

City of Ann Arbor  
**BUDGET IMPACT ANALYSIS**

<b>FY 11 AMENDED BUDGET from Ongoing Operations*</b>
<b>\$ 619,828</b>

<b>FY 12 PROJECTED EXPENDITURES *</b>	<b>FY 13 PROJECTED EXPENDITURES*</b>
<b>\$ 800,184</b>	<b>\$ 788,950</b>

**SERVICE AREA:**  
**SERVICE UNIT:**

**Community Services Area  
 Planning**

SERVICE ACTIVITY	FUND	CHANGES FROM EXISTING SERVICE LEVELS	FY 12	Cap. Invest X	FY 13
Historic Preservation	0010	Allocate 10% of Historic District Coordinator (HDC) to Construction Fund for review of construction permit applications in the Historic District.	(9,292)		
	0010	Projected revenue increase for Historic Preservation program, due to fee structure adopted in September 2009. There are no fee changes proposed for FY 2012 and FY 2013.	(3,000)		
Planning Staff	0010	Adjustment to staff time allocations to Construction Fund for zoning reviews.	(5,719)		
	0010	Decrease advertising, conference, training, and travel, postage, materials and supplies.	(1,602)		
Planning Fees	0010	Projected revenue increase:  -per adopted fees in FY 2011 for site compliance permits, site compliance inspections, and zoning compliance permits;  -adjusting select fees to recover costs and proposing new fees for select development activities for FY 2012 and FY 2013;  -additional revenue from an increase in development activity.	(10,000)		(30,414)
<b>TOTAL DOLLARS (\$) IDENTIFIED</b>			<b>\$ (29,613)</b>		<b>\$ (30,414)</b>
<b>TOTAL DOLLARS REQUIRED TO ACHIEVE TARGET REDUCTION *</b>			<b>\$ (29,613)</b>		<b>\$ (30,414)</b>
<b>Over/ (Under) Required</b>			<b>\$ 0</b>		<b>\$ -</b>

City of Ann Arbor  
**BUDGET IMPACT ANALYSIS**

<b>FY 11 AMENDED BUDGET from Ongoing</b>
<b>\$ 1,682,774</b>

<b>FY 12 PROJECTED EXPENDITURES *</b>	<b>FY 13 PROJECTED EXPENDITURES*</b>
<b>\$ 1,497,874</b>	<b>\$ 1,495,448</b>

**SERVICE AREA:** Community Services Area  
**SERVICE UNIT:** Planning and Development Services

SERVICE ACTIVITY	FUND	CHANGES FROM EXISTING SERVICE LEVELS	Cap. Invest	
			FY 12	FY 13
Changes to Staff Allocations		In FY 2011, staff time was reallocated to the following special projects: Master Plan Update, Corridor Design Standards, Zoning Code Revision. In FY 2012 and 2013, staff time is reallocated to the ongoing operational budget.	\$ 46,818	\$ 10,753
		Increase allocation of support staff time for special projects including changes to Rental Housing billing, Financial System and TRAKIT integration, and Construction billing process. Decrease in general administration expenses and Service Area Administrator's budget.		
Rental Housing	0010	Retain vacant Development Inspector's position, reallocate vacancy 50% rental housing 50% Construction, utilize construction inspectors for Rental Housing inspections on as need basis.	(70,000)	
	0010	Projected revenue increases due to increased efficiency in rental housing inspections. Revenue will increase \$50,000 in FY 2012 plus an additional \$50,000 in FY 2013.	(50,000)	(50,000)
	0010	One-time revenue increase due to change in billing process for Rental Housing program. Currently rental homeowners receive a bill for reinspections when a property is certified, the proposal is to send customers a bill after every inspection. This change has been requested by customers and it will improve customer service.	(50,000)	50,000
Scanning Project	0010	Cost to retain administrative assistant for document scanning in FY 2012 only, FTE is split 80% General Fund, 20% Construction Fund. Scanning of documents is necessary due to limited physical space available for paper document storage and archiving. This will also make document accessibility easier for staff.	68,000	(68,000)
<b>TOTAL DOLLARS (\$) IDENTIFIED</b>			<b>\$ (55,182)</b>	<b>\$ (57,247)</b>
<b>TOTAL DOLLARS REQUIRED TO ACHIEVE TARGET REDUCTION *</b>			<b>\$ (55,182)</b>	<b>\$ (57,247)</b>
<b>Over/ (Under) Required</b>			<b>\$ -</b>	<b>\$ -</b>

