

Report to / Rapport au:

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

27 April 2026 / 27 avril 2026

Submitted by / Soumis par:

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

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SUBJECT: PROFESSIONAL DEVELOPMENT CENTER CAPITAL PROJECT

OBJET: PROJET D'AMÉNAGEMENT DU CENTRE DE FORMATION CONTINUE

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board approve:

- 1. The budget of \$233 million to be used to deliver the Professional Development Center Capital Project, as identified in the Facilities Strategic Plan, to be initiated in Q2 2026.**
- 2. The addition of \$20 million to capital project 911541 (PDC) in 2026.**

RECOMMANDATIONS DU RAPPORT

Que la Commission du Service de police d'Ottawa approuve:

- 1. Le budget de 233 millions de dollars destiné à la réalisation du projet d'investissement « Centre de perfectionnement professionnel », tel que défini dans le Plan stratégique des installations, dont le lancement est prévu au deuxième trimestre 2026.**
- 2. L'ajout de 20 millions de dollars au projet d'investissement 911541 (PDC) en 2026.**

BACKGROUND

The Ottawa Police Service's (OPS) Professional Development Center (PDC) is responsible for delivering legislated and Service-specific training. Training at the PDC extends to all sworn and civilian members and is focused on ensuring that new and existing members are trained in alignment with legislative requirements outlined in the Community Safety and Policing Act (CSPA). PDC training is delivered in standard corporate environments as well as in specialized spaces for dynamic training such as Defense Tactics, Simulation labs, Police Vehicle Operations (PVO), personal firearm use, carbine use, Conductive Energy Weapons (CEW), and Immediate Rapid Deployment (IRD).

For 25 years, the primary location for PDC and OPS training has been Algonquin College in Building-P. The facility was purpose-built in the early 2000's with financial support from OPS. The building was designed to include, several unique spaces and enhanced building systems serving the varied nature of emergency services training.

In early 2024, the College served the OPS with a termination notice of the Alliance Agreement to exit all spaces by March 2026. The College and the OPS entered negotiations and, in June 2025, received Ottawa Police Service Board (the Board) approval to enter into an 8-year lease to remain at the College's firearm range only, set to expire in March 2033.

In the summer of 2024, anticipating limited access to the College, the OPS proactively began exploring temporary facility options to replace the PDC space at Algonquin College. At present, the OPS has relocated and dispersed all training previously delivered at the College with the exception of personal firearm range training. Due to pre-existing space pressures, corporate-facing training could not be absorbed in the current OPS portfolio of facilities. Without a permanent solution for the PDC, the OPS is obliged to deliver training from ad hoc facilities dispersed across eight different city sites (east end classrooms, renting access at La Cite Collegiale, the Algonquin College Range and other sites in the west end, and Kanata / Stittsville), making PDC operations inefficient and putting compliance with the Community Safety and Policing Act at risk.

The 2023 Board-approved Facilities Strategic Plan (FSP) identified the long-term objective for a PDC capital project to be completed in 2036. The 2036 timeline for the PDC project delivery does not align with the lease for the firearm range at the College, which will end in early 2033. An alternative and longer-term solution is required. A permanent PDC facility also supports advancement and resiliency within

the OPS membership, continuing to equip our officers with the skills needed to serve the community.

With this in mind, in September 2025 the Board approved the OPS to proceed with hiring third-party technical services to conduct a Feasibility Assessment of building a new PDC facility on the undeveloped 7.5 acres of the existing south site. The assessment is now complete and has resulted in a refined framework for the PDC capital project scope and timeline, assesses project costs, and recommends the most efficient project delivery methodology. This work, which began in October 2025, was completed by WSP Canada (WSP).

DISCUSSION

This report seeks Board approval for the \$233 million budget to execute the PDC capital project. Upon approval, the project will initiate in Q2 2026. In order for this to occur, the OPS is seeking \$20 million of the \$233 million budget be allocated in 2026 to the existing PDC capital project.

The Feasibility Assessment, led by WSP, included pre-project analysis and initial scoping activities to evaluate the viability of a new training facility on the 7.5 undeveloped portion of the 15-acre south site.

To perform the Feasibility Assessment, WSP executed a comprehensive review of reference documents, including existing site and geotechnical information and lessons learned from the current South Facility Project. WSP engaged with PDC operational leadership and OPS Finance and Facilities leadership to understand current and future functional and operational requirements of the PDC. This informed a space needs analysis, building massing, and site orientation of a future facility. Factors such as height restrictions, structural and geotechnical requirements, construction materials, and connectivity to the existing South Facility were considered. Consideration was also given for co-location of operations such as Quartermaster. It was determined, through consultation and area calculations, that an approximately 82,000 square-foot, multi-storey facility with a three-storey parkade is likely required and can be accommodated on this site. Program analysis confirmed that all corporate and dynamic training requirements, including a multi-lane, 50-meter firearms range and other dynamic training spaces are achievable. The 50-meter range will support both firearm and carbine training. As part of this evaluation, WSP also considered project delivery models to address the anticipated timeline of project completion in 2031 and to ensure that OPS meets its lease expiry at the College. Preliminary results suggest that a Design-Build methodology is the most suitable framework for a project of this size, complexity, and program that includes

specialized training environments such as a 24-lane, 50-meter firearms range that will enable the OPS to be compliant with the CSPA.

