

2020 Budget Notes

Shelter, Support and Housing Administration

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What we do

Shelter, Support and Housing Administration (SSHA) manages a coordinated and effective system of shelter and housing services to improve the housing stability of people who are at risk of or experiencing homelessness in Toronto.

SSHA delivers the following services:

- Homelessness and Housing First Solutions
- Social and Affordable Housing System

SSHA manages a complex service system of emergency and transitional shelter beds, temporary refugee program beds, 24-hour respite sites, 24-hour women's drop-ins, street outreach, funding and oversight of 250 housing providers with 92,000 social and affordable housing units, and provision of various housing support programs, including prevention services, drop-in services, supports, and housing allowances.

Why we do it

SSHA's vision is that Toronto is a city where everyone has a safe and affordable place to call home.

Who we serve

Homelessness and Housing First Solutions

- Persons experiencing homelessness
- Persons at risk of experiencing homelessness

Stakeholders

- Toronto Residents
- City and Agency Staff
- Provincial and federal governments

Social and Affordable Housing System

- Tenants/members
- Applicants

Stakeholders

- Toronto residents
 - Housing providers
 - Provincial and federal governments
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Budget at a glance

STAFF RECOMMENDED OPERATING BUDGET

\$Million	2020	2021	2022
Revenues	\$499.7	\$334.6	\$250.5
Gross Expenditures	\$1,007.2	\$940.7	\$898.4
Net Expenditures	\$507.5	\$606.1	\$647.9
Approved Positions	967.6	951.6	945.6

STAFF RECOMMENDED 10-YEAR CAPITAL PLAN

\$Million	2020	2021-2029	Total
Gross Expenditures	\$373.6	\$2,090.2	\$2,463.8
Debt	\$283.1	\$2,074.7	\$2,357.8

Key service outcomes

Outcomes	Description
People requiring a safe, indoor place to stay in Toronto have a place to be	The addition of 1,000 permanent new shelter beds will expand the City's shelter system to address increased demand for homelessness services and better align facilities and programs with client needs.
The length of time that people experience homelessness decreases	People experiencing homelessness are supported to find and move into permanent housing more quickly, freeing up shelter beds and other services for others who need them.
People successfully move into permanent housing	Increasing the number of people who move from homelessness into permanent housing will improve housing outcomes and long-term housing stability.
People returning to homelessness, from permanent housing, decreases	Reducing the number of people who become homeless through increased prevention approaches and housing supports is a more effective way to reduce homelessness.
SSHA meets the provincial service level standard for the number of Rent-Geared to-Income units	Ensuring the number of Rent-Geared to-Income housing opportunities are provided to meet the standard set by the Ontario Housing Services Act will provide additional affordable housing opportunities for people in need.

Goals and metrics

Planned Activities to Achieve Outcomes		2018 Actual	2019 Proj. Actual	2020 Target	Status
	Increase shelter system capacity (Open 1,000 additional shelter beds)	45/1,000	601/1,000	744/1,000	●
	Increase the number of people housed from shelter	8,165	7,435	8,000	●
	Increase the number of households housed from Centralized Waiting List	3,276	2,651	3,000	●

Our experience and success

- SSHA provides overnight accommodation to approximately 7,500 people experiencing homelessness every night.
- In 2019 SSHA managed 5,000 emergency and transitional shelter beds, 2,000 temporary refugee program beds, 24-hour respite sites providing up to an average of 540 spaces, and two 24-hour women's drop-ins providing up to 120 spaces.
- SSHA has increased the capacity of the emergency shelter system by 76% (from 4,319 in 2015 to 7,585 in 2019, an addition of over 3,000 beds) in the past four years, as well as adding 24-hour respite sites.
- SSHA operates from a Housing First approach that focuses on helping people to find and move into permanent housing. In 2019, over 7,000 people moved from shelter to housing.
- SSHA provides funding and oversight of 250 housing providers, provision of over 5,600 housing allowances, and operation of the Centralized Waiting List.
- SSHA provides oversight to a stock of 92,200 social and affordable housing units, including more than 59,000 Toronto Community Housing Corporation (TCHC) units.

Key challenges and risks

- SSHA continues to be challenged with extremely high demand for temporary emergency shelter.
- Ongoing demand from refugee/asylum claimants seeking emergency shelter has created a \$76.9 million funding pressure for the temporary refugee response program for families.
- 24-hour respite sites are open year-round and require higher operating costs for additional security.
- Timelines for opening all sites of the 1,000 beds project have shifted to 2022 due to a challenging real estate market, sites and shifting construction schedules.
- The George Street Revitalization project has incurred schedule delays and significant increases in construction costs, as well as unforeseen remedial work for transitional sites.
- TCHC and other social housing units are ageing and require significant increased capital investment.
- Surging market rents and very low vacancy rates contribute to a lack of affordable housing options and an increase in the number of households on the centralized waitlist for social housing. This adds to the challenge of helping people to transition to stable, permanent housing.

Priority actions

- Open the remaining 1,000 new permanent shelter beds to expand the City's shelter system to address increased demand for homelessness services and better align facilities and programs with client needs.
 - Continue George Street Revitalization to transform Seaton House into a shared facility providing specialized care for vulnerable populations, including a long-term care home, a transitional living facility, an emergency shelter, affordable housing, and a community hub.
 - Develop and implement a Coordinated Access to Housing and Supports System that uses a consistent approach to assess, prioritize and connect people experiencing homelessness to supports and housing.
 - Undertake the 2020 Street Needs Assessment to determine the scope, profile and needs of people experiencing homelessness in Toronto and guide service planning and program development.
 - Develop a Data and Analytics Strategy to guide decisions about how the division collects, uses and manages data. The strategy will lead the division to identify and develop divisional performance measures that support strategic decision making and enhance operational effectiveness.
 - Automate scheduling processes and make key data more visible to staff to support decision-making and optimize methods that align with unit needs, are people-centred and create operational efficiency.
 - Modernization of the Centralized Waiting List for social housing and introduction of a more flexible Choice-Based system for offers to social housing.
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Our key service levels



Provision of 92,200 social and affordable housing units, including 59,000+ TCHC units



Approximately 5,500 shelter beds, 2,000 temporary refugee program beds and up to an average of 600 24-hour respite & drop-in spaces



Services to help people find and maintain housing, including approximately 6,800 housing allowances and 300 households served with existing funding for the EPIC program.

Key service deliverables

- Provide 24-hour accommodation for people experiencing homelessness.
- Provide services and supports to assist vulnerable people to find and maintain housing and to prevent homelessness.
- Provide low-income households with housing benefits to help with the cost of housing
- Administer, support, or oversee a range of housing types where rental or home ownership costs are lower than market rate.
- Meet provincial service level standard of 66,282 Rent-Geared-to-Income (RGI) units.

RECOMMENDATIONS

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

1. City Council approve the 2020 Staff Recommended Operating Budget for Shelter, Support and Housing Administration of \$1.007 billion gross, \$507.4 million net for the following services:

Service:	Gross (\$000s)	Revenue (\$000s)	Net (\$000s)
Homeless and Housing First Solutions	394,296.1	237,338.8	156,957.3
Social Housing System Management	612,890.4	262,408.7	350,481.7
Total Program Budget	1,007,186.5	499,747.6	507,438.9

2. City Council approve the 2020 staff complement for Shelter, Support and Housing Administration of 967.6 positions, comprising 41.0 capital positions and 926.6 operating positions.
3. City Council approve 2020 Staff Recommended Capital Budget for Shelter, Support and Housing Administration with cash flows and future year commitments totalling \$990 million as detailed by the project in Appendix 5a.
4. City Council approve the 2021-2029 Staff Recommended Capital Plan for Shelter, Support and Housing Administration totalling \$1.474 billion in project estimates as detailed by project in Appendix 5b.
5. City Council direct that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2020 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.

