



Financial Performance

September 18, 2018



Cleveland Metroparks Financial Performance – August 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Revenues:							
Property Tax	70,653,074	74,233,000	95.2%	72,546,036	75,283,000	2,736,964	96.4%
Local Gov't, Donations, Gifts, Grants	5,809,736	24,589,603	23.6%	8,955,264	24,547,758	15,592,494	36.5%
Interest Income	139,846	225,000	62.2%	234,257	225,000	(9,257)	104.1%
Charges for Services	20,986,125	26,250,411	79.9%	22,053,079	27,644,832	5,591,753	79.8%
Damages and Fines	56,309	140,192	40.2%	65,495	93,768	28,273	69.8%
Self-Funded	5,650,944	9,761,000	57.9%	6,143,642	9,739,879	3,596,237	63.1%
Total Revenues	103,296,034	135,199,206	76.4%	109,997,773	137,534,237	27,536,464	80.0%
Operating Expenditures:							
Salaries and Benefits	43,087,974	65,695,610	65.6%	43,768,934	67,211,387	23,442,453	65.1%
Contractual Services	2,949,947	6,305,092	46.8%	3,841,547	7,642,692	3,801,145	50.3%
Operations	14,282,277	25,899,670	55.1%	15,897,374	26,805,121	10,907,747	59.3%
Self-Funded	4,372,170	7,670,000	57.0%	3,846,796	8,122,252	4,275,456	47.4%
Operating Expenditures	64,692,368	105,570,372	61.3%	67,354,651	109,781,452	42,426,800	61.4%
Operating Results - Surplus/(Subsidy)	38,603,665	29,628,835	130.3%	42,643,121	27,752,785	(14,890,336)	153.7%
Capital Expenditures:							
Capital Project Labor	-	876,945	0.0%	594,582	1,075,000	480,418	55.3%
Capital Material	2,288,841	6,823,381	33.5%	1,544,380	5,673,502	4,129,121	27.2%
Capital Contracts	11,023,205	36,795,011	30.0%	14,051,551	35,029,649	20,978,097	40.1%
Capital Equipment	1,440,128	2,767,725	52.0%	2,217,497	3,086,259	868,762	71.9%
Animal Acquisition	28,889	88,467	32.7%	32,225	77,100	44,875	41.8%
Land Acquisition	702,917	1,982,543	35.5%	3,515,314	4,597,463	1,082,149	76.5%
Capital Expenditures	15,483,979	49,334,071	31.4%	21,955,550	49,538,973	27,583,423	44.3%

- Prop Tax has realigned with SPPY
- Grants and Donations up \$2M, State/local grants up \$1.5M
- Interest is creeping up with the recent rate hikes, almost \$100k over SPPY
- Special Event Admissions are up \$1.2M (**before revenue share of \$580k**)
- As reported last month, total revenue timing differences are now normalizing

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Damages and Fines	56,309	140,192	40.2%	65,495	93,768	28,273	69.8%
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Total Revenues	103,296,034	135,199,206	76.4%	109,997,773	137,534,237	27,536,464	80.0%

Operating Expenditures:							
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Contractual Services	2,949,947	6,305,092	46.8%	3,841,547	7,642,692	3,801,145	50.3%
Operations	14,282,277	25,899,670	55.1%	15,897,374	26,805,121	10,907,747	59.3%
Self-Funded	4,372,170	7,670,000	57.0%	3,846,796	8,122,252	4,275,456	47.4%
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- Salaries/Benefits continue to be right on track for % budget as SPPY, actuals are only up \$681k
- Contractual Services are up \$900k due to increased recruiting costs to fill open positions \$(66k), health insurance stop loss (\$685k), Ranger FLSA costs (\$195k)
 - \$188k more stop loss reimbursements in 2017 than 2018, 3 more months of premiums paid in '18 vs '17 through August (timing)
- Operations are up 4.2% for % of budget used from SPPY, consistent with July
 - Utilities (full season of EWBH, water-storm-sewer increases across the District, Zoo usage increases); resale inventory
- OpEx is on track for % of budget used with SPPY
- Operating Surplus is up \$4M compared to SPPY (becoming \$3.4M net Tianyu of revenue share)

