



Shelter, Support & Housing Administration

2014 – 2023 CAPITAL BUDGET AND PLAN OVERVIEW

2014 – 2023 Capital Budget and Plan Highlights

Shelter, Support and Housing Administration (SSHA) is responsible for maintaining the City's 12 shelter sites and 4 other properties in a state of good repair for the delivery of shelter services.

The 10-Year Recommended Capital Plan allocates \$21.550 million to begin the redevelopment of the Seaton House shelter, a shelter that envisions the development of adjacent sites to include supportive, Long Term Care homes and a service hub, with surplus lands available for affordable housing initiatives that align with the Council approved HOT Framework; and provides funding of \$9.000 million for State of Good Repair of the City's owned and leased shelters.

The SOGR capital project provides funding to support the ongoing SOGR maintenance requirements, and supports major infrastructure upgrades requirements to electrical and mechanical systems, foundation repairs, HVAC replacements, security systems, roof repairs and window and door replacements in the City's shelters.

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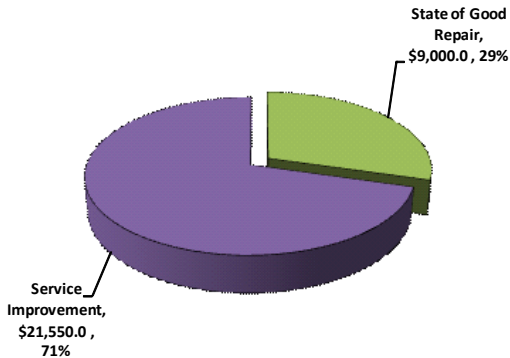
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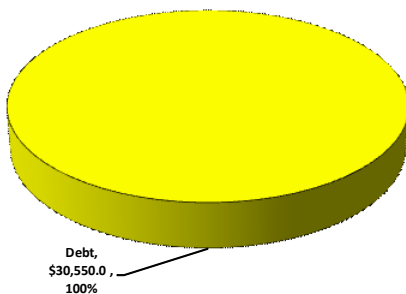
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Capital Spending and Financing

2014-2023 Capital Budget and Plan Expenditures (\$30.550 Million)



2014-2023 Capital Budget and Plan by Funding Source (\$30.550 Million)



Where does the money go?

The 2014–2023 Recommended Capital Budget and Plan totals \$30.550 million and provides \$21.550 million to begin the Seaton House redevelopment, a Service Improvement project, and \$9.000 million for the State of Good Repair (SOGR) capital maintenance project of the City's owned and leased shelter facilities.

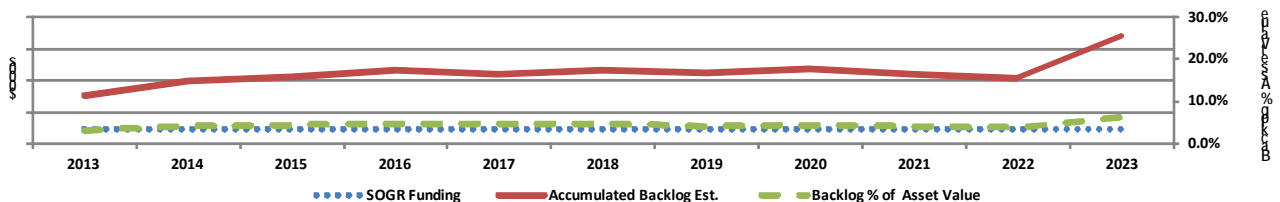
A primary focus of the 2014–2023 Recommended Capital Plan is to begin the redevelopment of Seaton House, a 543-bed City operated emergency shelter for men, into a new multi-purpose facility, which includes a smaller emergency shelter, a long-term care home and a service hub, with surplus lands available for affordable and / or market housing.

Where the money comes from?

The 10-year Recommended Capital Plan is fully funded from debt of \$30.550 million, and is in line with the debt affordability guideline in each year of the 10-year planning period.

- The 10-Year Capital Plan allocates 75.0% or \$22.900 million of the funding in years 2014 through 2018 and 25.0%, or \$7.650 million in years 2019 through 2023, with total funding of \$30.550 million.

State of Good Repair Backlog



The 10-Year Capital Plan includes \$9.000 million to support the State of Good Repair program, providing funding for ongoing maintenance requirements of the shelter facilities. The backlog averages 4.3% or \$4.387 million through 2022, and increases to \$6.746 million or 6.1% of the asset value at the end of 2023. Although the plan provides sufficient funding to support on-going maintenance requirements, the spike at the end of 2023 reflects the need to defer specific upgrades beyond the ten year plan, due to affordability.

Key Challenges and Priority Actions

Seaton House / George Street Redevelopment

Following the results of the feasibility study that reviewed options to redevelop the George Street area, Council approved in "principle" the redevelopment of the Seaton House Shelter, which is in critical need of redevelopment due to the building's aging condition and its ability to provide appropriate emergency shelter programming. Taking advantage of partnership opportunities, and responding to the need for a long term care home in downtown Toronto, SSHA and Long Term Care Homes & Services (LTCHS) are preparing to partner in a joint redevelopment initiative that provides both emergency shelter to homeless men and to an aging vulnerable population that requires on-going, permanent accommodation.

Improving SOGR Capital Maintenance Delivery

In order to improve the delivery of the SOGR needs for the program's 16 shelter sites, SSHA will negotiated an agreement with Facilities Management that will centralize the coordination and delivery of capital upgrades through the use of Facilities Management resources.

2014 Recommended Capital Budget

The 2014 Recommended Capital Budget of \$10.609 million for SSHA will:

- Continue the state of good repair program to address the 2014 phase of the ongoing repair needs project in the City owned operated/ leased shelter sites for \$1.535 million; and
- Continue the development of the Seaton House Shelter at George Street for \$9.074 million.



