

Chapter Eleven: Park System Financing and Capital Improvement Schedule

The previous chapter outlines the various actions which form the basis of the *2011 Parks, Recreation and Open Space Plan* and provides some indication relative to the priority of the proposed actions. This chapter will examine potential sources of financing for the Park System, outline a proposed capital improvement schedule, and finally, recommend strategies for completing proposed actions.

PARK SYSTEM FINANCING

Generating the necessary financial resources to improve and operate the County Park System is a crucial task. Voter approval of the dedicated millage for County Parks in 1996 with a 53.5% approval rating was a monumental event with regard to financing an expanding park system. Renewal of the millage ten years later with support from 67% of the voters was viewed as a demonstration of support for the Parks Commission's progress in improving the park system. However, despite this expanding base of support, the Parks Commission feels strongly it should continue to diversify its funding support to as great an extent as possible. In this regard, the Parks Commission has outlined the following funding strategy:

A diversified funding strategy for the County Park System should include the following elements:

- *A dedicated parks millage of one-third (0.33) mill as a cornerstone to provide funding for expanding and improving parks and open space lands and their operation and maintenance.*
- *Continued emphasis on user fees where appropriate.*
- *Development of partnerships with the private sector and other units of government whenever possible.*
- *Concerted efforts to solicit gifts and donations and establishment of a Parks Foundation or Endowment Fund to provide a vehicle for corporate and other potential donors to provide long-term funding assistance.*
- *Continued aggressive efforts to secure state and federal grant funds.*
- *While acknowledging the loss of General Fund support for park operations during the current economic down-turn, the Parks Commission should remain alert to opportunities in the future to renew General Fund support when the economy improves.*

It is the intention of the Parks Commission to investigate all opportunities for generating acquisition, development and operation funds. The following briefly reviews some of the key alternative funding sources which the Parks Commission will explore.

General Fund Support

For many years, property taxes through the County's General Fund Budget were the principal means of support for the County Parks budget. The financing proposal approved by the Board of Commissioners in 1996, which included the request to seek millage support, called for continued General Fund support. General Fund support did in fact continue for 13 years

following approval of the parks millage in the form of an allocation frozen at 1997 levels (\$530,000). The General Fund allocation was eliminated in the 2010 budget amidst major county-wide funding shortfalls and a declining tax base. The Parks Commission was aware that as a non-mandated County function with an alternative means of tax support, the Parks Commission would be particularly vulnerable to cutbacks during periods of financial instability. Despite this setback, the Parks Commission remains hopeful that General Funds may be allocated in the future when economic conditions improve.

User Fees

Surveys of Ottawa County residents indicate support for user fees as a method of paying for parks and recreation services. Currently users of Ottawa County Parks pay motor vehicle parking fees at the four Lake Michigan parks (North Beach, Kirk, Tunnel, and Rosy Mound) and a boat launch fee at Riverside Park. Fee revenues from these sources totaled \$241,654 in 2009, the highest year on record.

In addition to raising revenues to offset operational costs, user fees also provide a means for non-residents to support the park system, assist with management of high use facilities, and provide a way to apportion costs to those who benefit from special services. The Parks Commission recognizes the importance of outdoor recreation opportunities to the health and well-being of all people and is concerned that fees could inhibit use of the parks by low-income residents. This concern prompted the Parks Commission and Board of Commissioners to establish a policy in 2010 that provides a means for low income residents to apply for and receive a free annual motor vehicle parking permit. Applicants are required to show their Michigan Bridge Card, a benefit card issued by the Department of Social Services to residents qualifying for assistance.

User fees are also charged for facility reservations (i.e., picnic shelters, picnic buildings, etc.) available at many of the parks. This source of user fee support generated over \$77,600 in 2009, which included 981 individual reservations serving approximately 64,700 people.

In 2009, total user fees of about \$321,318 made up approximately 15% of the Commission's operating budget. The potential to increase revenues from user fees would require either increased fees or implementation of fees for new areas or facilities.

