



Financial Performance

November 14, 2018



Cleveland Metroparks Financial Performance – October 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	71,085,645	74,233,000	95.8%	75,684,166	75,283,000	(401,166)	100.5%
Local Gov't, Donations, Gifts, Grants	8,119,280	24,589,603	33.0%	10,560,824	24,765,910	14,205,085	42.6%
Interest Income	200,147	225,000	89.0%	336,566	225,000	(111,566)	149.6%
Charges for Services	25,569,679	27,330,411	93.6%	26,571,439	28,213,584	1,642,145	94.2%
Damages and Fines	66,185	140,192	47.2%	77,287	93,768	16,481	82.4%
Self-Funded	6,669,796	8,681,000	76.8%	7,287,910	9,286,027	1,998,117	78.5%
Total Revenues	111,710,732	135,199,206	82.6%	120,518,193	137,867,289	17,349,096	87.4%
Operating Expenditures:							
Salaries and Benefits	53,364,980	65,559,713	81.4%	54,385,745	67,062,157	12,676,412	81.1%
Contractual Services	3,170,296	4,701,946	67.4%	3,404,980	6,348,204	2,943,224	53.6%
Operations	17,961,797	25,899,670	69.4%	19,481,450	27,011,049	7,529,598	72.1%
Self-Funded	5,944,053	9,409,043	63.2%	6,071,363	9,387,659	3,316,296	64.7%
Operating Expenditures	80,441,126	105,570,372	76.2%	83,343,539	109,809,069	26,465,530	75.9%
Operating Results - Surplus/(Subsidy)	31,269,607	29,628,835	105.5%	37,174,654	28,058,220	(9,116,434)	132.5%
Capital Expenditures:							
Capital Project Labor	-	876,945	0.0%	796,217	1,075,000	278,783	74.1%
Construction Material	2,854,275	6,823,381	41.8%	2,353,467	5,707,526	3,354,058	41.2%
Construction Contracts	14,012,913	36,795,011	38.1%	15,819,392	35,908,650	20,089,258	44.1%
Construction Equipment	1,763,777	2,767,725	63.7%	2,641,130	3,199,572	558,442	82.5%
Animal Acquisition	42,050	88,467	47.5%	37,044	77,100	40,056	48.0%
Land Acquisition	777,412	1,982,543	39.2%	4,472,872	4,597,463	124,591	97.3%
Capital Expenditures	19,450,427	49,334,071	39.4%	26,120,123	50,565,311	24,445,188	51.7%

- Prop Tax slightly ahead of SPPY when adjusting for Homestead/Rollback posted \$3M in Sept 2018, booked in Dec 2017
- Gifts/Donations up \$1.4M (EW Playground +\$255k, CZS +\$1.8M, Beech Leaf +\$26k, EB Pier +\$150k, *et. al.*), Fed/state/local grants up \$1.05M (Oct. included \$250k reclass from property tax, \$460k reclass for the Palmieri land purchase from reducing land expense to increasing grant revenue)
- Special Event Admissions are up \$830k versus SPPY
- \$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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Capital Expenditures	19,450,427	49,334,071	39.4%	26,120,123	50,565,311	24,445,188	51.7%

- Salaries/Benefits continue to be right on track for % budget as SPPY
- Contractual Services are being managed well, 53.6% of budget used in 2018 vs. 67.4% in 2017 through Oct.
- Operations are up 2.7% for % of budget used from SPPY, similar to last month
- OpEx is on track for % of budget used with SPPY
- Operating Surplus is up \$5.9M vs. SPPY (remembering that \$3M is timing for the Homestead and Rollback taxes)

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Land Acquisition	777,412	1,982,543	39.2%	4,472,872	4,597,463	124,591	97.3%
Capital Expenditures	19,450,427	49,334,071	39.4%	26,120,123	50,565,311	24,445,188	51.7%

- CapEx increase over 2017 driven largely by land acquisition
- Net surplus is comparable to SPPY at about \$11M

