

# RECREATION AND CULTURE

---

Recreation and Parks.....	155
Bowman Gray Stadium.....	160
M. C. Benton, Jr. Convention and Civic Center.....	163
Fair.....	165
Winston-Salem Entertainment-Sports Complex.....	168
Recreation and Culture Non-Departmental.....	171
Recreation and Culture Capital Projects.....	172



**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, 47 playgrounds, 10 greenways (22.3 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 a 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 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, sitercise, crocheting, and leisure education
- Administers the day-to-day operations of Special Olympics of Forsyth County which includes training and competition for 13 different Olympic-type sports for persons with intellectual disabilities
- Administers 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

- Preserves and adds to the historical artifacts of the site, as well as interprets, to the public, the site's historic, spiritual and cultural significance
- Provides 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

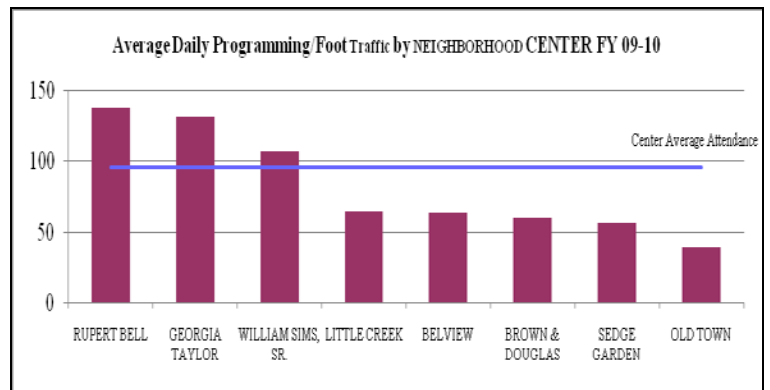
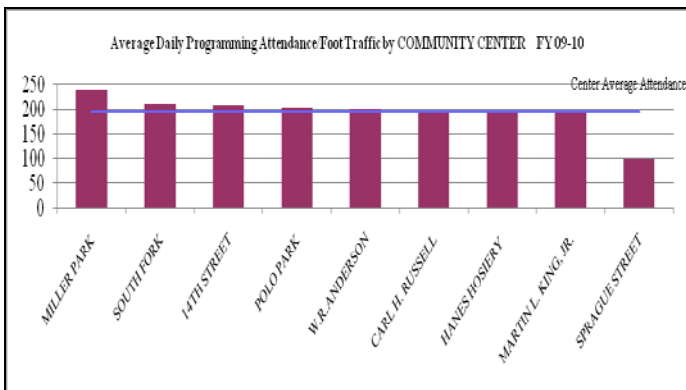
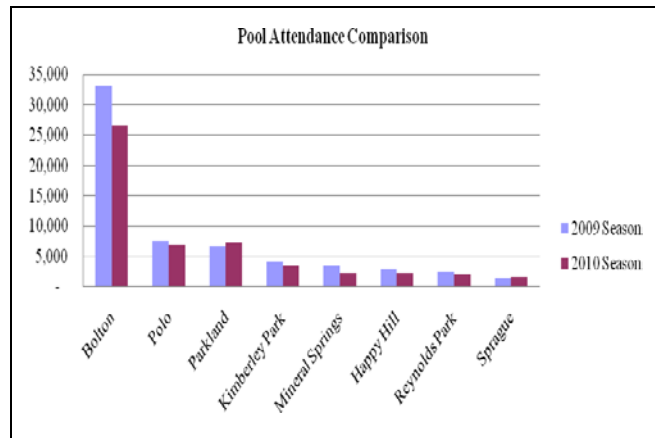
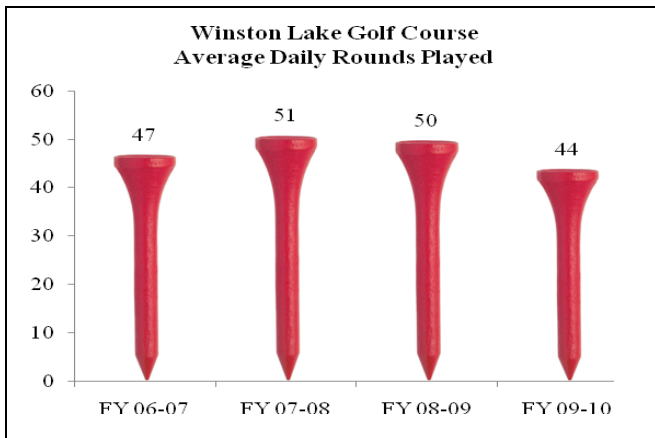
- Provides community education, including video production, website design and publishing of newsletters and brochures
- Coordinates the reservations of City-operated picnic shelters and other park facilities

