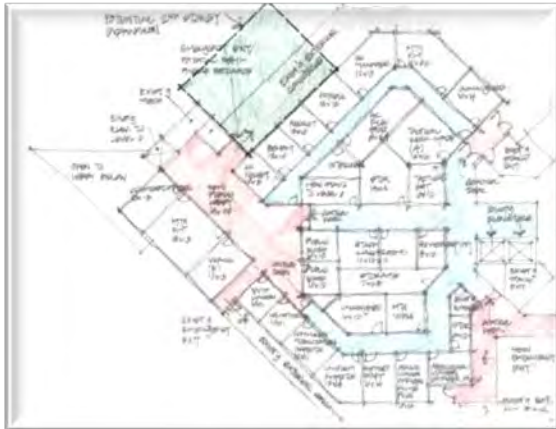


# GREATER SUDBURY POLICE SERVICES BOARD

## FACILITIES IMPROVEMENT PLAN



# 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

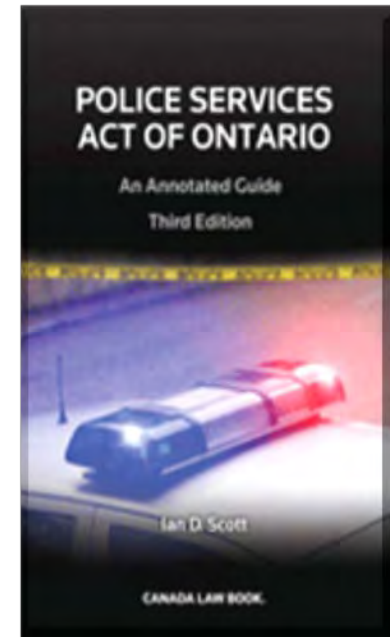


# EVOLVING FACE OF POLICING

## ADEQUACY AND EFFECTIVENESS 1999

### Core Service Areas

- Crime Prevention
- Law Enforcement
- Victims Assistance
- Public Order Maintenance
- Emergency Response
- **Administration and Infrastructure**
  - **Municipal responsibility**



# CHALLENGES

- Public pressure to be effective and efficient
- Challenges of being efficient in the face of increased complexities of business
- Virtually no population growth in over 40 years which has resulted in a City with little assessment growth to offset police costs associated with capital projects such as facilities
- Police Capital budgets have not increased in years except for inflation (last year held at 0%)
- Must meet provincial standards for delivery of services



# WHY NOW?

- GSPS facilities are simply not adequate for modern day policing
- Adequate facilities are essential to serving the public and ensuring the protection of employees
- Business Plan 2015 - 2017 specifies that facilities meet the needs of members
  - *Specific Objective to “Modernize current infrastructure to better suit current working conditions and staff deployment”*
- Facility shortcomings and needs are at a critical level
- Health and safety issues
- Community access is essential
- Required to ensure our business flow can be effective and efficient
- Divisions and Branches must be aligned to facilitate work flow



# POLICE FACILITIES

- Key infrastructure required for effective and efficient police business operations
- Point of deployment for Patrol Operations
- Base operations – Communication Centre
- Key point of access for customer service
  - Reporting crime, record checks
    - Highly specialized units with unique functional workspace required throughout buildings



# POLICE FACILITIES

- Special purpose facilities with unique design features
- Design and structure to support nature of police work
  - Forensic labs
  - Dispatch Centres
  - In-custody prisoner lock detention area
  - Training classrooms, Simulation Training Labs, Use of Force training
  - Fingerprinting centres
  - Interview rooms – Victims/ Accused
  - Stolen/Seized Property Control
  - Specialized equipment storage
  - Cybercrime Units
  - WASH Court
- Ease of access/egress from site for emergency vehicles
- Security requirements



# POLICE FACILITIES COST AND MAINTENANCE

- GSPS and City work collaboratively on facilities
- Charge back to police budget based on overall facilities costs and police use as % of total occupancy
  - HQ \$652,568
  - LEL \$398,616
- City provides on-going monitoring of facility condition
- 7/24/365 operations centre, increasing wear and tear
- Assist with routine repair and maintenance
- Capital improvements based on life-cycle assumptions – insufficient resourcing





# CRUCIAL STRATEGIC INVESTMENT

- One of the most significant police investments made
- Exceeds any other investment the Board has to make
- Next to fleet, information technology and other specialized equipment
- Requires careful planning and a historical review



# HISTORICAL CONTEXT

- Urban Service Delivery
  - Headquarters (1967 to late 1990's)
    - 200 Larch Street / 69 Yonge Street



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.

