



My Home My Community

*Inclusive Housing Options for
People with Developmental Disabilities:
A National Demonstration Initiative*

Case Study Report 1: Community Living Toronto, Toronto, ON

October 2019



This report was produced as part of My Home My Community, a national initiative of the Canadian Association of Community Living and People First of Canada.

The Canadian Association for Community Living is a national federation of 13 provincial-territorial associations and over 300 local associations working to advance the full inclusion and human rights of people with an intellectual disability and their families. CACL is dedicated to attaining full participation in community life, ending exclusion and discrimination on the basis of intellectual disability, promoting respect for diversity, and advancing human rights to ensure equality for all Canadians. CACL leads the way in building a more inclusive Canada for people with an intellectual disability by strengthening families, defending rights, and transforming communities into places where everyone belongs.

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People First of Canada is the national voice for people who have been labeled with an intellectual disability. We believe in the right to freedom, choice, and equality for all. We support each other to reclaim our right to be recognized as full citizens through peer support, sharing our stories, developing leadership skills, advocating for our right to choose where and with whom we live, and by ensuring that our voices are heard and respected. We work together to educate and influence communities and government to ensure that all persons with intellectual disabilities are fully included and supported to live as equal citizens in Canada.

www.peoplefirstofcanada.ca

My Home My Community is a national partnership initiative that is opening doors to inclusive affordable housing for people with developmental disabilities. My Home My Community is driving innovation in housing development and community supports to ensure all persons with developmental disabilities have a home that offers choice and affordability, recognizes rights, addresses support needs, and fosters social inclusion in the community.

www.myhomemycommunity.ca

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CANADIAN ASSOCIATION
FOR COMMUNITY LIVING
ASSOCIATION CANADIENNE POUR
L'INTÉGRATION COMMUNAUTAIRE

Diversity includes. On se ressemble.

PEOPLE
FIRST
OF CANADA



PERSONNES
D'ABORD
DU CANADA

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1.0 Introduction

This report provides an in-depth review of Community Living Toronto's efforts to develop new housing solutions for individuals with a developmental disability. This case study report is part one of three in a series developed for the Canadian Association for Community Living's *My Home My Community* Inclusive Housing Options for People with Developmental Disabilities national demonstration project.

1.1 The Case Studies

The My Home My Community: Inclusive Housing Options Demonstration Initiative profiles three innovative approaches to developing inclusive, affordable, and accessible housing. These models not only provide support, but also foster social inclusion for individuals with a developmental disability.

The models profiled as part of this demonstration initiative are just a small sample of the diverse range of ways people with developmental disabilities and their circles of support are making inclusive affordable housing a reality. None are perfect: the models developed in these case studies all have their strengths and weaknesses; each emerged out of a specific context with its own limitations and areas of excellence. Together, they contribute to a growing body of work recognizing the potential of housing to be the cornerstone of inclusive communities.

The three case studies profiled in this series are:

- **Case Study 1: Community Living Toronto, Toronto ON**
This initiative works with housing developers in Toronto to secure dispersed-individualized rental units to provide security of tenure, housing affordability, and supports for inclusion.
- **Case Study 2: Legacy Homes – Brockville and District Association for Community Involvement, Brockville ON**
This initiative provides individuals and families planning resources, acquires individual homes in the community and provides lifelong lease agreements to individuals with developmental disabilities to ensure security of tenure and supports to enable inclusion.
- **Case Study 3: UNITI-Chorus – Semiahmoo House Society, South Surrey BC**
This initiative leverages undeveloped property and capital assets to develop affordable rental housing, designed to fit the needs of people with intellectual disabilities but including tenants with and without disabilities.

This report provides an overview of the findings from the Community Living Toronto case study (case study one). This report may be of particular interest to organizations that have capacity to provide supports in a larger building or development, but do not have physical assets (e.g. surplus land, real estate etc.) they can leverage or the expertise to develop a building.

For detailed descriptions of the case studies of Legacy Homes and UNITI-Chorus please see case study reports two and three in this series.

<p>Case Study 1: Partnering with Developers Community Living Toronto</p>	<p>Case Study 2: Family-Led Solutions Legacy Homes</p>	<p>Case Study 3: New Development UNITI-Chorus</p>
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1.2 Why These Case Studies

Throughout Canada, at least 24,000 Canadians with developmental disabilities are in core housing need¹, with tens of thousands more in vulnerable housing situations. The *My Home My Community* Initiative is a local-to-national program framework that promotes new development pathways to inclusive, affordable housing for individuals with a developmental disability.

Previous research has identified three development pathways that have demonstrated success in delivering inclusive affordable housing. These pathways were identified through a series of consultations from December 2016 to October 2018 and involved individuals with developmental disabilities and family members, Provincial and Territorial Associations for Community Living (ACLs), members of People First of Canada, housing developers, community partners and local support agencies. The identified development pathways are:

1. Individual and/or family-led housing solutions

Many families have ideas or are successfully developing their own housing solutions. With some support, knowledge sharing, and financial tools, more individuals can take action, with a flatter learning curve.

2. Partnered Solutions

Local or provincial/territorial organizations can partner with families and housing sector professionals to develop new housing.

3. New Development and Regeneration

Providers of housing and supports for individuals with developmental disabilities are seeing a mismatch between their own inclusivity principles and outdated models of residential services. Increasingly, housing providers are looking to leverage their assets and invest in inclusive, affordable housing that prioritizes the needs of people with developmental disabilities but welcomes residents with and without disabilities.

The National Housing Strategy released in 2018 by the Federal Government has allocated funding and initiatives to construct a total of 2,400 units for individuals with developmental disabilities. An asset inventory² conducted as part of the *My Home My Community*

¹ Statistics Canada defines a household in core housing need as one whose dwelling is considered unsuitable, inadequate or unaffordable and whose income levels are such that they could not afford alternative suitable and adequate housing in their community.

² Canadian Association for Community Living (2019). *My Home My Community: Asset Inventory*
<https://static1.squarespace.com/static/57f27c992994ca20330b28ff/t/5d56a5e63df6e9000117b679/156595965552/MHM+C+Asset+Inventory+FINAL.pdf>

Community Initiative identified that along the three pathways there is an estimated development potential of up to 35,000 units Canada wide.³

The goal of this project is to create a platform that will engage the housing sector, government, and community partners in learning about these three development pathways and help achieve scale along these approaches across Canada through replication.

1.3 Report Format

The case study report consists of three main parts. Part one develops an in-depth overview of Community Living Toronto's approach to creating new housing units for individuals with a developmental disability and the impact of this approach on tenants, families, and support staff. The remaining section outlines Community Living Toronto's lessons learned and opportunities for replication of this initiative across Canada. For an overview of the approach taken to develop this case study, see appendix A.

2.0 Introducing the Project

The Community Living Toronto Housing Initiative creates supportive housing for individuals with a developmental disability through partnership agreements with local developers and landlords to secure a number of apartments in existing or new buildings.

Community Living Toronto currently has active partnership agreements in two buildings, offering 34 apartments for 51 individuals with a developmental disability. One building is located on Dan Leckie Way and provides 21 apartments for 38 individuals with a developmental disability. The second building, West Don Lands, is in the east end of the City of Toronto's downtown core and provides 13 apartments for 13 individuals. Both buildings are owned and operated by the Toronto Community Housing Corporation (TCHC).

In addition to the two existing buildings, Community Living Toronto has a partnership agreement with a private developer, Mahogany Management, for a number of apartments in a new building that is currently under construction. This building is located on Madison Avenue. Overlooking Casa Loma, this new development will provide an additional 12 apartments to 25 individuals who are currently living in group homes. Tenants are expected to move in during the fall of 2019.

