



# Toronto 2015 BUDGET

## OPERATING ANALYST NOTES



## Shelter, Support and Housing Administration

### 2015 OPERATING BUDGET OVERVIEW

Shelter, Support and Housing Administration (SSHA) contributes to healthy communities by ensuring that people have a range of shelter and affordable housing options. The Program provides temporary shelter and support services for homeless individuals and families, creates permanent affordable housing solutions, and funds and administers the City's social housing program.

#### 2015 Budget Highlights

The total cost to deliver this service Toronto residents in 2015 is \$650.912 million gross and \$283.866 million net as shown below.

(in \$000's)	2014 Approved Budget	2015 Rec'd Budget	Change	
			\$	%
Gross Expenditures	647,384.0	650,912.1	3,528.1	0.5%
Gross Revenues	449,868.2	367,045.8	(82,822.4)	(18.4%)
<b>Net Expenditures</b>	<b>197,515.8</b>	<b>283,866.3</b>	<b>86,350.5</b>	<b>43.7%</b>

SSHA is facing significant pressure resulting from the loss of Provincial and Federal funding of \$85.018 million net and the increase in demand for services for support of the prevention of homelessness. Demand has been met by an increase in the allocation of CHPI funding and through the addition of 181 beds, [adding to budget 2015](#) additional services in the City's shelter system that support the homeless and those at risk.

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Fast Facts

- Toronto Community Housing Corporation (TCHC) is the main provider of social housing with 58,500 units. Other not-for-profit housing providers, 246 provide assistance to an additional 35,500 units.
- Provides approximately 4,017 permanent emergency and transitional shelter beds in 58 locations, including 9 City-operated facilities.

Trends

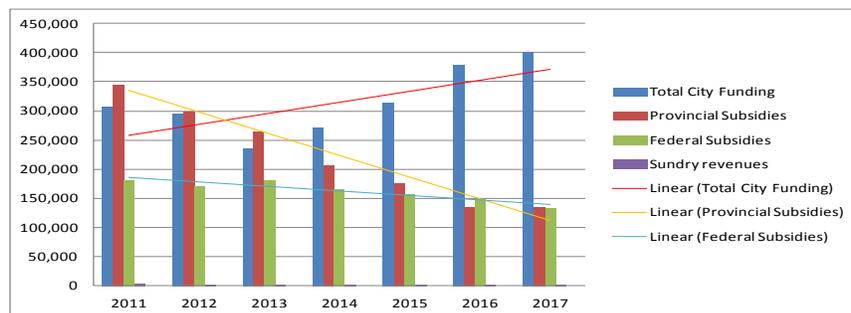
- Between 2013 – 2017, the City funding for Social Housing has ballooned by \$162.2 million, or 23.8% to maintain service levels, due to the following revenue changes:
  - Housing Provincial Funding Loss - \$113.9 million over 2014 – 2016 period);
  - Loss of Federal funding of \$47.6 million due to operating agreement expiries for Social Housing properties under administration; and
  - Adjustments in other funding and third party grants of \$1.9 million.

Our Service Deliverables for 2015

The 2015 Recommended Operating Budget of \$650.912 million gross and \$283.866 million net supports the provision of a wide range of services, which include:

- Providing 24-hour shelter, street outreach and housing services;
- Providing 1.466 million bed nights of emergency shelter (4,017 per night, 365 days a year) to homeless individuals (an increase of 2.3% compared to the 2014 budget), including the provision of meals and supports to achieve an overall estimated occupancy of 86.9%;
- Providing funding to more than 240 housing providers (including the Toronto Community Housing Corporation), with over 94,000 units of social housing;
- Providing 322,295 bed nights of boarding home service to adults with psychiatric disabilities;
- Administering the Federal and Provincial grants to over 115 community agencies; and
- Assisting homeless individuals on the street to move into housing through the Streets to Homes Program, with over 4,600 individuals assisted into permanent housing since 2005, with the vast majority remaining in their new homes.

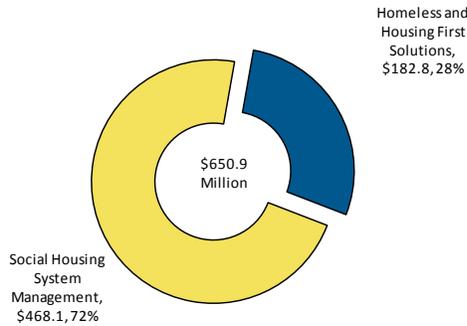
Level of Federal, Provincial Funding in \$000's



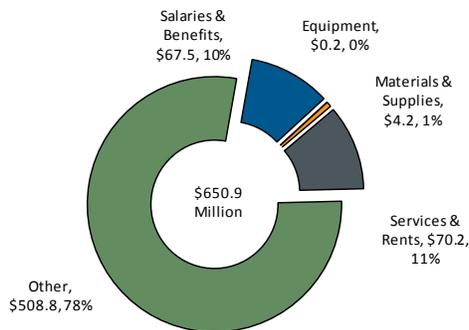
2015 Operating Budget Expenses & Funding

Where the money goes:

2015 Budget by Service  
\$650.9 Million

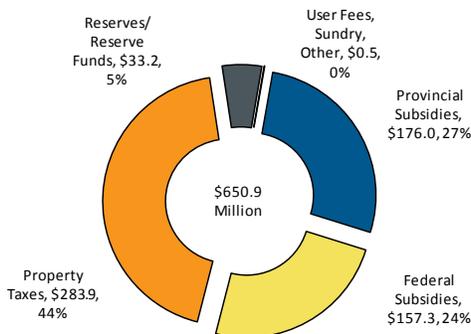


2015 Budget by Expenditure Category



Where the money comes from:

2015 Budget by Funding Source



Our Key Challenges & Priority Actions

- **Managing the funding gap in Social Housing** due to divestment by both the Federal and Provincial governments, which includes the Housing Provincial Funding Loss (\$113.940 million over 3 years):

  - ✓ Develop strategies to address the funding shortfall with expiry of Federal operating agreements.
  - ✓ Continue to engage all orders of government to assume responsibility for the impacts of the social housing legacy.
  
- **Need increased capacity in the shelter system to keep pace with demand and to enhance existing services.**

  - ✓ The 2015 Recommended Operating budget provides funding of \$3.8 million that will increase capacity in the shelter system as follows:
    - 127 new beds for the coed, men's and women's shelter sectors;
    - 54 new beds for youth, including a new shelter facility for LGBTQ2S youth;
    - Continued funding for 32 existing beds;
    - Funding included for two new 24-hour drop-in centres for women; and
    - Enhanced funding for warming centres.

2015 Operating Budget Highlights

- The 2015 Recommended Operating Budget has increased by \$86.350 million net due to the loss of Provincial/ Federal funding for Social Housing of \$85.018 million, which includes Housing Provincial Funding loss of \$75.960 million and \$9.057 million from federal mortgage expirations.
- Funding is included to add capacity in the shelter system to keep pace with demand.

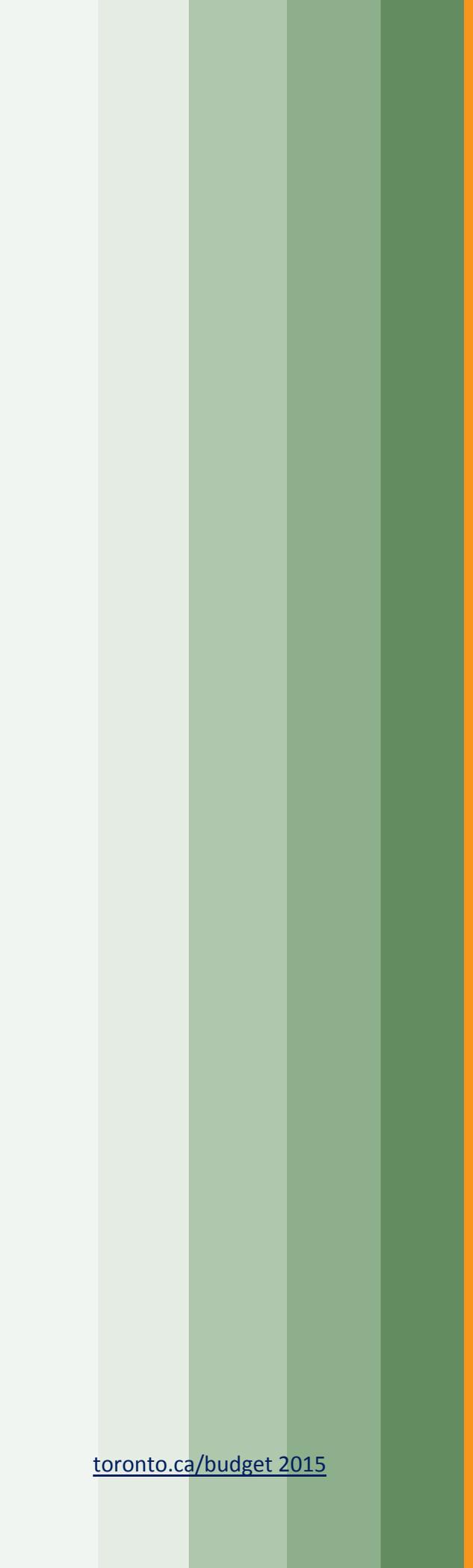
## Recommendations

The City Manager and Chief Financial Officer recommend that:

1. City Council approve the 2015 Recommended Operating Budget for Shelter, Support and Housing Administration of \$650.912 million gross, \$283.866 million net for the following services:

<u>Service</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
Homeless and Housing First Solutions	182,811.8	70,742.9
Social Housing System Management	468,100.3	213,123.3
<b>Total Program Budget</b>	<b><u>650,912.1</u></b>	<b><u>283,866.3</u></b>

2. City Council approve the 2015 recommended service levels for Shelter, Support and Housing Administration as outlined on pages 21, 22 and 26 of this report and associated staff complement of 708.2 positions;
3. City Council reaffirm to the Province the necessity to reinstate the Provincial subsidy so that the City can meet the legislative requirements for Social Housing;
4. City Council recommend that the City advocate to the Federal government the need to continue federal funding after mortgage expiration, as its share of funding Social Housing; and
5. City Council reiterates its request for Toronto Community Housing to report back annually, through the TCHC Annual Report, with an updated Ten-Year Capital Financing Plan including details on the capital repairs expenditures from the prior year, outstanding capital repairs, and changes in estimates to current and future capital repair requirements and capital repair funding, to allow the City to include the TCH backlog with the City's annual budget process.

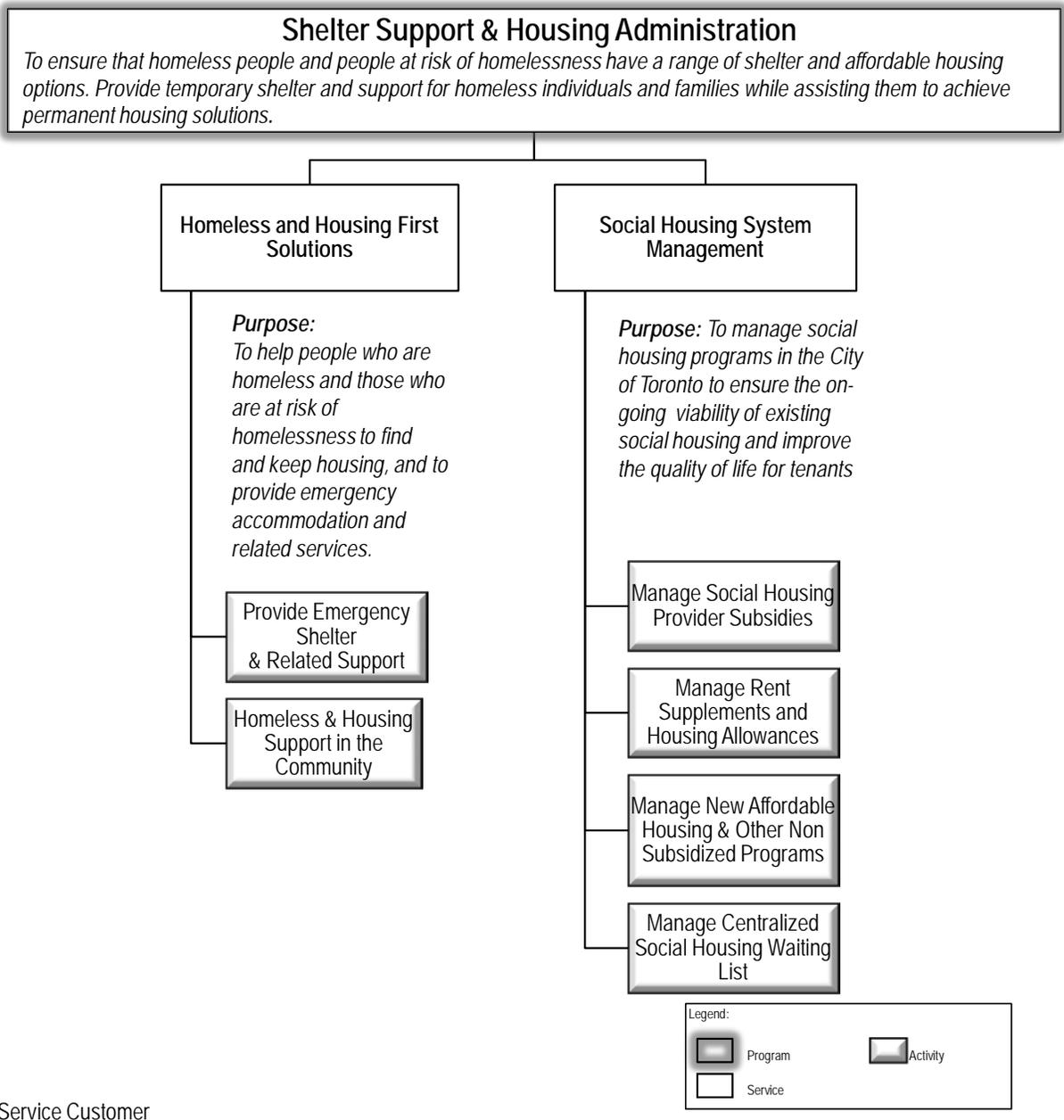


## **Part I:**

2015 – 2017

Service Overview and  
Plan

# Program Map



Service Customer

**Homeless and Housing First Solutions**

- Homeless and at-risk populations
- Residents
- Community Agencies (Tenant Association, Non Profit)
- Provincial and Federal Governments

