

2022 Budget Notes

Shelter, Support and Housing Administration

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

SSHA is responsible for managing a coordinated and effective system of homelessness and housing services, working from Housing First and human rights approaches and with a focus on the people we serve.

Toronto's homelessness service system provides immediate, housing-focused, person-centred services for people experiencing homelessness, and consists of emergency shelters, 24-hour respite sites, 24-hour drop-ins, temporary COVID-19 response programs, street outreach services, and day-time drop-ins.

SSHA also manages the 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, housing 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. We continue to build and strengthen a responsive homelessness service delivery system which uses an integrated and person-centred approach to address homelessness. These priorities will advance our shared goal of ending chronic homelessness in Toronto.

Outcomes:

- People experiencing homelessness in Toronto have access to safe, high quality emergency shelters that offer housing-focused supports
- The experience of homelessness in Toronto is rare, brief and non-recurring
- Low-income households have access to housing benefit programs that provide affordability and stability

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

Shelter, Support & Housing Administration

Mina, Fayez-Bahgat

Director, Program Support

Tel: (416) 397-4161

Email: Mina.Fayez-Bahgat@toronto.ca

Corporate:

Ritu, Sadana

Manager, Financial Planning

Tel: (416) 395-6449

Email: Ritu.Sadana@toronto.ca

What Service We Provide

Service 1 Homelessness and Housing First Solutions

Who We Serve: People experiencing homelessness

What We Deliver:

- Safe and welcoming emergency shelter and overnight services for those in housing crisis
- Street outreach services for people staying outdoors, with a focus on establishing supportive relationships to address immediate health and safety needs and provide supports to move into shelter and housing
- Supports for people experiencing homelessness to develop a housing plan and to access housing and stabilization supports
- Navigation and referrals to appropriate community and health services

How Much Resources (gross 2022 operating budget): \$689.7M

Service 2 Social Housing System Management

Who We Serve: Tenants/members and applicants

What We Deliver:

- Service system management including funding and oversight of 250 housing providers
- 92,200 social and affordable housing units, including 59,000+ units within Toronto Community Housing Corporation
- Operation of the Centralized Waiting List
- Provision of over 6,600 housing allowances

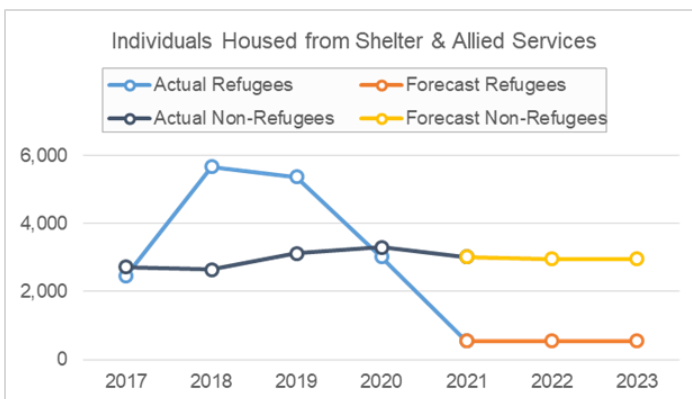
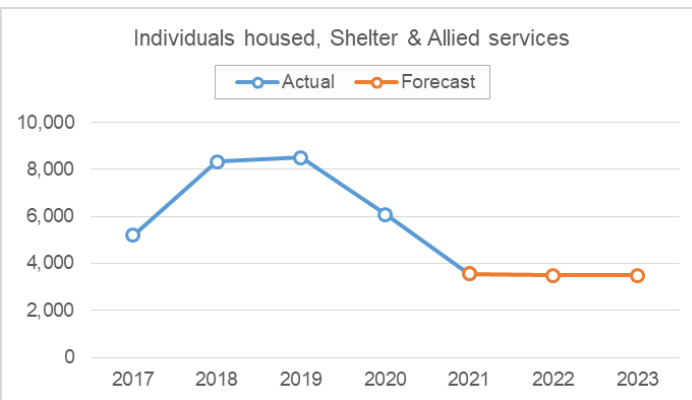
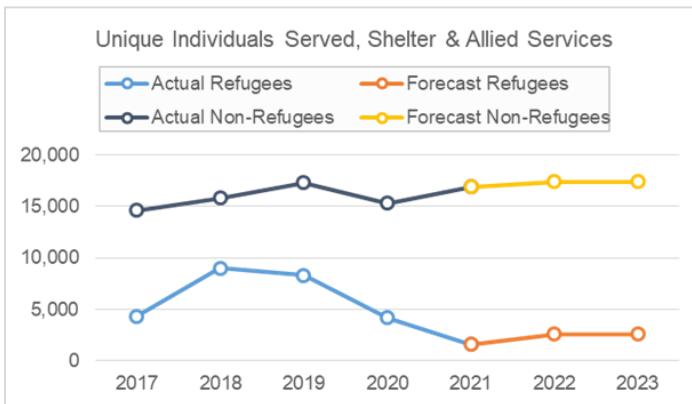
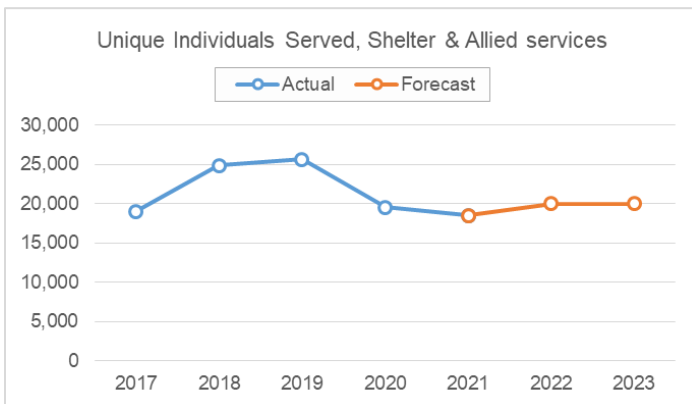
How Much Resources (gross 2022 operating budget): \$562.8M

Budget at a Glance

| 2022 OPERATING BUDGET | | | |
|-----------------------|-------------|-------------|-------------|
| <u>\$Million</u> | <u>2022</u> | <u>2023</u> | <u>2024</u> |
| Revenues | \$393.4 | \$340.4 | \$332.1 |
| Gross Expenditures | \$1,252.5 | \$997.1 | \$1,016.8 |
| Net Expenditures | \$859.1 | \$656.7 | \$684.7 |

| 2022 - 2031 10-YEAR CAPITAL PLAN | | | |
|---|-------------|------------------|--------------|
| <u>\$Million</u> | <u>2022</u> | <u>2023-2031</u> | <u>Total</u> |
| Gross Expenditures | \$206.1 | \$2,133.8 | \$2,339.9 |
| Debt | \$141.0 | \$1,469.4 | \$1,610.4 |
| Note: Includes 2021 carry-forward funding | | | |

How Well We Are Doing – Behind the Numbers



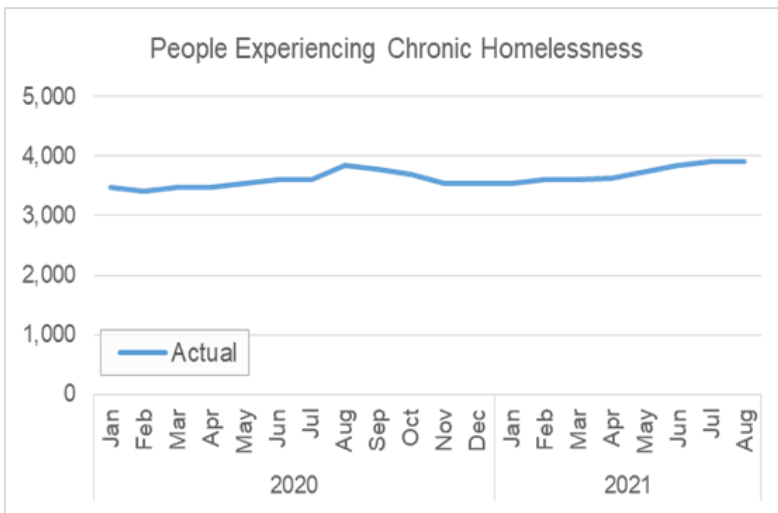
As a result of the COVID-19 pandemic, there have been significant changes in trends for overnight service use. The closure of Canada’s borders has reduced new arrivals by refugee claimants dramatically. At the same time, the shelter system was significantly transformed through operation of 26 temporary shelter sites to achieve physical distancing in existing shelters and create space for people to move from encampments. Demand for homelessness services remains high.

In 2021, the continuation of the pandemic has meant trends observed in 2020 have also continued and demand for singles spaces remains very high. In Q3 2021, the number of refugees seeking shelter has started to increase compared to Q1 2021, and this pressure is anticipated to continue to grow in 2022 with the re-opening of the border.

This data shows the number of people recorded as discharged to housing from a shelter program. SSHA continues to make enhancements to its data systems to improve the comprehensiveness of this data going forward.

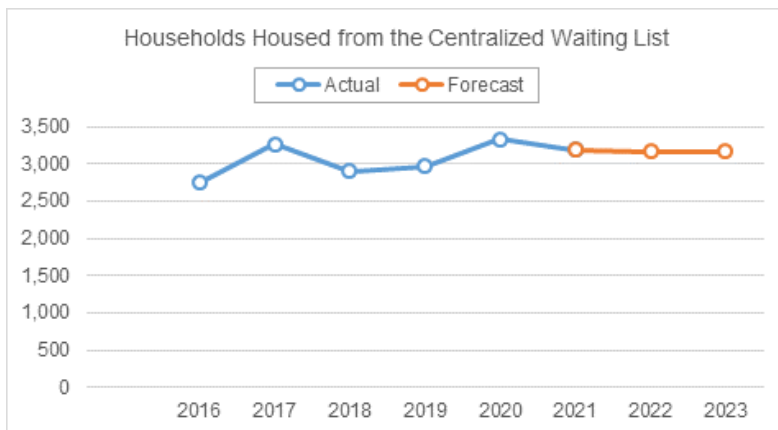
While the total number of people housed from shelter and allied services has decreased over the last two years, this primarily reflects the reduced number of total people using shelter because of a decrease in the number of families with larger household size. The proportion of non-refugees housed has remained relatively consistent, despite an increasingly challenging housing market, due to implementation of programs and housing benefits to assist people to find housing.

How Well We Are Doing – Behind the Numbers

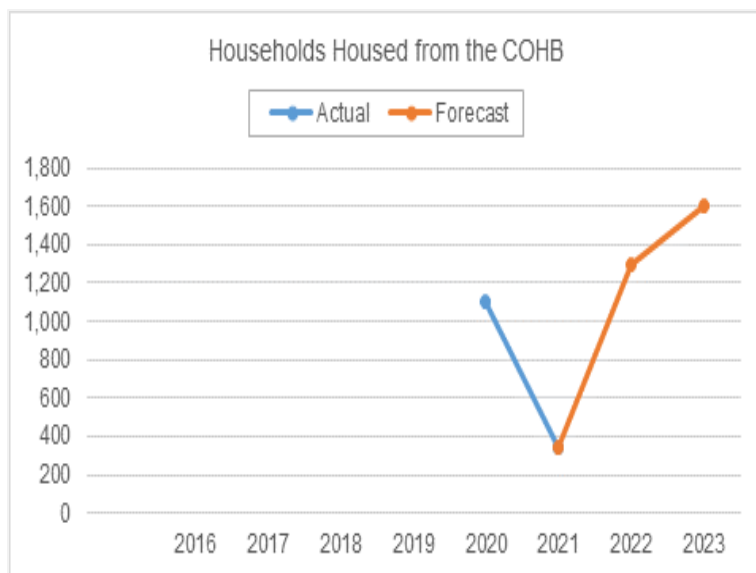


This metric, part of the City’s shelter system flow data, identifies the number of people using the City of Toronto shelter system each month who meet the federal government definition of chronic homelessness.

Since the beginning of 2020, the number of people experiencing chronic homelessness in Toronto’s shelter system has increased by approximately 500 people. This is because, despite targeted efforts to support chronically homeless individuals to move to housing, the number of people passing the threshold to become chronically homeless each month typically outpaces the number of people who exit chronic homelessness for housing, demonstrating the need for increased affordable housing with support opportunities to reverse this trend.



