



2022 Budget Update

2020 – 2023 Multi-Year Budget

Golf Services SOA

Photo: Tyler Walsh, courtesy Tourism Winnipeg

Standing Policy Committee on Innovation and Economic Development
November 29, 2021

Agenda

1. Service Description, Objectives and Performance Measurement
2. Budget Overview and Highlights
3. Operating Budget:
 - Changes
 - FTEs / Salaries and Benefits
 - Reserve Summary (not applicable)
 - Referrals (not applicable)
4. Capital Budget: (not applicable)
 - Summary
 - Key Projects
 - Changes
 - Referrals
 - Other Important Information
5. Other Important Information and Questions



What We Do

Services Provided*

Services	Description
Golf Services (SOA)	Administer the City's 12 golf course assets; operate and maintain golf courses; manage contracts and leases for City lands used by privately operated golf courses, cross country ski and spa operations

* 1. Source: 2022 Preliminary Budget - Operating and Capital, Volume 2

How We Did

Performance Measurements*




Good Health and
Well-Being (HW)



Environmental
Resilience (ER)

Performance Reporting

OurWinnipeg Goal:	Service	Service Goal / Measure Description	2017	2018	2019	2020	2021
	Golf Services SOA	Improve golf course playability					
		Number of Rounds Played	68,806	70,133	74,613	104,243	114,823
	Golf Services SOA	Contribute toward environmental sustainability					
		% of Fleet, both Golf Carts and Maintenance Equipment, that is Electric or Hybrid	Note: measures related to this service goal to follow in subsequent years				

* Source: Community Trends and Performance Report – Volume 1 for 2022 Budget

How We Did

Performance Measurements*

Our Winnipeg:



Good Health and
Well-Being (HW)

Golf Services Operating Cost per Round (18 holes) [A]

Kildonan Golf Course	2016	2017	2018	2019	2020
Total Cost (Operations)	\$941,862	\$907,486	\$780,641	\$839,176	\$847,303
Total Revenue	\$947,487	\$892,786	\$994,485	\$1,064,110	\$1,429,739
Net Revenue/(Loss)	\$5,625	(\$14,700)	\$213,844	\$224,934	\$582,436
Operating Cost per Round	\$35.97	\$37.76	\$31.37	\$30.73	\$25.03
Windsor Golf Course	2016	2017	2018	2019	2020
Total Cost (Operations)	\$829,506	\$802,284	\$703,944	\$701,902	\$707,737
Total Revenue	\$716,839	\$723,005	\$754,331	\$844,411	\$1,206,536
Net Revenue/(Loss)	(\$112,667)	(\$79,279)	\$50,387	\$142,509	\$498,799
Operating Cost per Round	\$38.93	\$38.87	\$32.77	\$29.35	\$22.15

[A] Only direct operating costs for each course. No administrative charges included.

* Source: Community Trends and Performance Report – Volume 1 for 2022 Budget

How We Did

Performance Measurements*

Our Winnipeg:



Good Health and
Well-Being (HW)

Golf Services Operating Cost per Round (9 holes) [A]

Crescent Drive Golf Course	2016	2017	2018	2019	2020
Total Cost (Operations)	\$314,642	\$302,752	\$327,524	\$302,874	\$319,767
Total Revenue	\$243,778	\$235,939	\$253,952	\$254,407	\$486,321
Net Revenue/(Loss)	(\$70,864)	(\$66,813)	(\$73,572)	(\$48,467)	\$166,553
Operating Cost per Round	\$20.94	\$21.82	\$23.13	\$22.28	\$12.98
Harbour View Golf Course	2016	2017	2018	2019	2020
Total Cost (Operations)	\$190,813	\$195,187	\$204,567	\$175,664	\$226,093
Total Revenue	\$68,135	\$72,280	\$69,961	\$71,308	\$106,044
Net Revenue/(Loss)	(\$122,678)	(\$122,907)	(\$134,606)	(\$104,356)	(\$120,048)
Operating Cost per Round	\$16.96	\$19.02	\$21.29	\$18.53	\$16.37

[A] Only direct operating costs for each course. No administrative charges included.

