

City of Thunder Bay  
Police Facility Needs Assessment  
PSB Final Report Review  
June 20, 2023

# AGENDA

- Introductions
- Operational Needs
- Existing Facility Condition
- Build-out Options
- Site Location Options
- Business Case
- Public Engagement
- Conclusions
- Discussion



# The Study Team

## Prime Consultant

FormStudio Architects Inc.

John Stephenson, B. Arch., OAA MAA FRAIC, Principal

Kim McKee, OAA MAA Project Manager

## Engineering Consultants

Cuthbertson Engineering – Troy Erickson, P.Eng, Mechanical

AG Engineering – Anthony Gazzola, P.Eng, Electrical

## Police Facilities Specialist

RPL Architects

John E. Pepper, OAA, SAA, MAA, AANB, MRAIC, LEED® AP / Partner

Lee Taylor, Senior Project Manager / Partner

## Business Case Specialist

MNP

Jovette Morin, Management Consulting

## Cost Consulting

Postma Quantity Surveying Ltd.

Wes Postma

# Operational Needs Assessment

## Methodology

- Several on-site departmental discussions
- Discussions with the TBPS leadership team
- Benchmarking against broader policing standards
- Consideration of regulatory requirements
- Comparison with current operations and other examples

## Staffing Requirements

- Based on 20-25 year projections
- Consideration of currently funding staffing levels of 309.8 FTE
- Estimations of future staffing needs for known service increase
- Allowance for future staffing needs for potential added service areas
- Established a basis for future known and potential increases of 91 FTE
- Resulting in a total anticipated staffing for planning purposes of 400.8 FTE

	Current FTE	Future FTE	Diff.	Explanation
<b>100 Senior Administration</b>				
101 Senior Command	3	3	0	No change anticipated
102 Senior Admin	2	3	+1	Add 1 Administrative Assistant
103 Senior Management	6	8	+2	Add 1 Superintendent and 1 Administrative Assistant
<b>200 Administration Bureau</b>				
201 Professional Standards	4	4	0	No change anticipated
202 Training Admin	1.6	2.6	+1	Add 1 Sergeant
221 Technology Services	5	7	+2	Add 2 Technicians
222 Finance	2	3	+1	Add 1 Payroll Clerk
223 HR	4	6	+2	Add 2 Recruitment Positions
224 Courts & Records	28.6	49.5	+20.9	Add 7.5 Civilians to Records. Add 1 Court Admin Position and 8 Transcribers. Refer also to narrative below for examples of future potential staffing growth.
231 Exhibits	3	4	+1	Add 1 Clerk
241 Communications	33	48	+15	Add 9 Oper. & Alt Resp. (Call takers and dispatchers). Add 4 911 Texting. Add 1 Supervisor. Refer also to narrative below for examples of future potential staffing growth.

## SUMMARY

Senior Administration = +3 FTE

Administration Bureau = +42.9 FTE

Uniform Patrol = +39 FTE

Common Areas / Amenities = +6 FTE

Detention Zone = +0 FTE

Custodial & Building Service = +0 FTE

Fleet = +0.6 FTE

<b>300 Uniform Patrol</b>				
301 Patrol Division	106	126	+20	Add 20 Constables. Currently 22 per platoon. Potentially 28 Constables per platoon in the future. Add 6 Constables x 4 platoons = 24 Future Growth. Refer also to narrative below for examples of future potential staffing growth.
302 Watch Command	4	4	0	No change anticipated
303 Community Services	21	26	+5	Add 2 Community Response Const. Add 3 ALU/SRO/ Constables. Add 1 Traffic Constable. Refer also to narrative below for examples of future potential staffing growth.
304 ETU/Canine	1	1	0	No change anticipated
311 Criminal Investigations	45	60	+9	Add 6 Det. Constables to General Investigations. Add 3 Support Staff to Computer Crimes. Refer also to narrative below for examples of future potential staffing growth.
312 Criminal Intelligence	14.6	17.6	+3	Add 2 Investigation Constables. Add 1 Tech Constable.
321 Forensic Identifications	9	9	+2	Add 2 Forensic Constables
<b>400 Common Areas/Amenities</b>				
Front Desk/Service Centre	9	15	+6	Add 4 Cadet Constables & 2 VICARS
<b>500 Detention Zone</b>				
501 Cell Block	4	4		No change anticipated
<b>600 Custodial &amp; Bldg Service</b>				
601 Custodial & Bldg Service	0	0		Staffed by CoTB
<b>700 Fleet</b>				
701 Fleet	1	1.6		Add 1 part time Mechanic
<b>Totals</b>	<b>309.8</b>	<b>400.8</b>	<b>+91</b>	

# Functional Space Programme

## Existing Floor Areas

- Based on measurement from existing floor plans
- Existing Net Floor Area – 53,015 sf
- Existing Gross Floor Area – 64,385 sf
- Existing Gross/Net ratio – 1.215 x net

## Total Future Space Requirements for Planning Purposes

- Estimated Required Net Floor Area – 90,670 sf
- Estimated Required Useable Floor Area – 105,320 sf
- Estimated Required Gross Floor Area – 131,430 sf
- Proposed Gross/Net ratio – 1.25 x net
- A 70.7% increase in net floor area
- A 104.1% increase in gross floor area