Shelter, Support and Housing Administration:

Mary-Anne Bedard
 General Manager
 Tel: (416) 392-7885
 Email: Mary-Anne.Bedard@toronto.ca

Corporate:

Ritu Sadana
 Manager, Financial Planning
 Tel: (416) 395-6449
 Email: Ritu.Sadana@toronto.ca

2020 STAFF RECOMMENDED OPERATING BUDGET

2020 OPERATING BUDGET OVERVIEW

Table 1: 2020 Staff Recommended Operating Budget by Service

(\$000s)	2018 Actual	2019 Projected Actual	2020 Base Budget	2020 New / Enhanced	2020 Staff Rec'd Budget	Change v. 2019 Projected Actual	
By Service	\$	\$	\$	\$	\$	\$	%
Revenues							
Homeless and Housing First Solutions	176,735.7	216,100.8	237,047.3	291.5	237,338.8	21,238.0	9.8%
Social Housing System Management	239,625.3	256,165.8	262,408.7		262,408.7	6,242.9	2.4%
Total Revenues	416,361.0	472,266.6	499,456.0	291.5	499,747.5	27,480.9	5.8%
Expenditures							
Homeless and Housing First Solutions	301,933.8	374,558.3	393,199.1	1,097.0	394,296.1	19,737.8	5.3%
Social Housing System Management	570,123.6	587,304.7	612,890.4	0.0	612,890.4	25,585.7	4.4%
Total Gross Expenditures	872,057.5	961,862.9	1,006,089.4	1,097.0	1,007,186.5	45,323.5	4.7%
Net Expenditures	455,696.4	489,596.3	506,633.4	805.5	507,438.9	17,842.6	3.6%
Approved Positions	886.4	935.4	957.6	10.0	967.6	32.2	3.4%

*2019 Budget and Actuals (based on Q3 2019) adjusted retroactively to remove interdepartmental charges and recoveries.

COSTS TO MAINTAIN EXISTING SERVICES

Total 2020 Base Budget expenditures of \$1.006 billion gross reflecting an increase of \$44.2 million in spending above 2019 projected year-end actuals (prior to enhancements or efficiencies), predominantly arising from:

- Inflationary increases for salaries and benefits, hydro, food, kitchen, janitorial supplies etc.;
- Annualization and 2020 operating impacts of new shelters under the 1,000 Shelter Beds project;
- Increased funding for Toronto Community Housing Corporation consistent with the Tenants First Permanent Funding Model recommendation;
- Increase in housing allowances, fully funded from Ontario Priorities Housing Initiative;
- Social Housing cost factor increase as required by applicable legislation (Housing Services Act);
- Higher Purchase of Service shelter costs to meet increased demand for shelter services including the Refugee Response initiative;
- Increase in approved positions in 2020 base budget is primarily due to the conversion of existing delegated positions to Council approved positions.

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$1.1 million gross, enabling:

- Increase in services for people living outside by hiring additional street outreach workers.
- Additional staffing resources to provide oversight of the contribution agreements signed with housing operators as part of the implementation of the "Housing Now" initiative.

EQUITY IMPACTS OF BUDGET CHANGES

Significant equity impacts: The changes in SSHA's 2020 Operating Budget have high positive equity impacts. The proposals will positively impact access to housing and homelessness services for a range of equity-seeking groups, including immigrants and refugees, people experiencing homelessness, seniors, low-income households, persons with disabilities and youth. The proposed budget will also advance Toronto's HousingTO Plan, Poverty Reduction Strategy and Newcomer Strategy.

2020 STAFF RECOMMENDED OPERATING BUDGET KEY DRIVERS

The 2020 Staff Recommended Operating Budget for SSHA is \$1.007 billion gross or 4.7% higher than the 2019 Projected Actual. Table 2a below summarizes the key cost drivers for the base budget while Table 2c summarizes New and Enhanced requests

Table 2a: 2020 Key Drivers – Base Budget

Key Cost Drivers (\$000)	2018 Actuals	2019 Proj. Actuals	2020 Staff Rec'd Base Budget	Year over Year Changes	
				\$	%
Expenditures					
1 Salaries and Benefits	87,699.2	96,786.8	97,334.7	547.9	0.6%
2 Materials & Supplies	5,223.5	5,519.9	6,251.1	731.2	13.2%
3 Equipment	506.5	582.0	506.1	(75.9)	-13.0%
4 Service and Rent	120,158.5	154,835.9	172,446.4	17,610.5	11.4%
5 Contribution To Capital	2,700.0				
6 Contribution To Reserves	1,371.4	1,668.0	1,668.0	0.0	0.0%
7 Other Expenditures	654,398.4	702,470.3	727,883.1	25,412.8	3.6%
Total Expenditures	872,057.5	961,862.9	1,006,089.4	44,226.5	4.6%
Revenues					
1 Provincial Subsidies	233,581.6	205,077.9	184,494.9	(20,583.0)	-10.0%
2 Federal Subsidies	154,699.8	183,508.3	212,286.7	28,778.4	15.7%
3 User Fees & Donations	12.7	54.5		(54.5)	-100.0%
4 Transfers From Capital	2,212.8	44,010.0	85,683.3	41,673.3	94.7%
5 Other Revenues	25,854.1	39,615.9	16,991.2	(22,624.7)	-57.1%
Total Revenues	416,361.0	472,266.6	499,456.0	27,189.4	5.8%
Net Expenditures	455,696.4	489,596.3	506,633.4	17,037.1	3.5%

*2019 Q3 Proj Actuals and 2018 Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Salaries & Benefits:

- Salaries & Benefits include inflationary increases on existing salaries and addition of new positions.

Materials and Supplies:

- Inflationary impact for hydro, food, kitchen and janitorial supplies for Emergency Shelters.
- Operating impacts of three new shelter programs with 143 beds anticipated in 2020 as part of the 1,000 shelter beds project.

Services and Rent:

- Primarily resulting from the annualization and 2020 operating impacts of shelters planned for 2020 under 1,000 shelters beds project (\$15.3 million) and higher Purchase of Service costs.

Other Expenditures:

- Implementation costs of TCHC's new permanent funding model (\$13.1 million), social housing cost factor increase (\$3.7 million) and increase in housing allowances (\$8 million) fully funded from the Ontario Priorities Housing Initiative.
- An increase of \$24.2 million in Social Housing Capital Projects (provincial time-limited programs).

Provincial Funding Changes:

- Lower provincial revenue primarily due to the completion of Social Housing capital projects under various provincial time-limited programs (\$18.7 million).

Federal Funding Changes:

- The 2020 budget, includes a request of \$76.9 million to the Government of Canada for financial assistance to sustain the Refugee Response program in 2020.
- In 2020, \$6.3 million of the \$17.0 million for the regional refugee response from the Government of Canada will be used to provide financial assistance and flow through to neighbouring municipalities.

Transfer from Capital:

- Implementation costs of a fully funded provincial time-limited program (\$38.1 million), and operating impacts resulting from the delivery of capital projects (\$3.6 million).

Other Revenues:

Lower revenues is mainly due to lower reserve draw in the Affordable Housing Programs attributable to implementation delays (\$15.6 million) as well as the reversal of one-time reserve funding approved in 2019 for the rental of 5800 Yonge Street (\$3 million), technology upgrades at the Central Intake Call Center (\$1.1 million) and the Tenants First program (\$2.2 million).

Table 2c: 2020 Key Drivers – New / Enhanced

New / Enhanced (\$000)	2020				2021 Annualized Gross	Equity Impact
	Revenue	Gross	Net	Positions		
In \$ Thousands						
1		805.5	805.5	8.0	818.0	High
2	291.5	291.5		2.0	301.2	Low
Total New / Enhanced	291.5	1,097.0	805.5	10.0	1,119.2	

Additional Street Outreach Workers

Funding of \$0.805 million gross and net to add 8 Street Outreach workers and \$0.100 million in community grant funding in response to City Council direction in EC7.10 *"Implementation of Coroner's Recommendations from the Faulkner and Chapman Inquests"* adopted on October 2, 2019. EC7.10 directs the City to provide additional resources and funding to expand street outreach during Extreme Cold Weather Alerts by reaching more clients and responding to more concerned citizen calls.