* Source: Community Trends and Performance Report – Volume 1 for 2022 Budget

How We Did

Performance Measurements*

Our Winnipeg:



Good Health and
Well-Being (HW)

Golf Services Operating Cost per Hole Played

	2016	2017	2018	2019	2020
Kildonan Golf Course	\$2.00	\$2.10	\$1.74	\$1.71	\$1.39
Windsor Golf Course	\$2.16	\$2.16	\$1.82	\$1.63	\$1.23
Crescent Drive Golf Course	\$2.33	\$2.42	\$2.57	\$2.48	\$1.44
Harbour View Golf Course	\$1.88	\$2.11	\$2.37	\$2.06	\$1.82

The Golf Services Operating Cost per Hole is calculated annually for comparative purposes. The costs can be influenced by weather conditions, the length of the operating season, as well as the age of the golf services infrastructure and assets.

The lower operating cost in 2020 are a result of expenses remaining relatively the same and an increase in rounds played

* Source: Community Trends and Performance Report – Volume 1 for 2022 Budget

Budget Overview

Budget Overview

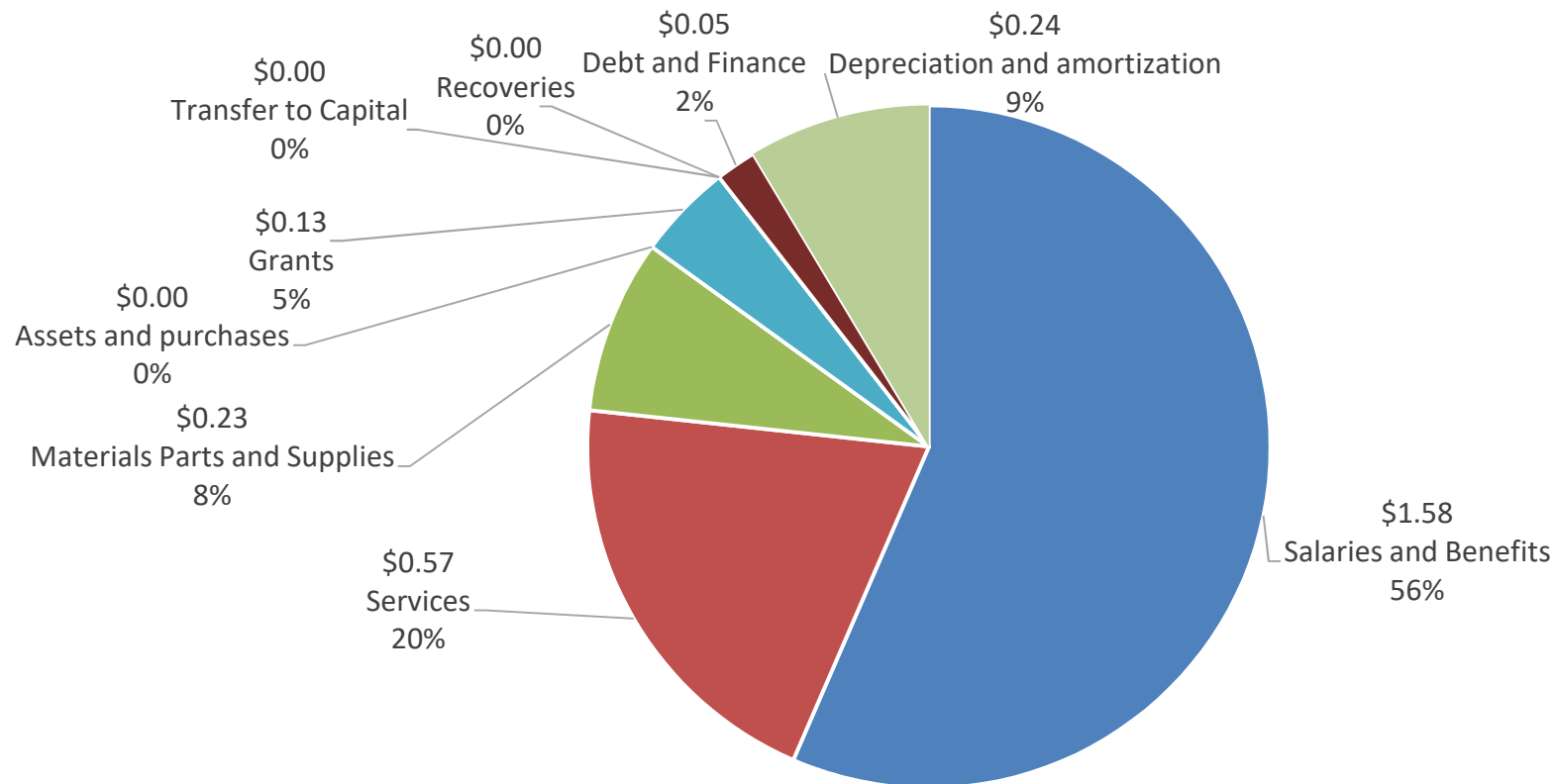
(Service Based View)

