

Project Charter

1.0 Project Identification

Name of Project:	Police Services Facility Review - To develop a business case that analyzes the current and future needs of the Owen Sound Police Service in order to determine if the current facility can be refurbished to meet those needs or if a new purpose-built solution is a more workable and cost-efficient solution.
Sponsor: (Accountable)	TBD
Project Manager: (Responsible)	TBD
Project Team Members: (Responsible or Consult)	Tentative list: • Chief of Police • City Manager • Manager of Corporate Services (City)
Approved Budget:	Proposed funding sources: • Development Charges from City \$ 35,000 • Building Maintenance Reserve (City) \$ 35,000 • Police Board Reserves \$ 35,000

2.0 Business Need

It is estimated that it has been over 20 years since the police service moved from its location on 3rd Avenue East to 922 2nd Avenue West, the site of the previous Co-operators' building that had been purchased by the city. This building was constructed in 1969/1970 to meet the needs of an insurance company. Major renovations were completed in approximately 2008 and a northern addition (cell blocks) were completed in 2010.

It is estimated that approximately \$6 Million was spent on refurbishing the building to service the needs of the police service. It is also estimated there were approximately 30 officers and 40 civilian staff for a total of 70 at that time.

The Police Service Act was the legislation in effect at that time.

As of June of 2026, there are 43 officers including part-time and approximately 60 civilian staff for a total of 103. The needs of the Owen Sound Police Service and policing for the city have outgrown the current facility configuration.

The police service is now subject to additional legislative requirements;

- The Community Safety and Policing Act 2019
- O. Reg. 392/23: Adequate and Effective Policing
- The Occupational Health and Safety Act
- The Accessibility for Ontarians with Disabilities Act 2005 (AODA).
- Ontario Building Code (OBC) 2020, including amendments
- Policing Standards Manual (2004)

The Owen Sound Police Association's Health and Safety Committee have identified a number of issues as it relates to the health and safety of people working and entering this building on a 24/7 basis.

In June 2024, McIntosh Perry completed a building condition assessment and identified a number of deficiencies. Their visual review of the property found the development to be in fair condition and adequately maintained though there were significant issues to be addressed in the immediate and short term due to component aging and conditions. This report may require some updating.

As a first step, the project will engage a recognized, experienced consulting firm to prepare a space needs assessment for the Owen Sound Police Service as has been done with similar projects throughout the province.

It is anticipated the space needs assessment will cost approximately \$100,000 and identify a number of areas that will require serious consideration, such as:

- Existing building space constraints due to increased staffing and operational demands.
- Changes in policing practices and legislative requirements since original construction, including:
 - Major Case Management requirements
 - Dedicated interviewing/interview room needs (currently inadequate)
 - Cell block functionality
 - Video review and digital evidence requirements
- Possibly mandated expansion of body-worn camera program and disclosure obligations
 - Potential disclosure process requires approximately two full-time staff resources
- Proper locker and change rooms for a growing diverse staff
- Locker storage no longer accommodates required officer equipment
- Parking capacity is insufficient
- Increased training requirements including:
 - Dedicated training space
 - Potential virtual reality training environments
- Desire to consolidate staff and operational functions into one location where feasible
- Front counter accessibility does not comply with AODA desk
- Access to ground level public/meeting space
- Lack of physical office space for officers and civilians to do their jobs effectively

3.0 Project Objectives (Purpose)

The purpose of this project is to obtain an objective third party evaluation of the current and future needs of the Owen Sound Police Service as it relates to space for staffing and the compliance obligations with which the city must comply under the numerous acts and provincial legislation.

- It will examine the opportunities to refurbish the existing facility, acquire adjacent property and add on, or build new
- Consider the option of a shared space with another emergency response service
- Explore the availability of surplus lands within Owen Sound for a new facility, if required
- Resolve the health and safety concerns within the current facility

The population of Owen Sound is projected to grow with the addition of at least two major apartment projects completing in 2027 and the police service needs to plan to service this anticipated increase in population as well as the projected growth in the surrounding areas.

As our streets and downtown become more utilized it is the obligation and a priority of OSPS to maintain the safety and security of those living in and visiting our city.

4.0 Project Scope

Deliverables:

A report to the Facility Working Group (Project Team) that outlines the cost/benefits of renovating the current location and additional space requirements, other possible options and if not feasible, move forward with a new build.

Activities:

- Prepare Request for Proposal (RFP)
- Obtain quote from consulting company to perform a space needs assessment
- Consulting company to complete space needs assessment
- Determine refurbishing costs based on space needs assessment
- Update costs on McIntosh Perry's building condition assessment from June 2024
- Identify possible areas to expand based on current location
- Analyze the potential impact on the overall health and safety of staff
- Identify the logistic other services have experienced that have refurbished their existing facilities while continuing day to day operations.

Key Constraints: Budget, timing

Assumptions:

- Space needs assessment will be completed in November 2026
- Costing is time sensitive to be included in 2027 budget
- Support of city council

4.0 Project Scope

Dependencies:

Completion of a space needs assessment, costing, and updated building condition assessment costs will inform the police board and council of the opportunities/options available to them.

5.0 Stakeholders

Name	Consult or Inform
City Council	Consult and Inform
Police Chief	Consult and Inform
Police Board	Consult and Inform
OSPA and SOA	Consult and Inform
City Staff	Consult and Inform
Chief Building Official for Owen Sound	Consult and Inform
County CAO	Consult and Inform
Grey-Bruce Community Safety and Well-Being Plan (CSWBP)	Consult and Inform

6.0 High Level Deliverables / Milestone Dates

Item	Deliverables / Milestones	Dates
1.	Space Needs Assessment (Consultant: TBD)	November 2026
2.	Updated Cost related to Building Condition Report	TBD
3.	Research others that have refurbished	TBD
4.	Analysis of the potential impact on overall health and safety of staff and those accessing the building	TBD

7.0 Risks

Severity	Description	Mitigation Tactic
High	Condition of station and work area attracts audit from Inspectorate of Policing	TBD
High	Lack of funding to proceed with project	TBD
High	Lack of support from council	TBD
High	Not meeting legislative requirements	TBD

8.0 Key Results for Success (Must Be Measurable or Quantifiable)

Once the final consultant report is completed, deliver a comprehensive report and presentation to council that outlines each of the requirements above and includes recommendations for next steps following the results of the space needs assessment and costings. This would include a business case, outlining projected capital costs, potential site options, and a multi-year funding strategy will be formally presented to council for debate during subsequent budget cycles.