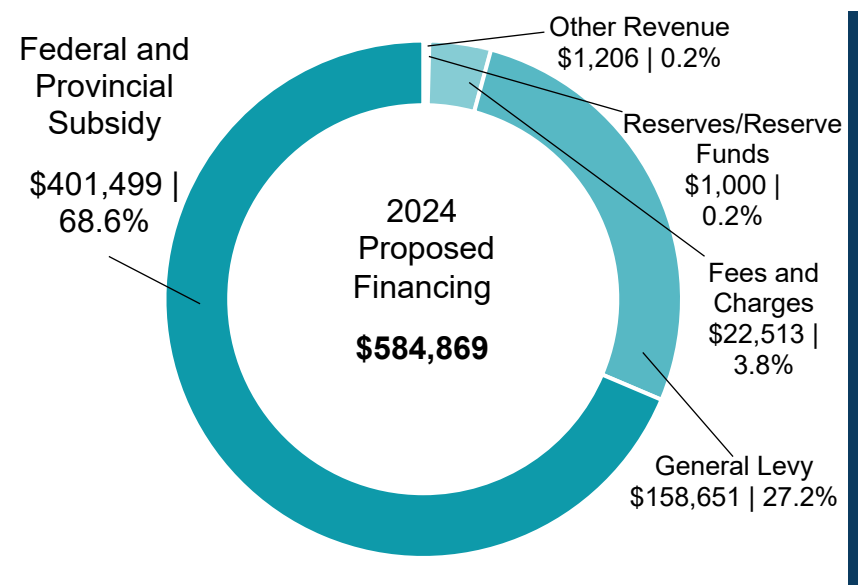
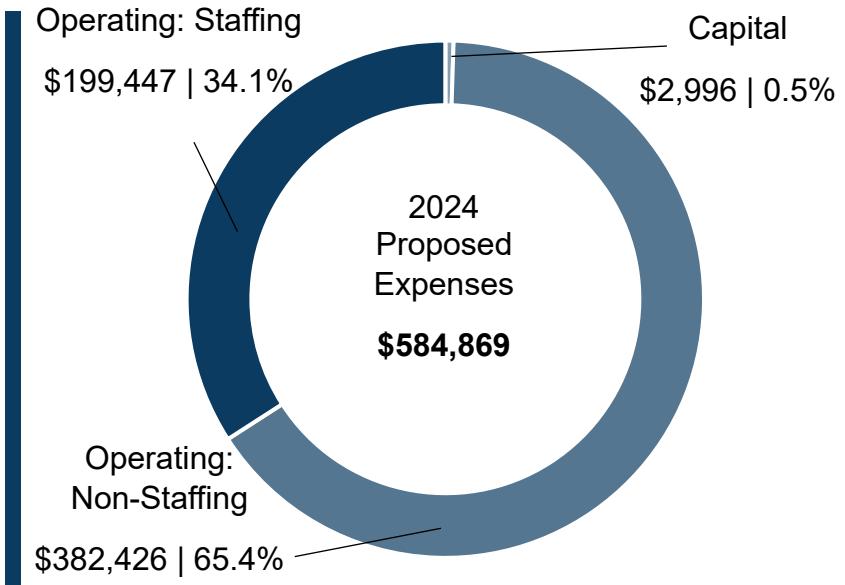


We take care of people by providing high-quality programs and human services that meet the needs of Durham residents at all stages of their lives



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 eight 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.

## **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.

## Major Programs and Services Continued

### **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.

### **Social Housing Administration**

Monitor the delivery of social 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.

### **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.

## Major Programs and Services Continued

### **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.

### **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.

### **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.



## Major Programs and Services Continued

### **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.

### **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 to ensure responsive and effective Employment Services are available in Durham.

## Major Programs and Services Continued

### **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 847 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.

### **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.

## Major Programs and Services Continued

### **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 2024 key priorities and planned actions focus on:

## Environmental Sustainability



Promote energy switching on major building equipment within DRLHC managed properties.

## 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

## Strategic Priorities Continued



Implement an emotional model of care within the Region's long-term care homes as a way to drive positive culture change, inspire and retain staff, and provide high-quality, person-centred care that prioritizes resident autonomy.

### Economic Prosperity



Encourage the continued and accelerated development of affordable housing options through the At Home Incentive Program (AHIP), sustaining existing community housing stock through mortgage savings reinvestments, redevelopment along with establishing key partnerships with stakeholders.

### 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



Expansion of the Durham Outreach Team to vulnerable populations including homeless, at-risk of homelessness populations and recently housed, with an inclusion of a key partnership with Durham Region Transit for mobile and on-site supports on transit routes.



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

## Strategic Priorities Continued



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 & addictions, 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



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 2024

## Children's Services

- Support over 50 EarlyON Child and Family Centres in Durham Region - consistent with 2023 levels

## Emergency Management and Program Support Service

- Provide 24/7 support to municipal Community Emergency Management Coordinators in Durham Region - consistent with 2023 supports

## Family Services

- Provide 21,600 hours of direct counselling, education and case management services to clients - consistent with 2023 services

## Housing Services

- Maintain over 1,200 units for Rent-Geared-to-Income households - consistent with 2023 inventory

## Social Assistance

- Move 200 individuals from the By -Name List to stable housing.

## Long-Term Care Homes

- Provide 4.2 hours of direct Nursing and Personal Care and 0.6 hours of Allied Health Care per resident per day in our Long-Term Care homes - consistent with 2023 levels
- Provide 5,000 hours of homemaking services for low-income persons in need - consistent with 2023 levels

## 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

	2023 Estimated Actuals	2023 Approved Budget	2024 Proposed Budget	Variance	
				\$	%
<b>Expenses</b>					
<b>Operating Expenses</b>					
Personnel Expenses	186,426	181,800	199,447		
Personnel Related	1,276	1,027	1,261		
Communications	750	1,011	987		
Supplies	1,987	1,888	1,896		
Food	5,526	5,287	5,584		
Utilities	3,143	3,190	3,080		
Medical Care	2,402	1,687	1,755		
Computer Maintenance & Operations	541	605	687		
Materials & Services	3,213	2,548	2,596		
Buildings & Grounds Operations	2,761	2,210	2,900		
Equipment Maintenance & Repairs	1,127	823	925		
Vehicle Operations	157	36	150		
Client Benefit Expenses	78,743	83,489	85,239		
Outside Agency Expenses	51,486	53,061	55,195		
Social Housing Provider Expenses	907	906	393		
Debt Charges	7,047	7,047	13,940		
Professional Services	1,666	1,473	2,038		
Contracted Services	197,240	206,555	201,086		
Leased Facilities Expenses	1,748	1,735	1,738		
Financial Expenses	281	249	283		
Property Taxes	14	78	64		
Minor Assets & Equipment	468	166	589		
Major Repairs & Renovations	251	167	515		
Headquarters Shared Costs	2,945	2,974	3,135		
<b>Operating Expenses Subtotal</b>	<b>552,105</b>	<b>560,012</b>	<b>585,483</b>	<b>25,471</b>	<b>4.5%</b>
<b>Internal Transfers &amp; Recoveries</b>					
NextGen Charges	6	6	6		
Health Charge	351	351	351		
Recovery - Durham Emergency Management	(71)	(71)	(147)		
Recovery - CUPE President	(110)	(110)	-		



## 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

	2023 Estimated Actuals	2023 Approved Budget	2024 Proposed Budget	Variance	
				\$	%
Recovery - Corporate HR	(113)	(113)	(109)		
Recovery PCOP	(220)	(220)	(323)		
DRLHC Payroll Charge	(3,366)	(3,366)	(3,388)		
<b>Internal Transfers &amp; Recoveries Subtotal</b>	<b>(3,523)</b>	<b>(3,523)</b>	<b>(3,610)</b>	<b>(87)</b>	<b>(2.5%)</b>
<b>Gross Operating Expenses</b>	<b>548,582</b>	<b>556,489</b>	<b>581,873</b>	<b>25,384</b>	<b>4.6%</b>
<b>Capital Expenses</b>					
New	126,364	126,364	103		
Replacement	2,134	2,134	2,893		
<b>Capital Expenses Subtotal</b>	<b>128,498</b>	<b>128,498</b>	<b>2,996</b>	<b>(125,502)</b>	<b>(97.7%)</b>
<b>Total Expenses</b>	<b>677,080</b>	<b>684,987</b>	<b>584,869</b>	<b>(100,118)</b>	<b>(14.6%)</b>
<b>Operating Revenue</b>					
Provincial Subsidy	(373,270)	(383,262)	(389,205)		
Federal Subsidy	(13,832)	(13,832)	(12,294)		
Fees & Service Charges	(22,542)	(21,606)	(22,513)		
Rents	(45)	(112)	(205)		
Sundry Revenue	(819)	(662)	(737)		
Reserve Financing for Operations	(1,200)	(1,200)	(1,000)		
Revenue from Related Entities	(20)	(20)	(264)		
<b>Operating Revenue Subtotal</b>	<b>(411,728)</b>	<b>(420,694)</b>	<b>(426,218)</b>	<b>(5,524)</b>	<b>(1.3%)</b>
<b>Capital Financing</b>					
Grant - Capital	(10,525)	(10,525)	-		
Residential DC - Long-Term Care Homes	(651)	(651)	-		
Recovery from Capital Project Reserve	(10,591)	(10,591)	-		
Other	(10,180)	(10,180)	-		
Debenture	(94,078)	(94,078)	-		
<b>Capital Financing Subtotal</b>	<b>(126,025)</b>	<b>(126,025)</b>	<b>-</b>	<b>126,025</b>	<b>100.0%</b>
<b>Total Revenues and Financing</b>	<b>(537,753)</b>	<b>(546,719)</b>	<b>(426,218)</b>	<b>120,501</b>	<b>22.0%</b>
<b>Property Tax Requirement Social Services</b>	<b>139,327</b>	<b>138,268</b>	<b>158,651</b>	<b>20,383</b>	<b>14.7%</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

	2023 Estimated Actuals	2023 Approved Budget					2024 Proposed Budget					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	1,497	21,055	-	(19,476)	-	1,579	18,361	-	(18,361)	-	-	(1,579)	
2 Directly Operated Spaces	2,504	7,007	35	(4,507)	(706)	1,829	7,587	73	(4,666)	(928)	2,066	237	
3 Ontario Works Child Care	-	1,500	-	(1,227)	-	273	1,227	-	(1,227)	-	-	(273)	
4 Special Needs Resourcing	277	3,486	-	(3,108)	-	378	3,486	-	(3,108)	-	378	-	
5 Children's Developmental and Behavioural Supports	459	2,767	-	(1,422)	(636)	709	2,942	-	(1,422)	(641)	879	170	
6 General Operating Program Subsidy	3,098	9,492	-	(8,525)	-	967	7,905	-	(6,939)	-	966	(1)	
7 Core Administration	3,436	4,652	-	(1,551)	-	3,101	4,956	-	(1,051)	-	3,905	804	
8 Special Purpose - Projects	-	1,061	-	(1,061)	-	-	1,061	-	(1,061)	-	-	-	
9 Wage Enhancement	267	11,797	-	(11,591)	-	206	11,797	-	(11,591)	-	206	-	
10 Child and Family Supports	1	5,395	-	(5,395)	-	-	5,491	-	(5,491)	-	-	-	
11 Child Care Expansion Plan	2,102	10,437	81	(8,534)	-	1,984	8,849	8	(8,534)	-	323	(1,661)	
12 Canada-Ontario Early Learning and Child Care	-	6,191	-	(6,191)	-	-	5,177	-	(5,177)	-	-	-	
13 Canada Wide Early Learning and Child Care	-	110,729	-	(110,729)	-	-	99,738	-	(99,738)	-	-	-	
14 Headquarters Shared Cost - Children's Services Portion	444	717	-	(272)	-	445	752	-	(272)	-	480	35	
<b>Children's Services Subtotal</b>	<b>14,085</b>	<b>196,286</b>	<b>116</b>	<b>(183,589)</b>	<b>(1,342)</b>	<b>11,471</b>	<b>179,329</b>	<b>81</b>	<b>(168,638)</b>	<b>(1,569)</b>	<b>9,203</b>	<b>(2,268) -19.8%</b>	
<b>Emergency Management and Program Support Services</b>													
1 Emergency Management	675	488	-	-	-	488	634	-	-	-	634	146	
2 Program Support Services	620	757	4	-	-	761	1,458	2	-	-	1,460	699	
<b>Emergency Management and Program Support Services Subtotal</b>	<b>1,295</b>	<b>1,245</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>1,249</b>	<b>2,092</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>2,094</b>	<b>845 67.7%</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

