



NOTICE OF REGULAR MEETING

Park Board of Trustees of the City of Galveston
East End Lagoon Advisory Committee
Wednesday, February 1, 2017 at 9:00 a.m.
Park Board Plaza, Board Room - First Floor
601 Tremont Street, Galveston, Texas 77550

- I. Call Meeting To Order
- II. Requests To Address The Committee
The public shall be allowed to address the Committee regarding one or more agenda or non-agenda items. All requests to address the Board must be submitted in writing to the Board Reporter the day of the Board meeting. Each person shall be limited to three (3) minutes regardless of the number of items addressed.
- III. Roll Call And Declaration Of A Quorum
- IV. Pledge Of Allegiance
- V. Conflict Of Interest Declarations
- VI. Approval Of Minutes
 - A. Discuss And Consider Approval Of November 2, 2016 Regular Meeting Minutes

Documents:

[2016-11-02 -- MINUTES.PDF](#)

- VII. Update On Current Activities
- VIII. Discuss Future Vision

Documents:

[MARCH 2014 RECOMMENDATIONS EEL.PDF](#)

- IX. Future Agenda Items
- X. Announcements
- XI. Adjournment

I certify that the above Notice of Meeting was posted in a place convenient to the public, in accordance with Chapter 551 of the Texas government Code, on or before January 27, 2017 before 5:00 p.m.

Approved

Jeri Kinneer
Chair, EELAC
Board Executive Director
Approved

Joyce Calver McLean
Chair, Park Board of Trustees

Approved

Kelly de Schaun
Park

Please Note Members of the City Council may be attending and participating in the discussion.

In accordance with the provisions of the Americans with Disabilities Act (ADA), persons in need of a special accommodation to participate in this proceeding shall, within three (3) days prior to any proceeding, contact the Park Board Administration

Office, 601 Tremont, Galveston Texas 77550 (409-797-5147)

EELAC -- PARK BOARD OF TRUSTEES

MEETING DATE: November 2, 2016 @ 9am -- Call the meeting to order at 9:02 am

Staff: Sheryl Rozier Kelly de Schaun

NAME	ATTENDANCE	CONFLICT OF INTEREST	AGENDA VI.			AGENDA VII.			AGENDA VIII.		
			1st 2nd	FOR	AGAINST	1st 2nd	FOR	AGAINST	1st 2nd	FOR	AGAINST
Jeri Kinnear, Chair	✓			✓			✓		deferred		
John Zendt, Vice Chair											
Buzz Elton											
Karla Klay											
Dr. Bill Merrell	✓	left @ 9:30		✓			✓				
Alice Anne O'Donell	✓		1st	✓		1st	✓				
Diane Olsen	✓		2nd	✓			✓				
Victoria Herrin	✓			✓			✓				
Robert Lynch/Anne Braiser	✓			✓		2nd	✓				
Lyda Ann Thomas (Emeritus)											

Resource Members Present/via Phone: Julie Ann Brown, Barbara Sanderson, Ernest Cook, Risa Hiser, Deborah January-Bevers

Guests Present:

PUBLIC COMMENT & ADDL. NOTES	
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EELAC -- PARK BOARD OF TRUSTEES

MEETING DATE: November 2, 2016 @ 9am -- Call the meeting to order at 9:02 am

Staff: Sheryl Rozier Kelly de Schaun

NAME	ATTENDANCE	CONFLICT OF INTEREST	AGENDA IX.			AGENDA XI.					
			1st 2nd	FOR	AGAINST	1st 2nd	FOR	AGAINST			
Jeri Kinnear, Chair	✓		no action			no action					
John Zendt, Vice Chair											
Buzz Elton											
Karla Klay											
Dr. Bill Merrell	✓	left @ 9:30									
Alice Anne O'Donnell	✓										
Diane Olsen	✓										
Victoria Herrin	✓										
Robert Lynch/Anne Braiser	✓										
Lyda Ann Thomas (Emeritus)											

MOTION AGENDA VI.	Discuss And Consider Potential Funding Sources Inside The Park Board For A Public Private Partnership To Construct Phase 1A At The East End Lagoon
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A motion was made and seconded to make a recommendation to the Trustees to Consider All Potential Funding Sources, both Internal and External to the Park Board of Trustees, Up to \$500,000, for a Public Private Partnership for the Completion of East End Lagoon Phase 1A.

MOTION AGENDA VII.	Approval of EELAC Regular Meeting Minutes From September 7, 2016
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Motion was made, seconded and voted unanimous to approve with no comments.

