

PLANNING, RESEARCH & AUDIT

VPD FACILITIES

STRATEGIC PLANNING & TRANSITION COSTING

JANUARY 11, 2010



VANCOUVER POLICE DEPARTMENT
Beyond the Call

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Executive Summary

The Vancouver Police Department (VPD) has been subject to substandard working conditions in several of its facilities for years. Workspace overcrowding and health concerns, the risk of losing criminal evidence and records as well as overall infrastructural instability have brought about the vital need to find another facility option for VPD staff – primarily those located at 312 Main Street. While the optimal solution of building a purpose-built police station is currently several years away, an interim solution is necessary to mitigate possible liabilities with staying at the building.

A unique opportunity has presented itself for a temporary facility for the VPD. The Vancouver Olympic Organizing Committee (VANOC), which currently occupies two City of Vancouver (COV) owned buildings at East 1st Avenue and Boundary Street (VANOC facilities), is set to start vacating the buildings at the conclusion of the Olympics. A VPD Transition Team was assembled to assess the possibility of transitioning part of VPD's operations to these facilities on an interim basis.

The overall transition vision is guided by maintaining 2120 Cambie Street as an Operational building, with the Patrol Districts, Emergency Response Team and Traffic Section being the primary residents, while the majority of Investigative and Administrative sections would transition to the VANOC facilities. While overall direction from Senior Management guided the process of allocating specific Sections and Units to either VANOC or 2120 Cambie Street, Section and Unit specific-requirements were also collected through guided focus groups and from surveys previously completed for a space needs exercise.

The total cost associated with transitioning the VPD to the facilities is currently estimated at approximately \$15.3 million.

Synopsis of the Situation

The Vancouver Police Department (VPD) facilities, located at 312 Main Street, 2120 Cambie Street and 5 East 8th Avenue, have critical infrastructure issues that threaten the health and safety of employees and jeopardize the sustainability of these police buildings. For example, post disaster survivability (e.g. earthquake), inadequate or lack of fire suppression, inadequate emergency back up services and other critical physical and structural issues have created risks to public and employee health and safety.

312 Main St (312) has served the department since 1954, but was built to standards no longer accepted for public/police facilities. This building is long overdue for replacement as it can no longer accommodate additional renovations and staff. Despite continuous attempts to adequately house the various departmental sections assigned to 312, conditions in many work areas have become overcrowded and unsafe. The buildings have deteriorated to a state where continued occupancy is a high risk to the staff and to the daily operations of the VPD. There are numerous critical issues concerning health, safety and liability. Overcrowded conditions at 312, in conjunction with other shortcomings with respect to earthquake, fire, power, security, parking, and space, create substantial liability risks for the VPD and the City of Vancouver. The VPD's information technology infrastructure, official records and criminal evidence are also located at this facility and are also at risk due to the poor quality of the building. The cost to maintain and clean these facilities annually is \$1,150,000, on top of the costs for renovations and/or upgrades. Given the inability of the 312 Main St structure to accommodate further costly renovations, as well as the risks associated with its continued use, a replacement facility is urgently needed.

2120 Cambie St. (2120) was originally designed for non-police use, but was occupied by the VPD as a "temporary" measure in 1994. It is currently leased from ICBC, although ICBC retains occupancy of a portion of the building which operates as a claim centre. This arrangement has obvious safety and security concerns, e.g., the VPD does not have control or exclusive access to the underground parkade. Currently, Building Planning and Services estimates their cost at \$700,000 annually to maintain and clean this facility. The inability of this building to house 24/7 police operations and services in the long-term has become apparent. Originally designed as an

office building, 2120 currently lacks space, backup power, security, and parking, and is ill-suited to meet the current and future needs of the VPD. The general overcrowding and severe lack of parking facilities compromises service delivery, negatively impacts the nearby community and raises health and safety concerns for staff members. Additionally, the shared agreement with ICBC threatens the physical security of VPD information. In the event of a disaster or loss of power, those members in 2120 would be unable to fulfil their duties, as there is no backup power supply to enable access, and the building is not built to post-disaster standards. Significant renovations and additional space will be required in order for 2120 to be a suitable primary VPD facility.

Parking for both the Patrol fleet and VPD members' personal cars is a major and ongoing issue at 2120. Currently, Patrol, support fleet and personal vehicles are located two blocks from the building. As a result, Patrol officers are required to negotiate their way to the Patrol vehicles with their duty equipment and all other equipment that they require to perform their primary functions. The current parking lot will not be available for use at a not-yet-specified date after the 2010 Olympics, potentially causing the VPD fleet to be relocated further from the facility and with the possibility of no parking for personal vehicles. The majority of sworn officers at 2120 are on shift work with start and end times that are not conducive to taking public transit. There is a serious concern that a lack of ready access to the fleet will adversely impact our operational capabilities.

The VPD acquired the 5 East 8th Ave building in 2000 to house sections of the Investigation and Operations Support Division. 5 East 8th currently houses approximately 165 sworn and 25 civilian staff members. Although 5 East 8th currently has the fewest problems, its requirements are serious and must be addressed. It was believed that 5 East 8th would provide sufficient space for approximately ten years. However, increased demands for service, growing numbers of staff, and increased space and power needs for required technological equipment have filled the building to capacity. Parking issues are critical and are affecting members' ability to attend work in a timely and safe manner. The need for adequate backup power and suitable quarters for staff are also major issues of concern, along with general overcrowding affecting the health and safety of members.

All of these issues point to the need to formulate a long-term facilities strategy for the VPD to ensure adequate service delivery now and into the future. There are some general observations that must be considered when envisioning a future facilities strategic plan. In particular, it is recognized that:

- The population of the CoV is projected to increase by 20% by the year 2036, with the population of the CMA projected to increase by 44% in the same timeframe.
- Consequently, the VPD will continue to grow in size and complexity, requiring additional space for equipment, offices, lockers and vehicles.
- Demands on police to handle and store a greater variety of evidence will continue to increase, thus requiring more advanced security systems, enhanced equipment, and more storage space.
- Police use of technology will continue and increase, requiring additional equipment, technicians, and power, all of which will require more space.
- Stronger and more dependable sources of power, for day-to-day use and backup, will be required in order to support technological developments and proper records maintenance.
- The loss of police data would have catastrophic consequences. Without that information, the police will be helpless to continue investigations and prosecutions of criminals, thus placing the citizens of Vancouver at unacceptable risk, and exposing the CoV to liability risks.

