

Service Provider Mission: SAGE is the country's largest and oldest organization dedicated to improving the lives of lesbian, gay, bisexual, and transgender older adults. Founded in 1978 and headquartered in New York City, SAGE is a national organization that offers supportive services and consumer resources to LGBT older adults and their caregivers, advocates for public policy changes that address the needs of older LGBT people, provides education and technical assistance for aging providers and LGBT organizations through its National Resource Center on LGBT Aging, and cultural competence training through SAGECare. Headquartered in New York City, with staff located across the country, SAGE coordinates a growing network of affiliates across the country, SAGE also coordinates a growing network of affiliates in the United States.

Service Approach: Supportive services will be provided on-site through SAGE Center staff. The SAGE Center model is based on a Whole-Person Wellness Model—the bedrock of service provision at all SAGE Center locations. As the national leader in LGBT aging issues with 40 years of experience, SAGE is uniquely qualified to guide the breadth of inclusive senior services planned for community use throughout this proposed 84-unit building. To that end, the centerpiece of the project will be a ground floor SAGE Center, managed and staffed by SAGE, open to all adults older than 60 who live in the building or in the greater community. Annually the SAGE Centers

provide roughly 8,000 hours of programming and almost 40,000 congregate, hot meals to thousands of LGBT older adults throughout New York City. Roughly 100 meals and 7 to 8 hours of programming will be provided to more than 300 older adults in the building and surrounding neighborhood daily.

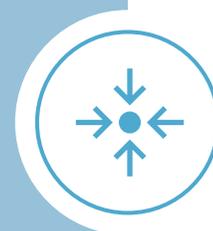
The SAGE Center at Ingersoll Residences will follow SAGE's highly successful model used in the creation of the innovative SAGE Center Midtown, founded in 2012 in Chelsea and subsequently expanded to Harlem, the Bronx, Staten Island, and Brooklyn in 2014. Wellness is an indispensable framework for understanding and serving the wants and needs of older LGBT adults seeking to age actively in their community. The Whole-Person Wellness Model is comprised of eight wellness domains, which overlap and coordinate to provide rich environments for living: social, physical, environmental, intellectual, emotional, vocational/occupational, and spiritual.

In order to achieve optimal wellness, one must have a balance within each domain. Toward this end of optimal wellness while aging, the SAGE Center will offer tenants and community members comprehensive, on-site programming and social engagement opportunities. Additional services will include meal services in a congregate setting; case management and social service support; engagement in culturally relevant health and wellness seminars; exercise and fitness programs; recreational activities that diminish social isolation; employment assistance, vocational training, and volunteer opportunities; and a range of cultural and educational programs including art, writing, financial literacy, and computer skills.

The SAGE Center will also provide comprehensive housing stability services for all building tenants, including crisis intervention, ongoing case

AMENITIES & OTHER UNIQUE FEATURES

- First-floor SAGE Center provides hot meals, a computer training “cyber center,” and 8 daily hours of programs in fitness, arts and culture, and more
- Open lobby concept
- Garden terrace
- Located directly across from historic Fort Greene Park
- Walking distance to public transportation, pharmacies, grocery stores and public parks
- The development will be certified under the Enterprise Green Communities program
- The residential units will incorporate the American Society of Interior Designers’ Design for Aging Council’s recommendations, to create units that are conducive to safe and active aging. Therefore, half of the units will feature walk-in showers that can easily accommodate wheelchairs. Smaller details, like grab bars, slip-resistant floors, paddle handles on faucets, and layouts that allow for easy wheelchair movement will be employed throughout.



management, information and referral services, financial and household management, entitlement assistance, and coordination of in-home services and medical care as appropriate.

