



**Members of the Committee:**

Councillor Giberson, Chair  
Councillor Marks, Vice-Chair  
Councillor Marimpietri  
Councillor McConkey  
Councillor Neal  
Mayor Carter, Ex Officio

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**Public Meeting**

**Land Acknowledgement**

The City of Oshawa is situated on lands within the traditional and treaty territory of the Michi Saagiig and Chippewa Anishinaabeg and the signatories of the Williams Treaties, which include the Mississaugas of Scugog Island, Curve Lake, Hiawatha and Alderville First Nations, and the Chippewas of Georgina Island, Rama and Beausoleil First Nations.

We are grateful for the Anishinaabeg who have cared for the land and waters within this territory since time immemorial.

We recognize that Oshawa is steeped in rich Indigenous history and is now present day home to many First Nations, Inuit and Métis people. We express gratitude for this diverse group of Indigenous Peoples who continue to care for the land and shape and strengthen our community.

As a municipality, we are committed to understanding the truth of our shared history,

acknowledging our role in addressing the negative impacts that colonization continues to have on Indigenous Peoples, developing reciprocal relationships, and taking meaningful action toward reconciliation.

We are all Treaty people.

### **Additional Agenda Items**

(As may be presented at the meeting)

### **Declarations of Pecuniary Interest**

(As may be presented by Committee Members)

### **Presentations**

#### **Sandra Austin, Executive Director, Strategic Initiatives, Region of Durham - Durham Region's Strategic Plan Process and Online Survey**

Sandra Austin, Executive Director, Strategic Initiatives, Region of Durham to provide a presentation concerning the Region's Strategic Plan process and online survey.

### **Delegations**

None

### **Referrals from Council**

None

### **Reports from Advisory Committees**

None

### **Items Requiring Direction**

#### **CF-24-10 - The Region of Durham Submitting a Funding Request for the Creation of a Durham Region-Wide Family Physician Recruitment Program**

9

### **Public Consent Agenda**

#### **Correspondence with recommendations**

None

#### **Staff Reports/Motions with recommendations**

##### **CF-24-12 - 2023 Annual Investment Report (All Wards)**

53

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-12, dated February 28, 2024 concerning the 2023 annual investment activity be received for information.

##### **CF-24-13 - Corporate Payments for the Months of October, November and December 2023 (All Wards)**

61

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-13, dated February 28, 2024 concerning the corporate

payments for the months of October, November and December 2023 be received for information.

**CF-24-14 - Contract Award - RFT-C2024-005 Roof Replacement - Harman Park Arena**

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

Whereas, the Purchasing By-Law 80-2020 requires Council approval to award contracts greater than \$2,000,000; and,

Whereas, Council approved funding in the 2023 and 2024 budget for Project 11-0071 in the amounts of \$1,500,000 and \$2,300,000 respectively, for a total of \$3,800,000 including non-rebateable H.S.T. for Roof Replacement – Harman Arena; and,

Whereas, there has been a total of \$161,000 committed to date for design and contract management, and structural reinforcement; and,

Whereas, Procurement issued a Request for Tender (R.F.T.) C2024-005 for Roof Replacement – Harman Park Arena; and,

Whereas, four (4) bids were received and opened by Procurement on February 5, 2024; and,

Whereas, Bids received are publically posted on the City website at Oshawa's Bids and Tenders; and,

Whereas, the bid received from Bel-Con Design-Builders Ltd. in the amount of \$2,105,878 excluding H.S.T., meets the requirements of the tender and is within budget; and,

Whereas, the bidders provided optional pricing for work related to roof area 6 and supply and install of low emissivity ceiling; and,

Whereas, Bel-Con Design-Builders Ltd. cost to complete the optional work is \$309,066 for a total cost of \$2,414,944 excluding H.S.T.;

Therefore, be it resolved that pursuant to CF-24-14, that the Manager, Procurement award a contract to Bel-Con Design-Builders Ltd. in the amount of \$2,414,944 excluding H.S.T., for Roof Replacement – Harman Park Arena.

**CF-24-15 - Disclosure of Property Standards Orders and Notices (All Wards)**

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

Whereas at its February 8, 2021 meeting, the Corporate Services Committee (“Committee”) meeting provided the following direction:

“Whereas Council members in instances where Municipal Law Enforcement has received complaints on vacant properties and issued Orders, when these matters come before Committee and Council, members receive copies of the Orders and a summary of the history of complaints and Municipal Law Enforcement actions in order to make informed decisions regarding requests for demolition; and,

That a summary of complaint history on vacant properties be referred to the City Solicitor”; and,

Whereas the City’s Property Standards By-law 1-2002, as amended – which was modernized by way of By-law 136-2021, as approved by Council at its November 22, 2021 meeting – prescribes minimum standards for the maintenance and occupancy of buildings, structures and surrounding lands, including with respect to vacant buildings that are in a state of disrepair and/or maintenance, and is established pursuant to the Ontario Building Code Act, 1992, S.O. 1992, c. 23; and,

Whereas at its May 1, 2023 Council meeting, Council approved of a Vacant Buildings and Land Registry By-law in accordance with Report SF-23-17 dated April 19, 2023, which establishes a requirement to register a vacant building or land and establishes a regular full-cost recovery inspection system in order to ensure that such properties continue to comply with the Property Standards By-law and all applicable law; and,

Whereas specific enforcement activities, including the issuance of Property Standards Orders and related details, are not disseminated to Committee or Council pursuant to Enforcement By-law 92-2014 (“Enforcement By-law”) as they contain confidential and personal information; and,

Whereas disclosure of personal information is subject to the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 and related processes;

Therefore be it resolved:

1. That members of Committee and Council not be provided with copies of Orders and a summary of the complaint history on vacant properties; and,
2. That the Item “Request for Summary of Complaint History on Vacant Properties” be removed from the Corporate and Finance Services Committee’s Outstanding Items List.

**CF-24-17 - Reserves and Reserve Funds Funding (All Wards)**

171

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. That pursuant to Report CF-24-17, dated February 28, 2024, concerning

reserves and reserve funds funding, a transfer of surplus funds from the Tax Appeal Reserve in the amount of \$4,000,000 be transferred to the following reserves:

- a. Parks and Recreation Infrastructure Reserve \$1,000,000
  - b. Energy Management Fund \$500,000
  - c. Conditions Audit (CARS) Reserve \$1,000,000
  - d. Information Technology (IT) Reserve \$500,000
  - e. Tribute Communities Centre (TCC) Reserve \$1,000,000; and,
2. That the 2023 Operating Surplus in the amount of approximately \$4.5 million be utilized:
- a. to repay interfund note (IFN) #70, City of Oshawa By-law 12-2023, in the amount of \$1,666,000; and,
  - b. to repay interfund note #71, City of Oshawa By-law 11-2023, in the amount of \$800,000; and,
  - c. to provide additional funding to the Growth Related Non-DC Reserve in the amount of approximately \$2.0M; and,
3. That unclaimed Site Alteration securities and applicable interest in the amount of \$371,700 be transferred to the Civic Property Development Reserve.

**CF-24-18 - Capital Project Status as of December 31, 2023 (All Wards)**

179

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-18, dated February 28, 2024 concerning the Capital Project Status Report as of December 31, 2023 be received for information.

**CF-24-19 - Security Surveillance and Guard Services Contract (All Wards)**

187

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. That the Manager, Procurement be authorized to extend the existing contract for a one year term as outlined in Report CF-24-19, "Security Surveillance and Guard Services Contract", dated February 28, 2024, to Logixx Security Inc. for the provision of security surveillance and guard services; and,
2. That the Manager, Procurement be authorized to extend the contract for an additional two one-year terms to Logixx Security Inc. subject to favourable service and pricing; and,
3. That the Region of Durham be requested to assist with the cost and

enter into a memorandum of understanding with the City of Oshawa for fifty (50) per cent of the cost of the Dedicated Downtown Patrol Enforcement Resource for the calendar year 2024, and that the Commissioner, Corporate and Finance Services be authorized to enter into the agreement in a form and content to the satisfaction of the Commissioner, Corporate and Finance Services and the City Solicitor; and,

4. That a copy of this report and Council resolution be provided to the Region of Durham Council, Region of Durham Social Services Department, Region of Durham Health Department, Region of Durham Planning & Economic Development Department, Lakeridge Health and Durham Regional Police Service Board, Chief of Police and Greater Oshawa Chamber of Commerce.

**CF-24-20 - Contract Award - RFT- C2024-010 Supply Delivery of 8 Side Loading Refuse Trucks - Split Packers (All Wards)**

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

Whereas, the Purchasing By-Law 80-2020 requires Council approval to award contracts greater than \$2,000,000 and that exceed the approved budget; and,

Whereas Council approved funding for Project 24-13-0056 in the amount of \$4,000,000 including non-rebateable H.S.T. for eight (8) Side Loaders; and,

Whereas Procurement issued a Request for Tender (R.F.T.) C2024-010 for Supply and Delivery of 8 Side Loading Refuse Trucks Split Packers; and,

Whereas two (2) bids were received and opened by Procurement on February 15, 2024; and,

Whereas bids received are publically posted on the City website at Oshawa's Bids and Tenders; and,

Whereas the bid received from Winslow-Gerolamy Motors Limited in the amount of \$4,506,416 (\$4,585,729 including non-rebateable H.S.T.), is the lowest compliant bidder and meets the requirements of the tender; and,

Whereas there is a funding shortfall of \$585,729 including the non-rebateable H.S.T.; and,

Whereas the additional cost of \$585,729 can be funded from the Operations Reserve;

Therefore be it resolved that pursuant to CF-24-20:

1. That additional funding of \$585,729 to be funded from the Operations Reserve be approved; and,

2. That the Manager, Procurement award a contract to Winslow-Gerolamy Motors Limited in the amount of \$4,506,416 excluding H.S.T., for Supply and Delivery of 8 Side Loading Refuse Trucks Split Packers.

**CF-24-21 - Analysis of a Reduced Boulevard Presence and Time Limits Concerning the Placement of Election Signs (All Wards)**

197

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. That in accordance with Report CF-24-21 dated February 28, 2024 concerning a proposed replacement of By-law 42-2014, Council pass a new Election Sign By-law as set out in Attachment 1 to this report and in a form and content acceptable to the City Solicitor and the City Clerk; and,
2. That By-law 42-2014, as amended, be repealed.

**CF-24-22 - Corporate and Finance Services Committee Outstanding Items Status Report - First Quarter 2024 (All Wards)**

213

Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

1. Whereas on February 19, 2019 the Corporate Services Committee referred the following motion to staff for a report: "That administrative or procedural direction given by a Council without passage of a motion at City Council shall terminate at the end of the term of Council."; and,  
  
Whereas such administrative or procedural directions given without motion or decision of Council are verbal only and therefore are not captured in minutes of a meeting and cannot be tracked; and,  
  
Whereas on June 10, 2022 Council adopted and new Procedure By-law; and,  
  
Whereas Section 26.1d) of Council's Procedure By-law states that all direction to staff will be given in the form of a motion;  
  
Therefore that all administrative or procedural directions given by previous Councils without the passage of a motion be terminated and Item 4 be removed from the Corporate and Finance Services Committee's Outstanding Items List; and,
2. Whereas on May 1, 2023 Council referred Correspondence CF-23-33 from the Ontario Regiment requesting 10 parking spaces for Armoury members in Parking Lot 20 and options for parking in adjacent City garages to staff for a report; and,

Whereas as a result of this direction, this item appears on the Corporate and Finance Services Committee's Outstanding Items Status Report; and,

Whereas such parking requests are more appropriately handled by Community and Operations Services Department staff;

Therefore that Item 14 from the Ontario Regiment requesting 10 parking spaces for Armoury members in Parking Lot 20 and options for parking in adjacent City garages be removed from the Corporate and Finance Services Committee Outstanding Items list and placed on the Community and Operations Services Committee's Outstanding Items List; and,

3. Whereas on June 23, 2023, Council directed that staff receive feedback from the Community, members of Council and staff concerning a new Oshawa Strategic Plan; and, Whereas this direction includes reporting back to Council directly, not Committee, and was erroneously included on the Committee's Outstanding Items Status Report; and,

Whereas Council has a special meeting scheduled on April 12, 2024 to provide feedback, following which staff will report to Council at a later meeting;

Therefore that Item 17 regarding the 2024-2027 Strategic Plan be removed from the Corporate and Finance Services Committee's Outstanding Items List; and,

4. That the remainder of Report CF-24-22 dated February 28, 2024 being the Corporate and Finance Services Committee's Outstanding Items Status Report for the first quarter of 2024 be received for information.

#### **CF-24-16 - Combined Heat and Power Plant at Delpark Centre (Ward 1)**

220

##### Recommendation

That the Corporate and Finance Services Committee recommend to City Council:

That in accordance with Report CF-24-16 dated February 28, 2024 concerning the Combined Heat and Power Plant at Delpark Homes Centre, staff be directed to terminate all agreements related to the Combined Heat and Power Plant at Delpark Homes Centre.

#### **Public Discussion Agenda**

##### **Matters Excluded from the Consent Agenda**

##### **Items Introduced by Council Members**

##### **Items Pulled From the Information Package**

None

#### **Closed Consent Agenda**

##### **Correspondence with recommendations**

None

##### **Staff Reports/Motions with recommendations**



None

**Closed Discussion Agenda**

**Matters Excluded from the Consent Agenda**

**Items Requiring Direction**

**Matters Tabled**

None

**Adjournment**



**CF-24-10**

Sent Via Email



February 1, 2024

Mary Medeiros  
Clerk  
City of Oshawa  
50 Centre Street South  
Oshawa, ON L1H 3Z7

Dear M. Medeiros:

**The Regional  
Municipality of  
Durham**

Corporate Services  
Department –  
Legislative Services  
Division

605 Rossland Rd. E.  
Level 1  
PO Box 623  
Whitby, ON L1N 6A3  
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905-668-7711  
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durham.ca

**Alexander Harras  
M.P.A.  
Director of  
Legislative Services  
& Regional Clerk**

**RE: Family Physician Recruitment Program (2024-COW-3)-  
Our File: P00**

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Council of the Region of Durham, at its meeting held on January 31, 2024, adopted the following recommendations of the Committee of the Whole:

- A) That the recommendations contained within the Family Physician Recruitment Strategy (Attachment #1 to Report #2024-COW-3 of the Commissioners of Planning & Economic Development and Finance) be endorsed, being the creation of a Durham Region-wide program to attract and retain family medicine trainees and family physicians to Durham, and the hiring of a full-time permanent family physician recruiter by the Durham Ontario Health Team (DOHT);
- B) That the Commissioner of Finance be directed to identify a source for one-time funding of up to \$55,000 in the 2024 budget subject to an extension agreement between the Durham Economic Development Partnership, the Region and Area Municipalities, through the Clarington Board of Trade;
- C) That a total contribution from the Region and local municipalities of up to \$225,000 annually, beginning in 2025 (with annual escalation by CPI plus 2 per cent), be approved for the Physician Retention and Recruitment Strategy in three-year increments and conditional upon the program meeting established performance metrics, annual financial participation by the local area municipalities, and further subject to an annual update to Council and Council approval annually of the annual Business Plans and Budget, to the DOHT for the delivery of this program;

If you require this information in an accessible format, please call 1-800-372-1102 extension 2097.

- D) That area municipalities be requested to participate in a reasonable cost-sharing arrangement, whereby the core funding for this program would be shared between the Region and the area municipalities annually, and report back to Regional Council at the appropriate time;
- E) That the Commissioner of Finance be authorized to execute any funding agreements, in a form satisfactory to the Regional Solicitor, necessary to implement these recommendations; and
- F) That Report #2024-COW-3 be provided to Durham Region's area municipalities and to the Durham Ontario Health Team."

Please note recommendation D) of the Report, a copy of which is attached for your information.

*Alexander Harras*

Alexander Harras,  
Director of Legislative Services & Regional Clerk

AH/sd

Enclosed

- c: B. Bridgeman, Commissioner of Planning & Economic Development
- N. Taylor, Commissioner of Finance

If this information is required in an accessible format, please contact 1-800-372-1102 ext. 2564.



# The Regional Municipality of Durham Report

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To: Committee of the Whole  
From: Commissioners of Finance and Planning and Economic Development  
Report: #2024-COW-3  
Date: January 17, 2024

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**Subject:**

Family Physician Recruitment Program

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**Recommendations:**

That Committee of the Whole recommends to Regional Council:

- A) That the recommendations contained within the attached Family Physician Recruitment Strategy (Attachment #1) be endorsed, being the creation of a Durham Region-wide program to attract and retain family medicine trainees and family physicians to Durham, and the hiring of a full-time permanent family physician recruiter by the Durham Ontario Health Team (DOHT);
- B) That the Commissioner of Finance be directed to identify a source for one-time funding of up to \$55,000 in the 2024 budget subject to an extension agreement between the Durham Economic Development Partnership, the Region and Area Municipalities, through the Clarington Board of Trade;
- C) That a total contribution from the Region and local municipalities of up to \$225,000 annually, beginning in 2025 (with annual escalation by CPI plus 2 per cent), be approved for the Physician Retention and Recruitment Strategy in three-year increments and conditional upon the program meeting established performance metrics, annual financial participation by the local area municipalities, and further subject to an annual update to Council and Council approval annually of the annual Business Plans and Budget, to the DOHT for the delivery of this program;

- 
- D) That Area Municipalities be requested to participate in a reasonable cost-sharing arrangement, whereby the core funding for this program would be shared between the Region and the Area Municipalities annually, and report back to Regional Council at the appropriate time;
- E) That the Commissioner of Finance be authorized to execute any funding agreements, in a form satisfactory to the Regional Solicitor, necessary to implement these recommendations; and
- F) That this report be provided to Durham Region's Area Municipalities and to the Durham Ontario Health Team.
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## **Report:**

### **1. Purpose**

1.1 The purpose of this report is to:

- i. Provide Committee of the Whole and Council with a recently completed report entitled "Durham Family Physician Recruitment Strategy" prepared by the "Durham Physician Engagement Team", proposing the establishment of a new program focused on Family Physician Recruitment; and
- ii. Seek one-time funding in 2024 of \$55,000 and annual funding thereafter of \$225,000 beginning in 2025 with escalation of CPI plus 2 per cent annually.

### **2. Previous Reports and Decisions**

2.1 There are no previous reports on this matter.

### **3. Background**

3.1 The shortage of family physicians is a challenge across Canada, Ontario, and Durham Region. It is estimated that approximately 2.2 million Ontarians and over 6 million Canadians are without a family physician. Durham Region is currently facing a significant challenge: a substantial gap in primary care access attributed to a shortage of approximately 145 family physicians, and this deficit affects nearly 180,000 Durham residents. Each year over 1,500 babies born in Durham Region are discharged without a primary care physician. Furthermore, approximately 27 per cent of Durham's family physicians are over the age of 60 and nearing retirement from clinical practice. With the recent and anticipated growth in Durham, the supply of family physicians is unable to keep up with current and future demand. The

shortage of family physicians impacts residents' health and wellbeing and creates capacity issues for emergency and urgent care, resulting in overloads and long wait times and patient offload delay for Durham's ambulances.

- 3.2 A focus on family physician attraction is not new to Durham; there have been physician recruitment plans and strategies in the past by various area municipalities. However, since this is a nation-wide crisis, the approach needs to include a focus on addressing the root of the problem in the long term and not simply attracting existing family physicians away from other communities.
- 3.3 Addressing the root of the problem entails increasing the provincial supply of new family physicians. Overall responsibility for increasing workforce supply lies with the Province of Ontario, and alongside partners in the health and post-secondary sectors, the Province has been launching and creating new programs to increase supply.
- 3.4 One novel program looking to address the root of the problem is the new Queen's-Lakeridge MD Family Medicine training program which began this Fall. This program welcomes 20 new trainees each year, who will complete four years of medical school and then two years of family medicine residency. They will be based at Queen's Regional Medical Campus in Durham Region and will complete their six years of training in the Region's communities. Generally, the role of local government in supporting these programs can include programming to assist these trainees throughout their training, to create lasting bonds and connections between the trainees and communities throughout the Province, and to help these graduating trainees join or start a new practice. Through these activities, local governments can increase the likelihood that graduates will practice family medicine in Ontario upon completion of their training.
- 3.5 Other types of attraction programs have proven successful in other jurisdictions to attract new family physicians, including formal programs and staff that undertake marketing, outreach and promotion; direct recruitment; settlement services; local industry support; succession planning support; data analysis and research; and financial incentives and inducements.
- 3.6 In July, 2023, Durham Regional staff received a request from Dr. Tony Stone from Lakeridge Health for critically-needed support for the new family medicine trainees, and assistance to solve the shortage of family physicians in Durham. Durham's Economic Development and Tourism Division arranged a meeting of Regional and area municipal CAOs and senior economic development staff, where a group of

family medicine leaders across Durham including Dr. Stone, as well as Dr. Joel Kennedy from Lakeridge Health, Arun Bala from Queen's University, and Jill Cappa from Ontario Health delivered information about the new training program and made a request for municipal support.

- 3.7 The Economic Development and Tourism Division proposed to the Durham Economic Development Partnership (the DEDP, being the Economic Development staff from the Region and each area Municipality) that the cost to perform these services be shared between the Region and Area Municipalities. The Region retained the services of Sheila Hall, Executive Director of the Clarington Board of Trade, who has acquired particular expertise in the area of physician recruitment to perform two scopes of work: the first focused on the immediate opportunity with the Queen's-Lakeridge Health Program; the second focused on collaboratively drafting a strategy for a long-term Family Physician Retention and Recruitment Program.
- 3.8 The initial scopes were funded with financial commitments as follows: Durham Region: \$126,000; the Townships of Brock, Uxbridge, and Scugog: \$3,000 each; The Towns of Ajax and Whitby, City of Oshawa, and Municipality of Clarington: \$20,000 each. This initial scope of work will be complete by June, 2024.

#### **4. Work Completed To-Date**

##### **Queen's-Lakeridge Health Family Medicine Program**

- 4.1 Through the program referenced above, Sheila Hall was engaged to respond to the immediate opportunity of 20 medical students that arrived in Durham this past Fall by delivering a support and retention program. So far, the following work is underway:
- i. Assistance in finding housing and linking medical students with settlement services.
  - ii. Assisting the spouses of the medical students in finding jobs locally
  - iii. Organizing and hosting a series of welcome dinners with partners and subsequent individual follow ups to express that Durham is a welcoming community.
  - iv. Conducting one-on-one meetings with the medical students to identify individual support requirements (e.g. obtaining a library card, or access to transportation to/from school) and to provide an overview and welcoming introduction to the Region.



- v. Assigning a point person to assist with navigating Durham as their new home with quarterly check-ins.
- vi. Undertake activities to create connections in the community including negotiation with local tourism industries to gift certificates or discounts to local attractions.

### **Creating a Strategy for a Physician Retention and Recruitment Program**

- 4.2 The Durham Physician Engagement Team, through Sheila Hall as the project lead, performed a jurisdictional scan, explored best practices, and provided recommendations for a permanent Family Physician Recruitment Program for Durham Region. The report of the Durham Physician Engagement Team is included as Attachment #1 and it makes the following recommendations:
1. *That the current leadership and structure of the Durham Physician Engagement Team (DPET) team remain in place to December 31, 2024, with the purpose of program and logistic development. Oversight will remain at the Clarington Board of Trade and that bridge funding be provided for the months of August through December 2024. Cost of Recommendation 1 is \$55,000 one-time funding.*
  2. *That the region contributes to the hiring of one (1) FTE professional regional physician recruiter housed with the Durham Ontario Health Team (DOHT) for a 10-year term, beginning in January 2025. Contribution will include attraction and retention programming and should be reviewed in 3-year increments to ensure the program meets established performance metrics. Cost of Recommendation 2 is \$225,000 per year with an annual escalation of cost at CPI +2%.*

## **5. Discussion**

- 5.1 It is recommended that the strategy for establishing a new, permanent Family Physician Recruitment Program for the Region of Durham contained in the attached report is the best possible structure and scope for achieving long-term success in addressing the current shortage.
- 5.2 The Region of Durham provides direct health services to the community, including those by Public Health, and through Long-Term Care and Paramedic Services, and also contributes financially to such things as hospices and hospital capital infrastructure (although this is currently under review for a moratorium by Council through 2023-F-35). Having a strong primary care system benefits these Regional services, and resident wellness generally. For the reasons provided in the attached

report, and in-line with best practices, it would be beneficial to have one dedicated, full-time physician recruiter that delivers services to the local medical trainees through the Queen's-Lakeridge program as well as attracts new family physicians to the Region. Regional staff agree with the recommendations of the report that the optimal structure would be for this full-time position to be housed in the Durham OHT.

- 5.3 Many other jurisdictions offer financial incentives or inducements to secure multi-year commitments from family physicians to establish their practice in that municipality. These types of incentives were considered for Durham, but it was determined that our geographic location, vibrant communities, and quality of life, are sufficiently competitive and it is a matter of 'telling the story' through concerted marketing and recruitment efforts. Area Municipalities may choose to offer financial incentives independently; however, it is not recommended by Regional staff as this practice could result in undesirable internal competition within the Region.
- 5.4 Geographic scope was considered (i.e. whether to deliver recruitment services at the Area Municipal or Regional level), and the report is clear that best practices dictate a Regional approach for multiple reasons.
- 5.5 Many other municipalities across Ontario, as well as across Canada and indeed the world, engage in physician recruitment activities. As a municipal service, it can serve to improve long-term health and wellness of the community, reduce the overloading of urgent care services, and also address inequalities across diverse populations.
- 5.6 The success of this program will be monitored by staff in collaboration with the Durham Physician Recruitment Team and the Durham OHT. The first year will consist of program development and setting up of regular monitoring and reporting functions. KPIs will be established to track outreach, retention of learners, retention of existing physicians, and satisfaction with the recruitment process. Over time, changes in the number of family doctors to population will be tracked, with granularity by community.

## **6. Financial Implications**

- 6.1 As noted in Paragraph 3.8, \$215,000 has been committed to-date for the services described in Section 4 above. The Region has committed \$126,000 of this amount, with the balance committed by area municipalities. These funds were reallocated

within the approved 2023 annual budget. The term of these previously procured services ends June 30, 2024.

- 6.2 The current leadership and structure of the Durham Physician Engagement Team needs to remain in place to the end of 2024 to complete program and logistic development. The Region will be responsible for one-time funding of up to \$55,000 in 2024 to support this work.
- 6.3 The Region and local municipalities would then contribute to the hiring of one (1) FTE professional regional physician recruiter employed by the Durham Ontario Health Team for a 10-year term beginning in January 2025. This would require annual funding of up to \$225,000 beginning in 2025, with escalation annually at the Consumer Price Index plus two percent. The contribution will include attraction and retention programming and will be reviewed in three-year increments to ensure the program meets established performance metrics. The Region will work with local municipalities to develop a cost-sharing formula for the municipal cost of this program.

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

- 7.1 This report aligns with/addresses the following strategic goals and priorities in the Durham Region Strategic Plan:
  - i. Community Vitality Goal #2.2: Enhance community safety and well-being.
  - ii. Community Vitality Goal #2.3: Influence the social determinants of health to improve outcomes for vulnerable populations.
  - iii. Community Vitality Goal #2.5: Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging.
  - iv. Economic Prosperity Goal #3.1: Position Durham Region as the location of choice for business.
  - v. Economic Prosperity Goal #3.2: Leverage Durham's prime geography, social infrastructure, and strong partnerships to foster economic growth.

## 8. Conclusion

- 8.1 The acute shortage of family physicians is affecting many communities across Canada. In Durham, it is impacting Durham resident health and wellbeing, urgent care wait times, and Durham's ability to attract talent and investment. Many other municipalities have family physician recruitment programs, and action is needed in Durham to attract and retain family physicians.
- 8.2 It is recommended that the Region work with the local municipalities to develop a cost-sharing formula, and jointly contribute up to \$55,000 in 2024 and up to \$225,000 annually beginning in 2025 to create a new Family Physician Recruitment Program. The report included as Attachment #1 recommends a suitable governance structure and implementation that, in the opinion of staff, offers the best solution for the Region to begin to address the shortage of Family Physicians. This is not unprecedented as the Region supports dedicated offload nurses at Lakeridge Health and Mental Health nurses through DRPS.
- 8.3 Durham Region Health Department has reviewed this report and agrees with the recommendations.

## 9. Attachments

Attachment #1      Durham Family Physician Recruitment Strategy; by the Durham Physician Engagement Team

Respectfully submitted,

Original signed by

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Brian Bridgeman, MCIP, RPP, PLE  
Commissioner of Planning and Economic  
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Recommended for Presentation to Committee

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Elaine Baxter-Trahair

Chief Administrative Officer



# **Durham Family Physician Recruitment Strategy**

**December 2023**

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### **Background and Urgent Need**

Durham Region is currently facing a significant challenge: a substantial gap in primary care access attributed to a shortage of approximately 145 family physicians (*Table 1*). This deficit affects nearly 180,000 Durham residents (*Table 1*). This shortfall not only undermines community health but also threatens the region's economic stability as accessible healthcare becomes increasingly important for individuals and businesses. Similar challenges are faced by many communities across Ontario and many Ontario communities are actively developing or enhancing strategies to recruit and retain family physicians, intensifying the competition for these professionals across the province.

The Region of Durham and its area municipalities of Ajax, Brock, Clarington, Oshawa, Pickering, Scugog, Uxbridge and Whitby, are now exploring the development of its own long-term strategy for recruiting and retaining family physicians who will practice in, and serve, communities across the Region. This work is being led by a group called the Durham Physician Engagement Team (DPET). This team has developed the following recommendations for the Region to consider and implement, to achieve these goals.

### **Key Recommendations and Cost:**

1. That the current leadership and structure of the Durham Physician Engagement Team (DPET) team remain in place to December 31, 2024, with the purpose of program and logistic development. Oversight will remain at the Clarington Board of Trade and that bridge funding be provided for the months of August through December 2024. Cost of Recommendation 1 is \$55,000 one-time funding.
2. That the region contributes to the hiring of one (1) FTE professional regional physician recruiter housed with the Durham Ontario Health Team (DOHT) for a 10-year term, beginning in January 2025. Contribution will include attraction and retention programming and should be reviewed in 3-year increments to ensure the program meets established performance metrics. Cost of Recommendation 2 is \$225,000 per year with an annual escalation of cost at CPI +2%.

### **The Governance**

Governance is designed to leverage the unique capabilities of a wide range of stakeholders. An oversight Taskforce (the **Durham Physician Recruitment Oversight Taskforce** or "Taskforce"), which works in harmony but remains functionally distinct from the Durham OHT, will guide program initiatives, and evaluate success through key performance indicators. It is carefully curated to ensure a rich blend of perspectives and expertise. This **Taskforce** will consist of 10 members: 3 Regional Councillors nominated by the Regional Council and representing north Durham (Brock, Uxbridge, Scugog), west Durham (Pickering, Ajax, Whitby) and east Durham (Oshawa, Clarington) alongside 7 professionals and experts from the health sciences and community sectors to be chosen by staff based on skill set, health system and community knowledge.

### **Conclusion**

The **Durham Physician Recruitment Program**, designed to be adaptable, hinges on hiring a regional physician recruiter and involves a triennial review of attraction and retention strategies, with input from key regional partners, ensuring customization to Durham's needs. The immediate launch is critical to build upon the establishment of the new Queens Lakeridge Campus ensuring an uninterrupted focus on filling the physician gap through 2024 and beyond. Equally important is developing strong programming to repatriate Canadian Physicians being trained abroad. The recommendations offer Durham a responsive, collaborative approach, merging local and external resources to make primary care accessible and holistic, enhancing the community's health and economic prosperity.

# **Durham Family Physician Recruitment Strategy**

## Physician Recruitment Strategy for Durham Region

### 1. Introduction

Access to primary care is the cornerstone of an effective healthcare system. Comprehensive care provided by family physicians plays a vital role in this system. Primary care providers are often the initial point of contact between patients and the healthcare system, encompassing illness prevention, health promotion, diagnosis, treatment, rehabilitation, and counseling. Extensive evidence demonstrates that access to primary care physicians improves health outcomes and reduces overall healthcare costs. Unfortunately, as previously mentioned, recent data indicates that approximately 2.2 million<sup>1</sup> Ontarians, and over 6 million Canadians, lack a family physician, and the situation is expected to worsen<sup>2</sup> in the coming years.

While the healthcare portfolio is the primary role and responsibility of Ontario Health and the Province of Ontario, there is a critical role for local communities to contribute to the success of physician retention and attraction. We can work with provincial officials in support of our shared objectives (i.e. recruiting and/or graduating sufficient family doctors to meet the needs of Ontario and all its residents). At the same time, we need to focus on the health care needs of Durham's residents.

Durham Region is experiencing rapid growth, and most family physicians in the region already have full patient rosters. Consequently, an increasing number of Durham residents are searching for family physicians. It is imperative for the community to collaborate and address the growing shortage of family physicians in Durham. A successful regional physician recruitment program will ensure that Durham's residents, including our most vulnerable populations, have proper access to primary healthcare services.

In Ontario, each family physician has an average patient load of 1,380<sup>3</sup> patients. There are approximately 377 family physicians providing comprehensive care to residents in Durham. Data from the Ministry of Health suggests that up to 180,000 Durham residents lack access to a family physician, while others have physicians located at a distance, making access challenging. Furthermore, approximately 100 of Durham's family physicians are over the age of 60 and nearing retirement from clinical practice. The situation with access to family medicine is, indeed, cause for concern. Nonetheless, there are opportunities to grow the family physician complement in Durham, even in this highly challenging environment.

There is an opportunity to foster relationships with family medicine trainees who are already in Durham. The Queen's University satellite medical campus in Durham Region continues to grow in size and stature. Partnerships between Queen's University Faculty of Health Sciences, Lakeridge Health, and local physicians were established in 2012 with the 2-year family medicine training program called QBOL (Queen's – Bowmanville – Oshawa – Lakeridge Health)<sup>4</sup>.

In addition to this, Queen's and Lakeridge Health have developed a first-in-Canada, innovative medical education program<sup>5</sup> for training family medicine trainees in our region which combines undergraduate and postgraduate training into a continuous program. Distinct features of this program include a specialized admission process tailored to identify students committed to pursuing comprehensive Family Medicine from the onset of their medical education. They benefit from an integrated, purpose-built

<sup>1</sup> [More than 2.2 million Ontarians Left without a Family Doctor](#) ontariofamilyphysicians.ca February 9, 2023

<sup>2</sup> [One in four Ontarians may be without a family doctor by 2026, analysis says](#) Globe and Mail, October 26, 2023

<sup>3</sup> [Family Physician Supply Plan Update](#), City of Kingston, December 1, 2020

<sup>4</sup> [Queen's-Bowmanville-Oshawa-Lakeridge \(QBOL\) Family Medicine Residency Program](#), Queen's University, 2023

<sup>5</sup> [Queen's-Lakeridge Health MD Family Medicine Program](#), Queen's University 2023

curriculum and early exposure to diverse family medicine environments, starting in their first year. Collaborative engagements with communities are integral, facilitating immersive learning experiences. This ground-breaking cooperative initiative is setting a precedent for other provinces and medical schools to follow in addressing the scarcity of family physicians<sup>6</sup>. The first cohort in this new Queen's-Lakeridge Health program started in September 2023, and will be graduating in 2029.

Additionally, a few family physician groups in Durham have strong ties with the Faculty of Medicine at the University of Toronto, and Lakeridge Health has affiliation agreements with all medical schools in Ontario. Durham Region is uniquely positioned to become a leader in training family physicians within our own community.

Emphasizing engagement and support of locally trained family physicians will be crucial for successful recruitment in Durham. These trainees are already familiar with our region and its physicians, and a unified and coordinated community-led recruitment strategy can leverage these valuable partnerships. However, we must not overlook the recruitment potential of family medicine trainees from across Canada and Canadian trainees studying abroad who may also be interested in joining our Durham communities.

Finally, we cannot overlook the opportunity to recruit beyond our community, ensuring we work to attract family physicians from across Ontario, and those family medicine graduates from across Canada and internationally who are from Ontario and would like to return.

In this document, we will identify the unique needs of Durham and its municipal partners. Using available data and local insights, we will estimate the additional number of family doctors required in Durham. We will review strategies employed by other communities to attract physicians and identify best practices that Durham can adopt. Furthermore, we will examine the regulatory and governance frameworks necessary for a long-term recruitment plan. Recommendations will be developed to enhance the delivery of services for attracting and retaining family physicians, along with community healthcare delivery models. The document will also evaluate the structure needed to support marketing, research, direct recruitment, settlement services, succession planning support, and data management and analysis. Finally, we will compare incentive packages across similar communities and provide recommendations for financial resources required for the program.

## 2. Background

In March 2022<sup>7</sup>, the Ontario Government unveiled an ambitious plan for educational expansion, earmarking the addition of 160 undergraduate seats and 295 postgraduate positions over the next five years—a milestone representing the most significant growth in undergraduate and postgraduate medical education in over a decade. Queen's University's School of Medicine partnered with Lakeridge Health to create a regional campus in Oshawa, focusing on training comprehensive care family physicians<sup>8</sup>.

A Joint Steering Committee formed four Working Groups: *Admission, Curriculum, Community Engagement, and Faculty Engagement*. The Admission Working Group devised recommendations to identify distinctive traits for selecting future family physicians, while the Curriculum Working Group

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<sup>6</sup> [New SFU medical school will include dedicated family doctor program: minister](#), Vancouver Sun, September 20, 2023

<sup>7</sup> [Ontario Training More Doctors as it Builds a More Resilient Health Care System](#), Government of Ontario, March 15, 2022

<sup>8</sup> [Queen's University and Lakeridge Health Establish Collaboration to Address Physician Shortage](#), Lakeridge Health, May 2, 2022

innovated curricular models tailored to comprehensive care family physician training. In parallel, the Community Engagement Working Group crafted strategies to actively involve Durham Communities and provide crucial support to learners during their training years. Lastly, the Faculty Engagement Working Group established recommendations to engage Durham-based physicians in recruitment as faculty for the new medical school, complemented by plans for robust local faculty development. This collaborative endeavor is poised to shape the future of medical education and improve healthcare delivery in the region.

The inauguration of the Queen's Lakeridge Health Campus prompted the formation of the Durham Physician Engagement Team, dedicated to supporting learners at this innovative medical campus. Through the Durham Economic Development Partnership, the Region of Durham, Municipality of Clarington, City of Oshawa, Town of Whitby, Town of Ajax, City of Pickering, Township of Uxbridge, Brock Township, and the Town of Scugog, came together to collaboratively provide financial support to ensure the initial need of the first cohort were met and that resources were available to develop a long-term solution to this important initiative.

Initially, the team focused on addressing the immediate needs of the incoming 2023 cohort of family medicine students and residents. However, it is now imperative to develop a comprehensive medium- and long-term physician recruitment strategy to address physician retirements, population growth, and the needs of an aging population and other vulnerable groups, ensuring sustainable access to medical care. This strategy is also essential for the successful development and operation of the new tertiary care hospital in the Durham Region over the next decade.

The shortage of family physicians is not unique to Durham; competition for recruitment is growing across the province, with many other communities establishing or enhancing<sup>9</sup> dedicated family physician recruitment programs. Niagara Region<sup>10</sup> has had a successful physician recruitment program in place for over a decade. Durham cannot rely solely on ad hoc efforts to address this Health Human resource challenge. A coordinated, professional effort involving resources from across Durham Region is required, with readiness to welcome the nine postgraduate family medicine trainees completing their training in May 2024 and entering family practice.

## 2.1 Unique Needs and Challenges in Durham Region

Durham Region encompasses eight diverse municipalities; several unique needs and factors must be considered to effectively recruit family physicians:

1. **Diverse Community Needs:** Each municipality in Durham Region has its own unique demographic, socio-economic, and cultural characteristics. Understanding these varied community needs is crucial for matching the right physicians with the right areas.
2. **Urban vs. Rural Requirements:** The region includes both urban and rural areas. Rural areas might face more significant challenges in attracting physicians due to perceived remoteness and limited resources. Tailoring recruitment strategies to address these differences is essential.
3. **Indigenous Health Needs:** In order to meet the specific needs of Indigenous communities within the region, it's important to recruit and educate physicians who are knowledgeable and sensitive to specific health needs and cultural contexts.

<sup>9</sup> [Brantford Council looking to solve physician shortage](#), Brant Beacon November 17, 2023

<sup>10</sup> [Niagara Physician Recruitment Program](#), 2023

4. **Cultural Competence and Diversity:** With a diverse population, it's important to recruit physicians who are culturally competent and can cater to the health needs of various ethnic, racial, and cultural groups.
5. **Infrastructure and Facility Variations:** Different municipalities may have varying levels of healthcare infrastructure. Recruiters need to be aware of the facilities available in each area, including hospitals, clinics, and specialized healthcare services.
6. **Work-Life Balance Opportunities:** Prospective physicians often seek a balance between their professional and personal lives. Understanding and promoting the lifestyle benefits of each area, such as recreational activities, educational opportunities, and community involvement, can be attractive.
7. **Professional Development Opportunities:** Highlighting opportunities for continuous learning, professional growth, and career development within the region can be a key factor in attracting and retaining physicians.
8. **Collaborative Environment:** Promoting a collaborative and supportive professional work environment, including relationships with local healthcare networks and community organizations, can be appealing to potential recruits.
9. **Family Considerations:** Understanding and addressing the needs of physicians' families, such as access to quality education and spousal employment opportunities, can be crucial in their decision to relocate.
10. **Support for International Graduates:** If recruiting internationally trained physicians, support in navigating the licensing process in Ontario and adapting to the Canadian healthcare system would be important.

## 2.2. Family Physician Recruitment and Retention in Durham Region

### 2.2.1. Physician Recruitment Initiatives and Medical Trainees in Durham

In the past, some Durham communities, including Clarington, Oshawa, and Whitby, have made formalized community-focused efforts to attract new family physicians and enjoyed some success in doing so.

Currently, family physicians in Durham Region participate in training family medicine residents and already have familiarity with our region, patient population, physicians, and other affiliated healthcare professionals through Queen's University and the University of Toronto.

Additionally, all six of Ontario's medical schools collaborate with the Rural Ontario Medical Program<sup>11</sup> (ROMP), and directly with Lakeridge Health, to organize medical trainee placements in underserved rural communities, including Clarington, Port Perry, and Uxbridge.

## 2.3 Medical Training in Durham Region

### 2.3.1. Undergraduate Medical Trainees (Medical Students)

Undergraduate medical trainees on the path to earning their Doctor of Medicine (MD) degree undergo placements in hospital and community settings during their pre-clinical (years 1 & 2) and clinical clerkship or rotation (years 3 & 4) years in Durham Region. These trainees are not compensated during their training and typically graduate with substantial debt.

<sup>11</sup> [Rural Ontario Medical Program \(ROMP\)](#), 2023

### 2.3.2. Postgraduate Medical Trainees (Medical Residents)

Upon graduating with a MD degree, postgraduate medical trainees from all six Ontario universities receive specialty training in community and hospital settings. The training environment can significantly influence these trainees' eventual practice locations. Postgraduate trainees typically earn modest incomes during their residency period.

#### 2.3.2.1. Queen's University School of Medicine

The Queen's University Family Medicine Training Programs in Durham Region, including the Queen's-Bowmanville-Oshawa-Lakeridge Health (QBOL) Family Medicine Program, have been training family physicians in Durham since 2012<sup>12</sup>. Initially, the program graduated 8 residents per year, but it now graduates nine 2nd-year Family Medicine Residents annually. It is expected that this program will continue to grow.

The newly opened Queen's-Lakeridge Health MD Family Medicine Program<sup>13</sup> (QLEP) is a progressive medical education model specifically designed to address the family physician shortage. This program aims to graduate practice-ready, community-focused, family physicians capable of providing comprehensive care in southeastern Ontario. The program has experienced rapid development and is based at the Queen's satellite medical campus at Lakeridge Health in Durham Region. It is anticipated that this program will graduate 20 medical trainees each year, with the first batch of 20 trainees having begun their training in September 2023.

The Queen's Lakeridge Health MD Family Medicine Program will grow exponentially over the next 6 years, to a capacity of 120 dedicated Family Medicine trainees in the program by 2028. Extensive collaboration and research efforts have gone into the development of these programs and partnerships.



Figure 1: Number of Family Medicine Trainees related to Queen's University's Undergraduate and Postgraduate programs.

#### 2.3.2.2. Other Family Medicine Trainees

The University of Toronto's School of Medicine also trains some family medicine residents in Durham, primarily in Uxbridge and Port Perry. Additionally, there are Family Medicine trainees from other

<sup>12</sup> [Residency program sought to allay family doctor shortage](#). The Sarnia Observer, December 31, 2018

<sup>13</sup> [Family doctor shortage. Medical education reform can help address critical gaps, starting with a specialized program](#). The Conversation, October 2, 2023

universities who participate in 8-week placements through Ontario's ROMP program. These trainees represent potential new family physicians for the Durham community.

It is important to note that there is a significant number of Canadian family medicine trainees studying medicine abroad, many of whom hope to return to Ontario to practice. In 2011, almost 3,600 Canadians were studying medicine at schools in the United Kingdom, Australia, Poland, the Caribbean and elsewhere, in addition to the approximate 10,500 medical learners in Canada<sup>14</sup>. Ontario's physician regulator, the College of Physicians and Surgeons of Ontario (CPSO), recently made it easier for doctors who were trained in the U.S., Ireland, Australia, and Britain to get licensed in Ontario as jurisdictions around the country compete to remove licensing barriers to address chronic shortages in health care<sup>15</sup>. This presents an opportunity that should not be overlooked.

### 3. Where We Are Today

In summary, we are in a transitional phase with several medical training programs in place and significant growth expected in the coming years in our region. Immediate needs include supporting the current cohort of medical trainees and developing a comprehensive physician recruitment and retention program for Durham. The existing medical training programs and partnerships provide a unique opportunity to create a synergistic approach to recruitment, training, and retention of family physicians in Durham Region. Helping our medical trainees feel at home here in Durham is critical to our ability to recruit and retain these physicians for the long term.

### 4. Future Needs Assessment

A key component of developing an effective recruitment strategy is determining how many family physicians are needed to meet the current and future healthcare needs of Durham Region. Estimating the number of family physicians required involves considering various factors, including population growth, the aging demographic, and the number of physicians retiring from practice.

*Table 1 Health Force Ontario Data 2023*

Census Sub Division (CSD) Name	POPULATION (Health Card Holders)	Number of patients not rostered	% of patients without a family physician	Shortage of Family Physicians	Roster Ratio
Ajax	139,742	37,126	26.6%	27	1380 pts/Dr
Brock	9,852	3,499	35.5%	3	1380 pts/Dr
Clarington	103,709	21,829	21.0%	16	1380 pts/Dr
Oshawa	184,960	47,452	25.7%	34	1380 pts/Dr
Pickering	103,334	26,025	25.2%	19	1380 pts/Dr
Scugog	26,593	4,155	15.6%	3	1380 pts/Dr
Whitby	142,426	34,257	24.1%	25	1380 pts/Dr
Uxbridge	22,660	3,740	16.5%	18	793 pts/Dr
Durham Region	733,276	178,083	24.3%	144.34	-

*Population = # Health Card Holders.*

*Rostered = Health Card Holders Rostered to a Physician Engagement Model (PEM) Family Physician somewhere in Ontario*

*Not Rostered = Population – Rostered*

*The average roster size of the PEM physicians is 793 patients/physician although provincial standards are about 1380 patients/physician.*

<sup>14</sup> [Too many Canadians studying medicine overseas](#), CBC News, February 22, 2011

<sup>15</sup> [CPSO Removes Barriers for Internationally Educated Physicians](#), College of Physicians and Surgeons of Ontario, April 4, 2023



#### 4.1. Population Growth

One of the significant drivers of the need for more family physicians in Durham Region is population growth. Durham Region has been experiencing steady population growth over the past several years, driven by a combination of natural population growth (births minus deaths) and net migration (people moving into the region). According to 2022 census data, the population of Durham Region is estimated to be approximately 751,500<sup>16</sup> residents. This population is projected to continue growing in the coming years, driven by factors such as new residential developments, economic opportunities, and the overall attractiveness of the region.