Implementing the "Housing Now" Initiative

Funding of \$0.292 million gross, \$0 net fully funded from the City Building Fund to add 2 temporary Housing Consultant positions for a duration of 3 years to support the implementation of the "Housing Now" initiative per EX1.1 *"Implementing the "Housing Now" Initiative"* adopted by Council On January 30, 2019. The Housing Consultants will provide post-occupancy and administrative expertise to the Housing secretariat to ensure that projects are sustainable and assets remain viable over the term of the 99-year agreements.

Note:

1. For additional information on 2020 key cost drivers refer to [Appendix 1](#) and [Appendix 3](#) for the 2020 Staff Recommended New and Enhanced Service Priorities, respectively.

2021 & 2022 OUTLOOKS**Table 3: 2021 and 2022 Outlooks**

(\$000s)	2019 Projected Actual	2020 Staff Rec'd Budget	2021 Outlook	2022 Outlook
	\$	\$	\$	\$
Revenues	472,266.6	499,747.6	334,647.1	250,495.6
Gross Expenditures	961,862.9	1,007,186.5	940,748.7	898,422.4
Net Expenditures	489,596.3	507,438.9	606,101.6	647,926.8
Approved Positions	854.4	967.6	951.5	945.5

*2019 Q3 Projected Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Key 2021 drivers

Summarize key drivers/changes reflected in outlooks

Impacts of 2020 decisions

- Legislated cost increase for Toronto Community Housing Corporation (TCHC), \$6.0 million.

Salaries and Benefits

- Inflationary salary and benefits increases, \$1.5 million.
- Reversal of temporary capital positions and other adjustments \$3.2 million.

Inflationary Impact

- Increase in Social Housing subsidies, \$5.5 million based on legislated cost increases for social housing providers.

Growth

- Increase in Operating Impact of completed capital projects as well as the delivery of capital projects, \$9.6 million.

Revenue Changes

- Lower federal / provincial revenue from 100% funded programs and Affordable Housing Projects funded from provincial funding/Reserve Funds matched to lower expenditures with no net impact.
- Revenue changes in 2021 also reflects reversal of \$76.9 million in federal funding in 2020 to support the Refugee Response initiative.
- \$6.3 million reversal of one-time funding for the Regional Refugee Response.

Key 2022 drivers

Summarize key drivers/changes reflected in outlooks

Salaries and Benefits

- Inflationary salary and benefits increases, \$1.6 million.

Inflationary Impact

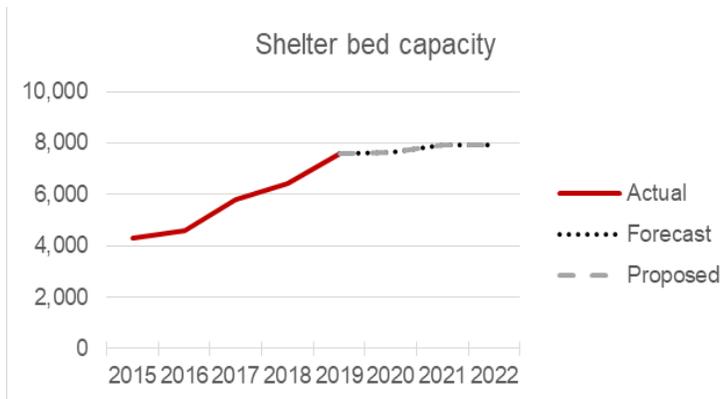
- Legislated cost increase for Toronto Community Housing Corporation (TCHC) \$6.1 million.
- Increase Social Housing subsidies by \$4.7 million.

Revenue Changes

- Decrease in 100% Provincial/Federal funded programs, \$72.2 million and Affordable Housing Projects \$10.5 million to match corresponding decrease in expenditures with no net impact.

How well we are doing

Performance measures



Behind the numbers

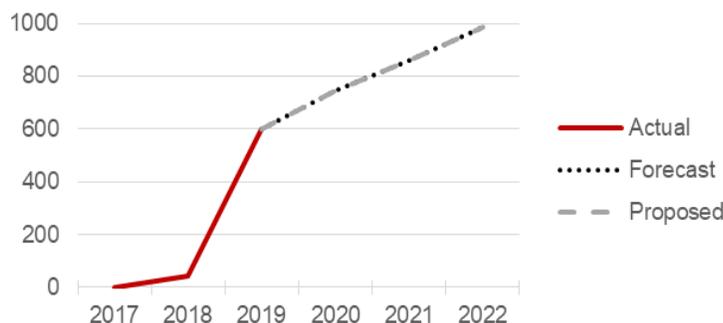
- The City has expanded its shelter capacity by 76% in the last four years, through a combination of temporary sites, new sites, and contracted hotel/motel rooms.
- This represents growth in the number of beds from 4,319 in 2015 to 7,585 in 2019.
- Despite the expansion of shelter beds, Toronto's shelter system continues to operate at full capacity. Demand has grown alongside these increases in capacity.

Surge/overflow average nightly singles spaces



- With shelter and overnight services operating at full capacity, surge spaces accommodate people who are unable to access regular shelter programs.
- These surge spaces had been experiencing increased demand, however, implementation of additional winter services has reduced demand.
- Surge spaces here includes Fort York Residence Extreme Weather beds, Alternative Space Protocol (singles only), and the Streets to Homes Assessment & Referral Centre.

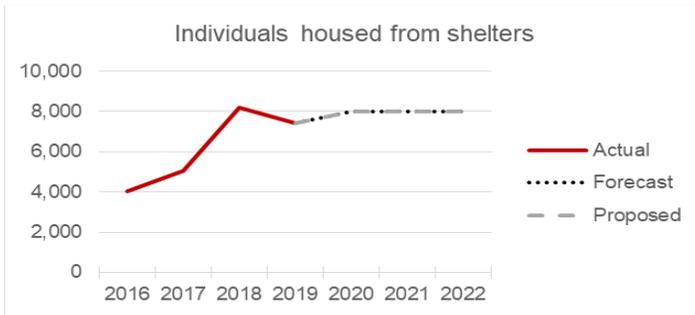
New shelter beds opened (1,000 new beds)



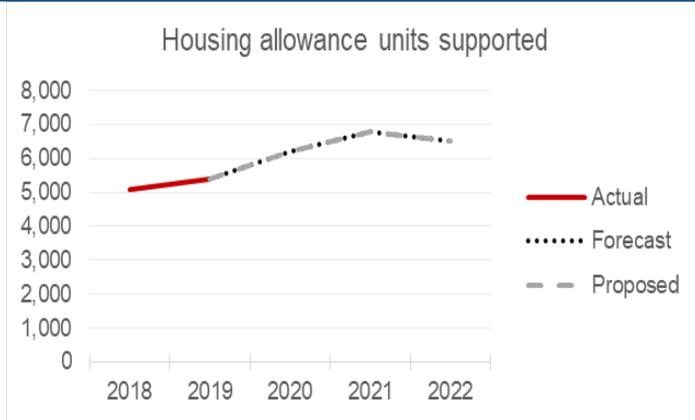
- On February 12, 2018, City Council requested that SSHA expand the city's Shelter System by the addition of 1,000 new shelter beds.
- Sites have been secured for 78% of the 1,000 new beds target.
- By the end of 2019, 600 of the new beds will be operational, 60% of the target.
- Three additional sites with 143 new beds are planned for 2020.