Based on the aforementioned concerns, the VPD embarked upon updating the long-term facilities plan to ensure the safety and security of all residents of and visitors to the City of Vancouver now, and into the future. To that end, this document discusses the current challenges outlined above in greater detail, the accomplishments in the strategic planning to date, and a discussion of the options moving forward.

Background and Orientation

VPD in the Future

POPULATION OF VANCOUVER: FUTURE PROJECTIONS

The purpose of this report is to outline issues related to the current facilities utilized by the Vancouver Police Department and the future facility needs of the Department. To address the needs of the VPD, it is important to review anticipated changes in the Vancouver area that will impact VPD functions.

Vancouver is a large, multicultural city with a population of over 600,000 residents. It covers an area of 114 square kilometres (Statistics Canada, 2008) and due to its small geographical size, the population density of Vancouver (5,039 people per square kilometre) is the highest in Canada. The city of Vancouver's population has grown by more than 1.5% in the last 2 years and is expected to continue to grow. Statistics Canada census data shows that Vancouver's population grew by 5.9% between 2001 and 2006, showing a faster growth rate than the province overall (5.3%) during the same period. It is estimated that by 2036, the population of Vancouver will be approximately 752,591 people, up by more than 100,000. This trend is similar for all Metropolitan Vancouver cities as well (as can be seen in the surrounding CMA population projections) with Surrey, Burnaby and New Westminster in particular showing large expansions in population.

Vancouver is well known for having a large population of immigrants, primarily from Asia. Almost half of the city's population are visible minorities (Statistics Canada, 2008). This trend is unlikely to decrease as the city's ports provide access to and from Asia and with the Olympics in 2010, immigration on the whole is unlikely to decrease substantially. The level of immigration into Vancouver will greatly affect the population levels of Vancouver and surrounding areas.

Table 1 – VPD Population Projections for Vancouver and Area

Year	Vancouver Population (Without UBC)	Vancouver (With UBC)	Annual % Change	Surrounding CMA Population (exc. Van & UBC)
2006	589,352	618,469		1,600,110
2011	625,046	655,926	0.8%	1,741,560
2016	651,499	683,686	0.8%	1,892,607
2021	674,340	707,656	0.6%	2,037,063
2026	692,489	726,702	0.4%	2,170,515
2031	707,001	741,930	0.4%	2,288,984
2036	717,160	752,591	0.2%	2,389,931

The population estimates provided in this report should be considered with caution. Population changes are difficult to predict, particularly over a 30-year time span. Changes in immigration in particular will impact the population. However, it seems quite clear that Vancouver's population is on the rise and will continue to be for some time into the future.

VPD PERSONNEL: FUTURE PROJECTIONS

The VPD endeavours to be Canada's leader in policing, providing the best policing service possible to the citizens of Vancouver. Ultimately, the goal of the VPD is to make Vancouver the safest major city in Canada. To do this, the VPD requires modern tools and facilities as well as the best and brightest police officers and civilians. There have been many changes in the size of the VPD: currently, there are more than 1,700 employees (sworn and civilian). Population growth often coincides with a growth in crime, resulting in the VPD needing to meet those needs with more officers for Patrol and investigations. Over the next 10-30 years, it is expected that the VPD will require additional staff and resources. The size of the fleet, storage space (for files and evidence from cases for example) as well as parking for staff will all require expansion.

The Projection Model

Estimates of the staffing resources needed until 2036 were projected by the Planning, Research and Audit section of the VPD. The staffing formula relies on two hypotheses or assumptions:

1. In equilibrium, the supply of police services should match the demand for police services.
2. The demand for police services depends on various demographic variables and crime levels.

Under these assumptions and with the appropriate data, it is possible to estimate or predict the demand for police services. The staffing formula consists of an econometric model estimated using empirical data. The model can explain 99.6% of the variation in police staffing across police agencies, with a confidence interval of +/- 110 officers.

The staffing formula relies on the data from the Canadian Centre for Justice Statistics (CCJS) from 2006. The CCJS dataset includes 455 Canadian police agencies (after the CN Police, regional RCMP headquarters and regional OPP headquarters are excluded). The VPD is also excluded from the dataset. For each agency, the dataset provides total sworn strength, population, population density, property crime, violent crime, other crime, traffic offences, Census Metropolitan Area (CMA) population, type of police agency (i.e. municipal, RCMP detachment or OPP detachment). Empirical tests show that population density, violent crime and traffic offences are not useful to explain police staffing once the other variables are considered

and thus are not included in this model. The model also only projected the number of sworn officers needed, not the number of civilians. The number of civilians required was estimated by using the current sworn members to civilian ratio. Thus, if there are changes in the ratio of sworn members to civilians, the estimates of the civilian numbers presented here will be inaccurate.

There is an inherent paradox in the model however. More police could lead to a crime reduction. The model would then prescribe fewer officers. However, more police could lead to more reported crimes. The model would then prescribe even more officers. Thus, the estimated staffing needs of the VPD are affected quite strongly by the estimated crime rates as well as the estimated population of the city. Because of this paradox, and the limitations of statistical estimates, estimates were made for previous years as well to compare those estimates to the actual number of staff needed in those years. The actual needs were assessed by the VPD's Operational Review in 2007, which was a comprehensive review of all areas of the VPD.

Staffing

Currently, the VPD has an authorized strength of 1,327 sworn members and 392.5 civilian members. In 2008, Council approved 96 sworn officers and 22 civilians that were requested in the 2007 Operational Review. If the population of UBC is not included in the jurisdiction of the VPD (as is currently the case), it is estimated that officer and civilian needs will peak in 2023 – 2026 with the VPD requiring 1,543 officers and 453 civilians. However, if UBC is included in the jurisdiction, the VPD's staffing needs will increase to a high of 1,587 sworn members and 453 civilian members in 2025. These estimates decrease slightly after these peaks, suggesting some stability in the staffing needs for the future. The VPD projections estimate a low of 213 officers per 100,000 (2036) up to a high of 245 officers per 100,000 in 2008. As can be seen in Table 2, the estimates for officer resources actually project *fewer* officers per 100,000 citizens than currently maintained, even though the projected authorized strength increases. This is because the growth in the population for Vancouver will outpace the size of the VPD.

