

# CAPITAL PROFILE REPORT

PROFILE NAME: **NORTHWEST CAMPUS**  
 PROFILE NUMBER: **12-60-1376**  
 DEPARTMENT: **Boards and Commissions**  
 LEAD BRANCH: **Police Service**  
 PROGRAM NAME:  
 PARTNER: **Infrastructure Delivery**  
 BUDGET CYCLE: **2009-2011**

**FUNDED**

PROFILE STAGE:	Approved
PROFILE TYPE:	Standalone
LEAD MANAGER:	CAO Linda Revell
PARTNER MANAGER:	Jorge Castellanos
ESTIMATED START:	January, 2012
ESTIMATED COMPLETION:	March, 2019

Service Category: **Public Safety** Major Initiative:

<b>GROWTH</b>	<b>RENEWAL</b>	PREVIOUSLY APPROVED:	104,382
100		BUDGET REQUEST:	-
		TOTAL PROFILE BUDGET:	104,382

## PROFILE DESCRIPTION

The Northwest Campus project encompasses the design and construction of a single facility to house a new Arrest Processing Facility and a Training Centre in conjunction with a new Northwest Division Station. These facilities will be designed to maximize common areas and economies of scale to provide needed facilities. The Training Centre will also provide recruit and on-going mandatory and elective training for the EPS.

The campus would house approximately 250 staff members and provide training space for all EPS staff and up to 70 detainee cells. The Training Centre would also be available for other City and outside agency training needs. Community use would be factored into the design.

Previously approved 07-60-1375 North West Division Station for land and design is included as part of this profile.

See section on "Changes to Approved Profile" for details on approved and proposed change requests.

## PROFILE BACKGROUND

Facilities are often referred to as the "bricks and mortar" infrastructure that supports the operational responsibilities of any organization. Over time, best practice methodologies have been applied to assess the condition, capacity and functionality of facilities.

Capacity and functionality are not the only conditions that the EPS must look at when reviewing its space and facility needs. Advances in technology, building HVAC (heating, ventilation and air conditioning) systems and security have infringed on working space, reducing the effective area available for operational and support functions. At the same time, office space has had to accommodate larger furniture that is more ergonomically suitable and able to position computers and other technology needs for staff use. Increasingly, Occupational Health and Safety concerns related to the workplace play a critical role in the use of existing space and in the planning for new space.

## PROFILE JUSTIFICATION

Each individual facility is required to address critical needs of the EPS:

A. Northwest Division Station is required based on projected workload to efficiently deploy patrol members, strengthen ownership of territory and make more time available for proactive police work.

B. A new Arrest Processing Facility will replace the existing facility located in EPS Headquarters:

\*The current facility constructed to hold 23 people including staff. The number of detainees is regularly over 35 currently.

\* Detainees frequently held three or more to a cell leading to severe personal security, health and Charter issues, for officers and detainees.

C. A new Training Centre includes:

\* Centralization of all staff and equipment in one place for better efficiencies than separate areas. The current recruit training centre lease will expire in 2016.

\* Increased emphasis on training to meet provincial standards, investigative quality and mitigate civil litigation against the EPS.

## STRATEGIC ALIGNMENT

Considering the North West Campus as a single entity and its connection to the "Ways":

\*The Way We Live – Increased efficiency supporting a safe city;

\*The Way We Green – Increased efficiency of facility operations and smaller overall footprint.

## ALTERNATIVES CONSIDERED

The EPS considered originally three separate facilities to meet the distinct needs of each. Based on feedback from the Strategic Facilities Plan and to achieve efficiencies and reduce overall costs, the project was approved to proceed as a campus.

## COST BENEFITS

Initial cost estimates were at a conceptual level and were considered to be +/- 50% accurate.

In reviewing the initial size estimates and expected costs with Buildings Design and Construction at the time, significant savings were expected from combining all the facilities. Overall expected savings were anticipated to be the equivalent of the cost of constructing a single standalone facility.

# CAPITAL PROFILE REPORT

## KEY RISKS & MITIGATING STRATEGY

High Risk: Failure to protect the health, safety and security of EPS members or members of the public through the consistent provision of adequate facilities.

## RESOURCES

All City of Edmonton policies and procedures will be followed for this profile. The EPS will work closely with Project Management and Maintenance Services throughout design and construction.

## CONCLUSIONS AND RECOMMENDATIONS

On completion of three separate business cases (attached), the EPS quickly realized that these individual facilities would be expensive to build and moving forward with three separate facility requests would not be an efficient use of tax dollars.

## CHANGES TO APPROVED PROFILE

Since the original approval, detailed space planning has increased the accuracy of estimates to a +/- 20% accuracy level. This planning revealed that the original square footage estimates were significantly lower than requirements.

Functional changes within the EPS moved the Detainee Management Unit to the newly created Investigation Management and Approval Centre (IMAC). As this area built their processes, adjacency of the detainee function and the resulting court and investigative documents became closely integrated. Consistent support for the detainee management function was provided through close physical proximity of the other areas. It was determined that physical adjacency would be required between the functions continuing into the future adding to the overall square footage requirements.

In addition, the land originally identified for the campus was no longer available resulting in delays while a new parcel was located and the appropriate plans and zoning were completed. This parcel is in Goodridge Corners and adjacent to the new Remand Centre making it an ideal site but also a more expensive one. This added \$2.75 million to the project.

