



CUYAHOGA VALLEY SCENIC RAILROAD

2015 ANNUAL REPORT





LETTER TO OUR STAKEHOLDERS

Dear CVSR Members, Donors and Friends:



Craig B. Tallman
President and CEO



Raymond J. Labuda
*Chairman,
Board of Trustees*

We are pleased to share our 2015 annual report with you. Thanks to your support, CVSR served 185,550 passengers, expanded educational activities and wellness programming, achieved a balanced operating budget, added significant value to our balance sheet and made major capital improvements to our fleet in 2015.

We are focusing on providing a variety of excursions to enable our passengers to experience Cuyahoga Valley National Park in new and unique ways. In 2015, we offered additional theatrical experiences, including ghost story trains and murder mystery excursions. We expanded our “destination experiences” such as food programs, tasting events and educational programs. Revenue for these programs in 2015 was up an average of 55% over 2014. We also introduced a new “all day pass” concept for our National Park Scenic coach ticket as an innovative means to offer affordable and engaging transportation in Cuyahoga Valley National Park.

We are working to add value to our excursions through various seating options. To that end, we made significant capital improvements to our fleet in 2015, most notably being a \$280,000 renovation of our St. Lucie Sound luxury executive car and a \$145,000 rebuild of a second ADA accessible car. These, along with other capital improvements made in 2015 and acknowledgement of the funders who made these projects possible, are described in detail in this report. The list of needed capital improvements is growing, especially as we strive to improve the quality of our equipment, increase capacity, provide additional experiences and continue enhancement of “green” technologies in our locomotives. Therefore, CVSR’s Board of Trustees voted in August 2015 to launch a multi-million dollar capital campaign to support our capital needs going forward.

CVSR’s future promises to be an exciting one. We are exploring ways to utilize the train and assets of Cuyahoga Valley National Park to improve the health and well-being of local communities. In fact, we developed a partnership with the Cleveland Clinic in 2015 to promote youth oriented wellness and healthy lifestyles; that programming will begin in the summer of 2016.

CVSR would not be successful if it were not for the contributions of time and financial resources from so many people and organizations. Thank you to the incredible CVSR Volunteer Association who contributed a record 90,848 hours of service in 2015. Thank you to our donors and members for your generous support, including The Renner Foundation and the estate of former CVSR trustee, Dick Lezius, for their generous endowment and planned gifts. Last but not least, thank you to George Snider for his leadership as Chairman of the Board of Trustees for the past five years.

We look forward to continuing to provide memorable experiences in Cuyahoga Valley National Park.

Sincerely,

Craig B. Tallman
President and CEO

Raymond J. Labuda
Chairman, Board of Trustees



MISSION

Cuyahoga Valley Scenic Railroad's mission is to provide educational, recreational and heritage railroad experiences and provide alternative transportation to and within Cuyahoga Valley National Park and the Ohio & Erie Canalway.

THE RIDE OF A LIFETIME

There's probably not a boy (or, for that matter, an adult male) who wouldn't like to drive a train. I never got that chance myself, but I did get the opportunity to oversee the direction of a railroad. And I can confirm it has been an exhilarating journey.

It began when I interviewed to become a trustee of Cuyahoga Valley Scenic Railroad in mid-2006. At the time, I thought of CVSR as a small, not-for-profit railway offering excursions through Ohio's only National Park. It took some time to appreciate how much more CVSR was – and could become.

I owe much of my journey to two individuals – former board chair Arnie de la Porte (since deceased) and president and CEO Steven Wait (now retired) – who started CVSR on an amazing transformation that continues today.

Under their leadership, board and staff were encouraged to set ambitious goals. Ridership doubled over time to 200,000 passengers a year, thanks in large measure to increased service offerings that began with Bike Aboard!™ and wine- and beer-tasting trains and later grew into breakfast, lunch and dinner trains, not to mention all sorts of special events such as Day Out With Thomas®, murder-mystery trains and CVSR's dramatization of the Underground Railroad. Year after year, The Polar Express® grew in popularity as staff and volunteers continued to add to the participant experience; it remains our largest revenue generator. Meanwhile cars were refurbished, while new additions to the fleet included a car for riders with disabilities, a vista dome car from the Union Pacific and two period dining cars.

Steve and Arnie also realized that but for the National Park and our own amazing collection of highly dedicated volunteers, Cuyahoga Valley Scenic Railroad would not exist. Words cannot fully express our gratitude to each.