Cleveland Metroparks - Golf Financial Performance – October 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	328,963	304,786	107.9%	297,211	334,800	37,589	88.8%
Equipment Rentals	965,169	1,476,430	65.4%	1,263,666	1,533,158	269,492	82.4%
Food Service	757,553	751,000	100.9%	858,298	932,550	74,252	92.0%
Greens Fees	3,331,269	3,330,279	100.0%	3,005,806	3,285,241	279,435	91.5%
Merchandise Sales	357,067	382,285	93.4%	356,553	370,500	13,947	96.2%
Professional Services	153,110	128,102	119.5%	132,600	118,423	(14,177)	112.0%
Other Golf Revenue	134,834	421,554	32.0%	313,172	306,430	(6,742)	102.2%
Total Revenues	6,027,963	6,794,436	88.7%	6,227,304	6,881,102	653,798	90.5%
Operating Expenditures:							
Salaries and Benefits	3,459,999	3,936,501	87.9%	3,253,410	4,106,122	852,712	79.2%
Contractual Services	27,881	61,709	45.2%	21,770	58,851	37,080	37.0%
Operations	1,808,141	2,715,799	66.6%	2,004,853	2,785,343	780,490	72.0%
<i>Utilities</i>	387,314	517,542	74.8%	381,538	538,652	157,114	70.8%
<i>Operating Expenses</i>	1,420,827	2,198,257	64.6%	1,623,315	2,246,691	623,376	72.3%
Total Operating Expenditures	5,296,020	6,714,009	78.9%	5,280,033	6,950,316	1,670,282	76.0%
Operating Results - Surplus/(Subsidy)	731,943	80,427	810.1%	947,271	(69,214)	(1,016,484)	1368.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	247,293	400,000	152,707	61.8%
Construction Material	218,007	952,400	22.9%	272,131	544,249	272,118	50.0%
Construction Contracts	287,241	1,486,677	19.3%	951,397	1,265,750	314,353	75.2%
Construction Equipment	435,777	697,663	62.5%	665,571	697,900	32,329	95.4%
Total Capital Expenditures	941,024	3,136,740	30.0%	2,136,392	2,907,899	771,507	73.5%
Net Surplus/(Subsidy)	(209,081)	(3,056,313)	6.8%	(1,189,121)	(2,977,113)	(1,787,992)	39.9%

- Golf revenue continues to outperform 2017, up \$199k through Oct.
- Laudable, as this is tied for 2nd wettest season through October since 1938 (43", 10" above normal); 2011 = 56", 1990 = 43"
- Prior years' rainfall through October for comparison: 2017 = 36", 2016 = 32"
- Strong year for equipment/cart rentals, food, and leagues/tournaments

Cleveland Metroparks - Golf

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Equipment Rentals	965,169	1,476,430	65.4%	1,263,666	1,533,158	269,492	82.4%
Food Service	757,553	751,000	100.9%	858,298	932,550	74,252	92.0%
Greens Fees	3,331,269	3,330,279	100.0%	3,005,806	3,285,241	279,435	91.5%
Merchandise Sales	357,067	382,285	93.4%	356,553	370,500	13,947	96.2%
Professional Services	153,110	128,102	119.5%	132,600	118,423	(14,177)	112.0%
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Total Revenues	6,027,963	6,794,436	88.7%	6,227,304	6,881,102	653,798	90.5%
Operating Expenditures:							
Salaries and Benefits	3,459,999	3,936,501	87.9%	3,253,410	4,106,122	852,712	79.2%
Contractual Services	27,881	61,709	45.2%	21,770	58,851	37,080	37.0%
Operations	1,808,141	2,715,799	66.6%	2,004,853	2,785,343	780,490	72.0%
<i>Utilities</i>	387,314	517,542	74.8%	381,538	538,652	157,114	70.8%
<i>Operating Expenses</i>	1,420,827	2,198,257	64.6%	1,623,315	2,246,691	623,376	72.3%
Total Operating Expenditures	5,296,020	6,714,009	78.9%	5,280,033	6,950,316	1,670,282	76.0%
Operating Results - Surplus/(Subsidy)	731,943	80,427	810.1%	947,271	(69,214)	(1,016,484)	1368.6%
Capital Expenditures:							
Capital Labor	-	-	0.0%	247,293	400,000	152,707	61.8%
Construction Material	218,007	952,400	22.9%	272,131	544,249	272,118	50.0%
Construction Contracts	287,241	1,486,677	19.3%	951,397	1,265,750	314,353	75.2%
Construction Equipment	435,777	697,663	62.5%	665,571	697,900	32,329	95.4%
Total Capital Expenditures	941,024	3,136,740	30.0%	2,136,392	2,907,899	771,507	73.5%
Net Surplus/(Subsidy)	(209,081)	(3,056,313)	6.8%	(1,189,121)	(2,977,113)	(1,787,992)	39.9%