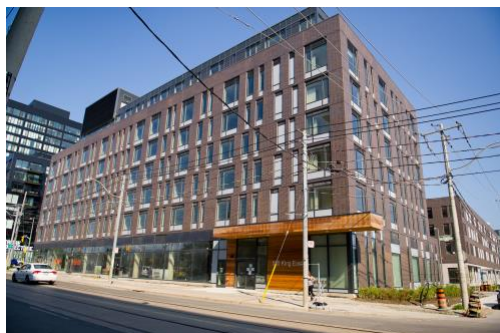
The majority of tenants (59%) live in one-bedroom apartments while some tenants (31%) live in a group setting in three- or four-bedroom apartments. Community Living Toronto provides all paid in-home supports. Tenants in the larger apartments have a support staff worker 24 hours per day, while the residents in the one-bedroom apartments receive supports as required. Most tenants previously lived in group homes owned and operated by Community Living Toronto.

³ Canadian Association for Community Living (2019). My Home My Community: Asset Inventory: 4.

In addition to the aforementioned buildings, Community Living Toronto is actively looking for new partnerships with other developers in the City.



Dan Leckie Way



West Don Lands



Madison Avenue

3.0 The Development Timeline (2010 – 2019)

3.1 Getting into Action (2010 and earlier)

For a number of years Community Living Toronto had been thinking about finding new ways to develop housing for individuals with a developmental disability. Traditionally Community Living Toronto has offered housing through group homes spread throughout the City; however, the organization was finding that the group home model posed a number of challenges. Additionally, the group home model is not considered inclusive by much of the disability community and is not aligned with a rights-based approach to disability supports.

Most group homes operated by Community Living Toronto are buildings over 100 years old, which are increasingly in need of additional maintenance. Community Living Toronto was not sure they could keep up with the required maintenance moving forward, while still meeting the requirements of the building code. In addition, many of the residents were aging rapidly. An internal report produced by a summer student and one of Community Living Toronto's building managers found that most group homes would need significant modifications to remain accessible and prevent tenants from needing to move into long-term care facilities.

Community Living Toronto has a long-held unwritten policy that it would delay moving residents to long-term care facilities for as long as possible. Realizing the current building stock could not be adapted was an important driver for Community Living Toronto to start thinking about alternative solutions.

Key Drivers of Change

- Aging housing stock in need of complex repairs.
- Aging residents required significant modifications to the existi
- ng homes to accommodate their changing needs.
- Changing internal perspectives on group homes versus individual apartments.
- Conversations with parents and family members highlighting the need for

Research has found that most people with disabilities prefer more privacy and control over their own space than that offered by group living⁴. These concerns had been on the minds of the leadership team at Community Living Toronto for a number of years but did not spark action until 2010.

In 2010, during a regular meeting with family members who were trying to set-up a co-living arrangement, Community Living Toronto was asked if they had considered partnering with a non-profit or for-profit developer to secure a number of apartments for individuals with a developmental disability. The family members had heard of another organization who was partnering with TCHC to secure a number of units in a new development at Dan Leckie Way.

Project Representative

"In a meeting with family members who were co-creating housing, we were asked if we work with developers to find housing units in the community. We had never been asked that question before [...] This pushed our thinking towards new housing and support models"

This conversation sparked several internal discussions within the Community Living Toronto leadership team. While previously Community Living Toronto had approached new independent living solutions for one family at the time, the leadership team felt that apartment style living could solve a number of challenges with congregated living in group homes. In particular, apartments would provide a better environment for tenants to age in place and would offer more customized supports due to the scale that could be achieved in an apartment building over an individual home. Furthermore, it would reduce the cost of maintenance of aging group homes. Lastly, it would create an opportunity for some tenants to live independently in an environment where supports could be provided on an as-needed basis.

With that, Community Living Toronto decided to further explore the opportunities in the identified building at Dan Leckie Way.

3.2 The First Building – Dan Leckie Way (2010 – 2012)

3.2.1 Preparation (2010 – 2011)

After the decision to pursue partnerships with developers was made in 2010, Community Living Toronto reached out to the organization that was already working with TCHC at Dan Leckie Way, who connected Community Living Toronto to TCHC. After a number of phone conversations about the vision of Community Living Toronto for the arrangement, a meeting with TCHC and Community Living Toronto was set where it was discovered that TCHC was quite open to partnering with support agencies such as Community Living Toronto. A key reason for TCHC's willingness to partner was that Community Living Toronto was very clear that they were not seeking to get into the housing business, but were looking for an experienced partner so they could focus on

⁴ Canadian Association for Community Living (2019). My Home My Community: Asset Inventory <https://static1.squarespace.com/static/57f27c992994ca20330b28ff/t/5d56a5e63df6e9000117b679/1565959655552/MHM-C+Asset+Inventory+FINAL.pdf>

supporting individuals. This appealed to TCHC because it would give them an opportunity to add “extra eyes and supports in the building”.

Within that same meeting, a verbal agreement was reached that Community Living Toronto would take on 21 apartments in the building (5% of 420 units). Due to the fast sequence of events, the number of apartments was articulated based on a rough estimation of the number group homes with the highest need of repairs from which they would be able to transfer the residents to this new building.

Project Representative

“We had a few conversations and arranged a meeting. In that meeting we said we wanted 20 units based on nothing at all really [...] We were uncertain because it all seemed too good to be true, and we wondered if they [TCHC] would follow through.”

In the subsequent calls and meetings throughout 2010 and 2011, it was decided the 21 apartments would include a total of ten (10) Rent Geared-to-Income one-bedrooms apartments with a referral agreement⁶ and 11 affordable⁷ apartments with a head-lease for one year⁸. TCHC gave Community Living Toronto flexibility to determine where in the building the apartments would be located. They opted to disperse the apartments through the building in clusters, where one-bedroom apartments would be located in proximity to multiple bedroom apartments where tenants with higher support needs would live in a group setting. The larger apartments would be staffed 24/7 while the one-bedroom apartments could receive supports as needed. This set-up would enable support staff to easily reach tenants who lived with fewer supports in one-bedroom apartments if the need arose.

3.2.2 Tenant Selection and Preparation (2012)

In 2012, when the head-lease and referral agreements were signed, Community Living Toronto had to determine who would move into the new apartments. As opposed to a more person-centered approach, it was decided they would focus on group homes with the highest need for repairs and with the highest proportion of aging residents. Individuals with fewer support needs would be offered a one-bedroom apartment, while the individuals in need of higher supports would be offered a small group setting in the three- and four-bedroom apartments.

⁵ Units with an operating subsidy agreement where rents do not exceed 30% of a household's income

⁶ A referral agreement on a unit gives the exclusive right to Community Living Toronto to refer a tenant to the landlord for that specific unit. The agreements with TCHC guaranteed this right up to 45 days after a tenant vacates a unit.

⁷ Rents that do not exceed 80% of the average market rent in Toronto in 2012.

⁸ A head-lease is an agreement between an organization and a landlord/developer for a number of units in a building(s). The organization on the head-lease is responsible for paying rent to the landlord. This structure is frequently combined with sub-leases between the organization and the resident.

Key Lessons Learned

- Take time to prepare the residents for the upcoming move.
- Take the time to inform and prepare the families of residents in person.
- Involve support staff early and address their concerns where possible.
- Develop a communications plan for staff to ensure a unified message to all stakeholders.

Throughout 2012, support staff members had individual conversations with residents to prepare them for the upcoming move. Family members were first notified via written communications. While there was little resistance from families and residents to the proposed new housing model, the written communication did cause some confusion among a number of family members. Community Living Toronto followed up over the phone with the families who were concerned. They were able to address most of these concerns by focusing on the vision for the apartments and how the move would help their family member achieve stability or avoid having to move to a long-term care facility. There was no communications plan in place with key messages to help staff members navigate these conversations.

At the same time, Community Living put together the support staff team for the new building. The intent was to transfer support staff familiar with the residents where possible to ensure the tenants would not be confronted with too many changes at the same time.