<b>EXPENDITURES BY PROGRAM</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
<b>General Fund</b>				
Recreation Administration	\$746,105	\$766,080	\$767,180	0.1%
Recreation Centers	3,253,824	3,371,010	3,487,290	3.4%
Athletics	865,488	894,480	941,960	5.3%
Joe White Tennis Center	30,913	37,890	37,890	0%
Parks Maintenance	1,655,624	1,755,460	1,813,080	3.3%
Golf Courses	614,302	660,050	668,410	1.3%
Lakes	252,582	219,410	223,010	1.6%
Historic Bethabara	392,011	424,780	433,620	2.1%
Aquatics	585,414	562,700	560,030	-0.5%
Special Populations	421,636	479,210	490,730	2.4%
<b>Total General Fund Expenditures by Program</b>	<b>\$8,817,899</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>
<b>Grants Fund</b>				
Recreation Center Grants	\$37,377	\$0	\$0	N/A
Senior Citizen Services	8,376	0	0	N/A
Miscellaneous Grants	181	0	0	N/A
Winston Lake Junior Golf	13,101	0	0	N/A
Therapeutic Recreation Programs	1,426	0	0	N/A
<b>Total Grants Fund Expenditures</b>	<b>\$60,460</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Expenditures by Program</b>	<b>\$8,878,359</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>

# RECREATION AND PARKS

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 09-10	Estimated FY 10-11	Projected FY 11-12
<b>Workload</b>			
WePLAY Tabloids Distributed	15,000	20,000	20,000
Swimming Pool Attendance	55,441	58,000	60,000
Golf Rounds Played at Winston Lake	16,097	14,500	17,000
Picnic Shelter Reservations	1,188	1,050	1,100
<b>Efficiency</b>			
Achieve \$18 of revenue per round of golf at Winston Lake Golf	\$17.65	\$17.75	\$18.00
Recover at least 14% of Recreation and Parks Department expenditures through service fees	11.7%	12.0%	12.0%
<b>Effectiveness</b>			
Complete 95% of recreation/park maintenance work orders within 48 hours	87%	93%	95%



# RECREATION AND PARKS

<b>EXPENDITURES BY TYPE</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
<b>General Fund</b>				
Personnel	\$5,856,918	\$5,916,910	\$6,141,030	3.8%
Supplies and Services	2,779,559	3,005,600	3,058,010	1.7%
Equipment Leasing Expense	241,883	248,560	224,160	-9.8%
<b>Total General Fund Expenditures by Type</b>	<b>\$8,878,359</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>
<b>Grants Fund</b>				
Personnel	\$2,291	\$0	\$0	N/A
Supplies and Services	58,169	0	0	N/A
<b>Total Grants Fund Expenditures by Type</b>	<b>\$60,460</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Expenditures by Type</b>	<b>\$8,878,359</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>
<b>RESOURCES BY TYPE</b>				
<b>General Fund</b>				
Service Charges	\$127,500	\$39,710	\$39,710	0%
Admission Fees	117,874	156,400	156,400	0%
Entry Fees	134,589	162,000	132,500	-18.2%
Equipment Use Fees	112,277	147,200	143,200	-2.7%
Facility Use Fees	304,851	287,300	274,800	-4.4%
Other Charges for Service	203,740	166,000	169,000	1.8%
Charges to Forsyth County	185,845	0	0	N/A
Rentals	146,044	142,000	154,000	8.5%
Miscellaneous	5,048	500	500	0%
Other General Fund Revenues	7,480,131	8,069,960	8,353,090	3.5%
<b>Total General Fund Resources by Type</b>	<b>\$8,817,899</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>
<b>Grants Fund</b>				
Contributions	\$56,853	\$0	\$0	N/A
Other Revenues	19,825	0	0	N/A
<b>Total Grants Fund Resources by Type</b>	<b>\$76,678</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Total Resources by Type</b>	<b>\$8,894,577</b>	<b>\$9,171,070</b>	<b>\$9,423,200</b>	<b>2.7%</b>
<b>Positions</b>				<b>Change</b>
Full-Time	107	101	102	+1
Part-Time (FTE's)	73.064	73.554	73.554	0