Performance measures

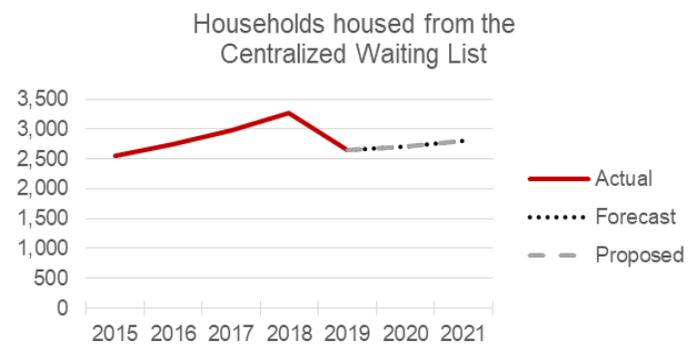
Behind the numbers



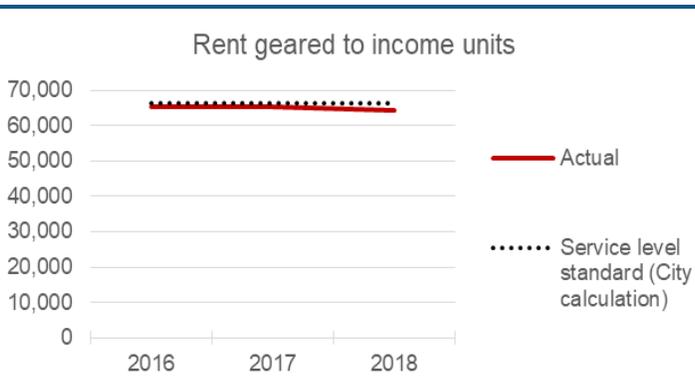
- Toronto saw increasing numbers of people being housed from its shelter system in 2016-2018. This growth is related to the increased number of clients being served by these programs.
- Housing outcomes are expected to level off due to the increasing unaffordability and declining vacancy rates in Toronto's rental housing market. This is despite continued growth in shelter services and increases in housing allowance supports.



- The projected increase in units supported with a housing allowance is due to expansion of the housing allowance program through funding from the Ontario Priorities Housing Initiative (OPHI).
- Total units supported is projected to decline in 2022 as the OPHI funding program expires in March 31, 2022.
- The federal Canada Housing Benefit is also anticipated to create additional housing allowance funding, however, program details are not yet available and are therefore not included in forecast values.



- People in Rent-Geared-to-Income units are staying in their units longer than in past years, resulting in fewer units available to new tenants.
- As well, due to ongoing redevelopment and revitalization work at TCHC buildings fewer units have been available.
- The City is working to better manage vacant units through the offer process.

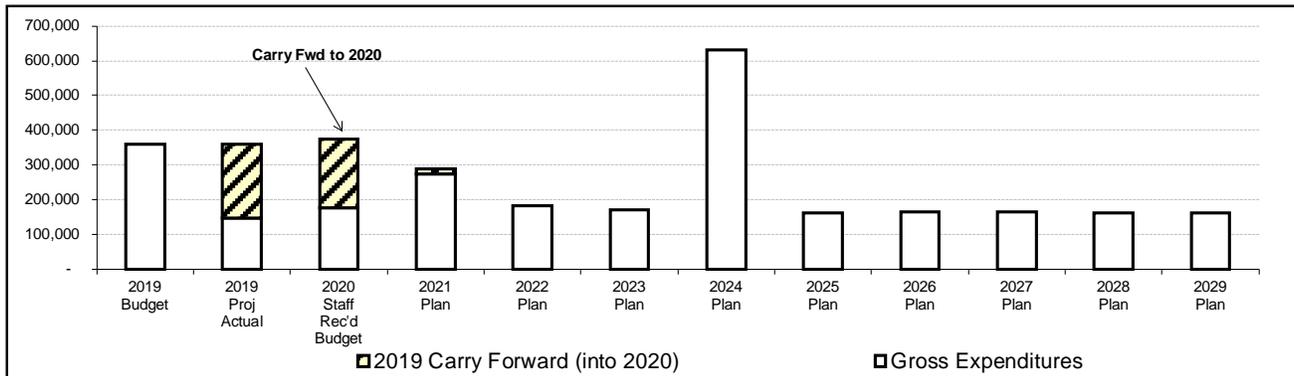


- In 2018 the number of Rent-Geared-to-Income units was 3% below the service level standard required by the Housing Services Act.
- Several initiatives are underway to increase the number of Rent-Geared-to-Income units that the City provides.
- This includes supporting TCHC's vacancy management strategies, increasing targets for mixed-income providers, improving performance management to support housing provider compliance with targets, and securing rent supplement units in new affordable housing developments.

2020 – 2029 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

2020 – 2029 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



Gross Expenditures by Project Category:	2020 Staff Recommended Capital Budget and 2021 - 2029 Capital Plan									
	2019		2020	2021	2022	2023	2024	2020 - 2024	2025-2029	Total 10 Year Plan
	Budget	Projected Actual								
Health & Safety & Legislated	750	600	2,491	2,213	1,865	428	560	7,557	185	7,742
SOGR **	174,050	80,839	244,669	181,062	163,842	163,195	164,929	917,697	815,951	1,733,648
Service Improvement & Growth @	184,351	66,923	126,426	105,209	16,391	7,822	466,551	722,398	-	722,398
Total by Project Category	359,150	148,361	373,587	288,483	182,097	171,446	632,040	1,647,653	816,136	2,463,789
Financing:										
Debt	221,003	106,822	283,081	273,027	182,097	171,446	632,040	1,541,691	816,136	2,357,827
Reserves/Reserve Funds	5,037	1,639	12,244	256				12,501		12,501
Development Charges										
Provincial	133,111	39,900	78,011	15,200				93,211		93,211
Federal										
Debt Recoverable										
Other Revenue			250					250		250
Total Financing	359,150	148,361	373,586	288,483	182,097	171,446	632,040	1,647,653	816,136	2,463,789
** Includes TCHC - SOGR and SHAIIP projects	173,111	79,900	238,011	175,200	160,000	160,000	160,000	893,211	800,000	1,693,211
@ Includes TCHC- Revitalization projects	39,799	8,499	31,300					31,300	-	31,300

Changes to Existing Projects
(\$24.6M)

- George Street Revitalization – Transition = \$24.6M

New Projects
(\$1.640B)

- SSHA- State of Good Repair = \$40.4M ¹
- TCHC- State of Good Repair = \$1.600 billion ²

Capital Needs Constraints
(\$9.0M)

- Swing Space = \$9.0M ³

¹ New funding will support much needed repair and maintenance work at City shelter facilities occasioned by aging facilities, growth in the City Shelter system as informed by the completion of Building Condition Assessments in 2019.

² \$1.6 billion of capital funding from the City, combined with \$1.34 billion of federal funding secured through the National Housing Strategy, allows TCHC to bring its portfolio to a state of good repair and ensures no additional units are closed.

³ For potential swing space measuring 20,000 square feet required to enable staff continue operations during planned facility upgrades.

Note:

For additional information, refer to [Appendix 5](#) for a more detailed listing of the 2020 and 2021-2029 Capital Budget & Plan by project; [Appendix 6](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 7](#) for Capital Needs Constraints, respectively.

2020 – 2029 CAPITAL BUDGET AND PLAN**\$2,463.8 Million 10-Year Gross Capital Program**

				
Aging Infrastructure	New Shelters	Information Technology	Modernization	AODA
\$1,765.0 M 71.6%	\$680.2 M 27.6%	\$6.0 M 0.2%	\$4.9 M 0.2%	\$7.7 M 0.3%
TCHC-State of Good Repair TCHC-Revitalization SSHA-State of Good Repair	George Street Revitalization 1,000 New Shelter Beds Red Door Shelter	Choice Based Housing Access Central Intake Call Centre	Central Intake Relocation and Technology Enhancements	Legislated

How the Capital Program is funded

City of Toronto		Provincial Funding		Federal Funding*
\$2,370.6 M 96%		\$93.2 M 4%		\$0 M 0%
Debt	\$ 2,357.8 M	Grants	\$ 93.2 M	
Recoverable Debt	\$ 0 M			
Reserve Draws	\$ 12.5 M			
Development Charges	\$ 0 M			
Other	\$ 0.3 M			

