



## Kingston Police

### Public Agenda Information Report

To: Kingston Police Service Board

From: Brent Fowler, Director of Corporate Asset Management & Fleet,  
City of Kingston

Subject: Asset Management Planning

Date: July 10, 2024

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#### Recommendation:

**That** the Asset Management Report Number 24-23 is for information only.

#### Summary:

Over the past year, city staff have been working with Kingston Police on developing an asset management plan for the services assets. The purpose of the presentation is to provide the Kingston Police Services Board with an overview of Asset Management and an update on the project's status and next steps. The City's consultant, Dillon Consulting will be joining staff in presenting this information to the Board.

The purpose of the asset management plan is to ensure that Kingston Police Services is compliant with the Asset Management Planning requirement outlined in O.Reg. 588/17 for current and proposed levels of service. The Ontario Regulation, O.Reg. 588/17, "Asset Management Planning for Municipal Infrastructure" prescribes the requirements to be met and/or satisfied by municipalities when undertaking asset management. Under this regulation, the province has mandated phased requirements to ensure that municipalities develop Asset Management Plans. The information provided is specific to Kingston Police Services and part of the broader City of Kingston Non-Core Asset Management plans that will be presented to Council in the Fall of 2024.

The project's objectives include:

- Ensure the city is well-positioned for current and future grant programs by meeting the requirements of O. Reg 588/17.
- Enhance service delivery to our customers by developing a framework for corporate infrastructure planning and asset lifecycle management for all departments to adopt that reduces risk exposure.
- Raise awareness of Asset Management as a business model, its purpose and how it can enhance decision making and assist with meeting strategic objectives.
- Meet provincial regulatory requirements for Asset Management planning.
- Enhance interdepartmental communication and collaboration on projects that involve asset management
- Create a consistent management process and protocol for all Corporate Assets
- Support and foster the development of improved asset management practices that clarify and justify funding requirements
- Support the prioritization of capital plans and capital funding resources
- Demonstrate long-term asset stewardship and sustainability

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**Appendices:**

Appendix A - City of Kingston Asset Management Plan - Volume 5 Excerpt of Police Services



**City of Kingston**

# **Asset Management Plan**

Volume 5: Excerpt of Police Services

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## Acronyms

# Acronyms

AMP	Asset Management Plan
EUL	Expected Useful Life
IT	Information Technology
KP	Kingston Police
LOS	Levels of Service
SOLI	State of the Local Infrastructure



## 1.0 Police Services

From humble beginnings and representing one of the oldest Canadian police forces in existence, members of the Kingston Police (KP) have established a long and proud tradition of serving the Kingston community since 1841. As outlined in their Strategic Plan 2023 to 2026 they serve to support and protect the safety of everyone in the community. To carry out their services, the Kingston Police operates a diverse range of assets including facilities, vehicles, specialized equipment, and information technology. This chapter of the AMP summarizes assets inventoried for KP and applies key asset management principles in accordance with the requirements of O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure.

## Police Services

It is important to note that the KP facilities were included in the 2023 Facilities AMP developed by the City's Facilities Management & Construction Services (FMCS) department in consultation with GM BluePlan Engineering Limited. As a result, the details on KP facilities in this AMP are limited to basic inventory information. The City's FMCS department is comprised of three divisions: Facilities Management, Energy & Asset Management, and Facilities Construction. FMCS maintains the City's diverse portfolio of municipal buildings, thereby supporting departments and agencies such as KP in providing extensive front-line services to the community. This centralized, shared services collaborative approach has allowed the integration of energy management and sustainability considerations along with other aspects of facilities maintenance, asset management, space planning, design, construction, and demolition across all areas of the City.

For further detail on the facilities including data confidence and lifecycle modeling, please refer to the 2023 Facilities AMP.

**Not in Scope:** At the time of this AMP no data was available for two asset classes (i.e., Specialized Equipment and Information Technology & Telecommunications), and as a result, these asset classes are not included in this AMP. It is recommended that the City further develops an inventory of these asset classes to be considered in subsequent iterations of this AMP. These discussions have already started with the Director of Finance for KP Services and planning is underway to be able to provide an updated asset registry in 2025.