I succeeded Arnie as chairman of the board in late 2010 and served in that capacity until the end of 2015. With the deeply appreciated support of the Railroad staff, the entire board of trustees and especially the executive committee, I did my best to continue the good works of those who preceded me.

For example, working as a team, we completed the Railroad's first strategic plan. We developed a leadership succession plan, leading to a seamless transition when Steve Wait retired and Craig Tallman was recruited to succeed him as president and CEO in May 2012. Later that summer we celebrated CVSR's 40th anniversary with great fanfare. Building on Steve's insistence on running the Railroad as a business instead of a charity, the executive committee tasked his successor with breaking even – meaning that operating revenues equal or exceed operating expenses each year, allowing income from grants, donations and memberships to fund the Scenic Railroad's growth. This past year, thanks to the generosity of the Haslinger family and other friends, we completed a top-to-bottom renovation of our deluxe observation car, the St. Lucie Sound. We also took delivery of our first "green" locomotive.

Late last year, I turned over the chairmanship to Ray Labuda but will remain as an active trustee, dedicated to helping make sure that our mid-20th-century trains offer 21st-century comfort, convenience and passenger experiences. As we prepare to launch our first-ever capital campaign, I could not be more excited about the Scenic Railroad's future. It continues to be an exhilarating ride.

George Snider
Member of the Executive Committee and Past Chair





FINANCIAL STABILITY

CVSR ended 2015 in a strong financial position. Operating revenue/earned income totaled \$2,880,785 (net of direct expenses) and we raised \$898,923 in contributed income from individuals, foundations and corporations. Significant funding through the National Park Service/Transit in Parks Program funded major capital improvements, namely the development of our first “green” locomotive and renovation of an ADA accessible railcar. Cost control measures were implemented and operating expenses came in at 7.5% under budget. We are pleased to report that CVSR ended the year with a positive net operating margin, indicating a financially stable organization.

HIGHLIGHTS 2015 vs. 2014 Financial Performance

Earned Income:

- 8% increase in general passenger revenue.
- 5% increase in special programming revenue.
- 29% increase in education program revenue.

Contributed Income:

- 11.5% increase in membership revenue.
- 5% increase in annual fund revenue.
- 129% increase in grant revenue.

INVESTING IN OUR FLEET

CVSR is committed to providing a safe, comfortable and reliable experience for our passengers. Thanks to the support of our members and donors in 2015, CVSR was able to invest significant dollars to improve our fleet and position the organization for continued growth.

Highlights: 2015 Capital Improvements

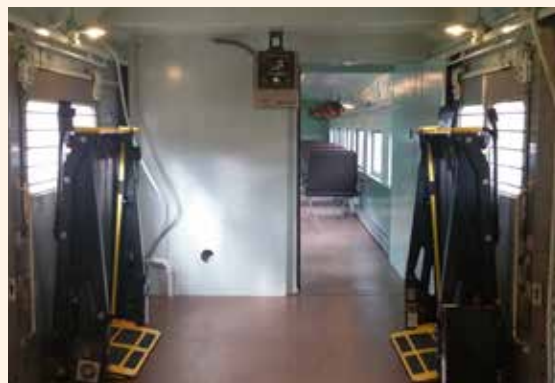
- \$280,000 renovation of our luxury executive car, St. Lucie Sound, which will allow CVSR to better cater to business and private charters. This project included extensive interior restoration and renovation and mechanical and structural repairs. Special thanks to CVSR founder Siegfried Buerling for his leadership and vision for the project.





We gratefully acknowledge the following funders of this project:

Bryan Akers	Mark Ellis	Jon Knight	Karen Robertson
Elizabeth H. Augustus	David Evans	Kim Langley	Ginny and Reinhold Roedig
Jeff Barbalics	Anne and Sherman Farnham, Jr.	The Lehner Family Foundation	Robert Root
Sandra Bell	Shawn Fenn	Sherri and Tim Lemley	Lisa Russo
Terri Bissell	Jonathan Filbert	Mimi J. Lewellen	Patrick Russo
Janet Bodjiak	Pennie Fordham	Stephanie Marshall	Alice Sandvick
Cindy and Peter Buerling	MaryAlice and Forrest Garey	Maria Maughan	Anthony Schuller
Paul Bujak	GAR Foundation	Leroy Mazer	Jeffrey Senior
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Henry Chisholm	Joey Glassco	Sally McCombs	George and Nora Snider
Carla Conant	Joy and Marvin Gray	Stephen McCord	Terry Squire
David Connor	Ralph Gray	Bruce McCrodden	Cliff H. and Karen Stadler
Douglas O. and Karen Cooper	Jeanne and Peter Grossetti	Sharon McKenna	Linda and Paul Stopar
Fred Cooper	Nancy and Joseph Halter	Kaushal Mehta	Edward Svec
Mary Corley	Elizabeth and Mark Harr	Chuck Mlakar	Brian Swab
Cuyahoga Valley Scenic Railroad	The Sandra L. and Dennis B.	Roy and Cindy Moore	Linda and Dexter Thede
Volunteer Association	Haslinger Family Foundation	Brad Nogar	Sandra Thouvenin
Tom E. Dailey Foundation Inc.	Meredith Haynes	David O'Loughlin	Chuck Trabert
Jack Davisson	Richard Hiller	Karen Ormsby	Mark Urban
Cyndee and John Debo	Mark Horning	Lori Pavlik	Christine Vadala
Dr. Holly Dickert-Leonard	Pam and Thomas Johnston	David Plottner	Quonset vonCube
Jeffrey Dickon	Ken Joseph	Paul Pojman	Kevin Waldron
John Dilling	Audrey and Jim Kickham	Heidi and Dave Reed	
Glen Duke	Christina and Christopher	Helen M. Reed	
Arnold Edward	Kmetko	Beth and Andrew Reimer	



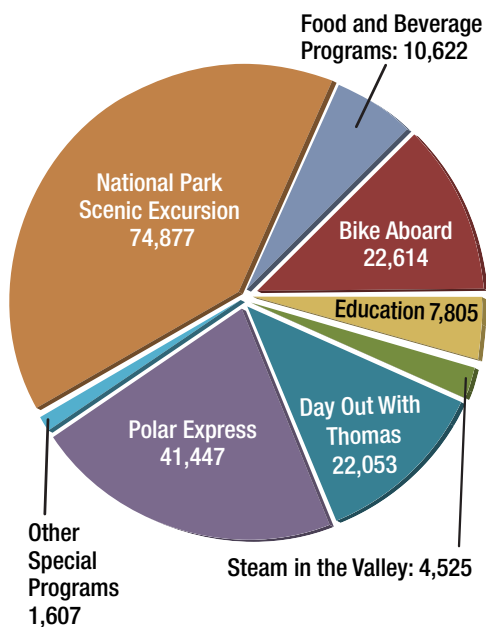
- \$145,000 rebuild of ADA Car #727 (funded through the federal Transit in Parks Program) for additional capacity for passengers with disabilities. The rebuilt car features new flooring, re-upholstered seats, new wheelchair lifts, new paint, rebuilt restroom facilities, new HVAC system and complete rewire.
- \$102,000 investment in wheels for passenger car fleet and \$56,000 investment in wheels and traction motors for locomotive fleet.
- \$70,000 rebuild of wheels and bearings for "Silver Bronco" Dome car.
- \$50,000 in exterior paint and cosmetic upgrades to four passenger cars.
- In addition, numerous capital projects were started in 2015 and will be completed in 2016, including a \$400,000 rebuild of Locomotive #6777 to reduce emissions and fuel usage, a \$137,000 rebuild of Bike Aboard Car #1127 with funding provided by the federal Transit in Parks program and a \$150,000 rebuild of Bike Aboard Car #3450 with funding provided by The John S. and James L. Knight Foundation.
- Finally, The Renner Foundation established the Ruth Renner Percy Memorial Endowment to provide a permanent source of annual income to ensure proper maintenance and serviceability of the Renner-Percy car.



