

Contents

Facility Identification.....	2
Data Profile	3
5-Year Statistics and Trends	3
Public Need	5
Other Service Providers	5
Addison Oaks Conference Center	6
Description	6
Property Restrictions	6
Data Profile	7
Glen Oaks Conference Center and Grill Room Detail	8
Description	8
Property Restrictions	8
Data Profile	9
Lyon Oaks Conference Center and Grill Room Detail	10
Description	10
Property Restrictions	10
Data Profile	11
Springfield Oaks Grill Room Detail	13
Description	13
Property Restriction	13
Data Profile	14
White Lake Oaks Conference Center and Grill Room Detail.....	15
Description	15
Property Restrictions	15
Data Profile	16
References	18

Figures

Figure A: Conference Center guest trends.....	3
Figure B: Trends in various facility reinvestment line items for conference centers/ grill rooms (Total ACC, GLC, LYC, LYR, SPR, WLC, WLR).....	3
Figure C: Revenue and expense trends – conference centers and grill rooms.....	4
Figure D: TBD.....	5

Figure E: ADD Addison Oaks Conference Center (2017 imagery).....	6
Figure F: GLC Glen Oaks Clubhouse (2017 imagery).....	8
Figure G: LYC Lyon Oaks Clubhouse (2017 Imagery)	10
Figure H: SPC Springfield Clubhouse (2017 imagery)	13
Figure I: White Lake Oaks Clubhouse (2017 imagery)	15

Tables

Table 1: Percentage of survey respondents indicating conference centers among top their four most visited facilities	5
Table 2: 2017 Community Needs Assessment ratings for conference centers and grill rooms	5
Table 3: Addison Oaks Conference Center asset list.....	7
Table 4: Addison Oaks Conference Center 5-year statistics and trends.....	7
Table 5: Glen Oaks Conference Center and Grill Room asset list	9
Table 6: Glen Oaks Conference Center and Grill Room 5-year statistics and trends	9
Table 7: Lyon Oaks Conference Center and Grill Room asset list	11
Table 8: WLC Lyon Oaks Conference Center and Grill Room 5-year statistics and trends	11
Table 9: WLR Lyon Oaks Restaurant Services 5-year statistics and trends.....	12
Table 10: Springfield Oaks Grill Room asset list.....	14
Table 11: Springfield Oaks Grill Room 5-year statistics and trends	14
Table 12: White Lake Oaks Conference Center and Grill Room asset list.....	16
Table 13: WLC White Lake Oaks Conference Center and Grill Room 5-year statistics and trends.....	16
Table 14: WLR White Lake Oaks Restaurant Services 5-year statistics and trends	17

Facility Identification

Facility type: Conference Centers and Grill Rooms

Budget centers:

- ACC Addison Oaks Clubhouse – 1480 West Romeo Road, Leonard, MI 48367
 - Conference Center – Oak Management
- GLC Glen Oaks Clubhouse – 30500 13 Mile Road, Farmington Hills, MI 48334
 - Conference Center and Grill Room – Oak Management
- LYC LYR Lyon Oaks Clubhouse – 52221 Pontiac Trail, Wixom, MI 48393
 - Conference Center – Katherine’s Catering
 - Bunkers Bar and Grill – OCPR
- SPR Springfield Oaks Clubhouse – 12450 Andersonville Road, Davisburg, MI 48350
 - Bunkers Bar and Grill – OCPR
- WLC WLR White Lake Oaks Clubhouse – 991 North Williams Lake Road, White Lake, MI 48386
 - Conference Center – Lafayette Market
 - Bunkers Bar and Grill - OCPR