The Police Service ultimately relocated to the West Tower at Tom Davies Square in late 1990's

- Prisoner Lock up
- Administrative Services
- Specialized Services
- Uniform/Criminal Investigations Division
- Support Staff
- Communications Centre



# HISTORICAL CONTEXT

## 2007 LEL District #2 Emergency Response Centre

- Police/Fire/EMS/Shared Training Centre
- Training, Rural Community Response Unit, Traffic, Property, Rural Uniform, Alternative Response Unit, Collision Reporting Centre
- 2016 Police Community Response Centre (PCRC)



## Stolen/Seized Property Storage Frobisher Dome (1990s)



## Falconbridge Arena (2006)

Mold Hazard – must be closed

## Confidential Document Storage – offsite (2012)

## Firearms Training – Sudbury Revolver Club



## Burwash (tactical training)

Ethier Sand & Gravel – negotiations underway



# HISTORICAL CONTEXT

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

Storefront concept evolved

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



# HISTORICAL CONTEXT

## Drop in Sites

- Copper Cliff *Closed 2015*
- Levack
- Capreol
- Garson *Closed 2015*
- Rumball Terrace
- Cambrian College *Closed 2011*
- Balmoral Apartment *Closed 2016*
- Shaughnessy Street *Closed 2015*



# UNIQUE CHALLENGES IN SUDBURY

- Unique Urban and Rural Service Demands
- Large diverse geography - largest municipality in the province including 330 inland lakes
- Aging infrastructure with multiple problems and issues
- Police facilities have become inadequate to meet the needs of modernized policing in Sudbury
- AODA Requirements
- Business Operating Unit Re-alignment and realignment of business functions



# BUSINESS OPERATING UNITS

- **Patrol Operations** - Patrol response to calls for service and community mobilization.
- **Criminal Investigation Division** – Specialized investigative services and support including Crime Analytics, Cybercrime, Forensics, Drugs, Intelligence, and Break Enter and Robbery
- **Administrative Support** – Communications Dispatch Services, Court Services, and Property Management.
- **Operational Support** –Emergency Management, Tactical, Alternative Response services, Traffic Management, and Volunteer Coordination



# BUSINESS OPERATING UNITS

- **Executive Services** – Business Planning development and support, corporate communications, audit, research, planning, diversity, and professional standards.
- **Corporate Services** – Records and Information management, professional development and training, payroll, benefits, wellness, labour relations processes, fleet, facilities, human resources, financial services, and technology management.





# CURRENT SITUATION



Two campus model

- District #1  
HQ
- District #2  
LEL



Storefronts (4)

- Storefronts
  - Walden
  - Coniston
  - Val Caron
- Drop-in sites



# PRIORITY FOR POLICE FACILITIES TODAY

Serving the needs of the Community

Health & Safety

Maximizing Organizational Performance



# GROWING FACILITY PRESSURES

- Aging and outdated facilities
  - 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



# GROWING FACILITY PRESSURES

## Inefficiencies

- Information Sharing
- Customer Service
- Public Access
- Safety and Security
- Uniform Patrol 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

Contributing to capacity to effectively deliver policing – confirmed by KPMG September 2016 - Requires immediate intervention



# GROWING FACILITY PRESSURES

- Poor access; not a police purposed facility/Community space on 5<sup>th</sup> floor
- Fitness facility located over operational work areas which is noisy and negatively affects workspace