Table 2 - VPD Staffing Projections 2006-2036

Year	Authorized Sworn Strength	Authorized Civilian Strength	Civilian Projection	Officer Projection (Without UBC)	Officer Projection (With UBC)	Projected Officers per 100,000
2009	1327	392.5	440	1,495	1,528	243
2011			442	1,506	1,540	241
2016			449	1,528	1,566	235
2021			452	1,540	1,582	228
2026			453	1,543	1,587	223
2031			452	1,539	1,585	218
2036			449	1,529	1,578	213

Fleet

Given the expected increases in staffing needs, the VPD also projected the size of the fleet required. As of 2009, the authorized fleet was approximately 491 vehicles based on the Key Vehicle Ratios (KVRs) regulated by the City. This represented approximately 2.5 officers per vehicle or 0.39 vehicles per officer. The same ratio was used to estimate the number of vehicles that would be necessary. Based on the projected 2036 sworn strength, this ratio would imply 603 vehicles. As of June 2007, the fleet was composed of 124 marked vehicles (25.7%), 250 unmarked vehicles (51.9%), 57 covert vehicles (11.8%), 35 motorcycles (7.3%), and 16 other vehicles (3.3%). Based on the projected 2036 fleet, this ratio would imply 155 marked vehicles, 313 unmarked vehicles, 71 covert vehicles, 44 motorcycles, and 20 other vehicles. However, the changes in the fleet size are minimal after approximately 2010. It should be noted that while space required to house the fleet vehicles will of course be necessary, parking for personal vehicles of the staff will also be needed. The increases in staffing, both sworn and civilian, will require commensurate increases in safe parking for all employees of the VPD. In addition, adequate parking for members of the public who are visiting the police facility will be needed.

VPD Facilities

FACILITIES HISTORY

Historically the headquarters for the Vancouver Police Department (VPD) has been located in the Downtown Eastside. In 1954, 312 Main St was built and designed to accommodate the authorized strength of the Vancouver Police Department (VPD), which at that time consisted of a total of 735 members. 324 Main St, constructed a year earlier and internally connected to 312 Main St, has always been an integral part of the VPD headquarters facility. In 1961 the Oakridge Substation was established, housing the members assigned to Operations, Patrol South. At that time, the authorized strength of the Department had grown to 861 members. In 1976 the Annex at 312 Main St was constructed on what was previously a ground level police parking lot. Today 312 Main St and its Annex house the Investigation Division and sections within the Support Services Division, totalling over 300 employees (civilian and sworn).

By 1994, the VPD sworn personnel had grown to a total authorized strength of 1,090 members. Based on recommendations by the Chief Constable of the time and the City Manager, the Oakridge Substation was sold and much of the Department was moved into an interim facility. That facility was located at 2120 Cambie Street and was leased from the Insurance Corporation of British Columbia (ICBC). Lease arrangements were designed to allow the VPD to utilize half of 2120 Cambie as a police building until the construction of a new purpose-built police facility could be initiated. Now 15 years later, 2120 Cambie continues to serve as a VPD facility and currently houses the Office of the Chief Constable, Operations Division and some sections within the Support Services Division. Approximately 750 employees work at 2120 Cambie St.

In 2000 and with an authorized strength of 1,066 members, the City of Vancouver purchased the police facility located at 5 East 8th Avenue. That building originally was built and operated by the provincial government and was the headquarters for the Coordinated Law Enforcement Unit (CLEU). It currently serves as a location for the Operations Support Division.

Today the VPD has an authorized strength of 1,327 sworn members and 392.5 civilian members and special constables. The Department operates out of 312 Main St & 324 Main St and Annex,

2120 Cambie St and 5 East 8th Avenue. Smaller remote facilities are utilized to house other specialty units. The Dog Squad is currently situated in a temporary facility at 580 Malkin Avenue awaiting the imminent completion of a new facility currently under construction at 755 Evans Avenue. The current Police Garage is located at 342 Alexander Street. The Mounted Squad facility at Stanley Park has recently undergone major renovations and updating. Those improvements will serve that squad for many years to come. The Marine Unit is located at 209 Waterfront Road. The site is leased by the City of Vancouver from the Vancouver Port Authority. The term of the lease is ten years and will expire in February 2012. There are currently no plans or identified issues that necessitate immediate plans for new facilities specifically designed for the Marine Unit. That Unit's mandate and operational requirements lend itself to continued tenure at an off-site waterfront location. In addition, the VPD's Professional Standards Section is housed off-site at 525 West 10th Avenue. This location serves the mandate of this Section well, and has no immediate needs.

A three-phase construction project to update a portion of the VPD facilities is underway at 2010 Glen Drive. Phase One of the project, which has recently been completed, involved the construction of a purpose built Tactical Training Centre, which includes an indoor range training area. Phase Two will incorporate the addition of a new property/evidence facility and forensic vehicle examination, while Phase Three would see the construction of new Forensic labs. Phase Two of the Glen Drive development has been approved and designs are being drawn up; however, Phase Three has not yet been approved by Council and may be reconsidered pending future decisions on the long-term facilities plans.

CONDITION OF FACILITIES

The following information was reported and documented in a Planning, Research & Audit report from May 2008. It is based on several reviews and studies that have been undertaken concerning the physical status of all VPD facilities. Those reports document and identify numerous risks and liabilities that the physical conditions of those facilities pose to the daily operations of the VPD, its staff and ultimately to the City of Vancouver (CoV).

312 Main St/ Annex

Constructed in the early 1950's, 312 Main St and 324 Main St were built to construction standards that are no longer acceptable for public buildings. The buildings do not meet current standards for post disaster facilities, although the VPD would be considerably involved in stabilizing the City and organizing and providing post-disaster relief efforts. Vancouver is susceptible to seismic activity. The VPD is expected to be able to continue to conduct operations and provide service to the citizens of Vancouver after any natural disaster. During recent CoV sewer replacement construction, there was anecdotal evidence that there was some movement of the building at 312 Main St due to the use of heavy construction machinery. The basement doors of 312 Main St had to be re-sized in order for them to open and close properly as the door frames had shifted.

324 Main St is connected to 312 Main St through shared utilities and building operating systems. Any significant seismic activity would inflict damage to the functional operation of either building ensuring mutual loss of functions and utilities. Due to the building's age, construction and constant use 24 hours a day, 7 days a week, building collapse or failure also poses a significant danger to human life in the event of a significant seismic event.

312 Main St has undergone numerous renovations and physical restructurings to accommodate the Department's growth over the years. Those changes to the building's structure have had an impact on the facility's power supply. Rewiring due to moves and renovations has reduced the availability of adequate regular power supplies as well as emergency power supplies in the event of disruptions. Power outlets specifically assigned to the emergency generator have since been disconnected or lost or remain unidentified due to numerous building renovations. This inadequate power supply will have significant consequences in the event of a natural disaster. A loss of power will have a drastic affect on the Department's forensic services. Loss of power will create a potential loss of access to databases, electronic evidence and potentially destroy physical evidence. There would be significant degradation of biological evidence kept in forensic evidence freezers. This would have grave consequences to the Department's ability to conduct

and maintain criminal prosecutions, particularly for more serious crimes like sexual assault and homicide.

