



Greater Sudbury Police Services Board FACILITIES BACKGROUND REPORT

March 16, 2022



AGENDA

- Adequacy and Effectiveness Police Facilities
- Historical Context
- Current State
 - Headquarters
 - District 2 & Training
 - Storefronts
 - Storage
- Facility Pressures & Challenges
- Response and Action
- Financial Strategies
- Next Steps
- Summary & Questions



CRUCIAL INVESTMENT

- One of the most significant police investments made
 - Key infrastructure required for effective and efficient police business operations
- Exceeds any other investment the Board has to make
 - Next to fleet, information technology and other specialized equipment
- Requires careful planning and a historical understanding of pressures
- Special purpose design for unique business requirements



HISTORICAL CONTEXT

- Urban Service Delivery
 - Headquarters (1967 to late 1990's)
 - 200 Larch Street / 69 Yonge Street
- Rural model of storefront locations early 90's
- Firearms Training – Crean Hill Gun Club
- Stolen/Seized Property Storage
- Frobisher Dome (1990s)
- Court Services – court house (owned/operated by Ministry of the Attorney General) Elm/Cedar Street locations
- New Radio System – towers/supported by equipment shelters throughout the entire Region



HISTORICAL CONTEXT

Early 1990's Sudbury Regional Police Chief Richard Zanibbi proposed a new location near the intersection of Notre Dame Avenue and the Lasalle Boulevard which was rejected by Regional Council.

Planned for major renovations to 200 Larch Street Rejected due to costs

1993 Staffing Total 300 = 226 Sworn/74 Civilians



HISTORICAL CONTEXT

Rural Areas - Community Based Policing (Early 90's)

Storefront concept evolved

- Walden
- Valley East
- Azilda → LEL District #2
- Coniston
- Copper Cliff

– All closed in 2021 as budget savings



HISTORICAL CONTENT

1995 Regional Council and Police Board authorized the conversion of the West Tower for Police use starting in 1996 – to be completed by end of 1998.

Full Renovation to all floors

New construction – front lobby/cell block

1999 Staffing Total 319 = 238 Sworn/81 Civilians

Financing Plan

Future Year's Capital

OMERS overpayment

Sale of Yonge Street

Information Systems Reserve

Building Reserve

Association contribution



HISTORICAL CONTEXT

2004 feasibility study for Emergency Services Centre at LEL

Falconbridge Arena (2006)

Mold Hazard – must be
closed 2012



Firearms Training – Sudbury Revolver Club
Burwash (tactical training)



Ethier Sand & Gravel

Tactical Training



HISTORICAL CONTEXT

2007 LEL District #2 Emergency Response Centre



- Police/Fire/EMS/Shared Training Centre
- Training, Rural Community Response Unit, Traffic, Evidence Control/, Rural Uniform, Alternative Response Unit, Collision Reporting Centre
- 2016 Police Community Response Centre (PCRC) established
- Competing demands for dedicated training space (Use of Force)



Confidential Document Storage – offsite (2012)



**2009 Staffing Total 358 =
Sworn 255/Civilian 103**



BUDGETING

- Section 39(1) of the *Police Services Act* requires that the Board submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required to maintain the police force and provide it with equipment and facilities.
- Facilities expenses are always identified in both operating and capital budgets



ONGOING BUSINESS DEMANDS

- Patrol Operations
- Prisoner Care and Control
- Criminal Investigations
- Communication and Information Technology
- 9-1-1 Emergency Communication Centre
- Forensics
- Professional Standards



ONGOING BUSINESS DEMANDS

- Equipment and Supplies Services
- Property and Evidence Control
- Security
- Specialized Equipment Storage
- Firearms
- Training & Professional Development
- Crime Analytics
- Records and Customer Service
- Court Security and Court Services
- Financial Services/Fleet/Facilities
- Human Resources



OPERATIONAL CHANGES IMPACTING FACILITIES

- Domestic Violence Unit/Bail Safety
- Indigenous Liaison Officer
- Youth Liaison Officer
- School Resource Officers
- Mandated Tactical Team / Explosive Demolition/Canine
- Crime Analyst/Intelligence Analyst
- Community Response Unit
- Public Order Unit
- Proceeds of Crime/Asset Forfeiture
- Specialized Traffic Management



OPERATIONAL CHANGES IMPACTING FACILITIES

- Forensics
- Financial Crimes
- Missing Persons
- Integrated Crime Team - Drug Enforcement/ Break Enter and Robbery/Intelligence (Domestic Sex Trafficking)
- Crime Stoppers/Senior's Liaison
- Rapid Mobilization Table
- Corporate Communications
- Specialized rural – Marine/Off-road/Snowmobile



EMERGING BUSINESS DEMANDS

- Biker Enforcement Unit
- Sex Offender Registry
- Major Case Management
- Power Case & ViCLAS
- Internet Crime
- Child Sexual Exploitation
- Search and Rescue/Public Order Unit
- Incident Command/Crisis Negotiations
- Emergency Planning
- Armouring
- 9-1-1 Emergency Communications – NG 9-1-1



