



Finlandia Village, Sudbury

INNOVATIONS IN HOUSING *stability*

Housing stability: Everyone can find, and keep, a home that meets their needs.

Innovation: A novel solution that achieves benefits not possible through current practices in the current context.

ONP^hA

ONTARIO NON-PROFIT
HOUSING ASSOCIATION

Summary:

- **The innovation:** shovel-ready proposals, flexible supports and shared amenities within a multi-building seniors' village
- **Lead and partners:** Sudbury Finnish Rest Home Society and the Finlandia SISU Charitable Foundation
- **People served:** over 400 seniors with a wide array of housing and care needs. Approximately 40% are Finns
- **Funding:**
 - Canada Mortgage and Housing Corporation (CMHC) Sec. 95, Homes Now, Investment in Affordable Housing (IAH) program and donations – capital
 - North East Local Health and Integration Network (LHIN) and Community Care Access Centre (CCAC) – assisted living



In the early 1980s, Sudbury's Finnish community was inspired by Ontario's first Finnish rest home in Sault Ste. Marie to imagine how they too could offer opportunities for independent living for seniors within a familiar and supportive environment.

The breakthrough came in 1982 when a local businessman donated a 41-acre rural property at the edge of Sudbury. By 1983, the Sudbury Finnish Rest Home Society had incorporated and the membership roll had grown to 960 people. By 1984 the site had been re-zoned for residential use, and plans were underway for Finlandia's first seniors' building.

Now celebrating its 35th anniversary, Finlandia has added a new project to its site every five to seven years to meet emerging needs.



ENGAGING A BROAD COMMUNITY: The Society continues to include a broad membership, a Board and volunteers who are willing to participate and contribute, and close links with elected officials.

OPEN TO EVERYONE: Finlandia Village's Finnish roots may give it a European flavour, but all are included.

A CONTINUUM OF CARE that gives residents a wide range of options among their family and friends.

READINESS with a Board that keeps current on all funding opportunities and always has plans for its next phase.

ADAPTABILITY: Starting with a strategic plan, but not getting locked in to a specific funder or program.

SISU: a Finnish word that means persistence, stubbornness and gumption. It means "it's going to get done."



Each of Finlandia Village's buildings has a unique development history. Here are some of the critical factors that enabled Finlandia Village to create a wide range of housing and support options.

- From its inception, a multi-phase plan starting with self-contained apartments (Finlandiakoti), supportive housing (Palvelukoti) and long-term care (Hoivakoti)
- Early fund-raising efforts led by a Ladies Auxiliary. Over 35 years the auxiliary has raised \$500,000 through the sale of Finnish baked goods.
- Shovel-ready plans that can be employed whenever new funding becomes available. Finlandia has engaged the same Toronto-based architect for all of its buildings.
- A strong relationship with the LHIN and CCAC cultivated over many years, based on a proven track record for the effective use of funds
- In 2013, the formation of the Finlandia SISU Charitable Foundation. The Foundation's focus has been capital campaigns and specific projects such as a senior's wellness centre.
- The capacity to self-fund projects to meet specific needs. For example, Majatalo, designed after a traditional Finnish farmhouse, enabled seniors unable to return home after hospitalization to live in a shared transitional setting until a vacancy was available within the portfolio. The building was funded entirely by donations with on-site supports offered by live-in Finnish students.



Finlandia's site has 10 undeveloped acres. Depending on the funding available, Finlandia is interested in developing more affordable apartments with assisted living services, and additional long-term care beds.

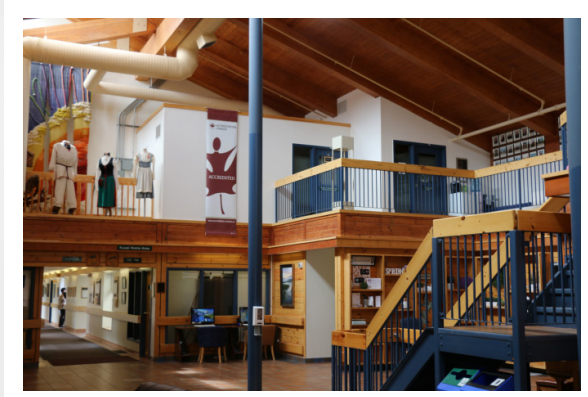


THE BUILDINGS:

- Finlandiakoti: a 90-unit apartment building funded through CMHC's Sec. 95 program
- Palvelukoti: 46 units of supportive housing, with LHIN-funded assisted living services. Tenants can purchase a meal plan, transportation, and housekeeping services
- Lepokoti: 82 apartments with a 24/7 PSW on-site. Funded through the Investments in Affordable Housing Program. Includes dining room, on-site doctor's office and a wellness centre funded by the LHIN and donations
- Hoivakoti: an 110-bed Long-Term Care Home with 24/7 nursing staff, funded by MOHLTC
- Rivitalo: a 31 life-lease townhouse project. Privately funded
- Majatalo: shared transitional housing for four seniors. Funded by donors. Finnish students live on the upper floor.

