



# Financial Performance

October 18, 2018





# Cleveland Metroparks Financial Performance – September 2018

|  | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Remaining<br>Budget | 2018<br>YTD % of<br>Budget Used |
|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Revenues:</b>                             |                       |                          |                                 |                       |                          |                             |                                 |
| Property Tax                                 | 71,040,994            | 74,233,000               | 95.7%                           | 75,878,532            | 75,283,000               | (595,532)                   | 100.8%                          |
| Local Gov't, Donations, Gifts, Grants        | 7,039,254             | 24,589,603               | 28.6%                           | 9,226,989             | 24,549,558               | 15,322,569                  | 37.6%                           |
| Interest Income                              | 171,234               | 225,000                  | 76.1%                           | 280,840               | 225,000                  | (55,840)                    | 124.8%                          |
| Charges for Services                         | 23,516,855            | 26,250,411               | 89.6%                           | 25,107,419            | 27,759,732               | 2,652,313                   | 90.4%                           |
| Damages and Fines                            | 62,972                | 140,192                  | 44.9%                           | 72,213                | 93,768                   | 21,555                      | 77.0%                           |
| Self-Funded                                  | 6,349,778             | 9,761,000                | 65.1%                           | 6,906,291             | 9,739,879                | 2,833,588                   | 70.9%                           |
| <b>Total Revenues</b>                        | <b>108,181,088</b>    | <b>135,199,206</b>       | <b>80.0%</b>                    | <b>117,472,284</b>    | <b>137,650,937</b>       | <b>20,178,653</b>           | <b>85.3%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 48,194,420            | 65,559,713               | 73.5%                           | 49,052,279            | 66,540,241               | 17,487,962                  | 73.7%                           |
| Contractual Services                         | 2,599,060             | 4,701,946                | 55.3%                           | 2,496,262             | 5,762,021                | 3,265,759                   | 43.3%                           |
| Operations                                   | 16,486,059            | 25,899,670               | 63.7%                           | 17,868,168            | 26,984,255               | 9,116,087                   | 66.2%                           |
| Self-Funded                                  | 5,752,185             | 9,409,043                | 61.1%                           | 6,085,368             | 10,508,435               | 4,423,067                   | 57.9%                           |
| <b>Operating Expenditures</b>                | <b>73,031,724</b>     | <b>105,570,372</b>       | <b>69.2%</b>                    | <b>75,502,077</b>     | <b>109,794,952</b>       | <b>34,292,875</b>           | <b>68.8%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>35,149,364</b>     | <b>29,628,835</b>        | <b>118.6%</b>                   | <b>41,970,207</b>     | <b>27,855,985</b>        | <b>(14,114,222)</b>         | <b>150.7%</b>                   |
| <b>Capital Expenditures:</b>                 |                       |                          |                                 |                       |                          |                             |                                 |
| Capital Project Labor                        | -                     | 876,945                  | 0.0%                            | 738,405               | 1,075,000                | 336,595                     | 68.7%                           |
| Construction Material                        | 2,496,921             | 6,823,381                | 36.6%                           | 1,646,784             | 5,612,475                | 3,965,691                   | 29.3%                           |
| Construction Contracts                       | 12,047,453            | 36,795,011               | 32.7%                           | 15,164,096            | 35,787,349               | 20,623,252                  | 42.4%                           |
| Construction Equipment                       | 1,469,046             | 2,767,725                | 53.1%                           | 2,463,248             | 3,191,086                | 727,838                     | 77.2%                           |
| Animal Acquisition                           | 29,934                | 88,467                   | 33.8%                           | 32,366                | 77,100                   | 44,734                      | 42.0%                           |
| Land Acquisition                             | 775,444               | 1,982,543                | 39.1%                           | 3,862,013             | 4,597,463                | 735,450                     | 84.0%                           |
| <b>Capital Expenditures</b>                  | <b>16,818,798</b>     | <b>49,334,071</b>        | <b>34.1%</b>                    | <b>23,906,912</b>     | <b>50,340,473</b>        | <b>26,433,561</b>           | <b>47.5%</b>                    |

- Prop Tax comparable to SPPY, Homestead and Rollback posted \$3M in Sept 2018 that was booked in Dec 2017
- Grants and Donations up \$900k, State/local grants up \$1.35M
- Special Event Admissions are up \$1.2M (**before final revenue share of \$412k**)
- \$3M of the overall revenue delta will even out in Dec, and we expect to be \$3-5M over PY at YE

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|---------------------------------------|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Revenues:</b>                      |                       |                          |                                 |                       |                          |                             |                                 |
| Property Tax                          | 71,040,994            | 74,233,000               | 95.7%                           | 75,878,532            | 75,283,000               | (595,532)                   | 100.8%                          |
| Local Gov't, Donations, Gifts, Grants | 7,039,254             | 24,589,603               | 28.6%                           | 9,226,989             | 24,549,558               | 15,322,569                  | 37.6%                           |
| Interest Income                       | 171,234               | 225,000                  | 76.1%                           | 280,840               | 225,000                  | (55,840)                    | 124.8%                          |
| Charges for Services                  | 23,516,855            | 26,250,411               | 89.6%                           | 25,107,419            | 27,759,732               | 2,652,313                   | 90.4%                           |
| Damages and Fines                     | 62,972                | 140,192                  | 44.9%                           | 72,213                | 93,768                   | 21,555                      | 77.0%                           |
| Self-Funded                           | 6,349,778             | 9,761,000                | 65.1%                           | 6,906,291             | 9,739,879                | 2,833,588                   | 70.9%                           |
| <b>Total Revenues</b>                 | <b>108,181,088</b>    | <b>135,199,206</b>       | <b>80.0%</b>                    | <b>117,472,284</b>    | <b>137,650,937</b>       | <b>20,178,653</b>           | <b>85.3%</b>                    |

|  |                   |                    |               |                   |                    |                     |               |
|--|-------------------|--------------------|---------------|-------------------|--------------------|---------------------|---------------|
| <b>Operating Expenditures:</b>               |                   |                    |               |                   |                    |                     |               |
| Salaries and Benefits                        | 48,194,420        | 65,559,713         | 73.5%         | 49,052,279        | 66,540,241         | 17,487,962          | 73.7%         |
| Contractual Services                         | 2,599,060         | 4,701,946          | 55.3%         | 2,496,262         | 5,762,021          | 3,265,759           | 43.3%         |
| Operations                                   | 16,486,059        | 25,899,670         | 63.7%         | 17,868,168        | 26,984,255         | 9,116,087           | 66.2%         |
| Self-Funded                                  | 5,752,185         | 9,409,043          | 61.1%         | 6,085,368         | 10,508,435         | 4,423,067           | 57.9%         |
| <b>Operating Expenditures</b>                | <b>73,031,724</b> | <b>105,570,372</b> | <b>69.2%</b>  | <b>75,502,077</b> | <b>109,794,952</b> | <b>34,292,875</b>   | <b>68.8%</b>  |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>35,149,364</b> | <b>29,628,835</b>  | <b>118.6%</b> | <b>41,970,207</b> | <b>27,855,985</b>  | <b>(14,114,222)</b> | <b>150.7%</b> |