The costs incurred since 2002 for renovations and upgrades to the 312 Main St facility have been approximately \$1.6M per year since 2002:

Inadequate forensic examination space and evidence storage at 312 Main St has been acknowledged with the anticipated construction of a new facility at 2010 Glen Dr. There is inadequate space available at 312 Main St in the area assigned to Police Stores, limiting the Department's ability to access adequate equipment in the event of an emergency. Inadequate heating and ventilation also poses risks for the health of the staff working in the 312 Main St building. Antiquated plumbing has also increased health concerns due to leaks and disruptions, and a recent report prepared by the COV on the subject found the water at VPD facilities was not up to standards set for consumption. The underground parking facility located under the Annex recently underwent a \$1M major renovation in order to deal with the effects of moisture eroding structural components of the parking garage. Prior to this renovation the parking garage was deemed to be structurally unstable and posed a critical risk to employee safety and to the VPD fleet. In addition, many areas of 312 Main St experience rodent and insect infestations, with some areas having to evacuate and fumigate on a regular (weekly) basis. Additionally, many VPD members have been treated for lead poisoning, likely from the water supply and/or antiquated ammunition and range facilities.

Of further concern is the lack of an adequate fire suppression system at 312 Main St. The discovery of asbestos in the floors and ceilings prevented installation of a proper fire suppression system. A fire of significant proportions would pose a devastating hazard to the safety of staff members. Overcrowding in the building would compound the hazards to the staff during a fire emergency. There would also be significant destruction of evidence, records and equipment.

Table 3: Future Upgrades and Maintenance Estimates

Pipe upgrades (water purity issues)	\$	1,000,000
Asbestos removal		1,000,000

Fire suppression installation	1,000,000
<i>Known Future Costs</i>	\$ 3,000,000

In all, with maintenance costs, repairs, and structural and operational renovations, over \$11M has been spent on 312 Main St since 2002 (up to the end of 2008).

2120 Cambie Street

In 1994 the VPD leased half of the building located at 2120 Cambie St from ICBC. This was intended to house the Operations Division and be a temporary relocation until a new police facility could be constructed. The building had some changes made to the floor plans to accommodate police use. However the original design of the facility did not factor in the constant use the building would be subjected to as a police facility. The buildings utilities and operational systems were not designed for police purposes. For example, the buildings two elevators were not designed for heavy use and require regular repair. The building is described as seismically tolerant but was also not built to the post disaster standards expected for police facilities. The physical security of the building was also not designed or planned to protect a secure police facility. The building has a water based fire suppression system. In the event of an intentional or unintentional initiation of the fire suppression system, there would be significant damage to the electronic equipment and environments within the facility. There would also be significant damage to the numerous paper records and documents kept within the building's various offices.

The facility at 2120 Cambie St does not have an emergency power supply. In the event of a natural or manmade disaster, there will be a loss of power to the building that will affect building security as well as access to all police databases. Without power the building's elevators will not be available which will force members to use one of the building's two stairwells. The stairwells are narrow and were not designed to allow for the simultaneous movement of individuals up and down while carrying large amounts of equipment as Patrol members are required to do. This will have a significant impact on the deployment of front line officers during an emergency, especially as they will be required to travel to the fifth floor which serves as the office and report writing area for Patrol members.

The location at 2120 Cambie St has inadequate parking spaces for police and personal vehicles of both sworn and civilian members. The facility's underground parking lot is shared with ICBC employees. This creates a significant security issue for the building. ICBC allows public access to the underground lot to facilitate its business practices. There is no means to prevent unwanted or unauthorized access to secure areas. There is limited parking available for police vehicles within the facility's underground lot. There are even fewer available spaces identified for civilian vehicles and no parking for members' personal vehicles.

This issue creates a serious threat to the health and well being of all VPD members. Patrol members are required to walk two to three blocks from 2120 Cambie St to their Patrol vehicles parked in the fleet lot at the north end of Cambie St. Along with the standard duty equipment Patrol officers carry on their person they also carry an assortment of other equipment necessary to perform their Patrol responsibilities. This equipment, weighing from 40 lbs to 70 lbs, must be carried from the Patrol office at 2120 Cambie St to the fleet parking lot. Officers must negotiate their way across a major thoroughfare and through construction areas to access the fleet lot, often in inclement weather. This exposes the officers to risk of injury due to heavy equipment carried over considerable distances through busy vehicular traffic. Increased illnesses lead to increased costs due to sick time and WorkSafe BC issues. These health risk issues are compounded as all employees are also required to park their personal vehicles several blocks from the facility. However, this issue will become moot some time following the Olympics, as the VPD will probably lose access to all of the current parking.

Since 1994, numerous renovations have occurred to accommodate increased need for work spaces. This has resulted in general overcrowding of all work areas. In the event of a serious natural or man made disaster, emergency evacuation of the facility would pose a hazard to all employees due to the overcrowding. Numerous renovations have also affected the efficient distribution of heating and air conditioning which again has an impact on employees' health and sick time. Overcrowding in the locker rooms has also created health and safety concerns. The loading and unloading of firearms at designated stations within the locker rooms creates a safety hazard in the event of an unintentional discharge. Overcrowding creates other safety hazards as

equipment and other material is stored or left unattended in hallways and common areas. In addition, crowded work spaces typically have high levels of noise, and little privacy, making it difficult for employees to conduct confidential conversations and reduce the efficiency of the work environment.

5 East 8th Avenue

The facility at 5 East 8th Avenue was purchased from the provincial government in 2000. It currently houses many of the covert operational support sections within the Department. Although it was constructed as a police facility in the 1970s, the building has no fire suppression system in place. Many of the sensitive electronic equipment and all of the numerous confidential files kept on the premises would be lost or severely damaged in the event of a fire. The emergency power supply was slated for a \$300,000 upgrading. Load tests of the emergency back up system are difficult to conduct as the sensitive equipment used in the wiretap room can not tolerate power disruptions. Loss of the wiretap capabilities, even temporarily, would have an impact on ongoing confidential and high level investigations. The building has an underground parking area for covert police vehicles only. There is limited parking available for employees' personal vehicles and much of that parking space is located at lots several blocks from the facility. This is a risk factor for all employees given the nature of the investigations conducted from that facility.

