



## The Regional Municipality of Durham

### Health and Social Services Committee Agenda

Thursday, March 9, 2023, 9:30 a.m.

Regional Council Chambers

Regional Headquarters Building

605 Rossland Road East, Whitby

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2097.

Note: This meeting will be held in a hybrid meeting format with electronic and in-person participation. Committee meetings may be [viewed via live streaming](#).

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**9. Advisory Committee Resolutions**

There are no advisory committee resolutions to be considered

**10. Confidential Matters**

There are no confidential matters to be considered

**11. Other Business**

**12. Date of Next Meeting**

Thursday, April 6, 2023 at 9:30 AM

**13. Adjournment**

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**The Regional Municipality of Durham**

**MINUTES**

**HEALTH & SOCIAL SERVICES COMMITTEE**

**Thursday, February 9, 2023**

A regular meeting of the Health & Social Services Committee was held on Thursday, February 9, 2023 in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby, Ontario at 9:30 AM. Electronic participation was offered for this meeting.

**1. Roll Call**

Present: Councillor Roy, Chair  
Councillor Dies, Vice-Chair  
Councillor Anderson  
Councillor Brenner  
Councillor Carter  
Councillor Foster  
Councillor Jubb\*  
Regional Chair Henry  
**\* denotes Councillors participating electronically**

Also  
Present: Councillor Chapman\*  
Councillor Kerr (attended for part of the meeting)  
Councillor McDougall\*  
Councillor Wotten\*  
Councillor Woo\*  
**\* denotes Councillors participating electronically**

Staff  
Present: S. Austin, Director, Strategic Initiatives, Office of the Chief Administrative Officer  
E. Baxter-Trahair, Chief Administrative Officer  
A. Burgess, Communications and Engagement, Office of the Chief Administrative Officer  
C. Boyd, Solicitor, Office of the Chief Administrative Officer – Legal Services  
S. Danos-Papaconstantinou, Commissioner of Social Services  
L. Fortuna, Director, Health Protection, Health  
R. Inacio, Systems Support Specialist, Corporate Services – IT  
R.J. Kyle, Commissioner and Medical Officer of Health  
M. Laschuk, Director, Family Services, Social Services  
L. MacDermaid, Director, Long-Term Care and Services for Seniors, Social Services  
L. McIntosh, Director, Children’s Services, Social Services

- A. Robins, Director, Housing Services, Social Services
- C. Taylor, Manager, Budgets & Finance, Social Services
- N. Taylor, Commissioner of Finance
- E. Valant, Area Manager, Income & Employment Support, Social Services
- N. Prasad, Assistant Secretary to Council, Corporate Services – Legislative Services
- K. Smith, Committee Clerk, Corporate Services – Legislative Services

**2. Declarations of Interest**

There were no declarations of interest.

**3. Adoption of Minutes**

Moved by Councillor Brenner, Seconded by Councillor Foster,  
(5) That the minutes of the regular Health & Social Services Committee meeting held on Thursday, January 12, 2023, be adopted.

CARRIED

**4. Statutory Public Meetings**

There were no statutory public meetings.

**5. Presentations**

5.1 Alan Robins, Director, Housing Services Division, re: Durham Access to Social Housing (DASH) Wait List Statistics 2022

Alan Robins, Director, Housing Services Division, provided a PowerPoint presentation with regards to Durham Access to Social Housing (DASH) Wait List Statistics 2022.

Highlights of the presentation included:

- Households on DASH Wait List
- DASH Wait List 2006-2022
- Profile of DASH Applicants
- DASH Applicants – Municipality of Residence
- DASH Assisted Applicants – 2022
- Future Investments

A. Robins responded to questions with regards to the number of individuals that are currently on the DASH wait list who are homeless and where they are seeking shelter; the number of Rent Geared to Income (RGI) units in Durham Region; the review of the housing intensification study; number of DASH applicants that have been assisted; potential opportunities to partner with private sector developers to obtain more affordable units; whether senior housing is mandated by the

Province; creating more single affordable housing units; identifying where the greatest need of affordable housing is in Ontario; the breakdown for cost of indexed rent in Durham Region on RGI units; funding availability from the provincial and federal governments for affordable housing; difference between buying units in a building versus building from scratch for affordable housing units; the overlap of DASH applicants being on lists in other regions; and whether applicants are released from the DASH wait list if they receive a unit in another region.

Discussion ensued with regards to creating a strong affordable housing sector by building affordable units in mixed income communities and ways to change supplemental income distribution.

Staff was asked to provide a report regarding the level of basic income that would support the economy and outlining ways to solve some of the issues. Commissioner Danos-Papaconstantinou advised a report on this matter would be brought forward to the May meeting.

5.2 Dr. R.J. Kyle, Commissioner and Medical Officer of Health, re: COVID-19 and Flu Update

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R.J. Kyle, Commissioner and Medical Officer of Health, provided a PowerPoint presentation with regards to COVID-19 and Flu Update.

Highlights of the presentation included:

- Current Status – COVID-19
- COVID-19 Vaccination Administration
- COVID-19 Vaccination Coverage
- Wastewater Surveillance
- Guidance for Cases & Contacts
- Current Status – Flu
- Age Distribution of Flu Cases
- Current Status – Respiratory Outbreaks
- Child Care & School Absenteeism
- Chief Medical Officer of Health Remarks
- Current Masking Requirements
- Current COVID-19 & Flu Vaccine Plans

R.J. Kyle advised that COVID-19 continues to persist at a slow to moderate rate and that there continues to be outbreaks primarily in long-term care homes, retirement homes, hospitals, group homes and shelters.

R.J. Kyle provided a brief overview of the vaccine administration and vaccine coverage. He advised that wastewater surveillance has leveled out which denotes continued community transmission.

R.J. Kyle advised that flu cases peaked at the end of November and is classified as moderate with most cases being Influenza A. He advised that a large number of flu cases have been in the younger age groups.

It was the consensus of the Committee to recess in order to connect the delegate to the meeting.

## 6. Delegations

### 6.1 Julie VanHartingsvelt, External Relations Specialist, Communications and Public Affairs, Ontario Shores Centre for Mental Health Sciences, re: Request for Approval to Provide Psychiatric Emergency Services and Construct an Emergency Psychiatric Assessment Treatment and Healing Unit

J. VanHartingsvelt, External Relations Specialist, Communications and Public Affairs, Ontario Shores Centre for Mental Health Sciences, provided a PowerPoint Presentation with regards to Request for Approval to Provide Psychiatric Emergency Services and Construct an Emergency Psychiatric Assessment Treatment and Healing (EmPATH) Unit.

Highlights of the presentation included:

- About Ontario Shores
- The Problem
- The Solution
- EmPATH Model Space & Benefits
- Case Study: EmPATH Model at M Health Fairview Southdale Hospital – Edina, Minnesota
- The Future of Ontario Shores

J. VanHartingsvelt stated that Ontario Shores is a public teaching hospital that offers a variety of specialized assessments and treatment services for those living with complex and serious mental illness. She also stated that there are 340 beds at Ontario Shores, there are over 90,000 annual outpatient visits, there are over 1,300 staff, and patients from all of Ontario are served.

J. VanHartingsvelt stated that the demand for mental health services in the province is at an all time high and that Ontario Shores does not have an emergency department. She advised that there is great data coming out of the innovative and transformative models outcome path out of the United States which has been successfully implemented across 20 locations.

J. VanHartingsvelt advised that the number of people seeking emergency care for mental health crisis has increased by 61% in the last two years. She provided a brief overview of the EmPATH model, space, and benefits of having an emergency department at Ontario Shores.

J. VanHartingsveldt responded to questions of the Committee.

Moved by Regional Chair Henry, Seconded by Councillor Anderson,  
(6) That Julie VanHartingsvelt, External Relations Specialist,  
Communications and Public Affairs, Ontario Shores Centre for Mental  
Health Sciences, re: Request for Approval to Provide Psychiatric  
Emergency Services and Construct an Emergency Psychiatric  
Assessment Treatment and Healing Unit, appear as a delegation at the  
Regional Council on March 1, 2023.

CARRIED

6.2 Iain De Jong, President and CEO, OrgCode Consulting Inc., re: Update on the  
OrgCode Report

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Iain De Jong, President and CEO, OrgCode Consulting Inc. appeared before  
Committee regarding an Update on the OrgCode Report.

I. De Jong advised that OrgCode works with communities and organizations in  
Canada, United States, and Australia to work on making homelessness non  
existent, brief and non-recurring and provides the opportunity to engage with  
community and stakeholders on renewing the system support strategy to better  
respond to homelessness and housing stability in Durham Region.

I. De Jong stated that the intent of the project is to better understand the current  
state of the homelessness response system and the housing access and stability  
system and to develop a clearer understanding of what the unmet needs and  
service gaps are, and to recommend system improvements in response to  
homelessness.

I. De Jong stated that over 400 people responded to an open survey in February  
2022, and a broad range of key informant interviews was conducted in the  
community and engaged with over 40 people experiencing homelessness. He  
advised that 95% of them were interested in ending homelessness, finding  
housing, and using the services being provided.

I. De Jong stated that there were 24 recommendations put forward based upon  
the analysis of the survey, the key informant interviews, the review of data, and  
the engagement with people experiencing homelessness. He also stated that  
housing, with supports as necessary, is the solution to homelessness. He added  
that income assistance rates are insufficient to meet the cost of housing, and a  
broad range of housing options that are necessary.

I. De Jong stated there is a need for cross sector and cross system collaboration  
and that advocacy should include increasing housing supply. There should be  
ongoing work to increase income assistance rates to meet the demands of the  
cost of living, improved discharge planning, and enhanced integration of

partnerships with health to better meet the needs of people living with compromised mental wellness or substance abuse disorder.

I. De Jong responded to questions of the Committee.

**7. Health**

7.1 Correspondence

There were no communications to consider.

7.2 Reports

There were no Health Reports to consider.

**8. Social Services**

8.1 Correspondence

A) Information Report #2023-INFO-10 of the Commissioner of Social Services, re: 2022 Durham Access to Social Housing (DASH) Wait List Statistics

Moved by Councillor Carter, Seconded by Councillor Brenner,  
(7) That Information Report #2023-INFO-10 of the Commissioner of Social Services, re: 2022 Durham Access to Social Housing (DASH) Wait List Statistics, be received for information.

CARRIED

8.2 Reports

There were no Social Services Report to consider.

Questions to Social Services

S. Danos-Papaconstantinou responded to questions regarding funding allocated for the master housing plan; expanding and/or altering the shelter system; plans, timelines, and obstacles to modernize shelters; authority within the shelter system; program reviews conducted by the Region for the shelter system; whether there are outreach workers available at night; and whether there are funds within the budget for outreach workers from Durham Region.

Discussion ensued with regards to expansion of shelters in Durham Region; alternative sources of funding for social supportive housing and homelessness; having outreach workers employed by Durham Region to offer support to those that are homeless; and the housing crisis, health crisis, and opioid crisis happening in Durham Region and Canada and the funding challenges within those.



**9. Advisory Committee Resolutions**

There were no advisory committee resolutions to be considered.

**10. Confidential Matters**

There were no confidential matters to be considered.

**11. Other Business**

There was no other business to be considered.

**12. Date of Next Meeting**

The next regularly scheduled Health & Social Services Committee meeting will be held on Thursday, March 9, 2023 at 9:30 AM in the Council Chambers, Regional Headquarters Building, 605 Rossland Road East, Whitby.

**13. Adjournment**

Moved by Regional Chair Henry, Seconded by Councillor Carter,  
(8) That the meeting be adjourned.

CARRIED

The meeting adjourned at 12:23 PM

Respectfully submitted,

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E. Roy, Chair

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K. Smith, Committee Clerk



# The Regional Municipality of Durham Report

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To: Health & Social Services Committee  
From: Commissioner & Medical Officer of Health  
Report: #2023-MOH-02  
Date: March 9, 2023

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**Subject:**

Standing Agreement with Zoll Medical Canada Limited

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**Recommendations:**

That the Health & Social Services Committee recommends to Regional Council:

- A) That the Zoll X-Series/X-Series Advanced monitor/defibrillator be maintained as the Regional standard for a period of five (5) years; and
  - B) That authorization be granted to award a sole source agreement to Zoll Medical Canada Limited effective March 1, 2023 for a period of five (5) years for the purchase of new/replacement monitor/defibrillators pending approval of the 2023 Paramedic Services Business Plans & Budgets; and,
  - C) That a Standing Agreement with Zoll Medical Canada Limited be negotiated and awarded to supply the Region of Durham Paramedic Services (RDPS) with non-warranty maintenance and repair service, and reusable and disposable accessory equipment for Zoll X-Series/X-Series Advanced monitor/defibrillators for a five (5) year term at an annual estimated cost of \$500,000.
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**Report:**

**1. Purpose**

- 1.1 The purpose of this report is to obtain approval to maintain the Zoll X-Series/X-Series Advanced monitor/defibrillators as the standard for RDPS, proceed with the sole source purchase of the new and replacement monitor/defibrillators and negotiate a Standing Agreement for the maintenance and repair and reusable and disposable accessory equipment for the monitor/defibrillators.

## 2. Background

- 2.1 Due to proprietary licensing, medical and corporate liability and warranty issues Zoll Medical Canada Limited (“Zoll”) is the only supplier of reusable and disposable supplies and equipment warranted for use in conjunction with the Zoll defibrillator. The use of any supplies or equipment other than those supplied by Zoll will void any warranty and remove Zoll from any liability related to the failure of the defibrillator or adjunct equipment and supplies.
- 2.2 A Standing Agreement, C002696, has previously been established with Zoll to provide non-warranty maintenance and repair services for Zoll X- Series monitor/defibrillators, along with the supply of reusable and disposable accessory equipment items such as wireless communications cards, cases, cables (therapy cables, ECG cables, End Tidal CO2 Cables, Pulse Oximetry Cables, etc.), lithium-ion batteries and battery charger/support stations, ECG paper and therapy pads.
- 2.3 The Standing Agreement expired December 31, 2022 and requires renewal.
- 2.4 RDPS currently has an inventory of fifty-four (54) Zoll Medical Canada Limited X-Series monitor/defibrillators.
- 2.5 Clinical care reliability, risk management, and product compatibility challenges are best mitigated by all reusable and disposable accessory equipment items being supplied by the original equipment manufacturer, Zoll Medical Canada Limited.
- 2.6 Clinical care reliability, risk management, and product warranty challenges are best mitigated by all preventative maintenance and repairs of Zoll X-Series monitor/defibrillators being performed by original equipment manufacturer certified technicians at Zoll Medical Canada Limited.

## 3. Previous Reports and Decisions

- 3.1 Report #2017-COW-270, approved by Regional Council on December 13, 2017, authorized:
  - a. That Zoll X-Series monitor/defibrillators be adopted as the Regional Standard for a period of five (5) years, the anticipated lifecycle of the Paramedic Services Division new monitor/defibrillator inventory; and
  - b. That a Standing Agreement with Zoll Medical Canada Limited be negotiated to supply the Paramedic Services Division with non-warranty maintenance and repair service, reusable and disposable accessory equipment for Zoll X-Series monitor/defibrillators at a cost not to exceed \$200,000 for 2018 with the option of four (4) additional one-year terms.

#### **4. Financial Implications**

- 4.1 Based on previous expenditures, it is anticipated that RDPS costs associated with Zoll X-Series monitor/defibrillator maintenance and repair, and supply of reusable and disposable accessory equipment items for 2023 will not exceed \$500,000.
- 4.2 Section 7.2 of the Region's Purchasing By-law #16-2020 permits the acquisition of goods and services through sole source negotiations under specific circumstances outlined in Appendix C of the By-law. Section 1.1 of Appendix "C" permits negotiations where the goods or services can be supplied only by a particular supplier, to ensure compatibility with existing goods, or to maintain specialized goods that must be maintained by the manufacturer of those goods or its representative.
- 4.3 Financing for the purchase of new/replacement Zoll X-Series/X-Series Advanced monitor/defibrillators and repair and maintenance costs are included in the proposed 2023 Paramedic Services Business Plans & Budget submission.

#### **5. Relationship to Strategic Plan**

- 5.1 This report aligns with/addresses the following strategic goal and priority in the Durham Region Strategic Plan:
  - a. Goal 5: Service Excellence: Optimize resources and partnerships to deliver exceptional quality services and value.

#### **6. Conclusion**

- 6.1 It is recommended that the Zoll X-Series/X-Series Advanced monitor/defibrillators be maintained as the standard for RDPS for a period of five (5) years and that authorization be granted to award a sole source agreement to Zoll Medical Canada Limited effective March 1, 2023 for the purchase of new/replacement monitor/defibrillators pending approval of the Paramedic Services Business Plans & Budgets.
- 6.2 Further, it is recommended that a Standing Agreement with Zoll Medical Canada Limited be negotiated and awarded to supply RDPS with maintenance and repair service, and reusable and disposable accessory equipment for the Zoll X-Series/X-Series Advanced monitor/defibrillators.
- 6.3 This report has been reviewed by the Finance Department and the Commissioner of Finance concurs with the recommendations.

Respectfully submitted,

Original signed by

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R.J. Kyle, BSc, MD, MHSc, CCFP, FRCPC, FACPM  
Commissioner & Medical Officer of Health

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



# The Regional Municipality of Durham Report

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To: Health & Social Services Committee  
From: Commissioner & Medical Officer of Health  
Report: #2023-MOH-03  
Date: March 9, 2023

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**Subject:**

2023 Health Department Business Plans and Budget

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**Recommendation:**

That the Health & Social Services Committee recommends to the Finance and Administration Committee for subsequent recommendation to Regional Council that the 2023 Business Plans and Budget of the Health Department be approved.

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**Report:**

**1. Purpose**

1.1 The purpose of this report is to obtain Health & Social Services Committee concurrence of the 2023 Business Plans and Budget for the Health Department. The Health Department 2023 Business Plans and Budget will be referred to the Finance and Administration Committee for consideration during deliberations of the 2023 Property Tax Supported Business Plans and Budget.

**2. Overview**

2.1 The recommended 2023 Health Department Business Plans and Budget meets the Council approved guideline for the 2023 Property Tax Supported Business Plans and Budget.

2.2 The 2023 Health Department Business Plans and Budget supports the following five goals of the Region's Strategic Plan:

- a. Environmental Sustainability
- b. Community Vitality
- c. Economic Prosperity
- d. Social Investment
- e. Service Excellence

- 2.3 The recommended 2023 Health Department Business Plans and Budget includes \$142.2 million in gross expenditures requiring \$60.7 million in property tax funding with the remaining budget funded by program fees, development charges, provincial subsidies, reserves and reserve funds.
- 2.4 The recommended 2023 Health Department Business Plans and Budget provides operating and capital funding for the following divisions:
- a. Public Health
    - Healthy Living
    - Healthy Families
    - Infectious Diseases
    - Health Protection
    - Commissioner & MOH Office & Administration
    - Facilities Management
    - Headquarters Shared Cost
  - b. Paramedic Services
    - Administration
    - Operations
    - Quality Development
    - Planning and Logistics
    - Facilities Management
    - Hospital Contract – Offload Delay
    - Primary Care Outreach Program
    - Community Paramedicine

### **3. 2022 Accomplishments**

- 3.1 The Health Department was Accredited in Accreditation Canada's Qmentum program, which supports ongoing efforts to provide the highest quality services to Durham Region residents.
- 3.2 As in 2020 and 2021, and as one of the Health Department's critical public health functions under the [Ontario Public Health Standards: Requirements for Programs, and Accountability](#) (OPHS), COVID-19 response efforts were a priority in 2022 and required significant resource commitments.
- 3.3 In 2022, the Health Department balanced the restoration of public health programs and services with ongoing pandemic response needs, including continued requirements for vaccinating eligible populations.
- 3.4 The Health Department's 2022 accomplishments related to COVID-19 response activities include:

- a. Administered 464,543 COVID-19 vaccines (86 per cent were booster doses) via hospitals, pop-up clinics, mobile clinics, provincial clinics, as well as pharmacies and health care providers. Of these, 222,511 doses were administered in Health Department clinics.
  - b. Received and distributed 60,414 test results for follow-up.
  - c. Conducted 359 inspections related to COVID-19 out of 6,563 total inspections.
  - d. Completed 12,732 COVID-19 phone and email interactions with residents and community partners.
  - e. Responded to 1,638 COVID-19 inquiries received through Durham Health Connection Line's Health Protection staff from businesses or the public.
  - f. Completed 1,713 COVID-19 Public Health Nurse (PHN) interactions with schools.
  - g. Follow-up by PHNs of 21,482 COVID-19 cases.
  - h. Paramedics screened 63,692 clients for COVID-19 and obtained 220 nasal swabs in congregate living settings and from high-risk clients (e.g., housebound, unsheltered, etc.).
- 3.5 The Health Department's 2022 accomplishments related to regular programs and services include:
- a. Opened the new Oral Health Dental Clinic and administrative offices, offering a new state of the art seven operatory dental clinic to provide a full range of dental care for seniors, children and youth covered under provincially funded dental programs.
  - b. Provided oral health services to 2,235 clients through the Healthy Smiles Ontario Program (HSO) and Ontario Seniors Dental Care Program (OSDCP).
  - c. Consulted 950 families through the Infant and Child Development program.
  - d. Supported 1,491 families through the Healthy Babies Healthy Children Program and 1,030 families through breastfeeding services.
  - e. Declared 546 outbreaks (66 in childcare settings, 116 in group homes, 90 in hospitals, 124 in long-term care homes, 123 in retirement homes, 14 in shelters, and 13 in other settings).
  - f. Conducted 6,597 inspections (3,773 food safety inspections, 681 childcare centre inspections, 654 inspections of private sewage systems, 573 personal service setting inspections, 485 recreation water facility inspections, 247 housing for international agriculture worker inspections, and 184 other facility inspections).
  - g. Conducted 1,348 rabies investigations with 156 residents receiving orders for rabies pre-exposure prophylaxis.
  - h. Treated 190,480 catch basins for mosquito larvae to control for the West Nile virus.
  - i. Responded to 142,227 calls for emergency paramedic services.



#### 4. 2023 Strategic Highlights

- 4.1 The recommended 2023 Health Department Business Plans and Budget includes lease costs as well as a capital investment of \$250k to renovate a new space for the Breastfeeding Clinic. The lease for the existing Breastfeeding Clinic location expires in August 31, 2023 which provides an opportunity to relocate the clinic and create a shared multi-purpose clinic space for Health Department services, including a central immunization catch-up clinic location. This service delivery model would support sharing human resources (e.g., administrative support), diversity of service delivery, shared operating costs, and the opportunity for future expansion to other services. This investment supports the strategic goal of Service Excellence by optimizing resources and partnerships to deliver exceptional quality services and value, and by collaborating for a seamless service experience.
- 4.2 The recommended 2023 Health Department Business Plans and Budget include ten incremental new full-time Public Health staff (four of which are for OSDCP and are dependent on receiving 100 per cent provincial funding), five new part-time Public Health staff (three of which are for OSDCP and are dependent on receiving 100 per cent provincial funding), and thirty new full-time staff for Paramedic Services.
- 4.3 Despite ongoing resource pressures related to COVID-19 response, the Health Department will continue to restore priority public health programs and services in 2023 including catching up on childhood immunizations in accordance with the Immunization of School Pupils Act and Child Care and Early Years Act, 2014, which were previously suspended to address the COVID-19 response. One-time costs of \$612k have been included in the 2023 Health Department Business Plans and Budget for temporary staff to support catch-up immunizations. An application will be made for provincial one-time funding to offset these costs. Should provincial funding not be provided, the Health Department will need to consider a phased approach for immunization catch-up.
- 4.4 Ongoing COVID-19 response activities include storage costs for pandemic supplies (\$76k), costs related to the online booking portal (\$276k) as well as costs related to temporary staffing (\$380k). The Province has indicated there will be opportunities to request reimbursement of COVID-19 extraordinary costs in 2023. It is expected that this provincial one-time funding will cover 100 per cent of costs for the pandemic supplies storage, booking portal and temporary staff. Should the provincial and federal governments not extend additional funding support, the Region will need to consider further cost mitigation measures and the use of reserve funds.
- 4.5 The 2023 Public Health Business Plans and Budget include a projected 2.0 per cent increase in the provincial public health subsidy for mandatory programs and services, above the 2022/2023 approved subsidy.