PROVIDING UNIQUE EXPERIENCES IN CUYAHOGA VALLEY NATIONAL PARK

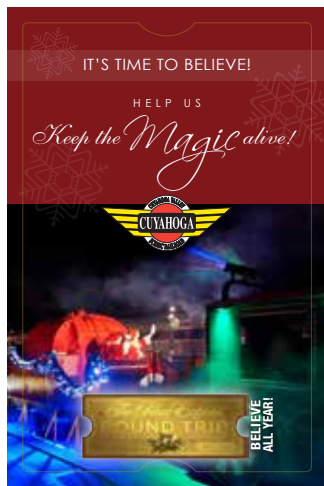
2015 RIDERSHIP

Total Ridership 185,550



Highlights: 2015 Programs and Events

- We launched our “live life around a train” concept in 2015, which focuses on utilizing the National Park Scenic coach ticket as an all day pass to board and deboard the train to view the sights of the Park.
- Participation in our food and beverage programs (including Grape Escape, Ales on Rails, and Breakfast/Brunch/Lunch/Dinner excursions) increased by 37% over 2014. For our dinner program, we partnered with well-known restaurants throughout Northeast Ohio – including Farenheit, Sterle’s/Cafe 55, LockKeeper’s, Strip Steakhouse, and more – to bring new audiences to CVSR and Cuyahoga Valley National Park.
- Bike Aboard! saw a 10.6% increase in participation over 2014 and its second highest ridership number on record.
- Participation in our education programs operated in conjunction with the National Park Service was up 13.7% over 2014. Thanks to grant funding, CVSR was able to fully subsidize tickets and busing fees for 1,968 students from low-income school districts in Cuyahoga and Summit counties. The program received positive feedback from teachers, who rated the following on a scale of 1-10:
 - Pre-trip materials: 9.78
 - CVSR Contacts: 9.19
 - Met Academic Standards: 9.70
 - Overall quality: 9.62



- Day Out With Thomas™, Steam in the Valley and The Polar Express™ continued to be popular programs for the whole family. In fact, in November 2015 USA Today named CVSR’s Polar Express™ program as one of the ten best Christmas celebrations at national parks!
- Finally, we added some new programs to our repertoire in 2015 – Christmas in July, Steampunk event, and evening train rides – which will all become annual events.





VOLUNTEERS ARE THE BACKBONE OF CVSR

Record Number of Volunteer Hours in 2015

Volunteers are vital to the overall operation of CVSR. In 2015, 1,297 CVSR volunteers contributed a record 90,848 hours of service - the equivalent of approximately 44 full-time employees!



Volunteer of the Year, Tim Osyk with his wife Barb.

Tim Osyk: 2015 Volunteer of the Year

Congratulations to Tim Osyk for being named CVSR's 2015 Volunteer of the Year. Tim has been a CVSR volunteer for 14 years and has contributed 6,000+ hours of service.

Tim has volunteered in a number of roles from brakemen and engineer to playing the Grinch at the North Pole during The Polar Express. As an experienced engineer, Tim trains other engineers and volunteers on operations and safety procedures. Tim has been an active member of the CVSR Volunteer Association. He served as Vice President for three years and continues to serve on the safety committee and communications committee. In his role on the communications committee, Tim represents CVSR at train shows and other community engagements.

Fellow volunteers nominated Tim for the Volunteer of the Year award for his demonstration of sincere commitment to the success of CVSR and exceptional leadership. Congratulations, Tim!





CHALLENGES AND LOOKING TO THE FUTURE

While 2015 was overall a positive year, CVSR did face some challenges. Significant rainfall in June caused the access drive at our Rockside Station parking lot to flood, preventing passengers from getting their cars until the next morning. In November, a fatal and tragic accident occurred on CVSR's tracks near Peninsula Depot. Later that month, one of our rail diesel cars experienced a small fire. Thankfully, there was no one in the car at the time and no one was injured.

In each situation, our volunteers, staff and partners came together to resolve the problem, with the safety and welfare of our passengers at the forefront of every decision. Ensuring a positive customer experience permeates throughout CVSR's culture. While we would never want any of these situations to happen again, we are proud of the strong policies and protocols that CVSR has in place for emergencies. We look forward to continuing to provide the very best customer experience possible.



CVSR GIVES BACK

Thanks to the support of our donors, CVSR is able to offer a variety of programs free of charge in an effort to ensure that people of all ages and backgrounds have the opportunity to climb aboard and experience all that Cuyahoga Valley National Park has to offer. In 2015, CVSR:

- distributed 1,700 free child tickets on our National Park Scenic train during August.
- served approximately 800 veterans and their families with complimentary train rides on Veterans Day



- provided the Polar Express experience to approximately 800 children in need and their families free of charge as part of our Polar Express "Charity Train," which departed from both Rockside and Akron Northside Stations.
- Donated nearly \$5,000 worth of National Park Scenic and event tickets to auctions, raffles and other events to benefit Northeast Ohio nonprofit organizations.



