Minutes– Council – January 30, 2025

Minute No. 122
Report – Standing Policy Committee on Property and Development – January 13, 2025

Item No. 1 The City of Winnipeg – Golf Services – Special Operating Agency – 2025 Business Plan

COUNCIL DECISION:

Council concurred in the recommendation of the Standing Policy Committee on Property and Development and adopted the following:

1. That the 2025 Business Plan for The City of Winnipeg – Golf Services – Special Operating Agency, including the 2025-2028 Budget, included as Appendix A and A-1 respectively, be approved subject to adoption of the City's overall 2025 Operating Budget.

2. That the 2023 audited financial statements, included as Appendix A-5, be received as information.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Report – Standing Policy Committee on Property and Development – January 13, 2025

DECISION MAKING HISTORY:

Moved by Councillor Duncan,

That the recommendation of the Standing Policy Committee on Property and Development be adopted by consent.

Carried

Councillor Orlikow was absent for the vote on the above motion.

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 21, 2025, the Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Property and Development and submitted the matter to Council.

STANDING COMMITTEE RECOMMENDATION:

On January 13, 2025, the Standing Policy Committee on Property and Development concurred in the recommendation of the Winnipeg Public Service and submitted the matter to the Executive Policy Committee and Council.

ADMINISTRATIVE REPORT

Title: The City of Winnipeg – Golf Services – Special Operating Agency – 2025 Business Plan

Critical Path: Standing Policy Committee on Property and Development – Executive Policy Committee – Council

AUTHORIZATION

Author	Department Head	CFO	CAO
B. Fey	H. Borys	T. Graham	S. Armbruster, Interim CAO

EXECUTIVE SUMMARY

A business plan for the City of Winnipeg Golf Services (Special Operating Agency) is submitted to Council each year. Highlights of the 2025 Business Plan, attached as Appendix A, are provided below.

The City of Winnipeg has operated municipal golf courses since 1921. The City of Winnipeg – Golf Services – Special Operating Agency was established in 2002 to administer the City's golf course assets.

The 2025 season will be the 24th year of operation for the SOA which includes the operation and contract management of 12 golf course properties in Winnipeg. The SOA is also responsible for managing contracts and leases for City lands used by Thermea Spa and the Cross-Country Ski Association of Manitoba.

City-run golf courses were open for 192 days during the 2024 golf season and hosted 107,367 rounds of golf. On average, on an annual basis from 2010 to 2019, 79,825 rounds were played. Comparatively, on an annual basis from 2020 to 2024, 103,225 rounds have been played, which is a 29% increase.

Golf is in a strong position as popularity and participation continue to rise and as newcomers come to the sport and realize the physical and mental health benefits playing golf provides.

RECOMMENDATIONS

1. That the 2025 Business Plan for The City of Winnipeg – Golf Services – Special Operating Agency, including the 2025-2028 budget, included as Appendix A and A-1 respectively, be approved subject to adoption of the City's overall 2025 Operating Budget.

2. That the 2023 audited financial statements, included as Appendix A-5, be received as information.

3. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

REASON FOR THE REPORT

A Business Plan is presented to Council, annually, in accordance with The City of Winnipeg – Golf Services – Special Operating Agency's Operating Charter.

IMPLICATIONS OF THE RECOMMENDATIONS

Details of both revenues and direct costs are contained in the 2025 to 2028 projected financial statements and notes as presented in Appendix A-1.

In 2025, at Kildonan Park, Windsor Park, Crescent Drive and Harbour View, green fees will increase by $1.00 per round.

The Agency's line of credit, due to The City of Winnipeg – General Revenue Fund balance, was paid in full in 2023. This was due, in part, to the unprecedented increase in rounds played during the pandemic-affected 2020 and 2021 golf seasons, which resulted in the projected outstanding balance being repaid more quickly than anticipated.

