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# Appendices:

## Appendix 1

### 2014 Service Performance

#### 2014 Key Service Accomplishments

In 2014, Shelter Services and Housing Administration achieved the following results:

##### *Homeless and Housing First Solutions*

- ✓ Aligned the Federal Homelessness Partnering Strategy (HPS), City of Toronto - Homeless Initiatives Fund (HIF) & Provincial Community Homelessness Prevention Initiative (CHPI) funding streams to streamline and improve service delivery.
- ✓ Through Streets to Homes, provided service to over 8,000 unique individuals, with 400 people housed directly from the street, 200 people re-housed and 75% remaining in housing at one year.
- ✓ Established 24-hour drop-in services during Extreme Cold Weather Alerts in partnership with Margaret's Toronto East Drop-in and St. Felix Centre.
- ✓ Provided 1,485,090 bed nights to homeless clients.
- ✓ *Social Housing System Management*
- ✓ Implemented the Housing Stability Housing Allowance Program, with funding for 260 clients with an April, 2014 start date.
- ✓ Obtained Council approval to develop RGI access policies that are more client-centered, and to implement the policy changes that make RGI access policies more client-focused.
- ✓ Collaborated with the City's Auditor-General on an audit of the Social Housing program resulting in agreed on areas that will result in system wide service improvements.
- ✓ Collaborated with Children's Services and Employment and Social Services to identify and develop opportunities for service integration.

**2014 Financial Performance**  
**2014 Budget Variance Analysis**

(\$000s)	2012 Actuals	2013 Actuals	2014 Approved Budget	2014 Projected Actuals*	2014 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
<b>Gross Expenditures</b>	764,301.5	682,149.5	646,519.2	629,263.4	(17,255.8)	(2.7%)
<b>Revenues</b>	492,666.8	465,953.7	449,003.4	431,747.6	(17,255.8)	(3.8%)
<b>Net Expenditures</b>	271,634.7	216,195.8	197,515.8	197,515.8		
<b>Approved Positions</b>	739.2	718.9	718.6	718.6		

\* Based on the 9 month Operating Budget Variance Report

### 2014 Experience

- The third quarter variance results indicate that Shelter, Support and Housing Administration (SSHA) will be under-spent by \$17.256 million or 2.7% by year-end. This is a result of savings in salaries and benefits of \$2.7 million, under-spending of approximately \$3.3 million in Social Housing and additional CHPI funding allocation from the province which will be used to reduce the 2014 budgeted reserve draw to fund future year operating pressures. As the projected under-spending will be offset by a reduction in the contribution from the Program reserves, SSHA forecasts a year-end \$0 net variance.

### Impact of 2014 Operating Variance on the 2015 Recommended Budget

- Projected 2014 operational savings of \$0.233 million will be available in 2015, with these savings identified as base reductions through the line-by-line review of expenditures.
- The 2014 under spending in Social Housing is not projected to continue into 2015. The 2015 Recommended Operating Budget takes into consideration the additional 2015-2016 CHPI allocation and includes recommendation for several enhanced priorities to increase capacity in the shelter system.