This measure includes households who have been housed from the Centralized Waiting List (CWL) for Rent-Geared-to-Income (RGI) housing. CWL housing offers have increased from 2020 and are aligned with pre-pandemic housing outcomes. The introduction of the Choice-Based Housing offer process as well as the Single Offer Rule legislation will be monitored for any significant impacts on overall housing outcomes in 2022 and 2023.



This measure includes households who have obtained a Canada-Ontario Housing Benefit (COHB), a housing benefit to help people to exit homelessness and improve housing stability. The introduction of the COHB in 2020 allowed for 1,100 additional households to be housed from the Centralized Waiting List (CWL). COHB funding made available in 2021 assisted a total of 300 households. Based on confirmed funding in 2022 and anticipated funding in 2023, the number of households housed by COHB will increase to 1300 and 1600 respectively.

How Well We Are Doing - Population Outputs

| Service | Measure | 2019 | 2020 | 2021 | 2021 | 2022 | 2023 |
|---|---|--------|--------|------------|-------------------|------------|------------|
| | | Actual | Actual | Projection | Projected Actuals | Projection | Projection |
| Homelessness and Housing First Solutions | Unique individuals served with overnight shelter and/or allied services | 25,596 | 19,508 | 24,000* | 18,500 | 20,000 | 20,000 |
| Homelessness and Housing First Solutions | Individuals housed from overnight shelter and allied services | 8,500 | 6,094 | 7,500* | 3,560 | 3,500 | 3,500 |
| Social Housing System Management | Households housed from the Centralized Waiting List | 2,966 | 3,328 | 2,500 | 2,900 | 2,750 | 2,750 |
| Social Housing System Management | Households housed with a Housing Allowance | 1,291 | 1,555 | 1,440 | 688 | 1,528 | 420 |

Notes:

*2021 target was set anticipating potential end to border restrictions and reduced pandemic impact

How Well We Are Doing - Homelessness Outputs

| Service | Measure | 2019 | 2020 | 2021 | 2021 | 2022 | 2023 |
|--------------------------|---|--------|--------|------------|-------------------|------------|------------|
| | | Actual | Actual | Projection | Projected Actuals | Projection | Projection |
| Homeless & Housing First | # of Shelter Beds - DOS | 1,787 | 1,667 | 1,397 | 1,376 | 1,441 | 1,441 |
| Homeless & Housing First | # of Beds - POS | 3,111 | 3,192 | 3,169 | 1,502 | 2,009 | 3,168 |
| Homeless & Housing First | Shelter Expansion Initiative - # of Beds | 300 | 30 | 200 | 239 | - | - |
| Homeless & Housing First | Refugee Claimant Response - # Beds | 2,487 | 1,782 | 2,036 | 588 | 2,036 | 2,036 |
| Homeless & Housing First | Winter Respite Services - # of Spaces Provided | 640 | 293 | 350 | 213 | 213 | 213 |
| Homeless & Housing First | Street Outreach -# Street Outreach clients offered Assistance | 1,400 | 1,829 | 1,300 | 1,900 | 1,500 | 1,500 |
| Homeless & Housing First | Housing Follow up - # Clients (Streets to Homes Only) | 150 | 150 | 150 | 150 | 170 | 170 |
| Homeless & Housing First | SHARC Program - # of Beds | 334 | 131 | 330 | 85 | 100 | 100 |
| Homeless & Housing First | COVID-19 Response - # of Beds | - | 2,610 | 3,000 | 2,685 | 3,000 | - |

How Well We Are Doing- Social Housing Outputs

| Service | Measure | 2019 | 2020 | 2021 | 2021 | 2022 | 2023 |
|----------------------------------|---|---------|-----------|------------|-------------------|------------|------------|
| | | Actual | Actual | Projection | Projected Actuals | Projection | Projection |
| Social Housing System Management | Co-op Housing Subsidy- # of Units | 7,296 | 7,296 | 7,296 | 7,296 | 7,296 | 7,296 |
| Social Housing System Management | Non-Profit Housing Subsidy- # of Units | 14,332 | 13,733 | 15,001 | 18,321** | 18,933 | 19,282 |
| Social Housing System Management | Municipal Corporation Housing Subsidy (TCHC) - # of Units | 59,291 | 52,320 | 53,000 | 53,000* | 53,000* | 53,000* |
| Social Housing System Management | Centralized Waiting List - # of Households | 106,654 | 81,664*** | 78,713 | 78,177 | 78,177 | 78,177 |
| Social Housing System Management | Rent Supplements - Private Landlords - # of Units | 2,448 | 2,550 | 2,675 | 2,711 | 2,758 | 3,244 |
| Social Housing System Management | Rent Supplements - Non-Profit Housing - # of Units | 961 | 925 | 925 | 929 | 929 | 929 |
| Social Housing System Management | Supportive Housing # of Units Provided | | | 1,248 | 600 | 2,000 | 2,000 |

Notes:

*Dependent on Toronto Community Housing Corporation Vacancy Report 2021

** This includes RGI and all Rent Supplement (RS) units (including RS funded from other sources)

*** Major waiting list review to confirm active applicants done in response to Audit Recommendations and in preparation for technology upgrade

COVID 19 IMPACT AND RECOVERY

2022 Impact and Recovery

Operating Budget Impact

- The 2022 gross COVID budget is \$288.34 million which includes both operating costs to support COVID response and wind-down expenses. The ongoing COVID-19 response has an impact on SSHA operations through increased shelter locations to comply with distancing requirements, staffing, and enhanced supports, as well as enhanced infection prevention and control at core shelter programs. The unpredictable nature of the ongoing health and safety needs requires flexibility in resourcing and operational response.
- 2022 COVID-19 related revenues (inter-governmental funding) is included in the City's overall budget and reported corporately with all other COVID-19 related revenues.

Service Level Changes

- There are 26 temporary physical distancing sites, and an additional program outside of SSHA's base shelter system, amounting to up to 3,000 temporary beds secured for physical distancing, isolation and recovery which will continue to operate for part of 2022. This includes enhanced services for mental health, counselling, community safety and security.
-

EXPERIENCES, CHALLENGES AND PRIORITIES

Our Experience and Success

- SSHA has continued to strengthen its partnerships with Indigenous organizations in the housing and homelessness sector as well as implementing the commitments and actions in the "Meeting in the Middle" Strategy. Advancing reconciliation is the first implementation priority in SSHA's three-year Homelessness Solutions Service Plan.
- SSHA has a continued commitment to advancing Confronting Anti-Black Racism through client-facing and internal initiatives.
- In 2021, SSHA moved over 3,500 people experiencing homelessness from the shelter system into permanent housing. All shelters in Toronto adopt a Housing First model, with a priority to assist clients to secure permanent housing and provide support to help with the transition.
- SSHA has implemented a comprehensive response to COVID-19 to serve people experiencing homelessness, which focused on infection prevention, recovery and housing strategies.
- In 2021, SSHA initiated development of a COVID-19 Shelter Transition and Relocation Plan that considers site-specific needs and focuses on providing supports for service users to transition them to housing, where possible, or other appropriate shelter locations.
- SSHA has a continued focus on permanent housing solutions, which was not only maintained throughout the pandemic response, but also increased to ensure people who are at high risk from COVID-19-related harms were able to access permanent housing as quickly as possible.
- The City worked effectively with healthcare partners to support vaccine uptake in the shelter system. As of December 3, 2021, 71% of people staying in the City's shelter system received at least one dose of the COVID-19 vaccine, and 61% received their second dose.
- As part of an Integrated Prevention and Harm Reduction initiative (iPHARE), SSHA, along with community partners, implemented a range of harm reduction measures in all shelter locations to save lives and reduce the risks of overdoses.
- As part of the larger COVID-19 response, SSHA provided enhanced services for mental health, counselling, harm reduction, primary care services, community safety, and security for shelter clients across the system.

Key Challenges and Risks

- The COVID-19 emergency response requires continued funding commitments in 2022 from the federal and provincial governments. The forecasted COVID-19 budget for 2022 is \$288.34 million.
- SSHA's refugee claimant program continues to be unfunded from both orders of government. It is estimated that \$61 million is required to sustain the provision of shelter beds for refugee claimants for 2022. With the border re-opening, SSHA anticipates increased number of refugee arrivals which may result in an increase in shelter demand. Urgent leadership from the federal and provincial governments is required. Without continued federal funding support, SSHA would be required to reduce programming for this vulnerable population or rely on limited reserve funding to temporarily continue operating the program.
- The Housing Secretariat is projecting 2,000 supportive housing units will be developed and operational by the end of 2022. The operating costs for these units are forecasted at \$27.6 million in 2022, and remain unfunded by the Province. The full annualized costs of operating 2,000 units is forecasted at \$48 million per year beginning in 2023.
- SSHA continues to be challenged with extremely high demand for emergency shelter services, with a significant number of people becoming homeless each month (non-refugees), and not enough additional affordable and supportive housing opportunities to keep pace with demand. This has resulted in increasing length of homeless and increasing number of people experiencing chronic homelessness. A major contributing factor is the proportionality of housing outcomes that come from refugee clientele, which was significantly reduced during border closures.
- Toronto has seen a substantial increase in non-fatal and fatal opioid overdoses within the overall community, as well as within the shelter system, throughout the COVID-19 pandemic.

Priority Actions

- Continue to implement the recommendations of the Meeting in the Middle Engagement Strategy and Action Plan to meaningfully address Indigenous homelessness, including an Indigenous funding stream with a 20% allocation of grant program funding.
- Deliver on commitments under the City's Confronting Anti-Black Racism Action Plan, including applying an Anti-Black racism analysis to program and service delivery, including Toronto's Shelter Standards
- Develop and implement SSHA's 2022 Transition and Relocation plan for COVID-19 temporary response based on availability of temporary sites, shelter demand, access to affordable and supportive housing, and public health guidance.
- Invest in staff and sector capacity through strengthened workforce development approaches and review of the shelter funding model to address disparities between City operated and community providers.
- Increase and enhance outreach services to meet the unique needs of people sleeping outdoors, based on a human-rights approach, meaningful engagement and choice.
- Regularly update the Toronto Shelter Standards and Toronto 24-Hour Respite Site Standards to strengthen health and safety provisions with a focus on equity and inclusion.
- Enhance housing-focussed service delivery, including assessing levels of housing case management supports across the system and an implementation approach to standardized service levels consistent with the New Shelter Service Model approved by Council.
- Implement common assessment and prioritization approaches to expand the Priority Access to Housing and Supports (PATHS) process to match people experiencing chronic homelessness to new housing with support opportunities.
- Develop reporting tools that enable efficient tracking of key indicators on homelessness at both a system and program level.
- Deepen collaboration and coordination with health partners to expand access to health, mental health and harm reduction supports.
- Develop a Capital Strategy for shelters to ensure state of good repair and implement the Best Practice Shelter Design Guidelines.

Other Considerations

- SSHA is working closely with the Housing Secretariat to effectively transition housing functions to the Housing Secretariat and develop joint governance, policies and processes.
 - SSHA will work with the Housing Secretariat to ensure that the City is positioned to successfully deliver the HousingTO plan, including using a Coordinated Access approach to assist people to quickly exit homelessness and be matched to affordable housing with support opportunities.
 - SSHA will continue to support the establishment of the Toronto Seniors Housing Corporation.
-

RECOMMENDATIONS

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

1. City Council approve the 2022 Operating Budget for Shelter, Support and Housing Administration of \$1,252.569 million gross, \$393.459 million revenue and \$859.110 million net for the following services:

Service:

| | Gross Expenditures (\$000s) | Revenue (\$000s) | Net Expenditures (\$000s) |
|--------------------------------------|--|-----------------------------|--|
| Homeless and Housing First Solutions | 689,710.9 | 230,882.2 | 458,828.7 |
| Social Housing System Management | 562,857.5 | 162,576.5 | 400,281.0 |
| Total Program Budget | 1,252,568.4 | 393,458.7 | 859,109.7 |

2. City Council approve the 2022 staff complement for Shelter, Support and Housing Administration of 1,127.0 positions comprised of 37.0 capital positions and 1,090.0 operating positions.
3. City Council approve the 2022 Capital Budget for Shelter, Support and Housing Administration with cash flows and future year commitments totalling \$816.279 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for Shelter, Support and Housing Administration totalling \$1,523.581 million in project estimates as detailed by project in [Appendix 6b](#).
5. City Council request that capital funding requirements for Toronto Community Housing Corporation, including \$160.000 million of capital City funding in 2031, be revisited and confirmed in future years along with ongoing Provincial and Federal funding.
6. City Council request that all sub-projects with third party financing be approved conditionally, subject to the receipt of such financing in 2022 and if such funding is not forthcoming, their priority and funding be reassessed by City Council relative to other City-financed priorities and needs.
7. City Council continue to advocate to the Federal and Provincial governments for ongoing funding for the COVID-19 emergency shelter response, supportive housing and refugee claimant emergency shelter response.

