

## Long-Term Care Homes & Services

### What We Do

We are leaders in excellence and ground-breaking services for healthy aging, who provide a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes, with an asset book value of \$248.829 million, in a state of good repair to meet Ministry of Health and Long-Term Care (MOHLTC) requirements and to ensure the safety and comfort of our residents. These homes operate 24 hours a day, 365 days a year, providing permanent, convalescent, and short-stay admissions. We also provide community support programs, including adult day programs, supportive housing services, and homemakers and nursing services which provide a support system to help clients maintain their independence and live in their own home. Long-Term Care Homes & Services delivers the following services:

- Long-Term Care Homes
- Community Based Programs

Long-Term Care Homes & Services has stewardship over 10 long-term homes.

### Why We Do It

The need for long-term care services is becoming increasingly important as the population ages, acuity and complexity of resident care needs rises and the demand for specialized services increases. Long-Term Care Homes & Services supports healthy aging strategies by providing increasingly complex interventions for responsive behaviour, associated dementias and mental illness. In the community, our services enable residents to maintain independence either in their own home or in supportive housing.

#### Our Experience & Success

- Continued implementation of the Council approved 2016-2020 LTCHS Service Plan and supported leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Enhanced quality of care and quality of life for residents by refining and refreshing our Approach to Care model through implementation of new technology and cultivation of new programs and services to better meet the emerging needs of residents.

#### Key Challenges

- Aging demographic, acuity and complexity of resident care needs continues to rise requiring additional specialized services.
- Maintaining the City's ten (10) LTC homes in a state of good repair to ensure the safety, security and comfort of residents; mitigate risk to the City; and comply with all legislated requirements.
- Advance the Provincially mandated redevelopment of five (5) of the ten (10) City operated long-term care homes (1,232 of its 2,641 Ministry approved beds) to meet new design standards.

#### Priority Actions

- Additional funding is included to meet the rising resident acuity and to maintain service level standards (\$2.363 million gross, \$0 net) and to add specialized staff to provide behavioural support programs to residents (\$1.892 million gross \$0 net).
- Implement new Approach of Care to transform provision of services by promoting best nursing practices at the bedside, interprofessional collaboration, and seamless coordination of care to improve resident outcomes and satisfaction with care.
- Funding is included to advance the capital maintenance plan to continue to maintain all ten (10) City operated long-term care homes in a state of good repair until redevelopment is possible.

### Budget At A Glance

STAFF RECOMMENDED OPERATING BUDGET			
\$Million	2019	2020	2021
Gross Expenditures	\$268.5	\$271.2	\$272.7
Revenues	\$219.1	\$220.2	\$221.4
Net Expenditures	\$49.4	\$51.0	\$51.3
Approved Positions	2,426.6	2,440.0	2,455.0

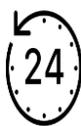
STAFF RECOMMENDED 10-YEAR CAPITAL PLAN			
\$Million	2019	2020-2028	Total
Gross Expenditures	\$10.9	\$73.0	\$83.9
Debt	\$7.0	\$60.7	\$67.7

*Note: Excluding 2018 carry forward funding to 2019*

### Our Key Service Levels



Long-Term Care Homes operate **365** days, **24** hours/day



Convalescent Care program is operational **365** days, **24** hours/day



Behavioural Support services are available **365** days, **24** hours/day



The Adult Day Program operates from Monday-Friday, **52** weeks per year



Supportive Housing Services are provided **365** days, **24** hours/per year



Homemakers & Nurses services are provided from Monday-Friday, **52** weeks per year

Source of Image: [www.icons8.com](http://www.icons8.com)

### Key Service Deliverables

- Deliver exemplary care and services through a continuum of care
- Serve vulnerable individuals and respond to emerging community needs
- Build capacity through high performing teams and strong partnerships
- Lead advances in long-term care and support services to seniors
- Continue with the implementation of a multi-year Electronic Healthcare Record System (eHCR) project to modernize documentation of resident health records using technology
- Continue the capital maintenance plan to address the required SOGR and Health and Safety requirements at 10 long-term care homes.

### Who We Serve

#### Long-Term Care Homes

- Residents
- Persons recovering from surgery or illness
- Persons requiring respite
- Family Caregivers (short-stay)
- Staff & Volunteers

#### Beneficiaries

- Family Members & Partners
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Health & Long-Term Care

#### Community Based Programs

- Frail Seniors
- Persons (adults) with Disabilities
- Persons with chronic illness over the age of 59 years

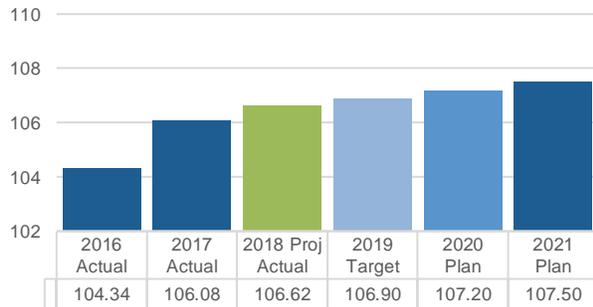
#### Beneficiaries

- Family Members & Partners
- Toronto Public Health
- Housing Providers, including Toronto Community Housing
- Healthcare Partners
- Local Health Integration Networks
- Ministry of Health & Long-Term Care

## How Well We Are Doing

### Performance Measures

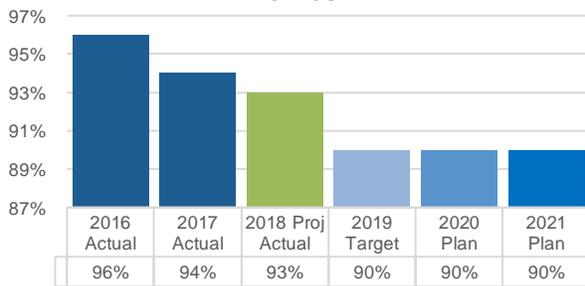
**Effectiveness Performance Measure - Resident Care Index**



### Behind the Numbers

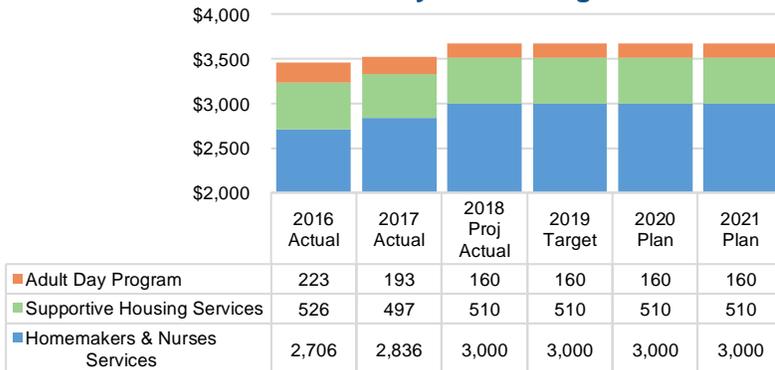
- The index measures the resident care levels and is key determinate of provincial funding allocated for resident care.
- An index of more than 100 indicates that our residents' needs are higher than the provincial average as determined by the Ministry of Health and Long-Term Care.
- LTCHS has consistently exceeded the average care requirements by leveraging provincial funding to support a continuum of high quality long-term care services.

**Effectiveness Performance Measure - Customer Satisfaction Rates in LTC Homes**



- 10 long-term care homes located city-wide are committed to providing 24-hour nursing and personal care and supportive programming for those who are no longer able to live on their own.
- LTCHS conducts surveys to assess their client's level of satisfaction with services experienced in all 10 homes.
- The level of resident satisfaction will be maintained at 90% over the next three years.

**Number of Clients Assisted Through Community Based Programs**



- These programs provide quality care and services to improve or maintain the independence and quality of life for clients who may be isolated vulnerable or would otherwise not be able live independently in their homes.
- Services include Adult Day Programs, Supportive Housing Services, and Homemakers & Nurses Services.
- The 2018 level of services across the three (3) activities will be maintained over the next 3 years.

# CONTENTS

## Page

571624293031323334

N/A

35363738

## RECOMMENDATIONS

### 2019 STAFF RECOMMENDED OPERATING BUDGET

### 2019 - 2028 STAFF RECOMMENDED CAPITAL BUDGET & PLAN

## ISSUES FOR DISCUSSION

## APPENDICES

1. 2019 Organization Chart
2. 2019 Operating Budget by Service
3. 2019 Service Levels
4. Summary of 2019 Recommended Service Changes
5. Summary of 2019 Recommended New & Enhanced Service Priorities
6. 2019 User Fee Rate Changes
7. 2019 Capital Budget; 2020 - 2028 Capital Plan
8. 2019 Cash Flow & Future Year Commitments
9. 2019 Capital Budget with Financing Detail
10. Reserve and Reserve Fund Review

#### Program / Agency:

##### Reg Paul

General Manager

Tel: (416) 392-8896

Email: [Reg.Paul@toronto.ca](mailto:Reg.Paul@toronto.ca)

#### Corporate:

##### Ritu Sadana

Manager, Financial Planning

Tel: (416) 395-6449

Email: [Ritu.Sadana@toronto.ca](mailto:Ritu.Sadana@toronto.ca)



## RECOMMENDATIONS

## RECOMMENDATIONS

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

1. City Council approve the 2019 Staff Recommended Operating Budget for Long-Term Care Homes & Services of \$268.500 million gross, \$49.429 million net for the following services:

Service:	Gross (\$000s)	Net (\$000s)
Long-Term Care Homes & Services	255,228.8	47,859.7
Community Based Programs	13,270.9	1,569.3
Total Program Budget	268,499.7	49,429.0

2. City Council approve the 2019 service levels for Long-Term Care Homes & Services as outlined in Appendix 3 of this report, and associated staff complement of 2,426.6 positions, comprised entirely of operating positions.

3. City Council approve the 2019 Staff Recommended Capital Budget for Long-Term Care Homes & Services with a total project cost of \$8.590 million, and 2019 cash flow of \$11.676 million and future year commitments of \$3.198 million comprised of the following:

a. New Cash Flow Funds for:

1. Five new / change in scope sub-projects with a 2019 total project cost of \$8.590 million that require cash flows of \$5.790 million in 2019 and future year cash flow commitments of \$2.800 million for 2020
2. Five previously approved sub-projects with a 2019 cash flow of \$3.750 million; and future year cash flow commitments of \$0.398 million for 2020;
3. Three previously approved sub-projects with carry forward funding from 2017 and prior years requiring 2019 cash flow of \$1.346 million that requires Council to reaffirm its commitment; and

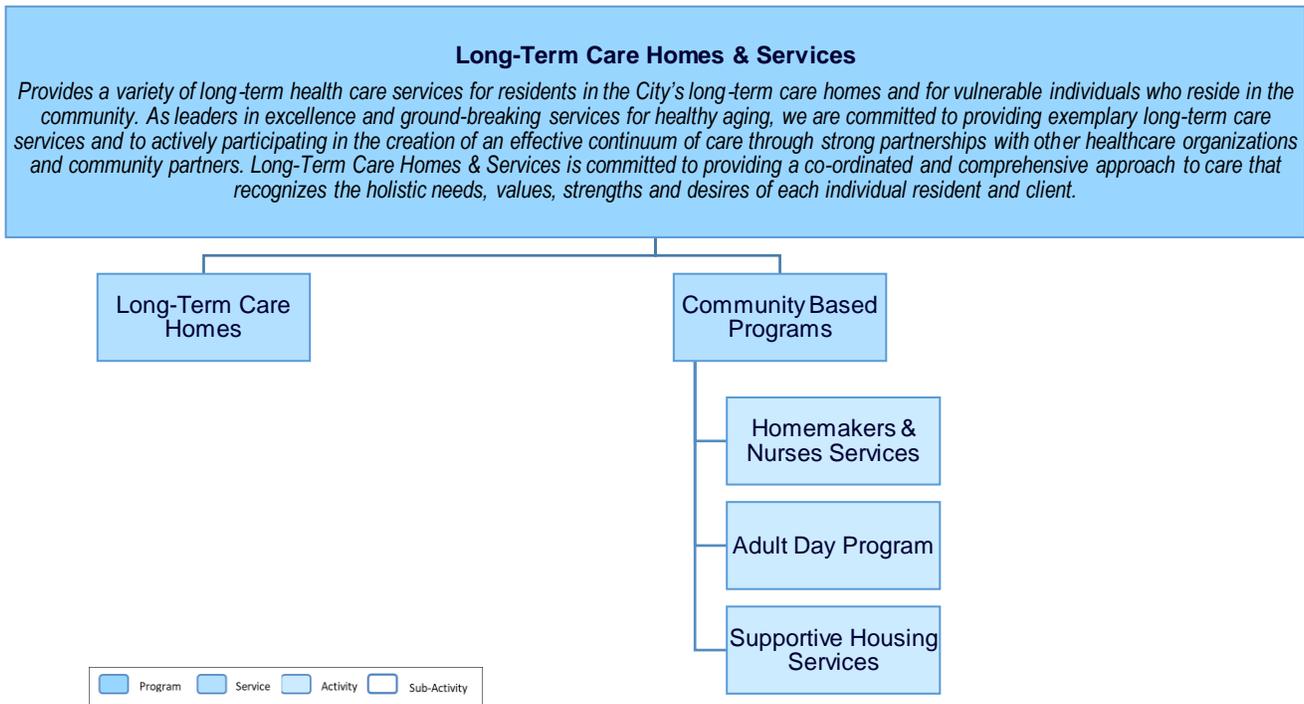
b. 2018 approved cash flow for 4 previously approved sub-projects with carry forward funding from 2018 into 2019 totalling \$0.790 million.

5. City Council approve the 2020 - 2028 Staff Recommended Capital Plan for Long-Term Care Homes & Services of \$69.819 million in project estimates, comprised of \$5.177 million for 2020; \$7.977 million for 2021; \$8.150 million for 2022; \$8.150 million for 2023; \$8.073 million for 2024; \$8.073 million for 2025; \$8.073 million for 2026; \$8.073 million for 2027, and \$8.073 million for 2028.