#### 4.2. Aging Population

Another critical factor to consider is the aging demographic within Durham Region<sup>17</sup>. As the population ages, there is an increased demand for healthcare services, including primary care provided by family physicians. The proportion of adults aged 65 and older within Durham ranges from 13.1% to 24.1%. Older adults often have more complex healthcare needs and require ongoing management of chronic conditions. Additionally, the retirement of older family physicians can further exacerbate the shortage of primary care providers, as younger physicians may need to take on a larger patient load.

#### 4.3. Physician Retirement

The impending retirement of a significant number of family physicians in Durham Region is a pressing concern. About 100 of Durham's family doctors are aged 60 and above, nearing retirement, and their departure from clinical practice will create a larger gap in primary care services. If we do not plan for the replacement of these retiring physicians to ensure uninterrupted access to healthcare for patients, the number of patients without a family doctor will rise by nearly 14,000.

#### 4.4. Jurisdictional Competition

The Region of Durham, amidst a province-wide competition for family physicians, must address shortages affecting its two-tier municipality structure spanning eight communities. The competition is intensified by well-established recruitment programs in many other Ontario communities.

An assessment of 12 communities revealed varying incentive packages to attract new physicians, with perks ranging from housing benefits to relocation expenses. On average, these incentives equate to about \$19,875 annually in exchange for an average 5-year commitment by the physician (Appendix 2). Furthermore, several communities have dedicated recruitment initiatives with varying budgets, staff structures, and organizational frameworks.

#### ***Strategies Employed by Various Municipalities for Physician Recruitment:***

##### ***1. Recruitment Staff:***

- *Woodstock, Hamilton, Niagara Region, Haliburton, Peterborough, City Kawartha Lakes: Employ a full-time physician recruiter.*
- *Saugeen, Kincardine (Bruce Power): Employs a 0.6 FTE Physician Recruitment Manager.*

##### ***2. Program Budget & Structure:***

<sup>16</sup> [Durham Monitoring of Growth Trends](#), File: D01-02-01 December 2, 2022

<sup>17</sup> [2021 Census of Population – Regional Municipality of Durham Information Report](#), September 16, 2022

- *Prince Edward: \$150,000 budget, integrated in Family Health Team, supported by the county.*
- *Hamilton: \$180,000 budget, a collaboration involving the city, Hamilton Academy, and Chamber of Commerce, employs a full-time physician recruiter.*
- *Windsor: \$25,000 contribution to a medical program aiming to retain graduating doctors.*
- *Saugeen, Kincardine (Bruce Power): \$105,000 budget, employs a 0.6 FTE Physician Recruitment Manager.*
- *Peterborough: \$36,200 budget, operates a not-for-profit family health team, employs a full-time staff.*
- *City Kawartha Lakes: Operates through a separate charity organization, employs a full-time physician recruiter.*

**3. Financial Incentives:**

- *Quinte West: \$100,000 over 5 years, includes 100% rent coverage and a boat slip.*
- *Hastings: \$150,000 over 4 years, includes \$75,000 for relocation expenses.*
- *Kingston, Belleville, North Grenville, Prince Edward: \$100,000 - \$150,000 over 5-6 years.*
- *St. Thomas: \$33,000 over 4 years, includes moving expenses.*
- *Niagara Falls: \$50,000 over 5 years, includes \$5,000 for moving expenses.*
- *Haliburton: \$150,000 over 6 years.*
- *Wasaga Beach: \$65,000 over 5 years.*
- *Woodstock, Southern Georgian Bay: Offers moving expenses of \$4,000 - \$5,000.*

**4. Collaborative Efforts:**

- *Prince Edward: Program integrated within the Family Health Team and supported by the county.*
- *Hamilton: A collaborative effort of the city, Hamilton Academy, and the Chamber of Commerce.*
- *City Kawartha Lakes: Recruitment managed by a separate charity organization.*
- *Saugeen, Kincardine (Bruce Power): Recruitment managed possibly by the Municipality of Kincardine.*

*It is worth noting that these collaborative efforts precede the advent of Ontario Health Teams.*

**5. Tailored Approaches:**

- *Strategies tailored to the unique needs and resources of each community, with a mix of financial incentives, collaborative structures, and dedicated staffing to optimize physician recruitment and retention efforts.*

*Each municipality is employing a mix of dedicated staff to optimize their physician recruitment and retention efforts, financial incentives, and structural collaborations, tailored to their unique community needs and resources.*

The first step in successful recruitment programs is the establishment of dedicated staff and resources to develop, manage and implement competitive programming.

The importance of place for this work has been evaluated based on Readiness, Finance, Administration, Management, and Connection to Medical Learners and existing physicians.

The value of connection to Medical Learners cannot be overlooked. Strong engagement and support in navigating the community and healthcare systems will strongly influence decisions on where they will settle upon graduation. This said, medical learners are not the only audience. We also need to keep focus on repatriating Canadians training abroad and interest within the communities through medical clinics and hospital work.

The **Canadian Association of Physician Recruiters**<sup>18</sup> is a national membership organization for physician recruitment professionals. With membership spanning across the country, this resource provides a broad view for structure. Most recruiters are stationed within hospitals or medical organizations. With the development of Ontario Health Teams, there is a growing trend to place recruitment efforts within these organizations as well.

For Durham to effectively attract and retain family physicians, it's imperative to collaboratively craft a competitive strategy leveraging recent unique opportunities in the region. This strategy tailored for Durham should integrate industry best practices and distinctly define roles for both the Region and lower-tiered municipalities.

#### 4.5. Estimating the Additional Number of Family Physicians Required

To estimate the additional number of family physicians required in Durham Region, a detailed analysis of the current physician workforce, population demographics, and projected retirements is necessary. This analysis should consider factors such as the average patient load per physician, the distribution of physicians across different communities within Durham Region, and the expected growth in the number of residents.

Team-based collaborative care models involve interdisciplinary healthcare providers working together to deliver comprehensive and personalized patient care. In this approach, a diverse group of healthcare professionals, including doctors, nurses, nurse practitioners, pharmacists, social workers, and specialists, collaborate and share their expertise to address the unique needs of each patient. They communicate regularly and make collective decisions to ensure that care is coordinated, evidence-based, and patient-centered. This model fosters a culture of respect and shared responsibility among team members, which enhances the quality of care, improves health outcomes, and increases patient satisfaction. Through the integration of varied skills and knowledge, the team ensures that the patient's physical, mental, and social needs are met in a holistic manner. Team-based collaborative care models that involve multiple healthcare providers can help address the demand for primary care services more efficiently.

#### 5. Physician Recruitment Strategies

Recruiting family physicians to practice in Durham Region requires a multifaceted approach that leverages various strategies and resources. Taking a dyad approach to this work will prove most effective pairing leadership from the Department of Family Medicine and the community of Durham. Successful recruitment efforts should be proactive, targeted, and tailored to the specific needs and preferences of physicians. Below are key physician recruitment strategies employed in other communities across Canada that can be successfully implemented in Durham Region:

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<sup>18</sup> [Canadian Association of Physician Recruiters](#), caspr.ca 2023

## 5.1. Marketing and Promotion

**5.1.1. Develop a Strong Brand and Identity:** Create a compelling and unique brand for Durham Region's physician recruitment program. This brand should highlight the region's attractions, quality of life, and the supportive academic and medical community. Note that Invest Durham, Durham Region's Economic Development Department and Tourism Department, has been building strong brand identities to promote the region's quality of place and creativity for the attraction of tourists and a talented workforce. This work could be leveraged.

**5.1.2. Online Presence:** Establish a comprehensive online presence, including a dedicated website that provides information about practicing in Durham Region. The website should feature testimonials from current physicians, opportunities at the academic institutions (Ontario Tech, Durham College, Queen's University, Trent University) and other healthcare training programs, details about local healthcare facilities, and resources for newcomers.

**5.1.3. Social Media:** Utilize social media platforms to showcase the region, share success stories of recruited physicians, and engage with potential candidates.

**5.1.4. Targeted Marketing:** Identify key recruitment markets and tailor marketing efforts to reach medical trainees, recent graduates, and practicing physicians in those markets. Consider attending medical conferences and events to connect with potential candidates in Ontario, Canada, and the UK to ensure community recognition through awareness generation activities.

## 5.2. Incentives and Support

**5.2.1 Competitive Compensation:** In Canada, community-specific attraction incentives<sup>19</sup> are widely used, each presenting unique risks and opportunities<sup>20</sup>. It's essential for these incentives to be strategically considered at a regional level, particularly in the Region of Durham. This approach aims to create uniformity in primary care access across Durham, minimizing internal competition. Key incentives to deliberate include salary enhancements, signing bonuses, office setup reimbursements, and student loan repayment schemes.

**5.2.2. Relocation Assistance:** Provide relocation assistance to help physicians and their families transition to Durham Region seamlessly. This may include support with housing, childcare, spousal employment support and other logistical aspects of moving. It will be important to develop strong relationships and leverage expertise with local resources in real estate, workforce, social supports, and immigration. Note that the Durham Local Immigration Partnership has developed strong, fundamental resources and community connections, in this regard, which could be leveraged.

**5.2.3. Mentorship and Support Programs:** Establish mentorship programs that pair new physicians with experienced practitioners in the region. This can help newcomers navigate the local healthcare system and integrate into the community.

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<sup>19</sup> [HealthForceOntario Northern and Rural Recruitment and Retention Initiative Guidelines](#), Ministry of Health and Long-Term Care, 2023

<sup>20</sup> [City of Welland offers \\$1 million in physician recruitment incentives to triage doctor shortage](#), myniagaraonline.com, June 28, 2023

**5.2.4. Continuing Medical Education:** Highlight opportunities for professional development and continuing medical education in Durham Region. Support physicians in pursuing additional certifications or specializations. Durham's esteemed academic institutions, including the ground-breaking Queen's Lakeridge Health Campus, specializing in Family Medicine, represent invaluable educational assets in our region.

### 5.3. Community Engagement

**5.3.1. Physician-Led Recruitment:** The involvement of local physicians in the recruitment process cannot be underestimated. When prospective physicians explore potential practice locations, it is important to provide insight into the lived experience of practice in community. Current practitioners can serve as ambassadors for the region and help foster connections and build meaningful relationships with potential recruits.

**5.3.2. Community Integration:** Promote the benefits of living and working in Durham Region. Proactively assist and provide settlement assistance including amenities, recreational opportunities, schools, post-secondary institutions, and cultural attractions that make the area an attractive place to settle down. Durham Tourism, the Chambers and Boards, and the local area municipalities' tourism groups will be valuable partners for this critical activity.

**5.3.3. Partner with Educational Institutions:** Strengthen partnerships with local medical schools, including Queen's University and the University of Toronto, to facilitate the transition of medical trainees into practicing physicians within Durham Region.

### 5.4. Data-Driven Approach

**5.4.1. Data Collection:** Establish a robust data collection and analysis system to track physician recruitment efforts, including the number of recruited physicians, retention rates, and demographic information.

**5.4.2. Feedback Mechanism:** Implement a feedback mechanism that allows recruited physicians to provide input on their experiences in Durham Region. Use this feedback to make continuous improvements to the recruitment program.

**5.4.3. Market Research:** Continuously conduct market research to identify trends in physician preferences and recruitment challenges. Stay updated on changes in the healthcare landscape.

## 6. Governance Framework

A well-defined governance framework is essential for the effective operation of the physician recruitment program in Durham Region. This framework should address ethical and administrative aspects of physician recruitment and retention. Key components of the framework include:

### 6.1. Regulatory Compliance

**6.1.1. Incentives Contracts:** Ensure that incentive contracts for recruited physicians comply with all relevant laws and regulations, including those related to compensation, working conditions, and professional standards, as well as the Ontario Municipal Act, 2001.

**6.1.2. Immigration and Work Authorization:** Address immigration and work authorization requirements for physicians recruited from outside Canada, including necessary permits or licensing requirements.

## 6.2. Ethical Standards

**6.2.1. Fair Recruitment Practices:** Establish guidelines for fair and equitable, inclusive, and ethical recruitment practices, including focusing on various community (including equity-deserving and marginalized communities) needs, transparency in the recruitment process, avoidance of conflicts of interest, and adherence to professional codes of conduct.

The integration of equity, diversity, inclusion, indigeneity, and accessibility in Durham Region's physician recruitment program is vital for fostering a healthcare system that truly reflects and serves its diverse community. Emphasizing these values ensures that the recruitment process not only attracts a wide range of talent but also resonates with the varied cultural and individual needs of the population. The development of this program will leverage the resources of Durham Region's Diversity, Equity, and Inclusion Division.

By prioritizing indigeneity, the program acknowledges and respects the unique health needs and perspectives of Indigenous communities, contributing to more culturally sensitive healthcare. Accessibility is crucial in removing barriers and creating an inclusive environment for both practitioners and patients with disabilities.

Overall, embracing these principles in physician recruitment leads to a more inclusive, competent, and effective healthcare workforce that can better address the multifaceted health concerns of the Durham region, ultimately leading to improved patient care and community well-being.

**6.2.2. Patient Care Standards:** Maintain high standards of patient care and ethical conduct among recruited physicians, emphasizing patient safety and quality of care.

## 6.3. Administrative Structure

**6.3.1 Program Oversight:** Create an administrative body or Taskforce responsible for overseeing the physician recruitment program. This body should include representatives from healthcare organizations, local government, and community stakeholders. It is recommended that a **Taskforce** be established consisting of 10 members: 3 Regional Councillors nominated by the Regional Council and representing north Durham (Brock, Uxbridge, Scugog), west Durham (Pickering, Ajax, Whitby) and east Durham (Oshawa, Clarington) alongside 7 professionals and experts from the health sciences and community sectors to be chosen by staff based on skill set, system and community knowledge.

Complimentary work is currently underway with common goals on building and sustaining a robust Primary Care/Family Medical community in the Region of Durham. The new Department of Community and Family Medicine at Lakeridge Health is building bridges for our Healthcare system, residents, and Family Physicians to collaborate and work together for strengthened community healthcare.

Ontario Health has recently prioritized primary care in its healthcare delivery planning. The Durham Ontario Health Team has been approved for the one of the 12 accelerated programs<sup>21</sup> development and is composed of representation across the regional municipalities, healthcare agencies and the Primary care community in Durham Region. While the Durham Ontario Health Team is in its initial stages, an independent body should oversee the program on behalf of the Durham Region municipalities for the next few years.

The Durham Physician Engagement Team (DPET) has been established and focused on integrating the inaugural cohort of 20 students from the Queens Lakeridge Health MD Family Medicine Program into the community, fostering strong local connections. Moreover, the DPET team is also developing both short-term and long-term strategies aimed at enhancing physician recruitment in the Region of Durham. This initiative includes, but is not limited to, leveraging the Queens Lakeridge Health MD Family Medicine (QLEP) and Queen's Bowmanville Oshawa Lakeridge (QBOL) Family Medicine residency programs to build a robust physician recruitment framework. The DPET consists of a strategic mix of community, academia and healthcare including:

- Queens MD Campus in Oshawa: Arun Bala
- Lakeridge Health Academic Affairs: Heidi McHattie
- Chief of Family Medicine: Dr. Joel Kennedy
- Community Family Physician: Dr. Tony Stone
- Community Representative: Sheila Hall
- Ontario Health Representative: Jill Cappa
- Durham Region Liasson: Simon Gill

These collaborative efforts of the Durham Physician Engagement Team are likely to significantly enhance the recruitment of new family doctors in Durham. However, at present, there isn't a definitive immediate placement for these recruits. The DPET team developed, and currently maintains, robust connections with key stakeholders, including the Durham OHT, the Department of Community and Family Medicine at Lakeridge Health, the Queens Lakeridge Health Medical Campus, and a committed and passionate group of existing family physician leaders in Durham. These relationships are instrumental in supporting and advancing our recruitment objectives.

The Durham Ontario Health Team (OHT)<sup>22</sup> is a collaborative group of organizations and patient, family and care partner advisors working in partnership to improve access and delivery of coordinated health services. The group is comprised of partners from across the care continuum, including primary care providers, hospitals, mental health and addiction services, social support services, home and community care support services, and long-term care.

To enhance the effectiveness of physician recruitment in Durham, the initial focus will be on strengthening the connection between the community and physicians. This will be further supported as a professional physician recruiter is hired and recruitment efforts intensify. It's crucial that the community recruiter and a physician-lead representative from the community collaborate closely in this process.

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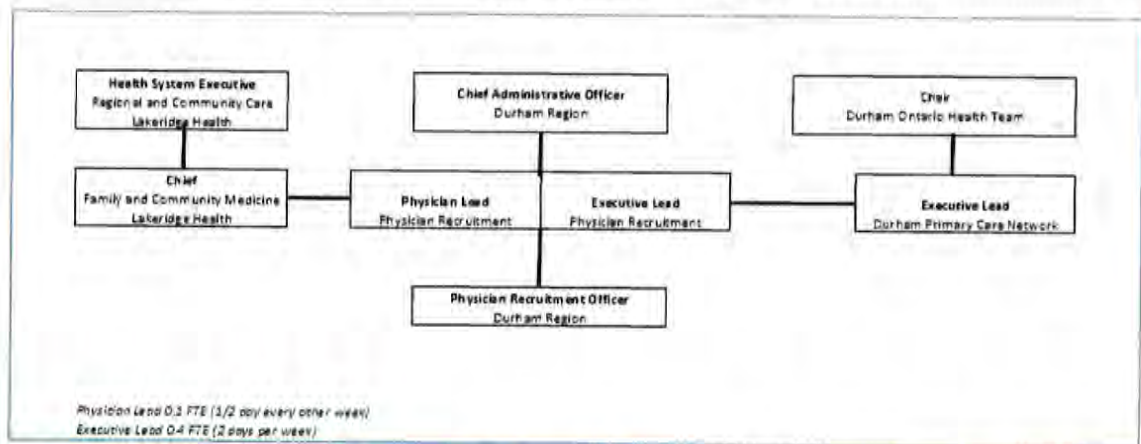
<sup>21</sup> [Minister's Update: Accelerating Ontario Health Teams \(OHTs\)](#), RISE September 27, 2023

<sup>22</sup> [Durham Ontario Health Team](#) doht.ca 2023

For optimal structuring of these efforts, a phased approach is advised. Presently, the Clarington Board of Trade has the resources to oversee the Physician Engagement Team until July 2024. The eventual goal is to integrate this initiative within the Durham Ontario Health Team in collaboration with Durham Primary Care Network structure. However, an immediate transition could present challenges as Durham OHT is yet to be incorporated and define its relationship with Primary Care Network Durham<sup>23</sup> (PCND) through a governance structure. Maintaining the current momentum and preserving the knowledge and background of ongoing work is essential, necessitating a phased collaborative and strategic approach.

**Stage 1:** The **Clarington Board of Trade** will continue as the administrative body until the end of 2024 or until the Durham Ontario Health Team completes steps to establish Primary Care Network Durham. During this time, work will be structured to ensure proximity to all medical learners with a focus on developing primary care partnerships and long-term strategies for collaborating with the community and physicians and enhancing family physician recruitment efforts.

**Stage 2:** The administration and oversight of Family Physician Recruitment efforts will transition to the **Durham Ontario Health Team** in collaboration with Primary Care Network Durham. This phase will ensure continued independent oversight and involve stakeholders from Family Medicine and the Durham community. The Durham OHT maintains strong relationships within community agencies, physician networks, healthcare institutions and government leadership in healthcare. This structure will allow for a balanced and independent approach to recruitment and retention for the Region of Durham community.



**6.3.2. Accountability:** Accountability for roles, financial management, and reporting will be with the administrative body in collaboration with the Durham Physician Engagement Team.

**6.3.3. Evaluation and Reporting:** Establish mechanisms for program evaluation and reporting to track progress, assess outcomes, and make data-driven decisions.

#### 6.4. Resource Allocation

**6.4.1. Budgeting:** Implementing a Regional Physician Recruitment program will require both financial and in-kind resources. There will be a role for both regional and lower tier governments in Durham. With a

<sup>23</sup> [Primary Care Network Durham](https://primarycarenetworkdurham.ca) primarycarenetworkdurham.ca 2023



budget of \$225,000.00 per year funded by Durham Region, this program can be delivered with budget allocations as follows:

Salaries	\$120,000.00
Operational expenses	\$ 5,000.00
Marketing	\$ 15,000.00
Settlement/Local Activities	\$ 40,000.00
Travel and Events	\$ 20,000.00
Professional Stipend (Physician)	<u>\$ 25,000.00</u>
	<u>\$225,000.00</u>

In-kind contributions will be realized through location costs, general supplies and access to related programs and efforts across the Region.

It has been noted that recruitment of Family Physicians is extremely competitive and that most communities are offering significant signing incentives in return for a 5-year commitment to family practice. In our research, we recognized that many two-tier communities are offering incentives in very different ways, however we want to highlight the Niagara model. The regional programming for attraction and retention is supported at the regional level and, each municipality in the region is responsible for any attraction incentives.

Although there are no clear guidelines, there seems to be a standard practice to not out-bid or poach from each other. Durham Municipalities should be respectful and clear on this topic and share common parameters around incentives being offered. A crucial step is crafting a strategy that fosters mutual support, rather than competition, between these communities. If area municipal incentives are contemplated, it is recommended that there be a resolution of Regional Council stipulating the acceptable parameters for these incentives, to prevent inter-municipal competition.

#### **6.4.2. Funding Sources:**

Considering the critical need for family physician recruitment and retention in Durham Region, it is essential to emphasize the vital role of local governments' investment in this initiative. The delivery of key objectives outlined in Durham Region's Strategic Plan, particularly those concerning community health and wellness, hinges on the access to healthcare in the region. Therefore, the investment by local government is not just a matter of resource allocation; it is imperative to ensure that residents have access to essential primary healthcare services. This is increasingly important as the region faces a significant shortage of family physicians, impacting the health and economic stability of the community.

Furthermore, it is recommended that the funding for this crucial initiative be a shared responsibility between the Regional and area municipal governments. Such a collaborative financial approach underscores the collective commitment to enhancing community health and well-being. By pooling resources and efforts, both tiers of government can effectively address the challenges of physician shortages and ensure the availability of comprehensive healthcare services across Durham Region. This joint funding strategy also reflects a unified response to a common challenge, demonstrating a strong partnership in prioritizing the health needs of our community.

## 7. Monitoring and Evaluation

Continuous monitoring and evaluation are essential components of a successful physician recruitment program. Regularly assess the effectiveness of the program's strategies and initiatives, and make necessary adjustments based on data and feedback. Monitoring of Key Performance Indicators (KPIs) as outlined below, serve as the foundational metrics through which the effectiveness and impact of the project or initiative are gauged. Beyond these performance metrics, an insightful evaluation also considers the projected needs related to space and staffing. By anticipating these future requirements, this family physician recruitment program can better align its resources and planning to ensure the sustained success of goals and objectives.

### 7.1. Key Performance Indicators (KPIs)

Establish KPIs to measure the success of physician recruitment efforts. Examples of relevant KPIs include:

1. Number of recruited family physicians
2. Retention of family medicine learners in Durham
3. Retention rates of recruited family physicians
4. Physician satisfaction with the recruitment process
5. Patient attachment to and satisfaction with primary care services.

### 7.2. Data Collection and Analysis

Implement data collection mechanisms to gather information on physician recruitment, retention, and patient outcomes. Use this data to identify trends, strengths, weaknesses, and areas for improvement.

### 7.3. Stakeholder Feedback

Seek feedback from various stakeholders, including recruited physicians, patients, healthcare organizations, and the community. Use this feedback to make informed decisions and enhance the recruitment program.

### 7.4. Regular Reporting

Provide regular reports on the status and impact of physician recruitment efforts to relevant stakeholders, including local government authorities, healthcare organizations, and funding partners.

### 7.5. Continuous Improvement

Based on the findings from monitoring and evaluation, continually refine recruitment strategies, incentives, and support programs to optimize outcomes.

## 8. Conclusion

Developing an effective physician recruitment and retention strategy for Durham Region involves a comprehensive and collaborative approach that addresses the unique needs and challenges of the region. By conducting a thorough needs assessment, implementing targeted recruitment strategies, establishing a robust regulatory framework, and continuously monitoring and evaluating the program's effectiveness, Durham Region can attract and retain the family physicians needed to provide high-quality primary care services to its growing and diverse population. Additionally, forging partnerships with medical schools and other stakeholders will be instrumental in ensuring the long-term success of the recruitment program.

## Appendix 1. Durham Physician Engagement Team Activity Report

### Introduction

In July 2023, the Region of Durham, in collaboration with the Clarington Board of Trade (acting as the oversight organization), initiated a pivotal agreement to advance physician recruitment and bolster support for Medical Trainees in Durham. The result of this collaboration was the successful establishment of the New Queens Lakeridge Medical Campus, which opened its doors on August 28, 2023, ready to welcome its inaugural cohort of 20 students. This pioneering group has provided valuable insights, fortifying our preparedness for the 2024 cohort.

### Support and Engagement

- To ensure a comprehensive understanding of our trainees' needs, we conducted surveys to emphasize the significance of their role within the Durham community.
- The Durham Physician Engagement Team orchestrated a dynamic and welcoming Orientation week, fostering connections among students and their future mentors in residency training.
- Our support initiative has been aptly branded as the "**Durham Physician Engagement Team**," and we maintain an unwavering commitment to consistent outreach to cater to trainees' evolving needs.

### Information Hub

- Recognizing the importance of accessible information, we are diligently developing a centralized website to serve as a one-stop resource hub. This platform will provide doctors and trainees with comprehensive insights into the educational and community opportunities available within Durham.

### Community Engagement

- Our efforts extend beyond the confines of the medical campus, as we have actively engaged with various local communities to share the mission of this initiative, underscore the benefits for the community, and garner local insights that will shape our future endeavors.

### Short-Term Objectives (End of 2024)

1. Manage and provide support to the Medical Trainees in the 2023 QLEP and QBOL programs.
2. Create and secure funding for a family physician recruitment and retention program tailored to Durham region communities.
3. Establish resources and partnerships to facilitate the attraction and settlement of Family Physicians.
4. Strengthen partnerships with organizations such as ROMP and explore additional avenues for attracting medical talent.
5. Identify the optimal structure for housing Physician Recruitment initiatives.
6. Develop and allocate resources for support and incentives aimed at attracting and retaining physicians.
7. Define the roles and responsibilities of Regional and Local governments in the physician recruitment process.
8. Develop impactful marketing collateral to promote Durham as a preferred destination.
9. Maintain a comprehensive family physician database specific to the Durham region.

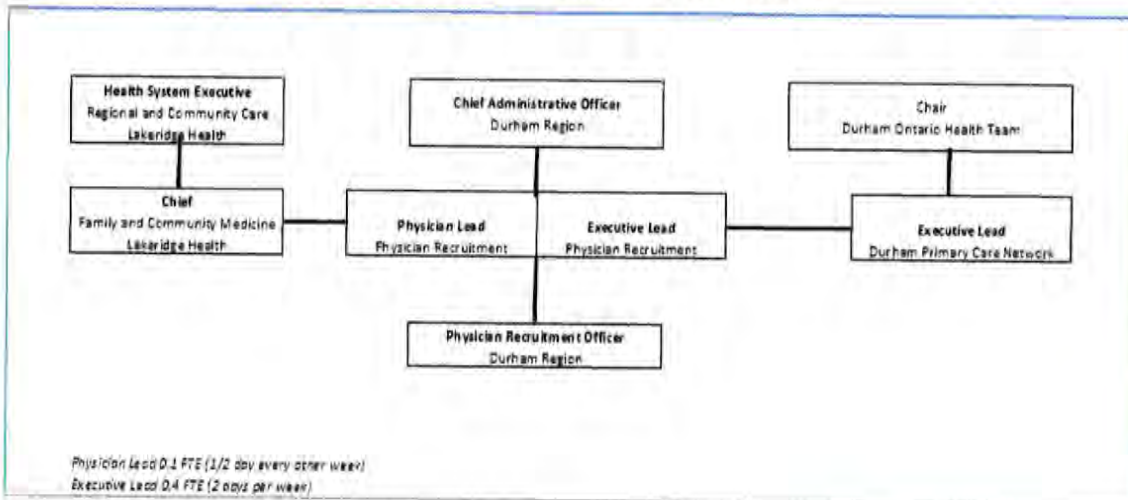
#### Long-Term Goals

1. Sustain and enhance our collaboration with the Queen's University Medical Education Programs, such as QLEP and QBOL programs.
2. Expand outreach efforts to internationally trained family physicians.
3. Initiate outreach to repatriate Canadian Family Physicians.
4. Cultivate strategic partnerships to fortify our recruitment and support efforts.
5. Advocate for healthcare workforce needs, particularly within the realm of Health Human Resources.

This strategic healthcare plan is emblematic of our unwavering commitment to fostering a robust healthcare ecosystem within Durham and ensuring it remains a welcoming and prosperous destination for medical professionals and trainees alike.

## Appendix 2: Governance Framework and Timeline for 2024-2025 Work Plan

The physician recruitment program in Durham is governed through a multi-tiered structure. This **Taskforce** will consist of 10 members: 3 Regional Councillors nominated by the Regional Council and representing north Durham (Brock, Uxbridge, Scugog), west Durham (Pickering, Ajax, Whitby) and east Durham (Oshawa, Clarington) alongside 7 professionals and experts from the health sciences and community sectors to be chosen by staff based on skill set, health system and community knowledge and will provide overarching oversight. In the interim, the Durham Physician Engagement Team (DPET), known for effectively integrating medical students into the community and shaping physician recruitment strategies, will lead the program. This arrangement will continue until the Durham Ontario Health Team's (OHT) Primary Care Networks are operational. The immediate goal is to enhance the ties between the community and physicians, under the guidance of a professional recruiter and a physician leader. Currently, the Clarington Board of Trade oversees the Durham Physician Engagement Team (DPET) and will continue to do so until 2025. Post-2025, management responsibility will shift to the Durham Primary Care Network, operating under the Durham Ontario Health Team. This stepwise transition is designed to maintain momentum and consistency and foster active stakeholder participation, aligning with Durham's wider objectives of enhancing primary care and promoting collaborative.



### 2024-2025 Workplan

Year	Quarter	Primary Tasks	Subtasks
2024	Q1	Council Approval for Physician Recruitment Initiatives	Finalize the governance structure
2024	Q2	Launch Durham Physician Recruitment Initiative Website Launch and Online Presence Establishment	Physician lead and physician Recruiter, Job posting, candidate screening, and interviews, Orientation, onboarding. Brand development and marketing strategy

Year	Quarter	Primary Tasks	Subtasks
			Website Content development and technical setup
2024	Q3	Governance and Administrative Structure	Establish Administrative Infrastructure and Information System Data Collection and Data Coordination Community practice outreach
2024	Q4	Physician recruitment	Targeted Marketing Social media Campaign Development of Educational Opportunities
2025	Q1	Governance and Administrative Structure Review Implement a monitoring system	Alignment with Durham Ontario Health Team (OHT)'s Primary Care Initiatives Regular reporting, stakeholder feedback, and continuous improvement initiatives
2025	Q2	National and international campaign	Initiate national and international campaign to attract prospective candidates
2025	Q3	Transition Planning to Durham OHT	Development of transition roadmap and resource allocation Coordinated Physician Recruitment Strategy
2025	Q4	Finalize the transfer of responsibilities to Durham Primary Care Networks Implement a monitoring system to assess the transition effectiveness	Ensure operational readiness, staff training, and system integration. Regular reporting, stakeholder feedback, and continuous improvement initiatives

### Appendix 3. Understanding Regional Needs and Competition

The challenge of attracting family physicians isn't solely a concern for Durham and its affiliated communities. Given its structure as a two-tier municipality, Durham Region must address distinct challenges across all eight of its communities. A crucial step is crafting a strategy that fosters mutual support, rather than competition, between these communities.

Ontario is a very competitive ground, with numerous communities already having implemented well-established physician recruitment programs. Yet, recent unique opportunities such as Queen's Lakeridge Health Campus present Durham with an advantageous position. Collaborating with community partners now offers a golden opportunity to build an effective recruitment program that stands out and achieves optimal results in attracting and retaining family physicians.

To inform our approach, we've surveyed 12 Ontario communities to understand the incentive packages they extend to new physicians.

County/Municipality	Tier	Incentive	Commitment Term (Years)	Per Year Equiv.	Housing	Other
Quinte West	Single	\$100,000	5	\$20,000	Rent (100%)	Boat Slip
Hastings	Upper	\$150,000	4	\$37,500		\$75,000 Relocation Expenses
Kingston	Single	\$100,000	5	\$20,000		
Belleville	Single	\$150,000	6	\$25,000		
North Grenville	Lower	\$100,000	5	\$20,000		
Prince Edward	Single	\$100,000	5	\$20,000		
Woodstock	Lower					\$5,000 moving expenses
St. Thomas	Lower	\$33,000	4	\$8,250		moving expenses
Niagara Falls	Lower	\$50,000	5	\$10,000		\$5,000 moving expenses
Haliburton	Upper	\$150,000	6	\$25,000		
Wasaga Beach	Lower	\$65,000	5	\$13,000		
Southern Georgian Bay	Lower					\$4,000 moving expenses
<b>Average</b>				<b>\$19,875</b>		

In addition, we have started to gather insights for where dedicated and formal programs are established.

County/ Municipality	Tier	Program Budget	Staff	Structure
Prince Edward	Single	\$150,000		Integrated in Family Health Team, supported by County
Woodstock			1 FTE (Physician Recruiter)	Further research needed
Hamilton	Single	\$180,000	1 FTE (Physician Recruiter)	Recently moved from City of Hamilton to local OHT,
Niagara Region	Upper		1 FTE (Physician Recruiter)	Niagara Region Public Health
Halliburton	Upper		1 FTE (Physician Recruiter)	Further research needed
Windsor		\$25,000	Contribution to medical program with aim to keep doctors after grad	Further research needed
Saugeen, Kincardine (Bruce Power)	Lower	\$105,000	0.6 FTE (Physician Recruitment Manager)	Municipality of Kincardine
Blue Mountain, Collingwood, et al	Lower			Further research needed
Peterborough	Single	\$36,200	1 FTE	Not for profit family health team
City Kawartha Lakes	Single		1 FTE (Physician Recruiter)	Separate Charity organization



## Appendix 4. Primary Care, Primary Health Care and Comprehensive Care Definitions

### Primary Care

Primary Care is the cornerstone of healthcare in Canada, with family medicine as its principal medical specialty. Family physicians (referring to both family physicians and general practitioners) offer comprehensive healthcare services that span across all age groups, genders, and medical conditions. Public opinion consistently underscores the invaluable role family doctors play in patient care.

While family medicine may appear to be a broad field, it is, in reality, a meticulously honed discipline that integrates a unique blend of biomedical, behavioral, and social sciences. Family physicians employ a diverse range of cognitive and procedural skills to provide a system of front-line healthcare that is accessible, high-quality, comprehensive, and continuous. They individually assume responsibility for overseeing proactive medical care, ensuring patient follow-up, facilitating care transitions, and making referrals when necessary. More than just a set of tasks, the essence of their work lies in establishing relational continuity and upholding a commitment to a broad scope of practice. Through these efforts, family physicians meaningfully address the complexities of healthcare, ultimately contributing to the overall health improvement of the population.

### Primary Health Care

The fundamental premise of primary health care (PHC) is that every individual, regardless of location or circumstance, has the right to attain the highest possible level of health. PHC represents a holistic societal approach aimed at effectively organizing and strengthening national health systems, bringing health and well-being services closer to communities. It comprises three core components:

1. **Integrated Health Services:** PHC ensures the provision of integrated health services that meets people's health needs throughout their entire life journey.
2. **Addressing Determinants of Health:** It involves addressing the broader determinants of health through cross-sectoral policies and actions, acknowledging that health is influenced by various factors beyond healthcare.
3. **Empowerment:** PHC empowers individuals, families, and communities to actively manage their own health, fostering a sense of control and responsibility.

PHC empowers health systems to cater to a person's comprehensive health requirements, spanning from health promotion and disease prevention, to treatment, rehabilitation, palliative care, and more. This approach also ensures that healthcare is person-centered, respecting individual preferences.

PHC is widely recognized as the most inclusive, equitable, and cost-effective means to achieve universal health coverage. It plays a pivotal role in strengthening health systems, making them more resilient in the face of shocks and crises.

Every day, thousands of Canadians receive primary health care (PHC) services, primarily from nurse practitioners, general practitioners, or family physicians. Additionally, nurses, dietitians, physiotherapists, and social workers may contribute to PHC. These services encompass routine care, addressing minor or common health concerns, mental health support, maternal and child healthcare, psychosocial services,

coordination with home care, health promotion, disease prevention, nutrition counseling, and end-of-life care. Moreover, PHC is a vital resource for preventing and managing chronic diseases. Many of these services can now be provided virtually through email, telephone, messaging, and other technologies, expanding accessibility and convenience for patients. Explore comprehensive information on primary care, including indicators, data tables, reports, and other essential resources.

## Description of Comprehensive Care / Services<sup>24</sup>

### **Health Assessments**

1. When necessary, take a full history, including presenting complaint if any, past illnesses, social history, family history, review of systems and perform a complete physical examination.
2. Periodically take a specific history and perform a physical examination as required to screen patients for disease.
3. Regularly take a specific history and perform physical examination as required to respond to patient complaints and/or to manage chronic problems.

### **Diagnosis and Treatment**

Assess and plan for patients' care based on the outcome of a history and physical examination aided by investigations and consultations as determined to be appropriate according to the results of complete, periodic, or regular health assessments. Care for and monitor episodic and chronic illness or injury. In the case of acute illness or injury, offer early access to assessment, diagnostic, primary medical treatment and advice on self-care and prevention.

### **Primary Reproductive Care**

Provide primary reproductive care, including counselling patients on birth control and family planning, and educating about, screening for, and treating sexually transmitted diseases.

### **Primary Mental Health Care**

Offer treatment of emotional and psychiatric problems, to the extent that the physicians are comfortably able to provide such treatment. Where appropriate, refer patients to and collaborate with psychiatrists and appropriate mental health care providers.

### **Primary Palliative Care**

Provide palliative care or offer to provide support to the team responsible for providing palliative care, to terminally ill patients. Palliative care shall include offering office-based services, referrals to Community Care Access Centres or to such other support services as are required, and making home visits, where appropriate.

### **Support for Hospital, Home and, Where Applicable, Long-Term Care Facilities**

Where applicable and where possible, assist with discharge planning, rehabilitation services, out-patient follow-up, and home care services.

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<sup>24</sup> [Description of Comprehensive Care / Service](#), Ontario Ministry of Health, 2023

In northern and rural areas, physicians must have active or associate in-patient hospital privileges and involvement, with discharge planning, rehabilitation services, out-patient follow-up, and home care services, unless otherwise agreed to by the community, hospital, and the ministry.

**Service Co-ordination and Referral**

Co-ordinate referrals to other health care providers and agencies, including specialists, rehabilitation and physiotherapy services, home care and hospice programs, and diagnostic services, as appropriate. Co-ordinate referrals for secondary and tertiary care, where and when required. Monitor the status of patients who have been referred for additional care and collaborate on the medical treatment of such patients.

**Patient Education and Preventive Care**

Use evidence-based guidelines to screen patients at risk for disease, to attempt early detection and institute early intervention and counselling to reduce risk or development of harm from disease, including appropriate immunizations and periodic health assessments. Where disease is detected, institute early intervention and counselling, including appropriate immunizations and periodic health assessments, to reduce risk or development of harm.

**Access to Pre-Natal, Obstetrical, Post-Natal, and In-Hospital Newborn Care**

Provide maternal services, including antenatal care to term, labour and delivery, and immediate maternal and newborn care. If the physicians do not offer full maternal care, they shall make best efforts to arrange for patients to receive these services.

**Arrangements for 24/7 Response**

Provide service to patients through a combination of regular office hours, extended office hours, and the THAS which allows twenty-four hours a day, seven days a week response to patient health concerns.

## Appendix 5. Governance Model Evaluation

Across the Province of Ontario communities are promoting their locations as unique and exciting places for doctors to set up their family practice. Population, demographics, geography, and financial incentives are as unique as they are common. Durham has a great deal to offer through our healthcare sector and hospital system. Our expanding educational opportunities, clinic research and engaged community provide opportunities for growth and diversity in work for our medical professionals and learners.

The importance of place for this work has been evaluated based on Readiness, Finance/Admin, Management, and Connection to Medical Learners and existing physicians.

The importance of connection to Medical Learners cannot be overlooked. Strong engagement and support in navigating the community and healthcare systems will strongly influence decisions on where they will settle upon graduation. This said, medical learners are not the only audience. We need to keep focus on repatriating Canadians training abroad and interest within the communities through medical clinics and hospital work. (Locums etc.)

The Canadian Association of Physician Recruiters is a national membership organization for physician recruitment professions. With membership spanning across the country, this resource provides a broad view for structure. Most recruiters are situated within hospitals or medical organizations. In Ontario, with the development of Ontario Health Teams, there is a growing trend to place recruitment efforts within these organizations as well. Hamilton Recruitment has moved into the OHT and Caledon is working towards this as well.

### **Durham Ontario Health Team**

The Durham Ontario Health Team is one of 12 teams to be part of the OHT Acceleration Program. They are an established entity with 18 signatory partners in the healthcare community and are currently working on a Primary Care Action Plan in the Region of Durham.

#### Pros

- Proposed that there will be primary care network across the OHT that will engage with all primary care practitioners, staff will have direct access to primary care physicians.
- Proposed that primary care planning will be a responsibility of the OHT.
- Would specialist recruitment be a responsibility of the OHT across multiple hospital sites?
- Existing relationship

#### Cons

- Newer organization, structure and governance details need to be identified and confirmed.
- Very early in the development stage.
- Availability to house not until 2025.

Reporting: OHT would have to provide reports to the Region of program deliverable

### **Region of Durham**

The Region of Durham will be the main funder for Physician Recruitment and have structure in place to easily inject a new position either in the department of Economic Development or Strategic Initiatives.

#### Pros

- They are the funder and have direct oversight over staff and work.
- Will be able to utilize their connections with the municipalities.
- Existing marketing experience for Regional and community assets.
- Will be able to access internal resources of staff, office space, etc. of the Region.
- Ease of office setup.

#### Cons

- Loss of local and medical specific oversight
- Loss of proximity to learners
- Distant from existing family doctors
- Higher potential for distracted focus
- Need to build relationships.

Reporting: easy reporting to funder

how would work be reported to medical community?

### **Lakeridge Health – Department of Family Medicine**

Lakeridge Health has connection to the entire health system in Durham Region. The new Queens Lakeridge Medical Campus is currently located in the Oshawa Hospital Site with strong connections with Department of Family Medicine, Queens University, Lakeridge Academic Affairs and Health Human Resources.

#### Pros

- Staff will have direct access to learners – medical students and residents.
- Staff will have direct access to the chief of family medicine, medical and academic affairs, office, chief of staff office.
- Will be able to access internal resources of staff, office space, mature administrative infrastructure etc. of Lakeridge Health.

#### Cons

- Limited community access and knowledge
- Perception of Hospital recruitment vs. community recruitment

Reporting: hospital would have to provide reports to the Region of program deliverables

## Abbreviations

CBOT Clarington Board of Trade

CPSO College of Physicians and Surgeons of Ontario

CSD Census Subdivision

DOHT Durham Ontario Health Team

DPET Durham Physician Engagement Team

FTE Full Time Equivalent

QBOL Queen's University's postgraduate Family Medicine Residency program in Durham Region (Queen's-Bowmanville-Oshawa-Lakeridge)

QLEP Queen's Lakeridge Health Medical Education Expansion Program that created the innovative Queen's Lakeridge Health MD Family Medicine Program.

OHT Ontario Health Team

PCN Primary Care Network

PCND Primary Care Network, Durham

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-24-12

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: 2023 Annual Investment Report

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

Regulation 43/18 amending O. REG. 438/97 of the *Municipal Act, 2001* and the City Council's approved Investment policy requires the Treasurer to provide an annual report of investments made by the municipality. The report is to include:

- A statement outlining the performance of the investments during the period covered by the report;
- A description of the estimated proportion of the total investments invested in its own long-term and short-term securities in relation to the total investment of the City. A description of material changes, if any, in that proportion since the previous year's report;
- A statement by the Treasurer, in their opinion, all investments are consistent with the investment policies and goals adopted by the City;
- A record of the date of acquisition or disposal of securities, including a statement of the purchase and sale price of each security; and
- Such other information that Council may require or in the opinion of the Treasurer, should be included.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-12, dated February 28, 2024, concerning the 2023 annual investment activity be received for information.

### **3.0 Executive Summary**

Not applicable

### **4.0 Input From Other Sources**

Investment Advisors

### **5.0 Analysis**

The objectives of the City's investment policy is to ensure:

- Legality of Investments;
- Risk tolerance and the preservation of principal;
- Maintenance of Liquidity;
- Diversification of the Investment Portfolio; and
- Maximization of Return on Investment.

Investments held by the City as at December 31, 2023 totaled \$195,059,161. Short-term investments, with maturity dates less than one year and are reported as cash equivalents in the financial statements, totaled \$109,747,278 (2022 – \$106,240,289) while long-term investments totaled \$85,311,883 (2022 – \$83,973,679).

The annual average rate of return earned on long-term investments in 2023 was 3.77% (2022 – 2.90%). Short-term Investments returned an annual average rate of 5.80% (2022 – 3.92%). The City's investments generated \$15.05 million (2022 – \$7.32 million) in gross interest revenue. The increase in the interest revenue relates to the high interest rate environment caused by the multiple increases of the overnight rate by the Bank of Canada in 2023 captured through prudent investment strategies.

In 2023 interest income was allocated as follows:

- \$3,267,424 to development charge reserves
- \$7,522,042 to reserves and reserve funds
- \$4,262,177 to the operating fund

The City's investments are diversified into cash, structured products such as step-up and accrual notes, bonds and Guaranteed Investment Certificates (GICs). All 2023 investments complied with the City's Investment Policy.

The City employed an aggressive investment strategy to take advantage of the high interest rate environment in order to maximize earnings. This was done by bidding investments to various institutions and securing a higher operating account interest rate while maintaining the investment objectives.