- Excellent management of seasonals; \$207k < SPPY, 9% less of budget used
- OpEx is actually less than SPPY, both in terms of \$\$ and % budget used
- Operating surplus \$215k ahead of SPPY; September YoY was \$220k, so OpEx controlled effectively during October to counter weaker monthly revenue

Cleveland Metroparks - Golf

Financial Performance – October 2018

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Operating Revenues:							
Driving Range/Practice Tee	328,963	304,786	107.9%	297,211	334,800	37,589	88.8%
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Food Service	757,553	751,000	100.9%	858,298	932,550	74,252	92.0%
Greens Fees	3,331,269	3,330,279	100.0%	3,005,806	3,285,241	279,435	91.5%
Merchandise Sales	357,067	382,285	93.4%	356,553	370,500	13,947	96.2%
Professional Services	153,110	128,102	119.5%	132,600	118,423	(14,177)	112.0%
Other Golf Revenue	134,834	421,554	32.0%	313,172	306,430	(6,742)	102.2%
Total Revenues	6,027,963	6,794,436	88.7%	6,227,304	6,881,102	653,798	90.5%
Operating Expenditures:							
Salaries and Benefits	3,459,999	3,936,501	87.9%	3,253,410	4,106,122	852,712	79.2%
Contractual Services	27,881	61,709	45.2%	21,770	58,851	37,080	37.0%
Operations	1,808,141	2,715,799	66.6%	2,004,853	2,785,343	780,490	72.0%
<i>Utilities</i>	<i>387,314</i>	<i>517,542</i>	<i>74.8%</i>	<i>381,538</i>	<i>538,652</i>	<i>157,114</i>	<i>70.8%</i>
<i>Operating Expenses</i>	<i>1,420,827</i>	<i>2,198,257</i>	<i>64.6%</i>	<i>1,623,315</i>	<i>2,246,691</i>	<i>623,376</i>	<i>72.3%</i>
Total Operating Expenditures	5,296,020	6,714,009	78.9%	5,280,033	6,950,316	1,670,282	76.0%
Operating Results - Surplus/(Subsidy)	731,943	80,427	810.1%	947,271	(69,214)	(1,016,484)	1368.6%
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Net Surplus/(Subsidy)	(209,081)	(3,056,313)	6.8%	(1,189,121)	(2,977,113)	(1,787,992)	39.9%

- Significant Seneca Phase II costs booked in November 2017; Phase III costs booked more consistently throughout the summer months
- Timing will adjust in November/December