	2023 Estimated Actuals	2023 Approved Budget					2024 Proposed Budget					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	5,106	5,413	4	-	(197)	5,220	5,673	109	-	(197)	5,585	365	
2 Employee Assistance Program (EAP)	(46)	178	-	-	(178)	-	178	-	-	(178)	-	-	
3 Adult Community Support Services	238	883	-	(771)	-	112	1,192	-	(771)	(75)	346	234	
4 Partner Assault Response	-	497	-	(445)	(52)	-	576	-	(522)	(54)	-	-	
5 Facilities Management	255	254	11	-	-	265	258	11	-	-	269	4	
6 Headquarters Shared Cost - Family Services Portion	385	418	-	-	-	418	439	-	-	-	439	21	
<b>Family Services Subtotal</b>	<b>5,938</b>	<b>7,643</b>	<b>15</b>	<b>(1,216)</b>	<b>(427)</b>	<b>6,015</b>	<b>8,316</b>	<b>120</b>	<b>(1,293)</b>	<b>(504)</b>	<b>6,639</b>	<b>624 10.4%</b>	
<b>Housing Services</b>													
1 Social Housing Administration	3,421	3,647	42	(44)	(113)	3,532	4,261	40	(18)	(205)	4,078	546	
2 Durham Access to Social Housing	90	98	-	-	-	98	102	-	-	-	102	4	
3 Investment in Affordable Housing (IAH)	-	248	-	(248)	-	-	247	-	(247)	-	-	-	
4 DRLHC - Property Management	-	-	-	-	-	-	-	-	-	-	-	-	
5 Community Housing Provider Payments	29,157	39,420	-	(8,734)	-	30,686	38,723	-	(7,430)	-	31,293	607	
6 Commercial Rent Supplement	3,348	3,333	-	-	-	3,333	3,353	-	-	-	3,353	20	
7 Durham Region Rent Supplement	1,594	1,549	-	-	-	1,549	1,879	-	-	-	1,879	330	
8 Strong Communities Rent Supplement	-	1,439	-	(1,439)	-	-	1,755	-	(1,755)	-	-	-	
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 Community Housing Repairs	-	3,687	-	(3,687)	-	-	5,868	-	(5,868)	-	-	-	
12 OPHI Capital	-	3,423	-	(3,423)	-	-	3,359	-	(3,359)	-	-	-	
13 Headquarters Shared Cost - Housing Services Portion	154	154	-	-	-	154	162	-	-	-	162	8	
<b>Housing Services Subtotal</b>	<b>37,764</b>	<b>58,302</b>	<b>42</b>	<b>(18,879)</b>	<b>(113)</b>	<b>39,352</b>	<b>61,013</b>	<b>40</b>	<b>(19,981)</b>	<b>(205)</b>	<b>40,867</b>	<b>1,515 3.8%</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

	2023 Estimated Actuals	2023 Approved Budget					2024 Proposed Budget					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	4,807	5,769	500	-	(1,200)	5,069	9,301	-	-	(1,000)	8,301	3,232	
2 Homelessness Prevention Program	-	10,097	-	(10,097)	-	-	17,173	-	(16,929)	(244)	-	-	
3 Reaching Home	-	4,974	-	(4,974)	-	-	4,740	-	(4,740)	-	-	-	
4 Ontario Works Program Delivery	16,087	34,701	141	(18,596)	(12)	16,234	34,140	61	(14,059)	(12)	20,130	3,896	
5 Ontario Works Client Benefits	-	81,732	-	(81,732)	-	-	81,732	-	(81,732)	-	-	-	
6 Funerals & Burials	121	275	-	-	(101)	174	275	-	-	(101)	174	-	
7 Social Investment Fund	1,052	833	-	-	-	833	833	-	-	-	833	-	
8 Integrated Employment Services	-	12,209	-	(12,209)	-	-	20,200	-	(20,200)	-	-	-	
9 Headquarters Shared Cost - Social Assistance Portion	917	1,553	-	(636)	-	917	1,630	-	(636)	-	994	77	
<b>Social Assistance Subtotal</b>	<b>22,984</b>	<b>152,143</b>	<b>641</b>	<b>(128,244)</b>	<b>(1,313)</b>	<b>23,227</b>	<b>170,024</b>	<b>61</b>	<b>(138,296)</b>	<b>(1,357)</b>	<b>30,432</b>	<b>7,205</b>	<b>31.0%</b>
<b>Fairview Lodge</b>													
1 Nursing and Personal Care	7,442	20,240	58	(13,207)	-	7,091	22,327	183	(14,619)	-	7,891	800	
2 Resident Care Program Support (RCPS)	378	2,200	-	(1,370)	(8)	822	2,269	-	(1,349)	(8)	912	90	
3 Raw Food	217	1,014	-	(824)	(29)	161	1,123	-	(899)	(29)	195	34	
4 Other Accommodation													
Administration	(4,859)	1,286	95	(1,694)	(4,509)	(4,822)	1,355	62	(1,749)	(4,534)	(4,866)	(44)	
Debt Charges	1,020	1,020	-	-	-	1,020	1,019	-	-	-	1,019	(1)	
Food Services	2,795	2,975	-	(63)	-	2,912	3,091	93	(83)	-	3,101	189	
Environmental Services	5,046	4,742	275	-	-	5,017	4,970	254	-	-	5,224	207	
Other Accommodation Subtotal	<b>4,002</b>	<b>10,023</b>	<b>370</b>	<b>(1,757)</b>	<b>(4,509)</b>	<b>4,127</b>	<b>10,435</b>	<b>409</b>	<b>(1,832)</b>	<b>(4,534)</b>	<b>4,478</b>		
<b>Fairview Lodge Subtotal</b>	<b>12,039</b>	<b>33,477</b>	<b>428</b>	<b>(17,158)</b>	<b>(4,546)</b>	<b>12,201</b>	<b>36,154</b>	<b>592</b>	<b>(18,699)</b>	<b>(4,571)</b>	<b>13,476</b>	<b>1,275</b>	<b>10.4%</b>
<b>Hillsdale Estates</b>													
1 Nursing and Personal Care	11,407	27,924	390	(17,198)	(6)	11,110	31,747	222	(20,350)	(6)	11,613	503	
2 Resident Care Program Support (RCPS)	131	2,631	-	(2,152)	(7)	472	3,001	35	(2,305)	(7)	724	252	
3 Raw Food	471	1,934	-	(1,250)	(84)	600	1,992	-	(1,363)	(84)	545	(55)	
4 Other Accommodation													


## 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

	2023 Estimated Actuals	2023 Approved Budget					2024 Proposed Budget					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
Administration	(6,462)	1,609	44	(1,017)	(7,389)	(6,753)	1,509	42	(606)	(7,734)	(6,789)	(36)	
Debt Charges	-	-	-	-	-	-	-	-	-	-	-	-	
Food Services	4,067	3,783	-	-	-	3,783	3,961	240	-	-	4,201	418	
Environmental Services	6,473	6,143	-	-	-	6,143	6,527	691	-	-	7,218	1,075	
Other Accommodation Subtotal	<b>4,078</b>	<b>11,535</b>	<b>44</b>	<b>(1,017)</b>	<b>(7,389)</b>	<b>3,173</b>	<b>11,997</b>	<b>973</b>	<b>(606)</b>	<b>(7,734)</b>	<b>4,630</b>		
<b>Hillsdale Estates Subtotal</b>	<b>16,087</b>	<b>44,024</b>	<b>434</b>	<b>(21,617)</b>	<b>(7,486)</b>	<b>15,355</b>	<b>48,737</b>	<b>1,230</b>	<b>(24,624)</b>	<b>(7,831)</b>	<b>17,512</b>	<b>2,157</b>	<b>14.0%</b>
<b>Hillsdale Terraces</b>													
1 Nursing and Personal Care	6,292	17,870	62	(11,372)	(4)	6,556	20,222	204	(13,453)	(4)	6,969	413	
2 Resident Care Program Support (RCPS)	398	2,067	-	(1,430)	(5)	632	2,150	-	(1,446)	(5)	699	67	
3 Raw Food	347	1,143	-	(833)	(41)	269	1,167	-	(909)	(41)	217	(52)	
4 Other Accommodation													
Administration	(4,603)	1,291	52	(1,243)	(4,697)	(4,597)	1,345	85	(1,160)	(4,846)	(4,576)	21	
Debt Charges	3,434	3,434	-	-	-	3,434	3,434	-	-	-	3,434	-	
Food Services	3,071	3,008	77	-	-	3,085	3,163	26	-	-	3,189	104	
Environmental Services	5,009	4,370	305	-	-	4,675	4,699	-	-	-	4,699	24	
Other Accommodation Subtotal	<b>6,911</b>	<b>12,103</b>	<b>434</b>	<b>(1,243)</b>	<b>(4,697)</b>	<b>6,597</b>	<b>12,641</b>	<b>111</b>	<b>(1,160)</b>	<b>(4,846)</b>	<b>6,746</b>		
<b>Hillsdale Terraces Subtotal</b>	<b>13,948</b>	<b>33,183</b>	<b>496</b>	<b>(14,878)</b>	<b>(4,747)</b>	<b>14,054</b>	<b>36,180</b>	<b>315</b>	<b>(16,968)</b>	<b>(4,896)</b>	<b>14,631</b>	<b>577</b>	<b>4.1%</b>
<b>Lakeview Manor</b>													
1 Nursing and Personal Care	5,181	13,374	70	(8,051)	-	5,393	15,219	70	(9,686)	-	5,603	210	
2 Resident Care Program Support (RCPS)	463	1,998	-	(1,130)	(4)	864	2,028	-	(1,090)	(4)	934	70	
3 Raw Food	124	795	-	(621)	(25)	149	812	-	(677)	(25)	110	(39)	
4 Other Accommodation													
Administration	(3,289)	932	38	(885)	(3,486)	(3,401)	954	61	(774)	(3,646)	(3,405)	(4)	
Debt Charges	2,593	2,593	-	-	-	2,593	2,593	-	-	-	2,593	-	
Food Services	1,983	1,922	5	-	-	1,927	2,030	57	-	-	2,087	160	
Environmental Services	3,559	3,247	150	-	-	3,397	3,337	350	-	-	3,687	290	
Other Accommodation Subtotal	<b>4,846</b>	<b>8,694</b>	<b>193</b>	<b>(885)</b>	<b>(3,486)</b>	<b>4,516</b>	<b>8,914</b>	<b>468</b>	<b>(774)</b>	<b>(3,646)</b>	<b>4,962</b>		
<b>Lakeview Manor Subtotal</b>	<b>10,614</b>	<b>24,861</b>	<b>263</b>	<b>(10,687)</b>	<b>(3,515)</b>	<b>10,922</b>	<b>26,973</b>	<b>538</b>	<b>(12,227)</b>	<b>(3,675)</b>	<b>11,609</b>	<b>687</b>	<b>6.3%</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

