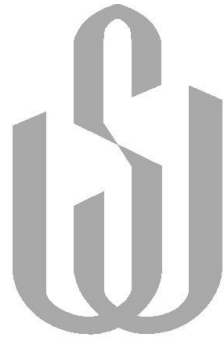


RECREATION AND CULTURE

Recreation and Parks.....	159
Vegetation Management	165
M. C. Benton, Jr. Convention and Civic Center.....	168
Fair	170
Winston-Salem Entertainment-Sports Complex	173
Recreation and Culture Non-Departmental	178
Recreation and Culture Capital Projects	179



Winston-Salem

RECREATION AND PARKS

MISSION STATEMENT

The mission of the Recreation and Parks Department is to enhance the quality of life for the citizens of Winston-Salem by providing a variety of indoor/outdoor leisure and cultural activities through professionally trained staff in facilities that are physically attractive, conveniently located, accessible, safe, and well maintained.

PROGRAM DESCRIPTIONS

Recreation Centers

- Supervises year-round activities at 17 community and neighborhood recreation centers
- Provides activities such as arts and crafts, dance, sports, and games
- Provides summer camps at five centers
- Provides sports camps at three centers
- Provides maintenance and repairs of facilities

Athletics

- Organizes, plans, schedules, and administers adult sports leagues and tournaments for various sports which include: soccer, softball, golf, volleyball, flag football, and dodgeball
- Serves more than 11,000 participants annually
- Responsible for the preparation and day-to-day care of athletic fields

Joe White Tennis Center

- Provides 20 lighted tennis courts, 14 clay and six hard courts, year round
- Offers clinics, monthly instructional programs, tournament play and open play

Parks Maintenance

- Maintains 77 parks, 49 playgrounds, 9 greenways (16 miles), 54 shelters, and 43 soccer fields covering approximately 3,450 acres

Golf Courses

- Operates two, City-owned, 18-hole golf courses, Winston Lake and Reynolds Park (Winston Lake is City-operated and Reynolds Park is under contract management)
- Provides golf lessons and tournaments
- Provides summer camps and Earnest Morris, Jr. Golf Program
- Provides home for First Tee of the Triad at Winston Lake Golf Course

Pools

- Provides organized and supervised swimming opportunities at eight City-owned swimming pools
- Provides maintenance and repairs of pool facilities

Salem Lake and Winston Lake Parks

- Operates Salem Lake, a 1,465 acre park with a 365-acre lake, which is open to both pier and boat anglers and has a gravel trail measuring

6.94 miles for annual races, horseback riders, walkers and nature enthusiasts

- Operates Winston Lake, a 467 acre park with a 20-acre lake that includes facilities such as sports fields, picnic shelters, and playgrounds

Special Populations

- Offers community-wide and neighborhood special events for seniors and persons with disabilities, which include Spring Prom, Fair Night, Senior Fishing Festival, and citywide Senior Bingo
- Offers on-going community-wide and neighborhood programs for seniors and persons with disabilities which include wheelchair basketball, Winners on Wheels, gardening and nature, blind bowling, ceramics, sittercise, crocheting, and leisure education
- Administrates the day-to-day operations of Special Olympics Forsyth County which includes training and competition for 13 different Olympic-type sports for persons with intellectual disabilities
- Administrates the day-to-day operation of Piedmont Plus Senior Games which includes sports competition in 35 different athletic events as well as the arts- literary, performing and visual

Historic Bethabara

- Preserve and add to the historical artifacts of the site, as well as to interpret to the public the site's historic, spiritual and cultural significance
- Provide educational opportunities in cultural and natural history in Forsyth County
- Coordinates maintenance and improvements of the park's buildings and ground

Recreation Administration

- Provides direction and supervision for all Recreation and Parks programs
- Prepares and administers departmental annual budget and capital improvement program
- Provides clerical, accounting and administrative support to the entire department

RECREATION AND PARKS

PROGRAM DESCRIPTIONS- Continued

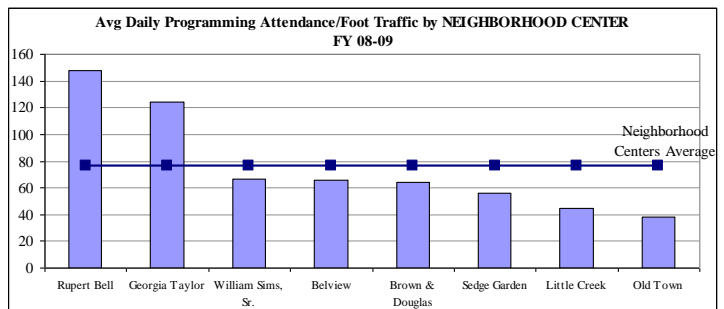
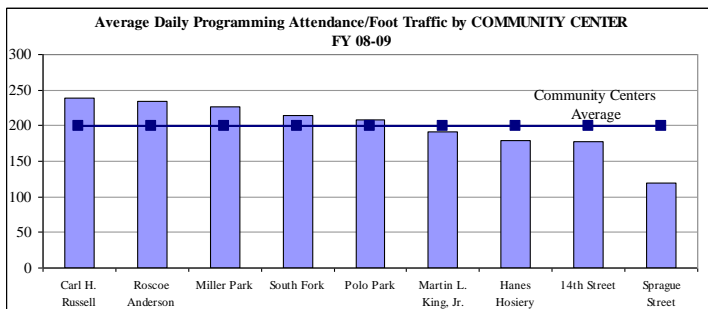
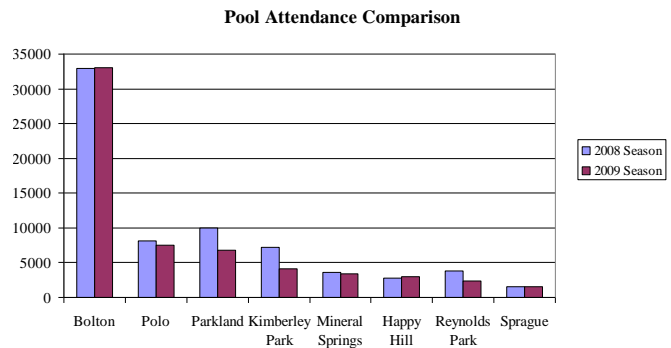
- Provides community education, including video production, website design and publishing of newsletters and brochures
- Coordinates the reservations of City-operated picnic shelters and other park facilities