City of Ann Arbor  
**BUDGET IMPACT ANALYSIS**

<b>FY 11 BUDGET from Ongoing Operations*</b>
<b>\$ 3,545,818</b>

<b>FY 12 PROJECTED EXPENDITURE S *</b>	<b>FY 13 PROJECTED EXPENDITURES *</b>
<b>\$ 3,612,367</b>	<b>\$ 3,592,519</b>

**SERVICE AREA:** Community Services Area  
**SERVICE UNIT:** Parks & Recreation Services

SERVICE ACTIVITY	FUND	CHANGES FROM EXISTING SERVICE LEVELS	FY 12	Cap. Invest X	FY 13
Energy Savings	10	Lower energy usage resulting from infrastructure energy improvements implemented at various recreational facilities over the last three years. Examples include changing lights at Cobblestone Farm and Mack Pool to LED, and replacing pool boilers and rink compressors with more energy efficient models.	(65,083)		
Materials & Supplies	10	In the past few years, a number of facilities have been updated. It is anticipated that these upgrades will reduce the need of materials and supplies needed for the upkeep of these facilities.	(10,000)		
Water	10	Revised projections to better reflect actual historical expenditures.	(10,000)		
IT	10	Optimizing software's use per facilities and staff needs. Eliminating software that staff uses sparingly.	(7,000)		
Canoe Livery	10	In FY13, improvements to the Argo bypass channel will be complete and additional program offerings will be available (whitewater kayaks, rafts, tubes). Additional programming, coupled with the removal of the portage will enhance revenue opportunities.			(51,799)
Outdoor Pools	10	Proposed fee increase for daily admission from \$4 to \$5 for adults and \$3.50 to \$4 for youth and seniors. The last fee increase for daily swimming admission was 10 seasons ago.			(40,000)

<b>TOTAL DOLLARS (\$) IDENTIFIED</b>	<b>\$ (92,083)</b>	<b>\$ (91,799)</b>
<b>TOTAL DOLLARS REQUIRED TO ACHIEVE TARGET REDUCTION *</b>	<b>\$ (92,083)</b>	<b>\$ (91,799)</b>
<b>Over/ (Under) Required</b>	<b>\$ -</b>	<b>\$ -</b>



City of Ann Arbor  
**BUDGET IMPACT ANALYSIS**

<b>FY 11</b>
<b>BUDGET from Ongoing Operations*</b>
<b>\$ 1,992,831</b>

<b>FY 12</b>	<b>FY 13</b>
<b>PROJECTED EXPENDITURES *</b>	<b>PROJECTED EXPENDITURES*</b>
<b>\$ 1,952,487</b>	<b>\$ 1,919,557</b>

**SERVICE AREA:** Community Services Area  
**SERVICE UNIT:** Office of Community Development

SERVICE ACTIVITY	FUND	CHANGES FROM EXISTING SERVICE LEVELS	FY 12	Cap. Invest X	FY 13
Human Services Funding	0010	Reduce funding to non-profits that provide Human Services to the community. FY 2011 funding is \$1,275,744.	(116,714)		(48,700)
General Fund Administration	0010	Reduce CSA staff allocations for the operational support for federal grants; this effort to be supported by the Washtenaw Urban County.	(34,953)		(6,630)
	0010	Eliminate funding for graduate intern	(2,661)		-
Reduce Revenue	0010	Reduced reimbursement for administration of grants administered by Washtenaw County	98,807		-

<b>TOTAL DOLLARS (\$) IDENTIFIED</b>	<b>\$ (55,521)</b>	<b>\$ (55,330)</b>
<b>TOTAL DOLLARS REQUIRED TO ACHIEVE TARGET REDUCTION *</b>	<b>\$ (55,521)</b>	<b>\$ (55,330)</b>
<b>Over/ (Under) Required</b>	<b>\$ -</b>	<b>\$ -</b>

City of Ann Arbor  
**BUDGET IMPACT ANALYSIS**

<b>FY 11</b>
<b>BUDGET from</b>
<b>Ongoing</b>
<b>Operations*</b>
<b>\$ -</b>

<b>FY 12</b>	<b>FY 13</b>
<b>PROJECTED</b>	<b>PROJECTED</b>
<b>EXPENDITURES *</b>	<b>EXPENDITURES*</b>
<b>\$ -</b>	<b>\$ -</b>