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Capital Expenditures	15,483,979	49,334,071	31.4%	21,955,550	49,538,973	27,583,423	44.3%

- Strong CapEx and land acquisition continues
- Net surplus is \$2.5M less than SPPY, consistent with what was budgeted

Cleveland Metroparks - Golf Financial Performance – August 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Driving Range/Practice Tee	274,685	304,786	90.1%	246,559	334,800	88,242	73.6%
Equipment Rentals	767,580	1,476,430	52.0%	992,222	1,533,158	540,936	64.7%
Food Service	592,110	751,000	78.8%	698,993	917,650	218,657	76.2%
Greens Fees	2,623,056	3,330,279	78.8%	2,443,963	3,285,241	841,278	74.4%
Merchandise Sales	277,199	382,285	72.5%	288,289	370,500	82,211	77.8%
Professional Services	82,544	128,102	64.4%	137,238	118,423	(18,815)	115.9%
Other Golf Revenue	190,855	421,554	45.3%	276,848	306,430	29,582	90.3%
Total Revenues	4,808,028	6,794,436	70.8%	5,084,111	6,866,202	1,782,091	74.0%
Operating Expenditures:							
Salaries and Benefits	2,763,958	3,936,501	70.2%	2,602,164	4,106,122	1,503,958	63.4%
Contractual Services	16,395	61,709	26.6%	17,330	58,851	41,521	29.4%
Operations	1,374,607	2,715,799	50.6%	1,630,723	2,770,343	1,139,620	58.9%
<i>Utilities</i>	259,005	517,542	50.0%	299,902	532,236	232,334	56.3%
<i>Operating Expenses</i>	1,115,603	2,198,257	50.7%	1,330,821	2,238,107	907,286	59.5%
Total Operating Expenditures	4,154,961	6,714,009	61.9%	4,250,216	6,935,316	2,685,099	61.3%
Operating Results - Surplus/(Subsidy)	653,066	80,427	712.0%	833,895	(69,114)	(903,009)	1206.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	157,791	400,000	242,209	39.4%
Capital Material	47,787	952,400	5.0%	156,985	547,576	390,592	28.7%
Capital Contracts	287,241	1,486,677	19.3%	770,163	1,265,750	495,588	60.8%
Capital Equipment	433,276	697,663	62.1%	587,217	646,473	59,256	90.8%
Total Capital Expenditures	768,303	3,136,740	24.5%	1,672,155	2,859,799	1,187,644	58.5%
Net Surplus/(Subsidy)	(115,237)	(3,056,313)	3.8%	(838,260)	(2,928,913)	(2,090,653)	28.6%

- Season of revenue contrasts
 - Wet, cool, start → 21 days in the 90's (2016 had 26, 1988 had 36)
 - 2018 saw 6 days of revenue between \$61k-69k → 2017 saw 1 day of \$61k
 - Food and merch sales up \$118k over SPPY
 - Total revenue up \$276k vs SPPY

Cleveland Metroparks - Golf Financial Performance – August 2018

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Operations	1,374,607	2,715,799	50.6%	1,630,723	2,770,343	1,139,620	58.9%
<i>Utilities</i>	<i>259,005</i>	<i>517,542</i>	50.0%	<i>299,902</i>	<i>532,236</i>	<i>232,334</i>	56.3%
<i>Operating Expenses</i>	<i>1,115,603</i>	<i>2,198,257</i>	50.7%	<i>1,330,821</i>	<i>2,238,107</i>	<i>907,286</i>	59.5%
Total Operating Expenditures	4,154,961	6,714,009	61.9%	4,250,216	6,935,316	2,685,099	61.3%
Operating Results - Surplus/(Subsidy)	653,066	80,427	712.0%	833,895	(69,114)	(903,009)	1206.6%
Capital Expenditures:							
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Net Surplus/(Subsidy)	(115,237)	(3,056,313)	3.8%	(838,260)	(2,928,913)	(2,090,653)	28.6%