The City's investment transactions and listing of current investments are outlined in the following chart:



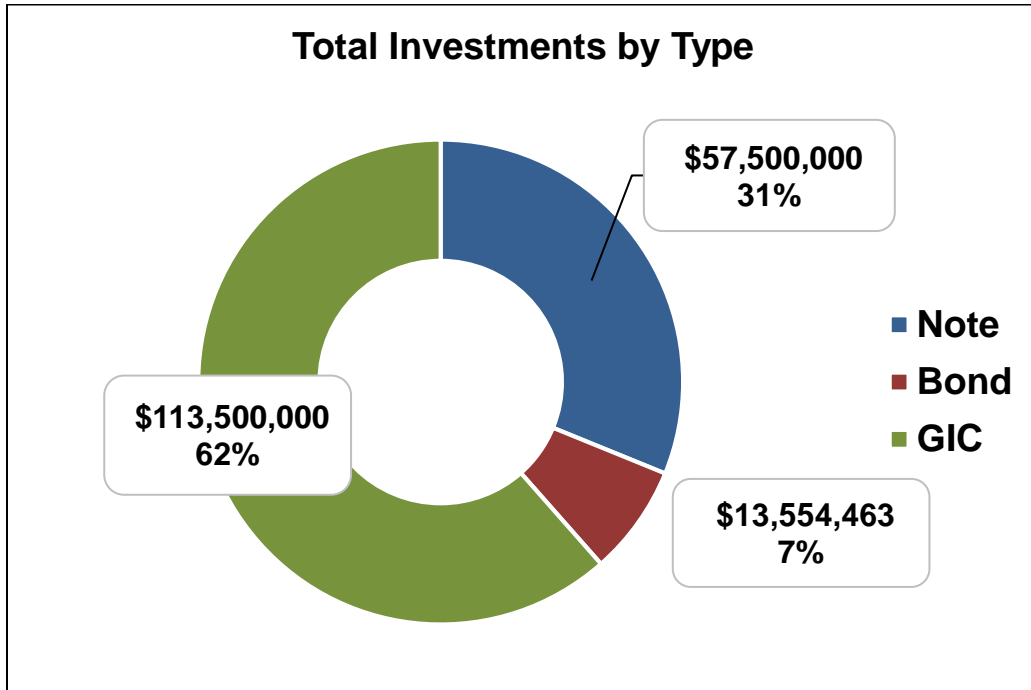
**City of Oshawa**  
**Investment Summary as of December 31, 2023**

	Institution	Investment Number	Purchase Date	Maturity Date	Yield to Maturity	Cost of Initial Investment
<b>2023 Maturities</b>						
National Bank - Accrual Note	NBC	1601	08-Feb-18	08-Feb-23	2.23%	\$5,000,000
Scotiabank - GIC	BNS	2705	31-Mar-22	31-Mar-23	2.60%	\$7,500,000
RBC - GIC	CIBC	2301	10-Jun-22	07-Mar-23	3.46%	\$7,500,000
Scotiabank - GIC	BNS	2706	10-Jun-22	12-Jun-23	4.00%	\$7,500,000
Scotiabank - GIC	BNS	2707	10-Jun-22	12-Jun-23	4.00%	\$2,500,000
CIBC - GIC	CIBC	2202	14-Jun-22	14-Jun-23	3.55%	\$7,500,000
Scotiabank - GIC	BNS	2708	28-Jul-22	28-Jul-23	4.85%	\$11,000,000
Scotiabank - GIC	BNS	2710	13-Sep-22	13-Sep-23	4.98%	\$7,500,000
Scotiabank - GIC	BNS	2711	04-Nov-22	06-Nov-23	5.85%	\$11,500,000
RBC - GIC	RBC	2303	14-Dec-22	13-Jan-23	5.50%	\$10,000,000
RBC - GIC	CIBC	2304	14-Dec-22	13-Feb-23	5.75%	\$7,500,000
RBC - GIC	CIBC	2305	14-Dec-22	14-Dec-23	7.00%	\$7,500,000
RBC - GIC	CIBC	2306	14-Dec-22	14-Dec-23	7.00%	\$12,500,000
RBC - GIC	CIBC	2308	31-Mar-23	01-May-23	5.25%	\$30,000,000
RBC - GIC	CIBC	2309	02-Jun-23	04-Jul-23	5.25%	\$45,000,000
RBC - GIC	CIBC	2312	01-Sep-23	03-Oct-23	5.75%	\$40,000,000
Various in trust for Cemetery	CIBC				Variable	\$299,992
<b>2023 Purchases</b>						
Scotia Bank - GIC	BNS	2712	16-Feb-23	18-Feb-25	5.72%	\$10,000,000
RBC - GIC	RBC	2307	16-Feb-23	16-Feb-24	6.20%	\$12,500,000
Scotia Bank - GIC	BNS	2308	29-Mar-23	29-Mar-24	5.72%	\$7,500,000
RBC - GIC	RBC	2308	31-Mar-23	01-May-23	5.25%	\$30,000,000
National Bank - Accrual Note	NBC	1606	04-Apr-23	25-Feb-26	5.40%	\$7,500,000
RBC - GIC	RBC	2309	02-Jun-23	04-Jul-23	5.25%	\$45,000,000
RBC - GIC	RBC	2310	27-Jun-23	27-Jun-24	6.55%	\$7,500,000
RBC - GIC	RBC	2311	03-Aug-23	29-Apr-24	6.60%	\$21,000,000
RBC - GIC	RBC	2312	01-Sep-23	03-Oct-23	5.75%	\$40,000,000
RBC - GIC	RBC	2313	18-Sep-23	18-Sep-24	6.60%	\$7,500,000
RBC - GIC	RBC	2314	25-Nov-23	24-Nov-24	6.60%	\$25,000,000
RBC - GIC	RBC	2315	14-Dec-23	13-Dec-24	6.60%	\$7,500,000

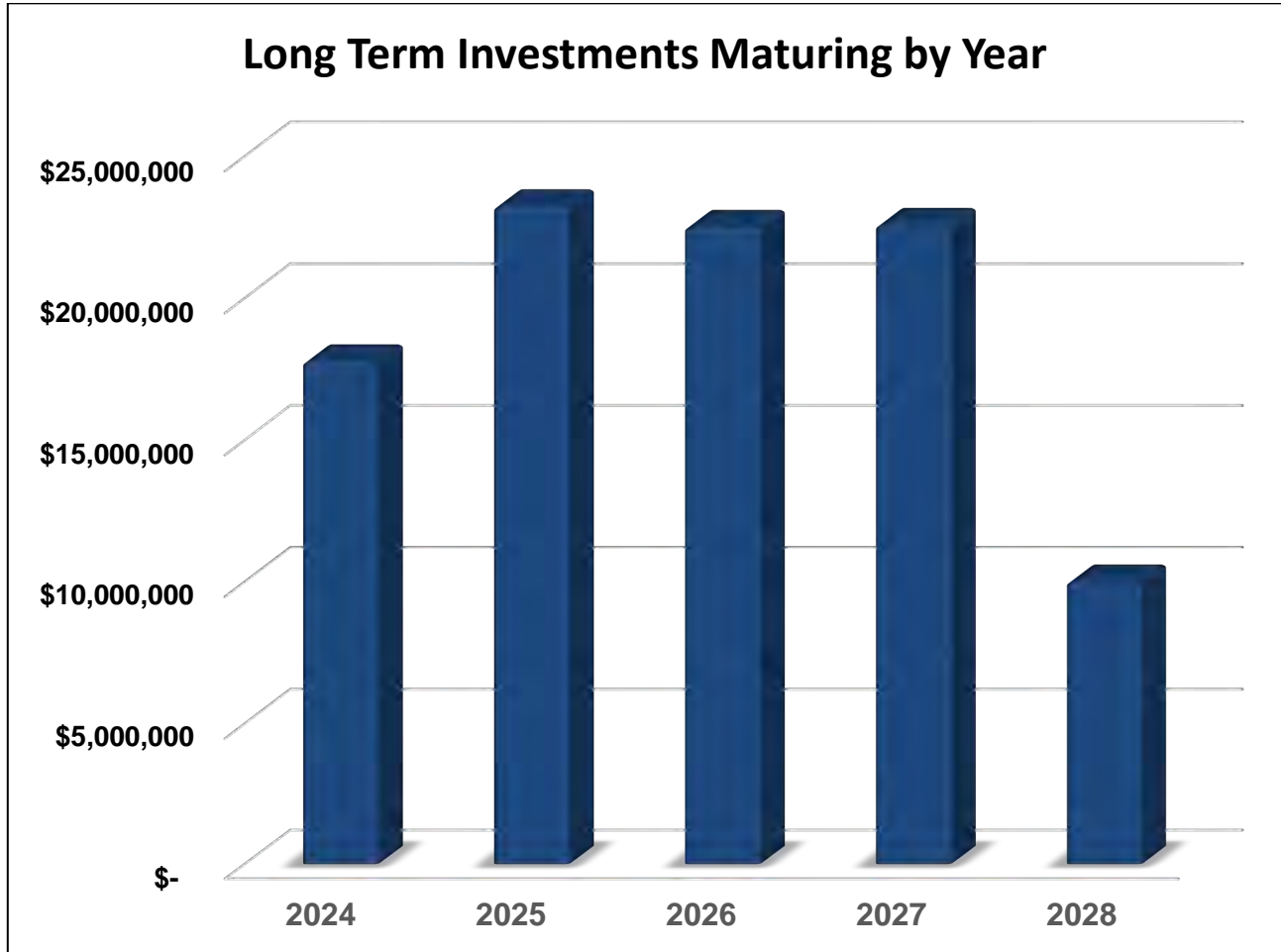
	Institution	Investment Number	Purchase Date	Maturity Date	Yield to Maturity	Cost of Initial Investment
<b><u>Current Outstanding Investments</u></b>						
<b><u>Short Term Investments</u></b>						
RBC - GIC	RBC	2307	16-Feb-23	16-Feb-24	6.20%	\$12,500,000
RBC - Province of Manitoba Bond	RBC	1302	05-May-17	05-Mar-24	2.18%	\$2,759,264
RBC - GIC	RBC	2310	27-Jun-23	27-Jun-24	6.55%	\$7,500,000
RBC - GIC	RBC	2311	03-Aug-23	29-Apr-24	6.60%	\$21,000,000
RBC - GIC	RBC	2313	18-Sep-23	18-Sep-24	6.60%	\$7,500,000
RBC - GIC	RBC	2314	25-Nov-23	24-Nov-24	6.60%	\$25,000,000
RBC - GIC	RBC	2315	14-Dec-23	13-Dec-24	6.60%	\$7,500,000
Scotiabank - GIC	BNS	1701	28-Mar-22	28-Mar-24	3.37%	\$15,000,000
Scotiabank - GIC	BNS	2712	29-Mar-23	29-Mar-24	5.72%	\$7,500,000
Accumulated and accrued interest since inception of investments						\$3,488,014
<b>Total Short Term Investments</b>						<b>\$109,747,278</b>
<b><u>Long Term Investments</u></b>						
BMO - Accrual Note	BMO	1408	02-May-22	02-May-27	4.21%	\$10,000,000
BMO - Accrual Note	BMO	1407	22-Mar-21	22-Mar-28	2.06%	\$10,000,000
CIBC - RES Bank of Nova Scotia Bond	CIBC	1205	24-Oct-16	20-Jun-25	2.52%	\$1,851,845
CIBC - RES Bank of Nova Scotia Bond	CIBC	1208	11-Apr-17	20-Jun-25	2.68%	\$1,374,376
RBC Province of Ontario Bond	CIBC	1207	27-Mar-17	02-Dec-26	2.79%	\$5,000,000
CIBC - Province of Manitoba Bond	CIBC	1206	22-Dec-16	05-Mar-27	3.02%	\$2,568,978
National Bank - Accrual Note	NBC	1606	04-Apr-23	25-Feb-26	5.40%	\$7,500,000
National Bank - Step-up Deposit Note	NBC	1600	07-Apr-16	07-Apr-26	2.82%	\$10,000,000
National Bank - Accrual Note	NBC	1604	12-Mar-20	12-Mar-27	2.26%	\$10,000,000
National Bank - Accrual Note	NBC	1605	10-May-22	10-May-25	5.25%	\$10,000,000
Scotia Bank - GIC	BNS	1702	16-Feb-23	18-Feb-25	5.72%	\$10,000,000
Various in trust for Cemetery	CIBC				Variable	\$599,999
Accumulated and accrued interest since inception of investments						\$6,416,685
<b>Total Long term Investments</b>						<b>\$85,311,883</b>
<b>Total Investments</b>						<b>\$195,059,161</b>

Notes:

Yield: is calculated on a bond or other debt instrument's future cash flows based on the purchase price columns and rows may not add due to rounding



For 2024, both the cash flow budget and the investment strategy will continue to be monitored to ensure the portfolio is maturing utilizing a multi-laddering approach. The following graph indicates maturity of long-term investments.



The City’s short-term laddering strategy is to have \$7.5 million invested in a rolling one-year term every quarter allowing the City maximize interest on short-term funds while maintaining essential liquidity.

### 5.1 Future Prospective

There are eight monetary announcements scheduled in 2024. The Bank of Canada key policy interest rate increased from 4.25% in December 2022 to 5.00% by the end of 2023. The Bank of Canada outlook for 2024 presents a mixed landscape emphasizing its commitment to returning inflation to ordinary levels. The Bank of Canada will continue to be focused on economic and inflationary data in its interest rate announcements. The recommendation for 2024 is to prioritize long-term investing strategies to continue to generate sustainable revenue streams for future years while maintaining its short term investment portfolio for its current financial obligations. The City continues to adapt its investment strategies to incorporate these philosophies.

With the current multi-layered investment portfolio strategy complemented with the comprehensive cash flow tracking model and rate monitoring, the City anticipates approximately \$16.1 million in gross interest revenue for 2024.

## 6.0 Financial Implications

There are no financial implications arising from the recommendation contain in this report.

## 7.0 Relationship to the Oshawa Strategic Plan

The recommendation is consistent with the Oshawa Strategic Plan goal of Economic Prosperity and Financial Stewardship to the extent that it is consistent with sound financial management.



Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department



To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-23-13

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Corporate Payments for the Months of October, November &  
December 2023

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The purpose of this report is to provide Council with the details of corporate payments for the months of October, November and December 2023.

Attachment 1 is Schedule 1 Corporate Payments for the Months of October, November, December 2023.

Attachment 2 is Schedule 2 Corporate Payments for the Months of October, November and December 2023.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-13, dated February 28, 2024, concerning the corporate payments for the Months of October, November, December 2023 be received for information.

## **3.0 Executive Summary**

Not applicable.

## **4.0 Input From Other Sources**

Not applicable.

## **5.0 Analysis**

The corporate payments are summarized below and detailed as Schedule 1 and Schedule 2 attached to this report. These payments are in accordance with established City Policies and Procedures under By-law 4204, as amended by By-law 149-72, and are submitted to Council for information.

### **6.0 Financial Implications**

<b>Payments</b>	<b>\$</b>	<b>\$</b>
Gross Payroll (schedule 1) (including employee deductions)		24,657,595.13
<b>Account Payable</b>		
EFT (schedule 2)	129,074,677.88	
Cheques (schedule 2)	6,402,320.76	
Stop/Cancelled Payments	(232,170.17)	
<b>Bank Debit Memos</b>		
Retuned Cheques/Preauthorized Payments	228,238.14	
Legal Services	9,942.52	
Sundry	93,032.52	
Tribute Communities Centre	11,503.86	
<b>Total Bank Debit Memos</b>		342,717.04
<b>Preauthorized Payments</b>		
RBC Corporate Card	412,132.85	
<b>Total Preauthorized Payments</b>		
<b>Total Payments</b>		<u>412,132.85</u> <u>160,657,273.49</u>

### **7.0 Relationship to the Oshawa Strategic Plan**

This report meets the Oshawa Strategic Plan goal of Accountable Leadership by ensuring respect, responsiveness and transparency.



Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department



Schedule 1  
OSHPY010

Page 1  
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The Corporation of the City of Oshawa  
Gross Pay Summary by Department  
Pay Period Ending 23-SEP-2023 to 16-DEC-2023

Department	Gross	Regular	Overtime	Vacation	Other
Executive and Legislative	227,464.00	190,421.23	0.00	2,118.54	34,924.23
Office of the C.A.O.	1,166,564.25	1,069,662.47	13,609.37	82,970.64	321.77
Economic & Development Serv.	2,895,225.14	2,694,054.49	43,135.26	155,661.18	2,374.21
Corporate & Finance Services	2,711,866.55	2,432,103.50	22,806.82	172,786.52	84,169.71
Community & Operations Serv.	8,275,229.45	7,296,298.03	250,942.16	453,545.45	274,443.81
Safety & Facilities Services	9,209,892.62	7,649,299.39	150,138.58	122,214.99	1,288,239.66
LTD Employees	46,285.84	0.00	0.00	0.00	46,285.84
Retirees	56,253.50	0.00	0.00	0.00	56,253.50
OTHER	68,757.78	68,757.78	0.00	0.00	0.00
Supplementary Pensioners/Retirees	56.00	56.00	0.00	0.00	0.00
Total	24,657,595.13	21,400,652.89	480,632.19	989,297.32	1,787,012.73

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
000090	31-Oct-2023	HLP, Inc. Chameleon Software Products	8,160.00
000091	13-Dec-2023	Pulse Point Foundation	8,000.00
000172	07-Oct-2023	Royal Bank Pcard	47,661.46
164518	06-Oct-2023	Superior Court Of Justice	402,207.79
164519	06-Oct-2023	Superior Court Of Justice	444,346.47
164520	06-Oct-2023	Superior Court Of Justice	170,414.49
164521	06-Oct-2023	Oshawa PUC Networks Inc. Hydro Bills	307,733.59
164524	06-Oct-2023	9286071 Canada Association We Grow Food	650.00
164525	06-Oct-2023	Animal Emergency Clinic	377.42
164526	06-Oct-2023	Barone, Domenic	1,085.85
164527	06-Oct-2023	Cassels Brock & Blackwell LLP Barristers And Solicitors	355,000.00
164528	06-Oct-2023	Chenier, Lori	450.00
164529	06-Oct-2023	Direct Energy Business C/O T11072c	20,876.83
164530	06-Oct-2023	Durham Regional Police Service - Pay Duty	1,974.80
164531	06-Oct-2023	Erwin, William	450.00
164532	06-Oct-2023	Femmes Du Feu Creations	520.00
164533	06-Oct-2023	First Avenue Investments (Oshawa) Ltd	25,956.23
164534	06-Oct-2023	Kemp, Shelley	400.00
164535	06-Oct-2023	Leuschner's Lawn & Landscape	1,695.00
164536	06-Oct-2023	Modern Air Filtration Corporation	1,478.04
164537	06-Oct-2023	Namasivayam, Bhavan	209.48

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164538	06-Oct-2023	Ontario Professional Fire Fighters Association	200.00
164539	06-Oct-2023	Osawamick, Nimkii	746.16
164540	06-Oct-2023	Principles Integrity	233.06
164541	06-Oct-2023	Pro-Bel Enterprises Limited	226.00
164542	06-Oct-2023	Pratt, Robert	35.00
164543	06-Oct-2023	Quality Truck Repair Inc.	3,825.29
164544	06-Oct-2023	R.M. Painting Inc.	559.35
164545	06-Oct-2023	Roma Fence (East) Inc.	3,715.44
164546	06-Oct-2023	SGS Canada Inc	237.30
164547	06-Oct-2023	Siemens Building Technologies, Ltd.	998.02
164548	06-Oct-2023	Simplicity Car Care	3,681.03
164549	06-Oct-2023	Spinnin Concrete 2859758 Ontario Limited	3,909.80
164550	06-Oct-2023	Sterling, Richard	400.00
164551	06-Oct-2023	The Camastra Holdings Corp	660.00
164552	06-Oct-2023	Vulcain Honeywell	1,576.35
164553	06-Oct-2023	Wally's Sealing & Patching Inc.	4,712.10
164554	06-Oct-2023	Wholesale Lettering & Carving Ltd	5,877.60
164555	06-Oct-2023	Walsh, Sharron	370.70
164556	06-Oct-2023	Wry, Taylor	84.64
164557	13-Oct-2023	Oshawa PUC Networks Inc. Hydro Bills	3,211.41
164559	13-Oct-2023	Animal Emergency Clinic	230.49

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164561	13-Oct-2023	Chiffot, Carol	2,008.43
164562	13-Oct-2023	Dovell, Russel J	144.00
164563	13-Oct-2023	DTC Industrial Sales Ltd	248.60
164564	13-Oct-2023	Eriks Industrial Services LP	111.59
164566	13-Oct-2023	Global Horticultural Inc.	699.02
164568	13-Oct-2023	IBW Surveyors Ltd.	3,898.50
164569	13-Oct-2023	Incirque	847.50
164571	13-Oct-2023	Kiya Developments Ltd.	450.00
164572	13-Oct-2023	Lakeridge Health Foundation	50.00
164573	13-Oct-2023	Macdonald, Garry	128.14
164574	13-Oct-2023	Marigold Ford Lincoln Sales Limited	271.14
164575	13-Oct-2023	Macleod-Beaver, Kathy	500.00
164576	13-Oct-2023	McNeil, Darrell Daniel	991.00
164577	13-Oct-2023	Mullins, James	1,269.68
164578	13-Oct-2023	On-Site Industrial Services Ltd.	1,436.78
164579	13-Oct-2023	Oshawa PUC Networks Inc.	24,642.33
164580	13-Oct-2023	Phelps Group Inc.	27,208.86
164581	13-Oct-2023	Pitney Bowes	1,139.30
164584	13-Oct-2023	Precisioncraft Laser Engraving	92.67
164585	13-Oct-2023	Quality Collision East Inc	2,200.68
164586	13-Oct-2023	Receiver General For Canada Health Canada	51.97

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164587	13-Oct-2023	Receiver General of Canada	2,791.25
164588	13-Oct-2023	Rajalingham, Mahendran	225.00
164589	13-Oct-2023	SGS Canada Inc	474.60
164590	13-Oct-2023	T C Power Equipment	2,497.29
164591	13-Oct-2023	The Princess Margaret Cancer Foundation C/O Armstrong Funeral Home	50.00
164592	13-Oct-2023	Vella, Victor	60.00
164594	20-Oct-2023	3p Lubrication Systems Ltd.	5,989.00
164595	20-Oct-2023	407 ETR ETR - 407 Express Toll Route	173.62
164597	20-Oct-2023	Abbott, Jamie	520.00
164598	20-Oct-2023	Animal Emergency Clinic	76.83
164599	20-Oct-2023	Bell Canada	145.54
164600	20-Oct-2023	Bell Canada - Public Access Customer Id #2209	113.00
164601	20-Oct-2023	Bernardi Human Resource Law LLP	7,830.90
164602	20-Oct-2023	Biltmore Theatre Corp	33.99
164603	20-Oct-2023	Butchard, Jennifer	500.99
164604	20-Oct-2023	Canada Post Corporation Payment Processing	9,064.59
164605	20-Oct-2023	Chen, Ting	421.40
164606	20-Oct-2023	Church, James Philip Church, Starla Dawn	4,014.48
164607	20-Oct-2023	Conroy, Shay	1,095.40
164608	20-Oct-2023	Direct Energy Business C/O T11072c	20,203.38
164609	20-Oct-2023	DTC Industrial Sales Ltd	410.47

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164610	20-Oct-2023	Durham Property Renovations Incorporated	504.20
164611	20-Oct-2023	Durham Region Law Association Law Library, Court House	425.00
164612	20-Oct-2023	Durham Regional Police Service - Pay Duty	1,337.20
164613	20-Oct-2023	Fitches, Melissa	81.37
164614	20-Oct-2023	Generals Hockey Inc	1,130.00
164615	20-Oct-2023	Gillies, Jessica	508.53
164616	20-Oct-2023	Hoosain, Farah	683.90
164617	20-Oct-2023	Hurren, Paul	1,116.00
164618	20-Oct-2023	Jackson, Christopher	506.94
164619	20-Oct-2023	Kiya Developments Ltd.	9,449.89
164620	20-Oct-2023	Legge, Chuck	450.00
164621	20-Oct-2023	Manic Drive Inc.	1,700.00
164622	20-Oct-2023	Myron, July Adrian	25.00
164623	20-Oct-2023	Pitney Bowes	111.60
164624	20-Oct-2023	Pro-Bel Enterprises Limited	1,578.61
164625	20-Oct-2023	Pro-X Services Ltd	141.25
164626	20-Oct-2023	Quality Collision East Inc	6,344.50
164627	20-Oct-2023	Recon Office Services	791.00
164628	20-Oct-2023	Resource Productivity And Recovery Authority	5.65
164630	20-Oct-2023	Safety-Kleen Canada Inc. Oil Division	928.16
164631	20-Oct-2023	The Royal Canadian Legion Poppy Trust	360.00

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164633	27-Oct-2023	3P Lubrication Systems Ltd.	806.19
164634	27-Oct-2023	Aird & Berlis LLP Barristers And Solicitors	738.46
164635	27-Oct-2023	Alschaar, Mamoon	450.00
164636	27-Oct-2023	Avenu Str Ip Llc Avenu Insights & Analytics	4,300.00
164637	27-Oct-2023	Borg, Joshua	1,115.88
164638	27-Oct-2023	Buchanon, Lee OEAC, Vice Chair	500.00
164639	27-Oct-2023	Campbell, Susan	255.00
164640	27-Oct-2023	Canada Post Corporation Payment Processing	130.99
164641	27-Oct-2023	Certn (Canada) Inc	532.86
164642	27-Oct-2023	Clarington Properties Inc	540.00
164645	27-Oct-2023	Crisis Prevention Institute Inc	225.00
164646	27-Oct-2023	Croft, Miichele	90.24
164647	27-Oct-2023	Develotech Inc	4,957.24
164648	27-Oct-2023	Epoxy It Inc	3,949.35
164649	27-Oct-2023	Feed The Need Durham	150.00
164650	27-Oct-2023	French, Andrew	450.00
164651	27-Oct-2023	Generals Hockey Inc	1,130.00
164652	27-Oct-2023	H&T Holdings Ltd	450.00
164653	27-Oct-2023	HM Aero Inc.	4,746.00
164654	27-Oct-2023	Holland Homes Inc.	450.00
164655	27-Oct-2023	Heming, Jay	450.00

Cheque No.	Date Issued	Paid To	Amount
164656	27-Oct-2023	J.P. Tailoring	339.00
164657	27-Oct-2023	Johnston, Terry	700.00
164658	27-Oct-2023	Johnston, Terry	500.00
164659	27-Oct-2023	Kiya Developments Ltd.	598.14
164660	27-Oct-2023	Lawryshyn, Diana Nadia	289.56
164661	27-Oct-2023	Lifestyle Sunrooms Inc.	450.00
164662	27-Oct-2023	O'Neill Collegiate C/O Erin Collins	100.00
164663	27-Oct-2023	On-Site Industrial Services Ltd.	5,508.28
164664	27-Oct-2023	Oshawa PUC Networks Inc.	13,051.50
164665	27-Oct-2023	Oshawa PUC Services Inc. Durham Broadband	14,625.59
164666	27-Oct-2023	Oshawa Rotary Walk Of Fame C/O Parmac - Louise Parkes	625.00
164667	27-Oct-2023	Por Amor	3,800.00
164668	27-Oct-2023	Royal Lepage Frank Real Estate	1,130.00
164669	27-Oct-2023	S & P Lettering	4,077.04
164670	27-Oct-2023	Share The Road Cycling Coalition	1,305.15
164671	27-Oct-2023	Shimmer Tech	1,288.20
164672	27-Oct-2023	Siemens Building Technologies, Ltd.	3,847.65
164673	27-Oct-2023	Stacs Inc	2,714.35
164674	27-Oct-2023	Stresscrete Limited	1,154.86
164675	27-Oct-2023	T C Power Equipment	2,418.20
164676	27-Oct-2023	Venman, Shirley	26.27



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Cheque No.	Date Issued	Paid To	Amount
164678	27-Oct-2023	Zafar, Vania Aniq	20.00
164679	03-Nov-2023	Oshawa PUC Networks Inc. Hydro Bills	246,218.49
164682	03-Nov-2023	3p Lubrication Systems Ltd.	5,989.00
164683	03-Nov-2023	407 ETR ETR - 407 Express Toll Route	166.54
164684	03-Nov-2023	Alnemri, Samantha	20.00
164685	03-Nov-2023	Animal Emergency Clinic	2,972.88
164686	03-Nov-2023	B & S Pool Services Inc.	566.55
164688	03-Nov-2023	Briceno, Angel Mauricio	450.00
164689	03-Nov-2023	C.D.R. Young's Aggregates Inc.	3,565.31
164691	03-Nov-2023	Dispatch Talent Incorporated	1,695.00
164692	03-Nov-2023	Enterprise Rent-A-Car Canada Damage Recovery	4,376.13
164693	03-Nov-2023	Holland Homes Inc.	1,350.00
164694	03-Nov-2023	Incirque	847.50
164695	03-Nov-2023	Leuschner's Lawn & Landscape	1,356.00
164697	03-Nov-2023	Minister Of Finance The Office Of The Registrar General	14,400.00
164698	03-Nov-2023	Minister Of Finance	585.75
164699	03-Nov-2023	Oshawa PUC Networks Inc.	7,768.75
164700	03-Nov-2023	Pitney Bowes	1,709.95
164701	03-Nov-2023	Principles Integrity	155.38
164703	03-Nov-2023	Roar Engineering Inc.	965.00
164704	03-Nov-2023	Select Auto Glass Specialists Ltd.	2,486.00

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164705	03-Nov-2023	Spinnin Concrete 2859758 Ontario Limited	802.30
164706	03-Nov-2023	Stewart Title Guarantee Company	2,644.63
164707	03-Nov-2023	The Camastra Holdings Corp	68,334.92
164709	03-Nov-2023	Wholesale Lettering & Carving Ltd	18,148.75
164710	03-Nov-2023	Witzke's Greenhouses Ltd	17,628.00
164712	10-Nov-2023	1494339 Ontario Limited	450.00
164713	10-Nov-2023	161 Athol Street Grp Ltd	1,662.34
164714	10-Nov-2023	2285136 Ontario Limited	99,580.42
164715	10-Nov-2023	A&C Tool Inc	384.20
164716	10-Nov-2023	Al Arqam Islamic Centre	660.00
164717	10-Nov-2023	Andrews, Aaron	20.00
164718	10-Nov-2023	Animal Emergency Clinic	153.66
164719	10-Nov-2023	Babylon Auto Sales Ltd	327.98
164720	10-Nov-2023	Barros, Paulo	900.00
164721	10-Nov-2023	Bell Canada	278.08
164722	10-Nov-2023	Bell Canada - Public Access Customer Id #2209	113.00
164725	10-Nov-2023	Carr Signs Ltd	448.61
164726	10-Nov-2023	Cludo, Inc.	21,357.00
164727	10-Nov-2023	CSPAC Industrial Thornton LP	3,993.36
164728	10-Nov-2023	EPD Music Services	1,695.00
164729	10-Nov-2023	EPD Music Services	2,260.00

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164730	10-Nov-2023	Gay, Tammy	3,446.50
164731	10-Nov-2023	Grieve, Scott	900.00
164732	10-Nov-2023	Harris, Shushanna	20.00
164733	10-Nov-2023	Hashimi, Mohammad Farooq	450.00
164734	10-Nov-2023	Hawman, Karen	147.93
164735	10-Nov-2023	Holland Homes	450.00
164736	10-Nov-2023	Interactive Entertainment	1,241.87
164737	10-Nov-2023	ITM Instruments Inc.	5,163.54
164738	10-Nov-2023	James, Maria	20.00
164739	10-Nov-2023	Lo, Lit Yeung	450.00
164740	10-Nov-2023	Mc Architects Inc.	450.00
164741	10-Nov-2023	MacDonald, Louise	257.42
164742	10-Nov-2023	Munshi, Subhan Pasha	11,259.41
164743	10-Nov-2023	Nideva Properties Inc.	540.00
164744	10-Nov-2023	Oshawa South Developments Inc Attn: Tax Department	15,046.20
164745	10-Nov-2023	Philpot, Richard	246.60
164746	10-Nov-2023	Pitney Bowes	158.18
164747	10-Nov-2023	Pro-X Services Ltd	141.25
164748	10-Nov-2023	Quality Truck Repair Inc.	10,558.05
164749	10-Nov-2023	Recon Office Services	395.50
164750	10-Nov-2023	Regent Theatre UOIT	668.68

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164751	10-Nov-2023	Render Developments Inc	1,695.00
164752	10-Nov-2023	Roger Tennant Automotive	10,580.79
164753	10-Nov-2023	Robinson, Lauren	500.00
164754	10-Nov-2023	Services Flo Inc	36.16
164755	10-Nov-2023	Sigma Assessment Systems Ltd	20,340.00
164756	10-Nov-2023	Sign Nation Inc. Attn: Zoe Clements	312.00
164757	10-Nov-2023	TD Canada Trust	38,324.00
164758	10-Nov-2023	The Livingroom Community Art Studio	1,000.00
164759	10-Nov-2023	Transition Bike Parks Inc.	649.75
164760	10-Nov-2023	Tzotzis Camastra Holdings Corp	450.00
164762	10-Nov-2023	Vulcain Honeywell	4,505.88
164764	10-Nov-2023	Zelus Material Handling Inc.	1,648.67
164765	17-Nov-2023	496 Taunton Road East Inc	630.00
164766	17-Nov-2023	Animal Emergency Clinic	307.31
164767	17-Nov-2023	Barton, Peter	450.00
164768	17-Nov-2023	Bate, Jim	596.59
164769	17-Nov-2023	Bell Canada	162.95
164770	17-Nov-2023	Bernardi Human Resource Law LLP	7,573.83
164771	17-Nov-2023	Bond & Mary Development	1,270.00
164772	17-Nov-2023	Borg, Joshua	226.00
164773	17-Nov-2023	C.D.R. Young's Aggregates Inc.	1,137.76

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164774	17-Nov-2023	Churchill, Edward Douglas Churchill, Leila Harriet	1,615.60
164775	17-Nov-2023	City Of Richmond Hill	678.00
164777	17-Nov-2023	Diachenko, Nicholas	900.00
164778	17-Nov-2023	Dican Inc.	1,995.98
164779	17-Nov-2023	Direct Energy Business C/O T11072c	20,876.83
164781	17-Nov-2023	Edwards, Kristopher	450.00
164782	17-Nov-2023	Kiya Developments Ltd.	1,048.57
164783	17-Nov-2023	Kanthaswamy, Ravikumaran	450.00
164784	17-Nov-2023	Marigold Ford Lincoln Sales Limited	542.29
164785	17-Nov-2023	Minister Of Finance Payment Processing Centre	130.00
164786	17-Nov-2023	Metis Nation Of Ontario	460.02
164787	17-Nov-2023	Newman, Chris	82.63
164788	17-Nov-2023	Nicols, Shelby	82.63
164789	17-Nov-2023	On-Site Industrial Services Ltd.	762.80
164790	17-Nov-2023	Oshawa Clay And Target Club	2,034.00
164791	17-Nov-2023	Oshawa Rotary Walk Of Fame C/O Parmac - Louise Parkes	125.00
164792	17-Nov-2023	Prosser, Robert	1,296.00
164793	17-Nov-2023	Quality Truck Repair Inc.	32,419.98
164794	17-Nov-2023	Rawlings, Brandon	1,370.00
164795	17-Nov-2023	Regional Municipality Of Durham Finance Department	269,367.21
164796	17-Nov-2023	Richmond & Mary Development Inc	95,898.44

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164797	17-Nov-2023	Reece, Kevin	46.07
164798	17-Nov-2023	Regal Nails & Spa Attn: Brittany Marino	189.53
164799	17-Nov-2023	Safety-Kleen Canada Inc. Oil Division	625.31
164801	17-Nov-2023	So Developments Inc	3,300.00
164802	17-Nov-2023	Spinnin Concrete 2859758 Ontario Limited	1,084.80
164803	17-Nov-2023	Shackleton, Amy	4,520.00
164804	17-Nov-2023	Troi Mailing Services	1,000.05
164805	17-Nov-2023	Thomas, Vinoy	450.00
164806	17-Nov-2023	Vulcain Honeywell	2,634.60
164807	17-Nov-2023	Walia, Simran	20.00
164808	24-Nov-2023	Oshawa PUC Networks Inc. Hydro Bills	8,282.15
164811	24-Nov-2023	Aird & Berlis LLP Barristers And Solicitors	466.13
164813	24-Nov-2023	Animal Emergency Clinic	920.26
164814	24-Nov-2023	Arnts The Landscape Supplier Inc	2,424.98
164815	24-Nov-2023	Behrends Bronze Inc	5,186.73
164816	24-Nov-2023	Bell Canada	4,088.57
164818	24-Nov-2023	Clark, Rick	200.00
164819	24-Nov-2023	Dochuk, Clinton	195.50
164820	24-Nov-2023	Deltor, Tara	155.00
164822	24-Nov-2023	Forward Signs Inc.	1,337.92
164823	24-Nov-2023	Generals Hockey Inc	780.91

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164824	24-Nov-2023	Holland Homes Inc.	100,519.50
164825	24-Nov-2023	Hall, Bill	1,152.90
164826	24-Nov-2023	Intergraph Canada ULC	592,777.12
164827	24-Nov-2023	International Safety Systems Inc.	2,127.26
164828	24-Nov-2023	Investia In Trust	5,576.84
164829	24-Nov-2023	John/Fayer Const.	450.00
164830	24-Nov-2023	Jovanovska, Angela	450.00
164831	24-Nov-2023	Kalaatharan, Thuvasan	395.50
164832	24-Nov-2023	Larry Potter Events	2,053.24
164833	24-Nov-2023	Mental Health Commission Of Canada	650.00
164834	24-Nov-2023	Moon-Matz Ltd	3,955.00
164835	24-Nov-2023	Mutt Manners Emily Jean Sharp Shelby Kristen Hellam	395.50
164836	24-Nov-2023	Niagara Pallet & Recyclers Ltd	2,418.20
164837	24-Nov-2023	Ontario Infrastructure Lands And Corp C/O CBRE Limited	3,289.11
164838	24-Nov-2023	Oshawa PUC Networks Inc.	678.98
164839	24-Nov-2023	Oshawa PUC Services Inc. Durham Broadband	279,315.66
164840	24-Nov-2023	Oshawa Rotary Walk Of Fame C/O Parmac - Louise Parkes	125.00
164841	24-Nov-2023	Phelps Group Inc.	26,498.60
164842	24-Nov-2023	Pro-Bel Enterprises Limited	282.50
164844	24-Nov-2023	Quality Truck Repair Inc.	27,527.44
164845	24-Nov-2023	Regional Municipality Of Durham Finance Department	170.67

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164846	24-Nov-2023	Tamarack Institute	750.00
164847	24-Nov-2023	TGFG Ventures 2016 Inc	5,058.55
164848	24-Nov-2023	The Municipal Law Department's Association Of Ontario	300.00
164851	24-Nov-2023	Verint Americas Inc	12,686.69
164852	24-Nov-2023	W.B. White Insurance Limited	71,830.80
164853	24-Nov-2023	Wajax Limited M9082c/U	5,176.81
164854	24-Nov-2023	Workplace Medical Corp	1,435.10
164855	01-Dec-2023	Oshawa PUC Networks Inc. Hydro Bills	240,000.57
164857	01-Dec-2023	1662857 Ontario Limited	144,053.08
164858	01-Dec-2023	3P Lubrication Systems Ltd.	1,772.97
164859	01-Dec-2023	860414 Ontario Limited	83,384.79
164860	01-Dec-2023	Abledocs Inc.	1,423.80
164861	01-Dec-2023	Animal Emergency Clinic	76.83
164863	01-Dec-2023	Benton, Charles	75.00
164864	01-Dec-2023	Canada Post Corporation Payment Processing	35,823.03
164865	01-Dec-2023	Canaphem	548.05
164866	01-Dec-2023	Cemecare Inc	19,153.50
164867	01-Dec-2023	CNIB	8,571.00
164868	01-Dec-2023	Compclaim Legal Services Professional Corporation	3,448.77
164869	01-Dec-2023	Daniels LR Corporation	23,521.28
164870	01-Dec-2023	Detlor, Tara	155.00



Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164871	01-Dec-2023	Dufty, Shannon	1,646.54
164872	01-Dec-2023	GGs Structures Inc	1,978.51
164873	01-Dec-2023	Gobin, Marty	75.00
164874	01-Dec-2023	Hepburn, Brooke Ashley Hepburn, William Stuart	5,933.20
164875	01-Dec-2023	International Safety Systems Inc.	719.13
164876	01-Dec-2023	IPC Securities Corporation	5,089.83
164877	01-Dec-2023	J.R. Weldon & Sons Ent Inc.	4,836.55
164878	01-Dec-2023	Khan, Khurram	1,041.47
164879	01-Dec-2023	Lonergan, Michael	502.80
164880	01-Dec-2023	Markham Industrial & Trade Supplies Ltd.	2,933.48
164881	01-Dec-2023	Oh Canada Creative	2,825.00
164882	01-Dec-2023	Oshawa PUC Services Inc. Durham Broadband	1,895.01
164883	01-Dec-2023	Principles Integrity	621.50
164884	01-Dec-2023	Quality Truck Repair Inc.	11,637.41
164885	01-Dec-2023	Sheriff Of The Regional Municipality Of Durham	523.02
164886	01-Dec-2023	Sigma Assessment Systems Ltd	442.07
164887	01-Dec-2023	The Embassy Church	780.00
164888	01-Dec-2023	Wildman, Kurt	75.00
164890	08-Dec-2023	Oshawa PUC Networks Inc. Hydro Bills	143,498.19
164891	08-Dec-2023	Abledocs Inc.	255.38
164892	08-Dec-2023	Avery, Debbie	20.00

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Cheque No.	Date Issued	Paid To	Amount
164893	08-Dec-2023	Bell Canada - Public Access Customer Id #2209	113.00
164894	08-Dec-2023	Bresca, Daniel Farm And Wild Catering	283.40
164895	08-Dec-2023	Dochuk, Clinton	450.00
164896	08-Dec-2023	Durham Shores Chorus	200.00
164897	08-Dec-2023	Estate Of Garnet Dalzell	222.15
164898	08-Dec-2023	FSN Training & Development Inc.	2,779.80
164899	08-Dec-2023	Gaudet, Lynn	20.00
164900	08-Dec-2023	Good Under Pressure Inc	1,536.80
164901	08-Dec-2023	Green, Timothy	160.00
164902	08-Dec-2023	Hrchitect Inc.	27,500.00
164903	08-Dec-2023	Hayward, Joanne	20.00
164904	08-Dec-2023	Hazelton, Shannon	501.76
164905	08-Dec-2023	Incirque	847.50
164906	08-Dec-2023	Incirque	847.50
164907	08-Dec-2023	International Safety Systems Inc.	147.26
164908	08-Dec-2023	Investia In Trust	56,253.50
164909	08-Dec-2023	KWA Site Development Inc.	1,993.44
164910	08-Dec-2023	Manchester Supply	1,039.65
164911	08-Dec-2023	Marigold Ford Lincoln Sales Limited	1,181.56
164912	08-Dec-2023	Minister Of Finance The Office Of The Registrar General	14,400.00
164913	08-Dec-2023	Minister Of Finance Payment Processing Centre	260.00

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164914	08-Dec-2023	Mainstream Plumbing Inc	2,321.04
164915	08-Dec-2023	Ontario Association Of Property Standards Officers Inc.	1,002.00
164916	08-Dec-2023	Pitney Bowes	1,139.30
164917	08-Dec-2023	Precisioncraft Laser Engraving	52.85
164918	08-Dec-2023	Pro-Bel Enterprises Limited	2,704.09
164919	08-Dec-2023	Paulo Barros Renovations	450.00
164920	08-Dec-2023	Quality Truck Repair Inc.	27,844.97
164921	08-Dec-2023	Recon Office Services	2,500.69
164922	08-Dec-2023	Rabjohn, D	125.00
164923	08-Dec-2023	Safety-Kleen Canada Inc. Oil Division	897.42
164924	08-Dec-2023	Szdzeppek Wojciech	1,026.00
164925	08-Dec-2023	The City Of Brampton	1,200.01
164926	08-Dec-2023	Vulcain Honeywell	1,087.63
164927	08-Dec-2023	Warren's Printing Place Inc.	519.80
164928	08-Dec-2023	Wholesale Lettering & Carving Ltd	10,608.92
164929	15-Dec-2023	1579394 Ontario Inc	1,438.69
164930	15-Dec-2023	3p Lubrication Systems Ltd.	824.90
164932	15-Dec-2023	Al Hoskin & Sons Welding Ltd.	8,006.05
164934	15-Dec-2023	Alyson's Party Balloons	394.20
164935	15-Dec-2023	Arnts The Landscape Supplier Inc	2,003.49
164936	15-Dec-2023	Aird-Khanna, Laurel	68.45

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Cheque No.	Date Issued	Paid To	Amount
164937	15-Dec-2023	Anderson, Deborah	10.00
164938	15-Dec-2023	Bell Canada	5,505.95
164940	15-Dec-2023	Balas, Kimberly	10.00
164941	15-Dec-2023	CED Compressed Air Inc	19.49
164942	15-Dec-2023	CERTN (Canada) Inc	116.22
164944	15-Dec-2023	CIBC Mortgages Inc. CIBC Mortgage Servicing Centre	1,603.00
164946	15-Dec-2023	Curco	151.99
164948	15-Dec-2023	Coadwoy, Narhia Krisset Cordova	20.00
164949	15-Dec-2023	Diachenko, Stefan	250.00
164950	15-Dec-2023	Eyetoeye Design	1,808.00
164952	15-Dec-2023	Ground Force Training Inc	337.87
164953	15-Dec-2023	Harrison, Michael	20.00
164954	15-Dec-2023	Inlay Creations Inc.	70.34
164955	15-Dec-2023	Julien, Jasmyne	20.00
164956	15-Dec-2023	Leveque, Tina	64.60
164957	15-Dec-2023	M. Van Noort & Sons Bulb Co. Ltd.	1,361.65
164958	15-Dec-2023	Mega Magic	1,695.00
164959	15-Dec-2023	Mega Magic	1,695.00
164961	15-Dec-2023	Moyer, Jessica	20.00
164963	15-Dec-2023	O'Keefe, Dan	20.00
164964	15-Dec-2023	Osawamick, Elizabeth	1,220.32

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164965	15-Dec-2023	Oshawa Clinic	33.90
164966	15-Dec-2023	Oshawa Kicks Soccer Club	11,221.70
164967	15-Dec-2023	Oshawa PUC Services Inc. Durham Broadband	847.50
164968	15-Dec-2023	Oshawa South Developments Inc	27,024.18
164969	15-Dec-2023	Phelps Group Inc.	45,544.54
164970	15-Dec-2023	Precisioncraft Laser Engraving	92.74
164971	15-Dec-2023	Principles Integrity	1,723.25
164972	15-Dec-2023	Pro-X Services Ltd	141.25
164973	15-Dec-2023	Quality Truck Repair Inc.	16,943.46
164974	15-Dec-2023	Reddy, Harikanth	782.00
164975	15-Dec-2023	Safety-Kleen Canada Inc. Oil Division	455.39
164976	15-Dec-2023	Select Auto Glass Specialists Ltd.	1,265.60
164977	15-Dec-2023	Sheriff Of The Regional Municipality Of Durham	523.02
164978	15-Dec-2023	Sigma Assessment Systems Ltd	12,430.00
164979	15-Dec-2023	Splashables Inc.	1,598.89
164981	15-Dec-2023	Sauve, Helena	7.08
164982	15-Dec-2023	Shah, Viral Bhaveshkumar	391.00
164983	15-Dec-2023	Sutherland-Lewis, Claudine	20.00
164984	15-Dec-2023	T C Power Equipment	1,480.40
164985	15-Dec-2023	Tango's Lead Canine Rescue	1,000.00
164986	15-Dec-2023	Tobin, Mary	76.06

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
164987	15-Dec-2023	Trim Tech Interiors & Glass Inc.	700.60
164988	15-Dec-2023	Vayle Inc	3,955.00
164989	15-Dec-2023	Vulcain Honeywell	4,601.93
164990	15-Dec-2023	Warren's Printing Place Inc.	333.35
164991	15-Dec-2023	Wholesale Lettering & Carving Ltd	4,134.05
164992	15-Dec-2023	Workplace Medical Corp	6,457.95
164993	15-Dec-2023	Wright Jocelyn Brethour Joshua	1,657.23
164994	15-Dec-2023	Xtreme Balloons	1,507.88
164995	15-Dec-2023	Zoo To You	1,992.19
164997	22-Dec-2023	Bell Canada	681.99
164998	22-Dec-2023	10184110 Canada Inc	12,604.32
164999	22-Dec-2023	1334943 Ontario Ltd	10,000.00
165000	22-Dec-2023	650 Taunton Developments Limited	2,250.00
165002	22-Dec-2023	Adams, Robert	225.00
165004	22-Dec-2023	Asign Inc.	1,440.75
165005	22-Dec-2023	Aukstakalnis, Gerhard	513.22
165006	22-Dec-2023	Calvary Baptist Church	225.00
165007	22-Dec-2023	Canada Post Corporation Payment Processing	2,216.00
165008	22-Dec-2023	Carr Promoted Ltd O/A Fully Promoted Oshawa	1,695.00
165009	22-Dec-2023	Cawker, Hillary	17.70
165012	22-Dec-2023	Direct Energy Business C/O T11072c	20,203.39

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
165013	22-Dec-2023	Durham Region Fire Chiefs Association	250.00
165014	22-Dec-2023	EPD Music Services	4,294.00
165015	22-Dec-2023	Herc Rentals	1,287.19
165016	22-Dec-2023	Indigenize.Ca	1,695.00
165019	22-Dec-2023	M & L Testing Equipment (1995) Inc.	1,019.26
165020	22-Dec-2023	Manchester Supply	598.67
165022	22-Dec-2023	Mental Health Commission Of Canada	675.00
165024	22-Dec-2023	Mitchell, Kim	172.25
165025	22-Dec-2023	Murray, Michael	20.00
165027	22-Dec-2023	Oshawa South Self Storage Inc	27,024.18
165028	22-Dec-2023	Pitney Bowes	111.60
165029	22-Dec-2023	Pro-X Services Ltd	141.25
165030	22-Dec-2023	Quality Collision East Inc	3,558.37
165031	22-Dec-2023	Roberts, Mark	15.00
165032	22-Dec-2023	Roma Fence (East) Inc.	1,383.93
165033	22-Dec-2023	Rodriguz, Ashley	83.49
165034	22-Dec-2023	Safety-Kleen Canada Inc. Oil Division	4,921.79
165035	22-Dec-2023	Sheriff Of The Regional Municipality Of Durham	520.72
165036	22-Dec-2023	Sigma Assessment Systems Ltd	42,940.00
165037	22-Dec-2023	Thomson, Douglas	225.00
165038	22-Dec-2023	Timothy B Green	160.00