# 2019 STAFF RECOMMENDED OPERATING BUDGET

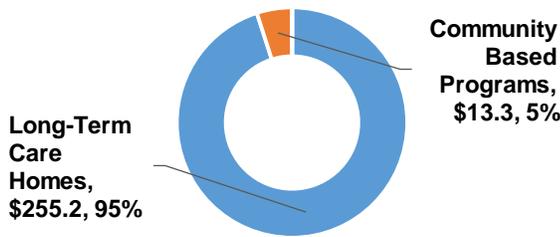
**PROGRAM MAP**



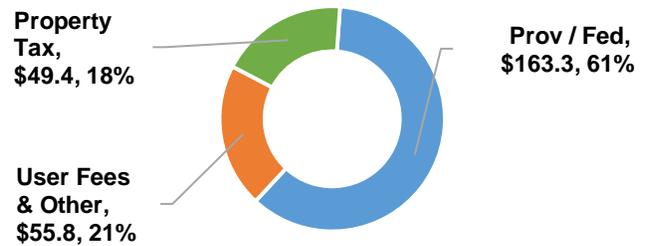
**2019 OPERATING BUDGET HIGHLIGHTS**

**2019 Staff Recommended Operating Budget \$268.5M**

**By Service**



**By Funding Source**



- **0.8%** Budget decrease compared to the 2018 Approved Net Operating Budget.
- **\$0.248M** Base Expenditure Changes from inflationary increases in salary and non-salary budgets.
- **\$0.615M** Efficiency savings achieved through streamlining, transformation and modernization of care model by using new technology and restructuring of administrative support.
- **\$1.892M** New/enhanced funding to meet Provincial accountability requirements required to respond to the emerging needs within the long-term care system. 100% Provincially funded.
- **2020/2021** Increases primarily for known inflationary adjustments for salaries and benefits.

**2019 OPERATING BUDGET OVERVIEW**

**Table 1: 2019 Staff Recommended Operating Budget and Plan by Service**

(In \$000s)	2018		2019			Changes		Incremental Change	
	Budget	Projected Actual*	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	\$	%	\$	\$
<b>Long-Term Care Homes</b>									
Gross Expenditures	249,480.4	244,307.9	253,411.3	1,817.4	255,228.8	5,748.4	2.3%	2,670.9	1,467.2
Revenue	201,218.5	198,453.8	205,551.7	1,817.4	207,369.1	6,150.6	3.1%	1,082.8	1,214.3
<b>Net Expenditures</b>	<b>48,261.8</b>	<b>45,854.1</b>	<b>47,859.7</b>		<b>47,859.7</b>	<b>(402.2)</b>	<b>(0.8%)</b>	<b>1,588.0</b>	<b>253.0</b>
<b>Community Based Programs</b>									
Gross Expenditures	13,135.5	13,004.1	13,196.7	74.2	13,270.9	135.5	1.0%	34.1	1.8
Revenue	11,561.8	11,446.2	11,627.5	74.2	11,701.7	139.9	1.2%	0.0	0.0
<b>Net Expenditures</b>	<b>1,573.7</b>	<b>1,557.9</b>	<b>1,569.3</b>		<b>1,569.3</b>	<b>(4.4)</b>	<b>(0.3%)</b>	<b>34.1</b>	<b>1.8</b>
<b>Total</b>									
Gross Expenditures	262,615.8	257,312.0	266,608.1	1,891.6	268,499.7	5,883.9	2.2%	2,705.0	1,469.1
Revenue	212,780.3	209,900.0	217,179.1	1,891.6	219,070.8	6,290.5	3.0%	1,082.8	1,214.3
<b>Total Net Expenditures</b>	<b>49,835.5</b>	<b>47,412.0</b>	<b>49,428.9</b>		<b>49,428.9</b>	<b>(406.6)</b>	<b>(0.8%)</b>	<b>1,622.1</b>	<b>254.8</b>
<b>Approved Positions</b>	<b>2,389.9</b>	<b>2,389.9</b>	<b>2,408.7</b>	<b>17.9</b>	<b>2,426.6</b>	<b>36.7</b>	<b>1.5%</b>	<b>13.4</b>	<b>15.0</b>

\* Year-End Projection Based on Q3 2018 Variance Report

Base Changes (\$0.407M Net)	New/Enhanced Service Priorities (\$1.892M Gross / \$0 Net)	Future Year Plan
<ul style="list-style-type: none"> <li>Salary &amp; benefit increases primarily from arbitration award for CUPE local L79 Part-Time Unit.</li> <li>Inflationary cost increases for utilities of \$0.326 million.</li> <li>Above pressures more than offset by the adjustment of budget to actual experience and efficiency savings achieved through streamlining of operations, transformation and modernization of care model by using new technology and realigning staff resources.</li> </ul>	<ul style="list-style-type: none"> <li>100% Provincial funding to meet the Provincial LTC accountability requirements required to respond to the emerging needs within the long-term care system.</li> <li>The increased funding in 2019 will allow homes to hire additional nursing staff and enhance behavioral support programs and the Supporting Housing program.</li> </ul>	<ul style="list-style-type: none"> <li>Known inflationary increases in salaries and benefits.</li> </ul>

**EQUITY IMPACTS**

**Increasing services for vulnerable seniors, persons with low income, and persons with disabilities** living in City directly-operated long-term care homes: Long-Term Care Homes & Services' 2019 Staff Recommended Operating Budget includes funding for enhanced services in nursing hours to meet the complex care requirements of existing and future residents, which will have a positive impact on vulnerable, low income seniors and person with disabilities. This service expansion aligns with the goals of the Poverty Reduction Strategy and Toronto Seniors Strategy.

**Mitigating negative equity impacts for vulnerable seniors, persons with low income, and persons with disabilities:** The budget also includes efficiency savings, which will have low negative impacts on vulnerable, low income seniors and persons with disabilities. Efficiencies include realignment of familiar staff and/or adjustments to familiar staff work times and/or locations. Long-Term Care Homes & Services will work within existing resources to mitigate negative impacts from these efficiencies.

## 2019 Staff Recommended Operating Budget Changes by Service

The 2019 Staff Recommended Operating Budget for Long-Term Care Homes & Services is \$5.884 million gross and \$0.406 million net or 0.8% lower than the 2018 Council Approved Operating Budget. Table 2 below summarizes the key cost drivers to maintain current service levels, recommended service changes that exceed the budget target as well as recommended new and enhanced service priorities to meet outcomes.

**Table 2: 2019 Staff Recommended Operating Budget Changes by Service**

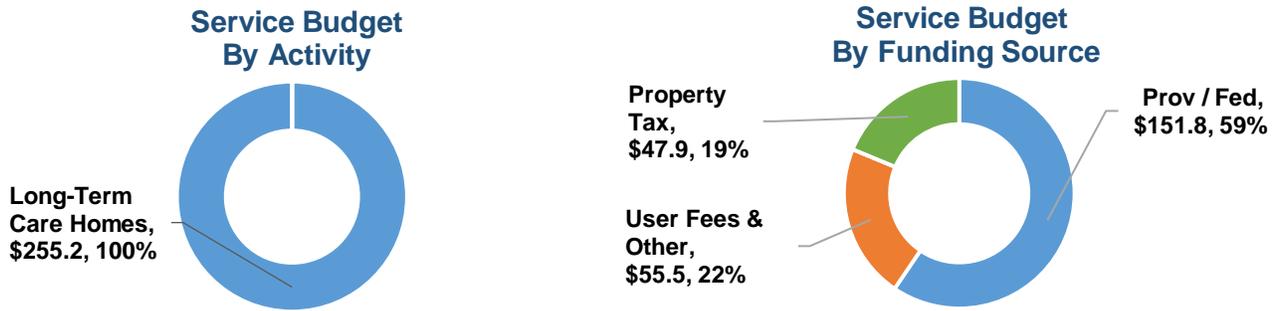
(In \$000s)	Services		Total	
	Long-Term Care Homes	Community Based Programs		
	\$	\$	\$	Positions
<b>2018 Council Approved Operating Budget (Net)</b>	<b>48,261.8</b>	<b>1,573.7</b>	<b>49,835.5</b>	<b>2,389.9</b>
<b>Base Expenditure Changes:</b>				
<b>Economic Factors</b>				
Hydro & Utility Inflationary Increases	325.7		325.7	
<b>Salaries and Benefits</b>				
COLA, Progression Pay, Step Increase and Benefits	1,997.1	72.2	2,069.3	
<b>Other Base Expenditure Changes</b>				
Interdivisional charges (Housing Unit 50% of PDO temp 1-yr position) and recoveries from capital	(71.4)		(71.4)	
Resident Acuity and Service Level Standards (\$2.363M Gross) to maintain existing support requirements			0.0	23.7
Adjustment of Budget to Actual Experience	(244.6)	(3.4)	(248.0)	
<b>Sub-total Base Expenditure Changes</b>	<b>2,006.8</b>	<b>68.8</b>	<b>2,075.6</b>	<b>23.7</b>
<b>Base Revenue Changes:</b>				
Level of Care Funding and User Fees	(1,961.7)	(65.7)	(2,027.3)	
<b>Sub-total Base Revenue Changes</b>	<b>(1,961.7)</b>	<b>(65.7)</b>	<b>(2,027.3)</b>	
<b>Service Changes:</b>				
<b>Service Efficiencies</b>				
Consolidate & Streamline Operations	(181.1)	(7.6)	(188.7)	(0.9)
Transformation and Modernization of Model of Care	(101.7)		(101.7)	
Restructuring of Administrative Support	(164.4)		(164.4)	(4.0)
<b>Sub-total Service Changes<sup>1</sup></b>	<b>(447.3)</b>	<b>(7.6)</b>	<b>(454.8)</b>	<b>(4.9)</b>
<b>Total Base Changes</b>	<b>45.1</b>	<b>3.2</b>	<b>48.3</b>	<b>23.7</b>
<b>New &amp; Enhanced Services:</b>				
<b>Enhanced Service Priorities</b>				
Provincial LTC Program Accountability Requirements (\$1.892M Gross)	0.0	0.0	0.0	17.9
<b>Sub-total New &amp; Enhanced Priorities<sup>1</sup></b>				<b>17.9</b>
<b>Total 2019 Staff Recommended Operating Budget (Net)</b>	<b>(402.2)</b>	<b>(4.4)</b>	<b>(406.6)</b>	<b>36.7</b>

**Note:**

- For additional information, refer to [Appendix 4](#) (page 33) for a more detailed listing and descriptions of the 2019 Staff Recommended Service Changes and [Appendix 5](#) (page 34) for the 2019 Staff Recommended New and Enhanced Service Priorities, respectively.

**Long-Term Care Homes** Provide 24-hour resident-focused care and service including nursing and personal care, behavioural support programs, medical services, recreational programming, dietetics and food services, laundry, social work, spiritual and religious care, housekeeping, maintenance, trust and administrative services. Lesbian, gay, bi and transgender (LGBT) supports, community outreach and extensive volunteer programs are also available. Each home features a welcoming environment, offering special services and programs, including language and cultural partnerships, designed to provide the best possible quality of life and to respond to the needs of each individual resident. Homes provide permanent admission and may also offer convalescent and/or short-stay admissions.

**2019 Staff Recommended Operating Budget \$255.2M**



Refer to [Appendix 2](#) (page 31) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**



Refer to [Appendix 3](#) (page 32) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

**Service Performance Measures**

**Effectiveness Performance Measure - Occupancy Rate of Long-Stay Home Services**



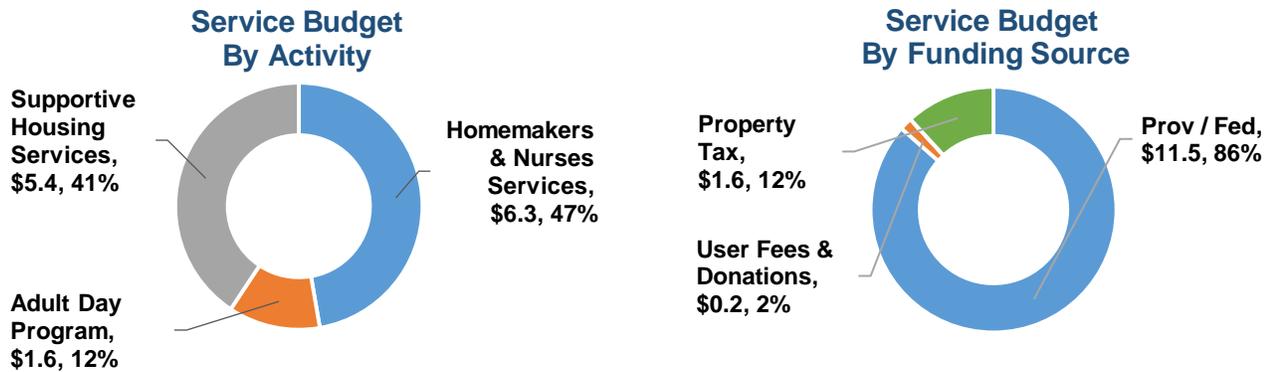
**Effectiveness Performance Measure - Occupancy Rate of Convalescent Care Services**



- Long-Stay Home Services provides 24-hour care to vulnerable individuals who require specific medical and therapeutic services in a supportive environment on an ongoing basis.
- The occupancy rate will stay steady at 97% based on the total number of resident days that long-stay beds are occupied against the total number of long-stay bed days available.
- The Convalescent Care Program provides 24-hour care to seniors who require specific medical and therapeutic services in a supportive environment for a period of up to 90 continuous days per calendar year.
- The occupancy rate of 80% is based on the total number of residents occupying convalescent care beds against the total number of convalescent care bed days available.

**Community Based Programs** provide supports to help clients maintain their independence and live in their own home. Programs are an integral part of the continuum of care that is available to ensure clients receive the right level of care at the right time and place.

**2019 Staff Recommended Operating Budget \$13.3M**



Refer to [Appendix 2](#) (page 31) for the 2019 Staff Recommended Operating Budget by Service.

**Key Service Levels**



The Adult Day Program operates from Monday-Friday, **52** weeks per year.