EXPENDITURES BY PROGRAM	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
General Fund				
Recreation Administration	\$758,974	\$801,880	\$766,080	-4.5%
Recreation Centers	3,326,928	3,447,010	3,371,010	-2.2%
Athletics	850,975	899,230	894,480	-0.5%
Joe White Tennis Center	34,334	36,290	37,890	4.4%
Parks Maintenance	1,733,753	1,836,900	1,755,460	-4.4%
Golf Courses	670,381	682,130	660,050	-3.2%
Lakes	269,199	227,670	219,410	-3.6%
Historic Bethabara	415,533	423,900	424,780	0.2%
Aquatics	545,349	516,430	562,700	9.0%
Special Populations	505,690	581,740	479,210	-17.6%
Total General Fund Expenditures by Program	\$9,111,116	\$9,453,180	\$9,171,070	-3.0%
Grants Fund				
Recreation Center Grants	\$29,431	\$0	\$0	0%
Ladies Golf Tournament	5,851	0	0	0%
Senior Citizen Services	12,901	0	0	0%
Miscellaneous Grants	851	0	0	0%
Winston Lake Junior Golf	9,714	0	0	0%
Therapeutic Recreation Programs	2,886	0	0	0%
Total Grants Fund Expenditures	\$61,634	\$0	\$0	0%
Total Expenditures by Program	\$9,172,749	\$9,453,180	\$9,171,070	-3.0%

RECREATION AND PARKS

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 08-09	Estimated FY 09-10	Projected FY 10-11
Workload - Continued			
WePLAY Tabloids Distributed	59,000	15,000	15,000
Swimming Pool Attendance	66,407	68,000	70,000
Golf Rounds Played at Winston Lake	18,336	16,500	18,500
Recover at least 14% of Recreation and Parks Department expenditures through service fees	12.2%	13.0%	14.0%
Achieve \$18 of revenue per round of golf at Winston Lake Golf	\$17.79	\$17.60	\$18.00
Complete 95% of recreation/park maintenance work orders within 48 hours	94%	90%	90%
Workload			
Picnic Shelter Reservations	1,078	1,188	1,100



	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
EXPENDITURES BY TYPE				
General Fund				
Personnel	\$6,114,585	\$6,211,340	\$5,916,910	-4.7%
Supplies and Services	2,738,069	2,959,900	3,005,600	1.5%
Equipment Leasing Expense	258,462	281,940	248,560	-11.8%
Total General Fund Expenditures by Type	\$9,111,116	\$9,453,180	\$9,171,070	-3.0%
Grants Fund				
Supplies and Services	\$61,634	\$0	\$0	0%
Total Grants Fund Expenditures by Type	\$61,634	\$0	\$0	0%
Total Expenditures by Type	\$9,172,749	\$9,453,180	\$9,171,070	-3.0%

RECREATION AND PARKS

RESOURCES BY TYPE	Actual	Budget	Adopted	Percent
General Fund	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
Service Charges	\$125,159	\$39,710	\$39,710	0%
Admission Fees	138,045	155,500	156,400	0.6%
Entry Fees	135,262	134,000	162,000	20.9%
Equipment Use Fees	167,153	152,000	147,200	-3.2%
Facility Use Fees	333,480	293,300	287,300	-2.0%
Other Charges for Service	250,914	200,000	164,000	-18.0%
Charges to Forsyth County	198,703	202,450	0	-100.0%
Rentals	148,636	154,100	142,000	-7.9%
Miscellaneous	72,602	500	500	0%
Concessions	0	1,500	0	-100.0%
Other General Fund Revenues	7,541,163	8,120,120	8,071,960	-0.6%
Total General Fund Resources by Type	\$9,111,116	\$9,453,180	\$9,171,070	-3.0%
Grants Fund				
Contributions	\$53,846	\$0	\$0	0%
Other Revenues	48,115	0	0	0%
Total Grants Fund Resources by Type	\$101,961	\$0	\$0	0%
Total Resources by Type	\$9,213,077	\$9,453,180	\$9,171,070	-3.0%
Positions				<u>Change</u>
Full-Time	109	107	101	-6
Part-Time (FTE's)	76.019	72.544	73.034	+0.49

BUDGET HIGHLIGHTS

- Personnel expenditures are reduced \$294,430, or 4.7%, as a result of the elimination of six vacant positions as follows: two custodians and one district recreation supervisor at Recreation Centers, a light equipment operator in Parks Maintenance, an adult recreation program supervisor in Special Populations, and an office assistant in Administration. Additional funds (+\$14,000) are provided for more part-time lifeguards in order to improve pool safety.
- Supplies and services expenditures are increased a net \$39,950 and reflect the actual level of Facilities Management maintenance and repair services being performed annually at recreation centers, pool houses, and other Recreation and Parks facilities (+\$107,000), as well as additional funds for equipment/supplies for improved pool safety (+\$10,000), and information systems charges (+\$14,680) for the development of a facility reservation management system. These increases are partially offset by cuts to other operating expenses (-\$91,730), including printing, postage, mileage, advertising, supplies, and contractual services.