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
165039	22-Dec-2023	Thomas, Vinoy	450.00
165040	22-Dec-2023	Trimac General Contracting	450.00
165042	22-Dec-2023	Warren's Printing Place Inc.	3,344.80
165043	22-Dec-2023	Workplace Medical Corp	847.50
891112	11-Oct-2023	Hydro One Networks Inc.	1,122.21
891113	05-Oct-2023	Enbridge Gas Distribution Inc.	14,078.17
891114	05-Oct-2023	Bell Canada	2,773.75
891115	17-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	427.63
891116	20-Oct-2023	Telus	1,632.29
891117	03-Oct-2023	Rogers	1,088.66
891118	03-Oct-2023	Workplace Safety & Insurance Board, Cashier, Treasury Branch	137,906.62
891119	19-Oct-2023	Rogers	9,959.41
891120	19-Oct-2023	Shaw Direct	245.11
891121	17-Oct-2023	Enbridge Gas Distribution Inc.	1,915.77
891122	17-Oct-2023	Bell Canada	18,176.54
891123	23-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	24,668.41
891124	24-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	10,550.57
891125	25-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	7,659.10
891126	31-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	25,395.07
891127	31-Oct-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	7,490.06
891128	03-Nov-2023	Rogers	1,088.66



Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
891129	03-Nov-2023	Telus	1,560.63
891130	07-Nov-2023	Postage By Phone	5,000.00
891131	07-Nov-2023	Rogers	10,813.14
891132	07-Nov-2023	Enbridge Gas Distribution Inc.	15,876.56
891133	07-Nov-2023	Bell Canada	2,905.59
891134	14-Nov-2023	Enbridge Gas Distribution Inc.	4,280.05
891135	14-Nov-2023	Hydro One Networks Inc.	1,066.69
891136	14-Nov-2023	Bell Canada	18,071.93
891137	01-Nov-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	248.68
891138	06-Nov-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	44,915.87
891139	08-Nov-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	1,251.73
891140	13-Nov-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	60.43
891141	14-Nov-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	316.15
891142	20-Nov-2023	Workplace Safety & Insurance Board, Cashier, Treasury Branch	189,709.64
891143	16-Nov-2023	Shaw Direct	83.60
891144	28-Nov-2023	Postage By Phone	5,000.00
891145	05-Dec-2023	Hydro One Networks Inc.	1,026.37
891146	05-Dec-2023	Enbridge Gas Distribution Inc.	11,190.54
891147	04-Dec-2023	Rogers	285.26
891148	04-Dec-2023	Rogers	803.40
891149	05-Dec-2023	Bell Canada	2,862.08

Cheques Issued From 01-Oct-2023 To 31-DEC-2023

Cheque No.	Date Issued	Paid To	Amount
891150	14-Dec-2023	Enbridge Gas Distribution Inc.	31,637.00
891151	07-Dec-2023	Rogers	89.12
891152	07-Dec-2023	Shaw Direct	323.02
891153	07-Dec-2023	Telus	1,527.66
891154	14-Dec-2023	Bell Canada	18,253.17
891155	11-Dec-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	2,004.97
891156	12-Dec-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	389.06
891157	20-Dec-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	8,932.59
891158	19-Dec-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	5,676.13
891159	21-Dec-2023	Rogers	9,731.21
891160	21-Dec-2023	Workplace Safety & Insurance Board, Cashier, Treasury Branch	89,488.93
891161	21-Dec-2023	Shaw Direct	83.60
891164	27-Dec-2023	Regional Municipality Of Durham Utility Finance - Water & Sewer	35,325.74
		Total Amount	6,402,320.76

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078053	04-Oct-2023	Regional Municipality Of Durham Finance Department	47,541,772.27
078054	06-Oct-2023	CUPE Local 250	7,271.67
078055	06-Oct-2023	Iantomasi, Laura	93.20
078056	06-Oct-2023	McDonnell, Jan	81.47
078057	06-Oct-2023	Stefik, Chris	65.96
078058	06-Oct-2023	Youngs, Jessica	98.60
078059	06-Oct-2023	Goodeve, Tom	2,799.85
078060	06-Oct-2023	Latour, Hayley	41.48
078061	06-Oct-2023	Leherbauer, Connor	565.00
078062	06-Oct-2023	Acapulco Pools Limited	996.14
078063	06-Oct-2023	Acklands-Grainger Inc.	1,302.91
078064	06-Oct-2023	Aquam Specialiste Aquatique Inc.	1,460.01
078065	06-Oct-2023	B. Wills Disposal Service Ltd.	38,421.16
078066	06-Oct-2023	CCS Industrials	23.71
078067	06-Oct-2023	CIMCO Refrigeration Div. Toromont Industries	2,950.59
078068	06-Oct-2023	Mills Pontiac Buick GMC Ltd.	371.28
078069	06-Oct-2023	CRCS DKI Div. Of 587700 Ont. Inc.	570.06
078070	06-Oct-2023	Crown Maintenance Inc.	1,824.93
078071	06-Oct-2023	Canadian Springs A Div. Of Aquaterra Corporation	131.89
078072	06-Oct-2023	CUPE Local 251	10,248.12
078073	06-Oct-2023	CUPE Local 3760	759.47

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078074	06-Oct-2023	Darch Fire Inc.	331.99
078075	06-Oct-2023	Dufferin Aggregates Division Of CRH Canada Group Inc.	2,628.58
078076	06-Oct-2023	Durhamway Bus Lines Inc A Division Of 473980 Ontario Ltd.	213.57
078077	06-Oct-2023	Guillevin International Co.	1,023.49
078078	06-Oct-2023	Hard-Co Construction Ltd.	716.57
078079	06-Oct-2023	Jim's Towing Service	1,709.69
078080	06-Oct-2023	Joe Johnson Equipment Inc.	612.00
078081	06-Oct-2023	Kamstra Landscaping	45.63
078082	06-Oct-2023	Lifesaving Society	1,234.67
078083	06-Oct-2023	Lockshop Ltd.	69.02
078084	06-Oct-2023	McFaul Fencing Ltd.	1,697.10
078085	06-Oct-2023	Oshawa Professional Firefighters Association, Local 465	18,160.18
078086	06-Oct-2023	Oshawa Spring Service (1998) Limited	1,010.18
078087	06-Oct-2023	Regional Municipality Of Durham Finance Department	1,269,485.76
078088	06-Oct-2023	Southern Supplies Limited	192.02
078089	06-Oct-2023	Stokes International	905.07
078090	06-Oct-2023	Swish Maintenance Ltd.	4,686.99
078091	06-Oct-2023	Tri Son Contracting Inc.	13,079.75
078092	06-Oct-2023	Unilock Limited	2,122.94
078093	06-Oct-2023	United Way Of Oshawa-Whitby-Clarington	709.77
078094	06-Oct-2023	Vern Glass (1976) Company Ltd.	1,124.35

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078095	06-Oct-2023	Xerox Canada Ltd.	149.64
078096	06-Oct-2023	Cressman Tree Maintenance And Landscaping Ltd.	8,248.91
078097	06-Oct-2023	Barry Bryan Associates Limited	3,347.63
078098	06-Oct-2023	Canadian Pacific Railway Company	296.00
078099	06-Oct-2023	Attersley Tire Service Inc.	4,629.75
078100	06-Oct-2023	Improved Chemical Ltd.	497.65
078101	06-Oct-2023	Stantec Consulting Ltd.	5,650.00
078102	06-Oct-2023	Durham Outlook For The Needy	45,552.92
078103	06-Oct-2023	Jubilee Pavillion	7,017.30
078104	06-Oct-2023	BMS Sanitation & Safety Inc.	1,725.38
078105	06-Oct-2023	Michelin North America (CDA) Inc Attn: M81725c	2,253.29
078106	06-Oct-2023	Fire Marshal's Public Fire Safety Council	3,266.76
078107	06-Oct-2023	Association Of Ontario Road Supervisors	1,344.70
078108	06-Oct-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	4,494.01
078110	06-Oct-2023	Mar-Co Clay Products Inc.	3,428.47
078111	06-Oct-2023	AJ Manufacturing Ltd.	82,854.99
078112	06-Oct-2023	Brent's Plumbing Inc.	11,294.24
078113	06-Oct-2023	Total Aviation & Airport Solutions	2,152.15
078114	06-Oct-2023	Astley Gilbert Limited	677.16
078115	06-Oct-2023	HTS Engineering Ltd.	2,625.50
078116	06-Oct-2023	Blackstone Energy Services Inc.	545.79

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078117	06-Oct-2023	Firepac Oshawa	867.00
078118	06-Oct-2023	Landscape Planning Limited	2,000.10
078119	06-Oct-2023	CDW Canada Inc.	11,878.36
078120	06-Oct-2023	Automated Logic Canada	1,377.47
078121	06-Oct-2023	GFL Environmental Inc	7,437.05
078122	06-Oct-2023	Professional PCO Services Inc.	297.42
078123	06-Oct-2023	Superior Propane	1,379.38
078124	06-Oct-2023	Co2 Source	754.61
078125	06-Oct-2023	Green Tractors Inc	11.83
078126	06-Oct-2023	Gateway Pet Memorial Services	6,996.62
078127	06-Oct-2023	Ontario Traffic Council	326.57
078128	06-Oct-2023	Baker Turner Inc.	7,037.92
078129	06-Oct-2023	Hicks Morley Hamilton Stewart Storie LLP, In Trust	2,345.88
078130	06-Oct-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,043.50
078131	06-Oct-2023	Oscan Electrical Supplies Ltd	513.44
078131	06-Oct-2023	Oscan Electrical Supplies Ltd	- 62.72
078132	06-Oct-2023	Noble Corporation	12.73
078133	06-Oct-2023	LURA Consulting Land Use Research Associates	6,025.73
078134	06-Oct-2023	CIMA Canada Inc.	82,938.39
078135	06-Oct-2023	Uline Canada Corporation	244.36
078136	06-Oct-2023	WSP Canada Inc C/O Tx4022 C	2,782.62

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078137	06-Oct-2023	Shi Canada ULC	35,811.58
078138	06-Oct-2023	Sky Wireless Communications Inc	1,436.22
078139	06-Oct-2023	Napa IBS UAP Inc	28,242.37
078140	06-Oct-2023	Palmer Enviromental Consulting Group	10,138.93
078141	06-Oct-2023	SGM Janitorial Services Inc.	763.15
078142	06-Oct-2023	Distribution Elite Canada Inc.	2,008.93
078143	06-Oct-2023	CSL Group Ltd.	1,687.61
078144	06-Oct-2023	Uniqspace Solutions Ltd	406.80
078145	06-Oct-2023	AMTEC Engineering Ltd	69,025.61
078146	06-Oct-2023	Charles Jones Industrial Ltd.	332.22
078148	06-Oct-2023	Hamster, Division Of Novexco Inc.	5,303.07
078149	06-Oct-2023	Schollen & Company Inc.	5,624.57
078150	06-Oct-2023	Tenwest Holdings Ltd 10west Commercial Graphics	485.67
078151	06-Oct-2023	MDK Electric Limited	5,917.64
078152	06-Oct-2023	Sharp, Steven	282.50
078153	06-Oct-2023	R Courier 6863353 Canada Corporation	1,169.78
078154	06-Oct-2023	Pixel Power VC	180.80
078155	06-Oct-2023	ENY Time Cleaning Services Inc.	2,237.40
078156	06-Oct-2023	Cheema Cleaning Services Ltd	2,389.18
078157	06-Oct-2023	Liv North Inc.	949.20
078158	06-Oct-2023	Miller Concrete Division of Miller Paving Limited	666.39

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078159	06-Oct-2023	Lifetime Automotive	3,663.76
078160	06-Oct-2023	General Bearing Service Inc	219.94
078162	06-Oct-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	406.80
078163	06-Oct-2023	Canada Masq Corporation	304.46
078164	06-Oct-2023	Kohek, Erika	565.00
078165	06-Oct-2023	Tabcon Consulting Inc	5,311.00
078166	06-Oct-2023	MDA Overhead Doors Inc.	1,875.25
078167	06-Oct-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	4,305.03
078168	06-Oct-2023	TBL Durables Inc	3,565.15
078169	06-Oct-2023	Salandria Ltd	5,717.80
078170	06-Oct-2023	GIP Paving Inc	666.18
078171	06-Oct-2023	Hall Imaging 5027955 Ontario Inc	213.57
078172	06-Oct-2023	Oshawa Tourism Greater Oshawa Chamber Of Commerce	76,234.29
078173	06-Oct-2023	Canadian Tree Salvation Inc	122,907.84
078174	06-Oct-2023	Comtech Group Inc	47,037.66
078175	06-Oct-2023	Alexandria Tree And Landscape Inc.	57,675.20
078176	06-Oct-2023	LCD Mechanical Inc.	195,828.79
078177	06-Oct-2023	Dufferin Construction Company A Division Of CRH Canada Group Inc	93,931.32
078178	06-Oct-2023	Forum Athletic Products Inc	3,477.01
078179	13-Oct-2023	Mulvaney, Nicole	86.16
078181	13-Oct-2023	Oberson, Aili	166.60



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078182	13-Oct-2023	Benson, Tyler	201.28
078183	13-Oct-2023	Puckrin, Tara-Lynne	456.53
078184	13-Oct-2023	Magee, Jennifer	1,241.87
078185	13-Oct-2023	Harrington, Meaghan	143.15
078186	13-Oct-2023	Gaskell, John	254.00
078187	13-Oct-2023	Lei (Shirley) Bao	37.73
078188	13-Oct-2023	Billham, David	258.74
078189	13-Oct-2023	Koomen, Shelby	471.00
078190	13-Oct-2023	Acklands-Grainger Inc.	5,745.20
078191	13-Oct-2023	A.J. Stone Company Ltd.	2,602.78
078192	13-Oct-2023	Bathe & McLellan Building Materials	73.96
078193	13-Oct-2023	B. Wills Disposal Service Ltd.	36,370.23
078194	13-Oct-2023	CCS Industrials	26.07
078195	13-Oct-2023	Cimco Refrigeration Div. Toromont Industries	4,786.09
078196	13-Oct-2023	D.G. Biddle & Associates Limited	4,457.85
078197	13-Oct-2023	EMCO Corporation	370.08
078198	13-Oct-2023	Flame-Tamer Fire & Safety Ltd.	658.80
078199	13-Oct-2023	Guillevin International Co.	883.59
078200	13-Oct-2023	Jim's Towing Service	977.45
078201	13-Oct-2023	J & J Crafts	188.33
078202	13-Oct-2023	J.J. Mackay Canada Limited Mackay Meters	10,000.50

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078203	13-Oct-2023	Joe Johnson Equipment Inc.	467,891.58
078204	13-Oct-2023	Kamstra Landscaping	547.56
078205	13-Oct-2023	Kobes Nurseries Inc.	1,272.66
078207	13-Oct-2023	Lifesaving Society	4,020.00
078208	13-Oct-2023	Peacock Lumber Limited	223.78
078209	13-Oct-2023	Pineridge Automotive Supply Ltd.	2,513.04
078210	13-Oct-2023	Regional Municipality Of Durham Finance Department	1,795,131.90
078211	13-Oct-2023	Regional Municipality Of Durham Finance Department	68,849.50
078212	13-Oct-2023	Swish Maintenance Ltd.	3,883.61
078213	13-Oct-2023	Weirfoulds LLP	37,443.78
078214	13-Oct-2023	Cressman Tree Maintenance And Landscaping Ltd.	11,798.99
078215	13-Oct-2023	Cee Elevator Service Ltd.	2,440.80
078216	13-Oct-2023	Harco Co. Ltd.	819.61
078217	13-Oct-2023	Attersley Tire Service Inc.	1,434.42
078218	13-Oct-2023	Stantec Consulting Ltd.	5,593.50
078219	13-Oct-2023	BMS Sanitation & Safety Inc.	813.26
078220	13-Oct-2023	Fire Marshal's Public Fire Safety Council	1,281.99
078221	13-Oct-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	5,610.45
078222	13-Oct-2023	Brooklin Bulletin Signs	311.03
078223	13-Oct-2023	4imprint, Inc.	266.77
078224	13-Oct-2023	Montgomery MacEwen Contracting Limited	95,290.29

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078225	13-Oct-2023	Water & Ice North America Inc.	798.91
078226	13-Oct-2023	Desco Plumbing And Heating Supply Inc.	987.78
078228	13-Oct-2023	Brent's Plumbing Inc.	4,634.20
078229	13-Oct-2023	DBS Security Solutions Ltd.	24,136.80
078231	13-Oct-2023	Mike Clark Excavating & Septic Pumping	16,589.37
078232	13-Oct-2023	Watson & Associates Economists Ltd.	5,201.67
078233	13-Oct-2023	Alineutility Limited	13,288.92
078234	13-Oct-2023	Vertical Systems	4,170.50
078235	13-Oct-2023	Crawford Roofing Corporation	546,342.57
078236	13-Oct-2023	HTS Engineering Ltd.	4,206.46
078237	13-Oct-2023	D.M. Wills Associates Limited	1,896.51
078238	13-Oct-2023	Profire Emergency Equipment	316.74
078239	13-Oct-2023	Martin & Levesque Inc	678.45
078240	13-Oct-2023	Landscape Planning Limited	3,955.00
078241	13-Oct-2023	Monteith Brown Planning Consultants	8,640.52
078242	13-Oct-2023	Co2 Source	874.39
078243	13-Oct-2023	Dulux Paints	1,380.99
078244	13-Oct-2023	Frontline Outfitters	15,294.87
078245	13-Oct-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	108,858.57
078246	13-Oct-2023	Sewer Technologies Inc.	25,651.00
078247	13-Oct-2023	Hicks Morley Hamilton Stewart Storie LLP, In Trust	991.58

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078249	13-Oct-2023	Oscan Electrical Supplies Ltd	74.44
078250	13-Oct-2023	Noble Corporation	95.72
078251	13-Oct-2023	Metroland Media Group	1,281.09
078255	13-Oct-2023	Multitech Graphics Inc	35,422.45
078257	13-Oct-2023	Fayer Construction Ltd.	24,614.79
078258	13-Oct-2023	Upper Canada Fuel & Burner	944.68
078259	13-Oct-2023	Kourtis Flooring Ltd	4,181.00
078260	13-Oct-2023	Napa IBS UAP Inc	21,465.44
078261	13-Oct-2023	Garage Supply Contracting Inc	412.45
078262	13-Oct-2023	Athletica Sport Systems Inc.	359.34
078263	13-Oct-2023	Ho Sang, Brian	750.00
078264	13-Oct-2023	SQM Janitorial Services Inc.	763.15
078266	13-Oct-2023	CSL Group Ltd.	984.33
078268	13-Oct-2023	Rembrandt Awards Mfg. Ltd.	971.80
078270	13-Oct-2023	Sunbelt Rentals Of Canada Inc	1,121.74
078271	13-Oct-2023	CWB National Leasing	42,416.30
078272	13-Oct-2023	Charles Jones Industrial Ltd.	763.21
078273	13-Oct-2023	Hamster, Division Of Novexco Inc.	107.58
078274	13-Oct-2023	Allegra 1978291 Ontario Inc	1,019.07
078275	13-Oct-2023	Schollen & Company Inc.	6,062.45
078277	13-Oct-2023	MDK Electric Limited	2,935.15

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078278	13-Oct-2023	Gardion Property Services 2514908 Ontario Inc.	8,715.41
078278	13-Oct-2023	Gardion Property Services 2514908 Ontario Inc.	8,715.41
078280	13-Oct-2023	Cooper Equipment Rentals Limited	67.20
078281	13-Oct-2023	Hydrastone Industrial Coating Incorporated	3,774.20
078282	13-Oct-2023	Pixel Power VC	743.54
078283	13-Oct-2023	Art Engineering Inc	41,810.00
078284	13-Oct-2023	Kleenway Building Maintenance Services	1,791.05
078285	13-Oct-2023	Miller Concrete Division of Miller Paving Limited	3,592.48
078286	13-Oct-2023	Lifetime Automotive	1,855.07
078287	13-Oct-2023	AIG Insurance Company Of Canada	2,294.71
078288	13-Oct-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	4,460.12
078289	13-Oct-2023	Mackenzie, Beth	2,100.00
078290	13-Oct-2023	Dr. Beshay Veterinary Professional Corp Animal Clinic Of East Durham	13,806.35
078291	13-Oct-2023	Firechek Protection Services Inc	842.34
078292	13-Oct-2023	MDA Overhead Doors Inc.	1,127.18
078293	13-Oct-2023	Remy Consulting Engineers Ltd.	22,035.05
078294	13-Oct-2023	CIMA Canada Inc	21,436.36
078295	13-Oct-2023	Stoneline Ltd	6,947.93
078296	13-Oct-2023	Fin-Cap Electrical And Mechanical Inc	392,823.08
078297	13-Oct-2023	Trisan Construction 614128 Ontario Ltd	1,118,093.19
078298	13-Oct-2023	Contemporary Office Interiors Ltd	305.10

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078299	13-Oct-2023	Brinks Property Services 1611974 Ontario Ltd	32,885.10
078302	13-Oct-2023	Hall Imaging 5027955 Ontario Inc	22.54
078303	13-Oct-2023	Canadian Tech Air Systems Inc.	91,168.97
078304	13-Oct-2023	Ahir, Dhansukhbhai	93.16
078305	13-Oct-2023	Jenner, Craig	708.13
078306	13-Oct-2023	Alexandria Tree And Landscape Inc.	6,522.36
078307	13-Oct-2023	Triangle Management Consulting Corp. Andrew Kopec	4,795.72
078310	13-Oct-2023	Lean Advisors 2728919 Ontario Inc.	16,950.00
078311	13-Oct-2023	Stefik, Hanna	78.20
078312	20-Oct-2023	CUPE Local 250	7,206.53
078313	20-Oct-2023	Lawson, Lynda	183.05
078314	20-Oct-2023	Sinnott, Stephanie	257.04
078315	20-Oct-2023	Shields, Tina	91.80
078316	20-Oct-2023	Dennis, Debbie	623.43
078317	20-Oct-2023	Martin, Jay	266.72
078318	20-Oct-2023	Wouters, Sophia	52.22
078319	20-Oct-2023	Acklands-Grainger Inc.	902.39
078320	20-Oct-2023	A.J. Stone Company Ltd.	8,140.72
078321	20-Oct-2023	Bathe & McLellan Building Materials	2,235.25
078322	20-Oct-2023	Bothwell-Accurate Co. Inc.	2,519.42
078323	20-Oct-2023	Thomson Reuters Canada	241.50

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078324	20-Oct-2023	CCS Industrials	206.71
078325	20-Oct-2023	Cimco Refrigeration Div. Toromont Industries	8,351.41
078326	20-Oct-2023	CUPE Local 251	10,339.04
078327	20-Oct-2023	CUPE Local 3760	755.68
078328	20-Oct-2023	Guillevin International Co.	1,159.50
078329	20-Oct-2023	Jim's Towing Service	2,333.45
078330	20-Oct-2023	Joe Johnson Equipment Inc.	467,279.58
078331	20-Oct-2023	Kobes Nurseries Inc.	9,406.69
078332	20-Oct-2023	Levitt-Safety Limited	1,329.09
078333	20-Oct-2023	Lifesaving Society	798.00
078335	20-Oct-2023	McFaul Fencing Ltd.	734.50
078336	20-Oct-2023	Oshawa Professional Firefighters Association, Local 465	18,024.12
078337	20-Oct-2023	Peacock Lumber Limited	64.07
078337	20-Oct-2023	Peacock Lumber Limited	14.07
078338	20-Oct-2023	DLF Pickseed Canada Inc.	10,045.43
078339	20-Oct-2023	Iron Mountain Canada Corp	9,749.39
078340	20-Oct-2023	Purolator Courier Ltd.	46.29
078341	20-Oct-2023	Starfield-Lion Company	185.05
078342	20-Oct-2023	Swish Maintenance Ltd.	4,625.45
078343	20-Oct-2023	United Way Of Oshawa-Whitby-Clarington	699.77
078344	20-Oct-2023	Attersley Tire Service Inc.	5,948.22

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078345	20-Oct-2023	Brant Office Supply Limited	1,471.77
078346	20-Oct-2023	Greater Oshawa Chamber Of Commerce	135.60
078347	20-Oct-2023	Central Lake Ontario Conservation Authority	6,574.31
078348	20-Oct-2023	Brooklin Bulletin Signs	254.82
078349	20-Oct-2023	Water & Ice North America Inc.	775.70
078350	20-Oct-2023	Brent's Plumbing Inc.	7,668.24
078351	20-Oct-2023	Glen Chemicals Limited	1,398.17
078352	20-Oct-2023	Total Aviation & Airport Solutions	379,935.03
078353	20-Oct-2023	Careerbuilder Canada Co C/O 911450	2,203.50
078354	20-Oct-2023	Alineutility Limited	8,847.61
078355	20-Oct-2023	HTS Engineering Ltd.	5,799.73
078356	20-Oct-2023	UCC Industries Int.	4,773.12
078357	20-Oct-2023	Profire Emergency Equipment	980.61
078358	20-Oct-2023	Firepac Oshawa	867.00
078359	20-Oct-2023	University Of Ontario Institute Of Technology	9,082.87
078360	20-Oct-2023	Suncor Energy Products Partnership	70,230.84
078361	20-Oct-2023	GFL Environmental Inc	13,714.70
078362	20-Oct-2023	Superior Propane	1,936.03
078363	20-Oct-2023	Dulux Paints	222.47
078364	20-Oct-2023	Frontline Outfitters	15,446.87
078365	20-Oct-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	116,979.09



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078366	20-Oct-2023	The Treadmill Factory	2,792.21
078367	20-Oct-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,038.26
078368	20-Oct-2023	Oscan Electrical Supplies Ltd	833.88
078368	20-Oct-2023	Oscan Electrical Supplies Ltd	154.49
078368	20-Oct-2023	Oscan Electrical Supplies Ltd	- 124.30
078369	20-Oct-2023	Berrn Consulting Ltd.	141.25
078370	20-Oct-2023	CIMA Canada Inc.	5,593.50
078371	20-Oct-2023	Uline Canada Corporation	98.02
078372	20-Oct-2023	W.J. Miller Ltd	525.45
078373	20-Oct-2023	Fayer Construction Ltd.	20,001.00
078374	20-Oct-2023	Napa IBS UAP Inc	11,094.95
078375	20-Oct-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	7,744.63
078376	20-Oct-2023	Ho Sang, Brian	1,500.00
078377	20-Oct-2023	SQM Janitorial Services Inc.	763.15
078378	20-Oct-2023	Hudson Entry & Automation Inc.	542.40
078379	20-Oct-2023	Premier Truck Group PTG Mississauga Enterprises Ltd.	274.04
078380	20-Oct-2023	CSL Group Ltd.	1,121.25
078381	20-Oct-2023	Sharma, Madan	62.56
078383	20-Oct-2023	Brinks Canada Limited	294.75
078384	20-Oct-2023	Charles Jones Industrial Ltd.	2,133.11
078385	20-Oct-2023	Hamster, Division Of Novexco Inc.	2,132.87

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078386	20-Oct-2023	Tenwest Holdings Ltd 10west Commercial Graphics	241.77
078387	20-Oct-2023	United Building Restoration Ltd	8,475.00
078388	20-Oct-2023	MDK Electric Limited	1,050.56
078389	20-Oct-2023	D Crupi & Sons Limited	484.10
078390	20-Oct-2023	Trickey Et Al Tax Team Inc. The Tax Team	113.00
078391	20-Oct-2023	Cooper Equipment Rentals Limited	198.86
078392	20-Oct-2023	Pixel Power VC	1,133.39
078393	20-Oct-2023	Downtown Autogroup Downtown Ford O/A 2281610 Ont Inc	171,425.32
078394	20-Oct-2023	ENY Time Cleaning Services Inc.	1,118.70
078395	20-Oct-2023	Liv North Inc.	361.60
078396	20-Oct-2023	Lifetime Automotive	2,828.98
078397	20-Oct-2023	General Bearing Service Inc	67.19
078398	20-Oct-2023	Twin Eagle Resource Management Canada Llc	7,069.30
078399	20-Oct-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	90.40
078400	20-Oct-2023	Pottinger Gaherty Environmental Consultants Ltd	1,130.54
078401	20-Oct-2023	David Singh Consulting Inc.	1,950.00
078402	20-Oct-2023	Netagen	855.98
078403	20-Oct-2023	Kohek, Erika	18.36
078404	20-Oct-2023	Echelon Supply And Service	124.23
078405	20-Oct-2023	Plishewsky, Jen	60.37
078406	20-Oct-2023	MDA Overhead Doors Inc.	90,831.38

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078407	20-Oct-2023	Organica Studio + Inc.	5,367.50
078408	20-Oct-2023	1972412 Ontario Inc	152.55
078409	20-Oct-2023	Winsom Landscape Contractors 1338568 Ontario Inc	12,205.18
078410	20-Oct-2023	Viola Management Inc.	178,415.12
078411	20-Oct-2023	TBL Durables Inc	776.21
078412	20-Oct-2023	Trisan Construction 614128 Ontario Ltd	375,275.71
078413	20-Oct-2023	De Lage Landen Financial Services Canada Inc	9,489.95
078414	20-Oct-2023	MES Canada Inc.	446.35
078415	20-Oct-2023	Powell Fence Limited	24,385.54
078416	20-Oct-2023	Waite, Bethany	55.00
078417	20-Oct-2023	Hall Imaging 5027955 Ontario Inc	1,020.39
078418	20-Oct-2023	Parklane Systems Inc.	3,192.25
078419	20-Oct-2023	Throne Porta Potty Inc.	265.55
078420	20-Oct-2023	Canada Big Truck Rental BTR Heavy Rental Partners Canada Ltd	11,074.00
078421	20-Oct-2023	Melrose Paving Co Ltd	341,496.05
078422	20-Oct-2023	Bisda, Franco	84.74
078423	20-Oct-2023	Archaeological Research Associates Ltd.	7,853.50
078424	20-Oct-2023	NAK Design Strategies Inc.	10,751.95
078425	20-Oct-2023	Firehouse Clothing	21,822.56
078426	20-Oct-2023	Cabral, Lucas	55.00
078427	20-Oct-2023	Wong, Kevin	127.02

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078428	27-Oct-2023	Durham District School Board	13,796.00
078429	27-Oct-2023	Gray-McQuat, Stacey	180.13
078430	27-Oct-2023	Ontario Municipal Employees Retirement System	1,462,507.04
078431	27-Oct-2023	Larocque, Terri Lynn	196.62
078432	27-Oct-2023	McDonnell, Jan	174.56
078433	27-Oct-2023	Naumovski, Jim	295.12
078434	27-Oct-2023	Fuller, Lorraine	634.65
078435	27-Oct-2023	Dennis, Debbie	36.30
078436	27-Oct-2023	Rossen, Alicia	67.63
078438	27-Oct-2023	Acklands-Grainger Inc.	1,266.88
078439	27-Oct-2023	A.J. Braun MFG. Limited	24.58
078440	27-Oct-2023	Canadian National Non-Freight Management	1,210.50
078441	27-Oct-2023	Thomson Reuters Canada	1,993.34
078442	27-Oct-2023	CCS Industrials	1,623.61
078443	27-Oct-2023	Cimco Refrigeration Div. Toromont Industries	1,391.26
078444	27-Oct-2023	Corporate Express Canada, Inc. O/A Staples Advantage Canada	5,496.82
078445	27-Oct-2023	CRCS DKI Div. Of 587700 Ont. Inc.	6,899.42
078446	27-Oct-2023	CRCS DKI Div. Of 587700 Ont. Inc.	900.00
078447	27-Oct-2023	EMCO Corporation	522.04
078448	27-Oct-2023	Guillevin International Co.	3,270.22
078449	27-Oct-2023	J.D. Barnes Limited	15,178.73

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078450	27-Oct-2023	Jim's Towing Service	1,794.44
078451	27-Oct-2023	Johnson Controls #T6067	3,839.18
078452	27-Oct-2023	Kamstra Landscaping	416.98
078453	27-Oct-2023	Lockshop Ltd.	1,594.02
078454	27-Oct-2023	McFaul Fencing Ltd.	457.79
078455	27-Oct-2023	Melfer Construction Inc.	122,326.22
078456	27-Oct-2023	Miller Waste Systems	32,566.48
078457	27-Oct-2023	M & L Supply	229.84
078458	27-Oct-2023	Paddy's Market	3,452.15
078459	27-Oct-2023	Peacock Lumber Limited	76.28
078459	27-Oct-2023	Peacock Lumber Limited	174.25
078459	27-Oct-2023	Peacock Lumber Limited	28.48
078459	27-Oct-2023	Peacock Lumber Limited	4.41
078460	27-Oct-2023	Iron Mountain Canada Corp	12,086.18
078461	27-Oct-2023	Lexis Nexis Canada Inc	943.95
078462	27-Oct-2023	Regional Municipality Of Durham Finance Department	16,275.50
078463	27-Oct-2023	Rivett Architectural Hardware Limited	24.67
078464	27-Oct-2023	Scouts Canada Central Ontario Service Centre	14,972.71
078465	27-Oct-2023	Swish Maintenance Ltd.	1,549.71
078466	27-Oct-2023	Technical Standards & Safety Authority	498.33
078467	27-Oct-2023	Window Bars Ltd., Locksmiths	1,443.58

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078468	27-Oct-2023	CEE Elevator Service Ltd.	5,904.25
078469	27-Oct-2023	Attersley Tire Service Inc.	4,343.44
078470	27-Oct-2023	BMS Sanitation & Safety Inc.	569.96
078472	27-Oct-2023	WPS Canada Inc	2,496.61
078473	27-Oct-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	7,813.95
078474	27-Oct-2023	Promark Telecon	33,531.31
078475	27-Oct-2023	Montgomery MacEwen Contracting Limited	30,008.52
078476	27-Oct-2023	Simplistic Lines Inc.	2,541.82
078477	27-Oct-2023	Best Windows Inc.	3,571.37
078478	27-Oct-2023	Durham Municipal Insurance Pool Region Of Durham Finance Dept.	150,921.36
078479	27-Oct-2023	Brent's Plumbing Inc.	5,879.38
078480	27-Oct-2023	Total Aviation & Airport Solutions	123,733.14
078481	27-Oct-2023	Maglin Site Furniture Inc.	1,045.25
078482	27-Oct-2023	Careerbuilder Canada Co C/O 911450	2,203.50
078483	27-Oct-2023	Duracut Machine Knife Company Ltd.	172.89
078484	27-Oct-2023	Lerners LLP Barristers & Solicitors	1,757.15
078485	27-Oct-2023	Mercer (Canada) Limited	3,638.60
078486	27-Oct-2023	HTS Engineering Ltd.	10,249.10
078487	27-Oct-2023	Wattsworth Analysis Inc.	1,243.00
078488	27-Oct-2023	UCC Industries Int.	2,386.56
078489	27-Oct-2023	Durham Catholic District School Board	9,144.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078490	27-Oct-2023	Patel, Harshad	299.45
078491	27-Oct-2023	Automated Logic Canada	220.35
078492	27-Oct-2023	Troy Life & Fire Safety Ltd.	23,009.73
078493	27-Oct-2023	Precision Curb Cutting Ltd.	2,451.27
078494	27-Oct-2023	GFL Environmental Inc	16,339.23
078495	27-Oct-2023	Professional PCO Services Inc.	526.71
078496	27-Oct-2023	Superior Propane	2,454.03
078497	27-Oct-2023	Dulux Paints	59.24
078498	27-Oct-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	25,188.92
078499	27-Oct-2023	Manufacturing & Technology Centre 1378045 Ontario Inc	270.07
078500	27-Oct-2023	Packet-Tel Corp.	1,293.85
078501	27-Oct-2023	Oscan Electrical Supplies Ltd	12,404.22
078501	27-Oct-2023	Oscan Electrical Supplies Ltd	367.82
078502	27-Oct-2023	CIMA Canada Inc.	12,753.80
078503	27-Oct-2023	Uline Canada Corporation	303.17
078504	27-Oct-2023	WSP Canada Inc C/O Tx4022 C	3,671.68
078505	27-Oct-2023	R.A. Graham Contractors Ltd	4,794.70
078506	27-Oct-2023	Ontario One Call	1,511.42
078508	27-Oct-2023	Kardtech Inc.	56.50
078509	27-Oct-2023	Broz Excavating Inc.	40,431.40
078510	27-Oct-2023	Williams Communication Services	317.53

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078511	27-Oct-2023	Upper Canada Fuel & Burner	485.90
078512	27-Oct-2023	Napa IBS UAP Inc	29,635.75
078513	27-Oct-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	618.22
078514	27-Oct-2023	Palmer Enviromental Consulting Group	7,384.38
078515	27-Oct-2023	Athletica Sport Systems Inc.	1,559.97
078516	27-Oct-2023	MNP LLP	5,184.42
078517	27-Oct-2023	Premier Truck Group Ptg Mississauga Enterprises Ltd.	704.73
078518	27-Oct-2023	CSL Group Ltd.	6,291.84
078519	27-Oct-2023	Curbex	474.60
078520	27-Oct-2023	Lisozzi, David	150.00
078521	27-Oct-2023	Acceo Solutions Inc.	282.50
078522	27-Oct-2023	Coldwell Banker RMR Real Estate Brokerage - R.M.R. Real Estate Ltd	847.50
078523	27-Oct-2023	Rembrandt Awards Mfg. Ltd.	389.85
078524	27-Oct-2023	Joseph Stokes Consulting	2,457.75
078525	27-Oct-2023	CWB National Leasing	9,096.06
078526	27-Oct-2023	Mister Safety Shoes Inc.	1,933.33
078527	27-Oct-2023	Hamster, Division Of Novexco Inc.	10,928.90
078528	27-Oct-2023	Cardan Road Cleaners Inc	8,136.00
078529	27-Oct-2023	MTAG Paralegal Professional Corp.	10,918.63
078530	27-Oct-2023	Medavie Blue Cross	143,411.80
078531	27-Oct-2023	Medavie Blue Cross	489,215.70



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078532	27-Oct-2023	Tenwest Holdings Ltd 10west Commercial Graphics	627.15
078533	27-Oct-2023	MDK Electric Limited	194.93
078534	27-Oct-2023	Simcoe-Rossland Veterinary Professional Corporation	38,609.20
078535	27-Oct-2023	6362222 Canada Inc O/A The Createch Group	169,197.41
078536	27-Oct-2023	Gardion Property Services 2514908 Ontario Inc.	8,715.41
078537	27-Oct-2023	Commercial Truck Equipment Corp	2,124.26
078538	27-Oct-2023	D Crupi & Sons Limited	1,107.72
078539	27-Oct-2023	R Courier 6863353 Canada Corporation	891.83
078539	27-Oct-2023	R Courier 6863353 Canada Corporation	987.23
078540	27-Oct-2023	Landscape Forms Inc.	7,291.89
078542	27-Oct-2023	McIntosh Perry Consulting Engineers Ltd.	9,305.55
078543	27-Oct-2023	McCarthy Uniforms Inc.	124.02
078543	27-Oct-2023	McCarthy Uniforms Inc.	194.25
078543	27-Oct-2023	McCarthy Uniforms Inc.	1,732.29
078543	27-Oct-2023	McCarthy Uniforms Inc.	137.80
078543	27-Oct-2023	McCarthy Uniforms Inc.	- 328.72
078544	27-Oct-2023	Pixel Power VC	90.40
078545	27-Oct-2023	Downtown Autogroup Downtown Ford O/A 2281610 Ont Inc	171,425.32
078546	27-Oct-2023	Harrington McAvan Ltd	10,170.00
078547	27-Oct-2023	Vissers Sod Farm Ltd	64.18
078548	27-Oct-2023	Jutzi Water Technologies Inc.	667.17

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078549	27-Oct-2023	Kleenway Building Maintenance Services	35,873.67
078550	27-Oct-2023	Rossland Animal Hospital Kristen Brown Veterinary Medicine Prof	1,286.67
078551	27-Oct-2023	9104941 Canada Inc	1,793.31
078552	27-Oct-2023	Liv North Inc.	1,391.47
078553	27-Oct-2023	Pick-A-Mix Concrete Limited	824.90
078554	27-Oct-2023	Miller Concrete Division of Miller Paving Limited	6,135.67
078555	27-Oct-2023	Aceis Group Ltd	4,862.16
078557	27-Oct-2023	Murphy, Cameron	81.94
078558	27-Oct-2023	Logixx Security Inc	226,322.24
078559	27-Oct-2023	Branco, Matthew	87.10
078560	27-Oct-2023	Cedar Signs Inc	2,472.44
078561	27-Oct-2023	Macquarie Equipment Finance Ltd	58,782.70
078562	27-Oct-2023	Kordalewski, Susan	274.44
078563	27-Oct-2023	Firechek Protection Services Inc	3,643.21
078564	27-Oct-2023	Tabcon Consulting Inc	15,820.00
078565	27-Oct-2023	MDA Overhead Doors Inc.	282.50
078566	27-Oct-2023	Coverall Of Canada	230.52
078567	27-Oct-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	3,393.59
078568	27-Oct-2023	Popluar Car Wash Oshawa Inc.	490.50
078569	27-Oct-2023	Paladin Technologies Inc.	22,020.26
078570	27-Oct-2023	Stoneline Ltd	35,719.74

EFT Ref No.	Date Issued	Paid To	Amount
078571	27-Oct-2023	T.Y. Lin International Canada Inc.	75,054.60
078572	27-Oct-2023	Parsons Inc.	65,459.01
078573	27-Oct-2023	Brinks Property Services 1611974 Ontario Ltd	32,889.95
078574	27-Oct-2023	Morris, Branden	16.94
078575	27-Oct-2023	GIP Paving Inc	5,843.25
078576	27-Oct-2023	Genworx Power Systems Inc	426.09
078578	27-Oct-2023	Hall Imaging 5027955 Ontario Inc	1,059.88
078579	27-Oct-2023	+Vg Architects The Ventin Group (Toronto) Ltd	2,131.46
078580	27-Oct-2023	Vanderstelt, Stephan	460.32
078581	27-Oct-2023	Gerd Hermanns Landscape Contractor Inc,	93,979.13
078582	27-Oct-2023	Throne Porta Potty Inc.	11,648.04
078583	27-Oct-2023	NPM Construction Inc	49,744.78
078584	27-Oct-2023	2339366 Ontario Inc Royal Crown Construction	75,363.08
078585	27-Oct-2023	Lcd Mechanical Inc.	168,043.69
078586	27-Oct-2023	Triangle Management Consulting Corp. Andrew Kopec	4,795.72
078587	27-Oct-2023	Janterra Real Estate Advisors Inc.	14,125.00
078588	27-Oct-2023	Malleum Magnari, Inc	7,034.25
078589	27-Oct-2023	Dufferin Construction Company A Division Of CRH Canada Group Inc	93,712.75
078590	27-Oct-2023	Jeffer, Brenda	1,000.00
078591	27-Oct-2023	Blackline Consulting	14,690.00
078592	27-Oct-2023	Innovation Sports	21,038.34

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078593	27-Oct-2023	Henry Kortekaas And Associates Inc. HKLA	1,306.57
078594	27-Oct-2023	MIC Mechanical Contracting Ltd	24,747.00
078595	27-Oct-2023	Shift Landscape Architecture Co Inc	19,323.00
078596	03-Nov-2023	CUPE Local 250	7,140.12
078597	03-Nov-2023	Gray-McQuat, Stacey	136.46
078598	03-Nov-2023	Ford, Laura	40.00
078599	03-Nov-2023	Cook, Robert	16.00
078600	03-Nov-2023	Harris, Paul	96.83
078601	03-Nov-2023	Ryan, Carson	40.00
078603	03-Nov-2023	Acapulco Pools Limited	1,301.98
078604	03-Nov-2023	Acklands-Grainger Inc.	2,231.89
078605	03-Nov-2023	A.J. Stone Company Ltd.	2,415.95
078606	03-Nov-2023	Allan Fyfe Equipment Ltd.	3,796.80
078607	03-Nov-2023	Bathe & McLellan Building Materials	281.01
078608	03-Nov-2023	B. Wills Disposal Service Ltd.	30,422.46
078609	03-Nov-2023	CUPE Local 251	10,568.30
078610	03-Nov-2023	CUPE Local 3760	766.20
078611	03-Nov-2023	Darch Fire Inc.	259.11
078612	03-Nov-2023	Flame-Tamer Fire & Safety Ltd.	1,188.65
078613	03-Nov-2023	Glenn Windrem Trucking Div. 1035477 Ont. Ltd.	5,135.85
078614	03-Nov-2023	Guillevin International Co.	12,163.96

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078615	03-Nov-2023	Jim's Towing Service	788.74
078616	03-Nov-2023	Lakeridge Health	4,351.57
078617	03-Nov-2023	Lifesaving Society	5,022.50
078618	03-Nov-2023	Lockshop Ltd.	5,245.68
078619	03-Nov-2023	McFaul Fencing Ltd.	1,130.00
078620	03-Nov-2023	Nevco Scoreboard Company Ltd.	423.77
078621	03-Nov-2023	Oshawa Professional Firefighters Association, Local 465	18,103.25
078622	03-Nov-2023	Oshawa Public Library	770,812.27
078623	03-Nov-2023	Parkwood Foundation Operating Account	27,083.33
078624	03-Nov-2023	Pineridge Automotive Supply Ltd.	100.55
078625	03-Nov-2023	Regional Municipality of Durham Finance Department	15,124,275.71
078626	03-Nov-2023	Southern Supplies Limited	388.97
078627	03-Nov-2023	Stamp Something	57.07
078628	03-Nov-2023	Swish Maintenance Ltd.	4,658.30
078629	03-Nov-2023	Tucker's Pottery Supplies Inc.	952.31
078630	03-Nov-2023	United Way Of Oshawa-Whitby-Clarington	699.77
078632	03-Nov-2023	Cressman Tree Maintenance And Landscaping Ltd.	9,870.21
078633	03-Nov-2023	Barry Bryan Associates Limited	7,571.00
078634	03-Nov-2023	Cee Elevator Service Ltd.	389.85
078635	03-Nov-2023	Attersley Tire Service Inc.	1,301.86
078637	03-Nov-2023	Mobile Power Solutions Inc.	329.17

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078638	03-Nov-2023	BMS Sanitation & Safety Inc.	468.57
078639	03-Nov-2023	Michelin North America (CDA) Inc Attn: M81725c	2,253.29
078640	03-Nov-2023	Association Of Ontario Road Supervisors	6,051.15
078641	03-Nov-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	1,931.04
078642	03-Nov-2023	Brooklin Bulletin Signs	3,579.39
078643	03-Nov-2023	Brent's Plumbing Inc.	15,576.74
078644	03-Nov-2023	Total Aviation & Airport Solutions	121,513.07
078646	03-Nov-2023	Watson & Associates Economists Ltd.	6,055.39
078647	03-Nov-2023	Alineutility Limited	12,752.05
078648	03-Nov-2023	Crawford Roofing Corporation	71,845.97
078649	03-Nov-2023	HTS Engineering Ltd.	3,282.65
078650	03-Nov-2023	Blackstone Energy Services Inc.	545.79
078651	03-Nov-2023	Pet Valu Store #2238	2,125.18
078652	03-Nov-2023	Firepac Oshawa	873.00
078653	03-Nov-2023	Language Line Services Lockbox Profile Number : T56174c	101.70
078655	03-Nov-2023	Troy Life & Fire Safety Ltd.	4,740.35
078656	03-Nov-2023	Precision Curb Cutting Ltd.	855.79
078658	03-Nov-2023	Professional PCO Services Inc.	375.23
078659	03-Nov-2023	Dulux Paints	1,074.66
078660	03-Nov-2023	Frontline Outfitters	16,147.14
078661	03-Nov-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	332,511.16