II: RECOMMENDATIONS

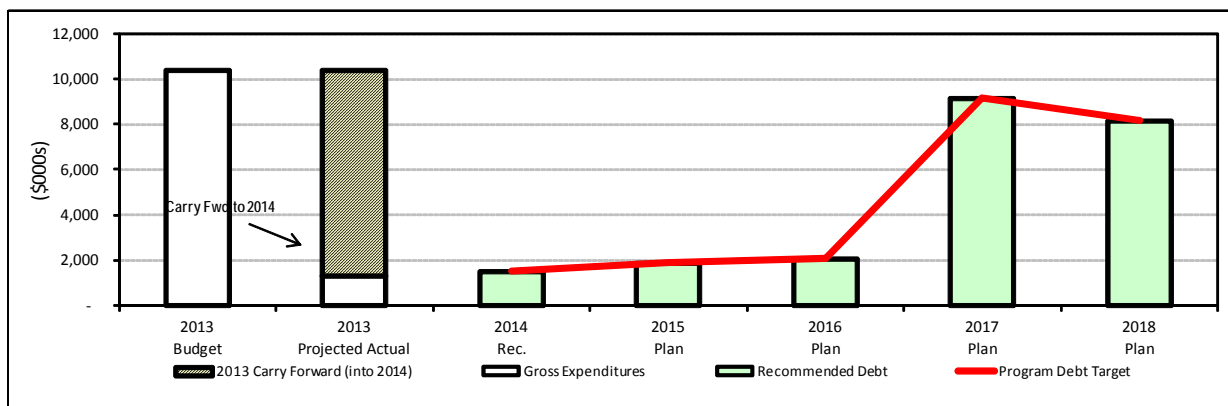
Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2014 Recommended Capital Budget for Shelter, Support and Housing Administration with a total project cost of \$1.500 million, and 2014 cash flow of \$10.609 million, comprised of the following:
 - a) New Cash Flow Funding for:
 - i) two new sub-projects with a 2014 total project cost of \$1.500 million that require cash flow of \$1.500 million in 2014; and
 - b) 2013 approved cash flow for two previously approved sub-projects with carry forward funding from 2013 into 2014 totaling \$9.109 million;
2. City Council approve new debt service costs of \$0.026 million in 2014 and incremental debt costs of \$0.154 million in 2015 resulting from the approval of the 2014 Recommended Capital Budget, to be included in the 2014 and future year operating budgets;
3. City Council approve the 2015-2023 Recommended Capital Plan for Shelter, Support and Housing Administration totaling \$29.050 million in project estimates, comprised of \$1.900 million in 2015; \$2.100 million in 2016; \$9.200 million in 2017; \$8.200 million in 2018; and \$4.050 million in 2019, 10.900 million for 2020-2023; and
4. The General Manager of Shelter, Support and Housing Administration report to Budget Committee through the Community Development and Recreation on the details of the development proposal including the financing plan of the Seaton House development and George Street revitalization.

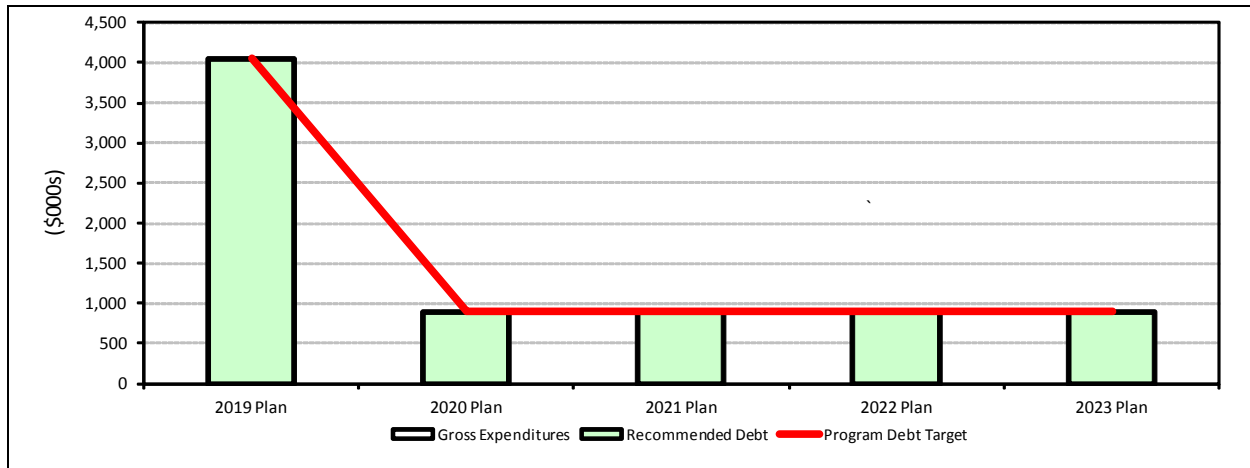
III: 10-YEAR CAPITAL PLAN

10 - Year Capital Plan 2014 Recommended Budget, 2015 – 2018 Recommended Plan



	2013		2014 Budget and 2015 - 2018 Plan						5-Year Total Percent
	Budget	Projected Actual	2014	2015	2016	2017	2018	2014 - 2018	
Gross Expenditures:									
2013 Capital Budget & Approved FY Commitments	10,414	1,305							
Recommended Changes to Approved FY Commitments			1,500					1,500	6.6%
2014 New/Change in Scope and Future Year Commitments				1,900	2,100	9,200	8,200	21,400	93.4%
2015- 2018 Capital Plan Estimates									
2-Year Carry Forward for Reapproval									
1-Year Carry Forward to 2014		9,109							
Total Gross Annual Expenditures & Plan	10,414	10,414	1,500	1,900	2,100	9,200	8,200	22,900	100.0%
Program Debt Target	1,914		1,500	1,900	2,100	9,200	8,200	22,900	
Financing:									
Recommended Debt			1,500	1,900	2,100	9,200	8,200	22,900	100.0%
Reserves/Reserve Funds	8,500								
Development Charges									
Provincial/Federal Debt Recoverable									
Other Revenue									
Total Financing			1,500	1,900	2,100	9,200	8,200	22,900	100.0%
By Project Category:									
Health & Safety Legislated SOGR	1,600		900	900	900	900	900	4,500	19.7%
Service Improvement Growth Related	8,814		600	1,000	1,200	8,300	7,300	18,400	80.3%
Total by Project Category			1,500	1,900	2,100	9,200	8,200	22,900	100.0%
Asset Value (\$) at year-end	98,103		98,103	98,103	98,103	98,103	98,103	209	
Yearly SOGR Backlog Estimate (not addressed by current plan)			982	202	428	(197)	195		
Accumulated Backlog Estimate (end of year)	2,990		3,972	4,174	4,602	4,405	4,600		
Backlog: Percentage of Asset Value (%)	3.0%		4.0%	4.3%	4.7%	4.5%	4.7%		
Debt Service Costs			26	187	232	377	1,089	1,911	
Operating Impact on Program Costs									
New Positions									

