Workplace Modernization Project

Public Sector Project Management Forum

May 1, 2025

Project Mission

- Re-imagine workspace within Regional Headquarters in order to support how individual work, with the support of technology and a flexible work environment that suits today and the future collaborative workforce.
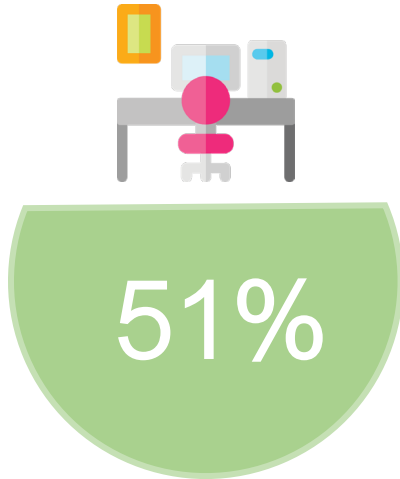
Concept & Principles

- Maximize longevity of the building
- Shared work model
- Remove office spaces & meeting space away from the exterior
- Digitize records & centralize file storage
- Streamline customer experience
- Digital connectivity
- Introduce open collaboration & breakout spaces
- Update and standardize design concepts
- Lower workstation partitions
- Enhancement of ergonomic principles
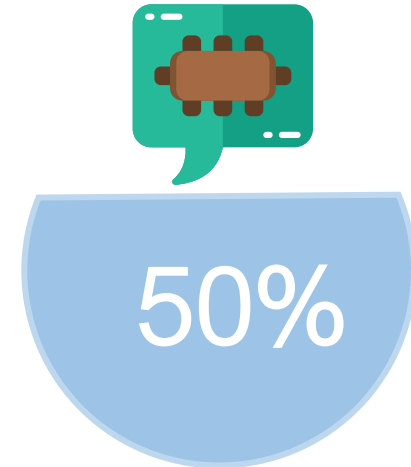
Reaching our Destination

PHASE 2 TENDER & CONSTRUCTION
2023-2026

PHASE 1 CONSTRUCTION
Oct 2021-2023

TENDER PHASE 1
July 2021

POLICY DEVELOPMENT
Apr 2021

DESIGN
Jun 2020

BUILDING STACKING
May 2020

COVID-19
Mar 2020

SPACE NEEDS ANALYSIS
Feb 2020

LEADERSHIP VISION
Jan 2020

CONSULTANT AWARDED
Dec 2019

UTILIZATION STUDY
Sept 2019

CONCEPT & PILOT
2018

PROJECT APPROVAL
June 2019

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Utilization Study

51%

Average
WORKSTATION
utilization rate

59%

Average
OFFICE
utilization rate

50%

Average
MEETING ROOM
utilization rate

- Workplace Utilization and Task Observation Report by Mayhew Inc., September 2019

Leadership Vision – Shared Purpose Lab

PURPOSE STATEMENT

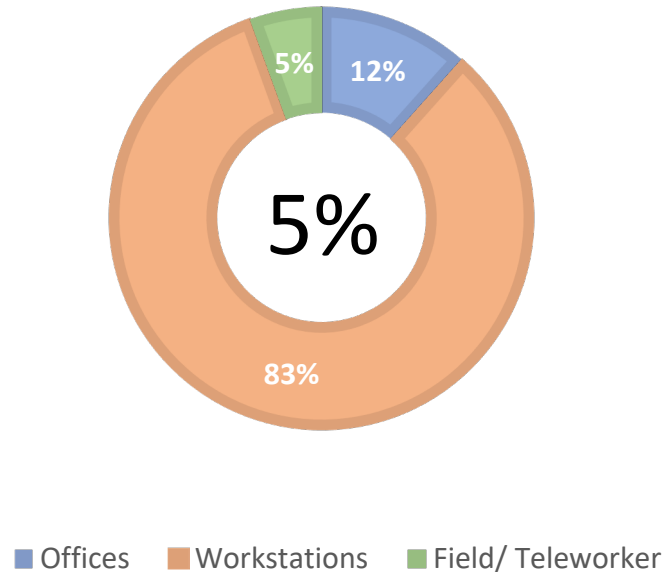To lead in service excellence by transforming employee and customer experience.