**Social Housing System Management**

- Social Housing Tenants / Members
- Social Housing Owners
- Provincial and Federal Government

**2015 Service Deliverables**

The 2015 Recommended Operating Budget of \$650.912 million gross and \$283.866 million net for SSHA will fund the provision of:

- 24-hour shelter, street outreach and housing services;
- 1.466 million bed nights of emergency shelter (4,017 per night, 365 days a year) to homeless individuals (an increase of 9% compared to the 2014 budget), including the provision of meals and supports to achieve an overall occupancy of 86.9%;
- Funding to more than 240 housing providers (including the Toronto Community Housing Corporation), with over 94,000 units of social housing;
- Funding for 322,295 bed nights of boarding home service to adults with psychiatric disabilities;
- Administration of the Federal and Provincial grants to over 115 community agencies; and
- Assistance to homeless individuals on the street to move into housing through the Streets to Homes program, with over 4,600 individuals assisted into permanent housing since 2005, with the vast majority remaining in their new homes.

**Table 1**  
**2015 Recommended Operating Budget and Plan by Service**

(In \$000s)	2014		2015 Recommended Operating Budget					Incremental Change 2016 and 2017 Plan			
	Approved Budget	Projected Actual	2015 Rec'd Base	2015 Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec.d vs. 2014 Budget Approved Changes		2016		2017	
						\$	%	\$	%	\$	%
<b>Homeless and Housing Solutions</b>											
Gross Expenditures	171,848.4	168,792.6	175,020.0	7,791.8	182,811.8	10,963.4	6.4%	2,069.2	1.1%	1,390.3	0.8%
Revenue	102,896.2	114,940.4	106,777.0	5,291.8	112,068.8	9,172.6	8.9%	(2,602.5)	(2.3%)	1.7	0.0%
<b>Net Expenditures</b>	<b>68,952.2</b>	<b>53,852.2</b>	<b>68,243.0</b>		<b>70,743.0</b>	<b>1,790.8</b>	<b>2.6%</b>	<b>4,671.7</b>	<b>6.6%</b>	<b>1,388.6</b>	<b>1.8%</b>
<b>Social Housing Management</b>											
Gross Expenditures	475,535.6	460,470.8	468,001.0	99.3	468,100.3	(7,435.3)	(1.6%)	7,636.0	1.6%	6,021.2	1.3%
Revenue	346,972.0	316,807.2	254,877.7	99.3	254,977.0	(91,995.0)	(26.5%)	(72,807.1)	(28.6%)	(14,846.7)	(8.1%)
<b>Net Expenditures</b>	<b>128,563.6</b>	<b>143,663.6</b>	<b>213,123.3</b>		<b>213,123.3</b>	<b>84,559.7</b>	<b>65.8%</b>	<b>80,443.1</b>	<b>37.7%</b>	<b>20,867.9</b>	<b>7.1%</b>
<b>Total</b>											
Gross Expenditures	647,384.0	629,263.4	643,021.0	7,891.1	650,912.1	3,528.1	0.5%	9,705.2	1.5%	7,411.5	1.1%
Revenue	449,868.2	431,747.6	361,654.7	5,391.1	367,045.8	(82,822.4)	(18.4%)	(75,409.6)	(20.5%)	(14,845.0)	(5.1%)
<b>Total Net Expenditures</b>	<b>197,515.8</b>	<b>197,515.8</b>	<b>281,366.3</b>		<b>283,866.3</b>	<b>86,350.5</b>	<b>43.7%</b>	<b>85,114.8</b>	<b>30.0%</b>	<b>22,256.5</b>	<b>6.0%</b>
<b>Approved Positions</b>	<b>718.6</b>	<b>718.6</b>	<b>705.2</b>	<b>3.0</b>	<b>708.2</b>	<b>(10.4)</b>	<b>(1.4%)</b>				

The 2015 Recommended Operating Budget for SSHA is \$650.912 million gross and \$283.866 million net. The net budget increased by \$86.350 million net, or 43.7% due to the following:

- The *Social Housing Management System Service* is experiencing significant base budget pressures due to the loss of Provincial/ Federal funding of \$85.018 million net reflecting the Housing Provincial Funding Loss of \$75.960 million and the loss of Federal funding of \$9.058 million due to operating agreement expiries on properties under administration. The base pressures in this service are primarily driving the cost of delivering services for Shelter Support and Housing Administration.
- As noted in the following table, if the \$85.018 million loss of Provincial/ Federal funding in 2015 was excluded, the 2015 Recommended Base Operating Budget for SSHA would be \$196.348 million, \$1.168 million or 0.6% under the 2014 Approved Budget of \$197.516 million net.

(in \$000's)	2014 Approved Budget	2015 Rec'd Base Budget	Change	
			\$	%
Gross Expenditures	647,384.0	643,021.0	(4,363.0)	(0.7%)
Gross Revenues	449,868.2	446,672.7	(3,195.5)	(0.7%)
<b>Net Expenditures</b>	<b>197,515.8</b>	<b>196,348.3</b>	<b>(1,167.5)</b>	<b>(0.6%)</b>

- Other base budget changes amounting to \$25.620 million are primarily due to the reversal of the 2014 reserve draw, inflationary increases for salary and benefits, as well as the annualized impact of the 30 bed Women's shelter approved in 2014 of \$0.600 million and revenue changes of \$0.430 million, reflecting the first year of the phasing out of client maintenance fees to harmonize the user fee policy in shelters across the City.
- The above base budget pressures were offset by base revenue changes primarily from additional CHPI funding allocations of \$7.756 million and \$1.021 million in additional HPI Federal grant funding for *Homeless and Housing First Solutions Service*.

- To help mitigate the above base pressures of \$110.638 million net, the Program was able to achieve savings of \$0.232 million through a line-by-line review, primarily in *Homeless and Housing First Solutions*; and savings of \$0.915 million through service realignment in hostel activities. Additional revenue of \$25.640 million from the 2015 reserve draw is included, primarily to offset *Social Housing Management Service* pressures.
- The 2015 Recommended Operating Budget includes funding of \$7.891 million gross, \$2.500 million net for 9 enhanced service priorities, mainly to increase capacity in shelter system.
- The 2016 Plan includes a pressure of \$85.115 million with \$67.128 million resulting from loss of revenue (reflecting the final year of Loss in Housing Provincial Funding and the reversal of the 2015 reserve draw); increase of Social Housing costs of \$16.632 million and other inflationary increases of \$1.355 million, primarily for staff related costs.
- The 2017 Plan includes a pressure of \$22.256 million, comprised of Social Housing cost increases of \$20.835 million and inflationary increases in staff related costs of \$1.421 million.

Approval of the 2015 Recommended Operating Budget will result in Shelter Support and Housing Administration reducing its total staff complement by 10.4 positions from 718.6 to 708.2, as highlighted in the table below:

**Table 2**  
**2015 Recommended Total Staff Complement**

Changes	2015 Budget			Plan	
	Homeless and Housing First Solutions	Social Housing System Management	Total	2016	2017
<b>2014 Approved Complement</b>	672.7	45.9	718.6		
In-year Adjustments	(1.6)	1.6			
<b>Adjusted 2014 Staff Complement</b>	671.1	47.5	718.6		
<b>Recommended Change in Staff Complement</b>					
Prior Year Impact					
Operating Impacts of Completed Capital Project					
Capital Project Delivery					
Base Changes	(13.4)		(13.4)		
Service Changes					
New / Enhanced Service Priorities	2.0	1.0	3.0		
<b>Total</b>	<b>659.7</b>	<b>48.5</b>	<b>708.2</b>		
<b>Position Change Over Prior Year</b>	<b>(11.4)</b>	<b>1.0</b>	<b>(10.4)</b>		
<b>% Change Over Prior Year</b>	<b>(1.70%)</b>	<b>2.11%</b>	<b>(1.45%)</b>		

The 2015 Recommended Operating Budget includes a decrease of 10.4 positions, with a reduction of 13.4 base positions and the addition of 3 new positions arising from recommended service priorities:

- Approval of the 2015 recommended service changes will result in a reduction of 13.4 vacant positions in Homeless and Housing First Solutions, with 8.7 reductions in Streets to Homes and 4.7 reductions in the City's owned and operated shelters.
- 3 new permanent positions are recommended as a new priority to assist the Program in improving performance by developing shelter protocol that will help staff better manage client behavior, support labour relations and coordinate staff recruitment. 2 positions will be added to *Homeless and Housing First Solutions Service* and 1 position to *Social Housing System Management Service*.

The 2015 Recommended Operating Budget for Shelter Support and Housing Administration includes base expenditure pressures of \$110.638 million net, primarily attributable to the loss in federal and provincial funding which have been partially offset by \$0.233 million net in base expenditure savings, \$25.882 million in recommended base revenue changes and \$0.915 million net in service efficiency savings as detailed below:

**Table 3**  
**Key Cost Drivers**

(In \$000s)	2015 Recommended Operating Budget		Total Rec'd 2015 Base Budget
	Homeless and Housing First Solutions	Social Housing Management	
<b>Gross Expenditure Changes</b>			
<b>Prior Year Impacts</b>			
2014 Annualization of 30 Bed Women's Shelter	600.0		600.0
2014 Reversal of Reserve Draw	3,024.3	25,099.4	28,123.7
Reversal of One-time CHPI Funding	1,430.3		1,430.3
Reversal of one-time 2014 grant	(75.0)		(75.0)
<b>Economic Factors</b>			
Corporate wide increases	77.2		77.2
<b>COLA and Progression Pay</b>			
Salary and Benefit increases	1,143.4	64.0	1,207.4
<b>Other Base Changes</b>			
Purchased Service shelter volume increase	41.7		41.7
Increase in IDC's, primarily maintenance cost at 129 Peter Street and legal charges	63.8	(24.7)	39.1
2015-2016 Provincial Allocation	2,474.0		2,474.0
Social Housing Cost Drivers - TCH		1,457.0	1,457.0
Social Housing Cost Drivers - non TCH		1,195.6	1,195.6
Social Housing - TCH reversal of garbage levy		(2,480.2)	(2,480.2)
Police Services Screening Fee	3.8		3.8
Other Changes		69.7	69.7
<b>Total Net Base Expenditure Changes</b>	<b>8,783.5</b>	<b>25,380.8</b>	<b>34,164.3</b>
<b>Revenue Changes</b>			
Phasing out "Client Maintenance Fees	429.6		429.6
Additional CHPI 2015 - Revenue	(7,755.7)		(7,755.7)
Increase HPI federal grant	(1,021.0)		(1,021.0)
One-time IAH Fees		(197.5)	(197.5)
Loss in Federal Housing Funding - TCH		7,999.9	7,999.9
Loss in Federal Housing Funding - non TCH		1,058.5	1,058.5
Year 2 of Housing Provincial Funding Loss		75,960.0	75,960.0
<b>Total Revenue Changes</b>	<b>(8,347.1)</b>	<b>84,820.9</b>	<b>76,473.8</b>
<b>Total Key Cost Drivers</b>	<b>436.4</b>	<b>110,201.7</b>	<b>110,638.1</b>

The base budget pressures of \$110.202 million net in *Social Housing Management Service*, mainly arising from the loss in federal and provincial funding for Social Housing are driving the costs for the program.