# RECREATION AND PARKS

---

## BUDGET HIGHLIGHTS

- Personnel expenditures are increased 3.8% (+\$224,120) due in part to the transfer of one gang coordinator position (+\$61,280) from Police to assist with youth program coordination. One pool maintenance specialist position was transferred from Parks Maintenance to Aquatics and Pools Maintenance (no effect on budget) to better meet operational needs.
- Supplies and services expenditures are increased 1.7% (+\$52,410), a net result of increases in sanitation charges (+\$8,050) and the addition of operational funds for tennis court resurfacing (+\$50,000) and decreases in information systems charges (-\$10,820). Funds were also added to deter graffiti vandalism and raise awareness of gang activity. (+\$2,500)
- Equipment leasing expenses are decreased 9.8%, a net result of the completion of payments for previously approved equipment replacements and additions for replacements based on need. Replacements for FY 11-12 include an upgrade to the irrigation system for Winston Lake Golf Course (WLGC) to meet federal standards, a new aerator at WLGC to increase the life of the greens and make them easier to maintain, and other replacements of aging equipment. For a full list of replacements, please see the lease purchase capital outlay chart in the supplemental information section.

# BOWMAN GRAY STADIUM

## MISSION STATEMENT

As part of the Winston-Salem Entertainment-Sports Complex, Bowman Gray Stadium provides a public assembly facility that offers entertainment and sporting events for the citizens of Winston-Salem, Forsyth County, the Piedmont Triad, and northwest North Carolina.

## PROGRAM DESCRIPTION

- Operates an open-air 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

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 09-10	Budgeted FY 10-11	Estimated FY 10-11	Projected FY 11-12
<b>Effectiveness</b>				
% of available days that are booked	26.0%	23.1%	23.1%	24.0%
% of operating expenses covered by revenues	133.6%	115.2%	111.4%	121.7%
<b>Efficiency</b>				
Attendees per event (booking)	6,724	5,675	6,173	7,012
Revenue per attendee	\$2.65	\$2.94	\$3.00	\$2.48
<b>Workload</b>				
Total bookings	5	4	4	4
Total Event Days (New Measure)	27	24	24	25
Total usage days	27	24	24	25
Total attendance	181,544	136,200	148,172	175,300
Available days for bookings	104	104	104	104

	Actual FY 09-10	Budget FY 10-11	Adopted FY 11-12	Percent Change
<b>EXPENDITURES BY TYPE</b>				
Personnel	\$105,132	\$96,370	\$108,920	13.0%
Supplies and Services	254,249	249,270	247,700	-0.6%
<b>Subtotal</b>	<b>\$359,381</b>	<b>\$345,640</b>	<b>\$356,620</b>	<b>3.2%</b>
Debt and Lease Expense	\$51,925	\$73,880	\$77,540	5.0%
Transfer to LJVM Coliseum Fund	68,896	0	0	N/A
<b>Total Expenditures by Type</b>	<b>\$480,202</b>	<b>\$419,520</b>	<b>\$434,160</b>	<b>3.5%</b>

# BOWMAN GRAY STADIUM

---

<b>RESOURCES BY TYPE</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Parking Services	\$15,471	\$0	\$10,000	N/A
Concessions	170,818	130,910	166,950	27.5%
Equipment Use Fees	927	750	750	0%
Video Board Advertising	57,783	54,990	54,990	0%
Winston-Salem State University	52,681	55,040	57,700	4.8%
Other Charges for Service	17,860	11,000	9,500	-13.6%
Rentals	134,482	116,740	112,070	-4.0%
Miscellaneous Sales and Services	30,179	28,850	22,200	-23.1%
Transfer from LJVM Coliseum Fund	0	21,240	0	-100.0%
<b>Total Resources by Category</b>	<b>\$480,202</b>	<b>\$419,520</b>	<b>\$434,160</b>	<b>3.5%</b>

## Positions

Full-time and part-time Complex staff are allocated based on work assignments.

## BUDGET HIGHLIGHTS

- On April 25, 2011, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 11-12 budget for Bowman Gray Stadium.
- The FY 11-12 budget for Bowman Gray Stadium is increased \$14,640, or 3.5%, primarily due to the increased use of Complex personnel to provide facility maintenance, including the football field.
- Operating revenues are increased \$35,880, or 9%, based on FY 10-11 year-end projections for parking and concessions. These increases are partially offset by decreases in other charges for service, rental revenues, and miscellaneous sales and services.
- Under the operating agreement with the City, Winston-Salem State University pays most of the operating costs of the field house. The estimated FY 11-12 payment totals \$57,700, an increase of 4.8%, due to increases in utilities, building repairs, and insurance.
- Because operating revenues are projected to cover expenditures, the budget for Bowman Gray Stadium will not require a transfer from the Coliseum fund to cover any losses.