Fees are increased periodically by the Commission based on surveys of park users and research into fee levels in surrounding communities. A formal fee policy would be beneficial to help guide future decision-making regarding fees. The potential to implement motor vehicle parking fees at additional parks should be evaluated on a site-by-site basis. Most do not have the high level of use required to make fees cost-effective, but Hager Park, Riverside, and Grose Park should be evaluated periodically.

It should be noted that while user fees are an important source of park revenues, the Commission feels it should not over rely on user fees as it establishes plans and financial strategies. User fees can effectively offset a portion of operating costs, but are not a realistic source of capital improvements funds.

Millage

Certainly one of the most reliable sources of funds is that of a voted millage for parks and recreation services. As noted earlier, the Parks Commission's first dedicated County Parks millage of 1/3 mill was approved in 1996 and renewed in 2006. The millage provides a relatively secure source of annual funding for a 10-year period. The great strides made by the Parks Commission over the past 14 years would not have been possible without millage funding. The ability to use millage funds to leverage grant funds and private donations has been key to the Parks Commission's success. The importance of the millage as a source of operating funds for the expanding park system also cannot be overemphasized.

The 2010 County Resident survey showed continued strong support for the parks millage, with 81% of those polled expressing support for the millage and 85% expressing satisfaction with the overall park system. Based on the importance of the 1/3 mill levy in funding both new initiatives and ongoing operations, it is vital that the Parks Commission continue to be responsive to voter desires as it expands, improves and operates the county park system.

General Obligation Bonds

Under Michigan State Law, county governments can issue General Obligation Bonds against anticipated tax receipts. The advantage for park and recreation development is that larger amounts of funds can be committed to the development of a major facility. A wide variety of needs can be addressed immediately, and anticipated increases in the cost of acquisition and development can be circumvented by early action. The disadvantages to issuing general obligation bonds are that they commit the County to a long payback (usually 15 to 20 years). This involves interest charges and places financial obligations on future generations.

Revenue Bonds

In some instances, recreation facilities (e.g., campgrounds, golf courses, etc.) will generate revenue for operation and maintenance costs and enough extra to pay back principal and interest on revenue bonds. Before this method of generating revenue is chosen, it is essential to develop a detailed analysis of estimated cost and income for the particular project.

Gifts and Donations

Gifts to the Parks and Recreation Commission in the form of land, money or other resources can play a vital role in the development of the park system. The acquisition of the 500 acre North Ottawa Dunes in 2005 is a prime example. With the Land Conservancy of West Michigan helping to spearhead fundraising efforts, private donations to that project exceeded \$1.4 million and played a key role in helping to secure a large state grant.

Donations were also instrumental in the development of the Ottawa County Parks Nature Education Center located at Hemlock Crossing, with donations of funds and services exceeding \$450,000 to help with construction of the Center. Donations came from a variety of sources including individuals, area businesses and local foundations. With the Center now open and operating, an effort is underway to establish an endowment through the Grand Haven Area Community Foundation and the Community Foundation of the Holland / Zeeland Area. The

goal is to create a stable source of funding to assist schools and other groups unable to visit the Nature Education Center for financial reasons and to help fund educational materials and training opportunities at the Center.

Donations of land have also been important in establishing both the Pigeon and Grand River Greenways. The Parks Commission should expand its efforts to seek and encourage gifts of land, money, materials and talent from local residents, service organizations, businesses and industries. Consideration should be given to creating a Parks Foundation to serve as a vehicle to more effectively solicit gifts and donations for the park system.

Public and Private Partnerships

Opportunities for joint projects with organizations in the public or private sector should be explored when the Parks Commission can accomplish its stated goals. In 2008, the Parks Commission and Holland Township partnered to acquire a 40-acre parcel within the Macatawa Greenway corridor. The Parks Commission's desire was to preserve this land for its natural and recreational value and for its greenway trail potential. Holland Township was seeking a passive park in that portion of the township and agreed to develop and maintain the site.

