

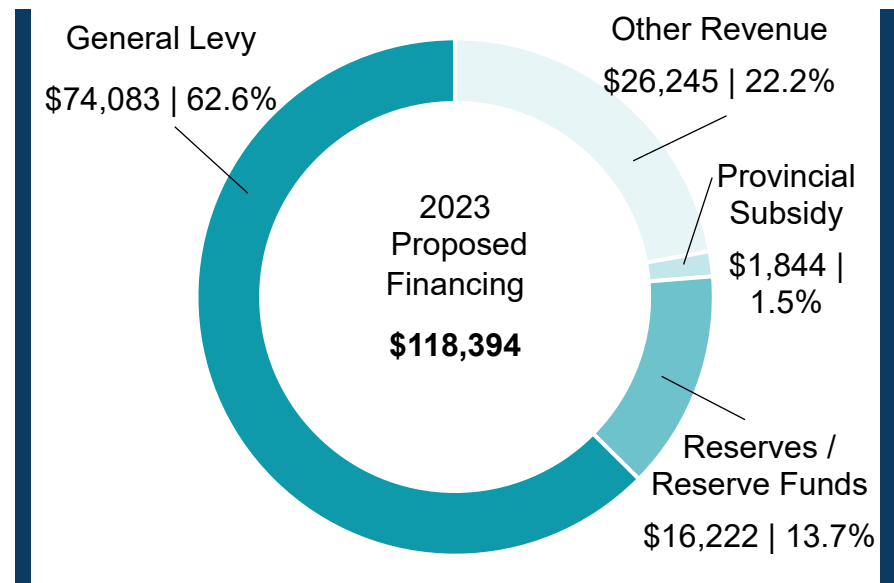
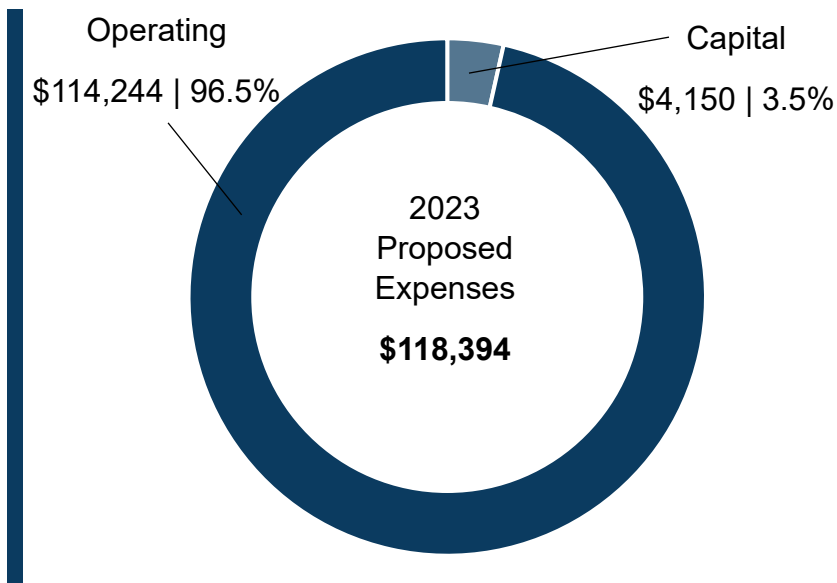


# Durham Budget

# 2023

# CORPORATE ITEMS

Those items which contribute to the Regional administration of programs and services but that are not directly related to the operations of any one department



Amounts are in \$,000's



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## Major Programs and Services

### Personnel Related

#### **Fire Coordination**

Payment for fire coordination services.

#### **CUPE 1764 President's Wages**

Payment for salary and benefits of CUPE 1764 President.

#### **AMO OMERS Support Funding**

Funds will be administered as a separate and distinct business activity exclusively for OMERS related activities. AMO will fully and frequently report on this fund to municipal employer participants.