- OpEx is on track for % budget used with SPPY, even with increased Operations Costs
 - Incredible job by course managers in spite of increased utilities, variant weather challenges, increased merch for resale, while lowering S&B costs
- Operating surplus improved, increasing to \$180k over SPPY

Cleveland Metroparks - Golf Financial Performance – August 2018

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Total Revenues	4,808,028	6,794,436	70.8%	5,084,111	6,866,202	1,782,091	74.0%
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<i>Utilities</i>	259,005	517,542	50.0%	299,902	532,236	232,334	56.3%
<i>Operating Expenses</i>	1,115,603	2,198,257	50.7%	1,330,821	2,238,107	907,286	59.5%
Total Operating Expenditures	4,154,961	6,714,009	61.9%	4,250,216	6,935,316	2,685,099	61.3%
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Capital Expenditures:							
Capital Labor	-	-	0.0%	157,791	400,000	242,209	39.4%
Capital Material	47,787	952,400	5.0%	156,985	547,576	390,592	28.7%
Capital Contracts	287,241	1,486,677	19.3%	770,163	1,265,750	495,588	60.8%
Capital Equipment	433,276	697,663	62.1%	587,217	646,473	59,256	90.8%
Total Capital Expenditures	768,303	3,136,740	24.5%	1,672,155	2,859,799	1,187,644	58.5%
Net Surplus/(Subsidy)	(115,237)	(3,056,313)	3.8%	(838,260)	(2,928,913)	(2,090,653)	28.6%

- Significant Seneca Phase II costs booked in November 2017; Phase III is progressing faster and expense is recognized sooner
- Timing will adjust in November/December

Cleveland Metroparks - Golf Financial Performance – August 2018

	Big Met (18)		Little Met (9)		Mastick Woods (9)		Manakiki (18)		Sleepy Hollow (18)	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues:										
Driving Range/Practice Tee	-	-	-	-	-	-	1,983	1,473	94,919	79,905
Equipment Rentals	134,157	158,553	49,022	55,242	30,822	32,575	136,435	193,313	185,443	204,138
Food Service	133,802	151,837	21,820	25,378	13,593	14,227	63,258	68,345	195,035	237,249
Greens Fees	486,723	456,820	142,524	127,947	117,719	112,019	464,087	451,351	587,558	501,499
Merchandise Sales	50,377	57,387	15,084	13,911	9,754	10,227	39,471	45,906	78,363	71,041
Professional Services	410	63	-	-	890	6,235	1,900	8,565	27,749	13,666
Other Golf Revenue	22,281	38,120.32	10,817	8,306	13,542	8,555	12,628	22,093	7,116	48,352.53
Operating Revenues	827,749	862,780	239,267	230,783	186,320	183,838	719,763	791,046	1,176,185	1,155,850
Operating Expenditures:										
Salaries and Benefits	407,982	380,445	101,045	117,054	102,840	89,773	369,088	365,740	442,556	494,591
Contractual Services	2,489	3,795	1,087	697	454	296	728	1,089	7,718	7,217
Operations	232,630	261,290	60,724	72,617	59,773	72,990	184,412	205,649	366,068	411,329
<i>Utilities</i>	30,282	30,111	11,675	16,847	22,085	26,113	56,304	48,009	57,562	85,513
<i>Operating Expenses</i>	202,348	231,179	49,049	55,769	37,688	46,877	128,108	157,641	308,506	325,816
Operating Expenditures	643,101	645,530	162,857	190,368	163,066	163,058	554,228	572,479	816,342	913,137
Operating Surplus/(Subsidy)	184,648	217,250	76,410	40,415	23,254	20,779	165,535	218,567	359,843	242,713
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	-	-	5,861	-	2,125
Capital Material	-	13,961	-	-	-	-	7,233	7,659	3,180	313
Capital Contracts	-	18,073	-	-	-	-	59,616	11,652	6,608	-
Capital Equipment	-	-	-	-	-	-	389,026	-	44,250	316,875
Capital Expenditures	-	32,034	-	-	-	-	455,875	25,172	54,037	319,312
Net Surplus/(Subsidy)	184,648	185,217	76,410	40,415	23,254	20,779	(290,340)	193,396	305,806	(76,599)