STATEMENT OF FINANCIAL POSITION

December 31, 2015 and 2014

ASSETS

ASSETS

CURRENT ASSETS

Petty cash on hand	\$ 2,100	\$ 2,100
Cash - checking	1,542,066	1,398,044
Grants receivable	86,900	95,500
Pledges receivable	127,500	42,500
Inventory - concessions	54,692	66,536
Prepaid expenses	27,586	-
Prepaid insurance	25,806	25,786

TOTAL CURRENT ASSETS

1,866,650 1,630,466

INVESTMENTS - ENDOWMENT

354,720 424,099

PROPERTY AND EQUIPMENT

Rolling stock	6,122,114	5,420,965
Machines and equipment	173,939	169,939
Track truck	116,931	116,931
Office equipment	62,714	58,450
Furniture	124,015	124,015
Leasehold improvement	-	40,000
Seasonal fixtures	151,612	141,762
Construction in progress	1,941,486	1,100,508

8,692,811 7,172,570

Less accumulated depreciation and amortization

3,997,826 3,518,648

4,694,985 3,653,922

6,916,355 5,708,487

STATEMENT OF FINANCIAL POSITION

December 31, 2015 and 2014
LIABILITIES AND ASSETS

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

Gift certificate liability	\$ 37,819	\$ 31,000
Current portion of note payable	33,333	-
Accrued payroll, payroll taxes and withholding	16,058	24,835

TOTAL CURRENT LIABILITIES

87,210 55,835

LONG TERM LIABILITIES

Note payable, net of current portion	74,176	-
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NET ASSETS

Unrestricted	6,252,249	5,223,053
Temporarily restricted	148,000	5,500
Permanently restricted	354,720	424,099

TOTAL ASSETS

6,754,969 5,652,652

TOTAL LIABILITIES AND NET ASSETS

6,916,355 5,708,487

For a copy of our full audit report, please contact our Development Office at 330-439-5708 ext. 228.



THANK YOU 2015 DONORS AND MEMBERS

It is through the generosity of our donors, members and other financial supporters listed here that Cuyahoga Valley Scenic Railroad is able to provide the best passenger service and programs, many of which were highlighted in this report.

We extend our most heartfelt thanks to those who help us fulfill our mission of providing educational, recreational, and heritage railroad experiences and offering alternative transportation to and within Cuyahoga Valley National Park and the Ohio & Erie Canalway.

While space limits our ability to list each and every supporter, we are extremely appreciative of all financial support, no matter the size of the gift.

Giving levels listed are representative of total contributions made between January 1, 2015 and December 31, 2015 regardless of the purpose or intent of any specific gift. CVSR has made every effort to ensure accuracy in listing all supports at the \$50 and above levels.

ST. LUCIE SOUND FOUNDERS SOCIETY

PRESERVING CUYAHOGA VALLEY SCENIC RAILROAD HERITAGE



Saint Lucie Sound Founders Society (\$1,500 and above)

Members of Cuyahoga Valley Scenic Railroad's Saint Lucie Sound Founders Society are our most ardent and generous supporters, comprising individuals, corporations, foundations and organizations whose leadership gifts total \$1,500 or more. We are proud to extend special recognition to the following members of our Saint Lucie Sound Founders Society for 2015.

Akron Community Foundation
Akron/Summit Convention and Visitors Bureau
ArcelorMittal
Elizabeth H. Augustus
Carol and Michael Birkholm
Curt T. Buerling
Pat Catan's (Catanzarite Investment Company LLC)
Kenneth L. Calhoun Charitable Trust, KeyBank, Trustee
The Henry V. and Frances W. Christenson Foundation
Cleveland Automobile Club Orphans Outing Fund
Cleveland Clinic
The Cleveland Foundation
Cuyahoga Valley Scenic Railroad Volunteer Association
Douglas O. and Karen Cooper

The Mary S. and David C. Corbin Foundation
Tom E. Dailey Foundation Inc.
Cyndee and John Debo
Debbie Farris
GAR Foundation
Deborah Gordon
Gretchen and Tom Green
The Sandra L. and Dennis B. Haslinger Family Foundation
Stella Ann and John Hetzer
Mary Ann and Thomas Jackson
Pam and Thomas Johnston
KeyBank Foundation
Robin Kirk
Sally Klinect
Knight Foundation Donor Advised Fund at The Miami Foundation
Nancy and Raymond J. Labuda
Kelly and James Laprade
The Lehner Family Foundation