**SERVICE AREA:** Community Services Area  
**SERVICE UNIT:** Ann Arbor Housing Commission

SERVICE ACTIVITY	FUND	REQUEST FOR ADDITIONAL FUNDING	FY 12	Cap. Invest X	FY 13
Hire Facilities Maintenance Manager		Currently there is no systematic approach to maintaining Ann Arbor Housing Commission (AAHC) assets (buildings and equipment) due to lack of a maintenance manager. This has resulted in deterioration of AAHC assets and an impending need of major capital investments. It is imperative that a maintenance manager be hired to establish, implement, and sustain a maintenance program for these assets to extend their service life and avoid premature asset failure.	81,000		81,000
Hire Financial Analyst		The Commission desires to add a Financial Analyst position as recommended in the Operational Needs Assessment report as the Commission's financial staff has been reduced over the years from four staff members to two financial staff -- a manager and a clerk. Not only is this area insufficiently staffed for current financial operations given the high volume of monthly HUD reporting, but there is an even larger need in the financial area as the Commission has begun to seek outside funding sources which will require increased financial tracking and reporting.  <b>Funding Options:</b>  1. Affordable Housing Trust Fund - 1 Year only, based on available fund  2. Fund from Human Services funding within the General Fund budget in the Office of Community Development.	73,000		73,000
<b>TOTAL DOLLARS (\$) IDENTIFIED</b>			<b>\$ 154,000</b>		<b>\$ 154,000</b>
<b>TOTAL DOLLARS REQUIRED TO ACHIEVE TARGET REDUCTION *</b>			<b>\$ -</b>		<b>\$ -</b>
<b>Over/ (Under) Required</b>			<b>\$ (154,000)</b>		<b>\$ (154,000)</b>

MEMORANDUM

TO: Mayor and Council

FROM: Sumedh Bahl, Community Services Area Administrator

DATE: January 31, 2011

SUBJECT: Supplemental Funding for the General Fund Budget for Parks and Recreation System

On August 1, 2006, City Council passed a resolution that, upon approval of the November 2006 Parks Maintenance and Capital Improvement Millage, the General Fund budget supporting Parks and Recreation System would not be reduced by a percentage greater than the average percentage reduction of the total City General Fund budget.

While developing the City's budget for FY08 and FY09, City's Finance Services staff created targets consistent with practices from previous years which resulted in a decrease in the General Fund allocation to the overall budget for the City Parks and Recreation System. The Park Advisory Commission, public and some Councilmembers took exception to these reductions. In response to their concern, at the time of budget approval for FY08, Council supplemented General Fund budget supporting Parks and Recreation System by an amount of \$287,000. This supplemental funding has continued in FYs 09, 10 and 11. Although the funding has been identified as non-recurring and funded from the General Fund reserves, it has been used to pay for ongoing operations. If this funding is eliminated in FY12 and 13, the parks and recreation system will face a budget reduction larger than other General Fund services.

In preparation for the FY12 and FY13 budgets, staff is seeking Council's direction:

Whether the General Fund budget supporting Parks and Recreation System receive the supplemental funding in the amount of \$287,000 and add this to the base funding for the General Fund supporting Parks and Recreation System for FY12 and beyond,

Or eliminate the supplemental funding in the amount of \$287,000 for the Parks and Recreation System.

## MEMORANDUM

TO: Mayor and Council

FROM: Sumedh Bahl, Community Services Area Administrator

SUBJECT: Huron Hills Golf Course

DATE: January 31, 2011

This memorandum provides the status of the golf operations, including the financial performance, since July 2007. The memorandum also contains information about some alternatives to golf at the Huron Hills including preliminary cost of two of these alternatives. It is very likely that there may be other alternatives to golf besides the alternatives included here. Staff is seeking Council's feedback for its interest and desire for a detailed and complete exploration of alternatives to golf at Huron Hills in the coming months.

### **City Golf Operations since July 2007**

In July 2007, the City hired Golf Convergence to evaluate the City's golf operations and to provide a recommended course of action by December of 2007. City staff and the Park Advisory Commission (PAC) also provided feedback and information in the development of this Golf Convergence Report. City staff shared the findings of this report with City Council including a 5-year forecast that showed the golf courses improving every year, but never reaching a level of self-support. City Council, after reviewing the Golf Convergence report and considering staff and PAC recommendations, decided to make significant capital and operating investments in both golf courses.

To begin with, \$1,647,137 was transferred from the General Fund Reserves to forgive the debt that the Golf Enterprise Fund had amassed. Capital investments of \$895,831 were implemented over the course of the 2008 season, with the majority of investments at Leslie Park Golf Course. Huron Hills saw relatively minor capital investments amounting to approximately \$50,000. The aim of the capital improvements was to provide a better maintained golf course and clubhouse areas that visitors could enjoy after a round of golf, and to address issues raised by customers and the Golf Convergence study to make the course more competitive.

City Council also approved annual recurring expenses of \$219,400 in order to raise operating budgets to an appropriate level. Golf Convergence reported that the golf courses were both under staffed and did not possess an adequate maintenance budget. By increasing the operating budget, the goal was to change the cultures of the courses

through improved customer service and better product delivery. A full-time Facility Supervisor was hired at Huron Hills and a Director of Golf was hired to oversee Leslie Park Golf Course and Huron Hills.