Key cost drivers for SSHA are discussed below:

- Prior service impacts create \$30.079 million net pressure on the budget, due to the reversal of the 2014 reserve draw of \$28.124 million from the Social Housing Reserve funds; the reversal of the 2014 one-time CHPI funding of \$1.430 million; and the 2015 annualized cost of the 30 bed women's shelter of \$0.600 million approved in 2014.
- Cost of living adjustments, including contractually obligated cost of living allowance, progression pay and associated fringe benefit adjustments create a pressure of \$1.277 million in salary and benefits.
- Other base changes including increased facility costs, volume increases in the City's shelter system and other inflationary pressures add a further pressure of \$0.162 million net.
- *Social Housing Management Service* is experiencing other base pressures of \$2.652 million that are based on Provincially supplied cost index factors, with the impact of this increase mitigated by savings of \$2.480 million from year-2 of the phased-in elimination of the TCH garbage levy.

Revenue changes are due to the following:

- The Housing Provincial Funding loss for *Social Housing Management Services* creates a pressure of \$75.960 million net in 2015. This funding loss includes the delayed 2014 impact of \$37.980 million which was funded one-time in 2014 by using the deferred interest on the Provincial amalgamation loan and the 2015 increment of \$37.980 million combined for \$75.960 million.
- The loss in Federal funding due to the expiry of federal operating agreements creates a further pressure of \$9.058 million on *Social Management Services* 2015 budget.
- A revenue reduction of \$0.430 million, reflecting the first year of the 2-year phase-out of client maintenance fees to harmonize the user fee policy in shelters across the City, adds to the base pressures for *the Homeless and Housing First Solutions Service*.
- The 2015 recommended budget for *Homeless and Housing First Solutions Service* includes additional CHPI funding allocation of \$7.754 million and \$1.021 million from the Federal Homeless Prevention Initiative.

In order to offset the above base pressures, base expenditure savings of \$0.233 million net, revenue changes of \$25.640 million net and service changes of \$0.915 million are recommended as below:

**Table 4**  
**2015 Total Recommended Service Change Summary**

Description (\$000s)	2015 Recommended Service Changes				Total Rec'd Service Changes			Incremental Change			
	Homeless and Housing First Solutions		Social Housing Management		\$	\$	#	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	Position	Gross	Net	Gross	Net
<b>Base Changes:</b>											
<b>Base Expenditure Changes</b>											
<i>Adjustment to Actual - Line by Line Savings</i>	(233.3)	(226.6)	(9.3)	(6.0)	(242.6)	(232.6)					
<b>Base Expenditure Change</b>	(233.3)	(226.6)	(9.3)	(6.0)	(242.6)	(232.6)					
<b>Base Revenue Changes</b>											
<i>2015 Reserve Draw</i>		(3.8)		(25,636.1)		(25,639.9)					
<b>Base Revenue Change</b>		(3.8)		(25,636.1)		(25,639.9)					
<b>Sub-Total</b>	(233.3)	(230.4)	(9.3)	(25,642.1)	(242.6)	(25,881.8)					
<b>Service Efficiencies</b>											
<i>Streets to Homes Service Realignment</i>	(205.7)	(342.2)			(205.7)	(342.2)	(8.7)				
<i>Hostel Realignment</i>	(573.0)	(573.0)			(573.0)	(573.0)	(4.7)				
<b>Sub-Total</b>	(778.7)	(915.2)			(778.7)	(915.2)	(13.4)				
<b>Total Changes</b>	(1,012.0)	(1,145.6)	(9.3)	(25,642.1)	(1,021.3)	(26,787.7)	(13.4)				

### Base Expenditure Changes (Savings of \$0.243 million gross & \$0.233 million net)

#### Line by Line Review Savings

- Savings of \$0.243 million gross and \$0.233 million net have been identified through a line by line review of expenditures to reflect historical spending, with savings primarily in service and rents and other expenses.

### Base Revenue Changes (Savings of \$25.640 million net)

#### Reserve Contribution

- A Reserve Contribution from the Social Housing Reserve Funds of \$25.640 million is required, primarily to help offset Social Housing pressures.

### Service Efficiencies (Savings of \$0.779 million gross & \$0.915 million net)

The following 2 service efficiencies are recommended for the Homeless and Housing First Solutions Service:

#### Streets to Homes Realignment

- Savings of \$0.206 million gross, \$0.342 million net with the reduction of vacant 8.7 positions is recommended, reflecting the decision to streamline overnight shift for the Streets to Homes program, in a more effective way. The availability of street respite services will continue 24 hours a day at the Streets to Homes Assessment and Referral Centre (SHARC).

#### Hostel Realignment

- Savings of \$0.573 million gross and net with the reduction of 4.7 vacant positions is recommended, following the review of the staffing allocations in the City's 9 owned and operated shelter facilities that will better align reporting responsibilities and improve operational effectiveness, by ensuring a more even distribution of workload and comparable workforce between shelters.

**Table 5**  
**2015 Total Recommended New & Enhanced Service Priorities Summary**

Description (\$000s)	New and Enhanced				Total Rec'd Service			Incremental Change			
	Homeless and Housing First Solutions		Social Housing Management		\$	\$	Position	2016 Plan		2017 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Services Priorities</b>											
LGBTQ2S Youth Shelter	600.0				600.0						
24 Hour Drop-in	2,250.0				2,250.0						
Transfer to Housing Allowance	1,072.0				1,072.0						
Additional 127 Shelter Beds	2,500.0	2,500.0			2,500.0	2,500.0					
Administrative Funding	201.7		99.3		301.0		3.0				
Warming Centres	240.0				240.0						
One-time support for Kennedy House	200.0				200.0						
POS increase - 32 Existing Beds	706.6				706.6						
Kennedy House Rent Increase	21.5				21.5						
<b>Sub-Total</b>	<b>7,791.8</b>	<b>2,500.0</b>	<b>99.3</b>		<b>7,891.1</b>	<b>2,500.0</b>	<b>3.0</b>				
<b>Total</b>	<b>7,791.8</b>	<b>2,500.0</b>	<b>99.3</b>		<b>7,891.1</b>	<b>2,500.0</b>	<b>3.0</b>				

The 2015 Recommended Operating Budget for SSHA incorporates 9 enhanced service priorities at a cost of \$7.891 million gross and \$2.500 million net, annualized for an additional \$0.750 million gross and \$0 net for 2016. The 2015 cost of \$7.891 million gross is partially funded through the Community Homelessness Prevention Initiative (CHPI) funding allocations by \$5.391 million, and \$2.500 million by City funding. The 2016 annualized cost of \$0.750 million will be funded by CHPI.

**Recommended Enhanced Service Priorities (\$7.891 million gross & \$2.500 million net)**

*LGBTQ2S Youth Shelter (\$0.600 million gross and \$0 net 2015; \$0.600 million gross, \$0 net 2016)*

- 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, City Council approved CD30.8 "Update on LGBTQ Youth Focused Shelter or Transitional Housing, and in so doing, recommended the Program to 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 gross \$0 net is recommended for a new shelter facility for LGBTQ2S youth adding 54 beds that will increase the capacity by 3.4% in the youth sector, 6,570 additional bed nights. While the results of the community responses are still being assessed, the Program will be expecting the new facility to be functional by mid-year.

*24 Hour Drop-in Service for Women (\$2.250 million gross and \$0 net 2015; \$0.750 million gross, \$0 net 2016)*

- On June 10, 2014 City Council adopted CD29.1 "Feasibility of 24-Hour Drop-in Service for Women", and in so doing, authorized SSHA to issue an REOI for the provision of service for two 24-hour low-barrier drop-ins for high-risk women. The REOI process is now complete.
- The 2015 Recommended Operating Budget includes funding of \$2.250 million gross, funded from

CHPI, reflecting the need to develop safe overnight space for women who will not go to shelters or who require respite for a short period of time. The service will provide basic safety needs and provide essential services including showers, laundry, healthy food, counselling and referrals. This service will be provided using 2 purchased service agencies in down town locations, one in the central east and the other in central west.

*Transfer to Housing Allowance (\$1.072 million gross and \$0 net 2015; (\$0.500) million gross, \$0 net 2016)*

- On October 11, 2013 City Council approved CD23.4 "Housing Stabilization Fund – Updates and New Housing Allowance," wherein the Toronto Housing Allowance Program was established, with \$3.700 million earmarked for funding for 2014 through 2017 to support up to 260 homeless and at-risk senior households.
- Building on the success of the Toronto Housing Allowance Program, and enabled by recent Provincial subsidy announcements, the City will add \$1.072 million gross and \$0 net to its pool of housing allowances. It is expected that the \$1.072 million will help an additional 75 households for a period of 1 to 3 years, providing support for 2015 through 2018.

*Additional 127 Shelter Beds to Increase Capacity (\$2.500 million gross and net)*

- With approval of CD25.10 "2014-2019 Housing Stability Service Planning Framework", on Dec 18, 2013, City Council endorsed a 90% occupancy service standard in the City's emergency shelter system.
- The 2015 Recommended Operating Budget includes additional funding of \$2.500 million gross and net to add 127 beds to the shelter system, and consequently increase the bed night capacity by an additional 46,183 bed nights in the purchased-service sector, which adds 27 coed beds; 47 men's beds; and 53 beds to the women's sector. This additional capacity will help reduce the projected occupancy in all sectors to 86.9%. (Please refer to the Issues Section, pg 37.)

*Administrative Funding (\$0.301 gross \$0 net 2015; \$0.099 million gross, \$0 net 2016)*

- In 2014, SSHA contracted Western Management Consultants (WMC) to perform a comprehensive organizational review. The review was done to ensure that the program staff were aligned and supported in a manner that would facilitate the achievement of the Council approved "Housing Stability and Service Planning Framework".
- With respect to support for performance management, staff and business capacity development, and compliance with corporate talent management strategies, WMC found that SSHA, currently staffed with one dedicated resource primarily for HR related activities, was under-resourced in the above areas. WMC recommended that no less than 3 additional positions be dedicated to this role.
- The 3 new positions will provide and support talent and performance management and capacity development activities, including training staff on specific shelter protocol, managing client behaviours and assisting clients with health-related issues. As well, the additional positions will provide complement management and support divisional labour relations and coordination of staff recruitment.
- The additional funding of \$0.301 million for program administration will be fully funded by CHPI.

*Warming Centres (\$0.240 million gross, \$0 net 2015)*

- 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 issue a Request for Expression of Interest (REOI) requesting that community be consulted on the feasibility of providing an enhanced service delivery models for cold weather protection.
- The REOI did reveal some interested agencies, but the proposed service models require additional modification. SSHA will continue to work with the interested agencies in a pilot capacity to help shape a suitable level of service.
- The 2015 Recommended Operating Budget incorporates \$0.240 million gross and \$0 net to provide enhanced services for warming centres. SSHA is continuing to review and evaluate service levels and will report the results back to Community and Development Recreation Committee in 2015.

*One-Time support for Kennedy House (\$0.200 gross \$0 net 2015; (\$.200) million gross, \$0 net for 2016)*

- One-time transitional funding of \$0.200 million gross and \$0 net is recommended to assist the 23-bed purchase of service youth shelter transition to a permanent service provider. This shelter is entering its second year of operations, as it has replaced the Touchstone Youth Centre, which closed in 2012. The additional funding will assist the shelter to maintain its financial stability, while SSHA staff assist the agency in finalizing its fund raising program and find efficiencies through a review of its operations. Funding will be reversed in 2015.

*POS Subsidy Increase – 32 existing beds (\$0.707 gross \$0 net 2015)*

- To ease the pressure of accessing shelter beds, funding of \$0.707 million gross and \$0 net is recommended to fund the continued operation of 32 shelter existing beds at 3 purchase of service locations (Sojourn House, Christie Ossington, Streethaven). An additional 4,405 bed nights will be provided to support lower occupancy rates in accordance with Council's direction to maintain occupancy levels at no more than 90%. This service level was included in 2014, funded by one-time CHPI funding.

*Kennedy House Rent Increase (\$0.021 gross \$0 net 2015)*

- 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 funding request is required to cover 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.