Acquisition of the former Holland Country Club property was aided by partnering with the Outdoor Discovery Center Macatawa Greenway (ODCMG). The ODCMG raised \$70,000 in private funds to supplement the \$450,000 purchase.

Future partnerships of this type should be explored with other potential greenway partners. Private sector partnerships could potentially be structured to provide revenue flow to the County while also providing recreation opportunities to the public. Currently the Commission realizes revenues from a lease to a private marina on the Historic Ottawa Beach Parks (Park 12) property and from vending concession leases at the Lake Michigan parks.

Support Organizations

In 2005, a support group named Friends of Ottawa County Parks formed and obtained non-profit status. The organization has sponsored numerous activities to build awareness and support for the county park system, has provided support for Parks Commission programs, and has raised and donated funds for parks projects including the Nature Education Center. An agreement between the Parks Commission and the Friends outlines the relationship between the two organizations and, in accordance with that agreement, the Parks Commission should support and seek to maximize the potential of the organization. The Friends can and do play a key role in assisting the Parks Commission by sponsoring activities, recruiting volunteers and through fundraising initiatives.

Public Grant Programs

There are a variety of competitive public grant programs which are aimed at assisting communities in the development of area recreation facilities. The availability of specific programs and funding levels varies widely from year to year depending on the economy and funding cycles. Following is an overview of selected programs and their general guidelines:

Land and Water Conservation Fund: This federal funding program is administered through the Michigan Department of Natural Resources and Environment and provides a 50% matching grant for projects that meet the outdoor recreational needs of the County. The funds can be used for acquisition, design and development of land and outdoor recreation facilities, such as restrooms, shelters, signs, trails, parking lots, tennis courts, swimming pools, golf courses, etc. Aside from ice skating rinks and indoor pools, major building complexes are presently not eligible.

The Land and Water Conservation Fund (LWCF) program is the primary source of federal grant monies in the State of Michigan for the acquisition and development of parks. Although cutbacks at the federal level have substantially reduced the amount of LWCF funds available statewide, significant increases in appropriations are under consideration at the present time, and in the future, this funding source may provide a major source of capital outlay assistance for Parks Commission projects.

Michigan Natural Resources Trust Fund: The purpose of the Michigan Natural Resources Trust Fund (MNRTF) is to acquire land or rights to land for recreational uses or for protection because of its environmental importance or scenic beauty, and to develop public recreational facilities.

Funds from the program are derived from oil, gas and other mineral lease and royalty payments. The primary goals of the program include protection of the state's natural recreational resources, public access to water bodies, improvement or urban recreation opportunities, and stimulation of the state's economy through recreation-related tourism and community revitalization.

There are no minimum or maximum dollar amounts for acquisition projects, although development projects have a minimum funding of \$15,000.00 and maximum funding of \$300,000. All proposals for local grants must include a local match of at least 25 percent of the total project cost.

The MNRTF is currently the primary source of grant funds in the state, with approximately \$20 - \$35 million available annually statewide on a competitive basis. Approximately 25% of the total is granted to development projects, with the majority of the funds devoted to land acquisition.

The MNRTF has been a key source of funding assistance for Ottawa County Parks as the park system has evolved over the past two decades. Many of the Parks Commission's key projects, including the Rosy Mound Natural Area, North Ottawa Dunes, Crockery Creek property acquisition and the Pigeon River Greenway, relied heavily on the MNRTF for assistance, involving both acquisition and development funds.

Recreation Passport Local Public Recreation Facilities Fund: This new grant program, proposed to begin in 2011, was created by PA 32 of 2010 which creates a Local Public Recreation Facilities Fund for grants to local units of government. The source of funding is a portion of the proceeds from implementation of the Recreation Passport for Michigan State Parks.

As currently proposed, the primary emphasis of the new grant program will be parks and recreation infrastructure renovation and major repairs. Grant funds available for a single project will be \$7,500 to \$100,000. Grant deadlines will be April 1 (beginning in 2011) with approval notification by September 1. A minimum 25% grant match will be required.