EELAC -- PARK BOARD OF TRUSTEES

MEETING DATE: November 2, 2016 @ 9am -- Call the meeting to order at 9:02 am

Staff: Sheryl Rozier Kelly de Schaun

MOTION AGENDA VIII.	Discuss And Consider A Website Redesign And Logo Design To Raise Awareness Of The East End Lagoon & Big Reef
Defered	
MOTION AGENDA IX.	Overview Of New Park Board Website
No presentation due to technical difficulties.	
MOTION AGENDA X.	Future Agenda Items
3 year action plan review, Information from Ernest, website content discussion	
MOTION AGENDA XI.	Announcements
MOTION AGENDA XII.	Adjournment @ 10:04 am

**Galveston Island Park Board of Trustees
East End Lagoon Preserve
Recommendations for Consideration of the Park Board of Trustees
Submitted by the East End Lagoon Committee members
March 2014**

Background:

The City of Galveston owns approximately 680 acres of undeveloped land located on the eastern end of Galveston Island which was deeded to the City in 1975 and 1976 as R.A. Apffel Park. The property is located on the east end of the island and contained by the following boundaries, Houston Channel on the NE, Gulf of Mexico on the SE, Beachtown on the SW and the Seawall Rd on the NW. The entirety of the property includes what has locally been referred to as East Beach, Big Reef Nature Park and an undeveloped area surrounding the lagoon.

In 2007, the City appointed an East End Lagoon Committee and assigned the committee with the task of overseeing the development of a master plan for the "East End Lagoon Park and Preserve", the vision of which is defined as a regionally recognized, nature based tourism attraction with recreational and interpretive trails, water based sporting and nature appreciation opportunities and a world class environmental interpretative center. An important underlying purpose of the project is to protect the wetland environment, while creating economic and recreational opportunities.

The members of this committee include; Jeri Kinnear (Chair), Mort Voller, Diane Olsen, Dr. Bill Merrill, Dr. Craig Brown and Elise Stephens. Councilwoman Elizabeth Beeton serves as an ex-officio member.

East End Lagoon Master Plan Highlights:

With resources garnered from the City of Galveston, McGovern Foundation, Beach Town, Mitchell Foundation and the Kempner Foundation, the committee entered into a contract with nationally esteemed planning firm, AECOM, for the development of an initial master plan.

Conceptual Design Plans

The Master Plan promotes a four phase development approach for the center;

Phase 1: Focus on making the natural resources publically accessible with trails and parking, restoring the environment where necessary and providing interpretive support. Proposed infrastructure includes a 3,119 sq. ft. interpretive pier, building platform, 3,456 sq. ft. enclosed, climate controlled visitor pavilion, 25 raised plates for canvas sided tents and a viewing tower. Building space to include bathrooms, retail space, office space and multipurpose room.

Phase 2: Focus on developing exterior interpretive components, additional parking, landscape restoration and a second 'major' building. Proposed infrastructure includes an additional 6,000 sq. ft. of enclosed space for an environmental interpretative center and additional 4,000 sq. ft. of viewing decks with outdoor classrooms.

Phase 3: Enclosed multipurpose and classroom space significantly increased with a third 'major' building of 5,000 sq. ft., with interpretive displays, classrooms and increased retail. An additional 2,942 sq. ft. of decking is contemplated and 'ecocamp' accommodations are proposed to be developed. Trailheads, shelters and blinds are proposed to be completed.

Phase 4: The final phase envisions 4,776 sq. ft. of additional large scale flexible interpretive or multipurpose space for housing programs, functions and events, traveling exhibits and administrative offices and an additional 2,852 sq. ft. of deck space.

Related Costs and Revenues

The plan includes projections for cost estimates based on the conceptual design and potential operating costs for each of the four phases. Based on the cost and revenue projections, the Master Plan recommends building out the project to Phase 3 only.

In 2009-2010 as per the plan- staff, fundraising and construction costs for the Master Plan are estimated at approximately \$ 14.3 million for implementation of Phases 1 to 3.

Estimated Construction Costs

Phase IA Cost (This phase would be a way to begin construction with limited funds. The idea was to develop a presence on site for under \$1 million.)