During the initial conversations, there was some fear among support staff about how this new environment would work. To mitigate these fears, senior staff conducted additional conversations with support workers and their union to acclimatize them to the upcoming transition and address any concerns. One of the measures Community Living Toronto built in was to promise support staff that they could be relocated if the new work environment did not work out for them.

Residents were mostly excited to live in a new building. This was confirmed during an engagement with current residents of West Don Lands and Dan Leckie Way. Some indicated they were a little bit nervous at the beginning, but they also said that the group homes were getting very old and that they were excited about the freedom to have more space in their own apartments.

3.2.3 Moving-In (2012)

Tenants were able to move into their new apartments in late 2012. Community Living Toronto provided some help during the move, but mostly families took on the responsibility of helping the tenants through the transition to their new home. A Frequently Asked Questions document was developed to help families navigate this process with their family member. As a precaution, Community Living Toronto worked with the Ministry of Community and Social Services (MCSS) to keep a number of the vacated group home rooms empty for a period of three months to ensure any tenant who did not transition successfully could return to a group home. In the end, only one out of the 38 tenants moved to another building. This individual did not move back to a group home, but to the West Don Lands building instead. No tenant returned to a group home.

3.3 The Second Building – West Don Lands (2013 – 2015)

3.3.1 Preparation (2012 – 2015)

In 2012, when Community Living Toronto was in the process of moving the first tenants into the building at Dan Leckie Way, the leadership team became aware of another TCHC development in which they might be able to secure a number of apartments. This development, consisting of three buildings, was predominantly targeted at seniors. Before Community Living Toronto could formally reach out, TCHC made contact to see if there was an interest in taking on a number of units. Because of the positive experience Community Living Toronto had with TCHC at Dan Leckie Way, it was decided to pursue this opportunity as well.

TCHC was looking for community partners to operate 13 one-bedroom affordable apartments at 80% of market rent. The Community Living Toronto leadership team indicated they could take all 13 apartments, and because no other organization responded to the offer Community Living Toronto secured the thirteen units. However, the financial team considered 13 tenants to be on the low end to achieve economies of scale with regard to supports.

As all units were one-bedroom apartments, a different staffing model was also required, and Community Living Toronto decided to create a staffing hub on the ground floor of the building.

TCHC was going through significant leadership changes at the time, including at the CEO level. When the dust settled in 2013, some of the internal policies on partnerships in buildings had changed. One of the main differences was, unlike at Dan Leckie Way, Community Living Toronto would have very little flexibility in the location of the apartments. In the end, all 13 apartments were spread out through the building.

A key issue that arose early during the preparation stage was that Community Living Toronto needed the City of Toronto to lower its age requirements in order to accommodate some of the tenants intended to move into the building. For TCHC seniors' buildings, individuals need to be aged 59 years and older to be deemed eligible to live there. Community Living Toronto intended to move some tenants that were younger than 59 and needed TCHC to lower the age requirements to 45 years and older to accommodate everyone. It took several conversations over the phone and in person with the City of Toronto and TCHC to remove these requirements.

Due to the additional roadblocks, it took almost three years to arrange all the details before Community Living Toronto signed the referral agreements and tenants could move in. The experience also convinced Community Living Toronto to seek other development partners, including in the private sector, to allow for more customization in terms of apartment sizes, location, etc.

Key Lessons Learned

- Ensure the leadership of the development partner is stable.
- Investigate if the development partner and the support agency are on the same page with regards to the vision for the project.
- Make sure there is control over apartment selection and that these apartments fit the intended support model.

Project Representative

“To get everything in place for West Don Lands took years... [...] we almost gave up!”

3.3.2 Tenant Selection (2013 – 2015)

Tenant selection and preparation took place from 2013 to 2015. Because it took longer compared to the previous building at Dan Leckie Way, Community Living was able to be more intentional with tenant selection and preparation of the support staff, tenants, and families.

For this building, Community Living Toronto focused on older tenants in group homes, in particular tenants who currently shared a bedroom. This would help ensure that all tenants supported by Community Living Toronto across all housing models would have their own bedroom. Some tenants who lived in Supported Independent Living were also selected for the new building. One tenant moved directly from their family home.

Similar to the Dan Leckie Way development, support staff familiar to the tenant were selected to work at the West Don Lands building. However, there was more time to prepare and give notice to staff, as well as prepare tenants and their families for the move.

3.3.3 Moving In (2015)

When residents could finally move into the building in early 2015, many of the other tenants were already living there. Similar to the project at Dan Leckie Way, Community Living Toronto helped residents prepare for the move, but families assisted significantly with moving the residents to their new homes.

Initially there were some frictions with the other tenants who had already moved into the building. Residents were wondering why people with a developmental disability were moving into the building, and this resulted in some initial stigmatization. In response, one of the residents with a developmental disability wrote a letter to the other tenants about inclusion, and support staff made significant efforts to host monthly events for all tenants in the building. This allowed the tenants with a developmental disability to make social connections in the building and the neighbourhood, turning around the atmosphere in the building significantly. Four years in, conversations with Community Living Toronto staff and residents indicate the tenants with a developmental disability are fully included into the building and its community of residents.

3.4 Working with a Private Developer - Madison Avenue (2015 – 2019)

3.4.1 Preparation (2015 – 2018)

While the Community Living leadership team felt the partnership approach with developers was working well as a whole, they also felt the experience with the West Don Lands building had not been optimal. The lack of control over the apartments with

regard to unit type and location in building caused the leadership team to look for other partners who may be better suited to meet the needs of the people Community Living Toronto supports. In 2015 an opportunity arose when a local private developer, Mahogany Developments, looking to submit an application to the Toronto Open Door Program, contacted Community Living Toronto to partner on their new development at Madison Avenue. Four other non-profit organizations (WoodGreen, Vita Community Services, LOFT, and Bellwoods) were also offered apartments in the proposed development to provide housing for youth, seniors, and people with a disability.

At the outset of the partnership, there were some hesitations from the Community Living Toronto leadership team. In particular, there was a concern that many of the apartments in the building would be rented out to organizations offering supports, which might create an institutionalized setting. However, by continuing discussions with the developer and all the partners, it became clear few of these tenants would have a developmental disability and the building as a whole would be a mixed community. In addition, the partners formed a steering committee which was frequently consulted by the developer to ensure all units would meet the needs of the partners and the tenants they support.

Community Living Toronto signed on for a total of 12 apartments (14% of the development) to provide homes for 25 individuals. This included three three-bedroom apartments, seven two-bedroom apartments and two one-bedroom apartments. During the development of the previous two buildings at West Don Lands and Dan Leckie Way, the Community Living Leadership team had taken on much of workload related to the project. This experience motivated Community Living Toronto to assign a dedicated project manager to the initiative to help create a clear line of communication with the developer and ensure the Community Living Toronto team would meet all their internal deadlines.

Early in the development process, Community Living Toronto found that the benefit of working with a smaller organization such as Mahogany Management was that there were more opportunities for customization, compared to the buildings at Dan Leckie Way and West Don Lands. For example, Community Living Toronto and the other partners could select the location of the apartments in the building, as well as the size and features (e.g. walk-in showers over bathtubs and other accessibility accommodations).

Project Representative

“The developer asked us questions! I felt this was the benefit of a private developer. He catered more to us as partners on what we needed. For example, they were going to put bathtubs, but we said showers would be better”

Even though Community Living Toronto would have more influence on the design and structure of the Madison Avenue building, the leadership team also learned that unlike TCHC, Mahogany Management as a for profit developer had different needs than a non-profit developer. For example, they had a strong preference for a head lease because it would mean they only have to deal with the organization, compared to a number of tenants. There were a lot of discussions with the developer about this issue and the Community Living Toronto team remained adamant to use a referral agreement in favour of a head lease. This was important because they wanted to

ensure the residents would be recognized as individual tenants, something that a head lease would not accomplish.