Supportive Housing Services are provided **365** days per year

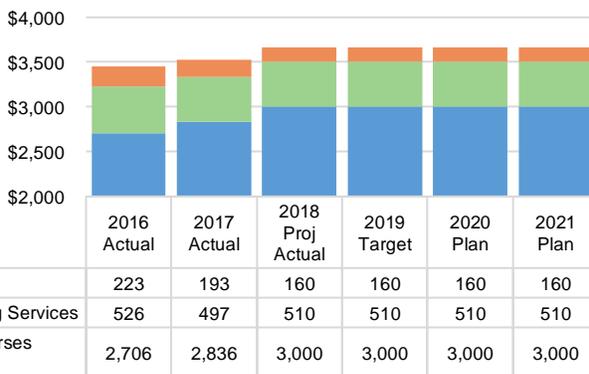


Homemakers & Nurses services are provided from Monday-Friday, **52** weeks per year

Refer to [Appendix 3](#) (page 32) for a complete list of the 2019 Staff Recommended Service Levels for this Service.

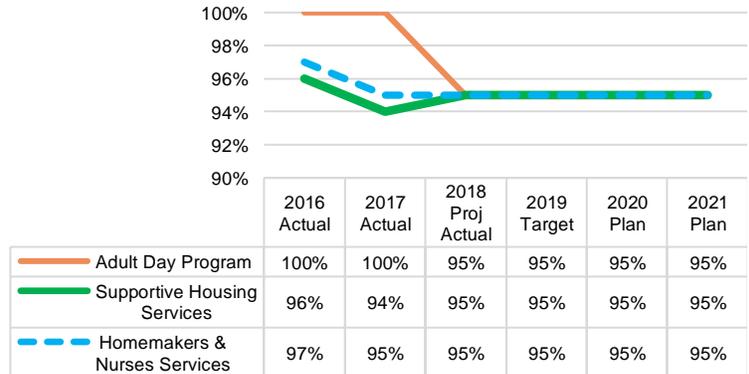
**Service Performance Measures**

**Number of Clients Assisted Through Community Based Programs**



- Represents the total number of clients assisted through Community Based Programming in a 12 month period.
- In 2018, it is projected that a total of 3,670 clients will be supported and that this level of service will be maintained over the next 3 years.

**Effectiveness Performance Measure - Client Satisfaction Rate**



- LTCHS conducts surveys for clients to assess client satisfaction with services provided by asking if the respondent would recommend the Community Based Program received to others.
- The level of resident satisfaction for the three (3) support programs are projected to meet the program's threshold of 95%.

## 2018 OPERATING PERFORMANCE

### 2018 Service Performance

#### Key Service Accomplishments:

- Implemented new nursing infrastructure by delineating the roles and responsibilities of clinical and operational nursing leadership enhancing the home's inter-professional teams.
- Continued implementation of the Council-approved 2016-2020 LTCHS Service Plan and supported leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- Advanced the implementation of the Council-approved LTCHS Capital Renewal Plan to address mandatory redevelopment of five (5) long-term care homes to meet new design standards required by the Ministry of Health and Long-Term Care (MOHLTC).
- Enhanced quality of care and quality of life for residents by refining and refreshing the division's Approach to Care model.
- Cultivated new programs and services to better meet the emerging needs of residents such as introducing a clinical resource library and the Java Music Club program.
- Developed and implemented standardized systems and processes that improved data accuracy.
- Shared innovations and best practices as leaders in excellence and ground-breaking services for healthy aging at provincial conferences.
- Organized the 27th annual Toronto Challenge fund and awareness raising event to benefit over 40 non-profit organizations that are improving the quality of life for Toronto seniors.
- Introduced management leadership rounds to contribute to a positive work environment with opportunities to connect with staff, identify and eliminate obstacles, increasing engagement and building trust through timely follow up and effective communication.
- Introduced the Just Culture Incident Protocol to support implementation of Quality of Care Information Protection Act, 2016 (QCIPA).
- Surveyed stakeholders on research opportunities within long-term care homes and community support programs to assist operational outcomes, quality of life and care excellence for residents and clients.
- Developed a specialized services model to better support and address the needs of an aging population with lived experience of homelessness and/or previous shelter use as these eligible clients transition into long-term care from Seaton House.

### Status Update on 2018 Council Approved New & Enhanced Services

During the 2018 Budget process, City Council approved \$2.069 million gross and \$0 net for a new and enhanced service priority in the 2018 Operating Budget for Long-Term Care Homes & Services. The implementation and results to-date are highlighted below:

Resident Acuity and Service Level Standards (\$2.069 million gross and \$0 net, 17.9 permanent positions).

- Fully funded by the Province, 22 direct care staff were hired in 2018 to support the relative intensification in resident needs for nursing, personal care and rehabilitation. The Ministry of Health and Long-Term Care (MOHLTC) measures acuity and adjusts funding annually to all long-term care homes in order to maintain the necessary care and service levels ranging from level of care staffing, raw food and physiotherapy services.

## 2018 Financial Performance

Table 3: Budget vs. Actual by Category of Expenditures and Revenues

Category (In \$000s)	2017 Actual	2018 Budget	2018 Projected Actual *	2019 Total Staff Recommended Budget	2019 Change from 2018 Approved Budget	
	\$	\$	\$	\$	\$	%
Salaries and Benefits	199,406.4	212,862.3	207,558.5	217,784.3	4,922.0	2.3%
Materials & Supplies	19,805.4	21,658.8	21,658.8	22,553.6	894.8	4.1%
Equipment	3,672.4	3,249.2	4,249.2	3,497.6	248.4	7.6%
Service and Rent	19,551.9	21,961.2	20,961.2	21,720.6	(240.5)	(1.1%)
Contribution To Capital						
Contribution To Reserves/Reserve Funds	1,954.2	1,959.8	1,959.8	1,959.8		
Other Expenditures	178.2	192.4	192.4	192.4		
Inter-Divisional Charges	869.2	732.1	732.1	791.4	59.3	8.1%
<b>Total Gross Expenditures</b>	<b>245,437.7</b>	<b>262,615.8</b>	<b>257,312.0</b>	<b>268,499.7</b>	<b>5,883.9</b>	<b>2.2%</b>
Inter-Divisional Recoveries	79.3	104.4	104.4	273.0	168.6	161.5%
Provincial Subsidies	145,167.3	160,624.1	157,743.8	163,287.4	2,663.3	1.7%
Federal Subsidies						
Other Subsidies						
User Fees & Donations	54,019.1	51,575.3	51,575.3	54,875.3	3,300.0	6.4%
Licences & Permits Revenue						
Transfers From Capital		300.0	300.0	300.0		
Contribution From Reserves/Reserve Funds						
Sundry and Other Revenues	528.8	176.5	176.5	335.0	158.5	89.8%
<b>Total Revenues</b>	<b>199,794.5</b>	<b>212,780.3</b>	<b>209,900.0</b>	<b>219,070.8</b>	<b>6,290.5</b>	<b>3.0%</b>
<b>Total Net Expenditures</b>	<b>45,643.2</b>	<b>49,835.5</b>	<b>47,412.0</b>	<b>49,428.9</b>	<b>(406.6)</b>	<b>(0.8%)</b>
<b>Approved Positions</b>	<b>2,373.9</b>	<b>2,389.9</b>	<b>2,389.0</b>	<b>2,426.6</b>	<b>36.7</b>	<b>1.5%</b>

\* Year-End Projection Based on Q3 2018 Variance Report

Long-Term Care Homes & Services is projecting a net favourable variance of \$2.424 million at year-end, primarily from a favourable gross expenditure variance of \$5.304 million due to underspending in 100% claims based programs which is offset by underachieved revenues of \$2.880 million to reflect lower than planned provincial subsidies for 100% claims based programs.

For additional information regarding the 2018 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2018", adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.7>

### Impact of 2018 Operating Variance on the 2019 Staff Recommended Operating Budget

- The favourable 2018 year-end variance is not anticipated to continue into 2019. Provincial long-term care funding is highly complex and often targeted for specific initiatives. Accordingly, LTCHS carefully controls its operating budget by ensuring that no spending occurs until anticipated provincial subsidy increases and/or adjustments are confirmed.
- The 2019 Staff Recommended Operating Budget has been developed based on reasonable assumptions with respect to the timing and amount of expected funding levels from the MOHLTC.

**This Page Intentionally Left Blank**

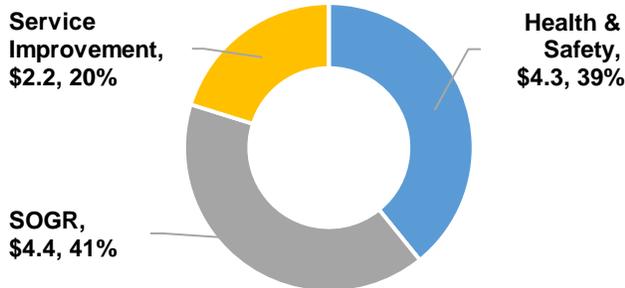


# 2019 – 2028 STAFF RECOMMENDED CAPITAL BUDGET AND PLAN

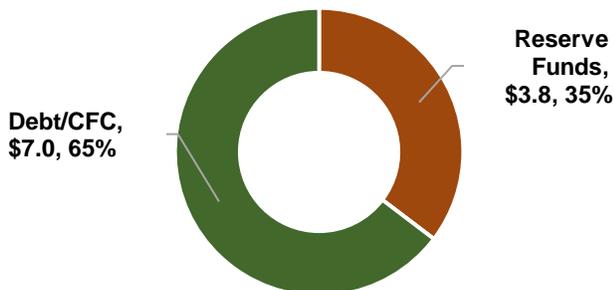
**10-YEAR CAPITAL PLAN HIGHLIGHTS**

**2019 Staff Recommended Capital Budget \$10.886M**

**By Project Category**

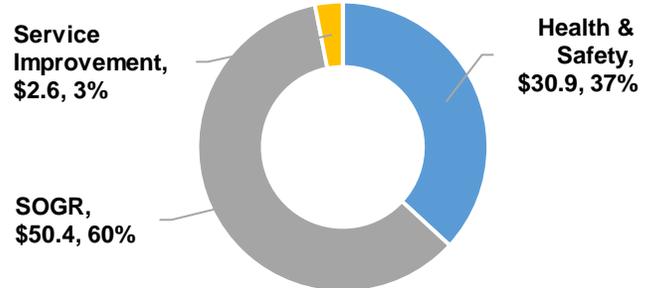


**By Funding Source**

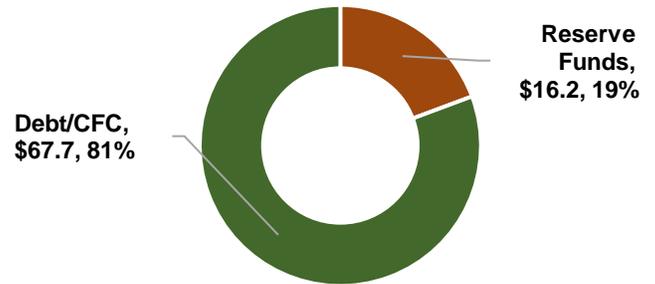


**2019-2028 Staff Recommended Capital Budget and Plan \$83.903M**

**By Project Category**



**By Funding Source**



**1 YEAR**

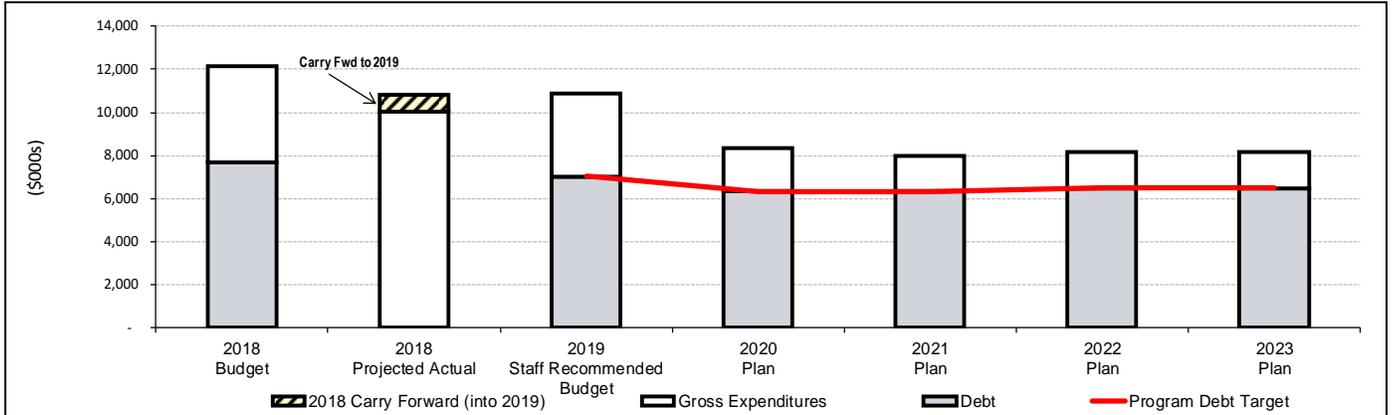
- **\$2.052M** Continue the implementation of the service improvement project, *Electronic Health Record System* to enable electronic documentation of health records.
- **\$0.144M** Begin the service improvement, *Work Order Management System* project to investigate the feasibility of leveraging SAP-functionality to automate and modernize the existing work order tracking and asset management process.
- **\$4.265M** Continue to implement projects to ensure that long-term care homes remain compliant with provincial health and safety standards.
- **\$4.425M** Complete health and safety projects including building upgrades, electrical, mechanical and speciality system repairs to maintain the long-term care homes in a state of good repair.

**10 YEARS**

- **\$30.922M** Health & Safety projects to ensure the 10 long-term care homes are in compliance with Ministry of Health and Long-Term Care (MOHLTC) requirements.
- **\$50.387M** State of Good Repair projects which include building upgrades, electrical, mechanical and specialty systems repairs and upgrades to the existing homes to prevent major capital costs through regular maintenance.
- **\$2.780M** Service Improvement projects that will modernize service delivery by integrating technology solutions; electronically documenting resident health care records and support case-based decisions; and undertaking a feasibility study to automate tracking of work orders to better manage City's assets.