PRINCIPLES

1.) Promote cooperation, collaboration, and inter-departmental knowledge-sharing

2.) Facilitate meaningful interactions with Durham communities

3.) Empower employees to seek bold solutions

4.) Embody transparency and foster a culture of trust and support

5.) Support working arrangements that reflect the requirements of dynamic roles and employees' need for balanced lives
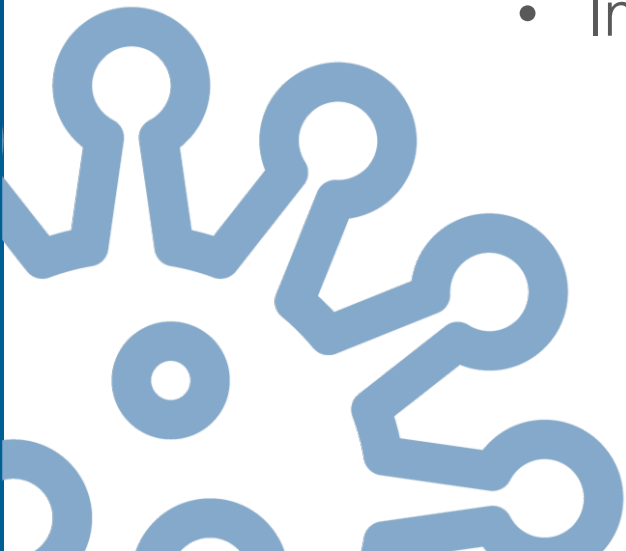
Space Needs Analysis – Pre-COVID

Pre-COVID Work Arrangements

Donut chart: Offices 12%, Workstations 83%, Field/Teleworker 5%. Center label: 5%

Legend: ■ Offices ■ Workstations ■ Field/ Teleworker

1. Improved lighting
2. Ergonomic workstation
3. Space
4. Privacy
5. Focus Space
6. Technology
7. Meeting rooms
8. Filing & storage
9. Collaboration spaces
10. Health & Safety

COVID-19 Response

- Facilities closed to the public
- Administrative services moved remote
- Staff provided with updated technology
- Mass adoption of Microsoft Teams
- Implemented digital processes

Space Needs Analysis – Post-COVID

I am just as productive while teleworking compared to my usual work location.*

90.9%
are in agreement

*COVID-19 Staff Experience Survey, June 2020

1. Employees are fully capable of working from home
2. Fewer dedicated stations are required
3. Hotelling stations are needed
4. Paperwork has moved electronic
5. Less physical filing/storage space is required

Post-COVID Work Arrangements

BUILDING AVERAGE

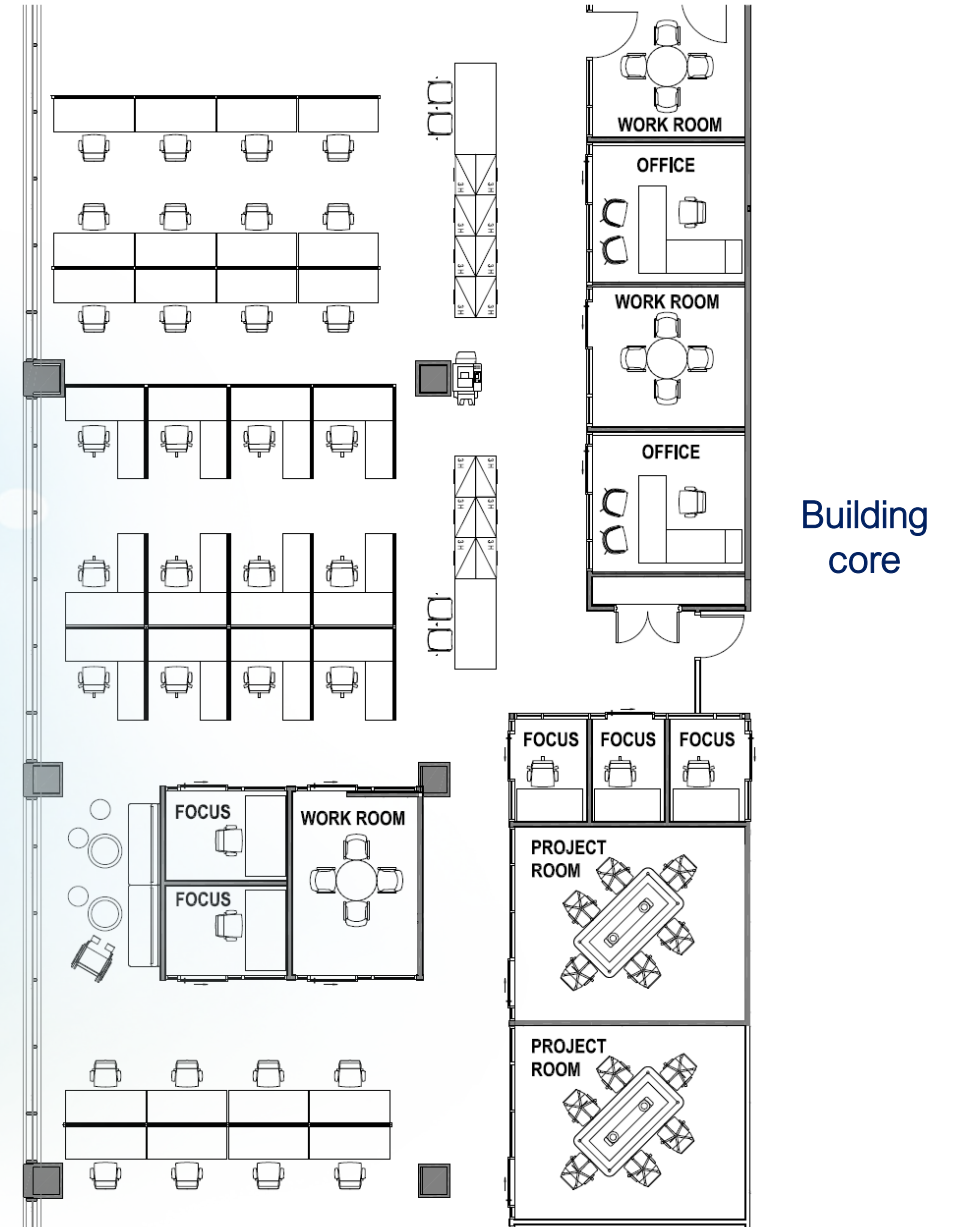■ Offices ■ Workstations ■ Field/ Teleworker

