

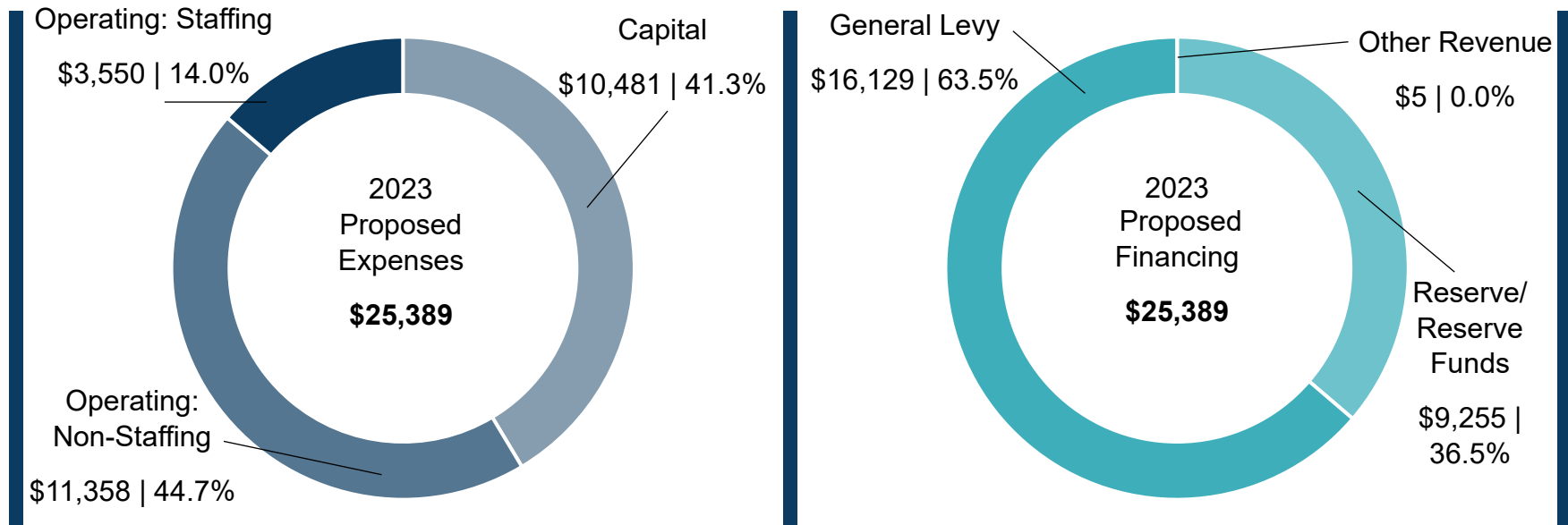


Durham Budget

2023

REGIONAL HEADQUARTERS

Advancing service excellence in the management and operations of the Region's Headquarters Building



Amounts are in \$,000's

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Major Programs and Services

Regional Headquarters

Regional Headquarters Facility

Operate and maintain Regional Headquarters in an efficient and cost-effective manner, providing a safe and vibrant facility for staff and visitors.

Service Durham

Provide front line assistance to visitors and callers inquiring about Regional service offerings or requiring assistance while at Regional Headquarters.

Strategic Priorities

For 2023 some of the key priorities and planned actions include:

Environmental Sustainability



Exploring further energy and green house gas (GHG) emission reduction options through upgrade and replacement of building components and the completion of feasibility studies for solar energy generation on site. Reconstruction of the West Entrance at Regional Headquarters and the installation of a revolving door will improve energy efficiency and occupant comfort in the lower level of the building. The revolving door system is estimated to be at least eight times more energy efficient than the existing sliding doors which are now 20 years old and reaching the end of their life expectancy. The revolving door system provides increased comfort and improved traffic flow; the doors are always open and receptive to pedestrians, but simultaneously always closed to the outside elements.



Optimizing and modernizing the footprint of Regional Headquarters eliminates GHG emissions, operating costs and energy needs associated with expanding Regional Headquarters. Workplace Modernization was founded on an approach that better utilizes space within the existing building. Combined with changes in the approach to work and other optimization and renewal projects, the need to expand this facility is no longer required for several decades, if at all.

Strategic Priorities Continued

Social Investment



Create spaces that are inclusive and welcoming, reflective of Durham's diverse community. As part of Workplace Modernization, staff are implementing amenity improvements to build on the multifaith reflection space such as all gender washrooms and dedicated family/breastfeeding space. Accessibility improvements will also be part of the project work, including wayfinding for visually impaired visitors and direct elevator access from the lower level to the main level.