To find a solution, Community Living Toronto worked closely together with Mahogany Management. A hybrid agreement was developed where the referral agreement stipulates that Community Living Toronto is responsible for collecting monthly rents, ensuring the developer gets paid every month. This made the developer feel more comfortable signing individual leases with the tenants.

Other issues arose in this early phase of the development process. Some delays occurred because the Open-Door Program had indicated three-bedroom units could only be used for families and could not house a two or more unrelated single adults⁹. Community Living Toronto worked with the City's Affordable Housing Office and a City Councillor to remove the family allocation. In a combined effort with the developer and one City Councillor,

Community Living Toronto succeeded in removing the family allocation, which would allow single individuals to occupy the apartments in a shared setting, a crucial piece for ensuring the financial viability of the project for Community Living Toronto.

Key Lessons Learned

- Hire a project manager to maintain clear communications with the developer and ensure internal deadlines are met.
- Listen to the developer to understand and accommodate their needs.
- Be available to the developer and provide them with the information they need.

3.4.2 Tenant Selection and Move-In Preparation (2018 - 2019)

When the time for tenant selection and move-in preparation came in 2018, the experiences with Dan Leckie Way and West Don Lands allowed Community Living Toronto to be more intentional in its planning around tenant selection, preparation, and outreach to families to inform them about the move. Throughout 2018, Community Living Toronto staff consulted frequently with prospective tenants to understand their goals and wishes. In addition, a communications plan was developed with input from staff, outlining key messaging to help explain the transition to family members. Family members were informed through in-person or telephone conversations, instead of the written communication previously used. Speaking with families in-person with a prepared, unified message helped to adequately prepare individuals and their families for the move. It also helped families to overcome any hesitations they had about their family member moving into an apartment building.

3.5 Moving Forward

The experience with Mahogany Management strengthened the interest of Community Living Toronto to pursue other partnerships with smaller for-profit or non-profit developers through the Toronto Open Door initiative in different parts of the City. Community Living Toronto has also started an internal real estate project management department to investigate how the empty group homes could best be repurposed. Project representatives from Community Living Toronto went to British Columbia in 2019 to study

⁹ This is often a positive and welcome policy guideline that avoids the development of congregate living arrangements. However, 2-bedroom apartments can be an inclusive housing option for people with disabilities that require more support, allowing a person's chosen support to reside in the apartment in a shared living/roommate environment.

other partnership models piloted there. In addition, three housing forums were organized through the Toronto Developmental Services Alliance for other sector organizations to learn from the experience with these three developments.

4.0 Impact

This section provides a description of the impact the Community Living Toronto Housing Initiative Demonstration Project has had on tenants, their families, and support staff.

4.1 Impact on Residents and Families

The project team conducted two engagement sessions with tenants and families of the Community Living Toronto housing initiatives. In one session, a sister of a resident explained her experience finding a home for her family member with a developmental disability, while the second session invited tenants with a developmental disability to recount their experience of living in their new home.

4.1.1 Impact on Families

The engagement with a sister of one of the current tenants in the West Don Lands building revealed that after their parents passed away, there were no immediate housing options available besides group homes. The family had always attempted to avoid placing their family member with a disability in a group home due to the lack of choice and control for the resident and wish for an inclusive life in community.

As a temporary solution after their parents' death, the sibling with a developmental disability had moved in with her sister and the sister had taken up the role of providing all supports. This housing and support situation caused friction within the household, resulting in an unsustainable situation in the home.

Family Member

“My sister did not like living with me due to family dynamics in the home. Our house is very busy, and she was not used to that. She didn't like that I was working, and could not comprehend if I was not able to come home when she expected”

The family had tried a number of respite centres when they would go away or to provide a change of scenery, but that did not improve the situation. In the respite centre the sibling would be with people she did not know, which she was not comfortable with. When the opportunity arose to move to a one-bedroom apartment in the West Don Lands building, the family welcomed the new option. They gradually prepared their family member with a developmental disability for the move. She picked which pieces of furniture to take to the new home and which to leave behind, went shopping for new items, and gathered mementos from their family home to ensure the new apartment felt like home.

Since the sibling moved into her own apartment, the family has observed that the relationship between the two sisters has stabilized. Living at West Don Lands has allowed

the tenant to make new friendships and develop a more active social life than she had before. For the family and the sister in particular, there is less of a support role, which has allowed for more time to be spent as sisters, compared to a caregiver/care receiver relationship.

Family Member

"She is involved in activities like concerts, movies, dinners, musicals, picnic organized in the building [...] it was like her wings spread after she got her independence. I just feel good when I leave after visiting. I feel at ease with my sister being there."

4.1.2 Impact on Individuals

Some of the themes identified in the conversation with the family member also came through in conversations with residents with a developmental disability. All three residents mentioned that while they initially missed their old home, they enjoy living in their new apartments, especially the proximity to cafes and stores and the ability to attend events in the building.

Tenants also mentioned the quality of the buildings, which were better than the older group homes, and the ability to move freely throughout the home without having to use stairs or encounter barriers.

Tenant

"I like being close to everything. I can walk to Tim Hortons, the Rogers Centre and the Ripley Aquarium."

Tenants indicated that they had learned a number of skills they did not have before, such as preparing food in their own kitchen, and had the opportunity to be alone when they wanted to be.

There were some things residents mentioned that they did not like about their new homes; these were mainly focused on sounds in and around the building. The area can be noisy and neighbours loud, which some tenants indicated as overwhelming, while others mentioned it as something that they found exciting about their new environment. This might be an indication that a person-centered approach to housing would have highlighted that some residents would prefer to live in smaller neighbourhoods that are less busy and provide a calmer environment, compared to downtown mid- and high-rise apartments.

In addition, some support staff indicated that some residents had to adjust to the change from living in a group setting to living alone. This was a challenge initially when residents would feel lonely, particularly in the West Don Lands building, where the staffing hub is on the ground floor.

4.2 Impact on Support Workers

Project representatives and support staff indicated that the new housing model required a new philosophy of providing supports. This model focuses more on independence of the individual and less on assistance with routine tasks. Project representatives indicated that they had not realized this initially, and it was addressed only after residents moved into the West Don Lands building. Support staff confirmed this finding, reporting that in the early days there was a lot of turnover among support staff who had difficulty adapting to the new work environment. Project representatives indicated that after the move to West Don Lands, additional resources were made available to help support workers transition from supporting individuals in congregated settings to supporting individuals in independent living.

Support staff also indicated that with constrained support dollars, the organization on their own did not have the capacity to support tenants with all levels of support needs in an individual apartment. Especially among older residents, support and accessibility needs can change quickly. Project representatives indicated that one of the reasons Community Living Toronto is focusing on partnerships with smaller non-profit or private developers was to have more control over unit sizes and design in future projects, to ensure a wider range of support needs can be addressed in future buildings.

5.0 Project Description

This section provides a more detailed description of some of the structures and partnerships that made this project possible, including the physical design, support model, partnership structure, demographics of the tenants, and how Community Living Toronto ensures affordability.

5.1 Physical Design and Support Model

This section provides an overview of the design and support model in each of the three buildings.

5.1.1 Dan Leckie Way

Building Design and Amenities

The Dan Leckie Way building is a mixed-use high rise building of 41 storeys, with a total of 420 units. The building has a number of amenities that include access to public transit (walking distance), 206 covered bicycle spaces, eight vehicle parking spaces for electric vehicles, 18 heavy duty washers and 20 dryers.

The building also includes a number of common spaces with ample opportunities for residents to meet one another, such as fully glazed corridors at the perimeter of the building which form organic meeting spaces within the building. There is also a community multi-purpose room on the second level, a communal kitchen, playrooms, and a landscaped courtyard that occupies one of the roofs. In addition, there is a

common outdoor living room for residents of the building to use. The roof of the west section of the building includes planter boxes for urban gardening by the residents.