Cleveland Metroparks - Golf Financial Performance – October 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	-	-	-	-	-	-	2,331	1,797	111,214	93,038
Equipment Rentals	162,432	208,798	58,453	70,032	37,589	40,392	191,055	246,376	238,030	255,535
Food Service	167,523	190,284	28,227	29,973	16,722	16,883	95,400	88,345	249,372	291,211
Greens Fees	617,284	562,071	186,177	154,229	154,251	133,421	612,012	559,552	733,340	619,635
Merchandise Sales	63,892	69,709	19,139	16,538	12,561	11,806	51,817	58,982	102,814	90,143
Professional Services	510	(145)	-	-	6,400	6,235	4,890	8,885	31,146	14,449
Other Golf Revenue	25,191	44,835	14,363	10,539	9,322	10,218	7,963	25,950	8,878	56,423
Operating Revenues	1,036,831	1,075,552	306,358	281,311	236,845	218,954	965,468	989,887	1,474,793	1,420,433
Operating Expenditures:										
Salaries and Benefits	512,105	486,439	131,761	146,564	129,809	118,116	464,290	466,072	556,560	631,951
Contractual Services	5,557	4,685	1,895	853	587	452	3,688	1,436	9,414	9,219
Operations	291,584	329,736	87,881	88,778	77,324	98,287	234,997	249,407	488,906	501,435
<i>Utilities</i>	<i>41,463</i>	<i>39,819</i>	<i>27,947</i>	<i>19,318</i>	<i>32,894</i>	<i>41,935</i>	<i>69,177</i>	<i>61,954</i>	<i>102,409</i>	<i>101,128</i>
<i>Operating Expenses</i>	<i>250,121</i>	<i>289,917</i>	<i>59,934</i>	<i>69,460</i>	<i>44,430</i>	<i>56,352</i>	<i>165,820</i>	<i>187,453</i>	<i>386,497</i>	<i>400,307</i>
Operating Expenditures	809,247	820,860	221,537	236,195	207,721	216,854	702,975	716,914	1,054,880	1,142,605
Operating Surplus/(Subsidy)	227,584	254,692	84,821	45,116	29,124	2,100	262,493	272,973	419,914	277,828
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	-	-	2,930	-	2,125
Capital Material	-	13,961	-	-	-	-	14,078	38,316	3,180	41,403
Capital Contracts	-	18,073	-	-	-	-	59,616	14,582	6,608	-
Capital Equipment	-	-	-	-	-	-	389,026	31,331	44,250	316,875
Capital Expenditures	-	32,034	-	-	-	-	462,720	87,160	54,037	360,402
Net Surplus/(Subsidy)	227,584	222,658	84,821	45,116	29,124	2,100	(200,227)	185,813	365,877	(82,574)

- Big Met, Manakiki revenue outperforming SPPY
- Little Met, Mastick, Sleepy revenue slipped below SPPY
- Big Met, Manakiki operating surplus outperforming SPPY
- Little Met, Mastick, Sleepy have operating surplus, but less than SPPY due to extra expenses discussed in prior months