# BOWMAN GRAY STADIUM

---

## BUDGET HIGHLIGHTS - Continued

### FY 10-11 Year-End Outlook

➤ The following table provides estimated year-end revenues and expenditures for Bowman Gray Stadium.

	<b>Budget</b>	<b>Estimated</b>
	<b><u>FY 10-11</u></b>	<b><u>FY 10-11</u></b>
Operating Revenues	\$398,280	\$429,256
Operating Expenditures	(345,640)	(385,304)
<b>Operating Income</b>	<b>\$52,640</b>	<b>\$43,952</b>
Debt and Lease Expenses	(\$73,880)	(\$48,494)
Transfer to LJVM Coliseum Fund	0	0
Transfer from LJVM Coliseum Fund	21,240	4,542
<b>Net Loss</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

Note: Debt service on funds borrowed for construction of the field house and other improvements is not included in the budget information above. The FY 11-12 debt service payment of \$328,907 is included in the debt service fund budget.

# 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 09-10	Budgeted FY 10-11	Estimated FY 10-11	Projected FY 11-12
<b>Effectiveness</b>				
Percent of available days that are booked	73.7%	79.5%	67.1%	69.9%
Actual operating loss as a percent of budgeted loss	98.4%	N/A	90.5%	N/A
<b>Workload</b>				
Total number of events	297	289	278	290
Total usage days	269	290	245	255
Total attendance	95,091	86,200	84,530	85,750
Available days for bookings	365	365	365	365

<b>EXPENDITURES BY TYPE</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Supplies and Services	\$805,703	\$818,990	\$818,990	0%
<b>Total Expenditures by Type</b>	<b>\$805,703</b>	<b>\$818,990</b>	<b>\$818,990</b>	<b>0%</b>

<b>RESOURCES BY TYPE</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Transfer from Occupancy Tax Fund	\$250,000	\$250,000	\$250,000	0%
Transfer from General Fund	568,990	568,990	568,990	0%
<b>Total Resources by Type</b>	<b>\$818,990</b>	<b>\$818,990</b>	<b>\$818,990</b>	<b>0%</b>
Addition to Fund Balance	\$13,287	\$0	\$0	N/A

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

---

## BUDGET HIGHLIGHTS

- On April 25, 2011, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 11-12 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. While the tourism industry is showing signs of improvement, it is expected that the Triad, in particular Winston-Salem, will lag behind national trends. In April, Noble Management Group submitted a budget for FY 11-12 that projects decreased operating revenues due to one-time events in FY 10-11 and continued decreases in operating expenses. Noble Management Group has increased its sales and marketing budget to more aggressively market the convention center and compete with new facilities that have opened in the state. Based on Noble's proposed budget, general fund support remains at \$568,990 for FY 11-12.
- Of the \$818,990 budgeted for FY 11-12, the City staff has budgeted \$644,630 to cover operating losses. The remaining City expenditures include \$153,160 for Noble's management fee, \$16,490 for property insurance, \$3,000 for repairs by the Facilities Management Department, and \$1,710 for stormwater fees.
- Under the agreement with Noble Management Group, the City is scheduled to provide \$250,000 for capital needs. The 2012-2017 Capital Plan includes an appropriation of \$250,000 to fund capital expenditures submitted by Noble Management Group for FY 11-12. 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 lease payments for FY 10-11 and FY 11-12 capital expenditures, total general fund support for the convention center is \$668,990 for FY 11-12.

## FY 10-11 Year-End Outlook

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

	<b>Budgeted <u>FY 10-11</u></b>	<b>Estimated <u>FY 10-11</u></b>
Operating Income/(Loss)	(\$638,960)	(\$628,650)
<b>Non-Operating Expenses</b>		
Management Fee	\$154,090	\$151,580
Capital Outlay	0	37,788
Liability Insurance	22,230	16,011
Facility Maintenance	0	13,280
Miscellaneous Expenses	3,710	5,110
<b>Loss Before Transfers</b>	<b>(\$818,990)</b>	<b>(\$852,419)</b>
Transfer from Occupancy Tax Fund	250,000	250,000
Transfer from General Fund	568,990	589,139
<b>Use of Fund Balance</b>	<b><u>\$0</u></b>	<b><u>(\$13,280)</u></b>

The estimated use of fund balance is a result of expenses associated with preparations for the North Carolina League of Municipalities 2010 Annual Meeting.

