



Shelter, Support & Housing Administration

What We Do

We provide more than 7,000 emergency and transitional shelter beds in 65 locations and through motel programs mostly used by families. We oversee the operation of 55 shelters funded by community agencies and directly operate 10 shelter programs. We also directly provide street outreach through the Streets to Homes Program, which assists street homeless into shelter or permanent housing. Further, we fund and oversee community agencies that support services such as employment support, winter respite, and housing stability services. Finally, we provide funding and oversight of social housing in Toronto which includes direct management of access to subsidized housing through the Centralized Waiting List. These services are delivered through the following service areas

- Homeless and Housing First Solutions
- Social Housing System Management

SSHA has stewardship over 27 City Shelter facilities (10 City Operated and 17 Community Operated Agency) to support the delivery of its services.

Why We Do It

SSHA contributes to healthy communities by ensuring that people have a range of shelter and affordable housing options by providing temporary shelter and 24-hour respite services for individuals and families experiencing or at risk of homelessness, services that help people find and keep housing and permanent housing solutions for individuals and families.

Our Experience & Success

- Supported over 25,000 unique individuals in the shelter system (7,000 spaces per day) and managed a 40% increase in demand for shelter services in 2018.
- Successfully, housed nearly 8,000 individuals/families from the shelter system in 2018.
- Operated 700 Respite Spaces 24 / 7 /365 days including the first temporary structure to deliver Respite Services with a capacity of 100 beds.
- Over 5,000 households assisted with housing allowances to help them maintain housing.

Key Challenges

- Strong and sustained demand for emergency shelter beds across all sectors of the shelter system which has been further exacerbated by the surge of newcomers to Toronto stretching Toronto's shelter system to its limits.
- Competitive nature of Toronto's Real Estate market with very low vacancy rates and a lack of affordable housing options for lower income residents of the City.
- TCHC faces a funding shortfall as SOGR costs continue to rise for the aging building stock.

Priority Actions

- Funding of \$98.185 million included in SSHA's 2019 Capital Budget to increase the capacity of the shelter system by the addition of 1,000 new beds over a 3 - year period and complete Phase 2 of the George Street Revitalization project.
- \$45.4 million required to sustain the provision of 2,500 beds for newcomers for 2019 included in the 2019 Operating Budget, with a request for Federal funding.
- Funding of \$195.0M included in 2019 Capital Budget towards TCHC's capital needs and \$243.438M included in the 2019 Operating Budget to enable TCHC to maintain 2018 approved service levels.

Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$1,003.4	\$824.4	\$796.7
Revenues	\$540.7	\$337.5	\$297.2
Net Expenditures	\$462.7	\$486.9	\$499.5
Approved Positions	904.3	901.3	883.3

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$303.6	\$597.6	\$901.2
Debt	\$168.6	\$588.3	\$756.9

Note: Excluding 2018 carry forward funding to 2019

Our Key Service Levels



Provide over **7,000** shelter beds in the City's **65** locations.



Provide **700** Respite Spaces/Cots in Respite Centers across the City.



Provide **931** units and supports for clients with mental illness.



Deliver housing subsidy for **91,000** housing units to **210** Social Housing providers.



Manage Social Housing Wait List with **106,654** residents

Source of Image: www.icons8.com

Key Service Deliverables

Open **448** new and replacement shelter beds and continue the provision of **2,500** beds for newcomers to the City

Respond to **84,000** central intake calls requiring **12,000** intakes

Support over **5,000** households with housing allowances

Provide funding to **165** community agencies under various support programs

Who We Serve

Homeless and Housing First Solutions

- Homeless persons
- At risk persons

Beneficiaries

- Residents
- Community agencies
- Provincial and Federal governments

Social Housing System Management

- Social Housing Tenants / Members

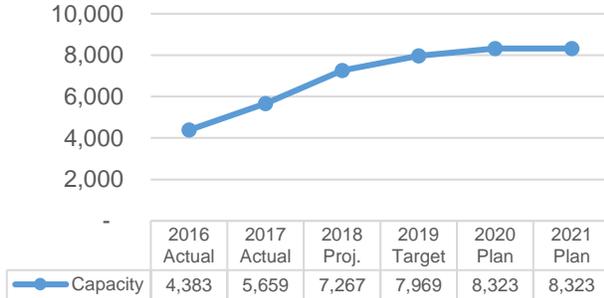
Beneficiaries

- Residents
- Social Housing owners
- Provincial & Federal Governments

How Well We Are Doing

Performance Measures

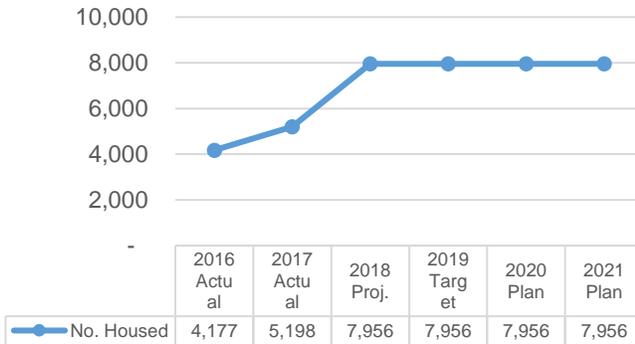
Effectiveness Measure - Number of Shelter Beds



Behind the Numbers

- Strong demand across all sectors has pushed the occupancy rate above the 90% threshold. A major driver of this demand for 2017 and 2018 is the refugee program affecting mainly the family sector.
- Hotels have been commissioned to alleviate the pressure of refugee programs on the shelter system. For 2020 and 2021, the trend line assumes a static refugee demand of 40% of shelter capacity.

Effectiveness Measure - Number of Individuals Housed from Shelters



- The number of individuals housed from shelters has steadily climbed over the past couple of years. More than 80% of these individuals are housed in permanent housing such as private market housing, social housing, long term facility or supportive housing and the remaining going to temporary housing arrangements.
- Introduction of more Hostel to Homes programs, such as Bridges to Housing, will help increase the number of clients being housed in the future.

Effectiveness Measure - Demand for Social Housing



- The demand for social housing has continued to grow and is expected to keep growing for the next few years. Several initiatives are on the way to reverse this trend.
- The expansion of the housing allowance program to applicants on the wait list, will help improve the affordability of housing for applicants who have been longest on the waitlist.

CONTENTS

Page

5

8

17

26

39

40

41

42

N/A

45

N/A

46

47

48

49

RECOMMENDATIONS

2019 STAFF RECOMMENDED OPERATING BUDGET

2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

ISSUES FOR DISCUSSION

APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

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RECOMMENDATIONS

RECOMMENDATIONS

The City Manager and Chief Financial Officer & Treasurer recommend that:

1. City Council approve the 2019 Staff Recommended Operating Budget for Shelter, Support and Housing Administration of \$1,003.4 million gross, \$462.7 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Homeless and Housing First Solutions	321.2	121.5
Social Housing System Management	682.2	341.2
Total Program Budget	1,003.4	462.7

2. City Council approve the 2019 service levels for Shelter, Support and Housing Administration as outlined in Appendix 3 of this report, and associated staff complement of 904.3 positions, comprising of 45 capital positions and 859.4 operating positions.

3. City Council request the Government of Canada to provide financial assistance to the City for the loss in federal funding for social housing of \$7.361 million in 2019 as well as ongoing funding of \$45.404 million to support and sustain the financial resources necessary to respond to the increased flow of refugee claimants/asylum seekers to Toronto.

4. City Council approve the 2019 Staff Recommended Capital Budget for Shelter, Support and Housing Administration with a total project cost of \$497.001 million, and 2019 cash flow of \$349.273 million and future year commitments of \$582.680 million comprised of the following:

a. New Cash Flow Funds for:

1. five new / change in scope sub-projects with a 2019 total project cost of \$497.001 million that requires cash flow of \$8.549 million in 2019 and future year cash flow commitments of \$9.513 million for 2020; \$7.167 million for 2021; \$6.819 million for 2022; \$464.208 million for 2023; \$0.560 million for 2024; and \$0.185 million for 2025.

2. Eight previously approved sub-projects with a 2019 cash flow of \$279.043 million; and future year cash flow commitments of \$82.508 million for 2020; \$3.146 million for 2021; \$3.146 million for 2022; \$3.146 million for 2023; and \$2.282 million for 2024

3. Two previously approved sub-projects with carry forward funding from 2017 and prior years requiring 2019 cash flow of \$16.014 million that requires Council to reaffirm its commitment; and

b. 2018 approved cash flow for nine previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$45.667 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Shelter, Support and Housing Administration \$14.930 million in project estimates, comprised of \$1.230 million for 2020; \$0.900 million for 2021; \$0.900 million for 2022; \$2.400 million for 2023; \$1.900 million for 2024; \$1.900 million for 2025; \$1.900 million for 2026; \$1.900 million for 2027, and \$1.900 million for 2028.

6. City Council consider the operating costs of \$10.933 million net in 2019; \$18.411 million net in 2020; and \$10.375 million net in 2021 resulting from the approval of the 2019 Capital Budget for inclusion in the 2019 and future year operating budgets.

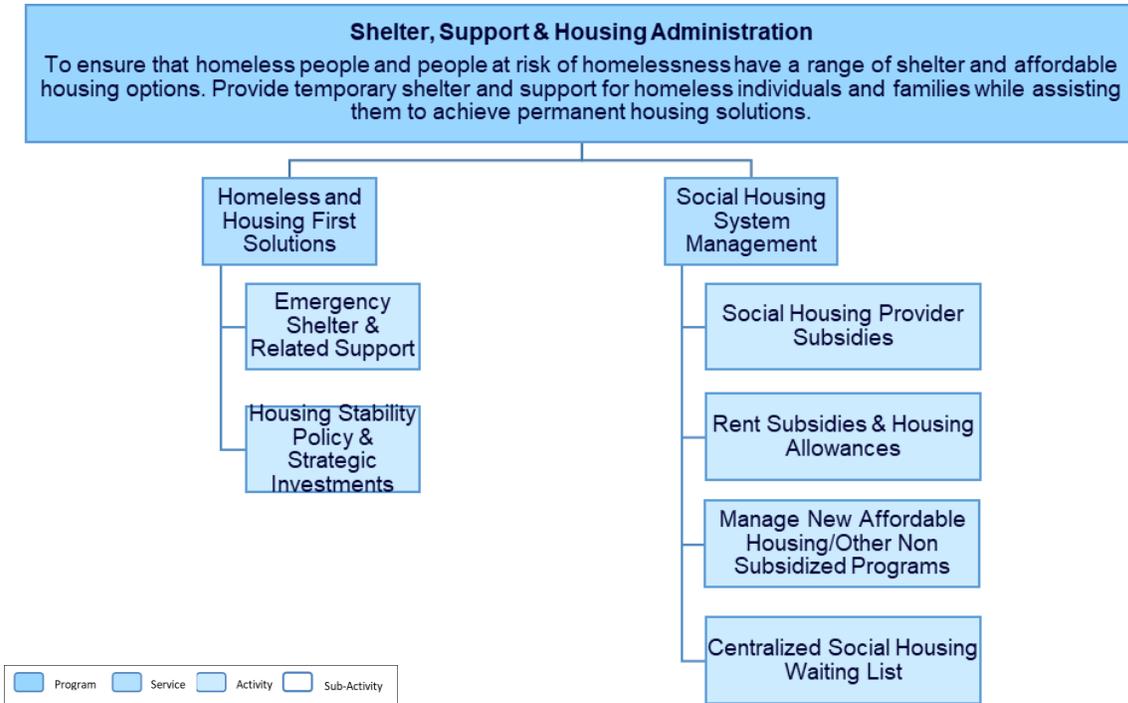
7. City Council direct that all New and Enhanced Service Priorities with third party financing be approved conditionally, subject to the receipt of such financing in 2019 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

8. City Council, in its capacity as Social Housing Service Manager under the Housing Services Act, 2011, direct the Chief Financial Officer and Treasurer to make a contribution, funded from City's debt, to Toronto Community Housing Corporation based on incurred capital expenditures, of up to \$40.000 million in 2019 to address its state of good repair backlog and \$21.912 million in 2019 for existing redevelopment projects, on terms and conditions satisfactory to the Chief Financial Officer and Treasurer and in a form satisfactory to the City Solicitor.



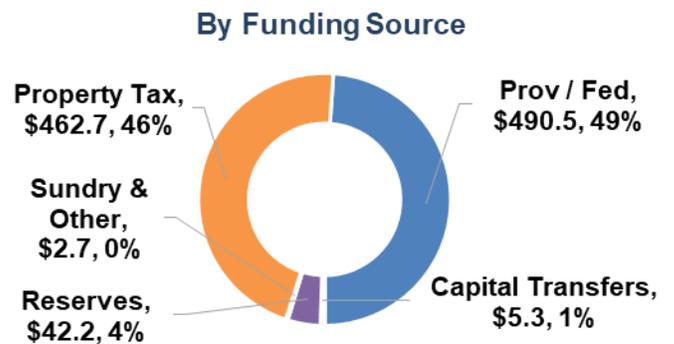
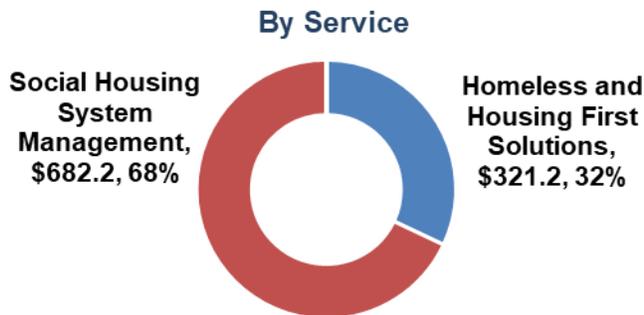
2019 STAFF RECOMMENDED OPERATING BUDGET

PROGRAM MAP



2019 OPERATING BUDGET HIGHLIGHTS

2019 Staff Recommended Operating Budget \$1,003.4M



1.5% Budget increase over the 2018 Approved Net Operating Budget to maintain existing service levels and meet additional service demands. This includes \$243.438 million in operating subsidy for TCHC, which will enable TCHC to maintain 2018 levels of service.

- **\$0.352M** Efficiency savings in facility management costs and salary and benefit savings of \$0.191M achieved through position based budgeting as part of the City's complement management framework.
- **\$5.051M** New/enhanced funding to transition to a recently leased facility, implement an Enhanced Case Management Pilot program, and expand security at 129 Peter Street, SSHA's Assessment and Referral Center.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries, benefits, incremental operating impact of new emergency shelters, social housing cost factor increase and federal funding changes for social housing which is subject to confirmation through the Federal National Housing Strategy.

2019 OPERATING BUDGET OVERVIEW

Table 1: 2019 Staff Recommended Operating Budget and Plan by Service

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
Homeless and Housing First Solutions									
Gross Expenditures	266,964.0	299,395.7	316,188.9	5,051.0	321,239.8	54,275.8	20.3%	(3,169.8)	2,968.3
Revenue	159,667.7	176,123.6	195,087.2	4,691.5	199,778.7	40,111.0	25.1%	(22,615.5)	(6,773.4)
Net Expenditures	107,296.3	123,272.1	121,101.7	359.5	121,461.1	14,164.8	13.2%	19,445.7	9,741.7
Social Housing System Management									
Gross Expenditures	601,469.5	604,851.3	682,239.7		682,239.7	80,770.1	13.4%	(175,913.9)	(30,677.7)
Revenue	253,069.4	265,427.0	340,961.4		340,961.4	87,892.0	34.7%	(180,635.7)	(33,488.4)
Net Expenditures	348,400.1	339,424.3	341,278.2		341,278.2	(7,121.9)	(2.0%)	4,721.8	2,810.7
Total									
Gross Expenditures	868,433.6	904,247.0	998,428.5	5,051.0	1,003,479.5	135,045.9	15.6%	(179,083.7)	(27,709.4)
Revenue	412,737.1	441,550.6	536,048.6	4,691.5	540,740.1	128,003.0	31.0%	(203,251.2)	(40,261.8)
Total Net Expenditures	455,696.4	462,696.4	462,379.9	359.5	462,739.3	7,042.9	1.5%	24,167.6	12,552.4
Approved Positions	886.4	844.4	899.3	5.0	904.3	18.0	2.0%	(3.0)	(18.0)

* Year-End Projection Based on Q3 2018 Variance Report

Base Changes (\$6.683M Net)

- Annualized costs of 2018 approved complement changes, full year operation of Respite centres and funding increases for Purchase of Service housing provider.
- Inflationary salary and benefit increases.
- Alignment of the cost of Human Services Response to the influx of newcomers to the 2018 experience (\$45.4M)
- 1% inflationary increase for Purchase of Service shelter operators.
- Above pressures have been partially offset by revenue increases reflecting federal funding for Social Housing and the cost of the Human Services Response.

New/Enhanced Services (\$0.359M Net)

- One-time costs of a new leased facility.
- Addition of 5 full time temporary positions and funding allocation to community agencies to support the implementation of the Enhanced Case Management Pilot.
- Expansion of security services at 129 Peter Street.

Future Year Plan

- Inflationary increases in salaries and benefits.
- Operating impact of capital projects once completed.
- Social Housing Indexed Cost Factor increases.
- Federal funding for Social Housing subject to confirmation of funding under the National Housing Strategy.

EQUITY IMPACTS OF BUDGET CHANGES

Increasing access to shelters for immigrants & refugees, undocumented individuals and persons with low-income: Shelter, Support and Housing Administration's ' 2019 Staff Recommended Operating Budget includes an investment of \$4.69 million for enhanced case management and a one-time cost for a leased property. These investments will have a positive impact on immigrants and refugees, undocumented individuals and persons with low-income, increasing their access to shelter, support and housing services. These investments also advance the Toronto's Poverty Reduction Strategy and Newcomer Strategy.

2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Shelter, Support and Housing Administration is \$7.043 million net or 1.5% higher than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels that help mitigate budget pressures, as well as recommended new and enhanced service priorities to meet outcomes.