RECREATION AND PARKS

BUDGET HIGHLIGHTS- Continued

➤ Fees revenue decreases a net \$30,100. Salem Lake facility and equipment revenues are anticipated to decrease \$54,000 as a result of Salem Lake dam construction that will significantly lower the water level during the spring of 2011. The construction will result in the temporary suspension of all fishing and boating activities next year. This revenue loss is partially offset by new fees and increased fees as follows:

- Increases in existing fees will result in an additional \$28,400 in revenue. A summary of these changes is shown in the table that follows:

Fee	Current	Adopted
Golf (Winston Lake and Reynolds Park)		
Annual Membership – City Resident	\$750	\$800
Additional member	\$175	\$225
Annual Membership – Non-Resident	\$800	\$1,200
Additional member	\$175	\$350
Annual Membership – Senior City Resident	\$375	\$450
Additional member	\$175	\$225
Annual Membership – Senior Non-Resident	\$375	\$550
Additional member	\$175	\$275
Winston Lake Golf		
Green Fee (weekdays)	\$14	\$15
Green Fee (weekends; holidays)	\$19	\$20
Green Fee (college students; weekdays)	\$10	\$11
Green Fee (seniors; weekdays)	\$7	\$8
Cart Fee (1-9 holes)	\$8	\$9
Cart Fee (1-18 holes)	\$12	\$13
Driving Range (small bucket/large bucket/jumbo)	\$2.50/\$5/\$7.50	\$3/\$5.50/\$8
League Fees (weekdays)	\$10	\$11
High School (March-May; Weekdays)	\$800	\$850
College Teams (Fall/Winter Season)	\$800	\$1,000
College Teams (Spring/Summer)	\$800	\$1,000
Reynolds Park Golf		
Cart Fee (1-9 holes)	\$7	\$8
Cart Fee (1-18 holes)	\$12	\$13
Green Fee & Cart (seniors; weekdays)	\$20	\$22
Green Fee & Cart (seniors/students; weekends)	\$29	\$30
Historic Bethabara		
Tour Admissions (Adult)*	\$2.00/adult	\$4.00/adult
*School Tours remain unchanged		
Adult Softball	\$330/team	\$430/team
Adult Flag Football	\$460/team	\$500/team
Field Rental (lighted; unlighted)	\$35/2 hrs; \$45/2 hrs	\$40/2 hrs; \$50/2 hrs
Pool Rental (all except Bolton)	\$100	\$125
Greenways (maintenance fee for events)	\$2/participant	\$3/participant

RECREATION AND PARKS

BUDGET HIGHLIGHTS- Continued

- New fees, mostly for non-residents, will result in an additional \$13,500 in revenue. A summary of these changes is shown in the table that follows:

Fee	Adopted
Open Gym Basketball (Adults) – Annual Registration	
City Resident	\$20
Non-Resident	\$30
Open Gym Basketball (Adults) – Daily Registration	
City Resident	\$2
Non-Resident	\$3
Rental Set-Up Fee for Ballrooms/Gymnasiums	
Up to 2 hours	\$25
Up to 5 hours	\$50
Non-Resident Fee for Picnic Shelter Rentals	
All Shelters - Weekday	\$40
Large Shelter – Weekend; Holidays	\$70
Small Shelter – Weekend; Holidays	\$55
Non-Resident Fee for Soccer Leagues	\$20/participant
Secondary Ball Field Use Fee	\$10/two hours
Rental Fee - Winston Lake Golf Clubhouse (Fall/Winter)	\$200/0-4 hours
Winston Lake Clubhouse Staffing Fee	\$20/hr
Non-Resident Fee for Aquatics	
Swimming Pass - Age 17 and Under	\$60
Swimming Pass - Age 17 and Over	\$90
Rental Fee for New Showmobile (Depends on Set-Up)	\$700 to \$1,550

- Equipment leasing expenses decrease a net of 9% as a result of the completion of payments for previously approved equipment replacements. Replacements for FY 10-11 include two dump trucks, one which is 14 years old and another which is 16 years old, both with odometer readings of over 122,000 miles.

VEGETATION MANAGEMENT

MISSION STATEMENT

The mission of the Vegetation Management Division of Recreation and Parks is to contribute to a safe and visually appealing urban environment by involving and educating citizens and by effectively and efficiently managing and enhancing the City of Winston-Salem’s vegetative assets growing in parks, athletic fields and rights-of-way.

PROGRAM DESCRIPTIONS

Administration

- Maintains all personnel and cost accounting records
- Responsible for oversight and payment of all utilities and building-related expenses

Grounds Maintenance

- Mows and maintains all city and state rights-of-way within the city limits, with the exception of Interstate 40
- Maintains vegetation at three landfills, and 250 miles of water and sewer utility easements for the City/County Utilities Division
- Mows and maintains all turf within City parks, as well as other City properties
- Mows and maintains athletic fields, including Bowman Gray Stadium, to accepted recreational specifications

Landscape Maintenance

- Designs, installs, and maintains landscaped areas within all city and state rights-of-way, except Interstate 40

- Plants and maintains all landscaped areas in all City parks
- Maintains areas of landscaping within the downtown Winston-Salem area
- Responsible for a citywide herbicidal spray program
- Plants and maintains all flowerbeds on City property

Urban Forestry

- Manages the urban forestry program, which coordinates Community Roots Day and enforces City ordinances and policies related to trees within the City
- Maintains, removes, and plants trees along all rights-of-way, parks, and City-owned property
- Responsible for removal of storm damaged trees, and removing downed trees from City rights-of-way

Keep Winston-Salem Beautiful

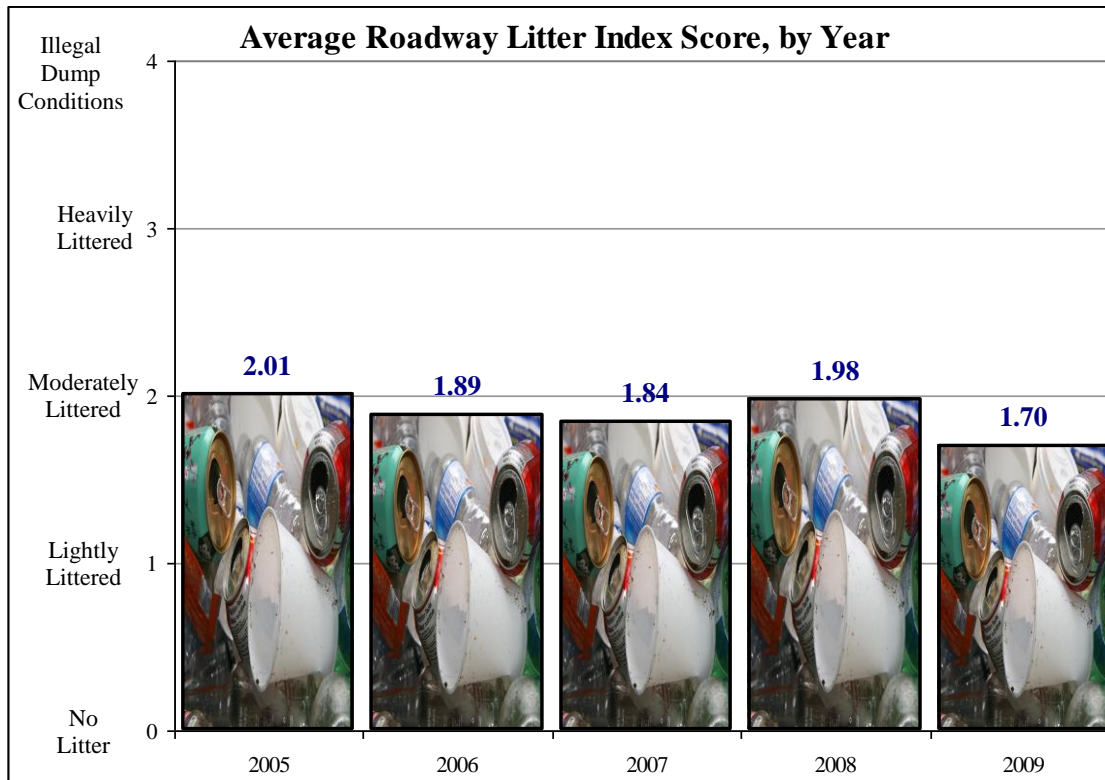
- Coordinates environmental programs that promote recycling and citizen education concerning litter, debris, and the improper disposal of solid waste