6%

30%

64%

64%
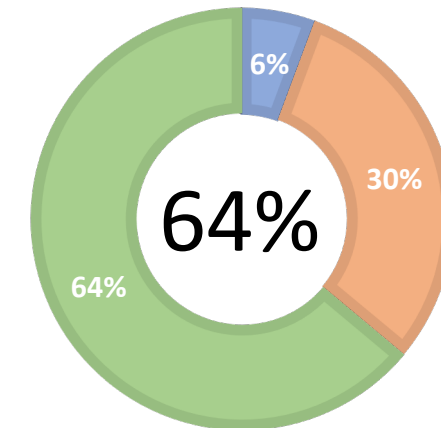
Design Concepts

No high walls or panels to allow natural light to infiltrate open office area

WORK ROOM

OFFICE

WORK ROOM

OFFICE

Building core

FOCUS   FOCUS   FOCUS

PROJECT ROOM

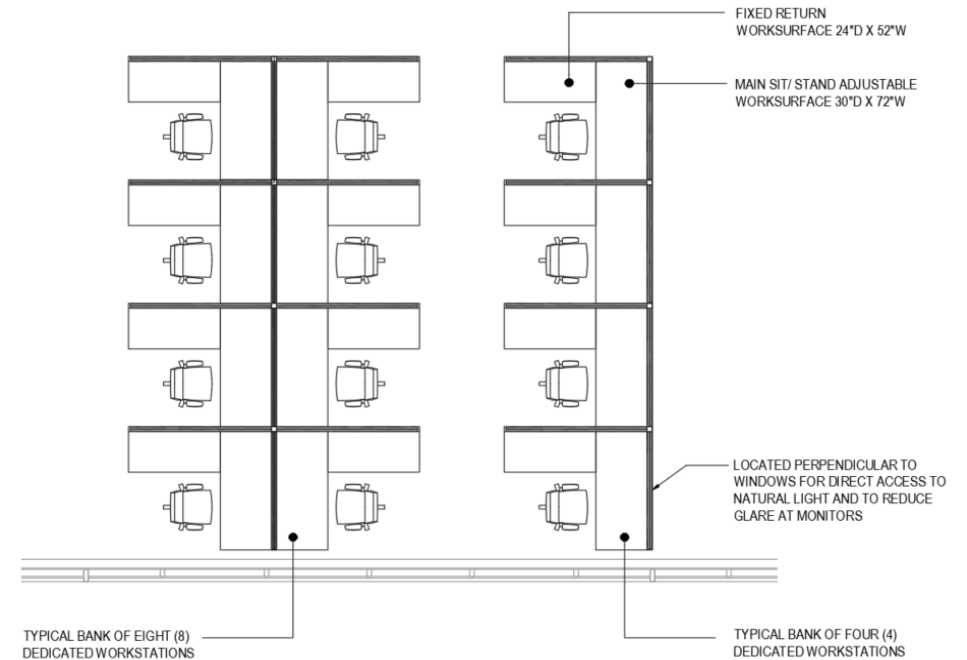PROJECT ROOM

FOCUS   WORK ROOM

FOCUS

Workspaces - Dedicated Workstations

Description:

- Dedicated workstations are assigned to manager level staff as well as staff who will be working in the office full-time (who cannot telework based on their role).

