



# 2021 Budget Update

## 2020 – 2023 Multi-Year Budget

### Winnipeg Fleet Management Agency



Standing Policy Committee on Innovation and Economic Development  
December 8th, 2020

# Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Budget Overview
3. Operating Budget
  - Highlights
  - Changes
  - Reserve Summary **not applicable**
  - Referrals **not applicable**
  - Other Important Information **not applicable**
4. Capital Budget
  - Key Projects
  - Changes
  - Summary
  - Referrals **not applicable**
  - Other Important Information **not applicable**
5. Questions

# What We Do

## Strategic Objectives\*

- Develop innovative strategies and efficiencies through the introduction of new technologies and business processes that enhance fleet services across the agency.
- To be a leader in environmental stewardship through the management of the agency's fueling infrastructure and promote fleet emission reductions.
- Optimize the operational and financial performance of the agency's repair and manufacturing facilities to support the delivery of essential services to a diverse civic customer base.
- Continue on the path of exploring opportunities with the Province of Manitoba and other government agencies on ways to eliminate duplication, reduce costs and take advantage of efficiencies in the areas of fleet procurement and operations.

## Key Priorities\*

- Provide fleet life cycle analysis and recommendations to assist City departments in managing their fleet operations.
- Develop and implement Service Level Agreements with civic departments for enhanced transparency and accountability.
- Enhance customer relationships through improved communications, resulting in fully transparent fleet charges, services, and decision making.
- Develop and further enhance the agency's performance and financial dashboards that provide accurate and timely data for operational planning needs.

\* Source: 2020 and 2021 WFMA Business Plans

# How We Did (Performance Measurements)

- Winnipeg Fleet Management Agency conducted a customer survey and approximately 80% of the customers were satisfied with Fleet Management services.

Customer Satisfaction				
2015	2016	2017	2018	2019
79%	72%	82%	68%	80%

- Winnipeg Fleet Management Agency received safework certification in 2019 and has reduced lost time due to injury:

Long Term Injury Frequency Rate				
2015	2016	2017	2018	2019
10.2	7.6	9.6	9.7	5.8

Long Term Injury Severity Rate				
2015	2016	2017	2018	2019
3131	1000	509	634	392

*LTI Frequency (# of lost time injuries/total hours worked) X 200,000*

*LTI Severity (hours lost due to LTI/total hours worked) X 200,000*

# Budget Overview

# Budget Overview

(Service Based View)

Preliminary 2021 Budget Update				
Service Based Budget (in millions of \$)	% Contribution to Department Budget	Surplus/ (Deficit)	Capital Budget	Reserves Projected Ending Balance
Fleet Management Agency	100.0	0.6	18.2	n/a
Total Department		0.6	18.2	n/a

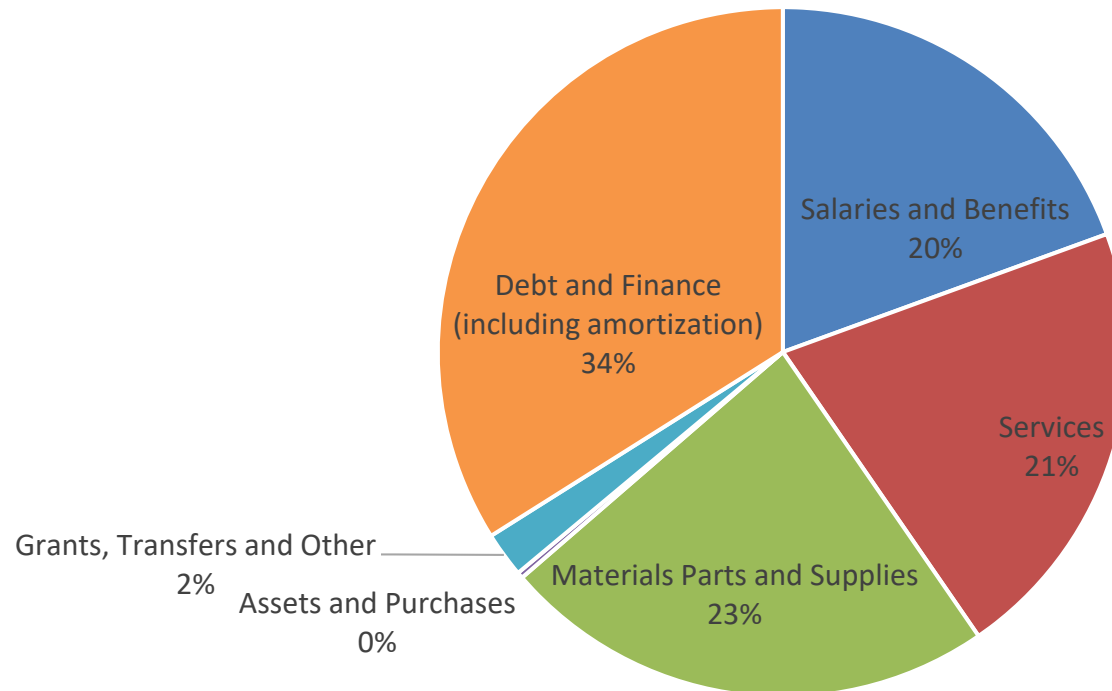
Notes:

Revenues of \$50.2M and expenses of \$49.6M in 2021.

