



2021 Budget Update

2020 – 2023 Multi-Year Budget

Winnipeg Golf Services SOA



Standing Policy Committee on Innovation and Economic Development
December 8, 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 (not applicable)
 - Key Projects
 - Changes
 - Summary
 - Referrals
 - Other Important Information
5. Questions

What We Do

Strategic Objectives

- Make sound business decisions to achieve bottom-line accountability.
- Implement new golf course maintenance techniques with the expectation 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 by enhancing staff training, innovation and technology and implementing industry best practices.
- Golf Services endeavors to be recognized as the leader in public golf while remaining affordable and accessible.

Key Priorities

- Ensure financial sustainability.
- Improve the on-course playing conditions.
- Provide high quality customer service.
- Improve the overall image of the municipal golf courses.

Source: Golf Services – Special Operating Agency 2021 Business Plan

How We Did (Performance Measurements)

Operating Costs

Kildonan Golf Course	2016	2017	2018	2019
Total Cost (Operations)	\$ 941,862	\$ 907,486	\$ 780,641	\$ 839,176
Total Revenue (Operations)	\$ 947,487	\$ 892,786	\$ 994,485	\$ 1,064,110
Net Revenue (Operations)	\$ 5,625	\$ (14,700)	\$ 213,844	\$ 224,934
Operating Cost per Round	\$ 35.97	\$ 37.76	\$ 31.37	\$ 30.73
Windsor Golf Course	2016	2017	2018	2019
Total Cost (Operations)	\$ 829,506	\$ 802,284	\$ 703,944	\$ 701,902
Total Revenue (Operations)	\$ 716,839	\$ 723,005	\$ 754,331	\$ 844,411
Net Revenue (Operations)	\$ (112,667)	\$ (79,279)	\$ 50,387	\$ 142,509
Operating Cost per Round	\$ 38.93	\$ 38.87	\$ 32.77	\$ 29.35
Crescent Drive	2016	2017	2018	2019
Total Cost (Operations)	\$ 314,642	\$ 302,752	\$ 327,524	\$ 302,874
Total Revenue (Operations)	\$ 243,778	\$ 235,939	\$ 253,952	\$ 254,407
Net Revenue (Operations)	\$ (70,864)	\$ (66,813)	\$ (73,572)	\$ (48,467)
Operating Cost per Round	\$ 20.94	\$ 21.82	\$ 23.13	\$ 22.28
Harbour View	2016	2017	2018	2019
Total Cost (Operations)	\$ 190,813	\$ 195,187	\$ 204,567	\$ 175,664
Total Revenue (Operations)	\$ 68,135	\$ 72,280	\$ 69,961	\$ 71,308
Net Revenue (Operations)	\$ (122,678)	\$ (122,906)	\$ (134,606)	\$ (104,356)
Operating Cost per Round	\$ 16.96	\$ 19.02	\$ 21.29	\$ 17.94

How We Did (Performance Measurements)

Rounds Played

Kildonan Park	2017	2018	2019	2020
Days Open (Golf Season)	186	179	175	162
Total Rounds Played	24,034	24,887	27,312	33,856
Windsor Park				
Windsor Park	2017	2018	2019	2020
Days Open (Golf Season)	166	171	168	162
Total Rounds Played	20,638	21,482	23,915	31,946
Crescent Drive				
Crescent Drive	2017	2018	2019	2020
Days Open (Golf Season)	158	159	162	158
Total Rounds Played	13,872	14,158	13,596	24,626
Harbour View				
Harbour View	2017	2018	2019	2020
Days Open (Golf Season)	187	174	175	158
Total Rounds Played	10,262	9,609	9,790	13,815

For the third consecutive year, golfer participation increased at the City-operated golf courses. In total, 104,243 rounds were played during the 2020 season, which is an increase of 40% over the 2019 season.