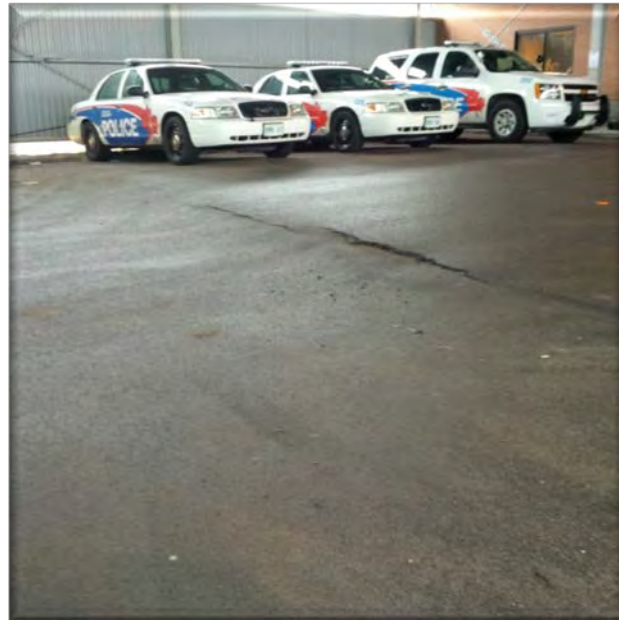
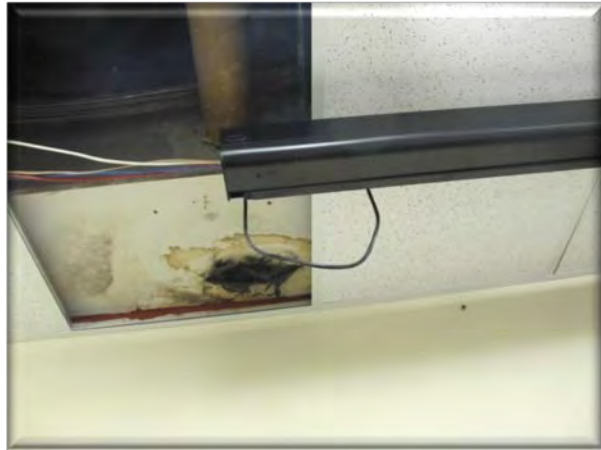
## Health and Safety issues

- Security risks when handling prisoners/fingerprinting/witnesses/victims
- Numerous access/egress points
- Protection at customer service counters
- Water leakage/mould/asbestos (LEL & Falconbridge)
- Underground parking
- Common elevators for staff and accused persons/forensic evidence/witnesses/victims
- Mould in workspaces
- Accused, suspects, and public all use the same elevator to move through the building



# GROWING FACILITY PRESSURES

## HEALTH AND SAFETY ISSUES



# FACILITY PRESSURES

- Inadequate Customer Parking
  - Shipping and receiving
  - 1 accessible reserved space
  - 2 general public
    - (one of which has been used to house a generator for the past 10 years)
  - 6 metered spaces across the street
- Generator replacement required
  - Police to cost share replacement – target end of 2016 to start the project



# FACILITY PRESSURES

## CRUISER PARKING

- Parking cards and allocated spaces insufficient
  - no increase since 1998; regular overflow to City public parking area

<b>Fleet Vehicles Assigned to HQ &amp; Parked in Compound</b>	<b>1998</b>	<b>2012</b>	<b>2016</b>
<b>Total of Vehicles Assigned to HQ Compound</b>	24	31	35
<b>Total Vehicles in unmarked section</b>	30	50	59





# CONSIDERATIONS & OPTIONS

- Conversation on Police Facilities needs, has been ongoing for many years
  - Several options have been considered:
    - City owned facilities available (200 Larch Street/City Transit Depot)
    - Old surplus facilities such as schools – costs are very high
    - Leasing – not a long-term investment strategy
    - 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



# **STATUS QUO OPTION**

**No longer meeting adequacy standards**

**Risks continue to grow with each passing day**

**Health and safety**

**Risk to public safety**

**Facility condition deteriorating**

**Inefficient workflow and processing of information**

**Poor public access**



# RESPONSE

- New Location - New construction ~ Build special purpose police
  - Range \$46,220,475 + HST \$53,023,625 + HST