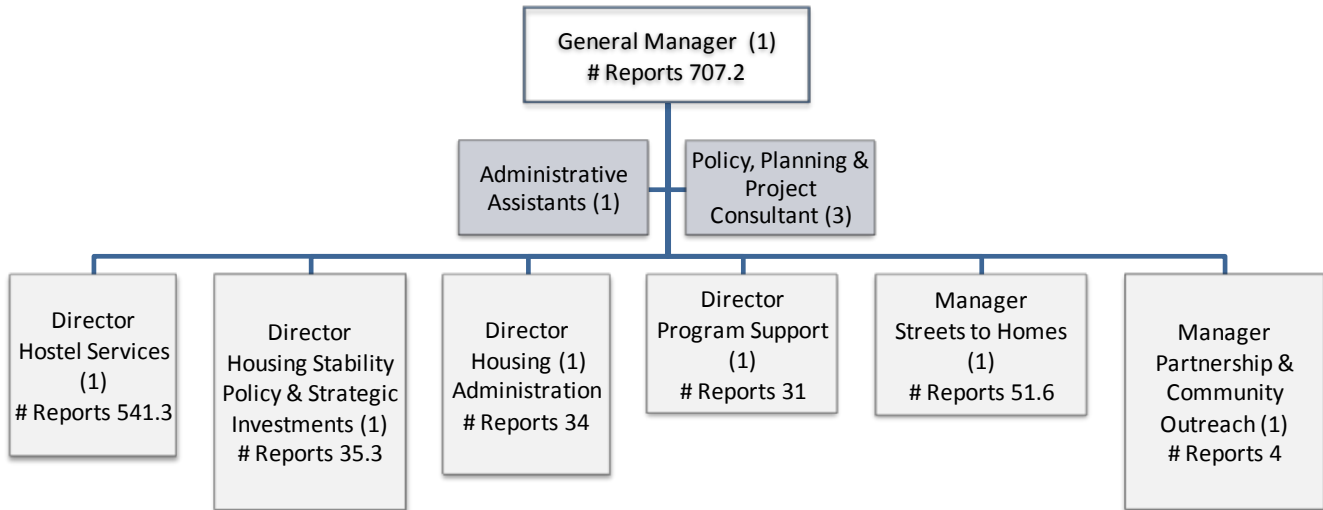
## Appendix 2

### 2015 Recommended Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category

Category of Expense (\$000's)	2012	2013	2014	2014	2015	2015 Change from		Plan	
	Actual	Actual	Budget	Projected	Rec'd	2014 Approved		2016	2017
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	63,792.9	63,894.7	67,202.5	64,657.2	67,534.4	331.9	0.5%	68,981.3	70,355.4
Materials and Supplies	4,042.7	3,758.1	4,270.7	4,211.6	4,238.3	(32.4)	(0.8%)	4,238.3	4,238.6
Equipment	115.8	146.4	176.6	140.3	173.1	(3.5)	(2.0%)	173.0	173.1
Services & Rents	64,128.5	65,686.4	68,431.0	68,009.1	70,183.8	1,752.8	2.6%	70,783.8	70,790.7
Contributions to Capital		344.8					-		
Contributions to Reserve/Res Funds	1,253.5	4,997.5	1,162.7	1,252.7	4,708.7	3,546.0	305.0%	4,208.7	4,208.8
Other Expenditures	574,349.2	522,941.2	505,028.9	489,894.3	502,902.4	(2,126.5)	(0.4%)	511,054.1	517,077.3
Interdivisional Charges	56,618.9	20,380.4	1,111.6	1,098.2	1,171.4	59.8	5.4%	1,178.1	1,184.9
<b>Total Gross Expenditures</b>	<b>764,301.5</b>	<b>682,149.5</b>	<b>647,384.0</b>	<b>629,263.4</b>	<b>650,912.1</b>	<b>3,528.1</b>	<b>0.5%</b>	<b>660,617.3</b>	<b>668,028.8</b>
Interdivisional Recoveries	148.0	11.7	37,989.8	37,989.8	11.3	(37,978.5)	(100.0%)	11.3	11.3
Provincial Subsidies	184,584.7	149,639.8	131,649.6	207,597.5	138,032.7	6,383.1	4.8%	135,273.8	135,273.8
Federal Subsidies	170,429.1	181,743.9	166,507.2	168,256.8	157,339.0	(9,168.2)	(5.5%)	148,373.9	134,096.9
Other Subsidies	113,963.3	113,924.1	76,821.8		37,978.5	(38,843.3)	(50.6%)		
User Fees & Donations	790.9	839.5	902.4	709.1	472.8	(429.6)	(47.6%)	472.8	472.8
Transfers from Capital Fund	424.2	68.1	149.6	176.9	169.3	19.7	13.2%	169.3	169.3
Contribution from Reserve Funds	20,105.4	19,069.4	35,810.8	17,181.4	33,005.2	(2,805.6)	(7.8%)	7,298.2	6,730.2
Contribution from Reserve							-		
Sundry Revenues	2,221.2	657.2	37.0	(163.9)	37.0			37.0	37.0
Required Adjustments							-		
<b>Total Revenues</b>	<b>492,666.8</b>	<b>465,953.7</b>	<b>449,868.2</b>	<b>431,747.6</b>	<b>367,045.8</b>	<b>(82,822.4)</b>	<b>(18.4%)</b>	<b>291,636.3</b>	<b>276,791.3</b>
<b>Total Net Expenditures</b>	<b>271,634.7</b>	<b>216,195.8</b>	<b>197,515.8</b>	<b>197,515.8</b>	<b>283,866.3</b>	<b>86,350.5</b>	<b>43.7%</b>	<b>368,981.0</b>	<b>391,237.5</b>
<b>Approved Positions</b>	<b>739.2</b>	<b>718.9</b>	<b>718.6</b>	<b>718.6</b>	<b>708.2</b>			<b>708.2</b>	<b>708.2</b>

### Appendix 3 2015 Organization Chart



### 2015 Recommended Complement

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	176.0	1.0	396.0	574.0
Part-Time		14.3		119.9	134.2
<b>Total</b>	<b>1.0</b>	<b>190.3</b>	<b>1.0</b>	<b>515.9</b>	<b>708.2</b>