|                              |                   |                   |              |                   |                   |                   |              |
|------------------------------|-------------------|-------------------|--------------|-------------------|-------------------|-------------------|--------------|
| <b>Capital Expenditures:</b> |                   |                   |              |                   |                   |                   |              |
| Capital Project Labor        | -                 | 876,945           | 0.0%         | 738,405           | 1,075,000         | 336,595           | 68.7%        |
| Construction Material        | 2,496,921         | 6,823,381         | 36.6%        | 1,646,784         | 5,612,475         | 3,965,691         | 29.3%        |
| Construction Contracts       | 12,047,453        | 36,795,011        | 32.7%        | 15,164,096        | 35,787,349        | 20,623,252        | 42.4%        |
| Construction Equipment       | 1,469,046         | 2,767,725         | 53.1%        | 2,463,248         | 3,191,086         | 727,838           | 77.2%        |
| Animal Acquisition           | 29,934            | 88,467            | 33.8%        | 32,366            | 77,100            | 44,734            | 42.0%        |
| Land Acquisition             | 775,444           | 1,982,543         | 39.1%        | 3,862,013         | 4,597,463         | 735,450           | 84.0%        |
| <b>Capital Expenditures</b>  | <b>16,818,798</b> | <b>49,334,071</b> | <b>34.1%</b> | <b>23,906,912</b> | <b>50,340,473</b> | <b>26,433,561</b> | <b>47.5%</b> |

- Salaries/Benefits continue to be right on track for % budget as SPPY
- Contractual Services are being managed well, 43% of budget used in 2018 vs. 55% in 2017 through Sept.
- Operations are up 2.5% for % of budget used from SPPY, which is down from 4.2% last month
- OpEx is on track for % of budget used with SPPY
- Operating Surplus is up \$5.7M vs. SPPY when reduced by the final Tianyu payment of \$412k made in Oct. (remembering that \$3M is timing for the Homestead and Rollback taxes)

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|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Revenues:</b>                             |                       |                          |                                 |                       |                          |                             |                                 |
| Property Tax                                 | 71,040,994            | 74,233,000               | 95.7%                           | 75,878,532            | 75,283,000               | (595,532)                   | 100.8%                          |
| Local Gov't, Donations, Gifts, Grants        | 7,039,254             | 24,589,603               | 28.6%                           | 9,226,989             | 24,549,558               | 15,322,569                  | 37.6%                           |
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| Charges for Services                         | 23,516,855            | 26,250,411               | 89.6%                           | 25,107,419            | 27,759,732               | 2,652,313                   | 90.4%                           |
| Damages and Fines                            | 62,972                | 140,192                  | 44.9%                           | 72,213                | 93,768                   | 21,555                      | 77.0%                           |
| Self-Funded                                  | 6,349,778             | 9,761,000                | 65.1%                           | 6,906,291             | 9,739,879                | 2,833,588                   | 70.9%                           |
| <b>Total Revenues</b>                        | <b>108,181,088</b>    | <b>135,199,206</b>       | <b>80.0%</b>                    | <b>117,472,284</b>    | <b>137,650,937</b>       | <b>20,178,653</b>           | <b>85.3%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
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| Self-Funded                                  | 5,752,185             | 9,409,043                | 61.1%                           | 6,085,368             | 10,508,435               | 4,423,067                   | 57.9%                           |
| <b>Operating Expenditures</b>                | <b>73,031,724</b>     | <b>105,570,372</b>       | <b>69.2%</b>                    | <b>75,502,077</b>     | <b>109,794,952</b>       | <b>34,292,875</b>           | <b>68.8%</b>                    |
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| <b>Capital Expenditures:</b>                 |                       |                          |                                 |                       |                          |                             |                                 |
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| Animal Acquisition                           | 29,934                | 88,467                   | 33.8%                           | 32,366                | 77,100                   | 44,734                      | 42.0%                           |
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| <b>Capital Expenditures</b>                  | <b>16,818,798</b>     | <b>49,334,071</b>        | <b>34.1%</b>                    | <b>23,906,912</b>     | <b>50,340,473</b>        | <b>26,433,561</b>           | <b>47.5%</b>                    |

- Strong CapEx and land acquisition continues
- Net surplus is comparable to SPPY at about \$18M