## 1.1 State of the Local Infrastructure

### 1.1.1 Asset Inventory and Valuation

KP oversees many vehicles and fleet equipment assets in addition to their facilities and specialized technology. For inventory purposes, the KP asset classes have been further divided into applicable asset types. **Table 1-1** summarizes the asset inventory by asset class, asset type, asset count, total replacement cost (in 2023 dollars).



## Police Services

### Table 1-1 Notes

<sup>1</sup> As reported in Facilities AMP (2023)

**Table 1-1: Inventory Summary by Asset Type - Police Services**

<b>Asset Class</b>	<b>Asset Type</b>	<b>Asset Count</b>	<b>Total Replacement Cost (2023)</b>
Facilities <sup>1</sup>	Buildings	2	\$81,000,000
Fleet Assets	Light Vehicle – Under 1 Ton	122	\$9,171,700
Fleet Assets	Mobile Response Unit	1	\$972,500
Fleet Assets	Motorcycle	2	\$64,300
Fleet Assets	Trailer	4	\$100,000
Fleet Assets	Utility Vehicle/ ATV	2	\$39,600
Overall	Not Applicable (N/A)	133	\$91,348,100

### 1.1.2 Asset Age Summary

Table 1-2 summarizes the average age, the average condition, the expected useful life, and the average remaining useful life of assets pertaining to KP Services. Refer to the 2023 Facilities AMP for details on the KP facilities.

**Note:** In a future update of the AMP a distinction will be made within the Light Vehicles asset class between front-line patrol vehicles and other support and administrative fleet assets deployed in operation.



**Table 1-2: Average Age, Average Condition, Expected Useful Life, and Average Remaining Useful Life - Police Services**

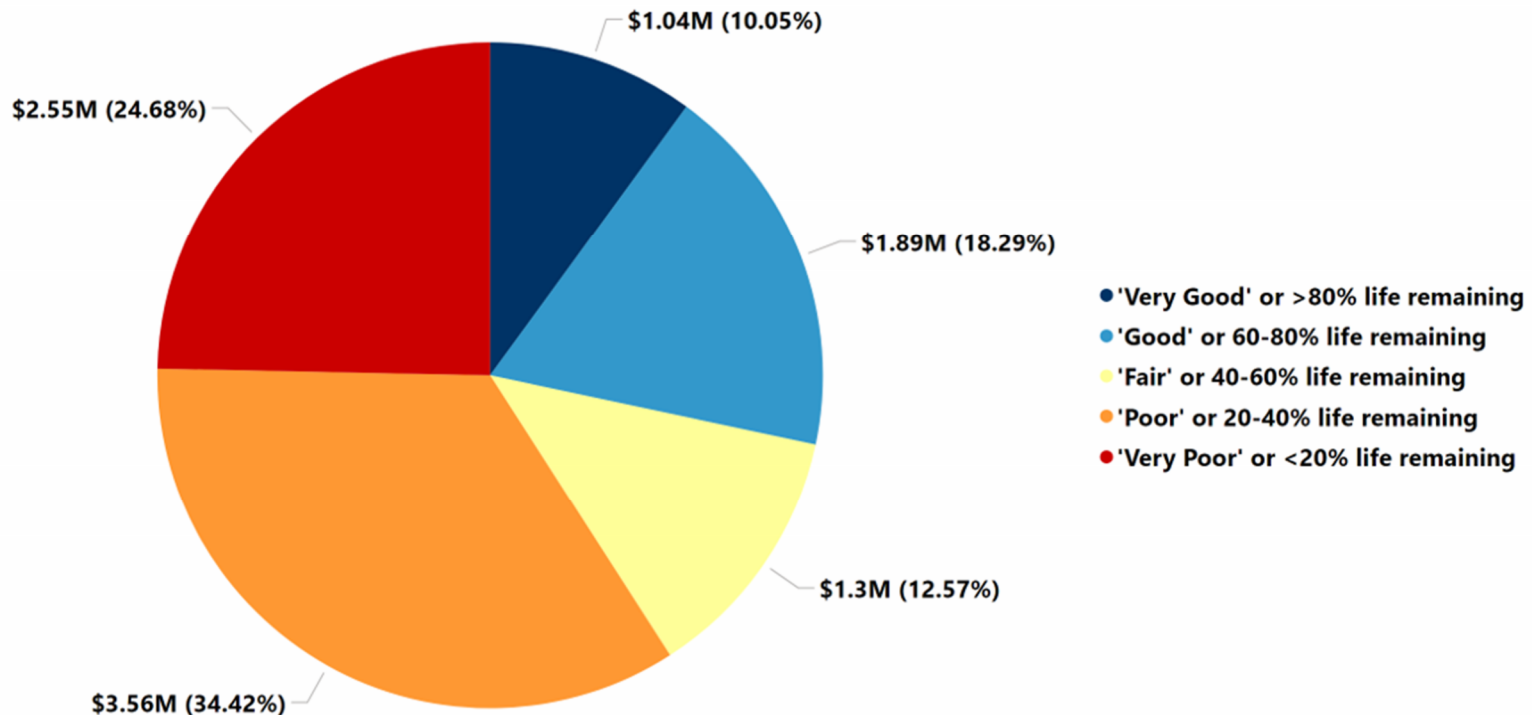
<b>Asset Class</b>	<b>Asset Type</b>	<b>Average Age (Years)</b>	<b>Average Condition Grade</b>	<b>Expected Useful Life (Years)</b>	<b>Average Remaining Useful Life (Years)</b>
Fleet Assets	Light Vehicle	7	Fair	10	3
Fleet Assets	Mobile Response Unit	10	Poor	15	5
Fleet Assets	Motorcycle	10	Very Poor	10	1
Fleet Assets	Trailer	9	Fair	15	6
Fleet Assets	Utility Vehicle/ ATV	12	Very Poor	10	0
Overall	N/A	7	Poor	10	3