This facility already suffers from overcrowding due to necessary expansion. Lack of appropriate storage space contributes to overcrowding and poses health and safety issues.

Best Practices for Planning New Facilities

The situation for VPD facilities is critical, and new facilities must be planned for immediately. In addition to the numerous reviews and previous reports, further direction can be found by considering the experience of other police Departments as well as current best practices in constructing police facilities. In reviewing available information concerning newly constructed civic buildings, several practices were identified in a variety of North American cities. The commonality of these practices suggests that these are the standard for new civic facilities and therefore the standard upon which any future development should be compared.

SUSTAINABLE DEVELOPMENT

A widespread practice in the development and construction of new civic facilities is the implementation of sustainable development practices. Some examples of this commitment to sustainability are evident in the use of LEED certification for newly constructed facilities. LEED stands for Leader in Energy and Environmental Design. This is a building rating system that allocates points for a range of environmental design and operating systems features that implement “green” technology (City of Vancouver Corporate Climate Change Action Plan, 2004). Based on the accumulation of points, a facility can achieve four levels of LEED accreditation; basic certification, silver, gold and platinum.

In July 2004, the City of Vancouver adopted the use of LEED accreditation for the construction of new civic buildings greater than 500 square meters. New civic buildings in the City of Vancouver must achieve a LEED Gold standard. The Vancouver Police Department’s new Dog Squad facility is currently under construction and although it is under the mandatory square footage size for LEED implementation, the planned design seeks to achieve a silver LEED certification. The CoV has also implemented a recommendation that new buildings implement minimum energy saving standards identified within the LEED program in the construction of new public buildings.

There are other examples of the implementation of this building practice that suggest it is the industry standard. The City of Seattle, for example, replaced a 50-year old public safety building

which had become functionally and seismically deficient (Lynne Barker, DPDINFO, 2002). That facility was replaced with a new Justice Centre which houses the Seattle Police Headquarters and the Seattle Municipal Court (Lynne Barker, DPDINFO, 2002). The implementation of sustainable development practices and the application of LEED standards for public structures has been adopted in Canada and in the United States. In 2003, the City of Dallas, Texas, completed construction of its new police headquarters facility which was built to a silver LEED standard (Dewberry, 2006). In 2006, the Edmonton Police Service opened its new southeast station, a facility that received a gold LEED certification, the only one of its kind at that time (Journal of Commerce, 2006). In May 2007, the Village of Orland Park, Illinois opened its new police station that also received a gold LEED certification (Village of Orland Park Website, updated 2008). In December 2007, the city of St. Paul, Minnesota opened its new police station, again another facility achieving a gold LEED certification (GreenerBuildings.com, 2008). The building design of the new Port Moody Public Safety Building incorporates a number of green principles including energy efficient mechanical and electrical systems, day lighting strategies, systems controls, indoor air quality, and green building materials. The new building will also include geothermal heating and other energy saving technologies to reduce green house gas emissions. Similar to CoV requirements, most cities have minimum spatial requirements before implementing LEED standards and have varied expected LEED level of standards upon completion. Those factors are determined and guided by municipal policy.

Figure 1: Interior of Port Moody Safety Centre**Figure 2: Green Roof of Seattle Justice Centre**

NEIGHBOURHOOD REVITALIZATION

In a research document titled “*Turning Around Downtown: Twelve Steps to Revitalization*” Christopher Leinberger explains that the key to revitalizing a downtown area is a philosophy referred to as “*walkable urbanism*” (The Brookings Institution, 2005). Simply put, this philosophy advocates that the revitalization of downtown areas can be achieved by cultivating pedestrian interest, providing a sense of safety and security and by offering a variety of uses for residents, business and visitors in a progressively successful economic environment (The Brookings Institution, 2005).

Synonymous with this philosophy is the application of new methods in the development of public facilities, particularly with respect to planned economic rejuvenation of depressed areas. A current trend in public planning is locating new public facilities in an area under socio-economic distress for the purpose of encouraging new economic growth and improving public

perceptions of area suitability. There are several examples where this application was applied to the development and construction of new police buildings. In a speech to the Niagara Regional Police Service's Board, Brian McMullan, the mayor of St. Catharines, Ontario, suggested a strategy to the Board that linked the development and location of the Niagara Regional Police Service Headquarters in downtown St. Catharines as part of a larger economic revitalization project (Mayor's presentation NRPS HQ, 2007). The City of Dallas, Texas also utilized a similar approach when developing the new Dallas Police Headquarters building.

During preliminary planning of the facility, the City of Dallas identified eight goals to be achieved during the project. One of those goals was to use the capital investment in the project as leverage in encouraging re-development and economic rejuvenation of an economically depressed area (dallascityhall.com, 2003). The Dallas project identified an area of the city that had suffered from steady economic decline. The area had been a thriving commercial and residential neighbourhood until a number of environmental changes provoked the movement of businesses and residents from the area. After the relocation of a major regional employer and the loss of jobs for neighbourhood residents, the neighbourhood embarked on a steady decline (allbusiness.com, 2004). Since the completion of the new Dallas Police Headquarters project there have been indications of successful revitalization which include a reduction in crime (allbusiness.com, 2004).

Figure 3: Dallas PD Location Before



Figure 4: Dallas PD Location Before



Figure 5: Dallas PD Location After



In comparison, there are areas of Vancouver, such as the Downtown Eastside, that have experienced similar turmoil. This recognition may serve as a guiding principle in determining the optimal location for a new facility or facilities.

CO-LOCATION OF SERVICES

Many new public facilities projects have incorporated the concept of co-location of multiple services in an effort to maximize funding and provide efficient delivery of service. Co-location development projects could include the combination of public services with related private businesses or local community services and amenities. An example of such a project would be the new police station in St Paul, Minnesota which when constructed included dedicated space for community meetings (greenerbuildings.com, 2008). The Kingston Police Headquarters, also recently constructed, included dedicated community space in that facility (MCW Consultants, 2008). The Seattle Justice Center, completed in 2002, included the Seattle Municipal Courts as well as the Seattle Police Headquarters (Lynne Barker, DPDInfo, 2002). The recently completed Temple Police headquarters, in Temple, Texas, included an 1800 square foot community room. This was added to the project to assist the Temple Police Department in building a “*closer relationship*” with the public (The Police Chief, 2008). Closer to home, in 2008 the Toronto Metropolitan Police Service recently completed construction of the #43 Division police facility. That facility also incorporated Emergency Medical Services (Toronto Facilities and Design, New Building Case Study, 2007).