Other improvements included acquiring a liquor license at Leslie Park Golf Course, expanding marketing efforts, and repositioning fees to assure market competitiveness. Efforts have been made to make Huron Hills as accessible as possible, and the introduction of power carts has expanded the range of people that can enjoy the course. Huron Hills also is a strong promoter of junior golf and growing the game. Recent years have seen existing initiatives, such as children being able to play free on certain days with their parents, the creation of 'wee-tees' that make the course shorter and more manageable for small children, and enhanced junior instruction.

Over the past three seasons, both golf courses have seen remarkable improvement, both in levels of play, and relative to their original financial forecast. Golf course staff is to be commended for this turn-around. The 2007 golf season was the nadir for both courses. The rounds played at both courses in the past four seasons are as follows:

Season	Huron Rounds	Leslie Rounds
2007	13913	21857
2008	15558	27078
2009	21150	30973
2010	22500	32000

As you can see that Huron Hills has experienced attendance rise of 56% in 4 seasons and Leslie Park has seen attendance rise of 48%. During the same four year time span, the golf industry in general has seen a 3% annual decrease in rounds.

Relative to the original financial forecast, the golf courses' performance is improving at an accelerated rate as illustrated below:

	FY2009	FY2010	FY2011
Original Forecasted Loss	(689,583)	(535,687)	(490,955)
Actual Loss	(453,974)	(523,530)	(371,319)
Difference between Actual and Forecasted loss	235,609	12,157	119,636



Projections for FY2012 and FY2013 show the golf courses operating at a subsidy of slightly higher than \$250,000, down from over \$500,000 two years ago. The following table illustrates this:

	FY2012	FY2013
Original Forecasted Loss	(433,020)	(377,711)
Projected Loss	(272,138)	(270,325)
Difference between Actual and Forecasted loss	160,882	107,386

The net result of the investments made in the golf courses is that they are much busier and financially are performing significantly better than forecast. Another affirmation that the improvements are working occurred when Leslie Park Golf Course was named the 2009 – 2010 #1 Municipal Golf Course in the State of Michigan by Golf Digest, the most widely read golf publication in the world.

### **Options for Huron Hills Golf Course**

**Option1.** No Change. Operate Huron Hills as a golf course.

As the golf course is in an enterprise fund and running at a deficit, the General Fund is providing a subsidy to HHGC. This subsidy is the cost to the General Fund, estimated to be as follows:

FY	2012	2013	2014	2015
Cost	\$162,000	\$160,000	\$173,000*	\$187,000*

\*These projections are based upon revenue increase of 2% and increase of 3.5% in operational expenses and 10% in retiree health care expenses each year.

### **Other options**

To evaluate options for Huron Hills other than a golf course, following costs (Legacy Costs) need to be taken into account to have a complete financial understanding:

- Retiree Health Care - \$27,945. This cost is likely to increase.
- Full-time employees. There are two full time employees (1- Teamster and 1- AFSCME) at Huron Hills. Per union contracts, they cannot be laid off while a temporary, seasonal, or contract employee is still employed. The Parks & Recreation Services relies heavily on temporary employees to provide the required services. Eliminating two FTEs from Huron Hills would result in replacing seasonal employees with these FTEs, the net cost of which would be approximately \$175,000.

- Municipal Service Charge - ~\$42,000. This will result in a reduction in General Fund revenue for at least 2012 and 2013.
- IT charges - \$23,868. Since the IT service unit allocates cost relative to users, a portion of this amount would be absorbed across the City through a per user cost increase.

**Option2:** Converting the golf course to walking trails.

This option does not entail turning the course into a "natural area", but an area where mowing would not occur. There is a high likelihood of invasive plants taking over. Future reversion to a golf course would require a significant investment. If this option is pursued, staff recommends 10 ft wide trails of varying lengths similar to the old cross-country trails at Huron.

Staff also recommends a 100' buffer between Huron Parkway and non-mowed areas. Staff is recommending this buffer to help lessen the visual impact to address citizens' concern regarding changing the current appearance of Huron Hills as they drive along Huron Parkway. It is anticipated that the annual cost for this option will reduce over time. Please refer to attached drawing.

Cost for this option is as follows:

Annual cost of maintaining walking trails	\$40,000**
<u>Legacy Cost</u>	<u>\$28,000** - \$269,000**</u>
Total cost	\$68,000** - \$309,000**

\*\*These costs do not include any increases.