#### **Employee Committee**

Provide employees with an opportunity to participate in activities with their families and colleagues, while exploring and experiencing a variety of venues within Durham Region.

#### **Applicant Tracking Software**

Provide a tool to enable the Region of Durham to attract and recruit active and passive job seekers via the internet; track all applications received via the internet; and enable hiring managers to ask key questions to serve as a screening tool and help identify qualified candidates quickly.

#### **Post Retirement Benefit Underfunded Liabilities**

Provide funding for post retirement benefit liabilities.

### Corporate Requirements

#### **Integrity Commissioner and Municipal Ombudsman**

To support the accountability and transparency portfolio which includes the Region's Integrity Commissioner and Ombudsman. To meet legislated requirements in accordance with the Municipal Act, to have an Integrity Commissioner to provide for the functions as outlined in the Act. To provide for an Ombudsman in accordance with the Municipal Act.

## Major Programs and Services Continued

### **Municipal Elections**

Conduct the election for the office of the Regional Chair in accordance with the Municipal Elections Act, 1996, the Municipal Act, and the Education Act. To meet all legislated deadlines. To provide impartial administration of municipal elections.

### **Regional Materials and Supplies**

To maintain proper inventory of office materials and supplies for corporate events.

### **Regional Chair/CAO's Consulting Group Fees**

Contribution to Emergency Services Steering Committee.

### **Property Assessment**

Payment made to the Municipal Property Assessment Corporation for property assessment activities.

### **Official Plan Review**

To conduct a municipal comprehensive review of the Regional Official Plan in accordance with the Provincial Policy Statement and updated Provincial Plans (Greenbelt, Oak Ridges Moraine and Growth Plan).

### **Broadband Strategy**

Region of Durham corporate activities to support Durham OneNet Inc.

### **Project Woodward**

The Region will pursue taking an active development role for its vacant 20 acre parcel on the north side of Energy Drive, in the Clarington Energy Park, with the goal of establishing a clean energy innovation hub for business. Throughout development, the Region will seek to attract and select Energy, Engineering, and Environment Sector businesses to invest and locate in this hub. Early-stage development costs include permitting, environmental studies, conceptual designs, and the development of a business case.

### **Employment Survey**

To conduct the annual Region of Durham Employment Survey.

## Major Programs and Services Continued

### **Community Improvement Plan**

Section 28 of the Planning Act gives municipalities the ability to prepare Community Improvement Plans (CIPs), provided they have enabling policies in their official plans. Community Improvement Plans are intended to encourage rehabilitation initiatives and/or stimulate development. Once implemented, a CIP allows municipalities to develop and administer programs that may include tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area. Additional funding has been proposed for 2023 for the At Home Incentive Program to support community partners in the development of additional affordable housing.

### **Seaton Project Management**

Lead Regional efforts regarding the development of Seaton in the City of Pickering. This involves facilitating and coordinating activities of the Interdepartmental Team including facilitating the completion of studies and financial arrangements, liaising with the Province and Seaton landowners, developing and implementing front-ending agreements and development charge by-laws and preparing and presenting Committee Reports.

### **More Homes Built Faster Act (Bill 23) Provision**

While the Region continues to advocate for provincial funding to mitigate the negative financial impact of the *More Homes Built Fast Act, 2022* to property taxpayers and ratepayers in the Region, it is prudent to begin to set funds aside to address the significant financial impacts resulting from Bill 23. In particular there are a number of significant resource requirements in the early years to plan for and implement the level of growth directed by the Province to achieve the home construction targets. To ensure that the Region delivers on its role in achieving more homes operating resources such as staffing and consulting support are necessary.

### **Farm 9-1-1**

To improve emergency response times through improved 9-1-1 sign coverage and documentation of property access points, with a focus on rural vacant properties and large properties with secondary entrances.

### **DRT Passes for ODSP Recipients**

Funding provided to Durham Region Transit for the provision of passes, free of charge, to Ontario Disability Support Program recipients.