## Police Services

### 1.1.3 Asset Condition

An overall condition summary for KP assets by replacement cost (in 2023 dollars) is shown in **Figure 1-1**.

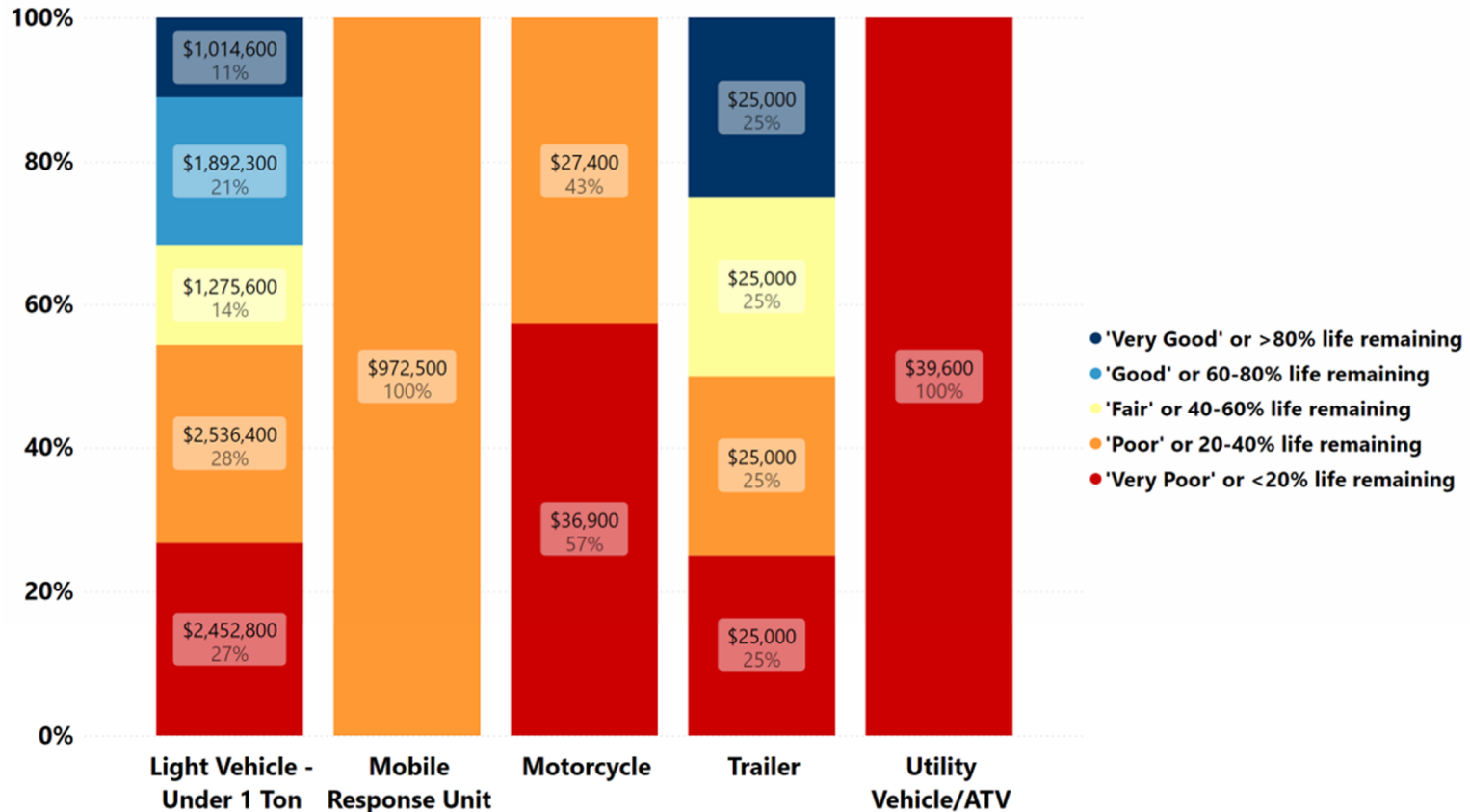
**Figure 1-1: Condition Summary by 2023 Replacement Cost - Police Services**