How We Did (Performance Measurements)

Green Fee Comparison

Golf Course	Prime Time Fee (18)	With Golf Cart
Rossmere	\$65.00	\$87.00
Bridges	\$60.00	\$80.00
St. Boniface	\$58.00	\$78.50
Kingswood	\$49.00	\$70.00
Larters	\$50.00	\$68.00
Transcona	\$44.00	\$64.00
Tuxedo	\$40.00	\$60.00
Kildonan/Windsor	\$40.00	\$59.00
John Blumberg	\$37.00	\$54.00
Shooters Golf Course	\$28.00	\$40.50

Budget Overview

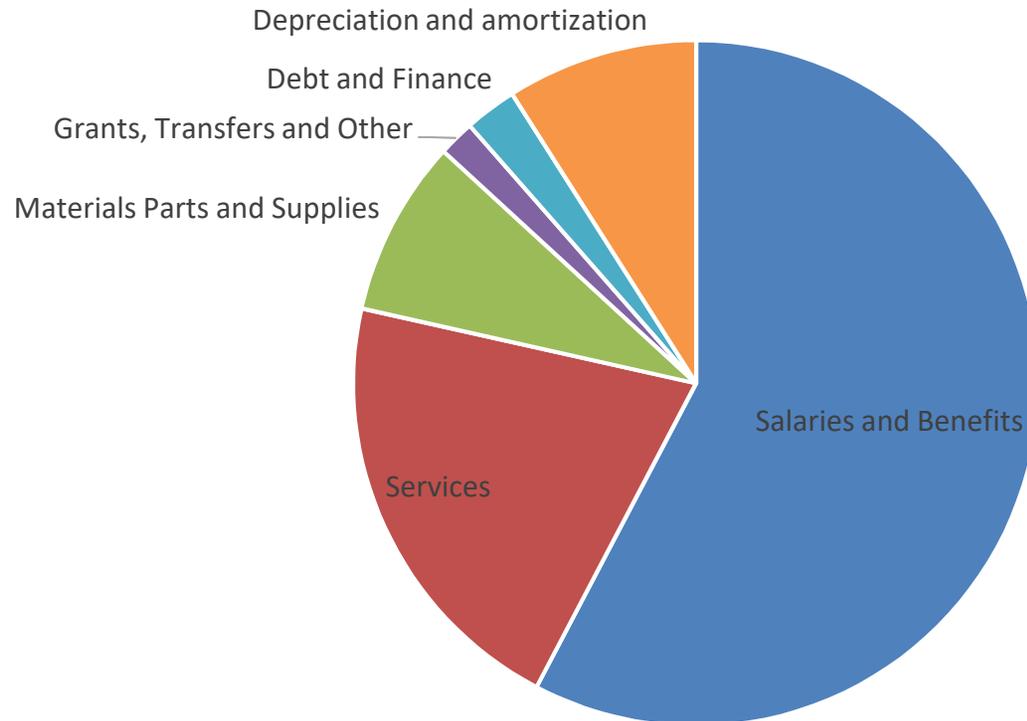
Budget Overview

(Service Based View)

Preliminary 2021 Budget Update				
Service Based Budget (in millions of \$)	% Contribution to Department Budget	Operating Budget Surplus / (Deficit)	Capital Budget	Reserves Projected Ending Balance
Golf Services SOA	100.0	0.7	-	-
Total		0.7	-	-

Budget Overview

2021 Preliminary Budget Expenditures



Operating Budget

Operating Budget Highlights

Annual Tax Supported Operating Increase ¹	Average ³
2021 Preliminary Budget	-0.6%
Approved in the Multi-Year Budget ²	-0.1%

Services Impacted - Approved in MYB ²

N/A

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

Operating Budget Highlights

Services Impacted –Not Projected in MYB ¹, Included In Preliminary Budget

Impact of COVID-19 ²

Reversal of assumed PST savings

Notes:

1. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
2. Based on low economic impact scenario

Operating Budget Changes

Operating Budget (In millions of \$)	MYB Criteria	2021 Preliminary	2022 Projection	2023 Projection	2021 to 2023 Total
Surplus/(Deficit) - Council Approved Multi-Year Budget 2020 to 2023 (a)		0.56	0.59	0.64	
<i>Increase (Decrease) From Forecast:</i>					
<i>Revenue:</i>					
Increase in green fees revenue due to fees and rounds	REV/COST	0.05	0.05	0.05	0.15
Miscellaneous adjustments	HOUSEKEEP	0.01	0.02	0.02	0.05
Revenue Net Change (b)		0.06	0.07	0.07	0.20
<i>Expenditures:</i>					
Decrease in equipment servicing, fleet consumables, allocated departmental costs	REV/COST	(0.06)	(0.06)	(0.06)	(0.18)
Miscellaneous adjustments	HOUSEKEEP	0.03	0.01	-	0.04
Expenditures Net Change (c)		(0.03)	(0.05)	(0.06)	(0.14)
Surplus/(Deficit) - Preliminary Budget (a+b-c)		0.65	0.71	0.77	

Questions?