

长享瑞月报 – 2018 年 6 月

6 月 13 日及 14 日，长享瑞董事长 Steve Suske, 总裁 Jessica Zhang, 和投资总监 Sarah Cathrae 参加了 2018 年春季 SenbridGe 养老行业研讨会 (www.senbridge.ca)。这是加拿大最大的养老及健康行业年会。今年会议主题聚焦北美最顶尖的项目交易，业务增长和发展策略，以及北美养老及医疗行业发展趋势。

《SenbridGe Sees》是加拿大养老行业专业期刊。本期刊物（详见附件）介绍了近期在业界有重要影响力的 13 个交易和项目，其中包括长享瑞去年与合作伙伴 Avenir 在美国亚利桑那州共同投资建设特殊护理医院。此外，还介绍了长享瑞董事长 Steve 近期的“大动作” - Family Retirement Residences 上市计划。

SENBRIDGE SEES
By Goodman's

The Canadian Seniors Living Newsletter

ISSUE 4 SPRING 2018

LETTER FROM THE EDITOR	2	LET'S GET PHYSICAL	12
TRANSACTION SNAPSHOTS	3	Active Living Centres in Ontario	
Transactions Shaping the Sector		SENBRIDGE SHUFFLE	13
SENIORS HOUSING CAP RATE	4	Industry Moves	
SURVEY – Q1 2018		SENIORS, THE SCHOOL TAX &	14
ELEMENT LIFESTYLE RETIREMENT	6	THE SPECULATION TAX	
Breaking the Stigma of Ageism		BC Tax Policies Gaining Attention	
SENBRIDGE SPECTATOR	7, 19	2018 KEYNOTE SPEAKER	15
REVERA AND SMARTCENTRES	8	Jennifer Keesmaat	
Team Up For Urban Baby Boomers		SUSKE CAPITAL	16
		A New Adventure	

Baycrest
Spotlights

Chancery Seniors Housing Investments/Avenir Senior Living

Chancery Seniors Housing Investments partnered with Avenir Senior Living in the development of a geriatric behavioral hospital in Surprise, Arizona. To finance this development, Chancery completed a US\$3,000,000 capital raise which closed on November 10, 2017. The capital raise consisted of subordinated unsecured notes and non-cumulative preferred limited partnership units.



Suske Capital: A New Adventure

Sarah Cathrae
Suske Capital



Notable Canadian seniors housing market consolidator and public company promoter, Steve Suske (president and CEO of Suske Capital Inc.) announced his latest venture earlier this spring: Family Retirement Residences (“Family”).

Steve Suske has plenty of experience founding public seniors housing companies, being a founder and the former CEO of Chartwell Retirement Residences (TSX: CSH.UN), as well as the founder of Regal Lifestyle Communities Inc., which was privatized by Revera Inc. and Welltower Inc. (formerly Health Care REIT, Inc.) in 2015.

long-term care in Ontario and minimal exposure elsewhere.

Family will be managed by internalized management with a local community focus that will be supplemented by management contracts. Third-party managers will be brought in where specialized experience is appropriate. A seasoned Executive Management team with extensive seniors housing operations, development, and capital markets experience will oversee both the internal management team and our management partners.



Suske Capital believes in the opportunities present in the seniors housing market due to the demographics that we are all familiar with, as well as the growing gap between the need for, and the government's ability to finance, seniors care.

Family is excited about bringing increasingly innovative private-pay seniors housing options to market to meet the needs of a greater percentage of the growing number of seniors in the years to come. Steve Suske and his team have been active in the promotion of more affordable housing options for seniors through a number of innovative offerings, including stand-alone seniors apartments in Oshawa, Ontario, and Red Deer, Alberta and an innovative approach to active senior living in Ottawa, Ontario where the focus is on amenities, programming, and active involvement in community living.

Suske Capital will roll its equity interest in several development projects, consisting of retirement residences and memory care communities in Canada and the United States, into Family. The remainder of its developments projects will constitute a significant off-book development pipeline.

The qualifying transaction will take the form of a reverse-takeover of ONEnergy Inc. ONEnergy is an energy management firm serving commercial, industrial, multi-

本期《长享瑞月报》还想与大家分享 CBRE 世邦魏理仕高级总监（养老住宅及医疗领域，估值及顾问服务）Paul Marsh 对刚刚结束的 Senbridge 养老行业研讨会的总结（上），希望能给大家对本行业的发展趋势带来一些启示。

2018 Senbridge 养老行业研讨会 - 总结笔记（上）

Paul Marsh - CBRE 世邦魏理仕高级总监，养老住宅及医疗领域，估值顾问服务

Day 1 - 科技展览

如果你没能参加今年的研讨会，我鼓励你明年参加。除了 Michelle Roth 提到的可口可乐（“增强版可口可乐” - 含有泻药成分）之外，我还喜欢日本某些食物的老年人“咀嚼友好”评级。展览上有很多酷的技术，包括一个有安全气囊的腰带，在跌倒时会自动展开，防止老年人骨盆受伤。

Day 2 - 2018 Senbridge 春季研讨会

“View from the Top”

首席执行官们对新的省政府保持“谨慎乐观”的态度，特别是关于停止下一轮最低工资增长和其他法规政策。

大家都同意（养老体系的）支付方式需要改变。老年人及其家人也在调整原来的想法，他们已经认识到需要为自己的养老照料需求付费。

研讨会上，再次提出了一种“支付券”系统，在这种系统下老年人可以自由选择地点和所需要的护理服务，将比当前的 LTC（长期护理）和 LHIN（本地医疗联合网络）机制更有效率。

LTC 长期护理养老院重建的城市问题仍在继续。对 LTC 病床的需求（以及支付优先病床的能力）集中在城市地区，但由于土地成本过高等原因，在城市地区拨款重建 LTC 可行性很低。

考虑到对劳动力的竞争，会上强调了需要让养老服务行业对员工来说变得更有吸引力。

开发

会上讨论了几种增加可负担性（降低成本）的方法，包括使用预制件建造房屋，简化设计，围绕社区设施建设以及增强社区互动。

高昂的土地成本推动了建筑效率的提高以及项目规模的扩大。

几位发言者谈到了他们将现代新型养老退休社区（从老年公寓到深度照料一体化的社区）项目在现行（或者说过时的）土地规划审批过程中遇到的问题。得克萨斯州的经验对他们来说似乎是一场梦。

会上强调与竞争对手分享信息对每个人都有好处，对整个行业也有好处。

还强调可行性研究非常重要！

(未完待续)