John C. Anderson Apartments

PHILADELPHIA



BACKGROUND

The John C. Anderson Apartments opened in January of 2014. However, the work that led to its fruition really began quite earlier. Mark Segal, President of Dr. Magnus Hirschfeld Fund (dmhFund) and longtime LGBT advocate, began studying the needs of local LGBT seniors in 1998. In 2009, dmhFund partnered with Philadelphia Health Management Corporation to conduct a study of LGBT older adults in Philadelphia. They found that the predominant issue cited by respondents was a need for safe,

PROJECT SNAPSHOT

- Opened in January of 2014
- 56 units
- Utilized 9% Low Income Housing Tax Credits
- All occupants must be 62 and older
- Income restricted with all units being 60% and below Area Median Income
- Ground floor retail space



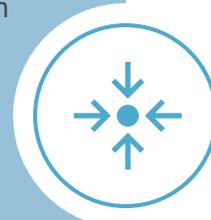
affordable, LGBT-specific housing. In 2010, Segal approached the CEO of Pennrose Properties, LLC, a Philadelphia-based developer of affordable, market rate, and mixed-income housing. Founded in 1971, Pennrose has developed more than 16,000 housing units, representing more than \$3 billion in total development activity. Pennrose's portfolio includes more than 220 distinct developments in 14 states plus the District of Columbia.

The partnership that began in 2010 was the start of a strong collaboration where dmhFund cultivated support from local community groups by utilizing focus groups and listening sessions for local residents as well as advocating for the project with local and state political leaders. Pennrose took the lead on the Low Income Housing Tax Credit application, identifying other sources of financing, zoning, and all other aspects of development and project management.

The project broke ground in November 2012 and opened a little more than a year later. Segal recounted that his advice to anyone undertaking a similar project would be "to be a willing student" and to recognize that any development will evolve and change throughout the process so as not to be wedded to the exact original vision of a project. In addition, understanding that there are so many moving pieces to the process and identifying talented partners with expertise and a shared mission are instrumental to success. This was true for John C. Anderson as the original vision was to have the William Way LGBT Center onsite. Due to a variety of outside factors, that was not possible. John C. Anderson was, however, sited in the former space of a large parking structure near the William Way LGBT Community Center, which still provides close proximity for service provision.

AMENITIES & OTHER UNIQUE FEATURES

- Green courtyard, partial green roof, Energy Star 3 rating
- Onsite community room and library, computer lab and laundry
- Medical Case Management and Life Enrichment services provided by Action Wellness and the William Way LGBT Community Center
- LGBT older adult programs on site and at William Way include an array of LGBT-centric and other programming, including intergenerational group, women's group, tai chi, peer support sharing group, social and wellness groups
- The Mazzoni Health Center (within walking distance) provides quality comprehensive health and wellness services in an LGBTQ-focused environment (primary care, mental health, prevention, and legal services)



Total Development Costs: \$19.5 million

Co-Owners: Dr. Magnus Hirschfeld Fund (dmhFund) and Pennrose Properties, LLC

Developer: Pennrose

Property Manager: Pennrose Management Company

Service Provider: Action Wellness and William Way LGBT Community Center

Tenant Profile: All units are for those 62 and older, income restricted to 60% and below Area Median Income (AMI), 6 units for extremely low income (less than \$11,100/year), 23 units for very

CASE STUDY

low income (less than \$27,750/year), and 27 units for low income (less than \$33,300/year). These income levels are subject to annual adjustments according to HUD's published schedule of county Area Median Incomes.

Service Provider Mission: The William Way LGBT Community Center encourages, supports, and advocates for the well-being and acceptance of sexual and gender minorities in the Greater Philadelphia region through service, recreational, educational, and cultural programming. William Way started serving LGBT older adults more than 42 years ago.

Service Approach: Supportive Services are subcontracted through Pennrose Development to William Way LGBT Community Center. William Way has one Senior Services Director who coordinates with an onsite Supportive Services Director at Pennrose. One property manager is onsite full time. William Way has staff onsite two days a week and a medical case manager from Action Wellness onsite one day per week. There is an array of community programming onsite including friendly visitor programs, support groups, both male and female targeted focused programming, quarterly dance parties, tai chi classes, a gardening club, and self-led "rap" sessions where residents provide ongoing support to each other. William Way also brings in speakers on related topics. They host three programs per month with topics like financial fitness and advocacy around Medicare fraud.



The Openhouse Community at 55 Laguna

SAN FRANCISCO



BACKGROUND

Strong partnership is a key ingredient for the success of Openhouse and Mercy Housing California's 55 Laguna Residences. Mercy Housing California is the largest regional division of Mercy Housing, Inc., an experienced national affordable and supportive housing provider. With offices in Los Angeles, San Francisco, and Sacramento, Mercy Housing California offers affordable, low-income housing programs and resident services. Mercy Housing California has developed 128 rental properties across 36 California counties serving low- and very-low-income working poor families, older adults and individuals.