**10 - Year Capital Plan
2019 - 2023 Recommended Plan
(In \$000s)**



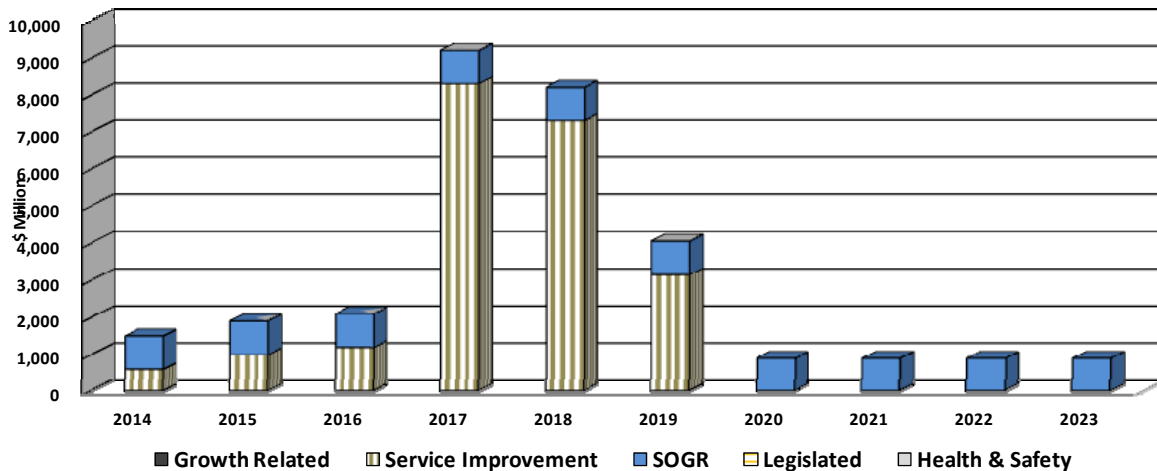
	2019 - 2023 Capital Plan						10-Year Total Percent
	2019	2020	2021	2022	2023	2014 - 2023	
Gross Expenditures:							
2013 Capital Budget & Approved FY Commitments							
Recommended Changes to Approved FY Commitments							
2014 New/Change in Scope and Future Year Commitments						1,500	4.9%
2019 - 2023 Capital Plan Estimates	4,050	900	900	900	900	29,050	95.1%
Total Gross Annual Expenditures & Plan	4,050	900	900	900	900	30,550	100.0%
Program Debt Target	4,050	900	900	900	900	30,550	
Financing:							
Recommended Debt	4,050	900	900	900	900	30,550	100.0%
Reserves/Reserve Funds							
Development Charges							
Provincial/Federal							
Debt Recoverable							
Other Revenue							
Total Financing	4,050	900	900	900	900	30,550	100.0%
By Project Category:							
Health & Safety							
Legislated							
SOGR	900	900	900	900	900	9,000	29.5%
Service Improvement	3,150					21,550	70.5%
Growth Related							
Total by Project Category	4,050	900	900	900	900	30,550	100.0%
Asset Value(\$) at year-end	110,211	110,211	110,211	110,211	110,211		
Yearly SOGR Backlog Estimate (not addressed by current plan)	(147)	236	(271)	(251)	2,579		
Accumulated Backlog Estimate (end of year)	4,453	4,689	4,418	4,167	6,746		
Backlog: Percentage of Asset Value (%)	4.0%	4.3%	4.0%	3.8%	6.1%		
Debt Service Costs	913	432	108	108	108	3,581	
Operating Impact on Program Costs							
New Positions							

Key Changes to the 2013 - 2022 Approved Capital Plan

The 2014-2021 Recommended Capital Budget and the 2015-2022 Recommended Capital Plan has no changes from the 2013-2022 Approved Capital Plan.

2014 – 2023 Recommended Capital Plan

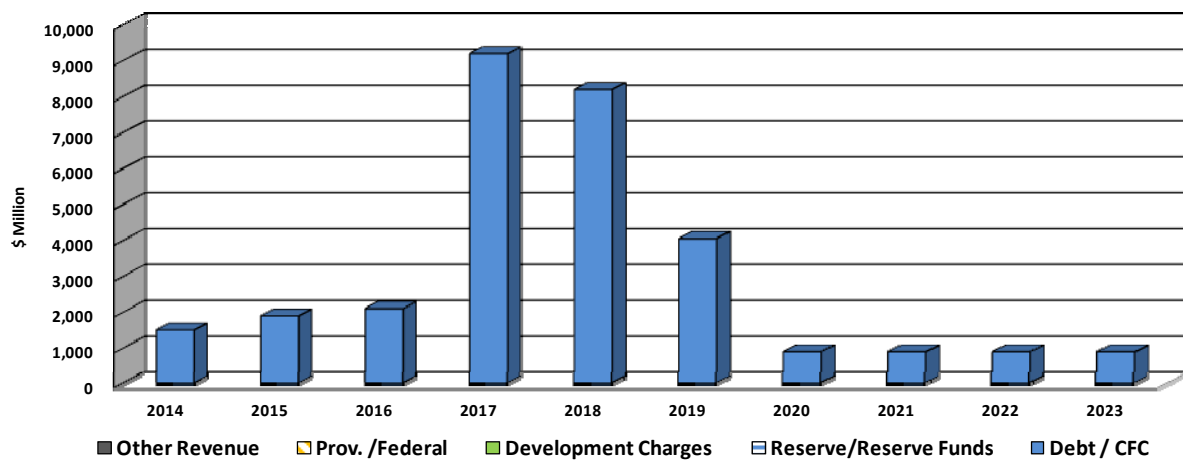
2014 – 2023 Capital Plan by Project Category
(In \$000s)



The 10-Year Recommended Capital Plan for Shelter, Support and Housing Administration of \$30.550 million provides funding of \$9.000 million for SOGR projects and \$21.550 million for Service Improvement projects.