Location/ Placement:

- Dedicated workstations shall be placed in an open office setting along the perimeter of the building with direct access to windows
- Shall be grouped together in banks of four (4) or eight (8). Single or double configurations should be avoided.

FIXED RETURN
WORKSURFACE 24"D X 52"W

MAIN SIT/ STAND ADJUSTABLE
WORKSURFACE 30"D X 72"W

LOCATED PERPENDICULAR TO
WINDOWS FOR DIRECT ACCESS TO
NATURAL LIGHT AND TO REDUCE
GLARE AT MONITORS

TYPICAL BANK OF EIGHT (8)
DEDICATED WORKSTATIONS

TYPICAL BANK OF FOUR (4)
DEDICATED WORKSTATIONS

Furniture & Equipment:

- 6'x7' workstation
- 30"D x 72"W adjustable a sit/ stand worksurface with a 24"x52" fixed return
- Equipped with a universal docking station, power, data connection, dual monitor arms and keyboard
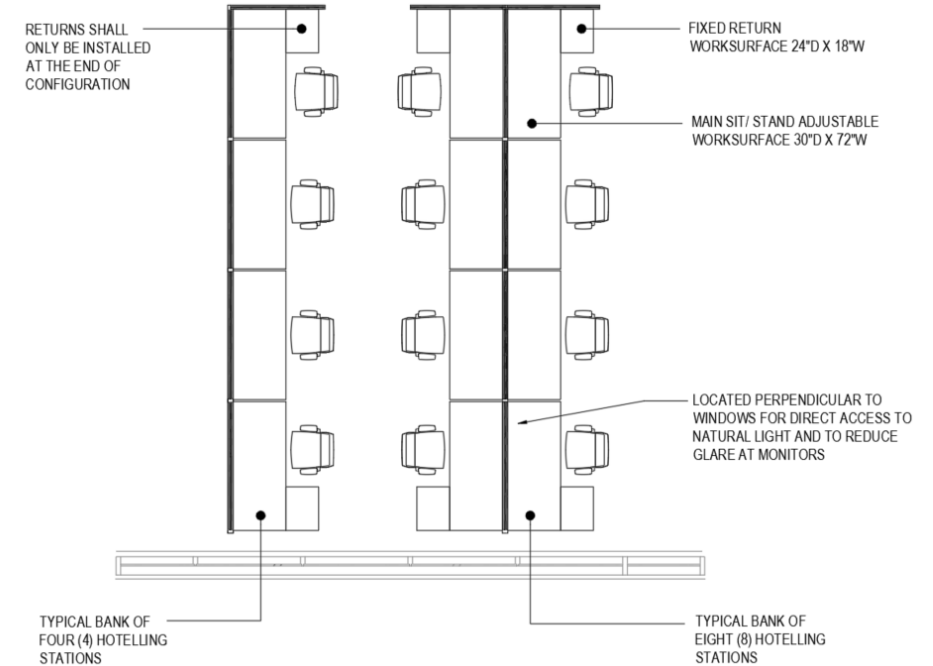- Lockable storage tower
- Adjustable task chair

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Workspaces - Hotelling Workstations

Description:

- Unassigned bookable hotelling stations for staff who can telework based on their role or not in the office full-time.

Location/ Placement:

- Hotelling workstations shall be placed in an open office setting along the perimeter of the building with direct access to windows
- Shall be grouped together in banks of four (4) or eight (8). Single or double configurations should be avoided.

RETURNS SHALL ONLY BE INSTALLED AT THE END OF CONFIGURATION

FIXED RETURN WORKSURFACE 24"D X 18"W

MAIN SIT/ STAND ADJUSTABLE WORKSURFACE 30"D X 72"W

LOCATED PERPENDICULAR TO WINDOWS FOR DIRECT ACCESS TO NATURAL LIGHT AND TO REDUCE GLARE AT MONITORS

TYPICAL BANK OF FOUR (4) HOTELLING STATIONS

TYPICAL BANK OF EIGHT (8) HOTELLING STATIONS

Furniture & Equipment:

- 30"D x 72"W adjustable sit/ stand worksurface
- Equipped with a universal docking station, power, data connection and dual monitor arms
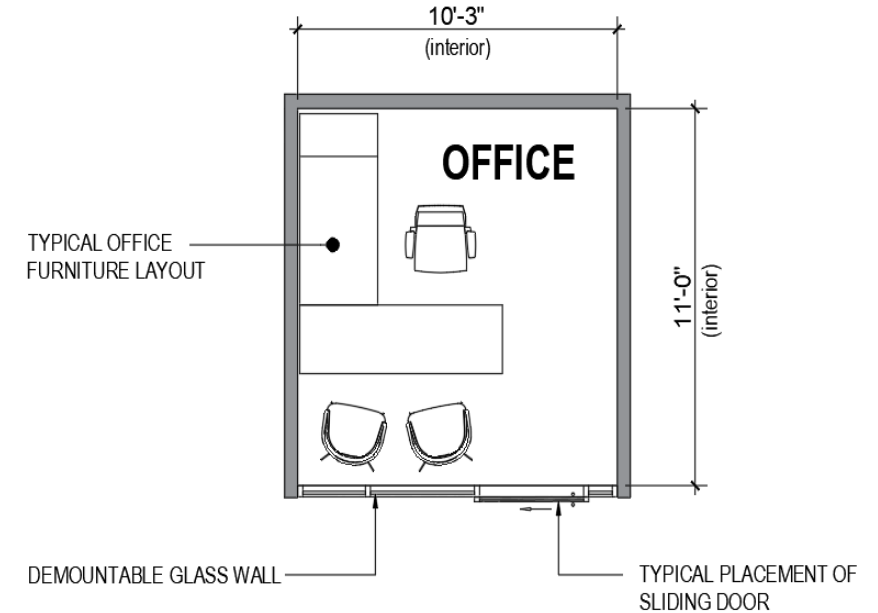- Adjustable task chair

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Workspaces – Dedicated Offices

Description:

- Enclosed offices are provided to Director and Commissioner level staff
- Office frontage to have demountable glass walls for light penetration

Location/ Placement:

- Offices are located at the core of the building away from windows to allow for natural light to infiltrate into open office areas.
- Offices should be grouped together if there are more than one.

Furniture & Equipment:

- 30"D x 54"W adjustable sit/ stand worksurface with 24"D x 78"W fixed return
- Open shelving with lockable storage drawers
- Adjustable task chair
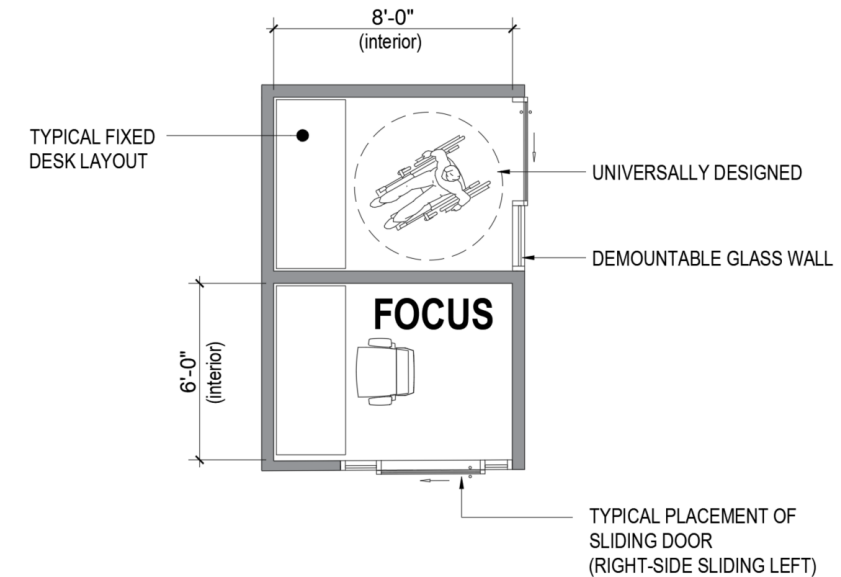- Dual monitors with arms
- 2 guest chairs

Enclosed Spaces – Focus Rooms

Description:

- Unassigned and non-bookable workspace

- Focus room to have demountable walls to allow natural light to infiltrate.

- Universally designed

- Provides space for focus work, private conversations and virtual conferencing.

Location/ Placement:

- Focus rooms to be located into the core of the building away from windows to allow for natural light to infiltrate into open office areas.

- Shall be grouped together with other enclosed spaces.

8'-0" (interior)

TYPICAL FIXED DESK LAYOUT

UNIVERSALLY DESIGNED

DEMOUNTABLE GLASS WALL

6'-0" (interior)

FOCUS

TYPICAL PLACEMENT OF SLIDING DOOR (RIGHT-SIDE SLIDING LEFT)

Furniture & Equipment:

- 30"D X 72"W fixed desk

- Equipped with power and wireless data connection.
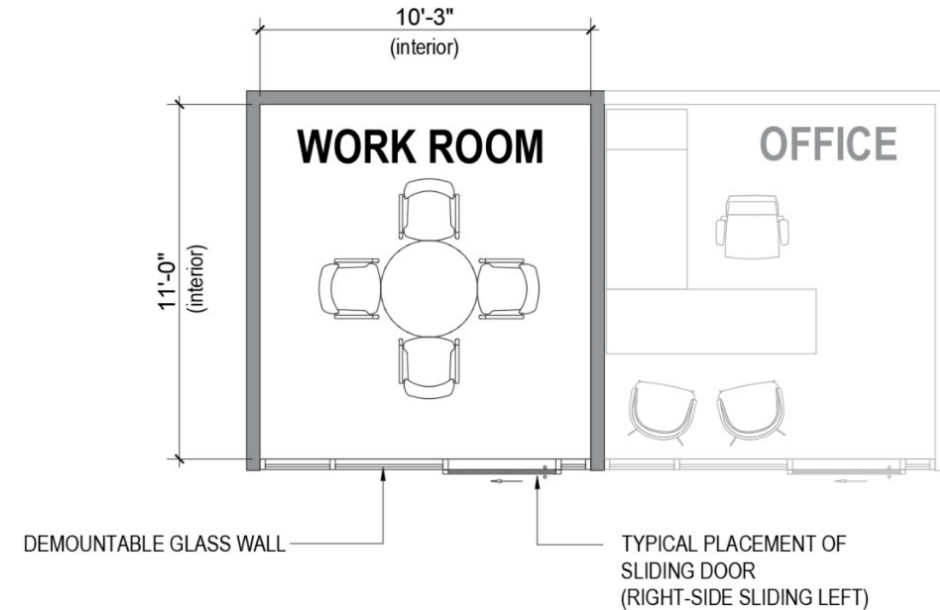
- Adjustable task chair

Enclosed Spaces – Work Rooms

Description:

- Unassigned and non-bookable workspace

- Work room shall have demountable walls to allow natural light to infiltrate.

- Provides space for private conversations, teamwork and virtual conferencing.

- Same size as an enclosed office

Location/ Placement:

- Work rooms to be located into the core of the building away from windows. This will allow natural light to infiltrate into open office areas.

- Shall be grouped together with other enclosed spaces.

Furniture & Equipment:

- Equipped with power and wireless data connection.

- Appropriately sized work table

- Adjustable chairs
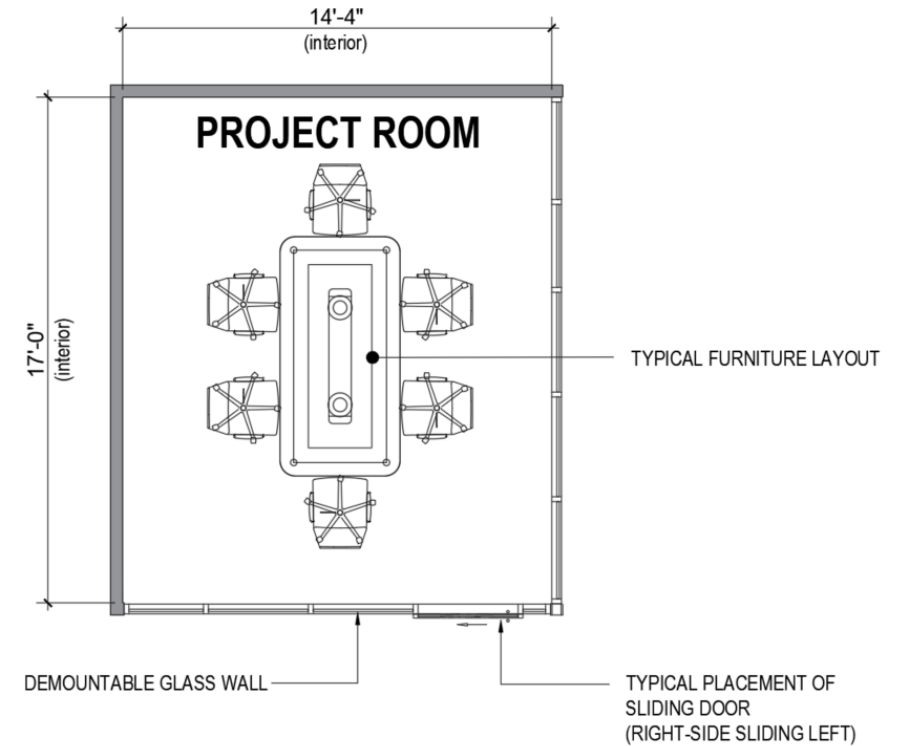
- Can be equipped AV technology

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Enclosed Spaces – Project Rooms

Description:
- Unassigned and bookable workspace
- Project room to have demountable walls to allow natural light to infiltrate
- Provides space for private conversations, presentations, collaborative work and virtual conferencing

Location/ Placement:
- Work rooms to be located into the core of the building away from windows. This will allow natural light to infiltrate into open office areas.
- Shall be grouped together with other enclosed spaces.