	2023 Estimated Actuals	2023 Approved Budget					2024 Proposed Budget					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>LTC Administration</b>														
1 Divisional Administration	4,422	4,238	126,059	(10,525)	(115,500)	4,272	11,936	17	-	-	11,953	7,681		
2 Homemakers Services	20	100	-	(80)	-	20	100	-	(80)	-	20	-		
<b>LTC Administration Subtotal</b>	<b>4,442</b>	<b>4,338</b>	<b>126,059</b>	<b>(10,605)</b>	<b>(115,500)</b>	<b>4,292</b>	<b>12,036</b>	<b>17</b>	<b>(80)</b>	<b>-</b>	<b>11,973</b>	<b>7,681</b>	<b>179.0%</b>	
<b>Adult Day Program</b>														
1 Adult Day Program	131	989	-	(748)	(111)	130	1,019	-	(693)	(111)	215	85		
<b>Adult Day Program Subtotal</b>	<b>131</b>	<b>989</b>	<b>-</b>	<b>(748)</b>	<b>(111)</b>	<b>130</b>	<b>1,019</b>	<b>-</b>	<b>(693)</b>	<b>(111)</b>	<b>215</b>	<b>85</b>	<b>65.4%</b>	
<b>Property Tax Requirement Social Services</b>	<b>139,327</b>	<b>556,491</b>	<b>128,498</b>	<b>(407,621)</b>	<b>(139,100)</b>	<b>138,268</b>	<b>581,873</b>	<b>2,996</b>	<b>(401,499)</b>	<b>(24,719)</b>	<b>158,651</b>	<b>20,383</b>	<b>14.7%</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Children's Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	39	-	263	127	327	145	862
Machinery & Equipment	18	14	-	-	-	22	46	68
Information Technology	81	8	140	86	8	140	469	843
Furniture & Fixtures	17	20	20	20	20	20	117	197
<b>Capital Expenditure Subtotal</b>	<b>116</b>	<b>81</b>	<b>160</b>	<b>369</b>	<b>155</b>	<b>509</b>	<b>777</b>	<b>1,970</b>
<b>Capital Financing</b>								
General Levy	116	81	160	369	155	509	777	1,970
<b>Capital Financing Subtotal</b>	<b>116</b>	<b>81</b>	<b>160</b>	<b>369</b>	<b>155</b>	<b>509</b>	<b>777</b>	<b>1,970</b>
<b>Total Capital Children's Services</b>	<b>116</b>	<b>81</b>	<b>160</b>	<b>369</b>	<b>155</b>	<b>509</b>	<b>777</b>	<b>1,970</b>
<b>Emergency Management and Program Support Services</b>								
<b>Capital Expenditures</b>								
Information Technology	4	2	4	4	2	4	17	31
<b>Capital Expenditure Subtotal</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>17</b>	<b>31</b>
<b>Capital Financing</b>								
General Levy	4	2	4	4	2	4	17	31
<b>Capital Financing Subtotal</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>17</b>	<b>31</b>
<b>Total Capital Emergency Management and Program Support Services</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>17</b>	<b>31</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Family Services</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	1,900	-	-	-	-	1,900
Machinery & Equipment	11	11	-	-	-	-	-	-
Information Technology	4	109	25	4	107	25	248	409
<b>Capital Expenditure Subtotal</b>	<b>15</b>	<b>120</b>	<b>1,925</b>	<b>4</b>	<b>107</b>	<b>25</b>	<b>248</b>	<b>2,309</b>
<b>Capital Financing</b>								
General Levy	15	120	228	4	107	25	248	612
Other Reserves	-	-	1,150	-	-	-	-	1,150
Development Charges	-	-	547	-	-	-	-	547
<b>Capital Financing Subtotal</b>	<b>15</b>	<b>120</b>	<b>1,925</b>	<b>4</b>	<b>107</b>	<b>25</b>	<b>248</b>	<b>2,309</b>
<b>Total Capital Family Services</b>	<b>15</b>	<b>120</b>	<b>1,925</b>	<b>4</b>	<b>107</b>	<b>25</b>	<b>248</b>	<b>2,309</b>
<b>Housing Services</b>								
<b>Capital Expenditures</b>								
Information Technology	42	40	64	53	40	56	256	469
<b>Capital Expenditure Subtotal</b>	<b>42</b>	<b>40</b>	<b>64</b>	<b>53</b>	<b>40</b>	<b>56</b>	<b>256</b>	<b>469</b>
<b>Capital Financing</b>								
General Levy	42	40	46	49	40	38	230	403
Other Financing	-	-	18	4	-	18	26	66
<b>Capital Financing Subtotal</b>	<b>42</b>	<b>40</b>	<b>64</b>	<b>53</b>	<b>40</b>	<b>56</b>	<b>256</b>	<b>469</b>
<b>Total Capital Housing Services</b>	<b>42</b>	<b>40</b>	<b>64</b>	<b>53</b>	<b>40</b>	<b>56</b>	<b>256</b>	<b>469</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Social Assistance</b>								
<b>Capital Expenditures</b>								
Machinery & Equipment	14	11	-	-	-	10	-	10
Building & Structures	500	-	-	6,400	-	20,000	-	26,400
Information Technology	127	50	465	270	49	538	1,072	2,394
<b>Capital Expenditure Subtotal</b>	<b>641</b>	<b>61</b>	<b>465</b>	<b>6,670</b>	<b>49</b>	<b>20,548</b>	<b>1,072</b>	<b>28,804</b>
<b>Capital Financing</b>								
General Levy	641	61	465	989	49	18,163	1,072	20,738
Other Reserves/Reserve Fund	-	-	-	3,850	-	-	-	3,850
Development Charges	-	-	-	1,831	-	2,385	-	4,216
<b>Capital Financing Subtotal</b>	<b>641</b>	<b>61</b>	<b>465</b>	<b>6,670</b>	<b>49</b>	<b>20,548</b>	<b>1,072</b>	<b>28,804</b>
<b>Total Capital Social Assistance</b>	<b>641</b>	<b>61</b>	<b>465</b>	<b>6,670</b>	<b>49</b>	<b>20,548</b>	<b>1,072</b>	<b>28,804</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Long-Term Care and Services for Seniors</b>								
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	265	200	-	-	-	-	-	-
Machinery & Equipment	87	295	424	332	318	197	958	2,229
Information Technology	76	52	88	85	46	115	367	701
Furniture & Fixtures	-	45	55	45	35	35	175	345
<b>Capital Expenditure Subtotal</b>	<b>428</b>	<b>592</b>	<b>567</b>	<b>462</b>	<b>399</b>	<b>347</b>	<b>1,500</b>	<b>3,275</b>
<b>Capital Financing</b>								
General Levy	422	592	567	462	399	347	1,500	3,275
Reserve/ Reserve Funds	-	-	-	-	-	-	-	-
Subsidy / Grant	6	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>428</b>	<b>592</b>	<b>567</b>	<b>462</b>	<b>399</b>	<b>347</b>	<b>1,500</b>	<b>3,275</b>
<b>Total Capital Fairview Lodge Long-Term Care Home</b>	<b>428</b>	<b>592</b>	<b>567</b>	<b>462</b>	<b>399</b>	<b>347</b>	<b>1,500</b>	<b>3,275</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Machinery & Equipment	389	492	2,837	1,431	2,148	119	3,488	10,023
Information Technology	30	47	69	46	42	69	208	434
Furniture & Fixtures	15	10	100	90	-	-	-	190
Building & Structures	-	681	1,761	-	-	-	13,850	15,611
<b>Capital Expenditure Subtotal</b>	<b>434</b>	<b>1,230</b>	<b>4,767</b>	<b>1,567</b>	<b>2,190</b>	<b>188</b>	<b>17,546</b>	<b>26,258</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Capital Financing</b>								
General Levy	434	1,230	4,767	1,567	2,190	188	17,546	26,258
Other Financing	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>434</b>	<b>1,230</b>	<b>4,767</b>	<b>1,567</b>	<b>2,190</b>	<b>188</b>	<b>17,546</b>	<b>26,258</b>
<b>Total Capital</b>	<b>434</b>	<b>1,230</b>	<b>4,767</b>	<b>1,567</b>	<b>2,190</b>	<b>188</b>	<b>17,546</b>	<b>26,258</b>
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	-	200	110	1,654	-	2,007	3,971
Machinery & Equipment	471	234	453	533	1,381	147	5,320	7,834
Information Technology	20	50	32	32	75	32	214	385
Furniture & Fixtures	5	31	26	20	20	20	92	178
<b>Capital Expenditure Subtotal</b>	<b>496</b>	<b>315</b>	<b>711</b>	<b>695</b>	<b>3,130</b>	<b>199</b>	<b>7,633</b>	<b>12,368</b>
<b>Capital Financing</b>								
General Levy	496	315	711	695	3,130	199	7,633	12,368
Reserve/ Reserve Funds	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>496</b>	<b>315</b>	<b>711</b>	<b>695</b>	<b>3,130</b>	<b>199</b>	<b>7,633</b>	<b>12,368</b>
<b>Total Capital</b>	<b>496</b>	<b>315</b>	<b>711</b>	<b>695</b>	<b>3,130</b>	<b>199</b>	<b>7,633</b>	<b>12,368</b>
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Lakeview Manor Long-Term Care Home</b>								
<b>Capital Expenditures</b>								
Building & Structures	-	50	-	60	677	-	-	737
Machinery & Equipment	224	457	233	175	385	962	603	2,358
Information Technology	39	21	22	50	22	23	149	266
Furniture & Fixtures	-	10	28	-	-	-	-	28
<b>Capital Expenditure Subtotal</b>	<b>263</b>	<b>538</b>	<b>283</b>	<b>285</b>	<b>1,084</b>	<b>985</b>	<b>752</b>	<b>3,389</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

	2023 Approved Budget	2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Capital Financing</b>								
General Levy	263	538	283	285	1,084	985	752	3,389
Reserve/ Reserve Funds	-	-	-	-	-	-	-	-
Subsidy / Grant	-	-	-	-	-	-	-	-
<b>Capital Financing Subtotal</b>	<b>263</b>	<b>538</b>	<b>283</b>	<b>285</b>	<b>1,084</b>	<b>985</b>	<b>752</b>	<b>3,389</b>
<b>Total Capital Lakeview Manor Long-Term Care Home</b>	<b>263</b>	<b>538</b>	<b>283</b>	<b>285</b>	<b>1,084</b>	<b>985</b>	<b>752</b>	<b>3,389</b>
<b>Long-Term Care Administration</b>								
<b>Capital Expenditures</b>								
Building and Structures	126,025	-	-	-	-	-	-	-
Information Technology	34	17	42	25	27	42	168	304
Furniture & Fixtures	-	-	-	-	-	-	-	-
<b>Capital Expenditure Subtotal</b>	<b>126,059</b>	<b>17</b>	<b>42</b>	<b>25</b>	<b>27</b>	<b>42</b>	<b>168</b>	<b>304</b>
<b>Capital Financing</b>								
General Levy	34	17	42	25	27	42	168	304
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>126,059</b>	<b>17</b>	<b>42</b>	<b>25</b>	<b>27</b>	<b>42</b>	<b>168</b>	<b>304</b>
<b>Total Capital Long-Term Care Administration</b>	<b>126,059</b>	<b>17</b>	<b>42</b>	<b>25</b>	<b>27</b>	<b>42</b>	<b>168</b>	<b>304</b>
<b>Total Capital Social Services</b>	<b>128,498</b>	<b>2,996</b>	<b>8,988</b>	<b>10,134</b>	<b>7,183</b>	<b>22,903</b>	<b>29,969</b>	<b>79,177</b>