SPECIALIZED BUILDING REQUIREMENTS

- Specialized weapons storage – CEW's/Pistols
- Digital Evidence Management Storage Platform
- Firearms cleaning areas with specialized ventilation
- Decontamination areas
- Drug Processing Room
- Collision Reporting Centre
- Forensic Lab
- Cybercrime Forensic analytics and evidence storage
- Prisoner Care and Control Cell Block/ Breath Testing Centre
- Drug Recognition Expert Equipment
- Fingerprinting rooms



SPECIALIZED BUILDING REQUIREMENTS

- Property and evidence storage
- Classrooms for training and professional development
- Covert parking location
- Specialized vehicle parking
- Canine Kennels
- Tactical equipment storage/staging/
- Specialized security features – swipe cards with tracking capacity/barriers for external safety
- Member Wellness areas
- Quiet rest spaces/prayer or smudge areas
- Accused/suspect interview rooms in close proximity to booking areas not in public view
- Child friendly interview rooms in separate and private locations



SPECIALIZED BUILDING REQUIREMENTS

- 7/24 critical infrastructure maintenance
- Specialized training spaces for use of force/defensive tactics
- Generator back up
- Firearms training and qualifications range
- Communications and Information Technology – Climate controlled equipment rooms



SERVICE DELIVERY MODEL FEATURES

- **Front-line response to calls for service**
- **Delayed Mobile Response**
- **Telephone Response**
- **Online Crime Reporting**
- **Walk-in Complainants**
- **Focus on Proactive Policing**
- **Community Mobilization**
- **New Calls for Service priority dispatch system**
- **Alarm Reduction Program**
- **Vulnerable Sector Record Check (on-site fingerprint checks)**



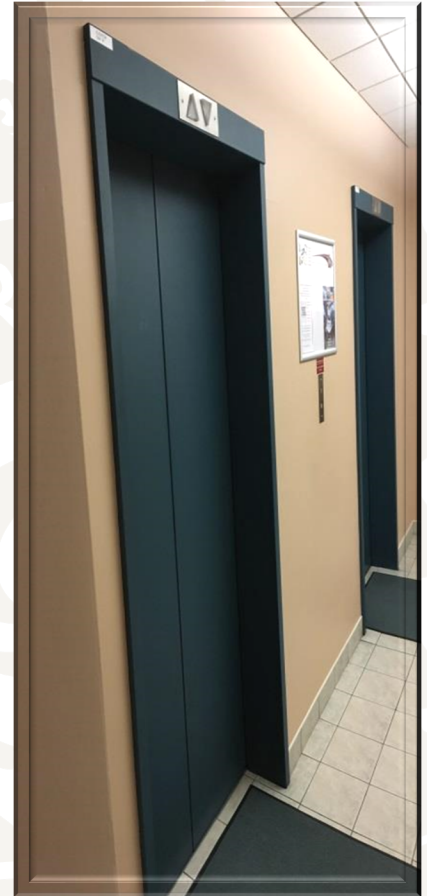
ONGOING AND GROWING FACILITY PRESSURES

- Aging and outdated
- Built and designed in the 70's; retrofitted, renovated multi-story building in 90's for police operations of the day.
 - Had to make do with basic infrastructure.
 - Negotiations with the City for ten years on state of facilities
- Overcrowding – Work spaces are insufficient for the function they support
 - Square footage allocations compressed due to staffing level increases; do not meet corporate standard
 - Criminal Investigations (35 sq foot cubicles)
- Locker rooms beyond capacity
- Meeting room shortages – converted to offices
- Insufficient cruiser parking



FACILITY PRESSURES

- Aging elevators
- Accused persons regularly must travel by elevator to interview rooms with exposure to being trapped for an extended period of time
- No evidence of what transpired in the elevator – cameras installed
- Officers are at risk with violent accused persons in confined spaces
- Start of shift congestion



OPERATIONAL INEFFICIENCIES

Heating Cooling
Systems

Locker rooms
far beyond
capacity

Meeting
room
shortages –
converted to
offices

Insufficient
cruiser
parking

Noise
interruptions

Poor
windows

Frequent
elevator
breakdowns



GROWING FACILITY PRESSURES

Inefficiencies

- Information Sharing
- Customer Service
- Public Access
- Safety and Security
- Patrol Operations Division disjointed and spread between multiple floors
- Inadequate dedicated training and professional development space
- Business units don't properly connect or intersect
- Heating Cooling Systems → Energy losses



GROWING FACILITY PRESSURES

- Poor access; not a police purposed facility/Community space on 5th floor
- Limited Parking
- Fitness facility located over operational work areas which is noisy and negatively affects workspace
- Specialized equipment storage – CEW/Carbine ... Body Worn Cameras in the future



