



To: Board of Management

From: Robin D. Hale
Chief Operating Officer

Subject: **ATTENDANCE AND REVENUE REPORT – APRIL 2015**

Date: 2015-05-19

Summary:

This report will update the Board of Management on the year-to-date visitor statistics and revenue results for the period ending 2015-04-30. Included in this report is a dashboard highlighting some of the key metrics.

Recommendations:

It is recommended that the report be received for information.

Background:

In accordance with Zoo By-law No. 2-2010, attendance and revenues are reported to the Board on a monthly basis. Budgeted monthly attendance targets are based upon rolling five-year averages by month and accumulated year-to-date. The targets also reflect any shifts in the calendar for statutory holidays and number of weekends each month.

Please note that the following changes to this Schedule I of this report have been made in accordance with the motion passed at the Board meeting on 2015-02-25:

The Board:

1. *Requested the Chief Executive Officer to include in the Toronto Zoo monthly attendance and revenue dashboard the following:*
 - a. *A percentage breakdown of attendance categories; and*
 - b. *Revenue/visitor statistics for each revenue category.*

For your information, the results for attendance and the primary revenue categories on a year-to-date basis are outlined in the tables and charts included in Schedule I (attached).

Comments/Discussions:

The extreme cold experienced throughout the first quarter of 2014 had an impact on the year-to-date results. In fact, there were a total of thirty-nine (39) extreme cold weather alerts issued in in the first three months of the year, impacting 43.3% of the days in the first quarter. The issues related to attendance and revenue performance have been mitigated in the area of Membership, where the benefits of revenue resulting from the key Membership sales initiative from the fall of 2014 is beginning to be realized.

Attendance of 157,649 visitors through to the end of April 2015 was tracking slightly below prior year by 4.8% and was under budget by 33.6%. (For perspective, the budget numbers through the end of April represent 17.0% of the full year attendance budget). Year-to-date results in the main revenue categories are tracking ahead of April 2014 year-to-date by \$282.2 thousand (7.9%), primarily due to Membership revenues.

Although the weather certainly influenced some visitors earlier in the year in their decision to attend the Zoo, several key events were scheduled in April with an objective of stimulating attendance and interest in the Zoo during early spring. ‘Hop into Spring’ was held Easter weekend with much enthusiasm from guests that were eager to spend their time outdoors after a long winter. At the end of the month, 7,166 teachers attended as part of the regularly scheduled Teacher Days. This event is held each spring to provide an opportunity to reach out to teachers and to put the Zoo’s program information and conservation message directly into the hands of the teachers that organize and plan field trips. Statistics indicate that in 2014, approximately 20% of the field trips booked at the Zoo had teacher representation at the Teachers Days in 2014.

Zoo Members have been quite active in visiting the Zoo year-to-date, with attendance of 59,740 accounting for 37.9% of total attendance for the month. Membership revenue results of \$1.3 million year-to-date is 31.4% ahead of budget and is ahead of 2014 year-to-date by 30.69%, a clear indicator of the success of the end of year (2014) initiative to stimulate membership sales.

The details of the attendance, revenue results, and per cap spending through the end of April 2015 are outlined in the tables on Schedule I, Page 1 and graphically on Pages 2 and 3.

R. D. Hale
Chief Operating Officer

List of Attachments:

Schedule I - Toronto Zoo Attendance & Revenue Dashboard



**2015 ATTENDANCE & REVENUE DASHBOARD
APRIL 2015**

| | YEAR TO DATE | | | | | | | |
|--|--------------|---|-------------|---|----------|-------------|---|----------|
| | 2015 Actual | % | 2015 Budget | % | Variance | 2014 Actual | % | Variance |

ATTENDANCE

| | | | | | | | | |
|-------------------------|----------------|-------------|----------------|-------------|-----------------|----------------|-------------|----------------|
| Admissions | 88,162 | 56% | 136,014 | 57% | (47,852) | 92,767 | 56% | (4,605) |
| School Groups | 9,747 | 6% | 11,501 | 5% | (1,754) | 10,917 | 7% | (1,170) |
| Members | 59,740 | 38% | 90,051 | 38% | (30,311) | 61,952 | 37% | (2,212) |
| TOTAL ATTENDANCE | 157,649 | 100% | 237,566 | 100% | (79,917) | 165,636 | 100% | (7,987) |

REVENUE

| | | | | | | | | |
|---------------------------|---------------------|-------------|---------------------|-------------|---------------------|---------------------|-------------|-------------------|
| Visitor & Group Admission | \$ 1,127,947 | 29% | \$ 1,644,678 | 36% | \$ (516,732) | \$ 1,148,353 | 32% | \$ (20,407) |
| Parking | 602,244 | 16% | 536,005 | 12% | 66,239 | 461,073 | 13% | 141,172 |
| Retail Stores | 229,465 | 6% | 233,223 | 5% | (3,758) | 291,395 | 8% | (61,930) |
| Rides & Rentals | 65,153 | 2% | 26,877 | 1% | 38,276 | 46,526 | 1% | 18,627 |
| Membership | 1,268,193 | 33% | 965,000 | 21% | 303,193 | 970,965 | 27% | 297,228 |
| Food Services | 554,843 | 14% | 1,143,771 | 25% | (588,928) | 647,322 | 18% | (92,479) |
| TOTAL REVENUE | \$ 3,847,844 | 100% | \$ 4,549,554 | 100% | \$ (701,710) | \$ 3,565,634 | 100% | \$ 282,209 |

SPEND PER VISITOR (SPV)

| | | | | | | | | |
|---------------------------|-----------------|-------------|-----------------|-------------|----------------|-----------------|-------------|----------------|
| Visitor & Group Admission | \$ 7.15 | 44% | \$ 6.92 | 46% | \$ 0.23 | \$ 6.93 | 44% | \$ 0.22 |
| Parking | 3.82 | 23% | 2.26 | 15% | 1.56 | 2.78 | 18% | 1.04 |
| Retail Stores | 1.46 | 9% | 0.98 | 7% | 0.47 | 1.76 | 11% | (0.30) |
| Rides & Rentals | 0.41 | 3% | 0.11 | 1% | 0.30 | 0.28 | 2% | 0.13 |
| Food Services | 3.52 | 22% | 4.81 | 32% | (1.30) | 3.91 | 25% | (0.39) |
| AVERAGE SPV | \$ 16.36 | 100% | \$ 15.09 | 100% | \$ 1.27 | \$ 15.66 | 100% | \$ 0.70 |



