

Toronto 2018 BUDGET



CAPITAL PROGRAM SUMMARY



George Street Revitalization

Shelter, Support & Housing Administration

2018 2027 CAPITAL BUDGET AND PLAN OVERVIEW

Shelter, Support and Housing Administration (SSHA) delivers the City's emergency shelter program through a network of 20 City-owned and leased facilities in various locations across the City.

The 10-Year Plan dedicates \$214.5 million for maintenance of existing facilities and \$803.4 million for service improvements for a total of \$1,017.9 million over 10 years. The Plan provides funding of \$537.5 million for George Street Revitalization (GSR) that includes funding for the Transition Plan (Phase 2) for current Seaton House residents relocation to 4 new shelter sites as well as for project management and construction (Phase 3) slated for 2020 – 2023. In response to sustained and growing occupancy pressures in the emergency shelter system, funding of \$178.6 million was added for the creation of 11 new shelters which will add 880 new beds to the system over a 3-year period from 2018 to 2020. Also included in the Plan is \$279.2 million in new funding for Toronto Community Housing Corporation (TCHC) as an interim funding measure to allow the corporation continue its capital repair plan to prevent permanent unit closures and continue with current phases of Council-approved revitalization projects planned for 2018 and 2019.

The 10-Year Capital Plan will increase future year Operating Budgets by a total of \$77.5 million net over the 2018 – 2027 period primarily for new positions and operating costs for the shelters required for the implementation of the GSR-Seaton House Transition Plan and shelter expansion projects.

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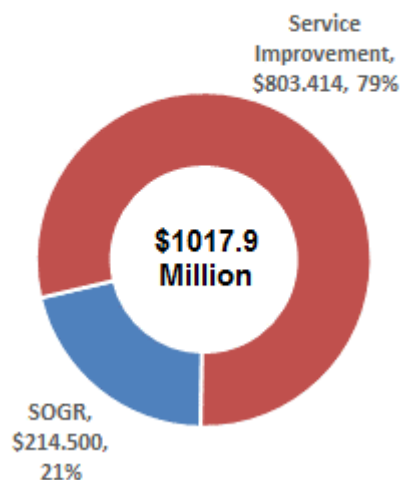
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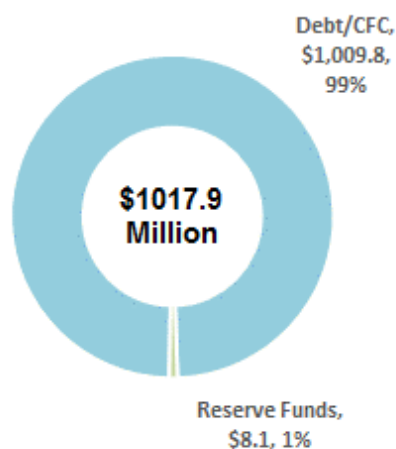
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CAPITAL SPENDING AND FINANCING

2018 - 2027 Capital Budget and Plan By Project Category



By Funding Source



Where the money goes:

SSHA's 2018-2027 Capital Budget and Plan totalling \$839.4 million provides funding of:

- \$214.5 million in State of Good Repair (SOGR) projects to be deployed through;
 - \$14.5 million for capital upgrades and repairs in City-owned and leased shelter facilities and
 - \$200 million in new funding to TCHC to enable it continue its SOGR plan;
- \$803.4 million in Service Improvement projects to support the City's emergency shelter system through;
 - \$6.6 million for shelter land acquisition;
 - \$537.5 million to complete the Transition Plan from Seaton House, preconstruction consulting as well as the construction phase of the GSR project;
 - \$79.2 million in new funding to TCHC to complete current phases of revitalization projects planned for 2018 and 2019;
 - \$1.6 million to continue the implementation of the Choice Based Housing Access System; and
 - \$178.6 million for the creation of 11 new emergency shelters adding a total of 880 beds to the shelter system.

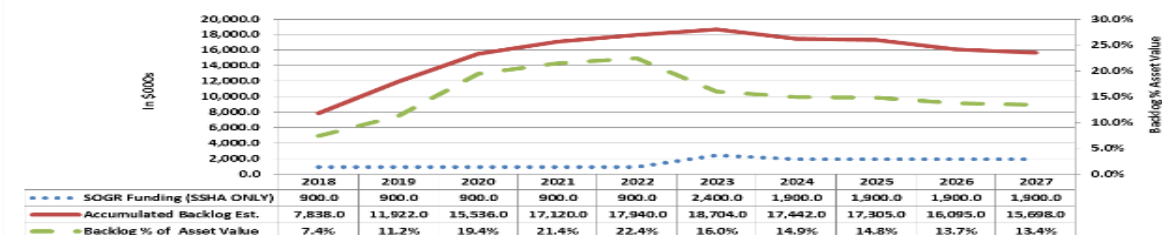
Where the money comes from:

In order to complete the aforementioned projects, funding is proposed from the following sources:

- Debt funding of \$1,009.8 million or 99% of total funding. Additional debt funding was added following a city-wide review of critical and unmet corporate priorities for the GSR Construction project and for TCHC state of good repair and revitalization projects as an interim measure based on Council direction until a permanent funding solution is developed.
- The inclusion of GSR Phase 3 and new funding to TCHC in the Capital Plan will result in SSHA exceeding its allocated debt target over the 10-year planning period by \$951.9 million.
- Reserve funding of \$8.1 million is planned for the acquisition of future shelter sites (\$6.6 million) and implementation of the Choice Based Housing Access System (\$1.6 million).

State of Good Repair Backlog

The 10-Year Capital Plan includes funding of \$14.5 million for State of Good Repair to address SSHA's SOGR backlog which is projected to increase from 7.4% in 2018 to 22.4% in 2022 before declining to 13.4% by 2027.



OUR KEY ISSUES & PRIORITY ACTIONS

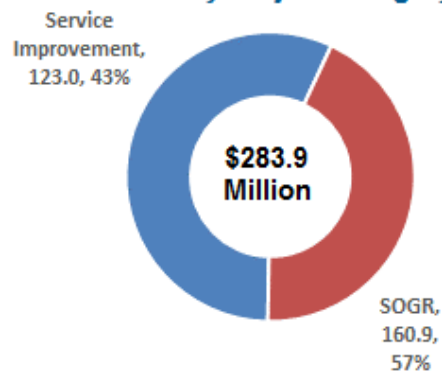
- **Demand for Shelter services has been trending up since 2012** and requires initiatives aimed at increasing capacity, transforming the shelter system and enhancing support mechanisms to prevent homelessness.
 - The 10-Year Capital Plan includes funding of \$537.5 million for George Street Revitalization (Phase 2 and 3) to replace the shelter capacity (600 beds), currently located at Seaton House. Co-located in the same area, will be affordable housing opportunities and links to other programming.
 - Funding of \$178.6 million was also added for the addition of 880 new beds to the shelter system in 11 new emergency shelters.
- **TCHC does not have sufficient resources to fund its state of good repair backlog and inflight revitalization projects** triggering the introduction of an interim Funding Model (2018 – 2019) until a permanent funding solution scheduled for 2019, is developed.
 - Funding of \$216.0 million in 2018 and \$63.1 million in 2019 is provided to allow TCHC to address its SOGR backlog and avoid permanent unit closures during the period while supporting the completion of current phases of revitalization projects underway.



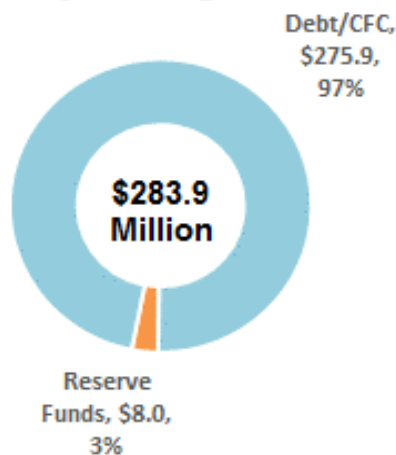
2018 CAPITAL BUDGET HIGHLIGHTS

- The 2018 Capital Budget for Shelter, Support and Housing Administration of \$283.9 million, excluding carry forward funding, will:
 - Maintain funding for SOGR projects at City-owned and leased facilities (\$0.9 million) and support shelter land acquisition to help stabilize the shelter system (\$6.6 million).
 - Continue the Seaton House Transition Plan (\$8.3 million) and the Preconstruction and Project Management work (\$6.9 million) required to achieve construction readiness to enable Phase 3 of the GSR project to proceed.
 - Commence the addition of a total of 880 new beds to the shelter system over a 3-year period through the creation of 3 new shelters in 2018 (\$43.9 million).
 - Enable TCHC continue to address its SOGR backlog, avoid permanent unit closures (\$160.0 million) and support inflight revitalization of communities within its existing portfolio (\$56.0 million).

**2018 Preliminary Capital Budget
By Project Category**



By Funding Source



Council Approved Budget

City Council approved the following recommendations:

1. City Council approve the 2018 Capital Budget for Shelter Support and Housing Administration with a total project cost of \$457.743 million, and 2018 cash flow of \$311.205 million and future year commitments of \$234.511 million comprised of the following:
 - a) New Cash Flow Funds for:
 - i. 3 new / change in scope sub-projects with a 2018 total project cost of \$457.743 million that requires cash flow of \$259.917 million in 2018 and future year cash flow commitments of \$125.186 million in 2019 and \$72.640 million in 2020;
 - ii. 5 previously approved projects with a 2018 cash flow of \$15.764 million; and future year cash flow commitments of \$21.819 million for 2019; \$3.146 million for 2020; \$3.146 million for 2021; \$3.146 million for 2022; \$3.146 million for 2023 and \$2.282 million for 2024.
 - iii. 1 previously approved sub-project with carry forward funding from 2016 requiring 2018 cash flow of \$8.251 million that requires Council to reaffirm its commitment; and
 - b) 2017 approved cash flow for 5 previously approved projects with carry forward funding from 2017 into 2018 totalling \$27.273 million.
2. City Council approve the 2019 - 2027 Capital Plan for Shelter, Support and Housing Administration totalling \$499.471 million in project estimates, comprised of \$8.129 million for 2019; \$5.854 million for 2020; \$5.854 million for 2021; \$5.854 million for 2022; \$466.180 million for 2023; \$1.900 million for 2024; \$1.900 million for 2025; \$1.900 million in 2026 and \$1.900 million in 2027.
3. City Council consider the operating costs/(savings) of \$1.869 million net in 2018; \$16.445 million net in 2019, \$25.248 million net in 2020, \$35.226 million in 2021 and (\$1.260) million net in 2024 resulting from the approval of the 2018 Capital Budget for inclusion in the 2018 and future year operating budgets.
4. City Council approve 12 new temporary positions for the delivery of 2018 capital projects and that the duration of these positions not exceed the life and funding of their respective projects/subprojects.
5. City Council, in its capacity as Social Housing Service Manager under the Housing Services Act, 2011, direct the Interim Chief Financial Officer to make a contribution, funded from City's debt, to Toronto Community Housing Corporation based on incurred capital expenditures, of up to \$160.000 million in 2018 and \$40.000 million in 2019 to address its state of good repair backlog and \$56.037 million in 2018 and \$23.146 million in 2019 for existing redevelopment projects, on terms and conditions satisfactory to the Interim Chief Financial Officer and in a form satisfactory to the City Solicitor.
6. City Council in its capacity as shareholder of TCHC direct the Chief Financial Officer to direct TCHC to adhere to the City's Quarterly Capital Variance reporting process and provide status updates on capital spending on City funded projects.