HISTORY/DISCUSSION

The City of Winnipeg has operated municipal golf courses since 1921. The City of Winnipeg – Golf Services – Special Operating Agency was established in 2002 to administer the City's golf course assets. The Special Operating Agency (SOA) concept permits Golf Services to operate in a business-like and transparent manner through managerial flexibilities including special delegations, exemptions and authorities.

The 2025 season will be the 24th year of operation for the Agency, which includes the operation and contract management of 12 golf course properties in Winnipeg.

Golf Services SOA was established to operate in a businesslike manner; that is, it was to generate sufficient revenue to offset its expenses and provide a return to the City.

There are four different types of arrangements under which the golf courses are managed by the SOA:

1. City operated and maintained: Kildonan Park, Windsor Park and Crescent Drive
2. Leased properties: Rossmere, St. Boniface, Transcona, Wildewood, Assiniboine, Canoe Club and Tuxedo
3. Managed Contract: John Blumberg
4. City maintained / Contractor operated: Harbour View Golf Course and Recreation Complex

The SOA is also responsible for managing contracts and leases for City lands used by Thermea Spa and the Cross-Country Ski Association of Manitoba.

On May 29, 2013, the future of the City's role in delivering Golf Services was debated and voted on at Council. Council directed Golf Services to continue with operations and management of the four City-owned and operated Kildonan Park, Windsor Park, Crescent Drive and Harbour View Golf Courses.

Further, on December 11, 2013, Council approved that, effective January 1, 2014, the following cost items identified as "Allocated to the City" be discontinued:

- Property tax equivalents;
- Departmental support costs;
- Office accommodation costs;
- Provision for business taxes;
- Transfer to General Revenue Fund for 311;
- Transfer to Business Technology Services (BTS) internal service provider.

Unionized City employees continue to operate both the pro shop and maintenance operations at Kildonan Park, Windsor Park, and Crescent Drive Golf Courses.

At Harbour View, the pro shop and related amenities (mini-putt, driving range, etc.) continue to be operated through a management contract, with golf course maintenance being performed by unionized City employees.

FINANCIAL IMPACT

Financial Impact Statement

Date: November 19, 2024

Project Name:

First Year of Program 2025

The City of Winnipeg – Golf Services – Special Operating Agency – 2024 Business Plan

	2025	2026	2027	2028	2029
Capital					
Capital Expenditures Required	$ -	$ -	$ -	$ -	$ -
Less: Existing Budgeted Costs	-	-	-	-	-
Additional Capital Budget Required	$ -	$ -	$ -	$ -	$ -
Funding Sources:					
Debt - Internal	$ -	$ -	$ -	$ -	$ -
Debt - External	-	-	-	-	-
Grants (Enter Description Here)	-	-	-	-	-
Reserves, Equity, Surplus	-	-	-	-	-
Other - Enter Description Here	-	-	-	-	-
Total Funding	$ -	$ -	$ -	$ -	$ -
Total Additional Capital Budget Required	$ -				
Total Additional Debt Required	$ -				
Current Expenditures/Revenues					
Direct Costs	$ 3,243,759	$ 3,263,710	$ 3,324,107	$ 3,567,897	$ -
Less: Incremental Revenue/Recovery	4,621,277	4,750,206	4,892,325	5,012,142	-
Net Cost/(Benefit)	$ (1,377,518)	$ (1,486,496)	$ (1,568,218)	$ (1,444,245)	$ -
Less: Existing Budget Amounts	-	-	-	-	-
Net Budget Adjustment Required	$ (1,377,518)	$ (1,486,496)	$ (1,568,218)	$ (1,444,245)	$ -

Additional Comments: Details of both revenues and direct costs are contained in the 2025 to 2028 projected financial statements and notes as presented in Appendix A-1. The "Net Budget Adjustment Required" represents the projected annual surplus, also presented in Appendix A-1.