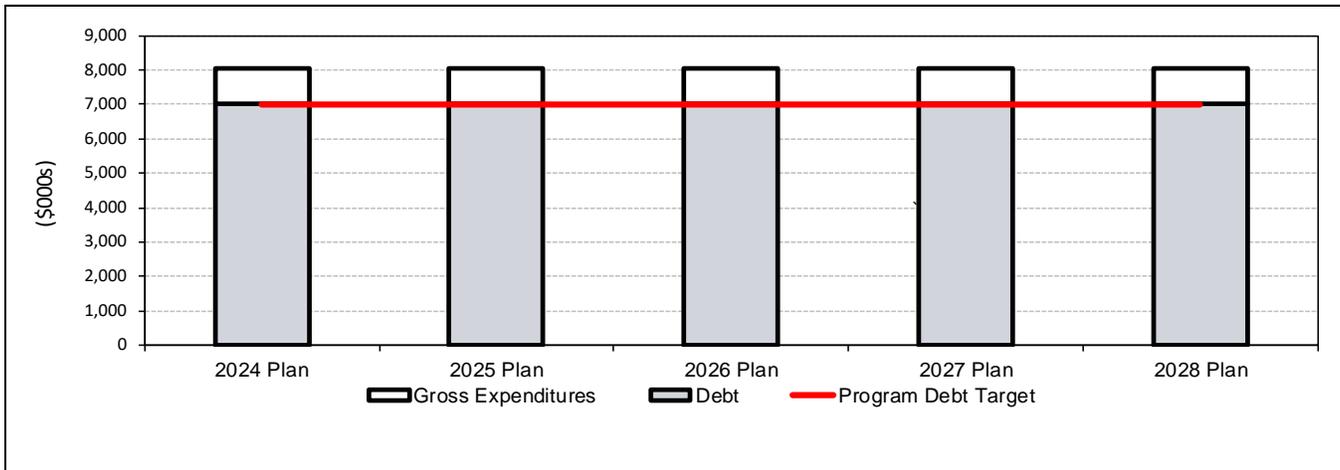
**2019 – 2028 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



		2019 Staff Recommended Capital Budget and 2020 - 2023 Capital Plan							5-Year Total Percent	
		2018	2019	2020	2021	2022	2023	2019 - 2023		
		Budget	Projected Actual							
<b>Gross Expenditures by Project Category:</b>										
Health & Safety		7,328		4,265	2,873	2,973	2,973	2,973	16,057	36.9%
Legislated SOGR		3,492		4,425	5,104	5,004	5,177	5,177	24,887	57.2%
Service Improvement Growth Related		1,352		2,196	398				2,594	6.0%
<b>Total by Project Category</b>		<b>12,172</b>		<b>10,886</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>43,538</b>	<b>100.0%</b>
<b>Program Debt Target</b>				<b>7,040</b>	<b>6,327</b>	<b>6,327</b>	<b>6,500</b>	<b>6,500</b>	<b>32,694</b>	
<b>Financing:</b>										
Debt		7,684		7,040	6,327	6,327	6,500	6,500	32,694	75.1%
Reserves/Reserve Funds		3,050		3,846	2,048	1,650	1,650	1,650	10,844	24.9%
Development Charges Provincial/Federal Debt Recoverable Other Revenue		1,438								
<b>Total Financing</b>		<b>12,172</b>		<b>10,886</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>43,538</b>	<b>100.0%</b>
<b>By Status:</b>										
2018 Capital Budget & Approved Future Year (FY) Commitments		12,172	10,035	3,438					3,438	7.9%
Changes to Approved FY Commitments				312	398				710	1.6%
2019 New/Change in Scope & FY Commitments				5,790	2,800				8,590	19.7%
2020 - 2023 Capital Plan Estimates					5,177	7,977	8,150	8,150	29,454	67.7%
2-Year Carry Forward for Reapproval						1,346			1,346	3.1%
1-Year Carry Forward to 2019			790							
<b>Total Gross Annual Expenditures &amp; Plan</b>		<b>12,172</b>		<b>10,886</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>43,538</b>	<b>100.0%</b>
<b>Asset Value (\$) at year-end</b>		<b>248,829</b>		<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	
Yearly SOGR Backlog Estimate (not addressed by current plan)										
Accumulated Backlog Estimate (end of year)		4,507		4,507	4,507	4,507	4,507	4,507	4,507	
<b>Backlog: Percentage of Asset Value (%)</b>		<b>1.8%</b>		<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	
Debt Service Costs				278	899	896	833	848	3,754	
Operating Impact on Program Costs										
New Positions										

**Chart 2: 10-Year Capital Plan Overview (Continued)**



	2024 - 2028 Staff Recommended Capital Plan							10-Year Total Percent
	2024	2025	2026	2027	2028	2019 - 2028		
<b>Gross Expenditures by Project Category:</b>								
Health & Safety Legislated SOGR	2,973	2,973	2,973	2,973	2,973	30,922	36.9%	
Service Improvement Growth Related	5,100	5,100	5,100	5,100	5,100	50,387	60.1%	
						2,594	3.1%	
<b>Total by Project Category</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>83,903</b>	<b>100.0%</b>	
<b>Program Debt Target</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>67,694</b>		
<b>Financing:</b>								
<b>Debt</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>67,694</b>	<b>80.7%</b>	
Reserves/Reserve Funds	1,073	1,073	1,073	1,073	1,073	16,209	19.3%	
Development Charges								
Provincial/Federal Debt Recoverable								
Other Revenue								
<b>Total Financing</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>83,903</b>	<b>100.0%</b>	
<b>By Status:</b>								
2018 Capital Budget & Approved Future Year (FY) Commitments						3,438	4.1%	
Changes to Approved FY Commitments						710	0.8%	
2019 New/Change in Scope & FY Commitments						8,590	10.2%	
2024 - 2028 Capital Plan Estimates	8,073	8,073	8,073	8,073	8,073	69,819	83.2%	
2-Year Carry Forward for Reapproval						1,346	1.6%	
<b>Total Gross Annual Expenditures &amp; Plan</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>83,903</b>	<b>100.0%</b>	
<b>Asset Value(\$)</b> at year-end	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>	<b>248,829</b>		
Yearly SOGR Backlog Estimate (not addressed by current plan)								
Accumulated Backlog Estimate (end of year)	4,507	4,507	4,507	4,507	4,507	4,507		
<b>Backlog: Percentage of Asset Value (%)</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>1.8%</b>			
Debt Service Costs	870	913	913	913	913	8,277		
Operating Impact on Program Costs								
New Positions								

## Staff Recommended 10-Year Capital Plan by Project Category

Table 4: Summary of Capital Projects by Project Category

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost
<b>Total Expenditures by Category</b>													
<b>Health &amp; Safety</b>													
BUILDING UPGRADES			650	650	650	650	650	650	650	650	650	5,850	5,850
ELECTRICAL		1,275	1,111	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	12,074	12,074
MECHANICAL		2,990	887	887	887	887	887	887	887	887	887	10,973	10,973
SPECIALTY SYSTEMS		-	225	225	225	225	225	225	225	225	225	2,025	2,025
<b>Sub-Total</b>		<b>4,265</b>	<b>2,873</b>	<b>2,973</b>	<b>30,922</b>	<b>30,922</b>							
<b>State of Good Repair</b>													
BUILDING UPGRADES		2,790	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	28,251	28,251
ELECTRICAL			810	810	810	810	733	733	733	733	733	6,905	6,905
MECHANICAL				371	371	371	371	371	371	371	371	3,339	3,339
SPECIALTY SYSTEMS		1,635	1,094	994	1,167	1,167	1,167	1,167	1,167	1,167	1,167	11,892	11,892
<b>Sub-Total</b>		<b>4,425</b>	<b>5,104</b>	<b>5,004</b>	<b>5,177</b>	<b>5,177</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>50,387</b>	<b>50,387</b>
<b>Service Improvement</b>													
Electronic Healthcare System	702	2,052	398									2,450	3,152
Work Order Management System		144										144	144
<b>Sub-Total</b>	<b>702</b>	<b>2,196</b>	<b>398</b>									<b>2,594</b>	<b>3,296</b>
<b>Total Expenditures by Category (excluding carry forward from 2018)</b>	<b>702</b>	<b>10,886</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>83,903</b>	<b>84,605</b>

\*Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2018, excluding ongoing capital projects (i.e. Civic Improvement projects)

## 2019 - 2028 Key Capital Projects

The 10-Year Staff Recommended Capital Plan is critical to maintaining the City's ten (10) long-term care homes ensuring the safety, security and comfort of residents; mitigating risk to the City; and meeting compliance with all legislated requirements.

*Health and Safety*

- *Health and Safety* projects account for \$30.922 million or 36.9% of the total 10-Year Staff Recommended Capital Plan's expenditures. These projects, funded from debt and from the Homes for the Aged reserve funds, support the general repairs and minor upgrades required to satisfy health and safety standards for all 10 homes as follows:
  - *Building Upgrades* (\$5.850 million) – Funding is provided for critical repairs to flooring, roofing, windows, doors, paving & grounds and minor structural repairs.
  - *Electrical* (\$12.074 million) – These funds are for work required for lighting upgrades, general electrical and nurse call systems.
  - *Mechanical* (\$10.973 million) – Funding is included for work on cooling and heating plants, HVAC control systems and ventilation systems.
  - *Speciality Systems* (\$2.025 million) – Funding is provided for capital maintenance work on elevators and security equipment.

*State of Good Repair (SOGR)*

- SOGR projects account for \$50.387 million or 60.2% of the total 10-Year Staff Recommended Capital Plan's spending. Debt funds provide the primary funding source for these projects to maintain homes in a state of good repair to prevent major capital costs.
  - *Building Upgrades* (\$28.251 million) – Funding is provided for planned repairs to flooring, roofing, paving & grounds, accessibility upgrades, waterproofing and minor structural repairs.
  - *Electrical* (\$6.905 million) – These funds are for work required for lighting retrofits, fire alarm system replacements, nurse call systems, emergency generators and switchgear replacements.

- *Mechanical* (\$3.339 million) – Funding is provided for plumbing upgrades, heating/cooling plant upgrades, and ventilation system upgrades.
- *Speciality Systems* (\$11.892 million) – Funding is provided for maintenance work on elevator systems, laundry and kitchen equipment, resident lift systems and security systems.

**Service Improvement**

- Service Improvement projects amount to \$2.450 million or 2.9% of the total 10-Year Staff Recommended Capital Plan's expenditures and are fully funded through the Homes for the Aged reserve.
  - The *Electronic Healthcare Record System* project (\$2.450 million) is a multi-year project with total costs of \$3.152 million of which \$0.702 million has been spent to date. This project will deliver a technology solution to document resident health records and support case-based decisions.
  - The *Work Order Management System (Seed)* project (\$0.144 million) will investigate the feasibility of using SAP-functionality to automate and track work orders and to manage assets more effectively and efficiently. The program will assess if this system meets all requirements before proceeding with an implementation plan and to assess future business and cost requirements.

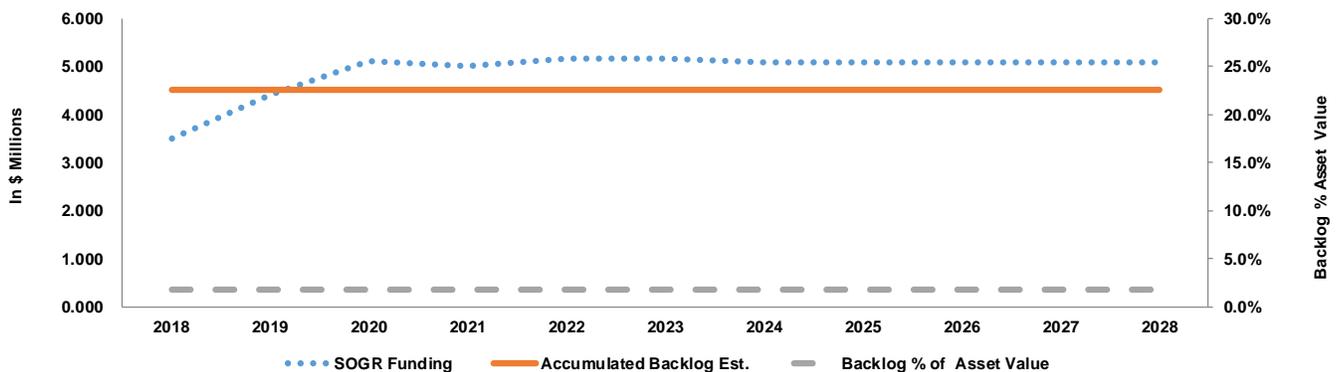
**State of Good Repair (SOGR) Funding & Backlog**

Long-Term Care Homes & Services' capital maintenance program ensures that life safety issues are addressed and that all ten long-term care homes are maintained in a state of good repair to avoid future major costs from becoming necessary.

The 10-Year Staff Recommended Capital Plan will fund \$50.387 million of SOGR projects within Long-Term Care Homes & Services over the 10-year period, providing an average of \$5.039 million annually. This funding will ensure the safety, security and comfort of residents as well as mitigate risks to the City while complying with the Ministry of Health and Long-Term Care (MOHLTC) requirements.

The accumulated backlog at the end of 2018 is estimated to be \$4.507 million. Continuous SOGR funding through the 10-year period will ensure the backlog is maintained at \$4.507 million or 1.8% of the asset replacement value of \$248.829 million.

**Chart 3: Total SOGR Funding & Backlog**



In \$ Millions	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>SOGR Funding</b>	3.492	4.425	5.104	5.004	5.177	5.177	5.100	5.100	5.100	5.100	5.100
<b>Accumulated Backlog Est.</b>	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507	4.507
<b>Backlog % of Asset Value</b>	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
<b>Total Asset Value</b>	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829	248.829

## 2018 CAPITAL PERFORMANCE

### 2018 Project Delivery

During 2018, Long-Term Care Homes & Services accomplished the following capital projects and activities:

- Procured a cloud-based solution and commenced the implementation of a new electronic healthcare record (eHCR) and resident information management system that will support financial and clinical care management in all long-term care homes.
- Collaborated with Children's Services to build a new Children's Day Care at Bendale Acres that will open in early 2019
- Continued implementation of LTCHS's capital maintenance program by ensuring that life safety issues were addressed and that homes were maintained in a state of good repair, mitigating risk to the City, and meeting compliance with all legislated requirements.