# Cleveland Metroparks - Golf

## Financial Performance – September 2018

|  | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Remaining<br>Budget | 2018<br>YTD % of<br>Budget Used |
|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                   |                       |                          |                                 |                       |                          |                             |                                 |
| Driving Range/Practice Tee                   | 305,999               | 304,786                  | 100.4%                          | 276,540               | 334,800                  | 58,260                      | 82.6%                           |
| Equipment Rentals                            | 901,038               | 1,476,430                | 61.0%                           | 1,172,385             | 1,533,158                | 360,773                     | 76.5%                           |
| Food Service                                 | 692,198               | 751,000                  | 92.2%                           | 811,376               | 932,550                  | 121,174                     | 87.0%                           |
| Greens Fees                                  | 3,084,504             | 3,330,279                | 92.6%                           | 2,823,299             | 3,285,241                | 461,942                     | 85.9%                           |
| Merchandise Sales                            | 328,631               | 382,285                  | 86.0%                           | 334,268               | 370,500                  | 36,232                      | 90.2%                           |
| Professional Services                        | 82,729                | 128,102                  | 64.6%                           | 135,263               | 118,423                  | (16,840)                    | 114.2%                          |
| Other Golf Revenue                           | 194,802               | 421,554                  | 46.2%                           | 296,771               | 306,430                  | 9,659                       | 96.8%                           |
| <b>Total Revenues</b>                        | <b>5,589,901</b>      | <b>6,794,436</b>         | <b>82.3%</b>                    | <b>5,849,902</b>      | <b>6,881,102</b>         | <b>1,031,200</b>            | <b>85.0%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 3,124,836             | 3,936,501                | 79.4%                           | 2,938,133             | 4,106,122                | 1,167,989                   | 71.6%                           |
| Contractual Services                         | 18,590                | 61,709                   | 30.1%                           | 20,113                | 58,851                   | 38,738                      | 34.2%                           |
| Operations                                   | 1,624,815             | 2,715,799                | 59.8%                           | 1,850,110             | 2,785,343                | 935,233                     | 66.4%                           |
| <i>Utilities</i>                             | <i>328,841</i>        | <i>517,542</i>           | <i>63.5%</i>                    | <i>345,852</i>        | <i>535,736</i>           | <i>189,885</i>              | <i>64.6%</i>                    |
| <i>Operating Expenses</i>                    | <i>1,295,974</i>      | <i>2,198,257</i>         | <i>59.0%</i>                    | <i>1,504,258</i>      | <i>2,249,607</i>         | <i>745,349</i>              | <i>66.9%</i>                    |
| <b>Total Operating Expenditures</b>          | <b>4,768,240</b>      | <b>6,714,009</b>         | <b>71.0%</b>                    | <b>4,808,355</b>      | <b>6,950,316</b>         | <b>2,141,960</b>            | <b>69.2%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>821,661</b>        | <b>80,427</b>            | <b>921.6%</b>                   | <b>1,041,546</b>      | <b>(69,214)</b>          | <b>(1,110,760)</b>          | <b>1504.8%</b>                  |
| <b>Capital Expenditures:</b>                 |                       |                          |                                 |                       |                          |                             |                                 |
| Capital Labor                                | -                     | -                        | 0.0%                            | 215,563               | 400,000                  | 184,437                     | 53.9%                           |
| Construction Material                        | 68,615                | 952,400                  | 7.2%                            | 180,314               | 544,249                  | 363,936                     | 33.1%                           |
| Construction Contracts                       | 287,241               | 1,486,677                | 19.3%                           | 841,766               | 1,265,750                | 423,984                     | 66.5%                           |
| Construction Equipment                       | 433,276               | 697,663                  | 62.1%                           | 630,923               | 697,900                  | 66,977                      | 90.4%                           |
| <b>Total Capital Expenditures</b>            | <b>789,132</b>        | <b>3,136,740</b>         | <b>25.2%</b>                    | <b>1,868,566</b>      | <b>2,907,899</b>         | <b>1,039,333</b>            | <b>64.3%</b>                    |
| <b>Net Surplus/(Subsidy)</b>                 | <b>32,529</b>         | <b>(3,056,313)</b>       | <b>-1.1%</b>                    | <b>(827,020)</b>      | <b>(2,977,113)</b>       | <b>(2,150,093)</b>          | <b>27.8%</b>                    |

- Golf revenue continues to outperform 2017, up \$260k through Sept.

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|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                   |                       |                          |                                 |                       |                          |                             |                                 |
| Driving Range/Practice Tee                   | 305,999               | 304,786                  | 100.4%                          | 276,540               | 334,800                  | 58,260                      | 82.6%                           |
| Equipment Rentals                            | 901,038               | 1,476,430                | 61.0%                           | 1,172,385             | 1,533,158                | 360,773                     | 76.5%                           |
| Food Service                                 | 692,198               | 751,000                  | 92.2%                           | 811,376               | 932,550                  | 121,174                     | 87.0%                           |
| Greens Fees                                  | 3,084,504             | 3,330,279                | 92.6%                           | 2,823,299             | 3,285,241                | 461,942                     | 85.9%                           |
| Merchandise Sales                            | 328,631               | 382,285                  | 86.0%                           | 334,268               | 370,500                  | 36,232                      | 90.2%                           |
| Professional Services                        | 82,729                | 128,102                  | 64.6%                           | 135,263               | 118,423                  | (16,840)                    | 114.2%                          |
| Other Golf Revenue                           | 194,802               | 421,554                  | 46.2%                           | 296,771               | 306,430                  | 9,659                       | 96.8%                           |
| <b>Total Revenues</b>                        | <b>5,589,901</b>      | <b>6,794,436</b>         | <b>82.3%</b>                    | <b>5,849,902</b>      | <b>6,881,102</b>         | <b>1,031,200</b>            | <b>85.0%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 3,124,836             | 3,936,501                | 79.4%                           | 2,938,133             | 4,106,122                | 1,167,989                   | 71.6%                           |
| Contractual Services                         | 18,590                | 61,709                   | 30.1%                           | 20,113                | 58,851                   | 38,738                      | 34.2%                           |
| Operations                                   | 1,624,815             | 2,715,799                | 59.8%                           | 1,850,110             | 2,785,343                | 935,233                     | 66.4%                           |
| <i>Utilities</i>                             | <i>328,841</i>        | <i>517,542</i>           | <i>63.5%</i>                    | <i>345,852</i>        | <i>535,736</i>           | <i>189,885</i>              | <i>64.6%</i>                    |
| <i>Operating Expenses</i>                    | <i>1,295,974</i>      | <i>2,198,257</i>         | <i>59.0%</i>                    | <i>1,504,258</i>      | <i>2,249,607</i>         | <i>745,349</i>              | <i>66.9%</i>                    |
| <b>Total Operating Expenditures</b>          | <b>4,768,240</b>      | <b>6,714,009</b>         | <b>71.0%</b>                    | <b>4,808,355</b>      | <b>6,950,316</b>         | <b>2,141,960</b>            | <b>69.2%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>821,661</b>        | <b>80,427</b>            | <b>921.6%</b>                   | <b>1,041,546</b>      | <b>(69,214)</b>          | <b>(1,110,760)</b>          | <b>1504.8%</b>                  |
| <b>Capital Expenditures:</b>                 |                       |                          |                                 |                       |                          |                             |                                 |
| Capital Labor                                | -                     | -                        | 0.0%                            | 215,563               | 400,000                  | 184,437                     | 53.9%                           |
| Construction Material                        | 68,615                | 952,400                  | 7.2%                            | 180,314               | 544,249                  | 363,936                     | 33.1%                           |
| Construction Contracts                       | 287,241               | 1,486,677                | 19.3%                           | 841,766               | 1,265,750                | 423,984                     | 66.5%                           |
| Construction Equipment                       | 433,276               | 697,663                  | 62.1%                           | 630,923               | 697,900                  | 66,977                      | 90.4%                           |
| <b>Total Capital Expenditures</b>            | <b>789,132</b>        | <b>3,136,740</b>         | <b>25.2%</b>                    | <b>1,868,566</b>      | <b>2,907,899</b>         | <b>1,039,333</b>            | <b>64.3%</b>                    |
| <b>Net Surplus/(Subsidy)</b>                 | <b>32,529</b>         | <b>(3,056,313)</b>       | <b>-1.1%</b>                    | <b>(827,020)</b>      | <b>(2,977,113)</b>       | <b>(2,150,093)</b>          | <b>27.8%</b>                    |

