



**City of Kingston  
Report to Council  
Report Number 25-105**

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**To:** Mayor and Members of Council  
**From:** Desirée Kennedy, Chief Financial Officer & City Treasurer  
**Resource Staff:** None  
**Date of Meeting:** April 1, 2025  
**Subject:** Kingston Police Service Board Quarterly Operating Budget  
Status Report as at December 31, 2024

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**Council Strategic Plan Alignment:**

Theme: Council requests

Goal: See above

**Executive Summary:**

The purpose of this report is to provide Council with the requested Kingston Police Service Board financial status report as at December 31, 2024, which is attached as Exhibit A to Report Number 25-105.

**Recommendation:**

This report is for information only.

April 1, 2025

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**Authorizing Signatures:**

ORIGINAL SIGNED BY CHIEF

FINANCIAL OFFICER & CITY TREASURER

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**Desiree Kennedy, Chief  
Financial Officer & City  
Treasurer**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Growth & Development Services	Not required
Jennifer Campbell, Commissioner, Community Services	Not required
Neil Carbone, Commissioner, Corporate & Emergency Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Ian Semple, Acting Commissioner, Transportation & Infrastructure Services	Not required

April 1, 2025

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**Options/Discussion:**

**Background**

As requested by Council, Kingston Police Service submits quarterly operating budget financial status reports to Council. Exhibit A to Report Number 25-105 provides an operating budget status update for Kingston Police Service as at December 31, 2024, including detailed budget to actual information. Representatives from Kingston Police Service will be in attendance at the April 1, 2025 Council meeting to provide a briefing on this information.

**Existing Policy/By-Law**

None

**Notice Provisions**

None

**Financial Considerations**

None

**Contacts:**

Scarlet Eyles, Director of Finance, Kingston Police Service, 613-549-4660 extension 228

**Other City of Kingston Staff Consulted:**

None

**Exhibits Attached:**

Exhibit A - Kingston Police Public Agenda Information Report - Operating Budget Status Update as of December 31, 2024 (Q4)



## Kingston Police

### Public Agenda Information Report

To: Kingston Police Service Board

From: Scott Fraser, Chief of Police  
Scarlet Eyles, Director of Finance

Subject: Operating Budget Status Update as of December 31, 2024 (Q4)

Date: March 20, 2025

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#### Recommendation:

**That** the Operating Budget Status Update as of December 31, 2024, Report Number 25-19 is for information only.

#### Summary:

This information report provides a financial status update of the general operating budget for the Kingston Police as at December 31, 2024. Exhibits to the report provide detailed budget and actual information and resulting variances by revenue and expense with an overall net operating position which reflects 99.56% of the total budget at December 31, 2024, resulting in a surplus of \$211K. To ensure that net spending remains within the approved budget parameters, staff regularly monitor and review budget variance information. This allows for unanticipated variances to be identified on a timely basis and any necessary corrective action to be taken in response to changing circumstances and conditions.

Overall, financial results reflect higher-than-projected revenues and recoveries across most categories, while the majority of expenditures are within budgeted estimates. However, increased salaries and wage costs are impacting fiscal year-end results. The discussion below provides further information on the general operating revenue and expenditure results to December 31, 2024.

For additional details, quarterly budget status reports are provided to the Kingston Police Services Board and presented during the regular public meetings. Past reports

are available on the website and can be accessed through the following link - [PSB Meetings - Kingston Police](#)

**Operating Revenue and Expenditure Results:**

With respect to the overall results, the total net cost for the twelve months ending December 31, 2024, of \$47.3M, compares to a budget of \$47.5M. Gross revenues and expenditures, as reported, show actual revenues of approximately \$6.2M in comparison to a budget of \$5.3M and expenditures of \$53.5M in comparison to a budget of \$52.9M. The table below reflects the net operating information (revenues less expenditures).

	<b>Annual 2024 Budget</b>	<b>Actuals Year to Date</b>	<b>Variance \$</b>	<b>YTD=100% Actual to Budget %</b>
<b>Revenues &amp; Recoveries</b>				
Fees, Charges & Other Revenue	(3,293,982)	(3,903,896)	609,914	118.52%
Provincial Subsidies	(2,044,208)	(2,331,368)	287,160	114.05%
<b>Total Revenue &amp; Recoveries</b>	<b>(5,338,190)</b>	<b>(6,235,263)</b>	<b>897,073</b>	<b>116.80%</b>
<b>Expenditures</b>				
Salaries, Wages & Benefits	45,167,112	46,061,930	(894,818)	101.98%
Materials, Supplies & Fees	2,821,285	3,197,220	(375,935)	113.32%
Contracted Services	4,589,658	3,952,061	637,597	86.11%
Transfers to Reserves & Reserve Funds	282,331	335,277	(52,946)	118.75%
<b>Total Expenditures</b>	<b>52,860,386</b>	<b>53,546,488</b>	<b>(686,102)</b>	<b>101.30%</b>
<b>Net</b>	<b>47,522,196</b>	<b>47,311,224</b>	<b>210,972</b>	<b>99.56%</b>

