

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
LA COMMISSION DE SERVICE DE POLICE D'OTTAWA**

29 September 2025 / 29 septembre 2025

Submitted by / Soumis par:

Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa

Contact Person / Personne ressource:

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SUBJECT: NEW PROFESSIONAL DEVELOPMENT CENTER FACILITY

**OBJET: NOUVELLE INSTALLATION DU CENTRE DE DÉVELOPPEMENT
PROFESSIONNEL**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board approve:

- 1. The advancement of the Professional Development Center (PDC) Capital Project, as identified in the Facilities Strategic Plan (FSP), to be initiated in Q3 of 2025.**
- 2. Budget adjustment of \$500,000 from capital project 907492 (Swansea Refit) to capital project 911541 (PDC) to enable a feasibility assessment of the PDC Capital Project.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve :

- 1. La mise en œuvre du projet d'immobilisations du Centre de développement professionnel (CDP), tel qu'il est identifié dans le Plan stratégique des installations (PSI), à compter du 3e trimestre de 2025.**
- 2. Un ajustement budgétaire de 500 000 \$ du projet d'immobilisations 907492 (réaménagement de Swansea) vers le projet d'immobilisations 911541 (CDP), afin de permettre une étude de faisabilité du projet d'immobilisations du CDP.**

BACKGROUND

The Ottawa Police Service (OPS) Professional Development Center (PDC) is responsible for delivering legislated and Service-specific training, as well as professional development to both sworn and civilian members. Priority focus of the PDC is to train new recruits and ensure that existing officers are re-qualified on a yearly basis. This training is critical in ensuring that officers are fit for service to the community and operating in a way that is compliant with legislation.

Training delivered by the PDC takes place in a standard classroom, a computer lab, a firearm range, and it is often dynamic, requiring specialized spaces. Dynamic training includes at minimum: Defense Tactics (DT), Simulation Labs (SIM), Police Vehicle Operations (PVO), personal firearm use, carbine use, Conductive Energy Weapon (CEW) use, and Immediate Rapid Deployment (IRD).

Historically, through a 25-year Alliance Agreement, most training – both classroom-based and dynamic – has been completed at Algonquin College in Building-P. In addition to the training that was provided at the College, the PDC delivered training at other sites. For example, vehicle training requires access to a closed area and network of roadways; this was not available at the College and is performed elsewhere.

In early 2024, the College served the OPS with a termination notice of the Alliance Agreement that required the OPS to exit all spaces by March 2026. However, the College and the OPS entered negotiations, and, in June 2025, the Ottawa Police Service Board (the Board) approved an 8-year lease allowing the OPS to remain at the College's firearm range only. The requirement for the OPS to exit all other space at the College remained.

In the Summer of 2024, anticipating limited future access to the College, the OPS proactively began exploring facility solutions. These efforts have included evaluating options for a temporary training facility and planning for a longer-term, or new, training center. The OPS has since relocated corporate-oriented training to alternate facilities as a temporary measure as training must continue to ensure the Service is compliant with the Community Safety and Policing Act.

In 2023, prior to experiencing the challenges borne from the College exit, the Facilities Strategic Plan (FSP) identified the long-term objective of developing a PDC Capital Project to be completed in 2036. This project carried a funding base of \$5.8 million. Unfortunately, the timeline for the PDC project delivery within the current FSP does not align with the renewed lease for the firearm range at the College and does not

account for the interim solution that is not viable longer term. Without a permanent and sustainable solution for the PDC, the OPS will lose access to an indoor range in 2033 and will be required to deliver training from five different locations dispersed across the city, making PDC operations inefficient and more costly to the organization in the long term.

Given the circumstances, development of a new PDC is required prior to the initially anticipated completion date noted in the FSP of 2036.

DISCUSSION

As a direct result of the termination of the Alliance Agreement with the College and the inefficient distribution of training operations across various sites, the OPS is seeking to advance the development of a new training facility. The undeveloped 7.5 acres at the South site offers an opportunity to immediately progress on this project and create operational efficiencies due to co-location with the South Facility currently under construction. The South Facility will house various corporate functions that support the on-boarding of new staff and recruits into the Organization (for example: the Recruiting and Staffing team will be located here), as they make their way through the required training curriculum.