**Table 6**  
**2016 and 2017 Plan by Program**

Description (\$000s)	2016 - Incremental Increase					2017 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
Progression Pay										
Step Increases										
COLA and Fringe Benefits	1,347.2		1,347.2	0.5%		1,374.1		1,374.1	0.4%	
Increase in IDC for IT costs	6.7		6.7	0.0%		6.8		6.8	0.0%	
Loss of Toronto Housing Stability Allowance	(67.1)	(67.1)	-			(568.5)	(568.5)			
Housing Provincial Funding Loss		(37,980.0)	37,980.0	13.4%						
Reserve draw reversal		(25,639.9)	25,639.9	9.0%						
Reversal of one-time CHPI funding		(3,315.4)	3,315.4	1.2%						
Reversal of one-time IAH funding		(193.2)	193.2	0.1%						
<b>2015 Enhanced Services</b>										
LGBTQ2S Youth Shelter	600.0	600.0								
24 Hour Drop in	750.0	750.0								
Transfer of Housing Allocance	(500.0)	(500.0)								
Administrative Staffing	99.7	99.7								
POS: One time support for Kennedy House	(200.0)	(200.0)								
<b>Economic Factor</b>						57.5	17.2	40.3	0.0%	
<b>Sub-Total</b>	<b>2,036.5</b>	<b>(66,445.9)</b>	<b>68,482.3</b>	<b>24.1%</b>		<b>870.0</b>	<b>(551.3)</b>	<b>1,421.3</b>	<b>0.4%</b>	
<b>Anticipated Impacts:</b>										
Increase in Social Housing pressures	7,668.7	(8,963.7)	16,632.4			6,541.6	(14,293.7)	20,835.2	5.6%	
<b>Sub-Total</b>	<b>7,668.7</b>	<b>(8,963.7)</b>	<b>16,632.4</b>	<b>5.9%</b>		<b>6,541.6</b>	<b>(14,293.7)</b>	<b>20,835.2</b>	<b>5.6%</b>	
<b>Total Incremental Impact</b>	<b>9,705.2</b>	<b>(75,409.6)</b>	<b>85,114.8</b>	<b>30.0%</b>		<b>7,411.5</b>	<b>(14,845.0)</b>	<b>22,256.5</b>	<b>6.0%</b>	

Approval of the 2015 Recommended Budget for Shelter Support and Housing Administration will result in a 2016 and 2017 incremental increase of \$85.115 million and \$22.257 million respectively to maintain the 2015 level of service.

Future year incremental costs are primarily attributable to the following:

#### Known Impacts

- Progression pay, step and fringe benefits increases will result in increased pressure of \$1.347 million in 2016 and \$1.374 million in 2017. Since 2016 is a collective bargaining year, the estimate for cost of living is not included.
- Increase in inter-divisional charges, due to inflationary increases for IT services, will add a pressure of \$0.007 million in 2016, and in 2017.
- Reversal of the Toronto Housing Stability Allowance of \$0.067 million in 2016, and \$0.569 million in 2017, reflects the funding changes that support the rental expenses of eligible individuals.
- Reversal of one-time Provincial revenues will result in \$3.509 million pressure in 2016, which includes reduction in CHPI funding of \$3.315 million and a reduction in Investment in Affordable Housing program (IAH) funding of \$0.193 million.
- The Housing Provincial Funding loss will add an incremental pressure of \$37.980 million in 2016, as the Province phases out the total funding of \$113.940 million over the 2014 – 2016 period.
- Reversal of the reserve withdrawal will create a pressure of \$25.640 million for 2016. The 2015 Recommended Operating Budget relies on the use of \$25.640 million from the Social Housing Reserve Funds, primarily to fund Social Housing pressures.
- Annualized impact for the delivery of the LGBTQ2S youth shelter, the 24-hour drop ins, administrative staffing are offset by the reversal of the funding for the transfer of Housing

Allowance of \$0.500 million, and one-time support for Kennedy House for \$0.200 million. CHPI subsidy provides the funding source for the 2016 annualizations.

**Anticipated Impacts**

- The anticipated impacts of \$16.632 million in 2016 and \$20.835 million in 2017 are comprised of the following:
  - The annual indexing of subsidies paid to Social housing providers to be in compliance with the Housing Services Act will result in increased costs of \$7.669 million in 2016 and \$6.542 million in 2017.
  - As well, the City must fund the loss in Federal funding of \$8.963 million in 2016 and \$14.293 million in 2017 from the expiry of operating agreements on properties under administration.



## Part II:

### 2015 Recommended Budget by Service

# Homeless and Housing First Solutions

## Homeless and Housing First Solutions

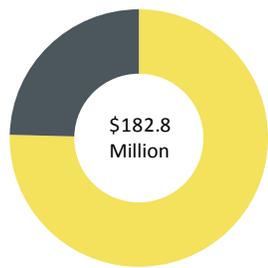


### What We Do

- Provide street outreach services that assist street-involved people find and keep permanent housing.
- Manage the 4,017-bed shelter system in Toronto, overseeing the 49 facilities that are operated by community agencies under contract and the 9 shelters that are operated by City staff.

### 2015 Service Budget by Activity (\$000s)

Housing Stability Policy & Strategic Investments  
\$44,956.0  
25%



Emergency Shelter & Related Support  
\$137,855.0  
75%

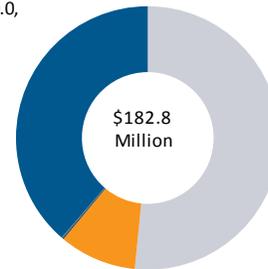
### Service by Funding Source (\$000s)

Tax, \$70,700.0,  
39%

User Fees, \$500.0, 0%

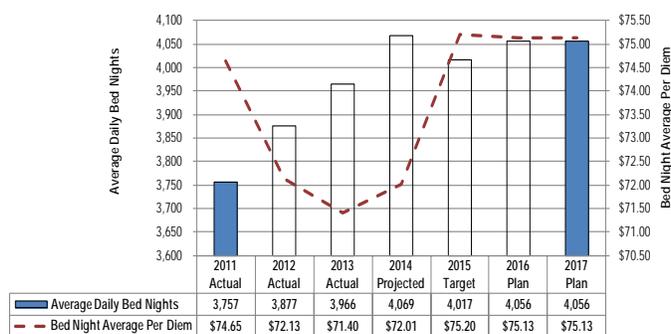
Reserve, \$40.0, 0%

Provincial, \$17,300.0, 9%



Federal, \$94,300.0,  
52%

### Hostels Average Daily Bed Nights and Average Bed Night Per Diem



- The cost per bed night is expected to increase from \$72 in 2014 to \$75.20 in 2015, representing an increase of \$3.20, or 4.4%.
- The average daily bed nights are steadily increasing reflecting the increase in demand across all sectors, with the most significant demand in the men's and women's shelters.

### 2015 Service Levels Homeless and Housing First Solutions

Activity	Type	Sub-Type	Status	Approved Service Levels			Recommended 2015
				2012	2013	2014	
Provide Emergency Shelter & Related Support	A directly operated		Approved				
		Shelter Beds	Approved	1,643 Shelter Beds available at 10 locations	1591 Shelter Beds available at 10 locations	1649 Shelter Beds available at 10 locations	<b>1658 Shelter Beds available at 10 locations</b>
		Food Services	Approved	892,110 of meals/snacks provided totalling \$5.7 M 163,875 food allowances provided totalling \$0.656 M	862,401 of meals/snacks provided totalling \$5.5 M 153,375 food allowances provided totalling \$0.614 M	913,020 of meals/snacks provided totalling \$5.7 M 42,872 basic needs allowances provided totalling \$0.322 M	<b>942,051 of meals/snacks provided totalling \$5.7 M 42,872 basic needs allowances provided totalling \$0.322 M</b>
		Personal Needs Allowances	Approved	254,465 of allowances provided totalling \$1.1 M	N/A as per budget submission, SSHA will not be providing PNA's in 2013	PNA taken out of the budget with new CHPI funding model.	
		Personal Supports (Counselling, Housing Help services, Employment Support, Crisis Support, Daily Living Supports)	Approved	6,684 clients provided with supports	7,618 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports
		Children's Supports	Approved	1,496 children supported	1,698 children supported	1,700 children supported	1,700 children supported
		Nursing Care	Approved	An average of 407 individuals per day supported with on-site nursing/medical care	An average of 410 individuals per day supported with on-site nursing/medical care	An average of 400 individuals per day supported with on-site nursing/medical care	An average of 400 individuals per day supported with on-site nursing/medical care
	Community Agencies	Emergency Shelter funding	Approved	Funding for 2,572 beds to 47 providers for a total value of \$47.6 M	Funding for 2,650 beds to 46 providers for a total value of \$49.0 M	Funding for 2,654 beds to 48 providers for a total value of \$51.0 M	<b>Funding for 2,704 beds to 49 providers for a total value of \$53.2 M</b>
		Housing Help services inside shelters funding	Approved	Funding for 26 agencies provided for a total value of \$4.8 M		Funding for 26 agencies provided for a total value of \$4.8 M	<b>Funding for 26 agencies provided for a total value of \$5.8 M</b>
		Rooming/Boarding House funding	Approved	Funding for 931 beds for a total value of \$8.7 M	Funding for 931 beds for a total value of \$9.4 M	Funding for 931 beds for a total value of \$10.1 M	Funding for 931 beds for a total value of \$10.1 M
		Quality Assurance	Approved	57 quality assurance visits		57 quality assurance visits	57 quality assurance visits
		Complaints Management	Approved	286 complaints handled	250 complaints handled	260 complaints handled	260 complaints handled
		Central Intake	Approved	42,703 calls with 8,537 intakes	42,513 calls with 7,770 intakes	51,990 calls with 12,565 intakes	51,990 calls with 12,565 intakes

Provide Homeless & Housing Support in the Community	Community Agencies	Street Outreach funding	Approved	20 agencies funded with a total value of \$4.2M	20 agencies funded with a total value of \$4.7M	19 agencies funded with a total value of \$3.2M	<b>14 agencies funded with a total value of \$4.4M</b>
		Housing Follow-up funding	Approved	13 agencies funded with a total value of \$2.1 M	13 agencies funded with a total value of \$2.6 M	13 agencies funded with a total value of \$1.4M	<b>10 agencies funded with a total value of \$2.9M</b>
		Housing Help services funding	Approved	52 agencies funded with a total value of \$8.4	52 agencies funded with a total value of \$9.2 M	52 agencies funded with a total value of \$8.5M	<b>55 agencies funded with a total value of \$10.1M</b>
		Drop-in funding	Approved	29 agencies funded with a total value of \$3.1 M	29 agencies funded with a total value of \$3.4 M	29 agencies funded with a total value of \$3.2M	<b>30 agencies funded with a total value of \$6.2M</b>
		Supports to Daily Living funding	Approved	11 agencies funded with a total value of \$3.9 M	11 agencies funded with a total value of \$3.8 M	11 agencies funded with a total value of \$3.9M	<b>14 agencies funded with a total value of \$4.9M</b>
		Pre-employment Supports funding	Approved	14 agencies funded with a total value of \$2.2 M	13 agencies funded with a total value of \$1.8 M	19 agencies funded with a total value of \$0.9M	<b>16 agencies funded with a total value of \$2.6M</b>
		Capital funding	Approved	49 agencies funded with a total value of \$6.2 M	49 agencies funded with a total value of \$4.0 M	37 agencies funded with a total value of \$8.9M	<b>8 agencies funded with a total value of \$0.5M</b>
	Directly Operated:	Street Outreach	Approved	1,250 street outreach clients offered assistance		1,500 street outreach clients offered assistance	<b>1,300 street outreach clients offered assistance</b>
	Housing Follow-up	Approved	200 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	
	Street Respite	Approved	Projection: 1,460 clients using respite (not unique individuals)		Projection: 2,400 clients using respite (not unique individuals)	<b>Projection: 2,500 clients using respite (not unique individuals)</b>	
	Shelter Referrals	Approved	Projection: 6,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	
	Transition to Housing Beds	Approved	Projection: 200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)				
		Pre-employment Supports	Approved	350 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted	Projection: 280 pre-employment clients will be assisted
		Rent Reduction Notices to Tenants and Landlords	Approved	220,000 notices estimated for 2012	Projection: 220,000 notices estimated for 2013	Revenue Services now provide this service, with the transfer in 2013.	

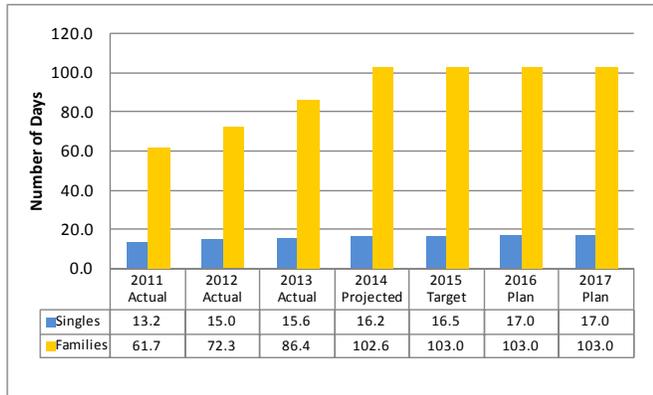
Note: Reduction in Capital funding from \$8.9 million in 2014 to \$0.500 million in 2015 reflects policy change in the federal Homelessness Partnering Strategy that now supports 65% funding for operating costs and 35% for capital grants.