- 4.6 The 2023 Paramedic Services Business Plans and Budget include a projected 2.5 per cent increase in the provincial subsidy for paramedic services, above the 2022 approved subsidy.
- 4.7 Following is a summary of the significant capital and operating investments in the 2023 Public Health Business Plans and Budget.
- a. Annualization of seven positions approved as part of the 2022 Public Health Business Plans and Budget.
  - b. One new full-time Data Analyst (annualized cost of \$135k) and one new full-time Program Assistant (annualized cost of \$93k) to support expanding and changing health information systems needs.
  - c. One new full-time Senior Public Health Inspector (annualized cost of \$142k) to support work related to the increased growth in new food facilities and home-based businesses.
  - d. Two new full-time Public Health Inspectors (annualized cost of \$252k) to support the growing needs of the Infectious Disease Prevention and Control Program.
  - e. Two new full-time Dental Hygienists (annualized cost of \$252k) and two new full-time Dental Assistants (annualized cost of \$187k) to support increased needs related to OSDCP. These four full-time positions are dependent on receiving 100 per cent provincial funding.
  - f. One full-time Clerk 2 (annualized cost of \$85k) to provide administrative support to the Immunization Program.
  - g. One part-time Pharmacy Technician (annualized cost of \$56k) to support optimal vaccine usage in the Immunization Program.
  - h. One part-time Oral Surgeon (annualized cost \$38k), one part-time Anesthetist (annualized cost of \$37k) and one part-time PHN (annualized cost of \$32k) to support increased needs related to OSDCP. These three part-time positions are dependent on receiving 100 per cent provincial funding.
  - i. One part-time Clerk 2 (annualized cost of \$43k) to provide administrative support to the HSO Program.
  - j. Lease costs of \$49k (annualized cost of \$65k), operating costs of \$22k (annualized cost of \$30k) and one time cost of \$250k to relocate the Breastfeeding Clinic and to renovate the new space to support a combined clinic that provides breastfeeding and immunization services.
  - k. Capital cost of \$48k for new computers and monitors for new permanent staff positions and \$14k for facility improvements.
  - l. Capital costs (\$400k) for regular replacement of computers.
  - m. \$3.3 million for costs related to the modernization of 101 Consumers Drive, with funding to be provided from a reserve fund.
- 4.8 As per the 10-year implementation plan for increased investment in Paramedic Services, included in report #2023-COW-7 and presented to Regional Council on March 1, 2023, the 2023 Paramedic Services Business Plans and Budget includes the following:

- a. Annualization of 15 positions approved as part of the 2022 Paramedic Services Business Plans and Budget.
- b. Twenty-four new full-time paramedic positions (12 Advanced Care Paramedics (ACPs) and 12 Primary Care Paramedics (PCPs)).
- c. Six new full-time support and management staff positions (two Superintendents, one Disability Management Specialist, one Logistics Technician, one Scheduler and one Professional Standards Investigator).
- d. \$800k for preliminary studies for a new Paramedic Station in South Whitby.
- e. \$1.3 million for four new ambulances and associated equipment to support an increase in service hours.
- f. \$440k investment for ACP training.
- g. \$1.9 million for land acquisition for the Uxbridge/Port Perry replacement.
- h. \$2.2 million for replacement of 57 defibrillators, with funding to be provided from the equipment replacement reserve.
- i. \$2.2 million for replacement of 11 ambulances.
- j. \$100k for increases in Workplace Safety and Insurance Board costs.
- k. A 20 per cent increase from 2022 costs for inflationary pressures related to fuel, medical supplies and program materials.

## 5. 2023 Risks and Uncertainties

- 5.1 COVID-19 continues to circulate and new variants continue to emerge. The Health Department remains flexible and is prepared to respond to spikes in COVID-19 activity, in accordance with Provincial direction.
- 5.2 The 2023 Public Health Business Plans and Budget assumes that all one-time costs related to COVID-19 response will continue to be funded at a 100 per cent by the Province. The Province has indicated there will be opportunities to request reimbursement of COVID-19 extraordinary costs in 2023, however, there is a risk that the 2023 provincial reimbursement allocated to the Health Department will not cover Health Department costs. Should this be the case, the Region will need to consider further cost mitigation measures and use of reserve funds.
- 5.3 The 2023 Health Department Business Plans and Budget include a projected 2.0 per cent increase in the provincial subsidy for Public Health and a projected 2.5 per cent increase in the provincial subsidy for Paramedic Services. There is a combined risk of \$1.2 million, should the Province not provide any increase in subsidy.
- 5.4 Additional Health Department risks and uncertainties include:
  - a. Ongoing support required by public health and paramedics for COVID-19 response.
  - b. Changing population needs in Durham Region due to population growth and the pandemic.
  - c. Increased need for technology and increased resources to ensure privacy and security of clients and staff for systems and solutions that support improved virtual client interactions.

- d. Public Health Modernization, which is currently on hold, to re-start, which may impact the mandate, structure and funding of public health units.
- e. Further reductions to the provincial investment for public health programs and services.
- f. Significant ongoing challenges with patient offload delays impacting Paramedic Services' ability to service 911 requests as call volumes increase.
- g. Staff retention and attraction of qualified paramedics as well as decreasing enrollment in paramedic programs at community colleges.
- h. Uncertainty with respect to the provincial subsidy for Paramedic Services increasing proportionally with increasing costs related to population growth and the Region's plan for Paramedic Services.

## 6. Future Budget Pressures

- 6.1 All new full time staff positions included in the 2023 Health Department Business Plans and Budget will have annualization impacts in 2024 and beyond. The estimated incremental cost in 2024 for these positions is \$2.2 million.
- 6.2 Significant future Public Health budget pressures over the next four years include:
  - a. Changes to the scope of work for Public Health and changes to provincial legislation and standards which lead to a need for increases in staff and training to support compliance with program changes.
  - b. Changing population needs due to the pandemic leading to a need to expand programs, impacting communications, education, equipment, staff and training costs.
  - c. Population growth and an increased need for services leading to increases in staff and equipment to support growth.
- 6.3 With respect to Paramedic Services, report #2023-COW-7 provides a comprehensive 10-year service and financing plan for Paramedic Services. Operating expenditures are projected to increase by \$59.56 million over 10 years, with total capital expenditures over this time estimated at \$89.47 million.
- 6.4 Additional significant Paramedic Services budget pressures over the next four years include:
  - a. Inflationary pressures on fuel, utilities, program material and equipment costs as well as annual labour increases.
  - b. Higher acquisition costs related to supply chain challenges for new vehicles, and increased repairs and maintenance on the existing fleet.
  - c. Potential provincial legislative amendments that are expected to have an impact on the delivery of paramedic services in Ontario which may require increases in staff and training.
  - d. Improvement of mental health resources and support initiatives within the service.

## **7. Relationship to Strategic Plan**

7.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:

- a. Goal 2 Community Vitality – to foster an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being.
- b. Goal 4 Social Investment – to ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind.
- c. Goal 5 Service Excellence – to provide exceptional value to Durham taxpayers through responsive, effective and fiscally sustainable service delivery. By responsibly managing the Region’s financial assets, the proposed 2023 Health Department Business Plans and Budget looks to optimize resources to deliver critical infrastructure and services for current and future generations.

7.2 The Strategic Priorities section of the 2023 Health Department Business Plans and Budget document further highlights planned activities for the current budget year which will contribute to the achievement of the priorities outlined in the Region’s Strategic Plan.

## **8. Conclusion**

8.1 The recommended 2023 Health Department Business Plans and Budget meets the Council approved guideline for the 2023 Property Tax Supported Business Plans and Budget and supports the Department’s role to protect and promote the health of Durham Region residents.

8.2 It is recommended that the Health & Social Services Committee approve the 2023 Business Plans and Budget for the Health Department and forward this report to the Finance & Administration Committee for consideration during the budget deliberations of the 2023 Property Tax Supported Business Plans and Budget.

8.3 This report has been reviewed by the Finance Department and the Commissioner of Finance concurs with the recommendation.

## **9. Attachments**

Attachment #1: Memorandum to Regional Council (Durham Regional Board of Health) re: duties of boards of health under the Health Protection and Promotion Act (HPPA).

The detailed 2023 Business Plans and Budgets for the Health Department is attached.

Respectfully submitted,

Original signed by

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R.J. Kyle, BSc, MD, MHSc, CCFP, FRCPC, FACPM  
Commissioner & Medical Officer of Health

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer



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## MEMORANDUM

**TO:** Regional Council (Durham Regional Board of Health)

**FROM:** Dr. Robert Kyle

**DATE:** March 9, 2023

**RE:** Duties of Boards of Health under the [Health Protection and Promotion Act](#) (HPPA)

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### **Background**

1. Further to the 2023 Health Department Business Plans and Budgets transmittal report, the purpose of this memorandum is to summarize: the duties of boards of health and medical officers of health regarding the provision of public health programs and services; the payment of boards of health and medical officers of health expenses; and provisions within the HPPA that may be used by the Minister of Health or the Chief Medical Officer of Health to address issues and concerns related to compliance with the HPPA, regulations and guidelines by boards of health.

### **Purpose of the HPPA**

2. The HPPA is the statutory regime that “provides for the organization and delivery of public health programs and services, the prevention of the spread of disease and the promotion and protection of the health of the people of Ontario” (section 2).

### **Duties of a Board of Health**

3. As regards the general provision of public health programs and services, section 61 of the HPPA requires every board of health to “superintend and ensure the carrying out of Parts II [Health Programs and Services], III [Community Health Protection] and IV [Communicable Disease Control] and the regulations relating to those Parts [Communicable Diseases – General, Control of West Nile Virus, Designation of Diseases, Food Premises,

4. Personal Service Settings, Public Pools, Qualification of Board of Health Staff, Rabies Immunization, Reports, School Health Programs and Services, Small Drinking Water Systems] in the health unit served by the board of health.”
5. With respect to health programs and services, section 4 states that “every board of health,
  - a) shall superintend, provide or ensure the provision of the health programs and services required by this Act and the regulations to the persons who reside in the health unit served by the board; and
  - b) shall perform such other functions as are required by or under this or any other Act.”

### **Mandatory Health Programs and Services**

6. Section 5 requires every board of health to superintend, provide or ensure the provision of health programs and services in the following areas:
  - a) “Community sanitation, to ensure the maintenance of sanitary conditions and the prevention or elimination of health hazards.
  - b) The provision of safe drinking water by small drinking water systems.
  - c) Control of infectious diseases and diseases of public health significance, including provision of immunization services to children and adults.
  - d) Health promotion, health protection and disease and injury prevention, including the prevention and control of cardiovascular disease, cancer, AIDS and other diseases.
  - e) Family health, including,
    - I. Counselling services,
    - II. Family planning services,
    - III. Health services to infants, pregnant women in high risk health categories and the elderly,
    - IV. Preschool and school health services, including dental services,
    - V. Screening programs to reduce the morbidity and mortality of disease,
    - VI. Tobacco use prevention programs, and
    - VII. Nutrition services.
  - f) Collection and analysis of epidemiological data.
  - g) Such additional health programs and services as are prescribed by the regulations.”

### **School Pupils**

7. Section 6 (1) requires every board of health to provide such of the health programs and services as are prescribed by the regulations [School Health Programs and Services] for the purposes of this section to the pupils attending schools within the health unit served by the board of health.



## **Optional Health Programs and Services**

8. Section 9 permits a board of health to “provide any other health program or service in any area in the health unit served by the board of health if:
  - a) The board of health is of the opinion that the health program or service is necessary or desirable, having regard to the needs of persons in the area; and
  - b) The councils of the municipalities in the area approve of the provision of the health program or service.”

## **Guidelines**

9. Section 7 (1) permits the Minister of Health to “publish public health standards for the provision of mandatory health programs and services and every board of health shall comply with them.” In terms of the extent of programs and services, section 8 states that “a board of health is not required by this Part to provide or ensure the provision of a mandatory health program or service referred to in this Part except to the extent and under the conditions prescribed by the regulations and the public health standards.”
10. The current public health standards were published as the [Ontario Public Health Standards: Requirements for Programs, Services, and Accountability](#) (OPHS) by the Minister of Health and Long-Term Care who transmitted them to all boards of health in January 2018. The OPHS establish requirements for fundamental public health programs and services, and are informed by the core public health functions which include assessment and surveillance, health promotion and policy development, health protection, disease prevention, and emergency management. The OPHS outline the expectations of boards of health, which are responsible for providing public health programs and services that contribute to the physical, mental, and emotional health and well-being of all Ontarians. Boards of health are responsible for the assessment, planning, delivery, management, and evaluation of a variety of public health programs and services that address multiple health needs, as well as the context in which these needs occur.
11. The OPHS is organized as follows:

### *Foundational Standards*

- The Foundational Standards articulate specific requirements that underlie and support all Program Standards.
- The Foundational Standards include:
  - Population Health Assessment;
  - Health Equity;
  - Effective Public Health Practice, which is divided into three sections:
    - Program Planning, Evaluation, and Evidence-Informed Decision-Making;
    - Research, Knowledge Exchange, and Communication;
    - Quality and Transparency; and

- Emergency Management.

### *Program Standards*

- Program Standards (grouped thematically) address Chronic Disease Prevention and Well-Being, Food Safety, Healthy Environments, Healthy Growth and Development, Immunization, Infectious and Communicable Diseases Prevention and Control, Safe Water, School Health, and Substance Use and Injury Prevention. Specific requirements are articulated for each of the Program Standards. Boards of health shall assess, plan, deliver, manage, and evaluate programs and services in each of those Program Standards and coordinate across the Program Standards.

### **Annual Service Planning and Budgeting**

12. As part of the Ministry of Health's Public Health Accountability Framework, boards of health are required to submit an Annual Service Plan and Budget Submission, Standards Activity Reports, and an Annual Report and Attestation.
13. The Annual Service Plan and Budget Submission: describes the complete picture of programs and services being delivered by boards of health, within the context of the OPHS; demonstrates that board of health programs and services align with the priorities of their communities, as identified in their population assessment; demonstrates accountability for planning; and demonstrates the use of funding per program and service.
14. Quarterly, boards of health are required to complete Standards Activity Reports that provide interim information on program achievement and finances and identify risks, emerging issues, changes in local context, and programmatic and financial adjustments in program plans.
15. At year-end, boards of health are required to submit an Annual Report and Attestation to: provide a year-end summary report on program achievements and finances; identify any major changes in planned activities due to local events; and demonstrate board of health compliance with programmatic and financial requirements.

### **Duties of Associate/Medical Officers of Health**

16. Section 67 (1) states that every "medical officer of health of a board of health reports directly to the board of health on issues relating to public health concerns and to public health programs and services under this or any other Act." Section 67 (2) states that "the employees of and the persons whose services are engaged by a board of health are subject to the direction of and are responsible to the medical officer of health of the board if their duties relate to the delivery of public health programs or services under this or any other Act." Section 67 (3) states that "the medical officer of health of a board of health is responsible to the board for the management of the public health programs and services under this or any other Act." Section 68 (1) states that the "associate medical officer of health of a board of health, under the direction of

the medical officer of health of the board, shall assist in the performance of the duties of the medical officer of health and, for the purpose, has all the powers of the medical officer of health.” Finally, section 42 (1) states that “no person shall hinder or obstruct a medical officer of health...lawfully carrying out a power, duty or direction under this Act.”

### **Staff**

17. In addition to appointing, as required or permitted respectively under section 62 (1), a full-time medical officer of health and one or more associate medical officers of health, section 71 (1) requires every board of health to “engage the services of such persons, including public health nurses, as are considered necessary to carry out the functions of the board of health, including the duties of the board of health in respect of mandatory health programs and services”, subject to section 71 (3) respecting public health nurses, the *Qualifications of Board of Health Staff Regulation*.

### **Payment by Obligated Municipalities**

18. Section 72 (1) requires the obligated municipalities in a health unit to pay the expenses incurred by or on behalf of the board of health and medical officer of health of the health unit in the performance of their functions and duties under the HPPA or any other Act. Section 72 (2) states that the obligated municipalities shall ensure that the amount paid is sufficient to enable the board of health,

- a) “to provide or ensure the provision of health programs and services in accordance with sections 5, 6, and 7, the regulations and the public health standards; and
- b) to comply in all other respects with this Act and the regulations.”

### **Grants**

19. Section 76 permits the Minister to make grants “for the purposes of this Act on such conditions as he or she considers appropriate.” To this end, the Organizational Requirements of the OPHS include Fiduciary Requirements to hold boards of health accountable for using ministry funding efficiently for its intended purpose. The Fiduciary Requirements state that the “board of health shall use the grant only for the purposes of the *Health Protection and Promotion Act* and to provide or ensure provision of programs and services in accordance with the *Health Protection and Promotion Act*, Foundational and Program Standards, and Ministry-Board of Health Accountability Agreement.”

### **Financial Records**

20. Section 59 requires boards of health to keep “books, records and accounts of its financial affairs” and to prepare “statements of its financial affairs in each year.”

## **Agreements**

21. Section 81.2 permits the Minister to enter into “an agreement with a board of health of any health unit for the purpose of setting out the requirements for the accountability of the board of health and management of the health unit.”
22. In 2014, a new evergreen Public Health Funding and Accountability Agreement (PHFAA) was executed by all boards of health and the ministry. PHFAAs set out the obligations of boards of health and the ministry. They incorporate financial reporting requirements.
23. Sub-section 8.3 of Article 8 of the PHFAA permits the Province, its authorized representatives and/or an independent auditor identified by the Province to review the board of health’s of the grant and/or assess compliance with the PHFAA

## **Inspectors**

24. Section 80 permits the Minister to appoint one or more ministry employees as inspectors who shall make inspections of health units to ascertain the “extent of compliance with the Act and the regulations and the carrying out of the purposes of this Act.”

## **Assessors**

25. Section 82 requires the Minister to appoint assessors who may carry out an assessment of a board of health for the purpose of,
  - a) “ascertaining whether the board of health is providing or ensuring the provision of health programs and services in accordance with sections 5, 6 and 7, the regulations and the public health standards;
  - b) ascertaining whether the board of health is complying in all the other respects with this Act and the regulations; or
  - c) assessing the quality of the management and administration of the affairs of the board of health.”

## **Direction to Board of Health**

26. If an assessment reveals non-compliance with the HPPA, regulations or public health standards and/or inadequacies in the management or administration of a board of health’s affairs, section 83 permits the Minister to give a board of health written direction,
  - a) “to do anything that the Minister considers necessary or advisable to correct the failure identified in the direction; or
  - b) to cease to do anything that the Minister believes may have caused or contributed to the failure identified in the direction.”

If a board of health fails to comply with the direction, it is guilty of an offence under sections 100 (3) and 101 (2). In addition, section 84 permits the Minister to do whatever is necessary to ensure that the direction is carried out. Section 85 entitles a board of health that receives a notice of failure to comply to a hearing by the Health Services Appeal and Review Board. The Board's decision under this section is final and binding on the board of health.

### **Conclusion**

This memorandum has summarized the relevant sections of the HPPA related to the provision and funding of public health programs and services, including compliance with the HPPA, regulations and guidelines. To this end, our online [Board of Health Manual](#) includes foundational documents and other links and resources to assist Regional Councillors in serving as more effective board of health members.

Respectfully submitted,

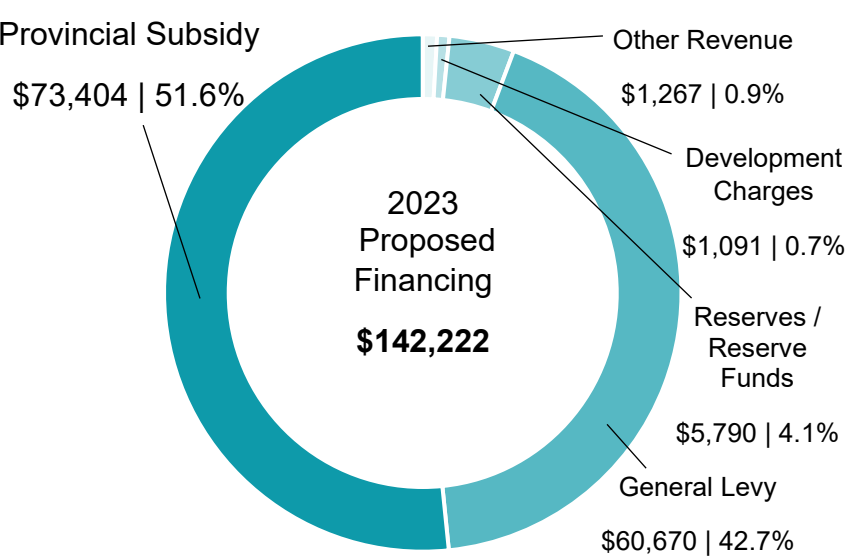
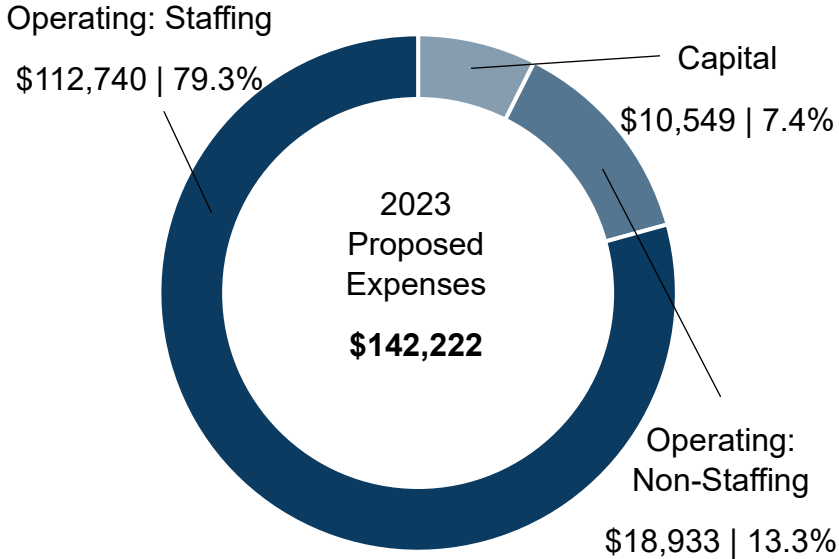
Original signed by

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R.J. Kyle, BSc, MD, MHSc, CCFP, FRCPC, FACPM  
Commissioner & Medical Officer of Health

**Durham Budget 2023 HEALTH DEPARTMENT**

Protects and promotes the health of Durham Region residents through the delivery of public health and paramedic programs and services



Amounts are in \$,000's



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# Major Programs and Services

## Public Health

### Healthy Living

Programs include chronic disease prevention, injury prevention, substance use, oral health, tobacco use prevention and enforcement of the *Smoke-Free Ontario Act, 2017* (SFOA) and the Region's Smoking and Vaping By-law. Working in collaboration with community partners, the Healthy Living program addresses the health needs of the public and priority populations. Programs and activities address topics such as healthy eating, physical activity, healthy sexuality, cancer prevention, oral health promotion, mental health promotion, alcohol and substance use, harm reduction, concussions, and injury prevention, falls prevention, and road and off-road safety. The oral health programs include dental screening and oral health education for children in schools, screening, and enhanced access to dental care for adults enrolled with Ontario Works as well as provision of dental treatment for those eligible for the Healthy Smiles Ontario and the Ontario Seniors Dental Care Programs. SFOA enforcement and tobacco and cannabis control activities include education, inspections of places regulated under the SFOA (e.g., tobacco vendors, schools, bars, and restaurants), issuance of warnings and charges, response to complaints, and implementation of children and youth prevention programs.

### Healthy Families

Programs enable individuals and families to achieve optimal preconception, prenatal, maternal, newborn, child, youth, and family health. Programs include: Durham Health Connection Line which provides assessment, health information counselling and referral services to Durham Region residents; Healthy Families which establishes evidence-informed programs, based on local needs, to support preconception and prenatal health, preparation for parenting, infant feeding, positive parenting, and family dynamics; and Infant and Child Development which provides assistance to infants and young children (birth to school entry) and their families to address issues of child development by providing home visits, service coordination and resources to families of children with special needs.

### Infectious Diseases

Programs prevent or reduce the burden of infectious and communicable diseases of public health importance, including sexually transmitted infections (STIs) and blood-borne infections, tuberculosis, COVID-19, vector-borne diseases as well as vaccine preventable diseases. Immunization activities include enforcement of the *Immunization of School Pupils Act* (ISPA) and the *Child Care and Early Years Act, 2014* (CCEYA), monitoring of vaccine preventable diseases, vaccine administration, education about immunization and vaccine safety, as well as vaccine management. Infectious diseases prevention and control activities are required to prevent and control infectious and communicable diseases, in various local settings. Program activities include ongoing monitoring of infectious and communicable disease rates, investigations of



## Major Programs and Services Continued

outbreaks, investigations, and public health management of cases of diseases of public health significance and follow-up of contacts, sexual health clinical services for diagnosis, treatment, and management of STIs, routine inspections of childcare centres and personal services settings, and response to complaints in all settings, including health care facilities.