Mike McGinn Nov. 19, 2024

Mike McGinn, CPA, CA
Manager of Finance

CONSULTATION

This Report has been prepared in consultation with:

- Planning, Property and Development Department

OURWINNIPEG POLICY ALIGNMENT

Complete Communities 2.0

G3. Parks and Recreation
Goal 1.0 Ensure land designed for public parks, recreation facilities and supporting open space is sufficient to provide all Winnipeggers ample, year-round opportunities for physical recreation, leisure, play, sport, natural experiences, and active transportation.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

This report is in alignment with the Strategic Opportunity #1, Corporate Leadership of the Winnipeg Climate Action Plan. It specifically addresses the following actions and directions:

> **Direction 1.1 Cultivate a Corporate Culture that Values Climate Action** [page 28]
> *Action* – Integrate sustainability and climate action into procurement standards which demonstrate increasing impact from year to year.
>
> **Direction 1.3 Implement Low Carbon and Energy Efficient City Facilities and Buildings** [page 29]
> *Action* - Evaluate opportunities to invest in renewable energy technologies at City buildings.

WINNIPEG POVERTY REDUCTION STRATEGY ALIGNMENT

Consideration was given as to whether this report connects to the Winnipeg Poverty Reduction Strategy (PRS) and its Goals and Objectives, and it was determined that the PRS is not applicable to this specific report.

SUBMITTED BY

Department: Planning, Property and Development
Division: Golf Services, SOA
Prepared by: B. Fey
Date: November 22, 2024

Attachments:
Appendix A – Golf Services Special Operating Agency Business Plan 2025
Appendix A-1 – 2025 to 2028 Projected Financial Statements and Notes

Appendix A-2 – Green Fees and Other Services
Appendix A-3 – Golf Course Properties

Appendix A-5 – 2023 Auditors' Report & Financial Statements

APPENDIX A

THE CITY OF WINNIPEG

GOLF SERVICES

SPECIAL OPERATING AGENCY

BUSINESS PLAN

2025

Overview

The City of Winnipeg has operated municipal golf courses since 1921. The City of Winnipeg – Golf Services – Special Operating Agency was established in 2002 to administer the City's golf course assets. The Special Operating Agency concept permits Golf Services to operate in a business-like and transparent manner, through managerial flexibilities including special delegations, exemptions and authorities.

The 2025 season will be the 24th year of operation for the Agency, which includes the operation and contract management of 12 golf course properties in Winnipeg. There are four different types of arrangements under which the golf courses are managed by the SOA:

1. City operated and maintained: Kildonan Park, Windsor Park and Crescent Drive
2. Leased properties: Rossmere, St. Boniface, Transcona, Wildewood, Assiniboine, Canoe Club and Tuxedo.
3. Managed Contract: John Blumberg
4. City maintained / Contractor operated: Harbour View Golf Course and Recreation Complex.

The Agency is also responsible for managing contracts and leases for City lands used by Thermea Spa and the Cross-Country Ski Association of Manitoba.

Strategic Direction

The SOA's strategic direction is set out by its Operating Charter and Business Plan and places emphasis on managing for results, bottom-line accountability, customer satisfaction and full disclosure.

Golf Services participates in the competitive Winnipeg golf market. The market is served with golf courses ranging from private and semi-private championship courses to shorter practice courses that are oriented to beginners, seniors and families.

Key Priorities

- Financial sustainability.
- Environmentally conscious.
- Enhancing the golf experience.

Strategic Objectives

- 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 Goals and Strategies

Goal: Improve Golf Course Playing Conditions

Strategies:

A master plan was developed to improve and upgrade the Municipal golf courses. These strategic projects have not only enhanced the condition of the facilities but have also improved playing conditions and have extended the life expectancy of the assets. In order to complete the work but not disrupt daily operations, plans were made to complete a few key areas each season starting with the most crucial.

- Implementation of new golf course cutting and maintenance techniques. The expectation from management is that the municipal golf courses be cut and maintained to the standard of private and semi-private golf courses. Speed of greens, length of fairways and tees and the condition of bunkers are now all measured and monitored on a daily basis.

- Renovate and construct new tee boxes. Several older tee boxes have been renovated, new forward and back tees have been and will continue to be constructed.