The 2015 Recommended Service Levels are in most cases consistent with the approved 2014 Service Levels and reflect annual volume and budget adjustments with all changes highlighted in bold.

Significant changes include funding adjustments for grants to third party community agencies and changes emanating from enhanced priorities, including additional funding for drop-in services; and adjustments that increase bed night capacity significantly in Coed, Men's Women's and Youth sectors.

## Service Performance

### Emergency Shelter & Related Support Average Length of Stay per Admission Type



- The length of stay for singles has remained relatively stable over the years but the slight increase between 2011 and 2014 points to a dearth of affordable housing options for people with low income.
- The trend is more pronounced for low income families because it is difficult to find affordable housing that includes 2 to 3 bedrooms.

Table 7

### 2015 Recommended Service Budget by Activity

	2014		2015 Recommended Operating Budget								Incremental Change					
	Approved Budget	Projected Actual	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget	2016 Plan		2017 Plan			
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>																
Emergency Shelter & Related Support	128,124.7	128,035.1	133,484.4	(830.4)	132,654.0	4,529.3	3.5%	5,201.0	137,855.0	9,730.3	7.6%	1,284.4	0.9%	1,385.7	1.0%	
Housing Stability Policy & Strategic Investments	43,724.2	41,170.2	42,547.6	(181.6)	42,365.9	(1,358.3)	(3.1%)	2,590.8	44,956.8	1,232.6	2.8%	784.8	1.7%	4.6	0.0%	
<b>Total Gross Exp.</b>	<b>171,848.9</b>	<b>169,205.3</b>	<b>176,032.0</b>	<b>(1,012.0)</b>	<b>175,020.0</b>	<b>3,171.1</b>	<b>1.8%</b>	<b>7,791.8</b>	<b>182,811.8</b>	<b>10,962.9</b>	<b>6.4%</b>	<b>2,069.2</b>	<b>1.1%</b>	<b>1,390.3</b>	<b>0.8%</b>	
<b>REVENUE</b>																
Emergency Shelter & Related Support	71,204.7	84,217.2	76,012.8	0.5	76,013.3	4,808.6	6.8%	2,701.0	78,714.2	7,509.6	10.5%	(3,385.8)	(4.3%)	0.0	0.0%	
Housing Stability Policy & Strategic Investments	31,691.5	30,765.8	30,630.6	133.2	30,763.8	(927.7)	(2.9%)	2,590.8	33,354.6	1,663.1	5.2%	783.4	2.3%	1.7	0.0%	
<b>Total Revenues</b>	<b>102,896.2</b>	<b>114,983.0</b>	<b>106,643.4</b>	<b>133.6</b>	<b>106,777.0</b>	<b>3,880.8</b>	<b>3.8%</b>	<b>5,291.8</b>	<b>112,068.8</b>	<b>9,172.7</b>	<b>8.9%</b>	<b>(2,602.5)</b>	<b>(2.3%)</b>	<b>1.7</b>	<b>0.0%</b>	
<b>NET EXP.</b>																
Emergency Shelter & Related Support	56,920.0	43,818.0	57,471.6	(830.8)	56,640.8	(279.2)	(0.5%)	2,500.0	59,140.8	2,220.8	3.9%	4,670.3	7.9%	1,385.7	2.2%	
Housing Stability Policy & Strategic Investments	12,032.7	10,404.4	11,917.0	(314.8)	11,602.2	(430.5)	(3.6%)		11,602.2	(430.5)	(3.6%)	1.4	0.0%	2.9	0.0%	
<b>Total Net Exp.</b>	<b>68,952.7</b>	<b>54,222.4</b>	<b>69,388.6</b>	<b>(1,145.7)</b>	<b>68,242.9</b>	<b>(709.8)</b>	<b>(1.0%)</b>	<b>2,500.0</b>	<b>70,742.9</b>	<b>1,790.2</b>	<b>2.6%</b>	<b>4,671.7</b>	<b>6.6%</b>	<b>1,388.6</b>	<b>1.8%</b>	
<b>Approved Positions</b>	671.1		671.1	(13.4)	657.7	(13.4)	(2.0%)	2.0	659.7	(11.4)	(1.7%)	659.7		659.7		

The 2015 Recommended Operating Base Budget for *Homeless and Housing First Solutions Service* of \$182.812 million gross and \$70.743 million net is \$1.790 million net or 2.6% above the 2014 Approved Net Budget.

**The Homeless and Housing First Solutions Service** helps people who are homeless or at risk of homelessness find and keep housing, and to provide emergency accommodation and related support services.

The service includes 2 activities which are discussed as below:

The **Emergency Shelter & Related Support activity** is \$137.855 million gross and \$59.141 million net is \$2.221 million or 3.9% over the 2014 Approved Budget.

- Base budget pressures of \$2.360 million net are primarily due to the annualized impact of the 30 bed women's shelter approved in 2014; inflationary increases for salary and benefits and non-

payroll expenditures as well as revenue reduction of \$0.430 million, reflecting the first year of the phasing out of client maintenance fees to harmonize the user fee policy in shelters across the City.

- The above base budget pressures were partially offset by base budget reductions and service efficiencies of \$0.799 million recommended to mitigate the base pressures, including savings of \$0.226 million from a line-by-line review based on historical spending patterns; as well as savings of \$0.573 million from the reduction of 4.7 positions through a realignment of the reporting structure in the City operated shelters.
- The 2015 Recommended Operating Budget for Emergency Shelter includes funding for 9 Enhanced Services of \$7.792 million gross, \$2.500 million net, with \$5.292 million in funding from the Community Homelessness Prevention Initiative (CHP) and the balance funded by the City. This new funding allows the Program to increase bed night capacity in the shelter system by 57,158 bed nights, as well as to provide funding for additional supports for the homeless and those at risk. Please see pages 14-16 for a discussion on the recommended enhanced service priorities.
- Approval of the 2015 Recommended Operating Budget will result in known impacts of \$4.671 million in 2016 and \$1.389 million in 2017, primarily resulting from the reversal of one-time CHPI funding in 2016 and ongoing annual salary and benefit increases for step and progression pay.

The **Housing Stability Policy & Strategic Investments activity** is \$44.957 million gross and \$11.602 million net is \$0.431 million or 3.6% lower than the 2014 Approved Budget.

- The reduction in the net of \$0.431 million primarily results from savings of \$0.342 million, reflecting the reduction of 8.7 positions.

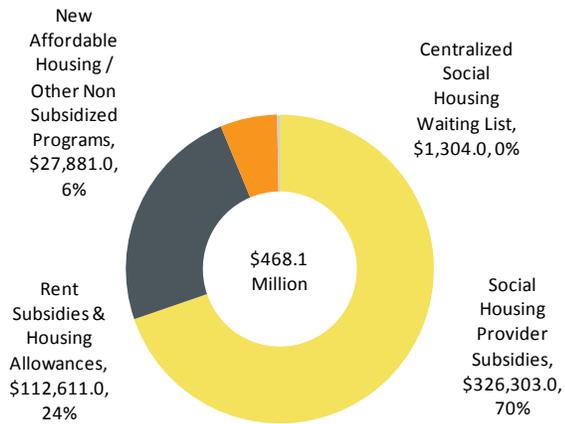
## Social Housing System Management



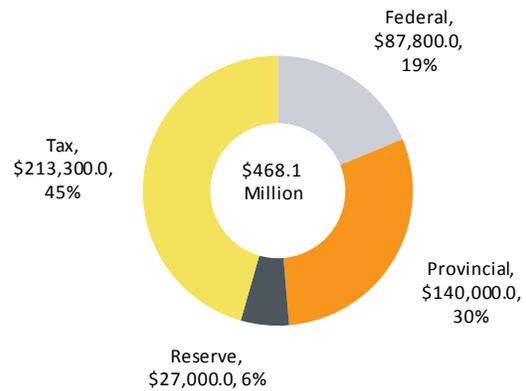
### What We Do

- Administer contracts of the 240 community housing providers, including City-owned Toronto Community Housing.
- Fund the rent subsidies and housing allowances paid to housing providers as required under the Housing Services Act
- Manage the centralized wait list for Social Housing
- Administer the funding for new affordable housing construction

### 2015 Service Budget by Activity (\$000s)



### Service by Funding Source (\$000s)



### 2015 Service Levels Social Housing System Management

Activity	Type	Sub-Type	Status	Approved Service Levels			Recommended 2015
				2012	2013	2014	
Manage Social Housing Provider Subsidies	Co-op Housing Subsidy		Approved	funding for 7,448 units in 68 providers for a total value of \$56.3 M	funding for 7,448 units in 68 providers for a total value of \$57.7 M	funding for 7,429 units in 68 providers for a total value of \$52.7 M	<b>funding for 7,429 units in 68 providers for a total value of \$55.4 M</b>
	Non-Profit Housing Subsidy		Approved	funding for 19,756 units in 157 providers for a total value of \$117.8 M		funding for 20,801 units in 156 providers for a total value of \$112.7 M	<b>funding for 20,356 units in 156 providers for a total value of \$111.7 M</b>
	Municipal Corporation Housing Subsidy (TCH)		Approved	funding for 58,138 units in 1 provider for a total value of \$311.5 M	funding for 59,753 units in 1 provider for a total of \$312.9 M	funding for 58,925 units in 1 provider for a total value of \$251.1 M	<b>funding for 59,148 units in 1 provider for a total value of \$233.1 M</b>
Manage Centralized Social Housing			Approved	80,955 people	83,681 Households	88,891 Households	<b>95,732 Households</b>
Manage Rent Subsidies and Housing Allowances	Rent Supplements	Private Landlords	Approved	funding for 2,771 units for a total value of \$24.0 M	funding for 2,685 units for a total value of \$24.0 M	funding for 2,671 units for a total value of \$24.4 M	<b>funding for 2,602 units for a total value of \$24.9 M</b>
		Non-Profit Housing	Approved	funding for 951 units for a total value of \$8.7 M	funding for 976 units for a total value of \$8.7 M	funding for 974 units for a total value of \$8.7 M	<b>funding for 917 units for a total value of \$8.8 M</b>
	Housing Allowances	Private Landlords	Approved	funding for 1,087 units for a total value of \$4.3 M	funding for 868 units for a total value of \$.72 M	Program ended in 2013	Program ended in 2013
		Non-Profit Housing	Approved	funding for 146 units for a total value of \$0.354 M * STRSP allowances are provided to market households in units already counted under Non-Profit units of administration.	funding for 141 units for a total value of \$0.07 M. * STRSP allowances are provided to market households in units already counted under Non-Profit units of administration.	Program ended in 2013	
Manage New Affordable Housing & Other Non Subsidized Programs	Privately Owned		Approved	15 Contracts administered totalling 1,910 units	16 Contracts administered totalling 1,891 units	17 Contracts administered totalling 2,039 units	<b>16 Contracts administered totalling 1,921 units</b>
	Non-Profit Owned		Approved	45 Contracts administered totalling 2,253 units	48 Contracts administered totalling 1,000 units	50 Contracts administered totalling 1,042 units	<b>50 Contracts administered totalling 1,005 units</b>
	Affordable Home Ownership		Approved	5 Contracts administered totalling 572 units	5 Contracts administered totalling 582 units	5 Contracts administered totalling 582 units	<b>13 Contracts administered totalling 1,200 units</b>

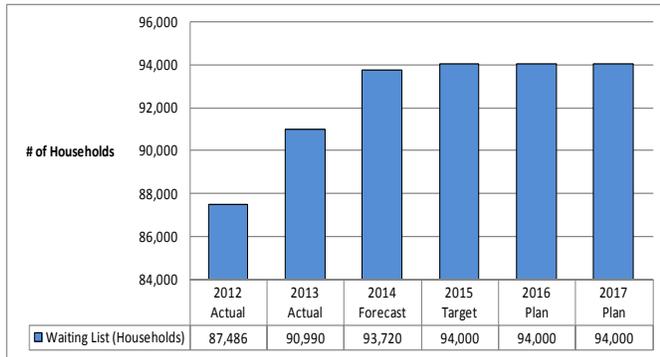
Note : TCH subsidy will drop from \$251.1 million in 2014 to \$233.1 million in 2015 that recognizes the tax exempt status of TCH properties that were declared Municipal Housing Capital Facilities (approved as part of 2014 budget process).

Affordable Housing service levels increase from 582 to 1,200 units to reflect the additional funding available through Investment in Affordable Housing for Ontario Program (2015-2020).

The 2015 Recommended Service Levels are mainly consistent with the approved 2014 Service Levels, although there are annual fluctuations in volumes and budgets.

## Service Performance

### Centralized Social Housing Waiting List Number of Households on the Social Housing Wait List



- Although the wait list trend has been steadily rising, recent announcements from the Provincial and Federal Governments will improve access to affordable housing.
- The extension of the Investment in Affordable Housing Program (IAH) until 2020 will help provide housing that is safe, sound, suitable and sustainable for households in need. The programs funded by this revenue source could have a positive impact on the wait list rate of growth.