Coastal Management Program: The Coastal Program Unit of the Department of Natural Resources and Environment provides grants to qualifying coastal units of government.

Objectives of the Coastal Management Program Unit include:

- Creation and enhancement of public access in coastal areas.
- Redevelopment of deteriorating urban waterfronts and ports.
- Protection of sensitive natural resources.
- Control of development in erosion or flood hazard areas.
- Preservation and restoration of historic coastal features.

In addition to complying with the Program objectives, all projects must be located within the state's coastal boundary that is generally considered to include those areas within 1,000 feet inland from the ordinary high water mark of the Great Lakes. Requests for funding may not exceed \$50,000 and applicants must provide an equal amount as match that may be in the form of in-kind services, donations, or cash. The Coastal Management Program has provided assistance with numerous planning and small construction projects at the Parks Commission coastal parks and most recently assisted with the funding of a master plan for the Olive Shores property in 2009.

Michigan Non-game Wildlife Fund: The Wildlife Division of the DNRE administers the Non-game Wildlife Program which provides limited funds for projects addressing non-game wildlife species and their general environments. Specifically, the goals of the Program are:

- Increase people's enjoyment, understanding, and appreciation of precious wildlife and plant resources.
- Preserve populations of desirable non-game wildlife species and their habitat.

Grants of up to \$4,000 are provided to local units of government, universities, private individuals and other parties who may meet the basic eligibility requirements including the demonstration of project need and expected year-around use and programming of the facility where a facility is being proposed. Applicants are expected to provide at least 50% match of funds being requested.

Michigan Inland Fisheries Cooperative Grants Program: The Michigan Inland Fisheries Cooperative Grants Program was established in 1986 and is administered through the MDNRE, Fisheries Division. Operating on an appropriation of \$200,000 annually, the program is intended to assist local units of government, conservation-related organizations, and individuals wanting to undertake projects that contribute to the enhancement of Michigan's inland fishing opportunities.

Specific criteria that must be met in order for a project to be considered for a fisheries grant include the following:

- Project must be consistent with DNRE Fisheries Division management goals, policies and management objectives.

- Project must have public support.
- Project must be initiated and completed within the calendar year of the grant award date.
- The project must show a positive benefit/cost ratio.
- The project must provide evidence of land control for proposed area.

Individual grants of up to \$20,000 are awarded for projects and applicants must match, either with financial resources or in-kind services, the grant amount applied for.

Waterways Fund Program: The Waterways Fund Program, administered through the MDNRE, is aimed at assisting local units of government in providing increased public access to the state's water resources. This access includes harbors-of-refuge, docking, and boat launch facilities. Funds for this program are derived from three primary sources: state gasoline tax, internal revenue-producing DNRE operations, and monies derived from watercraft sales and registration fees.

Grants-in-aid for the construction of recreational boating facilities, equal to 50% of the total cost of such facilities, are made to local units of government. The scope of the grant includes engineering and contingency costs, as well as the costs normally associated with facility development. The sponsoring municipality seeking a grant must provide the land free of cost and agree to operate and maintain the completed facility.

Hazard Mitigation Grant Program: Under this program, the Federal Emergency Management Agency (FEMA) provides funds for state and local post-disaster mitigation measures. Under the Hazard Mitigation Grant Program, FEMA may contribute up to 75% of the cost of hazard mitigation measures which are determined to be cost-effective and which substantially reduce the risk of future damage, hardship, loss, or suffering in the declared area. Past flooding and windstorm events in Ottawa County have qualified the County for funding. Funding through this program has been used to purchase land and remove structures on both the Macatawa River Greenway and the Grand River Greenway.