GROWING FACILITY PRESSURES

Health and Safety issues

- Security risks when handling prisoners/fingerprinting/witnesses/victims
- Numerous access/egress points
- Protection at customer service counters
- Water leakage/mould/asbestos requires ongoing remediation
- Hazardous drug/chemical exposures – processing rooms
- Underground parking
- Common elevators for staff /public/ accused persons/forensic evidence/witnesses/victims



CUSTOMER PARKING



Customer Service Parking

- 1 handicapped reserve space
- 2 general public (1 of which was used to house a generator for close to 7 years)
- 6 metered spaces across the street in public parking area



PARKING HISTORY AT HQ

Fleet Vehicles Assigned to HQ & Parked in Compound	1998	2012	2016	2021
Total of Vehicles Assigned to HQ Compound	24	31	35	36
Total Vehicles in unmarked section	30	50	59	59



FLEET OVERVIEW

FLEET	CURRENT	Marked	Unmarked
Description	Qty.	Qty.	Qty.
Sedan	42	27	15
Multi-Purpose	50	27	23
Truck	10	2	8
Bicycle	24	10	14
Motorcycle	4	4	0
Van	25	0	25
Prisoner Van	1	1	0



FLEET OVERVIEW

FLEET	CURRENT	Marked	Unmarked
Description	Qty.	Qty.	Qty.
Trailer	13	13	0
Boat	4	3	1
Boat Motor	4	0	4
Sleds	4	4	0
Command Vehicle - Shared	1	1	0
Side By Side	1	1	0
ATV	2	2	0
Total	186	95	91



2012 COMPREHENSIVE REVIEW

- To ensure accountability to the public
- Improve customer service access
- To ensure flexibility and responsiveness in the model
- Consolidate Uniform Patrol Division to ground floor for improved service delivery
- Evaluate staffing levels and deployment elements
- Relieve congestion in certain areas
- **2012 Staffing Total 371 = 264 Sworn/107 Civilian**