- OpEx is on track for % budget used with SPPY, increasing at a slower rate than budgeted
  - Course managers – outstanding job controlling compensation costs to offset increased costs of operations
- Operating surplus improved, increasing \$220k over SPPY

# Cleveland Metroparks - Golf

## Financial Performance – September 2018

|  | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Remaining<br>Budget | 2018<br>YTD % of<br>Budget Used |
|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                   |                       |                          |                                 |                       |                          |                             |                                 |
| Driving Range/Practice Tee                   | 305,999               | 304,786                  | 100.4%                          | 276,540               | 334,800                  | 58,260                      | 82.6%                           |
| Equipment Rentals                            | 901,038               | 1,476,430                | 61.0%                           | 1,172,385             | 1,533,158                | 360,773                     | 76.5%                           |
| Food Service                                 | 692,198               | 751,000                  | 92.2%                           | 811,376               | 932,550                  | 121,174                     | 87.0%                           |
| Greens Fees                                  | 3,084,504             | 3,330,279                | 92.6%                           | 2,823,299             | 3,285,241                | 461,942                     | 85.9%                           |
| Merchandise Sales                            | 328,631               | 382,285                  | 86.0%                           | 334,268               | 370,500                  | 36,232                      | 90.2%                           |
| Professional Services                        | 82,729                | 128,102                  | 64.6%                           | 135,263               | 118,423                  | (16,840)                    | 114.2%                          |
| Other Golf Revenue                           | 194,802               | 421,554                  | 46.2%                           | 296,771               | 306,430                  | 9,659                       | 96.8%                           |
| <b>Total Revenues</b>                        | <b>5,589,901</b>      | <b>6,794,436</b>         | <b>82.3%</b>                    | <b>5,849,902</b>      | <b>6,881,102</b>         | <b>1,031,200</b>            | <b>85.0%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 3,124,836             | 3,936,501                | 79.4%                           | 2,938,133             | 4,106,122                | 1,167,989                   | 71.6%                           |
| Contractual Services                         | 18,590                | 61,709                   | 30.1%                           | 20,113                | 58,851                   | 38,738                      | 34.2%                           |
| Operations                                   | 1,624,815             | 2,715,799                | 59.8%                           | 1,850,110             | 2,785,343                | 935,233                     | 66.4%                           |
| <i>Utilities</i>                             | 328,841               | 517,542                  | 63.5%                           | 345,852               | 535,736                  | 189,885                     | 64.6%                           |
| <i>Operating Expenses</i>                    | 1,295,974             | 2,198,257                | 59.0%                           | 1,504,258             | 2,249,607                | 745,349                     | 66.9%                           |
| <b>Total Operating Expenditures</b>          | <b>4,768,240</b>      | <b>6,714,009</b>         | <b>71.0%</b>                    | <b>4,808,355</b>      | <b>6,950,316</b>         | <b>2,141,960</b>            | <b>69.2%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>821,661</b>        | <b>80,427</b>            | <b>921.6%</b>                   | <b>1,041,546</b>      | <b>(69,214)</b>          | <b>(1,110,760)</b>          | <b>1504.8%</b>                  |
| <b>Capital Expenditures:</b>                 |                       |                          |                                 |                       |                          |                             |                                 |
| Capital Labor                                | -                     | -                        | 0.0%                            | 215,563               | 400,000                  | 184,437                     | 53.9%                           |
| Construction Material                        | 68,615                | 952,400                  | 7.2%                            | 180,314               | 544,249                  | 363,936                     | 33.1%                           |
| Construction Contracts                       | 287,241               | 1,486,677                | 19.3%                           | 841,766               | 1,265,750                | 423,984                     | 66.5%                           |
| Construction Equipment                       | 433,276               | 697,663                  | 62.1%                           | 630,923               | 697,900                  | 66,977                      | 90.4%                           |
| <b>Total Capital Expenditures</b>            | <b>789,132</b>        | <b>3,136,740</b>         | <b>25.2%</b>                    | <b>1,868,566</b>      | <b>2,907,899</b>         | <b>1,039,333</b>            | <b>64.3%</b>                    |
| <b>Net Surplus/(Subsidy)</b>                 | <b>32,529</b>         | <b>(3,056,313)</b>       | <b>-1.1%</b>                    | <b>(827,020)</b>      | <b>(2,977,113)</b>       | <b>(2,150,093)</b>          | <b>27.8%</b>                    |