### Status Update on Council Approved New Capital Projects in the 2018 Capital Budget

During the 2018 Budget process, City Council approved 4 new capital sub-projects totalling \$5.890 million in cash flow funding with \$4.180 million debt funding included in the 2018 Capital Budget for Long-Term Care Homes & Services. This investment is included in the ongoing capital maintenance program which is in keeping with LTCHS' objectives to ensure all health and safety issues are addressed and that the physical assets are maintained in a state of good repair. The implementation status is detailed below:

- Building, Electrical and Mechanical maintenance work was completed at Bendale Acres which included HVAC upgrades, window replacements, exterior glazing and masonry replacement and enhancements to visitor reception areas.
- At Castlevue Wychwood Towers long-term care home upgrades were completed to resident bathing and washrooms, dining areas, flooring and service elevators. The home also converted a controlled smoking room to a resident laundry room.
- Additional upgrades were made to: Nursing call and fire alarm systems (Cummer Lodge), service elevators (Fudger House), building automation (Wesburn Manor), HVAC systems (Seven Oaks), solarium upgrades (True Davidson Acres) and enhancements to visitor reception areas (Lakeshore Lodge).

### 2018 Financial Performance

**Table 6: Budget vs. Actual by Project Category**

Project Category (In \$ Millions)	2017			2018			2019	
	Budget	Actual	Spending Rate %	Budget	Projected Actual *	Spending Rate %	Staff Recommended Capital Budget (excl. 1 Yr Carry Forward)	Staff Recommended Capital Budget (incl. 1 Yr Carry Forward)
Health & Safety	6.835	4.506	65.9%	7.328	6.603	90.1%	4.265	4.745
Legislated	5.389	5.438	100.9%	-	-	-	-	-
SOGR	2.566	1.470	57.3%	3.492	3.182	91.1%	4.425	4.735
Service Improvement	1.608	0.256	15.9%	1.352	0.250	18.5%	2.196	2.196
Growth Related	-	-	-	-	-	-	-	-
<b>Total</b>	<b>16.398</b>	<b>11.670</b>	<b>71.2%</b>	<b>12.172</b>	<b>10.035</b>	<b>82.4%</b>	<b>10.886</b>	<b>11.676</b>

Note - 2018 projection based on the Q3 capital variance submission

The above table details the capital projected spending at year-end. LTCHS projects to spend 82.42% of its 2018 Approved Capital Budget. The Service Improvement project, *Electronic Healthcare Record System*, is the primary

reason for underspending in 2018. This project experienced significant challenges in procuring a vendor due to the strict requirements surrounding compliance with data sensitivity and security. The vendor has been procured and the project is anticipated to be completed in 2020.

For additional information regarding the 2018 Q3 capital variances and year-end projections for Long-Term Care Homes & Services, please refer to the attached link for the report entitled "Capital Variance Report for the Nine-Month Period Ended September 30, 2018" adopted by City Council at its meeting on December 13, 2018.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.CC1.8>

### Impact of the 2018 Capital Variance on the 2019 Staff Recommended Capital Budget

- As a result of the delays in the capital project described in the 2018 Q3 Capital Variance Report, funding of \$0.790 million is being carried forward from 2018 for inclusion in the 2019 Staff Recommended Capital Budget to continue the capital work.
- In addition, \$1.346 million in cash flow funding for Health and Safety projects (*2017 H&S Life Safety Systems* and *2017 H&S HVAC*) and the *Electronic Healthcare System* project is being carried forward from 2017, funded from the Homes for the Aged Reserve and requires Council to reaffirm its commitment, consistent with the treatment of funding being carried forward 2 or more years.
- The 2019 - 2028 Staff Recommended Capital Budget and Plan includes revised cash flow funding estimates for the *Electronic Healthcare System* project. The Program has realigned cash flow estimates in 2019 based on the revised project timelines and activities.



## ISSUES FOR DISCUSSION

**ISSUES IMPACTING THE 2019 BUDGET****2019 Budget Overview****2019 Operating Budget:**

- Long-Term Care Homes & Services (LTCHS) provides a variety of long-term health care services for over 2,600 residents, primarily adults whose average age is 85 +, with multiple diagnoses and varying degrees of physical frailties, cognitive impairment and complex care needs in the City's 10 long-term care homes through permanent, convalescent, and short-stay programs.
- In addition, the Program provides community-based services to clients through community support programs, including adult day programs, supportive housing services, and homemaking services.
  - All services delivered by the Program are provincially regulated under the Long-Term Care Homes Act, 2007, Home Care and Community Services Act, 1994 and Homemakers and Nurses Services Act, 1990.
- Long-Term Care Homes & Services (LTCHS) is guided by its CARE (Compassion | Accountability | Respect | Excellence) values and is committed to providing a co-ordinated and comprehensive approach to resident care that recognizes the holistic needs, values, strengths and desires of each individual resident and client.
- Ministry of Health and Long-Term Care (MOHLTC) provides operating funds for nursing and personal care, programming and support services, and covers a portion of residents' accommodation costs, if needed (based on a standardized income test). Residents contribute toward their accommodation costs (e.g. housekeeping, food, laundry, lighting and heating) through a "resident co-payment." The City funds approximately 18% of the Program's Operating Budget.
- The City of Toronto is facing significant issues and challenges:
  - As verified by the 2016 Census, Toronto has an aging population, and it is expected that the growing population of seniors (65 and older) will accelerate and by 2031, one-quarter of the City's population will be over the age of 60 years which poses significant challenges as it would require both systems and capacity to provide quality care and service.
  - As the population ages and lives longer, in addition to the capacity issues, the resident acuity continues to rise requiring more complex interventions and the need for specialized services.
- Included in the 2019 Staff Recommended Operating Budget is additional provincial funding of \$2.360 million to add 23.7 full time equivalent positions necessary to support the relative intensification in residents' needs for nursing, personal care and rehabilitation. Additionally, provincial funding of \$1.892 million is included as the "Provincial LTC Program Accountability Requirements" enhancement to add 17.9 nursing positions to enhance behavioural support programs and the Supportive Housing Program necessary to meet higher service accountability requirements set out by MOHLTC and LHINs.
- Acknowledging the need to increase the capacity of long-term care beds in Ontario, the Province has committed to create 15,000 new LTC beds by 2022 and another 15,000 over the next decade to respond to the demand and to reduce the waitlists for LTC placement, included in the Province's Aging with Confidence: Ontario's Action Plan for Seniors.
  - City Council, at its meeting of May 22, 2018, adopted CD28.1, *Ontario's Action Plan for Seniors Includes a Focus on Long-Term Care* and made several recommendations including directing the General Manager, Long-Term Care Homes & Services to enter into discussions with Provincial officials to improve capital and operating funding and to strengthen the City's role in service planning for long-term care services, and report back on progress in 2019.
  - The Program will work closely with the Province and LHINs to meet the challenges placed on the City and seize the opportunities that will ensure high quality long-term care services are available for Torontonians for generations to come.

## 10-Year Capital Plan:

- The 2018 Council Approved Capital Budget for LTCHS was \$12.172 million primarily dedicated towards the capital maintenance program to maintain the City's long-term care homes at its current level of state of good repair and to complete the service improvement project, *Electronic Healthcare Record System*, initiated in 2016, to enable electronic documentation of health records.
  - LTCHS experienced significant delays in the delivery of the *Electronic HealthCare Record System* project since its inception, related to both procurement and cloud based privacy reviews (this is the first CoT cloud-based solution with personal health data), that contributed towards a spend rate of 71.2%. The unspent cash flow funding, that includes 2-year carry forward funding from 2017, has been carried forward into 2019.
- The Staff Recommended 2019-2028 Capital Plan of \$83.903 million, invests heavily in the capital maintenance program, which is in keeping with LTCHS' objectives to ensure all health and safety issues are addressed and that the physical assets are maintained in a state of good repair to ensure safe and secure places for residents and visitors.
- The Staff Recommended 10-Year Capital Plan reflects an increase of \$1.956 million or 2.6% in capital funding when compared to the 2018-2027 Approved Capital Plan with key changes summarized as follows:
  - Due to slight delays of ongoing electrical and mechanical repairs in Health and Safety systems, \$0.244 million in debt funding previously approved in 2017 will be re-budgeted in 2019.
  - Due to revised project delivery schedule and timelines for the *Electronic HealthCare Record System* project, \$1.102 million in funding from the Homes for the Aged Reserve previously approved in 2017 will be re-budgeted in 2019, with previously planned cash flow funding from 2018 re-phased to 2019 and 2020. Additionally, the project costs have been adjusted by an additional \$0.312 million in 2019 and \$0.398 million in 2020 with funding provided from the Homes for the Aged Reserve to reflect the changed timelines. With the procurement of a vendor now complete, the project is expected to be completed by 2020.
  - A new project, the *Workflow Order Management System* has been added to the plan with seed funding of \$0.144 million in 2019 from the Homes for the Aged Reserve to undertake a feasibility study to evaluate options to modernize the existing work order tracking and asset management process, which is mostly manual, by implementing technological solutions, including automation and leveraging the SAP Work-Order System application used by other City divisions.
- Despite added capital investments as noted above, Long-Term Care Homes & Services still requires \$521.441 million, in capital funding that cannot be accommodated in the 2019-2028 Staff Recommended Capital Budget and Plan. These unmet capital needs are discussed in detail in the following sections.

## Additional Service Demands

### Capital Unmet Needs Not Included in the 2019 – 2028 Staff Recommended Capital Budget and Plan

- The LTCHS Capital Renewal Plan, approved by City Council in November 2015, identified the mandatory redevelopment of 5 homes with an inventory of 1,232 beds to meet the new provincial design standards and modernize environments. The redevelopment of the 4 sites (the fifth site, is captured under the George Street Revitalization Project), envisioned to replace the existing inventory will require funding of \$396.000 million, with the City initially funding this as debt.
  - The MOHLTC provides a Construction Funding Subsidy (CFS) on a per bed per day basis (per diem) over 25 years, to support the costs of developing and/or redeveloping an eligible LTC home subject to all applicable requirements. The per diem commences once the home admits its first resident. The CFS does

not cover the cost of land. The MOHLTC will provide funding on a per diem basis totaling \$198.421 million (\$137.542 million for the 4 sites plus \$60.879 million for 378 LTC beds at the George Street Revitalization project) over a 25-year period following project completion of redeveloping 1232 beds

- City Council at its meeting of May 22, 2018 adopted CD28.1, "Ontario's Action Plan for Seniors Includes a Focus on Long-Term Care," acknowledging the Provincial commitment of creating 15,000 new LTC beds by 2022 and another 15,000 over the next decade to respond to the demand and to reduce the waitlists for LTC placement. <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.CD28.1>
  - In the same meeting, City Council, in recognition of the opportunities presented to Toronto, deemed it feasible to increase capacity by adding more LTC beds into larger vertical communities, along with affordable housing, community hubs and co-located City services to address the needs of vulnerable and aging populations.
  - In addition to several recommendations to the Province to augment operating and capital funding to Toronto, City Council adopted the goal of 2,018 beds for the four locations where additional capacity was identified, representing an increase of 978 beds to the existing inventory of 2641 beds, and would be the first increase in City operated beds in approximately 30 years. Council requested the increased bed target be incorporated in the LTCHS capital renewal plan and requested the General Manager, LTCHS to continue collaboration with Shelter, Support and Housing Administration, Social Development, Finance and Administration and other City Divisions in the renewal and redevelopment of the sites.
  - One of the four sites where additional bed capacity was identified falls beyond the 10-year Capital Plan, resulting in the potential to add 614 new beds within the 10-year Capital Plan. The total cost of the bed expansion proposed by Council brings the total unmet needs to \$626.070 million (\$521.441 million over a 10-year period and \$104.629 million beyond 2028) as summarized in the table below.

**Table 8: Unmet Capital Needs Not Included in the Staff Recommended 10-Year Capital Plan**

Project	Current # of Beds	Redevelopment <sup>1</sup> (Base Level)				Expansion (as requested by Council)				Total Project Cost				Cash Flow (In \$ Millions)		2029-2030 <sup>2</sup>
		# of Beds	Non-Debt Funding	Debt Funding	Project Cost	# of Beds	Non-Debt Funding	Debt Funding	Project Cost	# of Beds	Non-Debt Funding	Debt Funding	Project Cost	2019-2023	2024-2028	
<i>CWT Redevelopment</i>	456	256	41.230	73.770	115.000	256	41.230	58.627	99.857	512	82.461	132.396	214.857	5.943	208.914	
<i>Esther Shiner Blvd.</i>	127	160	25.769	57.231	83.000	268	43.163	49.724	92.887	428	68.932	106.955	175.887	102.988	72.899	
<i>Lakeshore Lodge Redevelopment</i>	150	192	30.923	48.577	79.500	0				192	30.923	48.577	79.276	1.700	77.576	
<i>Seven Oaks Redevelopment<sup>3</sup></i>	249	246	39.620	78.880	118.500	90	14.495	23.055	37.550	336	54.115	101.935	156.050		51.421	104.629
<i>Fudger House<sup>4</sup></i>	250					0				0						
<i>George Street Revitalization<sup>5</sup></i>	0	378				0				378						
<b>Total Costs of Base + Expansion</b>	<b>1232</b>	<b>1232</b>	<b>137.542</b>	<b>258.458</b>	<b>396.000</b>	<b>614</b>	<b>98.889</b>	<b>131.405</b>	<b>230.294</b>	<b>1846</b>	<b>236.431</b>	<b>389.863</b>	<b>626.070</b>	<b>110.631</b>	<b>410.810</b>	<b>104.629</b>

(1) The Redevelopment Plan assumes the mandated replacement of 1,232 existing beds. The replacement beds will be distributed to optimize operational efficiency.

(2) Council bed target includes redevelopment beyond 10-year Capital Plan and is intended to maximize potential site capacity.

(3) Planned completion of Seven Oaks is in 2030 at a cost of \$104.6M from 2029-2030 (\$69.0M in Debt and \$35.6M in Non-Debt).

(4) Fudger House is not currently included in 10-Year Plan. The estimated cost is \$164.0M (\$58.6M in non-debt funding and \$105.4M debt funding) based on 364 beds with a construction period from 2029-2035. Including Fudger House in the above tables increases the total number of beds per Expansion from 614 to 978.

(5) To be delivered by Shelter, Support & Housing Administration but recoverable debt will be realized from LTC portion of project.