PROJECT SNAPSHOT

- Completed in March 2017
- Ten studio apartments, 26 one-bedroom units and 4 two-bedroom units and connects to Openhouse services at the Bob Ross LGBT Senior Center, which holds 1000 square feet of service delivery space
- This was an adaptive reuse and rehabilitation of a historic building
- Utilized 9% Low Income Housing Tax Credit in development
- A second phase of development which will be new construction is estimated to break ground in early fall 2017 (95 Laguna) and will provide an additional 79 units of housing with an additional 7,000 square feet of service space
- Once the second building is completed, a total of 119 units will be created with a total of 7,000 square feet of activity space



Mercy Housing California has developed 10,942 affordable homes, including 7,940 in rentals and 3,002 in homeownership.

The concept was born more than 20 years ago under the leadership of Dr. Marcy Adelman, co-founder and former board member of Openhouse, who, along with local community residents, was concerned about the future needs of LGBT aging older adults. Openhouse came to fruition in March of 2017 with the grand opening of 55 Laguna. In August 2012, the San Francisco Planning Commission unanimously approved the plans for Openhouse's development. Construction began in late 2014. The project has been successful in large part due to the cross-sector support of University of California, City and County of San Francisco Mayor's Office on Housing and Community Development, local, county, and state government partners. The mutually beneficial relationship established by Mercy Housing and Openhouse has proven extremely fruitful, from collaborating around design (ensuring architects had considerable expertise in the needs of aging older adults) to a generous sharing of duties and developer's fees. This partnership, which is rooted in a shared mission and value structure, has made the process a positive one for Openhouse, which feels that having a member of its board who is also former staff of Mercy Housing California helped significantly in bridging any divides in understanding of the development process.

Total Development Costs: \$56 million

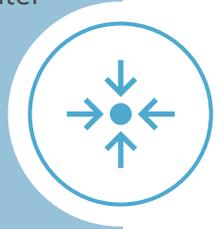
Owner: University of California, San Francisco owns the land with a 99-year lease to Openhouse and Mercy Housing, California (joint venture ownership structure)

Developer: Mercy Housing California

Property Manager: Mercy Housing California

AMENITIES & OTHER UNIQUE FEATURES

- Wider hallways
- Collocated with and direct access to Bob Ross LGBT Community Center
- Onsite Resident Services and Case Management staffed by Openhouse
- Second floor Terrace
- Large community room
- Full kitchen
- Units have high ceilings and floor-to-ceiling windows
- Close proximity to Castro neighborhood



Service Provider: Openhouse

Tenant Profile: Individuals and couples who are 55 and older with household income that does not exceed 50% of Area Median Income, 8 of 39 units set aside for formerly homeless are funded through Housing Opportunities for Persons with AIDS (HOPWA).

Service Provider Mission: Founded in San Francisco in 1998, Openhouse enables San Francisco Bay Area lesbian, gay, bisexual, and transgender older adults to overcome the unique challenges they face as they age by providing housing, direct services, and community programs. Openhouse works to reduce isolation and empower LGBT older adults to improve their health, well-being, and economic security. The organization recognizes and affirms that LGBT older adults live at intersections of race, ethnicity, class, culture, HIV status, sexual orientation, gender, gender identity and expression, spirituality, and ability.

CASE STUDY

Service Approach: Supportive services are provided through Openhouse's new onsite Bob Ross LGBT Senior Center at 55 Laguna. Openhouse provides support for San Francisco's community of LGBT older adults and offers resources, services, and community building activities to help residents and LGBT older adults across the city live healthy and independent lives. Included in these services are an onsite resident services navigation (funded by Mercy Housing, California), case management services, psychosocial support, and community engagement activities. Additional service coordination and service delivery is provided through relationships with the San Francisco Department of Aging and an array of service providers throughout the Bay Area.

Once the additional 79 units are created through Phase 2 (breaking ground in early fall 2017) Openhouse will have a total of 7,000 feet of onsite service and activities space. Anticipated future services could include dementia focused programming and possibly more technology-driven programming given the increased technology proficiency of younger segments of the Baby Boomer generation.