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

| (In \$000s) | 2020 Actual | 2021 Budget | 2021 Projection* | 2022 Base Budget | 2022 New / Enhanced | 2022 Budget | Change v. 2021 Projection | |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------------|--------------|
| By Service | \$ | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Revenues | | | | | | | | |
| Homeless and Housing First Solutions | 362,797.2 | 255,782.1 | 200,610.9 | 220,880.3 | 10,002.0 | 230,882.2 | 30,271.3 | 15.1% |
| Social Housing System Management | 196,625.4 | 153,749.8 | 147,602.9 | 160,948.6 | 1,627.8 | 162,576.5 | 14,973.6 | 10.1% |
| Total Revenues | 559,422.6 | 409,531.9 | 348,213.8 | 381,828.9 | 11,629.8 | 393,458.7 | 45,244.9 | 13.0% |
| Expenditures | | | | | | | | |
| Homeless and Housing First Solutions | 522,214.3 | 663,124.1 | 635,740.5 | 680,401.7 | 9,309.2 | 689,710.9 | 53,970.4 | 8.5% |
| Social Housing System Management | 544,371.6 | 523,546.2 | 513,523.7 | 560,536.9 | 2,320.6 | 562,857.5 | 49,333.9 | 9.6% |
| Total Gross Expenditures | 1,066,585.9 | 1,186,670.3 | 1,149,264.1 | 1,240,938.6 | 11,629.8 | 1,252,568.4 | 103,304.3 | 9.0% |
| Net Expenditures | 507,163.3 | 777,138.4 | 801,050.3 | 859,109.7 | 0.0 | 859,109.7 | 58,059.4 | 7.2% |
| Approved Positions** | 968.6 | 1,120.2 | N/A | 1,009.4 | 117.6 | 1,127.0 | N/A | N/A |

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$1,240.939 million gross reflecting an increase of \$91.675 million in spending above 2021 projected year-end actuals (before enhancements), predominantly arising from:

- The 2022 operating costs of the Refugee Claimant program is \$60.695 million, which is greater than 2021 actuals due to expected increase in demand as a result of the re-opening of Canadian international borders. The funding included in the 2022 budget is yet to be confirmed by the federal government. Without continued federal funding support, SSHA would be required to reduce programming for this vulnerable population or rely on limited reserve funding to temporarily continue operating the program.
- Increase in operating costs of new shelter programs anticipated to be open in 2022 as well as annualized operating impacts of new shelters that commenced operations in 2021;
- Increase in operating costs of new supportive housing units, and the annualized impact of supportive housing, which commenced operations in 2021. The operating funding included in 2022 budget is yet to be confirmed by the provincial government. Without operating funding, the units will operate as affordable housing, though the lack of supports will compromise the City's ability to house households who require ongoing supports, including those who are chronically homeless.
- Increase in Social Housing subsidies due to end of federal operating agreements and legislated cost factor increases under the Housing Services Act;
- The 2022 Operating Subsidy to TCHC is \$275.268 million which reflects an increase of \$24.3 million over the 2021 Operating Subsidy;

Given the financial impacts of COVID-19 on 2021 actuals, a further comparison of the 2022 Base Budget (excluding 2022 COVID-19 impacts) to the 2021 Council approved Budget (excluding 2021 COVID-19 impact) is provided below:

- 2022 Base Budget of \$859.110 million in net expenditures reflects a \$30.861 million net increase from the 2021 Council approved Budget, excluding \$288.335 million in estimated COVID-19 financial impacts.**

COSTS TO ENHANCE SERVICES

New and Enhanced Service expenditures of \$11.630 million gross, \$0.000 million net will enable the addition or conversion of a total of 117.6 temporary positions from across SSHA including directly operated emergency shelters and respites, Central Intake call centre, street outreach and encampment teams, and housing stability services (Gross \$9.026 million, Net \$0.000 million), as well as Infection Prevention and Control support within Purchase of Service shelters and Respite sites (Gross \$2.604 million, Net \$0.000 million).

- These enhancements will support improved housing-focused service delivery to people experiencing homelessness, through the stabilization of the workforce across the shelter system.
- It will also enable improved administration of housing programs, enhanced outreach services to people sleeping outdoors, and support City and divisional commitments to Indigenous partners, and to confronting anti-Black racism.

EQUITY IMPACTS OF BUDGET CHANGES

Supporting ongoing emergency response for people experiencing homelessness, enhancing housing-focused service delivery and stabilizing the shelter system

SSHA's 2022 Staff Recommended Operating Budget includes \$11.63 million in new and enhanced proposals that will have a positive impact on persons experiencing homelessness or who are at risk of homelessness in Toronto. These investments will increase access to shelter and housing support services for many equity deserving groups including Indigenous and Black people, newcomers, people experiencing chronic homelessness, seniors, low-income households, persons with disabilities, youth and members of the 2SLGBTQ+ community. Changes to SSHA's Operating Budget will also convert many temporary SSHA positions to permanent, which will stabilize a workforce where the majority of staff identify as racialized. The 2022 increase supports the Toronto's HousingTO Plan, Poverty Reduction Strategy, Newcomer Strategy, Confronting Anti-Black Racism Action Plan and SafeTO Community Safety and Well-Being Plan.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for Shelter, Support and Housing Administration of \$1,252.568 million gross is 9.0% higher than the 2021 Projected Actuals. Table 2a below summarizes the Operating Budget by revenue and expenditure category, while Table 2b summarizes New and Enhanced requests

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

| Category (In \$000s) | 2019 Actual | 2020 Actual | 2021 Budget | 2021 Projection* | 2022 Budget | 2022 Change from 2021 Projection | |
|--|------------------|--------------------|--------------------|---------------------|--------------------|-------------------------------------|--------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | % |
| Provincial Subsidies | 177,460.5 | 301,106.0 | 164,124.4 | 174,969.4 | 201,361.4 | 26,392.0 | 15.1% |
| Federal Subsidies | 183,640.9 | 171,344.6 | 234,906.3 | 167,273.4 | 183,327.7 | 16,054.3 | 9.6% |
| User Fees & Donations | 129.4 | 67.3 | | 103.8 | | (103.8) | (100.0%) |
| Transfers From Capital | 60,263.8 | 84,417.6 | 8,701.5 | 4,935.2 | 7,967.8 | 3,032.6 | 61.4% |
| Contribution From Reserves/Reserve Funds | 8,938.0 | 1,437.6 | 1,036.2 | 319.5 | 78.2 | (241.3) | (75.5%) |
| Sundry and Other Revenues | 3,456.2 | 931.0 | 725.2 | 601.2 | 675.2 | 74.0 | 12.3% |
| Inter-Divisional Recoveries | 76.3 | 118.5 | 38.4 | 11.3 | 48.3 | 37.0 | 329.0% |
| Total Revenues | 433,965.0 | 559,422.6 | 409,531.9 | 348,213.8 | 393,458.6 | 45,244.8 | 13.0% |
| Salaries and Benefits | 96,154.9 | 114,171.4 | 126,465.6 | 122,112.6 | 137,797.5 | 15,684.9 | 12.8% |
| Materials & Supplies | 6,422.5 | 12,592.2 | 51,485.4 | 18,427.9 | 19,309.3 | 881.4 | 4.8% |
| Equipment | 577.1 | 1,858.9 | 987.8 | 4,148.7 | 854.7 | (3,294.0) | (79.4%) |
| Service and Rent | 144,640.9 | 260,906.5 | 314,621.7 | 325,105.9 | 361,045.2 | 35,939.4 | 11.1% |
| Contribution To Reserves/Reserve Funds | 1,668.0 | 1,668.0 | 1,729.9 | 13,515.8 | 1,729.9 | (11,785.9) | (87.2%) |
| Other Expenditures | 661,069.6 | 670,969.0 | 685,797.7 | 660,401.6 | 725,374.0 | 64,972.4 | 9.8% |
| Inter-Divisional Charges | 3,609.4 | 4,419.9 | 5,582.2 | 5,551.6 | 6,457.8 | 906.2 | 16.3% |
| Total Gross Expenditures | 914,142.3 | 1,066,585.9 | 1,186,670.3 | 1,149,264.1 | 1,252,568.4 | 103,304.3 | 9.0% |
| Net Expenditures | 480,177.3 | 507,163.3 | 777,138.4 | 801,050.3 | 859,109.8 | 58,059.5 | 7.2% |

*Projection based on 9 Month Variance

Key Base Drivers:**Salaries & Benefits:**

Salaries and benefits increase is due to additions to staff complement to stabilize operations, cost of living adjustments, and filling of vacancies in 2021.

Services and Rents:

The increase is mainly due to opening of new shelter sites under the Housing and Shelter Infrastructure Development and George Street Revitalization Projects and annualization of costs of the sites opened during 2021, as well as expected increase in 2022 operating costs of the Refugee Claimant Program as a result of the re-opening of the Canadian border.

Other Expenditures:

The increase is mainly due to the expected opening of new supportive housing units in 2022, legislated cost factor increase in social housing operating subsidies, and higher costs for the Refugee/Asylum Seeker program in 2022 as US-Canada international borders re-open.

Contributions to Reserve/Reserve Funds:

One-time reserve contribution in 2021 to offset non-recurring costs.

Revenue changes:

The 2022 budget includes a request of \$60.695 million to the Government of Canada for financial assistance to sustain the Refugee Claimant program, and an operating funding commitment of \$27.600 million anticipated from the provincial government to provide supportive housing for vulnerable and marginalized individuals experiencing homelessness. Provincial and Federal funding requests to support the City's 2022 COVID-19 Response initiative is included and reported corporately.

Table 2b: 2022 New / Enhanced

The 2022 Operating Budget includes \$11.630 million in investments to support priority actions as detailed in the table below:

| New / Enhanced Request | 2022 | | | 2023 Annualized | Equity Impact | Supports Climate | AG Recs | Supports Key Challenges/Outcomes/ Priority Actions |
|---|-----------------|-----------------|---------------|-----------------|-----------------|------------------|---------|---|
| | Revenue | Gross | Net Positions | | | | | |
| In \$ Thousands | | | | | | | | |
| 1- IPAC Standards for Purchase of Service Shelters & Respite | 2,604.0 | 2,604.0 | | 2,604.0 | High-positive | No | No | To support consistent application of Infection Prevention and Control Protocols, invest in staff and sector capacity at Purchase of Service shelters. |
| 2- Shelter Ops. and Support Functions - Workforce Stabilization | 2,322.4 | 2,322.4 | 21.0 | 2,365.0 | Medium-positive | No | No | Advancing equity and stabilizing staffing for Directly Operated Shelters to enhance delivery of high-quality services and consistent application of Shelter Standards, including assessing levels of housing case management supports and implementation of a standardized approach to service levels to enhance client outcomes. |
| 3- Confronting Anti-Black Racism and Indigenous Prog Teams | 289.9 | 289.9 | 3.0 | 349.1 | High-positive | No | No | Continue to implement the recommendations of the Meeting in the Middle Engagement Strategy and Action Plan to meaningfully address Indigenous homelessness, and deliver on commitments under the City's Confronting Anti-Black Racism Action Plan, including applying an Anti-Black racism analysis to program and service delivery, including Toronto's Shelter Standards. |
| 4- COCHI Program Delivery Team Enhancement | 974.1 | 974.1 | 7.0 | 987.5 | High-positive | No | No | Enhance housing-focussed service delivery by supporting the administration of the Canada-Ontario Community Housing Initiative (COCHI) program. The program aims to stabilize the supply of community housing through repairs, renovations, operating and rent supports to protect tenant's social housing in projects with expiring operating agreements or mortgages. |
| 5- Street Outreach, Shelter & Respite New Shelter Service Model | 402.8 | 402.8 | 9.6 | 116.0 | High-positive | No | No | Increase and enhance outreach services to meet the unique needs of people sleeping outdoors, based on a human-rights approach, meaningful engagement and choice |
| 6- IPAC Team for Directly Operated Shelters (DOS) | 132.0 | 132.0 | 3.0 | 273.6 | Low-positive | No | No | Invest in staff capacity to support consistent application of Infection Prevention and Control (IPAC) protocols across City shelter sites. |
| 7- SSHA Administration | 687.6 | 687.6 | 6.0 | 119.9 | High-positive | No | No | Stabilize workforce by enhancing recruitment and retention of staff to support the administration of housing-focussed programming and enhanced service delivery within the shelter system. |
| 8- Homelessness Prevention Workforce Stabilization | 1,367.4 | 1,367.4 | 14.0 | 1,422.2 | High-positive | No | No | Stabilization and retention of Coordinated Access team, to enable implementation of common assessment and prioritization approaches to match people experiencing chronic homelessness to housing with support opportunities, and coordinate follow up supports to help people stay housed. |
| 9- SHARC Workforce Stabilization | 485.2 | 485.2 | 5.0 | 508.9 | High-positive | No | No | Increase and enhance outreach services to meet the unique needs of people sleeping outdoors, based on a human-rights approach, meaningful engagement and choice. |
| 10 - Social Housing Management Transition | 553.6 | 553.6 | 7.0 | 917.6 | Medium-positive | No | No | To support the creation of a new City Housing Corporation Unit per recommendations in items EX7.1 and PH11.5 adopted by City Council at its meetings in July and December, 2019 respectively. |
| 11- SHARC Foreperson | 35.3 | 35.3 | 1.0 | 97.9 | Low-positive | No | No | Support consistent service delivery and facility management for outreach services to meet the unique needs of people sleeping outdoors. |
| 12- Eviction Prevention in the Community (EPIC) Program Expansion | 1,055.2 | 1,055.2 | 4.0 | 1,071.5 | High-positive | No | No | Support the expansion of the Eviction Prevention in the Community Program (EPIC) through the provision of additional resources to manage the increase in referrals, central administration requirements, system oversight and statistical analysis. |
| 13- Central Intake Call Centre Workforce Stabilization | 720.2 | 720.2 | 7.0 | 749.8 | High-positive | No | No | Support consistent service levels at the Central Intake Call Centre for people looking to access emergency shelter services. |
| 14 -Respite Services Team | | | 30.0 | | High-positive | No | No | Support consistent service levels at City funded Respite sites for peak demand in 2022. |
| Total New / Enhanced | 11,629.8 | 11,629.8 | 117.6 | 11,582.9 | | | | |

Note:

- For additional information on 2022 key cost drivers refer to [Appendix 2](#) for a summary of balancing actions and [Appendix 4](#) for the 2022 New and Enhanced Service Priorities, respectively.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

| (\$000s) | 2021 Projection | 2022 Budget | 2023 Outlook | 2024 Outlook |
|---------------------------|--------------------|------------------|------------------|------------------|
| Revenues | 348,213.8 | 393,458.6 | 340,375.7 | 332,083.3 |
| Gross Expenditures | 1,149,264.1 | 1,252,568.4 | 997,134.1 | 1,016,811.0 |
| Net Expenditures | 801,050.3 | 859,109.8 | 656,758.4 | 684,727.7 |
| Approved Positions | N/A | 1,127.0 | 1,030.4 | 1,023.4 |

Key drivers

The 2023 Outlook with total gross expenditures of \$997.134 million reflects an anticipated \$255.434 million or 20.39 percent decrease in gross expenditures compared to the 2022 Operating Budget; The 2024 Outlook expects an increase of \$19.677 million or 1.97 percent above 2023 gross expenditures.

These changes arise from the following:

- Reversal of COVID-19 response expenses of \$288.335 million. (2023 only, conditional on the removal of current public health guidelines);
- Annualization impacts of 2,000 supportive housing units planned in 2022 under the Supportive Housing program. (2023 only);
- Higher costs of Purchase of Service shelter enhancements. (2023 and 2024);
- Decrease in 100% funded social housing programs. (2023 only);
- Inflationary increases in salaries & benefits. (2023 and 2024);
- Cost factor adjustments in social housing subsidy payments. (2023 & 2024).

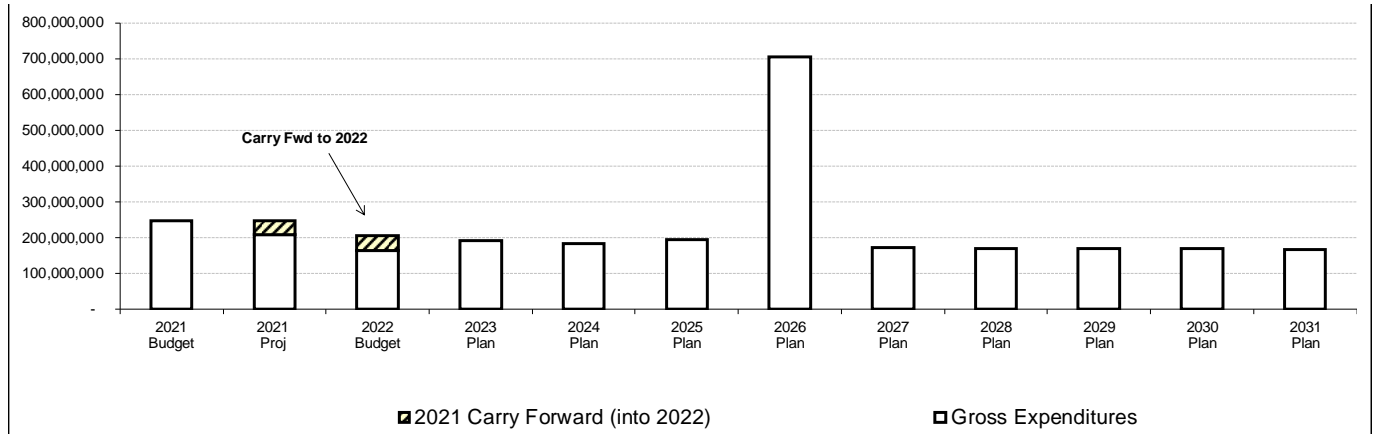
Revenue Changes

- Reversal of one-time provincial funding for the Supportive Housing Program. (2023 only)
- The City has requested funding of \$48.000 million from the provincial government to sustain the operating requirements for Supportive Housing program in 2023 and 2024, respectively.
- Decrease in federal and provincial funding for legacy 100% funded social housing programs resulting from the expiry of social housing operating agreements and mortgages. (2023 and 2024).
- Reversal of one-time funding used to offset pressures from new positions added in 2022 to support improved housing-focused service delivery to people experiencing homelessness, through the stabilization of the workforce across the shelter system. (2023 only).

**2022 – 2031
CAPITAL BUDGET AND PLAN**

2022 2031 CAPITAL BUDGET & PLAN OVERVIEW

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



| In \$'000's | 2022 Capital Budget and 2023 - 2031 Capital Plan | | | | | | | | | | | | | Total 10 Year Plan |
|--|--|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|--------------------|
| | 2021 | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | | |
| | Budget | Projected Actual | | | | | | | | | | | | |
| Gross Expenditures by Project Category: | | | | | | | | | | | | | | |
| Health & Safety & Legislated | 1,579 | 1,579 | 3,365 | 2,428 | 2,560 | 4,638 | | | | | | | 12,991 | |
| SOGR ** | 175,593 | 168,900 | 168,856 | 164,575 | 163,769 | 170,331 | 172,385 | 171,705 | 171,092 | 170,817 | 170,555 | 168,352 | 1,692,437 | |
| Service Improvement & Growth | 71,800 | 37,190 | 33,847 | 26,207 | 18,664 | 21,540 | 533,658 | 516 | | | | | 634,432 | |
| Total by Project Category | 248,973 | 207,669 | 206,068 | 193,210 | 184,993 | 196,509 | 706,043 | 172,221 | 171,092 | 170,817 | 170,555 | 168,352 | 2,339,860 | |
| Financing: | | | | | | | | | | | | | | |
| Debt | 235,315 | 198,695 | 141,029 | 22,490 | 11,298 | 36,509 | 546,043 | 172,221 | 171,092 | 170,817 | 170,555 | 168,352 | 1,610,405 | |
| City Building Fund | | | | | | | | | | | | | | |
| Reserves/Reserve Funds | 3,840 | 2,611 | 1,229 | | | | | | | | | | 1,229 | |
| Development Charges | | | 9,456 | 10,721 | 13,695 | | | | | | | | 33,871 | |
| Provincial | 3,259 | 2,638 | 621 | | | | | | | | | | 621 | |
| Federal | 6,209 | 3,725 | 2,484 | | | | | | | | | | 2,484 | |
| Debt Recoverable | 100 | | 51,000 | 160,000 | 160,000 | 160,000 | 160,000 | | | | | | 691,000 | |
| Other Revenue | 250 | | 250 | | | | | | | | | | 250 | |
| Total Financing | 248,973 | 207,669 | 206,068 | 193,210 | 184,993 | 196,509 | 706,043 | 172,221 | 171,092 | 170,817 | 170,555 | 168,352 | 2,339,860 | |

** includes TCHC SOGR and SHAIP Projects 161,707 161,707 160,000 160,000 160,000 160,000 160,000 160,000 160,000 160,000 160,000 160,000 160,000 1,600,000

Changes to Existing Projects
(\$146.6 Million)

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- \$93.1 million in 2030-31 - George Street Revitalization - footprint redesign to maximize capacity, new cost inflation compared to original estimates done in 2016 and to meet TIER-4 net zero carbon emission requirements
- \$50.0 million in 2023-2031 – State of Good Repair to assist in stabilizing the shelter system's long-term infrastructure
- \$3.5 million in 2022 - Choice Based Housing Access system scope expansion for enhanced provider oversight

New Projects
(\$169.5 Million)

New additions to the 2022-2031 Capital Budget and Plan includes the following:

- \$160.0 million in 2031 – State of Good Repair funding for TCHC
- \$7.5 million in 2022 - HVAC Upgrades (Sites # 14)
- \$2.0 million in funding to support future redevelopment work at Strachan House, Women's Residence and Eva's Satellite.

Capital Needs Constraints
(\$602.7 Million)






SSHA has identified Capital Needs Constraints for eight projects over the 10-year planning horizon. Key requirements are as follows:

- \$211.3 million for TCHC in-flight development projects
- \$264.4 million for TCHC not-in-flight projects
- \$68.0 million to acquire four interim and vacant land spaces.