- Renovate and construct new bunkers. In order to improve the strategic playing interest and layout of the holes, new bunkers have been constructed. Some existing bunkers have been restored to original design.

- Improve golf course drainage. Significant work has been completed to improve the turf drainage at the municipal golf courses. The improved conditions have provided for an increase in revenue as now in periods of rain and wet conditions, golf courses are still able to rent golf carts to customers. Prior to the drainage work, golf carts could not be rented during these periods for fear of damaging the turf.

- The walls of the 10th hole train bridge at Kildonan Park Golf Course received work which consisted of repairing the concrete abutments and wingwalls. Significant spalling and delamination were observed on this over 100-year-old structure which is widely recognized as one of the most famous golf holes in the province.

Goal: Enhancing the Golf Experience

Strategies:

- Point of Sale (POS) Systems have been upgraded. The new POS systems have improved the Agency's ability to collect and store data, review detailed financial reports, track golf attendance trends and has also improve the point of sale experience for the customer.

- The new POS systems have allowed for the creation of the PAR Loyalty Program (Points and Rewards), which encourages golfers to patronize municipal golf courses by awarding points for every green fee purchased, ultimately to be redeemed for a free round of golf. To date, the PAR Loyalty Program has approximately 10,000 members. The POS systems also have the ability to accumulate an email database, which is used to communicate with golfers advising them of green fee specials, merchandise sales and general information on programs.

- The SOA introduced gift cards which customers can purchase in person or online directly from our website. The online service is available year-round and a marketing push during the holiday season has proven to be a successful venture.

- Develop and launch an interactive mobile golf app. The Golf Services app is free to download for golfers with an iPhone or Android device. Some of the benefits of using the app include:
    - GPS yardages;
    - Tracking personal scoring statistics;
    - Live leaderboard top scores for the day/week/month;
    - Book your tee-time right from the app;
    - Social media sharing;
    - In 2025, players using the app will receive “push notifications” advising them of specials or discounted unused tee times as well as general information on courses.

- At Windsor Park, new clubhouse windows were installed which has provided for enhanced views of the golf course and improved the heating and cooling efficiency of the facility. In 2024, a new patio deck was constructed behind the clubhouse facing the 9th green. This deck is fully licensed and will serve as a great location for golfers to enjoy food and beverage before and after a round of golf.

- At Kildonan Park Golf Course, the women’s clubhouse washroom was recently renovated in order to modernize the layout and conform to present day accessibility requirements. The men’s washroom was renovated in 2020. During this process, the clubhouse building also received much needed structural support upgrades. In the spring of 2021, the roof on the clubhouse received new shingles. Additionally, new furniture was purchased to enhance the customer experience on the outdoor patio.

- New hole signs were installed at each tee box at Kildonan, Windsor and Crescent Drive.

- In 2022, Golf Services launched a revamped website. The new site allows for ease of access to all the key information citizens need about municipal golf courses.

- The SOA is currently in discussions with Golf Canada about the potential of bringing the First Tee program to the municipal golf courses in 2025. This globally recognized brand increases access to golf for kids from diverse backgrounds and helps build character, confidence and resiliency through golf.

- In 2025, Windsor Park Golf Course will celebrate its 100-year anniversary. Events will be planned to recognize this historic milestone including members of council and special golf promotions to the public.

Goal: Environmentally Conscious

Strategies:

- The SOA has entered into a new lease for 120 lithium-ion electric powered golf carts which moved the municipal golf courses to 100 percent electric in 2023.

- Efforts have been made to convert the existing fleet of golf maintenance equipment from gas to electric. In 2022, hybrid greens mowers were purchased and in 2024 the Agency converted its beverage carts from gas to fully electric.

- The SOA has a turf sprayer which is shared between the four courses it operates. This unit has allowed maintenance staff to react to the onset of turf diseases and to control noxious weeds and clover, which has improved playing conditions. The new sprayer has also allowed the SOA to be more environmentally responsible by properly regulating and reducing the amount of chemicals being applied.