### **Health Protection**

Programs prevent or reduce the burden of food-borne and water-borne illnesses, injuries related to recreational water use, reduce exposure to health hazards, and promote the development of healthy natural and built environments. These programs also enable consistent and effective preparedness for, response to, and recovery from public health emergencies. Health Protection programs include Food Safety, Healthy Environments, Safe Water and Sewage Systems.

### **Commissioner & MOH Office & Administration**

Health analytics, research, policy, and health equity support enables the Health Department programs to respond effectively to current and evolving conditions, emerging evidence, determinants of health and health inequities. Administrative, community and resource development, and privacy and security support enable the Health Department divisions to effectively communicate with the public and community partners, meet mandated privacy and security requirements and provide effective and efficient programs and services.

### **Facilities Management**

Provide appropriate office and clinic locations to allow broad community access to Health Department programs and services. Includes the Region-owned facility located at 101 Consumers Drive Whitby and five leased facilities located at 1615 Dundas Street East Whitby, 181 Perry Street Port Perry, Oshawa Centre, Pickering Town Centre, and 200 John Street Oshawa.

### **Headquarters Shared Cost - Public Health Portion**

The allocated share of cost attributable to Public Health for the operation of the Regional Headquarters facility.

### **Contribution from the Province - Mandatory Programs**

Provincial funding through the Ministries of Health and Children, Community and Social Services for Mandatory Programs, in accordance with the Ontario Public Health Standards: *Requirements for Programs, Services and Accountability* (OPHS).

# Major Programs and Services Continued

## Region of Durham Paramedic Services

### **Administration**

Provide direction and management of staff, vehicles, and facilities for the Paramedic Services Division of the Health Department. Departmental managers work with community partners to review services, determine priorities, and identify best practices for operational effectiveness and efficiency.

### **Operations**

Provide land ambulance and paramedic services to the residents of Durham Region; delivering services out of 11 Paramedic Response Stations throughout the Region.

### **Quality Development**

Ensure that high quality land ambulance and paramedic services are delivered to the residents of Durham Region, by conducting peer reviews of paramedic records and providing mandatory medical training to paramedics.

### **Planning and Logistics**

Ensure all vehicles are well-maintained and available for deployment, and medical supplies/equipment are available in all Paramedic Response Stations. Medical supplies and equipment are delivered to all stations daily and equipment is repaired as necessary. Program staff is also responsible for logistical coordination of paramedic equipment and supplies. In the event of major incidents, such as industrial accidents or crash sites, staff ensures that enough resources are available.

### **Facilities Management**

Provide appropriate administrative space and paramedic stations to deliver timely paramedic response.

### **Hospital Contract - Offload Delay**

Reduce ambulance offload delays at hospital emergency rooms by assigning Designated Offload Nurse (DON) personnel to receive ambulance patients, which allows paramedics to be available to respond to calls for emergency service.

### **Primary Care Outreach Program**

Provide basic social navigation and medical assistance to priority populations primarily in the Oshawa area. An Advanced Care Paramedic and Social Worker travel to priority neighborhoods and provide assistance to the homeless population.

### **Community Paramedicine Program**

Provide assistance to individuals with high care needs at home or in a community setting.

## Major Programs and Services Continued

### **Tangible Capital Assets**

Consolidated capital program for paramedic services.

### **Contribution from the Province**

Provincial funding through the Ministry of Health and Ministry of Long Term Care for a portion of the net cost of operations of the Paramedic Services Division.

# Strategic Priorities

For 2023 some of the key priorities and planned actions focus on:

## Environmental Sustainability



Demonstrate leadership in sustainability and addressing climate change by completing health vulnerability assessments

## Community Vitality



Prevent and reduce the burden of infectious and communicable diseases of public health importance including COVID-19



Engage key stakeholders to implement the Durham Region Opioid Response Plan



Establish a new paramedic response station in Seaton and enhance service in South Oshawa and South Whitby to improve response times

## Strategic Priorities Continued

### Social Investment



Support schools to develop comprehensive school health plans and implement measures on priority health issues to ensure health of staff and students. Support also focuses on communication and engagement with parents and local communities as well as the broader health care sector



Improve access to oral health services for eligible low-income adults and seniors through the Ontario Seniors Dental Care Program



Orient public health programs and services to address the needs of priority populations

### Service Excellence



Deliver public health services to clients in innovative ways that improve client access to public health services, minimize risks and support health and safety of clients and Health Department staff



Ensure transparency, increase access to information and improve public awareness about the health status of Durham Region residents through population health assessments and surveillance activities such as Health Neighbourhoods resources

## Strategic Priorities Continued



Achieve Canadian Triage and Acuity Scale (CTAS) target response times for paramedic services to Durham Region residents



Enhance routine public health inspections and ensure premises inspected by the Health Department are following public health advice including COVID-19 related requirements



Implement public health requirements identified by the Province to address the ongoing COVID-19 pandemic, including delivery of booster doses of COVID-19 vaccine

# Key Targets for 2023

## Public Health

- Manage 100% of outbreaks, including COVID-19 outbreaks, in long-term care homes, retirement homes, hospitals, childcare centres, congregate living settings and other community settings
- Complete 8,000 compliance inspections including inspections related to COVID-19, food safety, childcare centres, infectious diseases prevention and control, safe water, recreational water, migrant farm worker housing and private sewage systems
- Complete 2,500 oral health client visits for low-income seniors
- Complete 25,000 phone interactions with residents and community partners through Durham Health Connection Line
- Manage 4,800 cases and 370 contacts of diseases of public health significance by public health nurses
- Administer 100% of COVID-19 vaccines to eligible Durham Region residents in collaboration with pharmacies, primary care providers and community partners in accordance with provincial directives
- Administer 40,000 doses of publicly funded vaccines in community immunization clinics and school-based clinics
- Screen 50,000 immunization records for elementary and secondary students
- Distribute 3,000 Naloxone kits/refills to eligible organizations for distribution to their clients to help prevent opioid related overdose deaths
- Complete 2,200 school visits to implement comprehensive strategies to promote health within school communities
- Provide support to 950 children through the Infant and Child Development program
- Complete 6,400 home visits to clients in the Healthy Babies, Healthy Children program

## Key Targets for 2023 Continued

### Region of Durham Paramedic Services

- Respond to over 93,000 calls for emergency paramedic services
- Improve emergency coverage with the addition of the Seaton Paramedic Response Station
- Achieve all CTAS target response times




## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	115,074	122,049	112,740		
Personnel Related	1,448	1,914	1,945		
Communications	876	1,072	1,287		
Supplies	1,881	1,426	1,362		
Utilities	419	262	338		
Medical Care	1,683	1,742	1,748		
Chemicals	38	60	60		
Computer Maintenance & Operations	869	642	995		
Materials & Services	908	800	788		
Buildings & Grounds Operations	641	584	633		
Equipment Maintenance & Repairs	364	389	399		
Vehicle Operations	2,939	1,877	2,462		
Professional Services	834	742	838		
Contracted Services	2,621	930	1,005		
Leased Facilities Expenses	2,221	516	615		
Financial Expenses	338	352	388		
Minor Assets & Equipment	20	17	-		
Major Repairs & Renovations	155	132	-		
Contribution to Reserves / Reserve Funds	843	843	843		
Headquarters Shared Costs	2,198	2,198	2,491		
<b>Operating Expenses Subtotal</b>	<b>136,370</b>	<b>138,547</b>	<b>130,937</b>	<b>(7,610)</b>	<b>(5.5%)</b>

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Fees	13	13	14		
Corporate IT Charge	340	340	340		
Corporate HR Charge	368	368	432		
Family Services Charge	189	189	289		
Finance Charge	12	12	12		
Recovery - Children's Services	(254)	(254)	(258)		
Recovery - Social Assistance	(93)	(93)	(93)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>575</b>	<b>575</b>	<b>736</b>	<b>161</b>	<b>28.0%</b>
<b>Gross Operating Expenses</b>	<b>136,945</b>	<b>139,122</b>	<b>131,673</b>	<b>(7,449)</b>	<b>(5.4%)</b>
<b>Capital Expenses</b>					
New	1,450	1,450	2,036		
Replacement	2,858	2,858	8,513		
<b>Capital Expenses Subtotal</b>	<b>4,308</b>	<b>4,308</b>	<b>10,549</b>	<b>6,241</b>	<b>144.9%</b>
<b>Total Expenses</b>	<b>141,253</b>	<b>143,430</b>	<b>142,222</b>	<b>(1,208)</b>	<b>(0.9%)</b>
<b>Operating Revenue</b>					
Provincial Subsidy General	(83,401)	(84,432)	(73,019)		
Fees & Service Charges	(1,204)	(1,202)	(1,202)		
Sale of Publications	(7)	(40)	(40)		
Sundry Revenue	(16)	(26)	(25)		
<b>Operating Revenue Subtotal</b>	<b>(84,628)</b>	<b>(85,700)</b>	<b>(74,286)</b>	<b>11,414</b>	<b>13.3%</b>
<b>Capital Financing</b>					
Provincial Subsidy - Capital	(1,011)	(1,011)	(385)		
Development Charges - Residential	(212)	(212)	(1,091)		
Recovery from Reserve Funds - Capital	(172)	(172)	(5,790)		
<b>Capital Financing Subtotal</b>	<b>(1,395)</b>	<b>(1,395)</b>	<b>(7,266)</b>	<b>(5,871)</b>	<b>(420.9%)</b>
<b>Total Revenues and Financing</b>	<b>(86,023)</b>	<b>(87,095)</b>	<b>(81,552)</b>	<b>5,543</b>	<b>(6.5%)</b>
<b>Property Tax Requirement Health Department</b>	<b>55,230</b>	<b>56,335</b>	<b>60,670</b>	<b>4,335</b>	<b>7.7%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Public Health</b>													
1 Healthy Living	10,523	17,102	24	(3,667)	(11)	13,448	17,576	16	(3,821)	(11)	13,760	312	
2 Healthy Families	7,418	12,161	18	(3,839)	-	8,340	12,265	-	(3,839)	-	8,426	86	
3 Infectious Diseases	21,612	30,190	3	(14,256)	(240)	15,697	17,310	54	(612)	(240)	16,512	815	
4 Health Protection	6,041	8,712	10	(1,010)	(729)	6,983	8,244	5	(390)	(728)	7,131	148	
5 Commissioner & MOH Office & Administration	5,585	7,638	371	(925)	(15)	7,069	7,333	372	(380)	(15)	7,310	241	
6 Facilities Management	789	767	-	(93)	-	674	873	3,565	(76)	(3,550)	812	138	
7 Headquarters Shared Cost - Public Health Portion	2,198	2,198	-	-	-	2,198	2,491	-	-	-	2,491	293	
8 Contribution from Province - Mandatory Programs	(31,138)	-	-	(30,313)	-	(30,313)	-	-	(31,029)	-	(31,029)	(716)	
<b>Public Health Subtotal</b>	<b>23,028</b>	<b>78,768</b>	<b>426</b>	<b>(54,103)</b>	<b>(995)</b>	<b>24,096</b>	<b>66,092</b>	<b>4,012</b>	<b>(40,147)</b>	<b>(4,544)</b>	<b>25,413</b>	<b>1,317</b>	<b>5.5%</b>
<b>Region of Durham Paramedic Services</b>													
1 Administration	4,567	4,315	-	-	(18)	4,297	4,594	-	-	(18)	4,576	279	
2 Operations	44,937	44,596	-	-	(255)	44,341	48,181	-	-	(255)	47,926	3,585	
3 Quality Development	786	961	-	-	-	961	1,050	-	-	-	1,050	89	
4 Planning and Logistics	6,152	4,946	-	-	-	4,946	5,671	-	-	-	5,671	725	
5 Facilities Management	1,436	1,523	-	-	-	1,523	1,507	87	-	-	1,594	71	
6 Hospital Contract - Offload Delay	-	475	-	(475)	-	-	548	-	(548)	-	-	-	
7 Primary Care Outreach Program	330	539	90	-	-	629	755	-	-	-	755	126	
8 Community Paramedicine Program	-	2,999	1,011	(4,010)	-	-	3,275	371	(3,646)	-	-	-	
9 Tangible Capital Assets	2,397	-	2,781	-	(384)	2,397	-	6,079	-	(3,331)	2,748	351	
10 Contribution from Province	(28,403)	-	-	(26,855)	-	(26,855)	-	-	(29,063)	-	(29,063)	(2,208)	
<b>Region of Durham Paramedic Services Subtotal</b>	<b>32,202</b>	<b>60,354</b>	<b>3,882</b>	<b>(31,340)</b>	<b>(657)</b>	<b>32,239</b>	<b>65,581</b>	<b>6,537</b>	<b>(33,257)</b>	<b>(3,604)</b>	<b>35,257</b>	<b>3,018</b>	<b>9.4%</b>
<b>Health Department</b>	<b>55,230</b>	<b>139,122</b>	<b>4,308</b>	<b>(85,443)</b>	<b>(1,652)</b>	<b>56,335</b>	<b>131,673</b>	<b>10,549</b>	<b>(73,404)</b>	<b>(8,148)</b>	<b>60,670</b>	<b>4,335</b>	<b>7.7%</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects


Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Public Health</b>									
<b>Capital Expenditures</b>									
Building & Structures		-	3,550	-	-	-	-	-	-
Information Technology		416	446	351	110	269	417	1,160	2,307
Machinery & Equipment		-	16	-	-	-	-	-	-
Furniture & Fixtures		10	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>		<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Capital Financing</b>									
General Levy		426	448	351	110	269	417	1,160	2,307
Subsidy / Grant		-	14	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		-	3,550	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>		<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Total Capital Public Health</b>		<b>426</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>

## Region of Durham Paramedic Services

<b>Capital Expenditures</b>									
Building & Structures		-	43	-	-	-	-	-	-
Machinery & Equipment		544	2,706	2,503	86	257	171	4,749	7,766
Information Technology		337	407	213	201	225	213	969	1,821
Vehicles		2,929	3,361	3,210	2,550	3,720	3,540	16,320	29,340
Furniture & Fixtures		72	20	20	20	20	20	100	180
<b>Capital Expenditure Subtotal</b>		<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	2,487	2,835	2,908	2,584	3,404	3,258	16,904	29,058
Subsidy / Grant	1,011	371	-	-	-	-	-	-
Reserves / Reserve Funds	172	2,240	2,492	-	-	140	4,688	7,320
Development Charges - Residential	212	1,091	546	273	818	546	546	2,729
<b>Capital Financing Subtotal</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Region of Durham Paramedic Services</b>	<b>3,882</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>
<b>Total Capital Health Department</b>	<b>4,308</b>	<b>10,549</b>	<b>6,297</b>	<b>2,967</b>	<b>4,491</b>	<b>4,361</b>	<b>23,298</b>	<b>41,414</b>

## Details of Budget Changes

**2023 Impact**  
(\$ 000's)

### Strategic Investments: Public Health

Temporary staffing (\$612k) to address backlog of vaccinations. This work is contingent on receipt of one-time provincial funding	-
Addition of full-time Dental Assistants (2.0 FTEs), and Dental Hygienists (2.0 FTEs), a part-time Oral Surgeon, an Anesthetist and a Public Health Nurse to support the increased needs related to the Ontario Seniors Dental Care Program. These investments are contingent on receipt of additional provincial subsidy. Annualized impact \$546k which would also be offset by increased provincial funding	-
One-time COVID related costs (\$732k) including part-time public health inspectors (\$380k), booking software (\$276k) and storage space (\$76k). One-time provincial subsidy is anticipated to finance these costs	-
Relocation of the Breast Feeding Clinic and creation of dedicated vaccination clinic space (\$250k capital, \$43k operating). The capital costs are financed from a reserve fund	43
Part-time clerical support for the expected growth in clients served by the Healthy Smiles Ontario program. Annualized impact of \$43k	25
Senior Public Health Inspector (1.0 FTE) to support the work required to meet the Ontario Public Health Standards Food Premises Regulations, and to address increased growth of home based businesses and new food premises. Annualized impact of \$142k	75
Program support staff (2.0 FTEs) to manage information risks and data integrity for effective reporting and maintenance of health information systems. Annualized impact of \$227k	147
Administrative Support (1.0 FTE) and Public Health Inspectors (2.0 FTEs) to meet increased demands of the Infectious Diseases program. Annualized impact of \$337k	191
Part-time Pharmacy Technician to support optimal vaccine usage in the Immunization Program. Annualized impact of \$56k	28
<b>Strategic Investments: Public Health Subtotal</b>	<b>509</b>

## Details of Budget Changes Continued

<b>Base Adjustments: Public Health</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	649
Annualization of 7.0 FTEs approved in the 2022 budget	430
Inflation	203
Increase in Provincial Subsidy	(716)
Line-by-line savings	(50)
Increase in Public Health's share of costs for the operation and maintenance of Regional Headquarters	292
<b>Base Adjustments: Public Health Subtotal</b>	<b>808</b>
<b>Net Changes: Public Health</b>	<b>1,317</b>

## Details of Budget Changes Continued

### Strategic Investments: Region of Durham Paramedic Services

**2023 Impact**  
(\$ 000's)

Regional Council, on March 1, 2023, approved the 2023-2032 Region of Durham Paramedic Services Service and Financing Strategy (Report# 2023-COW-7). The proposed budget includes the following 2023 strategic investments to support the growing community and improve current paramedic response times:

- |   |       |
|---|-------|
| • Additional PCPs (6.0 FTEs), and ACPs (6.0 FTEs) (\$1,865k) and associated operating costs (\$314k). Annualized impact of \$3,796k | 2,179 |
| • Advanced Care Paramedic training program  | 440   |
| • Disability Management Specialist. Annualized impact of \$115k   | 55    |
| • Supervisory and support staff (6.0 FTEs) \$711k   | 342   |

Incremental operating costs related to the new Seaton Paramedic Station	72
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Net Increase in capital investment – see detailed project listing in Appendix D	348
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<b>Strategic Investments: Region of Durham Paramedic Services Subtotal</b>	<b>3,436</b>
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### Base Adjustments: Region of Durham Paramedic Services

**2023 Impact**  
(\$ 000's)

Economic increases	263
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Annualization of 15.0 FTEs approved in the 2022 budget	1,021
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Inflation including gasoline (\$431k)	730
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Increase in Provincial Subsidy	(2,208)
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## Details of Budget Changes Continued

Line-by-line savings	(224)
<b>Base Adjustments: Region of Durham Paramedic Services Subtotal</b>	<b>(418)</b>
<b>Net Changes: Region of Durham Paramedic Services</b>	<b>3,018</b>
<b>Net Changes: Health Department</b>	<b>4,335</b>

## Staffing Details

Public Health	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>404.8</u>
<b>Proposed New Positions</b>	
Clerk 2, Administration to provide administrative support for the Infectious Diseases Program	1.0
Dental Assistants to support increased needs related to the Ontario Seniors Dental Care Program. These two positions are dependent on receiving 100% provincial funding	2.0
Dental Hygenists to support increased needs related to the Ontario Seniors Dental Care Program. These two positions are dependent on receiving 100% provincial funding	2.0
Public Health Inspectors to meet response times for the highest priority activities in the Health Department's Continuity of Operations Plan	2.0
Data Analyst to support data base reporting and configurations for expanding and changing department program needs	1.0
Program Assistant to provide administrative support for data base reporting to meet expanding and changing department program needs	1.0
Senior Public Health Inspector to support work required to meet the Ontario Public Health Standards Food Premises Regulations, and to address new home based businesses and new food premises	1.0
<b>Total Proposed New Positions</b>	<u>10.0</u>
<b>Public Health Subtotal</b>	<b>414.8</b>

## Staffing Details Continued

Region of Durham Paramedic Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>320.0</u>
<b>Proposed New Positions</b>	
6 Advanced Care Paramedics and 6 Primary Care Paramedics to staff four additional 12 hour ambulances daily	24.0
Superintendents to provide additional support for front-line staff	2.0
Professional Standards Investigator to ensure sufficient support for the projected growth in the paramedic service	1.0
Logistics Technicians to ensure sufficient support for the projected growth in the paramedic service	1.0
Scheduling Clerk to ensure sufficient support for the projected growth in the paramedic services	1.0
<b>Total Proposed New Positions</b>	<u>29.0</u>
<b>Region of Durham Paramedic Services Subtotal</b>	<b>349.0</b>
<b>Total Complement: Health Department</b>	<b>763.8</b>

## Looking Forward

As one of the Health Department's critical public health functions under the OPHS, it is required to prepare for emergencies to ensure 24/7 timely, integrated, safe, and effective response to, and recovery from emergencies with public health impacts. From 2020 to 2022, the Health Department's main priority was responding to COVID-19. Throughout the pandemic, staff were redeployed to COVID-19 response activities as needed and regular programs and services were put on hold to manage resource pressures. In 2023, the Health Department must focus on resuming regular programs and services as well as recovering from the impacts of the pandemic. Additionally, the Health Department must continue to respond to COVID-19 as required by the Ministry of Health. The Health Department continues to be involved in vaccinating residents against COVID-19 and is anticipating a busy respiratory illness season. The priorities in 2023 will be to focus on urgent recovery efforts including: catching up on childhood immunizations in accordance with ISPA and CCEYA; proceeding with oral health screening for children under the Healthy Smiles Ontario program; and focusing on addressing mental health needs for residents and those living with addictions.

The Health Department must continue to provide support to local businesses, congregate living settings, workplaces, and community settings where previously public health guidance or interventions were not required. Partnerships have grown, levels of engagement have increased, population needs have changed and new partnerships have developed requiring greater engagement and capacity to provide support. This increased support to residents and local stakeholders will continue in 2023.

The Health Department will focus on building capacity to respond to outbreaks of infectious and communicable diseases, support a growing list of stakeholders and ensure ongoing delivery of priority programs and services. The pandemic has resulted in several changes required to programs and services such as implementation of new technology to improve online booking systems and virtual client support. The Health Department will focus on improving the client experience and identifying new ways to reach clients in the community while continuing to minimize risks.

Paramedic Services will provide ongoing emergency response and will focus on service improvements addressing population growth and the needs of vulnerable populations. Additionally, staff will continue to work with local partners to identify strategies to reduce offload delays and ensure that ambulances are on the road responding to calls for emergency services. Community paramedicine services will continue to address the needs of clients that require support in the community.

## Appendix A: 2023 Public Health Capital Projects (\$,000's)

Provides financing details for capital projects proposed in 2023. See Appendix B for the comprehensive 2023 capital budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Public Health</b>																
<b>Building &amp; Structures</b>																
1	Renovations and Optimization - 101 Consumers (Public Health Portion)		Replacement	-	3,300	-	-	-	-	-	-	3,300	13,696	-	16,996	
2	Breast Feeding and Vaccination Clinic Leasehold Improvements		New	-	250	-	-	-	-	-	-	250	-	-	250	
<b>Building &amp; Structures Subtotal</b>				-	<b>3,550</b>	-	-	-	-	-	-	<b>3,550</b>	<b>13,696</b>	-	<b>17,246</b>	
<b>Information Technology</b>																
4	Mobile Laptops	7	Replacement	-	-	-	-	-	-	-	21	21	-	-	21	
5	Monitor (Toxicology Equipment)	1	Replacement	-	-	-	-	-	-	-	1	1	-	-	1	
6	Power Laptops and Monitors	3	New	-	-	-	-	-	-	-	10	10	-	-	10	
7	Standard Laptops and Monitors	19	New	-	-	-	-	-	8	-	30	38	-	-	38	
7	Standard Laptops and Monitors	3	Replacement	-	-	-	-	-	-	-	6	6	-	-	6	
8	Standard Laptops	200	Replacement	-	-	-	-	-	6	-	354	360	-	-	360	
10	Network Equipment Including Servers	1	Replacement	-	-	-	-	-	-	-	10	10	-	-	10	
<b>Information Technology Subtotal</b>				-	-	-	-	-	<b>14</b>	-	<b>432</b>	<b>446</b>	-	-	<b>446</b>	
<b>Machinery &amp; Equipment</b>																
9	Integrated Security Upgrades	5	New	-	-	-	-	-	-	-	16	16	-	-	16	
<b>Machinery &amp; Equipment Subtotal</b>				-	-	-	-	-	-	-	<b>16</b>	<b>16</b>	-	-	<b>16</b>	
<b>Total Capital Public Health</b>				-	<b>3,550</b>	-	-	-	-	<b>14</b>	-	<b>448</b>	<b>4,012</b>	<b>13,696</b>	-	<b>17,708</b>

Note: Project 1: Renovations and Optimization - 101 Consumers - The budget of \$3.300 million included in this schedule is the 2023 Public Health portion. The estimated total cost of this project is \$22.843 million. \$13.696 million has been approved in previous budgets and \$5.847 is proposed in the 2023 Works Regional Roads and Infrastructure Capital Budget.

