



Budget Consultations

Objective

The purpose of the meeting is for the Police Board:

1. To obtain input on councils' priorities in relation to public safety

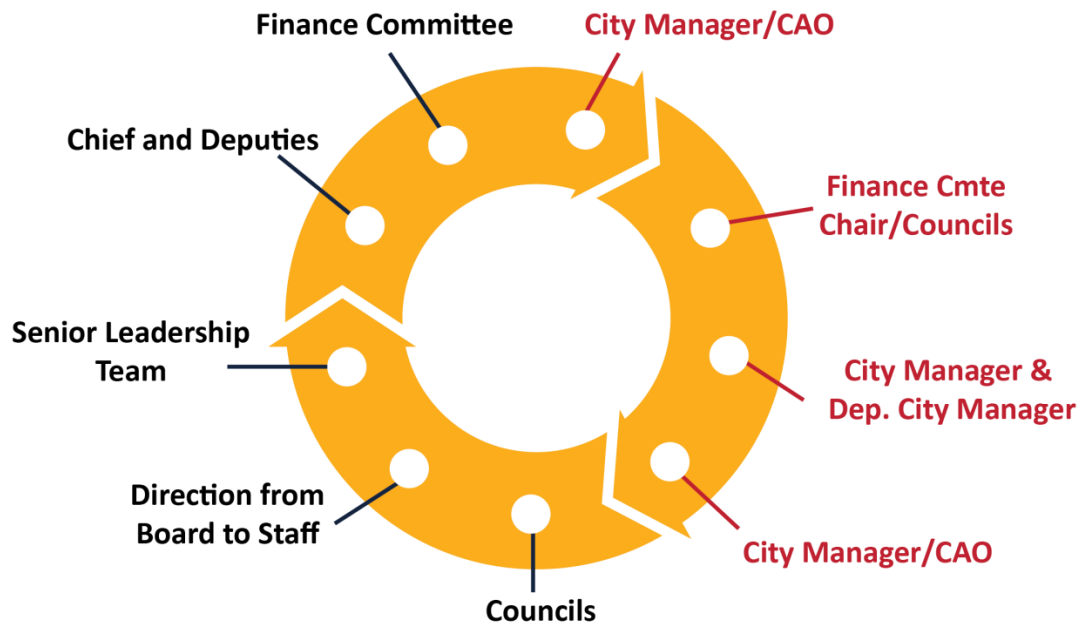
From councils' perspective:

1. Which strategic priorities would you highlight in relation to public safety?
2. What specific public safety priorities would councils like the Victoria Police Department to focus on?
3. What public safety activities would councils consider of lesser priority for the Victoria Police Department?

There is a growing deficit in staffing required to meet current and future service expectations. While we continue to manage current demand for police services, and maximize capacity with existing staffing levels and introduce alternate mental health response models, we expect this deficit to increase in 2023 and beyond for several reasons.

We recognize external pressures require Councils to scrutinize spending on priorities and projects over a multi-year timeline however; reductions in funding for policing will only deepen staffing deficits and result in service level reductions. We want to fully understand Councils' priority areas, should the Board need to work with the Chief Constable on service level adjustments.