Table 2: 2019 Staff Recommended Operating Budget Changes by Service

(In \$000s)	2019 Base Operating Budget		Total	
	Homeless and Housing First Solutions	Social Housing System Management	\$	Position
	\$	\$	\$	
2018 Council Approved Operating Budget (Net)	107,296.3	348,400.1	455,696.4	886.4
Expenditure Changes				
Prior Year Impacts				
Annualization of Approved 2018 Complement changes	684.7	(53.8)	630.9	(1.0)
Annualization of funding increase for Purchase of Service provider - Habitat Services	418.9		418.9	
Annualized cost of year round operation of Respite Services	13,696.2		13,696.2	3.0
Operating Impacts of Capital				
Annualization and operating impacts of 7 new emergency shelters planned for 2018 and 2019 (3 in 2018 - for \$8.29M and 4 in 2019 for \$2.62M)	10,907.5		10,907.5	
Salaries and Benefits				
Inflationary increases in Salaries & Benefits	3,236.5	(41.2)	3,195.3	
Other Base Expenditure Changes				
Social Housing Provider Index Cost Factor Changes (MRI & CPI) - TCHC & Non-TCHC		(6,686.2)	(6,686.2)	
Misc. expenditure and complement changes in federal/provincial grant supported Social Housing and Homelessness Prevention programs (SHAIP, HPS, CHPI, Home for Good)	(2,703.9)	1,651.1	(1,052.8)	10.0
Alignment of Social Housing Budget Assumptions for Property Tax Subsidy, Mortgage Rate and Settlement Recoveries to 2018 experience		(1,716.1)	(1,716.1)	
Temporary position to Support IT database upgrades	23.5	11.6	35.0	1.0
Adjustment of budget to actual experience (Includes savings of \$0.191M realized through position based complement management)	50.6	(402.3)	(351.7)	
Align Human Services Response to match 2018 experience (40% of System Capacity with over 7,000 clients)	25,000.0		25,000.0	
Funding to continue Waitlist Accommodation/Lodging Services for Refugee claimants	2,400.0		2,400.0	
Per Diem base changes for 5 Purchase of Service shelter operators and lease for 512 Jarvis Street consequent on the relocation of the Women's shelter at 389 Church Street	1,259.6		1,259.6	
1% Inflationary increase for Purchase of Service Shelter operators	626.8		626.8	
Changes in Interdivisional Charges and Recoveries	109.1	(30.8)	78.3	
Subtotal Base Expenditure Changes	55,709.4	(7,267.7)	48,441.8	13.0
Revenue Changes				
Reversal of One-time funding for service enhancements to Out of the Cold Shelter Operators	(500.0)		500.0	
Reversal of One-time Reserve funding approved for the Human Services Response in 2018	(3,000.0)		3,000.0	
Federal funding for Human Services Response to newcomer influx to Toronto	45,404.0		(45,404.0)	
Changes in federal funding for Social Housing due to expiry of federal operating agreements		(7,360.8)	7,360.8	
Federal funding for Social Housing - TCHC and Non-TCHC subject to confirmation under the National Housing Strategy (TCHC & Non-TCHC) ¹		7,360.8	(7,360.8)	
Cashflow changes in other Social Housing grant programs		(145.7)	145.7	
Subtotal Base Revenue Changes	41,904.0	(145.7)	(41,758.3)	
Total Base Changes	97,613.4	(7,413.4)	6,683.5	13.0
New & Enhanced Services				
Enhanced Service Priorities				
Enhanced Security services at 129 Peter Street	359.5		359.5	
Case Management costs of \$1.691 million gross \$0 net to implement Enhanced Case Management Pilot				5.0
One-time funding of \$3 million gross, \$0 net to fund the transition to a new leased facility fully funded from the Social Housing Reserves				
Subtotal New & Enhanced Service Priorities	359.5		359.5	5.0
Total 2019 Staff Recommended Operating Budget (Net)	205,269.2	340,986.8	462,739.4	904.4

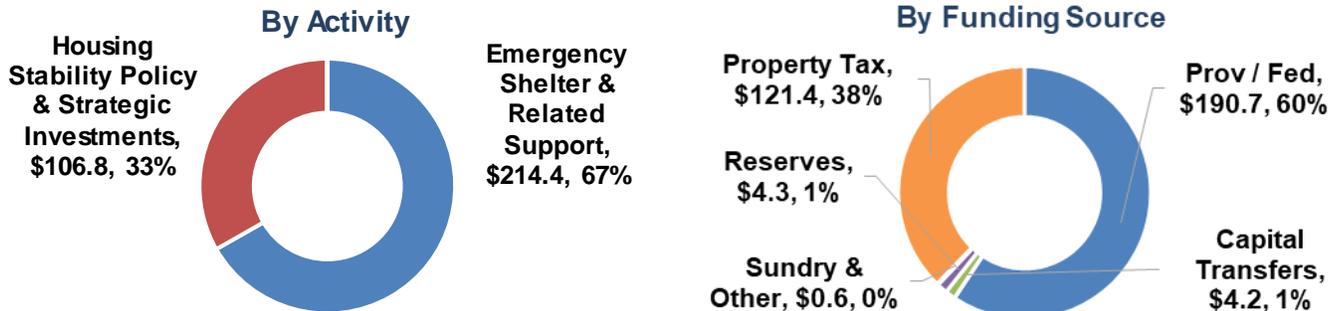
¹ The budget assumes that the projected loss in federal funding will be mitigated by federal revenues for new Social Housing programs anticipated under the recently launched National Housing Strategy. In the event that these losses are not recouped in 2019, federal funding losses will be recovered through a draw from the Social Housing Reserves (XR2105 & XQ1106).

Note:

- For additional information, refer to [Appendix 5](#) (page 45) for the 2019 Staff Recommended New and Enhanced Service Priorities.

Homeless and Housing First Solutions provides street outreach services that assist street involved people find and keep permanent housing. This service also manages over 7,000 shelter system beds in Toronto, overseeing 55 locations operated by community agencies under purchase of service contracts and 10 directly operated by the City.

2019 Staff Recommended Operating Budget \$321.2M



Refer to [Appendix 2](#) (page 41) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Provide over **7,000** shelter beds in the City's **65** locations.



Provide **700** Respite Spaces/Cots in Respite Centers across the City.

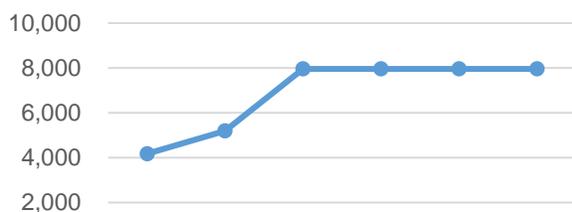


Provide **931** units and supports for clients with mental illness.

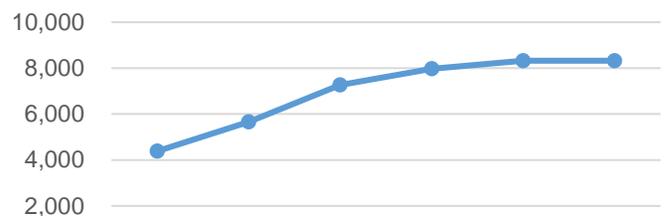
Refer to [Appendix 3](#) (page 42) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures

Number of Individuals Housed from Shelters



Number of Shelter Beds



	2016 Actual	2017 Actual	2018 Proj.	2019 Target	2020 Plan	2021 Plan
No. Housed	4,177	5,198	7,956	7,956	7,956	7,956

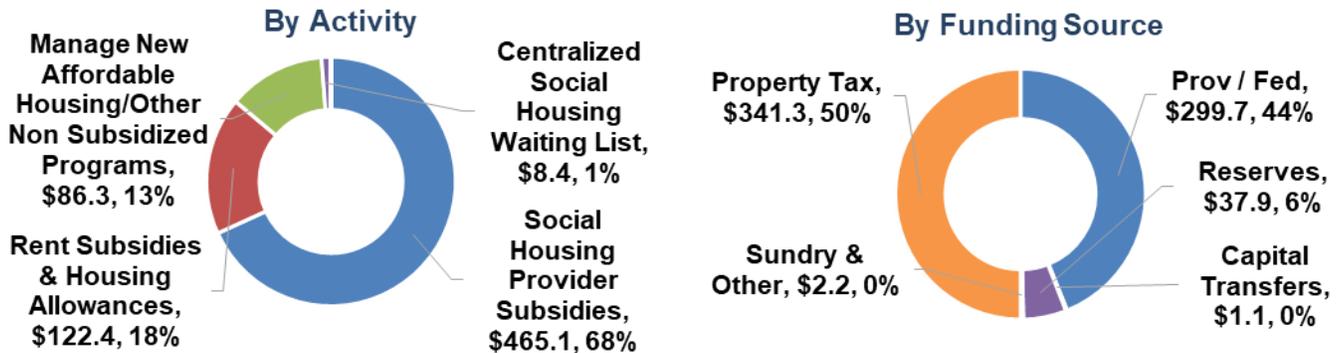
	2016 Actual	2017 Actual	2018 Proj.	2019 Target	2020 Plan	2021 Plan
Capacity	4,383	5,659	7,267	7,969	8,323	8,323

- The number of individuals housed from shelters has steadily climbed over the past couple of years. More than 80% of these individuals are housed in permanent housing such as private market housing, social housing, long term facility or supportive housing and the remaining going to temporary housing arrangements.
- Introduction of more hostel to homes programs, such as bridges to housing, will help increase the number of clients being housed in the future.
- Strong demand across all sectors has pushed the occupancy rate above the 90% threshold. A major driver of this demand in 2017 and 2018 was the refugee program affecting mainly the family sector.
- Hotels have been commissioned to alleviate the pressure of refugee programs on the shelter system. For 2020 and 2021, the trend line assumes a static refugee demand.

Social Housing System Management

administers contracts of the 210 community housing providers including City owned Toronto Community Housing (TCHC) and funds the rent subsidies and housing allowances paid to housing providers as required under the Housing Services Act. This services also manages the Centralized Wait List for Social Housing and administers funding for new affordable housing construction on behalf of the Affordable Housing Office (AHO).

2019 Staff Recommended Operating Budget \$682.2M



Refer to [Appendix 2](#) (page 41) for the 2019 Staff Recommended Operating Budget by Service.

Key Service Levels



Manage **3,567** rent supplements and at the end of 2018 over **5,000** housing allowances



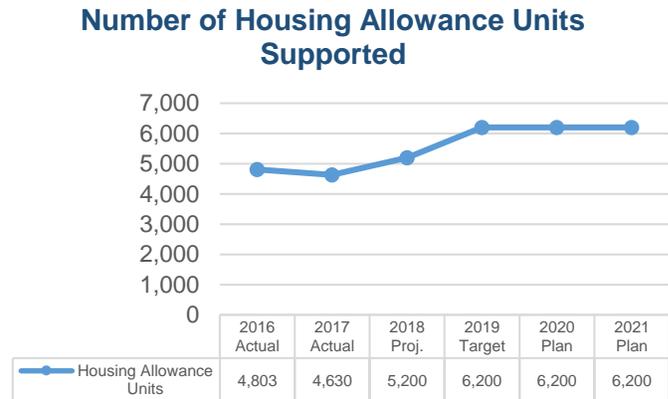
Deliver housing subsidy for **91,000** housing units to **210** Social Housing providers.



Manage Social Housing Wait List with **106,654** residents.

Refer to [Appendix 3](#) (page 42) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

Service Performance Measures



- The demand for social housing has continued to grow and is expected to keep growing for the next few years. Several initiatives are on the way to reverse this trend.
- The expansion of the housing allowance program to applicants on the wait list, will help improve the affordability of housing for applicants who have been longest on the waitlist.
- The projected increase in housing allowance units supported is due to expansion of the housing allowance program, in particular the Investment in Affordable Housing (IAH) Extension program.

2018 OPERATING PERFORMANCE

2018 Service Performance

Key Service Accomplishments:

- Supported over 25,000 unique individuals in the shelter system (7,000 spaces per day) and managed a 40% increase in demand for shelter services in 2018.
- Successfully housed nearly 8,000 individuals from the shelter system in 2018.
- Operated 700 Respite Spaces including the first temporary structure to deliver Respite Services with a capacity of 100 beds.
- At the end of 2018, supported over 5,000 households with housing allowances to help them maintain housing.

Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$35.734 million gross and \$17.554 million net for the new and enhanced services in the 2018 Operating Budget for Shelter, Support and Housing Administration. A status update on their implementation and results to-date are highlighted below:

Creation of a Transformative Data Analytics Team

- Funding of \$0.287 million gross and \$0.120 million net and 4 full-time permanent positions was added for the creation of a transformative data analytics team to enhance SSHA's data gathering and reporting capabilities .
- The team is assisting with the next release of the SMIS Mobile App and developing SSHA's Data Strategy with a focus on key metrics.

Additional Positions to support increased capacity in the Emergency Shelter system

- Recognizing that the significant expansion of the City's Emergency Shelter system would require corresponding increases in resource requirements in SSHA, Council authorized the immediate addition of 35 full time permanent positions to SSHA's approved complement at a cost of \$1.543 million in 2018
- These positions will provide operational support, oversight and ensure continued improvement in the shelter system.

Operating Impacts of 11 New Emergency Shelters (3 in 2018, 4 in 2019 and 4 in 2020)

- As part of its Shelter Expansion Plan, City Council authorized the addition of a new Capital Project "New Emergency Shelters to SSHA's 2018 -2027 Approved Capital Budget and Plan during the 2018 Budget Process. The project calls for the addition of 11 new shelters with an average capacity of 80 beds each for a total of 880 bed over a three year period commencing in 2018.
- The budgeted operating impact of these new facilities to SSHA's Operating Budget in 2018 was \$1.658 million. However, there were no significant operating impacts resulting from this project in 2018 as only one of the shelters (2671 Islington – 45 beds) planned for 2018 opened in December 2018.
- A second shelter, 348 Davenport (56 beds) opened on January 21, 2019. Lease negotiations for a third site (545 Lakeshore) are at an advanced stage with the site scheduled to open in the spring of 2019. Consequently, the operating impact of \$0.511 million has been deferred.

Supports and Housing for Survivors of Human Trafficking

- SSHA implemented a new provincially funded Portable Housing Benefits for Survivors of Domestic Violence and Human Trafficking program during 2018 that allowed over 270 households to secure safe and affordable housing.
- With this new initiative, funding of \$0.885 million was provided to support Covenant House, a Community based partner, \$0.297 million in rent supplements was provided to support women being trafficked and a special

allocation of \$0.885 million from the Investment in Affordable Housing Program (IAH) has been earmarked to support the acquisition and renovation of a property to create new supportive housing.

Provincial SHAIIP Funding for Program Administration and Building Condition Assessments at TCHC Buildings

- Funding of \$2.326 million gross, \$0 net was provided to TCHC to add 3 full time temporary positions required to administer the City's provincial SHAIIP funding allocation and undertake Building Condition Assessments necessary to determine funding eligibility for projects under the SHAIIP program.
- With these resources, TCHC has identified 12 projects eligible for SHAIIP funding and all of these projects have been awarded design contracts.

Tenants First Implementation Plan

- \$1.566 million of the \$3.019 million approved in 2018 was spent on delivering the Tenants First mandate, which includes issuing and awarding an RFP to provide supportive housing to 204 rooming house rooms, transferring the TCHC scattered portfolio to non-profit organizations, reactivating 143 units that had been previously closed due to disrepair, coordinating three pilot programs to inform the TCHC mandate, creating an integrated service model for TCHC buildings and implementing a new process for selecting tenant board members for the TCHC board. Underspending is due to a delay in the transfer of scattered houses to not-for-profits.

Funding for 400 additional spaces respite space and year round operation of Respite Centres

- During the 2018 Budget process, City Council recognizing the strong and growing demand for Respite Spaces services authorized the addition of 400 additional Respite spaces at a cost of \$10.6 million and converted the service from a Winter only service to a 24/7/365 operation. To give effect to this service enhancement, an additional \$14 million was added to SSHA's 2018 Approved Base Operating Budget.
- The total annual cost of this enhanced level of service in 2018 was \$28 million which was fully spent.
- These spaces were duly added by SSHA in collaboration with its community based partners. The 2018 experience of the 24/7/365 day operation which is discussed in further detail in the "Issues for Discussion" section of this report indicate significant up take at the enhanced service levels.
- However, while occupancy is at capacity during the cold weather season, there is some flexibility during the warmer months of the year.
- SSHA staff also experienced challenges keeping all the centres open as its community partners do not have the staff resources to undertake a year round effort. Clients therefore had to be moved to different facilities when the centers they were occupying needed to close.

2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	74,867.8	82,581.8	87,447.5	88,411.1	5,829.3	7.1%
Materials & Supplies	4,089.9	4,394.3	4,850.0	4,477.6	83.3	1.9%
Equipment	366.9	240.6	469.3	241.9	1.3	0.5%
Service and Rent	92,692.1	105,059.4	121,011.8	129,890.8	24,831.4	23.6%
Contribution To Reserves/Reserve Funds	2,443.4	1,371.4	1,371.4	1,371.4		
Other Expenditures	594,828.9	672,345.1	684,382.4	776,173.4	103,828.3	15.4%
Inter-Divisional Charges	2,564.2	2,441.0	4,714.5	2,913.2	472.3	19.3%
Total Gross Expenditures	771,853.3	868,433.6	904,247.1	1,003,479.5	135,045.9	15.6%
Inter-Divisional Recoveries	35.6	11.3	11.3	46.3	35.0	311.1%
Provincial Subsidies	192,820.8	238,143.8	251,322.9	317,753.9	79,610.1	33.4%
Federal Subsidies	141,357.0	128,746.0	139,085.1	172,791.2	44,045.2	34.2%
User Fees & Donations	45.5		2.5			
Transfers From Capital	341.8	2,355.0	2,444.2	5,258.1	2,903.1	123.3%
Contribution From Reserves/Reserve Funds	20,115.6	39,936.9	39,014.3	42,189.7	2,252.8	5.6%
Sundry and Other Revenues	881.3	3,544.2	9,670.3	2,701.0	(843.2)	(23.8%)
Total Revenues	355,597.5	412,737.1	441,550.6	540,740.1	128,003.0	31.0%
Total Net Expenditures	416,255.8	455,696.4	462,696.5	462,739.3	7,042.9	1.5%
Approved Positions	736.1	886.4	844.4	904.3	18.0	2.0%

* Year-End Projection Based on Q3 2018 Variance Report

Shelter, Support and Housing Administration is projecting an unfavourable net expenditure variance of \$7.0 million driven by overspending of \$33.1 million in Hostels Services resulting from strong demand for shelter beds partially offset by federal-provincial assistance funding of \$14.0 million (does not include the recent Federal contribution of \$15 million) and savings in Social Housing of \$9 million.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The ongoing expenditure pressures in SSHA driven by strong demand for shelter beds across all sectors of the system is expected to continue in 2019 especially as newcomers continue to arrive in the City's seeking emergency shelter. Recognizing the demand on the City's emergency shelter, system, SSHA's 2019 Staff Recommended Operating Budget includes additional funding of \$45 million gross, \$0 net to align funding for this service to the 2018 experience, with a request for federal funding to cover these costs.