Data Profile

5-Year Statistics and Trends

Figure A: Conference Center guest trends

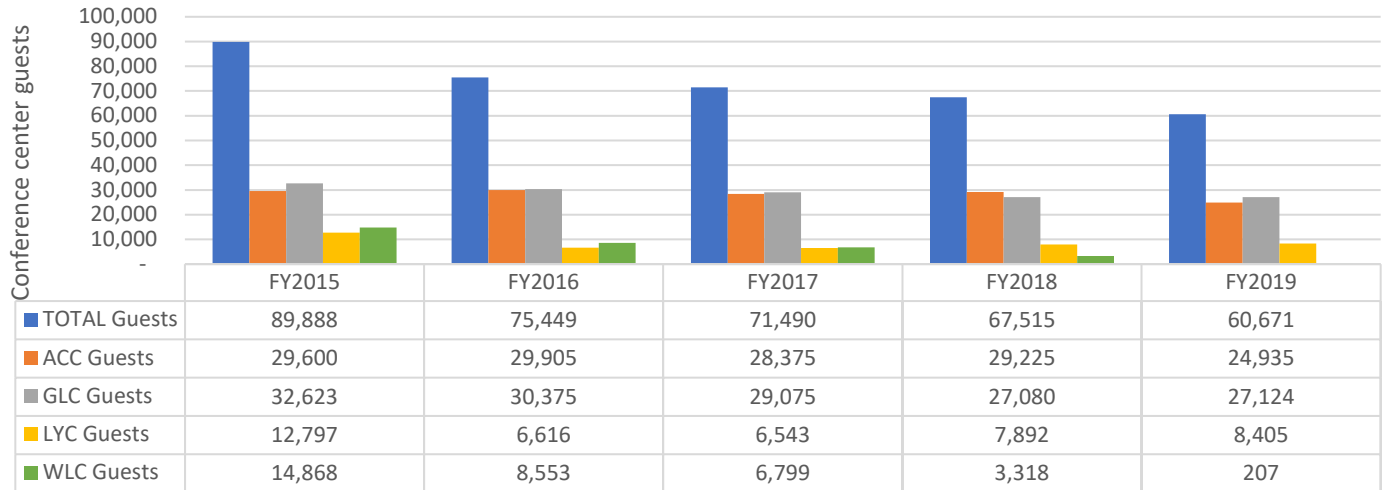
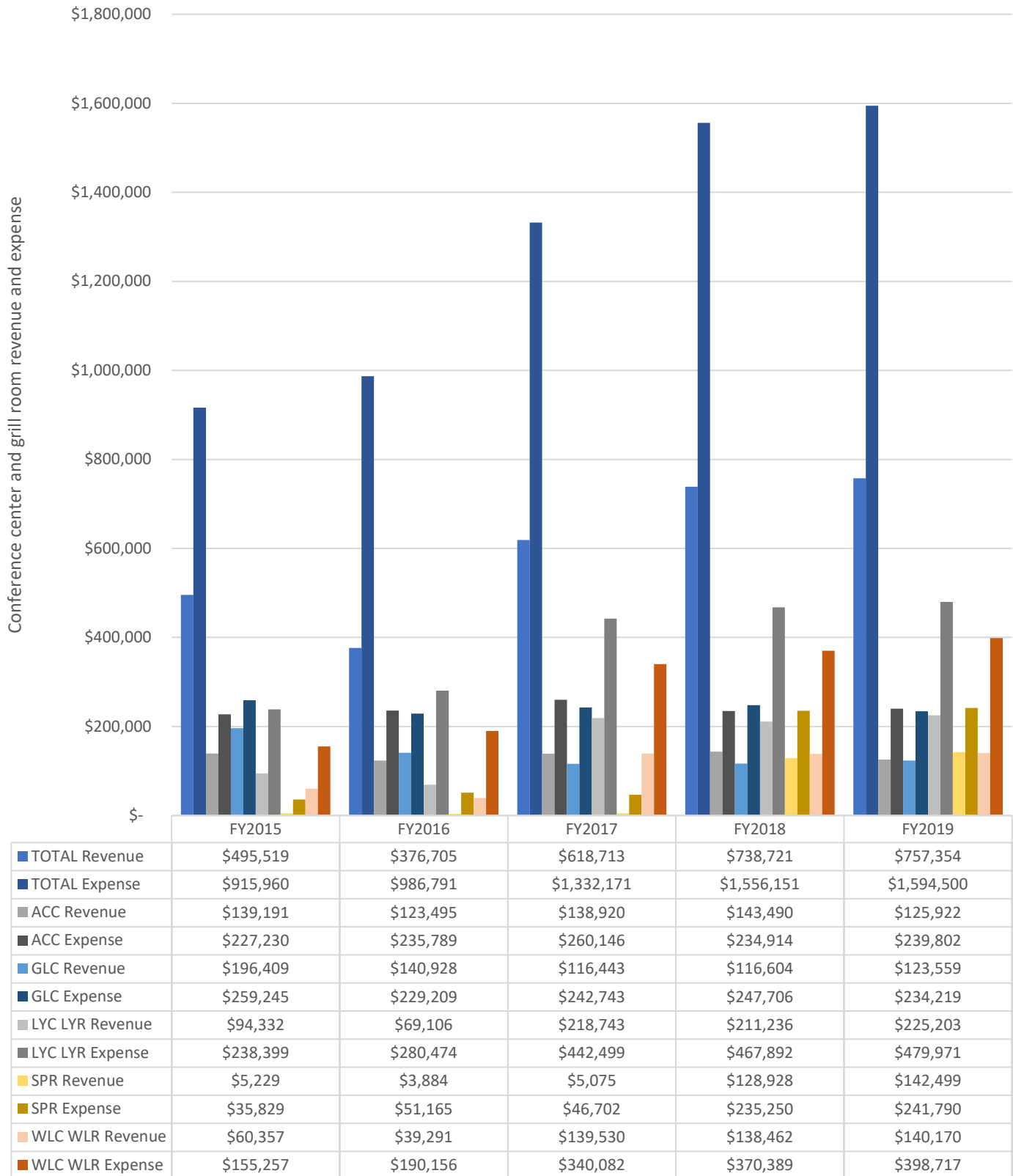