- 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 – September 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             |
| <b>Operating Revenues:</b>         |                |                  |                |                |                   |                |                  |                |                    |                  |
| Driving Range/Practice Tee         | -              | -                | -              | -              | -                 | -              | 2,247            | 1,696          | 104,252            | 88,534           |
| Equipment Rentals                  | 155,122        | 190,161          | 57,432         | 66,210         | 34,152            | 38,743         | 172,244          | 228,682        | 218,176            | 236,169          |
| Food Service                       | 158,362        | 181,980          | 26,562         | 28,927         | 15,508            | 16,339         | 79,413           | 78,345         | 224,000            | 275,098          |
| Greens Fees                        | 573,018        | 525,300          | 173,089        | 147,004        | 137,290           | 126,316        | 564,240          | 526,383        | 681,657            | 579,343          |
| Merchandise Sales                  | 59,137         | 64,942           | 17,796         | 16,000         | 11,307            | 11,592         | 47,042           | 54,183         | 94,496             | 83,648           |
| Professional Services              | 410            | (145)            | -              | -              | 890               | 6,235          | 1,780            | 8,845          | 28,660             | 14,059           |
| Other Golf Revenue                 | 23,661         | 40,955           | 11,783         | 9,849          | 14,087            | 8,685          | 9,400            | 23,606         | 14,543             | 57,735           |
| <b>Operating Revenues</b>          | <b>969,710</b> | <b>1,003,192</b> | <b>286,662</b> | <b>267,990</b> | <b>213,235</b>    | <b>207,911</b> | <b>876,366</b>   | <b>921,741</b> | <b>1,365,783</b>   | <b>1,334,587</b> |
| <b>Operating Expenditures:</b>     |                |                  |                |                |                   |                |                  |                |                    |                  |
| Salaries and Benefits              | 461,392        | 436,213          | 117,141        | 132,745        | 117,466           | 105,713        | 418,636          | 419,463        | 501,578            | 566,590          |
| Contractual Services               | 3,041          | 4,353            | 1,204          | 775            | 550               | 374            | 728              | 1,436          | 8,582              | 8,513            |
| Operations                         | 265,752        | 303,819          | 67,791         | 84,302         | 67,646            | 91,444         | 207,729          | 228,807        | 447,476            | 460,692          |
| <i>Utilities</i>                   | 35,802         | 35,148           | 12,478         | 18,450         | 25,420            | 37,498         | 58,656           | 54,906         | 98,423             | 94,378           |
| <i>Operating Expenses</i>          | 229,950        | 268,672          | 55,313         | 65,852         | 42,226            | 53,946         | 149,073          | 173,900        | 349,052            | 366,315          |
| <b>Operating Expenditures</b>      | <b>730,186</b> | <b>744,386</b>   | <b>186,137</b> | <b>217,822</b> | <b>185,662</b>    | <b>197,530</b> | <b>627,092</b>   | <b>649,705</b> | <b>957,636</b>     | <b>1,035,795</b> |
| <b>Operating Surplus/(Subsidy)</b> | <b>239,524</b> | <b>258,806</b>   | <b>100,525</b> | <b>50,168</b>  | <b>27,572</b>     | <b>10,381</b>  | <b>249,274</b>   | <b>272,036</b> | <b>408,147</b>     | <b>298,792</b>   |
| <b>Capital Expenditures:</b>       |                |                  |                |                |                   |                |                  |                |                    |                  |
| In-House Capital Labor             | -              | -                | -              | -              | -                 | -              | -                | 2,930          | -                  | 2,125            |
| Capital Material                   | -              | 13,961           | -              | -              | -                 | -              | 14,996           | 10,902         | 3,180              | 4,563            |
| Capital Contracts                  | -              | 18,073           | -              | -              | -                 | -              | 59,616           | 14,582         | 6,608              | -                |
| Capital Equipment                  | -              | -                | -              | -              | -                 | -              | 389,026          | -              | 44,250             | 316,875          |
| <b>Capital Expenditures</b>        | <b>-</b>       | <b>32,034</b>    | <b>-</b>       | <b>-</b>       | <b>-</b>          | <b>-</b>       | <b>463,638</b>   | <b>28,415</b>  | <b>54,037</b>      | <b>323,562</b>   |
| <b>Net Surplus/(Subsidy)</b>       | <b>239,524</b> | <b>226,773</b>   | <b>100,525</b> | <b>50,168</b>  | <b>27,572</b>     | <b>10,381</b>  | <b>(214,364)</b> | <b>243,621</b> | <b>354,110</b>     | <b>(24,771)</b>  |

- 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 – September 2018

|                                    | Shawnee Hills (27) |                | Washington Park (9) |                | Seneca (27)      |                    | Golf Admin       |                  | Total            |                  |
|------------------------------------|--------------------|----------------|---------------------|----------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                    | 2017               | 2018           | 2017                | 2018           | 2017             | 2018               | 2017             | 2018             | 2017             | 2018             |
| <b>Operating Revenues:</b>         |                    |                |                     |                |                  |                    |                  |                  |                  |                  |
| Driving Range/Practice Tee         | 69,029             | 64,021         | 123,399             | 116,228        | 7,072            | 6,060              | -                | -                | 305,999          | 276,540          |
| Equipment Rentals                  | 127,629            | 218,568        | 17,668              | 19,901         | 118,614          | 173,951            | -                | -                | 901,038          | 1,172,385        |
| Food Service                       | 97,554             | 101,900        | 16,051              | 16,905         | 74,747           | 111,880            | -                | -                | 692,198          | 811,376          |
| Greens Fees                        | 505,258            | 440,260        | 77,909              | 65,826         | 366,662          | 412,865            | 5,381            | -                | 3,084,504        | 2,823,299        |
| Merchandise Sales                  | 41,987             | 50,629         | 15,127              | 17,468         | 25,947           | 35,352             | 15,792           | 453              | 328,631          | 334,268          |
| Professional Services              | 9,796              | 15,494         | 12,235              | 41,730         | 28,958           | 49,046             | -                | -                | 82,729           | 135,263          |
| Other Golf Revenue                 | 6,587              | 31,772         | 94,765              | 80,128         | 15,455           | 27,175             | 4,522            | 16,866           | 194,802          | 296,771          |
| <b>Operating Revenues</b>          | <b>857,841</b>     | <b>922,644</b> | <b>357,154</b>      | <b>358,186</b> | <b>637,455</b>   | <b>816,330</b>     | <b>25,696</b>    | <b>17,319</b>    | <b>5,589,901</b> | <b>5,849,902</b> |
| <b>Operating Expenditures:</b>     |                    |                |                     |                |                  |                    |                  |                  |                  |                  |
| Salaries and Benefits              | 377,457            | 375,815        | 187,587             | 196,180        | 424,053          | 393,350            | 519,526          | 312,063          | 3,124,836        | 2,938,133        |
| Contractual Services               | 1,493              | 1,959          | 1,016               | 592            | 1,368            | 2,113              | 608              | -                | 18,590           | 20,113           |
| Operations                         | 227,074            | 263,543        | 83,074              | 100,527        | 195,331          | 246,058            | 62,943           | 70,917           | 1,624,815        | 1,850,110        |
| <i>Utilities</i>                   | 36,570             | 37,582         | 31,877              | 34,086         | 27,848           | 31,602             | 1,767            | 2,203            | 328,841          | 345,852          |
| <i>Operating Expenses</i>          | 190,504            | 225,961        | 51,197              | 66,442         | 167,482          | 214,456            | 61,176           | 68,714           | 1,295,974        | 1,504,258        |
| <b>Operating Expenditures</b>      | <b>606,024</b>     | <b>641,317</b> | <b>271,677</b>      | <b>297,299</b> | <b>620,751</b>   | <b>641,522</b>     | <b>583,076</b>   | <b>382,979</b>   | <b>4,768,240</b> | <b>4,808,355</b> |
| <b>Operating Surplus/(Subsidy)</b> | <b>251,817</b>     | <b>281,327</b> | <b>85,477</b>       | <b>60,887</b>  | <b>16,704</b>    | <b>174,808</b>     | <b>(557,380)</b> | <b>(365,660)</b> | <b>821,661</b>   | <b>1,041,546</b> |
| <b>Capital Expenditures:</b>       |                    |                |                     |                |                  |                    |                  |                  |                  |                  |
| In-House Capital Labor             | -                  | -              | -                   | -              | -                | 210,508            | -                | -                | -                | 215,563          |
| Capital Material                   | 10,255             | -              | -                   | -              | 40,185           | 150,888            | -                | -                | 68,615           | 180,314          |
| Capital Contracts                  | -                  | -              | -                   | -              | 221,017          | 809,111            | -                | -                | 287,241          | 841,766          |
| Capital Equipment                  | -                  | 43,706         | -                   | -              | -                | 111,208            | -                | 159,134          | 433,276          | 630,923          |
| <b>Capital Expenditures</b>        | <b>10,255</b>      | <b>43,706</b>  | <b>-</b>            | <b>-</b>       | <b>261,202</b>   | <b>1,281,715</b>   | <b>-</b>         | <b>159,134</b>   | <b>789,132</b>   | <b>1,868,566</b> |
| <b>Net Surplus/(Subsidy)</b>       | <b>241,562</b>     | <b>237,621</b> | <b>85,477</b>       | <b>60,887</b>  | <b>(244,498)</b> | <b>(1,106,907)</b> | <b>(557,380)</b> | <b>(524,794)</b> | <b>32,529</b>    | <b>(827,020)</b> |