- In 2025, maintenance staff will continue to be trained in the proper application of fungicides and herbicides.

- The City Forestry Branch annually inspects the trees on golf course properties. Trees infected with DED are identified and removed from the course. Golf courses attempt to plant replacement trees where possible.

- Recycling Bins are now situated on every tee box throughout the municipal golf courses. This has been expanded from originally having bins on just a few holes and around the clubhouses.

Goal: Increase winter activity at the Municipal Golf Courses

Strategies:

- The Cross-Country Ski Association of Manitoba continues to operate the Windsor Park Nordic Centre out of the Windsor Park Golf Course. This location is the premier destination in the City for cross country ski. Ski trails are also groomed at Kildonan Park, Crescent Drive and Harbour View golf courses during the winter season and are available for public use.

- In recent years, the clubhouse at Kildonan Park Golf Course was renovated for the purpose of staying open into the winter season so it could function as a cross country ski chalet. Kildonan Park Golf Course now has a partnership with the Seven Oaks School Division, who uses the facility as part of its Cross Country Learn to Ski program. This program will continue in 2024.

- Winnipeg Trails is now operating out of Kildonan Park Golf Course. Beginning in January of 2023, programs offered include active aging skiing for seniors, workshops for people requiring adaptive ski equipment and ski programs for Indigenous youth and women. Trails will also be groomed for specialized use of sit skis for those requiring a wheelchair as well as a kick sled track. This program will continue in 2025.

- Ski trails are available for public use at eight city owned golf courses with a mix of public and private grooming arrangements. The City of Winnipeg Parks and Open Spaces Division groom trails at Kildonan Park, Crescent Drive and Harbour View. While private operators groom trails at Windsor Park, Assiniboine, St Boniface, Rossmere and Transcona.

Performance Measurement: Operating Cost (City-Run Golf Courses)

Kildonan Park GC (18)	2020	2021	2022	2023
Total Cost (Operations)	$ 847,302	$ 1,164,191	$ 953,693	$ 950,763
Total Revenue (Operations)	$ 1,429,738	$ 1,688,437	$ 1,266,003	$ 1,786,120
Net Revenue (Operations)	$ 582,435	$ 524,245	$ 312,310	$ 835,356

Operating Cost Per Round	$ 25	$ 30	$ 24	$ 25
Windsor Park GC (18)	**2020**	**2021**	**2022**	**2023**
Total Cost (Operations)	$ 707,736	$ 873,136	$ 766,030	$ 752,757
Total Revenue (Operations)	$ 1,206,536	$ 1,412,349	$ 1,060,344	$ 1,516,404
Net Revenue (Operations)	$ 498,799	$ 539,212	$ 294,314	$ 763,647
Operating Cost Per Round	$ 22	$ 25	$ 22	$ 22
Crescent Drive GC (9)	**2020**	**2021**	**2022**	**2023**
Total Cost (Operations)	$ 319,767	$ 353,760	$ 319,412	$ 375,276
Total Revenue (Operations)	$ 486,320	$ 529,108	$ 413,413	$ 543,989
Net Revenue (Operations)	$ 166,553	$ 175,348	$ 93,731	$ 168,712
Operating Cost Per Round	$ 13	$ 14	$ 12	$ 17
Harbour View GC (9)	**2020**	**2021**	**2022**	**2023**
Total Cost (Operations)	$ 226,092.00	$ 235,956	$ 217,888	$ 229,753
Total Revenue (Operations)	$ 106,044.00	$ 119,946	$ 88,730	$ 125,151
Net Revenue (Operations)	$ (120,048.00)	$ (116,014)	$ (129,158)	$ (104,602)
Operating Cost Per Round	$ 16	$ 16	$ 15	$ 17

Service Level Statistics: Rounds Played (City-Run Courses)