- State of Good Repair projects represent 29.5% or \$9.000 million of project funding in the 10-Year Recommended Capital Plan, with \$0.900 million required in 2014, and similarly for years 2015 to 2023 at \$0.900 million a year.
 - This funding will provide the ongoing capital maintenance of the City's 16 facilities in which Shelter Services are provided.
- Service Improvement projects represent \$21.550 million or 70.5% of projects funded in the 10-Year Recommended Capital Plan, and is comprised of 1 project, the Seaton House/ George Street Redevelopment project.
 - Funding for the redevelopment will begin in 2014 with \$0.600 million, \$1.000 million in 2015, with years 2016 through 2019 requiring a total of \$19.900 million. Recommended cash flow funding requirements are based on the estimated timing to redevelop the Seaton House Shelter. SSHA will be providing the details of the redevelopment project in early 2015, including the total cost of the project, the status of the redevelopment and related financing plans.

2014–2023 Capital Plan by Funding Source
(In \$000s)



The 10-Year Recommended Capital Plan of \$30.550 million is fully debt funded, with expenditures in the first 5 years requiring \$22.900 million, or 75% of the total recommended funding, and \$7.650 million, or 25% required from 2019 through 2023.

- The annual debt financing requirements are not evenly distributed throughout the 10 year period, with debt financing peaking in 2017-2019 for the Seaton House Redevelopment project, as these years include \$18.750 million for the shelter reconstruction, with years 2014 through 2016 providing \$2.800 million in total for planning and design activities associated with the site redevelopment.

Major Capital Initiatives by Category

Summary of Major Capital Initiatives by Category
(In \$000s)

	2014 Budget	2015 Plan	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2014 - 2023 Total
Total Expenditures by Category											
State of Good Repair											
Capital Repairs / Replacement City Owned / Leased Bldgs	900	900	900	900	900	900	900	900	900	900	9,000
Sub-Total	900	900	900	900	900	900	900	900	900	900	9,000
Service Improvements											
Seaton House/ George Street Redevelopment	600	1,000	1,200	8,300	7,300	3,150					21,550
Sub-Total	600	1,000	1,200	8,300	7,300	3,150					21,550
Total Expenditure by Category	1,500	1,900	2,100	9,200	8,200	4,050					30,550

Major Capital Initiatives

The 10-Year Recommended Capital Plan supports Shelter Support and Housing Administration's focus on the development/ redevelopment of existing shelter sites to include supportive and affordable housing initiatives that align with the Council approved HOT Framework, and provides funding for SOGR maintenance for the City's 16 owned and leased facilities.

State of Good Repair (SOGR) Projects

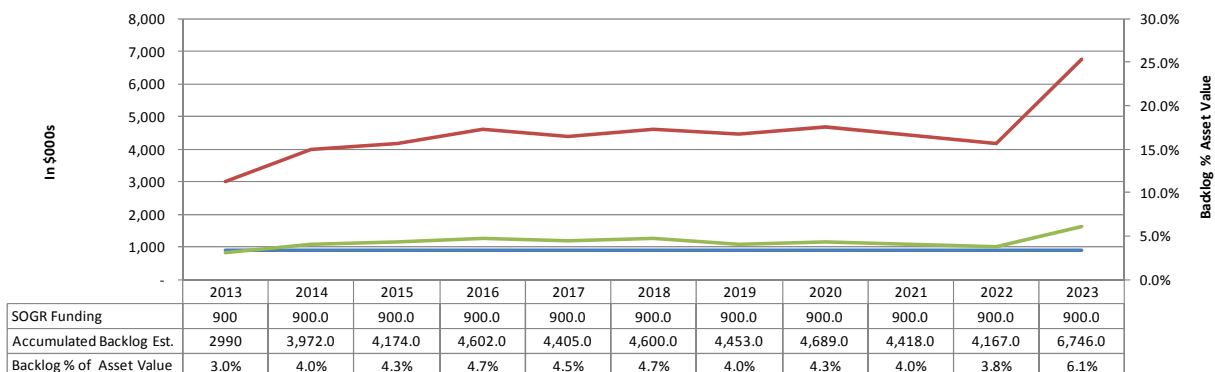
- New funding of \$0.900 million is recommended in 2014, with \$8.100 million in future-year funding for the 2015-2023 period included for SOGR maintenance in the 16 City owned and leased facilities. Funding will provide HVAC upgrades, electrical, mechanical and safety upgrades, window, roof and floor replacements and other general repairs at the 16 sites.

Service Improvement Projects

- New funding of \$0.600 million in 2014 and \$20.950 million in future-year funding for 2015-2019 period is recommended to begin the redevelopment of Seaton House; a portion of these funds also may be used to facilitate other shelter redevelopment projects. SSHA will be providing the details of the redevelopment project in early 2015 including estimates for the total cost of the redevelopment project, status of redevelopment and related financing plans.

State of Good Repair (SOGR) Backlog

**SOGR Funding & Backlog
(In \$000s)**



The 10-Year Recommended Capital Plan dedicates \$4.500 million to SOGR spending in the first five years of the Plan and \$4.500 million over the last five years, based on a recommended funding level of \$0.900 million annually.

- SSHA is responsible for maintaining 16 of the City's facilities, including 12 shelter sites; 1 administrative site, 2 social housing sites; and 1 assessment and referral centre; with an

asset replacement value of \$98.103 million; 7 of these sites are leased to operators and 9 are operated by the City.

- Based on the most recent Facilities Management assessment and maintenance plan, the Program has established that its 2014 SOGR maintenance backlog for these facilities is \$2.990 million, or 3.0% of the Program's asset replacement value. As the Seaton House Shelter is scheduled for demolition, maintenance projects for this shelter are not included in the backlog.
- The backlog at the end of December 2013 is \$2.990 million, and remains between 3.8% and 4.7% for the 2014 - 2022 period. The back log increases to \$6.746 million or 6.1% of the asset value at the end of 2023, reflecting the need to defer upgrades at the Fort York Shelter beyond the ten year period, due to affordability.
- As noted on pages 5 and 6, in 2014, the asset value of \$98.103 million in 2014 increases to \$110.211 million in 2019 (an increase of \$12.108 million), reflecting the change in asset value based on the redeveloped Seaton House facility.
- The 10-Year Recommended Capital Plan includes funding of \$0.900 million in 2014 and \$0.900 million in years 2015 through 2023, and provides cash flow to upgrade the bathroom facilities, window replacements, roof replacements, electrical, mechanical and HVAC upgrades in the City's shelter sites.
- Although the Capital Plan provides sufficient funding to support on-going maintenance requirements, the spike at the end of 2023 reflects the need to defer specific mechanical and electrical upgrades beyond the 10 Year Capital Plan period, due to affordability.