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 11-12 debt service payment of \$512,588 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 6<sup>th</sup> Street and Cherry Street in downtown Winston-Salem (Tuesdays and Thursdays, from May to September)

<b>EXPENDITURES BY PROGRAM</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Fair Administration	\$2,452,133	\$2,788,280	\$2,907,520	4.3%
Farmers Market	12,294	14,320	14,300	-0.1%
Downtown Farmers Market	10,564	9,450	9,440	-0.1%
<b>Total Expenditures by Program</b>	<b>\$2,474,990</b>	<b>\$2,812,050</b>	<b>\$2,931,260</b>	<b>4.2%</b>

## PERFORMANCE MEASURES AND SERVICE TRENDS

	<b>Actual FY 09-10</b>	<b>Budgeted FY 10-11</b>	<b>Estimated FY 10-11</b>	<b>Projected FY 11-12</b>
<b>Effectiveness</b>				
Operating revenue to operating expense ratio	1.19	0.97	1.33	1.00
<b>Efficiency</b>				
Revenue per attendee (total attendance)	\$7.74	\$7.42	\$7.85	\$7.45
Cost per attendee (total attendance)	\$6.47	\$7.62	\$5.91	\$7.45
<b>Workload</b>				
Total attendance	321,729	315,000	353,762	325,000
Total paid attendance	181,844	180,000	204,346	195,000
Number of exhibits entered	33,914	34,000	33,372	33,000

<b>EXPENDITURES BY TYPE</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Personnel	\$522,149	\$532,510	\$538,960	1.2%
Supplies and Services	1,064,928	1,325,940	1,496,570	12.9%
<b>Subtotal</b>	<b>\$1,587,077</b>	<b>\$1,858,450</b>	<b>\$2,035,530</b>	<b>9.5%</b>

# FAIR

<b>EXPENDITURES BY TYPE-Continued</b>	<b>Actual FY 09-10</b>	<b>Budget FY 10-11</b>	<b>Adopted FY 11-12</b>	<b>Percent Change</b>
Debt and Lease Expense	\$391,561	\$390,670	\$465,150	19.1%
Transfer to LJVM Coliseum Fund	496,353	562,930	430,580	-23.5%
<b>Total Expenditures by Type</b>	<b>\$2,474,990</b>	<b>\$2,812,050</b>	<b>\$2,931,260</b>	<b>4.2%</b>
<b>RESOURCES BY TYPE</b>				
Fair Admissions	\$1,265,046	\$1,244,000	\$1,269,500	2.0%
Farmers Market	16,970	14,150	14,350	1.4%
Other Fairgrounds Revenue	1,172,656	1,059,800	1,102,250	4.0%
Parking Services	31,152	33,000	33,000	0%
Miscellaneous Sales and Services	2,108	1,100	1,300	18%
Miscellaneous Revenues	1,039	2,000	2,000	0%
Interest Income	11,192	0	0	N/A
Fund Balance Appropriation	0	458,000	508,860	11.1%
<b>Total Resources by Type</b>	<b>\$2,500,163</b>	<b>\$2,812,050</b>	<b>\$2,931,260</b>	<b>4.2%</b>
Addition to Fund Balance	\$25,172	\$0	\$0	N/A
<b>Positions</b>				<b>Change</b>
Full-Time	2	2	2	0
Part-Time (Person Weeks)	491.7	380.2	380.2	0

## BUDGET HIGHLIGHTS

- On April 25, 2011, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 11-12 budget for the Dixie Classic Fair.
- The FY 11-12 budget represents the seventh year of the merger between the LJVM Coliseum Complex and the fairgrounds. The budget is increased \$119,210, or 4.2%. 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 FY 11-12 budget shifts 100% of the fair fund's indirect cost allocation from the Coliseum fund, for an increase of \$170,930. As a result of this change, the transfer to the Coliseum fund is decreased \$132,350, for a net cost of \$38,580 to the fair fund.

- Personnel expenses reflect a net increase of \$6,450, or 1.2%, primarily due to the allocation of full-time and part-time staff, benefits costs, and a 1.5% merit pay increase. The Complex staff allocates staff time based on actual work assignments.
- Debt and lease expense is increased \$74,480, or 19.1%, as a result of financing improvements to the livestock building and electrical upgrades throughout the fairgrounds facility. The total cost of this project, which is

# FAIR

## BUDGET HIGHLIGHTS - Continued

included in the 2012-1017 Capital Plan, is \$306,400. The project will be financed over five years through the North Carolina Municipal Leasing Corporation.