• Buildings/Structures	\$468,000
• Site Development	\$163,000
• Interpretation	\$308,000
Total Phase IA Construction	\$939,000

Phase I Cost (Not including Phase IA)

• Buildings/Structures	\$4,520,000
• Site Development	\$646,000
• Interpretation	\$684,000
Total Phase I Construction	\$5,850,000

Phase II Cost

• Buildings/Structures	\$3,005,000
• Site Development	\$666,000
• Interpretation	\$1,365,000
Total Phase II Construction	\$5,036,000

Phase III Cost

• Buildings/Structures	\$2,400,000
• Site Development	\$20,000
• Interpretation	\$125,000
Total Phase III Construction	\$2,545,000

Several grant and funding organizations are identified in the report and a synopsis of these funding opportunities provided.

The financial analysis presented in the Master Plan identifies an operating deficit or funding gap between earned income from visitation to the site and the annual operating budget, which suggests the need to pursue multiple sources of funding to make up the difference.

Revenues are projected to be generated from day use and program fees, overnight user and program fees, retail and 'other'. Based on revenues from these areas, the estimated annual deficit for operations at the recommended Phase 3 is projected at (\$163,000). *See Attachment 1, Projected Financial Performance.*

The generation of "ancillary" income from afterhours rentals, non program tent rentals and outside retail is projected to generate an additional \$209,500 annually, generating a projected \$47,055 in annual profits. *See Attachment 2, Projected Financial Performance with Ancillary Uses.*

However, the Master Plan also indicates in an analysis of other regional and national environmental education centers that most facilities rely heavily on grants and outside funding to maintain operations. According to the report, multiday use facilities cover an average of 54% of operating costs through earned revenue. The EEL Preserve and Park pro forma assumes a 90% cost recovery based on primary services alone. The cost recovery factor increases to 108% with the inclusion of ancillary services.

Governance

Given the importance of grants and outside funding for both start up/ construction needs, as well as operational needs, governance structure recommended by the report for the East End Lagoon Park and Preserve is a not for profit, 501-3 (C).

Operational Issues Raised by Park Board Staff Review of Master Plan:

In a review by staff of the Master Plan, the following operational issues were raised regarding the current concept;

- According to Master Plan, current parking designs are not sufficient for necessary volume of visitors and increased parking will have significant environmental impacts, as per Master Plan, on the surrounding areas,
- Existing traffic congestion will be exacerbated by increased visitation to the Preserve and can impact surrounding residential areas if not addressed,
- Competition in Houston market for off season visitors, such as school groups is fierce given the many natural and scientifically oriented attractions in the Houston-Galveston area,
- Due to seasonality of existing market and structure of Park Board operations, the organization down sizes in off season while EEL Preserve and Park will require year round operations,

- City owned Boddekker Drive is in a state of extreme disrepair and could impede the development of the project due to inaccessibility in times of high tides or heavy rains,
- Significant grant support required does not correspond with current internal Park Board capacity for grant writing and administration,
- Existing Park Board funding is 100% allocated and restricted in nature, revenues streams do not exist within the current Park Board budget for assignment to the project.

Committee Recommendations:

In a series of meetings which took place from January to March of 2014, the EEL Committee, designated Park Board Trustees and staff discussed the opportunities and challenges identified in moving forward the project under the auspices of the Park Board of Trustees. The following recommendations are the product of these discussions.

Conceptual Design Plans

The committee recognizes the need to develop some initial infrastructure and signage to establish a physical presence at the site and encourage community and visitor use of the area in the short term. They feel strongly however that the short term activities cannot negatively impact on the project's ability to implement the long term vision.

Regarding the immediate future, the committee's recommendations include the following actions;

- Undertake the delineation of the entire property for permitting and design processes. (An area of 7.5 acres around the currently proposed site has been undertaken by Texas A&M).
- Dedicate funding to short term actions, including the construction and formalization of trails and interpretive signage, parking and a reception area.
- Undertake the development of a Land Use Plan that opens up the Master Plan to new design concepts, including the consideration of alternate locations which would minimize construction in protected wetlands, leverage existing parking at R.A. Apffel Park and focus heavy infrastructure projects closer to already impacted areas where utilities are available, such as East Beach Park and the LORAN (Long Range Navigation) Station. This activity should include the establishment of the property's meets and bounds as indicated in the dedication of the land to the City.
- Consider the development of a secondary entry point at the Seawall entrance by the NOAA installation specifically for water based activities (kayak, paddle board).
- Incorporate alternative uses not previously identified, such as fitness and sports trails and the construction of a private sector developed and managed Eco hotel facility.

- Pursue the competitive solicitation and bidding out by a third party private entrepreneur for the development and construction of an Eco hotel facility.
- Pursue the placement of the proposed regional Center for National Recreation Area at the site.