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078662	03-Nov-2023	Durham Kubota	203.39
078663	03-Nov-2023	True-Care Restoration Inc	4,939.16
078664	03-Nov-2023	Baker Turner Inc.	3,478.99
078665	03-Nov-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,042.82
078666	03-Nov-2023	Oscan Electrical Supplies Ltd	110.37
078666	03-Nov-2023	Oscan Electrical Supplies Ltd	282.50
078667	03-Nov-2023	Noble Corporation	83.52
078668	03-Nov-2023	WSP Canada Inc C/O Tx4022 C	31,964.88
078669	03-Nov-2023	R.A. Graham Contractors Ltd	2,349.99
078672	03-Nov-2023	Broz Excavating Inc.	8,486.30
078673	03-Nov-2023	Napa IBS UAP Inc	11,988.52
078674	03-Nov-2023	MNP LLP	4,616.08
078675	03-Nov-2023	SGM Janitorial Services Inc.	1,526.30
078676	03-Nov-2023	Big Red Oil Products	3,813.75
078677	03-Nov-2023	Open Space Solutions Inc.	1,271.32
078679	03-Nov-2023	Sunbelt Rentals Of Canada Inc	674.37
078680	03-Nov-2023	Brinks Canada Limited	5,072.56
078681	03-Nov-2023	Charles Jones Industrial Ltd.	8,258.04
078683	03-Nov-2023	MTAG Paralegal Professional Corp.	9,040.00
078684	03-Nov-2023	Cintas Canada Limited	92.66
078685	03-Nov-2023	Schollen & Company Inc.	13,948.17

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078687	03-Nov-2023	MDK Electric Limited	463.06
078688	03-Nov-2023	Gardion Property Services 2514908 Ontario Inc.	8,484.03
078690	03-Nov-2023	Cooper Equipment Rentals Limited	2,856.29
078691	03-Nov-2023	McCarthy Uniforms Inc.	72.09
078691	03-Nov-2023	McCarthy Uniforms Inc.	635.74
078692	03-Nov-2023	Pixel Power VC	214.70
078693	03-Nov-2023	Vissers Sod Farm Ltd	26.44
078694	03-Nov-2023	Johnston Equipment G.N. Johnston Equipment Co. Ltd.	1,446.07
078695	03-Nov-2023	Jutzi Water Technologies Inc.	212.55
078696	03-Nov-2023	East-Court Ford Lincoln Sales Limited	133,049.71
078697	03-Nov-2023	Cheema Cleaning Services Ltd	24,219.05
078698	03-Nov-2023	Miller Concrete Division Of Miller Paving Limited	2,307.34
078699	03-Nov-2023	Lifetime Automotive	1,414.49
078700	03-Nov-2023	Parkland Corporation Sparlings Propane	418.13
078701	03-Nov-2023	Mollah, Mokbul MD	299.45
078703	03-Nov-2023	Johns, Brian E.	300.00
078704	03-Nov-2023	Rain Or Shine Window Cleaning 1944542 Ontario Inc	90.40
078705	03-Nov-2023	Logixx Security Inc	705.39
078706	03-Nov-2023	Netagen	181.70
078707	03-Nov-2023	Kordalewski, Susan	559.82
078709	03-Nov-2023	MDA Overhead Doors Inc.	579.13



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078710	03-Nov-2023	The Lawson Group	9,712.35
078712	03-Nov-2023	Doucette, Jessie	791.32
078713	03-Nov-2023	Linetech Audio Visual Technology Group	926.60
078714	03-Nov-2023	GIP Paving Inc	622.29
078715	03-Nov-2023	Ingcorporated, Inc Xhockyproducts	2,753.66
078716	03-Nov-2023	Genworx Power Systems Inc	414.50
078718	03-Nov-2023	GHD Digital (Canada) Limited	7,688.52
078719	03-Nov-2023	Bhatt, Dadhichi	334.72
078720	03-Nov-2023	Hall Imaging 5027955 Ontario Inc	93.55
078721	03-Nov-2023	The Stevens Company Limited	2,686.58
078722	03-Nov-2023	Midway Nissan Dundas Holdings Inc	1,731.85
078723	03-Nov-2023	Brown, Shawn	875.75
078724	03-Nov-2023	Gerd Hermanns Landscape Contractor Inc,	28,193.50
078725	03-Nov-2023	Modern Air Filter Corporation	1,284.40
078726	03-Nov-2023	Canada Big Truck Rental BTR Heavy Rental Partners Canada Ltd	11,074.00
078727	03-Nov-2023	Ontario Restaurant Hotel & Motel Association	4,808.93
078728	03-Nov-2023	Nummax Contrôle Concept Dynamique Inc.	271.20
078729	03-Nov-2023	Snow, April	212.16
078730	10-Nov-2023	Price, Salisha	117.30
078731	10-Nov-2023	Lawson, Lynda	387.40
078733	10-Nov-2023	Shields, Tina	76.84

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078734	10-Nov-2023	Dennis, Debbie	59.13
078735	10-Nov-2023	Stewart, Alexandra	282.12
078737	10-Nov-2023	A.B.C. Recreation Ltd.	1,497.76
078738	10-Nov-2023	Acklands-Grainger Inc.	1,413.50
078739	10-Nov-2023	A.J. Stone Company Ltd.	4,927.65
078740	10-Nov-2023	Apple Athletic Products (1995) Inc.	2,260.00
078741	10-Nov-2023	Bathe & McLellan Building Materials	522.43
078742	10-Nov-2023	CCS Industrials	101.89
078743	10-Nov-2023	Cimco Refrigeration Div. Toromont Industries	1,171.59
078744	10-Nov-2023	D.G. Biddle & Associates Limited	1,446.40
078745	10-Nov-2023	Dutchmaster Nurseries Limited	5,075.96
078746	10-Nov-2023	EMCO Corporation	719.14
078747	10-Nov-2023	Fire Monitoring Of Canada Inc. Martindale Business Centre	133.11
078748	10-Nov-2023	Glenn Windrem Trucking Div. 1035477 Ont. Ltd.	18,518.84
078749	10-Nov-2023	Guillevin International Co.	2,082.97
078750	10-Nov-2023	J & J Crafts	115.58
078751	10-Nov-2023	Lifesaving Society	1,220.00
078752	10-Nov-2023	Lockshop Ltd.	944.56
078753	10-Nov-2023	Melfer Construction Inc.	18,548.81
078754	10-Nov-2023	Oshawa Bearing Service Limited	463.07
078755	10-Nov-2023	Oshawa Spring Service (1998) Limited	1,734.72

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078756	10-Nov-2023	Peacock Lumber Limited	70.57
078756	10-Nov-2023	Peacock Lumber Limited	807.85
078757	10-Nov-2023	Lexis Nexis Canada Inc	152.25
078758	10-Nov-2023	Regional Municipality Of Durham Finance Department	61,246.00
078759	10-Nov-2023	Rivett Architectural Hardware Limited	38.13
078760	10-Nov-2023	Southern Supplies Limited	163.53
078761	10-Nov-2023	Swish Maintenance Ltd.	2,617.35
078762	10-Nov-2023	Town & Country Contracting (Ontario) Limited	6,717.85
078763	10-Nov-2023	Weirfoulds LLP	73,742.33
078764	10-Nov-2023	Xerox Canada Ltd.	4,002.07
078765	10-Nov-2023	Cressman Tree Maintenance And Landscaping Ltd.	13,828.76
078766	10-Nov-2023	Cee Elevator Service Ltd.	516.98
078767	10-Nov-2023	Attersley Tire Service Inc.	5,453.58
078768	10-Nov-2023	Fireservice Management Ltd.	6,091.83
078769	10-Nov-2023	Classic Displays	7,808.30
078770	10-Nov-2023	Brant Office Supply Limited	3,300.37
078771	10-Nov-2023	BMS Sanitation & Safety Inc.	2,545.78
078772	10-Nov-2023	Michelin North America (CDA) Inc Attn: M81725c	3,998.41
078773	10-Nov-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	2,484.50
078774	10-Nov-2023	Rent All Centre	4,646.53
078775	10-Nov-2023	Central Lake Ontario Conservation Authority	1,930.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078776	10-Nov-2023	Brooklin Bulletin Signs	594.38
078777	10-Nov-2023	AJ Manufacturing Ltd.	291.38
078778	10-Nov-2023	Claybar Contracting Inc.	150,273.35
078779	10-Nov-2023	J.D. Truck Accessories Ltd. Action Car And Truck Accessories	6,469.25
078780	10-Nov-2023	Best Windows Inc.	3,933.70
078781	10-Nov-2023	Cansel Survey Equipment Inc.	339.00
078783	10-Nov-2023	Brent's Plumbing Inc.	66,464.90
078784	10-Nov-2023	Glen Chemicals Limited	528.95
078785	10-Nov-2023	DBS Security Solutions Ltd.	1,921.00
078786	10-Nov-2023	Total Aviation & Airport Solutions	129,245.66
078788	10-Nov-2023	Mike Clark Excavating & Septic Pumping	15,613.53
078789	10-Nov-2023	HTS Engineering Ltd.	32,890.91
078790	10-Nov-2023	Avon Security Products	1,761.67
078791	10-Nov-2023	Maximum Signs 921964 Ontario Limited	772.69
078792	10-Nov-2023	Profire Emergency Equipment	399.79
078795	10-Nov-2023	Superior Propane	2,125.28
078796	10-Nov-2023	Co2 Source	347.37
078797	10-Nov-2023	Gateway Pet Memorial Services	3,545.54
078798	10-Nov-2023	Lato, Chris	333.58
078799	10-Nov-2023	Dulux Paints	89.12
078800	10-Nov-2023	Frontline Outfitters	2,576.06

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078801	10-Nov-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	101,798.93
078803	10-Nov-2023	Hicks Morley Hamilton Stewart Storie LLP, In Trust	5,610.46
078805	10-Nov-2023	Oscan Electrical Supplies Ltd	3,733.57
078805	10-Nov-2023	Oscan Electrical Supplies Ltd	707.84
078806	10-Nov-2023	Noble Corporation	137.22
078807	10-Nov-2023	Berrn Consulting Ltd.	7,502.75
078808	10-Nov-2023	CIMA Canada Inc.	2,118.75
078809	10-Nov-2023	WSP Canada Inc C/O Tx4022 C	2,988.67
078810	10-Nov-2023	R.A. Graham Contractors Ltd	8,074.84
078811	10-Nov-2023	Cambium Inc.	485.90
078816	10-Nov-2023	Upper Canada Fuel & Burner	534.49
078817	10-Nov-2023	Napa IBS UAP Inc	54.01
078819	10-Nov-2023	CSL Group Ltd.	5,052.55
078820	10-Nov-2023	Curbex	4,301.91
078821	10-Nov-2023	J. Hoover Ltd.	121,554.22
078822	10-Nov-2023	Open Space Solutions Inc.	2,030.23
078824	10-Nov-2023	Citron Hygiene LP	1,669.71
078825	10-Nov-2023	Canadian Scale Company Limited	1,101.75
078826	10-Nov-2023	Rembrandt Awards Mfg. Ltd.	49.72
078828	10-Nov-2023	Schollen & Company Inc.	561.47
078829	10-Nov-2023	Municipal Retirees Organization Ontario	450.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078830	10-Nov-2023	MDK Electric Limited	5,277.32
078831	10-Nov-2023	Gardion Property Services 2514908 Ontario Inc.	8,715.41
078832	10-Nov-2023	D Crupi & Sons Limited	104,314.55
078834	10-Nov-2023	Zeng, Yue Yuan (Shelley)	362.15
078835	10-Nov-2023	Cooper Equipment Rentals Limited	727.47
078836	10-Nov-2023	McCarthy Uniforms Inc.	362.28
078836	10-Nov-2023	McCarthy Uniforms Inc.	332.11
078836	10-Nov-2023	McCarthy Uniforms Inc.	646.70
078837	10-Nov-2023	Ademco Iii, Ltd	9,612.14
078838	10-Nov-2023	Vissers Sod Farm Ltd	284.76
078839	10-Nov-2023	Johnston Equipment G.N. Johnston Equipment Co. Ltd.	472.31
078840	10-Nov-2023	Cheema Cleaning Services Ltd	21,829.87
078841	10-Nov-2023	Liv North Inc.	858.80
078842	10-Nov-2023	Miller Concrete Division of Miller Paving Limited	4,731.56
078843	10-Nov-2023	Lifetime Automotive	2,249.27
078844	10-Nov-2023	Parkland Corporation Sparlings Propane	255.53
078845	10-Nov-2023	AIG Insurance Company Of Canada	2,315.54
078846	10-Nov-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	4,694.03
078847	10-Nov-2023	Pottinger Gaherty Environmental Consultants Ltd	702.77
078848	10-Nov-2023	Logixx Security Inc	176.35
078849	10-Nov-2023	Windsor Salt Ltd.	395,135.81

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078850	10-Nov-2023	Torpedo Marketing Inc	4,602.73
078851	10-Nov-2023	Cedar Signs Inc	1,047.41
078852	10-Nov-2023	Macquarie Equipment Finance Ltd	16,259.74
078853	10-Nov-2023	Netagen	8,896.91
078854	10-Nov-2023	Dr. Beshay Veterinary Professional Corp Animal Clinic of East Durham	6,193.38
078855	10-Nov-2023	Wieczorek, Alana	164.64
078856	10-Nov-2023	Echelon Supply And Service	47.93
078857	10-Nov-2023	MDA Overhead Doors Inc.	7,429.20
078858	10-Nov-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	631.99
078859	10-Nov-2023	Trisan Construction 614128 Ontario Ltd	653,669.49
078860	10-Nov-2023	Brinks Property Services 1611974 Ontario Ltd	32,972.63
078861	10-Nov-2023	Flores, Luis	1,016.19
078863	10-Nov-2023	GIP Paving Inc	4,581.91
078864	10-Nov-2023	Genworx Power Systems Inc	223.19
078865	10-Nov-2023	Namek, Kaitlin	110.03
078866	10-Nov-2023	Hall Imaging 5027955 Ontario Inc	867.84
078867	10-Nov-2023	Canadian Tech Air Systems Inc.	277,859.66
078868	10-Nov-2023	Jim Kong Amusements Inc	1,468.94
078869	10-Nov-2023	Comtech Group Inc	29,309.57
078870	10-Nov-2023	Triangle Management Consulting Corp. Andrew Kopec	4,316.15
078871	10-Nov-2023	Jeffer, Brenda	1,000.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078873	17-Nov-2023	CUPE Local 250	7,118.23
078874	17-Nov-2023	Ontario Municipal Employees Retirement System	4,982.98
078875	17-Nov-2023	Price, Salisha	168.30
078876	17-Nov-2023	Stockfish, Brian	141.65
078877	17-Nov-2023	Stoddard, Tyler	531.78
078879	17-Nov-2023	White, Jordan	289.68
078880	17-Nov-2023	Gorman, Stephanie	74.80
078881	17-Nov-2023	Mehraban, Raufae	1,576.35
078882	17-Nov-2023	Acklands-Grainger Inc.	1,119.52
078883	17-Nov-2023	Aquam Specialiste Aquatique Inc.	538.73
078884	17-Nov-2023	Bathe & McLellan Building Materials	298.35
078885	17-Nov-2023	B. Wills Disposal Service Ltd.	17,022.92
078886	17-Nov-2023	Thomson Reuters Canada	707.70
078887	17-Nov-2023	CCS Industrials	247.01
078888	17-Nov-2023	Cimco Refrigeration Div. Toromont Industries	6,634.31
078889	17-Nov-2023	CUPE Local 251	10,303.33
078890	17-Nov-2023	CUPE Local 3760	783.02
078891	17-Nov-2023	Darch Fire Inc.	94.36
078892	17-Nov-2023	EMCO Corporation	9,719.43
078893	17-Nov-2023	Guillevin International Co.	155.81
078894	17-Nov-2023	Jim's Towing Service	1,092.71



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078895	17-Nov-2023	Johnson Controls #T6067	32,809.55
078896	17-Nov-2023	Kamstra Landscaping	1,153.89
078897	17-Nov-2023	Kobes Nurseries Inc.	241.82
078898	17-Nov-2023	Lockshop Ltd.	839.04
078899	17-Nov-2023	Melfer Construction Inc.	17,176.00
078900	17-Nov-2023	Oshawa Professional Firefighters Association, Local 465	17,942.18
078901	17-Nov-2023	Oshawa Spring Service (1998) Limited	470.98
078902	17-Nov-2023	Peacock Lumber Limited	352.00
078902	17-Nov-2023	Peacock Lumber Limited	76.28
078903	17-Nov-2023	Plant Products Co. Ltd.	1,863.48
078904	17-Nov-2023	Purolator Courier Ltd.	259.28
078905	17-Nov-2023	Regional Municipality Of Durham Finance Department	20,000.00
078906	17-Nov-2023	Regional Municipality Of Durham Finance Department	444,918.41
078907	17-Nov-2023	Rivett Architectural Hardware Limited	395.41
078908	17-Nov-2023	Sartell Instrumentation Ltd.	285.78
078909	17-Nov-2023	Town & Country Contracting (Ontario) Limited	3,757.25
078910	17-Nov-2023	Traction UAP Inc. #963	293.34
078911	17-Nov-2023	United Way Of Oshawa-Whitby-Clarington	699.77
078912	17-Nov-2023	Window Bars Ltd., Locksmiths	1,213.62
078913	17-Nov-2023	Fireservice Management Ltd.	4,642.04
078915	17-Nov-2023	BMS Sanitation & Safety Inc.	875.94

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078916	17-Nov-2023	Michelin North America (CDA) Inc Attn: M81725c	3,557.51
078917	17-Nov-2023	WPS Canada Inc	429.40
078918	17-Nov-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	1,740.77
078919	17-Nov-2023	Central Lake Ontario Conservation Authority	1,930.00
078920	17-Nov-2023	Wurth Canada Limited	24.08
078921	17-Nov-2023	Allied Medical Instruments Inc.	507.28
078922	17-Nov-2023	Desco Plumbing And Heating Supply Inc.	935.48
078923	17-Nov-2023	Wally's Sealing & Patching Inc.	644.10
078924	17-Nov-2023	Brent's Plumbing Inc.	1,788.70
078925	17-Nov-2023	Glen Chemicals Limited	214.42
078926	17-Nov-2023	DBS Security Solutions Ltd.	2,960.60
078927	17-Nov-2023	Total Aviation & Airport Solutions	1,597.82
078928	17-Nov-2023	Astley Gilbert Limited	512.34
078929	17-Nov-2023	HTS Engineering Ltd.	3,840.88
078931	17-Nov-2023	Firepac Oshawa	870.00
078932	17-Nov-2023	Bob Mark New Holland Sales Ltd.	3,395.65
078934	17-Nov-2023	Suncor Energy Products Partnership	131,394.09
078935	17-Nov-2023	Precision Curb Cutting Ltd.	1,392.89
078936	17-Nov-2023	Professional PCO Services Inc.	848.40
078937	17-Nov-2023	Lato, Chris	1,463.35
078938	17-Nov-2023	Dulux Paints	1,671.56

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078939	17-Nov-2023	Frontline Outfitters	2,630.19
078940	17-Nov-2023	Treescape Tree Care Professionals Limited	196,354.82
078941	17-Nov-2023	True-Care Restoration Inc	3,485.95
078942	17-Nov-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,033.54
078945	17-Nov-2023	Oscan Electrical Supplies Ltd	1,392.19
078946	17-Nov-2023	CIMA Canada Inc.	2,734.60
078947	17-Nov-2023	R.A. Graham Contractors Ltd	9,115.21
078948	17-Nov-2023	Cambium Inc.	2,090.50
078949	17-Nov-2023	Wolseley Canada Inc.	204.28
078950	17-Nov-2023	Pro Kontrol	537.32
078952	17-Nov-2023	Planview Utility Services Limited	943.55
078953	17-Nov-2023	Metro Jet Wash Corp.	9,768.50
078954	17-Nov-2023	Napa IBS UAP Inc	18,297.85
078955	17-Nov-2023	Birchcliff Construction Ltd.	41,378.60
078956	17-Nov-2023	Ho Sang, Brian	750.00
078957	17-Nov-2023	SQM Janitorial Services Inc.	1,526.30
078959	17-Nov-2023	Premier Truck Group Ptg Mississauga Enterprises Ltd.	411.60
078960	17-Nov-2023	Citron Hygiene LP	1,764.61
078961	17-Nov-2023	Coldwell Banker RMR Real Estate Brokerage - R.M.R. Real Estate Ltd	847.50
078963	17-Nov-2023	Brinks Canada Limited	347.14
078964	17-Nov-2023	CWB National Leasing	4,478.31

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078965	17-Nov-2023	Charles Jones Industrial Ltd.	1,571.42
078966	17-Nov-2023	Cintas Canada Limited	7,243.91
078967	17-Nov-2023	MDK Electric Limited	56,764.52
078968	17-Nov-2023	Miska Trailer Factory 2055495 Ontario Inc.	10,984.73
078969	17-Nov-2023	Gray's Landscaping & Snow Removal Inc.	160,836.25
078970	17-Nov-2023	D Crupi & Sons Limited	89,044.00
078971	17-Nov-2023	R Courier 6863353 Canada Corporation	508.50
078973	17-Nov-2023	Cooper Equipment Rentals Limited	1,338.78
078974	17-Nov-2023	BT Engineering Inc.	60,866.91
078975	17-Nov-2023	Art Engineering Inc	83,620.00
078976	17-Nov-2023	Harrington McAvan Ltd	27,008.25
078977	17-Nov-2023	Johnston Equipment G.N. Johnston Equipment Co. Ltd.	333.59
078978	17-Nov-2023	ENY Time Cleaning Services Inc.	1,118.70
078979	17-Nov-2023	Ricketts, Ariel	214.20
078980	17-Nov-2023	Liv North Inc.	247.94
078981	17-Nov-2023	Aspro Systems Corporation	110.14
078982	17-Nov-2023	Powerwave Energy Solutions	2,350.40
078983	17-Nov-2023	Primecontact Inc	11,998.34
078984	17-Nov-2023	Miller Concrete Division of Miller Paving Limited	2,411.64
078985	17-Nov-2023	Sanat, Reza	93.98
078986	17-Nov-2023	Lifetime Automotive	904.35

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
078987	17-Nov-2023	Parkland Corporation Sparlings Propane	232.29
078988	17-Nov-2023	Woodcock, Evan	153.40
078989	17-Nov-2023	Ontario Clean Water Agency (OCWA)	6,098.25
078990	17-Nov-2023	Netagen	92,008.94
078991	17-Nov-2023	Czechowski, Jeremy	620.16
078992	17-Nov-2023	MDA Overhead Doors Inc.	481.95
078993	17-Nov-2023	Remy Consulting Engineers Ltd.	6,864.75
078994	17-Nov-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	1,517.03
078996	17-Nov-2023	Parsons Inc.	41,354.38
078998	17-Nov-2023	GIP Paving Inc	2,634.99
078999	17-Nov-2023	Genworx Power Systems Inc	284.06
079000	17-Nov-2023	Namek, Kaitlin	255.16
079001	17-Nov-2023	Parklane Systems Inc.	3,192.25
079002	17-Nov-2023	Canada Big Truck Rental BTR Heavy Rental Partners Canada Ltd	11,074.00
079003	17-Nov-2023	NAK Design Strategies Inc.	4,429.60
079004	17-Nov-2023	Thorn, Caitlin	180.20
079006	17-Nov-2023	Goodbye Graffiti Oshawa Whitby WMU Enterprises Inc.	2,083.55
079007	17-Nov-2023	Upton, Ryan	72.76
079008	17-Nov-2023	Parker, Jason	71.47
079009	24-Nov-2023	Durham District School Board	68,980.00
079010	24-Nov-2023	Ontario Municipal Employees Retirement System	1,385,939.36

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079011	24-Nov-2023	Piraino, Peter	333.58
079013	24-Nov-2023	Harrington, Mike	560.28
079014	24-Nov-2023	Russo, Antonio	102.76
079015	24-Nov-2023	A.B.C. Recreation Ltd.	422.00
079016	24-Nov-2023	Acklands-Grainger Inc.	2,096.54
079017	24-Nov-2023	A.J. Stone Company Ltd.	1,593.66
079018	24-Nov-2023	Allan Fyfe Equipment Ltd.	3,796.80
079019	24-Nov-2023	Bathe & McLellan Building Materials	160.98
079020	24-Nov-2023	Thomson Reuters Canada	310.77
079021	24-Nov-2023	CCS Industrials	461.07
079022	24-Nov-2023	Corporate Express Canada, Inc. O/A Staples Advantage Canada	4,971.66
079023	24-Nov-2023	Crown Maintenance Inc.	2,295.58
079024	24-Nov-2023	Darch Fire Inc.	452.28
079025	24-Nov-2023	D.G. Biddle & Associates Limited	621.50
079026	24-Nov-2023	Dufferin Aggregates Division of CRH Canada Group Inc.	725.72
079027	24-Nov-2023	Dutchmaster Nurseries Limited	1,765.06
079028	24-Nov-2023	Guillevin International Co.	2,924.55
079029	24-Nov-2023	Jim's Towing Service	781.96
079030	24-Nov-2023	J.J. Mackay Canada Limited Mackay Meters	516.53
079031	24-Nov-2023	Kamstra Landscaping	623.60
079032	24-Nov-2023	Lockshop Ltd.	153.84

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079033	24-Nov-2023	Maracle Press Limited	7,182.30
079034	24-Nov-2023	McFaul Fencing Ltd.	73.53
079035	24-Nov-2023	Melfer Construction Inc.	388,567.66
079036	24-Nov-2023	Miller Waste Systems	34,694.25
079037	24-Nov-2023	Electrical Safety Authority	6,753.93
079038	24-Nov-2023	Oshawa Historical Society	229.50
079039	24-Nov-2023	Iron Mountain Canada Corp	590.00
079040	24-Nov-2023	Lexis Nexis Canada Inc	943.95
079041	24-Nov-2023	Regional Municipality Of Durham Finance Department	9,515,790.96
079042	24-Nov-2023	Regional Municipality Of Durham Finance Department	45,705.29
079043	24-Nov-2023	Rivett Architectural Hardware Limited	1,056.32
079044	24-Nov-2023	Southern Supplies Limited	205.20
079045	24-Nov-2023	Stamp Something	46.90
079046	24-Nov-2023	Stokes International	652.52
079047	24-Nov-2023	Swish Maintenance Ltd.	936.32
079048	24-Nov-2023	Technical Standards & Safety Authority	295.20
079049	24-Nov-2023	Cressman Tree Maintenance And Landscaping Ltd.	13,828.76
079050	24-Nov-2023	Cee Elevator Service Ltd.	6,406.82
079051	24-Nov-2023	Vicdom Sand & Gravel (Ontario) Ltd.	25,746.73
079052	24-Nov-2023	Attersley Tire Service Inc.	1,383.69
079053	24-Nov-2023	Brant Office Supply Limited	1,650.18

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079054	24-Nov-2023	BMS Sanitation & Safety Inc.	357.86
079055	24-Nov-2023	Michelin North America (CDA) Inc Attn: M81725c	2,591.95
079056	24-Nov-2023	Greater Oshawa Chamber Of Commerce	106.22
079057	24-Nov-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	2,745.90
079058	24-Nov-2023	Promark Telecon	27,113.33
079059	24-Nov-2023	AJ Manufacturing Ltd.	288.15
079059	24-Nov-2023	AJ Manufacturing Ltd.	101.70
079059	24-Nov-2023	AJ Manufacturing Ltd.	263.63
079060	24-Nov-2023	Water & Ice North America Inc.	776.83
079062	24-Nov-2023	Brent's Plumbing Inc.	6,584.30
079063	24-Nov-2023	Glen Chemicals Limited	3,737.21
079064	24-Nov-2023	Total Aviation & Airport Solutions	146,237.10
079065	24-Nov-2023	Mike Clark Excavating & Septic Pumping	11,337.24
079066	24-Nov-2023	Duracut Machine Knife Company Ltd.	616.98
079067	24-Nov-2023	HTS Engineering Ltd.	4,711.70
079068	24-Nov-2023	Wattsworth Analysis Inc.	1,243.00
079069	24-Nov-2023	D.M. Wills Associates Limited	6,457.95
079070	24-Nov-2023	Landscape Planning Limited	5,650.00
079071	24-Nov-2023	Language Line Services Lockbox Profile Number : T56174c	203.40
079072	24-Nov-2023	Durham Catholic District School Board	45,720.00
079073	24-Nov-2023	Automated Logic Canada	220.35



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079074	24-Nov-2023	Suncor Energy Products Partnership	1,291.56
079075	24-Nov-2023	Troy Life & Fire Safety Ltd.	678.00
079076	24-Nov-2023	GFL Environmental Inc	16,198.20
079077	24-Nov-2023	Superior Propane	2,544.57
079078	24-Nov-2023	Dulux Paints	336.83
079079	24-Nov-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	287,153.43
079080	24-Nov-2023	Oracle Canada ULC	12,719.82
079081	24-Nov-2023	Oscan Electrical Supplies Ltd	419.04
079082	24-Nov-2023	Noble Corporation	667.44
079083	24-Nov-2023	CIMA Canada Inc.	5,876.00
079084	24-Nov-2023	WSP Canada Inc C/O Tx4022 C	43,963.47
079085	24-Nov-2023	R.A. Graham Contractors Ltd	210.02
079086	24-Nov-2023	Cambium Inc.	8,136.00
079087	24-Nov-2023	Anthony Furlano Construction Inc.	17,218.37
079088	24-Nov-2023	Ontario One Call	1,543.91
079091	24-Nov-2023	C.P. Systems	17,450.31
079092	24-Nov-2023	Metro Jet Wash Corp.	12,544.67
079093	24-Nov-2023	Sky Wireless Communications Inc	1,222.65
079094	24-Nov-2023	Kardtech Inc.	56.50
079095	24-Nov-2023	Upper Canada Fuel & Burner	621.50
079096	24-Nov-2023	Napa IBS UAP Inc	41,580.62

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079097	24-Nov-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	17,374.77
079098	24-Nov-2023	Palmer Enviromental Consulting Group	5,603.89
079099	24-Nov-2023	SQM Janitorial Services Inc.	763.15
079100	24-Nov-2023	Premier Truck Group Ptg Mississauga Enterprises Ltd.	977.60
079101	24-Nov-2023	CSL Group Ltd.	104,434.88
079102	24-Nov-2023	Curbex	461.04
079103	24-Nov-2023	Acceo Solutions Inc.	2,214.80
079104	24-Nov-2023	Sentia Solutions Inc.	62,154.52
079105	24-Nov-2023	Mister Safety Shoes Inc.	4,180.51
079107	24-Nov-2023	Hamster, Division Of Novexco Inc.	8,960.30
079109	24-Nov-2023	MTAG Paralegal Professional Corp.	9,040.00
079110	24-Nov-2023	Medavie Blue Cross	144,659.65
079111	24-Nov-2023	Medavie Blue Cross	402,857.41
079112	24-Nov-2023	MDK Electric Limited	2,683.21
079113	24-Nov-2023	De Vroomen Bulb Canada Inc	22,005.74
079114	24-Nov-2023	Gardion Property Services 2514908 Ontario Inc.	10,462.75
079115	24-Nov-2023	D Crupi & Sons Limited	386,202.27
079116	24-Nov-2023	R Courier 6863353 Canada Corporation	1,100.30
079116	24-Nov-2023	R Courier 6863353 Canada Corporation	1,102.04
079118	24-Nov-2023	Cooper Equipment Rentals Limited	313.11
079119	24-Nov-2023	McCarthy Uniforms Inc.	317.41

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079120	24-Nov-2023	Ademco Iii, Ltd	9,612.14
079121	24-Nov-2023	Armtec Inc.	6,712.83
079122	24-Nov-2023	Basterfield & Associates Inc	1,130.00
079123	24-Nov-2023	Syer, Matthew	289.20
079124	24-Nov-2023	Pixel Power VC	1,096.10
079125	24-Nov-2023	Art Engineering Inc	6,022.31
079126	24-Nov-2023	Trent University Attn: Accts Payable	20,202.72
079127	24-Nov-2023	Jutzi Water Technologies Inc.	1,862.39
079128	24-Nov-2023	Kleenway Building Maintenance Services	35,873.67
079129	24-Nov-2023	Liv North Inc.	1,883.71
079130	24-Nov-2023	Traffic Logix Corporation	193.05
079131	24-Nov-2023	Lifetime Automotive	556.52
079132	24-Nov-2023	Parkland Corporation Sparlings Propane	255.53
079133	24-Nov-2023	Mollah, Mokbul MD	1,158.24
079135	24-Nov-2023	Twin Eagle Resource Management Canada LLC	7,224.11
079136	24-Nov-2023	Mitacs Inc.	8,475.00
079137	24-Nov-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	512.44
079138	24-Nov-2023	Johns, Brian E.	300.00
079139	24-Nov-2023	Rain Or Shine Window Cleaning 1944542 Ontario Inc	2,353.20
079140	24-Nov-2023	Mackenzie, Beth	2,100.00
079141	24-Nov-2023	Logixx Security Inc	224,046.63

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079142	24-Nov-2023	Windsor Salt Ltd.	11,967.22
079143	24-Nov-2023	Ontario Clean Water Agency (OCWA)	901.25
079144	24-Nov-2023	2589645 Ontario Inc O/A Christmas Lights By Skedaddle Humane Wildlife	Cont 21,707.45
079145	24-Nov-2023	Nicholas Jay Architect	1,966.20
079146	24-Nov-2023	Echelon Supply And Service	29.27
079147	24-Nov-2023	Tabcon Consulting Inc	7,808.30
079148	24-Nov-2023	MDA Overhead Doors Inc.	5,294.77
079149	24-Nov-2023	Coverall Of Canada	230.52
079150	24-Nov-2023	Popluar Car Wash Oshawa Inc.	329.80
079151	24-Nov-2023	The Lawson Group	6,627.45
079152	24-Nov-2023	Stoneline Ltd	1,066.46
079153	24-Nov-2023	Salandria Ltd	4,214.90
079155	24-Nov-2023	GIP Paving Inc	2,206.38
079156	24-Nov-2023	K Freidorf Ltd O/A Foch Family Landscape Architecture	2,127.23
079157	24-Nov-2023	Genworx Power Systems Inc	525.43
079159	24-Nov-2023	Hall Imaging 5027955 Ontario Inc	469.84
079160	24-Nov-2023	Scribe Technical Writers And	7,232.00
079161	24-Nov-2023	Crozier Environmental Inc	5,898.60
079162	24-Nov-2023	Modern Air Filter Corporation	93.97
079163	24-Nov-2023	Oshawa Tourism Greater Oshawa Chamber Of Commerce	77,923.21
079164	24-Nov-2023	Melrose Paving Co Ltd	39,387.89

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079165	24-Nov-2023	NRB Inc	46,782.00
079166	24-Nov-2023	Jeffs, Brenda	1,000.00
079167	24-Nov-2023	Blackline Consulting	16,950.00
079168	24-Nov-2023	Bingham Controls Ltd	49,447.58
079169	24-Nov-2023	Henry Kortekaas And Associates Inc. HKLA	25,022.43
079170	24-Nov-2023	Lean Advisors 2728919 Ontario Inc.	8,841.12
079171	24-Nov-2023	Rando, Ralph	390.38
079172	01-Dec-2023	CUPE Local 250	6,854.86
079173	01-Dec-2023	Ontario Municipal Employees Retirement System	988.16
079174	01-Dec-2023	Ontario Municipal Employees Retirement System	22,812.90
079176	01-Dec-2023	Danglli, Eledi	70.72
079177	01-Dec-2023	Cudmore, Danielle	27.81
079178	01-Dec-2023	Bovie, Lesley	16.52
079179	01-Dec-2023	Hendry, Avery	85.54
079181	01-Dec-2023	Hinds, Arley	479.71
079182	01-Dec-2023	Acklands-Grainger Inc.	2,967.97
079183	01-Dec-2023	A.J. Stone Company Ltd.	989.80
079184	01-Dec-2023	Apex Sound & Light Corp.	2,313.11
079185	01-Dec-2023	Aquam Specialiste Aquatique Inc.	2,299.04
079186	01-Dec-2023	Bathe & McLellan Building Materials	1,249.33
079187	01-Dec-2023	Bradley Supply Limited	194.01

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079188	01-Dec-2023	B. Wills Disposal Service Ltd.	32,405.03
079189	01-Dec-2023	Thomson Reuters Canada	2,649.85
079190	01-Dec-2023	CCS Industrials	127.87
079191	01-Dec-2023	Crown Maintenance Inc.	2,384.30
079192	01-Dec-2023	CUPE Local 251	10,379.31
079193	01-Dec-2023	CUPE Local 3760	765.42
079194	01-Dec-2023	Glenn Windrem Trucking Div. 1035477 Ont. Ltd.	787.69
079195	01-Dec-2023	Guillevin International Co.	496.97
079196	01-Dec-2023	Jim's Towing Service	729.98
079197	01-Dec-2023	Johnson Controls #T6067	3,770.20
079198	01-Dec-2023	Kobes Nurseries Inc.	791.00
079199	01-Dec-2023	Lakeridge Health	2,034.00
079200	01-Dec-2023	Lifesaving Society	1,185.50
079201	01-Dec-2023	Livingston International Inc.	279.62
079202	01-Dec-2023	Lockshop Ltd.	683.14
079203	01-Dec-2023	Metals Plus Ltd.	337.78
079204	01-Dec-2023	Oshawa Professional Firefighters Association, Local 465	18,081.81
079205	01-Dec-2023	Oshawa Public Library	749,714.40
079206	01-Dec-2023	Regional Municipality Of Durham Finance Department	12,573.51
079207	01-Dec-2023	Swish Maintenance Ltd.	2,745.66
079208	01-Dec-2023	Technical Standards & Safety Authority	250.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079209	01-Dec-2023	United Way Of Oshawa-Whitby-Clarington	674.77
079210	01-Dec-2023	Valley Blades Limited	4,523.57
079211	01-Dec-2023	Weirfoulds LLP	92,645.43
079212	01-Dec-2023	Xerox Canada Ltd.	5,186.10
079213	01-Dec-2023	Cee Elevator Service Ltd.	3,982.55
079214	01-Dec-2023	Canadian Pacific Railway Company	17,658.76
079215	01-Dec-2023	Attersley Tire Service Inc.	14,132.10
079216	01-Dec-2023	Brant Office Supply Limited	3,040.16
079217	01-Dec-2023	BMS Sanitation & Safety Inc.	227.44
079218	01-Dec-2023	Michelin North America (CDA) Inc Attn: M81725c	295.21
079219	01-Dec-2023	Greater Oshawa Chamber Of Commerce	5,265.55
079220	01-Dec-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	8,384.34
079222	01-Dec-2023	AJ Manufacturing Ltd.	96.05
079223	01-Dec-2023	Best Windows Inc.	746.36
079224	01-Dec-2023	Cansel Survey Equipment Inc.	339.00
079225	01-Dec-2023	MacAulay Shiomi Howson Ltd.	1,954.90
079226	01-Dec-2023	Brent's Plumbing Inc.	13,839.38
079227	01-Dec-2023	Glen Chemicals Limited	703.99
079228	01-Dec-2023	Total Aviation & Airport Solutions	40,726.77
079229	01-Dec-2023	Astley Gilbert Limited	225.72
079230	01-Dec-2023	Alineutility Limited	5,254.50

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079231	01-Dec-2023	Vertical Systems	4,197.11
079232	01-Dec-2023	E.L.S. Division Of 646321 Ontario Ltd.	915.30
079233	01-Dec-2023	HTS Engineering Ltd.	8,740.55
079234	01-Dec-2023	Maximum Signs 921964 Ontario Limited	2,254.36
079235	01-Dec-2023	E.J. Walsh & Co. Inc.	1,722.69
079236	01-Dec-2023	D.M. Wills Associates Limited	1,565.62
079237	01-Dec-2023	Firepac Oshawa	927.00
079238	01-Dec-2023	Monteith Brown Planning Consultants	19,406.35
079239	01-Dec-2023	Suncor Energy Products Partnership	53,321.88
079240	01-Dec-2023	Precision Curb Cutting Ltd.	1,286.17
079241	01-Dec-2023	Superior Propane	2,154.36
079242	01-Dec-2023	Dulux Paints	192.03
079243	01-Dec-2023	Municipal Equipment 2430174 Ontario Inc.	718.91
079244	01-Dec-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	264,641.14
079245	01-Dec-2023	Packet-Tel Corp.	1,293.85
079246	01-Dec-2023	Baker Turner Inc.	3,547.64
079247	01-Dec-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,041.58
079249	01-Dec-2023	WSP Canada Inc C/O Tx4022 C	774.05
079250	01-Dec-2023	Aquatechno Specialistes Aquatiques Inc.	1,306.29
079251	01-Dec-2023	Williams Communication Services	5,284.45
079252	01-Dec-2023	Napa IBS UAP Inc	10,449.36



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079253	01-Dec-2023	Garage Supply Contracting Inc	1,429.45
079254	01-Dec-2023	Ho Sang, Brian	1,250.00
079256	01-Dec-2023	CSL Group Ltd.	3,725.33
079257	01-Dec-2023	Big Red Oil Products	7,773.62
079258	01-Dec-2023	Curbex	237.30
079259	01-Dec-2023	Malcolm, Kevin	17.90
079260	01-Dec-2023	Lenby Business Forms Inc.	2,361.70
079262	01-Dec-2023	Intelligenz Solutions Intelligenz Limited	58,254.88
079263	01-Dec-2023	ECS Cares Incorporated	896.32
079264	01-Dec-2023	Murphy, Brett	50.00
079265	01-Dec-2023	BGIS Energy And Facility Solutions Inc.	579.97
079266	01-Dec-2023	Carson Electric Limited	370.64
079267	01-Dec-2023	Charles Jones Industrial Ltd.	384.10
079268	01-Dec-2023	Element Elevators Inc.	2,034.00
079269	01-Dec-2023	Legacy Underground Locates Inc.	429.40
079270	01-Dec-2023	Hamster, Division Of Novexco Inc.	380.25
079271	01-Dec-2023	Allegra 1978291 Ontario Inc	2,477.54
079272	01-Dec-2023	MDK Electric Limited	6,732.38
079273	01-Dec-2023	Simcoe-Rossland Veterinary Professional Corporation	26,658.26
079274	01-Dec-2023	Ford, Robert	75.00
079275	01-Dec-2023	Cooper Equipment Rentals Limited	26.89

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EFT Ref No.	Date Issued	Paid To	Amount
079276	01-Dec-2023	Durham College Foundation	4,000.00
079277	01-Dec-2023	Pixel Power VC	1,169.55
079278	01-Dec-2023	Vissers Sod Farm Ltd	26.44
079279	01-Dec-2023	Jutzi Water Technologies Inc.	73.01
079280	01-Dec-2023	Liv North Inc.	3,037.65
079281	01-Dec-2023	Powerwave Energy Solutions	1,808.00
079282	01-Dec-2023	Lifetime Automotive	579.71
079283	01-Dec-2023	Parkland Corporation Sparlings Propane	255.53
079284	01-Dec-2023	ACEIS Group Ltd	13,747.34
079285	01-Dec-2023	Hardy, Greg	67.80
079286	01-Dec-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	542.86
079287	01-Dec-2023	David Singh Consulting Inc.	1,650.00
079288	01-Dec-2023	Linde Canada Inc.	236.27
079289	01-Dec-2023	Dr. Beshay Veterinary Professional Corp Animal Clinic of East Durham	11,778.83
079290	01-Dec-2023	Wieczorek, Alana	350.30
079291	01-Dec-2023	Clapp, Lindsay	91.39
079292	01-Dec-2023	Echelon Supply And Service	24.63
079293	01-Dec-2023	MDA Overhead Doors Inc.	1,412.51
079294	01-Dec-2023	CIMA Canada Inc	2,825.00
079295	01-Dec-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	4,392.66
079296	01-Dec-2023	1972412 Ontario Inc	152.55

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EFT Ref No.	Date Issued	Paid To	Amount
079297	01-Dec-2023	De Lage Landen Financial Services Canada Inc	9,489.95
079298	01-Dec-2023	Brinks Property Services 1611974 Ontario Ltd	32,972.63
079299	01-Dec-2023	GIP Paving Inc	566.77
079300	01-Dec-2023	Investigative Solutions Network Inc.	40,518.98
079301	01-Dec-2023	Genworx Power Systems Inc	498.69
079302	01-Dec-2023	Hall Imaging 5027955 Ontario Inc	762.75
079303	01-Dec-2023	Sambasivam, Shanthi	247.47
079304	01-Dec-2023	Modern Air Filter Corporation	555.29
079305	01-Dec-2023	Canada Big Truck Rental BTR Heavy Rental Partners Canada Ltd	11,074.00
079306	01-Dec-2023	Bisda, Franco	1,386.63
079307	01-Dec-2023	LCD Mechanical Inc.	114,232.29
079308	01-Dec-2023	Triangle Management Consulting Corp. Andrew Kopec	5,754.86
079309	01-Dec-2023	Telus Health (Canada) Ltd	3,121.26
079311	01-Dec-2023	Shift Landscape Architecture Co Inc	21,752.50
079312	01-Dec-2023	Cross, Brock	560.34
079313	01-Dec-2023	Parsons, Jody	2,990.00
079314	08-Dec-2023	Mullen, Beth	50.95
079315	08-Dec-2023	Kavanaugh, Nancy	243.55
079316	08-Dec-2023	Mulvaney, Nicole	25.43
079317	08-Dec-2023	McFadyen, Shannon	64.94
079318	08-Dec-2023	Stoddard, Tyler	381.60

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EFT Ref No.	Date Issued	Paid To	Amount
079320	08-Dec-2023	Dunn, Heather	35.63
079321	08-Dec-2023	Shields, Tina	85.00
079322	08-Dec-2023	Ryan, Carson	30.00
079323	08-Dec-2023	Prodenzino, Sarah	149.81
079324	08-Dec-2023	Harrington, Mike	76.96
079325	08-Dec-2023	Meikle, Brian	13.21
079327	08-Dec-2023	Acklands-Grainger Inc.	950.62
079328	08-Dec-2023	A.J. Stone Company Ltd.	6,191.27
079329	08-Dec-2023	Aquam Specialiste Aquatique Inc.	117.52
079330	08-Dec-2023	Bathe & McLellan Building Materials	76.71
079331	08-Dec-2023	CCS Industrials	42.40
079332	08-Dec-2023	CIMCO Refrigeration Div. Toromont Industries	1,318.03
079333	08-Dec-2023	Mills Pontiac Buick GMC Ltd.	1,924.57
079334	08-Dec-2023	Crown Maintenance Inc.	50.85
079335	08-Dec-2023	Canadian Springs A Div. of Aquaterra Corporation	310.70
079336	08-Dec-2023	Darch Fire Inc.	655.40
079337	08-Dec-2023	Guillevin International Co.	4,286.30
079338	08-Dec-2023	Hard-Co Construction Ltd.	16,159.00
079339	08-Dec-2023	Jim's Towing Service	1,755.74
079341	08-Dec-2023	Kamstra Landscaping	45.63
079342	08-Dec-2023	Lakeridge Health	678.00

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EFT Ref No.	Date Issued	Paid To	Amount
079343	08-Dec-2023	Lifesaving Society	2,025.73
079344	08-Dec-2023	Livingston International Inc.	446.84
079345	08-Dec-2023	Lockshop Ltd.	145.67
079346	08-Dec-2023	Maracle Press Limited	1,459.46
079347	08-Dec-2023	McFaul Fencing Ltd.	12,887.65
079348	08-Dec-2023	Melfer Construction Inc.	34,352.00
079349	08-Dec-2023	Ontario Good Roads Association	565.00
079350	08-Dec-2023	Oshawa Bearing Service Limited	105.99
079351	08-Dec-2023	Oshawa Public Library	100,700.00
079352	08-Dec-2023	Peacock Lumber Limited	687.36
079353	08-Dec-2023	DLF Pickseed Canada Inc.	1,540.19
079354	08-Dec-2023	Iron Mountain Canada Corp	1,779.09
079355	08-Dec-2023	Lexis Nexis Canada Inc	1,185.45
079356	08-Dec-2023	Rivett Architectural Hardware Limited	7,684.00
079357	08-Dec-2023	Stokes International	886.03
079358	08-Dec-2023	Swish Maintenance Ltd.	10,774.90
079359	08-Dec-2023	Traction UAP Inc. #963	1,341.01
079360	08-Dec-2023	Window Bars Ltd., Locksmiths	163.85
079361	08-Dec-2023	Cressman Tree Maintenance And Landscaping Ltd.	10,755.70
079362	08-Dec-2023	Cee Elevator Service Ltd.	852.35
079363	08-Dec-2023	Attersley Tire Service Inc.	112.37