EXPANDED SINGLE STORY FOOTPRINT

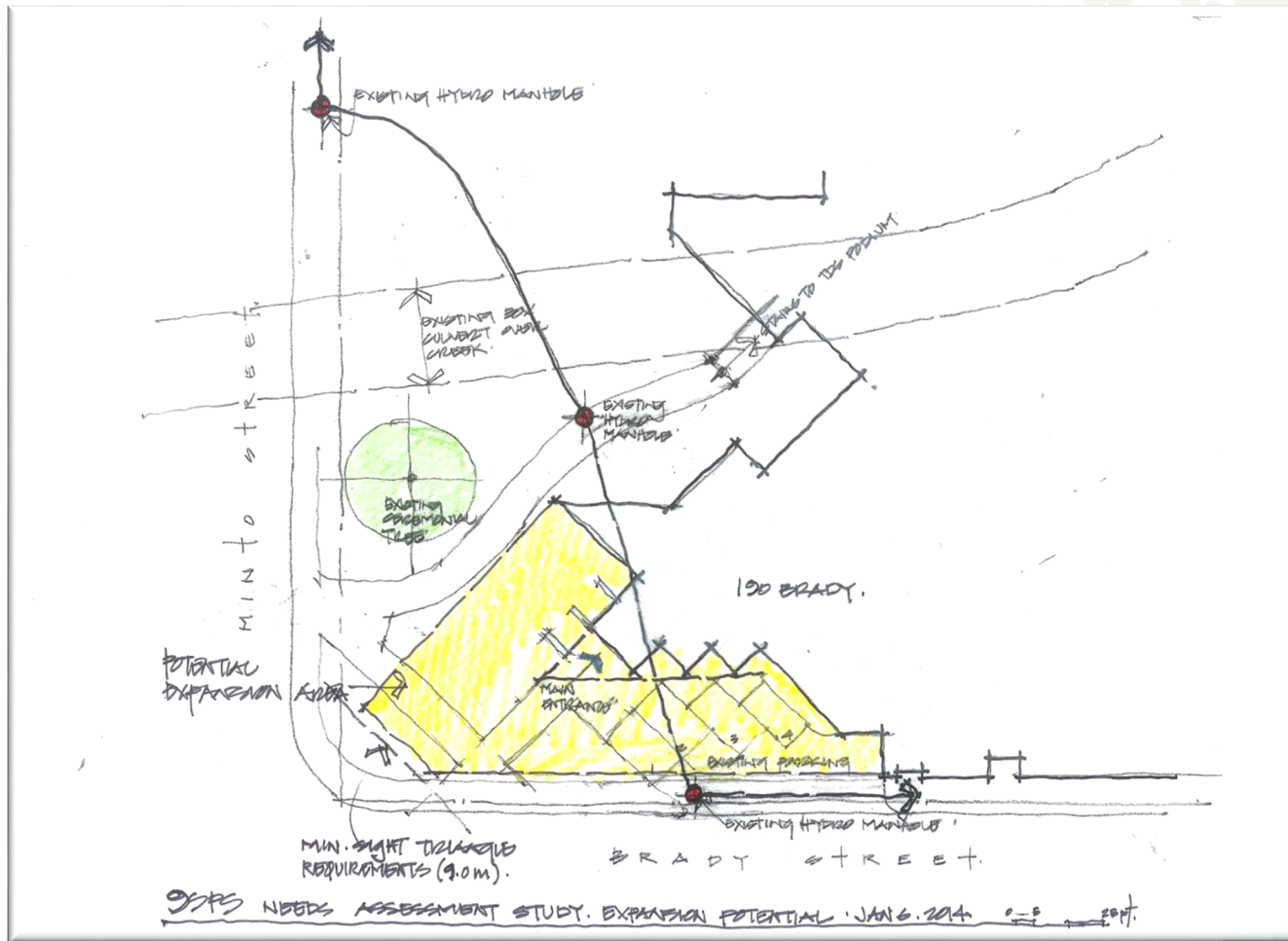


OUTCOME

- **Presented Proposed Plan to Board March 2012**
- **Presented to Council May 2012**
- **Short term solution**
- **Cost prohibitive**
 - **Piles to support new structure over culvert**
 - **Main infrastructure support to be re-located**
 - **Competing Capital Demands voice radio system**



Obstacles for Expansion Potential at HQ Examined



NEW DIRECTION

- Customer service modifications
- Growing demands for service requiring more space
- RFP for comprehensive review of facilities
- Purpose
 - Review space requirements and alternative options
 - Examine renovations to existing HQ
 - Direction to review feasibility of 200 Larch Street or any other owned City Facilities
 - 200 Larch Street (old building with ++ investment required)
 - Old City Transit (not suitable for police use without significant upgrades)



FACILITIES ASSESSMENT

CONSIDERATIONS & OPTIONS 2014

- Status quo – not an option
- Options :
 - City owned facilities available (200 Larch Street/City Transit Depot)
 - Bell Building/199 Larch Street
 - Old surplus facilities such as schools – costs are very high
 - Leasing – not a long-term investment strategy/interim solution
 - Purchase existing property
 - Multiple small campuses – inefficient business model
- ++ investment in infrastructure immediate and future costs
- Old schools used for training
- Renovations
- Retro-fitting old buildings – capital and maintenance costs are very high



SERVICE FUNCTIONALITY AND FACILITIES ANALYSIS 2014

- Yallowega/Belanger/Salach Architecture was retained to prepare a service functionality and facilities analysis for existing and potential sites
- Emphasis was primarily an examination of Larch Street as a third operating site
- When deemed both unsuitable and unavailable, the shift was on the former Transit Garage
- This too was deemed not suitable for police needs
- *As such the primary focus was back to an expansion and renovation on police headquarters at 190 Brady Street and the Lionel E. Lalonde Centre which is a plan that was adopted by the Board*



SERVICE EFFICIENCY AND EFFECTIVENESS REVIEW

- KPMG retained to do a Service Efficiency and Effectiveness Review in late 2014
- September 2015 report released to the Board
- Noted specifically that facilities serve as a key barrier to the efficiency and effectiveness of police operations
- Multiple floors that divide operational activities problematic
- Movement of accused persons, victims, school children, staff, and public through space using common elevators which pose an inherent risk and breach of confidence
- **2016 Staffing 383 = 264 Sworn/119 Civilian**