**Option 3:** Naturalization of Huron Hills.

This option entails walking trails (option 2 above) and naturalizing Huron Hills. It will result in about 86 acres of prairies or grassland with trails and buffers described in option 2 above. This option requires significant capital investment for establishment of natural area and requires about six years to establish natural area.

Cost for this option is as follows:

Year 1:

Site preparation	\$260,000
<u>Legacy Cost</u>	<u>\$269,000</u>
Total 1 <sup>st</sup> year cost	\$529,000

Years 2-6:

Establish planting and maintenance (\$430,000/yr)	\$2,150,000
<u>Legacy cost</u>	<u>\$28,000** - \$269,000**</u>
Total 2-6 years cost	\$2,178,000** - \$2,419,000**

Years 7 and beyond:

Annual care	\$26,000-\$43,000
Maintaining walking trails	\$40,000**
<u>Legacy cost</u>	<u>\$28,000**</u>
Total annual cost in years 7 and beyond	\$94,000** - \$111,000*

\*\*the cost does not include any increases.

#### **Option 4: Soccer Fields.**

The topography at Huron Hills would require significant earth moving to create a level playing surface. Staff does not have a cost estimate for this option at present. We would like to share that recent renovation to existing soccer fields at Fuller cost over \$750,000, these renovations involved considerably less earth moving. These soccer fields are spread over approximately 11 acres.

#### **Option 5: Disc Golf**





The City currently maintains two disc golf courses, one at Bandemer and the other at Mary Beth Doyle. Both courses are designed by a disc golf architect and require equipment and infrastructure (concrete tee pads, green baskets) so there is capital cost in outlay for the amenity. We would like to point out that disc courses are typically designed through more densely forested terrain. The front side of Huron Hills is too wide open to be a suitable location. Disc courses are typically a free recreational activity, but require regular maintenance. Existing City courses generate a high amount of litter. The two existing disc golf courses require different types and levels of maintenance. Bandemer requires the wood chips designating the “fairways” be replenished on a regular cycle, currently every 3-4 years. The disc golf course at Mary Beth Doyle Park is mowed as a part of the 19 day mowing cycle for that park. Our understanding is that the use for a popular disc golf course is nowhere near that of a golf course. Staff does not have a cost estimate for this option.