## Future Forensic Identifications Space Requirements

- Estimated future gross floor area – 9,257 sf

Staff & Space Summary				Thunder Bay Police Service HQ			06-Feb-20
TBSHQ-Program-Final Report.xls							Approx. Existing
100-Senior Administration	Current	Future		Proposed Req'd Usable Area	Proposed Net Area	Net Area	
101-Senior Command	3	3		100	74	137	
102-Senior Administration	2	3		60	48	59	
103-Senior Management	6	8		170	139	154	
104-Senior Administration Shared Areas	-	-		100	79	87	
	<b>11</b>	<b>14</b>		Usable Area	<b>430</b> sq.m	<b>339</b>	
					<b>339</b>	<b>436</b>	
200-Administration Bureau	Current	Future		Req'd UA	Prop. Net Area	Exist. Net Area	
201-Professional Standards	4	4		90	69	38	
211-Training Admin.	1.6	2.6		40	33	18	
212- Training Classrooms	-	-		300	277	-	
213-Physical Training	-	-		280	252	-	
214-Indoor Firing Range	0	0		950	861	-	
221-Technology Services	5	7		180	168	77	
222-Finance Division	2	3		40	31	40	
223- HR	4	6		80	66	55	
224-Court & Records	28.6	49.5		510	465	378	
231-Exhibits	3	4		670	611	397	
241-Communications	33	48		300	241	161	
	<b>81.2</b>	<b>124.1</b>		Usable Area	<b>3,440</b> sq.m	<b>3,073</b>	
					<b>3,073</b>	<b>1,163</b>	
	<b>0</b>						
301-Patrol Division	Current	Future		Req'd UA	Prop. Net Area	Exist. Net Area	
301-Patrol Division	106	126		340	287	220	
302-Watch Command	4	4		20	18	23	
303-Community Services	21	26		280	219	224	
304-ETU/Canine	1	1		130	121	31	
311-Criminal Investigations	51	60		640	494	452	
312-Criminal Intelligence	13.6	16.6		410	312	188	
321-Forensic Identifications	7	9		-	-	-	
	<b>203.6</b>	<b>242.6</b>		Usable Area	<b>1,820</b> sq.m	<b>1,451</b>	
					<b>1,451</b>	<b>1,139</b>	
400-Common Areas/Staff Amenities	Current	Future		Req'd UA	Prop. Net Area	Exist. Net Area	
401-Public-Access Spaces	-	-		110	104	58	
402-Front Desk/Service Centre	9	15		250	197	109	
403-Community/Multipurpose Room	-	-		160	149	147	
411-Lockers	-	-		500	458	355	
412-Fitness Facilities	-	-		130	120	81	
413-Staff Amenities	-	-		90	83	123	
414-Shared Meeting Rooms	-	-		80	71	-	
415-Common Washrooms	-	-		-	-	-	
	<b>9</b>	<b>15</b>		Usable Area	<b>1,320</b> sq.m	<b>1,182</b>	
					<b>1,182</b>	<b>873</b>	
500-Detention Zone	Current	Future		Req'd UA	Prop. Net Area	Exist. Net Area	
501-Cell Block	4	4		Usable Area	<b>1,090</b> sq.m	<b>838</b>	
					<b>838</b>	<b>392</b>	
601-Custodial & Building Services	Current	Future		Req'd UA	Prop. Net Area	Exist. Net Area	
601-Custodial & Building Services	0	0		440	404	275	
				Usable Area	<b>440</b> sq.m	<b>404</b>	
					<b>404</b>	<b>275</b>	
Total (Excluding Fleet & Indoor Parking)	Current	Future		Req'd	Prop. Net Area	Exist. Net Area	
Total Current and Future Staff	<b>309</b>	<b>400</b>		Usable Area Subtotal	<b>8980</b> sq.m	<b>7689</b>	
				Grossing Factor	1.25	1.25	
				Grossing Floor Area	<b>11,230</b> sq.m	9,610	
					<b>120,880</b> sq.ft.	<b>103,440</b>	
						<b>61,250</b>	
701 - Fleet & Indoor Parking	Current	Future		Req'd UA			
701 - Fleet & Indoor Parking	0	0		790	722	375	
	0	0		Usable Area	<b>790</b> sq.m	<b>722</b>	
					<b>722</b>	<b>375</b>	
Total (Including Indoor Parking)	Current	Future		Req'd			
				9,770	8,411	4,927	
				1.25	1.25	1.25	
				12,210	10,510	6,160	
				<b>131,430</b>	<b>113,130</b>	<b>66,310</b>	

## GENERAL PLANNING AND DESIGN REQUIREMENTS

- Functional Performance
- Physical Performance
- Environmental Performance
- Flexibility, Adaptability and Expandability

Actual Existing Ground Floor GFA	32,581	sq.ft.
Actual Existing Second Floor GFA	31,804	sq.ft.
Actual Total Existing HQ GFA	64,385	sq.ft.

# Existing Facility Condition Assessment

## Methodology

- Interviews with operational and buildings staff
- Tours of existing facility
- Review of previously completed studies
- Compliance evaluation
  - Ontario Building Code
  - Ontarian's with Disabilities Act
  - Police Adequacy Standards
  - Occupational Health and Safety Act
  - LEED Guidelines
  - Space and Design Standards and Best Practices
    - Niagara, Saskatoon, Halton Regional and Kingston case studies
  - Detention Area Compliance Report by Kach Inc. (2019)
  - OBC Post Disaster Compliance Study by KGS Group (2018)