Service Excellence



Advance Workplace Modernization, providing a variety of workspaces that support a collaborative, hybrid workforce and improve the way the public accesses services within Regional Headquarters. Workplace Modernization will ensure space is appropriate for a modern, mobile workforce, ensure natural light penetration into the building core and provide universally ergonomic space to accommodate a hybrid work model. Through this ongoing program, building deficiencies, accessibility improvements, energy efficiency measures and asset management requirements are also being addressed, expanding the scope of this program beyond simply maximizing space utilization. Work is completed in the most efficient way when bundled into construction packages, leveraging economies of scale, and reduces occupant disruption and rework. Changes to improve building security have been added to the program, along with changes to create safe and welcoming all gender and family amenities within the building



Support the delivery of myDurham311 and Service Durham through the provision of space modifications and design considerations to create one point of customer contact and a consolidated service desk within Regional Headquarters. Through these modifications, security improvements will also be introduced to limit free public access to specific areas of the building and separate public space from staff space



Create vibrant and accessible outdoor space where staff, visitors and the community can meet, enjoy community events and public art displays, and connect with each other. As part of the measures to address safety issues in the northwest courtyard, design work has included enhancements to make this a welcoming outdoor space for staff and visitors to Regional Headquarters

Strategic Priorities Continued



Introduce the new customer service portal that will enable a self-service option to the residents of Durham by introducing AI capabilities to direct questions to answers.

Key Targets for 2023

- Provide support to over 500,000 customer inquiries via Service Durham's 311 Contact Centre and Front Desk
- Improve the First Contact Resolution in the Contact Center by 15% as compared to 2022
- Introduce chat as a customer contact channel and deploy a 311 self-service customer portal
- Implement Enterprise-wide Customer Relation Management (CRM) system


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

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

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
Expenses					
Operating Expenses					
Personnel Expenses	2,792	3,194	3,550		
Personnel Related	27	187	192		
Communications	667	708	708		
Supplies	69	122	203		
Utilities	954	954	1,016		
Computer Maintenance & Operations	106	106	106		
Materials & Services	109	305	303		
Buildings & Grounds Operations	1,159	1,099	1,231		
Equipment Maintenance & Repairs	32	32	25		
Vehicle Operations	16	-	-		
Debt Charges	4,594	4,594	2,909		
Professional Services	24	180	240		
Contracted Services	1,031	931	1,226		
Financial Expenses	206	206	222		
Minor Assets & Equipment	-	300	40		
Major Repairs & Renovations	-	-	85		
Contribution to Reserves / Reserve Funds	-	-	1,685		
Operating Expenses Subtotal	11,786	12,918	13,741	823	6.4%
Internal Transfers & Recoveries					
Inter-Departmental Transfers	1,063	1,063	1,167		
Internal Transfers & Recoveries Subtotal	1,063	1,063	1,167	104	9.8%
Gross Operating Expenses	12,849	13,981	14,908	927	6.6%
Capital Expenses					
New	1,059	1,059	549		
Replacement	8,529	8,529	9,932		
Capital Expenses Subtotal	9,588	9,588	10,481	893	9.3%
Total Expenses	22,437	23,569	25,389	1,820	7.7%


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

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

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
Revenues and Financing					
Operating Revenue					
Rents	-	(26)	(1)		
Sundry Revenue	(1)	(4)	(4)		
Innovation and Modernization Reserve Fund	(359)	(1,466)	(942)		
Operating Revenue Subtotal	(360)	(1,496)	(947)	549	95.4%
Capital Financing					
Capital Project Reserve	-	-	(1,685)		
Capital Impact Stabilization Reserve Fund	(7,000)	(7,000)	(6,228)		
Innovation and Modernization Reserve Fund	(400)	(400)	(400)		
Capital Financing Subtotal	(7,400)	(7,400)	(8,313)	(913)	(12.3%)
Total Revenues and Financing	(7,760)	(8,896)	(9,260)	(364)	(4.1%)
Regional Headquarters Before Allocation to Departments	14,677	14,673	16,129	1,456	9.9%