Federal Transportation Enhancement Funding: The Federal Transportation Acts have provided a 10% set-aside from the Surface Transportation Program (STP) for the enhancement program. The purpose of the Transportation Enhancement Program is to fund community based projects that improve the cultural, historic, aesthetic and environmental aspects of the transportation infrastructure to create a more balanced multimodal approach to mobility and accessibility. Projects must relate to surface transportation, and include at least one of the twelve (12) qualifying activities listed below:

1. Provision of facilities for pedestrians and bicycles.
2. Provision of safety and educational activities for pedestrians and bicyclists.
3. Acquisition of scenic easements and scenic or historic sites (including historic battlefields).
4. Scenic or historic highway programs (including tourist and welcome center facilities).
5. Landscaping and other scenic beautification.
6. Historic preservation.
7. Rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals).

8. Preservation of abandoned railway corridors (including the conversion and use of the corridors for pedestrian or bicycle trails).
9. Inventory control and removal of outdoor advertising.
10. Archaeological planning and research.
11. Environmental mitigation to address water pollution due to highway runoff; or reduce vehicle-caused wildlife mortality while maintaining habitat connectivity.
12. Establishment of transportation museums.

Past legislation earmarked funds specifically for a project to connect the Musketawa Trail to the White Pine Trail in Kent County. Kent County Parks and the Michigan Department of Natural Resources are spearheading the project that will implement the connection which is slated for construction in 2012. The Parks Commission has submitted a grant request and is currently seeking funding approval for Transportation Enhancement Funding for a greenway trail through the Upper Macatawa Natural Area linking to the Frederick Meijer Kenowa Trail (also slated for construction in 2012). Transportation Enhancement Funding could be an important source of funding assistance for the Grand River Greenway Trail as well.

CAPITAL IMPROVEMENT SCHEDULE

A capital improvement schedule follows (**Table 11.1**), which outlines proposed projects from 2011 through 2017. The current 10-year parks millage was approved in 2006 for collection of the one-third mill tax levy in 2007 through 2016 for use in budget years 2008 through 2017. Presumably, the Parks Commission will seek authority to place a millage renewal vote on the ballot in 2016 which would authorize tax collection in 2017 through 2026.

The Parks Commission recognizes that the millage for County Parks is key to its continued growth and success. It has been the cornerstone for funding major expansion and improvements in the County Park System. Increasingly, however, the millage is critical not only for funding capital-outlay projects, but also to fund increasing personnel costs and other operating expenditures. This transition in the use of millage funds from land acquisition and park improvements to park operations was envisioned from the beginning and is the logical evolution of the department as the park system reaches its optimal size and more resources are needed to maintain high quality operations and maintenance. The Parks Commission has been planning and implementing necessary administrative and operational staff, services and supplies as new lands and facilities have been added.

The budget projection as prepared makes some assumptions that are important to understanding the plan. The plan attempts to factor in increases in staffing and other operational costs as the system grows. Corresponding increases are projected for revenues from user fees. The projection also assumes continued availability of state and federal grant programs and a relatively high degree of success in competing for these funds.

The millage budget projection attempts to include all of the key initiatives outlined in the Recommended Actions chapter of this plan. Some specific projects are not shown based on uncertainties as to land availability or other factors. Other projects are included in general categories for land acquisition or development and may not be specifically identified.

