Background

- Training & Life support for intellectually challenged individuals
- 1,200 staff, 900 volunteers, 6,000+ disabled
- 14 commercial & 49 residential sites in Toronto
- Preference to own (59% of commercial properties)
- Leases expiring within 5 years
- Redevelopment and consolidation opportunities for core sites
- User profile changing dramatically
- Capital funding & planning is problematic
- New (competitive) approach to accessing services
Portfolio Composition
### What were CLT’s New Objectives?

<table>
<thead>
<tr>
<th>Objective</th>
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<tr>
<td>Ensure community based programming &amp; residential presence</td>
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<td>Optimize net benefits through real estate</td>
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<tr>
<td>Strategic decision tools to lease, buy or develop properties in partnership</td>
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<tr>
<td>Engage stakeholders and be grounded in current / future needs</td>
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<tr>
<td>Property maintenance model to reflect industry best practices</td>
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<tr>
<td>Find savings and increase leverage of program dollars</td>
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<td>A dedicated training facility</td>
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<td>Transit accessible</td>
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<tr>
<td>Storefront visibility for community integration</td>
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<td>Refine targeted user group</td>
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What were CLT’s New Approaches?

- Understand the evolution of user requirements and policy directions
- Anticipate the new reality and conduct GAP analysis
- Find savings through upgrades to work environments
- Partner with like services to share risk and maximize asset utilization
- Redeploy & where appropriate monetize assets
Lessons Learned – Market & Financial

- Recognize and find leverage in underutilized properties
- Look closely at the merits of leasing versus ownership
- Market timing is critical
- Critically assess the adaptability and condition of assets
- Ensure all financial and non-financial risks are addressed
- Self-fulfillment versus outsourcing PM - careful attention is required
Lessons Learned – Organizational and Operational

Consultation vital to navigating stakeholder positions & building consensus

Real estate can’t drive the business, but can be used to flesh out imperatives

A clarity of vision for the organization is needed to ensure:

Prioritized needs
Optimized savings
Maximized utility

An uncompromising business plan will demonstrate reality & create a tool to institute change

CLT – Regional Managers, CEO, CFO
Province of Ontario (MCSS)
Other Funding Agencies
Developmental Services Ontario
In-house Education

Visioning
Governance
Targeting
Social change
Needs

Community Living Toronto
Where choices change the lives of people with an intellectual disability
## Conclusions and Recommendations

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<tr>
<th>Non-Residential</th>
<th>Residential</th>
<th>Implementation</th>
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<tbody>
<tr>
<td>• Excess supply – especially program space</td>
<td>• New type required – high needs</td>
<td>• <strong>Short</strong> (0-6 m’ths)</td>
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<td>• Press consolidation in regions</td>
<td>• Geographic focus – east end</td>
<td>• <strong>Medium</strong> (6-18 m’ths)</td>
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<tr>
<td>• Leverage high value owned space</td>
<td>• Building condition will dictate options</td>
<td>• <strong>Long</strong> (1.5 – 5 yrs)</td>
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<td>• Stagger consolidation – operational needs &amp; market conditions</td>
<td>• Facility Management outsourcing an option</td>
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<tr>
<td>• Training facilities – other options</td>
<td>• Otherwise enact internal procedures</td>
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