Port Moody is also in the final stages of constructing their new three-storey (3,800 square meters), \$8.2M public safety building. Designed to post-disaster seismic standards, the building houses the Port Moody Police Department and the City's emergency operation centre in addition to the Canadian Pacific Railway Police. The third floor of the building will also serve the City in the event of a natural disaster. After the completion of Phase One, the old building will be demolished to make way for Phase 2, which will include the new four-bay BC Ambulance station for Port Moody.

Figure 6: Port Moody Safety Centre



Figure 7: Dallas PD HQ



Figure 8: Seattle Justice Centre



These examples should offer some options for consideration for any future police headquarters facility. Other opportunities could be realized by co-locating those public services required by the community.

REPLACEMENT OF AGED FACILITIES

Departmental growth and expansion also provide the motivation to develop and construct new police facilities. Issues concerning workplace safety, facility structural integrity and modernization are all factors in that process. Improvements to building codes, construction techniques and building materials contribute to the development of improved facilities. Other issues such as improved technology, advances in law enforcement techniques, changes to law and law enforcement procedures, increased levels for service and population growth also serve to promote change and development in police facilities. Many of those issues were paramount in the recent development and construction of the new Palo Alto Police Department facility in Palo Alto California. Several factors including the facility's age, safety of the employees, operational efficiency, emergency preparedness and the Department's relationship with the community were vital to the development of that new facility (Police Building Project Blue Ribbon Task Force, 2006).

These practices are current in the public sector throughout North America and have become common strategies in the development of new public facilities. They are consistent with societal changes towards the implementation of "green" technologies and efficient fiscal responsibility with public funds. Their benefits include improved public and professional image, improved relationship with the community and operational and financial efficiency. Combined, these benefits contribute to achieving an overall enhanced delivery of service and allow for a greater communal contribution.

VPD Facilities Needs Assessment

Although numerous internal reviews had been conducted on the conditions of the current VPD facilities, a comprehensive review of what would be required to adequately address both the current and long-term needs of the VPD was lacking. Without such an independent and objective review, the VPD was not in a position to confidently comment on what an ideal facility or facilities would be, how big they would need to be, and what design elements would be necessary to allow for growth and efficiency now and into the future. Acknowledging this important step, the VPD requested that Council approve funding for a consultant to advise on these matters and provide this crucial piece of information before embarking on future planning.

In December of 2008, a Request for Proposals was released in order to secure consulting services for a functional programming study for VPD replacement facility or facilities. In all, seven proposals were received. Of these, four were shortlisted following an objective review of each proposal by the Planning, Research & Audit Section, Deputy Chief Constable Bob Rolls, as well as a private consultant hired by the VPD. The four remaining proposals were presented formally to the selection committee comprised of VPD and COV representatives. Ultimately, the firm HOK was chosen as the successful firm and the contract was finalized. Due to the extremely short timeline associated with the project, the HOK consultants work began shortly after the contract was finalized.

The methodology involved in assessing the current and future needs of the Department involved a three-stage process, including data collection through focus groups and questionnaires, site visits to comparable US police departments, and best practices research. The focus groups commenced in March of 2009, and were held with representatives from each Section of the Department. The discussions centred around confirming current staffing levels, determining optimal adjacencies, cataloguing special equipment and/or furniture needs, as well as any specialized renovations or facility needs. Following the focus groups, questionnaires were distributed to all staff requesting their specific input on their individual workspaces and the functioning of their Section and/or Unit (if applicable). This information, along with the

Consultants' knowledge of best practices in police building planning, was used to inform the space needs assessment for each Unit and Section within the VPD.

The first draft of the space needs assessment was distributed to Managers in each Section and/or Unit to confirm the information was correct and the proper amount of space had been allotted. Following numerous reviews and modifications, the final space program accounted for every position and function within the Department, and laid out the exact needs of each Section and Unit over its 100 pages.

The second phase of the HOK Consulting Agreement involved a blocking and stacking exercise, which would produce mock-ups of what the new facilities would look like, based on the agreed-to space standards and final space program. To assist with this planning, HOK, along with members of the VPD and COV Facilities Steering Committee, Working Group and the private consultant, toured some new police facilities in the US which were identified as best practices for new development. These included Santa Ana, Los Angeles, Seattle and Dallas Police. This tour provided extremely valuable information on their lessons learned in new facility construction, and allowed all participants to better visualize efficient workspaces and how design could be best utilized for optimal functioning of the police service.

SPACE STANDARDS AND AGREEMENT

The VPD is currently housed in three facilities totalling just under 300,000 SF: 2120 Cambie St. (86,000 sq. ft.), 312-324 Main St and the Cordova St. Annex (146,000 sq. ft.), and 5 East 8th Avenue (65,000 sq. ft.). Initially the HOK space estimate advised that the Department seek space of approximately double our current figure, in recognition of the extremely cramped current conditions and the necessity of providing opportunities for expansion into the future. Ultimately, the Consultants did recommend that the VPD maintain two facilities – one Headquarters to house the majority of operations, and one South Patrol which would function as both a secondary deployment location for Districts further out from the Headquarters, as well as an Emergency Operations Centre which would function as both the operations centre for major events and a backup command centre in the event of an emergency. This secondary centre

would therefore provide backup in the event that Headquarters was compromised in either a man-made or natural disaster.

The final space program was presented to the joint COV/VPD Facilities Steering Committee to gain consensus before moving on with the blocking and stacking exercise. Due to considerations of fiscal pressures and current budgetary limitations, the Steering Committee recommended that reductions be sought in the overall size of the buildings in the magnitude of approximately 10 percent. Following this direction, HOK was able to reduce the total square footage by this amount by reducing office sizes (2 percent reduction), gross up (5 percent reduction), and building circulation (3 percent reduction). This produced a total necessary square footage (for both a Headquarters and South Patrol facility) of just over 500,000 SF. This figure allows for the projected Departmental growth, and would accommodate the VPD well into 2039.

HOK also provided some initial cost estimates for constructing these facilities; however, these costs are heavily dependent upon when construction would actually commence.

Strategic Planning Going Forward

There are numerous options going forward for the City and the VPD to accomplish the goal of constructing new facilities. One option is to rebuild on the current site at 312 Main Street. This has benefits in terms of cost effectiveness (as the City already owns the land); this would also be a historical link to the Department's past and a preservation of part of the city's history. Inclusion of the façade for the Police Museum should also be considered. However, the footprint on this site is limited and could not accommodate the size of Headquarters envisioned by HOK. Therefore, other more optimal parcels of land may be identified for the Headquarters building near the current 312 location. Some of the benefits attributed with maintaining the 312 site, such as the proximity to the jail and the courthouse and the presence of police, could be realized if a different site was chosen in relatively close proximity to the original 312 site.