Part 1:

10-Year Capital Plan

Table 1a
10-Year Capital Plan
2018 Capital Budget and 2019 - 2022 Capital Plan

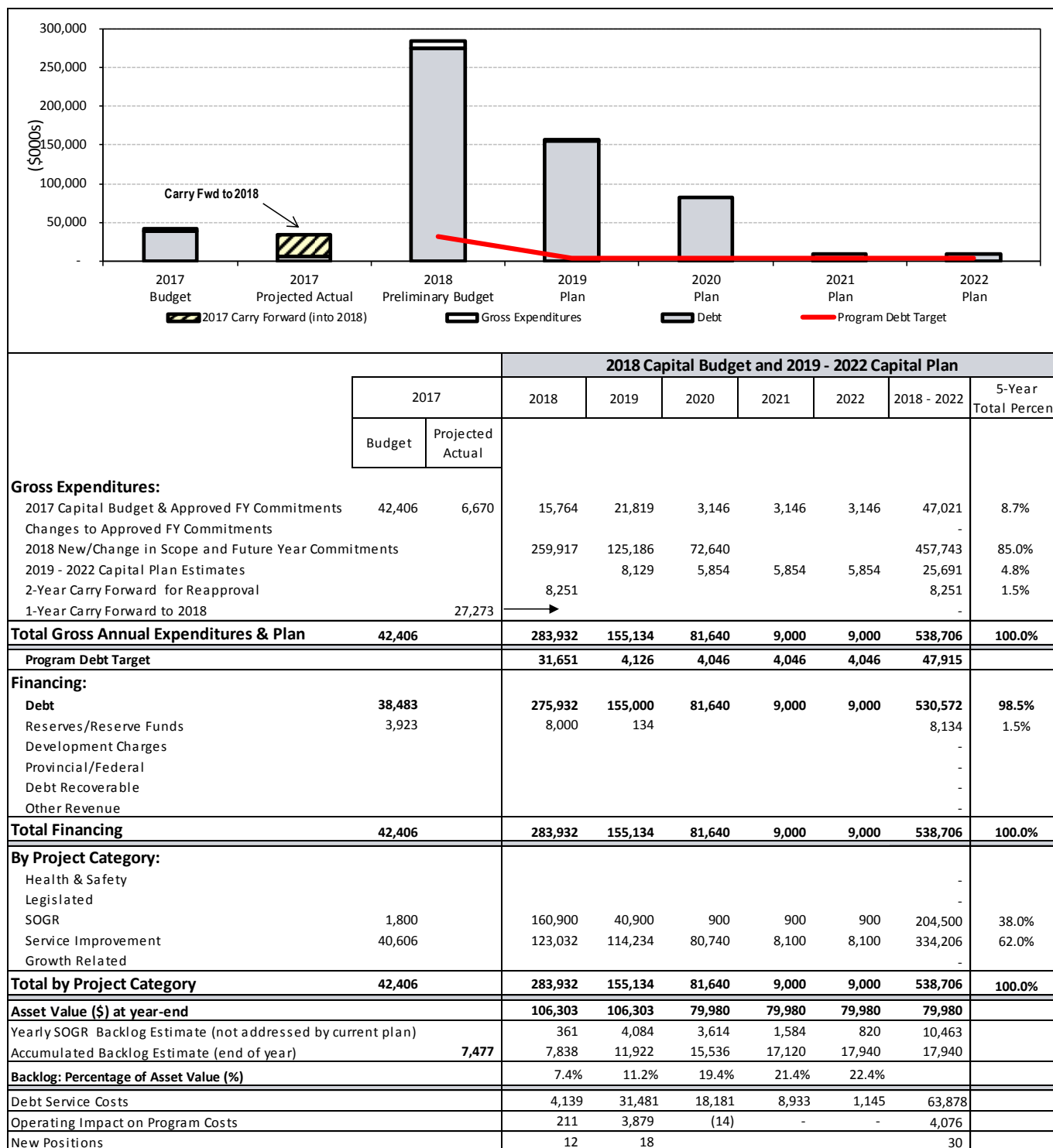
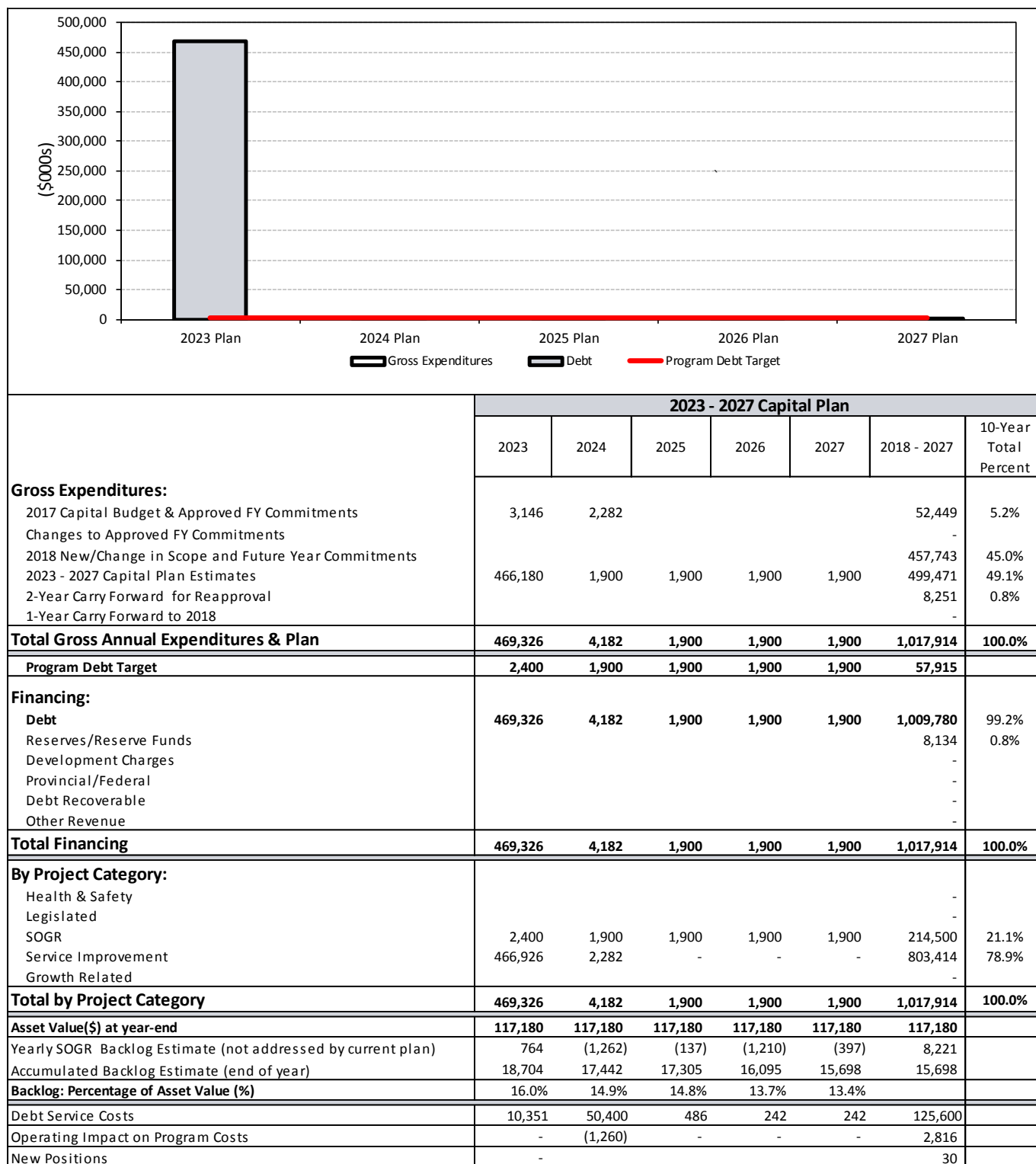


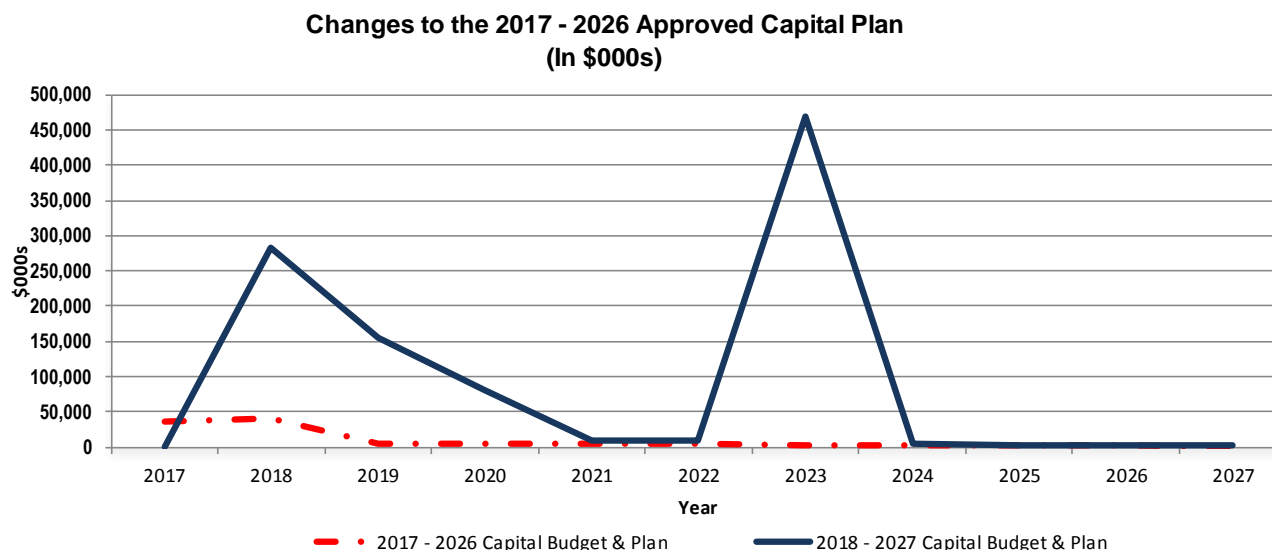
Table 1b
10-Year Capital Plan
2023 - 2027 Capital Plan



Key Changes to the 2017 - 2026 Approved Capital Plan

The 2018 Capital Budget and the 2019 – 2027 Capital Plan reflects an increase of \$917.240 million in capital funding from the 2017 to 2026 Approved Plan. The chart and table below provides an annual breakdown of the increase in the Capital Program from 2017 – 2027.

Chart 1
Changes to the 2017 - 2026 Approved Capital Plan (In \$000s)



(\$000s)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Total
2017 - 2026	36,525	39,651	4,260	4,046	4,046	4,046	2,400	1,900	1,900	1,900		100,674
2018 - 2027		283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,017,914
Change %		616.1%	3,541.6%	1,917.8%	122.4%	122.4%	19,455.3%	120.1%	0.0%	0.0%		911.1%
Change \$		244,281	150,874	77,594	4,954	4,954	466,926	2,282	0	0		917,240

As evident in Chart 1 above, the \$917.240 million increase in the 10-Year Capital Plan is attributed to the \$773.305 million increased capital investment being made for the George Street Revitalization project construction, new funding for the creation 11 new emergency shelters to increase system capacity and TCHC's SOGR backlog and revitalization projects in the nine common years of the Capital Plan as described in the next section, offset by \$34.625 million representing the difference in capital spending approved in 2017 as compared to planned capital investments in the year 2027 when funding is restored to ongoing SOGR work funding levels.