Unit Design

All 21 apartments occupied by residents supported through Community Living Toronto include a full kitchen, bedrooms, and living spaces. The apartments have been adapted for accessibility to including wider door frames, walk-in showers, and the option to install accessibility features (e.g. grab bars). Elevators bring residents to their floor.

Support Model

All residents within the 21 apartments receive some level of paid support through Community Living Toronto. The residents living in multi-bedroom apartments have a support staff present at all times. Residents in the one-bedroom apartments receive more limited supports to facilitate independent living. The multi-bedroom apartments anchor clusters of apartments throughout the building, with a number of one-bedroom apartments located close by. The residents in the one-bedroom apartments can access the support staff in the multi-bedroom unit if required.

5.1.2 West Don Lands

Building Design and Amenities

The West Don Lands building is a mixed-use mid-rise building of five stories, with a total of 128 units mandated for seniors age 59 and up or persons with disabilities aged 45 and up. The building has a number of amenities, including a shared courtyard with seating and a splash pad for children, as well as a large multipurpose rooms and green roofs to facilitate connection between the various residents in the building.

Unit Design

All 13 apartments occupied by tenants supported through Community Living Toronto include a full kitchen, bedrooms, and living spaces. The apartments have been adapted for accessibility including wider door frames, walk-in showers, and the option to install accessibility features (e.g. grab bars). Elevators bring tenants to their floor.

Support Model

All tenants in the 13 apartments receive some level of paid supports through Community Living Toronto to assist with independent living. Community Living Toronto set up a 24-hour support hub on the ground floor of the building that tenants can access in case they need ad hoc supports.

5.1.3 Madison Avenue

Building Design and Amenities

The Madison Avenue building is a mid-rise building of 6 storeys with a total of 85 units. The building has a number of amenities including direct walking access to public transportation, office space for the various agencies working in the building, a pet spa, and a shared courtyard. The building features a library, community kitchen, and a large

multipurpose room with a divider that allows for the room to be used for multiple functions at the same time. The building features two green rooftops, including a community garden with views of downtown Toronto and Casa Loma, to facilitate connection between the various tenants in the building.

Unit Design

All 14 apartments occupied by tenants supported through Community Living Toronto include a full kitchen, bedrooms, and living spaces. All apartments are fully wheelchair accessible including wider door frames, walk-in showers, and other accessibility features (e.g. lowered counter space, grab bars etc.). Elevators transport the residents to their floor.

Support Model

All residents of the 14 apartments receive some form of paid supports through Community Living Toronto. The residents living in multi-bedroom apartments have a support staff present at all times. Tenants in the one- and two-bedroom apartments receive more limited supports to facilitate independent living. Similar to Dan Leckie Way, the multi-bedroom apartments anchor clusters of apartments throughout the building, with a number of one-bedroom or two-bedroom apartments located close by. Tenants in the one- and two-bedroom apartments can access the support staff in the multi-bedroom apartments at all times.

5.2 Partnership Structure

This section outlines the different partnership structures for each of the three projects. There are small differences between each partnership structure.

5.2.1 Dan Leckie Way

On the Dan Leckie Way project, the landlord is TCHC. A mix of structures was used to formalize this partnership. A total of ten one-bedroom apartments was secured through a referral agreement between TCHC and Community Living Toronto, where the tenant and/or their families sign a lease with TCHC to ensure the apartments can be offered through the Rent-Geared-to-Income (RGI) program.

The remaining eleven apartments were secured through a head-lease between TCHC and Community Living Toronto. Tenants in these apartments sign a sub-lease with Community Living Toronto.

5.2.2 West Don Lands

For the West Don Lands building, TCHC is the landlord. All 13 apartments were secured through a referral agreement structure. Tenants and/or their families subsequently sign individual leases with TCHC. Tenants also sign a service agreement with Community Living Toronto to ensure Community Living Toronto as the paid support provider.

5.2.3 Madison Avenue

On the Madison Avenue project, Mahogany Management is the landlord. A hybrid between a head-lease and a referral agreement structure was used to secure all 14

apartments. This referral agreement stipulates Community Living Toronto is responsible for collecting monthly rents. Tenants and/or their families sign individual leases with Mahogany Management and a service agreement with Community Living Toronto. The intent is the tenant has the relationship with the landlord and is the one who signs the lease, but families can also sign the lease if for some reason the tenant is unable.

Table 1: Partnership Structures by Building; 2019

	Head-Lease	Referral Agreement	Hybrid
Dan Leckie Way	11 units	10 units	0 units
West Don Lands	0 units	13 units	0 units
Madison Avenue	0 units	0 units	14 units
Total	11 units	23 units	14 units

Source: Community Living Toronto

5.3 Tenants

This section provides a brief description of the current tenants living in the Dan Leckie Way and West Don Lands, as well as the prospective residents for Madison Avenue building.

5.3.1 Average Age

When tenants move into the Madison Avenue building, Community Living Toronto will support a total of 76 residents across the three buildings. The average age of tenants will be 52 years old. The average age of tenants in Dan Leckie Way is slightly younger than the average age of tenants in West Don Lands and Madison Avenue. The higher proportion of youth and young adult tenants in Dan Leckie Way, compared to the West Don Lands and Madison Avenue buildings, can be explained by the focus on older tenants for the second two developments.

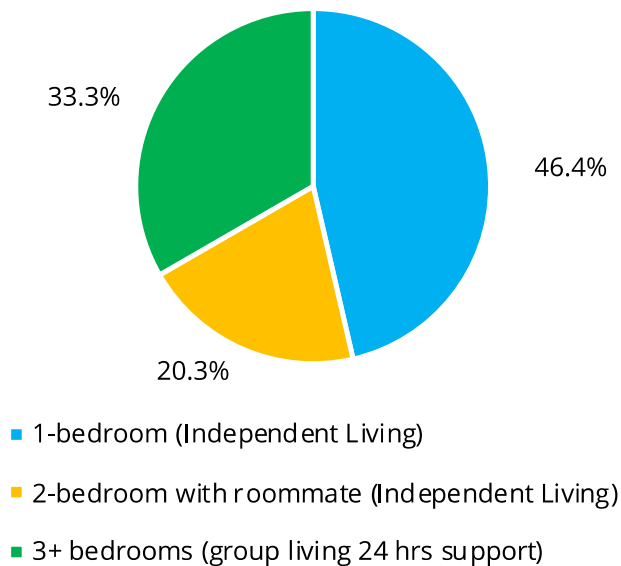
Table 2: Community Living Tenants by Age and Building; 2019

	Dan Leckie Way	West Don Lands	Madison Avenue	Total
Youth (24 years or younger)	9.7%	0.0%	4.2%	5.9%
Young adults (25-44 years)	29.0%	0.0%	29.2%	23.5%
Older adults (45-64 years)	45.2%	69.2%	54.2%	52.9%
Seniors (65+ years)	16.1%	30.8%	12.5%	17.6%
Average	49.4%	62.8%	50.4%	52.3%

Source: Community Living Toronto

5.3.2 Level of Supports

All individuals who currently live in a one-bedroom apartment (46.4%) or a two-bedroom apartment with a roommate (20.3%) are part of the supported independent living program where minimal paid supports are used. Those living in a group-setting in three- and four-bedroom units (33.3%) have 24/7 paid supports.

Figure 1: Residents by Unit Size and Support Level; 2019

Source: Community Living Toronto

5.3.3 Income Source

Of the individuals supported by Community Living Toronto in all three buildings, the majority (81.2%) receive income support through the Ontario Disability Support Program (ODSP). A smaller group (13.0%) receive their income through the Canada Pension Plan (CPP) and Old Age Security (OAS). Two residents work in addition to receiving ODSP (2.9%) and two residents receive Passport funding¹⁰ on top of ODSP (2.9%). This indicates all residents have limited income and mainly rely on income support to pay for their housing. Shelter allowance for ODSP is \$497 per month in 2019.