Approval of \$8k of Project 7 and \$6k of Project 8 is contingent on receipt of 100 percent provincial funding under the Ontario Seniors Dental Care Program.

## Appendix B: 2023 - 2032 Public Health Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Public Health</b>							
<b>Buildings &amp; Structures</b>							
1 Renovations and Optimization - 101 Consumers (Public Health Portion)	3,300	-	-	-	-	-	-
2 Breast Feeding and Vaccination Clinic Leasehold Improvements	250	-	-	-	-	-	-
<b>Buildings &amp; Structures Subtotal</b>	<b>3,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>							
3 Ipads	-	20	20	20	20	80	160
4 Mobile Laptops	21	-	-	-	-	-	-
5 Monitor (Toxicology Equipment)	1	-	-	-	-	-	-
6 Network Equipment Including Servers	10	10	10	10	10	40	80
7 Power Laptops and Monitors	10	-	7	-	3	-	10
7 Standard Laptops and Monitors	44	5	5	5	4	20	39
8 Standard Laptops	360	316	68	234	380	1,020	2,018
<b>Information Technology Subtotal</b>	<b>446</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>
<b>Machinery &amp; Equipment</b>							
9 Integrated Security Upgrades	16	-	-	-	-	-	-
<b>Machinery &amp; Equipment Subtotal</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Public Health</b>	<b>4,012</b>	<b>351</b>	<b>110</b>	<b>269</b>	<b>417</b>	<b>1,160</b>	<b>2,307</b>

**Appendix C: 2023 Region of Durham Paramedic Services Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023	Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Region of Durham Paramedic Services</b>															
<b>Buildings and Structures</b>															
21 Access Ladders	-	Replacement	-	-	-	-	-	-	-	-	43	43	-	-	43
<b>Buildings and Structures Subtotal</b>			-	-	-	-	-	-	-	-	<b>43</b>	<b>43</b>	-	-	<b>43</b>
<b>Machinery and Equipment</b>															
1 Defibrillators	4	New	-	-	-	-	-	123	-	-	17	140	-	-	140
1 Defibrillators	128	Replacement	-	2,240	-	-	-	-	-	-	-	2,240	-	-	2,240
2 Power Cots	4	New	-	-	-	-	-	88	-	-	12	100	-	-	100
3 Scoop Stretchers	4	New	-	-	-	-	-	-	-	-	8	8	-	-	8
4 Stairchairs	4	New	-	-	-	-	-	-	-	-	14	14	-	-	14
5 Stryker Power Loads	4	New	-	-	-	-	-	70	-	-	10	80	-	-	80
6 Zoll Cardiac Monitor	1	New	-	-	-	-	-	-	80	-	-	80	-	-	80
10 Integrated Security Upgrades		New	-	-	-	-	-	-	-	-	44	44	-	-	44
<b>Machinery and Equipment Subtotal</b>			-	<b>2,240</b>	-	-	-	<b>281</b>	<b>80</b>	-	<b>105</b>	<b>2,706</b>	-	-	<b>2,706</b>
<b>Information Technology</b>															
15 Remote Monitoring Software		New	-	-	-	-	-	-	170	-	-	170	-	-	170
16 Station/HQ Computers	25	Replacement	-	-	-	-	-	-	-	-	45	45	-	-	45
17 Toughbooks for Ambulances	4	New	-	-	-	-	-	-	-	-	48	48	-	-	48
17 Toughbooks for Ambulances	12	Replacement	-	-	-	-	-	-	-	-	144	144	-	-	144
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	<b>170</b>	-	<b>237</b>	<b>407</b>	-	-	<b>407</b>
<b>Vehicles</b>															
12 Ambulances	4	New	-	-	-	-	-	810	-	-	110	920	-	-	920
12 Ambulances	6	Replacement	-	-	-	-	-	-	-	-	1,380	1,380	-	-	1,380
13 Ambulance Remounts	5	Replacement	-	-	-	-	-	-	-	-	850	850	-	-	850
14 Command Vehicle	1	Replacement	-	-	-	-	-	-	-	-	90	90	-	-	90
18 Community Paramedicine Car	1	New	-	-	-	-	-	-	45	-	-	45	-	-	45
19 Community Paramedicine SUV	1	New	-	-	-	-	-	-	76	-	-	76	-	-	76
<b>Vehicles Subtotal</b>			-	-	-	-	-	<b>810</b>	<b>121</b>	-	<b>2,430</b>	<b>3,361</b>	-	-	<b>3,361</b>
<b>Furniture and Fixtures</b>															
20 Station Furniture	-	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Total Capital Region of Durham Paramedic Services</b>			-	<b>2,240</b>	-	-	-	<b>1,091</b>	<b>371</b>	-	<b>2,835</b>	<b>6,537</b>	-	-	<b>6,537</b>

## Appendix D: 2023 - 2032 Region of Durham Paramedic Services Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Region of Durham Paramedic Services</b>							
<b>Building and Structures</b>							
21 Access Ladders	43	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal</b>	<b>43</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and Equipment</b>							
1 Defibrillators	2,380	70	35	105	70	2,310	2,590
2 Power Cots	100	1,070	25	75	50	1,070	2,290
3 Scoop Stretchers	8	4	2	6	4	6	22
4 Stairchairs	14	7	4	11	7	11	40
5 Stryker Power Loads	80	1,352	20	60	40	1,352	2,824
6 Zoll Cardiac Monitor	80	-	-	-	-	-	-
10 Integrated Security Upgrades	44	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal</b>	<b>2,706</b>	<b>2,503</b>	<b>86</b>	<b>257</b>	<b>171</b>	<b>4,749</b>	<b>7,766</b>
<b>Information Technology</b>							
7 Remote Monitoring Software	170	-	-	-	-	-	-
8 Station/HQ Computers	45	45	45	45	45	225	405
9 Toughbooks for Ambulances	192	168	156	180	168	744	1,416
<b>Information Technology Subtotal</b>	<b>407</b>	<b>213</b>	<b>201</b>	<b>225</b>	<b>213</b>	<b>969</b>	<b>1,821</b>



### Appendix D: 2023 - 2032 Region of Durham Paramedic Services Capital Forecast (\$,000's)

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

Durham Budget 2023	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Vehicles</b>							
11 Admin Vehicles	-	-	-	-	80	50	130
12 Ambulances	2,300	1,840	1,610	3,450	3,220	14,950	25,070
13 Ambulance Remounts	850	850	850	-	-	-	1,700
14 Command Vehicles	90	180	90	90	180	720	1,260
15 Emergency Response Command Vehicles	-	180	-	180	-	540	900
16 Logistics Delivery Truck	-	100	-	-	-	-	100
17 PCOP Vehicles	-	60	-	-	60	60	180
18 Community Paramedicine Car	45	-	-	-	-	-	-
19 Community Paramedicine SUV	76	-	-	-	-	-	-
<b>Vehicles Subtotal</b>	<b>3,361</b>	<b>3,210</b>	<b>2,550</b>	<b>3,720</b>	<b>3,540</b>	<b>16,320</b>	<b>29,340</b>
<b>Furniture and Fixtures</b>							
20 Station Furniture	20	20	20	20	20	100	180
<b>Furniture and Fixtures Subtotal</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>100</b>	<b>180</b>
<b>Total Capital Region of Durham Paramedic Services</b>	<b>6,537</b>	<b>5,946</b>	<b>2,857</b>	<b>4,222</b>	<b>3,944</b>	<b>22,138</b>	<b>39,107</b>



# The Regional Municipality of Durham Report

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To: Health and Social Services Committee  
From: Commissioner of Social Services  
Report: #2023-SS-2  
Date: March 9, 2023

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**Subject:**

2023 Social Services Department Business Plans and Budget

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**Recommendation:**

That the Health and Social Services Committee recommends to the Finance and Administration Committee for subsequent recommendation to Regional Council that the 2023 Business Plans and Budget of the Social Services Department be approved.

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**Report:**

**1. Purpose**

1.1 The purpose of this report is to obtain Health and Social Services Committee concurrence of the 2023 Business Plans and Budget for the Social Services Department. The Social Services Department 2023 Business Plans and Budget will be referred to the Finance and Administration Committee for consideration during deliberations of the 2023 Property Tax Supported Business Plans and Budget.

**2. Overview**

2.1 The recommended 2023 Social Services Business Plans and Budget meets the Council approved guideline for the 2023 Property Tax Supported Business Plans and Budget.

2.2 The 2023 Social Services Business Plans and Budget supports the following five goals of the Region's Strategic Plan as well as responds to the ongoing demands and pressures on the Region's programs and services in response to the COVID-19 pandemic and the Region's continued recovery efforts:

- a. Environmental Sustainability
- b. Community Vitality
- c. Economic Prosperity
- d. Social Investment

e. Service Excellence

2.3 The recommended 2023 Social Services Department Business Plans and Budget includes \$685.0 million in gross expenditures requiring \$138.3 million in property tax funding with the remaining funded by program fees, provincial and federal subsidies, debenture financing, reserves and reserve funds.

2.4 The recommended 2023 Social Services Department Business Plans and Budget provides operating and capital funding for the following divisions:

- a. Children's Services
- b. Emergency Management and Program Support Services
- c. Family Services
- d. Housing Services
- e. Social Assistance
- f. Long Term Care and Services for Seniors

### 3. 2022 Accomplishments

3.1 Human service provisions within Social Services included responding to diverse community needs throughout 2022.

- a. Developed and implemented a regional childcare workforce strategy to support recruitment and retention of early childhood educators for Durham's childcare sector, including a project with four Greater Toronto Area (GTA) municipalities to create alternate pathways for training early childhood educators by leveraging provincial funding and partnerships with 8 GTA colleges.
- b. Enrolled 264 childcare centres and four home childcare agencies into the Canada Wide Early Learning and Child Care system (CWELCC).
- c. Responded to support displaced residents stemming from 15 community emergencies of varying degrees: 10 residential fires, 2 immediate community needs, 1 natural disaster, 1 international humanitarian effort and 1 temporary warming centre. Overall, Emergency Social Services (ESS) served 297 residents affected by a disaster in 2022 to assist in providing essential needs.
- d. 2,974 Primary Care Outreach Program (PCOP) client interactions in addition to pandemic-related activities including vaccines and test swabbing to at risk and/or homeless populations.
- e. Provided outreach safety planning, and support to partners of 681 individuals attending the Partner Assault Response program addressing and preventing intimate partner violence.
- f. Supported 146 at risk individuals with developmental disabilities to access and maintain housing through homelessness prevention support, housing subsidies and life stabilization case management.
- g. Delivered 9,500 counselling sessions to individuals, couples, and families delivering supports to improve mental health, employability, stability and safety of individuals, couples and families.
- h. Provided counselling and mental health services to 1,000 individuals in

- receipt of social assistance promoting healthy progress towards community participation and successful re-entry or retainment of employment.
- i. Implemented the Mental Health Outreach Program (MHOP) consisting of 2 social workers/psychotherapists providing outreach counselling and mental health support to vulnerable populations including to people who are homeless and underhoused and who may have mental health and addiction challenges.
  - j. Implemented the 10-unit Oshawa Micro-Housing Pilot Project offering temporary transitional housing, with supports.
  - k. Completed the application process for the inaugural year of the At Home Incentive Program which will invest \$7.5 million to develop affordable housing. Nine applications were received, and recommendations will be presented to Council in the Spring.
  - l. Provided housing opportunities to 527 households on the Durham Access to Social Housing (DASH) waitlist.
  - m. Ended homelessness for 218 individuals from the By Name List by moving them into various housing programs. This total included supporting 131 people moving from chronic homelessness to stable housing. The team built relationships with 23 community agencies to collaborate on individualized support plans for each client.
  - n. Assisted over 29,000 households with homelessness supportive services ranging from prevention to housing outreach.
  - o. Opened a Warming Centre, in partnership with the Town of Ajax, that serves approximately 25 vulnerable residents each day.
  - p. Provided supports to over 80 victims of human trafficking in 2022.
  - q. Long-Term Care (LTC) staff continued to provide much needed care for 847 senior and vulnerable residents with complex conditions and multiple medical needs, in the face of COVID-19 outbreaks and resource constraints.
  - r. The LTC and Services for Seniors Division realized an increase in the Nursing and Personal Care hours per resident per day, from an average of 3.4 hours / resident / day to 3.8 hours / resident / day at the Region's Long Term Care homes
  - s. The Seniors Safety Unit is a collaborative partnership with Durham Region Social Services and Durham Regional Police Services to provide support and assistance to seniors who are experiencing safety related issues. The unit received 692 crisis calls through the Seniors' Safety Office in 2022.
  - t. The LTC Division provided 223 placement opportunities to post secondary students in nursing and allied health programs.
- 3.2 Social Services instituted measures for responding and supporting the community throughout the COVID-19 pandemic;
- a. In January 2022, supported the placement of 1,168 children in emergency childcare when schools were closed due to the COVID-19 pandemic.
  - b. Worked with the Ministry of Education to ensure all childcare staff had a steady supply of rapid antigen test kits available.
  - c. Close adherence to evolving Ministry directives and policy changes, as well

- as guidance from Public Health, has been accomplished in our LTC Homes.
- d. Expansion of programs across Durham Region targeted at reducing and preventing homelessness as well as addressing the health and safety concerns of both unsheltered residents and those supporting Durham's homeless support system. One-time capital and operating funding from the Provincial government for pandemic relief was strategically allocated to provide both long-term benefits through new and/or improved facilities and investments to address the immediate needs of the homeless support system.

#### 4. 2023 Strategic Highlights

##### 4.1 Children's Services

- a. On March 28, 2022, the Ontario government and federal government announced the Canada-Wide Early Learning and Child Care (CWELCC) plan (2022-SS-6), a \$13.2 billion agreement to lower childcare fees for families. The announcement included:

- A reduction of childcare fees through four steps of reduction to an average of \$10 a day by September 2025 for children five years of age or younger.
- The creation of approximately 86,000 new, high-quality childcare spaces for children five years old and younger across Ontario.
- Hiring new early childhood educators and supporting improved compensation for all Registered Early Childhood Educators (RECE) working in licensed childcare.
- Maintaining Ontario's childcare tax credit program that supports 300,000 families with expenses in licensed and unlicensed childcare.
- Protection of all for-profit and non-profit childcare spaces, helping to support predominantly female entrepreneurs across the province who provide high-quality childcare services.

The 2023 budget includes a \$110.7 million investment for CWELCC in Fee Reduction (\$78.0 million), Fee Subsidy (\$27.1 million), Workforce Compensation (\$4.0 million), Minimum Wage Offset (\$0.2 million) and Administrative costs (\$1.4 million). This is a significant increase from the 2022 in-year allocation of \$41.5 million for the program, which represents the continued commitment and implementation of the plan.

- b. The Ministry of Education had previously announced proposed reductions in cost-sharing for early learning and childcare administration in 2021. The planned reductions lower the threshold for allowable administration funding that municipalities could spend on childcare from 10% to 5%, with the 50/50 cost share still in effect. On December 5, 2022, the Ministry announced that they would again provide a one-time transitional grant of \$3.2 million to offset funding reductions and to assist with the required cost share for provincial

- childcare administration. The 2023 budget reflects a one-time investment of \$3.2 million in fee subsidy (\$1.1 million), funding for childcare providers (\$1.6 million) and increased subsidy of administration costs (\$0.5 million).
- c. \$0.6 million in Provincial subsidy, and related outflows, related to an increased investment received for the delivery of Early Learning and Child Care programs.
  - d. A decrease of \$3.3 million in Provincial subsidy, and related outflows, related to the Workforce Strategies program as the program ends as of March 31, 2023.
  - e. \$0.2 million in Provincial subsidy, and related outflows, related to an increased investment received for the delivery of EarlyON and Child Care programs.
  - f. \$0.1 million in Provincial subsidy, and related outflows, related to an increased investment received for the delivery of a new Children's Mental Health program.
  - g. A \$0.8 million decrease in parent fees for the Directly Operated Centres is anticipated, offset by a corresponding increase in CWELCC fee reduction funding.
  - h. An increase of \$0.8 million in revenue at the Directly Operated Centres is anticipated as a result of CWELCC fee subsidy funding.
  - i. \$0.1 million is proposed in the 2023 budget to replace the flooring in areas of the Ajax and Lakewoods Early Learning Child Care centres.
  - j. \$0.1 million is proposed in the 2023 budget to replace the access ladder at Lakewoods and reconfigure centre hall and the washroom at Whitby Early Learning Child Care centres.

#### 4.2 Emergency Management and Program Support Services

- a. Building capacity within Social Services staff and community partners through committees, training and exercises to enhance skills and knowledge to best support residents during and following an emergency.
- b. Integrating research focused on community resiliency in collaboration with Regional partners and Durham College to help improve program supports.
- c. Increase of \$0.1 million, offset by a recovery from Durham Emergency Management, for a temporary Emergency Management Coordinator to support work with Ontario Power Generation.

#### 4.3 Family Services

- a. \$0.2 million in Provincial subsidy, and related outflows, related to an increased investment received for the delivery of Adult Protective Services program.

#### 4.4 Housing Services

- a. \$1.2 million is proposed in the Community Housing Provider (\$0.1 million), Commercial Rent Supplement (\$0.1 million), and Durham Region Rent

- Supplement (\$1.0 million) programs, providing rent supplements to people experiencing or at risk of homelessness, with \$0.2 million to be funded from federal subsidy with the balance of \$1.0 million to be funded by the Region.
- b. Changes to the Housing Services Act allow Service Managers to enter into Service Agreements with Community Housing Providers when they reach the end of their original mortgage. This provides the opportunity to reinvest mortgage savings into sustaining the community housing stock and increasing the number of affordable housing units.
  - c. \$0.8 million is proposed for operational costs, partially offset by rental revenue (\$0.1 million) related to the Beaverton Supporting Housing project, anticipated to open in Summer 2023.
  - d. \$0.1 million is proposed to provide an update to the At Home in Durham Housing plan.
  - e. \$6.8 million in Provincial subsidy, and related outflows, related to investments received for the delivery of the Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priority Housing Initiative (OPHI).

#### 4.5 Social Assistance

- a. The ongoing partnership with the Ministry of Children, Community and Social Services to modernize social assistance will support clients towards success by creating a more person-centred approach with an overall shift to life stabilization, individualized help and system navigation including better connections to Employment Ontario. Further centralization and automation of administrative systems will allow front-line staff more time to focus on stability support activities for clients. Implementing a renewed service delivery vision is a significant change management initiative that will impact staff work, resources, and organizational culture.
- b. Ontario Works Outreach Workers continue to have a presence in all lower tier municipalities via various locations and libraries as a way to connect residents to a variety of social services, supports, and resources. Information and assistance continue to be provided on a number of topics including: financial resources, housing, food security, counselling and children's services referrals. The Outreach Workers also contact community agencies on behalf of clients and assist with online government application forms.

#### **Integrated Employment Services**

- c. The Province of Ontario has selected the Durham Employment Services Consortium comprised of The Regional Municipality of Durham (as the lead agency), Durham Workforce Authority, and Durham College as the Employment Service System Manager (SSM) for Durham Region. The Region, as the lead agency will now lead Durham's Employment System through a transformation process to ensure responsive and effective Employment Services are available in Durham.
- d. The 2023 budget includes a \$12.2 million Provincial investment for Integrated Employment Services consisting of Planning Period costs (\$0.2 million), and

Transition Period costs (\$12.0 million), with integrated service delivery planned for 2024.

### **Homelessness Investments**

- e. A Regional contribution increase of \$4.9 million is proposed in the Regional Investment in Homelessness Supports budget to maintain programs for people experiencing, or at risk of becoming homeless.
- f. \$0.5 million is proposed for leasehold improvements at 312 Colborne Street in Whitby, to create a family shelter for up to four (4) families, expected to open in late 2023.
- g. Adjusted amount in Provincial subsidy of \$1.0 million, and related outflows, related to the investment in the Homelessness Prevention Program (HPP) to reflect actual allocation received, which was noted after the 2022 Budget was approved.
- h. Adjusted amount in Federal subsidy of \$2.9 million, and related outflows, related to reflect the actual allocation received in the Reaching Home program for 2023 / 2024, which was noted after the 2022 Budget was approved.

#### **4.6 Long Term Care and Services for Seniors**

- a. \$0.2 million is proposed in the 2023 budget for a temporary resource to act as the primary point of contact for LTC in the design, construction and opening plans of the new Seaton LTC.
- b. \$0.1 million is proposed in the 2023 budget to begin the development and implementation of an emotional model of care for residents.
- c. Increase of \$0.2 million in Provincial subsidy, and related outflows, to support the maintenance of Hillsdale Estates.
- d. Increase of \$0.1 million in Provincial subsidy, and related outflows, for the Resident Health and Well-Being Program to enhance resident access to social support services.
- e. Increase of \$0.1 million is proposed for a new dedicated Human Resources Assistant position to support Long Term Care. This is accommodated through a reduction in Personnel Related and Communications expenditures.
- f. The 2023 budget proposes an investment of \$1.6 million to replace aging equipment such as beds, ceiling lifts, kitchen appliances and equipment, shower chairs, and furniture to help care for LTC residents.

#### **4.7 Staffing**

- a. An increase of six (6) new permanent positions for Children's Services (2022-SS-6) to implement and support the Canada-Wide Early Learning and Child Care Plan, offset by an increase in Provincial subsidy.
- b. An increase of one (1) new Manager position for the Children's Developmental and Behavioural Supports program to provide oversight and leadership to the program.



- c. An increase of one (1) new Area Manager position, offset by Provincial subsidy, to oversee the implementation and rollout of the Integrated Employment Services program.
- d. An increase of one (1) new Data Analysis Coordinator, offset by Provincial subsidy, to manage data and reporting requirements related to the Integrated Employment Services program.
- e. An increase of one (1) new Program Assistant position, offset by Provincial subsidy, to provide administrative assistance to the Integrated Employment Services program.
- f. An increase of one (1) new Supervisor position for the Adult Protection Services program, offset by an increase in Provincial subsidy, to provide oversight and leadership to the Adult Protective Services program.
- g. An increase of one (1) Clinical Information Specialist in Long Term Care Administration to perform quality control functions of electronic systems and leadership in maintenance and data stewardship.
- h. An increase of one (1) Policy Analyst in Long Term Care Administration to support the development, review and revision of Long-Term Care policies and procedures.
- i. An increase of one (1) Quality Improvement Specialist in Long Term Care Administration to support the LTC Homes with quality, risk and compliance programs.
- j. An increase of one (1) Manager of Nursing Practice in Long Term Care for the monitoring and improvement of nursing clinical practice in the homes.
- k. An increase of three (3) new permanent positions for Long Term Care to establish a Behaviour Supports Ontario (BSO) Virtual Mobile Team (2023-SS-1), offset by an increase in Provincial subsidy.
- l. An increase of fifty-four (54) new permanent positions for Long Term Care and an associated increase in part-time staff to increase Nursing and Personal Care and Allied Health levels per resident per day, offset by an increase in Provincial subsidy. This investment has led to an increase in Nursing and Personal Care hours from an average of 3.8 hours / resident / day to 4.2 hours / resident / day at each of the Region's Long Term Care homes.
- m. The transfer of one (1) Manager-Strategic Partnerships from Social Assistance to Emergency Management and Program Support Services to reflect the work currently performed.
- n. The transfer of one (1) Policy Advisor shared between the Family Services and Social Assistance divisions to Emergency Management and Program Support Services to reflect the work currently performed.
- o. The transfer of one (1) Program Assistant from Social Assistance to Emergency Management and Program Support Services to reflect the work currently performed.
- p. The transfer of two (2) Program Assistants from Social Assistance to Emergency Management and Program Support Services to provide administrative assistance to the Emergency Management team.
- q. The transfer of one (1) Emergency Management Coordinator from Social Assistance to Emergency Management and Program Support Services to

- provide to support emergency management programs and initiatives corporately and departmentally.
- r. The transfer of two (2) Housing Program Coordinators and one (1) Program Assistant from Housing Services to Social Assistance to reflect the transfer of the homelessness portfolio between the two divisions.
  - s. The transfer of 0.85 of a Family Counsellor 2 from Social Assistance to Family Services to reflect the work currently performed.
  - t. The transfer of one (1) Senior's Safety Advisor from Long Term Care to Family Services to reflect the work currently performed.
  - u. The transfer and reclassification of one (1) Food Service Aide from Fairview Lodge to a Personal Support Worker at Hillsdale Terraces.

