



Housing Strategy 2022

Approved by Board

October 26, 2022

Housing Strategy 2022

There are many people in our community who are facing challenges to find and stay in affordable and accessible housing. People with developmental disabilities face the added barrier of requiring supports to live in their own homes. Over the years, Community Living Guelph Wellington (CLGW) has developed homes that create stable housing along with the service requirements for those who live there. CLGW oversees 39 homes that support 150 people living in their own home across Guelph and Wellington County. We know that there are approximately 140 people on our wait list, as well as well as many others who are either homeless or in precarious housing who require our help to obtain stable and sustainable housing and services. Additionally, people with disabilities are requiring different supports as they get older, and our homes are not always physically equipped to help them age-in-place. A focused effort is needed to create more housing options to address the emerging needs.

In the spring of 2022, CLGW identified that a targeted strategy was needed to ensure we are intentional about our actions to address this issue. A group of 16 CLGW stakeholders participated in a Housing Summit in July 2022. They represented people we support, families and staff. They discussed not only the current housing issues but also possible solutions and targeted priorities. The result of their work is the [CLGW Housing Strategy 2022](#).

The CLGW Housing Strategy 2022 includes our vision for housing, a mission statement to ensure our actions are aligned with the vision and two (2) strategic directions being: **Diverse Portfolio of Housing Options** and **Quality of Life Experience**. Each strategic direction is described below with identified goals, objectives, and initial key activities. This strategy also includes guiding principles and decision-making criteria that will be used as opportunities present themselves to achieve the vision, mission, and strategic directions.

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1.0 Housing Vision and Mission Statements

Vision Statement

People with developmental disabilities live in a place that addresses their needs, wants, and desires.

Mission Statement

CLGW develops housing with a variety of options and works with families and partners to take advantage of emerging opportunities.

2.0 Housing Guiding Principles

Accessible: Homes will have as many components of universal design standards as possible to meet or exceed the needs of the people we support and staff.

Address emerging needs: CLGW will have dedicated housing for transient youth, seniors and other groups with immediate housing needs.

Affordable: Homes will be affordable for both people we support and CLGW.

Sense of home: Homes will be comfortable and allow people we support to express their opinions about choices and control.

Modernization: The use of technology will be used to increase safety, accessibility, security and independence.

Neighbourhood engagement: CLGW will provide continuous education to community and neighbourhood groups to ensure persons supported are known, noticed, and missed.

Safe: Homes will provide a safe environment.

Stable: Homes will be sustainable to ensure the people we support feel stable and do not have to worry about evictions in a volatile housing market.

Walkable: Homes will be within walking distance of amenities/transit.

3.0 Housing Strategic Directions

Diverse Portfolio of Housing Options	Quality of Life Experience
Expand current housing stock	Integration with broader community
Maintain current housing stock	Person-centred quality of life
Redevelop current housing stock and/or land	Technology and services for safety and security

3.1 Goals and Objectives

Strategy	Goals	Objectives	Key Activities
1.0 Diverse Portfolio of Housing Options	1.1 Expand CLGW housing stock (buy or rent)	<ul style="list-style-type: none"> Achieve maximum accessibility within building constraints so people we support can age-in-place Collaborate with community partners to work towards housing goals Gain support for innovative housing solutions by approaching different level of government for funding and other support 	<ul style="list-style-type: none"> Complete accessibility audits and implement custom accessibility solutions based on the needs of people we support Explore options such as 'friendly neighbours' model to have shared accommodations with seniors, people we support and university students Create dedicated housing for people we support with transient needs Complete Assessment Management Plan Complete Build Condition Assessments Obtain funding from CMHC Develop 10-year Capital Plan
	AND 1.2 Maintain current housing stock	<ul style="list-style-type: none"> Use current assets to invest in future housing stock Ensure all homes and properties are well maintained 	

Strategy	Goals	Objectives	Key Activities
	1.3 Redevelop current housing stock	<ul style="list-style-type: none"> • Determine opportunities for redevelopment (partnerships, funding) • Develop model to align with needs of people we support 	<ul style="list-style-type: none"> • Develop phase 1 for redevelopment plan for Holody Home
2.0 Quality of Life Experience	2.1 Integration with broader community	<ul style="list-style-type: none"> • Educate the community about who we are and what we do 	<ul style="list-style-type: none"> • Seek opportunities for collaboration with service partners (i.e., neighbourhood associations)
	2.2 Person-centred quality of life	<ul style="list-style-type: none"> • People we support have options as to who they live with and where they live 	<ul style="list-style-type: none"> • Use Personal Outcomes Measure (POM) to ensure people we support can express their choices
	2.3 Technology and services	<ul style="list-style-type: none"> • Use technology to ensure safety features supplement support in supportive living and quality of life 	<ul style="list-style-type: none"> • Implement on-site emergency support for homes • Implement fob system for easy access and safety • Install technology to allow people to live independently

4.0 Decision Making Criteria

The following criteria will be used initially to determine whether CLGW will proceed with a proposed housing opportunity. It is understood that each opportunity will require deeper analysis to determine whether we will take next steps. Extensive workplan(s) will be developed to ensure all the decision criteria identified in this section is considered. Details could also include must-haves, other options, risks, future opportunities and possibly rationale for not following the criteria.

4.1 Housing Strategy

- Does the project achieve the components of the CLGW Housing Strategy?

4.2 Vision and Mission

- Does the project further CLGW's vision and mission as well as the Housing Strategy mission and vision?

4.3 Investment

- How much does CLGW need to financially invest?
- How will the investment impact CLGW's viability?
- Is CLGW able to obtain capital funding to provide the services required?
- Are there funding opportunities available for housing investment and ongoing sustainability?
- Does CLGW have the human resources to commit to the development of the project that won't take away from existing service?
- Is the project financially sustainable for both capital and service?

4.4 Partnership/Collaboration¹

- Is there a mission-match with all partners involved in the project?
- Is the partnership fair and equitable?
- Is the partnership short-term or long-term?
- Are partner organizations sustainable?
- Are there private investors?

¹ <https://www.canada.ca/en/revenue-agency/services/tax/businesses/small-businesses-self-employed-income/setting-your-business/partnership.html>

4.5 Needs Assessment of Person Supported

- Does the housing project create opportunities that meet a defined criteria for the person supported?
- Will the housing model help to increase the ability of the person supported to live as they choose?

4.6 Sale of Existing Housing Stock

Our Housing Strategy will consider the following criteria when selling an existing house/property.

- Detailed rationale to sell a house. For example:
 - Not meeting accessibility or legal requirements
 - Expensive to maintain
 - Beyond repair
- Legal requirements, if any, set by ministry
- Benefits of selling the house