Table 3: Tenants by Income Source; 2019

	Dan Leckie Way	West Don Lands	200 Madison Avenue	Total
ODSP	80.6%	69.2%	88.0%	81.0%
ODSP + Passport	6.5%	0.0%	0.0%	2.9%
ODSP and Employment	6.5%	0.0%	0.0%	2.9%
CPP/AOS	6.5%	30.8%	12.0%	13.2%

Source: Community Living Toronto

5.4 Affordability

The income section above demonstrates that all tenants have limited income they could spend on rent. This section outlines how Community Living Toronto has ensured rents in each building are affordable to all residents.

¹⁰ Passport is a program that helps adults with a developmental disability be involved in their communities and live as independently as possible by providing funding for community participation services and supports, activities of daily living and person-directed planning.

5.4.1 Dan Leckie Way

The apartments in the Dan Leckie Way building have been made affordable to residents in a number of ways. Ten apartments have RGI subsidies attached to them ensuring residents pay no more than 30% of their monthly income on rent. The four multi-bedroom apartments are rented at market rent ranging from \$1,514 to \$1,895 per month, but this is shared among three or four individuals, ensuring the ODSP shelter allowance can cover the monthly rent. The remaining seven one-bedroom apartments are rented at 80% of market rent based on 2012 rents ranging from \$441 to \$958 per month. Community Living Toronto has been able to secure housing allowances for some of these residents, but not for all. These individuals would pay more than 30% of their income on shelter or receive additional income from their families.

5.4.2 West Don Lands

The 13 one-bedroom apartments located at West Don Lands are all rented out at 80% of market rent ranging from \$698 to \$829 per month. A total of four residents receive housing allowances on top of their ODSP shelter allowance to make their shelter cost more affordable. The remaining residents would pay more than 30% of their income on shelter or receive additional income from their families.

5.4.3 Madison Avenue

While the exact rent level for each apartment has yet to be determined, in collaboration with the developer, it was agreed that all units rented to residents supported by Community Living Toronto will be offered at the same rate as the ODSP shelter allowance. This is a unique achievement in a development like this. The ODSP shelter allowance was \$497 in 2019. This indicates that two-bedroom units will have rents of \$994 per month and three-bedroom apartments will have rents of \$1,491 per month.

6.0 Community Inclusion

6.1 Measuring Inclusivity

My Home My Community has developed an innovative new **Housing Inclusivity Framework** for measuring inclusivity by expanding the existing definition of social inclusion and introducing a housing lens.¹¹ In this framework, housing inclusivity is defined as “the degree to which a person’s home either contributes or presents barriers to their participation in the broader community.”¹² The framework evaluates the tangible aspects of a housing situation across five domains which, together, lead to socially inclusive outcomes for residents. The five domains are:

1. Person Domain: The individual resident. Aspects pertaining to the individual, including income, functional capacities, support needs, etc., have a significant

¹¹ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing ‘Housing Inclusivity’: A review of literature on housing, inclusion and developmental disability. <https://static1.squarespace.com/static/57f27c992994ca20330b28ff/t/5d5582bdbacd560001233e9b/1565885118508/Conceptualizing+Housing+Inclusivity+Lit+Review+-+FINAL+.pdf>

¹² Canadian Association for Community Living (2019). My Home My Community: Conceptualizing ‘Housing Inclusivity’: A review of literature on housing, inclusion and developmental disability: 15.

impact on required living situation and degree to which supports are needed to engage in community;

2. Household Domain: Similarly, the structure and capability set of the household, including income, support needs, etc., impact housing requirements and opportunity to engage in community;
3. Dwelling Domain: The built environment of the unit (which can take many forms) will either present or eliminate barriers to participation and independence;
4. Structure Domain: In the case of multi-unit structures, the building within which the home is situated also has an impact on visitability, accessibility, and opportunity for engagement with the first line of community: neighbours;
5. Neighbourhood Domain: The broader built, social and service environment in which the dwelling and structure are situated, and which affords resources like transportation, opportunities for community involvement, etc. The neighbourhood and its amenities can either present barriers or opportunities for people with developmental disabilities to engage in and be safe in their communities.

What makes the MHMC housing inclusivity framework so innovative is its ability to distill complex aspects that affect inclusion into an applicable framework.

To assess inclusivity in each domain, the framework uses indicators (for example, suitability, affordability, safety, choice and control) that examine the following:¹³

- Does the living situation present or eliminate barriers to activities of daily living?
- Is it a home-by-choice, and not the result of congregation of people in a housing unit, development or neighbourhood, based on a demographic characteristic?
- Does the living situation enhances capabilities to:
 - Participate in the social and economic life of their community?
 - Be recognized and valued as a full member of their neighbourhood?
 - Live independently and be included in the community?

6.2 Evaluation

This evaluation uses MHMC's Housing Inclusivity Framework to assess the inclusivity of the Community Living Toronto case study.

6.2.1 Person¹⁴

¹³ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 16.

¹⁴ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 16

Indicators within the Person Domain:

- Personal Choice
- Social Connection
- Personal Supports
- Safety

The person domain focuses on the individual and evaluates how well they can live in, utilize and benefit from their housing.¹⁵ It also looks at location to assess whether the individual can access services and supports within the housing development or in the broader neighbourhood.

This domain considers the resources a particular person needs to access amenities on an equal basis with others, and to secure safe, affordable housing in inclusive communities.¹⁶ For example, can tenants exercise basic autonomy over the decisions about where and how they live? Do they have opportunity to make voluntary social connections?

The Community Living Toronto buildings demonstrate a moderate amount of inclusivity within the Person domain. In the majority of cases, Community Living Toronto chose the residents to be moved from the group homes to the new buildings, which residents would reside together in the multi-bedroom apartments, as well as the staff who provide various levels of supports. Within the buildings that offer 1-bedroom apartments, a higher amount of inclusivity is demonstrated where the residents can come and go as they desire and have control over who visits the unit. This same autonomy is not offered within the multi-bedroom shared units. Residents do have the ability to move to a different apartment as their needs change.

In each of the three Community Living Toronto developments, housing has theoretically been separated from supports. TCHC or Mahogany Management provides the housing, and Community Living Toronto provides the paid supports to the individual. However, due to the service contracts that are signed, it is unclear whether residents can choose another service provider for paid supports when living in the individual apartments or in the multi-bedroom apartments where a paid Community Living Toronto staff is always present.

Each of the buildings has features that facilitate connections between residents both with and without a disability. These features include a library, a community kitchen, a large multipurpose room, green rooftops, and a community garden.

How residents are introduced to each other is also important. Those living in the Community Living Toronto units in the West Don Lands building moved in after everyone else, resulting in some initial friction and stigmatization by the other tenants. To help include the new tenants and reduce stigma, Community Living Toronto answered questions from existing residents and introduced the residents to each other.

To help facilitate an inclusive environment, Community Living Toronto builds social functions by hosting monthly events for all tenants. As a result, tenants have noticed a reduction in stigma and more supportive attitudes between neighbours. This has

¹⁵ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 17.

¹⁶ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 16.

allowed residents with a developmental disability to make stronger social connections in the building.

6.2.2 Household ¹⁷

Indicators within the Household Domain:

- Suitability
- Affordability
- Tenure Security
- Digital Connection

This domain refers to the capability of the household for an individual to access suitable, affordable, secure housing that meets the needs of all household members¹⁸. A household is defined by Statistics Canada as “a person or group of persons who occupy the same dwelling. The household may consist of a family group such as a census family, of two or more families sharing a dwelling, or a group of unrelated persons or a person living alone.”¹⁹

Within this domain is the examination of the suitability of housing based on household size. Housing suitability can be determined from whether a dwelling has enough bedrooms for the size of household. CMHC's definition of suitable housing requires one adult per bedroom, unless they are a co-habiting adult couple in which case two adults per bedroom is permitted.²⁰ At the household level, the size and type of dwelling will impact an individual's likelihood of experiencing social exclusion.²¹ Inadequate housing that does not provide sufficient space can impact daily liveability and increase social exclusion, loneliness, and poor health outcomes for members of the household.²²

As all residents supported by Community Living Toronto are each in their own bedroom, all of the households can be considered suitable. This means that there is no overcrowding occurring which could negatively affect a person's inclusivity by creating a barrier to accessing social and community services.

