



2020 To 2023 Preliminary Operating and Capital Budgets

Animal Services Agency SOA



Standing Policy Committee on Innovation

March 16, 2020

Agenda

1. Strategic Objectives, Priorities and Performance Measurement
2. Preliminary Operating and Capital Budgets – Summary
3. Operating Budget
 - Operating Budget (Departmental or Service Based Basis)
 - Year over Year Variance Explanations
 - Operating Budget Options and Reductions
 - Salaries and benefits, FTEs, and vacancy management
 - Other Important Operating Budget Information (not applicable)
4. Capital Budget (not applicable)
 - Capital Investment Plan - Authorization
 - Capital Budget Options and Reductions
 - Capital Forecast to Submission Reconciliation
 - Other Important Capital Budget Information (not applicable)
5. Operating and Capital Budget Referrals (not applicable)
6. Questions

Strategic Objectives, Priorities and Performance Measurement

Departmental Service Highlights

Strategic Objectives

Source: Agency selection report/business plan, performance measures, site and RPO bylaw.

- Agency sustainability through adequate funding via pet licensing revenues and mill rate support.
- A strengthened commitment to public and animal health and safety through increased public awareness and increased pet ownership education and outreach
- An enhanced public image
- Volunteer and learning opportunities for residents including at risk youth, service groups, colleges, and corporations

Key Priorities

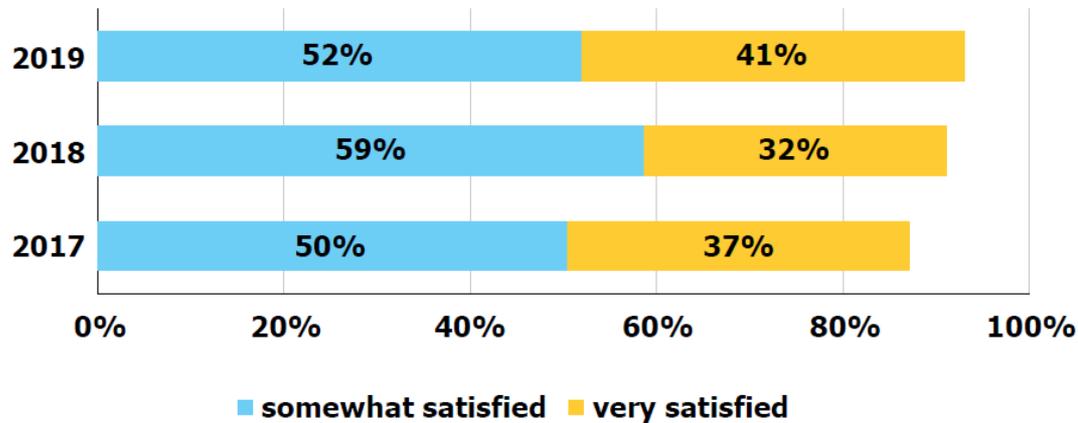
Source: Agency selection report/business plan, performance measures, site and RPO bylaw.

- Protect both people and animals in our community
- Provide safe and humane care and housing for residents' lost pets
- Reduce euthanization and provide positive outcomes for homeless pets
- Reduce pet over-population through low income spay/neuter initiatives
- Enforcement of the Responsible Pet Ownership By-Law
- 24/7 Emergency response to WPS and WFPS incidents involving animals
- 24/7 Emergency veterinary care for stray sick and injured pets
- Proactively educate the community to improve responsible pet ownership

Strategic Objectives, Priorities and Performance Measurement

Key projects

Citizen Satisfaction with Animal Services



In 2019, 93% of respondents indicated they were satisfied with the provision of animal services.

	2015	2016	2017	2018	2019
Total Satisfied	89%	86%	87%	91%	93%

Source: City of Winnipeg Annual Citizen Survey

2020 Preliminary Operating and Capital Budgets

1. Operating Budget – Annual year over year budget growth rates (%) based on 2019 expenditures

	4-Year Average
EPC Target to balance the budget	0.0%
Operating Options Presented to Committee in Fall 2019	0.0%
Preliminary Budget	0.2%