OR

RENOVATIONS AND EXPANSION OF 190  
BRADY STREET AND LEL PROPOSED

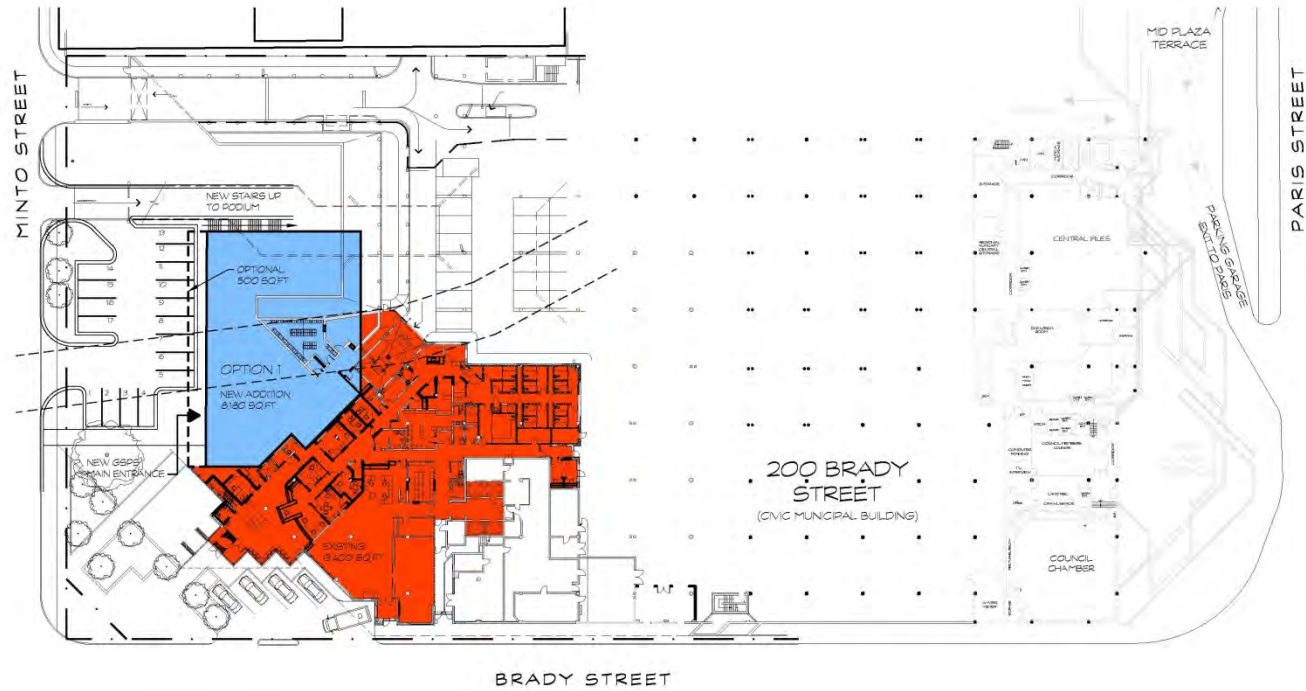


# EXPANDED FOOTPRINT TWO STORY



# EXPANDED FOOTPRINT

## LEVEL 0 - 8000 SQ FT



yellowega  
balanger  
salach  
architecture

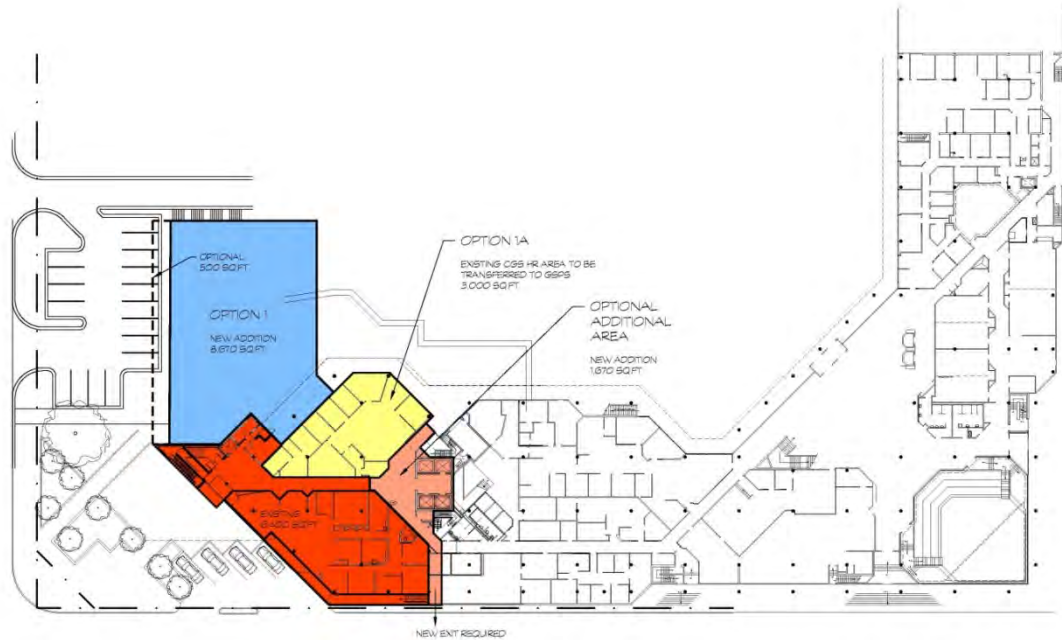
ADDITION AND RENOVATIONS TO  
GREATER SUDBURY POLICE SERVICES  
FLOOR PLAN - LEVEL 0 - OPTION 1  
SCALE: 1" = 40'-0"  
September 21, 2016  
08111