The Capital Program also reflects the reallocation of funding from 2018 to other years within the 10-year period for the GSR-Seaton House Transition Plan in recognition of delays experienced in the acquisition of the shelter sites required to implement the Transition Plan.

As reflected in Table 2 on the following page, the \$951.865 million increase in capital funding over the 9 common years of the Capital Plan (2018- 2027) arise from the inclusion of funding for the following projects.

- Funding for GSR – Phase 2 – Transition Seaton House (\$8.251 million) representing funding being carried forward from the prior two years;
- Funding for GSR – Phase 3 – Construction (\$485.871 million);
- Interim funding to address TCHC's SOGR backlog in 2018 and 2019 (\$200 million); and

- Additional funding to TCHC to continue with Council approved inflight revitalization projects in 2018 and 2019 (\$79.183 million);
- Funding for the creation of 11 new emergency shelters to address occupancy pressures in the system by adding 880 new beds over a 3-year period from 2018 to 2020 (\$178.560 million).

Table 2
Summary of Project Changes (In \$000s)

\$000s	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2018 - 2026 Total
2017 - 2026 Capital Budget & Plan	36,525	39,651	4,260	4,046	4,046	4,046	2,400	1,900	1,900	1,900		64,149
2018 - 2027 Capital Budget & Plan	-	283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,016,014
Capital Budget & Plan Changes (2018 - 2026)		244,281	150,874	77,594	4,954	4,954	466,926	2,282	-	-	-	951,865

	Total Project Cost	2018	2019	2020	2021	2022	2023	2024	2025	2026	2018 - 2026	2027	Revised Total Project Cost
Changes to Previously Approved Commitments in 10-Year Capital Plan													
GSR - Phase 2-Transition-Seaton House	61,820	(15,636)	18,459				3,146	2,282			8,251		70,071
Total Changes to Previously Approved Commitments		(15,636)	18,459				3,146	2,282			8,251		70,071
New to the 10-Year Capital Plan													
GSR - Phase 3 - Construction	485,871		7,229	4,954	4,954	4,954	463,780				485,871		485,871
TCHC SOGR Backlog	200,000	160,000	40,000								200,000		200,000
TCHC - Revitalization of Existing Portfolio	79,183	56,037	23,146								79,183		79,183
New Emergency Shelters	178,560	43,880	62,040	72,640							178,560		178,560
Total New		259,917	132,415	77,594	4,954	4,954	463,780	-	-	-	943,614		943,614
Total Changes		244,281	150,874	77,594	4,954	4,954	466,926	2,282			951,865		

Significant Capital Project Changes in Shelter, Support and Housing Administration:

Changes to Previously Approved Project Commitments:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects as outlined below:

- **George Street Revitalization Project (GSR) – Phase 2-Transition - Seaton House**
 - In July 2016, City Council approved the Design-Build-Finance (DBF) procurement model for Phase 3 - Construction of the GSR project. Recognizing the need for improvements at Seaton House, funding of \$61.820 million was made available in the 2017 – 2026 Capital Plan for the acquisition of 2 temporary and 2 permanent sites as part of the Transition Plan to relocate the occupants of the facility.
 - In the same meeting, Council directed staff to commence the implementation of the Seaton House Transition Plan from funds remaining in SSHA's 2016 Approved Capital Plan. In addition, \$10.027 million was earmarked in the 2017 - 2026 Capital Budget and Plan for the preconstruction consulting work necessary to achieve construction readiness. This work will result in the delivery of a Project Specific Output Specification (PSOS) document which will inform GSR - Phase 3 - Construction.
 - Work on the preparation of the PSOS is progressing as planned and will conclude by the middle of 2018. If Council approves project funding and subsequently approves Infrastructure Ontario as commercial procurement lead, procurement could begin shortly thereafter.
 - The relocation of the occupants of Seaton House has been delayed due to difficulties encountered in the acquisition of shelter sites required for the successful implementation of the plan.
 - The lease for the first temporary site at 731 Runnymede Road has been signed and this facility will open by the third quarter of 2018. An active search for the remaining 3 sites is also on the way with multiple sites under consideration. SSHA plans to open one more temporary site before the end of 2018.

- The last 2 sites under the plan which will be permanent sites are expected to be operational by the end of 2019. This will allow for the decanting and demolition of Seaton House in time for construction planned for 2020.
- In line with the aforementioned developments, the approved cash flow funding commitments for the Seaton House Transition Plan have been realigned to match the anticipated timelines of the Transition Plan's completion as outlined above.

New to the 10-Year Capital Plan

The 10-Year Capital Plan includes cash flow funding for GSR – Phase 3 – Construction project, new funding of \$160 million in 2018 and \$40 million in 2019 to TCHC as interim funding to address its SOGR backlog and funding of \$79.183 million to complete the revitalization of Council approved inflight projects, following a City-wide review of unmet capital priorities. In response to sustained and increasing demand for shelter beds. Further, new funding of \$178.560 million was also added to the plan for the creation of 11 new emergency shelters which will add an additional 880 new beds to the shelter system over a 3-year period commencing in 2018 as noted below:

George Street Revitalization Project (GSR) - Phase 3 – Construction

- The construction phase of the GSR project involves the demolition and redevelopment of the current Seaton house as earlier noted in this report as well as the revitalization of George Street. Construction activities are expected to commence in the second quarter of 2020.
- The construction plan is dependent on the successful relocation of the current occupants of Seaton House to new sites and Purchase-of-Service Operators as outlined in the Seaton House Transition Plan. Under the revised transition schedule, Seaton House will be vacated and turned over to the project contractor in June 2020.
- Demolition and construction of the new facility as specified in the PSOS will require between 36 – 42 months with substantial completion estimated between May and November 2023. Final Payment to the contractor as required by the Design-Build-Finance procurement model is due within 10 days from the official date of substantial completion.
- Occupation and commencement of operations at the new facility can commence upon substantial or final completion and is expected to take approximately 4 months between May and September 2023.
- Additional debt funding of \$485.871 million has been included in SSHA's 10-Year Capital Plan. These funds will support the project management and consulting work required as construction progresses as well as private financing costs and the final lump sum payment to the project contractor at substantial completion.
- While the Seaton House Transition Plan has experienced some delay, the search for suitable shelter sites has intensified and further progress is anticipated in 2018.

Interim Funding Model (2018-2019) for TCHC

City Council, at its meeting on July 4, 2017 adopted "EX26.2 Tenants First – Phase 1 Implementation Plan" that called for a strategic transformation plan for TCHC and the creation of an interim 2018-2019 funding model to be submitted through the 2018 Budget process, pending development of a permanent funding model.

- In keeping with City Council's direction, the 2018-2027 Capital Budget and Plan includes City funding of \$200 million to address TCHC's SOGR backlog for 2018 and 2019 and \$79.183 million towards the completion of current phases of Council approved revitalization projects in 2018 and 2019.

- TCHC's SOGR backlog requires funding of \$160 million in 2018 and \$40 million in 2019 to avoid permanent unit closures and will position TCHC to continue its efforts in achieving a Facility Condition Index of 10% by 2026.
- TCHC's Council approved revitalizations require supplementary funding of \$56.037 million in 2018 and \$23.146 million in 2019 to complete current phases of inflight revitalization projects. Specifically, the funding is required to complete developments at Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Block 27, Phase 3). The revitalization efforts will result in the completion of 1,926 market units and 996 rental replacement units for a total of 2,922 units. The replacement of TCHC's building inventory through revitalization will serve to reduce the building repair capital backlog from increasing further.

New Emergency Shelters

- At its meeting on December 5, 6, 7 and 8, 2017, City Council considered and adopted with amendments CD24.7 *"Shelter Infrastructure Plan and Progress Report"* which sought approval for the creation of new shelter spaces at the following locations across the City funding for which was included in SSHA's 2018 Operating and Capital Budgets:
 - Hope Shelter, 29 Leslie St, in the first quarter of 2018 (60 beds for men);
 - Youth Link, 747 Warden Avenue, in the second quarter of 2018 (51 beds for youth);
 - Birchmount Residence, 3306 Kingston Road, in the second quarter of 2018 (100 beds for senior men)
 - Temporary shelter for George Street Replacement, 731 Runnymede Road, in the third quarter of 2018 (50 beds for men);
 - Egale Canada, 257 Dundas Street East, in the third quarter of 2018 (30 beds for LGBTQ2S youth);
- In its consideration of the recommendations contained in CD24.7, Budget Committee requested the General Manager, SSHA to report back on the financial impacts of increasing shelter capacity to reach a goal of 1,000 additional beds as quickly as possible.
- These capital requirements and operating impacts were duly presented to Budget Committee for consideration during the 2018 Budget Process and a motion to add 880 new beds over a 3 - year period to the already planned additions in 2018 was subsequently adopted City Council as part of SSHA's 2018 – 2027 Capital Budget and Plan.
- The projected capital costs for the creation of 880 new beds is approximately \$178.56 million. Table A on the next page details a 3 - year plan to add the additional beds at 11 sites assuming an average bed capacity of 80 per site.
 - The estimates include land costs, as well as the costs for design, architecture, construction and renovation to bring the properties to shelter standards as well as costs for furniture, equipment and project management.

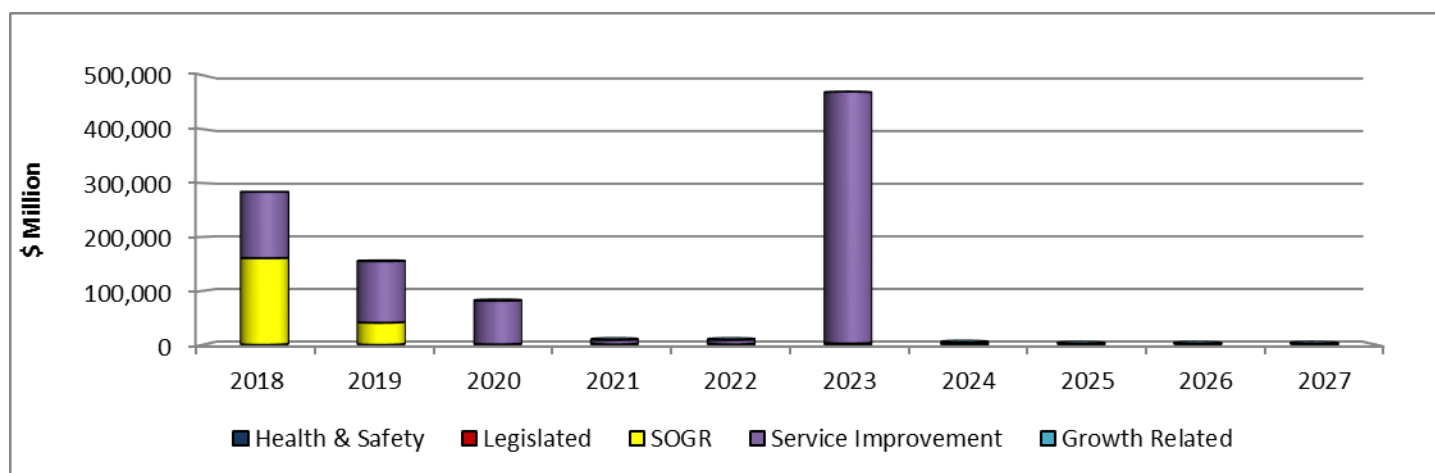
Table A

Description	YEAR				
Capital Cost Estimates	2018	2019	2020	2021	Total
Land (9 sites)	20,000	30,000	40,000		90,000
Architect, Design and Project Management	2,580	3,640	4,240		10,460
Construction and Renovation*	21,300	28,400	28,400		78,100
Total	43,880	62,040	72,640		178,560
Operating Cost Estimates	2018	2019	2020	2021	Total
Lease Costs (2 sites)	125	688	688	0	1,501
Operating Cost (11 sites)	1,533	10,220	12,009	9,964	33,726
Total (A)	1,658	10,908	12,697	9,964	35,227
Total Beds	240	320	320		880

- The Facilities and Real Estate division and SSHA are partnering to identify shelter sites and thus far have listed 5 potential sites that could be used as permanent shelters. Negotiations for the 5 sites are preliminary and on-going. The shelters are planned to open at various times within their year of construction completion.
- Further, the operating costs to run all 11 shelter sites, including the lease costs for 2 sites, is estimated to reach \$35.227 million by 2021.
 - Consequently, the projected incremental operating impacts to SSHA's 2018 Operating Budget for the new shelters is expected to be \$1.658 million in 2018 with an incremental costs of \$10.908 million in 2019, \$12.697 million in 2020, \$9.965 million in 2021.