Figure B: Trends in various facility reinvestment line items for conference centers/ grill rooms (Total ACC, GLC, LYC, LYR, SPR, WLC, WLR)

Operating expense items Building Maintenance and Grounds Maintenance are included in Figure C revenue and expense trends



Figure C: Revenue and expense trends – conference centers and grill rooms



Public Need

In the 2017 OCPD Community Needs Assessment Survey (ETC, September 2017), respondents were asked to indicate which four facilities their household use most often. Fifty-one percent (51%) of respondents indicated that their household visited an Oakland County park or facility less than once a month during the past 12 months. The table below shows the percentage of respondents who have visited OCPD's conference centers during the past 12 months.

Table 1: Percentage of survey respondents indicating conference centers among top their four most visited facilities

Facility name	% of respondents
TOP 3 MOST USED FACILITIES	
Oakland County Farmers Market	22%
Independence Oaks Park	17%
Addison Oaks Park; Waterford Oaks Park	12% each
GOLF COURSES	
Addison Oaks Conference Center	3%
Glen Oaks Conference Center	2%
Lyon Oaks Conference Center	1%
White Lake Oaks Conference Center	2%

The table below shows the services provided by OCPD food and beverage services and the resulting Priority Investment Rating (PIR) for each service (OCPD/PRD, 3/27/2019, p. 21).

Table 2: 2017 Community Needs Assessment ratings for conference centers and grill rooms

Recreation Resource and Activity Type	Categories of Service	Services	2017 Community Needs Assessment: Priority Investment Rating (PIR) ≥ 100 = High Priority ≥ 50 and < 100 = Medium < 50 = Lower Priority
Banquets, meetings and concessions	Concession/vending/ banquet	Blue Water Grill Conference centers Bunkers Bar and Grill Beverage carts	Banquet facilities PIR = 51
	Rentals/ exclusive use	Activity centers Ellis Barn Lookout Lodge	

Other Service Providers

Under development

Figure D: TBD

Addison Oaks Conference Center

Description

The Addison Oaks Buhl Estate is a Tudor-style manor that provides an elegant setting for weddings, banquets, receptions and business meetings with food and beverage services provided by Oak Management. The conference center also has a formal garden area which provides an outdoor space for onsite weddings. Oak Management has been the sole food and beverage operator at The Buhl Estate and the most recent contract has been in place since 2016. The current contract allows Oak Management to be the exclusive food and beverage that is responsible for scheduling and renting of all events at the Buhl Estate. OCPR is responsible for all maintenance and improvements to the Buhl Estate and grounds surrounding the Buhl Estate.