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

2022 – 2031 CAPITAL BUDGET AND PLAN**\$2,339.9 Million 10-Year Gross Capital Program**

|  |  |  |  |  |
|--|---|---|---|--|
| Ageing Infrastructure | New Shelters/ Housing | Information Technology | Modernization | Health & Safety |
| \$1,692.5 M 72.33% | \$625.9 M 26.75% | \$5.0 M 0.21% | \$3.5 M 0.15% | \$13.0 M 0.56% |
| SSHA-State of Good Repair <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> COVID-19 Resilience Response Infrastructure <input checked="" type="checkbox"/> Women's Residence <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> TCHC-State of Good Repair <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | George Street Revitalization <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Housing and Shelter Infrastructure Development <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> Strachan House Redevelopment <input checked="" type="checkbox"/> Eva's Satellite <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> | Choice Based Housing Access <input checked="" type="checkbox"/> Central Intake Call Centre | Office Modernization <input checked="" type="checkbox"/> | AODA <input checked="" type="checkbox"/> HVAC Upgrades (Sites # 14) <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> |

- Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

- Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows. Does not break out the climate component costs separately

How the Capital Program is Funded

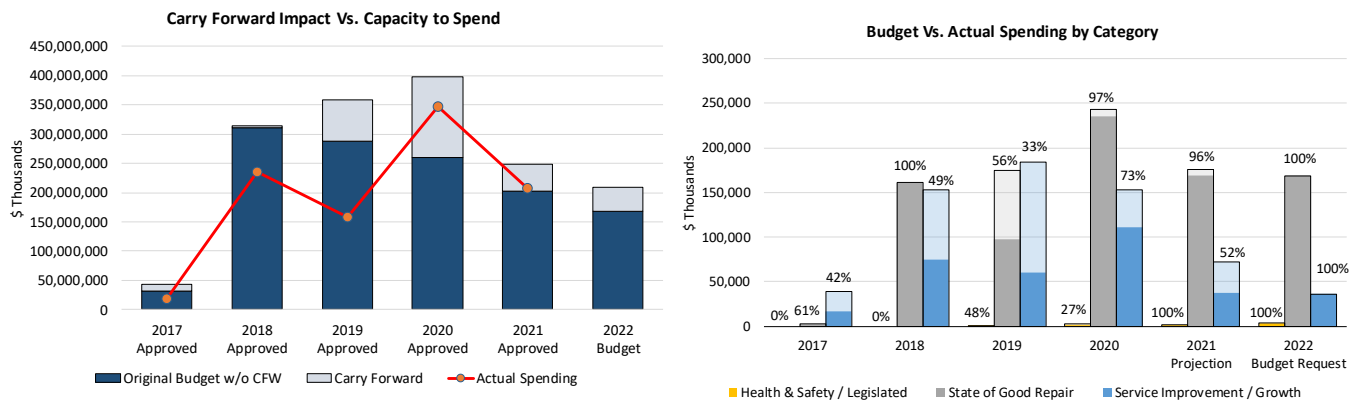
| City of Toronto | | Provincial Funding | | Federal Funding | |
|-------------------------------------|--------------|--------------------------------|----------|--------------------------------|----------|
| \$2,336.8 M 99.87% | | \$0.6 M 0.03% | | \$2.5 M 0.11% | |
| Debt | \$ 1,610.4 M | Provincial Grants | \$ 0.6 M | Federal Grants | \$ 2.5 M |
| Reserve Draws | \$ 1.2 M | | | | |
| Development Charges | \$ 33.9 M | | | | |
| Debt Recoverable | \$ 691.0 M | | | | |
| Other | \$ 0.3 M | | | | |

CAPACITY TO SPEND REVIEW

The 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 Shelter, Support and Housing Administration's ability to spend and the market's capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2021 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, project cash flows have been aligned with planned project activities in 2022 and future years of the plan. The 2022 Capital Budget of \$206.1 million (including carrying forward funding of \$40.9 million) is \$66.4 million or 24% lower than the historical five-year average capital budget of \$272.5 million.

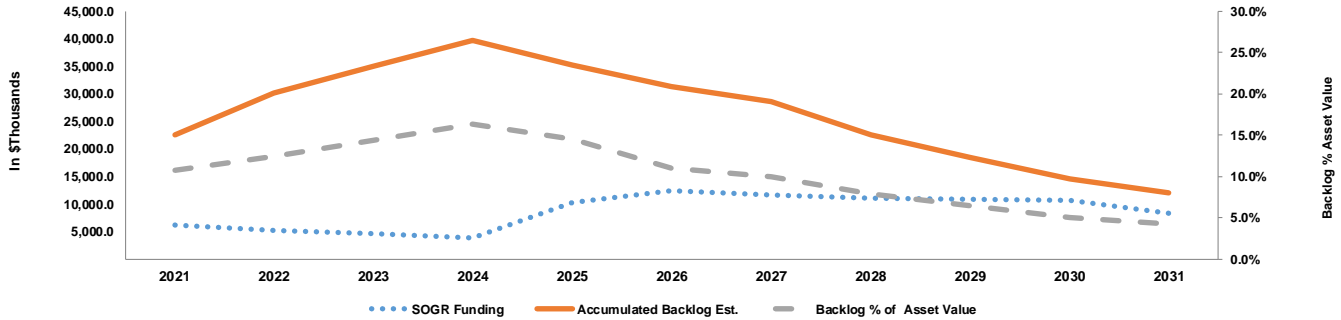
Based on the above review, the following adjustments to the Capital Plan have been made:

- Housing and Shelter Infrastructure Development – cashflows of \$10.721 million deferred to 2023 and \$13.695 million deferred to 2024; these cashflows were originally planned between 2021 and 2022.
- George Street Revitalization – cashflows of \$2.430 million deferred from 2022 to 2023.
- SSHA's State of Good Repair – cashflows of \$2.000 million deferred from 2022 to 2023. Further, additional recommend budget of \$48.000 million has been cash flowed in the later years from 2025 through 2031.

STATE OF GOOD REPAIR (SOGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Shelter, Support and Housing Administration.

Chart 3: Total SOGR Funding & Backlog



| \$ Thousands | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| SOGR Funding | 6,125.7 | 5,251.3 | 4,575.0 | 3,769.0 | 10,331.0 | 12,385.0 | 11,705.0 | 11,092.0 | 10,817.0 | 10,555.0 | 8,352.0 |
| Accumulated Backlog Est. | 22,505.1 | 30,189.4 | 34,990.7 | 39,660.3 | 35,194.6 | 31,341.7 | 28,577.7 | 22,525.7 | 18,369.5 | 14,481.2 | 12,000.1 |
| Backlog % of Asset Value | 10.7% | 12.5% | 14.4% | 16.4% | 14.5% | 11.0% | 10.0% | 7.9% | 6.4% | 5.1% | 4.2% |
| Total Asset Value | 210,172.0 | 242,308.4 | 242,308.4 | 242,308.4 | 242,308.4 | 285,814.2 | 285,814.2 | 285,814.2 | 285,814.2 | 285,814.2 | 285,814.2 |

- Additional investment of \$50.000 million will reduce SSHA's accumulated SOGR backlog as a percentage of asset value from 12.5% to 4.2% by 2031. The added funding will help avoid the potential loss of beds in a shelter system already at capacity. As well, in collaboration with CREM, all planned projects will ensure legislative compliance in areas such as accessibility and fire safety.
- State of Good Repair (SOGR) projects worth \$5.251 million reflect immediate work required that is achievable in 2022. Projects at Peter St., Bathurst St., Dundas St., and Sheppard Ave. are being accelerated through the design stage to expedite construction wherever feasible. This work will assist in stabilizing the shelter system's long-term infrastructure.
- During 2022 and 2023, SSHA will complete up-to-date Building Condition Assessments (BCAs) for the entire shelter system to ensure that all SOGR requirements and other required initiatives are captured within the next eight years' budget forecast.

OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2022 Capital Budget will impact the 2022 Operating Budget by a total of \$3.564 million net. This includes the operation of George Street Revitalization-Transition sites, Housing and Shelter Infrastructure Development sites, Choice Based Housing Access System and the Central Intake Call Centre, as shown in Table 4 below.

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

| Projects | 2022 Budget | | 2023 Plan | | 2024 Plan | | 2025 Plan | | 2026 Plan | | 2022-2026 | | 2022-2031 | |
|--|----------------|-------------|-------------|-----------|------------|-----------|-----------|-----------|-----------|-----------|----------------|-------------|-----------|-----------|
| | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions | \$000s | Positions |
| Previously Approved | | | | | | | | | | | | | | |
| George Street Revitalization | 1,441.2 | 2.0 | 14.2 | | 9.0 | | | | | | 1,464.4 | 2.0 | | |
| Housing and Shelter Infrastructure Development | 2,122.4 | | | | | | | | | | 2,122.4 | | | |
| Choice Based Housing Access System | | 12.2 | | | | | | | | | | 12.2 | | |
| Central Intake Call Center | | 2.0 | | | | | | | | | | 2.0 | | |
| Sub-Total: Previously Approved | 3,563.6 | 16.2 | 14.2 | | 9.0 | | | | | | 3,586.8 | 16.2 | | |
| Total (Net) | 3,563.6 | 16.2 | 14.2 | | 9.0 | | | | | | 3,586.8 | 16.2 | | |

- **George Street Revitalization:** Staffing requirement for one new site opening in early 2022 and per diem costs for clients relocated from Seaton House to Purchase of Service shelter providers.
- **Housing and Shelter Infrastructure Development:** Annualized operating costs for one new site opening at the end of 2021.
- **Choice Based Housing Access System:** Staffing costs to support the delivery of the system, gross \$1.477 million, funded from Social Housing Stabilization Reserve and Development Charges for a net-zero impact.
- **Central Intake Call Centre:** Staffing costs to support project delivery as well as software costs gross \$0.343 million, funded from Social Housing Stabilization Reserve for a net-zero impact.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

| COVID-19 Impacts | (\$000s) | | | | | |
|--|-----------------|------------------|------------------|----------|------------------|------------------|
| | 2021* | | | 2022 | | |
| | Revenues | Gross | Net | Revenues | Gross | Net |
| Expenditure Increase Costs for physical distancing, isolation & recovery shelter sites (costs include room rents, food, security, cleaning materials, PPE, etc.) | 39,185.9 | 299,197.3 | 260,011.5 | - | 288,335.8 | 288,335.8 |
| Total COVID-19 Impact | 39,185.9 | 299,197.3 | 260,011.5 | - | 288,335.8 | 288,335.8 |

* 2021 Projection based on Q3 Variance report

Notes:

1- 2021 Revenue includes the budgeted \$30.47M RH3 Program, \$8.64M SSRF2 Program, carried forward from 2020 and \$75K in donations. Additional federal/provincial funding received during the year is being reported by FPD.

2-2022 revenue is included in the Non-Program Revenue Budget. Also, 2022 revenues have yet to be confirmed by the provincial and federal governments and are not included.

Appendix 2

2022 Balancing Actions

| (\$000s) | | | | | | | | | |
|--|--------------|----------------|----------------|------------------|------------------|-----------|--------------------|--------------|-----------|
| Recommendation | Savings Type | Equity Impact | 2022 | | | | 2023 (Incremental) | | |
| | | | Revenue | Gross | Net | Positions | Gross | Net | Positions |
| Savings from line by line review – Emergency Shelter and lease cost | Line By Line | Low - Positive | (401.8) | (1,514.2) | (1,112.4) | - | | 303.9 | 0 |
| Total Balancing Actions | | | (401.8) | (1,514.2) | (1,112.4) | - | | 303.9 | - |

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

| Form ID | | Community and Social Services | Adjustments | | | | 2023 Plan Net Change | 2024 Plan Net Change | |
|---|---------------|---|-------------------|----------------|------------|--------------------|----------------------|----------------------|--|
| Category | Equity Impact | Program - Shelter, Support & Housing Administration | Gross Expenditure | Revenue | Net | Approved Positions | | | |
| 24931 | | IPAC Standards for Purchase of Service Shelters & Respite | | | | | | | |
| 74 | Positive | Description: | | | | | | | |
| Funding of \$2.604 million gross, \$0 net to implement standard Infection Prevention and Control measures across all Purchase of Services shelter locations. | | | | | | | | | |
| Service Level Impact: | | | | | | | | | |
| This enhancement will enable consistent service quality by ensuring that Infection Prevention and Control standards are implemented and maintained across all shelter locations in the City. | | | | | | | | | |
| Equity Statement: | | | | | | | | | |
| The IPAC Standards for Purchase of Service (POS) Shelters and Respite Sites budget proposal's overall equity impact is high positive. Low income residents' access to safe shelter spaces and housing services will be positively impacted. The expected impact of the initiative is to enhance health and safety at shelters and respites through improved implementation of infection prevention and control (IPAC) protocols. The initiative will support consistent application of IPAC protocols across City-operated and City-contracted shelters, which may also have a positive impact on outreach to people living outdoors, who may have faced a barrier to accessing shelter due to concerns about health and safety and infection prevention in indoor spaces. An intersectional analysis reveals that many people experiencing homelessness in Toronto are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and other equity-deserving groups | | | | | | | | | |
| Service: Homeless and Housing First Solutions | | | | | | | | | |
| Total Staff Recommended Changes: | | | 2,604.0 | 2,604.0 | 0.0 | 0.00 | 2,604.0 | 0.0 | |
| Staff Recommended New/Enhanced Services: | | | 2,604.0 | 2,604.0 | 0.0 | 0.00 | 2,604.0 | 0.0 | |
| 25390 | | COCHI Program Delivery Team Enhancement | | | | | | | |
| 74 | Positive | Description: | | | | | | | |
| Funding of \$0.974 million gross, \$0 net and seven full-time positions to support the administration of the Canada-Ontario Community Housing Initiatives (COCHI) Program. The positions are fully funded from ongoing 5% COCHI admin revenues. The new positions will deliver and support housing provider training and compliance; technology enhancements for improved oversight; management of tenant and community requests and coordination of the COCHI capital program. | | | | | | | | | |
| Service Level Impact: | | | | | | | | | |
| New positions will facilitate improved program administration including provider training and oversight and address new audit recommendations that pertain to administration of housing programs. | | | | | | | | | |
| Equity Statement: | | | | | | | | | |
| The COCHI Program Delivery Team Enhancement budget proposal's overall equity impact is medium positive. Low income residents' access to and experience in affordable housing will be positively impacted. Residents and tenants in affordable housing may experience administrative delays or inconsistent application of policies due insufficient housing providers training and oversight. The expected impact of the initiative is improved administration and oversight of the COCHI program, which may result in improved access to affordable housing, as well as an improved tenant and community experience. An intersectional analysis reveals that many people experiencing homelessness, as well as households that live in social housing and are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups. | | | | | | | | | |
| Service: Social Housing System Management | | | | | | | | | |
| Total Staff Recommended Changes: | | | 974.1 | 974.1 | 0.0 | 7.00 | 0.0 | 0.0 | |
| Staff Recommended New/Enhanced Services: | | | 974.1 | 974.1 | 0.0 | 7.00 | 0.0 | 0.0 | |

25461 Shelter Ops. and Support Functions - Workforce Stabilization

74 Positive **Description:**

Funding of \$2.322 million gross, \$0 net to support the conversion of 21 temporary positions to permanent. This will stabilize shelter operations and divisional support functions within SSHA, such as, asset management, people services and information management.