- Big Met, Manakiki revenue outperforming SPPY
- Little Met, Mastick, Sleepy revenue very close to/on par with SPPY
- Big Met, Manakiki operating surplus outperforming SPPY
- Little Met, Mastick, Sleepy have operating surplus, but less than SPPY due to extra expenses detailed previously

Cleveland Metroparks - Golf Financial Performance – August 2018

	Shawnee Hills (27)		Washington Park (9)		Seneca (27)		Golf Admin		Total	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues:										
Driving Range/Practice Tee	61,027	56,196	110,310	103,746	6,446	5,238	-	-	274,685	246,559
Equipment Rentals	111,840	188,113	16,118	16,793	103,741	143,495	-	-	767,580	992,222
Food Service	84,250	88,605	13,765	14,796	66,588	98,556	-	-	592,110	698,993
Greens Fees	437,149	376,149	69,412	58,975	312,503	359,204	5,381	-	2,623,056	2,443,963
Merchandise Sales	34,524	44,114	12,571	15,377	21,327	30,327	15,728	-	277,199	288,289
Professional Services	10,716	17,998	11,880	41,445	28,998	49,266	-	-	82,544	137,238
Other Golf Revenue	8,063	30,151.34	95,392	79,723	17,541	25,705.53	3,475	15,842	190,855	276,848
Operating Revenues	747,569	801,327	329,447	330,854	557,144	711,792	24,584	15,842	4,808,028	5,084,111
Operating Expenditures:										
Salaries and Benefits	334,452	326,942	167,949	172,240	377,535	350,954	460,512	304,426	2,763,958	2,602,164
Contractual Services	1,320	1,786	934	558	1,058	1,892	608	-	16,395	17,330
Operations	189,821	230,915	68,609	90,002	160,144	217,349	52,425	68,582	1,374,607	1,630,723
<i>Utilities</i>	<i>31,166</i>	<i>34,044</i>	<i>23,975</i>	<i>28,947</i>	<i>24,446</i>	<i>28,261</i>	<i>1,508</i>	<i>2,057</i>	<i>259,005</i>	<i>299,902</i>
<i>Operating Expenses</i>	<i>158,655</i>	<i>196,871</i>	<i>44,634</i>	<i>61,055</i>	<i>135,698</i>	<i>189,088</i>	<i>50,917</i>	<i>66,526</i>	<i>1,115,603</i>	<i>1,330,821</i>
Operating Expenditures	525,593	559,642	237,493	262,800	538,737	570,195	513,545	373,008	4,154,961	4,250,216
Operating Surplus/(Subsidy)	221,976	241,685	91,954	68,054	18,407	141,597	(488,961)	(357,166)	653,066	833,895
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	149,805	-	-	-	157,791
Capital Material	-	-	-	-	-	135,052	37,374	-	47,787	156,985
Capital Contracts	-	-	-	-	-	740,438	221,017	-	287,241	770,163
Capital Equipment	-	-	-	-	-	111,208	-	159,134	433,276	587,217
Capital Expenditures	-	-	-	-	-	1,136,503	258,391	159,134	768,303	1,672,155
Net Surplus/(Subsidy)	221,976	241,685	91,954	68,054	18,407	(994,906)	(747,352)	(516,301)	(115,237)	(838,260)