	Actual	Budget	Adopted	Percent
EXPENDITURES BY PROGRAM	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
Vegetation Management Administration	\$349,712	\$408,950	\$370,700	-9.4%
Grounds Maintenance	1,882,008	2,070,240	2,060,400	-0.5%
Landscape Maintenance	1,359,084	1,678,860	1,562,650	-6.9%
Urban Forestry	695,962	845,170	845,390	0%
<i>Keep Winston-Salem Beautiful</i>	135,937	140,760	137,750	-2.1%
Total Expenditures by Program	\$4,422,704	\$5,143,980	\$4,976,890	-3.2%

VEGETATION MANAGEMENT

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 08-09	Estimated FY 09-10	Projected FY 10-11
Effectiveness			
Complete 95% of mowing cycles on time during the mowing season	97%	95%	95%
Complete 95% of athletic field mowing cycles on time during the mowing season	93%	95%	95%
Keep 95% of landscaped beds weed-free	95%	95%	95%
Achieve a 95% tree survival rate after one year after planting	93%	97%	95%
Remove 90% of hazardous trees within 3 weeks of identification	90%	95%	95%
Eliminate 95% of sight distance problems within one week of identification	92%	96%	97%
Workload			
Cubic yards of mulch applied	8,169	3,500	3,500
Number of annuals planted	66,311	30,000	30,000
Gallons of herbicide applied	30,119	35,000	35,000
Number of trees planted	709	300	700
Number of hazardous trees removed	719	500	500



The average roadway litter index score represents the composite average of the following streets: New Walkertown, N. Peters Creek Parkway, S. Peters Creek Parkway, Silas Creek Parkway, S. Stratford Road, S. Stratford/Hanes Mall Boulevard, Hanes Mall/Jonestown Road, University Parkway and Patterson Avenue.

VEGETATION MANAGEMENT

EXPENDITURES BY TYPE	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
Personnel	\$2,586,733	\$2,948,670	\$2,801,200	-5.0%
Supplies and Services	1,533,274	1,778,120	1,750,240	-1.6%
Capital Outlay	6,199	0	26,000	N/A
Equipment Leasing Expense	296,498	417,190	399,450	-4.3%
Total Expenditures by Type	\$4,422,704	\$5,143,980	\$4,976,890	-3.2%
RESOURCES BY TYPE				
Service Charges	\$227,007	\$239,500	\$237,000	-1.0%
N.C. Department of Transportation	44,970	80,000	80,000	0%
Other General Fund Revenues	4,150,727	4,824,480	4,659,890	-3.4%
Total Resources by Type	\$4,422,704	\$5,143,980	\$4,976,890	-3.2%
Positions				Change
Full-Time	70	68	66	-2
Part-Time (FTE's)	11.5	11.5	11.5	0

BUDGET HIGHLIGHTS

- Personnel expenditures are reduced \$147,470, or 5.0%, as a result of the elimination of a vacant crew coordinator position in Landscape Maintenance, as well as the elimination of a vacant vegetation management supervisor position in Grounds Maintenance.
- Supplies and services expenditures are decreased 1.6% through the elimination of approximately 25 annual flower beds maintained by Vegetation Management, and 25 annual flower beds maintained through *Keep Winston-Salem Beautiful's* neighborhood program (-\$12,000).
- Capital outlay expenditures (\$6,500) include the replacement of four zero turn radius mowers. The current models are worn out and inefficient as a result of excessive downtime.
- Equipment leasing expenditures are decreased a net of 4.3% as a result of the completion of payments for previously approved equipment. The payment for FY 10-11 includes the following replacements: one reel mower that is over forty years old and no longer serviceable due to unavailability of parts (+\$4,400), and a crew cab truck that is over 14 years old with nearly 110,000 miles on the odometer (+\$8,000) and a history of costly annual repairs.

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

MISSION STATEMENT

The mission of the M.C. Benton, Jr. Convention and Civic Center is to provide a state-of-the-art, professionally managed convention and civic facility to attract out-of-town visitors that will provide economic benefits to the community and to enhance the social well-being of our citizens by providing a facility for social, educational, fraternal, and entertainment activities and events.