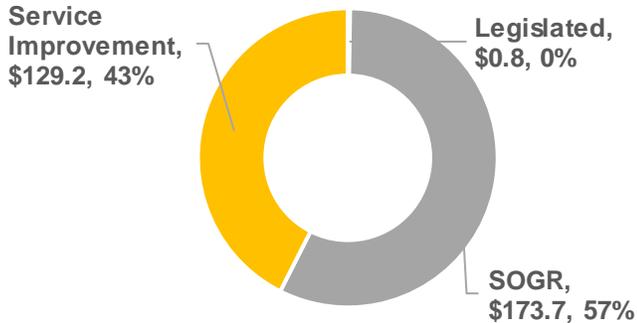


2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

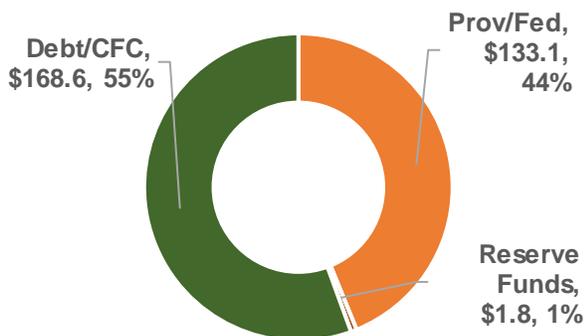
10-YEAR CAPITAL PLAN HIGHLIGHTS

2019 Staff Recommended Capital Budget \$303.606M

By Project Category

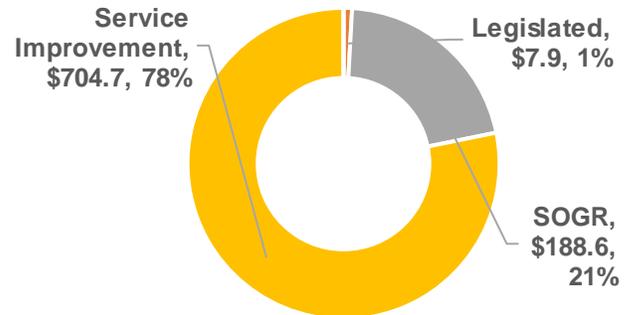


By Funding Source

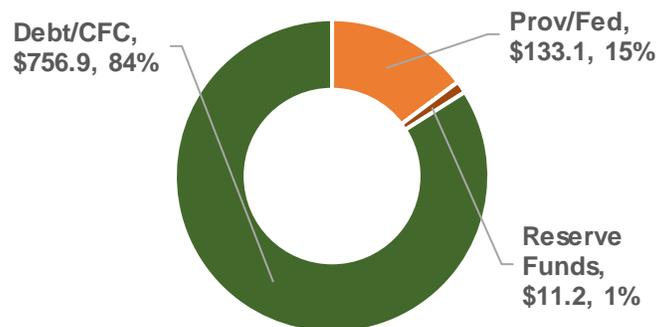


2019-2028 Staff Recommended Capital Budget and Plan \$901.216M

By Project Category



By Funding Source



1
YEAR

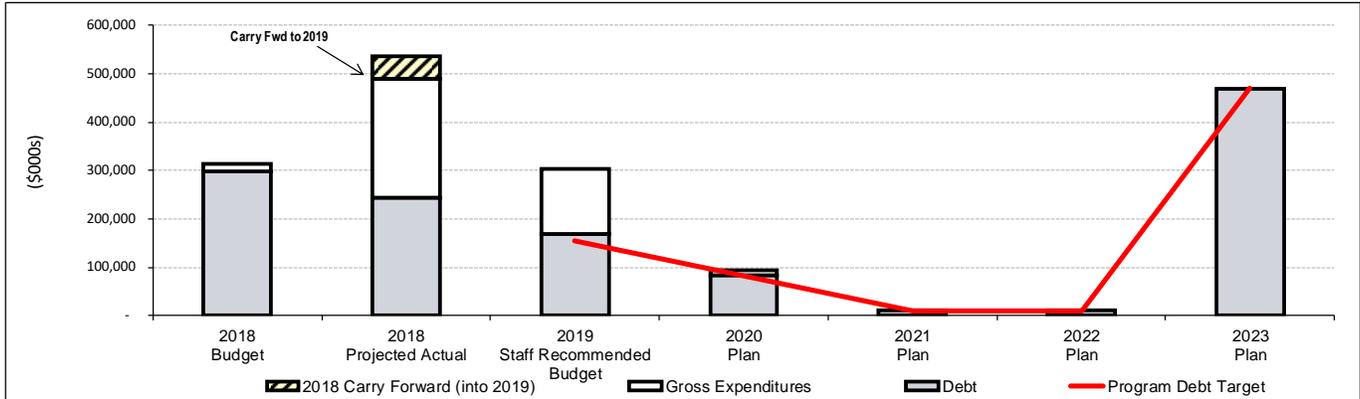
- **\$195.023M** Continue TCHC related projects to address its SOGR backlog and prevent permanent unit closures and revitalization of existing portfolio.
- **\$62.040M** Continue the expansion of the Emergency Shelter System with the addition of 4 new shelters with a capacity of 80 each.
- **\$36.145M** Complete the transition of 600 men in Seaton House to permanent, temporary shelters and supportive housing to enable Phase 3 -Construction of the George Street Revitalization (GSR) project to proceed.
- **\$7.229M** Continue necessary pre-construction consulting and due diligence necessary for the success of Phase 3 of the GSR project.
- **\$0.750M** begin AODA related SOGR projects to ensure compliance with provincial legislation.

10
YEARS

- **\$704.658M** Service Improvement projects to complete the redevelopment of Seaton House, Revitalization of George Street as well as the expansion and modernization of the Emergency Shelter System.
- **\$188.611M** SOGR projects for capital repair and maintenance in SSHA's 63 shelter locations as well as TCHC Social Housing apartment buildings and units.
- **\$7.947M** Legislated projects to bring shelter facilities into compliance with provincial legislation related to Accessibility for disabled persons.

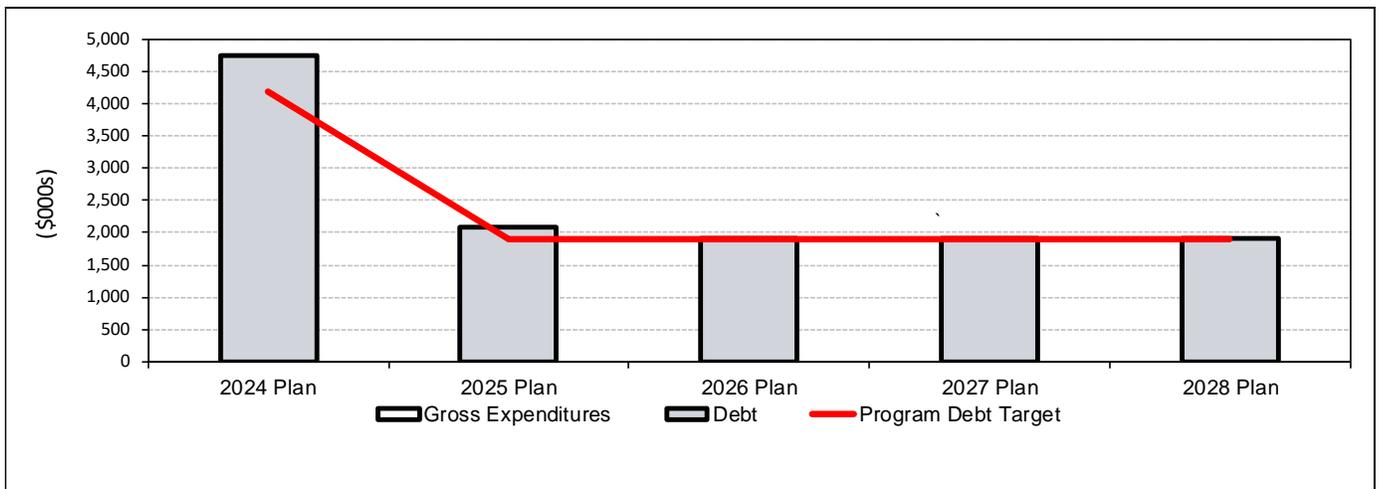
2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan							
		2019	2020	2021	2022	2023	2019 - 2023	5-Year Total Percent	
		Budget	Projected Actual						
Gross Expenditures by Project Category:									
Health & Safety Legislated			750	1,946	2,213	1,865	428	7,202	0.8%
SOGR	168,437	160,719	173,681	1,230	900	900	2,400	179,111	20.2%
Service Improvement Growth Related	145,305	84,781	129,175	90,075	8,100	8,100	466,926	702,376	79.0%
	200	200							
Total by Project Category	313,942	245,700	303,606	93,251	11,213	10,865	469,754	888,689	100.0%
Program Debt Target			155,000	81,640	9,000	9,000	469,326	723,966	
Financing:									
Debt	299,235	242,838	168,646	83,916	11,213	10,865	469,754	744,394	83.8%
Reserves/Reserve Funds	12,957	2,862	1,849	9,335				11,184	1.3%
Development Charges									
Provincial/Federal			133,111					133,111	15.0%
Debt Recoverable									
Other Revenue	1,750								
Total Financing	313,942	245,700	303,606	93,251	11,213	10,865	469,754	888,689	100.0%
By Status:									
2018 Capital Budget & Approved Future Year (FY) Commitments	313,942	183,893	147,005	75,786	3,146	3,146	3,146	232,229	26.1%
Changes to Approved FY Commitments			132,038	6,722				138,760	15.6%
2019 New/Change in Scope & FY Commitments			8,549	9,513	7,167	6,819	464,208	496,256	55.8%
2020 - 2023 Capital Plan Estimates				1,230	900	900	2,400	5,430	0.6%
2-Year Carry Forward for Reapproval		16,140						16,014	1.8%
1-Year Carry Forward to 2019		45,667	16,014						
Total Gross Annual Expenditures & Plan	313,942	245,700	303,606	93,251	11,213	10,865	469,754	888,689	100.0%
Asset Value (\$) at year-end									
Yearly SOGR Backlog Estimate (not addressed by current plan)			145,260	118,937	118,937	118,937	156,137	156,137	
Accumulated Backlog Estimate (end of year)		7,989	7,471	4,870	3,561	2,214	309	18,425	
Backlog: Percentage of Asset Value (%)			10.6%	17.1%	20.1%	21.9%	16.9%		
Debt Service Costs									
			6,662	18,637	8,601	1,447	22,159	57,505	
Operating Impact on Program Costs									
			10,933	18,411	10,375	-	-	39,719	
New Positions									
			-	18	-	-	-	18	

Chart 2: 10-Year Capital Plan Overview (Continued)



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
Gross Expenditures by Project Category:								
Health & Safety Legislated SOGR	560	185				7,947	0.9%	
Service Improvement Growth Related	2,282					704,658	78.2%	
Total by Project Category	4,742	2,085	1,900	1,900	1,900	901,216	100.0%	
Program Debt Target	4,182	1,900	1,900	1,900	1,900	735,748		
Financing:								
Debt	4,742	2,085	1,900	1,900	1,900	756,921	84.0%	
Reserves/Reserve Funds						11,184	1.2%	
Development Charges								
Provincial/Federal						133,111	14.8%	
Debt Recoverable								
Other Revenue								
Total Financing	4,742	2,085	1,900	1,900	1,900	901,216	100.0%	
By Status:								
2018 Capital Budget & Approved Future Year (FY) Commitments	2,282					234,511	26.0%	
Changes to Approved FY Commitments						138,760	15.4%	
2019 New/Change in Scope & FY Commitments	560	185				497,001	55.1%	
2024 - 2028 Capital Plan Estimates	1,900	1,900	1,900	1,900	1,900	14,930	1.7%	
2-Year Carry Forward for Reapproval						16,014	1.8%	
Total Gross Annual Expenditures & Plan	4,742	2,085	1,900	1,900	1,900	901,216	100.0%	
Asset Value(\$) at year-end	156,137	156,137	156,137	156,137	156,137	156,137		
Yearly SOGR Backlog Estimate (not addressed by current plan)	2,396	304	2,080	1,491	(952)	23,744		
Accumulated Backlog Estimate (end of year)	28,810	29,114	31,194	32,685	31,733	31,733		
Backlog: Percentage of Asset Value (%)	18.5%	18.6%	20.0%	20.9%	20.3%			
Debt Service Costs	40,256	498	264	248	248	99,018		
Operating Impact on Program Costs	-	-	-	-	-	39,719		
New Positions	-	-	-	-	-	18		

Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category												
Legislated												
<i>AODA Compliance for City owned shelter sites</i>	750	1,946	2,213	1,865	428	560	185				7,947	7,947
Sub-Total	750	1,946	2,213	1,865	428	560	185				7,947	7,947
State of Good Repair												
<i>Capital Repairs/Replacement : City Operated</i>	470	1,130	800	800	2,100	1,628	1,628	1,628	1,628	1,628	13,440	13,440
<i>Capital Repairs/Replacement - Leased Bldgs</i>	100	100	100	100	300	272	272	272	272	272	2,060	2,060
<i>TCHC SOGR Backlog</i>	173,111										173,111	173,111
Sub-Total	173,681	1,230	900	900	2,400	1,900	1,900	1,900	1,900	1,900	188,611	188,611
Service Improvement												
<i>George Street Revitalization (GSR) - Phase 2 - Transition -Seaton House</i>	36,145	3,146	3,146	3,146	3,146	2,282					51,011	51,011
<i>George Street Revitalization (GSR) - Phase 3 - Construction</i>	7,229	4,954	4,954	4,954	463,780						485,871	485,871
<i>New Emergency Shelters (1,000 New Beds)</i>	62,040	72,640									134,680	134,680
<i>Shelter Land Acquisition</i>		6,561									6,561	6,561
<i>Choice Based Housing Access System</i>	1,688	2,613									4,301	4,301
<i>Central Intake Call Centre</i>	161	161									322	322
<i>TCHC Revitalization of Existing Portfolio</i>	21,912										21,912	21,912
Sub-Total	129,175	90,075	8,100	8,100	466,926	2,282					704,658	704,658
Total Expenditures by Category (excluding carry forward from 2018)	303,606	93,251	11,213	10,865	469,754	4,742	2,085	1,900	1,900	1,900	901,216	901,216

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

2019 - 2028 Key Capital Projects

The Capital projects included in SSHA's 10-Year Staff Recommended Capital Plan are critical to the implementation of City Council priorities which includes the expansion of Toronto's Emergency Shelter System to improve access for people experiencing or at risk of homelessness. Further, the Plan provides funding for critical repair and maintenance projects in the City's directly operated and leased facilities, TCHC apartment units and buildings.

Legislated

- *AODA Compliance for City Owned Shelter Sites* (\$7.947 million): This newly added project to the 10-year Capital Plan will focus on implementing a plan to meet accessibility requirements by 2025 for City-owned properties for both directly operated and Purchase of Service sites.
- Priorities for 2019 includes the design of larger capital projects (i.e. washroom/shower access, access to bedded program and common spaces) and updated signage for areas not meeting Shelter Standards for AODA compliance. A total of 14 sites will be reviewed.

State of Good Repair (SOGR)

- SOGR projects account for \$188.611 million or 20.9% of the total 10-Year Staff Recommended Capital Budget and Plan's expenditures and is allocated to the following projects:
 - *Capital Repairs/Replacement – City Operated and Leased Building* (\$15.50 million): Will provide funding for high priority capital repairs and maintenance in SSHA's 63 directly operated and leased facilities across the City.
 - *TCHC SOGR Backlog* (\$173.111 million): Year 2 of 2 year interim SOGR funds to TCHC to address its SOGR backlog and avoid permanent unit closures.

Service Improvement

- Service Improvement projects amount to \$704.658 million or 78.2% of the total 10-Year Staff Recommended Capital Plan's expenditures to fund the following key projects:
 - *George Street Revitalization (GSR) – Phase 2 Transition Seaton House* (\$51.011 million): funding is recommended relocate the current occupants of Seaton House into newly acquired temporary and permanent shelter facilities to allow for the decanting of the facility. Approximately 400 men will relocate from Seaton House to these new shelters while the remaining 200 will transition to Purchase of Service facilities operated by Habitat Services. The 2019 cash flow will support the acquisition, renovation and retrofit of the

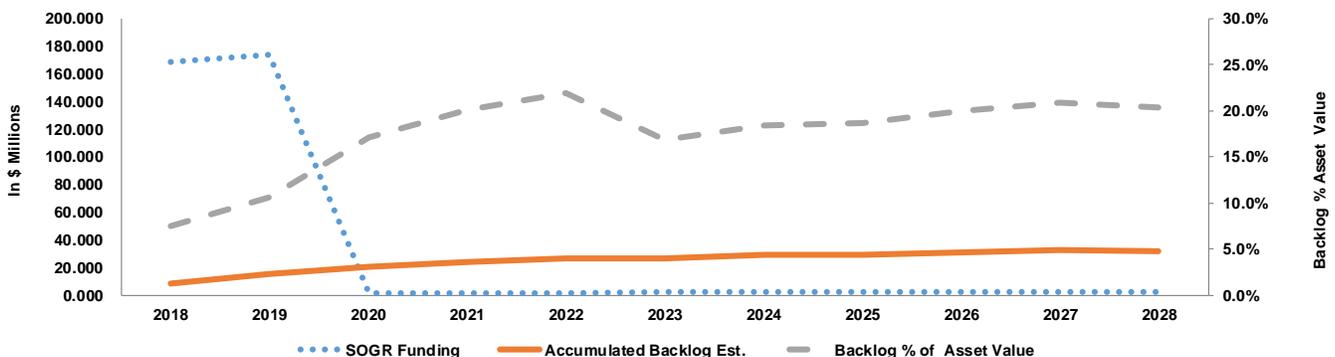
remaining 3 sites required to complete the Seaton House Transition Program. All sites are to be operating by Q1 of 2020 to enable the decanting of Seaton to proceed in Q2 of 2020. A Project Specific Output Specification (PSOS) document will be developed and pre-construction consulting and due diligence to ensure construction readiness and procurement will be completed.

- *George Street Revitalization (GSR) – Phase 3 Construction* (\$485.871 million): This future year funding will also undertake the demolition of Seaton House, redevelopment of the property to incorporate a 100 bed men’s shelter, a transitional living program with 130 beds, a 378 bed long term care home, 21 units of affordable housing and a community hub as well as the revitalization of George Street.
- *New Emergency Shelters -1,000 New Shelter Beds* (\$134.680 million): The 3-year plan at a total project cost of \$178.560 million envisioned the acquisition/lease of 3 shelter sites in 2018 with the remainder of the sites to be acquired in 2019 and 2020. The year 2 and year 3 funding of \$134.680 million will fund the acquisition, design, construction / renovation and retrofit of 8 new shelters between 2019 and 2020 each with an average capacity of 80 beds.
- *TCHC Revitalization of Existing Portfolio*(\$21.912 million): Funding to TCHC to facilitate the completion of Council approved inflight revitalization of Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Block 27, Phase 3). These projects will help reduce the TCHC’s building repair backlog from increasing further.