2018 – 2027 Capital Plan

Chart 2
2018 – 2027 Capital Plan by Project Category (In \$000s)



As illustrated in Chart 2 above, the 10-Year Capital Plan for Shelter, Support and Housing Administration of \$839.354 million provides 79% for Service Improvement projects as priorities and 21% of funding for State of Good Repair (SOGR) projects.

- State of Good of Good Repair projects account for \$214.5 million dedicated to capital maintenance and upgrades such as roof repair, mechanical and electrical upgrades, site works and renovations at City-owned or leased shelter sites to ensure the safety and projections of the public (\$14.5 million) and maintenance and repairs at TCHC buildings to reduce its SOGR backlog (\$200 million).

- Service improvement projects represent 79% of the Capital Plan or \$803.414 million of capital funding for projects such as the *Phase 2 and 3 of GSR* (\$537.537 million), inflight revitalization of TCHC's existing portfolio (\$79.183 million), *Shelter Land Acquisition* (\$6.570 million), *Choice Based Housing Access System* (\$1.564 million) and New emergency shelters (\$178.560 million).

Table 3 on the next page details all capital projects, by category, included in the 2018 - 2027 Capital Budget and Plan for Shelter, Support and Housing Administration:

Table 3
2018 - 2027 Capital Plan by Project Category (In \$000s)

	Total App'd Cash Flows to Date*	2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Capital Repairs/Replacement - Leased Buildings		100	100	100	100	100	300	272	272	272	272	1,888	
Capital Repairs/Replacement - City Operated Buildings		800	800	800	800	800	2,100	1,628	1,628	1,628	1,628	12,612	
TCHC SOGR Backlog		160,000	40,000									200,000	200,000
Sub-Total	-	160,900	40,900	900	900	900	2,400	1,900	1,900	1,900	1,900	214,500	200,000
Service Improvements													
Shelter Land Acquisition	6,570	6,570										6,570	7,300
GSR - Phase 2 - Project Management/Preconstruction	10,027	6,864										6,864	10,027
GSR - Phase 2 - Transition-Seaton House	61,820	8,251	21,685	3,146	3,146	3,146	3,146	2,282				44,802	70,071
GSR - Phase 3 - Construction			7,229	4,954	4,954	4,954	463,780					485,871	485,871
Choice Based Housing Access System	4,357	1,430	134									1,564	4,357
TCHC-Revitalization of Existing Portfolio		56,037	23,146									79,183	79,183
New Emergency Shelters		43,880	62,040	72,640								178,560	178,560
Sub-Total	82,774	123,032	114,234	80,740	8,100	8,100	466,926	2,282	-	-	-	803,414	835,369
Total Expenditures by Category (excluding carry forward)	82,774	283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,017,914	1,035,369

*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2017, excluding ongoing capital projects (i.e. Civic Improvement projects)

2018 – 2027 Capital Projects

The 10-Year Capital Plan is in keeping with Program objectives to stabilize and enhance the capacity of the emergency shelter system by providing funding to complete Phase 2 and 3 of the GSR Project. The 10-Year Capital Plan will also support TCHC through an interim funding model to address its SOGR backlog and inflight revitalization projects.

State of Good Repair (SOGR)

- SSHA related SOGR projects account for \$14.5 million over the life of the 10-year Capital Plan period. An additional \$200 million is also included for TCHC as interim funding to address TCHC's SOGR backlog to avoid permanent unit closures and enable TCHC to continue its objective to reach a Facility Condition Index of 10% by 2026. This addition to the 10-Year Capital Plan brings total spending on SOGR projects to \$214.5 million or 26% of planned investments.

Service Improvements

- Shelter Land Acquisition (\$6.570 million):** This project is fully funded from reserves with the intent to purchase a shelter site for long term use and stabilize system capacity.
- George Street Revitalization – Project Management/Preconstruction (\$6.864 million):** This project will complete all project management, architecture and documentation and preconstruction consulting and contracting work required before the construction phase of the GSR project can commence. It will conclude with the preparation of the Project Output Specifications (PSOS) for the construction of a purpose built suite of facilities at George Street.

- **George Street Revitalization – Transition to Seaton House (\$44.802 million):** This project will transition the current occupants of Seaton House into 2 temporary and 2 permanent shelters to enable the demolition and redevelopment of the facility. It is anticipated that these shelters will house 400 men. The remaining 200 men at Seaton House will transition to purchase-of-services facilities currently operated by the City's community partners.
- **George Street Revitalization – Construction (\$485.871 million):** This project involves the closure of Seaton House, and construction of a smaller emergency shelter, transitional housing program, affordable housing and a long-term care home in its place as well as the revitalization of George Street.

The intent of this project is to transition to a smaller shelter model supplemented with supportive housing to achieve increased privacy and dignity for clients and the provision of more appropriate supports and care suited to the different types of shelter occupants.

- **Choice Based Housing Access System (\$1.564 million):** Approved in 2017, this project will replace the Toronto Area Waiting List (TAWL) with a new Choice Based Housing Access System. This system would provide an updated functionality in the management of the social housing waiting list. Most importantly, it will enable eligible social housing applicants on the Centralized Waiting List (CWL) to undertake a virtual tour of available social housing units online and choose the unit that would most meet their needs.
- **TCHC-Revitalization of Existing Portfolio (\$79.183 million):** Funding for this project will enable the completion of TCHC's inflight revitalizations at Leslie Nymark, Lawrence Heights (Phase 1) and Regent Park (Block 27, Phase 3). The replacement of TCHC's building inventory through revitalization will also serve to reduce the building repair capital backlog from increasing further.
- **New Emergency Shelters (\$178.560 million):** This project will expand the capacity of Toronto's emergency shelter system by adding 880 new beds to the system over a 3-year period from 2018 to 2020 through the creation of 11 new emergency shelters. The sites will be acquired, renovated and operational by the end of 2020. Three (3) shelters will be added in 2018 (2 purchased and 1 leased), while 4 new shelters each will be added in 2019 and 2020 respectively.

2018 Capital Budget and Future Year Commitments

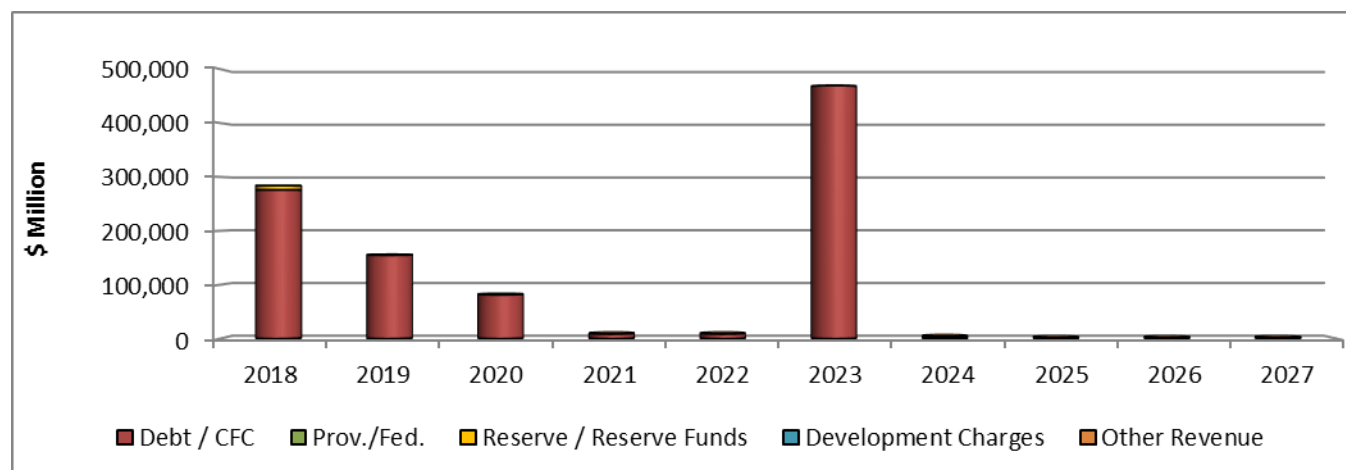
Included as a subset of the 10-Year Capital Plan is the 2018 Capital Budget and Future Year Commitments which consists of 2018 and future year cash flow funding estimates for projects previously approved by Council; adjustments (Scope Change) to those previously approved projects; as well as new projects which collectively, require Council approval to begin, continue or complete work.

Table 3a below lists capital projects to be funded by the 2018 Capital Budget and associated Future Year Commitments for Shelter, Support and Housing Administration.