Cleveland Metroparks - Golf

Financial Performance – October 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	72,306	67,428	135,649	128,088	7,463	6,860	-	-	328,963	297,211
Equipment Rentals	132,421	231,952	19,007	21,893	126,182	188,689	-	-	965,169	1,263,666
Food Service	103,692	106,226	17,201	17,732	79,416	117,643	-	-	757,553	858,298
Greens Fees	540,642	465,224	84,588	71,347	397,594	440,326	5,381	-	3,331,269	3,005,806
Merchandise Sales	45,240	52,422	16,667	18,211	29,145	38,742	15,792	-	357,067	356,553
Professional Services	20,241	15,544	35,245	42,045	54,678	45,588	-	-	153,110	132,600
Other Golf Revenue	(339)	34,948.53	72,836	81,442	(8,444)	31,433.26	5,063	17,384	134,834	313,172
Operating Revenues	914,203	973,744	381,193	380,758	686,035	869,281	26,237	17,384	6,027,963	6,227,304
Operating Expenditures:										
Salaries and Benefits	416,909	414,353	205,705	218,079	466,029	443,457	576,830	328,378	3,459,999	3,253,410
Contractual Services	1,661	2,187	1,157	669	3,313	2,270	608	-	27,881	21,770
Operations	249,206	288,068	93,903	108,846	218,120	264,789	66,219	75,508	1,808,141	2,004,853
<i>Utilities</i>	41,228	42,452	39,023	37,766	31,298	34,838	1,874	2,329	387,314	381,538
<i>Operating Expenses</i>	207,978	245,616	54,879	71,080	186,822	229,951	64,345	73,179	1,420,827	1,623,315
Operating Expenditures	667,777	704,608	300,765	327,594	687,463	710,517	643,657	403,886	5,296,020	5,280,034
Operating Surplus/(Subsidy)	246,427	269,136	80,429	53,163	(1,428)	158,764	(617,420)	(386,502)	731,943	947,270
Capital Expenditures:										
In-House Capital Labor	-	-	-	-	-	242,238	-	-	-	247,293
Capital Material	10,255	-	-	-	190,495	178,452	-	-	218,007	272,131
Capital Contracts	-	-	-	-	221,017	918,742	-	-	287,241	951,397
Capital Equipment	-	43,706	-	-	-	111,208	2,501	162,451	435,777	665,571
Capital Expenditures	10,255	43,706	-	-	411,512	1,450,640	2,501	162,451	941,024	2,136,392
Net Surplus/(Subsidy)	236,172	225,430	80,429	53,163	(412,940)	(1,291,876)	(619,921)	(548,953)	(209,081)	(1,189,122)

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

Cleveland Metroparks - Zoo

Financial Performance – October 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	3,963,481	4,114,800	96.3%	4,406,367	4,253,147	(153,220)	103.6%
Zoo Guest Experience	967,063	973,363	99.4%	929,466	1,073,941	144,475	86.5%
Zoo Society Attendance	2,024,774	1,982,500	102.1%	1,925,438	2,005,250	79,812	96.0%
Zoo Souvenirs/Refreshments	1,305,124	1,587,620	82.2%	1,565,137	1,687,600	122,463	92.7%
Education	388,400	870,548	44.6%	456,596	396,831	(59,765)	115.1%
Zoo Rental and Events	376,931	-	0.0%	345,876	450,000	104,124	76.9%
Consignment Admissions	356,543	400,000	89.1%	293,684	400,000	106,316	73.4%
Gifts & Donations	231	200	115.5%	7,911	200	(7,711)	3955.5%
Miscellaneous	970	10,729	9.0%	(558)	10,488	11,046	-5.3%
Total Revenues	9,383,517	9,939,760	94.4%	9,929,917	10,277,457	347,540	96.6%
Operating Expenditures:							
Salaries and Benefits	11,892,979	15,053,495	79.0%	12,198,524	16,265,009	4,066,485	75.0%
Contractual Services	185,873	298,316	62.3%	153,803	326,055	172,252	47.2%
Operations	3,747,503	5,549,216	67.5%	4,141,781	5,688,583	1,546,802	72.8%
Utilities	1,877,981	2,485,305	75.6%	2,019,757	2,465,464	445,708	81.9%
Operating Expenses	1,869,522	3,063,911	61.0%	2,122,024	3,223,119	1,101,095	65.8%
Total Operating Expenditures	15,826,354	20,901,027	75.7%	16,494,109	22,279,648	5,785,539	74.0%
Operating Surplus/(Subsidy)	(6,442,837)	(10,961,267)	58.8%	(6,564,191)	(12,002,191)	(5,437,999)	54.7%
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%
Construction Material	197,890	812,268	24.4%	246,170	1,224,745	978,575	20.1%
Construction Contracts	1,078,015	3,805,138	28.3%	1,763,458	6,681,068	4,917,610	26.4%
Construction Equipment	120,114	418,491	28.7%	312,560	641,701	329,142	48.7%
Animal Acquisition	42,050	88,467	47.5%	37,044	77,100	40,056	48.0%
Total Capital Expenditures	1,438,069	5,124,364	28.1%	2,391,553	8,624,614	6,265,383	27.7%
Capital Surplus/(Subsidy)	(1,436,129)	(5,124,364)	28.0%	(2,391,553)	(8,624,614)	(6,265,383)	27.7%
Restricted Fund Revenue:							
Operating	474,405	278,200	170.5%	632,310	415,388	(216,922)	152.2%
Capital	1,619,170	3,744,784	43.2%	3,615,777	4,078,909	463,132	88.6%
Total Restricted Fund Revenues	2,093,575	4,022,984	52.0%	4,248,086	4,494,297	246,211	94.5%
Restricted Fund Expenditures:							
Operating	590,118	1,254,148	47.1%	536,776	1,185,761	648,984	45.3%
Capital	897,766	3,056,268	29.4%	4,406,048	4,621,316	215,269	95.3%
Total Restricted Fund Expenditures	1,487,884	4,310,416	34.5%	4,942,824	5,807,077	864,253	85.1%
Restricted Fund Surplus/(Subsidy)	605,691	(287,432)	-210.7%	(694,738)	(1,312,780)	(618,042)	52.9%

