

Appendix A
Identification of Shelter Site for Conversion to Purchase-of-Service Operator

No.	City Shelters	Funded Capacity	Client Group/ Program Type	Evaluation Criteria					Potential for Contracting Out
				Tenure (Leased/ Owned)	10-Yr. State of Good Repair Assessment	Accessi- bility	Marketability of Program	Capacity of Current Sector POS Operators	
1.	Family Residence (incl. motel program)	150	Emergency shelter: families, including children	City Owned	\$2.01 M total, \$13,400 per bed	Partial	Size of program may be drawback due to limited number of existing family sector POS operators to assume a program of this size. Motel program adds administrative/ management complexity.	Limited number of existing family sector POS operators to assume a program of this size.	Not favourable: Due to program size and limited number of existing sector providers. Motel program creates additional complexity.
2.	Robertson House	90	Emergency shelter: single mother led families and high risk pregnant women	City Owned	\$1.49 M total, \$16,555	Yes	Program size and program focus attractive to service providers from various sectors.	A manageable sized program for most POS operators in family, coed and women's sectors. Currently no POS providers operate programs of this nature.	Favourable: Good marketability and potential sector capacity. There may be interest from existing POS operators to expand services to this client population.

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3.	Birkdale Residence (incl. motel program)	160	Emergency shelter: Single mother led families and Refugee/New-comer families	Leased	N/A	Yes	Size of program may be a drawback due limited number of existing family sector POS operators to assume this program.	Limited number of existing family sector POS operators to assume a program of this size.	Not favourable: Leased facility creates additional complexity.
4.	Birchmount Residence	60	Transitional shelter: men over 55 with history of homelessness	Leased	N/A	Partial	Operating a long term, high health needs program without provincial health funding for supports may limit potential interest.	A number of existing POS operators currently manage this type of program on a smaller scale.	Not favourable: Leased facility creates additional complexity.
5.	Downsview Dells	28	Transitional shelter: men going through addictions treatment	City Owned	\$0.73 M total, \$26,071 per bed	No	Operating a long term, abstinence based program without provincial health funding for supports may limit potential interest.	A number of existing POS operators currently manage this type of abstinence based program.	Not favourable: Good marketability however, significant long-term issues related to SOGR. Building is not accessible.

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6.	Fort York Residence	98	Transitional shelter: men with focus on employability	City Owned	\$0.55 M total, \$5,612 per bed	Yes	Substantial interest in operating a program that supports and transitions clients to housing.	The size and type of program is desirable for numerous POS providers in various sectors, some of whom have experience operating similar types of programs.	Most favourable: Good marketability. Building is relatively new with minimal SOGR issues.
7.	Women's Residence	103	Emergency shelter: homeless single adult women	City Owned	\$0.44 M total, \$4,272 per bed	Yes	The size and complexity of the program makes it less attractive to potential POS providers.	A small number of existing POS operators currently manage programs of a similar nature.	Favourable: Fair marketability Size and complexity of program may impact interest.
8.	Bellwoods House	10	Transitional shelter: older women with long term histories of homelessness	Leased	N/A	No	Good interest in operating a program that transitions clients to housing. Small program size (high cost to client ratio) may limit interest.	There are a limited number of POS providers currently operating programs for older women with long term histories of homelessness.	Not favourable: Leased facility creates additional complexity. Building is not accessible.

Note: Seaton House - main program excluded per SES Consultant's Recommendation.