State of Good Repair (SOGR) Funding & Backlog

SSHA is responsible for the capital maintenance, repairs and upgrades at 27 facilities across the City. These facilities, comprise emergency shelter sites which are either City-operated or leased to community partners under purchase of Service agreements as well as administrative and operations support facilities. The replacement value of these assets at the end of 2018 was estimated at \$106.303 million

Chart 3: Total SOGR Funding & Backlog



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
SOGR Funding	168.437	173.681	1.230	0.900	0.900	2.400	1.900	1.900	1.900	1.900	1.900
Accumulated Backlog Est.	7.989	15.460	20.330	23.891	26.105	26.414	28.810	29.114	31.194	32.685	31.733
Backlog % of Asset Value	7.5%	10.6%	17.1%	20.1%	21.9%	16.9%	18.5%	18.6%	20.0%	20.9%	20.3%
Total Asset Value	106.303	145.260	118.937	118.937	118.937	156.137	156.137	156.137	156.137	156.137	156.137

Following the completion of Building Condition Assessments in 2018, SSHA's SOGR backlog is projected to grow from 7.5% at the end of 2018 to 20.3% by the end of the 10-Year Capital Plan in 2028 if current funding levels in the plan are maintained. This increase is primarily attributable to the acquisition of many new properties expected to occur over this period, ageing of the City's real asset stock and legislative compliance requirements related to accessibility for disabled persons.

Further, with more recent estimates of the condition of SSHA's assets informed by the Building Condition Assessments, SSHA's SOGR backlog and future year projections are now better aligned and accurate.

The "Unmet Capital Needs" identified by SSHA include additional SOGR projects that will help reduce the backlog at a total cost of \$18.426 million. These projects could not be accommodated within the City's debt affordability targets and therefore are not included in the 2019 – 2028 Staff Recommended Capital Budget and Plan.

Operating Impact of Completed Capital Projects

Table 5: Net Operating Impact Summary

Projects	2019 Budget		2020 Plan		2021 Plan		2019 - 2023	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved								
<i>George Street Revitalization</i>			4,425.8	18.0	410.8		4,836.6	18.0
<i>New Emergency Shelters (7 sites in 2019 and an additional 4 in 2020)</i>	10,907.5		12,696.0		9,964.5		33,568.0	
<i>Central Intake Call Centre -</i>	25.3		1,288.8				1,314.1	
Sub-Total: Previously Approved	10,932.8		18,410.6	18.0	10,375.3		39,718.7	18.0

The Staff Recommended 10-Year Capital Plan will increase future year Operating Budgets by \$39.719 million net over the 2019 - 2028 period, primarily due to the addition of 11 emergency shelters expected to open between 2019 and 2020. Three of these shelters are expected to be operational by the end of 2019.

Further, the opening of 2 permanent shelters required to implement the Seaton House Transition Plan under Phase 2 of the GSR project will result in operating pressures of \$4.425 million in 2020. Funding will support the operations of these facilities as well as the cost of 18 full time permanent positions required to operate them.

Additional staff complement of 13 temporary positions added in 2018 required for the expansion and modernization of SSHA's Central Intake function will result in incremental operating costs of \$1.314 million over the 10-year Capital Plan.

The 2019 operating costs of \$10.933 million for all these projects, mentioned above, have been included in the 2019 Staff Recommended Operating Budget for Shelter, Support and Housing Administration and any future operating impacts will be reviewed each year as part of the annual Operating Budget process.

2018 CAPITAL PERFORMANCE

2018 Project Delivery

During 2018, Shelter, Support and Housing Administration accomplished the following capital projects and activities.

- Opened a new 46 bed shelter at 2671 Islington as part of the New Emergency Shelters (1,000 beds) project.
- Opened the first temporary structure to deliver Respite Services at 69 Fraser Avenue with a capacity of 100 beds.
- Ensured success of Phase 2 of the George Street Revitalization (GSR) project by securing space for 86% or 346 beds of the beds required to transition current occupants out of Seaton House to enable GSR- Phase 3 - Construction to proceed.
- Provided funding of \$216 million to TCHC for State of Good Repair work and inflight revitalization projects.
- Successfully completed the office modernization project of the Programs offices on the 6th floor of Metro Hall.
- Completed the acquisition of the 3 sites (2 purchase and 1 lease) required in 2018 for the New Emergency Shelters project.
- Completed Accessibility for Ontarians with Disabilities Act (AODA) Audits for all City owned shelter locations.

Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget Process, City Council approved new capital projects totalling \$259.917 million funded by debt. The implementation status of these projects are detailed below:

- **New Emergency Shelters (1,000 New Shelter Beds):** Cash flow funding of \$43.88 million was provided in 2018. The acquisition of 2 sites (348 Davenport and 2671 Islington) planned for 2018 was completed. 2671 Islington opened on December 15, 2018, and 348 Davenport is operational with 56 beds. An additional 25 beds will be added to this facility by the end of 2019. Lease negotiations for the 3rd site (545 Lakeshore) are at an advanced stage with the site expected to open in the spring of 2019. \$10.200 million was allocated to the towards the construction of 4 temporary structures to deliver Respite Services one of which is operational with the remainder to be operation in 2019.
- **TCHC SOGR Backlog:** Funding of \$160 million was provided to TCHC to address its SOGR backlog and avoid permanent unit closures. Funding was fully spent as planned on building repairs through TCHC's Building Renewal Capital Plan, with the goal of achieving a 10% Facilities Condition Index by 2026.
- **TCHC Inflight Revitalization Projects:** Funding of \$56.037 million was provided to TCHC to complete Council approved inflight revitalization projects. Following updated project timelines, TCHC is projected to spend \$42 million or 75% of the approved funding. The balance of \$14.037 million will be carried forward and utilized on Allenbury Gardens and Leslie Nymark revitalizations in 2019.

2018 Financial Performance

Table 6: Budget vs. Actual by Project Category

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
SOGR	1.800	1.557	86.5%	1.137	0.719	63.2%	173.681	174.099
Service Improvement	40.606	16.866	41.5%	96.768	42.981	44.4%	129.925	175.174
Total	42.406	18.423	43.4%	97.905	43.700	44.6%	303.606	349.273

Note - 2018 projection based on the Q3 capital variance submission

As illustrated in the table above, the year-end projection or spent rate for 2018 is 44.6%. The following projects, are underspent and funding will be carried forward into 2019 from 2018.

- **George Street Revitalization (GSR)** Project is behind schedule primarily due to the difficulty in securing sites as well as delays in renovating and retrofitting the acquired sites necessary for the implementation of GSR Phase 2 – Transition – Seaton House.
- **Shelter Land Acquisition:** delays due to the difficulty in securing a suitable site. Project work has commenced and is expected to be completed in 2020. Project cash flows have been re-phased accordingly.
- **New Emergency Shelters;** Underspending resulting from delays in securing sites and renovation of acquired sites to make them operational.
- **Choice Based Housing access System:** This project has been delayed because the RFP process which closed at the end of 2017 did not result in a successful vendor. SSHA is considering go forward options for the project. However, in 2019, SSHA and Corporate IT used City staff to make significant improvements to the elements of the project that were not wholly vendor reliant such as modernization of the website, online application forms and enhanced the building selection portal. The next phase of the project will consider benefits of continuing in-house versus contracted service.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Shelter, Support and Housing Administration, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" considered by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital projects described in the 2018 Q3 Capital Variance Report, funding of \$45.667 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- In addition, a total of \$16.014 million in cash flow funding for GSR (\$14.460 million and \$1.554 million for Choice Based Housing Access System) is being carried forward from 2017 and requires Council to reaffirm its commitment, consistent with the treatment of funding being carried forward 2 or more years.
- As earlier mentioned, the 2019 - 2028 Staff Recommended Capital Budget and Plan for Shelter Support and Housing Administration includes revised cash flow funding estimates for George Street Revitalization and Shelter Land Acquisition and SSHA related SOGR projects. The cash flow estimates have been rephrased based on revised project timelines and activities.



ISSUES FOR DISCUSSION

ISSUES IMPACTING THE 2019 BUDGET

2019 Budget Overview

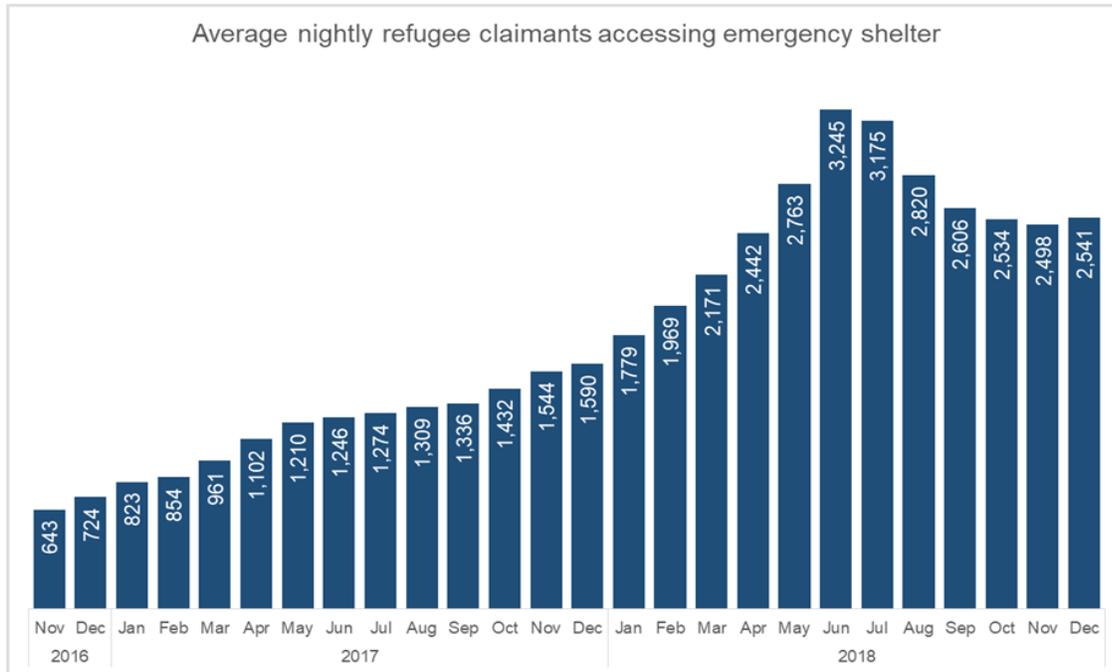
2019 Operating:

- Shelter, Support and Housing Administration (SSHA) is responsible for the delivery of Toronto's Emergency Shelter Program and is the Service Manager of the City's Social Housing System. The division's main objective is to ensure that residents have a range of shelter and affordable housing options through the provision of temporary shelter and 24-hour Respite Services for individuals and families experiencing homelessness or at risk of homelessness.
- Toronto's emergency shelter system continues to experience significant occupancy pressures as demand for shelter beds remained strong across all sectors throughout 2018. While occupancy pressures are attributable to Toronto's highly competitive real estate market resulting in low vacancy rates and a shortage of affordable housing options for vulnerable individuals and families, occupancy pressures have been further exacerbated by geopolitical events.
- The surge of newcomers and refugee claimants to the City which commenced late in 2016 continued in 2018 without abating, stretching the shelter system to its limits. As well, extreme weather conditions have revealed strong and growing demand for Respite Services across the City.
- The City has tried to keep pace with the severe occupancy pressures in the shelter system by increasing system capacity and leveraging its partnership with community based organizations. In 2018, City Council approved the addition of \$18 million to SSHA's Base Operating Budget to support the Human Services Response to the influx of newcomers and refugee claimants.
- Further, funding of \$14M was also added to SSHA's 2018 Operating Budget to increase the number of Winter Respite spaces from 300 to 700 and convert the service to a 24/7 operation, available year round. The annualized impact of this service enhancement to SSHA's 2019 Staff Recommended Operating Budget is \$14 million for a total annual cost of \$28M.
- Recognizing that the influx of newcomers to the City will likely continue for the foreseeable future, and guided by the City's 2018 experience, Shelter, Support and Housing Administration's 2019 Staff Recommended Operating Budget includes additional funding of \$27.5 million; \$25 million to match 40% refugee occupancy expected in 2018 and \$2.4 million for waiting list accommodation.
- This funding is in addition to the \$18 million added to SSHA's Operating Budget through the 2018 Budget Process for a total of \$45.4 million to sustain the refugee response efforts annually. The City is in discussions with the federal government for financial assistance corresponding to this amount to support these efforts on an annual basis and mitigate the financial impacts to the City.
- \$243 million has been recommended in SSHA's 2019 Operating Budget to fund TCHC's operating subsidy, which will enable TCHC to maintain 2018 levels of service. The subsidy is slightly lower than in 2018 due to annual inflationary adjustments to address expired units in the Operating Agreement and inflation in the Rent Supplement Agreement between TCHC and the City.
- The 2019 Recommended Operating Budget also assumes that changes in federal funding for Social Housing of approximately \$7 million will be recouped through new programs under the Federal National Housing Strategy.
- The following sections provide greater detail of these developments in the Emergency Shelter system and the City's response so far.

Newcomer Influx to Toronto

- Severe occupancy pressures in the City's shelter system which began late in 2016, as a result of an influx of refugees continued unabated in 2018. As shown in the chart on the next page; the number of

newcomers/refugee claimants to the City's shelter facilities stood at over 2,500 or approximately 40% of Toronto's shelter population as of December, 2018.



- SSHA has responded to these pressures by rapidly expanding system capacity through the activation of motel programs in various parts of the City in addition to intensive efforts to move clients out of the system as quickly as possible.
- The range of measures so far adopted to manage the occupancy pressures in the system since 2016 as well as the financial impacts to the City are discussed briefly below:
 - **Additional capacity provided through the activation of motel programs**
 - Since November 2016, the City added over 2,500 motel beds at its own cost to respond to the surge in demand for beds at a cost of approximately \$65 million. SSHA staff have also worked extremely hard to transition refugee claimants out of the system into permanent housing as quickly as possible. Staff have so far successfully assisted over 5,600 refugee claimants to move out of shelters and motels into private market housing.
 - The flow of newcomers has remained consistent and expected to persist into the near future, the City will have to maintain the additional 2,500 beds in 2019.
 - **Activation of temporary beds at Toronto College dormitories**
 - Early in May 2018, the shelter system reached full capacity as the number of newcomers in the system reached 2,801 and in response, the City activated its Contingency Plan for Emergency Social Services.
 - This response involved the provision of temporary accommodation for newcomers at select college dormitories to house arriving refugee claimants. By mid-July, there were 653 refugee claimants in temporary college dorms in Toronto in addition to the 2,460 staying in the City's shelter and motel bed programs.
 - In early August, 400 newcomers were transferred from these beds to temporary motel beds secured by the federal government to free up the dormitories for returning college students.
 - **Coordinated Regional Response with GTA Municipalities**
 - The City has worked closely across divisions and with its community partners to coordinate a local response since 2017. However, recognizing the limitations of Toronto's capacity to manage the crisis the City reached out to the federal and provincial governments for financial assistance to manage the financial impacts of the Human Services Response on the City's finances.

- Further, staff continue to request support from the provincial and federal governments to establish an effective regional strategy in Ontario to locate arrivals outside the City's Shelter system.
- These efforts have so far met with limited success, a federal pilot established in response to this initiative has so far housed between 5 – 10 families.
- **Financial Impacts and Federal Provincial Financial Assistance**
 - While immigration remains a federal responsibility, Toronto in its capacity as a Sanctuary City has always provided shelter services to all newcomers. Prior to 2016, refugee claimants accounted for 10% of shelter capacity (450 beds) and the related costs of providing shelter and housing help (approximately \$12 million) to these newcomers is included in SSHA's base operating budget.
 - However, the number of new arrivals in the City's shelter system has reached approximately 40% of shelter capacity (2,500) beds. The City responded to the financial impacts occasioned by this surge in demand by adding \$18 million to the SSHA's 2018 Operating Budget (\$3M funded from Reserves and \$15M funded from the tax base). This addition, assumed a refugee population of between 20% - 25% of shelter capacity. However, the City's 2018 experience indicates a current demand of 40% requiring additional funding of \$27.4 million annually.
 - The table below details the financial impacts to the City resulting from the Refugee Response:

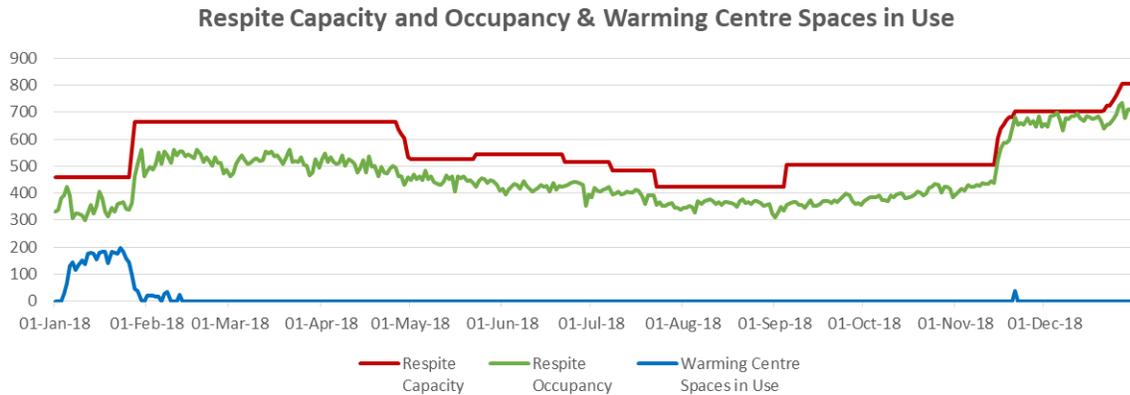
Expense Category	2016 Budget	2016 Actual	2017 Incr. Budget	2017 Incr. Actual	2018 Incr. Budget	2018 Incr. Actual	2018 Variance	Total Expense	2019 Budget
Food				6,975	8,400	16,823	(8,423)	23,798	16,823
Accommodation				6,354	7,500	20,500	(13,000)	26,854	20,500
Support Services				2,302	2,100	8,081	(5,981)	10,383	8,081
Total	12,000	12,000	-	15,631	18,000	45,404	(27,404)	61,035	45,404
						Admin Costs @10%		6,104	
Average nightly Refugee claimants as at year ending 2017, 2018	450 10%		1,140 22%			2,091 40%		67,139	

- The City continues to request financial assistance from the provincial and federal governments. In July 2018, the federal government funded the relocation and shelter costs of approximately 400 refugee clients from Toronto to hotels in York and Peel regions. The federal government also provided \$11 million to the City towards the costs of the Human Services Response.
- Further, the government of Ontario contributed \$3 million towards the cost of temporary housing in Toronto college dorms. It has since signaled it will no longer participate in any further actions. Discussions with the federal government for additional financial assistance are however continuing and yielding positive results.
- The federal government has just confirmed an additional \$15 million in financial assistance toward the refugee response effort for 2018 while also committing to continue discussions on further assistance to the City and the development of a regional response in coordination with the Government of Ontario

Respite Services

- As noted, another source of pressure to the City's emergency shelter system are extreme weather conditions which results in a surge in demand for Respite services for vulnerable people living rough on the streets. In response to growing demand for respite services, the need for better coordination with its community based partners and efficient deployment of resources, City Council authorized the addition of 400 new spaces to the City's Respite System to bring the number of available spaces to 700.
- Further, City Council through the 2018 Budget Process authorized year round operation of Respite Services to ensure that anyone needing respite from extreme weather conditions can access the shelter system. To give effect to this direction, funding of \$14 million was added to SSHA's 2018 Operating budget.
- The annualized impact of continuing this level of service in 2019 is approximately \$14 million and it is included in SSHA's 2019 Staff Recommended Operating Budget. Total funding for Respite Services included in SSHA base operating budget now stands at approximately \$28 million to deliver 24/7/365 Respite Services.