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079364	08-Dec-2023	Trane Canada T42324c	1,062.86
079365	08-Dec-2023	Brant Office Supply Limited	7,094.75
079366	08-Dec-2023	BMS Sanitation & Safety Inc.	1,325.41
079367	08-Dec-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	2,230.68
079368	08-Dec-2023	Central Lake Ontario Conservation Authority	33,025.00
079369	08-Dec-2023	Mar-Co Clay Products Inc.	3,444.90
079370	08-Dec-2023	AJ Manufacturing Ltd.	395.50
079371	08-Dec-2023	Montgomery MacEwen Contracting Limited	3,693.28
079372	08-Dec-2023	Water & Ice North America Inc.	85.88
079373	08-Dec-2023	Clean Air Partnership	2,955.00
079374	08-Dec-2023	Brent's Plumbing Inc.	4,692.30
079375	08-Dec-2023	Glen Chemicals Limited	288.58
079376	08-Dec-2023	DBS Security Solutions Ltd.	1,004.65
079377	08-Dec-2023	Total Aviation & Airport Solutions	96,676.76
079379	08-Dec-2023	Maglin Site Furniture Inc.	21,994.89
079380	08-Dec-2023	Vertical Systems	2,130.70
079381	08-Dec-2023	Lush, Troy	146.88
079382	08-Dec-2023	HTS Engineering Ltd.	31,914.99
079383	08-Dec-2023	Avon Security Products	688.85
079384	08-Dec-2023	Maximum Signs 921964 Ontario Limited	338.66
079386	08-Dec-2023	Blackstone Energy Services Inc.	545.79

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079387	08-Dec-2023	BFL Canada Risk And Insurance Services Inc.	16,192.18
079388	08-Dec-2023	Profire Emergency Equipment	1,580.64
079389	08-Dec-2023	Pet Valu Store #2238	1,405.93
079390	08-Dec-2023	University Of Ontario Institute Of Technology	18,532.00
079392	08-Dec-2023	CDW Canada Inc.	49,447.63
079393	08-Dec-2023	Automated Logic Canada	3,234.91
079394	08-Dec-2023	Suncor Energy Products Partnership	68,778.59
079395	08-Dec-2023	Troy Life & Fire Safety Ltd.	10,486.40
079396	08-Dec-2023	GFL Environmental Inc	1,501.58
079397	08-Dec-2023	Superior Propane	5,104.23
079398	08-Dec-2023	Co2 Source	1,401.43
079399	08-Dec-2023	Spectra Advertising	33,352.03
079400	08-Dec-2023	Gateway Pet Memorial Services	2,693.02
079401	08-Dec-2023	Dulux Paints	854.77
079402	08-Dec-2023	Frontline Outfitters	1,100.96
079403	08-Dec-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	132,860.65
079404	08-Dec-2023	Hicks Morley Hamilton Stewart Storie LLP, In Trust	2,898.46
079406	08-Dec-2023	Oscan Electrical Supplies Ltd	6,830.56
079406	08-Dec-2023	Oscan Electrical Supplies Ltd	- 124.30
079407	08-Dec-2023	CIMA Canada Inc.	5,198.00
079408	08-Dec-2023	Morris, Catherine	181.74

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EFT Ref No.	Date Issued	Paid To	Amount
079409	08-Dec-2023	WSP Canada Inc C/O Tx4022 C	774.05
079410	08-Dec-2023	R.A. Graham Contractors Ltd	7,365.36
079411	08-Dec-2023	Aquatechno Specialistes Aquatiques Inc.	1,471.26
079412	08-Dec-2023	The Master Group Le Groupe Master	54.83
079413	08-Dec-2023	Pro Kontrol	791.23
079414	08-Dec-2023	Sensus Communication Solutions Inc	314.91
079415	08-Dec-2023	Kardtech Inc.	56.50
079416	08-Dec-2023	Upper Canada Fuel & Burner	681.39
079417	08-Dec-2023	Christmas Decor	2,248.33
079418	08-Dec-2023	Garage Supply Contracting Inc	666.70
079419	08-Dec-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	1,193.79
079420	08-Dec-2023	Palmer Enviromental Consulting Group	6,027.42
079421	08-Dec-2023	MNP LLP	3,694.76
079422	08-Dec-2023	Ho Sang, Brian	750.00
079423	08-Dec-2023	CSL Group Ltd.	2,473.48
079424	08-Dec-2023	Curbex	2,373.00
079425	08-Dec-2023	Coldwell Banker RMR Real Estate Brokerage - R.M.R. Real Estate Ltd	1,695.00
079426	08-Dec-2023	Rembrandt Awards Mfg. Ltd.	240.69
079427	08-Dec-2023	Sunbelt Rentals Of Canada Inc	921.14
079428	08-Dec-2023	Carson Electric Limited	404.16
079429	08-Dec-2023	Brinks Canada Limited	294.75



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079430	08-Dec-2023	Mister Safety Shoes Inc.	4,199.99
079431	08-Dec-2023	Charles Jones Industrial Ltd.	2,274.72
079432	08-Dec-2023	Schollen & Company Inc.	11,186.73
079434	08-Dec-2023	Tenwest Holdings Ltd 10west Commercial Graphics	1,139.81
079435	08-Dec-2023	MDK Electric Limited	37,100.53
079436	08-Dec-2023	Cityview, Div Of N. Harris Computer Corp N. Harris Computer Corporation	25,399.72
079437	08-Dec-2023	Abbott, Cheryl	344.32
079438	08-Dec-2023	Mark's Auto Trim	452.00
079440	08-Dec-2023	Cooper Equipment Rentals Limited	8,760.82
079441	08-Dec-2023	BT Engineering Inc.	53,174.42
079442	08-Dec-2023	Rush Truck Centres Of Canada	1,653.10
079443	08-Dec-2023	Harrington McAvan Ltd	7,822.14
079444	08-Dec-2023	Jutzi Water Technologies Inc.	908.86
079445	08-Dec-2023	Kleenway Building Maintenance Services	29,179.41
079446	08-Dec-2023	Cheema Cleaning Services Ltd	2,741.02
079447	08-Dec-2023	Liv North Inc.	9,271.36
079448	08-Dec-2023	Warren's Waterless Printing Inc	4,357.28
079449	08-Dec-2023	Powerwave Energy Solutions	33,990.40
079450	08-Dec-2023	Miller Concrete Division of Miller Paving Limited	711.60
079451	08-Dec-2023	Parkland Corporation Sparlings Propane	557.50
079452	08-Dec-2023	General Bearing Service Inc	103.46

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079453	08-Dec-2023	Aceis Group Ltd	3,268.86
079454	08-Dec-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	4,401.37
079455	08-Dec-2023	Pottinger Gaherty Environmental Consultants Ltd	152.78
079456	08-Dec-2023	Durham Garage Doors Inc	770.66
079457	08-Dec-2023	Torpedo Marketing Inc	6,985.13
079458	08-Dec-2023	Ontario Clean Water Agency (OCWA)	2,139.00
079459	08-Dec-2023	Wieczorek, Alana	139.78
079460	08-Dec-2023	Echelon Supply And Service	34.84
079461	08-Dec-2023	Tabcon Consulting Inc	14,118.97
079462	08-Dec-2023	MDA Overhead Doors Inc.	13,227.66
079463	08-Dec-2023	The Lawson Group	2,909.75
079464	08-Dec-2023	Fin-Cap Electrical And Mechanical Inc	10,558.44
079465	08-Dec-2023	Iantomasi, Gerry	14.46
079466	08-Dec-2023	Motion LP	12,025.50
079467	08-Dec-2023	MES Canada Inc.	1,570.70
079468	08-Dec-2023	Investigative Solutions Network Inc.	1,531.15
079469	08-Dec-2023	K Freidorf Ltd O/A Foch Family Landscape Architecture	3,753.51
079470	08-Dec-2023	GHD Digital (Canada) Limited	1,682.57
079471	08-Dec-2023	Hall Imaging 5027955 Ontario Inc	25.93
079472	08-Dec-2023	Gerd Hermanns Landscape Contractor Inc,	27,679.28
079473	08-Dec-2023	Modern Air Filter Corporation	359.62

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EFT Ref No.	Date Issued	Paid To	Amount
079474	08-Dec-2023	Jim Kong Amusements Inc	1,904.06
079475	08-Dec-2023	Comtech Group Inc	36,912.86
079476	08-Dec-2023	Conroy, Shay	4,480.46
079477	08-Dec-2023	Archaeological Research Associates Ltd.	34,253.14
079478	08-Dec-2023	NAK Design Strategies Inc.	1,731.73
079479	08-Dec-2023	Jeffs, Brenda	1,500.00
079480	08-Dec-2023	WSP E&I Canada Limited	1,001.18
079481	08-Dec-2023	Monarchy Roofing Inc	31,707.80
079482	08-Dec-2023	Dunn, Adam	366.47
079483	08-Dec-2023	Sallay, Peter	33.04
079485	08-Dec-2023	Doherty, Connor	508.50
079486	15-Dec-2023	Conseil Scolaire Catholique Monavenir	131,281.97
079487	15-Dec-2023	CUPE Local 250	6,848.47
079488	15-Dec-2023	Durham Catholic District School Board	2,643,208.97
079489	15-Dec-2023	Durham District School Board	14,160,665.64
079490	15-Dec-2023	Lo, Shiu-Kwan	110.16
079491	15-Dec-2023	Taylor, Randy	333.58
079492	15-Dec-2023	Ontario Municipal Employees Retirement System	6,419.68
079493	15-Dec-2023	Patterson, Steve	259.08
079495	15-Dec-2023	Stevens, Amanda	91.12
079497	15-Dec-2023	George, Leah	223.55

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EFT Ref No.	Date Issued	Paid To	Amount
079498	15-Dec-2023	Oxford, Kelly	1,624.39
079499	15-Dec-2023	Billham, David	986.49
079500	15-Dec-2023	Hinds, Arley	570.75
079501	15-Dec-2023	Mullen, Mark	66.64
079502	15-Dec-2023	Acklands-Grainger Inc.	4,461.80
079503	15-Dec-2023	A.J. Stone Company Ltd.	3,796.74
079504	15-Dec-2023	B. Wills Disposal Service Ltd.	34,524.36
079505	15-Dec-2023	Thomson Reuters Canada	1,333.42
079506	15-Dec-2023	CCS Industrials	223.93
079507	15-Dec-2023	CIMCO Refrigeration Div. Toromont Industries	8,724.05
079508	15-Dec-2023	Mills Pontiac Buick GMC Ltd.	1,465.45
079509	15-Dec-2023	CUPE Local 251	10,403.81
079510	15-Dec-2023	CUPE Local 3760	760.80
079511	15-Dec-2023	Darch Fire Inc.	84.06
079513	15-Dec-2023	Fire Monitoring Of Canada Inc. Martindale Business Centre	133.11
079514	15-Dec-2023	Playpower LT Canada Inc. T44069c	222.61
079515	15-Dec-2023	Livingston International Inc.	450.82
079516	15-Dec-2023	Maracle Press Limited	8,767.84
079517	15-Dec-2023	Melfer Construction Inc.	226,359.82
079518	15-Dec-2023	Ontario Mapping Company	2,301.81
079519	15-Dec-2023	Oshawa Bearing Service Limited	48.31

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079520	15-Dec-2023	Oshawa Professional Firefighters Association, Local 465	17,979.26
079521	15-Dec-2023	Oshawa Spring Service (1998) Limited	1,768.66
079522	15-Dec-2023	Peacock Lumber Limited	53.00
079522	15-Dec-2023	Peacock Lumber Limited	29.32
079522	15-Dec-2023	Peacock Lumber Limited	94.02
079522	15-Dec-2023	Peacock Lumber Limited	58.08
079522	15-Dec-2023	Peacock Lumber Limited	246.57
079522	15-Dec-2023	Peacock Lumber Limited	64.86
079522	15-Dec-2023	Peacock Lumber Limited	1,104.16
079523	15-Dec-2023	Iron Mountain Canada Corp	13,159.87
079524	15-Dec-2023	Purolator Courier Ltd.	329.52
079525	15-Dec-2023	Regional Municipality Of Durham Finance Department	478,644.77
079526	15-Dec-2023	Regional Municipality Of Durham Finance Department	84,915.37
079527	15-Dec-2023	Rivett Architectural Hardware Limited	14,411.68
079528	15-Dec-2023	Sartell Instrumentation Ltd.	3,666.62
079529	15-Dec-2023	Swish Maintenance Ltd.	10,676.41
079530	15-Dec-2023	Technical Standards & Safety Authority	250.00
079531	15-Dec-2023	Traction UAP Inc. #963	630.63
079532	15-Dec-2023	Tucker's Pottery Supplies Inc.	861.23
079533	15-Dec-2023	United Way Of Oshawa-Whitby-Clarington	672.77
079534	15-Dec-2023	Weirfoulds LLP	68,220.36

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079535	15-Dec-2023	Xerox Canada Ltd.	443.79
079536	15-Dec-2023	Cressman Tree Maintenance And Landscaping Ltd.	13,828.76
079537	15-Dec-2023	Cee Elevator Service Ltd.	4,850.53
079538	15-Dec-2023	Attersley Tire Service Inc.	17,148.77
079539	15-Dec-2023	Trane Canada T42324c	1,062.86
079540	15-Dec-2023	XCQ Consultants Ltd.	4,084.95
079541	15-Dec-2023	Brant Office Supply Limited	3,539.33
079542	15-Dec-2023	Ball Superior Ltd. - T6013	5,162.96
079543	15-Dec-2023	WPS Canada Inc	1,925.07
079544	15-Dec-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	2,258.00
079545	15-Dec-2023	Promark Telecon	35,537.34
079546	15-Dec-2023	Brooklin Bulletin Signs	665.01
079547	15-Dec-2023	Talott First Aid & Safety	824.59
079548	15-Dec-2023	AJ Manufacturing Ltd.	9,206.11
079548	15-Dec-2023	AJ Manufacturing Ltd.	988.75
079549	15-Dec-2023	Call The Plumbing Doctor Inc.	6,305.40
079550	15-Dec-2023	Sportball Ltd.	5,781.44
079551	15-Dec-2023	Cansel Survey Equipment Inc.	339.00
079552	15-Dec-2023	Wally's Sealing & Patching Inc.	30,397.00
079553	15-Dec-2023	Brent's Plumbing Inc.	4,355.69
079554	15-Dec-2023	DBS Security Solutions Ltd.	3,734.65

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079555	15-Dec-2023	Total Aviation & Airport Solutions	59,562.43
079556	15-Dec-2023	McIntyre, Brian	345.44
079557	15-Dec-2023	Wattsworth Analysis Inc.	1,243.00
079559	15-Dec-2023	BFL Canada Risk And Insurance Services Inc.	5,523.64
079560	15-Dec-2023	Profire Emergency Equipment	2,055.36
079561	15-Dec-2023	Firepac Oshawa	927.00
079563	15-Dec-2023	Suncor Energy Products Partnership	36,372.67
079564	15-Dec-2023	Troy Life & Fire Safety Ltd.	25,127.81
079565	15-Dec-2023	Precision Curb Cutting Ltd.	772.79
079567	15-Dec-2023	Professional PCO Services Inc.	717.50
079568	15-Dec-2023	Superior Propane	4,316.25
079569	15-Dec-2023	Co2 Source	3,222.10
079570	15-Dec-2023	Treescape Tree Care Professionals Limited	236,729.83
079571	15-Dec-2023	Packet-Tel Corp.	1,293.85
079573	15-Dec-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,035.68
079576	15-Dec-2023	Oscan Electrical Supplies Ltd	141.53
079576	15-Dec-2023	Oscan Electrical Supplies Ltd	162.05
079577	15-Dec-2023	Noble Corporation	909.72
079577	15-Dec-2023	Noble Corporation	807.36
079578	15-Dec-2023	Cima Canada Inc.	18,571.49
079579	15-Dec-2023	WSP Canada Inc C/O Tx4022 C	5,114.46

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079580	15-Dec-2023	Shi Canada ULC	8,035.52
079581	15-Dec-2023	Aquatechno Specialistes Aquatiques Inc.	7.91
079582	15-Dec-2023	The Master Group Le Groupe Master	918.26
079583	15-Dec-2023	Wolseley Canada Inc.	190.16
079586	15-Dec-2023	Ontario One Call	1,517.92
079588	15-Dec-2023	Todd Brothers Contracting Limited	19,163.84
079589	15-Dec-2023	Road Maintenance Equipment & Services Inc	2,118.75
079590	15-Dec-2023	Williams Communication Services	214.70
079591	15-Dec-2023	Napa IBS UAP Inc	24,265.05
079592	15-Dec-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	1,597.32
079593	15-Dec-2023	Ultra Clear Engine Fluids Inc.	2,362.91
079595	15-Dec-2023	Pinchin Ltd.	1,469.00
079597	15-Dec-2023	Premier Truck Group Ptg Mississauga Enterprises Ltd.	875.33
079598	15-Dec-2023	CSL Group Ltd.	111,776.42
079599	15-Dec-2023	Big Red Oil Products	974.06
079600	15-Dec-2023	Curbex	1,592.17
079601	15-Dec-2023	The BOCC Company Inc.	988.75
079603	15-Dec-2023	BGIS Energy And Facility Solutions Inc.	2,203.38
079605	15-Dec-2023	Carson Electric Limited	435.83
079606	15-Dec-2023	Charles Jones Industrial Ltd.	2,014.61
079607	15-Dec-2023	Legacy Underground Locates Inc.	322.05



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079609	15-Dec-2023	Tenwest Holdings Ltd 10west Commercial Graphics	3,134.35
079610	15-Dec-2023	Simcoe-Rossland Veterinary Professional Corporation	26,892.11
079611	15-Dec-2023	Osmond, Jamie	176.15
079612	15-Dec-2023	R Courier 6863353 Canada Corporation	1,169.78
079613	15-Dec-2023	Trickey Et Al Tax Team Inc. The Tax Team	113.00
079616	15-Dec-2023	Cooper Equipment Rentals Limited	16.96
079617	15-Dec-2023	Pixel Power VC	3,384.35
079618	15-Dec-2023	Conseil Scolaire Viamonde	42,382.95
079619	15-Dec-2023	Vissers Sod Farm Ltd	276.29
079620	15-Dec-2023	Turner Consulting Group Inc	6,441.00
079621	15-Dec-2023	Rd Build Inc.	9,232.37
079622	15-Dec-2023	Liv North Inc.	765.73
079623	15-Dec-2023	Parkland Corporation Sparlings Propane	2,797.58
079624	15-Dec-2023	Onsite Contracting Inc.	45,087.00
079625	15-Dec-2023	AIG Insurance Company Of Canada	2,323.39
079627	15-Dec-2023	Twin Eagle Resource Management Canada LLC	7,597.39
079629	15-Dec-2023	Johns, Brian E.	300.00
079630	15-Dec-2023	David Singh Consulting Inc.	1,050.00
079631	15-Dec-2023	MacKenzie, Beth	450.00
079632	15-Dec-2023	Logixx Security Inc	6,568.97
079633	15-Dec-2023	Cosburn Giberson Landscape Architects In	21,611.25

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079634	15-Dec-2023	Ontario Clean Water Agency (OCWA)	5,803.13
079635	15-Dec-2023	Netagen	15,334.80
079636	15-Dec-2023	MDA Overhead Doors Inc.	2,206.33
079637	15-Dec-2023	Coverall Of Canada	230.52
079638	15-Dec-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	2,972.42
079639	15-Dec-2023	1972412 Ontario Inc	152.55
079640	15-Dec-2023	Peto MacCallum Ltd	2,169.60
079641	15-Dec-2023	Popluar Car Wash Oshawa Inc.	255.20
079642	15-Dec-2023	Stoneline Ltd	3,111.66
079644	15-Dec-2023	Trisan Construction 614128 Ontario Ltd	448,867.50
079645	15-Dec-2023	Salandria Ltd	2,858.90
079646	15-Dec-2023	Parsons Inc.	15,142.00
079649	15-Dec-2023	GIP Paving Inc	4,267.55
079651	15-Dec-2023	Hall Imaging 5027955 Ontario Inc	823.71
079652	15-Dec-2023	Harrison, Daniel	102.56
079654	15-Dec-2023	Canadian Tech Air Systems Inc.	273,700.13
079655	15-Dec-2023	Canada Big Truck Rental BTR Heavy Rental Partners Canada Ltd	11,074.00
079656	15-Dec-2023	Oshawa Tourism Greater Oshawa Chamber Of Commerce	28,429.23
079657	15-Dec-2023	Stantec Architecture Ltd.	706,250.00
079658	15-Dec-2023	Strong Bros. General Contracting Ltd.	464,926.87
079659	15-Dec-2023	Archaeological Research Associates Ltd.	2,683.75

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079660	15-Dec-2023	Triangle Management Consulting Corp. Andrew Kopec	10,550.58
079661	15-Dec-2023	Dufferin Construction Company A Division of CRH Canada Group Inc	12,238.58
079662	15-Dec-2023	Firehouse Clothing	6,257.83
079663	15-Dec-2023	Barrotti, Peter	252.42
079664	15-Dec-2023	WSP E&I Canada Limited	1,001.18
079665	15-Dec-2023	Androus Gc Inc	2,011.40
079666	15-Dec-2023	Novathall Inc.	28,059.64
079667	15-Dec-2023	Telus Health (Canada) Ltd	3,279.46
079668	15-Dec-2023	Shift Landscape Architecture Co Inc	13,192.75
079669	15-Dec-2023	Parsons, Jody	1,500.00
079670	15-Dec-2023	Tulloch, Alia	91.19
079671	15-Dec-2023	O'Connor, Melissa	29.95
079672	15-Dec-2023	Ozor, Chigozie	369.24
079673	15-Dec-2023	Amukun, Sapphire	185.82
079674	22-Dec-2023	Braithwaite, Bryan	2,941.00
079675	22-Dec-2023	CUPE Local 250	6,883.19
079676	22-Dec-2023	Durham District School Board	6,898.00
079677	22-Dec-2023	Ontario Municipal Employees Retirement System	2,103,635.66
079678	22-Dec-2023	Ontario Municipal Employees Retirement System	4,415.96
079679	22-Dec-2023	Ontario Municipal Employees Retirement System	5,274.96
079680	22-Dec-2023	Price, Salisha	40.87

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079681	22-Dec-2023	Garason, Matt	239.35
079682	22-Dec-2023	Larocque, Terri Lynn	63.24
079684	22-Dec-2023	Banks, Tim	296.80
079687	22-Dec-2023	Saulnier, Mike	196.32
079688	22-Dec-2023	Moffatt, Kory	116.21
079689	22-Dec-2023	Campbell, Natasha	333.58
079690	22-Dec-2023	A.B.C. Recreation Ltd.	2,694.02
079691	22-Dec-2023	Acklands-Grainger Inc.	2,958.65
079692	22-Dec-2023	A.J. Stone Company Ltd.	206.79
079693	22-Dec-2023	Allan Fyfe Equipment Ltd.	7,593.60
079694	22-Dec-2023	Bathe & McLellan Building Materials	209.79
079695	22-Dec-2023	B. Wills Disposal Service Ltd.	34,729.47
079696	22-Dec-2023	CCS Industrials	271.43
079697	22-Dec-2023	Corporate Express Canada, Inc. O/A Staples Advantage Canada	6,205.03
079698	22-Dec-2023	Crown Maintenance Inc.	428.76
079699	22-Dec-2023	CUPE Local 251	10,180.54
079700	22-Dec-2023	CUPE Local 3760	761.63
079701	22-Dec-2023	Darch Fire Inc.	655.40
079702	22-Dec-2023	ESRI Canada Limited	172,607.50
079703	22-Dec-2023	Fire Monitoring Of Canada Inc. Martindale Business Centre	999.91
079704	22-Dec-2023	Flags Unlimited Corporation	123.17

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079705	22-Dec-2023	Flame-Tamer Fire & Safety Ltd.	1,249.78
079706	22-Dec-2023	Guillevin International Co.	695.61
079707	22-Dec-2023	J.D. Barnes Limited	1,686.53
079708	22-Dec-2023	Jet Ice Paints Limited	1,550.07
079709	22-Dec-2023	Jim's Towing Service	2,984.33
079710	22-Dec-2023	J & J Crafts	89.91
079711	22-Dec-2023	J.J. MacKay Canada Limited Mackay Meters	214.42
079712	22-Dec-2023	Kamstra Landscaping	4,678.52
079713	22-Dec-2023	Lifesaving Society	2,573.10
079714	22-Dec-2023	Lockshop Ltd.	1,909.89
079715	22-Dec-2023	McFaul Fencing Ltd.	32,020.17
079716	22-Dec-2023	Melfer Construction Inc.	145,561.12
079717	22-Dec-2023	Miller Waste Systems	34,036.49
079718	22-Dec-2023	Ontario Good Roads Association	3,579.70
079719	22-Dec-2023	Oshawa Bearing Service Limited	182.89
079720	22-Dec-2023	Oshawa Professional Firefighters Association, Local 465	17,958.17
079721	22-Dec-2023	Iron Mountain Canada Corp	2,342.04
079722	22-Dec-2023	Regional Municipality Of Durham Finance Department	690,870.88
079723	22-Dec-2023	Regional Municipality Of Durham Finance Department	57,602.84
079724	22-Dec-2023	Swish Maintenance Ltd.	13,284.92
079725	22-Dec-2023	Technical Standards & Safety Authority	245.00

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079726	22-Dec-2023	Traction UAP Inc. #963	203.26
079727	22-Dec-2023	United Way Of Oshawa-Whitby-Clarington	672.77
079728	22-Dec-2023	Weirfoulds LLP	160,700.85
079729	22-Dec-2023	Cressman Tree Maintenance And Landscaping Ltd.	12,846.74
079730	22-Dec-2023	Cee Elevator Service Ltd.	3,570.72
079731	22-Dec-2023	Attersley Tire Service Inc.	3,104.38
079732	22-Dec-2023	Brant Office Supply Limited	1,459.53
079733	22-Dec-2023	Ball Superior Ltd. - T6013	444.43
079734	22-Dec-2023	BMS Sanitation & Safety Inc.	402.33
079735	22-Dec-2023	Thurber Engineering Ltd.	35,868.08
079736	22-Dec-2023	Enterprise Rent-A-Car Company Of Canada Enterprise Holdings	1,159.95
079737	22-Dec-2023	Vo2 Fitness Inc.	41,024.65
079738	22-Dec-2023	Brooklin Bulletin Signs	504.66
079739	22-Dec-2023	4imprint, Inc.	991.22
079740	22-Dec-2023	Wurth Canada Limited	209.45
079741	22-Dec-2023	AJ Manufacturing Ltd.	188.70
079742	22-Dec-2023	Water & Ice North America Inc.	10,295.32
079744	22-Dec-2023	Wally's Sealing & Patching Inc.	5,650.00
079745	22-Dec-2023	Macaulay Shiomi Howson Ltd.	17,153.40
079746	22-Dec-2023	Brent's Plumbing Inc.	8,677.22
079747	22-Dec-2023	Kingsway Greenhouse (1996) Ltd.	51,759.65

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079749	22-Dec-2023	Astley Gilbert Limited	1,093.56
079750	22-Dec-2023	Careerbuilder Canada Co C/O 911450	4,407.00
079751	22-Dec-2023	Peacock, Graham Michael	444.83
079752	22-Dec-2023	Duracut Machine Knife Company Ltd.	891.57
079753	22-Dec-2023	Crawford Roofing Corporation	68,789.32
079754	22-Dec-2023	HTS Engineering Ltd.	129,088.14
079755	22-Dec-2023	D.M. Wills Associates Limited	3,375.88
079756	22-Dec-2023	H.E. Rieckelman (Canada) Inc	69,043.00
079757	22-Dec-2023	Martin & Levesque Inc	5,521.07
079758	22-Dec-2023	Pet Valu Store #2238	3,561.92
079759	22-Dec-2023	Firepac Oshawa	927.00
079760	22-Dec-2023	Landscape Planning Limited	3,390.00
079761	22-Dec-2023	Durham Catholic District School Board	4,572.00
079762	22-Dec-2023	Suncor Energy Products Partnership	76,101.15
079763	22-Dec-2023	Troy Life & Fire Safety Ltd.	6,299.75
079764	22-Dec-2023	GFL Environmental Inc	472.31
079765	22-Dec-2023	Superior Propane	2,574.57
079766	22-Dec-2023	Co2 Source	248.60
079767	22-Dec-2023	Green Tractors Inc	2,813.17
079768	22-Dec-2023	Dulux Paints	290.37
079769	22-Dec-2023	Frontline Outfitters	2,186.61

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079770	22-Dec-2023	Environics Analytics Group Ltd.	69,089.33
079771	22-Dec-2023	GMP Contracting Ltd. 2274084 Ontario Ltd.	175,357.01
079772	22-Dec-2023	Nedco - Div Of Rexel Cda Electrical Inc	35.26
079774	22-Dec-2023	True-Care Restoration Inc	1,352.58
079775	22-Dec-2023	Baker Turner Inc.	1,267.02
079776	22-Dec-2023	Hicks Morley Hamilton Stewart Storie LLP, In Trust	13,526.12
079777	22-Dec-2023	I.A.F.F. 465 Canteen C/O Kevin Dickinson	1,034.46
079780	22-Dec-2023	Oscan Electrical Supplies Ltd	27.14
079781	22-Dec-2023	Noble Corporation	49.54
079782	22-Dec-2023	LURA Consulting Land Use Research Associates	13,899.51
079783	22-Dec-2023	CIMA Canada Inc.	52,951.80
079784	22-Dec-2023	WSP Canada Inc C/O Tx4022 C	28,768.67
079787	22-Dec-2023	Comlube Technology Inc.	1,847.05
079788	22-Dec-2023	Johnson, Andrew	300.00
079789	22-Dec-2023	Metro Jet Wash Corp.	8,922.38
079790	22-Dec-2023	Broz Excavating Inc.	1,706.30
079791	22-Dec-2023	Fayer Construction Ltd.	47,463.39
079792	22-Dec-2023	Clarkson, Brandon	157.08
079793	22-Dec-2023	Upper Canada Fuel & Burner	1,375.85
079794	22-Dec-2023	Napa IBS UAP Inc	16,130.00
079795	22-Dec-2023	Garage Supply Contracting Inc	24,039.62



EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079796	22-Dec-2023	Stinson/Owl-Lite Stinson Equipment Ltd.	29,722.28
079797	22-Dec-2023	Palmer Enviromental Consulting Group	3,955.00
079799	22-Dec-2023	Premier Truck Group PTG Mississauga Enterprises Ltd.	704.81
079800	22-Dec-2023	CSL Group Ltd.	1,517.91
079801	22-Dec-2023	J. Hoover Ltd.	38,567.02
079802	22-Dec-2023	Sharma, Madan	136.00
079805	22-Dec-2023	Rembrandt Awards Mfg. Ltd.	103.96
079807	22-Dec-2023	Joseph Stokes Consulting	2,401.25
079808	22-Dec-2023	Brinks Canada Limited	199.15
079809	22-Dec-2023	CWB National Leasing	5,751.93
079810	22-Dec-2023	Hamster, Division Of Novexco Inc.	11,014.35
079811	22-Dec-2023	MTAG Paralegal Professional Corp.	44,326.43
079812	22-Dec-2023	Cintas Canada Limited	3,466.02
079814	22-Dec-2023	Medavie Blue Cross	146,198.59
079815	22-Dec-2023	Medavie Blue Cross	425,812.32
079816	22-Dec-2023	Tenwest Holdings Ltd 10west Commercial Graphics	6,110.51
079817	22-Dec-2023	MDK Electric Limited	14,562.00
079818	22-Dec-2023	Commercial Truck Equipment Corp	587,897.81
079820	22-Dec-2023	Cooper Equipment Rentals Limited	36.15
079821	22-Dec-2023	Lindsay, Dean	300.00
079822	22-Dec-2023	BT Engineering Inc.	5,943.80

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079823	22-Dec-2023	Jutzi Water Technologies Inc.	305.23
079825	22-Dec-2023	Arrias Technical Solutions Inc	10,325.31
079826	22-Dec-2023	Liv North Inc.	3,658.15
079827	22-Dec-2023	Powerwave Energy Solutions	1,392.02
079828	22-Dec-2023	Bodjona, Pidenam	527.83
079829	22-Dec-2023	Blue Oceans Satellite Systems Inc O/A Skyhawk Telematics	113.00
079830	22-Dec-2023	Rain Or Shine Window Cleaning 1944542 Ontario Inc	175.15
079831	22-Dec-2023	Hollett, Meghan	306.68
079832	22-Dec-2023	Logixx Security Inc	86,459.56
079833	22-Dec-2023	Woodcock, Evan	444.83
079834	22-Dec-2023	Ontario Clean Water Agency (OCWA)	5,347.50
079835	22-Dec-2023	Eismont, Fred	300.00
079836	22-Dec-2023	Dr. Beshay Veterinary Professional Corp Animal Clinic Of East Durham	12,542.34
079837	22-Dec-2023	Kohek, Erika	24.48
079838	22-Dec-2023	Nicholas Jay Architect	36,078.08
079839	22-Dec-2023	Echelon Supply And Service	30.17
079840	22-Dec-2023	MDA Overhead Doors Inc.	26,983.06
079841	22-Dec-2023	SP&S Commercial Swimming Pool & Spa Equipment Ltd	4,458.63
079842	22-Dec-2023	Paladin Technologies Inc.	268.33
079843	22-Dec-2023	The Lawson Group	4,164.05
079844	22-Dec-2023	De Lage Landen Financial Services Canada Inc	9,489.95

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079845	22-Dec-2023	Hatch Ltd	5,369.76
079846	22-Dec-2023	Brinks Property Services 1611974 Ontario Ltd	2,823.83
079847	22-Dec-2023	Hamilton-Oshawa Port Authority	2,399.16
079848	22-Dec-2023	Innovative Surface Solutions Lp	71.45
079850	22-Dec-2023	GIP Paving Inc	293.07
079851	22-Dec-2023	Genworx Power Systems Inc	257.97
079853	22-Dec-2023	Namek, Kaitlin	58.68
079854	22-Dec-2023	Dejong, Michael	641.85
079855	22-Dec-2023	Hall Imaging 5027955 Ontario Inc	22.54
079856	22-Dec-2023	Ahir, Dhansukhbhai	108.80
079857	22-Dec-2023	Throne Porta Potty Inc.	4,149.36
079858	22-Dec-2023	Stantec Architecture Ltd.	257,857.75
079860	22-Dec-2023	Jim Kong Amusements Inc	3,570.63
079861	22-Dec-2023	Comtech Group Inc	13,891.94
079862	22-Dec-2023	2339366 Ontario Inc Royal Crown Construction	59,449.41
079863	22-Dec-2023	LCD Mechanical Inc.	256,227.86
079864	22-Dec-2023	Archaeological Research Associates Ltd.	23,800.64
079865	22-Dec-2023	Triangle Management Consulting Corp. Andrew Kopec	5,275.29
079866	22-Dec-2023	Prychitko, Matthew	218.96
079867	22-Dec-2023	Blackline Consulting	15,820.00
079868	22-Dec-2023	WSP E&I Canada Limited	1,001.18

EFT Payments Issued From 01-Oct-2023 To 31-DEC-2023

EFT Ref No.	Date Issued	Paid To	Amount
079869	22-Dec-2023	Cabral, Lucas	165.32
079870	22-Dec-2023	Henry Kortekaas And Associates Inc. HKLA	18,074.35
079871	22-Dec-2023	Shoreplan Engineering Limited	2,938.00
079872	22-Dec-2023	Lean Advisors 2728919 Ontario Inc.	9,280.46
079873	22-Dec-2023	Ayoub, Antonious	89.76
079875	22-Dec-2023	Mcauley, Kevin	1,471.00
079876	22-Dec-2023	Dutta, Debarghya	29.24
079877	22-Dec-2023	Arora, Siddharth	232.78
079878	22-Dec-2023	Sexton, Amanda	21.76
Total Amount			129,074,677.88

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-24-17

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Reserves and Reserve Funds Funding

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The City's reserve and reserve funds are regularly monitored to identify funding requirements, capacity to meet operating requirements and deliver capital projects. Contributions to the City's reserves are determined as part of the annual budgeting process.

A review of the reserves has been completed in connection to the preparation of the year-end financial statements and there are a number of operating reserves that are overfunded and a number of capital reserves that are underfunded when considering forecasted future capital needs.

The purpose of this report is to inform Council of the findings of the review and make recommendations on appropriate reserve transfers and the allocation of the year end surplus.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

1. That, pursuant to Report CF-24-17, dated February 28, 2024, concerning reserves and reserve funds funding, a transfer of surplus funds from the Tax Appeal Reserve in the amount of \$4,000,000 be transferred to the following reserves:
  - a. Parks and Recreation Infrastructure Reserve \$1,000,000
  - b. Energy Management Fund \$500,000
  - c. Conditions Audit (CARS) Reserve \$1,000,000

- d. Information Technology (IT) Reserve \$500,000
  - e. Tribute Communities Centre (TCC) Reserve \$1,000,000; and,
2. That the 2023 Operating Surplus in the amount of approximately \$4.5 million be utilized:
- a) to repay interfund note (IFN) #70, City of Oshawa By-law 12-2023, in the amount of \$1,666,000; and,
  - b) to repay interfund note #71, City of Oshawa By-law 11-2023, in the amount of \$800,000; and,
  - c) to provide additional funding to the Growth Related Non-DC Reserve in the amount of approximately \$2.0M; and,
3. That unclaimed Site Alteration securities and applicable interest in the amount of \$371,700 be transferred to the Civic Property Development Reserve.

### **3.0 Executive Summary**

In accordance with legislation and as a matter of financial best practice, the City of Oshawa holds a number of reserves and reserve funds. Reserves are a critical component of a municipality's long term financial strategy and are integral to fiscal sustainability.

It is best practice to maintain reserve funds at appropriate levels. There are a number of challenges faced by the City's reserves, including but not limited to, the impacts of climate change, inflation, competing financial pressures, and legislative changes. The single most significant pressure on the City's reserves is the level of funding available for the future rehabilitation and replacement of major infrastructure.

Detailed analysis, through this reserve and reserve fund review, supports the transfer of funds from certain trust funds and operating reserves and to provide additional funding to certain capital reserves. This will help reposition the City to build a foundation to address the annual infrastructure funding gap.

A number of the City's reserves are outlined in this report and there are several recommendations regarding funding transfers and the allocation of the year-end 2023 surplus.

### **4.0 Input From Other Sources**

Legal Services

Engineering Services

## **5.0 Analysis**

### **5.1 Background**

Reserves are an integral component of the City's financial operations and forms one of the five pillars in the Financial Strategy.

Reserves provide flexibility, minimize the City's vulnerability and ultimately help contribute to sustainability. Reserves are established to:

- Buffer a municipality from major swings in the tax levy requirement when a significant funding need arises;
- Provide financing for one-time or short term requirements without permanently impacting tax rates;
- Provide for replacement or construction of new major assets such as roads, buildings, parks and vehicles; and,
- Provide flexibility to manage debt levels.

Ensuring the City has adequately funded reserves is critical to preserving long term financial sustainability.

The City has both discretionary and non-discretionary reserves. Discretionary reserves are established by Council for specific projects or initiatives and may be repurposed by Council.

Detailed analysis, through this reserve and reserve fund review, supports the transfer of funds from certain operating reserves and trust accounts to provide additional funding to certain capital reserves. This will help the City continue to build a foundation to address the annual infrastructure funding gap.

### **5.2 2023 Year End Operating Budget Surplus**

At the conclusion of the fiscal year, any overall operating budget surplus is transferred to the Tax Rate Stabilization Reserve, as a matter of practice. The Tax Rate Stabilization Reserve currently has an uncommitted balance of \$8.1 million. The 2023 operating budget surplus is estimated at approximately \$4.5 million. It is recommended that the surplus be used to repay two interfund notes totaling \$2,466,000 approved in the 2023 budget with the balance of the 2023 surplus transferred to the Growth Related Non-DC Reserve.

The primary source of funding for the Tax Rate Stabilization Reserve is year-end surpluses.

### **5.3 Tax Appeal Reserve**

This reserve fund was established to respond to major property tax appeals. The reserve is funded primarily through contributions in the annual operating budget.

Over the last few years, a number of major property tax appeals were settled including a substantial settlement with General Motors. After accounting for these settlements and looking at the 9 year forecast for this reserve, there are surplus funds in the Tax Appeal Reserve that could be better utilized in other reserves. Reserves such as the Parks and Recreation Infrastructure Reserve, the IT Reserve, the CARS reserve, the Energy Management Fund and the TCC reserve require additional funding.

The annual allocation to this reserve has been reduced to zero since the 2022 operating budget with the funds being contributed to other reserves.

It is recommended that a transfer of surplus funding from this reserve in the amount of \$4.0 million be transferred to the following reserves: \$1,000,000 to the Parks and Recreation Infrastructure Reserve, \$500,000 to the Energy Management Fund, \$1,000,000 to the Conditions Audit Reserve (CARS) Reserve, \$500,000 to the Information Technology (IT) Reserve, and \$1,000,000 to the Tribute Communities Centre (TCC) Reserve.

### **5.4 Parks and Recreation Infrastructure Reserve**

This discretionary reserve is used for upgrading, repair and replacement of playgrounds and other recreation infrastructure such as soccer fields, ball diamonds, trails and facility amenities. Annual contributions to this reserve are included in the operating budget.

This reserve has funded several park redevelopment projects, splash pad repairs/upgrades and replacement of playgrounds in the previous few years. The level of expenditures has exceeded the level of contributions to the reserve. The reserve is nearly depleted following the allocations made to parks and recreation infrastructure projects in the 2024 capital budget.

A transfer from the Tax Appeal Reserve will assist in enabling the City to deliver parks projects in the next couple of years.

This report recommends the transfer of \$1,000,000 from the Tax Appeal Reserve to the Parks and Recreation Infrastructure Reserve.

### **5.5 Energy Management Fund**

The purpose of this reserve is to provide funding to support initiatives such as:

- renewable / distributed energy generation and alternative energy sources i.e. solar and waste to energy solutions, district heating, cooling or geothermal projects;
- facility assessments, technical studies and preliminary system designs to support low-carbon / net-zero carbon buildings;



- specification, procurement, and implementation of measurement and verification equipment for purposes of data collection and energy monitoring.

The cap for utilizing this reserve is 25% of the uncommitted reserve balance to a maximum of \$500,000. These parameters enable the City to fund energy management related capital projects through the budget process and provides a mechanism to maintain adequate funding for future needs. Additional sources of funding will be considered as part of the update to the Financial Strategy.

This report recommends the transfer of \$500,000 from the Tax Appeal Reserve to the Energy Management Fund.

### **5.6 Conditions Audit Reserve**

This discretionary reserve was established in 1997 to provide funding for Conditions Audit and Renewal projects. The uncommitted balance at the end of 2023 was approximately \$116,000 with annual contributions of \$1.5 million. This reserve is fully committed for 2024 and a significant number of projects need to be funded in the next 10 years.

This report recommends the transfer of \$1,000,000 from the Tax Appeal Reserve to the Conditions Audit Reserve.

### **5.7 Information Technology Reserve**

This discretionary reserve is used to fund information technology projects. Funding for the reserve comes from annual operating budget contributions.

The reserve shows an uncommitted balance of approximately \$800,000 at the end of 2024 with a growing list of projects that will require funding over the next 10 years resulting in a projected deficit of \$13.6 million.

This report is recommending the transfer of \$500,000 from the Tax Appeal Reserve to the IT Reserve.

### **5.8 Tribute Communities Centre Reserve**

This reserve was established in 2015 to fund the renewal of the Tribute Communities Centre facility and related capital asset needs.

Over the capital forecast period of 2025-2033, the TCC will require approximately \$9.562 million for capital infrastructure needs. The projects are predominantly for HVAC units, elevators, fire alarm system, arena and food & beverage equipment replacements and contributions to the fleet reserve for the future replacement of the ice resurfaces.

This report is recommending \$1,000,000 be transferred to the TCC Reserve from the Tax Appeal Reserve.

**5.9 2023 Interfund Notes**

During the 2023 Budget deliberations, Council approved multiple projects funded by two (2) Interfund Notes (IFN). The approved projects are:

<b>Project Description</b>	<b>IFN Amount</b>
<p><b>City of Oshawa By-law 12-2023</b>  Capital additions required from new staffing requests approved:</p> <ul style="list-style-type: none"> <li>• Side Loader Garbage Packer – Class 19 \$400,000</li> <li>• 2 Garbage Packers – Class 19 \$800,000</li> <li>• Van – Class 07 \$62,400</li> <li>• Fire Training vehicle with retro fitting \$68,600</li> <li>• 2 Zero Turn Mowers – Class 85 \$30,000</li> <li>• 2 Electric Vehicles \$65,000</li> <li>• ¾ Ton Pickup – Class 05 \$65,000</li> <li>• 25 Radar Boards \$100,000</li> </ul> <p>Total <u>\$75,000</u>  <b>\$1,666,000</b></p>	
<p><b>City of Oshawa By-law 11-2023</b>  Approval of additional 2023 capital work</p> <ul style="list-style-type: none"> <li>• Northern Roads Program \$400,000</li> <li>• Taylorwood Rd (Overlay) \$100,000</li> <li>• Reconstruction of Roselawn Avenue, Bickle Drive and Winifred Avenue \$300,000</li> </ul> <p>Total <u>\$800,000</u>  <b>\$800,000</b></p>	

The term of the IFN is 10 years with an interest rate of 5.95%. The IFN's are to be funded by way of annual tax levy contributions with annual payments of \$334,257 beginning in 2025.

This report is recommending that a portion of the 2023 operating budget surplus be used to pay both IFNs, totalling \$2,466,000.

**5.10 Growth Related Non-Development Charge Reserve**

This reserve is intended to fund the portion of growth related capital projects that are not eligible for funding from the development charge reserves. Annual contributions to this reserve are included in the operating budget.

Development Charges assist the City to recover the increase in the need for services arising from growth. The recoveries only apply to the capital costs associated with growth. In the calculation of development charges there are certain exclusions that reduces the amount that the City can recover such as the benefit to existing development. These exclusions require funding from the City in order to fully fund various growth related capital projects.

There are a number of significant capital projects in the Development Charge Background Study including but not limited to a Fire Station #7, Northern Depot, a New Recreation Centre, and various parks and road construction projects.

The Growth Related Non-Development Charge Reserve has substantial demands to respond to capital needs in the forecast period. The reserve is nearly depleted following the allocations made to various infrastructure projects in the 2024 capital budget.

This report is recommending the balance of the 2023 surplus, approximately \$2.0 million be transferred to the Growth Related Non-Development Charge Reserve.

### **5.11 Site Alteration Permits**

Site Alteration Permits are required when a property owner is proposing to significantly alter the grading of their land. The site alteration permit process requires applicants to provide a security deposit (typically in the \$500-\$1,000 range) to ensure that the proposed work is completed in compliance with the Site Alteration By-Law 85-2006. Once the site alteration work has been completed, applicants are required to contact Engineering Services for a final inspection/request for a return of the security deposit. Since 2007, many security deposits have been left unclaimed. City of Oshawa Site Alteration By-Law 85-2006 is currently under review to clarify the refund process going forward.

This report is recommending that Site Alteration permits received prior to 2019, plus the interest earned, in the amount of approximately \$372K, be transferred to the Civic Property Development Reserve.

### **5.12 Civic Property Development Reserve**

This discretionary reserve fund was established by Council to provide for the City's property development needs. It has been used for a variety of projects ranging from downtown development to Conditions Audit and Renewal Study projects. Land sales are the primary source of revenue for this reserve but are unpredictable as to timing and value.

This report recommends the unclaimed Site Alteration Permit securities received prior to 2019 be transferred to the Civic Property Development Reserve.