SK - 1 - OPTION 1



# EXPANDED FOOTPRINT

## LEVEL 1 - 12,000 SQ FT



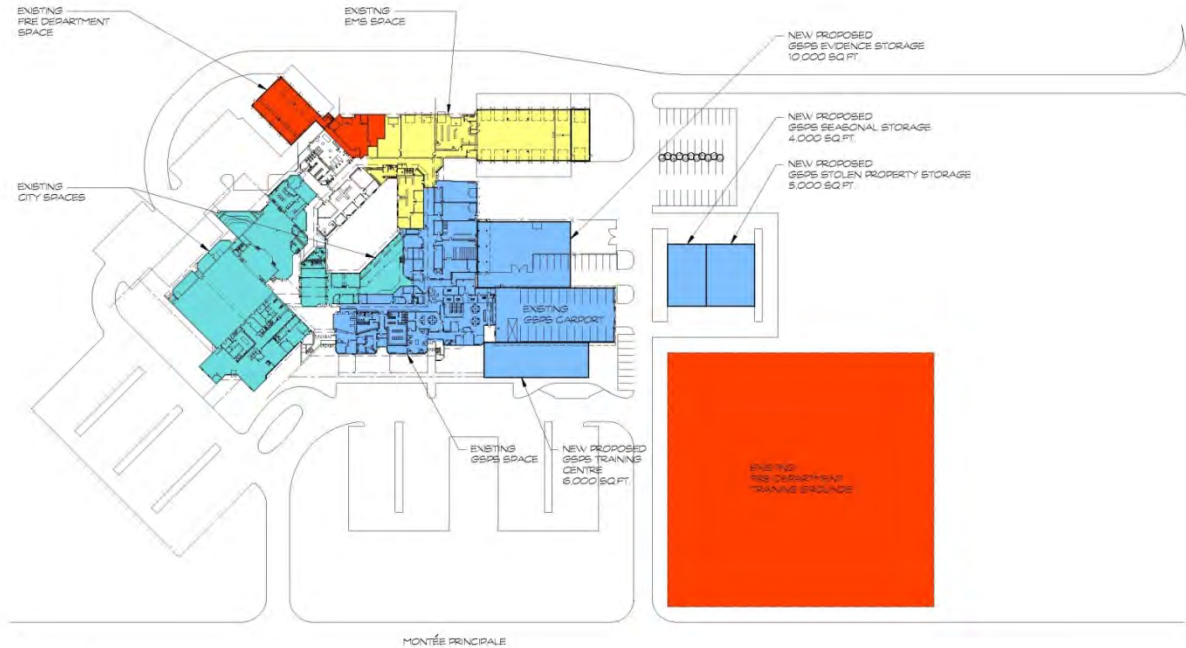
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salach  
architecture

ADDITION AND RENOVATIONS TO  
GREATER SUDBURY POLICE SERVICES  
FLOOR PLAN - LEVEL 1 - OPTION 1  
SCALE: 1" = 45'-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  
10/6

SK-1 - OPTION 3



# 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





# DESIGN CONSIDERATIONS

- Functional and Ergonomically designed workspaces
- Ensure maximum effectiveness and deployment of resources
- Operational work flow and synergies - sound circulation flow
- Efficient functional locations and proximity
  - Provides connected, accessible and responsive system of services
- Security features - public and staff flow
- Professional corporately branded work environment
  - Community public meeting spaces
  - Strong Corporate presence and identity