Current Budget Process



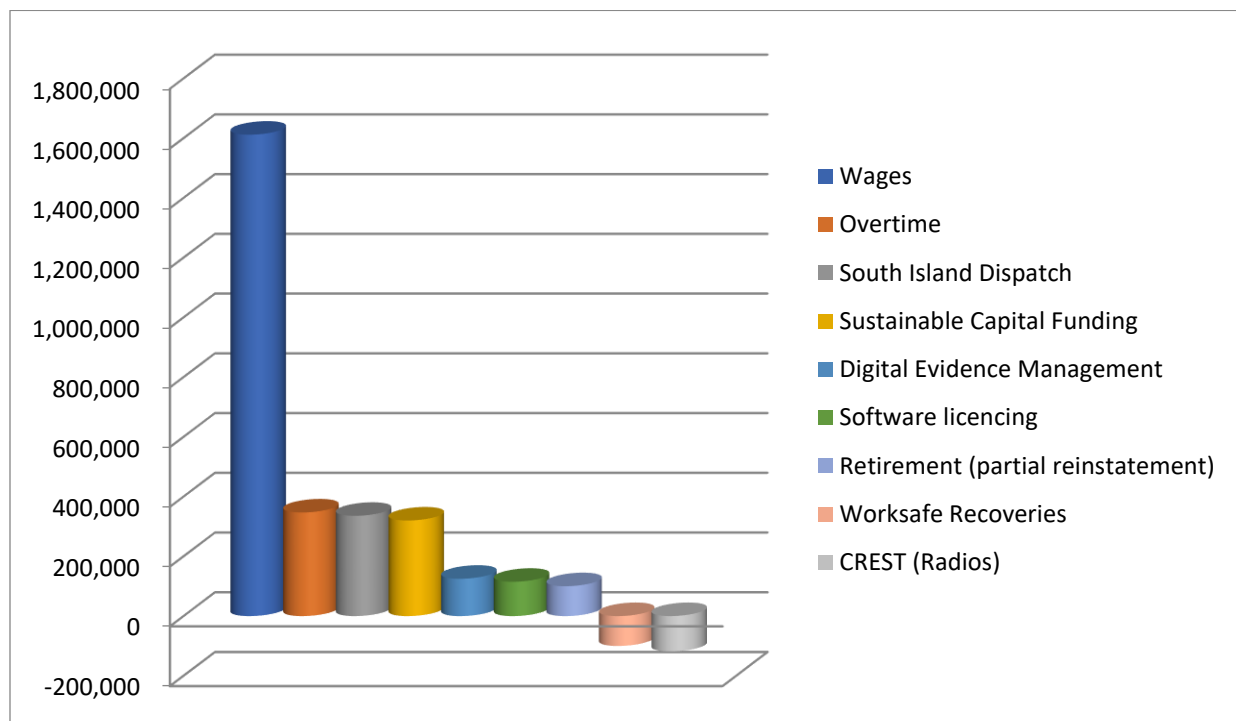
2022 Budget Timeline

Month	Strategy
May 2021	Budget package distributed to VicPD managers
June	- Police Finance Chair & Executive Team meet with City Manager/CAO and Finance Directors to seek input and discuss improvements to the budget process - Completion of strategic budgeting and internal review by Chief, Deputy Chiefs and Controller
July	- Controller to meet with Finance Committee Chair to review proposed budget in detail - Presentation of initial core budget and resource requests to Police Board Finance Committee - Finance Committee Chair to consult with Victoria Council - Finance Committee Chair to consult with Esquimalt Council - Finance Committee to provide budget direction to VicPD Executive - Special Police Board Meeting to review budget in detail
September	- Recommendation of provisional budget by Finance Committee to Police Board - Finance Committee Chair and VicPD Executive to meet with Victoria City Manager, Esquimalt CAO and both Finance Directors to review provisional 2022 Budget in its entirety - Police Board approval of Provisional Budget and Joint Board/Councils presentation
October	Presentation of Provisional 2022 Budget presentation at Joint Board/Councils meeting
November	- Finance Committee Chair to approve Provisional 2022 Budget Presentation to Victoria Council - Presentation of Provisional 2022 Budget to Victoria Council - City of Victoria Budget Town Hall Meeting
December	Finance Committee Chair to approve Provisional 2022 Budget Presentation to Esquimalt Council
January 2022	Presentation of Provisional 2022 Budget to Esquimalt Council
April	Final approval of 2022 Budget by Victoria and Esquimalt Councils

Cost Drivers (and opportunities) for the 2022 Budget

Cost Drivers

- Expected increments in the collective agreements
- Increased cost to provide 9-1-1 service (E-Comm)
- Next Generation 9-1-1 infrastructure costs (impact yet to be determined)
- Sustainable capital expenditure funding
- Increased overtime for Patrol shift minimums and public safety
- Digital Evidence Management software implementation



Ongoing Projects to Improve Organizational Effectiveness

- Digital Evidence Management Software implementation to improve the quality and timeliness of evidence management
- Implement Human Resource Information System to partially address resource issues identified in the Human Resources Review
- Revitalize the diversity and inclusion initiative
- Evaluate and redesign of our response to missing persons
- Civilian led mental health response teams in partnership with VIHA and evaluation of other deployment models
- Restorative Justice enhancements

Cost Pressures Beyond 2022

External factors continue to exert pressure on our budget. In the next few years we will face financial pressure from several external sources in particular:

The South Island Dispatch Centre will be upgrading equipment to Next Generation 9-1-1 technology, resulting in an additional levy with full year implications on the 2023 budget. A recently performed operational review by PricewaterhouseCoopers also recommended significant increases in staffing beyond current levels.