- Shawnee, Seneca revenue outperforming SPPY
- Shawnee, Seneca operating surplus outperforming SPPY
- Washington Park revenue is even with SPPY while operating surplus has dipped a bit

Cleveland Metroparks - Zoo

Financial Performance – August 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Available Budget	2018 YTD % of Budget Used
Operating Revenues:							
General & Special Event Admissions	3,042,882	4,114,800	73.9%	4,011,256	4,253,147	241,891	94.3%
Zoo Guest Experience	860,527	973,363	88.4%	844,599	1,073,941	229,342	78.6%
Zoo Society Attendance	2,024,774	1,982,500	102.1%	1,925,438	2,005,250	79,812	96.0%
Zoo Souvenirs/Refreshments	898,689	1,587,620	56.6%	969,733	1,687,600	717,867	57.5%
Education	362,436	870,548	41.6%	343,443	396,831	53,388	86.5%
Zoo Rental and Events	256,328	-	0.0%	265,079	450,000	184,921	58.9%
Consignment Admissions	220,836	400,000	55.2%	195,806	400,000	204,194	49.0%
Gifts & Donations	106	200	52.9%	6,086	200	(5,886)	3043.0%
Miscellaneous	13	10,729	0.1%	100	10,488	10,388	1.0%
Total Revenues	7,666,589	9,939,760	77.1%	8,561,540	10,277,457	1,715,917	83.3%
Operating Expenditures:							
Salaries and Benefits	9,613,508	15,053,495	63.9%	9,759,635	16,265,009	6,505,374	60.0%
Contractual Services	160,446	298,316	53.8%	137,346	348,568	211,223	39.4%
Operations	2,869,691	5,549,216	51.7%	3,186,380	5,666,070	2,479,691	56.2%
Utilities	1,468,666	2,485,305	59.1%	1,613,829	2,465,464	851,636	65.5%
Operating Expenses	1,401,025	3,063,911	45.7%	1,572,551	3,200,606	1,628,055	49.1%
Total Operating Expenditures	12,643,644	20,901,027	60.5%	13,083,360	22,279,648	9,196,288	58.7%
Operating Surplus/(Subsidy)	(4,977,055)	(10,961,267)	45.4%	(4,521,820)	(12,002,191)	(7,480,370)	37.7%
Capital Revenues:							
Zoo Animal Revenue	1,940	-	0%	-	-	-	0%
Total Revenues	1,940	-	-	-	-	-	0%
Capital Expenditures:							
Capital Labor	-	-	0.0%	32,322	-	(32,322)	0.0%
Capital Material	151,999	812,268	18.7%	210,126	1,224,745	1,014,619	17.2%
Capital Contracts	729,783	3,805,138	19.2%	1,511,897	6,681,068	5,169,171	22.6%
Capital Equipment	116,202	418,491	27.8%	311,673	641,701	330,028	48.6%
Animal Acquisition	28,889	88,467	32.7%	32,225	77,100	44,875	41.8%
Total Capital Expenditures	1,026,872	5,124,364	20.0%	2,098,242	8,624,614	6,558,694	24.3%
Capital Surplus/(Subsidy)	(1,024,932)	(5,124,364)	20.0%	(2,098,242)	(8,624,614)	(6,558,694)	24.3%
Restricted Fund Revenue:							
Operating	402,857	278,200	144.8%	545,496	415,388	(130,108)	131.3%
Capital	670,366	3,744,784	17.9%	3,563,841	4,028,909	465,068	88.5%
Total Restricted Fund Revenues	1,073,222	4,022,984	26.7%	4,109,336	4,444,297	334,961	92.5%
Restricted Fund Expenditures:							
Operating	527,765	1,254,148	42.1%	482,041	1,187,247	705,205	40.6%
Capital	851,134	3,056,268	27.8%	3,892,228	4,567,830	675,603	85.2%
Total Restricted Fund Expenditures	1,378,899	4,310,416	32.0%	4,374,269	5,755,077	1,380,808	76.0%
Restricted Fund Surplus/(Subsidy)	(305,677)	(287,432)	106.3%	(264,933)	(1,310,780)	(1,045,847)	20.2%