- The chart below which provides a summary operating statistics for at the enhanced service level indicates significant uptake of the service throughout 2018. The chart shows some flexibility during warmer temperatures. Shelter staff have sought to align the delivery of Respite Services during 2018 to demand while working closely with its community partners to keep facilities open as needed.



10-Year Capital Plan:

- SSHA's 2019-2028 Staff Recommended Capital Budget and Plan has been developed to provide funding to support the delivery of City Council's key priorities which includes the expansion of the City's Emergency Shelter system in response to continuing strong demand for emergency shelter beds across all sectors of the system as earlier discussed.
- SSHA's 10-Year Staff Recommended Capital Plan also provides funding for critical State of Good Repair projects in City owned and leased buildings as well as continued support for TCHC's interim funding model which provides funding to TCHC to address its SOGR backlog and prevent permanent unit closures as well as support for Council approved inflight revitalization projects.
- In keeping with Council priorities, approximately 78% of the 2019-2028 Staff Recommended Capital Budget and Plan is comprised of Service Improvement projects while approximately 21% is dedicated to SOGR projects in the City's 65 shelter locations and TCHC's apartment buildings and units.
- SSHA's 2019 – 2028 Staff Recommended Capital Budget and Plan reflects an increase of \$165.334 million or 16.3% in capital funding when compared to the 2018 – 2027 Approved Capital Plan. Key changes to the plan are summarized below:
 - Additional funding of \$133.111 million to TCHC to address SOGR backlog fully funded from the provincial Social Housing Apartment Investment Program;
 - Request for Council re-approval of a 2-year carry forward funding of \$14.460 million to complete Seaton House Transition Plan which is a critical preparation component of the George Street Revitalization (GSR) project;
 - Following a city-wide review of capital priorities, new funding of \$7.947 million has been provided to undertake Accessibility for Ontarians with Disability (AODA) related projects in City owned shelter facilities to ensure compliance with provincial legislation by 2025.
 - Project cash flows of \$6.561 million for the Shelter Land Acquisition project have been re-phased to 2020 to better match anticipated project activities and timelines following review by SSHA's Asset Management and project delivery teams.
 - Request for Council re-approval of a 2-year carry forward funding of \$1.554 million and Change in Scope of request of \$2.613 million to continue work on the acquisition and deployment of a Choice Based Housing Access System to replace the Centralized Wait List for Social Housing;

- In keeping with recommendations contained in CC38.3 *Ombudsman Toronto Report - Enquiry into City of Toronto Winter Respite Services 2017-18 Season*, adopted by Council at its meeting on March 26, 2018, cash flow funding of \$0.322 million (\$0.161 million each in 2019 and 2020) is included in the plan to support the cost of equipment and technology required for the modernization of SSHA's Central Intake Call Centre;
 - Adjustment to the 2019 cash flow for TCHC related inflight revitalization to reflect a reduction of \$1.234 million to align with updated project costs and timelines by TCHC.
- Specifically, the Recommended 10-Year Capital Plan provides funding for the following key service improvement and SOGR projects:
 - Completion of Phase 2 of the George Street Revitalization (GSR) project, which involves the relocation of the occupants of Seaton House into new shelter facilities and the decanting of the facility to enable GSR - Phase 3 – Construction to proceed.
 - Continuation of the planned addition of 1,000 new shelter beds in 11 new emergency shelters to the City's Emergency Shelter System over a 3-year period (2018 to 2020). Funding will facilitate the acquisition of 4 shelters (3 purchase and 1 lease) with an average bed capacity of 80 each to be operational by September 2019.
 - SOGR funding to continue vital capital repair and maintenance projects in SSHA's directly operated and leased facilities across the City.
 - Funding of \$173.111 million to TCHC to address its SOGR backlog to prevent permanent unit closures and \$21.912 million to support inflight revitalization projects in its existing portfolio.
 - Further, the operating impact of the 2 permanent shelters required for the implementation of the Seaton House Transition Plan earlier anticipated to commence operations in 2019 have been realigned to 2020 as these shelters will not be operational before then.
 - The City is now engaged in the Design-Build-Finance procurement model approved by City Council through the adoption of EX33.4 "George Street Revitalization procurement Strategy" at its meeting on April 24, 25, 26 and 27, 2018. A link to the report can be found here: <http://www.toronto.ca/legdocs/mmis/2018/ex/bgrrd/backgroundfile-113807.pdf>
 - Despite added capital investments as noted above, Shelter, Support and Housing Administration requires over \$22 million in capital funding that cannot be accommodated during the 2019 Budget Process. These unmet capital needs along with new and enhanced service priorities that are not included in the 2019 Operating Budget for Shelter Support and Housing Administration are discussed in the following sections.

Additional Service Demands

New & Enhanced Services Not Included in the 2019 Staff Recommended Operating Budget

- The following new and enhanced service priority, which was referred to the budget process, was not included in the 2019 Staff Recommended Operating Budget, but is detailed below for Budget Committee's consideration in the 2019 Budget Process.
- **Table 7 new & Enhanced Service Priorities Not Included in the 2019 Staff Recommended Operating Budget**

New / Enhanced Service Description (in \$000s)	2019 Impact				Incremental Change			
					2020 Plan		2021 Plan	
	Gross	Revenue	Net	Positions	Net	Positions	Net	Positions
NOT INCLUDED								
Enhanced Service Priorities								
Referred to Budget Process:								
Additional Funding to Enhance Drop-in Services	359.2		359.2					
Sub-Total Referred to Budget Process	359.2		359.2					
Total New / Enhanced Services (Not Included)	359.2		359.2					

- Additional Funding to Enhance Drop-in Services
 - The request responds to City Council direction to the General Manager, Shelter Support and Housing Administration per CD30.6 *2017-18 Out of the Cold Operations* to submit a sustainable funding plan through the 2019 Budget Process to elevate the health and safety standards of the Out of the Cold Program, in consultation with service users and Out of the Cold program service providers. Additional funding will assist Drop-in service providers respond to the emerging needs of their most vulnerable clients, such as access to harm reduction, drug treatment and eviction prevention services.

Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

The "Unmet Capital Needs" identified by Shelter, Support and Housing Administration, are noted in the table below and will require additional debt funding to proceed. The "Unmet Capital Needs" identified below cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for SSHA. These projects will be included on the list of unfunded "Capital Priorities" to be considered for future funding with other Council priorities in future year budget process.

Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan

Project Description (In \$ Millions)	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)										
				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	
<i>SOGR projects to reduce backlog</i>	18.426		18.426	7.141	5.200	3.562	2.214	0.309						
<i>Renewal of Lease at 625 Church Street</i>	3.662		3.662		3.662									
Total Unmet Needs (Not Included)	22.088		22.088	7.141	8.862	3.562	2.214	0.309						

Toronto Community Housing Corporation – Interim Funding for 2019

- City Council, at its meeting on July 4, 2017 adopted the report entitled "*Tenants First- Phase 1 Implementation Plan EX26.2*" and directed:
 - The development of an interim funding model for TCHC to address the current and short-term funding shortfalls in 2018 and 2019, as part of the 2018 budget process;
 - The creation of a permanent funding solution for the New TCHC and the new Seniors Housing and Services entity, to be reported to City Council in 2019; and
 - That no additional housing units are permanently closed in 2018 and 2019.

Link to the report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2>

- In keeping with City Council's direction, an Interim Funding strategy has been established for TCHC following a review of TCHC's operating requirements through the City's financial planning and management processes, pending the determination of a longer term funding model to be developed in 2019.
- This strategy will allow TCHC to continue its operations while providing substantial debt funding for its Capital program and to continue inflight capital revitalization projects in 2019 to avoid any permanent unit closures.
- Through the 2019 Staff Recommended Operating Budget for SSHA, the strategy will provide \$243.438 million in operating subsidy for TCHC, which will enable TCHC to maintain 2018 levels of service. In addition, the City will provide debt funding of \$61.912 million to allow the corporation to continue its capital repair plan and continue with current phases of Council approved revitalizations planned for 2019.

2019 Operating Subsidy for TCHC

- SSHA's 2019 Operating Budget provides \$243.438 million in operating subsidy for TCHC, which will enable TCHC to maintain the approved 2018 levels of service. The subsidy is slightly lower than in 2018 due to annual inflationary adjustments to address expired units in the Operating Agreement and inflation in the Rent Supplement Agreement between TCHC and the City.
- A review of TCHC's submitted operating requirements (2019-2021) indicated that TCHC is able to address their operating requirements through a variety of funding strategies, including existing grants, subsidies and rental income. In addition, TCHC identified efficiencies which have been reinvested in the corporation to improve safety, tenant engagement and services, systems and governance and oversight.

- The operating subsidy for TCHC flows through SSHA's Operating Budget and funds mortgage and debenture repayments, property taxes and a portion of TCHC's remaining operating costs net of rental income. The level of subsidy is in line with the 2019 Budget approved by TCHC's Board of Directors on February 5, 2019.

Funding for TCHC's 2019 Capital Requirements

- A review of TCHC's 10-year capital requirements (2019-2028) indicated that an investment of \$3.434 billion gross is needed to support TCHC's SOGR backlog and revitalization requirements. Of this, \$3.070 billion is needed to address its SOGR backlog to avoid permanent unit closures and \$0.364 billion is required to complete Council approved revitalization projects. Through a variety of funding strategies TCHC is able to address \$1.133 billion of the \$3.434 billion requirement leaving a funding gap of \$2.301 billion.
- TCHC requires \$195.023 million of interim funding in 2019, which includes debt funding of \$61.912 million from the City and \$133.111 million from provincial grants.

(\$000s)	2018	2019	Total
Funding for SOGR Backlog Requirements			
City Debt Funding	160,000	40,000	200,000
Provincial SHAIP Grant	-	133,111	133,111
Total Funding for SOGR Backlog Requirements	160,000	173,111	333,111
Funding for Inflight Revitalization Projects			
City Debt Funding	56,037	21,912	77,949
Total Funding for Inflight Revitalization Projects	56,037	21,912	77,949
Total City Funding	216,037	61,912	277,949
Total Provincial Funding	-	133,111	133,111
Total Funding for TCHC	216,037	195,023	411,060

Note: \$14.037 million of debt funding will be carried forward from 2018 to 2019, which is not included in the chart above

- In partnership with the Province, the Interim Funding Model will provide \$173.111 million to TCHC to address SOGR backlog requirements to avoid additional permanent unit closures in 2019, as directed by City Council, as well as position TCHC to reach a 10% FCI by 2026. In 2019, the City will provide \$40 million of debt funding and the Province will provide grants of \$133.111 million through the Provincial Social Housing Apartment Improvement Program (SHAIP). The SHAIP funding is one-time in nature and is not expected to continue after 2019.
- City debt funding of \$21.912 million in 2019 will enable TCHC to continue development on Council approved revitalization projects that are inflight and cannot be completed without interim funding. The replacement of TCHC's building inventory through revitalization will also serve to reduce the building repair backlog from increasing further. Specifically, funding is included to complete inflight revitalizations at 250 Davenport, Allenbury Gardens, Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Phase 3).
- In addition, \$14.037 million of the \$56.037 million in debt funding for 2018 will be carried forward to 2019 for TCHC's inflight revitalization projects due to adjusted project timelines. This will allow TCHC to complete the Allenbury Gardens and Leslie Nymark revitalizations in 2019.
- The \$61.912 million in debt funding and \$14.037 million carry forward for TCHC in SSHA's Capital Plan is in line with the 2019 Budget approved by TCHC's Board of Directors on February 5, 2019.
- Providing direct City debt funding to TCHC is a departure from regular practice since TCHC is a corporation with its own borrowing capacity. However, due to the urgent need to address TCHC's SOGR backlog to prevent additional permanent unit closures, it is recommended that the City provide direct debt funding to TCHC.
- It is important to note that the significant capital funding shortfall for TCHC cannot be fully accommodated within the City's debt targets given the City's limitations on debt servicing costs. Future capital funding for TCHC provided through a permanent funding solution will explore other funding sources including funding from the Federal National Housing Strategy.

Violence Reduction Strategy (Subject to Provincial Funding)

- City Council, at its meeting on July 23, 2018 adopted the report entitled, "*Immediate Steps to Address Gun Violence CC44.14*", and directed TCHC to determine the additional resources needed to take immediate steps to address gun and gang violence within the TCHC complexes that are within Neighbourhood Improvement Areas and to report back to the City Manager with any resources request for inclusion in the 2019 Operating Budget.

Link to report: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CC44.14>

- As directed by Council, TCHC developed the Violence Reduction Strategy, which will expand 24/7 Community Safety Unit (CSU) Officer coverage to 10 additional high risk neighborhoods. The strategy requires funding of \$5.039 million in 2019, subject to the receipt of Provincial grants, and has been included in the 2019 Staff Recommended Operating Budget for Social Development, Finance and Administration.

Development Charges for Leslie Nymark

- City Council, at its meeting on June 26, 2018 adopted the motion entitled "*Development Charges for Leslie Nymark Toronto Community Housing Corporation Redevelopment MM43.48*" and directed the Budget Committee to consider as part of the 2019 Budget Process, a one-time increase in funding to TCHC to fully compensate them for any reduction in TCHC profit from the Leslie Nymark revitalization project due to development charge increases related to construction delays.

Link to the motion: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.MM43.48>

- City debt funding of \$21.912 million included in the 2019 Staff Recommended Capital Budget towards TCHC's in-flight revitalization projects will enable TCHC to complete the revitalization at Leslie Nymark. The recommended funding is considered to fulfill all of TCHC's funding requirements for in-flight revitalization projects.

Toronto Community Housing Corporation – Permanent Funding Model

- Work is underway to develop a permanent funding model for Council consideration in 2019.
- City Council, at its meeting on July 4, 2017 adopted the report entitled "*Tenants First- Phase 1 Implementation Plan EX26.2*" and directed that the permanent funding model must:
 - Be predictable and stable to allow for strategic property and asset management;
 - Encourage investments that reduce operating expenses (e.g. utility consumption);
 - Allow for inflationary increases to operating expenses (e.g. utility rates);
 - Be simpler to administer than the current model;
 - Improve accountability; and
 - Be sustainable and adequately fund building repair capital costs once TCHC's backlog has been addressed to an appropriate Facility Conditions Index.
- In addition, through the 2018 Budget process, the sinking fund contribution to retire public debentures of \$21.2 million was deferred to 2020 and will be considered as part of the permanent funding model.

ISSUES IMPACTING FUTURE YEARS

Depletion of Social Housing Reserves

- The Social Housing Stabilization Reserve and the Social Housing Federal reserve have historically been used to fund ongoing pressures in social housing. The cost increases for social housing have been significant in the past years and are mandated by the by the Housing Services Act 2011.
- Further these cost drivers (Market Rent Rate, CPI, Property Tax increases) and Federal and provincial subsidy transfers are outside the program's control. As well, funding from the provincial and federal governments do not take inflation into consideration.

- During 2018, Council approved the following additional transfers to and from the reserves as noted in the Table below.

Reserve / Reserve Fund Name (In \$000s)	Projected Balance as of Dec. 31, 2017	Projected Balance as of Dec. 31, 2018	Withdrawals (-) / Contributions (+)		2021
	\$	\$	2019	2020	
	\$	\$	\$	\$	\$
Projected Beginning Balance			30,955.5	13,980.9	9,612.2
Social Housing Federal Reserve (XR 2105)	22,024.8	18,146.9			
Social Housing Stabilization Reserve (XQ1106)	19,962.9	18,750.0			
	41,987.7	36,896.9	30,955.5	13,980.9	9,612.2
Commitments (-)					
Funding for 400 new Winter Respite Spaces		(10,600.0)			
Additional Winter Services during the 2017/2018 Winter Season		(3,000.0)			
Additional Cold Weather Drop-in Programs for the 2016/17 Winter season	(1,974.0)				
Expansion of Winter Respite Services for the 2017/18 Winter season (Nov 15 - Dec 31, 2017 - \$2.659 M & Jan 1 - Mar 31, 2018 - \$3.399 M)	(2,259.3)	(3,399.0)			
One-time funding to support Human Services response to surge in new arrivals		(3,000.0)			
Choice Based Housing Access System	(179.2)	(1,060.0)	(3,118.0)	(2,613.0)	
Human Services Intergration Project		(771.0)	(1,207.7)	(891.7)	(404.0)
TCHC Implementation (PMO)	(532.0)	(658.1)	(667.0)	(673.6)	-
George Street Revitalization (GSR)-Phase 2 - Transition - Seaton House	(58.9)				
Tenant Relocation Support Services for Residents of 77 Mutual Street	(100.0)				
Rent Gap Assistance for Residents of 77 Mutual Street	(25.6)	(25.6)	(25.6)	(25.6)	(25.6)
Police Reference Checks	(2.7)	(3.8)	(3.8)	(3.8)	(3.8)
TCHC Pre-development Agreement for 389 Church Street Redevelopment	(500.0)				
Transfer to TCHC for the redevelopment of 389 Church Street (EX30.22 January 31 2018)		(2,421.1)	(6,378.9)		
Renovations at 747 Warden Avenue - YouthLink Shelter		(1,000.0)			
One-time transition costs to a leased facility			(3,000.0)		
Central Intake Call Centre - Capital		(250.0)	(1,325.0)	(161.0)	
Central Intake Call Centre - Operating		(616.3)	(1,248.5)	-	
Total Commitments/Withdrawals	(5,631.7)	(26,804.9)	(16,974.5)	(4,368.7)	(433.4)
Projected Contributions (+)					
Loan Repayment	232.5				
75, 77 & 83 Mutual Street	202.5				
Interest income	106.0				
Transfer from Tax Stabilization Reserve to fund 400 new Respite Spaces		10,600.0			
Acquisition of 55-57 Humewood Drive- Christy Gardens settlement**		2,500.0			
Burkland Foundation Loan Repayment		500.0			
Contribution from the 2017 Surplus		7,000.0			
Refund of Unused funds from Scarborough Heights Corp 389 Church Street, Release of Reserve		263.5			
Total Contributions	541.0	20,863.5	-	-	-
Projected Uncommitted Balance	36,897.0	30,955.5	13,980.9	9,612.2	9,178.8

The projected uncommitted balance of \$9.179 excludes the possibility of a draw from the reserves of approximately \$7.361 million which will be required in the events that the City is unable to recoup corresponding changes in federal funding for Social Housing anticipated in 2019 through the Federal National Strategy. A draw of this magnitude will deplete the reserves.