# Budget Overview

(Departmental View)

## 2021 Preliminary Budget Expenditures



# Operating Budget



# Operating Budget Highlights

Annual Operating Budget Increase <sup>1</sup>	Average <sup>3</sup>
2021 Preliminary Budget	1.1%
Approved in the Multi-Year Budget <sup>2</sup>	0.8%

## Services Impacted - Approved in MYB <sup>2</sup>

Closure of Waverley Repair Facility	Reduction of under-utilized vehicles

### Notes:

1. Based on expenditures before capital related expenditure
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average for 2020 to 2023
4. Services impacted is not an exhaustive listing

# Operating Budget Highlights

## Services Impacted –Not Projected in MYB <sup>1</sup>, Included In Preliminary Budget

Impact of COVID-19 <sup>2</sup>	

Notes:

1. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020.
2. Increased vehicle rentals of \$180K in 2021 for Public Works.

# Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021 Preliminary	2022 Projection	2023 Projection	2021 to 2023 Total
<b>Surplus/(Deficit) - Council Approved Multi-Year Budget 2020 to 2023 (a)</b>		<b>0.6</b>	<b>0.3</b>	<b>0.7</b>	
<i>Increase (Decrease) From Forecast:</i>					
<i>Revenue:</i>					
Increase in services and parts revenue	HOUSEKEEP	-	0.1	0.1	0.2
Increase in vehicle rentals	REV/COST	0.2	-	-	0.2
Miscellaneous adjustments	HOUSEKEEP	-	-	-	-
<b>Revenue Net Change (b)</b>		<b>0.2</b>	<b>0.1</b>	<b>0.1</b>	<b>0.4</b>
<i>Expenditures:</i>					
Increase in salary and benefits	HOUSEKEEP	0.2	-	-	0.2
Increase in services and parts	HOUSEKEEP	0.2	0.1	0.4	0.7
(Decrease) in debt, finance and amortization	HOUSEKEEP	(0.2)	(0.1)	(0.4)	(0.7)
<b>Expenditures Net Change (c)</b>		<b>0.2</b>	<b>-</b>	<b>-</b>	<b>0.2</b>
<b>Surplus/(Deficit) - Preliminary Budget (a+b-c)</b>		<b>0.6</b>	<b>0.4</b>	<b>0.8</b>	
* Includes housekeeping or fine tuning adjustments.					

# Capital Budget

# Capital Budget Summary

	2021 Budget	Forecast					6-year Total
		2022	2023	2024	2025	2026	
<b>List of Capital Projects (\$'000s)</b>							
1 Shop Tools & Equipment Upgrades	-	330	100	240	255	255	1,180
2 Power Tools	125	125	125	125	125	125	750
3 Fuel Site Upgrades and Improvements	-	100	200	100	200	200	800
4 Building Renovations	733	568	457	741	197	197	2,893
5 Fleet Asset Acquisitions	15,670	15,670	15,670	15,670	15,670	15,670	94,020
6 Fleet Software Application	1,709	-	-	-	-	-	1,709
							-
							-
							-
<b>TOTAL CAPITAL PROJECTS</b>	<b>18,237</b>	<b>16,793</b>	<b>16,552</b>	<b>16,876</b>	<b>16,447</b>	<b>16,447</b>	<b>101,352</b>

## Key Projects in the Capital Budget

Project Name	Budget Year	Amount	Benefits to the Community
Fleet Asset Acquisitions	Annual Program	\$15.67M	Fleet replacements to provide critical and essential services to citizens
Fleet Software Application	2021	\$1.71M	Provides the Agency with a modern, responsive and innovative vehicle maintenance application

# Capital Budget Changes

Projects	MYB Criteria	2021					2021 to 2025 Total	2026 Forecast	6-year Total
		Preliminary Budget	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast			
<b>Council Approved Forecast</b>		<b>17,349.0</b>	<b>16,465.0</b>	<b>16,440.0</b>	<b>16,447.0</b>	<b>16,447.0</b>	<b>83,148.0</b>	<b>-</b>	<b>83,148.0</b>
Increase / (Decrease) From Forecast:									
Shop Tools & Equipment Upgrades	HOUSEKEEP	(265.0)	85.0	(155.0)	(15.0)	-	(350.0)	-	(350.0)
Fuel Site Upgrades and Improvements	HOUSEKEEP	(200.0)	(100.0)	-	(100.0)	-	(400.0)	-	(400.0)
Building Renovations	REV/COST	573.0	343.0	267.0	544.0	-	1,727.0	-	1,727.0
Fleet Software Application	REV/COST	780.0	-	-	-	-	780.0	-	780.0
<b>Total Changes</b>		<b>888.0</b>	<b>328.0</b>	<b>112.0</b>	<b>429.0</b>	<b>-</b>	<b>1,757.0</b>	<b>16,447.0</b>	<b>1,757.0</b>
<b>PRELIMINARY CAPITAL BUDGET</b>		<b>18,237.0</b>	<b>16,793.0</b>	<b>16,552.0</b>	<b>16,876.0</b>	<b>16,447.0</b>	<b>84,905.0</b>	<b>16,447.0</b>	<b>101,352.0</b>

# Questions?