# Existing Facility Condition Assessment

## Upgrading Construction Hard Costs

Description	Cost
Architectural Facility Site	\$ 2,642,650.00
Architectural Building Exterior & Roof	\$ 1,735,000.00
Architectural Building Interior (Ground Floor)	\$ 433,335.00
Architectural Building Interior (Second Floor)	\$ 51,400.00
Mechanical Upgrades/Repairs	\$ 1,500,000.00
Electrical Upgrades/Repairs	\$ 380,000.00
<b>SUB TOTAL</b>	<b>\$ 6,742,385.00</b>
Contingency @ 10%	\$ 674,238.50
	\$
<b>CONSTRUCTION COST (Sub Total + Contingency)</b>	<b>\$ 7,416,623.50</b>
<b>TOTAL PROJECT COST (Construction Cost + Contingency)</b>	<b>\$ 7,416,623.50</b>
Compliance Costs	\$ 160,000.00
Compliance Contingency @ 10%	\$ 16,000.00
	\$
<b>TOTAL PROJECT COSTS + COMPLIANCE</b>	<b>\$ 7,592,624.00</b>

When project soft costs are added the total project costs are approximately \$10.035 million excluding escalation



# Build-out Options

## Base Case

- Consideration of total hard and project related soft costs maintaining the status quo over a 25 year time horizon
- Presented for comparison purposes only, not a viable option for the future needs of the TBPS

## Option 1 – Addition and Renovation of Existing

- Consideration of physical build-out requirements
- Consideration of phasing and staging implications
- Consideration of operational risks
- Consideration of operational inefficiencies

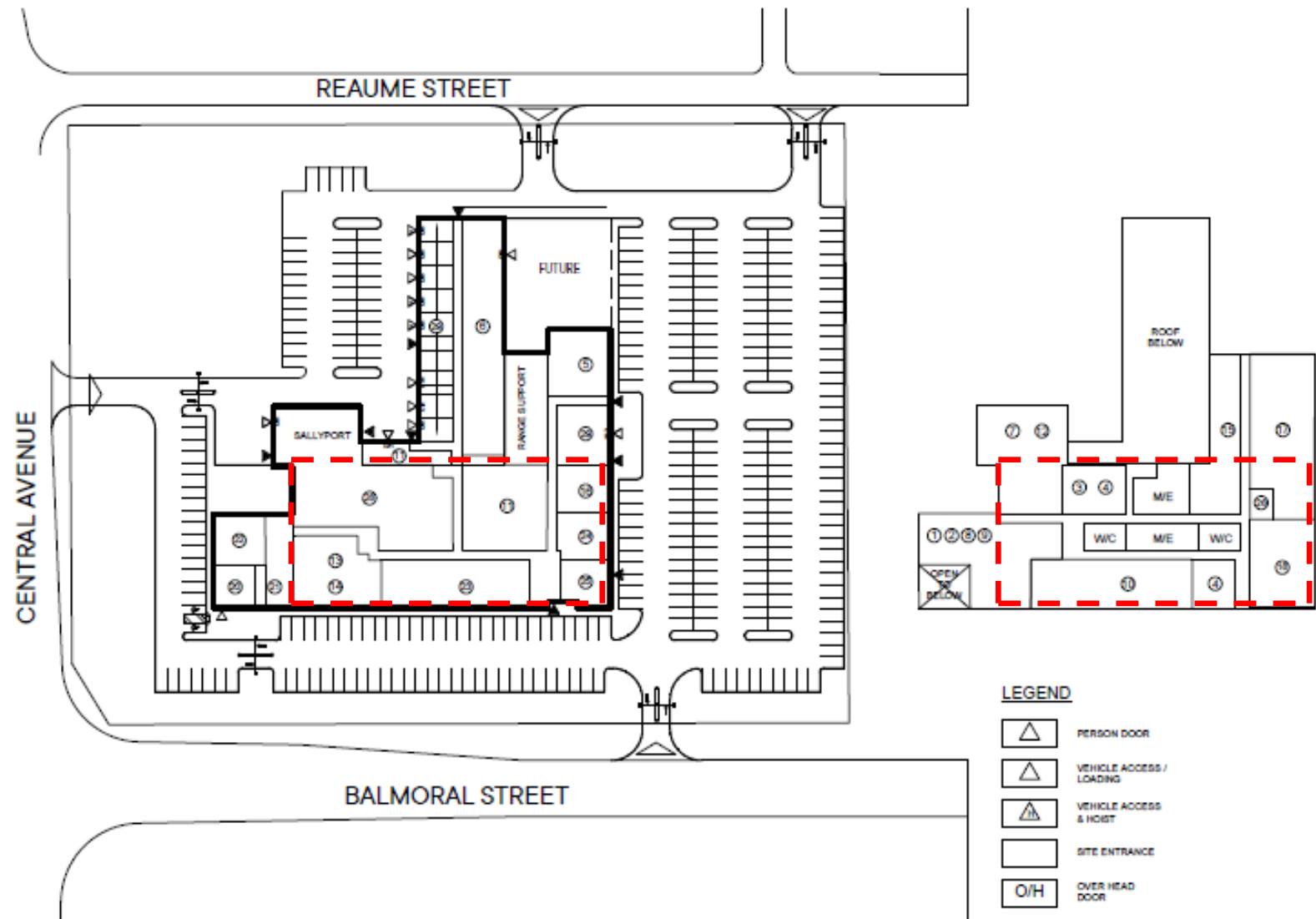
## Option 2 – New-Build in New Location tbd

- Consideration of physical build-out requirements
- Consideration of land acquisition costs
- Consideration of existing site and building sale revenue
- Consideration of Site Location Options