The current contract with Oak Management contains the following:

- Flat Fee - Flat Annual Fee for use of the Facilities. In 2016, this amount was \$115,000.00 and increase 3% annually every October
- Equipment Fee – A \$10,000 Annual Equipment Fee which is applied to the repair and/or replacement of kitchen equipment that is owned and maintained by OCPR. All large equipment such as ovens, stoves, freezers and steamers belong to OCPR. Oak Management is responsible for supplying and replacing small kitchen equipment and serving equipment.
- Food and Beverage Fee - An Annual Food and Beverage Fee based on annual sales according to sales amounts-- 5% for Gross Receipts from \$1,500,000.01 to \$1,750,000.00; 6% for Gross Receipts from \$1,750,000.01 to \$2,000,000.00; and 7% for Gross Receipts over \$2,000,000.00
- Utilities Reimbursement – Reimbursement payment for use of gas, electricity and heat utilities at the Buhl Estate

Property

Restrictions

All of Addison Oaks is encumbered by grant funding. Grants include Recreation Bond Fund, Michigan Natural Resources Trust Fund, Open Space Act funding, Recreation Passport, and Land and Water Conservation Fund.

Figure E: ADD Addison Oaks Conference Center (2017 imagery)



Data Profile

Table 3: Addison Oaks Conference Center asset list

Asset ID	Asset Name	Estimated Replacement Value	Estimated Deferred Maintenance	Estimated Demolition Cost	Construction Pre-1960
H9319North	Buhl Parking Lot North	Not estimated	Not estimated	Not estimated	No
H9319South	Buhl Parking Lot South	Not estimated	Not estimated	Not estimated	No
H220842	Buhl Parking Lot Staff	Not estimated	Not estimated	Not estimated	No
1274	Conference Center	\$5,398,488.00	\$592,900.00	Not estimated	Yes
Grand Total		\$5,398,488.00	\$592,900.00	Not estimated	

Table 4: Addison Oaks Conference Center 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Visits						
	Conference center	29,600	29,905	28,375	29,225	24,935
Vendor Net Sales						
	Oak Management			1,917,255.00	2,039,262.50	1,678,142.56
Budget Actuals						
Revenue	TOTAL	139,191.37	123,495.27	138,920.40	143,490.22	125,922.37
	Commission Food Serv	139,191.37	90,755.98	89,611.66	30,248.38	8,907.13
	Reimbursed Contracts	-	32,739.29	49,308.74	111,241.84	117,015.24
	Other revenue	-	-	-	2,000.00	-
Expense	TOTAL	227,229.92	235,788.71	260,146.15	234,914.05	239,802.30
	Salaries	12,722.17	20,048.11	30,919.70	17,988.38	25,070.85
	Fringe	2,730.34	7,085.49	9,001.45	5,550.76	7,432.03
	Building Maintenance	56,944.58	28,718.45	38,798.05	16,821.11	28,911.65
	Grounds Maintenance	24,550.03	14,824.92	10,247.81	20,819.54	15,342.98
	Depreciation	71,854.96	89,843.75	90,131.61	90,324.66	91,224.18
	Other expense	58,427.84	75,267.99	81,047.53	83,409.60	71,820.61
Other						
	FM Allocation	15,321.47	500.85	-	38,709.96	31,486.48
Capital Assets - Buildings Park Improvements, Land						
	PBLDG: Architectural Improvement	65,331.50				
	PBLDG: Interior Renovations	571,916.65				
	PBLDG: Kitchen Storage Facility	29,600.09				
	PBLDG: Roof Replacement	657,232.13				
	PBLDG: Water Heater Replacement	13,721.70				
	PKIMP: Entrance Drive Replace	92,245.10				
	PKIMP: Energy Management			29,948.11		
	PBLDG: HVAC System Replacement					10,990.00
	PKIMP: Garden Trellis Replacement					16,118.14
	ANNUAL TOTALS	1,430,047.17	-	29,948.11	-	27,108.14
	5-YEAR TOTAL					1,487,103.42

Glen Oaks Conference Center and Grill Room Detail

Description

Glen Oaks Conference is a historical 1920s English-style clubhouse provides an elegant setting for weddings, parties and golf outings, with food and beverage services provided by Oak Management. The conference center also has a formal garden area which provides an outdoor space for onsite weddings. The grill room is also operated by Oak Management and provides food and beverage service to golfers both inside the grill room and on the course. The conference center is available year-round, and the grill room is operated April-October. The current Oak Management contract, which has been in place since 2016, allows Oak Management to be the exclusive food and beverage vendor which is responsible for scheduling and renting of the facility.