East End Flats

The City of Galveston is pursuing the lease of a segment of the East End Flats from the Federal government. The lease seeks to obtain the legal use of the historic trail and observation areas that parallel the ship channel. This area is currently a popular fishing area but provides no amenities or services such as litter removal or bathrooms. The lease agreement would be in perpetuity and at no cost.

The committee feels that the incorporation of the above stated portion of the EE Flats into the EEL Vision would be advantageous given the existing historic, cultural and scenic assets. Additional motivations for including it into the long term vision include the efficiencies in management of the area due to its proximity to the EEL.

For these reasons, the committee supports the eventual incorporation of a segment of the EE Flats into the EEL plans.

Related Costs and Revenues

The Committee recognizes the significant funding required for both the construction and operation of the EEL Preserve and Park, but is confident that several funding mechanisms can be harnessed to the benefit of the project. The immediate opportunities include;

- City of Galveston Industrial Development Corporation funding for parks (6 month approval process),
- State managed RESTORE funding for the restoration of habitations and leveraging of economic development opportunities (5 year window),
- Local foundations such as the Kempner Foundation, Moody Foundation or Mitchell Foundation,
- Private individual contributions or sponsorships, including but not limited to neighboring residential developments in the area,
- Texas Parks and Wildlife grants,
- Houston Wilderness,
- General Land Office grants.

The most significant contributions (multimillion dollar grants) could come from the State managed RESTORE funding that has become available through fines paid for the BP oil spill. This funding will be competitively sought by both coastal and non coastal communities. The project has an inherent advantage in the application for these funds due to Galveston's immediate proximity to the Gulf of Mexico. However, any approach for funding should be carefully coordinated with other local conservation and recreation projects (Sea Scouts, Gulf of Mexico Foundation, Galveston Bay Foundation, Audubon Society and Artist Boat, to name a few) in an effort to present to the funding agency a holistic and community backed approach to island conservation.

For this reason, the Committee recommends;

- Update of the 2007 community endorsed, *Galveston Island Green Print for Growth* document facilitated by the Trust for Public Lands. This document identifies the places that are most important to conserve and enhance for public benefit but is currently limited to West Galveston. A proposal has been submitted to update the document to include East Galveston and beach and bay access points across the island.

The committee further feels strongly that the early development of trail heads will build enthusiasm for the project by the public and allow the project to demonstrate the vision for the development of the area.

For this reason, the Committee recommends focusing the allocation of capital to the construction of trail heads. The immediate trails identified by the committee include;

- I. Big Reef Trail
- II. Trail Around the Lagoon Proper
- III. Fitness Trails (Health Run)

A final opportunity for funding has become apparent through discussions with the US ACE (Army Corp of Engineers). The region has relatively few US ACE recognized mitigation banks which allow developers working in sensitive coastal habitats to mitigate destruction of wetlands by the 'purchase' of conserved areas. A US ACE recognized mitigation bank would establish a process by which portions of the EEL Preserve and Park could be put under indefinite conservation in exchange for permitted development in other areas. There would be a corresponding onetime fee paid to the land owner (EEL Preserve and Park) for this transaction with the understanding that the land is conserved in perpetuity.

For this reason, the Committee recommends;

- The establishment of a US ACE endorsed mitigation bank (4 year window).

Governance

Under the Park Board governance structure, the EEL Committee would become an Advisory committee to the Board regarding vision, policy and resource allocations, with the Board of Trustees reserving final say on all decisions.

The Advisory committee would be chaired by a Park Board Trustee who would serve as a liaison to the Board for the committee. A senior staff person would also be assigned to the committee to advance work plans and report on progress.

The EEL Preserve operations would be under the management auspices of the Park Board staff, or the third party body contracted by the Park Board.

Given the unique position of GINTC (Galveston Island Nature Tourism Council) as the City Council appointed fundraising arm of the EEL Committee, the Committee recommends that GINTC would be appointed a seat on the committee and would continue to support fundraising through the writing of grants and project solicitations. GINTC would focus specifically on grant and donations that target not for profit organizations or for whom tax deductible status is important.

The committee further recommends that the arrangement between GINTC and the Park Board be defined and formalized in a memorandum of understanding.