Kildonan Park	**2021**	**2022**	**2023**	**2024**
Days Open (Golf Season)	207	171	179	192
Total Rounds Played	38,888	28,610	36,844	38,104
Windsor Park	**2021**	**2022**	**2023**	**2024**
Days Open (Golf Season)	207	168	179	189
Total Rounds Played	35,216	25,417	34,043	33,154
Crescent Drive	**2021**	**2022**	**2023**	**2024**
Days Open (Golf Season)	200	171	179	192
Total Rounds Played	26,115	18,252	22,422	23,304
Harbour View	**2021**	**2022**	**2023**	**2024**
Days Open (Golf Season)	207	171	179	192

Total Rounds Played	14,604	10,438	13,666	12,805

City-run golf courses were open for 192 days during the 2024 golf season and hosted 107,367 rounds of golf. On average, on an annual basis from 2010 to 2018, 80,494 rounds were played. Comparatively, on an annual basis from 2019 to 2024, 98,520 rounds have been played, which is a 22% increase.

Winnipeg Area Golf Courses
Green Fee Comparison

The SOA regularly scans the fee structure of other public and semi-private courses within the Winnipeg market to view current trends. In order to remain affordable and accessible, the municipal courses offer very competitive green fee rates in the Winnipeg market. Prime time 18 holes with a power cart will increase from $68 to $70 in 2025. The cost to play golf at city run golf courses remains amongst the most affordable in the Winnipeg area.

Golf leagues have been introduced as a new option for golfers in an effort to maximize rounds and offer an enjoyable and casual golf experience on weekday evenings. Both Men's and Women's leagues are now available throughout the week at Kildonan, Windsor and Crescent Drive. Approximately 400 golfers have joined a new golf league.

Assumptions to the Projected Financial Statements

The financial projections are estimates of the financial position, operations and accumulated surplus, cash flows and change in net financial liabilities for the four years ending December 31, 2025 to 2028. The financial forecast and projections are based on actual 2023 results of operations with increases for annual inflation of 2 percent, except where otherwise described in the notes to the projected financial statements or as noted in these assumptions.

The 2024 to 2028 Projected Financial Statements and Notes are presented in Appendix A-1.

The 2023 Auditors' Report and Financial Statements are presented in Appendix A-5.

Revenues

Green Fees

In 2025, fees will increase by $1.00 per round at Kildonan Park, Windsor Park, Crescent Drive and Harbour View golf courses

Effective July 20, 2013, green fees include a $2.00 per round golf course improvement levy charge, intended to provide funds to the Agency for capital acquisitions.

Net Revenue from Leasing Operations

Net revenue from leased properties and managed contracts are based on current arrangements and are estimated for periods beyond contract expiry dates.

Transfer from the City of Winnipeg – General Revenue Fund

As outlined in The City of Winnipeg – Golf Services – Special Operating Agency 2015 Business Plan, adopted by Council on January 28, 2015, the due to The City of Winnipeg – General

Revenue Fund balance is to be reduced to NIL, by way of an annual $750,000 transfer to Golf Services from the General Revenue Fund, over the ten-year period from 2015 to 2024.

The tax supported transfer to the Agency is projected to be NIL for 2023 and onward. The line of credit, due to The City of Winnipeg General - Revenue Fund was paid in full in 2023.

Other Revenue

Other revenue includes Provincial support grant, sports sales at Harbour View, and miscellaneous revenue.

Expenses

Salaries and Employee Benefits

Consistent with 2024, salaries and employee benefits expenses are based on collective agreements, providing for 23.70 net full-time equivalent (FTE) positions in 2024, including 1 FTE WAPSO exempt position, 1 FTE WAPSO position, 1 FTE CUPE position, and 20.70 FTE CUPE seasonal positions.

The Agency reduces its workforce in periods of inclement weather and also in the shoulder seasons (Spring/Fall) when golf rounds may decrease.

Services and Supplies

Services and supplies are based on estimates for operational requirements.

