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

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

#### Rounds Played

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

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

<table>
<thead>
<tr>
<th>Golf Course</th>
<th>Prime Time Fee (18)</th>
<th>With Golf Cart</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rossmere</td>
<td>$65.00</td>
<td>$87.00</td>
</tr>
<tr>
<td>Bridges</td>
<td>$60.00</td>
<td>$80.00</td>
</tr>
<tr>
<td>St. Boniface</td>
<td>$58.00</td>
<td>$78.50</td>
</tr>
<tr>
<td>Kingswood</td>
<td>$49.00</td>
<td>$70.00</td>
</tr>
<tr>
<td>Larters</td>
<td>$50.00</td>
<td>$68.00</td>
</tr>
<tr>
<td>Transcona</td>
<td>$44.00</td>
<td>$64.00</td>
</tr>
<tr>
<td>Tuxedo</td>
<td>$40.00</td>
<td>$60.00</td>
</tr>
<tr>
<td>Kildonan/Windsor</td>
<td>$40.00</td>
<td>$59.00</td>
</tr>
<tr>
<td>John Blumberg</td>
<td>$37.00</td>
<td>$54.00</td>
</tr>
<tr>
<td>Shooters Golf Course</td>
<td>$28.00</td>
<td>$40.50</td>
</tr>
</tbody>
</table>
Budget Overview
### Budget Overview
(Service Based View)

#### Preliminary 2021 Budget Update

<table>
<thead>
<tr>
<th>Service Based Budget (in millions of $)</th>
<th>% Contribution to Department Budget</th>
<th>Operating Budget Surplus / (Deficit)</th>
<th>Capital Budget</th>
<th>Reserves Projected Ending Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Golf Services SOA</td>
<td>100.0</td>
<td>0.7</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>0.7</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Budget Overview

2021 Preliminary Budget Expenditures

- Salaries and Benefits
- Services
- Materials Parts and Supplies
- Grants, Transfers and Other
- Debt and Finance
- Depreciation and amortization
Operating Budget
Operating Budget Highlights

<table>
<thead>
<tr>
<th>Annual Tax Supported Operating Increase</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021 Preliminary Budget</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Approved in the Multi-Year Budget</td>
<td>-0.1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Services Impacted - Approved in MYB</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Impact of COVID-19 2</th>
<th>Reversal of assumed PST savings</th>
</tr>
</thead>
</table>

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 $)

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