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

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

	2022 Estimated Actuals	2022 Approved Budget (Restated)	2023 Proposed Budget	Variance	
				\$	%
Allocation to Departments					
Durham Regional Police Service	(1,793)	(1,793)	(2,031)		
Durham Region Transit	(76)	(76)	(86)		
Works:					
General Tax	(667)	(667)	(767)		
Sanitary Sewerage System	(1,157)	(1,157)	(1,310)		
Solid Waste Management	(222)	(222)	(516)		
Water Supply System	(1,157)	(1,157)	(1,310)		
Economic Development and Planning					
Economic Development & Tourism	(122)	(122)	(217)		
Planning	(463)	(463)	(534)		
Public Health	(2,198)	(2,198)	(2,491)		
Social Services:					
Children's Services	(633)	(633)	(717)		
Family Services	(369)	(369)	(418)		
Housing Services	(136)	(136)	(154)		
Social Assistance	(1,370)	(1,370)	(1,553)		
Regional Chair	(74)	(74)	(83)		
Regional Council	(212)	(212)	(240)		
Office of the Chief Administrative Officer					
Chief Administrative Office	(161)	(161)	(196)		
Legal Services	(114)	(114)	(129)		
Provincial Offences Act (POA)	(1,037)	(1,037)	(1,175)		
Corporate Services:					
Human Resources	(234)	(234)	(266)		
Information Technology	(380)	(380)	(431)		
Legislative Services	(121)	(121)	(137)		
Finance	(827)	(827)	(975)		
Utility Finance	(347)	(347)	(393)		
Total Allocation to Departments	(13,870)	(13,870)	(16,129)	(2,259)	(16.3%)
Regional Headquarters	807	803	-	(803)	(79.7%)

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

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

	2022 Estimated Actuals	2022 Approved Budget (Restated)					2023 Proposed Budgets					Variance		
		Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Approved Budget	Operating Expenses	Gross Capital	Subsidy Funding	Other Funding	Proposed Budget	\$	%	
Regional Headquarters														
1 Regional Headquarters Facility	-	10,644	9,163	-	(19,807)	-	11,339	10,056	-	(21,395)	-	-		
2 Service Durham Operations	807	3,337	425	-	(2,959)	803	3,569	425	-	(3,994)	-	(803)		
Regional Headquarters Subtotal	807	13,981	9,588	-	(22,766)	803	14,908	10,481	-	(25,389)	-	(803)	(100%)	
Regional Headquarters	807	13,981	9,588	-	(22,766)	803	14,908	10,481	-	(25,389)	-	(803)	(100%)	

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

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

Durham Budget	2023	2022 Approved Budget	2023 Proposed Budget	Forecast					Forecast Total
				2024	2025	2026	2027	2028-2032	
Regional Headquarters									
Capital Expenditures									
Building & Structures		9,163	9,967	13,649	14,499	14,414	380	12,349	55,291
Machinery & Equipment		-	89	1,088	600	-	-	1,500	3,188
Capital Expenditure Subtotal		9,163	10,056	14,737	15,099	14,414	380	13,849	58,479
Capital Financing									
General Levy		2,163	2,143	14,737	15,099	14,414	380	13,849	58,479
Capital Project Reserve		-	1,685	-	-	-	-	-	-
Capital Impact Stabilization Reserve Fund		7,000	6,228	-	-	-	-	-	-
Capital Financing Subtotal		9,163	10,056	14,737	15,099	14,414	380	13,849	58,479
Total Capital Regional Headquarters		9,163	10,056	14,737	15,099	14,414	380	13,849	58,479
Service Durham									
Capital Expenditures									
Information Technology		100	400	9	9	115	9	255	397
Furniture & Fixtures		325	25	25	25	25	25	125	225
Capital Expenditure Subtotal		425	425	34	34	140	34	380	622
Capital Financing									
General Levy		25	25	34	34	140	34	380	622
Innovation and Modernization Reserve Fund		400	400	-	-	-	-	-	-
Capital Financing Subtotal		425	425	34	34	140	34	380	622
Total Capital Service Durham		425	425	34	34	140	34	380	622
Total Capital Regional Headquarters		9,588	10,481	14,771	15,133	14,554	414	14,229	59,101

Details of Budget Changes

Strategic Investments: Regional Headquarters	2023 Impact (\$ 000's)
Advancing the next stages of the Workplace Modernization Project (\$8,000k) partially funded from reserves (\$7,913k)	87
Pilot Lawn Naturalization Study (Durham Environmental Advisory Committee)	15
Decreased Revenues due to forecasted closure of Café	25
New Centralized Office Supplies Program	81
Net increase in Major Repairs and Renovations	85
Strategic Investments: Regional Headquarters Subtotal	293