**Revenues**

Total revenues are higher than budget by \$897K or 116.80%, with most revenues exceeding the projected amounts at year-end. The following information provides further detail of the year-end results by revenue category:

- Provincial grant revenues are \$2.3M or 114% of the annual budget, resulting in a year-to-date surplus of \$277K. Higher than projected Court Security Prisoner Transportation (CSPT) funding of \$182K positively impacts the revenue variance. Results also include \$63K of unbudgeted funding through a new provincial grant to support initiatives related to intimate partner violence. While this grant provides additional grant revenues, the funds are offset by corresponding program-related costs.
- Background check revenues exceed budgeted estimates. This is reflective of a pilot project with a third-party criminal record check provider to process additional background checks.

- Pay duty revenues exceeded the budget due to a higher-than-anticipated volume of requests for paid duty officers. These revenues are offset with corresponding paid duty officer salaries. Additionally, pay duty revenues include an unbudgeted \$97K recovery from the City of Kingston related to the deployment of paid duty officers for area security in and around the ICH during September. A portion of this recovery was allocated to other police services, with \$35K reimbursed to these agencies for their assistance, offsetting the corresponding expenses.
- The favourable balance of \$223K in expenditure recoveries includes an unbudgeted contribution of \$122K from Criminal Intelligence Service Ontario (CISO), which supported the purchase of an X-ray machine. The remaining variance is largely attributed to participant fees from internally hosted conferences, which offset expenses incurred to host the respective events.
- Payroll experience recovery reflects unbudgeted payroll benefit rebates of \$35K resulting from a reduction in the projected cost of claims. Benefit costs are budgeted annually based on estimated plan premiums.
- Auction proceeds are higher than budgeted, reflecting higher than anticipated proceeds received at the semi-annual auctions held in 2024. In accordance with policy, net proceeds generated from the sale of capital items are transferred to the police capital reserve fund.

## Expenditures

Most of the expenditure categories are within budgeted projections; however, increased staffing costs are impacting fiscal year-end results. While inflationary increases are impacting a number of expenditures, efforts were made to manage the level of discretionary spending in order to offset inflationary pressures where possible. The following information provides further detail of the variances by expenditure category.

**Salaries and wages** are \$46.1M or 101.98% of the annual budget, resulting in a year-end negative variance of approximately \$895K. Budget pressures were experienced in absentee costs related to WSIB, other leaves, as well as additional overtime costs incurred to police major incidents. The settlement of collective agreements in 2024 also impacts fiscal year-end results. Significant variances are noted below:

- Full-time wages are over budget, primarily due to wage increases. These increases are offset by staff vacancies and the timing of new hires. Full-time wages include retroactive compensation adjustments for the 2023 and 2024 periods, which are higher than projected.
- Part-time wages are unfavourable, reflecting backfill requirements primarily due to full-time staff vacancies in the communications center and the court services unit.

- Capital-allocated salaries & benefits of \$450K reflect the recovery of staffing costs from Next-Generation 9-1-1 capital grant funding.
- Overtime costs are exceeding budgeted projections by \$495K at the end of December, primarily due to the volume and complexity of major incidents. Kingston Police experienced a significant number of critical incidents in 2024, including four homicides, which contributed \$205K in additional overtime expenses. Overtime was also impacted by coverage for staff vacancies and reimbursable overtime related to initiatives such as the RIDE (Reduce Impaired Driving Everywhere) program, which is funded through an annual grant.
  - Overtime costs to date include \$117K to police the St. Patrick's Day events within the University District, \$23K incurred during the month of September (move-in weekend and weekends leading up to Homecoming), and \$116K of overtime incurred during the Homecoming and Fauxcoming weekends.
  - The remaining overage is reflective of the increase in other major incidents including, traffic fatalities, missing persons, and standoffs.
- Paid duties are overbudget by \$118K due to a higher-than-anticipated volume of requests for paid duty officers. Paid duties are fully cost recovered as they are charged out to the respective customer.
- WSIB premiums exceeded budget by \$123K, at the end of December. WSIB costs continue to increase, primarily due to related legislation and PTSD coverage, which has expanded benefits for first responders and members suffering from mental stress injuries. The increasing trend in these absences has placed significant strain on existing resources.

**Supplies and services** are \$7.1M or 96.47% of the annual budget, reflecting a favourable variance of \$262K. This category includes costs such as uniforms and protective clothing, gasoline and diesel fuel, fleet parts and tires, ammunition, telecommunications, education, and training. Contracted services and contracted maintenance include asset maintenance and support contracts and other service contracts including cleaning services, winter control, and city building maintenance charges. Professional services include legal and consulting services. Notable variances are discussed below.