PROGRAM DESCRIPTIONS

Convention Center Operations

- Under a contract with Noble Investments, LLC, operates a 90,000-square foot public assembly facility that hosts conventions, meetings, banquets, and trade shows

Sales and Marketing

- Works with the Convention and Visitors Bureau and hotel sales staffs to:
 - Develop sales proposals
 - Present bids to prospective clients
 - Develop sales strategies and marketing plans

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 08-09	Budgeted FY 09-10	Estimated FY 09-10	Projected FY 10-11
Effectiveness				
Percent of available days that are booked	71.5%	76.1%	76.9%	79.5%
Actual operating loss as a percent of budgeted loss	119.8%	N/A	99.9%	N/A
Workload				
Total number of events	225	300	297	289
Total usage days	261	278	281	290
Total attendance	61,797	85,750	87,250	86,200
Available days for bookings	365	365	365	365

EXPENDITURES BY TYPE	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
Supplies and Services	\$797,204	\$818,990	\$818,990	0%
Subtotal	\$797,204	\$818,990	\$818,990	0%
Debt and Lease Expense	\$958	\$0	\$0	0%
Total Expenditures by Type	\$798,162	\$818,990	\$818,990	0%

M.C. BENTON, JR. CONVENTION AND CIVIC CENTER

RESOURCES BY TYPE	Actual	Budget	Adopted	Percent
	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
Transfer from Occupancy Tax Fund	\$250,000	\$250,000	\$250,000	0%
Transfer from General Fund	548,490	568,990	568,990	0%
Total Resources by Type	\$798,490	\$818,990	\$818,990	0%
 Addition to Fund Balance	 \$328	 \$0	 \$0	 0%

BUDGET HIGHLIGHTS

- On May 17, 2010, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 10-11 budget for the Convention Center.
- In March 2004, the City Council approved entering into a 15-year agreement with Noble Management Group to manage the convention center. Noble Management Group took over the day-to-day operations of the convention center on July 1, 2004. Under the agreement, the City continues to be responsible for covering all operating losses for the convention center. It is anticipated that the current state of the economy will continue to impact the tourism industry through 2010. In April, Noble Management Group submitted a budget for FY 10-11 that projects little growth in operating revenues and essentially no growth in operating expenses. Noble Management Group has increased its sales and marketing budget in order to more aggressively market the convention center and compete with new facilities that have opened in the state. Based on Noble’s adopted budget, general fund support remains at \$568,990 for FY 10-11.
- Of the \$818,990 budgeted for FY 10-11, the City staff has budgeted \$638,960 to cover operating losses. The remaining City expenditures include \$154,090 for Noble’s management fee, \$22,230 for property insurance, \$2,000 for repairs by the Facilities Management department, and \$1,710 for stormwater fees. The budget for the management fee is increased \$4,090 based on the agreement with the City.
- Under the agreement with Noble Management Group, the City is scheduled to provide \$250,000 for capital needs. The 2011-2016 Capital Plan includes an appropriation of \$250,000 to fund capital expenditures submitted by Noble Management Group for FY 10-11. The City will finance these expenditures over five years through the North Carolina Municipal Leasing Corporation, with the general fund covering the annual lease payment of \$50,000. Including the lease payment, total general fund support for the convention center is \$618,990 for FY 10-11.

FY 09-10 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the Convention Center fund.

	Budgeted	Estimated
	<u>FY 09-10</u>	<u>FY 09-10</u>
Operating Income (Loss)	(\$643,050)	(\$638,371)
Non-Operating Expenses		
Management Fee	\$150,000	\$150,000
Liability Insurance	22,230	15,552
Miscellaneous Expenses	3,710	3,308
Balance Before Transfers	(818,990)	(807,231)
Transfer from Occupancy Tax Fund	250,000	250,000
Transfer from General Fund	568,990	557,231
Net Loss	<u>\$0</u>	<u>\$0</u>

Note: Debt service on funds borrowed for renovations at the M.C. Benton, Jr. Convention Center is not included in the budget information above. The FY 10-11 debt service payment of \$735,713 is included in the debt service fund budget.

FAIR

MISSION STATEMENT

The mission of the Fair is to plan, promote, and produce the annual Dixie Classic Fair and to enhance the quality of life of citizens by providing year-round facilities for agricultural, fraternal, educational, social, and entertainment activities and events without taxpayer expense.

PROGRAM DESCRIPTIONS

Fair Administration

- Plans, promotes, and produces the annual Dixie Classic Fair

Farmers Market

- Operates a year-round Farmers Market at the Fairgrounds (each Saturday)

Downtown Farmers Market

- Manages a seasonal farmers market at the corner of 6th Street and Cherry Street in downtown Winston-Salem (Tuesdays and Thursdays, from May to September)

EXPENDITURES BY PROGRAM	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
Fair Administration	\$2,712,970	\$2,611,220	\$2,788,280	6.8%
Farmers Market	21,141	15,830	14,320	-9.5%
Downtown Farmers Market	7,457	9,650	9,450	-2.1%
Total Expenditures by Program	\$2,741,568	\$2,636,700	\$2,812,050	6.7%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 08-09	Budgeted FY 09-10	Estimated FY 09-10	Projected FY 10-11
Effectiveness				
Operating revenue to operating expense ratio	1.40	1.30	1.56	0.97
Efficiency				
Revenue per attendee (total attendance)	\$7.91	\$7.55	\$7.69	\$7.42
Cost per attendee (total attendance)	\$7.25	\$7.31	\$6.39	\$7.62
Workload				
Total attendance	310,160	305,000	321,729	315,000
Total paid attendance	180,044	180,000	181,844	180,000
Number of exhibits entered	25,921	26,000	33,914	34,000

EXPENDITURES BY TYPE	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
Personnel	\$541,502	\$591,220	\$532,510	-9.9%
Supplies and Services	1,217,844	1,187,830	1,325,940	11.6%
Capital Outlay	16,857	0	0	0%
Subtotal	\$1,776,203	\$1,779,050	\$1,858,450	4.5%

FAIR

EXPENDITURES BY TYPE-Continued	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11	Percent Change
Debt and Lease Expense	\$464,730	\$397,270	\$390,670	-1.7%
Transfer to LJVM Coliseum Fund	500,636	460,380	562,930	22.3%
Total Expenditures by Type	\$2,741,568	\$2,636,700	\$2,812,050	6.7%
RESOURCES BY TYPE				
Fair Admissions	\$1,245,576	\$1,238,500	\$1,244,000	0.4%
Farmers Market	15,008	14,100	14,150	0.4%
Other Fairgrounds Revenue	1,167,037	1,024,700	1,059,800	3.4%
Parking Services	35,488	38,000	33,000	-13.2%
Miscellaneous Sales and Services	1,398	1,000	1,100	10.0%
Miscellaneous Revenues	3,891	2,500	2,000	-20.0%
Interest Income	30,283	0	0	0%
Fund Balance Appropriation	242,888	317,900	458,000	44.1%
Total Resources by Type	\$2,741,568	\$2,636,700	\$2,812,050	6.7%
Positions				Change
Full-Time	2	2	2	0
Part-Time (Person Weeks)	492.0	483.5	380.2	-103.3