## Details of Budget Changes

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Children's Services</b>	
New Positions – details of the 11.0 FTEs are provided in the Staffing Details section. Annualized impact of \$1,102k	353
Increased revenue at the Early Learning and Child Care Centres from increased allocation of Canada Wide Early Learning and Child Care fee subsidy funding (-\$1,038k), provincial subsidy (-\$159k) and parent fees (-\$222k)	(1,419)
Investment to operate the Village Union Early Learning and Child Care Centre in the City of Oshawa. This includes 5.0 FTEs (2.0 Program Assistants, 2.0 Early Childhood Educators, 1.0 Supervisor)	349
Decrease in Canada Wide Early Learning and Child Care subsidy (-\$10,991k) and related outflows to reflect the actual allocation received	-
Net increase in Major Repairs and Renovation	293
Net decrease in capital – for further details see Appendix A	(38)
<b>Strategic Investments: Children's Services Subtotal</b>	<b>(462)</b>
<b>Base Adjustments: Children's Services</b>	<b>2024 Impact</b> (\$ 000's)
Economic Increases	691
Annualization of 1.0 FTEs approved in the 2023 budget	87
Inflationary increases	96

## Details of Budget Changes Continued

Line-by-line savings	(90)
Net reallocation of funding under the Canada-Wide Early Learning and Child Care program to existing regional and community child care programs and providers	(2,625)
Increase in Children's Services share of costs for the operation and maintenance of Regional Headquarters	35
<b>Base Adjustments: Children's Services Subtotal</b>	<b>(1,806)</b>
<b>Net Changes: Children's Services</b>	<b>(2,268)</b>

## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Emergency Management and Program Support Services</b>	
New Positions – details of the 2.0 FTE are provided in the Staffing Details section. Annualized impact of \$151k	74
Transfer and upgrade of 1.0 FTE from Long Term Care Administration	198
Implementation of a community social investment program to support the Durham Region non-profit sector	500
Professional fees for the development of poverty reduction strategy	100
Net decrease in capital – for further details see Appendix A	(2)
<b>Strategic Investments: Emergency Management and Program Support Services Subtotal</b>	<b>870</b>
<b>Base Adjustments: Emergency Management and Program Support Services</b>	<b>2024 Impact</b> (\$ 000's)
Economic increases	32
Line-by-line savings	(57)
<b>Base Adjustments: Emergency Management and Program Support Services Subtotal</b>	<b>(25)</b>
<b>Net Changes: Emergency Management and Program Support Services</b>	<b>845</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Family Services</b>	<b>2024 Impact</b> (\$ 000's)
New Positions – details of the 1.0 FTEs are provided in the Staffing Details section. Annualized impact of \$131k	66
Transfer of a Financial Analyst (1.0 FTE) from Social Assistance	105
Increased funding to provide the Partner Assault Response program (\$77k). The increased subsidy is completely offset with program costs	-
Increased revenue for the delivery of the financial trustee program on behalf of Adult Protective Services clients	(75)
Net investment in capital – for further details see Appendix A	105
<b>Strategic Investments: Family Services Subtotal</b>	<b>201</b>
<b>Base Adjustments: Family Services</b>	<b>2024 Impact</b> (\$ 000's)
Economic increases	307
Annualization of 1.0 FTE approved in the 2023 budget	73
Inflationary increases	22
Increase in Family Services share of costs for the operation and maintenance of Regional Headquarters	21
<b>Base Adjustments: Family Services Subtotal</b>	<b>423</b>
<b>Net Changes: Family Services</b>	<b>624</b>



## Details of Budget Changes Continued

<b>Strategic Investments: Housing Services</b>	<b>2024 Impact</b> (\$ 000's)
New Positions – details of the 4.0 FTEs are provided in the Staffing Details section. Annualized impact of \$704k	656
Transfer of a Program Manager (1.0 FTE) to Social Assistance	(181)
Development of a new 10-year housing strategy to advance affordable housing and redevelopment office work	150
Net operating costs for the Beaverton Supportive Housing (\$2,426k) which is partially offset with provincial subsidy (-\$2,000k) and rental revenue (-\$93k)	333
Increase in Regional funding for community provider payments to help mitigate the decrease in federal funding (\$1,303k)	613
Increase in rent supplements for people experiencing or at risk of experiencing homelessness (\$647k) which are partially offset by provincial subsidy (-\$316k)	331
Increased funding under the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative (-\$2,116k) which has been allocated to increased program costs and administration (-\$461k)	(461)
Net decrease in capital – for further details see Appendix A	(2)
<b>Strategic Investments: Housing Services Subtotal</b>	<b>1,439</b>

## Details of Budget Changes Continued

<b>Base Adjustments:</b> Housing Services	<b>2024 Impact</b> (\$ 000's)
Economic increases	98
Inflationary increases	80
Line-by-line savings	(128)
Increase in Housing Services share of costs for the operation and maintenance of Regional Headquarters	26
<b>Base Adjustments:</b> Housing Services Subtotal	<b>76</b>
<hr/>	
<b>Net Changes: Housing Services</b>	<b>1,515</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Social Assistance</b>	<b>2024 Impact</b> (\$ 000's)
Increased Regional investment in homelessness supports to maintain programs for those experiencing or at risk of becoming homeless	3,232
Reduction in subsidy (\$4,537k) due to the transfer of responsibility Ontario Works benefits administration to the Province. This impact was partially mitigated by the reallocation of 8.3 FTEs to Integrated Employment Services which is fully subsidized (\$1,091k) and 4.4 FTEs to provincially subsidized Homelessness Prevention programs (\$544k) and 1.0 FTE to Family Services (\$105k)	2,797
Transfer of 1.0 FTE from Housing Services to Social Assistance - Business Affairs and Financial Management to reflect work currently performed	151
Transfer of 1.0 FTE transferred to Service Durham to centralize and improve the customer experience across all channels within the Region	(122)
Establishment of the Integrated Employment Services program at an incremental cost of \$7,991k which is fully offset by provincial subsidy	-
Increase in provincial Homelessness Prevention Program funding (-\$6,832k) which is allocated to support the Region's outreach program (\$1,558k), Housing Stability Program (\$2,215k) and other homelessness prevention programs (\$3,059k)	-
Decrease in federal Reaching Home funding (-\$234k) and related outflows to reflect the actual allocation received	-
Net decrease in capital – for further details see Appendix A	(80)
<b>Strategic Investments: Social Assistance Subtotal</b>	<b>5,978</b>

## Details of Budget Changes Continued

<b>Base Adjustments: Social Assistance</b>	<b>2024 Impact</b> (\$ 000's)
Economic Increases	1,154
Annualization of 3.0 FTE approved in the 2023 budget	104
Line-by-line savings	(108)
Increase in Social Assistance's share of costs for the operation and maintenance of Regional Headquarters	77
<b>Base Adjustments: Social Assistance Subtotal</b>	<b>1,227</b>
<b>Net Changes: Social Assistance</b>	<b>7,205</b>

## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Fairview Lodge Long-Term Care Home</b>	
New Positions – details of the 1.0 FTE are provided in the Staffing Details section. Annualized impact of \$165k	83
Net Increase in provincial subsidies	(1,407)
Net increase in Major Repairs and Renovation (\$5k) and Minor Assets Equipment (\$151k). The costs are partially offset with subsidy (-\$112k)	44
Increase costs related to infection prevention and control supplies	60
Net investment in capital – for further details see Appendix C	164
<b>Strategic Investments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>(1,056)</b>
<b>Base Adjustments: Fairview Lodge Long-Term Care Home</b>	
	<b>2024 Impact</b> (\$ 000's)
Economic increases	1,074
Annualization of 14.0 FTEs approved in the 2023 budget	265
Inflationary increases	266
Line-by-line savings	(89)
Adjustments to fees and charges	(25)
Removal of one-time provincial COVID-19 funding	840
<b>Base Adjustments: Fairview Lodge Long-Term Care Home Subtotal</b>	<b>2,331</b>
<b>Net Changes: Fairview Lodge Long-Term Care Home</b>	<b>1,275</b>

## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home</b>	
New Positions – details of the 9.0 FTE are provided in the Staffing Details section. Annualized impact of \$849k	664
Net increase in provincial subsidies	(2,648)
Net increase in Major Repairs and Renovation (\$96k) and Minor Assets Equipment (\$50k). The costs are partially offset with subsidy (-\$139k)	7
Reduction in part-time salaries	(147)
Net investment in capital – for further details see Appendix C	795
<b>Strategic Investments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>(1,329)</b>
	<b>2024 Impact</b> (\$ 000's)
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home</b>	
Economic increases	2,179
Annualization of 19.0 FTEs approved in the 2023 budget	381
Inflationary increases	187
Adjustments to fees and charges	(345)
Removal of one-time provincial COVID-19 funding	1,084
<b>Base Adjustments: Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>3,486</b>
<b>Net Changes: Hillsdale Estates Long-Term Care Home</b>	<b>2,157</b>

## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Hillsdale Terraces Long-Term Care Home</b>	
New Positions – details of the 5.0 FTE are provided in the Staffing Details section. Annualized impact of \$542k	335
Reduction in part-time salaries	(312)
Net increase in provincial subsidies	(1,808)
Net increase in Assets Equipment (\$93k). The costs are fully offset with subsidy (-\$93k)	-
Net decrease in capital – for further details see Appendix C	(181)
<b>Strategic Investments: Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>(1,966)</b>
<hr/>	
	<b>2024 Impact</b> (\$ 000's)
<b>Base Adjustments: Hillsdale Terraces Long-Term Care Home</b>	
Economic increases	1,470
Annualization of 13.0 FTEs approved in the 2023 budget	261
Inflationary increases	280
Adjustments to fees and charges	(148)
Removal of one-time provincial COVID-19 funding	680
<b>Base Adjustments: Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>2,543</b>
<hr/>	
<b>Net Changes: Hillsdale Terraces Long-Term Care Home</b>	<b>577</b>

## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Lakeview Manor Long-Term Care Home</b>	
Net increase in provincial subsidies	(1,729)
Increase in part-time salaries	696
Net increase in Assets Equipment (\$83k). The costs are fully offset with subsidy (-\$83k)	-
Net decrease in capital – for further details see Appendix C	275
<b>Strategic Investments: Lakeview Manor Long-Term Care Home Subtotal</b>	<b>(758)</b>
<hr/>	
	<b>2024 Impact</b> (\$ 000's)
<b>Base Adjustments: Lakeview Manor Long-Term Care Home</b>	
Economic increases	1,013
Annualization of 11.0 FTEs approved in the 2023 budget	260
Inflationary increases	60
Adjustments to fees and charges	(160)
Removal of one-time provincial COVID-19 funding	272
<b>Base Adjustments: Lakeview Manor Long-Term Care Home Subtotal</b>	<b>1,445</b>
<hr/>	
<b>Net Changes: Lakeview Manor Long-Term Care Home</b>	<b>687</b>