Table 3a
2018 Cash Flow & Future Year Commitments (In \$000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total 2018 Cash Flow & FY Commits
Expenditures:											
Previously Approved											
Capital Repairs/Replacement - Leased Buildings	100										100
Capital Repairs/Replacement - City Operated Buildings	800										800
Shelter Land Acquisition	6,570										6,570
GSR - Phase 2 - Project Management/Preconstruction	6,864										6,864
GSR - Phase 2 - Transition-Seaton House	8,251	21,685	3,146	3,146	3,146	3,146	2,282				44,802
Choice Based Housing Access System	1,430	134									1,564
Subtotal	24,015	21,819	3,146	3,146	3,146	3,146	2,282				60,700
New w/Future Year											
TCHC SOGR Backlog	160,000	40,000									200,000
TCHC - Revitalization of Existing Portfolio	56,037	23,146									79,183
New Emergency Shelters	43,880	62,040	72,640								178,560
Subtotal	259,917	125,186	72,640								457,743
Total Expenditure	283,932	147,005	75,786	3,146	3,146	3,146	2,282				518,443
Financing:											
Debt/CFC	275,932	146,871	75,786	3,146	3,146	3,146	2,282				510,309
Debt Recoverable											
Other											
Reserves/Res Funds	8,000	134									8,134
Development Charges											
Provincial/Federal											
Total Financing	283,932	147,005	75,786	3,146	3,146	3,146	2,282				518,443

Chart 3
2018 – 2027 Capital Plan by Funding Source (In \$000s)



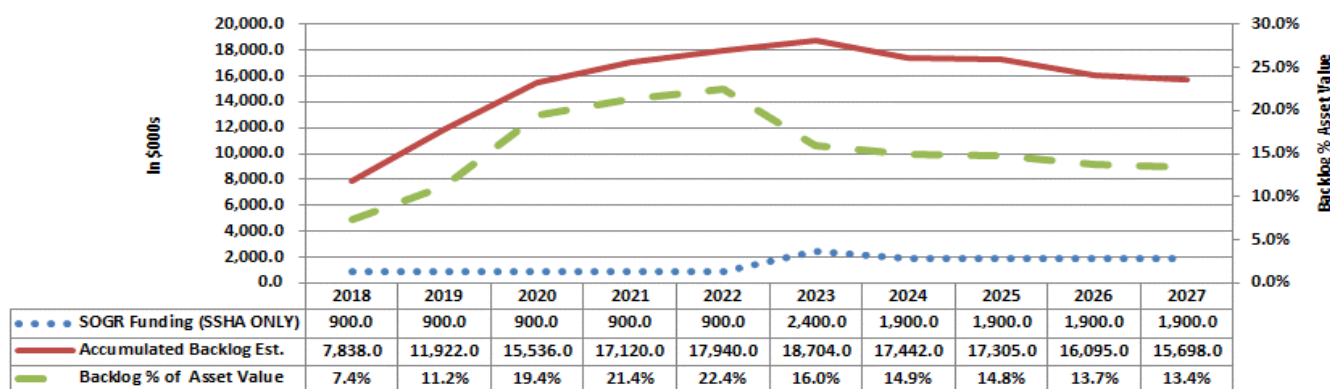
The 10-Year Capital Plan of \$1,071.914 million will be financed from the following sources:

- Debt funding accounts for \$1,009.780 million or 99% of the Capital Plan's financing sources over the 10-year period.
 - The debt funding is above the 10-year debt guidelines of \$57.915 million allocated to SSHA by \$951.865 million and has been added to address critical and urgent capital priorities as noted below:

- GSR – Phase 2 – Transition – Seaton House (\$8.251 million)
 - GSR – Phase 3 – Construction (\$485.871 million)
 - TCHC – SOGR Backlog (\$200.0 million)
 - TCHC – Inflight Revitalization Projects (\$79.183 million)
 - New Emergency Shelters (\$178.560 million)
- Reserve and Reserve Funds account for \$8.134 million or 1% of the balance of funding required over the life of the Capital Budget and Plan. Funds from these sources will support the execution of the following projects:
- Shelter Land Acquisition (\$6.570 million)
 - Choice Based Housing Access System (\$1.564)

State of Good Repair (SOGR) Backlog

Chart 4
SOGR Funding & Backlog (In \$000s)



- SSHA is responsible for the capital maintenance and upgrades at 20 facilities across the City. These facilities comprise emergency shelter sites which are either City-operated or leased to community partners under purchase-of-service agreements as well as administrative and operations support facilities. The replacement value of these facilities at the end of 2017 is estimated at \$98.103 million.
- At the end of 2017, SSHA will have a backlog of state of good repair work for building maintenance and repair estimated at \$7.838 million, representing 7.4% of the asset replacement value.
- The individual locations that comprise the backlog continually change as repairs and maintenance work is completed and as additional assets reach the end of their useful life.
- The 10-Year Capital Plan dedicates funding of \$14.5 million to address state of good repair. Included in the amount for 2018 is \$0.150 million dedicated to AODA compliance projects.
- Additional AODA compliance related assessments are underway across all of the Program's facilities to more fully evaluate additional AODA needs and future funding requirements. The results of these assessments and funding implications will be included in SSHA's 2019 Capital Budget submission for Council consideration through the 2019 Budget process.
- In 2018, SSHA in consultation with Financial Planning will continue to develop a long-term strategy to address SSHA's SOGR backlog. As part of this review, SSHA will continue to update condition assessments of existing assets in its portfolio, incorporating any required updates to current backlog value levels.

Table 4
SOGR Backlog by Asset Category (In \$000s)

Total	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
State of Good Repair Funding	900	900	900	900	900	2,400	1,900	1,900	1,900	1,900
Accumulated Backlog Est. (yr end)	7,838	11,922	15,536	17,120	17,940	18,704	17,442	17,305	16,095	15,698
Backlog %Asset Value	7.4%	11.2%	19.4%	21.4%	22.4%	16.0%	14.9%	14.8%	13.7%	13.4%
Asset Value	106,303	106,303	79,980	79,980	79,980	117,180	117,180	117,180	117,180	117,180
Leased Shelter Buildings										
State of Good Repair Funding	100	100	100	100	100	300	272	272	272	272
Accumulated Backlog Est. (yr end)	413	424	324	224	137	27	(55)	263	227	(45)
Backlog %Asset Value	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Asset Value										
City Operated Shelter Building										
State of Good Repair Funding	800	800	800	800	800	2,100	1,628	1,628	1,628	1,628
Accumulated Backlog Est. (yr end)	7,425	11,498	15,212	16,896	17,803	18,677	17,497	17,042	15,868	15,743
Backlog %Asset Value	7.0%	10.8%	19.0%	21.1%	22.3%	15.9%	14.9%	14.5%	13.5%	13.4%
Asset Value	106,303	106,303	79,980	79,980	79,980	117,180	117,180	117,180	117,180	117,180

- SOGR backlog is anticipated to increase to \$15.698 million by the year-end 2027, representing 13.4% of the asset replacement value.

10-Year Capital Plan: Net Operating Budget Impact

Table 5
Net Operating Impact Summary (In \$000s)

Projects	2018 Budget		2019 Plan		2020 Plan		2021 Plan		2018 - 2022		2024 Plan		2018 - 2027	
	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position	\$000s	Position
Previously Approved Projects														
George Street Revitalization														
Operating Impact of 2 Permanent Shelters and Purchase of Service Costs for 200 Beds funded from the Operating Budget	1,497.8		4,425.8		411.5				6,335.0	-			6,335.0	-
Operating Impact of 2 Transitional sites funded from the Capital Budget	443.2		415.6		402.0				1,260.8	-	(1,260.8)		(0.0)	-
Choice Base Housing Access System									-	-			-	-
Operating Impact of Changes in Project Team Positions	(1,729.8)	9.0	(962.3)		(827.4)				(3,519.5)	9.0			(3,519.5)	9.0
New Projects														
New Emergency Shelters									-	-			-	-
Operating Impacts (Lease Costs and Per Diem for New Shelters)	1,658.0		12,565.5		25,262.0		35,226.0		74,711.5	-			74,711.5	-
Total (Net)	1,869.2	9.0	16,444.6	-	25,248.0		35,226.0		78,787.8	9.0	(1,260.8)		77,527.0	9.0

The 10-Year Capital Plan will increase future year Operating Budgets by \$77.527 million over the 2018 – 2027 period, as shown in the table above.

This amount is comprised of expenditures or savings from the following capital projects:

- *GSR Phase 2 - Transition – Seaton House:* The operating impacts of 2 permanent shelters as well as the Purchase-of-Service costs for approximately 200 beds that will transition to the City's community partners. The operating impacts of the 2 Transitional sites will reverse once GSR Phase 3 – Construction is complete and the sites vacated.
- *Choice Based Housing Access System:* Salaries and benefits for the project team, these impacts will also reverse as soon as the installation and commissioning of the system is complete.
- *New Emergency Shelters:* Lease and per diem costs for 11 new shelters sites all of which are anticipated to be operational by the end of 2020.

- Future operating impacts will be reviewed each year as part of the annual budget process.

Table 6
Capital Project Delivery: New Temporary Positions

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits \$ Amount(\$000s)					
			Start Date	End Date (m/d/yr)	2018	2019	2020	2021	2022	2023 - 2027
Choice Base Housing Access System										
Shift Leader (Training Supervisor)	SHL908415-1	4.0	07/01/2018	10/31/2018	120.0					
Systems Integrator 2	SHL908415-1	8.0	04/01/2018	04/15/2018	42.0					
Deletion of Project Team positions no longer required	SHL908415-1	(3.0)			(320.0)	(326.1)	(330.5)			
Total		9.0			(158.0)	(326.1)	(330.5)	-	-	-

Approval of the 2018 – 2027 Capital Budget and Plan will result in a requirement for 12 new temporary capital project delivery positions to implement the Choice Based Housing Access System project.

It is recommended that Council approve these new temporary positions for the delivery of the above capital projects and that the duration of these positions not exceed the life and funding for this project.



Part 2:

Issues for Discussion

Issues Impacting the 2018 Capital Budget

Review of Capital Projects and Spending

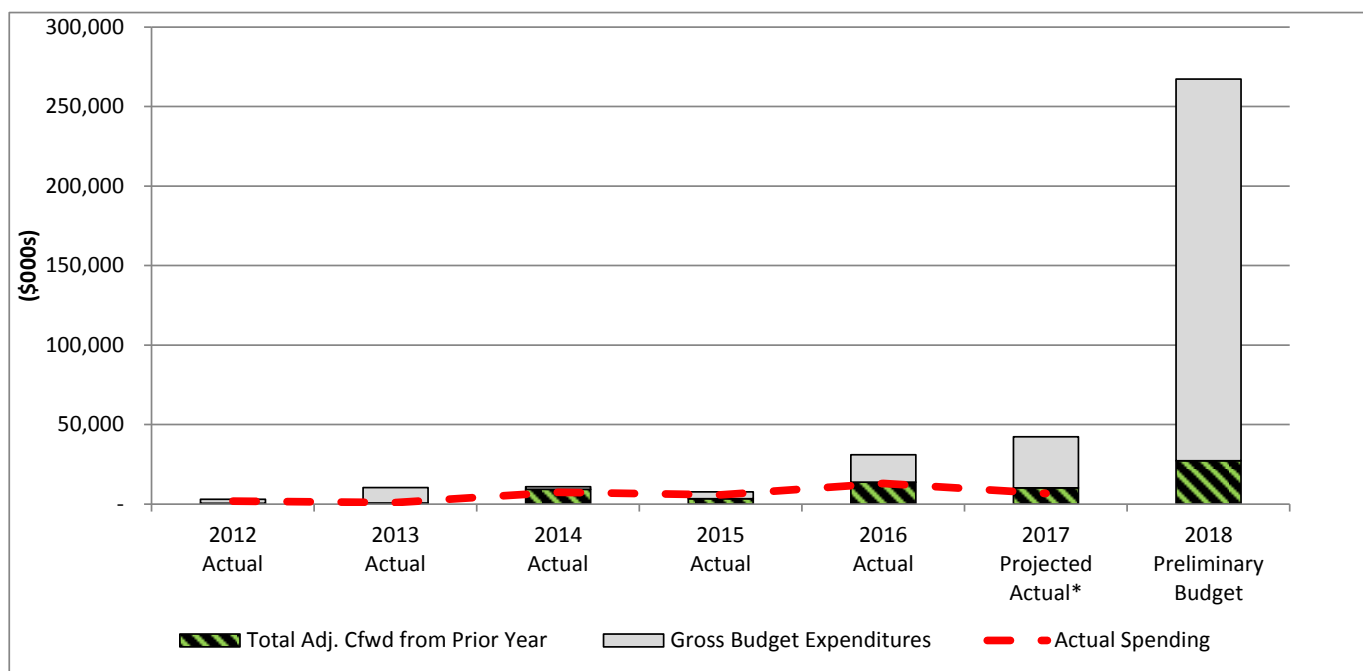
- City Council, at its meeting of May 25, 2017 considered the report entitled *"2018 Budget Process – Budget Directions and Schedule EX25.18"* and directed City Programs and Agencies to submit their 2018 – 2027 Capital Budget and Plans requiring that:
 - Annual cash flow funding estimates be examined to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe. A link to the report can be found here: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX25.18>
- The 2018 – 2027 Capital Budget and Plan for Shelter, Support and Housing Administration has been established following a review of capital requirements based on the Program's spending capacity, the readiness to proceed of planned projects and funding for 2 critical and unmet capital priorities.
 - The Capital Plan reflects \$244.281 million in debt funding above the 2018 debt target of \$31.651 million and \$951.865 million over the 10-Year Capital Plan period of \$57.915 million which includes funding of \$279.183 million to TCHC to address its SOGR backlog and complete its Council approved inflight revitalization projects.
 - The additional funding for GSR Phase 3 – Construction and for TCHC SOGR and Revitalization projects was made possible by freed up debt room following a city-wide review of capital spending rates and subsequent realignment of project cash flows with planned activities as part of 2018 Budget process. In addition, anticipated additional revenue from allocated provincial gas tax enabled the City to further invest in critical social infrastructure.
 - Funding has also been added to expand the City's emergency shelter system over a 3-year period in response to strong and sustained demand for emergency shelter beds and growing incidents of homelessness across the City. \$178.560 million has been earmarked to fund the addition of 880 new beds in 11 emergency shelters to be acquired, renovated and operational by the end of 2020.
 - Further, the 10-Year Capital Plan includes the deferral of \$23.887 million in cash flow funding originally planned for 2018 to future years based on project readiness and updated project delivery schedules and activities.
 - Shelter, Support and Housing Administration had an average annual spending rate over the past five years 2012 – 2016 of 46.2%, inclusive of large scale, multi-year major capital projects such as George Street Revitalization. Average spending rates over this period for SOGR projects is 37.2% and 47.5% for Service Improvement projects.