#### 4.8 COVID 19 Impacts and Pressures

- a. In addition to the pressure for new regular full-time positions in the Region's long-term care homes, the COVID-19 pandemic is projected to continue to have significant temporary impacts for long-term care including mandated active screening at all long-term care homes for all staff, contractors and visitors entering the building. To meet this requirement, the 2023 budget proposes a total of \$2.9 million for temporary screeners, surveillance testing clinic staff and other temporary positions at each of the Region's four homes.
- b. The 2023 budget proposes to fund the \$2.9 million in one-time COVID related costs from senior government funding. Should the provincial and federal governments not extend additional funding support, the Region will need to consider further cost mitigation measures and use of reserve funds.

### 5. 2023 Risks and Uncertainties

- 5.1 The most significant risk in Social Services is the uncertainty of provincial investment. The 2023 budget submission includes provincial funding based on current funding levels and information available from the Province. During the past few years, the Region was subjected to considerable uncertainty as the new Provincial government unilaterally announced changes to funding levels, cost-sharing formulas and program design. Following the onset of the pandemic many of these reductions did not take place and instead substantial one-time increases in provincial funding were provided for the Region's housing and homelessness activities, children's services and long-term care programs. As an example, in 2022 Durham received \$2.8 million in SSRF-Phase 5 funding, which was a significant and critical investment that went to services that support homelessness prevention and capital repairs. This program funding has ended despite an ongoing need, which has created an additional gap in funding for critical supports to address homelessness in the community. The sustainability of these provincial funding increases is uncertain which affects Social Services' ability to plan and deliver services benefitting the Durham community.
- 5.2 Reductions in provincial investments have a significant impact on the Region's own resources and its ability to address community needs identified in the Region's

Strategic Plan. The 2023 planning allocation for the provincially funded Homelessness Prevention Program (HPP) is not showing an increase over the 2022 amounts. This funding flatline and shortfall will put increased pressure on the local property tax levy as we continue to see cost pressures to fund shelter beds, outreach, rent supplements, housing allowances and support to people to both find and maintain their housing. Additionally, the province is limiting funding for the delivery of Ontario Works to a maximum program delivery funding allocation equal to 2018 actual expenditures. This subsidy freeze continues to place increased pressure on the municipality to support the client benefit and administration costs associated with the delivery of Ontario Works.

- 5.3 There is continued uncertainty with respect to provincial and federal funding to support ongoing COVID-19 response. The Region, along with its municipal partners, is working with the provincial and federal government to secure senior government funding for projected 2023 costs to the Region for responding to and recovering from the COVID-19 pandemic. Should sufficient funding not be available, the Region will need to consider further cost mitigation measures across the corporation or use of operating impact reserve funds.
- 5.4 The province is committed to increasing the average hours of daily direct nursing care to four hours over four years and to increasing allied care hours to 36 minutes over the next year. Phase 2 of The *Fixing Long-Term Care Act, 2021* comes into force in the spring of 2023, and may impact the operations of the homes through changes to regulations and inspection protocols. Regional staff, in partnership with long-term care partners, will continue to advocate for provincial funding and regulatory changes that meet the needs of our long-term care residents.
- 5.5 The impact of Bill 23, More Homes Built Faster Act limits the Region's ability to collect development charges to support the delivery of infrastructure and critical housing for vulnerable populations.
- 5.6 To prepare for the challenges ahead, the Social Services Department, in partnership with the Internal Audit Division of the Finance Department, will continue to undertake a review of key processes, systems, data, budgets and best practices to integrate services for improved client outcomes.

## 6. Future Budget Pressures

- 6.1 Annualization of 68 new positions proposed in the 2023 budget (excluding the 6 positions approved during 2022) is estimated at \$0.7 million. Of the 68 positions identified, there are 66 impacted by future annualized costs and 2 are budgeted for a full year in 2023.
- 6.2 Continued pressure to address and reduce the wait list across several program areas. With population growth and funding constraints, wait times for services, such as Family Counselling services, Long-Term Care, and community housing will become longer.

- 6.3 As referenced in the Master Housing Strategy (Report #2020-COW-27), a recommended approach for the potential redevelopment, intensification, and regeneration of four Durham Region Local Housing Corporation (DRLHC) sites in Oshawa continues to be worked on with the communications outreach the first priority.
- 6.4 There is a need for additional provincial funding to better address infection prevention and control measures, new staffing models and resources that fully address the increasingly complex medical acuity levels of residents, population diversity and regulatory requirements in Long-Term Care.
- 6.5 Continued and sustained resources and supports are required to prevent and end chronic homelessness in Durham Region. Innovative approaches for community outreach, supportive, transitional and affordable housing are required across Durham Region to meet growing need within the homelessness support system.
- 6.6 The Ontario Works (OW) and Social Housing client population continues to see an increase in complex mental health and addiction issues with one third of adults receiving OW being unable to work due to medical issues. Provincial supports for those with mental health and addiction issues and their families need to be augmented to achieve improved outcomes.
- 6.7 Uncertainty regarding pending provincial changes to the OW program design and funding model complicates business and budget planning.
- 6.8 A new LTC home in Seaton, approved in December 2022, will require a significant regional investment for both capital construction and operating costs with net Regional operating estimated at between \$22.5 million and \$24.8 million as noted in Report 2022-COW-32.
- 6.9 As precarious and intermittent employment becomes more common in the labour market, it is anticipated that Durham residents will increasingly turn to the social services sector for help with different forms of income stabilization and other support services. The impact of COVID-19 on employment in the retail and service sector add to this pressure.
- 6.10 The Family Services Division will continue to address mental health and wellbeing supports. However, referrals for new individual, couple or family counselling cases are continuing to grow putting pressure on waitlists and system capacity.
- 6.11 Children's Services staff continue to actively participate on provincial tables and in the childcare and early years community while awaiting announcements and information related to a new provincial funding formula, and revised guidelines that offer direction to plan and implement system changes.
- 6.12 Children's Services staff continue planning efforts for the addition of two new directly operated Regional Child Care Centres through local partnerships.

**7. Conclusion**

- 7.1 The recommended 2023 Social Services Department Business Plans and Budget meets the Council approved guideline for the 2023 Property Tax Supported Business Plans and Budget and supports the Department's role to ensure a range of programs, services and supports are available and accessible to those in need.
- 7.2 It is recommended that the Health and Social Services Committee approve the 2023 Business Plans and Budget for the Social Services Department and forward this report to the Finance and Administration Committee for consideration during the budget deliberations of the 2023 Property Tax Supported Business Plans and Budget.
- 7.3 This report has been reviewed by the Finance Department and the Commissioner of Finance concurs with the recommendation.

**8. Attachments**

- 8.1 The detailed 2023 Business Plans and Budget for the Social Services Department is attached.

Respectfully submitted,

Original signed by

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Stella Danos-Papaconstantinou  
Commissioner of Social Services

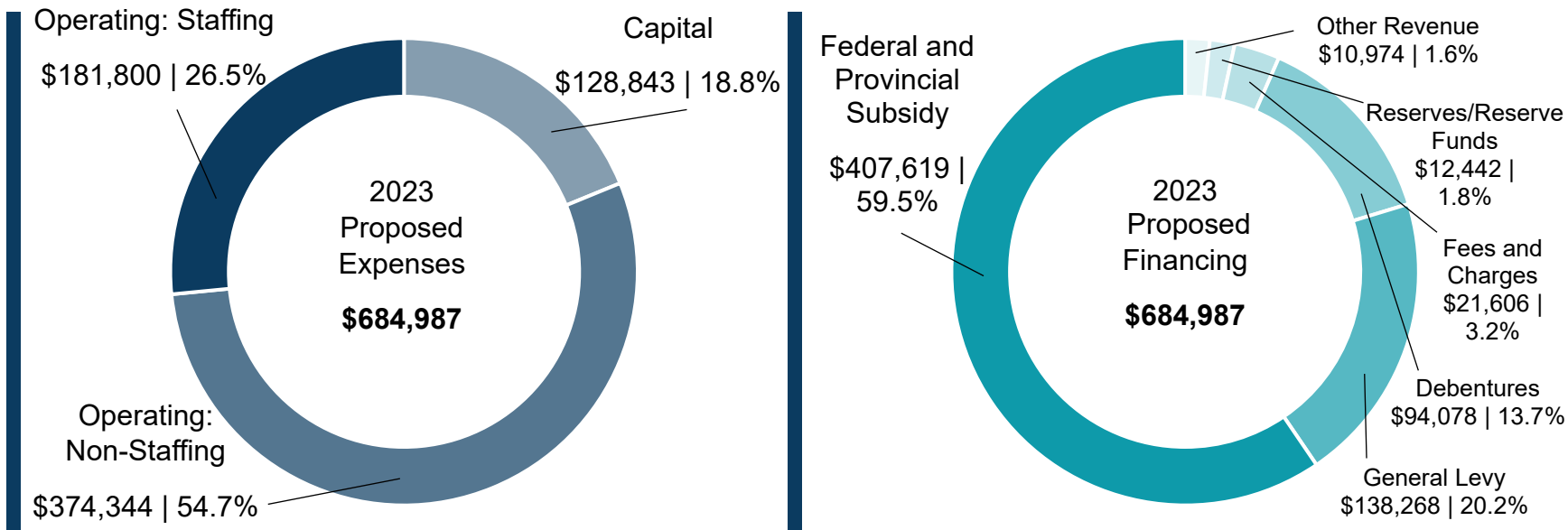
Recommended for Presentation to Committee

Original signed by

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Elaine Baxter-Trahair  
Chief Administrative Officer

We take care of people by providing high-quality programs and human services that meet the needs of Durham residents at all stages of their lives



Amounts are in \$,000's



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## Major Programs and Services

### **Children's Services**

Plan, manage and fund Durham's early years and child care system and take a lead role in Durham's Best Start Network. Operate seven licensed early learning and child care centres and Children's Developmental and Behavioural Supports.

### **Purchased Fee Subsidy Spaces**

Provide eligible parents with subsidy for quality early learning and child care spaces in licensed Child Care Centres, licensed Home Child Care settings and approved recreation programs.

### **Directly Operated Spaces**

Provide quality licensed child care programs which support parents; including low-income earners and full fee parents who are working and/or upgrading their education.

### **Ontario Works Child Care**

Provide Ontario Works recipients and eligible parents with child care subsidy to support employment, education or the recognized need of a child or parent.

### **Special Needs Resourcing**

Early learning inclusion services for children with special needs in licensed child care and licensed home child care programs.

### **Children's Developmental and Behavioural Supports**

Provide consultation to the licensed child care sector and parents and care givers of children with developmental disabilities when they are experiencing difficulty managing child behaviour.

### **General Operating Program Subsidy**

Provide financial support to licensed child care operators for staff wages, benefits, lease costs, utilities, administration, nutrition, supplies and other operating costs.

### **Core Administration**

As the Consolidated Service System Manager ensure system planning and leadership that ensures efficient use of resources to provide quality early years and childcare services in Durham.

## Major Programs and Services Continued

### **Special Purpose – Projects**

Projects including Non-Profit Pay Equity, Capacity Building, Provider Transformation, Small Water Works, Play-Based Materials and Equipment, and Repairs and Maintenance.

### **Wage Enhancement**

Flow Provincial funds to close the wage gap between Registered Early Child Care Educators (RECE's) working in School Boards and those in licensed child care.

### **Child and Family Supports**

EarlyON Child and Family Centres provide free programs for parents and children under 6 years of age.

### **Child Care Expansion Plan**

Support the provincial program to create and maintain 100,000 child care spaces for children over five years. The funding is to support children 0 - 3.8 years of age, with additional fee subsidies; and/or increased access to licensed child care.

### **Canada-Ontario Early Learning and Child Care**

Supports a shared commitment by the provincial and federal governments to provide investments in early learning and child care (ELCC).

### **Canada Wide Early Learning and Child Care**

Supports a shared commitment by the provincial and federal governments to provide lower fees for parents and provide more accessible and high-quality child care for families

### **Headquarters Shared Cost - Children's Services Portion**

The allocated share of cost attributable to Children's Services Division for the operation of Regional Headquarters facility.

### **Emergency Management and Program Support Services**

Continue to improve social services in Durham in response to community growth, cultural diversification and evolving resident needs. Also provides emergency social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.

### **Emergency Management**

Provide social services to residents as a result of natural or man-made emergencies and to maintain readiness in case of an emergency within Durham Region and the surrounding area.

## Major Programs and Services Continued

### **Program Support Services**

To assist the Department and the Commissioner's Office to continue to improve social services in Durham and to coordinate Departmental activities in sustaining its high level of quality response to community growth, cultural diversification and evolving resident needs.

### **Family Services**

Improve the quality of life for residents living and working in Durham Region by providing timely and accessible mental health counselling, education and other support services. Services are provided through various programs including Community Counselling, Employee and Family Assistance program, Partner Assault Response, Adult Community Support Services and outreach programs including the Mental Health Outreach Program (MHOP) and the Primary Care Outreach Program (PCOP) in partnership with Health Department Paramedic Services.

### **Core Community Services**

Provide professional individual, couple and family counselling to residents seeking assistance with personal or relationship distress, challenges, and transitions. Provide timely and accessible on-site and virtual counselling services improving mental health, employability and stability to Income and Employment Support Division clients in receipt of Ontario Works assistance. Partner with Health Department Paramedic Services to deliver PCOP providing outreach primary care and social work services to at-risk and hard to reach populations focused primarily on homeless or at risk of homelessness populations.

### **Employee Assistance Program (EAP)**

Increase organizational effectiveness and improve the health and well-being of employees through the provision of high-quality human and organizational development services.

### **Adult Community Support Services**

Provide services and supports that assist adults with developmental disabilities to live, work and participate in the community independently and safely with improved quality of life.

### **Partner Assault Response**

Provide education and counselling to individuals who are mandated by the court to participate in response to a criminal charge involving domestic violence against a current or former partner. Provide outreach, safety planning and support to partners of individuals attending the program.

## Major Programs and Services Continued

### **Facilities Management**

Provide a safe, comfortable work environment for Family Services staff and clients at various office locations.

### **Headquarters Shared Cost - Family Services Portion**

The allocated share of costs attributable to the Family Services Division for the operation of the Regional Headquarters facility.

### **Housing Services**

Plan, manage and fund the housing system in Durham. Support community housing providers, administer housing benefits to encourage the creation of affordable housing and manage properties directly owned by the Region.

### **Community Housing Administration**

Monitor the delivery of community housing programs to ensure compliance with provincial legislation and Regional policies.

### **Durham Access to Social Housing (DASH)**

Administer the centralized wait list for Rent-Geared-to-Income (RGI), modified housing and portable housing benefits.

### **Investment in Affordable Housing (IAH)**

Administer the Durham Housing Benefit, Rental and Homeownership Components of the Investment in Affordable Housing (IAH) program and liaise with the Ministry of Finance on the delivery of the Housing Allowance Component.

### **Durham Regional Local Housing Corporation (DRLHC) - Property Management**

Provide effective, direct property management services and tenant supports for Regionally owned DRLHC properties.

### **Community Housing Provider Payments**

Provide eligible Housing Providers, with subsidy in accordance with the legislated funding formula under the Housing Services Act (HSA) for the provision of rent-geared-to-income units to support the Region's legislated Service Level Standard (SLS) and to sustain the community housing stock.

## Major Programs and Services Continued

### **Commercial Rent Supplement**

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis for households from the DASH waitlist and offered in accordance with legislated waitlist requirements.

### **Durham Region Rent Supplement**

Provide funding to private landlords to bridge the gap between the established market rent and the rents received on a RGI basis from households on or eligible to be on the DASH waitlist and offered based on local needs.

### **Strong Communities Rent Supplement**

Flow Provincial funding to private landlords to bridge the gap between the established market rent and the rents received on an RGI basis from targeted households that are homeless or at risk of becoming homeless.

### **Rent Supplement Direct Delivery**

Flow Investment in Affordable Housing (IAH) funds to private landlords to provide a household with a fixed time-limited housing benefit in accordance with Provincial program guidelines.

### **Rent Supplement and Housing Allowance Shared Delivery**

Flow IAH funds to third parties to provide a time-limited housing benefit to a household in accordance with Provincial program guidelines.

### **Home Ownership**

Flow Canada-Ontario Community Housing Initiative and Ontario Priorities Housing Initiative (COCHI/OPHI) funds to partner community organizations to provide down-payment assistance to qualifying homeowners in accordance with Provincial program guidelines.

### **Community Housing Repairs**

Flow Canada-Ontario Community Housing Initiative (COCHI) funds to partner housing providers to address urgent capital repairs to help sustain the community housing stock in accordance with provincial program guidelines.

### **OPHI Capital**

Flow Ontario Priorities Housing Initiative (OPHI) funding to address local priorities in the areas of housing supply and affordability, including new affordable rental construction, community housing repair, and affordable homeownership.

## Major Programs and Services Continued

### **Headquarters Shared Cost - Housing Services Portion**

The allocated share of costs attributable to the Housing Services Division for the operation of the Regional Headquarters facility.

### **Social Assistance**

Deliver the Ontario Works Program including funding programs to end homelessness. Ontario Works provides financial assistance, basic health benefits and case management services to residents in need. Through life stabilization supports and employment services, residents create action plans to achieve personal goals which support the movement towards employability and financial independence.

### **Regional Investment in Homelessness Supports**

Provide dedicated Regional funding for programs focused on assisting people experiencing homelessness, or at risk of becoming homeless.

### **Homelessness Prevention Program (HPP)**

Manage specific programs designed to assist people experiencing homelessness, or at risk of becoming homeless.

### **Reaching Home**

Manage specific programs to support the National Housing Strategy goal to reduce chronic homelessness by 50% by 2027-2028.

### **Ontario Works Program Delivery**

Deliver Ontario Works and related programs, in a fiscally efficient, effective and ethically responsible fashion, in accordance with the Ontario Works Act.

### **Ontario Works Client Benefits**

Provide basic financial assistance which includes basic needs, shelter allowance, mandatory/discretionary supports and employment benefits to eligible residents in Durham Region.

### **Funerals and Burials**

Assist with the cost of funerals and burials for low-income residents of Durham Region who are not in receipt of Ontario Works or Ontario Disability Support Program Assistance.

## Major Programs and Services Continued

### **Social Investment Fund**

Prevent and reduce the depth of child poverty, support attachment to the workforce, provide a means of social inclusion for families and individuals and provide targeted community initiatives to enhance social infrastructure.

### **Integrated Employment Services**

The Province of Ontario has selected the Durham Employment Services Consortium comprised of The Regional Municipality of Durham (as the lead agency), Durham Workforce Authority, and Durham College as the Employment Service System Manager (SSM) for Durham Region. The Region, as the lead agency, will now lead Durham's Employment System through a transformation process to ensure responsive and effective Employment Services are available in Durham.

### **Headquarters Shared Cost – Social Assistance Portion**

The allocated share of costs attributable to the Social Assistance Division for the operation of the Regional Headquarters facility.

### **Long-Term Care and Services for Seniors**

Provides programs and services in four Regionally owned and operated accredited long-term care homes. Also provides respite care, caregiver relief and Adult Day programs.

### **For the Fairview Lodge, Hillsdale Estates, Hillsdale Terraces and Lakeview Manor Long-Term Care Homes Nursing and Personal Care**

Provide 24-hour high quality medical, nursing and personal care, including risk management, for 847 residents who may suffer from increasingly complex medical conditions and/or varying degrees of dementia or cognitive impairment.

### **Resident Care Program Support (RCPS)**

Provide high quality recreational programs, therapy services, social work services, pastoral care services, and volunteer services for 849 residents with diversity in culture/ethnicity, age, disease processes and responsive behaviours.

### **Raw Food**

Expenditure and subsidy associated with the provision of nutrition and food services for residents.

## Major Programs and Services Continued

### **Other Accommodation**

Responsible for administering the operations of the home. The services provided include - general business office functions, dietary services, housekeeping and laundry services, building and property maintenance, outreach services, information technology systems support services, continuous quality improvement and risk management initiatives, and other administrative services for all divisions of the home as well as the residents and their representatives.

### **Long-Term Care Administration**

#### **Divisional Administration**

Provide strategic direction, develop and promote divisional initiatives and provide administrative support to the Region's four long-term care (LTC) homes.

#### **Homemakers Services**

Purchase homemaking services for low-income persons in need, as determined by, and in accordance with, the Homemakers and Nurses' Act, to facilitate the frail, elderly and ill/disabled persons remaining in their own homes.

#### **Adult Day Program**

Provide on-site and virtual day programs to meet the needs of frail, physically disabled and/or cognitively impaired adults living in the community and provide respite and assistance to the family caregiver.



# Strategic Priorities

For 2023 key priorities and planned actions focus on:

## Community Vitality



Expand the hours and locations of the EarlyON Child and Family Centres in Durham Region



Expand access to affordable quality mental health, counselling and other supports and services that improve the lives of people living or working in Durham Region



Enhance support to caregivers who have a loved one that has moved into a Regional Long-Term Care Home



Establish a Behavioural Support Ontario Virtual Mobile Team to support the Central East Health Region in partnership with the Province

## Social Investment



Continue to deliver Family Services 'Quick Access' Intake Counselling to all Ontario Works sites providing seamless, integrated and timely access to counselling and mental health supports and services

## Strategic Priorities Continued



Expansion of operations with the Primary Care Outreach Program (PCOP) to improve access to primary care and social work services to vulnerable populations including homeless, at-risk of homelessness populations and recently housed



Continue to utilize 'Built for Zero' scorecards for operationalization of the By-Name List, to monitor trends in homelessness, and Coordinated Access to facilitate the triaging of people experiencing chronic homelessness



Strengthen financial partnerships to provide and enhance affordable housing



Develop long-term innovative approaches to prevent homelessness



Use knowledge and data to inform and engage the community on issues related to poverty



Strengthen sectoral (mental health & additions, DRPS and health) partnerships to the needs of individuals within vulnerable sectors including youth, victims of Human Trafficking, and residents living with mental health and addictions

## Strategic Priorities Continued



Leverage technology to capture and assess the specific needs of clients in receipt of social assistance and effectively link to services and supports that improve employment and quality of life

## Key Targets for 2023

### Children's Services

- Support over 50 EarlyON Child and Family Centres in Durham Region - consistent with 2022 levels

### Emergency Management and Program Support Service

- Provide 24/7 support to municipal Community Emergency Management Coordinators in Durham Region - consistent with 2022 supports

### Family Services

- Provide 21,600 hours of direct counselling, education and case management services to clients - consistent with 2022 services

### Housing Services

- Maintain over 1,200 units for Rent-Geared-to-Income households - consistent with 2022 inventory

### Social Assistance

- Provide 1,200 participants with virtual life skills and employment workshops - consistent with 2022 levels

### Long-Term Care Homes

- Provide 4.2 hours of direct Nursing and Personal Care and 0.55 hours of Allied Health Care per resident per day in our Long-Term Care homes - an increase from the 2022 direct Nursing and Personal Care level of 3.8 hours
- Provide 5,000 hours of homemaking services for low-income persons in need - an increase from 2,500 hours in 2022

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	173,911	170,918	181,800		
Personnel Related	1,077	1,057	1,027		
Communications	932	1,105	1,011		
Supplies	2,045	2,141	1,888		
Food	4,998	5,187	5,287		
Utilities	2,927	2,871	3,190		
Medical Care	2,484	1,966	1,687		
Computer Maintenance & Operations	468	514	605		
Materials & Services	3,776	2,431	2,548		
Buildings & Grounds Operations	2,434	2,026	2,210		
Equipment Maintenance & Repairs	1,047	823	823		
Vehicle Operations	72	36	36		
Client Benefit Expenses	70,353	83,489	83,489		
Outside Agency Expenses	44,873	44,959	53,061		
Social Housing Provider Expenses	980	979	906		
Debt Charges	7,046	7,882	7,047		
Professional Services	1,384	1,301	1,473		
Contracted Services	117,552	82,342	206,555		
Leased Facilities Expenses	1,722	1,735	1,735		
Financial Expenses	262	234	249		
Property Taxes	14	78	78		
Minor Assets & Equipment	355	20	166		
Major Repairs & Renovations	525	394	167		
Headquarters Shared Costs	2,635	2,635	2,974		
<b>Operating Expenses Subtotal</b>	<b>443,872</b>	<b>417,123</b>	<b>560,012</b>	<b>142,889</b>	<b>34.3%</b>
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Charges	6	6	6		
Health Charge	351	351	351		
Recovery - Durham Emergency Management	-	-	(71)		
Recovery - CUPE President	-	-	(110)		
Recovery - Corporate HR	(215)	(215)	(113)		

## Financial Details: Summary by Account (\$,000's)

Provides the gross expenditures and revenues - including both operating and capital - and the resulting net property tax requirement