## Details of Budget Changes Continued

	<b>2024 Impact</b> (\$ 000's)
<b>Strategic Investments: Long-Term Care Administration</b>	
New Positions – details of the 2 FTE are provided in the Staffing Details section. Annualized impact of \$178k	89
Transfer of 1.0 FTE to Emergency Management and Program Support Services	(137)
Increase in debt servicing costs for the debt financing approved in the 2023 budget for the construction of the new Seaton long-term care home	6,893
Supporting professional growth program to provide ongoing education and training in the Region's long-term care homes	77
Increase in part-time salaries	315
Net decrease in capital – for further details see Appendix C	(16)
<b>Strategic Investments: Long-Term Care Administration Subtotal</b>	<b>7,221</b>
<b>Base Adjustments: Long-Term Care Administration</b>	
Economic increases	181
Annualization of 4 FTEs approved in the 2023 budget	279
<b>Base Adjustments: Long-Term Care Administration Subtotal</b>	<b>460</b>
<b>Net Changes: Long-Term Care Administration</b>	<b>7,681</b>

## Details of Budget Changes Continued

<b>Strategic Investments: Adult Day Program</b>	<b>2024 Impact</b> (\$ 000's)
Increase in part-time salaries	46
<b>Strategic Investments: Adult Day Program Subtotal</b>	<b>46</b>
<b>Base Adjustments: Adult Day Program</b>	<b>2024 Impact</b> (\$ 000's)
Economic Increases	39
<b>Base Adjustments: Adult Day Program Subtotal</b>	<b>39</b>
<b>Net Changes: Adult Day Program</b>	<b>85</b>
<b>Net Changes: Social Services</b>	<b>20,383</b>

## Staffing Details

Children's Services	Full Time Equivalents (FTE's)
<b>2023 Approved Complement (Restated)</b>	<u>141.41</u>
<b>Proposed New Positions</b>	
Child Care Program Assistants to support the directly operated centre's expansion plan	8.0
Early Childhood Educators to support the directly operated centre's expansion plan	7.0
Supervisors, Child Care Centre to support the directly operated centre's expansion plan	1.0
<b>Total Proposed New Positions</b>	<u>16.0</u>
<b>Children's Services Subtotal</b>	<b>157.41</b>

## Staffing Details Continued

Emergency Management and Program Support Services	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>8.0</u>
<b>Positions Transferred</b>	
Advisor Seniors Safety transferred from Long Term Care Administration and upgraded to a Manager of EPSS	1.0
<b>Total Positions Transferred</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Conversion of a temporary Emergency Management Coordinator to full-time permanent position to support work with Ontario Power Generation. Costs fully recovered from Ontario Power Generation	1.0
Program Manager to implement Diversity, Equity and Inclusion strategies informed by jurisdictional scan data, an Indigenous Engagement Protocol, an employee census, regional demographics and the results of the equity audit	1.0
<b>Total Proposed New Positions</b>	<u>2.0</u>
<hr/>	
<b>Emergency Management and Program Support Services Subtotal</b>	<b>11.0</b>

## Staffing Details Continued

Family Services	Full Time Equivalents (FTE's)
<b>2023 Approved Complement (Restated)</b>	<u>61.44</u>
<b>Positions Transferred</b>	
Financial Analyst 1 transferred from Social Assistance	1.0
<b>Total Positions Transferred</b>	<u>1.0</u>
<b>Proposed New Positions</b>	
Family Counsellor 2 to reduce waitlist time for family counselling services and mental health services, ensuring timely access to services	1.0
<b>Total Proposed New Positions</b>	<u>1.0</u>
<b>Family Services Subtotal</b>	<u>63.44</u>

## Staffing Details Continued

### Housing Services

Full Time Equivalents  
(FTE's)

**2023 Approved Complement (Restated)**

48.19

### Positions Approved In Year

On June 14, 2023 Regional Council, through Report 2023-COW-28, approved three new full-time positions to establish the Regional Affordable Housing Development and Renewal Office

Director of Affordable Housing

1.0

Program Manager

1.0

Advisor – Policy

1.0

**Total Positions Approved In Year**

3.0

### Position Transferred

Program Manager, Housing Program transferred to Social Assistance

(1.0)

**Total Positions Transferred**

(1.0)

## Staffing Details Continued

### Proposed New Positions

Program Assistant to address resource requirements. This position is fully funded by provincial subsidy 1.0

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**Total Proposed New Positions** 1.0

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**Housing Services Subtotal** **51.19**

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## Staffing Details Continued

Social Assistance	Full Time Equivalents (FTE's)
<b>2023 Approved Complement (Restated)</b>	<u>289.96</u>
<b>Position Transferred</b>	
Program Manager, Housing Programs transferred from Housing Services and converted to an Administrative Supervisor	1.0
Transfer of a Financial Analyst 1 to Family Services	(1.0)
Transfer of an Employment Counsellor to Service Durham	(1.0)
<b>Total Positions Transferred</b>	<u>(1.0)</u>
 <b>Positions Approved In Year</b>	
On May 10, 2023 Regional Council, through Report 2023-COW-19, approved ten new full-time positions to provide outreach support to address the complex challenges of homelessness, mental health and addictions	
Outreach Caseworkers	10.0
<b>Total Positions Approved In Year</b>	<u>10.0</u>



## Staffing Details Continued

### Proposed New Positions

Outreach Caseworkers (these two positions are funded by Durham Region Transit and are supporting their operations) 2.0

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**Total Proposed New Positions** 2.0

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**Social Assistance Subtotal** **300.96**

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## Staffing Details Continued

Fairview Lodge Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>189.0</u>
<b>Proposed New Positions</b>	
Resident Care Coordinator to improve support to resident care management staff	1.0
<b>Total Proposed New Positions</b>	<u>1.0</u>
<b>Fairview Lodge Long-Term Care Home Subtotal</b>	<b>190.0</b>

## Staffing Details Continued

Hillsdale Estates Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>260.0</u>
<b>Proposed New Positions</b>	
Personal Support Workers to support residents living with behaviours. This position is 95 per cent funded by provincial subsidy	5.0
Resident Care Coordinator to improve support to resident care management staff	1.0
Recreation Programmers to improve residents' quality of life and help them reach optimal well-being	2.0
Maintenance Worker 2 to address issues in the aging building and lessen reliance on outside contractors	1.0
<b>Total Proposed New Positions</b>	<u>9.0</u>
<b>Hillsdale Estates Long-Term Care Home Subtotal</b>	<b>269.0</b>

## Staffing Details Continued

Hillsdale Terraces Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>182.0</u>
<b>Proposed New Positions</b>	
Personal Support Workers to support a staffing ratio of 4 Personal Support Workers on day shift, 4 on evening shift and 2 on night shift on each unit of the home	3.0
Resident Care Coordinator to improve support to resident care management staff	1.0
Food Services Supervisor to advance service level improvement initiatives	1.0
<b>Total Proposed New Positions</b>	<u>5.0</u>
<hr/>	
<b>Hillsdale Terraces Long-Term Care Home Subtotal</b>	<b>187.0</b>

## Staffing Details Continued

Lakeview Manor Long-Term Care Home	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>135.0</u>
<b>Lakeview Manor Long-Term Care Home Subtotal</b>	<b>135.0</b>

## Staffing Details Continued

	Full Time Equivalents (FTE's)
<b>Long-Term Care Administration</b>	
<b>2023 Approved Complement</b>	<u>26.0</u>
<b>Position Transferred</b>	
Advisor Seniors Safety upgraded and transferred to Emergency Management and Program Support Services	(1.0)
<b>Total Position Transferred</b>	<u>(1.0)</u>
<b>Proposed New Positions</b>	
Clerk 2 to address increased workload and improve consistency	2.0
<b>Total Proposed New Positions</b>	<u>2.0</u>
<b>Long-Term Care Administration Subtotal</b>	<u>27.0</u>

## Staffing Details Continued

Adult Day Programs	Full Time Equivalents (FTE's)
<b>2023 Approved Complement</b>	<u>5.0</u>
<b>Adult Day Programs Subtotal</b>	<b>5.0</b>
<b>Total Complement: Social Services</b>	<b>1,397.0</b>

## 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).
- 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.
- 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.



## Looking Forward Continued

- 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. Results of the engagement involving residents, the community, the City of Oshawa and all other interested parties will be used to develop the vision and concepts for the redevelopment and revitalization work in 2024.

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 0.60 hours per day by 2024-25, and modernizing the workplace.

**Appendix A: 2024 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 2024. See Appendix B for the comprehensive capital 2024 budget and 2025-2033 forecast

Durham Budget 2024	Quantity	New / Replacement	2024 Proposed Financing									2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy				
<b>Childrens Services</b>															
<b>Building &amp; Structures</b>															
5	1	Replacement	-	-	-	-	-	-	-	-	39	39	-	-	39
<b>Building &amp; Structures Subtotal</b>			-	-	-	-	-	-	-	-	<b>39</b>	<b>39</b>	-	-	<b>39</b>
<b>Machinery and Equipment</b>															
13	4	Replacement	-	-	-	-	-	-	-	-	14	14	-	-	14
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	<b>14</b>	<b>14</b>	-	-	<b>14</b>
<b>Information Technology</b>															
16	4	Replacement	-	-	-	-	-	-	-	-	2	2	-	-	2
17	3	Replacement	-	-	-	-	-	-	-	-	6	6	-	-	6
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>8</b>	<b>8</b>	-	-	<b>8</b>
<b>Furniture and Fixtures</b>															
18	8	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	<b>20</b>	<b>20</b>	-	-	<b>20</b>
<b>Childrens Services Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>81</b>	<b>81</b>	-	-	<b>81</b>
<b>Emergency Management and Program Support Services</b>															
<b>Information Technology</b>															
19	1	New	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>2</b>	<b>2</b>	-	-	<b>2</b>
<b>Emergency Management and Program Support Services Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>2</b>	<b>2</b>	-	-	<b>2</b>
<b>Family Services</b>															
<b>Machinery and Equipment</b>															
21	3	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	<b>11</b>	<b>11</b>	-	-	<b>11</b>
<b>Information Technology</b>															
22	45	Replacement	-	-	-	-	-	-	-	-	94	94	-	-	94
22	7	New	-	-	-	-	-	-	-	-	15	15	-	-	15
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>109</b>	<b>109</b>	-	-	<b>109</b>
<b>Family Services Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>120</b>	<b>120</b>	-	-	<b>120</b>

**Appendix A: 2024 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 2024. See Appendix B for the comprehensive capital 2024 budget and 2025-2033 forecast

Durham Region Budget 2024	Quantity	New / Replacement	2024 Proposed Financing									2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033		
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy						
<b>Housing Services</b>																	
<b>Information Technology</b>																	
	23	Laptops with Monitor	18	Replacement	-	-	-	-	-	-	-	-	38	38	-	-	38
	23	Laptops with Monitor	1	New	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Subtotal</b>					-	-	-	-	-	-	-	-	<b>40</b>	<b>40</b>	-	-	<b>40</b>
<b>Housing Services Capital Subtotal</b>					-	-	-	-	-	-	-	-	<b>40</b>	<b>40</b>	-	-	<b>40</b>
<b>Social Assistance</b>																	
<b>Machinery and Equipment</b>																	
	28	Integrated Control Technology - Security Project	3	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
<b>Machinery and Equipment Subtotal</b>					-	-	-	-	-	-	-	-	<b>11</b>	<b>11</b>	-	-	<b>11</b>
<b>Information Technology</b>																	
	30	Laptops with Monitor	24	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
<b>Information Technology Subtotal</b>					-	-	-	-	-	-	-	-	<b>50</b>	<b>50</b>	-	-	<b>50</b>
<b>Social Assistance Capital Subtotal</b>					-	-	-	-	-	-	-	-	<b>61</b>	<b>61</b>	-	-	<b>61</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>					-	-	-	-	-	-	-	-	<b>304</b>	<b>304</b>	-	-	<b>304</b>