- In 2019, Staff recommends the following draws for the Social Housing Reserves:
 - \$1.325 million to fund capital costs to enhance the Central Intake Call Center and \$1.249 million to support the addition of 13 temporary staff required to operate the enhanced facility.
 - \$3.000 million one-time funding to transition to a recently leased facility.
- These draws are consistent with the purpose of these reserves and will bring the projected uncommitted balance in the Social Housing Stabilization Reserve to \$9.178 million by the end of 2021.

REPORTING ON MAJOR CAPITAL PROJECTS: STATUS UPDATE

In compliance with the Auditor General's recommendations to strengthen accountability, additional status reporting on all major capital projects is required. The following projects have been reported on a quarterly basis during 2018:

George Street Revitalization (GSR)

Project Overview and Deliverables

- The GSR project will undertake the redevelopment of Seaton House, Toronto's largest men's shelter and replace it with a 100 bed men's shelter, a transitional living program with 130 beds, a 378 bed long term care home, 21 units of affordable housing and a community hub.
- The project is being developed in 3 phases. Phase 1 which has been completed involved the development of a project scope, preliminary project management, choice of a project delivery model and the development of project cost estimates. Phase 2 is ongoing and it involves the relocation of the current occupants of Seaton House into newly acquired temporary and permanent shelter facilities to allow for the decanting of the facility and the development of a Project Specific Output Specification (PSOS) document.
- This phase also involves pre-construction consulting and due diligence to ensure construction readiness and procurement upon Council authorization.
- Phase 3 will involve the demolition of Seaton House and construction of a new purpose built facility as earlier described as well as the revitalization of George Street. Funding for this phase was added to SSHA's 2018 – 2027 Capital Budget and Plan during the 2018 Budget Process following a reprioritization of the City's unmet capital needs.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Sept 30, 2018	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
George Street Revitalization (GSR)	2016	80,098	11,909	39,318	15,320	36,145	3,146	80,098	Significant Delay	Current Plan - Mar-2019 (Original end date was May-2016)	Apr-20	Ⓢ	Ⓢ

* 2018 year-end projection based on the Q3 capital variance

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- Decommissioning of beds at Seaton House commenced in the spring of 2018, however, current plans require that the facility be available for Respite operations during the 2018 – 2019 and 2019 – 2020 winter seasons.
- Current occupants of Seaton House are being assessed for housing supports and plans are ongoing to replace the 600 beds at Seaton House with 150 supportive housing units through Habitat Services, 200 housing allowances and 60 long term care placements.
- Of the 400 beds required, 346 beds have been secured and will be operational as detailed below:
 - 3306 Kingston Road – 40 beds operational during Q1 2019
 - 731 Runnymede Road – 50 beds operational in Q1 2019
 - 705 Progress - 96 beds and 2299 Dundas – 80 are anticipated to be operational in Q1-2020.
 - 2299 Dundas – 80 are anticipated to be operational in Q1-2020.
 - 354 George Street 80 beds

- The City's retained consultants, Infrastructure Ontario (IO) and Planning, Design Compliance Consultants are reviewing documentation developed thus far, further reviews and revisions are ongoing and completion of the document is planned for June 2019. Preconstruction due diligence activities led by IO, comprising Environmental Site and Building Condition Assessments, Geotechnical, Hydrogeological and Archeological surveys amongst others are also underway.

2019 Plan

- Complete renovation of secured sites (731 Runnymede and 3306 Kingston) and continue the transition of clients are Seaton House to these locations. SSHA will also continue the transition of clients suitable for assisted living habitat facilities.
- Secure the remaining sites to locate the rest of the beds required to complete the transition to Seaton House and commence renovation and retrofitting of these facilities.
- Finalise PSOS and required pre-construction due-diligence activities necessary to ensure construction readiness and the issuance of an RFP for the construction phase of the project.

Key Project Challenges

- Tight timelines required to complete the Transition from Seaton House:** Seaton House must be fully decommissioned by the end of Q2-2020 in order to begin the demolition process and meet the construction completion timeline. Therefore, the beds required to complete the transition must be secured and operational by the end of Q1 2020 to enable decanting to proceed.
- Difficulty in finding and securing suitable properties to site new shelters:** The competitive nature of Toronto's Real estate market has made the acquisition of properties to transition clients out of Seaton House difficult and contributed significantly to the delays experienced in advancing this project.
- High property acquisition and renovation costs:** This is also the result of competitive Real Estate prices in Toronto. The project costs have to be carefully managed to prevent a cost overrun.

New Emergency Shelters (1,000 New Shelter Beds)

Project Overview and Deliverables

- This 3-year project undertakes the opening of 11 new emergency shelters (9 purchase properties, 2 leased) at a total project cost of \$178.56M. The project assumes an average bed capacity of 80 beds at each of the 11 sites for a total of 880 beds in addition to 121 new beds in the following shelters (Youth Link – 51 beds, 3306 Kingston Road – 40 bed and Egale – 30 beds) which were planned for 2018.

Financial Update

Project name (In \$000s)	Initial Approval Date	Approved Project Cost	Life to Date Expenditures as at Sept 30, 2018	2018		2019	2020	Projection To End of Project	Status	End Date		On Budget	On Time
				Budget	Year-End Projection *	Budget	Plan			Planned	Revised		
New Emergency Shelters (1,000 New Shelter Beds)	2018	168,360	13,115	33,680	19,800	62,040	72,640	168,360	Significant Delay	Current Plan - Mar-2019 (Original end date was May-2016)	Dec-20	Ⓢ	Ⓢ

On Budget	On Time
> 70% of Approved Project Cost	Ⓢ On/Ahead of Schedule
Between 50% and 70%	Ⓢ Minor Delay < 6 months
< 50% or >100% of Approved Project Cost	Ⓢ Significant Delay > 6 months

Project Status

- The following properties have been secured and design, construction and renovation are in progress with capacity and anticipated opening date for each shelter: specified:

- 545 lakeshore – 200 beds to expected to be opened in the spring of 2019
- 348 Davenport – A total of 81 beds by the end of 2019 (56 beds are already operational)
- 2671 Islington – a total of 90 beds by the end of 2019 (45 beds are already operational)

2019 Plan

- Four new shelters are planned for 2019 (3 Purchase and 1 Lease) All sites are planned to be operational by September 2019.

Key Project Challenges

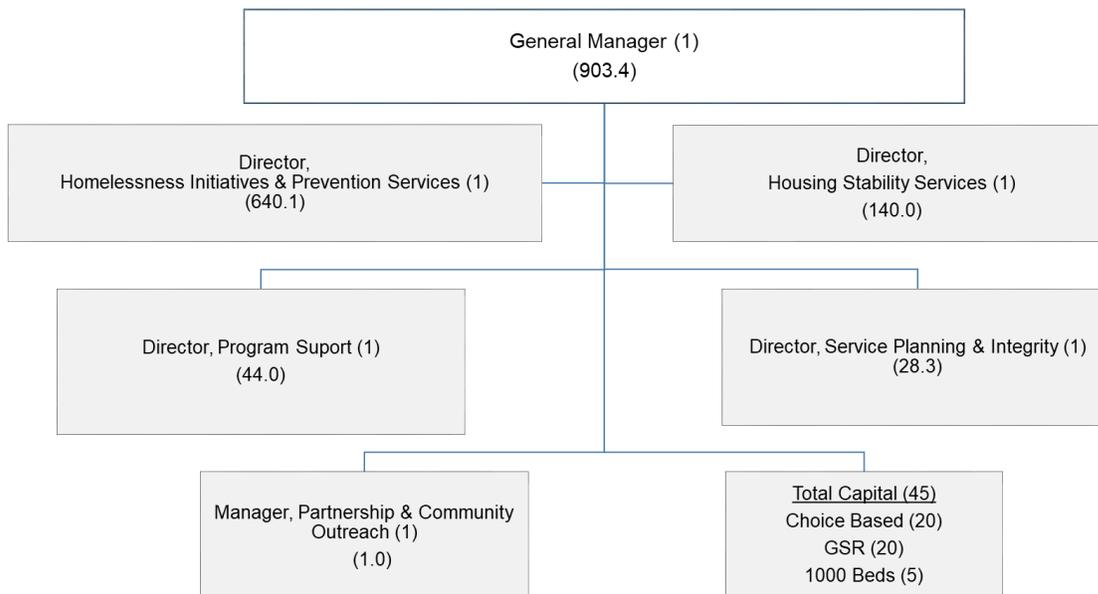
- The a major challenge to the implementation of this project is the availability of suitable sites that can be acquired and converted to emergency shelter use given the competitive nature of Toronto's Real Estate market.



APPENDICES

Appendix 1

2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 904.4 positions, comprising 45 capital positions and 859.4 operating positions as summarized in the table below.

2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	174.0	45.0	446.0	666.0
	Temporary		32.4	8.0	153.0	193.4
	Total Operating	1.0	206.4	53.0	599.0	859.4
Capital	Permanent			-	-	-
	Temporary		11.0	5.0	29.0	45.0
	Total Capital	-	11.0	5.0	29.0	45.0
Grand Total		1.0	217.4	58.0	628.0	904.4

- At present, in accordance with FPPA restrictions, the current management to staff ratio is approximately 1 non-union manager for each 3 unionized staff.

Appendix 2

2019 Operating Budget by Service

Homeless and Housing First Solutions

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Emergency Shelter & Related Support								
Gross Expenditures	175,573.6	209,392.6	5,051.0	214,443.6	38,870.1	22.1%	14,980.7	8,829.2
Revenue	94,157.5	128,926.8	4,691.5	133,618.3	39,460.8	41.9%	(4,252.8)	(667.4)
Net Expenditures	81,416.0	80,465.9	359.5	80,825.3	(590.7)	(0.7%)	19,233.5	9,496.6
Housing Stability Policy & Strategic Investments								
Gross Expenditures	91,390.5	106,796.2	0.0	106,796.2	15,405.7	16.9%	(18,150.5)	(5,860.9)
Revenue	65,510.2	66,160.4	0.0	66,160.4	650.2	1.0%	(18,362.7)	(6,106.0)
Net Expenditures	25,880.3	40,635.8	0.0	40,635.8	14,755.5	57.0%	212.3	245.1
Total								
Gross Expenditures	266,964.0	316,188.9	5,051.0	321,239.8	54,275.8	20.3%	(3,169.8)	2,968.3
Revenue	159,667.7	195,087.2	4,691.5	199,778.7	40,111.0	25.1%	(22,615.5)	(6,773.4)
Total Net Expenditures	107,296.3	121,101.7	359.5	121,461.1	14,164.8	13.2%	19,445.7	9,741.7
Approved Positions	746.2	765.2	5.0	770.2	24.0	3.2%	2.3	(18.0)

* Year-End Projection Based on Q3 2018 Variance Report

Social Housing System Management

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
Social Housing Provider Subsidies								
Gross Expenditures	375,385.5	465,155.1	0.0	465,155.1	89,769.6	23.9%	(106,922.0)	(19,917.7)
Revenue	113,192.6	209,011.7	0.0	209,011.7	95,819.1	84.7%	(110,750.1)	(21,671.7)
Net Expenditures	262,192.9	256,143.4	0.0	256,143.4	(6,049.5)	(2.3%)	3,828.1	1,754.1
Rent Subsidies & Housing Allowances								
Gross Expenditures	133,724.7	122,369.3	0.0	122,369.3	(11,355.4)	(8.5%)	(2,328.7)	(820.0)
Revenue	56,109.1	46,179.0	0.0	46,179.0	(9,930.1)	(17.7%)	(3,125.5)	(1,455.4)
Net Expenditures	77,615.7	76,190.3	0.0	76,190.3	(1,425.3)	(1.8%)	796.8	635.4
Manage New Affordable Housing/Other Non Subsidized Programs								
Gross Expenditures	76,876.7	86,345.4	0.0	86,345.4	9,468.7	12.3%	(66,101.9)	(10,001.8)
Revenue	74,689.3	83,834.8	0.0	83,834.8	9,145.5	12.2%	(66,130.1)	(10,207.0)
Net Expenditures	2,187.5	2,510.7	0.0	2,510.7	323.2	14.8%	28.2	205.2
Centralized Social Housing Waiting List								
Gross Expenditures	15,482.6	8,369.8	0.0	8,369.8	(7,112.8)	(45.9%)	(561.3)	61.8
Revenue	9,078.5	1,935.9	0.0	1,935.9	(7,142.5)	(78.7%)	(630.0)	(154.3)
Net Expenditures	6,404.1	6,433.9	0.0	6,433.9	29.8	0.5%	68.7	216.1
Total								
Gross Expenditures	601,469.5	682,239.7	0.0	682,239.7	80,770.1	13.4%	(175,913.9)	(30,677.7)
Revenue	253,069.4	340,961.4	0.0	340,961.4	87,892.0	34.7%	(180,635.7)	(33,488.4)
Total Net Expenditures	348,400.1	341,278.2	0.0	341,278.2	(7,121.9)	(2.0%)	4,721.8	2,810.7
Approved Positions	140.2	134.1	0.0	134.1	(6.0)	(4.3%)	(5.3)	0.0

* Year-End Projection Based on Q3 2018 Variance Report

Appendix 3

2019 Service Levels

Homeless and Housing First Solutions

Activity	Type	Sub - Type	Status	2015	2016	2017	2018	2019
Provide Emergency Shelter & Related Support	Directly operated	# of Shelter Beds	Approved	1,658	1,658	1,715	1,668	1,750
			Actual	1,658	1,715	1,668	1,750	
		Food Services - # of Meals or Snacks Provided / Total Value of Meals or Snacks	Approved	942,051 / \$5.7M 42,872 / \$0.322M	1,060,914 / \$6.3M 34,868 / \$0.266M	1,060,914 / \$6.3M 34,868 / \$0.266M	1,269,632 / \$7.0M 51,455 / \$0.562M	1,300,000 / \$7.0M 35,726 / \$0.268M
			Actual	1,050,678 / \$6.2M 34,531 / \$0.264M	1,060,914 / \$6.3M 35,639 / \$0.267M	1,164,800 / \$6.4M 44,098 / \$0.331M	1,272,000 / \$6.9M 32,434 / \$0.243M	
		Personal Supports (Counselling, Housing Help services, Employment Support, Crisis Support, Daily Living Supports) - # Clients Provided with Supports	Approved	7,700	7,700	7,700	7,700	7,700
			Actual					
		Children's Supports - # Children Supported	Approved	1,700	1,990	1,536	1,900	1,900
			Actual			1,883	1835	
		Nursing Care - Average # of Individuals per Day Supported with On-Site Nursing or Medical Care	Approved	410	410	370	370	370
			Actual	369	370	216	330	
	Community Agencies	Emergency Shelter funding - # Contracts with Funding / # Beds / # Providers / Total Value of Funding	Approved	32 / 2,734 / 49 / \$53.2M	32 / 2,928 / 51 / \$57.5M	31 / 2,950 / 52 / \$57.5M	34 / 3,108 / 54 / \$59.4M	31 / 3,199 / 53 / \$64.2M
			Actual	32 / 2,950 / 49 / \$56.62 M	31 / 2,736 / 49 / \$53.9 M	30 / 3,023 / 52 / \$57.2 M	31 / 3,199 / 52 / \$62.3 M	
		Shelter Expansion Initiative - # of Sites / # of Beds	Approved				3 / 240	4 / 320
			Actual				3 / 342	
		Human Service Response - Motel Program - # of Beds / Total Value of Funding	Approved				763 / \$18.04 M	2,500 / \$45.4M
			Actual				1,527 / \$ 53.08 M	
		Housing Help services inside shelters funding - # Agencies Provided Funding / Total Value of Funding	Approved	26 / \$5.8M	28 / \$5.98M	34 / \$7.07M	34 / \$7.42M	33 / \$4.10M
			Actual	25 / \$5.8 M	25 / \$5.8 M	34 / \$7.07 M	33 / \$5.77 M	
		Rooming/Boarding House funding - # Beds / Total Value of Funding	Approved	931 / \$10.1M	931 / \$10.1M	1,081 / \$11.7M	1,081 / \$10.6M	931 / \$12.06M
			Actual	931 / \$10.1 M	931 / \$10.1 M	951 / \$10.2 M	931 / \$11.9 M	
Out of the Cold program funding - Average # of Spots Nightly / # of Unique Spots / # of Locations / Total Value of Funding	Approved	92 / 627 / 17 / \$0.9M	95 / 667 / 16 / \$0.9M	95 / 667 / 16 / \$0.9M	95 / 667 / 16 / \$1.04M	95 / 677 / 17 / \$1.41M		
	Actual	95 / 662 / 16 / \$1.189M	95 / 662 / 16 / \$1.04M	100 / 662 / 16 / \$1.04M	95 / 677 / 17 / \$1.04M			
Quality Assurance - # of Visits	Approved	57	59	61	64	66		
	Actual	24	59	61	64			
Complaints Management - # Complaints Handled	Approved	260	260	244	250	300		
	Actual	222	244	244	275			
Central Intake - # Calls / # Intakes	Approved	51,990 / 12,565	58,000 / 11,000	58,000 / 11,000	58,000 / 11,000	84,000 / 12,000		
	Actual			84000 calls	84000 / 11,905			