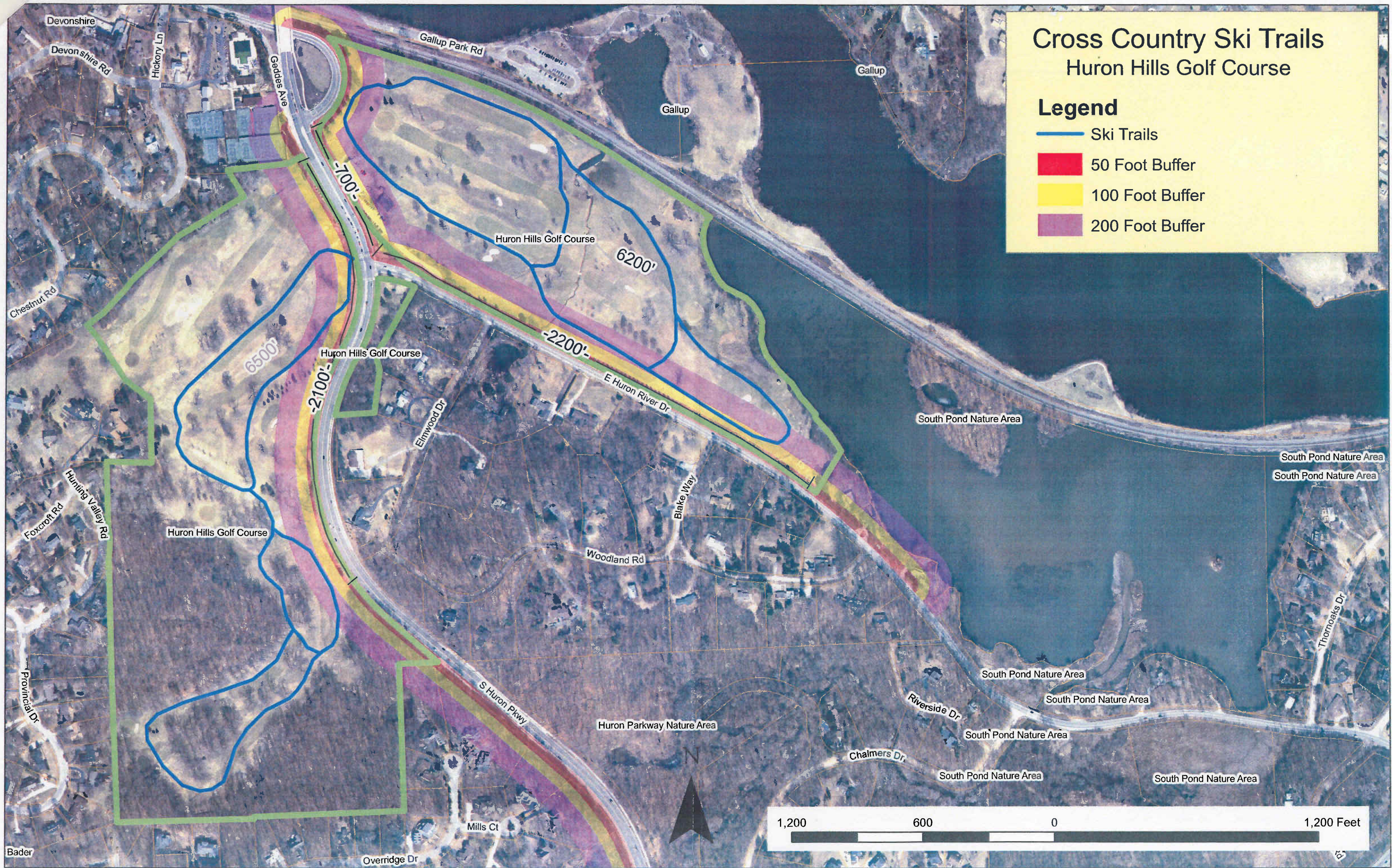
#### **Option 6: Farming**

Staff had provided brief information about this option during FY 2011 budget discussion. Farming can be accomplished either as community gardens operated by the City or operated as a Public-Private partnership. Staff does not have cost estimate for this option.



# Cross Country Ski Trails Huron Hills Golf Course

- Legend**
-  Ski Trails
  -  50 Foot Buffer
  -  100 Foot Buffer
  -  200 Foot Buffer









### Recreation Facility City Cost/Visitor Operating Budgets with Millage Funds

	FY03 Actuals							FY04 Actuals							FY05 Actuals						
	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor
Leslie Park Golf Course	28,083	783,540	895,778	5,240	Included in Operating	117,478	4.18	25,456	772,487	956,474	0	Included in Operating	183,987	7.23	25,200	730,597	809,239	0	Included in Operating	78,642	3.12
Huron Hills Golf Course	30,488	416,237	529,532	5,240	Included in Operating	118,535	3.89	25,218	370,442	289,373	0	Included in Operating	-81,069	-3.21	18,733	312,900	343,827	0	Included in Operating	30,927	1.65
Farmers Market	478,000	80,162	116,028	0	Included in Operating	35,866	0.08	478,000	151,244	102,739	62,630	Included in Operating	14,125	0.03	478,000	131,347	109,266	0	Included in Operating	-22,081	-0.05
Bryant & Northside Community Centers	10,000	14,204	169,406	65,642		220,844	22.08	10,000	15,813	254,233	820		239,240	23.92	10,000	16,843	199,282	9,743	70,487	262,669	26.27
Senior Center	15,000	54,590	115,603	1,749		62,762	4.18	15,000	48,074	135,344	7,060		94,330	6.29	15,000	41,699	154,457	9,392	54,633	176,783	11.79
Veterans Memorial Ice Arena	71,844	621,897	459,931	537,856		375,890	5.23	68,412	657,528	462,949	88,751		-105,828	-1.55	63,000	537,949	475,151	131,807	168,064	237,073	3.76
Buhr Park Ice Arena	20,807	78,844	111,624	69,932		102,712	4.94	22,558	118,819	121,285	14,543		17,009	0.75	23,464	112,666	107,279	15,736	37,945	48,294	2.06
Veterans Memorial Pool	38,904	167,814	185,779	579,335		597,300	15.35	35,068	119,695	203,597	36,706		120,608	3.44	33,170	136,346	199,626	32,000	70,609	165,889	5.00
Buhr Park Pool	30,056	102,545	185,069	21,171		103,695	3.45	29,567	86,096	157,784	2,876		74,564	2.52	37,811	110,250	149,197	12,500	52,772	104,219	2.76
Fuller Pool	54,987	245,479	190,381	240,834		185,736	3.38	56,844	187,608	178,463	261,227		252,082	4.43	54,117	246,980	190,026	29,979	67,214	40,239	0.74
Mack Pool	32,233	74,411	156,787	23,041		105,417	3.27	34,035	150,867	198,508	7,818		55,459	1.63	32,403	125,660	202,022	13,414	71,457	161,233	4.98
Argo Livery	4,856	47,419	71,460	22,751		46,792	9.64	5,547	59,861	87,844	11,344		39,327	7.09	8,104	67,116	102,317	11,549	36,190	82,940	10.23
Gallup Livery	19,565	118,279	144,972	57,660		84,353	4.31	19,921	125,158	105,388	11,344		-8,426	-0.42	26,639	140,871	115,915	11,549	41,000	27,593	1.04
Cobblestone Farm	25,000	175,814	181,678	98,300		104,164	4.17	25,000	151,716	205,594	36,048		89,926	3.60	25,000	146,490	176,139	10,014	62,302	101,965	4.08