OPTIONS TO CONSIDER



Option 1

Renovation/Expansion
to HQ & LEL



Option 2

New Police Facility

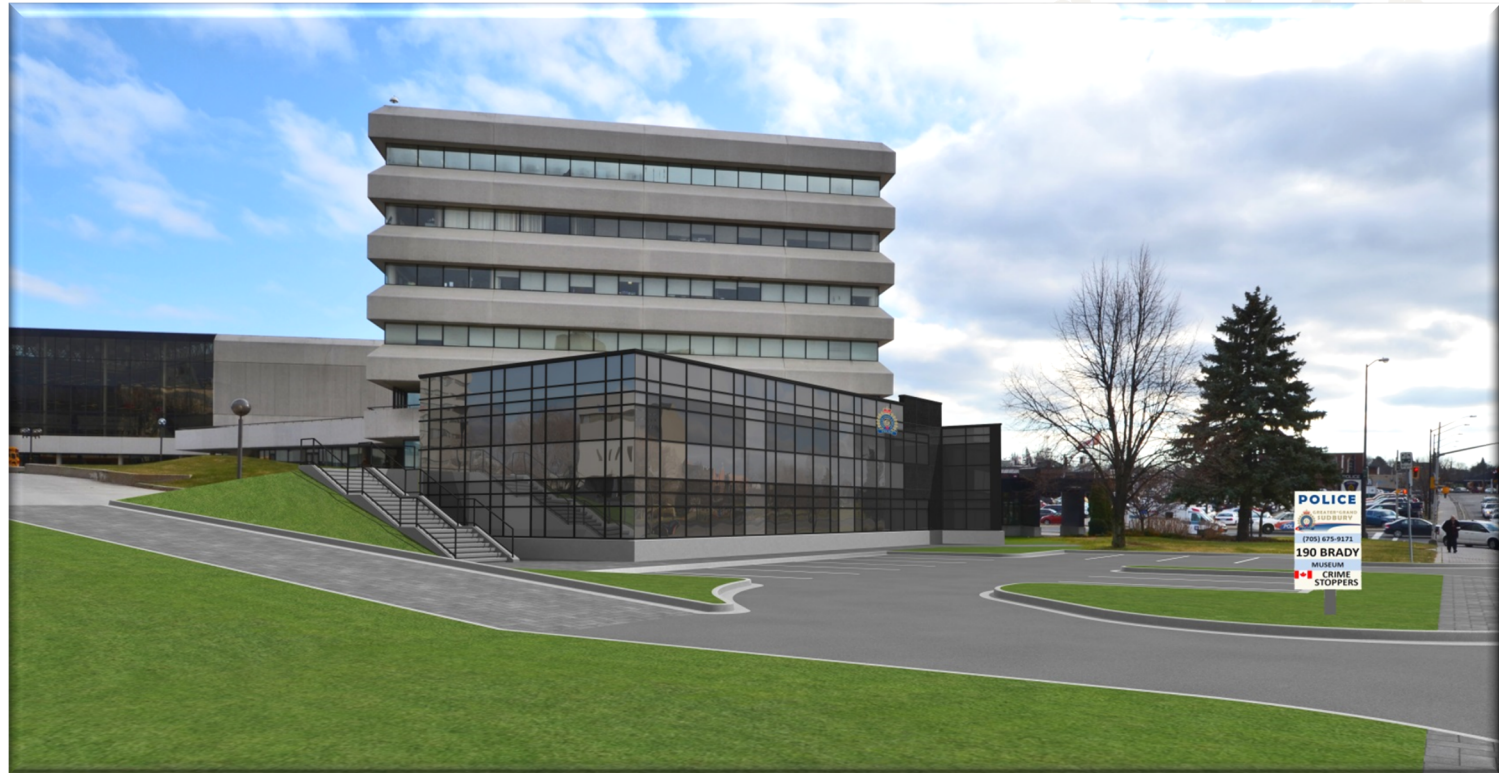


Requires

Facility Condition
Assessment and Police
Functional Space
Analysis



EXPANDED FOOTPRINT TWO STORY



EXPANDED FOOTPRINT SIZE

- Current Square Footage
 - HQ
 - 69,014 (existing)
 - +20,000 (proposed)
 - + City HR ~3,000
 - 92,014
 - LEL
 - 31,800 (existing)
 - +28,000 (proposed training and evidence storage)
 - 59,800