Activity	Type	Sub - Type	Status	2015	2016	2017	2018	2019
Provide Homeless & Housing Support in the Community	Community Agencies	Street Outreach funding - # Agencies Funded / Total Value of Funding	Approved	14 / \$4.4M	14 / \$4.4M	14 / \$4.4M	14 / \$4.57M	12 / \$3.73M
			Actual	15 / \$4.36M	14 / \$4.09M	14 / \$4.4M	cs	
		Housing Follow-up funding - # Agencies Funded / Total Value of Funding	Approved	10 / \$2.9M	10 / \$2.9M	8 / \$2.7M	7 / \$2.83M	10 / \$3.67M
			Actual	10 / \$2.91M	10 / \$2.68M	8 / \$2.7M		
		Housing Help services - # Agencies Funded / Total Value of Funding	Approved	55 / \$10.1M	46 / \$8.7M	61 / \$11.88M	48 / \$11.60M	64 / \$18.35M
			Actual	59 / \$9.31M	62 / \$11.47M	61 / \$11.88M		
		Drop-in funding - # Agencies Funded / Total Value of Funding	Approved	30 / \$6.2M	28 / \$7.4M	32 / \$7.54M	30 / \$10.86M	29 / \$7.57M
			Actual	32 / \$5.98M	29 / \$7.42M	31 / \$10.82M		
		Supports to Daily Living funding - # Agencies Funded / Total Value of Funding	Approved	14 / \$4.9M	14 / \$4.9M	14 / \$4.93M	16 / \$5.09M	26 / \$19.73M
			Actual	35 / \$5.49M	14 / \$4.93M	14 / \$4.93M		
	Pre-employment Supports funding - # Agencies Funded / Total Value of Funding	Approved	16 / \$2.6M	16 / \$2.6M	16 / \$2.3M	16 / \$2.3M	16 / \$2.31M	
		Actual	17 / \$2.23M	16 / \$2.32M	16 / \$2.3M			
	Winter Respite Services - Total Spaces Provided / Total Value of funding	Approved				700 / \$24.63M	700 / \$28.0M	
		Actual						
	Capital funding - # Agencies Funded / Total Value of Funding	Approved	8 / \$0.5M	8 / \$0.5M	8 / \$0.5M	8 / \$0.5M	8 / \$1.33	
		Actual	53 / \$1.98M	29 / \$1.56M	8 / \$0.5M			
	Directly Operated	Street Outreach - # Street Outreach Clients Offered Assistance	Approved	1,300	1,300	1,300	1,300	1,300
			Actual	1,679	1,512	1,286		
		Housing Follow-up - # Clients / Average Length of Support (Months)	Approved	150 / 18	150 / 18	170 / 18	170 / 18	150 / 18
			Actual	151 / 18	149 / 18	170 / 18	160 / 18	
Street Respite - # Clients Using Respite (Not Unique Individuals)		Approved	2,500	2,500	2,500	2,500	6,440	
		Actual	2424	2312	4113	6440		
Shelter Referrals - # Shelter Referrals Made from SHARC (Not Unique Individuals)		Approved	8,000	8,400	8,400	8,400	9,000	
		Actual	8572	8499	10983	9038		
Transition to Housing Beds - # Clients / # Available Transition to Housing Beds at SHARC (Unique Individuals)		Approved	200 / 40	200 / 40	200 / 40	200 / 40	175 / 40	
		Actual			161 / 40	129 / 40		
Pre-employment Supports - # Pre-Employment Clients Assisted		Approved	280	280	400	400	450	
		Actual	314	294	400	450		

- Note: In addition to annual volume and budget adjustments, the 2019 service levels reflect new service level for "Human Service Response – Motel Program".

Social Housing System Management

Activity	Type	Sub - Type	Status	2015	2016	2017	2018	2019
Manage Social Housing Provider Subsidies	Co-op Housing Subsidy	# of Units / # Providers / Total Value of Subsidy	Approved	7,429 / 68 / \$55.4 M	7,429 / 68 / \$57.6 M	7,296 / 67 / \$56 M	7,296 / 67 / \$57 M	7,296 / 67 / \$50M
			Actual	7,296 / 67 / \$54.2 M	7,296 / 67 / \$55.0 M	7,296 / 67 / \$ 56.0 M	7,296 / 67 / \$52 M	
	Non-Profit Housing Subsidy	# of Units / # Providers / Total Value of Subsidy	Approved	20,356 / 156 / \$111.7 M	20,108 / 154 / \$112.1 M	18,001 / 148 / \$110 M	15,552 / 129 / \$110.5 M	14,603 / 116 / \$110.4M
			Actual	19,901 / 154 / \$116.2M	19,077 / 150 / \$111.0 M	17,749 / 142 / \$110 M	16,289 / 129 / \$110 M	
	Municipal Corporation Housing Subsidy (TCH)	# of Units / # Providers / Total Value of Subsidy	Approved	59,148 / 1 / \$233.1 M	58,912 / 1 / \$232.3 M	58,701 / 1 / \$228.1 M	59,078 / 1 / \$271.5 M	59,078 / 1 / \$244.9M
			Actual	59,031 / 1 / \$230.0 M	59,057 / 1 / 234.0 M	59,078 / 1 / 269.4 M	59,078 / 1 / \$264.5 M	
Manage Centralized Social Housing Waiting List		# of Households	Approved	95,732	95,732	97,532	101,845	106,654
			Actual	94,523	98,928	101,845	106,654	
Manage Rent Subsidies and Housing Allowances	Rent Supplements	Private Landlords - # of Units / Total Value of Rent Supplements	Approved	2,602 / \$24.9 M	2,666 / \$25.8 M	2,621 / \$25.7 M.	2,641 / \$26.3 M.	2,588 / \$26.1M
			Actual	2,617 / \$25 M	2,617 / \$25.8 M	2,622 / \$25.7 M.	2,555 / \$26.3 M	
	Housing Allowances	Non-Profit Housing - # of Units / Total Value of Rent Supplements	Approved	917 / \$8.8 M	979 / \$9.1 M	979 / \$9.4 M	979 / \$9.4 M	979 / \$9.5M
			Actual	979 / \$9.0 M	979 / \$9.2 M	982 / \$9.4 M	985 / \$9.4 M	
	IAH Extension		Approved		N/A	3,264	4,100	4,285
Manage New Affordable Housing & Other Non Subsidized Programs	Privately Owned	# of Contracts Administered / # of Units	Approved	16 / 1,921	20 / 2,362	16 / 2,362	20 / 2,288	20 / 2,288
			Actual	14 / 2,014	16 / 2,373	20 / 2,288	Now Reported by the Affordable Housing Office	
	Non-Profit Owned	# of Contracts Administered / # of Units	Approved	50 / 1,005	57 / 1,318	56 / 1,306	43 / 1,313	43 / 1,381
			Actual	49 / 1,415	57 / 1,397	43 / 1,393	Now Reported by the Affordable Housing Office	

- Note: Except for annual volume and budget adjustments, the 2019 service levels are consistent with the approved 2018 service levels for Social Housing System Management.

Appendix 5

Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities				Total			Incremental Change			
	Homeless and Housing First Solutions		Social Housing System Management		\$		Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
Enhanced Service Priorities											
Staff Initiated:											
Costs to transition to a leased facility	3,000.0				3,000.0						
Expansion of security services at 129 Peter Street	359.5	359.5			359.5	359.5					
Sub-Total Staff Initiated	3,359.5	359.5			3,359.5	359.5					
Total Enhanced Services	3,359.5	359.5			3,359.5	359.5					
New Service Priorities											
Staff Initiated:											
Case Management costs related to the implementation of the Enhanced Case Management Initiative	1,691.5				1,691.5		5.0			6.5	(5.0)
Sub-Total Staff Initiated	1,691.5				1,691.5		5.0			6.5	(5.0)
Total New Service Priorities	1,691.5				1,691.5		5.0			6.5	(5.0)
Total 2019 New / Enhanced Services	5,051.0	359.5			5,051.0	359.5	5.0			6.5	(5.0)

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Shelter, Support & Housing Administration	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
18639		One-time costs for a leased facility						
72	Positive	Description:						
<p>The 2019 Staff recommended Operating Budget includes one time funding of \$3.0 million for a recently leased facility. This facility has the capacity to accommodate up to 400 clients. The operation could be managed by the Red Cross under a Purchase of Service agreement if needed.</p> <p>Service Level Impact:</p> <p>This initiative could deliver services in a safe and secure environment staffed with competent personnel to deliver the required services and supports as quickly as possible.</p> <p>Equity Statement:</p> <p>The proposal's overall equity impact is high positive. People in need of food , shelter, safety and security will be positively impacted.</p> <p>Service: Homeless and Housing First Solutions</p>								
Total Staff Recommended Changes:			3,000.0	3,000.0	0.0	0.00	0.0	0.0
Staff Recommended New/Enhanced Services:			3,000.0	3,000.0	0.0	0.00	0.0	0.0

18629		Expansion of Security Services for 129 Peter Street						
72	No Impact	Description:						
<p>The 2019 Staff Recommended Operating Budget includes funding of \$0.360 million gross and net to enhance security to 24/7 coverage at 129 Peter Street; the City's Street to Homes Assessment and Referral Center. Additional security at this location has been requested by program management following violent incidents at the facility involving homeless clients and City staff.</p> <p>Service Level Impact:</p> <p>Around the clock protection for City staff working at this location and prevention of future violent incidents allowing staff to perform their duties safely.</p> <p>Equity Statement:</p> <p>The proposal is unlikely to have an equity impact.</p> <p>Service: Homeless and Housing First Solutions</p>								
Total Staff Recommended Changes:			359.5	0.0	359.5	0.00	0.0	0.0

Category:

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

74 - New Services
75 - New Revenues

2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services Program - Shelter, Support & Housing Administration	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Staff Recommended New/Enhanced Services:	359.5	0.0	359.5	0.00	0.0	0.0

18189	Enhanced Case Management Pilot
74	Positive

Enhanced Case Management Pilot

Description:

The 2019 Staff Recommended Operating Budget includes funding of \$1.787 million gross, \$0 net fully funded from the Federal Homelessness Partnering Strategy grant program to support the pilot implementation of a new shelter case management service model in five shelter locations. Approved funding will support the addition of 5 new full time temporary positions at \$0.490 million gross, while \$1.246 million will be allocated to three agencies and directly operated services to establish landlord engagement and data management system resources to support the implementation of the pilot.

Service Level Impact:

Each shelter participating in this initiative will have a Community Engagement Officer, Client Program Coordinator and enough Housing workers to ensure caseloads do not exceed a ratio of 1:20. This service delivery model will ensure that every person entering the emergency shelter system will have an individualized service plan and supports to move out of the shelter system while addressing the needs of clients with complex needs who stay in shelters for longer than a year.

Equity Statement:

The Enhanced Case Management budget proposal's overall equity impact is high positive. Low income residents' access to City services, access to shelters, and safety and security will be positively impacted. The proposal will enhance both the services available at five pilot shelter pilot sites and investments in new system resources to help people experiencing homelessness move to permanent housing as quickly as possible with the necessary supports to maintain it. An intersectional analysis reveals that Indigenous people will be positively impacted because they continue to be overrepresented in Toronto's homeless population relative to their share of the general population of Toronto.

Service: Homeless and Housing First Solutions

Total Staff Recommended Changes:	1,691.5	1,691.5	0.0	5.00	0.0	6.5
Staff Recommended New/Enhanced Services:	1,691.5	1,691.5	0.0	5.00	0.0	6.5

Summary:

Staff Recommended New / Enhanced Services:	5,051.0	4,691.5	359.5	5.00	0.0	6.5
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Category:

Appendix 7

**2019 Capital Budget;
2020 - 2028 Capital Plan Including Carry Forward Funding**

(In \$000s)	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
Total Expenditures by Category												
State of Good Repair												
<i>Capital Repairs/Repl : City Operated</i>	850	1,130	800	800	2,100	1,628	1,628	1,628	1,628	1,628	13,820	13,820
<i>Capital Repairs/Replacement - Leased Bldgs</i>	138	100	100	100	300	272	272	272	272	272	2,098	2,098
<i>TCHC Capital Projects</i>	173,111										173,111	173,111
Sub-Total	174,099	1,230	900	900	2,400	1,900	1,900	1,900	1,900	1,900	189,029	189,029
Service Improvement												
<i>Addition of 1000 New Shelter Beds-2018 to 2020</i>	81,120	72,640									153,760	153,760
<i>Central Intake Call Centre</i>	1,325	161									1,486	1,486
<i>Choice Based Housing Access System</i>	3,118	2,613									5,731	5,731
<i>George Street Revitalization (GSR)</i>	52,912	8,100	8,100	8,100	466,926	2,282					546,420	546,420
<i>Shelter Land Acquisition</i>		6,561									6,561	6,561
<i>TCHC Capital Projects</i>	35,949										35,949	35,949
<i>AODA</i>	750	1,946	2,213	1,865	428	560	185				7,947	7,947
Sub-Total	175,174	92,021	10,313	9,965	467,354	2,842	185				757,854	757,854
Total Expenditures by Category (including carry forward from 2018)	349,273	93,251	11,213	10,865	469,754	4,742	2,085	1,900	1,900	1,900	946,883	946,883

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub-Project No.	Project Name	Ward	Stat.	Cat.	Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
					2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing	
SHL906660 Capital Repairs/Repl - City Operated																							
0 20	Capital Repairs/Replacements-City Operated-2018	CW	S2	03	380	0	0	0	0	380	0	380	0	0	0	0	0	380	0	0	0	380	
0 22	Capital Repairs/Replacement-City Operated-2019	CW	S4	03	470	0	0	0	0	470	0	470	0	0	0	0	0	0	470	0	0	470	
0 23	Capital Repairs/Replacemnt-City Operated-2020-2028	CW	S6	03	0	1,130	800	800	2,100	4,830	8,140	12,970	0	0	0	0	0	0	0	12,970	0	12,970	
Sub-total					850	1,130	800	800	2,100	5,680	8,140	13,820	0	0	0	0	0	380	0	13,440	0	13,820	
SHL908242 Shelter Land Acquisition																							
0 1	Shelter Land Acquisition	14	S2	04	0	6,561	0	0	0	6,561	0	6,561	0	0	0	6,561	0	0	0	0	0	6,561	
Sub-total					0	6,561	0	0	0	6,561	0	6,561	0	0	0	6,561	0	0	0	0	0	0	6,561
SHL908287 George Street Revitalization (GSR)																							
0 1	Transition/Redevelopment	CW	S2	04	6,751	0	0	0	0	6,751	0	6,751	0	0	0	0	0	0	0	6,751	0	6,751	
0 3	GSR-Project Management/Preconstruction	CW	S2	04	2,787	0	0	0	0	2,787	0	2,787	0	0	0	0	0	0	0	2,787	0	2,787	
0 4	GSR Phase II-Transition-Seaton House	CW	S2	04	36,145	3,146	3,146	3,146	3,146	48,729	2,282	51,011	0	0	0	0	0	0	0	51,011	0	51,011	
0 5	GSR Phase III-Construction	CW	S4	04	7,229	4,954	4,954	4,954	463,780	485,871	0	485,871	0	0	0	0	0	0	0	485,871	0	485,871	
Sub-total					52,912	8,100	8,100	8,100	466,926	544,138	2,282	546,420	0	0	0	0	0	0	0	546,420	0	546,420	
SHL908415 Choice Based Housing Access System																							
0 1	Choice Based Housing Access System	CW	S2	04	3,118	0	0	0	0	3,118	0	3,118	0	0	0	3,118	0	0	0	0	0	3,118	
0 2	Choice Based Housing Access System	CW	S3	04	0	2,613	0	0	0	2,613	0	2,613	0	0	0	2,613	0	0	0	0	0	2,613	
Sub-total					3,118	2,613	0	0	0	5,731	0	5,731	0	0	0	5,731	0	0	0	0	0	0	5,731
SHL908572 TCHC Capital Projects																							
0 1	TCHC Capital Projects-SOGR backlog	CW	S2	03	173,111	0	0	0	0	173,111	0	173,111	133,111	0	0	0	0	0	0	40,000	0	173,111	
0 2	TCHC Revitalization-Existing Portfolio	CW	S2	04	35,949	0	0	0	0	35,949	0	35,949	0	0	0	0	0	0	0	35,949	0	35,949	
Sub-total					209,060	0	0	0	0	209,060	0	209,060	133,111	0	0	0	0	0	0	75,949	0	209,060	
SHL908580 Addition of 1000 New Shelter Beds-2018 to 2020																							
0 1	New Emergency Shelters (1000 Shelter Beds)-Site 1	21	S2	04	3,288	0	0	0	0	3,288	0	3,288	0	0	0	0	0	0	0	3,288	0	3,288	
0 2	New Emergency Shelters (1000 Shelter Beds) Site 2	11	S2	04	7,896	0	0	0	0	7,896	0	7,896	0	0	0	0	0	0	0	7,896	0	7,896	
0 3	New Emergency Shelters (1000 Shelter Beds) Site 3	CW	S2	04	7,896	0	0	0	0	7,896	0	7,896	0	0	0	0	0	0	0	7,896	0	7,896	

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By							
				2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Provincial Grants & Subsidies		133,111	0	0	0	0	133,111	0	133,111	133,111	0	0	0	0	0	0	0	0	0	133,111
Reserves (Ind. "XQ" Ref.)		1,325	161	0	0	0	1,486	0	1,486	0	0	0	1,486	0	0	0	0	0	0	1,486
Reserve Funds (Ind."XR" Ref.)		3,118	9,174	0	0	0	12,292	0	12,292	0	0	0	0	12,292	0	0	0	0	0	12,292
Other1 (Internal)		418	0	0	0	0	418	0	418	0	0	0	0	0	0	418	0	0	0	418
Debt		211,301	83,916	11,213	10,865	469,754	787,049	12,527	799,576	0	0	0	0	0	0	0	0	799,576	0	799,576
Total Program Financing		349,273	93,251	11,213	10,865	469,754	934,356	12,527	946,883	133,111	0	0	1,486	12,292	0	418	0	799,576	0	946,883

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)
S6	S6 New - Future Year (Commencing in 2020 & Beyond)