Lessons Learned

SAGE conducted interviews with more than 20 LGBT service providers, developers, and property managers around the country representing these seven communities, to provide perspective on key takeaways from their experiences in developing LGBT-specific housing. In each of these developments there were several opportunities and challenges. Below are some reoccurring themes that emerged throughout these interviews.

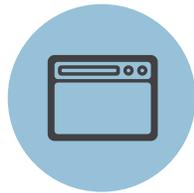
PARTNERSHIPS

Several interviewees highlighted the importance of the partnerships they developed and of selecting partner agencies that not only have expertise in development and/or services but also have a shared similar mission and values

around providing safe, welcoming housing to LGBT older adults.

In San Francisco, Openhouse highlighted this repeatedly. The partnership it developed over the course of several years with Mercy Housing California has resulted in a successful, historic “gut rehab”—everything in the building is new with the exception of the actual framed structure itself. This development, The Openhouse Communities at 55 Laguna, is the first project of a two-phase project development plan. The second development of the project is a newly constructed building targeted to break ground in the fall of 2017, which will be called the Openhouse Communities at 95 Laguna. Due to this strong partnership, Openhouse has the desire to continue building upon this great work knowing that they have the support and expertise of a similarly mission focused organization.

The Center on Halsted in Chicago echoed similar sentiments in the partnership it has built with Heartland Alliance. Understanding Heartland Alliance’s deep history in providing



Resources

SAGE has produced an online directory of developers to provide a starting point for discussions by specific geographic area around creating LGBT-specific older adult housing. Visit www.sageusa.org/lgbthousing

permanent supportive housing to the city's most vulnerable residents has provided a space that has encouraged all parties involved to embrace innovation in programming and recognize the interconnectedness of property management and service delivery for ultimate housing stability and tenant success.

AFFIRMATIVE MARKETING

Given the deep-rooted and institutional discrimination that the LGBT community has faced, every project sponsor interviewed called out the importance of affirmative marketing. While restricting the renting or selling of units to only LGBT people can violate fair housing laws, using marketing techniques to encourage LGBT and LGBT allies to apply can be very effective.

Examples of affirmative marketing include making explicit that harassment will not be tolerated; staff are properly trained to work with older LGBT adults; and, that onsite programming includes LGBT-focused activities. Additionally, advertising in areas that reach LGBT older adults is another way to ensure LGBT older adults know to apply. Information sessions at LGBT centers, LGBT-affirming churches and congregations and, increased advertisements in LGBT publications all help to increase outreach to LGBT older adults. As the property manager at Spirit on Lake recounted one resident saying, "After years of discrimination, the points of these developments is not to exclude others but rather to create an environment where all are welcomed and affirmed as a part of a larger community."

ENDURANCE

The development process is lengthy and laborious. Affordable housing often has multiple layers of financing that take a great deal of time



to assemble and public financing sources are extremely competitive. At Triangle Square in Los Angeles, multiple sources of financing were utilized. The housing developer—McCormick Baron Salazar—worked to tie housing subsidies from various federal housing programs to assist in affordability as well as blending the equity from the Low Income Housing Tax Credit (LIHTC) Program into its development stream. The project was made possible by the city of Los Angeles donating the land on which the development was built.

It is also common for a project to fail in receiving LIHTC financing on its first round of a proposal submission. In some cases, such as in Minneapolis with Spirit on Lake, it took several rounds of submissions and multiple years before they received their tax credit award. While this can be frustrating, LIHTCs provide anywhere between 40-60% of the capital costs and equity needed to construct affordable housing. The patience and endurance of project sponsors to "stay the course" and not lose sight of their end goal is critical to a project's ultimate success.

COMMUNITY ENGAGEMENT DURING DEVELOPMENT

Engaging the community where a project is being developed during the feasibility phase as well as throughout the process is critical to success. Every project sponsor spoke about the importance of community engagement. In New York City, SAGE engaged existing local residents of the Ingersoll community as well as surrounding residents and stakeholders, hosted community meetings and even helped sponsor local neighborhood basketball tournaments to build goodwill and demonstrate what it means to be a good neighbor. Other groups hosted listening sessions with local residents, focus groups with potential residents and ongoing resident surveys to help develop the array of available services. It is clear that providers and developers can only properly assess the housing and service needs of surrounding community by engaging its residents. This also build trust and credibility over the long term.