Table 11.1 - Capital Improvement Schedule

LONG-RANGE BUDGET PROJECTION												Assumptions: - Based on 2010 dollars with no inflation or any adjustments to revenues or expenditures - Dedicated 10 year millage of 1/3 mil for operations, land acquisition and facility development beginning 2008	User fees and charges expanded as system grows - Assumes continued success with state and federal grants
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTALS (2010-2017)	
REVENUES													
General Fund	\$530,000	\$530,000	\$297,790									\$0	
User Fees (includes Red Pine Revenue)	\$515,619	\$486,812	\$438,266	\$320,700	\$369,060	\$320,000	\$340,000	\$360,000	\$360,000	\$370,000	\$380,000	\$2,819,760	
Millage	\$2,887,797	\$3,039,393	\$3,141,233	\$3,178,097	\$3,030,563	\$2,924,763	\$2,924,763	\$2,983,258	\$3,042,923	\$3,050,000	\$3,050,000	\$24,184,367	
State/Federal Grants	\$697,784	\$420,870	\$1,926,072	\$1,464,005	\$1,049,400	\$1,217,600	\$1,989,600	\$717,600	\$467,600	\$17,600	\$17,600	\$6,941,005	
Other - Concessions, leases, etc.	\$44,871	\$202,646	\$87,897	\$204,150	\$55,515	\$34,100	\$34,100	\$34,100	\$34,100	\$34,100	\$34,100	\$464,265	
Interest on Investments	\$463,133	\$357,836	\$54,130	\$76,884	\$75,000	\$77,249	\$63,301	\$16,347	\$18,738	\$25,922	\$36,948	\$390,390	
Donations	\$193,223	\$142,176	\$219,070	\$293,947	\$29,000	\$1,300,000	\$0	\$0	\$0	\$0	\$0	\$1,622,947	
Total Revenues	\$5,332,427	\$5,179,733	\$6,164,458	\$5,537,783	\$4,608,538	\$5,873,712	\$5,351,764	\$4,111,305	\$3,923,361	\$3,497,622	\$3,518,648	\$36,422,734	
EXPENDITURES													
Personnel	\$1,164,381	\$1,270,914	\$1,422,809	\$1,557,601	\$1,723,317	\$1,739,130	\$1,777,466	\$1,814,740	\$1,857,174	\$1,959,317	\$1,959,317	\$14,388,062	
	-Add Administrative Sec. -Add Grounds Attendant -Add Upper Macatawa Gatekeepers -Add Community Haven Gatekeepers	-Add Stewardship Work Crew	-Add Maint. Worker -Add Naturalist -Add Nature Center Part-time Staff -Add PA Hours	-Add Maintenance Crew to replace 80% of SWAP -Add Part-time Nature Center custodian -Add Northside Grounds Attendant	-Add Parks Supervisor -Add Park 12 Park Attendant -Increase Naturalist Guide hours - Add Connor Bayou Gatekeepers	-Add Port Sheldon Park Attendant and Gatekeepers -Add Upper Macatawa Park Attendant	-Add Grounds Attendant -Add Olive Shores Park Attendant and Gatekeeper	-Add GR Ravines Park Attendants (2) and Gatekeeper	-Add Grounds Attendant	-Add Park Supervisor			
Supplies	\$151,555	\$150,542	\$174,961	\$183,770	\$204,157	\$190,000	\$195,000	\$200,000	\$210,000	\$220,000	\$225,000	\$1,627,927	
Contractual Services (Includes Equipment Pool)	\$426,240	\$521,899	\$509,195	\$489,327	\$474,315	\$497,000	\$516,000	\$527,000	\$537,000	\$547,000	\$557,000	\$4,144,642	
Major Renovations & Repairs	\$81,508	\$29,479	\$96,595	\$193,031	\$178,500	\$180,000	\$190,000	\$200,000	\$210,000	\$220,000	\$230,000	\$1,601,531	
Total Operations	\$1,823,684	\$1,972,834	\$2,203,561	\$2,423,729	\$2,580,289	\$2,606,130	\$2,678,466	\$2,741,740	\$2,814,174	\$2,946,317	\$2,971,317	\$21,762,162	
CAPITAL OUTLAY - Land Acquisition and New Facility Development													
LAKE MICHIGAN COASTAL GREENWAY													
Olive Shores	- Option Fees \$500,000		- Phase II Acquisition (\$1,819,250.01 grant) \$3,361,190	- Phase II Acquisition (\$200,000 grant)		Olive Shores - Implementation (365,000 grant) \$730,000							
North Ottawa Dunes	\$800 -Receive donations from purchase (\$189,500)	-Coast Guard Park Ph 1 Improvements \$53,596 -Receive donations from purchase (\$112,000)	-Coast Guard Park Ph 1 Improvements \$49,904			- Land Donation 80 acres (\$1,000,000 donations) \$1,000,000							
North Beach Park	- Trails & NB Connection \$27,810	- Trails & NB Connection \$127,670	- Trails & NB Connection \$25,223										
Rosy Mound Natural Area													
Kirk Park	- Park Improvements \$77,898	- Park Improvements \$29,145	- Restrooms \$8,200 - Concessions \$19,138										
Tunnel Park	-Restroom Improvements \$69,400					- Play Area Improvement \$50,000							
Historic Ottawa Beach Parks	-Mt. Pisgah Dune Prot. \$30,729 -Bikepath Improvements (\$32,500 twp.) \$60,191	-WMPA Parking lots \$21,100 -Mt. Pisgah Dune Prot. (\$111,398.78 grant) \$355,571 -Bikepath Improvements (\$22,584 twp.) \$50,009 -Black Lk Ave. Ph 2 \$114,861	-WMPA Parking lots \$13,000 -GLFT Fishing Access \$23,117 -Mt. Pisgah Dune Prot. (\$77,105.89 grant) \$17,725 -Black Lk Ave. Ph 2 \$22,765	- GLFT Fishing Access (\$482,000 grants) \$647,968 -Mt. Pisgah Dune Prot. (\$28,000 grant)		- Waterfront Walkway (\$200,000 grants) \$550,000 - Pumphouse/plaza (\$300,000 donations) \$615,000							