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

Appendix 8

2019 Cash Flow and Future Year Commitments Including Carry Forward Funding

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
Addition of 1000 New Shelter Beds-2018 to 2020	81,120	72,640									153,760
Capital Repairs/Repl : City Operated	380										380
Capital Repairs/Replacement - Leased Bldgs	38										38
Central Intake Call Centre	1,325	161									1,486
Choice Based Housing Access System	3,118										3,118
George Street Revitalization (GSR)	45,683	3,146	3,146	3,146	3,146	2,282					60,549
Shelter Land Acquisition		6,561									6,561
TCHC Capital Projects	209,060										209,060
Subtotal	340,724	82,508	3,146	3,146	3,146	2,282					434,952
Change in Scope											
Choice Based Housing Access System		2,613									2,613
Subtotal		2,613									2,613
New w/Future Year											
Capital Repairs/Repl : City Operated	470										470
Capital Repairs/Replacement - Leased Bldgs	100										100
George Street Revitalization (GSR)	7,229	4,954	4,954	4,954	463,780						485,871
AODA	750	1,946	2,213	1,865	428	560	185				7,947
Subtotal	8,549	6,900	7,167	6,819	464,208	560	185				494,388
Total Expenditure (including carry forward from 2018)	349,273	92,021	10,313	9,965	467,354	2,842	185				931,953
Financing:											
Debt/CFC	211,301	82,686	10,313	9,965	467,354	2,842	185				784,646
Other	418										418
Reserves/Res Funds	4,443	9,335									13,778
Provincial/Federal	133,111										133,111
Total Financing	349,273	92,021	10,313	9,965	467,354	2,842	185				931,953

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>SHL906660 Capital Repairs/Repl - City Operated</u>																								
0	20	Capital Repairs/Replacements-City Operated-2018	CW	S2	03	380	0	0	0	0	380	0	380	0	0	0	0	0	380	0	0	0	380	
0	22	Capital Repairs/Replacement-City Operated-2019	CW	S4	03	470	0	0	0	0	470	0	470	0	0	0	0	0	0	0	470	0	470	
Sub-total						850	0	0	0	0	850	0	850	0	0	0	0	0	380	0	470	0	850	
<u>SHL908242 Shelter Land Acquisition</u>																								
0	1	Shelter Land Acquisition	14	S2	04	0	6,561	0	0	0	6,561	0	6,561	0	0	0	6,561	0	0	0	0	0	6,561	
Sub-total						0	6,561	0	0	0	6,561	0	6,561	0	0	0	6,561	0	0	0	0	0	0	6,561
<u>SHL908287 George Street Revitalization (GSR)</u>																								
0	1	Transition/Redevelopment	CW	S2	04	6,751	0	0	0	0	6,751	0	6,751	0	0	0	0	0	0	0	6,751	0	6,751	
0	3	GSR-Project Management/Preconstruction	CW	S2	04	2,787	0	0	0	0	2,787	0	2,787	0	0	0	0	0	0	0	2,787	0	2,787	
0	4	GSR Phase II-Transition-Seaton House	CW	S2	04	36,145	3,146	3,146	3,146	3,146	48,729	2,282	51,011	0	0	0	0	0	0	0	51,011	0	51,011	
0	5	GSR Phase III-Construction	CW	S4	04	7,229	4,954	4,954	4,954	463,780	485,871	0	485,871	0	0	0	0	0	0	0	485,871	0	485,871	
Sub-total						52,912	8,100	8,100	8,100	466,926	544,138	2,282	546,420	0	0	0	0	0	0	0	546,420	0	546,420	
<u>SHL908415 Choice Based Housing Access System</u>																								
0	1	Choice Based Housing Access System	CW	S2	04	3,118	0	0	0	0	3,118	0	3,118	0	0	0	3,118	0	0	0	0	0	3,118	
0	2	Choice Based Housing Access System	CW	S3	04	0	2,613	0	0	0	2,613	0	2,613	0	0	0	2,613	0	0	0	0	0	2,613	
Sub-total						3,118	2,613	0	0	0	5,731	0	5,731	0	0	0	5,731	0	0	0	0	0	0	5,731
<u>SHL908572 TCHC Capital Projects</u>																								
0	1	TCHC Capital Projects-SOGR backlog	CW	S2	03	173,111	0	0	0	0	173,111	0	173,111	133,111	0	0	0	0	0	0	40,000	0	173,111	
0	2	TCHC Revitalization-Existing Portfolio	CW	S2	04	35,949	0	0	0	0	35,949	0	35,949	0	0	0	0	0	0	0	35,949	0	35,949	
Sub-total						209,060	0	0	0	0	209,060	0	209,060	133,111	0	0	0	0	0	0	75,949	0	209,060	
<u>SHL908580 Addition of 1000 New Shelter Beds-2018 to 2020</u>																								
0	1	New Emergency Shelters (1000 Shelter Beds)-Site 1	21	S2	04	3,288	0	0	0	0	3,288	0	3,288	0	0	0	0	0	0	0	3,288	0	3,288	
0	2	New Emergency Shelters (1000 Shelter Beds) Site 2	11	S2	04	7,896	0	0	0	0	7,896	0	7,896	0	0	0	0	0	0	0	7,896	0	7,896	
0	3	New Emergency Shelters (1000 Shelter Beds) Site 3	CW	S2	04	7,896	0	0	0	0	7,896	0	7,896	0	0	0	0	0	0	0	7,896	0	7,896	
0	4	New Emergency Shelters (1000 Shelter Beds) Site 4	13	S2	04	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	18,160	0	18,160	

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<u>SHL908580 Addition of 1000 New Shelter Beds-2018 to 2020</u>																									
0	5	New Emergency Shelters (1000 Shelter Beds) Site 5	10	S2	04	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
0	6	New Emergency Shelters (1000 Shelter Beds) Site 6	CW	S2	04	7,560	0	0	0	0	7,560	0	7,560	0	0	0	0	0	0	0	0	7,560	0	7,560	
0	7	New Emergency Shelters (1000 Shelter Beds) Site 7	CW	S2	04	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
0	8	New Emergency Shelters (1000 Shelter Beds) Site 8	CW	S2	04	0	18,160	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
0	9	New Emergency Shelters (1000 Shelter Beds) Site 9	CW	S2	04	0	18,160	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
0	10	New Emergency Shelters (1000 Shelter Beds) Site 10	CW	S2	04	0	18,160	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
0	11	New Emergency Shelters (1000 Shelter Beds) Site 11	CW	S2	04	0	18,160	0	0	0	18,160	0	18,160	0	0	0	0	0	0	0	0	18,160	0	18,160	
Sub-total						81,120	72,640	0	0	0	153,760	0	153,760	0	0	0	0	0	0	0	0	153,760	0	153,760	
<u>SHL908664 AODA</u>																									
1	1	AODA	CW	S4	02	750	1,946	2,213	1,865	428	7,202	745	7,947	0	0	0	0	0	0	0	0	7,947	0	7,947	
Sub-total						750	1,946	2,213	1,865	428	7,202	745	7,947	0	0	0	0	0	0	0	0	0	7,947	0	7,947
<u>SHL908666 Central Intake Call Centre</u>																									
0	1	Central Intake Call Centre	CW	S2	04	1,325	161	0	0	0	1,486	0	1,486	0	0	0	1,486	0	0	0	0	0	0	1,486	
Sub-total						1,325	161	0	0	0	1,486	0	1,486	0	0	0	1,486	0	0	0	0	0	0	0	1,486
<u>SHL906659 Capital Repairs/Replacement - Leased Bldgs</u>																									
0	21	Capital Repairs/Replacements-Leased Bldgs-2018	CW	S2	03	38	0	0	0	0	38	0	38	0	0	0	0	0	0	38	0	0	0	38	
0	23	Capital Repairs/Replacements-Leased Bldgs-2019	CW	S4	03	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
Sub-total						138	0	0	0	0	138	0	138	0	0	0	0	0	0	38	0	100	0	138	
Total Program Expenditure						349,273	92,021	10,313	9,965	467,354	928,926	3,027	931,953	133,111	0	0	1,486	12,292	0	418	0	784,646	0	931,953	

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub- Project No. Project Name Priority SubProj No. Sub-project Name		Ward Stat. Cat.		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By							
				2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt
Financed By:																				
Provincial Grants & Subsidies		133,111	0	0	0	0	133,111	0	133,111	133,111	0	0	0	0	0	0	0	0	0	133,111
Reserves (Ind. "XQ" Ref.)		1,325	161	0	0	0	1,486	0	1,486	0	0	0	1,486	0	0	0	0	0	0	1,486
Reserve Funds (Ind."XR" Ref.)		3,118	9,174	0	0	0	12,292	0	12,292	0	0	0	0	12,292	0	0	0	0	0	12,292
Other1 (Internal)		418	0	0	0	0	418	0	418	0	0	0	0	0	0	418	0	0	0	418
Debt		211,301	82,686	10,313	9,965	467,354	781,619	3,027	784,646	0	0	0	0	0	0	0	0	784,646	0	784,646
Total Program Financing		349,273	92,021	10,313	9,965	467,354	928,926	3,027	931,953	133,111	0	0	1,486	12,292	0	418	0	784,646	0	931,953

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 9

2019 Capital Budget with Financing Detail



CITY OF TORONTO

**Shelter, Support & Housing Administration
Sub-Project Summary**

Project/Financing Priority Project	Project Name	Start Date	Completion Date	2019	Financing									
				Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>SHL906660 Capital Repairs/Repl : City Operated</u>													
0	20 Capital Repairs/Replacements-City Operated-2018	01/01/2018	12/31/2018	380	0	0	0	0	0	0	380	0	0	0
0	22 Capital Repairs/Replacement-City Operated-2019	01/01/2019	12/31/2019	470	0	0	0	0	0	0	0	0	470	0
	Project Sub-total:			850	0	0	0	0	0	0	380	0	470	0
0	<u>SHL908287 George Street Revitalization (GSR)</u>													
0	1 Transition/Redevelopment	01/01/2016	12/31/2017	6,751	0	0	0	0	0	0	0	0	6,751	0
0	3 GSR-Project Management/Preconstruction	01/01/2017	12/31/2018	2,787	0	0	0	0	0	0	0	0	2,787	0
0	4 GSR Phase II-Transition-Seaton House	01/01/2017	12/31/2022	36,145	0	0	0	0	0	0	0	0	36,145	0
0	5 GSR Phase III-Construction	01/01/2019	12/31/2024	7,229	0	0	0	0	0	0	0	0	7,229	0
	Project Sub-total:			52,912	0	0	0	0	0	0	0	0	52,912	0
0	<u>SHL908415 Choice Based Housing Access System</u>													
0	1 Choice Based Housing Access System	02/24/2017	12/31/2019	3,118	0	0	0	0	3,118	0	0	0	0	0
	Project Sub-total:			3,118	0	0	0	0	3,118	0	0	0	0	0
0	<u>SHL908572 TCHC Capital Projects</u>													
0	1 TCHC Capital Projects-SOGR backlog	01/01/2018	12/31/2019	173,111	133,111	0	0	0	0	0	0	0	40,000	0
0	2 TCHC Revitalization-Existing Portfolio	01/01/2018	12/31/2019	35,949	0	0	0	0	0	0	0	0	35,949	0
	Project Sub-total:			209,060	133,111	0	0	0	0	0	0	0	75,949	0
0	<u>SHL908580 Addition of 1000 New Shelter Beds-2018 to 2020</u>													
0	1 New Emergency Shelters (1000 Shelter Beds)-Site 1	01/24/2018	12/31/2018	3,288	0	0	0	0	0	0	0	0	3,288	0
0	2 New Emergency Shelters (1000 Shelter Beds) Site 2	01/24/2018	12/31/2018	7,896	0	0	0	0	0	0	0	0	7,896	0
0	3 New Emergency Shelters (1000 Shelter Beds) Site 3	01/24/2018	12/31/2018	7,896	0	0	0	0	0	0	0	0	7,896	0
0	4 New Emergency Shelters (1000 Shelter Beds) Site 4	01/24/2018	12/31/2019	18,160	0	0	0	0	0	0	0	0	18,160	0
0	5 New Emergency Shelters (1000 Shelter Beds) Site 5	01/24/2018	12/31/2019	18,160	0	0	0	0	0	0	0	0	18,160	0
0	6 New Emergency Shelters (1000 Shelter Beds) Site 6	01/24/2018	12/31/2019	7,560	0	0	0	0	0	0	0	0	7,560	0
0	7 New Emergency Shelters (1000 Shelter Beds) Site 7	01/24/2018	12/31/2019	18,160	0	0	0	0	0	0	0	0	18,160	0
	Project Sub-total:			81,120	0	0	0	0	0	0	0	0	81,120	0
0	<u>SHL908664 AODA</u>													
1	1 AODA	01/01/2018	12/31/2025	750	0	0	0	0	0	0	0	0	750	0
	Project Sub-total:			750	0	0	0	0	0	0	0	0	750	0
0	<u>SHL908666 Central Intake Call Centre</u>													
0	1 Central Intake Call Centre	07/10/2018	12/31/2020	1,325	0	0	0	1,325	0	0	0	0	0	0
	Project Sub-total:			1,325	0	0	0	1,325	0	0	0	0	0	0

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

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

Type: B Sub-Project Status: S2

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



CITY OF TORONTO

**Shelter, Support & Housing Administration
Sub-Project Summary**

Project/Financing				2019	Financing										
Priority	Project	Project Name	Start Date	Completion Date	Cash Flow	Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
12	SHL906659	Capital Repairs/Replacement - Leased Bldgs													
0	21	Capital Repairs/Replacements-Leased Bldgs-2018	01/01/2018	12/31/2018	38	0	0	0	0	0	0	38	0	0	0
0	23	Capital Repairs/Replacements-Leased Bldgs-2019	01/01/2019	12/31/2019	100	0	0	0	0	0	0	0	0	100	0
Project Sub-total:					138	0	0	0	0	0	0	38	0	100	0
Program Total:					349,273	133,111	0	0	1,325	3,118	0	418	0	211,301	0

Status Code	Description
S2	S2 Prior Year (With 2019 and/or Future Year Cashflow)
S3	S3 Prior Year - Change of Scope 2019 and/or Future Year Cost\Cashflow)
S4	S4 New - Stand-Alone Project (Current Year Only)
S5	S5 New (On-going or Phased Projects)

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

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2019 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Balance as of	Balance as of	Withdrawals (-) / Contributions (+)		
	Dec. 31, 2017	Dec. 31, 2018	2019	2020	2021
	\$	\$	\$	\$	\$
Projected Beginning Balance		18,750.0	12,080.0	9,308.3	8,416.6
Social Housing Federal (XR2105)	22,024.8				
<i>Proposed Withdrawals (-) OPERATING</i>	(3,613.3)	(6,399.0)	-		
<i>Proposed Withdrawals (-) CAPITAL</i>		(771.0)	(2,771.7)	(891.7)	(404.0)
<i>Projected Contributions (+)</i>	338.5	500.0			
Total Reserve / Reserve Fund Draws / Contributions	18,750.0	12,080.0	9,308.3	8,416.6	8,012.6
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End	18,750.0	12,080.0	9,308.3	8,416.6	8,012.6

Reserve / Reserve Fund Name (In \$000s)	Balance as of	Balance as of	Withdrawals (-) / Contributions (+)		
	Dec. 31, 2017	Dec. 31, 2018	2019	2020	2021
	\$	\$	\$	\$	\$
Projected Beginning Balance			18,875.5	4,672.7	1,195.6
Social Housing Stabilization Reserve (XQ1106)	19,962.8	18,146.9			
<i>Proposed Withdrawals (-) OPERATING</i>	(1,780.3)	(18,324.9)	(11,323.8)	(703.0)	(29.4)
<i>Proposed Withdrawals (-) CAPITAL</i>	(238.1)	(1,310.0)	(2,879.0)	(2,774.0)	
<i>Projected Contributions (+)</i>	202.5	20,363.5			
Total Reserve / Reserve Fund Draws / Contributions	18,146.9	18,875.5	4,672.7	1,195.6	1,166.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End	18,146.9	18,875.5	4,672.7	1,195.6	1,166.2
Combined Balance (XR2105 & XQ1106)	36,896.9	30,955.5	13,981.0	9,612.2	9,178.8

Excludes possible withdrawal of up to \$7.361 million to cover losses in federal funding for Social Housing if not recouped in 2019

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018* \$	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
Projected Beginning Balance			50,870.2	30,203.2	23,436.8
Dev Charges (2009) - Subsidized Housing	XR2116	43,942.1			
<i>Proposed Withdrawals (-)</i>		(4,802.3)	(20,667.0)	(6,766.4)	(4,224.6)
<i>Projected Contributions (+)</i>		11,730.4	-		
Total Reserve / Reserve Fund Draws / Contributions		50,870.2	30,203.2	23,436.8	19,212.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		50,870.2	30,203.2	23,436.8	19,212.2

Note: DCRF Revenue is projected by Corporate Finance to be approximately \$22M in 2019, \$30M in 2020 and 33M in 2021 annually and is not included in the table above.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018* \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
Projected Beginning Balance			11,635.9	3,383.8	1,306.7
Capital Revolving Fund - Affordable Housing	XR1058	8,932.0			
<i>Proposed Withdrawals (-)</i>		(2,299.9)	(7,753.1)	(1,578.1)	
<i>Projected Contributions (+)</i>		5,502.8		-	
Total Reserve / Reserve Fund Draws / Contributions		12,134.9	3,882.8	1,805.7	1,306.7
Other Program / Agency Net Withdrawals & Contributions		(499.0)	(499.0)	(499.0)	
Balance at Year-End		11,635.9	3,383.8	1,306.7	1,306.7

Note CRRF: There will be additional future-year, Council-approved expenditures and other revenue, including loan repayments, interest and Section 37 contributions, not included in the table above.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018* \$	Withdrawals (-) / Contributions (+)		
			2019 \$	2020 \$	2021 \$
Projected Beginning Balance			148.0	156.6	164.6
Vehicle Reserve- SSHA	XQ1100	137.7			
<i>Proposed Withdrawals (-)</i>					
<i>Projected Contributions (+)</i>		10.3	8.6	8.0	8.6
Total Reserve / Reserve Fund Draws / Contributions		148.0	156.6	164.6	173.2
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		148.0	156.6	164.6	173.2

* Based on 9-month 2017 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds

2019 – 2028 Capital Budget and Plan

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)											
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	Total	
XR1012	Beginning Balance	109,408	109,408	109,408	115,969	115,969	115,969	115,969	115,969	115,969	115,969	115,969	115,969	
Land Acquisition Reserve Fund	<i>Withdrawals (-)</i>													
	<i>Shelter Land Acquisition</i>			6,561										6,561
	Total Withdrawals		-	6,561										6,561
	<i>Contributions (+)</i>													
	xxxxxxxxxxxxxxxxxxxx													-
	Total Contributions	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Program/Agency Net Withdrawals and Contributions														-
Balance at Year-End		109,408	109,408	115,969	6,561									

* Based on 9-month 2018 Reserve Fund Variance Report