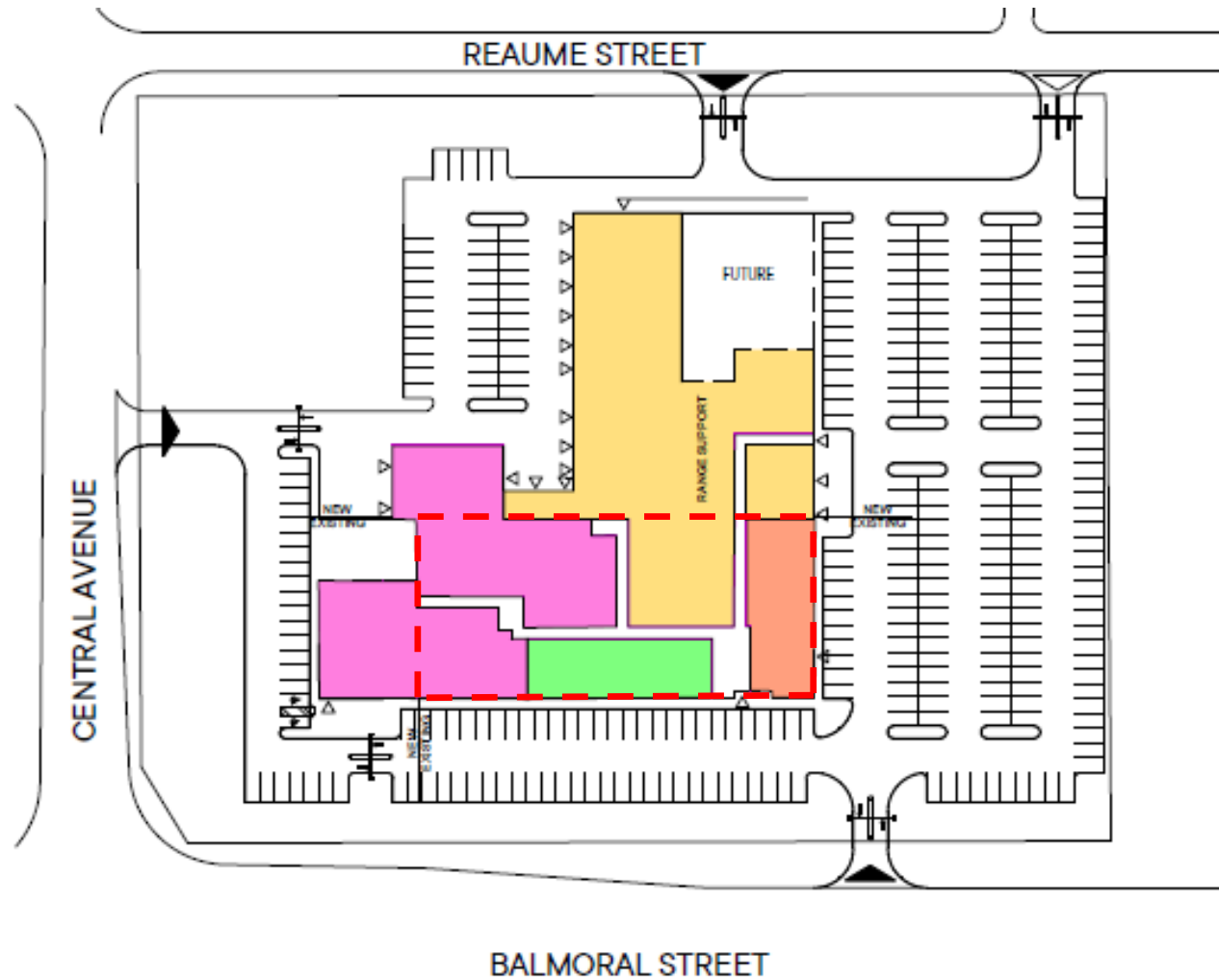
# Option 1 – Addition & Renovation

## KEY NOTES

- ① 100-SENIOR ADMINISTRATION
- ② 201-PROFESSIONAL STANDARDS
- ③ 211-TRAINING ADMIN.
- ④ 212-TRAINING CLASSROOM
- ⑤ 213-PHYSICAL TRAINING
- ⑥ 214-FIRING RANGE
- ⑦ 221-TECHNOLOGY SERVICES
- ⑧ 222-FINANCE DIVISION
- ⑨ 223-HR
- ⑩ 224-COURT & RECORDS
- ⑪ 231-EXHIBITS
- ⑫ 241-COMMUNICATIONS
- ⑬ 301-PATROL DIVISION
- ⑭ 302-WATCH COMMAND
- ⑮ 303-COMMUNITY SERVICES
- ⑯ 304-ETUICANNE
- ⑰ 311-CRIMINAL INVESTIGATIONS
- ⑱ 312-CRIMINAL INTELLIGENCE
- ⑲ 321-FORENSIC IDENTIFICATIONS
- ⑳ 401-PUBLIC ACCESS SPACES
- ㉑ 402-FRONT DESK/SERVICES CENTRE
- ㉒ 403-COMMUNITY MULTIPURPOSE ROOM
- ㉓ 411-LOCKERS
- ㉔ 412-FITNESS FACILITIES
- ㉕ 413-STAFF AMENITIES
- ㉖ 414-SHARED MEETING ROOM
- ㉗ 415-RECORDS
- ㉘ 501-CELL BLOCK
- ㉙ 701-FLEET & INDOOR PARKING