## Major Programs and Services Continued

### **Mental Health Support Unit**

Funding, in partnership with the Durham Regional Police Service and Lakeridge Health, for community social and health services to reduce incidence of harm and suicide, ease visits to emergency rooms, reduce time spent in police custody as a place of safety, and contribute to enhanced interaction with citizens.

### **Community Support - Ukraine Relief Efforts**

Funding supporting a collective and coordinated response to provide supports to Ukrainian newcomers.

### **Performance Measurement**

To ensure we are meeting the service delivery needs of our residents in an efficient and cost effective manner. Measuring our performance allows us to determine which service areas are meeting performance standards and which areas need improvement.

### **Auction, Disposal of Material**

Costs and proceeds associated with the auction of Regional materials.

### **Electronic DC Application Phase II**

This e-business solution provides an alternative to processing paper-based Regional development charges forms, allowing users to complete and submit forms online.

### **Financial and Human Capital Management System**

On-going application licenses, maintenance fees, upgrade and maintenance costs for the Financial and Human Capital Management Systems.

### **Regional Asset Management Audits and Software**

To continue with detailed technical audits of Regionally owned facilities selected by the Works and Finance Departments, in accordance with the 2020 Asset Management Update Report.

### **Enterprise Maintenance Management**

Implementation of an integrated maintenance management application to support leading practices related to the maintenance management processes for Regional assets across the Region's business lines.

### **Zylmage**

A repository for Council and Committee Minutes, Commissioners' Reports and By-laws and Durham Region Transit Committee Minutes and Commissioners' Reports. This system is being retired and no funds are budgeted for this software in 2023.

## Major Programs and Services Continued

### **Technology and Cybersecurity Risk Management**

Building on the Security Strategy Assessment the Region is committed to creating a comprehensive security roadmap, protecting mission critical business processes, and information systems, and aligning the technology strategy, security strategy and roadmap in support of current business objectives and/or specific security concerns through a focus on more robust management, reporting, tracking, audits and assessments.

### **Insurance**

Funds set aside for claims where the Region self-insures.

### **Debt Issuance Expense**

Funds for the cost of issuing municipal debentures.

### **Working Capital Contingencies**

Working capital funding to sustain ongoing Regional operations.

### **Innovation and Modernization Initiatives Reserves Fund**

To support modernization of legacy processes and systems across departments.

### **Climate Change Mitigation and Environmental Reserve Fund**

To support initiatives to enhance the Region's response to climate change and environment concerns.

### **Infrastructure Renewal Fund**

Provides sustainable funding to support major infrastructure renewal projects.

### **Road Rehabilitation Reserve Fund**

Provides sustainable funding to address the rehabilitation needs of the road network.

### **Bridge Rehabilitation Reserve Fund**

Provides sustainable funding to address structures replacement and rehabilitation requirements.

### **Regional Roads Reserve**

Provide sustainable funding for the property tax portion of growth-related road projects.

### **Regional Headquarters Reserve**

Provide funding for capital improvements associated with the Regional Headquarters.

## Major Programs and Services Continued

### **Equipment Reserve Fund**

To fund the replacement of major equipment and fleet.

### **Social Housing Capital Provision**

One-time capital investment in 2020 to advance Council's commitment to the development of 1,000 new affordable housing units during the next five years and ready for occupancy over the following five years. Additional funds have been proposed for 2023 to support social housing redevelopment. Further reports will be provided to Committee / Council.

### **Paramedic Station**

Capital financing for new and replacement paramedic response stations including the Clarington station, a new South Whitby station and a replacement station in North Durham.

### **9-1-1 Phone System Backup Equipment**

Provide sustainable funding for improvements and replacement of the 9-1-1 Phone System Backup Equipment.

### **Regional Revitalization Reserve Fund**

Targeted regional funding for the Region's Revitalization Program in conjunction with lower tier municipalities within Community Improvement Plans.