Along with the consideration of a new Headquarters and the closure of 312 Main St is the closure of 2120 Cambie St and the purchase or construction of another building in the city's southern half to serve as the South Patrol station as outlined by HOK. This building would accommodate the Patrol South Command only, as it is also recognized that another core aspect of quality policing is the ability to respond quickly to the public when required. If these two facilities were to be built according to HOK's design and specifications, then the 5 East 8th Avenue building could be returned to the CoV for sale or lease and used to offset some of the costs of the facility construction.

The actual identification of optimal land parcels and locations for these facilities would be done over time with the COV's Real Estate Services department, and would need to take numerous opportunities and considerations into account before making a decision. Regardless of what location or locations are selected, the most immediate recognition is that the situation for staff at all VPD locations, and particularly 312 Main St, must be addressed even as a temporary measure pending location decisions and funding approval. As the funding, planning, design and construction of the new facility or facilities would necessitate a significant amount of time to complete (likely at least five to six years), a temporary location would need to be identified to house the VPD staff, particularly at 312 Main St., where facility concerns are critical.

Details of Transition Strategy

Strategic Direction from Senior Executive

In May of 2009, an unprecedented opportunity presented itself for the VPD to move into a temporary location pending approval of construction of new facilities. Two City-owned buildings located at 3585 Graveley Street near East 1st Avenue and Boundary Road, currently occupied by the Vancouver (Olympic) Organizing Committee (VANOC), are scheduled to become available for new renters at the conclusion of the Vancouver 2010 Olympic Games. A move to this interim facility would both mitigate many of the current risks of staff being stationed in an operationally unsafe building and would be seen as a cost-effective move as the COV is the current owner of the facilities. Specifically, this facility is envisioned to be used to help vacate 312 Main Street in order to alleviate health and safety concerns, and open up possibilities for sale or rebuilding on the site.

The space at VANOC that would be available for the VPD to occupy was estimated at approximately 230,000 square feet. Both buildings have ample meeting rooms and common areas, and with an open floor plan, could be modified to suit VPD's needs without significant renovations in many areas. This building has been renovated to LEED standards, and has solid security and IT systems in place that can be easily modified and/or built upon to reach VPD and City standards.

In anticipation of this possible move, the Senior Executive established a strategic plan and vision of how the VPD would operate from the new location. While it is clear that not all Sections and Units would be able to transition at the VANOC facilities, the strategic vision for the VPD has provided guidance for the optimal division of Sections along operational lines. Whereas the 312 Main Street facility was a mix of Operations, Administrative and Investigative Sections, the vision aims to move the majority of Investigative and Administrative sections to VANOC while maintaining the Sections and Units that are Patrol-based operations at 2120 Cambie Street.

Many of the Administrative and Investigative Units currently located at 2120 Cambie Street would also be transitioned to the VANOC site to free up space for the Patrol-based Sections

moving into the building. Savings will also be generated by relinquishing the covert building at 5 East 8th Street and moving the Sections and Units within to either the VANOC or 2120 Cambie Street facilities. While 312 Main Street is set to be eventually relinquished as well, the current vision is set to maintain a small Patrol based function as well as the Property Office from this location in an effort to maintain a presence in the Downtown Eastside and avoid the unnecessary expenditures associated with moving the Property Office.

While the proposed section specific location changes will be presented in detail in a subsequent section of this report, the guiding vision for the VPD can be summarized as the following:

1. Vacate 312 Main Street, except for:
 - a. Beat Enforcement Teams
 - b. Station NCO/Report Writing Room
 - c. Property Office
2. Vacate 5 East 8th and relocate to VANOC and/or 2120 Cambie Street
3. Maintain 2120 Cambie Street as an operational building that will house uniform/front line Sections
4. Transition all Investigative and Administrative functions to VANOC, except for the following which will stay at 2120 Cambie:
 - a. Public Affairs
 - b. Training and Recruiting Section
 - c. Office of the Chief Constable

Transition Planning Process

A team of VPD staff (Facilities Transition Team) was assembled to provide overall support and direction from the strategic phase. While the ultimate goal of this Team was to execute Senior Management's vision of planning a move of all Investigative and Administrative personnel to VANOC, the supporting objectives are three-fold:

1. Collect specific operational and functional information from all Sections of the department regarding specialized equipment and processes that require consideration in planning the transition to a new facility and that likely have an impact on move cost estimates;
2. Strategically plan the optimal placement of Sections in VANOC or 2120 Cambie St.
3. Solicit manager buy-in for the proposed move to VANOC.
4. Work with City of Vancouver staff to prepare rational cost estimates on moving part of the VPD facilities VANOC and to summarize these findings in a report to council.

As the VANOC facilities were initially designed for the purposes of an information technology firm, the current spaces were anticipated to require renovation to accommodate all the necessities of a policing operation. While the VPD already possessed considerable information on the space and facility needs of each Section from the focus groups guided by the HOK space plan, it was decided that a second series of focus groups should be held for two reasons. Firstly, the overall direction of the transition to VANOC is different from the ultimate goals of the HOK focus groups; while the HOK focus groups sought to collect information that would guide the creation of a purpose-built police facility that would meet the needs and requirements of each Section of the Department 30 years into the future, the VANOC transition seeks to place all Sections within a finite amount of existing space and attempt to ensure it is operationally viable for between five to seven years. While attempts were made to follow the HOK recommendations where possible, existing space constraints inhibited Sections from receiving the amount of space allotted in the HOK space assessment study, and cost efficiency and short-term adequacy was deemed most important in planning the spaces. The differences between the *optimal* (HOK) program and the *adequate* (VANOC) plans were described to Managers.

Secondly, as the VANOC transition report was set to focus primarily on the cost associated with moving, the Facilities Transition Team deemed it necessary to meet with Section representatives to ensure that no significant items contributing to costs were overlooked. Specifically, information was collected on the exact needs of each Section including the general operations of each underlying Unit, equipment and supply requirements, renovation requirements and move specific information.