- YTD revenue includes \$800k for ALF after final revenue share, total revenue \$546k above SPPY with help from souvenirs/refreshments; Boo revenue negatively impacted by October weekend weather (see Golf comments)

- OpEx % of budget used is almost 2% below SPPY; Contractual Services helping to offset increased Utilities, other OpEx
- Operating subsidy is \$122k > SPPY on dollar basis, 4% better than SPPY on % of budget used basis

Cleveland Metroparks - Zoo

Financial Performance – October 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	3,963,481	4,114,800	96.3%	4,406,367	4,253,147	(153,220)	103.6%
Zoo Guest Experience	967,063	973,363	99.4%	929,466	1,073,941	144,475	86.5%
Zoo Society Attendance	2,024,774	1,982,500	102.1%	1,925,438	2,005,250	79,812	96.0%
Zoo Souvenirs/Refreshments	1,305,124	1,587,620	82.2%	1,565,137	1,687,600	122,463	92.7%
Education	388,400	870,548	44.6%	456,596	396,831	(59,765)	115.1%
Zoo Rental and Events	376,931	-	0.0%	345,876	450,000	104,124	76.9%
Consignment Admissions	356,543	400,000	89.1%	293,684	400,000	106,316	73.4%
Gifts & Donations	231	200	115.5%	7,911	200	(7,711)	3955.5%
Miscellaneous	970	10,729	9.0%	(558)	10,488	11,046	-5.3%
Total Revenues	9,383,517	9,939,760	94.4%	9,929,917	10,277,457	347,540	96.6%
Operating Expenditures:							
Salaries and Benefits	11,892,979	15,053,495	79.0%	12,198,524	16,265,009	4,066,485	75.0%
Contractual Services	185,873	298,316	62.3%	153,803	326,055	172,252	47.2%
Operations	3,747,503	5,549,216	67.5%	4,141,781	5,688,583	1,546,802	72.8%
Utilities	1,877,981	2,485,305	75.6%	2,019,757	2,465,464	445,708	81.9%
Operating Expenses	1,869,522	3,063,911	61.0%	2,122,024	3,223,119	1,101,095	65.8%
Total Operating Expenditures	15,826,354	20,901,027	75.7%	16,494,109	22,279,648	5,785,539	74.0%
Operating Surplus/(Subsidy)	(6,442,837)	(10,961,267)	58.8%	(6,564,191)	(12,002,191)	(5,437,999)	54.7%
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%
Construction Material	197,890	812,268	24.4%	246,170	1,224,745	978,575	20.1%
Construction Contracts	1,078,015	3,805,138	28.3%	1,763,458	6,681,068	4,917,610	26.4%
Construction Equipment	120,114	418,491	28.7%	312,560	641,701	329,142	48.7%
Animal Acquisition	42,050	88,467	47.5%	37,044	77,100	40,056	48.0%
Total Capital Expenditures	1,438,069	5,124,364	28.1%	2,391,553	8,624,614	6,265,383	27.7%
Capital Surplus/(Subsidy)	(1,436,129)	(5,124,364)	28.0%	(2,391,553)	(8,624,614)	(6,265,383)	27.7%
Restricted Fund Revenue:							
Operating	474,405	278,200	170.5%	632,310	415,388	(216,922)	152.2%
Capital	1,619,170	3,744,784	43.2%	3,615,777	4,078,909	463,132	88.6%
Total Restricted Fund Revenues	2,093,575	4,022,984	52.0%	4,248,086	4,494,297	246,211	94.5%
Restricted Fund Expenditures:							
Operating	590,118	1,254,148	47.1%	536,776	1,185,761	648,984	45.3%
Capital	897,766	3,056,268	29.4%	4,406,048	4,621,316	215,269	95.3%
Total Restricted Fund Expenditures	1,487,884	4,310,416	34.5%	4,942,824	5,807,077	864,253	85.1%
Restricted Fund Surplus/(Subsidy)	605,691	(287,432)	-210.7%	(694,738)	(1,312,780)	(618,042)	52.9%