A condition summary for the fleet assets is provided in **Figure 1-2** by asset type and replacement cost (in 2023 dollars). In the absence of condition assessment data, the condition of the fleet assets has been primarily determined based on age and expected useful life.

## Police Services

**Figure 1-2: Condition Summary by Asset Type and 2023 Replacement Cost - Police Services (Fleet Assets)**



Based on Figure 14 in the 2023 Facilities AMP, approximately 100% of the total replacement cost of KP facilities is attributed to building and site elements that are in Good condition. Further details are included in the Facilities AMP.

## Police Services

### 1.1.4 Data Sources and Confidence

The asset data for police fleet assets is maintained by the City in a web-based fleet and equipment management solution from AssetWorks called FleetFocus M5 and served as the main data source of fleet assets and equipment for this AMP. The City has dedicated staff who regularly update the inventory data for KP assets hosted within the City's Enterprise Fleet Management Information System. This suggests that the data source within this AMP can be assumed to be reliable.

Data confidence can be estimated based on the confidence level of various qualifiers and can be presented on a scale from 0% (low) to 100% (high), as shown in **Table 1-3**. The qualifiers chosen for evaluation are specifically targeted for estimating overall confidence of condition reporting within the SOLI.

For discussion on data confidence related to police facilities, please refer to the Facilities AMP (2023).

**Table 1-3: Data Confidence Scale - Police Services**

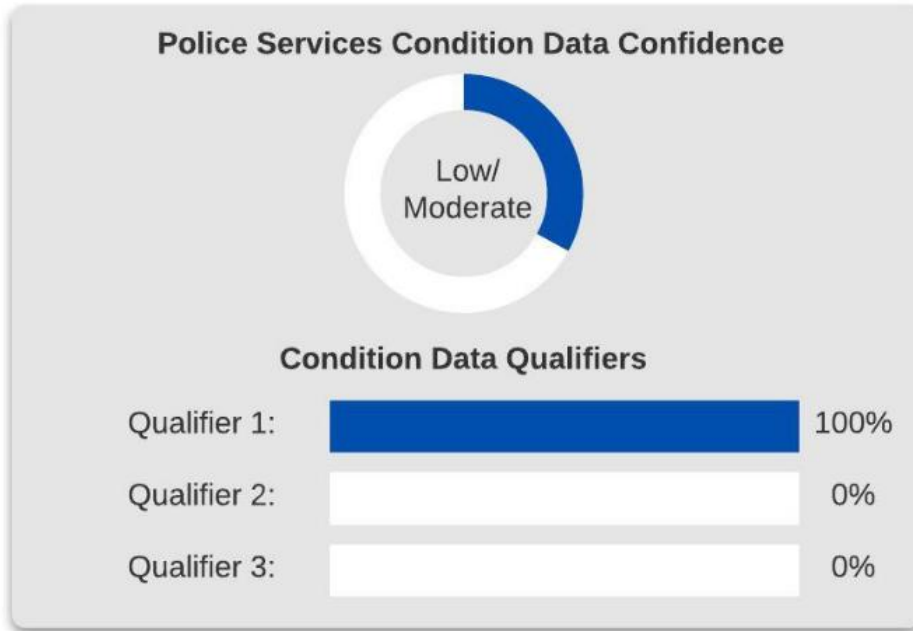
Confidence Level	Low	Low/ Moderate	Moderate	Moderate/ High	High
Average of Qualifiers	0% to 19%	20% to 39%	40% to 59%	60% to 79%	80% to 100%