Durham Budget 2023	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
Recovery - PCOP	(189)	(189)	(220)		
DRLHC Payroll Charge	(3,113)	(3,113)	(3,366)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(3,160)</b>	<b>(3,160)</b>	<b>(3,523)</b>	<b>(363)</b>	<b>(11.5%)</b>
<b>Gross Operating Expenses</b>	<b>440,712</b>	<b>413,963</b>	<b>556,489</b>	<b>142,526</b>	<b>34.4%</b>
<b>Capital Expenses</b>					
New	256	232	126,364		
Replacement	2,423	2,423	2,134		
<b>Capital Expenses Subtotal</b>	<b>2,679</b>	<b>2,655</b>	<b>128,498</b>	<b>125,843</b>	<b>4,739.8%</b>
<b>Total Expenses</b>	<b>443,391</b>	<b>416,618</b>	<b>684,987</b>	<b>268,369</b>	<b>64.4%</b>
<b>Operating Revenue</b>					
Provincial Subsidy General	(281,384)	(249,714)	(383,262)		
Federal Subsidy	(13,796)	(10,756)	(13,832)		
Fees & Service Charges	(21,568)	(22,408)	(21,606)		
Rents	(30)	(64)	(112)		
Sundry Revenue	(665)	(662)	(662)		
Reserve Financing for Operations	-	-	(1,200)		
Recovery from Operating Impact	-	(700)	-		
Stabilization Reserve Fund	-	-	-		
Revenue from Related Entities	(20)	(20)	(20)		
<b>Operating Revenue Subtotal</b>	<b>(317,463)</b>	<b>(284,324)</b>	<b>(420,694)</b>	<b>(136,370)</b>	<b>(48.0%)</b>
<b>Capital Financing</b>					
Grant - Capital	-	-	(10,525)		
Residential DC - Long-Term Care Homes	-	-	(651)		
Recovery from Capital Project Reserve	-	-	(10,591)		
Other	(778)	(778)	(10,180)		
Debenture	-	-	(94,078)		
Recovery from Related Entities	-	(31)	-		
<b>Capital Financing Subtotal</b>	<b>(778)</b>	<b>(809)</b>	<b>(126,025)</b>	<b>(125,216)</b>	<b>(15,477.9%)</b>
<b>Total Revenues and Financing</b>	<b>(318,241)</b>	<b>(285,133)</b>	<b>(546,719)</b>	<b>(261,586)</b>	<b>(91.7%)</b>
<b>Property Tax Requirement Social Services</b>	<b>125,150</b>	<b>131,485</b>	<b>138,268</b>	<b>6,783</b>	<b>5.2%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Children's Services</b>														
1 Purchased Fee Subsidy Spaces	1,582	21,056	-	(19,476)	-	1,580	21,055	-	(19,476)	-	1,579	-		
2 Directly Operated Spaces	3,707	9,250	-	(4,507)	(1,493)	3,250	7,007	35	(4,507)	(706)	1,829	(1,421)		
3 Ontario Works Child Care	298	1,500	-	(1,227)	-	273	1,500	-	(1,227)	-	273	-		
4 Special Needs Resourcing	712	3,486	-	(3,108)	-	378	3,486	-	(3,108)	-	378	-		
5 Children's Developmental and Behavioural Supports	300	2,674	-	(1,422)	(622)	630	2,767	-	(1,422)	(636)	709	79		
6 General Operating Program Subsidy	814	9,992	-	(9,025)	-	967	9,492	-	(8,525)	-	967	-		
7 Core Administration	4,017	4,905	-	(1,051)	-	3,854	4,652	-	(1,551)	-	3,101	(753)		
8 Special Purpose - Projects	-	1,061	-	(1,061)	-	-	1,061	-	(1,061)	-	-	-		
9 Wage Enhancement	206	11,797	-	(11,591)	-	206	11,797	-	(11,591)	-	206	-		
10 Child and Family Supports	-	5,086	-	(5,086)	-	-	5,395	-	(5,395)	-	-	-		
11 Child Care Expansion Plan	1,541	10,520	114	(8,534)	-	2,100	10,437	81	(8,534)	-	1,984	(116)		
12 Canada-Ontario Early Learning and Child Care	-	8,871	-	(8,871)	-	-	6,191	-	(6,191)	-	-	-		
13 Canada Wide Early Learning and Child Care	-	-	-	-	-	-	110,729	-	(110,729)	-	-	-		
14 Headquarters Shared Cost - Children's Services Portion	360	632	-	(272)	-	360	717	-	(272)	-	445	85		
<b>Children's Services Subtotal</b>	<b>13,537</b>	<b>90,830</b>	<b>114</b>	<b>(75,231)</b>	<b>(2,115)</b>	<b>13,598</b>	<b>196,286</b>	<b>116</b>	<b>(183,589)</b>	<b>(1,342)</b>	<b>11,471</b>	<b>(2,126)</b>	<b>(15.6%)</b>	
<b>Emergency Management and Program Support Services</b>														
1 Emergency Management	326	158	-	-	-	158	488	-	-	-	488	330		
2 Program Support Services	156	312	8	-	-	320	757	4	-	-	761	441		
<b>Emergency Management and Program Support Services Subtotal</b>	<b>482</b>	<b>470</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>478</b>	<b>1,245</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>1,249</b>	<b>771</b>	<b>161.3%</b>	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Family Services</b>													
1 Core Community Services	4,886	5,220	55	-	(197)	5,078	5,413	4	-	(197)	5,220	142	
2 Employee Assistance Program (EAP)	-	178	-	-	(178)	-	178	-	-	(178)	-	-	
3 Adult Community Support Services	130	725	-	(599)	-	126	883	-	(771)	-	112	(14)	
4 Partner Assault Response	45	480	-	(428)	(52)	-	497	-	(445)	(52)	-	-	
5 Facilities Management	266	254	-	-	-	254	254	11	-	-	265	11	
6 Headquarters Shared Cost - Family Services Portion	369	369	-	-	-	369	418	-	-	-	418	49	
<b>Family Services Subtotal</b>	<b>5,696</b>	<b>7,226</b>	<b>55</b>	<b>(1,027)</b>	<b>(427)</b>	<b>5,827</b>	<b>7,643</b>	<b>15</b>	<b>(1,216)</b>	<b>(427)</b>	<b>6,015</b>	<b>188 3.2%</b>	
<b>Housing Services</b>													
1 Community Housing Administration	1,809	2,173	35	(43)	(64)	2,101	3,647	42	(44)	(113)	3,532	1,431	
2 Durham Access to Social Housing	109	118	-	-	-	118	98	-	-	-	98	(20)	
3 Investment in Affordable Housing (IAH)	-	247	-	(247)	-	-	248	-	(248)	-	-	-	
4 DRLHC - Property Management	-	-	31	-	(31)	-	-	-	-	-	-	-	
5 Community Housing Provider Payments	27,949	39,296	-	(8,578)	-	30,718	39,420	-	(8,734)	-	30,686	(32)	
6 Commercial Rent Supplement	3,273	3,273	-	-	-	3,273	3,333	-	-	-	3,333	60	
7 Durham Region Rent Supplement	511	511	-	-	-	511	1,549	-	-	-	1,549	1,038	
8 Strong Communities Rent Supplement	-	1,439	-	(1,439)	-	-	1,439	-	(1,439)	-	-	-	
9 Rent Supplement Direct Delivery	-	1,013	-	(1,013)	-	-	1,013	-	(1,013)	-	-	-	
10 Rent Supplement and Housing Allowance Shared Delivery	-	291	-	(291)	-	-	291	-	(291)	-	-	-	
11 Home Ownership	-	25	-	(25)	-	-	-	-	-	-	-	-	
12 Community Housing Repairs	-	288	-	(288)	-	-	3,687	-	(3,687)	-	-	-	
13 OPHI Capital	-	-	-	-	-	-	3,423	-	(3,423)	-	-	-	
14 Headquarters Shared Cost - Housing Services Portion	136	136	-	-	-	136	154	-	-	-	154	18	
<b>Housing Services Subtotal</b>	<b>33,787</b>	<b>48,810</b>	<b>66</b>	<b>(11,924)</b>	<b>(95)</b>	<b>36,857</b>	<b>58,302</b>	<b>42</b>	<b>(18,879)</b>	<b>(113)</b>	<b>39,352</b>	<b>2,495 6.8%</b>	

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Social Assistance</b>													
1 Regional Investment in Homelessness Supports	-	1,334	-	-	(700)	634	5,769	500	-	(1,200)	5,069	4,435	
2 Homelessness Prevention Program	-	9,067	-	(9,067)	-	-	10,097	-	(10,097)	-	-	-	
3 Reaching Home	(5)	2,054	-	(2,054)	-	-	4,974	-	(4,974)	-	-	-	
4 Ontario Works Program Delivery	15,264	36,595	485	(18,596)	(12)	18,472	34,701	141	(18,596)	(12)	16,234	(2,238)	
5 Ontario Works Client Benefits	-	81,732	-	(81,732)	-	-	81,732	-	(81,732)	-	-	-	
6 Funerals & Burials	176	275	-	-	(101)	174	275	-	-	(101)	174	-	
7 Social Investment Fund	893	833	-	-	-	833	833	-	-	-	833	-	
8 Integrated Employment Services	-	-	-	-	-	-	12,209	-	(12,209)	-	-	-	
9 Headquarters Shared Cost - Social Assistance Portion	735	1,370	-	(636)	-	734	1,553	-	(636)	-	917	183	
<b>Social Assistance Subtotal</b>	<b>17,063</b>	<b>133,260</b>	<b>485</b>	<b>(112,085)</b>	<b>(813)</b>	<b>20,847</b>	<b>152,143</b>	<b>641</b>	<b>(128,244)</b>	<b>(1,313)</b>	<b>23,227</b>	<b>2,380</b>	<b>11.4%</b>
<b>Fairview Lodge</b>													
1 Nursing and Personal Care	9,366	18,575	103	(11,805)	(56)	6,817	20,240	58	(13,207)	-	7,091	274	
2 Resident Care Program Support (RCPS)	681	2,011	-	(1,200)	(8)	803	2,200	-	(1,370)	(8)	822	19	
3 Raw Food	200	1,036	-	(721)	(80)	235	1,014	-	(824)	(29)	161	(74)	
4 Other Accommodation													
Administration	(7,015)	1,437	86	(1,908)	(4,483)	(4,868)	1,286	95	(1,694)	(4,509)	(4,822)	46	
Debt Charges	1,019	1,019	-	-	-	1,019	1,020	-	-	-	1,020	-	
Food Services	2,840	2,872	48	-	-	2,920	2,975	-	(63)	-	2,912	(8)	
Environmental Services	4,522	4,666	48	(60)	-	4,654	4,742	275	-	-	5,017	363	
Other Accommodation Subtotal	<b>1,366</b>	<b>9,994</b>	<b>182</b>	<b>(1,968)</b>	<b>(4,483)</b>	<b>3,725</b>	<b>10,023</b>	<b>370</b>	<b>(1,757)</b>	<b>(4,509)</b>	<b>4,127</b>		
<b>Fairview Lodge Subtotal</b>	<b>11,613</b>	<b>31,616</b>	<b>285</b>	<b>(15,694)</b>	<b>(4,627)</b>	<b>11,580</b>	<b>33,477</b>	<b>428</b>	<b>(17,158)</b>	<b>(4,546)</b>	<b>12,201</b>	<b>620</b>	<b>5.4%</b>
<b>Hillsdale Estates</b>													
1 Nursing and Personal Care	14,127	25,675	659	(15,255)	(566)	10,513	27,924	390	(17,198)	(6)	11,110	597	
2 Resident Care Program Support (RCPS)	654	2,270	-	(1,819)	(7)	444	2,631	-	(2,152)	(7)	472	28	
3 Raw Food	415	1,878	-	(1,092)	(84)	702	1,934	-	(1,250)	(84)	600	(102)	



## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>4 Other Accommodation</b>													
Administration	(9,907)	1,601	72	(1,955)	(7,598)	(7,880)	1,609	44	(1,017)	(7,389)	(6,753)	1,127	
Debt Charges	-	835	-	-	-	835	-	-	-	-	-	(835)	
Food Services	4,195	3,726	236	(30)	-	3,932	3,783	-	-	-	3,783	(149)	
Environmental Services	6,663	6,088	145	(30)	-	6,203	6,143	-	-	-	6,143	(60)	
Other Accommodation Subtotal	<b>951</b>	<b>12,250</b>	<b>453</b>	<b>(2,015)</b>	<b>(7,598)</b>	<b>3,090</b>	<b>11,535</b>	<b>44</b>	<b>(1,017)</b>	<b>(7,389)</b>	<b>3,173</b>		
<b>Hillsdale Estates Subtotal</b>	<b>16,147</b>	<b>42,073</b>	<b>1,112</b>	<b>(20,181)</b>	<b>(8,255)</b>	<b>14,749</b>	<b>44,024</b>	<b>434</b>	<b>(21,617)</b>	<b>(7,486)</b>	<b>15,355</b>	<b>606</b>	<b>4.1%</b>
<b>Hillsdale Terraces</b>													
1 Nursing and Personal Care	8,263	16,214	84	(10,009)	(81)	6,208	17,870	62	(11,372)	(4)	6,556	348	
2 Resident Care Program Support (RCPS)	601	1,829	-	(1,212)	(5)	612	2,067	-	(1,430)	(5)	632	20	
3 Raw Food	331	1,110	-	(728)	(41)	341	1,143	-	(833)	(41)	269	(72)	
<b>4 Other Accommodation</b>													
Administration	(6,590)	1,393	64	(1,618)	(4,494)	(4,655)	1,291	52	(1,243)	(4,697)	(4,597)	58	
Debt Charges	3,434	3,434	-	-	-	3,434	3,434	-	-	-	3,434	-	
Food Services	2,746	2,899	61	-	-	2,960	3,008	77	-	-	3,085	125	
Environmental Services	4,530	4,297	-	(60)	-	4,237	4,370	305	-	-	4,675	438	
Other Accommodation Subtotal	<b>4,120</b>	<b>12,023</b>	<b>125</b>	<b>(1,678)</b>	<b>(4,494)</b>	<b>5,976</b>	<b>12,103</b>	<b>434</b>	<b>(1,243)</b>	<b>(4,697)</b>	<b>6,597</b>		
<b>Hillsdale Terraces Subtotal</b>	<b>13,315</b>	<b>31,176</b>	<b>209</b>	<b>(13,627)</b>	<b>(4,621)</b>	<b>13,137</b>	<b>33,183</b>	<b>496</b>	<b>(14,878)</b>	<b>(4,747)</b>	<b>14,054</b>	<b>917</b>	<b>7.0%</b>

## Financial Details: Summary by Program (\$,000's)

Provides the total operating expense, capital expense, subsidy, other revenue and the resulting property tax requirement for each major program and service

		2022 Estimated Actuals		2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance	
				Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
<b>Lakeview Manor</b>															
1	Nursing and Personal Care	5,322	12,382	115	(7,244)	(85)	5,168	13,374	70	(8,051)	-	5,393	225		
2	Resident Care Program Support (RCPS)	860	1,738	-	(903)	(4)	831	1,998	-	(1,130)	(4)	864	33		
3	Raw Food	124	771	-	(542)	(26)	203	795	-	(621)	(25)	149	(54)		
4	Other Accommodation														
	Administration	(4,652)	1,112	80	(1,064)	(3,485)	(3,357)	932	38	(885)	(3,486)	(3,401)	(44)		
	Debt Charges	2,593	2,593	-	-	-	2,593	2,593	-	-	-	2,593	-		
	Food Services	2,105	1,882	98	-	-	1,980	1,922	5	-	-	1,927	(53)		
	Environmental Services	3,092	3,198	-	(20)	-	3,178	3,247	150	-	-	3,397	219		
	Other Accommodation Subtotal	<b>3,138</b>	<b>8,785</b>	<b>178</b>	<b>(1,084)</b>	<b>(3,485)</b>	<b>4,394</b>	<b>8,694</b>	<b>193</b>	<b>(885)</b>	<b>(3,486)</b>	<b>4,516</b>			
	<b>Lakeview Manor Subtotal</b>	<b>9,444</b>	<b>23,676</b>	<b>293</b>	<b>(9,773)</b>	<b>(3,600)</b>	<b>10,596</b>	<b>24,861</b>	<b>263</b>	<b>(10,687)</b>	<b>(3,515)</b>	<b>10,922</b>	<b>326</b>	<b>3.1%</b>	
<b>LTC Administration</b>															
1	Divisional Administration	4,026	3,806	28	(178)	-	3,656	4,238	126,059	(10,525)	(115,500)	4,272	616		
2	Homemakers Services	18	32	-	(26)	-	6	100	-	(80)	-	20	14		
	<b>LTC Administration Subtotal</b>	<b>4,044</b>	<b>3,838</b>	<b>28</b>	<b>(204)</b>	<b>-</b>	<b>3,662</b>	<b>4,338</b>	<b>126,059</b>	<b>(10,605)</b>	<b>(115,500)</b>	<b>4,292</b>	<b>630</b>	<b>17.2%</b>	
<b>Adult Day Program</b>															
1	Adult Day Program	22	989	-	(724)	(111)	154	989	-	(748)	(111)	130	(24)		
	<b>Adult Day Program Subtotal</b>	<b>22</b>	<b>989</b>	<b>-</b>	<b>(724)</b>	<b>(111)</b>	<b>154</b>	<b>989</b>	<b>-</b>	<b>(748)</b>	<b>(111)</b>	<b>130</b>	<b>(24)</b>	<b>(15.6%)</b>	
<b>Social Services</b>		<b>125,150</b>	<b>413,964</b>	<b>2,655</b>	<b>(260,470)</b>	<b>(24,664)</b>	<b>131,485</b>	<b>556,491</b>	<b>128,498</b>	<b>(407,621)</b>	<b>(139,100)</b>	<b>138,268</b>	<b>6,783</b>	<b>5.2%</b>	


## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Children's Services</b>									
<b>Capital Expenditures</b>									
Building & Structures		-	-	98	-	-	162	179	439
Machinery & Equipment		-	18	-	-	-	-	68	68
Information Technology		114	81	70	64	81	70	359	644
Furniture & Fixtures		-	17	35	17	17	18	87	174
<b>Capital Expenditure Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Capital Financing</b>									
General Levy		114	116	203	81	98	250	693	1,325
<b>Capital Financing Subtotal</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Total Capital Children's Services</b>		<b>114</b>	<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>
<b>Emergency Management and Program Support Services</b>									
<b>Capital Expenditures</b>									
Information Technology		8	4	-	2	4	-	13	19
<b>Capital Expenditure Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Capital Financing</b>									
General Levy		8	4	-	2	4	-	13	19
<b>Capital Financing Subtotal</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Total Capital Emergency Management and Program Support Services</b>		<b>8</b>	<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>


## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Family Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	-	1,900	-	-	-	1,900
Machinery & Equipment	-	11	-	-	-	-	-	-
Information Technology	55	4	69	25	4	99	158	355
<b>Capital Expenditure Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Capital Financing</b>								
General Levy	55	15	69	228	4	99	158	558
Seaton Capital Reserve Fund	-	-	-	1,150	-	-	-	1,150
Development Charges	-	-	-	547	-	-	-	547
<b>Capital Financing Subtotal</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Total Capital Family Services</b>	<b>55</b>	<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>
<b>Housing Services</b>								
<b>Capital Expenditures</b>								
Information Technology	66	42	40	54	46	40	240	420
<b>Capital Expenditure Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Capital Financing</b>								
General Levy	35	42	38	38	42	38	197	353
Other Financing	31	-	2	16	4	2	43	67
<b>Capital Financing Subtotal</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Total Capital Housing Services</b>	<b>66</b>	<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Social Assistance</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	500	242	6,400	-	-	20,000	26,642
Machinery & Equipment	57	14	50	-	-	-	10	60
Information Technology	428	127	221	221	188	301	1,053	1,984
<b>Capital Expenditure Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Capital Financing</b>								
General Levy	485	641	513	940	188	301	18,679	20,621
Seaton Capital Reserve Fund	-	-	-	3,850	-	-	-	3,850
Development Charges	-	-	-	1,831	-	-	2,384	4,215
<b>Capital Financing Subtotal</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Total Capital Social Assistance</b>	<b>485</b>	<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Long-Term Care and Services for Seniors</b>								
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	265	-	-	-	-	-	
Machinery & Equipment	193	87	356	316	251	283	1,214	2,420
Information Technology	82	76	31	85	82	22	359	579
Furniture & Fixtures	10	-	59	13	14	25	27	138
<b>Capital Expenditure Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Capital Financing</b>								
General Levy	229	422	446	414	347	330	1,600	3,137
Reserve/ Reserve Funds	56	-	-	-	-	-	-	-
Subsidy / Grant	-	6	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Total Capital Fairview Lodge Long-Term Care Home</b>	<b>285</b>	<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Machinery & Equipment	1,058	389	1,931	291	215	2,264	970	5,671
Information Technology	54	30	61	69	46	20	260	456
Furniture & Fixtures	-	15	70	62	50	60	300	542
Building & Structures	-	-	171	1,741	-	-	1,470	3,382
<b>Capital Expenditure Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

Durham Budget 2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	553	434	2,233	2,163	311	2,344	3,000	10,051
Reserve/ Reserve Funds	559	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Total Capital</b>	<b>1,112</b>	<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Hillsdale Estates Long-Term Care Home</b>								

### Hillsdale Terraces Long-Term Care Home


<b>Capital Expenditures</b>								
Building & Structures	-	-	70	20	110	1,590	19,144	20,934
Machinery & Equipment	145	471	839	129	96	1,374	4,682	7,120
Information Technology	64	20	46	85	53	46	203	433
Furniture & Fixtures	-	5	5	5	5	5	25	45
<b>Capital Expenditure Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Capital Financing</b>								
General Levy	132	496	960	239	264	3,015	24,054	28,532
Reserve/ Reserve Funds	77	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Total Capital</b>	<b>209</b>	<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								

### Lakeview Manor Long-Term Care Home

<b>Capital Expenditures</b>								
Building & Structures	-	-	-	-	60	640	-	700
Machinery & Equipment	231	224	426	308	163	570	1,272	2,739
Information Technology	62	39	10	17	51	8	141	227
Furniture & Fixtures	-	-	158	158	8	-	-	324
<b>Capital Expenditure Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>

## Financial Details: Summary of Capital (\$,000's)

Provides a summary of the current year capital budget, nine-year capital forecast and proposed financing summarized by asset type. See Appendices for specific capital projects

	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Capital Financing</b>								
General Levy	208	263	594	483	282	1,218	1,413	3,990
Reserve/ Reserve Funds	85	-	-	-	-	-	-	-
Subsidy / Grant	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Total Capital Lakeview Manor Long-Term Care Home</b>	<b>293</b>	<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Long-Term Care Administration</b>								
<b>Capital Expenditures</b>								
Building and Structures	-	126,025	-	-	-	-	-	-
Information Technology	28	34	6	36	34	6	111	193
Furniture & Fixtures	-	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Capital Financing</b>								
General Levy	28	34	6	36	34	6	111	193
Capital Project Reserve	-	10,591	-	-	-	-	-	-
Residential DC	-	651	-	-	-	-	-	-
Subsidy / Grant	-	10,525	-	-	-	-	-	-
Other Financing	-	10,180	-	-	-	-	-	-
Debenture - Subsidy	-	60,800	-	-	-	-	-	-
Debenture - Region Funded	-	33,278	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Long-Term Care Administration</b>	<b>28</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Social Services</b>	<b>2,655</b>	<b>128,498</b>	<b>5,064</b>	<b>12,018</b>	<b>1,578</b>	<b>7,603</b>	<b>52,345</b>	<b>78,608</b>



## Details of Budget Changes

### Strategic Investments: Children's Services

**2023 Impact**  
(\$ 000's)

Canada-Wide Early Learning and Child Care (CWELCC) investments totals \$110.7 million including fee reduction (\$78,000k), fee subsidy (\$27,100k), workforce compensation (\$4,000k), minimum wage offset (\$200k) and administrative costs (\$1,400k). Costs include 6.0 FTEs approved in-year in 2022 (Report #2022-S-6) and three positions transferred from other areas of Children's Services.

-

- Increase in subsidy for the Region's Directly Operated Child Care Centres as a result of CWELCC funding (\$1,980k) which is partially offset by a reduction in parent fees (\$788k).

(1,192)

- Increase in subsidy for the childcare administration costs as a result of CWELCC

(466)

Additional Manager (1.0 FTE) to oversee the renewed Ontario Autism Program and support Children's Developmental and Behavioural Supports along with the planned expansion of the Region's directly operated childcare centres. Annualized impact of \$174k

87

The provincial government announced a one-time transitional grant of \$3,200k. The funding is allocated to fee subsidies (\$1,100k), funding for childcare providers (\$1,600k) and increased subsidy of administration costs (\$500k)

(500)

Provincial funding investment for a new Children's Mental Health Program which has been offset by program costs (\$88k).