The current contract with Oak Management for the Glen Oaks Conference Center contains the following:

- Flat Fee - Flat Annual Fee for use of the Facilities. In 2016, this amount was \$115,000.00 and increase 3% annually every October
- Equipment Fee – A \$10,000 Annual Equipment Fee which is applied to the repair and/or replacement of kitchen equipment that is owned and maintained by OCPR. All large equipment such as ovens, stoves, freezers and steamers belong to OCPR. Oak Management is responsible for supplying and replacing small kitchen equipment and serving equipment.
- Food and Beverage Fee - An Annual Food and Beverage Fee based on annual sales according to sales amounts-- 5% for Gross Receipts from \$1,500,000.01 to \$1,750,000.00; 6% for Gross Receipts from \$1,750,000.01 to \$2,000,000.00; and 7% for Gross Receipts over \$2,000,000.00
- Utilities Reimbursement – Reimbursement payment for use of gas, electricity and municipal water and sewer at the Glen Oaks Conference Center

Property Restrictions

All of Glen Oaks is encumbered by grant funding. Glen Oaks was acquired with a Recreation Bond Fund grant. It may be possible to repurpose Glen Oaks into something other than a golf course so long as it was outdoor public recreation. The Glen Oaks Clubhouse is a historic building.

Figure F: GLC Glen Oaks Clubhouse
(2017 imagery)



Data Profile

Table 5: Glen Oaks Conference Center and Grill Room asset list

Asset ID	Asset Name	Estimated Replacement Value	Estimated Deferred Maintenance	Estimated Demolition Cost	Construction Pre-1960
1297	Clubhouse	\$6,906,432.00	\$150,000.00	Not estimated	Yes
H236031	Parking Lot West	Not estimated	Not estimated	Not estimated	No
1713	Wedding Gazebo	Not estimated	Not estimated	Not estimated	No
Grand Total		\$6,906,432.00	\$150,000.00	Not estimated	

Table 6: Glen Oaks Conference Center and Grill Room 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Visits						
	Conference center	32,623	30,375	29,075	27,080	27,124
Vendor Net Sales						
	Oak Management			\$1,570,799	\$1,523,396	\$1,636,379
Budget Actuals						
Revenue	TOTAL	196,409.30	140,927.82	116,443.16	116,604.00	123,559.45
	Commission Food Serv	196,409.30	87,905.46	55,039.95	1,172.31	6,818.97
	Reimbursed Contracts	-	53,022.36	61,403.21	115,431.69	116,740.48
	Other revenue	-	-	-	-	-
Expense	TOTAL	259,244.60	229,208.94	242,742.66	247,706.30	234,219.49
	Salaries	33,420.04	11,742.10	24,455.94	25,844.97	18,629.26
	Fringe	12,476.08	5,792.21	12,698.05	13,024.59	8,003.04
	Building Maintenance	63,239.48	49,646.59	31,730.17	41,047.20	53,869.96
	Grounds Maintenance	10,018.14	6,277.16	10,298.45	6,750.97	6,437.79
	Total Depreciation	71,662.10	83,974.54	86,987.65	90,801.03	90,688.42
	Other expense	68,428.76	71,776.34	76,572.40	70,237.54	56,591.02
Other						
	FM Allocation	6,136.38	53,543.12	62,220.65	24,495.86	37,085.76
Capital Assets - Buildings Park Improvements, Land						
	PBLDG: HVAC Replacement	263,444.94				
	PBLDG: Interior Renovations	463,681.30				
	PBLDG: Hot Water Storage Tanks		5,518.68			
	PKIMP: Energy Management Upgrade			19,300.00		
	PBLDG: Spouse's Room Interior Renovation				44,274.70	
	PBLDG: Rooftop Unit Replacement				26,571.53	
	PBLDG: Entrance Door Replacement					25,930.00
	PBLDG: Water Heater Replacement					19,616.90
	ANNUAL TOTALS	727,126.24	5,518.68	19,300.00	70,846.23	45,546.90
	5-YEAR TOTAL					868,338.05

Lyon Oaks Conference Center and Grill Room Detail

Description

Food and beverage operation for the grill room is managed by OCPR and the conference center is managed by Katherines Catering. OCPR has been self-operating since 2017, when Katherines Catering requested to renegotiate their contract to not continue to do grill room operations. The current responsibility of Katherines Catering is the rental of the space and providing food and beverage service for the rentals. All food provided is catered in from their Ann Arbor location because use of the kitchen for food preparation isn't part of the existing contract. Revenue received from Katherines Catering is 10% of net sales of all events managed by them. Prior to Katherines Catering, the conference and grill room were operated by Oak Management from 2000, when the golf course opened to the public, until 2016. Most revenue is generated by OCPR from the grill room operation and the expenses are attributed to both the grill room and conference center.