The information collected during the facilities transition focus group phase was used to guide the second phase of the move planning. The fundamental needs and requirements of each Section were used as guiding principles in the space allocation planning phase. The Facilities Transition Team obtained AutoCAD drawings of the floor plans of the VANOC and 2120 Cambie Street buildings and began the process of allocating space within the two locations based on the information provided during the focus groups. Where possible, the Facilities Transition Team attempted to use existing spaces within the buildings to reduce the total costs associated with the move. For instance, it was cost effective to locate the Emergency and Operational Planning Section within the perimeters of the existing VANOC operational centre as anti-static flooring and specific infrastructure was already in place to accommodate the requirements of the Section. Considerations were also made, where possible, to ensure that Sections and Units that operate contiguously remained in close proximity to one another. Cost was also considered in terms of large-scale renovations which would impact HVAC and other structural elements.

Once the Facilities Transition Team had finished the space planning for the possible transition to VANOC, meetings were arranged with the managers to solicit their feedback on the proposed space allocations and to ensure that all of the necessary information collected during the focus group phase was taken into account. Managers were presented with a schematic of the space allocated to their section as well as a copy of the plans for the entire floor on which their Section is located. While unit specific design layouts were outlined on the plans, managers were informed that these layouts were necessary only to functionally assess whether their Section would be suitable for the area and to estimate costs of renovations; actual interior design layouts would occur when and if Council approves the transition and move consultants have been obtained to oversee the process. This phase was integral for identifying factors missed during the

initial design phase. After a series of reviews and revisions to the preliminary space designs, all managers signed off on the spaces allotted to their Sections.

While preliminary space plans were being prepared by the Facilities Transition Team, information was constantly being provided to a team of individuals in the COV's Facilities Planning Section tasked with the ultimate establishment of cost estimates associated with the move. Guidance and efforts from the COV's Facilities Planning Section has been integral for creating valid, well-supported cost estimates in relation to the transition. The location of Sections within the VANOC and 2120 facilities was essential in connecting renovation costs with the spaces. Any specialty equipment and operations specific to policing were explained in detail to the Facilities Planners to ensure that all of the foreseeable needs were taken into account.

Cost of the Transition

SUMMARY

Before going to Council requesting support for such a large-scale transition, the Facilities Transition Team recognized that a general estimate of the costs involved in such an endeavour had to be calculated. Although much of the strategic planning had been done in-house by the VPD, the actual costing of renovations and moving expenses required additional expertise. Therefore, members of the Facilities Design & Management department of the COV were enlisted to provide their expert guidance on detailing the costs involved with the strategic plan of the VPD. Again, the paramount consideration was cost efficiency, as this was only a temporary transition and not intended as a permanent home for the VPD into the future. In addition, the existing VANOC space was optimized to limit the number of renovations wherever possible

RENOVATION SUMMARY

All areas of VANOC required a certain amount of renovation, as even those Sections and/or Units which were considered ‘plug and play’ required Unit separation with walls and security access, as well as desk configuration and some office construction for sergeants and managers. The VPD Facilities Transition Team aimed to keep costs down wherever possible, while still keeping the building functional and operationally sound. Numerous compromises were decided upon, such as the use of high partition walls instead of solid construction walls for many Sections that did not have top-level security concerns. Only those Sections which were deemed as highly sensitive would receive hard floor to ceiling walls, as the construction of these walls would necessitate HVAC (heating, ventilation, air conditioning) modifications to stabilize air flow throughout the remaining spaces. These high partitions were also used to separate Units within an open floor plan structure, again, to avoid the high cost associated with building hard/full height walls. These partition walls would be high enough to allow for privacy, but would cost far less and still allow air flow and light permeability throughout the floor. These partitions were also chosen for their cost effectiveness in constructing many sergeants’ offices. While most offices were used ‘as is, and where is’, several had to be built for sergeants and

managers in each Unit to recognize their supervisory responsibilities. Again, rather than incur the substantial cost of building hard-walled offices, the team decided an appropriate compromise would be to build high-partition offices which would not necessitate HVAC or lighting changes or expensive construction. The team, while recognizing this would not be an ideal long-term solution, felt this was a reasonable compromise given the intended shorter-term nature of this move.

Other cost saving measures included the overall strategic placement of Units within the building(s). As aforementioned, attempts were made to make use of all existing offices to avoid costly construction of new offices. This allowed each Unit and Section to take full advantage of the infrastructure already available in the VANOC building, and assisted in keeping renovations to a minimum wherever possible.

Although cost savings were sought wherever possible, there were items involved in the renovation which were unavoidable. In particular, the renovation and construction of the Forensic labs were considered a significant undertaking due to the biological and legal requirements for security, containment, ventilation, and access. While much of the equipment for the Forensic labs would be re-located from 312 Main St., the actual dismantling and moving of these pieces of equipment will be expensive and time consuming. Another significant cost was the lockers that require to be purchased and installed for use in VANOC. The current lockers at 312 Main St were deemed irretrievable, as their significant age and deteriorated state renders any physical move impossible. Therefore, it will be necessary to purchase new lockers for all employees at VANOC, with the intention of moving them to the new purpose built facility when completed. Although a significant cost, it would not be a loss as the lockers would be used for many years into the future and would not require replacement for some time.

The total cost associated with transitioning the VPD to the facilities currently occupied by VANOC is estimated at approximately \$15.3 million.

Final Comments

The proposal to move a significant portion of VPD operations out to VANOC is a significant undertaking, with substantial costs associated. After examining all the costs and benefits associated with such a move, the VPD Executive determined that it has become absolutely critical to move staff out of 312 Main St as soon as possible due to the numerous health, safety, overcrowding and efficiency concerns. The design and construction of a new purpose-built facility is absolutely necessary for the VPD going forward; however, such an endeavour would take five to six years to complete before staff were actually operational in such a facility. This delay, coupled with ongoing maintenance, infrastructure, criminal evidence/records and liability concerns at 312 Main Street make a temporary relocation of police resources a viable option. The opportunity to utilize VANOC for this purpose is an ideal situation, as it is one of the rare City-owned facilities that would be large enough to house operations on a temporary basis. Although the costs associated with such a move are significant, this would alleviate the countless issues associated to remaining at 312 Main St., avoid continual and costly repairs and maintenance, and ensure a more effective and efficient work environment for everyone at the VPD. This move would also allow sufficient time for exploring and securing a new (more optimal) site for the future VPD facility(ies), and the examination of funding formulas to ensure the success of the project. This move is deemed absolutely necessary for the continued functioning of the Department, the well-being of its staff, and in the interests of efficient use of police resources.

PLANNING, RESEARCH & AUDIT

VPD FACILITIES

STRATEGIC PLANNING & TRANSITION COSTING

JANUARY 11, 2010



VANCOUVER POLICE DEPARTMENT
Beyond the Call

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