- The "Unmet Capital Needs" identified by Long-Term Care Homes & Services as noted in the table above will require additional debt funding to proceed. The "Unmet Capital Needs" identified above cannot be accommodated within the City's current debt targets given the limitations on debt servicing costs and therefore were not included in the 10-Year Capital Plan for LTCHS. These projects will be included on the list of unfunded capital needs to be considered for funding in future years with other corporate priorities.

**OTHER ISSUES IMPACTING THE 2019 BUDGET****Modernization, Transformation and Innovation Initiatives**

Long-Term Care Homes & Services has undertaken a multi-year approach to implement modernization and transformation initiatives aimed at increasing efficiency and to improve the service delivery to meet the evolving needs of residents. Below are initiatives that have been undertaken:

In 2017, the Program implemented a quality improvement project using Lean Six Sigma methodologies to streamline the steps in the admissions process, enhance dining services by reducing service times and to reduce the Convalescent Care application review process from 5 days to 1 day. LTCHS also implemented wireless Voice Over Internet Protocol (VOIP) phones for improved communication between families, residents and staff and a call-centre software by the Centralized Call-In-Unit (CCIU) that included call management and tracking features to improve the analysis of shift replacement data for planning purposes and increased employee satisfaction.

In 2018, the Program focused on realigning the Rehabilitation Assistant (RA) staff duties from providing assistance to physiotherapists to supporting nurses in ongoing restorative care and services, recognizing the availability of provincial funding accessible to physiotherapists to provide their own assistants. This initiative provided service efficiency savings of \$0.356 million and strengthened restorative and rehabilitation care to all residents.

The 2019 Staff Recommended Operating Budget, includes the implementation of two transformation and modernization of care initiatives by using new technology and realigning the administrative and staff resources as follows:

- Initially implemented in 2016, the *Electronic Healthcare Record System* (eHCR) will be operational in 2019 and will modernize the capturing and management of resident information. This state-of-the-art technology will replace an outdated manual system currently in use and will provide the advantages of providing timely metrics and aid in decision making. This initiative will also reduce manual process and paperwork which will enable staff to provide more time towards direct care in order to improve quality of care and create greater client satisfaction.
- The Transformation & Modernization of Care (savings in 2019 of \$0.102 million from a reduction of 2 positions) will transform care and services provided to residents through the promotion of best nursing practices at the bedside, the improvement of inter-professional collaboration, and the seamless coordination of care that will improve resident outcomes and increase the overall satisfaction of residents, family and staff. This initiative will also enhance staff competencies and accountability and will optimize succession planning and recruitment of talented employees to ensure the continuity of service delivery that will further strengthen resident and family centred care.

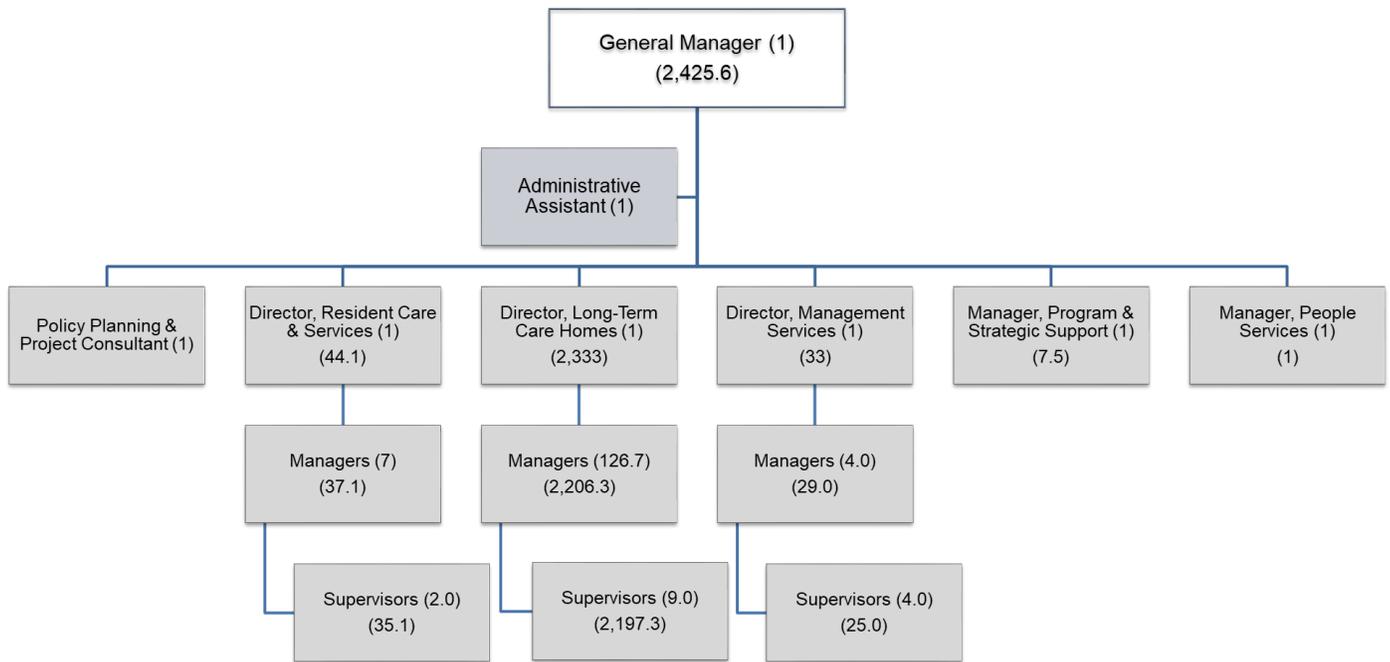
Continued efforts will be made to explore opportunities to further modernize, transform and innovate service delivery by developing partnerships to advance healthy aging strategies including creation of community hubs, safe spaces for seniors and vulnerable individuals.



# APPENDICES

## Appendix 1

### 2019 Organization Chart



The 2019 total staff complement includes the General Manager and staff for a total of 2,425.6 positions, comprising 0 capital positions and 2,426.6 operating positions as summarized in the table below.

### 2019 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	163.7	2.0	2,259.9	2,426.6
	Temporary			-	-	-
	<b>Total Operating</b>	1.0	163.7	2.0	2,259.9	2,426.6
Capital	Permanent			-	-	-
	Temporary			-	-	-
	<b>Total Capital</b>	-	-	-	-	-
<b>Grand Total</b>		<b>1.0</b>	<b>163.7</b>	<b>2.0</b>	<b>2,259.9</b>	<b>2,426.6</b>

## Appendix 2

### 2019 Operating Budget by Service

#### Long-Term Care Homes

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Long-Term Care Homes</b>								
Gross Expenditures	249,480.4	253,411.3	1,817.4	255,228.8	5,748.4	2.3%	2,670.9	1,467.2
Revenue	201,218.5	205,551.7	1,817.4	207,369.1	6,150.6	3.1%	1,082.8	1,214.3
<b>Net Expenditures</b>	<b>48,261.8</b>	<b>47,859.7</b>	<b>0.0</b>	<b>47,859.7</b>	<b>(402.2)</b>	<b>(0.8%)</b>	<b>1,588.0</b>	<b>253.0</b>
<b>Total</b>								
Gross Expenditures	249,480.4	253,411.3	1,817.4	255,228.8	5,748.4	2.3%	2,670.9	1,467.2
Revenue	201,218.5	205,551.7	1,817.4	207,369.1	6,150.6	3.1%	1,082.8	1,214.3
<b>Total Net Expenditures</b>	<b>48,261.8</b>	<b>47,859.7</b>	<b>0.0</b>	<b>47,859.7</b>	<b>(402.2)</b>	<b>(0.8%)</b>	<b>1,588.0</b>	<b>253.0</b>
<b>Approved Positions</b>	<b>2,341.8</b>	<b>2,360.9</b>	<b>17.0</b>	<b>2,377.9</b>	<b>36.0</b>	<b>1.5%</b>	<b>13.4</b>	<b>15.0</b>

#### Community Based Programs

(In \$000s)	2018	2019			Changes		Incremental Change	
	Approved Budget	Base	New / Enhanced	Total Staff Recommended Budget			2020 Plan	2021 Plan
By Service	\$	\$	\$	\$	\$	%	\$	\$
<b>Homemakers &amp; Nurses Services</b>								
Gross Expenditures	6,238.2	6,273.9	0.0	6,273.9	35.7	0.6%	14.4	2.1
Revenue	4,676.3	4,704.7	0.0	4,704.7	28.4	0.6%	0.0	0.0
<b>Net Expenditures</b>	<b>1,561.9</b>	<b>1,569.3</b>	<b>0.0</b>	<b>1,569.3</b>	<b>7.3</b>	<b>0.5%</b>	<b>14.4</b>	<b>2.1</b>
<b>Adult Day Program</b>								
Gross Expenditures	1,604.4	1,595.9	0.0	1,595.9	(8.5)	(0.5%)	6.0	(2.1)
Revenue	1,595.9	1,595.9	0.0	1,595.9	0.0		0.0	0.0
<b>Net Expenditures</b>	<b>8.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(8.5)</b>	<b>(100.0%)</b>	<b>6.0</b>	<b>(2.1)</b>
<b>Supportive Housing Services</b>								
Gross Expenditures	5,292.8	5,326.9	74.2	5,401.1	108.3	2.0%	13.7	1.8
Revenue	5,289.6	5,326.9	74.2	5,401.1	111.5	2.1%	0.0	0.0
<b>Net Expenditures</b>	<b>3.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(3.2)</b>	<b>(100.0%)</b>	<b>13.7</b>	<b>1.8</b>
<b>Total</b>								
Gross Expenditures	13,135.5	13,196.7	74.2	13,270.9	135.5	1.0%	34.1	1.8
Revenue	11,561.8	11,627.5	74.2	11,701.7	139.9	1.2%	0.0	0.0
<b>Total Net Expenditures</b>	<b>1,573.7</b>	<b>1,569.3</b>	<b>0.0</b>	<b>1,569.3</b>	<b>(4.4)</b>	<b>(0.3%)</b>	<b>34.1</b>	<b>1.8</b>
<b>Approved Positions</b>	<b>48.1</b>	<b>47.8</b>	<b>0.9</b>	<b>48.7</b>	<b>0.6</b>	<b>1.3%</b>	<b>0.0</b>	<b>0.0</b>

## Appendix 3

### 2019 Service Levels

#### Long-Term Care Homes

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
	Resident Care - Long Stay	# of days long-term care homes for extended period of time is operational for 24 hours/day	Approved	366	365	365	365
			Actual	366	365	365	
	Resident Care - Short Stay	# of days short-stay admission program is operational for 24 hours/day	Approved	366	365	365	365
			Actual	366	365	365	
	Convalescent Care	# of days convalescent care program is operational for 24 hours/day	Approved	366	365	365	365
			Actual	366	365	365	
	Behavioural Support Care	# of days behaviour support program is operational for 24 hours/day	Approved	366	365	365	365
			Actual	366	365	365	

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for Long-Term Care Homes.

#### Community Based Programs

Activity	Type	Service Level Description	Status	2016	2017	2018	2019
Adult Day Program	Adult Day Services	# of weeks the adult day program is operational from Monday to Friday	Approved	52	52	52	52
			Actual	52	52	52	
Supportive Housing Services	Personal Care and Homemaking	# of days the personal care and homemaking services is provided for 24 hours/day	Approved	366	365	365	365
			Actual	366	365	365	
Homemakers & Nurses Services	Homemaking	# of weeks the homemaking service is available from Monday to Friday	Approved	52	52	52	52
			Actual	52	52	52	

Overall, the 2019 Service Levels are consistent with the approved 2018 Service Levels for Community-Based Programs.

## Appendix 4

### Summary of 2019 Service Changes

Description (\$000s)	Service Changes				Total Service Changes			Incremental Change			
	Long-Term Care Homes		Community Based Programs		\$	\$	#	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	Pos.	Net	Pos.	Net	Pos.
<b>Service Efficiencies</b>											
Consolidate & Streamline Operations	(341.1)	(181.1)	(7.6)	(7.6)	(348.7)	(188.7)	(0.9)	2.4			0.8
Transformation and Modernization of Model of Care	(101.7)	(101.7)			(101.7)	(101.7)		2.0			2.1
Restructuring of Administrative Support	(164.4)	(164.4)			(164.4)	(164.4)	(4.0)	13.2			17.0
<b>Sub-Total</b>	<b>(607.3)</b>	<b>(447.3)</b>	<b>(7.6)</b>	<b>(7.6)</b>	<b>(614.8)</b>	<b>(454.8)</b>	<b>(4.9)</b>	17.6			19.9
<b>Total 2019 Service Changes</b>	<b>(607.3)</b>	<b>(447.3)</b>	<b>(7.6)</b>	<b>(7.6)</b>	<b>(614.8)</b>	<b>(454.8)</b>	<b>(4.9)</b>	17.6			19.9

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services  Program - Long-Term Care Homes & Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
<b>2019 Staff Recommended Base Budget Before Service Changes:</b>			267,222.9	217,339.1	49,883.8	2,413.61	1,599.9	238.6

15648	Consolidate & Streamline Operations
-------	-------------------------------------

51	Negative	<b>Description:</b>
----	----------	---------------------

The 2019 Staff Recommended Operating Plan includes efficiency savings of \$0.349 million gross, \$0.189 million net with a reduction of 0.89 full-time equivalent positions achieved through consolidating and streamlining operations by adjusting and realigning staffing resources to better meet operational requirements and satisfy resident/client service needs, while ensuring full compliance with all provincial legislative and regulatory requirements.

**Service Level Impact:**

This efficiency will have no impact on the level of service provided to residents.

**Equity Statement:**

The Support/Operating Efficiencies - Consolidate & Streamline Operations budget proposal has been analysed for potential impacts on equity-seeking groups and vulnerable residents of Toronto and the overall impact is low negative. Vulnerable seniors, persons with low income, persons with disabilities and women living in City directly-operated long-term care homes may be negatively impacted by these efficiencies, including the realignment of familiar staff and/or adjustments to familiar staff work times and/or location, required to produce budget savings. The division will work within existing resources to mitigate negative impacts from these efficiencies.