Chapter Eleven: Park System Financing and Capital Improvement Schedule

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
GRAND RIVER GREENWAY											
General Greenway			- Schuil/Mohr Acquisition \$356,704 - Bolthouse Acquisition - 110 acres \$2,730	- Bolthouse Acquisition - 110 acres \$69,000		- Land Acquisition General 240 acres (\$1,000,000 grant) \$1,800,000	-Greenway Trail Phase I (\$900,000 grant) \$1,500,000	-Land Acquisition General 160 acres (\$700,000 grant) \$1,200,000 - Open Space Access \$50,000			
Connor Bayou						- Day Use Area \$410,000					
Crockery Creek			- Acquisition (Crockery) Holmes 25 acres \$116,612	- Barn/Silo/Foundation \$45,000							
Jubb Bayou											
Bur Oak Landing	- Bur Oak Landing Acq. Becker 116 acres (Grant \$468,254) \$618,778	-Bur Oak Landing Acq. Cary 59 acres (Grant \$288,126.95) \$517,626		-Trails & Boardwalks \$65,000							
Riverside Park	- Improvements \$205,898	- Improvements \$47,050									
Eastmanville Bayou		-Acquisition Pratt 25 acres \$499,351	-Demolition \$7,900	-Access Improvements \$232,960							
Eastmanville Farm	- Day Use - Ph I Equestrian Trails \$13,409	- Day Use - Ph I Equestrian Trails \$114,086 General Site Clean-up \$25,000	- Barn Painting \$21,675 Equestrian Trails \$23,615	-Acquisition 8 acres \$65,000 - Improvements \$6,559							
Ripps Bayou/Deer Crk			-Property Trade Acquire 11.5 acres \$14,297	-Construct footbridge to link properties \$75,000							
Grand River Ravines		-Aldrink 100 acre option \$280,000	-Aldrink \$2,591	-Acquisition Aldrink 100 acres (\$720,000 grant) \$1,440,000	Initial Development \$100,000		Site Development (\$400,000 grant) \$900,000				
Grand River Park											
Bend Area		-Acquisition Boynton 188 acres \$867,382	- Access Improve. \$14,953	-Acquisition Riverfront 70 acres \$350,000			-Acquisition Gr. Rapids Gravel 180 acres \$952,000 -Restoration costs \$125,000				