	FY06 Actuals							FY07 Actuals							FY08 Actuals						
	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor
Leslie Park Golf Course	23,612	706,740	387,080	59,101	Included in Operating	-260,559	-11.04	21,857	615,449	713,179	13,914	Included in Operating	111,644	5.11	22,358	635,215	947,639	2,164	Included in Operating	314,588	14.07
Huron Hills Golf Course	17,988	300,799	401,921	36,894	Included in Operating	138,016	7.67	13,913	242,677	388,523	6,638	Included in Operating	152,484	10.96	15,627	229,898	425,412	5,348	Included in Operating	200,862	12.85
Farmers Market	478,000	125,347	114,568	0	Included in Operating	-10,779	-0.02	478,000	126,978	113,414	1,485	Included in Operating	-12,079	-0.03	478,000	132,855	130,979	95,645	Included in Operating	93,769	0.20
Bryant & Northside Community Centers	10,000	17,224	210,478	1,718	91,809	286,781	28.68	10,168	12,555	178,523	6,123	102,855	274,946	27.04	12,000	0	139,412	7,049	89,139	235,600	19.63
Senior Center	15,000	49,429	149,907	6,069	65,389	171,936	11.46	14,278	51,423	147,649	4,480	85,067	185,773	13.01	11,392	17,385	171,057	5,628	109,372	268,672	23.58
Veterans Memorial Ice Arena	63,099	527,054	490,617	94,569	214,005	272,137	4.31	76,961	458,573	455,543	13,158	262,458	272,586	3.54	66,073	477,646	498,623	22,806	318,815	362,598	5.49
Buhr Park Ice Arena	18,984	108,220	119,524	90,436	52,136	153,876	8.11	20,902	117,037	125,378	70,813	72,236	151,390	7.24	19,785	123,291	120,395	13,451	76,979	87,534	4.42
Veterans Memorial Pool	39,000	143,211	221,151	9,213	96,465	183,618	4.71	35,127	127,361	237,108	33,820	136,608	280,175	7.98	32,894	104,044	218,252	88,092	139,548	341,848	10.39
Buhr Park Pool	37,660	137,210	155,828	18,683	67,971	105,272	2.80	42,473	142,702	198,073	5,606	114,118	175,095	4.12	37,712	133,959	225,047	24,775	143,893	259,756	6.89
Fuller Pool	55,113	260,235	206,583	39,698	90,110	76,156	1.38	56,214	241,845	213,663	56,373	123,101	151,292	2.69	45,115	215,300	211,937	18,630	135,510	150,777	3.34
Mack Pool	39,523	139,324	209,311	23,543	91,300	184,830	4.68	32,611	144,336	210,207	22,264	121,109	209,244	6.42	29,732	127,277	234,427	13,035	149,890	270,075	9.08
Argo Livery	10,217	105,068	61,531	160,476	26,840	143,779	14.07	15,349	160,144	128,735	1,925	74,170	44,686	2.91	17,380	184,142	156,778	3,531	100,242	76,409	4.40
Gallup Livery	29,540	218,255	229,194	23,571	99,973	134,483	4.55	27,035	217,565	192,642	13,459	110,989	99,525	3.68	28,115	219,372	188,680	4,153	120,640	94,101	3.35
Cobblestone Farm	25,000	177,096	229,172	24,847	99,964	176,887	7.08	25,000	135,079	204,962	6,606	118,088	194,577	7.78	30,037	258,526	265,213	8,303	169,575	184,565	6.14