- 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 – September 2018

|   | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Available<br>Budget | 2018<br>YTD % of<br>Budget Used |
|---|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                |                       |                          |                                 |                       |                          |                             |                                 |
| General & Special Event Admissions        | 3,437,864             | 4,114,800                | 83.5%                           | 4,412,893             | 4,253,147                | (159,746)                   | 103.8%                          |
| Zoo Guest Experience                      | 926,975               | 973,363                  | 95.2%                           | 911,096               | 1,073,941                | 162,845                     | 84.8%                           |
| Zoo Society Attendance                    | 2,024,774             | 1,982,500                | 102.1%                          | 1,925,438             | 2,005,250                | 79,812                      | 96.0%                           |
| Zoo Souvenirs/Refreshments                | 1,145,011             | 1,587,620                | 72.1%                           | 1,349,731             | 1,687,600                | 337,869                     | 80.0%                           |
| Education                                 | 373,723               | 870,548                  | 42.9%                           | 428,069               | 396,831                  | (31,238)                    | 107.9%                          |
| Zoo Rental and Events                     | 274,007               | -                        | 0.0%                            | 313,465               | 450,000                  | 136,536                     | 69.7%                           |
| Consignment Admissions                    | 331,086               | 400,000                  | 82.8%                           | 270,880               | 400,000                  | 129,120                     | 67.7%                           |
| Gifts & Donations                         | 231                   | 200                      | 115.4%                          | 7,923                 | 200                      | (7,723)                     | 3961.5%                         |
| Miscellaneous                             | 970                   | 10,729                   | 9.0%                            | (471)                 | 10,488                   | 10,959                      | -4.5%                           |
| <b>Total Revenues</b>                     | <b>8,514,640.25</b>   | <b>9,939,760</b>         | <b>85.7%</b>                    | <b>9,619,024</b>      | <b>10,277,457</b>        | <b>658,433</b>              | <b>93.6%</b>                    |
| <b>Operating Expenditures:</b>            |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                     | 10,760,954            | 15,053,495               | 71.5%                           | 11,036,923            | 16,265,009               | 5,228,086                   | 67.9%                           |
| Contractual Services                      | 176,007               | 298,316                  | 59.0%                           | 143,337               | 348,568                  | 205,232                     | 41.1%                           |
| Operations                                | 3,307,459             | 5,549,216                | 59.6%                           | 3,668,585             | 5,666,070                | 1,997,485                   | 64.7%                           |
| Utilities                                 | 1,644,874             | 2,485,305                | 66.2%                           | 1,802,802             | 2,465,464                | 662,662                     | 73.1%                           |
| Operating Expenses                        | 1,662,585             | 3,063,911                | 54.3%                           | 1,865,783             | 3,200,606                | 1,334,823                   | 58.3%                           |
| <b>Total Operating Expenditures</b>       | <b>14,244,420</b>     | <b>20,901,027</b>        | <b>68.2%</b>                    | <b>14,848,845</b>     | <b>22,279,648</b>        | <b>7,430,803</b>            | <b>66.6%</b>                    |
| <b>Operating Surplus/(Subsidy)</b>        | <b>(5,729,780)</b>    | <b>(10,961,267)</b>      | <b>52.3%</b>                    | <b>(5,229,821)</b>    | <b>(12,002,191)</b>      | <b>(6,772,370)</b>          | <b>43.6%</b>                    |
| <b>Capital Revenues:</b>                  |                       |                          |                                 |                       |                          |                             |                                 |
| Zoo Animal Revenue                        | 1,940                 | -                        | 0%                              | -                     | -                        | -                           | 0%                              |
| <b>Total Revenues</b>                     | <b>1,940</b>          | <b>-</b>                 | <b>-</b>                        | <b>-</b>              | <b>-</b>                 | <b>-</b>                    | <b>0%</b>                       |
| <b>Capital Expenditures:</b>              |                       |                          |                                 |                       |                          |                             |                                 |
| Capital Labor                             | -                     | -                        | 0.0%                            | 32,322                | -                        | (32,322)                    | 0.0%                            |
| Construction Material                     | 178,009               | 812,268                  | 21.9%                           | 228,420               | 1,224,745                | 996,325                     | 18.7%                           |
| Construction Contracts                    | 970,022               | 3,805,138                | 25.5%                           | 1,740,694             | 6,681,068                | 4,940,374                   | 26.1%                           |
| Construction Equipment                    | 120,114               | 418,491                  | 28.7%                           | 311,540               | 641,701                  | 330,161                     | 48.5%                           |
| Animal Acquisition                        | 29,934                | 88,467                   | 33.8%                           | 32,366                | 77,100                   | 44,734                      | 42.0%                           |
| <b>Total Capital Expenditures</b>         | <b>1,298,078</b>      | <b>5,124,364</b>         | <b>25.3%</b>                    | <b>2,345,342</b>      | <b>8,624,614</b>         | <b>6,311,594</b>            | <b>27.2%</b>                    |
| <b>Capital Surplus/(Subsidy)</b>          | <b>(1,296,138)</b>    | <b>(5,124,364)</b>       | <b>25.3%</b>                    | <b>(2,345,342)</b>    | <b>(8,624,614)</b>       | <b>(6,311,594)</b>          | <b>27.2%</b>                    |
| <b>Restricted Fund Revenue:</b>           |                       |                          |                                 |                       |                          |                             |                                 |
| Operating                                 | 447,363               | 278,200                  | 160.8%                          | 599,435               | 415,388                  | (184,047)                   | 144.3%                          |
| Capital                                   | 1,618,838             | 3,744,784                | 43.2%                           | 3,586,172             | 4,028,909                | 442,737                     | 89.0%                           |
| <b>Total Restricted Fund Revenues</b>     | <b>2,066,201</b>      | <b>4,022,984</b>         | <b>51.4%</b>                    | <b>4,185,607</b>      | <b>4,444,297</b>         | <b>258,690</b>              | <b>94.2%</b>                    |
| <b>Restricted Fund Expenditures:</b>      |                       |                          |                                 |                       |                          |                             |                                 |
| Operating                                 | 569,842               | 1,254,148                | 45.4%                           | 507,626               | 1,187,247                | 679,621                     | 42.8%                           |
| Capital                                   | 871,354               | 3,056,268                | 28.5%                           | 4,406,048             | 4,567,830                | 161,783                     | 96.5%                           |
| <b>Total Restricted Fund Expenditures</b> | <b>1,441,196</b>      | <b>4,310,416</b>         | <b>33.4%</b>                    | <b>4,913,673</b>      | <b>5,755,077</b>         | <b>841,404</b>              | <b>85.4%</b>                    |
| <b>Restricted Fund Surplus/(Subsidy)</b>  | <b>625,005</b>        | <b>(287,432)</b>         | <b>-217.4%</b>                  | <b>(728,067)</b>      | <b>(1,310,780)</b>       | <b>(582,713)</b>            | <b>55.5%</b>                    |