**Appendix B: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Childrens Services</b>								
<b>Buildings and Structures</b>								
1	Canopy & Exterior Soffit Replacement	-	-	-	-	50	-	50
2	Fire Alarm Panel Replacement	-	-	-	42	-	-	42
3	Kitchen Renovations	-	-	-	-	59	-	59
4	Parking Lot Replacement	-	-	-	-	57	-	57
5	Replacement of Electrical Distribution & Fire Alarm System	39	-	-	-	-	-	-
6	Replacement of soffit/siding	-	-	-	85	-	-	85
7	Roof Replacement	-	-	263	-	-	-	263
8	Roof Replacement - Construction	-	-	-	-	-	145	145
9	Roof Replacement - Design	-	-	-	-	34	-	34
10	Soffit/Siding Replacement	-	-	-	-	65	-	65
11	Washroom Renovations	-	-	-	-	62	-	62
<b>Building and Structures Subtotal</b>		<b>39</b>	<b>-</b>	<b>263</b>	<b>127</b>	<b>327</b>	<b>145</b>	<b>862</b>
<b>Machinery and Equipment</b>								
12	Furnace & Condensing Unit Replacement	-	-	-	-	-	30	30
13	Integrated Control Technology - Security Project	14	-	-	-	-	-	-
14	Replacement of 2 Furnaces & Condensing Unit	-	-	-	-	22	-	22
15	Replacement of Furnance (2) and Condensing Unit (1)	-	-	-	-	-	16	16
<b>Machinery and Equipment Subtotal</b>		<b>14</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22</b>	<b>46</b>	<b>68</b>


**Appendix B: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Information Technology</b>								
16	iPads	2	2	2	2	2	12	20
17	Laptops with Monitor	6	138	84	6	138	456	822
<b>Information Technology Subtotal</b>		<b>8</b>	<b>140</b>	<b>86</b>	<b>8</b>	<b>140</b>	<b>468</b>	<b>842</b>
<b>Furniture and Fixtures</b>								
18	Furniture	20	20	20	20	20	118	198
<b>Furniture and Fixtures Subtotal</b>		<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>118</b>	<b>198</b>
<b>Childrens Services Total Capital</b>		<b>81</b>	<b>160</b>	<b>369</b>	<b>155</b>	<b>509</b>	<b>777</b>	<b>1,970</b>
<b>Emergency Management and Program Support Services</b>								
<b>Information Technology</b>								
19	Laptops with Monitor	2	4	4	2	4	17	31
<b>Information Technology Subtotal</b>		<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>17</b>	<b>31</b>
<b>Emergency Management and Program Support Services Total Capital</b>		<b>2</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>17</b>	<b>31</b>
<b>Family Services</b>								
<b>Buildings and Structures</b>								
20	New Seaton Facility	-	1,900	-	-	-	-	1,900
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>1,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,900</b>
<b>Machinery &amp; Equipment</b>								
21	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>


**Appendix B: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Information Technology</b>								
22	Laptops with Monitor	109	25	4	107	25	248	409
<b>Information Technology Subtotal</b>		<b>109</b>	<b>25</b>	<b>4</b>	<b>107</b>	<b>25</b>	<b>248</b>	<b>409</b>
<b>Family Services Total Capital</b>		<b>120</b>	<b>1,925</b>	<b>4</b>	<b>107</b>	<b>25</b>	<b>248</b>	<b>2,309</b>
<b>Housing Services</b>								
<b>Information Technology</b>								
23	Laptops with Monitor	40	40	53	40	40	224	397
24	Desktops with Monitor	-	8	-	-	-	16	24
25	Microsoft Surfaces	-	16	-	-	16	16	48
<b>Information Technology Subtotal</b>		<b>40</b>	<b>64</b>	<b>53</b>	<b>40</b>	<b>56</b>	<b>256</b>	<b>469</b>
<b>Housing Services Total Capital</b>		<b>40</b>	<b>64</b>	<b>53</b>	<b>40</b>	<b>56</b>	<b>256</b>	<b>469</b>
<b>Social Assistance</b>								
<b>Buildings and Structures</b>								
26	New Ontario Works Location	-	-	-	-	20,000	-	20,000
27	New Seaton Facility	-	-	6,400	-	-	-	6,400
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>-</b>	<b>6,400</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>26,400</b>
<b>Machinery and Equipment</b>								
28	Integrated Control Technology - Security Project	11	-	-	-	10	-	10
<b>Machinery and Equipment Subtotal</b>		<b>11</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>10</b>

**Appendix B: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix A for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Information Technology</b>								
29	Desktops with Monitor	-	3	104	5	-	114	226
30	Laptops with Monitor	50	462	166	44	462	882	2,016
31	New Ontario Works Location - Laptops with Monitors	-	-	-	-	76	76	152
<b>Information Technology Subtotal</b>		<b>50</b>	<b>465</b>	<b>270</b>	<b>49</b>	<b>538</b>	<b>1,072</b>	<b>2,394</b>
<b>Social Assistance Total Capital</b>		<b>61</b>	<b>465</b>	<b>6,670</b>	<b>49</b>	<b>20,548</b>	<b>1,072</b>	<b>28,804</b>
<b>Total Capital Children’s Services, Emergency Management and Program Support Services, Family Services, Housing Services, and Social Assistance</b>		<b>304</b>	<b>2,618</b>	<b>7,100</b>	<b>353</b>	<b>21,142</b>	<b>2,370</b>	<b>33,583</b>

**Appendix C: 2024 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 2024. See Appendix D for the comprehensive capital 2024 budget and 2025-2033 forecast

		Quantity	New / Replacement	2024 Proposed Financing							2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033		
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant					Debenture	General Levy
<b>Fairview Lodge Long-Term Care Home</b>																
<b>Buildings and Structures</b>																
1	Outdoor Stairwell & regrade	1	Replacement	-	-	-	-	-	-	-	-	200	200	-	-	200
<b>Buildings and Structures Subtotal</b>				-	-	-	-	-	-	-	-	<b>200</b>	<b>200</b>	-	-	<b>200</b>
<b>Machinery and Equipment</b>																
2	Bath Lift	3	Replacement	-	-	-	-	-	-	-	-	9	9	-	-	9
3	Bath Tub	1	Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
4	Ceiling Lifts	12	Replacement	-	-	-	-	-	-	-	-	60	60	-	-	60
5	Dish Machine	1	Replacement	-	-	-	-	-	-	-	-	26	26	-	-	26
6	Dryer	1	Replacement	-	-	-	-	-	-	-	-	1	1	-	-	1
7	Dual Temp Fridge and Freezer	1	Replacement	-	-	-	-	-	-	-	-	40	40	-	-	40
10	Hi-Low Beds	16	Replacement	-	-	-	-	-	-	-	-	56	56	-	-	56
13	Mattress Replacement	6	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
14	Mobile Food Carts	4	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
17	Production Screens	3	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8
21	Sit to Stand Lifts	5	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
22	Specialty Mattresses	8	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
25	UPS Maintenance	1	Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
26	Washing Machine	2	Replacement	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Machinery and Equipment Subtotal</b>				-	-	-	-	-	-	-	-	<b>295</b>	<b>295</b>	-	-	<b>295</b>
<b>Information Technology</b>																
27	Desktops	18	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
28	Laptops - Standard	1	New	-	-	-	-	-	-	-	-	2	2	-	-	2
28	Laptops - Standard	5	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
30	Tablets	20	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
<b>Information Technology Subtotal</b>				-	-	-	-	-	-	-	-	<b>52</b>	<b>52</b>	-	-	<b>52</b>
<b>Furniture and Fixtures</b>																
31	Furniture - Adjustable Computer Desks	1	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
32	Furniture - Dining Room	1	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
33	Furniture Replacement	1	Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
<b>Furniture and Fixtures Subtotal</b>				-	-	-	-	-	-	-	-	<b>45</b>	<b>45</b>	-	-	<b>45</b>
<b>Fairview Lodge Long-Term Care Home Capital Subtotal</b>				-	-	-	-	-	-	-	-	<b>592</b>	<b>592</b>	-	-	<b>592</b>



**Appendix C: 2024 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 2024. See Appendix D for the comprehensive capital 2024 budget and 2025-2033 forecast

	Quantity	New / Replacement	2024 Proposed Financing								2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Hillsdale Estates Long-Term Care Home</b>															
<b>Building and Structures</b>															
35 Balcony Roof Replacement - Design	1	Replacement	-	-	-	-	-	-	-	-	60	60	-	-	60
38 Parking Lot Rehab - Design	1	Replacement	-	-	-	-	-	-	-	-	121	121	-	-	121
42 Tub Room Reno (G2009 add'l funds)	1	Replacement	-	-	-	-	-	-	-	-	500	500	-	-	500
<b>Building and Structures Subtotal</b>			-	-	-	-	-	-	-	-	<b>681</b>	<b>681</b>	-	-	<b>681</b>
<b>Machinery and Equipment</b>															
44 Bath Lift	10	Replacement	-	-	-	-	-	-	-	-	50	50	-	-	50
60 Bladder Scanner	1	Replacement	-	-	-	-	-	-	-	-	16	16	-	-	16
61 Ceiling Lifts	6	Replacement	-	-	-	-	-	-	-	-	18	18	-	-	18
63 Dish Machine	4	Replacement	-	-	-	-	-	-	-	-	120	120	-	-	120
64 Electronic Menu Screens	4	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
67 Floor Scales	6	Replacement	-	-	-	-	-	-	-	-	21	21	-	-	21
70 Hi-Low Beds	13	Replacement	-	-	-	-	-	-	-	-	45	45	-	-	45
71 Hot Box	1	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
72 Hot Box - APD	1	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
73 Low Air Loss Mattress	4	Replacement	-	-	-	-	-	-	-	-	26	26	-	-	26
75 Mattress Replacement	13	Replacement	-	-	-	-	-	-	-	-	13	13	-	-	13
76 Meal Suite Monitors	5	Replacement	-	-	-	-	-	-	-	-	12	12	-	-	12
77 Meal Suite Tablets	5	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
80 Reclining Paliative Chair	2	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
81 Rethem Unit	4	Replacement	-	-	-	-	-	-	-	-	80	80	-	-	80
85 Smart Board	1	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
87 Stove - ADP	1	Replacement	-	-	-	-	-	-	-	-	3	3	-	-	3
89 Therapeutic Mattresses	17	Replacement	-	-	-	-	-	-	-	-	28	28	-	-	28
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	<b>467</b>	<b>467</b>	-	-	<b>467</b>
<b>Information Technology</b>															
94 Desktops	27	Replacement	-	-	-	-	-	-	-	-	30	30	-	-	30
95 Laptops - Standard	5	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
95 Laptops - Standard	1	New	-	-	-	-	-	-	-	-	2	2	-	-	2
96 Tablets	5	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>48</b>	<b>48</b>	-	-	<b>48</b>

**Appendix C: 2024 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 2024. See Appendix D for the comprehensive capital 2024 budget and 2025-2033 forecast