WSP's summary presented to OPS in March 2025 identified a preliminary project value of \$187 million with a margin of error between -30% to +50%. To ensure that the OPS is appropriately funded to deliver all aspects of the project, OPS has recommended that WSP's estimate be escalated by 25%. This would result in a total project value of \$233 million. This escalation considers some elements excluded from WSP's scope, such as relocation costs, change management, specialized technical services, technology advancements in end-user training tools, enhanced building security, and strengthened contingencies at strategic phases of project delivery. The escalation further considers market instability or cost increases related to geopolitical uncertainty.

For comparison, the South Facility Project is developing approximately half of the south site and constructing a 182,000 square foot facility with a two-storey parkade within a budget of \$187 million. This equates to approximately \$1,000 per square foot of facility. With a budget of \$233 million, the PDC project will develop the remaining 7.5 acres of the site and construct an 82,000 square foot facility with a three-storey parkade; estimated to cost approximately \$2,800 per square foot of facility. Key factors contributing to this discrepancy and higher costs for the PDC include, but are not limited to:

- Approximately 75 – 85% of the new facility will be composed of highly unique and specialized spaces, not a standard corporate environment
- Of these specialized areas, approximately 25,000 square feet, or 1/3 of the total building will be the firearms range – an environment that requires heightened design from a specialized architecture team, and enhanced construction considerations
- A 3-storey parkade is necessary to support the high-volume of members attending training and ensure appropriate site maintenance (storm water management).
- Additional vehicle access lanes are needed as the PDC cannot be served only by access lanes being constructed for the South Facility.
- The South Facility Project's budget was established against market rates that are now more than five years old. The PDC project must consider current and future market escalations through to the end of the project in 2031.

WSP's Feasibility Assessment confirms the viability of developing the 7.5-acre parcel of the south site for a new PDC facility. The analysis demonstrates the site can effectively accommodate the specialized requirements associated with police-specific training as well as meet the tight timeline for completion.

The co-location with the South Facility provides OPS cost savings through operational efficiencies, where new recruits are engaged with Corporate Services as part of administrative on-boarding, receiving training in the PDC, and kitted with new uniforms and equipment from Quartermaster, all on the same campus.

Developing a PDC facility at this site addresses the mandatory exit from Algonquin College, replaces other temporary leased and ad hoc training locations, and potentially positions OPS as an eastern hub supporting and collaborating with other services in the delivery of legislative and development training, such as the expansion of duties for Special Constables.

Board approval of the \$233 million capital budget for the project will advance the PDC Project within the current Facilities Strategic Plan, and will serve as the cornerstone for the update to the FSP 2027-2041, currently under development and anticipated to be brought to the Board in June 2026.

CONSULTATION

Consultations were not required.

FINANCIAL IMPLICATIONS

The total project value of \$233 million is recommended to be debt funded.

Approximately \$20 million is being sought now and is required to initiate the project through the contracting of specialized technical services to support site studies and investigations, Prime Architect and project management support, and others. The contracts for project management support and Prime Architect are expected to address services through to project completion.

Funding requirement projections (millions)

The table below provides an estimate of funding required by year to support the award of contracts and purchase orders.

2026	2027	2028	2029	2030	2031	Total
\$12.0	\$8.0	\$150.0	\$37.0	\$19.0	\$7.0	\$233M

The OPS submitted to be considered as part of the 2024 Development Charges Study and may be considered for approximately \$46 million of revenue towards the training facility. If no development charge revenues are included, the annual impact to the OPS operating budget for debt repayment charges are as follows:

2029	2030	2031	2032	2033	2034	Total
\$0.6	\$2.2	\$3.6	\$3.8	\$3.8	\$1.8	\$15.8M

The financial pressures resulting from maintaining an interim training solution due to the exit from the College, developing a future training facility, while also completing the current South Facility Project is unprecedented. The OPS will be monitoring closely for an efficient PDC Project execution to ensure sound financial stewardship.

CONCLUSION

CSPA-legislated and Service-specific training for new and existing members, both sworn and civilian, is critical to ensuring that the OPS are equipped to deliver service to the community. The unforeseen and accelerated exit from select areas of Algonquin College created unexpected financial and space pressures for the OPS. The lease agreement that maintains OPS access to the firearm range at the College is set to expire in Q1 2033.

The OPS continues to operate and deliver training, albeit from dispersed, leased and repurposed facilities. Executing training at a number of sites creates inefficiencies in the delivery of the curriculum.

In September 2025, the Board approved the OPS to execute a formal Feasibility Assessment for a new training facility. The OPS engaged WSP Canada to perform a comprehensive analysis that included south site considerations, space analysis, Class four project cost estimating, delivery timelines, and recommendations on project delivery methodology.

WSP confirmed the viability of a new training facility on the 7.5 undeveloped portion of the 15-acre south site. The OPS is recommending an escalation of 25% to WSP's project estimate for a total project value of \$233 million, to be debt funded.

This preliminary finding provides a validated basis for the project to proceed to the next stage of formal project initiation, planning and procurement, with the confidence that the site is capable of supporting the intended functional and strategic objectives. The OPS estimates \$20 million total is required to establish contracted services and perform necessary site studies and investigations as part of project kick-off.

Upon Board approval of the \$233 million budget, the OPS will immediately establish an internal team to initiate the project and begin contract services procurement for Prime Architecture and other core project services, anticipating a project completion in 2031.

The OPS will continue to keep the Board informed on project progress through regular reporting to the Finance and Audit Committee.