BUDGET HIGHLIGHTS

- On May 17, 2010, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 10-11 budget for the Dixie Classic Fair.
- The FY 10-11 budget represents the sixth year of the merger between the LJVM Coliseum Complex and the fairgrounds. The budget is increased \$175,350, or 6.7%. The costs included in the fair budget only relate to the direct costs of producing the Dixie Classic Fair in October. Expenditures related to the annual operation and maintenance of the fairgrounds facilities are accounted for in the LJVM Coliseum Complex budget. A transfer is made from the fair fund to cover 75% of these costs based on an allocation between fair and non-fair event revenues. The adopted transfer for FY 10-11 totals \$562,930 (+\$102,550) to cover the fair's indirect cost allocation and stormwater fees.
- Personnel expenses reflect a net decrease of \$58,710, or 9.9%, primarily due to the allocation of full-time and part-time staff and overtime, compared to FY 09-10. The Complex staff allocates staff time based on actual work assignments.
- Supplies and services expenditures are increased \$138,110, or 11.6%, primarily due to an increase in the charge for police services to achieve greater cost recovery for the Police Department. The actual cost of police services for the 2009 Dixie Classic Fair totaled \$307,000. The budget increases the charge from \$37,500 to \$137,500 (+\$100,000). Other increases include information systems charges due to upgrades to information technology and telephone systems, recycling service, and supplies (+\$42,050).

FAIR

BUDGET HIGHLIGHTS - Continued

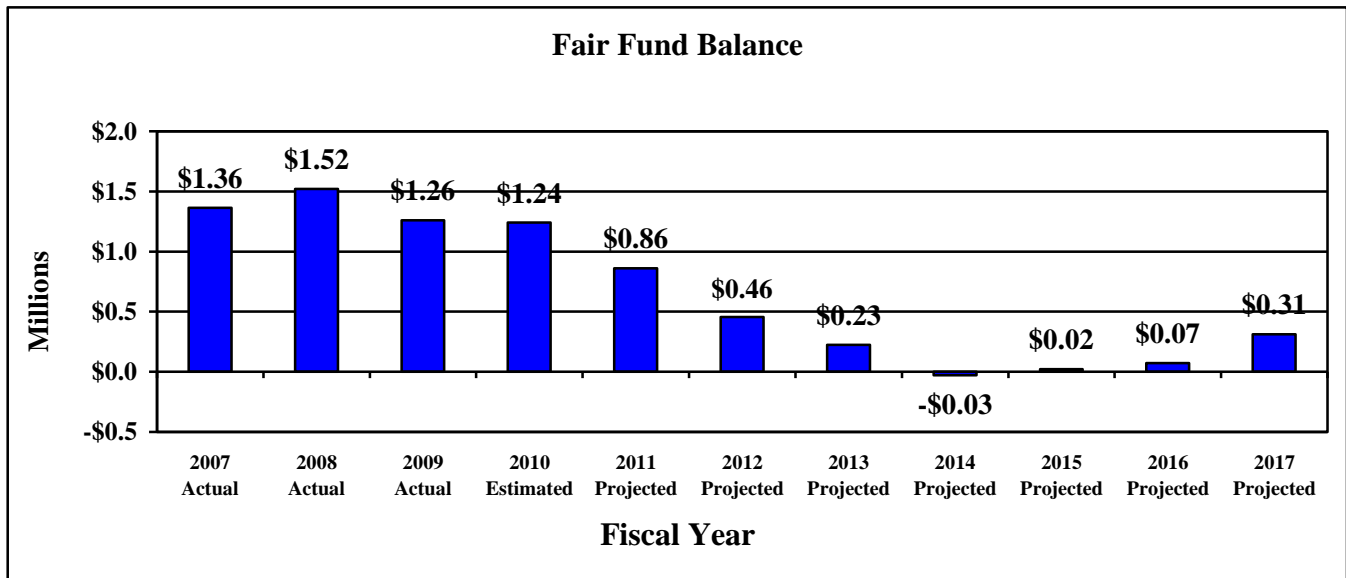
- Overall, operating revenues are increased \$35,250, or 1.5%, to bring estimates more in line with actual receipts. The projected attendance for the 2010 fair totals 315,000, which is slightly below 2009 attendance of 321,729.

FY 09-10 Year-End Outlook

- The following table provides estimated FY 09-10 year-end revenues and expenditures for the fair fund.

	Budgeted FY 09-10	Estimated FY 09-10
Operating Revenues	\$2,318,800	\$2,494,891
Operating Expenditures	(1,779,050)	(1,607,922)
Operating Income	\$539,750	\$886,969
Investment Income	\$0	\$12,975
Debt and Lease Expenses	(397,270)	(392,339)
Transfer to LJVM Coliseum Fund	(460,380)	(526,500)
Net Loss	<u>(\$317,900)</u>	<u>(\$18,895)</u>

- The following chart provides a projection of the fund balance for the fair fund. The FY 10-11 budget includes a fund balance appropriation of \$458,000, an increase of 44.1% from FY 09-10. In FY 13-14, the fair fund will make the final payment on long-term debt financings set up in the 1990's, for a savings of \$321,710 in FY 14-15. In addition, the projection assumes ticket price increases of \$1 in FY 12-13 and FY 16-17. As a result, the fund balance will begin to grow, creating reserves that could be used for future capital improvements.



WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

MISSION STATEMENT

The mission of the Winston-Salem Entertainment-Sports Complex is to provide premier public assembly facilities, which offer entertainment, sporting and civic events, conventions, and trade shows for the citizens of Winston-Salem, Forsyth County, the Piedmont Triad, and northwest North Carolina.