## Appendix 4

### Summary of 2015 Recommended Service Changes

**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2015 Staff Recommended Base Budget Before Service Change:</b>			<b>643,799.7</b>	<b>333,460.3</b>	<b>310,339.4</b>	<b>718.5</b>	<b>85,114.7</b>	<b>22,256.5</b>

**4889 Streets to Homes Service Alignment**

**51 Description:**

To ensure program resources are best targeted to help homeless find and maintain housing, saving of \$0.206 million gross and \$0.350 million are recommended , reflecting the decision discontinue the daily overnight shifts for the Streets to Homes program and the reduction of 8.7 positions.

**Service Level Impact:**

While overnight outreach can be beneficial, particularly during unusual circumstances like cold weather alerts, it is more challenging to make progress on housing outcomes during the overnight shift, as many clients are difficult to locate at night and those encountered may be sleeping or otherwise uninterested in working on housing issues. Offering a 24/7 outreach service is resource intensive, as result, it has been decided that daily overnight shifts will be discontinued. Overnight street outreach will continue to be provided on an as needed basis in response to specific circumstances or events, such as cold weather alerts or identified encampments. Street respite services will continue to be available 24 hours a day at the Streets to Homes Assessment and Referral Centre (SHARC).

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	(205.7)	136.5	(342.2)	(9.4)	0.0	0.0
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Service: HS-Social Housing System Management

Total Staff Recommended:	0.0	0.0	0.0	0.7	0.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(205.7)</b>	<b>136.5</b>	<b>(342.2)</b>	<b>(8.7)</b>	<b>0.0</b>	<b>0.0</b>
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**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5032	<b>Hostels- Salaries Efficiency</b>
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51	0	<b>Description:</b>
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In order to best utilize resources in the emergency shelter system, the Program has under taken a review of the staffing allocations in the City's nine owned and operated shelter facilities .Through this review saving of \$0.573 million gross and net have been identified through realigning the management structure from a sector to sector orientation to a geographic focus that will better align reporting responsibilities and improve operational effectiveness. This change will result in the reduction of 4.7 positions.

**Service Level Impact:**

The will be no service level impact to the City's emergency shelters that provide shelter to the City's homeless, as the City will continue to provide up to 1,315 bed nights in the City owned and operated shelters.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	(573.1)	0.0	(573.1)	(4.7)	0.0	0.0
<b>Staff Recommended Service Changes:</b>	<b>(573.1)</b>	<b>0.0</b>	<b>(573.1)</b>	<b>(4.7)</b>	<b>0.0</b>	<b>0.0</b>



**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5320	<b>2015 Reserve Draw - SHU</b>
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52	0	<b>Description:</b>
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Base Reserve Contribution from the Social Housing Reserve Funds of \$25.640 million is required, primarily to fund Social Housing pressures.

**Service Level Impact:**

Reserve Contribution of \$25.640 million is required to maintain 2015 recommended service levels.

Service: HS-Social Housing System Management

Total Staff Recommended:	0.0	25,639.9	25,639.9	0.0	0.0	0.0
<b>Staff Recommended Service Changes:</b>	<b>0.0</b>	<b>25,636.1</b>	<b>(25,636.1)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>



**2015 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
		<b>Staff Recommended Service Changes:</b>	<b>0.0</b>	<b>3.8</b>	<b>(3.8)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Staff Recommended Service Changes:</b>	<b>(778.7)</b>	<b>25,776.4</b>	<b>(26,555.1)</b>	<b>(13.4)</b>	<b>0.0</b>	<b>0.0</b>
<b>Total Staff Recommended Base Budget:</b>	<b>643,021.0</b>	<b>359,236.7</b>	<b>283,784.3</b>	<b>705.2</b>	<b>85,114.7</b>	<b>22,256.5</b>

## **Appendix 5**

### **Summary of 2015 Recommended New / Enhanced Service Priorities**

**2015 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5033 **One time support for Kennedy House**

74 | 1 **Description:**

Kennedy House youth shelter is entering its second year of operations, as it has replaced the Touchstone Youth Centre, which closed in 2012. On-time transitional funding of \$0.200 million is recommended to assist this 23 bed purchase of service youth shelter transition to a permanent service provider and maintain its financial stability. SSHA staff will continue to assist the agency in finalizing its fund raising program and to work with Kennedy House to find efficiencies through a review of its operations. Funding will be reversed in 2016.