Service Level Impact:

The change will enable a consistent and stable service level, due to reduced staff turnover, and the ability to retain expertise in the division.

Equity Statement:

Emergency Shelter Operations and Support Functions - Workforce Stabilization budget proposal's overall equity impact is high positive. Low income residents' access to shelter, City services and affordable housing will be positively impacted. Racialized groups and women are overrepresented among staff in the division. Providing stability to staff through creating permanent jobs will reduce precarious work, stabilize the workforce to reduce staff turnover and enable consistent service delivery for clients, including housing-focused supports. . An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|---------|---------|-----|-------|-----|-----|
| Total Staff Recommended Changes: | 1,895.6 | 1,895.6 | 0.0 | 17.04 | 0.0 | 0.0 |
|----------------------------------|---------|---------|-----|-------|-----|-----|

Service: Social Housing System Management

| | | | | | | |
|----------------------------------|-------|-------|-----|------|-------|-------|
| Total Staff Recommended Changes: | 426.8 | 426.8 | 0.0 | 3.96 | (0.0) | (0.0) |
|----------------------------------|-------|-------|-----|------|-------|-------|

| | | | | | | |
|---|----------------|----------------|------------|--------------|--------------|--------------|
| Staff Recommended New/Enhanced Services: | 2,322.4 | 2,322.4 | 0.0 | 21.00 | (0.0) | (0.0) |
|---|----------------|----------------|------------|--------------|--------------|--------------|

25470 Respite Services Team

74 Positive **Description:**

Addition of 30 temporary positions to support operations at the City's Respite sites. The cost of these position (\$2.77 million gross) is fully offset through the realignment of base operating funding, resulting in a net-zero impact.

Service Level Impact:

The change will enable a consistent and stable service level resulting from reduced staff turnover and the ability to retain expertise in the division.

Equity Statement:

The Respite Services Team budget proposal's conversion of delegated positions has an overall equity impact that is high positive. The conversions will support consistent staffing levels and service delivery, including housing-focused supports, for equity-deserving groups accessing respite sites. An intersectional analysis reveals that many people experiencing homelessness in Toronto are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-----|-----|-----|-------|-----|-----|
| Total Staff Recommended Changes: | 0.0 | 0.0 | 0.0 | 30.00 | 0.0 | 0.0 |
|----------------------------------|-----|-----|-----|-------|-----|-----|

| | | | | | | |
|---|------------|------------|------------|--------------|------------|------------|
| Staff Recommended New/Enhanced Services: | 0.0 | 0.0 | 0.0 | 30.00 | 0.0 | 0.0 |
|---|------------|------------|------------|--------------|------------|------------|

25481 Confronting Anti-Black Racism and Indigenous Prog Teams

74 Positive **Description:**

Funding of \$0.290 million, gross \$0 net to support the addition of two permanent full time positions and one temporary position to enhance divisional capacity to deliver on City commitments to Indigenous organizations and continue work on Confronting Anti-Black Racism.

Service Level Impact:

The positions will support advancement of equitable outcomes for Black and Indigenous service users through enhanced data, KPI monitoring and program analysis.

Equity Statement:

The Confronting Anti-Black Racism and Indigenous Program Teams budget proposal's overall equity impact is high positive . Black and Indigenous residents' access to affordable housing and access to shelters will be positively impacted. The expected impact of the initiative is to advance actions and commitments that positively impact Black and Indigenous residents by improving their access to and experience with homelessness and housing programs and supports. An intersectional analysis reveals that Indigenous people and Black people, including seniors, youth and members of the 2SLGBTQ+ community, are disproportionately represented among people experiencing homelessness in Toronto, and may also face barriers to accessing housing supports, and community safety issues.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-------|-------|--------|------|-------|--------|
| Total Staff Recommended Changes: | 194.2 | 289.9 | (95.7) | 2.01 | 329.5 | (72.7) |
|----------------------------------|-------|-------|--------|------|-------|--------|

Service: Social Housing System Management

| | | | | | | |
|----------------------------------|------|-----|------|------|------|--------|
| Total Staff Recommended Changes: | 95.7 | 0.0 | 95.7 | 0.99 | 19.5 | (35.8) |
|----------------------------------|------|-----|------|------|------|--------|

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|----------------|
| Staff Recommended New/Enhanced Services: | 289.9 | 289.9 | 0.0 | 3.00 | 349.1 | (108.6) |
|---|--------------|--------------|------------|-------------|--------------|----------------|

25486 Street Outreach, Shelter & Respite New Shelter Service Model

74 Positive **Description:**

Funding of \$0.402 million gross, \$0 net and 9.6 positions to support Street Outreach, Shelter and Respite operations as well as the implementation of the New Shelter Service Model.

Service Level Impact:

The change will support the expansion of outreach services for people sleeping outdoors and clients accessing respite sites.

Equity Statement:

The Street Outreach, Shelter & Respite Service New Shelter Service Model budget proposal has an overall equity impact that is high positive. Low income residents' access to shelter, respite, City services and affordable housing will be positively impacted due to expanded outreach services for people sleeping outdoors. An intersectional analysis reveals that many people experiencing homelessness in Toronto, including those sleeping outdoors, are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-------|-------|-----|------|-------|-----|
| Total Staff Recommended Changes: | 402.8 | 402.8 | 0.0 | 9.63 | 116.0 | 0.0 |
|----------------------------------|-------|-------|-----|------|-------|-----|

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|------------|
| Staff Recommended New/Enhanced Services: | 402.8 | 402.8 | 0.0 | 9.63 | 116.0 | 0.0 |
|---|--------------|--------------|------------|-------------|--------------|------------|

25529 IPAC Team for Directly Operated Shelters (DOS)

74 Positive **Description:**

Funding of \$0.132 million gross and \$0 net to support the addition of three permanent positions. The positions will address ongoing Infection Prevention and Control requirements within the City's directly operated shelters.

Service Level Impact:

The change will enable consistent service quality by ensuring Infection Prevention and Control standards are implemented across all City shelter locations.

Equity Statement:

The IPAC Team for Directly Operated Shelters (DOS) budget proposal's overall equity impact is low positive. Low income residents' access to shelter and housing services will be positively impacted. The expected impact of the initiative is to enhance health and safety through improved oversight of infection prevention and control (IPAC) protocols at City-operated shelter sites. The proposed change will make three temporary positions added during the COVID-19 pandemic permanent, to ensure ongoing infection prevention measures are implemented. An intersectional analysis reveals that many people experiencing homelessness in Toronto are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|------|-------|--------|------|-------|-----|
| Total Staff Recommended Changes: | 88.5 | 132.0 | (43.6) | 2.01 | 226.9 | 8.1 |
|----------------------------------|------|-------|--------|------|-------|-----|

Service: Social Housing System Management

| | | | | | | |
|----------------------------------|------|-----|------|------|------|-----|
| Total Staff Recommended Changes: | 43.6 | 0.0 | 43.6 | 0.99 | 46.7 | 4.0 |
|----------------------------------|------|-----|------|------|------|-----|

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|-------------|
| Staff Recommended New/Enhanced Services: | 132.0 | 132.0 | 0.0 | 3.00 | 273.6 | 12.1 |
|---|--------------|--------------|------------|-------------|--------------|-------------|

25555 SSHA Administration

74 Positive **Description:**

Funding of \$0.688 million gross, \$0 net to add six temporary positions to support the delivery of SSHA's CHPI funded emergency shelter and homeless prevention programs.

Service Level Impact:

The change will enable a consistent and stable service levels resulting from reduced staff turnover and help retain expertise in the division through appropriate staffing levels required to meet city-wide initiatives, divisional needs and audit requirements.

Equity Statement:

The SSHA Administration budget proposal's overall equity impact is high positive. Low income residents experience of City services, access to shelter and affordable housing will be positively impacted. Administrative functions ensure that SSHA housing focused supports and homelessness services are delivered consistently, and are appropriately resourced. Providing stability to staff through creating permanent jobs will stabilize the workforce to reduce staff turnover and enable consistent service delivery for clients. An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-------|-------|-----|------|-----|-----|
| Total Staff Recommended Changes: | 460.7 | 460.7 | 0.0 | 4.02 | 0.0 | 0.0 |
|----------------------------------|-------|-------|-----|------|-----|-----|

Service: Social Housing System Management

| | | | | | | |
|----------------------------------|-------|-------|-----|------|-----|-----|
| Total Staff Recommended Changes: | 226.9 | 226.9 | 0.0 | 1.98 | 0.0 | 0.0 |
|----------------------------------|-------|-------|-----|------|-----|-----|

| | | | | | | |
|---|--------------|--------------|------------|-------------|------------|------------|
| Staff Recommended New/Enhanced Services: | 687.6 | 687.6 | 0.0 | 6.00 | 0.0 | 0.0 |
|---|--------------|--------------|------------|-------------|------------|------------|

25574 Homelessness Prevention Workforce Stabilization

74 Positive **Description:**

Funding of \$1.367 million gross, \$0 net to convert fourteen temporary positions to permanent. These positions deliver homelessness prevention services through SSHA's Coordinated Access Team.

Service Level Impact:

The change will enable a consistent and stable service levels resulting from reduced staff turnover and help retain expertise in the division.

Equity Statement:

Homelessness Prevention Services Workforce Stabilization budget proposal's overall equity impact is high positive. Low income residents' access to affordable housing and supports will be positively impacted. The Coordinated Access team leverages data to prioritize people experiencing homelessness with the highest need to access supportive and affordable housing. Providing stability to staff through creating permanent jobs will reduce precarious work and stabilize the workforce to reduce staff turnover and enable consistent service delivery for clients, including housing-focused supports. An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|---------|---------|-----|-------|---------|------|
| Total Staff Recommended Changes: | 1,367.4 | 1,367.4 | 0.0 | 14.00 | 1,422.2 | 51.4 |
|----------------------------------|---------|---------|-----|-------|---------|------|

| | | | | | | |
|---|----------------|----------------|------------|--------------|----------------|-------------|
| Staff Recommended New/Enhanced Services: | 1,367.4 | 1,367.4 | 0.0 | 14.00 | 1,422.2 | 51.4 |
|---|----------------|----------------|------------|--------------|----------------|-------------|

25576 Social Housing management transition

74 Positive **Description:**

Funding of \$0.554 million gross, \$0 net and seven positions for the creation of a new team to support the delivery of the enhanced mandate of the Housing Secretariat. The team will be responsible for strategic and service manager oversight of two City-owned housing corporations (Toronto Community Housing Corporation, Toronto Seniors Housing Corporation), in line with Council direction.

Service Level Impact:

The current staffing allocation for the legislated service manager oversight of TCHC is inadequate to meet the functions required by City Council. Additionally, there is currently no team in place to provide oversight to the newly created TSHC, which will assume operational responsibility for 14,000 TCHC units in 2022.