- The following tables illustrates SSHA's rate of spending from 2012 to 2016, as well as the year end spending rate projection for 2017.

Chart 5
Capacity to Spend – Budget vs. Actual
(In \$000s)

Category	2012			2013			2014			2015			2016			Spending Rate 5 Year 2012-2016 Avg. %	2017		
	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %	Budget	Actual	Spending Rate %		Budget	Projected Actual *	Spending Rate %
SOG	1,600	604	37.8%	1,600	604	37.8%	1,139	438	38.5%	1,601	765	47.8%	1,735	446	25.7%	37.2%	1,800	1,580	87.8%
Service Improvement	1,392	1,222	87.8%	8,814	317	3.6%	9,761	7,060	72.3%	6,123	5,092	83.2%	29,341	12,630	43.0%	47.5%	40,606	5,090	12.5%
Total	2,992	1,826	61.0%	10,414	921	8.8%	10,900	7,498	68.8%	7,724	5,857	75.8%	31,076	13,076	42.1%	46.2%	42,406	6,670	15.7%

* 2017 Projection based on the 2017 Q3 Capital Variance Report



- Factors contributing to the average of 46.2% spend rate over the past five years include:
 - Dedicated resources were needed to coordinate needed capital repairs and maintenance projects in the program's facilities, and
 - Project delays resulting from the difficulty in securing shelter sites for the implementation of George Street Revitalization project Phase 2 – Transition – Seaton House.
- Shelter, Support and Housing Administration has implemented the following initiatives and priority actions to improve capital spending rates in 2018. These actions include:
 - Introduction of a dedicated Asset Management Unit as part of its staff realignment exercise. This new unit has made significant progress in completing Facility Condition Assessments and addressing overdue repairs. As shown in shown in Chart 5 above the spending rate on SOGR projects was 66% as of Q3-2017 and is projected to increase to 87.8% by the end 2017.
 - The search for shelter sites has intensified with SSHA and Facilities and Real Estate Management Division collaborating in the search for suitable properties. Multiple potential sites are under consideration and further progress on the Transition Plan is anticipated in 2018.

2018 – 2027 Capital Plan vs Debt Targets

- Shelter, Support and Housing Administration's 2018 Capital Budget and 2019 - 2027 Capital Plan is above the program's allocated debt target over the 10 years as follows.

(\$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
2018 - 2027 Capital Plan	283,932	155,134	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,017,914
Debt Funding Required	275,932	155,000	81,640	9,000	9,000	469,326	4,182	1,900	1,900	1,900	1,009,780
Program Debt Target	31,651	4,126	4,046	4,046	4,046	2,400	1,900	1,900	1,900	1,900	57,915
Over/(Under) Debt Target	244,281	150,874	77,594	4,954	4,954	466,926	2,282	-	-	-	951,865

- Following a city-wide review of unmet capital priorities, additional debt funding of \$773.305 million has been added to SSHA's 10-Year Capital Plan for the following additional projects:
 - GSR – Phase 2 – Transition – Seaton House (\$8.251 million);
 - GSR – Phase 3 – Construction (\$485.871 million); and
 - Interim Funding for TCHC (\$279.183 million);
 - Funding for the creation of 11 new emergency shelters (\$178.560 million).
- Further details on TCHC related SOGR and revitalization projects and the GSR- Phase 3 - Construction projects are presented below and the "Reporting on Major Capital Projects" section of this report.

Interim 2018-2019 Funding Model for TCHC

- City Council, at its meeting on July 4, 2017 adopted the report entitled "Tenants First- Phase 1 Implementation Plan EX26.1" and directed:
 - The development of an interim funding model for TCHC to address the current and short-term funding shortfalls in 2018 and 2019, as part of the 2018 budget process;
 - The creation of a permanent funding solution for the New TCHC and the new Seniors Housing and Services entity, to be reported to City Council in 2019; and
 - That no additional housing units are permanently closed in 2018 and 2019. A link to the report can be found here: <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.EX26.2>
- A review of TCHC's 10-year capital requirements (2018-2027) indicated that an investment of \$3.680 billion gross is needed to support TCHC's SOGR backlog and revitalization requirements. Of this, \$3.210 billion is needed to address its SOGR backlog to avoid permanent unit closures and \$0.470 billion is required to complete Council approved revitalization projects. Through a variety of funding strategies TCHC is able to address \$1.191 billion of the \$3.680 billion requirement leaving a funding gap of \$2.489 billion.
- In keeping with City Council's direction, a 2018-2019 Interim Funding Model for TCHC has been established following a review of TCHC's capital requirements through the City's financial planning and management processes and will address TCHC's SOGR backlog and revitalization requirements while a permanent funding solution is developed in 2019.
 - The proposed interim funding outlined below will address TCHC's funding requirements in 2018 and 2019.
 - The development of a permanent funding solution, to be completed in 2019, will address the funding shortfall beyond 2019.
 - It is important to note that the significant capital funding shortfall for TCHC cannot be fully accommodated within the City's debt targets given the City's limitations on debt servicing costs. Future capital funding for TCHC provided through a permanent funding solution will explore other funding sources including, Provincial funding for social housing and funding from the Federal National Housing Strategy.

- TCHC requires \$399.183 million of interim funding in 2018 and 2019, which includes debt funding of \$279.183 million from the City and \$120 million from provincial grants.

(\$000s)	2018	2019	Total
Funding for SOGR Backlog Requirements			
City Debt Funding	160,000	40,000	200,000
Provincial SHAIIP Grant		120,000	120,000
Total Funding for SOGR Backlog Requirements	160,000	160,000	320,000
Funding for Inflight Revitalization Projects			
City Debt Funding	56,037	23,146	79,183
Total Funding for Inflight Revitalization Projects	56,037	23,146	79,183
Total City Funding	216,037	63,146	279,183
Total Provincial Funding		120,000	120,000
Total Funding for TCHC	216,037	183,146	399,183

- In partnership with the Province, the Interim Funding Model will provide \$320 million to TCHC to address SOGR backlog requirements to avoid additional permanent unit closures in 2018 and 2019, as directed by City Council, as well as position TCHC to reach a 10% FCI by 2026. The City will provide \$200 million of debt funding, with \$160 million in 2018 and the remaining \$40 million in 2019, and the Province will provide grants of \$120 million in 2019 through the Provincial Social Housing Apartment Improvement Program (SHAIIP).
- An additional \$79.183 million of debt funding from the City will enable TCHC to continue development on Council approved revitalization projects that are inflight and cannot be completed without interim funding. The replacement of TCHC's building inventory through revitalization will also serve to reduce the building repair backlog from increasing further. TCHC requires \$56.037 million in 2018 and \$23.146 million in 2019. Specifically, funding is included to complete inflight revitalizations at Leslie Nymark; Lawrence Heights (Phase 1); and Regent Park (Block 27, Phase 3).
- The \$279.183 million in debt funding for TCHC in SSHA's Capital Plan is in line with the 2018 Budget approved by TCHC's Board of Directors on September 28, 2017.
- Providing direct City debt funding to TCHC is a departure from regular practice since TCHC is a corporation with its own borrowing capacity. However, due to the urgent need to address TCHC's SOGR backlog to prevent additional permanent unit closures, it is recommended that the City provide direct debt funding to TCHC.
- It is recommended that TCHC adhere to the City's Quarterly Capital Variance reporting process and provide status updates on capital spending on City funded projects.

Reporting on Existing Major Capital Projects: Status Update

In compliance with the Auditor General's recommendations, additional status reporting on all major capital projects is required in order to strengthen accountability, manage risks, improve controls and ensure successful implementation/completion of major capital projects. The following project has been reporting on a quarterly basis during 2017.

George Street Revitalization Project

- The GSR project plans for the closure of Seaton House, Toronto's largest shelter for men, and the rebuild of a smaller emergency shelter, a transitional program, affordable housing and a long-term care home in its place. The intent is to transition from the large institutionalized setting of the current Seaton House site. Instead, the new shelters will be

smaller (100 beds maximum) and will offer clients increased privacy and dignity. Through a decrease in the number of individuals assigned to each room/dormitory, this model will allow for improved staff-client interactions.

- This project is being developed in 3 phases and will be stage gated as detailed in the chart below:

Stage Gating	Estimated Duration	Expected Time of Completion	Total Project Cost (in \$millions)	2018 Preliminary	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan
GSR Phase 1 - Initiation, Preliminary Design & Preparation	24 months	Completed in 2016	16.32						
GSR - Phase 2 - Project Management/Preconstruction: Preparation of Project Specific Output Specification (PSOS)	18 months	Q2 - 2018	10.027	6.864					
GSR - Phase 2 - Seaton House Transition Relocation of Seaton House residents to 2 transitional and 2 permanent shelters	36 - 42 months	Q2 - 2019	70.071	32.771					
GSR - Phase 3 - Procurement RFP, RFQ, Tender and Award and Consulting.	22 months	Q2 - 2020	26.970		7.229	4.954	4.954	4.954	4.879
GSR Phase 3 - Construction Substantial Completion and Final Payment to Contractor	36 - 42 months	Q2 - 2023	458.900						458.900
Project Closure Occupancy	4 months	Q3 - Q4 2023							
Total			582.288	39.635	7.229	4.954	4.954	4.954	463.779

In addition to the above stated project costs, GSR project will also result in operating impacts of \$6.335 million on SSHA's operating budget comprising of \$2.962 million in operating costs of 2 permanent shelters and \$3.373 million in per diem costs for the 200 beds that will transition to Purchase-of-Service facilities.