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PIGEON RIVER GREENWAY												
General Greenway												
Pigeon Creek Park												
Hemlock Crossing/ Pine Bend		- Nature Ed. Center (\$315,060.68 timber) (\$20,000 donations)	- Nature Ed. Center (\$141,339.16 timber rev.) (\$199,800 donations) \$1,598,343	- Nature Ed. Center (\$223,947 donations) \$266,376 - Weaver landscape \$35,000 - Weaver 2nd floor \$10,000	- Canoe/Kayak landing \$35,000							
MACATAWA RIVER GREENWAY												
General Greenway		-Acquisition 40 acres joint w. Holland Twp. \$100,000 - Acquisition Wohlferf 11 acres \$34,388	-Holland Country Club Acquisition 120 acres \$77,455	-Holland Country Club Acquisition \$375,000 (\$70,000 donation) (\$75,000 conservation eastment sale)	-Holland Country Club Improvements \$200,000 -Holland Country club Restoration \$746,800 (\$646,800 grant)							
Upper Macatawa Conservation Area	-Acquisition OCRC Adams St land \$65,000 -CREP Payment (\$14,300) -Implementation Phase I \$510,422 -Phase II Restoration (Grant -\$369,690) \$418,697	-MDOT Esmt. Payment (\$85,800) -CREP Payment (\$21,344.25) -Implementation Phase I \$19,756	-CREP/WHIP Payment (\$29,715.99) -Acquisition Hulst \$88,644 -Phase III Restoration \$15,595	-CREP Payment (\$16505) -Phase III Restoration \$64,000 (\$17,500 NRCS grant)	-CREP Payment (\$17600)	-CREP Payment (\$17600)	-CREP Payment (\$17600)	-Trail (Paved) (\$672,000 grant) \$1,544,000 -CREP Payment (\$17600)	-CREP Payment (\$17600)	-CREP Payment (\$17600)	-CREP Payment (\$17600)	-CREP Payment (\$17600)
Adams Street Landing												

Chapter Eleven: Park System Financing and Capital Improvement Schedule

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GENERAL PARKS, OPEN SPACE AND TRAILS											
Land Acquisition/ Park Expansion									- Acquisition 100 acres (\$450,00 Grant) \$750,000		
Grose Park	- Beach Improvements \$75,000										
Musketawa Trail											
Fred Meijer Kenowa Trail				Fund trail at Upper Macatawa Area and Spring Grove \$200,000							
Marne Bog											
Spring Grove Park	- Lighting \$8,800										
Hager Park		- Irrigation \$40,000	- Building Improvements \$110,536								
Riley Trails	- Ph 1 Improvements \$22,094	- Ph 1 Improvements \$38,766									
Open Space Lands											
MISCELLANEOUS PROJECTS											
General Projects	- Misc. ADA Improvements \$13,733	- Misc. ADA Improvements \$10,644	- Misc. ADA Improvements \$0	- Misc. ADA Improvements \$7,000	- Misc. ADA Improvements \$5,600	- Misc. ADA Improvements \$2,950	- Misc. ADA Improvements \$4,250	- Misc. ADA Improvements \$35,000			
Operations	\$1,823,684	\$1,972,834	\$2,203,561	\$2,423,729	\$2,580,289	\$2,606,130	\$2,678,466	\$2,741,740	\$2,814,174	\$2,946,317	\$2,971,317
Capital Expenditures	\$2,607,049	\$3,346,001	\$6,510,211	\$3,953,863	\$2,277,400	\$3,967,950	\$5,025,250	\$1,285,000	\$750,000	\$0	\$0
Total Expenditures	\$4,430,733	\$5,318,835	\$8,713,772	\$6,377,592	\$4,857,689	\$6,574,080	\$7,703,716	\$4,026,740	\$3,564,174	\$2,946,317	\$2,971,317
Total Revenues	\$5,332,427	\$5,179,733	\$6,164,458	\$5,537,783	\$4,608,538	\$5,874,320	\$5,352,325	\$4,111,792	\$3,923,159	\$3,497,415	\$3,518,437
Fund Balance (Current Yr)	\$901,694	-\$139,101	-\$2,549,314	-\$839,809	-\$249,151	-\$699,760	-\$2,351,391	\$85,052	\$358,985	\$551,098	\$547,120
Fund Balance (Overall)	\$7,670,249	\$7,531,148	\$4,981,834	\$4,142,025	\$3,892,874	\$3,193,114	\$841,723	\$926,776	\$1,285,760	\$1,836,858	\$2,383,979