10-Year Capital Plan: Impact on the Operating Budget

The 10-Year Recommended Capital Plan will increase future year Operating Budgets by a total of \$0.272 million for the Seaton House redevelopment project. Approval of the 2014 Recommended Capital Budget and Plan will result in a net operating budget increase of \$0.136 million each in 2014 and 2015. Additional one temporary position is required in 2014 and 2015 to assist with the coordination of the redevelopment project.

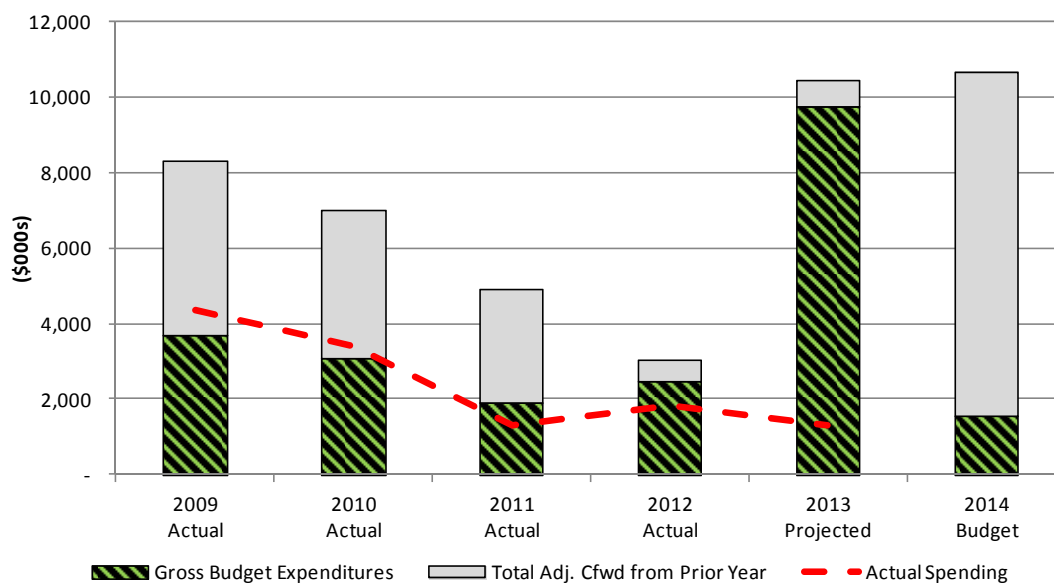
Funding for the temporary position was approved in 2013 with 0.5 position (\$0.068 million) funded through the capital program and 0.5 funded position (\$0.067 million) funded through the operating budget, as outlined in the table below:

Capital Project Delivery - Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)						
			Start Date	End Date (m/d/yr)	2014	2015	2016	2017	2018	2019 - 2023	
Policy, Planning and Project Consultant	SHL907278	1.0	1/1/2013	12/31/2015	136.2	136.2					
Total		1.0			136.2	136.2					

Capacity to Spend

**Capacity to Spend – Budget vs. Actual
(In \$000s)**



As highlighted in the following analysis, SSHA's spending rate has ranged from 52.8% in 2009 to 61% in 2012, with an average spending rate of 47.2% during the 2009 – 2012 period. The four-year spending average for this period is \$2.726 million, compared to an average cash flow budget of \$5.777 million. The projected spending rate of 11.8% is an anomaly, as the funding included in the 2013 Capital Budget to purchase three parcels of land required for the George Street redevelopment initiative is an extraordinary expenditure for this Program and will not occur until 2014.

Year	2009	2010	2011	2012	2013	2014	2009 - 2012 Average
Actual	4,373	3,393	1,311	1,826	1,305		2,726
* Budget	3,647	3,059	1,850	2,438	10,414	1,500	2,749
Prior Year C/fwd	4,635	3,907	3,017	554	686		3,028
Total Budget	8,282	6,966	4,867	2,992	11,100	1,500	5,777
% spent	52.8%	48.7%	26.9%	61.0%	11.8%		47.2%
Carry/fwd % of Total Budget	56.0%	56.1%	62.0%	18.5%	6.2%		52.4%

During the 2009 – 2013 period, the Program's Capital Budget has been comprised of funding for the following capital projects categories:

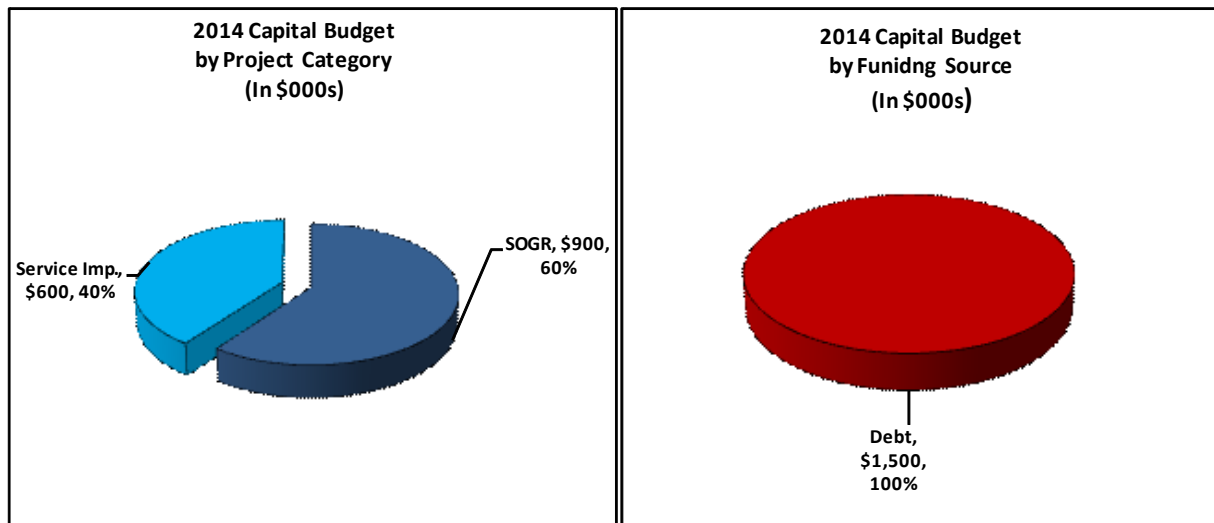
- IT Systems: During 2009-2012 period, the Program implemented three technology projects: the Social Housing Administration System with a cash flow funding of \$3.058 million; and funded the development of two Affordable Housing data base systems of \$0.300 million.
- Shelter/ Affordable Housing Initiatives: During the 2009-2012 period, the Program completed the Shelter Access and Referral Centre (129 Peter Street) with cash flow funding of \$2.986 million, a 2005 project that opened its doors to shelter clients in late 2010; the elevator upgrade and green roof modifications for Peter Street were completed in 2012; final funding for Eva's Youth of \$0.446 million in 2009; and a land acquisition in 2010 of \$1.450 million.
- Capital Maintenance for City Owned/ Leased Shelters: During the 2009 -2012 period, the SOGR capital maintenance budget has averaged \$1.460 million, with spending averaging \$0.445 million, or 30.4%. This spending pattern has resulted in yearly carry-forward funding that has averaged \$0.761 million.