Phase 1 Project Management, Architecture and Project Cost Development

- Involved the project management and architectural services required to support the development of a project delivery model and initial project cost estimates. This phase is complete.

Phase 2 -Transition and Preconstruction

- Currently the GSR project is in Phase 2 and involves 2 distinct activities:
 - Relocation of the current occupants of Seaton House into two temporary and two permanent facilities to allow for the decanting and redevelopment of the facility (referred to as the Seaton House Transition Plan), and,
 - Project Management, Architectural and Preconstruction consulting activities necessary to achieve construction readiness and successful implementation of the procurement model adopted by City Council. Further details of this phase are provided in the "Phase 2-Transition and Preconstruction" section of this report.

Phase 3 - Construction

- Will involve the construction of a new purpose built facility as earlier described as well as the revitalization of George Street. Following a reprioritization of the City's unmet capital needs, funding for this phase has now been included in the 2018 - 2027 Capital Budget and Plan.

Project Cost Estimates

- Based on the most recent estimates, the total cost of the GSR project is approximately \$580.1 million funded through a combination of debt, draws from the Land Acquisition Reserve, Recoverable Debt from the Ministry of Health and Long-Term Care (MHLTC) and affordable housing grants under the Investment in Social Housing-Social Infrastructure Fund (IAH-SIF).

GSR - Phase 2 Transition and Preconstruction

Project Deliverables and Status

- GSR-Phase 2 deliverables include:
 - Closure of Seaton House by the end of 2019 and relocation of 400 of the men at this facility to 2 temporary and 2 permanent shelter facilities each with a maximum capacity of 100 beds.
 - Relocation of the remaining 200 men to purchase-of-service facilities operated by the City's community partners.
 - Delivery of a Project Specific Output Specification (PSOS) document which will be the basis for the construction contract required for the implementation of the GSR project.

Project Challenges

- Progress on the Transition Plan has been significantly delayed in 2017 due to the difficulty of acquiring sites for replacement shelters to relocate the occupants at Seaton. However, the GSR preconstruction work is continuing on schedule and pending Council approval of funding, procurement can begin on schedule in mid-2018.

Financial Update

- Approved cashflows for 2017 inclusive of prior year carryforward total \$36.683 million. Projected spending in 2017 is estimated at \$3.900 million resulting in a carry forward of \$32.783 million to 2018.
- Following a review of the progress to date in 2017, 2 cashflow funding estimates have been realigned to match the revised project timelines and anticipated activities through out the period covered by the 2018-2027 Capital Budget and Plan.

GSR – Phase 3 - Construction

Project Scope

- This project involves the decanting and demolition of Seaton House to make way for the construction of a purpose built set of facilities on the site and the George Street neighbourhood incorporating a smaller emergency shelter, a transitional housing program, affordable housing, a long-term care home and a Community hub.
- This project signals SSHA's transition to a smaller shelter model based on the central assumption that housing will be the primary focus of the program for new shelter sites. These shelters will offer clients increased privacy and dignity within a community setting enhanced with housing supports.

As adopted by Council in EX16.13 *"George Street Revitalization: Recommended Procurement and Delivery Strategy"* on the basis of the work undertaken by Ernst & Young Orenda Corporate Finance Inc. (EY), the new facility will be procured and delivered via Design-Build-Finance (DBF) procurement model. A link to the Council can be found here: (<http://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94286.pdf>).

- A DBF model combines various aspects of project delivery under one contract, allowing for the bidding consortium to coordinate activities, realize economies of scale, be innovative with respect to design and scheduling, and manage potential cost escalation risks. As a Public-Private Partnership (P3) model, construction payments for a DBF are made only upon substantial completion which is anticipated in 2023.

Project Deliverables and Status

- The project's mission is to deliver a dynamic range of housing, shelter, long-term care home and community services in the downtown east of Toronto. This facility will offer integrated and specialized programs and services through a new model in order to meet the needs of the local community, vulnerable individuals as well as elderly men and women with complex needs.
- Specifically, the project will deliver the following facilities:
 - A 378 bed 24/7 long term care home to be operated by the City's Long-Term Care Homes and Services division;
 - A 100 bed emergency shelter for men to be operated by SSHA;
 - A 130 bed transitional living program for chronically homeless men, women and transgender people with personal or medical needs that exceed the mandate and resources of the emergency shelter system;
 - Affordable Housing units for men, women and transgender people referred from the emergency shelter to assist in their transition to independent living; and
 - A Community Services Hub that will offer programs to on-site residents, vulnerable individuals and the local community to foster social inclusion and community integration.

Project Challenges and Risks

- The project plan calls for decommissioning of Seaton House to be sequenced with the opening of beds at 2 temporary and 2 permanent shelters. These shelters will house 400 of the 600 men currently residing at the facility. The remaining 200 men will transition to purchase-of-service facilities with the City's community partners.
- Essentially, construction start is contingent upon a vacant site and hand over of the site to the successful bidder for the construction contract.
- Additionally, the difficulties experienced in the identification and acquisition of new shelter sites to relocate the men at Seaton House which have delayed the Transition Plan by one year elevates the risk that construction start may be further delayed if the remaining 3 shelters cannot be acquired and operational by the end of 2019.
- To mitigate these risks and advance the project, the search for shelter sites has intensified in recent months with SSHA collaborating with Real Estate Services staff in the search for potential sites. A lease for the property at 731 Runnymede Road, the first temporary site in the plan has been signed and the shelter will become operational by Q3-2018.
- Multiple potential sites remain under consideration and SSHA plans to open one more site before the end of 2018. The last 2 sites are expected to be operational by the end of 2019.
- The construction costs included in the plan were estimated by Hanscomb Ltd in 2015 are the most recent and best estimates that could be obtained at the time EY completed its due diligence work to recommend a procurement model to the City for consideration. Actual costs may vary when the construction contract is awarded.
- In order to mitigate this risk, the City has retained the services of Infrastructure Ontario and a team of architects, cost consultants and engineers to protect its interests and support the project team in the preparation of the PSOS, tender and award of the contract and actual construction.

- Finally, The City has limited experience with P3 procurement models and the procurement lead-Infrastructure Ontario (IO) has not previously worked on any P3 procurement projects for either long-term care homes or shelters. However, IO has experience with other complex, integrated projects such as the PanAm Village, Bridgepoint Health, Mount Sinai Hospital and the Toronto South Detention Center.

Financial Update

- As earlier noted in this report and outlined in the chart on the next page, demolition and construction of the new facility is estimated for a duration of 36 – 42 months. Substantial completion is estimated between May and November 2023. Final Payment to the contractor as required by the Design-Build-Finance procurement model and most recently available professional estimates is up to \$458.900 million due within 10 days from the official date of substantial completion.
- Occupation and commencement of operations at the new facility can commence between substantial and final completion and is expected to last approximately 4 months.
- Debt funding of \$485.871 million has been included in 10-Year Capital Plan for Council consideration. These funds will support the project management and consulting work required as construction progresses as well as the final lump sum payment to the project contractor at substantial completion.
- Upon completion and commencement of operations at the new long-term care home, the City is eligible for recoverable debts payment from the Ontario Ministry of Health and Long Term Care (MHLTC) totalling \$60.879 million payable over a 25-year period.
- In addition, the project's affordable housing component is also eligible for affordable housing grants estimated at \$3.200 million from the Federal-Provincial-Investment in Affordable Housing grant program.
- While only payable upon project completion, these funding sources will help reduce the City's overall financing costs.

Issues Impacting the 10-Year Capital Plan

Unmet Needs

The "Unmet Capital Need" identified by SSHA and TCHC, as noted in the table below, includes additional funding required to address SSHA's and TCHC's SOGR backlog as well as cost of TCHC's planned future revitalization projects.

Project Description (In \$000s)	Total Project Expenditure	Non-Debt Funding	Debt Required	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
SOGR projects to reduce backlog	10,463.0		10,463.0	361.0	4,084.0	3,614.0	1,584.0	820.0					
TCHC SOGR projects to reduce backlog	2,610,000.0	519,700.0	2,090,300.0			160,000.0	220,000.0	274,300.0	325,800.0	319,800.0	325,700.0	304,700.0	160,000.0
TCHC Revitalization - Planned Future Projects	625,092.0	499,367.0	125,725.0		325.0			26,588.0				72,182.0	26,630.0
Total	3,245,555.0	1,019,067.0	2,226,488.0	361.0	4,409.0	163,614.0	221,584.0	301,708.0	325,800.0	319,800.0	325,700.0	376,882.0	186,630.0

SSHA's Unmet Needs

- SSHA is responsible for the maintenance of 20 of the City's facilities including 13 shelter sites. Current funding allocations for SOGR projects will not keep pace with anticipated need over the period covered by the 10-Year Capital Plan. This project seeks to highlight the funding gap between current SOGR funding levels and need over the next 5 years. These projects are for typical building maintenance such as roof and elevator repair and repaving work typically costing more than \$0.050 million each.

TCHC's Unmet Needs

- TCHC has a funding shortfall of \$2.090 billion for its SOGR backlog to avoid additional permanent unit closures from 2020-2027. The shortfall will be addressed through the development of a permanent funding solution to be reported to City Council in 2019.
- In addition, a funding shortfall of \$125.724 million in 2019, 2022, 2026 and 2027 remains to complete future phases of revitalizations not currently in flight, including Lawrence Heights Phases 2, 3 and 4; and Regent Park Phases 4 and 5.



Appendices

Appendix 1

2017 Performance

2017 Key Accomplishments

In 2017, Shelter, Support and Housing Administration made significant progress on the following:

- ✓ Project management and preconstruction consulting work for Phase of the George Street Revitalization Project.
- ✓ Signed a lease agreement for the property at 731 Runnymede Road, the first of 2 temporary shelters required for the implementation of Seaton House Transition Plan.
- ✓ Pre-development work on the acquired property at 63-65 Homewood Avenue.
- ✓ Implementation of a Choice Based Housing Access System.

2017 Financial Performance

2017 Budget Variance Analysis (in \$000's)

2017 Budget	As of Sept. 30, 2017		Projected Actuals at Year-End		Unspent Balance	
\$	\$	% Spent	\$	% Spent	\$ Unspent	% Unspent
42,406	3,210	7.6%	6,670	15.7%	35,736	84.3%

* Based on 2017 Q3 Capital Variance Report

For additional information regarding the 2017 Q3 capital variances and year-end projections for Shelter, Support & Housing Administration, please refer to the attached link for the report entitled "*Capital Variance Report for the Nine-Month Period Ended September 30, 2017*" considered by City Council at its meeting on November 27, 2017.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.BU37.1>

Impact of the 2017 Capital Variance on the 2018 Capital Budget

- As a result of the delays in the capital projects, described in the 2017 Q3 Capital Variance Report, funding of \$35.524 million is being carried forward to the 2018 Capital Budget to continue the capital work.
- A detailed review of the 2018 – 2027 Capital Budget and Plan has been conducted and the necessary adjustments made to the timing of cash flow funding for unique and major capital projects such as George Street Revitalization Project - Seaton House Transition Plan and the Choice Based Housing Access System which are the major contributors to annual under expenditures. By deferring the cash flow funding to future years, the 2018 Capital Budget reflects readiness to proceed and will lead to a higher rate of spending.