The overall size increase and inflationary costs due to the delay of the project and the addition of the remainder of the IMAC functional area totaled \$25.405 million dollars. At the July 16, 2014 City Council Meeting an additional \$8.2 million in funding was approved by City Council to be added to this project. This funding was the result of deferred financing changes for this project as it is being funded through Tax Supported Debt.

The remaining \$17.205 million for construction increases is proposed to be approved in the 2015-18 Capital Budget. One package for \$9.31 million for the Detainee Management facility and a second package for \$7.895 million to construct the IMAC facility are proposed for Tax-Supported Debt financing.

Nov 29, 2016 Council Minutes Item 6.2: 1. That the budgeted completion date for the Northwest Police Campus (12-60-1376) identified in Attachment 2 of the November 29, 2016, Financial and Corporate Services report CR\_3330, be changed from December 31, 2017, to March 31, 2019.

2019 Spring SCBA (#2.3-1): \$790K - Project costs are higher than planned mainly due to a higher overhead rate than was originally considered in the initial project estimate.

2019 Fall SCBA (3.7.12): Percent for Art transfers from the Police Capital budget to the Police Operating budget as Pay-As-You-Go.

2020 Spring SCBA (#20-11, BM-76) Funding for the extended network coverage installation at the Northwest Campus was originally budgeted within Northwest Campus capital profile. Transfer from Northwest Campus to Public Safety Radio Network required to account for all the costs related to extended network coverage within the Public Safety Radio Network profile. This is an administrative adjustment between existing capital profiles less than \$2.0 million, zero net change to the 2019-2022 approved capital budget and no scope changes to these two capital profiles.

2020 May 11 (#20-16, CR\_8260): \$8M additional funding for the complete replacement of the roof at NW Campus.

2024 Spring SCBA (#24-10, 7.3-13): This recosting adjustment is to release (\$12,815,000) Pay-As-You-Go and (\$2,278,271) Tax-Supported Debt from capital profile "12-60-1376 Northwest Campus" since the roof replacement is now complete and the legal settlement has been resolved.

# CAPITAL PROFILE REPORT

PROFILE NAME: **Northwest Campus**  
 PROFILE NUMBER: **12-60-1376**  
 BRANCH: **Police Service**

**FUNDED**  
 PROFILE TYPE: **Standalone**

### CAPITAL BUDGET AND FUNDING SOURCES (000's)

	Prior Years	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
<b>APPROVED BUDGET</b>												
Approved Budget												
Original Budget Approved	81,455	-	-	-	-	-	-	-	-	-	-	81,455
2012 CBS Budget Adjustment	-11,173	-	-	-	-	-	-	-	-	-	-	-11,173
2013 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2013 CBS Budget Adjustment	11,173	-	-	-	-	-	-	-	-	-	-	11,173
2014 Cap Budget Request for Next Cycle	17,205	-	-	-	-	-	-	-	-	-	-	17,205
2014 Cap Capital Budget Adj (one-off)	8,200	-	-	-	-	-	-	-	-	-	-	8,200
2014 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2015 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2016 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2017 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2018 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2019 Cap Council	190	-	-	-	-	-	-	-	-	-	-	190
2019 Cap Capital Budget Adj (one-off)	4,600	-	-	-	-	-	-	-	-	-	-	4,600
2019 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2020 Cap Administrative	-175	-	-	-	-	-	-	-	-	-	-	-175
2020 Cap Capital Budget Adj (one-off)	8,000	-	-	-	-	-	-	-	-	-	-	8,000
2020 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2021 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2022 Cap Carry Forward	-	-	-	-	-	-	-	-	-	-	-	-
2023 Cap Carry Forward	-1,129	1,129	-	-	-	-	-	-	-	-	-	-
2024 Cap Council	-	-15,093	-	-	-	-	-	-	-	-	-	-15,093
<b>Current Approved Budget</b>	<b>118,346</b>	<b>-13,964</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,382</b>
<b>Approved Funding Sources</b>												
Pay-As-You-Go	12,815	-12,815	-	-	-	-	-	-	-	-	-	-
Tax-Supported Debt	105,531	-1,149	-	-	-	-	-	-	-	-	-	104,382
<b>Current Approved Funding Sources</b>	<b>118,346</b>	<b>-13,964</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,382</b>

BUDGET REQUEST	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
Budget Request	-	-	-	-	-	-	-	-	-	-	-

REVISED BUDGET (IF APPROVED)	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
Revised Budget (if Approved)	118,346	-13,964	-	-	-	-	-	-	-	-	104,382
<b>Requested Funding Source</b>											
Pay-As-You-Go	12,815	-12,815	-	-	-	-	-	-	-	-	-
Tax-Supported Debt	105,531	-1,149	-	-	-	-	-	-	-	-	104,382
<b>Requested Funding Source</b>	<b>118,346</b>	<b>-13,964</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,382</b>

### CAPITAL BUDGET BY ACTIVITY TYPE (000's)

REVISED BUDGET (IF APPROVED)	Activity Type	Prior Years	2024	2025	2026	2027	2028	2029	2030	2031	2032	Beyond 2032	Total
	Construction	37,491	-13,964	-	-	-	-	-	-	-	-	-	23,527
	Other Costs	80,855	-	-	-	-	-	-	-	-	-	-	80,855
	<b>Total</b>	<b>118,346</b>	<b>-13,964</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104,382</b>

### OPERATING IMPACT OF CAPITAL

Type of Impact:

Branch:	2016				2017				2018				2019				
	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	Rev	Exp	Net	FTE	
Police Service	-	-	-	29.0	-	-	-	17.0	-	-	-	-	-	-	-	-	-
<b>Total Operating Impact</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>