- YTD revenue includes \$1.178M for ALF, but not the \$580k offset for revenue share, which would put us at \$7.981M (\$314k above SPPY)

- OpEx % of budget used is almost 2% below SPPY

- Operating subsidy will be comparable with SPPY once \$580k revenue share is booked

Cleveland Metroparks – Enterprise Financial Performance – August 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Concession Sales	3,775,836	4,551,010	83.0%	4,034,566	5,413,970	1,379,405	74.5%
Dock Rentals	691,274	665,000	104.0%	718,291	695,000	(23,291)	103.4%
Chalet Operations	205,413	454,068	45.2%	190,845	425,868	235,023	44.8%
Hayrides	7,225	23,625	30.6%	5,608	25,000	19,393	22.4%
Aquatics	167,785	206,375	81.3%	175,764	210,450	34,687	83.5%
Gifts and Donations	-	-	0.0%	2,481	-	(2,481)	0.0%
Damages and Fines	1,175	2,240	52.5%	1,475	2,240	765	65.8%
Total Revenues	4,848,708	5,902,318	82.1%	5,129,029	6,772,528	1,643,499	75.7%
Operating Expenditures:							
Salaries and Benefits	2,226,845	3,107,096	71.7%	2,365,112	3,759,048	1,393,936	62.9%
Contractual Services	62,977	98,267	64.1%	30,074	85,352	55,278	35.2%
Operations	1,792,965	2,899,247	61.8%	2,119,145	3,282,305	1,163,159	64.6%
Total Operating Expenditures	4,082,787	6,104,610	66.9%	4,514,332	7,126,705	2,612,373	63.3%
Operating Results - Surplus/(Subsidy)	765,921	(202,292)	478.6%	614,697	(354,177)	(968,874)	273.6%

- YTD revenue performing well compared to SPPY, up \$280k (concessions, marinas)
- OpEx at 63% of budget is 4% better than SPPY
 - Utilities, food and spirits for resale, fuel for resale driving the increase in operations over SPPY
- Operating Surplus continues to be right where we expected at this point; budgeted \$152k delta from PY, August delta is \$151k

Cleveland Metroparks – Enterprise Financial Performance – August 2018

	Merwin's Wharf		Wallace Lake		Huntington Concessions		Edgewater Beach House	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	1,564,184	1,614,468	67,557	59,768	178,026	165,428	835,177	778,320
Operating Expenditures	1,400,814	1,493,378	53,142	41,146	140,795	139,374	566,887	541,221
Operating Surplus/(Subsidy)	163,370	121,091	14,415	18,622	37,231	26,055	268,290	237,099

	Mobile Concessions		Hinckley Lake Concessions		Edgewater Pier		East 55th Restaurant	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	-	-	53,005	33,373	99,716	82,096	303,014	412,151
Operating Expenditures	1,611	-	44,245	34,533	112,176	80,669	302,997	349,911
Operating Surplus/(Subsidy)	(1,611)	-	8,760	(1,161)	(12,460)	1,428	18	62,240

	East 55th Marina		Emerald Necklace Restaurant		Emerald Necklace Marina		Parking	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	717,639	800,810	199,318	311,511	287,095	378,708	163,554	117,699
Operating Expenditures	241,011	251,998	206,870	282,653	182,505	278,766	9,496	16,144
Operating Surplus/(Subsidy)	476,629	548,812	(7,553)	28,858	104,590	99,942	154,058	101,555