### **Property Assessment Appeals**

To fund significant property assessment appeal settlements.

### **Assessment Adjustments**

Funding set aside through the 2016 Business Planning and Budget process to mitigate against future significant assessment losses.

### **Deferral for Seaton Growth**

To account for a potential timing difference between the related property tax revenue and the cost for providing Regional programs and services to the Seaton community.



## Major Programs and Services Continued

### Revenue/Recovery Programs

#### **Payment in Lieu**

Payments made by senior governments and related crown corporations in lieu of taxes for specific land/structures.

#### **Unallocated Revenues**

Interest and other corporate sundry revenue including anticipated revenue share from the Pickering Casino.

#### **Ontario Works Program Delivery – Departmental Services Recovery**

Provincial subsidy for Ontario Works to address corporate costs.

#### **Region of Durham Paramedic Services Program Delivery - Departmental Services Recovery**

Provincial subsidy for paramedic services to address corporate costs.

#### **Water Supply and Sanitary Sewerage - Inter Departmental Recovery**

Recovery of the shared costs to deliver the water supply and sanitary sewerage programs.

### Special Contributions

#### **Land Conservation and Protection Reserve Fund**

Funds dedicated to Regional land purchase for land conservation and protection.

#### **Durham Region Community Investment Grant**

Funds for capital infrastructure projects related to healthcare and post-secondary education institutions.

# Strategic Priorities

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

## Environmental Sustainability



Continue to support initiatives that enhance the Region's response to climate change and environment concerns

## Community Vitality



Support the Mental Health Support Unit to provide a range of mental health services to the community

## Economic Prosperity



Continue to advance initiatives that support a full service broadband network across the Region

## Social Investment



Increased investment to support community partners in the development of additional affordable housing

## Strategic Priorities Continued



Engage with the community and stakeholders to help inform social housing redevelopment projects

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

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

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
<b>Corporate Items</b>														
<b>Personnel Related:</b>														
1	Fire Coordination	3	4	-	-	-	4	4	-	-	-	4	-	
2	CUPE 1764 President's Wages	109	109	-	-	-	109	110	-	-	-	110	1	
3	AMO OMERS Support Funding	28	27	-	-	-	27	27	-	-	-	27	-	
4	Employee Committee	25	25	-	-	-	25	25	-	-	-	25	-	
5	Applicant Tracking Software	48	48	-	-	-	48	48	-	-	-	48	-	
6	Post Retirement Benefit Underfunded Liabilities	1,957	1,957	-	-	-	1,957	1,957	-	-	-	1,957	-	
<b>Personnel Related Subtotal</b>		<b>2,170</b>	<b>2,170</b>	-	-	-	<b>2,170</b>	<b>2,171</b>	-	-	-	<b>2,171</b>	<b>1</b>	<b>0.0%</b>
<b>Corporate Requirements:</b>														
7	Integrity Commissioner and Municipal Ombudsman	67	95	-	-	-	95	95	-	-	-	95	-	
8	Municipal Elections - New Council	-	140	-	-	(130)	10	10	-	-	-	10	-	
9	Regional Materials and Supplies	17	25	-	-	-	25	62	-	-	(37)	25	-	
10	Regional Chair's/CAO's Consulting Group Fees	7	8	-	-	-	8	8	-	-	-	8	-	
11	Property Assessment	9,081	9,081	-	-	-	9,081	9,131	-	-	-	9,131	50	
12	Official Plan Review	300	300	-	-	-	300	300	-	-	-	300	-	
13	Broadband Strategy	(133)	(133)	-	-	-	(133)	380	-	-	(428)	(48)	85	
14	Project Woodward	-	425	-	-	(425)	-	250	-	-	(250)	-	-	
15	Employment Survey	134	147	-	-	-	147	147	-	-	-	147	-	
16	Community Improvement Plan	500	500	-	-	-	500	10,035	-	-	(9,535)	500	-	
17	Seaton Project Management	103	103	-	-	-	103	103	-	-	-	103	-	
18	More Homes Built Faster Act (Bill 23) Provision	-	-	-	-	-	-	1,900	-	-	-	1,900	1,900	
19	Farm 9-1-1	-	100	-	-	(100)	-	50	-	-	(50)	-	-	
20	DRT Passes for ODSP Recipients	350	350	-	-	-	350	350	-	-	-	350	-	
21	Mental Health Support Unit	450	450	-	-	-	450	450	-	-	-	450	-	
22	Community Support - Ukraine Relief Efforts	2,000	-	-	-	-	-	750	-	-	(750)	-	-	