AMENITIES:

- Dining rooms, Fitness and Wellness Centre, swimming pool, sauna, doctor's office, fitness area, chapel, meeting and activity rooms, hair salon, auditorium.



SUPPORTS:

- The North East LHIN funds assisted living for 90 residents, including activities for daily living, medication prompts, bathing, and light housekeeping
- Supports are attached to the individual, and are available to residents regardless of which Finlandia building they live in
- There is no waiting list for supports. A services contract with the CCAC allows Finlandia to offer care to residents while they wait for a space to come available under Finlandia's assisted living contract.

FOR TENANTS:

- An array of services that would be unattainable in a smaller development
- Flexibility: Tenants in apartments can purchase additional services, such as the meal program. All residents, including those in life-lease units, are eligible to receive assisted living services without needing to move
 - Community: Meals and programs designed to overcome isolation
 - Niche facilities to address particular needs.



FOR THE ORGANIZATION:

- The potential for growth: Finlandia can compete with private sector developers for development calls, with zoned ready-to-develop land.
- A large staff and the potential to generate operating surpluses make it possible to undertake development activities, and be poised for new government funding opportunities.

- The biggest opportunity is the growing demand. So many seniors need affordable assisted living, but retirement homes can cost anywhere from \$4,000 – \$6,000 per month. Unless you have a big pension, or can sell your house for \$1 million, these homes are unaffordable. But if the rent is \$650 per month for an RGI unit, a senior receiving a \$1500 monthly pension can afford a home, a meal plan and other services and still have money left over.
- Each project has to be able to stand on its own. It has to have government funding, it has to be able to attract donations to make it affordable and it has to be able to secure bank financing. You need all three.
- It's hard to fund-raise for anything that hasn't got the go-ahead. Because we do continuous fundraising, we have a nest egg to kick off the next capital campaign.
- You need to create a groundswell of support. Invite community leaders, local politicians, your service manager, your MP and MPP to your project. Build exposure. When a proposal call comes, you will have support.
- New ideas can yield unexpected benefits. For example, a Board member spotted fitness machines in Finland or seniors that used air, not weights, for resistance. The Board kept the idea in mind. When a new building opened space for a fitness centre, we opened a wellness centre for everyone in Sudbury over 55. In one year over 700 people became members.
- For non-profit organizations in urban areas, consider old hotels or other conversions. You don't always need a large body of land. Established non-profits may also consider whether it is better to sell valuable downtown property to fund new housing in other areas suitable for seniors.
- Never give up. We've been told we can't do things. But we did them, and in some cases they have become the standard.



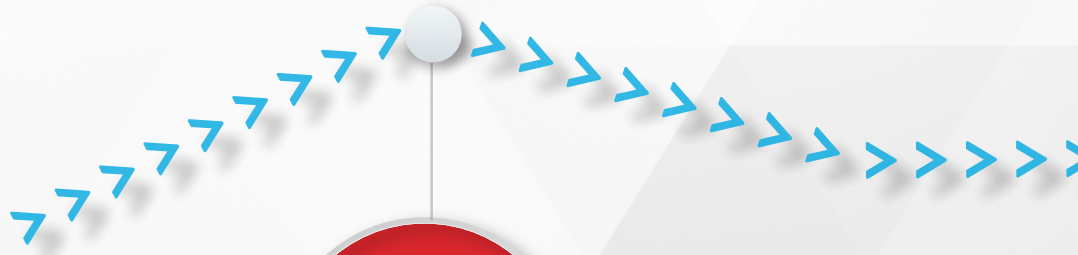


“Our key to success is that we never give up. That’s what SISU means. It means it’s going to get done.”

– Jimmy Krats, President,
Sudbury Finnish Rest Home
Society

“Our Board has always been forward-thinking. As soon as we build one project, we are thinking about the next one.” – David

Munch, CEO, Finlandia
Village



- Sudbury Finnish Rest Home Society
www.finlandiavillage.ca
- Finlandia SISU Charitable Foundation
www.finlandiavillage.ca/the-foundation.html
- [Finlandia Village Strategic Planning](#)
- [Finlandia Village Housing Application](#)
- [Society By-Laws](#)