-

Increased provincial funding for investment in the delivery of the Early Learning and Child Care Programs which has been offset by increased program costs (\$613k).

-

Increased provincial funding for investment in the delivery of EarlyON and Child Care Programs which has been offset by program costs (\$220k).

-

Decrease in provincial subsidy and associated costs (\$3,294k) for the Workforce Strategies Program as the program ends on March 31, 2023.

-

## Details of Budget Changes Continued

**Strategic Investments: Children's Services Subtotal** (2,071)

<b>Base Adjustments: Children's Services</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	94
Inflationary increases	11
Line-by-line savings	(245)
Increase in Children's Services share of the operations and maintenance cost for Regional Headquarters	85
<b>Base Adjustments: Children's Services Subtotal</b>	<b>(55)</b>

**Net Changes – Children's Services** (2,126)

## Details of Budget Changes Continued

<b>Strategic Investments:</b> Emergency Management and Program Support Service	<b>2023 Impact</b> (\$ 000's)
Temporary Emergency Management Coordinator (\$71k) to support work with Ontario Power Generation. Costs fully recovered from Ontario Power Generation	-
<b>Strategic Investments:</b> Emergency Management and Program Support Service Subtotal	-
<hr/>	
<b>Base Adjustments:</b> Emergency Management and Program Support Service	<b>2023 Impact</b> (\$ 000's)
Economic increases	6
Transfer of 6.00 FTE to realign staff positions to Emergency Management and Program Support Service to better reflect the services provided	765
<b>Base Adjustments:</b> Emergency Management and Program Support Service Subtotal	<b>771</b>
<hr/>	
<b>Net Changes –</b> Emergency Management and Program Support Service	<b>771</b>

## Details of Budget Changes Continued

### Strategic Investments: Family Services

**2023 Impact**  
(\$ 000's)

Increased provincial investment for Adult Community Support Services offset by a new Family Services Supervisor (1.0 FTE) and other program costs (\$172k).

-

### Strategic Investments: Family Services Subtotal

-

### Base Adjustments: Family Services

**2023 Impact**  
(\$ 000's)

Economic increases

20

Line-by-line savings

(35)

Transfer of 0.55 FTE to Emergency Management and Program Support Services

(87)

Transfer of 1.0 FTE from Long Term Care for Seniors Safety Program

133

Transfer of 0.85 FTE from Social Assistance

108

Increase in Family Services share of the operations and maintenance cost for Regional Headquarters

49

### Base Adjustments: Family Services Subtotal

**188**

### Net Changes – Family Services

**188**

## Details of Budget Changes Continued

<b>Strategic Investments: Housing Services</b>	<b>2023 Impact</b> (\$ 000's)
Increased Regional investment in rent supplement programs to assist additional residents seeking affordable housing	1,138
Operating costs for the Beaverton Supportive Housing to ensure service needs of clients are met	736
Operating costs for the Micro-home Pilot Project	41
Professional fees to provide an update to the At Home in Durham Housing Plan	100
Increased funding under the Canada-Ontario Community Housing Initiative of \$3,400k which has been offset by program costs.	-
Increased funding under the Ontario Priorities Housing Initiative of \$3,423k which has been offset by program costs.	-
<b>Strategic Investments: Housing Services Subtotal</b>	<b>2,015</b>
<b>Base Adjustments: Housing Services</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	74
Realign staff positions in Community Housing to better reflect the services provided	383
Increase in Housing's share of the operations and maintenance cost for Regional Headquarters	23
<b>Base Adjustments: Housing Services Subtotal</b>	<b>480</b>
<b>Net Changes - Housing Services</b>	<b>2,495</b>

## Details of Budget Changes Continued

### Strategic Investments: Social Assistance

**2023 Impact**  
(\$ 000's)

Incremental regional investment of \$4,435k to address the needs of people experiencing or at risk of homelessness brings the Region's total investment to \$6,269k. A portion of this incremental investment is funded from Regional reserves. This incremental funding is allocated for payments to service providers (\$3,935k) and for leasehold improvements at 312 Colborne Street in Whitby to create a family shelter expected to open in late 2023 (\$500k)

4,435

Adjusted the amount in provincial Homelessness Prevention Program (HPP) funding to \$1,030k to reflect the actual 2022 allocation received following the approval of the Region's budget. Total funding of \$10,097 is allocated to service providers (\$9,337k) and support costs (\$760k) including the redeployment of Social Assistance staff (3.1 FTEs) to homelessness initiatives (\$397k)

(397)

Adjusted the amount in federal Reaching Home program funding by \$2,920k to reflect the actual 2022 allocation received following the approval of the Region's budget. Total funding of \$4,974k is allocated to service providers (\$4,228k) and program administration currently provided by the Region (\$746k)

(746)

The Province of Ontario has selected the Durham Employment Services Consortium comprised of The Regional Municipality of Durham (as the lead agency), Durham Workforce Authority, and Durham College as the Employment Service System Manager (SSM) for Durham Region. The Region, as the lead agency will now lead Durham's Employment System through a transformation process to ensure responsive and effective Employment Services are available in Durham. Included in the budget is provincial investment of \$12,209k for Integrated Employment Services consisting of Planning Period costs (\$183k), and Transition Period costs (\$12,026k), with integrated service delivery planned for 2024

-

### Strategic Investments: Social Assistance Subtotal

**3,292**

## Details of Budget Changes Continued

<b>Base Adjustments: Social Assistance</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	237
Line-by-line savings	(546)
Transfer of 5.45 FTEs to Emergency Management and Program Support	(678)
Transfer of 1.0 FTE to Family Services	(108)
Increase in Social Assistance's share of the operations and maintenance cost for Regional Headquarters	183
<b>Base Adjustments: Social Assistance Subtotal</b>	<b>(912)</b>
<b>Net Changes - Social Assistance</b>	<b>2,380</b>

## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments: Fairview Lodge Long-Term Care Home</b>	
New Positions – details of the 14.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,292k	1,038
Increase in part-time hours to achieve increased hours of direct and allied care per resident	764
Net increase provincial funding to increase hours of direct and allied care per resident and additional Behavioural Supports Ontario Virtual services	(1,464)
Net investment in capital – for further details see Appendix C	199
<b>Strategic Investments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>537</b>
<b>Base Adjustments: Fairview Lodge Long-Term Care Home</b>	<b>2023 Impact</b> (\$ 000's)
Economic increases	128
Annualization of 1.0 FTE approved in the 2022 budget	39
Inflationary increases	122
Line-by-line savings	(133)
Transfer of 1.0 FTE to Hillsdale Terraces	(73)
<b>Base Adjustments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>83</b>
<b>Net Changes - Fairview Lodge Long-Term Care Home</b>	<b>620</b>



## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home</b>	
New Positions – details of the 19.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,524k	1,143
Increase in part-time hours to achieve increased hours of direct and allied care per resident	1,359
Net increase provincial funding to increase hours of direct and allied care per resident	(1,437)
Increase in Major Renovations and Minor equipment requirements to ensure state of good repair of facility and equipment	79
Net reduction in capital – for further details see Appendix C	(118)
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>1,026</b>
	<b>2023 Impact</b> (\$ 000's)
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home</b>	
Economic increases	167
Annualization of 1.0 FTE approved in the 2022 Budget	19
Inflationary increases	239
Line-by-line savings (reduction in debt servicing costs \$835k)	(845)
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>(420)</b>
<b>Net Changes – Hillsdale Estates Long-Term Care Home</b>	<b>606</b>



## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Strategic Investments:</b> Lakeview Manor Long-Term Care Home	
New Positions – details of the 11.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$1,045k	782
Increase in part-time hours to achieve increased hours of direct and allied care per resident	352
Net increase provincial funding to increase hours of direct and allied care per resident	(913)
<b>Strategic Investments:</b> Lakeview Manor Long-Term Care Home Subtotal	<b>221</b>
<hr/>	
	<b>2023 Impact</b> (\$ 000's)
<b>Base Adjustments:</b> Lakeview Manor Long-Term Care Home	
Economic increases	59
Inflationary increases	128
Line-by-line savings	(82)
<b>Base Adjustments:</b> Lakeview Manor Long-Term Care Home Subtotal	<b>105</b>
<hr/>	
<b>Net Changes - Lakeview Manor Long-Term Care Home</b>	<b>326</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Long-Term Care Administration</b>	<b>2023 Impact</b> (\$ 000's)
New Positions – details of the 4.0 FTEs are provided in the Staffing Details Section. Annualized impact of \$560k	280
Increased investment in Homemakers Services	14
Increased part time salaries	237
Net incremental investment in capital – for further details see Appendix C	40
<b>Strategic Investments: Long-Term Care Administration Subtotal</b>	<b>571</b>
<b>Base Adjustments: Long-Term Care Administration</b>	<b>2023 Impact</b> (\$ 000's)
Economic Increases	192
Transfer of 1.0 FTE to Family Services Division	(133)
<b>Base Adjustments: Long-Term Care Administration Subtotal</b>	<b>59</b>
<b>Net Changes - Long-Term Care Administration</b>	<b>630</b>

## Details of Budget Changes Continued

	<b>2023 Impact</b> (\$ 000's)
<b>Base Adjustments: Adult Day Program</b>	
Economic increases	10
Increase in charge to Long-Term Care Homes	(10)
Increase in provincial subsidy	(24)
<b>Base Adjustments: Adult Day Program Subtotal</b>	<b>(24)</b>
<b>Net Changes - Adult Day Program</b>	<b>(24)</b>
<b>Net Changes: Social Services</b>	<b>6,783</b>

## Staffing Details

Children's Services

**Full Time Equivalents  
(FTE's)**

**2022 Approved Complement**

134.24

### Positions Approved in Year

On June 29, 2022 Regional Council, through Report 2022-SS-6, approve six new full-time positions to implement the Canada-Wide Early Learning and Childcare System (CWELCC). All six positions are fully funded under the CWELCC program.

Quality Assurance Advisor	1.0
Financial Analyst 2	1.0
Program Manager – a Policy Advisor was subsequently converted to a second Program Manager to address the resource requirements	2.0
Program Assistant	1.0
Senior Accounting Clerk was subsequently converted to a Business Technology Coordinator Position to address the resource requirements	1.0

**Positions Approved in Year**

6.0

### Proposed New Positions

Manager to support the renewal of the Ontario Autism Program and the Children's Developmental and Behavioural Supports, and the planned expansion of the Region's Directly Operated Childcare Centres	1.0
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**Total Proposed New Positions**

1.0

**Children's Service's Subtotal**

**141.24**

## Staffing Details Continued

Emergency Management and Program Support Services	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>2.0</u>
<b>Position Transfers</b>	
Program Assistants transferred from Social Assistance	3.0
Manager Strategic Partnerships transferred from Social Assistance	1.0
Emergency Management Coordinator transferred from Social Assistance	1.0
Advisor - Policy transferred from Family Services (0.55) and Social Assistance (0.45)	1.0
<b>Total Position Transfers</b>	<u>6.0</u>
<b>Emergency Management and Program Support Services Subtotal</b>	<b>8.0</b>

## Staffing Details Continued

Family Services	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<b><u>59.56</u></b>
<b>Position Transfers</b>	
Family Counsellor 2 transferred from Social Assistance	0.85
Seniors' Safety Advisor transferred from Long Term Care	1.0
Policy Advisor transferred to Emergency Management and Program Support Services	(0.55)
<b>Total Position Transfers</b>	<b><u>1.3</u></b>
<b>Proposed New Positions</b>	
Supervisor to expand Adult Protection Services. This position is fully funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<b><u>1.0</u></b>
<b>Family Services Subtotal</b>	<b><u>61.86</u></b>



## Staffing Details Continued

Housing Services	Full Time Equivalents (FTE's) Restated
<b>2022 Approved Complement</b>	<b><u>48.06</u></b>
<b>Housing Services Subtotal</b>	<b><u>48.06</u></b>

## Staffing Details Continued

Social Assistance	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<b><u>293.14</u></b>
<b>Position Transfers</b>	
Program Assistant transferred to Emergency Management and Program Support Services	(3.0)
Manager Strategic Partnerships transferred to Emergency Management and Program Support Services	(1.0)
Emergency Management Coordinator transferred to Emergency Management and Program Support Services	(1.0)
Policy Advisor transferred to Emergency Management and Program Support Services	(0.45)
Family Counsellor 2 transferred to Family Services	(0.85)
<b>Total Position Transfers</b>	<b><u>(6.3)</u></b>
<b>Proposed New Positions</b>	
Data Analysis Coordinator for the transformation of Employment Services system. This position is fully funded by the province	1.0
Program Assistant for the transformation of Employment Services system. This position is fully funded by the province	1.0
Area Manager for the transformation of Employment Services system. This position is fully funded by the province	1.0
<b>Total Proposed New Positions</b>	<b><u>3.0</u></b>
<b>Social Assistance Subtotal</b>	<b><u>289.84</u></b>

## Staffing Details Continued

Fairview Lodge Long-Term Care Home

**Full Time Equivalents  
(FTE's)**

### 2022 Approved Complement

176.0

### Positions Approved in Year

On February 1, 2023 Regional Council, through Report 2023-SS-1, approved three new permanent full-time positions to implement the Behavioral Support Ontario Virtual Mobile Team. These positions are funded in part through provincial subsidy.

Registered Practical Nurse	1.0
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Occupational Therapist was subsequently converted to a Behaviour Consultant	1.0
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Social Worker	1.0
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### Total Positions Approved in Year

3.0

### Position Transfers

Food Service Aide transferred to Hillsdale Terraces and reclassified to a Personal Support Worker	(1.0)
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### Total Position Transfers

(1.0)

## Staffing Details Continued

### Proposed New Positions

Personal Support Workers to increase direct hours of nursing care. These positions are funded by provincial subsidy 7.0

Registered Practical Nurses to increase direct hours of nursing care. These positions are funded by provincial subsidy 4.0

**Total Proposed New Positions** 11.0

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**Fairview Lodge Long-Term Care Home Subtotal** **189.0**

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## Staffing Details Continued

Hillsdale Estates Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>241.0</u>
<b>Proposed New Positions</b>	
Personal Support Workers. These positions are funded by provincial subsidy	18.0
Recreation Programmer. This position is funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<u>19.0</u>
<b>Hillsdale Estates Long-Term Care Home Subtotal</b>	<u>260.0</u>

## Staffing Details Continued

Hillsdale Terraces Long-Term Care Home	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<b><u>166.0</u></b>
<b>Position Transfers</b>	
Food Service Aide from Fairview Lodge was transferred and reclassified as a Personal Support Worker	1.0
<b>Total Position Transfers</b>	<b><u>1.0</u></b>
<b>Proposed New Positions</b>	
Personal Support Workers. These positions are funded by provincial subsidy	12.0
Adjuvant Position. This position is funded by provincial subsidy	1.0
Recreation Programmers. These positions are partially funded by a reduction in part time and provincial subsidy	2.0
<b>Total Proposed New Positions</b>	<b><u>15.0</u></b>
<b>Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b><u>182.0</u></b>

## Staffing Details Continued

Lakeview Manor Long-Term Care Home	<b>Full Time Equivalents (FTE's)</b>
<b>2022 Approved Complement</b>	<u>124.0</u>
<b>Proposed New Positions</b>	
Registered Nurse. This position is funded by provincial subsidy	1.0
Personal Support Workers. These positions are funded by provincial subsidy	3.0
Registered Practical Nurses. These positions are funded by provincial subsidy	6.0
Adjuvant Position. This position is funded by provincial subsidy	1.0
<b>Total Proposed New Positions</b>	<u>11.0</u>
<b>Lakeview Manor Long-Term Care Home Subtotal</b>	<b>135.0</b>

## Staffing Details Continued

Long-Term Care Administration	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>23.0</u>
<b>Position Transfers</b>	
Seniors' Safety Advisor transferred to Family Services to assist with ongoing program needs	(1.0)
<b>Total Position Transfers</b>	<u>(1.0)</u>
<b>Proposed New Positions</b>	
Clinical Information Specialist to play a key role in management of electronic systems (electronic resident chart, POC, eConnect & others) by performing quality control functions and providing leadership for maintenance and data stewardship	1.0
Manager, Nursing Practice to monitor and improve the nursing clinical practice in the homes	1.0
Policy Analyst to support the development, review and revision of LTC policies	1.0
Quality Improvement Specialist to support the Homes with quality, risk and compliance programs	1.0
<b>Total Proposed New Positions</b>	<u>4.0</u>
<b>Long-Term Care Administration Subtotal</b>	<b>26.0</b>



## Staffing Details Continued

Adult Day Program	Full Time Equivalents (FTE's)
<b>2022 Approved Complement</b>	<u>5.0</u>
<b>Adult Day Program Subtotal</b>	<b>5.0</b>

**Total Complement: Social Services** **1,346**

## Looking Forward

Population growth, changing demographics, increased demand for services and increasingly complex needs of residents will continue to be key drivers for Social Services programs. Further, adjustments to provincial funding and a changing legislative and regulatory landscape will present additional challenges in the provision of vital programs and services.

The Region will continue to improve the ways it addresses the needs of the communities it serves through strategic investments aimed at providing quick and easy access to the services residents need, shortening response times and continuing to build partnerships and collaborations that efficiently leverage and allocate resources to high-demand programs. To support these commitments the Region continues to modernize operations through a variety of initiatives including:

- Expedite the development of innovative transitional and supportive housing options for vulnerable sectors to relieve pressure on our shelter systems.
- Continue to evaluate expansion need of PCOP and MHOP by examining outreach mobile models that address the social and healthcare needs of marginalized populations.
- Develop innovative collaborations for the delivery of in-person and virtual social and mental healthcare offerings.
- Establish outreach collaborations (virtual, online and in-person) serving working poor and marginalized populations (supporting families, parents, youth).
- Establish a Behavioural Support Ontario Virtual Mobile Team to support the Central East Health Region in partnership with the Province.
- Explore virtual care models within the Long-Term Care Homes in partnership with Lakeridge Health.
- Investigate flexible licensed child care options to support families working shifts or in rural industries.
- Continue implementation of the Canada Wide Early Learning and Child Care program, in partnership with the Federal and Provincial governments to provide lower fees for parents and provide more accessible and high-quality child care for families.

## Looking Forward Continued

- Develop and implement a system recovery plan that supports capacity building within early learning and child care related to human resources, financial stability and programs that promote learning environments that focus on the overall wellbeing of children and families.
- Explore the expansion of hours and locations of the EarlyON Child and Family Centres in Durham Region.
- Mitigate the risks of deep poverty by expediting efforts through tax filing, eviction prevention and credit counselling.
- Establish accessible and resourceful financial information for the public targeting the working poor, seniors and vulnerable sectors.
- Engage with the stakeholders, partners and the community to update At Home In Durham, the Durham Housing Plan 2014-2024.
- Implement a transparent and accountable Community Social Investment Program for funding allocations of local community priorities in supporting vulnerable populations and the local non-profit sector.
- In partnership with the Internal Audit Division of the Finance Department, continue a multi-year review of key processes, systems, data, budgets and best practices to integrate services for improved client outcomes and resource utilization and to construct a more client-focused organization.
- Advance, in partnership with the Works Department, the redevelopment of underutilized Regional sites to facilitate modern, safe mixed income communities while increasing the amount of affordable housing units. Engagement will commence in 2023 involving residents, the community, the City of Oshawa and all other interested parties to develop the vision and concepts for the redevelopment and revitalization work.

The Region will also continue to support our qualified and engaged long-term care workforce with effective and accountable leadership to provide residents with a safe and supportive living environment by increasing the hours of direct care for residents to an average of four hours per day over four years, increasing the hours of Allied Health Care to an average of 0.55 hours per day by 2022-23, and modernizing the workplace.


**Appendix A: 2023 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Childrens Services</b>																
<b>Machinery and Equipment</b>																
3	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	18	18	-	-	18
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>18</b>	<b>18</b>	-	-	<b>18</b>
<b>Information Technology</b>																
5	iPads	10	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
7	Laptops with Monitor	36	Replacement	-	-	-	-	-	-	-	-	76	76	-	-	76
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>81</b>	<b>81</b>	-	-	<b>81</b>
<b>Furniture and Fixtures</b>																
8	Furniture	7	Replacement	-	-	-	-	-	-	-	-	17	17	-	-	17
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>17</b>	<b>17</b>	-	-	<b>17</b>
<b>Childrens Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>116</b>	<b>116</b>	-	-	<b>116</b>
<b>Emergency Management and Program Support Services</b>																
<b>Information Technology</b>																
10	Laptops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Emergency Management and Program Support Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Family Services</b>																
<b>Machinery and Equipment</b>																
12	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	11	11	-	-	11
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>11</b>	<b>11</b>	-	-	<b>11</b>
<b>Information Technology</b>																
13	Laptops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>4</b>	<b>4</b>	-	-	<b>4</b>
<b>Family Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>15</b>	<b>15</b>	-	-	<b>15</b>
<b>Housing Services</b>																
<b>Information Technology</b>																
14	Laptops with Monitor	20	Replacement	-	-	-	-	-	-	-	-	42	42	-	-	42
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>42</b>	<b>42</b>	-	-	<b>42</b>
<b>Housing Services Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>42</b>	<b>42</b>	-	-	<b>42</b>

**Appendix A: 2023 Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix B for the comprehensive capital 2023 budget and 2024-2032 forecast

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Social Assistance</b>																
<b>Building and Structures</b>																
16	Leasehold improvement - Family Shelter		Replacement	-	-	-	-	-	-	-	-	500	500	-	-	500
<b>Building and Structures Subtotal</b>				-	-	-	-	-	-	-	-	<b>500</b>	<b>500</b>	-	-	<b>500</b>
<b>Machinery and Equipment</b>																
21	Integrated Control Technology Upgrades		New	-	-	-	-	-	-	-	-	14	14	-	-	14
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>14</b>	<b>14</b>	-	-	<b>14</b>
<b>Information Technology</b>																
23	Desktops with Monitor	2	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
24	Laptops with Monitor	59	Replacement	-	-	-	-	-	-	-	-	124	124	-	-	124
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>127</b>	<b>127</b>	-	-	<b>127</b>
<b>Social Assistance Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>641</b>	<b>641</b>	-	-	<b>641</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>				-	-	-	-	-	-	-	-	<b>818</b>	<b>818</b>	-	-	<b>818</b>


**Appendix B: 2023 - 2032 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Childrens Services</b>								
<b>Buildings and Structures</b>								
1	Roof Replacement	-	-	-	-	162	179	341
2	Storm Sewer Catch Basin and Repaving	-	98	-	-	-	-	98
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>162</b>	<b>179</b>	<b>439</b>
<b>Machinery and Equipment</b>								
3	Integrated Control Technology - Security Project	18	-	-	-	-	-	-
4	Replacement of Furnace and Condensing Unit	-	-	-	-	-	68	68
<b>Machinery and Equipment Subtotal</b>		<b>18</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>68</b>	<b>68</b>
<b>Information Technology</b>								
5	iPads	5	5	5	5	5	25	45
6	Laptops - North Durham Expansion	-	6	-	-	6	6	18
7	Laptops with Monitor	76	59	59	76	59	328	581
<b>Information Technology Subtotal</b>		<b>81</b>	<b>70</b>	<b>64</b>	<b>81</b>	<b>70</b>	<b>359</b>	<b>644</b>
<b>Furniture and Fixtures</b>								
8	Furniture	17	17	17	17	18	87	156
9	Furniture - North Durham Expansion	-	18	-	-	-	-	18
<b>Furniture and Fixtures Subtotal</b>		<b>17</b>	<b>35</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>87</b>	<b>174</b>
<b>Childrens Services Total Capital</b>		<b>116</b>	<b>203</b>	<b>81</b>	<b>98</b>	<b>250</b>	<b>693</b>	<b>1,325</b>

**Appendix B: 2023 - 2032 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Emergency Management and Program Support Services</b>								
<b>Information Technology</b>								
10	Laptops with Monitor	4	-	2	4	-	13	19
<b>Information Technology Subtotal</b>		<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Emergency Management and Program Support Services Total Capital</b>		<b>4</b>	<b>-</b>	<b>2</b>	<b>4</b>	<b>-</b>	<b>13</b>	<b>19</b>
<b>Family Services</b>								
<b>Buildings and Structures</b>								
11	New Seaton Facility	-	-	1,900	-	-	-	1,900
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>-</b>	<b>1,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,900</b>
<b>Machinery &amp; Equipment</b>								
12	Integrated Control Technology - Security Project	11	-	-	-	-	-	-
<b>Machinery and Equipment Subtotal Subtotal</b>		<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Technology</b>								
13	Laptops with Monitor	4	69	25	4	99	158	355
<b>Information Technology Subtotal</b>		<b>4</b>	<b>69</b>	<b>25</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>355</b>
<b>Family Services Total Capital</b>		<b>15</b>	<b>69</b>	<b>1,925</b>	<b>4</b>	<b>99</b>	<b>158</b>	<b>2,255</b>