Operational Aspects

The Committee recognizes the tremendous effort that will be required on an organizational level to initiate and carry through this project to completion, as well as the on going operations implications. With this understanding at the forefront of their discussions, the Committee recommends the following actions;

- Funding for paid staff dedicated to the advancement of opportunities, grant writing and regular follow up must be identified and obtained in anticipation of any other commitments.
- Synergies for economic opportunities for both the EEL Preserve and Park and R.A. Apffel should be exploited, specifically opportunities for management, concessionaires and maintenance.
- Social media and marketing of the vision will be essential in garnering and focusing community based support on the project. Events, such as paddle board races, could create important social buzz and awareness for the project amongst the target demographic.
- Immediate attention should be made to the environmental remediation of LORAN site, including the removal of dangerous debris.
- The placement of directional and wayfinding signage should be a priority.
- Given the opportunity to recruit and engage local volunteers, the Committee recommends the establishment of a "Friends of the Park" group. This group could be called on to provide some programming and educational programs at low cost- no cost, thus minimizing personnel demands.

Short Term (3 Year) Recommended Funding for EEL Development:

The following break down assumes a \$300,000 annual outside contribution to fund the initial start up of the project.

This budget assumes that at the end of year 3 the following activities would be achieved:

- Delineation of the entire 680 acres
- Land Use planning for trails and buildings
- Environmental Remediation of the LORAN Station
- Phase 1A of Master Plan
- Community supported Green Print for Growth document for funding purposes
- Submission for RESTORE funding
- Senior level full time staffer
- Marketing and social media efforts
- Regular maintenance
- Concessionaire agreements and operators in place
- Submission of proposal to NRA regarding Regional Offices in Galveston

Minimum funding requirements for EEL Development Process		
Total Years 1 - 3		
Budget Item	Hard Cost	In-kind
Project Coordinator (1/2 time)	150,000	150,000
Work Budget	45,000	
Printed Materials		
Meeting & Travel Funds		
Maintenance of Trails		45,000
Legal Services		30,000
PR Support		30,000
<u>Total Operational</u>	<u>195,000</u>	<u>255,000</u>
One Time Development and Capital Investments		
Budget Item	Hard Cost	In-kind
Office Space & Equipment	10,000	
Land Use Planning Exercise	30,000	
Delineation of Property	180,000	
Construction of Phase 1A	400,000	
Community Based Green Print Plan update	50,000	30,000
Environmental Remediation of Lorenz Site	20,000	
<u>Total Capital Investments</u>	<u>680,000</u>	<u>30,000</u>
	915,000	285,000

Assumptions for the above stated budget are found on the following pages.

Three Year Operational & Capital Budget on Year by Year Basis

Minimum funding requirements for EEL Development Process		
Year 1		
Budget Item	Hard Cost	In-kind
Project Coordinator (1/2 time)	50,000	50,000
Work Budget	15,000	
	<i>Printed Materials</i>	
	<i>Meeting & Travel Funds</i>	
Maintenance of Trails		15,000
Legal Services		10,000
PR Support		10,000
<u>Total Operational</u>	<u>65,000</u>	<u>85,000</u>
One Time Development and Capital Investments		
Budget Item	Hard Cost	In-kind
Office Space & Equipment	10,000	
Delination of Property	90,000	
Construction of Phase 1A	75,000	
Community Based Green Print Plan update	50,000	30,000
<u>Total Capital Investments</u>	<u>215,000</u>	<u>30,000</u>
	290,000	115,000

Minimum funding requirements for EEL Development Process		
Year 2		
Budget Item	Hard Cost	In-kind
Project Coordinator (1/2 time)	50,000	50,000
Work Budget	15,000	
	<i>Printed Materials</i>	
	<i>Meeting & Travel Funds</i>	
Maintenance of Trails		15,000
Legal Services		10,000
PR Support		10,000
<u>Total Operational</u>	<u>65,000</u>	<u>85,000</u>
One Time Development and Capital Investments		
Budget Item	Hard Cost	In-kind
Land Use Planning Exercise	30,000	
Delination of Property	90,000	
Construction of Phase 1A	100,000	
Environmental Remediation of Lorenz Site	20,000	
<u>Total Capital Investments</u>	<u>240,000</u>	<u>0</u>
	305,000	85,000

Minimum funding requirements for EEL Development Process		
Year 3		
Budget Item	Hard Cost	In-kind
Project Coordinator (1/2 time)	50,000	50,000
Work Budget		15,000
	<i>Printed Materials</i>	
	<i>Meeting & Travel Funds</i>	
Maintenance of Trails		15,000
Legal Services		10,000
PR Support		10,000
<u>Total Operational</u>	<u>50,000</u>	<u>100,000</u>
One Time Development and Capital Investments		
Budget Item	Hard Cost	In-kind
Construction of Phase 1A	250,000	
<u>Total Capital Investments</u>	<u>250,000</u>	<u>0</u>
	300,000	100,000