**Table 7**  
**2015 Recommended Service Budget by Activity**

(\$000s)	2014		2015 Recommended Operating Budget							Incremental Change						
	Approved Budget	Projected Actual	Base Budget	Rec'd Service Changes	2015 Rec'd Base	Rec'd Base Budget vs. 2014 Budget	% Change	Rec'd New/Enhanced	2015 Rec'd Budget	2015 Rec'd Budget vs. 2014 Budget	2016 Plan		2017 Plan			
	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%	
<b>GROSS EXP.</b>																
Social Housing Provider Subsidies	331,770.4	328,061.7	326,274.2	(4.1)	326,270.1	(5,500.3)	(1.7%)	33.1	326,303.2	(5,467.2)	(1.6%)	5,940.7	1.8%	4,692.2	1.4%	
Rent Subsidies & Housing Allowances	113,566.6	113,566.8	112,580.7	(2.6)	112,578.1	(988.4)	(0.9%)	33.1	112,611.2	(955.3)	(0.8%)	1,683.8	1.5%	1,325.8	1.2%	
New Affordable Housing/Other Non Subsidized Programs	28,909.6	18,005.7	27,851.2	(2.6)	27,848.6	(1,061.0)	(3.7%)	33.1	27,881.7	(1,027.9)	(3.6%)	11.4	0.0%	3.2	0.0%	
Centralized Social Housing Waiting List	1,289.1	1,289.1	1,304.2		1,304.2	15.1	1.2%		1,304.2	15.1	1.2%		0.0%	0.0	0.0%	
<b>Total Gross Exp.</b>	<b>475,535.6</b>	<b>460,923.3</b>	<b>468,010.3</b>	<b>(9.3)</b>	<b>468,001.0</b>	<b>(7,534.7)</b>	<b>(1.6%)</b>	<b>99.3</b>	<b>468,100.3</b>	<b>(7,435.3)</b>	<b>(1.6%)</b>	<b>7,636.0</b>	<b>1.6%</b>	<b>6,021.2</b>	<b>1.3%</b>	
<b>REVENUE</b>																
Social Housing Provider Subsidies	240,620.0	222,181.0	126,805.1	19,995.1	146,800.1	(93,819.8)	(39.0%)	33.1	146,833.3	(93,786.7)	(39.0%)	(56,847.1)	(38.7%)	(11,580.5)	(12.9%)	
Rent Subsidies & Housing Allowances	79,387.7	79,388.0	76,417.0	5,638.8	82,055.8	2,668.1	3.4%	33.1	82,088.9	2,701.2	3.4%	(15,971.0)	(19.5%)	(3,266.3)	(4.9%)	
New Affordable Housing/Other Non Subsidized Programs	26,964.3	16,060.5	26,022.8	(1.1)	26,021.7	(942.6)	(3.5%)	33.1	26,054.8	(909.5)	(3.4%)	11.0	0.0%	0.0	0.0%	
Centralized Social Housing Waiting List																
<b>Total Revenues</b>	<b>346,972.0</b>	<b>317,629.4</b>	<b>229,244.9</b>	<b>25,632.8</b>	<b>254,877.7</b>	<b>(92,094.3)</b>	<b>(26.5%)</b>	<b>99.3</b>	<b>254,977.0</b>	<b>(91,995.0)</b>	<b>(26.5%)</b>	<b>(72,807.1)</b>	<b>(28.6%)</b>	<b>(14,846.7)</b>	<b>(8.1%)</b>	
<b>NET EXP.</b>																
Social Housing Provider Subsidies	91,150.4	105,880.8	199,469.1	(19,999.1)	179,470.0	88,319.5	96.9%	(0.0)	179,470.0	88,319.5	96.9%	62,787.8	35.0%	16,272.7	6.7%	
Rent Subsidies & Housing Allowances	34,178.8	34,178.8	36,163.7	(5,641.4)	30,522.3	(3,656.6)	(10.7%)	(0.0)	30,522.3	(3,656.6)	(10.7%)	17,654.8	57.8%	4,592.0	9.5%	
New Affordable Housing/Other Non Subsidized Programs	1,945.2	1,945.2	1,828.4	(1.5)	1,826.9	(118.4)	(6.1%)	(0.0)	1,826.9	(118.4)	(6.1%)	0.5	0.0%	3.2	0.2%	
Centralized Social Housing Waiting List	1,289.1	1,289.1	1,304.2		1,304.2	15.1	1.2%		1,304.2	15.1	1.2%		0.0%	0.0	0.0%	
<b>Total Net Exp.</b>	<b>128,563.6</b>	<b>143,294.0</b>	<b>238,765.4</b>	<b>(25,642.1)</b>	<b>213,123.3</b>	<b>84,559.6</b>	<b>65.8%</b>	<b>(0.0)</b>	<b>213,123.3</b>	<b>84,559.6</b>	<b>65.8%</b>	<b>80,443.1</b>	<b>37.7%</b>	<b>20,867.9</b>	<b>7.1%</b>	
<b>Approved Positions</b>	47.5		47.5		47.5			1.0	48.5	1.0	2.1%	48.5		48.5		

The 2015 Recommended Operating Base Budget for *Social Housing System Management* of \$468.100 million gross and \$213.123 million net is \$84.560 million or 65.8% over the 2014 Approved Net Budget.

The **Social Housing System Management Service** manages the social housing programs in the City of Toronto to ensure the ongoing viability of existing social housing and to improve the quality of life for tenants.

The service includes 4 activities, with significant changes to 2 of the activities that are highlighted below:

The **Social Housing Provider Subsidies activity** of \$326.303 million gross and \$179.470 million net is \$88.320 million net or 96.9% over the 2014 Approved Net Budget.

- This increase reflects the loss of Provincial/ Federal funding of \$85.018 million, including the Housing Provincial Funding loss of \$75.960 million and the loss of Federal funding of \$9.058 million due to operating agreement expiries on properties under administration.
- Other base pressures include the additional cost factor indexing of \$2.652 million required for the 2015 subsidy increase to social housing providers, as determined by the Provincially supplied index factors, which have been mitigated by the elimination of the remaining portion of the TCH garbage subsidy to TCH of \$2.480 million.

The **Rent Subsidies & Housing Allowances activity** of \$112.611 million gross and \$30.522 million net is \$3.657 million or 10.7% lower than the 2014 Approved Net Budget. The reduction in the net is primarily due to a reduction in the budget to reflect actual spending.

- The 2016 and 2017 Plan for the Social Housing Management Service includes an increase of \$80.443 million in 2016 and \$20.868 million in 2017. Year 2016 includes year-3 of the Housing Provincial Funding loss of \$37.980 million, and the reversal of the 2015 reserve draw of \$25.640

million. As well, the Plans for 2016 and 2017 include the annual indexing of the subsidy to housing providers to be in compliance with the Housing Services Act, with \$7.669 million required in 2016 and \$6.542 million in 2017. To maintain 2015 service levels, the City must fund the loss in Federal funding of \$8.964 million in 2016 and \$14.294 million in 2017 from the expiry of operating agreements on properties under administration.

- The 2015 Recommended Operating Budget includes new funding of \$0.099 million for 1 administrative position to support performance management and staff development.



## **Part III:** Issues for Discussion

## Issues for Discussion

### Issues Impacting the 2015 Budget

#### On-Going Funding Pressures

- As noted in the table below, from 2011 to 2017, the portion of City funding required for the programming provided by Shelter, Support and Housing Administration is projected to increase from 36.7% to 59.5%. As the 2011 to 2013 period included funding from the Federal stimulus (Social Housing Renovation and Retrofit Program) of \$255.3 million, the 2013 to 2017 period provides a more accurate representation of the impact of the withdrawal of Federal – Provincial funding on the City's capacity to continue to deliver social support to the City's most vulnerable citizens.
- When the funding requirements that comprise the 2017 projected gross expenditures of \$668.0 million are compared to the 2013 gross expenditures of \$682.0 million, the percentage of City funding increases by \$162.16 million, or 23.8%. Comparatively, there is a decrease in the Provincial funding by \$128.3 million, or 18.8%, while the Federal share of the funding decreases by \$47.7 million or 7.0%.

	2011	2012	2013	2014	2015	2016	2017	Change 2013 - 2017	% Change
<b>Total Gross Expenditures</b>	835,372	764,302	682,150	646,289	650,912	660,617	668,029	(14,121)	(2.1%)
Provincial Subsidies	344,966	298,548	263,564	207,607	176,011	135,274	135,274	(128,290)	(18.8%)
Federal Subsidies	181,731	170,429	181,744	166,507	157,339	148,376	134,099	(47,646)	(7.0%)
Sundry revenues	1,998	1,215	840	902	473	473	473	(367)	(0.1%)
<b>Sub Total Other Funding</b>	528,695	470,192	446,147	375,016	333,823	284,122	269,845	(176,302)	(25.8%)
<b>Total City Funding</b>	306,677	294,110	236,002	271,273	317,089	376,495	398,184	162,182	23.8%
<b>City Funding % of Gross Expenditures</b>	36.7%	38.5%	34.6%	42.0%	48.7%	57.0%	59.6%		

An analysis and discussion of these funding changes are presented below:

#### Housing Provincial Funding Loss

- In June 2013, the Province, without notice, announced that it would be accelerating the phase-out of the social services component of the Provincial Funding Assistance and would also be phasing-out the subsidy housing component that the City uses to support Social Housing. Under the revised schedule, the Province began to withdraw the Provincial Assistance over three years commencing in 2014. The social services component in Toronto Employment and Social Services (TESS) of \$35.4 million is also being withdrawn at a rate of \$11.8 million per year, while the housing component of \$113.9 million in Shelter Support and Housing Administration is being withdrawn at a rate of \$37.980 million per year. For details on the impact on TESS, please refer to the 2015 Recommended Operating Budget Analyst Notes for TESS.
- The table in the next section shows the impact of the loss in the Housing Provincial Funding, which includes the effect of delaying the 2014 impact of \$37.980 million until 2015, as the deferred interest was available as a one-time funding source in 2014. Therefore, the 2015 incremental impact of \$75.960 million includes the 2014 increment of \$37.980 million and the 2015 increment of \$37.980 million. By 2016, the final incremental shortfall of \$37.980 million will occur, creating a funding gap of \$113.940 million. The loss of this funding is equivalent to a tax

increase of 3% in 2015, with a cumulative impact of 5.4% by 2016, the year the funding is fully withdrawn.

- This lost funding will create a significant pressure on the City, with the City’s tax base the only source of revenue. It is therefore recommended that the:
  - City Council reaffirm to the Province the necessity to reinstate the Housing Provincial Funding so that the City can meet the legislative requirements for Social Housing.

*Federal Funding and Indexing*

This loss of Provincial support, as outlined above, is not the only Social Housing funding pressure the City faces. As noted in the table below, the need to annually index Social Housing costs to CPI and the loss of Federal funding creates a situation that is unsustainable for the City to manage without additional support from other orders of government.