G. Richard Lezius Trust
The Edward A. & Catherine L. Lozick Foundation
The Lubrizol Foundation
The Matthews Family Foundation
John A. McAlonan Fund of Akron Community Foundation
Tisa and Craig Moore
The Margaret Clark Morgan Foundation
Murch Foundation
The R. C. and Katharine M. Musson Charitable Foundation
Parker Hannifin Foundation
Lori Pavlik
The Perkins Charitable Foundation
Ohio CAT
Ohio Technical College
Ohio & Erie Canalway Association
Ohio & Erie Canalway Coalition
The O'Neill Brothers Foundation

The Robert O. Orr & Annamae Orr Family Foundation
Anne Reily
The Renner Foundation
Charles E. & Mabel M. Ritchie Memorial Foundation
Christine and John Scheatzle, Jr.
Tracy and John Scott
The Sisler McFawn Foundation
The Kelvin and Eleanor Smith Foundation
Lloyd L. & Louise K. Smith Foundation
George and Nora Snider
Dr. Joseph and Betsy Sopko
Diane and Craig Tallman
Thompson Hine LLP
Lydia and James Virost
Welty Family Foundation

\$1,000 to \$1,499

Glenn R. and Alice V. Boggess Memorial Foundation
Cindy and Peter Buerling
David J. Carpenter
Clara LD Jeffery Charitable Trust
Judith E. Miller
Steele Nowlin & Chris Jayjack
Albert B. & Audrey G. Ratner Family Foundation
Carol H. H. Schroeder
SeibertKeck Insurance
Robert Stasek
Connie and Steven Wait

Brenda and Kenneth Bonenberger
Bonita Caesar
Henry Chisholm
Sara and Christopher Connor
Maud De La Porte
Bev and Doug Donaldson
Feth Family Foundation
FirstEnergy Foundation
Jeff Fullmer
Joey Glassco
Frederick and Jane Griech
Jeanne and Peter Grossetti
Elizabeth A. Hagen
Robert E. Hanes and Albert A. Hanes
Pitter and Patrick J. Holland
Jo-Ann Stores, Inc.
Madeline Lepidi-Carino
Kathy and Roger McClain

Matthew Peel
Joanne and John Rohrer
Veterans of Foreign Wars Post 349
Doris and Russell J. Warren
WITAN
Deb Yandala and Sherman Bishop

\$250 to \$499

Christa Jo and Dave Abood
Donna Andrew
Katherine and Stephen Barger
Dr. Melody Betts
James Bielozer
Michael Blackwell
Judith Bowers
Colleen and Thomas Browne
Lori and John Buser
Gary and Lorie Caprio
Jennifer Cidila

Lynne and Roy Clunk
Cindy and Terry Dean
Lora Della Valla
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Margot Hull
Richard Hull
Joy and David Jenkins
Henri Pell Junod, Jr.
Don and Gail Klise
Laurie Knuth
Sue and Gregory Kruska
Jill Lester
Edward Liszka

\$500 to \$999

Acro Tool & Die Co., Inc.
Suzanne and Gene Arnold
Michael Babbitt



Chuck Logan
Daniel Markowitz
Patty McCarthy
Margie McDonnell
Meredythe McNally
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Donna and Donald Siburt
Martha and Robert Smith
Claire Stonestreet
Struktol Company of America
Christine and Donald Styka, Jr.
Towlift, Inc.
Helena Vana
Karen and Bruce Vereecken
Walter Walburn
Lori and Gerald Walter
Lynn and Mark J Yanke
Kay and Paul Zielazinski

\$100 to \$249

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Akron Tool & Die Co., Inc.
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Dr. Stephanie Aldrich
Joseph Amabeli
Corrin Ankney
Anonymous
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Lynne Anthony
Carol and Timothy Arbour
Area Wide Protective AWP, Inc.
Kimberly and Terry Armstrong
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Scott Astey
Susan Audey
Christi Audino
Margaret and Gilbert Aumiller, Jr.

Breanne Arnold
Teresa Arrasmith
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Sandy and Bruce Bailey
Dr. Lindsay Baran
Jennifer Barone
Susan Basnett
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BCG & Company
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Viive Clayton
Laura Cleveland
Lori Cline
Lynn Closky
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Cober
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Christine and Bryant Foley
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Dr. Laura Garish
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Bonnie Hensley
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Jacqueline Hetrick
Gale Hewitt
Mary Ann Hile
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