Equity Statement:

The Social Housing Management Transition budget proposal's overall equity impact is high positive. Low income residents' access to affordable housing will be positively impacted. The expected impact of the initiative is improved administration and oversight of housing programs, which may result in improved access to affordable housing, as well as an improved tenant experience for groups including seniors. An intersectional analysis reveals that many people experiencing homelessness, as well as households that live in social housing are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-----|-------|---------|------|-------|-----|
| Total Staff Recommended Changes: | 0.0 | 553.6 | (553.6) | 0.00 | 553.6 | 0.0 |
|----------------------------------|-----|-------|---------|------|-------|-----|

Service: Social Housing System Management

| | | | | | | |
|----------------------------------|-------|-----|-------|------|-------|------|
| Total Staff Recommended Changes: | 553.6 | 0.0 | 553.6 | 7.00 | 364.0 | 11.8 |
|----------------------------------|-------|-----|-------|------|-------|------|

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|-------------|
| Staff Recommended New/Enhanced Services: | 553.6 | 553.6 | 0.0 | 7.00 | 917.6 | 11.8 |
|---|--------------|--------------|------------|-------------|--------------|-------------|

25578 SHARC Workforce Stabilization

74 Positive **Description:**

Funding of \$0.485 million gross, \$0 net to add five full time permanent Street Outreach Councillor positions to support the delivery of street outreach services at SSHA's Assessment and Referral Centre (SHARC) program.

Service Level Impact:

The change will support the delivery of consistent and stable service levels that meet demand for street outreach services and housing-focussed supports.

Equity Statement:

The Streets to Homes Assessment and Referral Centre (SHARC) Workforce Stabilization budget proposal's overall equity impact is high positive. Low income residents' access to shelter, affordable housing, and supports will be positively impacted. Providing stability to staff through creating permanent jobs will reduce precarious work and stabilize the workforce to reduce staff turnover and enable consistent service delivery for vulnerable clients living outdoors, including housing-focused supports and other referrals. An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|-------|-------|-----|------|-------|------|
| Total Staff Recommended Changes: | 485.2 | 485.2 | 0.0 | 5.00 | 508.9 | 22.6 |
|----------------------------------|-------|-------|-----|------|-------|------|

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|-------------|
| Staff Recommended New/Enhanced Services: | 485.2 | 485.2 | 0.0 | 5.00 | 508.9 | 22.6 |
|---|--------------|--------------|------------|-------------|--------------|-------------|

25579 SHARC Foreperson

74 Positive **Description:**

Funding of \$0.035 million gross, \$0 net to support the addition of a permanent facilities foreman to provide building maintenance at SSHA's Streets to Homes Assessment and Referral Centres.

Service Level Impact:

Currently there is only one property service supervisor maintaining two sites. The addition of the foreperson facilities position it will help maintain consistent building standards at both sites.

Equity Statement:

The Streets to Homes Assessment and Referral Centre (SHARC) Foreperson budget proposal's overall equity impact is low positive. Low income residents' access to shelter, affordable housing, and supports will be positively impacted. Providing stability to staff through creating permanent jobs will stabilize the workforce to reduce staff turnover and enable consistent service delivery for vulnerable clients living outdoors, including housing-focused supports and other referrals. An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|------|------|-----|------|------|-----|
| Total Staff Recommended Changes: | 35.3 | 35.3 | 0.0 | 1.00 | 97.9 | 4.4 |
|----------------------------------|------|------|-----|------|------|-----|

| | | | | | | |
|---|-------------|-------------|------------|-------------|-------------|------------|
| Staff Recommended New/Enhanced Services: | 35.3 | 35.3 | 0.0 | 1.00 | 97.9 | 4.4 |
|---|-------------|-------------|------------|-------------|-------------|------------|

25580 Eviction Prevention in the Community (EPIC) Program Expansion

74 Positive **Description:**

Funding of \$1.055 million and four new positions to support the \$3 million EPIC program expansion. The team will support agency oversight, system coordination, and responses to emergency situations where tenants are displaced.

Service Level Impact:

The change will enable the EPIC program to serve more clients with a range of eviction prevention and shelter diversion services, and track outcomes across the expanded agency network.

Equity Statement:

The Eviction Prevention in the Community (EPIC) Program Expansion budget proposal's overall equity impact is high positive. Low income households' ability to maintain access to housing, or access City services/agency supports will be improved through the proposal. The EPIC program assists vulnerable households facing imminent risk of eviction by offering intensive wrap-around case management services. An intersectional analysis reveals that many people experiencing homelessness, as well as households that live in social housing are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|----------------------------------|---------|---------|-----|------|---------|---------|
| Total Staff Recommended Changes: | 1,055.2 | 1,055.2 | 0.0 | 4.00 | 1,071.5 | (158.2) |
|----------------------------------|---------|---------|-----|------|---------|---------|

| | | | | | | |
|---|----------------|----------------|------------|-------------|----------------|----------------|
| Staff Recommended New/Enhanced Services: | 1,055.2 | 1,055.2 | 0.0 | 4.00 | 1,071.5 | (158.2) |
|---|----------------|----------------|------------|-------------|----------------|----------------|

| | |
|-------|--|
| 25611 | Central Intake Call Centre Workforce Stabilization |
|-------|--|

| | | |
|----|----------|---------------------|
| 74 | Positive | Description: |
|----|----------|---------------------|

Funding of \$0.720 million gross, \$0 net to add 7 new full time positions required to meet the ongoing business needs of the Central Intake Call centre, which is the access point to Toronto's shelter system for people experiencing homelessness.

Service Level Impact:

The change will support a consistent and stable service level for the Central Intake Call Centre.

Equity Statement:

The Central Intake Call Centre Workforce Stabilization budget proposal's overall equity impact is high positive. Low income residents' access to shelter, and housing-focused supports will be positively impacted. Providing stability to staff through creating permanent jobs will stabilize the workforce to reduce staff turnover and enable consistent service delivery for vulnerable clients. The staffing change will enable expertise to be retained in the division to ensure appropriate staffing levels to manage call volumes and provision of high quality services to clients seeking shelter in Toronto. An intersectional analysis reveals that many people experiencing homelessness are also seniors, persons with disabilities, survivors of domestic abuse, low-income individuals and families, Black and Indigenous people, women, people who identify as 2SLGBTQ+, and members of other equity-deserving groups.

Service: Homeless and Housing First Solutions

| | | | | | | |
|---|--------------|--------------|------------|-------------|--------------|-------------|
| Total Staff Recommended Changes: | 720.2 | 720.2 | 0.0 | 7.00 | 749.8 | 28.1 |
| Staff Recommended New/Enhanced Services: | 720.2 | 720.2 | 0.0 | 7.00 | 749.8 | 28.1 |

Summary:

| | | | | | | |
|---|-----------------|-----------------|--------------|---------------|----------------|----------------|
| Staff Recommended New / Enhanced Services: | 11,629.8 | 11,629.8 | (0.0) | 117.62 | 8,110.6 | (136.3) |
|---|-----------------|-----------------|--------------|---------------|----------------|----------------|

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

| Project Code | (In \$000s) | 2022 Budget | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2022 - 2031 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| HS001 | Choice Based Housing Access System | 4,191 | | | | | | | | | | 4,191 | | | 4,191 |
| HS002 | Central Intake | 789 | | | | | | | | | | 789 | | | 789 |
| HS003 | Office Modernization | 2,150 | 1,318 | | | | | | | | | 3,468 | | | 3,468 |
| HS004 | COVID-19 Resilience Response Infrastructure | 3,104 | | | | | | | | | | 3,104 | 3,104 | | |
| HS005 | George Street Revitalization | 17,262 | 13,668 | 4,969 | 21,540 | 533,658 | 516 | | | | | 591,613 | | | 591,613 |
| HS006 | Housing and Shelter Infrastructure Development | 8,456 | 10,721 | 13,695 | | | | | | | | 32,871 | | | 32,871 |
| HS007 | AODA | 1,865 | 428 | 560 | 2,638 | | | | | | | 5,491 | 5,491 | | |
| HS008 | SOGR - SSHA | 5,251 | 4,575 | 3,769 | 10,331 | 12,385 | 11,705 | 11,092 | 10,817 | 10,555 | 8,352 | 88,832 | 88,832 | | |
| HS009 | HVAC Upgrades (Sites # 14) | 1,500 | 2,000 | 2,000 | 2,000 | | | | | | | 7,500 | 7,500 | | |
| HS010 | Strachan House Redevelopment | 500 | | | | | | | | | | 500 | | | 500 |
| HS011 | Women's Residence | 500 | | | | | | | | | | 500 | | 500 | |
| HS012 | Eva's Satellite | 500 | 500 | | | | | | | | | 1,000 | | | 1,000 |
| | SSHA Capital Projects Subtotal | 46,068 | 33,210 | 24,993 | 36,509 | 546,043 | 12,221 | 11,092 | 10,817 | 10,555 | 8,352 | 739,860 | 12,991 | 92,437 | 634,432 |
| HS013 | 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 | |
| | TCHC Capital Projects Sub-total | 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 | |
| Total Expenditures (including carry forward from 2021) | | 206,068 | 193,210 | 184,993 | 196,509 | 706,043 | 172,221 | 171,092 | 170,817 | 170,555 | 168,352 | 2,339,860 | 12,991 | 1,692,437 | 634,432 |

☑ - Project supports Climate Resiliency and / or Greenhouse Gas (GHG) Reduction*

☑ - Project includes workforce development requirements as outlined in the City's Social Procurement Program

*Information above includes full project / sub-project 2022-2031 Budget and Plan cash flows and does not break out the climate component costs separately.

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

| Project Code | (In \$000s) | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | Total 2022 Cash Flow & FY Commits | Previously Approved | Change in Scope | New w/ Future Year |
|--------------|--|----------------|---------------|---------------|---------------|----------------|------------|------|------|------|------|-----------------------------------|---------------------|-----------------|--------------------|
| HS001 | Choice Based Housing Access System | 4,191 | | | | | | | | | | 4,191 | 691 | 3,500 | |
| HS002 | Central Intake | 789 | | | | | | | | | | 789 | 789 | | |
| HS003 | Office Modernization | 2,150 | 1,318 | | | | | | | | | 3,468 | 3,468 | | |
| HS004 | COVID-19 Resilience Response Infrastructure | 3,104 | | | | | | | | | | 3,104 | 3,104 | | |
| HS005 | George Street Revitalization | 17,262 | 13,668 | 4,969 | 21,540 | 533,658 | 516 | | | | | 591,613 | 591,613 | | |
| HS006 | Housing and Shelter Infrastructure Development | 8,456 | 10,721 | 13,695 | | | | | | | | 32,871 | 32,871 | | |
| HS007 | AODA | 1,865 | 428 | 560 | 2,638 | | | | | | | 5,491 | 5,491 | | |
| HS008 | SOGR - SSHA | 5,251 | | | | | | | | | | 5,251 | 5,251 | | |
| HS009 | HVAC Upgrades (Sites # 14) | 1,500 | 2,000 | 2,000 | 2,000 | | | | | | | 7,500 | | | 7,500 |
| HS010 | Strachan House Redevelopment | 500 | | | | | | | | | | 500 | | | 500 |
| HS011 | Women's Residence | 500 | | | | | | | | | | 500 | | | 500 |
| HS012 | Eva's Satellite | 500 | 500 | | | | | | | | | 1,000 | | | 1,000 |
| | SSHA Capital Projects Sub-Total | 46,068 | 28,635 | 21,224 | 26,178 | 533,658 | 516 | | | | | 656,279 | 643,279 | 3,500 | 9,500 |
| HS013 | TCHC SOGR | 160,000 | | | | | | | | | | 160,000 | 160,000 | | |
| | TCHC Capital Projects Sub-total | 160,000 | | | | | | | | | | 160,000 | 160,000 | | |
| | Total Expenditure (including carry forward from 2021) | 206,068 | 28,635 | 21,224 | 26,178 | 533,658 | 516 | | | | | 816,279 | 803,279 | 3,500 | 9,500 |

Appendix 6b

2023 - 2031 Capital Plan

| Project Code | (In \$000s) | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | 2023 - 2031 Total | Health & Safety & Legislated | SOGR | Growth & Improved Service |
|---------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-------------------|------------------------------|------------------|---------------------------|
| HS008 | SOGR - SSHA | 4,575 | 3,769 | 10,331 | 12,385 | 11,705 | 11,092 | 10,817 | 10,555 | 8,352 | 83,581 | | 83,581 | |
| | SSHA Capital Projects Sub-Total | 4,575 | 3,769 | 10,331 | 12,385 | 11,705 | 11,092 | 10,817 | 10,555 | 8,352 | 83,581 | | 83,581 | |
| HS013 | TCHC -SOGR | 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 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | 1,440,000 | | 1,440,000 | |
| Total Expenditures | | 164,575 | 163,769 | 170,331 | 172,385 | 171,705 | 171,092 | 170,817 | 170,555 | 168,352 | 1,523,581 | | 1,523,581 | |