**Appendix B: 2023 - 2032 Children's Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000's)**


Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Housing Services</b>								
<b>Information Technology</b>								
14	Laptops with Monitor	42	40	38	46	40	208	372
15	Microsoft Surfaces	-	-	16	-	-	32	48
<b>Information Technology Subtotal</b>		<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Housing Services Total Capital</b>		<b>42</b>	<b>40</b>	<b>54</b>	<b>46</b>	<b>40</b>	<b>240</b>	<b>420</b>
<b>Social Assistance</b>								
<b>Buildings and Structures</b>								
16	Leasehold improvement - Family Shelter	500	-	-	-	-	-	-
17	New Ontario Works Location	-	-	-	-	-	20,000	20,000
18	New Seaton Facility	-	-	6,400	-	-	-	6,400
19	Office Renovation - Employment Resource Centre	-	242	-	-	-	-	242
<b>Building and Structures Subtotal</b>		<b>500</b>	<b>242</b>	<b>6,400</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>26,642</b>
<b>Machinery and Equipment</b>								
20	AV Equipment - 200 John St - C1A	-	50	-	-	-	-	50
21	Integrated Control Technology - Security Project	14	-	-	-	-	-	-
22	Replacement of UPS System	-	-	-	-	-	10	10
<b>Machinery and Equipment Subtotal</b>		<b>14</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>60</b>



**Appendix B: 2023 - 2032 Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance Capital Forecast (\$,000’s)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>								
23	Desktops with Monitor	3	-	-	64	3	66	133
24	Laptops with Monitor	124	221	221	124	298	987	1,851
<b>Information Technology Subtotal</b>		<b>127</b>	<b>221</b>	<b>221</b>	<b>188</b>	<b>301</b>	<b>1,053</b>	<b>1,984</b>
<b>Social Assistance Total Capital</b>		<b>641</b>	<b>513</b>	<b>6,621</b>	<b>188</b>	<b>301</b>	<b>21,063</b>	<b>28,686</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>		<b>818</b>	<b>825</b>	<b>8,683</b>	<b>340</b>	<b>690</b>	<b>22,167</b>	<b>32,705</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing							2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture
<b>Fairview Lodge Long-Term Care Home</b>															
<b>Buildings and Structures</b>															
1	North Parking Lot Water Diversion	1	New	-	-	-	-	-	-	-	265	265	-	-	265
<b>Buildings and Structures Subtotal</b>				-	-	-	-	-	-	-	<b>265</b>	<b>265</b>	-	-	<b>265</b>
<b>Machinery and Equipment</b>															
4	Bariatric Mattresses	10	Replacement	-	-	-	-	-	-	-	20	20	-	-	20
7	Building Automation System (BAS)	1	Replacement	-	-	-	-	-	-	-	10	10	-	-	10
8	Ceiling Lifts	10	Replacement	-	-	-	-	-	-	-	12	12	-	-	12
24	Specialty Mattresses	10	Replacement	-	-	-	-	-	-	-	20	20	-	-	20
26	UPS Maintenance	1	Replacement	-	-	-	-	-	-	-	25	25	-	-	25
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	<b>87</b>	<b>87</b>	-	-	<b>87</b>
<b>Information Technology</b>															
29	Desktops	5	Replacement	-	-	-	-	-	-	-	6	6	-	-	6
30	Laptops - Standard	25	Replacement	-	-	-	-	-	-	-	52	52	-	-	52
30	Laptops - Standard	3	New	-	-	-	-	-	-	6	-	6	-	-	6
31	Printers	6	Replacement	-	-	-	-	-	-	-	6	6	-	-	6
32	Tablets	10	Replacement	-	-	-	-	-	-	-	6	6	-	-	6
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	<b>6</b>	<b>70</b>	<b>76</b>	-	-	<b>76</b>
<b>Fairview Lodge Long-Term Care Home Capital Subtotal</b>				-	-	-	-	-	-	<b>6</b>	<b>422</b>	<b>428</b>	-	-	<b>428</b>
<b>Hillsdale Estates Long-Term Care Home</b>															
<b>Machinery and Equipment</b>															
51	Hi-Low Beds	94	Replacement	-	-	-	-	-	-	-	304	304	-	-	304
56	Mattress Replacement	94	Replacement	-	-	-	-	-	-	-	85	85	-	-	85
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	<b>389</b>	<b>389</b>	-	-	<b>389</b>
<b>Information Technology</b>															
63	Desktops	2	Replacement	-	-	-	-	-	-	-	2	2	-	-	2
64	Laptops - Standard	13	Replacement	-	-	-	-	-	-	-	28	28	-	-	28
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	<b>30</b>	<b>30</b>	-	-	<b>30</b>
<b>Furniture and Fixtures</b>															
66	Furniture Replacement	20	Replacement	-	-	-	-	-	-	-	15	15	-	-	15
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	<b>15</b>	<b>15</b>	-	-	<b>15</b>
<b>Hillsdale Estates Long-Term Care Home Capital Subtotal</b>				-	-	-	-	-	-	-	<b>434</b>	<b>434</b>	-	-	<b>434</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Hillsdale Terraces</b>																
<b>Machinery and Equipment</b>																
80 Broda Chair	3	Replacement	-	-	-	-	-	-	-	-	-	21	21	-	-	21
83 Combination Oven	1	Replacement	-	-	-	-	-	-	-	-	-	50	50	-	-	50
84 Commercial Food Processor	1	Replacement	-	-	-	-	-	-	-	-	-	8	8	-	-	8
87 Cooling Tower	1	Replacement	-	-	-	-	-	-	-	-	-	300	300	-	-	300
93 Electronic Menu Screens	5	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
102 Mobile Food Carts	9	Replacement	-	-	-	-	-	-	-	-	-	9	9	-	-	9
109 Security Equipment	1	Replacement	-	-	-	-	-	-	-	-	-	20	20	-	-	20
110 Sit to Stand Lift	1	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
111 Smart Board - Resident Home Areas	2	Replacement	-	-	-	-	-	-	-	-	-	12	12	-	-	12
112 Specialty Mattresses	20	Replacement	-	-	-	-	-	-	-	-	-	23	23	-	-	23
115 Vitals Machine	1	Replacement	-	-	-	-	-	-	-	-	-	12	12	-	-	12
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>471</b>	<b>471</b>	-	-	<b>471</b>
<b>Information Technology</b>																
118 Laptops - Standard	7	Replacement	-	-	-	-	-	-	-	-	-	15	15	-	-	15
119 Printers	2	Replacement	-	-	-	-	-	-	-	-	-	2	2	-	-	2
121 Tablets	5	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Furniture and Fixtures</b>																
122 Furniture Replacement	1	Replacement	-	-	-	-	-	-	-	-	-	5	5	-	-	5
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>5</b>	<b>5</b>	-	-	<b>5</b>
<b>Hillsdale Terraces Long-Term Care Home Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>496</b>	<b>496</b>	-	-	<b>496</b>

**Appendix C: 2023 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Projects (\$,000's)**

Provides financing details for capital project proposed in 2023. See Appendix D for the comprehensive capital 2023 budget and 2024-2032 forecast

	Quantity	New / Replacement	2023 Proposed Financing									2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Lakeview Manor Long-Term Care Home</b>																
<b>Machinery and Equipment</b>																
126 Ceiling Lifts	16	Replacement	-	-	-	-	-	-	-	-	-	40	40	-	-	40
129 Electronic Menu Screens	2	Replacement	-	-	-	-	-	-	-	-	-	5	5	-	-	5
132 Hi-Low Beds	12	Replacement	-	-	-	-	-	-	-	-	-	30	30	-	-	30
143 Steam boiler	1	Replacement	-	-	-	-	-	-	-	-	-	149	149	-	-	149
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>224</b>	<b>224</b>	-	-	<b>224</b>
<b>Information Technology</b>																
147 Desktops	3	Replacement	-	-	-	-	-	-	-	-	-	3	3	-	-	3
148 Laptops - Standard	12	Replacement	-	-	-	-	-	-	-	-	-	26	26	-	-	26
149 Tablets	10	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>39</b>	<b>39</b>	-	-	<b>39</b>
<b>Lakeview Manor Long-Term Care Home Capital Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>263</b>	<b>263</b>	-	-	<b>263</b>
<b>Long-Term Care Administration</b>																
<b>Building and Structures</b>																
152 Seaton Long Term Care Facility *	12	New	10,180	10,591	-	-	-	-	651	10,525	94,078	-	126,025	-	-	126,025
<b>Building and Structures Subtotal</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,525</b>	<b>94,078</b>	-	<b>126,025</b>	-	-	<b>126,025</b>
<b>Information Technology</b>																
153 Laptops - Standard	12	New	-	-	-	-	-	-	-	-	-	26	26	-	-	26
153 Laptops - Standard	4	Replacement	-	-	-	-	-	-	-	-	-	8	8	-	-	8
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	-	<b>34</b>	<b>34</b>	-	-	<b>34</b>
<b>Long-Term Care Administration Capital Subtotal</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,525</b>	<b>94,078</b>	<b>34</b>	<b>126,059</b>	-	-	<b>126,059</b>
<b>Total Capital - Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration</b>			<b>10,180</b>	<b>10,591</b>	-	-	-	-	<b>651</b>	<b>10,531</b>	<b>94,078</b>	<b>1,649</b>	<b>127,680</b>	-	-	<b>127,680</b>

\* Seaton Long Term Care Facility (Project 152) - On December 21, 2023 Regional Council, through Report 2022-COW-32, approved the Seaton Long-Term Care Home cost estimate of \$126.025 million and \$9.9 million in financing to be provided at the discretion of the Commissioner of Finance with the full financing strategy for this project to be provided as part of the 2023 Business Plans and Budget. The \$10.18 million in other financing was provided from 2022 sources.

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
1	North Parking Lot Water Diversion	265	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and Equipment</b>								
2	2 Door Reach in Freezer	-	32	32	32	32	160	288
3	2 Door Reach in Fridge	-	32	32	32	32	160	288
4	Bariatric Mattresses	20	15	15	-	15	45	90
5	Bath Lift	-	9	9	9	9	45	81
6	Bath Tub	-	20	20	20	20	100	180
7	Building Automation System (BAS)	10	-	-	-	-	-	-
8	Ceiling Lifts	12	12	12	12	12	60	108
9	Dish Machine	-	26	22	-	-	22	70
10	Dryer	-	1	1	1	1	5	9
11	Dual Temp Fridge and Freezer	-	27	-	27	-	81	135
12	Elevator Interior Refresh	-	15	-	-	15	-	30
13	Floor Machine	-	-	-	-	-	20	20
14	Fridge	-	-	-	-	10	-	10
15	Furniture Replacement	-	-	-	-	13	41	54
16	Hi-Low Beds with mattresses	-	56	56	56	56	280	504
17	Kitchen Blitzer	-	7	8	8	8	40	71
18	Mattress Replacement	-	3	3	3	3	15	27
19	Mobile Food Carts	-	15	-	15	-	45	75
20	Pot Machine	-	-	30	-	-	-	30
21	Rack Shelving	-	20	20	25	25	-	90
22	Rational Oven	-	45	-	-	-	-	45
23	Retherm Unit	-	-	28	-	-	-	28

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
24	Specialty Mattresses	20	20	20	10	20	90	160
25	TV's	-	-	7	-	-	-	7
26	UPS Maintenance	25	-	-	-	-	-	-
27	Wagon/Carts	-	-	-	-	11	-	11
28	Washing Machine	-	1	1	1	1	5	9
<b>Machinery and Equipment Subtotal</b>		<b>87</b>	<b>356</b>	<b>316</b>	<b>251</b>	<b>283</b>	<b>1,214</b>	<b>2,420</b>
<b>Information Technology</b>								
29	Desktops	6	21	1	17	6	66	111
30	Laptops - Standard	58	4	72	53	4	233	366
31	Printers	6	6	6	6	6	30	54
32	Tablets	6	-	6	6	6	30	48
<b>Information Technology Subtotal</b>		<b>76</b>	<b>31</b>	<b>85</b>	<b>82</b>	<b>22</b>	<b>359</b>	<b>579</b>
<b>Furniture and Fixtures</b>								
33	Domestic Hot Water Storage Tank	-	25	-	-	25	-	50
34	Furniture Replacement	-	34	13	14	-	27	88
<b>Furniture and Fixtures Subtotal</b>		<b>-</b>	<b>59</b>	<b>13</b>	<b>14</b>	<b>25</b>	<b>27</b>	<b>138</b>
<b>Fairview Lodge Long-Term Care Home Capital</b>		<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>
<b>Total Capital</b>		<b>428</b>	<b>446</b>	<b>414</b>	<b>347</b>	<b>330</b>	<b>1,600</b>	<b>3,137</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
35	Balcony Roof Replacement - Construction	-	-	300	-	-	-	300
36	Balcony Roof Replacement - Design	-	50	-	-	-	-	50
37	Parking Lot Rehab - Construction	-	-	1,441	-	-	-	1,441
38	Parking Lot Rehab - Design	-	121	-	-	-	-	121
39	Shower/Tub Refurbishment - Design	-	-	-	-	-	120	120
40	Vinyl Flooring	-	-	-	-	-	1,350	1,350
<b>Building and Structures Subtotal</b>		-	<b>171</b>	<b>1,741</b>	-	-	<b>1,470</b>	<b>3,382</b>
<b>Machinery and Equipment</b>								
41	Accessiblility Upgrades	-	446	-	-	-	-	446
42	Appliances - Serveries (BCA Report)	-	117	-	-	-	-	117
43	Bath Lift	-	137	-	-	-	-	137
44	Bath Tub	-	138	-	-	-	-	138
45	Ceiling Lifts	-	308	78	78	77	293	834
46	Combination Oven	-	-	-	-	60	-	60
47	Dish Machine	-	60	60	-	60	-	180
48	Fire Alarm System Replacement - Construction	-	-	-	-	1,900	-	1,900
49	Fire Alarm System Replacement - Design	-	-	-	50	-	-	50
50	Floor Lift	-	80	-	-	-	-	80
51	Hi-Low Beds	304	36	36	36	36	180	324
52	Kitchen Blitzer	-	20	6	-	-	-	26
53	Kitchen Exhaust (BCA Report)	-	60	-	-	-	-	60
54	Kitchen Refrigeration (BCA Report)	-	358	-	-	-	-	358
55	Main Kitchen Equipment	-	-	-	-	-	200	200
56	Mattress Replacement	85	10	10	10	10	50	90
57	Rethem Unit	-	120	-	-	-	-	120

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
58	Specialty Mattresses	-	41	41	41	41	205	369
59	Stainless Steel Work Table	-	-	60	-	-	-	60
60	Tilt Skillet	-	-	-	-	-	30	30
61	TV's	-	-	-	-	-	12	12
62	Wagon/Carts	-	-	-	-	80	-	80
<b>Machinery and Equipment Subtotal</b>		<b>389</b>	<b>1,931</b>	<b>291</b>	<b>215</b>	<b>2,264</b>	<b>970</b>	<b>5,671</b>
<b>Information Technology</b>								
63	Desktops	2	33	19	19	2	73	146
64	Laptops - Standard	28	21	50	27	11	166	275
65	Tablets	-	7	-	-	7	21	35
<b>Information Technology Subtotal</b>		<b>30</b>	<b>61</b>	<b>69</b>	<b>46</b>	<b>20</b>	<b>260</b>	<b>456</b>
<b>Furniture and Fixtures</b>								
66	Furniture Replacement	15	60	50	50	60	300	520
67	Patio Furniture	-	10	12	-	-	-	22
<b>Furniture and Fixtures Subtotal</b>		<b>15</b>	<b>70</b>	<b>62</b>	<b>50</b>	<b>60</b>	<b>300</b>	<b>542</b>
<b>Hillsdale Estates Long-Term Care Home Total Capital</b>		<b>434</b>	<b>2,233</b>	<b>2,163</b>	<b>311</b>	<b>2,344</b>	<b>3,000</b>	<b>10,051</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
68	Parking Lot Rehab - Construction	-	-	-	-	1,320	-	1,320
69	Parking Lot Rehab - Design	-	-	-	110	-	-	110
70	Snow Melting System (tied to Parking Lot Rehab)	-	-	-	-	270	-	270
71	Storm Water System	-	70	20	-	-	-	90
72	Vinyl Flooring	-	-	-	-	-	19,144	19,144
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>70</b>	<b>20</b>	<b>110</b>	<b>1,590</b>	<b>19,144</b>	<b>20,934</b>



**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Machinery and Equipment</b>								
73	A/C Unit - Split System	-	-	-	-	-	46	46
74	Accessibility Upgrades	-	406	-	-	-	-	406
75	Balconies	-	-	-	-	-	30	30
76	Bariatric Bed and Surface	-	10	10	10	10	50	90
77	Bariatric Mattresses	-	9	-	-	-	-	9
78	Bath Tub	-	20	-	-	-	-	20
79	Bladder Scanner	-	-	7	-	-	-	7
80	Broda Chair	21	-	21	-	21	42	84
81	Building Automation System (BAS)	-	-	-	-	-	1,000	1,000
82	Ceiling Lifts	-	20	20	20	20	80	160
83	Combination Oven	50	-	-	-	-	-	-
84	Commercial Food Processor	8	-	-	-	-	-	-
85	Commercial Toaster	-	3	3	-	-	-	6
86	Continuous Ambulatory Delivery Device (CADD) Pumps	-	5	-	-	5	-	10
87	Cooling Tower	300	-	-	-	-	-	-
88	Domestic Hot Water Pump	-	-	-	-	-	63	63
89	Domestic Hot Water Storage Tank	-	-	-	-	-	100	100
90	Domestic Water Equipment	-	-	-	-	-	277	277
91	Dryer	-	-	-	-	14	-	14
92	Eavestrough, gutter. downspouts	-	-	-	-	-	41	41
93	Electronic Menu Screens	10	-	-	-	-	-	-
94	Elevator Upgrade	-	-	-	-	-	790	790
95	Exhaust Fan Replacement	-	-	-	-	-	60	60
96	Expansion joints	-	-	-	-	-	70	70
97	Fire Alarm System Replacement	-	-	-	-	1,218	-	1,218
98	Heating & Cooling Circulation Pumps	-	-	-	-	-	188	188

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
99	Hi-Low Beds	-	10	-	10	10	50	80
100	Hot Water Boiler	-	-	-	-	-	306	306
101	Make-up Air Units	-	-	-	-	-	825	825
102	Mobile Food Carts	9	-	-	-	-	-	-
103	Refridgeration Units - Main Kitchen	-	300	-	-	-	-	300
104	Rethem Unit	-	20	-	-	-	-	20
105	Retherm Unit	-	-	20	20	20	100	160
106	Roll in Fridge	-	6	6	6	-	-	18
107	Roof Coverings	-	-	-	-	-	30	30
108	Sanitary Waste	-	-	-	-	-	75	75
109	Security Equipment	20	-	-	-	-	95	95
110	Sit to Stand Lift	6	6	6	6	6	30	54
111	Smart Board - Resident Home Areas	12	-	-	-	-	-	-
112	Specialty Mattresses	23	24	24	24	24	117	213
113	Steam Boiler	-	-	-	-	-	93	93
114	Storm Water System	-	-	-	-	-	100	100
115	Vitals Machine	12	-	12	-	12	24	48
116	Washing Machine	-	-	-	-	14	-	14
<b>Machinery and Equipment Subtotal</b>		<b>471</b>	<b>839</b>	<b>129</b>	<b>96</b>	<b>1,374</b>	<b>4,682</b>	<b>7,120</b>
<b>Information Technology</b>								
117	Desktops	-	-	11	21	-	32	64
118	Laptops - Standard	15	29	57	15	29	122	252
119	Printers	2	2	2	2	2	10	18
120	Smart Board - Resident Home Areas	-	12	12	12	12	24	72
121	Tablets	3	3	3	3	3	15	27
<b>Information Technology Subtotal</b>		<b>20</b>	<b>46</b>	<b>85</b>	<b>53</b>	<b>46</b>	<b>203</b>	<b>433</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
<b>Furniture and Fixtures</b>								-
122	Furniture Replacement	5	5	5	5	5	25	45
<b>Furniture and Fixtures Subtotal</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>25</b>	<b>45</b>
<b>Hillsdale Terraces Long-Term Care Home Total Capital</b>		<b>496</b>	<b>960</b>	<b>239</b>	<b>264</b>	<b>3,015</b>	<b>24,054</b>	<b>28,532</b>
<b>Lakeview Manor Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
123	Parking Lot Rehab - Construction	-	-	-	-	640	-	640
124	Parking Lot Rehab - Design	-	-	-	60	-	-	60
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>60</b>	<b>640</b>	<b>-</b>	<b>700</b>
<b>Machinery and Equipment</b>								
125	Accessibility Upgrades	-	173	-	-	-	-	173
126	Ceiling Lifts	40	40	40	40	40	140	300
127	Commercial Toaster	-	5	5	-	-	-	10
128	Dish Machine	-	35	70	35	-	-	140
129	Electronic Menu Screens	5	-	-	-	-	-	-
130	Fire Alarm System Replacement - Construction	-	-	-	-	-	832	832
131	Griddle & Gas Range	-	-	-	20	-	-	20
132	Hi-Low Beds	30	30	60	30	-	150	270
133	Ice Machine	-	8	-	-	-	-	8
134	Ice/Water Dispenser	-	11	11	-	-	-	22
135	Mattress Replacement	-	15	15	15	15	75	135
136	Mobile Food Carts	-	8	-	-	-	-	8
137	Power Sink Motor	-	-	10	-	-	-	10
138	Replace Boilers and Steam Boilers	-	-	-	-	250	-	250
139	Roll in Fridge	-	8	-	8	-	-	16


**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

		2023 Proposed Budget	Forecast					Forecast Total
			2024	2025	2026	2027	2028-2032	
140	Sit to Stand Lift	-	50	50	-	-	-	100
141	Specialty Surfaces	-	15	15	15	15	75	135
142	Stainless Steel Fridge/Freezer	-	12	12	-	-	-	24
143	Steam Boiler	149	-	-	-	250	-	250
144	Steam Kettle	-	-	10	-	-	-	10
145	Steamer	-	-	10	-	-	-	10
146	Undercounter Ice Dispenser	-	16	-	-	-	-	16
<b>Machinery and Equipment Subtotal</b>		<b>224</b>	<b>426</b>	<b>308</b>	<b>163</b>	<b>570</b>	<b>1,272</b>	<b>2,739</b>
<b>Information Technology</b>								
147	Desktops	4	6	-	30	4	44	84
148	Laptops - Standard	25	4	17	21	4	97	143
149	Tablets	10	-	-	-	-	-	-
<b>Information Technology Subtotal</b>		<b>39</b>	<b>10</b>	<b>17</b>	<b>51</b>	<b>8</b>	<b>141</b>	<b>227</b>
<b>Furniture and Fixtures</b>								
150	Hand Wash Stations/Basins	-	8	8	8	-	-	24
151	Patio Furniture	-	150	150	-	-	-	300
<b>Furniture and Fixtures Subtotal</b>		<b>-</b>	<b>158</b>	<b>158</b>	<b>8</b>	<b>-</b>	<b>-</b>	<b>324</b>
<b>Lakeview Manor Long-Term Care Home Total Capital</b>		<b>263</b>	<b>594</b>	<b>483</b>	<b>282</b>	<b>1,218</b>	<b>1,413</b>	<b>3,990</b>
<b>Long-Term Care Administration</b>								
<b>Buildings and Structures</b>								
152	Seaton Long Term Care Facility	126,025	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>126,025</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Appendix D: 2023 - 2032 Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration Capital Forecast (\$,000's)**

Provides a listing for all projects within the 2023 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2023

	2023 Proposed Budget	Forecast					Forecast Total
		2024	2025	2026	2027	2028-2032	
<b>Information Technology</b>							
153 Laptops - Standard	34	6	36	34	6	111	193
<b>Information Technology Subtotal</b>	<b>34</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Long-Term Care Administration Total Capital</b>	<b>126,059</b>	<b>6</b>	<b>36</b>	<b>34</b>	<b>6</b>	<b>111</b>	<b>193</b>
<b>Total Capital Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration</b>	<b>127,680</b>	<b>4,239</b>	<b>3,335</b>	<b>1,238</b>	<b>6,913</b>	<b>30,178</b>	<b>45,903</b>