## **6.0 Financial Implications**

Maintaining adequately funded reserves is a financial best practice and it is appropriate to transfer funding between discretionary reserve funds to meet the requirements and objectives of the City.

The next update to the City's Financial Strategy will contemplate additional funding strategies related to reserves.

## 7.0 Relationship to the Oshawa Strategic Plan

This report supports the Oshawa Strategic Plan goal of Economic Prosperity and Financial Stewardship by supporting economic diversification, responsible taxation and safe & reliable infrastructure.

A handwritten signature in black ink, appearing to read 'S. Sinnott', written in a cursive style.

Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-24-18

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Capital Project Status as of December 31, 2023

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The purpose of this report is to provide Council with a capital project status update on the City's current capital projects.

Attachment 1, Existing Capital as of December 31, 2023 provides a list of current, in-progress capital projects organized by asset classification, budget year and then by project number.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

That Report CF-24-18, dated February 28, 2024 concerning the Capital Project Status Report as of December 31, 2023 be received for information.

## **3.0 Executive Summary**

Not Applicable

## **4.0 Input From Other Sources**

Community and Operations Services

Economic and Development Services

Safety and Facilities Services

Corporate Leadership Team (C.L.T.)

## **5.0 Analysis**

Generally, projects are completed in a timely manner, within the approved budget and scope while delivering the expected outcome to taxpayers. However, external factors may delay timing and impact project scope and cost.

Departments are provided regular reports on the lifetime to date expenditures of their projects against approved budgets. Departments review this information, provide an update on project status and identify any potential financial or timeline related variances that may arise over the lifetime of the project.

Finance Services reviews the comments provided by departments to ensure that projects are proceeding along expected timelines, funds and grants are used for their intended purpose and to identify and close completed projects as directed by project managers in a timely manner. Finance Services ensures effective use of City funds by returning surplus funds to the approved funding source.

Finance Services meets with department heads and project managers when necessary to discuss variances and external issues where extenuating circumstances arise.

A financial update on capital projects is reported to Council on a regular basis throughout the year. Staff report on capital projects approved through the budget and generally include information on the approved project budget, actual expenditures, the project status and any other relevant details.

Attachment 1, Existing Capital as of December 31, 2023 provides a list of current, in-progress capital projects organized by asset classification, budget year and then by project number. City managed projects in the holdback period or that are complete and waiting on final invoicing are not incorporated into the list.

The asset classifications are the same as used in the City's annual capital budget as follows: Building and Equipment, New Facilities, Downtown, Information Technology, Other Initiatives, Parks, Recreation and Culture, and Transportation.

The existing capital project listing includes the year the project initiated, project number, project description, project location, approved budget (revised as applicable for additional approved funding), to date expenditures (as of December 31, 2023), budget to actual variance, project status, and reason for delay. Comments in the project status and reason for delay columns are provided by staff who manage the projects and are updated at regular intervals throughout the year.

## **6.0 Financial Implications**

There are no financial implications resulting from the recommendation of this report.

## 7.0 Relationship to the Oshawa Strategic Plan

This report meets the Oshawa Strategic Plan goal of Economic Prosperity & Financial Stewardship by providing safe and reliable infrastructure.

A handwritten signature in black ink, appearing to read 'S. Sinnott', written in a cursive style.

Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Capital Project Status as of December 31, 2023

CF-24-18 Attachment 1

Year	Project	Description	Location	Approved Budget	Adjusted Funding	Revised Budget	To-date Expenditures (as of Dec 31/23)	Budget/Exp. Variance	Project Status	Reason for Delay
2021	21100034	Retrofit of Air Distribution System and HVAC - Fire Hall 1	Fire Hall 1	750,000	896,000	1,646,000	1,337,070	308,930	Project close-out ongoing. Expected completion end of Q1 2024.	Material delays.
<b>2021 Approved Projects Subtotal</b>				<b>750,000</b>	<b>896,000</b>	<b>1,646,000</b>	<b>1,337,070</b>	<b>308,930</b>		
2022	2203	Laval Park Clubhouse	Laval Park	-	130,000	130,000	60,261	69,739	Completion of final exterior finishes are outstanding. Expected completion of Spring 2024.	Delays due to weather.
2022	22100079	Replace Pool Dehumidification System	Donevan Recreation Centre	430,000	179,786	609,786	579,546	30,240	Project close-out ongoing. Expected completion Q1 2024.	Delays experienced with obtaining close-out documents.
2022	22100080	Replace HVAC System - Fire Hall 4	Fire Hall 4	880,000	304,000	1,184,000	963,266	220,734	Project close-out ongoing. Expected completion Q1 2024.	Site conditions.
2022	22100081	Upgrade Light Programming System	Delpark Homes Centre	80,000	-	80,000	-	80,000	Currently undergoing deficiency review.	Material delays.
2022	22100082	Electric Vehicle Charging Stations	Various	250,000	258,000	508,000	337,813	170,187	Work is currently ongoing as additional stations have been identified for installation.	
2022	22110317	Refrigerant Replacement - Facility HVAC Systems	Various City Facilities	200,000	32,766	232,766	168,339	64,426	Currently undergoing deficiency rectification; completion anticipated in Q1 2024.	Material delays.
2022	22110370	Window Replacement Program	Various	120,000	72,105	192,105	11,671	180,434	Work to be retendered.	Contractor defaulted for performance.
2022	22110419	Stadium Membrane Repairs	Civic Stadium	400,000	350,000	750,000	657,458	92,542	Phase three work awarded, with construction expected to commence Q2 2024.	
2022	22110438	Leasehold Improvements	Mary St - Lease Space	425,000	400,000	825,000	225,777	599,223	Work ongoing.	Material delays.
2022	22130056	Corporate Fleet Acquisitions	Various	2,756,000	214,195	2,970,195	1,454,835	1,515,360	Awaiting delivery of one small pickup truck.	Delay in manufacturing.
2022	22130128	Electric Charging Infrastructure - Fleet Vehicles	Consolidated Operations Depot	500,000	400,000	900,000	13,229	886,771	Offer to connect signed and sent back to OPUC and work to commence early March.	Delay in transformer delivery and government grant approval for additional funds.
2022	22130132	New Vehicle Acquisition - Roads	Citywide	45,000	-	45,000	-	45,000	Awaiting delivery of truck in March.	Delays in manufacturing.
<b>2022 Approved Projects Subtotal</b>				<b>6,086,000</b>	<b>2,340,852</b>	<b>8,426,852</b>	<b>4,472,195</b>	<b>3,954,657</b>		
2023	2302	Elevator Upgrades - McLaughlin Library	McLaughlin Library	-	500,000	500,000	-	500,000	Work awarded, with construction coordination underway.	
2023	2304	Upgrade Interior Lighting - Northview Library	Northview Library	200,000	300,000	500,000	11,212	488,788	Procurement finalized. Construction expected Q2 2024.	
2023	23100078	Lighting Replacement Program	Various	50,000	-	50,000	43,317	6,683	The initial scope is completed. Further opportunities are being explored with the remaining funds.	
2023	23110139	Accessibility Improvements	Various	150,000	174,995	324,995	37,509	287,486	Procurement for construction expected to commence Q1 2024.	
2023	23110360	Sprinkler Access - SOCC	South Oshawa Community Centre	100,000	-	100,000	-	100,000	Procurement underway for design consultant.	
2023	23110365	Roof Replacement Program	Various	175,000	(45,012)	129,988	39,891	90,097	Remaining funds to be utilized for 2024 priorities.	
2023	23110411	Security Infrastructure	Various	250,000	32,879	282,879	73,309	209,570	Awaiting material delivery for CCTV at Animal Services and COD Keyscan. Procurement underway for CCTV at Memorial Park. Planning ongoing for Cameras and CCTV at COD, Mary St Garage 3.	
2023	23120058	New Recreation Centre	Thornton Road North	31,272,000	-	31,272,000	3,609,616	27,662,384	Report to Council expected end of Q1 2024.	
2023	23130135	New Corporate Fleet Acquisition	City Wide	1,821,000	124,406	1,945,406	446,611	1,498,795	All capital addition orders from this project have been ordered.	Delays in manufacturing.
2023	23110071	Roof Replacement - Harman Arena	Harman Arena	1,500,000	-	1,500,000	123,670	1,376,330	Contract pending award.	
2023	23110410	Structural Rehabilitation Program	Various	350,000	101,279	451,279	71,242	380,037	City Hall parking garage contract awarded, with work underway.	
2023	23110439	Backup Generator - Civic Dome	Civic Recreation Complex	400,000	-	400,000	13,768	386,232	Awaiting delivery of generator, anticipated Q3 2024.	Material delivery.
2023	23110440	Generator Replacement	Consolidated Operations Depot	550,000	-	550,000	491,138	58,862	Waiting for regulatory approvals.	Regulatory approval.
2023	23130056	Corporate Fleet Acquisitions	Various	5,214,000	259,592	5,473,592	71,123	5,402,469	All assets from this project have been ordered with the exception of one specialty truck in roads.	Large truck delay in manufacturing.
2023	23130136	Mobile Platform Stage	City Wide	242,000	-	242,000	-	242,000	Staff are working with company to secure the stage. Expected delivery in August 2024.	
<b>2023 Approved Projects Subtotal</b>				<b>42,274,000</b>	<b>1,448,139</b>	<b>43,722,139</b>	<b>5,032,405</b>	<b>38,689,734</b>		
<b>Building and Equipment Total</b>				<b>49,110,000</b>	<b>4,684,991</b>	<b>53,794,991</b>	<b>10,841,670</b>	<b>42,953,321</b>		
2015	1543	Document Management System	City Hall	500,000	-	500,000	194,524	305,476	Working on implementation of RIM Strategy.	Multi-year implementation.
<b>2015 Approved Projects Subtotal</b>				<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>194,524</b>	<b>305,476</b>		
2016	16300011	Replace Oshawa Land Information System (OLI)	City Hall	1,500,000	840,000	2,340,000	1,073,591	1,266,409	Project is in User Acceptance Testing, integrations, customer portal and training efforts underway. Go-Live planned for the end of Q2 2024.	
<b>2016 Approved Projects Subtotal</b>				<b>1,500,000</b>	<b>840,000</b>	<b>2,340,000</b>	<b>1,073,591</b>	<b>1,266,409</b>		
2018	18300014	Software Upgrade - PeopleSoft HR	City Hall	250,000	-	250,000	120,449	129,551	HCM (human capital management) discovery for RFP creation in progress.	
2018	18300054	Replace Manta System	City Hall	600,000	225,000	825,000	680,513	144,487		
<b>2018 Approved Projects Subtotal</b>				<b>850,000</b>	<b>225,000</b>	<b>1,075,000</b>	<b>800,962</b>	<b>274,038</b>		
2019	19300019	Annual Technology Projects	Various City Facilities	500,000	(247,262)	252,738	95,620	157,119		
<b>2019 Approved Projects Subtotal</b>				<b>500,000</b>	<b>(247,262)</b>	<b>252,738</b>	<b>95,620</b>	<b>157,119</b>		
2020	20300020	Annual Technology Projects	Various City Facilities	500,000	-	500,000	211,419	288,581		



Capital Project Status as of December 31, 2023

Year	Project	Description	Location	Approved Budget	Adjusted Funding	Revised Budget	To-date Expenditures (as of Dec 31/23)	Budget/Exp. Variance	Project Status	Reason for Delay
2020	20300065	Meeting Management Software	City Hall	350,000	-	350,000	255,275	94,725		
2020	20300099	NG911 Network Upgrade	Firehall 1	330,000	4,465,000	4,795,000	2,240,657	2,554,343	Project is in progress.	
<b>2020 Approved Projects Subtotal</b>				<b>1,180,000</b>	<b>4,465,000</b>	<b>5,645,000</b>	<b>2,707,351</b>	<b>2,937,649</b>		
2021	2113	2113 2021 Computer Equipment Rollout	Various City Facilities	-	30,000	30,000	20,866	9,134		
2021	21300102	Business Continuity / Disaster Recovery Plan	City Hall	70,000	-	70,000	35,082	34,918	Implementation in progress.	
2021	21300109	Officer Enhancements	City Hall	100,000	-	100,000	5,164	94,836	Online Payment Portal planned go-live Feb 2024; implementation of Appeal Portal will follow.	
<b>2021 Approved Projects Subtotal</b>				<b>170,000</b>	<b>30,000</b>	<b>200,000</b>	<b>61,112</b>	<b>138,888</b>		
2022	2210	Computer Equipment Rollout	City Wide	-	60,528	60,528	27,770	32,758		
2022	22300032	IT Server Upgrades	City Hall	60,000	-	60,000	-	60,000		
2022	22300040	Software Upgrade – G.I.S.	City Hall	60,000	-	60,000	-	60,000	SOW (statement of work) delivered by vendor; review in progress.	
2022	22300103	Policy and Standards Development	City Hall	75,000	-	75,000	-	75,000		
2022	22300121	Replace IT Service Management Tools	City Hall	100,000	-	100,000	-	100,000	Pending resource availability.	
2022	22300124	Health, Safety and Disability Tracking Software	City Hall	100,000	-	100,000	13,865	86,135	Initial implementation complete. End user rollout planning is in progress.	
<b>2022 Approved Projects Subtotal</b>				<b>395,000</b>	<b>60,528</b>	<b>455,528</b>	<b>41,635</b>	<b>413,893</b>		
2023	23300039	Network Switch Upgrades	Various City Facilities	75,000	-	75,000	53,857	21,143		
2023	23300090	Recreation Software Upgrade	City Wide	100,000	-	100,000	-	100,000	Evaluation of requirements is tied to CityView rollout.	
2023	23300105	PeopleSoft Financials Review and Roadmap	City Wide	250,000	-	250,000	-	250,000		
2023	23300113	Expansion of Digital Services	City Wide	50,000	-	50,000	-	50,000	Funding to be distributed upon prioritization of business requests.	
2023	23300115	Corporate Data Program	City Hall	240,000	-	240,000	-	240,000		
2023	23300116	Cybersecurity Penetration Test and Remediation	City Wide	200,000	-	200,000	19,004	180,996		
<b>2023 Approved Projects Subtotal</b>				<b>915,000</b>	<b>-</b>	<b>915,000</b>	<b>72,861</b>	<b>842,139</b>		
<b>Information Technology Total</b>				<b>6,010,000</b>	<b>5,373,266</b>	<b>11,383,266</b>	<b>5,047,655</b>	<b>6,335,611</b>		
2021	21120001	Fire Training Tower	FIN-21-54	-	1,500,000	1,500,000	1,168,864	331,136	Contractor has yet to deliver the forcible entry door, and some warranty work that is still outstanding, which will be completed by the end of February.	
<b>2021 Approved Projects Subtotal</b>				<b>-</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,168,864</b>	<b>331,136</b>		
<b>New Facilities Total</b>				<b>-</b>	<b>1,500,000</b>	<b>1,500,000</b>	<b>1,168,864</b>	<b>331,136</b>		
2018	18400022	Track and Field Lighting - Pereyma Secondary School	316 Conant St	250,000	-	250,000	-	250,000		
<b>2018 Approved Projects Subtotal</b>				<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>		
2019	19400031	ARC Cultural Hub Feasibility Study	Arts Resource Centre	100,000	-	100,000	80,919	19,081	Work ongoing. Report anticipated Q2 2024.	
2019	19400037	Environmental Site Assessment	Raleigh Avenue	125,000	-	125,000	86,234	38,766	Final Invoice to be processed by the end of February.	
<b>2019 Approved Projects Subtotal</b>				<b>225,000</b>	<b>-</b>	<b>225,000</b>	<b>167,153</b>	<b>57,847</b>		
2020	20400034	Engineering Design Standards and Guideline Review	Citywide	210,000	43,113	253,113	220,124	32,989	Working towards completion in Q1 2024.	Staffing/lack of resources/competing priorities.
2020	20400043	Integrated Transportation Master Plan Update	Citywide	650,000	-	650,000	-	650,000	RFP has been drafted and is being finalized, to be released at end of Q1 2024. Final RFP will be taken to Committee and Council for direction/review.	Staffing/lack of resources/competing priorities.
2020	20400047	Stormwater Management Master Plan	Citywide	350,000	374,195	724,195	-	724,195	The project has been initiated and is progressing.	Staffing/lack of resources.
<b>2020 Approved Projects Subtotal</b>				<b>1,210,000</b>	<b>417,308</b>	<b>1,627,308</b>	<b>220,124</b>	<b>1,407,184</b>		
2022	22400004	Facility Needs Assessment Update	Various	150,000	-	150,000	136,429	13,571		
2022	22400065	Remove and Replace Fuel Storage Tanks	Oshawa Executive Airport	700,000	-	700,000	511,528	188,472	Project close-out and deficiency work is currently ongoing. Expected completion end Q1 2024.	Material delays, site conditions and design consideration
2022	22400066	Excess Soil Management	Various	325,000	-	325,000	180,645	144,355	Funding for various projects; review needed to ensure completion of all funding needs prior to closing account.	
<b>2022 Approved Projects Subtotal</b>				<b>1,175,000</b>	<b>-</b>	<b>1,175,000</b>	<b>828,602</b>	<b>346,398</b>		
2023	23400066	Excess Soil Management	Various	314,000	-	314,000	10,034	303,966	Funding for various projects; Laval Parking Lot is complete.	
2023	23400067	Infrastructure Condition Monitoring	Various Locations	100,000	-	100,000	32,300	67,700	Road inspection is complete and payment has been processed. Biennial inspection is also complete, and payment is being processed.	
2023	23400068	Northwood Business Park Sign	Northwood Business Park	800,000	-	800,000	40,588	759,412	Proceeding into the design phase for the Conlin Roundabout and a RFP is being developed for production and installation.	
<b>2023 Approved Projects Subtotal</b>				<b>1,214,000</b>	<b>-</b>	<b>1,214,000</b>	<b>82,922</b>	<b>1,131,078</b>		
<b>Other Initiatives Total</b>				<b>4,074,000</b>	<b>417,308</b>	<b>4,491,308</b>	<b>1,298,801</b>	<b>3,192,507</b>		
2018	18500043	Rose Valley Community Park (previously Thornton Community Park)	Thornton Road Lands SW of Airport	300,000	5,180,000	5,480,000	1,502,637	3,977,363	Construction ongoing.	
2018	18510079	Second Marsh Management Plan Update	Second Marsh	175,000	-	175,000	152,970	22,030	Management Plan is complete. Finalizing supplemental reports.	Budgetary constraints.
<b>2018 Approved Projects Subtotal</b>				<b>475,000</b>	<b>5,180,000</b>	<b>5,655,000</b>	<b>1,655,608</b>	<b>3,999,392</b>		

Capital Project Status as of December 31, 2023

Year	Project	Description	Location	Approved Budget	Adjusted Funding	Revised Budget	To-date Expenditures (as of Dec 31/23)	Budget/Exp. Variance	Project Status	Reason for Delay
2020	20510117	Pathway Surfacing Replacement Program	Various	100,000	(25,000)	75,000	52,195	22,805	Work ongoing. To be completed after spring thaw.	
<b>2020 Approved Projects Subtotal</b>				<b>100,000</b>	<b>(25,000)</b>	<b>75,000</b>	<b>52,195</b>	<b>22,805</b>		
2021	2112	Rotary Park Development	254 Centre St S	-	11,221,663	11,221,663	1,164,822	10,056,841	Project pending award.	
2021	21510119	Conant Park Redevelopment - Design	Conant Park	60,000	45,000	105,000	69,632	35,368	Procurement process for construction underway.	
2021	21510121	Sunnyside Park Redevelopment - Design	Sunnyside Park	53,000	1,200,000	1,253,000	299,600	953,400	Construction ongoing.	
2021	21520046	Laval Walkway Redevelopment	Laval Court	180,000	-	180,000	761	179,239	Project is on hold.	Pending developer and encroachment agreement.
2021	21520047	Oshawa Creek Trail at Gibb Street - Design	Oshawa Creek Trail at Gibb St	80,000	50,000	130,000	31,088	98,912	Existing trail closed for safety. Operations rerouting trail as required.	Remaining work awaiting coordination with Region of Durham.
2021	21540022	Consortium Watercourse Bank Stabilization Program	Various	10,000	-	10,000	-	10,000	Project is delayed - to be completed in 2024.	Staff resources.
<b>2021 Approved Projects Subtotal</b>				<b>383,000</b>	<b>12,516,663</b>	<b>12,899,663</b>	<b>1,565,902</b>	<b>11,333,761</b>		
2022	2209	Parkette 4 Kedron Part II	Kedron Part II	-	350,000	350,000	-	350,000	Park substantially complete. Finalizing project close-out with developer.	
2022	22500016	A.T.M.P. Trail Link 3 - Taunton Part II Plan	Esterbrook Drive	250,000	2,500,000	2,750,000	38,064	2,711,936	Design is ongoing.	
2022	22510130	Pumphouse Marsh Viewing Deck	Pumphouse Marsh	175,000	200,000	375,000	306,299	68,701	Deficiency rectification planned for Spring 2024.	Weather affecting ability to complete deficiencies.
2022	22520048	Michael Starr Trail Improvements	Michael Starr Trail	1,240,000	(800,000)	440,000	107,923	332,077	Project is on hold.	To be coordinated with the Region of Durham.
<b>2022 Approved Projects Subtotal</b>				<b>1,665,000</b>	<b>2,250,000</b>	<b>3,915,000</b>	<b>452,286</b>	<b>3,462,714</b>		
2023	2308	Lakeview Park Gazebo	Lakeview Park	-	115,000	115,000	-	115,000	Project underway, to be completed Q4 2024.	
2023	23500046	Parks Development - Site Investigations	City Wide	25,000	31,228	56,228	15,773	40,455	Ongoing.	
2023	23500067	Bond/Simcoe Urban Park	Bond Street and Simcoe Street (NE corner)	500,000	103,120	603,120	432,645	170,475	Design ongoing.	
2023	23510129	Northview Lawn Bowling	Northview Park	250,000	152,157	402,157	-	402,157	Design ongoing.	
2023	23510132	Lakeview Park Pathway Replacement	Lakeview Park	120,000	-	120,000	26,800	93,200	Design ongoing.	
2023	23510134	Easton Park Redevelopment	Easton Park	160,000	-	160,000	16,643	143,357	Design ongoing.	
2023	23510136	Baker Park - Splash Pad	Baker Park	85,000	-	85,000	5,170	79,830	Environmental site investigation reporting ongoing.	
2023	23510138	Greenbriar Park Redevelopment	Greenbriar Park	40,000	-	40,000	27,621	12,379	Design nearing completion. Procurement for construction expected to commence end of Q1 2024.	
2023	23510142	Elena Park Redevelopment	Elena Park	70,000	75,000	145,000	15,231	129,769	Environmental site investigation ongoing, and design underway.	Expanded scope due to additional parcel of land procured by the City.
2023	23520049	Airport Trail Safety Modifications	Oshawa Creek Trail at Oshawa Executive Airport	200,000	-	200,000	21,968	178,032	Deficiencies to be addressed in Spring 2024.	Pending favourable weather.
2023	23530004	Stone Street Park Shore Protection	Stone Street Park	300,000	-	300,000	2,646	297,354	Initial shoreline review ongoing.	
2023	23540005	Stormwater Mgmt Pond Cleaning	Brasswinds Trail	325,000	136,808	461,808	16,099	445,709	Council recently approved adding funding required for the project. Project to be completed by November.	
2023	23540033	Harmony Creek Branch 1 Study	Central Park Blvd N to Rossland Rd E	125,000	-	125,000	25,065	99,935	Comments on the draft fluvial assessment study report have been provided and it's about 60% completed.	
2023	23540074	Oshawa Creek Main Branch	From Thomas St to Wentworth St W	75,000	100,000	175,000	87,868	87,132	Staff have provided comments on the draft report and are awaiting the revised report. The report is about 75 % completed.	
2023	23540093	Harmony Creek Branch 3 Watercourse Improvement	Hillcroft to Rossland	225,000	1,000,000	1,225,000	20,332	1,204,668	Bid Closed on Jan 25. Evaluation Meeting on Feb 7. On Schedule.	
<b>2023 Approved Projects Subtotal</b>				<b>2,500,000</b>	<b>1,713,313</b>	<b>4,213,313</b>	<b>713,859</b>	<b>3,499,455</b>		
<b>Parks, Rec and Culture Total</b>				<b>5,123,000</b>	<b>21,634,976</b>	<b>26,757,976</b>	<b>4,439,850</b>	<b>22,318,127</b>		
2013	1378	Street Lighting Improvements (Bloor St., Merritt to Ritson Rd. S. (N & S))	Bloor St, Merritt to Ritson Rd S	43,000	-	43,000	-	43,000	Region delivered project. Construction complete. Awaiting invoice.	
2015	1576	Townline Road North - Street Lighting Upgrades	Adelaide Ave. to Pebblestone Rd.	63,000	-	63,000	-	63,000	Follow up with Region on timing.	
2015	15700911	Conlin Rd W (Founders Dr to Simcoe St N) Widening	Founders DR to Simcoe St N	1,100,000	-	1,100,000	-	1,100,000	Region delivered project. Construction complete. Awaiting invoice.	
2015	15701716	Conlin & Wilson Round-about	At Wilson Rd N	100,000	22,000	122,000	-	122,000	Design of Dual Lane Roundabout included in contract C2022-119 Conlin Road East Design - Ritson to Grandview.	
2015	15720019	Simcoe St N MUP (Windfields)	Various	677,000	-	677,000	-	677,000	Work has been completed, and staff are resolving outstanding items with Region before signing off on invoices.	
2016	16770008	Control & Warning Signals-Harmony Rd N at Legends Centre	Harmony Rd. N. at Delpark Homes Centre	190,000	60,000	250,000	-	250,000	Region delivered project. Construction complete. Awaiting invoice.	
<b>2015 Approved Projects Subtotal</b>				<b>2,173,000</b>	<b>82,000</b>	<b>2,255,000</b>	<b>-</b>	<b>2,255,000</b>		
2019	19720025	Replacement of Transponders and	Various Locations	470,000	180,000	650,000	-	650,000	Reviewing submission to RFP.	
2019	19730007	2019 Subdivision Development Related Projects	Various Locations	226,000	2,118,667	2,344,667	1,284,165	1,060,502		

Capital Project Status as of December 31, 2023

Year	Project	Description	Location	Approved Budget	Adjusted Funding	Revised Budget	To-date Expenditures (as of Dec 31/23)	Budget/Exp. Variance	Project Status	Reason for Delay
2019	19730448	Britannia Ave W Design	Thornton Rd N to West of Windfields Farm Dr	-	-	-	-	-	Consultant proposal under review.	
2019	19730456	Northwood Roads Environmental Assessment	Stevenson Rd N & Future Midblock Arterial	260,000	195,079	455,079	134,984	320,095	Working towards a possible P.I.C. 2 in April 2024.	
2019	19750041	Harmony Rd N - West Side Sidewalk	Taunton Rd E To Missom Gate	100,000	-	100,000	-	100,000	Survey and negotiations with the Region have been completed. A future sidewalk contract will be added after the completion of the initial Corp Development, south of Missom Gate.	
2019	19750114	Harmony Rd N - Sidewalk & Multi-Use Path	Coldstream Dr to Conlin Rd E	460,000	79,000	539,000	-	539,000	Region delivered work. Currently in discussions with the Region.	
2019	19760047	Harmony Road N Street Lighting Upgrades	Coldstream Dr to Conlin Rd	-	851,000	851,000	-	851,000	Region delivered project. Construction complete. Awaiting invoice.	
2019	19770023	Traffic Signal Uninterruptable Power Supply	2 locations	50,000	-	50,000	-	50,000	Region delivered project. Construction complete. Awaiting invoice.	
2019	19770026	Accessible Pedestrian Signals	Various	170,000	-	170,000	-	170,000	To be completed in 2024.	Supply chain issues.
<b>2019 Approved Projects Subtotal</b>				<b>1,736,000</b>	<b>3,423,746</b>	<b>5,159,746</b>	<b>1,419,149</b>	<b>3,740,597</b>		
2020	20730485	Conlin Rd E	Wilson Rd N to Townline Rd N	839,000	1,392,353	2,231,353	221,927	2,009,426	Design currently in 30% Design Phase.	
2020	20740089	Neighbourhood Traffic Management Projects	TBD	50,000	-	50,000	8,856	41,144	Staff engaged with communities for NTMG (Neighbourhood Traffic Management Projects) process. 40 km/h Area Pilot Project started in 2022 and brought back to Council in 2024 for further direction.	
2020	20760045	Simcoe St N - Street Lighting Upgrades	Northern Dancer Dr to Winchester Rd	934,000	465,000	1,399,000	431,710	967,290	Region delivered project. Construction complete. Awaiting invoice.	
2020	20760046	Townline Rd N - Street Lighting Upgrades	Beatrice St E to Taunton Rd	599,000	-	599,000	-	599,000	Region delivered project. Construction complete. Awaiting invoice.	
2020	20770027	Traffic Signal Uninterruptable Power Supply	Various	50,000	-	50,000	-	50,000	Region delivered project. Construction complete. Awaiting invoice.	
2020	20770030	Accessible Pedestrian Signals	King St. & Gibbons St.	85,000	-	85,000	-	85,000	Region delivered project. Construction complete. Awaiting invoice.	
2020	20770035	Accessible Pedestrian Signals	Bond St. east of Claymore Cres.	85,000	-	85,000	-	85,000	Region delivered project. Construction complete. Awaiting invoice.	
<b>2020 Approved Projects Subtotal</b>				<b>2,642,000</b>	<b>1,857,353</b>	<b>4,499,353</b>	<b>662,493</b>	<b>3,836,860</b>		
2021	21710082	Structure Replacement Designs	Various	240,000	(134,832)	105,168	77,484	27,684	Pedestrian Bridge 1-2053 is currently at 90% design, this project was divided into 3 phases from the original; the first 2 phases are complete. Phase 3 for Howden Culvert, is currently under review for the 100%	
2021	21730452	Conlin Road West	West City Limits to Stevenson Rd N	4,400,000	5,598,687	9,998,687	3,618,088	6,380,599	Construction 95% complete; fencing, roundabout and pedestrian crossover commissioning in process.	
2021	21730459	Central Oshawa Hub Infrastructure Improvements (Merged with Old Mobility Hub Transportation and Land Use Study)	Metrolinx GO Mobility Hub	533,000	123,866	656,866	432,986	223,879		
2021	21730486	Ritson/Columbus Roundabout Design	Ritson Rd N & Columbus Rd E	250,000	4,053,504	4,303,504	1,870,623	2,432,881	Design awarded to CIMA, 30% design due June 2024.	
2021	21730487	Thornton Road North	Conlin Rd W to Winchester Rd W	4,873,000	-	4,873,000	570,040	4,302,960	90% design review in progress, utility relocations being coordinated.	
2021	21740089	Neighbourhood Traffic Management Projects	Various	50,000	-	50,000	-	50,000		
2021	21750139	Olive Ave Sidewalk Reconstruction	Olive Ave and Court St	168,000	52,000	220,000	-	220,000	Region delivered project. Delayed due to ongoing construction projects in the area.	
2021	21770009	New Traffic Control Signals	Grandview St N and Greenhill Ave	250,000	-	250,000	-	250,000	Region delivered project. Construction complete. Awaiting invoice.	
2021	21770027	Traffic Signal Uninterruptable Power Supply	Various	50,000	-	50,000	-	50,000	Region delivered project. Construction complete. Awaiting invoice.	
2021	21770029	Signal Controller Replacements	Various	64,000	-	64,000	-	64,000	Region delivered project. Construction complete. Awaiting invoice.	
2021	21770030	Accessible Pedestrian Signals	Various	85,000	-	85,000	-	85,000	Region delivered project. Construction complete. Awaiting invoice.	
<b>2021 Approved Projects Subtotal</b>				<b>10,963,000</b>	<b>9,693,225</b>	<b>20,656,225</b>	<b>6,569,222</b>	<b>14,087,003</b>		
2022	2207	Decorative Lighting Program	Downtown	-	525,000	525,000	182,039	342,961	DS Project is ongoing.	
2022	2213	GM Road Pothole Initiative	GM	13,750	-	13,750	-	13,750		
2022	22701720	Visual Aid Location Remediation	Oshawa Executive Airport - Runway 05/23	50,000	-	50,000	35,144	14,856	Anticipated that the balance of the work would be completed last year. The contractor is still waiting for parts to complete the work.	
2022	22710092	Pedestrian Structure Replacements	350m south of Bloor St W and 200m west of Erie St	438,000	2,139,832	2,577,832	1,549,630	1,028,202	Structure 1-1007 complete, and deficiency list to be compiled in May 2024. Structure 1-2053 at 90% design.	
2022	22730490	Subdivision Related Projects	Various	234,000	-	234,000	-	234,000	Waiting for subdivision to get to Stage 1 and Stage 2 approval to process payments.	
2022	22740007	A.T.M.P. Cycling Network Expansion	Various	50,000	88,479	138,479	82,050	56,430	List of work being developed and implementation to be completed by end of August.	

**Capital Project Status as of December 31, 2023**

Year	Project	Description	Location	Approved Budget	Adjusted Funding	Revised Budget	To-date Expenditures (as of Dec 31/23)	Budget/Exp. Variance	Project Status	Reason for Delay
2022	22740148	Roads Resurfacing	Various	235,000	-	235,000	-	235,000	Project will be deferred until the completion of the Conlin/Wilson Roundabout.	
2022	22740156	Region Coordination (Overlay)	Veterans Rd & Holland St	518,000	-	518,000	-	518,000	Region lead project; currently awaiting final inspection by the Region before processing payment.	
2022	22750115	Centre St N & Brock St W - Sidewalk	William St W to Simcoe St N	470,000	150,000	620,000	-	620,000	Region delivered project. It is expected to have a Fall 2024 tender and a Spring 2025 construction start.	
2022	22750143	Farewell St Sidewalk & Multi-Use Path	Farewell St	674,000	415,000	1,089,000	-	1,089,000	Region delivered project. Construction expected to start in 2024.	
2022	22760056	Centre Street North Street Lighting Upgrades	Centre Street South from King St W to Elgin	295,000	350,000	645,000	-	645,000	To be completed in 2024 in conjunction with Region road reconstruction.	
2022	22770029	Signal Controller Replacements	Various	64,000	-	64,000	-	64,000	Region delivered project. Construction complete. Awaiting invoice.	
2022	22770030	Accessible Pedestrian Signals	Various	85,000	-	85,000	-	85,000	Region delivered project. Construction complete. Awaiting invoice.	
2022	22770060	L.E.D. Signal Replacement	Various	20,000	-	20,000	-	20,000	Region delivered project. Construction complete. Awaiting invoice.	
2022	22770061	New Pedestrian Crossover Signals	TBD	50,000	-	50,000	-	50,000	Region delivered project. Construction complete. Awaiting invoice.	
<b>2022 Approved Projects Subtotal</b>				<b>3,196,750</b>	<b>3,668,311</b>	<b>6,865,061</b>	<b>1,848,862</b>	<b>5,016,199</b>		
2023	2307	Traffic Signal - Steeplechase		-	280,000	280,000	-	280,000	Funding received from developer for traffic signal project.	
2023	23710027	Simcoe St S Bridge Rehab	60m north of Valley Drive	1,131,000	-	1,131,000	902,031	228,969	Contract (23-05) completion deficiencies outstanding. To be completed in Spring 2024.	Supply chain issues.
2023	23710028	Boundary Road Agreement - Townline Rd N Culvert Replacement	1.05km S of Howden Rd E	80,000	-	80,000	-	80,000	Clarington led project. Work deferred to 2025 due to delay in design.	
2023	23710051	Gibb St Bridge Rehabilitation	Corbett Creek, 230m W of Thornton Rd S	281,000	-	281,000	250,324	30,676	Contract (23-05) completion deficiencies outstanding. To be completed in Spring 2024.	Supply chain issues.
2023	23730455	Conlin Road East	Harmony Rd N to Grandview St N	4,615,000	-	4,615,000	22,191	4,592,809		
2023	23730479	Britannia Ave W	Thornton Rd N to W of Oshawa Creek	4,990,000	-	4,990,000	-	4,990,000		
2023	23730490	Subdivision Related Projects	Various	58,000	-	58,000	-	58,000	Waiting for subdivision to get to Stage 1 and Stage 2 approval to process payments.	
2023	23730492	Britannia Ave West Bridge	Britannia Ave W 400m W of Windfields Farm	219,000	150,000	369,000	2,747	366,253	Consultant proposal under review.	
2023	23740043	Asphalt Preservation-Overlay	Various	1,800,000	-	1,800,000	1,534,859	265,141	Contract O 24-01 currently out to tender. Tender closing date February 21, 2024.	
2023	23740056	Asphalt Preservation-Crack Seal	City Wide	135,000	(6,243)	128,757	60,408	68,349	List of 2023 crack seal candidates sent to contractor, and awaiting contractor submittals.	
2023	23740077	Road Reconstruction Program	Various	50,000	392,204	442,204	15,620	426,584	Currently in warranty period. Contractor is working on completing remaining completion deficiencies.	
2023	23740089	Neighbourhood Traffic Management Projects	Various	100,000	-	100,000	-	100,000		
2023	23740115	Northern Roads Program	Various	900,000	97,251	997,251	847,019	150,233	Contract documents at 95%, tender Q1 2024.	
2023	23740157	Two-Way Street Conversion	Albert/Celina & Brock/Colborne	250,000	150,000	400,000	126,957	273,043	Detailed design is being undertaken internally.	
2023	23740159	Road Reconstruction - Bickle Dr Subdivision	Roselawn Ave, Bickle Dr, Winnifred Ave	300,000	-	300,000	-	300,000	90% design review in progress; construction budget to be taken to Council for 2025 budget.	
2023	23750117	Horizontal Control Monuments	City Wide	45,000	(3,128)	41,872	-	41,872	The horizontal control monuments have been installed and observed. The contractor is working to correct an issue with the elevations and some errors on the reference sheets.	
2023	23760014	Street Lighting Upgrades	Various	55,000	-	55,000	30,782	24,218	OPUC delivered project. Construction complete. Awaiting invoice.	
2023	23760025	Bloor St. W. Street Lighting	West City Limits to West of Stevenson Rd S	300,000	-	300,000	-	300,000	Work to be completed in 2024. Region reconstruction project.	
2023	23760058	Farewell St Street Lighting Upgrades	Farewell St, Bloor St E to Harbour Rd	315,000	-	315,000	-	315,000	Work to be completed in 2024. Region reconstruction project.	
2023	23770027	Traffic Signal Uninterruptable Power Supply	Various	100,000	-	100,000	-	100,000	Region delivered project. Construction complete. Awaiting invoice.	
2023	23770029	Signal Controller Replacements	Various	69,000	-	69,000	-	69,000	Region delivered project. Construction complete. Awaiting invoice.	
2023	23770030	Accessible Pedestrian Signals	TBD	100,000	-	100,000	-	100,000	Region delivered project. Construction complete. Awaiting invoice.	
2023	23770060	L.E.D. Signal Replacement	Various	20,000	-	20,000	-	20,000	Region delivered project. Construction complete. Awaiting invoice.	
2023	23770070	New Traffic Control Signals	Windfields Farm Dr E & Steeplechase St (Costco Entrance)	250,000	-	250,000	-	250,000	Design work completed. Construction expected to start in Q2 of 2024.	
<b>2023 Approved Projects Subtotal</b>				<b>16,163,000</b>	<b>1,060,084</b>	<b>17,223,084</b>	<b>3,792,938</b>	<b>13,430,147</b>		
<b>Transportation Total</b>				<b>36,873,750</b>	<b>19,784,719</b>	<b>56,658,469</b>	<b>14,292,664</b>	<b>42,365,805</b>		
<b>Grand Total</b>				<b>101,190,750</b>	<b>53,395,261</b>	<b>154,586,011</b>	<b>37,089,504</b>	<b>117,496,507</b>		

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-24-19

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Security Surveillance and Guard Services Contract

Ward: All Wards

File: 03-05

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## **1.0 Purpose**

The purpose of this report is to provide Council with information regarding the Security Surveillance and Guard Services Contract with Logixx Security Inc. and Security Infrastructure and to request an extension of three (3) one-year terms subject to favourable services and pricing.

This report responds to April 26, 2021 Council’s direction regarding Report FIN-21-33:

- Part 2 which states: “That the Manager, Purchasing Services or Supervisor, Purchasing and Support Services prepare an information report annually with a recommendation to extend or not the contract”; and,
- Part 4 which states: “That the annual information report including information on KPIs as well as savings or avoided costs that were achieved through the implementation of the security surveillance and guard services contract.”

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

1. That the Manager, Procurement be authorized to extend the existing contract for a one year term as outlined in Report CF-24-19, “Security Surveillance and Guard Services Contract”, dated February 28, 2024, to Logixx Security Inc. for the provision of security surveillance and guard services; and,
2. That the Manager, Procurement be authorized to extend the contract for an additional two one-year terms to Logixx Security Inc. subject to favourable service and pricing; and,

3. That the Region of Durham be requested to assist with the cost and enter into a memorandum of understanding with the City of Oshawa for fifty (50) per cent of the cost of the Dedicated Downtown Patrol Enforcement Resource for the calendar year 2024, and that the Commissioner, Corporate and Finance Services be authorized to enter into the agreement in a form and content to the satisfaction of the Commissioner, Corporate and Finance Services and the City Solicitor; and,
4. That a copy of this report and Council resolution be provided to the Region of Durham Council, Region of Durham Social Services Department, Region of Durham Health Department, Region of Durham Planning & Economic Development Department, Lakeridge Health and Durham Regional Police Service Board, Chief of Police and Greater Oshawa Chamber of Commerce.

### **3.0 Executive Summary**

Not applicable

### **4.0 Input From Other Sources**

Chief Administrative Officer

### **5.0 Analysis**

#### **5.1 Background**

The City currently contracts security surveillance and guard services to help protect the City's physical assets, as well as the safety of all Council members, employees and the public in City operations and in public use of City facilities. According to the Occupiers' Liability Act, R.S.O. 1990, c. O.2, and the Occupational Health and Safety Act, R.S.O. 1990, c. O.1, it is the legislative duty and responsibility of the City to:

- provide a safe, healthy working environment for its employees;
- ensure that all persons entering City premises are reasonably safe while on the premises;
- provide for the safety of all Council members, employees and the public in City operations and in public use of City facilities.

Security surveillance and guard services both aid in reducing property damage, minimizing the loss of City assets and personal belongings, and the protection against threats or assaults through video surveillance monitoring and mobile patrols. As the severity of security threats intensify, these services provide an increased benefit to the community, fortifying the safety of the public, members of Council and City staff has become more critical and vital to our operation.

#### **5.2 R.F.P. C2021-031 Security Surveillance and Guard Services**

In 2021, the City issued R.F.P. C2021-031 to known companies providing security surveillance and guard services. Logixx Security Inc. best satisfied the City's requirements and was the highest ranked and recommended proponent.

On April 26, 2021, Council approved awarding of the security surveillance and guard services contract to Logixx Security Inc. as detailed in [Report FIN-21-33](#), “Request for Proposal C2021-031 Security Surveillance and Guard Services”.

On June 1, 2021, Logixx Security Inc.’s contract began. The scope of services includes:

- CCTV Surveillance and Dispatch
- Crime and Disorder Incident Response
- Access Control
- Respond to Parking Garage Elevators and Gates
- After Hours Call Response and Dispatch
- Visible Deterrent
- Mobile Patrols of City Facilities, including special event services and other emergency or contingency response services as required
- Fire and Security Alarm Response Services
- Public Education and Enforcement of the City’s Trespass By-Law
- Incident Reporting and Data Maintenance
- Strategic Collaboration with internal and external partners

In addition, all guards must comply with all applicable laws and regulations including criminal record and vulnerable sector check and be trained and licensed as per the Private Security and Investigative Services Act, 2005, S.O. 2005 c. 34.

On February 28, 2022, City Council approved FIN-22-22 regarding “Update on Security Surveillance and Guard Services Contract and Capital Project 11-0411 Security Technology Infrastructure” and the one year extension.

On February 27, 2023, City Council approved Report CF-23-12 regarding “Update on Security Surveillance and Guard Services Contract” and the one year term extension.

### **5.2.1 Key Performance Indicators**

In response to Council Direction 4 from FIN-21-33 requesting that the annual information report include information on KPIs, **Table 1** provides Key Contract Performance Indicators from Logixx Security for January 1, 2023 until December 31, 2023.

**Table 1: Key Contract Performance Indicators**

Requirement	Result
<p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>• One (1) Level 3** Trained Mobile Guard on every shift*</li> <li>• Two (2) Level 2*** Trained Mobile Guards on every shift*</li> <li>• Two (2) Level 2 Trained Dispatch Guards on every shift*</li> <li>• All Level 3 Mobile Guards equipped with Body Worn Cameras (BWC)</li> <li>• All Downtown Mobile Guards equipped with Body Worn Cameras ( BWC)</li> </ul>	<p>Complete</p> <p>All shifts are properly staffed with qualified individuals and mobile support from the head office</p>
<p><b>Guard Response Time</b></p> <ul style="list-style-type: none"> <li>• Consistently maintain a response time to any call in under 9 minutes</li> </ul>	<p>Complete</p> <p>Average response time is between 4 and 8 minutes</p>
<p><b>Training</b></p> <ul style="list-style-type: none"> <li>• Diversity and Inclusion Training</li> <li>• Non-violent Crisis Intervention Training</li> <li>• Mental Health First-aid Training</li> <li>• Narcan or Naloxone Training</li> <li>• Self-defense Training</li> <li>• Use of Force Baton and Handcuff Training</li> <li>• Dispatch Training</li> <li>• Bike patrol training</li> <li>• Verbal Judo (redirect behavior, diffuse difficult situations)</li> <li>• Certified Protection Officer training for Site Supervisor and all shift Supervisors</li> <li>• Customer Service Training</li> <li>• Scenario base incident reponse training was added in fall of 2023 at no cost</li> </ul>	<p>Complete</p>
<p><b>Processes and Procedures*</b></p> <ul style="list-style-type: none"> <li>• City approved procedures implemented, maintained and being updated</li> <li>• Radio-Frequency Identification (RFID) patrol points installed at all regular patrol locations</li> </ul>	<p>Complete</p>



Requirement	Result
<p><b>Vehicle Requirements</b></p> <ul style="list-style-type: none"> <li>• Equipped with GPS, dash cam, spot and roof lights</li> <li>• Narcan kits</li> <li>• Fire extinguisher and first aid bags</li> </ul>	Complete
<p><b>Customer Satisfaction</b></p> <ul style="list-style-type: none"> <li>• Complaints received by members of Council, employees, members of the public are reviewed and resolved</li> </ul>	Complete

\*New City contract requirement

\*\*Level 3 guard: has body-worn camera, hands-on tactical enforcement training, and Level 2 guard training, bike training, Verbal Judo, customer service training, CPO training.

\*\*\*Level 2 guard: has non-violent crisis intervention training, mental health first aid training, first responder level first aid/ AED training, Narcan or Naloxone Administration training, Verbal Judo, customer service training.

The following summarizes results of new tracking procedures and processes initiated in 2023. It is intended that these results are used for tracking and reporting purposes, in addition to the contract KPI's outlined in **Table 1** above.

- Weekly status meeting between City Staff, Logixx Security Site Supervisor and Management Staff.
- Monthly status meeting between City Staff and Logixx Security Senior Management Team.
- Crime Prevention Through Environment Design (“C.P.T.E.D.”) assessment of Civic Recreational Complex completed by Logixx Security in 2023.
- Security Assessment and Crime Prevention Through Environment Design (“C.P.T.E.D.”) assessment of South Oshawa Community Center and Delpark Homes Center are scheduled to take place in 2024.
- Over 22,886 regular mobile patrols have been conducted throughout City facilities since January 2023. Incidents peaked for the month of March and a significant decline in the month of April, followed by another increase in December of 2023.
- Incidents peak during the evening, commencing from 5 p.m. onward, which identifies an earlier occurrence trend from the 8 p.m. reported in 2022.
- Average incident duration spent by Corporate Security is 65 minutes per incident.
- Nine (9) arrests have been made under the Trespass to Property Act, R.S.O. 1990, c. T.21, where individuals were involved in prohibited conduct and refused to leave or stop the activity.
- Daily collaboration with Municipal Law Enforcement (M.L.E.) and Durham Regional Police Service (D.R.P.S.).