- Asian Highlands, Welcome Pav, Gorilla Transfer Chute, Gorilla Yard and Exhibit, Cheetah Exhibit, HVAC repairs and maintenance, Rain Forest assessment, others

Cleveland Metroparks – Enterprise Financial Performance – October 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	4,582,237	4,551,010	100.7%	4,823,802	5,413,970	590,168	89.1%
Dock Rentals	697,514	665,000	104.9%	727,492	695,000	(32,492)	104.7%
Chalet Operations	221,088	454,068	48.7%	202,275	425,868	223,593	47.5%
Hayrides	36,219	23,625	153.3%	16,790	25,000	8,211	67.2%
Aquatics	171,688	206,375	83.2%	182,871	210,450	27,579	86.9%
Gifts and Donations	-	-	0.0%	2,481	-	(2,481)	0.0%
Damages and Fines	1,470	2,240	65.6%	1,700	2,240	540	75.9%
Total Revenues	5,710,216	5,902,318	96.7%	5,957,411	6,772,528	815,117	88.0%
Operating Expenditures:							
Salaries and Benefits	2,792,384	3,107,096	89.9%	2,953,321	3,701,054	747,733	79.8%
Contractual Services	77,084	98,267	78.4%	38,630	90,627	51,998	42.6%
Operations	2,377,593	2,899,247	82.0%	2,681,572	3,289,058	607,486	81.5%
Total Operating Expenditures	5,247,061	6,104,610	86.0%	5,673,522	7,080,739	1,407,217	80.1%
Operating Results - Surplus/(Subsidy)	463,155	(202,292)	329.0%	283,889	(308,211)	(592,101)	192.1%

- YTD revenue performing well compared to SPPY, up \$247k
- OpEx at 80% of budget used is 6% better than SPPY
 - Salary & Benefits management resulting in 10.1% 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 \$179k as expected; Enterprise continuing to generate operating surplus vs. budgeted subsidy

Cleveland Metroparks – Enterprise Financial Performance – October 2018

	Merwin's Wharf		Wallace Lake		Huntington Concessions		Edgewater Beach House	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	1,989,188	2,000,451	68,907	62,048	190,896	178,035	917,255	852,989
Operating Expenditures	1,870,316	1,953,713	60,093	44,613	170,144	155,329	722,356	652,052
Operating Surplus/(Subsidy)	118,871	46,738	8,814	17,435	20,753	22,706	194,899	200,937

	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	387,717	493,198
Operating Expenditures	1,664	-	47,335	35,427	124,645	83,377	406,175	469,616
Operating Surplus/(Subsidy)	(1,664)	-	5,670	(2,054)	(24,928)	(1,281)	(18,458)	23,582