Appendix 2

2018 Capital Budget; 2019 - 2027 Capital Plan Including Carry Forward Funding (\$000s)

Project	Total Project Cost	Prior Year Carry Forward	2018	2019	2020	2021	2022	2018 - 2022	2023	2024	2025	2026	2027	2018 - 2027 Total
State of Good Repair:														
Capital Repairs/Replacement - Leased Buildings		20	100	100	100	100	100	520	300	272	272	272	272	1,908
Capital Repairs/Replacement - City Operated Buildings		200	800	800	800	800	800	4,200	2,100	1,628	1,628	1,628	1,628	12,812
TCHC SOGR Backlog	200,000		160,000	40,000				200,000						200,000
Sub-Total	200,000	220	160,900	40,900	900	900	900	204,720	2,400	1,900	1,900	1,900	1,900	214,720
Service Improvements:														
Shelter Land Acquisition	7,300		6,570					6,570						6,570
GSR - Phase 2 - Project Management/Preconstruction	10,027		6,864					6,864						6,864
GSR - Phase 2 - Transition-Seaton House	70,071	24,520	8,251	21,685	3,146	3,146	3,146	63,894	3,146	2,282				69,322
GSR - Phase 3 - Construction	485,871			7,229	4,954	4,954	4,954	22,091	463,780					485,871
Choice Based Housing Access System	4,357	2,533	1,430	134				4,097						4,097
TCHC-Revitalization of Existing Portfolio	79,183		56,037	23,146				79,183						79,183
New Emergency Shelters	178,560		43,880	62,040	72,640			178,560						178,560
Sub-Total	835,369	27,053	123,032	114,234	80,740	8,100	8,100	361,259	466,926	2,282	-	-	-	830,467
Total	1,035,369	27,273	283,932	155,134	81,640	9,000	9,000	565,979	469,326	4,182	1,900	1,900	1,900	1,045,187

Appendix 3

2018 Capital Budget; 2019 - 2027 Capital Plan

ITY OF TORONTO

ross Expenditures (\$000's)

helter, Support & Housing Administration

ub- Project No. Project Name rioritySubProj No. Sub-project Name 1L906659 Capital Repairs/Replacement - Leased Bldgs					Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By								
					2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Capital Reserve from Current Funds	Other 1	Other2	Debt - Recoverable Debt
0	22	Capital Repairs/Replacement-Leased Bldgs-2019-2027	CW	S6	03	100	100	100	100	300	700	1,088	1,788	0	0	0	0	0	0	1,788
Sub-total						100	100	100	100	300	700	1,088	1,788	0	0	0	0	0	0	1,788
Total Program Expenditure						155,134	81,640	9,000	9,000	469,326	724,100	9,882	733,982	0	0	0	0	0	0	733,982

CITY OF TORONTO

Loss Expenditures (\$000's)

Shelter, Support & Housing Administration

Id- riority SubProj No.	Project No. Sub-project Name	Project Name Ward Slat. Cat.	Current and Future Year Cash Flow Commitments and Estimates							Current and Future Year Cash Flow Commitments and Estimates Financed By										
			2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable	Total Financing
			134		0	0	0	0	134											
	Reserve Funds (Ind.*XR* Ref.)									134						134		0	0	134
	Debt		155,000	81,640	9,000	9,000	469,326	723,966	9,882	733,848							0	0	733,848	733,848
	Total Program Financing		155,134	81,640	9,000	9,000	469,326	724,100	9,882	733,982						134		0	733,982	733,982

Status Code

- S2 Prior Year (With 2018 and/or Future Year Cashflow)
- S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
- S4 New - Stand-Alone Project (Current Year Only)
- S5 New (On-going or Phased Projects)
- S6 New - Future Year (Commencing in 2019 & Beyond)

Category Code Description

- Health and Safety C01
- Legislated C02
- State of Good Repair C03
- Service Improvement and Enhancement C04
- Growth Related C05
- Reserved Category 1 C06
- Reserved Category 2 C07

Appendix 4

2018 Cash Flow and Future Year Commitments

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

ID- Priority SubProj No. Project Name L90828Z George Street Revitalization (GSR)			Ward Stat. Cat.		Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By								
					2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2
4	GSR Phase II-Transition-Seaton House	CW S2 04	21,685	3,146	3,146	3,146	3,146	3,146	34,269	2,282	36,551	0	0	0	0	0	0	0	36,551	36,551
Sub-total			21,685	3,146	3,146	3,146	3,146	34,269	2,282	36,551									36,551	
L908415	Choice Based Housing Access System																			
1	Choice Based Housing Access System	CW S2 04	134	0	0	0	0	0	134	0	134	0	0	0	134	0	0	0	134	134
Sub-total			134	0	0	0	0	0	134	0	134				134	0	0	0	134	
L90857Z	ICHC Capital Projects																			
1	TCHC Capital Projects-SOGR backlog	CW S4 03	40,000	0	0	0	0	0	40,000	0	40,000	0	0	0	0	0	0	40,000	0	40,000
2	TCHC Revitalization-Existing Portfolio	CW S4 04	23,146	0	0	0	0	0	23,146	0	23,146	0	0	0	0	0	0	23,146	0	23,146
Sub-total			63,146	0	0	0	0	0	63,146	0	63,146				63,146	0	0	63,146	0	63,146
L90858Z	Addition of 1000 New Shelter Beds-2018 to 2023																			
4	Addition of 1000 New Shelter Beds-2019-Site 4	CW S4 04	18,160	0	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
5	Addition of 1000 New Shelter Beds-2019-Site 5	CW S4 04	18,160	0	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
6	Addition of 1000 New Shelter Beds-2019-Site 6	CW S4 04	7,560	0	0	0	0	0	7,560	0	7,560	0	0	0	0	0	0	7,560	0	7,560
7	Addition of 1000 New Shelter Beds-2019-Site 7	CW S4 04	18,160	0	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
8	Addition of 1000 New Shelter Beds-2020-Site 8	CW S4 04	0	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
9	Addition of 1000 New Shelter Beds-2020-Site 9	CW S4 04	0	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
10	Addition of 1000 New Shelter Beds-2020-Site 10	CW S4 04	0	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
11	Addition of 1000 New Shelter Beds-2020-Site 11	CW S4 04	0	18,160	0	0	0	0	18,160	0	18,160	0	0	0	0	0	0	18,160	0	18,160
Sub-total			62,040	72,640	0	0	0	0	134,680	0	134,680				134,680	0	0	134,680	0	134,680
Total Program Expenditure			147,005	75,786	3,146	3,146	3,146	3,146	232,229	2,282	234,511				134	0	0	234,377	0	234,511

CITY OF TORONTO

Gross Expenditures (\$000's)

Shelter, Support & Housing Administration

Sub-Project No.	Project Name	Ward Stat. Cat.	Current and Future Year Cash Flow Commitments and Estimates						Current and Future Year Cash Flow Commitments and Estimates Financed By										
			2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other 2	Debt - Recoverable Debt
			134		0	0	0	134		134									
	Reserve Funds (Ind. "XR" Ref.)		146,871	75,786	3,146	3,146	3,146	232,095	2,282	234,377	0	0	0	0	0	0	0	0	0
	Debt																		134
			147,005	75,786	3,146	3,146	3,146	232,229	2,282	234,511	0	0	0	0	134	0	0	0	234,377
	Total Program Financing																		234,511

Status Code

S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost (Cashflow)
 S4 New - Stand-Alone Project (Current Year Only)
 S5 New (On-going or Phased Projects)

Category Code

Description
 Health and Safety C01
 Legislated C02
 State of Good Repair C03
 Service Improvement and Enhancement C04
 Growth Related C05
 Reserved Category 1 C06
 Reserved Category 2 C07

Appendix 5

2018 Capital Budget with Financing Detail



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

Project/Financing Priority Project	Project Name	2019 Start Date Completion Date	Provincial Grants Subsidies	Federal Subsidy	Development Charges	Reserves	Finance Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
0	<u>SHL908287</u> <u>George Street Revitalization (GSR)</u>											
0	4 GSR Phase II-Transition-Seaton House	01/01/2017 12/31/2022	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:		0	0	0	0	0	0	0	0	0	0
0	<u>SHL908415</u> <u>Choice Based Housing Access System</u>											
0	1 Choice Based Housing Access System	02/24/2017 12/31/2019	1,430	0	0	0	1,430	0	0	0	0	0
	Project Sub-total:		1,430	0	0	0	1,430	0	0	0	0	0
0	<u>SHL908572</u> <u>TCHC Capital Projects</u>											
0	1 TCHC Capital Projects-SOGR backlog	01/01/2018 12/31/2019	160,000	0	0	0	0	0	0	0	160,000	0
0	2 TCHC Revitalization-Existing Portfolio	01/01/2018 12/31/2019	56,037	0	0	0	0	0	0	0	56,037	0
	Project Sub-total:		216,037	0	0	0	0	0	0	0	216,037	0
0	<u>SHL908580</u> <u>Addition of 1000 New Shelter Beds-2018 to 2020</u>											
0	4 Addition of 1000 New Shelter Beds-2019-Site 4	01/24/2018 12/31/2019	0	0	0	0	0	0	0	0	0	0
0	5 Addition of 1000 New Shelter Beds-2019-Site 5	01/24/2018 12/31/2019	0	0	0	0	0	0	0	0	0	0
0	6 Addition of 1000 New Shelter Beds-2019-Site 6	01/24/2018 12/31/2019	0	0	0	0	0	0	0	0	0	0
0	7 Addition of 1000 New Shelter Beds-2019-Site 7	01/24/2018 12/31/2019	0	0	0	0	0	0	0	0	0	0
	Project Sub-total:		0	0	0	0	0	0	0	0	0	0
	Program Total:		217,467	0	0	0	1,430	0	0	0	216,037	0

Status Code Description
 S2 Prior Year (With 2018 and/or Future Year Cashflow)
 S3 Prior Year - Change of Scope 2018 and/or Future Year Cost(Cashflow)
 S4 New - Stand-Alone Project (Current Year Only)
 S5 New (Ongoing or Phased Projects)

Category Code Description
 11 Health and Safety C01
 12 Legislated C02
 13 State of Good Repair C03
 14 Service Improvement and Enhancement C04
 15 Growth Related C05
 16 Reserved Category 1 C06
 17 Reserved Category 2 C07

Appendix 6

Reserve / Reserve Fund Review – Corporate (\$000s)

Reserve / Reserve Fund Name	Project / SubProject Name and Number	Projected Balance as at Dec 31, 2017 *	Contributions / (Withdrawals)										
			2018 Budget	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2018 - 2027 Total Contributions / (Withdrawals)
Land Acquisition Reserve Fund (XR1012)	Beginning Balance	114,757	121,552	114,982	114,982	114,982	114,982	114,982	114,982	114,982	114,982	114,982	
	Withdrawals (-)	(255)											
	Shleter Land Acquisition		(6,570)										(6,570)
	Total Withdrawals	(255)	(6,570)	-	-	-	-	-	-	-	-	-	(6,570)
	Contributions (+)	7,050											-
	Total Contributions	7,050		-	-	-	-	-	-	-	-	-	-
Total Reserve Fund Balance at Year-End		121,552	114,982	114,982	114,982	114,982	114,982	114,982	114,982	114,982	114,982	114,982	(6,570)

* Based on the 2017 Q3 Variance Report