**Service: Long-Term Care Homes**

Total Staff Recommended Changes:	(341.1)	(160.0)	(181.1)	(0.91)	2.6	1.1
----------------------------------	---------	---------	---------	--------	-----	-----

**Service: LTCHS - Community Based Programs**

Total Staff Recommended Changes:	(7.6)	0.0	(7.6)	0.02	(0.2)	(0.2)
----------------------------------	-------	-----	-------	------	-------	-------

<b>Staff Recommended Service Changes:</b>	<b>(348.7)</b>	<b>(160.0)</b>	<b>(188.7)</b>	<b>(0.89)</b>	<b>2.4</b>	<b>0.8</b>
---	----------------	----------------	----------------	---------------	------------	------------

17080	Transformation and Modernization of Model of Care
-------	---

51	Negative	<b>Description:</b>
----	----------	---------------------

The 2019 Staff Recommended Operating Budget includes efficiency savings of \$0.102 million gross and net achieved through transforming the model of care involving several components, including the introduction of new technology with a state of the art electronic healthcare record system and realigning the registered and non-registered staffing mix to reflect the full scope of professional practice. These initiatives will allow for more timely access to care information and increase resident direct care time.

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services  Program - Long-Term Care Homes & Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		

**Service Level Impact:**

Service levels will be fully maintained and the effectiveness and quality of care and service will be improved. This efficiency will allow for more timely access to care information and increase resident direct care time.

**Equity Statement:**

The Transformation & Modernization of Care budget proposal has been analyzed for potential impacts on equity-seeking groups and vulnerable residents of Toronto and the overall impact is low negative. Vulnerable seniors, persons with low-income, persons with disabilities and women living in City directly-operated long-term care homes may be impacted as realignment of registered and non-registered staff is required to support the introduction of new electronic healthcare record system and resulting efficiencies required to produce budget savings. The division will work within existing resources to mitigate negative impacts from these efficiencies.

**Service:** Long-Term Care Homes

Total Staff Recommended Changes:	(101.7)	0.0	(101.7)	0.00	2.0	2.1
<b>Staff Recommended Service Changes:</b>	<b>(101.7)</b>	<b>0.0</b>	<b>(101.7)</b>	<b>0.00</b>	<b>2.0</b>	<b>2.1</b>

17326	Restructuring of Administrative Support	
51	Negative	<b>Description:</b>

The 2019 Staff Recommended Operating Plan includes an efficiency savings of \$0.164 million gross, \$0.164 million net with a reduction of 4.0FTE positions. Following an in-depth review of administrative support functions within LTCHS, opportunities to streamline business processes were identified including consolidating the programs human resources into fewer, but more specialized and skilled positions. The restructuring of the administrative support functions in each of the homes and at the head office is expected to provide operational efficiencies.

**Service Level Impact:**

Service levels will be fully maintained and the effectiveness and quality of care and service is expected to improve.

**Equity Statement:**

The Restructuring of Administrative Support budget proposal has been analysed for potential impacts on equity-seeking groups and vulnerable residents of Toronto and the overall impact is low negative. Vulnerable seniors, persons with low income, persons with disabilities and women living in City directly-operated long-term care homes may be negatively impacted by these efficiencies, including the realignment of familiar staff and/or adjustments to familiar staff work times and/or location, required to produce budget savings. The division will work within existing resources to mitigate negative impacts from these efficiencies.

**Service:** Long-Term Care Homes

## 2019 Operating Budget - Staff Recommended Service Changes Summary by Service (\$000's)

Form ID		Community and Social Services  Program - Long-Term Care Homes & Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
		Total Staff Recommended Changes:	(164.4)	0.0	(164.4)	(4.00)	13.2	17.0
		<b>Staff Recommended Service Changes:</b>	<b>(164.4)</b>	<b>0.0</b>	<b>(164.4)</b>	<b>(4.00)</b>	<b>13.2</b>	<b>17.0</b>
<b>Summary:</b>								
		<b>Staff Recommended Service Changes:</b>	<b>(614.8)</b>	<b>(160.0)</b>	<b>(454.8)</b>	<b>(4.89)</b>	<b>17.6</b>	<b>19.9</b>
		<b>Staff Recommended Base Budget:</b>	<b>266,608.1</b>	<b>217,179.1</b>	<b>49,428.9</b>	<b>2,408.72</b>	<b>1,617.6</b>	<b>258.5</b>

## Appendix 5

### Summary of 2019 New / Enhanced Service Priorities

New / Enhanced Service Description (in \$000s)	New and Enhanced Services Priorities				Total			Incremental Change			
	Long-Term Care Homes		Community Based Programs		\$		Position	2020 Plan		2021 Plan	
	Gross	Net	Gross	Net	Gross	Net	#	Net	Pos.	Net	Pos.
<b>Enhanced Service Priorities</b>											
<b>Staff Initiated:</b>											
Provincial LTC Program Accountability Requirements	1,817.4		74.2		1,891.6		17.9	4.6		(3.7)	
<b>Sub-Total Staff Initiated</b>	<b>1,817.4</b>		<b>74.2</b>		<b>1,891.6</b>		<b>17.9</b>	<b>4.6</b>		<b>(3.7)</b>	
<b>Total Enhanced Services</b>	<b>1,817.4</b>		<b>74.2</b>		<b>1,891.6</b>		<b>17.9</b>	<b>4.6</b>		<b>(3.7)</b>	
<b>Total 2019 New / Enhanced Services</b>	<b>1,817.4</b>		<b>74.2</b>		<b>1,891.6</b>		<b>17.9</b>	<b>4.6</b>		<b>(3.7)</b>	

## 2019 Operating Budget - Staff Recommended New and Enhanced Services Summary by Service (\$000's)

Form ID		Community and Social Services  Program - Long-Term Care Homes & Services	Adjustments				2020 Plan Net Change	2021 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
17592		Provincial LTC Program Accountability Requirements						
72	Positive	<b>Description:</b>						

The 2019 Staff Recommended Operating Budget provides funding of \$1.892 million gross, \$0 net to add 17.86 permanent positions to enhance the behavioural support programs and the Supportive Housing Program. With 100% funding provided by the Ministry of Health and Long-Term Care (MOHLTC), LTCHS will hire specialized nursing staff that meet the criteria and conditions as set out by the Province and the 5 Greater Toronto Area (GTA) Local Health Integration Networks (LHINs).

**Service Level Impact:**

Additional funding will allow LTCHS to support the rising needs of the existing client base specifically in behavioural support programs and the Supporting Housing Program which is required and crucial to meet higher service accountability requirements.

**Equity Statement:**

The Provincial LTC Program Accountability Requirements budget proposal has been analysed for potential impacts on equity-seeking groups and vulnerable residents of Toronto and the overall impact is high positive. Vulnerable seniors, persons with low income, persons with disabilities and women living in City directly-operated long-term care homes will be positively impacted by the increase in nursing hours, 17.86 positions, critical to meet the complex care requirements of existing and future residents and clients entering the City's long-term care (LTC) system.

**Service: Long-Term Care Homes**

Total Staff Recommended Changes:	1,817.4	1,817.4	0.0	17.00	4.3	(3.4)
----------------------------------	---------	---------	-----	-------	-----	-------

**Service: LTCHS - Community Based Programs**

Total Staff Recommended Changes:	74.2	74.2	0.0	0.86	0.3	(0.3)
----------------------------------	------	------	-----	------	-----	-------

<b>Staff Recommended New/Enhanced Services:</b>	<b>1,891.6</b>	<b>1,891.6</b>	<b>0.0</b>	<b>17.86</b>	<b>4.6</b>	<b>(3.7)</b>
---	----------------	----------------	------------	--------------	------------	--------------

**Summary:**

<b>Staff Recommended New / Enhanced Services:</b>	<b>1,891.6</b>	<b>1,891.6</b>	<b>0.0</b>	<b>17.86</b>	<b>4.6</b>	<b>(3.7)</b>
---	----------------	----------------	------------	--------------	------------	--------------

**Category:**

## Appendix 7

### 2019 Capital Budget; 2020 - 2028 Capital Plan Including Carry Forward Funding

(In \$000s)	Total App'd Cash Flows to Date*	2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2019 - 2028 Total	Total Project Cost	
<b>Total Expenditures by Category</b>														
<b>Health &amp; Safety</b>														
BUILDING UPGRADES			650	650	650	650	650	650	650	650	650	650	5,850	5,850
ELECTRICAL		1,375	1,111	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	1,211	12,174	12,174
MECHANICAL		3,140	887	887	887	887	887	887	887	887	887	887	11,123	11,123
SPECIALTY SYSTEMS		230	225	225	225	225	225	225	225	225	225	225	2,255	2,255
<b>Sub-Total</b>		<b>4,745</b>	<b>2,873</b>	<b>2,973</b>	<b>31,402</b>	<b>31,402</b>								
<b>State of Good Repair</b>														
BUILDING UPGRADES		3,100	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	2,829	28,561	28,561
ELECTRICAL		-	810	810	810	810	733	733	733	733	733	733	6,905	6,905
MECHANICAL		-	371	371	371	371	371	371	371	371	371	371	3,339	3,339
SPECIALTY SYSTEMS		1,635	1,094	994	1,167	1,167	1,167	1,167	1,167	1,167	1,167	1,167	11,892	11,892
<b>Sub-Total</b>		<b>4,735</b>	<b>5,104</b>	<b>5,004</b>	<b>5,177</b>	<b>5,177</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>5,100</b>	<b>50,697</b>	<b>50,697</b>	
<b>Service Improvement</b>														
Electronic Healthcare System	702	2,052	398										2,450	3,152
Work Order Management System		144											144	144
<b>Sub-Total</b>	<b>702</b>	<b>2,196</b>	<b>398</b>										<b>2,594</b>	<b>3,296</b>
<b>Total Expenditures by Category (including carry forward from 2018)</b>	<b>702</b>	<b>11,676</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>8,073</b>	<b>84,693</b>	<b>85,395</b>	

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Long Term Care Homes and Services**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments							Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>HOM907345 BUILDING UPGRADES</b>																									
0	3	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	650	650	650	650	2,600	3,250	5,850	0	0	0	0	0	0	0	0	5,850	0	5,850	
0	4	SOGR FUTURE YEARS	CW	S6	03	0	529	2,829	2,829	2,829	9,016	14,145	23,161	0	0	0	0	10,315	0	0	0	12,846	0	23,161	
0	15	2018 SOGR Building Upgrades	CW	S2	03	2,610	0	0	0	0	2,610	0	2,610	0	0	0	0	1,310	0	0	0	1,300	0	2,610	
0	16	2019 SOGR Building Upgrades	CW	S5	03	490	2,300	0	0	0	2,790	0	2,790	0	0	0	0	1,650	0	0	0	1,140	0	2,790	
Sub-total						3,100	3,479	3,479	3,479	3,479	17,016	17,395	34,411	0	0	0	0	13,275	0	0	0	21,136	0	34,411	
<b>HOM907346 ELECTRICAL</b>																									
0	3	SOGR FUTURE YEARS	CW	S6	03	0	810	810	810	810	3,240	3,665	6,905	0	0	0	0	0	0	0	0	6,905	0	6,905	
0	7	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	1,111	1,211	1,211	1,211	4,744	6,055	10,799	0	0	0	0	0	0	0	0	10,799	0	10,799	
0	12	2017 H&S LIFE SAFETY SYSTEMS	CW	S2	01	165	0	0	0	0	165	0	165	0	0	0	0	0	0	0	0	165	0	165	
0	13	2018 H&S Life Safety Systems	CW	S2	01	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
0	14	2019 H&S Life Safety Systems	CW	S4	01	1,110	0	0	0	0	1,110	0	1,110	0	0	0	0	0	0	0	0	1,110	0	1,110	
Sub-total						1,375	1,921	2,021	2,021	2,021	9,359	9,720	19,079	0	0	0	0	0	0	0	0	0	19,079	0	19,079
<b>HOM907347 MECHANICAL</b>																									
0	2	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	387	887	887	887	3,048	4,435	7,483	0	0	0	0	0	0	0	0	7,483	0	7,483	
0	3	SOGR FUTURE YEARS	CW	S6	03	0	371	371	371	371	1,484	1,855	3,339	0	0	0	0	0	0	0	0	3,339	0	3,339	
0	15	2017 H&S HVAC	CW	S2	01	79	0	0	0	0	79	0	79	0	0	0	0	0	0	0	0	79	0	79	
0	17	2018 H&S HVAC	CW	S2	01	650	0	0	0	0	650	0	650	0	0	0	0	0	0	0	0	650	0	650	
0	19	2019 H&S HVAC	CW	S5	01	2,411	500	0	0	0	2,911	0	2,911	0	0	0	0	650	0	0	0	2,261	0	2,911	
Sub-total						3,140	1,258	1,258	1,258	1,258	8,172	6,290	14,462	0	0	0	0	650	0	0	0	13,812	0	14,462	
<b>HOM907348 SPECIALTY SYSTEMS</b>																									
0	2	HEALTH & SAFETY FUTURE YEARS	CW	S6	01	0	225	225	225	225	900	1,125	2,025	0	0	0	0	0	0	0	0	2,025	0	2,025	
0	3	SOGR FUTURE YEARS	CW	S6	03	0	1,094	994	1,167	1,167	4,422	5,835	10,257	0	0	0	0	0	0	0	0	10,257	0	10,257	
0	20	2018 H&S Specialty Systems	CW	S2	01	230	0	0	0	0	230	0	230	0	0	0	0	0	0	0	0	230	0	230	
0	22	2019 SOGR Specialty Systems	CW	S4	03	1,635	0	0	0	0	1,635	0	1,635	0	0	0	0	0	0	0	0	1,635	0	1,635	
Sub-total						1,865	1,319	1,219	1,392	1,392	7,187	6,960	14,147	0	0	0	0	0	0	0	0	0	14,147	0	14,147