PROGRAM DESCRIPTIONS

Lawrence Joel Veterans Memorial Coliseum Complex

- Operates a 14,500-seat Coliseum for concerts, family shows, basketball games, and other events
- Operates a 3,600-seat Annex for public ice skating, other ice activities, basketball games, and trade shows
- Manages contracted catering services for the Winston-Salem Entertainment-Sports Complex and other outside customers. Also manages contracted concessions and catering services at six city-wide locations including LJVM Coliseum, Coliseum Annex, Bowman Gray Stadium, Fairgrounds, Winston Lake Golf Course, and Bolton Pool.

- Administers vending contracts for Polo, Parkland, Kimberly Park, Happy Hill, Reynolds Park, Mineral Springs, and Sprague Street pools and various City office locations including City Hall, the Bryce A. Stuart Municipal Building, the Public Safety Center, and City Yard

Non-Fair Events at Fairgrounds

- Provides year-round facilities such as the Education Building, Home and Garden Building, midway, and fairgrounds for event rentals

Bowman Gray Stadium

- Operates a 17,500-seat stadium with a quarter mile asphalt race track equipped to handle spectator events including auto racing, football games, band competitions, concerts, and other mass spectator events

EXPENDITURES BY PROGRAM	Actual	Budget	Adopted	Percent
	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
LJVM Coliseum	\$4,408,964	\$4,535,940	\$4,321,180	-4.7%
Fair	667,514	746,850	748,120	0.2%
Bowman Gray Stadium	397,950	411,000	419,520	2.1%
Ernie Shore Field	5,553,497	0	0	0%
Total Expenditures by Program	\$11,027,926	\$5,693,790	\$5,488,820	-3.6%

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 08-09	Budgeted FY 09-10	Estimated FY 09-10	Projected FY 10-11
Effectiveness				
% of available days that are booked	66.4%	44.2%	45.0%	37.4%
% of operating expenses covered by revenues	69.4%	72.9%	70.5%	71.8%
Efficiency				
Attendees per event (booking)	6,688	9,595	9,810	8,660
Revenue per attendee	\$3.16	\$3.47	\$3.12	\$3.51
Workload				
Total bookings	164	115	112	118
Total usage days	727	484	493	410
Total attendance	1,096,911	1,103,389	1,098,677	1,021,913
Available days for bookings (3 buildings at 365 days per year)	1,095	1,095	1,095	1,095

* These measures apply to the Coliseum Complex, which includes the Arena, Annex, and Education Building.

	Actual <u>FY 08-09</u>	Budget <u>FY 09-10</u>	Adopted <u>FY 10-11</u>	Percent <u>Change</u>
EXPENDITURES BY TYPE				
Personnel	\$2,553,945	\$2,580,430	\$2,373,900	-8.0%
Supplies and Services	2,544,411	2,732,680	2,745,620	0.5%
Capital Outlay	6,745	0	0	0%
Subtotal	\$5,105,101	\$5,313,110	\$5,119,520	-3.6%
Debt and Lease Expense	\$373,371	\$380,680	\$348,060	-8.6%
Transfer to LJVM Coliseum Fund	42,770	0	0	0%
Transfer to Bowman Gray Stadium Fund	6,684	0	21,240	N/A
Transfer to Leasing Capital Projects Fund	5,500,000	0	0	0%
Total Expenditures by Type	\$11,027,926	\$5,693,790	\$5,488,820	-3.6%

RESOURCES BY TYPE

LJVM Coliseum

Parking Services	\$839,062	\$1,033,770	\$895,640	-13.4%
Concessions/Catering	248,553	523,930	366,730	-30.0%
Equipment Use Fees	38,491	34,830	39,720	14.0%
Facility Use Fees	184,766	130,500	146,790	12.5%
Admissions Fees	55,079	55,900	65,000	16.3%
Fair (Non-Fair Events)	300,551	325,790	395,190	21.3%
Video-Board Advertising	179,704	181,730	175,660	-3.3%
Other Charges for Service	292,805	293,590	306,820	4.5%
Rentals	860,520	907,940	864,420	-4.8%
Miscellaneous Revenues	462,116	338,730	328,740	-2.9%
Transfer from General Fund	890,210	845,700	771,660	-8.8%

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

RESOURCES BY TYPE - Continued	<u>Actual</u> <u>FY 08-09</u>	<u>Budget</u> <u>FY 09-10</u>	<u>Adopted</u> <u>FY 10-11</u>	<u>Percent</u> <u>Change</u>
Transfer from Occupancy Tax Fund	\$150,000	\$150,000	\$150,000	0%
Transfer from Ernie Shore Field Fund	42,770	0	0	0%
Transfer from Fair Fund	500,636	460,380	562,930	22.3%
Subtotal	\$5,045,262	\$5,282,790	\$5,069,300	-4.0%
 Bowman Gray Stadium				
Parking Services	\$5,611	\$8,500	\$0	-100.0%
Concessions	126,173	139,600	130,910	-6.2%
Equipment Use Fees	1,196	750	750	0%
Video Board Advertising	56,477	60,000	54,990	-8.4%
Winston-Salem State University Reimbursement	46,369	42,500	55,040	29.5%
Other Charges for Service	7,413	6,200	11,000	77.4%
Rentals	108,912	120,000	116,740	-2.7%
Miscellaneous Sales and Services	39,115	33,450	28,850	-13.8%
Proceeds from the Sale of Assets	8	0	0	0%
Transfer from LJVM Coliseum Fund	6,684	0	21,240	N/A
Subtotal	\$397,958	\$411,000	\$419,520	2.1%
 Ernie Shore Field				
Parking Services	\$18,786	\$0	\$0	0%
Concessions	31,814	0	0	0%
Proceeds from the Sale of Assets	5,500,000	0	0	0%
Subtotal	\$5,550,600	\$0	\$0	0%
 Total Resources by Category	 \$10,993,820	 \$5,693,790	 \$5,488,820	 -3.6%
 Use of Fund Balance	 \$34,106	 \$0	 \$0	 0%
 Positions				 <u>Change</u>
Full-Time	38	38	36	-2
Part-Time (FTE's)	38.2	36.7	33.1	-3.6

BUDGET HIGHLIGHTS

- On May 17, 2010, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 10-11 budget for the Winston-Salem Entertainment-Sports Complex.
- The Winston-Salem Entertainment-Sports Complex continues to experience the impact of the recession on the arena industry. The budget includes adjustments in expenditures and revenues to manage through these difficult times. The FY 10-11 budget for the Winston-Salem Entertainment-Sports Complex is decreased \$204,970, or 3.6%.

