



# **Greater Sudbury Police Services Board FACILITIES MANAGEMENT AND IMPROVEMENT PLAN**

***October 18, 2017***



# AGENDA

1 Actions to date

Sites Analysed

3 Service Functionality

4 Plan Endorsed 2016

5 Current Status

Options to consider

Recommendation



# LEGISLATION

- Ontario 3/99 Adequacy and Effectiveness Regulation, the Service must maintain a Facilities Management Plan.
- 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.



# BACKGROUND

- For the past several years the Board and Service have been examining options to address its space needs which have been impacted by
  - service delivery expansion pressures
  - health and safety issues
  - public access
  - adequacy, effectiveness, and efficiency of police operations
  - infrastructure challenges



# 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
- Generator replacement – police financial contribution



# 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



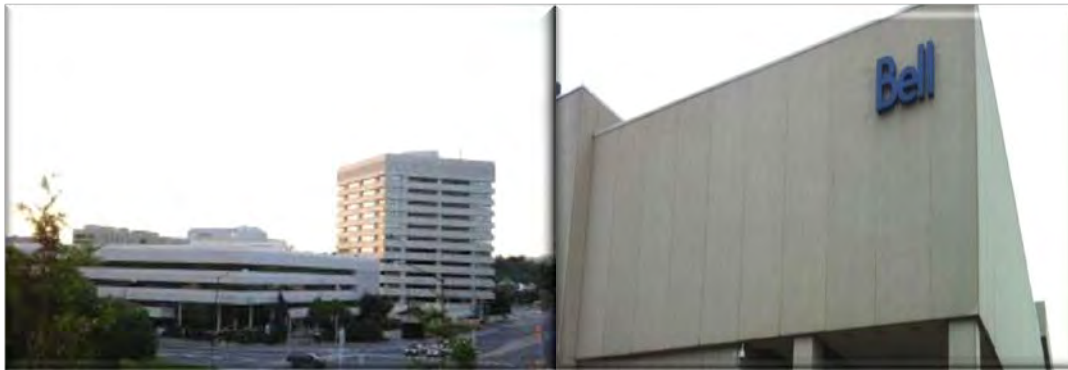
# SITE ANALYSIS

- 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



# SITE ANALYSIS

- Examination of other spaces located on the Tom Davies Square campus
  - Bell Building
  - 199 Larch Street





# SITE ANALYSIS

- Participation in the City’s Facility Rationalization and Asset Management Framework study lead by MHPM last September
- Expanding into areas occupied by City Departments
- Renovating/expanding existing police occupied campuses
  - 190 Brady Street
  - Lionel E. Lalonde Centre
- 2017 a team of both City and Police staff examined a tri-service emergency services centre which would see
  - Police, Fire and EMS on one campus



# 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 on 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

## 2016

- KPMG released its Service Efficiency and Effectiveness Review 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



# SERVING THE PUBLIC/COMMUNITY

- Public parking is inadequate
- Poor access
- Not open and transparent reception area
- Does not promote cultural awareness
- Customer Service on second 2nd floor
- Public Meeting and Boardroom on the 5th floor
- Public Museum on 3rd floor