# Option 1 – Phasing



## LEGEND

- PHASE 1
- PHASE 2
- PHASE 3
- PHASE 4

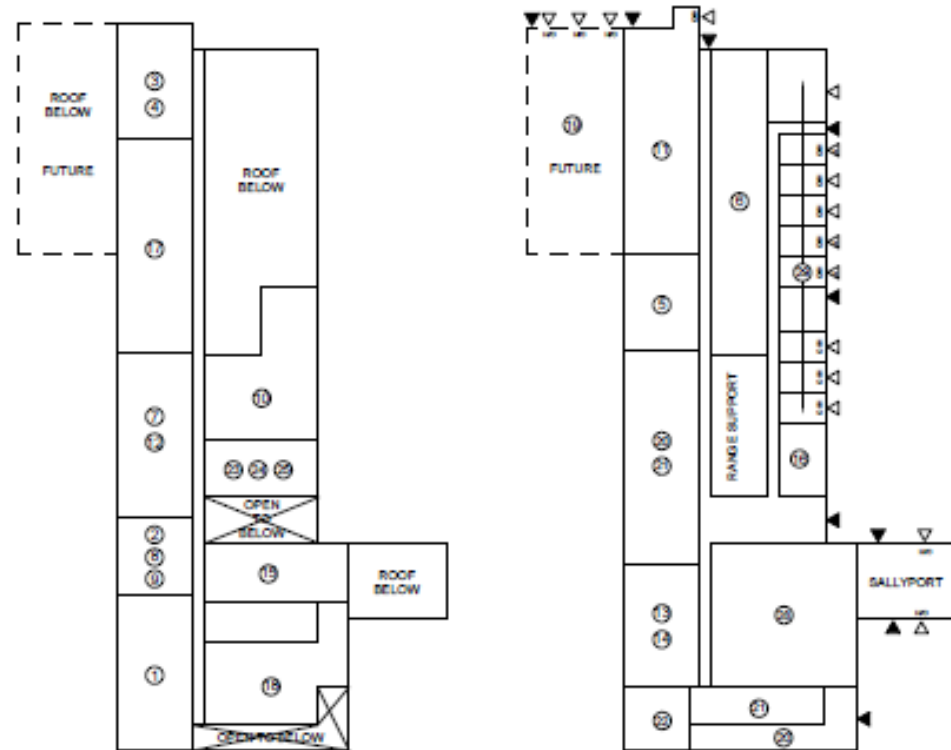
# Option 2 – New-Build

## KEY NOTES

- |                              |                           |                               |                                   |                              |
|------------------------------|---------------------------|-------------------------------|-----------------------------------|------------------------------|
| ① 100-SENIOR ADMINISTRATION  | ⑦ 221-TECHNOLOGY SERVICES | ⑬ 301-PATROL DIVISION         | ⑰ 321-FORENSIC IDENTIFICATIONS    | ⑳ 413-STAFF AMENITIES        |
| ② 201-PROFESSIONAL STANDARDS | ⑧ 222-FINANCE DIVISION    | ⑭ 302-WATCH COMMAND           | ⑱ 401-PUBLIC ACCESS SPACES        | ㉑ 414-SHARED MEETING ROOM    |
| ③ 211-TRAINING ADMIN         | ⑨ 223-HR                  | ⑮ 303-COMMUNITY SERVICES      | ㉒ 402-FRONT DESK SERVICES CENTRE  | ㉒ 415-RECORDS                |
| ④ 212-TRAINING CLASSROOM     | ⑩ 224-COURT & RECORDS     | ⑯ 304-ETUICANINE              | ㉓ 403-COMMUNITY MULTIPURPOSE ROOM | ㉓ 501-CELL BLOCK             |
| ⑤ 213-PHYSICAL TRAINING      | ⑪ 231-EXHIBITS            | ⑰ 311-CRIMINAL INVESTIGATIONS | ㉔ 411-LOCKERS                     | ㉔ 701-FLEET & INDOOR PARKING |
| ⑥ 214-FIRING RANGE           | ⑫ 241-COMMUNICATIONS      | ⑱ 312-CRIMINAL INTELLIGENCE   | ㉕ 412-FITNESS FACILITIES          |                              |

## LEGEND

-  PERSON DOOR
-  VEHICLE ACCESS / LOADING
-  VEHICLE ACCESS & HOIST
-  SITE ENTRANCE
-  O/H OVER HEAD DOOR



# Site Location Options

## Methodology

- Basic criteria for sites to be considered were established
  - Minimum site size of approximately 7 acres
  - Minimum of two vehicular access points, three preferred
  - Facing a minimum of two streets
  - Central and South Core locations
  - Community accessibility & civic presence
  - Other technical considerations
- A long list of 14 possible locations were identified through discussions with COTB Asset Management Division, TBPS and Thunder Bay Realty Services together with confidential discussions with realtors
- The Project Steering Committee together with the consulting team eliminated all options not meeting the basic criteria to establish a short list for more detailed evaluation
- Test fits were developed for each of the short listed options
- A comparative travel time study was done for the south core and central options

# Option 1 – Reno / Add Test Fit



## Option 1- Reno / Add

**Description:**  
Extensive renovation and addition to existing building and site.

GFA existing building: 5,984 m<sup>2</sup> (64,385 sf)  
GFA new addition: 6,221 m<sup>2</sup> (66,931 sf)

Site area: 3 ha (7.38 ac)

## LEGEND

- EXISTING FOOTPRINT
- ZONING SETBACK
- ZONING BOUNDARY
- EXISTING BUILDING
- NEW ADDITION / BUILDING
- SITE ACCESS
- BUILDING ENTRY / EXIT