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

BUDGET HIGHLIGHTS – Continued

Operating revenues for the Complex are decreased \$254,720, or 6.0%, based on declines experienced as a result of the recession. Under the cost-sharing arrangement with the fair, the transfer from the fair fund is increased \$102,550, or 22.3%, to cover indirect cost allocation and stormwater fees. As a result of these adjustments to expenditures, revenues, and the transfer from the fair fund, general fund support for the Complex totals \$771,660, a decrease of \$74,040. The FY 10-11 transfer is less than the estimated FY 09-10 transfer of \$821,918.

LJVM Coliseum

- The budget for the Coliseum is decreased \$213,490, or 4.0%. The budget includes the elimination of two vacant full-time positions (promotions coordinator and events coordinator) for total savings of \$98,350 in salaries and benefits. Other reductions include decreases in part-time costs, facility maintenance, supplies, vehicle maintenance, and debt and lease expenses (-\$217,620). These reductions are partially offset by increases in information systems charges, stormwater fees, indirect cost allocation, and a transfer to cover the operating deficit for Bowman Gray Stadium (+\$111,380).
- Based on the Coliseum’s event forecast for FY 10-11, revenues reflect a net decrease of \$242,000, or 6.3%, due to the impact of the economic recession on the arena industry. While attendance may improve for some events, recent experience has shown that concessions and parking revenues may not increase. The FY 10-11 budget reflects these trends. Non-fair event revenues are projected to increase \$69,400, due to the continued scheduling of events such as the Twin City Rib Fest at the fairgrounds.

Bowman Gray Stadium

- The FY 10-11 budget for Bowman Gray Stadium is increased \$8,520, or 2.1%, primarily due to the use of Coliseum personnel to provide facility maintenance, including the football field. The increased allocation of staff time is partially offset by reductions in contracted maintenance. Operating revenues are decreased \$12,720, or 3.1%, due to an anticipated decrease in parking and concession revenues as a result of the change in Winston-Salem State University’s football schedule. These decreases are partially offset by an increase in other charges for service and the contribution from Winston-Salem State University for field house operations. Under the operating agreement with the City, the university pays 91.5% of the operating costs of the field house. Based on the budgeted expenses, the estimated FY 10-11 payment totals \$55,040. Because revenues are less than expenses, the adopted budget includes a transfer from the Coliseum fund of \$21,240 to cover the operating deficit.

FY 09-10 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the LJVM Coliseum fund. This outlook does not include estimated revenues and expenditures for Bowman Gray Stadium.

	Budget	Estimated
	<u>FY 09-10</u>	<u>FY 09-10</u>
Operating Revenues	\$3,826,710	\$3,365,908
Operating Expenditures	4,982,240	4,612,067
Operating Loss	(\$1,155,530)	(\$1,246,159)
Debt and Lease Expenses	(\$300,550)	(\$293,122)
Transfer from Bowman Gray Stadium	0	28,613
Transfer from Occupancy Tax Fund	150,000	150,000
Transfer from Fair Fund	460,380	526,500
Transfer from General Fund	845,700	821,918
Net Loss	<u>\$0</u>	<u>(\$12,250)</u>

WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

BUDGET HIGHLIGHTS - Continued

Note: Debt service on funds borrowed for renovations at the LJVM Coliseum, annex, and fairgrounds is not included in the budget information above. The FY 10-11 debt service payment of \$1,010,878 is included in the debt service fund budget.

RECREATION AND CULTURE NON-DEPARTMENTAL

Listed below are the appropriations related to recreation and culture that are not included in any of the departmental budgets in this section of the document.

	<u>Actual</u>	<u>Budgeted</u>	<u>Adopted</u>	<u>Percent</u>
General Fund Transfers	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>FY 10-11</u>	<u>Change</u>
To LJVM Coliseum Fund	\$890,210	\$845,700	\$771,660	-8.8%
To Convention Center Fund	548,490	568,990	568,990	0%
To Downtown Ballpark Fund	0	0	93,100	N/A
Subtotal	\$1,438,700	\$1,414,690	\$1,433,750	1.3%
Occupancy Tax				
Mid-Eastern Athletic Association	\$25,000	\$25,000	\$25,000	0%
Children’s Museum of Winston-Salem	7,000	0	0	0%
Transfers				
To LJVM Coliseum Marketing	75,000	75,000	75,000	0%
To LJVM Coliseum Promotions	75,000	75,000	75,000	0%
To Convention Center Fund	250,000	250,000	250,000	0%
Subtotal	\$432,000	\$425,000	\$425,000	0%
Total Expenditures	\$1,870,700	\$1,839,690	\$1,858,750	1.0%
Resources				
General Fund Resources	\$1,438,700	\$1,414,690	\$1,433,640	1.3%
Occupancy Tax Revenue	480,225	355,000	400,000	-12.7%
Occupancy Tax Interest Income	8,627	0	0	0%
Occupancy Tax Fund Balance Appropriation	0	70,000	25,000	-64.3%
Total Resources	\$1,927,553	\$1,839,690	\$1,858,640	1.0%

RECREATION AND CULTURE CAPITAL PROJECTS

Listed below are the adopted capital appropriations for recreation and culture related funds and entities.

EXPENDITURES

<u>Project Title</u>	<u>Adopted FY 10-11</u>
Recreation and Parks:	
Recreation Facilities/Parks Renovations and Expansions:	
Playground Renovations	\$100,000
Greenways and Trails:	
Other Greenway Development	\$228,350
Little Creek Greenway - Phase I	25,000
Public Assembly Facility:	
Convention Center Capital Renovations	\$250,000
Total Expenditures	\$603,350

FUNDING SOURCES

Other:	
Motor Vehicle Privilege Tax	\$253,350
North Carolina Municipal Leasing Corporation	250,000
Contributions/Sponsorships	100,000
Total Funding Sources	\$603,350



Winston-Salem