	East 55th Marina		Emerald Necklace Restaurant		Emerald Necklace Marina		Parking	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	797,838	882,744	210,500	367,790	351,860	452,274	214,338	150,477
Operating Expenditures	332,718	350,778	236,898	361,795	256,789	332,638	12,920	20,422
Operating Surplus/(Subsidy)	465,121	531,966	(26,399)	5,995	95,071	119,637	201,418	130,055

	Chalet		Ledge Lake		Enterprise Administration		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	257,307	219,065	171,688	182,871	-	-	5,710,216	5,957,411
Operating Expenditures	238,367	277,567	128,918	131,618	637,724	804,578	5,247,061	5,673,522
Operating Surplus/(Subsidy)	18,940	(58,502)	42,770	51,253	(637,724)	(804,578)	463,155	283,889

- The Marinas and related restaurants, combined, are outperforming SPPY in revenue and operating surplus
- E55th Restaurant revenue up 27%, EN Restaurant revenue up 74%
- EWBH has lower revenue than SPPY, but managed costs for higher operating surplus
- Merwin's revenue is > SPPY, but surplus is less YTD (timing of inventory and other expenses compared to SPPY)

Cleveland Metroparks – Nature Shops and Kiosks Financial Performance – October 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	529,467	556,500	95.1%	499,404	655,000	155,596	76.2%
Total Revenues	529,467	556,500	95.1%	499,404	655,000	155,596	76.2%
Operating Expenditures:							
Salaries and Benefits	208,869	268,205	77.9%	243,762	336,097	92,335	72.5%
Contractual Services	7,099	15,112	47.0%	11,114	17,389	6,275	63.9%
Operations	214,761	250,360	85.8%	226,763	289,603	62,839	78.3%
Total Operating Expenditures	430,730	533,677	80.7%	481,639	643,089	161,450	74.9%
Operating Results - Surplus/(Subsidy)	98,737	22,823	332.6%	17,765	11,911	(5,854)	49.1%

- 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 – October 2018

	North Chagrin		Rocky River		West Creek		Hinckley Lake Boat Shop	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	57,228	48,119	108,078	78,492	27,685	24,580	310,844	294,066
Operating Expenditures	27,687	26,685	61,838	62,962	16,794	15,064	162,332	185,174
Operating Surplus/(Subsidy)	29,540	21,434	46,240	15,531	10,890	9,516	148,512	108,892

	Nature Shop Mobile		Great Northern Kiosk		Southpark Kiosk		Retail Division/Admin	
	2017	2018	2017	2018	2017	2018	2017	2018
Operating Revenues	25,633	12,419	-	-	-	-	-	-
Operating Expenditures	2,130	2,234	19,548	9,289	1,724	-	138,677	139,950
Operating Surplus/(Subsidy)	23,503	10,185	(19,548)	(9,289)	(1,724)	-	(138,677)	(139,950)

	Nature Shop Edgewater		Total	
	2017	2018	2017	2018
Operating Revenues	-	41,727	529,467	499,404
Operating Expenditures	-	40,281	430,730	481,639
Operating Surplus/(Subsidy)	-	1,446	98,737	17,765

Cleveland Metroparks – Charges for Services Financial Performance – October 2018

	2017	2018
	YTD	YTD
	Actual	Actual
Golf Revenue	6,027,963	6,227,304
Zoo Revenue	9,385,226	9,922,006
Enterprise Revenue	5,708,746	5,953,230
Nature Shop/Kiosk Revenue	529,467	499,404
Subtotal	21,651,403	22,601,944
Other:		
Outdoor Experience/Recreation	257,240	297,906
Building Rental Fees	473,232	496,205
Concessionaire & Leasing	424,388	483,256
Misc	2,763,417	2,692,127
Subtotal	3,918,277	3,969,495
Charges for Services Revenue	25,569,679	26,571,439

Rental fees = permit based
Concessionaire/Leasing = contract based

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

- October's successful live auction netted \$171k versus expectation of \$100k