**Service Level Impact:**

N/A

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	200.0	200.0	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>200.0</b>	<b>200.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**2015 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
5796		<b>Addition of 32 Shelter Beds at 3 POS Locations</b>						
74	1	<b>Description:</b>						
		To ease the pressure of accessing shelter beds, funding of \$0.707 million is recommended to fund the continued operation of 32 shelter beds at three purchase of service locations (Sojourn House, Christie Ossington, Streethaven).						
		<b>Service Level Impact:</b>						
		This funding is an extension of service included in the 2014 Service Levels.						
		Service: HS-Homeless and Housing First Solutions						
		Total Staff Recommended:	706.6	706.6	0.0	0.0	0.0	
		<b>Staff Recommended New/Enhanced Services:</b>	<b>706.6</b>	<b>706.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	

**Category:**

71 - Operating Impact of New Capital Projects    74 - New Services  
72 - Enhanced Services-Service Expansion    75 - New Revenues

**2015 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
5797		<b>Kennedy House rent increase</b>						
74	1	<b>Description:</b>						
		Funding of \$0.021 million gross and \$0 net is recommended as part of youth shelter transition from Touchstone Youth Shelter to Kennedy Youth Shelter, with provides services in the City owned facility at 1076 Pape Avenue. This request is required to fund the increase in rent from the City's Real Estate Services Division, which charges third parties market rent for any City owned facility that is leased or rented from the City.						
		<b>Service Level Impact:</b>						
		N/A						
		Service: HS-Homeless and Housing First Solutions						
		Total Staff Recommended:	21.6	21.6	0.0	0.0	0.0	
		<b>Staff Recommended New/Enhanced Services:</b>	<b>21.6</b>	<b>21.6</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	

**Category:**

71 - Operating Impact of New Capital Projects    74 - New Services  
72 - Enhanced Services-Service Expansion    75 - New Revenues

**2015 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5871 **Warming Centres**

74 | 1 **Description:**

To protect homeless populations, SSHA co-ordinates a suite of respite services, including drop-ins centres that provide temporary escape from the cold. At its meeting on July 8, 2014, City Council approved CD30.6 Comprehensive Review of Cold Weather Protocols and Cold Weather Health Impacts in Toronto, requesting that SSHA consult with the community to develop an enhanced service delivery model for cold weather protection. Funding of \$0.240 million is recommended to develop and implement the service standards that will provide the necessary level of respite from the cold.

**Service Level Impact:**

Using best practices, SSHA will continue to work with the interested agencies in a pilot capacity to help develop a suitable level of service to protect those at risk from extreme cold weather events.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	240.0	240.0	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>240.0</b>	<b>240.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Category:**

71 - Operating Impact of New Capital Projects      74 - New Services  
72 - Enhanced Services-Service Expansion      75 - New Revenues

**2015 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services A Program: Shelter, Support & Housing Administration	Adjustments				2016 Plan Net Change	2017 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

5872 **LGBTQ2S Youth Shelter**

72 | 1 **Description:**

On October 8, 2013, City Council adopted CD23.5 Results from the 2013 Street Needs Assessment and Next Steps. One of the key findings in the report was the over representation of LGBTQ2S youth experiencing homelessness. On July 8, 2014, Council approved CD30.8 Update on LGBTQ Youth Focused Shelter or Transitional Housing, which recommended the Program issue a Request for Expression of Interest (REOI) for operating a shelter or transitional housing for LGBTQ2S youth. To support the LGBTQ2S community, \$0.600 million net is recommended in 2015 for a new shelter facility for LGBTQ2S youth that adds 54 beds in the youth sector and provides 6,570 additional permanent beds nights. The additional bed nights will increase the capacity in the Youth Shelter sector by 3.4%.

**Service Level Impact:**

The new facility will add 54 beds in the youth sector and provide 6,570 additional permanent beds nights. The additional bed nights will increase the capacity in the Youth Shelter sector by 3.4%.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	600.0	600.0	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>600.0</b>	<b>600.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues













## Appendix 6

### Inflows/Outflows to/from Reserves & Reserve Funds

Table X

#### Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (\$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2014 \$	Rec'd Withdrawals (-) / Contributions (+)		
			2015	2016	2017
			\$	\$	\$
<b>Projected Beginning Balance</b>		61,040.0	51,356.0	28,190.1	28,190.1
Social Housing Federal Reserve Fund	XR2105				
Social Housing Stabilization Reserve Fund	XQ1106				
<i>Proposed Withdrawals (-)</i>		(9,684.0)	(25,639.9)		
<i>Contributions (+)</i>			2,474.0		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		51,356.0	28,190.1	28,190.1	28,190.1
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		51,356.0	28,190.1	28,190.1	28,190.1