Affordability is an important aspect of inclusivity. Households experiencing housing affordability challenges are substantially more likely to experience social exclusion than households that are not spending more than 30% of their income on housing.²³ For building development to be feasible Community Living Toronto was unable to secure entirely affordable rents to all tenants with a disability. To assist with affordability, each of the three buildings has approaches in place to assist with affordability of rent for tenants, including RGI subsidies and housing allowances. In some cases, tenants will pay more than 30% of their income on shelter or receive additional income from their families. None of the units will cause residents to pay more than 80% of the current market rent in Toronto.

¹⁷ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 18.

¹⁸ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 18.

¹⁹ (Canada. Statistics Canada, "Data Dictionary" <https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/households-menage007-eng.cfm>

²⁰ CMHC. "Housing in Canada Online" https://cmhc.beyond2020.com/HiCODefinitions_EN.html#_Suitable_dwellings

²¹ Stone, "Housing and social inclusion: a household and local area analysis," 50.

²² Stone, "Housing and social inclusion: a household and local area analysis," 51.

²³ Stone, W., et al. "Housing and social inclusion: a household and local area analysis," AHURI Final Report No.207, (2013): 50.

6.2.3 Dwelling²⁴

Indicators within Dwelling Domain:

- Accessibility
- Adequacy
- Adaptability

This domain examines how the physical features of a person's home will either present or eliminate barriers to participation and independence.²⁵ The connection between this domain and inclusion is fundamental: if one's living environment is

inaccessible, both living within the home and leaving the home to access the community become difficult²⁶.

Physical barriers can restrict an individual from participating in the community and result in social exclusion.²⁷ Barriers to accessibility include trouble opening doors, difficulty using the stairs, and issues simply getting in and out of the home.²⁸ For example, a doorway that has not been made wide enough to accommodate a wheelchair becomes an accessibility barrier.²⁹ An inaccessible home can restrict an individual's access to important services – and social connections.

Each building performs well in this domain. All of the units operated by Community Living Toronto are fully wheelchair accessible and have wider door frames, walk-in showers, and other accessibility features (e.g. lowered counter space, grab bars etc.).

6.2.4 Structure³⁰

Indicators within Structure Domain:

- Resident Mix
- Social Connection
- Linkage to community supports and services

The structure domain evaluates how the building itself allows for the inclusion of residents with a developmental disability in the community.³¹ For example, is the building made up of only people with disabilities or without disabilities? Are tenants with disabilities congregated together in the building?

Having only individuals with a disability in a building, or in an area of a building, would make for a less inclusive living situation.³² Disability advocates and experts with lived experience note that concentrating people with development disability together on the basis of that single characteristic makes it harder for people without disabilities to 'see' the individual past the disability, increasing the likelihood of stigmatization and social exclusion. This approach is consistent with research findings that indicate that

²⁴ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 19.

²⁵ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 19.

²⁶ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 19.

²⁷ European Disability Forum, "Disability and Social Exclusion in the European Union: Tune for change, tools for change," (2002):6. http://sid.usal.es/docs/F8/FD07040/disabiUty_and_social_exclusion_report.pdf.

²⁸ Canadian Mortgage and Housing Corporation, "Maintaining Seniors' Independence Through Home Adaptations a self-assessment guide," (2016):3.

²⁹ City of Toronto, "Accessibility Design Guidelines" (2004): 52.

³⁰ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 20.

³¹ Canadian Association for Community Living (2019). My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability: 20.

³² BC Non-Profit Housing Association, "Exploring Housing Options for People with Developmental Disabilities in BC,": 17.

“non-congregated housing in the community is a fundamental condition for social inclusion, self-determination, and wellbeing of people with intellectual disabilities.”³³

The three buildings vary in their achievement of inclusive resident mix. Each building has a mix of apartments for tenants with and without disabilities. At West Don Lands, units for persons with a disability are spread throughout the building, indicating a high rating of inclusivity within this domain. The units at Don Leckie Way and Madison Avenue are clustered together, and some tenants live in 3- or 4-bedroom apartments, i.e., group living arrangements. This is not indicative of inclusive housing within the Structure domain.

All units are wheelchair accessible, and in all three buildings there are plenty of common and outdoor spaces. These include lobbies, outdoor gathering spaces like community gardens, community kitchens, roof terraces and a pet spa. Due to the three buildings' central locations, there are a lot of linkages to other community organizations and amenities. These organizational linkages could help include individuals in the community such as community centres, schools and community agencies.

6.2.5 Neighbourhood³⁴

Indicators within Neighbourhood Domain:

- Proximity to Services
- Safety

The neighbourhood and its amenities can either present barriers or opportunities for people with developmental disabilities to engage in and be safe in their communities.³⁵

Locating housing in a walkable neighbourhood can have important implications for inclusion. A feature of walkable

neighbourhoods is having close proximity to services. Studies suggest that walkable neighbourhoods are healthier than non-walkable neighbourhoods as they encourage diverse modes of transportation other than driving, such as walking, bicycling or using transit. By encouraging more people to walk or be physically active, walkable neighbourhoods facilitate social interaction, social inclusion and access to jobs³⁶.

Having a low crime rate is especially important when examining inclusion for persons with a developmental disability who face high rates of violent victimization. A real or perceived lack of safety among one's neighbours is an obvious barrier to inclusion.³⁷ Feeling safe is important for populations with and without disabilities to be able to access their community and community supports. When a person has a positive perception of their own safety, they are less likely to be fearful of being victimized by

³³ Wiesel, Ilan, “Housing for People with Intellectual Disabilities and the National Disability Insurance Scheme Reforms.” *Research and Practice in Intellectual and Developmental Disabilities*, 2:1, (2015): 46.

³⁴ Canadian Association for Community Living (2019). *My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability*: 23.

³⁵ Canadian Association for Community Living (2019). *My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability*: 23.

³⁶ Hulse, K., Jacobs, K., Arthurson, K. and Spinney, A. “At home and in place? The role of housing in social inclusion,” *AHURI Final Report No. 177*, (2003): 24.

³⁷ Canadian Association for Community Living (2019). *My Home My Community: Conceptualizing 'Housing Inclusivity': A review of literature on housing, inclusion and developmental disability*: 24.

crime. However, when an individual is concerned for their safety, they are less likely to participate in their communities, leading to social exclusion³⁸.

Community Living Toronto performs very well in this domain. Each building is connected to various forms of transit including buses, streetcars and subways. The crime rate in each neighbourhood is low, while the walkability is very high. Lastly, due to their central location, there are a lot of community linkages to other organizations that could help include people in the community such as community centres, schools and community agencies.

6.2.6 Conclusion

Applying the Housing Inclusivity Framework to the Community Living Toronto project shows that it contributes to a person's social inclusion. Areas where Community Living Toronto could improve on is with respect to individual choice and control, affordability, tenure security, and resident mix. Involving the residents in the planning from the outset would strengthen the process, ensuring residents can choose where and with whom they live and drive decision-making in their own lives. Dispersing apartments throughout all buildings and using a "Just Enough"³⁹ support model would also increase the Inclusivity of this housing option. While Community Living Toronto can only mitigate the high cost of housing in Toronto, it has demonstrated a high capacity to achieve affordability results in its partnership with Mahogany Management.