Summary of Unfunded Social Housing Pressures				
Pressures	2015	2016	2017	Total
Housing Provincial Funding Loss *	75,960	37,980		<b>113,940</b>
Loss of Federal Subsidy	9,058	8,964	14,294	<b>32,316</b>
Social Housing CPI Cost Factor Indexed Increases **	172	7,669	6,541	<b>14,382</b>
Reversal of Reserve Funding		25,640		<b>25,640</b>
<b>Total</b>	<b>85,190</b>	<b>80,253</b>	<b>20,835</b>	<b>186,278</b>

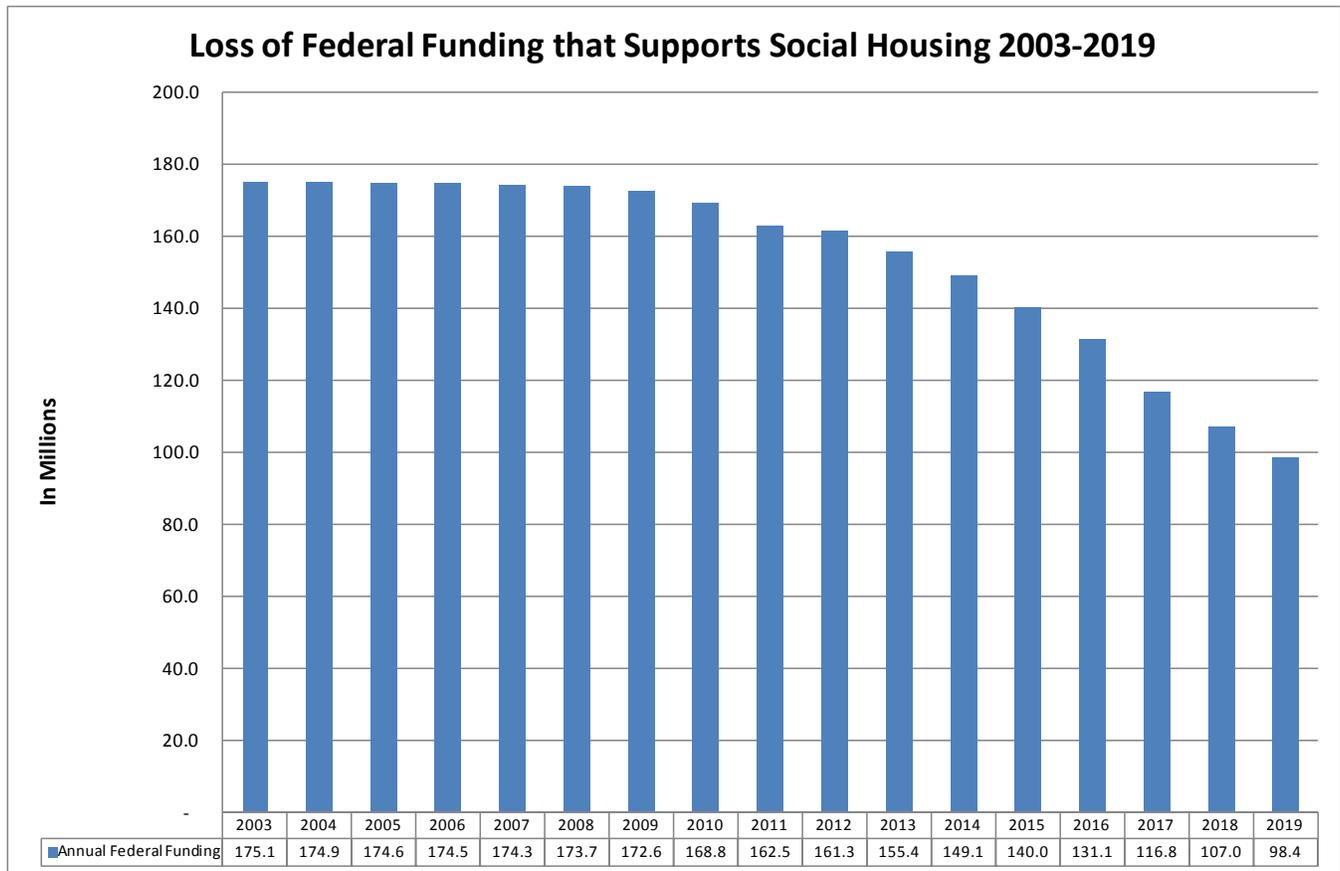
\* 2015 includes the 2014 increment, which was funded through deferred interest on Provincial amalgamation loan

\*\* 2015 Social Housing costs adjusted for CPI indexing

\*\* Prescribed by *Housing Services Act*, with 2016, 2017 estimates

- As noted in the table above and in the 2016 and 2017 Plans, Social Housing is continuing to bear the ongoing pressure of the loss of Federal Subsidy and the inflationary impacts required to fund social housing providers in accordance with the obligations prescribed in the Housing Services Act, 2011.
  - Loss of Federal Subsidy (2015 to 2017, \$32.316 million) from expiry of mortgages on properties under administration will result in the City having to replace the subsidy loss with its funding, as the City is legislatively required to maintain existing service levels. If the City does not fill the funding gap, the housing provider may not be able to keep the properties affordable, and reset the units at market rates.
  - Social Housing CPI Cost Factor increases (2015 to 2017, \$14.382 million) will generate a pressure of \$0.172 million net in 2015 (primarily from alignment to past years' cost drivers resulting from overstatement of CPI indexing). Ongoing increases of \$7.669 million in 2016 and \$6.541 million in 2017, are required for annual indexing the subsidy to housing providers to be in compliance with the Housing Services Act, comprised of the inflationary adjustment for Rent Geared to Income and Cost Factor subsidies, as well as mortgage renewals and property tax adjustments.

- As noted in the following chart, from 2003 through 2019, the City will have lost \$76.700 million in Federal support required to fund subsidies to Social Housing providers, with the most significant reduction in the 2009 to 2019 period. The City receives notice of the funding reduction from the Ministry of Municipal Affairs, which relies on the publications from the "Canada Gazette". As previously reported in CD11.11 (December 11, 2007) "Tied in Knots: Unlocking the Potential of Social Housing Communities in Toronto", the remaining \$98.4 million may be withdrawn by 2031, pending notice from the Province.
- It is recommended that the City advocate to the Federal government the need to continue federal funding after mortgage expiration, as its share of funding Social Housing.



*Depletion of Program Reserve Funds*

- Historically, 2 reserve funds have been available to Social Housing to fund ongoing pressures: the Social Housing Stabilization Reserve and the Social Housing Federal Reserve Fund. As well, to fund ongoing pressures and new priorities in Homeless and Housing First Solutions, the Program draws from these reserves as required.
- As noted in the following table, the 2015 Recommended Operating Budget includes a contribution from the Social Housing Stabilization Reserve Fund \$25.640 million as a base revenue change; offset by a contribution of \$2.474 million available to fund ongoing *Homeless and Housing First Solutions*, resulting in a total 2015 draw of \$23.166 million.

SOCIAL HOUSING RESERVE FUNDS							
(000's)	2001-2012	2013	2014	2015	2016	2017	Total Reseves XR2105 XQ1106
<b>Beginning Balance</b>	<b>0.0</b>	<b>32,520.7</b>	<b>61,040.0</b>	<b>51,356.0</b>	<b>28,190.1</b>	<b>(14,082.4)</b>	<b>32,520.7</b>
<b>Add:</b>							
Provincial Downloading Transfer	12,379.6						12,379.6
Divisional Net Surplus	24,069.0						24,069.0
Federal Transfer	30,890.0						30,890.0
GTA Pooling Adjustment	13,157.5						13,157.5
Transfer of City Surplus	8,197.7	34,134.7					42,332.4
Provincial Contribution for Homelessness Services				2,474.0			2,474.0
Investment Income	23,692.2	184.6					23,876.8
<b>Total additions</b>	<b>112,386.0</b>	<b>34,319.3</b>	<b>0.0</b>	<b>2,474.0</b>			<b>149,179.3</b>
<b>Less:</b>							0.0
Draw to fund Social Housing	(48,886.6)	(5,800.0)	(9,078.6)	(25,639.9)	(25,639.9)		(115,045.0)
Draw to fund Shelter Services			(605.4)				(605.4)
Loan/Grant to Housing Providers for SOGR	(30,978.7)						(30,978.7)
Anticipated Increase in Social Housing pressures					(16,632.6)	(20,835.4)	(37,468.0)
<b>Total withdrawals</b>	<b>(79,865.3)</b>	<b>(5,800.0)</b>	<b>(9,684.0)</b>	<b>(25,639.9)</b>	<b>(42,272.5)</b>	<b>(20,835.4)</b>	<b>(184,097.1)</b>
<b>Ending Balance</b>	<b>32,520.7</b>	<b>61,040.0</b>	<b>51,356.0</b>	<b>28,190.1</b>	<b>(14,082.4)</b>	<b>(34,917.8)</b>	<b>(34,917.8)</b>

- The 2015 use of these funds as a revenue source to fund the 2015 base budget will leave \$28.190 million to fund future pressures. Because the 2015 withdrawal only provides a one-time funding source, to maintain 2015 service levels, an additional incremental funding of \$25.640 million will be required in 2016, which will virtually deplete the reserve funds. Additional operating pressures in Social Housing of \$16.633 million in 2016 and \$20.835 million in 2017 will further exacerbate the funding shortfall, with SSHA requiring ongoing property tax funded increases, if the service levels included in the 2015 Recommended Operating Budget are to be maintained.
- Due to the significant increases in the cost of maintaining legislated subsidy levels to social housing providers, the reserve funds have become the primary source of funding for the annual increases to social housing providers, mandated through the Housing Services Act, 2011. These increases are linked to cost drivers that are outside the Program's control, including market-rent rate and CPI increases, property tax increases, and reductions in Federal and Provincial subsidy transfers. As well, in past years these reserves have also been used to fund emergency capital repairs to social housing providers.

#### 2015 Changes in Social Housing Base Budget

As noted in the following table, the 2015 Recommended Operating Budget for Social Housing reflects increased pressures of \$85.189 million, which includes the Housing Provincial Funding loss of \$75.960 million, the loss of Federal and Provincial revenues of \$9.058 million due the expiry of mortgages on [toronto.ca/budget/2015](http://toronto.ca/budget/2015)

properties under administration, and other cost driver pressures of \$0.172 million. These pressures have been partially offset by a draw of \$25.636 million from the Social Housing Reserve Fund.

2015 Social Housing Changes			
	Gross	Revenue	Net
<b>2014 Approved Budget</b>	<b>433,732.8</b>	<b>311,022.3</b>	<b>122,710.5</b>
Reversal of One-Time Funding		(25,099.4)	25,099.4
<b>2014 Budget</b>	<b>433,732.8</b>	<b>285,922.9</b>	<b>147,809.9</b>
Mortgage Renewals	(322.7)		(322.7)
RGI Subsidy Increases	(718.1)		(718.1)
Cost Factor Increases	6,559.0		6,559.0
Property Tax	(1,146.2)		(1,146.2)
Elimination of TCHC's Garbage Levy	(2,480.2)		(2,480.2)
Federal Subsidy		(8,694.0)	8,694.0
Debentures		(363.0)	363.0
Settlements	(1,719.3)		(1,719.3)
Housing Provincial Funding Loss		(75,960.0)	75,960.0
<b>Changes from 2014</b>	<b>172.4</b>	<b>(85,017.0)</b>	<b>85,189.4</b>
Funding Gap		85,018.0	(85,018.0)
Contribution from Reserve Funds		25,636.1	(25,636.1)
<b>2015 Recommended Budget</b>	<b>433,905.2</b>	<b>311,560.0</b>	<b>122,345.1</b>

Hostel Services Volumes and Capacity

As noted in the following table, the 2015 Recommended Operating Budget provides funding to increase budgeted bed nights from 1,438,443 in 2014 to 1,466,152 in 2015, an increase of 27,709 bed nights or 1.9%.

Hostel Sector	Bednight Volume								Change in Capacity by Sector 2014 to 2015
	2013	2014				2015			
	Actuals	Budget	Projected Bednights	Capacity	Projected Occupancy %	Budgeted Bednights	Capacity	Projected Occupancy %	
a	b	c	d	e=c/d	f	g	h=f/g		
Coed Shelters	124,182	123,032	123,022	127,020	96.9%	123,032	136,702	90.0%	9,682
Family Shelters	346,199	324,981	367,908	424,860	86.6%	325,369	424,860	76.6%	14,817
Men Shelters	562,933	558,704	565,135	604,050	93.6%	568,972	618,867	91.9%	26,089
Seasonal Shelters	47,654	55,939	54,983	70,840	77.6%	55,939	70,840	79.0%	6,570
Women Shelters	195,828	196,061	205,602	209,875	98.0%	212,368	235,964	90.0%	
Youth Shelters	170,710	179,726	168,440	193,085	87.2%	180,472	199,655	90.4%	
<b>TOTAL (DOS &amp; POS)</b>	<b>1,447,506</b>	<b>1,438,443</b>	<b>1,485,090</b>	<b>1,629,730</b>	<b>91.1%</b>	<b>1,466,152</b>	<b>1,686,888</b>	<b>86.9%</b>	<b>57,158</b>

- (1) Projected 2014 year-end actual bednights as of September 30, 2014
- (2) Includes 32 shelter beds in family, men & women POS locations
- (3) Includes 54-bed capacity LGBTQ youth shelter in POS from July 1, 2015
- (4) Includes additional \$2.5 M for 46,183 more bednights across various sectors

- In response to continuing service demands and the need to increase capacity, the 2014 Approved Operating budget included 72,693 additional bed nights, or a 5.3 % increase in bed nights (from 1,365,750 in 2013 to 1,438,443 in 2014), while the 2015 Recommended Budget includes a further increase of 27,709 bed nights or 1.9%, resulting in an increase in budgeted bed nights in the system by 7.4% bed nights since 2013.
- With approval of CD 19.1 "Update on Emergency Shelter Services" in April 2013, Council recommended that SSHA maintain an occupancy rate of no higher than 90% - "in the short term".
- With approval of CD25.10 "2014-2019 Housing Stability Service Planning Framework", Council endorsed a 90% occupancy service standard in the City's emergency shelter system. Throughout 2014, occupancy in the system has been higher than 90% overall and in some sectors, such as co-ed men and women's sectors it has reached 97% on a regular basis. Demand for emergency shelter beds continued to increase throughout 2014 as the City's housing market resulted in fewer available affordable rental units and no increase in rent-geared-to-income units.
- The 2015 Recommended Operating Budget includes funding for 3 enhanced service priorities that total \$3.806 million gross, \$2.500 million net, with an additional \$0.600 million annualized cost required in 2016 that will increase the capacity in the system by 57,158 bed nights, adding 181 new beds and resulting in a projected occupancy of 86.9% across all sectors that represents a 3.5% increase in capacity. The Seasonal shelter, with a projected occupancy of 79%, is generally accessible to all sectors and will provide the necessary flexibility to keep all sectors at no more than 90% occupancy.
- As noted in the table above, the additional funding increases capacity in the coed sector by 9,682 bed nights, (27 beds), men's sector increases by 14,817 bed nights (47 beds), women's sector increases by 26,089 bed nights (53 beds), while youth shelter increases by 6,570 bed nights (54 beds).
- This increase in capacity will be delivered through the use of purchased service providers.