Assuming the data source is reliable, the following qualifiers were considered to estimate data confidence regarding the data utilized in the creation of this SOLI report:

- **Qualifier 1:** The percentage of assets in the asset inventory where construction, installation, or acquisition years are documented (100%);
- **Qualifier 2:** The percentage of assets in the asset inventory that have condition assessment data documented (0%); and
- **Qualifier 3:** The percentage of the estimated overall replacement value, in 2023 dollars, attributed to assets in the asset inventory with documented condition assessment data (i.e., condition is not solely age-based) (0%).

## Police Services

**Figure 1-3: SOLI Report Data Confidence - Police Services**



As summarized in **Figure 1-3**, the overall asset condition data confidence for KP assets is estimated as Low/Moderate. Presently, all asset conditions for KP fleet assets are age-based. Data confidence can be increased by improving the documentation of condition assessment data. For fleet assets, this may include adding an additional attribute within FleetFocus to track assigned asset condition ratings which can be assigned or updated when staff perform regularly scheduled maintenance.

### 1.2 Levels of Service

The KP Services Board has developed the Kingston Police Strategic Plan 2023 to 2026 which helps direct the goals of the KP Service. Within the strategic plan, there are five prioritized strategic objectives:

1. Reduce the weighted crime rate by 10 percent, particularly in the downtown core.
2. Improve the KP Service's clearance rate for criminal investigations.
3. Enhance relationships and trust with the Kingston community, with a particular focus on marginalized communities.
4. Improve the morale and retention of members of the KP Service.
5. Increase the efficiency and effectiveness of the KP Service by implementing new technologies and streamlining processes.

Each of these objectives have their own action plans, community safety and statistical drivers, and key performance indicators. These objectives are for the overall services being provided by KP and were considered when reviewing the customer Levels of Service (LOS) for the KP assets.

During the workshop, it was decided that Quality and Responsiveness were the key attributes in gauging the performance of fleet, specialized equipment, and information technology assets while the facilities were included under the 2023 Facilities AMP (under a separate cover). **Table 1-4** outlines the current customer LOS for KP Services.



**Table 1-4: Customer LOS - Police Services**

<b>LOS Parameter</b>	<b>LOS Statement</b>	<b>Performance Measure</b>	<b>Current LOS (2023)</b>
<b>Quality</b>	Fleet, specialized equipment, and information technology assets are kept in good working condition.	Percentage of assets that are in Poor or better condition.	68%
<b>Reliability</b>	Providing professional and responsive services to all residents, businesses, and visitors.	Average response time in minutes	10 minutes and 34 seconds

KP Services operates under legislative requirements set by multiple governing bodies. This means they must follow several laws and regulations which guide their technical LOS provided to the community. Below are some key requirements that influence the daily operations:

- **Community Safety and Policing Act (CSPA):** This provincial law sets the standards for how police services in Ontario are structured, governed, and operate.