While the 10-Year Capital Plan provides sufficient funding to support on-going maintenance requirements and is supported by a documented work plan, the Program has difficulty coordinating the maintenance requirements in the City's 16 shelter sites located across the City.

In order to more effectively deliver its capital program, beginning in 2014, SSHA will enter into an agreement with Facilities Management which will move the responsibility of managing the SOGR capital works to dedicated staff in Facilities Management. With dedicated staff to begin in 2014, it is anticipated that the SOGR capital spending will increase significantly.

IV: 2014 RECOMMENDED CAPITAL BUDGET

2014 Capital Budget by Project Category and Funding Source



Note: Excludes carry forward funding

The 2014 Recommended Capital Budget, excluding funding carried forward from 2013 to 2014, requires new 2014 cash flow funding of \$1.500 million.

- State of Good Repair projects account for \$0.900 million or 60% of the 2014 Capital Budget's expenditures and are comprised of the capital repairs/replacement in City owned/ leased buildings projects, to fund capital upgrades in the Program's facilities.
- Service Improvement projects represent \$0.600 million or 25% of the 2014 Recommended Capital Budget's spending and are comprised of 1 project, the Seaton House / George Street Redevelopment project, which will fund the design phase of the redevelopment proposal.
- The 2014 Recommended Capital Budget for Shelter, Support and Housing Administration is fully debt funded, providing 100% of the Program's financing requirements.

2014 Recommended Cash Flow & Future Year Commitments (In \$000s)

	2012 & Prior Year Carry Forward	Previously Approved Cash Flow Commitment	2014 New Cash Flow Rec'd	2014 Total Cash Flow Rec'd	2013 Carry Forwards	Total 2014 Cash Flow (Incl 2013 C/Fwd)	2015	2016	2017	2018	2019	2020	2021	2022	2023	Total Cost
Expenditures																
Previously Approved					9,109	9,109										9,109
Change in Scope																-
New			1,500	1,500		1,500										1,500
New w/Future Year																-
Total Expenditure			1,500	1,500	9,109	10,609										10,609
Financing																
Debt			1,500	1,500	635	2,135										2,135
Other																-
Reserves/Res Funds					8,474	8,474										8,474
Development Charges																-
Provincial/Federal																-
Total Financing (including carry forward funding)			1,500	1,500	9,109	10,609										10,609

- The 2014 Recommended Capital Budget for SSHA is \$10.609 million, including carry forward funding of \$9.109 million.
- Approval of the 2014 Recommended Capital Budget does not commit Council to any funding beyond 2014.

2014 Recommended Capital Project Highlights

2014 Recommended Capital Project Highlights

Project	Total Project Cost	2014	2015	2016	2017	2018	2014 - 2018	2019	2020	2021	2022	2023	2014 - 2023 Total
Capital Repairs / Replacement City Owned / Leased Bldgs	1,535	1,535					1,535						1,535
Seaton House/ George Street Redevelopment	9,400	9,074					9,074						9,074
Total (including carry forward funding)	10,935	10,609	-	-	-	-	10,609	-	-	-	-	-	10,609

The 2014 Recommended Capital Budget provides funding of \$10.609 million to:

- Continue the State of Good Repair work plan for the ongoing repairs at the City owned operated/ leased shelter sites for \$1.535 million; and
- Continue the redevelopment of the Seaton House Shelter at George Street for \$9.074 million.

V: ISSUES FOR DISCUSSION

Key Program Issues

Seaton House / George Street Redevelopment

The Seaton House Shelter, a 543-bed City-operated emergency shelter for men located at 339 George Street, is in critical need of redevelopment due to the building's aging condition and its challenges in providing appropriate emergency shelter programs.

Using the \$0.300 million that was provided in the 2013 Approved Capital Budget for a feasibility study, SSHA developed a proposal that supported the Council-approved recommendation to purchase the properties adjacent to the Seaton House shelter that are required for the redevelopment of the George Street site.

On July 16 2013, Council approved the recommendations outlined by the feasibility study and included in EX33.17 "Update and Next Steps of Proposed Redevelopment of Seaton House and Revitalization of George Street," that authorized the increase to the 2013 Capital Budget, allowing the City to purchase the properties adjacent to the Seaton House Shelter site in preparation for the Seaton House / George Street redevelopment.

Concurrently, Long Term Care Homes & Services (LTCHS) is in the process of developing a Capital renewal strategy that supports the redevelopment of 6 of its 10 homes as part of a capital renewal program mandated by the Province. The LTCHS renewal strategy includes the option of integrating both SSHA's and LTCHS's capital renewal needs through a joint capital project on George Street.

Taking advantage the partnership of opportunities, this option proposes that the Seaton House / George Street Redevelopment project be considered as a joint development initiative, as it combines SSHA's need to redevelop Seaton House and LTCHS's need to develop a long-term care home in downtown Toronto. As a result, a joint development project between SSHA and LTCHS is being developed that addresses the needs of both short-term homeless men and an aging vulnerable population that requires on-going, permanent accommodation.

LTCHS will be reporting to Community Development and Recreation Committee in December with an overview of its Capital Renewal Strategy, including how the Seaton House redevelopment can be integrated into the division's Long-term Care Home capital redevelopment strategy and service plan.