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

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

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
23 Performance Measurement	162	162	-	-	-	162	162	-	-	-	162	-	
24 Auction, Disposal of Material	-	19	-	-	(19)	-	19	-	-	(19)	-	-	
25 Electronic DC Application Phase II	110	110	-	-	-	110	110	-	-	-	110	-	
26 Financial and Human Capital Management System	951	812	-	-	(500)	312	812	-	-	(500)	312	-	
27 Regional Asset Management Audits and Software	269	269	-	-	-	269	269	-	-	-	269	-	
28 Enterprise Maintenance Management	604	1,401	-	-	(827)	574	836	-	-	-	836	262	
29 Zylmage	2	73	-	-	-	73	-	-	-	-	-	(73)	
30 Technology and Cyber Security Risk Management	-	150	-	-	(150)	-	2,070	-	-	(950)	1,120	1,120	
31 Insurance	129	129	-	-	-	129	139	-	-	-	139	10	
32 Debt Issuance Expense	41	38	-	-	-	38	38	-	-	-	38	-	
33 Working Capital Contingencies	1,000	1,000	-	-	-	1,000	1,000	-	-	-	1,000	-	
34 Innovation and Modernization Initiatives Reserve Fund	1,141	1,141	-	-	-	1,141	301	-	-	-	301	(840)	
35 Climate Change Mitigation and Environmental Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	
36 Infrastructure Renewal Fund	16,986	16,986	-	-	-	16,986	16,986	-	-	-	16,986	-	
37 Road Rehabilitation Reserve Fund	26,050	26,050	-	-	-	26,050	26,050	-	-	-	26,050	-	
38 Bridge Rehabilitation Reserve Fund	5,525	5,525	-	-	-	5,525	5,525	-	-	-	5,525	-	
39 Regional Roads Reserve	12,549	12,549	-	-	-	12,549	12,549	-	-	-	12,549	-	
40 Regional Headquarters Reserve Fund	1,250	1,250	-	-	-	1,250	1,250	-	-	-	1,250	-	
41 Equipment Reserve Fund	750	750	-	-	-	750	750	-	-	-	750	-	
42 Social Housing Capital Provision	1,146	1,146	-	-	-	1,146	5,646	-	-	(2,500)	3,146	2,000	
43 Paramedic Station	1,783	1,783	-	-	-	1,783	-	4,150	-	(1,450)	2,700	917	
44 911 Phone System Backup Equipment	500	500	-	-	-	500	500	-	-	-	500	-	
45 Regional Revitalization Reserve Fund	1,860	1,860	-	-	-	1,860	1,860	-	-	-	1,860	-	
46 Property Assessment Appeals	1,000	1,200	-	-	(200)	1,000	1,200	-	-	(200)	1,000	-	


