



2020 To 2023 Preliminary Operating and Capital Budgets

Golf Services SOA



Standing Policy Committee on Innovation and Economic Development

March 16, 2020

Agenda

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Strategic Objectives, Priorities and Performance Measurement

Strategic Objectives and Key Priorities

As presented to Standing Policy Committee Innovation and Economic Development, November 18, 2019

- Make sound business decisions to achieve bottom-line accountability.
- Implement new golf course maintenance techniques. The expectation is that the municipal golf courses be maintained to the standard of private and semi-private golf courses.
- Deliver exceptional customer service to golfers and the citizens of Winnipeg through innovation and technology, staff training and industry best practices.
- Golf Services endeavors to be recognized as the leader in public golf.
- Ensure financial sustainability.
- Improve the on course playing conditions.
- Provide high quality customer service.
- Improve the overall image of the municipal golf courses.

Strategic Objectives, Priorities and Performance Measurement

Performance Measurement

As presented to Standing Policy Innovation and Economic Development, November 18, 2019

Kildonan Park	2016	2017	2018	2019
Days Open	189	186	179	175
Total Rounds Played	26,184	24,034	24,887	27,312
Windsor Park	2016	2017	2018	2019
Days Open	181	166	171	168
Total Rounds Played	21,305	20,638	21,482	23,915
Crescent Drive	2016	2017	2018	2019
Days Open	174	158	159	162
Total Rounds Played	15,029	13,872	14,158	13,596
Harbour View	2016	2017	2018	2019
Days Open	189	187	174	175
Total Rounds Played	11,251	10,262	9,609	9,790

For the second consecutive year, overall golfer participation increased at the City operated golf courses. 74,613 total rounds were played during the 2019 season, which is an increase of 6% over the 2018 golf season.

Strategic Objectives, Priorities and Performance Measurement

Golf Services (SOA)

Contributing Departments

Golf Services SOA 100 %

Operating Budget (in millions of \$)	2018 Actual	2019 Budget	2020 Prelim Budget	Expl.	2021 Projection	2022 Projection	2023 Projection
Service Revenue	2.275	2.258	2.430	1	2.532	2.620	2.709
Grant from the City	0.730	0.730	0.730		0.730	0.730	0.730
Provincial funding (service specific)	0.023	0.025	0.023		0.023	0.023	0.023
Revenues	3.027	3.013	3.184		3.285	3.373	3.462
Salaries and benefits	1.246	1.517	1.512	2	1.539	1.580	1.616
Services	0.650	0.716	0.634		0.620	0.633	0.649
Materials, parts and supplies	0.213	0.272	0.210		0.215	0.224	0.223
Assets and purchases	-	-	-		-	-	-
Debt and finance charges	0.346	0.309	0.337		0.331	0.320	0.305
Grants, transfers and other	0.024	0.029	0.025		0.026	0.026	0.027
Recoveries	-	-	-		-	-	-
Operating expenses	2.479	2.843	2.719		2.730	2.783	2.820
Transfer to Capital	-	-	-	-	-	-	
Total Expenses	2.479	2.843	2.719	2.730	2.783	2.820	
Surplus/(Deficit)	0.548	0.170	0.464	0.555	0.590	0.643	
Full-time Equivalent Positions	20	24	24		24	24	24

Strategic Objectives, Priorities and Performance Measurement

Key projects

- In 2020, Kildonan Park Golf Course will undergo clubhouse washroom renovations in order to modernize the layout and to conform to present day accessibility requirements. Additionally, new furniture will be purchased and an outdoor sound system will be installed to improve the customer experience on the outdoor patio.
- At Windsor Park, new clubhouse windows will be installed, which will provide for enhanced views of the golf course and add to the heating and cooling efficiency of the facility.
- Turf drainage improvements will continue to be performed at all four of the City-operated golf courses (Kildonan, Windsor, Crescent Drive, Harbour View).

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%
Operating Options Presented to Committee in Fall 2019	0%
Preliminary Budget	0%

Operating Budget (Departmental)

2020 Preliminary Operating Budget and 2021 to 2023 Budget Projections in millions of \$	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	0.023	0.025	0.023	(0.002)			0.023	0.023	0.023	
SERVICE AND OTHER	3.004	2.988	3.160	0.172			3.262	3.350	3.439	
ADD OTHER REVENUE LINES, IF REQUIRED				-						
TOTAL REVENUE	3.027	3.013	3.183	0.170	6%	1	3.285	3.373	3.462	1%
SALARIES & BENEFITS	1.246	1.517	1.512	(0.005)			1.539	1.580	1.616	
SERVICES	0.650	0.716	0.634	(0.082)			0.620	0.633	0.649	
MATS PARTS & SUPPLIES	0.213	0.272	0.210	(0.062)			0.215	0.224	0.224	
ASSETS & PURCHASES	-	-	-	-			-	-	-	
GRANTS, TRANSFERS & OTHER	0.024	0.029	0.026	(0.003)			0.025	0.026	0.026	
RECOVERIES	-	-	-	-			-	-	-	
TOTAL OPERATIONAL EXPENDITURES	2.133	2.534	2.382	(0.152)	-6%		2.399	2.463	2.515	-1%
DEBT & FINANCE CHARGES	0.346	0.309	0.337	0.028			0.331	0.320	0.305	
TRANSFER TO CAPITAL	-	-	-	-			-	-	-	
TRANSFERS TO REGIONAL STREET RESERVE	-	-	-	-			-	-	-	
TOTAL EXPENDITURES	2.479	2.843	2.719	(0.124)	-4%	2	2.730	2.783	2.820	-1%
Deficit	(0.548)	(0.170)	(0.464)	(0.294)			(0.555)	(0.590)	(0.642)	
Total Operational Expenditures (before capital related expenditures) Year over Year % Change					-6%		1%	3%	2%	0%
Total Expenditures Year over Year % change					-4%		0%	2%	1%	0%

Year over Year Variance Explanations

(in millions)

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 green fees revenue	\$ 0.126	\$ 0.076	\$ 0.077	\$ 0.078
- Increase in other revenue	0.035	0.025	0.010	0.010
- Miscellaneous adjustments.	0.009	0.001	0.001	0.001
Net Revenue Change	\$ 0.170	\$ 0.102	\$ 0.088	\$ 0.089
2) <i>Expenditure change due to the following:</i>				
- Increase in salaries and benefits	\$ -	\$ 0.026	\$ 0.041	\$ 0.036
- Decrease/increase in services	(0.082)	(0.014)	0.013	0.015
- Miscellaneous adjustments.	(0.042)	(0.001)	(0.001)	(0.014)
Net Expenditure Change	\$ (0.124)	\$ 0.011	\$ 0.053	\$ 0.037

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>	23.65	23.68	0.03	23.68	23.69	23.70
Salaries & Benefits <i>(in millions of \$)</i>	\$ 1.517	\$ 1.512	\$ (0.005)	\$ 1.539	\$ 1.580	\$ 1.616
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (0.020)	\$ (0.020)	\$ -	\$ (0.020)	\$ (0.020)	\$ (0.020)

FTE Change by 2023 In Comparison to 2019 Budgeted FTEs

	2023
Vacant Positions	0.05
Filled Positions	-
Total FTE change	0.05

Questions?