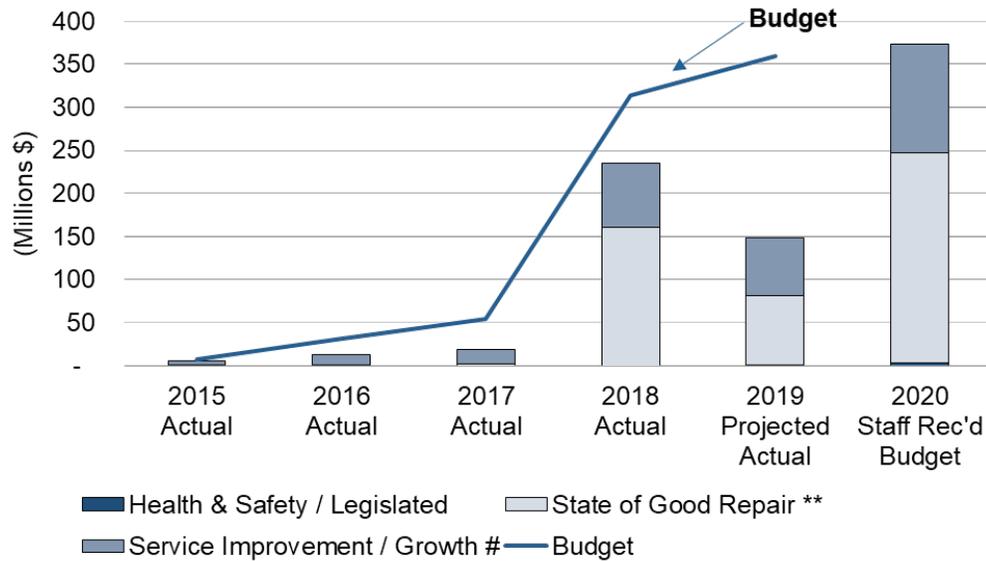
* Federal funding for the National Housing Strategy flow directly to TCHC and is not included in the funding amounts stated above.

CAPACITY TO SPEND REVIEW

The Recommended 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with the SSHA's ability to spend and the markets capacity to deliver.

Key components determining an appropriate level of annual cash flows include historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2019 underspending that will be carried forward into 2020 to complete capital work.

Chart 2 – Capacity to Spend



Category (in \$ Million)	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Projected Actual	2020 Staff Rec'd Budget
Health & Safety / Legislated	-	-	-	-	1	2
State of Good Repair **	1	0	2	161	81	245
Service Improvement / Growth #	5	13	17	75	67	126
Total	6	13	18	235	148	374
% Spent	76%	42%	34%	75%	41%	
** includes TCHC - SOGR				160	80	238
# includes TCHC Revitalization				38	8	31

Capacity to Spend Review Impact on the Recommended 10-Year Plan

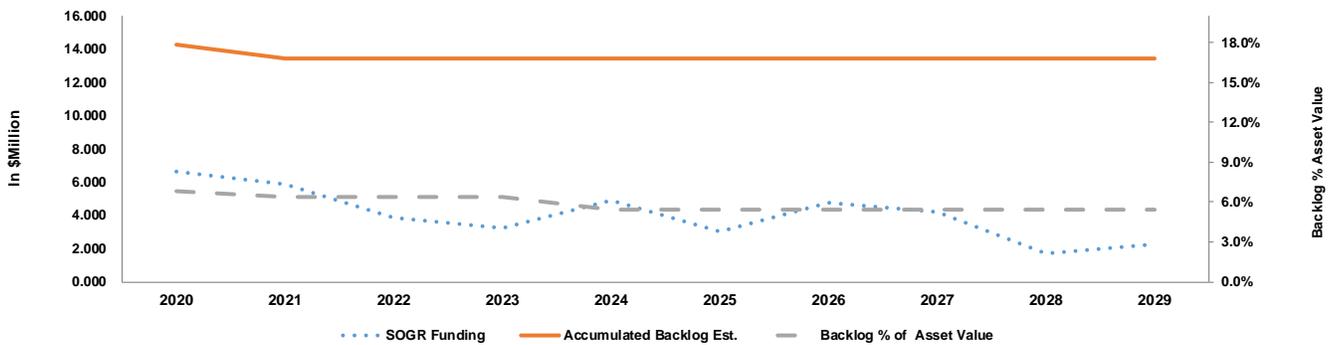
Based on the review of historical capital spending constraints, \$41.9 million in capital spending originally cash flowed in 2020 has been deferred to 2021 or future years. Key adjustments to the Capital Plan are noted below:

- \$28.3 million for 3 new potential sites acquisition under the 1,000 New Shelter beds project, originally planned in year 2020, has been deferred to 2021.
- Following of a review of SSHA's historical spend rate and capacity to spend in 2020, Cashflows of \$13.4 million for SOGR projects have been re-phased to future years to align with anticipated project timelines.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the State of Good Repair funding and accumulated backlog estimates for key asset classes in SSHA:

Chart 3: Total SOGR Funding & Backlog



\$ Million	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
SOGR Funding	6.658	5.862	3.842	3.195	4.929	3.029	4.735	4.198	1.704	2.285
Accumulated Backlog Est.	14.231	13.431	13.431	13.431	13.431	13.431	13.431	13.431	13.431	13.431
Backlog % of Asset Value	6.8%	6.4%	6.4%	6.4%	5.4%	5.4%	5.4%	5.4%	5.4%	5.4%
Total Asset Value	210.172	210.172	210.172	210.172	247.372	247.372	247.372	247.372	247.372	247.372

- State of Good Repair projects worth \$6.658 million identifies immediate work required that is achievable in 2020. As projects advance through the design stage, SSHA is able to accelerate the repair work, wherever feasible.
- Backlog was reset in 2019 using the current Building Condition Assessment data.
- Within the SOGR budget, a \$0.750 million emergency allocation per year has been planned to address unanticipated site conditions and emergencies that occur to prevent overspending.
- Multi-year State of Good Repair funding will help avoid potential loss of beds in a shelter system that is already at capacity. It will also lead to improved living conditions, improved safety, energy efficiency, and improved comfort for clients, staff and visitors.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2020 Capital Budget will impact the 2020 Operating Budget by a total of \$17.78 million net for operation of newly opening George Street Revitalization-Transition sites and 1000 new shelter beds project sites, as shown in Table 4 below.

Table 4: Net Operating Impact Summary
(In \$000's)

Projects	2020 Budget		2021 Plan		2022 Plan		2020 - 2024		2020 - 2029	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
Previously Approved										
<i>GSR-Transition</i>	1,352	4.55	3,758	25.95	256	-	5,575	30.50	5,575	30.50
<i>1000 New Shelter Beds</i>	16,435	3.00	6,225	-	-	-	23,365	3.00	23,365	3.00
<i>Choice Based Housing Access System</i>	-	-	637	-	13	-	677	-	677	-
<i>Central In-take Call Centre</i>	-	6.00	341	(4.00)	47	-	404	2.00	404	2.00
Sub-Total: Previously Approved	17,787	13.55	10,961	21.95	316	-	30,021	35.50	30,021	35.50
Total	17,787	13.55	10,961	21.95	316	-	30,021	35.50	30,021	35.50

- SSHA will also require additional operating funding of \$17.78 million in 2020 to operate newly opening George Street Revitalization-Transition sites and 1,000 new shelter beds project sites.
- Three positions for the 1000 new shelter beds project and six positions for the Central In-take project in 2020 are funded from capital budget.
- Operating impacts of completed capital projects of Choice Based Housing Access system and Central In-take Call Centre will start effective from 2021, that is when these projects have their planned completion.