Operating Budget

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections	2018 Actual	2019 Budget	2020 Preliminary Budget	Year over Year Increase / (Decrease)	%	Exp. No.	2021 Projection	2022 Projection	2023 Projection	4 year Average % Change
GOVERNMENT GRANTS	26,961	28,174	27,259	(915)			27,259	27,259	27,259	
SERVICE AND OTHER	2,642,994	2,504,661	2,588,108	83,447			2,602,858	2,617,608	2,632,358	
ADD TRANSFER FROM GENERAL REVENUE FUND	1,295,396	771,219	771,219	-			1,271,219	1,271,219	1,271,219	
TOTAL REVENUE	3,965,351	3,304,054	3,386,586	82,532	2%	1	3,901,336	3,916,086	3,930,836	5%
SALARIES & BENEFITS	1,586,799	1,912,775	2,000,498	87,723			2,038,358	2,088,317	2,133,162	
SERVICES	362,749	460,997	378,144	(82,853)			354,484	354,900	357,407	
MATERIALS PARTS & SUPPLIES	138,077	127,289	131,910	4,621			131,606	131,086	130,614	
ASSETS & PURCHASES	42,107	9,229	9,229	-			9,229	9,229	9,229	
GRANTS, TRANSFERS & OTHER	1,257,966	1,247,303	1,184,920	(62,383)			1,184,920	1,184,920	1,175,080	
TOTAL OPERATIONAL EXPENDITURES	3,387,698	3,757,593	3,704,701	(52,892)	-1%		3,718,597	3,768,452	3,805,492	0%
DEBT & FINANCE CHARGES	57,379	56,906	45,602	(11,304)			43,602	38,602	38,602	
TOTAL EXPENDITURES	3,445,077	3,814,499	3,750,303	(64,196)	-2%	2	3,762,199	3,807,054	3,844,094	0%
Surplus / (Deficit)	520,274	(510,445)	(363,717)	(146,728)			139,137	109,032	86,742	
Total Operational Expenditures (before capital related expenditures) Year over Year % Change					-1%		0%	1%	1%	0%
Total Expenditures Year over Year % change					-2%		0%	1%	1%	0%
Total Revenue Year over Year % change					2%		15%	0%	0%	5%

Year over Year Variance Explanations

Year over year (increase) / decrease	2020 Preliminary Budget	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
1) <i>Revenue change due to the following:</i>				
- Increase in citation revenue.	\$ 66,581			
- Increase in transfer from General Revenue Fund.		\$ 500,000		
- Miscellaneous adjustments.	\$ 15,951	\$ 14,750	\$ 14,750	\$ 14,750
Net Revenue Change	\$ 82,532	\$ 514,750	\$ 14,750	\$ 14,750
2) <i>Expenditure change due to the following:</i>				
- Increase in salaries and benefits.	\$ 87,723	\$ 37,861	\$ 49,959	\$ 44,845
- Decrease in postage.	\$ (35,000)			
- Decrease in advertising.	\$ (32,582)			
- Decrease in Fixit program grant.	\$ (31,468)			
- Decrease in strategic support services from Community Services.	\$ (30,000)			
- Decrease in capital Lease.	\$ (23,923)	\$ (23,311)		
- Miscellaneous adjustments.	\$ 1,054	\$ (2,654)	\$ (5,104)	\$ (7,805)
Net Expenditure Change	\$ (64,196)	\$ 11,896	\$ 44,855	\$ 37,040

Operating Budget Options

Options Presented to SPC / Board vs. Preliminary Budget	<i>Total 4-year Proposal</i>	Total 4-year Preliminary Budget	Explanation
a. Reduce Advertising	<i>(84,000)</i>	(84,000)	Advertising is used to inform the public about pet licensing. Pet licensing is the primary source of revenue for Animal Services.
b. Eliminate prospective low income spay/neuter program for dogs	<i>(200,000)</i>	(200,000)	This was a program in development to provide funds to help low income residents get their dogs fixed.
c. Eliminate conversion of exam room into vet clinic (depreciation)	<i>(20,000)</i>	(20,000)	This was part of a long term plan to create a spay/neuter clinic at Animal Services, similar to the clinic at the Winnipeg Humane Society.
d. Reduce postage to account for email renewal savings	<i>(20,000)</i>	(20,000)	No implications.
e. Reduce transfer to CMS - Strategic Support Services	<i>(120,000)</i>	(120,000)	No implications.
Other operating reduction: 10% reduction in estimated grants in support of cat spay and neuter programs		(64,472)	Increase in cat euthanizations.
Total Adjustments	<i>(444,000)</i>	(508,472)	

Salary Budget and Full Time Equivalents (FTEs) / Vacancy Management

2020 - 2023 Preliminary Operating Budget

	2019 Adopted Budget	2020 Preliminary Budget	Increase / (Decrease)	2021 Budget Projection	2022 Budget Projection	2023 Budget Projection
Full Time Equivalents <i>(number of FTEs)</i>	27.31	27.14	(0.17)	27.15	27.15	27.16
Salaries & Benefits	\$ 1,742,785	\$ 1,792,787	\$ 50,002	\$ 1,830,647	\$ 1,880,606	\$ 1,925,451
Vacancy Management included in Salaries & Benefits	\$ (34,856)	\$ (35,856)	\$ (1,000)	\$ (36,613)	\$ (37,612)	\$ (38,509)

Questions?