## Police Services

- **Criminal Code of Canada:** This federal law defines criminal offences and sets out the procedures for investigating and prosecuting them.
- **Highway Traffic Act (HTA):** This provincial law outlines the rules of the road and the enforcement powers of police officers in relation to traffic violations.
- **Provincial Offences Act (POA):** This provincial law covers minor offences that are not considered criminal but still carry penalties.
- **Workplace Health and Safety Act (WHSa):** This provincial law ensures a safe work environment for police officers and staff.
- **Accessibility for Ontarians with Disabilities Act (AODA):** This provincial law requires the police service to provide services in a way that is accessible to people with disabilities.
- **Canadian Charter of Rights and Freedoms:** This federal document guarantees certain fundamental rights and freedoms that police officers must respect in their interactions with the public.
- **Youth Criminal Justice Act (YCJA):** This federal law outlines the unique principles and processes that apply when dealing with young people who have committed crimes.

### 1.3 Risk Assessment

The risk scores were calculated using the risk methodology and approach outlined in Section 1.4 of the Introduction. **Table 1-5** summarizes the risk factors for the Police Services assets.

**Table 1-5: Risk Factors - Police Services**

Factors	Risk Ratings
<b>A - Condition</b>	The condition of the assets was determined either by visual or age-based and can be found in the SOLI section of the AMP.
<b>B - Performance</b>	The performance of the Facilities and Fleet assets was identified as being “usually reliable” and assigned a score of 3 for calculating risk score.

## Police Services

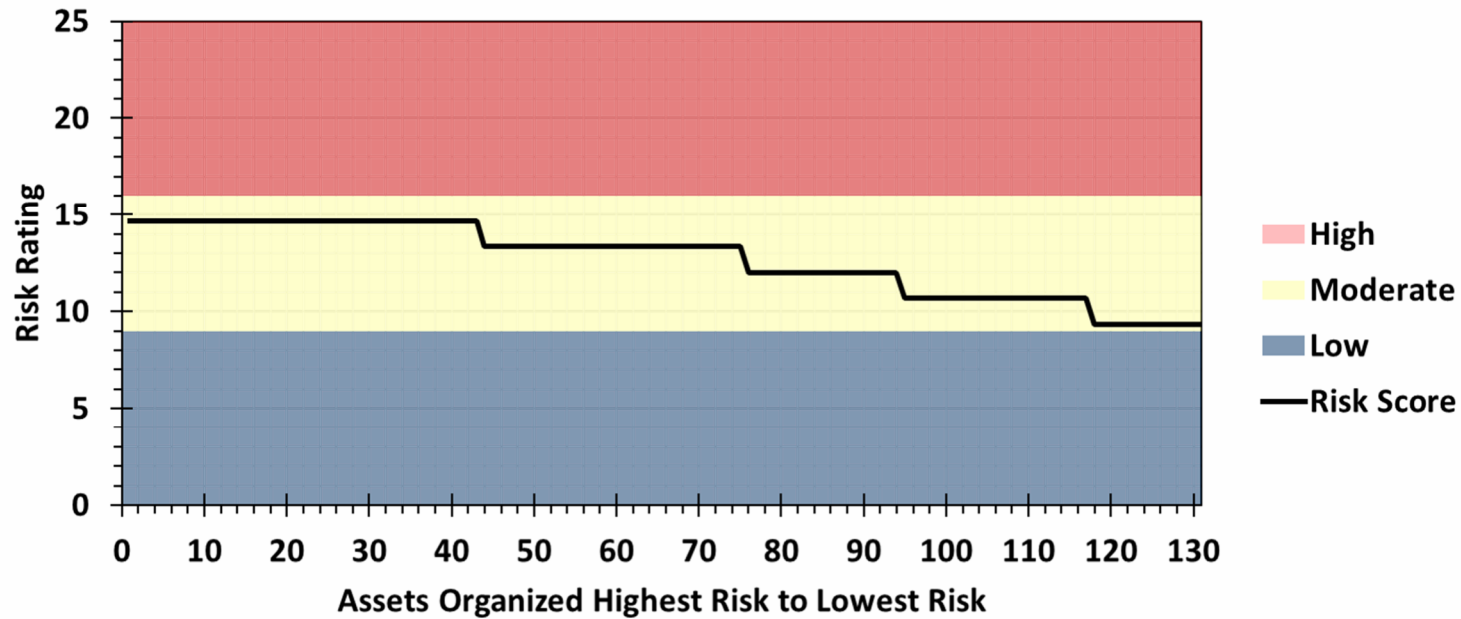
Factors	Risk Ratings
<b>C - Climate Change</b>	The climate change ratings were determined at the service category level by identifying climate change hazard interactions. The Facilities assets were identified as a “moderate” risk and assigned a rating of 3 for calculating the risk score. The Fleet assets were identified as a “high” risk and assigned a rating of 5 for calculating the risk score.
<b>D - Impact</b>	The impact of the asset classes was identified as "moderate" impact and assigned a score of 1 for calculating risk score.
<b>E - Importance</b>	A “low” importance rating was applied to the Facilities assets and a score of 1 was assigned for calculating risk score. The Fleet asset class was identified as “high” importance and assigned a score of 3 when calculating risk.