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Long Term Care Homes and Services**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By												
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
<u>HOM908198 Electronic Healthcare System</u>																								
0	1	Electronic Healthcare System	CW	S2	04	2,052	398	0	0	0	2,450	0	2,450	0	0	0	0	2,450	0	0	0	0	0	2,450
Sub-total						2,052	398	0	0	0	2,450	0	2,450	0	0	0	0	2,450	0	0	0	0	0	2,450
<u>HOM908670 Work Order Management System</u>																								
0	1	Design Phase	CW	S4	04	144	0	0	0	0	144	0	144	0	0	0	0	144	0	0	0	0	0	144
Sub-total						144	0	0	0	0	144	0	144	0	0	0	0	144	0	0	0	0	0	144
<b>Total Program Expenditure</b>						11,676	8,375	7,977	8,150	8,150	44,328	40,365	84,693	0	0	0	0	16,519	0	0	0	68,174	0	84,693

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Long Term Care Homes and Services**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By													
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing					
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.																			
Financed By:																								
		Reserve Funds (Ind."XR" Ref.)				4,156	2,048	1,650	1,650	1,650	11,154	5,365	16,519	0	0	0	0	16,519	0	0	0	0	0	16,519
		Debt				7,520	6,327	6,327	6,500	6,500	33,174	35,000	68,174	0	0	0	0	0	0	0	0	68,174	0	68,174
<b>Total Program Financing</b>						<b>11,676</b>	<b>8,375</b>	<b>7,977</b>	<b>8,150</b>	<b>8,150</b>	<b>44,328</b>	<b>40,365</b>	<b>84,693</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,519</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,174</b>	<b>0</b>	<b>84,693</b>

- Status Code Description**  
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)  
 S6 S6 New - Future Year (Commencing in 2020 & Beyond)
- Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07

## Appendix 8

### 2019 Cash Flow and Future Year Commitments

(In \$000s)	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Total 2019 Cash Flow & FY Commits
<b>Expenditures:</b>											
<b>Previously Approved</b>											
<i>BUILDING UPGRADES</i>	2,610										2,610
<i>ELECTRICAL</i>	265										265
<i>Electronic Healthcare System</i>	2,052	398									2,450
<i>MECHANICAL</i>	729										729
<b>Subtotal</b>	<b>5,886</b>	<b>398</b>									<b>6,284</b>
<b>New w/Future Year</b>											
<i>BUILDING UPGRADES</i>	490	2,300									2,790
<i>ELECTRICAL</i>	1,110										1,110
<i>MECHANICAL</i>	2,411	500									2,911
<i>SPECIALTY SYSTEMS</i>	1,635										1,635
<i>Work Order Management System</i>	144										144
<b>Subtotal</b>	<b>5,790</b>	<b>2,800</b>									<b>8,590</b>
<b>Total Expenditure (including carry forward from 2018)</b>	<b>11,676</b>	<b>3,198</b>									<b>14,874</b>
<b>Financing:</b>											
<i>Debt/CFC</i>	7,520	1,150									8,670
<i>Reserves/Res Funds</i>	4,156	2,048									6,204
<b>Total Financing</b>	<b>11,676</b>	<b>3,198</b>									<b>14,874</b>

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Long Term Care Homes and Services**

Sub- Project No. Project Name PrioritySubProj No. Sub-project Name Ward Stat. Cat.						Current and Future Year Cash Flow Commitments						Current and Future Year Cash Flow Commitments Financed By													
						2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing		
<b>HOM907345 BUILDING UPGRADES</b>																									
0	15	2018 SOGR Building Upgrades	CW	S2	03	2,610	0	0	0	0	2,610	0	2,610	0	0	0	0	1,310	0	0	0	1,300	0	2,610	
0	16	2019 SOGR Building Upgrades	CW	S5	03	490	2,300	0	0	0	2,790	0	2,790	0	0	0	0	1,650	0	0	0	1,140	0	2,790	
Sub-total						3,100	2,300	0	0	0	5,400	0	5,400	0	0	0	0	2,960	0	0	0	2,440	0	5,400	
<b>HOM907346 ELECTRICAL</b>																									
0	12	2017 H&S LIFE SAFETY SYSTEMS	CW	S2	01	165	0	0	0	0	165	0	165	0	0	0	0	0	0	0	0	165	0	165	
0	13	2018 H&S Life Safety Systems	CW	S2	01	100	0	0	0	0	100	0	100	0	0	0	0	0	0	0	0	100	0	100	
0	14	2019 H&S Life Safety Systems	CW	S4	01	1,110	0	0	0	0	1,110	0	1,110	0	0	0	0	0	0	0	0	1,110	0	1,110	
Sub-total						1,375	0	0	0	0	1,375	0	1,375	0	0	0	0	0	0	0	0	0	1,375	0	1,375
<b>HOM907347 MECHANICAL</b>																									
0	15	2017 H&S HVAC	CW	S2	01	79	0	0	0	0	79	0	79	0	0	0	0	0	0	0	0	79	0	79	
0	17	2018 H&S HVAC	CW	S2	01	650	0	0	0	0	650	0	650	0	0	0	0	0	0	0	0	650	0	650	
0	19	2019 H&S HVAC	CW	S5	01	2,411	500	0	0	0	2,911	0	2,911	0	0	0	0	650	0	0	0	2,261	0	2,911	
Sub-total						3,140	500	0	0	0	3,640	0	3,640	0	0	0	0	650	0	0	0	0	2,990	0	3,640
<b>HOM907348 SPECIALTY SYSTEMS</b>																									
0	20	2018 H&S Specialty Systems	CW	S2	01	230	0	0	0	0	230	0	230	0	0	0	0	0	0	0	0	230	0	230	
0	22	2019 SOGR Specialty Systems	CW	S4	03	1,635	0	0	0	0	1,635	0	1,635	0	0	0	0	0	0	0	0	1,635	0	1,635	
Sub-total						1,865	0	0	0	0	1,865	0	1,865	0	0	0	0	0	0	0	0	0	1,865	0	1,865
<b>HOM908198 Electronic Healthcare System</b>																									
0	1	Electronic Healthcare System	CW	S2	04	2,052	398	0	0	0	2,450	0	2,450	0	0	0	0	2,450	0	0	0	0	0	2,450	
Sub-total						2,052	398	0	0	0	2,450	0	2,450	0	0	0	0	2,450	0	0	0	0	0	0	2,450
<b>HOM908670 Work Order Management System</b>																									
0	1	Design Phase	CW	S4	04	144	0	0	0	0	144	0	144	0	0	0	0	144	0	0	0	0	0	144	
Sub-total						144	0	0	0	0	144	0	144	0	0	0	0	144	0	0	0	0	0	0	144
<b>Total Program Expenditure</b>						11,676	3,198	0	0	0	14,874	0	14,874	0	0	0	0	6,204	0	0	0	0	8,670	0	14,874

**CITY OF TORONTO**

**Gross Expenditures (\$000's)**

**Long Term Care Homes and Services**

		Current and Future Year Cash Flow Commitments and Estimates									Current and Future Year Cash Flow Commitments and Estimates Financed By									
		2019	2020	2021	2022	2023	Total 2019-2023	Total 2024-2028	Total 2019-2028	Provincial Grants and Subsidies	Federal Subsidy	Development Charges	Reserve Reserves	Reserve Funds	Capital from Current	Other 1	Other2	Debt - Recoverable Debt	Total Financing	
Sub- Priority	Project No. SubProj No.	Project Name Sub-project Name	Ward	Stat.	Cat.															
Financed By:																				
		Reserve Funds (Ind."XR" Ref.)				4,156	2,048	0	0	0	6,204	0	6,204	0	0	0	0	0	0	6,204
		Debt				7,520	1,150	0	0	0	8,670	0	8,670	0	0	0	0	8,670	0	8,670
		<b>Total Program Financing</b>				11,676	3,198	0	0	0	14,874	0	14,874	0	0	0	0	8,670	0	14,874

- Status Code Description**  
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost(Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

- Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04  
 05 Growth Related C05  
 06 Reserved Category 1 C06  
 07 Reserved Category 2 C07

## **Appendix 9**

### **2019 Capital Budget with Financing Detail**

(Phase 2) 14-Long Term Care Homes and Services

Sub-Project Category: 01,02,03,04,05,06,07

Type: B Sub-Project Status: S2

Type: C Sub-Project Status: S2,S3,S4,S5



**CITY OF TORONTO**

**Long Term Care Homes and Services  
Sub-Project Summary**

**Project/Financing**

**Priority Project Project Name**

Priority	Project	Project Name	Start Date	Completion Date	2019 Cash Flow	Financing									
						Provincial Grants Subsidies	Federal Subsidy	Developmt Charges	Reserves	Reserve Funds	Capital From Current	Other 1	Other 2	Debt	Debt - Recoverable
<b>0 <u>HOM90734</u> <u>BUILDING UPGRADES</u></b>															
0	15	2018 SOGR Building Upgrades	01/01/2018	12/31/2019	2,610	0	0	0	0	1,310	0	0	0	1,300	0
0	16	2019 SOGR Building Upgrades	01/01/2019	12/31/2020	490	0	0	0	0	0	0	0	0	490	0
<b>Project Sub-total:</b>					<b>3,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,310</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,790</b>	<b>0</b>
<b>0 <u>HOM90734</u> <u>ELECTRICAL</u></b>															
0	12	2017 H&S LIFE SAFETY SYSTEMS	01/01/2017	12/31/2017	165	0	0	0	0	0	0	0	0	165	0
0	13	2018 H&S Life Safety Systems	01/01/2018	12/31/2019	100	0	0	0	0	0	0	0	0	100	0
0	14	2019 H&S Life Safety Systems	01/01/2019	12/31/2020	1,110	0	0	0	0	0	0	0	0	1,110	0
<b>Project Sub-total:</b>					<b>1,375</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,375</b>	<b>0</b>
<b>0 <u>HOM90734</u> <u>MECHANICAL</u></b>															
0	15	2017 H&S HVAC	01/01/2017	12/31/2018	79	0	0	0	0	0	0	0	0	79	0
0	17	2018 H&S HVAC	01/01/2018	12/31/2019	650	0	0	0	0	0	0	0	0	650	0
0	19	2019 H&S HVAC	01/01/2019	12/31/2020	2,411	0	0	0	0	650	0	0	0	1,761	0
<b>Project Sub-total:</b>					<b>3,140</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>650</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,490</b>	<b>0</b>
<b>0 <u>HOM90734</u> <u>SPECIALTY SYSTEMS</u></b>															
0	20	2018 H&S Specialty Systems	01/01/2018	12/31/2019	230	0	0	0	0	0	0	0	0	230	0
0	22	2019 SOGR Specialty Systems	01/01/2019	12/31/2020	1,635	0	0	0	0	0	0	0	0	1,635	0
<b>Project Sub-total:</b>					<b>1,865</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,865</b>	<b>0</b>
<b>0 <u>HOM90819</u> <u>Electronic Healthcare System</u></b>															
0	1	Electronic Healthcare System	01/01/2015	12/31/2020	2,052	0	0	0	0	2,052	0	0	0	0	0
<b>Project Sub-total:</b>					<b>2,052</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,052</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>0 <u>HOM90867</u> <u>Work Order Management System</u></b>															
0	1	Design Phase	01/01/2019	12/31/2019	144	0	0	0	0	144	0	0	0	0	0
<b>Project Sub-total:</b>					<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>144</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Program Total:</b>					<b>11,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,156</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,520</b>	<b>0</b>

**Status Code Description**  
 S2 S2 Prior Year (With 2019 and/or Future Year Cashflow)  
 S3 S3 Prior Year - Change of Scope 2019 and/or Future Year Cost/Cashflow)  
 S4 S4 New - Stand-Alone Project (Current Year Only)  
 S5 S5 New (On-going or Phased Projects)

**Category Code Description**  
 01 Health and Safety C01  
 02 Legislated C02  
 03 State of Good Repair C03  
 04 Service Improvement and Enhancement C04

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds 2019 Operating Budget

#### Program Specific Reserve / Reserve Funds

##### Corporate Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
<b>Beginning Balance</b>		25,869.7			
Sick Leave Reserve Fund	XR1007				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			1,544.8	1,544.8	1,544.8
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		25,869.7			
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		25,869.7	-	-	-

\* Based on 9-month 2018 Reserve Fund Variance Report

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2018 *	Withdrawals (-) / Contributions (+)		
			2019	2020	2021
		\$	\$	\$	\$
<b>Beginning Balance</b>		31,921.8			
Insurance	XR1010				
<i>Withdrawals (-)</i>					
<i>Contributions (+)</i>			415.0	415.0	415.0
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		31,921.8			
<b>Other Program / Agency Net Withdrawals &amp; Contributions</b>					
<b>Balance at Year-End</b>		31,921.8	-	-	-

\* Based on 9-month 2018 Reserve Fund Variance Report

**Inflows and Outflows to/from Reserves and Reserve Funds**  
**2019 – 2028 Capital Budget and Plan**

**Program Specific Reserve / Reserve Funds**

Reserve / Reserve Fund Name (In \$000s)	Project / Sub Project Name and Number	Projected Balance as at Dec 31, 2018 *	Contributions / (Withdrawals)										Total
			2019 Budget	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	
XR2103 Homes for the Aged	Beginning Balance	6,226	6,226	3,735	3,042	2,747	2,452	2,157	2,439	2,721	3,003	3,285	
	<i>Withdrawals (-)</i>												
	Capital Maintenance Draw		(1,650)	(1,650)	(1,650)	(1,650)	(1,650)	(1,073)	(1,073)	(1,073)	(1,073)	(1,073)	(13,615)
	Electronic Healthcare Record Draw		(2,052)	(398)									(2,450)
	Work Order Management System		(144)										(144)
	<b>Total Withdrawals</b>		<b>(3,846)</b>	<b>(2,048)</b>	<b>(1,650)</b>	<b>(1,650)</b>	<b>(1,650)</b>	<b>(1,073)</b>	<b>(1,073)</b>	<b>(1,073)</b>	<b>(1,073)</b>	<b>(1,073)</b>	<b>(16,209)</b>
	<i>Contributions (+)</i>												
	Interest Income		10	10	10	10	10	10	10	10	10	10	100
	Other contributions		1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	1,345	13,450
	<b>Total Contributions</b>		<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>1,355</b>	<b>13,550</b>
<b>Balance at Year-End</b>		<b>6,226</b>	<b>3,735</b>	<b>3,042</b>	<b>2,747</b>	<b>2,452</b>	<b>2,157</b>	<b>2,439</b>	<b>2,721</b>	<b>3,003</b>	<b>3,285</b>	<b>3,567</b>	<b>(2,659)</b>