Amortization

Tangible capital assets are amortized on the basis of cost less residual value on a straight-line basis over their estimated useful lives as follows:

- Buildings - 25 years
- Equipment - 5 to 10 years
- Golf course improvements - 20 years

Interest

Interest expense is based on the due to The City of Winnipeg – General Revenue Fund balance, which operates as the SOA's line of credit.

Other Expenses

Other expenses include miscellaneous costs, provincial payroll tax, municipal tax and credit card commission.

Liabilities

Due to The City of Winnipeg – General Revenue Fund

Due to The City of Winnipeg – General Revenue Fund, represents the Agency's operating line of credit. As outlined in Golf Services' 2015 Business Plan, adopted by Council on January 28, 2015, the due to The City of Winnipeg – General Revenue Fund balance is to be reduced to NIL over a ten-year period from 2015 to 2024, by way of a $750,000 annual transfer to the SOA from the General Revenue Fund. The line of credit, due to The City of Winnipeg General - Revenue Fund was paid in full in 2023.

Debt

Due to The City of Winnipeg – General Revenue Fund debt represents a non-interest bearing start-up loan.

Accrued Employee Benefits

Accrued employee benefits are estimated for retirement allowance, vacation, and compensated absences.

Non-Financial Assets

Tangible Capital Assets

Tangible capital assets include land, buildings, golf course improvements and equipment. Annual asset acquisitions are contained in the Projected Statement of Cash Flows in Appendix A-1, and are estimated based on operational requirements.

Accumulated Surplus

The Agency's accumulated surplus consists of the following:

- Invested in tangible capital assets;
- Allocated equity;
- Contributed surplus;
- Operating.

As outlined in the SOA's 2017 Business Plan, adopted by Council on July 19, 2017, the Golf Course Reserve Fund was closed on January 1, 2017, and the accumulated surplus of the Reserve was transferred to Golf Services. Allocated equity includes the Golf Course Reserve Fund's accumulated surplus balance as at January 1, 2017, representing cumulative $2.00 per round golf course improvement levy from July 20, 2013 onward, net of the Agency's cumulative capital acquisitions from January 1, 2014 onward.

The $2.00 per round golf course improvement levy, included in the green fees rate, will continue to be charged by the SOA to fund capital acquisitions as intended, with the net cumulative balance reported as allocated equity.

Overview of City-Owned Golf Courses: Leased Golf Courses

Assiniboine Golf Club (9 Holes)

Address: 2045 Ness Ave

Acres: 59.4 Hectares: 24

Property Taxes: $28,472

Rent to the City: $1.00

Lease Expiry Date: December 31, 2025

Rossmere Golf and Country Club (18 Holes)

Address: 925 Watt Street

Acres: 119.1 Hectares: 48.2

Property Taxes: $28,928

Rent to the City: $1.00

Lease Expiry Date: October 9, 2058

St. Boniface Golf Club (18 Holes)

Address: 100 Youville Street

Acres: 117.9 Hectares: 47.7

Property Taxes: $63,927

Rent to the City: $1.00

Lease Expiry Date: December 31, 2025

Transcona Golf Club (18 Holes)

Address: 2120 Dugald Road

Acres: 135 Hectares: 54.6

Property Taxes: $24,997

Annual Rent to the City: $0.25 per round

Lease Expiry Date: December 31, 2023

Wildewood Club (9 Holes)

Address: 761 North Drive

Acres: 67.9 Hectares: 27.5

Property Taxes: $41,311

Annual Rent to the City: $1.00 per round

Lease Expiry Date: December 31, 2025

Canoe Club (9 Holes)

Address: 56 Dunkirk Drive

Acres: 48.2 Hectares: 19.5

Property Taxes: $22,830

Annual Rent to the City: $31,500

Lease Expiry Date: November 30, 2024

Tuxedo Golf Course (18 Holes)

Address: 400 Shaftesbury Blvd

Acres: 118.4 Hectares: 47.9

Property Taxes: $73,707

Annual Rent to the City: $99,293

Lease Expiry Date: February 28, 2031

Overview of City-Owned Golf Courses: Management Contracts

Harbour View Golf Course & Recreation Complex (9 Holes)