The individual risk ratings were used in calculating the risk score for each of the assets.

### 1.3.1 Risk Profile

The Risk profile of the fleet assets is displayed in **Figure 1-4**. All 131 assets tracked in the asset inventory are considered as Moderate risk.

Figure 1-4: Risk Profile - Police Services (Fleet Assets)



## 1.4 Asset Management Strategy

### 1.4.1 Lifecycle Activities

The lifecycle activities applicable to this AMP are defined as:

- **Non-Infrastructure Solutions:** Actions or policies that can lower costs and extend useful lives.
- **Maintenance Activities:** regularly scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.
- **Renewal / Rehabilitation Activities:** Significant repairs designed to extend the life of the asset.
- **Replacement / Construction Activities:** Activities that are expected to occur once an asset has reached the end of its useful life and renewal/ rehab is no longer an option.

## Police Services

- **Disposal Activities:** Activities associated with disposing of an asset once it has reached the end of its useful life or is otherwise no longer needed by the municipality.
- **Expansion / Growth / Service Improvement Activities:** Planned activities required to extend services to previously unserved areas or expand services to meet growth demands.

**Table 1-6** describes the lifecycle activities that can be implemented within the asset management strategy for KP assets. The lifecycle activities presented below are existing activities performed by the City and were identified during a workshop with City staff held in February 2024.

**Table 1-6: Lifecycle Activities - Police Services**

Lifecycle Activity Type	Description of Activity	Frequency / Timing
Maintenance Activities	Regular scheduled maintenance and inspections of fleet assets	Based on Manufacturer's Recommendations
Maintenance Activities	Regular maintenance and inspections of buildings	Ongoing
Renewal / Rehabilitation Activities	Fleet engine and/or transmission replacements	As needed
Renewal / Rehabilitation Activities	Review opportunities to re-purpose vehicle outfitting and attachments past the lifecycle of the original asset it was installed on	As needed
Replacement / Construction Activities	Replacement at Expected Useful Life (EUL)	End of EUL or at pre-defined usage limit (kilometres)

## Police Services

Lifecycle Activity Type	Description of Activity	Frequency / Timing
Replacement / Construction Activities	Re-deploy fleet assets based on mileage travelled to other service areas within the department to optimize lifecycle planning. At and extend EUL where applicable	At pre-defined mileage or age
Disposal Activities	Public auction of fleet assets administered by a Third-Party	At pre-defined mileage or age
Expansion / Growth / Service Improvement Activities	Business Cases to support the addition of fleet assets. Guided by: <ul style="list-style-type: none"> <li>• Kingston Police Strategic Plan (2023 to 2026)</li> <li>• Green Fleet Strategy</li> <li>• Watson Population Growth Study &amp; Council Adoption</li> </ul>	As required
Expansion / Growth / Service Improvement Activities	Electrification of fleet vehicles	Planned trials / feasibility studies as required.