Durham Budget 2024	Quantity	New / Replacement	2024 Proposed Financing									2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture	General Levy					
<b>Furniture and Fixtures</b>																
	1	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
			-	-	-	-	-	-	-	-	-	10	10	-	-	10
<b>Hillsdale Estates Long-Term Care Home Capital Subtotal</b>																
			-	-	-	-	-	-	-	-	-	1,206	1,206	-	-	1,206
<b>Hillsdale Terraces</b>																
<b>Machinery and Equipment</b>																
	1	Replacement	-	-	-	-	-	-	-	-	-	10	10	-	-	10
	1	Replacement	-	-	-	-	-	-	-	-	-	7	7	-	-	7
	2	New	-	-	-	-	-	-	-	-	-	15	15	-	-	15
	30	Replacement	-	-	-	-	-	-	-	-	-	75	75	-	-	75
	5	Replacement	-	-	-	-	-	-	-	-	-	40	40	-	-	40
	1	New	-	-	-	-	-	-	-	-	-	8	8	-	-	8
	1	Replacement	-	-	-	-	-	-	-	-	-	20	20	-	-	20
	20	Replacement	-	-	-	-	-	-	-	-	-	21	21	-	-	21
	5	New	-	-	-	-	-	-	-	-	-	32	32	-	-	32
	2	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
<b>Machinery and Equipment Subtotal</b>																
			-	-	-	-	-	-	-	-	-	234	234	-	-	234
<b>Information Technology</b>																
	23	Replacement	-	-	-	-	-	-	-	-	-	48	48	-	-	48
	1	New	-	-	-	-	-	-	-	-	-	2	2	-	-	2
<b>Information Technology Subtotal</b>																
			-	-	-	-	-	-	-	-	-	50	50	-	-	50
<b>Furniture and Fixtures</b>																
	1	Replacement	-	-	-	-	-	-	-	-	-	6	6	-	-	6
	5	Replacement	-	-	-	-	-	-	-	-	-	25	25	-	-	25
<b>Furniture and Fixtures Subtotal</b>																
			-	-	-	-	-	-	-	-	-	31	31	-	-	31
<b>Hillsdale Terraces Long-Term Care Home Capital Subtotal</b>																
			-	-	-	-	-	-	-	-	-	315	315	-	-	315
<b>Lakeview Manor Long-Term Care Home</b>																
<b>Building and Structures</b>																
	1	Replacement	-	-	-	-	-	-	-	-	-	50	50	-	-	50
<b>Building and Structures Subtotal</b>																
			-	-	-	-	-	-	-	-	-	50	50	-	-	50

**Appendix C: 2024 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 2024. See Appendix D for the comprehensive capital 2024 budget and 2025-2033 forecast

Durham Region Budget 2024	Quantity	New / Replacement	2024 Proposed Financing								2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Machinery and Equipment</b>															
160 Air Media	1	Replacement	-	-	-	-	-	-	-	-	30	30	-	-	30
163 Ceiling Lifts	12	Replacement	-	-	-	-	-	-	-	-	30	30	-	-	30
164 Dish Machine	1	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
165 Dish Machine - ADP	1	Replacement	-	-	-	-	-	-	-	-	5	5	-	-	5
166 Elevator Access Security	1	Replacement	-	-	-	-	-	-	-	-	30	30	-	-	30
169 Hand Wash Stations/Basins	4	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8
171 Ice Machine	1	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8
173 IT Switch	1	Replacement	-	-	-	-	-	-	-	-	101	101	-	-	101
180 Roll in Fridge	1	Replacement	-	-	-	-	-	-	-	-	15	15	-	-	15
182 Specialty Mattresses	2	Replacement	-	-	-	-	-	-	-	-	10	10	-	-	10
184 Steam Boiler	1	Replacement	-	-	-	-	-	-	-	-	150	150	-	-	150
188 Tub Chairs	3	Replacement	-	-	-	-	-	-	-	-	30	30	-	-	30
189 UPS Maintenance	1	Replacement	-	-	-	-	-	-	-	-	20	20	-	-	20
<b>Machinery and Equipment Subtotal</b>			-	-	-	-	-	-	-	-	<b>457</b>	<b>457</b>	-	-	<b>457</b>
<b>Information Technology</b>															
190 Desktops	4	Replacement	-	-	-	-	-	-	-	-	4	4	-	-	4
191 Laptops - Standard	5	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
191 Laptops - Standard	3	New	-	-	-	-	-	-	-	-	6	6	-	-	6
<b>Information Technology Subtotal</b>			-	-	-	-	-	-	-	-	<b>21</b>	<b>21</b>	-	-	<b>21</b>
<b>Furniture and Fixtures</b>															
193 Furniture - ADP	1	Replacement	-	-	-	-	-	-	-	-	2	2	-	-	2
196 Patio Furniture - ADP	1	Replacement	-	-	-	-	-	-	-	-	8	8	-	-	8
<b>Furniture and Fixtures Subtotal</b>			-	-	-	-	-	-	-	-	<b>10</b>	<b>10</b>	-	-	<b>10</b>
<b>Lakeview Manor Long-Term Care Home Capital Subtotal</b>			-	-	-	-	-	-	-	-	<b>538</b>	<b>538</b>	-	-	<b>538</b>

**Appendix C: 2024 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 2024. See Appendix D for the comprehensive capital 2024 budget and 2025-2033 forecast

Durham Budget 2024	Quantity	New / Replacement	2024 Proposed Financing								2024 Proposed Budget	Approved Funding Prior to 2024	Forecast 2025-2033	Total Project to 2033	
			Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Long-Term Care Administration</b>															
<b>Information Technology</b>															
	3	New	-	-	-	-	-	-	-	-	6	6	-	-	6
	5	Replacement	-	-	-	-	-	-	-	-	11	11	-	-	11
			-	-	-	-	-	-	-	-	17	17	-	-	17
			-	-	-	-	-	-	-	-	17	17	-	-	17
			-	-	-	-	-	-	-	-	2,668	2,668	-	-	2,668

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Fairview Lodge Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
1	Outdoor Stairwell & regrade	200	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Machinery and Equipment</b>								
2	Bath Lift	9	9	9	9	9	45	81
3	Bath Tub	25	25	25	25	25	125	225
4	Ceiling Lifts	60	60	60	60	60	300	540
5	Dish Machine	26	26	26	-	-	26	78
6	Dryer	1	2	1	2	2	7	14
7	Dual Temp Fridge and Freezer	40	40	40	-	-	-	80
8	Elevator Interior Refresh	-	15	-	-	-	-	15
9	Fridge - residents	-	-	-	11	-	-	11
10	Hi-Low Beds	56	56	56	56	56	-	224
11	Hi-Low Beds	-	-	-	-	-	56	56
12	Hi-Low Beds with mattresses	-	-	-	-	-	224	224
13	Mattress Replacement	3	3	3	3	3	15	27
14	Mobile Food Carts	10	10	10	10	10	-	40
15	Nourishment Wagons	-	-	-	8	-	-	8
16	Pot Machine	-	-	-	32	-	-	32
17	Production Screens	8	-	-	-	-	-	-
18	Rack Shelving	-	10	10	10	-	-	30
19	Rational Oven	-	55	-	-	-	-	55
20	Robot Coupe	-	60	60	60	-	-	180
21	Sit to Stand Lifts	10	10	10	10	10	50	90
22	Specialty Mattresses	20	20	20	20	20	100	180
23	Stainless Steel Mixer Stand	-	1	-	-	-	-	1

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
24	Stainless Steel Work Surfaces - Kitchen	-	20	-	-	-	-	20
25	UPS Maintenance	25	-	-	-	-	-	-
26	Washing Machine	2	2	2	2	2	10	18
<b>Machinery and Equipment Subtotal</b>		<b>295</b>	<b>424</b>	<b>332</b>	<b>318</b>	<b>197</b>	<b>958</b>	<b>2,229</b>
<b>Information Technology</b>								
27	Desktops	20	1	17	5	20	44	87
28	Laptops - Standard	12	67	48	21	67	223	426
29	Printers	-	-	-	-	8	-	8
30	Tablets	20	20	20	20	20	100	180
<b>Information Technology Subtotal</b>		<b>52</b>	<b>88</b>	<b>85</b>	<b>46</b>	<b>115</b>	<b>367</b>	<b>701</b>
<b>Furniture and Fixtures</b>								
31	Furniture - Adjustable Computer Desks	10	20	10	-	-	-	30
32	Furniture - Dining Room	10	10	10	10	10	50	90
33	Furniture Replacement	25	25	25	25	25	125	225
<b>Furniture and Fixtures Subtotal</b>		<b>45</b>	<b>55</b>	<b>45</b>	<b>35</b>	<b>35</b>	<b>175</b>	<b>345</b>
<b>Fairview Lodge Long-Term Care Home Capital Total Capital</b>		<b>592</b>	<b>567</b>	<b>462</b>	<b>399</b>	<b>347</b>	<b>1,500</b>	<b>3,275</b>

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Hillsdale Estates Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
34	Balcony Roof Replacement - Construction	-	320	-	-	-	-	320
35	Balcony Roof Replacement - Design	60	-	-	-	-	-	-
36	BCA Report - Vinyl Flooring	-	-	-	-	-	1,350	1,350
37	Parking Lot Rehab - Construction	-	1,441	-	-	-	-	1,441
38	Parking Lot Rehab - Design	121	-	-	-	-	-	-
39	Pedestrian Paving Ramp	-	-	-	-	-	80	80
40	Shower/Tub Refurbishment - Construction	-	-	-	-	-	12,300	12,300
41	Shower/Tub Refurbishment - Design	-	-	-	-	-	120	120
42	Tub Room Reno (G2009 add'l funds)	500	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>681</b>	<b>1,761</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,850</b>	<b>15,611</b>
<b>Machinery and Equipment</b>								
43	Appliances - Serveries (BCA Report)	-	117	-	-	-	-	117
44	Bath Lift	50	50	-	-	-	-	50
45	Bath Tub	-	160	-	-	-	-	160
46	BCA Report - Air Handling Unit	-	1,100	-	-	-	-	1,100
47	BCA Report - Air Split System	-	25	-	-	-	-	25
48	BCA Report - Auxiliary Refrigeration	-	-	385	-	-	-	385
49	BCA Report - Chillers	-	-	-	-	-	650	650
50	BCA Report - Domestic Hot Water Boiler	-	-	-	-	-	300	300
51	BCA Report - Domestic Water Pipe	-	-	-	-	-	130	130
52	BCA Report - Elevators	-	-	925	-	-	-	925
53	BCA Report - Force Flow Heater	-	70	-	-	-	-	70
54	BCA Report - Heating and Cooling Pump	-	-	-	-	-	325	325
55	BCA Report - Kitchen Exhaust	-	60	-	-	-	-	60
56	BCA Report - Make Up Air Unit	-	350	-	-	-	-	350

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
57	BCA Report - Rubber Floor in Stairway	-	-	-	-	-	50	50
58	BCA Report - Security System	-	-	-	-	-	300	300
59	BCA Report - Walk-in Freezer	-	425	-	-	-	-	425
60	Bladder Scanner	16	-	-	-	-	-	-
61	Ceiling Lifts	18	-	-	-	-	640	640
62	Combination Oven	-	-	-	-	-	60	60
63	Dish Machine	120	120	-	60	-	-	180
64	Electronic Menu Screens	10	-	-	46	-	-	46
65	Fire Alarm System Replacement - Construction	-	-	-	1,900	-	-	1,900
66	Fire Alarm System Replacement - Design	-	-	55	-	-	-	55
67	Floor Scales	21	-	-	-	-	-	-
68	Fridge - Serveries	10	-	-	-	-	-	-
69	Golf Cart for Recreation	-	15	-	-	-	-	15
70	Hi-Low Beds	45	-	-	-	-	650	650
71	Hot Box	5	-	-	-	-	-	-
72	Hot Box - APD	5	-	-	-	-	-	-
73	Low Air Loss Mattress	26	26	26	-	-	-	52
74	Main Kitchen Equipment	-	-	-	-	-	200	200
75	Mattress Replacement	13	-	-	11	11	55	77
76	Meal Suite Monitors	12	-	-	-	-	-	-
77	Meal Suite Tablets	5	-	-	-	-	-	-
78	Nurse Call Bell Upgrade	-	120	-	-	-	-	120
79	Production Screens	-	-	-	40	-	-	40
80	Reclining Paliative Chair	5	-	-	-	-	-	-
81	Rethem Unit	80	80	-	-	-	-	80
82	Ro Turner Transfer Device	-	11	-	-	11	11	33
83	Robot Coupe	-	10	10	10	-	-	30
84	Sit to Stand Lifts	-	17	-	-	17	34	68