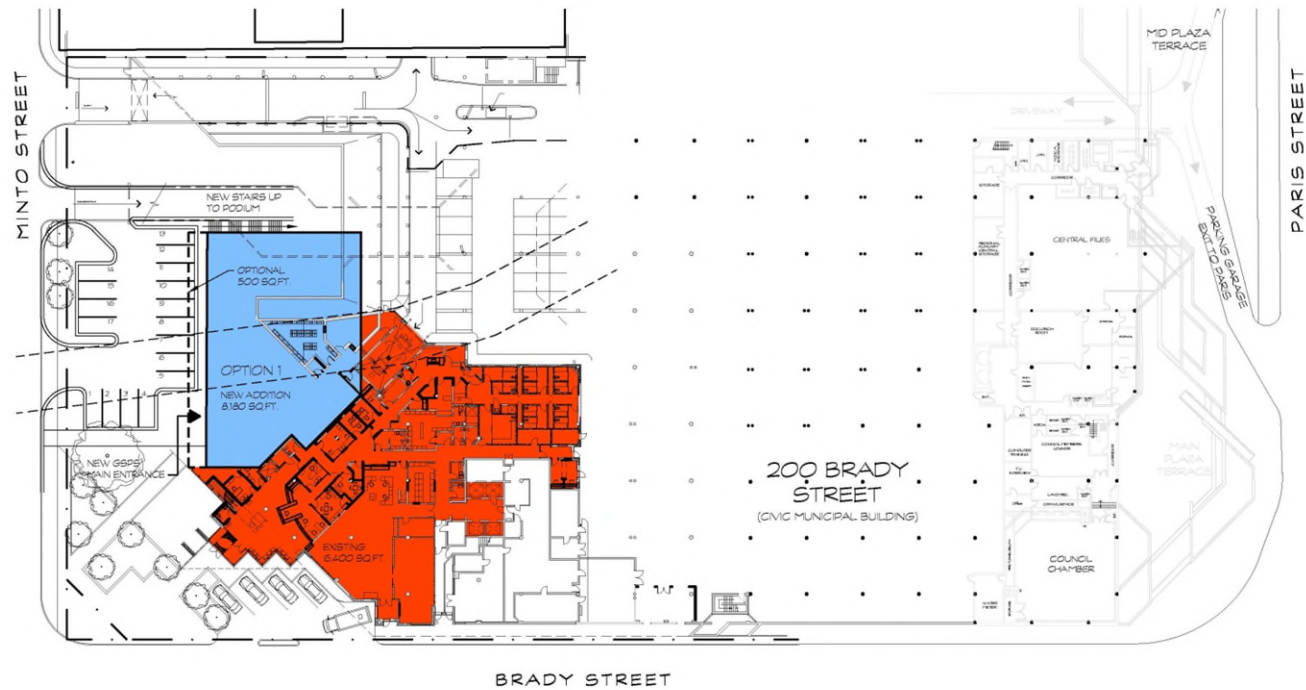
PARKING

- Improved Tom Davies Square public parking
- Estimated 17 spaces
- Architecturally designed for flow of existing landscape



EXPANDED FOOTPRINT

LEVEL 0 - 8000 SQ FT



yellowega
belanger
salach
architecture

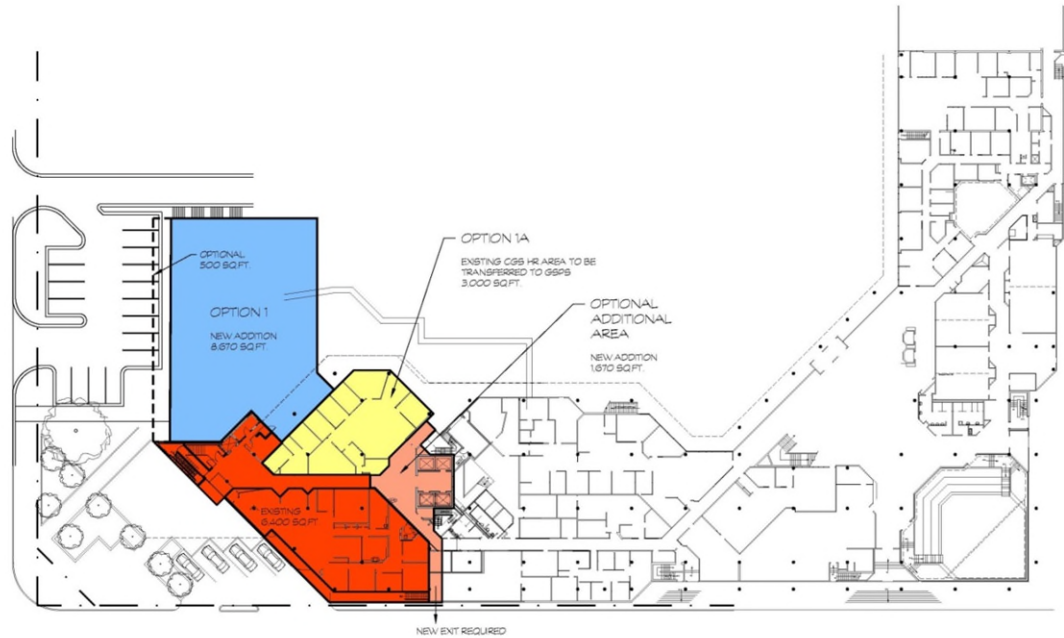
ADDITION AND RENOVATIONS TO
GREATER SUDBURY POLICE SERVICES
FLOOR PLAN - LEVEL 0 - OPTION 1
SCALE: 1" = 48'-0"
September 21, 2016
08111