- Education, Training, and Travel is over budget by \$145K, primarily due to requirements under the Community and Safety Policing Act (CSPA). The CSPA replaces the previous Police Service Act and includes provisions that mandate additional training for police officers in areas such as de-escalation, mental health, and diversity, to improve interactions with the public to promote community-focused policing.
- Insurance expenses are over budget at the end of the year. Kingston Police are covered under the City of Kingston's combined insurance plan. The increase reflects not only rising insurance costs but also additional items requiring

coverage due to advancements in technology. For example, new equipment such as drones have been added to the inventory, necessitating expanded insurance protection.

- Investigative services include \$49K of costs to support policing the University District events. These costs primarily reflect bringing reinforcements from other police agencies to provide additional staffing resources. The remaining surplus in this expense category is due to costs being appropriately coded to other relevant accounts, whereas the budget was allocated entirely to this category.

Departments work with finance staff to review variances on a regular basis and look for opportunities to offset cost pressures. Unforeseen circumstances, situations, or activities always present budgetary risk to a police budget such as spikes in crime rates or activities, protests, and unsanctioned gatherings.

**Contacts:**

Jarrold Stearns, Chair, Kingston Police Service Board	613-549-4660 ext. 2291
Scott Fraser, Chief of Police	613-549-4660 ext. 2213
Scarlet Eyles, Director of Finance	613-549-4660 ext. 2285

**Appendices:**

Appendix A – Kingston Police – Actual to Budget as at December 31, 2024



## Appendix A

	Actuals Year to Date	Annual Budget \$	Variance \$	YTD=100% Actual to Budget %
<b>Revenues &amp; Recoveries</b>				
Provincial grants	(2,331,368)	(2,044,208)	287,160	114.05%
Alarm licence	(145,755)	(137,608)	8,147	105.92%
Payroll experience recovery	(34,722)	-	34,722	0.00%
Pay duty revenue	(378,686)	(150,000)	228,686	252.46%
Expenditure recovery	(1,989,745)	(1,766,374)	223,371	112.65%
Sale of photos, maps & reports	(893,934)	(800,000)	93,934	111.74%
Donations	(59,652)	(40,000)	19,652	149.13%
Auction proceeds	(1,402)	-	1,402	0.00%
Contribution from Police Sick Leave Reserve Fund	(400,000)	(400,000)	(0)	100.00%
<b>Total Revenue &amp; Recoveries</b>	<b>(6,235,263)</b>	<b>(5,338,190)</b>	<b>897,073</b>	<b>116.80%</b>
<b>Operating Expenditures</b>				
<b>Salaries, Wages &amp; Benefits</b>				
Capital-allocated salaries & benefits	(449,618)	-	449,618	0.00%
Full-time wages-permanent	32,020,769	31,691,958	(328,811)	101.04%
Part-time wages	1,381,039	1,208,309	(172,730)	114.30%
Overtime-regular	2,062,719	1,568,071	(494,648)	131.55%
Shift premiums & standby	107,100	55,594	(51,506)	192.65%
Paid duty	237,933	120,000	(117,933)	198.28%
Honorariums	20,500	21,520	1,020	95.26%
Payroll allowances	97,621	129,398	31,777	75.44%
Payroll benefits	9,113,167	9,022,262	(90,905)	101.01%
WSIB Premiums	1,473,378	1,350,000	(123,378)	109.14%
<b>Total Salaries, Wages &amp; Benefits</b>	<b>46,061,930</b>	<b>45,167,112</b>	<b>(894,818)</b>	<b>101.98%</b>
<b>Supplies and Services</b>				
Uniforms & protective clothing	94,487	66,570	(27,917)	141.94%
Food & nutrition supplies	64,601	35,000	(29,601)	184.57%
Supplies	340,316	416,000	75,684	81.81%
Fuels & lubricants	461,783	496,229	34,446	93.06%
Software	405,149	308,763	(96,386)	131.22%
Telecommunications	241,754	306,000	64,246	79.00%
Travel, Education & Training	657,880	513,100	(144,780)	128.22%
Insurance services	345,879	264,322	(81,557)	130.86%
Utilities	5,699	10,000	4,301	56.99%
Professional services	671,626	531,000	(140,626)	126.48%
Investigative services	350,783	609,500	258,717	57.55%
Contracted services	2,645,996	2,746,058	100,062	96.36%
Contracted maintenance	642,061	877,410	235,349	73.18%
Equipment rentals	44,038	57,981	13,943	75.95%
Other	174,551	173,010	(1,541)	100.89%
<b>Total Supplies &amp; Services</b>	<b>7,149,281</b>	<b>7,410,943</b>	<b>261,662</b>	<b>96.47%</b>

<b>Contribution to Reserve Funds</b>				
Transfer to Police Equipment Reserve Fund	335,277	282,331	(52,946)	118.75%
<b>Total Contribution to Reserve Funds</b>	335,277	282,331	(52,946)	118.75%
<b>Net</b>	47,311,224	47,522,196	210,972	99.56%