- YTD revenue includes \$1.2M for ALF, but not the final \$412k offset for revenue share, which would put us at \$9.21M (\$695k above SPPY)
- OpEx % of budget used is almost 2% below SPPY
- Operating subsidy will be comparable with SPPY once \$412k revenue share is booked

# Cleveland Metroparks – Enterprise Financial Performance – September 2018

|  | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Remaining<br>Budget | 2018<br>YTD % of<br>Budget Used |
|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                   |                       |                          |                                 |                       |                          |                             |                                 |
| Concession Sales                             | 4,323,952             | 4,551,010                | 95.0%                           | 4,619,944             | 5,413,970                | 794,026                     | 85.3%                           |
| Dock Rentals                                 | 692,789               | 665,000                  | 104.2%                          | 723,907               | 695,000                  | (28,907)                    | 104.2%                          |
| Chalet Operations                            | 210,217               | 454,068                  | 46.3%                           | 194,498               | 425,868                  | 231,370                     | 45.7%                           |
| Hayrides                                     | 11,725                | 23,625                   | 49.6%                           | 7,208                 | 25,000                   | 17,793                      | 28.8%                           |
| Aquatics                                     | 172,187               | 206,375                  | 83.4%                           | 180,390               | 210,450                  | 30,060                      | 85.7%                           |
| Gifts and Donations                          | -                     | -                        | 0.0%                            | 2,481                 | -                        | (2,481)                     | 0.0%                            |
| Damages and Fines                            | 1,175                 | 2,240                    | 52.5%                           | 1,605                 | 2,240                    | 635                         | 71.7%                           |
| <b>Total Revenues</b>                        | <b>5,412,046</b>      | <b>5,902,318</b>         | <b>91.7%</b>                    | <b>5,730,033</b>      | <b>6,772,528</b>         | <b>1,042,495</b>            | <b>84.6%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 2,535,939             | 3,107,096                | 81.6%                           | 2,709,529             | 3,701,054                | 991,525                     | 73.2%                           |
| Contractual Services                         | 69,344                | 98,267                   | 70.6%                           | 35,425                | 86,627                   | 51,202                      | 40.9%                           |
| Operations                                   | 2,149,371             | 2,899,247                | 74.1%                           | 2,494,751             | 3,293,058                | 798,307                     | 75.8%                           |
| <b>Total Operating Expenditures</b>          | <b>4,754,654</b>      | <b>6,104,610</b>         | <b>77.9%</b>                    | <b>5,239,705</b>      | <b>7,080,739</b>         | <b>1,841,034</b>            | <b>74.0%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>657,392</b>        | <b>(202,292)</b>         | <b>425.0%</b>                   | <b>490,327</b>        | <b>(308,211)</b>         | <b>(798,539)</b>            | <b>259.1%</b>                   |

- YTD revenue performing well compared to SPPY, up \$318k (concessions, marinas)
- OpEx at 74% of budget used is 4% better than SPPY
  - Salary & Benefits management resulting in 8.4% improvement in % of budget used vs. SPPY
  - Utilities, food and spirits for resale, fuel for resale driving the increase in operations over SPPY
- Operating Surplus lagging SPPY by \$167k as expected; continuing to generate surplus vs. budgeted subsidy

# Cleveland Metroparks – Enterprise Financial Performance – September 2018

|                             | Merwin's Wharf |           | Wallace Lake |        | Huntington Concessions |         | Edgewater Beach House |         |
|-----------------------------|----------------|-----------|--------------|--------|------------------------|---------|-----------------------|---------|
|                             | 2017           | 2018      | 2017         | 2018   | 2017                   | 2018    | 2017                  | 2018    |
| Operating Revenues          | 1,818,812      | 1,880,174 | 68,907       | 62,048 | 190,896                | 178,035 | 913,396               | 847,721 |
| Operating Expenditures      | 1,637,982      | 1,768,168 | 59,551       | 43,903 | 165,573                | 153,356 | 698,355               | 625,543 |
| Operating Surplus/(Subsidy) | 180,830        | 112,007   | 9,356        | 18,144 | 25,323                 | 24,679  | 215,041               | 222,178 |

|                             | 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  | 365,061              | 486,151 |
| Operating Expenditures      | 1,664              | -    | 47,296                    | 35,416  | 114,427        | 83,302  | 371,475              | 435,042 |
| Operating Surplus/(Subsidy) | (1,664)            | -    | 5,709                     | (2,043) | (14,711)       | (1,205) | (6,414)              | 51,109  |

|                             | East 55th Marina |         | Emerald Necklace Restaurant |         | Emerald Necklace Marina |         | Parking |         |
|-----------------------------|------------------|---------|-----------------------------|---------|-------------------------|---------|---------|---------|
|                             | 2017             | 2018    | 2017                        | 2018    | 2017                    | 2018    | 2017    | 2018    |
| Operating Revenues          | 766,530          | 854,710 | 210,500                     | 353,619 | 334,069                 | 431,321 | 197,025 | 136,208 |
| Operating Expenditures      | 277,466          | 323,661 | 234,197                     | 332,631 | 223,167                 | 309,328 | 11,411  | 18,599  |
| Operating Surplus/(Subsidy) | 489,064          | 531,049 | (23,698)                    | 20,988  | 110,902                 | 121,992 | 185,614 | 117,609 |

|                             | Chalet  |          | Ledge Lake |         | Enterprise Administration |           | Total     |           |
|-----------------------------|---------|----------|------------|---------|---------------------------|-----------|-----------|-----------|
|                             | 2017    | 2018     | 2017       | 2018    | 2017                      | 2018      | 2017      | 2018      |
| Operating Revenues          | 221,942 | 201,705  | 172,187    | 182,871 | -                         | -         | 5,412,046 | 5,730,033 |
| Operating Expenditures      | 215,234 | 251,486  | 128,592    | 131,933 | 568,263                   | 727,337   | 4,754,654 | 5,239,705 |
| Operating Surplus/(Subsidy) | 6,707   | (49,781) | 43,595     | 50,938  | (568,263)                 | (727,337) | 657,392   | 490,327   |

- 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
- EWBH is comparable SPPY for revenue and operating surplus
- Merwin's revenue is comparable SPPY, with current OpEx deltas from timing of inventory and other expenses compared to SPPY.



