

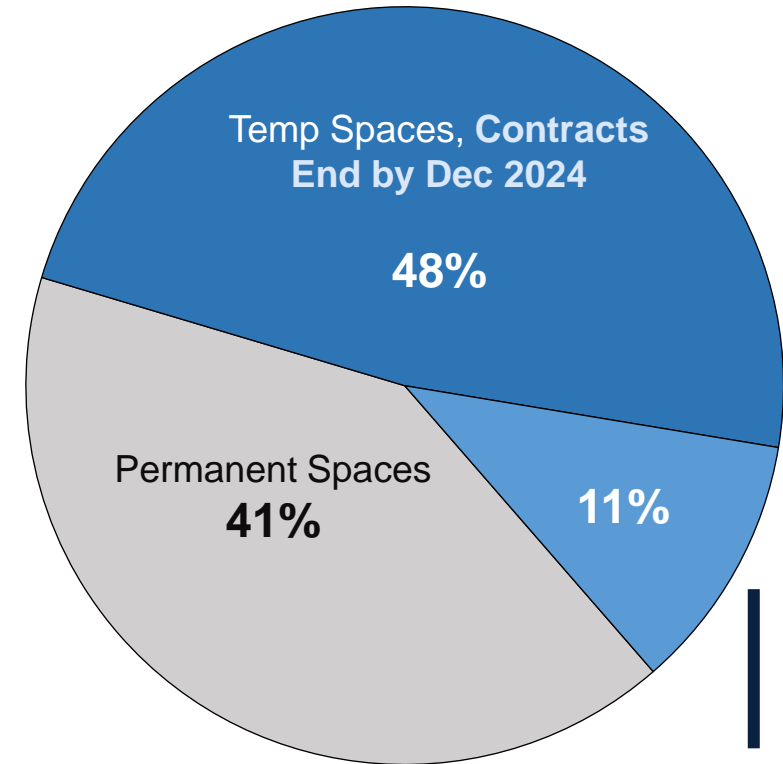


2024 Shelter Infrastructure Plan and the Homelessness Services Capital Infrastructure Strategy (HSCIS)

Capital Infrastructure Pressures

- In addition to the high demand for shelter space, there are capital challenges that will lead to a reduction in capacity if not addressed:
 - 48% or 4,063 shelter spaces at risk of being closed if leases are not extended or replaced.
- The City is reliant on temporary short term leases/ contracts to address demand and replace COVID-19 sites and other shelter closures.
- The capital budget is insufficient to meet the needs of the system. Without strategic capital planning, the City will continue to be at risk of not meeting demand and budget pressures to find new shelter spaces.

Shelter System: Temporary Spaces vs. Permanent Spaces



Temp Spaces,
Contracts Beyond 2024

Operating Cost Comparison

- The operating budget continues to increase; significant costs are related to short-term leases/contracts.
- Operating hotel sites cost almost double that of a permanent shelter.
 - Over a 10-year period, the cost difference of leasing a 80 bed temporary hotel instead of owning a site is \$37 million. This difference can exceed the cost of developing a purpose built new shelter.
- To sustain the system, both purchased and long-term leased sites produce substantial cost-savings and can be built to be more accessible, safer, and more responsive to the diverse needs of shelter clients.

Operating Cost Comparison: Developing New Site vs. Renting COVID 19 Hotels (80 Beds)						
Site Type (80 Bed)	Per Diem	1 Year	3 Years	5 Years	10 Years	20 Years
COVID-19 Hotel	\$253	\$7.4 million	\$22 million	\$36.9 million	\$73.9 million	\$147.8 million
New Purpose-Built Shelter Site	\$126	\$3.7 million	\$11 million	\$18.4 million	\$36.8 million	\$73.6 million
Potential Cost-Savings	\$127	\$3.7 million	\$11 million	\$18.5 million	\$37 million	\$74.2 million

Homelessness Services Capital Infrastructure Strategy (HSCIS)

The HSCIS informs the City's shelter capital spending decisions over the next 10 years (2024 – 2033).

Key Short-Term Goals (1 – 5 Years):

- Maintain shelter capacity by offsetting capacity loss in shelter system due to site closures
- Moderately grow the system in priority areas in collaboration with CreateTO and CREM
- Ensure new shelters are permanent or long-term spaces that are proactively acquired and thoughtfully designed to enhance dignity and safety, and well integrated into the surrounding community

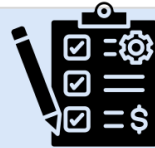
Key Long-Term Goals (5+ Years):

- Increase shelter stability by transitioning the current system from 41% permanent spaces to a system where 60% of all shelter spaces are permanent and purpose-built.

HSCIS Foundational Goals

Six Foundational Goals emerged through the development of the HSCIS that guide how SSHA can address long-term infrastructure challenges in the shelter system.

1. Plan Proactively and Prioritize Long-Term Infrastructure Needs



2. Create Infrastructure that Fosters Dignity and Wellbeing



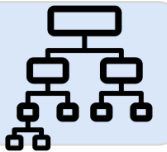
3. Provide Resilient and Sustainable Infrastructure



4. Strengthen Communications and Community Relationships



5. Clarify Responsibilities, Authority and Decision Making



6. Strengthen the Collection, Management, and Analysis of Infrastructure Data