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

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

	2022 Estimated Actuals	2022 Approved Budgets					2023 Proposed Budgets					Variance	
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%
47 Assessment Adjustments	392	392	-	-	-	392	392	-	-	-	392	-	
48 Deferral for Seaton Growth	5,527	5,527	-	-	-	5,527	7,047	-	-	-	7,047	1,520	
<b>Corporate Requirements Subtotal</b>	<b>92,603</b>	<b>92,413</b>	-	-	<b>(2,351)</b>	<b>90,062</b>	<b>109,532</b>	<b>4,150</b>	-	<b>(16,669)</b>	<b>97,013</b>	<b>6,951</b>	<b>7.7%</b>
<b>Revenue/Recovery Programs:</b>													
49 Payment in Lieu - General Purposes	(12,016)	-	-	-	(11,393)	(11,393)	-	-	-	(11,811)	(11,811)	(418)	
50 Payment in Lieu - Transit	(1,177)	-	-	-	(1,102)	(1,102)	-	-	-	(1,169)	(1,169)	(67)	
51 Payment in Lieu - Solid Waste	(855)	-	-	-	(976)	(976)	-	-	-	(842)	(842)	134	
52 Unallocated Revenues	(3,958)	-	-	-	(4,113)	(4,113)	2,339	-	-	(11,976)	(9,637)	(5,524)	
53 OW Program Delivery: Dept. Services Recovery	(900)	-	-	(900)	-	(900)	-	-	(900)	-	(900)	-	
54 RDPS Program Delivery: Dept Services Recovery	(872)	-	-	(872)	-	(872)	-	-	(944)	-	(944)	(72)	
55 Water/Sewer Inter Dept. Recovery	(6,288)	(6,288)	-	-	-	(6,288)	(6,315)	-	-	-	(6,315)	(27)	
<b>Revenue/Recovery Programs Subtotal</b>	<b>(26,066)</b>	<b>(6,288)</b>	-	<b>(1,772)</b>	<b>(17,584)</b>	<b>(25,644)</b>	<b>(3,976)</b>	-	<b>(1,844)</b>	<b>(25,798)</b>	<b>(31,618)</b>	<b>(5,974)</b>	<b>(23.3%)</b>
<b>Special Contributions:</b>													
56 Land Conservation and Protection Reserve Fund	393	393	-	-	-	393	297	-	-	-	297	(96)	
57 Trent University Durham	-	-	-	-	-	-	-	-	-	-	-	-	
58 Durham College	667	1,267	-	-	(600)	667	-	-	-	-	-	(667)	
59 Durham Region Community Investment Grant	5,553	5,553	-	-	-	5,553	6,220	-	-	-	6,220	667	
<b>Purchase of Special Services Subtotal</b>	<b>6,613</b>	<b>7,213</b>	-	-	<b>(600)</b>	<b>6,613</b>	<b>6,517</b>	-	-	-	<b>6,517</b>	<b>(96)</b>	<b>(1.5%)</b>
<b>Corporate Items</b>	<b>75,320</b>	<b>95,508</b>	-	<b>(1,772)</b>	<b>(20,535)</b>	<b>73,201</b>	<b>114,244</b>	<b>4,150</b>	<b>(1,844)</b>	<b>(42,467)</b>	<b>74,083</b>	<b>882</b>	<b>1.2%</b>

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

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

 <b>Durham Budget</b>	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Corporate Items</b>									
<b>Capital Expenditures</b>									
Building & Structures		1,783	4,150	8,120	17,120	900	9,315	-	35,455
<b>Capital Expenditure Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Capital Financing</b>									
General Levy		1,783	2,700	2,700	2,700	900	2,700	-	9,000
Reserves / Reserve Funds		-	747	5,128	-	-	1,800	-	6,928
Residential DC's		-	703	292	-	-	-	-	292
Debentures		-	-	-	14,420	-	4,815	-	19,235
<b>Capital Financing Subtotal</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Total Capital Corporate Items</b>		<b>1,783</b>	<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>