# Travel Time Study – South Core

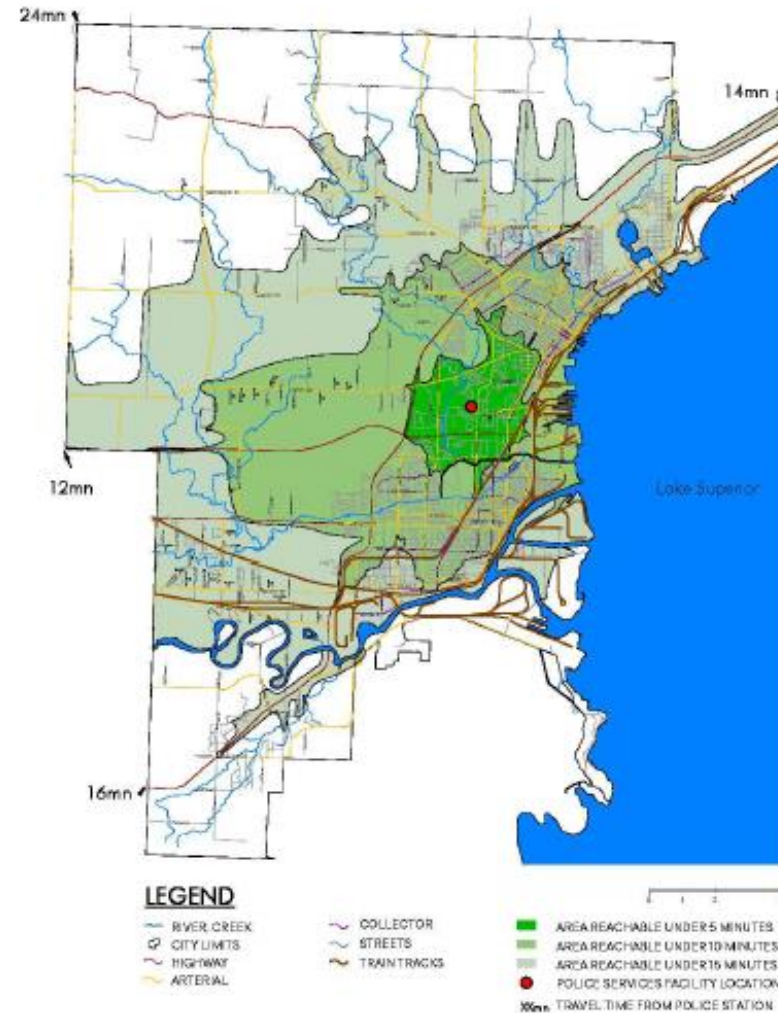


**FormStudio**  
Architects  
Better places for people formstudioinc.ca

CTB • Police Facility Needs Assessment  
Travel Time South Core  
Project No: 2019034

Rev: 'D'  
**DD.000**  
Date: 2023/01/16

# Travel Time Study – Central



**FormStudio**  
Architects  
Better places for people formstudioinc.ca

CTB - Police Facility Needs Assessment  
Travel Time Central

Scale: 10"

DD.00

Project No: 2019034

Date: 2020.02.16



# Detailed Option Evaluation – Option 2a

2019034 CTB Police Facility Needs Assessment - Site Evaluation				
SITE: [REDACTED]		Score =		78%
Option 2a [REDACTED]				
Location:	[REDACTED]	less than 50% = unacceptable		
Owner:	[REDACTED]	50% to 70% = poor		
Main Access:	[REDACTED]	greater than 70% = good		
Area	2.8 hectares (7 ac)			
Zoning:	M1 Major Institutional			
Acquisition:	required, availability unknown			
LOCATION CRITERIA				
	Weight:	Score:	Weighted	
	1 to 5	out of 5	Score	Comments
<b>Table 1</b>				
Community Accessibility	4	3	12	requires extension of transit
Access to Major Thoroughfares	5	5	25	excellent
TBPS Preferred Location Zone	5	5	25	operational efficiency
Proximity to Hospital/Time sensitive	4	5	20	excellent proximity
Visibility/Expectation	2	5	10	well known location
Proximity to Forensics	2	2	4	poor proximity
Civic Presence	4	2	8	low urban density - poor
Compatibility with Adjacent Uses	4	5	20	compatible
Efficiency of Site	2	5	10	layout not constrained by site
Planning Preferred Location	3	0	0	not supported by Planning
		Score:	134	out of 175
				77%
PHYSICAL CRITERIA				
	Weight:	Score:	Weighted	
	1 to 5	out of 5	Score	Comments
<b>Table 2</b>				
Police Vehicle Access & Egress	5	5	25	min 2, ideally 3
Site Security	5	5	25	can create secure zone
Site Layout & Topography	5	5	25	level
Soil Conditions/Environmental	5	3	15	unknown
Re-Use of Existing Structures	3	0	0	none
Site Services & Utilities	5	4	20	risk of unknown easement
Area for Future expansion (future proof)	1	5	5	surplus area available
		Score:	115	out of 145
				79%
SPECIAL CONSIDERATIONS				
	Weight:	Score:	Weighted	
	1 to 5	out of 5	Score	Comments
<b>Table 3</b>				
Acquisition Cost / Process	2	1	2	risk of unknown availability
Total Project Costs	5	5	25	lowest cost/highest score
Site Development Complexity	2	5	10	greenfield - low complexity
Revenue Loss	2	0	0	loss of property tax
Existing Uses Displaced	2	5	10	none
Rail Line Impact	5	5	25	low potential for disruption
		Score:	72	out of 90
				80%
<b>Final Site Score:</b>			<b>321</b>	<b>out of 410</b>
				<b>78%</b>

# Detailed Option Evaluation Comparison

Ranking Summary Table

RANK	LOCATION / OPTION TEST FIT	EVALUATION SCORE
1	Option 2a - ██████████	78%
2	Option 2b - ████████	67%
3	Option 1 - Reno/ Add	64%
4	Option 2c - ████████	47%