### 5.2.2 Security Incidents at City Facilities

The incidents that security guard services respond to are diverse and range in severity. Security guard services regularly respond to critical incidents including but not limited to suicides and suicide attempts; assaults and threat of assault against members of Council, public, staff and security guards; persons impaired by drugs and/or alcohol; and persons suffering from mental illness-related crisis.

**Table 2** below is a breakdown of 2023 Security Incidents by Type at all City Facilities as reported by Logixx Security from January 1, 2023 – December 31, 2023.

**Table 2: 2023 Security Incidents by Type at all City Facilities**

<b>Incident</b>	<b>Total</b>
Trespass to Property: Escort from the Property, Loitering, Removed	2,181
Medical, Intoxication, Drugs	1,132
Graffiti	62
Mischief/ Vandalism	89
Indecent Exposure	24
Arrests	9
Naloxone Administration	40
Facility Alarms	54
Injury (security employee/public)	9
Insecure Gate/Door/Vehicle	88
Trespass known repeat offense	196
Garbage/Litter/Debris-broken pieces and old objects that are not wanted	393
Theft	11
<b>Total Number of Security Incidents</b>	<b>4,288</b>

**Table 3** outlines the number of security incidents at City facility locations from January 1, 2023 until December 31, 2023 reported by Logixx Security. The incidents identified in 2023 include increased multiple occurrences in various Parks throughout the City.

**Table 3: Number of Security Incidents at City Facilities in 2023**

<b>Name of Facility</b>	<b>Number of Security Incidents</b>
Centre Street Parking Garage	269
McLaughlin Band Shell	240
Mary Street Parking Garage	394
City Hall & Civic Square	213
McMillian Parking Garage	225
Oshawa Public Libraries – McLaughlin Branch	124
Robert McLaughlin Art Galley	89
Joe Kolodzie Trail	61
Lakeview Park	111

Name of Facility	Number of Security Incidents
John Street Bridge	256
Tribute Communities Centre	123
Brick Valley Park	175
Rotary Pool	204
Oshawa Senior Community Centre – John Street Branch	72
Arts Resource Centre	11
Children’s Arena	156
Consolidated Operations Depot	26
Oshawa Executive Airport	29
Northview Community Centre	78
Civic Recreational Complex	196
Donevan Recreation Complex	86
Alexandra Park	112
South Oshawa Community Centre	117
Delpark Homes Centre	103
North Oshawa Skateboard Park	79
Sunnyside Park	111
Fire Hall #1	9
Fire Hall #3	6
Animal Services	9
Fire Hall #5	7
Fire Hall #6	5
Howden Depot	3
Chopin Park	58
Adelaide Park	1
Oshawa Senior Community Centre – Conant Branch	19
Harman Park Arena	88
Fire Hall #2	3
Oshawa Community Museum	2
Kinsmen Stadium	2
Oshawa BMX Park	22
Ed Brodbent Park	39
Rundle Park	56
Cold Stream Park	47
Cordova Park	20
Cowwan Park	68
Sunnyside Park	134
Union Cemetary	21
Pioneer Memorial Gardens	9
<b>Total number of Incidents by location</b>	<b>4,288</b>

**Table 4** is a breakdown of reported security incidents by Corporate Security services annually from 2016 to 2023.

**Table 4: Security Incidents at all City Facilities by Year**

2016	2017	2018	2019	2020	2021	2022	2023
1,166	1,422	3,003	4,524	5,035	5,238	5,992	5,521

**Downtown Incidents from January 1, 2023 – December 31, 2023**

Regular & Downtown Patrol Enforcement teams responded to 3,717 incidents.

Approximately 238 calls were made to D.R.P.S.

Approximately 910 incidents out of approximately 3,717 were categorized as criminal in nature, but addressed by Corporate Security and Municipal Law Enforcement, specifically intoxication (public consumption of alcohol), or what appeared to be illegal drugs. These individuals either stopped immediately or moved on without confrontation when addressed. D.R.P.S. was not contacted.

**5.2.3 Extension**

Based on the KPIs noted in Section 5.2.1, the Security Incidents in Section 5.2.2 and the results of the dedicated Downtown Patrol in Section 5.4, staff recommend extending the contract with Logixx Security Inc. for an additional three (3) one-year terms subject to favourable service and pricing.

**5.2.3.1 Advantages of Extension**

The advantage to renewing the security surveillance and guard services contract with Logixx Security Inc. are:

- Logixx Security is providing favourable services, is responsive to the City's requests, and is meeting the requirements of the contract
- Creating long-term contracts are a standard practice and fosters confidence
- Creates a stable environment for the security company's staff
- Logixx Security understands the City's environment, is familiar with the City's facilities and any issues each may encounter
- Logixx Security is knowledgeable about the City's technology infrastructure
- Logixx will be providing Hybrid fleet options promoting a more environmentally responsible service
- Logixx have agreed to implement a bike program, supporting both the City's sustainable target and providing a presence and on the active trail network
- Logixx will be providing upgraded incident reporting software Resolver for improved statistics and metrics to suit the City's requirements

**5.2.3.2 Disadvantages of Terminating**

The disadvantages of terminating the security surveillance and guard services contract after year one are:

- Staff will need to issue another R.F.P. including a time-consuming bid process
- A new service provider would be accompanied by a learning curve for the successful bidder and their staff
- Cost of change i.e. potential change in supplier means employees have to re-train to their new company standards and practices; switching supplier takes four weeks to implement, as there is a lot of transferring of information
- Potential increased costs
- Unsettling work environment for the employees; employees transfer from one employer to another in a short period of time

**6.0 Financial Implications**

The following chart outlines the contract cost for the fourth year extension.

	<b>Estimated Annual Cost</b>
Corporate Security Services*	\$1,627,700
Downtown Patrol**	\$903,000
Sub-Total	<hr/> \$2,530,700
Plus H.S.T.	\$328,991
Total	<hr/> \$2,859,691
Less H.S.T. Rebate	\$287,491
Estimated Total Cost	<hr/> <hr/> <b>\$2,572,200</b>

\*Includes Corporate Security Services and Parking Garage Patrol.

\*\*Dedicated Downtown Patrol Enforcements at a cost of \*\$903,000 was included in the 2024 Operating Budget.

Extension years two and three will be subject to an increase of 2.5% respectively. It should be noted that the extension years identified above do not include any provision for Provincial minimum wage increases.

## 7.0 Relationship to the Oshawa Strategic Plan

The recommendations in this report respond to the Oshawa Strategic Plan Goals of Accountable Leadership and Social Equity.



Adam Grant, Commissioner,  
Safety and Facilities Services Department



Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

To: Corporate and Finance Services Committee

From: Mary Medeiros, Director, Legislative Services/City Clerk,  
Office of the C.A.O.

Report Number: CF-24-21

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Analysis of a Reduced Boulevard Presence and Time Limits  
Concerning the Placement of Election Signs

Ward: All Wards

File: 03-05

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## 1.0 Purpose

At its November 20, 2023 meeting, City Council directed the following with respect to [Report CF-23-86](#) concerning a review of consultation and proposed replacement of the election sign by-law:

“That the following be referred to staff to deliberate on a reduced public boulevard presence and a satisfactory time limit be presented to the Committee:

1. That in accordance with Report CF-23-86 dated November 1, 2023 concerning consultation and a proposed replacement of By-law 42-2014, Council pass a new Election Sign By-law as set out in Attachment 2 with the following amendments:
  - a. That Sections 3.1, 3.2 and 4.1 be deleted;
  - b. Add to Section 4.2 'public boulevards, excluding boulevards around parks, schools, properties at intersections around municipal, provincial and federal facilities, trails and heritage sites and all of a candidate's boulevard signs be a minimum distance of 15 metres from each other'; and,
  - c. In Section 6.1 (a), replace the words '42 days' to '25 days' and in a form and content acceptable to the City Solicitor and the City Clerk; and,
2. That By-law 42-2014, as amended, be repealed.”

The purpose of this report is to provide staff’s analysis with respect to the above direction.

Attachment 1 is the Proposed Election Sign By-law.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

1. That in accordance with Report CF-24-21 dated February 28, 2024 concerning a proposed replacement of By-law 42-2014, Council pass a new Election Sign By-law as set out in Attachment 1 to this report and in a form and content acceptable to the City Solicitor and the City Clerk; and,
2. That By-law 42-2014, as amended, be repealed.

## **3.0 Executive Summary**

None.

## **4.0 Input From Other Sources**

- Legal Services
- Municipal Law Enforcement and Licensing Services

## **5.0 Analysis**

At its April 17, 2023 meeting, the Corporate and Finance Services Committee deferred Report CF-23-34 Review and Proposed Replacement of the Election Sign By-law to the June 5, 2023 Committee meeting.

At its June 26, 2023 meeting, City Council directed that Report CF-23-34 concerning a review and proposed replacement of the Election Sign By-law be referred to staff to consult with the public, Region of Durham, Local Riding Associations, Durham District School Board, Durham Catholic District School Board, and both French counterparts for review and that the aforementioned be invited to send written comments to Committee on the proposed by-law replacement.

At its November 30, 2023 meeting, City Council directed that Report CF-23-86 concerning a review of consultation and proposed replacement of the Election Sign By-law, that the following be referred to staff to deliberate on a reduced public boulevard presence and a satisfactory time limit be presented to the Committee:

1. That in accordance with Report CF-23-86 dated November 1, 2023 concerning consultation and a proposed replacement of By-law 42-2014, Council pass a new Election Sign By-law as set out in Attachment 2 with the following amendments:
  - a. That Sections 3.1, 3.2 and 4.1 be deleted;
  - b. Add to Section 4.2 'public boulevards, excluding boulevards around parks, schools, properties at intersections around municipal, provincial and federal facilities, trails and heritage sites and all of a candidate's boulevard signs be a minimum distance of 15 metres from each other'; and,



- c. In Section 6.1 (a), replace the words '42 days' to '25 days' and in a form and content acceptable to the City Solicitor and the City Clerk; and,
2. That By-law 42-2014, as amended, be repealed.

This report provides analysis of the following three items as directed by Council: election sign deposits; a reduced boulevard presence; and, time limits on the placement of election signs.

As outlined in Report CF-23-86, public consultation indicated significant support for the proposed by-law to only allow signs on private property. Other themes arising from the comments include:

- Support for a clear by-law that is easy to understand and enforce;
- Support for permit fees or deposits from sign owners that can be returned if there are no violations;
- Support for limitations on the number of signs placed together or the number of signs permitted for any one candidate.

### **5.1 Election Sign Deposits**

The Proposed Election Sign By-law (“Proposed By-law”) Section 3 includes a requirement for a \$250 deposit to be paid by a Candidate or Third Party Advertiser before any election signs can be placed. The deposit allows for the City to recover costs where expenses are incurred in the removal of election signs. Following the election, the deposit will be returned to the Candidate or Third Party Advertiser, either in whole, or less any amount deducted to recover enforcement expenses, thus increasing accountability for the Candidate or Third Party in ensuring they are following the by-law. Candidates or Third Party Advertisers who are not placing election signs are not required to pay the deposit, nor do they have to pay it when they file or register; however, at any time during the campaign period they may submit the deposit to erect signs.

Should Section 3 pertaining to election sign deposits not be included in the Proposed By-law, this would eliminate any payment required from Candidates or Third Party Advertisers for placing election signs; therefore, the City will not have a method of cost recovery for enforcement and removal of election signs that may be required.

### **5.2 Reduced Presence on Boulevards**

The Proposed By-law includes a prohibition of election signs on boulevards, designed to reduce visual pollution and increase clarity for candidates, the public and enforcement officers on where signs may be placed. This in turn, should reduce the number of signs in violation of the by-law thereby further reducing the volume of enforcement required.

Conversely, the alternative to allow election signs on certain boulevards is likely to increase demand for enforcement as detailed in Section 5.2.2 and would require significant changes to the Proposed By-law. This section discusses the alternatives for a reduced

presence of election signs on boulevards. The section further analyzes the impact of these alternatives on enforcement and operations before concluding with an evaluation of any minimum distance provisions.

### **5.2.1 Boulevard Placement**

Three alternatives were reviewed with respect to election signs on boulevards. The available options are distinguished by two main aspects: the prohibition or allowance of election signs on certain boulevards; and, the requirement for permission of the property owner, occupant, or tenant (“Property Stakeholder”) to place the election sign.

At the Council meeting of November 20, 2023, staff were directed to review adding a section to the by-law that would permit election signs on “public boulevards, excluding boulevards around parks, schools, properties and intersections, around municipal provincial and federal facilities, trails and heritage sites”. To avoid using an exhaustive list of property types, staff would substitute the proposed language in Council’s resolution with “Permitted Boulevards” which would need to be defined appropriately should Council wish to allow signs on boulevards. It is also important to note that after removing all of the boulevard types listed in the exclusions, there are very few locations remaining which, as discussed below, increases confusion for enforcement and for Candidates, Third Party Advertisers and their respective volunteers to ensure they are placing signs on locations permitted by the by-law. A significant portion of the Proposed By-law would be impacted by the proposition to allow election signs on certain boulevards.

### **5.2.2 Enforcement**

Each alternative promotes a different set of circumstances for enforcement officers. The changes have potential impacts on the likelihood of violations, the clarity of the by-law, the ability of enforcement officers to enforce the by-law effectively and consistently.

During the 2022 Municipal and School Board Elections, election signs placed on boulevards within one (1) metre from the curb of a highway was the most common reason for election signs being removed by City staff, making up over half of all infractions (441 of 816). The continued, albeit reduced presence of election signs on boulevards is likely to see this trend of illegally placed signs continue and fail to reduce enforcement requirements.

One of the key goals of the Proposed By-law is increased compliance through a clear and concise by-law that is easier for Candidates, Third Party Advertisers, City staff, and the public to follow. The Proposed By-law makes it clear that signs are allowed on private property only and only with the permission of the Property Stakeholder. Allowing signs on certain public boulevards would reduce clarity for all stakeholders as to where signs may be placed, and what signs have been placed legally.

Where a Property Stakeholder’s permission is required, for the City’s enforcement officers specifically, it will not be immediately clear if a sign on a boulevard has been placed there with the permission of the Property Stakeholder or not, thereby preventing proactive enforcement. In addition, if signs are permitted on boulevards, it will not always be clear for enforcement officers as to who is accountable for an election sign on a public boulevard as

opposed to election signs on private property. For the Property Stakeholder, it may not be immediately clear to them whether they may remove a sign placed on the boulevard in front of their property without their permission, which is likely to increase calls to the City for enforcement.

Additionally, if signs are permitted on boulevards, where the election sign is in contravention of the by-law on the public boulevard abutting private property, no order is required and the election sign will be removed without notice. However, in the event an election sign is placed in violation of the by-law on private property, an order will be provided to the Property Stakeholder notifying them of the contravention. This inconsistent approach may prove confusing for Candidates, Third Party Advertisers and Property Stakeholders.

### **5.2.3 Impact on Operations**

The Election Sign By-law applies to Federal and Provincial Elections or By-Elections as well as Municipal Elections or By-Elections; therefore, signage may be present any time of year. Grass-cutting operators do not relocate, interfere with or otherwise touch election signs during the permitted period, therefore mowers must be navigated around these signs and manual trimming is not feasible, leaving lengthy grass beneath and around such signs. These operations are further impacted when signs are not removed after the permitted period, or vandalized signs lying flat on the boulevard are not collected.

### **5.2.4 Distance Provision**

The requirement that ‘all of a candidate’s boulevard signs be a minimum distance of 15 metres from each other’ is potentially insufficient in reducing visual pollution. The clause applies to a single Candidate only, which allows other Candidates to place one of their signs within the same span while not regulating Third Party Advertisers at all. Using Ward 4 as an example, during the 2022 Municipal and School Board Elections, all other provisions of the Proposed By-law being equal, 32 election signs belonging to Candidates and Third Party Advertisers could be placed in the same 15 metre span in front of a resident’s home.

While staff’s recommendation is not to permit signs on boulevards, if Council chooses to permit them it is more suitable to extend the provisions of sections 4.4 through 4.7 of the Proposed By-law, to apply to boulevards. These sections stipulate that only one (1) sign per Candidate or Third Party Advertiser be allowed on residential, private properties and only three (3) signs per Candidate or Third Party Advertiser be allowed on non-residential, private properties. This absolves Candidates, the public and enforcement officers from needing to measure the distance between signs; instead, relying on a simple, visual assessment of placement relative to property lines. These clauses would be further strengthened by a requirement for permission from Property Stakeholders to place election signs.

### **5.2.5 Election Sign Time Limits - Municipal Elections**

Under the Municipal Elections Act, 1996, S.O. 1996, c. 23, Sched. (“Municipal Elections Act, 1996”), regular elections are to be held on the fourth Monday of October leaving the

earliest voting day as October 22 and latest as October 28. A 25-day limit provides for the prohibition of signs until as early as September 27 or as late as October 3 in the year of a regular election. Staff further note, it is important to maintain a time limit that cites the number of days rather than a date as the By-law must consider municipal by-elections, which have no fixed date.

As presented in Report CF-23-34, comparator municipalities prohibit election signs from being placed any sooner than 24 to 60 days prior to voting day. Durham Region municipalities prohibit placement any sooner than 25 to 48 days prior to voting day.

Staff cite no concerns with reducing the time limit for the placement of election signs from 42 days to 25 days. The time-period is arbitrary and set by Council via the Election Sign By-law as there is no minimum or maximum time provided for in any applicable legislation. The Proposed By-law (Attachment 1) has been updated to include the following clause to enact the new time limit:

“6.1 No Person shall Place, or permit to be Placed, an Election Sign:

a. Sooner than 10:00 a.m. on a day that is 25 days prior to the last day of voting for a municipal Election;”

### **5.2.6 Election Sign Time Limits - Federal and Provincial Elections**

The federal and provincial time limits for election signs are not impacted by this amendment; however, they are noted here for further context. The Proposed By-law prohibits federal and provincial signs from being placed prior to the writ of election in each instance. The maximum length for federal and provincial signs to be placed under the Proposed By-law is therefore the length of the relevant election period plus three (3) days after voting day.

Federally, voting day must be no earlier than the 36th day and no later than the 50th day after the day on which the writ was issued, making the minimum and maximum lengths of a federal election period 37 days and 51 days, respectively.

Provincially, after the writ is issued, the election period begins and lasts 28 days.

## **6.0 Financial Implications**

The costs associated with any Election Sign By-law are primarily related to enforcement. Costs including staffing, impound facilities, and fleet vehicles totaled \$425 per day during the 2022 Municipal and School Board Elections. Staff time is inclusive of enforcement officers coordinating the impounding and retrieval of signs and the time spent addressing complaints. The cost does not include proactive patrol wherein officers may have removed election signs as this staff time is allocated to general enforcement of the City’s by-laws.

Estimated municipal election sign enforcement costs using the current election sign time limit of 42 days was approximately \$17,850 in 2022. The proposed limit of 25 days would potentially reduce the estimated enforcement cost to approximately \$10,625 based on 2022 figures.

These costs do not include the cost of enforcement outside of the allotted window for placement of election signs. Given election signs improperly placed on boulevards caused over 50 per cent of enforcement in 2022, staff would anticipate that further cost savings would be realized should election signs not be permitted on boulevards.

## **7.0 Relationship to the Oshawa Strategic Plan**

The recommendation in this report responds to the Oshawa Strategic Plan Goal of Accountable Leadership.



Adam Foran,  
Elections Officer



Laura Davis, Manager,  
Legislative Services/ Deputy City Clerk



Mary Medeiros, Director, Legislative Services/City Clerk,  
Office of the C.A.O.



**By-law XX-2023  
of The Corporation of the City of Oshawa**

Being a by-law to regulate Election Signs in the City of Oshawa and to repeal and replace the City's existing Election Sign By-law 42-2014, as amended.

Whereas section 11 of the Municipal Act, 2001, S.O. 2001 c. 25, as amended ("Municipal Act, 2001") authorizes municipalities to pass by-laws respecting signs; and,

Whereas subsection 63(1) of the Municipal Act, 2001 provides that a By-law may prohibit or regulate the placing or standing of an object on or near a highway, and may provide for the removal and impounding or restraining and immobilizing any object placed or standing on or near a highway; and,

Whereas section 425 of the Municipal Act, 2001 establishes that any person who contravenes any by-law of the municipality is guilty of an offence; and,

Whereas subsection 27(1) of the Municipal Act, 2001 provides that a municipality may pass by-laws in respect of a highway only if it has jurisdiction over the highway; and,

Whereas The Regional Municipality of Durham, pursuant to By-law 52-2020, has stated that where a lower-tier municipality within the Region of Durham has enacted a temporary sign and/or election sign by-law, the Region adopts those provisions of the lower-tier municipality's by-law which apply to roads forming part of the Region's road system within the geographic jurisdiction of that lower-tier municipality; and,

Whereas The Regional Municipality of Durham, pursuant to By-law 52-2020, has stated that where a lower-tier municipality within the Region of Durham has enacted a temporary sign and/or election sign by-law, the Region delegates the authority to enforce the provisions of that by-law on Regional roads in the lower-tier municipality to the Municipal Law Enforcement Officers of that lower-tier municipality;

Now therefore the Council of the Corporation of the City of Oshawa enacts as follows:

## **1. Definitions**

### **1.1 In this By-law**

"Act" means the Municipal Act, 2001, S.O. 2001, c. 25, as amended.

"Boulevard" means the portion of a Highway lying between the roadway and the property line.

"Campaign Office" means a building or portion of a building which is used by a Candidate or Third Party Advertiser as part of an Election campaign and where a Candidate or Third Party Advertiser's staff, volunteers or otherwise involved persons are normally present and the public may enter to obtain information about the Candidate or Third Party Advertiser.

"Campaign Office Sign" means a sign Placed on or within a Campaign Office which identifies the space as being used for the purpose of the Campaign Office for a Candidate in a federal, provincial or municipal election but does not include Election Signs otherwise Placed on the property of the Campaign Office.

"Candidate" means an individual who has been nominated, or has expressed an intention in running in a federal, provincial or municipal Election, and shall be deemed to include a person seeking to influence other persons to vote for or against any candidate or any question or by-law submitted to the electors under section 8 of the Municipal Elections Act, 1996 S.O. 1996, c. 32, Sched ("Municipal Elections Act, 1996").

"Cenotaph" means a monument or memorial to people who died in war, specifically those who are buried elsewhere.

“City” means The Corporation of the City of Oshawa.

“City Clerk” or “Clerk” means the Clerk of the City, their designate, or an individual delegated by them for the purpose of this By-law.

“Director” means the City’s Director, Municipal Law Enforcement and Licensing Services.

“Division Fence” means a fence marking the boundary between adjoining parcels of land or a road allowance.

“Election” means any federal, provincial or municipal election, by-election, and any question or by-law submitted to the electors and includes an election to a local board or commission.

“Election Official” means a person appointed to perform duties or exercise powers in relation to a federal, provincial or municipal election, as appointed by the appropriate authority as designated under the Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched., the Election Act, R.S.O. 1990, c.E.6; or Canada Elections Act, S.C. 2000, c.9.

“Election Sign” means a device, including its structure and other component parts, that is used or is capable of being used to:

- a) Promote a candidate in a federal, provincial or municipal election, including an election of a local board or commission; or to,
- b) Influence persons to vote for or against any candidate or any question or by-law submitted to electors under section 8 of the Municipal Elections Act, 1996.

“Highway” means a common and public highway, street, avenue, parkway, driveway, square, place, bridge, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and pedestrians and includes the untraveled portion of a road allowance and Regional Roads.

“Officer” means each of:

- a) The Director;
- b) A Municipal Law Enforcement Officer appointed by Council or by the Director to enforce a By-law or a direction or order of the City made under the Act or made under a By-law; and,
- c) A police officer employed by a municipal police force or by the Ontario Provincial Police.

“Park” or “Parking” is as defined in the Highway Traffic Act, R.S.O. c. H.8, as amended, or any successor thereto and refers to the standing of a vehicle, whether occupied or not, except temporarily for the purposes of loading or unloading merchandise or passengers.

“Person” means an individual (including a Candidate), partnership, corporation, business trust, limited liability company, limited liability partnership, joint stock company, trust, unincorporated association, joint venture, company, trade union, or other entity.

“Place” means to affix, alter, attach, construct, display, erect, install, maintain, post, or relocate. Placed, Placement, and Placing shall have a similar meaning.

“Public Property” means a property owned by or under the control of the City of Oshawa, the Region of Durham or any of their respective agencies or boards, including but not limited to Highways and public utility poles, municipal waste containers or structures on Highways whether or not they are owned by or under the control of the City.

“Public Utility Pole” means a pole owned or controlled by an entity which provides a municipal or public utility service, including but not limited to the City, Telephone, Cable and Communication Companies, Enbridge Consumers Gas, Oshawa PUC, and any of their subsidiaries.

“Region” or “Regional” means the Regional Municipality of Durham.

“Regional Road” means a road forming part of the Regional road system.

“Third Party Advertiser” means a Person or any other entity whom is not a Candidate, political party or constituency association who incurs expenses with respect to:

- a) A question, law or by-law submitted to the electors;
- b) An issue associated with a person or political party participating in an Election; or,
- c) A Candidate or political party participating in an Election.

“Vehicle Sign” means any form of an Election Sign displayed in or on a vehicle or trailer.

“Voting Day” means any day on which physical, in-person voting takes place.

“Voting Place” means the location(s) where electors cast their ballots as approved by federal, provincial, or municipal Election officials and includes the entire property and all the boundaries associated with it, including any abutting streets, when such Voting Place is located within a public or private premises and shall also include the common elements when the Voting Place is located within a private premises.

“Zoned” or “Zone” means the area of a defined land use zone in the City’s Zoning By-law passed under the Planning Act, R.S.O. 1990 c.P.13, as amended or any successor thereto.

## **2. General Provisions**

- 2.1 No Person shall Place or permit to be Placed an Election Sign within the City except in accordance with the provisions of this By-law and all applicable legislation.
- 2.2 If there is any conflict with this By-law or any other City by-law regulating signs, the more restrictive standard shall apply.
- 2.3 This By-law shall not apply to signs displayed by the City or the provincial or federal governments to provide information concerning an Election or any part of an Election process.

## **3. Deposit Required**

- 3.1 Before any Election Signs are placed, the Candidate or Third Party Advertiser shall register with the City Clerk and submit a deposit in the amount of \$250.00 to the City to cover any expense incurred due to the removal of an Election Sign pursuant to section 10.4 and/or section 10.6 of this By-law.
- 3.2 Within 45 days after Voting Day, the deposit, less any amount deducted as per section 10.7 of this By-law, shall be returned to the Candidate or Third Party Advertiser.

## **4. Election Sign Prohibitions**

- 4.1 No Person shall Place an Election Sign without having complied with section 3.1 of this By-law.
- 4.2 No Person (which includes a Candidate and/or Third Party Advertiser) shall Place an Election Sign at any location other than entirely on Private Property.
- 4.3 No Person shall Place an Election Sign on private property without the permission of the owner, occupant, or tenant.
- 4.4 No Person shall place more than one (1) Election Sign per Candidate or Third Party Advertiser on land Zoned to permit only residential uses.
- 4.5 Despite Section 4.4, if a property abuts two (2) or more Highways, the number of Election Signs permitted on the property is limited to one (1) Election Sign



- per Candidate or per Third Party Advertiser multiplied by the number of abutting Highways.
- 4.6 For greater certainty, no Person Placing more than one (1) Election Sign per Candidate or Third Party Advertiser on land Zoned to permit only residential uses under Section 4.5 shall allow more than one (1) Election Sign per Candidate or Third Party Advertiser to directly abut the same Highway.
  - 4.7 No Person shall place more than three (3) Election Signs per candidate or Third Party Advertiser on any piece of land Zoned to permit a use other than residential.
  - 4.8 No Person shall deface, alter, interfere with or willfully cause damage to an Election Sign.
  - 4.9 No Person shall alter, move or remove a lawfully displayed Election Sign except:
    - a. The Candidate to whom the Election Sign relates;
    - b. The Third Party Advertiser to whom the Election Sign relates;
    - c. The Person who granted permission under Section 4.3 of this By-law;
    - d. The City Clerk;
    - e. A person appointed as an Election Official; or,
    - f. An Officer.
  - 4.10 No Person shall Place an Election Sign on or in a Voting Place on any Voting Day.
  - 4.11 No Person shall Place an Election Sign related to a municipal Election except within the boundaries of the Ward(s) to which the Election Sign relates.
  - 4.12 No Person shall Place an Election Sign related to a provincial and/or federal Election except within the riding boundary to which the Election Sign relates.
  - 4.13 No Person shall Place an Election Sign on any Division Fence if the Election Sign is visible from any Highway.
  - 4.14 No Person shall Place an Election Sign on private property that:
    - a. Obstructs the vision of drivers or pedestrians when using a Highway or Boulevard, or that interferes with the visibility or effectiveness of traffic signs or signals serving a Highway;
    - b. Impedes or obstructs City maintenance operations;
    - c. Obstructs, impedes, hinders or otherwise prevents Parking by vehicles on private or public lands or on a Highway;
    - d. Obstructs or interferes with the lawful use of a sidewalk;
    - e. Obstructs, impedes, or interferes with any fire escape, fire exit door, window, skylight, flue, air intake or exhaust or any means of access by a firefighter to any part of a building or fire hydrant;
    - f. Is affixed to public property, any Canada Post Mailbox, or Public Utility Poles, including but not limited to, telephone poles, hydro poles, light standards, or any other infrastructure;
    - g. Is on the property or the frontage of a property where a Cenotaph or cemetery is located;
    - h. Is painted on, attached to, or supported by a tree, stone or other natural object;

- i. Is illuminated, incorporates flashing lights or rotating parts;
- j. Includes audio or video displays;
- k. Simulates a traffic control device;
- l. Includes words such as “stop”, “look”, “one way”, “danger”, “yield”, or any similar phrases, symbols, lights or characters in such a manner as to interfere with, mislead or confuse traffic;
- m. Includes the City’s logo, crest, coat of arms, tag line, or seal in whole or in part;
- n. Includes any trademarked, copyrighted, patented or otherwise protected intellectual property without the express permission of the owner of said intellectual property; or
- o. Falsely implies incumbency of a Candidate who does not currently hold that same office or the successful election of any Candidate including the incumbent. As such, the following terms are hereby restricted for usage on an Election Sign or political advertising, except where the defined criteria is met:
  - i. “Incumbent” shall only be used if the candidate holds the current office, regardless of whether the individual was appointed or elected;
  - ii. “Re-Elect” shall only be used if the Candidate holds the current office by election (not appointment) and is seeking an additional consecutive term for the same office. This term shall not be used by Candidates seeking election to a different ward divided seat or office on the Council or a local board of the City than the office they currently hold (for example: an incumbent City Councillor for Ward 1, shall not use the term ‘re-elect’ if running for election to the seat of Regional Councillor in Ward 1); and,
  - iii. “Mayor Elect,” “Councillor Elect,” or any other term or phrase implying a Candidate’s successful election shall not be used.

## **5. Placement Restrictions on Private Property**

- 5.1 No Person shall Place an Election Sign on private property that:
- a. Does not comply with City by-laws, including subsection 4.6 of the City’s Fence and Sight Triangle By-law 23-2014 respecting maximum “Heights” within “Sight Triangles” and “Driveway Sight Triangles”;
  - b. Is on a median or traffic island, central boulevard or a roundabout;
  - c. When within the limits of a Highway, exceeds a height of 0.6 metre or a width of 1.2 metres;
  - d. Is closer than one (1) metre from the curb of a Highway;
  - e. Is within two (2) metres of the travelled portion of a Highway where there is no curb;
  - f. Is within 20 metres of a bridge forming part of a Highway; or,
  - g. Is on or within 25 metres of a voting place during voting hours.

## **6. Timing, Size and Standards**

- 6.1 No Person shall Place, or permit to be Placed, an Election Sign:
- a. Sooner than 10:00 a.m. on a day that is 25 days prior to the last day of voting for a municipal Election;

- b. Prior to the day that the writ of election is issued for a provincial or federal Election; or
  - c. After the third (3<sup>rd</sup>) day following the final day of the Election.
- 6.2 No Person shall Place, or permit to be Placed, an Election Sign that:
- a. Exceeds a maximum height of 1.2 metres;
  - b. Exceeds a maximum width of 1.2 metres; or
  - c. Exceeds a maximum sign area of 1.44 square metres.
- 6.3 Every Election Sign using rebar, or any type of reinforcing steel or metal, shall ensure that all ends, not including the end inserted into the ground, has high visibility safety caps securely covering the ends of the steel or metal.
- 6.4 No Person shall Place, or permit to be Placed, an Election Sign that is in a state of disrepair so as to be unsafe or unsightly.

## **7. Third Party Advertisers**

- 7.1 Any Third Party Advertiser shall include the following on all Election Signs and Third Party Advertisements Placed in the City:
- a. The name of the Third Party Advertiser;
  - b. The municipality where the Third Party Advertiser is registered; and,
  - c. A telephone number, mailing address, or email address at which the Third Party Advertiser may be contacted regarding the advertisement.
- 7.2 A Third Party Advertiser shall not Place or permit to be Placed an Election Sign to promote, support, or oppose a Candidate before the Candidate has filed their nomination with the Clerk.

## **8. Vehicle Signs**

- 8.1 No person shall display a Vehicle Sign except in accordance with the provisions of this By-law.
- 8.2 Vehicle Signs may only be displayed during the time period permitted by section 6.1.
- 8.3 No Person shall Park or stop a Vehicle with a Vehicle Sign on or within 25 metres of a Voting Place during voting hours.
- 8.4 No Person shall Park or stop a Vehicle with a Vehicle Sign in a way that violates the City's "Use of Corporate Resources for Election Purposes Policy".

## **9. Campaign Office Signs**

- 9.1 No Person shall Place a Campaign Office Sign prior to a Candidate filing their nomination or a Third Party Advertiser filing their registration.
- 9.2 No Person shall use an Election Sign as a Campaign Office Sign.
- 9.3 Every Person using any permanent pylon or fascia sign on the property of a Campaign Office shall only provide information about the use of the property and may not promote, support or oppose a Candidate, political party, or a "yes" or "no" answer to a question on a ballot.
- 9.4 Campaign Office Signs must comply with all provisions of the City's Sign By-law 72-96, as amended or any subsequent sign by-law of the City.

## **10. Enforcement**

- 10.1 This By-law may be enforced by an Officer or by any other person appointed by the City for the purpose of enforcing this By-law.

- 10.2 No Person shall prevent, hinder or interfere or attempt to prevent, hinder or interfere with an Officer enforcing provisions of this By-law.
- 10.3 No Person shall fail to remove, alter, or repair an Election Sign which is not in compliance with the provisions of this By-law when so directed by an Officer.
- 10.4 An Officer may, without notice or compensation to any Person, remove and may store any Election Sign that is Placed on Public Property contrary to this By-law.
- 10.5 Where an Officer is satisfied that a contravention of this By-law has occurred on private property, the Officer may make an order pursuant to section 445 of the Act requiring work to correct the contravention. Service of an order is effective when posted on the property to which the order relates.
- 10.6 Where an order made pursuant to section 10.5 of this By-law is not complied with, the Director may cause work to be done at the expense of the person to whom or to which the order was given pursuant to section 446 of the Act.
- 10.7 The City may recover any expense incurred pursuant to section 10.4 and/or section 10.6 by deducting the amount from the deposit made under section 3.1.
- 10.8 Election Signs that have been removed under section 10.4 and/or section 10.5 shall be stored by the City until seven (7) days after voting day, during which time the owner may retrieve the sign upon payment of a fee of \$25.00 per sign.
- 10.9 Any Election Sign that has been removed by the City and has not been retrieved by the owner prior to the deadline under section 10.8 may be destroyed or otherwise disposed of by the City without notice and without compensation.
- 10.10 Despite section 10.9, the City shall not be obliged to store Election Signs made entirely of paper material, and may dispose of such Election Signs immediately upon removal.
- 10.11 No Person shall make a false or intentionally misleading recital of fact, statement or representation in any application or other document required by this By-law.
- 10.12 No Person shall prevent, hinder or interfere or attempt to prevent, hinder or interfere with an Officer enforcing the provisions of this By-law.
- 10.13 Where an Officer has reasonable grounds to believe that an offence has been committed by a Person under this By-law, the Officer may request the name, address and proof of identity of that Person.

## **11. Administrative Penalties**

- 10.1 No Person shall fail to comply with any provision or standard of this By-law.
- 10.2 Administrative Penalty Process By-law 63-2013 applies to each Administrative Penalty issued pursuant to this By-law.
- 10.3 Each Person who contravenes any provision of this By-law shall, upon issuance of a penalty notice in accordance with the Administrative Penalty Process by-law 63-2013, be liable to pay to the City an administrative penalty. If a Person receives a penalty notice in accordance with the City's Administrative Penalty Process By-law for a contravention of the Election Sign By-law, and the Person has not received a penalty notice for the same contravention, the Person shall be liable to pay to the City a tier one (1) administrative penalty amount for that contravention in the amount of \$75. If a Person receives an additional penalty notice for the same contravention of the Election Sign By-law, the Person shall be liable to pay to the City a tier two (2) administrative penalty amount for that contravention in the amount of \$175. If the Person receives a subsequent penalty notice for the same contravention of the Election Sign By-law, the Person shall be liable to pay to the City a tier three (3) administrative penalty amount for that contravention in the amount of \$275. If the Person receives any subsequent penalty notices for the same contravention

of the Election Sign By-law, the Person shall be liable to pay to the City a tier three (3) administrative penalty amount for that offence in the amount of \$275.

## **12. Offences**

- 12.1 Any Person who contravenes any provision of this By-law is guilty of an offence under the Provincial Offences Act, R.S.O. 1990, c. P.33, as amended, and on conviction is liable to the following penalties:
- (a) Upon a first conviction, to a fine of not less than one hundred dollars (\$100.00) and not more than ten thousand dollars (\$10,000.00);
  - (b) Upon a second or subsequent conviction for the same offence, to a fine of not less than two hundred dollars (\$200.00) and not more than one hundred thousand dollars (\$100,000.00);
  - (c) Upon conviction for a continuing offence, to a fine of not less than one hundred dollars (\$100.00) and not more than ten thousand dollars (\$10,000.00) for each day or part of a day that the offence continues. The total of the daily fines is not limited to one hundred thousand dollars (\$100,000.00);
  - (d) Upon conviction for multiple offences, for each offence included in the multiple offences, to a fine of not less than one hundred dollars (\$100.00) and not more than ten thousand dollars (\$10,000.00). The total of all fines for each included offence.
- 12.2 For the purposes of Section 12.1 of this By-law, a "multiple offence" means an offence in respect of two or more acts or omissions each of which separately constitutes an offence and is a contravention of the same provision of this By-law. An "offence" is a second or subsequent offence if the act giving rise to the offence occurred after a conviction had been entered at an earlier date for the same offence.

## **13. Liability for Damages**

- 12.1 The provisions of this By-law shall not be construed as relieving or limiting the responsibility or liability of any Person displaying or owning any Election Sign for personal injury or property damage resulting from the placing of such signs or resulting from the negligence or wilful acts of such Person, or their agents or employees, including Third Party Advertisers, in the construction, erection, display, maintenance, repair or removal of such signs.

## **14. Conflict**

- 13.1 If a provision of this By-law conflicts with a provision of any applicable Act, regulation or other by-law, the provision that establishes the higher or more restrictive standard shall prevail.

## **15. Repeal**

- 15.1 By-law 42-2014, as amended is hereby repealed.

## **16. Short Title**

- 16.1 The short title of this By-law is the "Election Sign By-law".

## **17. Effective Date**

- 17.1 This By-law shall come into force and effect on the date of passing.

By-law passed this XX day of XX, 2023.

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Mayor

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City Clerk



## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
1.	Capital Budget Process for Major Capital Projects	FIN-June 13/22 FIN-22-66	FIN-June 13/22 FIN-22-66	Referred back to staff to develop funding strategy for multifaceted capital projects as part of the Finance Strategy update	Finance Services	T.B.D.
2.	DCDSB Request to Waive Field User Fees	FIN-Sept 20/22 FIN-22-94	CNCL-Sept 26/22 FIN-22-94	Referred to staff for a report	Finance Services	Second Quarter, 2024
3.	Quarterly Reserve Fund Tracking Reports	FIN-Sept 20/22 FIN-22-91	CNCL-Sept 26/22 FIN-22-91	Referred to the review and update of the Financial Strategy to take place in the next term of Council	Finance Services	Second Quarter, 2024
4.	Termination of Administrative or Procedural Directions	CNCL-Jan 28/19 Notice of Motion	CORP-Feb 25/19 CORP-19-15	Referred to staff for a report	Legislative Services	2024
5.	Administration of Naloxone Kits by City Staff	CORP-Sept. 9/19 CORP-19-77	CNCL-Mar 29/21 CORP-21-15	Referred to Legal Services to investigate liability to the City if the program is implemented	Legal Services	Second Quarter, 2024

## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
6.	Confidentiality Clauses in Settlement Agreements	CNCL-Nov 4/19 Notice of Motion	CORP-Nov 9/20 CORP-20-38	Referred back to staff for further review	Legal Services, Finance Services, Human Resource Services	T.B.D.
7.	Data Governance Framework for the City of Oshawa	CORP-Oct 20/20 CORP-20-37	CNCL-Oct 26/20 CORP-20-37	That staff investigate and report back on data governance rights as they pertain but not limited to both voting tabulator technology and online and telephone voting, including exploring the option of working with field experts and local stakeholders on developing a data governance framework for the City of Oshawa.	Information Technology Services, Legislative Services	Fourth Quarter, 2024



## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
8.	2022 Municipal and School Board Elections	CORP- Oct 5/20 CORP-20-31 & CORP-20-20	CORP-Oct 20/20 CORP-20-36	Referred back to staff: a) To further investigate risk mitigation strategies associated with Internet and Telephone voting with consideration being given to a comprehensive security analysis including end-to-end verifiability, security audits and appropriate authentication measures; and, b) To develop a public consultation strategy on Internet voting; and, c) To report back to the Corporate Services Committee on the above matters in the fourth quarter 2024	Legislative Services	Second Quarter, 2024
9.	Request for Summary of Complaint History on Vacant Properties	CORP – Feb 8/21 CORP-21-09	CORP - Feb 8/21 CORP-21-09	Referred to Legal Services	Legal Services	March 4, 2024
10.	Service Oshawa Resident Inquiries	CORP- Nov 8/21 CORP-21-65	CNCL-Nov 22/21 CORP-21-65	Referred to staff for a report	Legislative Services	Second Quarter, 2024

## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
11.	Addition of Socio-Economic Status to By-law 51-2015 'Code of Conduct' and any Council-approved policies	CORP-Nov 8/21 CORP-21-67	CNCL-Nov 22/21 CORP-21-67	Referred to staff for a report	Legislative Services	2024
12.	Review of Council Charter	CNCL-Nov 15/22 CNCL-22-70	CNCL-Nov 15/22 CNCL-22-70	Referred to staff to review	Legislative Services	2024

## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
13.	Review of the City of Oshawa's Municipal Election Recount Policy	CF - Nov 28/22 Item Introduced CF-22-70	CNCL-Dec 12/22 CF-22-70	Referred to staff to review and report back to the Corporate and Finance Services Committee and Oshawa Council on the City of Oshawa's Municipal Election Recount policy and procedures	Legislative Services	2024

## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
14.	Dawn-Ann Catalano, Ontario Regiment (RCAC) submitting correspondence requesting 10 parking spaces for armoury members in Parking Lot #20 and options for parking in the adjacent City garages	CF – April 17/23 CF-23-33	CNCL – May 1/23 CF-23-33	Referred to staff	Corporate and Finance Services	March 4, 2024
15.	2023 Final Tax Rates By-law	CF- April 17/23 CF-23-23	CNCL-May 1/23 CF-23-23	That the following be referred to staff for a report: 'That staff publish an online 2023 Budget Highlights with Infographics'	Corporate and Finance Services	T.B.D.
16.	Review and Proposed Replacement of the Election Sign By-law	CF June 5/23 CF-23-34	CNCL – Jun 26/23 CF-23-34 CNCL – Nov 20/23 CF-23-86	Referred to staff to deliberate on a reduced public boulevard presence and a satisfactory time limit be presented to the Committee	Legislative Services	March 4, 2024

## Corporate and Finance Services Committee's Outstanding Items Status Report CF-24-22

Item	Subject	Origin	Last Direction Date and Item #	Direction/Comments	Branch Responsible	Expected Response
17.	Options for the 2024-2027 Strategic Plan (All Wards)	CNCL Jun 26/23	June 26/23 CNCL-23-64	Options for the 2024-2027 Strategic Plan (All Wards)	Corporate Strategic Initiatives	March 4, 2024
18.	Single Source Financial Services	CNCL-24-04 Closed Item	CNCL – Jan 29/24 CNCL-24-04	That staff report back on the results in Q2 2024.	Corporate and Finance Services	Second Quarter, 2024

To: Corporate and Finance Services Committee

From: Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department

Report Number: CF-24-16

Date of Report: February 28, 2024

Date of Meeting: March 4, 2024

Subject: Combined Heat and Power Plant at Delpark Homes Centre

Ward: Ward 1

File: 03-05

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## **1.0 Purpose**

The purpose of this Report is to recommend Council terminate all agreements between Oshawa P.U.C. Energy Services Inc. (“O.P.U.C.E.S.”) and the City related to the Combined Heat and Power Plant at Delpark Homes Centre.

## **2.0 Recommendation**

That the Corporate and Finance Services Committee recommend to City Council:

That in accordance with Report CF-24-16 dated February 28, 2024 concerning the Combined Heat and Power Plant at Delpark Homes Centre, staff be directed to terminate all agreements related to the Combined Heat and Power Plant at Delpark Homes Centre.

## **3.0 Executive Summary**

Not Applicable

## **4.0 Input From Other Sources**

- Chief Administrative Officer
- City Solicitor
- Director, Legislative Services/City Clerk
- Oshawa P.U.C. Energy Services Power

## **5.0 Analysis**

In 2018, through Report CNCL-18-11 dated April 5, 2018, Council directed staff to proceed with the installation of a Combined Heat and Power (“C.H.P.”) plant at the Delpark Homes Centre (previously Legends Centre).

As outlined in Section 5.2 of Report CNCL-18-11, the City agreed to Scenario 2 in which O.P.U.C.E.S would own and operate the C.H.P. for the following reasons:

- No requirement for the City to finance the capital expenditure for the project,
- Commodities are acquired by O.P.U.C.E.S.,
- Risks are assumed by O.P.U.C.E.S.,
- Energy savings are transferred to O.P.U.C.E.S.,
- City would receive a royalty of \$30,000 in year one escalating at 2% per year, and,
- The dividend payment from the O.P.U.C.E.S. is estimated to increase by \$40,000 based on earlier financial projections.

The Report authorized the City Manager to execute any agreement between the City and O.P.U.C.E.S. to implement the C.H.P.

Installation of the C.H.P. at the Delpark Homes Centre (previously, Legends Centre) commenced in 2019; however, there were many delays due to the COVID-19 pandemic. The C.H.P. unit was ready for use in late 2021, but due to rising gas costs and the introduction of the carbon tax, it was not financially viable for O.P.U.C.E.S. to operate the C.H.P.

Since that time, the C.H.P. unit has not operated and in the current environment, it has resulted in and continues to result in an annual operating loss. As such, it is not financially feasible for both O.P.U.C.E.S. and the City to operate the C.H.P. unit.

O.P.U.C.E.S. has recommended decommissioning the C.H.P. plant and in order to do so, the E.S.A., including any other agreement related to the C.H.P. between the City and the O.P.U.C.E.S. needs to be terminated. The City and O.P.U.C.E.S. will continue to collaborate on the best solution to explore options related to the C.H.P., including disposition strategies.

## **6.0 Financial Implications**

As the City has not received any royalties to date related to the C.H.P. there are no financial implications with terminating the agreement.

## 7.0 Relationship to the Oshawa Strategic Plan

The recommendation advances the Accountable Leadership and Economic Prosperity and Financial Stewardship goals of the Oshawa Strategic Plan.

A handwritten signature in black ink, appearing to read 'S. Sinnott', written in a cursive style.

Stephanie Sinnott, Commissioner,  
Corporate and Finance Services Department