SK - 1 - OPTION 1



EXPANDED FOOTPRINT

LEVEL 1 - 12,000 SQ FT



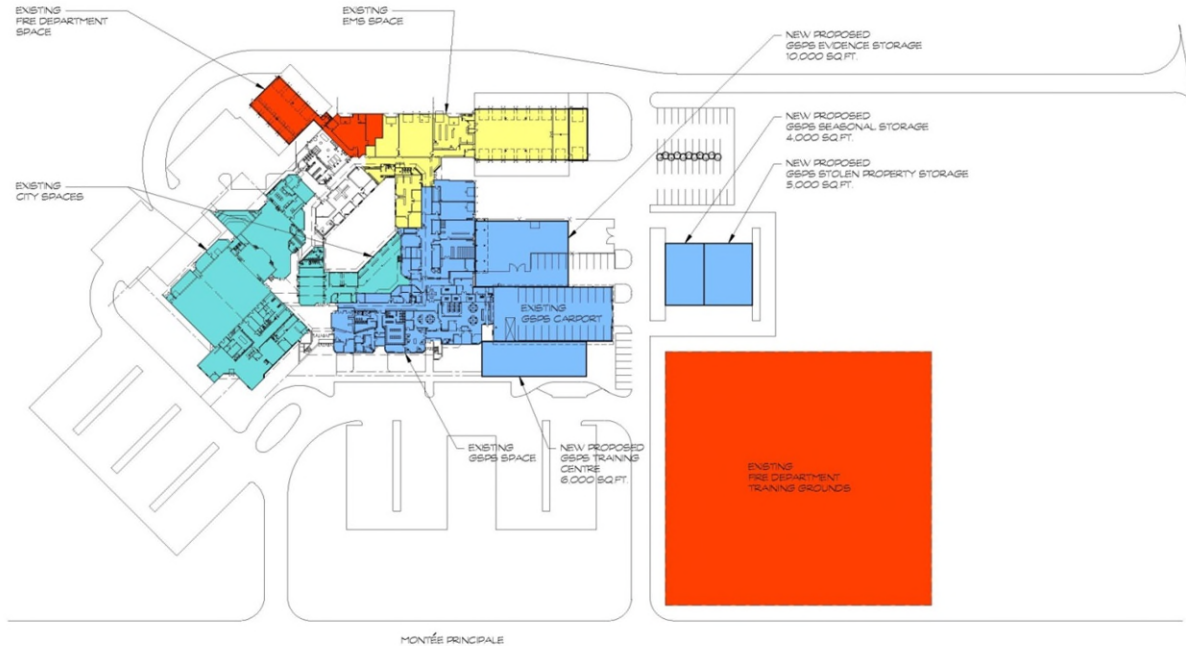
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ADDITION AND RENOVATIONS TO
GREATER SUDBURY POLICE SERVICES
FLOOR PLAN - LEVEL 1 - OPTION 1
SCALE: 1" = 48'-0"
September 21, 2016
08111

SK - 2 - OPTION 1



LIONEL E. LALONDE EXPANSION - 28,000 SQ FT



yellowwega
belanger
salach
architecture

CENTRE LIONEL LALONDE CENTRE

KEY SITE PLAN
SCALE: 1" = 100'-0"
September 20, 2016
1576

SK-1 - OPTION 3



FINANCING STRATEGY ONE YEAR

Total Project Cost (<i>with taxes</i>)	\$ 18,831,443
<i>Police Capital Financing Reserve Fund</i>	<i>\$4,000,000</i>
Financing	\$ 14,831,443
Amortization 25 Years (Conservative Interest Rate 3.5%)	
<i>Annual Debt Repayment</i>	<i>\$900,403</i>
<i>Through Police Operating Budget</i>	<i>+1.7%</i>



POLICE BUDGET 2017

Debt Financing Strategy

2017 – 163,200

2018 - \$434,148

2019 - \$302,536

Goal debt repayment capacity by
2019 \$900,000 per year –

FUNDING APPROVED

Meeting with City CAO, Mayor, and Chairs Finance
and Administration

City undertaking a facilities rationalization study
examining all City buildings ~ possibilities for police



COMPREHENSIVE FACILITIES NEEDS ASSESSMENT

- April 2019 - Council Emergency Services Committee tables a motion to undertake a comprehensive facilities needs assessment of both Community Safety Department (Fire and Paramedic Services) with police given all face similar challenges and to achieve economies of scale with an option for a shared headquarters
 - Motion initially defeated; tabled again and passed
- City staff take the lead on prepping and RFP; slight delay due to staff availability; costs will be shared
- Ready for issue March 2020.
- Placed on hold due to Pandemic; City now not proceeding



2020 CAPITAL PLAN

- Consider new build police only or tri-service emergency services Police, Fire and EMS on one campus
- Board adopts debt financing plan for new facilities construction - \$500,000 per year to establish capacity to finance new construction costs starting in 2020
- Creates cash source capacity for short term facility needs over the next 5 years - \$3.4 million by 2024 to finance capital loan
- Continue to examine interim solutions to create space:
 - 69 Yong St
 - 128 Larch St Lease entered 2020 x 5 years

2020 Staffing Total 398 =270 Sworn /128 Civilian



2019 Capital Budget Approved Renovations Forecast

Police							
PROJECT DESCRIPTION	PROJECT TYPE	2019 REQUEST	2020 OUTLOOK	2021 OUTLOOK	2022 OUTLOOK	2023 OUTLOOK	
	R (Renewal)						
	E (Expansion)						
N (New)							
Police Building Renovations	R	\$ 900,000 ¹	\$ 1,400,000	\$ 1,900,000	\$ 2,400,000	\$ 2,900,000	



2020 /2021 FACILITIES CAPITAL PLAN

- This contribution is to set aside funds from the annual property tax levy for future debt repayments for new building or to fund renovations
- 2020 Council requests reduction of \$500,000 - Board endorses \$250,000 reduction as a budget reduction measure
- 2020 debt financing contribution \$1,150,000
- 2021 debt financing contribution \$1,650,000
- Funds used for renovations and furnishings at 128 Larch Street
- \$1.5 M
- Continue to build base funding for debt payment