14'-4" (interior)

17'-0" (interior)

PROJECT ROOM

TYPICAL FURNITURE LAYOUT

DEMOUNTABLE GLASS WALL

TYPICAL PLACEMENT OF SLIDING DOOR (RIGHT-SIDE SLIDING LEFT)

Furniture & Equipment:
- Equipped AV technology, power and wireless data connection
- Appropriately sized work table
- Adjustable work chairs

Enclosed Spaces – Meeting Rooms

Description:

- Various sizes (will be dependent on available space)

- Unassigned and bookable meeting rooms

- Meeting rooms room shall have demountable walls to allow natural light to infiltrate.

- Provides space for private conversations, presentations, collaborative work, team meetings and virtual conferencing.

Location/ Placement:

- Meeting rooms to be located into the core of the building away from windows. This will allow natural light to infiltrate into open office areas.

- Shall be grouped together with other enclosed spaces.

21'-4"
(interior)

15'-5"
(interior)

MEETING ROOM

DEMOUNTABLE GLASS WALL

TYPICAL PLACEMENT SLIDING DOOR
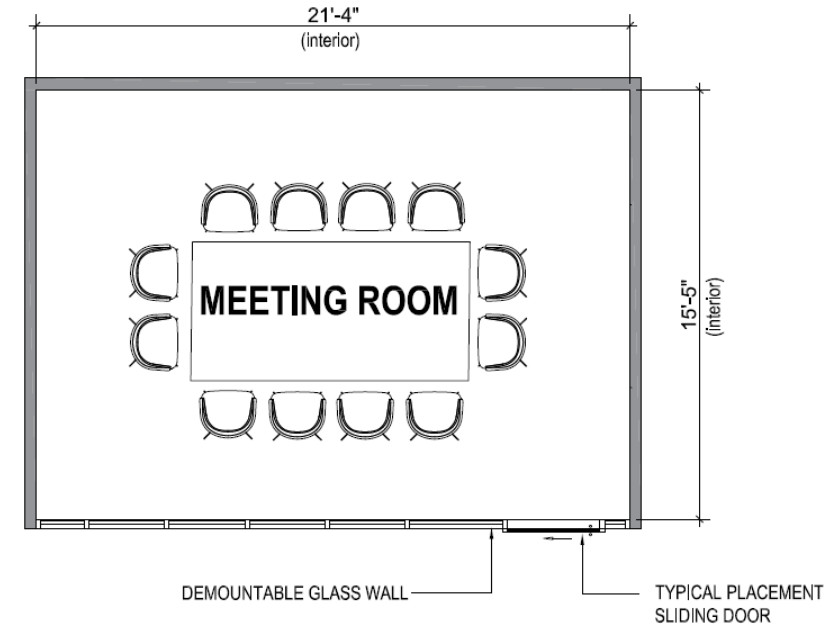
Furniture & Equipment:

- Equipped AV technology, power and wireless data connection

- Appropriately sized meeting room table

- Meeting room chairs

Open Spaces – Huddle Booths

Description:

- Unassigned and non-bookable workspaces
- Provides a space for quick informal meetings, brainstorming sessions or semi-private conversations.
- Capacity: 2-6 people.

Location/ Placement:
- Huddle areas are in open office areas close to dedicated and hotelling stations
- Can be used as delineation between various departments and or workspaces

TYPICAL LAYOUT
IN OPEN AREA

TYPICAL LAYOUT
ADJACENT TO FIXED WALL

BANQUETTE SEATING
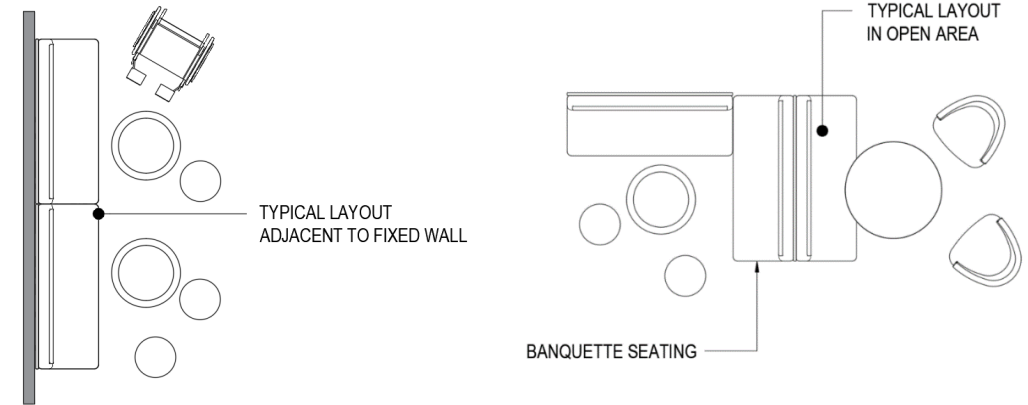
Support Spaces

Lockers

Description:

- Assigned to teleworking staff
- Used to store personal belongings

Location/ Placement:

- Lockers should be in a centralized area where all staff can access
- Can be installed in an open or semi-enclosed space

Furniture & Equipment:

- 15"W X 18"D X 66" H double lockers
- Anchored to wall for support

Print Areas

Description:

- Shared by all employees on the floor
- Used for print services and to store office supplies

Location/ Placement:

- Located in each quadrant & throughout the floor plate

Furniture & Equipment

- All-in-one printer/ scanner/ copier/ fax machine
- Millwork for storage

Café

Description:

- Shared by all employees on the floor
- Used to store, prepare or eat food
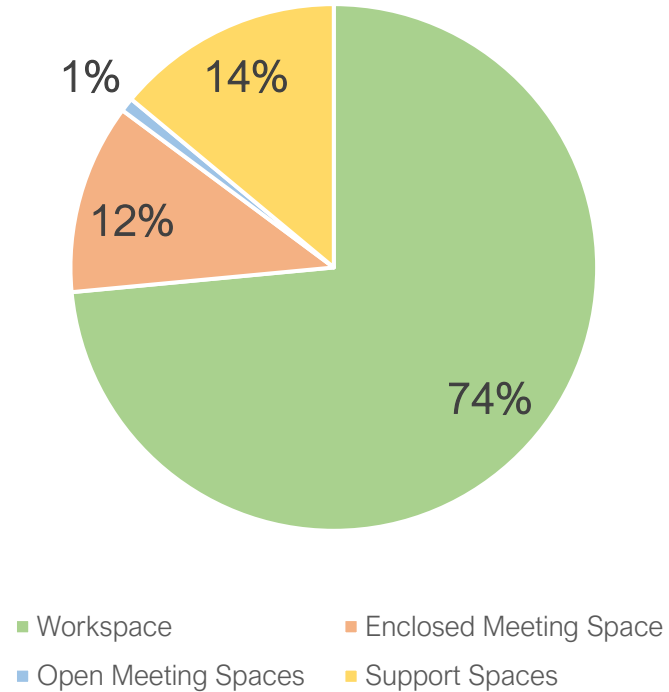
Location/ Placement:

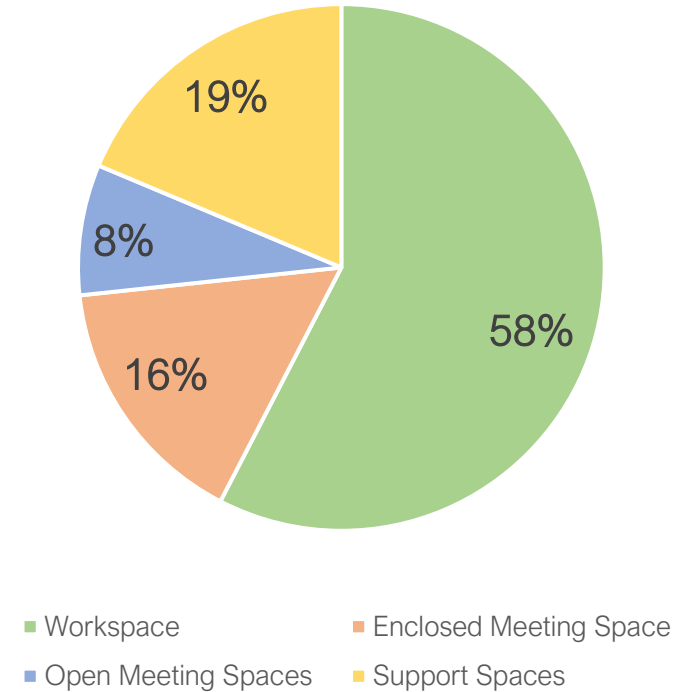- Located in a central location in the core of the floor plate

Furniture & Equipment

- Fridges
- Microwaves
- Counterspace
- Seating & Tables

Space Distribution

Pre-Modernization

1% | 14% | 12% | 74%

- Workspace
- Enclosed Meeting Space
- Open Meeting Spaces
- Support Spaces

Post-Modernization

19% | 8% | 58% | 16%

- Workspace
- Enclosed Meeting Space
- Open Meeting Spaces
- Support Spaces

Thank you!

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