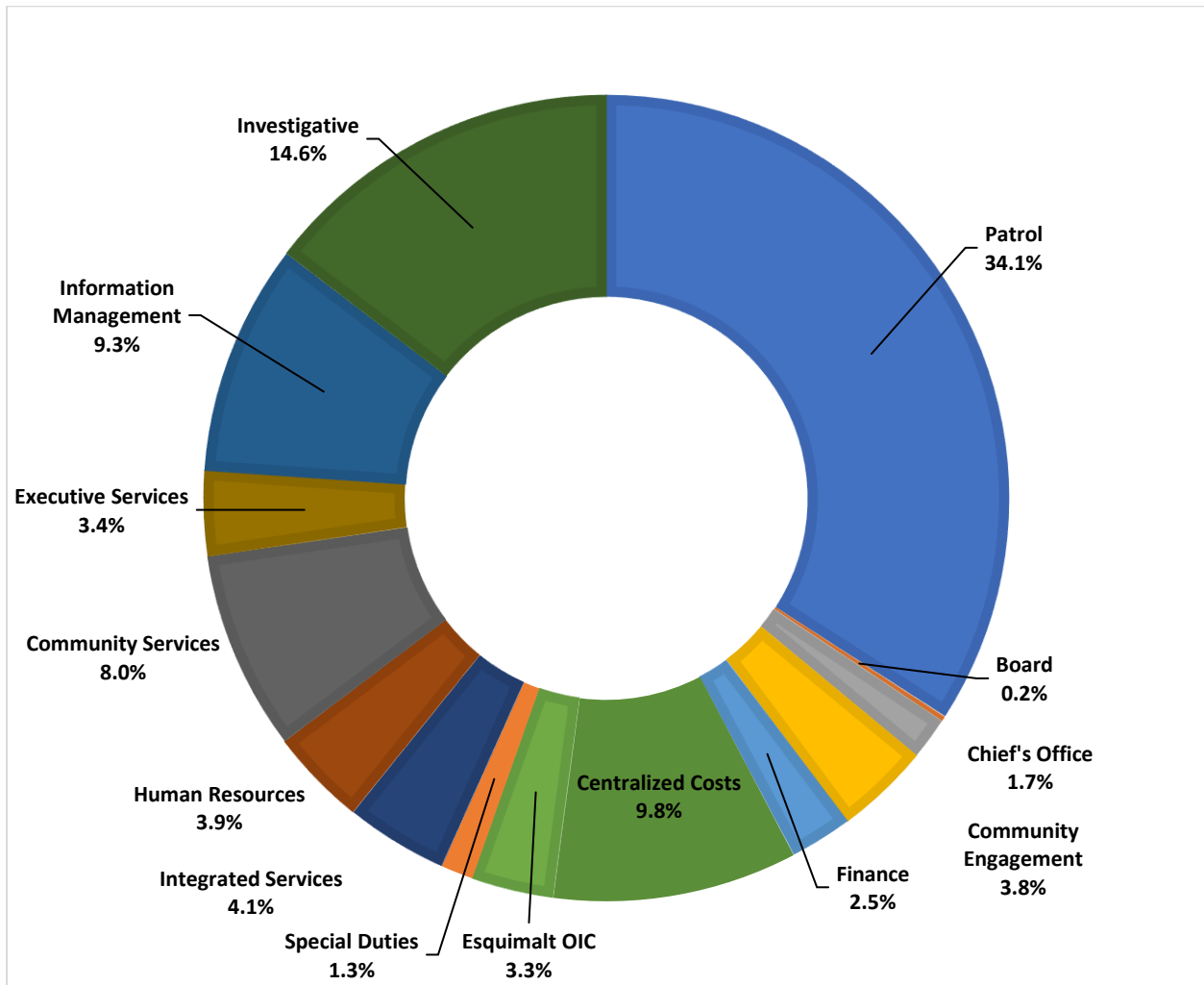
The Province recently notified the Police Board of their intent to increase the costs for municipalities for recruit training at the Justice Institute of BC, commencing 2024. If implemented, this will have a significant impact on recruitment costs moving forward.