- Overall, operating revenues are increased \$68,350, or 2.9%, to bring estimates more in line with actual receipts. The projected attendance for the 2011 fair totals 325,000, which is below 2010 attendance of 353,762.

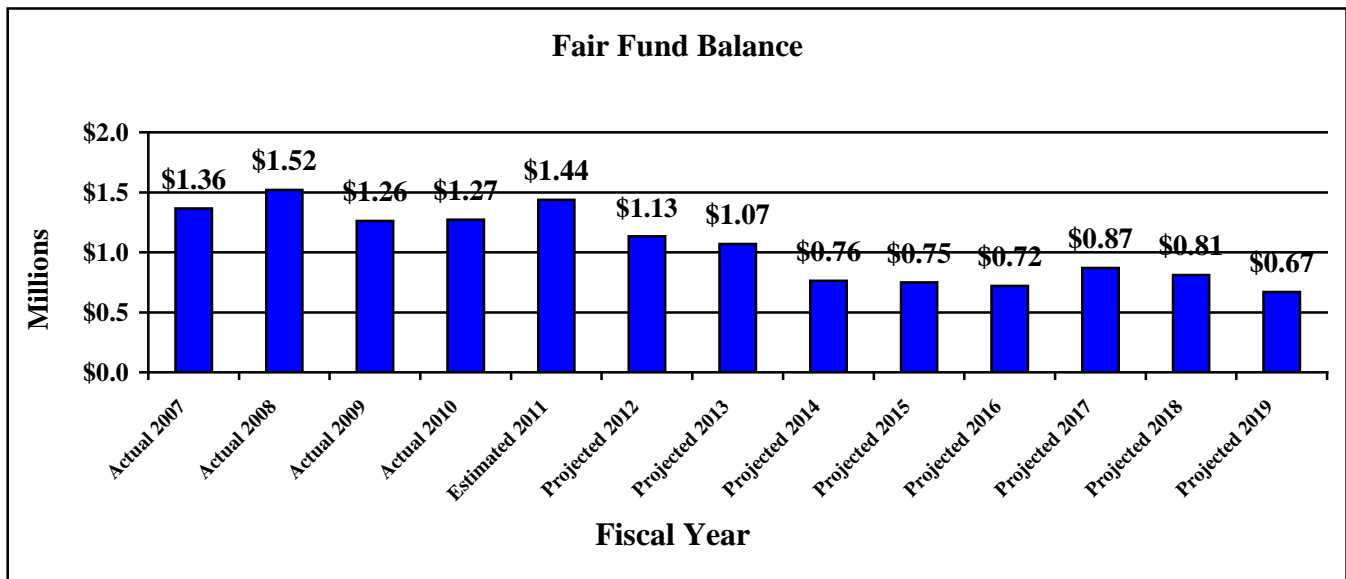
### FY 10-11 Year-End Outlook

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

	<b>Budgeted FY 10-11</b>	<b>Estimated FY 10-11</b>
Operating Revenues	\$2,354,050	\$2,781,038
Operating Expenditures	(1,858,450)	(1,716,710)
<b>Operating Income</b>	<b>\$495,600</b>	<b>\$1,064,328</b>
Investment Income	\$0	\$3,735
Debt and Lease Expenses	(390,670)	(390,655)
Transfer to LJVM Coliseum Fund	(562,930)	(512,196)
<b>Net Profit (Loss)</b>	<b><u>(\$458,000)</u></b>	<b><u>\$165,212</u></b>

### Long-Range Financial Outlook

- The following chart provides a fund balance projection for the fair fund. The FY 11-12 budget includes a fund balance appropriation of \$508,860, an increase of 11.1% from FY 10-11. 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 \$322,830 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 provides 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

EXPENDITURES BY PROGRAM	<u>Actual</u> <u>FY 09-10</u>	<u>Budget</u> <u>FY 10-11</u>	<u>Adopted</u> <u>FY 11-12</u>	<u>Percent</u> <u>Change</u>
LJVM Coliseum	\$4,119,680	\$4,321,180	\$4,300,900	-0.5%
Fairgrounds	661,804	748,120	574,100	-23.3%
<b>Total Expenditures by Program</b>	<b>\$4,781,483</b>	<b>\$5,069,300</b>	<b>\$4,875,000</b>	<b>-3.8%</b>

## PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 09-10	Budgeted FY 10-11	Estimated FY 10-11	Projected FY 11-12
<b>Effectiveness</b>				
% of available days that are booked	65.6%	37.4%	52.3%	49.0%
% of operating expenses covered by revenues	73.5%	76.2%	75.5%	74.9%
<b>Efficiency</b>				
Attendees per event (booking)	7,197	8,660	6,653	10,515
Revenue per attendee	\$3.07	\$3.51	\$3.32	\$3.38
<b>Workload</b>				
Total bookings	150	118	145	99
Total Event Days (New Measure)				461
Total usage days	661	410	573	536
Total attendance	1,058,318	1,021,913	964,688	1,041,055
Available days for bookings (3 buildings at 365 days per year)	997	1,095	1,095	1,095

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

# WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

<b>EXPENDITURES BY TYPE</b>	<b>Actual</b>	<b>Budget</b>	<b>Adopted</b>	<b>Percent</b>
	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>FY 11-12</u></b>	<b><u>Change</u></b>
Personnel	\$2,271,243	\$2,277,530	\$2,315,030	1.6%
Supplies and Services	2,222,489	2,496,350	2,333,080	-6.5%
<b>Subtotal</b>	<b>\$4,493,733</b>	<b>\$4,773,880</b>	<b>\$4,648,110</b>	<b>-2.6%</b>
Debt and Lease Expense	\$287,751	\$274,180	\$226,890	-17.2%
Transfer to Bowman Gray Stadium Fund	0	21,240	0	-100.0%
<b>Total Expenditures by Type</b>	<b>\$4,781,483</b>	<b>\$5,069,300</b>	<b>\$4,875,000</b>	<b>-3.8%</b>
<b>RESOURCES BY TYPE</b>				
Parking Services	\$786,212	\$895,640	\$847,790	-5.3%
Concessions/Catering	261,232	366,730	341,000	-7.0%
Equipment Use Fees	41,174	39,720	45,030	13.4%
Facility Use Fees	160,435	146,790	146,560	-0.2%
Admissions Fees	67,065	65,000	80,050	23.2%
Fair (Non-Fair Events)	335,637	395,190	394,150	-0.3%
Video-Board Advertising	155,133	175,660	162,070	-7.7%
Other Charges for Service	296,047	306,820	314,970	2.7%
Rentals	835,103	864,420	839,110	-2.9%
Miscellaneous Revenues	288,206	328,740	352,030	7.1%
Transfer from Bowman Gray Stadium Fund	68,896	0	0	N/A
Transfer from General Fund	845,700	771,660	771,660	0%
Transfer from Occupancy Tax Fund	150,000	150,000	150,000	0%
Transfer from Fair Fund	496,353	562,930	430,580	-23.5%
<b>Total Resources by Category</b>	<b>\$4,787,192</b>	<b>\$5,069,300</b>	<b>\$4,875,000</b>	<b>-3.8%</b>
Addition to Fund Balance	\$5,709	\$0	\$0	N/A
<b>Positions</b>				<b><u>Change</u></b>
Full-Time	38	36	36	0
Part-Time (FTE's)	38.4	31.6	31.7	0.1

# WINSTON-SALEM ENTERTAINMENT-SPORTS COMPLEX

## BUDGET HIGHLIGHTS

- On April 25, 2011, the Public Assembly Facilities Commission approved a resolution recommending to the City Council the adoption of the FY 11-12 budget for the Winston-Salem Entertainment-Sports Complex. The following highlights focus on the budgets for the arena, annex, and fairgrounds operations. The budget for Bowman Gray Stadium is presented separately.
- The recession continues to impact the arena industry, and the budget for the Complex includes adjustments in expenditures and revenues to manage through these difficult times. The FY 11-12 budget for the Winston-Salem Entertainment-Sports Complex is decreased \$194,300, or 3.8%, primarily due to shifting 100% of the fair’s indirect cost allocation to the fair fund. (-\$170,930)

The indirect cost allocation enables the general fund budget to recover a portion of the cost of central services, such as the City Manager’s Office and the Financial Management Services Department, that support non-general fund operations. The indirect cost allocation for the fair fund is based on activity associated with producing the Dixie Classic Fair, not general fairgrounds operations. As a result, staff determined that the fair fund more appropriately should cover 100% of the allocation, rather than 75% covered in previous years.

As a result of this change, the transfer from the fair fund is decreased \$132,350, or 23.5%, for a net savings to the Coliseum fund of \$38,580.