## Details of Budget Changes

<b>Strategic Investments: Corporate Items</b>	<b>2023 Impact</b> (\$ 000's)
Provision for anticipated regional impacts resulting from provincial Bill 23, <i>More Homes Built Faster Act, 2022</i>	1,900
Advance the Cyber Security Strategy Assessment for the Region and development of a comprehensive security roadmap to support more robust management, reporting, tracking, audits and assessments. Total incremental investment of \$2,070k with \$950k funded from reserve funds	1,120
Increased investment in the At Home Incentive Program to support community partners in the development of additional affordable housing (\$9.5 million in funding is from reserves and reserve funds)	-
An incremental increase of \$4.5 million for the redevelopment of the Region's social housing portfolio. A portion of this funding (\$2.5 million) is provided from a reserve	2,000
Regional support for Ukraine Relief Efforts (\$750k) funded from reserve	-
Annualization of operating costs related to full implementation of the Enterprise Maintenance Management System (EMMS). The system is now being utilized to manage maintenance activities, capture life cycle cost data and provide real time maintenance information.	262
Projected Pickering Casino revenue under the revenue sharing agreement with the City of Pickering. Funds are allocated through this budget to support housing and homelessness support programs	(4,500)
Increased capital investment for future paramedic stations in alignment with the 2023-2032 Region of Durham Paramedic Services Service and Financing Strategy (Report # 2023-COW-7) - see detailed project listing in Appendix A	917
<b>Strategic Investments: Corporate Items Subtotal</b>	<b>1,699</b>



## Details of Budget Changes Continued

### Base Adjustments: Corporate Items

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

Inflation

61

Line-by-line savings

(878)

**Base Adjustments: Corporate Items Subtotal**


**(817)**

**Net Changes: Corporate Items**

**882**

## Appendix A: 2023 Corporate Items Capital Projects (\$,000's)

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

		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
<b>Corporate Items</b>																
<b>Building &amp; Structures</b>																
1	Bowmanville Paramedic Station - Replacement of Leased Facility	1	Replacement	-	747	-	-	-	703	-	-	-	1,450	-	8,120	9,570
3	South Whitby Paramedic Station	1	New	-	-	-	-	-	-	-	-	800	800	-	8,670	9,470
4	North Durham Paramedic Station	1	Replacement	-	-	-	-	-	-	-	-	1,900	1,900	-	8,450	10,350
<b>Building &amp; Structures Subtotal</b>				-	<b>747</b>	-	-	-	<b>703</b>	-	-	<b>2,700</b>	<b>4,150</b>	-	<b>25,240</b>	<b>29,390</b>
<b>Total Capital Corporate Items</b>				-	<b>747</b>	-	-	-	<b>703</b>	-	-	<b>2,700</b>	<b>4,150</b>	-	<b>25,240</b>	<b>29,390</b>

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

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

		Expenditure Category	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
<b>Corporate Items</b>									
<b>Building &amp; Structures</b>									
1	Bowmanville Paramedic Station - Replacement of Leased Facility	Pre-Construction	1,450	-	-	-	-	-	-
		Construction	-	8,120	-	-	-	-	8,120
		<b>Total</b>	<b>1,450</b>	<b>8,120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,120</b>
2	North Oshawa Paramedic Station	Pre-Construction	-	-	-	900	-	-	900
		Construction	-	-	-	-	9,315	-	9,315
		<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>10,215</b>
3	South Whitby Paramedic Station	Pre-Construction	800	-	-	-	-	-	-
		Construction	-	-	8,670	-	-	-	8,670
		<b>Total</b>	<b>800</b>	<b>-</b>	<b>8,670</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,670</b>
4	North Durham Paramedic Station	Pre-Construction	1,900	-	-	-	-	-	-
		Construction	-	-	8,450	-	-	-	8,450
		<b>Total</b>	<b>1,900</b>	<b>-</b>	<b>8,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,450</b>
<b>Building &amp; Structures Subtotal</b>			<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>
<b>Total Capital Corporate Items</b>			<b>4,150</b>	<b>8,120</b>	<b>17,120</b>	<b>900</b>	<b>9,315</b>	<b>-</b>	<b>35,455</b>