Base Adjustments: Regional Headquarters	2023 Impact (\$ 000's)
Economic increase	17
Inflationary increases	526
Removal of one-time items	(135)
Adjustment to departmental allocation of costs	(701)
Base Adjustments: Regional Headquarters Subtotal	(293)

Details of Budget Changes Continued

Strategic Investments: Service Durham

2023 Impact
(\$ 000's)

Incremental operating costs related to the first full year of the centralized customer service operations of Service Durham:

New Workforce Manager (1.0 FTE)	96
Reallocation of staffing (4.1 FTEs) and reclassification of full-time positions to support operations of Service Durham	373
Training and customer service skill building	100
Customer relationship management software licenses	100
Operating support costs	74
Self-service kiosk capital (\$100k). Reserve fund financing to offset cost	0

Decrease in resource requirements for the MyDurham 311 customer relationship management system implementation project (-\$424k). The decrease is offset by a decrease in reserve fund financing for the project.

-

Strategic Investments: Service Durham Subtotal

743

Base Adjustments: Service Durham

2023 Impact
(\$ 000's)

Economic increase	13
Removal of one-time items	(1,559)

Base Adjustments: Service Durham Subtotal

(1,546)

Net Changes: Regional Headquarters

(803)

Staffing Details

	Full Time Equivalents (FTE's)
Regional Headquarters	
2022 Approved Complement	<u>14.0</u>
Regional Headquarters Subtotal	14.0
<hr/>	
Service Durham	Full Time Equivalents (FTE's)
2022 Approved Complement (Restated)	<u>11.9</u>
Proposed New Positions	
Manager, Administration and Customer Service (transfer to HR)	(0.9)
Senior Customer Service Representatives (3 Clerks transferred from Solid Waste)	3.0
Customer Service Representative (Clerk transferred from Economic Development)	1.0
Supervisor (Employment Counsellor from Social Services)	1.0
Workforce Manager to optimize resources and productivity of Service Durham	1.0
Total Proposed New Positions	<u>5.1</u>
Service Durham Subtotal	17.0
<hr/>	
Total Complement: Regional Headquarters	31.0

Looking Forward

The Region is committed to championing service excellence at Regional Headquarters by:

- Advancing and integrating technology through Workplace Modernization including digital signage and hybrid meeting room space;
- Evaluating opportunities to contribute to reduced emissions and partnering with academia to explore climate change mitigation measures and strategies;
- Providing a safe, clean, well-maintained, and inclusive facility for staff and visitors;
- Introducing further diversity initiatives and creating space for public art to reflect the changing neighbourhood and community that accesses Regional Headquarters;
- Addressing state of good repair, asset management requirements and building deficiencies within the facility;
- Focus on the customer experience by implementing the MyDurham311 program which will enhance the customer journey and provide a consistent, convenient, and customized experience for the customer; and
- Ensure visitors to Regional Headquarters have front counter access to Regional services and information to streamline and enhance their service experience.

Appendix A: 2023 Regional Headquarters Capital Projects (\$,000's)

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

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Regional Headquarters																
Building & Structures																
1	Accessible Ramp and Stair Replacement at Northeast Parking Garage Entrance	1	Replacement	-	-	-	-	-	-	-	-	325	325	-	-	325
2	All Gender Inclusive Washrooms and Change Rooms	3	Replacement	-	-	-	-	-	-	-	-	805	805	-	2,740	3,545
3	Asphalt Replacement of Existing Parking Lot and Replacment of Curbs and Sidewalks	4	Replacement	-	-	-	-	-	-	-	-	182	182	-	2,503	2,685
7	Installation of Structural Framing around Roof Opening in Penthouse	1	New	-	-	-	-	-	-	-	-	149	149	-	-	149
9	Maintenance of Parking Garage Waterproofing System	2	Replacement	-	-	-	-	-	-	-	-	30	30	-	552	582
12	NW & SW Stairwell Repairs in Parking Garage	1	Replacement	-	-	-	-	-	-	-	-	250	250	-	-	250
14	Physical Access Security Improvements & Rekeying	3	Replacement	-	-	-	-	-	-	-	-	15	15	-	30	45
15	Repiping of Cooling Tower and Installation of Access Platform	2	Replacement	-	-	-	-	-	-	-	-	62	62	-	200	262
18	Upgrade of Council Chambers Lighting and Controls	1	Replacement	-	-	-	-	-	-	-	-	149	149	-	-	149
20	Workplace Modernization	4	Replacement	-	7,913	-	-	-	-	-	-	87	8,000	21,562	33,455	63,017
Building & Structures Subtotal				-	7,913	-	-	-	-	-	-	2,054	9,967	21,562	39,480	71,009