Figure G: LYC Lyon Oaks Clubhouse (2017 Imagery)



Property Restrictions

The majority of Lyon Oaks is encumbered by grants from the Michigan Natural Resources Trust Fund. Lyon Oaks is 1,041 acres, of which approximately 941 is encumbered by grants. Approximately 100 acres is not encumbered, however, 20 of those acres are land-locked by other Lyon Oaks park property. It may be possible to repurpose the golf course into some other form of public outdoor recreation.

Data Profile

Table 7: Lyon Oaks Conference Center and Grill Room asset list

Asset ID	Asset Name	Estimated Replacement Value	Estimated Deferred Maintenance	Estimated Demolition Cost	Construction Pre-1960
23	Clubhouse	\$8,549,567.00	\$180,000.00	Not estimated	No
H3852	Parking Lot North	Not estimated	Not estimated	Not estimated	No
Grand Total		\$8,549,567.00	\$180,000.00	Not estimated	

Table 8: WLC Lyon Oaks Conference Center and Grill Room 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 ¹
Park Visits						
	Conference center	12,797	6,616	6,543	7,892	8,405
Vendor Net Sales						
	Katherine's Catering			288,073.00	392,403.94	444,117.76
Budget Actuals						
Revenue	TOTAL	94,331.87	69,106.21	218,743.13	211,236.40	26,319.39
	Commission Food Serv	94,331.87	18,873.78	19,880.46	27,257.40	26,319.39
	Reimbursed Contracts	-	49,992.41	-	-	-
	Sales Retail	-	-	182,768.17	181,099.50	-
	Other revenue	-	240.02	16,094.50	2,879.50	-
Expense	TOTAL	238,399.08	280,473.70	442,498.59	467,891.70	354,787.74
	Salaries	32,294.80	34,665.27	104,217.78	111,029.64	125,119.22
	Fringe	14,275.12	17,022.11	27,959.92	25,635.83	28,764.23
	Building Maintenance	20,554.35	23,996.97	26,160.82	76,489.90	41,827.09
	Grounds Maintenance	4,919.85	3,200.34	2,869.20	3,574.69	4,410.13
	Merchandise	-	-	79,333.35	82,316.30	14,887.36
	Total Depreciation	86,628.67	87,353.47	87,353.47	87,476.54	87,169.54
	Other expense	79,726.29	114,235.54	114,604.05	81,368.80	52,610.17
Other						
	FM Allocation	238,399.08	280,473.70	442,498.59	467,891.70	354,787.74
Capital Assets - Buildings Park Improvements, Land						
	PKIMP: Sidewalk Replacement	16,308.00				
	PKIMP: EMS Upgrade Phase III				7,384.00	-
	ANNUAL TOTALS	16,308.00	-	-	7,384.00	-
	5-YEAR TOTAL					23,692.00

¹ Grill Room was separated from Conference Center as LYR (OCPR-managed restaurant services) in FY2019 – see next table

Table 9: WLR Lyon Oaks Restaurant Services 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Visits						
	NA					
Budget Actuals						
Revenue	TOTAL					198,883.42
	Commission Food Services					-
	Reimbursed Contracts					-
	Sales Retail					196,831.32
	Other revenue					2,052.10
Expense	TOTAL					125,183.46
	Salaries					-
	Fringe					-
	Building Maintenance					15,293.16
	Grounds Maintenance					679.00
	Merchandise					69,041.11
	Depreciation					676.20
	Other expense					39,493.99
Other						
	FM Allocation					4,196.62
Capital Assets - Buildings Park Improvements, Land						
	NA					
	ANNUAL TOTALS					-
	5-YEAR TOTAL					-

Springfield Oaks Grill Room Detail

Description

Food and Beverage operations have been operated by OCPR staff since 2018. The food and beverage operation consists of the grill room, food trailer at #1/10 tee and beverage cart service. Before OCPR taking over operations, the grill room was operated by Oak Management until 2012, Kosch Catering until 2015 and MMD until 2018. Customer service and product quality were a concern and had a negative impact on the golfing experience when Kosch became the vendor. MMD provided an improved food and beverage product and experience when they took over the operation. When MMD decided to get out of the food and beverage business, OCPR took on the self-operation relying on experience from two other grill rooms. The lack of interest in previous RFPs also was a deciding factor in self operation.