APPENDICES

Appendix 1

2020 Staff Recommended Operating Budget by Expenditure Category

Category (In \$000s)	2017	2018	2019	2019	2020	2020 Change from 2019	
	Actual	Actual	Budget	Projected Actual *	Total Staff Recommended Budget	Projected Actual	%
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies	192,820.8	233,581.6	311,682.3	205,077.9	184,494.9	(20,583.0)	(10.0%)
Federal Subsidies	141,357.0	154,699.8	184,828.1	183,508.3	212,286.7	28,778.4	15.7%
Other Subsidies							
User Fees & Donations	45.5	12.7		54.5		(54.5)	(100.0%)
Licences & Permits Revenue							
Transfers From Capital	341.8	2,212.8	5,258.1	44,010.0	85,683.3	41,673.3	94.7%
Contribution From Reserves/Reserve Funds	20,986.4	25,522.5	38,864.6	35,635.7	16,418.7	(19,217.0)	(53.9%)
Sundry and Other Revenues	368.2	256.3	2,701.0	3,903.9	525.2	(3,378.7)	(86.5%)
Inter-Divisional Recoveries	35.6	75.3	46.3	76.3	338.8	262.5	344.3%
Total Revenues	355,955.2	416,361.0	543,380.3	472,266.6	499,747.6	27,480.9	5.8%
Salaries and Benefits	74,727.8	87,699.2	89,841.5	96,786.8	98,331.7	1,545.0	1.6%
Materials & Supplies	4,089.9	5,223.5	4,591.5	5,519.9	6,251.1	731.2	13.2%
Equipment	366.9	506.5	371.6	582.0	506.1	(75.9)	(13.0%)
Service and Rent	92,692.1	120,158.5	136,048.6	154,835.9	172,446.4	17,610.5	11.4%
Contribution To Capital		2,700.0					
Contribution To Reserves/Reserve Funds	2,443.4	1,371.4	1,668.0	1,668.0	1,668.0	0.0	0.0%
Other Expenditures	595,186.6	649,832.9	771,204.1	697,151.7	725,011.9	27,860.2	4.0%
Inter-Divisional Charges	2,564.2	4,565.5	2,913.2	5,318.6	2,971.2	(2,347.4)	(44.1%)
Total Gross Expenditures	772,071.1	872,057.5	1,006,638.6	961,862.9	1,007,186.5	45,323.5	4.7%
Net Expenditures	416,115.8	455,696.4	463,258.3	489,596.3	507,438.9	17,842.6	3.6%
Approved Positions	809.4	886.4	935.4	935.4	967.6	32.2	3.4%

* Year-End Projection Based on Q3 2019 Variance Report

** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries

Appendix 2

Summary of 2020 Service Changes

N/A

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Shelter, Support & Housing Administration	Adjustments				2021 Plan Net Change	2022 Plan Net Change	
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions			
20580		Additional Street Outreach Workers as mandated by inquests' report							
72	Positive	Description: Funding of \$0.805 million gross and net to add 8 Street Outreach workers and \$0.100 million in community grant funding in response to City Council direction in EC7.10 "Implementation of Coroner's Recommendations from the Faulkner and Chapman Inquests" adopted on October 2, 2019.							
		Service Level Impact: EC7.10 directs the City to provide additional resources and funding to expand street outreach during Extreme Cold Weather Alerts by reaching more clients and responding to more concerned citizen calls. The additional positions and community funding will also allow for a more transparent and comprehensive financial impact of the work done by Street-to-Homes outreach teams during winter months especially when Extreme Cold Weather Alerts are called to address clients who live and sleep outdoors.							
		Equity Statement: The SSHA HIPS Streets to Homes Outreach Extreme Cold Weather Alert budget proposal's overall equity impact is high positive. Low income residents' and Indigenous peoples' access to affordable housing, access to shelters and safety & security will be positively impacted. Streets to Homes engages people experiencing homelessness who are sleeping outdoors, with a focus on establishing supportive relationships as a first step to addressing their immediate health and safety needs and providing supports to move into housing. Having additional outreach staff will allow for service levels to improve and for staff to make contact with more individuals during extreme cold weather alerts. In particular, this proposal will have a positive impact on Indigenous people experiencing outdoor homelessness. The 2018 Street Needs Assessment found that 38% of those experiencing outdoor homelessness were Indigenous.							
		Service: Homeless and Housing First Solutions							
		Total Staff Recommended Changes:	805.5	0.0	805.5	8.00	12.5	13.8	
		Staff Recommended New/Enhanced Services:	805.5	0.0	805.5	8.00	12.5	13.8	

Appendix 3

Summary of 2020 New / Enhanced Service Priorities Included in Budget

Form ID		Community and Social Services Program - Shelter, Support & Housing Administration	Adjustments				2021 Plan Net Change	2022 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

20743	Implementing the "Housing Now" Initiative						
72	Positive	Description:					

Funding of \$0.292 million gross, \$0 net fully funded from the City Building Fund to add 2 temporary Housing Consultant positions for a duration of 3 years to support the implementation of the "Housing Now" initiative per EX1.1 "Implementing the "Housing Now" Initiative" adopted by Council on January 30, 2019.

Service Level Impact:

The Housing Consultants will provide post-occupancy and administrative expertise to the Housing secretariat to ensure that projects are sustainable and assets remain viable over the term of the 99-year agreements.

Equity Statement:

The Implementing the Housing Now Initiative budget proposal's overall equity impact is low positive. Low income residents' access to affordable housing will be positively impacted. The Housing Now Initiative may provide up to 3,700 units of affordable housing with rents set at 80% of Toronto's average market rent, as well as an additional 3,700 units of rental housing at the market rent. This funding is for two staff positions at Shelter, Support and Housing Administration to implement the Housing Now Initiative. These positions will ensure that the Housing Now Initiative creates affordable housing opportunities for low income residents that SSHA serves.

Service: Homeless and Housing First Solutions

Total Staff Recommended Changes:	291.5	291.5	0.0	2.00	0.0	0.0
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Staff Recommended New/Enhanced Services:	291.5	291.5	0.0	2.00	0.0	0.0
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Summary:

Staff Recommended New / Enhanced Services:	1,097.0	291.5	805.5	10.00	12.5	13.8
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Appendix 4

Summary of 2020 New / Enhanced Service Priorities Not Included in Budget

New / Enhanced Service Description (in \$000s)	2020 Total			Incremental Change			
	\$	\$	Position	2021 Plan		2022 Plan	
	Gross	Net	#	Net	Pos.	Net	Pos.
Referred to Budget Process:							
Expansion of the Eviction Prevention in the Community (EPIC) Program	2,155.9	2,155.9	5.0	51.3		54.3	
Sub-Total Referred to Budget Process	2,155.9	2,155.9	5.0	51.3		54.3	
Total New Service Priorities							
Total 2020 New / Enhanced Services	2,155.9	2,155.9	5.0	51.3		54.3	

Appendix 5

2020 Capital Budget; 2021 - 2029 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2020 Budget	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2020 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
HS001	AODA	2,491	2,213	1,865	428	560	185					7,742	7,742		
HS002	SOGR-SSHA	6,658	5,862	3,842	3,195	4,929	3,029	4,735	4,198	1,704	2,285	40,437		40,437	
HS003	GSR-(Main + Transition)	36,131	24,185	7,643	7,822	466,551						542,332			542,332
HS004	1000 New Shelter Beds	41,570	80,767	8,747								131,084			131,084
HS005	Choice Based Housing Access System	4,574	133									4,707			4,707
HS006	Central In-take Call Centre	1,142	123									1,265			1,265
HS007	Shelter Acquisition- Red Door	6,779										6,779			6,779
HS008	625 Church St.- Modernization	4,931										4,931			4,931
	SSHA Capital projects sub-total	104,276	113,283	22,097	11,446	472,040	3,214	4,735	4,198	1,704	2,285	739,278	7,742	40,437	691,098
HS009	TCHC-SOGR	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,600,000		1,600,000	
HS010	TCHC-SHAIP	78,011	15,200									93,211		93,211	
HS011	TCHC- Revitalization	31,300										31,300			31,300
	TCHC Capital projects sub-total	269,311	175,200	160,000	1,724,511		1,693,211	31,300							
	Total Expenditures (including carry forward from 2019)	373,587	288,483	182,097	171,446	632,040	163,214	164,735	164,198	161,704	162,285	2,463,789	7,742	1,733,648	722,398