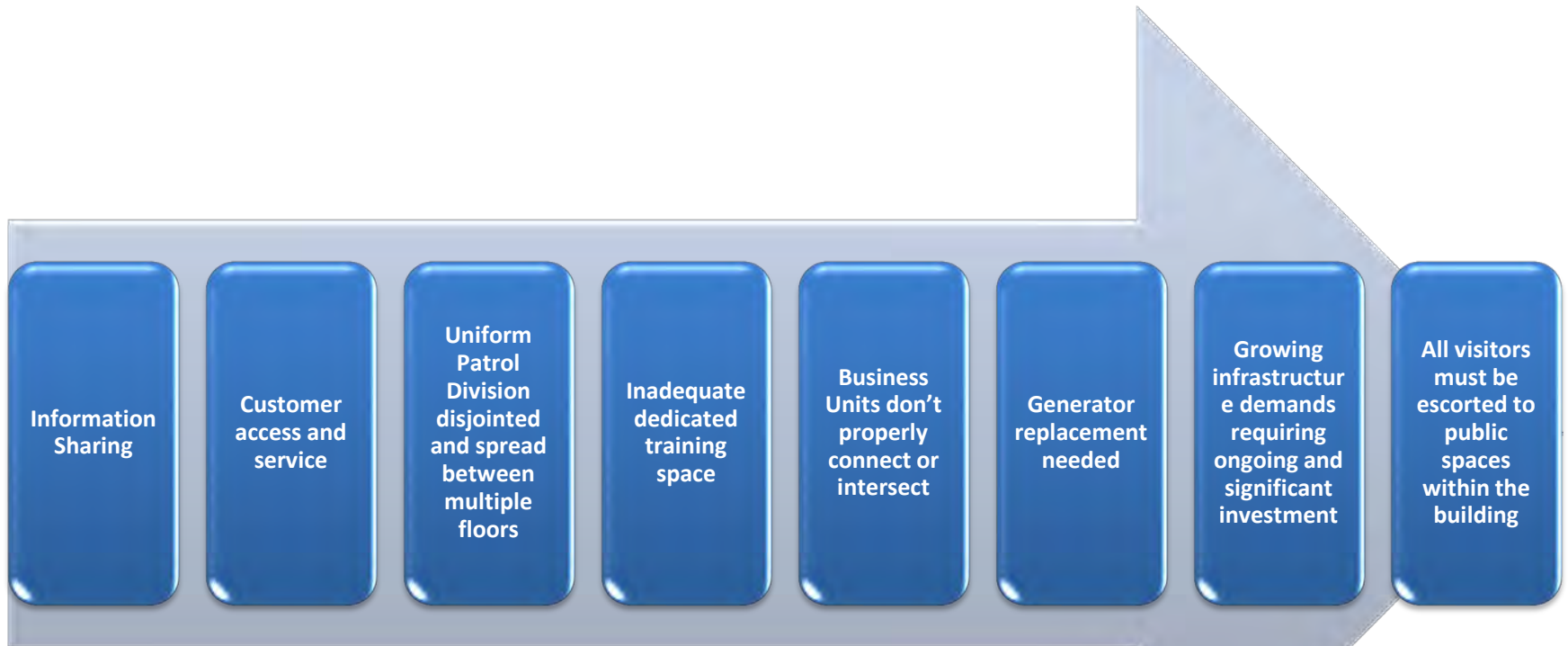


# EFFECTIVENESS AND EFFICIENCY IMPACTS

- **Work spaces are insufficient for the functions they support**
- **Insufficient space for cruiser parking in secure compound**
- **Loss of productivity due to inefficient space design**
- **Uniform division writing room insufficient**
- **Customer Service section overcrowded**
- **Square footage allocations compressed due to staffing level increases**
- **Furniture solutions are currently being instituted to address certain areas of staffing**



# OPERATIONAL INEFFICIENCIES



# OPERATIONAL INEFFICIENCIES



# HEALTH AND SAFETY

- Risk to public and non-sworn staff with daily convergence of people in operational areas
- Several access/egress points which exposes risk of unlawful
- Repeated elevator failures causing increased risk exposure:
  - Staff have been trapped in elevators for extended periods of time
  - 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
  - Officers are at risk with violent accused persons in confined spaces



- Staff safety at Customer Service
- Air quality complaints on 6th floor
- Mold forcing work shut downs
- Security risks when handling prisoners/fingerprinting/witnesses/victims
- Lack of back-up power for the entire complex
- Generator replacement underway summer 2017 with police contributing \$500,000 to total replacement cost





# FACILITY IMPROVEMENT PLAN ENDORSED



- Facilities Improvement Plan Recommended and endorsed by the Police Services Board during its meetings of October 12 and October 25, 2016
- At that time, the Board received a comprehensive overview of the functional issues, concerns, risks, and associated operational impacts



# PLAN ADOPTED BY THE BOARD

- Entailed a renovation and new construction to the existing operational facilities located at 190 Brady Street and the Lionel E. Lalonde Centre.
- Following a functional space needs analysis
  - Square footage at the completion would increase to 160,000 square feet between both locations
  - Cost of \$18.4 Million.
- A debt financing plan was approved that would see a loan repayment phased in
  - Three years starting in 2017
  - Debt repayment allocation of \$899,884 by 2019



# 2017 BUDGET DELIBERATIONS



- Presented to Council during 2017 budget deliberations
- Resulted in a request to examine additional options that would see the colocation of all three emergency services
- Standalone special purpose build police facility



- The Board responded affirmatively to this request and proceeded with a review of additional solutions
- This included teamwork with City Emergency Service partners (Fire and EMS) and the City's assets and facilities division



# GROWING FACILITY DEFICIENCIES

- Over the past year, the list of facility deficiencies continue to grow and in some cases worsen
- Police facilities have a number of features that are required in order to operate efficiently and on many fronts these are non-existent or lacking in the current buildings.