Figure H: SPC Springfield Clubhouse (2017 imagery)



Property Restriction

Approximately 1/3 of Springfield Oaks County Park is encumbered by grant funding from Open Space Act and the Land and Water Conservation Fund. Springfield Oaks is 333 acres, of which approximately 110 is encumbered by grant funding. A portion of both the golf course and the fairgrounds are encumbered by grant funding.

Data Profile

Table 10: Springfield Oaks Grill Room asset list

Asset ID	Asset Name	Estimated Replacement Value	Estimated Deferred Maintenance	Estimated Demolition Cost	Construction Pre-1960
784	Clubhouse	\$1,086,914.00	\$661,961.00	Not estimated	No
H8689	Clubhouse Parking Lot	Not estimated	Not estimated	Not estimated	No
Grand Total		\$1,086,914.00	\$661,961.00	Not estimated	

Table 11: Springfield Oaks Grill Room 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Visits						
	Event guests			698	NA	NA
Vendor Net Sales						
	MMD Roadhouse			\$191,237	NA	NA
Budget Actuals						
Revenue	TOTAL	5,229.48	3,884.25	5,075.48	128,928.14	142,499.35
	Commission Food Serv	3,729.48	3,884.25	5,075.48	-	-
	Reimbursed Contracts	1,500.00	-	-	-	-
	Sales Retail	-	-	-	128,267.62	140,425.97
	Other revenue	-	-	-	660.52	2,073.38
Expense	TOTAL	35,829.38	51,164.58	46,701.65	235,250.04	241,790.34
	Salaries	2,565.53	4,521.53	6,033.03	81,152.04	95,916.51
	Fringe	1,772.97	3,128.88	4,193.46	11,060.30	15,482.37
	Building Maintenance	5,991.38	7,293.98	8,088.50	15,683.73	10,106.14
	Grounds Maintenance	2,134.12	69.66	1,772.14	155.40	391.23
	Merchandise	-	-	-	54,831.10	61,685.35
	Total Depreciation	3,966.27	8,230.52	10,537.91	10,955.86	13,689.81
	Other expense	19,399.11	27,920.01	16,076.61	61,411.61	44,518.93
Other						
	FM Allocation	-	36,111.45	153.41	6,548.37	9,815.82
Capital Assets - Buildings Park Improvements, Land						
	PBLDG: Concession Roofing	53,319.12				
	PBLDG: Starter Building Rebuild		15,769.92			
	PBLDG: Clubhouse Water Heater Repl				5,924.50	
	PKIMP: Energy Management Upgrade				7,182.00	
	PBLDG: Walk-in Freezer/Refrig					84,339.01
	PBLDG: Clubhouse Upr HVAC Repl					18,177.00
	ANNUAL TOTALS	53,319.12	15,769.92	-	13,106.50	102,516.01
	5-YEAR TOTAL					184,711.55

White Lake Oaks Conference Center and Grill Room Detail

Description

Food and beverage operations have evolved often over the last 8 years with multiple vendors and operational structures. Oak Management, Katherines Catering and Lafayette Market have been vendors, all with different operating structures. The last being Lafayette Market whose minimal rentals and limited revenues lead to the change in the facility operation. Before Lafayette Market, the food and beverage service was provided by Oak Management until 2016 and Katherines catering for 2017. Beginning January 1, 2020, White Lake is the first facility operated by OCPR that handles all rental requests and provides alcohol service for events. All facility rental revenues would belong to OCPR. The operation will provide use of the facility and amenities while also allowing renters to use their own caterer. Staff costs are minimized without having to provide kitchen and waitstaff. OCPR still owns the liquor license for the property and is required to provide the alcohol service and sales for all events. Self-operation of the conference center also allows for programming of the space for community benefit instead of sitting empty most of the year. OCPR began self-operation of the grill room in 2017 and it had an immediate positive impact on the golfing experience. Focus has been made on customer service and product quality, both of which had been lacking for years. The change has been noticed and constantly acknowledged by the golfers. The experience from grill room operations and lack of interest from previous RFPs and creating an operational model that can be the most effective is the reason for self-operating the conference center.