Appendix 5a

2020 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total 2020 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
HS001	AODA	2,491	2,213	1,865	428	560	185					7,742	7,742		
HS002	SOG-SSHA	6,658										6,658			6,658
HS003	GSR-(Main + Transition)	36,131	24,185	7,643	7,822	466,551						542,332	517,741	24,591	
HS004	1000 New Shelter Beds	41,570	80,767	8,747								131,084	131,084		
HS005	Choice Based Housing Access System	4,574	133									4,707	4,707		
HS006	Central In-take Call Centre	1,142	123									1,265	1,265		
HS007	Shelter Acquisition- Red Door	6,779										6,779	6,779		
HS008	625 Church St.- Modernization	4,931										4,931			4,931
	SSHA Capital projects sub-total	104,276	107,421	18,256	8,251	467,111	185					705,499	669,319	24,591	11,589
HS009	TCHC-SOGR	160,000										160,000			160,000
HS010	TCHC-SHAIP	78,011	15,200									93,211	93,211		
HS011	TCHC- Revitalization	31,300										31,300	31,300		
	TCHC Capital projects sub-total	269,311	15,200									284,511	124,511		160,000
	Total Expenditure (including carry forward from 2019)	373,587	122,621	18,256	8,251	467,111	185					990,010	793,830	24,591	171,589

The 2020 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2020 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2020 to begin, continue or complete capital work. This approval will enable Shelter, Support and Housing Administration and TCHC begin work and/or commit funding for expenses that may not be incurred until 2021 or future years.

Appendix 5b

2021 - 2029 Capital Plan

Project Code	(In \$000s)	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2021 - 2029 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
<i>HS002</i>	<i>SOGR-SSHA</i>	5,862	3,842	3,195	4,929	3,029	4,735	4,198	1,704	2,285	33,779		33,779	
	SSHA Capital projects sub-total	5,862	3,842	3,195	4,929	3,029	4,735	4,198	1,704	2,285	33,779		33,779	
<i>HS009</i>	<i>TCHC-SOGR</i>	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,440,000		1,440,000	
	TCHC Capital projects sub-total	160,000	1,440,000		1,440,000									
	Total Expenditures (including carry forward from 2019)	165,862	163,842	163,195	164,929	163,029	164,735	164,198	161,704	162,285	1,473,779		1,473,779	

Appendix 6

Reporting on Major Capital Projects: Status Update

Division/Project name	2019 Cash Flow			Total Project Cost		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised		
Shelter, Support & Housing Administration											
George Street Revitalization	53,578	22,364	29,345	566,127	40,881	Significant Delay	Jan-16	Dec-23	Dec-24	®	®
Comments:	City Council on December 15, 2016, authorized three contracts, duration terms for all being January 1, 2017 to June 30, 2018: PRISM as Owner's Representative, Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and Infrastructure Ontario as Alternative Financing and Procurement (AFP) advisors, to ensure ongoing progress for GSR and in particular the development of Project Specific Output Specifications (PSOS). The project is also proceeding to secure suitable sites for transition of Seaton House residents, as directed by Council. Note: In July 2016 Council approved a Design Build Finance alternative procurement model.										
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. 5 sites have been identified thus far and 2 sites will be 100% completed in 2019. Spending has accelerated as construction at the 2 sites progresses (1 site opened during April 2019 and the second site is opening in Q4 2019). The GSR Main sub-project has been delayed due to on-going discussions between the City of Toronto and Infrastructure Ontario regarding the go-forward approach for procurement and delivery of the GSR project. A Memorandum of Understanding has since been signed between the City and Infrastructure Ontario. The new timelines noted above reflect an updated milestone schedule received from Infrastructure Ontario in August 2019.										
Addition of 1000 New Shelter Beds	76,935	8,248	18,437	166,708	25,435	Significant Delay	Jan-18	Dec-20	Dec-22	®	®
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far three sites have been purchased and one site has been leased. 3 sites are presently open and one site is under renovation. Further, 2 new sites are being pursued. Additional sites need to be identified by Facilities to reach the goal of 1000 beds.										
Explanation for Delay:	The process for citing shelters is underway with Real Estate locating potential sites. Facilities has awarded a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites. Construction / renovation work, after award of contracts, for new one site has begun and is anticipated to be completed in 2020. The project is expected to extend until December 2022 as a result of complexities experienced in both the acquisition and construction phases of the project life cycle. Issues such as the development of sites that are dependent upon the completion of another, and the development of a site that is in partnership with another City division, are examples that have contributed to this extended timeline.										

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

Appendix 7

Summary of Capital Needs Constraints

(In \$ Millions)

Project Description	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)					
				2020	2021	2022	2023	2024	2025 - 2029
<i>Swing Space (20,000 sqft.)</i>	9.000		9.000	1.800	7.200				
Total	9.000		9.000	1.800	7.200				

- In addition to the Recommended 10-Year Capital Plan of \$2,463.8 million, staff have also identified \$9.0 million in capital needs constraints for SSHA for a potential swing space measuring approximately 20,000 square feet, as reflected in the table above.

Appendix 8

N/A

Appendix 9

Inflows and Outflows to/from Reserves and Reserve Funds

2020 Operating Budget

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		27,271.2	14,413.9	9,841.4	8,859.4
Social Housing Stabilization Reserve	XQ1106				
<i>Withdrawals (-)</i>					
<i>Operating</i>		(11,323.6)	(670.9)	(725.6)	(743.7)
<i>Capital</i>		(1,533.7)	(3,901.6)	(256.5)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		14,413.9	9,841.4	8,859.4	8,115.7
Balance at Year-End		14,413.9	9,841.4	8,859.4	8,115.7

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		6,653.3	4,303.3	2,153.3	1,003.3
Housing Allowance Reserve	XQ1112				
<i>Withdrawals (-)</i>					
<i>Operating</i>		(2,350.0)	(2,150.0)	(1,150.0)	
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		4,303.3	2,153.3	1,003.3	1,003.3
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		4,303.3	2,153.3	1,003.3	1,003.3

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance		15,668.9	15,594.2	12,829.9	12,425.9
Social Housing Federal	XR2105				
<i>Withdrawals (-)</i>					
<i>Operating</i>		(1,207.7)	(2,764.3)	(404.0)	
<i>Capital</i>		1,133.0			
<i>Contributions (+)</i>					
Total Reserve / Reserve Fund Draws / Contributions		15,594.2	12,829.9	12,425.9	12,425.9
Other Program / Agency Net Withdrawals & Contributions					
Balance at Year-End		15,594.2	12,829.9	12,425.9	12,425.9

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			57,990.7	40,677.9	37,715.9
Dev Charges - Subsidized Housing	XR2116	74,287.0			
<i>Withdrawals (-)**</i>		(38,000.3)	(46,944.8)	(35,671.0)	(21,275.1)
<i>Contributions (+)***</i>		21,704.0	29,632.0	32,709.0	32,709.0
Total Reserve / Reserve Fund Draws / Contributions		57,990.7	40,677.9	37,715.9	49,149.8
Balance at Year-End		57,990.7	40,677.9	37,715.9	49,149.8

*As of Nov 27

**Projected withdrawals, there will be additional future-year, Council-approved expenditures

***Revenue estimates are for capital planning purposes only. Actual revenues may differ from forecast depending on the amount, type and timing of

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2019 *	Withdrawals (-) / Contributions (+)		
			2020	2021	2022
		\$	\$	\$	\$
Beginning Balance			24,528.4	12,989.0	12,485.0
Capital Revolving Reserve Fund	XR1058	12,545.2			
<i>Withdrawals (-)</i>		(16,537.5)	(11,040.4)	(5.0)	
<i>Contributions (+)</i>		29,019.7			
Total Reserve / Reserve Fund Draws / Contributions		25,027.4	13,488.0	12,984.0	12,485.0
Other Program / Agency Net Withdrawals & Contributions		(499.0)	(499.0)	(499.0)	
Balance at Year-End		24,528.4	12,989.0	12,485.0	12,485.0

*As of Nov 27

**There will be additional future-year, Council-approved expenditures and other revenue, including loan repayments, interest and Section 36

Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		85.6	94.2	102.7
Vehicle Res- Shelter Sup & Housing Admin	XQ1100			
<i>Withdrawals (-)</i>				
Shelter, Support & Housing Administration		-	-	-
Total Withdrawals		-	-	-
<i>Contributions (+)</i>				
Shelter, Support & Housing Administration		8.6	8.6	8.6
Total Contributions		8.6	8.6	8.6
Total Reserve / Reserve Fund Draws / Contributions		8.6	8.6	8.6
Balance at Year-End		94.2	102.7	111.3

* Based on 9-month 2019 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		25,183.1	16,736.2	8,289.3
Sick Leave Reserve Fund	XR1007			
<i>Withdrawals (-)</i>				
Shelter, Support & Housing Administration		-	-	-
Other Division/Agency Withdrawals		(48,960.3)	(48,960.3)	(48,960.3)
Total Withdrawals		(48,960.3)	(48,960.3)	(48,960.3)
<i>Contributions (+)</i>				
Shelter, Support & Housing Administration		55.5	55.5	55.5
Other Division/Agency Contributions		40,457.9	40,457.9	40,457.9
Total Contributions		40,513.4	40,513.4	40,513.4
Total Reserve / Reserve Fund Draws / Contributions		(8,446.9)	(8,446.9)	(8,446.9)
Balance at Year-End		16,736.2	8,289.3	(157.6)

* Based on 9-month 2019 Reserve Fund Variance Report, this does not take into account the interest earned on the fund.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Withdrawals (-) / Contributions (+)		
		2020	2021	2022
		\$	\$	\$
Beginning Balance *		29,462.4	26,435.4	23,282.9
Insurance Reserve Fund	XR1010			
<i>Withdrawals (-)</i>				
Shelter, Support & Housing Administration		-	-	-
Other Division/Agency Withdrawals		(65,835.2)	(65,966.2)	(65,970.8)
Total Withdrawals		(65,835.2)	(65,966.2)	(65,970.8)
<i>Contributions (+)</i>				
Shelter, Support & Housing Administration		1,604.0	1,604.0	1,604.0
Other Division/Agency Contributions		61,204.2	61,209.8	61,219.0
Total Contributions		62,808.2	62,813.7	62,823.0
Total Reserve / Reserve Fund Draws / Contributions		(3,027.0)	(3,152.5)	(3,147.9)
Balance at Year-End		26,435.4	23,282.9	20,135.1

* Based on 9-month 2019 Reserve Fund Variance Report, this does not take into account the interest earned on the fund.

Inflows and Outflows to/from Reserves and Reserve Funds

2020 – 2029 Capital Budget and Plan

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

N/A

Appendix 10

Glossary of Terms

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Affordable Housing Program: Provides housing units where rental or home ownership costs are lower than market rates. It can be developed and operated by either non-profit housing providers or private sector housing providers.

Affordable Rental Housing Program: Provides capital funding for development of rental units where rent is set at or below average market rate by the number of bedrooms, as measured by the Canada Mortgage and Housing Corporation. Rent is calculated based on the unit and not on the household's income. Units may be operated by either non-profit housing providers or private sector housing providers.

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Central Intake: Provides 24/7 telephone-based service that offers referrals to emergency shelter programs and other overnight accommodation, as well as information about other housing stability services.

Centralized Waiting List: The centralized application and waiting list for rent-geared-to-income housing provided by City-funded and administered social housing providers, including the Toronto Community Housing Corporation, as well as more than 200 other non-profit and cooperative housing providers.

Co-operative Housing: Social housing where members of the co-operative (co-op) corporation own the building. Members elect from amongst themselves a board of directors who are responsible for overseeing the management of the building. There is generally a mix of rent-geared-to-income and market rent units within the building. Co-ops are subject to rules in the Co-operative Corporations Act and are not considered to be landlords and therefore are not subject to the Residential Tenancies Act.

Coordinated Access to Housing & Supports: A consistent approach to assessing, prioritizing, and connecting people experiencing homelessness to housing and supports. The system prioritizes access to housing and supports based on a set of criteria and a common assessment tool, and matches high priority clients with available housing and support opportunities.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Drop-in Services: Provide daytime locations that offer access to a range of services which may include food, showers, laundry facilities, health services, information and referrals, and social and recreational activities. Services are provided in a welcoming, safe, and non-stigmatizing environment. Drop-in services operate year-round.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

Emergency Shelter Program: A homeless shelter program that can be accessed by any individual or family experiencing homelessness with or without a referral.

Eviction Prevention in the Community (EPIC) Program: Provides eviction prevention and shelter diversion services to eligible tenants facing imminent risk of eviction. Operates outside of regular business hours and offers mobile services to meet the client where they are at. A referral is required.

Fixed Rate Rent Supplement Program: A rent supplement program that provides a fixed monthly subsidy to eligible households in the private market or through non-profit housing providers. Funding is provided to non-profit housing

providers or to private market landlords through community agencies. Households do not have to be on the Centralized Waiting List.

Follow-up Supports Program: Provides housing support services to people who have exited homelessness and moved into scattered site housing units, usually in the private rental market. Services are linked to the tenant rather than the unit and can move with the tenant.

Housing Allowance: A fixed-amount housing benefit provided directly to eligible households, usually in the private rental market. It is tied to the household (portable), so it moves where they move. The benefit is intended to ease the household's financial burden but may not completely cover the gap between an affordable rent (defined as 30% of gross household income) and the market rent.

Housing First: An approach to addressing homelessness that focuses on helping people to find permanent housing as quickly as possible, with the supports they need to maintain it. The underlying philosophy of Housing First is that people are more successful in moving forward with their lives if they have housing first. Housing First principles include rapid access to housing with no housing readiness requirements, client choice, strengths based and client-centred supports, and a focus on community integration.

Housing Stability Service System: The full range of housing and homelessness services administered by Shelter, Support and Housing Administration that are intended to address homelessness and increase housing stability for vulnerable residents.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority.

Rent Supplement: A housing benefit provided directly to landlords for eligible households living in a specific housing unit. It is tied to the unit (non-portable).

Rent Geared to Income (RGI): A housing benefit where rent is based directly on the household's income so that they pay no more than 30% of their gross (before-tax) monthly household income towards rent. Rent charges for households receiving social assistance are set by the Ontario government.

Social and Affordable Housing: A range of housing types where rental or home ownership costs are lower than market rates.

Staff Recommended Operating / Capital Budget: An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes.

Street Outreach Services: Engage people experiencing homelessness who are sleeping outdoors, with a focus on establishing supportive relationships as a first step to addressing their immediate health and safety needs and providing supports to move into housing. Operate year-round throughout the city as part of the Streets to Homes Program.

Streets to Homes (S2H) Program: Provides street outreach services and housing follow-up supports to assist people who are sleeping outdoors or who are street-involved to find and keep housing.

Tax Supported Budget: Budget funded by property taxes.

Toronto Community Housing Corporation (TCHC): Toronto's largest social housing provider, overseen by the City of Toronto as sole shareholder and managed by a Board of Directors. TCHC is Toronto's Local Housing Corporation. The majority of TCHC tenants pay rent-geared-to-income (RGI).

Transitional Housing: Social housing provided for four years or less to people who need some structure, support and skill building as they move from homelessness to permanent housing.

Transitional Shelter Program: A homeless shelter program that provides required, specialized programming and can be accessed by eligible individuals and families experiencing homelessness by referral only.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

Value Based Outcome Review (VBOR): The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

Warming Centre: Provides immediate safe indoor space for people during extreme cold weather alerts. Facilities vary, but often include City of Toronto buildings or community recreation centres. Services vary, depending on the facility, and may include at a minimum resting spaces, snacks, and referrals to emergency shelter. An allied shelter service that operates on a 24/7 basis for the duration of an extreme cold weather alert.

24-Hour Respite Site: A site that operates 24/7 and provides essential services to individuals experiencing homelessness in an environment that prioritized ease of access to safe indoor space. Services provided include resting spaces, meals and service referrals.

24-Hour Women's Drop-in: A type of 24-Hour Respite Site that provides services to women and transgender or gender-non-binary people who are experiencing homelessness.