COMMUNITY BUILDING AFTER COMPLETION

Once a project is completed it is only the beginning of building “community” within the development itself. Engaging residents around the types of services they will find valuable and being intentional around creating an environment for residents to engage with one another is critical in establishing long term success for project sponsors of any development. In Philadelphia, the William Way LGBT Center as well as their partners—dmhFund and Pennrose Development—highlighted the importance of having their services be largely resident-led and self-directed. The importance of residents taking an active interest in helping to create engagement



strategies with each other helped to foster an environment of active learning on the part of property management and services providers. In addition, project sponsors for Spirit on Lake pointed to the importance of community building for residents given their diverse mixture of cultures. The community is largely LGBT older adults and east African families of Muslim faith. Residents actively communicated the importance to them of creating a welcoming environment where all are embraced. This has been demonstrated repeatedly through creating educational programming on the Muslim faith, LGBT cultural competency, as well as social opportunities like potlucks where residents cooked dishes from their culture and shared them with one another to learn more about each other’s cultures

BUILDING DESIGN SPECIFICS

Taking into consideration the special needs of aging people is imperative when developing housing for older adults. In New York City, SAGE took special consideration to hire an

interior architect with a specific background in gerontology. This resulted in considerations such as wider hallways and rounded corners to avoid injuries to residents. Other considerations included larger community spaces for social activities and engagement. In Philadelphia, the sponsors identified that having a full kitchen on the main level so that residents could cook together for resident potlucks would have been optimal. At the LA LGBT Center’s Triangle Square, there is community space on each floor and a larger community room on the main floor. This provides opportunities for engagement with neighbors in more intimate communal social areas. The Anita May Rosenstein Campus that recently broke ground in the LA LGBT Center’s new development, will be an intergenerational campus comprised of multiple buildings—one LGBT-specific older adult project and a project focused on LGBT Transition Age Youth. Transitional age youth are young people between the ages 16 and 24 who are in transition from state custody or foster care and are at risk of homelessness. This will provide an environment for intergenerational programming while still giving each cohort their own individual communities of peers to engage with on a regular basis

EFFECTIVE DATA USE

Market studies are driven by data, which are key tools used in feasibility analysis and to demonstrate need in communities where new affordable housing projects are being sited. It is also critical to utilize data on an ongoing basis to understand the outcomes and effectiveness of these projects around key indicators such as housing stability, health outcomes, and quality of life for residents. San Francisco’s Openhouse is actively engaging in the use of data at its 55

Laguna project. Openhouse intends to continue working with Mercy Housing California to ensure that data collection and evaluation of housing and health outcomes is a central component of its work, which will help to inform future programming for LGBT older adults. Chicago’s Center on Halsted shared this sentiment and is engaged with its partner Heartland Alliance as part of a larger data evaluation of five buildings that Heartland Alliance owns and manages in the Chicago metro area. This data is planned to assist in refining programming and developing resident retention strategies.



Conclusion



The U.S. is on the precipice of the largest growth in its aging older adult population in U.S. history. Communities are just beginning to fully understand the implications this will place on existing housing and service resources. Estimates predict that the LGBT older adult population will surge to more than 7 million by 2030. With this surge comes an increased need for safe, affordable LGBT-specific housing communities. The options for such housing

differ in approach and cost but each provides a sense of dignity and safety for LGBT community members. How communities choose to respond to this growth will determine a great deal around how LGBT aging older adults live, access services, and develop community supports for generations to come. SAGE is committed to serving as a convener in this work and will remain dedicated to the housing and service needs of LGBT older adults.



Advocacy &
Services for
LGBT Elders

We refuse to be invisible

SAGE

305 Seventh Avenue
15th Floor
New York, NY 10001
212.741.2247
info@sageusa.org
sageusa.org
lgbtagingcenter.org

CONNECT WITH SAGE

 facebook.com/sageusa

 twitter.com/sageusa

 instagram.com/sageusa