	Chalet		Ledge Lake		Enterprise Administration		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	212,638	196,452	167,785	178,245	-	-	4,848,708	5,129,029
Operating Expenditures	196,590	235,310	124,668	127,299	498,979	641,930	4,082,787	4,514,332
Operating Surplus/(Subsidy)	16,048	(38,858)	43,117	50,946	(498,979)	(641,930)	765,921	614,697

- The Marinas and related restaurants, when combined, are outperforming SPPY in revenue and operating surplus
- Ledge Lake also increased revenue and operating surplus over SPPY
- Merwin's and EWBH are comparable SPPY for revenue and operating surplus, with current deltas affected by timing of revenue and inventory purchases

Cleveland Metroparks – Nature Shops and Kiosks

Financial Performance – August 2018

	2017 YTD Actual	2017 Annual Budget	2017 YTD % of Budget Used	2018 YTD Actual	2018 Annual Budget	2018 Remaining Budget	2018 YTD % of Budget Used
Operating Revenues:							
Charges for Services	446,381	556,500	80.2%	418,886	655,000	236,114	64.0%
Total Revenues	446,381	556,500	80.2%	418,886	655,000	236,114	64.0%
Operating Expenditures:							
Salaries and Benefits	167,214	268,205	62.3%	197,303	336,097	138,794	58.7%
Contractual Services	5,071	15,112	33.6%	11,114	17,339	6,225	64.1%
Operations	151,168	250,360	60.4%	172,161	289,603	117,442	59.4%
Total Operating Expenditures	323,453	533,677	60.6%	380,578	643,039	262,461	59.2%
Operating Results - Surplus/(Subsidy)	122,928	22,823	438.6%	38,308	11,961	(26,346)	220.3%

- Self-sustaining; staff (EW Nature Shop), inventory management and reporting software and inventory for resale purchase timing affecting operating surplus

Cleveland Metroparks – Nature Shops and Kiosks

Financial Performance – August 2018

	North Chagrin		Rocky River		West Creek		Hinckley Lake Boat Shop	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	43,829	38,124	86,915	62,310	22,289	16,939	269,390	255,166
Operating Expenditures	21,915	21,895	49,465	51,997	13,566	12,813	126,765	147,665
Operating Surplus/(Subsidy)	21,914	16,229	37,450	10,313	8,723	4,126	142,624	107,501

	Nature Shop Mobile		Great Northern Kiosk		Southpark Kiosk		Retail Division/Admin	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	23,958	9,851	-	-	-	-	-	-
Operating Expenditures	1,761	1,936	4,900	6,986	1,724	-	103,358	102,720
Operating Surplus/(Subsidy)	22,197	7,915	(4,900)	(6,986)	(1,724)	-	(103,358)	(102,720)

	Nature Shop Edgewater		Total	
	2017	2018	2017	2018
Operating Revenues	-	36,496	446,381	418,886
Operating Expenditures	-	34,566	323,453	380,578
Operating Surplus/(Subsidy)	-	1,930	122,928	38,308

- EW Live sales were booked to RR last year; booked to Nature Shop EW this year, aggregate performance continues to ahead of SPPY
- Other locations continue to lag SPPY at this point

Cleveland Metroparks – Charges for Services Financial Performance – August 2018

	2017	2018
	YTD	YTD
	Actual	Actual
Golf Revenue	4,808,028	5,084,111
Zoo Revenue	7,668,424	8,555,453
Enterprise Revenue	4,847,533	5,125,072
Nature Shop/Kiosk Revenue	446,381	418,886
Subtotal	17,770,366	19,183,523
Other:		
Outdoor Experience/Recreation	222,257	269,665
Building Rental Fees	500,367	437,124
Concessionaire & Leasing	362,888	399,641
Misc	2,130,248	1,763,125
Subtotal	3,215,759	2,869,555
Charges for Services Revenue	20,986,125	22,053,079

Rental fees = permit based
Concessionaire/Leasing = contract based

Special pay assignments, rebates/refunds,
late/NSF fees, auction receipts, etc.

- Opportunity to see this increase with October's live auction