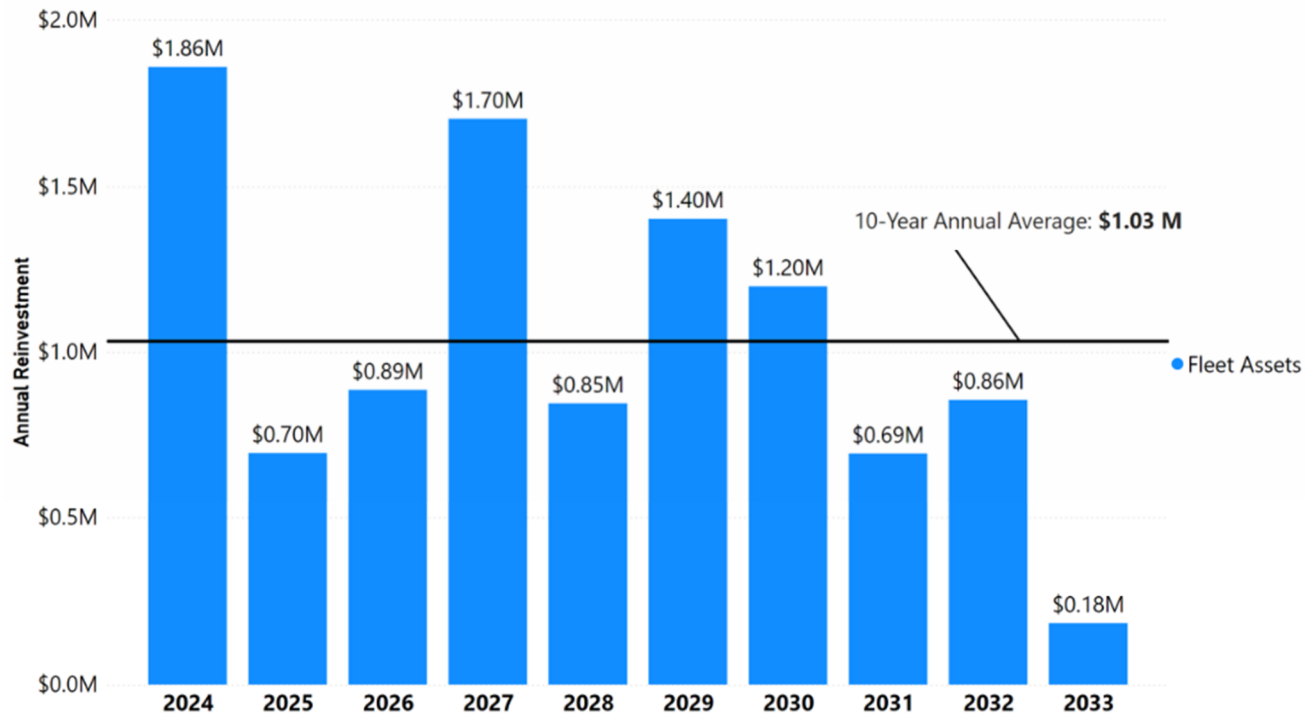
### 1.4.2 Funding the Lifecycle Activities

Lifecycle modeling allows for the City to understand the future reinvestment needs of their existing assets by generating a theoretical asset replacement forecast that considers available asset inventory data. The age, EUL, replacement cost, condition, and risk score of each asset can be leveraged within the lifecycle model to proactively plan for reinvestment over a period of time. Asset replacement forecasts within this subsection estimate the required reinvestment for Police Services assets over the next 10 years based on available asset inventory data.

There is a total of approximately **\$10.3 M** to be reinvested into the KP fleet assets owned by the City in the next 10 years, this excludes reinvestment associated with facilities and specialized equipment. This translates to a 10-year annual average of approximately **\$1.03 M**, as presented in **Figure 1-5**. For details regarding police facilities, refer to the Facilities AMP (2023).

## Police Services

Figure 1-5: 10-Year Capital Reinvestment Needs - Police Services (Fleet Assets)



It is important to note that forecasting in this lifecycle model relies heavily on age and EUL to determine renewal or replacement needs and that tracking of condition data for police fleet assets by staff will be essential for refining forecasted expenditures in the decades to come. The LOS defined in this AMP includes maintaining the current percentage of assets in poor or better condition (68%). From the lifecycle model, the percentage of Police Services assets in poor or better condition fluctuates throughout the next 10-years due to the EUL of the assets. Based on the EUL (10 and 15 years) and age of the fleet assets, the forecasted percentage of assets in poor or better condition reaches a high of 98% in 2032 and eventually finishes at 76% in 2033.

## Police Services

**Figure 1-6** shows an overview of KP Services asset conditions throughout the next 10 years based on the lifecycle model.

**Figure 1-6: Condition Overview by Year Based on Lifecycle Model - Police Services (Fleet Assets)**