Figure 1: White Lake Oaks Clubhouse (2017 imagery)



Property Restrictions

White Lake Oaks is partially encumbered by the 42-acre Girl Scout property acquisition in 2018. The golf course is not grant-funded in any way but may also be encumbered when the final conversion mitigation is completed with the MDNR. The Girl Scout property was acquired to mitigate the conversion created at Addison Oaks County Park when a cell tower was placed on that park property.

Data Profile

Table 12: White Lake Oaks Conference Center and Grill Room asset list

Asset ID	Asset Name	Estimated Replacement Value	Estimated Deferred Maintenance	Estimated Demolition Cost	Construction Pre-1960
31	Clubhouse	\$4,978,280.00	Not estimated	Not estimated	No
H6342	Parking Lot North	Not estimated	Not estimated	Not estimated	No
Grand Total		\$4,978,280.00	Not estimated	Not estimated	

Table 13: WLC White Lake Oaks Conference Center and Grill Room 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 ²
Park Visits						
	Conference center	14,868	8,553	6,799	3,318	207
Vendor Net Sales						
	Katherine's Catering			206,897.00	95,008.59	
	Lafayette Market				57,024.31	18,273.97
Budget Actuals						
Revenue	TOTAL	60,357.32	39,291.31	139,530.36	138,462.10	5,647.52
	Commission Food Serv	60,357.32	14,711.17	13,194.12	11,205.31	5,647.52
	Reimbursed Contracts	-	24,580.14	-	-	-
	Sales Retail	-	-	117,849.21	126,143.36	-
	Other revenue	-	-	8,487.03	1,113.43	-
Expense	TOTAL	155,257.03	190,155.50	340,082.27	370,388.80	299,927.69
	Salaries	1,829.06	3,090.22	90,504.45	118,751.22	107,925.05
	Fringe	971.53	1,260.67	16,330.54	20,455.49	21,465.31
	Building Maintenance	11,059.60	11,427.98	10,591.76	7,968.76	47,736.46
	Grounds Maintenance	3,216.84	1,968.44	6,114.84	716.05	1,768.63
	Merchandise	-	-	50,566.24	56,213.72	11,100.26
	Total Depreciation	79,800.33	81,959.96	83,490.30	85,075.34	83,173.29
	Other expense	58,379.67	90,448.23	82,484.14	81,208.22	26,758.69
Other						
	FM Allocation	512.88	-	-	16,743.92	19,015.18
Capital Assets - Buildings Park Improvements, Land						
	PKIMP: South Parking Lot Repaving		32,394.46			
	PKIMP: Energy Management Upgrade			18,200.00		
	ANNUAL TOTALS	-	32,394.46	18,200.00	-	-
	5-YEAR TOTAL					50,594.46

² Grill Room was separated from Conference Center as WLR (OCPR-managed restaurant services) in FY2019. WLC will be discontinued in FY2020 – see next table

Table 14: WLR White Lake Oaks Restaurant Services 5-year statistics and trends

Item	Detail	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Park Visits						
	NA					
Budget Actuals						
Revenue	TOTAL					134,522.55
	Commission Food Serv					-
	Sales Retail					132,419.43
	Other revenue					2,103.12
Expense	TOTAL					98,788.88
	Salaries					-
	Fringe					-
	Building Maintenance					16,149.65
	Grounds Maintenance					-
	Merchandise					41,973.44
	Total Depreciation					1,902.05
	Other expense					38,763.74
Other						
	FM Allocation					1,778.23
Capital Assets - Buildings Park Improvements, Land						
	ANNUAL TOTALS					-
	5-YEAR TOTAL					-

References

- ETC. (September 2017). *Oakland County Parks and Recreation Community Needs Assessment Survey*. Waterford MI: Oakland County Parks and Recreation Commission.
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- OCPR. (9/4/2019). *Approved FY2020 Capital Improvement Program and Maintenance Management Plans*. Waterford MI: Oakland County Parks and Recreation Commission.
- OCPR/PRD. (3/27/2019). *Fourth Annual Dashboard and Data Book FY2018*. Waterford MI: Oakland County Parks and Recreation Commission.