Preliminary 2022 Budget Update				
Service Based Budget (in millions of \$)	% Contribution to Service Based Budget	Operating Budget Surplus	Capital Budget	Reserves, Net Income (Revenue Less Expenditures)
Golf Services SOA	100.0	0.9	-	-
Total		0.9	-	-

Budget Overview

(Departmental View)

2022 Preliminary Budget Expenditures = \$2.8 million



Operating Budget Highlights

Annual Tax Supported Operating Increase ¹	Average ³
2022 Preliminary Budget Submission	0.1%
Approved in the Multi-Year Budget ²	(0.1%)

Budget Impacts – Not Projected in MYB⁴, Included in Preliminary Budget

Impact of COVID-19 ⁵

Notes:

1. Based on expenditures before capital related expenditures
2. Adopted Multi-Year Budget (MYB) 2020 Budget and 2021 to 2023 Projections - March 20, 2020
3. Average expenditure increase for 2020 to 2023
4. Adopted Multi-Year Budget (MYB) 2020 & 2021 Budget, 2022 to 2023 Projections – December 16, 2020
5. Based on best case scenario, March 2021 economic update
6. Budgets / services impacted is not an exhaustive listing

Operating Budget

Operating Budget Changes

Operating Budget (In millions \$)	MYB Criteria	2022 Preliminary Budget	2023 Projection	2022 to 2023 Total
Surplus - Council Approved from 2021 Budget Process (a)		0.7	0.8	1.5
<i>Increase (Decrease) From Forecast:</i>				
<i>Revenue:</i>				
Increase in green fees revenue due to adjustments to rounds and above inflation	REV/COST	0.9	0.9	1.8
Increase in net leasing revenue offset by increase in municipal tax expense	REV/COST	0.1	0.1	0.2
Decrease in transfer from General Revenue Fund	REV/COST	(0.7)	(0.7)	(1.4)
Revenue Net Change (b)		0.3	0.3	0.6
<i>Expenditures:</i>				
Increase in municipal tax expense offset by increase in net leasing revenue	REV/COST	0.1	0.1	0.2
Expenditures Net Change (c)		0.1	0.1	0.2
Surplus - Draft Budget Submission (a+b-c)		0.9	1.0	1.9

* Includes housekeeping or fine tuning adjustments.

Multi-year Budget (MYB) Criteria:

LEG - Legislative Changes

REV/COST - Revenue / cost driver

COUNCIL - Council Direction

INCRE - Incremental operational impact

HOUSEKEEP - Housekeeping / fine tuning adjustments

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

	2020 Adopted Budget	2021 Adopted Budget	2022 Preliminary	Increase vs. 2021	2023 Budget Projection
Full Time Equivalents <i>(number of FTEs)</i>	23.68	23.68	23.69	0.01	23.70
Salaries & Benefits <i>(in millions of \$)</i>	\$ 1.51	\$ 1.55	\$ 1.58	\$ 0.03	\$ 1.62
Vacancy Management included in Salaries & Benefits <i>(in millions of \$)</i>	\$ (0.020)	\$ (0.020)	\$ (0.020)	\$ -	\$ (0.020)

Notes:

1. 2019 FTEs total = 23.65
2. 2022 FTEs increased by 0.01 in comparison to 2021 primarily due to vacancy management.
3. 1 FTE is approximately equivalent to \$63,200 for vacancy management in the 2022 budget submission.
4. There are no temporary FTEs in the capital budget not included in operating budget.

Other Important Budget Information

1. Financial impact of the potential sale of John Blumberg Golf Course is not included in 2022 preliminary budget.