# DESIGN FEATURES IN POLICE FACILITIES

## Service Delivery Model

- Responsive to Shared Commitment Service Delivery Model
- Focuses on collaborative partnerships, proactive risk-driven
  - Community partners and common accessible meeting spaces
- Customer responsive, friendly and welcoming
  - Online, walk in, public expectations
- Requires interconnectedness of divisions while ensuring
  - Deployment of Resources
  - Expansion of Speciality Areas/Functions



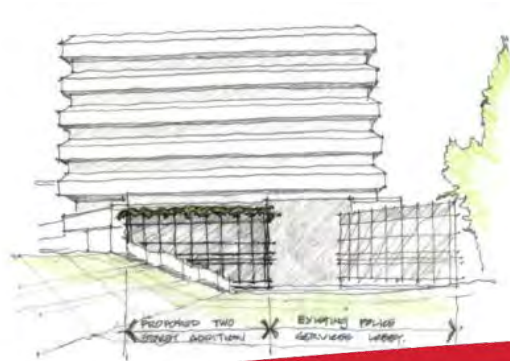
# DESIGN CONSIDERATIONS

- Public access and accessibility
- Controlled access/egress points
- Maximizing use of existing space
- Relationship between divisions
- Total solution giving consideration to unique demands for space
  - Evidence Storage and Continuity
  - In-custody lock-up



# PROCESS & DESIGN

- Examination of facility requirements to support new service delivery model
- Built to rugged standards to support the wear and tear associated with a 7/24/365 hour business
- Responsive to cruiser parking needs
- Equipment storage requirements
- Considers specialization
  - Forensics, communication centre, evidence storage, locker/change facilities, cybercrime investigative labs



# PARKING

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



# ESTIMATED COSTS INCLUDE



## Hard Costs

- Site Development
- New Construction
- Renovations
- Parking



## Soft Costs

- Design, Engineering, Architectural
- Debt Financing
- Re-location
- Furniture and Equipment
- Contingency



# INVESTMENT IN COMMUNITY SAFETY

HQ EXPANSION COST ESTIMATES	
New Construction	\$7,634,000
Renos (Ground)	\$938,700
Parking	\$85,000
Renos (1 – 6)	\$4,205,000
<b>SUB-TOTAL</b>	<b>\$12,862,700</b>
LEL EXPANSION	
Storage/Training	\$4,900,000
GENERATOR UPGRADE Tom Davies Square	
Police Share	\$743,042
<b>TOTAL</b>	<b>\$18,505,742 +HST</b>
<b>TOTAL WITH TAXES</b>	<b>\$18,831,443</b>



# FINANCING STRATEGY ONE YEAR COMPREHENSIVE PROJECT APPROACH

<b>Total Project Cost</b> ( <i>with taxes</i> )	<b>\$ 18,831,443</b>
<i>(includes \$756,120 for generator)</i>	
<i>Police Capital Financing Reserve Fund</i>	<i>\$4,000,000</i>
<b>Financing</b>	<b>\$ 14,831,443</b>
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>





# FINANCING OPTION PROJECT PHASING

## 2016

Generator Joint purchase with City	\$756,120 (police capital financing reserve fund)
------------------------------------	--

## 2017

New Construction	\$7,634,000
Parking	\$85,000
Sub-total	\$7,719,000
Total with taxes	\$7,854,854

Financing: \$3,243,880 PCFRF/\$ 4,619,974 (debt financing)

Annual debt financing: \$279,765



# FINANCING OPTION PROJECT PHASING

## 2018 – Renovation 190 Brady Street

Renos (Ground)		\$938,700
Renos (1 – 6)		\$4,205,000
Sub-total		\$5,143,700
Total with taxes		\$5,234,229
Debt financing		\$5,234,229
Annual new debt financing: \$317,482	Total:	\$597, 348

## 2019 – New Construction LEL\*

Storage/Training		\$4,900,000
Debt Financing		\$4,900,000
Annual new debt financing: \$302,436	Total:	\$899,884

\*Requires immediate solution for dedicated police training space/stolen property storage



# POLICE BUDGET 2017

*Still working through drafts with city finance.*

Phased Project

2017 New Construction

Facilities Impact

0.52%



# QUESTIONS

**WORKING TOGETHER FOR IMPROVED PUBLIC SAFETY**



**OUR COMMITMENT TO COMMUNITY SAFETY AND WELL-BEING**