Appendix A: 2023 Regional Headquarters Capital Projects (\$,000's)

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

Durham Budget 2023		Quantity	New / Replacement	2023 Proposed Financing								2023 Proposed Budget	Approved Funding Prior to 2023	Forecast 2024-2032	Total Project to 2032	
				Other	Reserve/ Reserve Funds	Industrial DCs	Institutional DCs	Commercial DCs	Residential DCs	Subsidy /Grant	Debenture					General Levy
Machinery & Equipment																
21	Humidifier Replacement	1	Replacement	-	-	-	-	-	-	-	-	34	34	-	-	34
27	Replacement of Gas Fired Domestic Hot Water Heaters	1	Replacement	-	-	-	-	-	-	-	-	55	55	-	-	55
Machinery & Equipment Subtotal				-	-	-	-	-	-	-	-	89	89	-	-	89
Regional Headquarters Subtotal				-	7,913	-	-	-	-	-	-	2,143	10,056	21,562	39,480	71,098
Service Durham																
Information Technology																
30	Self-Serve Kiosk		New		100								100	-	-	100
31	Call Centre Equipment		New	-	300	-	-	-	-	-	-	-	300	-	-	300
Information Technology Subtotal				-	400	-	-	-	-	-	-	-	400	-	-	400
Furniture & Fixtures																
32	Call Centre Furniture		Replacement	-	-	-	-	-	-	-	-	25	25	-	-	25
Furniture & Fixtures Subtotal				-	-	-	-	-	-	-	-	25	25	-	-	25
Service Durham				-	400	-	-	-	-	-	-	25	425	-	-	425
Total Capital Regional Headquarters				-	8,313	-	-	-	-	-	-	2,168	10,481	21,562	39,480	71,523

Appendix B: 2023-2032 Regional Headquarters Capital Forecast (\$,000's)

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



2023

Expenditure
Category

2023 Proposed
Budget

Forecast

2024

2025

2026

2027

2028-2032

Forecast
Total


Regional Headquarters

Building & Structures

1	Accessible Ramp and Stair Replacement at Northeast Parking Garage Entrance	Pre-Construction	-	-	-	-	-	-	-
		Construction	325	-	-	-	-	-	-
		Total	325	-	-	-	-	-	-
2	All Gender Inclusive Washrooms and Change Rooms	Pre-Construction	-	-	-	-	-	-	-
		Construction	805	2,420	320	-	-	-	2,740
		Total	805	2,420	320	-	-	-	2,740
3	Asphalt Replacement of Existing Parking Lot and Replacment of Curbs and Sidewalks	Pre-Construction	-	-	-	-	-	-	-
		Construction	182	75	502	488	380	1,058	2,503
		Total	182	75	502	488	380	1,058	2,503
4	Expansion of the Parking Garage	Pre-Construction	-	-	-	-	-	1,000	1,000
		Construction	-	-	-	-	-	10,000	10,000
		Total	-	-	-	-	-	11,000	11,000
5	Green roof	Pre-Construction	-	-	109	-	-	-	109
		Construction	-	-	-	1,293	-	-	1,293
		Total	-	-	109	1,293	-	-	1,402
6	Install Snow Chute on Parking Garage	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	115	-	-	-	115
		Total	-	-	115	-	-	-	115
7	Installation of Structural Framing around Roof Opening in Penthouse	Pre-Construction	-	-	-	-	-	-	-
		Construction	149	-	-	-	-	-	-
		Total	149	-	-	-	-	-	-
8	Main Building Signage Replacement	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	220	-	-	-	-	220
		Total	-	220	-	-	-	-	220


Appendix B: 2023-2032 Regional Headquarters 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