# FACILITIES STATUS



## **To do nothing and leave facilities status quo is not an option**

- Needs and risks are high
- Clearly recognized as real and justified by external experts
- Require immediate attention and cannot simply be ignored
- Inherent risks that require specific intervention
- PSA provides the legal foundation for Police Services Boards and their obligations
- Adequacy and effectiveness regulation speaks to the need for adequate facilities

**At this time for GSPS are not adequate and require an immediate action plan to move forward**



# OPTIONS TO CONSIDER



## Option 1

Renovation/Expansion  
to HQ & LEL



## Option 2

New Police Facility



## Option 3

Facility Condition  
Assessment and Police  
Functional Space  
Analysis



# OPTION 1

## Renovation/Expansion to HQ and Lionel E. Lalonde Centre

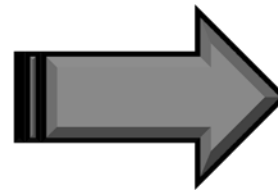
- As endorsed by the Board by way of resolution # 2016- 115



# OPTION 2

## New Police Facility

- This has in fact been proposed in the past as the best solution
- Dating as far back as 1993 under former Police Administration
- A stand-alone new construction special build police facility would address all of the issues; could also include partner agencies





# OPTION 2 - STANDALONE

While there have been no detailed designs for a standalone police facility, the project will address a number of facets including but not limited to:

- enhanced security features
- unit analysis
- improved traffic flow throughout the facility
- designed to withstand a major disaster
- multi-functional room for community groups
- interview rooms
- enhanced efficiency of space and layout
- customer responsive
- accessible parking
- respect for confidentiality
- legislative compliance for detainees' health, safety and legal rights, monitoring, security
- environmentally-friendly and cost effective heating/cooling systems and lighting



# OPTION 2 - FINANCING

- Debt repayment requirement by 2019 per current approval
- New build
  - \$55 million would require an annual debt repayment of \$3.24 million to service
  - Debt over a 30-year period (interest rate at 4.15%)
  - Leaving a shortfall of approximately \$2.34 million over and above the \$900,000 committed to the end of 2019
- The balance would be systematically and strategically phased in to 2022 which mitigates the financial impact.



# OPTION 2 - FINANCING

*Given the magnitude of such a project, it would not be anticipated that debt servicing would occur until 2022*

- Recommended that the \$2.34 million shortfall be phased in
  - from 2020 to 2022
- 1.25% capital levy in the Police Services budget would yield
  - \$750,000 in 2020
  - \$780,000 in 2021
  - \$810,000 in 2022
  - *For a total of \$2.34 million*
- This amount coupled with the initial allocation of \$900,000 previously approved would be sufficient to service the debt
- To ensure sufficient funding is available to begin servicing the debt in 2022
  - 1.25% capital levy from 2020 to 2022 would be required



# OPTION 2

## ALTERNATE FINANCING OPTIONS

- Other options considered
  - Amortizing over 20 and 25 years at interest rates of 4.08 and 3.96
- These change the capital levy as well by
  - 1.65% and 1.4%
  - As compared to the original 1.25%



# OPTION 2

## FINANCING FOR INITIAL CONSTRUCTION

- During initial construction, the Police Services could borrow from City Reserve Funds
- The accumulated funds that were set aside for debt financing
  - 2017 to 2022 for approximately \$8.9 million
- If additional funds are required during construction
- The borrowing could be structured into two tranches
  - one being the construction period
  - one at substantial completion
- The solution will yield a **fifty plus year** home for the Police
- Renovation/retrofit is likely only sustainable for **twenty years** and will require ongoing investments in order to maintain core systems



# OPTION 3

## Facility Condition Assessment and Police Functional Space Analysis

- In order to more fully analyse the two recommended options and potentially others not yet considered
- Facility condition assessment and police functional space analysis would be undertaken in the context of today's pressures, challenges and current conditions
- This would be looked at through a lens of compliance with
  - Police Adequacy Standards
  - Security requirements, and efficiency and effectiveness of all business operations
- This would involve issuing a Request for Proposals to secure a vendor to undertake such a review
  - specific timelines for a report back to the Board
  - complete with recommendations on next steps
- Funding for this project would be derived from the Police Capital Financing Reserve Fund
- **This work could begin in early 2018**



# SUMMARY

- Current status of police facilities cannot continue
- Health and Safety concerns which are the predominant factor driving the needs for this project continue to escalate
- Occupational Health and Safety Committee has identified a number of health and safety concerns
  - through public access sites
  - presence of environmental hazards such as mold
  - small and cramped work spaces
  - inadequate storage for specialized police equipment
- Internal risk assessment and audit work shows a number of vulnerabilities



# SUMMARY

- Several steps have been instituted to mitigate risks
- Alternatives have been examined over the years
- Many of which are simply not suitable in terms of responding holistically to the shortcomings
- Renovations to existing spaces have emerged as a possible option
- **Construction of a new special purpose police building the preferred option**





# ACKNOWLEDGMENT

- The Service acknowledges Regional and City Council for their support over the years
- Responding to the emerging needs of policing which has evolved significantly
- The commitment to ensuring public security is critical to community safety and wellbeing
- The Service welcomes the opportunity for further discussion on this very important issue



# BOARD RECOMMENDATION

- For discussion