7.0 Lessons Learned and Opportunities for Scale

The following section describes some of the lessons learned, and a number of opportunities to scale Community Living Toronto's approach for inclusive housing throughout Canada.

7.1 Lessons Learned

Through conversations with project representatives, residents, families, and support staff, a number of lessons learned came to light that other organizations should take into consideration when pursuing partnerships with local developers. These can be categorized into three themes:

1. Housing
2. Organization
3. Collaboration and partnerships

7.1.1 Housing

The lessons learned under the theme of housing were:

- Involve residents and families early in the design process and be open to exploring new ideas.

³⁸ The Smith Institute, "Communities Social Exclusion and Crime,": 76.

³⁹ The Just Enough support model is a support approach that encourages the person receiving support to do as much as possible by themselves and through unpaid, natural supports. The approach aims to only provide paid support where absolutely necessary and in doing so aims to foster a sense of independence and control over one's life for the person receiving the supports.

- Ensure conversations with families and individuals occur as early as possible to help them explore different housing options, whether it's adapting current space or moving. This will help the organization find the right fit for each apartment and help residents and families to make the appropriate housing decision for themselves or their loved one.
- Use referral agreements as opposed to head-leases, as this form of agreement treats residents as individuals who can have a relationship with their landlord like that of any other tenant.
- Set a move-in period for residents with a disability at the same time as other residents. If that is not possible, be prepared to do upfront work to answer questions and encourage inclusion.
- Attempt to sign long-term leases with development partners to ensure stability of cost and tenure to residents.
- Consider this type of partnership even if your organization is not a housing expert. It takes time and knowing who to talk to, but in the end the patience will pay off.

7.1.2 Organizational Aspects

The lessons learned under this theme were:

- Work to build buy-in from the entire support staff team and involve all aspects of the organization in creating comfortable environments to discuss concerns from the get-go. This is a transition that requires change management.
- Ensure staff is available to all housing and support partners at all times, in particular during critical phases of the process such as the building design phase, moving residents into the apartments, and the first months after residents move in, to respond to any issues that might emerge.
- Remember the needs of the organization, and thereby the residents, are as important as those of other stakeholders.
- Ensure there is a project manager to oversee the bigger picture and ensure all aspects of the project remain on track.
- Take a team-based approach with the partnering landlord by responding to tenants quickly and looping in the superintendent or the family when issues arise.

7.1.3 Collaboration and Partnerships

- Build good relationships with housing partners, such as developers and landlords. Gaining trust can be achieved by being available, staying in touch regularly, and showing dedication to the project.
- Keep an open mind to what developers need but be clear on your organization's needs. It is important to have a vision that speaks to developers, and that allows for flexibility to come together.
- Be ready to go when a call comes in from partners – have information ready or be prepared to make it available potential partners on short notice.
- Consider forming a housing coalition with a variety of groups to make it easier to collaborate with developers and to create a critical mass that helps increase negotiating power.
- Attend conferences and other industry events to tell the story of your organization and its vision in this work.

- Be discerning in selecting developer partners. Pay attention to their reputation and research what other projects they have developed in the past.

7.2 Opportunities for Replication

Based on the sections in this case study report, there are a number of aspects to this demonstration project that could be replicated throughout Canada.

7.2.1 Opportunities for Replication and Scale

This approach lends itself to replication, as it is relatively cost neutral and risk free to the organization compared to direct development or purchasing units. Community Living Toronto has already been able to replicate the model twice in different areas of the city and with different types of developer/landlords. This demonstrates there is flexibility to tailor this approach to the individual needs of an organization and its residents. Especially in urban areas, there will be a number of non-profit as well as for profit housing providers that could be engaged as partners, making it easier to replicate the process in different areas throughout the country.

This case also shows that with patience and long-term relationship building, potential partners can be influenced to include a number of units for individuals with a developmental disability, even in areas where vacancy rates are historically low. This provides an opportunity for organizations throughout Canada – with or without assets or capacity for development – to obtain inclusive affordable housing for individuals with a developmental disability.

7.2.2 Drawbacks

While there are a number of opportunities that became evident from this case study, there are also a number of drawbacks compared to other development pathways. Most prevalent is the frequent inability to provide input into the design of the units, and therefore the lack of choice and control from the perspective of the person with a developmental disability and their family. This means it is necessary to become involved with development at an early stage, which requires long-term time investment to find the right developer in the right stage of development.

In this model the support organization does not actually own the units. This results in some vulnerability in the future if a landlord decides to sell or demolish the building or increases the rent levels to a point where they are no longer affordable. This could be circumvented by signing long-term leases or referral agreements for 10 years or more.

The model is somewhat dependent on rent subsidies and housing allowances to ensure affordability. This can be mitigated by seeking private and non-profit developers who are committed to finding ways of offering units at rents affordable to individuals receiving ODSP.

8.0 Appendices

8.1 Appendix A: Case Study Approach

8.1.1 Case Study Approach

This section describes the research team's approach to collecting data and engagements conducted during this study.

Lines of Inquiry

To guide all the research activities, the following lines of inquiry were developed for this case study:

Table 4: Lines of Inquiry

<p>Project relevance</p> <ul style="list-style-type: none"> • What makes this project stand out compared to other housing models for individuals with developmental disabilities? <p>Development Process</p> <ul style="list-style-type: none"> • What were the key stages in the development journey of the demonstration project? • What is the governance structure of the demonstration project and what are the benefits of this governance model? • Who were the key stakeholders involved in the development process; what roles did they play? • What were the key challenges and lessons learned in the development process? • Were there any challenges in the tenant selection for each demonstration project and how were these overcome? • What was the collaboration experience like between multiple partners and stakeholders? • How could this process be replicated in other communities? 	<p>Supports</p> <ul style="list-style-type: none"> • What is the experience of residents with the delivery method of supports? • What levels of support can be delivered in the demonstration project? • How were the supports as well as the community linkages developed to promote the inclusion of individuals with developmental disabilities in the wider community? <p>Impact</p> <ul style="list-style-type: none"> • What was the housing and support situation like of residents before they became involved with the demonstration project? • What is the impact of the demonstration project on residents and their families? • To what extent have the residents been able to reach their short, medium and long-term goals (including supports, employment opportunities, community engagement, life skills and self-esteem, improved housing, etc.)?
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8.1.2 Sources of Information

To answer the lines of inquiry identified above, a number of data collecting activities were undertaken as part of the development of this case study. The data collecting process was conducted in two phases. The first phase involved transferring readily

available data from Community Living Toronto to the consulting team while the second phase consisted of a number of engagements with Community Living Toronto, residents of the demonstration project and their families as well as support staff.

Collecting Readily Available Information

The research team submitted an information and data request to Community Living Toronto in April 2019. This list included a request for relevant documentation and background reports as well as quantitative data such as the number of residents supported, their age, rent ranges etc.

All the data received from Community Living Toronto was anonymized and did not provide identifiable details about specific residents.

Engagements

In addition to the readily available data, a total of five engagements were conducted with a range of key informants. This includes the following sessions:

1. A session with project representatives and key decision makers was conducted on June 10th, 2019. A total of six people participated in this session.
2. A session with family members of project tenants was conducted on June 3rd, 2019. A total of one family member participated in this session.
3. A session with tenants with a developmental disability was conducted on June 3rd, 2019. A total of three participants and their support staff participated in this session.
4. A session with support staff was conducted on June 10th, 2019. A total of two support staff working with residents in the demonstration project's developments participated in this session.
5. An Interview with the president of one of the development partners of Community Living Toronto (Mahogany Development) was conducted on June 18th, 2019.

A total of 13 individuals were interviewed or participated in an engagement session. For an overview of each session's format, questions and materials, see Appendix B of this report.

8.2 Appendix B: Data Needs List & Engagement Guide

Appendixes and video documentary to support this case study are available on the My Home My Community website: www/myhomemycommunity.ca