The 2014 -2023 Recommended Capital Plan for SSHA includes \$21.550 million for the redevelopment of Seaton House shelter. The 2014 cash flow budget provides \$0.600 million for planning the structural design of the Seaton House facility. In accordance with recommendations in the "Update and Next Steps of Proposed Redevelopment of Seaton House and Revitalization of George Street" report, the Program will be reporting back to Council in the 2nd quarter of 2015 with a development proposal and financing plan that provides the details

of the Seaton House redevelopment proposal. Consequently, SSHA will be adjusting the cash flow funding for the redevelopment proposal included in the Capital Plan to realign with the redevelopment at that time.

While \$21.400 million is included in the 10-Year Capital Plan for SSHA for the Seaton House redevelopment initiative, it is currently considered insufficient for the type of redevelopment being envisioned for Seaton House and George Street redevelopment.

Improving SOGR Capital Maintenance Delivery

The Recommended 2014-2023 Capital Plan for SSHA provides \$9.000 million for the program's SOGR capital works over the 10-year plan, allocating \$0.900 million per year to address the SOGR backlog needs in the City's 16 Owned and Leased shelters facilities.

As noted in the SOGR backlog analysis, the backlog at the end of December, 2013, is \$2.990 million, and remains between 4.0% and 4.7% for the 2014 - 2022 period. The back log increases to \$6.746 million or 6.1% of the asset value at the end of 2023, reflecting the need to defer upgrades at the Fort York Shelter beyond the ten year period, due to affordability.

While the Program's SOGR capital activities are supported by a documented work plan, and provides sufficient funding to address the on-going maintenance requirements, the difficulty in coordinating the maintenance requirements in the City's 16 shelter sites located across the City has resulted in a low average spending rate of 30% for its capital maintenance program.

In order to more effectively deliver its SOGR capital works, beginning in 2014, SSHA will be entering into an arrangement with Facilities Management that moves the responsibility of managing the SOGR project activities from Shelter Services to dedicated staff in Facilities Management. Funding for this initiative will be provided through an IDC, with SSHA using the existing Capital Program from its SOGR capital plan to fund Facilities support.

Appendix 1

2013 Performance

2013 Key Accomplishments

In 2013, Shelter, Support and Housing Administration provided much needed state of good repair work such as:

- ✓ Replacement of heat pumps at the Family Resident Shelter
- ✓ Roof replacement at the Christie Ossington Centre
- ✓ Replacement of the fire alarm control panel/initiating devices at Adelaide Resource Centre
- ✓ Installation of automatic door openers, replacement of hot water storage tank, installation of handicapped sinks and refresh at Seaton House.

2013 Capital Variance Review

2013 Budget to Actual Comparison (In \$000s)

2013 Approved	Actuals as of Sept. 30, 2013 (3rd Quarter Variance)		Projected Actuals at Year End		Unspent Balance	
	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
10,414	260	2.5%	1,305	12.5%	9,109	87.5%

Capital expenditures for the 9 months ending September 30, 2013 total \$0.260 million or 2.6% of the 2013 Approved Capital Budget of \$10.414 million.

The program is projecting to spend \$1.305 million, or 12.5% at year-end, with the projected year-end under-spending attributable to the following projects:

- Capital expenditures for the capital repairs / replacements for city operated / leased shelters project totaled \$0.068 million representing 4.1% of the 2013 approved cash flow of \$1.600 million. Project spending will accelerate during the last quarter, once purchase orders have been fulfilled, with year-end spending projected to be \$0.965 million or 58.3%. Project under spending of \$0.635 million will be carried forward from 2013 into 2014.
- The Shelter Development / Seaton Redevelopment projects' expenditures totaled \$0.192 million representing 2.2% of the 2013 approved cash flow of \$8.814 million. A portion of the funding for the feasibility study is not required in 2013; as well, the purchase of the three parcels of land adjacent to the Seaton House shelter has been delayed until 2014, which will result in total 2013 cash flow funding being carried forward into 2014.

Appendix 2

10-Year Recommended Capital Plan Project Summary (In \$000s)

Project	2014 Budget	Plan									2014 - 2023
		2015	2016	2017	2018	2019	2020	2021	2022	2023	
Capital Repairs / Replacement City Owned / Leased Bldgs	1,535	900	900	900	900	900	900	900	900	900	9,635
Seaton House/ George Street Redevelopment	9,074	1,000	1,200	8,300	7,300	3,150					30,024
Total (Including carry forward funding)	10,609	1,900	2,100	9,200	8,200	4,050	900	900	900	900	39,659

Appendix 3

2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3; 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Shelter, Support & Housing Administration

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SHL906660 Capital Repairs/Repl : City Operated</u>																								
0	11	Capital Repairs/Replacement-City Operated-2013	CW	S2	03	635	0	0	0	0	635	0	635	0	0	0	0	0	0	0	0	635		
0	12	Capital Repairs/repl City Operated	CW	S6	03	0	800	800	800	800	3,200	4,000	7,200	0	0	0	0	0	0	0	7,200	0	7,200	
0	13	Capital Repairs/Repl : City Operated 2014	CW	S4	03	775	0	0	0	0	775	0	775	0	0	0	0	0	0	0	775	0	775	
Sub-total						1,410	800	800	800	800	4,610	4,000	8,610	0	0	0	0	0	635	0	0	7,975	0	8,610
<u>SHL907278 Shelter Development/Redevelopment</u>																								
0	14	Shelter Development/Redevelopment-2013	CW	S2	04	8,474	0	0	0	0	8,474	0	8,474	0	0	0	0	8,474	0	0	0	0	0	8,474
0	15	Shelter Development Redevelopment	27	S6	04	0	1,000	1,200	8,300	7,300	17,800	3,150	20,950	0	0	0	0	0	0	0	20,950	0	20,950	
0	16	Shelter Development Redevelopment 2014	27	S4	04	600	0	0	0	0	600	0	600	0	0	0	0	0	0	0	600	0	600	
Sub-total						9,074	1,000	1,200	8,300	7,300	26,874	3,150	30,024	0	0	0	0	8,474	0	0	0	21,550	0	30,024
<u>SHL906659 Capital Repairs/Replacement - Leased Bldgs</u>																								
0	12	Capital Repairs/Replacement - Lease Buildings	CW	S6	03	0	100	100	100	100	400	500	900	0	0	0	0	0	0	0	0	900	0	900
0	13	Capital Repairs/Replacement 2014	CW	S4	03	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125
Sub-total						125	100	100	100	100	525	500	1,025	0	0	0	0	0	0	0	0	1,025	0	1,025
Total Program Expenditure						10,609	1,900	2,100	9,200	8,200	32,009	7,650	39,659	0	0	0	0	8,474	635	0	0	30,550	0	39,659