*TCH SOGR Backlog*

- Toronto Community Housing (TCHC) was created in 2001 without a stable, long-term source of funding for capital repairs to its housing stock. Buildings are aging: on average, they are more than 40 years old and will require \$2.6 billion over the next ten years to address new capital requirements and maintain the TCHC portfolio in its current 'fair' state of repair.
- City Council on November 13, 14, 15 and 18, 2013, adopted item EX35.4, "A Ten-Year Capital Financing Plan for Toronto Community Housing" and in so doing approved the Ten-Year Capital Financing Plan (2013-2022) to address these capital repairs in the short-term and provide the funding necessary for TCHC to effectively manage its assets over the long-term.
- The Plan assumes a federal/provincial/City partnership, where each government contributes an equal one-third share (\$864 million) of the funding required by TCHC from 2013-2022 and that after 10 years, from 2023 onward, TCHC will be able to address its capital needs from City and TCHC funding sources.
- In the same report, City Council directed Toronto Community Housing to increase its annual allocation from its existing operating budget for capital backlog repairs to \$50 million for 2013 and to adjust this amount by the annual Consumer Price Index (CPI) for each year thereafter subject to annual Council budget approval.
- The report also directed Toronto Community Housing to report annually, through the Toronto Community Housing Annual Report to Council, its updated Ten-Year Capital Financing Plan as of December 31st of the prior year that includes:
  - i. total amount of capital backlog repair expenditures from the prior year;
  - ii. outstanding capital repair needs carried forward from the prior year;
  - iii. reductions to the capital repair backlog due to the sale of assets and/or revitalization;
  - iv. balance of the capital repair backlog reserve fund;
  - v. changes in estimates for current and future capital repair requirements; and
  - vi. changes in estimates for current and future capital repair funding.
- The City, as legislated Service Manager, administers and funds TCH according to the terms of the *Housing Services Act, 2011 (HSA)*. By legislation, the City must provide sufficient funding to social housing providers to maintain service levels which are set by the Province.
- The subsidy from the City flows through the Operating Budget of Shelter Support and Housing Administration to TCH and funds mortgage and debenture repayments and TCH's operating costs net of rental income. The TCH Board can elect to designate a portion of its operating funds for capital use. As such, the City contributes indirectly to fund TCH's capital plan.
- The 2015 Recommended Operating Budget includes funding of \$257.9 million for TCH to provide affordable and subsidized rental housing to low and moderate income households in Toronto that includes a provision for TCH to address its SOGR backlog requirements.
- Toronto Community Housing is requested, as previously directed by Council, to report back annually, through the TCHC Annual Report, with an updated Ten-Year Capital Financing Plan including details on the capital repairs expenditures from the prior year, outstanding capital repairs, and changes in estimates to current and future capital repair requirements and capital repair funding, to allow the City to include the TCH backlog with the City's annual budget process.

*Affordable Housing Grants*

The 2015 Recommended Operating Budget includes affordable housing funding provided through the DCRF and Federal/Provincial Programs, which are summarized in the following table:

Project Name	2015 DCRF*	2015 Federal/Provincial Funds	2015 Total	Number of Units Administered
Home Ownership Alternatives - 280 Donlands Ave		788.3	788.3	34
Habitat For Humanity Toronto - 357 Birchmount Rd	100.0	250.0	350.0	9
Habitat For Humanity Toronto - 4572 Kingston Rd		1,200.0	1,200.0	24
<b>AHP - Home Ownership (Wave 2 Year 2) / HOAP **</b>	<b>100.0</b>	<b>2,238.3</b>	<b>2,338.3</b>	<b>67</b>
Medallion - 3415 Weston Road Ltd (PH 1)		5,616.0	5,616.0	148
Medallion - 3415 Weston Road Ltd (PH 2)		277.7	277.7	6
Medallion - 3415 Weston Road Ltd (PH 3)		1,349.2	1,349.2	194
TCHC - Block 24		2,538.0	2,538.0	47
Bayside Pilot Project	2,000.0		2,000.0	80
<b>IAH - Rental Housing ***</b>	<b>2,000.0</b>	<b>9,780.9</b>	<b>11,780.9</b>	<b>475</b>
Applicants Approved - Various Addresses (Note 1)		5,872.7	5,872.7	2,356
<b>IAH - Toronto Renovates</b>	<b>0.0</b>	<b>5,872.7</b>	<b>5,872.7</b>	<b>2,356</b>
TCHC - Block 25N Regent		310.0	310.0	9
<i>Delivery Agents To Be Chosen (Note 2)</i>	4,000.0	1,596.0	5,596.0	200
<b>IAH - Home Ownership / HOAP</b>	<b>4,000.0</b>	<b>1,906.0</b>	<b>5,906.0</b>	<b>209</b>
<b>Total</b>	<b>6,100.0</b>	<b>19,797.9</b>	<b>25,897.9</b>	<b>3,107</b>

\* DCRF - Development Charges Reserve Fund (XR2116)

\*\* AHP - Canada-Ontario Affordable Housing Program

\*\* HOAP - Home Ownership Assistance Program

\*\*\* IAH - Investment in Affordable Housing for Ontario Program

(Note 1) 143 homeowners at various addresses and 2,213 units in 27 multi-unit buildings (rental buildings and rooming houses)

(Note 2) DCRF funds to be delivered through a competitive process. Director AHO has delegated authority regarding Federal/Provincial funds (EX42.15 approved by Council June 10, 2014)

## Issues Referred to the 2015 Budget Process

### *Coordinating Cold Weather Protocols*

- City Council approved CD30.6 "Comprehensive Review of Cold Weather Protocols and Cold Weather Health Impacts in Toronto", on July 8, 2014, and in so doing, requested the General Manager, Shelter Support and Housing Administration "...to issue a Request for Expression of Interest (REOI) in 2014 to establish community interest in operating and/ or coordinating 24-hour drop-in services during Extreme Cold Weather Alerts".
  - The 2015 Recommended Operating Budget provides an enhanced service priority, namely *Warming Centres*, for \$0.240 million gross \$0 net that will allow the Program to develop a pilot project and work with interested agencies to develop a suitable service level to manage cold weather emergencies. SSHA will continue to review and evaluate service levels through the pilot project and will report back to Community Development Recreation Committee on the results of the evaluation.
- In the same report, City Council requested that the General Manager, Shelter Support and Housing Administration " ... include an infrastructure strategy and analysis of the financial impact of delivering an additional 100 permanent shelter beds with the aim of returning flexibility to the shelter system to respond to unanticipated surges in occupancy levels."
  - The 2015 Recommended Operating Budget includes an enhanced service priority for \$2.500 million gross and net that provides ongoing funding that will increase the capacity in the shelter system by 46,183 bed nights in the purchased-service sector, with the increase in capacity in Coed, Men's and in the Women's sectors. This additional capacity will help reduce the projected occupancy in all sectors to 86.9%.

### *Enhanced Service for Youth*

- With Council approval of CD30.8 "Update on Options for a Lesbian, Gay, Bisexual, Trans, Queer/Questioning, and Two-Spirited (LGBTQ2S) Youth Focused Shelter or Transitional Housing" City Council authorized the General Manager, Shelter, Support and Housing Administration, to issue a Request for Expression of Interest to explore community interest in operating an emergency shelter or transitional housing for LGBTQ2S youth experiencing homelessness.
  - The 2015 Recommended Operating Budget includes \$0.600 million gross \$0 net, with an additional \$0.600 million annualization in 2016 to provide an additional 6,570 permanent beds for LGBTQ2S youth with service requirements to be met by the purchase of service sector. The additional funding will increase the capacity in the youth shelter by 3.4%.

### *Rent Geared to Income Subsidies*

With approval of AU16.19, "Strengthening the City's Oversight of Social Housing Programs" on July 11, 2014, City Council referred Recommendation 6 to the budget process:

- *City Council request the General Manager, Shelter, Support and Housing Administration to report as part of the annual budget process on number of rent geared-to-income households provided assistance and the total assistance provided.*

The 2015 Recommended Operating Budget includes \$152.13 million of funding to social housing providers for 60,090 RGI units. In 2014 the Approved Operating Budget included \$149.69 million for RGI subsidy for 60,137 RGI units. The difference from the 2014 budget is due to provincial cost factor increases of benchmarked market rents. The 2015 budget projects 48 less RGI units based on social housing provider's estimation within their program target range.

# 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		
2015 Staff Recommended Base Budget Before Service Change:			643,799.7	333,460.3	310,339.4	718.5	85,114.7	22,256.5

**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

**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		

5873 **2 24 Hour Drop-ins for Women**

72 | 1 **Description:**

As approved by Council on June 10, 2014 in CD29.1 Feasibility of 24-Hour Drop-in Service for Women, SSHA has issued an REOI for the provision of service for two 24-hour low-barrier drop-ins for high-risk women. Funding of \$ 2.250 million gross is recommended, reflecting need to develop safe overnight space for women who will not go to shelters or who require respite for a short period of time.

**Service Level Impact:**

Using best-practice standards as the model for service delivery, the service will provide basic safety needs and provide essential services including showers, laundry, healthy food, counselling and referrals. This service proposal will operate using two purchased service agencies in down town locations - one in the central east and the other in central west.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	2,250.0	2,250.0	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>2,250.0</b>	<b>2,250.0</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

**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		

5875 **Transfer to Housing Allowance**

72 | 1 **Description:**

Building on the success of the Toronto Housing Allowance Program, and enabled by recent Provincial subsidy announcements, the City will add \$1.072 million to its pool of housing allowances.

**Service Level Impact:**

It is expected that the \$1.072 million will help an additional 75 households for a period of one to three years, providing support for 2015 through 2018. This additional funding will increase the program to a total of \$4.772 million and provide a total of 335 housing allowances over the term of the program.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	1,072.0	1,072.0	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>1,072.0</b>	<b>1,072.0</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

**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		

5876 **Administration Staffing**

72 | 1 **Description:**

In 2014, SSHA contracted Western Management Consultants (WMC) to perform a comprehensive organizational review. The review was done to ensure the program staff were aligned and supported in a manner that would facilitate the achievement of the Council approved Housing Stability and Service Planning Framework. Funding of \$0.300 million gross \$0 net is recommended to add 3 positions to support performance management initiatives, staff and business capacity development, and compliance with corporate talent management strategies.

**Service Level Impact:**

The 3 new positions will provide and support talent and performance management and capacity development activities, including training staff on specific shelter protocol, managing client behaviours and assisting clients with health-related issues. As well, the additional positions will provide complement management and support divisional labour relations and coordination of staff recruitment.

Service: HS-Homeless and Housing First Solutions

Total Staff Recommended:	201.7	201.7	0.0	2.0	0.0	0.0
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Service: HS-Social Housing System Management

Total Staff Recommended:	99.3	99.3	0.0	1.0	0.0	0.0
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<b>Staff Recommended New/Enhanced Services:</b>	<b>301.0</b>	<b>301.0</b>	<b>0.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>
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**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 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		
6117		<b>Additional 127 Shelter Beds to Increase Capacity</b>						
72	1	<b>Description:</b>						
		With approval of CD25.10 2014-2019 Housing Stability Service Planning Framework, on Dec 18, 2013, Council endorsed a 90% occupancy service standard in the City's emergency shelter system. Additional funding of \$2.500 million gross will provide support to add 127 beds to the shelter system, and consequently increase the bed night capacity by an additional 46,183 bed nights in the purchased-service sector. There will be 27 coed beds; 47 men's beds; and 53 beds to the women's sector.						
		<b>Service Level Impact:</b>						
		This additional capacity will help reduce the projected occupancy in all sectors to 86.9%.						
		Service: HS-Homeless and Housing First Solutions						
		Total Staff Recommended:	2,500.0	0.0	2,500.0	0.0	0.0	
		<b>Staff Recommended New/Enhanced Services:</b>	<b>2,500.0</b>	<b>0.0</b>	<b>2,500.0</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		
<b>Summary:</b>								
		<b>Staff Recommended New/Enhanced Services:</b>	<b>7,891.1</b>	<b>5,391.1</b>	<b>2,500.0</b>	<b>3.0</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