In order to help contain costs the Police Board budgeted in 2021 to draw down from reserves to fund capital and retirement expenditures. Although necessary in the short term this is not sustainable over the longer term.

2021 Budget Overview

2021 Operating Expenditures Budget

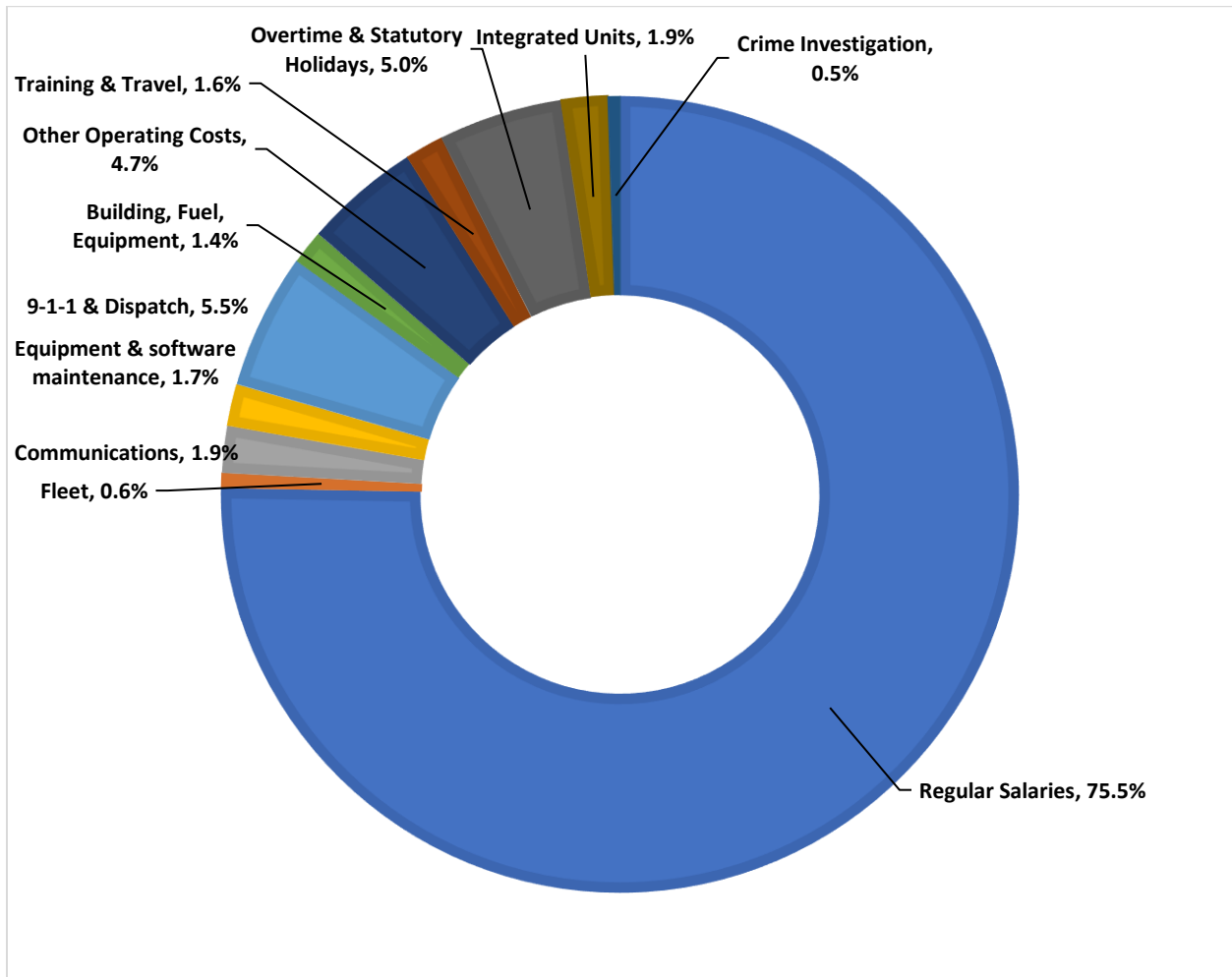
Operating Expenditures by Services



Note:

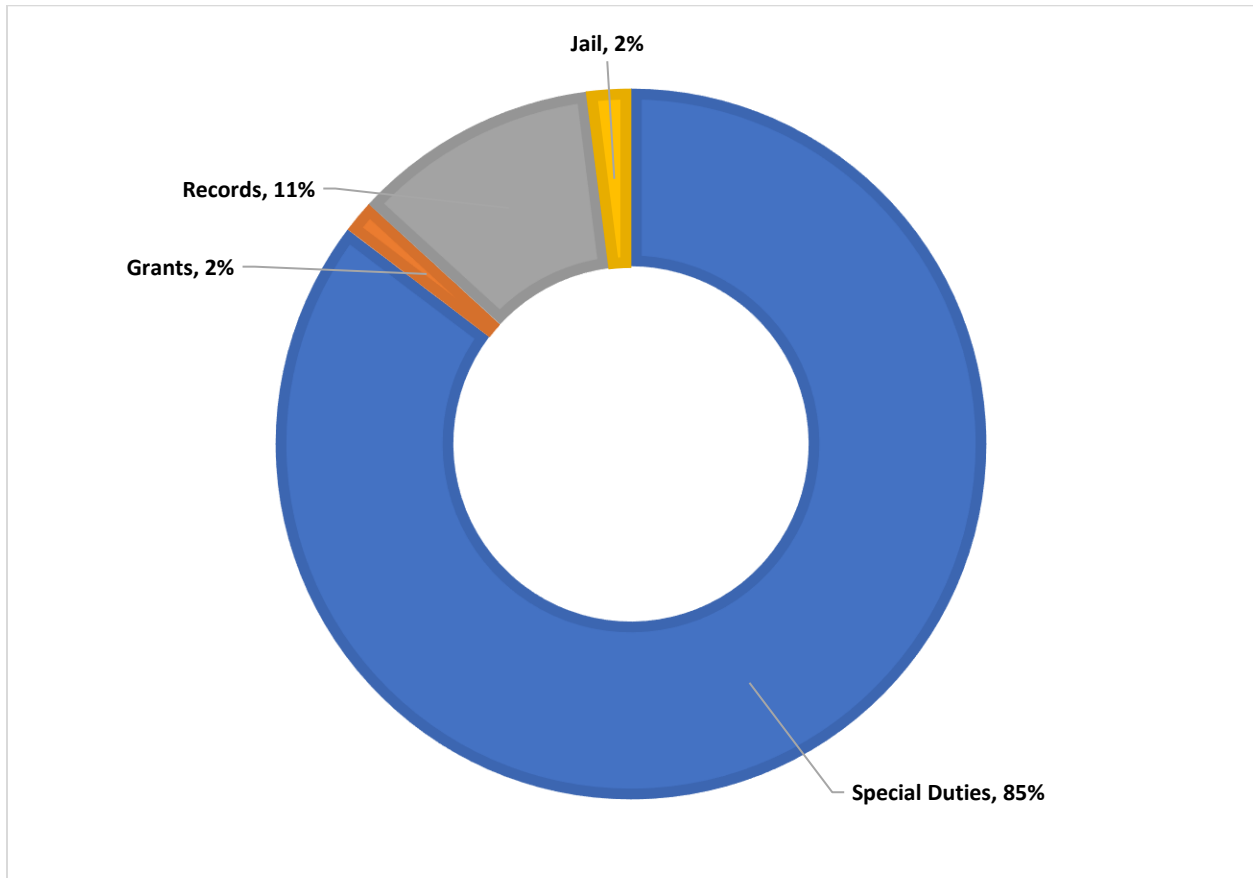
Centralized costs include pooled expenditures such as building & fleet operations, communications, non-specialized supplies, DNA analysis, laundry, parking, police databases and contingency

Operating Expenditures by Type



2021 Operating Revenue Budget

- 98% of funding from taxation
- Remaining revenues sources broken down as follows



2021 Capital Expenditures Budget

- 2021 transfers to reserves \$1,020,000
- 2021 capital expenditures \$1.55 million
- Expected balance in capital reserve, beginning of 2022 \$880,000