# Business Case - Options Capital Cost Comparison

2019034 CTB Police Facility Needs Assessment - Cost Summary				
February 2020				
Form Studio 2019034				
Construction Hard Costs	Note Ref.	Base Case Existing	Option 1 Reno / Add	Option 2 New Construction
Estimated Construction	Note 3-7	\$ 7,592,623.50	\$ 47,806,105.00	\$ 45,025,668.00
Estimated Furniture (FF&E)	Note 2	\$ -	\$ 1,500,000.00	\$ 1,500,000.00
Land Acquisition Cost (est.)	Note 7	\$ -	\$ -	\$ 716,000.00
Revenue from Land Sale (est.)	Note 12	\$ -	\$ -	\$ 3,100,000.00
<b>Total Hard Costs without HST</b>		<b>\$ 7,592,623.50</b>	<b>\$49,306,105.00</b>	<b>\$ 44,141,668.00</b>
construction costs + HST, - land	Note 7, 8	\$ 8,579,655.12	\$ 55,715,898.65	\$ 52,574,004.84
<b>Project Related Soft Costs</b>				
Move allowance	Note 10	\$ 100,000.00	\$ 200,000.00	\$ 150,000.00
Consultants - core design team	Note 8	\$ 1,158,254.79	\$ 6,964,487.33	\$ 4,731,660.44
Consultants - specialist	Note 8	\$ 151,852.48	\$ 1,114,317.97	\$ 1,051,480.10
Additional Services	Note 9	\$ 75,926.24	\$ 557,158.99	\$ 525,740.05
Subtotal soft costs		\$ 1,486,033.51	\$ 8,835,964.29	\$ 6,458,880.58
5% soft cost contingency		\$ 74,301.68	\$ 441,798.21	\$ 322,944.03
<b>Total Soft Costs</b>		<b>\$ 1,560,335.19</b>	<b>\$ 9,277,762.51</b>	<b>\$ 6,781,824.61</b>
Subtotal Hard & Soft Costs		\$ 9,152,959.19	\$ 58,583,867.51	\$ 50,923,492.61
Non-recoverable HST	Note 1	\$ 161,092.08	\$ 1,031,076.07	\$ 938,211.87
Operations Inefficiency Factor	Note 11	\$ 715,500.00	\$ 4,173,740.00	\$ 397,500.00
<b>Total Project Costs</b>	Note 1	<b>\$ 10,029,551.27</b>	<b>\$ 63,788,683.57</b>	<b>\$ 52,259,204.48</b>

# Business Case – Annual Operating Cost Comparison

	Current Operating Costs	Base (\$38.00/sqft)	Option 1 (\$33.32/sqft)	Option 2 (\$28.47/sqft)
Marketing	\$30,000	\$30,000	\$30,000	\$30,000
Parking	\$10,000	\$10,000	\$10,000	\$0
Communications	\$300,000	\$300,000	\$300,000	\$300,000
Utilities	\$241,459	\$241,459	\$302,298	\$181,008
Gasoline	\$330,000	\$330,000	\$330,000	\$330,000
Repairs and Maintenance	\$41,853	\$41,853	\$57,581	\$30,168
Computer	\$250,000	\$250,000	\$250,000	\$250,000
Office Supplies	\$100,000	\$100,000	\$100,000	\$100,000
General	\$144,875	\$144,875	\$230,322	\$181,008
Miscellaneous	\$50,000	\$50,000	\$50,000	\$50,000
Materials and Services	\$6,439	\$6,439	\$9,213	\$7,240
Contracted Services	\$300,000	\$300,000	\$300,000	\$300,000
Rent	\$40,000	\$40,000	\$40,000	\$40,000
Range Cost	\$138,377	\$138,377	\$0	0
Interest	\$0	\$308,617	\$1,827,943	\$1,609,777
<b>Total</b>	<b>\$1,983,003</b>	<b>\$2,291,620</b>	<b>\$3,837,356</b>	<b>\$3,409,201</b>
Change vs. Current State	\$0	\$308,617	\$1,699,353	\$1,271,198

# Business Case – 25 Year Net Present Value Comparison

Operating 25-year Lifetime Present Value					
	Facility Size (Sqft)	Operating	Capital	Capital Renewal	Total
Base	64,389	\$49,940,051	\$10,811,899	\$3,026,778	\$63,778,728
Option 1	115,161	\$58,021,938	\$67,358,926	\$9,434,026	\$134,814,890
Option 2	120,672	\$53,960,544	\$50,280,339	\$7,221,090	\$111,461,973

## Key Assumptions

- A cost escalation rate of 3% per year
- A discount rate of 4% over 25 years
- A time period of 25 years

# Business Case – Base Case Pros and Cons

Pros	Cons
<ul style="list-style-type: none"> <li>This is the lowest cost scenario</li> </ul>	<ul style="list-style-type: none"> <li>Space requirements for parking, police vehicles outdoors, and for operational needs inside the facility are not met</li> </ul>
<ul style="list-style-type: none"> <li>All upgrades required are done to conform to OBC standards</li> </ul>	<ul style="list-style-type: none"> <li>Significant upgrades required to building elements and outdoor site.</li> </ul>
<ul style="list-style-type: none"> <li>Improvements to the facility include the parking and drainage, entrance and mechanical upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Capacity to renovate to better suit is very limited within the walls of the current facility and the disjointed layout</li> </ul>
	<ul style="list-style-type: none"> <li>No capacity for growth, limited to what they currently have in space, which no longer easily supports policing activities to current required standards and best practices.</li> </ul>