			Forecast						
Expenditure Category	2023 Proposed Budget	2024	2025	2026	2027	2028-2032	Forecast Total		
9 Maintenance of Parking Garage Waterproofing System	Pre-Construction	-	-	-	-	-	-		
	Construction	30	261	-	-	-	291		
	Total	30	261	-	-	-	291		
10 Modernization of Passenger Elevators	Pre-Construction	-	-	47	-	-	47		
	Construction	-	-	-	558	-	558		
	Total	-	-	47	558	-	605		
11 New Exterior LED Colour Changing Lighting Control System	Pre-Construction	-	-	-	-	-	-		
	Construction	-	475	-	-	-	475		
	Total	-	475	-	-	-	475		
12 NW & SW Stairwell Repairs in Parking Garage	Pre-Construction	-	-	-	-	-	-		
	Construction	250	-	-	-	-	-		
	Total	250	-	-	-	-	-		
13 Parking Garage Gates Installation	Pre-Construction	-	-	-	-	-	-		
	Construction	-	-	-	75	-	75		
	Total	-	-	-	75	-	75		
14 Physical Access Security Improvements & Rekeying	Pre-Construction	-	-	-	-	-	-		
	Construction	15	15	15	-	-	30		
	Total	15	15	15	-	-	30		
15 Repiping of Cooling Tower and Installation of Access Platform	Pre-Construction	62	-	-	-	-	-		
	Construction	-	200	-	-	-	200		
	Total	62	200	-	-	-	200		
16 Replacement of Exterior & Parking Garage Lighting	Pre-Construction	-	-	-	-	-	-		
	Construction	-	-	264	-	-	264		
	Total	-	-	264	-	-	264		
17 Roof Replacement Study	Pre-Construction	-	98	-	-	-	98		
	Construction	-	-	-	-	-	-		
	Total	-	98	-	-	-	98		


Appendix B: 2023-2032 Regional Headquarters 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

			Forecast						Forecast Total
Expenditure Category	2023 Proposed Budget	2024	2025	2026	2027	2028-2032	Forecast Total		
18 Upgrade of Council Chambers Lighting and Controls	Pre-Construction	-	-	-	-	-	-		
	Construction	149	-	-	-	-	-		
	Total	149	-	-	-	-	-		
19 UPS Refeed & Replacement	Pre-Construction	-	110	-	-	-	110		
	Construction	-	-	1,447	-	-	1,447		
	Total	-	110	1,447	-	-	1,557		
20 Workplace Modernization	Pre-Construction	-	-	-	-	-	-		
	Construction	8,000	9,775	11,680	12,000	-	33,455		
	Total	8,000	9,775	11,680	12,000	-	33,455		
Building & Structures Subtotal	9,967	13,649	14,499	14,414	380	12,349	55,291		
Machinery & Equipment									
21 Humidifier Replacement	Pre-Construction	-	-	-	-	-	-		
	Construction	34	-	-	-	-	-		
	Total	34	-	-	-	-	-		
22 Air Cooled Chiller for Shoudler Season (Jockey Chiller)	Pre-Construction	-	45	-	-	-	45		
	Construction	-	342	-	-	-	342		
	Total	-	387	-	-	-	387		
23 Alarm & Intercom Installation - Parking Garage	Pre-Construction	-	-	-	-	-	-		
	Construction	-	175	-	-	-	175		
	Total	-	175	-	-	-	175		
24 Generator/Load Bank Quick Connection	Pre-Construction	-	-	-	-	-	-		
	Construction	-	266	-	-	-	266		
	Total	-	266	-	-	-	266		
25 Replacement of AC in Server Room	Pre-Construction	-	-	-	-	-	-		
	Construction	-	50	600	-	-	650		
	Total	-	50	600	-	-	650		

Appendix B: 2023-2032 Regional Headquarters 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	
26	Replacement of Chiller 1 & 2	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	-	-	-	-	1,500	1,500
		Total	-	-	-	-	-	1,500	1,500
27	Replacement of Gas Fired Domestic Hot Water Heaters	Pre-Construction	-	-	-	-	-	-	-
		Construction	55	-	-	-	-	-	-
		Total	55	-	-	-	-	-	-
28	Replacement of UPS Batteries/Capacitors	Pre-Construction	-	-	-	-	-	-	-
		Construction	-	210	-	-	-	-	210
		Total	-	210	-	-	-	-	210
Machinery & Equipment Subtotal			89	1,088	600	-	-	1,500	3,188
Regional Headquarters Subtotal			10,056	14,737	15,099	14,414	380	13,849	58,479
Service Durham									
Information Technology									
29	Mobile Laptop		-	9	9	15	9	55	97
30	Self-Serve Kiosk		100	-	-	100	-	200	300
31	Call Centre Equipment		300	-	-	-	-	-	-
Information Technology Subtotal			400	9	9	115	9	255	397
Furniture & Fixtures									
32	Mobile Laptop		25	25	25	25	25	125	225
Furniture & Fixtures Subtotal			25	25	25	25	25	125	225
Service Durham Subtotal			425	34	34	140	34	380	622
Total Capital Regional Headquarters			10,481	14,771	15,133	14,554	414	14,229	59,101