**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
85	Smart Board	5	-	-	-	-	-	-
86	Stainless Steel Work Surfaces - Kitchen	-	60	-	-	-	-	60
87	Stove - ADP	3	-	-	-	-	-	-
88	Stove - Serveries	14	-	-	-	-	-	-
89	Therapeutic Mattresses	28	-	29	-	29	57	115
90	Tilt Shower Commode	-	20	-	-	20	20	60
91	Tilt Skillet	-	-	-	-	30	-	30
92	TV's	-	1	1	1	1	6	10
93	Wagon/Carts	-	-	-	80	-	-	80
<b>Machinery and Equipment Subtotal</b>		<b>491</b>	<b>2,837</b>	<b>1,431</b>	<b>2,148</b>	<b>119</b>	<b>3,488</b>	<b>10,023</b>
<b>Information Technology</b>								
94	Desktops	30	19	19	30	19	78	165
95	Laptops - Standard	13	50	27	12	50	130	269
96	Tablets	5	-	-	-	-	-	-
<b>Information Technology Subtotal</b>		<b>48</b>	<b>69</b>	<b>46</b>	<b>42</b>	<b>69</b>	<b>208</b>	<b>434</b>
<b>Furniture and Fixtures</b>								
97	Furniture - Library	-	10	-	-	-	-	10
98	Furniture Replacement	-	90	90	-	-	-	180
99	Patio Furniture - ADP	10	-	-	-	-	-	-
<b>Furniture and Fixtures Subtotal</b>		<b>10</b>	<b>100</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>190</b>
<b>Hillsdale Estates Long-Term Care Home Total Capital</b>		<b>1,230</b>	<b>4,767</b>	<b>1,567</b>	<b>2,190</b>	<b>188</b>	<b>17,546</b>	<b>26,258</b>

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Hillsdale Terraces Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
100	Parking Lot Rehab - Construction	-	-	-	1,304	-	-	1,304
101	Parking Lot Rehab - Design	-	-	110	-	-	-	110
102	Pedestrian Paving	-	-	-	-	-	65	65
103	Snow Melting System (tied to Parking Lot Rehab)	-	-	-	350	-	-	350
104	Storm Water System	-	200	-	-	-	-	200
105	Vinyl Flooring	-	-	-	-	-	1,912	1,912
106	Vinyl Tyle	-	-	-	-	-	30	30
<b>Building and Structures Subtotal</b>		<b>-</b>	<b>200</b>	<b>110</b>	<b>1,654</b>	<b>-</b>	<b>2,007</b>	<b>3,971</b>
<b>Machinery and Equipment</b>								
107	A/C Unit - Split System	-	-	-	-	-	46	46
108	A/V Equipment (Residents)	10	-	-	-	-	-	-
109	Balconies	-	-	-	-	-	50	50
110	Broda Chair	7	-	7	-	7	14	28
111	Building Automation System (BAS)	-	-	-	-	-	1,000	1,000
112	CADD Pumps	15	-	-	-	-	-	-
113	Ceiling Lifts	75	20	20	20	20	80	160
114	Commercial Toaster	-	3	3	4	4	-	14
115	Continuous Ambulatory Delivery Device (CADD) Pumps	-	-	-	7	-	8	15
116	Deep Fryer	-	4	-	-	-	-	4
117	Domestic Hot Water Boiler	-	-	-	-	-	275	275
118	Domestic Hot Water Pump	-	-	-	-	-	85	85
119	Domestic Hot Water Storage Tank	-	-	-	-	-	135	135
120	Domestic Water Equipment	-	-	-	-	-	80	80
121	Dryer	-	-	24	-	-	-	24


**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
122	Eavestrough, gutter. downspouts	-	-	-	-	-	75	75
123	Electronic Menu Screens	-	8	8	8	28	-	52
124	Elevator Upgrade	-	-	-	-	-	790	790
125	Exhaust Fan Replacement	-	-	-	-	-	79	79
126	Expansion joints	-	-	-	-	-	85	85
127	Fire Alarm System Replacement	-	-	-	1,218	-	-	1,218
128	Floor Lift	-	-	-	8	8	32	48
129	Floor Lifts	40	8	8	-	-	-	16
130	Heating & Cooling Circulation Pumps	-	-	-	-	-	225	225
131	Hi-Low Beds	-	20	20	20	20	80	160
132	Hot Water Boiler	-	-	-	-	-	350	350
133	Make-up Air Units	-	-	-	-	-	1,000	1,000
134	Negative Pressure Wound Therapy Machine	8	-	-	-	-	-	-
135	Reach-in Fridge/Freezer	-	-	9	-	-	-	9
136	Refrigeration Unit	-	300	300	-	-	-	600
137	Rethem Unit	20	-	-	-	-	-	-
138	Rethem Unit	-	20	20	20	20	80	160
139	Roll in Fridge	-	18	27	-	-	9	54
140	Roof Coverings	-	-	-	-	-	65	65
141	Sanitary Waste	-	-	-	-	-	100	100
142	Security Equipment	-	-	30	-	-	170	200
143	Specialty Mattresses	53	41	41	41	40	163	326
144	Steam Boiler	-	-	-	-	-	100	100
145	Storm Water System	-	-	-	-	-	125	125
146	Suction Machine	-	8	-	-	-	8	16
147	Tilt Soup Kettle	-	3	-	-	-	-	3
148	Vitals Machine	6	-	-	-	-	11	11

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
149	Washing Machine	-	-	16	-	-	-	16
150	Washing Machine - Commercial	-	-	-	35	-	-	35
<b>Machinery and Equipment Subtotal</b>		<b>234</b>	<b>453</b>	<b>533</b>	<b>1,381</b>	<b>147</b>	<b>5,320</b>	<b>7,834</b>
<b>Information Technology</b>								
151	Laptops - Standard	50	17	17	48	17	130	229
152	Smart Board	-	-	-	12	-	12	24
153	Smart Board	-	-	-	-	-	12	12
154	Tablets	-	15	15	15	15	60	120
<b>Information Technology Subtotal</b>		<b>50</b>	<b>32</b>	<b>32</b>	<b>75</b>	<b>32</b>	<b>214</b>	<b>385</b>
<b>Furniture and Fixtures</b>								
155	Furniture - Dining Room	-	6	-	-	-	12	18
156	Furniture Replacement	31	20	20	20	20	80	160
<b>Furniture and Fixtures Subtotal</b>		<b>31</b>	<b>26</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>92</b>	<b>178</b>
<b>Hillsdale Terraces Long-Term Care Home Total Capital</b>		<b>315</b>	<b>711</b>	<b>695</b>	<b>3,130</b>	<b>199</b>	<b>7,633</b>	<b>12,368</b>
<b>Lakeview Manor Long-Term Care Home</b>								
<b>Buildings and Structures</b>								
157	Parking Lot Rehab - Construction	-	-	-	677	-	-	677
158	Parking Lot Rehab - Design	-	-	60	-	-	-	60
159	Walkway at rear of property	50	-	-	-	-	-	-
<b>Building and Structures Subtotal</b>		<b>50</b>	<b>-</b>	<b>60</b>	<b>677</b>	<b>-</b>	<b>-</b>	<b>737</b>

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
<b>Machinery and Equipment</b>								
160	Air Media	30	-	-	-	-	-	-
161	Alto Sham	-	-	-	-	-	8	8
162	Boilers and Steam Boilers	-	-	-	250	-	-	250
163	Ceiling Lifts	30	30	30	30	30	150	270
164	Dish Machine	20	20	20	-	-	-	40
165	Dish Machine - ADP	5	-	-	-	-	-	-
166	Elevator Access Security	30	-	-	-	-	-	-
167	Fire Alarm System Replacement	-	-	-	-	832	-	832
168	Griddle & Gas Range	-	-	-	-	-	20	20
169	Hand Wash Stations/Basins	8	-	-	-	-	-	-
170	Hi-Low Beds	-	20	-	-	20	20	60
171	Ice Machine	8	-	-	-	-	-	-
172	Ice/Water Dispenser	-	-	15	15	-	-	30
173	IT Switch	100	-	-	-	-	-	-
174	Kitchen Steamer	-	-	-	-	-	20	20
175	Mattress Replacement	-	5	5	-	5	15	30
176	Mobile Food Carts	-	3	-	-	-	-	3
177	Mobile Obie Unit	-	15	-	-	-	-	15
178	Power Sink Motor	-	-	-	-	-	10	10
179	Retherm Unit	-	20	20	20	20	100	180
180	Roll in Fridge	15	15	15	-	15	-	45
181	Sit to Stand Lift	-	20	-	20	-	60	100
182	Specialty Mattresses	10	10	10	20	10	50	100
183	Stainless Steel Fridge/Freezer	-	30	15	-	-	-	45
184	Steam Boiler	151	-	-	-	-	-	-
185	Steam Kettle	-	-	-	-	-	20	20
186	Tilt Skillet	-	-	-	-	-	20	20


**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

		2024 Proposed Budget	Forecast					Forecast Total
			2025	2026	2027	2028	2029-2033	
187	Towel Warmers	-	15	15	-	-	-	30
188	Tub Chairs	30	30	30	30	30	90	210
189	UPS Maintenance	20	-	-	-	-	20	20
<b>Machinery and Equipment Subtotal</b>		<b>457</b>	<b>233</b>	<b>175</b>	<b>385</b>	<b>962</b>	<b>603</b>	<b>2,358</b>
<b>Information Technology</b>								
190	Desktops	4	3	21	3	4	35	66
191	Laptops - Standard	17	11	21	11	11	74	128
192	Tablets	-	8	8	8	8	40	72
<b>Information Technology Subtotal</b>		<b>21</b>	<b>22</b>	<b>50</b>	<b>22</b>	<b>23</b>	<b>149</b>	<b>266</b>
<b>Furniture and Fixtures</b>								
193	Furniture - ADP	2	-	-	-	-	-	-
194	Furniture - Replacement	-	20	-	-	-	-	20
195	Hand Wash Stations/Basins	-	8	-	-	-	-	8
196	Patio Furniture - ADP	8	-	-	-	-	-	-
<b>Furniture and Fixtures Subtotal</b>		<b>10</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28</b>
<b>Lakeview Manor Long-Term Care Home Total Capital</b>		<b>538</b>	<b>283</b>	<b>285</b>	<b>1,084</b>	<b>985</b>	<b>752</b>	<b>3,389</b>

**Appendix D: 2024 - 2033 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 2024 budget and nine-year capital forecast. See Appendix C for financing details for capital projects proposed in 2024

	2024 Proposed Budget	Forecast					Forecast Total
		2025	2026	2027	2028	2029-2033	
<b>Long-Term Care Administration</b>							
<b>Information Technology</b>							
197 Laptops - Standard	17	42	25	17	42	134	260
198 Tablets	-	-	-	10		34	44
<b>Information Technology Subtotal</b>	<b>17</b>	<b>42</b>	<b>25</b>	<b>27</b>	<b>42</b>	<b>168</b>	<b>304</b>
<b>Long-Term Care Administration Total Capital</b>	<b>17</b>	<b>42</b>	<b>25</b>	<b>27</b>	<b>42</b>	<b>168</b>	<b>304</b>
<b>Total Capital Fairview Lodge, Hillsdale Estates, Hillsdale Terraces, Lakeview Manor, and Long-Term Care Administration</b>	<b>2,692</b>	<b>6,370</b>	<b>3,034</b>	<b>6,830</b>	<b>1,761</b>	<b>27,599</b>	<b>45,594</b>