Appendix 7

Reporting on Major Capital Projects: Status Update

| Division/Project name | 2021 Cash Flow (Active Projects) | | | Total Project Cost (Active Projects) | | 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 (\$000s) | | | | | | | | | | | |
| George Street Revitalization | 18,347 | 3,239 | 10,575 | 671,608 | 72,660 | Significant Delay | Jan-16 | Dec-23 | Sep-27 | Ⓞ | Ⓡ |
| Comments: | <p>The Progress Avenue project is expected to meet its year-end projected spend and is substantially complete. The George St. project has been converted to Church St. and design is underway. Construction is expected to commence in 2021 and be completed by mid 2022. The Dundas St. project continues to be delayed due to an appeal to the Committee of Adjustments. The appellant has agreed to a Minutes of Settlement and we are awaiting a TLAB hearing/settlement date. Expected that construction will commence in 2022.</p> <p>The GSR-Main project is expected to meet its year-end projected spend. The completion of the output specifications is pending for the release of RFP which is now delayed until Q1 2022. The GSR-Main project is proposing scope change aggregating \$93.1M primarily on account of footprint redesigning to maximize capacity, new cost inflation compared to original estimates done in 2016 and to meet the TIER-4 net zero carbon emission requirements.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>The following are generally explanations for the delays:</p> <ol style="list-style-type: none"> 1) The George St. Site was being used as a temporary isolation site and securing the alternate replacement site (Church St.) added to the time delay; 2) The Dundas St. project has pending appeals on the Committee of Adjustment decision with TLAB, which was delayed; and 3) The GSR Main Project is delayed, as the completion of output specifications for release of the RFQ/RFP was delayed. | | | | | | | | | | |
| Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds) | 44,710 | 13,716 | 23,185 | 112,140 | 69,799 | Significant Delay | Jan-18 | Dec-20 | Dec-24 | Ⓞ | Ⓡ |
| Comments: | <p>The project is expected to extend until December 2024 as a result of complexities experienced in the 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. Also, due to an appeal on the Committee of Adjustment decision for Carlton St. project that went to TLAB, we are still awaiting a decision. Construction cannot commence at Carlton St. site until that decision is made which delays the construction of Adelaide St as the drop-in centre will be moving to Carlton St.</p> | | | | | | | | | | |
| Explanation for Delay: | <p>The following are generally explanations for the delays:</p> <ol style="list-style-type: none"> 1) The project will extend to December 2024 due to complexities in both the acquisition and construction phases of the project life cycle; 2) Dual dependencies of sites; for instance, one site is dependent upon completion of the other and/or is in partnership with another City Division; and 3) Pending appeals on the Committee of Adjustment decision with TLAB, which has been delayed. | | | | | | | | | | |

| | | |
|------------------------------|---|-------------------------------------|
| 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 Project |

Appendix 8

Summary of Capital Needs Constraints

(In \$'000)

| Project Description | Total Project | Non-Debt | Debt Required | Cash Flow (In \$ '000) | | | | | | | | | |
|--|----------------|----------------|----------------|------------------------|---------------|---------------|----------------|----------------|----------------|----------------|--------------|------|------|
| | | | | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
| <i>Interim and Vacant Land Spaces (Sites # 4)</i> | 68,000 | | 68,000 | 9,100 | 15,600 | 13,400 | 15,000 | 9,900 | 5,000 | | | | |
| <i>Women's Residence</i> | 13,500 | | 13,500 | | 6,000 | 7,500 | | | | | | | |
| <i>Eva's Satellite</i> | 18,000 | | 18,000 | | | 5,000 | 10,000 | 3,000 | | | | | |
| <i>Warden Woods - Respite Relocation</i> | 1,500 | | 1,500 | 1,500 | | | | | | | | | |
| <i>Birkdale Residenc</i> | 14,000 | | 14,000 | 3,000 | 4,000 | 4,000 | 3,000 | | | | | | |
| <i>SOGR - SSHA - Additional request</i> | 12,000 | | 12,000 | 2,000 | 4,000 | 6,000 | | | | | | | |
| <i>TCHC Development Capital - In-Flight Projects</i> | 211,324 | 211,324 | | | | 5,164 | 9,640 | 76,500 | 48,960 | 65,200 | 5,860 | | |
| <i>TCHC Development Capital - Not In-Flight Projects</i> | 264,380 | 264,380 | | | | 42,180 | 72,040 | 56,700 | 58,140 | 35,320 | | | |
| Total Needs Constraints (Not Include d) | 602,704 | 475,704 | 127,000 | 15,600 | 29,600 | 83,244 | 109,680 | 146,100 | 112,100 | 100,520 | 5,860 | | |

Appendix 9

2022 User Fee Changes

(Excludes User Fees Adjusted for Inflation)

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

Program Specific Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|-----------------|-----------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 13,796.3 | 13,504.5 | 13,604.5 |
| Social Housing Federal Reserve Fund | XR2105 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | | | |
| <i>CAPITAL</i> | | (320.4) | | |
| <i>Contributions (+)</i> | | | | |
| Interest Income | | 28.6 | 99.9 | 112.9 |
| Total Reserve / Reserve Fund Draws / Contributions | | 13,504.5 | 13,604.5 | 13,717.4 |
| Other Program / Agency Net Withdrawals & Contributions | | | | |
| Balance at Year-End | | 13,504.5 | 13,604.5 | 13,717.4 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|-----------------|-----------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 12,244.6 | 11,011.5 | 11,007.7 |
| Social Housing Stabilization Reserve | XQ1106 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | (3.8) | (3.8) | (3.8) |
| <i>CAPITAL</i> | | (1,229.3) | | |
| <i>Contributions (+)</i> | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | 11,011.5 | 11,007.7 | 11,003.9 |
| Other Program / Agency Net Withdrawals & Contributions | | | | |
| Balance at Year-End | | 11,011.5 | 11,007.7 | 11,003.9 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|----------------|----------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 4,543.3 | 4,543.3 | 4,543.3 |
| Housing Allowance Reserve | XQ1112 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | | | |
| <i>CAPITAL</i> | | | | |
| <i>Contributions (+)</i> | | | | |
| Total Reserve / Reserve Fund Draws / Contributions | | 4,543.3 | 4,543.3 | 4,543.3 |
| Other Program / Agency Net Withdrawals & Contributions | | | | |
| Balance at Year-End | | 4,543.3 | 4,543.3 | 4,543.3 |

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|--------------|--------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 125.4 | 134.0 | 142.6 |
| Vehicle Reserve | XQ1100 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | | | |
| <i>CAPITAL</i> | | | | |
| <i>Contributions (+)</i> | | 8.6 | 8.6 | 8.5 |
| Total Reserve / Reserve Fund Draws / Contributions | | 134.0 | 142.6 | 151.1 |
| Other Program / Agency Net Withdrawals & Contributions | | | | |
| Balance at Year-End | | 134.0 | 142.6 | 151.1 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|------------------|------------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 31,376.0 | 29,372.8 | 27,565.8 |
| Sick Leave Reserve Fund | XR1007 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | | | |
| <i>CAPITAL</i> | | | | |
| <i>Contributions (+)</i> | | 55.5 | 55.5 | 55.5 |
| Interest Income | | 63.7 | 209.9 | 220.4 |
| Total Reserve / Reserve Fund Draws / Contributions | | 31,495.2 | 29,638.2 | 27,841.7 |
| Other Program / Agency Net Withdrawals & Contributions | | (2,122.4) | (2,072.4) | (2,072.4) |
| Balance at Year-End | | 29,372.8 | 27,565.8 | 25,769.3 |

* Based on 9-month 2021 Reserve Fund Variance Report

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|-------------------|-------------------|
| | | 2022 | 2023 | 2024** |
| | | \$ | \$ | \$ |
| Beginning Balance | | 37,929.3 | 24,066.1 | 11,262.7 |
| Insurance Reserve | XR1010 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | | | |
| <i>CAPITAL</i> | | | | |
| <i>Contributions (+)</i> | | 1,665.9 | 1,665.9 | 1,665.9 |
| Interest Income | | 65.0 | 130.2 | - |
| Total Reserve / Reserve Fund Draws / Contributions | | 39,660.2 | 25,862.3 | 12,928.6 |
| Other Program / Agency Net Withdrawals & Contributions | | (15,594.1) | (14,599.6) | (14,613.7) |
| Balance at Year-End | | 24,066.1 | 11,262.7 | (1,685.2) |

* Based on 9-month 2021 Reserve Fund Variance Report

** Funds will be added through future years to address the projected shortfall in 2024.

| Reserve / Reserve Fund Name (In \$000s) | Reserve / Reserve Fund Number | Withdrawals (-) / Contributions (+) | | |
|---|----------------------------------|-------------------------------------|-------------------|-------------------|
| | | 2022 | 2023 | 2024 |
| | | \$ | \$ | \$ |
| Beginning Balance | | 348,658.0 | 323,105.4 | 279,762.2 |
| Section 37 | XR3026 | | | |
| <i>Withdrawals (-)</i> | | | | |
| <i>OPERATING</i> | | (74.4) | (74.4) | (65.0) |
| <i>CAPITAL</i> | | | | |
| <i>Contributions (+)</i> | | | | |
| Interest Income | | 704.6 | 2,222.4 | 2,217.2 |
| Total Reserve / Reserve Fund Draws / Contributions | | 349,288.2 | 325,253.3 | 281,914.4 |
| Other Program / Agency Net Withdrawals & Contributions | | (26,182.8) | (45,491.1) | (25,198.1) |
| Balance at Year-End | | 323,105.4 | 279,762.2 | 256,716.3 |

* Based on 9-month 2021 Reserve Fund Variance Report

Inflows and Outflows to/from Reserves and Reserve Funds**2022 – 2031 Capital Budget and Plan****Program Specific Reserve / Reserve Funds**

| Reserve / Reserve Fund Name (In \$000s) | Project / Sub Project Name and Number | Contributions / (Withdrawals) | | | | | | | | | | |
|---|--|-------------------------------|-----------------|-----------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| | | 2022 Budget | 2023 Plan | 2024 Plan | 2025 Plan | 2026 Plan | 2027 Plan | 2028 Plan | 2029 Plan | 2030 Plan | 2031 Plan | Total |
| XR2126 - Development Charges Reserve Fund for Shelter | Beginning Balance | 18,775 | 13,462 | 8,301 | 120 | 5,637 | 10,948 | 16,342 | 21,926 | 27,705 | 33,684 | |
| | <i>Withdrawals (-)</i> | | | | | | | | | | | |
| | Choce Based Housing Access System | (1,000) | | | | | | | | | | (1,000) |
| | Housing and Shelter Infrastructure Development | (8,456) | (10,721) | (13,695) | | | | | | | | (32,871) |
| | Total Withdrawals | (9,456) | (10,721) | (13,695) | - | - | - | - | - | - | - | (33,871) |
| | <i>Contributions (+)</i> | | | | | | | | | | | |
| | <i>Development Charges Revenue Forecast</i> | 4,109 | 5,479 | 5,479 | 5,479 | 5,181 | 5,181 | 5,284 | 5,390 | 5,497 | 5,607 | 52,686 |
| | <i>Interest Income</i> | 34 | 80 | 35 | 38 | 130 | 214 | 300 | 389 | 481 | 577 | 2,277 |
| Total Contributions | 4,143 | 5,559 | 5,514 | 5,517 | 5,311 | 5,395 | 5,584 | 5,779 | 5,978 | 6,184 | 54,963 | |
| Other Program/Agency Net Withdrawals and Contributions | | | | | | | | | | | | - |
| Balance at Year-End | | 13,462 | 8,301 | 120 | 5,637 | 10,948 | 16,342 | 21,926 | 27,705 | 33,684 | 39,867 | 21,092 |

* Based on 9-month 2021 Reserve Fund Variance Report

Corporate Reserve / Reserve Funds

N/A

Appendix 11

Glossary

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.