## Recreation Facility City Cost/Visitor Operating Budgets with Millage Funds

	FY09 Actuals							FY10 Actuals							FY11 Estimates						
	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	# Visitors	\$ Total Revenue	\$ Total Operating Expenses	\$ Total Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor	Estimated # Visitors (FY10 Actuals)	Budgeted Revenue	Budgeted Operating Expenses	YTD Millage Expenses	Municipal Service Cost, if charged	\$ Net Cost	City Cost Per Visitor
Leslie Park Golf Course	29,973	811,804	989,614	626,712	Included in Operating	804,522	26.84	31,610	851,570	1,120,530	0	Included in Operating	268,960	8.51	33,191	893,000	1,052,457	0	Included in Operating	159,457	4.80
Huron Hills Golf Course	17,469	250,298	526,462	62,659	Included in Operating	338,823	19.40	21,582	313,264	567,834	0	Included in Operating	254,570	11.80	22,500	355,992	568,064	0	Included in Operating	212,072	9.43
Farmers Market	478,000	115,902	132,984	0	Included in Operating	17,082	0.04	512,000	144,591	153,644	0	Included in Operating	9,053	0.02	512,000	175,723	150,419	59,180	Included in Operating	33,876	0.07
Bryant & Northside Community Centers	12,000	0	155,694	23,560	96,219	275,473	22.96	13,000	0	153,978	15,787	93,618	263,383	20.26	13,000	0	159,385	15,000	99,328	273,713	21.05
Senior Center	10,034	37,870	195,111	16,893	120,579	294,713	29.37	11,430	72,017	200,853	17,361	122,118	268,315	23.47	11,430	164,709	220,480	15,000	137,402	208,173	18.21
Veterans Memorial Ice Arena	72,371	465,289	486,690	56,081	300,775	378,257	5.23	77,453	465,495	495,871	552,303	301,487	884,166	11.42	77,453	493,325	471,202	50,000	293,651	321,528	4.15
Buhr Park Ice Arena	18,124	119,950	148,515	9,365	91,782	129,712	7.16	12,642	76,491	106,151	753,466	64,539	847,665	67.05	20,575	135,150	167,313	40,000	104,269	176,432	8.58
Veterans Memorial Pool	31,989	119,107	226,446	8,160	139,944	255,443	7.99	35,608	112,607	223,954	55,310	136,163	302,820	8.50	35,608	107,625	243,017	60,000	151,447	346,839	9.74
Buhr Park Pool	44,765	152,344	253,000	15,452	156,354	272,462	6.09	34,385	150,794	218,017	67,041	132,553	266,817	7.76	34,385	160,875	235,742	50,000	146,913	271,780	7.90
Fuller Pool	47,211	235,838	227,235	69,819	140,432	201,648	4.27	60,752	226,709	229,908	54,912	139,783	197,894	3.26	60,752	257,120	247,377	50,000	154,164	194,421	3.20
Mack Pool	20,542	122,364	226,614	18,384	140,048	262,682	12.79	12,726	109,778	202,593	20,259	123,176	236,250	18.56	12,726	140,350	195,492	20,000	121,830	196,972	15.48
Argo Livery	19,032	211,562	183,886	13,400	113,642	99,366	5.22	18,278	213,968	194,555	29,109	118,289	127,985	7.00	18,278	246,425	218,090	30,000	135,913	137,578	7.53
Gallup Livery	29,096	252,856	190,090	78,400	117,476	133,110	4.57	33,560	223,145	172,200	30,139	104,697	83,891	2.50	33,560	242,575	202,342	30,000	126,099	115,866	3.45
Cobblestone Farm	33,500	248,675	283,482	144,081	175,192	354,080	10.57	76,777	309,782	310,809	92,858	188,970	282,855	3.68	76,777	298,706	313,184	40,000	195,175	249,653	3.25

	FY03-11 Actual/Estimate			Per Capita
	# Visitors	\$ Net Cost	City Cost Per Visitor	
Leslie Park Golf Course	241,340	1,778,719	7.37	15.60
Huron Hills Golf Course	183,518	1,365,220	7.44	11.97
Farmers Market	4,370,000	158,832	0.04	1.39
Community Centers	100,168	2,332,649	23.29	20.45
Senior Center	118,564	1,731,456	14.60	15.18
Veterans Memorial Ice Arena	636,666	2,998,407	4.71	26.29
Buhr Park Ice Arena	177,841	1,714,625	9.64	15.04
Veterans Memorial Pool	317,368	2,594,540	8.18	22.75
Buhr Park Pool	328,814	1,633,662	4.97	14.33
Fuller Pool	491,105	1,450,245	2.95	12.72
Mack Pool	246,531	1,682,162	6.82	14.75
Argo Livery	117,041	798,861	6.83	7.00
Gallup Livery	247,031	764,496	3.09	6.70
Cobblestone Farm	342,091	1,738,671	5.08	15.25

In FY10 Buhr Rink was only open a half season due to rink sub floor construction  
 In FY10 Cobblestone started tracking total number of visitors associated with Park shelter rentals  
 In FY06 Leslie expenses are low due to a \$354,621 transfer from Fund 10 to offset prior year expenses incurred by the golf fund for general fund activities

\* Ann Arbor population: 114,042  
 Fund 47  
 Fund 46  
 Fund 10  
*Italics* Estimate

*(This area contains a large grid of data, likely a continuation of the budget table, which is mostly illegible due to low resolution and blurring.)*