In addition, early PDC Project analysis has identified opportunities to co-locate complementary operations, such as Quartermaster, currently located at Leitrim Station, within the new PDC facility at the South site, creating further efficiencies within the on-boarding process.

If approved to proceed with recommendations in this report, the OPS intends to retain consultant services to execute a thorough Feasibility Assessment beginning in Q3 of 2025 and concluding in Q1 of 2026. This work would be funded using Capital Reserves (currently earmarked for the Swansea Refit project) to award contracts and make payments for services necessary to execute the Assessment, not to exceed \$500,000. The Assessment will define the full PDC Project scope, the most efficient project delivery methodology, and timelines. The Assessment will also refine total project cost estimates and confirm funding requirements. As well, this report seeks Board approval to use

The OPS is also seeking to advance its timeline for completion of a PDC Project from 2036 (currently noted in the 2023 FSP) to a targeted date of 2031. An advanced timeline prioritizes the PDC Project on the FSP roadmap and aligns with the lease termination at the Algonquin firearm range in March 2033. This timeline is also necessary to ensure decommissioning work at the College can be performed.

Given the anticipated project delivery duration, there is a requirement for the OPS to maintain interim facilities that require minor capital investment to enable daily operations between now and when a PDC Capital Project can be completed. The capital investment is modest and is expected to be funded from capital reserves.

CONSULTATION

Consultations were not required.

FINANCIAL IMPLICATIONS

Seed funding is required to execute the Feasibility Assessment that will inform the project scope, delivery, timeline, and total project budget. Contract services required to execute the Assessment are not expected to exceed \$500,000 and can be sourced from existing Capital Projects (Swansea Refit project).

The 2023 FSP allocated a funding base of \$5.8 million to the PDC Project, identified as debt funded, and to be released in 2033. It is evident that this is not an appropriate valuation to deliver the total PDC Project that requires the design and construction of a new facility, nor does the timing align to the anticipated start of a PDC Project in 2026. Therefore, it is likely that the OPS will come forward in 2026 to seek approval to release the \$5.8 million in capital set aside for the project and confirm any additional funds that may be required to allow for work to begin in 2026.

Capital funding for the procurement of the consultant to execute the Feasibility Assessment is available in the Swansea Refit Capital Project #907492

Total approved budget: \$ 5,990,000

This request: \$ 500,000

Remaining Balance: \$ 5,490,000

The OPS submitted to be considered as part of the 2024 Development Charges Study to support the future execution of the PDC Project and is awaiting confirmation of any funding that may be awarded to support the project delivery.

The OPS is currently facing financial pressures resulting from the exit from the College and the costs associated with maintaining an interim solution and developing a future training facility. These pressures arise at a time when the OPS is working diligently to complete the current South Facility Project.

CONCLUSION

The unforeseen and accelerated exit from areas of the College has created unexpected financial and space pressures for the OPS. The lease agreement that covers the firearm

range at the College will come to an end in Q1 of 2033 and the interim training solution is not appropriate in meeting longer term training requirements. As such, the OPS is proposing the advancement of work towards a new Professional Development Center to be developed on an undeveloped parcel of land at the current South site.

To ensure that the project can be efficiently and effectively delivered, a preliminary and thorough Feasibility Assessment is required to refine the project scope, timeline, and budget needs. This work is anticipated to require no more than \$500,000, sourced from Capital Reserves currently set aside for the Swansea Refit project, to engage in contracted services to perform the Assessment. The Assessment would begin in Q3 of 2025 and conclude in Q1 of 2026. This work would enable the later contracting of Prime Architecture and other core project services in Q2 of 2026, leading into a formal project kick off for design and construction. It is likely that the OPS would come forward at this time to request the release of existing capital funds to start this work, with a goal of completing construction in 2031 versus the originally anticipated date of 2036.

Delaying the advancement of this initiative creates risk of non-compliance with the Community Safety and Policing Act, ongoing challenges in training and onboarding new recruits, and, ultimately, negatively impacts to deployment and service delivery.