CURRENT SITUATION

Three campus model

District #1 HQ

Patrol Operations/CID/911

ECC/CIT/Administration/Records/Community Mobilization

District #2 LEL

Traffic/Training/Evidence Control/PCRC/Rural

128 Larch Street

Finance, Human Resources/Recruiting

Professional Standards, Crime Stoppers/Seniors

Equipment and Supplies/Museum

2022 Staffing 403 – 273 Sworn/130 Civilian



2022 POLICE FACILITIES

BUDGETED COST AND MAINTENANCE

- GSPS and City work collaboratively on facilities
- Charge back to police budget based on overall facilities costs and police use as % occupancy – routine repair maintenance and ongoing operating costs
 - Headquarters & LEL ~ \$1,2 M
 - 128 Larch St. \$347,000
 - -Confidential Storage off site \$50,000
 - Operating costs ~\$400,000
- City provides on-going monitoring of facility condition aged infrastructure
- Capital improvements based on life-cycle assumptions – insufficient resourcing
- Debt financing contribution funds ongoing requirements
- Commitment to future debt financing



2022 Capital Budget

Debt Financing - \$2,150,000

- This contribution is to set aside funds from the annual property tax levy for future debt repayments once the decision is made for a future building.
- In the short term monies are used for renovations of existing capital needs
- Balance at end of 2022 ~ \$4.35 M



RECAP

OPTIONS CONSIDERED

- A number of locations throughout the city both City and non-City owned facilities have been examined to increase overall square footage and to address functionality issues in order to address numerous facility challenges



RECAP OPTIONS CONSIDERED

- The analysis has included a review of:
 - renting commercial property
 - renovating existing spaces
 - such as old schools
 - vacant city facilities
 - 200 Larch Street
 - former Transit Garage
 - purchasing real estate
 - former Red Cross Building
 - new construction



The Service is committed to any and all possible options



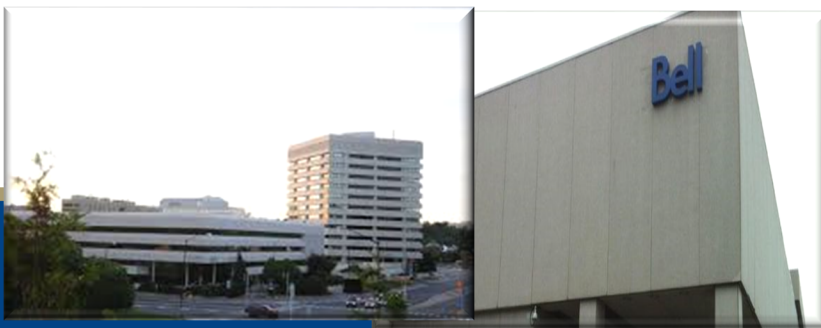
RECAP OPTIONS CONSIDERED

– Examination of other spaces located on the Tom Davies Square campus

- 199 Larch Street

Owned by the City; occupied by Ministry tenants who will start to vacate in the next couple of years which will create potential space for police in TD Square

TD Square possible space with reduced footprint



ACTIONS TO DATE



- To the extent possible, deficiencies have been addressed in order to remedy immediate pressing problems
- Minor renovations to spaces
- Remediating health and safety issues
- Tom Davies Square Generator replacement
- Long term capital debt financing strategy endorsed and somewhat in place
- Short Term off-site lease (November 2020)
 - 128 Larch Street



ACTIVITIES

- January – March 2021 Comprehensive Assessment
Headquarters Space Allocation and Spatial Analysis at
Headquarters to best use existing space in the short term

Considerable renovations and infrastructure upgrades are required

No city funding allocations for main infrastructure upgrades

Cost \$8.3 M (including \$3 mechanical and electrical improvements)

Patrol Operations re-located in part to the ground floor

Other available spaces being explored in TD Square



SUMMARY

- Extensive efforts have been made to secure facilities funding and commitment to police facilities
- Steps have been instituted to mitigate current risks
- Alternatives have been examined over the years many of which are simply not suitable in terms of responding holistically to the shortcomings
- Require additional space which could include access to occupied City HR space and potentially TD Square corridor in the short term



NEXT STEPS DISCUSSION

- Considerable focus on police budget facilities debt financing plan
- Explore short term solutions - acquisition of additional space at TD Square

Main corridor main concourse space

Examine remote work alternatives

City HR section

Dedicated classrooms at LEL

- Significant renovation can buy a decade of useful life but not a long term solution
- Continue to on track with debt financing solution



PROPOSED COURSE OF ACTION

- **Renovations to existing spaces have emerged a necessary interim option; patrol operations in part re-located to ground floor**
- **Undertake comprehensive facilities needs and design analysis for police only occupancy**
- **Finalize and commit to financing strategy**



QUESTIONS AND DISCUSSION