- Other changes to expenditures include a 1.5% merit pay increase (+\$32,850 in salaries and benefits) and decreases in debt and lease expenses (-\$47,290) and property and liability insurance. (-\$11,740)
- Operating revenues for the Complex are decreased \$61,950, or 1.7%, based on the Complex’s event forecast for FY 11-12. While attendance may improve for some events, recent experience has shown that concessions and parking revenues may not increase. The FY 11-12 budget reflects these trends.
- As a result of these adjustments to expenditures, revenues, and the transfer from the fair fund, the budget maintains general fund support for the Complex at the budgeted FY 10-11 amount of \$771,660.

## FY 10-11 Year-End Outlook

- The following table provides estimated year-end revenues and expenditures for the LJVM Coliseum fund.

	<b>Budget</b>	<b>Estimated</b>
	<b><u>FY 10-11</u></b>	<b><u>FY 10-11</u></b>
Operating Revenues	\$3,584,710	\$3,223,529
Operating Expenditures	(4,773,880)	(4,383,177)
<b>Operating Loss</b>	<b>(\$1,189,170)</b>	<b>(\$1,159,648)</b>
Debt and Lease Expenses	(\$274,180)	(\$269,603)
Transfer to Bowman Gray Stadium	(21,240)	(4,542)
Transfer from Occupancy Tax Fund	150,000	150,000
Transfer from Fair Fund	562,930	512,196
Transfer from General Fund	771,660	771,597
<b>Net Loss</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

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 11-12 debt service payment of \$673,446 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.

	<b>Actual</b>	<b>Budgeted</b>	<b>Adopted</b>	<b>Percent</b>
<b>General Fund Transfers</b>	<b><u>FY 09-10</u></b>	<b><u>FY 10-11</u></b>	<b><u>FY 11-12</u></b>	<b><u>Change</u></b>
To LJVM Coliseum Fund	\$845,700	\$771,660	\$771,660	0%
To Convention Center Fund	568,990	568,990	568,990	0%
To Downtown Ballpark Fund	88,830	93,100	90,250	-3.1%
<b>Subtotal</b>	<b>\$1,503,520</b>	<b>\$1,433,750</b>	<b>\$1,430,900</b>	<b>-0.2%</b>
<b>Occupancy Tax</b>				
Mid-Eastern Athletic Conference	\$27,495	\$25,000	\$25,000	0%
Convention Center Sprinkler System Improvements	2,500	0	0	N/A
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%
<b>Subtotal</b>	<b>\$429,995</b>	<b>\$425,000</b>	<b>\$425,000</b>	<b>0%</b>
<b>Total Expenditures</b>	<b>\$1,933,515</b>	<b>\$1,858,750</b>	<b>\$1,855,900</b>	<b>-0.2%</b>
<b>Resources</b>				
General Fund Resources	\$1,503,520	\$1,433,750	\$1,430,900	-0.2%
Occupancy Tax Revenue	426,840	400,000	420,000	5.0%
Occupancy Tax Interest Income	3,155	0	0	N/A
Occupancy Tax Fund Balance Appropriation	0	25,000	5,000	-80.0%
<b>Total Resources</b>	<b>\$1,933,515</b>	<b>\$1,858,750</b>	<b>\$1,855,900</b>	<b>-0.2%</b>

# **RECREATION AND CULTURE CAPITAL PROJECTS**

---

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

## **EXPENDITURES**

<b><u>Project Title</u></b>	<b><u>Adopted FY 11-12</u></b>
Recreation Facilities/Parks Renovations and Expansions:	
Recreation and Culture Department Facilities Renewal	\$484,000
Playground Renovations	536,000
Swimming Pool Repairs	300,000
Athletic Field Lighting Renovations	285,000
Greenways and Trails:	
Other Greenway Development	\$270,000
Dixie Classic Fair:	
Livestock Building Improvements and Electrical Upgrades	\$306,400
Convention Center:	
Convention Center Capital Renovations	\$250,000
<b>Recreation and Culture Subtotal</b>	<b>\$2,431,400</b>
<b>FUNDING SOURCES</b>	
<b>Bonds:</b>	
GO Bonds/Two-Thirds	\$1,505,000
<b>Other:</b>	
Motor Vehicle Privilege Tax	\$270,000
North Carolina Municipal Leasing Corporation	556,400
Contributions/Sponsorships	100,000
<b>Total Funding Sources</b>	<b>\$2,431,400</b>