Address: 1867 Springfield Road

Acres: 62.3 Hectares: 25.2

Municipal Tax Revenue and Frontage Levies: N/A

Annual Rent to the City: Commission revenue of $129,583 in 2023

Agreement Expiry Date: March 31, 2026

John Blumberg Golf Course (18 Holes)

Address: 4540 Portage Ave

Acres: 198.4 Hectares: 80.3

Municipal Tax Revenue and Frontage Levies: N/A

Annual Rent to the City: $2.00 per round: $49,496 (24,748 rounds played in 2024)

Agreement Expiry Date: March 31, 2026

Overview of City-Owned Golf Courses: City-Run Courses

Crescent Drive Golf Course (9 Holes)

Address: 781 Crescent Drive

Acres: 29.3 Hectares: 11.8

Property Taxes: N/A

Financial Performance: Profit of $168,712 in 2023

Agreement Expiry Date: N/A (City Run)

Windsor Park Golf Course (18 Holes)

Address: 10 Des Meurons Rue

Acres: 129.6 Hectares: 52.4

Property Taxes: N/A

Financial Performance: Profit of $763,647 in 2023

Agreement Expiry Date: N/A (City Run)

Kildonan Park Golf Course (18 Holes)

Address: 2021 Main Street

Acres: 100.6 Hectares: 40.7

Property Taxes: N/A

Financial Performance: Profit of $835,356 in 2023

Agreement Expiry Date: N/A (City Run)

APPENDIX A-2

GREEN FEES AND OTHER SERVICES

Kildonan / Windsor	2021	2022	2023	2024	2025
Adult	$41.00	$42.00	$44.00	$46.00	$47.00
Senior	$32.00	$33.00	$34.00	$35.00	$36.00
Junior	$23.00	$23.00	$23.00	$23.00	$24.00
Twilight	$28.00	$29.00	$31.00	$32.00	$33.00
Crescent Drive / Harbour View	**2021**	**2022**	**2023**	**2024**	**2025**
Adult	$21.00	$22.00	$24.00	$25.00	$26.00
Senior	$18.00	$19.00	$21.00	$22.00	$23.00
Junior	$15.00	$15.00	$16.00	$16.00	$17.00
Twilight	$18.00	$19.00	$21.00	$22.00	$23.00
Other Services	**2021**	**2022**	**2023**	**2024**	**2025**
Power Cart 18 hole	$38.00	$42.00	$44.00	$44.00	$46.00
Power Cart 9 hole	$20.00	$24.00	$24.00	$24.00	$23.00
Rental Clubs Premium Set (18)	$20.00	$20.00	$20.00	$25.00	$30.00
Rental Clubs 7 piece (9)	$8.00	$8.00	$8.00	$8.00	$8.00
Pull Cart (18)	$5.00	$5.00	$7.00	$7.00	$7.00

APPENDIX A-3

GOLF COURSE PROPERTIES

Golf Course	Agreement	Expiry Date
Canoe Club	Lease Agreement	November 30, 2024
Transcona	Lease Agreement	December 31, 2048
Wildewood	Lease Agreement	December 31, 2025
St Boniface	Lease Agreement	December 31, 2025
Assiniboine	Lease Agreement	December 31, 2025
Tuxedo	Lease Agreement	February 28, 2031
Rossmere	Lease Agreement	October 9, 2058
Golf Course	**Agreement**	**Expiry Date**
John Blumberg	Management Contract	March 31, 2026
Harbour View	Management Contract	March 31, 2026
Golf Course	**Agreement**	**Expiry Date**
Kildonan Park	City Operated	N/A
Windsor Park	City Operated	N/A
Crescent Drive	City Operated	N/A
Operation	**Agreement**	**Expiry Date**
Thermea Spa	Lease Agreement	August 31, 2036
Cross Country Ski	Lease Agreement	October 31, 2024