# Cleveland Metroparks – Nature Shops and Kiosks Financial Performance – September 2018

|  | 2017<br>YTD<br>Actual | 2017<br>Annual<br>Budget | 2017<br>YTD % of<br>Budget Used | 2018<br>YTD<br>Actual | 2018<br>Annual<br>Budget | 2018<br>Remaining<br>Budget | 2018<br>YTD % of<br>Budget Used |
|--|-----------------------|--------------------------|---------------------------------|-----------------------|--------------------------|-----------------------------|---------------------------------|
| <b>Operating Revenues:</b>                   |                       |                          |                                 |                       |                          |                             |                                 |
| Charges for Services                         | 495,150               | 556,500                  | 89.0%                           | 474,062               | 655,000                  | 180,938                     | 72.4%                           |
| <b>Total Revenues</b>                        | <b>495,150</b>        | <b>556,500</b>           | <b>89.0%</b>                    | <b>474,062</b>        | <b>655,000</b>           | <b>180,938</b>              | <b>72.4%</b>                    |
| <b>Operating Expenditures:</b>               |                       |                          |                                 |                       |                          |                             |                                 |
| Salaries and Benefits                        | 189,893               | 268,205                  | 70.8%                           | 224,203               | 336,097                  | 111,894                     | 66.7%                           |
| Contractual Services                         | 6,085                 | 15,112                   | 40.3%                           | 11,114                | 17,339                   | 6,225                       | 64.1%                           |
| Operations                                   | 186,560               | 250,360                  | 74.5%                           | 201,288               | 289,603                  | 88,315                      | 69.5%                           |
| <b>Total Operating Expenditures</b>          | <b>382,538</b>        | <b>533,677</b>           | <b>71.7%</b>                    | <b>436,604</b>        | <b>643,039</b>           | <b>206,434</b>              | <b>67.9%</b>                    |
| <b>Operating Results - Surplus/(Subsidy)</b> | <b>112,612</b>        | <b>22,823</b>            | <b>393.4%</b>                   | <b>37,458</b>         | <b>11,961</b>            | <b>(25,496)</b>             | <b>213.2%</b>                   |

- 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 – September 2018

|                             | North Chagrin |               | Rocky River   |               | West Creek   |              | Hinckley Lake Boat Shop |                |
|-----------------------------|---------------|---------------|---------------|---------------|--------------|--------------|-------------------------|----------------|
|                             | 2017          | 2018          | 2017          | 2018          | 2017         | 2018         | 2017                    | 2018           |
| Operating Revenues          | 51,382        | 43,253        | 95,972        | 70,037        | 24,821       | 19,441       | 298,016                 | 287,605        |
| Operating Expenditures      | 24,837        | 24,446        | 55,716        | 57,071        | 15,103       | 14,109       | 148,806                 | 170,839        |
| Operating Surplus/(Subsidy) | <b>26,544</b> | <b>18,807</b> | <b>40,256</b> | <b>12,966</b> | <b>9,718</b> | <b>5,332</b> | <b>149,209</b>          | <b>116,766</b> |

|                             | Nature Shop Mobile |              | Great Northern Kiosk |                | Southpark Kiosk |      | Retail Division/Admin |                  |
|-----------------------------|--------------------|--------------|----------------------|----------------|-----------------|------|-----------------------|------------------|
|                             | 2017               | 2018         | 2017                 | 2018           | 2017            | 2018 | 2017                  | 2018             |
| Operating Revenues          | 24,959             | 11,999       | -                    | -              | -               | -    | -                     | -                |
| Operating Expenditures      | 1,975              | 2,031        | 15,531               | 8,185          | 3,224           | -    | 117,345               | 123,085          |
| Operating Surplus/(Subsidy) | <b>22,984</b>      | <b>9,969</b> | <b>(15,531)</b>      | <b>(8,185)</b> | <b>(3,224)</b>  | -    | <b>(117,345)</b>      | <b>(123,085)</b> |

|                             | Nature Shop Edgewater |              | Total          |               |
|-----------------------------|-----------------------|--------------|----------------|---------------|
|                             | 2017                  | 2018         | 2017           | 2018          |
| Operating Revenues          | -                     | 41,727       | 495,150        | 474,062       |
| Operating Expenditures      | -                     | 36,838       | 382,538        | 436,604       |
| Operating Surplus/(Subsidy) | -                     | <b>4,889</b> | <b>112,612</b> | <b>37,458</b> |

- 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 – September 2018

|                                     | <b>2017</b>       | <b>2018</b>       |
|-------------------------------------|-------------------|-------------------|
|                                     | <b>YTD</b>        | <b>YTD</b>        |
|                                     | <b>Actual</b>     | <b>Actual</b>     |
| Golf Revenue                        | 5,589,901         | 5,849,902         |
| Zoo Revenue                         | 8,516,350         | 9,611,101         |
| Enterprise Revenue                  | 5,410,871         | 5,725,946         |
| Nature Shop/Kiosk Revenue           | 495,150           | 474,062           |
| Subtotal                            | 20,012,271        | 21,661,011        |
| Other:                              |                   |                   |
| Outdoor Experience/Recreation       | 245,553           | 289,354           |
| Building Rental Fees                | 540,562           | 474,163           |
| Concessionaire & Leasing            | 402,228           | 475,983           |
| Misc                                | 2,316,241         | 2,206,909         |
| Subtotal                            | 3,504,584         | 3,446,409         |
| <b>Charges for Services Revenue</b> | <b>23,516,855</b> | <b>25,107,419</b> |

Rental fees = permit based  
Concessionaire/Leasing = contract based

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

- October's successful live auction will bring Misc. in line with SPPY.