Report Phase 2 - Program 15 Shelter, Support & Housing Administration Program Phase 2 Sub-Project Category 01,02,03,04,05,06,07 Part B Sub-Project Status S2,S5,S6 Part C Sub-Project Status S2,S3,S4

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 3; 2014 Recommended Capital Budget; 2015 to 2023 Capital Plan

Shelter, Support & Housing Administration

						Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By					
Sub-Project No.	Project Name	Ward	Stat.	Cat.		Total	Total	Total	Provincial	Federal	Development	Reserve	Capital	Debt -	Total		
Priority	SubProj No.	Sub-project Name				2014-2018	2019-2023	2014-2023	Grants and Subsidies	Subsidy	Charges	Funds	from Current	Recoverable	Financing		
						2014	2015	2016	2017	2018				Debt			
Financed By:																	
		Reserve Funds (Ind."XR" Ref.)				8,474	0	0	0	0			8,474	0	8,474		
		Capital from Current				635	0	0	0	0			635	0	635		
		Debt				1,500	1,900	2,100	9,200	8,200			0	0	30,550		
Total Program Financing						10,609	1,900	2,100	9,200	8,200			8,474	635	39,659		

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2015 & Beyond)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 4
2014 Recommended Cash Flow and
Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4; 2014 Recommended Cash Flow and Future Year Commitments

Shelter, Support & Housing Administration

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SHL906660 Capital Repairs/Repl : City Operated</u>																								
0	11	Capital Repairs/Replacement-City Operated-2013	CW	S2	03	635	0	0	0	0	635	0	635	0	0	0	0	0	0	0	0	635		
0	13	Capital Repairs/Repl : City Operated 2014	CW	S4	03	775	0	0	0	0	775	0	775	0	0	0	0	0	0	775	0	775		
Sub-total						1,410	0	0	0	0	1,410	0	1,410	0	0	0	0	0	635	0	0	775	0	1,410
<u>SHL907278 Shelter Development/Redevelopment</u>																								
0	14	Shelter Development/Redevelopment-2013	CW	S2	04	8,474	0	0	0	0	8,474	0	8,474	0	0	0	0	0	0	0	0	8,474		
0	16	Shelter Development Redevelopment 2014	27	S4	04	600	0	0	0	0	600	0	600	0	0	0	0	0	0	600	0	600		
Sub-total						9,074	0	0	0	0	9,074	0	9,074	0	0	0	0	0	8,474	0	0	600	0	9,074
<u>SHL906659 Capital Repairs/Replacemnt - Leased Bldgs</u>																								
0	13	Capital Repairs/Replacement 2014	CW	S4	03	125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	125	0	125	
Sub-total						125	0	0	0	0	125	0	125	0	0	0	0	0	0	0	0	125	0	125
Total Program Expenditure						10,609	0	0	0	0	10,609	0	10,609	0	0	0	0	8,474	635	0	0	1,500	0	10,609

CITY OF TORONTO

Gross Expenditures (\$000's)

Appendix 4; 2014 Recommended Cash Flow and Future Year Commitments

Shelter, Support & Housing Administration

					Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
Sub-Project No.	Project Name	Ward Stat. Cat.	2014	2015	2016	2017	2018	Total 2014-2018	Total 2019-2023	Total 2014-2023	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Financed By:																					
	Reserve Funds (Ind."XR" Ref.)		8,474	0	0	0	0	8,474	0	8,474	0	0	0	0	8,474	0	0	0	0	0	8,474
	Capital from Current		635	0	0	0	0	635	0	635	0	0	0	0	0	635	0	0	0	0	635
	Debt		1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	0	0	0	0	1,500	0	1,500
Total Program Financing			10,609	0	0	0	0	10,609	0	10,609	0	0	0	0	8,474	635	0	0	1,500	0	10,609

Status Code	Description
S2	S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2014 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

Category Code	Description
01	Health and Safety C01
02	Legislated C02
03	State of Good Repair C03
04	Service Improvement and Enhancement C04
05	Growth Related C05
06	Reserved Category 1 C06
07	Reserved Category 2 C07

Appendix 5

2014 Recommended Capital Project with Financing Details

(Phase 2) 15-Shelter, Support & Housing Administration

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



CITY OF TORONTO

Appendix 5; 2014 Recommended Capital Project with Financing Details
Shelter, Support & Housing Administration
Sub-Project Summary

Project/Financing

Priority Project Project Name

Project/Financing	Priority Project	Project Name	Start Date	Completion Date	2014	Financing									
					Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	SHL906660	Capital Repairs/Repl : City Operated													
0	11	Capital Repairs/Replacement-City Operated-2013	1/1/2013	12/31/2013	635	0	0	0	0	0	635	0	0	0	0
0	13	Capital Repairs/Repl : City Operated 2014	1/1/2014	12/31/2014	775	0	0	0	0	0	0	0	0	775	0
		Project Sub-total:			1,410	0	0	0	0	0	635	0	0	775	0
0	SHL907278	Shelter Development/Redevelopment													
0	14	Shelter Development/Redevelopment-2013	1/1/2013	12/31/2013	8,474	0	0	0	0	8,474	0	0	0	0	0
0	16	Shelter Development Redevelopment 2014	1/1/2014	12/31/2014	600	0	0	0	0	0	0	0	0	600	0
		Project Sub-total:			9,074	0	0	0	0	8,474	0	0	0	600	0
12	SHL906659	Capital Repairs/Replacement - Leased Bldgs													
0	13	Capital Repairs/Replacement 2014	1/1/2014	12/31/2014	125	0	0	0	0	0	0	0	0	125	0
		Project Sub-total:			125	0	0	0	0	0	0	0	0	125	0
		Program Total:			10,609	0	0	0	0	8,474	635	0	0	1,500	0

Status Code Description

S2 S2 Prior Year (With 2014 and/or Future Year Cashflow)
S3 S3 Prior Year - Change of Scope 2014 and/or Future Year Cost\Cashflow)
S4 S4 New - Stand-Alone Project (Current Year Only)
S5 S5 New (On-going or Phased Projects)

Category Code Description

01 Health and Safety C01
02 Legislated C02
03 State of Good Repair C03
04 Service Improvement and Enhancement C04
05 Growth Related C05
06 Reserved Category 1 C06
07 Reserved Category 2 C07