# Option 1 Add & Reno - Pros and Cons

Pros	Cons
<ul style="list-style-type: none"><li>• Significant increase in space (indoor and outdoor) and allowing for future expansion in programming</li></ul>	<ul style="list-style-type: none"><li>• Cost is high and still have a facility that was built in 1985 which has limitations</li></ul>
<ul style="list-style-type: none"><li>• Additional outdoor and indoor space</li></ul>	<ul style="list-style-type: none"><li>• Limited expansion potential</li></ul>
<ul style="list-style-type: none"><li>• Updated space and mechanical systems</li></ul>	<ul style="list-style-type: none"><li>• Disruption during the course of the renovations and build</li></ul>
<ul style="list-style-type: none"><li>• Shooting range is housed onsite, eliminating travel and rental expenses</li></ul>	<ul style="list-style-type: none"><li>• Limited ability to modify the facility layout</li></ul>
<ul style="list-style-type: none"><li>• Potential revenue from shooting range rental to other police forces – not included in financial analysis</li></ul>	

# Option 2 New Build - Pros and Cons

Pros	Cons
<ul style="list-style-type: none"> <li>• Significant increase in space (indoor and outdoor) and allows for future expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Disruption with moving to the new facility but still minimal and can be minimized with phased transfer of operations from the current to the new facility</li> </ul>
<ul style="list-style-type: none"> <li>• New design to suit facility, that will support the programming needs and operational requirements of the police services</li> </ul>	
<ul style="list-style-type: none"> <li>• Designed to accommodate future modifications to services or workflow adjustments. Has flexibility and is expected to have a 30-year life without unforeseen costs.</li> </ul>	
<ul style="list-style-type: none"> <li>• Operating costs are optimal with new energy efficient design/build and mechanical equipment which will lead to savings on operational costs and maintenance.</li> </ul>	
<ul style="list-style-type: none"> <li>• Workflow is optimized</li> </ul>	
<ul style="list-style-type: none"> <li>• Shooting range is housed onsite, eliminating travel and rental expenses</li> </ul>	
<ul style="list-style-type: none"> <li>• Potential revenue from shooting range rental to other police forces – not included in financial analysis</li> </ul>	
<ul style="list-style-type: none"> <li>• Central location will be ideal for service delivery and response times for all areas of the city.</li> </ul>	
<ul style="list-style-type: none"> <li>• Minimal disruption as moving to the new facility would be more efficient than working around renovations and additions.</li> </ul>	



# Public Engagement – December 12, 2019

## Goals:

- ▶ To inform the public of the review process for the Thunder Bay Police Services facility on Balmoral Street
- ▶ To receive comments & feedback from the public
- ▶ To outline the next steps in the review

## The Issue:

The existing police services facility on Balmoral street is reaching the point in its service life where many systems and building elements require some form of significant upgrading or total replacement. In general, the facility no longer easily supports efficient policing activities to current required standards and best practices.

## Possible Courses of Action:

- ▶ Update the existing building to current building and services codes (if possible), complete all necessary maintenance and equipment replacement.
- ▶ Renovate and add to the existing building, and determine whether or not the existing site is large enough to support a renovation / addition that would support modern policing needs.
- ▶ Evaluate new sites for development in order to select the ideal candidate and construct a new police services facility.

## What we need from you....

We would like your feedback on what you would like to see in a modern Thunder Bay Police Services facility.

## have your say

- Write a comment on a sticky note and stick it on the board
- Write a comment on paper and put it in the ballot box
- Post a comment to the city's Get Involved website:

[www.thunderbay.ca/getinvolved](http://www.thunderbay.ca/getinvolved)

## Benefits to the Community:

- 1 Design of the new Police Services Facility will be open and welcoming to all members of the community, including people with diverse abilities.
- 2 The design service life of the new facility and components for performance without unforeseen costs or disruption for standard maintenance or repair will match or exceed current standards for durability.
- 3 The construction maintenance and operation of the new site will address components of sustainability through energy efficient design and operation.
- 4 The site will be large enough to provide adequate staff and public parking as well as secure outdoor storage and allow future expansion, if required.
- 5 The Police Services building will have a strong Civic presence as a highly visible part of the community encouraging community pride and inclusion
- 6 Building design will provide transparency to allow Public views into the non-secure activities within the building.
- 7 The site chosen will be a location that maximizes efficiencies in relationships and distances to related services.
- 8 Adequate space for community activities will be provided in an appropriate area of the facility.

FormStudio  
Architects

# Public Engagement Session – December 12, 2019

## RESULTS

- The Public Engagement Session ran from 4 - 8 pm and was attended by approximately 25-30 people
- PDF's of Current State vs Future State were displayed on easels and attendees were invited to provide comments via sticky notes and a one question survey which was distributed
- The session was supplemented by a “get Involved” Website between December 12, 2019 and January 2, 2020 which was visited 378 times.
- The engagement session were promoted by advertisements in various media and through a media interview.
- 68 survey responses were received

# Public Engagement Session – December 12, 2019

## NOTES

- Probable construction costs of various options were not provided at the Public Engagement Session
- Information on candidate sites for a new police facility were not provided at the Public Engagement Session and feedback on site location options was not requested
- It is our recommendation that public input on site location, costs and other important issues must be part of a future design and development process. Public Input Sessions are anticipated to be a significant part of the Project Implementation Strategy.

# Conclusions

- The existing police facility of about 64,000 sf needs approximately \$10.035 million of capital repairs and improvements in order to preserve the value of the asset for the next 25 years.
- In order to provide effective policing services for a 20-25 year future the Thunder Bay Police Services requires a modern facility in the order of 113,000 sf at a total project cost of \$52.259 million for a Newbuild option vs \$63.789 million for an Addition and Renovation option.
- Option 2 – Newbuild which proposes a new police services building on a new site will provide a future-proofed, operationally optimized facility that is the most cost-effective short term and long-term solution and is the option that best supports the City's sustainability goals.
- The highest ranked of the short-listed site location options is Option 2a and is recommended subject to confirming its availability and acquisition cost.

# Discussion