Assumptions:

- 1 Budget assumes that the PB hires a project mgr who will work on the implementation of the PB Asset Mgmt Plan. This position is recommended at \$75,000 plus benefits and will be able to 1.) manage work flows, 2.) represent at meetings with internal and external stakeholders, 3.) write grants, 4.) process permits, 5.) develop terms of reference and bidding packages and 6.) facilitate implementation of recommendations.
- 2 Printed and social media mediums can be coordinated through PB PR Coordinator and CVB.
- 3 Construction costs included in Phase 1A is limited to site preparation and interpretation. Building structures are not included.
- 4 PB will continue to allocate BC teams to maintenance and litter control at on cost to project. * All other PB managed facilities pay for the cost of these services through inter-departmental transfers.
- 5 PB will assume legal costs related to actions and activities to the General Fund.

Attachment 1: Projected Financial Performance of Environmental Center

	Phase I	Phase II	Phase III	Phase IV
Size	6,000	10,000	15,000	20,000
Attendance				
Day	24,000	44,000	64,000	80,000
Overnight	1,181	2,353	4,725	4,725
Revenue				
Day Use and Program Fees				
Per Capita	\$ 5.00	\$ 6.50	\$ 8.00	\$ 10.00
Total	\$ 120,000	\$ 286,000	\$ 512,000	\$ 800,000
Overnight User and Program Fees				
Per Capita	\$ 150	\$ 150	\$ 150	\$ 150
Total	\$ 177,188	\$ 354,375	\$ 708,750	\$ 708,750
Retail				
Per Capita	\$ 0.50	\$ 1.00	\$ 3.00	\$ 3.50
Total	\$ 12,000	\$ 44,000	\$ 192,000	\$ 296,538
Other				
Per Capita	\$ 0.50	\$ 0.75	\$ 1.00	\$ 1.25
Total	\$ 12,591	\$ 34,772	\$ 68,725	\$ 105,906
Total Revenues	\$ 321,778	\$ 719,147	\$ 1,481,475	\$ 1,911,194
Operating Expenses				
Operations and Programs				
Per Square Foot	80	90	100	110
Total	\$ 480,000	\$ 900,000	\$ 1,500,000	\$ 2,200,000
Retail				
Percent Sales	90%	90%	75%	75%
Total	\$ 10,800	\$ 39,600	\$ 144,000	\$ 222,403
Trails & Grounds Maintenance	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Total Expenses	\$ 490,800	\$ 939,600	\$ 1,644,000	\$ 2,422,403
Difference	\$(169,022)	\$(220,453)	\$ (162,525)	\$ (511,209)
Cost Recovery	66%	77%	90%	79%

Source: AECOM, 2010

Table 6.12: Estimated Financial Performance, Environmental Education Center

Attachment 2: Projected Financial Performance with Ancillary Uses

	Phase I	Phase II	Phase III	Phase IV
Environmental Education Center				
Size	6,000	10,000	15,000	20,000
Day Use Attendance	24,000	44,000	64,000	80,000
Overnight Use Attendance	1,181	2,363	4,725	4,725
Revenues	\$ 321,778	\$ 719,147	\$ 1,481,475	\$ 1,911,194
Operating Expenses	\$ 490,800	\$ 939,600	\$ 1,644,000	\$ 2,422,403
Operating Deficit	\$ (169,022)	\$ (220,453)	\$ (162,525)	\$ (511,209)
Cost Recovery Factor	66%	77%	90%	79%
Contribution From Ancillary Uses				
After Hours Functions	\$ 24,000	\$ 32,000	\$ 40,000	\$ 50,000
Non-Program Tent Rentals	\$ 82,080	\$ 82,080	\$ 82,080	\$ 82,080
Outside Retail Sales	\$ 12,500	\$ 31,250	\$ 62,500	\$ 62,500
Other Sales and Rentals	\$ 15,000	\$ 20,000	\$ 25,000	\$ 30,000
Total, Ancillary Uses	\$ 133,580	\$ 165,330	\$ 209,580	\$ 224,580
Final Operating Surplus/(Deficit)	\$ (35,442)	\$ (55,123)	\$ 47,055	\$ (286,629)
Final Cost Recovery Factor	93%	94%	103%	88%

Source: AECOM, 2010.

Table 6.13: Summary Financial Performance